OHIO DEPARTMENT OF TRANSPORTATION

Statement of Qualifications

Opportunity Corridor - Project 3: Design-Build Project

Project 3000 (17): CUY IR 490/SR 010 02.09/19.28 | PID 96833

Submitted to:

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

Submitted by:

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

1260 E. Summit Street
Crown Point, IN 46307

A

Introduction

PART A.

Introduction

The Walsh Design-Build Team (Walsh DBT) is ready to partner with ODOT, the City of Cleveland, local communities, and key stakeholders on the Opportunity Corridor Project 3 Design-Build (OC3 or Project). When complete, Opportunity Corridor will improve access and mobility for the local community and neighborhoods, while unlocking the area's economic potential.

Walsh Construction Company II, LLC (Walsh) is a limited liability company and is the contracting entity for this Project. Michael Kusbel will be the point of contact for Walsh during the pursuit. His contact information is shown below:

Michael Kusbel, Senior Project Manager
Walsh Construction Company II, LLC
1260 E. Summit St., Crown Point, IN 46307
Phone: 219.661.2450; Fax: 219.661.2470
mkusbel@walshgroup.com

In our Statement of Qualifications (SOQ), we have addressed methods to successfully achieve ODOT's eight Project goals and OC3's major tasks. During the pursuit and into Project development, we will develop and implement innovative, cost-effective solutions. On Cleveland's Innerbelt CCG1 project, the Walsh-HNTB team worked with ODOT to develop multiple Alternative Technical Concepts (ATCs) to provide best value through reduced maintenance, improved driver visibility, and enhanced streetscape treatments. The Walsh DBT will continue this approach to innovation to solve OC3 challenges and provide best value through ATC and design development, and by using construction methods that yield positive results.

Our team includes knowledgeable firms and personnel with proven experience providing quality design and construction within an urban environment. On many of our projects, diversity and inclusion programs bring change and growth to communities in need of economic development.

Walsh Construction Company II, LLC (Walsh): Lead Contractor

In 2015, ENR ranked Walsh as the #1 largest bridge builder and #3 largest transportation contractor in the U.S. with annual revenues in excess of $4 billion. Walsh is the largest Midwest transportation contractor and a leader in the successful delivery of design-build projects, including Innerbelt CCG1. Walsh's DB Project Manager, John Tracy, brings over 20 years of construction expertise including serving as the West Region Operations Manager for the Pennsylvania Rapid Bridge Replacement Program P3 and was ODOT's partner in the design and construction of Innerbelt CCG1. John will work with Innerbelt CCG1 personnel DB Construction Project Manager/Engineer, Scott Febus (42 years' experience), and DB Rail/Utilities/City Coordinator, Mark Hedrick (19 years' experience) to open all roadways to traffic before November 1, 2019.

Parsons Transportation Group, Inc. (Parsons): Lead Designer

Principal/Officer: Joe Difiore
Registration No. 01963
Parsons has served as lead designer on 106 design-build transportation projects throughout North America, with construction values totaling more than $35.3 billion, and has worked with Walsh on several projects. Parsons has over 750 professional staff located in offices throughout the Midwest, including Cleveland, Columbus, and Cincinnati, and is ranked as the #4 largest transportation firm (ENR 2015 rankings). Parsons' DB Design Project Manager, Tom Gandolfi, will support John Tracy and has 35 years of

experience completing complex urban corridor design-build projects such as the IH-35E Managed Lanes Design-Build and the Northwest Corridor Express Lanes Design-Build, both with Walsh. Parsons' design efforts will be supported by local design subconsultants Arcadis U.S., Inc. (Arcadis) and SME. Arcadis's Craig Hebebrand will support Tom as Deputy Design Manager.

American Consulting, Inc., DBA American Structurepoint, Inc. (American Structurepoint): IQF

Registration No. 01648

American Structurepoint has delivered 15 major transportation design-build projects throughout the Midwest and more than 150 transportation design-build projects totaling over $5 billion nationwide. They are ranked as a Top 500 Design Firm (ENR 2015 rankings) with more than 60 multi-disciplinary professionals in Ohio and 400 firm-wide, all ready to support OC3. David Johansen is committed to fulfill the Design IQF Project Manager role. His unique experience working directly for ODOT for 32 years on various design-build projects, as well as experience serving as ODOT's District 5 Design Administrator, will enable him to maximize quality for OC3.

G. Stephens, Inc. (GSI): Diversity, Inclusion and Outreach Consultant

Founded in 1992, GSI is an EDGE/MBE/DBE certified firm providing construction management services throughout Ohio. GSI has provided diversity inclusion and outreach services for projects totaling $2 billion worth of work in Cleveland and Akron and will continue such efforts on OC3 to improve access to economic opportunity. DB Diversity/Outreach Lead Manager, Halle Jones Capers, has 26 years of experience, is a former ODOT Deputy Director, and has managed diversity efforts on the Redevelopment of Cleveland Public Square Design-Build, Innerbelt CCG1, and Akron Waterways Renewed (AWR).

Statements

Prequalification: Walsh, Parsons, American Structurepoint, and GSI are prequalified with ODOT in accordance with the requirements of this contract.

Key Personnel Commitment: The Key Personnel identified within this submittal are committed to meet the ODOT's quality and project duration expectations.

Conflict of Interest: No members of the Walsh DBT have a personal conflict of interest or an organizational conflict of interest.

Compliance with Goals: The Walsh DBT will comply with ODOT's new, small, local, and socially and economically disadvantaged business goals and OJT goals for this Project as described in the Project Expectations and will comply with ODOT's Nondiscrimination Policy.

Our team knows design-build, complex urban design and construction, and each other, having worked as a team to successfully deliver alternative delivery projects such as:

- **Innerbelt CCG1 DB,** Cleveland, OH
  $287M | Walsh, GSI
- **I-70 "Super 70" DB,** Indianapolis, IN
  $178M | Walsh, American Structurepoint
- **Northwest Corridor Express Lanes DB P3,** Atlanta, GA
  $599M | Walsh, Parsons, Arcadis
- **IH-35E DB,** Dallas, TX
  $1.18B | Walsh, Parsons
- **Ohio River Bridge (ORB) Projects:**
  Downtown Crossing DB, Louisville, KY
  $860M | Walsh, Parsons
  East End Crossing P3, Southern IN
  $763M | Walsh, Parsons, Structurepoint
- **I-65 DB,** Johnson County, IN
  $86M | Parsons, Structurepoint

Working closely with ODOT and the Cleveland community, the Walsh DBT will design and build the final segment of Opportunity Corridor to deliver a high quality boulevard that will help spur economic growth, jobs, and opportunity in the area.

Sincerely,

Walsh Construction Company II, LLC

Sean C. Walsh, President

B

Project Understanding and Approach

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

PART B.

Project Understanding and Approach

1. General Approach

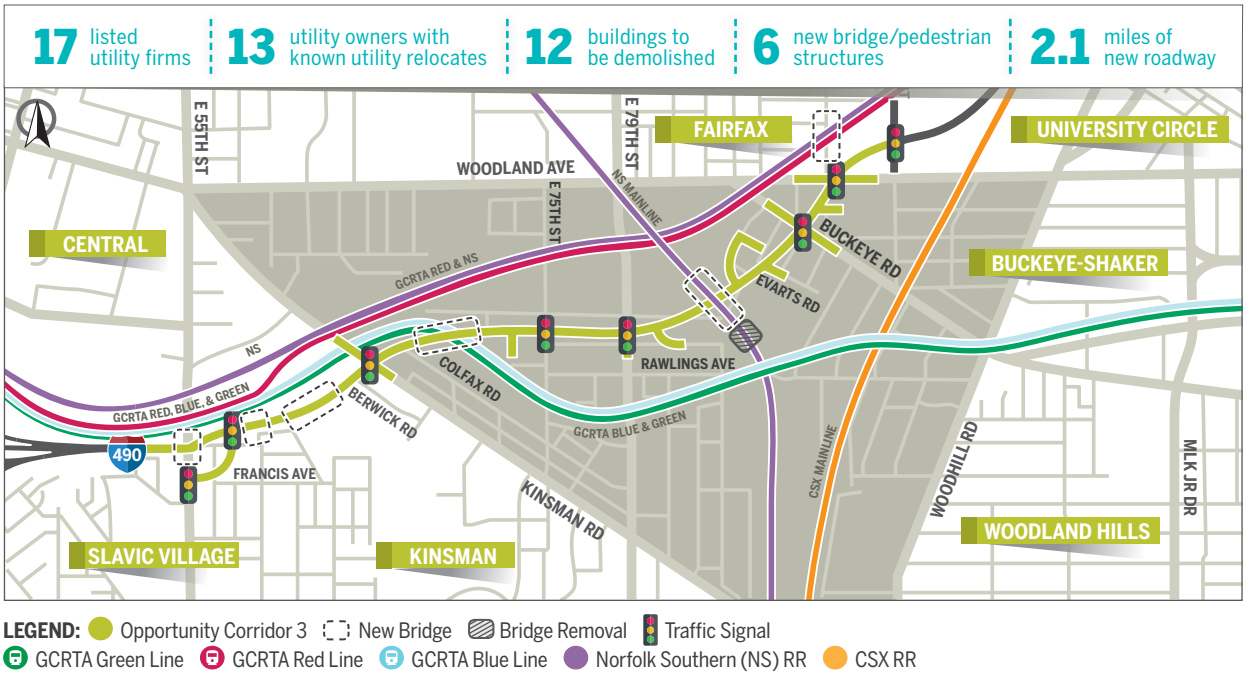
The Walsh DBT understands that the completion of this, the third and final section of the Opportunity Corridor, is the key to unlocking the economic potential of the once "Forgotten Triangle" and the surrounding neighborhoods. The Opportunity Corridor will provide improved access to Cleveland's Buckeye-Shaker, Central, Fairfax, Kinsman, Woodland Hills, and Slavic Village neighborhoods while connecting the region to University Circle's world-class cultural amenities, higher education institutions, and health care providers. The Walsh DBT is steadfast in our commitment to partner with ODOT, the City, and stakeholders to make sure that this Project provides opportunity for all.

The Walsh DBT has developed the following specific approaches to the Major Work Tasks **(Figure B.1)** based on proven methods used on similar design-build projects. All of these tasks are ultimately directed by our DB Project Manager, John Tracy, who performed in the same role for the George V. Voinovich Bridge Design-Build (Innerbelt CCG1) project.

Public Information and Communication: Our Public Information Manager, David Bennett, will work with ODOT's staff to continue effective public involvement efforts. David is a resident of Northeast Ohio and has provided over 20 years of communications expertise for major infrastructure projects in the area, such as the $250 million I-77 Safety Upgrade projects.

Environmental/Sustainability: Building on Walsh's award-winning performance on Innerbelt CCG1, we will use FHWA's INVEST tool to identify opportunities to improve the Project's economic, social, and environmental outcomes. OC3 has the potential to dramatically affect the sustainability of the surrounding communities through educational outreach, the tracking

Figure B.1. Opportunity Corridor Project 3.



of environmental commitments, stormwater management, accommodations for pedestrian, bicycle and transit, and sustainable construction practices. INVEST provides an objective and comprehensive evaluation of the level of sustainability the Project is achieving and provides a platform for communicating that success.

Diversity, Inclusion & Outreach: The Walsh DBT is committed to achieving the new, small, local, and disadvantaged (NSLD) business goals for this Project. Halle Jones Capers, DB Diversity/Outreach Lead Manager, will work with ODOT, the City, and stakeholders to develop and execute a project-specific Diversity, Inclusion, Outreach, and Compliance Plan. John Tracy will prioritize efforts by participating in outreach, working with subcontractors to maximize participation, and monitoring results to ensure compliance with OC3 goals. Walsh exceeded the DBE and OJT goals on Innerbelt CCG1, have developed award-winning diversity programs on projects in Illinois and Texas, and mentored DBE firms on numerous projects.

Rail/Utilities/Right-of-Way Coordination: DB Rail/Utilities/City Coordinator, Mark Hedrick, will schedule a workshop immediately after award with the railroads (NS and GCRTA), the various public and private utilities, and other key stakeholders. At this workshop, the Walsh DBT will provide an overview of the Project and the schedule. We will also review the identified railroad and utility impacts and confirm the requirements and expectation for coordinating efforts. Mark will track all railroad and utility coordination activities, maintain the Utility Matrix, and communicate progress. Mark performed extensive coordination with NS, GCRTA, and local utilities while on Innerbelt CCG1, including demolition coordination of 16 buildings. He also worked with NEORSD on the $63 million Easterly Tunnel Dewatering Pump Station on Cleveland's east side.

Major Project Elements – Design: DB Design Project Manager, Tom Gandolfi, will lead task forces to develop ATCs and other innovative roadway, drainage, structures, geotechnical, and traffic control design. The task forces will identify buildable units to meet the Project schedule and construction phasing. Aesthetic design guidelines will be documented to maintain consistency with the previous phases of the corridor. DB Coordinator, Jeff Lietzan, will work with Tom, Craig, and engineering leads to make sure that all design disciplines are coordinated and that designs are constructable. Design IQF Project Manager, David Johansen, will actively manage design quality assurance and meet design quality requirements.

Major Project Elements – Construction: DB Construction Project Manager/Engineer, Scott Febus, will lead the construction team to perform all construction work (including building demolition, maintenance of traffic, roadways, track work, structures, drainage, and traffic control) to Project specifications and using the highest safety and quality standards. The Walsh DBT has committed additional qualified personnel, including Superintendent Paul Bitters and Scheduler Margaret Yanosko. Scott, Paul, and Margaret each performed in similar roles on Innerbelt CCG1 and ORB East End Crossing P3.

Monitoring Quality

The Quality Management Plan (QMP), which incorporates a Design QMP (DQMP) and Construction QMP (CQMP), will identify processes to monitor and document conformance with contract documents. The plan will define roles and responsibilities; outline training procedures for staff and subcontractors, and detail lines of communication between Design, the IQF, Construction, and the QAM.

The Walsh DBT is committed to a quality culture that provides our team the ability to:

- Recognize that our QMP incorporates all design and construction activities, which is integral to everything we do.
- Prioritize quality above schedule and production, matching safety as our two highest priorities.
- Emphasize the importance of transparent communication and thorough documentation.
- Empower all employees with the authority to stop work when needed to review quality concerns.

ODOT and the QAM will be engaged during the development of the QMP and will have access to quality reporting, adding additional quality verification and improving confidence in the constructed OC3.

Design Quality: Parsons is ISO 9001:2008 certified. Design Quality Manager, Tariq Masud, will uphold the standards required under this certification and oversee the quality process. The design team will implement a four-step plan to manage design quality control (Plan, Act, Check, Excel), conduct multi-disciplinary reviews, and interact with DB Coordinator Jeff Lietzan during constructability reviews. Tariq will audit quality documentation for each design package before issuance for review or construction.

Independent Design Assurance: IQF American Structurepoint is responsible for providing independent design quality assurance and, along with the DBT, working with ODOT to ensure compliance with design and contractual requirements. Design IQF Project Manager, David Johansen, brings over 33 years of industry experience on the design and construction of large-scale transportation projects. David reports to John Tracy and is responsible for independently monitoring design quality and ensuring that the DQMP requirements are followed.

Construction Quality: Walsh is an American Institute of Steel Construction (AISC) Advanced Certified Steel Erector (ACSE) and upholds the highest standards for quality control and planning. Construction Quality Manager, Luke Wilson, will interface with the QAM to develop and implement the CQMP, which will exceed requirements for control, inspection, and acceptance of the constructed work. Detailed testing, inspection, and verification procedures will be performed to ODOT's standards.

Timely Start of Design and Construction

Timely initiation of design and construction sets the pace for subsequent work critical to achieving substantial completion before November 1, 2019. The same team that leads the development of the Technical Proposal will deliver OC3 upon award. This team includes Tom Gandolfi, Jeff Lietzan, Craig Hebebrand, Halle Jones Capers, and engineering leads committed and identified in this Statement of Qualifications (SOQ). John Tracy, Scott Febus, and Mark Hedrick will advise the pursuit team and participate in reviews to incorporate their local knowledge and experience. This approach provides continuity and consistent application of ODOT's priorities after award and ensures that the team hits the ground running.

Integrated Project Schedule
On the $860M ORB Downtown Crossing DB, Walsh implemented an integrated design and construction schedule and buildable unit methodology to achieve timely initiation of design and construction. Construction started just seven months after award.

The Walsh DBT will incorporate a buildable unit methodology into a detailed, critical path method (CPM) schedule that integrates design and construction to expedite release for construction (RFC) drawings. This methodology:

- Supports early initiation of design for critical construction activities and long-lead items.
- Allows separation of work related to railroads, utilities, and ROW from other critical-path items so that construction can start.
- Facilitates NSLD subcontractor engagement, with work packages prepared based on the resources, capabilities, and qualifications of individual subcontractors.

Immediately after award, our team will collaborate with ODOT, the City, and stakeholders to identify key issues and establish a schedule to support critical-path activities. Specific IQF and QAM review activities will be integrated to ensure adequate review time is available prior to RFC.

Managing Risks

Using our experience, a thorough understanding of the Project, and industry best practices, the Walsh DBT will develop a Risk Management Plan that provides the framework for our team to:

- **Identify Project risks** through detailed analysis of the contract documents, lessons learned, discussions during design development, and input from ODOT and stakeholders.
- **Assess consequences and probability** using a Risk Register to determine the likelihood of risks and then to assign a risk rating to establish the measurement for meaningful evaluation of each risk's impact.
- **Take early action to manage and mitigate risks,** focusing on the risks with the highest potential to impact OC3. We will consider design modification, adjusting sequence and schedule, providing training, or adding resources in order to minimize potential risks.
- **Allocate risks** to the party that is best positioned to control them and positively affect outcomes. An individual manager will be assigned to own each risk and ensure it is monitored, mitigated, and controlled.

2. Top Three Significant Tasks

Using this risk management approach, we have identified the following three significant tasks. The Walsh DBT has a wealth of experience addressing and managing similar issues on urban infrastructure projects as we describe throughout this SOQ. Risk management strategies will be refined during design and construction as part of our formal Risk Management Plan.

1 Agency and Third-Party Coordination: Extensive and continuous coordination with ODOT, the City, NS, GCRTA, and 17 listed utility companies will require the full-time effort of Mark Hedrick and the early efforts of our on-site staff. Particularly challenging issues include the two existing utilities identified by their owners as "unable to be relocated or modified," 13 utility companies with known relocations, three new utility facilities along the roadway alignment, 12 buildings requiring demolition, and four new bridges affected by the railroads. Although ODOT will finalize agreements with NS and GCRTA prior to the onset of design, significant coordination will still be required to adjust affected structures' design to conform to contractual requirements.

