CUY IR 490/SR 010 02.09/19.28 PID 96833 PROJECT# (17)3000

Technical Proposal Scoring Summary and Highlights

February 12, 2018

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1.0 INTRODUCTION

The CUY IR 490/SR 010 02.09/19.28, PID 96833, ODOT Project# 3000(17), is for the design and construction of the Opportunity Corridor Project Section 3 (informally referred to as OC3). OC3 primarily involves the construction of a new roadway from I-490 to E. 93rd Street. The substantial completion date for the project is November 1, 2021. The substantial completion milestone will generally require the main and side roadways to be open and functional, with allowable ancillary work remaining (e.g. non-safety related work on side roads, mainline, punch list items, landscaping, and final pavement course). The Project completion date will be June 30, 2022.

ODOT is using a Value-Based Design-Build procurement process to select a design-build contractor to deliver this Project. This document is a summary of the evaluation performed by the Technical Proposal Advisory Group (TPAG). This is only a highlighted summary of the overall TPAG evaluation notes.

2.0 REQUEST FOR QUALIFICATIONS SUMMARY

ODOT initiated the Value-Based Design-Build procurement with the release of a Request for Qualifications (RFQ) on July 27, 2016. Interested Offerors were required to provide ODOT with a list of qualifications including past experience, project understanding and approach and capabilities of the team in the format outlined in the RFQ. Statements of Qualifications (SOQs) were received on August 30, 2016 from four Offerors. Each SOQ was evaluated based on the criteria included in the RFQ. The following three Offerors were short-listed:

SHORT-LISTED OFFEROR	DESIGN BUILD CONTRACTOR	DESIGN BUILD DESIGNER	INDEPENDENT QUALITY FIRM (DESIGN)	DIVERSITY AND INCLUSION CONSULTANT
Walsh Construction	Walsh Construction	Parsons Transportation	American Structurepoint	G. Stephens
Kokosing	Kokosing	Michael Baker	Richland Engineering	Brownstone Grey
TGR Joint Venture	Trumbull Great Lakes Construction Ruhlin	HDR Engineering	TranSystems	Integral Management

3.0 REQUEST FOR PROPOSALS SUMMARY

ODOT issued the Project Proposal, Instructions to Offeror, and Scope of Services (the "RFP") for the Project to the Short-listed Offerors on October 20, 2016. Only the Short-listed Offerors were eligible to submit bids for the Project.

3.1 Clarification/Addenda

Through ODOT's standard pre-bid process, 396 questions were asked by the Short-listed Offerors and responses were provided. A total of 22 addenda were issued during the process based on the pre-bid questions or additional developments in the project. In addition, during the pre-bid process, ODOT allowed access to several commercial structures requiring demolition as part of this project on January 24th and 25th, 2017 and February 28, 2017.

A summary of each addendum is as follows:

Addenda #	Release Date	Content/Revision
1	10/27/2016	Modifications to the ITO revised Technical and Price Proposal due dates Modifications to the Scope of Services including: - Revised ROW basemap - Revised BMP calculations and sewer analysis summary - Added new geotech reports - Revised parcel information and availability dates
2	11/03/2016	Revised letting date from Addendum 1 Modified Proposal Note 98 to add 20% residency requirement Modified ITO to add 20% residency requirement Modifications to the Scope of Services to: - Added 20% residency requirements - Added railroad pipeline permit review time - Revised lighting requirements Modified pay item list
3	11/04/2016	Revised broken link from Addendum 2
4	11/16/2016	Clarified letting date reported incorrectly on previous addenda Modified Proposal Note 97 to include partial severability disclaimer Modified pay item list to clarify completion dates Modified ITO to clarify residency requirements, substantial completion dates, allowable ATCs, and work history requirements Modifications to the Scope of Services including: - Clarified completion dates - Clarified permit, utility relocation, and traffic conduit requirements - Clarified bridge scope, including type, drilled shaft, pile foundations, superstructures, and structural drainage - Replaced railroad alignment - Added CDSS, gINT, and structures concepts files - Added bridge type sheet - Clarified utility contact information
5	11/17/2016	Provided missing link from Addendum 4
6	12/06/2016	Added a bid item for the Kinsman Road Bridge Modifications to the ITO including: - Clarify NSLE firm eligibility and requirements - Clarify dollar amounts shall not be submitted with ATCs Modifications to the Scope of Services including: - Added Kinsman Road Bridge to list of bridge work - Revised temporary easement duration - Revised references to Pavement Design Manual - Clarified storm sewer requirements - Clarified superstructure, barrier, approach slabs, sidewalk, railing, structural drainage, and substructure requirements - Clarified parapet wall treatments, single slope barrier, overhead sign requirements, and pull box distances.

		- Revised disincentives for closures, detour route maintenance, and LEO requirements. - Added lighting basemap and revised luminaire model number - Added new asbestos reports and updated property information
7	12/22/2016	Modified bid item list Provided revised procurement schedule Modifications to the Scope of Services including: - Revised side street design speeds, basic configuration, noise wall requirements, Known Regulated Materials definition, and demolition requirements. - Added building walkthroughs and added additional asbestos reports - Clarified barrier protection, seeding, storm/combined sewers, fencing, and tree planting requirements - Revised alternate drainage bid description - Added Buckeye & E 89th Street signal removal and revised signal, loop detector, signing, turn lane length, and circuit requirements - Added Noise Public Involvement Summary and GCRTA Clearance Diagram
8	01/23/2017	Modified bid item list
9	01/25/2017	Modified Technical and Price Proposal due date in EBS file
10	02/22/2017	Modified the requirements in Proposal Note 97 to notify the Department if named personnel changes Modified selection criteria and notification requirements for named and Key Personnel Modifications to the Scope of Services including: - Updated as-built requirements - Revised building demolition walkthrough schedule - Updated CPP and drainage requirements - Clarified terminology - Add MOT electronic files - Added new asbestos reports, supplementary material inspection reports, and updated property information - Updated OC2 project schedule and plans - Updated Norfolk Southern information
11	03/02/2017	Modified bid item list
12	03/09/2017	Modified Proposal Note 98 to include low-income worker requirement Modifications to ITO to include low-income worker requirement and clarified NSLE requirements Modifications to Scope of Services including: - Clarified regulated materials definitions - Revised CPP and existing conduit abandonment requirements - Revised subsurface requirements - Added demolition requirements - Updated requirements for bridge removals and foundations - Added new asbestos report, supplementary material inspection reports, and updated property information

		- Added new attachments for photometric calculations and CPP replacements
13	03/16/2017	Modifications to Scope of Services including: - Added low income worker requirements - Revised reinforced concrete pavement requirements - Modified fence and parapet enhancement requirements - Updated right-of-way status dates and exhibits
14	03/17/2017	Revised incorrect link from Addendum 13
15	03/23/2017	Changed Technical and Price Proposal due dates and subsequent schedule dates
16	04/07/2017	Modified ITO to reflect schedule changes from Addendum 15 Modifications to the Scope of Services including: - Removed wireless radio requirements - Updated Parcel 2002 site requirements - Provided right-of-way legal descriptions and tracing closures
17	04/14/2017	Revised sale date of May 19, 2017
18	05/12/2017	Revised sale date of June 16, 2017
19	06/9/2017	Notice of delay until further notice
20	11/3/2017	Revised/added Bid Items Modifications to the Instruction to Offeror including: - Revised Procurement Schedule - Revised Payment for preparation of responsive preliminary design concept Revised Proposal Notes 97, 98, 99, and New note for CPM scheduling Various Modifications to the Scope of Services based on project updates/advancement during the delay period including: - Substantial and Project Completion Dates - Added Supplemental Plan Sheet requirements - Updated General Review Timeframe - Revised Quarterly Newsletter requirements - Revised Crisis Management Plan - Revised Coordination with Traffic Management Plan - Revised Public Meeting requirements - Revised Diversity, Inclusion, and Outreach Consultant requirements - Revised Outreach Database requirements - Revised Diversity, Inclusion, and Outreach Reporting requirements - Revised Diversity, Inclusion, and Outreach Plan requirements - Revised Regulated Materials - Revised Utility Contacts and utility requirements - Revised Norfolk Southern Railroad requirements - Revised Sidewalk Crossing requirements - Revised Reinforced Concrete Pavement requirements - Revised Site Clearing requirements - Revised Trench Backfilling requirements - Revised Fence requirements

		- Revised Drainage Governing Regulations and requirements - Revised Drainage requirements - Revised Sewer Profile requirements - Revised General Sanitation Sewer requirements - Revised Concrete Sealing requirements - Revised Vehicle Signal Head requirements - Revised Pedestrian Accommodations requirements - Revised Shared-Use Path Sign requirements - Revised Raised Pavement Marker requirements - Revised CPP Lighting Power Supply requirements - Revised Accent Lighting requirements - Revised Lighting Circuit requirements - Revised Security Surveillance System requirements - Revised MOT Notifications and Coordination requirements - Revised Detour Routes requirements - Revised Law Enforcement Officer with Patrol Car requirements Various attachment revisions including Aesthetics, regulated materials, building survey reports, environmental documentation, executed rail agreement, right-of-way plans and acquisition schedule, lighting specifications, and CPP specifications.
21	11/17/2017	Modifications to the Instruction to Offeror including: - Revised Substantial and Project Completion Dates - Revised Technical Proposal submittal dates Revised Pay Estimates in Proposal Notes 97 Various Modifications to the Scope of Services including: - Revised Erosion Control work - Revised Drainage requirements - Revised Sanitary Sewer requirements - Revised Law Enforcement Officer with Patrol Car requirements Various attachment revisions including SWPPP inspection requirements, pavement limits, and Right of Way Status Chart
22	12/12/2017	Modified the total quantity for Field Office Item Modified Subconsultant Contracting requirements within Proposal Note 96 Modified Contractors Responsibility for Work within Proposal Note 97 Modifications to the Scope of Services including: - Revised OEPA requirements for asbestos and building demolition - Revised Right of Way Status Chart

3.2 Evaluation Criteria

The Short-listed Offerors were instructed to provide information on four major categories including Project Management, Design, Construction, and Diversity and Inclusion within their Technical Proposals. Within each major category, sub-categories were identified along with specific evaluation criteria and points assigned for each.

Major Categories & Sub-Categories		Points
Project Management – Major Category		
A.1	Management Approach	11
A.2	Coordination with Third Parties and Stakeholders	6
A.3	DB Project Manager and Utilities/Rail/City Coordinator qualifications	5
A.4	Schedule Effectiveness and Clarity	8
A	**Total Project Management Points**	**30**
Design – Major Category		
B.1	Design Organizational Roles and Responsibilities of Design Key Personnel	5
B.2	IQF Role/Responsibility and PMP Design Quality (Including Appendix F.12)	5
B.3	Conceptual Design Narrative	6
B.4	Conceptual Plan	4
B	**Total Design Points**	**20**
Construction – Major Category		
C.1	Construction Organizational Roles and Responsibilities of Construction Key Personnel	6
C.2	Construction Approach & Risk Avoidance / Mitigation	7
C.3	Safety	3
C.4	Unknown Regulated Materials	4
C	**Total Construction Points**	**20**
Community Involvement and Diversity & Inclusion – Major Category		
D.1	Organizational Roles, Responsibilities, and qualifications/experience of the DIOC and Key Personnel	6
D.2	Draft DIOP Methods and Execution	9
D.3	Diversity, Inclusion, & Outreach Commitments (Appendix 9)	15
D	**Total Community Involvement and Diversity & Inclusion Points**	**30**
	TOTAL AVAILABLE POINTS	**100**

Diversity, Inclusion, & Outreach Commitments (sub-category D.3) represent fifteen percent of the overall technical proposal score, emphasizing the importance to ODOT. This quantitative scoring directly correlates to the commitment letters submitted with the Technical Proposals. In addition, the DBT was given an opportunity to receive up to five bonus points for EDGE commitments and five bonus points for firm utilization commitments. Section 3.5 includes additional detail regarding point allocation for Diversity, Inclusion, & Outreach Commitments and Bonus scoring.

3.3 Evaluation Process

A project specific Technical Proposal Evaluation Manual was established to ensure the impartial, equitable and comprehensive evaluation of each Offeror's Technical Proposal in accordance with the RFP. A Technical Proposal Advisory Group (TPAG) was established for the evaluation. The TPAG is composed of discipline-specific groups of reviewers for each of the four categories evaluated per the RFP. The Technical Proposal Evaluation Manual was reviewed by all members of the TPAG prior to receiving Technical Proposals from Short-listed Offerors. In addition, the TPAG received training on the process, document security, and confidentiality requirements as included within the manual. The TPAG members corresponding to the Technical Proposal Major Categories include:

Technical Proposal Major Category	TPAG Member	
Part A: Project Management	Gary Benesh Clint Bishop Mark Gabele Deborah Green	Julie Meyer David Short Chase Wells Eric Kahlig*
Part B: Design	Gary Benesh Jim Calanni Keith Hamilton Lou Hazapis	Mike Moriarty Mohammad Tariq David Short Eric Kahlig*
Part C: Construction	Clint Bishop Mark Gabele Greg Kronstain Lou Mincek	Julie Meyer Chase Wells Eric Kahlig*
Part D: Community Involvement and Diversity & Inclusion	Gary Benesh Terry Bolden Maria Davila Deborah Green	Julie Meyer Aisha Powell Eric Kahlig*

*Evaluation manager

Technical Proposals were received by all three Short-listed Offerors on December 21, 2017. Each Technical Proposal was checked to verify general formatting requirements, Pass/Fail criteria (including prequalification requirements), and general responsiveness. All submitted Technical Proposals met the general formatting requirements and passed the Pass/Fail criteria, and were thereby accepted as being eligible for review.

All Evaluation Team members executed a Confidentiality/Conflict of Interest Agreement prior to commencement of the Technical Proposal evaluation process. Members of the TPAG independently reviewed each Offeror's Technical Proposal. During that time, HNTB also performed reference checks, fact-finding, and provided preliminary notes on each Short-listed Offeror Technical Proposal. Upon completion of these independent reviews, the TPAG met to discuss the Technical Proposals to determine any perceived commitments and to document notable items found.

The format of these meetings were open discussions lead by the Evaluation manager in which TPAG members considered strengths and weaknesses of each Technical Proposal based on the Evaluation Criteria established in the Instructions to Offerors/Selection Criteria. Definitions for each of these evaluation measures are as follows:

Strengths: That part of the Technical Proposal that ultimately represents a benefit to the project and is expected to increase the proposer's ability to advance the project goals and values, and exceed requirements.

Significant Strength has a considerable positive influence on the proposer's ability to advance the project goals and values or exceed requirements.

Strength has a slight positive influence on the proposer's ability to advance the project goals and values or exceed requirements.

Weaknesses: That part of the Technical Proposal that detracts from the proposer's ability to advance the project goals and values, meet requirements or that may result in inefficient or ineffective performance.

Weakness has a considerable negative influence on the proposer's ability to advance the project goals and values, meet requirements or provide efficient or effective performance.

Minor weakness has a slight negative influence on the proposer's ability to advance the project goals and values, meet requirements or provide efficient or effective performance.

Using the strengths and weaknesses identified and the scoring range guidance included in the RFP (and included below), the TPAG scored each subcategory on a consensus basis. Within each scoring range, points were awarded based on a balance of the relative significance of the strengths and weaknesses. The total points scored are based on the points allowable for each sub-category and the percent score.

Definition	**Scoring Range (percentage)**
The Technical Proposal demonstrates an approach that is considered to significantly exceed the RFP requirements / objectives in a beneficial way (providing advantages, benefits, or added value to the Project) and that provides a consistently outstanding level of quality. In order to meet the criteria for this scoring range the Technical Proposal must be determined to have the following: • The number and/or significance of strengths demonstrate an outstanding level of quality. • Weaknesses, if any, are very minor	90-100
The Technical Proposal demonstrates an approach that is considered to exceed the RFP requirements/objectives in a beneficial way (providing advantages, benefits, or added value to the Project) and offers a generally better than acceptable quality. In order to meet the criteria for this scoring range, the Technical Proposal must be determined to have the following: • Number and/or significance of strengths substantially outweighs weaknesses.	80-89
The Technical Proposal demonstrates an approach that is considered to meet the RFP requirements/objectives and offers an acceptable level of quality. In order to meet the criteria for this scoring range the Technical Proposal must be determined to have one of the following: • Number and/or significance of strengths and weaknesses are approximately balanced. Technical Proposals with no strengths and no weaknesses also fall into this category and receive a score of 70.	70-79
The Technical Proposal demonstrates an approach that is marginally acceptable. In order to meet the criteria for this scoring range the Technical Proposal must be determined to have the following:	50-69

Definition	Scoring Range (percentage)
• Number and/or significance of weaknesses substantially outweighs strengths.	
The Technical Proposal demonstrates an approach with an unacceptable level of quality. In order to meet the criteria for the scoring range, the Technical Proposal must be determined to have no strengths and a one or more significant weaknesses or multiple minor weaknesses.	0-49

Consensus agreement of perceived strengths, weaknesses, comments/notes, and scores was required. The TPAG conferred on January 22-24, 29-31 and February 1 of 2018 at ODOT District 12. Detailed notes from the TPAG evaluation meetings are included in **Attachment A**.

3.4 General Evaluation Observations

All Technical Proposals generally responded in the format and organizational method as required by the RFP. All proposers delivered 1 "hard copy" version of the Technical Proposal, 1 electronic copy, and provided a copy of the Bid within a sealed envelope. (This copy will only be used if a firm is determined to be non-responsive.)

All proposals included graphics, which were reasonably used, to highlight specific portions of the projects. Generally, all proposals were of very high and professional quality which facilitated review.

3.4.1 Walsh

The Walsh proposal was generally Good to Very Good. It was very clear and concise. It adhered to the format requested, provided information relevant to the Scope of the project, and responded to the information requested. It was generally easy to read and easy to understand.

Project Management (22.97 points out of 30)

The Technical Evaluation Team concurred on 0 Significant Strengths, 11 Strengths, 2 Minor Weakness, and 0 Weakness.

Highlights

The DB Project Manager (John Tracy) showed very good recent relevant experience with ODOT on project of similar size, scope, and complexity in similar role. Walsh committed to additional value added staff including a DB Coordinator (Matt Filipowski), a railroad coordinator (Michael York), Utility Engineer (Mark Ward), Project Scheduler (Margaret Yanosko). Walsh also committed to co-locating the Roadway and Structural Design Leads and IQF counterparts.

Walsh will hold quarterly Executive Committee meetings with senior-level leadership from core Walsh DBT firms, including Diversity Consultant on Executive committee. In addition, Walsh will fully integrate Subconsultants and Subcontractors members of Task Forces which will include NSLE participation.)

Walsh will implement a robust PMP that will be modified to reach to changing conditions. It will also include a risk Management Plan. Direct reporting to the Executive Committee ensure Design (and Construction QC) independent from production.

The schedule allowed for ample days to resolve, incorporate, and verify comments that may be issues for the interim and RFC design phases. Roadway Buildable Units shows a typical roadway BU schedule.

Noted Issues
Concerns identified are related to the submitted CPM schedule.

- Construction durations for Woodland and Kinsman exceed durations allowed by the scope. Kennedy and Woodland construction is shown concurrently, which was not permitted by the scope.
- Embankment of NS bridge construction occurring from January through March.
- I-90 configuration not depicted.
- Utilizes five calendars which appear to have typical weather – not emphasizing regional considerations or individual specifications.

Design (13.50 points out of 20)

The Technical Evaluation Team concurred on 0 Significant Strengths, 6 Strengths, 9 Minor Weakness, and 1 Weakness.

Highlights
The DB Design Project Manager (Tom Gandolfi) demonstrated good experience in role on projects of equal or more complexity.

Walsh DBT, the IQF, and ODOT with timely access to the design files maintained using ProjectWise.

Walsh modeled both the existing and proposed utilities in 3D to identify additional conflicts and will use this tool for future coordination and share the model with ODOT and other interested utilities, third parties, and stakeholders. The 3D model will be updated with new information as it becomes available. SUE will also be performed during the design phase.

Walsh clearly demonstrated an understanding of the complexities of the construction requirements of the 55th grade separations with high level of detail of utilities and identified an understanding of the coordination efforts required.

The conceptual plans contain substantial detail – for example roadway cross sections, drainage profiles, and typical sections.

Noted Issues
The DB Design Project Manager (Tom Gandolfi) and DB Lead Roadway Engineer (Ken Wells) did not demonstrate experience on project of similar specifications and design standards.

The overall approach to design quality and IQF processes was not demonstrated to be clear and effective, as details were limited in the draft Project Management Plan. It would require significant revisions and considerable additional information to become approvable.

The conceptual plans submitted included some inconsistencies and errors, which demonstrate some quality control and clarity issues. Additional design concerns identified are as follows:

- Questionable geometric layouts
- Quadrant Road Profile. K-value was not set for 15-20 mph, so there would be an abrupt vertical transition from the quadrant roadway onto the Corridor.
- E 55th Street Bridge: Prestressed concrete I beams only 54" deep. Concerns regarding ability to accommodate all utilities and install the diaphragms/x-frame. Height of beams and size of waterline will create challenges during deck replacements due to unusual cross bracing, or potential no cross bracing.
- Elevation of the E 59th St pedestrian bridge has a higher elevation than the elevation of the adjacent local roadway – potential for discouraging usage.
- At the Kingsbury Run and GCRTA bridges, pylons are constructed on top of approach slab which cantilevers over the MSE wall creating a potential issue with replacement of approach slab, therefore requiring replacement of pylon. Cantilever length is minimal, but is not in conformance with BDM which does not allow construction on top of an MSE wall coping.

Construction (16.46 points out of 20)

The Technical Evaluation Team concurred on 1 Significant Strengths, 9 Strengths, 1 Minor Weakness, and 0 Weakness.

Highlights

The Construction Project Manager (Scott Febus) is known to be competent and has recent relevant experience in the role on a project of similar size, scope, and complexity. The Technical Proposal shows consideration as to how and in which segments to include NSLE firms.

Supervisors will have tablets to access the latest plans. Foremen will refer back to the workplan to fill out the Task Quality Analysis (TQA) worksheet daily, which will then be reviewed by the crew in the field. Quality checkpoints will be used.

Walsh identified property known for potential unknown material issues and will start mitigation by performing soil investigation prior to start construction activities (immediately upon award). The schedule includes time for heavy track activity.

Employees have the authority to stop work for safety concerns, and a fulltime safety manager will be on site. Walsh identified measures to protect local youth in heavy residential areas and schools. Walsh will perform monthly site walks with ODOT and emergency service providers to explain where and what type of work is taking place.

Noted Issues

As demonstrated on recent projects, the Construction Project Manager (Scott Febus) could improve partnering skills.

Community Involvement and Diversity & Inclusion (27.00 points out of 30)

The Technical Evaluation Team concurred on 0 Significant Strengths, 10 Strengths, 1 Minor Weakness, and 0 Weakness.

Highlights

G. Stephens has a good understanding of the needs of the community, has good background in needs of the business community, and demonstrated a good background in infrastructure related projects in regard to Diversity and Outreach.

The DBT has held several outreach events for NSLEs and workers, as well as attending community events during procurement. During the procurement phase Walsh presented achievable contracts creating appropriately sized scope packages tailored to the NSLE's ability.

Walsh will offer small group instructional workshops to mentor and encourage NSLEs to expand services into new or related disciplines/work-types or to become ODOT prequalified. Walsh committed to mentoring 4 NSLE firms.

They also committed to exceeding the OJT goals by 10% and slightly exceeding the NSLE goals. Walsh provided a good approach with specific details on how they plan to meet the OJT Type 1 goal.

The Walsh DBT will work to ensure outreach, inclusion, and engagement of Hispanic businesses, youth, and communities on OC3. All hiring packets, handbooks, safety training manuals, quality manuals, and informational packets will be printed in Spanish and English.

Walsh's Draft DIOP demonstrates specific concepts of community involvement with schools. Walsh DBT will participate in "Neighbor Up" events Wards 5 and 6 and will partner with community groups to build a playground.

ODOT has verified that all NSLE goals are met.

Noted Issues

While the DIOP reiterates much of the scope requirements, the DIOP contained limited details on the metrics, methods, or strategies on how the capacity will be built. The proposal states the final intended objectives, but gives limited details on the intended efforts of the Offeror to meet the objectives.

3.4.2 Kokosing

The Kokosing technical proposal was generally Good to Very Good. It was very clear and concise. It adhered to the format requested, provided information relevant to the Scope of the project, and responded to the information requested. It was generally easy to read and easy to understand.

Project Management (24.14 points out of 30)

The Technical Evaluation Team concurred on 0 Significant Strengths, 14 Strengths, 1 Minor Weakness, and 0 Weakness.

Highlights

DB Project Manager (Kerry Hart) has good recent relevant experience with ODOT on project of similar size and complexity. He has good experiences of projects of similar scope. Kokosing committed to full time DB Coordinator (Mike Luyster), who will be a single point of responsibility for submittals to and responses from ODOT. Walsh also committed to co-locating the Roadway and Structural Design Leads during the duration of their respective design. The full-time Baker design coordinator will continue to co-locate with the construction personnel after design is substantially complete. Kokosing demonstrated a good approach to IQF staffing levels

An Issues Log will be developed that tracks outstanding issues, resolutions, and ball-in-court responsibilities at every task force meeting. The Kokosing DBT commits to publishing documentation of any meetings of discussions within two business days.

Wyatt Brownlee will be an active participant in the ODOT progress meetings.

To facilitate inclusion of subconsultants that don't typically use ODOT's MicroStation platform, Baker engaged The CADD Department (NSLE firm) to provide conversion services between AutoCAD and MicroStation. Kokosing will establish Sharefile site so all subcontractors and suppliers have the most current available plans.

The overall section of utility and 3rd party coordination approach is detailed and demonstrates a clear understanding of the required level of effort for utility & RR coordination.

The Design Quality Management Plan will be a living document with checklists that will be completed and initialed with each design deliverable package.

The CPM schedule utilizes 10 differing calendars with realistically demonstrated weather impacts for work. Calendars demonstrate and understanding of regional impacts. CPM schedule has considerable and reasonable detail which will make Baseline approval quicker, and is well thought work flows meeting CPM requirements.

<u>Noted Issues</u>
It appears I-490 reopens on May 26, 2021 and OC Boulevard opens October 20, 2021. For approximately five months 490 traffic will be using the Quadrant Roadway (limited capacity).

Design (13.57 points out of 20)

The Technical Evaluation Team concurred on 1 Significant Strengths, 6 Strengths, 9 Minor Weakness, and 3 Weakness.

While the approach to design management and quality are good, the overall design has questionable elements.

<u>Highlights</u>
DB Lead Structural Engineer (Chris Cummings) has good experience in role on projects with similar requirements. His recent experiences with the Department has been positive with good results. He is known to be responsive and extremely capable. IQF Project Manager Dave Rinehart has well-rounded relevant project experience, and is known to be responsive and extremely capable. He has significant and relevant direct experience in ODOT's IQF role in similar position on a project of similar complexities.

A Conceptual Geometric Base Plan (GBP) for the project will be developed and submitted for review by the Contractor and IQF. The GBP will serve as the basis of design for all the geometric elements of the project and will clearly define the basic footprint of the intended final product and will depict deviations from the Basic Configuration resulting from the incorporation of approved ATCs. The GBP will be subject to Department approval.

Michael Baker uses ProjectWise as their document management system. All documents will be in electronic format except as required for submission. Subconsultants are required to work on their design documents within ProjectWise. Kokosing and the IQF will be given access to allow for continuous constructability review and QA review.

Design Quality Management Plan, as shown, depicts a clear and defined process for design QC/QA with considerable and reasonable details. The Quality Management Plan should be approvable with minor revisions.

Kokosing will obtain additional Level A SUE information for critical items

Kokosing's ATC 32 reconfigures the test loop to reduce bridge length, height, and GCRTA impacts at the Kingsbury Run Valley. The overall reduction of bridge deck with shorter piers will reduce long term maintenance costs.

<u>Noted Issues</u>
The Kokosing DBT's final bridge and track locations are not in alignment with NS expectation. Future four track expansion will be very problematic with the approach as additional ROW, additional RR structure impacts, and additional embankment/construction. **This is a significant concern.**

Additional design concerns based on the conceptual plans submitted are as follows:

- The quadrant roadway exceeds curvature shown in ATC (Curves 3,4, and 5). The curvature creates a site distance issue (SSD=250-275, required SSD (40mph)=305). The profile is dropping rapidly in reverse curves (5% downgrade through signal) Per L&D: "Recommended the intersections be located where the grade on the mainline roadway is 6% or less, with 3% being the desirable max". **This is a significant concern.**
- The alignment shift (from concept plans) shows impacts to private property (construction limits). ATC discussions only involved GCRTA property. There are concerns with the proximity of this property and the proposed alignment. **This is a significant concern.**
- For the E. 55th Street Bridge and E. 59 Street Pedestrian Bridge, there is a minor maintenance concern with the proposed modified stub abutment. The proposed design does not comply with the standard drawing. There is potential for leaks at beam seat joint. No ATC was requested.
- For the E. 55th Street Bridge, the prestressed concrete I beams are only 60" deep. There are concerns regarding the ability to accommodate all utilities and install the diaphragms/x-frame. There is a potential conflict of diaphragms/x-frames. The height of beams and size of waterline will create challenges during deck replacements due to unusual cross bracing, or potential no cross bracing.
- The deck thickness of the E. 55th Street Bridge is shown as 8 ½". Spacing of of 11'3" beams would require deck thickness of 8 ¾" (BDM 302.2.1).

- For the E. 55th Street Bridge and E. 59 Street Pedestrian Bridge, the design is utilizing a CIP piling with shear studs and structural connections to the CIP casing (ASTM A-252). Typical structural steel is ASTM A-572 Grade 50. **There are long term concerns with application.**
- For the E. 55th Street and Kingsbury Run Bridges, the prestressed concrete strength in plans exceeds the allowable per the standard drawing. While conceptually acceptable on past projects, an ATC was not requested.
- The elevation of the Pedestrian Bridge is higher than the elevation of the adjacent local roadway, potentially discouraging usage.

Construction (15.77 points out of 20)

The Technical Evaluation Team concurred on 0 Significant Strengths, 9 Strengths, 0 Minor Weakness, and 0 Weakness.

Highlights
Kokosing's proposed Construction Project Manager (Brad Mast) has experience on project of similar size, scope, and complexity. He is known to be responsive and capable with good experiences, although he has limited DB experience.

Superintendents and foreman will utilize tablet computers that are synced with the project SharePoint site. This real-time document sharing ensures that the mobile workforce, regardless of their location, is supplied with the most up-to-date project information and eliminates nonconformance. Supervisors will be required to sign off on the quality checklists.

Tony Morres, a nine-year Safety Specialist with Kokosing, will lead safety efforts. 'Stop unsafe work authority' will be given to all project workforce. Not only do they count each man-hour worked safely, they also hold accountable all employees and managers for incidents and safety violations that occur on their project.

Kokosing utilizes radio detection device for supplemental utility location verification and crews will pothole volume excavate whenever digging within two feet of a marked utility.

Noted Issues
There were no significant issues found in the construction section.

Community Involvement and Diversity & Inclusion (27.75 points out of 30)

The Technical Evaluation Team concurred on 2 Significant Strengths, 10 Strengths, 0 Minor Weakness, and 1 Weakness.

Highlights
Career Development and Placement Strategies (CDPS) has shown effective results in workforce development, and Artessa has shown effective results in business development as it relates to similar projects in the same region (OC2).

Wyatt Brownlee has demonstrated recent relevant experiences with workforce development and outreach specifically within the region. He has demonstrated understanding of the needs of the community, demonstrated and understanding needs of disadvantaged businesses, has

demonstrated an understanding of disadvantaged businesses related to construction, and specifically within the region. He has relevant experience in Diversity and Inclusion efforts with the Department.

Kokosing participated in several outreach efforts during pre-bid. The Offeror held additional outreach efforts outside of mandatory Matchmaker Events. ODOT was invited to the additional events, which were known to be held within Community locations. They encouraged NSLE firms to contact them directly to discuss the services they could provide, their capacity, and preferences for contract sizes. To accommodate as many companies as possible, they sent out both small and large bid packages.

