

ELECTRONIC COPY

Statement of Qualifications for
Opportunity Corridor Section 3

CUY IR 490/SR 010
02.09/19.28

PID 96833 • Project 3000 (17)

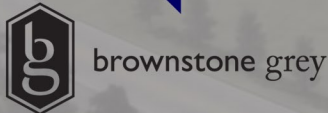
Submitted to:
Ohio Department of Transportation



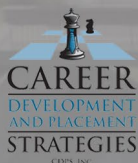
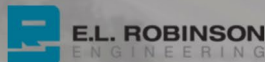
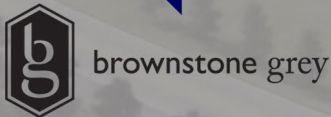
Attn: Letting Manager



Submitted by:
The Kokosing DBT



Part A: Introduction



Ohio Department of Transportation
 Division of Construction Management, First Floor
 Mail Stop 5100
 1980 W. Broad St.
 Columbus, OH 43223
 Attention: Letting Manager

Subject: Statement of Qualifications
CUY IR 490/SR 010 02.09/19.28, Project No. 3000(17), PID 96833

The Kokosing DBT is pleased to present our Statement of Qualifications for the Opportunity Corridor Project #3 Design-Build (DB). As demonstrated in the following document, our team has a tremendous understanding of the goals, potential risks, and opportunities of this project. **Our DBT brings proven success and lessons learned from some of ODOT’s largest Design-Build projects as well as local projects and meeting subcontracting goals in Cuyahoga County.**

Ohio based **Kokosing Construction Company, Inc.** is one of the nation’s largest self-performing general contractors and has successfully delivered several projects of similar size and scope. **Michael Baker International, Inc.** is a local and national leader in bridge and roadway engineering and has critical local experience. **Richland Engineering Limited** provides key ODOT IQF experience and has established relationships in District 12. **Brownstone Grey, LLC** has proven outreach and workforce development experience throughout Cleveland.



Dedicated roadway subcontractor **Independence Excavating, Inc.** and dedicated subconsultants **E.L. Robinson Engineering, CH2M, and Career Development and Placement Strategies Inc.** add local and proven expertise to our team. Our team members have worked together on numerous projects throughout Ohio and District 12. Together we form a team of highly experienced firms that bring the resources required to meet the challenges of this project.

Our design and construction staff have years of experience working with ODOT, the City of Cleveland, local utilities, GCRTA and Norfolk Southern, and are ideally suited to coordinate this project between all stakeholders. The Kokosing DBT offers ODOT the best combination of local knowledge and experience, backed by regional and national resources and expertise; a clear understanding of the project; and proven management systems that have delivered numerous ODOT DB projects.

Sincerely,

Daniel J. Compston
 President, Kokosing Construction Company, Inc.

A-2 Offeror’s Point of Contact

Kevin Ohl, P.E., DBIA, Manager of Alternative Contracting
886 McKinley Ave, Columbus OH 43222
Office Phone: 614-228-1029 | Mobile Phone: 614-309-4073 | Fax: 614-228-7065
E-Mail: kao@kokosing.biz

A-3 Structure of the Offeror

The Kokosing DBT is led by Kokosing Construction Company, Inc., an Ohio Corporation who will be the Lead Contractor and sole contracting entity with ODOT. All other team members will be subcontractors to Kokosing or sub-consultants to the same.

A-4 Legal Names

Lead Contractor: Kokosing Construction Company, Inc.
Lead Designer: Michael Baker International, Inc.
IQF: Richland Engineering Limited

A-5 Principals and Registration Numbers

Principal of Lead Designer: A. Paul Gluck, P.E., DBIA, Vice President and Ohio Office Executive
Lead Designer: Michael Baker International, Inc., Registration #01642
IQF: Richland Engineering Limited, Registration #01113
Principal of IQF: Dave Rinehart, P.E., Bridge Department Manager

A-6 Diversity, Inclusion & Outreach Consultant

Brownstone Grey, LLC will serve as the Diversity, Inclusion & Outreach Consultant.

A-7 Prequalification

Kokosing, Michael Baker and Richland Engineering are prequalified with the Department in accordance with the requirements of the Department.

A-8 Key Personnel Commitment

The Kokosing DBT commits to making the key personnel identified in this SOQ available to the extent necessary to meet ODOT's quality and project duration expectations.

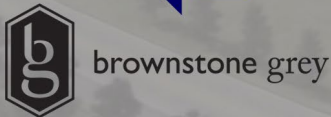
A-9 Conflict of Interest

We warrant that no member of the Kokosing DBT has a personal conflict of interest or an organizational conflict of interest as described in Section 4.1 of the Request for Qualifications.

A-10 Compliance with Subcontracting Requirements

The Kokosing DBT will comply with the Department’s new, small, local, and socially and economically disadvantaged business goals and OJT goals for this contract as described in the Project Expectations and the Department's Nondiscrimination policy.

Part B: Project Understanding and Approach





Project Understanding and General Approach to the Project

OC3 will complete the Opportunity Corridor Program, providing much needed transportation improvements, connecting I-490 to University Circle, spurring economic development and providing immediate positive impact to the local community through Diversity and Inclusion efforts. The Kokosing DBT has designed and constructed numerous projects through urban corridors with similar challenges. We understand the scope of the project and are fully qualified and ready to achieve the Department’s project goals outlined in the Major Work Task Summary:

ODOT Project Goals	Methods and Experience to Meet Goal
Initiate demolition as soon as possible	Independence Excavating (IX) is a local demolition expert experienced in obtaining demolition permits and providing environmental controls.
Deliver the Project at or below budget.	Kokosing delivered the \$200M Columbus Crossroads DB project below the original bid budget. We will use the ATC process to identify savings while meeting scope requirements.
Maximize quality, meeting or exceeding applicable standards	On the Columbus Crossroads DB project, Kokosing achieved higher quality scores than similar national projects. Dave Rinehart, P.E. was the Independent Design Quality Manager.
Minimize traffic impacts and open roadways to traffic no later than 11/1/2019.	On Columbus Crossroads, our project approach saved 7 months off the substantial completion date, allowing the project to be opened after two construction seasons.
Meet or exceed aesthetics and sustainability guidelines.	Our DBT members’ experiences include integrating unique aesthetic requirements on the CCG1, Columbus Crossroads, and I-71 MLK DB Projects.
Deliver the Project with zero lost-time accidents.	Kokosing has made significant investments and enhanced corporate leadership to achieve our corporate goal of a zero incident rate. IX has a similar corporate goal of zero incidents.
Deliver a positive economic impact to the community through Diversity and Inclusion efforts.	Diversity/Outreach Lead Manager Wyatt Brownlee resides in Ward 4. Assisted by Wyatt and local workforce development expert Maurice Stevens, we commit to a diversity and inclusion approach that provides a positive community impact.
Maximize team diversity (quantity and type)	Building upon successful past efforts, we have already initiated OC3 specific diversity outreach.

B.1 General Approach the Project

B.1.a Managing Prebid and Post Award Risks

The Kokosing DBT understands the importance of generating an accurate and competitive bid that meets all Project requirements. Our team of designers, estimators, and operations staff will use processes established through similar major Design-Build (DB) projects to manage risks. Over the last five years, Kokosing’s highway office has prepared bids on over \$8.5B worth of projects, including \$3.8B in DB bids. Our pre-

bid effort will be led by Kokosing’s Alternative Projects Manager Kevin Ohl, P.E., DBIA, a certified Design-Build professional through the Design-Build Institute of America who has managed Kokosing’s pre-bid process for over \$3B in projects. *On previous ODOT projects with Alternative Technical Concepts (ATCs), Kokosing submitted 37 approved ATCs that saved millions of dollars in the bids while minimizing project risks.*

A risk matrix that is developed during bidding will be carried forward and continually



maintained during the design and construction phases. This matrix will be organized by discipline and geography and will allow us to quickly reference outstanding design and coordination items in an organized fashion. Baker employed this format as owner’s

representative on CCG1, and having the DBT responsible for managing this list will allow for optimal responsiveness.

The table below demonstrates some specific risk mitigation techniques we will employ.

<i>General Approach to Managing Risks</i>		
Risk	Pre-Bid	Post-Award
Design & Constr. Quality/Missed Scope	<ul style="list-style-type: none"> Assign each scope section to both an estimator and designer to ensure double checks on meeting scope Hold an estimating kick-off and bi-weekly DBT meetings where each project discipline is discussed Holding prebid subcontractor meetings for critical work components 	<ul style="list-style-type: none"> Key personnel involved during the procurement phase will transition directly into the post-award phases Web-based meetings, SharePoint and ProjectWise collaboration sites for uniform file sharing across the team Project specific Quality Management Plan ODOT-experienced Design IQF and Design IQF Project Manager
Aggressive Schedule	<ul style="list-style-type: none"> Set schedule deadlines that allow for appropriate review by design and construction personnel Prioritize prebid design deliverables to allow sufficient subcontractor bidding periods and increased diversity opportunities Prepare ATCs to address schedule critical items 	<ul style="list-style-type: none"> Sequencing of design packages to facilitate third-party reviews, long-lead time utility relocations, and diversity and inclusion outreach and workforce development. On-site personnel will make decisions on behalf of the Offeror firms – cuts down on decision-making timeframe Meaningful IQF participation in weekly design subcommittee meetings
3rd Party Coordination	<ul style="list-style-type: none"> Review and update the utility impact matrix in prebid design/construction coordination meetings Evaluate the need for additional SUE Involve Baker’s national rail experts in forecasting timelines for review and construction. 	<ul style="list-style-type: none"> Co-located at the PMO, Jason Wise, P.E., DB/Rail/Third-Party Coordinator, will be integrally involved in the design and pre-construction coordination Frequent, scheduled communication with individual City agencies, GCRTA, NS, NEORS, and other utilities

B.1.b Quality Control

The Kokosing DBT commits to providing top quality in design and construction. Quality is the responsibility of each and every DBT member and is embedded in our member firm’s corporate cultures. **We have extensive experience in developing project specific quality programs, including the MLK Interchange in Cincinnati and the Columbus Crossroads project, where our quality performance ratings measured by an Independent Quality Firm exceeded those of other similar projects around the country.**

Design PM Larry Ciborek will develop a Project Management Plan (PMP), including a

DB Design PM, Larry Ciborek, P.E., has 34 years experience in the bridge and roadway design field, developed the Ohio Baker QA/QC Manuals, and supervises Ohio project management and quality activities.

Project Quality Management Plan, based on our past successful DB projects and customized to fit the OC3 project. This document will be developed in collaboration with the IQF and will include procedures for IQF approval. Through a series of task force meetings and design coordination meetings, the design staff is able to communicate design direction to, and

get feedback from, Kokosing, the IQF, and ODOT. Design submittals will include cross discipline reviews by discipline leads and constructability reviews by Kokosing and dedicated roadway subcontractor Independence Excavating (IX). Key to this effort is a dedicated DB Coordinator who ensures that all parties are timely and effectively communicating with each other. Our team emphasizes proactive communication and collaboration between design and construction personnel, including subconsultants, subcontractors, IQF, ODOT, and key stakeholders.

To ensure the Quality Control role is performed in a timely, collaborative manner, the Baker team will share weekly status sets and live basemaps via ProjectWise with the IQF and ODOT QA staff to allow effective over the shoulder reviews and information sharing. Kokosing, REL, and CH2M effectively used a similar process on Columbus Crossroads, streamlining review time while ensuring design quality and compliance. This approach reduces the risk of schedule delays resulting from re-work as issues are discussed early and throughout design rather than post-plan production.

Richland Engineering (REL) will serve as IQF with CH2M as a major subconsultant for the design phase of the project with Dave Rinehart, P.E. serving as the Design IQF Project Manager, the same role he held on the Columbus Crossroads project.

Dave Rinehart, PE, Design IQF Project Manager, received extremely positive reviews as the Independent Quality Design Manager (IDQM) on Columbus

Kokosing and IX will provide contractor quality control to ensure that the project requirements are met. Kokosing has experience working with a Quality Assurance Manager on the WVDOH Corridor H DB Project. As local contractors, Kokosing and IX understand and

regularly work within ODOT’s requirements including CMS 455 and CMS 611. IX also brings a wealth of local knowledge and experience with utilities and City standards and quality control requirements.

Integrated approaches will be used to monitor quality control during construction, including:

- Activity planning meetings will outline which specifications will be followed
- Plans and specifications maintained on tablet computers for field personnel
- Quality checklists for foremen
- Training for supervision, craftsmen and subcontractors
- Stop-work authority given to all employees, which applies to both safety and quality

B.1.c Timely Initiation of Design and Physical Project Construction

Our approach ensures timely initiation of design and physical construction. Buildable units are incorporated into the pre-bid CPM schedule with appropriate durations for design and review periods. Upon contract award, we will immediately begin coordination efforts with utilities, GCRTA, NS, and other third parties. We will hold a kickoff meeting with ODOT and third parties that defines roles, responsibilities, lines of communication and procedures to efficiently produce high quality, ‘Released for Construction’ plan sets.

Timely construction initiation will be accomplished by:

- Prioritizing and expediting design packages with long or third party review timeframes by GCRTA, NS, the City of Cleveland, or Utility companies
- Proactive utility coordination
- Permitting focus to rapidly demolish buildings upon ODOT handoff
- Immediate implementation of the Diversity & Inclusion Program
- Utilizing IX’s knowledge of the local permitting process and utility contacts
- The IQF will attend all design Task Force meetings and be provided look-ahead and

progress plan sets. These over-the-shoulder review opportunities allow deficiencies to be addressed before formal submittals.

B.2 Major Tasks, Potential Risks and Mitigation Methods

Major Task #1 – OC Blvd under E. 55th

A 25’-30’ deep excavation is proposed for OC Blvd under E 55th Street. The major challenges are significant utility infrastructure relocations and minimizing impacts to I-490 & E-55th traffic and adjacent property access. Major relocation and reconstruction of NEORS D collector and interceptor sewers is required. Many critical facilities need maintained, including water mains, a sludge line, and electric facilities. Verification of these utility locations, necessary temporary and permanent accommodation requirements, and integration with the construction phasing will be key to completing design and scheduling the work, including third party relocations.

We will apply our combined experiences with complex urban reconstruction to focus ATC

development on this area in an effort to mitigate project risks and minimize the costs and impacts of the current concept plans.

Each of the third party reviews or relocations will be included in the schedule and tracked by Utility/Railroad/City Coordinator Jason Wise. Keeping an organized tracking and scheduling system for each third party will help anticipate and mitigate potential risks. Recognizing the importance of the underground utility work to this project, Kokosing enlisted IX as a



Risk	The Kokosing DBT E. 55 th Risk Mitigation
1 MOT	<ul style="list-style-type: none"> Explore innovative techniques, phasing, and ATCs to reduce traffic impacts and duration of proposed closure of I-490 / E. 55th connection.
2 Utilities	<ul style="list-style-type: none"> Build upon Baker’s NEORS D flow modeling and coordination on CCG6B for reconfiguration of the combined sewer / regulator / outfall network. Utilize Jason Wise, P.E., DB Rail/Utilities/City Coordinator, as lead utility coordination from prebid through design and into construction. Leverage IX for local, complex excavation and utility relocation expertise.
3 R/W	<ul style="list-style-type: none"> Engage adjacent property owners, including the GCRTA station, to evaluate design and construction phasing to provide access to public and property owners and communicate impacts.
4 Bridge	<ul style="list-style-type: none"> Apply lessons learned from Baker’s recent design of W. 73rd St. under NS that included top-down bridge construction and relocation of a 108” NEORS D interceptor sewer and Kokosing’s significant bridge construction experience.
5 Walls	<ul style="list-style-type: none"> Utilize E.L. Robinson and Kokosing’s shared DB experience with temporary and permanent retaining walls to allow selection of walls that address geotechnical conditions, R/W constraints, constructability issues, and aesthetic goals.
Schedule	<ul style="list-style-type: none"> E. 55th will be on the critical path of the project. In addition to Jason Wise and his utility/city coordination responsibilities, Kokosing will dedicate a superintendent and project engineer focused on this portion of the work to manage the schedule.

dedicated roadway and utility subcontractor, with their core capabilities being complex excavations and underground utility construction (water mains, storm/sanitary, leachate piping and underground power). Their management team and utility crews have years of experience specifically related to the City construction standards and permitting requirements that pertain to Cleveland Department of Water Pollution Control (WPC), Cleveland Water (CWD), and NEORS.

