

Statement of Qualifications



Submitted by:



The AWC-ICE Team

January 3, 2024

Navigation

This document includes several links for ease of reference

[Blue Bold, Underlined Text](#)

is placed on items with links to various items in the appendix.

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Submitted by:



The AWC-ICE Team



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INTRODUCTION (RFQ 3.2)

Contracting Entity (RFQ 3.2.1)

Archer Western Construction, LLC (AWC) will be the contracting entity and is the open shop subsidiary of The Walsh Construction Group. Infrastructure Consulting & Engineering, PLLC (ICE) will lead the design services.

CONTRACTING ENTITY CONTACT INFORMATION

Archer Western Construction, LLC
Andy Douglas, PE | (919) 463-6772
11000 Regency Parkway, Suite 100, Cary, NC 27518
Email: adouglas@walshgroup.com

PROJECT MANAGEMENT OFFICE

Design: 110 Midlands Court, West Columbia, SC 29169
Construction: Onsite trailer or storefront near the project

Proposer's Point of Contact for Procurement (RFQ 3.2.2)

AWC | Matthew Payne, PE, PMP | 11000 Regency Parkway, Suite 100, Cary, NC 27518
Cell: (919) 656-4000 | mpayne@walshgroup.com
ICE | Josh Apsitis | 110 Midlands Court, West Columbia, SC 29169
Cell: (704) 996-3721 | josh.apsitis@ice-eng.com

Full Legal Name of Lead Contractor and Lead Designer (RFQ 3.2.3)



Lead Contractor: Archer Western Construction, LLC
Lead Designer: Infrastructure Consulting & Engineering, PLLC



Unique Entity ID for Lead Contractor and Lead Designer (RFQ 3.2.4)

Archer Western Construction, LLC | LW9RN3RZ18Q5
Infrastructure Consulting & Engineering, PLLC | JL1KHGKFCVF6

Commitment Statement (RFQ 3.2.5)

The signatures below represent a pledge by executives of each firm that the Key Personnel proposed are committed to meeting SCDOT's quality and schedule expectations and each person is available for the duration of the Project.

Andrew M. Douglas, PE (AWC)

Elham Farzam, PE (ICE)

AWC-ICE Team Attributes

- ✓ Built upon a stellar past performance and proven track record to meet or exceed the goals and objectives set forth in RFQ Section 2.1.
- ✓ Understands the urgency and importance of delivering the Project on time and within budget.
- ✓ Currently working at risk to ensure schedule certainty.
- ✓ Actively analyzing, brainstorming, modeling, designing, and scheduling the Project prior to SOQ to ensure Project goals/objectives are met.

AWC-ICE Team Commitments

- ✓ Complete the project on or before November 30, 2026.
- ✓ Deliver the Project within the fixed price budget.
- ✓ Minimize impacts to the traveling public during construction.
- ✓ Minimize environmental impacts including Waters of the US
- ✓ Utilize quality construction methods to produce durable structures with enhanced service life



AWC-ICE Team I-77 Exit 26 Interchange Brainstorming

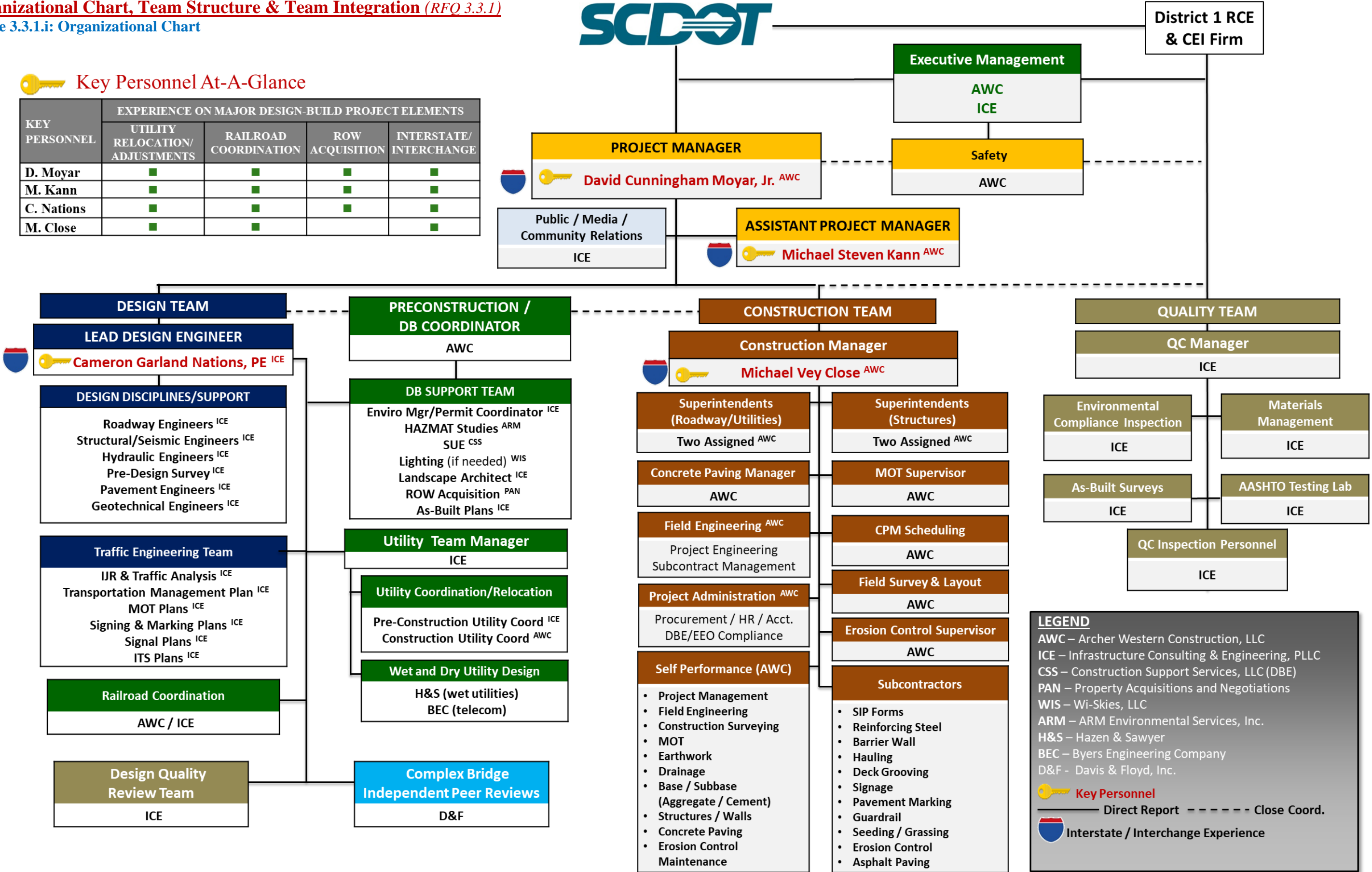
TEAM STRUCTURE AND PROJECT EXECUTION (RFQ 3.3)

Organizational Chart, Team Structure & Team Integration (RFQ 3.3.1)
Figure 3.3.1.i: Organizational Chart



Key Personnel At-A-Glance

KEY PERSONNEL	EXPERIENCE ON MAJOR DESIGN-BUILD PROJECT ELEMENTS			
	UTILITY RELOCATION/ADJUSTMENTS	RAILROAD COORDINATION	ROW ACQUISITION	INTERSTATE/INTERCHANGE
D. Moyar	■	■	■	■
M. Kann	■	■	■	■
C. Nations	■	■	■	■
M. Close	■	■		■



LEGEND

AWC – Archer Western Construction, LLC
ICE – Infrastructure Consulting & Engineering, PLLC
CSS – Construction Support Services, LLC (DBE)
PAN – Property Acquisitions and Negotiations
WIS – Wi-Skies, LLC
ARM – ARM Environmental Services, Inc.
H&S – Hazen & Sawyer
BEC – Byers Engineering Company
D&F – Davis & Floyd, Inc.

Key Personnel

Direct Report - - - - - Close Coord.

Interstate / Interchange Experience

Significant Functional Relationships & Working as an Integrated DB Team | The AWC Team’s organization has been optimized to facilitate timely and effective communication among all personnel and presents clear, logical, reporting relationships with SCDOT at the peak of the hierarchy. The AWC DB Leadership Group (Assistant PM, Lead Design Engineer, and Construction Manager) will report to SCDOT through **Project Manager, Dave Moyar (AWC)**. Dave will be the primary interface with SCDOT and will directly manage the design and construction functions by facilitating weekly progress meetings and monitoring the Project’s development and execution. **Assistant Project Manager, Michael Kann (AWC)** will collaborate with Dave and provide support. Dave and Michael will rely on the Lead Design Engineer and Construction Manager to effectively coordinate with their respective teams throughout the design and construction. Dave will have the authority to make final decisions and resolve issues in collaboration with the team’s **Executive Committee** (Andy Douglas, PE, AWC Carolinas Vice President, and Elham Farzam, PE, ICE President) who will provide further assurance to SCDOT that the team achieves the overall goal of safely delivering a high-quality project within budget and aggressive schedule commitments.

Lead Design Engineer, Cameron Nations, PE (ICE) will directly report to Dave and Michael. He will manage all design engineering functions through the assigned discipline leaders who are licensed professionals and experts in their respective fields. This includes design leads for roadway, drainage, structures, geotechnical, and traffic. Cameron will coordinate closely with the internal Design Quality Review Team who will check for accuracy and ensure submittals are provided on time. Cameron will also oversee subconsultants who will provide specialty and support services to supplement and enhance the Design Engineering Team.

Construction Manager, Mike Close (AWC) will oversee all construction activities. He will manage the construction crews including superintendents, MOT managers, field surveyors, field and office engineers, project administrators, and subcontractors. Mike will report directly to Dave and Michael and will coordinate with the Quality Control Manager, **Daniel Ruczko, PE, (ICE)**. Practical lines of communication will run between design and construction through the **DB Coordinator, Matthew Payne, PE, PMP (AWC)**, who will facilitate the integration and interaction between the design and construction teams. Communication will be critical in delivering the project on this extremely aggressive schedule for this new interchange. Dave, Michael, Cameron, Mike, and Matt will also be coordinating with **adjacent project contractors** to ensure that all activities are properly coordinated for the life of the project.

Project progress meetings will be assembled by discipline, including design, construction, quality, safety, and environmental. We will implement a “zipper strategy,” pairing designers with their construction personnel counterparts for our design finalization process.

DESIGN REPRESENTATIVE	CONSTRUCTION REPRESENTATIVE
Roadway Design Lead	Roadway Superintendent
MOT Design Lead	MOT Supervisor
Structures Design Lead	Structures Superintendent
Utilities Design Lead	Utilities Coordinator
Drainage Design Lead	Drainage Project Engineer
Environmental Design Lead	Environmental Compliance Mgr.

“Zipper” Strategy for Design/Construction Integration

Prior Working Relationships | *Firms:* The personal and professional relationships of our Team date back 15 years and have resulted in working relationships with a clear purpose, mutual understanding, and commitment to resolving issues as an integrated team on complex projects. With a combined total value of more than \$3.5 billion, the 14 most relevant projects where our relationships were formed and fostered are included in **Table 3.3.1**.

Table 3.3.1 Firms Prior Working Relationship			
Project Value, Project Type (DB: Design-Build, DBB: Bid-Build, DBF: Financed) Project Owner, Project Name, Project Duration	REF *	Firms	
\$202M DB: SCDOT I-26 / I-95 Interchange 2023-2027	1		
\$127M DB: SCDOT Carolina Crossroads Phase 2 2021-2025	2		
\$207M DB: SCDOT Carolina Crossroads Phase 1 2021-2025	3		
\$465M DB: SCDOT I-26 Widening (MM 85-101) 2019-2024	4		
\$26M DB: SCDOT SC 277 Bridge Replacement 2018-2020	5		
\$91M DB: SCDOT I-77 Widening/Rehabilitation 2015-2018	6		
\$74M DBB: SCDOT I-85 Reconstruction (MM 69-77) 2017-2019	7		
\$469M DB: NCDOT NC 540 Western Wake Freeway 2008-2013	8		
\$651M DBF: GDOT Northwest Corridor Express Lanes 2013-2018	9		
\$48M DB: GDOT I-285 Eastside Bridge Replacements 2021-2023	10		
\$688M DBF GDOT I-285/I-20 East Interchange 2022-2026	11		
\$187M DBB: SCPA HLT 2019-2021	12		
\$305M DBB: NCDOT I-26 Reconstruction 2019-2024	13		
\$50M DB: NCDOT I-77 Pavement Rehabilitation 2018-2021	14		
* References are provided in Appendix H ■ Indicates personnel experience while with a previous firm. ¹ Lead Contractor/Designer ² Subcontractor/Subconsultant ³ Quality Control/Design Reviews/Inspection/VE			

Key Individuals: Cameron's relationship with AWC began in 2008 with the \$469M NCDOT NC 540 Western Wake Freeway DB project where Dave Moyer was the Project Manager. Matt Payne worked closely with ICE engineers during the pursuit, award, and execution of the I-26 at I-95 Interchange project that is currently in progress. Michael Kann is currently serving as an Assistant Project Manager working with ICE on the I-26 Widening (MM 85-101) project. In the I-26 Widening initial phases, Dave, Michael, and ICE discipline leads collaborated on numerous construction-related matters to improve MOT safety as well as construction of walls, pavement, drainage, and mitigating the shortage of Portland Cement which was planned to be used for both the PCC pavement and the CMRB base.

Project Resources, Strategies, and Execution (RFQ 3.3.2)

Strategy to Ensure Schedule Certainty & Coordinate / Deliver all Portions of Project by November 30, 2026 (3.3.2.i)

- Update Project CPM schedule bi-weekly and hold meetings with SCDOT to discuss project progress.
- Develop CPM Baseline Schedule using pre-approved calendars from CCR 1 & CCR 2 that account for local weather impacts to provide increased schedule certainty.
- Utilize integrated Outlook Team Calendars (design & construction) with task start/end date notifications to task managers and Team leaders ensuring no overlooked tasks.
- Incorporate stakeholder construction schedules and updates into Project CPM schedule to prioritize design/construction sequence and ensure no conflicts.
- Segment SCDHEC NOIs to allow for early construction items such as widening of I-77 Northbound, along with, construction of the Connector Road and US 21 realignment in greenfield areas.
- Utilize SCDHEC's expedited review program to provide for an efficient review process.
- Devote adequate design and construction resources that deliver the Project during normal construction hours with nights and weekends left in reserve to ensure schedule certainty.
- Co-locate design, construction, and SCDOT to allow for constant coordination and a streamlined review process.
- Minimize risks associated with refining and improving the safety and operational efficiency of the proposed design by collaborating closely with stakeholders such as Scout Motors, Richland County/Department of Commerce, and Norfolk Southern Railroad to ensure schedule certainty.
- Start of construction aligns perfectly with available AWC resources rolling off of our I-26 and Carolina Crossroads Projects allowing AWC to dedicate ample field personnel utilizing local crews.