To properly track and report all of the team's inclusion efforts on the project, the Kokosing DBT will utilize the web-based program B2GNow.

The Kokosing DBT commits to mentoring a minimum of four businesses participating in the project, including one small business, one new business, one local business, and one EDGE business, with a minimum of one construction firm and one design firm. Kokosing's provided a mentoring plan with topics and issues relevant to the needs of the NSLE firms. Kokosing will offer several types of workshops available for all NSLEs.

A 3-week program will be offered once each quarter for those discovered through outreach efforts. The program focuses on career success and career management – 13-point curriculum identified. Those who complete the three-week session will have a developed plan of activity for implementing an effective job search campaign. Activity for completed participants will be monitored bi-weekly by an assigned case manager. Kokosing will connect individuals who need help removing barriers to employment.

To accomplish the OJT, residency, and low-income employment requirements, Kokosing will host quarterly job fairs throughout design and construction. Additional job fairs will be held if necessary. Kokosing is committing to quarterly during design and construction allowing earlier and frequent opportunities.

The Business Development Section and Workforce Development Section demonstrated an approach with considerable detail, well-defined goals, and measurements. The plan will be approvable with minor revisions.

The Kokosing DIOP identified are effective outreach methods towards local youths.
They will target 11th and 12th grade students from high schools, including Benedictine, East Technical, John Adams, and Glenville. They will also engage younger students that have an interest in the project by contacting local elementary and middle schools, community recreation centers, and other neighborhood associations.

ODOT has verified that all NSLE goals would be met with the level of proposed commitments.

<u>Noted Issues</u>
The approach to addressing community engagement and language barriers discussion lacked connectivity from the project and community. The section was disconnected from the other

portions of the DIOP, as these sections were found online verbatim and not referenced. The final DIOP will need re-written to meet project requirements.

3.4.3 Trumbull-Great Lakes-Ruhlin

The TGR technical proposal was generally Good to Very Good. It was very clear and concise. It adhered to the format requested, provided information relevant to the Scope of the project, and responded to the information requested. It was generally easy to read and easy to understand.

Project Management (23.21 points out of 30)

The Technical Evaluation Team concurred on 0 Significant Strengths, 10 Strengths, 2 Minor Weakness, and 1 Weakness.

Highlights

DB Project Manager (Adam Belasik) has good recent relevant experience with ODOT on project of similar size, scope, and complexity in similar role. Walsh committed to additional value added staff including a DB Coordinator (Steve Layer), a Utility Deputy (Joe Ferenczy), and Rail Deputy (Jon Winer). In addition, design key personnel will be co-located at the project office along with construction staff, IQF, and ODOT.

TGR's quality program will establish and executive management review team who will routinely review quality results and direct changes as necessary. TGR will work with ODOT to continuously improve the PMP. TGR has developed a pursuit phase Risk Registry to identify and qualify project risks that could potentially impact the schedule.

Other highlights regarded the CPM schedule:

- Nine calendars (in narrative) / eleven calendars have been developed to account for administrative activities, working periods, restrictions, weather, and concrete cure.
- The narrative was extensive and detailed, walking through all four areas of construction with extensive explanation of phases of work.
- The CPM schedule has considerable and reasonable detail which will make Baseline approval quicker. There are well thought work flows meeting CPM requirements.

Noted Issues

The ITO required submitters to include the approach of Diversity and Inclusion Consultant in the internal interfacing of the DBT and the external interfacing of the Department. There was minimal discussion of integration methodology.

A schedule figure discussed required weekend work for GCRTA outage and work, but a project weekend calendar was not utilized for this work.

Design (14.59 points out of 20)

The Technical Evaluation Team concurred on 0 Significant Strengths, 4 Strengths, 1 Minor Weakness, and 0 Weakness.

Highlights

ProjectWise will be used to actively integrate design activities by HDR and subconsultants. Changes to text documents will use the 'track changes' function. A clean copy of the text document and a copy showing the edits will be provided.

The Design Quality Management Plan depicts a detailed and defined process for design QC/QA with considerable and reasonable details. The Quality Management Plan should be approvable with revisions.

TGR will perform SUE Level A.

Noted Issues
Neither As-Built nor Record Documents will be signed and sealed by a professional of record, however, the Project Manager shall sign and date the title sheet of the Record Documents plans to certify that the project was completed in accordance with the plans, Contract Documents, governmental approvals, and applicable laws. This implies changes to be made without Designer Approval.

Construction (15.66 points out of 20)

The Technical Evaluation Team concurred on 1 Significant Strengths, 4 Strengths, 0 Minor Weakness, and 0 Weakness.

Highlights
DB Construction Project Manager (Jason Tucker) has very good recent experience of projects with similar size, scope, and complexity (CCG2). He has good partnering skills.

TGR will review inspection quality check points/testing frequency. TGR will work around utilities, maintaining OUPS locate requests, photo documentation of markings, and hydro-excavation in congested areas.

Safety Manager (Bobie Sue Clawson) will be co-located and develop a Site-Specific Health and Safety Plan. All project personnel and visitors will be required to participate in mandatory project safety orientation prior to being allowed on-site.

Noted Issues
There were no significant issues found in the construction section.

Community Involvement and Diversity & Inclusion (27.30 points out of 30)

The Technical Evaluation Team concurred on 0 Significant Strengths, 10 Strengths, 1 Minor Weakness, and 0 Weakness.

Highlights
The DIOC has some specific construction project experiences. Integral Management (IM) is performing workforce development for a regional project (OC2). IM demonstrated project specific Business Development and some Community Outreach.

DIOP outreach will use SmartOutreach, which is defined as a set of techniques and methods to strategically engage individuals, groups and community organizations. Examples of these techniques were provided. This approach was utilized by ODOT's ambassadors on previous outreach efforts with success.

TGR participated in several outreach efforts during pre-bid. ODOT was invited to the additional events. Events were known to be held within Community locations.

The TGR Institute workshops are to be held from April 2019 through June 2019, January 2020 through March 2020 and January 2021 through March 2021. These sessions will allow more businesses to learn and grow during the slow period of the year, during the life of OC3. The TGR Institute will consist of tailored workshops in three major tracks, which will complement the business owner or the business infrastructure. The topics and issues are relevant to the needs of the NSLE firms. They are similar to workshops currently being used on GLC on OC2.

TGR will mentor five companies from the three identified disparaged groups. Goals for each are listed.

TGR will provide Spanish and/or Asian language interpreter(s) at all meetings/events listed in the DIOP. They will also have these interpreters on call to assist the team during outreach efforts.

TGR will pay NSLE businesses quicker to aid their cash flow (TGR Quick Pay). TGR will pay approved/accepted invoices it receives from OC3 NSLE truckers and material suppliers 10 days after it receives an invoice. Payments to NSLE contractors for owner-approved/accepted work will be paid 12 days after receipt of an approved/accepted invoice.

TGR will host weekly, two-hour, Career Awareness Sessions in October through November 2018 and 2019 in preparation for the spring 2019 and 2020 TGR Talent Expos. Topic discussed were relevant.

The Workforce Development Plan has an overall holistic approach to workforce development – from identification through employment, although it lacks detail.

Two of the five community service projects indicate community infrastructure/park improvements:

- Buckeye Neighborhood Basketball Court Restoration
- West Side Ward 14 Park

ODOT has verified that all NSLE goals are met.

<u>Noted Issues</u>

The DIOP reiterates much of the scope requirements and contained good strategies, but with limited details on the metrics, methods, or on how the capacity will be built. The proposal states the final intended objectives, but gives limited details on the intended efforts of the Offeror to meet the objectives.

3.5 Commitment Summary

The RFP required the Short-listed Offerors to provide commitment letters as part of their Technical Proposal identifying the New, Local, Small, and EDGE businesses committed to meet Diversity and Inclusion goals. New, Local, Small, and EDGE business criteria are defined below:

New Business: A "new" business is defined as a business that was established within five (5) years of performing work or has never completed work for the Department in the capacity of design, construction, or other work required for transportation projects;

Small Business: A "Small" business for the intent of this Project is defined as the following:

- The firm must specialize in the construction and/or construction-related consultant services industry, and be at least 51% owned by one or more individuals whose personal net worth does not exceed the amount stated in 49 Code of Federal Regulation Part 26.67, or in the case of any publicly-owned business, at least 51% of its stock is owned by one or more individuals whose personal net worth does not exceed the amount stated in 49 CFR Part 26.67; and
- Management and daily business operations are controlled by owner(s) and affiliates whose personal net worth and adjusted gross income do not exceed $1.32M stated in 49 CFR Part 26.67; and
- Annual gross receipts for the firm averaged over the most recent three years does not exceed $15,000,000 (construction firms) or $7,000,000 (construction-related consultant services firms).
- Firms listed as an ODOT certified SBE at the following link at the time of Technical and Price Proposal submittal can qualify only if the firm is a construction or a construction-related consultant services firm: http://odotextrpt.dot.state.oh.us/ViewReport.aspx?reportPath=%2fprd%2fpreconstruction%2fpublic%2fsbe_vendor_list
- Firms listed as an ODOT certified DBE at the following link at the time of Technical and Price Proposal submittal can qualify as an SBE on OC3 only if the firm is a construction or a construction-related consultant services firm and only if the annual receipts for the firm averaged over the most recent three years does not exceed $15,000,000 (construction firms) or $7,000,000 (construction-related consultant services firms). If a Firm is listed as an ODOT certified DBE, ODOT can validate financials for SBE eligibility on OC3. A financial submittal is not required. http://www.dot.state.oh.us/Divisions/ODI/SDBE/Pages/DBE-Directory.aspx
- The SBE firm being used for the SBE goal must perform or exercise responsibility of 100% of the total cost of its contract with its own workforce and equipment including performing a Commercially Useful Function.
- If the considered firm is not an existing DBE certified or SBE certified firm with ODOT, the firms business and personal taxes for past three years must be submitted to the Ohio Department of Transportation, Division of Opportunity, Diversity, and Inclusion, Office of Small and Disadvantaged Business Enterprise, 1980 West Broad Street, Mail Stop 3270, Columbus,

Ohio 43223, Attn: Deborah Green, Administrator, or such other address as the Department may notify the DBT of from time to time to ensure eligibility for this SBE goal. Prequalification requirements for firms identified as Small Businesses for the Project will be in accordance with OAC 5501:2-3-08.

- Suppliers and brokers are excluded from this SBE goal.
- Eligible firms must be in business for at least 1 year.

Local Businesses: A "local" business is defined as a business with an established physical location in Cuyahoga or Lorain Counties on or before August 1, 2014;

EDGE: These businesses must be certified as an EDGE business with the State of Ohio at the time of Technical and Price Proposal submission for firms disclosed by the DBT at bid-time. For firms disclosed after Technical and Price Proposal Submission (for example, in the event that there is a termination/replacement of firms), the firm must be EDGE certified at the time of the submission of the C-92. EDGE requirements can be found at the following link: http://das.ohio.gov/Divisions/EqualOpportunity/MBEEDGECertification.aspx

Points were allocated based on the percent each firm was committed to as indicated below. This evaluation criteria made up a sub-category allowing a maximum of 15 of the 30 point Community Involvement and Diversity & Inclusion category.

New

0% -0.99% of total Contract Price:	0 points
1%-1.99% of total Contract Price:	3/4 point
2.00% or more of total Contract Price:	1 1/2 points

Small

0% -0.99% of total Contract Price:	0 points
1%-1.99% of total Contract Price:	3/4 point
2.00% or more of total Contract Price:	1 1/2 points

Local

0% -0.99% of total Contract Price:	0 points
1%-1.99% of total Contract Price:	3/4 point
2.00%-2.99% of total Contract Price:	1 1/2 points
3.00%-3.99% of total Contract Price:	2 1/4 points
4.00%-4.99% of total Contract Price:	3 points
5.00%-5.99% of total Contract Price:	3 3/4 points
6.00% or more of total Contract Price:	4 1/2 points

EDGE

0% -0.99% of total Contract Price:	0 points
1%-1.99% of total Contract Price:	3/4 point
2.00%-2.99% of total Contract Price:	1 1/2 points
3.00%-3.99% of total Contract Price:	2 1/4 points
4.00%-4.99% of total Contract Price:	3 points

5.00%-5.99% of total Contract Price:	3 3/4 points
6.00%-6.99% of total Contract Price:	4 1/2 points
7.00%-7.99% of total Contract Price:	5 1/4 points
8.00%-8.99% of total Contract Price:	6 points
9.00%-9.99% of total Contract Price:	6 3/4 points
10.00% or more of total Contract Price:	7 1/2 points

ODOT and HNTB performed validation exercises to confirm the committed business fits the criteria they are committed for.

In addition, Short-listed Offerors that demonstrated a commitment to the use of EDGE businesses above the 10% total project requirement received bonus points based on the following:

Bonus – EDGE Commitments

11.50%-13.99% of total Contract Price:	1 point
14.00%-16.49% of total Contract Price:	2 points
16.50%-18.99% of total Contract Price:	3 points
19.00%-21.49% of total Contract Price:	4 points
21.50% or more of total Contract Price:	5 points

Bonus – Firm Utilization (New, Small, and Local Firms)

20 to 29 firms:	1 point
30 to 39 firms:	2 points
40 to 49 firms:	3 points
50 to 59 firms:	4 points
60 or more firms:	5 points

The following table shows the total NSLE commitments that were verified through ODOT's review.

Criteria	Requirements for Full Score		Walsh			Kokosing			TGR		
	Percent	Count	Percent Verified	# of Firms	Eval Points	Percent verified	# of Firms	Eval Points	Percent Verified	# of Firms	Eval Points
New	2%	2	2.18%	8	1.5	2.04%	9	1.5	2.09%	7	1.5
Local	6%	3	6.35%	40	4.5	11.97%	28	4.5	6.56%	38	4.5
Small	2%	2	2.30%	10	1.5	2.04%	24	1.5	2.66%	8	1.5
EDGE	10%	5	22.29%	23	7.5	13.77%	18	7.5	14.63%	25	7.5
EDGE % Bonus	n/a	n/a	22.29%	n/a	5	13.77%	n/a	1	14.63%	n/a	2
Utilization Bonus	n/a	n/a	n/a	58	4	n/a	61	5	n/a	53	4

Each DBT submitted multiple NSLE firms that were difficult to verify, causing ODOT to request further clarification from the DBTs. Clarification requests included:

- Proof of the nature or existence of previous payments from ODOT

- Proof of established presence in Cuyahoga or Lorain County before 2014, such as a lease agreement
- Proof of meeting financial requirements within SBE category
- Clarification on inconsistencies shown in commitment letters versus summary tables provided

In addition, several NSLE firms listed do not do business in areas relevant to transportation construction. These included caterers and an embroidery business. The businesses were not included in the total percentages or count.

A complete listing of NSLE firms and their committed percentage is included in **Attachment B.**

3.6 Technical Proposal Evaluation Recommended Scoring

Major Category Evaluation Criteria	Maximum Points	Walsh	Kokosing	TGR
Project Management	30	22.97	24.14	23.21
Design	20	13.50	13.57	14.59
Construction	20	16.46	15.77	15.66
Community Involvement and Diversity & Inclusion	30	27.00	27.75	27.30
Bonus for D&I Commitments	10	9.0	6.0	6.0
Technical Proposal Score (out of 100):		89.0	87.3	86.8

3.7 Concurrence

The scoring information within this document is a reflection of the diligent and fair evaluation performed by the members of the Technical Evaluation Team. The Executive Level Evaluation Team has been presented with the information and concur with the recommendations.

	Jim Barna ODOT Chief Engineer
	Brad Jones Deputy Director - ODOT Construction Management
	Myron Pakush Deputy Director ODOT D12
	Dave Slatzer Deputy Director – ODOT Division of Engineering
	Lauren Purdy Deputy Director – ODOT Division of Opportunity, Diversity, & Inclusion

- Proof of established presence in Cuyahoga or Lorain County before 2014, such as a lease agreement
- Proof of meeting financial requirements within SBE category
- Clarification on inconsistencies shown in commitment letters versus summary tables provided

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	Dave Slatzer Deputy Director – ODOT Division of Engineering
	Lauren Purdy Deputy Director – ODOT Division of Opportunity, Diversity, & Inclusion

3.8 Next Steps

- Identify the Apparent Best Value based Technical Proposal score and the Price Proposal to be opened on February 16, 2018
- Hold Pre-Award Meeting
- Review/Approve Diversity and Inclusion Outreach Plan
- Execute contract

Attachment A

TPAG Evaluation Meeting Notes

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TECHNICAL PROPOSAL – PART A
PROJECT MANAGEMENT
TECHNICAL REVIEW FORM

	WALSH	KOKOSING	TGR
(a) Management Approach – 11 points			
i. *Effectiveness of the overall project management approach*	Overall 86 (9.46 out of 11 points) **Significant Strength: 0** Strength: 8 Minor Weakness: 0 **Weakness: 0** **Effectiveness of overall PM approach** Summary (p. A-7) • Implement a robust PMP to deliver OC3 with best value; create a risk Management Plan as part of the PMP (col. 1) (Strength) • Community-oriented approach to deliver a positive economic impact to the community. Require each DBT member firm to participate in DIO efforts. The team will work to exceed NSLE and OJT goals (col. 1) • Maintain quality independence from production and implementing a comprehensive QMP to maximize quality. Commitment to ensure "right the first time" construction. Design and Construction QC Managers report to the Executive Committee. Production personnel are empowered and expected to uphold the highest standards for quality performance (col. 1) • Use an integrated design-build schedule to minimize the duration of traffic impacts and open all roadways to traffic early, by October 1, 2021 (one month early. CPM Project Schedule Methodology (col. 2): o Allows separate buildable units related to NS and GCRTA railroads, utilities, and ROW from other critical-path items so that construction can start o Facilitates NSLE subcontractor engagement. o Project Scheduler, Margaret Yanosko (Walsh), worked with Team on CCG1 – *Note: Role depicted on T.O. with reporting structure to manage cost loaded schedule* (Strength) o CPM Project Schedule updates will be submitted monthly; look-ahead schedules will be updated and reviewed each week • Use FHWA's INVEST tool to identify opportunities to improve the Project's economic, social, and environmental outcomes. The Walsh DBT commits to achieving INVEST Silver on OC3 (col. 2) • Maintain safety independence from production and	Overall 89 (9.79 out of 11 points) **Significant Strength: 0** Strength: 10 Minor Weakness: 0 **Weakness: 0** **Effectiveness of overall PM approach** Management Approach Design Phase • "In addition to multiple design disciplines and construction personnel, the IQF and DIOC will be integrated in to the project…" (p. A-1, Col. 1) • "…Brownstone Grey, IX, ELR, and CH2M will be co-located for the duration of their work" with the lead firms of the Kokosing DBT (p. A-1, col. 1) • The DB Lead Structural and Roadway engineers will be co-located during the duration of their respective design (p. A-1, col. 2) (Strength) *Note: Co-location of additional significant project personnel.* • Design support – "… key personnel will be a few miles away in downtown Cleveland and available on-site as necessary." (p. A-1, col. 1) • "A Baker design lead will be assigned to each design subconsultant" (p A-1, col. 2) • "Held weekly…, Task Force Meetings will be attended by members of design, construction, IQF, DIOC, ODOT, and other project stakeholders, including utility owners and railroads." (p. A-1, col. 2) • Table A-1 – Proposed Task Force Meetings (p. A-1, col. 3 & 4) used during the pre-bid phase. Leader identified for the following Task Force Meetings: o Roadway & Drainage – Sean Milroy o Structures & Geotech – Chris Cummings o Traffic Control/MOT – Sean Milroy o DIOC – Wyatt Brownlee o Aesthetics & Enhancements – John Fennell o Utility/Rail/City Coordination – Jason Wise o Quality – Dave Rinehart o Weekly Design Coordination – Larry Ciborek • "An Issues Log will be developed that tracks outstanding issues, resolutions, and ball-in-court responsibilities at	Overall 78 (8.58 out of 11 points) **Significant Strength: 0** Strength: 5 Minor Weakness: 1 **Weakness: 0** **Effectiveness of overall PM approach** TGR team (p. A-01, col. 2) has projects that received awards • Don Conaway Partnering Award which honors those that "exemplify the best practices in successful partnership" and • The Dispute Resolution Board Foundation Excellence in Dispute Avoidance and Resolution Award Management approach elements (p. A-01, col. 2): • Ongoing interface between design/construction disciplines, the IQF, the DIOC, and ODOT personnel to set and achieve goals • Proactive risk management during design and construction to identify and resolve issues before they become problems • Quality management built into all processes to effect design and construction conformance • Establishment of roles and responsibilities of all team members to clarify each individual's imperative contributions to project success • Development of a Critical Path method schedule tied to resource planning to identify resources necessary to meet schedule milestones • Facilitated interactions with third party entities to minimize disruptions to their operations while meeting our schedule • Safety management integrated into design and construction Figure A-1. Project Team Interface (p. A-01, col. 3) • Design, construction, IQF, and diversity and inclusion staff members have established sound relationships through past projects and collaborations (CCG2, p. A-01 col. 1) and throughout the pursuit phase of this project.

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	WALSH	KOKOSING	TGR
	implement a comprehensive site-specific safety plan to deliver the Project with zero lost-time incidents. DB Safety Manager reports to the Executive Committee (col. 3) • Close coordination with the City of Cleveland and utilities to demolish existing structures. Walsh DBT integrated management approach unites the team and processes (p. A-1, col. 1) Figure A.1. The Walsh DBT "No Surprises" Project Management Approach: • Develop a PMP • Communicate PMP to all parties • Implement PMP • Modify PMP to react to changing conditions *(Note: Acknowledges variableness required in PMP)* (Strength) Walsh DBT Team Internal Interfaces (p. A-1, col. 2) • Co-located staff o Office located within 2 miles of the project in Wards 4, 5, or 6 o Roadway and Structural Design Leads and IQF counterparts are co-located (Strength). *Note: Co-location of additional significant project personnel* o Integrate off-site IQF & DIO staff with in-person meetings and collaborative technology • Coordination meetings (p. A-1, Figure A.2) o Matrix identifies 12 types of meetings, frequency (daily, weekly, bi-weekly, or quarterly), type of staff (PM, DIO, Quality, Design, Construction), and attendee status (Lead, participant, or as needed). o Establish task forces Drainage/Utilities, Structures, Roadway, DIO (p. A-1, col. 4) o Constructability reviews between design leads and construction and IQF staff prior to RFC plans (p. A-1, col. 4) o DB Coordinator named (Matt Filipowski) with anticipated functions (Strength) *(Note: DB Coordinator adding value with numerous additional firms)* • Leadership Committee (p. A-2, col. 1) o Bi-weekly meetings led by DBPM and including all key personnel	every task force meeting." (p. A-1 cols. 2 & 3) (Strength) *(Note: Additional emphasis to tracking of issues and risks within the firm)* • o "… this log will be reviewed at the Weekly Design Coordination meeting (p. A-1, col. 3) • Pre-bid outreach efforts identified 15 NSLE firms "… that fit into logical project elements and their respective design prequalifications." P. A-1, col. 4) o "To facilitate inclusion of subconsultants that don't typically use ODOT's MicroStation platform, Baker engaged… The CADD Department to provide conversion services between AutoCAD and MicroStation (p. A-1, col. 4; p. A-2, col. 1) (Strength) (*Note: Reduces potential additional burden of NSLE designers)* • The team will "… identify potential candidates for drafting or technician intern positions in support of Type 2 OJT goals…" and Baker (p. A-2, col. 1) • Baker will work with John Hay High School staff to identify internship candidates from graduates within Wards 4, 5, and 6 (p. A-2, col. 1) • IQF Richland Engineering "… has relevant experience performing similar roles… on the CCG2 and I-480 DB projects." (p. A-2, col. 1) • Design will ask specific design questions to the IQF and document the questions and answers (p. A-2, col. 2) – • "Baker engineers and IQF reviewers…" use the following "… to improve transparency, efficiency and documentation:" (p. A-2, col. 2) o SharePoint for submittals o ProjectWise for plan development and over-the-shoulder reviews o Bluebeam Revu for QC • Mike Luyster, PE, *full-time Design-Build Coordinator* will be "… a single point of responsibility for submittals to and responses from ODOT." (p. A-2, col. 2) (Strength) *(Note: DB Coordinator adding value with numerous additional firms)* o Expedite communication transfer o Monitor ball-in-court responsibilities Construction Phase	ODOT team members will be co-located with the design, construction, IQF, and DIOC staff to enhance interface with the project team. The Department's SharePoint will be used for document control (p. A-01, col. 3). Figure A-2. Project Management Meetings (p. A-02, cols. 1&2) Matrix of the meetings and frequencies, all to be attended by Owners, designers, IQF, 3rd Parties, and Contractors: • Partnering Meeting – quarterly • ODOT Progress Meeting – Weekly • Risk Workshop – One formal, ongoing coordination • Task Force Meetings – Weekly *Note: Requirement of ITO was to include approach of Diversity and Inclusion Consultant in the internal interfacing of the DBT and the external interfacing of the Department. Minimal discussion of integration methodology. (Minor Weakness)* Design and Construction Quality • TGR will develop, execute, and enforce a proactive Quality Program… documented in the Quality Management Plan (QMP) for the project. Our quality program will establish and executive management review team who will routinely review quality results and direct changes as necessary. (p. A-02, col. 1) (Strength) *(Note: Quality requirements elevated within the firm)* • Design Quality Control (QC) (p. A-02, col. 1) o Design Quality Management Plan (DQMP) established for quality checks and balances for all disciplines • Design Quality assurance (QA) (p. A-02, col. 2) o Independent Quality Firm (IQF) will perform full compliance review of formal design submittals, track non-conformances and comment resolution, and perform document version control. The IQF will remain independent throughout the design and have no involvement except to verify that TGR has followed the DQMP and that the design is in compliance. • Design Change Management (p. A-02, col. 2) o Minor field changes will be addressed in the as-built drawings. Significant design changes

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	• Executive Committee o Quarterly meetings with senior-level leadership from core Walsh DBT firms, including Diversity Consultant on Executive committee *(Note: Inclusion of DIOC onto Executive Management enforces commitment)* (Strength) • Subconsultants and Subcontractors o Fully-integrated members of Task Forces with NSLE participation (Strength) *(Note: Commitment of integrating of the NSLE firms.)* o Assign Walsh DBT manager to each subcontractor • Diversity, Inclusion & Outreach Plan (DIOP) integration o Walsh DBT firms participated in pre-bid outreach; DIO team will assist outreach, mentoring, and training during project – *Note: Scope requires to be actively leading, and not assisting with the DIO efforts* DBT interface with ODOT, Figure A.3 (p. A-2, col. 2) • Partnering kickoff; facilitator-led, ODOT, third parties, stakeholders, key subcontractors invited • Face-to-Face Communications (p. A-2, col. 3) o Foster team approach, prev. project exp. • ODOT invited to coordination meetings o Early and frequent over-the-shoulder reviews o Weekly project meetings • Document Control – Walsh DBT will use SharePoint for document storage and electronic submittals PMP will incorporate a Quality Management Plan (QMP) for design and construction quality (p. A-2, col. 4) • Understand ODOT quality requirements • Plan all work activities • Do it right the first time • Check and document results • Continuously improve quality • Respond to ODOT quality oversight QMP will define design and construction QC, verification, and QA procedures • Identify who is responsible and accountable • Specify methods for documentation • Outline preventative and corrective actions Quality principles (p. A-3, Figure A.4) • Incorporates all design and construction activities • Quality matches safety as top priorities	Collaboration methods: (p. A-2, cols. 2 & 3) • Full-time Baker design coordinator will continue to co-locate with the construction personnel after design is substantially complete. *Note: Continued commitment of design coordinator post design.* (Strength) • Assign subcontractors to an on-site project engineer • Establish Sharefile site so all subcontractors and suppliers have the most current available plans (Strength) • Task force meetings with key subcontractors and material suppliers • Preconstruction meetings with subcontractors Design, construction, IQF, DIOC, ODOT interface • ODOT will be encouraged to attend and actively participate in Task Force Meetings and weekly Design Coordination meetings (p. A-2, col. 4) • "The initial partnering meeting… will establish formal lines of communication and chains of command…" (p. A-2, col. 4) • "…quarterly Executive Management Meetings among the senior levels of the Kokosing DBT and ODOT…" to "… review the status of the project, support partnering efforts, and promote timely resolution of any issues." (p. A-3, col. 1) • A specific DIO task force meeting will be held each week. DIO Task Force meeting will include "Dashboard overview of outreach efforts, including metrics demonstrating current NSLE, OJT, and local workforce levels." (p. A-3, col. 1) • "ODOT will be invited to third-party discussions… "and the Kokosing DBT commits "… to publishing documentation of any meetings of discussions within two business days." (p. A-3, col. 2) (Strength) "Additionally, Wyatt Brownlee will be an active participant in the **ODOT progress meetings"** *(emphasis added)* (p. A-3, col.1) (Strength) *(Note: Commitment of integrating of the DIOC.)* **Ensuring Design & Construction Quality** **Design Quality** • Team has "… experience developing project-specific quality programs… on DB projects…" (p. A-3, col. 2) • "… incorporate effective communication through co-location of key staff, regular task force meetings, and use of collaboration software tools." (p. A-3, col. 2) • Geometrics Package will be created to serve "… as a	will undergo a DQMP review process. Construction Quality Management. Courtney is a seasoned QC manager with 11 years of experience performing construction quality management for both the CCG1 and CCG2 portions of the Cleveland Innerbelt Project. *(Note: Commitment level not stated)* (Pg A-02 3rd column) "Courtney Norris will coordinate quality check points…." (Page A-02, col 3: Addressed in Construction Section) *Note: Technical Proposal denotes ODOT's use of QAM – Quality Assurance Manager for the Department not be utilized on this project.* "TGR's Design and IQF lead personnel have developed a resource loaded schedule which coincides with the Critical Path Methods (CPM) schedule…" (Pg. A-02, 3rd column – *Note: Graphic representation depicting design resource needs shows higher level needed at Q2 and Q3 of 2018, but does not indicate actual number of engineers or IQF staffing.*) "TGR will work with ODOT to continuously improve the PMP. We welcome opportunities for improvement to the PMP as evidenced by the incorporation of suggestions from the Department's Quality Improvement Process Audit No. 6 of CCG2." *(Note: Identified in Technical Proposal section under Design: Page B-2, column 1 – recognized as Project Management item).* (Strength) Design key personnel will be co-located at the project office along with construction staff, IQF, and ODOT. *(Note: Identified in Technical Proposal section under Design: Page B-2, column 1 – recognized as Project Management item).* (Strength) Organizational Chart (p. A-02, col. 3) • Project organization and management approach developed to provide the proposed personnel with specific lines of authority and communication to meet the demands of this complex project; the team has a clear understanding of roles and functions. • Figure A-3. Organization Chart (p. A-03) 1. Links shown between discipline IQF leads and Design leads; also between Design IQF PM