In construction, a dedicated Kokosing project superintendent will manage the work in this area as their sole duty. This person will drive coordination with IX, third-party utility relocation crews, and subcontractors.

In conjunction with the utility relocations, Kokosing will construct the retaining walls and bridge structure. This will likely entail top-down construction using concrete faced soldier pile walls. Careful design consideration will be given to the existing R/W in determining the sizing of wall elements and potential anchors. On their current I-71/MLK Interchange DB Project Kokosing is constructing similar walls with aesthetic facing.

Major Task #2 – Schedule Management

The proposed project schedule is very aggressive, with an assumed May 2017 NTP leaving 30 months to achieve the substantial completion date of November 1, 2019. Kokosing delivered the \$200M Columbus Crossroads DB project in a similar timeframe.

The design and IQF review sequence will be developed in logical buildable units to expedite early construction packages as well as those with longer review times such as railroads and third-party utilities. Using the schedule and tracking spreadsheets to document design package status, Larry Ciborek and Dave Rinehart will plan and communicate staff and

review needs. Design progress will be updated weekly, shared via SharePoint, and reviewed in the Design Coordination meetings. This approach makes a large, fast-paced project manageable.

During Columbus Crossroads, Dave Rinehart and REL provided review of 135 plan packages. A committed IQF turnaround period of 5 days was typically achieved in 2-3 days. We will make a similar commitment on OC3.

During both design and construction, the CPM schedule will be managed by a dedicated on-site project engineer. The project schedule will be based on a detailed prebid schedule and include activities for all project phases including design, reviews, material procurement, and construction activities. Input from major suppliers and subcontractors will be used in developing the schedule and it will include realistic normal weather restrictions.

Major schedule risks and mitigation techniques associated with the project schedule include:

- **Lengthy Utility, Railroad, and other third-party design reviews and relocations.** Prior to any design packages being submitted to third parties we will hold a coordination meeting that outlines the contractual responsibilities of each party. Baker has working relationships with all City departments, railroads, and utility companies on this project, and we will leverage those contacts to advance decision-making. During the bid phase we will contact all affected utility companies to get their anticipated relocation durations. These durations can then be anticipated in the project schedule.
- **Schedule of NS forces to install track for temporary runaround and relocate fiber.** Baker worked with NS to coordinate a similar “shoofly” for the West 73rd Street project. We will engage our NS contacts early in design to understand the schedule requirements to minimize risk. From our experience on the West 73rd Street project, Baker understands



the challenges inherent to the fiberoptic relocation necessitated by the proposed NS bridge. Coordination with NS and the utility companies that use NS R/W will begin immediately upon authorization, initiating the multi-layered process of utility design, NS approval of design and schedule, and utility relocation.

Major Task #3 – Structures

As demonstrated in table below, this project will construct several structures varying in complexity. Baker’s and E.L. Robinson’s project staff have wide-ranging experience designing railroad grade separations in urban environments, involving maintenance/protection of vehicular or rail operations, complex phasing and utility relocations, and accelerated construction.

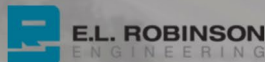
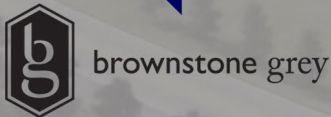
Our team will seek to find solutions that simplify the designs and optimize construction. As an example, we will look to implement straight girders and eliminate complex elements like straddle bents. The goal is to mitigate risks with fabrication and erection, improve safety, reduce maintenance/inspection, and reduce costs.

Should complex elements be needed, Baker has the experience to implement constructible and maintainable designs into the project. Their bridge design team is skilled with 3D modeling for design of complex steel and concrete structures, including curved and skewed structures, complicated substructures, challenging foundations, and retaining walls. Baker’s recent design for the W. 73rd Street extension under NS overcame similar challenges by modifying grading to limit structure heights and shoring requirements, and incorporated HP 18x204 piles to support massive railroad loads.

Kokosing is a leader in bridge and wall construction, including several recent rail structures. They are currently completing a two-phase replacement of the Indiana and Ohio Railway over I-75 and recently constructed three DB bridge replacements for CSX. Kokosing has constructed some of the most complex structures in the state including the Fulton Road, Main Street Arch, and Jeremiah Morrow Bridges. During the design process they will enhance constructability using over-the-shoulder plan reviews.

<i>Risks and Mitigations for Structures</i>	
Risk / Complication	Potential Mitigations
<i>OC under E. 55th Street Significant Utility Relocations, traffic impacts, property access</i>	<ul style="list-style-type: none"> • Evaluate ATCs to minimize utility impacts/relocations • Proactive and intensive 3rd Party coordination • Innovative construction techniques (ABC, top-down)
<i>Pedestrian Bridges Aesthetics, maintaining connectivity</i>	<ul style="list-style-type: none"> • Engage stakeholders post-award • Expedite construction to reconnect across the trench
<i>OC Over Kingsbury Run Curved structures, deep valley, buried sewer, foundation limitations</i>	<ul style="list-style-type: none"> • Evaluate ATCs to improve geometry • Constructability reviews both prebid and post-bid • Geotechnical risk assessment
<i>OC over GCRTA Curved structures, straddle bent over tracks, work over catenary, GCRTA coordination</i>	<ul style="list-style-type: none"> • Review phasing / constructability with GCRTA (pre-bid if possible) to discuss acceptable outages. • Evaluate use of catenary shielding (doghouse) for schedule critical structures.
<i>OC under NS Shoofly construction, fiber optic utility relocations, NS coordination</i>	<ul style="list-style-type: none"> • Innovative construction techniques (ABC, top-down) • Obtain early commitments from NS for track throwing lead times for shoe-fly and bridge construction.
<i>Grand Avenue under NS (Demo) NS Maintenance of Way</i>	<ul style="list-style-type: none"> • Proactive 3rd Party coordination, Innovative Construction Techniques, sequence with OC under NS

Part C: Design-Build Project Team



C.1 Kokosing DBT Organization

The Kokosing DBT is committing firms and individuals to this project who have a unique blend of ODOT DB, local District 12, City of Cleveland, and railroad and utility coordination experience. An organizational chart showing required Key Personnel and Value Added Personnel is presented in Figure 1.

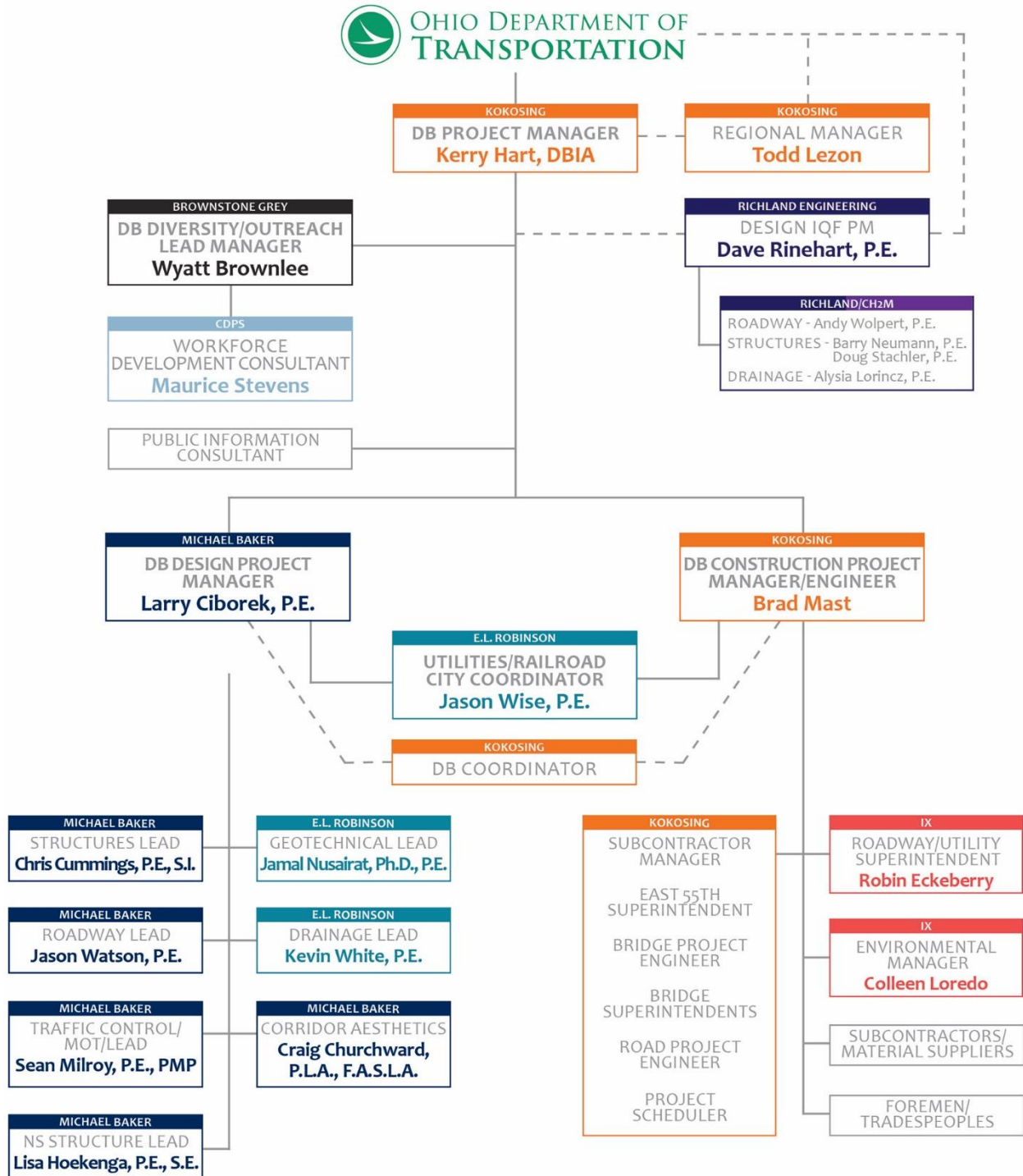


Figure 1: DBT Organization

C.2 Major Participant Business Experience

The Kokosing DBT is comprised of member firms that are highly experienced in their respective areas. All firms are Ohio-based, have Northeast Ohio offices, and have worked on significant ODOT DB and DBB projects similar to OC3. In fact, firms from the Kokosing DBT have worked on all four previous ODOT best-value or PPP projects as demonstrated by the table below. Opportunity Corridor is in our back yard, we understand the project goals and ODOT’s expectations.

ODOT Mega DB Projects	Kokosing	Baker	Richland	IX	ELR	CH2M
CCG1	S	O	S	S	S	
Columbus Crossroads	L		S		S	L
CCG2	Offeror		L/O			
Portsmouth Bypass					S	O

Figure 2: Firm Involvement on Mega ODOT DB Projects
L = Lead Role, S = Subcontractor, O = Owner’s Rep

While the Kokosing DBT is comprised of local firms, we also have significant large-project (greater than \$150M) and DB experience. The table below summarizes this experience by lead firms Kokosing and Baker.

Firm	Projects >\$150M	DB Projects	DB Value
Kokosing	8	40	\$1.8B
Baker	14	65	\$7.5B

Figure 3: Large Project & DB Experience as Lead Firms

Additionally, our firms have a strong history of working together on past projects. Our corporate cultures are aligned and our key personnel have great familiarity with each other. This allows us to hit the ground running on the project from day one; with minimal learning curve required. On a schedule-driven, high profile project such as OC3 this is a tremendous benefit to ODOT. The following

table demonstrates just some of our experience working together.

Project	Firms
ODOT Columbus Crossroads DB	
ODOT Fulton Road Bridge	
WVDOH USR 35 DB	
WVDOH Corridor H DB	
ODOT Fairfield US22 DB	

Figure 4: Past Project Teaming Experience

Kokosing Construction Company, Inc. (Lead Contractor) is one of



the largest self-performing general contractors in Ohio and the surrounding states, employing over 3,000 skilled tradespeople and operating one of the largest heavy equipment fleets in the Midwest. Founded in 1951, Kokosing has 65 years of experience and currently ranks as the 70th largest Contractor nationwide, the 20th largest Heavy Civil Contractor, and the 45th largest Environmental Firm as reported by Engineering News-Record. Locally Kokosing has completed projects such as the \$90M I-77 Widening, the Fulton Road Bridge, the Eddy Road Bridge and Interchange, and is currently beginning a \$120M widening of I-271.

Since 2013 Kokosing and Baker have teamed on \$500 Million in DB Pursuits.

Michael Baker International, Inc. (Lead Designer) is a



leading provider of engineering and technology solutions consistently rated among the top 10% of design firms by ENR. The Cleveland office

has 23 engineers in the surface transportation group (highway and bridge departments) with experience working on projects for a variety of local clients including ODOT District 12, the City of Cleveland, Cuyahoga County, GCRTA and NS. Those local projects have allowed Baker’s Cleveland engineering staff to become familiar with the many local stakeholders that will be encountered on this project. Additionally, the Cleveland Office has had a role in many of the large ODOT projects and programs in Cleveland including the Innerbelt Cleveland Contract Group projects (CCG1, CCG2, CCG3, CCG6B and CCG7), The I-77 Bridges (Fleet, Grant, and Railroad Bridges) and the Lakefront West Projects.

Richland Engineering Limited (IQF) (REL) is



one of the most respected local engineering firms in northern Ohio. Founded in 1968, REL has a wide variety of experience in surveying, municipal, bridge, highway, and interstate highway projects. Their engineers have experience in all aspects of project development and construction including preliminary studies, construction inspection, bridge inspection and analysis, as well as detailed structure, roadway, and MOT plans. REL has provided quality review roles on some of the largest projects in Ohio, including the Columbus Crossroads project (IDQM and IQF design reviews) and the CUY-90 Innerbelt CCG2 (design reviews and audits as part of the ODOT Quality Oversight team).

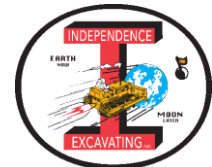
Brownstone Grey LLC (DIOC) is a diversity,



outreach and consulting firm located in Cleveland. Headed by Wyatt Brownlee, Brownstone Grey specializes in establishing local relationships and collaborating with community members, local leaders and religious organizations to increase public awareness, provide training and development, and create jobs. Located in Cleveland Ward 4, they have served as a

Diversity and Outreach Consultant for numerous projects directly adjacent to Opportunity Corridor Section 3 including Opportunity Corridor Section 1 and the Cuyahoga County Juvenile Justice Center. Additionally they have performed similar services for NEORS, ODOT, and the Ohio Turnpike Commission.

Independence Excavating, Inc. (Dedicated Roadway Subcontractor to Kokosing)




(IX) is a recognized industry leader in challenging site development, grading, demolition, heavy industrial applications, environmental solutions and concrete construction. Founded in 1956, IX is a family-owned and operated business that has earned a solid reputation for honesty, integrity and outstanding performance throughout the last 60 years. IX employs a staff of 500 and is currently ranked by ENR as the 8th largest Excavation and 7th largest Demolition contractor nationally. They have participated in several notable local projects including I-90 CCG1 DB, the SR8/I-271 Interchange, and the Babbit Road Underpass.

E.L. Robinson Engineering (Dedicated Engineering Subconsultant to Baker)



(ELR) has 38 years of experience as a multi-disciplined engineering/ architectural/ planning firm. With a staff of over 130 full-time professionals including 50 Ohio transportation engineering employees, ELR provides a full range of engineering services. ELR’s Engineers have unparalleled design experience working in the public/private sectors and with over 20 contractors on projects for state and local clients including ODOT, County Engineers, municipalities and Metropark systems. ELR’s experience includes Columbus Crossroads, CCG1, CCG2, and the I-270/US23 interchange as well as two of the largest WVDOH DB contracts valued at \$73M and \$210M. As part of the Cleveland Innerbelt projects, ELR

provided geotechnical, structural and drainage design and design review services, and is intimately familiar with the local City and Utility standards and requirements.

