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Skanska USA Civil Southeast Inc.
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May 26, 2022

Mr. David Stark
Manager Priority Projects
North Carolina Department of Transportation
dstark@ncdot.com
Phone: 919-707-6605

RE: Alternate Delivery Contract Option – Cape Fear Memorial Bridge

Mr. Stark,

Thank you for the opportunity to provide input and feedback to the North Carolina Department of Transportation (NCDOT) regarding the Cape Fear Memorial Bridge Project. As a potential proposer, Skanska USA Civil Southeast Inc., is very interested in partnering with NCDOT and the stakeholders in the successful design and construction of this heavily travelled and critical project for the region.

Your point of contact throughout this process is listed below:

Firm Name:	Skanska USA Civil SE Inc
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Skanska USA Civil Southeast Inc. (Skanska) is based in Maitland, Florida with offices in Chesapeake and Vienna, Virginia. Since its founding in 1932, Skanska USA Civil Southeast has earned a substantial reputation as a trusted waterfront builder of bridges and marine facilities known to routinely deliver large, complex projects to Cities and States on time, and with a high degree of quality and

safety, which are the qualities the NCDOT seeks in the construction team for the Cape Fear Memorial Bridge (Project). Our trusted ability to deliver large infrastructure projects is in part demonstrated by our 2021 Engineering News-Record (ENR) Rankings where Skanska is ranked #4 by volume for heavy civil construction throughout the United States.

Skanska USA Civil Southeast is an operating unit of Skanska USA Civil, one of the top construction firms in the United States. Skanska USA Civil is a business unit of Skanska AB, based in Stockholm, Sweden which is one of the largest, most financially sound and highly regarded international construction companies in the world, with revenues of over $17B in fiscal year 2021.

In addition to Skanska USA Civil, Skanska also has two other primary operating units in the United States which includes Skanska USA Building, who are locally based in Charlotte and Durham, North Carolina, and Skanska USA Commercial Development headquartered in Washington, DC, which develops, builds and self-finances commercial projects.

After Skanska's regional founding in 1932 as Tidewater Construction, Skanska began building and repairing wharfs, docks, and bridges along the Atlantic coast of the southeastern United States.

Our vast work history along the coastal plains of the United States with projects similar demonstrates our familiarity with working not only in the region, but also working in areas of high traffic volumes and sensitive marine environments in public space. Through this experience, we have a greater understanding of the challenges and opportunities and have a proven demonstrated history showcasing our ability to work on high profile public projects and exceed our clients' expectations.

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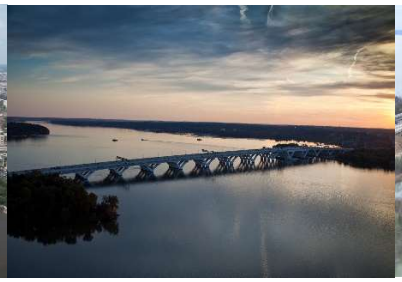
FDOT Bridge of Lions, St. Augustine, Florida

Skanska constructed a temporary two-lane movable lift bridge to maintain traffic during reconstruction of the main bridge. The project includes rehabilitation and replacement of the two bascule elements of the original bridge to include structural, mechanical and electrical, rehabilitation and replacement.

A small sampling of Skanska river crossing bridges.

DDOT 11th Street Bridges SE, Washington, DC



MDOT Woodrow Wilson Bridge Maryland to Virginia

MDOT-MDTA Harry Nice Bridge Maryland to Virginia

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SCDOT Cooper River Bridge

NCDOT Smith Creek Parkway

PANYNJ Bayonne Bridge

Delivery Methods

For the Cape Fear Memorial Bridge project Skanska USA Civil, at the present time, would only consider a design-build, design-bid-build delivery or another form of alternative delivery model for participation in this Project. We will not participate in a delivery model that includes financing or long-term operation and maintenance.

It is our experience that Design-Build provides the greatest opportunity for innovation, and leverages the prior experience of a design-build teams work history to tailor an approach that best aligns with our relevant work history, equipment and familiarity of our personnel.

