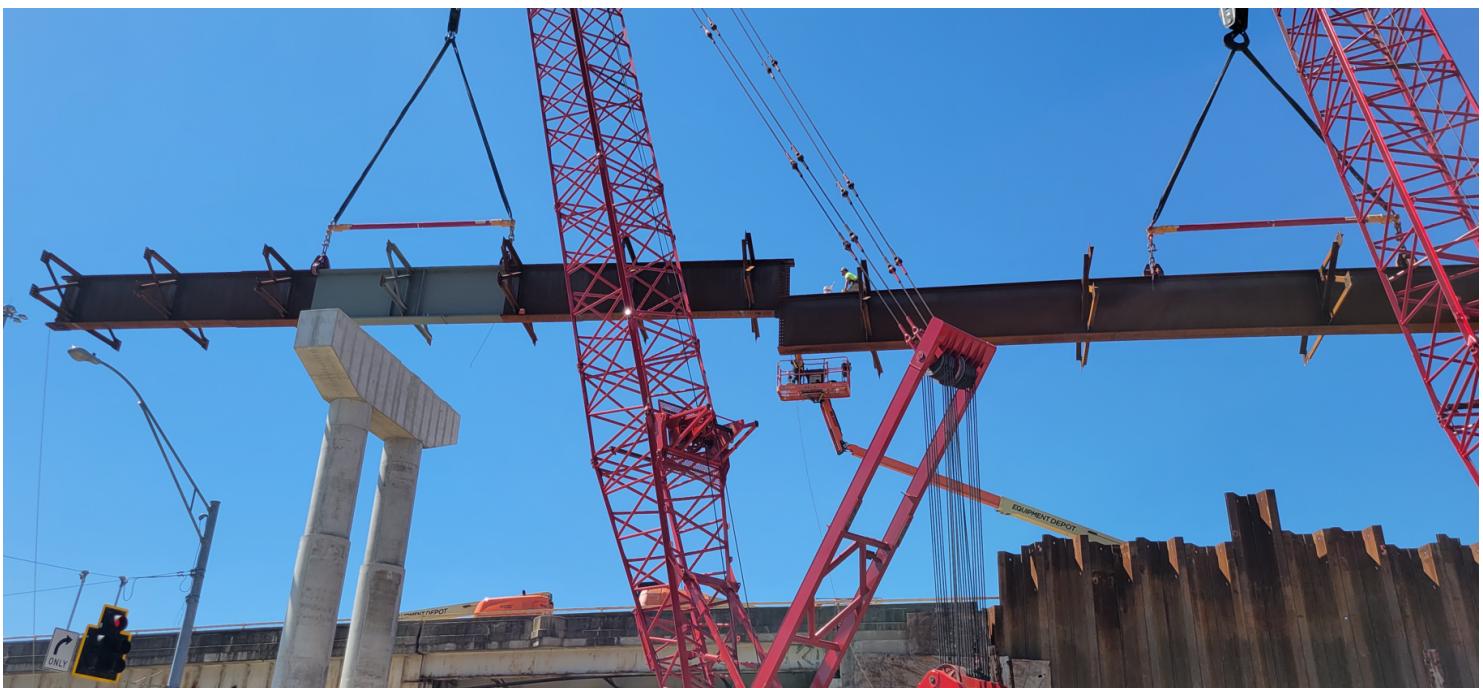
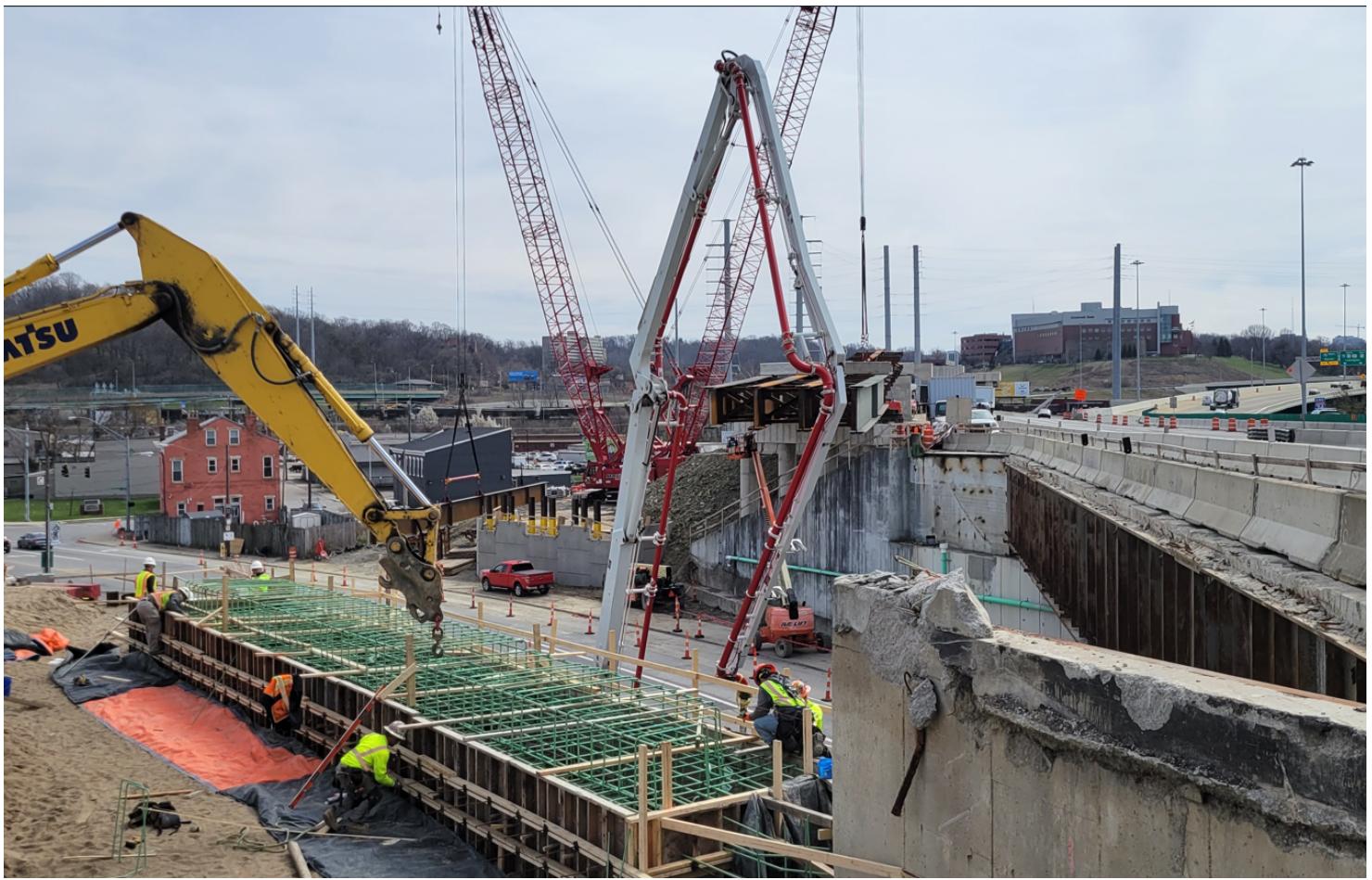


Ramp O - Bridge Opening Ribbon Cutting



Project Pictures

















DISPUTE RESOLUTION BOARD (DRB) FEEDBACK



RE: Hyland DRB #014 for ODOT Project 20-3000 Invoice

From Tom Hackett <thackett@greatlakesway.com>

Date Wed 11/5/2025 9:10 AM

To Ryan Jones <rjones@greatlakesway.com>; Alexa Halker <ahalker@greatlakesway.com>

That's very positive feedback.

From: Ryan Jones <rjones@greatlakesway.com>

Sent: Wednesday, November 5, 2025 8:33 AM

To: Alexa Halker <ahalker@greatlakesway.com>; Tom Hackett <thackett@greatlakesway.com>

Subject: FW: Hyland DRB #014 for ODOT Project 20-3000 Invoice

Please see below and attached.

Thanks,

Ryan Jones, PE, CPESC
General Manager



The Great Lakes Construction Co.
925 Laidlaw Ave
Cincinnati, OH 45237

An Equal Opportunity Employer
A VPP Partner

C: 216.314.1666

D: 330.220.1035

O: 513.554.0720

F: 513.554.0821

rjones@greatlakesway.com

www.GreatLakesWay.com

From: Tom Hyland <thyland@gpinet.com>

Sent: Tuesday, November 4, 2025 8:13 PM

To: Ryan Jones <rjones@greatlakesway.com>; chris.tuminello@dot.ohio.gov

Subject: Hyland DRB #014 for ODOT Project 20-3000 Invoice

Ryan and Chris:

Thanks again for the opportunity to participate in this successful Project.

The partnering and teamwork between the ODOT and GLC staff were exceptional and was an excellent example on how to complete a difficult project.

With the 2 railroads, Mill Creek environmental permitting, Duke Energy, traffic volumes, and combination of residential/business owners, there were many roadblocks which could have sidetracked and delayed this job, leading to claims.

Your teams mutually worked through them all and completed a huge improvement for the travelling public.

Attached is my invoice and backup documentation.

If you need anything further, please let me know.

Again, congrats on a job well done.

Tom Hyland, P.E.

Assistant Vice President / Director of Construction Services

d 440.973.9415 | c 440.370.0998

thyland@gpinet.com | www.gpinet.com



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Per Title VI of the Civil Rights Act of 1964 and other Nondiscrimination statutes, Greenman-Pedersen, Inc. and its related companies will not discriminate on the grounds of race, color or national origin in the selection and retention of subconsultants, including procurement of materials and leases of equipment. Greenman-Pedersen, Inc. and its related companies will ensure that minorities will be afforded full opportunity to submit proposals and will not be discriminated against in consideration for an award.

This communication and any attachments are intended only for the use of the individual or entity named as the addressee. It may contain information which is privileged and/or confidential under applicable law. If you are not the intended recipient



Re: 203000 PID104668 MCE5B - Progress Meeting 022 Minutes

From don gregory <dgregory2229@outlook.com>

Date Wed 10/29/2025 1:57 PM

To gmiddleton@omniproservices.com <gmiddleton@omniproservices.com>; chris.tuminello@dot.ohio.gov <chris.tuminello@dot.ohio.gov>; Charles.Rowe@dot.ohio.gov <Charles.Rowe@dot.ohio.gov>; Chase.Wells@dot.ohio.gov <Chase.Wells@dot.ohio.gov>; Scott.Kraus@dot.ohio.gov <Scott.Kraus@dot.ohio.gov>; Kathleen.Fuller@dot.ohio.gov <Kathleen.Fuller@dot.ohio.gov>; Lucas.Braun@dot.ohio.gov <Lucas.Braun@dot.ohio.gov>; Joshua.Mrvelj@dot.ohio.gov <Joshua.Mrvelj@dot.ohio.gov>; Eric.Kahlig@dot.ohio.gov <Eric.Kahlig@dot.ohio.gov>; Lynnette.Stevens@dot.ohio.gov <Lynnette.Stevens@dot.ohio.gov>; anthony.cunningham@dot.ohio.gov <anthony.cunningham@dot.ohio.gov>; Alexa.Halke <ahalke@greatlakesway.com>; Eric Reed <ereed@greatlakesway.com>; Tom.Hackett <thackett@greatlakesway.com>; Joe.Fockler <jfockler@greatlakesway.com>; Jacob.Nicewaner <jnicewaner@greatlakesway.com>; Jason.Tucker <jtucker@greatlakesway.com>; Derrick.Dauson <ddauson@greatlakesway.com>; Jason.Fescemyer <jfescemyer@omniproservices.com>; Rick.Rockich <rrockich@elrobinson.com>

Cc i74@omniproservices.com <i74@omniproservices.com>

All: Unfortunately, I will miss our last DRB meeting as I will be serving on an arbitration panel in Kansas City hearing a significant construction dispute for the next 3 weeks. ODOT's use of DRBs has significantly reduced the risk of such disputes in Ohio. So does a team of great people.

I want to take this opportunity to congratulate all of you on a job well done! Watching the project team successfully negotiate challenges-large and small- has been truly inspiring. Through hard work and excellent communication, and respected interpersonal relationships, you have taken a challenging job and made it an award-deserving one. First rate quality work, on time and on budget. The taxpayers and motorists of Ohio are the beneficiaries of your fine efforts.

Thanks for letting me witness firsthand what true partnering and professionalism in the construction industry is all about. A+.