CH2M (Dedicated IQF Subconsultant to REL) is a  global engineering firm with revenues of \$5.5B and 22,000 employees. Their local offices in Cleveland and Columbus provide ODOT DB experience as lead designer on Columbus Crossroads and as Quality Oversight on the Portsmouth Bypass P3. CH2M clearly understands the Design IQF role, the need to expedite the design reviews, and the importance of a solid working relationship with the lead designer. Their Cleveland office has completed or is actively working on projects for a variety of local clients including ODOT D12, the City of Cleveland, the Northeast Ohio Regional Sewer District, Cuyahoga County, and GCRTA. CH2M staff proposed for OC3 have been providing design reviews and audits on the \$429M Portsmouth Bypass P3. Serving as an extension of ODOT, they expedited design reviews by demonstrating a thorough understanding of the scope, as well as ODOT manuals and specifications.

Career Development and Placement Strategies Inc. (Dedicated DIOC Subconsultant to Brownstone Grey) (CDPS) is a nonprofit Cleveland-based organization



that provides workforce and personal development programs designed to serve individuals in promoting current skills and developing new skills. Headed by Maurice Stevens, CDPS has extensive experience with coordinating, managing and training in educational administrations, community based programs and corporate work groups. They have developed collaborative partnerships with numerous local public service organizations including the City of Cleveland, Ohio Means Jobs, and the Council of Economic Opportunities of Greater Cleveland. CDPS will

focus on local workforce development on the Opportunity Corridor Project 3.

C.3 Key Personnel

DB Project Manager – Kerry Hart, DBIA

Kerry is currently employed by Kokosing as a Senior Area Manager. As the DB Project Manager, he will have ultimate responsibility for the DBT's performance, ensuring that personnel and other resources are made available in a timely manner. He will be the primary contact for ODOT regarding all contractual matters. Kerry has 22 years of experience managing ODOT projects including the \$90M Cuyahoga I-77 widening and \$225M Lucas I-75 reconstruction program as well as experience with complex underground utility and city street work. He has key DB experience as the Construction Manager on the \$200M Columbus Crossroads project and he is a certified Design Build Professional through the Design Build Institute of America. Kerry will be 100% dedicated to this project with no concurrent duties.

DB Design Project Manager – Larry Ciborek, P.E.

As the DB Design Project Manager, Larry will actively manage the overall design of the project including all structural and roadway elements. Larry will be responsible for design staffing, subconsultant management and meeting the required design schedule. He will also serve as the primary contact for Kokosing during design and construction. Larry has significant urban design and construction experience in Northeast Ohio. Larry has experience working as a project manager on complex bridge projects and recently has been a key member of Baker's teams on some of the largest design-build projects in the country including the \$3.9B Tappan Zee Bridge and \$2.3B I-4 Ultimate Projects. Larry will commit 100% of his time to the project.



DB Construction Project Manager/ Engineer – Brad Mast

Brad is currently employed by Kokosing as a Project Manager. As the DB Construction Project Manager/Engineer, he will actively manage the overall construction, ensuring the project is built safely, on schedule, and per the plans and specifications. He will have authority to leverage Kokosing’s personnel and equipment resources to meet the demands of the project. Brad has 22 years of experience constructing multiple ODOT and city street projects. His local experience includes the \$90M CUY-77 widening project and he served as the Assistant Construction Manager on the \$200M Columbus Crossroads DB project. He is currently the Project Manager on the \$71M widening of I-75 near Bowling Green that included ODOT’s first roll-in bridges. Brad will be 100% committed to the project with no concurrent duties.

DB Diversity/Outreach Lead Manager – Wyatt Brownlee

Wyatt is the Business Advisory Director and Managing Principle for Brownstone Grey, LLC. As the DB Diversity/Outreach Lead Manager, Wyatt will act, in conjunction with the Department, as the Project’s local lead contact for the community in regards to outreach efforts. Wyatt has 20 years of experience in minority and disadvantaged business recruitment, training, and certification. He is the former MBE Certification Manager for the Northern Ohio Minority Business Council where he was responsible for enrolling over 400 MBEs into the program. Wyatt grew up in the City of Cleveland and currently resides in Ward 4. His experience as a diversity and outreach consultant includes numerous local projects including OC Phase 1 and the Cuyahoga County Juvenile Justice Center.

Design IQF PM – David Rinehart, P.E.

Dave is a Principal and the Bridge Department Manager for Richland Engineering Limited. As the Design IQF Project Manager, Dave will

manage the Design IQF effort to validate and document the design quality to assure that the design meets or exceeds the requirements of the scope and applicable standards. He will have the ability to draw from the resources of REL and their subconsultants including CH2M to meet the review submission schedule, with the authority to stop design work if quality requirements are not being met. He has a strong working relationship with Kokosing on DB projects, including serving as the IDQM on Columbus Crossroads. Dave will be 100% committed to this project during the design phase, with no concurrent duties.

DB Rail/Utilities/City Coordinator – Jason Wise, P.E.

Jason is a Senior Project Manager and roadway/geotechnical engineer in E.L. Robinson’s Cleveland Office. His experience includes managing and directing the design of new highways, new and rehabilitated structures, geotechnical design/stabilization, design related construction services, construction administration and coordinating with associated third parties. Jason is an established local presence, with knowledge and expertise working with various City of Cleveland departments, railroads and multi-agency coordination and stakeholder involvement. He will commit 100% of his time to this project.

Value Added Personnel

Workforce Development Consultant – Maurice Stevens

As the Co-Founder and Principle of Career Development and Placement Strategies, Inc. (CDPS), Maurice manages the activities for several local programs including The Rise Above Program, Expert Reclaim, and the Youth Opportunity Apprenticeship Program. With 25 years of experience as a workforce/personal development planner, Maurice has formed strategic partnerships with numerous local organizations that benefit his abilities to serve the disadvantaged workforce. He is a graduate



of Kent State University, has previously held positions in The Urban League of Greater Cleveland and Cuyahoga Community College, and holds numerous certifications related to workforce development.

Design-Build Coordinator/Project Scheduler – Kokosing Project Engineer

A dedicated Kokosing Lead Project Engineer will serve as the DB Coordinator/Project Scheduler. This person will maintain clear communication lines and expedite the flow of information between design, construction, ODOT, GCRTA, NS, affected utilities, and other stakeholders. They will also maintain the project schedule, ensuring that all parties understand the priorities for each deliverable. This person will be 100% committed to this project

Structures Design Lead – Chris Cummings, P.E., S.I.

Chris is employed by Baker in the Cleveland office as a Project Manager and Structural Engineer. As the Structures Design Lead, Chris will be responsible for the overall structural elements of the project. He has 16 years of experience working on ODOT projects, including complex structures. Chris has been the Lead Structural Engineer on various jobs for ODOT, GCRTA, Cuyahoga County, and the City of Cleveland. His local knowledge and experience working with many of the same

agencies and stakeholders will ensure the project’s structural challenges are met.

Roadway Design Lead – Jason Watson, P.E.

Jason is employed by Baker in the Cleveland office as a Project Manager and will serve as Roadway Design Lead for this project. He has 17 years of experience including work for ODOT, the City of Cleveland, INDOT, CalTrans and VADOT. Jason has served as the design Project Engineer on the Lakefront Project in the City of Cleveland which involved reconstruction of two-miles of the Lakefront. Jason also served as Project Engineer on the CCG1 project for ODOT which included the reconstruction of I-90 and various local streets within the City of Cleveland. Jason has extensive DB experience on projects including the \$1.1B 405 in Los Angeles, California and \$925M I-95 HOT Lanes in Alexandria, Virginia.

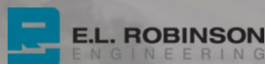
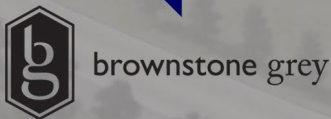
Drainage Design Lead – Kevin White, P.E.

Kevin is employed by ELR in their Columbus Office as the Water Resource Group Manager. As Drainage Design Lead he will oversee all drainage related work elements. He has over 24 years of experience including time in both the public and private sector. He was the lead drainage engineer for the \$200M Columbus Crossroads DB Project, and the current WVDOH \$210M Corridor H DB Project. Kevin has an intimate knowledge of ODOT drainage design procedures and policies.

Name/Firm	Firm	Role	Location	Experience
Todd Lezon	Kokosing	Regional Manager	Elyria	32 Years
Maurice Stevens	CPDS	Workforce Development Consultant	Cleveland	25 Years
Sean Milroy, P.E., PMP	Baker	Traffic Control/MOT Design Lead	Cleveland	20 Years
Lisa Hoekenga, P.E., S.E.	Baker	NS Bridge Design Lead	Cleveland	10 Years
Craig Churchward, P.L.A., F.A.S.L.A.	Baker	Corridor Aesthetics Design Lead	Minneapolis	35 Years
Jamal Nusairat, P.E. Ph.D.	ELR	Geotechnical Design Lead	Columbus	25 Years
Barry Neumann, P.E.	REL	IQF Structures Reviewer	Mansfield	30 Years
Andy Wolpert, P.E.	CH2M	IQF Roadway Reviewer	Columbus	16 Years
Doug Stachler, P.E.	CH2M	IQF Structures/Wall Reviewer	Columbus	16 Years
Alysia Lorincz, P.E.	CH2M	IQF Drainage/Stormwater Reviewer	Cleveland	19 Years
Robin Eckerberry	IX	Roadway/Utility Superintendent	Cleveland	25 Years
Colleen Loredo	IX	Environmental Manager	Cleveland	17 Years

Figure 5: The Kokosing DBT has assembled an experienced team of Value Added Personnel

Part D: Capabilities and Experiences





D.1 Resources

D.1.a Resource Availability

Design and IQF

Drawing from over 60 staff members in Northeast Ohio and 6,000 employees company-wide, Baker has sufficient resources and technical expertise to meet the demands of this project. The design leads and majority of the designers will be co-located or in Baker’s Cleveland office, and the project will be designed by local staff familiar with ODOT, the City of Cleveland, NEORS, NS, and GCRTA standards. Michael Baker has partnered with subconsultant E.L. Robinson for design support. E.L. Robinson will be providing geotech and drainage design, led by Jamal Nusairat, Ph.D., P.E. and Kevin White, P.E., respectively. Jamal and Kevin are both company leaders in their field and collectively have 49 years of experience.

Baker and E.L. Robinson maintain offices within 2.5 miles of the project site. The key design personnel all live in the Cleveland area and will easily co-locate.

Serving as the IQF, Richland Engineering (REL) has 33 regional employees, holding prequalifications in all major design categories. They will be supported by subconsultant CH2M with over 300 Ohio staff and nearly 22,000 employees worldwide. Dave Rinehart, as the Design IQF Project Manager, will lead a team of reviewers from REL and CH2M who are experienced with ODOT, City of Cleveland, NEORS, GCRTA and NS standards.

Construction

As one of the largest general contractors in Ohio and the surrounding region, Kokosing can pull from our pool of over 3,000 skilled tradespeople to staff the project. Additionally, our equipment fleet boasts over 2,500 pieces with a replacement value in excess of \$300M. The addition of Independence Excavating (IX) as a dedicated roadway and utility subcontractor adds over 400 tradespeople and

500 pieces of heavy equipment to our team. The project will be supported by our Elyria and Garfield Heights Regional Offices as well as our facilities in Fredericktown and Columbus.

Kokosing has Local Material Capabilities:

Warm or hot-mix asphalt will be supplied from one of our two local asphalt plants:

- ♦Cleveland Plant – 1.5 miles from project
- ♦Garfield Heights Plant – 10 miles from project

We are capable of supplying several types of aggregates to the project through our affiliated company, Area Aggregates, located 8 miles from the project on E. 152nd Street.

Diversity & Inclusion Outreach

Wyatt Brownlee and Maurice Stevens will commit as much time and effort to the project as needed to fulfill their roles in diversity and inclusion outreach. Their resources include numerous local contacts developed over the last 25 years of community outreach coordination.

Additionally, Kokosing employs a full time EEO officer, Robin Kauffman as well as a Workforce Development Manager, Mark Osborn who manages two dedicated Regional Workforce Coordinators. These resources will be committed to ensuring that the diversity and workforce goals of the project are met.

D.1.b Resource Allocation

Based on ODOT’s industry notice, the approximate contract value is \$235M. Assuming Substantial Completion is 90% of the total value, the DBT will need to average \$6.8M of work each month through November 2019. This is approximately the same amount that the Kokosing DBT averaged through 30 months of design and construction on our Columbus Crossroads DB project and we had several quarters that averaged \$10M/month. We are fully capable of managing and allocating the resources necessary to deliver OC3 on time. As detailed in Section D.1.a, the Kokosing DBT has ample resources to ensure that the completion date will be met. Some of the efforts to manage these resources are

Design Resource Allocation

- Michael Baker will prioritize staff on Buildable Units based on 3rd Party Review times and Project Schedule
- The design will be completed in the City with local engineers
- Additional personnel or specific technical expertise will be coordinated from outside offices as needed
- Baker’s Cleveland office has experience working on accelerated design schedules such as Lakefront West

IQF Resource Allocation

- IQF will attend all Task Force meetings and receive regular schedule updates to allocate manpower for upcoming reviews
- REL committed to 5-day review turn-arounds on Columbus Crossroads with many completed sooner. A similar commitment will be made on OC3
- Over-the-shoulder and weekly snapshot reviews will be performed, minimizing the duration and comments in formal review
- Appropriate resources will be allocated to facilitate concurrent reviews

Construction Resource Allocation

- Use of daily and 3-week schedules generated by each superintendent
- Each subcontractor and supplier will be managed by an on-site project engineer.
- Quarterly material forecasting.
- Each foreman uses tablets to complete daily reports, providing immediate feedback on production levels
- Pre-operation meetings are held before each major operation and include key subcontractors and suppliers

detailed in the Figure 1.

During construction, our crews participate in daily Morning Action Plans (MAPs) where they review the activities for the day as well as the safety plan. These MAPs are driven from 3-Week Look Ahead schedules that are prepared by each project superintendent. During weekly planning meetings the superintendents update their look ahead schedules and level manpower and other resources, also alerting the project engineers to which subcontractors and suppliers have upcoming work and allowing for proper resource allocation.

D.1.c Notable Expertise and Special Capabilities

The Kokosing DBT provides several notable areas of expertise and capabilities including:

- Local team familiar with ODOT, the City of Cleveland, GCRTA, NS and local utilities.
- Experience with ODOT ATC process and history of proposing substantial cost savings and schedule benefits during procurement.
- Established working relationships of key personnel – Kerry Hart, Brad Mast, and Dave Rinehart on Columbus Crossroads; Larry Ciborek and Jason Wise on CCG1.
- Experience of our firms working together and with ODOT to deliver substantial projects.
- Our personnel and equipment resources are local, therefore additional or replacement resources are immediately available.
- Ability to self-perform bridge work, grading, underground public utilities, and paving.
- Experience coordinating with GCRTA & NS and constructing railroad bridges.
- Our member firms all have large ODOT DB experience.
- Kokosing self-performs both concrete and asphalt pavement, and operates two asphalt plants within ten miles of the project.
- Superintendents and foremen will use automatically updated tablet computers for plan version control.
- Kokosing’s resident P.E.’s will design all temporary shoring and demolition/erection

Figure 1: Resource Allocation Approach

plans in-house with independent third-party P.E.'s reviewing these plans as a double check and P.E. stamp prior to implementation

- Wyatt Brownlee and Maurice Steven's established local relationships and specific knowledge of the disadvantaged contractor and workforce community in Cleveland.
- Specific local workforce outreach experience.

D.2 Project Management Methodologies

D.2.a Integrated Team Approach

i. Design/Construction/Quality Coordination

We understand the significant role that efficient communication between the Design, Construction, and Quality personnel plays in the success of a project. One of the key factors in team coordination is co-location. We have witnessed first-hand the collaboration that evolves from co-location. Having the ability to discuss issues immediately with all team members allows the DBT, ODOT, and the QAM to make timely decisions.

While it is a requirement for Kokosing, Baker, Richland Engineering, and other Key Personnel to co-locate with ODOT and the QAM, we commit that our additional member firms, Independence Excavating, E.L. Robinson, CH2M, and Brownstone Grey will co-locate at the project management office during their scope of work.

The Kokosing DBT will utilize a full-time Design-Build Coordinator on this project. This person will be responsible for maintaining clear communication lines and expediting the flow of information between design, construction, ODOT, Utilities, GCRTA, NS and other stakeholders.