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	• Transparent communication and documentation • All team members are empowered to stop work to review quality concerns "Direct reporting to the Executive Committee ensure Design (and Construction QC) independent from production" (p A-3, Figure A.4) (Strength) *(Note: Quality requirements elevated within the firm)* PMP outlines roles and responsibilities for design team and IQF (p. A-2, col. 4) Figure A.5, Walsh DB Team Organization (Firm) Chart p. A-3, cols. 3 & 4) • IQF and Lead Designer at same level on tree, both feed up to Walsh Figure A.6 Walsh DB Team Organization (Personnel) Chart (p. A-4) • Design IQF Manager links to DBPM and ODOT only (different from Figure A.5) • Shows all design disciplines. • Includes dedicated project scheduler with ODOT DB Experience. *Note: Overall organization chart depicts and addresses all key aspects to the project, but does have multiple positions which appear to be similar roles (for example: Structures Superintendent and Lead Structures Manager, Roadway Superintendent and Lead Roadway Construction Manager)* Technical Proposal preparation team will deliver OC3	uniform geometric reference throughout design development of individual BU packages." (p. A-3, cols. 2 & 3) • The Design Quality Management Plan (DQMP) will be completed and submitted following NTP (p. A-3, col. 3) o DQMP specifies all reviews, the personnel responsible for conducting these reviews for each deliverable o Interdisciplinary, contract consistency, presentation, and constructability reviews at each design deliverable package o Internal design and plan production checklists • The DQMP will be a living document with checklists that will be completed and initialed with each design deliverable package. *(Note: Acknowledges variableness needed within the DQMP)* (Strength) ODOT design checklists will be completed and included with deliverables as appropriate. All of these checklists will become part of the QC documentation for the project. (p A-3, col. 3) • "Governing Regulations enumerated in Section 1.10 of the Project Scope… will be used by the IQF to verify the quality of the design." (p. A-3, col. 4) • Over-the-shoulder reviews will be used as spot-checks on the design and to review specific design elements (p. A-3, col. 4) • Figure A-2 – Design Quality Process (p. A-4, col. 1) o Design IQFPM – verifies deliverable meets requirements o DB Design PM – certified deliverable o DB Design QC Lead – verifies DQMP compliance o Design Discipline Leads – Coordinates checks and reviews o Production Teams – produce design and plan deliverables • IQF creates and delivers conformance reports (p. A-4, col. 1) Construction Quality • QC testing "… activities will be performed by qualified third-party subcontractors or by training in-house construction personnel…" (p. A-4, col. 2) • Construction QC manager Nathan Reber (Kokosing) will be responsible for coordinating all QC testing. His experience includes similar tasks on the I-670/71 Columbus	and DB Design PM 2. Design support staff: included for Roadway, Structural, and Utility/City Engineering. 3. Many named discipline leans in IQF role. • Rolling 3-week lookahead schedules will be prepared using the CPM as a baseline (p. A-04, col. 1) • Short-term schedules will be distributed weekly and a full CPM monthly (p. A-04, col. 1) Value-added positions (p. A-04, col. 1) • Sustainability Consultant. Margaret Hewitt, LEED, P, ENV SP, president of The Construction Green Team, was TGR's Sustainability Consultant on the CCG2 project. • Public Involvement Manager Karen Lenehan was TGR's Public Involvement Consultant on the CCG2 project (p. A-04, col. 2) and will be co-located. *Note: Value-added staff: DB Coordinator Steve Layer, PE (Pg A-05 –t)* (Strength) "TGR has developed a pursuit phase Risk Registry to identify and qualify project risks that could potentially impact the schedule." (Page A-07, 2nd column) (Strength) *(Note: Active tracking of issues and resolutions)*

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		Crossroads DB project…Nathan will be 100% dedicated to the OC3 Project and will be co-located on a full-time basis for the duration of the construction activities." (p. A-4, col. 2) • Approach to monitor construction quality control (p. A-4, cols. 2 & 3) o Activity planning meetings o Use of Quality Checklists and Hold Points o Quality-specific training "All specifications and conformed plans will be maintained on tablet computers for field personnel" (p. A-4, col. 3) "Use of Quality Checklists and Hold Points to ensure that work is properly constructed before proceeding…" (p. A-4 Col 3) • The Kokosing DB team will "… ensure that each project element is constructed to the standards of the ultimate reviewing agency.: (p. A-4, col. 3) • Figure A-3 – Process Flowchart (p. A-4, cols. 3 & 4) o Identify specs, inspection requirements, and reviewing/inspection agencies for each work element o Plan to incorporate necessary specs, testing, and Hold Points; hold pre-planning meetings o Execute the work while Observing/Tracking Quality and implement Course Correction as required. o Share the Results with all parties; document o Celebrate successes Organization Charge (P. A-6) • IQF Lead is REL but all discipline leads are from CH2 and Behnke. • Design org chart does not show MOT, Traffic Control/Signal, or waterline disciplines/staff. • DB Utility/Rail/City Coordinator has connections between Design and Construction PMs. • DB Construction shows named environmental manager *Note: Overall project team members (Kokosing, Richland Engineering, and Baker have done work on other design-build projects, with some of the same individuals in the same roles)*	

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ii. *Effectiveness of the proposed methodology to ensure appropriate design staffing*	Detailed design schedule (p. A-5, col. 1), that is feasible from a staffing perspective and accounts for the design process, including: • Design effort and coordination • Interdisciplinary constraints and reviews • Constructability reviews • Checking/quality control • IQF and ODOT reviews • Comment resolution and revisions • Buildable units Design staffing • During design, based on task level of effort and time allowed to complete design (p. A-5, col. 1). • Post-design, based on Walsh DBT submittal/shop drawing submittal IQF staffing • Based on CPM project schedule and IQF-DBPM coordination • Walsh DBT will increase IQF staffing during peak periods to accommodate design submittals. Weekly status schedule meetings to monitor short-term, mid-term, and long-term staffing levels (p. A-5, col. 2) Figure A.7 Depth and Source of Available Staffing – Ohio-based experts by design firm (p. A-5) • Parson – 79 • ASI – 60 • Arcadis – 284	*Note: Overall organization chart depicts and addresses all key aspects to the project, but does have positions which appear to be similar roles (for example: Lead Structures Superintendent and Structures Superintendents),* *Note: Organization chart depicts R. Engineering Team personnel – firm currently under contract with D12 to perform district wide reviews.* Figure A-6 – Anticipated Design 7 IQF Staffing Levels (p. A-6, col. 2) shows full-time staffing levels from Feb. 2018 to May 2019. Design Staff Allocation - appropriate level approach (p. A-6, col. 1): • "Establishing the content and magnitude of each BU, • "Developing an integrated design and construction schedule, • "Identifying the required capabilities and number of design staff for each BU." (Strength) *(Note: Depicts clear staffing levels to ensure planned coverage)* "We have identified internal roadway and structural design teams for …" the 29 BUs that have been identified. (p. A-6, col. 2) The design team is "… committed to assigning the right people at the right time in order to deliver the right product." (p. A-6, col. 2) "regular design task force meetings will… assess staffing needs.: (p. A-6, col. 2) IQF Staff Allocation – assessed at each BU deliverable (p. A-6, col. 2) • Close coordination through co-location of key design and IQF personnel • CH2MHill on team to provide staffing support of IQF	DB PM will lead weekly coordination meetings to confirm that staffing resources are adequate to meet deadlines; DB Design PM and Design IQF PM will attend (p. A-04, col. 1) Figure A-4 (p. A-04, cols. 1&2) shows a timeline of anticipated Design and IQF resources based on the established buildable units shown in Figure A-7 on p. A-07, col. 2
(b) Coordination with Third Parties and Stakeholders – 6 points			
Effectiveness of the proposed approach to interfacing with third parties and stakeholders	Overall 73 (4.38 out of 6 points) Significant Strength: 0 Strength: 1 Minor Weakness: 0 Weakness: 0	Overall 75 (4.50 out of 6 points) Significant Strength: 0 Strength: 1 Minor Weakness: 0 Weakness: 0	Overall 73 (4.38 out of 6 points) Significant Strength: 0 Strength: 1 Minor Weakness: 0 Weakness: 0

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	DB Rail/Utilities/City Coordinator Mark Hedrick (Walsh) will lead this effort with support from Railroad Coordinator Michael York (firm?); Mark will track all coordination activities, maintain the Utility Matrix, and communicate progress to the DBT, third parties, and stakeholders (p. A-5, col. 2) Figure A.8 Third Party Stakeholder Interfaces (p. A-5, cols. 3&4) Third party and stakeholder coordination are some of the most signification tasks to keep the project on schedule. Twelve (12) interface approaches: • Partnering workshop – immediately after award, invite all third parties • Introductory meeting – all stakeholders plus CLE police, fine & EMS; GCRTA bus ops; permitting agencies • Utility Matrix • Utility Coordination • Rail Coordination • Design Task Forces • 3D Modeling • Pre-Submission • Field Verification • Detour Maps – all stakeholders plus CLE police, fine & EMS; GCRTA bus ops; permitting agencies • One-on-One Meetings – all third parties, all stakeholders • Progress Updates – all stakeholders plus CLE police, fine & EMS; GCRTA bus ops; permitting agencies *Note: Detailed Figure (Figure A.8, although arguably missing key third party stakeholder – for example Cleveland Traffic Engineering.* "Mark will track third party coordination tasks using an enhanced third-party coordination matrix. The enhanced matrix will allow tasks to be sorted by owner, buildable unit, schedule, and criticality." (A-6, column 1) "The Walsh DBT will use interface approaches" … (Figure A.8, p. A-5) "to establish and maintain positive relationships with stakeholders" (p. A-6, col. 1). "The Walsh DBT will implement multiple communication strategies" … and "present information in different formats or methods to reach the widest possible audience." (p. A-6, col.	Figure A-7, Project Impacts and Approach (p. A-7) demonstrates "understanding of the affected parties, including the City of Cleveland, GCRTA, NS, and multiple private and public utilities." (p. A-6, col. 3) 1. E. 55th St. Utilities • "Lines that cannot be temporarily taken out of service will be maintained along the temporary E. 55th St. runaround…" 2. S-10 Regulator Relocation • "… constructed prior to E. 55th St. bridge foundations." 3. GCRTA E. 55th St. Transit Station • Maintain bus loop ingress/egress • Maintain ADA-compliant pedestrian access 4. GCRTA Test Track / Kingsbury Utilities • "Improve GCRTA facilities" • "Lightweight Haydite fill will be utilized…" over utilities to offset increased loading 5. Blue and Green Line Bridge, 72" Box Culvert • "Impacted catenary poles will be shortened and feeder wires will be relocated underground…" • Bridge piers placed to avoid 72-inch box conduit 6. NS and Associated Utilities • Top-down construction • Two-track moves rather than three as presented in the RFP concept • Maintain utilities along rail corridor during construction 7. E. 89th St. Bridge over Railroad Trench • "Work with City of Cleveland Water Dept. to locate redundancy in the network so the existing 8" and 16" water lines can be cut and capped." 8. Kenneth L. Johnson Recreation Center • "…provide the required temporary impact drawings a minimum of one year in advance…" The Kokosing team "… has been proactively coordinating with each major affected party throughout the pre-bid phase..." and will "…maintain a current Utility Impact Matrix and Issue Log throughout all phases of the project." (p. A-6, col. 3) "We will post minutes from utility meetings within two workdays on the project SharePoint site and will directly engage ODOT on correspondence when an issue needs to be	The TGR team has developed strong relationships with utility, city and rail stakeholders (p. A-04, col. 2) • TGR – CCG2 and OC2 • HDR – CCG1, GEC with NSRR • TranSystems – City of Cleveland and GCRTA Approach to Coordination (p. A-04, col. 3) Assignment of Key Personnel • DB PM Adam Belasik – responsible for monitoring coordination efforts • DB Utilities/Rail/City Coordinator Ryan Simon, PE, CPESC will develop and execute a plan for third-party and stakeholder coordination. Two value-added positions to augment this role: o Utility Deputy (Joe Ferenczy) – manage utility conflict matrix o Rail Deputy (Jon Winer) – facilitate issues resolution for designs involving GCRTA and NS *Note: Additional assignment of personnel.* (Strength) Schedule Priority • Critical activities, such as CPP relocation design, have been prioritized in the CPM schedule to allow for sufficient review time during design Integration of Stakeholders and Third Parties (p. A-04, col. 4) • Coordination methods o TGR will hold on-on-one meetings with each third party and stakeholder to establish project understanding, common goals, and clear lines of communication. o Weekly task force meetings will be held between the project team, ODOT, and third parties as appropriate o Stakeholder-specific meetings will be held on an as-needed basis throughout design and construction. • Utilities/City of Cleveland – Utility Deputy Joe Ferenczy will manage and update a project utility conflict matrix (p. A-05, col. 1) • Railway – Jon Winer will organize and conduct coordination meetings with NS and GCRTA throughout

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	2) Public Information Point of Contact and DB Diversity/Outreach Lead Manager will assist scheduling "an introductory meeting with stakeholders to discuss the Project" … and "the stakeholders will have an opportunity to ask questions and meet face-to-face with Walsh DBT staff." "Prior to… each season, the Walsh DBT will update stakeholders on the schedule and… maintenance of traffic." (p. A-6, col. 2) Note: Additional Project Management Team member: RAILROAD COORDINATOR: Michael York Note: Additional Project Management Team member: Mark Ward – Utility Engineer (Strength)	escalated…"(p. A-6, col. 4) Figure A-8 – Third Party Coordination Progression (p. A-8) 1. Pre-Bid: a. 42 communications with 11 agencies, including NEORSD and T-Cubed (NS fiber). b. Site walk-throughs with GCRTA and Electrical Subcontractors c. NEORSD Manhole S-10 inspection 2. Project Kickoff a. "Establish points of contact for each entity to provide clear lines of communication" b. "discuss the impacts to each stakeholder and mitigation options" c. "Establish communication protocols…" 3. Design a. "Jason Wise will communicate issues at Task Force Meetings" to third parties b. "Design packages requiring third-party approval will be expedited to allow for adequate review time…" 4. Construction a. "Utility and railroad coordination meetings will be held throughout construction to facilitate conversation among Kokosing, IX, subcontractors, and third parties" b. "Utility Impact Matrix and Issue Logs will continue to be maintained…" Baker and E.L. Robinson are familiar with utility requirements, including "drainage standards" that "are different depending on whether the facility will be maintained by ODOT, Cleveland WPC, or NEORSD." (p. A-6, col. 3) "One of IX's core capabilities is the installation of various utility components…" and they "… have years of experience specifically related to City of Cleveland construction standards and permitting requirements that pertain to WPC, CWD, NS, and NEORSD." (p. A-6, col. 4) "Our approach is proactive, effective third-party coordination acting on behalf of ODOT. We understand many of the third parties… must be sought out independently with targeted outreach on specific issues." (p. A-6, col. 4)	the design and construction process. Successful coordination with railroads during CCG2 made sure approvals were secured well in advance of construction of the bridge (p. A-05, col. 1)

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		"…engage individual agencies outside of task force and weekly coordination meetings…" to "…limit the need to focus on specific issues that may need to focus on specific issues that may need to be resolved through discussions with multiple layer of project management." (p. A-6, col. 4) *Note: Overall section and utility and 3rd party coordination approach is detailed and demonstrates a clear understanding of the required level of effort for utility & RR coordination.* (Strength)	
(c) DB Project Manager and Utilities/Rail/City Coordinator qualifications – 5 points			
Applicability of the qualifications and experience of the DB Project Manager and Utilities/Rail/City Coordinator and the potential that their management approach will result in a successful Project	Overall 77 (3.85 out of 5 points) Significant Strength: 0 Strength: 1 Weakness: 0 Minor Weakness: 0 **DB Project Manager: John Tracy** Highlights (p. A-6, col. 3) • Longtime resident of the Cleveland area • Similar role as on Innerbelt CCG1 DB project • Accelerated project schedule experience – improved SR 30/10 and SR 30/11 projects for PennDOT by more than six months • Exceeded 15% DBE goal by over $3M and the 40-trainee goal by 147 trainees Co-located for the project duration (p. A-6, col. 4) Resume (p. F.2-1) Experience: 20 years (7 with Walsh) Education: BS Civil Engineering, University of Toledo Notable Experience (1 Design-Build, 1 P3): • Cleveland Innerbelt Bridge CCG1 DB ($287M), DB Project Manager. Extensive coordination was required with utility firms… in addition to rail coordination with NS and GCRTA (p. F.2-1, col. 1) • Pennsylvania Rapid Bridge Replacement Project Program P3 ($899M), West Regions Operations Manager. PM responsible for design and construction of 228 bridges. • Allegheny River Bridge ($190M), Project Manager. Project involved construction of two 2,350-foot-long	Overall 77 (3.85 out of 5 points) Significant Strength: 0 Strength: 1 Weakness: 0 Minor Weakness: 0 **DB Project Manager: Kerry Hart, DBIA** Roles & Responsibilities (p. A-8, col. 1) • "As DB Project Manager, he will have ultimate responsibility for the DBT's performance." • "Hands-on daily management of all project aspects" • "Direct participation in the diversity and inclusion outreach efforts." Resume (p. F.2-1) Experience: 22 years (all with Kokosing) Education: BS in Civil Engineering, Ohio Northern University Certifications: • Certified Design Build Professional, DBIA • First Aid/CPR/AED Certification • OSHA 30 Hour • Certified ODOT Work Zone Traffic Supervisor • CPM Scheduling & Supervisory Training Notable Experience: • I-77 Widening (18M), Senior Area Manager. ODOT DB project in Cuyahoga County, 2.5-mile widening, worked with Jason Wise (E.L. Robinson) • Lucas County I-75 ($225M), Senior Area Manager. Reconstruction of six miles of I-75 in downtown Toledo,	Overall 77 (3.85 out of 5 points) Significant Strength: 0 Strength: 1 Weakness: 0 Minor Weakness: 0 **DB Project Manager: Adam Belasik** Roles & Responsibilities (p. A-05, col. 1) Will maintain ultimate responsibility for the success of the project, including successful coordination with third party stakeholders. Resume (p. F.2-01) Primary point of contact for ODOT Experience: 38 years (25 with Trumbull) Education: BS Civil and Environmental Engineering, Clarkson University Notable Experience (3 design-build projects): • Cleveland Innerbelt CCG2 ($273M), DB Project Manager • ICC Contract C ($528M), MDOT, Regional Manager & Project Executive. DB project involved 4.5 miles of limited access highway, two major interchanges, and 24 bridges. The project won several awards. • ICC D/E DB ($87M), Project Executive. DB project involved one-mile extension of the InterCounty Connector Toll Road. • Cuyahoga River Bridge ($51M), Project Manager. Construction of twin, 2,660-foot bridges. • North Shore Connector Tunnel and Gateway Stations

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	cast-in-place concrete segmental bridges; project required extensive railroad and third-party coordination with Pennsylvania Turnpike bridges over Allegheny Valley and CN Railroads; achieved owner's MBE goals (p. F.2-1, col. 2) • SR 30/10 and SR 30/11 & 11A ($136.2M), Project Manager. Reconstruction and add lane project included two structures over NS and Amtrak railways (p. F.2-1, col. 3) • Veterans Memorial Bridge ($48.5M), Project Engineer • Findlay Connector – SR 576 Section 54A ($65M), Project Manager. 1.5 miles of new four-lane expressway, including an interchange and seven steel bridges • Design Commitment: 100% • Construction Commitment: 100% *Very Good recent relevant experience with ODOT (CCG1) on project of similar size, scope, and complexity in similar role. Recent and relative positive experiences and has proven to build positive relationships.* (Strength) **Utilities/Rail/City Coordinator: Mark Hedrick, PE** Highlights (p. A-6, col. 4) • Ohio Professional Engineer • Served in the same role on Innerbelt CCG1. He coordinated major utility design and relocation, coordinated with the impacted railroads, and coordinated demolition for 16 buildings. • Mark will be responsible for the Walsh DBT's coordination with utilities, railroads, City, and other third parties. He will have the authority to make commitments on behalf of the Walsh DBT Resume (p. F.2-2) Experience: 19 years (12 with Walsh) Education: BS Civil Engineering, Cleveland State University Notable Experience (includes two Design-Build projects as Assistant PM):	major design coordination through VECP. • I-670/I-71 Columbus Crossroads ($200M), DB Construction Manager. ODOT DB project, system interchange reconstruction including 22 new bridges and 29 retaining walls, worked with proposed Construction Manager Brad Mast and Design IQF PM Dave Rinehart. • I-77 Widening ($90M), Project Manager. ODOT project in Cuyahoga County, 6.7-mile widening with 13 structures, worked with Construction Manager Brad Mast. • Cleveland Hopkins International Airport Runway 6R-24L ($40M), Project Manager. Relevance: City of Cleveland/Cuyahoga County experience. • I-71/Gemini Parkway Interchange ($25M), Project Superintendent. New interchange and widening of I-71. • Additional project: USR 33/Hill-Diley Interchange ($17M), Project Superintendent • DBIA Professional • Design Commitment: 100% • Construction Commitment: 100% *Good recent relevant experience with ODOT on project of similar size and complexity. Good experiences of projects of similar scope.* (Strength) **Utilities/Rail/City Coordinator: Jason Wise, PE** Roles & Responsibilities (p. A-8, col. 2) Jason's approach: • "Direct coordination with GCRTA, NS Railroad, utility owners, and the City of Cleveland, including its public utility divisions." • "Leading the weekly Utilities and Rail Task Force Meeting" • "Maintaining the Utility Impacts Matrix and Issues Log" Resume (p. F.2-2) Experience: 13 years (3 years with ELR) Education: BS Civil Engineering, Ohio University and MS Civil Engineering, Ohio University	($205M), Project Executive. Pittsburgh T subway system extension, involved boring of twin, 22-feet diameter tunnels. Adam was full-time, on-site Executive Manager. • SR0279 fort Pitt Bridge and Tunnels, Pittsburgh, PA ($90M), Project Manager. Rehabilitation of Fort Pitt Bridge and Tunnels. • I-79 Sec A12, Kirwan Heights, PA ($96M), Project Manager. Reconstruction of six miles of six lanes of interstate roadway along with three major interchanges, including 21 bridges. • Design Commitment: 100% • Construction Commitment: 100% *Good recent relevant experience with ODOT on project of similar size, scope, and complexity in similar role.* (Strength) **Utilities/Rail/City Coordinator: Ryan Simon, PE, CPESC** Roles & Responsibilities (p. A-05, col. 1) Will maintain responsibility for the coordination of detailed design and construction solutions to third party conflicts and the integration of those solutions into the overall design. He and his team started this task at the issuance of the RFP. • Value-added staff: DB Coordinator Steve Layer, PE, to assist Ryan verify that all 3rd party designs are thoroughly reviewed and incorporated into the overall design (p. A-05, col. 2); lead estimator on CCG1; DB Coordinator on CCG2 and OC2 (Note: Noted in Project Management) Support Staff (Figure A-5. Project Management Key Personnel, p. A-05, cols 2&3) • Utility Deputy Joe Ferenczy, PE has established relationships with public and private utilities; PM for $50M Public Square Redevelopment

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	• Cleveland Innerbelt Bridge CCG1 DB ($287M), Assistant Project Manager. Mark was responsible for utility coordination, extensive NS and GCRTA rail coordination, and the demolition of 16 buildings. He ensured the site was secure at all times and ensured proper material disposal and documentation (p. F.2-2, col. 1) • Black River Tunnel ($60M), Project Manager. Project included construction of a 23-foot diameter by 5,500-foot long storage tunnel; vibration monitoring performed (p. F.2-2, col. 2) • Easterly Tunnel Pump Station ($73M), Project Manager. Assisted with temporary and permanent utilities installation for construction (p. F.2-2, col. 2) • I-70 "Super 70" DB ($178M), Assistant Project Manager for Bridges/Utilities. DB project included removal and replacement of pavement, widening and increasing vertical clearances of 28 bridges (p. F.2-2, col. 3). • West 3rd Street Lift Bridge ($22.5M), Assistant Project Manager. Project involved the removal/replacement of a 65-year old lift span (p. F.2-2, col. 3) • Louis Stokes VA Medical Center ($83M), Assistant Project Manager *Note: Has experience in role with acceptable results and recent experience noted on non-transportation projects.* • Implementing a robust PMP to deliver OC3 with best value "Walsh DBT will create a Risk Management Plan that provides the framework for our team to identify project risk…and allocate risks to an individual manager to ensure the risk is monitored, mitigated, and controlled" (p A-7, column 1*) - Note: Addressed in evaluation in Section A.1.* • Providing a community-oriented approach to deliver a positive economic impact to the community "John will promote diversity, inclusion, and outreach efforts and require each DBT member firm to participate in DIO efforts" (A-7, column 1) • Maintaining quality independence from production and implementing a comprehensive QMP to maximize quality • Using FHWA's INVEST tool to identify opportunities	Notable Experience: • CCG6b, Broadway Bridge Replacement ($27M), Deputy Project Manager and Utility Coordinator. Bridge replacement of Broadway Ave. (SR-14) over I-77 and I-490 ramp reconfiguration. ODOT DB project in Cuyahoga County, Kokosing-constructed, utility coordination and avoidance. • CCG2, I-90 EB Innerbelt Bridge DB ($272M), Design Project Manager and Quality Oversight Manager. ODOT DB project in City of Cleveland; NS, GCRTA, CSX coordination, utility coordination including NEORSD. • Eddy Road Bridge Replacement ($12.4M), Project Manager. ODOT project in Cuyahoga County, utility coordination including NEORSD, work with Kokosing. • CUY-SUM I-77 Add-Lane ($19M), Project Manager. ODOT DB project, utility coordination, work with Kokosing. • Cleveland Retaining Walls ($3.2M), Project Manager. Relevance: City of Cleveland coordination • SR 2 Add-Lane ($67M), Project Manager and Area Construction Engineer • Design Commitment: 100% Construction Commitment: 100% *Note: Experience in District 12 as an ODOT employee. Has as experience with local utilities and geotechnical design. Known to be capable.*	• Rail Deputy Jon Winer, PE, has established relationships with Norfolk southern Railway; experienced PM and lead bridge engineer on multiple NS bridge projects Resume (p. F.2-02) Experience: 14 years (7 years with Great Lakes) Education: BS Civil Engineering, University of Toledo Notable Experience (two design-build projects): • West 65th Street Bridge Replacements ($6M), Project Manager. Project involved the removal and replacement of one vehicular and two pedestrian bridges over GCRTA and NS Railroads in Cleveland. • Cleveland-Cuyahoga County Port Authority Railroad Improvement Project ($4M), Project Manager. The project included more than 7,400 feet of new track installation, including a connection to NS. • E. 93rd Street Bridge Rehabilitation ($4M), Project Manager. Removal and replacement of the E. 93rd St. bridge over GCRTA and NS, the same busy rail corridor as OC3. • CSX National Gateway Initiative Universal Interlocking ($1M), Project Manager. Included reconstruction of 13,000 feet of track. • CSX DB National Gateway Initiative 5th Street Bridge Replacement ($2M), Project Manager. Work included fiber optic relocation. • DB Bridges over I-90 ($1M), Project Manager. DB rehabilitation of three bridges over I-90. • Front Street Grade Crossing Elimination ($18M), Project Engineer. Project included construction of new bridges over NS and CSX to eliminate at-grade crossings. • City of Lorain, Lead Design Engineer and Construction Project Manager. Led roadway and utility projects from inception into design and construction and through closeout; coordinated with several utilities during design and construction phases. *Note: Municipal experience with the OC project area. Known to be capable.*

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	to improve the Project's economic, social, and environmental outcomes • Maintaining safety independence from production and implementing a comprehensive site-specific safety plan to deliver the Project with zero lost-time incidents • Closely coordinating with the City of Cleveland and utilities to demolish existing residences and commercial structures ASAP		
(d) Schedule Effectiveness and Clarity – 8 points			
Effectiveness and clarity of the sequencing of the Project and managing any potential impacts to Project risk areas, as evidenced by the Preliminary Baseline Schedule and schedule narrative	Overall 66 (5.28 out of 8 points) Significant Strength: 0 Strength: 1 Minor Weakness: 2 Weakness: 0 **Schedule Narrative** *Note: Commits to achieving Substantial Completion 31 Days early, by October 1, 2021* Planned Working Sequence (p. F.6-1, col. 1) • The schedule broken down into general conditions, design and construction. • The design element subdivided into BU's that include Geotech, roadway, drainage, structures, walls, MOT, utility design, Aesthetics and landscape. The schedule lists each BU separately with all the elements within • Construction is subdivided into 5 segments (Figure F.6.1, p. F.6-1, The Walsh DBT's Five Segment Approach to OC3) • Within interim design phases, 14 work days are typically provided to resolve, incorporate, and verify comments that may be issues. For the RFC design phase, seven days are used for recovery of any final comments (col. 2). Figure F.6.2 Roadway Buildable Units shows a typical roadway BU schedule (col. 4) (Strength) *(Note: Allowance of additional time to resolve final issues –*	Overall 75 (6.00 out of 8 points) Significant Strength: 0 Strength: 2 Minor Weakness: 1 Weakness: 0 **Schedule Narrative** 29 Buildable Units (no list provided, pulled from schedule) 1. I-77/I-490/E. 55th St. MOT 2. ROW plans 3. E. 55th St. – Bridge 4. E. 55th St. – Walls 1A-1E 5. E. 55th St. – Storm Sewer, Regulators, Sanitary Force Main 6. E. 55th St. Private Utility Relocation 7. E. 55th St. Bridge Public Utility Relocations 8. Walls 2B, 3C 9. Sanitary Sewer 10. Water Line 11. CPP Duct Bank 12. Traffic Control – Signals and Duct Bank, City of Cleveland 13. Storm Sewer 14. Roadway & Pavement – E. 55th / Quadrant Rd. / GCRTA Station Lot 15. Roadway & Pavement – OH-10 / Side Streets / McTech Parking Lot 16. Bridge – E. 59th St. PED 17. Bridge – Kingsbury Run	Overall 80 (6.40 out of 8 points) Significant Strength: 0 Strength: 3 Minor Weakness: 1 Weakness: 0 **Schedule Narrative** CPM Schedule Approach (p. A-06, col. 1) TGR considered the following aspects: • Safety • Constructability • Utility coordination and relocation • Design buildable units and document review time • Long lead materials and fabrication durations • Maintenance of traffic restrictions • Third party coordination and permitting • Removal of unregulated materials • Final completion date and critical path to completion The design is divided into 15 BU's (Figure A-7 on p. A-07, col. 2). These were strategically developed to consider geographic areas; work disciplines including MOT, roadway, underground, lighting, and structures; and reviewers to minimize impact to the project schedule (p. A-07, col. 1) 1. Roadway (Kingsbury to E. 79thy) 2. Roadway (E. 55th to Kingsbury and E. 79th to E. 93rd) 3. Traffic Control 4. CPP and Lighting

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	above scope minimums.) • Complete design activities are tied Finish to Start with related construction activities (col. 3) • Before construction activities can begin, the following shall be completed as applicable (col. 3): o RFC Plans for each BU o Utility relocations identified in the Utility Matrix o Shop drawings/fabrication – structural steel girders, concrete girders, detention systems, and bearings o Demolition plan review o Erection plan review • The Walsh DBT's CPM Project Schedule provides realistic activity durations to safely perform work. Safety -related plans include: o PMP o Site-Specific Safety Plan o Spill Prevention Control and Countermeasures (SPCC) Plan o Demolition Plans o Erection Plans Assessing Project Risk (p. F.6-2, col. 1) • The Walsh DBT Team will analyze the schedule monthly for activities that are critical, due within two weeks, and due within one month of the update. • Specific activities have been created for each third party • Design schedule risk has been mitigated by including realistic design durations along with sufficient time to incorporate comments during quality control, IQF, and agency review during each design phase. • The Walsh DBT incorporated weather delays into the schedule. Additional calendars were created for activities such as asphalt and concrete deck work that have specific weather-related construction challenges. Logic in Relationships (F.6-2, col. 1) • Level of effort activities have been created for tracking road closures. They are tied SS to the maintenance of traffic activity that starts a phase of work and FF with the last activity ending the phase. The longest path tracks	18. Bridge – Kinsman Rd. Bridge Modifications 19. Bridge – GCRTA Blue/Green EB & WB / Catenary Modifications 20. Walls 4AB & 4CD 21. Outfall #3 & #4 Retention Basin 22. Bridge – NSRR / NSRR Perm & Temp Track Work / NSRR Grand Over Grand 23. Walls 5A-5D 24. Outfall #4 Sewer 25. Bridge: E. 89th St. PED 26. Traffic Control – Signing and Striping 27. Street Level Lighting 28. Highway Lighting 29. Landscaping, Finish Grading, Seeding Figure F.6-1 – Project Areas (p. F.6-1, cols. 2 & 3) Two phases per area • Area 1: west end of OC Blvd to the rear approach slab of the Kingsbury Run Bridge • Area 2: rear approach slab of the Kingsbury Run Bridge to the forward approach slab of the GCRTA Blue and Green Lines bridge • Area 3: forward approach slab of the GCRTA Blue and Green Lines bridge to east of the Norfolk Southern Railroad (NS) bridge • Area 4: east of the NS bridge to east end of OC Blvd Considerations (p. F.6-1, col. 1): • Permitting times have been considered and accounted for. • Shop drawing and fabrication times have been discussed with vendors and suppliers. • Utilities have been given ample time for relocations as defined in the scope documents • Roadway closures and lane restriction durations have been added Critical Path (p. F.6-1, col. 2) - The critical path includes the E. 55th St. area which then drives the construction of the Kingsbury Run Bridge. *Note: Delays in 55th Ave potentially delay the Kingsbury Run Bridge.* The second sequence, slightly off the critical path follows construction of the NS Bridge and associated track work and	5. NEORSD Regulator and Sludge Main 6. Waterline (Main and Relocations) 7. MOT for BU#1 8. MOT for BU#2 9. E. 55th St. Bridge over OH-10 10. E. 59th St. Ped Bridge over Quadrant Road 11. Walls (1, 2, 3a, and 3b) 12. OH-10 Bridge over Kingsbury Run Ravine and Wall 4 13. OH-10 Bridge over GCRTA Blue-Green Lines 14. Norfolk southern Railroad Bridge over OH-10 15. E. 89th St. Ped Bridge over NS & GCRTA Risk and Mitigation Measures (p. A-07, col. 2) TGR developed a pursuit phase Risk Registry to identify and qualify project schedule risks. Figure A-8. Proactive Mitigation Approach (p. A-07, col. 3) shows the risks and strategies: • Utility relocation – value-added Utility Deputy; SUE Level A • Working around GCRTA – value-added Rail Deputy; advanced planning for outages • Working around NS – value-added Rail Deputy; early and regular coordination • Long-lead material – CPM activities detail material procurement and fabrication status/lead time • Unknown Regulated Materials – assign field engineer to manage and track all coordination and documentation • E. 55th St. Intersection Coordination – MOT integration; adjacent ODOT and City project coordination Project is organized into 4 geographic areas that correlate with the CPM Schedule's WBS (text p. A-06, col. 1; Figure A-6. Construction Sequence exhibit p. A-06) • Area A: E. 55th Street Area including I-490, E. 55th St., Quadrant Road • Area B: GCRTA Area including Kinsman Road, E. 75th St., E. 79th St., and bridges over Kingsbury Run Ravine and GCRTA Blue/Green Lines • Area C: Norfolk Southern Railroad Bridge Area from Grand avenue to Lisbon Road • Area D: Buckeye Road / Woodland Ave. including E. 89th St. Pedestrian Bridge

