

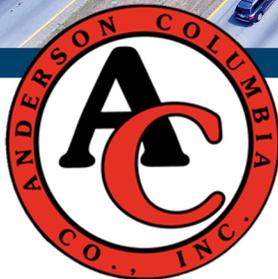
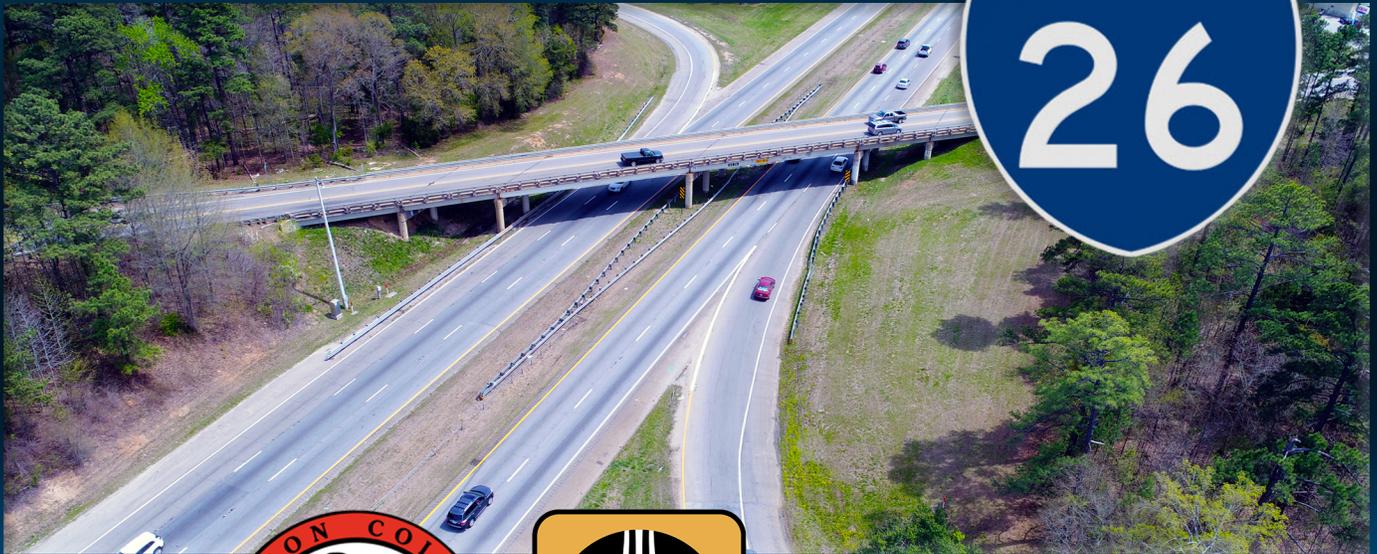
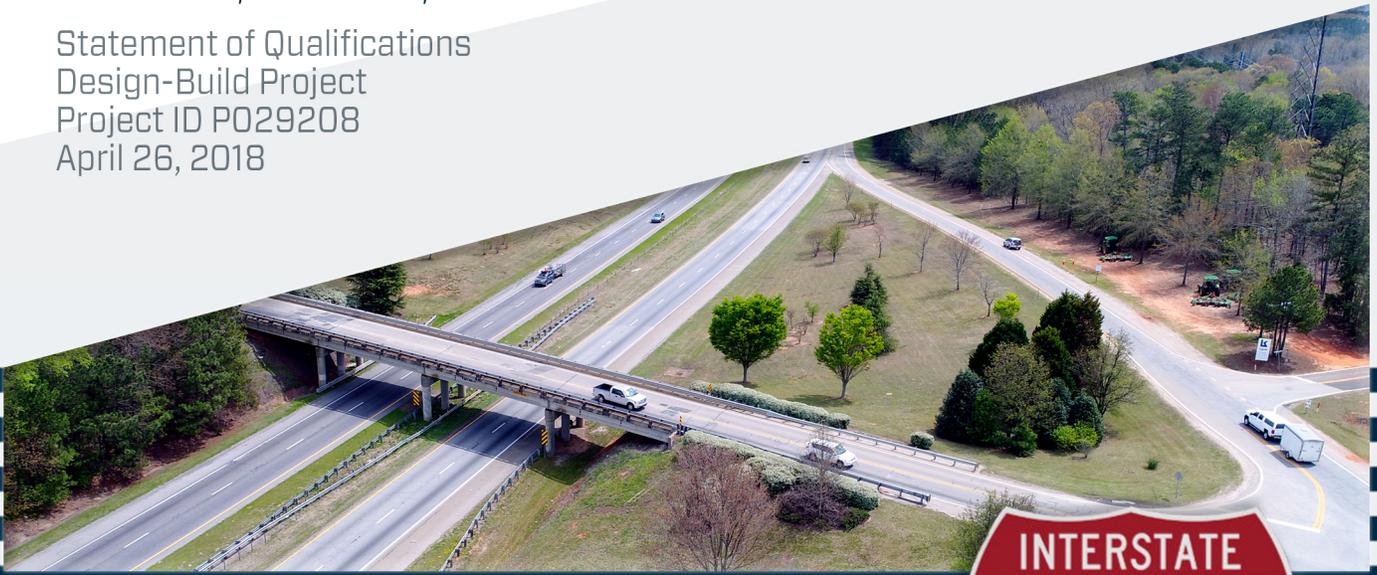
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# SCDOT

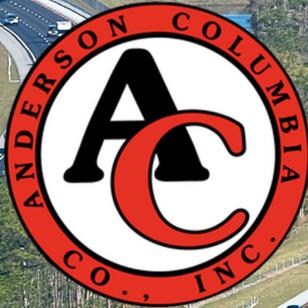
## INTERSTATE 26 WIDENING

MM 85-101, RICHLAND, LEXINGTON & NEWBERRY COUNTIES

Statement of Qualifications  
Design-Build Project  
Project ID P029208  
April 26, 2018



# STATEMENT OF QUALIFICATIONS



SCDOT



## 3.2 INTRODUCTION

**3.2.1 CONTRACTING ENTITY:** ACCI/API, a Joint Venture  
**CONTRACT SIGNING AUTHORITY:** Joe H. Anderson III, President ♦ 871 NW Guerdon Street, Lake City, FL 32055 (386) 752-7585 ♦ Joey.Anderson@andersoncolumbia.com

**3.2.2 PROCUREMENT CONTACTS:** Anderson Columbia Co. Inc.  
David Dempsey ♦ 871 NW Guerdon Street, Lake City, FL 32055 (386) 623-2888 ♦ Dave.Dempsey@andersoncolumbia.com



Ajax Paving Industries of Florida, LLC  
Felipe Jaramillo, PE, DBIA ♦ One Ajax Drive, North Venice, FL 34275 (941) 404-9282 ♦ fjaramillo@ajaxpaving.com

Parrish and Partners, LLC  
Chad Rogers, PE ♦ 140 Stoneridge Drive, Suite 500, Columbia, SC 29210 (803) 978-1600 ♦ CRogers@parrishandpartners.com

**3.2.3 FULL LEGAL NAME OF LEAD CONTRACTOR AND LEAD DESIGNER:** ACCI/API, a Joint Venture, is an integrated joint venture between Anderson Columbia Co. Inc. (ACCI) and Ajax Paving Industries of Florida, LLC (API), as the Lead Contractor, with Parrish and Partners, LLC (P&P), as the Lead Designer.

**3.2.4 KEY INDIVIDUAL COMMITMENT:** ACCI/API, a Joint Venture (ACCI/API JV) commits to full availability of the Key Individuals listed in our Statement of Qualifications (SOQ) for the entire duration of the I-26 Widening Design-Build (D-B) Project. As construction intensifies, ACCI/API JV is anticipating additional construction and quality control (QC) managers to meet SCDOT's quality and schedule expectations. Our organizational chart and team approach has identified these positions and we are providing experienced support staff to ensure operational efficiency.

**3.2.5 INTRODUCTION:** ACCI/API JV has partnered with P&P to create the ideal team to meet the needs of the Project. ACCI/API JV maximizes each firm's individual strengths. This integrated JV recently completed a \$458 million D-B finance project on I-75 in Southwest Florida for FDOT/FHWA. The project was completed one year early and earned multiple state and national awards for performance and quality. The ACCI/API JV team is proud of its successful track record of performance on many interstate widening and reconstruction projects throughout Michigan, Texas, and Florida. We have developed a strong and efficient working relationship built on mutual confidence and respect shared among our members, as well as similar corporate cultures that focus on **client satisfaction, safety, quality, environmental compliance, and ethical business standards**. These strong bonds between team members are an essential component to delivering a high-quality project that exceeds owner expectations.

### EXHIBIT 1: Key Strengths of Team

#### ANDERSON COLUMBIA CO. INC.

- Large D-B project experience
- SCDOT I-26 reconstruction experience
- Complex MOT project experience

#### AJAX PAVING INDUSTRIES OF FLORIDA, LLC

- National & state award-winning paving specialist
- Concrete & Asphalt pavement manufacturer
- High-quality pavement materials

#### PARRISH & PARTNERS, LLC

- Lead Design Firm on I-85 Ph. I/II D-B Project
- Well-known by SCDOT
- Located within close proximity to the Department and the Project site

### 3.3 TEAM STRUCTURE AND PROJECT APPROACH

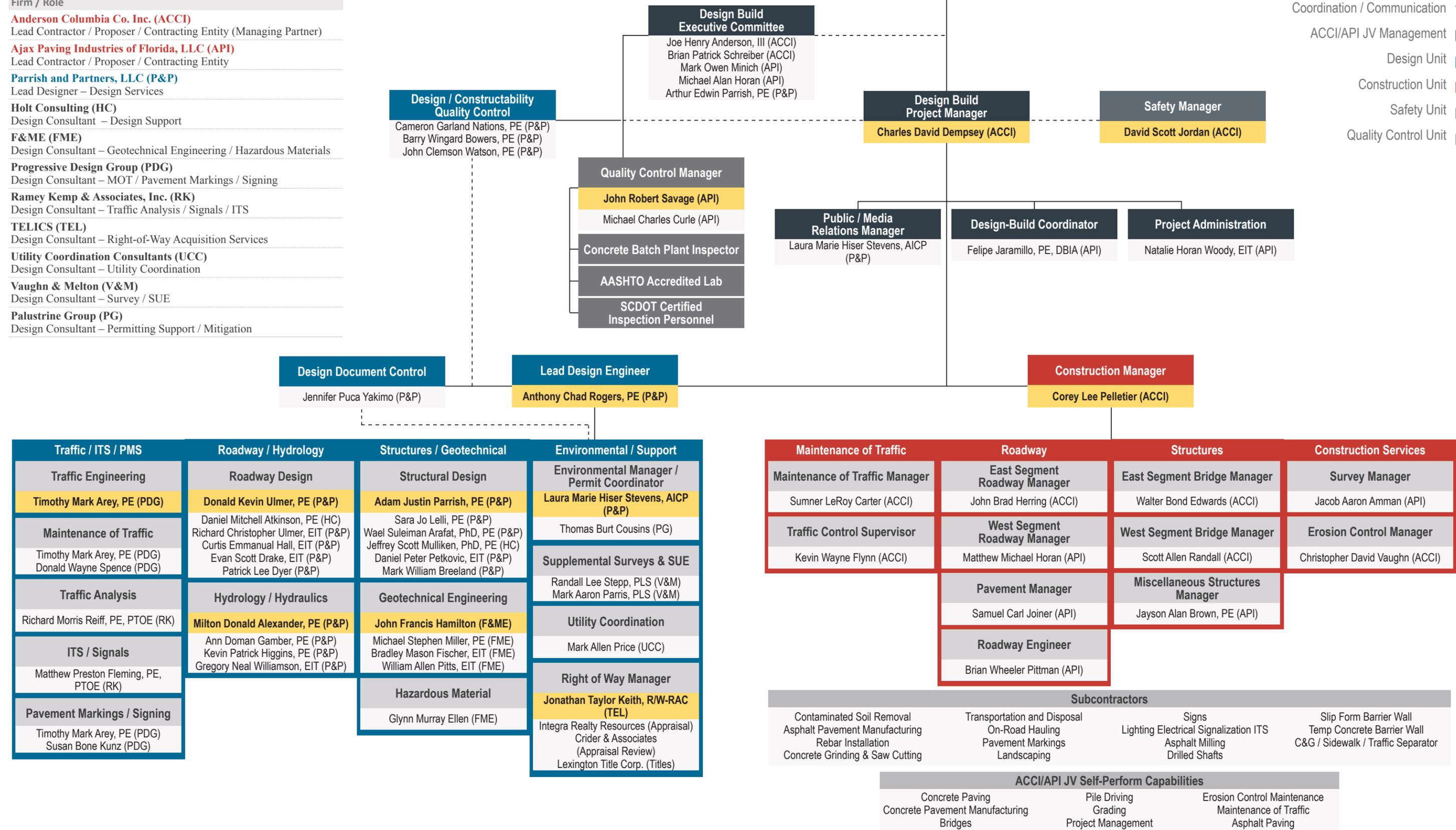
#### 3.3.1a Organizational Chart:



#### LEAD ORGANIZATION AND PRIMARY TEAM MEMBERS

Firm / Role
<b>Anderson Columbia Co. Inc. (ACCI)</b> Lead Contractor / Proposer / Contracting Entity (Managing Partner)
<b>Ajax Paving Industries of Florida, LLC (API)</b> Lead Contractor / Proposer / Contracting Entity
<b>Parrish and Partners, LLC (P&amp;P)</b> Lead Designer – Design Services
<b>Holt Consulting (HC)</b> Design Consultant – Design Support
<b>F&amp;ME (FME)</b> Design Consultant – Geotechnical Engineering / Hazardous Materials
<b>Progressive Design Group (PDG)</b> Design Consultant – MOT / Pavement Markings / Signing
<b>Ramey Kemp &amp; Associates, Inc. (RK)</b> Design Consultant – Traffic Analysis / Signals / ITS
<b>TELICS (TEL)</b> Design Consultant – Right-of-Way Acquisition Services
<b>Utility Coordination Consultants (UCC)</b> Design Consultant – Utility Coordination
<b>Vaughn &amp; Melton (V&amp;M)</b> Design Consultant – Survey / SUE
<b>Palustrine Group (PG)</b> Design Consultant – Permitting Support / Mitigation

- Key Personnel**
- Report / Chain of Command —
  - Coordination / Communication - -
  - ACCI/API JV Management
  - Design Unit
  - Construction Unit
  - Safety Unit
  - Quality Control Unit

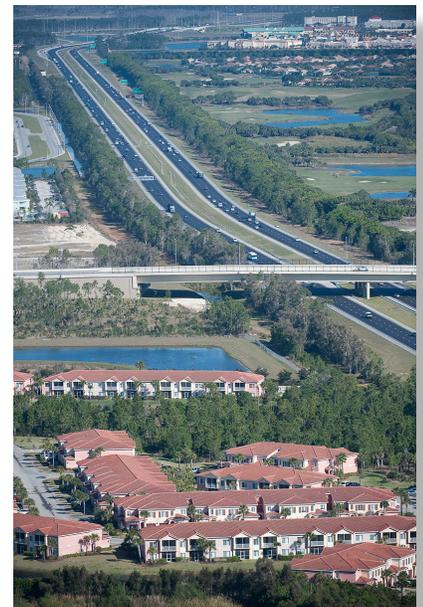


**3.3.1b Functional Relationships and Integrated Design-Build Team:** **ACCI/API JV** is responsible for all aspects of the Project, including project management, design, and construction. **P&P** is responsible for managing the Design Team and providing roadway, structure, hydraulic, pavement design, permitting, and assistance with public relations and document control. P&P is joined by a team of local South Carolina subconsultants with relevant D-B experience, including Holt Consulting Company, Ramey Kemp & Associates, F&ME Consultants, Progressive Design Group, Vaughn & Melton, TELICS, Utility Coordination Consultants, and the Palustrine Group. The organizational chart on page 2 defines the major subconsultant roles.



**Anderson Columbia Co., Inc., (Managing JV Partner)** is the **Lead Contractor** for this Project.

From its origin as a local contractor in 1958, ACCI has grown to become one of the largest construction firms in the Southeast. This success is a direct result of a corporate philosophy of combining highly qualified personnel with state-of-the-art technology and a commitment to providing professional services on schedule and within budget. ACCI’s management distinguishes itself by providing unmatched attention to details. This approach has resulted in numerous awards for quality. ACCI was nationally recognized for the best paving job in the United States by being selected as the Sheldon G. Hayes Award winner for widening and resurfacing I-75 from a four to six-lane facility in Lowndes County, Georgia. This coveted recognition is awarded to only one contractor each year. ACCI has also received the prestigious A.P. “Pat” Bolton Award for the best paving job in Florida. Again, this award is only given to one contractor annually, and we have won it more than any other contractor. Providing innovative solutions to today’s construction challenges is one of the main reasons ACCI remains ranked in *Engineering News-Record’s* Top 400 construction firms in the United States.



I-75 Widening & Reconstruction  
Fort Myers / Naples, FL



**Ajax Paving Industries of Florida, LLC, (JV Partner)** was

established in 1951 and is currently a leader in concrete and asphalt manufacturing and paving. API has a rich history of concrete paving; over the past 15 years, API has completed over 25 million square yards of highway concrete paving on contracts valued at over \$2 billion. In addition to concrete paving, API has become the precision asphalt paving specialist in Southwest Florida with seven asphalt plants producing more than 1.5 million tons of hot mix asphalt annually. Recent high profile D-B projects include the I-275 PCC reconstruction and MacDill AFB main runway paving in Tampa, Florida. API’s corporate mission statement and key to the success of the company is to provide construction services and products which, when measured, exceed customers’ expectations.



I-96 Reconstruction  
Wayne County, MI



**Parrish and Partners, LLC, (Design Lead)** is a multidisciplinary, client-focused consulting firm specializing in highway, bridge, and aviation services geared to meet the challenges of today's economic environment. With its corporate headquarters located in Columbia, the P&P team is easily accessible and dedicated to serving SCDOT. P&P has grown to 62 professional staff located in five offices throughout the Southeast. A key cornerstone of the firm is quality service and deliverables; essential to this are talented and committed professionals and staff. P&P staff have been performing transportation engineering projects for SCDOT for over 40 years. The P&P team provides SCDOT with a comprehensive set of professionals who have the technical skills to handle all tasks associated with this Project, as well as any unforeseen challenges.



I-85 Widening & Reconstruction  
Spartanburg/Cherokee Counties, SC

**ACCI Project Manager David Dempsey is the primary point of contact for SCDOT.** Mr. Dempsey will oversee all design and construction activities of the team, with the design and construction managers reporting directly to him. Mr. Dempsey served as the Project Manager for the recent I-75 Reconstruction and Widening ACCI/API JV project in Southwest Florida. **P&P Lead Design Engineer Chad Rogers, PE,** will manage the design discipline leaders. Each discipline leader is responsible for design and decision making within their technical area of expertise and will report directly to Mr. Rogers. **ACCI Construction Manager Corey Pelletier** will manage all aspects of construction, including daily operations of the construction superintendents to deliver the Project safely and on schedule. The Quality Management Team, led by **API Construction Quality Control (QC) Manager John Savage,** functions independently of the Construction Team. Reporting directly to the D-B Team's Executive Committee, Mr. Savage will coordinate with the SCDOT Resident Engineer's office. He is directly responsible for, and solely dedicated to QC. In the lead role of **Safety Manager, ACCI David Jordan,** will implement the **ACCI/API JV** safety program, leading the planning, training, and inspection of safety rules with a special emphasis on interstate work zone hazards and silica exposures created from demolition. **ACCI Maintenance of Traffic (MOT) Manager Sumner Carter** will oversee the implementation of day-to-day operations of the MOT Plan. Our team also includes dedicated concrete batch plant inspection staff, construction superintendents, document control specialists, public and media relations staff, and overall project administration personnel.

Our Executive Committee includes senior representatives from **ACCI, API, and P&P,** providing corporate oversight, support, and necessary resources for the project management team. The Executive Committee will meet quarterly with District personnel to promote clear, executive-level communication of project progress, level of cooperation, and to remove issues from the project level, allowing the project management team to remain focused on rebuilding I-26.

Our organization facilitates an open task force environment where engineering, construction, quality, safety, public information personnel, and SCDOT can interact during the Project's D-B activities.