During design our team will leverage processes, design checklists and a requirements database system like those implemented on the Columbus Crossroads, CCG2, and Portsmouth Bypass projects. These tools help us to identify any design requirement deficiencies and track them through to resolution, providing

confidence to ODOT and the DBT that the construction plans follow the contract documents.

Additional coordination activities will include:

- All designers will work on a ProjectWise platform ensuring access to real-time, live design files and tight version control between different companies and offices.
- Over-the-shoulder constructability and IQF reviews at all levels of plan development
- Integrated design task force meetings including the IQF and subcontractors

This project adds another element to the coordination challenges with the ongoing Diversity and Outreach efforts. Early design Buildable Units will be structured to include subcontracting packages for new, small, local, and socially and economically disadvantaged businesses to allow ample time for subcontractor solicitation and inclusion.

To ensure that potential subcontractors and suppliers have the most current available plans, we will establish a ShareFile site specifically for the project which serves as an online plan room. They will have free access to the latest documents necessary to prepare their quotes. This will provide immediate access for new firms as they are brought onto the project.

ii. Integration of all Entities

Our Key Personnel have developed excellent working procedures from recent major DB projects and experience engaging ODOT, the City of Cleveland and stakeholders. We will utilize several techniques including:

- Weekly design coordination task force meetings attended by personnel from design, construction, IQF, and ODOT, with invitations to the City of Cleveland and other Stakeholders
- Web-based conference calls to share meeting information visually
- Upkeep of common "Issues and Actions" list to identify and resolve cross-discipline and cross-party matters.



- Single file-sharing sites (ProjectWise and SharePoint) hosted by Baker and for true collaboration on design, plan and coordination file development, review and communication.

D.2.b Utility and Railroad Coordination

Coordination with the City, Utilities, GCRTA and NS will be critical to the success of the project. DB Design Manager Larry Ciborek, P.E. has previously served as railroad and utility coordinator on the Cleveland Innerbelt projects. *Jason Wise, P.E. of E.L. Robinson*

Engineering, will manage all third party communication, coordination, and relocation efforts during procurement, design and construction. Jason will employ his local agency relationships and experience from serving as ODOT’s Design Manager on the CCG2 Design-Build Project to proactively engage the City of Cleveland, GCRTA, NS, NEORS, and public and private utilities throughout design and construction.

Our utility and railroad coordination efforts will include:

i. Utility Coordination

- All identified utilities will be contacted during prebid phase to determine realistic relocation timeframes which will be included in the Pre-bid CPM.
- Utility coordination kickoff meeting will be held shortly after project award.
- Utility companies will be part of weekly task force meetings.
- Utility design packages will be expedited to allow for adequate review timeframes.
- Utility impact matrix will be reviewed at each scheduling and progress meeting.
- Efforts will be made to design utility impacts out of the project.

ii. Railroad Coordination

- Design and constructability workshops will attempt to minimize impact to the railroads.
- Michael Baker’s Cleveland office has personal contacts with GCRTA and NS.
- Kokosing’s in-house P.E.s have established working relationships with the railroads, having submitted hundreds of shoring, demolition and erection plans to them.
- A railroad specific coordination meeting will be held shortly after project award.
- Railroad representatives will be encouraged to attend the weekly task force meetings.

D.2.c Scheduling

During the bid phase we will develop a realistic and flexible project schedule which incorporates all aspects of design, material procurement, construction, IQF review, ODOT, and third-party review timeframes. **This detailed CPM schedule will additionally include weather allowances, utility relocation timeframes, GCRTA and NS restrictions, and ROW acquisition dates.** The CPM will be broken into Buildable Units so that design submittals can be prioritized for the construction that needs to be completed first as well as to expedite packages that require longer review periods such as railroad submittals. Post-Award, the CPM will be further developed to a baseline submittal, after which it will be maintained and regularly updated by a

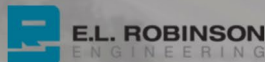
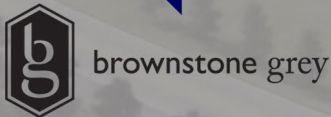
dedicated on-site project engineer to identify both problem areas and areas of opportunity.

Weekly coordination meetings are attended by our lead construction superintendents and engineers, designers, the IQF, and subcontractors. We will discuss our three week and three-month schedules, and review and coordinate the design schedule with upcoming work. If any issues exist, we will evaluate the issue and work to mitigate the effects through activity re-sequencing, extended hours, multiple shifts, or additional resources.

D.3 Past Projects

Please refer to Part F for Form B and Part H for the Technical Experience Attachments. Part J includes information related to liquidated damages or penalties.

Part E: Diversity and Inclusion





The Kokosing DBT recognizes the importance of creating diversity through inclusion within the transportation industry and the increased focus on Opportunity Corridor Project 3 (OC3). The Kokosing DBT has a strong history of meeting subcontractor goals and will bring this experience to meet the 20% OC3 goal. **Brownstone Grey, LLC will serve as the Diversity, Outreach and Inclusion Consultant with Wyatt Brownlee acting as the Diversity/Outreach Lead Manager,** actively managing the project specific Diversity and Outreach program, acting as the lead contact with the Department and directing the local community outreach efforts. Wyatt will act in conjunction with the DBT to fully ensure the project provides a workforce which is representative of and from the local community. He will also ensure socially and economically disadvantaged businesses have equal or better opportunity for inclusion with the project.

As a resident of Cleveland Ward 4, Wyatt Brownlee understands the needs of the local community and its residents. He has previous experience with outreach and workforce development specifically within the Opportunity Corridor.

To assist in the workforce development efforts, **Maurice Stevens, President of Career Development and Placement Strategies (CDPS)** will act in the value added position of Workforce Development Sub-Consultant to Brownstone Grey, bringing over 25 years of experience in the Northeast Ohio region serving the disadvantaged workforce. Maurice is a nationally recognized leader in job training and workforce development and has assisted several municipalities across the country in enhancing their workforce training.

The Kokosing DBT understands that significant outreach efforts are already underway through Opportunity Corridor Projects 1 and 2. We will support these efforts

and enhance them by providing a team of local experts with real ties to the impacted region.

Wyatt Brownlee and Maurice Stevens partnered to develop and implement a program through Ohio Means Jobs that provided Job Readiness, Pre-Apprenticeship Carpentry, and Asbestos Abatement Training to residents living in Cleveland Wards 4, 5, and 6.

E.a Business Practices Supporting Inclusion

The Kokosing DBT has developed extensive business practices to ensure that new, small, local and disadvantaged businesses have equal or better opportunity for inclusion. We maintain in-house listings of certified firms that we have utilized on projects, met at pre-bid and outreach meetings, or that have contacted us. This list is routinely checked against the Ohio DBE, NEORS, EDGE, and City of Cleveland websites prior to bids to ensure that our outreach efforts include the most currently certified firms.

We have already made initial contact with the firms that attended ODOT's August 12, 2016 OC3 Subcontractor Informational session, expressing our interest in discussing the project with them further once we are shortlisted.

Solicitations introduce these firms to the projects while scopes of work and quantities are developed to best fit the capabilities of each firm and maximize their competitiveness. On DB projects, prebid design is prioritized for subcontract packages focused on disadvantaged businesses. This provides more time for these firms to provide accurate bids and have any questions answered. We encourage face to face meetings during the procurement process to ensure the firms have access to all available information. Communications with these businesses are



documented for appropriate follow-ups. We also require major subcontractors to match the project specific diversity goals.

Outreach efforts continue after the bid and throughout the life of the project. Kokosing tracks the progress of all firms on all projects to ensure that project subcontract goals are achieved. In cases where a certified firm is unable to perform or the scope of the work changes, every effort is made to find new or replacement firms so the project goal is met.

The Kokosing DBT routinely holds project specific outreach events to promote diversity and inclusion and commits to conducting similar events for OC3. **On the Columbus Crossroads project, two DBE workshops were held during the procurement process with 126 participants. On the CCG2 project pursuit, Kokosing and Baker held two outreach events at Cuyahoga Community College that generated 156 participants. These events focused on both white collar and blue collar opportunities.** On Kokosing’s I-71/Martin Luther King project in Cincinnati, Kokosing worked with the Uptown Consortium, ODOT’s advisor Sarah Lee, community leaders, job readiness programs and the local unions to identify apprentices from the community to participate on the project and hosted information sessions for Pathways to Careers in Highway Construction.

On Kokosing’s I-77 widening and rehabilitation project in Cuyahoga County, a DBE subcontractor went out of business during the course of the project. In showing commitment to ensuring DBE participation, Kokosing worked closely with ODOT to seek additional DBE participation. Without delaying the project, we entered into a new DBE subcontract valued at over \$2 million dollars of work.

In addition, the Kokosing DBT participates with local agencies to introduce and promote work opportunities. Some of these events include:

- ODOT’s Lakefront West and Opportunity Corridor projects at the Langston Hughes Center and the BWC Office in Garfield Heights
- Training in contract procurement on private and public projects through Ohio Small Business Development Centers, Government Marketing Solutions, and the Urban League of Cleveland
- Participation in Cleveland Hopkins International Airport’s annual Synergy Outreach event which creates networking opportunities for large and small business owners with established business owners

Table E-1 demonstrates some of Kokosing’s past successes in meeting DBE goals on local and major projects.

PROJECT	DBE GOAL	ACTUAL DBE
ODOT Toledo I-75 Program (\$225M)	8.00%/10.00%	8.08%/10.07%*
160218: I-271 CUY/SUM (\$120M)	12.00%	12.01%*
060372: Fulton Rd (\$46M)	8.00%	8.00%
080211: I-77 CUY (\$90M)	7.00%	9.00%
113000: I-670/71 (\$200M)	12.00%	13.00%
138044: Eddy Road (\$12M)	9.00%	9.04%
030586: I-77 Grant/Fleet (\$6M)	8.00%	8.55%

Table E-1: Past Kokosing DBE Performance
*On-Going Project – Committed Goal

During our pursuit of Opportunity Corridor Project 2, the Kokosing DBT, including Wyatt Brownlee, developed a detailed Draft Diversity, Inclusion and Outreach Plan. This development and experience working together gives us a framework for developing our OC3 plan.



E.b Mentoring Experience/Past Practices

The Kokosing DBT has an extensive history of partnering with DBE firms to assist in their capacity building and further enhance their business practices. Kokosing participated in the ODOT/OCA Mentor-Protégé Program to mentor a DBE firm by conducting one-on-one meetings to create a developmental action plan. This mentoring included strategic planning, business and field operations guidance, financial analysis as well as on-going reviews to measure performance. Independence Excavating mentored multiple firms during the construction of the Medical Mart and Convention Center helping them exceed the City of Cleveland’s 25% SBE goal on the project.

As past president of the Northern Ohio Minority Business Council, **Wyatt Brownlee was responsible for obtaining over 400 MBE certifications.** For over seven years, Wyatt held key management positions with the Greater Cleveland Partnership’s Commission on Economic Inclusion. This commission was the region’s most dynamic program in targeting and growing minority business development in Northeast Ohio. As a portfolio manager with the Minority Business Accelerator program, Wyatt assisted contractors with less than perfect credit receive loans through the Access to Capital Loan Back Fund.

On the Columbus Crossroads project, Kokosing’s significant outreach efforts resulted in utilizing 50 DBE firms including multiple newly certified businesses. During the procurement phase of the OC3 project we will review possible mentoring opportunities and make similar commitments.

Wyatt Brownlee worked with ODOT initially as a Minority Business Assistance Center (MBAC) business advisor and then more recently as an independent diversity inclusion

outreach advisor/consultant to provide services to both ODOT and small disadvantaged businesses primarily on the Innerbelt Bridge Phase II, Lakefront West, and Opportunity Corridor Phase I. Wyatt’s efforts included:

- Mentored and assisted contractors with access to capital, bonding, equipment and/or insurance products and services
- Facilitated ODOT DBE certification workshops
- Assisted DBE contractors in completing the ODOT pre-qualification process

Wyatt Brownlee’s established relationships with community leaders and subcontractors along with knowledge of Cleveland’s small and disadvantaged business community provides significant strength to our Diversity and Inclusion Program

E.c Workforce Development and Placement Experience

Wyatt Brownlee and Maurice Stevens’ experience and outreach skills working with job readiness programs, community leaders, and church leaders has helped identify individuals who are ready, willing and able to work on ODOT projects. CDPS developed the Rising Above program in 2005 which assists citizens of the Greater Cleveland community by helping them prepare for the job market, gain employment, address child support issues and improve their relationships with their children. The program’s credo is “a rising tide lifts all ships”, meaning that making a positive impact on one individual can ultimately benefit those surrounding that person. As part of the Kokosing DBT, Wyatt and Maurice will continue their path of creating jobs within the community:

- Since 2009 CDPS has provided workforce development training to more than 3,500 individuals.
- In 2011, CDPS created *Expert Reclaim*, a social enterprise in partnership with the



Cleveland Foundation and Cuyahoga County Office of Reentry that has created nearly 40 job opportunities in a two year period.

- In 2016, CDPS expanded the social enterprise concept to engage those living in Cleveland Wards 4, 5, and 6.

In addition to the to the experiences of our DB Diversity/Outreach Lead Manager and local Workforce Development Sub-consultant, the Kokosing DBT has many current internal practices that promote a diverse workforce.

Kokosing employs a dedicated Equal Employment Opportunity officer, Robin Kaufman, who manages our EEO policy and OJT program. Additionally, Mark Osborn is Kokosing’s Corporate Workforce Manager overseeing the workforce demands. Mark manages two Regional Workforce Coordinators focusing on southern and northern Ohio to ensure the workforce needs of our projects are met. This team works in tandem with our EEO department and the unions, forecasting future workforce needs, to ensure that diversity goals are met on our projects. Additionally, IX routinely meets and exceeds local workforce hiring goals on their projects within the City of Cleveland.

Baker has historically met or exceeded the diversity and inclusion goals on ODOT, Cuyahoga County, and City of Cleveland projects. This track record, especially on City and County projects, uniquely positions Baker as a lead designer with the local presence and connections to involve local, new, small and socially disadvantaged firms in the design of this project.

During the procurement process for OC2, Baker collaborated with John Hay High School to identify graduating students and recent graduates and alumni from Ward 4, 5 and 6 that were interested in internship opportunities in computer drafting and detailing. They will follow up with John Hay High School and explore other local sources in support of the

OC3 diversity and inclusion goals of professional on-the-job training.

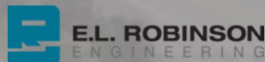
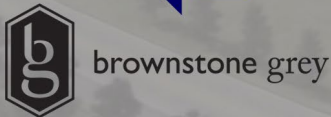
The Kokosing DBT expends significant efforts in recruiting skilled trade apprentices throughout Ohio. We currently partner with over 20 Vocational and Career Technical Centers including the Max Hayes Career Technical Center and Polaris Career Center in Cleveland. One of Kokosing’s Senior Area Managers, Scott Mesick, co-chairs the OCA Cleveland Chapter Sub-committee that conducts the High School/College Constructor for a Day program to promote construction work needs for Kokosing and the heavy highway industry. Baker has attended outreach events arranged by ODOT and other local organizations including the ODOT Regional Town Hall meeting in Cleveland last spring as part of the Departments effort to expand opportunities for engineering and design.

The Kokosing DBT participates extensively in recruiting efforts to incorporate a diverse workforce. These efforts include:

- Kokosing senior-level executives sit on the State Boards for the Laborer and Operator Unions with duties that includes driving interest in the construction industry
- Participation in career/jobs fairs including veteran job fairs in Ohio’s major metropolitan areas including Cleveland
- Providing a form shop apprenticeship and training program that annually trains 20 high school students and recruits from the larger metropolitan areas including Cleveland

When On-the-Job training goals are established, Kokosing has far exceeded those requirements. On the Columbus Crossroads project, Kokosing committed to 32,000 hours of training and achieved over 53,000 hours. This was a betterment of 65% over the project goal.