Don Gregory

614-325-0289

From: Gary Middleton <gmiddleton@omniproservices.com>

Sent: Wednesday, October 29, 2025 12:15 PM

To: Chris.Tuminello@dot.ohio.gov <Chris.Tuminello@dot.ohio.gov>; Charles.Rowe@dot.ohio.gov <Charles.Rowe@dot.ohio.gov>; Chase.Wells@dot.ohio.gov <Chase.Wells@dot.ohio.gov>; Scott.Kraus@dot.ohio.gov <Scott.Kraus@dot.ohio.gov>; Kathleen.Fuller@dot.ohio.gov <Kathleen.Fuller@dot.ohio.gov>; Lucas.Braun@dot.ohio.gov <Lucas.Braun@dot.ohio.gov>; Joshua.Mrvelj@dot.ohio.gov <Joshua.Mrvelj@dot.ohio.gov>; Eric.Kahlig@dot.ohio.gov <Eric.Kahlig@dot.ohio.gov>; Lynnette.Stevens@dot.ohio.gov <Lynnette.Stevens@dot.ohio.gov>;

Weekly Partnering Sessions

Tom Hackett

Subject: PID 104668_203000_Weekly Discussion

Location: Microsoft Teams Meeting

Start: Wed 11/16/2022 2:00 PM

End: Wed 11/16/2022 3:30 PM

Recurrence: (none)

Meeting Status: Accepted

Organizer: Chris.Tuminello@dot.ohio.gov

Attendees:

GLC - DBT Project Manager - Tom Hackett

ODOT - Project/Area Engineer - Chris Tuminello

Frequency - Weekly

Topics - Project updates, RFIs, Submittals, on-going disputes

Tom Hackett

Subject: FW: Weekly Partnering Meeting
Location: 3298 Spring Grove Ave (3298 Spring Grove Ave, Cincinnati, Ohio 45225)

Start: Fri 2/3/2023 9:00 AM
End: Fri 2/3/2023 10:00 AM
Show Time As: Tentative

Recurrence: (none)

Meeting Status: Not yet responded

Organizer: Joe Fockler

-----Original Appointment-----

From: Joe Fockler <jfockler@greatlakesway.com>
Sent: Friday, January 20, 2023 12:04 PM
To: Joe Fockler; Gary Middleton; Alexa Halker
Subject: Weekly Partnering Meeting
When: Occurs every Friday effective 2/3/2023 until 12/29/2023 from 9:00 AM to 10:00 AM (UTC-05:00) Eastern Time (US & Canada).
Where: 3298 Spring Grove Ave (3298 Spring Grove Ave, Cincinnati, Ohio 45225)

Microsoft Teams meeting

Join on your computer, mobile app or room device

[Click here to join the meeting](#)

Meeting ID: 221 840 115 491

Passcode: tebSnV

[Download Teams](#) | [Join on the web](#)

Attendees:

GLC - Construction Manager - Joe Fockler
GLC - Assistant Project Manager - Alexa Halker
ODOT Rep - Project Engineer - Gary Middleton

Frequency - Weekly

Topics - Schedule, Quality, RFIs, Spec Review

Or call in (audio only)

[+1 937-949-0925,,894718900#](tel:+19379490925,,894718900#) United States, Dayton

Phone Conference ID: 894 718 900#

[Find a local number](#) | [Reset PIN](#)

[Learn More](#) | [Meeting options](#)

Railroads

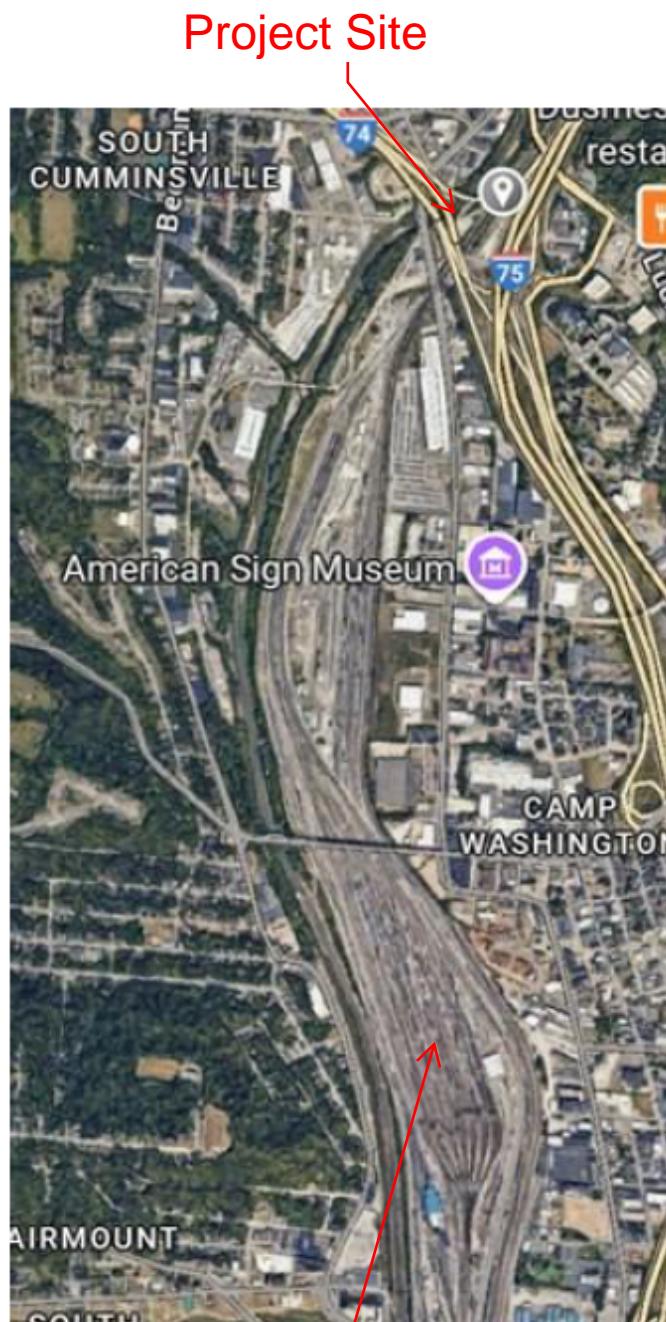


Bridge 1909

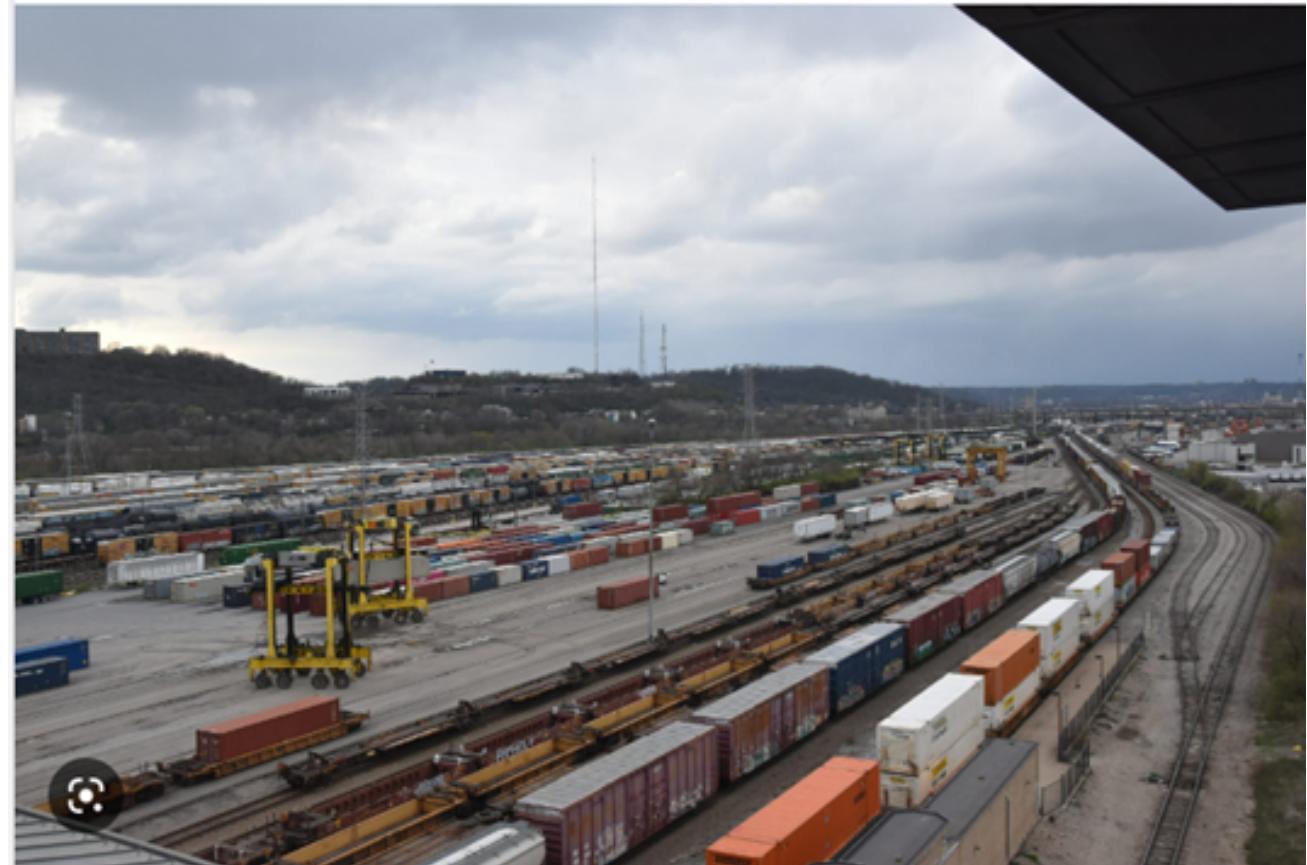
Norfolk Southern and CSX

USACE Coordination

Duke Substation



CSX Queensgate Yard



Tom Hackett

From: Joe Fockler
Sent: Tuesday, March 28, 2023 4:11 PM
To: gmiddleton@omniproservices.com
Cc: chris.tuminello@dot.ohio.gov; Alexa Halker; Joe Ladesic; Ryan Jones; Bill Hocevar; Tom Hackett; Drew Williams; Jason Tucker; Jim Fox; Eric Reed; George Palko; Matt Wagner; Justin Thomas
Subject: FW: I-74 Ramp Bridge Project

Gary,

Please see the email below from the Railroad FCI (J.K. Harrill) regarding a recent FRA Railroad inspection.

Respectfully,

Joseph L. Fockler, PE
Construction Manager

Building history for 75 years ... the Great Lakes Way!
The Great Lakes Construction Co.
2608 Great Lakes Way
Hinckley, OH 44233
An Equal Opportunity Employer
A VPP Partner

Corp: 330.220.3900
Fax: 330.2207670
Cell: 216.210.9230
e-mail: jfockler@GreatLakesWay.com

-----Original Message-----

From: J.K. Harrill <jkharrill71@gmail.com>
Sent: Tuesday, March 28, 2023 2:37 PM
To: Joe Fockler <jfockler@greatlakesway.com>
Cc: Jacob Elmore <jelmore@greatlakesway.com>; Jimmy Gross <jgross@nrssinc.net>
Subject: I-74 Ramp Bridge Project

Mr. Fockler,

Please allow for my time taken in sharing the below information via email.

I apologize for the late reply in sharing information I have verbally communicated about and with many members of your excellent Great Lakes Construction Team there in Cincinnati.

As you know the Federal Railroad Administration “FRA” is the governing federal agency per the proper, safe and accepted operating practices on our National Railway System.

As OSHA is your company’s overseeing body, you and your employees go through training and are held to the standards set forth by the rules, regulations, guidelines and laws per the Occupational Safety and Health Administration.

When any company such as yours has work that places them in the vicinity of, and especially as with your I-74 Ramp Bridge Project that is found on both sides of CSX Transportation trackage which will span the railway trackage at the entrance/exit of the largest Railway Yard in Ohio, FRA rules become yours.

That is also when a company such as National Railroad Safety Services becomes a valuable asset in helping navigate the construction process through and within the very narrow parameters available given the rules in place. I consider my thirty eight years of service in the engineering department at CSX Transportation as a benefit when explaining the “What the Railroad Expects and Why It Is Expected” while working with you and your very well prepared team.

To me the fruits of your and my labors were known when a FRA Track Inspection took place through the middle of your project as work was taking place on both the East and West sides of CSX Right Of Way. Work requiring an extensive amount of moving parts, from crane operation, excavation equipment, lift equipment, ladders, fall protection, Hard Hats, Safety Glasses and awareness of the hazards each represents.

A lot going on in one place, on both sides of your project, CSX Trackage consisting of three tracks, three switches, one Track Inspector, one Federal Rail Administration Inspector inspecting the Trackage and Railroad Right of Way through and past the Great Lakes Construction I-74 Worksites on both sides of CSX.

Many were the possibilities as I stated, given the many moving parts in place that may be taken exception with. **Yet as the CSX Track Inspector and Mr. Brian Bendel the FRA inspector walked through and past your Great Lakes Construction worksite, I was truly proud seeing what I knew was evident. There was nothing to take exception with or about.**

The Great Lakes Team had no idea who those two gentlemen were or the reason for their journey down the track between their worksite. The Great Lakes Employee’s were just doing what they do. Working Safe, Following the rules they know and many that have been incorporated into their work life through my constantly bringing them up before and sometimes during the process toward completing the task at hand.

Below is the reply to a message I had sent to CSX Manager of Engineering, in Cincinnati, Jonathan McClure.

“Hey JK, sorry, I’m on vacation and just saw your text.
I am presently out of town on vacation.”

My reply to Mr. McClure,

“Thank You....

I am sorry to have disturbed your Vacation!!! **I just wanted to share how really proud I am of the Great Lakes Construction Work-Zone the FRA saw on both East and West sides of CSX on the I-74 Ramp Bridge Project.** Everyone had their PPE on and in place, the equipment compliant, everything you would want to see being done around and beside your railroad.

👍👍”

I will follow up this information with a email directly to you Mr. Fockler per the discussion I had with you on this matter.

Again Thank You for your and Great Lakes commitment to Safety and Compliance to the Rules and Regulations of the Rail Industry, CSX and the FRA.