Potential Risks

- Long lead time for utility work and relocations
- Interference of "unable to relocate" utilities
- Schedule delays involved with working within the railroad impact envelope
- Phase 2 environmental issues after ROW acquisition that may impact demolition
- Schedule impacts related to ROW availability
- Permits for ROW

Methods to Address and Manage Risks

- Schedule partnering sessions after award with stakeholders; continue coordination and monitoring through subsequent meetings and monthly relocation summaries
- Use established relationships between our engineering firms, Parsons and subconsultant Arcadis, and NS and GCRTA to expedite reviews and approvals
- Establish a utility task force to update and maintain the Utility Matrix and work directly and in cooperation with utility firms and their relocation contractors
- Establish environmental and ROW task forces to address these issues and coordinate directly with ODOT on parcel status
- Use subsurface utility engineering to accurately identify, locate and survey utilities
- Verify utility locations in a timely manner to inform designers and coordinate relocation prior to issuance of RFC drawings
- Configure and schedule buildable units to work around the problem areas

Significant Ability to Handle Significant Tasks

Walsh DBT member firms have successfully addressed major challenges similar to these on transportation projects throughout the U.S. and right in Cleveland, including on **(1)** Innerbelt CCG1, **(2)** ORB Downtown Crossing DB, the **(3)** Dan Ryan Expressway, and many others. Our team has the in-house resources, capabilities, background, and proven methods to address tough challenges to achieve OC3 Project Goals.

2 Norfolk Southern (NS) Bridge Impact: The railroads are directly affected by four of the six new bridges to be built and the bridge to be removed. Of these, the new NS railroad bridge over the boulevard carries the biggest risk. Building a bridge to carry active tracks is a task that will has to be orchestrated from start to finish. Walsh, Parsons, and Arcadis have previously established relationships with NS and have insight on their concerns and issues for a structure that will safely carry the tracks with minimal impacts to the existing line.

Potential Risks

- Crew safety during construction next to active tracks
- Schedule delays associated with cut-in times
- Global stability of track and settlement
- Schedule impacts for phased construction

Methods to Address and Manage Risks

- Develop a step-by-step sequence of construction for this structure, integrate the sequence with the CPM schedule, and receive real time input from NS
- Coordinate early delivery of critical bridge components
- Consider slide-in techniques for initial bridge construction to keep the railroad envelope safer and cleaner
- Use established relationships between our engineering team and NS and GCRTA to expedite reviews and approvals
- Use expertise of geotechnical subconsultant SME to establish temporary retention methods for Walsh self-performance of earth retention to better control schedule, quality, and safety
- Use daily task hazard analysis methods to alert crews and supervisors to the hazards of working near the railroad

3 Maintenance of Traffic (MOT): While this Project will dramatically improve local and regional connectivity for the local community, construction has the potential to temporarily disrupt access and mobility. The Project scope requires modification or construction of eight new signalized intersections, as well as grade separation of a north-south artery for 55th Street. With the exception of 75th and 79th Streets, the draft MOT plans provided with the RFQ considers the construction staging of these road segments and intersections in isolation from each other.

Potential Risks

- Increase in isolation and disruption of already challenged communities
- Wayfinding challenges for those unfamiliar with the area with the closure of existing roads
- Access challenges (such as for work, shopping, school) for local residents through disruption to transit services

Methods to Address and Manage Risks

- Develop understanding of the local roadway network, key user groups, and existing deficiencies through coordination with ODOT, the City, EMS providers, transportation providers, and local business, institutional, and community stakeholders
- Engage the D.L. Bennett Company as the PI Manager
- Develop an MOT Plan that considers the entire local street network and its users as an integrated, multi-modal system
- Coordinate and sequence closures to avoid overloading a portion of the network or re-routing traffic through sensitive or already-congested areas
- Use multi-channel communications to ensure that all user and community groups have ready access to up-to-date information

C

Design-Build Project Team

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

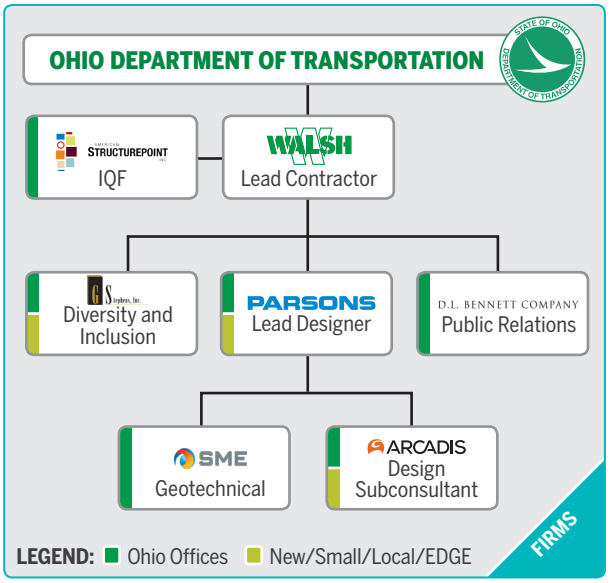
PART C.

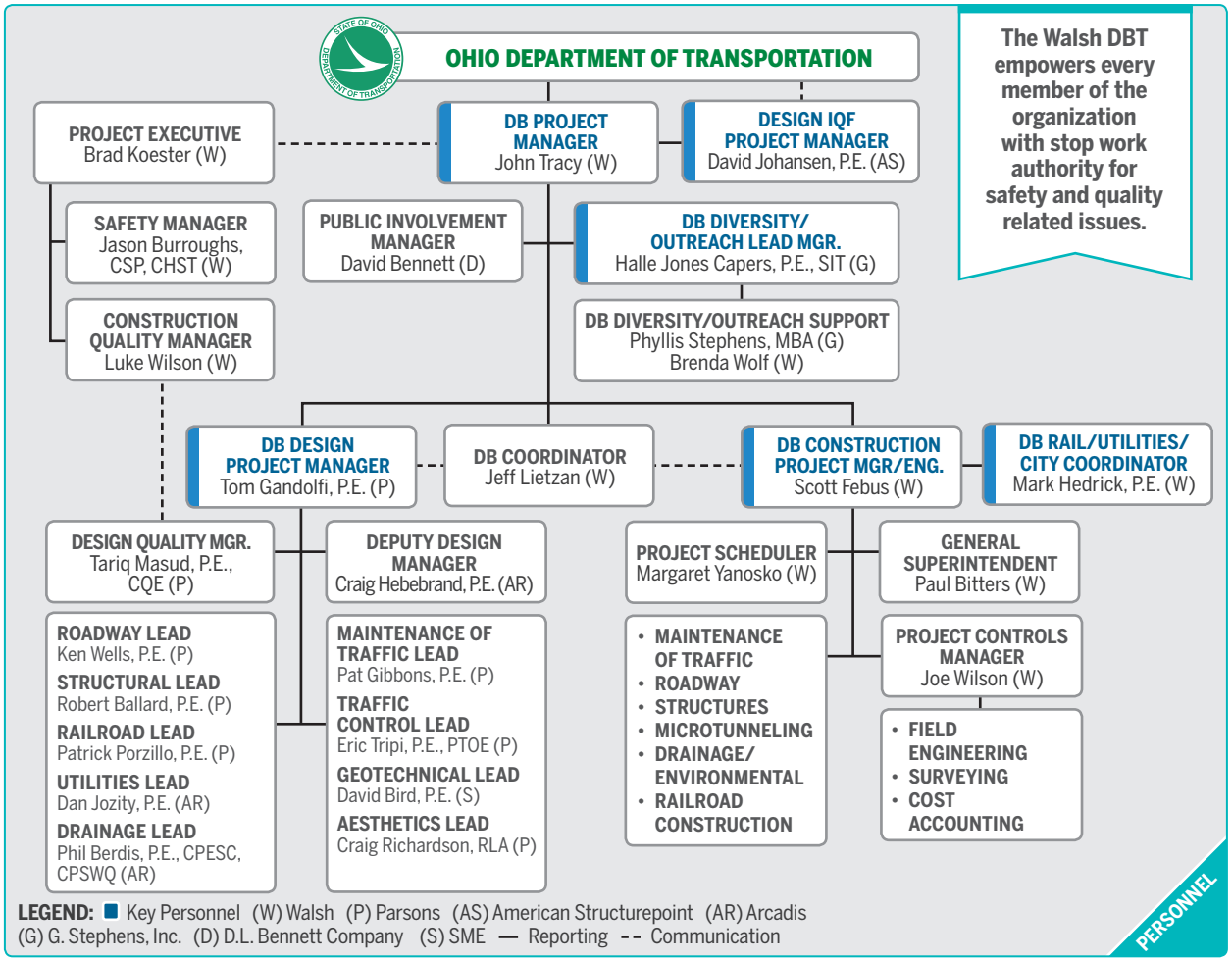
Design-Build Project Team

The Walsh DBT is a team of accomplished firms and professionals who bring the requisite experience from delivering design-build projects locally and nationally. Aligning with the Project Goals, the Walsh DBT will deliver innovative solutions through proven best practices in design, construction, quality, and diversity.

Offeror Firms

The Walsh DBT is structured to provide ODOT a team with readily available resources, a history of early schedule completion, and cost-saving ATC solutions. This expertise along with our team's local experience and community ties will lead to a successful delivery for OC3.





Walsh Construction Company II, LLC (Walsh): Lead Contractor

Walsh brings Cleveland-area relationships with subcontractors, material suppliers, and trade unions from its work on Innerbelt CCG1, Southerly Renewable Energy Facility, Louis Stokes VA Medical Center, and others. Moreover, Walsh is supported with other Midwest and national resources. ODOT and the citizens along the corridor will benefit from Walsh's strength of resources and experience, including:

- Delivery of **45 transportation alternative delivery** projects valued at over $10 billion
- ENR ranking as the **#1 largest U.S. bridge** and **3rd largest transportation contractor**
- Employment of over **9,000 employees** with a **$395 million equipment fleet**

Walsh has built transportation projects in the heart of some of the largest urban centers, including Cleveland, Indianapolis, Dallas, and Chicago. Walsh knows how to work with stakeholders, neighborhood groups, and the community to minimize impacts, encourage diversity, inclusion, and outreach, handle complex MOT issues, and ensure safety for pedestrians and motorists. Walsh is sensitive to the economic stakes of projects like OC3 through its experience on:

- **Innerbelt CCG1 DB:** Cleveland area; exceeded DBE goal; 147 trainees for OJT; INVEST Gold Level rating; extensive public relations efforts
- **Dan Ryan Expressway:** Community cooperation; maximized local hiring and local minority involvement; innovative MOT; fast-track schedule within highly urbanized area
- **Dallas Area Rapid Transit Green Line:** exceeded DBE goal; achieved Community Impact Award; DART Diversity Outstanding Company of the Year; transit agency coordination; construction through residential, industrial, and urban areas
- **ORB Downtown Crossing DB:** aggressive DBE and workforce diversity program that is currently exceeding goals; urban corridor/ pedestrian sensitivity; local area event coordination; aggressive schedule; several ATCs that mitigate utility impacts

Parsons Transportation Group, Inc. (Parsons): Lead Designer

Parsons has a worldwide reputation for exceptional technical and management performance on civil infrastructure and transportation projects. Parsons has been ranked as one of the top 10 design industry firms (ENR) and is recognized as an international leader in transportation. Parsons provides the following benefits to ODOT and OC3:

- Completed **106 design-build/P3 project**s in North America totaling **$35.3 billion**
- ENR ranking as **4th largest transportation firm** in the U.S.
- 750 professional staff located in offices throughout the Midwest, including **Cleveland, Columbus, and Cincinnati**

Through extensive design-build experience, Parsons has developed strategies, such as a proprietary xD design workflow, that allow us to deliver cost-effective designs for even the most complex, urban projects. These tools facilitate the development of cost-saving ATCs and increase the level of confidence in the design.

- **Intercounty Connector, Contract A DB:** Through an ATC, Parsons reconfigured an interchange from a fully directional arrangement to a more simple, trumpet style that eliminated four bridges and several walls, while simplifying MOT.
- **Grand Parkway (SH 99):** The design required accommodation of approximately 90 third party utilities as well as staging of construction over two Class I railroads.
- **Northwest Corridor Express Lanes DB:** 13 of 25 ATCs approved totaling over $65 million in savings and a 7-month schedule reduction.

Ability to Expedite Design and Construction
Parsons uses state-of-the-art 3D, 4D, and 5D (xD) modeling to reduce design and construction durations.

American Structurepoint, Inc. (American Structurepoint): IQF

American Structurepoint provides consulting, design services, and design quality management for complex infrastructure projects. ODOT will benefit from the firm's quality management and local design resources including:

- **400 experts working in-house** with more than **60 professionals** based out of **Columbus and Cincinnati**
- **Top 25 Central Ohio Engineering Firm** by Columbus Business First for the last five years and consistent ENR ranking as a **Top 500 Design Firm** in the U.S.
- Completed more than **150 design-build** transportation projects

American Structurepoint will implement its 8-step design review process for all design submittals to eliminate errors and provide opportunities for improvement. American Structurepoint has implemented this review process on past projects and performed design quality reviews on major design-build projects including I-65 Boone County, I-69 Segment 1/1A, Super 70, I-69 Section 5, and I-65 Johnson County.

G. Stephens, Inc. (GSI): Diversity, Inclusion and Outreach Consultant

GSI has the knowledge, relationships, experience, and dedication to successfully lead the Walsh DBT's diversity, inclusion, and outreach efforts. GSI has successful record in meeting or exceeding diversity goals on projects including Innerbelt CCG1, Redevelopment of Cleveland Public Square, and City of Akron's $1.4 billion CSO program, Akron Waterways Renewed. GSI offers the following benefits:

- **EDGE-certified,** 100% minority-owned, small and disadvantaged firm
- **62 professionals** with expertise in construction management, civil engineering, business management and others
- Offices throughout Ohio, including an **office location in Cleveland**

Arcadis U.S., Inc. (Arcadis): Design Subconsultant

In Ohio, Arcadis has the capability to draw from the support, experience, and knowledge of 284 professionals with detailed knowledge of ODOT's processes and requirements. ODOT will benefit from Arcadis' local knowledge and experience including:

- **Local office in Cleveland,** with other offices in Akron, Columbus, Cincinnati, and Toledo
- ODOT project experience on the **WOO-75 Accelerated Bridge** and the **LUC-2 Anthony Wayne Suspension Bridge**
- Experience with **City of Cleveland roadway** projects including Broadway Avenue, Bessemer Avenue, and Clifton Boulevard

SME: Geotechnical Consultant

SME brings experience servicing local governments, state departments of transportation, and the FHWA for over 52 years with benefits to ODOT including:

- Local offices in **Cleveland and Cincinnati**
- Advanced knowledge of deep foundations and temporary/permanent retaining walls for **ODOT and City of Cleveland projects**

The D.L. Bennett Company (D.L. Bennett): PI Management

David Bennett of D.L. Bennett will manage public involvement efforts on behalf of the Walsh DBT. His in-depth knowledge of media protocols and experience working with ODOT, business owners, and residents to build consensus within communities will benefit OC3. Additionally, David has:

- **Over 25 years of communications expertise** on major highway construction projects and is a **resident of northeast Ohio**
- Experience providing similar role on large ODOT projects including the **$250 million I-77 Safety Upgrade** and the **$110 million I-76 Major Improvements**

Key Personnel

The Walsh DBT commits individuals with experience in design, construction, quality assurance, and diversity on projects with similar scopes and unique challenges. Each person has been selected based on past performance and their ability to add value to OC3 and ODOT. Our Key Personnel have worked in similar roles and are experts with design-build delivery. Many are residents of Northeast Ohio and have experience working on major projects in Cleveland. The Walsh DBT's Key Personnel qualifications and experience are highlighted below.

DB Project Manager
John Tracy

a. Responsible for DBT's performance; ensures personnel and other resources are made available; responsible for contractual matters

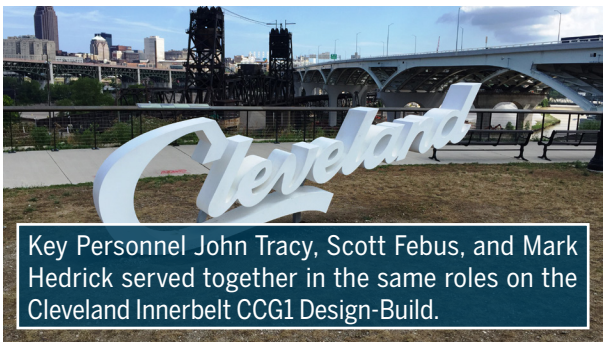
b. Served in similar roles on projects such as the $287M Innerbelt CCG1, the $190M Allegheny River Bridge, and currently the $899M PA Rapid Bridge Replacement Program P3

c. Dedicated and co-located to the Project 100% during both design and construction

d. 20 years of relevant experience; B.S., Civil Engineering, University of Toledo

e. Design-build, complex roadway, and bridge experience in urban environments; experience working with ODOT District 12; led similar efforts for public information, disadvantaged business involvement, and OJT requirements on Innerbelt CCG1; experience working with proposed Walsh personnel in similar capacity on ODOT projects

f. Current employer: Walsh



Key Personnel John Tracy, Scott Febus, and Mark Hedrick served together in the same roles on the Cleveland Innerbelt CCG1 Design-Build.