To function as an integrated team, our organization facilitates an open task force environment where engineering, construction, quality, safety, public information personnel, and SCDOT can interact during the Project's D-B activities. This environment fosters operational excellence and innovation, and

instills quality, safety, and environmental/community awareness throughout the entire team. During the RFP phase, these task forces will be created and maintained through construction. Our structure allows for free exchange of information and ideas while maintaining clearly defined lines of authority and responsibility. Each task force is comprised of both lead team members and support staff. **These professionals have previously worked together in this capacity; Exhibit 6, Section 3.3.2d provides past working experience among our team member firms.**



I-26 Exit 97 (US 176) Interchange

### 3.3.2 RISKS, APPROACH, AND RESOURCES

#### 3.3.2a Critical Risks:

EXHIBIT 2: *Critical Risk Items*

CRITICAL RISK	MITIGATION STRATEGIES	SCDOT & THIRD PARTY ROLE
<b>Risk: Maintenance of Traffic</b> <b>Impacts:</b> 1. Driver Confusion 2. Public Acceptance/Safe Business & Resident Access 3. Through Traffic Congestion 4. Traffic Incidents	(1,2) Public outreach; develop safe, effective TCP traffic shifts	(1,2,3) Promote the use of alternate traffic routes
	(3,4) Form Safety Improvement Team to monitor/improve traffic conditions; develop Internal Traffic Control Plan for our employees & state inspectors	(2) Assist with outreach effort (media outlets) (4) Increase operating hours of SHEP
	(4) Coordinate fast incident response with SHEP/SCHP	(3,4) Require inspection staff to use predetermined egress & access
<b>Risk: Pavement Long-Term Maintenance</b> <b>Impacts:</b> 1. Cost of Long-Term Pavement Maintenance 2. Negative Driver Experience	(1,2) Perform a Life Cycle Pavement Analysis; a concrete pavement structure will greatly reduce long-term maintenance cost	(1) Require an extended pavement warranty
	(1,2) Coordinate TCP phasing plans with anticipated joint layout to assure joint lines occur between travel lanes	(1,2) Specify an asphalt platform for concrete pavement
	(1) Minimize pavement joints by paving full lanes and/or combine lane & shoulder pours	(2) Require a performance based ride ability acceptance criteria

CRITICAL RISK	MITIGATION STRATEGIES	SCDOT & THIRD PARTY ROLE
<p><b>Risk: Right of Way Acquisition</b></p> <p><b>Impacts:</b></p> <ol style="list-style-type: none"> <li>Schedule Delays</li> <li>Impacts to Businesses &amp; Residences</li> <li>Land Cost Variances</li> </ol>	<ol style="list-style-type: none"> <li>Identify well/septic issues; coordinate State Government responsibility for Environmentally Sensitive Areas &amp; hazardous material; establish critical ROW parcel list that must be acquired early to avoid delays &amp; track all parcels in the CPM schedule; prioritize parcel acquisition with design and construction schedule; establish relocation parcels early; identify condemnations early</li> <li>Determine driveway access locations; review residual parcel access rights</li> <li>Pre-bid due diligence of property values/relocations</li> <li>Avoid impacts with slight geometric changes</li> </ol>	<ol style="list-style-type: none"> <li>Timely acquisition package reviews; confirm SCDOT has personnel ready for sign off/establish the FMVE; confirm SCDOT has personnel ready to review &amp; sign off on any administrative settlements</li> </ol>
<p><b>Risk: Environmental</b></p> <p><b>Impact:</b></p> <ol style="list-style-type: none"> <li>Permitting Delays (due to excessive environmental impacts)</li> <li>Hazardous Material Site</li> </ol>	<ol style="list-style-type: none"> <li>Identify early any Environmentally Sensitive Areas &amp; communicate with roadway/hydrology design groups to reduce impacts</li> <li>Provide a design with equal or fewer impacts based on EA/FONSI document</li> <li>D-B Team will use early identification of hazardous material sites, design avoidance where possible, and appropriate mitigation when unavoidable to reduce cleanup cost to SCDOT, right of way acquisition delay, and construction delays due to mitigation</li> </ol>	<ol style="list-style-type: none"> <li>Coordinate pre-design meeting with USACE/Environmental Agencies &amp; JV</li> <li>Provide information from previously performed environmental testing or reports</li> </ol>
<p><b>Risk: Carolina Crossroads (CC) Project</b></p> <p><b>Impact:</b></p> <ol style="list-style-type: none"> <li>Construction Phasing (MOT conflicts)</li> <li>Utility Relocation Delays (occupied resources)</li> <li>Unavailable Permitting Credits or Viable PRM Sites</li> </ol>	<ol style="list-style-type: none"> <li>Complete eastern portion of I-26 project prior to start of CC construction</li> <li>Early coordination with utility owners; prioritize areas &amp; schedule construction phasing around priorities for both projects; D-B Team to perform utility relocations</li> <li>Potential for a combined PRM site for both projects; early coordination with agencies &amp; mitigation banks to discuss credit options</li> </ol>	<ol style="list-style-type: none"> <li>Construction will begin on the eastern portion of I-26 to mitigate potential conflicts with the CC project; depending on the timing of CC project, SCDOT coordination will be minimized</li> <li>SCDOT and utility owners to consider contracting with D-B Team to perform utility relocations</li> <li>SCDOT &amp; USACE to provide approved mitigation site for both projects</li> </ol>

### 3.3.2.b Project Approach – Successfully Completing the Project:

**Design Approach:** Our team has successfully completed similar interstate widening projects in South Carolina and throughout the Southeast. We will use this experience to deliver the design expeditiously so construction can begin as early as possible. First, we will divide the Project into two segments: Segment 1 will begin at the eastern end, MM 101, and extend up to MM 97; Segment 2 will start at MM 97 and continue to the western end, MM 85. The segments will be designed on a staggered schedule with Segment 1 being delivered first. This will allow Segment 1 construction to begin sooner, provide early relief to commuters, and help minimize conflicting construction and traffic staging that may otherwise occur between this Project and the adjacent Carolina Crossroads project.

As roadway design progresses, milestone plan submittals will initiate the start of several other activities. Once right of way plans are approved, the initial tasks for right of way acquisition and utility relocations will begin. Starting these two critical schedule items will be key in keeping the start of construction on schedule. When drainage and erosion control plans are accepted, the NPDES permits and 404/401 individual permit application will be finalized and submitted for review. Given the amount of stream and wetland impacts on the Project, our team will consider all options for mitigation, including Permittee-Responsible Mitigation (PRM) and available stream bank credits. With these activities moving forward, roadway and structure plans will continue to progress until Release for Construction (RFC) plans are approved. The design schedule will be synchronized with other design related activities so that the NPDES permits are acquired near the time RFC plans are approved. We anticipate receiving the individual permit near this time period as well. No construction will occur near jurisdictional areas until the 404/401 individual permit is received.

To coordinate design activities, each segment will be assigned a task manager who will report to the overall discipline lead responsible for all segments in their particular area of expertise. This level of reporting will allow the **Lead Design Engineer** and **D-B Coordinator** to receive progress reports from one source per discipline or item of work. The **Lead Design Engineer** and **D-B Coordinator** will correspond and meet regularly with one another, as well as with the **Project Manager** regarding progress, constructability, and overall project related activities.

**Construction and Demolition:** Our approach to construction and demolition centers on a solid Transportation Management Plan (TMP) and an aggressive fast track construction schedule. Our TMP is made up of three components: 1) a safe and efficient Traffic Control Plan; 2) maintaining current level of traffic operations during construction, including interchange operation; and 3) public involvement coordination. The Traffic Control Plan will consist of three major phases of construction (Exhibit 3).

EXHIBIT 3: *Traffic Control Plan Phases*

TRAFFIC CONTROL PLAN	
<b>PHASE 1</b>	Shift traffic onto temporary pavement (strengthened as necessary to carry traffic) & construct the new median widening areas, including median bridge foundations
<b>PHASE 2</b>	Construct the outside widening, reconstruct the existing mainline pavement & interchange ramp reconstruction with traffic shifted onto the newly constructed median pavement; all overhead bridge construction will be completed with traffic detoured or paced; no overhead work will be performed with traffic underneath
<b>PHASE 3</b>	Complete the mainline reconstruction, interchange improvements, signalization, lighting, and final pavement markings placement

Our TMP will also address traffic operations during construction and incorporate a public involvement component. Traffic operations will focus primarily on incident management during active work periods, I-26 traffic flow, and operational traffic at interchanges. Public involvement will include working with District staff to provide an outreach program for commuters, adjacent property owners, and future construction projects with particular emphasis on the upcoming Carolina Crossroads project coordination.

**ACCI/API JV** is known for our high quality concrete/asphalt pavements and early completion record on interstate/highway widening and reconstruction projects (see Exhibit 4 for examples).

EXHIBIT 4: Similar Project Experience within the Last 10 Years

FDOT CONTRACT NO.	DESCRIPTION	CONTRACT VALUE	CONTRACT TIME (DYS) Estimated / Actual	CONSTRUCTION SAVINGS (DYS)
E7F75	I-275 D-B Reconstruction	\$225M	1,445 / 1,306	139
E1M43	US 41 D-B Reconstruction	\$38M	1,200 / 750	450
T1588	I-75 Widening (Lee CL to S of Tuckers Grade)	\$24M	785 / 591	194
T1595	I-75 Widening (N of SR 951 to N of Golden Gate)	\$32M	725 / 395	330
E1F59	I-75 D-B (iROX) Widening	\$458M	1,150 / 1,000	150
T1673	US 17 Zolfo Springs Reconstruction	\$14M	800 / 385	415
T1291	SR 884 Colonial Blvd. Mill & Resurfacing	\$4M	150 / 45	105

**ACCI/API JV** will function as one fully integrated team, self-performing and controlling critical Project schedule work items (Exhibit 5), well over 50% of the total Project. This level of control results in higher quality projects that are built on schedule. **ACCI/API JV** will self-perform concrete pavement manufacturing, concrete paving, project management, traffic control operations, earthwork operations, and bridge construction. Asphalt paving may be subcontracted to local SCDOT approved contractors.

**ACCI/API JV** will select subcontractors using a best-value selection process based on safety record, work history, past project quality, ability to meet the schedule, manpower availability, references, appropriate licenses, bonding capacity, and insurance coverage. **Our team is committed to meeting the DBE goals of this Project.**

### 3.3.2c Project Approach – Quality Control and Quality Assurance Program Understanding:

Our team understands that Quality Assurance is not Quality Control. Quality Assurance (QA) involves construction inspection and testing (CE&I) performed by SCDOT or its representative to assure proper QC has, in fact, occurred. QC is the responsibility of the D-B Team to design, manufacture, deliver, install, inspect, test, and complete all aspects of the Project in compliance with the RFP, plans, and specifications.

EXHIBIT 5: Self-Perform Capabilities

CATEGORY	SELF-PERFORMED	SUB-CONTRACTED
Concrete Paving	X	
Concrete Pavement Manufacturing	X	
Bridges	X	
Pile Driving	X	
Grading	X	
Project Management	X	
Erosion Control Maintenance	X	
Maintenance of Traffic	X	
Asphalt Paving	X	X
Contaminated Soil Removal		X
Asphalt Pavement Manufacturing		X
Transportation & Disposal		X
On-Road Hauling		X
Overhead Signs		X
Lighting & Electrical		X
Drilled Shafts		X
Slip Formed Barrier Wall		X
Rebar Installation		X
Concrete Grinding & Saw Cutting		X
Pavement Marking		X
Landscaping		X

## DQMP Requirements

- Check procedures and audit processes
- Independent quality control reviews of intermediate and final deliverables
- Written documentation showing all comments and corrections have been addressed prior to subsequent submittals
- Interdisciplinary reviews to ensure consistent designs and reduction of conflicts throughout the disciplines

**Quality Control Role of Proposer – Design:** **P&P** will develop and implement a project-specific Design Quality Management Plan (DQMP) detailing the production and delivery of all design submittals. The DQMP is a comprehensive manual that outlines the overall operating procedures for the design team. It is a continuous and interactive process of communicating, reviewing, checking, and back checking all project components and documents. The DQMP will provide a comprehensive list of SCDOT reference materials and criteria, establish design responsibilities, and outline the QA/QC Plan. The DQMP includes Document Control procedures for communicating, submitting, and responding to the Construction Team and SCDOT.

We systematically approach design documentation and checking through constructability reviews with the Construction Team and Interdisciplinary Reviews (IDR). This ensures submittals are ready for review when submitted, review comments are incorporated, and the entire process is executed in a timely and efficient manner. It promotes clear and complete coordination between all personnel, which is critical for effective functionality of the D-B Team. The procedures will minimize opportunities for errors and omissions that could result in re-submittals and delays. The same approach will be followed in receiving and documenting as-built information from the Construction Team.

**Quality Control Role of Proposer – Construction:** We understand that QC is the responsibility of the D-B Team. For construction personnel, a project-specific Construction Quality Control Plan will be developed to conform with SCDOT’s requirements, specifications, and acceptance criteria. During construction, **ACCI/API JV** will self-inspect and assure that

**complete shop drawings are submitted and correct materials are delivered in time** for use in the finished product. **ACCI/API JV** will also have certified inspection staff at the concrete paving batch plant and asphalt pavement facility to ensure compliance with our project-specific QC Plan. In addition to having an AASHTO accredited lab for testing purposes, all inspection personnel will have the appropriate certifications as required by SCDOT. Inspection personnel will have a minimum of three years of inspection experience. Materials will be stored in a manner to preserve quality until installed. Geotechnical testing (both moisture and compaction) will be performed for earthmoving in compliance with the approved QC Plan; additional tests above the minimum requirements will be taken as conditions



I-26 Exit 85 (SC 202) Interchange

and circumstances require. Tight control of subgrade preparation and base installation will be key to a quality paving job. Compaction testing, proof-rolling, concrete testing, and asphalt testing will be performed by the D-B Team in accordance with the Standard Specifications and the approved QC Plan.

**Interaction with SCDOT:** The DQMP will detail all design correspondence procedures with SCDOT personnel. Design related activities are better coordinated when the **Project Manager and Lead Design Engineer are the primary SCDOT contacts**. All submittals will be inspected with regard to the QA/QC Plan, prior to submitting to SCDOT. Design submittals will constitute complete packages and follow the proper submittal sequencing to facilitate a complete review by SCDOT. Once SCDOT has reviewed the design submittal, comments will be returned to **Lead Design Engineer Chad Rogers, PE**, and **Project Manager David Dempsey**. These two individuals will review the comments, along with the particular discipline lead, to develop the proper response. Responses will be returned to SCDOT in a timely manner via the **Lead Design Engineer**. Early identification of potential design issues will be addressed in meetings with SCDOT to achieve mutually agreeable solutions and expedite inclusions in the final design.

**Quality Control Manager John Savage** will provide SCDOT’s CE&I staff with advanced notification of key construction events. We will partner with the Resident Engineer and CE&I personnel, and will be diligent in correcting any deficiencies noted prior to QA testing.

**3.3.2d Capacity and Resources – Work Relationship:** ACCI and API collectively have completed 73 D-B projects valued over \$1.45 billion for government agencies including three D-B interstate widening and reconstruction projects. As a Joint Venture, ACCI and API have completed the award-winning \$458 million I-75 Widening and Reconstruction project one year early. **We know D-B and one another very well.** Exhibit 6 lists projects with a similar scope and D-B delivery method as the I-26 Project, jointly designed and constructed with our dedicated subconsultants.

EXHIBIT 6: *Similar Experience Working Together (Hyperlinks for each project provided)*

[Back to page 5](#)

PROJECT / TEAM	KEY PERSON / CURRENT EMPLOYER	LEVEL OF PARTICIPATION	CONTACT / DURATION
<p><b>I-75 Widening D-B Finance</b> Lee &amp; Collier Counties, FL <a href="#">ACCI/API, JV</a></p> 	<p>Joe Anderson / ACCI David Dempsey / ACCI Sonny Carter / ACCI Michael Horan / API Mark Minich / API Felipe Jaramillo / API</p>	<p>Executive Committee Project Manager MOT Manager Executive Committee Executive Committee D-B Coordinator</p>	<p>Jon Sands, PE Jon.Sands@dot.state.fl.us Phone: 863.559.0480 2007-2010</p>

PROJECT / TEAM	KEY PERSON / CURRENT EMPLOYER	LEVEL OF PARTICIPATION	CONTACT / DURATION
<p><b>Monroe Bypass Connector D-B</b> Mecklenburg &amp; Union Counties, NC Anderson Columbia Co.</p> 	<p>David Dempsey / ACCI Corey Pelletier / ACCI</p>	<p>Project Manager Paving Manager</p>	<p>Rick Baucom, PE rbaucom@ncdot.gov Phone: 919.707.4526 2015-2018</p>
<p><b>I-26 Widening D-B</b> MM 115-136 Lexington &amp; Calhoun Counties, SC Anderson Columbia Co.</p> 	<p>David Dempsey / ACCI Corey Pelletier / ACCI Cameron Nations / P&amp;P Adam Parrish / P&amp;P Chris Ulmer / P&amp;P Patrick Dyer / P&amp;P</p>	<p>Project Manager QC Manager Design Project Manager Structural Engineer Hydraulic Designer Roadway Designer</p>	<p>Allen Thompson ThompsonJA@scdot.gov Phone: 803.737.1847 2014-2016</p>
<p><b>I-85 Reconstruction &amp; Widening D-B</b> MM 77-98 Cherokee &amp; Spartanburg Counties, SC Parrish &amp; Partners</p> 	<p>Ed Parrish / P&amp;P Chad Rogers / P&amp;P Kevin Ulmer / P&amp;P Cameron Nations / P&amp;P Adam Parrish / P&amp;P Kevin Higgins / P&amp;P Laura Stevens / P&amp;P Tim Arey / PDG Mark Price / UCC Matt Fisher / Palustrine Randy Stepp / V&amp;M</p>	<p>Executive Committee Lead Design Engineer Lead Roadway Engineer Lead Structural Engineer Structural Engineer Hydraulic Engineer Permitting/Public Relations Traffic Engineer Utility Coordinator Mitigation/PRM Surveys/SUE</p>	<p>Brad Reynolds ReynoldsBS@scdot.org Phone: 803.737.1440 Shane Parrish parrissl@scdot.org Phone: 864.490.0466 2016-2021 (design substantially complete 1/2018)</p>

**3.3.2e Capacity and Resources – Team’s Ability to Coordinate Project:** Our team understands the importance of communication and coordination between team members and consistent, professional interaction with SCDOT. ACCI/API JV, along with P&P, will use a set of processes and procedures familiar to SCDOT to administer this Project. These procedures address the overall interaction between design and construction personnel within the D-B Team and SCDOT, previously detailed in the DQMP.

**Anderson Columbia Co. Inc. and Ajax Paving Industries of Florida, LLC, have ample resources and capabilities to successfully deliver this challenging Project.** The Project is very similar to the I-75 Widening and Reconstruction project that this same JV successfully completed. Our key staff are familiar with working with one another and will seamlessly transition into their roles within this Project’s D-B Team. This is infinitely superior to organizing a new team unfamiliar with working together. Our team is readily available to begin work on this Project, enhancing project startup and efficient execution.

**ACCI/API JV** currently employs 2,500 personnel. Our financial resources allow us to purchase or lease any equipment needed beyond the approximately 1,250 pieces presently owned. With the addition of **P&P** and design subconsultant resources, **our team’s combined count of personnel and equipment vastly exceeds the requirements of the Project.**

Our team will maintain a Project Office at the Project site that will serve as the main operations center for construction personnel and offer convenient access to SCDOT personnel. **The Project Manager and entire construction staff will be located in our on-site Project Office**, offering convenient access to SCDOT personnel to facilitate team meetings, project reviews, and various other activities. **ACCI/API JV** will proactively ensure that all stakeholders and the traveling public are well-informed before and during construction. Avoidance of unnecessary impacts to the surrounding community is a high priority.



I-26 Exit 91 (S-32-49) Interchange

**P&P** will coordinate design activities from its Columbia and Charlotte offices. Operations from the Columbia office will allow quick delivery and response time on all design submittals to SCDOT. The Columbia office provides convenient access to the Project site and allows close coordination with several of our design subconsultants. Design Coordination Meetings, including both design and construction personnel, will be held weekly to assure all design disciplines are communicating throughout the design phase. These meetings serve to provide continuous feedback regarding constructability and phasing issues, with immediate management direction provided. Other weekly meetings include safety, transportation management, schedule, and SCDOT coordination meetings.

### 3.4 EXPERIENCE OF KEY INDIVIDUALS

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

**3.4.4 PROJECT MANAGER David Dempsey:** Mr. Dempsey will be in charge of the Project, responsible for project delivery in accordance with the contract requirements. He brings 45 years of heavy civil construction experience, including 30 years performing D-B projects. Mr. Dempsey has managed large infrastructure projects in Alaska, Middle East, Florida, North Carolina, and South Carolina. Within the last 10 years, he has managed two D-B projects in excess of \$450 million in



construction, including a \$458 million D-B-finance interstate widening project with the same joint venture partner, Ajax Paving. Mr. Dempsey has full authority to make final decisions on behalf of **ACCI/API JV** and will be responsible for communicating directly with SCDOT. **Mr. Dempsey will be dedicated exclusively to this Project and will be on-site providing leadership by directing the staff's focus on the primary goals and objectives of the Project.** Appointing Mr. Dempsey as the Project Manager, given his substantial credentials, demonstrates our team's recognition of the importance and complexity of this Project and our commitment to excellence.