J. K. Harrill

National Railroad Safety Services

Sent from my iPhone

Sent from my iPhone

Team Building Activities

Partnering Notes

Session Images

The initial Partnering session for Project 203000 / PID 104668
Monday February 28th 2022 from 8 am to noon.

GOALS

Completion Date – 2025

Buildable Unit Completion (timely)

- Quality, Safety
 - Targets –
 - Zero Recordables,
 - Zero Lost Time Accidents and
 - \$.15/mhr
- Fair Profit for each
- Stakeholder Value
- Innovation, Workforce Development, Positive Environment

CONCERNS

RR Flaggers

CMSD Coordination

Coordination/Interaction of Contractors and Subs – Aligned

MILESTONES

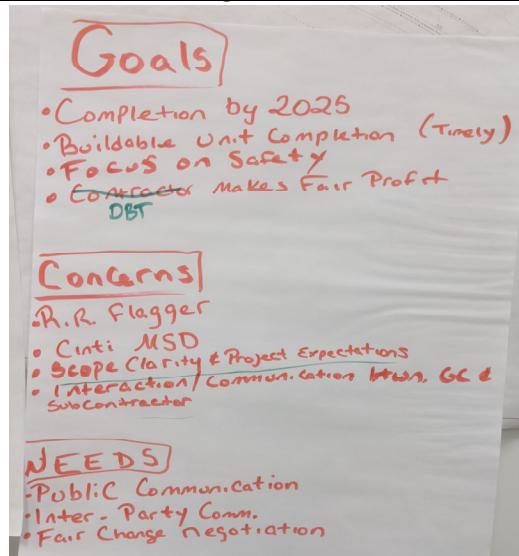
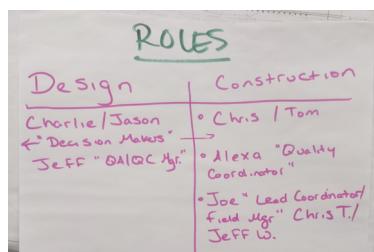
- RR Flagger Availability
- LOMR Approved Aug 2022
- Open Ramp O – AUG 2023
- 5A Completion
- HIT MATERIAL DATES
- Interim Completion June 2025
- Full Completion Sept 2025

PRIMARY ROLES

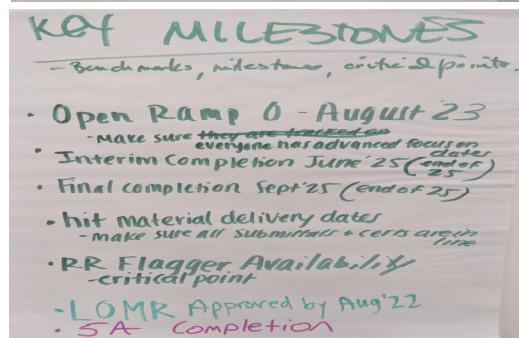
DESIGN	CONSTRUCTION
Charlie/Jason and Jeff QA QC MGR	Chris/Tom - Decision Makers
> Alexa – Quality Coordinator	Chris / Tom
> Joe Lead Coord/Field Mgr	Alexa "Quality Coordinator"
> Chris T. and Jeff W.	Joe "Lead Coordinator/Field Mgr" Chris T./Jeff W.

KEYS FOR COMMUNICATION

- Talk First – Email later
- Include all necessary parties – Don't exclude or OVER-include
- Isolate Issues



- 1) Safety - Workforce & travelling Public
- Zero fatalities / Zero Lost Time Accidents
- 2) Quality - Minimize Rework = \$0.15/mhr
- 3) Stakeholder Satisfaction
- 4) Schedule - Open Ramp O - August 2023
- 5) Innovative & Efficient Design
- 6) Profitability - G.C. Sbs Designers Suppliers
- 7) Workforce Development - Engineers Union Craft
- 8) Positive Work Environment - Internally & Externally



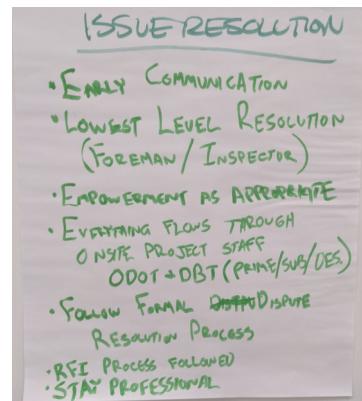
- TALK FIRST / EMAIL LATER
- INVOLVE ALL NECESSARY PARTIES
DON'T EXCLUDE / DON'T OVER-INCLUDE
- ISOLATE ISSUES

Issue Resolution

- Communicate Early – Stay Professional
- **LOWEST LEVEL RESOLUTION** – Foreman/Inspector
- Use the **FORMAL Dispute Resolution Process**
- **RFI Process Followed**
- **Everything FLOWS THROUGH ONSITE project staff**
 - o ODOT+DBT (Prime, Sub, Design)

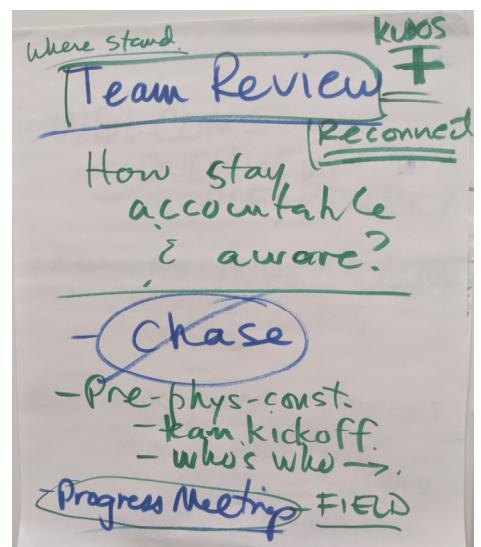
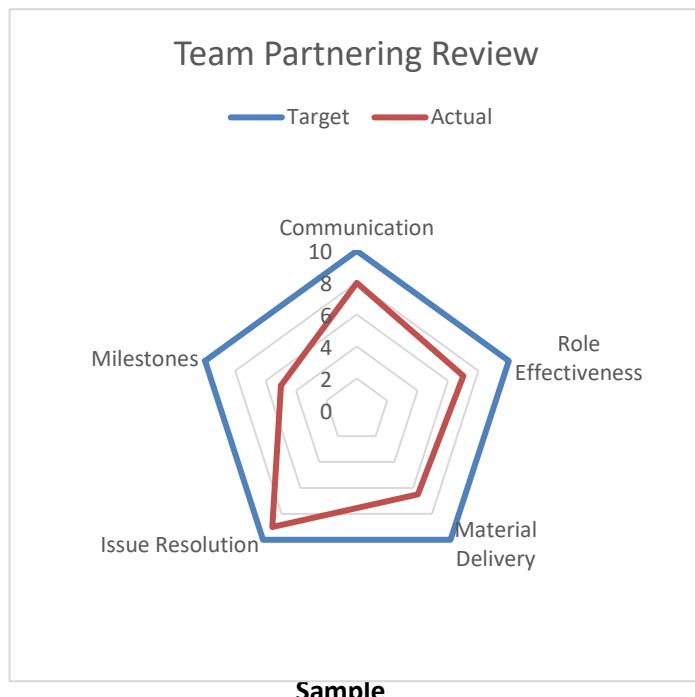
Remember to regularly review how this team is operating against these Expectations. Success is demonstrated by:

- When we don't need to call in Chase, it is good
- Pre-physical Construction Kick-off to review/revise
- FIELD Progress Meetings



Consider using a RADAR Chart at Meetings to compare Actual

To targets. How are we doing on a scale of 1-10? What will get us to 10? Adapt the goal areas, targets, and actuals. Use it as a way to use data to guide Opinion.



NOTES Captured 3-7-22 by Mike Lair

Partnering Reconnect - March 22nd, 2023



Reconnect Partnering Session

ODOT 203000 - MCE5B Project

March 22, 2023 @ 10:00AM-1:00PM

I. Introductions – GM	10:00 AM-10:10 AM
II. Partnering Process Overview – GM	
III. Project Status Update – JF	
<ul style="list-style-type: none">○ Current Status and Schedule/Phasing Plan<ul style="list-style-type: none">▪ Design - Remaining Buildable Units<ul style="list-style-type: none">• 1908 Bridge• Potential 74 WB Lowering▪ Construction – MOT Phase 3 & 4	
IV. Reconnect	10:10 AM – 11:30 AM
<ul style="list-style-type: none">○ Initial Partnering Goal Monitoring – GM & JF<ul style="list-style-type: none">▪ 2025 Completion▪ BU Completion▪ Zero Recordables & Zero Lost Time Accidents▪ Rework – \$0.15/MHR▪ Fair Profit▪ Stakeholder Value▪ Innovation▪ Workforce Development▪ Positive Environment○ 2023 Goals – GM & JF<ul style="list-style-type: none">▪ Safety – Zero Recordables & Zero Lost Time Accidents▪ Quality – Rework - \$.15/MHR for 2023 work▪ Switch Phase 3 to Phase 4 – Last Week of May▪ Ramp “O” Traffic Ready – 10/1/2023▪ Ready for Phase 5A Switch – 11/23/2023▪ Other?○ Risks/Challenges & Mitigation Strategies - Group – 13 Mins○ Key Issues / Concerns / Expectations - Group – 13 Mins○ Organization Chart and Decision-Making Authority – GM & JF<ul style="list-style-type: none">▪ Issue Identification & Resolution Process	

Reconnect Partnering Session

ODOT 203000 - MCE5B Project

- Project Communication - Group – 13 Mins
 - What works? What doesn't work? Improvements?
 - Examples -
 - RFIs, DRFIs, NDCs, & Version Controls
 - Submittal Approval Process/Timing
 - Schedules – Daily, 6-Week, CPM
- Partnering Discussion – Group – 13 Mins
 - Successes & Improvements

V. Lunch (Provided) 11:30 AM – 12:15 PM

VI. Develop Action Plan– GM & JF 12:15 PM – 1:00PM

Informal Partnering



Conaway Presentation



"Wow! I am always incredibly impressed with the professionalism and partnering first attitude of Great Lakes Construction. Just when I think it can't get any better, it does."

- Chris Tuminello



October 12th, 2023

Step 1 Meeting - ODOT, Great Lakes, Corrosion Resistance

Issue: Paint Containment

Result: Smiles and NO Step 2!



**MAJOR MOT CHANGE
(CONTRACTOR INITIATED)
LONG TERM BEEKMAN RAMP CLOSURE
MONTANA AVE - TEXAS TURNAROUND**



Texas Turnaround at Montana Ave



ALT ID	Change Order Number	County/Route/Section	Contract ID	Federal Number
203000	003	HAM-IR 74-18.01	HAM104668	NON-FEDERAL

I hereby agree to the Contract changes set forth in this Change Order and release the Department from any further obligation for compensation for any known or suspected substantive direct and indirect costs incurred except as mutually agreed and described in the Explanation of Necessity.

Execution of this Change Order does not invalidate any provisions of the Contract nor release the Surety from any of the terms or conditions stated therein.

Change Order Grand Total \$0.00

GREAT LAKES CONSTRUCTION CO (Contractor)

By Contractor

Recommended by

Title Date

Title Date

Approved by

Acknowledged by (Local Agency)

Title Date

Title Date

Questions	Yes	No
Is this change order emergency work?		No
Is this change order a claim?		No
Is this change order funded by a Central Office program?		No
If so, is this change order above the specified threshold amount for that program?		
If so, has this change order been approved by the Program Manager?		
Is this change order a final measurement?		

Attach copy of written concurrence.



Proposal	Proj Nbr	Line Item	Item Code	Unit	Quantity	Unit Price	Additions	Non - Performance
Ln Nbr	Description							
Grand Totals								
Change Order Grand Total								\$0.00

Proj Nbr	State Acct Code	State Funding Code	Funding Source Code	Funding Source Desc	Source Part %

This is a zero dollar change order that is changing the contract language to allow for a Texas Turnaround as shown in BU-34 to be utilized at the Montana Interchange, which would improve motorist safety.

In order to safely construct the work in Phases 5A, 5B, and 6 as shown in BU-33, the contractor submitted and the Department accepted a proposal to temporarily close the existing I-74 WB and future (proposed) I-75 NB/SB exit ramps to Beekman NB/SB for a period not to exceed 240 consecutive calendar days. The NB/SB Beekman existing and proposed exit closures will occur over a 240 calendar day period in three phases as follows.

- Phase 5A: Approximately 30 consecutive calendar days- NB75/WB 74 to Beekman proposed exit closed
- Phase 5B: Approximately 60 consecutive calendar days- NB75/WB74 to Beekman proposed exit closed, SB75 to Beekman proposed exit closed
- Phase 6: Approximately 150 consecutive calendar days- SB75 to Beekman proposed exit closed

The Department accepted the Contractor's proposal with the following conditions:

- There will be no additional cost to the Department and no additional time to the project as a result of this change.
- The concept will need to follow the same design review process as the rest of the buildable units on the project.
- Scope section 10.3.J still applies to the resurfacing limits in the location for the Texas Turnaround
- 60 Consecutive Calendar Day Dual Closure Period, Phase 5B- Disincentive of \$3500/day past the consecutive calendar days permitted
- 240 Consecutive calendar day closure period, Phases 5A, 5B, and 6- \$3500/day past the consecutive calendar days permitted
- Extensions to the closure periods due to weather will be as outlined in PN 097-108.06.C
- The three months (minimum) of non-winter float referenced in the opening of Ramp O shall be included and identified in the CPM Schedule.