DB Design Project Manager
Tom Gandolfi, P.E.

a. Authority to actively manage the overall design of OC3; responsible for overall design of OC3 inclusive of all structures, structural elements, and roadway items

b. Served in similar roles on projects such as the $598M Northwest Corridor Express Lanes DB, the $1B IH-35E Managed Lanes DB, and the $478M Intercounty Connector, Contract A DB

c. Dedicated and co-located to the Project 100% during design; available as needed during construction

d. 35 years of relevant experience; P.E. (GA, NC, TX, LA) and commits to be a licensed Ohio P.E. prior to Award; M.S., Engineering/B.S., Civil Engineering, University of New Orleans

e. Experience managing multi-firm design teams including small and disadvantaged; multi-discipline acumen including complex MOT/phasing; experience managing third-party coordination and meeting environmental commitments; experience working with Walsh on several projects

f. Current employer: Parsons

DB Construction Project Manager/Engineer: Scott Febus

a. Authority to actively manage the overall construction of OC3; responsible for overall construction inclusive of all structures and structural elements, and roadway items

b. Served in similar roles on projects such as the $287M Innerbelt CCG1, the $899M PA Rapid Bridge Replacement Program P3, and the $763M ORB East End Crossing P3

c. Dedicated and co-located to the Project 100% during both design and construction

d. 42 years of experience on roadway and bridge projects; 45-year resident of Northeast Ohio; experience delivering quality projects within the Cleveland area under accelerated schedules; experience working with proposed Walsh personnel in similar capacity on ODOT projects

e. Current employer: Walsh

DB Diversity/Outreach Lead
Mgr: Halle Jones Capers, P.E., SIT

a. Authority to actively manage OC3-specific Diversity and Workforce Development program; acts in conjunction with ODOT as OC3's lead contact in regards to local community outreach

b. Served in a similar role on the $287M Innerbelt CCG1, the $273M Innerbelt CCG2, and the $32M Redevelopment of Cleveland Public Square DB

c. Dedicated to the Project 50% during design and 50% during construction, and supported by GSI's Phyllis Stephens who will be assigned 100% during design and construction

d. P.E.(OH, MI); Surveyor-in-Training (OH); B.S., Civil Engineering, the University of Akron; ODOT Prequalified Construction Engineer Level I and II/Project Inspector/Flexible Pavement

e. 26 years of relevant experience; former ODOT Deputy Director, Division of Highway Operations; former Director for Women in Engineering; currently serves as Chair of the Increasing Diversity in Engineering Academics (the University of Akron); Serves on Advisory Council for Construction Engineering Technology Program (Cuyahoga Community College)

f. Current employer: GSI

Design IQF Project Manager:
Dave Johansen, P.E.

a. Actively manages Design Quality Assurance; Responsible to ensure the requirements of the DQMP are met; and manages all other matters related to design quality

b. Served as Design Administrator for ODOT D-5 and Construction Project Manager for ODOT D-6 on the $157M I-71 Morrow County Corridor DB contracts; served as ODOT D-3 Construction Area Engineer on design review teams for the $8M I-271 DB Reconstruction

c. Dedicated and co-located to the Project 100% during design; available as needed during construction

Halle Jones Capers was GSI's Project Manager on the Redevelopment of Cleveland Public Square Design-Build. The project exceeded diversity goals.

d. P.E. (OH); B.S., Civil Engineering, Ohio Northern University

e. 31 years of ODOT multi-discipline experience throughout four Districts (1, 3, 5, and 6); experience on ODOT D-3 projects in Lorain and Medina Counties bordering Cuyahoga County; extensive experience with design and construction of ODOT projects, design and construction quality assurance, inspection, engineering, material control, field testing, and design/constructability reviews

f. Current employer: American Structurepoint

DB Rail/Utilities/City Coordinator:
Mark Hedrick, P.E.

a. Authority to coordinate with utilities, railroads, city/local representatives and other third parties with authority to make commitments on behalf of the DBT

b. Served in a similar role on Ohio-based projects such as $287M Innerbelt CCG1, the $60M Black River Tunnel, and the $73M Easterly Tunnel Deing Pump Station

c. Dedicated and co-located to the Project 100% during both design and construction

d. P.E. (OH); B.S., Civil Engineering, Cleveland State University

e. 19 years of relevant experience working in Northeastern Ohio; NS and GCRTA coordination experience; utility design/relocation and building demolition experience on Innerbelt CCG1; relationships with several Cleveland utilities; experience working with proposed Walsh personnel in similar capacity on ODOT projects

f. Current employer: Walsh

D

Capabilities and Experiences

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

PART D.

Capabilities and Experience

1. Resources

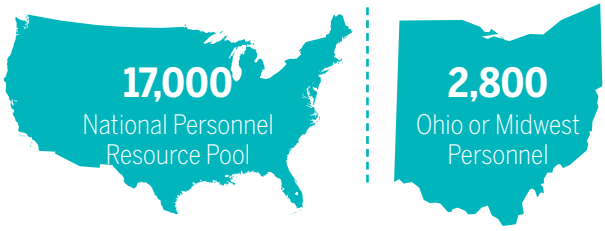
The Walsh DBT has experience completing projects with aggressive schedules on time and many times early. We have the necessary staff, crews, and equipment to substantially complete OC3 before November 1, 2019.

a. Available Resources

To demonstrate our commitment to the success of OC3, we have committed an additional 21 highly qualified professionals who, like our Key Personnel, are available and ready to start:

- **DB Diversity Support:** GSI's Phyllis Stephens and Walsh's Brenda Wolf will each support diversity efforts under Halle Jones Capers' leadership. Phyllis brings 18 years of experience and served in a similar role on Innerbelt CCG1 and CCG2. Brenda has 11 years of compliance experience, most recently on the $763 million ORB East End Crossing P3.
- **Safety Management:** Jason Burroughs (Walsh) will oversee workforce and public safety. Jason served in a similar role on ORB East End Crossing P3 and the $220 million Indiana Deep Rock Tunnel Project.
- **Quality Management:** Tariq Masud of Parsons will serve as Design Quality Manager, bringing 22 years of experience serving in this role on numerous design-build projects. Walsh's Luke Wilson brings 12 years of experience to his role as Construction Quality Manager. Luke performed in a similar role on the ORB East End Crossing P3 and the $103 million Milton-Madison Bridge Design-Build.
- **Public Involvement:** David Bennett (D.L. Bennett) will serve as our Public Information Manager to keep stakeholders and the general public well informed. David is a lifelong resident of Northeast Ohio, has 25 years of communications experience with the last 12 in similar roles on transportation projects, including the $250 million I-77 Safety Upgrade and $110 million I-76 Major Improvements.
- **Design Team:** To support Tom Gandolfi, Craig Hebebrand (Arcadis) brings 34 years of experience and knowledge of Opportunity Corridor, design-build, and ODOT District 12 to his role as Deputy Design Manager. A strong team of nine engineering leads from Parsons, Arcadis, and SME support design.
- **Design-Build Coordination.** Walsh's Jeff Lietzan serves as DB Coordinator, a critical position for ensuring a constructable design. Jeff brings 28 years of industry experience, the last 10 specifically coordinating design on large transportation projects, including the ORB East End Crossing P3.
- **Construction Team:** Walsh's experienced personnel from Innerbelt CCG1, Paul Bitters (General Superintendent), Margaret Yanosko (Project Scheduler), and Joe Wilson (Project Controls Manager), reprise their roles for OC3. Their Cleveland-area experience and relationships will be a strong benefit. Since Innerbelt CCG1, Paul served in a similar role on the $860 million ORB Downtown Crossing Design-Build, Margaret on the ORB East End Crossing P3, and Joe on the $899 million Pennsylvania Rapid Bridge Replacement P3.

Local, Regional, and National Resources: The Walsh DBT has significant local, regional, and national personnel and facility resources, and a $395 million equipment fleet. Through our local experience and presence, we also have established relationships with local subcontractors, suppliers, trade unions, and community organizations.



b. Resource Allocation

At each stage of Project delivery, we will monitor labor availability and the resources necessary for short-term, mid-range, and long-term staffing, equipment, facility, material, and other needs. We will assess progress of both design and construction activities to keep an accurate gauge of actual production rates versus the CPM schedule. When necessary, the Walsh DBT can allocate additional resources from our reserve staffing and equipment for whatever duration necessary to keep the Project on schedule.

Walsh has completed numerous projects ahead of schedule by properly managing and allocating resources from the start, and by having the capability to quickly respond whenever a project demands additional personnel, equipment, or other resources. Walsh is currently wrapping up work on the Louisville-area ORB projects, freeing up substantial personnel and equipment resources that can be transferred for use on OC3.

c. Notable Expertise and Capabilities

The Walsh DBT is focused on ODOT's Project Goals for OC3. We have achieved similar goals through our unique expertise and capabilities as shown in **Figure D.1** on the next page.

2. Project Management Methodologies

a. Integrated Team Approach

Integration on design-build projects is critical to delivering a safe, cost-effective, and high-quality project. Integration is a process of organizing people, defining responsibilities and roles, applying technology, and solving challenges across the spectrum of design and construction. Our integrated team provides ODOT several benefits:

- Better quality through stronger communication
- Better value through the development of cost saving innovations
- Better ability to deliver OC3 on schedule by jointly addressing challenges

Our approach to design-build project management starts with a commitment to open and honest communication, mutual accountability, and the promotion of out-of-the-box thinking with our entire DBT. An integrated management approach provides a framework for our Project Management Plan and includes the following components:

Partnering Kickoff: The Walsh DBT will invite ODOT, the City, other project stakeholders, our member firms, and key contractors to be involved in our partnering effort and development of a partnering plan. Our team will develop and establish a partnering charter with mutual acceptance, commitment, and accountability.

Co-Located Project Office: Co-location provides enhanced communications, allows for faster design turnaround, and encourages collaboration to develop innovative and cost-effective solutions. During construction, co-location provides the opportunity to streamline many processes that benefit the project schedule and budget, including resolution of potential field design changes, requests for information, and revisions for unforeseen field conditions.

Diversity and Outreach: The Walsh DBT will have an integrated approach to diversity and outreach. Each member firm will prioritize efforts by participating in outreach, working with subcontractors to maximize participation, and monitoring results to ensure compliance with the Project goals. Compliance tracking will be done through compliance software such as ODOT's Civil Rights & Labor (CRL) Application.

Each team member is responsible for diversity, inclusion, and outreach: John Tracy (pictured on the right at an outreach event) will champion diversity efforts to support our Diversity Team in achievement of the Project Goals.

Figure D.1. Specific Notable Expertise and Capabilities. The Walsh DBT member firms and personnel have demonstrated expertise and capabilities required to achieve ODOT's Project Goals.

Deliver the Project at or below budget	The Walsh DBT has proven experience controlling project cost through ATCs and the application of value engineering during construction. On Northwest Corridor Express Lanes DB, Tom Gandolfi led the development of 13 approved ATCs that saved $65 million, eliminated 25 property takes, and improved the schedule by seven months.
Deliver a positive economic impact to the community through Diversity and Inclusion efforts	Through Walsh's mentoring and assistance on Innerbelt CCG1, three firms obtained ODOT prequalification and five attained DBE status. Walsh exceeded the 40 trainee goal with 147 trainees (43 minority and 18 female). GSI worked with City of Akron and local partners to create the All Akron Student Engineering Program (AASEP), which matched 28 local students with 20 local firms in 2016.
Maximize team diversity by the inclusion of the maximum available firms usefully utilized	The Walsh DBT has the relationships and expertise to achieve diversity goals. On Innerbelt CCG1, Walsh exceeded the 15% DBE goal. GSI's outreach efforts on the Cleveland Public Square Project resulted in 18 MBE/FBE/SBE firms receiving contracts or subcontracts. On Innerbelt CCG2, GSI's oversight efforts resulted in the 15% contracting goal being exceeded by 9%.
Maximize quality, meeting or exceeding applicable standards in all areas	All Walsh DBT member firms uphold the highest standards for quality. Parsons has been ISO 9001:2008 certified for more than a decade and Walsh is an American Institute of Steel Construction (AISC) Advanced Certified Steel Erector (ACSE). American Structurepoint implements its 8-step quality management process on design-build projects for thorough design quality oversight.
Minimize duration of traffic impacts and open all roadways to traffic by November 1, 2019	Walsh has the capability and resources to mobilize management, crews, and equipment to complete large projects on time or early. On the ORB Downtown Crossing DB, Walsh optimized the project schedule to reduce MOT phases and the overall project duration, enabling the project to be on track to achieve substantial completion a full 18 months earlier than the RFP requirement.
Meet or exceed aesthetics and sustainability guidelines	Parsons led sustainability evaluations of the Illinois Tollway's I-294 Corridor (INVEST), ORB East End Crossing P3 (ISI Envision), and Gordie Howe International Bridge (ISI Envision). On Innerbelt CCG1, Walsh helped to develop the "Green 7" and achieved a Gold Level rating in the pilot INVEST program. The project received FHWA's "Environmental Excellence Award."
Deliver the Project with zero lost-time incidents	Safety Manager, Jason Burroughs, is a Certified Safety Professional and Construction Safety and Health Technician. These certifications ensure consistent leadership and technical skill. Jason led safety efforts on the ORB East End Crossing P3, which achieved 1,000 days with no lost time, and produced multiple innovative, effective safety programs now in use on other Walsh projects.
Demolish existing residences and commercial structures ASAP	DB Rail/Utilities/City Coordinator, Mark Hedrick, successfully coordinated the demolition of 16 commercial structures in a similar role for Innerbelt CCG1. Mark is a local resident, an Ohio P.E., and has over 19 years of relevant experience. He understands the coordination, permitting, utility requirements, and overall effort required to successfully execute demolition.

Design Development: Design discipline task forces provide a platform to develop ATCs and design optimization ideas. Task force leads will regularly meet with design, construction, diversity, and quality managers to report progress, identify potential problems or opportunities, and address interdisciplinary efforts. Constructability and over-the-shoulder reviews with ODOT, the City, IQF, and construction staff enhance the DBT's ability to develop effective design and construction concepts.

Consistent Key Personnel: The same team that leads the development of the Technical Proposal will design and construct OC3 upon award. This approach provides continuity, consistent application of ODOT's priorities after award, and accountability for successful Project delivery.

Collaboration Tools: Our team will use effective technology to foster collaboration between all members of our team and ODOT. The Walsh DBT will use xD modeling techniques to first virtually build the Project so that actual construction is faster, safer, more cost-effective, and of a higher quality. Design drawing production will be coordinated using ProjectWise software. Design and construction schedules will be integrated in a CPM schedule in a Primavera P6 format.

Coordination Meetings: Efficient meetings keep all parties informed, and are a proactive method for tracking and correcting potential issues. Coordination meetings provide the setting to review design and construction issues, diversity and inclusion progress and needs, quality successes and deficiencies, safety successes and deficiencies, schedule progress looking ahead three weeks, and big picture planning.

Integrated Design-Build Schedule: The ability to develop and manage an aggressive schedule is one benefit of the design-build process. The integrated CPM schedule will be a key component for allocating resources, timing material delivery, and sequencing work. We will use reporting methods that allow easy identification of baseline variances, current status, and critical paths.

Subcontractor Management: Subcontractors will be integrated into our team through participation in coordination meetings and the development of the CPM schedule. Subcontractors will participate in a Project orientation to ensure that the goals and values of both our team and ODOT are upheld, including our shared commitment to safety, quality, diversity, and sustainability.

b. Utility and Railroad Work Coordination

The CPM schedule will include activities for utility relocations and railroad coordination, as well as third-party reviews to ensure all parties have buy-in for the final product.

Local Utility Coordination Experience: On Innerbelt CCG1, Walsh successfully mitigated utility delays from unknown or abandoned utilities during the reconstruction of the Ontario and Carnegie intersection to complete the roadway construction for the Indians' Opening Day in 2012.

Utilities: Many of the local utility companies' protocols and practices are known and understood through Walsh's work on Innerbelt CCG1. On OC3, the Walsh DBT will coordinate with all utility companies impacted by construction. The coordination efforts will cover all adjustments of utilities, permitting, access to right of way, and any other conditions that may impact the work. DB Rail/Utility/City Coordinator, Mark Hedrick, will hold regular utility coordination meetings with key parties to update utility companies of upcoming areas of work. This coordination will facilitate timely relocations and prompt mitigation of any unforeseen circumstances.

NS and GCRTA: Mark will coordinate with railroads using periodic meetings and conference calls to determine outages and construction needs. Walsh worked with the GCRTA on Innerbelt

CCG1, and Parsons and Arcadis have national agreements with NS. Through this experience, we understand railroad needs and their busiest operating times. We also understand the railroads' stringent submittal requirements. The CPM schedule includes railroad design and construction submittal activities with time for review. On Innerbelt CCG1, Walsh had no delays due to railroad submittals and reviews.

c. Planning and Monitoring Progress

One of the keys to a successful project is to start with a comprehensive, well-planned schedule that integrates the design, owner and quality team reviews, agency approvals, and construction processes. We use the CPM schedule as a tool to keep all parties informed and focused on critical tasks. From experience gained on past design-builds, we have identified the following elements for properly planning and monitoring progress:

- Involve all team members in identifying critical activities and areas of schedule risk
- Maximize the overlap of design and construction of critical activities
- Provide realistic durations for activities based on actual historical performance data
- Organize and complete design in buildable unit RFC packages
- Complete partial design releases for long-lead material orders
- Regularly update and monitor the Project CPM schedule

3. Past Projects

a. Form B

Our completed Form B is provided in Part F.

b. Technical Experience

The Walsh DBT has selected the projects shown in **Figure D.2** to best demonstrate our team's collective relevant experience. Technical Experience Attachments for each highlighted project are included in Part H.

c. Liquidated Damages

Information concerning liquidated damages or penalties exceeding $50,000 within the last five years has been provided in Part J for both Walsh and Parsons.

Figure D.2. Technical Experience. These projects demonstrate similar experience for team members Walsh (**W**), Parsons (**P**), American Structurepoint (**AS**), and GSI (**G**) in achievement of OC3 Project Goals.

#	Project Name	Value	Involved Firms	Alternative Delivery	Similar Scope/Complexity	Public Information	Environmental/Sustainability	Diversity, Inclusion, Outreach	Rail/Utility/City Coordination
1	**Innerbelt CCG1 DB,** Cleveland, OH	$287M	W-G	●	●	●	●	●	●
2	**I-70 "Super 70" DB,** Indianapolis, IN	$178M	W-AS	●	●	●	●	●	●
3	**Dan Ryan Expressway,** Chicago, IL	$768M	W		●	●	●	●	●
4	**IH-35E Managed Lanes DB,** Dallas, TX	$1B	P-W	●	●	●	●	●	●
5	**Intercounty Connector Contract A DB,** Montgomery Co., MD	$484M	P	●	●	●	●	●	●
6	**Northwest Corridor Express Lanes DB,** Atlanta, GA	$598M	P-W	●	●	●	●	●	●
7	**I-65 Boone County DB,** Boone Co., IN	$150M	S	●	●	●	●		●
8	**I-69 Segment 1/1A DB,** Oakland City, IN	$25M	S	●	●	●	●		●
9	**Akron Waterways Renewed Program,** Akron, OH	$1.4B	G	●	●	●	●	●	●
10	**Cleveland Public Square,** Cleveland, OH	$32M	G	●	●	●	●	●	●

E

Diversity and Inclusion

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

PART E.

Diversity and Inclusion

The Walsh DBT is committed to ensuring that the Opportunity Corridor will, in fact, bring opportunities to new, small, local, and disadvantaged (NSLD) businesses while achieving the diversity and inclusion goals established for OC3. Our Diversity, Inclusion, and Outreach Consultant, GSI, has the knowledge, relationships, experience, and dedication to successfully execute this important scope of work. GSI has served clients in the diversity, outreach, inclusion, and compliance capacity on programs and projects totaling over $2 billion.

The Walsh DBT will have an integrated approach to diversity and outreach. Each member firm will prioritize efforts by participating in outreach, working with subcontractors to maximize participation, and monitoring results to ensure compliance with the Project goals. Halle Jones Capers will lead the diversity team that includes Phyllis Stephens of GSI and Brenda Wolf of Walsh. This core diversity team will work with stakeholders and partners to develop and execute a project-specific Diversity, Inclusion, Outreach, and Compliance Plan.

The Walsh DBT's experienced Diversity & Inclusion Team will create and implement effective strategies to bring opportunities to NSLD firms and the community.