Part F: Supplemental Information (Forms A, B & Resumes)





RFQ
CUY IR 490/SR 010 02.09/19.28
PID 96833

FORM A

Offeror INFORMATION

PROJECT NO. 173000
COUNTY-ROUTE-SECTION CUY IR490/SR 010 02.09/19.28
PID 96833

Offeror:	The Kokosing DBT
Contact Person:	Kevin Ohl, P.E., DBIA, Manager of Alternative Contracting
Address:	886 McKinley Avenue, Columbus, OH 43222
Telephone Number:	614-228-1029
Email Address:	kao@kokosing.biz

Offeror's Lead Contractor:	Kokosing Construction Company, Inc.
Contact Person:	Dan Compston, President
Address:	886 McKinley Avenue, Columbus, OH 43222
Telephone Number:	614-228-1029
Email Address:	djc@kokosing.biz

Offeror's Lead Designer:	Michael Baker International, Inc.
Contact Person:	A. Paul Gluck, P.E., DBIA, Vice President and Ohio Office Executive
Address:	1228 Euclid Avenue, Suite 1050, Cleveland, OH 44115
Telephone Number:	216-776-6608
Email Address:	pgluck@mbakerintl.com
Ohio Registration Number:	Michael Baker International, Inc. Firm No. 01642



FORM B

WORK HISTORY FORM

PROJECT NAME, LOCATION, AND DESCRIPTION	NAME OF FIRM AND NATURE OF FIRM'S RESPONSIBILITY	FIRM'S PROJECT MANAGER	PROJECT OWNER'S NAME AND ADDRESS; OWNER'S PROJECT MANAGER'S NAME, PHONE NUMBER AND EMAIL	ACTUAL OR ESTIMATED COMPLETION DATE	COST OF PROJECT	COST OF WORK FOR WHICH FIRM WAS RESPONSIBLE
ODOT 113000 I-670/71 Columbus Crossroads DB Columbus, OH	Kokosing – Prime Contractor	John Householder	ODOT, District 6, 400 E William St., Delaware OH 43015 Brad Jones, P.E. 614-323-4400 Brad.Jones@dot.ohio.gov	Substantial: 11/2013 Final: 06/2014 100% Complete	\$200.3 M Construction	Responsible for entire project - \$200.3 M \$125.0 M Self- Performed
ODOT 080211 I-77 Reconstruction Cuyahoga County, OH	Kokosing – Prime Contractor	Kerry Hart, DBIA	ODOT, District 12, 5500 Transportation Blvd., Garfield Heights, OH 44125 Greg Kronstain, P.E. 216-581-2100 Gregory.Kronstain@dot.ohio.gov	Substantial: 11/2010 Final: 10/2012 100% Complete	\$90.4 M Construction	Responsible for entire project - \$90.4 M \$74.1 M Self- Performed
ODOT 103000 CUY-90-14.90 CCG1 Innerbelt DB Cleveland, OH	Independence Excavating – Roadway/Utility Sub-Contractor	Brandon Meyer	ODOT, District 12, 5500 Transportation Blvd., Garfield Heights, OH 44125 Tom Hyland, P.E. 216-584-4018 Thomas.Hyland@dot.ohio.gov	June 2014 100% Complete	\$287.0 M Construction	\$34.0 M Self- Performed
CUY – Lakefront West Corridor, Cleveland, OH	Michael Baker International - Lead Designer	Kirsten Bowen, P.E.	ODOT, District 12, 5500 Transportation Blvd., Garfield Heights, OH 44125 Natalie Conley, P.E. 216-584-2103 Natalie.Conley@dot.ohio.gov	March 2014 100% Complete (Design)	\$79.0 M Construction	\$11.6 M Design Fee
I-15 DB Corridor Expansion NOW, Ogden, UT	Michael Baker International - Lead Designer	Jim Deschenes, P.E.	Utah Department of Transportation, 166 West Southwell Street Ogden, Utah 84404 Randy Jefferies, 801-620-1690 rjefferies@utah.gov	September 2008 100% Complete	\$239 M Construction	\$19 M Design Fee



FORM B

WORK HISTORY FORM

PROJECT NAME, LOCATION, AND DESCRIPTION	NAME OF FIRM AND NATURE OF FIRM'S RESPONSIBILITY	FIRM'S PROJECT MANAGER	PROJECT OWNER'S NAME AND ADDRESS; OWNER'S PROJECT MANAGER'S NAME, PHONE NUMBER AND EMAIL	ACTUAL OR ESTIMATED COMPLETION DATE	COST OF PROJECT	COST OF WORK FOR WHICH FIRM WAS RESPONSIBLE
ODOT 103000 CUY-90-14.90 CCG1 Innerbelt DB Cleveland, OH	Michael Baker International – Criteria Engineer – Prime Consultant	Paul Gluck, P.E., PMP, DBIA	ODOT, District 12, 5500 Transportation Blvd., Garfield Heights, OH 44125 Tom Hyland, P.E. 216-584-4018 Thomas.Hyland@dot.ohio.gov	January 2010	\$287M Construction	\$7.9 M Consulting Fees
ODOT 113000 I-670/71 Columbus Crossroads DB Columbus, OH	Richland Engineering – Design IQF	Dave Rinehart, P.E.	ODOT, District 6, 400 E William St., Delaware OH 43015 Dave Poling, P.E., 614-387-2409 Dave.Poling@dot.ohio.gov	June 2014 100% Complete	\$200.3 M Construction	\$2.5 M Design IQF Contract
CUY-90-14.90 EB CCG2 Innerbelt DBB/DB Cleveland, OH	Richland Engineering – Quality Oversight, Prelim Design, DB Document Preparation	Dave Rinehart, P.E.	ODOT, District 12, 5500 Transportation Blvd., Garfield Heights, OH 44125 Kevin Rohde, P.E. 216-584-2140 Kevin.Rohde@dot.ohio.gov	Estimated Nov. 2016 95% Complete	\$273 M Construction	\$10.4 M Consulting Fees
ODOT140484 Opportunity Corridor Project 1 Cleveland, OH	Brownstone Grey – Diversity Outreach Consultant	Wyatt Brownlee	Ohio Department of Transportation, 1980 W. Broad Street, Columbus, Ohio, 43223 Deborah Green, 614-466-7699 Deborah.Green@dot.ohio.gov	June 2015 100% Complete	\$21.0 M Construction	\$49,000 Consulting Contract
Opportunity Corridor Workforce Development Cleveland, OH	Brownstone Grey – Workforce Development Consultant	Wyatt Brownlee	Ohio Means Jobs 1020 Bolivar Road Cleveland, OH 44115 Gladys McMickens, 216-348-4289 mcmicg@ecjobs.us	Summer 2016 100% Complete	Approx. \$300M Corridor	\$73,000 Consulting Contract



Kerry Hart, DBIA
DB Project
Manager



DB Project Manager

Kerry is a Senior Area Manager for Kokosing. He will serve as the Design-Build Project Manager and will have ultimate responsibility for the DBT's performance, ensuring that personnel and other resources are made available in a timely manner. Kerry will also be the primary contact for ODOT regarding all contractual matters.

Education:

B.S., 1994, Civil Engineering
Ohio Northern University

Certification and Training:

- Certified Design Build Professional – Design Build Institute of America
- First Aid/CPR/AED Certification
- OSHA 30 Hour
- Certified ODOT Work Zone Traffic Supervisor (WTS)
- CPM Scheduling & Supervisory Training
- Numerous additional safety training certifications

Kerry is currently employed by Kokosing.

- 22 years of experience managing transportation projects all with Kokosing

UNIQUE QUALIFICATIONS

- ODOT Design-build experience
- Cuyahoga County experience
- Railroad coordination experience

OVERVIEW

As a Senior Area Manager for Kokosing, Kerry has managed the construction of several highly complex, schedule driven projects. His early career experience as a Utility Superintendent provides a solid background for the significant utility work and third party coordination required on Opportunity Corridor. More recently, Kerry has served as Project Manager and Area Manager on some of ODOT's most significant projects. He is a certified Design Build Professional through the Design Build Institute of America.

Kerry has worked on multiple previous projects with DB Construction Project Manager/Engineer Brad Mast and on the Columbus Crossroads project with Design IQF Project Manager Dave Rinehart. He will be 100% dedicated to the Opportunity Corridor project during both the design and construction phases.

PROJECT EXPERIENCE

Lucas County I-75 (Composite of ODOT Projects 140268, 140485, 140536). Toledo, OH. Design-Bid-Build (DBB) (\$225M). ODOT District 2. Senior Area Manager.

Kerry is responsible for managing all aspects of this consecutive series of projects which, while procured separately, are being managed and constructed as a single large project. Six miles of I-75 in downtown Toledo are being completely reconstructed including interchange upgrades and construction of a parkway with roundabouts. 19 bridges are being reconstructed along with new MSE walls, cast in place retaining walls and noisewall. Major items of work include 400,000 cy of excavation, 27,500 lf of storm sewers, and 11,500 lf of concrete barrier. Kokosing proposed a Value Engineering concept that affected almost \$41M of the contract value, while saving the Department over \$550,000, essentially turning a major portion of the project into a Design Build.

Relevance: Major ODOT Project, Major Design Coordination through VECP, Roadway and Structure, Major Utility Coordination, MOT, Accelerated Schedule



I-670/I-71 Columbus Crossroads (113000). Columbus, OH. Design-Build (DB) (\$200M). ODOT District 6. DB Construction Manager. Kerry started this high-profile project as the Assistant Construction Manager and ultimately finished the project as the full Construction Manager, responsible for actively managing the day to day operations on the project. Work included design and complete reconstruction of a full system interchange including 496,000 cy of excavation, 27,500 lf of drainage pipe, and 150,000 tons of asphalt paving. Structure work involved 22 new bridges including two fly-overs of 1700 lf and 1050 lf in length along with 29 retaining walls that included 196,000 sf of MSE wall, 24,000 sf of cast-in-place wall, and 23,000 sf of precast T-wall. Kerry's responsibilities included overall construction coordination, project safety, schedule, personnel, selection of proper equipment, cost control, quality control, material procurement and subcontractor management. This project reached substantial completion with all proposed lanes open to traffic nearly 7 months ahead of schedule. **Relevance: ODOT DB Project, Worked with proposed Construction Manager Brad Mast, Roadway and Structure Work, Utility Coordination, MOT, Accelerated Schedule**

I-77 Widening (080211). Cuyahoga County, OH. DBB (\$90M). ODOT District 12. Project Manager. Kerry served as the Project Manager on this 6.7 mile widening of I-77 that included 13 structures, 540,000 tons of warranty asphalt, 8,800 cy variable height concrete median retaining wall/barrier, 257,000 cy excavation and embankment, 550,000 sy of cement stabilization, and 4.6 miles of noise barrier. **Relevance: Cuyahoga County, ODOT Project, Worked with proposed Construction Manager Brad Mast, Roadway and Structure Work, MOT**

Cleveland Hopkins International Airport, Runway 6R-24L. Cuyahoga County, OH. DBB (\$40M). Project Manager. Kerry was the Project Manager on this extension and uncoupling of a runway and taxiway at Cleveland Hopkins Airport. Major items of work included 800,000 cy of earthwork, 94,000 sy of cement treated base course and lime stabilization, 109,000 sy of 16" concrete pavement, and 29,000 lf of storm drainage. The project also included a \$7M airport and navigational lighting contract. **Relevance: City of Cleveland, Roadway Work**

I-71/Gemini Parkway Interchange. Columbus, OH. DBB (\$25M). ODOT District 6. Project Superintendent. Kerry was responsible for overall project construction including resource allocation, quality, subcontractor management, safety and schedule. The project constructed a new interchange and included widening I-71. Over 200,000 cy of excavation and 400,000 of embankment were placed along with 68,000 sf of MSE wall, 100,000 tons of asphalt, and 7,500 lf of concrete barrier were placed. Additionally, a new structure over I-71 was constructed. **Relevance: ODOT Project, Roadway and Structure Work, MOT**

USR 33/Hill-Diley Interchange. Canal Winchester, OH. DBB (\$17M). ODOT District 5. Project Superintendent. Kerry was responsible for construction of the overall project including resource allocation, quality, subcontractor management, safety and schedule. The project constructed a new interchange of Hill-Diley Road with USR 33. Major items of work included two new bridges, 210,000 cy of excavation and 550,000 of embankment, 75,000 sf of MSE wall, 30,000 tons of asphalt, and 46,000 sy of concrete pavement. **Relevance: ODOT Project, Roadway and Structure Work, MOT**



Larry Ciborek, PE
DB Design
Project Manager

Michael Baker

INTERNATIONAL

Larry is a Project Manager, Senior Bridge Engineer, and the QC/QA Manager at Michael Baker, Jr., Inc. He will manage the overall design of this project and will be responsible for the structural and roadway design. He will also conduct activities between design team members, 3rd party coordination and IQF reviews.

Education:

Graduate Studies, Structural Engineering, University of Akron
B.S., 1982, Civil Engineering,
University of Akron

Licensing and Registration:

Professional Engineer, Ohio #50481

Larry is currently employed by Michael Baker.

- 34 years of experience as a structural engineer and project manager
- 13 years with Michael Baker

UNIQUE QUALIFICATIONS

- PM for over 25 projects.
- Design experience on over 50 bridge projects
- Railroad/ROW & Utility Coordinator for the CCG1
- Project Management Institute and Baker project management training
- Previous experience working with Kokosing on DB pursuits
- Baker's Ohio QC/QA Manager

OVERVIEW

Larry is Baker Cleveland's Senior Project Manager and office QC/QA Manager. His experience includes managing and directing the design of major urban transportation facilities for highway and railroad traffic. He understands the special complexities of urban construction, in particular the need for constant and consistent inter-discipline and -agency coordination. Larry is a pre-qualified Level 2 Bridge Designer with applicable Level 3 experience.

Larry will commit 100% of his time to this project during the design phase and as much time as required during construction, estimated to be 50%.

PROJECT EXPERIENCE

Vrooman Road Bridge Replacement (LAK-Vrooman Road) (PID 5669), Lake County, Ohio. DBB (\$31M). Lake County Engineers. Project Manager. Larry managed the environmental, preliminary and final design phases for an 1800' long, high-level bridge over the Grand River Valley. Tasks performed were related included Roadway on new alignment, major structure, and significant stakeholder and public outreach. **Relevance: Multi-disciplinary design management.**

Cleveland Innerbelt CCG1 Owner's Representative (CUY-90-14.92) (PID 77332/85531). Cleveland, OH. DB (\$287M). ODOT District 12. Railroad, R/W and Utility Coordinator. Worked closely with ODOT's district and statewide utility and railroad coordinators both pre- and post-bid to streamline the coordination efforts. Policies and procedures established by Larry on CCG1 have been duplicated on subsequent ODOT DB projects. **Relevance: Urban environment, Design Build, intensive railroad and utility coordination.**

I-15 CORE. Utah County, Utah. DB (\$1.2B). Utah Department of Transportation. Design Oversight and Plan Reviewer. Directed design and performed QA review on two pairs of prestressed concrete bulb tee bridges carrying I-15 over the Union Pacific Railroad. Baker performed complete design of a four-mile segment of I-15, including three full interchanges. **Relevance: Design Build, large bridge project, railroad coordination**

I-75/US-25 Reconstruction (LUC-75-1.10). Lucas County, Ohio. DBB (\$200M+). ODOT District 2 (Sub to Parson Brinkerhoff). Project Manager. Baker performed preliminary engineering in development of Structure Type Studies for five structures: LUC-246-0584 (Dorr Street over I.R. 75), LUC-75-0301 (Segur Ave over I.R 75), LUC-75-0167R (Mainline Viaduct over Swan Creek), LUC-75-0167P (Ramp B) and LUC-75-0198 (Ramp D). The project involves the reconstruction of I.R. 75 in Lucas County from the middle of the South Avenue interchange to the north of Dorr Street. Baker is currently preparing final design for the 0584, 0167R, and 0167P structures. The 0167R Bridge is a 1,860-foot-long curved viaduct, and the 0167P Bridge is a curved ramp bridge. The designs are being expedited to provide final plans in summer 2016. **Relevance: ODOT, Complex Structures, Major Bridge/Roadway Project**

Tappan Zee Bridge Replacement. Westchester/Rockland Counties, NY. DB (\$3.9B). New York State Thruway Authority (Sub to HDR). Senior QA/QC Engineer. Larry performed QA/QC reviews on design and plan submittals. As a subconsultant to HDR, Baker was responsible for the bridge design and plan production of two approach units consisting of three, 350-foot spans for a total length of 1,050 feet each. **Relevance: Design Build, Major Bridge Project.**

Fulton Road Bridge Replacement (PID 05394). Cleveland, Ohio. DBB (\$48M). Cuyahoga County. Design Oversight and Plan Reviewer. Directed design and performed QA activities for the replacement of the existing bridge over NS, CSX, Big Creek and Cleveland Zoo with a segmental, post-tensioned concrete arch structure. Performed interim and final QA review. **Relevance: Complex Structure, Urban Environment, Railroad Involvement.**

Replacement of Seven Bridges over I-77 (CUY-77-11.11/Various) (PID 25054), Cleveland, Newburgh Heights, and Cuyahoga Heights, Ohio. DBB (\$35M). ODOT District 12. Assistant Project Manager. Larry provided design direction, plan review, railroad coordination, and inter-agency coordination for the replacement of seven bridges over I-77 south of Cleveland. The seven bridges consist of two local roadway bridges and five railroad bridges. The railroads involved include CSX and Newburgh and Southshore Railroad. Larry was responsible for the overall direction of the bridge design effort for the Fleet and Grant Avenue Bridges. He was also responsible for overall direction of the effort necessary to prepare a Preliminary Structure Type Study for replacement of the CSX Bridge over I-77. Project features include development of phased maintenance of way plans for the CSX mainline and yard leads for the Newburgh Southshore Railroad over I-77. **Relevance: Railroad and utility coordination, Urban Environment, Design Management.**

Bellevue Yard Expansion. Bellevue, OH. DBB (\$139M). NS. Design Oversight and Plan Reviewer. Baker provided engineering services for the expansion of the Bellevue Rail Yard by doubling the size of the existing class yard and adding a hump bridge. Other improvements included constructing new retaining walls, and a secondary access tunnel. The project was "fast tracked", and is currently in the construction phase. Baker is providing construction phase support services. Larry provided design direction, and was responsible for QC/QA reviews. **Relevance: Railroad and utility coordination, Complex Structures.**



Brad Mast
DB Construction
Project Manager/
Engineer



Brad is a Project Manager for Kokosing Construction Company, Inc. He will serve as the DB Construction Project Manager/Engineer and will actively manage the overall construction, ensuring the project is built safely, on schedule, and per the plans and specifications.