Change Order Reason Code(s)	Change Order Description(s)
04	CHANGES - NONPREVENT



THE GREAT LAKES CONSTRUCTION CO.

January 06, 2022

ODOT District 8 Construction
505 South State Route 741
Lebanon, OH 45036

Attention: Mr. Chris Tuminello, P.E.
Project Engineer

Re: **ODOT Project No. 203000 PID 104668**
HAM - 74 -18.01
Permissive Change Order Request - Temporary Beekman Ramp Closure

Submittal # 3000-S-020 R1

Mr. Tuminello,

This submission represents a revision to submittal 3000-S-020 – *VECP #01 Temporary Beekman Ramp Closure – Conceptual Submission* and is a follow-up to the Department and City of Cincinnati feedback received in a meeting on December 08, 2021.

The revised submittal is based upon the Texas Turnaround concept at the Montana interchange and a refined queue analysis. The increased costs from these modifications will offset the previously noted guaranteed savings. However, we still believe this concept is the best path forward for the City, ODOT, traveling public, and the project. In respect to this, we are requesting a permissive change order to pursue the concept with zero cost savings to the state. The increased costs are primarily driven by added electrical work, added remove and replace quantities, and added asphalt along the 74 WB exit ramp at Montana.

There will be no changes to the project completion dates and no additional ROW required. **The primary drivers for this submission are Motorist Safety Improvements, Supply Chain Risk Mitigation, Critical Path Float Improvement, and Increased Final Product Quality.** Additionally, life cycle costs will be reduced. These benefits are detailed in Attachment A.

This permissive change order request proposes to temporarily close portions of the Beekman NB exit ramp from IR-74 WB for a period not to exceed eight consecutive months. The NB Beekman exit ramp closure will occur in the following three phases. (Phases are shown in schedule format in Attachment B.)

1. Months 1 & 2 - Restrict NB 75 to Beekman, while allowing 75 SB to Beekman use of the exit
2. Months 3 & 4 - Restrict traffic from 75 NB and 75 SB from exiting 74 WB at Beekman
3. Months 5, 6, 7, & 8 – Restrict SB 75 to Beekman, while allowing 75 NB to Beekman use of the exit



At this point in time, it is not anticipated that the closures will span the winter months. Detour signage will be installed to direct NB Beekman exit traffic to exit at Montana Ave. The Montana Ave intersection will be signed and restriped to direct Beekman traffic immediately onto 74 EB to exit at Beekman via use of a Texas Turnaround. The time impact of this detour is estimated to be five minutes. Detour maps are shown in Attachment C.

Responses to the October 4th, 2021 and December 2nd, 2021 emails are addressed in Attachment D. The design assumptions, preliminary sketches, and traffic control changes are also included in Attachment B.

Attached are the following:

1. Attachment A – Benefits
2. Attachment B – Schedule
3. Attachment C – Detour Maps **Omitted from Partnering submittal for conciseness**
4. Attachment D – Beekman St. Ramp Closure Study
Omitted from Partnering submittal for conciseness

We look forward to your acceptance and/or comments. If you have any questions or need any additional information, please let me know.

Sincerely,

THE GREAT LAKES CONSTRUCTION CO.



Tom Hackett
Project Manager

CC: Tucker, Reed, Fockler, Wise, Cornett



Benefits to Motorists

The purpose of this project is to provide a wider, more efficient, and safer roadway for motorists. As with all projects, implementing this under traffic provides additional challenges which must be eliminated via engineering or managed diligently throughout construction. The Temporary Beekman Closure concept engineers out many potential safety issues in the section of I-74 between the railroad bridge and Elmore overpass.

Maintaining the Beekman exit ramp requires four traffic phases, two separate traffic splits across the Spring Grove overpass (HAM-74-1908L), and multiple (and infrequent) nightly lane and ramp closures which will further confuse drivers and create additional areas of potential accidents. It is worth noting that the traffic splits may extend throughout winter periods. For illustration purposes, the first traffic split is shown in Figure 1. Due to the complexities of this work, the four phases are planned to spread across several years (2022-2025).

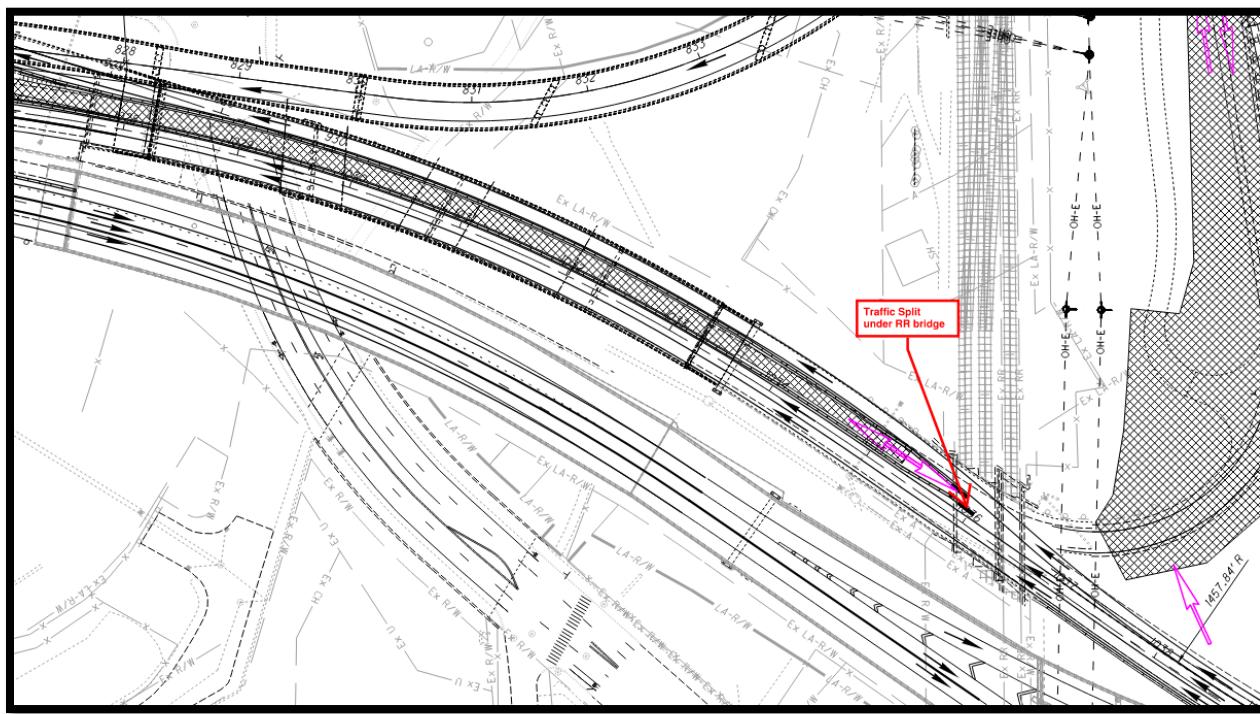


Figure 1 - Beekman Open - First Traffic Split at 1908L

Allowing the Beekman exit ramp closure will reduce the phases across this structure from four to two and will eliminate all traffic splits across the structure. The revised phasing eliminates many intermittent lane closures, confusing traffic patterns, and poor construction ingress/egress points.. The simplistic nature of the revised traffic patterns will isolate construction on the bridge to a single construction season. **These improvements will create a significantly safer travel corridor during construction and improve driver expectations within the construction zone.** For illustration purposes, the first phase of HAM-74-1908 using the Montana detour is shown in Figure 2.

Additionally, lane closures on Spring Grove and Colerain (due to the Spring Grove overpass) will be consolidated into a single season versus multiple seasons. This will also improve driver expectations on the local streets.

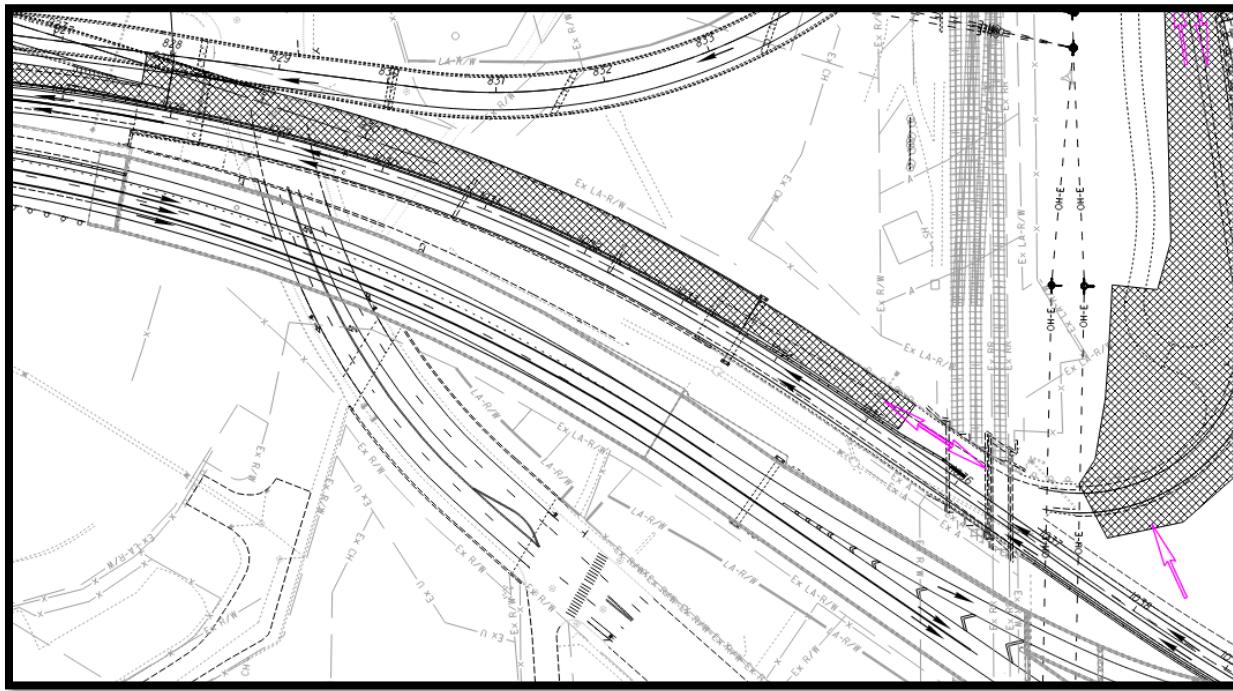


Figure 2 - Beekman Exit Closed - No Traffic Splits

This concept offers additional safety improvements on the west end of the project as well. The current Beekman exit ramp is planned for a complete reconstruction which will need to be completed in multiple phases in a tight corridor with traffic adjacent to construction. Performance of this work will result in multiple and intermittent ramp closures which will confuse and aggravate drivers. The Beekman closure concept will provide a singular notice of closure which will aid in commuter planning and eliminate any confusing traffic pattern switches needed to construct the ramp in multiple phases. It will be easier for commuters to manage a single closure notice during one construction season versus multiple notices without a defined pattern over the course of multiple years.

City of Cincinnati - Long Term Benefits

As part of this concept, the DBT will provide 1.5" thick planning and resurfacing on Montana Ave. between the median noses on Montana (shaded in yellow in Figure 3).

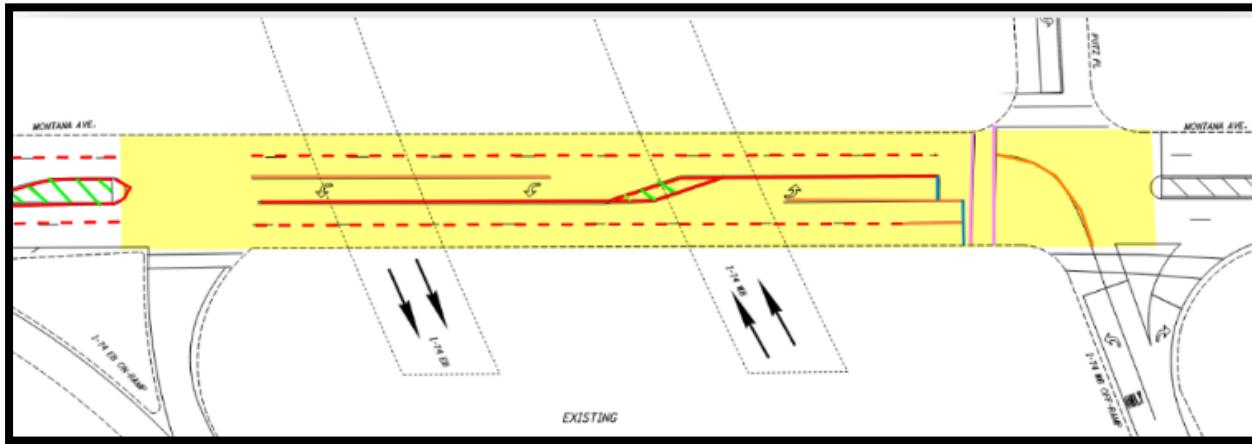


Figure 3 - Montana Ave. Resurfacing in Yellow

Pending the final design of Texas Turnaround, portions of the existing sidewalk, ADA ramps, and curb and gutter will be removed to accommodate the Texas Turnaround. Prior to the completion of the project, all concrete items that were removed will be replaced in kind.