Figure 3.3.2.i is the Milestone Schedule Summary and corresponding construction site map illustrates the Team’s ability to deliver the I-77 New Exit 26 Interchange project. The Team is committed to working at risk upon notice of award to meet the aggressive timeline for the Project.

Figure 3.3.2.i

MILESTONE SCHEDULE SUMMARY	2024				2025				2026			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Design												
Utilities Design & Adjustments												
Right of Way Acquisition												
US 21 Bridge Rehabilitation												
Connector Rd. & US 21 Const.												
I-77 NB Widening												
Exit 26 Interchange Const.												
I-77 NB Rehabilitation												
I-77 NB X-Slope / Overlay												
Substantial Completion												

11/30/2026 ★

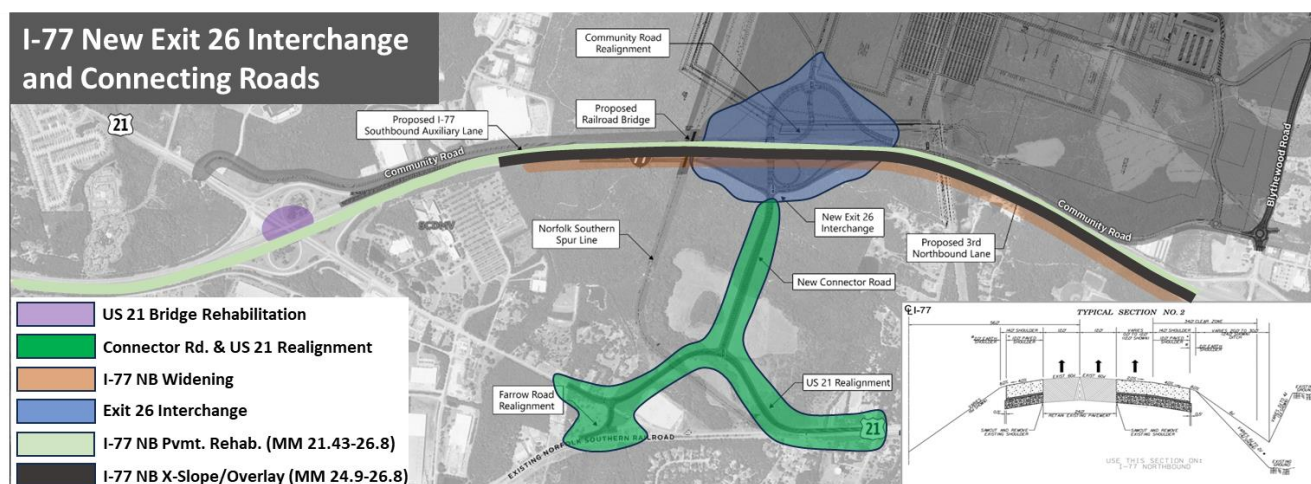


Table 3.3.2.ii

Team’s Capacity and Available Personnel

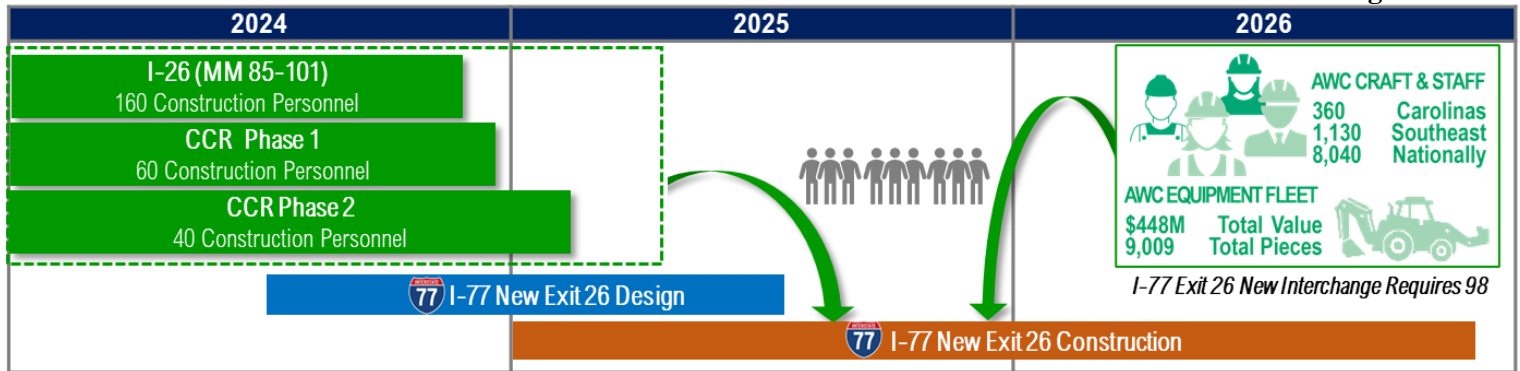
Resources (3.3.2ii) / We offer a fully integrated design team led by ICE with available in-house design resources. The Design Team is also assisted by reputable long-time partners including CSS (SUE), Hazen & Sawyer (“Wet Utility” Design), and Wi-Skies (Lighting) as well as specialty firms Byers Engineering (Telecom), ARM (HAZMAT), and PAN (ROW). We

ICE Personnel	Total	26-95	Other	Avail	I-77
Project Managers	16	2	4	10	2
Roadway Engineers/CAD	39	4	22	13	5
Structural Engineers/CAD	32	6	12	14	6
Drainage Engineers/CAD	18	3	6	9	4
Geotechnical Engineers	16	3	4	9	4
Traffic Engineers	7	1	2	4	2
Environmental Scientists	7	1	2	4	2
Pavement Engineers	6	1	1	4	1
Utility Coordinators	9	1	3	5	5
Total	150	22	56	72	31

have evaluated the resources required to complete the final design and anticipate completion of all final design work, with early work packages, that will advance work to begin within six months of NTP (by January 2025). ICE has secured the needed design resources as shown in **Table 3.3.2.ii**. The design team will be led by [Cameron Nations, PE](#), who is in the ICE West Columbia office. He currently **has no involvement in any of our current contracts and is 100% available and committed to this Project.**

AWC has been building upon its skilled labor pool since 2015 with the intent of ensuring local resources remain local. **Figure 3.3.2.ii** below illustrates the schedule of available resources that will transition to this Project upon completion of the I-26, CCR 1, and CCR 2 projects supplemented by additional AWC management and craft employee resources from SC, NC, and other southeast locations. Therefore, AWC has significant resource capacity becoming available to staff this project and other SCDOT projects to accelerate construction as needed.

Figure 3.3.2.ii

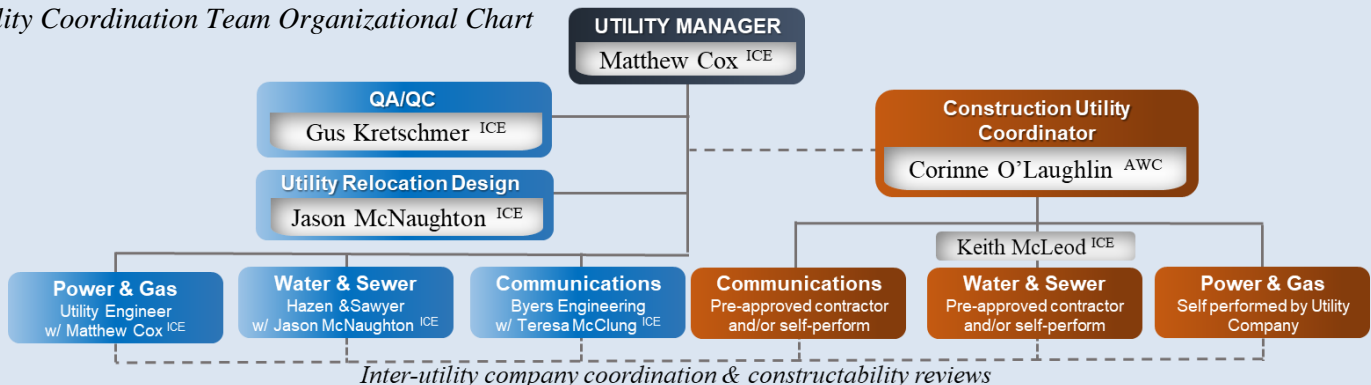




Strategy To Ensure Utility Relocations and Coordination, Railroad Coordination, and Right of Way Acquisition will not impact the critical path of the project schedule (3.3.2.iii)

UTILITIES
Ensure Utility Relocations and Coordination will not impact the critical path of the project schedule.

- Utilize a highly experienced Utility Coordination Team (UCT)* led by Matthew Cox to provide coordination, utility planning/design, utility relocation, and QA/QC.
- Quickly identify, plan/design, and relocate utilities that cannot be avoided.
- Begin utility identification and planning/design in the RFP phase to ensure utility conflicts/relocations are at the forefront of all design and constructability considerations.
- Coordinate with SCDOT Project Prep Team's utility coordinators, who will be retained to ensure continuity between pre-award and construction, and build upon the efforts previously made to ensure seamless coordination.
- Ensure roadway design meets Santee Cooper and Dominion Energy Transmission encroachment guidelines for grades and clearances to avoid costly and schedule critical relocations. Provide/educate discipline leads to these transmission easement restrictions.
- Coordinate with telecommunication companies during the RFP phase to determine if there are opportunities for consolidation of facilities thus reducing cost and allowing relocations to be expedited.
- Involve Hazen & Sawyer (wet utilities) and Byers Engineering Company (telecom) who are both pre-approved with major known utility companies during the pursuit to incorporate accurate design and construction durations into the proposal schedule.
- Present all potential utility issues and resolution options at the Utilities Kickoff Meeting with the SCDOT Utilities office to ensure all parties agree when progressing with final relocation design.
- Utilize a dedicated SharePoint file collaboration site to include the latest files, schedules, submittals, and progress of each utility relocation to provide reoccurring status updates.
- Prepare all encroachment permits for the utility agencies to submit to ensure all information is included and to assist in a streamlined approval process.

*Utility Coordination Team Organizational Chart



<p><u>NSRR RAILROAD</u> Ensure Railroad Coordination will not impact the critical path of the project schedule</p>	<ul style="list-style-type: none"> • Utilize in-house expert railroad coordinator Jenny Germuth (ICE), who has extensive experience with RR Coordination, obtaining real estate, and construction permits on Henry Brown Boulevard in Berkeley County, as well as CCR 1. • Coordinate discussions with NSRR immediately after Project award. • Prioritize early design efforts to the US 21 realignment and Connector Road, and once right-of-way and in-conflict utilities are relocated, begin construction which aligns with the rail spur construction that is expected to start in the spring of 2025. • Coordinate construction activities collectively (SCDOT, NSRR, and AWC-ICE) to eliminate the temporary at-grade crossing and potential grade raise of existing US 21 to allow for the new rail spur connection. • Collaborate NSRR activities upon award and incorporate their construction schedule into the Project CPM schedule to ensure an integrated construction sequence. • Ensure preliminary plans for the relocated US 21 Bridge over the NSRR spur are compliant with all NSRR design and clearance criteria with plan submission early in the design schedule to ensure ample time for review and approval. • Consider NSRR's vested interest in early construction of US 21 realignment to eliminate a temporary at-grade crossing of the existing US 21.
<p><u>RIGHT OF WAY</u> Ensure Right-of-Way Acquisition will not impact the critical path of the project schedule</p>	<ul style="list-style-type: none"> • Utilize long-time teaming partner PAN, Inc. for ROW acquisition led by David Link. • Collaborate closely with Richland County, a proponent of Scout Motors development and owner of most of the ROW necessary for the Project. • Acquire ROW quickly from Richland County to allow for early construction on the east side of I-77. • Coordinate the design efforts for the realignments of US 21 and US 555 early to allow for timely acquisitions. • Evaluate construction of a temporary intersection that connects realigned US 21 with existing US 21 at parcel R15000-02-04 to allow for partial realignment of US 21 while final ROW is being acquired resulting in the railroad spur being installed without a temporary at-grade crossing. <p><i>*The AWC-ICE Team has noted that Parcel R15000-02-04, owned by Dominion Energy, is currently being negotiated in a land swap agreement with Richland County which eliminates impacts to the critical path.</i></p>
<p>TEAM EXPERIENCE  </p>	<p>Example projects: The AWC-ICE Team's experience on the I-77 Widening and Rehabilitation (MM 15–MM 27), I-26 Widening (MM 85-101), and CCR 1 projects required utility coordination/relocation, right-of-way acquisitions, and/or extensive railroad coordination which resulted in no delays for utilities, right-of-way, or railroad and no adverse impacts to the critical path.</p>

Approach to Interactions with the Public and how Adverse Community Impacts will be avoided (3.3.2.iv) / The

AWC-ICE Team's Project Leadership and Community Relations Team (CRT) will schedule meetings with two stakeholder groups to establish a communications plan. The first group will include representatives from the Norfolk Southern Railroad and utility companies to ensure not only that their work is coordinated with the construction of the Project, but also to prevent rework and duplication of effort caused by a lack of communication with the utility and railroad companies. The second meeting will represent all other groups affected by the Project including Richland County, Scout Motors, local businesses, residents, and the public. By informing these groups of the project schedule, upcoming traffic changes, and any other relevant activities in the work area, we can avoid schedule delays, minimize impacts to their operations, create a safer work environment, and gain trust and credibility with the community.

The AWC-ICE Team project examples are included on the following page where a similar strategy was/is being practiced and has proven to be successful.

I-77 Widening (MM 15 – MM 27)	BENEFITS / RESULTS	Table 3.3.2.iv
✓ Community Relations Plan	Provided clear direction, objectives, and tools to ensure good relationships with the identified Stakeholders, public officials, and community.	
✓ Public Information Meeting	Facilitated, presented, and distributed Project Summary flyers. Encouraged public feedback to be considered during the project development.	
✓ Consistent reporting to SCDOT, utilities, stakeholders, and the public.	Provided consistent progress reports/flyers through Facebook posts, press releases, and website updates.	

This coordination and communication contributed to the project design being completed three months ahead of schedule with the USACE permit and SCDHEC NOI permit in hand.

This allowed AWC to begin construction three months earlier than originally planned.