Education:

B.S., 1994, Construction Management, Bowling Green State University

Certification and Training:

- First Aid/CPR/AED Certification
- OSHA 30 Hour
- Trench Safety
- Crane & Rigging Safety
- Numerous additional safety training certifications

Brad is currently employed by Kokosing.

- 22 years of experience managing transportation projects all with Kokosing

UNIQUE QUALIFICATIONS

- ODOT Design-build experience
- Railroad experience
- Cuyahoga County and ODOT D12 experience
- Complex underground utility experience
- City street expertise

OVERVIEW

As a Project Manager and Superintendent for Kokosing, Brad has extensive experience in constructing large complex roadway projects as well as local city street work. His recent experience includes the I-670/71 Columbus Crossroad DB project and the I-75 widening around Bowling Green involving ODOT’s first roll-in structure. Brad has local District 12 experience through his work on the I-77 Cuyahoga County widening, and he has successfully delivered multiple City of Columbus projects with similar scope to the city street work on OC3.

Brad has worked closely with DB Project Manager Kerry Hart on numerous previous projects and he will be 100% dedicated to the Opportunity Corridor project during the design and construction phases.

PROJECT EXPERIENCE

I-75 Third Lane Widening (140170). Bowling Green, OH. Design Bid Build (DBB) (\$71M). ODOT District 1. Project Manager. Brad is responsible for all aspects of the project management and construction on this major rehabilitation and widening of 8.8 miles of I-75. While maintaining 75,000 vehicles per day through the workzone, the project constructed 250,000 cy of excavation, 11,500 lf of storm drainage, 515,000 tons of asphalt, and 8 bridges. This project featured ODOT’s first roll-in bridges, where two concrete beam structures were built off-line and rolled into place during 59-hour weekend closures. Multiple Value Engineering proposals offered by Kokosing saved ODOT over \$400,000 on this project. *Relevance: Similar Role, Similar Size Project, Roadway Work, Bridge Work*

I-670/I-71 Columbus Crossroads (113000). Columbus, OH. Design-Build (DB) (\$200M). ODOT District 6. Assistant Construction Manager. Brad was responsible for constructing the roadway and underground utilities. This included managing high volumes of traffic through both the system interchange as well as maintain local access on numerous city streets. Overall 496,000 cy of excavation, 27,500 lf of drainage



pipe, and 150,000 tons of asphalt were performed on the project. Brad worked closely with ODOT, City of Columbus, and independent third-party inspection staff to ensure that the project was constructed safely, on-time, and to high quality standards. This project reached substantial completion with all proposed lanes open to traffic nearly 7 months ahead of schedule. **Relevance: ODOT DB Project, Worked with proposed Project Manager Kerry Hart, Roadway and Structure Work, MOT, Accelerated Schedule**

I-77 Widening (080211). Cuyahoga County, OH. DBB (\$90M). ODOT District 12. Project Superintendent. Brad served as a Project Superintendent on this 6.7 mile widening of I-77 that 257,000 cy of earthwork, 540,000 tons of warranty asphalt, 8,800 cy variable height concrete median retaining wall/barrier, 550,000 sy of cement stabilization, and 4.6 miles of noise barrier. Brad was responsible for all roadway and utility construction including coordinating the roadway operations with the reconstruction of 13 bridges. **Relevance: Cuyahoga County, ODOT Project, Worked with proposed Project Manager Kerry Hart, Roadway and Structure Work, MOT**

Local Protection Floodwall Projects. Columbus, OH. DBB (\$30M). Army Corps of Engineers. Project Superintendent. Brad served as a Project Superintendent on a series of projects constructing the Scioto River floodwall. Consisting of sheet pile cut-off walls with architectural concrete above-grade, the project included restricted access due to the river and local communities. **Relevance: Third Party Coordination, Structure Work, Limited Access**

McKinley Avenue Improvements. Columbus, OH. DBB (\$12M). City of Columbus. Project Superintendent. Brad served as the Project Superintendent on this full depth replacement of two miles of McKinley Avenue for the City of Columbus. One-way traffic was maintained while the project was built in two major phases that included full-depth pavement removal, replacement of all waterlines, sanitary lines, storm sewers, MELP facilities, traffic signals and lighting. New concrete base and surface asphalt was installed. Close coordination with the City of Columbus as well as continual outreach to local residents and businesses added to the success of this project. **Relevance: Work Identical to OC3 City Streets, City Coordination, Utility Work, Phased Construction, MOT**

Trabue Rd/Dublin Rd/McKinley Avenue Improvements. Columbus, OH. DBB (\$4M). City of Columbus. Project Superintendent. Brad served as the Project Superintendent on this three-phase widening and complete roadway replacement project. Traffic was maintained during the full-depth pavement removal, installation of new storm and sanitary sewers, waterline, and repaving. Over 10,100 lf of underground utilities were placed including 1,200 lf of 36" pre-stressed waterline. **Relevance: Work Identical to OC3 City Streets, City Coordination, Utility Work, Phased Construction, MOT**

Morrow SR 95 & I-71 Upgrade (050054). Morrow County, OH. DBB (\$5M). ODOT District 6. Project Manager. Brad served as the Project Manager on this project which updatgraded the I-71 and SR 95 interchange in Morrow County. Roadway work included widening of SR 95 with full depth asphalt pavement and planing, widening of the existing ramps, and planing and resurfacing of I-71. The SR 95 bridge over I-71 was widened and completely redecked. **Relevance: Roadway and Bridge Construction in a Lead Role**



Wyatt Brownlee
DB Diversity/
Outreach
Lead Manager



brownstone grey

Wyatt Brownlee, Senior Managing Principal of Brownstone Grey will serve as the DB Diversity/Outreach Lead Manager and will be responsible for the development and execution strategy for the DIOP and the coordination of the project's outreach efforts in collaboration with the DBT. Wyatt will lead the team's diversity and outreach efforts by ensuring inclusion and mentoring of both businesses and individuals.

Education:

Associate Degree of Applied Business Management, with an emphasis on entrepreneurship
1999, Bryant & Stratton College

Certification and Training:

MBE Certification Specialist, National Minority Supplier Development Council (NMSDC)
Asbestos Contractor Supervisor Training Services International (TSI)
Asbestos Hazard Abatement Specialist, Ohio 2016

Wyatt is currently sole owner operator of Brownstone Grey, LLC.

- 17 year over experience as a Diversity Inclusion and Outreach Specialist
- 3 years as an owner operator

OVERVIEW

Wyatt is the Principal Manager of Brownstone Grey LLC, a Minority Business Development/Supplier Diversity consulting company. He is a resident of City of Cleveland Ward 4 and has extensive experience with the local community. Specifically, having worked for ODOT on Opportunity Corridor Section 1, Wyatt's knowledge and experience elevates the team's ability to understand the nuances of the project diversity goals and the mechanisms needed to attain them.

Prior to launching Brownstone Grey, Wyatt was President and CEO of the Northern Ohio Minority Business Council with the responsibility to cover the entire Northern half of Ohio and getting over 400 MBE's certified. For over seven years, Wyatt held key management positions with the Greater Cleveland Partnership's Commission on Economic Inclusion which was the region's most dynamic program totally targeted on minority business development and growth in Northeast Ohio. He developed MBE training and development programs for MBE businesses in the construction industry along with implementing protocols to better align these organizations to provide services to major entities like NEORS, ODOT, Ohio Turnpike Commission and many other local governmental entities.

Wyatt will dedicate as much time as necessary to meet the project diversity and inclusion goals. During Procurement it is estimated that Wyatt will dedicate 90% of his time to the project while maintaining his other outreach duties. In the design phase and construction phases it is estimated that Wyatt will spend 75% of his time on Opportunity Corridor Project 3.

RELEVANT EXPERIENCE

ODOT 140484, Opportunity Corridor Section 1, Cuyahoga County. Community Inclusion & Outreach Coordinator. As a consultant on behalf of ODOT, Wyatt worked with local community stakeholders to develop an outreach plan. He collaborated with ODOT, Community Development Corporations, City Council members, religious groups, and individual community leaders



UNIQUE QUALIFICATIONS

- Successfully conducted six Third Party Business Assessments programs for targeted segments of minority businesses located within Northeast Ohio.
- Created the pilot initiative assessment process aimed at bringing attention to implementation of protocols for realignment.
- Developed an Eight Week MBE training and development program in collaboration with NEORS, R.Y.P.E.
- Led the transition of the Minority Business Accelerator 2.5+ program for use by MBDA throughout Northeast Ohio.
- Served as lead planner for the Commission’s Bonding Prep program to “ready” MBE’s for bonding.
- Created the first Access to Capital Loan Back Fund in collaboration with the former Shore Bank.

to increase public awareness, provide training and development, and create jobs. **Relevance: Similar Role previous Opportunity Corridor Project**

Cuyahoga County Juneville Justice Center. Construction Owner Outreach. Wyatt provided the following services on this project:

- Introduce prime contractors to subcontractors
- Identify and develop interest of MBS firms within the construction community
- Pre-bid notification and construction package distribution
- Advising bidders on the solicitation process
- Work with the County to unbundle packages

Key outcomes of Wyatt’s efforts included:

- MBE’s received early project notification and were better able to respond
- Contracts were more obtainable for MBEs
- A greater number of contracts were awarded to MBEs

General MBE Training. While operating the Commission on Economic Inclusion, Wyatt worked with numerous owners during project pre-bid phases to enable MBEs including:

- *Gilbane Building Company* – hosted East Bank

Flate Project community outreach event

- *University Hospital* – helped arrange Project Labor Agreement
- *Cleveland Museum of Art* – hosted community awareness and outreach event
- *North East Ohio Regional Sewer District* – facilitated bonding prep training and education workshops
- *STEM School* – hosted community outreach events and worked with owner and MBEs to guide them through the solicitation process
- *Eaton World Headquarters* – hosted community outreach events and worked with owner and MBEs to guide them through the solicitation process

MBE Training – Technical Education Assistance. Wyatt has provided numerous training programs and technical education for MBE companies including:

- *Bonding Prep Training* – 6 week education and training program with 60 MBEs participating over a three year period
- *Target Systems* – provided a higher level of project manager training
- *Corning Cable System Training/Hubbell Premise Wiring* – provided specialized data-cabling certification allowing Hispanic and African American MBEs access to otherwise closed markets



Dave Rinehart, P.E.
Design IQF
Project Manager



Dave is a Project Manager, Structural Engineer, and Bridge Department Manager at Richland Engineering Limited (REL). He will manage the design IQF effort of this project, and will coordinate the design IQF staff. He will also maintain the RFC plan set, incorporating post-RFC changes.

Education:

B.S., 1987, Civil Engineering, The Ohio State University
MBA, 2004, Ashland University

Licensing and Registration:

Professional Engineer, Ohio 1992

Dave is currently employed by Richland Engineering Limited.

- 25 years experience as a structural engineer and project manager
- 30+ years with REL

UNIQUE QUALIFICATIONS

- IDQM experience on \$200M ODOT DB project
- Design experience on over 50 highway bridges and two railroad bridges
- Four years of construction inspection/ construction administration experience
- Previous experience working with Kokosing on DB Projects

OVERVIEW

Dave a Principal and the Bridge Department Manager at Richland Engineering Limited. His experience includes bridge design, construction contract plan preparation, design plan review, constructability review, construction inspection, bridge inspection, load-rating analysis, and project management. **He has served as the Independent Design Quality Manager on one of only four ODOT projects to use this role.** He has a strong working relationship with Kokosing on DB projects and experience working as a reviewer on projects with multi-agency coordination and stakeholder involvement.

Dave will commit 100% of his time to this project during the design phase and as much time as required during construction, estimated to be 50%.

PROJECT EXPERIENCE

ODOT FRA-71/670-17.76/4.19 (Columbus Crossroads). Franklin County, OH. Design Build (DB) (\$200M). Kokosing Construction Company, Inc. Independent Design Quality Manager. Managed review team for design verification of 22 interchange bridges, 29 retaining walls, 3 mainline and 16 ramp alignments, 8 street alignments, and 15 traffic management plans. Attended design task force meetings, pre-submittal meetings, and comment resolution meetings with designer, contractor, ODOT, and City of Columbus. Provided final review before Release-for-Construction for all plans. Reviewed design changes and maintained conformed plan sets for contractor, independent construction quality team, and ODOT oversight team. Dave’s team provided multiple reviews of 135 plan packages, typically with 2 to 3 day turnarounds. **Relevance: Design IQF Manager on Kokosing led DBT**

ODOT SUM-8-13.30/15.63/17.72. Akron, OH. Design Bid Build (DBB) (\$139M). ODOT District 4. Structures Design Review. Managed structure design review and construction contract plan review of three projects, including 17 new or rehabilitated bridges, one retaining wall, and 7 MSE retaining walls. Richland Engineering provided plan review



for the projects which included the reconstruction of 4.1 miles of pavement on SR 8; a new interchange with Boston Mills Road, reconstruction of the interchange with the Ohio Turnpike, and modification of the interchange with IR 271. **Relevance: Design Review.**

ODOT POR-Crain Avenue. Kent, OH. DBB (\$14M). ODOT District 4. Project Manager and Lead Reviewer. Design review and construction contract plan review of the relocated Crain Avenue Bridge over Cuyahoga River and CSX Railroad in Kent, Ohio. Project included review of new highway bridge, pile-supported tub retaining wall for railroad grade change, utility bridge, and 21 retaining walls. **Relevance: Design Review, Management Role**

ODOT SUM-82-4.14. Macedonia, OH. DBB (\$9M). ODOT District 4. Design Reviewer. Design review and construction contract plan review for a bridge replacement (NS Railway over SR 82) and two culvert extensions (NS Railway and SR 82, each over Indian Creek). **Relevance: Design Review, Railroad Review**

ODOT CUY-77-9.50. Independence, OH. DBB (\$27M). ODOT District 12. Project Manager (Preliminary Design). Responsible for conceptual and preliminary design activities for major bridge rehabilitation project including deck replacement (350,000 square feet) while maintaining all lanes of through traffic and most ramp traffic on a curved 3,000-foot-long bridge over the Cuyahoga River valley. Preliminary engineering study compared three alternative maintenance-of-traffic schemes, including construction, user, and right-of-way costs. Richland Engineering's services included project management; environmental document preparation; preliminary and final bridge design; public and stakeholder involvement; and ongoing services during construction. **Relevance: Project Management, Railroad Coordination**

ODOT SUM-8-1.95. Akron, OH. DBB (\$5M). ODOT District 4. Project Manager and Preliminary Design. Responsible for project management and preliminary studies for rehabilitation of 1,500' long deck truss over Little Cuyahoga River Valley. The work included bridge inspection, plan preparation, and gusset plate analysis. Richland Engineering developed minor rehabilitation plans for a deck overlay and truss repairs. **Relevance: Project Management**

ODOT LAK-90-23.42. Madison, OH. DBB (\$25M). ODOT District 12. Project Engineer. Dave performed in-depth bridge inspection, deck truss analysis, emergency gusset plate repairs, preliminary design studies for financial management analysis, and preliminary structure design for the IR 90 bridge replacement over the Grand River. Sixteen improvement alternatives were developed including maintenance, deck replacement, strengthening, superstructure replacement, complete replacement, and alignment changes. **Relevance: Structure Design**

ODOT ERI-250-10.22 – NS Railroad over USR 250. Avery, OH. DBB (\$6M). ODOT District 3. Bridge Design Engineer. Bridge design engineer and construction plan preparation for new five-span, three-track railroad bridge over USR 250. Simple span steel beam bridge with reinforced concrete deck and wall type piers with an overall length of 200 feet. Foundations are steel bearing piles. Project also included a five-span, two-track, timber and steel temporary bridge, and a cast-in-place curved retaining wall 18 feet tall. Richland Engineering provided surveying; roadway widening plans; temporary alignment plans for railroad; and drainage plans. **Relevance: Railroad Design, Railroad Coordination, Tall Retaining Wall Design**



Jason Wise, PE
DB Rail/Utilities/
City Coordinator



Jason is a Project Manager and Senior Roadway Engineer at E.L. Robinson Engineering. He will coordinate all aspects of the project with utilities, railroads and City/local representatives, from project award through design and construction.