Project – Supply Chain Benefits

The global supply chain crisis is currently being felt in all aspects of the economy with every sector of the supply chain at maximum capacity. At present time, **the supply chain crisis is the number one risk on the project**. Nearly all components of the items required to build the project are suffering massive material shortages or a simple inability to deliver due to national labor shortages. This has caused exorbitant price increases and significantly increased lead times. It has also led to labor poaching to fill gaps from one sector of the economy to others, i.e., heavy haul drivers are being poached to drive box trucks to clear out coastal ports. Most concerning is that more and more vendors are unable and/or unwilling to commit to both pricing and delivery schedules because of this. **The best way we can mitigate this risk is to build float into the critical aspects of the schedule.**

This concept builds approximately three months of non-winter work float into the opening of Ramp O.

Project – 107.15 Benefits

This concept significantly reduces potential impact points for motorists. Damage to temporary traffic control devices by motorists is often unreported and untraceable. This results in additional costs to the Department per C&MS 614. The two-phase Maintenance of Traffic plan reduces the quantity of temporary traffic control devices, including impact attenuators and portable concrete barrier wall. In addition, more favorable offsets and positioning of these devices can be achieved. Although this cost cannot be defined and calculated at this time, the Department will benefit from the entirety of these savings outside of this concept.

ODOT – Long-Term Benefits**HAM-74-1908L**

1. Eliminates two construction joints across the deck, joints, abutments, and approaches
2. Improves deck finishing and smoothness

HAM-74-1892

1. Eliminates one construction joint across the deck, joints, abutments, and approaches
2. Improves deck finishing and smoothness
3. Eliminates deck pour with traffic on adjacent girders

Roadway (1908 to 1892)

1. Will be constructed in one phase versus three phases
2. Reduces asphalt cold joints
3. Improves pavement bonding at all phase lines of full-depth reconstruction

Roadway (Beekman Exit Ramp)

1. Will be constructed in one phase versus two phases
2. Reduces asphalt cold joints
3. Improves pavement bonding at all phase lines of full-depth reconstruction

Roadway (Montana Exit Ramp)

1. Additional resurfacing as shown in the area highlighted in yellow in Figure 4

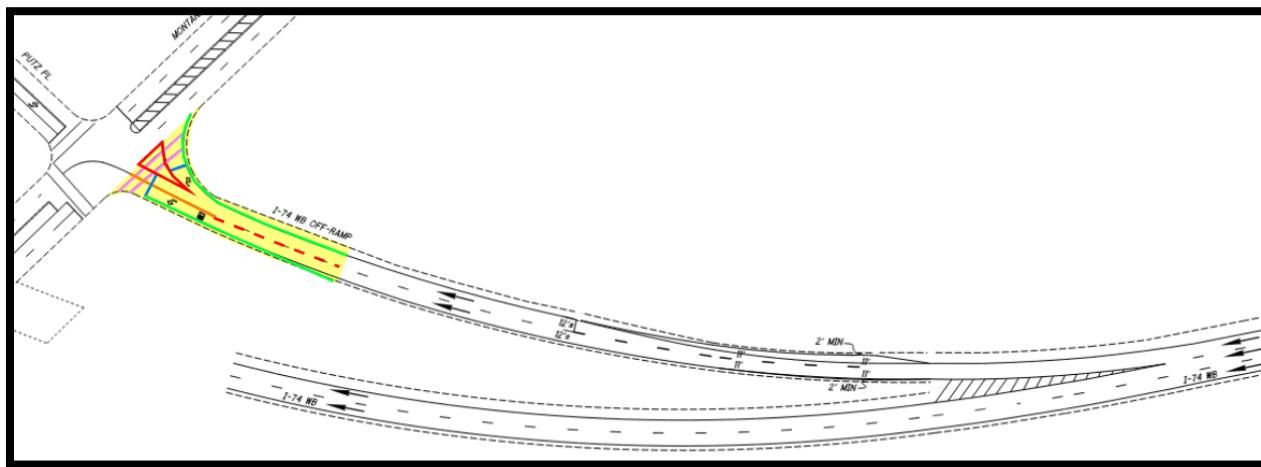


Figure 4 - Montana Exit Resurfacing in Yellow

Roadway (Future Lowering from 0440 to 1908L Pending Change)

1. Lowering this portion of roadway during the Beekman closure will be significantly easier and more cost effective
2. Lowering this portion of roadway during the Beekman closure will advance the schedule of lowering work at least one year as it would not have to wait until the completion of the 203000 Project
3. Lowering this portion of roadway during the Beekman closure will reduce MOT costs associated with the lowering as much of the MOT is already included in the concept sequence. See Figure 5 for visualization of the outside widening scenario.

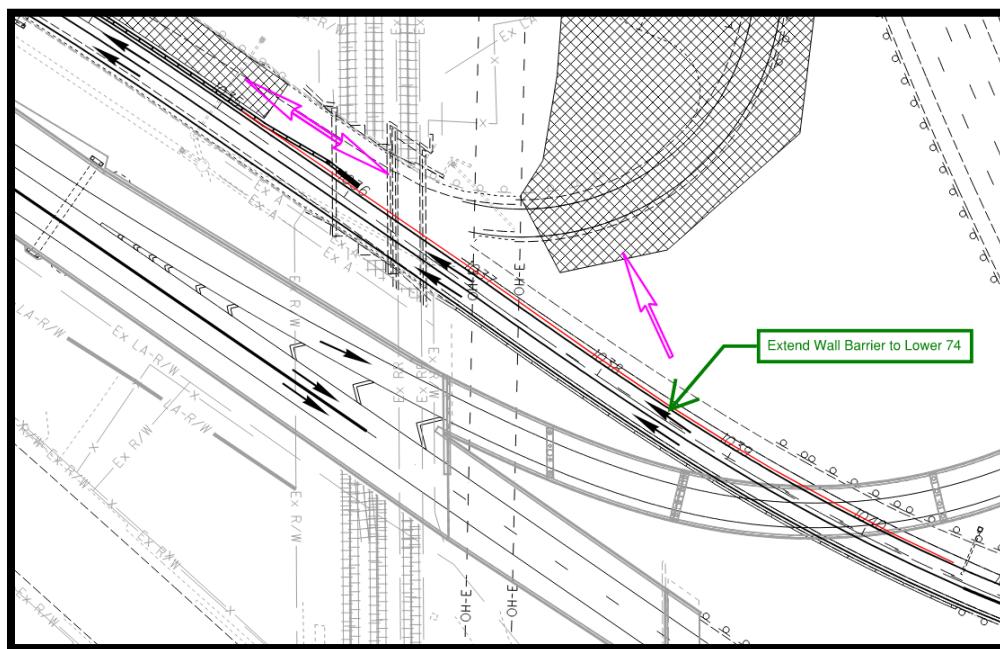


Figure 5 - Potential MOT During Concept and Lowering of 74-WB

3000-S-020 R1 Attachment B

Work Item	February				March				April				May				June				July				August				September				Notes	
	4	11	18	25	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22
Traffic Pattern																																		
NB-75 to Beekman - Closed - Use Montana																																		
SB-75 to Beekman - Closed - Use Montana																																		
Work																																		
Structure - HAM-74-1908L - Outside																																		
Roadway - Beekman Exit																																		
Structure - HAM-74-1908L - Inside																																		
Structure - HAM-74-1892																																		
Roadway - 1908 to 1892																																		

VALUE ENGINEERING CHANGE PROPOSALS (VECPs)



THE GREAT LAKES CONSTRUCTION CO.

December 20, 2022

ODOT District 8 Construction
505 South State Route 741
Lebanon, OH 45036

Attention: Mr. Chris Tuminello, P.E.
Construction Area Engineer

Re: **ODOT Project No. 203000 PID 104668** Submittal # 3000-S-051-R2
HAM - 74 -18.01
VECP – Span 9 Railroad Splice Elimination– Final Submission – 1113.04.G

Mr. Tuminello,

This submission represents the VECP Final Submission of *Span 9 Railroad Splice Elimination* and is a follow-up to the Department's Preliminary submittal approval on November 21st, 2022.

a) Final Design – see Attachment A for a stamped set of drawings for the entire Unit 2 structure.
This Buildable Unit has been approved by CSX railroad, Norfolk Southern Railroad, and ODOT.

Attached are the following:

1. Attachment A – BU-26 Unit 2 Drawings

The quantities remain unchanged between the Final set of drawings and the Preliminary set of drawings. Therefore, the **total guaranteed minimum savings, as calculated by ODOT, of \$132,551.72** also remains unchanged. Please process the second VECP change order in the amount of -\$66,275.86.

If you have any questions or need any additional information, please let me know.

Sincerely,

THE GREAT LAKES CONSTRUCTION CO.

Tom Hackett
DB Project Manager

CC: Fockler, Halker



2608 Great Lakes Way | Hinckley, OH 44233
Office (330) 220-3900

925 Laidlaw Avenue | Cincinnati, OH 45237
Office (513) 554-0720

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**DISPUTE RESOLUTION & ISSUE MITIGATION (RFI
058 / CO-27)**



ALT ID	Change Order Number	County/Route/Section	Contract ID	Federal Number
203000	027	HAM-IR 74-18.01	HAM104668	NON-FEDERAL

I hereby agree to the Contract changes set forth in this Change Order and release the Department from any further obligation for compensation for any known or suspected substantive direct and indirect costs incurred except as mutually agreed and described in the Explanation of Necessity.

Execution of this Change Order does not invalidate any provisions of the Contract nor release the Surety from any of the terms or conditions stated therein.

Change Order Grand Total \$74,413.31

GREAT LAKES CONSTRUCTION CO (Contractor)

By Contractor

Recommended by

Title	Date
--------------	-------------

Title	Date
--------------	-------------

Approved by

Acknowledged by (Local Agency)

Title	Date
--------------	-------------

Title	Date
--------------	-------------

Questions	Yes	No
Is this change order emergency work?		No
Is this change order a claim?		No
Is this change order funded by a Central Office program?		No
If so, is this change order above the specified threshold amount for that program?		
If so, has this change order been approved by the Program Manager?		
Is this change order a final measurement?		

Attach copy of written concurrence.



Proposal	Proj Nbr	Line Item	Item Code	Unit	Quantity	Unit Price	Additions	Non - Performance
Ln Nbr	Description							
9032	HAM104668-2	9032	990E30000	LS	1.000	\$74,413.31	\$74,413.31	
	AGREED LUMP SUM Concrete Cap of Area Between Median Barrier Wall							
Grand Totals						\$74,413.31	\$0.00	
Change Order Grand Total						\$74,413.31		

Proj Nbr	State Acct Code	State Funding Code	Funding Source Code	Funding Source Desc	Source Part %
HAM104668-2	4BD7		OHIO	STATE OF OHIO FUNDS	100.00

The Department's review of the Great Lakes Design Build Team's (DBT) Buildable Unit 2 submission included a comment regarding filling and capping with concrete the area between the proposed concrete median barrier walls. The comment resulted in the Great Lakes DBT submitting construction RFI #58. The Great Lakes DBT did not agree with the Department's response on construction RFI #58 and took the position that the subject mentioned item was considered Extra Work. The Great Lakes DBT submitted Extra Work pricing for construction RFI #58. The Department did not agree with the Great Lakes DBT position that this was Extra Work. After numerous discussions on this item, **The Department and the Great Lakes DBT agreed to a settlement on this dispute per C&MS 109.05.B.C.** The details of the settlement can be found in the email correspondence dated March 17th, 2023 at 6:41 AM.

The additional work did not delay work on the critical path and did not delay the project.

The execution of this document constitutes full settlement of the referenced disagreement and any and all rights for any additional compensation based on this cause are waived.

Contractor does not waive rights for additional compensation or time entitled to it for any future changes, delays, impacts, or other as allowed by the contract.

Change Order Reason Code(s)	Change Order Description(s)
24	CLAIMS RES/AVOID AGR

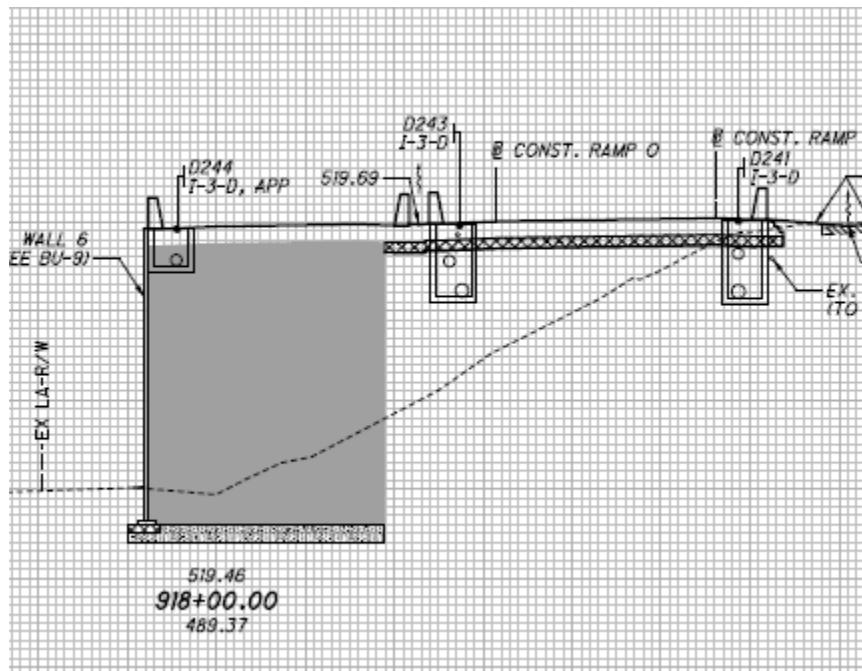
Omnipro Services

From: Chris.Tuminello@dot.ohio.gov
Sent: Friday, March 17, 2023 6:41 AM
To: Tom Hackett
Cc: Joe Fockler; Alexa Halker; Gary Middleton; Omnipro Services; Charles.Rowe@dot.ohio.gov; Scott.Kraus@dot.ohio.gov; Chris.Tuminello@dot.ohio.gov
Subject: 203000_PID 104668_S-0144 - RFI 058 Extra Work Pricing
Attachments: 3000-S-0144 - RFI 058 Extra Work Pricing.pdf

Tom,

As discussed, please see the following:

- Area 1A
 - The Department agrees with the Great Lakes Design Build Team.
 - Extra Work will not be performed in this area.
 - The Department accepts the Work as currently detailed in Buildable Unit 2. Filling and capping (with concrete) is not required. Please note, the Department has concerns with the proposed seeding and mulching germinating in this area.
- Area 3
 - The Department does not entirely agree with the Great Lakes Design Build Team. The Department's reference to 603.1.4.4 is applicable for a portion of the area. Please see below cross section for one example.