Carolina Crossroads Phases 1 and 2		
✓ Contractors Community and Public Relations Support Plan	Provides direction for public involvement activities for DB Team and outlines roles and responsibilities to support SCDOT Communications Team.	
✓ Conceptual Renderings*	ICE coordinated and prepared plans required for the development of conceptual renderings to include all project elements.	
✓ Design Visualization Videos**	ICE developed the storyboards, narrative, and conceptual renderings used to present a video for each phase to the public for meetings, the media, and the project website.	
✓ Public Information Meeting	Provided project displays, design experts to answer questions, support staff, and photography.	
✓ Press Releases	ICE works closely with AWC to gather information on upcoming traffic changes and newsworthy construction events to prepare draft press releases for the SCDOT Communications Team.	

The Carolina Crossroads website has been instrumental in keeping the public informed through constant communication with the contractors and the ICE CR Team. This has resulted in improved safety for motorists, workers, and emergency responders. The DB Team also utilized a 5-phase MOT approach beginning with PHASE 0 to undertake several critical widening and pavement strengthening to **maintain a minimum of three lanes in both directions at all times** while the widening and median work is being constructed.



*CCR 2 Conceptual Rendering





**CCR 2 Video Script



**CCR 2 Visualization Video

EXPERIENCE OF KEY INDIVIDUALS (RFQ 3.4)

Resumes demonstrating relevant experience of our Key Individuals, are included in APPENDIX A.

Key Individual Role - Name	Representative Project Experience
 Project Manager - Dave Movar (AWC) Dave has more than 32 years of experience in delivering transportation projects with a focus on DB interstate highway and interchange facilities. Dave is responsible for all aspects of operations including implementing management systems, close project supervision, direct supervision of management staff, preconstruction servicing and estimating, design management, value engineering, scheduling, and QC programs.	<ul style="list-style-type: none"> • \$465M SC I-26 (MM 85-101)★ • \$468M NC 540 Western Wake Fwy.★ • \$74M SC I-85 Pavement Reconstruction★ • \$26M SC 277 Bridge Replacement★ • \$91M SC I-77 Widening (MM 15-27)★ • \$165M FL I-95 Overland Bridge
 Assistant Project Manager - Michael Kann (AWC) Michael brings 10 years of experience supervising on-site teams and managing daily field operations for transportation infrastructure projects. His focus has been large-scale interstate widening/rehabilitation projects, bridge replacements, and interstate interchange projects for state DOTs. He communicates with the project owners and designers and maintains relationships with the QC inspection / CEI team and subcontractors.	<ul style="list-style-type: none"> • \$465M SC I-26 Widening (MM 85-101)★ • \$88M IL I-74 Reconstruction • \$325M WI Zoo Interchange



Lead Design Engineer - Cameron Nations, PE (ICE) | Cameron has over 23 years of comprehensive design and project management experience, specializing in DB and DBB surface transportation projects. His career began with a strong foundation in structural engineering, notably serving as the EOR for over 100 bridge projects. Over the years, Cameron has transitioned his focus to procuring and managing large-scale interstate widening/rehabilitation projects, multi-million-dollar statewide bridge improvement programs, and interstate interchange projects. Many of these projects involved the complex DB procurement process due to their size and intricacy.

- \$435M SC I-85 MM 77-98 Widening
- \$26M SC SC85 (Bus. 85) Bridge/Interchange
- \$76M SC I-26 Widening MM 115-136
- \$469M NC NC540 Western Wake Fwy.★
- \$13M SC 7 Bridge over NSRR and S-39
- \$7.4M SC Emergency Bridge Package 3
- \$127M SC Carolina Crossroads Ph. 2 Pursuit
- \$45M SC I-77 Panthers Interchange Pursuit



Construction Manager - Mike Close (AWC) | Mike brings over 34 years of industry expertise, including 20 years in construction management of complex heavy civil projects. He has experience leading field operations for large DB reconstruction projects, including managing project staff, subcontractors, day-to-day operations, and project costs and schedules. He provides direct supervision of construction staff and ensures compliance of all work with the project schedule. Mike began his employment as a carpenter on projects located in the southeast region. This experience as a direct craft supervisor provides him with meaningful insights and lessons learned in developing strong cultures of safety, accountability, and inclusion among craft workers.

- \$315M NC I-26 Reconstruction ★
- \$129M FL Fuller Warren Bridge Expansion
- \$230M FL Daytona I-95/I-4 Interchange
- \$165M FL I-95 Overland Bridge
- \$173M AL Corridor X/I-65 Interchange

Value Added Personnel Role - Name

Representative Project Experience

Design Build Coordinator - Matthew Payne, PE, PMP (AWC) | Matthew has over 25 years of experience in infrastructure design and construction for a variety of project delivery methods. He has managed highway interchange projects, bridge replacement programs, and DB pursuits and construction on projects ranging from \$5M to over \$200M - all with accelerated schedules. Matthew specializes in expedited schedule delivery by implementing co-located design, construction, and owner representatives to communicate and collaborate more efficiently. He has managed projects from design through construction completion responsible for budgets, schedules, project monitoring and control, allocating proper resources, and communicating with the owner on the progress and challenges.

- \$202M SC I-26 / I-95 Interchange ★
- \$210M NC Rutherfordton Bypass
- \$26M NC Davidson County Interchange
- \$5M Eastern Shipbuilding (Private) Nelson Yard Improvements DB
- \$340M NY DB Van Wyk Expressway
- \$7M AL Leon Smith Pkwy Widening

Lead Structural Engineer - Ray Spence, PE (ICE) | Ray has 20 years of extensive experience in the design and management of complex transportation projects with a focus on the structural design of concrete and steel bridges, retaining walls, culverts, and other structures. His technical expertise encompasses projects that require complex geometry and unique site constraints, finite element modeling, advanced seismic analysis, segmental construction, pre-stressed and post-tensioned concrete, and curved steel.

- \$207M SC Carolina Crossroads Phase 1★
- \$127M SC Carolina Crossroads Phase 2★
- \$465M SC I-26 Widening (MM 85-101)★
- \$356M NC I-485 Outer Loop DB Project
- \$35M SC I-85 BMW Interchange Bridges

Lead Roadway Engineer - Aaron Livingston, PE (ICE) | Since 2003, Aaron has been providing transportation engineering services for various projects with a focus on roadway design and management services. He serves as Manager of Roadway Design for ICE's Columbia office and currently oversees a team of 13 designers who are responsible for various aspects of roadway design including construction phase support and contract administration.

- \$207M SC Carolina Crossroads Phase 1★
- \$127M SC Carolina Crossroads Phase 2★
- \$465M SC I-26 Widening (MM 85-101)★
- \$91M SC I-77 Widening (MM 15-27)★
- \$540M SC I-85 Widening (MM 80-96)

Lead Hydro Engineer - Ronnie Smoak, PE (ICE) | Ronnie serves as the ICE SC Design-Build Hydro Manager and has extensive experience leading the hydraulic/hydrologic design on SC interchange projects. He provides hydraulic design for roadway and bridge improvements including drainage structures, ditch design for capacity and stability, hydraulic bridge design, scour design, erosion control design, and other related improvements.

- \$465M SC I-26 Widening (MM 85-101)★
- \$207M SC Carolina Crossroads Phase 1★
- \$127M SC Carolina Crossroads Phase 2★
- \$91M SC I-77 Widening (MM 15-27)★
- \$540M SC I-85 Widening (MM 80-96)

Traffic Engineer - Mohan Atluri, PE, PTOE (ICE) | Mohan has diverse experience in all facets of traffic engineering and planning, including operational modeling using TransModeler and VISSIM, SYNCRO, HCS. His experience also includes traffic signing, pavement marking, and construction traffic control. For more than 18 years, he has gained expertise in interchange modification and justification reports (IMR/IJR) projects in Texas, Georgia, and South Carolina, including CCR 1 and 2 IMR Revisions. He is also an expert in safety modeling and crash prediction modeling when conducting alternative interchange analyses and recommending the best interchange concepts.

- \$207M SC Carolina Crossroads Phase 1★
- \$127M SC Carolina Crossroads Phase 2★
- \$150M SC US 17/Main Road Interchange
- \$688M GA I-285/I-20 East Interchange★
- \$50M SC I-77 Mega Site (Fairfield County)
- \$47M GA I-285 Eastside Bridges★
- \$73M TX IH 610/US 59 Interchange

Railroad Coordination - Jenny Germuth, PE (ICE) | Jenny is a Senior Transportation Engineer who possesses extensive experience with Railroad Coordination. Her expertise includes coordinating the required Preliminary Agreements, Right of Entry Agreements, and Construction Agreements necessary to keep projects moving forward and construction progressing with associated flagging.

- \$207M SC Carolina Crossroads Phase 1★
- \$150M SC US 17/Main Road Interchange
- \$23M SC Henry Brown Boulevard Widening Phase 2



Interstate/Interchange Experience



Indicates AWC and ICE Staff Previously working together.

Utility Coordination Manager - Matthew Cox (ICE) Matthew is responsible for location, relocation, and coordination of utility designs on transportation engineering projects. He is adept at identifying conflicts between roadway and utility designs, as well as coordinating with engineers and utility providers to develop resolutions. He is also responsible for the plan production of water and sewer main relocations.	<ul style="list-style-type: none"> \$207M SC Carolina Crossroads Phase 1 ★ \$127M SC Carolina Crossroads Phase 2 ★ \$150M SC US 17/Main Road Interchange \$465M SC I-26 Widening (MM 85-101) ★
Public Information Officer - Lynda Monroe (ICE) Lynda has been providing public relations services on transportation projects for more than 20 years to assist clients in maintaining a positive public image by developing a plan with techniques used to ensure good relationships with project stakeholders and the community. Lynda assists with implementing campaigns to harvest public concerns and maintain public awareness as it relates to routine informative updates and early notification of major construction activities.	<ul style="list-style-type: none"> \$469M NC NC540 Western Wake Fwy. ★ \$90M I-77 Widening (MM 15-27) ★ \$125M SC I-26 Widening (MM 85-101) ★ \$207M SC Carolina Crossroads Phase 1 ★ \$127M SC Carolina Crossroads Phase 2 ★
QC Manager - Daniel Ruczko, PE (ICE) Daniel has more than 12 years of construction inspection experience and is knowledgeable in scheduling and managing the daily activities of the QC inspectors on site, coordinating QC material sampling and testing, and maintaining a permanent record of all inspection reports, material certifications, sample records, and test reports.	<ul style="list-style-type: none"> \$465M SC I-26 Widening (MM 85-101) ★ \$91M SC I-77 Widening (MM 15-27) ★ \$26M SC 277 NB Flyover / Bridge ★ \$10M SC US Route 1 Widening Phase 1

Interstate/Interchange Experience

Indicates AWC and ICE Staff Previously working together.

PAST PERFORMANCE OF THE TEAM (RFQ 3.5)

Experience of the Proposer's Team (RFQ 3.5.1) Completed *Work History and Quality Forms* are included in

APPENDIX B.

Contractor Work History	MAJOR PROJECT COMPONENTS SIMILAR TO I-77 NEW EXIT 26						
	DESIGN BUILD	INTER-STATE	INTER-CHANGE	UTILITY RELOC	RR COORD	ROW COORD	PUBLIC INVOLVE
1. \$91M SCDOT I-77 Widening (MM 15-27)	■	■		■	■		■
2. \$325M WisDOT Zoo Interchange	■	■	■	■	■	■	■
3. \$165M FDOT I-95 Overland Bridge	■	■	■	■	■	■	■
Design Work History	DESIGN BUILD	INTER-STATE	INTER-CHANGE	UTILITY RELOC	RR COORD	ROW COORD	PUBLIC INVOLVE
4. \$465M SCDOT I-26 Widening (MM 85-101)	■	■	■	■		■	■
5. \$207M SCDOT Carolina Crossroads Phase 1	■	■	■	■	■	■	■
6. \$127M SCDOT Carolina Crossroads Phase 2	■	■	■	■		■	■

Quality of Past Performance (RFQ 3.5.2) *Work History and Quality Forms* are included in [APPENDIX C](#) for applicable projects. AWC has not been suspended, debarred, disqualified from bidding, or declared ineligible for work by any entity within the last five years, nor are any such actions pending against AWC.

Quality Questions	AWC	ICE
Has the Lead Contractor been declared delinquent or placed in default on any Project?	No	N/A
Has the Lead Contractor submitted a claim on a project that was litigated? If litigated, explain the results.	No	N/A
Have any projects involving the Lead Contractor or Lead Designer been delayed more than 30 days such that liquidated damages were assessed?	No	No
Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?	Yes	N/A
Have any projects under contract with the Lead Contractor been subject to remediation actions, stop work orders, or project delays in excess of 30 days as a result of Section 404/Section 401 permit violations?	No	No
Has an owner, a Lead Contractor pursued compensation from the Lead Designer due to errors and omissions?	No	No
Has the Lead Designer filed legal proceedings against the Lead Contractor, or vice versa, on a design-build contract?	No	No

LEGAL AND FINANCIAL (RFQ 3.6)

Financial Capacity, Bonding Capability, and Organizational Agreements (RFQ 3.6.1, 3.6.2, 3.6.3)

A notarized financial capacity/resources statement and a surety letter are in [APPENDIX D](#). AWC is the sole contracting entity, therefore there are no joint venture organizational agreements.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
David Cunningham Moyer, Jr. – Project Executive
- b. Role of Key Individual for this Project:
Project Manager
- c. Name of Firm with which you are now associated:
Archer Western Construction, LLC



- d. Years of Experience: With this Firm **19** Years With Other Firms **13** Years

Employment History:

Archer Western Construction, LLC: Project Manager – Project Executive - Dave is responsible for the planning and execution of construction projects, focusing on safety, ethics, quality, cost, monitoring construction activities, and meeting customer expectations. He is responsible for delivery of the projects in accordance with the contract requirements. 2004-Present

Martin K. Eby Construction: Field Engineer – Project Manager - Over Dave's 13-year career, he served in roles of Field Engineer, Project Engineer, Area Superintendent, Project Manager, and Senior Project Manager. Throughout this career path, he was responsible for all activities associated with the planning and execution of construction projects, focusing on safety, ethics, quality, cost, monitoring construction activities, and meeting customer expectations. 1991-2004

- e. Education:
University of Florida / Gainesville, FL / Bachelor of Science / 1991 / Building Construction

- f. Active Registrations: N/A

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

1. I-26 Widening (MM 85-101) – Columbia, SC

Key Personnel Role: Project Manager (2019-2021)
Experience with Current Firm: Yes, Archer Western (Archer-United JV)
Project/Assignment Duration: Project 2019 – Present | Assigned 2019 – 2021
Owner Contact Information: SCDOT | Nick Waites | waitesnt@scdot.org | 803-737-1308
Design/Construction Value: \$465 Million



Project Description: This project consists of 16 miles of widening and reconstruction on a heavily traveled section of I-26, three new interchanges, and eight overpasses. This project will reconstruct pavement, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. Construction includes four new interchanges, improving three additional interchanges, and replacing seven existing overpass bridges over roadways. During design, AUJV segmented the project to allow for early works design packages to ensure portions of the project would be completed and opened to traffic early. AUJV collaborated with SCDOT to redesign the project's MOT plan to reduce impacts to the traveling public and improve safety. AUJV also redesigned the Exit 91 interchange from a staged DDI to relocating the Columbia Avenue partial cloverleaf interchange. The new design is easier to construct and avoids local business relocations, saving SCDOT significant right-of-way costs. Dave served as DB coordinator and project manager, providing executive oversight of all construction operations.