Halle Jones Capers, P.E., SIT
DB Diversity/Outreach Lead Manager
26 years of relevant experience
Former ODOT Deputy Director

Phyllis Stephens, MBA
Diversity Support
18 years of relevant experience
Similar role on Innerbelt CCG1 and CCG2

Brenda Wolf
Diversity Support
11 years of compliance experience
Similar role on ORB East End Crossing P3

a. Business Practices

GSI uses a **Development, Partnering, and Bidding (DPB)** methodology in the preparation of each Diversity, Outreach, and Inclusion Plan. This approach includes and expands upon proven business practices of Walsh DBT member firms and provides equal or better opportunity for NSLD inclusion.

Development encompasses several activities designed to identify and prepare NSLD firms to participate in Project opportunities, including the following:

- Research firms' Commercially Useful Function (CUF) to identify potential subcontractors with skills in the required work types.
- Refer firms to training opportunities that equip NSLD firms with the skills they need to be ready to bid and participate. GSI has relationships with local community groups and organizations that provide training to new, small, and diverse firms.
- Help NSLD firms to be knowledgeable of the various certifications that can be obtained and direct them to resources and agencies such as ODOT and the Urban League who can assist them with the sometimes complicated and time-consuming application process.
- Encourage existing NSLD firms to expand services into new or related disciplines or work types to be able to respond to opportunities and grow their business.

Partnering connects NSLD firms to Walsh DBT member firms and helps them build lasting, meaningful relationships. Partnering activities include:

- **Proactive Match-Making:** The Walsh DBT will actively reach out to the local business community, and will host two match-making events during the pursuit to identify NSLD

businesses for participation on OC3. These outreach events will be held in close proximity to the Project area. After award, we will continue to host DBE outreach events, meet individually with NSLD firms, and coordinate with certifying organizations to publish opportunities and identify candidate firms.

- **Mentor-Protégé Programs:** These programs encourage and foster relationships that allow for the open sharing of information critical to addressing serious challenges faced by NSLD firms. This type of relationship is formal, documented, and has a definitive time for which both companies agree to participate. Some of the areas where the Walsh DBT can assist are business strategies, project leads, and Project financial planning.

Bidding Options provide unique opportunities for NSLD firms to grow. Achieving maximum participation from NSLD firms in this step depends on the success of the earlier Development and Partnering steps so that our team can determine which firms have an interest and capability to perform specific types of work.

Three methods we have used successfully to improve the ability of NSLD firms to participate are smaller bid packages, set-asides, and subcontracting of normally self-performed work:

- **Bid Packages:** The Walsh DBT tailors scope packages to meet the capabilities or prequalification certifications of available NSLD firms. This allows smaller firms to participate in a larger overall scope, which fosters their business growth and enhances their capabilities. In cases where NSLD firms do not have the capacity or prequalification for larger contracts in a given year, we break scopes into smaller annual packages.

Achieving Participation: Walsh has a history of exceeding DBE goals, has developed award-winning diversity programs on projects in Illinois and Texas, and has mentored firms on numerous projects.

Project and Location	Goal	Achieved
Innerbelt CCG1 DB Cleveland, OH	15%	16.21%
Dan Ryan Expressway Chicago, IL	19%	28.7%
I-70 "Super 70" DB Indianapolis, IN	10%	15%
DART Green Line Expansion Dallas, TX	32%	35%
I-80 Interchange Modification Gary, IN	12%	16%

- **Set-Aside Programs:** Set-asides provide NSLD firms an opportunity to compete against a smaller, more selective group of their peers, thus increasing the likelihood that an NSLD firm will be awarded a contract. This approach is used by the Federal Government in the 8(a) program and at the state level in the Small Business and Minority Business programs.
- **Subcontracting Self-Performed Work:** As done on Innerbelt CCG1, Walsh identifies and sublets work that is normally self-performs, increasing opportunities for NSLD participation.

Throughout the duration of the Project, Halle will provide monthly status reports to ODOT and DB Project Manager John Tracy to track the effectiveness of the DPB efforts. This report will summarize recruitment strategies, results to date, communications, and outreach events. Each month's report will provide the details of current participation, discussions of program status and progress, and outline future strategies to achieve our stated goals.

AkronWaterways Renewed!

DPB in Practice: As lead consultant in the City of Akron's $1.4 Billion CSO Program, Akron Waterways Renewed, GSI has been responsible for developing and executing a robust Outreach and Inclusion Program. Each of these development practices are part of the program's Outreach and Inclusion Plan. GSI's efforts to date have resulted in 95% of the firms which provide a commercially useful function being awarded contracts on each of the first 10 project opportunities. The net award to NSLD businesses is $45 million in the last three years alone.

b. Expanding the Pool of New, Small, Local, or Disadvantaged Businesses

The Walsh DBT's strategy of diversity, inclusion, and outreach for OC3 will focus on building competency and capacity for NSLD firms. This approach goes beyond meeting the established goals of 2% New, 2% Small, 6% Local, and 10% EDGE. Our ultimate goal is to successfully transfer knowledge and grow capability and qualifications of NSLD firms. Our member firms have had success with the following:

Mentoring Relationships with Disadvantaged Businesses: Walsh has entered into formal mentor-protégé and other teaming arrangements with DBE contractors, including the following experiences:

- **DART Green Line Expansion:** Walsh obtained participation of 35%, surpassing the 32% goal, by supporting and encouraging multiple minority joint venture partners and establishing formal mentor-protégé relationships. This participation achievement inspired DART to develop and present Walsh its first annual Diversity Award.
- **Dan Ryan Expressway:** Walsh achieved DBE participation of 28.7%, far exceeding the established goal of 19.3%. Walsh has since partnered with one of the DBE firms as part of a three-year mentor-protégé program.
- **Innerbelt CCG1:** Walsh provided mentoring and assistance to DBE firms, as part of the DBE subcontracting plan. As a result, five subcontractors gained DBE status and three firms became ODOT prequalified.
- **ORB East End Crossing P3:** Walsh established a mentoring plan with small minority contractor, Messier & Associates (Messier). The plan included training in best practices relative to safety, quality control, equipment management, and project administration. As a result of the program, Messier was able to improve the capabilities of their staff and enter the Federal SBA program where they successfully procured a contract.

Mentor-Protégé Program

Robinson Industries, Inc. (RII) completed Walsh's mentor-protégé program on the DART Green Line Expansion Program. Walsh management mentored RII managers to become proficient in project document control, processing subcontractor pay requests and project control methods.

"Because of this experience, RII grew in capacity and has achieved a joint venture level on other recent project pursuits with Walsh and other firms. With this major project experience, it has really expanded our capabilities and we hope to continue to grow in this direction."

Kimberly Robinson, Robinson Industries

Engineering Training: Parsons has worked with DBE subconsultants via mentor-protégé to enhance technical capacity and improve opportunities through unique training opportunities:

- **Technology Exchange:** Parsons hosts a staff member of a protégé firm and provides in-house technical training.
- **Online Training Seminars:** Protégé firms are provided access to Parsons web-based training services it uses to train its own employees on a wide variety of subjects.
- **Technical Shadowing:** An experienced engineer is paired with a staff member of a protégé firm to provide technical shadowing and insight on areas of interest to the firm to help strengthen opportunities for growth.
- **Lunch and Learn Webinars:** All of Parsons protégé partners are welcome to collaborate in an informal learning series where Parsons staff share tips, information, and techniques on a variety of engineering topics over a lunch hour. Protégé staff can connect remotely via WebEx or participate on site throughout the duration of the contract.

"Walsh has been a wonderful partner in achieving the inclusion goals during the I-90 [Innerbelt CCG1] bridge project. Your commitment and engagement is most appreciated and should be acknowledged."

Dr. Rachel Talton, Diversity and Inclusion Consultant for ODOT

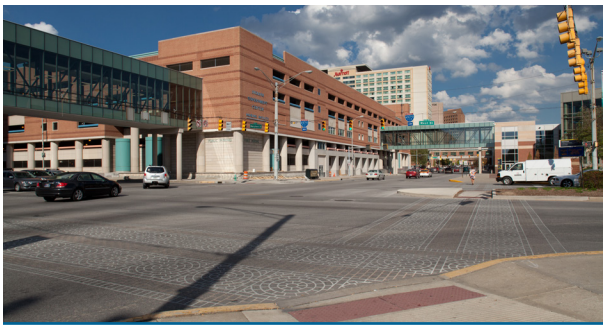
Encouraging the Creation of New Businesses: Several Development and Partnering principles GSI incorporates into Diversity and Inclusion Programs have led to the creation of new businesses with desirable work-types for this industry.

In 2014, the City of Akron requested GSI assist them in increasing the number of CUF construction service firms for their 15-year, $1.4 billion CSO program Akron Waterways Renewed (AWR). GSI determined the best way to increase the number of firms was to partner with existing diverse firms to identify individuals they felt would have the interest, skills, and determination to do what is necessary to go into business. These firms acted as mentor firms to guide and assist the new business startups in set up, operation, and technical training.

As the CSO Program Manager and a local business owner, GSI's company president identified a 25-year seasoned construction manager to create the first pilot startup company, Canal Construction. Prior to joining GSI, this individual had been a partner in a small concrete company. With the City of Akron's assistance, GSI and Canal Construction developed a business plan that helped Canal Construction successfully complete $1.2 million of construction services in its first year of business.

This open partnership, now in its third year, continues to grow in the municipal utility and excavation sector of the construction industry. Each year to date, Canal Construction has increased its sales by 50%. The firm has exceeded the 50% local hiring goal by 30%. Their workforce is local and both racially and gender diverse.

Because of the success of this initiative and the success of the inclusion program, the City of Akron decided to increase its inclusion goals from 15% to 18%.



Establishing Long-Lasting Relationships: As the Program Manager for the Rebuild Indy Program, American Structurepoint oversaw the significant initiative to foster the XBE Program established by the City of Indianapolis. The goal was to provide opportunities to all organizations with MBE, WBE, VBE, or other XBE status to help grow their experience level and to establish long-lasting relationships with both city staff and private partners. Through this initiative, American Structurepoint was able to help the city provide these firms with the experience needed to give them a solid foundation in which to grow and thrive in their respective marketplaces.

c. Workforce Development

Workforce development is critical to ensuring a pipeline of qualified individuals for infrastructure projects, as well as providing economic inclusion and opportunity to diverse and traditionally disadvantaged populations. The Walsh DBT will partner with local community groups, vocational schools, and post-secondary institutions to engage and identify candidates and develop them for opportunities in this industry. Some of the partner organizations that we will utilize to assist in this effort include:

- Community Development Corporations
- Public School Districts
- ACE Mentor Program
- Urban League
- Construction Employers Association
- Association of General Contractors
- Community Colleges
- Trade Schools
- Community-based Correction Programs

"IDOT appreciates Walsh's work with local community leaders to develop strategies to maximize local area hiring and incorporate local minority contractors wherever work allowed...IDOT was impressed with the strong workforce and massive fleet applied to the Dan Ryan."

Ms. Diane M. O'Keefe, P.E., former IDOT Deputy Director of Highways
Letter to Walsh dated October 6, 2008

As a union contractor, Walsh will also work closely with local labor unions to recruit trainees/apprentices. The Walsh DBT and the unions will distribute the trainees amongst the work classifications based on the Project needs and the availability of journeymen. Trainees from the local area will be encouraged and utilized.

On Innerbelt CCG1, Walsh greatly exceeded the workforce goal of 40 trainees with 147 trainees (43 minority and 18 female). On the Dan Ryan Expressway, Walsh achieved outstanding EEO utilization of 45%, exceeding the federal minority hiring goals of 19.6% and 6.9% for women. Walsh's efforts on the Dan Ryan were recognized with the first-ever Road Builders Association Diversity Award.

GSI assists workers through job work-readiness programs, trade training, and certificate educational programs, and then directs workers to employment opportunities. GSI typically focuses on training for positions such as truck drivers, laborers, operators, carpenters, and electricians, and encourages the participation of adults who may be re-entering the workforce, looking to change careers, or ex-offenders.

In the past year, GSI has been involved in the training of 48 individuals, 13 of them becoming employed on projects within the City of Akron's CSO Program. In addition, the Redevelopment of Cleveland Public Square project used apprentices from the local unions and provided OJT.

GSI's Diversity, Outreach, and Inclusion Plans also include outreach, training, and employment efforts at the high school and college level. These programs have included:

- **All Akron Student Engineering Program:** GSI developed the All Akron Student Engineering Program (AASEP) to provide exposure, experience, and employment opportunities to local high school students interested in careers in the STEM fields. In 2016, the inaugural year, 28 students were matched with 20 area engineering and construction firms for the summer program.

"Your commitment to hiring local and diverse professionals continues to help strengthen our community. Additionally, your firm's commitment to expose, train and hire Akron K-12 and University of Akron students insures that our community will continue growing and retaining some of Akron's brightest minds."

John O. Moore, Service Director
Akron Department of Public Service
Letter to GSI dated August 16, 2016

Halle Jones Capers with students in the AWR All Akron Student Engineering Program with Akron City Council President after attending a council meeting.

- **ACE Mentor Program:** GSI has also provided mentors to work with local Cleveland high school students in the ACE Mentor Program. Students who successfully complete the program can receive six credit hours toward completion of an associates degree from Cuyahoga Community College's Construction Engineering Technology Program.
- **Co-ops/Internships:** GSI partners with Cuyahoga Community College (Tri-C) and the University of Akron to provide local and diverse candidates with relevant employment experience. For example, GSI employed a Tri-C co-op who worked on the Redevelopment of Public Square. GSI has since hired this Tri-C graduate. Halle Jones Capers has involvement in academic programs at both of these institutions, including as member of the Construction Engineering Technology Program Advisory Council and as Chair of the IDEAs (Increasing Diversity in Engineering Academics) Program Advisory Council, respectively.

Diversity is one of Parsons' Core Values. Parsons has been commended for its workforce diversity in several notable publications. Since 2007, Parsons has been named as one of the "Top 50 Employers" for minority engineers in Minority Engineer, a magazine by Equal Opportunity Publications.

F

Supplemental Information

(Forms A, B & Resumes)

The Walsh Design-Build Team

Walsh | Parsons | American Structurepoint | G. Stephens

FORM A

OFFEROR INFORMATION

PROJECT NO. 3000 (17)
COUNTY-ROUTE-SECTION CUY IR 490/SR 010 02.09/19.28
PID 96833

Offeror:	Walsh Construction Company II, LLC
Contact Person:	Michael Kusbel
Address:	1260 E. Summit Street Crown Point, Indiana 46307
Telephone Number:	219.661.2450
Email Address:	mkusbel@walshgroup.com

Offeror's Lead Contractor:	Walsh Construction Company II, LLC
Contact Person:	Michael Kusbel
Address:	1260 E. Summit Street Crown Point, Indiana 46307
Telephone Number:	219.661.2450
Email Address:	mkusbel@walshgroup.com

Offeror's Lead Designer:	Parsons Transportation Group, Inc.
Contact Person:	Joseph DiFiore
Address:	26301 Curtiss Wright Parkway Richmond Heights, Ohio 44143
Telephone Number:	216.486.9005
Email Address:	Joe.DiFiore@parsons.com
Ohio Registration Number:	01963

FORM B

WORK HISTORY FORM

List three projects completed by the Offeror's Lead Contractor, three projects completed by the Offeror's Lead Designer, two projects completed by the IQF, and two projects completed by the Diversity, Inclusion & Outreach Consultant with a brief description of each project. Include work by firms or joint-venture members which best illustrates current qualifications relevant to this project. Projects listed must be completed or substantially completed. Specify if noted Cost of Project is Design Cost or Construction Cost. List not more than 10 projects. Note: Firms listed are subject to Sections 3.2 and 4.3.

PROJECT NAME, LOCATION, AND DESCRIPTION	NAME OF FIRM AND NATURE OF FIRM'S RESPONSIBILITY	FIRM'S PROJECT MANAGER	PROJECT OWNER'S NAME AND ADRESS; 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
1. Innerbelt CCG1 Design-Build Cleveland, OH Signature Bridge	**Walsh, Lead Contractor** (Walsh DBT firm also involved in the project: G. Stephens, ODOT Diversity Consultant)	John Tracy	Ohio Department of Transportation 5500 Transportation Boulevard Garfield Heights, OH 44125 Thomas Hyland 216.584.4018 Thomas.hyland@dot.state.oh.us	12/2015	$287	$158M
2. I-70 "Super 70" Design-Build Indianapolis, IN Highway/Bridge	**Walsh, Lead Contractor** (Walsh DBT firm also involved in the project: American Structurepoint, Owner's Representative for Design Review)	JR Collard	Indiana Department of Transportation 110 N. Senate Indianapolis, IN 46204 Rob Goldner 317.697.6747 rgoldner@indot.in.gov	11/2007	$178M	$110M
3. Dan Ryan Expressway Chicago, IN Highway/Bridge	**Walsh, Lead Contractor**	Pat Goggin	Illinois Department of Transportation 201 W. Center Court Schaumburg, IL 60196 Jeffrey L. Washington 630.514.5395 Jeffrey.Washington@illinois.gov	11/2007	$724M	$470M
4. IH-35E Managed Lanes Design-Build Dallas, TX Interstate Highway	**Parsons, Lead Designer** (Walsh DBT firm also involved in the project: Walsh (DBA Archer Western), Lead Contractor)	Tom Gandolfi	Texas Department of Transportation 7600 Washington Avenue Houston, TX 77007 Varuna Singh, Project Manager 817.647.5872 Varuna.Singh@txdot.gov	11/2016	$1.05B	$31M
5. Intercounty Connector, Contract A Design-Build Montgomery Co., MD Interstate Highway	**Parsons, Lead Designer**	Mark Holcomb	Maryland Department of Transportation State Highway Administration (SHA) 707 N. Calvert Street Baltimore, MD 21202 Mark Coblentz, Project Director 410.545.0300 mcoblentz@sha.state.md.us	01/31/2011	$484M	$13.6M

PROJECT NAME, LOCATION, AND DESCRIPTION	NAME OF FIRM AND NATURE OF FIRM'S RESPONSIBILITY	FIRM'S PROJECT MANAGER	PROJECT OWNER'S NAME AND ADRESS; 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
			Design Manager Reference: David W. Wallace GEC Executive Program Manager 410.971.6001 dwallace@rkk.com			
6. Northwest Corridor Express Lanes Design-Build Atlanta, GA Interstate Highway	**Parsons, Lead Designer** (Walsh DBT firm also involved in the project: Walsh (DBA Archer Western), Lead Contractor)	Ahmet Urgen	Georgia Department of Transportation 600 West Peachtree Street Atlanta, GA 30308 Stephen Lively 678.784.7051 slively@dot.ga.gov **Design Manager Reference:** Darryl D. VanMeter GDOT State Innovative Delivery Administrator 404.694.3511 dvanmeter@dot.ga.gov	09/18/2018	$598M	$54.6M
7. I-65 Design-Build Boone County, IN Interstate highway and interchanges	**American Structurepoint Design Firm for Procurement and Owner's Representative for Design Review**	Chris Ogg Patrick Wooden	Indiana Department of Transportation 100 N. Senate Avenue, N642 Indianapolis, Indiana 46204 Trevor Mills 317.232.5121 tmills@indot.in.gov	03/01/09 (design) 05/31/15 (const.)	$150M	$2.25M
8. I-69 Segment 1/1A Design-Build Oakland City, IN Interstate highway	**American Structurepoint Lead Design Firm for Procurement and Owner's Representative for Design Review**	Wing Lau	Indiana Department of Transportation 100 N. Senate Ave., N642 Indianapolis, Indiana 46204 Samuel Sarvis 317.234.7173 ssarvis@indot.IN.gov	09/01/06 (design) 10/31/10 (const.)	$25M	$1.5M
9. Akron Waterways Renewed! Program Akron, OH Combined Sewer Overflow Program	**G. Stephens, Inc., Construction Management and Diversity and Compliance**	Marki Johnson (PM)/Halle Jones Capers (Project Executive)	The City of Akron 146 South High Street, Suite 130 Akron, OH 44308 Pat Gsellman, P.E. 330.375.2355 pgsellman@akronohio.gov	2027	$1.4B	$6M
10. Cleveland Public Square Cleveland, OH Public Park	**G. Stephens, Inc., Construction Management and Diversity and Compliance**	Halle Jones Capers	Group Plan Commission 1240 Huron Road, Suite 300 Jeremy Paris 216.592.2434 jparis@groupplan.org	06/30/2016	$32M	$314k

John Tracy

DB Project Manager

Overview: John is currently employed by Walsh Construction, a member of the Walsh DBT, and is a longtime resident of Northeast Ohio. As the DB Project Manager, John brings 20 years of relevant experience to oversee the review of OC3 plans, scheduling of work, tracking of job costs, management of daily field operations, and coordination with ODOT. He is ultimately responsible for the Walsh DBT's performance and ensuring personnel and additional resources are made readily available in addition to handling the Project's contractual matters. John's specific management tasks include overseeing the DBT's activities, delivering OC3 on time and under budget, and working closely with the DB Designer Manager, Tom Gandolfi, to ensure that the selected design is constructable within cost, schedule, and quality parameters.