Education:

B.S., 2002, Civil Engineering, Ohio University
M.S., 2004, Civil Engineering, Ohio University

Licensing and Registration:

Professional Engineer, Ohio 2007

Jason is currently employed by E.L. Robinson Engineering.

- 12 years of experience as a roadway/geotechnical engineer and project manager
- 2 years with E.L. Robinson

UNIQUE QUALIFICATIONS

- Project manager for CCG2 EB Innerbelt Bridge project.
- Project manager for over 10 design projects
- Design experience on over 50 roadway, bridge and landslide stabilization projects
- DB experience
- Previous experience working with Kokosing on DB Projects

OVERVIEW

Jason is a Senior Project Manager and roadway/geotechnical engineer in E.L. Robinson’s Cleveland Office. His experience includes managing and directing the design of new highways, new and rehabilitated structures, geotechnical design/stabilization, design related construction services, construction administration and coordinating with associated third parties. He’s established a local presence, knowledge and expertise working with various departments within the City of Cleveland with multi-agency coordination and stakeholder involvement.

Jason will commit 100% of his time to this project during design and construction.

PROJECT EXPERIENCE

CCG2, I-90 EB Innerbelt Bridge Design-Build (CUY-90-14.90) (PID 82119). Cleveland, OH. DB (\$272M). ODOT District 12. Design Project Manager and Quality Oversight Manager. The project involved the replacement of the existing IR 90 Innerbelt Bridge over the Cuyahoga River, 6 approach structures and associated ramps and city streets. The \$272M project was originally planned as a design bid build project and upon receiving funding for Ohio Turnpike bonds was switched to a design build project. Jason successfully transitioned the project after stage 1 plans were complete into a design build scope. Other project duties included obtaining City of Cleveland Planning Commission approval, hosting public meetings for project aesthetics approvals, overseeing the audits of the design build plans and providing technical interpretations of the project scope documents. Jason led the design reviews and coordination with various departments within the City of Cleveland, traffic, water, engineering and construction and maintenance. In addition, he coordinated with affected MPO’s, incorporating local preferences and long term strategic plans. He also coordinated reviews with affected railroads (NS, GCRTA, CSX) and utilities (CPP, NEORSD, Cleveland Water and First Energy) **Relevance: DB, City of Cleveland, MPO, Planning Commission, Railroad, Utility and GCRTA Coordination, Management Role**



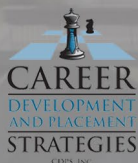
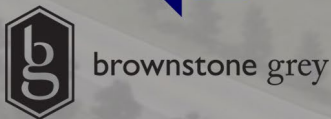
Eddy Bridge Replacement (CUY-90-22.60)(PID 83500). Bratenhal and Cleveland, OH. DBB (\$12.4M). ODOT District 12. *Project Manager.* The project included the replacement of the existing 3 span structure carrying Eddy Road over IR 90 with a single span pre-cast concrete beam structure. Associated work also included replacement of the eastbound exit and entrance ramps, which were originally slab bridges on cast in place walls. Existing utilities under the ramps consisting of a 69 kV oil cooled power transmission lines and a 13.5 foot diameter combined brick sewer as well as an adjacent railroad required a net zero increase in load under the ramps resulted in the use of cellular concrete fill with a MSE wall facing. Jason's management duties included coordinating a pre-cast tunnel through the MSE walls for the transmission lines, addressing NEORD's concerns regarding their combined sewer and working with the Cities of Bratenahl and Cleveland to find an acceptable aesthetic solution to the interchange as well as provide an acceptable MOT solution. ***Relevance: Project Management, Utility Coordination, Railroad Coordination, Working with Kokosing***

CUY/SUM I-77 Add-Lane (CUY/SUM-77-0.00/32.73). Richfield Township and Brecksville, OH. DB (\$19M). ODOT District 12/4. *Project Manager* Jason was responsible for the bidding, procurement and management of all design, utility coordination and third party coordination for this \$19M design build project with the Kokosing Construction company. The project involves reconstructing Interstate 77 for south of the Ohio Turnpike to just south of the State Route 82 interchange and adding a third lane in each direction. Deficient ramp terminal geometry was corrected at the Ohio Turnpike, requiring coordination with the Turnpike. ***Relevance: DB, Utility Coordination, Project Management, Working with Kokosing***

Cleveland Retaining Walls(PID86253). Cleveland, OH. DBB (\$3.2M). City of Cleveland. *Project Manager.* This project involved the rehabilitation of retaining walls on Nottingham Road and Madison Avenue in the City of Cleveland. Jason provided ODOT oversight, reviewing and coordination design and construction issues on the project. Portions of the Madison walls were reconstructed immediately adjacent to an existing building foundation and the Nottingham walls required a unique approach to improving drainage behind the existing wall using drilled shafts filled with aggregate. The roadway was also replaced after flooding damage in 2010. Both projects were located adjacent to overhead railroad bridges. Jason worked closely with the City of Cleveland coordinating design efforts meeting local preferences and ODOT design standards. ***Relevance: City of Cleveland Coordination***

SR 2 Add-Lane (LAK-2-7.60)(PID79545). Mentor and Painesville, OH. DBB (\$67M). ODOT District 12. *Project Manager and Area Construction Engineer* The project involved the reconstruction and rehabilitation of 5.73 miles of State Route 2 in Lake County. The existing roadway was widened from four lanes to six lanes, six new structures and 283,000 square feet of noise barrier were constructed. Jason successfully managed the design related questions while working the Engineering Department and construction related issues while managing the project as an Area Engineer in Construction. Working closely with ODOT Central Office staff, Jason assisted in minimizing the impacts of an unknown phenomenon in Ohio of pavement/subgrade having associated with the chemical stabilization used to stabilize the subgrade as it reacted with in-situ high concentrations of sulfates. ***Relevance: City of Mentor Coordination, Design/Construction Support, Construction Administration, Utility Coordination.***

Part G: Addenda





OHIO DEPARTMENT OF TRANSPORTATION

CENTRAL OFFICE • 1980 WEST BROAD STREET • COLUMBUS, OH 43223
JOHN R. KASICH, GOVERNOR • JERRY WRAY, DIRECTOR

8/9/2016

Project 173000 **Addendum No. 1**
PID No. 96833
CUY – IR 490/SR 10 – 2.09/19.28
New Construction
Letting: August 25, 2016

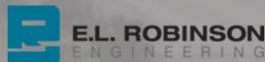
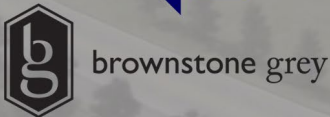
Notice to all Bidders and Suppliers to please be advised of the attached Proposal Addendum.

The Department utilizes Bid Express (<http://www.bidx.com>) as the official medium for electronic bid submittal. All bidders must prepare bids and submit them online via Bid Express.

Addenda amendments must be acknowledged in the miscellaneous section of the Expedite (EBS) file and all amendments loaded in order for your bid to be considered for award of this project. Bid express will not accept bids that do not have amendments incorporated. Failure to incorporate changed quantities or items in your Expedite (EBS) submissions will result in the rejection of your bid.

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Part H: Technical Experience Attachments



ODOT Project 113000 - I-670/71 Columbus Crossroads Interchange Reconstruction Design-Build

ODOT District 6 | Columbus, Ohio

In 2011, Kokosing was awarded the \$200M design-build complete reconstruction of the I-670/71 Columbus Crossroads system interchange. This project was only the second ODOT best value DB project awarded and Kokosing provided the highest technical score, lowest bid cost, and shortest proposed schedule duration.

Kokosing self-performed the construction of 22 bridges, including 12 million pounds of steel plate girders, 265,000 square feet of retaining wall, 39,000 cubic yards of structural concrete, 172,000 tons of asphalt, 27,500 linear feet of storm sewers and 800,000 cubic yards of earthwork.

By partnering with ODOT, Kokosing detoured I-670 traffic out of the interchange, allowing for a seven-month schedule savings to substantial completion. Additional cost reduction proposals saved ODOT over \$1M during construction. This project won multiple awards including the 2014 Don Conaway Partnering Award.

Project challenges and mitigation included:

- Coordinating a large Design and Construction staff with ODOT and Independent Quality Staff was accomplished through co-location of all team members allowing for daily interaction in a centralized location.
- A challenging 12% DBE goal which was exceeded by the DBT who ultimately achieved over 13% DBE.

This fast-paced, schedule driven DB project included many similar elements to Opportunity Corridor including construction in an urban area, significant bridge construction, utility and other third party, co-location of the entire team and the use of an IQF. This project had a very similar schedule to OC3, with Substantial Completion achieved in just two construction seasons after design.

Opportunity Corridor Personnel Involvement: Kerry Hart served as the Construction Manager and Brad Mast served as an Assistant Construction Manager. Dave Rinehart, P.E. served as the Independent Design Quality Manager.

Additionally, Richland Engineering served on the IQF as the Design Reviewer and CH2M served as the Lead Engineer.



Bid Construction Value
\$200,350,000

Owner Contact
Brad Jones, P.E.
614-323-4400
Brad.Jones@dot.ohio.gov

Construction Period
May 2011 to June 2014

Original Completion Date
162 weeks
Actual Completion Date
162 weeks

Reason for Schedule Variance
N/A

Services Provided
Prime Contractor, responsible
for 100% of Project
Self-Performed work 63%



ODOT Project 080211 – I-77 Reconstruction and Widening

ODOT District 12 | Cuyahoga County, Ohio

In 2008, Kokosing was awarded a \$90M reconstruction and widening of seven miles of I-77 through Brecksville and Independence. With an ADT of 186,700 vehicles per day, I-77 is one of the heaviest travelled sections of roadway in the Cleveland metropolitan area.

This multi-phased project included the reconstruction of 13 bridges, 250,000 cy of earthwork, 35,000 lf of storm sewers, 540,000 tons of asphalt, 6,100 lf of CIP retaining wall, 95,000 cy of 304 roadway base, 550,000 sy of cement stabilization, and over 350,000 sf of noise wall. Kokosing self-performed this work, including self-producing the hot-mix asphalt in our nearby plant.

Kokosing minimized the impact to the travelling public by constructing this multi-phased project while maintaining two lanes of traffic at all times. **Kokosing's project staff informally partnered with ODOT resulting in zero claims and all lanes of traffic open to traffic by the specified interim completion date.**

Project challenges and mitigation included:

- The schedule was extremely challenging as traffic had to be returned to their new lanes with shoulders over the winter. Roadway and bridge work was completed each season by working double shifts and weekends.
- Public Information was critical to ensure that the travelling public was informed of multiple phase changes happening on the mainline and ramps. Kokosing worked closely with the District 12 Public Information Office.
- Work involving lane closures and shifts had to be scheduled around the Browns, Indians, Cavaliers, and other events in Cleveland.
- A 7.0% DBE goal was exceeded by Kokosing who ultimately achieved 9.0% DBE participation.

Similarities to the Opportunity Corridor project include roadway and bridge construction, interim completion dates, self-production and placement of the asphalt pavement, concrete paving, and partnering with ODOT.

Opportunity Corridor Personnel Involvement: Kerry Hart served as Project Manager and Brad Mast served as a Project Superintendent.



Bid Construction Value
\$90,369,078

Owner Contact
Greg Kronstain, P.E.
216-581-2100
Gregory.Kronstain@dot.ohio.gov

Construction Period
May 2008 to Oct 2012

Original Completion Date
June 2011

Actual Completion Date
October 2012

Reason for Schedule Variance
The roadway was fully open to traffic in November 2010. Excusable weather delays and ODOT initiated extra work extended the final completion date to October 2012

Services Provided
Prime Contractor, responsible for 100% of Project
Self-Performed 82%



ODOT 103000 CUY-90-14.90 CCG1 Innerbelt Bridge Project Design-Build

ODOT District 12 | Cleveland, Ohio

Independence Excavating Inc. was awarded a \$34M subcontract from Walsh Construction in 2011 as part of the CCG1 Design-Build Innerbelt Project. Although primarily viewed as a bridge project, there was a considerable amount of approach work in the Tremont area and near Progressive Field to tie the new bridge in to the existing highway alignment as well as significant city street reconstruction.

Independence Excavating’s scope of work included building demolition, regulated materials removal, and most roadway elements including clearing, pavement removal, erosion and sediment control, grading, storm and waterline installation/re-location, underdrains, and 304 subbase. They also performed excavation and backfill for the new viaduct bridge foundations and other I-90 mainline structures, constructed MSE retaining walls, and replaced sheet pile bulkheads on the Cuyahoga River.

Building demolition work included removal of the large cold storage building on the west bank slope, a heavily reinforced 12-story concrete structure. After removal of the building, 150,000 cubic yards of material was excavated from the slope and hauled off-site to mitigate a historic slide.

As part of the roadbuilding effort, Independence Excavating moved an additional 100,000 cubic yards of material and constructed 90,000 square feet of MSE wall.

Project challenges and mitigation included:

- Construction work in 2011 occurred during an extremely wet season, the most rainfall recorded in Cleveland history. Additional crews and equipment were utilized to keep the project on schedule.

On this challenging project, Independence Excavating performed a scope identical to their proposed involvement on the Opportunity Corridor project.



Overall Project Value
\$287,000,000

**Independence Excavating
Sub-Contract Value**
\$34,032,370

Client Contact

Project Owner (ODOT):
Tom Hyland
216-584-4018
thomas.hyland@dot.ohio.gov

Prime Contractor (Walsh):
John Tracy
724-745-6039
jtracy@walshgroup.com

Construction Period
February 2011 to June 2014

Original Completion Date
June 2014

Actual Completion Date
June 2014

Reason for Schedule Variance
N/A

Services Provided
Subcontractor to Walsh
Construction responsible for building demolition, mass excavation, regulated materials handling, city street construction, and utility work.
Self-Performed work = 100% of subcontract amount

CUY-Lakefront West Corridor

ODOT District 12 | Cleveland, Ohio

The City of Cleveland in conjunction with local stake holders, developed The Lakefront Plan, a long-range plan for improving land use and infrastructure along the Lake Erie shoreline to encourage development and maximize recreation opportunities that exist within the lakefront setting. Baker provided planning and final design services for the overall corridor and for a series of projects that made up the Cleveland Lakefront West Corridor. The corridor connects the west side of Cleveland with downtown via a new boulevard along the Lakefront. Additionally a new roadway connection under the NS Railroad (W 73rd) and pedestrian connections via new and rehabilitated pedestrian tunnels were provided to connect the neighborhoods with Lakefront amenities that were previously isolated by railroad tracks and the freeway.