**3.4.5 LEAD DESIGN ENGINEER Chad Rogers, PE:** Mr. Rogers will be responsible for all aspects of project design. He has 19 years of progressive experience in highway and drainage design with expertise in D-B delivery of major interstate widening and reconstruction projects, including: **Design Manager on the I-85 Phase I/II project, which is currently in the construction phase;** Design Manager for the \$180 million I-40/440 Reconstruction project in Raleigh; Roadway Lead Engineer for I-540 Western Wake Freeway in Raleigh and US 601 Widening in Union County; and Design Manager for the ACEC/SC award-winning Emergency Bridge Replacement Package 3 project.



**3.4.6 CONSTRUCTION MANAGER Corey Pelletier:** Mr. Pelletier has 19 years of heavy civil construction experience, including 10 years of D-B experience. Mr. Pelletier has extensive experience in heavy highway construction on high-profile projects throughout the United States. His D-B experience includes two interstate widening projects on I-26 in South Carolina, and I-35/I-29 in Kansas City, Missouri. Mr. Pelletier currently serves as the Paving Manager on the \$457 million NCDOT Monroe Bypass D-B project, which is scheduled to be closed out prior to award of this Project. His strong QC background and knowledge of concrete and asphalt pavements will prove beneficial to SCDOT. **Mr. Pelletier will be dedicated 100% to this Project and will be on-site during construction activities.**



**3.4.6b Quality Control Manager John Savage:** Mr. Savage has 25 years of QC experience, working for over 19 years with FDOT approved materials testing firms. For the past six years, Mr. Savage has served as API's QC Manager on D-B projects. He has overseen the construction QC of six D-B contracts, including the \$225 million I-275 Reconstruction project in Tampa, Florida, that included 145,000 square yards of concrete pavement. **Mr. Savage will be dedicated 100% to this Project and will be on-site during construction activities.**

**3.4.6c Safety Manager David Jordan:** Mr. Jordan has eight years of construction safety management experience, including D-B projects consisting of bridge and roadway reconstruction. Mr. Jordan is an approved OSHA trainer, as well as certified in trench and crane safety. **Mr. Jordan will be dedicated 100% to this project.**

Exhibit 7 lists the experience of other key individuals critical to this Project.

EXHIBIT 7: Key individuals

KEY STAFF	ROLE	PROFILE
<b>Donald Kevin Ulmer, PE</b>	Lead Roadway Engineer	32 years of experience; 21-year career with SCDOT; Lead Roadway Engineer for I-85 Phase I/II
<b>Adam Justin Parrish, PE</b>	Lead Structural Engineer	P&P Structure Department Manager; 12 years of structural design experience; Structure Engineer for I-85 Phase I/II
<b>Timothy Mark Arey, PE</b>	Lead Traffic Engineer	27 years of traffic experience; significant D-B experience
<b>John Francis Hamilton, PE</b>	Lead Geotechnical Engineer	Manages F&ME's geotechnical analysis and design for bridge and roadway projects; 10 years of experience
<b>Milton Donald Alexander, PE</b>	Lead Hydraulic Engineer	19 years of experience; P&P Senior Water Resource Engineer
<b>Laura Marie Hiser Stevens, AICP</b>	Environmental Manager/ Public Relations	25 years of permitting and environmental documentation experience; P&P Senior Environmental Planner
<b>Jonathan Taylor Keith, R/W-RAC</b>	Right of Way Manager	11 years of right of way acquisition experience; significant D-B experience

## 3.5 PAST PERFORMANCE OF THE TEAM

**3.5.1 EXPERIENCE OF PROPOSER'S TEAM:** ACCI/API JV is comprised of firms and personnel assembled to specifically meet SCDOT's expectations. The combination of team members, both contractor and design, have worked together and successfully provided design and construction services for SCDOT on several projects, including I-26 Widening MM 115-136 and I-85 Widening Phase I/II. We are well-versed in the D-B delivery of major highway construction projects in South Carolina and throughout the Southeastern United States. Our JV team has a history of successfully completing quality projects, with many completed well ahead of schedule. See *Appendix B: Work History and Quality Form – Contractor/Designer* for a sample of our past projects.

EXHIBIT 8: Experience of Proposer's Team

PROJECT DESCRIPTION	TEAM MEMBER(S)	Design-Build	Structures	Concrete Pavement	ROW Acquisition	Interstate Widening	Utilities	Environmental
<b>CONSTRUCTION</b>								
<b>I-75 Design-Build Finance</b> (\$458M) – FDOT project consisted of widening 30 miles of interstate from 4 to 6 lanes, from north of Golden Gate Parkway in Collier County to south of Colonial Boulevard in Lee County; included reconstruction of the Immokalee Road interchange to accommodate additional lanes on Immokalee Road	 	X	X		X	X	X	X
<b>I-275 Reconstruction</b> (\$225M) – FDOT project included widening and reconstruction of 3.4 miles of I-275 in the heart of Tampa; 100,000 tons of hot mix asphalt, 145,000 SY of 14.0" and 11.0" plain cement concrete pavement, 55,000 LF of storm drain pipe, 1.6M CY of excavation and embankment, 700,000 SF of MSE walls, 21 bridge structures, and 4 new stormwater ponds		X	X	X	X	X	X	X
<b>Monroe Bypass</b> (\$457M) – NCDOT project for a new, 4-lane tolled expressway extending 20 miles from US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County, NC; includes reconstruction of a one-mile portion of US 74 that includes an elevated 6-lane controlled-access freeway.		X	X		X	X	X	X

PROJECT DESCRIPTION	TEAM MEMBER(S)	Design-Build	Structures	Concrete Pavement	ROW Acquisition	Interstate Widening	Utilities	Environmental
<b>I-96 Reconstruction</b> (\$149M) – MDOT project included 7.09 miles of concrete freeway reconstruction, including widening and pavement reconstruction; 37 bridge replacement/rehabilitations; concrete barrier and CIP retaining walls; storm sewers, sanitary sewers, and watermain; freeway lighting/ITS; and pump station rehabilitation; Ajax Paving was a sub-contractor			X	X		X	X	X
<b>I-26 MM 115 to 136</b> (\$77M) – 20-mile SCDOT project from MM 115 to MM 136; included milling and resurfacing all 20 miles; scope consisted of widening 10 miles of I-26 from 4 to 6 lanes from MM 115 to MM 125; work involved removing and replacing the I-26 bridge over CSX RR; rehabbing and raising the following bridges: Congaree Creek bridge, US 21/US 176/US 321 bridge, and Old Wire Road bridge		X	X		X	X	X	X
<b>DESIGN</b>								
<b>I-85 Widening &amp; Reconstruction</b> MM 78-98 (\$436M) – 21 miles of reconstruction and widening of I-85 in Spartanburg and Cherokee Counties, SC		X	X	X	X	X	X	X
<b>SC 85 Bridge Replacements</b> (\$16.8M) – Replace existing SC 85 bridges over S-995 (Buffington Road)/NSRR and S-2 (Howard Street)			X		X	X	X	X
<b>I-540 Western Wake Freeway</b> (\$446M) – 12 miles of new location interstate, including concrete paving and interchange reconstruction	Staff of P&P	X	X	X	X	X	X	X
<b>I-40/440 Reconstruction Project - Fortify</b> (\$185M) – Reconstruction of 12 miles of interstate; major MOT component and reconstruction of 6 interchanges.	Staff of P&P	X	X		X	X	X	X
<b>Emergency Bridge Replacement Package 3</b> (\$7.4M) – Emergency replacement of 3 bridges due to 0/2015 flood event in SC; ACEC/SC State Finalist 2018 Engineering Excellence Award		X	X		X		X	X

**3.5.2 QUALITY OF PAST PERFORMANCE:** Neither **Anderson Columbia Co. Inc.**, or **Ajax Paving Industries of Florida, LLC**, have been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity, nor are any such actions pending against these companies within the last five years. See *Appendix B: Work History and Quality Form – Contractor/Designer* for further details.

**EXHIBIT 9: Quality of Past Performance**

Has the Lead Contractor been declared delinquent or placed in default on any Project?	No
Has the Lead Contractor submitted a claim on a project that was litigated and if litigated, was not resolved in favor of the Lead Contractor?	No
Have any projects been delayed more than 30 days such that liquidated damages were assessed?	See explanation in Work History Form
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	See explanation in Work History Form
Has an Owner or a Lead Contractor filed a claim against the Lead Designer’s Errors and Omissions Insurance?	No
Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No

In the past five years, **Anderson Columbia Co., Inc.**, and **Ajax Paving Industries of Florida, LLC**, combined have completed 1,223 projects with one project being assessed Liquidated Damages and two OSHA violations deemed serious, willful, or repeated. We take pride in delivering projects safely and on time. We encourage SCDOT to research our safety record on [www.osha.gov](http://www.osha.gov).

# APPENDIX A – Key Individual Resume Forms



SCDOT

## KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	<b>Charles David Dempsey</b> Special Projects Executive
b. Role of Key Individual for this Project:	Project Manager
c. Name of Firm with which you are now associated:	<b>Anderson Columbia Co., Inc.</b> (ACCI/API, a Joint Venture)
d. Years of Experience: With this Firm <b>11</b> Years With Other Firms <b>34</b> Years	<b>Anderson Columbia Co., Inc.:</b> Special Projects Executive – Responsible for D-B projects, 2007 – Present <b>Hubbard Construction Co.:</b> Vice President – Responsible for overseeing roadway projects, 1996 – 2006 <b>Oman Construction Co.:</b> Division Manager / Engineer – Responsible for US and International construction projects, 1972 – 1991
e. Education:	Gordon Military College / Barnesville, GA / A.S. / 1971 / Civil Engineering - Transportation Auburn University / Auburn, AL / 1972 / Civil Engineering Vanderbilt University / Nashville, TN / 1973 / Civil Engineering
f. Active Registrations:	American Society of Civil Engineers (ASCE); Design-Build Institute of America (DBIA); Private Pilot
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-75 Design-Build Finance (iROX) P3</u></b></p> <p><b>Key Personnel Role:</b> Project Director / Project Manager  <b>Experience with Current Firm:</b> Yes; ACCI/API, a Joint Venture  <b>Project/Assignment Duration:</b> Project 2007-2010, Assigned 2007-2010  <b>Owner Contact Information:</b> FDOT, Jon Sands, PE, <a href="mailto:Jon.Sands@dot.state.fl.us">Jon.Sands@dot.state.fl.us</a>, (863) 559-0480  <b>Design/Construction Value:</b> \$458 Million  <b>Project Description:</b>  The project included 30 miles of interstate widening and construction of 24 new bridges between Ft. Myers and Naples, FL, including the reconstruction of the Immokalee Road interchange and Immokalee Road below. The project was completed one year early and won the Roads &amp; Bridges Award for the 5<sup>th</sup> best project in the US and the FDOT/FTBA Best Alternative Delivery Project in 2010.</p> <p><b><u>Monroe Bypass Connector Design-Build Toll Road</u></b></p> <p><b>Key Personnel Role:</b> Project Consultant / Original Project Manager  <b>Experience with Current Firm:</b> Yes; Anderson Columbia Co., Inc. / UIG / BPI JV  <b>Project/Assignment Duration:</b> Project 2010-2015, Assigned 2010-2015  <b>Owner Contact Information:</b> NCDOT/NCTA, Rick Baucom, <a href="mailto:rbaucom@ncdot.gov">rbaucom@ncdot.gov</a>, (919) 707-4526  <b>Design/Construction Value:</b> \$457 Million  <b>Project Description:</b>  The project included 20 miles of new construction from US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County, NC. Monroe Bypass is an open road tolling project. After years of environmental delays, the project is scheduled for an on-time completion later this year (2018).</p> <p><b><u>I-26 Design-Build MM 115 to 136</u></b></p> <p><b>Key Personnel Role:</b> Project Manager  <b>Experience with Current Firm:</b> Yes; Anderson Columbia Co., Inc. / BPI JV  <b>Project/Assignment Duration:</b> Project 2013-2016, Assigned 2013-2016  <b>Owner Contact Information:</b> SCDOT, Allen Thompson, <a href="mailto:ThompsonJA@scdot.org">ThompsonJA@scdot.org</a>, (803) 737-1847  <b>Design/Construction Value:</b> \$77.5 Million  <b>Project Description:</b>  The 20-mile project consisted of widening I-26 EB and WB from MM 115 to 125. I-26 was reconstructed from MM 125 to 136, the bridge over CSX RR was demolished and replaced, and several other bridges included jacking. The project incurred LD's for finishing late due to our JV's asphalt paving subcontractor and JV partner. Boggs Paving was terminated and the final paving was completed by Anderson Columbia paving crews.</p>

## KEY INDIVIDUAL RESUME FORM

**Hubbard Construction Company** (May, 1991 – October, 2006)

Vice -President, Tampa Division (1993 – 2006)

Managed all construction operations in the Tampa/Gulf Coast area.

(Subsidiary – Vinci, Rueil-Malmaison, France)

Construction Manager, Tampa Division (1991 – 1993)

**Oman Construction Company, Inc.** (1979 – 1991)

Nashville, TN / Subsidiary-W.L. Cobb Const, Largo, FL

Division Manager / Responsible for major road and asphalt operations. Annual volume \$400 million.

**Fischbach & Moore and Oman International JV** (1977 – 1979)

Civil Superintendent / 800km road project in Iran. Contract value \$789 million.

**Price, Potashnick, Codell & Oman JV** (1974 – 1977)

Civil Superintendent / Engineer on Section 3 (154 miles) of the Trans Alaskan Pipeline. Contract Value \$1.3 billion.

**Oak Constructors, Inc.** (1972 – 1974)

(Subsidiary of Oman Construction Company)

Engineer / Estimator

- 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.  
Dave Dempsey is currently not assigned to a project and is immediately available for the I-26 D-B Project.

**KEY INDIVIDUAL RESUME FORM**

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	<b>Anthony Chad Rogers, PE</b> Operations Manager / Senior Project Manager
b. Role of Key Individual for this Project:	Lead Design Engineer
c. Name of Firm with which you are now associated:	<b>Parrish and Partners, LLC</b>
d. Years of Experience: With this Firm <b>4</b> Years With Other Firms <b>16</b> Years	<b>Parrish and Partners, LLC:</b> Operations Manager / Senior Project Manager – Management of major transportation projects with an emphasis in roadway design, 2014 – Present <b>RS&amp;H, Inc.:</b> Senior Project Manager – Management of D-B projects, 2012 – 2014 <b>The LPA Group, Inc.:</b> Project Manager / Lead Design Engineer / Project Engineer – Roadway and drainage design for D-B projects, 1999 – 2012
e. Education:	University of North Carolina – Charlotte / Charlotte, NC / B.S.C.E. / 1998 / Civil Engineering
f. Active Registrations:	2012 / SC / Civil / 030079    2014 / VA / Civil / 0402053938 2003 / NC / Civil / 029442    2010 / NC / NCEES Certified
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-85 Reconstruction and Widening, MM 77-98</u></b></p> <p><b>Key Personnel Role:</b> Lead Design Engineer  <b>Experience with Current Firm:</b> Yes; Parrish and Partners, LLC  <b>Project/Assignment Duration:</b> Project 2016-2021, Assigned 2016-2017  <b>Owner Contact Information:</b> SCDOT, Brad Reynolds, <a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>, (803) 737-1440  <b>Design/Construction Value:</b> \$436 Million  <b>Project Description:</b>  As Lead Design Engineer, Chad is responsible for overseeing all aspects of design for this 21-mile project, which consists of all work necessary to reconstruct I-85 from MM 77 to MM 98 and reconstruct and widen I-85 from four to six travel lanes from north of S-57 to the south end of the I-85 bridge over Broad River. The project includes removal and replacement of the CSX Transportation, Inc. (CSXT) RR overpass, removal of the S-1927 (Conway Black Road) RR overpass bridge, and design and construction of cul-de-sacs at the road termini on either side of the existing Conway Black Road bridge ends. This project includes providing ITS along I-85 mainlane and requires coordinated work zone traffic control with an adjacent I-85 Reconstruction project.</p> <p><b><u>I-40/440 Reconstruction-Fortify Design-Build Project</u></b></p> <p><b>Key Personnel Role:</b> Lead Design Engineer  <b>Experience with Current Firm:</b> No; RS&amp;H, Inc.  <b>Project/Assignment Duration:</b> Project 2012-2017, Assigned 2012-2014  <b>Owner Contact Information:</b> NCDOT, Ron Hancock, PE, <a href="mailto:rhancock@ncdot.gov">rhancock@ncdot.gov</a>, (919) 524-2387  <b>Design/Construction Value:</b> \$180 Million  <b>Project Description:</b>  As Lead Design Engineer, Chad was responsible for all aspects of design. The project included full reconstruction of ~12 miles of deteriorating asphalt pavement along the Raleigh Southern Beltline, I-40/440, while maintaining three travel lanes along I-40 for the duration of construction. To maintain the number of travel lanes, extensive temporary widening was required, including the widening of 10 existing interstate bridges and temporary reconfiguration of two highly congested interchanges. Bridge widening was performed to accommodate future build-out conditions and to save on future widening costs. The project was under a fast schedule and required a strict design QA/QC Plan, along with close coordination with NCDOT design and construction units to achieve timely RFC approvals.  Additional project scope included a complete roadway drainage system upgrade, reconstruction of six interchanges, new interstate signing, new pavement markings, latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, RR coordination (NCRR &amp; NSRR), ITS modifications, and signalization. The D-B Team was also responsible for the traffic analysis and IMR for a potential Diverging Diamond Interchange at the South Saunders Street interchange.</p>

## KEY INDIVIDUAL RESUME FORM

### Western Wake Freeway Design-Build Project

**Key Personnel Role:** Lead Roadway Engineer  
**Experience with Current Firm:** No; The LPA Group, Inc.  
**Project/Assignment Duration:** Project 2008-2012, Assigned 2008-2012  
**Owner Contact Information:** NCDOT, Rodger Rochelle, PE, [rdrochelle@ncdot.gov](mailto:rdrochelle@ncdot.gov), (919) 707-2900  
**Design/Construction Value:** \$446 Million

#### **Project Description:**

Lead Roadway Engineer responsible for the development of design, roadway production schedules, and overall roadway RFC Plan delivery for 12 miles of interstate (six-lane concrete pavement separated with median concrete barrier), including multiple interchanges and accommodations for open road toll facilities. Managed multiple design squads, including subconsultant squads, and served as the D-B Team point of contact for all matters related to roadway design. Also served as the Lead Hydraulic Engineer for Section C1, which included three miles of interstate near Cary, NC, including a major interchange at US 64 of a full clover leaf configuration with concrete barrier separated Collector Distributor roads. Engineer of record for Section C1 for both the roadway and hydraulic designs. The project is the first toll facility constructed in NC.

### US 601 Widening Design-Build Project

**Key Personnel Role:** Lead Roadway Engineer  
**Experience with Current Firm:** No; The LPA Group, Inc.  
**Project/Assignment Duration:** Project 2005-2008, Assigned 2005-2008  
**Owner Contact Information:** NCDOT, Dennis Cloud, [rdenniscloud@yahoo.com](mailto:rdenniscloud@yahoo.com), (704) 219-8373  
**Design/Construction Value:** \$58.2 Million

#### **Project Description:**

Responsible for roadway design and plan production for the 12-mile widening of US 601 from a two-lane to a four-lane median divided arterial. The project improved the safety of one of the state's most dangerous highways by correcting vertical site distances, applying superstreet type intersection improvements, and implementing partial control of access. Contractor: Blythe Construction.

### I-85 Widening Design-Build Project

**Key Personnel Role:** Roadway / Hydraulics Engineer  
**Experience with Current Firm:** No; The LPA Group, Inc.  
**Project/Assignment Duration:** Project 2002-2005, Assigned 2002-2003  
**Owner Contact Information:** NCDOT, Scott Allen, [sallen@ncdot.gov](mailto:sallen@ncdot.gov), (704) 983-4400  
**Design/Construction Value:** \$88 Million

#### **Project Description:**

Responsible for drainage design and erosion control for the eight-mile interstate reconstruction. Design elements included closed system drainage design, ditch analysis and design, culvert analysis and design, and bridge hydraulic analysis/Bridge Survey Reports. The project consisted of reconstructing and widening the existing asphalt pavement to concrete pavement and included construction of a new flyover ramp at US 29/49. Three interchanges were reconstructed and a new loop provided at University City Boulevard. Contractor: Blythe Construction.