Similarities to I-77 New Exit 26 Interchange : DB, Same Team (AWC & ICE), Firm Fixed Price, Major Utility Coordination, Major "Wet" and "Dry" Utility Relocations, ROW Acquisition, Public Relations, Major Stakeholder Coordination (Exit 91), Interstate Widening, Interchanges, Major Retaining Walls, Working adjacent to environmentally sensitive areas, Concrete Paving, Asphalt Paving / Slope Correction, Overpass Bridge Construction, Intricate MOT, IMR Revision and NEPA re-evaluation (ATC Driven), HAZMAT Studies / Compliance, Urban Roadway Widening (similar to US 21)

2. I-77 Widening & Rehabilitation (MM 15-27) - Columbia, SC

Key Personnel Role: Operations Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2015-2018 | Assigned 2016-2018
Owner Contact Information: SCDOT | John Burns, Jr. PE, DBIA | burnsjm@scdot.org | 803-254-1007
Design/Construction Value: \$91 Million



Project Description: AWC partnered with ICE on this design-build project consisting of widening northbound and southbound I-77 with one additional lane in each direction between SC 12 and I-20 and terminating near the S-52 interchange, approximately 6.5 miles. 10 bridges along the project site were rehabilitated and widened including five dual mainline bridges, two of which cross a stream or a lake. The project included 12 miles of rehabilitation on southbound I-77 from SC 12 to S-59 and on northbound I-77 from Percival Road to S-52. Under Dave's management, both north and southbound lanes of traffic were opened ahead of the project schedule. Dave was responsible for close supervision over project progress, value engineering, safety & quality control.



Similarities to I-77 New Exit 26 Interchange : DB, Same Corridor, Same DB Team (AWC & ICE), Utility & RR Coordination, Public Relations, Interstate Widening, Working Adjacent to Environmentally Sensitive Areas, Concrete Paving, Asphalt Paving / Slope Corrections, Bridge Rehabilitation, Construction of drainage systems with necessary sediment and erosion control measures, Intricate Maintenance of Traffic

3. I-95 Overland Bridge Replacement – Jacksonville, FL

Key Personnel Role: Senior Project Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2012-2015 | Assigned 2013-2015
Owner Contact Information: FDOT | Carrie Stanbridge | carrie.stanbridge@dot.state.fl.us | 386-697-2979
Design/Construction Value: \$176 Million

Project Description: This project consisted of the replacement of the Overland Bridge and 2.5 miles of widening I-95. Additional improvements within the project limits included the reconstruction of I-95, reconstruction of the southbound collector/distributor (CD) road, construction of a new northbound CD road, construction to convert a partial interchange to a full interchange providing all traffic movements between I-95, Atlantic Boulevard, and Philips Highway, and realignment of Atlantic Boulevard in the vicinity of I-95. The project also included the construction of 12 new bridges (including third-level flyovers) and three bridge widenings. The roadway reconstruction was made up of concrete pavement and included substantial MSE walls and complex multi-phase maintenance of traffic plan. Dave served as the senior project manager on this complex project which included a multi-phase MOT plan in a high-traffic urban corridor, utility coordination and relocation and interchange bridge work. Dave was responsible for developing and leading project management, coordinating with FDOT staff to resolve project challenges, and monitoring project progress.

Similarities to I-77 New Exit 26 Interchange: DB, Utility & RR Coordination, ROW Coordination, Public Relations, Major Stakeholder Coordination, Interstate Bridge Construction & Rehabilitation, Interstate Widening, Working Adjacent to Environmentally Sensitive Areas, Concrete Paving, Asphalt Paving / Slope Corrections, Intricate MOT, Construction of drainage systems with necessary sediment and erosion control measures, Reconstructing adjacent service (CD) roads



4. NC-540 Western Wake Freeway – Raleigh, NC

Key Personnel Role: Senior Project Manager
Experience with Current Firm: Yes, Archer Western (Raleigh Roadbuilders)
Project/Assignment Duration: Project 2008-2013 | Assigned 2009-2013
Owner Contact Information: NCDOT | Ron Hancock, PE | rhancock@ncdot.gov | 919-707-2400
Design/Construction Value: \$468 Million

Project Description: This design-build project which involved the design, permitting, and construction of a 12.6-mile, six-lane, median-divided toll road. The project ran through 72 environmentally sensitive wetland areas and required environmental permitting through multiple agencies. In addition to the new six-lanes of NC-540, roadway scopes included 14 crossroads, ramps, loops, auxiliary lanes, collector-distributors, and service roads. The services scope included R/W acquisition services and utility relocations with multiple companies. The project included five million cubic yards of earthwork, construction of 34 bridges at 24 different sites, three major interchanges, extensive reconstruction of 15 existing intersecting roadways, construction of a replacement railroad bridge for CSX, approximately 100 noteworthy utility relocations, drainage, SWM facilities, and MSE/sound walls. Dave served as senior project manager on this large, complex project for the duration of construction. Dave was responsible for managing the design phase, start-up and staffing on the project and development and management of the schedule from award through early completion. He coordinated with contractors from the QC firm, had daily interaction with the Owner's representatives and staff.

Similarities to I-77 New Exit 26 Interchange: Design-Build, New roadway construction, interchange construction, bridge construction, railroad coordination, utility relocations, drainage systems, new signage & lighting, and MSE walls



5. Automated People Mover – Hartsfield-Jackson Atlanta International Airport, GA

Key Personnel Role: Senior Project Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2005-2009 | Assigned 2005-2009
Owner Contact Information: City of Atlanta | David Pino | david.pino@atl.com | 404-382-1286
Design/Construction Value: \$248 Million

Project Description: This design-build project provided easy customer access to the new Consolidated Rental Car Facility (CONRAC) at Hartsfield-Jackson Atlanta International Airport. Operating on an elevated guideway, the system travels 1.5 miles from the airport to the new CONRAC facility, with an intermediate stop at the Georgia International Convention Center. Running on two parallel tracks, the APM travels over Interstate 85, to the CONRAC station. The project included construction of five bridge spans across I-85, a main terminal entrance road near the airport, and an elevated maintenance and storage facility. Dave served as senior project manager until the project was 80% completed. Dave was responsible for managing all aspects of the project, including the design phase, coordination of construction activities with the Owner and oversight of the project's subcontractors.

Similarities to I-77 New Exit 26: Design-Build, new bridge construction, MOT, lighting, bridge over interstate, and stakeholder coordination.



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 is currently serving as Project Executive and pursuit manager for AWC's Carolinas Transportation Group. Upon project award, he will be solely dedicated to serve as Project Manager on the I-77 New Exit 26 project.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

a. Name & Title:

Michael Steven Kann, Project Manager

b. Role of Key Individual for this Project:

Assistant Project Manager

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

Archer Western Construction, LLC



d. Years of Experience: With this Firm 10 Years

With Other Firms 0 Years

Employment History:

Archer Western Construction, LLC (a member of The Walsh Group): Construction Intern - Project Manager – Michael oversees on-site teams and directs daily field operations. His responsibilities encompass managing project timelines, creating progress reports for owner meetings, and coordinating/supervising subcontractors. Additional duties involve overseeing bid solicitation, drafting contracts, conducting buyouts, reviewing and approving shop drawings and submittals, estimating costs, distributing plans, handling project pay requests, and drafting change orders/purchase orders. He closely monitors the installation of materials and equipment by subcontractors, enforces quality control measures, and ensures adherence to safety standards and contractual requirements. 2014-Present

e. Education:

Marquette University, Wisconsin/Bachelor of Science/2016/Civil Engineering

f. Active Registrations: N/A

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

1. SCDOT I-26 Widening (MM 85-101) DB – Columbia, SC

Key Personnel Role:

Assistant Project Manager

Experience with Current Firm:

Yes, Archer Western (Archer-United JV)

Project/Assignment Duration:

Project 2019-2024 | Assigned 2020-Present

Owner Contact Information:

SCDOT | Nick Waites | waitesnt@scdot.org | 803-737-1308

Design/Construction Value:

\$485 Million



Project Description: AUJV (Archer-United Joint Venture) is currently building this design-build project, which was designed by ICE. The project involves the widening and reconstructing of a highly traversed segment of I-26, spanning 16 miles, and includes the construction of three new interchanges and eight overpasses to the west of Columbia. This project will reconstruct pavement, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. AUJV is constructing four new interchanges, improving three additional interchanges, and replacing seven existing overpass bridges over interstate roadway. Additional scopes of work include permit acquisition, bridge demolition, utility design and coordination, and noise wall construction in a geotechnically challenging and rocky environment with seismic considerations. During design, AUJV segmented the project to allow for early works design packages to ensure portions of the project would be completed and opened to traffic early. AUJV collaborated with SCDOT to redesign the project's MOT plan to reduce impacts to the traveling public and improve safety. AUJV also redesigned the Exit 91 interchange from a staged DDI to relocating the Columbia Avenue partial cloverleaf interchange. The new design is easier to construct and avoids local business relocations, saving SCDOT significant right-of-way costs. AUJV will provide quality control in conjunction while ICE will provide quality control inspection during construction. As the Assistant Project Manager, Michael oversees and guides the efforts of all project administrators, engineers, and superintendents. He coordinates weekly coordination meetings with designers to address and incorporate any changes to the project, while also supervising resource management. Maintaining strong relationships with the owner, CEI team, and subcontractors is a key aspect of his responsibilities. Michael consistently reviews project schedules and costs with the project staff, ensuring a proactive approach to addressing any potential challenges.



interchange. The new design is easier to construct and avoids local business relocations, saving SCDOT significant right-of-way costs. AUJV will provide quality control in conjunction while ICE will provide quality control inspection during construction. As the Assistant Project Manager, Michael oversees and guides the efforts of all project administrators, engineers, and superintendents. He coordinates weekly coordination meetings with designers to address and incorporate any changes to the project, while also supervising resource management. Maintaining strong relationships with the owner, CEI team, and subcontractors is a key aspect of his responsibilities. Michael consistently reviews project schedules and costs with the project staff, ensuring a proactive approach to addressing any potential challenges.

Similarities to I-77 New Exit 26 Interchange: DB, Same Team (AWC & ICE), Firm Fixed Price, Major Utility Coordination, Major "Wet" and "Dry" Utility Relocations, ROW Acquisition, Public Relations, Major Stakeholder Coordination (Exit 91), Interstate Widening, Interchanges, Major Retaining Walls, Working adjacent to environmentally sensitive areas, Concrete Paving, Asphalt Paving / Slope Correction, Overpass Bridge Construction, Intricate MOT, IMR Revision and NEPA re-evaluation (ATC Driven), HAZMAT Studies / Compliance, Urban Roadway Widening (similar to US 21)

2. IDOT I-74 Reconstruction (7th Ave. South) – Moline, IL

Key Personnel Role:	Assistant Project Manager
Experience with Current Firm:	Yes, Walsh Construction
Project/Assignment Duration:	Project 2017-2022 Assigned 2017-2020
Owner Contact Information:	IDOT Stephanie McMeekan stephanie.mcmeekan@illinois.gov 815-677-5282
Design/Construction Value:	\$88 Million

Project Description: The project involved the reconstruction of I-74, spanning from just south of 7th Ave to 0.9 miles south of Avenue of the Cities in Moline, IL. The scope included the reconstruction of both the Eastbound and Westbound roadway, ramps, seven highway bridge structures, retaining walls, noise abatement walls, local road improvements, and the demolition of existing structures. Walsh undertook the reconstruction of I-74 within this specified stretch, which encompassed the removal of four existing structures, extraction of 110,000 square yards of existing pavement, excavation of 215,000 cubic yards of earth and structure, and the installation of 190,000 square yards of 9.25"-10.5" PCC pavement. Additionally, the project involved laying 15,000 feet of storm sewer pipe and structures, along with 65,000 feet of underdrains. The project unfolded in three stages, culminating in the completion and opening of Westbound I-74 prior to Eastbound. The staging of the work was intricately coordinated with multiple other IDOT/IowaDOT contracts. As a Construction Project Engineer, Michael revised and updated cost reports and profit and loss statements. He provided direction for all structure and paving work on the project. Michael took charge of managing all Critical Path Method (CPM) updates and revisions. He conducted weekly and daily scheduling meetings to ensure the project timeline was closely monitored and adhered to.



Similarities to I-77 New Exit 26 Interchange: *Interchange improvement, bridge construction, bridges over interstate, retaining walls, concrete pavement, culverts, drainage systems, new signage & lighting, phased MOT, utility relocations, erosion and sediment control, concrete paving.*

3. WisDOT Zoo Interchange, Milwaukee, WI

Key Personnel Role:	Construction Project Engineer
Experience with Current Firm:	Yes, Walsh Construction
Project/Assignment Duration:	Project 2015-2018 Assigned 2015-2017
Owner Contact Information:	WisDOT Sean Race Sean.Race@dot.wi.gov 414-750-2380
Design/Construction Value:	\$325 Million

Project Description: This project marked the final phase of a large-scale initiative led by WisDOT to revamp nine miles of interstate highway, encompassing the Zoo Interchange and several arterial roads adjacent to the core interchange. Additionally, it covered approximately two miles of auxiliary lanes leading to the core interchange. The overarching project goal involved replacing all left-hand system ramps with right-hand ramps, extending on and off-ramp merge distances, and implementing various safety enhancements. The freeway expansion aspect included widening from six to eight lanes along I-894/USH45 and expanding several system ramps. The scope of Zoo Core Phase 2 comprised the construction of 15 new precast girder bridges, two new plate girder bridges, and four new tub girder bridges for system ramps. It also involved the construction of 30 new retaining walls, 11 new noise walls, and 56 new sign structures, alongside removals, drainage (storm, sanitary, watermain), grading, base aggregate, concrete pavement, HMA pavement, concrete barriers, retaining walls, bridges, booster pump station, electrical work, sign structure work, and all miscellaneous scopes of work. The project unfolded in 12 MOT Stages, each with multiple interim completion dates tied to major traffic shifts, aiming to complete the entire project in approximately 34 months. As a Project Engineer, Michael supervised a range of roadway subcontractors, handled the fabrication and installation of SIP decking, supervised the operations and schedule of paving subcontractors, and implemented and adjusted MOT stage changes.