Workshops

In addition to industry RFI responses, it has been our experience from countless river crossing structures that owners can gain valuable lessons learned from hosting industry workshops with participation from other DOT's. For example, on MDTA's (Maryland Department of Transportation's Tolling Division) $463M Governor Harry W. Nice/Senator Thomas "Mac" Middleton Bridge Replacement Design-Build Project, which is being constructed by a Skanska led joint venture, the Client hosted a series of workshops on other similar projects (which included Skanska's DelDOT Indian River Inlet Bridge and NY State DOT Kosciuszko Bridge) to gain input on delivery models, pre-advertisement deliverables and lessons learned experiences of what worked well and where improvements are desired. On MDTA's project, this upfront due diligence provided the design-build teams with a comprehensive RFP that significantly reduced risk in the concept development and estimation phase for the proposing teams, and provided the State a project that allowed for a rapid start, with cost and schedule benefits.

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We also believe these workshops on similar projects provide a deep dive into design alternatives that will better support NCDOT's decision making.

A good example would be Skanska's $245 million design-build contract by the Massachusetts Department of Transportation for the Fore River Bridge Replacement. The Fore River Bridge, carries approximately 32,000 vehicles every day and connects the towns of Quincy and Weymouth via Route 3A. The new movable bridge we constructed serves to accommodate motorists and marine traffic, but also bicycle and pedestrian lanes.

The work involved in this project includes the design and the construction of a vertical lift bridge between the towns of Weymouth and Quincy in the Boston Metropolitan area.

The bridge involved a structural steel lift span with a length of approximately 324 feet with supporting towers of approximately 230 feet in height. The towers are situated over a cast-in-place concrete plinth approximately 50 feet in height and supported by two individual pile caps on each side supported by over-drilled shafts.

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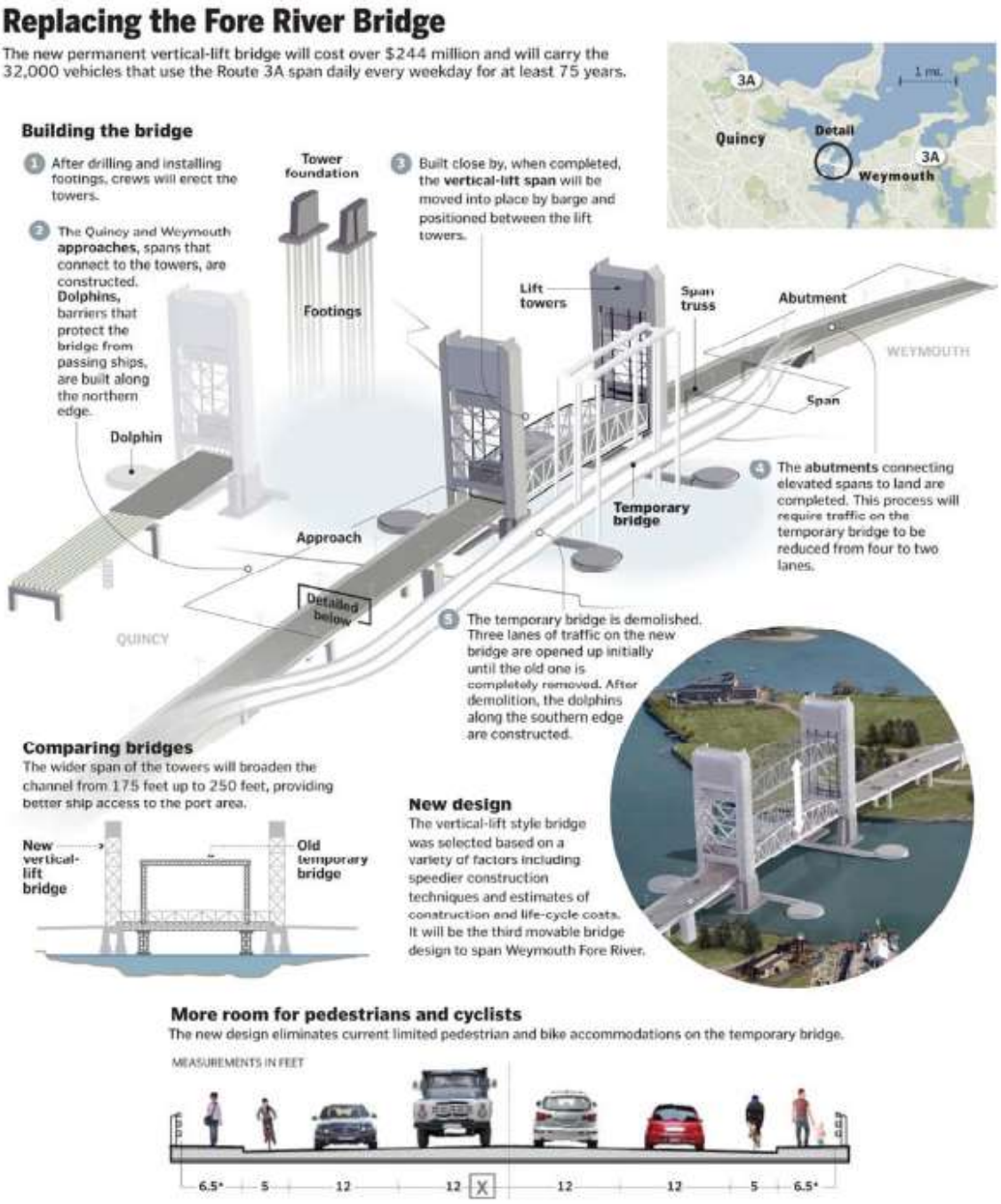
In addition to the lift bridge, the project also included a 3-span approach structure on each side of the bridge. These structures involved a cast-in-place deck with a combination of bulb tee girders and steel girders supported by a 3-column pier with a cast-in-place pier cap, supported on a pile cap and drilled shafts. Each approach span was approximately 185 feet in length.