- 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:	<b>Donald Kevin Ulmer, PE</b> Roadway Design Manager
b. Role of Key Individual for this Project:	Lead Roadway Engineer
c. Name of Firm with which you are now associated:	<b>Parrish and Partners, LLC</b>
d. Years of Experience: With this Firm <b>3</b> Years With Other Firms <b>30</b> Years	<b>Parrish and Partners, LLC:</b> Roadway Design Manager – Management of the firm’s roadway design office, 2015 – Present  <b>South Carolina Department of Transportation:</b> Upstate Regional Design Manager – Supervisor of design disciplines for hydraulic, roadway, structural, geotechnical, and utilities engineering, 2007 – 2015; State Surveys and Utilities Engineer – State Highway Engineer’s designee in the signing of Utility Agreements between SC and utility companies located within state rights-of-way, 2006 – 2007; State Subsurface Utilities Engineer – Responsible for the coordination and organization of the newly formed Subsurface Utilities Engineering office for SCDOT, 2002 – 2006
e. Education:	Clemson University / Clemson, SC / B.S. / 1985 / Civil Engineering
f. Active Registrations:	1992 / SC / Civil / 14937 2015 / GA / Civil / 039772 2015 / NC / Civil / 042334
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-85 Reconstruction and Widening, MM 77-98</u></b></p> <p><b>Key Personnel Role:</b> Roadway Engineer  <b>Experience with Current Firm:</b> Yes; Parrish and Partners, LLC  <b>Project/Assignment Duration:</b> Project 2016-2021, Assigned 2016-2017  <b>Owner Contact Information:</b> SCDOT, Brad Reynolds, <a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>, 803-737-1440  <b>Design/Construction Value:</b> \$436 Million  <b>Project Description:</b>                      As Roadway Engineer, Kevin serves as the discipline lead for the entire 21-mile corridor. He is also the roadway engineer of record for 14 miles of the 21-mile corridor. This project consists of all work necessary to reconstruct I-85 from MM 77 to MM 98 and reconstruct and widen I-85 from four to six travel lanes from north of S-57 to the south end of the I-85 bridge over Broad River. The project includes removal and replacement of the CSXT RR overpass, removal of the S-1927 (Conway Black Road) RR overpass bridge, and design and construction of cul-de-sacs at the road termini on either side of the existing Conway Black Road bridge ends. This project includes providing ITS along I-85 mainlane and requires coordinated work zone traffic control with an adjacent I-85 Reconstruction project.</p> <p><b><u>I-385 Reconstruction</u></b></p> <p><b>Key Personnel Role:</b> Engineer of Record  <b>Experience with Current Firm:</b> No; SCDOT  <b>Project/Assignment Duration:</b> Project 2008-2011, Assigned 2008-2011  <b>Owner Contact Information:</b> SCDOT, Tony Fallaw, PE, <a href="mailto:FallawAW@scdot.org">FallawAW@scdot.org</a>, (803) 737-1462  <b>Design/Construction Value:</b> \$60 Million  <b>Project Description:</b>                      Kevin served as the engineer of record for SCDOT on this 15-mile project that included the reconstruction of mainline interstate, raising of five interchanges, and replacement of the I-385 NB overpass over I-26 East. As a way of reducing construction time and costs, the decision was made to detour all NB interstate traffic on I-385 for the duration of construction, cutting construction time in half and saving nearly \$10 million.</p>

## KEY INDIVIDUAL RESUME FORM

### I-385 Widening and Interchange Improvements

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** No; SCDOT  
**Project/Assignment Duration:** Project 1999-2005, Assigned 2000-2003  
**Owner Contact Information:** SCDOT, Wilson Elgin, PE, [ElginWC@scdot.org](mailto:ElginWC@scdot.org), (803) 737-1363  
**Design/Construction Value:** \$120 Million

#### **Project Description:**

The project consisted of widening 5.5 miles of urban interstate leading into downtown Greenville. Due to several ramps and interchanges being substandard based on age and population growth in the area, the project also included the replacement of three interchanges: Haywood Road interchange; N. Pleasantburg Drive interchange (SC 291); and E. Stone Avenue interchange (US 276). With each interchange being in close proximity to several malls and a downtown Bi-Lo Center, MOT during construction (in particular, Christmas and scheduled entertainment events) required the utmost coordination efforts with local businesses and County/City officials.

### I-585 Rehabilitation and Bridge Replacement

**Key Personnel Role:** Design Manager / Engineer of Record  
**Experience with Current Firm:** No; SCDOT  
**Project/Assignment Duration:** Project 2009-2015, Assigned 2009-2015  
**Owner Contact Information:** SCDOT, Penny Phillips, [PhillipsPL@scdot.org](mailto:PhillipsPL@scdot.org), (864) 239-6002  
**Design/Construction Value:** \$14 Million

#### **Project Description:**

The two-mile interstate rehabilitation project included the replacement of one interchange (California Avenue/S-124) and raising of another (SC 9). During the design process, the overpass at California Avenue was struck by a tractor trailer hauling a large piece of equipment and damaged to the point where it had to be closed to traffic. Kevin and his design staff expedited the design and plan production by six months to provide relief to the flow of traffic in and around Spartanburg. Kevin was responsible for the management of all design staff, including roadway, hydrology, structures, and geotechnical. His close coordination with each discipline and project management staff was paramount in the successful completion of this project.

### I-85 and SC-14 Interchange Improvements

**Key Personnel Role:** Project Manager  
**Experience with Current Firm:** No; SCDOT  
**Project/Assignment Duration:** Project 1996-2001, Assigned 2000-2001  
**Owner Contact Information:** SCDOT, Wilson Elgin, PE, [ElginWC@scdot.org](mailto:ElginWC@scdot.org), (803) 737-1363  
**Design/Construction Value:** \$20 Million

#### **Project Description:**

This interchange project involved the design and construction of one of the first of its kind for the state of SC and SCDOT. During the time of this project, the use of the Single Point Urban Interchange (SPUI) was a relatively new concept in interchange design for SCDOT. The existing interchange consisted of a two-lane bridge overpass in a tight urban diamond configuration. Due to high population growth in the Greer and Simpsonville areas, the existing two-lane route SC 14 was well under capacity for the volume of traffic it needed to support. The existing two-lane approaches to the interchange were widened to seven lanes and the interchange was replaced with a SPUI. One of the biggest challenges to the SPUI was the education of the traveling public on its proper use. The wide pavement sections had been known to cause confusion for casual motorists, so SCDOT educated the public on the new interchange design. As Project Manager, Kevin supervised and monitored the design consultants and provided construction support as necessary. He was also part of the team who educated the public on the new design and its benefits.

- 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: <b>Adam Justin Parrish, PE</b> Senior Project Manager / Principal		
b. Role of Key Individual for this Project: Lead Structural Engineer		
c. Name of Firm with which you are now associated: <b>Parrish and Partners, LLC</b>		
d. Years of Experience: With this Firm <b>5 Years</b> With Other Firms <b>7 Years</b> <b>Parrish and Partners, LLC:</b> Senior Project Manager / Principal – Responsible for all SC structures operations / projects; lead bridge and seismic design for SC D-B pursuits, 2013 – Present <b>The LPA Group Inc.:</b> Bridge Engineer – Responsible for bridge and seismic design of projects, 2011 - 2013; Design Engineer – Responsible for bridge and seismic design for bridges along and over interstates, primary and secondary routes, railroads, and waterways, 2006 – 2011; Structural Intern – Responsible for assisting in bridge design along and over interstates, primary and secondary routes, railroads, and waterways, 2002 – 2006		
e. Education: North Carolina State University / Raleigh, NC / B.S.C.E. / 2005 / Civil Engineering		
f. Active Registrations:		
2010 / SC / Civil / 28244	2013 / VA / Civil / 402052704	2014 / LA / Civil / 38836
2012 / FL / Civil / 74150	2013/ MD / Civil / 44591	2014 / MS / Civil / 25409
2012 / NC / Civil / 38827	2013 / PA / Civil / PE081711	2014 / CA / Civil / C 83743
2013 / AL / Civil / 33873-E	2014 / WV / Civil / 20583	2015 / GA / Civil / PE040169
g. Document the extent and depth of your experience and qualifications relevant to the Project.		
<b><u>I-85 Reconstruction and Widening, MM 77-98</u></b>		
<b>Key Personnel Role:</b>	Structures Engineer	
<b>Experience with Current Firm:</b>	Yes; Parrish and Partners, LLC	
<b>Project/Assignment Duration:</b>	Project 2016-2021, Assigned 2016-2017	
<b>Owner Contact Information:</b>	SCDOT, Brad Reynolds, <a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a> , (803) 737-1440	
<b>Design/Construction Value:</b>	\$436 Million	
<b>Project Description:</b>		
As Structures Engineer, Adam is responsible for leading the bridge group and for sealing six bridge sites, two culverts, two bridge rehabilitations, and the design of median barriers for this 21-mile project, which consists of all work necessary to reconstruct I-85 from MM 77 to MM 98 and reconstruct and widen I-85 from four to six travel lanes from north of S-57 to the south end of the I-85 bridge over Broad River. The project includes removal and replacement of the CSXT RR overpass, removal of the S-1927 (Conway Black Road) RR overpass bridge, and design and construction of cul-de-sacs at the road termini on either side of the existing Conway Black Road bridge ends. This project includes providing ITS along I-85 mainlane and requires coordinated work zone traffic control with an adjacent I-85 Reconstruction project.		
<b><u>Emergency Bridge Replacement Package 6: SC 48 over Back Swamp, Cedar Creek &amp; Dry Branch</u></b>		
<b>Key Personnel Role:</b>	Project Manager / Lead Bridge Engineer	
<b>Experience with Current Firm:</b>	Yes; Parrish & Partners, LLC	
<b>Project/Assignment Duration:</b>	Project 2016-2016, Assigned 2016-2016	
<b>Owner Contact Information:</b>	SCDOT, Brooks Bickley, PE, <a href="mailto:Bickleybj@scdot.org">Bickleybj@scdot.org</a> , (803) 737-4685	
<b>Design/Construction Value:</b>	\$6.2 Million	
<b>Project Description:</b>		
As Project Manager, Adam was responsible for managing the P&P design team and sealing the two bridge sites along SC 48 that were damaged beyond repair by the flood in October 2015. P&P co-lead the design team with KCI. The SC 48 Bridge over Cedar Creek consisted of a 30'-30'-40'-40'-30' flat-slab span configuration. The superstructure is supported by CIP pile caps at the end and interior bents. The interior bents are founded on 24-inch pre-stressed concrete piles and the end bents are founded on steel H-piles. The SC 48 Bridge over Dry Branch consists of a 30'-40'-30' flat-slab span configuration. The superstructure is supported by CIP pile caps at the end and interior bents. The interior bents are founded on 24-inch pre-stressed concrete piles and the end bents are founded on steel H-piles. Seismic design was performed for both SDC B structures with a Multimodal Spectral Analysis.		

## KEY INDIVIDUAL RESUME FORM

### Emergency Bridge Replacement Package 5: US 301 over Black River Swamps

**Key Personnel Role:** Project Manager / Lead Bridge Engineer  
**Experience with Current Firm:** Yes; Parrish and Partners, LLC  
**Project/Assignment Duration:** Project 2016-2016, Assigned 2016-2016  
**Owner Contact Information:** SCDOT, Michael Hood, PE, [hoodml@scdot.org](mailto:hoodml@scdot.org), (803) 737-3485  
**Design/Construction Value:** \$13 Million

**Project Description:**

As Project Manager, Adam was responsible for managing the P&P design team and sealing two bridge sites along US 301 over the Black River Overflow 1 & 2. The first bridge over Black River Overflow was an on-alignment 40'-60'-60' cored slab beam structure supported by 24-inch pre-stressed concrete piles at the interior bents. The second bridge over Black River Overflow was an on-alignment 30'-50'-60' cored slab beam structure supported by 24-inch pre-stressed concrete piles at the interior bents. Both sites have end bents which are founded on steel H-piles. The seismic design was performed for both SDC C structures with a Multimodal Spectral Analysis. Liquefiable soils were present at the sites requiring the use of seismic drains to relieve the excess pore water pressure.

### Emergency Bridge Replacement Package 3: S-101, S-57 & SC 34

**Key Personnel Role:** Lead Bridge Engineer  
**Experience with Current Firm:** Yes; Parrish and Partners, LLC  
**Project/Assignment Duration:** Project 2015-2016, Assigned 2015-2016  
**Owner Contact Information:** SCDOT, Michael Hood, PE, [hoodml@scdot.org](mailto:hoodml@scdot.org), (803) 737-3485  
**Design/Construction Value:** \$8 Million

**Project Description:**

This D-B project expedited the replacement of bridges damaged in the severe floods in October 2015. The schedule to design and construct the bridges was extremely tight, but the team met all schedule milestones. As Lead Bridge Engineer, Adam was responsible for managing the P&P bridge unit and sealing the three damaged bridge sites. The S-101 Bridge consists of a two-span cored slab superstructure (30'-70') with asphalt wearing surface. The superstructure is supported by a substructure comprised of CIP concrete caps founded on pre-stressed concrete piles at the interior bent and steel H-piles at the end bents. The S-57 Bridge is on a curved alignment utilizing a single 75-foot simple-span with CIP deck and AASHTO Type II PSC beams. The end bents are of integral construction founded on steel H-piles. The third structure along SC Route 34 required a straight bridge to be used with a curved roadway alignment. The simple-span superstructure spans 120 feet utilizing BT-54 modified PSC beams supporting a CIP concrete deck. The end bents are integral founded on steel H-piles.

- 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:	<b>Timothy Mark Arey, PE</b> Project Manager
b. Role of Key Individual for this Project:	Lead Traffic Engineer
c. Name of Firm with which you are now associated:	<b>Progressive Design Group, Inc.</b>
d. Years of Experience: With this Firm <b>10</b> Years With Other Firms <b>17</b> Years	<b>PDG, Inc.:</b> Project Manager – Responsible for the design and management of MOT plans, signing plans, traffic signal design plans and pavement marking plans; other areas of responsibility include capacity and operational analysis, 2008 – Present <b>Kublins Transportation Group:</b> Project Manager – Responsible for all traffic engineering projects as assigned, 1996 – 2007 <b>NCDOT:</b> Design Engineer – Responsible for Traffic Control Plan design duties as assigned, 1990 – 1995
e. Education:	North Carolina State University / Raleigh, NC / B.S. / 1990 / Civil Engineering – Transportation
f. Active Registrations:	2005 / SC / Civil / 24602 2000 / NC / Civil / 25465
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-40 / 440 Reconstruction-Fortify Design-Build Project</u></b></p> <p><b>Key Personnel Role:</b> Lead Traffic Engineer  <b>Experience with Current Firm:</b> Yes; Progressive Design Group, Inc.  <b>Project/Assignment Duration:</b> Project 2012-2017, Assigned 2013-2017  <b>Owner Contact Information:</b> NCDOT, Steve Kite, <a href="mailto:Skite@NCDOT.gov">Skite@NCDOT.gov</a>, (252) 290-0396  <b>Design/Construction Value:</b> \$180 Million  <b>Project Description:</b>  As Lead Traffic Engineer Tim was responsible for design of all MOT plans, signing plans, pavement marking plans, and construction management coordination of these scopes.  The project included full reconstruction of ~12 miles of deteriorating asphalt pavement along the Raleigh Southern Beltline, I-40/440, while maintaining three travel lanes along I-40 for the duration of construction. To maintain the number of travel lanes, extensive temporary widening was required, including the widening of 10 existing interstate bridges and temporary reconfiguration of two highly congested interchanges. Additional project scope included a complete roadway drainage system upgrade, reconstruction of six interchanges, new interstate signing, new pavement markings, latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, RR coordination (NCR &amp; NSRR), ITS modifications, and signalization. The D-B Team was also responsible for the traffic analysis and IMR for a potential Diverging Diamond Interchange at the South Saunders Street interchange.</p> <p><b><u>I-85 Widening Design-Build</u></b></p> <p><b>Key Personnel Role:</b> Lead Traffic Engineer  <b>Experience with Current Firm:</b> Yes; Progressive Design Group, Inc.  <b>Project/Assignment Duration:</b> Project 2014-2017, Assigned 2014-2017  <b>Owner Contact Information:</b> NCDOT, Steve Kite, <a href="mailto:Skite@NCDOT.gov">Skite@NCDOT.gov</a>, (252) 290-0396  <b>Design/Construction Value:</b> \$160 Million  <b>Project Description:</b>  This project included 7.9 miles of widening and reconstruction of I-85 in Cabarrus and Rowan Counties. Work included mass excavation, utility installation and relocation, RR coordination, utility coordination, storm drain, MOT (100,000 ADT), noise wall construction, demolition of existing structures, and construction of 17 proposed new bridges (including a mainline RR bridge over the interstate), and full replacement and widening of the interstate and cross roads with asphalt pavement. Tim was responsible for all aspects of MOT plans, signing plans, and pavement marking plans.</p>

## KEY INDIVIDUAL RESUME FORM

### I-485 Outer Loop from NC 115 to I-85

**Key Personnel Role:** Lead Traffic Engineer  
**Experience with Current Firm:** Yes; Progressive Design Group, Inc.  
**Project/Assignment Duration:** Project 2011-2014, Assigned 2011-2014  
**Owner Contact Information:** NCDOT, Steve Kite, [Skite@NCDOT.gov](mailto:Skite@NCDOT.gov), (252) 290-0396  
**Design/Construction Value:** \$190 Million

**Project Description:**

This D-B project included eight miles of interstate roadway reconstruction with four interchanges in Charlotte, NC. Tim was responsible for developing and designing a MOT plan, signing plan (with Arrow-per-Lane Guide Signs), and pavement marking plan.

### I-85 / I-485 Design-Build Turbine Interchange

**Key Personnel Role:** Lead Traffic Engineer  
**Experience with Current Firm:** Yes; Progressive Design Group, Inc.  
**Project/Assignment Duration:** Project 2011-2014, Assigned 2011-2014  
**Owner Contact Information:** NCDOT, Steve Kite, [Skite@NCDOT.gov](mailto:Skite@NCDOT.gov), (252) 290-0396  
**Design/Construction Value:** \$93 Million

**Project Description:**

This D-B project converted the existing I-85/I-485 interchange in northeast Charlotte to a turbine interchange, a new concept and design first for NC. The turbine design features smaller, single-span bridges with smaller columns and flatter roadway profiles. This innovative design circles all left-turning traffic around a central bridge in a counterclockwise direction, improving sight distances for motorists and allowing a safer transition between the two interstates at highway speeds. Tim was responsible for all aspects of design, including the MOT plan, signing plan (with Arrow-per-Lane Guide Signs), and pavement marking plans.

### I-85 Reconstruction from SR-1162 to Virginia State Line

**Key Personnel Role:** Lead Traffic Engineer  
**Experience with Current Firm:** Yes; Progressive Design Group, Inc.  
**Project/Assignment Duration:** Project 2013-2014, Assigned 2013-2014  
**Owner Contact Information:** NCDOT, Steve Kite, [Skite@NCDOT.gov](mailto:Skite@NCDOT.gov), (252) 290-0396  
**Design/Construction Value:** \$160 Million

**Project Description:**

This project consisted of a bonded 10-inch concrete overlay for an 11-mile section of I-85 in the northern end of NC. Two interchanges were also within the project limits. Tim was responsible for the MOT plan design.