John's role on the Innerbelt CCG1 Design-Build, along with his additional large-scale, urban project experience, has prepared him to serve in this role for ODOT, achieve OC3 goals, and leave a positive impact on the neighborhoods surrounding this corridor.

Education: B.S., Civil Engineering, University of Toledo
Registrations: N/A
Years of Relevant Experience: 20; **Years with Walsh:** 7
Commitment during Design: 100%
Commitment during Construction: 100%

Unique Qualifications

- Experienced Project Manager on ODOT's Innerbelt CCG1 DB
- More than 20 years of experience including DB and complex highway/interchange projects within an urban environment
- Large-scale project experience on projects such as the $899M PA Rapid Bridge Replacement Program P3 and the $190M Allegheny River Bridge
- Experience exceeding requirements on projects with similar diversity goals including DBE involvement, OJT, and PI efforts on Innerbelt CCG1 DB
- Track record of meeting or beating project schedules on projects (SR 30/10 and SR 30/11 by more than six months)
- Resident of Northeast Ohio
- Experience working with proposed Walsh personnel in similar capacity on ODOT projects

Experience Highlights

Pennsylvania Rapid Bridge Replacement Program P3: West Region Operations Manager

$899M | Various Locations, PA | Pennsylvania Department of Transportation

John is currently working as a member of a Walsh joint venture to construct this $899 million P3 project replacing 558 bridges across the state of Pennsylvania. As the West Region Operations Manager, John is responsible for the design and construction of 228 bridges in Western Pennsylvania. He is ultimately responsible to successfully deliver these 228 bridges on schedule and under budget while achieving the high quality and safety standards set for this P3 program.

Cleveland Innerbelt Bridge CCG1 Design-Build: DB Project Manager

$287M | Cleveland, OH | Ohio Department of Transportation

As the Project Manager, John was responsible for the overall performance of design, construction, and Walsh's diversity efforts in addition to cost management, project scheduling, quality, and site safety. The project included the design and construction of a 3,000-foot-long steel, delta girder bridge with 16 other non-viaduct structures and extensive roadway improvements. The project exceeded the 15% DBE goal by providing over 16% participation and employed 147 trainees, far exceeding the 40 trainee goal.

Allegheny River Bridge: Project Manager

$190M | Cheswick, PA | Pennsylvania Turnpike Commission

As Project Manager, John was responsible for the overall construction and management of the main bridge, including subcontractor coordination, procurement and project scheduling, construction submittals, and cost management. The project involved construction of two 2,350-foot-long cast-in-place concrete segmental bridges carrying I-76 over the Allegheny River, construction of six retaining walls, reconstruction of approach roadway east and west of the Allegheny River Bridge, and reconstruction of ramps. The project followed an aggressive schedule and required extensive coordination as the bridges carried the Pennsylvania Turnpike over the Allegheny Valley and Canadian National Railroads. The project achieved the owner's MBE goals.

SR 30/10 and SR 30/11 & 11A: Project Manager

$136.2M | Lancaster, PA | Pennsylvania Department of Transportation

John was responsible for the overall management, scheduling, owner coordination, and successful construction of this project. The project involved two contracts for the total reconstruction of four lanes of concrete pavement and the addition of a third auxiliary lane in each direction for 7.4 miles. Six state route interchanges were reconstructed in addition to the demolition and reconstruction of six overpass structures; two at-grade structures, including two over Norfolk Southern and Amtrak Railways; one new overpass structure; eight MSE walls; eight sound walls; two soil nail walls; four cast-in-place retaining walls; concrete and asphalt pavements; traffic signals; and interchange lighting. The projects were completed six months ahead of schedule and each received a maximum bonus incentive of $1 million

Veterans Memorial Bridge: Project Engineer

$48.5M | Cleveland, OH | Ohio Department of Transportation

This project included the rehabilitation and replacement of concrete floor beams, arches, pier stems, and columns of the concrete arch approach spans, new upper and lower bridge decks, and replacement and repair of steel components including stringers, pins, and hangers of the steel span over the Cuyahoga River. Additional items included tunnel roof slab repairs, spall repairs, and feature lighting. John was the Project Engineer responsible for quantity reporting, project controls, and subcontractor coordination.

Findlay Connector - SR 576 Section 54A: Project Manager

$65M | Allegheny County, PA | Pennsylvania Department of Transportation

John was the Project Manager responsible for the overall construction of the project including subcontractor coordination, project scheduling, owner coordination, and cost management. This project involved construction of 1.5 miles of new four-lane expressway for the Pennsylvania Turnpike and included an interchange. Seven new steel bridge structures and the widening and rehabilitation of one bridge were also included in addition to approximately 2.3 million cubic yards of dirt and rock excavation and the construction of two new toll collection facilities.

Cleveland Innerbelt Bridge CCG1 DB
Cleveland, OH | $287M

PA Rapid Bridge Replacement Program P3
Various Locations, PA | $899M

Allegheny River Bridge
Cheswick, PA | $190M

Thomas (Tom) Gandolfi, P.E.

PARSONS

DB Design Project Manager

Overview: Tom is currently employed by Parsons, a member of the Walsh DBT. He brings ODOT and the OC3 Project more than 35 years of diversified experience in management, supervision, and coordination for the design and construction of roadways, highways, and bridges including design-build delivery methods. Tom has served roles both as a Design Manager for DBT teams and as an owner's representative. Through this experience, he is attuned to identify critical project challenges facing DBTs and quickly direct adequate efforts focused on resolving these challenges upfront. His engineering background includes a strong focus on roadway geometry, construction staging, interface with structural designs, and design optimization. For OC3, Tom will use this experience and skills obtained from serving similar roles managing multi-discipline, multi-sub-consultant, and small and disadvantaged firms to actively manage the overall design of OC3. He also brings a history of providing innovative design solutions to ensure maximum quality and provide added-value to meet or exceed owner goals as he will demonstrate on the OC3 project.

Education: M.S., Engineering, University of New Orleans; B.S., Civil Engineering, University of New Orleans
Registrations: Professional Engineer: OH (will obtain prior to project award), NC, GA, LA, TX,
Years of Relevant Experience: 35; **Years with Parsons:** 26
Commitment during Design: 100%
Commitment during Construction: Available as needed

Unique Qualifications

- Senior DB Project Manager with over 35 Years' experience
- Successfully worked in a DB capacity with Walsh on several projects including the $1B IH-35E Managed Lanes DB and the $598M Northwest Corridor Express Lanes DB
- Extensive design and construction management experience resulting in the delivery of over $2.5B worth of work
- Experience developing innovative solutions to maximize best value
- Experience managing multi-firm design teams including small and disadvantaged firms
- Multi-discipline acumen including complex MOT/ phasing on operating facilities
- Design packaging experience focused on working around constraints
- Experience with third party coordination and meeting aesthetic guidelines

Experience Highlights

IH-35E Managed Lanes Design-Build: Design Project Manager

$1B | Dallas, TX | Texas Department of Transportation

As the Design Project Manager for this project, with Walsh (dba Archer Western) as a joint venture member, Tom was responsible for leadership, administration, and project management. He was also responsible for the project's ATC process, overall pursuit, and final and post completion design services. The project is a 28-mile reversible managed lanes project that includes construction of a separate managed lane system within the median of IH-35E, widening, rehabilitation, and a fully integrated electronic toll collection system/intelligent transportation system. The project is located within a highly urbanized, congested corridor and includes multiple phases of construction adjacent to, under and over IH-35E, right-of-way acquisition, significant environmental constraints and a system-to-system interchange. The project incorporated approved ATCs to save $68 million in construction costs in addition to design refinements and geometric optimizations to save on bridge reconstruction costs and right-of-way acquisition. For design, the project exceeded the 6% DBE goal by achieving 17.6% participation.

Northwest Corridor Express Lanes Design-Build: Pursuit Design Manager

$598M | Atlanta, GA | State Road and Tollway Authority

Tom was the Design Project Manager for the Walsh (dba Archer Western) joint venture. He was responsible for leadership, administration, and management of the project's ATC process and overall pursuit. The project is a 29.7-mile reversible managed lanes project that includes construction of a separate dual managed lane system outside of the existing lanes of I-75 between I-285 and I-575 and a single managed lane facility in the median north on I-75 and on I-575, the design of 39 bridges, widening, rehabilitation, and a fully integrated electronic toll collection system/intelligent transportation system. The project is located within a highly urbanized, congested corridor and includes multiple phases of construction adjacent to, under and over I-75, significant environmental constraints, and two multilevel system-to-system interchanges.

Intercounty Connector, Contract A Design-Build: Deputy Design Project Manager

$484M | Montgomery County, MD | Maryland Department of Transportation State Highway Administration

As Deputy Design Project Manager, Tom was responsible for leadership, administration, and management and provided the definitive, interim, final, and post design services for the contractor. The Intercounty Connector (ICC) Toll Road provided an alternative route just north and parallel to the heavily congested Capital Beltway (I-495) between I-270 in the west and US 1. The ICC alignment traverses extremely sensitive environmental areas and was delivered under five design-build contracts. The length of Contract A is approximately 7.2 miles and includes 16 bridges, three interchanges, major utility relocations, and five cross roads. The project increases community mobility and safety; facilitates movement of goods and people to and from economic centers; and restores the natural, human, and cultural environments from past development impacts in the area. The project also achieved the 20% DBE requirement.

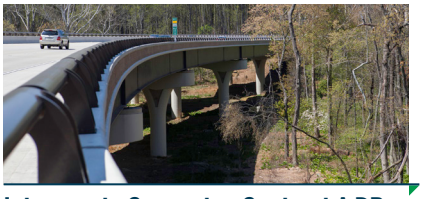
Atlanta International Airport Development Program Design-Build: Design Project Manager

$6.2B Capital Improvement Program | Atlanta, GA | City of Atlanta, Department of Aviation

The Capital Improvement Program involved the phased implementation of a Master Plan encompassing elements such as a new runway and affiliated taxiways that crossed an existing major interstate (crossing was design-build), new international and domestic terminals and associated access roadways, a consolidated rental car (CONRAC) facility, new access roadway systems, new parking structures, automated people mover (APM) systems (where Walsh, dba Archer Western, was the contractor), and the expansion of existing terminals and facilities. Tom was the Design Project Manager responsible for the administration and management of elements within the Program providing coordination of planning, design management, procurement, proposal evaluation, and post design support with the City of Atlanta Department of Aviation, CSX RR, the Georgia Department of Transportation, tenants, various government and utility agencies. Major design-build contracts included the 5th Runway Structures and the CONRAC APM Projects.

IH-35E Managed Lanes DB
Dallas, TX | $1B

Northwest Corridor Express Lanes DB
Atlanta, GA | $598M



Intercounty Connector, Contract A DB
Montgomery County, MD | $484M

Scott Febus

DB Construction Project Manager/Engineer

Overview: Scott is currently employed by Walsh Construction, a member of the Walsh DBT. As the DB Construction Project Manager/Engineer, Scott brings over 42 years of experience to actively manage the overall construction for OC3. He will be responsible for working closely with the DB Project Manager, John Tracy, to provide integration and coordination and build upon lessons learned from the Innerbelt CCG1 Design-Build project. Scott will provide construction oversight of project superintendents and all field staff while working closely with ODOT's project engineer to facilitate owner involvement in field operations and provide a transparent construction process. As a graduate of The University of Akron and a lifelong resident of Northeast Ohio, Scott has worked on numerous ODOT projects throughout his career, many located in the Cleveland area.

Education: B.S., Civil Engineering, The University of Akron
Registrations: N/A
Years Relevant Experience: 42; **With Firm:** 12
Commitment during Design: 100%
Commitment during Construction: 100%

Unique Qualifications

- Experienced DB Construction Project Manager on ODOT's Innerbelt CCG1 DB
- More than 42 years of experience including design-build and complex highway projects within an urban environment
- Large-scale and fast-track project experience on projects such as the $763 ORB East End Crossing P3 and the $178M, fast-tracked, I-70 "Super 70" DB
- Experience delivering quality projects within the Cleveland area
- Experience working with and has existing relationships with local communities and utility agencies
- Experience working with proposed Walsh personnel in similar capacity on ODOT projects

Experience Highlights

Pennsylvania Rapid Bridge Replacement Program P3: Project Manager for District 11

$899M | Various Locations, PA | Pennsylvania Department of Transportation

Scott is currently working as a member of a Walsh joint venture to construct this $899 million P3 project to replace 558 bridges across the state of Pennsylvania. As a Project Manager, Scott is responsible for utility relocation and subcontractor coordination, reviewing packages for constructability, and managing 86 bridges in his assigned district.

Ohio River Bridges East End Crossing P3: General Superintendent

$763M | Utica, IN/Prospect, KY | Indiana Department of Transportation/Indiana Finance Authority

For this project, Scott was responsible for roadway, bridge, and tunnel construction on six miles of new construction on the project's Kentucky side. This role required extensive coordination and subcontractor scheduling. Scott was also responsible for oversight of Walsh's self-performed activities. The project features construction of a new 2,510-foot-long, cable-stay bridge over the Ohio River and a 1,680-foot-long, twin-bore tunnel to carry the Gene Snyder Freeway under a historic and protected property. Included in the overall project is 35 years of operation and maintenance of the cable-stay bridge and approaches. In addition to the bridge and tunnel, the project includes 19 additional bridges along with associated roadways and improvements, and other related infrastructure work.

Cleveland Innerbelt Bridge CCG1: DB Contractor Project Manager

$287M | Cleveland, OH | Ohio Department of Transportation

Scott served as the DB Contractor PM responsible for the Walsh Design-Build Team in the construction and management of the Cleveland Innerbelt CCG1 project. He worked parallel to the project manager for design and oversaw construction including both bridge and roadway to eliminate any schedule impacts. The project included design and construction of the CCG1 bridge main span (a 3,000-foot-long steel, delta girder bridge) 16 other non-viaduct structures, and extensive roadway improvements. Located on a major interstate highway, the project required numerous maintenance of traffic phases for the heavily traveled local streets.

I-70 "Super 70" Design-Build: Bridge Project Manager

$178M | Indianapolis, IN | Indiana Department of Transportation

Scott served as the Bridge Project Manager for this project which included removal and replacement of pavement, widening, and increasing vertical clearances for 28 bridges, construction of two new bridges, reconstruction of six ramps and the removal/replacement of existing pipe and drainage structures. He was responsible for the overall coordination and construction of the many bridges that were constructed concurrently. Completed in one construction season, this fast-track project used innovative solutions to facilitate traffic flow using a movable barrier that was moved twice daily to accommodate changing rush hour patterns.

Tuscarawas Avenue Bridge: Project Manager

$12M | Barberton, OH | City of Barberton, Ohio

This project involved the demolition of the existing Tuscarawas Avenue Bridge over the Ohio and Erie Canal, construction of a new bridge, and one mile of new roadway on a new alignment including adjacent street improvements and 1.1 miles of railroad relocation. As a Project Manager, Scott handled railroad and utility coordination and was responsible for finding successful solutions to mitigate construction impacts. He also maintained close coordination with both Summit County and the City of Barberton.

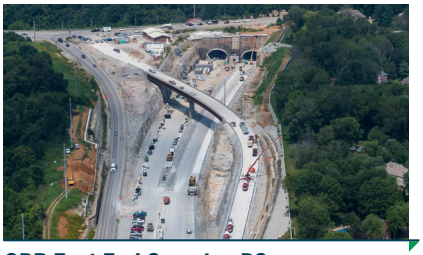
Ohio Turnpike Replacement of the Cuyahoga River Bridges: Bridge Project Manager

$51M | Boston Mills, OH | Ohio Turnpike Commission

This project involved the complete replacement of existing twin 3,000-foot-long truss bridges over the Cuyahoga River Valley with new post-tensioned concrete I-beams. The piers for this structure utilized a "hollow core" pier shape to reduce foundation loading. In addition to managing the overall construction of the bridge, Scott was instrumental in obtaining permitting through the U.S. Army Corps of Engineers to allow for the use of a low water crossing to gain access across the river in lieu of planned temporary bridges.

Cleveland Innerbelt Bridge CCG1 DB
Cleveland, OH | $287M

PA Rapid Bridge Replacement Program P3
Various Locations, PA | $899M



ORB East End Crossing P3
Utica, IN/Prospect, KY | $763M

Halle Jones Capers, P.E., SIT

DB Diversity/Outreach Lead Manager

Overview: Halle is currently employed by G. Stephens, a member of the Walsh DBT. She brings over 26 years of civil design, construction, and management experience. Her roles in the planning, design, and construction of new and rehabilitation projects have included project engineer, project manager, and project executive. She also brings ODOT experience as a former ODOT Deputy Director, Division of Highway Operations, responsible for structural, traffic, and pavement engineering in addition to maintenance administration.