- Area 1B
 - The Department does not agree with the Great Lakes Design Build Team.
 - The Department's reference to 603.1.4.4 is applicable for this area.
 - Barrier separation composed of concrete barrier and attenuators is required.

- Misc. Items
 - SOS 10.2.A.1.ii
 - “All concrete barriers/attenuators shall physically prevent a lane change.” The area shown below is not scope compliant as traffic from Ramp S is not physically prevented via concrete barrier from accessing WB74.
- ATC
 - The approval of ATC 003_Revision 2 did not change the contractual requirements of L&D V1 603.1.4.4 or barrier separation composed of concrete barrier and attenuators.
- Settlement
 - The Department appreciates the Great Lakes Design Build Team’s willingness to partner with the Department to resolve this potential dispute. The Department proposes the following to settle this item.
 - Area 1A
 - Please see comments above for this area.
 - Area 1B
 - The area located between the back-to-back concrete barrier walls will be filled and capped with concrete as proposed. The Department will participate in the cost of this work as follows:
 - ELR cost = \$4,050
 - Documentation to support the stated \$7,500 cost is needed.
 - GLC cost = \$70,363.31
 - Total Department participation = \$74,413.31
 - Area 3
 - A non-vegetative surface (i.e. stone) is provided between the barrier walls at no additional cost to the Department.
 - An additional six-week closure of the Beekman off-ramps (NB75/WB74 to Beekman and S75 to Beekman) is Accepted As Noted. As Noted comment are as follows:
 - The additional closure duration will be 40 calendar days.
 - The language in Change Order 003 will be updated to include the additional 40 calendar days. This additional 40 calendar days will be denoted as Phase 7. The updated total duration of the Beekman ramp closures will be 280 calendar days.
 - The additional 40 calendar day closure shall occur concurrent/immediately after the Phase 6 closure specified in Change Order 003.
 - The disincentives previously established in Change Order 003 will apply for Phase 7.
 - Design details shall be provided for the newly established modified Phase 7.
 - Concrete barrier wall will be placed as currently detailed in Buildable Unit 2 (“2023-02-14.HAM-74-18.01.BU-02_NDC 56_Roadway-Drainage Construction Plans_ODOT_STAMPED”).

- The area referenced above for non-compliance of SOS 10.2.A.1.ii is permitted to remain as currently shown in Buildable Unit 2 / 3.

Please feel free to contact me with any questions. Thank you.

Chris J. Tuminello, P.E.

Construction Area Engineer

ODOT District 8

505 South State Route 741, Lebanon, Ohio 45036

(p) 513.564.6107 (m) 513.615.5559

transportation.ohio.gov



From: Tom Hackett <thackett@greatlakesway.com>

Sent: Monday, February 20, 2023 12:56 PM

To: Tuminello, Chris <Chris.Tuminello@dot.ohio.gov>

Cc: Joe Fockler <jfockler@greatlakesway.com>; Alexa Halker <ahalker@greatlakesway.com>;

gmiddleton@omniproservices.com

Subject: 3000-S-0144 - RFI 058 Extra Work Pricing

Chris,

Following up on the thread below and previous discussions. *S-0144 RFI 058 Extra Work Pricing* was just posted to [SharePoint](#) for your review. The SharePoint link includes the cover letter and all referenced attachments.

The cover letter is attached for convenience. Please advise on how you would like to proceed.

Thank you,

Tom Hackett

DB Project Manager



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Hinckley, OH 44233

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A VPP Partner

M: 330.635.6164

thackett@greatlakesway.com

www.GreatLakesWay.com

From: Tom Hackett
Sent: Thursday, June 2, 2022 11:02 AM
To: Chris.Tuminello@dot.ohio.gov; Alexa Halker <ahalker@greatlakesway.com>
Cc: Charles.Rowe@dot.ohio.gov; Joe Fockler <jfockler@greatlakesway.com>; Michael Lutes <mlutes@elrobinson.com>; mhunter@eec-eng.com; Jeffrey Weiler <jweiler@omniproservices.com>; 'i74@omniproservices.com' <i74@omniproservices.com>; Jason Wise <jwise@elrobinson.com>; John.Otis@dot.ohio.gov; Bryan.Comer@dot.ohio.gov
Subject: RE: [Outside Sender] RE: 203000_PID 104668 MCE5B - 3000-RFI-058 - Roadway Barrier Details

Chris,

We disagree with the Department's interpretation of the scope and the d-wall layout.

- Area 1A – 1000+79 to 1004+50 – 371'
 - There is no “back to back” d-wall in this area. There is a d-wall, then a gap, then an MSE Wall
 - If the Department wants this area filled and capped with concrete, like King Place, this would be considered Extra Work
 - Note the DBT has the option to change this area to guardrail
- Area 1B – 1004+50 to 1014+90 – 1040'
 - At 1004+50, the separation is 4' vertical and 5' horizontal
 - At 1009+00, the separation is -1' vertical and 7' horizontal
 - At 1014+50-, the separation is -0.5' vertical and 5' horizontal
 - The quoted L&D section does not define what “back to back” is. A 4' vertical separation or a 7' horizontal separation does not appear to meet the criteria of “back-to-back”.
 - If the Department wants this area filled and capped, this would be considered Extra Work.
 - Note the DBT has the option to change this area to guardrail
- Area 2
 - The Department's preferred changes can be accommodated.
- Area 3
 - Portions of this gore are 11' wide with up to 3' vertical separation. This does not appear to meet the criteria of “back-to-back”.
 - If the Department wants this area filled and capped, this would be considered Extra Work.
 - Note the DBT has the option to change this area to guardrail.

Please review and let me know when ready to discuss a path forward for these areas. In the meantime, the BU-Final submission for the roadway will be submitted as-is with wall barrier and no capped sections.

Thank you,

Tom

From: Chris.Tuminello@dot.ohio.gov <Chris.Tuminello@dot.ohio.gov>
Sent: Tuesday, May 31, 2022 6:54 AM
To: Alexa Halker <ahalker@greatlakesway.com>
Cc: Charles.Rowe@dot.ohio.gov; Tom Hackett <thackett@greatlakesway.com>; Joe Fockler <jfockler@greatlakesway.com>; Michael Lutes <mlutes@elrobinson.com>; mhunter@eec-eng.com; Jeffrey Weiler <jweiler@omniproservices.com>; 'i74@omniproservices.com' <i74@omniproservices.com>; Jason Wise

<jwise@elrobinson.com>; John.Otis@dot.ohio.gov; Bryan.Comer@dot.ohio.gov; Chris.Tuminello@dot.ohio.gov

Subject: RE: [Outside Sender] RE: 203000_PID 104668 MCE5B - 3000-RFI-058 - Roadway Barrier Details

Alexa,

Please the following comments in regards to RFI 0057 and 0058:

- Area 1
 - The proposed design does not conform to the requirements of the Contract. L and D V1 section 603.1.4.4 states: "Two back-to-back Type D barriers should not be used in lieu of a single Type B median barrier as debris collects behind the barrier causing maintenance problems." However, the Department will accept the proposed backfilling with embankment and a concrete cap at no additional cost to The Department.
- Area 2
 - Placing the ITS camera pole (RFI 0057) on the EB side is Not Accepted. It is acceptable to place the ITS camera pole in Area 2 of RFI 0058. Therefore, Area 2 of RFI 0058 is Accepted As Noted:
 - The gaps should be 10' (south gap) and 7.8' in lieu of 8.9' and 8.9'.
 - Please ensure the barrier flare rate meets the design speed.
 - Please ensure the location of the overhead sign support does not conflict with the barrier opening or the ITS camera.
 - This comes at no additional cost to the Department. Please see aforementioned L and D V1 section 603.1.4.4 and contractually required access for ITS per the TEM.
- Area 3
 - The proposal is Not Accepted. The ramp S barrier should follow the layout in the BU2 Interim submittal as the ramp shoulder is only 4' where the access is proposed. The Department will accept the Area 1 proposed backfilling with embankment and a concrete cap at no additional cost to the Department for this area as well in lieu of meeting the contractual requirements of L and D V1 section 603.1.4.4.

Please feel free to contact me with any questions. Thank you.

Chris J. Tuminello, P.E.

Project Engineer

ODOT District 8

505 South State Route 741, Lebanon, Ohio 45036

(p) 513.564.6107 (m) 513.615.5559

transportation.ohio.gov



**EXCELLENCE IN
GOVERNMENT**

From: Jason Wise <jwise@elrobinson.com>

Sent: Tuesday, May 17, 2022 7:48 AM

To: Tuminello, Chris <Chris.Tuminello@dot.ohio.gov>; Alexa Halker <ahalker@greatlakesway.com>

Cc: Rowe, Charles <Charles.Rowe@dot.ohio.gov>; Hackett, Tom (hackettm) <thackett@greatlakesway.com>; Joe Fockler <jfockler@greatlakesway.com>; Michael Lutes <mlutes@elrobinson.com>; mhunter@eec-eng.com; Jeffrey Weiler <jweiler@omniproservices.com>; 'i74@omniproservices.com' <i74@omniproservices.com>

Subject: RE: [Outside Sender] RE: 203000_PID 104668 MCE5B - 3000-RFI-058 - Roadway Barrier Details

Chris

The PDF of SP shows sections for Area 1 and plan views for Areas 2 and 3. Let me know if you need additional details.

Thank you,

Jason T. Wise, P.E., DBIA
Design Build Manager
E.L. Robinson Engineering
1468 W. 9th Street, Suite 800
Cleveland, OH 44113
T: 216.452.1890
D: 216.304.5893
C: 216.225.9669
www.elrobinsonengineering.com
Follow Us: [LinkedIn](#)|[Facebook](#)|[Twitter](#)

From: Chris.Tuminello@dot.ohio.gov <Chris.Tuminello@dot.ohio.gov>
Sent: Tuesday, May 17, 2022 6:33 AM
To: Alexa Halker <ahalker@greatlakesway.com>
Cc: Charles.Rowe@dot.ohio.gov; Hackett, Tom (hackettm) <thackett@greatlakesway.com>; Joe Fockler <jfockler@greatlakesway.com>; Michael Lutes <mlutes@elrobinson.com>; mhunter@eec-eng.com; Jason Wise <jwise@elrobinson.com>; Jeffrey Weiler <jweiler@omniproservices.com>; 'i74@omniproservices.com' <i74@omniproservices.com>; Chris.Tuminello@dot.ohio.gov
Subject: [Outside Sender] RE: 203000_PID 104668 MCE5B - 3000-RFI-058 - Roadway Barrier Details

Alexa,

The RFI references a pdf for Area 1. However, I did not see it posted to Sharepoint. Please clarify.

Please feel free to contact me with any questions. Thank you.

Chris J. Tuminello, P.E.
Project Engineer
ODOT District 8
505 South State Route 741, Lebanon, Ohio 45036
(p) 513.564.6107 (m) 513.615.5559
transportation.ohio.gov



From: Alexa Halker <ahalker@greatlakesway.com>
Sent: Monday, May 16, 2022 2:23 PM
To: Tuminello, Chris <Chris.Tuminello@dot.ohio.gov>
Cc: Rowe, Charles <Charles.Rowe@dot.ohio.gov>; Tom Hackett <thackett@greatlakesway.com>; Joe Fockler <jfockler@greatlakesway.com>; Michael Lutes <mlutes@elrobinson.com>; mhunter@eec-eng.com; Jason Wise <jwise@elrobinson.com>; Jeffrey Weiler <jweiler@omniproservices.com>; 'i74@omniproservices.com' <i74@omniproservices.com>
Subject: 203000_PID 104668 MCE5B - 3000-RFI-058 - Roadway Barrier Details

Chris,

RFI #58 has been posted to SP:

<http://construction.dot.state.oh.us/d08/HAM104668/external/RFIs/0058%20-%20Roadway%20Barrier%20Details>

Thanks,

Alexa Halker
Project Engineer



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WORKFORCE DEVELOPMENT & COMMUNITY ENGAGEMENT

Tom Hackett

From: Mica.Flanagan@dot.ohio.gov
Sent: Wednesday, December 10, 2025 3:26 PM
To: Eric Reed; Tom Hackett
Cc: Juleda.Stoltz@dot.ohio.gov
Subject: ODOT Workforce Symposium - April 22, 2026 - Columbus Ohio

Hello Eric and Tom,

ODOT is having a Workforce Development Symposium on Wednesday, April 22nd, 2026. We would be honored if you would participate in the On-the-Job Training (OJT) panel. We will also have a representative from Apprentice Ohio on the panel, and possibly one other industry representative.