- 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:	<b>John Francis Hamilton, PE</b> Geotechnical Design Manager
b. Role of Key Individual for this Project:	Lead Geotechnical Engineer
c. Name of Firm with which you are now associated:	<b>F&amp;ME Consultants, Inc.</b>
d. Years of Experience: With this Firm <b>10</b> Years    With Other Firms <b>0</b> Years	<b>F&amp;ME Consultants, Inc.:</b> Geotechnical Design Manager – Responsible for managing F&ME’s geotechnical analysis and design for bridge and roadway projects throughout the Southeast. With 10 years of experience, his design work has included shallow foundations, deep foundations, embankments, earth retaining structures, ground improvement, slope stability, settlement, seismic design, geotechnical instrumentation, and construction QA/QC; 2008 – Present
e. Education:	University of South Carolina / Columbia, SC / B.S. / 2008 / Civil Engineering
f. Active Registrations:	2013 / SC / Civil / 30374 2015 / NC / Civil / 042410
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>Jedburg Interchange / I-26 Widening, MM 193 to MM 197</u></b></p> <p><b>Key Personnel Role:</b> Geotechnical Design Manager  <b>Experience with Current Firm:</b> Yes; F&amp;ME Consultants, Inc.  <b>Project/Assignment Duration:</b> Project 2017-Design in Progress, Assigned 2017-Present  <b>Owner Contact Information:</b> SCDOT, Jeremy Harmon, <a href="mailto:harmonjr@scdot.org">harmonjr@scdot.org</a>, (803) 737-3761  <b>Design/Construction Value:</b> \$90.7 Million  <b>Project Description:</b>  Working under the Geotechnical On-Call, F&amp;ME provided geotechnical engineering services to support SCDOT with the preparation of final construction plans for the proposed widening of I-26 for 17,585 LF, replacement of the Jedburg Road (S-16) bridge over I-26 with a new 225-foot long structure, and widening of Jedburg Road. Using the information from F&amp;ME’s field investigation and laboratory testing, John prepared a Geotechnical Surface Data Report and developed design recommendations for the roadway embankment, bridge foundation, and bridge embankment in accordance with the SCDOT Geotechnical Design Manual. He also conducted a non-linear site-specific seismic response analysis.</p> <p><b><u>I-85 Rehabilitation, MM 77 to MM 84</u></b></p> <p><b>Key Personnel Role:</b> Geotechnical Design Manager  <b>Experience with Current Firm:</b> Yes; F&amp;ME Consultants, Inc.  <b>Project/Assignment Duration:</b> Project 2015-Under Construction, Assigned 2015-2017  <b>Owner Contact Information:</b> SCDOT, Brad Reynolds, <a href="mailto:reynoldsbs@scdot.gov">reynoldsbs@scdot.gov</a>, (803) 737-1440  <b>Design/Construction Value:</b> \$436 Million (MM 77 to MM 98)  <b>Project Description:</b>  F&amp;ME provided geotechnical engineering services for SCDOT’s rehabilitation of I-85 (MM 77 to 85), which includes replacing the existing CSX RR Bridge over I-85 with a new three-span, 349-foot long structure. Using the information from F&amp;ME’s field investigation and laboratory testing, John developed design recommendations for the bridge foundation and RR embankment in general accordance with the AREMA design manual and CSX Design and Construction Standard Specifications. Construction recommendations were prepared in general accordance with the 2007 SCDOT Standard Specifications for Highway Construction.</p>

## KEY INDIVIDUAL RESUME FORM

### I-20 Widening

**Key Personnel Role:** Staff Engineer  
**Experience with Current Firm:** Yes; F&ME Consultants, Inc.  
**Project/Assignment Duration:** Project 2009-2014, Assigned 2009-2010  
**Owner Contact Information:** SCDOT, Ladd Gibson, [gibsonls@scdot.org](mailto:gibsonls@scdot.org), (803) 737-3511  
**Design/Construction Value:** \$75 Million

#### **Project Description:**

F&ME provided geotechnical engineering services for SCDOT's 6.7 miles of I-20 widening and mainline corridor rehabilitation, as well as replacement of the I-20 EB bridge over Alpine Road and widening of the I-20 WB bridge. Using the information from F&ME's field investigation and laboratory testing, John developed recommendations for roadway subgrades and embankments, and box culvert subgrade stabilization. For the EB replacement bridge, he developed foundation design recommendations in accordance with the AASHTO LRFD Specifications for Highway Bridges and SCDOT Seismic Design Specifications for Highway Bridges. For the WB bridge widening, foundation recommendations were developed in accordance with the AASHTO Standard Specifications for Highway Bridges. Additionally, John reviewed F&ME's camera survey data of seven existing box culverts and prepared a report with potential problematic conditions that may require improvement.

- 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:	<b>Milton Donald Alexander, PE</b> Senior Water Resources Engineer
b. Role of Key Individual for this Project:	Lead Hydraulic Engineer
c. Name of Firm with which you are now associated:	<b>Parrish &amp; Partners, LLC</b>
d. Years of Experience: With this Firm <1 Year	With Other Firm <b>18</b> Years
<p><b>Parrish and Partners, LLC:</b> Senior Water Resources Engineer – Lead engineer for all hydrology and hydraulics components of SC projects, 2018</p> <p><b>Dennis Corporation:</b> Civil Infrastructure Division Manager / Project Manager – Responsible for overseeing all projects in Division (transportation, civil, institutional, nuclear, 2016 – 2018)</p> <p><b>CB&amp;I / Westinghouse:</b> Civil Engineer – Responsible for all hydraulic analysis of flood control projects at Oconee Nuclear Station and civil construction documents for PMP Protection Phase, 2013 – 2016</p> <p><b>Woolpert, Inc.:</b> Project Manager (Columbia, SC, Chesapeake, VA) – Responsible for managing a variety of projects, including flood studies, drainage improvements, MS4 implementation plans, and stormwater quality software program development, 2003 – 2013</p> <p><b>CASWES / University of Colorado:</b> Graduate Research Assistant – Responsible for providing hydraulic analysis to support development of the RiverWare software program used by USACE and USBR for river and reservoir management, 2000 – 2003</p> <p><b>WK Dickson &amp; Co., Inc:</b> Project Engineer – Responsible for assisting project managers with design aspects in drainage, water, sewer, pavement, etc. for a variety of civil infrastructure projects in transportation, airports, institutional, and municipal/county, 1997 – 2000</p>	
e. Education:	University of Colorado / Boulder, CO / M.S. / 2003 / Civil Engineering University of South Carolina / Columbia, SC / B.S. / 1998 / Civil Engineering Hamden-Sydney College / Hamden-Sydney, VA / B.S. / 1998 / Applied Mathematics
f. Active Registrations:	2006 / SC / Civil / 25054
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-85 Reconstruction and Widening, MM 77-98</u></b></p> <p><b>Key Personnel Role:</b> Senior Water Resources Engineer  <b>Experience with Current Firm:</b> Yes; Parrish and Partners, LLC  <b>Project/Assignment Duration:</b> Project 2016-2021, Assigned 2018  <b>Owner Contact Information:</b> SCDOT, Brad Reynolds, <a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>, (803) 737-1440  <b>Design/Construction Value:</b> \$436 Million  <b>Project Description:</b>  This project includes 21 miles of widening with multiple bridge replacements in Spartanburg and Cherokee Counties. Don's responsibilities include MOT drainage design, ongoing coordination with other team members, and construction assistance through RFIs and design changes. Additional water resource-related duties may develop during construction.</p> <p><b><u>US 1 Bridge Replacement over CSX Railroad</u></b></p> <p><b>Key Personnel Role:</b> Senior Water Resources Engineer  <b>Experience with Current Firm:</b> Yes; Parrish and Partners, LLC  <b>Project/Assignment Duration:</b> Project 2017-2020, Assigned 2017  <b>Owner Contact Information:</b> SCDOT, Brian Dix, <a href="mailto:DixBD@scdot.org">DixBD@scdot.org</a>, (803) 737-1085  <b>Design/Construction Value:</b> \$6.25 Million  <b>Project Description:</b>  The existing concrete bridge over CSX RR in Chesterfield County is being replaced with a 580-foot steel bridge on a relocated alignment. Don's specific responsibilities included oversight of drainage design, erosion control design, and permitting.</p>

## KEY INDIVIDUAL RESUME FORM

### Highway 521 Bridge Replacement over Big Pine Tree Creek

**Key Personnel Role:** Senior Water Resources Engineer  
**Experience with Current Firm:** Yes; Parrish and Partners, LLC  
**Project/Assignment Duration:** Project 2017-2021, Assigned 2018  
**Owner Contact Information:** SCDOT, Jacob Meetze, PE, [MeetzeJ@scdot.org](mailto:MeetzeJ@scdot.org), (803) 737.1037  
**Design/Construction Value:** \$8.8 Million

#### **Project Description:**

The bridge replacement over Big Pine Tree Creek is located one mile south of the Town of Camden and consists of replacing the current 150-foot long by 84-foot wide bridge with a new 240-foot long by 86-foot wide structure. The original bridge was constructed in 1940, with reconstruction occurring in 1975. The new bridge consists of a three-span continuous superstructure (80'-80'-80') using CIP deck supported by AASHTO Type III PSC beams. Interior bents are rigid frame with CIP caps and columns founded on drilled shafts. The end bents are of integral design supported by steel H-piles.

Don's specific responsibilities included oversight of all hydraulic analyses including floodplain modeling, scour analysis, drainage design, erosion control design, and permitting.

### Connector Road and Highway 521 Intersection Improvements

**Key Personnel Role:** Civil Infrastructure Division Manager  
**Experience with Current Firm:** No; Dennis Corporation  
**Project/Assignment Duration:** Project 2017-2019, Assigned 2017  
**Owner Contact Information:** Billy Smith, Kershaw County Sch. District, [billy.smith@kcsdschools.net](mailto:billy.smith@kcsdschools.net), (803) 432-8416  
**Design/Construction Value:** \$4 Million

#### **Project Description:**

This project involves the design of a new county road and intersection improvements, including a new traffic light in Camden. Don's specific responsibilities included oversight of all design permitting including road alignment, pavement design, drainage and erosion control design, permitting, property acquisition, and ROW revisions.

- 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:	<b>Laura Marie Hiser Stevens, AICP</b> Senior Environmental Planner
b. Role of Key Individual for this Project:	Environmental Manager / Permit Coordinator & Public Relations Coordinator
c. Name of Firm with which you are now associated:	<b>Parrish and Partners, LLC</b>
d. Years of Experience: With this Firm <b>3 Years</b> With Other Firms <b>22 Years</b>	<b>Parrish and Partners, LLC:</b> Senior Environmental Planner – Responsible for preparing all environmental documentation for surface transportation and aviation projects, October 2014 – Present <b>The LPA Group Inc. (Michael Baker Corp. 2013-14):</b> Environmental Planner / Biologist - Responsible for permitting and wetland field survey tasks, protected species surveys, NEPA documentation, agency coordination, and public involvement tasks, 1992 – 2014
e. Education:	University of South Carolina / Columbia, SC / Master of Earth and Environmental Resource Management / 1999 University of South Carolina / Columbia, SC / B.S. / 1992 / Marine Science
f. Active Registrations:	2015 / American Institute of Certified Planners (AICP) / 028733
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-85 Reconstruction and Widening, MM 77-98</u></b></p> <p><b>Key Personnel Role:</b> Public Relations Lead; Environmental Permitting Support  <b>Experience with Current Firm:</b> Yes; Parrish and Partners, LLC  <b>Project/Assignment Duration:</b> Project 2016-2021; Assignment 2016-2021  <b>Owner Contact Information:</b> SCDOT, Brad Reynolds, <a href="mailto:reynoldsBS@scdot.org">reynoldsBS@scdot.org</a>, (803) 737-1440  <b>Design/Construction Value:</b> \$436 Million  <b>Project Description:</b>                      This project includes reconstruction and widening of 21 miles of I-85. The project will reconstruct the existing asphalt pavement to PCC, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. Laura is responsible for assisting with environmental coordination and permitting, as well as serving as the Public Relations Coordinator for the Blythe/Zachry JV. Specific tasks include team coordination regarding avoidance/minimization design efforts and mitigation options, environmental compliance review, preparation of the Clean Water Act Section 404/401 permit application narrative, preparation of project flyers, newsletters, rest area posters, news releases and project information for social media posts, and coordination of public meetings, as needed.</p> <p><b><u>Emergency Bridge Replacement Package 3: S-101, S-57 &amp; SC 34</u></b></p> <p><b>Key Personnel Role:</b> Environmental Permitting Lead  <b>Experience with Current Firm:</b> Parrish and Partners, LLC  <b>Experience with Current Firm:</b> Yes; Parrish and Partners, LLC  <b>Project/Assignment Duration:</b> Project 2015-2016, Assigned 2016  <b>Owner Contact Information:</b> SCDOT, Michael Hood, PE, <a href="mailto:hoodml@scdot.org">hoodml@scdot.org</a>, (803) 737-3485  <b>Design/Construction Value:</b> \$8 Million  <b>Project Description:</b>                      This consisted of replacing three bridges in SC that were damaged beyond repair by the flooding in October 2015. Laura was responsible for the environmental permitting tasks, which included floodplain development and navigable waters permitting for the three bridges, as well as for the acquisition of a Federal Energy Regulatory Commission (FERC) Conveyance Permit from Duke Energy for the emergency bridge replacement project on S-101 in Fairfield County. The FERC Conveyance Permit Application documented an extensive coordination effort with 10 federal, state, and local agencies, and also included permit drawings, NEPA documentation, and site photographs. Duke Energy granted notice to proceed with bridge construction within approximately three months of initiating the permitting process.</p>

## KEY INDIVIDUAL RESUME FORM

### Bluff Road Widening Phase II

**Key Personnel Role:** Senior Environmental Planner  
**Experience with Current Firm:** Yes; Parrish and Partners, LLC  
**Project/Assignment Duration:** Project 2015-2019, Assignment Ongoing  
**Owner Contact Information:** SCDOT, Siobhan Gordon, [GordonSO@scdot.org](mailto:GordonSO@scdot.org), (803) 737-1337  
**Design/Construction Value:** \$18 Million

**Project Description:**

P&P was selected to provide on-call design services for the \$1.07 billion Richland County Transportation Penny Program in SC, which is funded by a special sales and use tax. P&P is currently working on several projects in the Penny Program, including the Bluff Road Widening project that includes widening Bluff Road, and installing curb and gutter and sidewalks/shared-use paths for pedestrians and bicycles. Laura's responsibilities on the two-mile Phase II segment include preparation of the CWA Section 404/401 Individual Permit application, agency coordination, and participation in the team's public involvement efforts. Project challenges in Phase II include provision of the proposed multi-use paths along this existing corridor that traverses the potentially NRHP-eligible Arthurtown historic district and crosses a tributary to Gills Creek, while also improving drainage and maintaining access for the numerous adjacent commercial/industrial land uses and two large student housing complexes.

### SC 85 Bridge Replacements - Planning Study and Design

**Key Personnel Role:** Senior Environmental Planner  
**Experience with Current Firm:** Yes; Parrish and Partners, LLC  
**Project/Assignment Duration:** Project 2015-2018, Assignment 2015-2017  
**Owner Contact Information:** SCDOT, David Kelly, [KellyDP@scdot.org](mailto:KellyDP@scdot.org), (803) 737-1645  
**Design/Construction Value:** \$16.8 Million

**Project Description:**

The project will replace the existing SC 85 bridges over Buffington Road/NSRR and Howard Street, which includes reconstruction of just over one mile of SC 85. Laura's responsibilities included performance of public involvement and oversight of field surveys and NEPA documentation. The public involvement effort included preparation/distribution of a project flyer to 800 nearby residents/businesses, as well as preparation of meeting handouts and displays and participation in the Public Information Meeting. The Non-Programmatic CE was approved in March 2017.

### S-39 (Ogburn Road) Bridge Replacement over Little Fork Creek

**Key Personnel Role:** Senior Environmental Planner  
**Experience with Current Firm:** Yes; Parrish and Partners, LLC  
**Project/Assignment Duration:** Project 2014-2018, Assignment 2015-2017  
**Owner Contact Information:** SCDOT, Chris Beckham, [BeckhamJC@scdot.org](mailto:BeckhamJC@scdot.org), (803) 737-1332  
**Design/Construction Value:** \$3 Million

**Project Description:**

The bridge replacement over Little Fork Creek is located two miles northwest of the town of Jefferson and consists of replacing the current 75-foot long by 33-foot wide bridge with a new 113-foot long by 43-foot wide structure. Laura was responsible for the preparation of the Clean Water Act Section 404/401 permit application and oversight of the Jurisdictional Determination request package.

- 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

### I-73 Connector Design-Build, I-5110, R-2413AB, NCDOT

**Key Personnel Role:** ROW Project Manager  
**Experience with Current Firm:** Yes; TELICS  
**Project/Assignment Duration:** Project 2014-2017, Assigned 2014-2015  
**Owner Contact Information:** NCDOT, Neal Strickland, [nstrickland@ncdot.gov](mailto:nstrickland@ncdot.gov), (919) 707-4364  
**Design/Construction Value:** \$176.5 Million

**Project Description:**

The project included design and construction of a multi-lane divided facility on new location, serving as the future I-73. The project provides the I-73 Connector from NC 68 to west of the Greensboro Western Loop in Guilford County. Working as a subconsultant for the contractor, Taylor and his team performed all necessary right of way and relocation services, including appraisals, acquisition negotiation, relocation assistance, technical services, suit information, property inventories, and preparation for condemnation. There were 9 appraisal reports, 13 acquisitions, and 14 relocations.

### Greenville Southwest Bypass, R-2250

**Key Personnel Role:** ROW Project Manager  
**Experience with Current Firm:** Yes; TELICS  
**Project/Assignment Duration:** Project 2015-2019, Assigned 2014-Present  
**Owner Contact Information:** NCDOT, Neal Strickland, [nstrickland@ncdot.gov](mailto:nstrickland@ncdot.gov), (919) 707-4364  
**Design/Construction Value:** \$188 Million

**Project Description:**

The project includes construction of a 12.6-mile, four-lane median divided freeway that begins two miles south of Ayden on NC 11 and will wrap around the west side of Ayden and Winterville, ending at the US 264 Bypass west of Greenville, NC. The Greenville Southwest Bypass will relieve congestion and improve safety, particularly on Memorial Drive (NC 11) and Stantonsburg Road (US 264 Business). The new roadway will also help improve travel time along the US 264/NC 11 Corridor. Taylor and his team are responsible for all necessary right of way and relocation services, including acquisition negotiation, relocation assistance, technical services, property inventories, suit information, and preparation for condemnation. The project has 189 acquisitions and 28 relocations.

### Stantonsburg Road – Tenth Street Corridor, U-3315

**Key Personnel Role:** ROW Project Manager  
**Experience with Current Firm:** Yes; TELICS  
**Project/Assignment Duration:** Project 2012-2019, Assigned 2013-2015  
**Owner Contact Information:** NCDOT, Neal Strickland, [nstrickland@ncdot.gov](mailto:nstrickland@ncdot.gov), (919) 707-4364  
**Design/Construction Value:** \$28.4 Million

**Project Description:**

This project provided an east-west connection across Greenville that directly connected Stantonsburg Road with Tenth Street, beginning at Memorial Drive and ending at Evans Street. The project included new construction and a separation of the CSX RR and Tenth Street. This was a federally funded project and was performed under 49CFR Part 24, Uniform Relocation Assistance, and Real Property Acquisition for Federal and Federally Assisted Programs. The project had 206 acquisitions and 118 relocations.

- 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:	<b>Corey Lee Pelletier</b> Pavement Manager
b. Role of Key Individual for this Project:	Construction Manager
c. Name of Firm with which you are now associated:	<b>Anderson Columbia Co., Inc.</b> (ACCI/API, a Joint Venture)
d. Years of Experience: With this Firm <b>8</b> Years With Other Firms <b>11</b> Years	<p><b>Anderson Columbia Co., Inc.:</b> Special Projects Manager – Responsible for D-B projects, 2016 – 2018</p> <p><b>Anderson Columbia Co., Inc.:</b> Director of Asphalt Technologies – Responsible for overseeing all QC for the firm, 2014 – 2016</p> <p><b>Superior Bowen Asphalt Company:</b> Project Manager / Vice President of Product Management, 2011 – 2014</p> <p><b>APAC (Kansas City Division):</b> Operations Manager / Quality Control Manager – Responsible for overseeing all projects assigned, 1999 – 2011</p>
e. Education:	<p>University of West Florida / Pensacola, FL / A.S. / 1997 / Construction Engineering</p> <p>University of Florida / Gainesville, FL / 1999 / B.S. / Construction Engineering</p> <p>University of Missouri Rolla / Rolla, MO / 2001 / Materials – Transportation</p>
f. Active Registrations:	Design-Build Institute of America (DBIA); National Asphalt Pavement Association (NAPA)
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>Monroe Bypass Connector</u></b></p> <p><b>Key Personnel Role:</b> Pavement Manager / Construction Manager</p> <p><b>Experience with Current Firm:</b> Yes; Anderson Columbia Co., Inc. / UIG / BPI JV</p> <p><b>Project/Assignment Duration:</b> Project 2015-2018, Assigned 2015-2018</p> <p><b>Owner Contact Information:</b> NCDOT/NCTA, Rick Baucom, <a href="mailto:rbaucom@ncdot.gov">rbaucom@ncdot.gov</a>, (919) 707-4526</p> <p><b>Design/Construction Value:</b> \$457 Million</p> <p><b>Project Description:</b> This project included 20 miles of new construction from US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County, NC. The Monroe Bypass is an open road tolling project. After years of environmental delays, the project is scheduled for an on-time completion later this year (2018).</p> <p><b><u>I-26 Design-Build MM 115 to 136</u></b></p> <p><b>Key Personnel Role:</b> Quality Control Manager</p> <p><b>Experience with Current Firm:</b> Yes; Anderson Columbia Co., Inc. / BPI JV</p> <p><b>Project/Assignment Duration:</b> Project 2013-2016, Assigned 2014-2016</p> <p><b>Owner Contact Information:</b> SCDOT, Allen Thompson, <a href="mailto:ThompsonJA@scdot.org">ThompsonJA@scdot.org</a>, (803)737-1847</p> <p><b>Design/Construction Value:</b> \$77.5 Million</p> <p><b>Project Description:</b> The 20-mile I-26 widening project consisted of EB and WB from MM 115 to MM 125. I-26 was reconstructed from MM 125 to MM 136, and the bridge over the CSX RR was demoed and replaced. The incurred LDs for finishing late due to our JV's Asphalt paving subcontractor and JV partner, after which both were terminated. Anderson Columbia mobilized paving crews in and the project was completed successfully.</p>

## KEY INDIVIDUAL RESUME FORM

### Bond Bridge KcICON Design-Build

**Key Personnel Role:** Project Manager / Roadway Sections  
**Experience with Current Firm:** No; Paseo Corridor Constructors / Clarkson Construction Company, Massman Construction and Kiewitt Construction Co. JV  
**Project/Assignment Duration:** Project 2008-2011, Assigned 2008-2011  
**Owner Contact Information:** MoDOT, Troy Slagle, [troy.slagle@modot.mo.gov](mailto:troy.slagle@modot.mo.gov), (816) 387-2440  
**Design/Construction Value:** \$245 Million

**Project Description:**

This project consisted of replacing the current Paseo Bridge over the Missouri River with an iconic cable-stayed bridge and reconstruction and widening of four and one-half miles of the I-35/I-29 corridor from downtown Kansas City to north of the Armour Road/Route 210 interchange. PCC was able to utilize their construction traffic experience and modify/combine phases of work to complete the opening of the new River Bridge six months ahead of schedule and receive a \$2,000,000 incentive.