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	key activities, focused on construction activities and utility relocations, as detailed in Figure F.6.3. • The East 55th Street temporary runaround involves a 730-day closure period for I-490 (col. 2) • Reasonable permitting time is included • Identified risk associated with conflict with the new E55th St bridge abutment and the existing S-10A • The narrative included key activities for the longest path and completion date. (Figure F.6.3) **CPM Schedule** Developed logical, clear and easy to follow Work Breakdown Structure (WBS), where users can easily review either specific area or type of work and distribute to involved parties to inform them of approaching completion dates. Schedule of Design BU submittals is logical and provides ODOT/3rd Parties with information necessary to complete review. Appears that design production efforts are continuous during all review/submittals. For example, see page F.6-7 Activities ROAD 00330 and ROAD 00490. Proposed overall project completion date 6/2/2022 (28 days ahead of scope schedule) *Construction durations for both Woodland & Kinsman exceed durations allowed by Scope. Kennedy and Woodland are shown concurrently (scope violation).* (*Minor* Weakness) *Note: Embankment of NS bridge construction Jan-Mar. I-90 configuration not depicted. Utilizes 5 calendars which appear to have typical weather – not emphasizing regional considerations or individual specifications.* (*Minor* Weakness) Limited landscaping items depicted. Design and ODOT design review calendars shown to be 7-day calendars.	earthwork (p. F.6-1, col. 4) OC Blvd will be opened before the substantial completion date of November 1, 2021 (10 days) (p. F.6-2, col. 1) *Provided Work by Season details (p. F.6-2, cols. 1-3) - Appears I-490 reopens on May 26, 2021 and OC Boulevard opens October 20, 2021. For approximately five months 490 traffic will be using the Quadrant Roadway (limited capacity).* (*Minor* Weakness) • Accounted for time needed for embankment settlement at Kingsbury Run (p. F.6-2, col. 2) • Identified risk associated with conflict with the new E55th St bridge abutment and the existing S-10A **CPM Schedule** Note: Geotechnical investigation is not included in the schedule. (additional soil borings maybe needed for Kingsbury Run due to realignment unless obtained during proposal phase) Schedule of Design BU submittals is logical and provides ODOT/3rd Parties with information necessary to complete review with exception being two utility submittals at E. 55th Street precede roadway package. CPM logic shows plans transmitted to ODOT following IQF review without showing time for incorporating IQF comments. *Note: Utilizes 10 differing calendars with realistically demonstrated weather impacts for work. Calendars demonstrate and understanding of regional impacts.* (Strength) *Note: CPM schedule has considerable and reasonable detail which will make Baseline approval quicker. Well thought work flows meeting CPM requirements.* (Strength)	Area A contains the project's critical path throughout the duration of construction. (p. A-07, col. 1). CPM schedule narrative substantial completion vs the CPM file do not match (Nov 1, 2021 vs Oct 7, 2021). CPM schedule achieves the Substantial Completion date of November 1, 2021 and Final Completion Date of June 30, 2022 (p. A-07, col. 1) *Figure A-8 discusses required weekend work for GCRTA outage and work, but Project weekend calendar not utilized for this work.* (*Minor* Weakness) **CPM Schedule (p. F.6-53, col. 1)** TGR will submit the Project Management Plan (PMP) within thirty (30) days of the Project award. Anticipated NTP is March 27, 2018. Critical Path (p. F.6-53, cols. 1, 2, & 3) 1. TMP and BU#8, MOT Areas A, C and D 2. Pre-Phase A to begin temporary relocation of utilities to the east side of E. 55th Street. 3. Construct DWO Drop Structure and 48" sewer 4. Pre-Phase B will include partial construction of the temporary run-around; GCRTA access maintained via Bower Ave. 5. Pre-Phase C will construct the remainder of the temporary road; GCRTA access maintained via Francis Ave., E. 57th St., and Bower Ave. 6. Pre-Phase D will construct new Regulator S-10A and the KSRS Drop Structure; retaining walls #1&2 may commence after the old sewer system is abandoned 7. E. 55th Bridge construction 8. Phase 2: construct roadway and underground utilities east of E. 55th St.; consideration given to maintain GCRTA station access throughout construction 9. Phase 3: construct Retaining Wall #3A and Quadrant Road excavation, underground utilities, subgrade 10. Phase 4: construct roadway pavement and incidentals

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			Note: Nine calendars (in narrative) / eleven calendars (in CPM file .XER) have been developed to account for administrative activities, working periods, restrictions, weather, and concrete cure (p. F.6-53, col. 3) (Strength) The narrative included a list of factors effecting the schedule, such as safety, constructability, utilities coordination and relocation, design BU's, long lead material and fabrication time, MOT restrictions, permitting and removal of unregulated material (p F.6-53 through 58). **CPM Schedule** CPM logic shows plans transmitted to ODOT following IQF review without showing time for incorporating IQF comments. *Note: Some scheduled Design BU submittals appear out of sequence (for example: existing waterline, MOT, sludge/regulator submittals precede roadway submittals) which will make ODOT/3rd party reviews more difficult.* *Note: CPM Narrative extensive and detailed. Walks through all four areas of construction with extensive explanation of phases of work.* (Strength) *CPM schedule has considerable and reasonable detail which will make Baseline approval quicker. Well thought work flows meeting CPM requirements.* (Strength) *Note: Areas of embankment/excavation of OC boulevard and Kinsman Ave working in known winter timeframes.* *Note: Depicting the contractual requirement of I-90 reconfiguration performed after substantial completion of CUY-10.*

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SUMMARY -- PROJECT MANAGEMENT **Summarize the following:** • **Number of strengths / weaknesses for each subsection** • **Percentage score reached by consensus for each subsection** • **Points for each subsection**	**See sub-category notes**	**See sub-category notes**	**See sub-category notes**
TOTAL POINTS -- PROJECT MANAGEMENT (0-30)	**22.97**	**24.14**	**23.21**

Submitted by:

Signature – Project Management	Date	Print Name	Agency/Office

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(a) Design Organizational Roles and Responsibilities of Design Key Personnel – 5 points			
Applicability of the qualifications and experience of the DB Design Project Manager, DB Lead Roadway Engineer, and the DB Lead Structural Engineer and the potential that their management approach will result in a successful Project	Overall 68 (3.4 out of 5 points) Significant Strength: 0 Strength: 1 Minor Weakness: 2 Weakness: 0 **DB Design Project Manager:** Resume (p. F.3-1) Name: Tom Gandolfi, PE (Parsons) Experience: 35 years (26 with Parsons) Education: MS Engineering, University of New Orleans and BS Civil Engineering, University of New Orleans Tom is a PE in NC, GA, LA, and TX. He will obtain OH PE prior to award. Notable Experience: • I-35E Managed Lanes DB ($1B), Design Project Manager. The design team incorporated approved ATCs to save $68M in construction costs. For design, the project exceeded the 6% DBE goal by achieving 17.6% • NW Corridor Express Lanes DB ($598M), Pursuit Design Manager. • Intercounty Connector, Contract A DB ($484M), Deputy Design Project Manager. The project had an aggressive schedule; contract A included 7.2 miles of Toll Road, 18 bridges, 3 interchanges, major utility relocations, and five cross roads. • Atlanta International Airport Development ($6.2B), Design Project Manager *Demonstrated good experience in role on projects of equal or more complexity. (Strength)* *Did not demonstrate experience on project of similar specifications and design standards. (Minor Weakness)* *Note: DB Design Project Manager is required to have Ohio PE license by time of award.*	Overall 72 (3.60 out of 5 points) Significant Strength: 0 Strength: 1 Minor Weakness: 0 Weakness: 0 **DB Design Project Manager:** Name: Larry Ciborek, PE (Baker) Experience: 35 years (14 with Baker) Education: BS Civil Engineering, University of Akron Design Commitment: 100% Construction Commitment: 50% ODOT Level 2 Bridge Prequalification Larry is Baker's Ohio office QC/QA Manager Notable Experience: • Vrooman Road Bridge Replacement ($31M), Project Manager • Cleveland Innerbelt CCG1 Owner's Representative ($287M), Railroad, R/W, and Utility Coordinator (role in question) • I-15 CORE DB ($1.2B), Design Oversight and Plan Reviewer • I-75/US-25 Reconstruction (LUC-75-1.10) ($200M+) (Sub to PB), Project Manager • Tappan Zee Bridge Replacement ($3.9B), Senior QA/QC Engineer • Fulton Road Bridge Replacement ($48M), Design Oversight and Plan Reviewer • Replacement of Seven Bridges over I-77 ($35M), Assistant Project Manager • Bellevue Yard Expansion ($139M), Design Oversight and Plan Reviewer • Larry will actively manage all aspects of the design with weekly task force meetings for each specialty. (B-1, column 1)	Overall 70 (3.5 out of 5 points) Significant Strength: 0 Strength: 0 Minor Weakness: 0 Weakness: 0 **DB Design Project Manager:** Resume (p. F.3-01) Name: Ken Fertal, PE, PS (HDR) Experience: 24 years (5 with HDR) Education: BSCE, Cleveland State University Notable Experience (no DB Design PM noted, but experience on two DB projects): • Cleveland Innerbelt CCG1 DB ($283M), Roadway Design Manager • ODOT D12 General Engineering Services ($1.1M), Project Manager. Tasks included slope failure repairs, bin wall replacement, deck rehabilitation noise barrier installation, redesign of a pedestrian bridge of a cracked bridge beam, and review of a complex bridge design. Contract evaluation noted "Project Manager provided excellent response to the various changes to work request and the demanding compressed timelines." • FRA-70 The Far East Freeway ($85M), Project Manager. Interchange project included 10 bridges, 14 walls. • MLK Interchange DB ($80M), MOT Lead. Project included new urban interchange. MOT phasing plans for I-71 and local roads included in 10 BUs • WOO/LUC-75-30.10/0.00 ($215M), Project Manager, HDR is subconsultant responsible for reconstruction of one interchange, traffic control for the entire project, one bridge rehab/widening, and one new bridge over RR. • FRA-23-22.23 ($65M), Project Manager for final stages of design. • MOT-75-12.00 ($125M), Lead Roadway Designer responsible for coordination of all roadway efforts among four subconsultants. Ken's work included a complex,

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	Note – Proposing a Deputy Design Manager, Craig Hebebrand, PE, with 34 years' local experience, compliments the national experience of Tom Gandolfi, DB Design PM (p. B-1, col. 1) Craig will be co-located throughout design. Former ODOT Project Manager, attended Walsh DBT outreach events, experience on ODOT's first (LAK-2) and largest (CCG1) DB projects (p. B-1, cols. 3 & 4) *Note: Early Project Manager of OC (entirety of project): Has background in the project, historical knowledge, regional knowledge, and potential relationships would supplement Design Manager's potential shortfalls.* **DB Lead Roadway Engineer:** Resume (p. F.3-3) Ken Wells, P.E. Experience: 27 years (10 with Parsons) • Served 10 years as city and township engineer for two different Michigan municipalities • Ohio PE Education: BSCE, Michigan State University Notable experience: • Contract 2 – Area 4 GEC – Doha South ($4B), Project Manager of approx. 3,500 acres of mixed-use urban development zones including roads and transportation infrastructure • East West Corridor Projects 10 and 11 of the Doha Expressway ($1B), Project Manager of the 12-mile long project of a 10-lane freeway built to accommodate a future 14-lane freeway with a high-speed rail corridor in the median; includes 8 new complex interchanges and 47 bridge structures. • I-475 DB – Reconstruction of I-475, Flint, MI ($20M), Independent Reviewer/QA/QC Assistance/MOT Manager. Parsons was responsible for MOT and signalization design. Ken provided assistance for the overall QA/QC • I-94 DB for the Reconstruction of I-94, Jackson, MI ($45M), QA/QC Independent Reviewer/MOT	*Note: Good experience of project of similar or higher complexity. No experience demonstrated for DB PM experience, although he has ODOT experience as a PM on complex bridge projects.* **DB Lead Roadway Engineer:** Name: Sean Milroy, PE, PMP (Baker) Experience: 20 years (16 with Baker) Education: BS Civil Engineering, Cleveland State University, 1996 Master's Certificate, University of Pittsburgh, 2010 Certifications: • PE in OH, MN, and MI • NS Roadway Worker Protection Certification Notable Experience: • CUY-271-0.00 Final Design ($120M), Project Manager *(Note: Subconsultant Project Manager)* • CUY-87-4.24 Buckeye/Woodhill/Shaker Bridge Replacement ($10M), Project Manager • CCG2 I-90 Eastbound Innerbelt Bridge Preliminary Engineering-Stage 1 Plans (DB) ($1.2M), Roadway Engineer • CCG I-90 Westbound Innerbelt Bridge Design-Build Procurement Support ($287M), Engineer • Replacement of Grant, Fleet, and Newburgh South Shore Railroad Bridges ($8M), Roadway Engineer • SR 57 Widening Roadway and Bridge Design ($24M), Baker Project Manager/Roadway Design Lead Additional considerations:	nine-phase MOT plan. *Note: Good recent experiences, but limited in experiences in specific role. Demonstrated local ODOT experience with DB projects.* **DB Lead Roadway Engineer:** Resumes (p. F.3-03) Dennis Jennings, PE Experience: 26 years (7 with HDR) Education: BSCE, University of Cincinnati Dennis would relocate to Cleveland for the project. *(Note: See Project Management)* Notable Experience: • ODOT HAM-71-0381, MLK DB ($80M), Roadway Design Manager. The project included redesign of the local roadway, interstate, and remap; and a new urban interchange. • FRA-70-16.17, Far East Freeway ($85), Roadway Technical Advisor and Reviewer. Dennis reviewed preliminary plans and cost estimates for the study of 10 miles of interstate, five service interchanges, and one system interchange. • CUY-90-29.22, Lakeland Blvd Connector, City of Euclid ($2M), Roadway Reviewer and staff manager for superstructure/slab removal of two I-90 bridges over Lakeland Blvd Connector. • LUC-75-06.70, I-75 Widening ($63M), Project Manager. Dennis led the final design of 1.76 miles of I-75 in Toledo. • Innerbelt Bridge CCG1, CUY-90-14.90 DB ($283M), Independent Design Quality Roadway Reviewer. Dennis

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	Engineer/Project Designer. Ken provided independent review and QA/QC review for design submittals throughout the life of the project and was Parson's PM • US 24 Rehabilitation, Oakland Co., MI ($15M), Lead QA/QC Engineer. *Note: Experiences listed of major projects were not in North America - unknown specifications and design requirements. Projects with most relevance was in a QA/QC role. Limited demonstrate experience in projects with similar design and specification requirements.* (Minor Weakness) **DB Lead Structural Engineer:** Resume (p. F.3-2) Robert Ballard, PE • Resides in Columbus, OH Education: BSCE, NC State University Experience: 36 years (2 with Parsons) Notable experience: • 80/90 PUSH DB, Portage, IN ($200M), DB Bridge Lead responsible for the inspection and rehabilitation of 17 bridges for a 73-mile section of the Indiana Toll Road. Included coordination with CSX RR for the field inspection of four bridges over active tracks. • FRA-270/315/23 Interchange Reconstruction ($140), Project Manager/Bridge Design Lead. Robert was responsible for the design for four bridges with complex construction phasing and maintenance of traffic • CDMS Project 10, FRA-161-25.9000 ($115M), Project Bridge Engineer. Three bridge replacements plus six new bridges. • Alum Creek Greenway Pedestrian Bridge ($1.5M), Project Bridge Engineer responsible for design and construction plans for a pedestrian bridge	• Baker commits to co-locate the Lead Roadway Engineer *(Note: See Project Management)* *Note: Has good experience in role of projects of smaller size and complexity, and in subconsultant of a large complex project. Known to be capable to perform the role.* **DB Lead Structural Engineer:** Name: Chris Cummings, PE (Baker) Experience: 18 years (16 with Baker) Education: BS Civil Engineering, Case Western University, 1999 MBA, Case Western University, 2007 Certifications: • PE in OH and MI • Surveyor Intern in OH • NS Roadway Worker Protection Certification Notable Experience: • Evaluation of the Transit Track Bridges over Lorain Ave ($264k), Project Manager • I-5 CORE DB ($1.2B), Bridge Engineer • CCG1 Cleveland Innerbelt Bridge Post Award Support ($287M), Structures and Geotechnical Engineer • CCG2 Innerbelt Bridge Proposal ($283M), Bridge Engineer • Bridge Rehabilitation I-90 over CSX Railroad and Lake	performed and documented over-the-shoulder, interim, and final roadway reviews of the bridge. • SCI-823-0.00/6.81, Portsmouth Bypass ($800M), senior Project Engineer responsible for QC review of Stage 3 plans. • BUT-Maud-Hughes Road over NS Railroad ($2.8M), Roadway PM for the replacement of a bridge structure on new alignment for the Butler County Engineer's Office. • HAM-275-37.77/38.95/39.40, Interstate Bridge Rehab, Roadway Project Manager for final design for the bridge rehab of six structures on I-275 in SE Hamilton County; the project included MOTAA for three overpasses. • HAM-CR612-0.20, West MLK Drive ($10M), Roadway Manager and QC Reviewer for this roadway realignment project. *Note: Has good experience in role of project of similar complexity and size.* **DB Lead Structural Engineer:** Joanne Shaner, PE Experience: 20 years (5 with HDR) Education: BSCE and MSCE, Ohio University Notable Experience: • CUY-90-14.90, CCG1 ($283M), Senior Bridge Engineer on HDF's IQF team. • CUY-77/90-14.96/16.33, CCG3 ($380), Project Manager for HDR's portion of the project, that includes reconstruction of I-90 EB and WB between E. 9th St. and Carnegie Ave. HDR developed final plans for four structures and nine retaining walls. • MOT-75 Interchange Reconstruction ($230M), Deputy Project Manager and Structures Lead. Joanne was responsible for seven new structures and six MSE walls. Coordination included several in-house teams and multiple subconsultants. • FRA-270 Reconstruction, I-270/SR 315/US 23 ($65M), Deputy Project Manager and Structures Lead. • Jeremiah Morrow Bridge Construction, WAR-71-1514 ($88M), Project Manager during construction.

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	• Ohio Bridge Partnership Program, Districts 2, 3, 11 ($1.8M), Project Bridge Engineer. Parsons led the design of four projects that included eight bridge replacements. Robert's responsibility included review design calculations and plans *Note: Has good experience in role on projects with similar requirements on DBB projects. Known to be responsive and capable.* Additional Considerations: Committing to a Deputy Design Manager (Craig Hebebrand) to be co-located throughout the design. (Pg. B1) No Surprises approach (Pg B2 Col 1) "Using ISO 9001:2008 processes to maximize design quality" Design Management Approach (p. B-2, cols. 1 & 2) • Assigning experienced personnel to lead all tasks o Discipline Lead Engineers co-lead weekly Task Force Meetings o Figure B.1 Discipline Lead Engineers (12), p. B-2, col. 3) • "Additionally, during the pursuit, we developed 3D models of structures, roadway, and utilites to identify and design around conflicts which will improve quality during construction" (Pg B-2, Col 2) • Use integrated design-build schedule and coordinated approach to minimize traffic impacts and open all roadways to traffic early, by October 1, 2021 • Incorporating NSLE subconsultants o Parsons has committed to mentoring both Eggeman and Cad Concepts and will hire professional services trainees from Wards 4, 5, and 6. • Integrating aesthetic and sustainability guidelines o Walsh DBT members were involved with the ORB East End project; the first bridge to receive the Envision Platinum Sustainability Award	Avenue, ($6M), Bridge Engineer • Lake avenue Bridge Replacement ($1.5M), Project Manager • Fulton Road Bridge Replacement ($48M), Bridge Engineer • Mayfield Station ($11.1M), Project Manager • Opportunity Corridor Preliminary Environmental and Engineering Services, Lead Inspector Additional considerations: • Baker commits to co-locate the Lead Structural Engineer *(Note: See Project Management)* *Note: Has good experience in role on projects with similar requirements. Recent experiences with the Department has been positive with good results. Known to be responsive and extremely capable.* (Strength)	• East 105th Street/MLK Jr. Drive Intersection Study, Cleveland, OH ($8M). Joanne managed the design and development of construction documents. *Note: Has good experiences in project management role for projects of similar size and complexity, but not necessarily demonstrated as the Lead Structural Engineer role. Known to be responsive and capable.* "Management Approach" (Pg B-02 Col1) "TGR will work with ODOT to continuously improve the PMP. We welcome opportunities for improvement to the PMP as evidenced by the incorporation of suggestions from the Department's Quality Improvement Process Audit No. 6 of CCG2. (B2 – Col 1) "Integrated Design and Construction Staff. Design key personnel will be co-located at the project office along with construction staff, IQF, and ODOT." (Pg B-02 Col1) *(Note: See Project Management)* "Technology. Technology will enhance the design process. Designers will use 3D bridge design (LARSA), building information modeling/CIM for roadway/utilities (*where applicable*), Skype desktop web meetings and video conference." (Pg B-02 Col1). *Note: No specifics noted on when nor where CIM will be used*. "Document Control. We will use a file management structure for both paper and electronic project files. This structure aligns with ODOT's and results in the effective location and retrieval of documents as dictated in the PMP." (Pg B-02 Col1) "ProjectWise will be used by all design staff through quality review. Upon completion of the quality check, documents will be posted to a mirrored file structure on ODOT's SharePoint site." (Pg B-02 Col1) "Design Quality Control. The Design Quality Management Plan (DQMP) will identify quality assurance/quality control (QA/QC) activities and personnel required to provide quality design deliverables. HDR reviewers will use Bluebeam software for paperless markup and QC comment resolution. QC reviews will be conducted in a four step process, which includes design checks, constructability reviews, interdisciplinary reviews and quality assurance. …. DB Design QC Manager, Dan Domalik, PE, CMQ-OE, CQA who has 22 years of experience in quality management, will implement and monitor the DQMP." (Pg B-02 Col1)

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			"Constructability Review. TGR DB Roadway/ Structures Coordinator Steve Layer will work closely with the HDR designers to verify the design is consistent with the needs of the construction team." (Pg B-02 Col2) "Internal Design Team During past projects, TGR has found the value added position of DB Coordinator to be effective in providing a constant flow of information and collaboration between the construction and design leads. Steve Layer, PE, will fill this role, similar to his role on CCG2." (Pg B-02 Col2) "As previously mentioned, Dan Domalik, PE, CMQOE, CQA will serve as the DB Design QC Manager." (Pg B-02 Col2) "An Action Item List will be used to track design issues, which will then be completed or addressed before the next meeting." (Pg B-02 Col2) Figure B-3: Depicting Internal Design Interface workflow (Pg B-02 Col2) Figure B-4: Listed 5 meeting types, attendees, and meeting goals, and potential benefits. (Pg B-02 Col2)
(b) IQF Role/Responsibility and PMP Design Quality (Including Appendix F.12) – 5 points			
Applicability of the qualifications and experience of IQF personnel and the potential effectiveness of the key components of the Project Management Plan related to design quality.	Overall 62 (3.10 out of 5 points) **Significant Strength: 0** Strength: 1 Minor Weakness: 0 **Weakness: 1** **Design IQF Project Manager:** Name: Dave Johansen, PE (American Structurepoint) Experience: 31 years (1 year with AS) • Worked for ODOT for over 31 years Education: BS Civil Engineering, Ohio Northern University Notable Experience: • ODOT District 5 ($100M), Design Administrator, responsibilities included final review and design oversight • I-71 Golden Spike DB ($53M), Design QA Team Member, Construction Project Engineer. • I-71 6-Lane Upgrade DB #2 ($50M), Lead Construction Project Engineer/Design Quality Team Member/Constructability Review Team Member. David was Lead Construction Project Engineer for the first six months of construction phasing.	Overall 85 (4.25 out of 5 points) **Significant Strength: 1** Strength: 3 Minor Weakness: 0 **Weakness: 0** **Design IQF Project Manager:** Name: Dave Rinehart, PE (Richland Engineering) Experience: 30 years (25 with Richland) Education: BS Civil Engineering, The Ohio State University and MBA, Ashland University Notable Experience: • FRA-71/670 Columbus Crossroads ($200M), Independent Design Quality Manager • SUM-8-13.30/15.63/17.72 ($139M), Structures Design Review • ODOT POR-Crain Avenue ($14M), Project Manager and Lead Reviewer • ODOT SUM-82-4.14 ($9M), Design Reviewer • ODOT CUY-77-9.5 ($27M), Project Manager (Preliminary Design) • ODOT SUM-8-1.95 ($5M), Project Manager and	Overall 77 (3.85 out of 5 points) Significant Strength: 0 Strength: 3 Minor Weakness: 1 **Weakness: 0** **Design IQF Project Manager:** Name: Nabil Farah, PE (TranSystems) Experience: 29 years (9 with TranSystems) Education: MS Civil Engineering (concentration in Structures & Foundations), Cleveland State University and BS Civil Engineering, Cleveland State University Notable Experience: • SR 823 Portsmouth Bypass DB ($776M), Project Manager. Responsible for 25% of the project, including approximately 5 miles of roadway and 8 bridges (2 curved over NSRR). • Cleveland Innerbelt CCG1 DB ($278M), Chief Bridge Engineer responsible for providing pre-award plans on ODOT's first DB project. • I-71 Uptown/MLK Interchange DB ($84M), Bridge Project Manager for the preparation of 30% plans and scope.