As the DB Diversity/Outreach Lead Manager for OC3, Halle will use her experience within the community and on projects such as the Innerbelt CCG1 and CCG2, where GSI's oversight efforts helped local DBE/MBE northeast Ohio firms obtain over $10 million in contracting opportunities. This experience will prove beneficial in managing the OC3-specific Diversity and Workforce Development program with the support of Phyllis Stephens and other GSI staff.

Education: B.S., Civil Engineering, The University of Akron
Registrations: Professional Engineer: OH, MI; Surveyor-in-Training: OH; ODOT: Construction Engineer - Levels I and II, Project Inspector, Flexible Pavement; Ohio Aggregate Technician Level 1; ACI Concrete Field Testing Technician - Grade I; GCRTA Rulebook C and Flagger Certified
Years of Relevant Experience: 26; **Years with G. Stephens:** 2
Commitment during Design: 50%
Commitment during Construction: 50%

Unique Qualifications

- Served in similar role with GSI on Innerbelt CCG1 and CCG2 DB and the $50M Redevelopment of Cleveland Public Square DB
- Former Director for Women in Engineering Program at the University of Akron leading outreach, mentoring, development, and retention activities for K-12 students and women engineering students along with fundraising efforts for scholarships (2003-2007)
- Former ODOT Deputy Director, Division of Highway Operations (2009-2011)
- Currently serves as Chair of the Increasing Diversity in Engineering Academics Advisory Council at the University of Akron
- Serves the Advisory Council for the Construction Engineering Technology Program at Cuyahoga Community College

Experience Highlights

Cleveland Innerbelt Bridge CCG2 Design-Build: GSI Project Executive

$273M | Cleveland, OH | Ohio Department of Transportation

This $273 million project provided a new eastbound bridge with associated improvements. Halle was a Project Executive as part of the GSI consultant team to ODOT. GSI's duties included monitoring, interviewing, and documenting project compliance for EEO, DBE, OJT, and prevailing wage. In this role, she supported the design-build team in fulfilling project compliance requirements that provided opportunities for the inclusion and growth of small, minority, disadvantaged and women-owned businesses. Monitoring, reporting, and documentation of identified compliance areas enables project stakeholders to review and determine if goals established for outreach, inclusion, and compliance are being met. To date, GSI's efforts assisted local DBE/MBE northeast Ohio firms obtain over $10 million in contracting opportunities. In addition to workforce metrics being met, it is anticipated that the contracting goal of 15% will be exceeded by approximately $3.7 million in additional contracting opportunities.

Redevelopment of Cleveland Public Square Design-Build: GSI Project Manager

$42.5M | Cleveland, OH | Group Plan Commission

GSI served as a subconsultant during the Redevelopment of Cleveland Public Square project. In this role, Halle and GSI staff provided management services including construction administration, DBE outreach, and compliance monitoring resulting in 18 MBE/FBE/SBE firms receiving contracts or subcontracts. The project exceeded diversity goals with 18.67% MBE (18% goal); 7.39% FBE (6% goal); 7.39% Low Income (4% goal); and 23.70% City Residents (20% goal). The project transforms the Cleveland Public Square from four individual quadrants into a singular public park that can be used throughout the year for a wide range of programs and events.

Cleveland Innerbelt Bridge CCG1 Design-Build: GSI's Project Executive

$287M | Cleveland, OH| Ohio Department of Transportation

With Walsh serving as the lead contractor for this $287 million design-build project to provide a new westbound bridge, Halle served as GSI's Project Executive as part of the consultant team to ODOT. GSI's duties included monitoring, interviewing, and documenting project compliance for EEO, ARRA, DBE, OJT, and prevailing wage. She supported the design-build team in fulfilling project compliance requirements and meeting the workforce metrics to provide opportunities for the inclusion and growth of small, minority, disadvantaged, and women-owned businesses.

Akron Waterways Renewed (AWR) Program: GSI's Project Executive

$1.4B | Akron, OH | The City of Akron

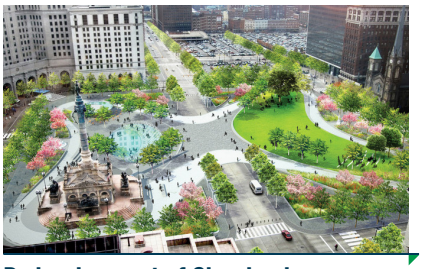
This program includes a series of projects that make up the largest program in Akron's history to address combined sewer overflows, restore Akron's waterways and the health of its environment, and protect water to a level not seen in six generations. As a Project Executive, Halle is responsible for inclusion and outreach efforts in addition to monitoring and controlling the budget, schedule, and performance of the program. For the project, GSI worked with the City of Akron and local partners to create the All Akron Student Engineering Program which matched 28 local students with 20 local firms in 2016 and led a Pre-Apprenticeship Program to graduate several individuals and place in apprenticeship programs with local union halls. To date, the net award totals $45 million to MBE/DBE/SBE/EDGE firms in the last three years of the AWR Program.

Ohio Department of Natural Resources – Owner's Agent: Project Manager

$500k-$5M (Various Projects) | Various Locations, OH | Ohio Department of Natural Resources

Halle and GSI staff are a subconsultant representing the owner as it undertakes a multi-year capital improvement initiative. GSI has performed design phase estimates and constructability reviews for various renovation and new construction projects across the State of Ohio, including those for water/wastewater facilities and cabin and lodge facilities.

Cleveland Innerbelt Bridge CCG2 DB
Cleveland, OH | $273M



Redevelopment of Cleveland Public Square DB
Cleveland, OH | $42.5M

Cleveland Innerbelt Bridge CCG1 DB
Cleveland, OH | $287M

David Johansen, P.E.

Design IQF Project Manager

Overview: David is currently employed by American Structurepoint, a member of the Walsh DBT. David brings experience serving as a field manager responsible for American Structurepoint's construction activities and business development for the entire state of Ohio. He is a former ODOT representative with experience spanning 1985 to 2016. His duties have included oversight of multiple road, bridge, sewer, water main, and wastewater treatment projects; assisting resident project representatives with project administration, field operations inspections, and documenting work and material data; managing project funding and change orders; reporting project progress to owners; and troubleshooting construction/design related issues. For OC3, David will use experience working as a transportation engineer for federal, state, and local public agencies to actively manage design quality assurance and ensure that all requirements of the Design Quality Management Plan are met. He will manage all matters related to design quality to maximize quality while meeting or exceeding applicable standards in OC3 Project areas.

Education: B.S., Civil Engineering, Ohio Northern University
Registrations: Professional Engineer: OH
Years of Relevant Experience: 31; **Years with Firm:** .5
Commitment during Design: 100%
Commitment during Construction: Available as needed

Unique Qualifications

- Former ODOT Representative for Districts 1, 3, 5, and 6 (1985 – 2016)
- Extensive experience with design and construction of ODOT projects both as a Field Engineer and as a Design Administrator
- Performed construction quality assurance, inspection, engineering, material control, field testing, and design/constructability review for multiple DB and ODOT projects
- Experience facilitating DB teams to streamline processes and increase efficiency and project progress
- Team member for all three of ODOT's Morrow County Corridor projects in Ohio

Experience Highlights

ODOT District 5: Design Administrator

$100M | Various Locations, OH | Ohio Department of Transportation - District 5

As ODOT's District 5 Design Administrator, David was responsible for the administration and management of the design department's 38 employees which consisted of two roadway design teams, a bridge design team, a real estate section, a permit section, and a survey department. The design department performed project development and design for all District 5 design plans in-house, as well as designed numerous projects for other ODOT Districts. His responsibilities also included final review (PS&E), design oversight, and approval of all in-house highway design plans averaging over 50 plans per year. Additionally, he served part of this time as the District 5 Planning Administrator responsible for the pavement and bridge program and materials types for eight counties. The planning department developed all district highway projects from conception, to purpose and need, to environmental categorizing and clearance, and public involvement processes.

I-71 Golden Spike Design-Build – Morrow County Project #3: Construction Project Engineer

$53M | Morrow County, OH | Ohio Department of Transportation - District 6

As the Construction Project Engineer for ODOT's I-71 Golden Spike project, David was responsible for construction quality assurance, inspection, engineering, material control, field testing, and design/

constructability oversight and review for this design-build, 6-lane widening project on I-71 in Morrow County. This is the final section to be widened between Cleveland and Columbus, Ohio (the Golden Spike). Early in the project, David had an integral role in the design phase and his ability to facilitate discussions between the contractor and ODOT significantly reduced design review durations. This in turn allowed the project to begin almost immediately following award and provide a true design-build approach in the sense that it began with very minimal design being complete. The team's approach to design oversight between ODOT's consultant review staff, in-house staff, and construction field staff, in addition to the contractor's engineering staff, resulted in the project starting one year early and subsequently finishing one year early. As the Golden Spike, an essential Ohio corridor between Cleveland and Columbus, the project was of monumental importance in regards to safety and maximized efficiency.

I-71, 6-Lane Upgrade Design-Build - Morrow County Project #2: Lead Construction Project Engineer/Design and Constructability Review Team Member

$50M | Morrow County, OH | Ohio Department of Transportation - District 6

David was a Design and Constructability Review Team member for this Morrow County design-build project. He was responsible to attend all buildable unit review meetings and was an integral team member for all design phases. He was also the Lead Construction Project Engineer for the first six months of construction phasing and subsequently mentored a new engineer to take over this role and transition into his position for the Golden Spike project.

I-71, 6-Lane Upgrade Design-Build – Morrow County Project #1: ODOT District 6 Representative

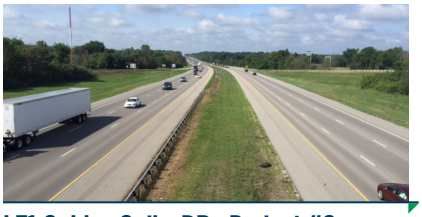
$54M | Morrow County, OH | Ohio Department of Transportation - District 6

David was the ODOT District 6 Representative on the Morrow County 1-71, 6-Lane Design-Build project. The project was administered by ODOT District 3, with District 6 serving a limited role. However, David attended design meetings and the partnering session in an advisory and observation role to provide District 6 with project progress updates.

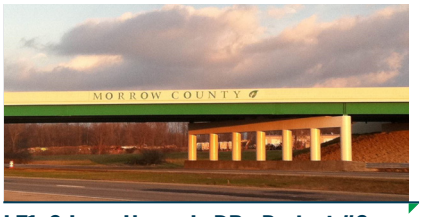
I-271 Upgrade Design-Build: Design Review and Oversight Team Member

$8M | Medina County, OH | Ohio Department of Transportation - District 3

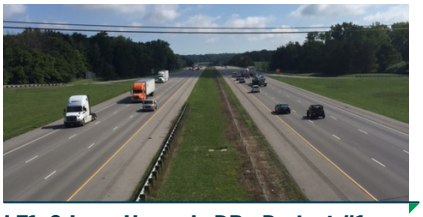
David was an integral team member on the first large-scale, design-build project on I-271 in Medina County, Ohio. The project began at the Cuyahoga County line and ended at the connection to I-71. I-271 was reconstructed by cracking the existing concrete pavement and paving with asphalt concrete in addition to the installation of new drainage features. David served as a member of the design review and oversight team to approve buildable units at design review points to complete plans and allow all work to begin. The project was constructed as the buildable units arrived to significantly advance the project's progress during the design phase. The project received a paving award and continues to maintain its quality surface today.



I-71 Golden Spike DB - Project #3
Morrow County, OH | $53M



I-71, 6-Lane Upgrade DB - Project #2
Morrow County, OH | $50M



I-71, 6-Lane Upgrade DB - Project #1
Morrow County, OH | $54M

Mark Hedrick, P.E.

DB Rail/Utilities/City Coordinator

Overview: Mark, a Registered Professional Engineer in Ohio, is currently employed by Walsh Construction, a member of the Walsh DBT. He has served similar roles on Northeastern Ohio projects for 19 years and will use this experience to maintain close coordination with Norfolk Southern and GCRTA, utility owners, city/local representatives, third parties, and municipalities for OC3 and build upon his existing relationships in-place with city and state agencies. As the DB Rail/Utilities/City Coordinator, he will be responsible for the overall management of utility relocation coordination to provide for successful project completion.

Education: B.S., Civil Engineering, Cleveland State University - Fenn College of Engineering
Registrations: Professional Engineering: OH
Years of Relevant Experience: 19; **Years with Firm:**12
Commitment during Design: 100%
Commitment during Construction: 100%

Unique Qualifications

- Over 19 years' experience working in the Northeastern Ohio construction market
- Experience coordinating major utility design and relocation in addition to building demolition for 16 buildings on Innerbelt CCG1 DB
- Experience coordinating utility relocation on the $178M I-70 "Super 70" DB and the $60M Black River Tunnel
- Existing relationships with multiple Cleveland utilities
- Maintains good working relationships with Cleveland and Ohio agencies
- Experience working with proposed Walsh personnel in similar capacity on ODOT projects

Experience Highlights

Black River Tunnel: Project Manager

$60M | Lorain, OH | City of Lorain

Mark is responsible for the overall delivery of the project which includes several utility challenges. The project requires construction of a 23-foot diameter by 5,500-foot-long storage tunnel, vortex drop structure, dewatering pump station, screening facility, site piping, and associated site work. Prior to blasting for shafts and tunnel excavation, provisions had to be made to monitor and protect the existing facilities and nearby structures. Vibration monitoring was done during blasting to ensure compliance with the project specifications. Telltales were installed to monitor sanitary sewers for settlement and inclinometers were installed to monitor movement of structures. Installation of a temporary substation provided adequate power to operate the tunnel boring machine. Fiber optic lines and 60-inch sewer lines were suspended and protected to allow for the installation of the overflow structure. Numerous other utilities were protected throughout the project as needed to ensure maximum jobsite safety.

Easterly Tunnel Pump Station: Project Manager

$73M | Cleveland, OH | Northeast Ohio Regional Sewer District

For this project, Mark assisted the project team with temporary and permanent utilities installation for construction. He was also responsible for negotiating and issuing contracts, subcontractor scheduling, material procurement. Work was coordinated with the Northeast Ohio Regional Sewer District (NEORSD) and the team on an adjacent project constructing the Euclid Creek Tunnel. The Easterly Tunnel Dewatering Pump Station consists of two 40-foot diameter, 242-deep shafts; a cavern pump station located 240 feet below ground connecting the shafts; a 373-foot-long tunnel

connecting the new pump station to the Euclid Creek Tunnel; a 12,615-square-foot pump building at grade level; and associated building and site work.

Cleveland Innerbelt Bridge CCG1 Design-Build: Assistant Project Manager

$287M | Cleveland, OH | Ohio Department of Transportation

The main span of this signature structure is a 3,000-foot-long steel, delta girder bridge. The project included 16 other non-viaduct structures and extensive roadway improvements. Mark was responsible for utility coordination with Cleveland Public Power, First Energy, NEORSD, Cleveland Water and Pollution Control, Dominion East Ohio Gas, Verizon, AT&T, Cleveland Water, and several fiber optic companies. Utility challenges included rerouting AT&T lines, First Energy overhead and underground facilities, CPP overhead and underground facilities, and DEOG gas lines for the demolition of the cold storage building. Challenges also included relocation of overhead electric, telephone and cable for the construction of piers along West Third Street, and relocation of electric, gas, fiber, and water for the relocation of Commercial Road.

In regards to demolition of 16 buildings and roadway coordination, Mark coordinated building visits with ODOT and the demolition contractor to develop demolition plans and prevent delays, coordinated site visits for building inspections, coordinated utility disconnections with several utilities, coordinated road closures, ensured the site was secure at all times to protect the public and work crews (in close proximity to Progressive Field), coordinated MOT, provided updates to CSX, and ensured the proper material disposal and documentation.

I-70 "Super 70" Design-Build: Assistant Project Manager for Bridges/Utilities

$178M | Indianapolis, IN | Indiana Department of Transportation

This design-build project consisted of two separate contracts. Both contracts included the removal and replacement of pavement, widening and increasing vertical clearances of 28 bridges total, reconstruction of ramps, and the removal and replacement of existing pipe and drainage structures.

West 3rd Street Lift Bridge 2004-2007): Assistant Project Manager

$22.5M | Cleveland, OH | ODOT

This project involved the removal and replacement of a 65-year old lift span, and upgrade the remaining structure. The towers supporting the lift span and machinery were rehabilitated and repainted for reuse. New mechanical and operational equipment was installed, along with new warning gates, crash barricades, and new concrete and asphalt approaches.

Louis Stokes VA Medical Center: Assistant Project Manager (Civil/Structural)

$83M | Cleveland, OH | Department of Veteran's Affairs

The VA Cleveland Consolidation Tower is an eight-story, 268,000-square-foot addition to the VA medical center. During construction, the project represented the single largest piece of the master plan to consolidate two medical centers.

Cleveland Innerbelt Bridge CCG1 DB
Cleveland, OH | $287M

Easterly Tunnel Pump Station
Cleveland, OH | $73M

I-70 "Super 70" DB
Indianapolis, IN | $178M

G

Addenda

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.

H

Technical Experience Attachments

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

Innerbelt CCG1 Design-Build

Cleveland, Ohio

Project Description: Walsh Construction led the design-build team for the first major construction project of the Cleveland Innerbelt Program (CCG1). The signature structure was a 3,000-foot-long steel delta girder bridge. The project included an additional 16 non-viaduct structures and extensive roadway improvements. The design highlighted the heritage of steel construction in Cleveland and considered the unique aesthetic of the local neighborhoods. Located on a major interstate highway, the project also involved several heavily traveled local streets that required numerous MOT phases, similar to OC3. The revised substantial completion date was achieved through the Walsh DBT's proactive scheduling of critical path design activities, aggressive monitoring of the project schedule, and working with ODOT to re-phase critical activities.

Challenges: DB Rail/Utilities/City Coordinator, Mark Hedrick, managed the challenges involving rerouting AT&T lines, First Energy facilities, CPP facilities, DEOG gas lines for the demolition of the cold storage building and construction of the viaduct structure, relocation of overhead electric, telephone and cable for pier construction along West 3rd Street, and relocation of electric, gas, fiber, and water for the relocation of Commercial Road. This experience with substantial, local utility company coordination is directly applicable to the needs of OC3.

Diversity, Inclusion, and Outreach Efforts: Walsh provided mentoring and assistance for DBE firms, with three firms attaining ODOT prequalification and five firms attaining DBE status. Walsh hosted two outreach events and participated in three sponsored by ODOT and community groups. Walsh achieved a DBE participation of 16.21%, exceeding the 15% goal. Walsh's OJT participation also exceeded goals with 147 trainees working over 105,000 hours.