Similarities to I-77 New Exit 26 Interchange: *Interchange improvement, bridge construction, bridges over interstate, retaining walls, erosion and sediment control, concrete paving, local road improvements, culverts, drainage systems, new signage & lighting, phased MOT, and utility 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.

Michael is currently assigned to I-26 Widening (MM 85-101) as one of several Assistant Project Managers: Jeremy Goings (United), Joe Jones (United), and Eric Lockamy (United). This project is slated for substantial completion in the fall 2024. If awarded I-77 New Exit 26, Michael will be assigned on a full-time basis upon receipt of NTP and will remain full-time until successful completion.

KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Cameron Garland Nations, PE, Vice President – Special Projects
- b. Role of Key Individual for this Project:
Lead Design Engineer
- c. Name of Firm with which you are now associated:
Infrastructure Consulting & Engineering, PLLC



- d. Years of Experience: with this Firm ≤1 Year with Other Firms 23 Years

Employment History:

Infrastructure Consulting & Engineering, PLLC: Vice President of Special Projects – Cameron is responsible for project organization and coordination with project staff, subconsultants, clients, and other stakeholders. He leads the pursuit, development, and execution of new projects as a business development manager and as a Project Manager. Cameron performs project risk analysis, feasibility, and quality control and oversees the development of conceptual, preliminary and final plans. 2023-Present

Parrish & Partners, LLC: Senior Vice President – Cameron was responsible for the management of Surface Transportation Operations including roadway, structures, and water resources design, environmental planning, and construction engineering/inspection services. In addition, Cameron managed the finances for seven profit center units located in four offices in the Carolinas. He was directly involved in the marketing and management of the pursuit and execution of design-build projects ranging in size from \$2 Million to nearly \$500 Million. 2013-2023

The LPA Group Inc., A Unit of Michael Baker Corp: SC Surface Transportation Operations Manager – Cameron was responsible for overseeing roadway and structural design of 15+ staff, managing Design-Build and Design-Bid-Build highway and bridge projects, financial management, and business development. 2010-2013

The LPA Group Inc: South Carolina Structures Manager – Cameron managed the business unit of the SC structures group which included 7+ design staff. He was the Engineer of Record for 100+ bridge projects located in SC, NC, and MO. Cameron served as the Project Manager and/or Lead Bridge Engineering for turn-key highway and railroad bridge projects utilizing structural steel, prestressed concrete, and cast-in-place concrete. 2001-2010

TranSystems Corporation: Design Engineer – Cameron was responsible for engineering design for roadway and drainage projects, construction quantity calculations, cost estimating, and engineering plan production and drafting. 2000-2001

- e. Education:
University of South Carolina / Columbia, SC / Master of Engineering / 2009 / Structural Engineering
Clemson University / Clemson, SC / Bachelor of Science / 2000 / Civil Engineering

- f. Active Registrations:
2005 / South Carolina / Professional Engineer / PE 24245
2007 / Florida / Professional Engineer / 67190
2008 / North Carolina / Professional Engineer / 034821
2009 / Missouri / Professional Engineer / 2009019948
2014 / Georgia / Professional Engineer / PE038952
2014 / Virginia / Professional Engineer / 0402053219

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

1. I-85 Reconstruction and Widening (MM 77-98) – Spartanburg & Cherokee Counties, SC

- Key Personnel Role:** Principal-in-Charge / Structural Design Manager
- Experience with Current Firm:** No, Parrish & Partners
- Project/Assignment Duration:** Project 2017-2024 Est. | Assigned 2017-2023
- Owner Contact Information:** SCDOT, Brad Reynolds, PE | ReynoldsBS@SCDOT.org | 803-737-1440
- Design/Construction Value:** \$435 Million



Project Description: The project includes the reconstruction and widening of approximately 21 miles of interstate. The work involves the reconstruction of four interchanges within the corridor and the replacement of the CSXT Railroad bridge near MM 81.

Cameron served as the **Principal-in-Charge** responsible for overseeing the overall design services including roadway, structures, bridge hydraulic analysis, drainage design, erosion and sediment control design, railroad coordination, and environmental permitting. Additionally, as the **Lead Structural Engineer**, he managed the performance of the design team who prepared the plans for the structural elements of the project including the interchanges and bridge replacement.

Similarities to I-77 New Exit 26 Interchange: Interstate interchanges (4) including new interchange connector roads, interstate widening with concrete and asphalt pavement, railroad coordination, bridge construction over interstate, multi-phase MOT while maintaining traffic.



2. I-26 Widening and Rehabilitation (MM 115-136) – Lexington & Calhoun Counties, SC

Key Personnel Role:

Design Project Manager

Experience with Current Firm:

No, The LPA Group, a Unit of Michael Baker

Project/Assignment Duration:

Project 2012-2016 | Assigned 2012-2013

Client Contact Information:

SCDOT, John Boylston, PE | BoylstonJD@SCDOT.org | 803-737-1527

Design/Construction Value:

\$76 Million

Project Description: This project was constructed through the Design-Build procurement process by SCDOT and consisted of rehabilitating 21 miles of Interstate 26 from mile marker 115 near the I-77/I-26 Interchange to mile marker 136 at the SC 6 Interchange. In addition to the rehabilitation, ten miles of the corridor was widened to three lanes in each direction from mile marker 115 to the Old Sandy Run Road Interchange at mile marker 125. The interior median provided adequate width to allow for widening to the inside with minimal impacts to the existing interchanges and overpass structures. The bridge along S-1258 (Old Wire Road) over I-26 was raised due to the insufficient vertical clearance. The east and westbound I-26 dual bridges over the CSX Railroad, S-1798, and S-129 were replaced with a single bridge structure accommodating the three lanes in each direction. The old eastbound bridge was temporarily widened which allowed the existing four lanes of traffic to be maintained and shifted onto the eastbound bridge while the westbound structure was removed and replaced. Traffic was then placed on the westbound side of the new bridge allowing the existing eastbound bridge to be removed and reconstructed adjoining the new westbound structure. A new Intelligent Transportation System was installed along the corridor which included cameras, poles, and fiber optic cable.

Similarities to I-77 New Exit 26 Interchange: Interstate rehabilitation, interstate widening, interstate interchange improvements, bridge over railroad, railroad coordination, utility coordination, multi-phase MOT while maintaining traffic.



3. SC 85 (Business I-85) Bridge Replacements / Exit 4A Interchange – Spartanburg County, SC

Key Personnel Role:

Senior Project Manager

Experience with Current Firm:

No, Parrish & Partners

Project/Assignment Duration:

Project 2016-2024 Est. | Assigned 2016-2023

Owner Contact Information:

SCDOT, Kit Scott, PE | ScottKD@SCDOT.org | 803-737-1138

Design/Construction Value:

\$26 Million

Project Description: This project includes two replacement bridges on SC 85 (Business I-85) over S-995 (Buffington Road) / Norfolk Southern Railroad (Exit 4A) and S-2 (Howard Street). It involves widening a 1.35-mile corridor along SC 85, modifications to Exit 4A interchange and local intersections, and replacing two bridges that cross S-995 (Buffington Road), Norfolk Southern Railroad, and S-2 (Howard Street). The more than 30,000 vehicles per day that travel SC 85 was detoured onto I-26 and I-85 to allow for a significant reduction in project cost and overall construction time. Cameron served as the Senior Project Manager responsible for design operations.

Similarities to I-77 New Exit 26 Interchange: Interchange modification along SC 85 (former Business 85), bridge over Norfolk Southern Railroad with coordination, traffic analysis/design including MOT for interstate level daily traffic volumes, roadway widening with MSE retaining walls.



4. Emergency Bridge Replacement Package 3 – Fairfield, Florence, and Newberry Counties, SC

Key Personnel Role:

Design Project Manager / Lead Design Engineer

Experience with Current Firm:

No, Parrish & Partners

Project/Assignment Duration:

Project 2015-2016 | Assignment 2015-2016

Owner Contact Information:

SCDOT, Michael Hood, PE | HoodML@SCDOT.org | 803-737-3485

Design/Construction Value:

\$7.4 Million

Project Description: This Design-Build project included the replacement of three bridges that were damaged beyond repair as a result of the severe flooding that occurred in October of 2015. These bridges included SC 34 over Heller's Creek in Newberry County, S-101 over Lake Wateree in Fairfield County and S-57 over Barfield Mill Creek in Florence County. Due to the significant public impact of the bridge closures, the bridges were replaced under an emergency order with an expedited schedule. All three bridges were constructed in 12 months with S-101 and S-57 being on-alignment construction and SC 34 being off-alignment staged construction. From NTP, released for construction design plans were completed in 40 days for S-101, 54 days for S-57, and 109 days for SC 34.

Similarities to I-77 New Exit 26 Interchange: Expedited schedule, utility coordination, right of way acquisition, bridge construction on primary route



h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Not applicable for Lead Design Engineer.



KEY INDIVIDUAL RESUME FORM

Brief Resume of Key Individual anticipated for the Project.

- a. Name & Title:
Michael Vey Close, Construction Manager
- b. Role of Key Individual for this Project:
Construction Manager
- c. Name of Firm with which you are now associated:
Archer Western Construction, LLC



- d. Years of Experience: With this Firm **16** Years With Other Firms **18** Years

Employment History:

Archer Western Construction, LLC: Superintendent – Construction Manager - Mike is responsible for reviewing plans, scheduling work, tracking job costs, managing daily construction operations and coordinating work with the owner's engineers. He is responsible for on-site safety management, subcontractor coordination and the supervision of all construction work. He provides direct supervision of construction staff and ensures compliance of all work with the project schedule. He provides training and guidance to field staff and is responsible for operational process improvements. 2012 – Present

Wright Brothers Construction Company, Inc.: Superintendent - Mike's responsibilities consisted of scheduling and coordinating subcontractors and crews while keeping work ahead of schedule and under budget. 2012

HRI Bridge: Superintendent - Mike was responsible for coordinating with subcontractors and suppliers, resourcing crews on pile driving, new bridge construction, and demolition of existing bridges. 2011

The Morris Group: Superintendent - Mike's responsibilities included managing construction operations, and scheduling and coordinating crews and subcontractors. He also served as a communication liaison with project owners by accurately tracking and verifying project quantities and helping negotiate additional works beyond the scope of the original bids. 2009-2011

Archer Western Contractors: Structure Superintendent - Mike oversaw construction operations on several complex interstate, interchange, and bridge projects in Florida with responsibilities that included planning, coordinating subcontractors and resourcing structure crews on soundwalls, piledriving, MSE walls, and demolition of existing bridges. He managed a slipform crew that traveled around the state slipping barrier walls, and curb and gutter. (2004-2009)

Gilbert Southern/Kiewit: Foreman - Mike began his employment as a carpenter on projects located in the southeast region. His responsibilities included forming and constructing concrete girder and steel beam bridges, box culverts, sound walls, metro rails, concrete road paving, restructuring tollbooths, pump station rehab, and weigh stations. He was subsequently promoted to foreman, managing crews and their productivity and safety. (1995-2004)

Clark Bridge Construction: Carpenter - Mike worked as a carpenter on bridge projects and his responsibilities included constructing formwork, tying rebar, pouring concrete, and setting concrete girder and steel beam bridges. He operated a variety of heavy equipment including loaders, excavators, bulldozers, man lifts, and forklifts. (1993-1995)

Les Liller Construction: Carpenter - Mike was a carpenter building houses where he helped frame residential structures, moved materials around jobsites using a loader and helped produce quality builders in the local market. (1989-1993)

- e. Education: N/A

- f. Active Registrations: N/A

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

1. NCDOT I-26 Reconstruction - Asheville, NC

Key Personnel Role: Construction Manager (Structures)
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2019 – 2024 | Assigned 2021 – Present
Owner Contact Information: NCDOT | Michael Patton | mdpatton@ncdot.gov | 828-243-3244
Design/Construction Value: \$315 Million

Project Description: This bid-build project includes reconstruction and widening of an 8.6-mile portion of I-26 extending from US 64 west to the NC 280 interchange to enhance traffic flow in a geotechnically challenging environment. Scopes of work include utility coordination, noise wall construction, and demolition and reconstruction of 10 overpass and in-line bridges, two over Blue Ridge Southern Railroad lines and four over water. Also included are changing the I-26 and US 25 interchange from a diamond to a diverging diamond and two new bridges over tributaries to the French Broad River. Early constructability reviews revealed critical project phasing issues with the temporary and permanent drainage design; AWC worked with NCDOT to redesign the drainage plan, preventing six months of delay on the project. Mike manages sound wall crews from drilling to setting the panels and manages deep foundations excavation work on the project.

Similarities to I-77 New Exit 26 Interchange: Interchange bridge reconstruction, concrete paving, utility coordination & relocation, railroad coordination, barrier walls, erosion, and sediment control, MOT, major drainage system work, and multi-phase MOT.



2. FDOT Fuller Warren Bridge Expansion (I-95/I-10) – Jacksonville, FL

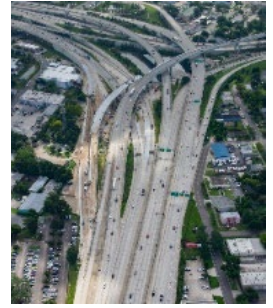
Key Personnel Role: Construction Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2017-2021 | Assigned 2018-2020
Owner Contact Information: Eisman & Russo (FDOT CEI Owner's Rep) | John Kemp, PE | jkemp@eismanrusso.com | 904-398-9377



Design/Construction Value: \$129 Million

Project Description: AWC designed and constructed operational improvements to the existing interchange at the Fuller Warren Bridge at I-95 and I-10. Roadway improvements included widening, new ramp construction, shoulder reconstruction, construction of a new parking lot and a raised grass median. Structure improvements included new bridge crossings, existing bridge widening, and partial removal of an existing bridge. Improvements to drainage, geotechnical, traffic control, utilities and right-of-way were included as well. Mike oversaw land-based crews that built slipform barrier walls, poured concrete paving, widened the flyovers connecting I-10 and I-95, maintained traffic, and performed numerous traffic shifts.

Similarities to I-77 New Exit 26 Interchange: Design-build, interchange bridge work, concrete paving, bridges over interstate, utility coordination & relocation, barrier walls, major drainage system work, multi-phase MOT, erosion and sediment control.