Baker developed plans for construction of a new grade separation with Norfolk Southern Railroad (NS) and associated trackwork, extension of West 73rd Street to the West Shoreway, and safety and operational improvements of the Edgewater Park Drive connection to the West Shoreway within the Lakefront West Corridor. Additionally, Baker developed streetscape improvements to the CUY-6 West Shoreway and designed a continuous Multi-Use Path for the length of the corridor. Baker also coordinated with NEORSR for the stormwater management design.

Challenges and mitigations included:

- Baker did extensive utility coordination with the many public and private utilities that ran along or across the corridor. Proactive coordination and relocation efforts helped mitigate delays in construction.
- The W. 73rd bridge was constructed using top-down construction techniques, to minimize the height of shoring to support active railroad traffic and allowed W. 73rd street construction to occur beneath active railroad traffic.

Similarities include: urban boulevard with City of Cleveland coordination, public outreach and corridor aesthetic plans; complex bridge and retaining wall design and construction; coordination with utilities, NS railroad and third party stakeholders; the project met its DBE goals; Larry Ciborek, Chris Cummings and Jason Watson were involved and Baker Cleveland Office staff performed the majority of the design.

Michael Baker

I N T E R N A T I O N A L

Bid Construction Value
\$79,000,000

Design Fee
\$11,600,000

Owner Contact
Natalie Conley
216-584-2103
Natalie.Conley@dot.ohio.gov

Design Period
June 2006- March 2014

Original Completion Date
March 2014 (Design)
Est. July 2018 (Construction)

Actual Completion Date
March 2014

Reason for Schedule Variance
N/A

Services Provided
Lead Designer



I-15 NOW, Design Build

Utah DOT | Ogden, UT

Baker was the Lead Design firm for widening and reconstruction of 9.5 miles of I-15 through semi-urban Ogden, UT. Baker performed design, QA / QC, PI team coordination, environmental monitoring, traffic control, MOT, bridge demolition, drainage improvements, mainline widening and reconstruction, noise walls, traffic signals, ATMS, and 6 major intersections with cross streets. Another major project component was the phased replacement and construction of 24 bridges including 10 sets of mainline sister bridges, two new ramp bridges, and two new bridges at cross streets. Extensive coordination took place with canal owners (with 3-month open window) and UTA and UPRR (for 6 railroad crossings). The team performed public involvement with the surrounding cities and stakeholders.

Mainline MOT: The team maintained a rigorous MOT plan on the I-15 mainline. Work was phased to accommodate heavy traffic conditions with a significant portion taking place during nighttime operations.

Recycled Materials: The team incorporated the existing pavement section into the new pavement section which resulted in \$1M savings and reduced truck traffic on I-15 and cross streets.

Public Involvement: Public involvement coordinated daily with the team to keep drivers and stakeholders informed of MOT operations. The plan involved extensive outreach to emergency services.

Partnering: The project team entered into a Partnering Charter with UDOT and was successful enough to be awarded the Marvin Black Partnering Award.

Challenges and mitigations included:

- Coordination with freight railroad lines.
- Accelerated construction schedule.
- Baker provided coordination and innovated designs to meet beat the project schedule.

Similarities include Lead Designer Michael Baker leading the design on a complex DB project with a fast paced schedule; similar size and scope as OC3; and coordination with railroad and third party stakeholder.

Michael Baker

I N T E R N A T I O N A L

Bid Construction Value
\$239 Million

Design Fee
\$19 Million

Owner Contact
Randy Jefferies - Utah
Department of Transportation
801-620-1690
rjefferies@utah.gov

Design Period
July 2005-July 2006

Original Completion Date
September 2008

Actual Completion Date
September 2008

Reason for Schedule Variance
N/A.

Services Provided
Lead Designer



CUY-90-14.90, CCG1 Innerbelt DB

ODOT District 12 | Cleveland, Ohio

Baker was the lead designer for the preliminary design of the Cleveland Innerbelt CCG1 project. Baker provided project management, public involvement, and preliminary design for 1.8 miles of Westbound I-90 on new alignment, including a 4,000-ft-long bridge over the Cuyahoga River Valley. The project included five miles of total roadway work, including the mainline, ramps and side roads. Baker assisted ODOT with an extensive public involvement process and engaged the public in the bridge type selection process.

Due to funding opportunities, the design-build process was used to advance the project. ODOT retained Baker for the criteria engineer role, to complete preliminary engineering tasks, prepare the design-build package, and providing owner support services through the design-build process. On ODOT's first ever use of the value-based design build procurement method, Baker contributed to the success of this award winning project by meeting all deadlines in the procurement process and providing owner support services for design review and technical support throughout the design-build project.

Challenges and mitigations included:

- Coordination with multiple City agencies in preparing the scope, aesthetic requirements and coordinating reviews.
- The project impacted multiple railroads and utilities. *Utility and railroad coordination led by Larry Ciborek.*
- This was ODOT's first value-based DB procurement at the time. Baker utilized their extensive DB experience to support the Department during procurement. Much of the Baker developed documentation is still used by ODOT.

Similarities include: complex urban design with corridor aesthetics and stakeholder involvement; coordination with NS, GCRTA, City of Cleveland, NEORS and public/private utilities.

E.L. Robinson, as a subconsultant to Baker, designed and prepared sealed construction drawings for permanent slope stability improvements to the Cuyahoga River West Slope. Jason Wise was involved in the procurement. Kokosing performed asphalt paving and IX provided excavation, including the West Slope improvements for the construction phase.

Michael Baker

I N T E R N A T I O N A L

Bid Construction Value
\$287 Million

Design Fee
\$7.9 Million

Owner Contact
Tom Hyland—ODOT D-12
216-584-4018
Thomas.hyland@dot.ohio.gov

Design Period
2006-2007 / 2009-2010 / 2010-2015

Original Completion Date
1/2010 (DB Documents)

Actual Completion Date
1/2010 (DB Documents)

Reason for Schedule Variance
N/A

Services Provided
Criteria Engineer – Prime Consultant



ODOT Project 113000 - I-670/71 Columbus Crossroads Interchange Reconstruction Design-Build (DB)

ODOT District 6 | Columbus, Ohio

Richland Engineering Limited (REL) served as the Independent Design Quality Manger (IDQM) on this \$200M DB reconfiguration of the I-670/71 interchange. The project was awarded to the Kokosing DBT in May 2011, with CH2M as the Design-Build Designer and Delcan as the Independent Quality Firm (IQF). REL was a subconsultant to Delcan, serving as the IDQM and providing design reviews for the project.

The project included 22 new bridge structures, 29 new retaining walls, 17 lane-miles of reconstructed roadway, 3 mainline alignments, 18 ramp alignments, 8 street alignments, 15 traffic management plans, 4,400 feet of new microtunnel, and 27,500 feet of new storm sewer.

A total of 135 plan packages (approximately 3000 plan sheets) were verified by REL in a total of over 800 submissions (interim, final, and Release for Construction) for conformance to the scope, specifications, and standards. This verification was accomplished by comparing the plans to a database of approximately 8,000 requirements extracted from the scope documents which included all appendices and over 80 City, State, and Federal Governing Regulations.

During construction, the Design IQF reviewed design changes and maintained a digital set of conformed plans for the Contractor, the Construction IQF team, and the ODOT Quality Oversight team. As the construction was completed, REL also reviewed the record plan submissions, verifying that all design changes were incorporated into the plan packages. A total of 109 drawing packages, the updated soil profile, and the special provisions package were posted for record.

The Columbus Crossroads project won the 2014 International Roads Federation (IRF) award in the Quality Management category.

Opportunity Corridor Personnel Involvement: Dave Rinehart, P.E. served as the Independent Design Quality Manager on this project, coordinating closely with Kerry Hart, Brad Mast, CH2M, and E.L. Robinson.



Bid Construction Value
\$200,350,000

Owner Contact
Dave Poling, P.E.
614-387-2409
Dave.Poling@dot.ohio.gov

Construction Period
May 2011 to June 2014

Original Completion Date
162 weeks

Actual Completion Date
162 weeks

Reason for Schedule Variance
N/A

Services Provided
Independent Design Quality Firm.
\$2.5 M Contract Value



CUY-90-14.90 CCG2 Innerbelt DBB/DB

ODOT District 12 | Cleveland, Ohio

This project constructed the eastbound George V. Voinovich Bridge over the Cuyahoga River Valley including a new 4,200' long structure over the valley, demolition of the existing IR 90 Central Viaduct structure, approach pavement, seven approach structures, reconstruction of city streets, and reconstruction of ramps; with maintenance of traffic by phased construction.

The Richland Engineering Limited (REL) project team was selected in 2011 to prepare the new eastbound bridge replacement plans. The project team included seven subconsultants developing unique components of the proposed improvements. In addition to Innerbelt EB bridge replacement, the project included demolition plans for the existing Central Viaduct structure, reconstruction of two interchanges, approach bridge replacement, mainline and sideroad roadway improvements including interim roadway connections, mainline maintenance of traffic, and alternate route maintenance of traffic.

As the Stage Two plan development neared completion, ODOT elected to construct the improvements utilizing a design-build-finance contract, later revised to a design-build (DB) contract. REL assisted ODOT with the preparation of the DB contract documents and pre-bid activities; and provided on-going services during the DB project.

REL's on-going services within the DB project included Design Quality Oversight as a consultant co-located within ODOT's management team.

Responsibilities have included participating in the development and implementation of the Quality Management Plan, attending the Design Team weekly progress meetings and Over-the-Shoulder review meetings, reviewing design plan submissions, documenting and monitoring comment resolutions, responding to and tracking requests for information, reviewing record drawings, and updating contract documents to provide a complete depiction of the project at completion. The DB project included 48 Buildable Units, 13 Traffic Maintenance plans, drainage reports, and multiple aesthetic submissions.

REL provided both preliminary design preparation and Design Quality Oversight. This project demonstrates many similar elements to Opportunity Corridor in both magnitude of design packages, accelerated schedule, and types of construction activities. Additionally, Baker and E.L. Robinson were subs to REL and Jason Wise was the PM for ODOT.



Bid Construction Value
\$273,000,000

Owner Contact
Kevin Rohde, P.E.
216-584-2140
Kevin.Rohde@dot.ohio.gov

Contract Period
June 2011 to November 2016

Original Completion Date
November 2016

Actual Completion Date
November 2016 (Anticipated)

Reason for Schedule Variance
N/A

Services Provided
Total Contract Value: \$10.4M
Design through Stage 2: \$7.5M
DB Document Prep: \$1.3M
Quality Oversight: \$1.6M



ODOT Project 140484, Opportunity Corridor Section 1, Cuyahoga County

ODOT District 12 | Cleveland, Ohio

Brownstone Grey, LLC was engaged by ODOT Central Office to begin working on inclusion and outreach efforts for the residents of Wards 4, 5, and 6 of the Opportunity Corridor footprint.

Wyatt Brownlee worked with the local community stakeholders to develop an outreach plan. Primary objectives of the plan were to collaborate with ODOT, Community Development Corporations, City Council members, religious groups and individual community leaders to increase public awareness, provide training and development, and create as many jobs as possible. Targeted outreach was also focused on secondary stakeholder groups such as The American Center for Economic Equality, The Hispanic Roundtable, the NAACP, and the Urban League of Greater Cleveland.

Project challenges included:

- Lack of trust for ODOT and skepticism from the community, various stakeholders, as well as the small minority business community
- Identifying minority business contractors that have the capability and capacity to perform ODOT “road construction” related work
- Matching available project work types up with the right subcontractors
- Access to working capital for contractors that were selected to perform as subcontractors on the project
- Identify small, minority, and disadvantaged businesses that could meet ODOT’s qualification standards

Collaboration with ODOT, Community Development Corporations, City Council members, religious groups, and individual community leaders increased public awareness, provided training and development, and created jobs in the local community.

Brownstone Grey and specifically Wyatt Brownlee’s success on this project demonstrates high qualifications for Opportunity Corridor Section 3. This completed outreach program proves a high level of trust between the local community and Brownstone Grey.



brownstone grey

Contract Value
\$49,000

Owner Contact
Deborah Green
614-466-7699
Deborah.Green@dot.ohio.gov

Contract Period
August 1, 2014 to June 30, 2015

Services Provided
Community, Inclusion &
Outreach Coordination
Self-Performed 100%

Brownstone Grey, LLC has received a conflict of interest waiver, dated September 17, 2015, from the Department for their participation on the Opportunity Corridor Section 1 project.

Ohio Means Jobs – Opportunity Corridor Workforce Development

ODOT District 12 | Cleveland, Ohio

In November 2015, Brownstone Grey was contacted by Gladys McMickens, the Project Lead for Opportunity Corridor Jobs Program at Ohio Means Jobs (OMJ). They requested assistance with identifying Workforce Development Agencies and Programs that would be interested in working with OMJ in its effort to meet or exceed its metrics and milestones established and set forth for the Opportunity Corridor projects.



Brownstone Grey provided referrals to OMJ, and after those introductions were made and thoughts, ideas, and information was exchanged, **a program was developed to provide Job Readiness, Pre-Apprenticeship Carpentry, and Asbestos Abatement Training, particularly to residents living within the Opportunity Corridor Project footprint and more specifically in Cleveland Wards 4, 5, and 6.**



The program was administered by Career Development and Placement Strategies (CDPS) and their partners including Brownstone Grey. **Wyatt Brownlee of Brownstone Grey and Maurice Stevens of CDPS facilitated the job-readiness training program** to participants prior to them moving on to their perspective expertise and line of work related training.

The 4-week workforce development training encompassed a strategic and methodical approach to assisting participants to engage in an effective employment transition campaign. Activities included:

- Aptitude and Personality Assessments
- Goal Setting
- Understanding and Employers Expectations
- Developing Skills Language
- Effective Networking
- Resume Writing and Interviewing for Success

Initiated by Brownstone Grey, this program included participation by proposed OC3 sub-consultant Career Development and Placement Strategies and directly benefited the workforce within the Opportunity Corridor footprint. This project demonstrates the results that Wyatt Brownlee and Maurice Stevens offer to the OC3 project through their local relationships and expertise and previous history of working together.



brownstone grey

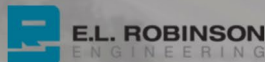
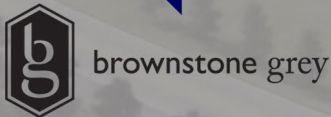
Agreement Value
\$73,000

Owner Contact
Gladys McMickens
216-348-4289
mcmicg@ecjobs.us

Contract Period
November 2015 – Summer 2016

Services Provided
Local workforce development

Part I: Evaluation Forms



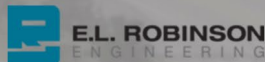
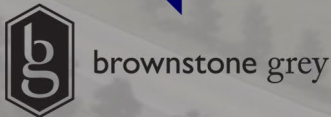


Ohio Department of Transportation
Division of Construction Management, First Floor,
Mail Stop 5100
1980 W. Broad St.
Columbus, OH 43223
Attention: Letting Manager

Subject: Statement of Qualifications
CUY IR 490/SR 010 02.09/19.28, Project No. 3000(17), PID 96833
Part I: Evaluation Forms

Per the Request for Qualifications section 2.5.9, the Kokosing Design-Build Team has listed projects on Form B that are similar and relevant to the Opportunity Corridor DB Project. As such, eight of the ten projects submitted are ODOT projects and therefore do not require C-95 or CES forms to be provided. No evaluation forms are available for the non-ODOT projects listed on Form B.

Part J: Liquidated Damages and/or Penalties Attachment





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Subject: Statement of Qualifications
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Part J: Liquidated Damaged and/or Penalties

Kokosing Construction Company, Inc. has been assessed liquidated damages or penalties exceeding \$50,000 on one project in the last five years.

- ODOT Project 120599 Hamilton IR-75 (Hopple Street) has been assessed \$195,900 in lane closure penalties.

Michael Baker International, Inc. has not been assessed liquidated damages or penalties exceeding \$50,000 on any projects in the last five years.