Relevancy:
- Same Walsh personnel
- Similar diversity and outreach efforts
- Similar required coordination with rail, utilities, and city
- MOT, demolition and ROW acquisition involved similar to OC3
- Scheduling efforts similar to OC3

Key Personnel:
John Tracy, Project Manager
Halle Jones Capers, GSI Executive
Scott Febus, Construction Manager
Mark Hedrick, Utilities/RR Coordinator

Bid Construction Cost: $287M

Owner Contact: Thomas Hyland
Ohio Department of Transportation
216.584.4018
Thomas.Hyland@dot.state.oh.us

Owner Project Number: 10-3000

Dates of Construction:
09/2010 - 09/2014

Work/Services: Led the DBT, provided complete general contracting services, and self performed 55% of the work.

Original Completion Date:
09/2013 (Substantial Completion)

Actual Completion Date:
11/2013 (Substantial Completion)

Reason for Difference: Time extensions for increased scope of work and weather delays. Actual substantial completion and final completion achieved within the approved time extensions.

Liquidated Damages/Claims: $6,500 assessed for lane closure violations

I-70 "Super 70" Design-Build

Indianapolis, Indiana

Project Description: Nicknamed "Super 70" because of its size, complexity, and aggressive schedule, this design-build project consisted of two separate contracts to reconstruct and widen six miles of I-70 in a densely urban area. Within one construction season, Walsh removed and replaced pavement, widened and increased vertical clearances of 28 bridges, constructed two new bridges, reconstructed ramps, and removed and replaced existing pipe and drainage structures. Walsh accomplished this by working closely with the INDOT personnel to create a fast-tracked schedule that enabled the team to quickly complete the projects—one of the contracts 30 days ahead of schedule—minimizing the duration of traffic impacts. The project won the American Concrete Paving Association National Gold Award for excellence in concrete paving.

Challenges: Similar to OC3, significant rail coordination was necessary in the development and execution of a key innovation. The railroad bridge that crossed the existing I-70 needed to be lengthened to accommodate the highway widening. However, rail traffic could not be diverted to allow this work. Instead, the Walsh design-build team developed an innovation that became known as "Mount Sherman" where Walsh built the roadway 60 feet up and over the existing railroad bridge. This critical activity was completed ahead of schedule and ultimately led to project success.

Diversity, Inclusion, and Outreach Efforts: Walsh implemented its established DBE outreach business practices to solicit DBE firms. This proven process was successful in Walsh exceeding the 10% goal by achieving 15% DBE participation.

Relevancy:
- High Traffic urban (metropolitan) area
- Interface with Railroad
- Exceeded DBE requirements by 50%

Key Personnel:
Scott Febus, Bridge Project Manager
Mark Hedrick, Asst. Project Manager

Bid Construction Cost: $178M

Owner Contact: Gregory G. Pankow
Indiana Department of Transportation
317.232.5502
gpankow@indot.in.gov

Owner Project Number: R-28444-B and R-28690-A

Dates of Construction:
09/2006 - 11/2007

Work/Services: Walsh led the design-build team, provided complete general contracting services, and self performed 62% of the work.

Original Completion Date: 11/2007

Actual Completion Date: 11/2007

Reason for Difference: N/A

Liquidated Damages/Claims: None

Dan Ryan Expressway

Chicago, Illinois

Project Description: The project included six miles of reconstructed 10-lane freeway leading into downtown Chicago through the socio-economically challenged area of Chicago's South Side. Built in a retaining wall "canyon" 40 years earlier, the northbound and southbound lanes were separated by rapid transit lines running in the median. The project included 13 local street bridge crossings and numerous high retaining walls along both sides of the expressway. At the time of construction, the daily traffic count was 300,000 AADT, making it one of the most heavily traveled expressways in the world. Walsh restaged the project traffic scheme to better facilitate traffic patterns for the traveling public.

Challenges: Like OC3, the Dan Ryan Expressway runs through an urban residential area and care had to be taken to minimize impacts to the community. The project's work site had a set, restrictive footprint, and required maintaining traffic along both sides of the expressway in several stages, as well as commuter train stations/tracks running between the northbound and southbound lanes. Innovative access planning by Walsh allowed construction traffic to enter the work zone from the overpass bridges so mainline traffic was not disrupted. Four years of continuous and uninterrupted traffic flow was accommodated through these innovative methods.

Diversity, Inclusion, and Outreach Efforts: Through community outreach, public meetings, and one-on-one contact with community leaders, Walsh successfully achieved 28.7% DBE participation versus the 19.7% goal. Walsh also worked with the Chicago Housing Authority to create jobs for local, disadvantaged residents and help with their admission into apprentice programs. This diversity success earned the 2007 Illinois Roadbuilders Diversity Award and helped make Walsh the 2007 Contractor of the Year.

Relevancy:
- High traffic, urban corridor
- Adjacent commuter rail safety
- Ethnically diverse corridor
- Emphasis on meeting diversity and inclusion goals

Bid Construction Cost: $724M

Owner Contact: Jeffrey L. Washington
Illinois Department of Transportation
630.514.5395
Jeffrey.Washington@illinois.gov

Owner Project Number: 62304 (largest of the multi-contract program)

Dates of Construction:
05/2003 - 11/2007

Work/Services: Walsh provided complete general contracting services, and self performed 65% of the work.

Original Completion Date: 11/2007

Actual Completion Date: 11/2007

Reason for Difference: N/A

Liquidated Damages/Claims: None

IH-35E Managed Lanes Design-Build

Dallas, Texas

PARSONS

Project Description: The Texas Transportation Commission selected a team that includes Parsons to develop improvements to a 28-mile corridor of Interstate Highway 35E between Dallas and Denton, Texas. This section of the interstate is traveled by nearly 200,000 vehicles daily, and IH-35E is listed in the Texas Department of Transportation's (TxDOT's) 100 Most Congested Roadways. The project will improve existing lanes of the interstate, provide continuous frontage roads, and construct new reversible managed toll lanes. Parsons serves as the lead designer in a consortium led by Walsh (dba Archer Western).

From modified interchanges to alternative pavement designs, the design team is implementing seven approved alternative technical concepts, saving millions of dollars in construction costs. Additional design refinements and geometric optimizations saved significant bridge reconstruction costs and right-of-way (ROW) acquisitions.

Challenges: The IH-35E project required a complex project phasing plan in order to satisfy the owner's needs today, as well as accommodate their long-term needs. Parsons developed a plan that built some elements, including some bridges, based on the full build-out needs, while others were built to a reduced interim scope. The design joint venture team worked diligently to achieve TxDOT's goal of minimizing the amount of interim project scope that will need to be reconstructed in the future.

Diversity, Inclusion, and Outreach Efforts: 6% DBE goal; 17.6% was attained for design. Parsons selected a local DBE subconsultant who provided technical capabilities to support the project. Parsons monitored performance and provided support when required.

Relevancy:
- Proven success of Tom Gandolfi working with Walsh (dba Archer Western)
- Cost savings through ATCs
- Complex MOT and construction staging
- Exceeded DBE goal by more than 10%

Key Personnel:
Tom Gandolfi, Design Manger

Bid Construction Cost: $1B

Owner Contact: Varuna Singh
Texas Department of Transportation
817.647.5872
Varuna.Singh@txdot.gov

Owner Project Number: 0196-02-068

Dates of Design: 02/2013 - 12/2014

Work/Services: Parsons serves as the lead designer and is in a design joint venture with HDR, Inc.

Original Completion Date:
11/2016

Actual Completion Date:
07/2017

Reason for Difference:
Owner-requested change orders

Liquidated Damages/Claims: None

Intercounty Connector A Design-Build

Montgomery County, Maryland

PARSONS

Project Description: The ICC Contract A is the first segment of the Intercounty Connector (ICC), extending from I-270/I-370 to Maryland 97 in Montgomery County, Maryland. The new alignment project consists of 7.2 miles of new, controlled access, six-lane, tolled roadway, with three interchanges including I-370/ MD 355, I-370/Shady Grove Metro Access Road, and ICC/MD 97.

Parsons was the lead designer for this complex project located in the heavily congested Washington DC suburbs. The project included three new interchanges; 18 bridges, including a signature concrete arch structure; a 600-foot cut-and-cover landscaped deckover structure designed to blend the project into the existing community; numerous permits required from resource agencies and third parties; and extensive utility coordination due to the presence of 14 different public/privately owned overhead and underground power lines, communication lines, fiber optic lines, water lines, sewer lines, gas lines, traffic signal and streetlight system, and overhead sign lighting as well as ITS system lines.

Challenges: The ICC crosses the environmentally sensitive Rock Creek on an arch bridge that was designed to complement the natural terrain. Recognizing the sensitive environmental features at this and other locations on the project, special precautions were taken during construction to minimize potential impacts. Stream crossings, including bridges and culverts, were carefully designed to minimize impacts to the stream, with many designed to provide deer, fish, and/or small mammal passage under the highway.

Diversity, Inclusion, and Outreach Efforts: 20% DBE required and 20% DBE achieved.

Relevancy:
- New alignment roadway in a complex setting
- Numerous utility conflicts
- Curved steel girder bridges

Key Personnel:
Tom Gandolfi, Deputy Design Manager

Bid Construction Cost: $484M

Owner Contact: Mark Coblentz
Maryland Department of Transportation
State Highway Administration
410.545.0300
mcoblentz@sha.state.md.us

Design Manager Reference:
David W. Wallace, GEC Executive Program Manager, ICC CP JV
410.971.6001
dwallace@rkk.com

Owner Project Number: AT3765960

Dates of Design: 04/2007 - 12/2008

Work/Services: 50% JV member responsible for design of the mainline, ramp and crossroad pavement, utility relocations, bridges, retaining walls, noise walls, earth berms, drainage facilities, landscaping, signing, signals, lighting, pavement markings, tolling infrastructure, MOT, intelligent transportation devices, public relations support, and environmental compliance.

Original Completion Date: 10/2010

Actual Completion Date: 01/2011

Reason for Difference: Excusable weather delays

Liquidated Damages/Claims: None

NW Corridor Express Lanes Design-Build

Atlanta, Georgia

PARSONS

Project Description: Northwest Express Roadbuilders, a construction joint venture of Archer-Western Contractors and Hubbard Construction Company, with Parsons as lead designer, is designing and constructing the largest transportation project in Georgia's history. The Northwest Corridor is the first project to be procured by Georgia Department of Transportation (GDOT) as a design-build-finance, where the construction joint venture will finance up to 10 percent of the project's cost at GDOT's discretion.

This urban freeway project includes 29.7 miles of reversible toll lanes along I-75 and I-575 in metropolitan Atlanta. The scope of work includes earthwork, roadway, asphalt pavement, pavement widening/overlay, grading, drainage, utility relocations, railroad and utility coordination, retaining walls, interchanges, 39 bridges, intelligent transportation systems (ITS), and lighting and tolling construction. The 39 bridges totalled approximately 27,500 linear feet and 1.02 million square feet of bridge deck supported by 195 intermediate bents.

The owner approved 13 of 25 ATCs totaling over $65 million in savings and a 7-month schedule reduction. Several of the ATCs also benefited ROW requirements by eliminating 25 of 81 planned acquisitions and reducing the amount of acquisition on nine parcels.

Challenges: The corridor's urban nature and additional run-off from added pavement presents numerous hydrologic, hydraulic, and water resource challenges accounted for by the design team. The increased peak flow discharge is being retained within the project corridor by using structural controls such as ponds, swales, infiltration trenches, and in-line oversized pipe storage.

Diversity, Inclusion, and Outreach Efforts: N/A

Relevancy:
- Cost savings through ATCs
- Complex drainage design required
- Proven success of Tom Gandolfi working with Walsh (Archer Western)

Key Personnel:
Tom Gandolfi, Pursuit Design Manager

Bid Construction Cost: $598M

Owner Contact: Stephen Lively
Georgia Department of Transportation
678.784.7051
slively@dot.ga.gov

Design Manager Reference:
Darryl D. VanMeter
GDOT State Innovative Delivery Administrator
404.694.3511
dvanmeter@dot.ga.gov

Owner Project Number: #CSNHS-0008-00(256), PI #0008256

Dates of Design: 08/2013 - 12/2015

Work/Services: 100% Parsons is lead designer for this urban freeway project that includes 29.7 miles of reversible toll lanes along I-75 and I-575 in Cobb and Cherokee counties in metropolitan Atlanta.

Original Completion Date: 09/2018

Actual Completion Date: Ongoing

Reason for Difference: N/A

Liquidated Damages/Claims: None

I-65 Boone County Design-Build

Boone County, Indiana

Project Description: This project involved the reconstruction of 12 miles of freeway and six interchanges. American Structurepoint provided supplemental ground survey, an engineer's report including analysis of multiple alternatives and proposed recommendations, bridge design, traffic analysis, an interchange justification study for the elimination of an interchange off-ramp, wetlands delineation, biological assessment, and preliminary design plans for the development of the project as a design/build. Additional responsibilities included alignment layout, identification and analysis of alternatives, railroad coordination, preparation of reports and a traffic management plan, construction contract document preparation and cost estimating. During Construction, American Structurepoint acted as the Owner's representative for review of the design/build team's design.

Challenges: This project had an accelerated delivery, complex maintenance of traffic and large amounts of agency/contractor/stakeholder coordination. One of the biggest challenges was the fact that the project had an accelerated delivery but involved a new railroad bridge that required coordination for CSX Transportation. This proved to be invaluable when delivering the final design of the bridge structure. Starting early and having continual coordination allowed the bridge to be delivered on time with the necessary design reviews and approvals. This experience will benefit the design and design review of the OC3 project due to the large amount of railroad coordination necessary on this project.

Diversity, Inclusion, and Outreach Efforts: Satisfied INDOT project DBE goals of 7% by utilizing Disadvantaged Business Enterprises for design work. This exposed the DBE firm to design work on a challenging design-build project.

Relevancy:
- Design-Build
- Design Review/Oversight
- Freeway reconstruction
- Bridge design
- Local Road updates
- Public Information Component
- Permitting

Bid Construction Cost: $150M

Owner Contact: Trevor Mills
Indiana Department of Transportation
317.232.5121
tmills@indot.in.gov

Owner Project Number: IR-30704 and IR-30692

Dates of Design:
Phase 1: 02/2008 - 05/2009
Phase 2: 02/2008 - 02/2011

Dates of Design Review:
Phase 1: 08/2009 - 04/2010
Phase 2: 05/2011 - 02/2012

Work/Services: Preliminary Design, Contract Procurement Services & Final Design Review

Original Completion Date:
(Design Review)
Phase 1: 04/2010
Phase 2: 02/2012

Actual Completion Date:
(Design Review)
Phase 1: 04/2010
Phase 2: 02/2012

Reason for Difference: N/A

Liquidated Damages/Claims: None

I-69 Segment 1/1A Design-Build

Oakland City, Indiana

AMERICAN STRUCTUREPOINT INC.

Project Description: This $25 million project involved 1.73 miles of new construction on I-69 between I-64 and SR 68. The scope involved preparation of the design-build contract documents for roadway and bridge elements, signing and lighting elements, and a complete scope of work. The preliminary design work included laying out horizontal and vertical alignments, drainage design, access road analysis, interchange design, bridge and large culvert design, retaining wall layout, conventional lighting and signage design, and right-of-way design. During construction, American Structurepoint acted as the Owner's representative for review of the design-build team's design.

Challenges: Similar to OC3, this project had a large amount of public involvement and public outreach. American Structurepoint routinely hosted public outreach meetings and incorporated the information gathered into the scope development and preliminary design. Another challenge was on the design review phase. Our scope as the owner's representative consisted of the design review of multiple contractor designs on different segments. This involved a significant amount of scheduling and resource allocation to meet the contract needs and schedule. As the design reviewers, American Structurepoint led coordination with the design-build teams on timing of design reviews, scheduling of meetings to discuss the design and resulting comments from the review as well as working with the owner to keep them informed and issue final design approval. This experience will aid us serving in the IQF role with the development on the design quality plan.

Diversity, Inclusion, and Outreach Efforts: Satisfied INDOT project DBE goals of 5% by utilizing Disadvantaged Business Enterprises for design work.

Relevancy:
- Design-build project
- Norfolk Southern Railroad coordination
- Highway construction
- Local service road construction
- New bridge

Bid Construction Cost: $25M

Owner Contact: Samuel Sarvis
Indiana Department of Transportation
317.234.7173
ssarvis@indot.in.gov

Owner Project Number: IR-29023

Dates of Design: 09/2006 - 12/2007

Dates of Design Review: 03/2008 - 09/2009

Work/Services: Preliminary Design, Contract Procurement Services & Final Design Review

Original Completion Date: 09/2009 (design review)

Actual Completion Date: 09/2009 (design review)

Reason for Difference: N/A

Liquidated Damages/Claims: None

Akron Waterways Renewed Program

Akron, Ohio

Project Description: The goal of the Akron Waterway Renewed (AWR) Program is to improve the sewer system by attempting to achieve zero untreated overflows in a typical year, thereby improving water quality in Akron's streams and rivers. The program is following the City's Combined Sewer Overflow (CSO) Long Term Control Plan (LTCP), augmenting it with green infrastructure solutions reviewed and agreed upon with the U.S. EPA. The program is segueing the LTCP to an "Integrated Plan" taking advantage of the new U.S. EPA policies that make CSO remediation more sustainable, and in some instances, more affordable.

G. Stephens, Inc. (GSI) is the program manager for the AWR Program. GSI has teamed with Mott MacDonald and is providing the vast majority of its services embedded within the City's engineering department. GSI has overall responsibility for all phases of the work and directs and supervises the staff dedicated to the program management team.

Challenges: Aggressive Diversity and Inclusion goals were established for this project. GSI developed a comprehensive Diversity Outreach, Inclusion and Compliance Plan to ensure that project goals were met or exceeded.

Diversity, Inclusion, and Outreach Efforts: GSI has developed and is executing a robust Diversity Outreach, Inclusion and Compliance Plan to meet the City's contracting and Workforce goals. Efforts include a CDL Training Program, Pre-Apprenticeship Program, the All-Akron Student Engineering Program (AASEP) and various outreach events. GSI monitors compliance with EEO and Davis-Bacon regulations and participation goals of the various projects within the Program.

Relevancy:

- Diversity, Outreach, Inclusion and Compliance

Key Personnel:
Halle Jones Capers, GSI Project Executive

Bid Construction Cost: $1.4B

Owner Contact: Pat Gsellman
The City of Akron
330.375.2355
PGsellman@akronohio.gov

Owner Project Number: 2010-009-08

Dates of Design/Construction:
GSI began serving on the City of Akron's CSO Program Management Team in 2014 and as the Akron Waterways Renewed! lead in August 2015. The program was developed in response to the U.S. Environmental Protection Agency's mandatory consent decree, which is scheduled to be completed in 2027.