- 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.

Corey Pelletier will serve as the Construction Manager on this Project full time from start to finish. He is currently assigned to the Monroe Bypass Connector, which is on schedule to be completed in November 2018.

KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	<b>John Robert Savage</b> Quality Control Manager / Project Manager
b. Role of Key Individual for this Project:	Quality Control Manager
c. Name of Firm with which you are now associated:	<b>Ajax Paving Industries of Florida, LLC</b> (ACCI/API, a Joint Venture)
d. Years of Experience: With this Firm <b>6</b> Years    With Other Firms <b>19</b> Years	<p><b>Ajax Paving Industries of Florida, LLC:</b> Construction QC Manager / Project Manager - Responsible for the management of construction QC programs on FDOT projects throughout FL. Project management of D-B Push Button contract for FDOT District 1, 2012 – Present</p> <p><b>Tierra, Inc.:</b> Quality Control Manager – Responsible for the QC Services Department supporting 18 inspectors as a consultant to various contractors on FDOT projects in the Tampa Bay area, 2007 – 2012</p> <p><b>Tally Engineering:</b> Tampa Operations Manager – Managed consulting QC firm dedicated in only providing QC services for FDOT projects throughout Central Florida, 2002 – 2007</p> <p><b>Law / Mactec Engineering:</b> Senior Inspector – Performed on-site inspections for FDOT roadway and bridge projects in the Tampa Bay area, 2000 – 2002</p> <p><b>BellSouth Mobility:</b> Construction Specialist – Managed the construction of 250+ digital cell-tower sites in four regions throughout FL, 1995 – 1998</p> <p><b>Law Engineering:</b> Inspector – Performed construction related inspections on FDOT commercial and private construction projects, 1993 - 1995</p> <p><b>Universal Engineering:</b> Laboratory Technician / Inspector – Performed laboratory testing on construction materials and performed on-site inspections on commercial construction projects, 1991 – 1993</p>
e. Education:	Hawthorne High School / Hawthorne, FL / Diploma / 1987
f. Active Registrations:	2005 / FL / CTQP Earthworks Levels 1 & 2 2007 / FL / CTQP Quality Control Manager 2014 / FL / CTQP Asphalt Paving Levels 1 & 2
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>I-275 Design-Build Reconstruction from SR 60 to Hillsborough River Bridge</u></b></p> <p><b>Key Personnel Role:</b> Quality Control Manager</p> <p><b>Experience with Current Firm:</b> Yes; Ajax Paving Industries of Florida, LLC</p> <p><b>Project/Assignment Duration:</b> Project 2012-2015, Assigned 2012-2015</p> <p><b>Owner Contact Information:</b> FDOT, Conrad Campbell, <a href="mailto:Conrad.Campbell@dot.state.fl.us">Conrad.Campbell@dot.state.fl.us</a>, (813) 323-1205</p> <p><b>Design/Construction Value:</b> \$225 Million</p> <p><b>Project Description:</b>                  This project included widening and reconstructing a 4.4-mile stretch of I-275 to establish eight through lanes of traffic, four in each direction. The project, which was designed and built to accommodate future widening for managed lanes or other transit opportunities, included four collector-distributor lanes, five interchanges, and 21 bridges. John developed and managed the Contractor QC Plan from start to finish. He coordinated inspections and audits with FDOT materials personnel.</p>

## KEY INDIVIDUAL RESUME FORM

### US 41 Design-Build Reconstruction from SR 951 to Greenway Road

**Key Personnel Role:** Quality Control Manager  
**Experience with Current Firm:** Yes; Ajax Paving Industries of Florida, LLC  
**Project/Assignment Duration:** Project 2013-2015, Assigned 2013-2015  
**Owner Contact Information:** FDOT, Gerald Byrne, [Gerald.Byrne@dot.state.fl.us](mailto:Gerald.Byrne@dot.state.fl.us), (239) 985-7851

**Design/Construction Value:** \$38 Million

#### **Project Description:**

This project included widening US 41 from an undivided two-lane highway to a divided six-lane divided highway. The project included Collier County JPA force main sewer and water main relocation, utility relocation by seven local UAOs, box culvert replacement and extension, flat-slab bridge construction over water, and excavation and dewatering in limestone formations. The project also included signalization, utility relocation, drainage, permitting, signage, landscaping, transit, and public involvement. John developed and managed the Contractor QC Plan from start to finish. He coordinated inspections and audits with FDOT materials personnel.

### Golden Gate Boulevard Design-Build Reconstruction from Wilson Street to 18<sup>th</sup> Street

**Key Personnel Role:** Quality Control Manager  
**Experience with Current Firm:** Yes; Ajax Paving Industries of Florida, LLC  
**Project/Assignment Duration:** Project 2015-2017, Assigned 2015-2017  
**Owner Contact Information:** Collier County, Joe Delate, [Joseph.Delate@colliercountyfl.gov](mailto:Joseph.Delate@colliercountyfl.gov), (239) 821-0271

**Design/Construction Value:** \$20 Million

#### **Project Description:**

This project included a four-lane widening and reconstruction of 2.2 miles of Golden Gate Boulevard, including the bridge widening over the Golden Gate Main Canal. The project consisted of full roadway reconstruction, bridge widening, utility relocation, permitting, public involvement, new storm drainage system, construction dewatering, and a multiple phase MOT plan. John developed and managed the Contractor QC Plan from start to finish. He coordinated inspections and audits with Collier County materials 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.  
John Savage is currently serving as the Construction Manager/Quality Control Manager on a D-B traffic operations improvement project for FDOT, which is scheduled to be completed by December 2018, prior to the beginning of this Project.

KEY INDIVIDUAL RESUME FORM

<b>Brief Resume of Key Individual anticipated for the Project.</b>	
a. Name & Title:	<b>David Scott Jordan</b> Safety Director, Environmental Specialist
b. Role of Key Individual for this Project:	Safety Manager
c. Name of Firm with which you are now associated:	<b>Anderson Columbia Co., Inc.</b> (ACCI/API, a Joint Venture)
d. Years of Experience: With this Firm <b>8</b> Years With Other Firms <b>26</b> Years	<b>Anderson Columbia Co., Inc.:</b> Safety Director, W. Florida Division – Responsible for new employee safety meetings, weekly on-site safety meetings, enforcing company safety policy, assuring that subcontractors adhere to Anderson Columbia’s safety program, visiting job sites weekly and plant sites monthly, and maintaining communication with management personnel regarding safety problems or lack of staff cooperation, April 2010 – Present <b>Chipola Nursing Pavilion:</b> Director of Admissions and Marketing, 2009 – 2010 <b>Rahal-Miller Chevrolet Buick Cadillac and Nissan:</b> Used Car Manager, 2003 – 2009 <b>Brunos Corporation:</b> Assistant Store Manager, 2002 – 2003 <b>Jordan’s IGA Owner:</b> Operator retail grocery, 1984 – 2002
e. Education:	Florida State University / Tallahassee FL / B.S. / 1984 / Marketing Chipola Junior College / Marianna, FL / A.A. / 1982 / Business
f. Active Registrations:	2010 / FL / OTI 510 Occupational Safety and Health Standards for the Construction Industry 2017 / FL / Maintenance of Traffic Instructor 2010 / FL / Maintenance of Traffic Advanced Level 2010 / FL / DEP Storm Water Management Inspection 2011 / FL / Decision Driving 2011 / FL / Competent Person in Trenching & Excavation 2013 / FL / Landfill Operator C&D Site 2017 / FL / OSHA 500 Trainer Course for the Construction Industry
g. Document the extent and depth of your experience and qualifications relevant to the Project.	<p><b><u>SR 79 Improvements</u></b></p> <p><b>Key Personnel Role:</b> Safety Director  <b>Experience with Current Firm:</b> Yes; Anderson Columbia Co., Inc.  <b>Project/Assignment Duration:</b> Project 2013-Present, Assigned 2013-Present  <b>Owner Contact Information:</b> FDOT, Billy Robinson, <a href="mailto:Billy.Robinson@dot.state.fl.us">Billy.Robinson@dot.state.fl.us</a>, (850) 836-5713</p> <p><b>Design/Construction Value:</b> \$98 Million  <b>Project Description:</b>  This Design-Build-Finance project consists of widening 20 miles of a rural two-lane to four-lane roadway with a divided median within a Limited-Access Right of Way. The project includes construction of two new bridges at Cypress Creek and Open Creek, and replacement of the existing superstructure at Cypress Creek.</p> <p><b><u>SR 83 (US 331) Improvements</u></b></p> <p><b>Key Personnel Role:</b> Safety Director  <b>Experience with Current Firm:</b> Yes; Anderson Columbia Co., Inc.  <b>Project/Assignment Duration:</b> Project 2013-2018, Assigned 2013-2018  <b>Owner Contact Information:</b> FDOT, Billy Robinson, <a href="mailto:Billy.Robinson@dot.state.fl.us">Billy.Robinson@dot.state.fl.us</a>, (850) 836-5713</p> <p><b>Design/Construction Value:</b> \$47 Million  <b>Project Description:</b>  This D-B project consists of widening 12 miles of rural two-lane to four-lane roadway with a divided median within a Limited-Access Right of Way. The project includes construction of two new bridges at Tributary #2 and Lafayette Creek.</p>

## KEY INDIVIDUAL RESUME FORM

### SR 77 Improvements

**Key Personnel Role:** Safety Director  
**Experience with Current Firm:** Yes; Anderson Columbia Co., Inc.  
**Project/Assignment Duration:** Project 2015-Present, Assigned 2015-Present  
**Owner Contact Information:** FDOT, Jason Williams, [Jason.Williams@dot.state.fl.us](mailto:Jason.Williams@dot.state.fl.us),  
(850) 836-5720  
**Design/Construction Value:** \$58 Million

#### **Project Description:**

This D-B project consists of widening SR 77 from the existing two-lane capacity to a four-lane capacity roadway; total project length is 14 miles. The project includes construction of two new bridges at Hard Labor Creek and Unnamed Tributary.

- 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.  
David Jordan will serve as the Safety Manager on this Project full time from start to finish. He is currently assigned to the SR 77 project in FL, which is on schedule to be completed before the start of this Project.

# APPENDIX B – Work History / Quality Form - Contractor



APPENDIX B

SCDOT

WORK HISTORY AND QUALITY FORM – Contractor

**Ajax Paving Industries of Florida, LLC** (*Affiliate of Ajax Paving Industries, Inc.*)

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-96 Reconstruction</b> Location: Wayne County, MI	Name: <b>Lead Contractor:</b> Dan's Excavating <b>Lead Designer:</b> HNTB and Parsons Brinckerhoff	Name of Owner: MDOT Project Manager: Gerald Pawloski Phone: (248) 453-5172 Email: <a href="mailto:PawloskiG@michigan.gov">PawloskiG@michigan.gov</a>	<b>Professional Services:</b> 04/2014 <b>Construction:</b> 09/2014	\$149,000	\$30,000

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

The \$149 million reconstruction project known as the “96Fix” by MDOT, is a Detroit Freeway that carries 140,000 vehicles per day. The project included: 7.09 miles of concrete freeway reconstruction, including: widening and pavement reconstruction; 37 bridge replacement/rehabilitations; concrete barrier and CIP retaining walls; storm sewers, sanitary sewers, and watermain; freeway lighting/ITS; and pump station rehabilitation.

Ajax Paving Industries completed 700,000 square yards of 11.5-inch concrete paving by manufacturing over 225,000 cubic yards of concrete using two Erie-Strayer Concrete Batch plants erected on-site. These plants utilized the newest technology in computer controls as well as more accurate monitoring of the aggregate moistures, better slump control and mix quality which resulted in higher concrete quality bonuses. The concrete pavement was placed using Gomaco pavers with dowel bar inserters and automated grade control technology to ensure grade tolerance conformance. Ajax provided a 5 year Pavement Materials and Workmanship Warranty for the project.

The project allowed for a total closure of I-96 during the reconstruction. This project was completed in just 167 days of the allotted 261 days. An average of \$900,000 of contract work was performed each day. The project was completed under budget and 94 days ahead of schedule.

This multilane reconstruction in a depressed freeway setting also included 425,000 tons of existing concrete removal, 1,200,000 cubic yards of excavation, 30,000 feet of sewer, and 850,000 tons of aggregate base.



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

The success of this fast-paced project was attributed to extraordinary teamwork by all contractors involved. Ajax Paving is proud of our ability to coordinate and work productively in close harmony with multiple ongoing operations around our paving spread. This was accomplished in a safe and productive manner over the 167 construction days. Ajax Paving had no claims or disputes with MDOT or other contractor on this project. This project had no MiOSHA or OSHA violations.

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

Ajax Paving used in-pavement Concrete Maturity Meters for more accurate and timely concrete strength information to ensure that pavement reached sufficient strength to allow subsequent construction operations to progress behind the paving operations. Ajax Paving participated in daily contractor scheduling meeting to closely monitor progress of all ongoing operations that could impact our paving operations. Our Construction Team implemented a system to monitor levels of potential environmental impacts, such as noise, dust, and vibrations, by using monitoring devices to maintain acceptable project standards. This project was completed safely and produced a high-quality end product with no claims.

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

For each question in Section 3.5.2, Ajax Paving can answer “no” to each relevant question.

WORK HISTORY AND QUALITY FORM – Contractor

**ACCI/API, a Joint Venture** (*Anderson Columbia Co., Inc. and Ajax Paving Industries of FL, LLC*)

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-75 Widening and Reconstruction (iROX) P3</b> Location: Fort Myers / Naples, FL	Name: <b>Lead Contractor:</b> ACCI/API, a Joint Venture <b>Lead Designer:</b> HDR, Inc.	Name of Owner: <b>FDOT, District 1</b> Project Manager: Jon Sands, PE Phone: (863) 559-0480 Email: <a href="mailto:Jon.Sands@dot.state.fl.us">Jon.Sands@dot.state.fl.us</a>	<b>Professional Services:</b> 09/2010 <b>Construction:</b> 09/2010	\$458,000	\$270,000

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

The I-75 (SR 93) Design/Build/Finance project consisted of widening 30 miles of interstate from four to six lanes, from north of Golden Gate Parkway in Collier County to south of Colonial Boulevard in Lee County. The project included reconstruction of the Immokalee Road interchange to accommodate additional lanes on Immokalee Road, as well as widening 20 bridges and replacing four bridges. Other work included milling and resurfacing 30 miles of interstate, drainage construction, including large jack and bores, 23 stormwater ponds, signing and pavement markings, median barrier system (guardrail and high tension cable barrier), six noise walls, lighting, signalization, etc. ACCI/API JV also managed all traffic operations and maintenance of the 30-mile corridor. The project required acquisition of 19 environmental permits from the South Florida Water Management District and Army Corp of Engineers and an IOAR approval from FHWA. Emergency Stopping Sites (aka Accident Investigation Sites) were constructed at the interchange off-ramps to enhance safety for troubled motorists along the corridor. ACCI/API JV self-performed project management, traffic control, earthwork, sub-base/base work, and asphalt paving, approximately \$270 million (60%) of the overall contract value. Key Individual: David Dempsey, Project Director/Manager (2007-2010)



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

FDOT awarded ACCI/API JV the 2010 Best in Construction for Alternative Contracting Award and the project won Road & Bridge Top 10 Construction projects in the US in 2010. Just two years into the contract, the public had full use of 30 miles of six lanes on the I-75 mainline. The D-B Team had designed, permitted, and constructed the embankment, drainage, and improvements required, providing the motorists with the benefit of 30 miles of widened roadway in just over two years. This was due to the commitment of the D-B Firm and partnering spirit driving the project from start to finish. ACCI/API JV achieved the maximum early completion bonus of \$15 million. The project was completed with no claims and without the need to present any issues to the Dispute Review Board.

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

Quality Control was identified as a priority before construction began. The D-B Firm’s QC Team, FDOT, and the CE&I verification staff met several times prior to starting construction to establish procedures to ensure the multiple samples and tests that would be taken daily and nightly would be properly coordinated and documented. Individual meetings were held to discuss the potential issues and procedures with asphalt, earthwork, and concrete operations. A unique LIMS numbering system was developed to allow simultaneous testing and documentation specific to the project concurrently in different segments by multiple crews. This ensured the LIMS entries would be clear and avoid duplication of sample identification numbers. ACCI/API JV used Pavesmart Slope Control Technology to correct cross slope deficiencies in the existing pavement. Ultimately, the project was laser profiled and received an A+ rating of 4.2 for smoothness. Approximately 25,000 tons of Warm Mix Asphalt was laid as a pilot for FDOT at the owner’s request. The project had a 5-year asphalt warranty and at the end of the warranty, the 180-lane miles of interstate was found to have zero deficiencies.

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

For each question in Section 3.5.2, ACCI/API JV can answer “no” to each relevant question.

WORK HISTORY AND QUALITY FORM – Contractor

**Ajax Paving Industries of Florida, LLC**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-275 Design-Build Reconstruction</b> Location: Tampa, FL	Name: <b>Lead Contractor:</b> Skanska/Ajax, a Joint Venture; Ajax Paving Industries of Florida, LLC (JV Member) <b>Lead Designer:</b> Parson Brinckerhoff	Name of Owner: <b>FDOT, District 7</b> Project Manager: <b>Conrad Campbell, PE</b> Phone: (813) 323-1205 Email: <a href="mailto:conrad.campbell@dot.state.fl.us">conrad.campbell@dot.state.fl.us</a>	<b>Professional Services:</b> 06/2016 <b>Construction:</b> 06/2016	\$225,525	\$25,000

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

I-275 from the State Road No. 60 interchange to the Hillsborough River was a D-B complete roadway reconstruction project, which also included construction of 21 new bridge structures. The project raised and flatten I-275 to eliminate the existing “roller coaster” effect. This project consisted of widening and reconstructing 3.4 miles of I-275 in the heart of Tampa; 100,000 tons of hot mix asphalt, 145,000 SY of 14.0” and 11.0” plain cement concrete pavement, 55,000 LF of storm drain pipe, 1.6M CY of excavation and embankment, 700,000 SF of MSE walls, 21 bridge structures, and 4 new stormwater ponds. As an added value, 4” of hot mix asphalt base was paved above a 12” layer of stabilization LBR 40 material. The non-erodible 4” of hot mix asphalt provided an excellent paving platform for constructability and contributed to the excellent ride number. Ajax Paving erected a Single-Drum Erie Strayer Mixer batch plant on-site and all 55,000 CY of concrete pavement was batched. Ajax Paving used a GP-2600 Gomaco Slipform Paver and spreader to place the concrete pavement. The project was a complex urban construction project with 17 special detours to keep traffic moving. Ajax Paving crews provided MOT support and multiple lane closures (day/night) for the duration of the project. Ajax Paving self-performed project management, traffic control, grading, asphalt paving, concrete paving, and erosion control maintenance. Key Individual: John Savage, QC Manager (2012-2015)



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

FDOT awarded Ajax JV the 2016 Best in Urban Construction Award and the project won Road & Bridge Top 10 Construction projects in the United States in 2016, as well as the DBIA Florida Transportation Project of the Year in 2016. The project was completed five months early, and exceeded quality measures and earned project bonus for pavement quality. Skanska/Ajax JV achieved the maximum early completion bonus and the project was completed with no outstanding claims and without the need to present any issues to the Dispute Review Board.