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	• I-71 6-Lane Upgrade DB #1 ($54M), ODOT D6 Representative, attended meetings and the partnering session • I-271 Upgrade DB ($8M), Design Review and Oversight Team Member *Note: Experience with ODOT as an employee. No urban arterial projects demonstrated. Construction experience of DB projects of lesser complexity and scope, but limited experience in design or design quality roles.* IQF Role and Responsibility "The IQF's focus includes strictly adhering to the PMP during design, reviewing contract documents, and tracking all comments ad resolutions to ODOT's satisfaction." (p. B-3, col. 1) Supporting Design IQF Project Manager David Johansen, PE: (p. B-3, col. 2) • Design IQF Roadway Lead, Bruin Ramsdell, PE o 16 years roadway design experience that includes DB projects in Ohio • Design IQF Structures Lead, Chris Bettinger, PE o 16 years of ODOT experience **PROJECT MANAGEMENT PLAN (Appendix F.12)** "Our DQMP will follow Parsons certified ISO 9001:2008 standards and be coordinated with the IQF…" (p. F.12-1, intro) "We are committed to a clear and concise assignment of responsibility and authority for quality…" (p. F.12-1, col. 1) The DQMP places "… responsibility for design quality on the DBT" and ensures that ODOT practices and contract requirements are met, all involved agencies are included in reviews. (p. F.12-1, col. 1) The Walsh DBT is responsible to: (p. F.12-1, col. 2) • "Perform all QC functions • "Allow ODOT to copy any books or records, or provide copies, for purposes of verifying compliance with the contract documents o Reviewer note – documents should be filed/stored on SharePoint for ODOT	Preliminary Design • LAK-90-23.41 ($25M), Project Engineer • ERI-250-10.22 ($6M), Bridge Design Engineer ***Note: Well-rounded relevant project experience, known to be responsive and extremely capable. Has significant and relevant direct experience in ODOT's IQF role in similar position on a project of similar complexities.* (Significant Strength)** **PROJECT MANAGEMENT PLAN (Appendix F.12)** "The Michael Baker Way is… the common processes and procedures utilized… to ensure that we deliver only the highest quality…" (p. F.12-3, col. 1) The key features include: (p. F.12-3, col. 1) • Defining project management processes for every project, but scalable • One-stop reference for forms, policies, references, and procedures • Leverage existing internal best practices and reference accepted and established practices from outside sources • Providing management tools, procedures, and references to project mangers Project-Specific Quality Management Plan (PSQMP)	• Cleveland Innerbelt CCG2 ($287M), Technical Reviewer. • CUY-77-11.11 Various Rail Bridges ($10M), Project Manager/Chief Bridge Engineer responsible for final design and final plans for three railroad bridges over I-77. • CUY-77-1.89 ($95M), Bridge Project Manager responsible for preliminary widening details and existing structure analysis for 13 mainline bridges and four overhead bridges. • LUC-75/475 Reconstruction ($250M), Bridge Project Manager responsible for widening details and existing structure analysis and/or replacement of 26 bridges for the I-75/475 Interchange Modification project in Toledo. *Notes: Very good bridge design experience. Known to be responsive and capable, but limited for other design elements outside of structures. Experience in similar role not demonstrated.* **PROJECT MANAGEMENT PLAN (Appendix F.12)** The DQMP includes design and review procedures mandated by HDR's corporate Quality Management System and based on the ISO 9001:2008 series of international standards. (p. F.12-03, col. 1) The goals of the DQMP are to: (p. F.12-03, col. 1) • Develop comprehensive procedure for design quality work activities • Develop a communications protocol • Provide adequate design quantity and quality of staff, training and resources • Establish a culture of quality "The DQMP will be coordinated with the other components of the PMP… to achieve consistent terminology, integrated processes, and efficiency by reducing gaps or overlaps between documents." (p. F.12-03, col. 2) "The Design Team will use the DB Team's… SharePoint to

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	access • "Schedule sufficient time for reviews, approvals, QA, and subsequent revisions • "Have no Design IQF responsibilities" The Design IQF is responsible to: (F.12-1, col. 3) • "Perform all QA functions • "Have the authority to stop any design work • "Review and approve all design deliverables… prior to delivery to ODOT • "Have no DBT QC responsibilities" DQMP personnel (p. F.12-1, cols. 3 & 4) • "DBPM is ultimately responsible for the DBT's performance. He ensures that personnel and other resources are made available." • "Design IQFPM manages Design QA" "All design files will be maintained using ProjectWise…" to "provide the Walsh DBT, the IQF, and ODOT with timely access to the design files." (p. F.12-1, col. 4) (Strength) *(Note: Ensures clarity of file control)* "Submittals, quality documentation, and other documents will be transmitted to ODOT's SharePoint site. Document control workflow diagrams will be developed for… the final DQMP" (p. F.12-1, col. 4) "All staff will attend mandatory quality sessions… Non-conformance reports (NCRs) will be issued for work that does not follow the DQMP." NCRs and resolution will be tracked at regular quality meetings (p. F.12-1, col. 4) Corrective measures: "… we will achieve quality requirements the first time… and, if required, appropriate modifications" to the DQMP "will be implemented." (p. F.12-1, col. 1) Design Quality Control plan principles: • "Complete training and commitment of our entire design team to our quality policy and procedures • "Independently directed QA • "Consistent and continuous coordination and communication" "The DQMP will be reviewed and approved by the DIQFPM, DB Design QC Manager, DB Design PM, and DBPM… we will hold a quality workshop that involves design, quality, IQF, and ODOT staff to review the DQMP…" (p. F.12-1, col. 1)	objectives (p. F.12-3, col. 2) • Identify key project quality roles and resources • Identify and describe quality processes and procedures • Identify specific technical references • Be the one-stop referenced tool for project staff • Provide the client with a concise picture of quality-related processes and procedures PSQMP flowchart, color-coded by responsibility, on p. F.12-4 DB Design PM "is responsible for" DQCP and PMP "development and implementation" (p. F.12-5, col. 1) DB Design QC Manager "is responsible to ensure that the quality processes are being performed…" and "has the ability to stop work…" and "may perform checks and reviews." (p. F.12-5, col. 1) "…design planning efforts will result in a detailed Project Work Plan that establishes the person responsible for design, checks, and reviews of each work product and the timing of each of these activities." (p. F.12-5, col. 1) "The PMP will include a listing of work products by Project Scope Section and will also include a list of Buildable Units…" and "a reference to the approached CPM schedule." (p. F.12-5, col. 1) "Design Units (DU) include Scope deliverables or logical portions of the project broken out by design discipline… the DU can be the BU… DUs will be the responsibility of the appropriately assigned Engineer of Record." (p. F.12-5, col. 2) "A Conceptual Geometric Base Plan (GBP) for the project will be developed…" and "submitted for review by the Contractor and IQF." The GBP "will serve as the basis of design for all the geometric elements of the project…" and "will clearly define the basic footprint of the intended final product and will depict deviations from the Basic Configuration resulting from the incorporation of approved ATCs… The GBP will be subject to Department approval." (p. F.12-5, col. 2). *Note: Did not find this in CPM schedule.* (Strength) *(Note: Ensure baseline of roadway which impacts all design. Early identification beneficial.)* "E.L. Robinson will be the Geotechnical Engineer of Record…" (p. F.12-5, col. 2)	store and record documentation…" (p. F.12-03, (col. 2) "ProjectWise will be used to actively integrate design activities by HDR and subconsultants." (p. F.12-03, col. 3) (Strength) The DQMP "identifies who will be responsible for" actions, procedures, and documentation "and when they should occur." (p. F.12-03, col. 3) DQA monitors and verifies "… that effective quality control procedures are in place and are being implemented." (p. F.12-03, col. 3) DQC is "… employed at the production and administrative levels…" (p. F.12-03, col. 3) Figure 1. Design Quality Management Organization (p. F.12-04) shows the line of authority and reporting responsibilities for design work. *Note: Titles shown, but not individuals identified.* Major participants include TGR (Design-Builder), HDR (Designer), and TranSystems (IQF) (p. F.12-04, col. 1) DB Design QCM "… is responsible for the overall management of the QC program... shall have no responsibilities in the production of the Design Work…" and "… has the authority to hold design submissions to the IQF…" (p. F.12-04, col. 3) Discipline Design Leads (DDLs) are "responsible for the overall coordination and management of the design functions… and shall be co-located whenever discipline design activities are being performed." (p. F.12-04, cols. 3 & 4). *(Note: See Project Management)* "The QC reviewer will be an individual who was not involved in the production or development of the design package or deliverable…" (p. F.12-05, col. 2) "Interdisciplinary Reviewers (IDRs) are engineers involved in the project and of a difference discipline that that being reviewed. IDRs perform cross-discipline reviews…" Need to check across other proposals. *Note: A Missing table "Table 3.1" was referenced (p. F.12-05, col. 2)* "The IQF shall have authority independent of and equivalent

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	Figure F.12.1 Quality Process (p. F.12-2, col. 2) • Note: Workflow shows IQF review → ODOT/Stakeholder Review at both Interim and Final Design stages; no arrow or other indication of design revisions based on IQF review at either stage but shown on CPM schedule and noted in 3-1 and F.12.4 Col 1. Internal Design Reviews (p. F.12-3, col. 1) • "…comprehensive review by a senior designer from each discipline." • "…project engineers and superintendent-level staff" will "perform constructability reviews of each design submittal." • Interdisciplinary review "Over-the-shoulder reviews will be performed regularly…" to communicate "the design to the IQF and ODOT and all involved parties…" (p. F.12-3, col. 1) "The Walsh DBT will schedule a submission meeting with the IQF to present each design submittal" (30%, 60%, 100%, RFC) "and invite ODOT and other affected agencies…" (p. F.12-3, col. 2) "…comment resolution process… includes the development of responses to comments, a comment resolution meeting, comment incorporation, and comment verification." (p. F.12-3, cols. 2 & 3) "Design task force meetings will be held weekly to integrate design, construction, IQF, and ODOT staff and other agencies." (p. F.12-3, col. 3) Table of "Methods to Ensure Design Quality Control" included on p. F.12-3 Table of "Methods to Ensure Independent Design Quality Assurance" included on p. F.12-4 • "IQF Roadway and Structural Leads attend over-the-shoulder reviews…" • "Maintain records of deliverable reviews…" "Design reviews will be conducted by the IQF and comments returned to the DBT using a comment resolution form developed for the project." (p. F.12-4, col. 1) DIQFPM Documentation (p. F.12-4, col. 3) • Sign-in sheets • Summary of items discussed • Discrepancies noted and report on corrective action	"Kokosing will be responsible for the survey control and any additional survey… Survey control will be verified by IQF… A design subconsultant will be responsible for all survey related to… Right of Way Plans." (p. F.12-5, col. 2) "The Design Document Manager will maintain a list of approved computer programs…" (p. F.12-6, col. 1) "Cross discipline reviews… will be performed as specified in this DQCP and the Project Work Plan." (p. F.12-6, col. 1) "Accuracy checking will be done as part of the QC procedures in Appendix A of this DQCP." (p. F.12-6, col. 1) "Style checking will be done to ensure that plans clearly communicate the intended design… As-Built plan preparation will also include a style check." (p. F.12-6, col. 1) "Constructability reviews will be performed by the actual field staff in charge of the construction for the various work product." (p. F.12-6, col. 1) "The City of Cleveland Dept. of Public Services…; Public and Private utility owners; the GCRTA; and the NS Railroad have been identified as external 3rd Party Review Agencies." (p. F.12-6, cols. 1 & 2) "Plan Sheets will have a unique identifier based on Design Unit and Buildable Unit." (p. F.12-6, col. 2) On Major Design Submittals, "changes from the Interim Design Submittal will be noted by a revision cloud." (p. F.12-6, col. 2) "Plans for RFC will be sealed by the appropriate Engineer(s) of Record based on the Design Units included with the Buildable Unit plan set. The Design IQF will process the RFC plans…" (p. F.12-7, col. 1) "Spreadsheets for the Quantities for frequency of Sampling and Testing will be submitted with or as agreed upon after the applicable RFC plans for each buildable unit." (p. F.12-7, col. 1) "The DU Engineer of Record or designee may attend construction planning and pre-activity meetings… at the approval of the DB Design PM." (p. F.12-7, col. 1) "Applicable Shop Drawings and Construction Submittals will be submitted to…" and "RFIs… and Design Change requests will be routed through… the Design Document Manager... Approved Design Changes will be prepared or reviewed by the DU Engineer of Record." (p. F.12-7, col. 1)	to the DBT Construction Project Manager and the DBT Design PM." (p. F.12-05, col. 2) The DIQFPM is "… responsible for approving design deliverables prior to delivery to the Department." (p. F.12-05, col. 3) "Once a BU is approved for construction, the DIQFPM will sign and stamp the drawings as 'Released for Construction'" (p. F.12-16, col. 1) Figure 3. Key Design Quality Management Components (p. F.12-07) • Reprint of Figure B-6, p. B-03) "The DQMP… will be distributed to members of the design team…" and "… updated as needed throughout design." (p. F.12-07, col. 1) "Discipline-specific Task Force meetings will be held as necessary to resolve technical issues… and to coordinate work between buildable units." (p. F,12-07, col. 1) Part F.12 includes sixteen (16) Design Control Procedures (DCPR) forms, included as appendices (p. F.12-07, col. 2) Comments are tracked with the Review Comment Summary and Resolution (RCSR) form (p. F.12-07, col. 2) "The Engineer of Record..." will certify "that the design has been completed and checked in accordance with... the DQMP." (p. F.12-07, col. 2) "QC documentation will be maintained on HDR's ProjectWise" (p. F.12-07, col. 3) "after the IQF completes their review, the Design Team has the ability to request a comment resolution meeting with the IQF and TGR." (p. F.12-07, col. 3). *Note: Section 4.9 Revise shows design team revising plans after IQF review (F.12-7 Col 3) but this is not broken out in BU submittals in the CPM. It only shows a total of 10 days for IQF review.* "Upon IQF acceptance and verification… the DBT will upload the submittal to SharePoint for ODOT and any applicable agency to view." (p. F.12-07, col. 3) "The Design Team will schedule a submittal meeting with the IQF for each of these submittals." Interim Design, Final

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	• Follow-up on action items, due dates, and responsible party • List of items needing resolution and time constraints • Documentation of final review results • A record of all review comments between the IQF and Walsh DBT • Buildable unit review log • Project issues log ***Note: Overall approach to design quality and IQF processes was not demonstrated to be clear and effective as details were limited. Overall plan would require significant revisions and considerable additional information to become approvable.* (Weakness)**	"Field Design Change Requests will be reviewed by the DB Design Project Manager and DU Engineer of Record. A meeting with the Contractor other communication will take place to determine necessity…" (p. F.12-7, col. 2) "Michael Baker uses ProjectWise as our document management system… All documents will be in electronic format except as required for submission. Subconsultants… are required to work on their design documents within ProjectWise. Kokosing and the IQF will be given access to allow for continuous constructability review and QA review…" (p. F.12-7, col. 2) (Strength) *(Note: Ensures clarity of file control)* The ProjectWise directory organization: (p. F.12-7, col. 2) • Record files will include copies of all submissions • Working files will be maintained in a structure that mimics the ODOT standard file structure The Design Document Manager will maintain the following logs (p. F.12-8, col. 1) • Drawing and Sheet Log • RFI Log • Design Change Log • Issues and Actions Log • Design Submittal Log • Shop Drawings Log • Other logs as necessary "Engineering information provided… by the Designer to Kokosing… shall have been through the appropriate check and review process." (p. F.12-8, col. 1) "The DB Design PM…" will review" DIOP Development and Maintenance Support and reporting" work (p. F.12-8, col. 1) Environmental "reports and permit applications… will be reviewed by another subject matter expert and reviewed by an engineer or engineers of involved Design Units." (p. F.12-8, col. 1) "It is the Designer's responsibility to prepare relocation plans for impacted facilities… Utility Relocation Plan will follow the QC procedures in Appendix A…" (p. F.12-8, col. 2) "Review submissions to… GCRTA and NS will be made in accordance with the railroad agreements… Pipeline Crossing	Design, and Release for Construction (RFC) (p. F.12-08, col. 1) "The intent of the Interim Design Submittal is to provide a formal opportunity for the IQF and other approved project stakeholders to review…" (p. F.12-08, col. 1) "The Final Design Submittal package is prepared when the design for a given Buildable Unit is 100% complete." The intent of this submittal is to "… streamline the RFC process" with "and additional opportunity for the Design Team to revise and update the plans…" p. F.12-08, col. 1) "…the DDL shall schedule a meeting with the IQF, Department, and 3rd parties to submit the RFC plans. This meeting is not to be considered another design review." (p. F.12-08, col. 2) Post RFC changes will be handled by the appropriate DDL "… via a Notice of Design Change (NDC)… to gain concurrence" with "the Department…" (p. F.12-08, col. 2) RFC document changes will follow the QC Process Documentation Form (p. F-12.08, col. 2) "Previous revision clouds and revision triangles will be removed if the drawing is subsequently revised." (p. F.12-08, col. 3) "Changes to text documents…" will use "… the 'track changes' function. A clean copy of the text document and a copy showing the edits will be provided." (p. F.12-08, col. 3) (Strength) *(Note: Effective review tool to ensure clarity and ease of review.)* "Design changes shall be… distributed prior to their implementation in accordance with a defined procedure." (p. F.12-08, col. 3) "The DIQFPM shall certify in writing that the design change was designed, checked, reviewed by the IQF, and is compatible with the design…" (p. F.12-08, col. 3) "The appropriate DDL shall prepare form Record Documents submittals from As-Built documents provided by construction field personnel that incorporate updates to the RFC Documents… Neither As-Built nor Record Documents will be signed and sealed by a professional of record, however, the Project Manager shall sign and date the title sheet of the Record Documents plans to certify that the project was completed in accordance with the plans, Contract

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		Permits will be required from both the GCRTA and NS for the project." (p. F.12-8, col. 2) "Right of Way plans will be reviewed by the affected DU Engineer of Record and Design PM." (p. F.12-8, col. 2) "The appropriate DU Engineer of Record will review all geotechnical submissions before incorporation into the design…" (p. F.12-8, col. 2) "It is not anticipated that any documents will need to be prepared by the Designer for…" building and billboard demolition (p. F.12-8, col. 2) "Pavement design… will be incorporated into the appropriate Buildable Units." (p. F.12-9, col. 1) The Conceptual GBP will have the following checks and reviews by the Contractor and IQF (p. F.12-9, col. 1) • Initial check and review of horizonal and vertical clearances • Conformance check • Accuracy check • Quality check • Cross discipline review Roadway, Drainage, Sanitary and Combined Sewers, Structure Design Unit plans will require the following checks and reviews for each submittal: (p. F.12-9, 10, 11) • Conformance Check – interim and final • Accuracy Check – interim and final • Compliance Check – final and RFC • Style Check - final • Quality Review – final and RFC • Cross Discipline Review – interim and final • Constructability Review – interim and final Vegetative Screening, Aesthetic and Enhancement, Traffic Control, Maintenance of Traffic Design Unit plans will require the following checks and reviews for each submittal: (p. F.12-12, 13, 14) • Conformance Check – interim and final • Accuracy Check – interim and final • Compliance Check – final and RFC	Documents, governmental approvals, and applicable laws." *Note: Inferring changes to be made without Designer Approval.* (p. F.12-08, col. 4) (Minor Weakness) QC and QA records "…will be maintained in separate and uniquely named folders in SharePoint… and "a folder within the DBT's ProjectWise will be accessible by the IQF…" (p. F.12-08, col. 4) "The DB Design PM Shall provide copies of correspondence between the TGR Team and other agencies… via the ODOT SharePoint site…" (p. F.12-09, col. 1) "Separate submittals for concurrence with major design decisions made after the interim design submittal are required." (p. F.12-09, col. 1) Four levels of designer's internal quality control: (p. F.12-09, col. 2) • Checking • Interdisciplinary Review (IDR) • Constructability Review (CR) • Quality Control Reviews (QCR) "Production checks are scheduled by the DDL..." to: (p. F.12-09, col. 2) • Verify the accuracy and completeness • Style checking • Verifying document corrections and/or changes that have been made "Checkers will use a check print stamp…" shown in Figure 4 (p. F.12-09, col. 4) "The DB Design QCM identifies the DDL to engage in the IDR…" which "may be performed concurrent with the QCR." (p. F.12-09, col. 4) "QCRs are schedule by the Design QCM as described in the project CPM… The DB Design PM or DDL is responsible to verify that the work product is ready for the QCR..." and "the member performing the QCR shall not have participated in the production for the design or plan details being reviewed." (p. F.12-10, col. 1) "The IQF will… verify that:" (p. F.12-10, col. 2) • Designs and documents comply with requirements • There are no conflicts between the Buildable Unit

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		• Style Check - final • Quality Review – interim, final and RFC • Cross Discipline Review – interim and final • Constructability Review – interim and final Pages F.12-9 through F.12-14 includes General Lists of Documents for Each Review Submission for Drainage, Sanitary and Combined Sewers, Structure, Vegetative Screening, Aesthetic and Enhancement, Traffic Control, Maintenance of Traffic. *Note: F12-10 shows preliminary and final drainage reports however CPM only shows final submittal. Also, sewer profiles only provided at final review, therefore, hard to evaluate separation/conflicts with layout and for other utilities/discipline submittals. Also conflicts with statement on F12.16 that interim submittal will follow ODOT Stage 1 requirement.* The Drainage Report will have the following checks and reviews: (p. F.12-10) • Conformance Check • Accuracy Check • Scope Check • Quality Review • Cross Discipline Review The Aesthetic and Enhancement; Traffic Management Plan will have the following checks and reviews: (p. F.12-12) • Conformance Check • Accuracy Check • Quality Review • Cross Discipline Review "The approach used to ensure quality in the design will follow the 'Plan-Do-Check-Act' (PDCA) quality circle" (p. F.12-15, col. 1) • Plan: The contract documents contain all the requirements for the Project. The IQF will identify the requirement in the contract documents. Quality training will also be provided. • Do: Once a design submission is received, the applicable requirements for that submission will be extracted from the IQF requirements database. A	being reviewed and any previously approved designs "The IQF review team is comprise of both a primary reviewer and a secondary reviewer in each design discipline…" (p. F.12-10, col. 2) "The IQF comments… will be returned to the Design Team using the comment review form… The Design Team may request a comment resolution meeting… chaired by the DIQFPM…" (p. F.12-10, col. 3) "It should be noted that 'C' and 'R' comments are to be rectified prior to Draft RFC submittals. Only final disposition of 'A' and 'D' comments are permitted at that stage." (p. F.12-10, col. 3) *Note: no description of C, R, A, or D comments in narrative or appendices.* Over-the-shoulder reviews (OTSRs) "… mainly assess whether the requirements and design criteria of the Contract Documents are being followed… The Design-Builder shall schedule OTSRs with the IQF and invite the Department…" and 3rd parties (p. F.12-10, col. 4) "After the submission meeting and upon approval that a design submittal is compliant… the IQF shall submit the design documents to applicable agencies requiring review. Interim review durations are found in the scope documents." (p. F.12-10, col. 4) The final review process "… is identical to the interim review submittal process…" (p. F.12-11, col. 1) *Note: While acceptable, the draft DQMP had limited discussion of the processes to be followed by the IQF to perform the roles.* Appendix A – Design Control Procedures (p. F.12-11, cols. 1 & 2) • Quality Records • Checking of Reports and Studies • Checking of Calculations • Checking of Drawings • Checking of Input to Computer Programs • Checking of Specifications • Spreadsheet Checking

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		conformance report will be provided to the Kokosing Design Team and to ODOT. • Check: The Design IQF Project Manager will analyze the performance of the Kokosing Design Team, and of the IQF Team. • Act: Revised processes, or actions needed to prevent recurrence of quality deficiencies in the DQCP "The DIQFPM will review the project schedule regularly and will actively communicate with the Kokosing DB Design Manager and the Kokosing DB Design QC Manager to understand and anticipate planned work activity levels." (p. F.12-15, col. 2) "The IQF Team is Richland Engineering Limited, CH2M, Columbus Engineering Consultants, and Behnke Landscape Architecture. Key IQF staff and their duties, responsibilities, and authority are presented in Appendix C, Exhibit 2. Key IQF staff will have office space on the project." Replacement IQF personnel "credentials will be submitted to the Department for approval." (p. F.12-15, col. 2) "The Design Quality Manual will be communicated through ongoing, regularly scheduled Quality Task Force meetings." (p. F.12-15, col. 2) "Management reviews will be conducted by the DIQFPM to evaluate the design and IQF quality processes." (p. F.12-15, col. 2). The quarterly "review will include input from design and IQF staff directly involved with the process, and from the Department." (p. F.12-16, col. 1) *Note: Columbus Engineering Consultant dropped from the DBT per an approved change request – F12-15 mentioned as a member of the IQF team.* *Note: Per org chart REL is IQF Lead but each discipline is led by a subconsultant.* Design quality documents will be uploaded to the Department's SharePoint site: (p. F.12-16, col. 1) • Design submittals • Review comment spreadsheet • RFC plans • Design changes • As-built submittals	• Revisions to RFC Documents • Computer Software • Constructability, Interdisciplinary and Quality Control Reviews • Request for Information • Internal Design QA Audits • As-Built and Record Documents • Corrective and Preventative Actions • Construction Submittals Figure 5. Third Party Review Times (p. F.12-11, col. 2) *Note: copy of RFP scope 2.5.3.2* Third Party Reviewers will be provided a comment resolution form with the submission along with instructions. "TGR shall not implement deviations to the requirements of the Contract Documents requested by other agencies without the Department's Discretionary Approval." (p. F.11, col. 3) "A constructability review to verify that the design and construction is consistent with the Utility agreements and contract requirements will be performed by the Designer." (p. F.12-11, col. 3) "Subconsultants are required to adhere to the DQMP outlined herein... The TGR Team's Design QCM will conduct periodic QA Reviews of the subconsultants' work…" (p. F.12-12, col. 1) "When opportunities for improvement" to the DQMP "are identified, formal and informal meetings may be used to communicate..." Preventative action emails "will be retained in ProjectWise." The DB Design QCM will seek "informal acceptance" of proposed changes to the DQMP (p. F.12-12, col. 2) "The documentation of Corrective and Preventative Actions will be made available to the QAF and Department upon request." (p. F.12-12, col. 3). *Note: QAF not defined* "The Design -Builders' senior management shall conduct a management review of the Quality Program at least quarterly…" (p. F.12-12, col. 3) *Note: Design Quality Management Plan, as shown, depicts a detailed and defined process for design QC/QA with considerable and reasonable details. Quality Management*

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		• Shop drawings "The Design IQF is responsible for determining and reporting the performance of the Kokosing Design Team to verify that they are providing a quality design product… (p. F.12-16, col. 1) "the DIQFPM will coordinate with the DB Design QC Manager to prepare PMP training for each member of the design team. A design coordination meeting… will include design discipline leads, design IQF staff, the Department, and other major stakeholder representatives." (p. F.12-16, col. 2) "Over the Shoulder (OTS) reviews will be scheduled as spot-checks on the design, and may also be requested by the DB Design Manager… will include the IQF and Department representatives…" and appropriate 3rd Parties. "The IQF will document the outcome of the OTS review." (p. F.12-16, col. 2) Formal design verification reviews will be performed at Interim, Final, and RFC submittals. "Design changes will also be formally reviewed…" (p. F.12-16, col. 2) *Note: Some of the checklist items page F12-10 for interim submittal do not appear to be in conformance with ODOT Stage 1 level of detail (for example, roll plots of plan and provide, no MOT typical sections, etc).* "IQF staff with appropriate knowledge and experience will be assigned to verify each plan submission" (p. F.12-17, col. 1) The design review findings "will be reviewed by the DIQFPM" and "a verification report will be prepared and submitted to the design team and ODOT. (p. F.12-17, col. 1) The DIQFPM will review the 'Checked and Ready for Review' design package to verify that all comments have been resolved, design in in accordance with contract requirements, checks followed the DQMP, deviations approved, and documents signed and sealed. (p. F.12-17, col. 1) RFC plans are signed and sealed by the DIQFPM after verification (p. F.12-17, col. 2) "Changes to a design plan sheet that was previously issued as RFC will require a Request for Information (RFI), a notice of design change, or a field design change." Design change plan sheets "will be signed by the DIQFPM and marked 'Amended Released for Construction'." (p. F.12-17, col. 2) "As-Built drawings will be prepared within 90 days of the completion of each buildable unit. The DBT "will provide as-	*Plan should be approvable with revisions.* (Strength)

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		built documents to the IQF for review… prior to submission to the Department." (p. F.12-17, col. 2) "The IQF will review and approve all design deliverables prior to delivery to the Department." (p. F.12-17, col. 2) *Note: Design Quality Management Plan, as shown, depicts a clear and defined process for design QC/QA with considerable and reasonable details. Quality Management Plan should be approvable with minor revisions.* (Strength)	

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(c) Conceptual Design Narrative – 6 points			
Effectiveness of the approach to the design described in the conceptual design narrative for each of the elements described in Section 4.4.1 and consistency with the requirements of Section 4.4.1.	Overall 78 (4.68 out of 6 points) Significant Strength: 0 Strength: 3 Minor Weakness: 0 **Weakness: 0** Figure B.2, Design Optimizations and Innovations, shows 14 innovative concepts the Walsh DBT has incorporated in the proposed design (p. B-3, cols. 1-3) • Profile at E. 55th St. • Alternative drainage outfall near E. 55th St. • Set back wall in cut section at E. 55th St. • Set back wall in fill section at E. 55th St. • Reduced median width at E. 55th St. (ATC 15) • Alternative underground inline storage • Abandonment of pipe at E. 55th St. (ATC 9) • Alignment of E. 59th St. over OH-10 • Span arrangement of OH-10 bridge over Kingsbury Run • Reduced median width of Kingsbury Run Bridge (ATC 8R1) • Bioretention at proposed detention basin west of E. 73rd St. • Span arrangements of OH-10 bridges over GCRTA Blue and Green Lines • Alternative drainage discharge near NS RR • Span arrangements of E. 89th St. Ped bridge over GCRTA and NS RR Surface Water Collection System Figure B.3 Surface Water Collection (p. B-4, cols. 1-3) identifies the location of major drainage trunk lines and outfall locations. Walsh DBT design offers several innovative drainage features: (p. B-4, col. 1) • Eliminates all blind ties to the Combined Sewer system by adjusting side road profiles	Overall 62 (3.72 out of 6 points) Significant Strength: 0 Strength: 2 Minor Weakness: 0 **Weakness: 1** Surface water collection system (B-2, columns 3-4) • "The balance of the project area will outlet to existing combined sewers with no increase in flow to the combined sewer system." • East of NS: "The combined sewer areas east of NS…that have increased flow to the combined sewer system are offset by the reduction in flow and acreage to the combined sewer provided by direction the drainage system between NS and Buckeye to follow grade to a proposed extended detention pond southeast of the proposed NS grade separation) • West of NS: Baker proposes 3 outfalls to: o Kingsbury Run Sewer C-Branch o Kingsbury Run Sewer D-Branch o Kingsbury Run Sewer A-Branch • "Our design instead conveys stormwater west from Buckeye along the proposed grade of the OC Blvd toward the NS grade separation, keeping storm sewers shallow, and discharges of the water to the storm-only system via the new pipe jacked under NS after being treated by a proposed extended detention pond." (B-3, column 1) • Baker will drain new local low points during construction near E. 55th and NS bridge • "We fully understand that additional coordination will be required with ODOT, WPC, and NEORSD to achieve the final stormwater management solution. This may include modeling" (B-3, column 2) • "We understand the sensitivity of extended detention ponds in the right-of-way. These ponds are designed to drain in 48 hours, which avoids standing water. Our design also includes fencing around ponds for pedestrian safety." (B-3, column 3) • "We commit to publishing third-party documentation within two days of any meeting or discussions with utilities or other third parties. ODOT will be invited to all third-party discussions and engaged in any decision points that may affect the project scope" (B-	Overall 74 (4.44 out of 6 points) Significant Strength: 0 Strength: 1 Minor Weakness: 0 Weakness: 0 Tom Taylor assigned as value added IQF rail lead. Conceptual Design Narrative (p. B-04, col. 1) HDR's design solution considers: • Safety of the traveling public • Safety of the construction workers • Cost effectiveness of the design solution • Sustainability and durability of solutions • Constructability • Overall risk management Surface Water Collection System: (p. B-04, col. 1) • "We propose five outfalls within the project area, as shown in Figure B-7." Proposed Outfalls. • "Using an appropriately calculated runoff coefficient instead of the most conservative value allows for the most efficient sizing…. For the two underground detention areas, manufactured systems were included to meet the water quality treatment, and were placed upstream of the underground systems." (p. B-04, col. 2). *Note: assume this is accordance with ODOT procedures.* Subsurface Utilities: (p. B-05, col. 1) • Figure B-8. Utility Impact Resolution process "…starts with regular and clear communication. Weekly utility design and coordination meetings create valuable dialogue… to expedite conflict resolution." (p. B-05, col. 2) • "The TGR team has pre-coordinated with a number of public utilities, including CWD, WPC, and NEORSD." (p. B-05, col. 2). • "…one of the most significant utility impacts we identified is a large 60-inch combined sewer over which the rear abutment for the Kingsbury Run Ravine bridge will be constructed. Foundation piles near the active sewer will be pre-drilled to a depth

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	• Provides a drainage system with greater redundancy, small trunk lines, and fewer utility impacts by using additional outfall locations • Improved constructability and minimized the overall footprint by proposing multiple shallower 5-foot HDPE pipes for detention. "The Walsh DBT has incorporated aspects of green infrastructure where practical, such as vegetated filter strips." (p. B-4, col. 2) "Storm sewers are sized to accommodate future development as directed by the RFP. The mitigation BMPs… have been completed per the NEORSD regulations." (p. B-4, col. 3) "The Walsh DBT has coordinated our design with NEORSD… The Walsh DBT determined that discharging to as many viable locations as possible optimizes the performance of the existing sewers…" (p. B-4, col. 3) "Almost all outfall locations that require water quantity mitigation per the NEORSD regulations have been designed using underground detention. The only location that requires a major above-ground detention basin to satisfy NEORSD's design criteria is Outfall #4, just east of the GCRTA Blue/Green Line overpass, within a drainage easement to be maintained by the City of Cleveland." (p. B-4, col. 4) "All major outfalls now outlet to the combined sewer system. However, the west portion of the project that drains into the existing I-490 drainage system will still exceed one acre, and we expect that a NOI will be required." (p. B-4, col. 4) Subsurface Utilities Figure B.5 Key Public Subsurface Utilities: (p. B-5, cols. 1-3) "The Walsh DBT has identified key subsurface utilities and effective means of mitigating conflicts through the identification, verification, and documentation process." (p. B-5, cols. 1-3) "We modeled both the existing and proposed utilities in 3D	3, column 40 Subsurface Utility Management • The DBT inspected the manhole with the existing 60' deep drop structure (B-4, column 1) • Based on the ability to make field adjustments of underground elements, the following will be performed: Vacuum excavation or flagged for careful excavation or exposure (B-4, column 2) • "If conflicts cannot be avoided through design changes, Jason will coordinate with utilities to develop relocation plans." (B-4, column 2) • Not all utilities participate in OUPS, so third-party locators will be deployed to trace subsurface utilities. (B-4, column 3) • Kokosing employs the use of our own active utility locate methods using RD8100 Radio-detection devices for supplemental verification. Additionally, our corporate policy extends the impact zone of OUPS markings from 18" to 24" on either side of the locate markings. (B-4, column 3) Figure B-2 (Process for Utility Identification and Verification: "Verify: Obtain additional Level A information for critical items." Page B-4 (Strength) *(Note: Commitment of SUE level A)* Norfolk Southern grade separation • "Our plan addresses the base requirements of the 45-mph design speed, but also allows for the opportunity to improve constructability by limiting track relocation to one temporary and one permanent relocation" (B-4, column 3) • NS Bridge construction phasing is described on D-4, column 4 and shown in Figure B-4 on page B-5 • **"Our approach includes two NS track relocations instead of the three identified in the RFP" (B-5, column 1). (*Note: DBT's final bridge and track locations not in alignment with NS expectation. Future four track expansion will be very problematic with the approach as additional ROW, additional RR structure impacts, and additional embankment/construction.)* (Weakness)** • After coordination with T-Cubed, relocation in conduit across the superstructure is the preferred utility relocation solution (B-5, columns 1-2) • Instead of bucking grade with deep sewers to take drainage east towards Buckeye Road, the stormwater	deeper than the combined sewer, as shown in Figure B-9, to avoid damage to the sewer….Genven the depth and size of the combined sewers, more accurate location is required. Subconsultant Cardno will proved SUE Level A information to reduce the risk of hitting the sewer during the pile construction." (B-05, column 2) *Note: Figure B-8: Depicts Utility Impact Resolution process – includes step of use of 3D BIM/CIM modeling, but limited depiction or discussion of use within the Technical Proposal.* Norfolk Southern Mainline Grade Separation: • DB Utilities/Rail/City Coordinator "… will facilitate meetings with key NS staff to solve problems before they impact schedule…" and "… has performed this role on various task orders of HDR's Master Service Agreement with NS." (p. B-05, col. 3) • The abutments and center pier will be constructed utilizing the top down construction method. The abutments will consist of drilled shaft tangent walls, and the pier will be a cap and column on a drilled shaft foundation. The final bridge will maintain the two current active tracks and have room for an additional two future tracks." (p. B-05, col. 3 "We will also install additional sleeves in both of the concrete deck curbs for additional utility lines."(B-06, column 2) Drainage (p. B-06, col. 2) "From the sag point on OH-10, our design proposes a northerly long jack and bore to Kingsbury Run Branch A (Outfall No. 4)… will be constructed before significant excavation of the sag takes place, thereby providing means for temporary drainage during construction." (p. B-06, col. 2) "Coordinating design and construction with NS presents potential risk… Figure B-14 summarizes our strategy." • Perform quality review and audit on conceptual design • Allow sufficient time for design and review • Incorporate top-down construction techniques • Design to allow construction of Phase 1 and Phase 2 with rail traffic directly adjacent E.55th Separation: Regulator Coordination • "Juan Granja, PE… has significant experience in developing plans for similar regulator chambers for