Work/Services: Project Controls Management, Project Master Schedule, Cost Estimating, Diversity Outreach Inclusion and Compliance, Communication

Original Completion Date: 2027

Actual Completion Date: Ongoing

Reason for Difference: N/A

Liquidated Damages/Claims: None

Cleveland Public Square

Cleveland, Ohio

Project Description: Cleveland Public Square has been transformed from four individual quadrants into a singular public park that can be used throughout the year for a wide range of programs and events. G. Stephens, Inc. (GSI) as subconsultant to Donley's provided Construction Management Services including Construction Administration and DBE Outreach and Compliance Monitoring.

Challenges: Major challenges to the project included:

- Compressed construction schedule with hard end-date.
- Identification and relocation of a myriad of underground utilities, some of unknown location and ownership.
- Meeting and/or exceeding the City's diversity goals.

Diversity, Inclusion, and Outreach Efforts: GSI's Diversity Outreach and Inclusion Compliance efforts included a Contractor Outreach Event, reaching out to workforce leaders in the minority community, and directing interested/qualified firms to information to become certified. As part of our outreach efforts, GSI also provided an intern from Cuyahoga Community College's (Tri-C) Construction Management Program.

GSI's EEO/Diversity Compliance Monitoring efforts included site interviews for Prevailing Wage/EEO compliance, assisting prime contractors and subcontractors in use of LCPTracker and B2GNow software for uploading of invoicing, payment, and workforce information, preparation of bi-weekly compliance reports, attending weekly project progress meetings, and working with prime contractors to stay ahead of the project goals.

Relevancy:
- Design-Build
- Within the City of Cleveland
- Diversity Outreach and Inclusion Goals

Key Personnel:
Halle Jones Capers, GSI Project Manager

Bid Construction Cost: $32M

Owner Contact: Jeremy Paris
Group Plan Commission
216.592.2434; jparis@groupplan.org

Owner Project Number: N/A

Dates of Design/Construction:
The Design-Build Team submitted 90% Construction Documents and began construction in November 2014.

Work/Services: GSI provided Diversity, Outreach, and Inclusion services to ensure that enterprise and workforce diversity goals were met. GSI also conducted EEO/Diversity Compliance Monitoring services. In addition, GSI provided Construction Management and Administration services, including document management of RFI's, submittals, and bulletins; preparation and distribution of team meeting minutes, updating project drawings, project closeout, monitoring daily progress in the field, and site security.

Original Completion Date: 6/16

Actual Completion Date: 6/16

Reason for Difference: N/A

Liquidated Damages/Claims: None

Evaluation Forms

PART IV - REFERENCE INTERVIEW QUESTIONS

Project Name: SUPER 70.

General Contractor or Principal Engineer Firm (Contractor/Firm): WALSH CONSTRUCTION

Owner Name and Telephone No.: INDOT GREENFIELD DISTRICT 317-462-7951

Brief Description: DESIGN BUILD - I-70 FROM I-465 (EAST SIDE) TO I-65. IN INDIANAPOLIS MARION COUNTY, INDIANA. FULL REPLACEMENT ROADWAY, LIGHTING, NEW BRIDGE DECKS, SIGNAGE, ETC.

1. On a scale of 1-10, with 10 being the best, did the Contractor/Firm provide adequate personnel?

   Rating: 8

2. On a scale of 1-10, with 10 being the best, was the Contractor/Firm timely in providing reports and other paperwork, including change order paperwork and scheduling updates?

   Rating: 10

3. On a scale of 1-10, with 10 being the best, did the Contractor/Firm adhere to the project schedule that your agency or business approved?

   Rating: 9

4. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on the timely submission of reasonable cost and time estimates to perform change order work.

   Rating: 8

5. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on whether there were an unusually high number of claims/design changes, given the nature of the project, or unusual difficulty in resolving them.

   Rating: 9 x 2 = 18

6. On a scale of 1-10, with 10 being the best, was the Contractor/Firm cooperative with the owner?

   Rating: 9 x 2 = 18

7. On a scale of 1-10, with 10 being the best, rate the quality of the work overall.

   Rating: 9 x 2 = 18

8. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their ability to work effectively with the Community.

   Rating: 9

9. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their understanding of the requirements and standards of local jurisdictions and ease in obtaining design approvals and permits (cities, counties, DOT, FAA, Airport Authority, etc.)

   Rating: 9

A.2 - 178

2

10. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their ability to effectively integrate a transit line with an existing rail system.

Rating: 9

11. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm plus major subcontractors on their ability to minimize key personnel changes for Design-Build project(s). If key personnel were changed, please rate the contractor on their ability to quickly implement key personnel changes to the agency's satisfaction.

Rating: 9

12. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their ability to maintain actual substantial completion within the baseline substantial completion milestone for Design-Build project(s). If the baseline substantial completion was exceeded, please rate the contractor on their ability to mitigate the schedule delay.

Rating: 10

13. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their ability to maintain the baseline schedule Issued for Construction completion for Design-Build project(s). If the baseline schedule Issued for Construction was exceeded, please rate the contractor on their ability to mitigate the schedule delay.

Rating: 9

14.. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their ability to keep the contract award amount within project costs for Design-Build project(s). If the initial contract award amount was exceeded, please rate the contractor on their ability to control costs.

Rating: 9

15. On a scale of 1-10, with 10 being the best, rate the Contractor/Firm on their ability to timely identify the cost for design change work and construction change work for Design-Build project(s). Please rate the contractor's ability to mitigate impacts to cost and schedule with design and construction change work.

Rating: 9

INTERVIEW (PERFORMANCE) RATING: 135
0 - 150

cc: PAT GOGGIN
MARKETING
T. WALSH

Illinois Department of Transportation
Division of Highways / Region 1 / District 1
201 West Center Court / Schaumburg, Illinois / 60196-1096
Telephone 847/705-4000

October 6, 2008

Mr. Daniel Walsh
President
Walsh Construction Company Of Illinois
929 West Adams Street
2nd Floor
Chicago, IL 60607

Dear Mr. Walsh:

On behalf of the Illinois Department of Transportation (IDOT) we would like to congratulate Walsh Construction on the successful completion of the Dan Ryan Expressway Reconstruction Projects. The Dan Ryan Expressway is the busiest expressway in the Chicago area, accommodating over 300,000 vehicles per day. It is a major transportation artery extending from Chicago's central business district through the city's south side communities. The 40 year old Dan Ryan Expressway had surpassed its original design life by over twenty years and far surpassed the traffic volumes that it could safely and efficiently accommodate. The Illinois Department of Transportation's goal was to improve public safety with the least impact to the community. Walsh Construction was instrumental in achieving these project goals.

Walsh clearly understood IDOT's plan to improve traffic flow, decrease congestion, and improve travel times. The Dan Ryan Projects posed many unique challenges including maintaining the Chicago Transit Authority train lines that run down the center of the Dan Ryan Expressway between the northbound and southbound lanes. Walsh's proactive and innovative approach to executing their work was a great asset. Walsh was a real partner with IDOT when it came to implementing traffic control plans throughout the project. Accommodating multiply phases that maintained both vehicle traffic and train traffic through the construction zones was a huge challenge that required a partnership.

Dan Ryan Expressway
Chicago, Illinois

Walsh successfully completed $688 million of work over four years on the Dan Ryan Expressway. Walsh was able to deliver the projects on time and provide project savings through value engineering of retaining walls and foundations. IDOT appreciates Walsh's work with local community leaders to develop strategies to maximize local area hiring and incorporate local minority contractors wherever work allowed. The Walsh Team was cooperative in working with the many agencies and communities involved with the project which contributed to its success.

IDOT was impressed with the strong work force and massive fleet of equipment applied to the Dan Ryan Projects. Walsh's performance delivered a quality product. The Illinois Department of Transportation appreciates the hard work of the Walsh Team that has allowed us to deliver the Dan Ryan Expressway in a safer condition and for the best value. We look forward to working with you on future projects.

Very Truly Yours,

Diane M. O'Keefe, P.E.
Deputy Director of Highways
Region One Engineer

3

RATING / EVALUATION FORM / DESIGN PLAN PROCESS

Des. No.: 0200007 Structure: 039-0604115 District: Crawfordsville
Contract: IR30692 CN Project: Kin:
Work Type: Bridge Deck Replacement

Consultant: UNITED CONSULTING (317) 895 - 2585 -X 1401 - Brian Craig
Proj. Coordinator: Syed Ali at 317-233-2058 Date: 10/07/2010
Proj. Manager: Trevor, Mills RFC Date: 1/19/2011
Description: Bridge Deck Replacement on I 65, SR 39 bridge over I-65 (Phase II)
Added Travel lanes Project

REVIEWER'S RATING ITEMS

	Stage 1	Select A Review
Design Concept	5	NA
Critical Design Elements	5	NA
Calculations (Hydraulics & Br. Rehab. Only)	NA	NA
Plan/Report Quality	5	NA
Engineering Judgement (Br. Rehab. Review Only)	NA	NA
Documentation of Work	5	NA
Env. Mitigation/Permit Comp.	5	NA
Procedure/Standard Comp.	5	NA
Quality Assurance	5	NA
Cooperation	5	NA

*HEARING Make A Selection

COORDINATOR'S RATING ITEMS

Scheduling: NA
Procedure Compliance: NA

DIRECTIONS TO CONSULTANT

Approved For Next Submittal
Other:

5 = Excellent, 4 = Good, 3 = Marginal
2 = Poor, 1 = Unsatisfactory

INCLUDED WITH THIS SUBMITTAL ARE:

MarkUp Of:
Plans sent to Traffic: ☐ Disk: ☐
Computations: ☐ S.P.: ☐
Cost Est.: ☐ X-Sect: ☐
Quantities: ☐ Scope/Env. Permit Form: ☐
Q.A. Form: ☐ Plan ☐
Other:

Reviewer's Signature: J. Wes Smith Date: 10-12-10
Reviewer's Printed Name: Wes Smith
Reviewer's Phone No.: 232-5048 FFC Held: (Br. Rehab. only)

Revised 8-31-10 DB Adobe 7.0, 8.0, or 9.0 Professional

Form 6-3A

7

ROUTING / EVALUATION FORM / DESIGN PLAN PROCESS

Des. No.: 0500436 Structure: _____ District: Vincennes
Contract: IR 29023 CN Project: _____ Kin: 9293
Work Type: New Road Construction

Consultant: American Structurepoint, Inc., To Be Assigned,
Proj. Coordinator: Jim Arend or Syed Ali at 317-233-3647 or 2058 Date: 10/17/2007
Proj. Manager: Tom, Seeman RFC Date: 12/09/2007
Description: New Road Construction on From I-64 via SR 57 corridor to 1.77 miles N of I-64

REVIEWER'S RATING ITEMS

	Final Check Prints	Final Design Summary
Design Concept	4.5	NA
Critical Design Elements	3	NA
Calculations (Hydraulics & Br. Rehab. Only)	NA	NA
Plan/Report Quality	4.5	5
Engineering Judgement (Br. Rehab. Review Only)	NA	NA
Documentation of Work	4	5
Env. Mitigation/Permit Comp.	5	5
Procedure/Standard Comp.	5	4.5
Quality Assurance	5	5
Cooperation	5	5

COORDINATOR'S RATING ITEMS

Scheduling: NA
Procedure Compliance: NA

DIRECTIONS TO CONSULTANT

Make A Selection

Other: _____

*HEARING Make A Selection

5 = Excellent, 4 = Good, 3 = Marginal
2 = Poor, 1 = Unsatisfactory

INCLUDED WITH THIS SUBMITTAL ARE:

MarkUp Of: _____

Plans sent to Traffic:	☐	Disk:	☐
Computations:	☐	S.P.:	☐
Cost Est.:	☐	X-Sect:	☐
Quantities:	☐	Scope/Env. Permit Form:	☐
Q.A. Form:	☐	Plan	☐

Other: _____

Reviewer's Signature: Monte Mildenberg Date: 10/29/07

Reviewer's Printed Name: Monte Mildenberg, P.E.

Reviewer's Phone No.: 317-873-5421 FFC Held: _____
Beam Longest and Neff LLC (Br. Rehab. only)

Revised 5-29-07 DB Adobe 7.0 Professional

ROUTING / EVALUATION FORM / DESIGN PLAN PROCESS

Des. No.: 0600796 Structure: 68-268864 District: Vincennes
Contract: R 29023 CN Project: Kin: 9293
Work Type: New Br, Comp.Cont.Pres.Conc.Bulb T-Beam

Consultant: American Structurepoint, Inc., To Be Assigned,
Proj. Coordinator: Linda Painter at 812-895-7391 Date: 05/24/2007
Proj. Manager: Tom, Seeman RFC Date: 10/15/2007
Description: New Br, Comp.Cont.Pres.Conc.Bulb T-Beam on Bridge over I-69 and Barn Branch

REVIEWER'S RATING ITEMS

	Pre. Field Check	Select A Review
Design Concept	4.5	NA
Critical Design Elements	5	NA
Calculations (Hydraulics & Br. Rehab. Only)	NA	NA
Plan/Report Quality	4.5	NA
Engineering Judgement (Br. Rehab. Review Only)	NA	NA
Documentation of Work	NA	NA
Env. Mitigation/Permit Comp.	NA	NA
Procedure/Standard Comp.	5	NA
Quality Assurance	5	NA
Cooperation	5	NA

COORDINATOR'S RATING ITEMS

Scheduling: NA
Procedure Compliance: NA

DIRECTIONS TO CONSULTANT

Approved For Next Submittal

Other:

*HEARING Schedule

5 = Excellent, 4 = Good, 3 = Marginal
2 = Poor, 1 = Unsatisfactory

INCLUDED WITH THIS SUBMITTAL ARE:

MarkUp Of:

Plans sent to Traffic:	☐	Disk:	☐
Computations:	☒	S.P.:	☐
Cost Est.:	☐	X-Sect:	☒
Quantities:	☐	Scope/Env. Permit Form:	☐
Q.A. Form:	☒	Plan	☒

Other:

Reviewer's Signature: [signature] Date: 6/11/07

Reviewer's Printed Name: MICHAEL COX

Reviewer's Phone No.: 317-649-5632 FFC Held: _____
BEAM, LONGEST & NEFF (Br. Rehab. only)

Revised 5-04-07

8

JOHN O. MOORE
Service Director

CHRIS D. LUDLE
Deputy Director

DANIEL HORRIGAN, MAYOR

DEPARTMENT OF PUBLIC SERVICE
166 S. High St., Room 201
Akron, OH 44308-1657
Phone: (330) 375-2270
www.akronohio.gov

August 16, 2016

Mr. Glen L. Stephens, President
G. Stephens, Inc.
133 North Summit Street
Akron, OH 44304

Re: Letter of Reference

Dear Mr. Stephens:

G. Stephens, Inc. has been providing program and construction management services to the City of Akron for over 20 years. In your roles as Program and Construction Manager, you have worked on several high profile and important projects which benefit our citizens, businesses and guests visiting our All-America City. Your work on vertical and civil projects has improved and helped shape the physical landscape of Akron.

In your role as lead consultant of the City's Akron Waterways Renewed! Program Management Team, your firm has provided a valuable service in the role of Diversity Outreach, Inclusion and Compliance. Key successes include:

- Creation of the All-Akron Student Engineering Program, placing 28 Akron area students with 20 local firms in 2016.
- Partnering with the Akron Urban League to establish a Pre-Apprenticeship Program, which graduated 48 individuals in 2015.
- Oversight of the City's 2nd CDL Program, where 11 participants are currently training for their CDL test.
- Hosting various contractor outreach and match-maker events to engage the local DBE/MBE/SBE firms and inform them how to participate in contracting opportunities.
- Assisting the City in streamlining compliance reporting activities through the use of B2GNow/LCPtracker software.

Your commitment to hiring local and diverse professionals continues to help strengthen our community. Additionally, your firm's commitment to expose, train and hire Akron K-12 and University of Akron students insures that our community will continue growing and retaining some of Akron's brightest minds.

Page 2

I look forward to G. Stephens, Inc. continuing to provide Project and Construction Management Services to the City of Akron.

Sincerely,

John O. Moore
Service Director

/mlr

9

Donley's

August 16, 2016

Mr. Glen L. Stephens, President
G. Stephens, Inc.
15712 Miles Avenue
Cleveland, OH 44128

RE: Letter of Reference

Dear Glen:

Donley's was pleased to partner with your firm on the redevelopment of Public Square project. This $42.5M design/build project has transformed Cleveland Public Square from four distinct quadrants into an inviting, multi-use public gathering space. Your firm played a major role in the successful completion of this high-profile project.

Key challenges included a firm, compressed construction schedule, significant relocation of private and public utilities, and meeting or exceeding the City's Diversity & Inclusion goals. GSI provided construction management assistance and served as Diversity Outreach, Inclusion and Compliance lead. In large part to your firm's efforts, the project team was able to exceed all inclusion goals including the following:

- 18.67% Actual / 18.0% Goal - MBE
- 7.39% Actual /6.0% Goal – FBE
- 7.27% Actual / 4% Goal - Low Income
- 23.70% Actual / 20% Goal - City Residents

Your commitment to diversity inclusion continues to help strengthen our community.

Donley's looks forward to a continued partnering relationship with G. Stephens, Inc.

Sincerely,

Don K. Dreier
Executive Vice President

Donley's, Inc. • 5430 Warner Road • Cleveland, OH 44125 • Phone (216) 524-6800 • Fax (216) 642-3216 • www.donleyinc.com

10

J

Liquidated Damages and/or Penalties Attachment

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

PART J.

Liquidated Damages and/or Penalties

Walsh Construction Company II, LLC

Walsh Construction Company II, LLC, as a large, national construction contractor, has, in the regular course of business, been a party to negotiated delays in scheduled deliverables and milestones. These delays have been a result of owner related changes or third party delays.

In the interest of full disclosure and transparency, the Walsh/Granite JV, of which Walsh Construction Company II, LLC is a member, is currently the general contractor on the Pennsylvania Rapid Bridge Replacement P3. This project consists of constructing 562 bridges most of which are under a full closure. The JV has a certain number of days to build each bridge under the closure and if a bridge is opened late, the project suffers an Unavailability Event. Currently, there are two bridges on the project that have been assessed Unavailability Event deductions. Furthermore, per the design-build agreement between the JV and the development entity, the JV is responsible for the difference in the actual number of bridges that have reached substantial completion each month versus the proposed number of bridges to reach substantial completion. Currently, the JV is facing deductions as the number of bridges that have reached substantial completion is less than the number of proposed bridges.

It is important to note that these substantial completion deductions are between the development entity and the JV. The project owner (PennDOT) has no involvement with the substantial completion deductions currently being assessed.

Parsons Transportation Group, Inc.

Parsons Transportation Group, Inc. has not been assessed liquidated damages or penalties exceeding $50,000 within the last five years.

Submitted by:

The Walsh Design-Build Team
Walsh | Parsons | American Structurepoint | G. Stephens

1260 E. Summit Street
Crown Point, IN 46307