3. FDOT Daytona I-95/I-4 Interchange – Daytona Beach, FL

Key Personnel Role: Construction Manager
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2014-2018 | Assigned 2016-2017
Owner Contact Information: Jacobs Engineering (FDOT CEI Owner's Rep) | Robert Parker | Robert.parker@jacobs.com | 904-449-0923



Design/Construction Value: \$230 Million

Project Description: This 14-mile-long widening and reconstruction project consisted of widening the existing four-lane I-95 to a six-lane interstate highway from north of FL SR-44 to north of US 92 and tying into the ongoing project to the south. Work included reconstruction of the systems interchange with I-4, I-95 and US 92, safety improvement on the southbound exit ramp to FL SR-44, pavement widening, drainage system improvements, bridge replacement, retaining walls, highway lighting, ITS system modifications, median barriers, signing, pavement markings, signalization, and milling and resurfacing. Mike was responsible for all operations involving the demolition and construction of barrier walls and bridges on the project, managing and coordinating both AWC staff and subcontractors.

Similarities to I-77 New Exit 26 Interchange: Design-build, interstate and interchange bridge work, concrete paving, utility coordination & relocation, barrier walls, major drainage system work, multi-phase MOT, and erosion and sediment control.



4. I-95 Overland Bridge Replacement – Jacksonville, FL

Key Personnel Role: Superintendent
Experience with Current Firm: Yes, Archer Western
Project/Assignment Duration: Project 2012-2015 | Assigned 2013-2015
Owner Contact Information: Eisman & Russo (FDOT CEI Owner's Rep) | John Kemp, PE | jkemp@eismanrusso.com | 904-398-9377



Design/Construction Value: \$176 Million

Project Description: This project consisted of the replacement of the Overland Bridge and 2.5 miles of widening I-95. Additional improvements within the project limits included the reconstruction of I-95, reconstruction of the southbound collector/distributor (CD) road, construction of a new northbound CD road, construction to convert a partial interchange to a full interchange providing all traffic movements between I-95, Atlantic Boulevard, and Philips Highway, and realignment of Atlantic Boulevard in the vicinity of I-95. The project also included the construction of 12 new bridges (including third-level flyovers) and three bridge widenings. The roadway reconstruction was made up of concrete pavement and included substantial MSE walls and complex multi-phase maintenance of traffic plan. As the Superintendent, Mike was responsible for managing the field crews for the structures, walls, and roadway (PCCP), including subcontractors.

Similarities to I-77 New Exit 26 Interchange: DB, Utility & RR Coordination, ROW Coordination, Public Relations, Major Stakeholder Coordination, Interstate Bridge Construction & Rehabilitation, Interstate Widening, Working Adjacent to Environmentally Sensitive Areas, Concrete Paving, Asphalt Paving / Slope Corrections, Intricate MOT, Construction of drainage systems with necessary sediment and erosion control measures, Reconstructing adjacent service (CD) roads



h. For Key Personnel required to be on-site full-time for the duration of construction, provide a current list of assignments, role, and the anticipated duration of each assignment. Mike is currently assigned to the I-26 Reconstruction project in Asheville, NC. That project's anticipated completion date is in July 2024. He will be assigned to serve full-time and on-site as Construction Manager for the I-77 project upon award.





Submitted by:



The AWC-ICE Team



WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: I-77 Widening & Rehab. (MM 15-27) Location: Richland County, SC	Name: Infrastructure Consulting & Engineering, PLLC 	Name of Owner: SCDOT Project Manager: John Burns, Jr., PE, DBIA Phone: 803-699-5068 Email: burnsjm@scdot.org	Construction: 12/2018 Design: 03/2017	\$90,318	\$58,707
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<p>Project Description: This design-build project consists of widening NB and SB I-77 in Richland County with one additional lane in each direction beginning between SC12 (Percival Road) and I-20 and terminating near the S-52 (Killian Road) interchange, a distance of approximately 6.5 miles.</p> <p>There are 10 bridges along the project site that will also be rehabilitated and widened including the mainline bridges (5 dual bridges), two of which are stream/lake crossings. Finally, the project includes 12 miles of interstate rehabilitation along SB I-77 from Percival Road to S-59 (Blythewood Road) and interstate rehabilitation along NB I-77 from Percival Road to Killian Road.</p> <p>AWC and the Design Team worked closely with its internal public relations staff to assist SCDOT in maintaining a positive public image and developed a plan for addressing critical events that affected the community. The plan provided direction for public involvement activities and public information dissemination for the DB Team.</p> <p>Key Individual name/role/time on the project: David Moyar, Jr. (AWC – Project Manager 2016-2018). Lead Design Firm, ICE included discipline leaders also proposed for I-77 New Exit 26 Interchange: Aaron Livingston, PE (Roadway Lead 2015-2019), Michael Valiquette (Geotechnical Lead 2016-2018), Ronnie Smoak, PE (Hydro Engineer 2016-2018), and Lynda Monroe (Public Relations Lead 2016-2018).</p>			<div><p><u>SIMILARITIES to I-77 New Exit 26 Interchange</u></p><ul style="list-style-type: none">✓ Same Corridor✓ Same Design Build Team (AWC & ICE)✓ Design-Build✓ Utility Coordination✓ Railroad Coordination✓ Public Relations✓ Interstate Widening✓ Working Adjacent to Environmentally Sensitive Areas✓ Concrete Paving✓ Asphalt Paving / Slope Corrections✓ Bridge Rehabilitation✓ Construction of drainage systems with necessary sediment and erosion control measures✓ Intricate Maintenance of Traffic</div> 		
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractor/Major Sub-contractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractor/Major Sub-contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
AWC started construction on time with USACE and SCDHEC NOI permits in hand, the latter of which was acquired early due to partnering with SCDOT. AWC managed all issues that arose promptly to minimize delays and continued to partner with the SCDOT throughout the construction duration to eliminate claims, disputes, and litigation. There were no claims, disputes, or litigation/arbitration on this project as it relates to design.					
i. Quality Initiatives. Discuss AWC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>Quality initiatives included:</p> <ul style="list-style-type: none">• Schedule Control – AWC used their standard schedule monitoring protocols (3-week look ahead, 90 day look ahead, monthly updates), weekly review of upcoming activities kept critical activities in forefront• Extensive Utility Coordination: AWC DB Team coordinated closely with utility owners of commercial, industrial, and residential land uses. All utility conflict points were identified and the DB Team provided designs that avoided conflicts with utilities where possible and minimized impacts where conflicts could not be avoided.• QC/QA of Design – All submittals went through comprehensive QC review by design production squads and discipline leads. ICE used QA Review Team that included Peter Graf (structures), Larry Cook (Roadway), Jonathan Scarce (Hydro) and Michael Valiquette (Geotech)• Constructability Reviews - AWC’s management provided constructability reviews of all submittals prior to their submission to the SCDOT• QC Team: Quality Manager and the senior inspector were involved during the design process providing input on the inspection process, ensuring that all testing requirements were met or exceeded. Same QC team lead inspection on the project for the duration of construction. The QC team participated in all owner and project schedule meetings to verify correct inspection coverage, plans, and appropriate documentation were provided to the SCDOT.• Work Plan Preconstruction Meetings: AWC instituted work plan review meetings prior starting major activities. Also included SCDOT (including staff from headquarters), the QC and QA teams, and safety personnel, these meetings aided in successfully identifying risks related to quality, safety, and schedule prior to the start of work					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					





WORK HISTORY AND QUALITY FORM – CONTRACTOR


a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: Zoo Interchange Location: Milwaukee, WI	Name: HNTB/CH2M/Kapur & Associates <i>(this was a tri-venture)</i>	Name of Owner: WisDOT Project Manager: Tom Collins, Collins Engineering (CM) Phone: (414) 349-8983 Email: tmcollins@collinsengr.com	Construction: 09/2018 Design: 01/2016	\$324,824	\$185,150
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><p>Project Description: This \$325M, nine-mile, multi-bridge replacement project in Milwaukee reconstructed the core of the interchange where a total of 350,000 vehicles travel through each day. As the largest interstate system interchange in the state of Wisconsin, the Zoo Interchange project is a four-level interchange that serves as the meeting point of the I-41 and I-94 highways. The work included construction of 25 new bridges and structures, 904 storm sewer structures, 31 retaining wall structures, 10 sound walls, 534,000 square yards of concrete pavement, 2M CY of earth excavation, 8,800 tons of structural steel, and 100 new updated traffic signals. Daily coordination of complex construction issues across a large, multi-discipline project team was required, as well as coordination with the Wisconsin DOT, FHWA, utility companies, and the public. The AWC team coordinated with adjacent projects to ensure continuity of maintenance of traffic, utility coordination, and public information. The site is adjacent to mainly industrial and commercial areas with nearby residential neighborhoods, schools, local businesses, retailers, and tourist venues throughout the corridor. The Wisconsin State Fair Park lies just east of the interchange and exceeds a million annual visitors. Miller Park, home of the Milwaukee Brewers, also lies just a few miles east, which attracts thousands of visitors coming through the interchange on game days. The Milwaukee Zoo is nestled into the northwest side of the interchange. As a significant bi-state transit hub, over \$50B worth of freight runs through the interchange annually.</p><p>Affiliated Company: Completed by AWC's affiliate company Walsh Construction Company II, LLC. Walsh Construction Company and Archer Western are both part of The Walsh Group. The Archer Western affiliate companies share all resources including executive management staff, corporate oversight, project personnel, management systems, fleet equipment, estimating, quality control and safety personnel/systems, accounting/cost control procedures, financial and bonding, and small business programs.</p><p>Key Individual name/role/time on the project: Michael Kann (AWC Project Engineer 2015-2017)</p></div> <div><div><p><u>SIMILARITIES to I-77 New Exit 26 Interchange</u></p><ul style="list-style-type: none">✓ Utility Coordination✓ Railroad Coordination✓ ROW Coordination✓ Public Relations✓ Major Stakeholder Coordination✓ Interstate Widening✓ Interstate Interchange Bridges✓ Working Adjacent to Environmentally Sensitive Areas✓ Concrete Paving✓ Asphalt Paving / Slope Corrections✓ Bridge Rehabilitation✓ Construction of retaining walls✓ Construction of drainage systems with necessary sediment and erosion control measures✓ Intricate Maintenance of Traffic</div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractor/Major Sub-contractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractor/Major Sub-contractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>In 2016-2017, poor weather delayed the start of the steel fabrication with a waterfall effect on critical ramp construction. In response, AWC re-developed and maintained a detailed CPM schedule that tracked both delays and mitigating actions. The CPM included more than 4,600 activities, with some detailed to the hour. Accurate monthly updates tracked progress and forecast future work. This high level of detail and lean scheduling process, along with daily and weekly communication with WisDOT, ensured all 23 interim completion dates were met. As a result, AWC recovered nearly four months of delays, and ramps opened as planned—improving the flow of heavy traffic through the busy exchange at the start of the summer travel season. AWC took only one potential claim to the dispute resolution board, which was resolved.</p> <p>Overall, AWC and the project owner leveraged the positive, effective working relationship that was in place prior to the start of this project to avoid delays, claims, dispute proceedings, litigation, and arbitration.</p>					
i. Quality Initiatives. Discuss AWC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>All design submittals went through comprehensive QC review by the design production squads and discipline leads. AWC’s project management, design-build coordinator, and construction managers provided constructability reviews on all submittals prior to their submission to the WisDOT and their CEI firm. AWC had an internal QC team that worked with the independent Construction Quality Assurance Manager and the senior inspectors coordinating the inspection process, ensuring that all testing requirements were met or exceeded. The entire QC team participated in all owner and project schedule meetings to verify correct inspection coverage, plans, and appropriate documentation were provided to the WisDOT. AWC used pre-activity planning meetings prior starting major activities. Meetings included WisDOT, the QC and QA teams, and safety personnel. To meet critical quality specifications, AWC and WisDOT developed a substantial testing regime for the drilled shaft work on the I-94 UPRR overcrossing. AWC provided test shafts to WisDOT at actual diameters to prove means and methods. The acceptance of the test and production shafts included crosshole sonic logging (CSL) and thermal integrity profile (TIP) testing. AWC DB Team coordinated the relocation of seven overhead 138-kV transmission lines (roughly 11 miles of cable) as one of the earliest work packages.</p> <p>The AWC team submitted a Value Engineering Cost Proposal (VECP) to increase the size of the pipe to a standard pipe size of 96 IN. As a result, we were successful in accelerating this portion of the work by six weeks while yielding a net decrease in materials/pipe costs.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					