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	to identify additional conflicts" (Page B-5, Col 2). "The Walsh DBT will use this tool for future coordination and share the model with ODOT and other interested utilities, third parties, and stakeholders. We will update this 3D model with new information as it becomes available." (B-5, column 2-3) (Strength) *(Note: 3D Modeling will improve clash detection assisting in design.)* "As part of our coordination efforts, the Walsh DBT will assist private utilities to identify, verify, and document utility conflicts. If needed, we can assist in scheduling relocations and determining appropriate locations to move facilities." (B-5, column 3) Norfolk Southern Mainline Grade Separation The Walsh DBT's design for the NS Mainline grade separation includes the following innovations (p. B-6, col. 1) • Use tangent pile abutments with "top down" construction • Widen the Phase 1 portion of the structure Lead Railroad Bridge Engineer Joseph Abruzzo has 25 years of experience in Class 1 railroad structure design, and Lead Railroad Engineer Patrick Porzillo has 30 years of experience in railroad infrastructure. (p. B-6, col. 1) Figure B.7 Track Relocation, Phasing, and Tie-ins (p. B-6, col. 3) shows three phases for construction of the new NS bridge over OH-10 and the abandonment of the Grand Avenue Bridge. "The proposed design and phasing plan for the track relocation provides for concurrent work on the new structure to be built over the proposed OH-10, removal of the existing structure over Grand Avenue, and embankment construction for new track alignment." (p. B-6, col. 2) Figure B.8 Multi-Phase Bridge Construction (p. B-7, col. 1) "Our experience from previous work with these utilities" (communication utilities: Level 3 Communications, T-Cubed, Spread Networks, and Windstream) "has demonstrated that planning these relocations early and "locking-in" fiber optic splice windows and cut-over times will greatly reduce schedule risk." (p. B-7, col. 2) The Walsh DBT identified two alternatives for draining the	is conveyed in shallow storm mains west from Buckeye to a low-maintenance detention pond on the southeast corner of the OC Blvd/NS grade separation. (B-5, column 2) • Railroad design risks include railroad influence lines on temporary shoring and required beam spacing and constructability issues. (B-5, column 3) E. 55th grade separation • '…a substantial amount of excavation can occur while the existing sewer remains functional within the footprint of the proposed East 55th Street Bridge. We propose to combine the regulator S-10A and drop to KRRS into one vault to simplify detailing and constructability of these deep connections." (B-6, columns 1-2) • Utility phasing B-6, columns 2-3): o Temporarily relocate CPP, CEI, telecom, and water to the east. Temporarily take gas out of service. Temporarily relocate sludge force main to the west. Construct traffic runaround. o Construct S-10A regulator, construct E. 55th Street Bridge, then move utilities onto structure. • "To avoid running a deep sewer parallel to the OC Blvd west of East 55th Street to discharge runoff from north of East 55th Street, we have designed and coordinated a solution in which the 18" sewer navigates between 24" pipe piles to tie to the OC Blvd trunk line underneath the East 55th Street Bridge." (D-7, column 1) • At Outfall #1, the DBT proposes using the deep 60" existing CS, which is hydraulically accessible. Underground detention will severely reduce the peak flows to prevent increase in flows. (B-7, column 1) • "…108' long single-span structure. The superstructure will consist of a reinforced cast-in-place concrete deck supported on prestressed concrete I-beams. The beams will be ODOT standard WF60-49 beams." (D-7, column 2) • The DBT held two full-day workshops and task force meetings specifically for this area. (B-7, column 2) Additional risks • ATC 32 reconfigures the test loop to reduce bridge length, height, and GCRTA impacts. (B-7, columns 3-4) *Note: Overall reduction of bridge deck with shorter piers will reduce long term maintenance costs.* (Strength)	the NEORSD." (p. B-06, col. 2) • "TGR design will enable the existing sewers to remain in operation for the majority of the sewer construction… which minimizes or eliminates the need for bypass pumping." (p. B-06, col. 3) Utility Relocation/Coordination • "Flow will be maintained" in the sludge main on E. 55th St. "except for a short time when we construct the bypass. A temporary 16-inch force main will be constructed on the east side to maintain flows during construction…" (p. B-07, col. 1). *Note: DBT will be required to truck sludge if required by NEORSD.* Maintenance of Traffic • "One of the most important public facilities that must stay open throughout construction is the GCRTA 55th Street Transit Station… The TGR team will coordinate early with GCRTA officials… MOT design will allow for full bus ingress and egress, as well as pedestrian and ADA accessible loading areas throughout construction." (p. B-07, col. 2) Drainage of the intersection of E. 55th St. grade separation • "The proposed drainage for the area… ties into the outfall to the west. This will be constructed first… Underground detention is also planned beneath the pavement footprint… to maintain the aesthetics of the… future Quadrant Road Public Plaza" (p. B-08, col. 1) Bridge Design Components • "The single span structure" of E. 55th St. "was needed to avoid the no-build zone specified in the scope… A top-down construction sequencing is proposed to mitigate the need to support an extensive amount of excavation… unique crossframes area proposed in each bay to accommodate the numerous utilities…" (p. B-08, col. 1) Other potential risks (p. B-08, col. 1) Figure B-19. Potential Risks and Mitigation Measures • Manage utility matrix • Utilize SUE Level A (Strength) • Open communication with utility companies • Identify pedestrian access areas • Develop and convey plan to traveling public

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	cut condition at the OH-10 underpass (p. B-7, col. 4) to eliminate the need to jack and bore under the railroad. • Alt. 1: convey the flow 1,375 ft east to an existing combined sewer under Buckeye Rd. (selected) • Alt. 2: convey the flow 1,000 ft west to an existing combined sewer under E. 79th St. Figure B.9 Other Norfolk Southern Mainline Grade Separation Potential Risks (p. B-7, col. 4) • NS approval delay – mitigate with review time in CPM, over-the-shoulder reviews, experienced staff • Encountering unanticipated utilities – perform SUE during design phase (Strength) • NS track work delay – invite NS to progress meetings; communicate schedule needs to NS E 55th Grade Separation Regulator Coordination: "Our design adheres to" NEORSD's "standards and protocols for modifications to the models and addresses the Project's impact to NEORSD's collection system." (p. B-8, col. 2) "The Walsh DBT relocates Regulator S-10 only 200 ft" (less than the 300 ft from the NEORSD alt) to "limit the extent of required excavation and minimize the amount of existing infrastructure that needs to be removed and relocated." P. B-8, cols. 2 & 3) Figure B.11 Utility locations at East 55th Street and OH-10 (p. B-8, cols. 3&4) "Our optimized relocation design allows for permanent valves in the mains to temporarily isolate the bridge area that will be reused for the final relocation, and minimizes the relocation lengths and cut-over times for the utility companies." (p. B-8, col. 4) Figure B.12 Maintenance of Traffic for E. 55th St. (p. B-9, col. 1) illustrates 3 phases for bridge construction and utility relocation with a two lane temporary runaround constructed to the east. Figure B.13 Maintenance of Traffic for E. 55th St. GCRTA Station (p. B-9, cols. 2 & 3) "The Walsh DBT will maintain constant, safe pedestrian and vehicular access to the E. 55th St. GCRTA Station." To address five impacted parking spots, "the Walsh DBT will		

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	construct six alternate parking spots in a temporary parking area east of the existing lot." (p. B-9, col. 2) The Walsh DBT identified an alternative outfall for the E. 55th St. grade separation: "within 50 feet of the low point… outlet the storm sewer system to an existing 60-inch combined sewer that is of sufficient depth to outlet by gravity." (p. B-9, col. 3) E. 55th St. grade separation area potential risks – Figure B.14 (p. B-9, col. 4) • Re-tie into lines from regulator structure – use OSHA-approved excavation methods; use NEORSD method to protect existing brick pipe • Tie-in at 30-ft-deep storm system – modify design to new combined sewer outlet • High water pressure on existing soils – install additional deep pipe underdrains for 200 feet in either direction from the low area *Note: Offeror has clearly demonstrated an understanding of the complexities of the construction requirements of the 55th grade separations. Demonstrated a high level of detail of utilities and identified an understanding of the coordination efforts required.* (Strength)		

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(d) Conceptual Plan – 4 points			
Quality, clarity, and effectiveness of the Concept Plans based on the following: i. *Understanding and application of ODOT design standards* ii. *Effectiveness of design in accommodating utilities, railroad and maintenance of traffic issues, where applicable* iii. *Use of design features that reduce maintenance or improve inspection access or maintenance activities* iv. *Effectiveness of the approach to providing durable and maintainable structural components*	Overall 58 (2.32 out of 4 points) **Significant Strength: 0** Strength: 1 Minor Weakness: 7 **Weakness: 0** **Maintenance of Traffic** • MOT concept generally follows the RFP concept • MOT plans do not show any dimensions on them or give indications of where provided sections are taken. • Sign orientation is not displayed correctly (Typical) • Incorrectly show how the inside lane of an undivided highway is closed (see MT-95.32) (Sheet 27/37) • Detour route for Kinsman shows using E. 75th Street while scope requires E. 79th Street (Sheet 4/7) **Roadway** • Detention north of I-490 is 20' deep. Future maintenance concern. (Sheet 34/255) • Max grade of 4.99 (Sheet 35/255) • Portions of this vertical curve need to be designed for 45 mph. The curve shown is only good for 40 mph. (Sheet 37/255) Reverse curves on westbound traffic. This shift is too abrupt. Only 200 feet used (should be 270). (Sheet 44/255) *Note: Questionable geometric layouts, but minimal revisions required.* (Minor Weakness) • Queued traffic on almost 5% grade on OC Blvd (Sheet 39/255) • Sanitary sewer design/location seems very difficult to build and maintain and also violates the criteria for no utilities within the MSE strap area. (storm sewers only) (Sheet 42/255) • Span length varies due to skew difference of pier and abutment. (Sheet 44/255) • Drilled shafts shown right up to the edge of culvert. Pile cap shown over top of sewer. Close proximity of	Overall 50 (2.00 out of 4 points) **Significant Strength: 0** Strength: 0 Minor Weakness: 9 **Weakness: 2** **Maintenance of Traffic** • MOT concept generally follows the RFP concept. **Roadway** • Quadrant road is 20 feet north of RFP Conceptual Plans at E. 55th Street to eliminate retaining wall on Quadrant Road. No way to confirm if required turn lane lengths are provided. (Sheet 2/217) • **Exceeds curvature shown in ATC (Curves 3,4, and 5). Curvature creates site distance issue. SSD=250-275, required SSD (40mph)=305. *Note: profile is dropping rapidly in reverse curves (5% downgrade through signal) Note: Per L&D: "Recommended the intersections be located where the grade on the mainline roadway is 6% or less, with 3% being the desirable max".* (Sheet 3/217) (Weakness)** • Tree plantings south of OC Boulevard near STA 33+50 create sight line issue due to curvature. (Sheet 3/217) • Multi-use path 11 feet above roadway which limits direct access to some residents (Sheet 37/217) • Concerned with median taper in addition to steep curvature and vertical grade at OC Boulevard near Quadrant Road (Sheet 37/217) • Roadway shown at neighborhood level (not depressed as	Overall 70 (2.80 out of 4 points) **Significant Strength: 0** Strength: 0 Minor Weakness: 0 **Weakness: 0** **Maintenance of Traffic** • MOT concept generally follows the RFP concept. **Roadway** • 5% max grade used on I-490 (F7-12) • 4' barrier offset not provided (F7-16) - correctable • Plans do not show how the median is protected (F7-19) • Plans do not show guardrail or attenuator protecting the pier (Sheet F7-26). • Can DBT form up against existing building with profile raised on E. 55th Street (Sheet F7-33). • Questionable work limits with proposed boulevard 2-3 feet higher than existing. (Sheet F7-34) • Multi-use path width does not meet requirements near pedestrian bridge – correctable (Sheet F7-36) • Curb return does not look adequate for what is required per Scope 13.2.3.F (Sheet F7-47). • Max ADA grade of 5% on E. 89th Street pedestrian bridge/multi-use path (Sheet F7-53) • Pond near steep slope of Kingsbury Run (Sheet F7-54)

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	construction a slight concern. (Sheet 48/255) • Pylons shown within path limits. Need 12' of path width to meet path criteria (obstruction criteria. (Sheet 82/255) • Quadrant Road Profile. This is a signalized intersection so it should be treated as if traffic can free flow through it. K-value should be set for 15-20 mph. *Note: Will be an abrupt transition from quadrant roadway onto the Corridor. (Sheet 83/255)* (Minor Weakness) • E. 59 Street Ped Bridge is shown 7 feet above neighborhood level with 3:1 slope. Maximum ADA grade on both sides. (Sheet 112/255) (see below) • Drainage swale, grading issue, sections are to have parapet and fencing on MSE Walls (not shown on cross sections). (Sheet 129/255) • Additional fill/loading shown on top of existing sewer. Coordination needed with Sewer district to approve potential additional loading. (Sheet 151/255) **Drainage Design** • Features o Twenty-six (26) total connections to the existing combined sewers o Six (6) underground detention locations o One (1) above-ground detention basin o One (1) storm sewer outfall • E. 55th outfall to deep combined sewer west of E. 55th St., underground detention No. 1 (p. 4/94) • Underground detention No. 2 (p. 9/94) NE corner of Berwick and OH-10, outlet to existing combined	shown in RFP concept plans). Potential need to reevaluate noise impacts. (Sheet 39/217) • **Alignment shift (from concept plans) shows impacts to private property (construction limits). ATC discussions only involved GCRTA property. (Sheet 41/217). Concerned with the proximity of this property and the proposed alignment. (Weakness)** • Manholes are required to be in roadways not in tree lawns (Sheet 77/217, typical throughout). • Conflict with manhole and wall. Also not allowed with MSE wall strap area. (Sheet 77/217) • Concerned with multi-use path offset to the wall (Sheet 77/217) • Path is 680, existing roadway is at 669. Path is not accessible to the neighborhood (Sta 27+50 to Sta 31+00) (Sheet 77/217). • Profile raised 1 foot and may impact adjacent sidewalk for Brost Building. (Sheet 80/217) • Proposed E. 55th Roadway is 1.5 feet higher than existing. Questionable work limits shown for GCRTA driveway work (Sheet 80/217). • Profile at E. 55th Street does not match structure plans (Sheet 82/217) • OC Boulevard profile shown at elevation 675.5. Plan sheets shows 676.3 (Sheet 88/217) **Drainage Design** • Features o Eighteen (18) total connections to existing combined sewers o Four (4) outfalls to ex. storm sewers o One (1) underground detention location o Two (2) above ground detention basins o Zero (0) manufactured systems shown • Outfall for E. 55th St. area is existing deep combined sewer under Bower Ave. east of E. 55th St. (p. 35/217); complex storm sewer pipe arrangement	• Ravine filled with driveway grading (Sheet F7-55) **Drainage Design** • Features o Eighteen (18) total connections to existing combined sewers. o Four (4) outfalls to ex. storm sewers o Two (2) underground detention locations with manufactured systems o One (1) above ground detention basin • Outfall #1 (F7-12) west of E. 55th St.

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	sewer • Underground detention No. 3 (p. 10/94) NE corner of Kinsman and OH-10 • Above ground detention (plan p. 12-13/94, detail p. 94/94) west of E. 71st St., outlet to existing storm sewer under Blue/Green Line • Underground detention No. 4 (p. 14/94) SW corner at E. 75th St. and OH-10, outlet to existing combined sewer • Underground detention No. 4 (p. 16/94) SE corner at E. 79th St. and OH-10, outlet to existing combined sewer • Outfall for sag area under NS is existing combined sewer under Grand Ave. east of NS • Drainage between Lisbon and Buckeye (p. 19-21/94) flows east to existing combined sewer under Buckeye; proposed pipe is 25' deep at Evarts and 28' deep at Buckeye (profile on p. 74/94) • Drainage between Buckeye and Woodland (p. 21-22/94) flows west to existing combined sewer under Buckeye • Drainage between Woodland and E, 93rd St. (p. 22-24/94) flows west to existing combined sewer under Woodland • All side street drainage to existing combined sewers **BRIDGES** <u>E55th Bridge</u> • Top-down construction • Bridge length reduced because of reduction of the median width from 16' to 10' per ATC 15 (sheet 2/44, site plan) • Semi-integral abutments provide jointless bridge and require minimum maintenance. *Note: Excessive utilities passing through the semi-integral backwall – potential difficulties of cracking of diaphragm.*	• Underground detention proposed in Quadrant Road infield (p. 35/217 • Drainage between Blue/Green Line bridge and the OH-10 bridge over the GCRTA loop track and Kingsbury Run Ravine (p. 43-47) flows west to a deep existing combined sewer under the GCRTA loop track. • Above ground detention basin (p. 49-51, 93/217) west of E. 71st St., drains Rawlings to E. 71st St., outlets to existing storm sewer under Blue/Green Line • Above ground detention basin SE of NSRR over OH-10 bridge, collects drainage from Lisbon to Buckeye (p. 61-67/217) • Outfall No. 4 drains NS sag area and adjacent above-ground detention basin to existing Kingsbury Run Branch north of NS/GCRTA railroad trench (p. 59-61, 130/217) • Drainage between Buckeye and Woodland (p. 67-69/217) flows west to existing combined sewer under Buckeye • Drainage between Woodland and E, 93rd St. (p. 69-73/217) flows west to existing combined sewer under Woodland All side street drainage to existing combined sewers. **BRIDGES** <u>E55th Bridge</u> • Top-down construction *Note: Maintenance concern with the proposed modified stub abutment. Proposed design does not comply with standard drawing. Potential leaks at beam seat joint. No ATC requested. (134/217, Section A-A)* (Minor Weakness) • Spacing of 11.25 ft for prestressed concrete I beams maybe pushing the envelope with all the utilities (sheet	• Underground detention upstream of E. 55th St. outfall (p. F7-14) under EB OH-10 lanes • Outfall #2 (p. F7-18, 54) west of Kinsman. Includes above-ground detention basin on top of bluff west of Berwick Rd. • Outfall #3 (p. F7-20) west of E. 71st St. at Blue Green Line crossing. Underground detention outside roadway at top of bluff. Min. access road slope = 3.6% • Outfall #4 (p. F7-26, 56) to drain NS sag. • Outfall #5A, B, C (p. F7-29, 30) connections to existing combined sewers at Buckeye Rd. and Woodland Ave. • Regulator S-10 outfall (p. F7-34) conflict with rear abutment of E. 55th St. bridge over OH-10 • Incomplete system at Grand Ave. (p. F7-44) • Instances of conflicts between proposed detention and proposed utilities. (Sheets F7-36, F7-21, …) **BRIDGES** <u>E55th Bridge</u> • Top-down construction • Design uses stub abutments on "high ground" not near railroads or in valleys. Longer structure lengths but easier to construct/future maintenance. • Girder spacing and deck overhang width within the

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	• Prestressed concrete I beams only 54" deep. Concerns regarding ability to accommodate all utilities and install the diaphragms/x-frame. (sheet 3/44, transverse section shows typical x-frame to be installed at every bay, at 3 or 4 locations along the beams). *Note: Height of beams and size of waterline will create challenges during deck replacements due to unusual cross bracing, or potential no cross bracing.* (Minor Weakness) • No lateral anchoring system is shown for the wall panels (sheet 4/4, typical abutment section) *Note: Overall design utilizes drilled shafts and may result in a structure with less required maintenance. (See Note at end of section on quality control)* *Note: Site Plan and typical sections for drilled shaft depths not consistent. Site Plan: Rear/Fwd abutment tip depth 612.0/609.0. Calculated Depth abutment details 589.99/590.07 (min). (See Note at end of section on quality control)* <u>E 59th St Ped. bridge</u> • Top-down construction – drilled shaft foundation • Steep vertical grade of 5% is ADA max (Sheet 6/44, site plan) • No lateral anchoring system is shown to secure the wall panels (sheet 7/44, section-A) • Overhang of 2'-10" - wide in relation to 5.5 ft girder spacing (sheet 8/44, transverse section) *Note: Elevation of Pedestrian Bridge higher than the elevation of the adjacent local roadway – potential for discouraging usage.* (Minor Weakness) <u>Kingsbury Run bridge</u> • Shorter bridge length with 3-tier MSE walls (50+ ft MSE wall) • Skew varies from zero to 40 degrees. This make concrete beams not same length, which varies the stresses and deflection. (sheet 10/44, site plan) • Different concrete beam depths were used for the end spans (66") and interior spans (72") (sheet 12/44, transverse section)	135/217, transverse section) • Prestressed concrete I beams only 60" deep. Concerns regarding ability to accommodate all utilities and install the diaphragms/x-frame. Potential conflict of diaphragms/x-frames (sheet 135/217, pipe support detail). *Note: Height of beams and size of waterline will create challenges during deck replacements due to unusual cross bracing, or potential no cross bracing. (*Minor Weakness) • Utility supports can't be anchored freely along the web. They will have to be placed, where they won't interfere with the beam reinforcement. (Sheet 135/217, Transverse Section) • Deck thickness shown 8 ½". Spacing of of 11'3" beams would require deck thickness of 8 3/4" (BDM 302.2.1). (Minor Weakness) *Note: Utilizing a CIP piling with shear studs and structural connections to the CIP casing (ASTM A-252). Typical structural steel ASTM A-572 Grade 50. Long term concerns with application.* (Minor Weakness) • Semi-integral abutments provide jointless bridge and require minimum maintenance (sheet 131) *Note: Excessive utilities passing through the semi-integral backwall – potential difficulties of cracking of diaphragm.* *Note: Prestressed concrete strength in plans exceed the allowable per the standard drawing. While conceptually acceptable on past projects, an ATC was not requested.* (Minor Weakness) <u>E 59th St Ped. Bridge</u> *Note: Maintenance concern with the proposed modified stub abutment. Proposed design does not comply with standard drawing. Potential leaks at beam seat joint. No ATC requested. (143/217, section A-A)* (Minor Weakness) • 5% vertical grade is ADA max (sheet 140/217) • Prestressed concrete box beams (sheet 142/217) *Note: Utilizing a CIP piling with shear studs and structural connections to the CIP casing (ASTM A-252). Typical structural steel ASTM A-572 Grade 50. Long term concerns with application.* (Minor Weakness) *Note: Elevation of Pedestrian Bridge higher than the*	allowable limits • Span is a few feet longer than needed. Extra wide bench in-front of abutments may require extra future maintenance (cleaning) (sheet F7-58, site plan, plan view) • The use of steel girders with sufficient depth will accommodate all utilities (sheet F7-59, transverse section) • Semi-integral abutments provide jointless bridge and require minimum maintenance (sheet F7-60, Typical abutment section) *Note: Excessive utilities passing through the semi-integral backwall – potential difficulties of cracking of diaphragm.* <u>E 59th St Ped. Bridge</u> • Span is a few feet longer than needed. Extra wide bench in-front of abutments may require extra maintenance (cleaning) (sheet F7-61, site plan, plan view) <u>Kingsbury Run bridge</u> • Different type of friction piles used when compared to E55th St and the pedestrian bridge. (Sheet F7-63) • Using weathering steel, minimize future maintenance *Note: Incorrect vertical required clearance shown as 23ft being minimum – actual 17ft* <u>GCRTA Bridge (Blue/Green Line)</u> • Profile shows clearance over catenary hanger pole • 4.5% vertical grade is steeper than preferred 3% • Using sip forms reduces interaction with GCRTA (sheet F7-85) • Using weathering steel, minimize future maintenance (ATC 03) <u>RR Bridge</u> • Top-down construction • Tangent pile wall abutment (sheet F7-103) • Bridge/track phasing plan follows RFP concept • No temporary or permanent track curve data provided to check

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	Note: Pylon constructed on top of approach slab which cantilevers over the MSE wall. Potential issue with replacement of approach slab, therefore requiring replacement of pylon. Cantilever length is minimal, but is not in conformance with BDM which does not allow construction on top of an MSE wall coping. (Minor Weakness) <u>GCRTA Bridge</u> • Shorter 2-span bridge (sheet 16/44, site plan) • Adequate girder spacing and overhang width (sheet 18/44) *Note: 23/44 – typical section-no joint shown, even though jointed structure. Consistent with semi-integral. Sheet 24/25 – pier cap elevation view detailing questionable. (See Note at end of section on quality control)* *Note: Pylon constructed on top of approach slab which cantilevers over the MSE wall. Potential issue with replacement of approach slab, therefore requiring replacement of pylon. Cantilever length is minimal, but is not in conformance with BDM which does not allow construction on top of an MSE wall coping.* (Minor Weakness) <u>RR Bridge</u> • Top-down construction • Adequate span length for 26' median (sheet 26/44) • Sheet 28/44 – Detail A: Showing open joint with cover plate. • Tieback tying through abutment and plug shafts. (Sheet 35/44) • Bridge/track phasing plan follows RFP concept Note: Curve data displayed for final two-track condition satisfies 45-mph design <u>E 89th St ped bridge</u> • Shorter bridge supported on stub abutments and MSE walls (sheet 38/44, site plan) • 13' minimum lateral clearance shown will need approval from NS and GCRTA. This is typically a construction offset only not permanent offset. (Sheet	*elevation of the adjacent local roadway – potential for discouraging usage.* (Minor Weakness) <u>Kingsbury Run bridge</u> • Prestressed concrete I beams (Sheet 150/217) • Realignment of track and OC Boulevard resulted in measurable reduction of bridge length (Sheet 147/217) (See note in Design Approach) *Note: Concerned with additional live loading on culvert under bridge because GCRTA drive placed right over culvert and near tracks. (Sheet 147/217)* *Note: Prestressed concrete strength in plans exceed the allowable per the standard drawing. While conceptually acceptable on past projects, an ATC was not requested.* (Minor Weakness) <u>GCRTA Bridge</u> • Variable span length with curved girders (Sheet 154/217) • Using SIP reduces interaction with GCRTA (Sheet 158/217, transverse section) <u>RR Bridge</u> • Top-down construction • Curve data displayed for track phasing meets 45-mph design *Note: Drainage installation of 3" pvc, centered vertically between drilled shafts – long term performance questionable, although RR embankment is currently elevated (need of drainage minimized).* *Note: Intermediate diaphragm in utility bay shown to not connect with bottom flange – to be corrected in final design (Sheet 180).* • Final bridge location is ~15' west of RFP concept design. This location eliminates a construction phase but may preclude 4-track operation without impact to bridges north and south of realignment; the westernmost track may not satisfy 45-mph horizontal design requirements and would require additional embankment/ROW in the future. **(See note in Design Approach)** <u>E 89th St ped bridge</u> *Note: Concerned with electric ducts accessibility. Duct shown*	*Note: Aesthetic facing required to be 6" per ATC approval – depicting 4" and 5"* <u>E 89th St ped bridge</u> • 5% grade is ADA max (F7-107, site plan) • Utility relocations for private utilities on the 89th Street Bridge not accounted for but unknown if DBT coordinated alternative off-structure relocation (F7-108). *Note: Excessive utilities passing through the semi-integral backwall – potential difficulties of cracking of diaphragm.* *General Bridge Comments – Usage of 3 to 1 batters instead of recommended 4 to 1.* <u>Walls</u> Three wall types were used: MSE wall, tangent pile wall and soldier pile wall with CIP concrete facing • Soldier piles were used for heights up to 20 ft, which is adequate • Tangent piles used for heights greater than 20 feet, which is adequate • MSE walls used for areas with partial cut or in fill areas, which is appropriate • Sufficient details provided for every wall type proposed. • Sewer crossing not shown in any details of tangent pile wall and how it is accommodated (Sheet F7-117). • Barrier offset needed (4 feet) (Sheet F7-126) • Depicting some drainage catch basins within the MSE walls **APPROVED ATCs (Appendix F.11)** T003 - Weathering Steel on Structures that cross the GCRTA and NS T004 - SIP Deck Forms T005 - Median Width T007R1 - Realignment of Pedestrian Bridge at E 59th Street T009 - Aesthetic Treatments on Norfolk Southern Railroad Pier *Note: Assume all are included in the Technical Proposal. A*

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	38/44) *Note: Excessive utilities passing through the semi-integral backwall – potential difficulties of cracking of diaphragm* <u>Walls</u> • Two wall types used: MSE and secant pile with concrete panels • Unclear on what will happen to the railing as it meets the bridge (Sheet 3/27) • Up to 3-tier MSE wall with over 50 ft in height. Scope dictates fencing requirement at all levels. (Sheet 11/27) • Parapet and fencing will block pylon based on offset (Sheet 12/27) • Cantilevered pylon on approach slab over MSE wall (Sheet 12/27) (See comments for bridges) • Shoulder and railing needed along the path. (Sheet 13/27) **APPROVED ATCs (Appendix F.11)** <u>Included in Tech Proposal</u> W009 - Pipe Abandonment W008R1 - Reduced Median Width W015 - Reduced Median Width at E. 55th Street <u>Not included in Tech Proposal</u> W001 - Crown Shift with Depressed Median Alternative *Note: Plans contain substantial detail – for example roadway cross sections, drainage profiles, and typical sections.* (Strength) *Note: Plans contained inconsistencies and errors (noted through review) which demonstrated some quality control and clarity issues.* (Minor Weakness)	*above waterline, between waterline and deck. (Sheet 188/217)* <u>Walls</u> • Two types of wall are proposed: MSE and soldier pile wall with concrete facing • MSE walls used for areas with partial cut or in fill areas • MSE wall straps will overlap each other (Sheet 207) • Soldier pile walls used in cut areas • Soldier pile wall is appropriate for heights under 20 feet. If over 20 feet - tiebacks are normally used. Some walls shown over 20' so DBT will need to validate design. **APPROVED ATCs (Appendix F.11)** <u>Included in Tech Proposal</u> K005 - Painted Median on Kingsbury Run Bridge K006 - Use of Galvanized Metal SIP Deck Forms K007 - Prefabricated Geocomposite Drain K012 - Yellow Jacket Pile Sleeves in MSE Select Granular Backfill K015 - Use of Weathering Steel K018 - Bridge Barrier Aesthetic Recess Modification K019 - E. 55th Bridge – Diaphragm Modification K020R1 - E. 55th – GCRTA Right of Way Modification K025 - Air-Cooled Blast Furnace Slag Base K029 - Chemical Stabilization of Subgrade K031 - Permanent Pavement in lieu of Temporary Pavement K032 - Wye and OH-10 Re-Alignment at Kingsbury Run *Note: DBT uses some geometry from K010R1 but then*	*copy of the ODOT response letter was included for each listed.* *Note: Overall design approach is similar to Conceptual alignments and grades. Limited overall concerns with feasibility of design.*