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

Skanska/Ajax JV was able to complete the project ahead of the 1,445-day original contract time and under FDOT estimated budget. To attain this success with the project schedule, Ajax provided project milestones that facilitated the entire JV team to focus on meeting specific scheduled completion dates. The milestones were directly related to the traffic control plans and project phased drawings, allowing Skanska/Ajax JV to focus on critical path areas of the project and apply crew resources appropriately for the critical work. In order to stay under budget, cost control checks and balances were implemented by the project and field engineers working with the superintendents and project management. Skanska/Ajax JV was also able to avoid any major claims due to the team's commitment with CE&I to a partnering atmosphere. Partnering meetings were held every six months in order to keep any issues from becoming stagnant. This helped resolve issues between the Contractor and CE&I staff, and prevented the need for a Dispute Review Board to take action. Also, as an addition to project partnering, Skanska/Ajax JV held pre-activity meetings with the Owner prior to any new construction activity in order to minimize issues in the field between the inspection team and the construction crews.

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

For each question in Section 3.5.2, ACCI/API JV can answer “no” to each relevant question.

WORK HISTORY AND QUALITY FORM – Contractor

**Anderson Columbia Co., Inc.**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>Monroe Expressway / Bypass Connector</b> Location: Monroe, NC	Name: <b>Lead Contractor: MBC JV – (ACCI/UG/BPI)</b> <b>Lead Designer: RK&amp;K</b>	Name of Owner: <b>NCDOT / NCTA</b> Project Manager: <b>Rick Baucom</b> Phone: <b>(919) 707-4526</b> Email: <a href="mailto:rbaucom@ncdot.gov">rbaucom@ncdot.gov</a>	<b>Professional Services: 11/2018</b> <b>Construction: 11/2018</b>	\$457,000	\$282,000

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

This \$457 million project is a new, four-lane tolled expressway that will extend 20 miles from US 74 near I-485 in Mecklenburg County to US 74 between the towns of Wingate and Marshville in Union County, North Carolina. The project includes the reconstruction of a one-mile portion of US 74 that includes an elevated, six-lane controlled-access freeway. The project is currently under construction and is anticipated to reach completion by November 2018. The project has over 5,000,000 CY of unclassified and borrow excavation, utilities, noise walls, and MSE walls. The pavement structure consists of a lime treated subgrade and cement treated base stone and 760,000 tons of HMA. The project also has 26 new bridges and five major box culverts. The project included construction of toll gantries, ITS, cameras, and fiber installation. ACCI/UG/BPI JV was able to use the newest technology on our plants and equipment to accelerate the schedule and deliver a quality product within budget. ACCI/UG/BPI JV maintained a strategic partnership with all material suppliers to ensure products and materials were available and delivered to accelerate the schedule. Anderson Columbia Co. is a joint venture member. The JV self-performed project management, traffic control, bridge work, sub-base, and asphalt paving. Key Individuals: David Dempsey, Project Consultant/Original Project Manager (2010-2015); Corey Pelletier, Pavement/Construction Manager (2015-2018)



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

The project experienced several environmental challenges, which ultimately delayed the start of the project by five years. The JV weathered the challenges and reached an agreement with NCDOT to proceed forward. ACCI/API JV Project Manager Dave Dempsey, ACCI/API JV Construction Manager Corey Pelletier, and ACCI/API JV D-B Coordinator Felipe Jaramillo have been involved in this project. The project is currently 90% complete and racing to completion by November 2018. The project is currently one year ahead of the original scheduled completion date.

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

The success of this fast-paced project was attributed to extraordinary teamwork by all contractors and sub-contractors involved. The JV used the latest technology and survey modeling for all roadway and structures. The team developed a survey 3D modeling system that was used by all sub-contractors on the project, which helped produce a high-quality end product with no delays. The Construction Team designed traffic control plans that minimized impact to the public and strategically planned detours to allow the Construction Team to perform 24 hour shifts in major intersections to eliminate multiple phasing of work in a specific area. The Construction Team developed a Safety Leadership Team that all sub-contractors are required to participate in, which has led to a safety culture on the project that Safety is everyone’s responsibility.

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

For each question in Section 3.5.2, ACCI/API JV can answer “no” to each relevant question.

WORK HISTORY AND QUALITY FORM – Contractor

**Anderson Columbia Co., Inc.**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-26 Widening MM 115-136</b> Location: Columbia, SC	Name: <b>Lead Contractor:</b> Anderson Columbia / Boggs JV <b>Lead Designer:</b> Michael Baker International	Name of Owner: <b>SCDOT</b> Project Manager: Allen Thompson Phone: (803) 737-1847 Email: <a href="mailto:ThompsonJA@scdot.org">ThompsonJA@scdot.org</a>	<b>Professional Services:</b> 05/2017 <b>Construction:</b> 05/2017	\$77,500	\$51,000

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

This D-B project consisted of the widening and rehabilitation of I-26. The contract value was \$77,500,000 with an original contract duration of 710 days. The project was over 20 miles in length, with all 20 miles of the existing I-26 milled and resurfaced. The scope consisted of widening 10 miles of I-26 EB and WB from two lanes to three lanes from MM 115 to MM 125. From MM 125 to MM 136, I-26 was reconstructed by widening the existing inside shoulders, regrading 10 miles of the I-26 median, and installing new cable rail. Work involved removing and replacing the I-26 bridge over the CSX RR, as well as rehabilitation and/or raising of the following bridges: I-26 bridge over Congaree Creek; I-26 bridge over US 21 / US 176 / US 321; Old Wire Road bridge over I-26; and US 21 / US 176 bridge over I-26. In the widening section, 52,000 LF of new Type 21, 54” median barrier wall was slip formed. Several box culverts were extended and four jack and bore pipes were installed under I-26. A new ITS system was installed the full length of the project. The project also included 23,000 LF of new drainage to account for the new impervious surface area, 53,000 CY of unclassified excavation was removed, 51,000 CY of borrow material was imported, and 268,000 tons of hot mix asphalt was laid. Anderson Columbia Co. self-performed project management, traffic control, erosion control, grading, and asphalt paving.



Key Individuals: David Dempsey, Project Manager (2013-2016); Corey Pelletier, QC Manager (2014-2016)

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

The I-26 Widening project performance is not indicative of Anderson Columbia’s ability or practice in completing projects on schedule. Soon after award of the project, Boggs Paving was indicted in North Carolina for DBE fraud. Unfortunately, Anderson Columbia Co. had to dissolve the JV partnering agreement with Boggs Paving after Boggs failed to supply asphalt and perform the asphalt paving in accordance with the project schedule. As a result, the project finished behind schedule and was assessed liquidated damages. After Boggs Paving was terminated, Anderson Columbia Co. purchased asphalt from an outside source and brought in asphalt paving crews from Texas and Florida to complete the project.

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

CSX RR coordination was a critical element of the project schedule. Eight high-speed trains pass under the I-26 bridge per day, which was demolished and reconstructing in phases as to not impact rail movements. Anderson Columbia/Boggs JV scheduled CSX approved flaggers, demolition, and material delivery in a manner that did not impact rail traffic.

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

Have any projects been delayed more than 30 days such that liquidated damages were assessed? Yes; the I-26 Widening project incurred liquidated damages in the amount of \$1,695,000 for being 169.5 days late in completing the project. Anderson Columbia Co. was in a Joint Venture with Boggs Paving. Soon after award of the project, members of Boggs Paving management were indicted for DBE fraud for work performed in North Carolina and their quality of work and poor performance severely impacted the project schedule. Ultimately, Anderson Columbia Co. terminated Boggs’ subcontract, and in addition removed Boggs from the Joint Venture. Anderson Columbia Co. relocated paving crews and surveyors from other projects and completed the project. Anderson Columbia Co. is presently in litigation with Boggs Paving.

WORK HISTORY AND QUALITY FORM – Contractor

(OSHA Requirement)

**Anderson Columbia Co., Inc.**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>ACCI Asphalt Plant</b> Location: <b>Zapata, TX</b>	Name: <b>Accident occurred at an ACCI asphalt plant.</b> <b>A Designer was not involved.</b>	Name of Owner: <b>Anderson Columbia Co., Inc.</b> Project Manager: <b>Martin Garza</b> (Texas Safety Manager) Phone: <b>(956) 969-4614</b> Email: <a href="mailto:martin.garza@andersoncolumbia.com">martin.garza@andersoncolumbia.com</a>	<b>Date of Accident: 06/2013</b>	N/A	N/A
g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.					
N/A					
h. Self-Assessment. The information provided in this section should be a self-assessment of A's or B's performance on the project to identify As or Bs with firms or personnel that have successfully completed projects on time and on or under budget, and to identify As or Bs that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
N/A					
i. Quality Initiatives. Discuss A's or B's quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
N/A					
j. For each question in Section 3.5.2 of the RFQ for which a "Yes" answer was provided, A or B shall provide a detailed explanation below.					
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated? Yes. Anderson Columbia Co., Inc., received a Citation (Serious Violation, Inspection Number 914385) from the Occupational Safety and Health Administration in 2013. The accident, which resulted in a fatality, occurred at our Asphalt Plant located at 6606 N. Hwy 83, Zapata, TX 78076. An employee pulled his vehicle up behind a Caterpillar 966H front end loader. He exited and walked toward the front of his vehicle while the loader was backing up.					

WORK HISTORY AND QUALITY FORM – Contractor

(OSHA Requirement)

**Ajax Paving Industries of Florida, LLC – Sub-contractor**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-75 Widening Charlotte/Sarasota County Line to S. Toledo Blade</b> Location: North Port, FL	Name: <b>Lead Contractor:</b> Astaldi Construction Corporation <b>Lead Designer:</b> TranSystems	Name of Owner: <b>FDOT</b> Project Manager: Jon Sands, PE Phone: (863) 559-0480 Email: <a href="mailto:Jon.Sands@dot.state.fl.us">Jon.Sands@dot.state.fl.us</a>	<b>Professional Services:</b> 07/2015 <b>Construction:</b> 11/2017 <b>Date of Accident:</b> 03/2016	\$73,761	\$29,200

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

The project included 15 miles of I-75 widening, 6 bridge widening, soundwall construction, drainage, box culverts, signing, signalization, and ITS improvements. Ajax Paving was awarded the milling and asphalt paving package by Astaldi Construction Company (Prime Contractor). Ajax Paving manufactured and laid 220,000 Tons of Hot Mix Asphalt. After the 90 lane miles of friction course pavement was completed, FDOT perform a laser profiler and have zero deficiencies. The \$73M project was completed early and earned Astaldi Construction an early completion bonus. Ajax Paving Industries of Florida, LLC received a Citation (Serious Violation, Inspection Number 01001) from the Occupational Safety and Health Administration in 2016.

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

N/A

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

N/A

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

Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated? Yes, at I-75 NB, MM 177, North Port, FL, on March 31, 2016, Ajax Paving Superintendent was marking the road for future milling work inside the work-zone/dump truck travel lane where he was struck by a dump truck. The dump truck driver driving through the construction site, while speaking on his cell phone, struck the employee causing fatal injuries.

# APPENDIX C – Work History / Quality Form - Designer



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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A’s or B’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-85 Widening &amp; Reconstruction, MM 78-98 (Phase I/II)</b> Location: Cherokee County, SC	Name: <b>Lead Contractor:</b> Blythe/Zachry Joint Venture <b>Lead Designer:</b> Parrish and Partners, LLC	Name of Owner: <b>SCDOT</b> Project Manager: <b>Brad Reynolds</b> Phone: <b>(803) 737-1440</b> Email: <a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	<b>Professional Services:</b> 10/2017 <b>Construction:</b> 05/2021	\$436,000	\$25,000

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

**Parrish & Partners, LLC is serving as the lead design engineering firm** for the reconstruction and widening of 21 miles of I-85. As the Lead Engineering firm, Parrish & Partners is responsible for overall project management, roadway design, structure design, drainage and erosion control design, public involvement, railroad coordination, and environmental permitting support. The project will reconstruct the existing asphalt pavement to Portland Cement Concrete (PCC), increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. SCDOT intends to reconstruct the existing six lanes and auxiliary lanes from the pavement joint near MM 76 to MM 80, then widen I-85 from four to six lanes beginning at MM 80 in Spartanburg County and ending at the Broad River Bridge, 1.5 miles north of Exit 96 – Shelby Highway (SC 18) in Cherokee County. Along the 21-mile project area, interchanges at Exit 83 – Battleground Road (SC 110), Exit 87 – Green River Road (S-39), Exit 95 – Pleasant School Road (S-82), and Exit 96 – Shelby Highway (SC 18) will be fully reconstructed to bring into compliance with state and federal design requirements. The overpass bridges at CSX RR crossing and at Sunny Slope Drive (S-131) will be replaced to provide greater horizontal and vertical clearance to meet current design standards and allow for future expansion. The project will also increase safety by providing a concrete barrier wall between the interstate and 12 miles of parallel frontage roads. Other project improvements include new closed-system storm drainage networks, new overhead signing, and full coverage ITS networks. The D-B team’s proposed design exhibits a high level of commitment to minimize property and environmental impacts, and provides a safe environment for motorists during construction. Innovations simplify construction by utilizing the existing asphalt pavement to serve as the base for new PCC, reduce traffic impacts during construction by reducing the number of temporary cross-overs and nighttime lane closures, avoid additional property acquisitions through strategic horizontal and vertical alignment adjustments, and reduce utility conflicts, saving SCDOT significant time and relocation costs. *Design Office Locations: Columbia, SC, Charleston, SC, and Charlotte, NC / Key Individuals: Chad Rogers, PE, Lead Design Engineer (2016-2017); Kevin Ulmer, Roadway Engineer (2016-2017); Adam Parrish, PE, Structures Engineer 2016-2017; Don Alexander, PE, Sr. Water Resources Engineer 2018; Laura Stevens, AICP, Public Relations Lead/Environmental Permitting Support 2016-2021; Taylor Keith, ROW Acquisition Support 2017-2018*



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

RFC plans for each section have been delivered to the contractor and construction is ongoing.

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

Parrish & Partners’ established a Design Quality Management Plan, which detailed the procedures and processes for the entire design team, set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Procurement and design schedules are often very short. This makes communication within the team critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.

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

For each question in Section 3.5.2, Parrish & Partners can answer “no” to each relevant question.

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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>SC 85 Bridge Replacements over S-995 / NSRR &amp; S-2</b> Location: Spartanburg County, SC	Name: <b>Lead Designer: Parrish and Partners, LLC</b>	Name of Owner: <b>SCDOT</b> Project Manager: <b>Penny Phillips</b> Phone: (864) 918-6002 Email: <a href="mailto:phillipssp@scdot.org">phillipssp@scdot.org</a>	<b>Professional Services: 12/2017</b> <b>Construction: 03/2020</b>	\$16,800	\$2,835

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

Parrish & Partners was selected as the lead designer for the SC 85 (former I-85 Business) Bridge Replacements project in Spartanburg County. The project will replace the existing SC 85 bridges over S-995 (Buffington Road) / Norfolk Southern Railroad and S-2 (Howard Street). In association with the bridge replacements, the project includes the reconstruction of just over one mile of SC 85 near the Hearon Circle interchange. The project is also located three miles west of the western termini of the I-85 Reconstruction and Widening Phase 1 & 2 D-B project. The SC 85 route connects with I-85 at the MM 77 interchange.

Parrish & Partners performed individual studies for three construction alternatives to replace the two bridges and reconstruct the segment of SC 85. The alternative analysis investigated staged construction options, the use of off-alignment temporary bridges, and full close and detour of the SC 85 route during construction.

With the SC 85 route formerly being designated as I-85 Business, each end of the route joins the I-85 interstate with functioning system interchanges. With this functionality, the full traffic study performed for alternatives analysis resulted in the over 30,000 vehicles per day traffic to be detoured to the adjacent I-85 alignment, allowing the bridges to be constructed in a shorter time frame and on the existing SC 85 alignment. The proximity of these bridges to the Hearon Circle interchange to the northeast, the New Cut Road interchange to the southwest, and the adjacent commercial buildings to the north and south, added tremendous constraints and complexity to the design effort. In addition, one bridge crosses active railroad tracks, which resulted in frequent coordination efforts with Norfolk Southern Railroad. As the lead designer, Parrish & Partners oversaw the entire scope of services for SCDOT, including field surveys, subsurface utility engineering, pipe inspections, utility coordination, NEPA documentation, public involvement tasks, railroad coordination, traffic studies, roadway design, structure design, hydraulic design, and construction support.

*Design Office Location: Columbia, SC / Key Individuals: Chad Rogers, PE, Roadway Design 2015-2017; Kevin Ulmer, PE, Lead Roadway Engineer 2015-2017; Adam Parrish, PE, Bridge Engineer 2015-2017; Laura Stevens, AICP, Sr. Environmental Planner 2015-2017*



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

The project design was completed on time and within budget. There were no delays, claims, dispute proceedings, litigation, or arbitration associated with the project. Members of Parrish & Partners developed a detailed process to help assure project schedules were maintained and/or expedited. Communication and coordination with all design leads and subconsultants was established to monitor schedule progress, quality control, and contract compliance.

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

Parrish & Partners incorporates a Design Quality Management Plan into every project which details the procedures and processes for the design team. The plan sets the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted by lessons learned for numerous design projects. SCDOT performs a bi-yearly consultant evaluation for bid-build projects. This project has twice received the highest possible bi-yearly performance evaluation (500) from SCDOT.

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

For each question in Section 3.5.2, Parrish & Partners can answer "no" to each relevant question.

**WORK HISTORY AND QUALITY FORM – DESIGNER**  
**Parrish and Partners, LLC (STAFF)**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-540 Western Wake Freeway Design-Build</b> Location: Wake County, NC	Name: <b>Lead Contractor:</b> Archer Western/Granite Construction JV	Name of Owner: NCDOT/NCTA Project Manager: Rodger Rochelle, PE Phone: (919) 707-2900 Email: <a href="mailto:rdrochelle@ncdot.gov">rdrochelle@ncdot.gov</a>	<b>Professional Services:</b> 12/2011 <b>Construction:</b> 08/2012	\$446,000	\$20,000 Design Fee

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

This greenfield project consisted of a new toll road that spans 12.6 miles in Wake County. The project was part of the North Carolina Turnpike Authority's Triangle Expressway, which is one of the first US toll roads to use only electronic toll collection. The Western Wake Freeway extends from NC 540 in Wake County to the NC 55 Bypass in Holly Springs. The Triangle Expressway project was the largest infrastructure project in the state of North Carolina's history, with the Western Wake Freeway encompassing nearly two-thirds of the project.



The project included design and construction of a 12-mile freeway facility with full depth concrete pavement, with asphalt base and cement/lime treated soil stabilization. The project included six new interchanges, construction of 32 bridges including a new CSX RR bridge over the freeway, multiple culverts, extensive drainage network, erosion control, marking and signing, traffic management plans, ITS, open-road tolling facilities, lighting, utility design, utility coordination, right of way acquisition services, railroad coordination, aesthetic treatment to bridges, multiple retaining walls, sound walls, and environmental permitting.

*Design Office Location: Charlotte, NC, and Columbia, SC / Key Individuals: (individual experience while with another firm) Chad Rogers, PE, Lead Roadway Engineer 2008-2012; Adam Parrish, PE, Bridge Engineer 2008-2012*

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

The project design was completed on time and within budget. Extensive coordination between design disciplines regarding utility relocations and right of way acquisition was needed to coincide with available Release for Construction plans. Weekly task force meetings were conducted to promote communication and coordination between team members. This consistent level of interaction is critical to organizing a large design team and to minimize errors which could cause delays, claims, and potential disputes involving contract litigations.

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

Members of Parrish & Partners established a Design Quality Management Plan which detailed the procedures and processes for the entire design team. The plan set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted by lessons learned for numerous design projects. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Procurement and design schedules are often very short. This makes communication within the team critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.

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

For each question in Section 3.5.2, Parrish & Partners can answer "no" to each relevant question.

WORK HISTORY AND QUALITY FORM – DESIGNER  
**Parrish and Partners, LLC (STAFF)**

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>I-40/440 Reconstruction Project – Fortify, Design-Build</b> Location: Raleigh, NC	Name: <b>Lead Contractor:</b> Granite Construction Company	Name of Owner: NCDOT Project Manager: Ron Hancock, PE Phone: (919) 707-2500 Email: <a href="mailto:rhancock@ncdot.gov">rhancock@ncdot.gov</a>	<b>Professional Services:</b> 12/2014 <b>Construction:</b> 08/2017	\$185,000	\$9,800

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

The project included full reconstruction of approximately 12 miles of deteriorating pavement (Alkali Silica Reaction) along the Raleigh Southern Beltline, I-40/440, while maintaining three travel lanes along I-40 for the duration of construction. To maintain the number of travel lanes, extensive temporary widening was required, including the widening of ten existing interstate bridges and temporary reconfiguration of two heavily congested interchanges. Bridge widening was performed to accommodate future build-out conditions and save on future widening costs. The project was under an extremely fast schedule and required a strict design QA/QC Plan, along with close coordination with NCDOT design and construction units to achieve timely RFC approvals. Additional project scope included a complete roadway drainage system upgrade, reconstruction of six interchanges, new interstate signing, new pavement markings, latex-modified concrete overlay performed on 14 bridge decks, environmental permitting, utility coordination, railroad coordination (NCRR and NSRR), ITS modifications, and signalization. The D-B Team was also responsible for the traffic analysis and Interchange Modification Report for a potential Diverging Diamond Interchange at the South Saunders Street interchange.