The project also included a fender system, roadway lighting, a bridge machinery and operating package, and the demolition of the existing temporary lift span.



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Skanska's NYCDOT Roosevelt Island Bridge Project

The Roosevelt Island Bridge is a lift span bridge, meaning that the center span lifts vertically to allow ships to safely pass along the East River. The bridge connects the borough of Queens with Roosevelt Island and is over 410 meters in length. Construction by Skanska took place in stages to minimize impact on vehicular traffic since the bridge is the only means by which cars can access the island. The scope of work involved re-decking of both the main span and the approaches to the bridge, replacement of the bridge's machinery and lift cables, installation of seismic bearings on the approach structures, installation of new bridge railing, complete painting of the bridge, repair of the bridge's fender system, and the bridge's electrical system. The project also included the reconstruction of the approaches concrete walls, and bridge piers.

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Skanska USA Civil is one of the largest design-builders in the United States and has delivered over $30B of successfully executed design-build contracts in the past twenty years. Project Delivery is a comprehensive process including planning, design and construction required to execute and complete a building facility or other type of project. Choosing a project delivery method is one of the fundamental decision's owners make while developing their acquisition strategy. The industry has seen a progression and a trend for varying forms of Project Delivery including Construction Manager at Risk (CMAR) also known as CM/GC, Design-Bid-Build (DBB), Design-Build (DB), Design-Build-To-Budget and most recently Progressive Design-Build.

During the acquisition phase, NCDOT will make a number of critical decisions that will influence a project's success. Without question, the most important decision is the selection of the right team. The Skanska team brings a long history of successfully delivering complex bridge structures over land and water.

Through our local experience, positive relationships with North Carolina Department of Transportation, the State of North Carolina and other key stakeholders throughout this community, we truly look forward to this opportunity to work collaboratively as a partner with NCDOT to improve this important piece of infrastructure.

Sincerely,

Skanska USA Civil Southeast Inc

Skippen, Stephen

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