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		further "refines" it to "meet the Department's approval conditions and to provide the best value…" (F11-2) <u>Not included in Tech Proposal</u> K004 - Separate Bridges over Kingsbury Run K008 - Single Bridge over GCRTA Blue and Green Lines K010R1 - Re-Alignment of OH-10 Through the Kingsbury Run Valley K013 - Full Height Precast Retaining Walls K016 - Location of Utilities within the Norfolk Southern R/W K027 - Drilled Shaft Load Testing	

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TECHNICAL PROPOSAL – PART B
PROPOSED DESIGN AND IQF
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SUMMARY -- PROPOSED DESIGN Summarize the following: • Number of strengths / weaknesses for each subsection • Percentage score reached by consensus for each subsection • Points for each subsection	See sub-category notes	See sub-category notes	See sub-category notes
TOTAL POINTS -- PROPOSED DESIGN (0-20)	13.50	13.57	14.59

Submitted by:

Signature – Proposed Design	Date	Print Name	Agency/Office

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TECHNICAL PROPOSAL – PART C
CONSTRUCTION
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	WALSH	KOKOSING	TGR
(a) Construction Organizational Roles and Responsibilities of Construction Key Personnel – 6 points			
Applicability of the qualifications and experience of the construction organization and Key Personnel related to Construction and the potential that their management approach will result in a successful Project.	Overall 80 (4.80 out of 6 points) **Significant Strength: 1** Strength: 0 Minor Weakness: 1 **Weakness: 0** **DB Construction Project Manager:** Name: Scott Febus (Walsh) Experience: 42 years (12 with Walsh) Education: BS Civil Engineering, University of Akron Design Commitment: 100% Construction Commitment: 100% Notable Experience: • Pennsylvania Rapid Bridge Replacement Program PE ($899M), Project Manager for District 11 • Ohio River Bridges East End Crossing P3 ($763M), General Superintendent • Cleveland Innerbelt Bridge CCG1 ($287M), DB Contractor Project Manager • I-70 “Super 70 Design-Build ($178M), Bridge Project Manager • Tuscarawas Avenue Bridge ($12M), Project Manager • Ohio Turnpike Replacement of the Cuyahoga River Bridges ($51M), Bridge Project Manager ***Note: Recent relevant experience with role in project of similar scope, size and complexity. Limited railroad experiences demonstrated. Known to be competent. (Significant Strength)*** Additional considerations: • “Scott and other members of the construction team will be involved in over-the-shoulder	Overall 78 (4.68 out of 6 points) **Significant Strength: 0** Strength: 1 Minor Weakness: 0 **Weakness: 0** **DB Construction Project Manager:** Name: Brad Mast (Kokosing) Experience: 22 years (all with Kokosing) Education: BS Construction Management, Bowling Green State University Design Commitment: 100% Construction Commitment: 100% Certifications: • First Aid/CPR/AED Certification • OSHA 30 Hour • Trench Safety • Crane & Rigging Safety Notable Experience: • I-75 Third Lane Widening ($71M), Project Manager • I-670/I-71 Columbus Crossroads ($200M), Assistant Construction Manager • I-77 Widening ($90M), Project Superintendent • Local Protection Floodwall Projects ($30M), Project Superintendent • McKinley Avenue Improvements ($12M), Project Superintendent • Trabue Rd/Dublin Rd/McKinley Avenue Improvements ($4M), Project Superintendent • Morrow SR 95 & I-71 Upgrade ($5M), Project	Overall 84 (5.04 out of 6 points) **Significant Strength: 1** Strength: 0 Minor Weakness: 0 **Weakness: 0** **DB Construction Project Manager:** Name: Jason Tucker, PE (Great Lakes) Experience: 18 years (all with Great Lakes) Education: MBA, Cleveland State University and BS Civil Engineering, Ohio Northern University Design Commitment: 90% Construction Commitment: 100% Notable Experience: • Cleveland Innerbelt CCG2 ($273M), DB Contractor Project Manager • Project 110255 US-50 ($55M), Project Manager • Project 110499 I-90 ($60M), Project Manager • Project 080597 SR 2 ($33.6M), Project Manager • SR-20 Major Reconstruction ($17M), Project Manager • Project 080598 Front Street ($18M), Project Manager • I-71 DB Noise Barriers ($6M), Project Manager • I-71 Major Reconstruction ($57M), Project Engineer/Assistant Superintendent ***Note: Very good recent experience of projects with similar size, scope, and complexity (CCG2). (Significant Strength)***

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	constructability reviews and advise the design team on efficient construction methods." (C-1, column 2) • Prioritizing safety and quality to deliver a high-quality Project with zero lost-time incidents. • Integrating the construction team with the design team to deliver a solution that provides best value • Managing subcontractors and workforce to deliver a positive economic impact to the community and maximize team diversity. "Scott will assign a project engineer to each subcontractor to provide daily guidance." *Note: Recognizing Diversity elements important to success of Project.* • Realistic scheduling to minimize the duration of traffic impacts and open all roadways to traffic no later than October 1, 2021 to achieve early substantial completion. Note: Schedule has 3 MOT phases which do not meet Scope requirements – noted further in Project Management. • Implementing a sustainability plan to achieve INVEST Silver for OC3. • Partnering with ODOT, City, and Stakeholders to be able to expedite demolition and other critical activities. *Note: Partnering skills could be improved as demonstrated on recent projects. (Minor Weakness)*	Manager *Note: Experience on project of similar size, scope, and complexity. Known to be responsive and capable with good experiences. Limited DB experience. (Strength)* • Co-location for the duration of the project, beginning with the design phase, to provide over the-shoulder constructability reviews and assist with preconstruction scheduling • Administration of the on-site safety program including leading Monday morning safety meetings • Lead construction team progress meetings, including participation by IX and other key subcontractors. • Leveling resources (personnel, equipment, materials) across the project • Ensuring a diverse and local workforce by coordinating hiring needs with the project Diversity, Inclusion and Outreach Consultants (DIOC) and Contractor Diversity/Outreach Lead Manager Jill Harris.	"A review of our team's program and current status in meeting all New, Small Local, and Edge (NSLE) business goals as well as the On-the-Job Training (OJT) and Workforce Development goals will be performed bi-weekly in our construction coordination meetings." (C-02 Col 2) Note*: Acknowledges importance, but does not elaborate.* *Note: Table of defined Construction Management meetings included on page C-02. Defines attendees, goals, and perceived benefits. Subcontractors included in all meetings except foreman meetings.*

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(b) Construction Approach & Risk Avoidance / Mitigation – 7 points			
Effectiveness of the approach to constructing the major project phases, and the methods used to ensure successes within the phases to avoid or mitigate risks related to delays or schedule impacts.	Overall 88 (6.16 out of 7 points) **Significant Strength: 0** Strength: 5 Minor Weakness: 0 **Weakness: 0** • Proposed construction management team is well versed with ample experience covering most of the project major elements including, structures, foundation, traffic, roadway and survey (C-1) • Walsh will achieve INVEST Silver (C-2, column 1) • Project subdivided to 5 construction segments S1: E 55th, S2: Kinsman to E 55th, S3: 75th to 79th, S4: NS Bridge, S5: Buckeye and Woodland. (C-2, figure C-2) • The contractor is utilizing Three-Phase Quality Control: o **Pre-Plan Phase:** Review applicable specifications and contract drawings, review safety hazard analysis, instruct applicable workers on acceptable level of workmanship Discuss. o **Inspect Phase:** Check safety to include compliance with the updated Safety Plan and activity hazard analysis check completed work to ensure compliance with contract. o **Follow-Up Phase:** Perform daily check to maintain compliance Conduct final follow-up check Correct any deficiencies prior to start of additional work that may be affected (C-3, Figure C.4) • Subcontractor Resources: The Walsh DBT recognizes the importance ODOT has placed on NSLE participation for this Project. Our proposal includes commitments to NSLE firms, and we will continue efforts to include additional	Overall 79 (5.53 out of 7 points) **Significant Strength: 0** Strength: 2 Minor Weakness: 0 **Weakness: 0** • Proposed construction management team is well qualified with ample experience covering most of the project major elements covering, structures, Environmental Issues, safety, sustainability, utilities and survey (C-1, table C-1) • Project subdivided to 4 major areas. Area 1: west end of OC Blvd to the rear approach slab of the Kingsbury Run Bridge Area 2: rear approach slab of Kingsbury Run Bridge to the forward approach slab of the GCRTA Blue and Green Lines Bridge Area 3: forward approach slab of the GCRTA Blue and Green Lines Bridge to east of the Norfolk Southern Railroad (NS) Bridge Area 4: east of NS Bridge to east end of OC Blvd (C-2, Col. 2) • Contractor proposed and utilized 4 ATC's to save money, time and reduce maintenance: #6 (sip forms), #15 weathering steel, #29 (chemical stabilization of subgrade) and #32 (Realignment of OC over Kingsbury Run). (C-2, col 1, 2 & 3) • The Kokosing DBT project management plan will fully detail the construction quality management program, including quality control functions, verification, procedures, QC/QA specification requirements, document control, stop-work authority, and materials testing to ensure that the work is constructed in accordance with the contract, plans, and specifications. The Construction Quality Management Plan (CQMP) will be implemented by the construction QC manager. (C-2, Col 4) • "Our superintendents and foreman will utilize tablet computers that are synced with the project SharePoint site…This real-time document	Overall 74 (5.18 out of 7 points) **Significant Strength: 0** Strength: 1 Minor Weakness: 0 **Weakness: 0** • TGR will develop a Risk Registry (C-3, column 1) • One point of contact for vendors keeps critical delivery dates on track and maximizes quality. (C-03, col 1) (Assuming their assigned POC is responsive) • Proposed construction management team is well qualified with ample experience covering most of the project major elements covering, structures, Environmental Issues, safety, sustainability, utilities and survey (C-01, figure C-2) • Project subdivided to 4 major areas: E 55th St, GCRTA, NS railroad and Buckeye/Woodland. (C-4, figure C-5) • The following are identified risks and mitigation for each area (C-3, col 2): E. 55TH STREET-This area has the most intensive utility relocation, earthwork, and retaining wall work on the project. Early operations will include utility relocations and sewer regulator construction. Because the earthwork, structures, and retaining wall activities occur in the later stages of the project, these resources are available to pursue other areas of the project. Figure C-6 CQMP Procedures Step 1 Plan Activity • Review specifications • Outline materials/approvals/certifications • Review inspection quality check points/testing frequency (Strength) • Create work schedule STEP 2 - WORK THE PLAN • Post-construction activity review • Evaluate effectiveness of process

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	participation throughout the Project's duration. Final subcontractor and supplier selection for procurement will be based on value added to the Project. The Walsh DBT will evaluate these subcontractors and suppliers on their ability to provide a quality product safely within the time frames scheduled. The Walsh DBT will provide detailed planning and management of all subcontracted work to ensure timely performance. (C-3, col 1) The subcontractors will be included in coordination meetings and planning sessions…(C-3, col 4) Note: Emphasis on subcontractor quality and importance of NSLE firms demonstrated as being critical to the overall success of the Project. • Each day, foremen will refer back to the workplan to fill out the Task Quality Analysis (TQA) worksheet, which will then be reviewed by the crew in the field. Note: Figure C.4 Three-Phase Quality Control: Pre-Plan phase shows use of quality checkpoints (C-3, Col 3) (Strength) *Note: Project Management: Page A-3 "Provide tablets to all field supervision for access to the latest plans": Noted in Construction. (Strength)* Note: Tech Proposal makes references to ODOT QAM personnel. Quality Assurance Manager not part of the Project. Major Project Phase discussion: • Risks related to delays are identified along with the	sharing ensures that our mobile workforce, regardless of their location, is supplied with the most up-to-date project information and eliminates nonconformance." (Strength) (C-2/C-3 Col4/Col1) *(Note: Reduces confusion on current document.)* • Construction quality will be covered in a morning action plan (MAP) meetings, which are performed by every crew, every day, and for every operation. Quality checklists will be developed by the lead discipline superintendent and the Construction Quality Control Manager to capture quality components of the work to be performed and associated quality checkpoints. *"Supervisors will be required to sign off on the quality checklists" (strength) (C-3, column 2) (Note: Ensures accountability.)* • As a major topic in the MAP meetings, quality checklists will be reviewed for every operation. (C-2, Col 4) • "IX has numerous waste sites throughout the Cleveland area that are capable of accommodating the significant volumes of earthwork coming off the project" (C-3 Col 2) • Major risks are identified and mitigation of each are listed on Page C-5, Table C-2, that includes: Utilities coordination and relocation, safety and schedule delays, GCRTA and NS RR coordination, and coordination access to Ken Johnson Rec Center. • E-55th bridge - eliminated phased construction of the bridge by temporary relocating utilities (C-3, col 4) • The layout of the temporary track relocation and use of top-down bridge and wall construction allow enough structure to be constructed in the first phase to move the tracks to their permanent position. This eliminates an entire track move shown in the RFP LD-01 NS plans. (C-5, table C-2). Note: NS However may not desire offset bridge since it does not align with existing rail	• Review quality documentation • Make recommendations for improvement • Daily huddles/Communication with QC/QA personnel • Specific checkpoint scheduling/notifications • Correct non-conformances • Created quality documentation Step 3 Review & Revise • Post-construction activity review • Evaluate effectiveness of process • Review quality documentation • Make recommendations for improvement GCRTA-The first structure constructed on the projects will be the bridges over the GCRTA. The resources to perform this work are readily available. The anticipated completion of the GCRTA bridges aligns with the 55th area structures and retaining wall work and transitions with ease between both areas. Other early efforts will be made to establish drainage outfalls and OH-10 trunk line utilities. The Kinsman intersection will be coordinated with the E55th St Area to avoid maintenance of traffic conflicts. NS RAILROAD BRIDGE-The work at the Norfolk Southern Bridge is a project inside a project. Early and regular coordination with NS will allow this work to proceed independent of the rest of the project. Close coordination during the design phase will provide a clear and concise plan for all necessary coordination efforts through each phase of bridge construction. BUCKEYE/WOODLAND-In a manner similar to Area B work, cross street reconstructions will be a priority to clear intersections of potential utility conflicts and schedule impacts. Once the intersections are complete, OH-10 construction can proceed with minimal impacts to the cross-street traffic • The contractor team will use the following three

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	mitigation for each segment. The following is a summary: o Risks for segment 1, included utilities coordination and relocation and unknown regulated material. Mitigation for utility is to allow 6 months for design and 36 months for construction and start it immediately upon award and the mitigation for unknown material is to perform soil investigation prior to start construction activities *(Note: Area known for potential issues due to previous owner – occurring prior to actual construction: (Strength).* DBT recognizes unique elements as pre-phase deep pipe work and the design and construction of retaining walls for wet conditions. (C-4) *Note: Pre-phase work to be performed during temporary lane closures – concerns with ability to perform noted work within the 9a-3p allowed timeframes.* o Noted risk for segment 2 is the bridge over GCRTA and dealing with the agency and understanding the requirements. To mitigate that, RR coordinator was appointed as part of the construction management team. (C-5) - Experience working with GCRTA (C-5, col 1) - Note: Kinsman Road phasing shown on C-5 is reversed when compared to the Conceptual MOT plans included in Appendix F7. o Noted risk for segment 3 is ensuring that the subcontractors perform work within the allotted time according to the CPM. To mitigate that, include all subs in the scheduling meetings and provide clear understanding of the tasks and the schedule and solicit commitment to the schedule. Progress will be closely monitored. (C-5) Note: Due to lack of rail and bridge work, good section to involve subconsultants. o Noted risks associated Segment 4 includes	corridor and will likely not accommodate 4 track alignments at 45 mph without addition right of way and existing structure modification to the north and south. • Realignment of OC over Kingsbury reduces offsite disposal of excavation materials and long-term maintenance. *Note: No discussion of inclusion of NSLE firms into phases or incorporation/management of firms.*	primary risk mitigation strategies (C-03, col 4): 1. **Advance as Early Activity –** Operations that present a potential schedule risk will be performed as early as possible to provide schedule float and has been built into our CPM schedule. 2. **Early and Often Coordination with Third-Parties –** Activities that require input and performance by third parties will be addressed through collaboration early on in the project, followed by frequent follow-up to confirm adherence to critical schedule deadlines. 3. **Minimize Length of Subgrade Exposure –**With a majority of the new roadway being lower than the surrounding grade heights, protection of the subgrade is imperative. Work will be phased to allow rapid and continuous roadway construction once grading operations begin. • All TGR managers, superintendents, trades people, and subcontractors will receive quality orientation prior to performing work on the project. (C-05, col 1) • Does not identify NS Railroad utilities as a risk on Figure C5 (Page C-4) however, this utility coordination is described as a “key” in Appendix F6 (F.6-56). • TGR will facilitate a Risk Registry Workshop with DOT to develop and maintain a construction Risk Registry, quantifying and qualifying potential risks on the project. The probability and severity of the risk will be determined and mitigation strategies for each risk will be developed. This Risk Registry serves as a playbook for both TGR and ODOT to continually focus on potential risks during construction. (C-05, col 2) Note*: Addressed in Project Management.* Note: Minimal of inclusion of NSLE firms into phases or incorporation/management of firms.

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	coordination and design approval from NS railroad. Time has been incorporated into the CPM Project Schedule to allow for slowed production due to the heavy track activity *(Note: Acknowledging RR impacts to productivity levels and addressing impact – Strength)*. To mitigate that, RR coordinator was appointed as part of the construction management team. (C-6) *Note: Lengthy discussion did not mention utilities along NS corridor as a risk.* o Noted risks for segment 5 includes ensuring that the subcontractors perform work within the allotted time according the CPM and coordination with GCRTA (C-6) *Note: Technical Proposal identifies differing segments (specifically Segment 3 and Segment 5) with portions of work applicable to NSLE firms. Demonstrates an attempt to identify work types attainable and successful for NSLE firms and work off the critical path. (Strength)*		

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(c) Safety – 3 points			
Effectiveness of the proposed safety approach	Overall 90 (2.70 out of 3 points) **Significant Strength: 0** Strength: 4 Minor Weakness: 0 **Weakness: 0** • All employees are responsible for safety and are empowered to stop work if they observe unsafe work practices. Stop unsafe work authority to all project workforce (C-7, col 1, last paragraph) (C-7, Col 1) (Strength) • Identified safety for vehicular and pedestrian traffic, community and work place safety needs (C-7 col 2&3) • Fulltime safety manager Michael Axton on site *(and reports directly to executive management*) (Note: Site Specific safety professional named.) (Strength) during construction, who will develop and implement the Safety Plan, oversee training, advise on safety issues, and measure performance on Walsh and subcontractor work. Note (C-7, col 1, under safety leadership) • Provided measures to protect local youth in heavy residential areas and schools (C-7, figure C.5, #2) (Strength) • Provided safe access to local homes, schools and business (C-7, figure C.5, #3) • Provided site-specific safety measures for work place, that covers bridges and retaining walls construction, cranes, railroad, excavation, utility work and traffic (C-8, figure C.6) • Safety measures for bridge construction includes, cranes rated at 150% of needed capacity at RR bridges; 100% tie-off for 6' or greater heights; Pedestrian access all the time for GCRTA station at E 55th, Pedestrian walkway with positive separation (C-7, figure C.5, #1) • Provided well-defined site-specific safety considerations (C-7, figure C.5) • In areas around a large concentration of homed,	Overall 92 (2.76 out of 3 points) **Significant Strength: 0** Strength: 6 Minor Weakness: 0 **Weakness: 0** • "We have committed Tony Morres, a nine-year Safety Specialist with Kokosing, to lead our safety efforts." *(Note: Site Specific safety professional named.)* (C-5, col 2) (Strength) • Stop unsafe work authority to all project workforce (C-6, col 2) (Strength) • Prior to the start of construction, a site-specific safety orientation, which will be developed with input from the safety representative, Project Manager, Construction Manager, superintendents, and engineers. Once completed, every person that enters the project will be required to receive the orientation. (C-5, column 1) • Key safety site-specific issues were identified, that includes overhead and Underground Utility Lines and public safety, working around railroad tracks and adequate mitigation was provided. (C-5, Col2) • Kokosing utilizes RD8100 radio detection device for supplemental utility location verification (C-5, col 2) (Strength) • "Our crews will pothole volume excavate whenever digging within two feet of a marked utility." (C-5, column 4) (Strength) • Safety and health training for new employees, that includes OSHA, fall protection, man-lift training, confined space rescue, crane safety, rigging and signaling, trench competent person, workzone traffic supervisor and CPR. (C-6, col 4) • "Not only do we count each man-hour worked safely, we also hold accountable all employees and managers for incidents and safety violations	Overall 88 (2.64 out of 3 points) **Significant Strength: 0** Strength: 3 Minor Weakness: 0 **Weakness: 0** • TGR is actively involved in federal compliance programs, such as OSHA's Voluntary Protection Program (VPP), and intend to work with ODOT to establish a safety partnership for OC3. Under that partnership, OSHA, the TGR Team, and trade contractors will collaborate to foster a safe work environment. (C-05, col 2) • **Co-located** Safety Manager Bobie Sue Clawson will develop a Site-Specific Health and Safety Plan (HASP) (Strength) *(Note: Site Specific safety professional named.)* with input from project management, field operations, and safety management personnel. This plan addresses all potential project hazards and activities. The HASP will be discussed with project staff and workers during safety orientations, pre-activity meetings, and training. (C-05, col 3) • Preliminary safety assessment listed includes (C-05, col 3): o Emergency Response-Plan Site Specific to address emergency response and action o Pedestrian Safety-Pedestrian maintenance plans for each intersection, including signage and delineating specific access areas o Closures and Detours-Prepare content for ODOT social media announcements of upcoming changes o Working Around Utilities-Maintaining OUPS locate requests, photo documentation of markings, hydro-excavation in congested areas. (Strength) o Working Around Railroads-Delineating no-work areas with physical barriers (fence). Daily communication with railroads during active

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	multi-resident housing, and schools, such as the Anton Grdina Elementary School near Kinsman, the Walsh DBT will use privacy screening… (C-7 3rd Col) • Developing a site-specific emergency response plan that includes cooperation with ODOT and emergency services. Also, included procedures, contact information and communication protocol in case of emergency (C-7, col 4, last paragraph) • "With the continually changing conditions of the construction site, we will perform monthly site walks with ODOT and emergency service providers to explain where and what type of work is taking place. (C-8, Col 1) (Strength) • "We require all new employees and trainees to wear blue hardhats for their first six months on the job." (C-8, column 3) • "We will offer to assist NSLE firms in the development of their own safety." (C-8, Col 3)	that occur on their project." (C-6 Col4) (Strength) • "Subcontractor expectations are addressed in their subcontracts as well as in a pre-planning meeting held prior to the start of work." (C-6, column 4) • "We use an operations hazard analysis process to break a task down to its smallest unit. The crew that will actually perform the operation meets with the safety department representative and management staff and breaks down critical operations from beginning to end, and all hazards associated with each step are listed." (C-7, col 1) • OHA's will be used to plan activities such as: o MOT o Bridge demolition o Multiple bridge construction activities o MSE wall construction o CIP wall construction o Fall protection o Pipework o Earthwork o Road building activities (C-7, column 1) • Kokosing and IX (excavation subcontractor) were the 2016 OCA safety award recipients (C-7, col 2) *Note: Contractor has had some known issues with demolition planning and execution.*	construction periods. 3D modeling of structural steel laydown and erection plans o Bridge Construction-Top down to reduce falls and excavation shoring o Deep SOE at E 55th and Tunneling-Air monitoring, movement and vibration monitoring "All project personnel and visitors will be required to participate in mandatory project safety orientation prior to being allowed on-site." (C-05, column 1) (Strength) • Collectively, the TGR Team's safety programs have won five national safety awards from the Associated General Contractors (AGC) of America, along with numerous state and local awards for development and implementation of safety programs (e.g., Ohio Contractors Association, Bureau of Workers' Compensation, City of Cleveland). (C-05, col 3)

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(d) Unknown Regulated Materials – 4 points			
Effectiveness of the proposed approach to identifying, removing, handling and processing unknown regulated materials and associated coordination efforts.	Overall: 70 (2.80 out of 4points) **Significant Strength: 0** Strength: 0 Minor Weakness: 0 **Weakness: 0** • Follow the Spill Prevention Control and countermeasures Plan (SPCC) (C-9, col 1) • SPCC is included in the site-specific safety plan that provides guidance for managing, handling and disposing of known and unknown regulated material (C-9, col 1, paragraph 2) • To mitigate schedule risk due to unknown regulated material, they will proceed with demolition and soil investigation soon after the property is available. (C-9, col 1, 3rd paragraph) • Superintendents will complete hazardous waste operations and emergency response training (C-9, col 1, last paragraph) • All employees performing excavation will be trained to identify soil discoloration, oily sheen, chemical odors, distressed vegetation or nearby chemical containers. (C-9, col 2, paragraph 3) • Local firms will be subcontracted for National Emissions Standard for Hazardous Air Pollutants (NESHAP) (C-9, col 2) • Previous experience (CCG1) handling unknown regulated materials in the Cleveland area (C-9, col 3, last paragraph) • "If unknown regulated materials are encountered, the Walsh DBT will work with ODOT to determine the most economical means of mitigation, remediation, or disposal." (C-9, column 4) Note: No Strengths / No Weakness	Overall: 70 (2.80 out of 4points) **Significant Strength: 0** Strength: 0 Minor Weakness: 0 **Weakness: 0** • Kokosing DBT has extensive experience dealing with contaminated soils, water, and asbestos. • Spill prevention control and countermeasures plan, will be developed per the requirements of 40 CFR part 112. The plan will detail procedures to follow in the event hazardous materials are encountered, including identification, control of the site, and disposal. Building and bridge demolition will be performed under the supervision of a trained competent person. If asbestos-containing material is encountered, it will be removed by a certified National Emission Standard for Hazardous Air Pollutants (NESHAP) specialist. (C-7, col 3) • Procedure is outlined on page C-7, col 3, for management of unknown environmental conditions encountered during demolition or grading activities. • IX (excavation & demolition subcontractor) provides hazard communication training to all fulltime employees, including information on how to identify and manage hazardous materials. HAZWOPER-trained employees will be provided as site conditions dictate. Additionally, IX provides silica awareness training, per the new OSHA standard, to its employees and all new hires to ensure OSHA compliance. (C-7, col 4) Note: No Strengths / No Weakness	Overall: 70 (2.80 out of 4points) **Significant Strength: 0** Strength: 0 Minor Weakness: 0 **Weakness: 0** • TGR will follow a process of identification, stop work, classification, and disposal when known and unknown substances are found. Risks associated with encountering these materials, including: o Site access and delineation o Surface water control o Solid and liquid sampling protocols and analytical testing o Regulated materials excavation, handling, staging and storage o Regulated liquids handling and storage o Identification, characterization, transportation and disposal of regulated and potentially hazardous substances Approach to Unknown Regulated Materials Unknown regulated materials can significantly impact cost and schedule (C-06, col 1) • TGR will evaluate the environmental site assessment, then recommend and conduct sampling to address any identified gaps. Early detection around substructure elements and underground utility locations enables us to address affected areas in advance of major construction activities, thereby reducing the impact to the critical path of the project. Prior to proceeding with any earth-disturbing activities, TGR will: 1. Designate stockpile areas for temporary storage of suspect material 2. Establish agreements with disposal facilities based on anticipated levels of impacted material 3. Prepare a responsibility matrix that defines roles, responsibilities and the management of impacted material When contaminated material is

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			discovered, it will be excavated, stockpiled, sampled, analyzed, characterized and transported for disposal at a licensed and approved landfill for either hazardous or non-hazardous material. (C-06, col 2) • Checklist for Hazardous Waste/Crisis Management Response: o Step 1-Identify Unknown Regulated Material (Train staff so they know what to look for) o Step 2-Stop Work and Notify (Establish SPCC Plan) o Step 3-Sample and Classify Material (Establish 3rd Party Testing) o Step 4-Determine remediation (Establish disposal sites and chain of custodies) o Step 5-Proceed with Remediation and Disposal (Train staff so they know the procedure Note: No Strengths / No Weakness

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SUMMARY **CONSTRUCTION** **Summarize the following:** • **Number of strengths / weaknesses for each subsection** • **Percentage score reached by consensus for each subsection** • **Points for each subsection**	**See sub-category notes**	**See sub-category notes**	**See sub-category notes**
TOTAL POINTS **CONSTRUCTION (0-20)**	**16.46**	**15.77**	**15.66**

Submitted by:

Signature - Construction	Date	Print Name	Agency/Office

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TECHNICAL PROPOSAL – PART D & BONUS
COMMUNITY INVOLVEMENT AND DIVERSITY & INCLUSION
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(a) Organizational Roles and Responsibilities of Key Personnel – 6 points			
Effectiveness of the DIOC and the qualifications and experience of DB Diversity/Outreach Lead Manager and Contractor Diversity/Outreach Lead Manager related to local (adjacent wards) knowledge, Community Involvement and Diversity & Inclusion as demonstrated by the content of the Technical Proposal and the Appendices.	Overall 74 (4.44 points out of 6) **Significant Strength: 0** Strength: 1 Minor Weakness: 0 **Weakness: 0** "The Walsh DBT's Diversity, Inclusion, and Outreach Consultant (DIOC) is G. Stephens, Inc. (GSI). Founded in 1992, GSI is an EDGE/DBE/SBE-certified, minority-owned firm…"(Pg D-1, Col 1) "GSI has provided DIO services for $2 billion worth of projects in Cleveland and Northeast Ohio for clients including ODOT, the City of Cleveland (Group Plan Commission), and the City of Akron. To achieve OC3 goals, GSI will commit its experience, knowledge, and passion to work for ODOT, the City of Cleveland, and the residents and businesses of Wards 4, 5, and 6." (Pg D-1, Col 1) "DBE Consultant of the Year for the first-ever Ohio Department of Transportation Excellence in Diversity and Inclusion Awards at the 2017 Civil Rights Symposium." (Pg D-1, Col 4) **ACE Mentor Program** DIOC employees serve as career development mentors for students at Collinwood High School and John Hay High School (Ward 6). (Pg D-1, Col 4) Named additional support personnel: • Phyllis Stephens • Michael Jefferson *Note: G. Stephens has a good understanding of the needs of the community, has good background in needs of the business community, and demonstrated a good background in infrastructure related projects in regard to Diversity and Outreach.* (Strength)	Overall 79 (4.74 points out of 6) **Significant Strength: 0** Strength: 2 Minor Weakness: 0 **Weakness: 0** "Ward 4 resident and DB Diversity/Outreach Lead Manager Wyatt Brownlee, partnered with Maurice Stevens and Joe Lopez, bring a combined 71 years of experience in creating and implementing diversity and inclusion strategies with a focus on the northeast Ohio community." Page D-1 "The Kokosing DBT hosted pre-bid outreach events at the East Mt. Zion Church and the LaSagrada Famalia Church to engage the NSLE community. Numerous members of the Kokosing DBT participated in each event, including representatives from Kokosing, Baker, Independence Excavating, Brownstone Grey, CDPS, and Artessa. This outreach strategy was an effort to learn as much as possible about the local community and key stakeholders. We established contact with 108 attendees at the East Mt Zion Church event and 89 attendees at the LaSagrada Famalia Church event." (Pg D-1, Col 2/3) "Tina Rice of T. Rice Communications has been retained as our team's Public Information Consultant, with over 25 years of experience providing similar services in the local community. To reinforce the Kokosing DBT's commitment to diversity, inclusion, and outreach, Kokosing's Regional Manager, Todd Lezon, participated in both of the Kokosing's DBT pre-bid outreach events and interviewed numerous potential NSLE firms. Todd will continue these efforts post-bid and support Kerry in meeting these project goals. (Page D-1, Col 4)	Overall 76 (4.56 points out of 6) **Significant Strength: 0** Strength: 1 Minor Weakness: 0 **Weakness: 0** "To meet the project's NSLE project percentage goals and New, Small and Local (NSL) firm utilization goals, TGR developed the following strategies: • Developing a Diversity, Inclusion and Outreach Plan (DIOP) that includes innovative local community philanthropic partnerships dedicated to addressing decades old challenges that have had devastating impacts on the lives of these citizens. • Addressing the systematic social challenges to improve the workforce talent, mindset and skills repository in the wards surrounding the Opportunity Corridor community and identified in the Disparity Study. • Defining for the community the "Capacity Building" needed in order to work with ODOT, TGR and their related industry partners, so that in the future these NSLE firms and individuals can be sustainable for the long term. • Supporting economic development in the African-American, Hispanic and Asian Pacific American communities, identified disparaged groups, through the facilitation and introduction of new capital partners with financial resources and a due diligence process to support and expand contractual opportunities for local businesses." (Page D-01, Col 1) "TGR is committed to meeting the project goals for NSLE businesses. The TGR team has successfully completed ODOT's $273M CCG2 Innerbelt project where we surpassed the project's DBE goal of 15%. TGR team member, The Great Lakes Construction Co.,