WORK HISTORY AND QUALITY FORM – CONTRACTOR

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify AWC’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 AWC (in thousands)
Name: I-95 Overland Bridge Location: Jacksonville, FL	Name: RS&H	Name of Owner: FDOT Project Manager: Mr. Greg Evans, PE Phone: 386-967-7800 Email: greg.evans@dot.state.fl.us	Construction: 02/2018 Design: 10/2015	\$164,559	\$114,718
g. Narrative describing the work performed by AWC. If submitting work completed by an affiliated or subsidiary company of AWC, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
<div><p><u>Project Description:</u> AWC was the Design Builder and Prime Contractor on this 2.5 mile long interstate highway widening and reconstruction project. This project consists of the design and construction for the replacement of the I-95 Overland Bridge in Jacksonville, Florida. Improvements within the project limits include the reconstruction of I-95, reconstruction of the southbound Collector/Distributor (CD) Road, construction of a new northbound CD Road, construction to convert a partial interchange to a full interchange providing all traffic movements between I-95, Atlantic Boulevard and Philips Highway, and the realignment of Atlantic Blvd. in the vicinity of I-95. The improvements also include the construction of 12 new bridges (including third level flyovers) and three bridge widenings. The roadway reconstruction is concrete pavement, and includes substantial MSE walls and complex multi-phase maintenance of traffic plan.</p><p>Public interest in the project was high due to the number of stakeholders in the downtown and surrounding areas. There are five local hospitals located on this section of I-95 and access was not impacted. Additionally, I-95 serves as a main hurricane evacuation route so maintaining all lanes of traffic during construction was imperative. AWC had to work within a R/W acquisition schedule established by FDOT for several parcels through the first year of construction.</p><p><u>Key Individual name/role/time on the project:</u> David Moyar, Jr. (AWC – Sr. Project Manager 2013-2015) and Mike Close (AWC – Superintendent 2013-2015).</p></div> <div><div><p><u>SIMILIARITIES to I-77 New Exit 26 Interchange</u></p><ul style="list-style-type: none">✓ Design-Build✓ Utility Coordination✓ Railroad Coordination✓ ROW Coordination✓ Public Relations✓ Major Stakeholder Coordination✓ Interstate Bridge Construction & Rehabilitation✓ Interstate Widening✓ Working Adjacent to Environmentally Sensitive Areas✓ Concrete Paving✓ Asphalt Paving / Slope Corrections✓ Intricate Maintenance of Traffic✓ Construction of drainage systems with necessary sediment and erosion control measures✓ Reconstructing adjacent service (CD) roads</div><div></div></div>					
h. Self-Assessment. The information provided in this section should be a self-assessment of AWC’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>This was FDOT District 2’s most visible design-build project which AWC delivered on time, on budget and with zero claims.</p> <p>The project was segmented by disciplines (Structure, Roadway, Civil), each with its own supervisory staff providing greater oversight and the ability to plan for, recognize, and react to potential issues.</p> <p>AWC self-performed all of the items of work that were on the critical path (concrete paving, bridge reconstruction/widening, storm drainage, concrete barrier wall). This provided greater schedule and quality control contributing to the project’s on time delivery.</p>					
i. Quality Initiatives. Discuss AWC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>Through the ATC process the MOT sequence was improved to reduce the number of traffic shifts, a redesigned interchange reduced the overall project schedule, and a focus on minimizing impacts to the mainline I-95 traffic was instituted.</p> <p>The work zone was separated from traffic by a temporary concrete barrier which provided a safer environment for both the traveling public and the workers.</p> <p>During pre-award development of the project, the design-build team developed numerous innovations through the Alternative Technical Concept (ATC) process that resulted in significant schedule and cost savings. Innovations included:</p> <ul style="list-style-type: none">✓ A ramp alignment switch that eliminated an 800-foot-long bridge, reduced thousands of vehicular weave movements, and improved ramp geometry and stopping sight distance.✓ Restacking of the US 90/US 1 interchanges, which simplified and reduced construction phasing and MOT operations, eliminated a 500-day utility relocation outage, and significantly reduced MSE wall height.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, AWC shall provide a detailed explanation below.					
Not Applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project construction	c. Contact information of the Client & their Project Manager who can verify ICE, PLLC’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 ICE, PLLC (in thousands)
Name: I-26 Widening MM 85 to 101 Location: Richland, Lexington, and Newberry Counties, SC	Name: Archer United, JV (Archer is the lead contractor for JV) 	Name of Owner: SCDOT Project Manager: Brad Reynolds, PE Phone: 803-737-1440 Email: reynoldsbs@scdot.org	Construction: 12/2024 Design: 12/2021	\$465,000	\$23,186
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE was the lead designer or a sub-consultant.					
<p>Project Description: This Design-Build project includes 16 miles of widening and reconstruction, three new interchanges, and eight overpasses north of Columbia from mile marker 85 to 101. ICE is the Lead Engineer and will provide all engineering services as well as quality control inspection during construction. This project will reconstruct pavement, increase capacity, and upgrade interchanges and overpass bridges to meet state and federal design requirements. SCDOT intends to widen I-26 from four lanes to eight lanes from approximately Exit 101 (US 176) to just west of Exit 97 (US 176) and from four lanes to six lanes from just west of Exit 97 (US 176) to just west of Exit 85 (SC 202) in Richland, Lexington, and Newberry Counties. Interchanges will be improved at Exit 97 (US 176), Exit 91 (S-48), and Exit 85 (SC 202). Overpass bridges will be replaced at Koon Road, Shady Grove Road, Mt. Vernon Church Road, Old Hilton Road, Peak Street, Holy Trinity Church Road, and Parr Road. The weigh station at mile marker 94 westbound will also be upgraded. The design/permitting phase will occur during 2019/2020. This project was separated into three segments. Segment 1 is 5.4 miles long and consists of an 8-lane mainline section with a DDI Interchange at US 176 - Broad River Road (Exit 97) and two crossroad structure replacements at Shady Grove and Koon Road. Segment 3 is 5.93 miles long and consists of an 6-lane mainline section with an interchange improvement at SC 202 (Exit 85) and three crossroad structure replacements at Parr Road, Holly Trinity Church Road and Peak Street.</p>		<p>Office Location where the Work was Performed: West Columbia, SC (ICE Corporate Office). Services provided by ICE: Project Management, Structural Design, Roadway Design, Drainage Design, Geotechnical Engineering, Environmental Permitting, Utility Coordination, ITS, and Quality Control Inspections.</p>		<p>Key Individual name/role/time on the project: David Moyar (AWC PM 2019-2022) and Michael Kann (AWC Assistant PM 2020-Present). ICE Discipline Leads proposed also served on this project: Aaron Livingston, PE (Lead Roadway 2019-present), Ray Spence, PE (Lead Structures 2019-2021), Ronnie Smoak, PE (Lead Hydro 2019-Present), Barrett Stone (Lead Environmental 2019-Present), Lynda Monroe (Public Information 2019-Present), Daniel Ruczko, PE (QC Inspector 2019-present), and Matthew Cox (Utility Coordinator 2019-2021).</p>	
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify with firms or personnel that have successfully completed projects on time and on or under budget, and to identify ICE’s records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
ICE began all pre-construction planning and activities as soon as the determination of best value team in May 2019. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has <u>met every one of its contract and submittal deliverables</u> and in accordance with the approved CPM schedule by SCDOT.					
i. Quality Initiatives. Discuss ICE, PLLC’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.					
ICE implemented a comprehensive QC/QA program for all of the design, environmental, traffic planning and utility relocation submittals to SCDOT to assure timely and quality submittals. In addition to independent quality review by a separate QA Team, the construction JV also performed detailed “constructability” reviews in order to minimize RFI and construction issues during construction. Additionally, ICE developed Concept work zone traffic control plans which was submitted for the entire project (all 3 segments) to ensure continuity between adjacent segments. Pavement innovation included the re-use of synthetic CMRB with 3 to 4 inches of HMA to be used as temporary pavement and later be used as base course for the permanent PCC pavement. This adaptation allowed AUJV to save nearly \$10M of cost savings and provide additional variable scope items for enhanced value and innovation. Finally, AUJV/ICE developed a revised MOT plans to eliminate the “counterflow” traffic pattern in Segment 2 and Segment 3, for the construction of a safer and more efficient project.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.					
Not applicable					

WORK HISTORY AND QUALITY FORM – DESIGNER

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 ICE, PLLC’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 ICE, PLLC (in thousands)
Name: Carolina Crossroads Phase 1 Location: Richland & Lexington Counties, SC	Name: Archer United, JV (Archer is the lead Contractor for JV) 	Name of Owner: SCDOT Project Manager: Chris Lacy, PE Phone: 803-737-1419 Email: lacycr@scdot.org	Construction: 10/2024 Design: 11/2022	\$207,900	\$12,200
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p>Project Description: This first phase of Carolina Crossroads consists of the re-design and construction of a new fully directional interchange for Colonial Life Boulevard at I-126 implementing the use of the two existing Colonial Life Boulevard Ramp Bridges over I-126 and Arrowwood Road. The scope also included improvements on I-26 and I-126 with three new bridges. ICE is the Lead Design Firm responsible for the overall design management and coordination. The two ramp bridges at Colonial Life Boulevard over I-26 and Arrowwood Road were originally scoped to be demolished, but they were successfully retained and rehabilitated by ICE’s design staff via the Design-Build Alternative Technical Concept (ATC) process. The Team developed several innovative and unique approaches to address the purpose and goal and determined that a semi-directional interchange concept is safer and operationally more efficient. Additionally, the Maintenance of Traffic (MOT) Plan was developed with the specific goal of minimizing traffic shifts and temporary lane closures, and it maintains a minimum of three lanes in the east and westbound directions while widening and median work is being performed. The plan also includes utilizing an “off-alignment” construction scheme to eliminate the closure of the existing ramps and minimize the number of traffic stages.</p> <p>Office Location where the Work was Performed: ICE former Corporate Office and now CCR Construction Office (1021 Briargate Circle Columbia, SC) and ICE current Corporate Office (110 Midlands Court, West Columbia, SC)</p>			<div><p>Services Provided by ICE: Design Management, Roadway Design, Drainage Design, Structures Design, Geotechnical and Bridge Foundation Design, Signal Design, Signing and Pavement Marling, MOT Plans, Public Relation Support, Construction Support and QC Inspection and Testing Services.</p><p>Key Individual name/role/time on the project: No key individuals. However, ICE Discipline Leads proposed also served on this project: Aaron Livingston, PE (Lead Roadway 2021-Present), Ray Spence, PE (Lead Structures 2021-2022), Ronnie Smoak, PE (Lead Hydro 2021-2023), Barrett Stone (Lead Environmental 2021-2023), Jenny Germuth, PE (Railroad Coordination 2021-2023), Matthew Cox (Utility Coordinator 2021-Present), and Lynda Monroe (Public Information 2021-Present).</p></div>		
<p>h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.</p> <p>ICE began all pre-construction planning and activities as soon as the determination of best value team in April 2021. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has <u>met every one of its contract and submittal deliverables</u> and in accordance with the approved CPM schedule by SCDOT. All final roadway/drainage and structures packages are completed. SCDOT and ICE implemented an “Over the Shoulder” (OTS) process from the beginning of the design phase which proved to be invaluable in resolving any outstanding design items on a weekly/bi-weekly basis.</p>					
<p>i. Quality Initiatives. Discuss ICE, PLLC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.</p> <p>The ICE Design Team submitted 15 Formal Alternate Technical Concepts (FATCs) that includes innovative design solutions to help save the Department time and money. Fourteen (14) FATCs were approved by SCDOT. The significant innovation was the layout of the interchange with its directional interchange coupled with a DDI style cross-over signal. The interchange Layout proved to be safer (\$14.7 Million of safety benefits for 2024-2060) and operationally more efficient (\$55.7 Million safety benefits for 2024-2060) than the MSA option of tight diamond. On the outset of the Project, AUJV submitted a comprehensive list of cost saving ideas of over \$10 million.</p>					
<p>j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.</p> <p>Not Applicable</p>					

WORK HISTORY AND QUALITY FORM – DESIGNER

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 ICE, PLLC’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 ICE, PLLC (in thousands)
Name: Carolina Crossroads Phase 2 Location: Richland County, SC	Name: Archer United, JV (Archer is the lead Contractor for JV) 	Name of Owner: SCDOT Project Manager: Chris Lacy, PE Phone: (803) 737-1419 Email: lacycr@scdot.org	Construction: 02/2025 Final Design: 11/2022	\$127,000	\$7,648
g. Narrative describing the work performed by ICE, PLLC. Include the office location(s) where the design work was performed and whether ICE, PLLC was the lead designer or a sub-consultant.					
<p>Project Description: This second phase of Carolina Crossroads consists of the re-design and construction of the interchange at I-20 and Broad River Road (US 176). As the Lead Design Firm on the AUJV Design Build Team, ICE designed a highly innovative Offset Diverging Diamond Interchange (ODDI). ICE is responsible for the overall design management and coordination of the project. The Team developed several unique approaches to address the purpose and goal and determined that an offset DDI was both safer and operationally more efficient than the original MSA concept of SPUI. This new design is intended to reduce the number of accidents by enhancing the safety operations at the interchange and reducing long-term maintenance by decreasing the overall bridge area by 19,138 square feet. The Maintenance of Traffic Plan was developed with the specific goal of minimizing traffic shifts and temporary lane closures, and limiting construction phases for I-20, US 176, and the surrounding roadway network. ICE’s approach maintains all lanes along I-20 and US 176 while widening, median, and bridge work are being performed.</p>			<div><p><u>SIMILARITIES to I-77 New Exit 26 Interchange</u></p><ul style="list-style-type: none">✓ Same Team (AWC & ICE)✓ Design-Build✓ Major Utility Coordination✓ Major “Wet” and “Dry” Utility Relocations✓ ROW Acquisition✓ Public Relations✓ Overpass Bridge Construction✓ Interstate Widening✓ Asphalt Paving / Slope Corrections✓ Intricate Maintenance of Traffic✓ IMR Revision and NEPA re-evaluation (ATC Driven)✓ Major Retaining Walls✓ Construction of drainage systems with necessary sediment and erosion control measures✓ HAZMAT Studies / Compliance✓ Urban Roadway Widening (similar to US 21)</div> 		
<p>Office Location where the Work was Performed: ICE former Corporate Office and now CCR Construction Office (1021 Briargate Circle, Columbia, SC) and ICE current Corporate Office (110 Midlands Court, West Columbia, SC) Services Provided by ICE: Design Management, Roadway Design, Drainage Design, Structures Design, Geotechnical and Bridge Foundation Design, Signal Design, Signing and Pavement Marling, MOT Plans, Public Relation Support, Construction Support and QC Inspection and Testing Services.</p> <p>Key Individual name/role/time on the project: No key individuals. However, ICE Discipline Leads proposed also served on this project: Aaron Livingston, PE (Lead Roadway 2021-2023), Ray Spence, PE (Lead Structures 2021-Present), Ronnie Smoak, PE (Lead Hydro 2021-Present), Barrett Stone (Lead Environmental 2021-2023), Matthew Cox (Utility Coordinator 2021-2023), Mohan Atluri, PE, PTOE (Traffic Lead 2021-2022), and Lynda Monroe (Public Information 2022-Present).</p>					
h. Self-Assessment. The information provided in this section should be a self-assessment of ICE, PLLC’s performance on the project to identify Lead Designers/Major Sub-consultants with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Designers/Major Sub-consultants that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
<p>ICE began all pre-construction planning and activities as soon as the determination of best value team in August 2021. ICE allocated proper resources to ensure the timely submission of all design, environmental, traffic planning and utility relocation submittals. ICE has met every one of its contract and submittal deliverables and in accordance with the approved CPM schedule by SCDOT. All final roadway/drainage and structures packages are completed. SCDOT and ICE implemented an “Over the Shoulder” (OTS) process from the beginning of the design phase which proved to be invaluable in resolving any outstanding design items on a weekly/bi-weekly basis.</p>					
i. Quality Initiatives. Discuss ICE, PLLC’s quality initiatives including, but not limited to, cost control, schedule management and adherence, avoidance of claims, and other pertinent initiatives enhancing quality on the project.					
<p>The ICE Design Team submitted 10 Formal Alternate Technical Concepts (FATCs) which included innovative design solutions to help save the Department time and money. All Ten (10) FATCs were approved by SCDOT. The significant innovation was the layout of the interchange using the offset DDI and the elimination of the proposed underpass “tunnel” under US 176 - which was replaced with a braided ramp structure to the west of US 176. The ODDI proved to be safer (\$36.8M safety benefits for 2024-206) and operationally more efficient (\$50.8 Million in User Delay Savings for 2024-2060) than the MSA SPUI option. At the outset of the Project, AUJV submitted a comprehensive list of cost-saving ideas of over \$4 million.</p>					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, ICE, PLLC shall provide a detailed explanation below.					
Not Applicable					



Submitted by:



The AWC-ICE Team

Appendix C

WORK HISTORY AND QUALITY FORM – CONTRACTOR

Archer Western Construction

a. Project Name & Location (City, State)	b. Name of lead responsible for the overall project design or construction	c. Contact information of the Client & their Project Manager who can verify Contractor’s responsibilities	d. Actual or Estimated Construction & Professional Services Completion Date	e. Actual or Estimated Project Construction Cost (in thousands)	f. Dollar Value of Work Performed by Contractor (in thousands)
I-95 Concrete/Paving Doral, FL	Archer Western Construction, LLC (Designed by GAI Consultants, Inc.)	Name of Owner: Florida DOT Project Manager: Joan Fabian Phone: (305) 968-4921 Email: joan.fabian@dot.state.fl.us	Professional Services: 01/2017 Construction: 04/2020	\$92,668	\$63,014
g. Narrative describing the work performed by the Contractor. If submitting work completed by an affiliated or subsidiary company of the Contractor, identify the full legal name of the affiliate or subsidiary and their role on the Project.					
This project consisted of concrete and asphalt pavement demolition, concrete paving, asphalt paving, drainage modifications, and MOT and erosion control on or near I-95 in Miami, FL. Work included the removal and replacement of concrete pavement within the established project limits, the removal of all asphalt shoulder pavement, and the replacement of asphalt shoulder pavement with full-depth concrete shoulder pavement. Milling and resurfacing of the entrance and exit ramps and flexible pavement on the impacted ramps between NW 29th Street and NW 79th Street were also completed. Key Individuals: None.					
h. Self-Assessment. The information provided in this section should be a self-assessment of Contractor’s performance on the project to identify Lead Contractors/Major Subcontractors with firms or personnel that have successfully completed projects on time and on or under budget, and to identify Lead Contractors/Major Subcontractors that have records of managing contracts to minimize delays, claims, dispute proceedings, litigation, and arbitration.					
Not applicable.					
i. Quality Initiatives. Discuss the Team’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.					
Not applicable.					
j. For each question in Section 3.5.2 of the RFQ for which a “Yes” answer was provided, Contractor shall provide a detailed explanation below.					
<p>Has the Lead Contractor been cited by OSHA for violations deemed serious, willful, or repeated?</p> <p>Yes.</p> <p>On February 4, 2018, two Archer Western employees working in an excavation suffered fatalities when a concrete barrier wall adjacent to the excavation collapsed. This incident occurred on the Miami I-95 Concrete Paving Design Build Project in Miami, Florida, where Archer Western Construction, LLC was the prime contractor. (Ref OSHA Inspection Number 1293032.015). As a result of the incident, OSHA issued a Citation and Notification of Penalty dated August 1, 2018, alleging three (3) “Serious” violations against Archer Western. Specifically, in its Citation dated August 1, 2018, OSHA alleged that Archer Western violated the following regulations:</p> <ul style="list-style-type: none">1926.21(b)(2): The employer shall instruct each employee in the recognition and avoidance of unsafe conditions and the regulations applicable to his work environment to control or eliminate any hazards or other exposure to illness or injury.1926.651(i)(1) Where the stability of adjoining buildings, walls, or other structures is endangered by excavation operations, support systems such as shoring, bracing, or underpinning shall be provided to ensure the stability of such structures for the protection of employees.1926.651(k)(1) Daily inspections of excavations, the adjacent areas, and protective systems shall be made by a competent person for evidence of a situation that could result in possible cave-ins, indications of failure of protective systems, hazardous atmospheres, or other hazardous conditions. An inspection shall be conducted by the competent person prior to the start of work and as needed throughout the shift. Inspections shall also be made after every rainstorm or other hazard increasing occurrence. These inspections are only required when employee exposure can be reasonably anticipated. <p>Archer Western contested these violations. Following subsequent discovery in this case, OSHA amended items 1 and 3 to reclassify the violations alleged to “Other-than-Serious.” Item 2 of the Citation remained a “Serious” violation. It is also important to note that Archer Western’s Carolinas Transportation Business Group has not been cited for any such violations.</p>					



AFFIDAVIT

The undersigned, being duly sworn, deposes and says that he is Andrew Douglas, PE Vice President for Archer Western Construction, LLC. He further states that Archer Western Construction, LLC has the financial capacity and resources necessary to complete the **I-77 New Exit 26 Interchange & Connecting Roads** design-build project as proposed in the Request for Qualifications issued by the South Carolina Department of Transportation.




Andrew Douglas
Vice President

State of: South Carolina

County of: Lexington

Signed and sworn before me this 28th day of December 2023 by Andrew Douglas, PE Vice President of Archer Western Construction, LLC.



Notary Public Signature

Lynda D. Monroe

Notary Public Name (Printed)

My Commission expires Oct. 09. 2033



(Notary Seal)



Travelers Bond
215 Shuman Blvd.
Naperville, IL 60563
Telephone: (630) 961-7052
Fax: (630) 961-7020

December 12, 2023

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

**RE: I-77 New Exit 26 Interchange and Connecting Roads Design-Build Project
Project ID P042443**

Dear Ms. Wright:

We have been advised that **Archer Western Construction, LLC** is submitting a Statement of Qualifications in response to the Request for Qualifications for the above mentioned project. **Travelers Casualty and Surety Company of America** is pleased to recommend **Archer Western Construction, LLC** as a professional, well-financed construction company.

Travelers Casualty and Surety Company of America is currently providing **Archer Western Construction, LLC** with bonding support of \$400 million dollars on single contracts and \$8 billion dollars for an aggregate work program. Thus, **Archer Western Construction, LLC** has the bonding capacity to be bonded for the project as proposed in the RFQ. Please be advised that any request or issuance of bonds will be subject to the review and approval of all contract terms, conditions and bond forms.

Travelers Casualty and Surety Company of America is authorized to transact business in all fifty (50) states with a Treasury Listing of \$224,944,000 and is rated A++ XV by A.M. Best Company.

Travelers Casualty and Surety Company of America is listed on the current U.S. Department of the Treasury Financial Management Service list of approved bonding companies.

Should you have any questions, or need additional information, please feel free to contact me.

Yours truly,

Travelers Casualty and Surety Company of America

By: _____
Patricia Collins, Attorney-in-Fact



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Patricia Collins** of **SARASOTA, Florida**, their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April**, 2021.



State of Connecticut

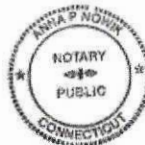
City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

On this the **21st** day of **April**, 2021, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2026




Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

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

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

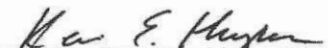
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice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

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

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this _____ day of _____,




Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.

Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.

APPENDIX E: ORGANIZATIONAL CONFLICT OF INTEREST CERTIFICATION



Submitted by:



The AWC-ICE Team

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.

 X Determined a potential organizational conflict of interest as follows:

Attach additional sheets as necessary.

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

Mr. Leland Colvin, PE was the Deputy Secretary for Engineering prior to his retirement on July 1, 2023, after 28 years of service. As part of his duties as Deputy Secretary for Engineering, he had oversight of the Alternative Delivery Office who is overseeing the procurement of the I-77 New Exit 26 Interchange project. Mr. Colvin began employment with Infrastructure Consulting & Engineering, PLLC (ICE) starting July 17, 2023. ICE is the Lead Design Engineering Firm for the AWC-ICE Team as one of the proposers for the I-77 New Exit 26 Interchange project. The procurement of design-build services did not begin until after Mr. Colvin's retirement from SCDOT.

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

As President / CEO of ICE you have ICE's utmost assurance that Mr. Colvin has been totally isolated from all details, discussions, and deliberations to finalize the Team's approach to its Statement of Qualifications. From the outset of his employment, he did not have access to any of the firm's I-77 New Exit 26 Interchange project data and his restricted access will remain. If AWC-ICE Team is awarded the contract, Mr. Colvin will not participate in any capacity on the Project in accordance with Section 7.10 of the RFQ. Attached Exhibit 1 (Mr. Colvin's affidavit) and Exhibit 2 (Elham Farzam's affidavit) further addresses steps and actions to mitigate any potential or perceived conflicts of interest that may exist with the employment of Mr. Colvin by ICE.



Signature

December 28, 2023

Date

Elham Farzam, PE / President / CEO

Print Name

Infrastructure Consulting & Engineering, PLLC

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.

Elham Farzam, PE / President / CEO

803.600.5591

Name

Phone

Infrastructure Consulting & Engineering, PLLC

Company

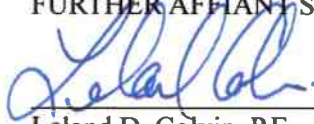
STATE OF SOUTH CAROLINA
COUNTY OF LEXINGTON

AFFIDAVIT OF
LELAND D. COLVIN

PERSONALLY appeared before me Leland D. Colvin, P.E., who, being duly sworn, deposes and states:

1. My name is Leland D. Colvin, P.E. I am making this affidavit from my own personal knowledge.
2. I am a professional engineer licensed (#20218) by the State of South Carolina.
3. I retired from the South Carolina Department of Transportation on July 1, 2023, after 28 years of service. I was the Deputy Secretary for Engineering at the time of my retirement.
4. On July 17, 2023, I began employment with Infrastructure Consulting & Engineering, PLLC (ICE) as Vice President – Special Projects.
5. At no point was my employment nor employment offer with ICE ever contingent on any contract with SCDOT including I-77 New Exit 26 Interchange project nor any other entity for that matter.
6. I have not participated in any of the pursuit meetings regarding the formation of the AWC-ICE Team's Statement of Qualifications.

FURTHER AFFIANT SAITH NOT.


Leland D. Colvin, P.E.

SWORN to before me this
28th day of December 2023



Lynda D. Monroe
Notary Public for Lexington, South Carolina
My Commission Expires: October 09, 2033




STATE OF SOUTH CAROLINA
COUNTY OF LEXINGTON

AFFIDAVIT OF
ELHAM FARZAM

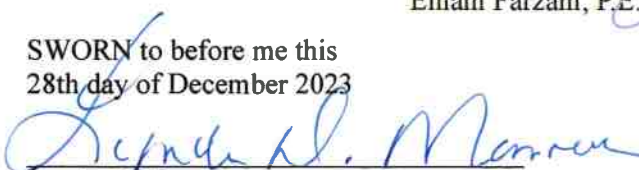
PERSONALLY appeared before me Elham Farzam, P.E., who, being duly sworn, deposes and states:

1. My name is Elham Farzam, P.E. I am making this affidavit from my own personal knowledge.
2. I have been a registered professional engineer in South Carolina (PE #10535) since July 13, 1985.
3. I have been practicing engineering for the last 43 years since graduating from college in December 1980.
4. I am the President & CEO and founding partner of Infrastructure Consulting & Engineering, PLLC (ICE), a consulting transportation engineering firm headquartered in Columbia, SC.
5. I have been one of the three majority owners of ICE since its inception on January 1, 2013.
6. At no point in my role of President & CEO or part owner of ICE have I ever offered employment directly or indirectly to any public officer or employee contingent upon any contract under that public officer or employee's domain.
7. I have known Mr. Leland Colvin for over 25 years (starting in 1998) while working for SCDOT as a consultant. Over the years I have followed his career and worked with him on numerous projects and always had a very courteous and professional relationship.
8. ICE's offer of employment and Mr. Colvin's hiring were never based contingent on the award of any contract with SCDOT, including the I-77 New Exit 26 Interchange project.
9. Since his start of employment at ICE on July 17, 2023, he has focused his efforts on project and business development activities with DOTs and contractors outside South Carolina. He has not participated in any of SCDOT pursuit discussions, meetings, or deliberations for the formation of the AWC-ICE Team's Statement of Qualifications.
10. The employment of Mr. Colvin by ICE was strictly based on the following: a) impeccable reputation as an engineer / manager solving critical problems, b) managing a large group of design and construction professionals, c) ICE's founders' immense respect for Mr. Colvin's work ethics and strong integrity demonstrated in his 28 years of service with SCDOT.

FURTHER AFFIANT SAITH NOT.


Elham Farzam, P.E.

SWORN to before me this
28th day of December 2023


Lynda D. Monroe
Notary Public for Lexington, South Carolina
My Commission Expires: October 9, 2033





Appendix F

Confidential and Proprietary Information Page List

Requirement: In the Technical Proposal appendix, Proposer shall include a list of page numbers that contain confidential and/or proprietary information. Failure to include this list in the Technical Proposal appendix waives the confidentiality protection and subjects the information to disclosure in accordance with the law.

Appendix E: Potential Organizational Conflicts of InterestPDF Pages 37-39

NOTICE TO PROPOSERS
I-77 New Exit 26 interchange
Design-Build Project – Project ID P042443
Richland County

December 15, 2023

NOTICE TO PROPOSERS - Enclosed is **Addendum 1** to the Request for Qualifications (RFQ) for the I-77 New Exit 26 Interchange design-build project. The information provided in this notice and the addendum shall be made part of the Statement of Qualifications (SOQ) and contract documents.

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

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

- Section 2
- Section 4



NOTICE TO PROPOSERS
I-77 New Exit 26 interchange
Design-Build Project – Project ID P042443
Richland County

Addendum 1

The information in this addendum shall be made part of the SOQ and 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 SOQ. 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 SOQ and contract documents.

Confirmation Statement:

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



PROPOSER's Signature

12/27/2023

Date

Andrew Douglas

Printed Name

For: Archer Western Construction (AWC)

Design-Build Team Name



Key Individual References

Email	First Name	Last Name	Key Individual Name	Project Name	Role of Key Individual	Team
waitesnt@scdot.org	Nick	Waites	David Cunningham Moyar, Jr	SCDOT I-26 Widening (MM 85-101) – Columbia, SC	Project Manager	AUJV / ICE
burnsjm@scdot.org	John	Burns	David Cunningham Moyar, Jr	I-77 Widening & Rehabilitation (MM 15-27) - Columbia, SC	Operations Manager	AWC / ICE
carrie.stanbridge@dot.state.fl.us	Carrie	Stanbridge	David Cunningham Moyar, Jr	I-95 Overland Bridge Replacement – Jacksonville, FL	Senior Project Manager	AWC / RS&H
rhancock@ncdot.gov	Ron	Hancock	David Cunningham Moyar, Jr	NC-540 Western Wake Freeway – Raleigh, NC	Senior Project Manager	Archer Western / The LPA Group
david.pino@atl.com	David	Pino	David Cunningham Moyar, Jr	Automated People Mover – Hartsfield-Jackson Atlanta International Airport, GA	Senior Project Manager	AWC
waitesnt@scdot.org	Nick	Waites	Michael Steven Kann	SCDOT I-26 Widening (MM 85-101) – Columbia, SC	Assistant Project Manager	AUJV / ICE
stephanie.mcmeekan@illinois.gov	Stephanie	McMeekan	Michael Steven Kann	IDOT I-74 Reconstruction (7th Ave. South) – Moline, IL	Assistant Project Manager	AWC
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References from Previous Working Relationships Table

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References from Work History Forms

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