*Design Office Locations: Charlotte, NC; Raleigh, NC; Richmond, VA; Atlanta, GA; Chicago, IL / Key Individual: (individual experience while with another firm) Chad Rogers, PE, Lead Design Engineer 2012-2014*

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

The project design was completed on time and within budget. Dispute proceedings occurred between Granite Construction and the prime engineering firm regarding the concrete median barrier type. The dispute was handled internally between the contractor and prime engineer and did not involve NCDOT. To our knowledge, NCDOT was not aware of any contract dispute proceedings. The dispute provided a lessons learned opportunity to all team members involved and helped enhance the overall D-B approach for future projects. The working relationship of the team continues to be strong, and many of these individuals partner on D-B projects today.

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

Members of Parrish & Partners established a Design Quality Management Plan which detailed the procedures and processes for the entire design team. The plan set the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted through lessons learned on numerous design projects. The primary goal of the plan is to keep a large design team organized so that cost control, schedule management, and claim avoidances are achievable. The plan is also designed to keep the team fully engaged and working towards a common goal, so that innovations, largely associated with the D-B process, can be fully realized. Procurement and design schedules are often very short. This makes communication within the team critical to fully understanding the project, recognizing potential innovations, and implementing these innovative ideas within the requirements of the contract.

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

**(5) The final disposition of any claims filed for errors or omissions on the Lead Designer.** Claim filed by contractor against the prime engineer was settled as a 60-40 split for the contractor. Award amount is unknown. This claim was not filed against Parrish & Partners; the claim is being disclosed since the project is being listed as a Work History project and includes a member of the lead design firm for the proposed Project.

**(6) Any legal proceedings filed against the Lead Contractor by the Lead Designer or vice versa on a design-build contract.** Dispute proceedings, as defined in the Contractor/Prime Engineer contract, were filed against the prime engineering firm by the Contractor.

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

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify A's or B's responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by A or B (in thousands)
Name: <b>Emergency Bridge Replacement Package 3</b> Location: Fairfield, Florence & Newberry Counties, SC	Name: <b>Lead Designer:</b> Parrish and Partners, LLC	Name of Owner: <b>SCDOT</b> Project Manager: <b>Michael Hood, PE</b> Phone: (803) 737-3485 Email: <a href="mailto:HoodML@scdot.org">HoodML@scdot.org</a>	<b>Professional Services:</b> 03/2016 <b>Construction:</b> 11/2016	\$7,395	\$628

g. Narrative describing the work performed by A or B. If submitting work completed by an affiliated or subsidiary company of A, identify the full legal name of the affiliate or subsidiary and their role on the Project. Include the office location(s) where the design work was performed and whether B was the lead designer or a sub-consultant.

The Bridge Replacement Package 3 was one of five packages SCDOT procured to replace 13 bridges in South Carolina that were damaged beyond repair by the October 2015 flooding. Each package used the D-B method of procurement. Due to the emergency situation and in efforts to save time, SCDOT chose to shortlist three preferred teams in lieu of requesting SOQs, giving each a short period of time to prepare preliminary designs and construction estimates. As the lead design firm, Parrish & Partners was shortlisted for four of the five packages and our team was awarded the contract for Package 3.

Parrish & Partners provided project management, roadway design, structure design, bridge hydraulic analysis, drainage design, erosion and sediment control design, utility coordination, and environmental permitting. As a whole, the team also provided additional surveying, geotechnical investigation/design, and right of way acquisition services.

The S-101 Bridge in Fairfield County consists of a two-span cored slab superstructure (30'-70') with asphalt wearing surface. The superstructure is supported by a substructure comprised of CIP concrete caps founded on PSC concrete piles at the interior bent and steel H-piles at the end bents. The S-57 Bridge in Florence County is on a curved alignment using a single 75-foot simple-span with CIP deck and AASHTO Type II PSC beams. The end bents are of integral construction founded on steel H-piles. The third structure along SC Route 34 in Newberry County required a straight bridge to be used with a curved roadway alignment. The simple-span superstructure spans 120 feet using BT-54 modified PSC beams supporting a CIP concrete deck. The end bents are integral founded on steel H-piles.



***Parrish & Partners was awarded the State Finalist 2018 Engineering Excellence Award for our work on this project.***

*Design Office Location: Columbia, SC / Key Individuals: Chad Rogers, PE, Lead Design Engineer 2015-2016; Adam Parrish, PE, Lead Bridge Engineer 2015-2016; Laura Stevens, AICP, Environmental Permitting Lead 2016*

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

Each site was on a fast-track design and construction schedule and opened to traffic by the following dates: Fairfield County (S-101) – 4/ 2016; Florence County (S-57) – 5/ 2016; and Newberry County (SC 34) – 11/2016. The team met all schedule milestones. There were no delays, claims, dispute proceedings, litigation, or arbitration associated with the project. Members of Parrish & Partners developed a detailed process to help assure project schedules were maintained and/or expedited. Communication and coordination with all design leads and subconsultants was established to monitor schedule progress, quality control, and contract compliance.

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

Parrish & Partners incorporates a Design Quality Management Plan into every project which details the procedures and processes for the design team. The plan sets the guidelines for team interaction, chain of command, communication with the owner, submittal processes, and overall management responsibilities. This process has been used and adjusted by lessons learned for numerous design projects.

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

For each question in Section 3.5.2, Parrish & Partners can answer “no” to each relevant question.

# APPENDIX D – Legal and Financial

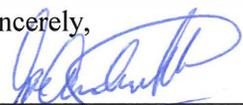


**Statement of ACCI/API, a Joint Venture, as to Organizational Agreements**

In response to 3.6.3 of the South Carolina Department of Transportation's Request for Qualifications (the "RFQ") relating to the Interstate 26 Widening MM 85-101; Project ID P029208 (the "Project"), we, Joe H. Anderson, III as President of Anderson Columbia Co., Inc., and Michael A. Horan as President of Ajax Paving Industries of Florida, LLC hereby declare, swear and affirm as follows:

1. Anderson Columbia Co., Inc. and Ajax Paving Industries of Florida, LLC intend to create a joint venture, as defined in the RFQ for purposes of the Project, who shall be the Proposer.
2. In the event our proposed joint venture is short listed, the joint venture will submit with its response to the RFP a copy of the joint venture organizational documents.
3. The organizational documents referenced above will evidence the legally binding authority of the individual executing the contract on behalf of the joint venture.
4. The Members of the joint venture agree to be fully liable for the performance under the contract.
5. The Members of the joint venture have the financial capacity and resources necessary to complete the Project as proposed in the RFQ.

Sincerely,

  
\_\_\_\_\_  
Joe H. Anderson III  
President  
Anderson Columbia Co., Inc.

STATE OF FLORIDA

COUNTY OF COLUMBIA

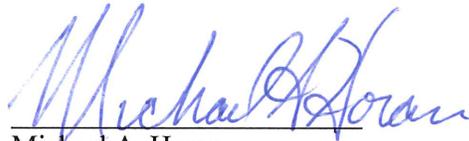
The foregoing instrument was acknowledged before me this 19th day of April, 2018, by JOE H. ANDERSON, III, as President of Anderson Columbia Co., Inc., who is personally known to me.

NOTARY PUBLIC:

Sign 

State of Florida at Large (Seal)



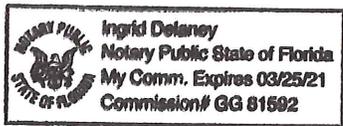


Michael A. Horan  
President  
Ajax Paving Industries of Florida, LLC

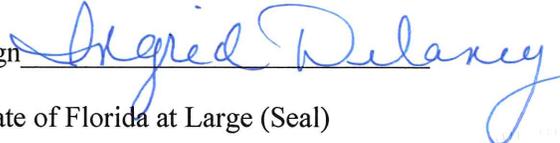
STATE OF FLORIDA

COUNTY OF SARASOTA

The foregoing instrument was acknowledged before me this 23 day of APRIL 2018, by MICHAEL A. HORAN, as President of Ajax Paving Industries of Florida, LLC, who is personally known to me or produced \_\_\_\_\_ as identification.



NOTARY PUBLIC:

Sign   
State of Florida at Large (Seal)





Diego So  
Underwriting Consultant  
2055 Sugarloaf Circle  
Duluth, GA 30097  
678.417.3836 Direct  
888.547.9909 Fax

April 12<sup>th</sup>, 2018

South Carolina Department of Transportation

**Re: Interstate 26 Widening MM 85-101  
Project ID P029208**

To Whom It May Concern:

Per your request for evidence of surety bonding, this letter is to advise you that Anderson Columbia Co., Inc. and Ajax Paving Industries of Florida, LLC. are set up for bonding with Liberty Mutual Insurance Company.

Anderson Columbia Co. Inc. and Ajax Paving Industries of Florida, LLC. intend to create a joint venture, as defined in the RFQ for purposes of the Project, who shall be the Proposer. Anderson Columbia Co., Inc. will serve as the Managing Member of the joint venture. The members of the joint venture have the financial capacity and resources necessary to complete the Project as proposed in the RFQ.

Based on their combined experience, Liberty Mutual Insurance Company will consider single jobs of up to \$750,000,000. Please be advised that sufficient bonding capacity is available for the magnitude of the captioned project.

Liberty Mutual Insurance Company carries a Best's Rating of A XV, is listed in the Department of the Treasury's Listing of Approved Sureties, and is licensed to write surety bonds in the State of South Carolina.

If the Proposer has a low bid acceptable to all parties, if adequate financing is confirmed, and if all other normal underwriting requirements are met with surety approval, we look forward to providing bid, performance and payment bonds for the referenced project.

As this is a letter of recommendation and not a bid bond, Liberty Mutual Insurance Company, their agents and owners accept no liability for its contents. The Surety reserves the right to review each submission and base their final decision upon normal underwriting requirements and conditions, which exist at the time of the bond request.

If I can be of additional assistance, please do not hesitate to call.

Sincerely,  
Liberty Mutual Insurance Company

A handwritten signature in blue ink, appearing to read "Diego So". The signature is fluid and cursive, with a long horizontal stroke at the end.

Diego So  
Surety UW Consultant

# APPENDIX E – Organizational Conflict of Interest



SCDOT

# DISCLOSURE OF POTENTIAL CONFLICT OF INTEREST CERTIFICATION

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

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

4/23/18  
\_\_\_\_\_  
Date

Joe H. Anderson, III, Attorney in Fact  
\_\_\_\_\_  
Print Name

ACCI/API, a Joint Venture  
\_\_\_\_\_  
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.

C. David Dempsey  
\_\_\_\_\_  
Name

386-623-2888  
\_\_\_\_\_  
Phone

ACCI/API, a Joint Venture  
\_\_\_\_\_  
Company

# APPENDIX F – Confidential or Proprietary Information



## APPENDIX F – CONFIDENTIAL OR PROPRIETARY INFORMATION SUMMARY LIST

ACCI/API JV does not consider any information within this SOQ to be confidential or proprietary.

# APPENDIX G – Addendum Receipt Form(s)



SCDOT



South Carolina  
Department of Transportation

## NOTICE OF RECEIPT- 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.

C. David Dempsey  
PROPOSER's Signature

4/29/2012  
Date

CHARLES DAVID DEMPSEY  
Printed Name

For: ACCI / API, a JOINT VENTURE  
Design-Build Team Name



# APPENDIX H – Key Individual and Contractor/Designer Reference Forms



Email	First Name	Last Name	Company Name	Project Name	Team
<a href="mailto:PawloskiG@michigan.gov">PawloskiG@michigan.gov</a>	Gerald	Pawloski	MDOT	I-96 Reconstruction "96Fix"	Ajax Paving
<a href="mailto:Jon.Sands@dot.state.fl.us">Jon.Sands@dot.state.fl.us</a>	Jon	Sands	FDOT	I-75 Design-Build Finance "iROX"	Anderson Columbia / Ajax Paving
<a href="mailto:Conrad.Campbell@dot.state.fl.us">Conrad.Campbell@dot.state.fl.us</a>	Conrad	Campbell	FDOT	I-275 Design-Build Reconstruction "Links"	Ajax Paving
<a href="mailto:rbaucom@ncdot.gov">rbaucom@ncdot.gov</a>	Rick	Baucom	NCDOT	Monroe Bypass Connector	Anderson Columbia
<a href="mailto:ThompsonJA@scdot.org">ThompsonJA@scdot.org</a>	Allen	Thompson	SCDOT	I-26 Design-Build MM 115 to 136	Anderson Columbia
<a href="mailto:martin.garza@andersoncolumbia.com">martin.garza@andersoncolumbia.com</a>	Martin	Garza	Anderson Columbia	OSHA Requirement (not associated with a project)	Anderson Columbia
<a href="mailto:Jon.Sands@dot.state.fl.us">Jon.Sands@dot.state.fl.us</a>	Jon	Sands	FDOT	OSHA Requirement (I-75 Widening )	Ajax Paving
<a href="mailto:reynoldsbs@scdot.org">reynoldsbs@scdot.org</a>	Brad	Reynolds	SCDOT	I-85 Reconstruction & Widening MM 77-98	P&P Design Lead; Blythe / Zachry JV
<a href="mailto:PhillipsP@scdot.org">PhillipsP@scdot.org</a>	Penny	Phillips	SCDOT	SC 85 Bridge Replacements over S-995/NSRR & S-2	Parrish & Partners
<a href="mailto:rdrochelle@ncdot.gov">rdrochelle@ncdot.gov</a>	Rodger	Rochelle	NCDOT	I-540 Western Wake Freeway Design-Build	P&P Staff (Archer Western / Granite Construction JV.)
<a href="mailto:rhancock@ncdot.gov">rhancock@ncdot.gov</a>	Ron	Hancock	NCDOT	I-40/440 Reconstruction-Fortify Design-Build	P&P Chad Rogers (Granite Construction Company)
<a href="mailto:hoodml@scdot.org">hoodml@scdot.org</a>	Michael	Hood	SCDOT	Emergency Bridge Replacement Package 3	Crowder Construction / Parrish & Partners



Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
<a href="mailto:Jon.Sands@dot.state.fl.us">Jon.Sands@dot.state.fl.us</a>	Jon	Sands	David Dempsey	I-75 Design-Build Finance (iROX) P3	Project Director	ACCI/API, a Joint Venture
<a href="mailto:rbaucom@ncdot.gov">rbaucom@ncdot.gov</a>	Rick	Baucom	David Dempsey	Monroe Bypass Connector Design-Build Toll Road	Original Project Manager	Anderson Columbia Co., Inc./UIG/BPI JV
<a href="mailto:rbaucom@ncdot.gov">rbaucom@ncdot.gov</a>	Rick	Baucom	Corey Pelletier	Monroe Bypass Connector Design-Build Toll Road	Pavement Manager/ Construction Manager	Anderson Columbia Co., Inc./UIG/BPI JV
<a href="mailto:ThompsonJA@scdot.org">ThompsonJA@scdot.org</a>	Allen	Thompson	David Dempsey	I-26 Design-Build MM 115-136	Project Manager	Anderson Columbia Co., Inc./BPI JV
<a href="mailto:ThompsonJA@scdot.org">ThompsonJA@scdot.org</a>	Allen	Thompson	Corey Pelletier	I-26 Design-Build MM 115-136	QC Manager	Anderson Columbia Co., Inc./BPI JV
<a href="mailto:troy.slagle@modot.mo.gov">troy.slagle@modot.mo.gov</a>	Troy	Slagle	Corey Pelletier	Bond Bridge KclCON Design-Build	Project Manager/Roadway Sections	Paseo Corridor Constructors / Clarkson Construction Company, Massman Construction and Kiewitt Construction Co. JV
<a href="mailto:Conrad.Campbell@dot.state.fl.us">Conrad.Campbell@dot.state.fl.us</a>	Conrad	Campbell	John Savage	I-275 Design-Build Reconstruction	QC Manager	Ajax Paving
<a href="mailto:gerald.byrne@dot.state.fl.us">gerald.byrne@dot.state.fl.us</a>	Gerald	Byrne	John Savage	US 41 Design-Build Reconstruction	QC Manager	Ajax Paving
<a href="mailto:joseph.delate@colliercountyfl.gov">joseph.delate@colliercountyfl.gov</a>	Joe	Delate	John Savage	Golden Gate Blvd. Design-Build Reconstruction	QC Manager	Ajax Paving
<a href="mailto:Billy.Robinson@dot.state.fl.us">Billy.Robinson@dot.state.fl.us</a>	Billy	Robinson	David Jordan	SR 79 Improvements	Safety Director	Anderson Columbia Co., Inc.
<a href="mailto:Billy.Robinson@dot.state.fl.us">Billy.Robinson@dot.state.fl.us</a>	Billy	Robinson	David Jordan	SR 83 (US 331) Improvements	Safety Director	Anderson Columbia Co., Inc.
<a href="mailto:Jason.Williams@dot.state.fl.us">Jason.Williams@dot.state.fl.us</a>	Jason	Williams	David Jordan	SR 77 Improvements	Safety Director	Anderson Columbia Co., Inc.
<a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	Brad	Reynolds	Chad Rogers	I-85 Reconstruction and Widening, MM 77-98	Lead Design Engineer	Parrish & Partners
<a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	Brad	Reynolds	Kevin Ulmer	I-85 Reconstruction and Widening, MM 77-98	Roadway Engineer	Parrish & Partners
<a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	Brad	Reynolds	Adam Parrish	I-85 Reconstruction and Widening, MM 77-98	Structures Engineer	Parrish & Partners
<a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	Brad	Reynolds	Don Alexander	I-85 Reconstruction and Widening, MM 77-98	Sr. Water Resources Engineer	Parrish & Partners
<a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	Brad	Reynolds	Laura Stevens	I-85 Reconstruction and Widening, MM 77-98	Public Relations Lead / Environmental Permitting Support	Parrish & Partners
<a href="mailto:ReynoldsBS@scdot.org">ReynoldsBS@scdot.org</a>	Brad	Reynolds	Taylor Keith	I-85 Reconstruction and Widening, MM 77-98	ROW Acquisition Support	TELICS
<a href="mailto:phillipssp@scdot.org">phillipssp@scdot.org</a>	Penny	Phillips	Chad Rogers	SC 85 Bridge Replacements	Roadway Design	Parrish & Partners
<a href="mailto:phillipssp@scdot.org">phillipssp@scdot.org</a>	Penny	Phillips	Kevin Ulmer	SC 85 Bridge Replacements	Lead Roadway Engineer	Parrish & Partners
<a href="mailto:phillipssp@scdot.org">phillipssp@scdot.org</a>	Penny	Phillips	Adam Parrish	SC 85 Bridge Replacements	Bridge Engineer	Parrish & Partners
<a href="mailto:KellyDP@scdot.org">KellyDP@scdot.org</a>	David	Kelly	Laura Stevens	SC 85 Bridge Replacements	Sr. Environmental Planner	Parrish & Partners
<a href="mailto:rhancock@ncdot.gov">rhancock@ncdot.gov</a>	Ron	Hancock	Chad Rogers	I-40/440 Reconstruction-Fortify Design-Build Project	Lead Design Engineer	RS&H
<a href="mailto:rdrochelle@ncdot.gov">rdrochelle@ncdot.gov</a>	Rodger	Rochelle	Chad Rogers	I-540 Western Wake Freeway Design-Build Project	Lead Roadway Engineer	The LPA Group
<a href="mailto:rdrochelle@ncdot.gov">rdrochelle@ncdot.gov</a>	Rodger	Rochelle	Adam Parrish	I-540 Western Wake Freeway Design-Build Project	Bridge Engineer	The LPA Group
<a href="mailto:rdenniscloud@yahoo.com">rdenniscloud@yahoo.com</a>	Dennis	Cloud	Chad Rogers	US 601 Widening Design-Build	Lead Roadway Engineer	The LPA Group
<a href="mailto:sallen@ncdot.gov">sallen@ncdot.gov</a>	Scott	Allen	Chad Rogers	I-85 Widening Design-Build	Roadway/Hydraulics Engineer	The LPA Group
<a href="mailto:hoodml@scdot.org">hoodml@scdot.org</a>	Michael	Hood	Chad Rogers	Emergency Bridge Replacement Package 3	Lead Design Engineer	Parrish & Partners
<a href="mailto:hoodml@scdot.org">hoodml@scdot.org</a>	Michael	Hood	Adam Parrish	Emergency Bridge Replacement Package 3	Lead Bridge Engineer	Parrish & Partners
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