The session is titled: "On-the-Job Training (OJT) Programs: Building a Skilled Highway Construction Workforce."

Your experience with hiring and training apprentices can be very valuable to share with others in the heavy highway industry. You are leaders, and exemplify the efforts ODOT appreciates in hiring and training individuals/apprentices with the On-the-Job Training Program on heavy highway projects.

The symposium will be held at the Columbus Convention Center, and this session will be held from 11:00-11:50am. Please let me know if you'd be interested in participating on this panel.

Thank you!

Mica

Mica Flanagan
Supportive Services Manager
Division of Small Business & External Workforce Development
1980 West Broad Street
Columbus, Ohio 43223
D: 614.466.4325 C: 614.706.8493
Mica.Flanagan@dot.ohio.gov





FW: Thank you!

From Tom Hackett <thackett@greatlakesway.com>

Date Thu 8/1/2024 8:58 AM

To Tuminello, Chris <Chris.Tuminello@dot.ohio.gov>; Alexa Halker <ahalker@greatlakesway.com>

Per our discussion yesterday.

From: Mica.Flanagan@dot.ohio.gov <Mica.Flanagan@dot.ohio.gov>

Sent: Friday, July 12, 2024 11:57 AM

To: Eric Reed <ereed@greatlakesway.com>; Tom Hackett <thackett@greatlakesway.com>; Dusty Bryant <dbryant@ULGSO.ORG>

Cc: Lauren.Purdy@dot.ohio.gov; Deborah.Green@dot.ohio.gov

Subject: RE: Thank you!

Wow, that's awesome!

Mica Flanagan

Project Manager, Office of Business & Economic Opportunity

1980 West Broad Street

Columbus, Ohio 43223

D: 614.466.4325 C: 614.706.8493

Mica.Flanagan@dot.ohio.gov



**Department of
Transportation**

From: Eric Reed <ereed@greatlakesway.com>

Sent: Friday, July 12, 2024 11:36 AM

To: Flanagan, Mica <Mica.Flanagan@dot.ohio.gov>; Tom Hackett <thackett@greatlakesway.com>; Dusty Bryant <dbryant@ULGSO.ORG>

Cc: Purdy, Lauren <Lauren.Purdy@dot.ohio.gov>; Green, Deborah <Deborah.Green@dot.ohio.gov>

Subject: RE: Thank you!

Mica et. all,

Thank you for the opportunity to share what we do! It was great presenting to a class that had so much enthusiasm about construction. Lots of great questions! I have already spoken to Shawn Tyson, and he will be starting with us 7/22! Keep them coming!

Thank You,

Eric Reed

General Superintendent



The Great Lakes Construction Co.
925 Laidlaw Avenue
Cincinnati, Ohio 45237

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C: 513.259.0565
O: 513.554.0720
F: 513.554.0821
ereed@GreatLakesWay.com
www.GreatLakesWay.com

From: Mica.Flanagan@dot.ohio.gov <Mica.Flanagan@dot.ohio.gov>
Sent: Friday, July 12, 2024 10:30 AM
To: Tom Hackett <thackett@greatlakesway.com>; Dusty Bryant <dbryant@ULGSO.ORG>
Cc: Lauren.Purdy@dot.ohio.gov; Deborah.Green@dot.ohio.gov; Eric Reed <ereed@greatlakesway.com>
Subject: RE: Thank you!

Tom and Eric,
 Thank you to Eric as well! We REALLY appreciate it. Your efforts are helping to grow and improve the industry in a big way.
 Sincerely,
 Mica

Mica Flanagan
Project Manager, Office of Business & Economic Opportunity
 1980 West Broad Street
 Columbus, Ohio 43223
 D: 614.466.4325 C: 614.706.8493
Mica.Flanagan@dot.ohio.gov



**Department of
Transportation**

From: Tom Hackett <thackett@greatlakesway.com>
Sent: Friday, July 12, 2024 9:59 AM
To: Dusty Bryant <dbryant@ULGSO.ORG>; Flanagan, Mica <Mica.Flanagan@dot.ohio.gov>
Cc: Purdy, Lauren <Lauren.Purdy@dot.ohio.gov>; Green, Deborah <Deborah.Green@dot.ohio.gov>; Eric Reed

<ereed@greatlakesway.com>

Subject: RE: Thank you!

Dusty & Mica,

Thank you for the feedback. Eric Reed and myself had a great time giving the tour and teaching them about the project and career opportunities in the heavy highway industry. We really enjoyed their enthusiasm and engagement throughout the evening.

We are always interested in helping engage newcomers to the industry. Please stay in touch as you get new classes coming through the program.

Thank you,

Tom Hackett
DB Project Manager



The Great Lakes Construction Co.

2608 Great Lakes Way
Hinckley, OH 44233

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M: 330.635.6164

thackett@greatlakesway.com

www.GreatLakesWay.com

From: Dusty Bryant <dbryant@ULGSO.ORG>

Sent: Wednesday, July 10, 2024 4:21 PM

To: Mica.Flanagan@dot.ohio.gov; Tom Hackett <thackett@greatlakesway.com>

Cc: Lauren.Purdy@dot.ohio.gov; Deborah.Green@dot.ohio.gov

Subject: Re: Thank you!

Yes, thank you! Yesterday was an incredible day for our pre-apprentices and was a great success; I can't imagine a more appropriate classroom! Our class had nothing but positive things to say about their experience and it has appeared to energize and motivate them more so than they already were.

Sincerely,

Dusty

Dusty Bryant

Program Manager, Building Futures



3458 Reading Road

Cincinnati, OH 45229

[**www.ulgso.org**](http://www.ulgso.org)

Mobile: 513-581-5548

From: Mica.Flanagan@dot.ohio.gov <Mica.Flanagan@dot.ohio.gov>

Sent: Wednesday, July 10, 2024 1:57 PM

To: Tom Hackett <thackett@greatlakesway.com>

Cc: Lauren.Purdy@dot.ohio.gov <Lauren.Purdy@dot.ohio.gov>; Deborah.Green@dot.ohio.gov

<Deborah.Green@dot.ohio.gov>; Dusty Bryant <dbryant@ULGSO.ORG>

Subject: Thank you!

Thank you so much, Tom, for helping out with the On-the-Job Observation event last night. We truly appreciate your help!

Your time was very valuable in helping the participants of the Building Futures program learn about careers in Heavy Highway Transportation.

Sincerely,

Mica



Tom Hackett

From: Dusty Bryant <dbryant@ULGSO.ORG>
Sent: Wednesday, August 21, 2024 2:28 PM
To: mica.flanagan@dot.ohio.gov; Tom Hackett
Subject: Building Futures Class 3 OTJ Observation Day

Hi Mica and Tom,

Thank you for helping coordinate Building Futures Class 3 OTJ Observation Day. Our class will be prepared to leave the Urban League at 5:15 on 10/23. I'm reaching out to schedule a time to meet to discuss planning the trip. I imagine we would want to schedule something closer to the middle/end of September to determine the site we will attend, but if there is already something in mind I'm happy to meet whenever your schedules permit.

Best,
Dusty

Dusty Bryant
Program Manager, Building Futures



3458 Reading Road
Cincinnati, OH 45229

www.ulgso.org
Mobile: 513-581-5548

Tom Hackett

From: Mica.Flanagan@dot.ohio.gov
Sent: Monday, March 11, 2024 3:59 PM
To: Tom Hackett; chris.tuminello@dot.ohio.gov; Ryan Jones; Adam.Treiber@dot.ohio.gov
Cc: Dusty Bryant
Subject: Information for On-the-Job Observation Day - Monday, June 3rd

All,

Thank you for meeting today . As we discussed on the call today, we would like the participants of the Building Futures Program to know about the following project information before they visit the site and any other relevant information you would like to present. The participants will have PPE (hard hats, boots, and glasses) provided by the Urban League and one large motor coach to travel to the project site.

Here is the information we would like the participants to know:

- Explanation of the project cost
- Explanation of the materials used, including the amount of concrete and asphalt
- General information about the project
- Start and end dates of the project
- The trades involved in the project – what types of jobs could a person do on this project (include pictures or video if possible since there will be minimal work being performed at that time of night)
- Why the project was built
- Number of cars that travel along the highway
- Any other information

It may be good to have a megaphone at the project site due to the noise from the traffic.

Is there anything else we need to know from a safety perspective?

There will be 25-30 participants including instructors.

Thank you!
Mica

Mica Flanagan
EEO/Contract Program Manager, Office of Business & Economic Opportunity
1980 West Broad Street
Columbus, Ohio 43223
D: 614.466.4325 C: 614.706.8493
Mica.Flanagan@dot.ohio.gov







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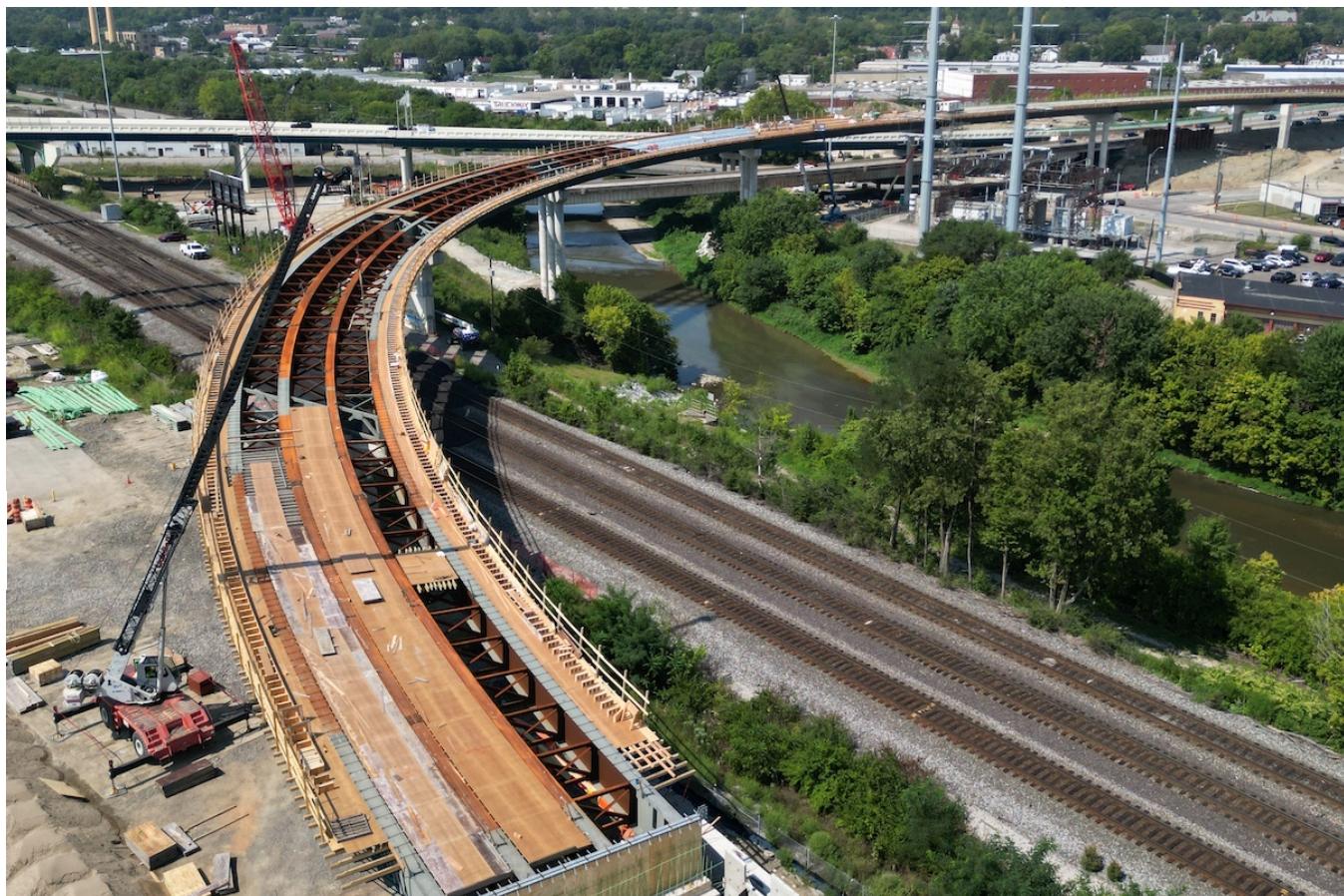
CONSTRUCTION DIGEST

A- A A+

October 2024

Ohio DOT's Mill Creek Expressway Project Phase 5B Nears Early Completion, Months Ahead of Schedule

by: Nathan Medcalf



A new on-ramp has to cross over three existing railroad lines and two future railroad lines managed by CSX and Norfolk Southern. A Link-Belt 50-ton hydraulic crane lifts deck forms into place.



A major phase of Ohio's Mill Creek Expressway (MCE) projects is months ahead of schedule. The general contractor for this phase – **The Great Lakes Construction**

Co. – plans to complete the self-perform work and put traffic in its final configuration at the end of 2024 – a full five months early.

“We anticipate finishing all contract work in summer 2025, prior to the September 1, 2025, completion milestone,” said **Tom Hackett**, DB Project Manager, The Great Lakes Construction Co.

The phase – called 5B – reconfigures the southbound I-75 connection to westbound I-74; performs additional improvements to westbound I-74 with the addition of a through lane on I-74 west between I-75 and the Montana Avenue interchange; and constructs a new ramp from I-75 south to I-74 west.

“We’re also redoing several bridges, rehabilitating and expanding a pedestrian overpass, and building structures over Spring Grove Avenue, Elmore Street, and Beekman Street, as well as installing noise walls, a median barrier, lighting, and drainage,” said **Kathleen Fuller**, Public Information Officer, **Ohio Department of Transportation** (ODOT).

Building at the Speed of Cash

Phase 5B is one of 14 phases. All phases from 1 to 8A plus Phase 9 are complete, except for 5B, which the contractor plans on completing ahead of the September 2025 deadline. However, the phases are not broken up sequentially, so most phases can be completed independent of one another.

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When ODOT awarded the first contract for the MCE projects in 2010, there were fewer phases. However, ODOT has since divided Phase 8 into 4 phases – 8, 8B, 8C, and 8D.

Although Phase 8 was originally programmed to be sold in the summer of 2022 and constructed as a single project, due to cost overruns it is now being sold as four, separate projects:

Phase 8 - Railroad Bridge Reconstruction

Phase 8B - CSO 490 & Pump Station

Phase 8C - North Project

Phase 8D - South Project

"At the time of the initial letting, bids for the single Phase 8 project came in over budget, so the department broke it into four, separate projects," Fuller said. "Phase 8 and 8B are getting under way this summer, and Phases 8C and 8D are in design and will be sold at a later date. Phase 8A was completed in 2019."



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Funding for this project has always had a great influence over the number of phases and the schedule. "The Mill Creek Expressway project is of incredible

magnitude, and we simply can't secure all the funding needed to award the entire project under a single contract," Fuller said.

The total cost for all the completed phases is \$322.6 million. The awarded contract cost for Phase 5B is \$84.9 million.

Minimizing Traffic Disruptions

Phase 5B, which included reconfiguring the highway, constructing a new ramp, and bridge replacement/rehabilitation, is significantly complete. One of the major parts to the project was the construction of the new ramp, which is complete and open to traffic.

"We have completed a significant portion of the contract to date," Hackett said. "All design, retaining walls, roadway widening, and new vehicle bridges are complete so far. This includes the 1,872-foot-long curved steel structure that spans five railroad bridges, a **United States Army Corps of Engineers** (USACE) waterway, an interstate, and two local streets."



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Both The Great Lakes Construction Co. and ODOT wanted to minimize traffic disruption.

"Because the project was contracted out in such a way that so many elements of the project could be completed independent of one another, it allowed for a lot of flexibility, which allows contractors to decrease traffic disruptions," Fuller said.

"The only current traffic disruption is the closure of the Beekman Street exit on I-74 west. Drivers entering I-74 west from I-75 south who want to take that exit, drive past it to the next one approximately 1 mile away, take a detour that leads them onto the entrance of I-74 east, and they exit at the Beekman Street exit."

"We are currently in Maintenance of Traffic Phase 6 of 7," Hackett said. "Phase 6 completes the last of the vehicle bridge rehabilitations and rebuilds the interior roadway on eastbound and westbound."

Great Lakes Construction also designed the reconfiguration in a more sensible, cleaner-looking way.



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"The new layout looks much better and logical when viewing an image of it taken from above," Fuller said. "Also, drivers have reported they no longer need to decelerate to the degree that they did prior to the reconfiguration."

Flyover Bridge Challenges

According to The Great Lakes Construction Co., constructing the flyover bridge on time was the biggest challenge. They started this work the same week they received the contract.

"The bridge had almost a dozen stakeholders, but our immediate first move was to engage the two railroad companies and get their take on the design," Hackett said.

“Achieving multi-agency design buy-in early was key to design lock-in, ordering materials at risk, and delivering the girders on time.”

Acutely aware of the challenges with this many stakeholders, the company also partnered with the state to modify contract requirements by allowing a year-long closure of a local exit ramp. This closure added another six months of float into the structural steel delivery dates, especially those surrounding the railroads.



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“Once we got the design approved, our crews hit the ground running, but this time scheduled the railroad work last to accommodate construction approvals,” Hackett said. “This strategy proved successful, and we went into Maintenance of Traffic Phase 5A as planned in the spring of 2024.”

The Great Lakes Construction Co. also holds the contract for Phase 8 – a \$46.8 million design-build contract, which included the replacement of three railroad bridges located over Prosser Avenue, I-75, and SR 562, as well as reconstruction of the railroad tracks between the bridges. Construction also includes minor realignment of I-75 lanes to accommodate the new railroad bridge pier location on I-75.

Investment in People

The company credited their commitment to investing in their staff as one of the reasons this project has been successful.

“This multi-year project was a fast-paced, multi-scoped, alternative delivery project, and that fits the mold of a Great Lakes employee,” Hackett said. “From top to bottom on this project, our people have gained invaluable experience. Many of the employees that began on this project have been promoted or given more responsibility and are fit for future leadership positions within the company. We like challenges, and we like to go fast. I am extremely proud of every team member that has been a part of this project.”



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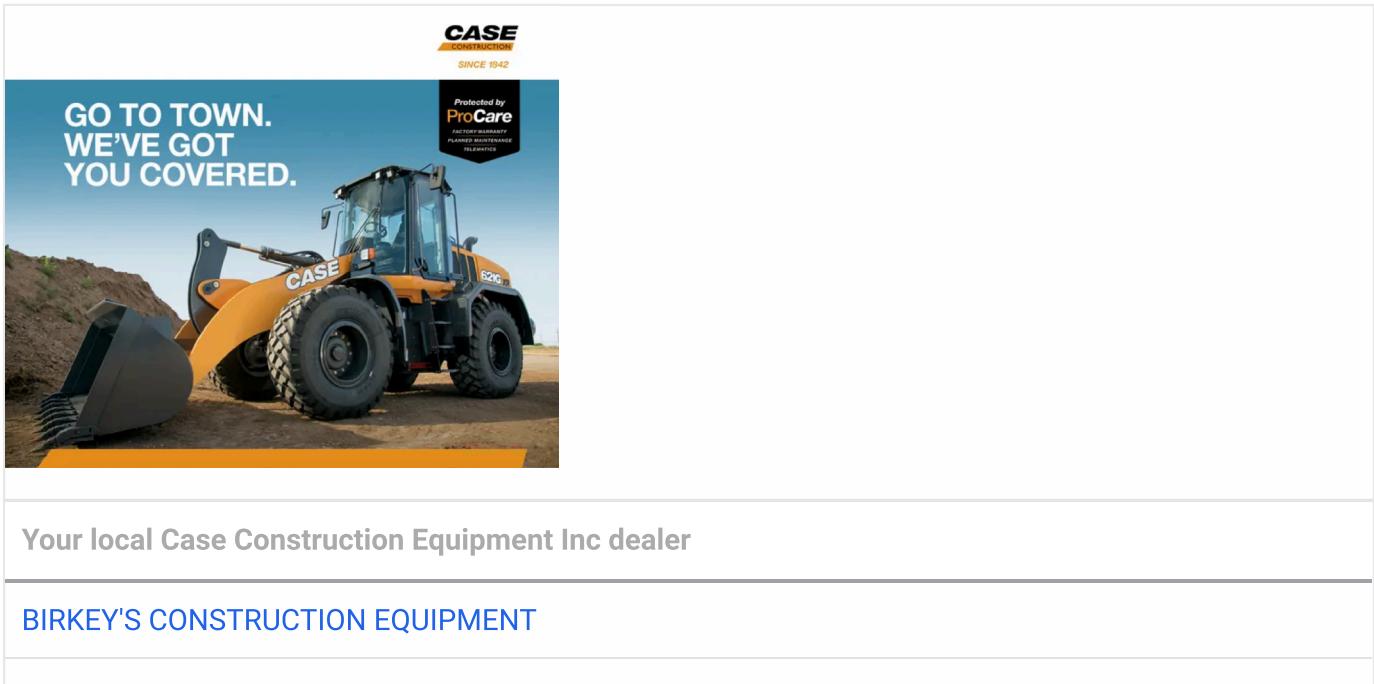
Building Structures While Building Relationships

Construction projects bring together numerous stakeholders. If contractors have good relationships with those stakeholders, it can have numerous benefits from getting agreement to meeting deadlines.

The Great Lakes Construction Co. identified two key relationships that greatly contributed to the success of the project – the asset owner and the company’s suppliers.

“ODOT and Great Lakes Construction are great partners,” Hackett said. “We have established a project-first attitude and attempt to resolve all issues at the lowest appropriate level. Both ODOT and Great Lakes are open and up front about risks and potential disputes.”

A significant act of partnering was when a relatively narrow bridge deck had three phase lines in the pour plan due to contract requirements, and this made all work involving two different railroads schedule critical.



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"To reduce the phase lines and build a significant amount of float for high-risk items into the schedule, we proposed to shut down an interstate ramp for an entire year," Hackett said. "Ultimately, we built a Texas Turnaround a couple miles down the interstate, closed the desired ramp, and successfully mitigated a lot of high-risk items."

No construction project can move forward without building materials, so having a good relationship with vendors can help contractors get building materials on time and when supplies are scarce or the usual distribution systems are down. They can also make contractors aware of any potential supply disruptions and help them source alternatives.

"Our vendors are an integral part of the project, and we treat them as team members. This was a design-build contract, so we paired the experience of our vendors with our designers to create the best value for the project and for the vendors," Hackett said. "Enabling the vendors to be a part of the design process established buy-in from the start. One of the highest risk procurement items was the delivery of structural steel on time, and we were able to partner with our steel fabricator to order steel and deliver it on time."

Shared Risk Registry



Shared Risk Register

PROBABILITY	SEVERITY			
	High (3) (67%-100%)	3	6	9
	Medium (2) (34%-66%)	2	4	6
	Low (1) (0%-33%)	1	2	3
		Minor (1)	Moderate (2)	Severe (3)

Risk Score	Rating
1 - 2	Low
3 - 5	Medium
6 - 9	High

Risk ID	Risk Description	Risk Manager	Risk Owner	Date Initiated	Last Review Date	Potential Impact			Mitigation / Notes	Status	Date Closed
						Time	Probability	Severity			
A.) Indirects											
1	COVID Delays (Labor, Equipment, Materials, Vendors, etc.)			8/23/2021				0		Open	
2	Weather Delays			8/23/2021				0		Open	
3	Railroad Coordination - Track Time			8/23/2021				0	Advanced planning and coordination	Open	
4	ODOT Engineer has authority to determine if RR delays are "extraordinary" (105.075.C). The definition of "extraordinary" is subject to interpretation.			8/23/2021				0	Advanced planning and coordination	Open	
5	Utility Relocations Delays			8/23/2021				0	Early involvement, include in P6; disciplined contract admin	Open	
6	Railroad Agreements			8/23/2021				0		Open	
7	408 Permit TAF Modifications			8/23/2021				0		Open	
B.) Design											
1	ODOT Survey Low			8/23/2021				0	Survey at tie-in points	Open	
2	CLOMR/LOMR Delay			8/23/2021				0		Open	
3	408 Permit Delay			8/23/2021				0		Open	
4	Railroad BU Review Delays;			8/23/2021				0	Early submissions and regular follow up meetings	Open	
C.) Structures											
1	Mill Creek Access			8/23/2021				0	408 Permit and Cost	Open	
2	CSO @ Pier 5			8/23/2021				0		Closed	
3	CSO @ Pier 6			8/23/2021				0		Open	
4	Bearing elevations are generic			8/23/2021				0		Open	
5	Drilling Standby Time near Railroad			8/23/2021				0		Open	
6	Pier 6 & 7 Formwork in Highwater Conditions			8/23/2021				0		Open	
7	Wall 13 - Utilities			8/23/2021				0	Early utility coordination	Open	
8	Wall 13 - Concrete Debris found by 5A			8/23/2021				0			
9	Delays - Painting over Railroad			8/23/2021				0	Three coat paint on steel + painter snoop truck	Open	
D.) Roadway											
1	MSE Wall Differential Settlement			8/23/2021				0		Open	
2	MSE Wall Settlement > 12"			8/23/2021				0		Open	
3	Utility - Pier 4 Gas line Relocation Schedule Impact			8/23/2021				0	Early coordination with utilities & Geolock P4	Open	
4	Utility - Ped Bridge Gas line relocation			8/23/2021				0	Early coordination with utilities & Geolock Unit 3	Open	
E.) Direct Costs - Other											
1	Steel delays			8/23/2021				0		Open	
2	Painter Delays			8/23/2021				0	Early coordination meetings and fully-vetted PO	Open	
3	Global Supply Chain Issues - Material Delays			8/23/2021				0		Open	
4	Global Supply Chain Issues - Material Cost Increases			8/23/2021				0		Open	