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		DIOC Qualifications and Experience Brownstone Grey LLC will serve as our Diversity, Inclusion, and Outreach Consultant (DIOC). Established by Wyatt Brownlee, Brownstone Grey brings 18 years of diversity, inclusion, and outreach experience. Brownstone Grey's inclusion and outreach efforts with NSLE businesses and residents of Cleveland Wards 4, 5, and 6 includes working on the CCG2 Innerbelt Bridge, Lakefront West, and Opportunity Corridor Section 1 (OC1) projects. As part of Brownstone Grey's efforts on the OC1 project, Wyatt drafted the initial local community outreach communication plan that was approved by ODOT and adopted by OhioMeansJobs. Brownstone Grey attended all of ODOT's regional disparity study meetings that BBC Research & Consulting and Exstare Federal Services Group conducted. Wyatt participated in the interviewing processes of the NSLE firms in an effort to help gather data for the study. Diversity and Outreach Subconsultants • Career Development and Placement Strategies (CDPS) will provide workforce development services to the DIOC. Led by President Maurice Stevens, CDPS brings more than 25 years of experience in the northeast Ohio region serving the disadvantaged workforce. • Artessa Building Group (Artessa) has been engaged to provide business development outreach strategies and opportunities to the disadvantaged business community. As President of Artessa, Joe Lopez brings 28 years of contracting experience and firsthand knowledge of successfully managing and growing small, minority-owned businesses. *Note: CDPS has shown effective results in*	is implementing ODOT's first DIOP on the OC2 project. Great Lakes has been working through many challenges with ODOT's OC2 Project and Outreach Team. The lessons learned from these challenges on OC2, uniquely positions our team to be successful on this project" (Page D-01, Col 1) *Note: CCG2 Innerbelt still ongoing – currently, liens have been filed by a DBE as an IQF member due to an internal conflict.* **DIOC Qualifications and Experience** "Integral Management (IM) will be the lead Diversity, Inclusion and Outreach Consultant (DIOC) on our team and will lead us to achieve the diversity goals for this project**."** (D-01, Col 1) "Outreach team partners Adrian Maldonado & Associates and Lisa Wong will work under the direction of IM and will assist with outreach and engagement among the Hispanic and Asian Pacific American communities." (D-01, Col 1) "The TGR Diversity and Inclusion Team will be led by DB Diversity/ Outreach Lead Manager June Taylor of IM. June will be assisted by Contractor Diversity/Outreach Lead Manager Jackie Jacob". (D-01, Col 1) "June and Jackie will be assisted by the following Outreach Team Partners: Andrew Jackson, Dennis Roberts, and Tavorris Robinson. In addition, local leaders and Outreach Team Partners Adrian Maldonado, Al Sanchez and Lisa Wong will lead outreach efforts specifically for the Hispanic and Asian Pacific American Communities. Working collaboratively, the aforementioned Outreach Team Partners will effectively target the disparaged groups identified in ODOT's 2015-2016 Disparity Study." (Page D-2, Col 1) Integral Management "inclusion initiatives. Founded in 1993, IM is a well-respected, full service consulting firm headquartered in

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		workforce development, and Artessa has shown effective results in business development as it relates to similar projects in the same region (OC2). (Strength) *Note: DIOC has some project specific outreach directly with ODOT (overall Opportunity Corridor). DIOC overall experiences limited. Demonstrated some project specific Business Development and some Community Outreach.*	Cleveland." (Page D2 Col1) The firm has achieved high praise through several initiatives, including: • Jobs Partnership Cleveland – … • E. 151st Success Club/Lee Harvard Neighborhood – … • INROADS, Inc. – … • Ginn Academy – … Adrian Maldonado "AMA is a multi-faceted small and emerging business that utilizes its owners' experience, in multiple arenas such as construction management, diversity tracking and reporting, demolition, construction and post construction clean-up." (Page D-2, Col 3) Lisa Wong (Sole Proprietor) "Lisa is a leader in the Asian Pacific American community in Northeast Ohio and is uniquely adept at developing solutions and adding value to small, disadvantaged and challenged businesses throughout the targeted Wards within the Opportunity Corridor" (Page D2 Col 3) *Note: Named 6 Support staff and shown in T.O.* • *3 persons for Business Development (overlap with other roles)* • *3 persons for Workforce Development (overlap with other roles)* • *3 persons for Community Outreach (overlap with other roles)* *Note: The DIOC has some specific construction project experiences. IM is performing workforce development for a regional project (OC2). Demonstrated project specific Business Development and some Community Outreach.* (Strength)

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	DB Diversity/Outreach Lead Manager: Name: Halle Jones Capers, PE, SIT Experience: 26 years (3 with GSI) Education: BS Civil Engineering, University of Akron Design Commitment: 50% Construction Commitment: 50% Registrations: • PE in OH and MI • SIT in OH • ODOT: Construction Engineer 1 and 2, Project Inspector, and Flexible Pavement • Ohio Aggregate Technician Level 1 • ACI Concrete Field Testing Technician – Grade 1 • GCRTA Rulebook C and Flagger Certified Community Involvement: • Former Director of University of Akron Women in Engineering Program • Chair of Increasing Diversity in Engineering Academics Advisory Council at University of Akron • Member of Advisory Council for the Construction Engineering Technology Program at Tri-C. Notable Experience: • Cleveland Innerbelt Bridge CCG2 DB ($273M), GSI Project Executive*: Note: Direct personal involvement limited.* • Redevelopment of Cleveland Public Square DB ($42.5M), GSI Project Manager • Cleveland Innerbelt Bridge CCG1 DB ($287M), GSI Project Executive: *Note: Direct personal involvement limited.* • Akron Waterways Renewed ($1.4B), GSI Project Executive • ODNR – Owner's Agent ($500k to $5M, various projects), Project Manager • Former ODOT Deputy Direct, Division of Highway	**DB Diversity/Outreach Lead Manager:** Name: Wyatt Brownlee (Brownstone Grey) Experience: 17 years (3 with Brownstone Grey) Education: Bryant & Stratton College Design Commitment: 75% Construction Commitment: 75% Certifications: • MBE Certification Specialists, National Minority Supplier Development Council • Asbestos Contractor Supervisor, Training Services International • Asbestos Hazard Abatement Specialist, Ohio 2016 Notable Experience: • Opportunity Corridor Section 1, Community Inclusion & Outreach Coordinator • Cuyahoga County Juvenile Justice Center, Construction Owner Outreach • General MBE Training • MBE Training – Technical Education Assistance *Note: Demonstrated recent relevant experiences with workforce development and outreach specifically within the region. Has demonstrated understanding of the needs of the community, demonstrated and understanding needs of disadvantaged businesses, has demonstrated an understanding of disadvantaged businesses related to construction, and specifically within the region. Has relevant experience in Diversity and Inclusion efforts with the Department.* (Strength) Additional Considerations: • "Brownstone Grey attended all of ODOT's regional disparity study meetings" (D-2, column 1) and "led some of ODOT's regional town hall discussions, which were also used to gather data for the disparity study" (D-2, column 2) • "Wyatt's individual work in the region has created more than 1000 jobs and generated more than $2B in revenue, impacting more than	**DB Diversity/Outreach Lead Manager:** Name: June Taylor (Integral Management) Experience: 15 years (1 with Integral Management) Education: Master of Management with concentrations in Finance, Marketing & Organizational Development and BS Industrial Engineering. No school provided. Community Involvement: • Member of Minority Business Advisory Council (2011-2014) • Board of Directors, Sisters of Charity Foundation, Cleveland, OH Notable Experience: • Integral Management (2015-), President • MWV Pinnacle Advisory Services (2007-2015), President • MWV Pinnacle Capital Fund (2003-2007), Vice President • The Redmond Group (1997-2003), President *Note: Recent experiences focuses primarily on workforce development. Known to have an understanding of community issues.* Additional experience and endorsements listed in the text include: • Invacare • CM Wealth Partners • Shorebank Cleveland Corporation • Deaconess Community Foundation • Big Brother/Big Sisters • Job Partnerships Cleveland • E. 151st Success Club/Lee Harvard Neighborhood • INROADS, Inc. • Ginn Academy (D-02, column 1/2)

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	Operations (2009-2011) *Note: Engineer with local ODOT experience on similar projects. Known to be effective, organized, and knowledgeable with overall heavy highway construction. Good general background, but limited experiences with the specific role.* Additional Considerations: • "With a Cleveland office just 12 minutes away, GSI will have a member of the DIO team co-located most of the time." (D-1, column 2) **Contractor Diversity/Outreach Lead Manager:** Name: Brenda Wolf Experience: 20 years (11 with Walsh) Education: AS, Sawyer College of Business Design Commitment: Not specified Construction Commitment: Not specified Notable Experience: • Ohio River Bridges East End Crossing P3 ($763M, DBE Coordinator) • Milton-Madison DB ($104M, DBE Coordinator/EEO Officer) • I-65/SR 26 DB ($82.8M, DBE Coordinator/EEO Officer) • I-465 from Airport Expressway to South of I-74 ($133M, DBE Coordinator/EEO Officer) • I-69 White River to CSX ($99M, DBE Coordinator/EEO Officer) *Note: Has performed role on projects of similar complexity and size. Brenda Wolf also committed to I-480 Project. (Minor concern of availability.) Did not demonstrate knowledge of the Community.*	250 small, minority, and disadvantaged businesses throughout Ohio." (D-3, column 1) **Contractor Diversity/Outreach Lead Manager** Name: Jill Harris (Kokosing) Experience: 25 years (16 with Kokosing) Education: BS, Central State University, 1990 MA, The Ohio State University, 1992 Design Commitment: 40% Construction Commitment: 40% Qualifications: Serves on Ohio Construction Advisory Council Certifications: • SHRM-CP • PHR • Master Trainer and Certified Instructor • Assessment Certification Training Program Primary Administrator • Certified Training Manager/Director Notable Experience: • Director of Human Resources • Training and Education Manager • EEO and Compliance Administrator • Recruiter • Lead Cadre Trainer • Oversaw outreach events for Ohio Health's Riverside Methodist Hospital Neuroscience Institute Project	**Contractor Diversity/Outreach Lead Manager** Name: Jackie Jacob (Great Lakes) Experience: 5 years (all with Great Lakes) Education: BS, Youngstown State University AAS, Drafting & Design Tech, Youngstown State Technology Design Commitment: 100% Construction Commitment: 100% Notable Experience: • Opportunity Corridor Section 2, Contractor Diversity/Outreach Lead • Innerbelt CCG2, Contractor Diversity Aide and Project Engineer • V&M Star Brier Hill Park Phase 2, Project Engineer Community Involvement: • ACE Mentoring • Presentations/Afterschool activities at Marion Sterling and George Washington schools • CMSD STEM Engagement Pilot Program • MCSD STEM Fair Showcase • St. Martin De Porres High School Work-Study Program, Coordinator *Note: Has experience in role but limited overall experience. Department has concerns with availability with overlapping project responsibilities as*

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		• Oversaw outreach events for Franklin County Hall of Justice Renovation Project *Note: Good overall experience with relevant components of the role. As the Human Resources manager for Kokosing Construction Company, questionable availability for daily operations of the project.* *Note: Proposal includes Kokosing Corporate Workforce Manager Mark Osbourne – no description of role on project.*	*demonstrated on OC2* - likely be schedule overlap between OC2 and OC3.

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(b) Draft DIOP Methods and Execution – 9 points			
Method and execution described in the DIOP to meet the Department's goals regarding business development with consideration given to outreach efforts to the disparaged business community (based on results summarized in the 2015-2016 ODOT Disparity Study, workforce development, and community outreach.	Overall 84 (7.56 points out of 9) **Significant Strength: 0** Strength: 9 Minor Weakness: 1 **Weakness: 0** **Business Development** Prebid efforts included: • ODOT Matchmaking Event (10/18/2016) • Walsh DBT Project Overview/Breakout Session Outreach Events (11/15/2016, 2/2/2017) • Neighborhood Connections' Neighbor Up Events (11/3/2016, 11/16/2016, 2/2/2017) • OCIAC Meetings (January, February, July, and October 2017) • Walsh DBT Community Outreach Events (1/24/2017, 1/31/2017, 2/7/2017) • Walsh DBT Workforce Outreach Events (1/26/2017, 2/2/2017, 2/9/2017) • Walsh DBT OC3 Workforce Presentation (3/10/2017) • One-on-one meetings with over 50 NSLE firms (various dates) *Note: Offeror held additional numerous events outside of mandatory ODOT Matchmaker Event. ODOT invited to the additional outreach events – many events known to be held within Community locations.* (Strength) (D-3, column 1) (F.10-2, Figure F.10.5) The Project Overview Outreach events included "6 breakout sessions, each led by a Walsh DBT member, to address the specific needs of attendees." (F.10-2, column 2) "We envision a larger group setting for the initial matchmaking event to broaden participation. We will then host several smaller group or one-on-one sessions for subsequent meetings to better answer individual firm questions and establish a level of comfort."	Overall 89 (8.01 points out of 9) **Significant Strength: 2** Strength: 8 Minor Weakness: 0 **Weakness: 1** **Business Development** Prebid efforts included: • Attending ODOT Matchmaker event • Conducting weekly conference calls with the DIOC. • Meetings with local stakeholders • Holding two outreach events led by DBPM Kerry Hart (108 and 89 attendees) • Conducting face-to-face interviews with potential NSLE subcontractors • Multiple mass communication e-blasts • Attending every OCIAC meeting 2017 *Note: Offeror held additional outreach efforts outside of mandatory Matchmaker Events. ODOT was invited to the additional events. Events known to be held within Community locations* (Strength) (From Executive Summary: D-1, columns 2-3) "Additional communication should be focused on educating individuals interested in employment on how benefits through a workplace might compare to the governmental benefits they are currently receiving. Input and feedback from OCIAC committee members will be continuously incorporated into our outreach strategy to address these challenges." (From Executive Summary: Page D-1, Col 4). *Note: Initial comment within the above paragraph was a comment received from an attendee of a meeting also attended by ODOT personnel.* "We listened to the needs of the NSLE contracting community….At our events and through direct communication with firms, we learned that smaller packages were desirable for many firms. We	Overall 86 (7.74 points out of 9) **Significant Strength: 0** Strength: 9 Minor Weakness: 1 **Weakness: 0** **Business Development** TGR's outreach is targeted towards the three groups found to experience disparity in ODOT work in the Disparity Study: • African American • Hispanic • Asian Pacific American (D-01, column 1/2) TGR "surpassed the project's DBE goal of 15%" on CCG2. "The Great Lakes Construction Co. is implementing ODOT's first DIOP on the OC2 project. Greta Lakes has been working through many challenges with ODOT's OC2 Project and Outreach Team. The lessons learned from these challenges on OC2, uniquely positions our team to be successful on this project." (D-01, column 2) Adrian Maldonado & Associates (AMA) will provide outreach assistance with the Hispanic communities. "The firm has more than 30 years' experience in the area of diversity monitoring, tracking and reporting." Examples of construction projects are provided. (D-02, column 3) Lisa Wong will provide outreach assistance with Asian Pacific American communities. Experience includes: • Business Advisor, Minority Business Assistance Center, Urban league of Greater Cleveland • Program Officer, Cleveland Council on World Affairs • Event Manager, Lunar New Year Celebration at Asian Town Center

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	(F.10-5, column 3) Walsh commits to exceed ODOT's NSLE goals: • New (2.18%) (Note: 2% is out of state new) • Small (2.29%) • Local (6.36%) • Edge (22.29%) (D-1, column 1) Phyllis Stephens and Michael Jefferson of G Stephens will provide D&I support (D-2, column 2) "Phyllis is also experienced in providing design-build support, as she did on Innerbelt CCG1 and CCG2 to fulfill project compliance requirements that bring inclusion and growth opportunities for small, minority, disadvantaged, and women-owned business." (D-2, column 3) Walsh "understands a disparity for the following categories of owned business: Asian Pacific American, Black American, and Hispanic American." (D-3, column 1) "We attended ODOT events, solicited over 500 NSLE firms, hosted DBT events, and met with over 50 subcontractors, suppliers, and professional service firms during one-on-one meetings…after award we will continue to host bi-annual outreach events and meet individually with NSLE firms." (D-3, column 2) Walsh commits to four Mentor-Protégé relationships: • Eggeman Engineering & Consulting • CAD Concepts • Urban Recycling • Messier & Associates (D-3, column 2) (Strength) – *(Note: Additional Mentor-Protégé commitments)* "The Walsh DBT will work with each protégé firm to	encouraged NSLE firms to contact us directly to discuss the services they could provide, their capacity, and preferences for contract sizes. To accommodate as many companies as possible, we sent out both small and large bid packages. (Strength) (For example, seven separate curb and gutter and sidewalk packages were distributed with an option to bid any or all packages." (From Executive Summary: Pg D-1, Col 4) "The DIOC will also assist in any additional challenge related to working on an ODOT project, such as certified payroll, as well as monitor and report that project commitments included in the DIOP are being fulfilled." (Page F.10-1, col1, Last sentence) "After the bid was reinitiated by Addendum 20, we reached out to NSLE community again through multiple email blasts and personal communications to ensure they were aware of the new project dates and provide them ample opportunity to clarify potential work scopes and prepare their estimates." (F.10-2, column 2) To find new firms, Kokosing sent communications and pricing agencies to the following agencies; • Urban League of Greater Cleveland MBAC • Cleveland Office of Equal Opportunity • Cuyahoga County • NEORSD • Cleveland Airport Systems • Black Contractors Group • American Center for Economic Equality (F.10-2, column 2) Artessa Building Group will provide business development strategies: • "President of Artessa Joe Lopez brings 28 years of contracting experience and firsthand knowledge" • Develop blueprint to standardize process for ODOT certifications • Educate firms on auditing and bonding	• Event Coordinator, Ohio Asian- American Health Conference (D-02/03, column 3/1) "Because of Lisa's significant community profile, resourcefulness, and the fact that she possesses the most extensive database of Asian Pacific American contacts in the state, she is best positioned to inform the Asian Pacific American community." (D-03, column 1) "DIOP outreach will use … SmartOutreach, which is "defined as a set of techniques and methods to strategically engage individuals, groups and community organizations. Examples of these techniques include:" • Door-to-door canvassing (including CMHA buildings) • Grassroots organizing with local leaders • Community street engagement in high traffic areas • Commercial canvassing (micro-business) • Demographic/census based data *Note: This approach was utilized by ODOT's ambassadors on previous outreach efforts with success. Questioning overall claim of creation.* (D-04, column 1) (Strength) Prebid efforts included: • One-on-one meetings with 60 companies on December 15-16, 2017. MBAC attended to assist with EDGE paperwork. Two companies submitted paperwork at the event. • TGR sponsored a half-day Estimating 101 educational workshop on February 9, 2017. "Approximately 15 African American, 8 Hispanic, and 10 small businesses participated in the event." • "On February 10, 2017, our estimating team held our second face-to-face meeting with 61 NSLE companies to discuss specific scope packages. One result was to create "more manageable and size-appropriate scope

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	establish monthly meetings and develop agendas to address the protégés' specific needs." (F.10-5, column 3) "We then presented achievable contracts creating appropriately sized scope packages tailored to the NSLE's ability. After award, we will offer small group instructional workshops to mentor and encourage NSLEs to expand services into new or related disciplines/work-types or to become ODOT prequalified. (D-3, columns 2/3) (Strength) Walsh will pay subcontractors/NSLE firms within 10 days after payment from ODOT. Walsh commits to "assisting NSLEs to complete the required paperwork to ensure timely payment." *Note: Contract requirement* (D-3, column 3) Walsh will hold Developmental Workshops for NSLEs. "An NSLE Task Force (a subsidiary of the DIO Task Force) will be established, with NSLE participation, to determine the frequency and topics discussed." (D-3, column 4) "Through quarterly meetings, workshops, and training events, firms will gain additional knowledge and skills required to advance their businesses." (D-3, column 4) "The Walsh DBT will work with NSLE firms to ensure they are given the first chance to bid on scope packages." (D-3, column 4) **Workforce Development** Walsh commits to exceed ODOT's OJT goals: • Type 1 (22,000 hours) • Type 2 (11,000 hours) *Note: Exceeding the requirements per Contract* (D-1, column 1) (Strength)	process • Enhance partnership between Hispanic and African-American businesses (D-2, column 4) • Joe "currently provides monthly consulting services for the Northeast Ohio Hispanic Center for Economic Development" • "Joe provides seminars and workshops for the City of Cleveland through the Mayor's Office of Equal Opportunity on Business Strategies for Construction" (D-3, column 2) Kokosing efforts are equally targeted towards all six groups studied in the Disparity Study, not the three found to experience disparity in ODOT work. (F.10-2, column 1/2) "To properly track and report all of the team's inclusion efforts on the project, the Kokosing DBT will utilize the web-based program B2GNow." (D-4, column 1) B2GNow will allow the DBT to: • Maintain contacts and inquiries made by the team • Inquiries received • Identified NSLE firms • Monitor D&I efforts • Report results to ODOT and OCIAC through bi-weekly reporting requirements *Note: Utilizing a specialized software package to assist in reporting and tracking of specialized diversity contracts.* (F10-2, column 1) (Strength) The DIOC developed a communications database by combining the following lists: • ODOT DBEs • Ohio MBE/EDGE • Cleveland MBE/FBE/SBEs • Cuyahoga County SBEs • Firms working on OC1 and OC2 (D-4, column 1) • Firms that attended previous ODOT	packages for NSLE firms." (D-04, columns 2/3) *Note: Offeror held additional outreach efforts outside of mandatory Matchmaker Events. ODOT was invited to the additional events. Events known to be held within Community locations* (Strength) The TGR Institute is a program of workshops for NSLE businesses. Examples of topics include: • Estimating • Construction Basics • Safety • IT • Accounting • Finance • English as a Second Language • Access to Capital • Entrepreneurship • Succession Planning Additional TGR Institute details are shown on F.10-07. (D-05, Figure D-3) The TGR Institute: Workshops to be held from April 2019 through June 2019, January 2020 through March 2020 and January 2021 through March 2021. These sessions will allow more businesses to learn and grow during the slow period of the year, during the life of OC3… The TGR Institute will consist of tailored workshops in three major tracks, which will complement the business owner or the business infrastructure." <u>Construction Track</u> Workshops (Two-hour durations each) 1. The Start: Construction Estimating for Success 2. Your Numbers: Bidding, Estimating & Getting the Job 3. Your Plan: Planning, Scheduling & Communicating 4. Your Team: Assignments, Payments, & Achievements 5. The ODOT Way: Understanding ODOT's Specifications & Procedures

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	Walsh will reach out to several organizations (listed on D-4) to find traditional OJT workers. To find non-traditional/adult workers for OJT, Walsh will reach out to: • Tri-C's ABLE Program and Adult Diploma Program • North Star Neighborhood Reentry Resource Center • Cuyahoga County Office for Reentry • Cleveland Eastside Ex-Offender Coalition (D-4, column 1) "The Cuyahoga County Office of Re-Entry defines participants of these programs as individuals who were formerly incarcerated and experience significant barriers in obtaining employment. This includes individuals place under community control and those who have been arrested even if acquitted of charges." (F.10-7, column 4) These workers may experience "challenges in entering or re-entering the workforce. These challenges may include family, financial, transportation, educational needs, and acceptance in re-entering the workplace." (F.10-7, column 3) Walsh reached out to and met with six unions before bidding. (D-4, Figure D.4) Walsh will use a 4-phase program for Type 1 OJT: 1. Outreach 2. Identify those who are willing to go through process – *specifically committing to bring 12 senior high school seniors for vocational work-study program (emphasis added)* 3. Perform substance abuse test and soft skills training 4. Direct graduates to training and apprenticeship opportunities *Note: Good approach with specific details on how to meet OJT Type 1* (F.10-8, columns 1/2)	matchmaking sessions (F.10-2, column 2) "The Kokosing DBT commits to mentoring a minimum of four businesses participating in the project, including one small business, one new business, one local business, and one EDGE business, with a minimum of one construction firm and one design firm." Mentoring Plan • Conduct a readiness assessment and evaluation of the NSLE businesses o Workshop topics o Best Practices o Common Mistakes to Avoid o Management o Leadership Measurable Goals Identified 1. Expanded work or design types 2. Expanded geographical area 3. Expanded clientele 4. Growth in workforce 5. Growth in management 6. Purchasing more equipment / computer programs 7. Purchasing or leasing office space 8. Expanded marketing account (F10-3, Col2/3) *Note: Topics and issues relevant to the needs of the NSLE firms* (Strength) Kokosing will submit a "cost to complete" analysis to ODOT each month for each firm to track progress towards NSLE goals. (F.10-4, column 1) Kokosing will offer several types of workshops available for all NSLEs: • Strategic Planning • Quarterly Developmental (for all NSLEs, even those not involved in OC3). Topics are shown on F.10-4. *Note: Specific DBT members who are logical representatives to be able to accurately speak to topics were committed.* • Branding. Example topics are shown in F.10-4.	6. The Safe Way: OSHA, Worker & Workplace Safety Business Track Workshops (Two-hour durations each) 1. Your Money: The Foundation of Your Future 2. Accounting: Invoicing, Payables, and Receivables 3. Your Risk: Insurance, Bonding and Worker's Compensation 4. Your IT Department: Technology, Computers, & Software Access to Capital Track Workshops (Two-hour durations each) 1. Banking: Credit Lines, Loans, Private Equity 2. Choices: Job vs. Entrepreneurship (F.10-07, column 2/3) *Note: Topics and issues relevant to the needs of the NSLE firms. Similar to workshops currently being used on GLC on OC2.* (Strength) "TGR will mentor the following [5] companies from the three identified disparaged groups:" Goals for each are listed in Figure D-4. *Note: Cordero Cement and Utilitech are currently DBE certified – certification was one of the noted goals.* (D-05, column 2) (Strength) *Note: Diagram provided depicting overall holistic approach to Business and Workforce development* (F10-01) "We will provide Spanish and/or Asian language interpreter(s) at all meetings/events listed in our DIOP. We will also have these interpreters on call to assist our team during our outreach efforts." (F.10-02, column 3) (Strength) *Note: GLC provided interpretation at previous events have not been adequate.* OC3 NSLE "TGR Navigator" : "Each NSLE business on the project will be assigned a TGR team member as their key contact person. This key contact person will maintain regular communication, troubleshoot, when

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	(Strength) "Local high school and college graduate workforce through more traditional methods such as high school career days, college career fairs, and high school and post-secondary training programs." (F.10-8, column 3) "Local high school and post-secondary students from Wards 4, 5, and 6 will be the focus for internship opportunities in professional services, or pre-apprenticeship programs for construction trades." (D-4, column 2) "The Walsh DBT and subcontractors will verify residency and low-income status using documentation such as certified payrolls submitted through ODOT's Civil Rights Labor Management System (CRL) and certified letters as outline in PN 098. We will obtain verification from one of the following entities: the Cuyahoga Metropolitan Housing Authority, Cleveland Housing Network, Cuyahoga County Jobs and Family Services, or the City of Cleveland, Mayor's Office of Equal Opportunity." *Note: Incorrectly noting using ODOT's CRL, but then properly note the correct methods.* (D-4, column 2) "To maintain workforce development efforts, the Walsh DBT will continue to host outreach events on a bi-annual basis throughout the Project duration to present OC3 Opportunities to the local workforce…" (F. 10-9, column 3) The "DIOC will track Cleveland and low-income employees working on OC3 to verify they are gaining the skills needed to perform the work, offer any further assistance, and gauge our workforce development performance." (F.10-9, column 3) **Community Outreach**	(D-4, column 3 and Table D-4) (Strength) "The DBT's plan to engage NSLE businesses for the life of the project includes continually reaching out for them to attend our Development Workshops...We not only invite all NSLE companies on the project, but also the companies not involved with the project." (F.10-5, column 1) Kokosing will prioritize NSLE invoices. Their "internal systems allow for expedited payments, sometimes as soon as the next business day after receiving the request for payment." (F.10-5, column 2) Kokosing will schedule a Community Development and Business Outreach Meeting within 60 days of award. (F.10-5, column 2) ***Note: Business Development Section demonstrated an approach with considerable detail, well-defined goals, and measurements. Plan will be approvable with minor revisions. (Significant Strength)*** **Workforce Development** Career Development and Placement Strategies (CDPS) and its president and CEO Maurice Stevens will provide workforce development strategies: • Provided training to more than 3500 individuals since 2009 • Delivered 224-hour carpentry and 40-hour asbestos abatement programs as part of OC2 • Provided training for 63 residents of Wards 4-6 for OC2, which 94% said was "valuable in supporting their efforts to secure employment" (D-2, column 3) Mark Osborne, manager of Kokosing's workforce development group, will bring his experience with local and statewide groups, and workforce training. (D-3, column 4) Mark will provide "Kokosing's two day Operate with	necessary, and otherwise verify that the NSLE does not 'fall between the cracks.'" (F.10-02, column 3) "TGR Quick Pay" for NSLE Businesses: TGR will pay NSLE businesses quicker to aid their cash flow: • TGR will pay approved/accepted invoices it receives from OC3 NSLE truckers and material suppliers 10 days after it receives an invoice. • Payments to NSLE contractors for owner-approved/accepted work will be paid 12 days after receipt of an approved/accepted invoice. (F.10-02, column 3) (Strength) *Note: Not waiting for payment from ODOT, but potential additional oversite issues. ORC limitations on the Department's ability to enforce may cause oversite.* **Third Party Audits** "Maria Hernandez of Verge Inc., a local development non-profit organization, working under IQF Transystems, will monitor our DIOP" These audits will include: • Key milestones • Actual NSLE work completed and paid percentages • OJT hours • Resident workforce hours (D-07, column 2) "Maria's familiarity with OC2 while leading the translation and training/facilitation efforts for the 3 workforce workshops at the Spanish American Third Party Quarterly Audits "Maria Hernandez of Verge Inc., a small business and workforce development veteran, working under the Independent Quality Firm, TranSystems, will monitor requirements quarterly for compliance. These requirements include our DIOP, OC3 Scope of Services, Section 5 — Diversity, Inclusion and Outreach, PN 98 and PN 99." (Pg F10-3 Col 1) *Note: Potential value added role, although*

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	"We commit to participating in K-12 programs, including the ACE Mentor Program, NSBE Jr, and Cleveland Engineering Society." (D-4, column 3) "We will continue collaboration with the OCP Steering Committee by participating in monthly Steering Committee meetings and other activities." (D-4, column 3) "The Walsh DBT will work with the City of Cleveland to identify one location along OC3 for a new community park and playground…Walsh DBT will seek grant funding from Kaboom!, plan the layout and amenities, and plan and execute a Playground Build Day with community involvement from start to finish." (D-4, column 4) "The Walsh DBT identified Spanish as the most prominent language leading to language barriers." Walsh committed to the following: • Meeting twice per year with the NE Ohio Hispanic Chamber of Commerce regarding language issues • Printing all hiring packets, handbooks, safety materials, and manuals in Spanish and English *Note: See note below* • Soliciting language requests for outreach events • Providing translation for languages as necessary through a translation service or Tri-C students (D-4, column 4) "Twelve interested high school students 18 years of age and older will be selected for a vocational work-study program during the final quarter of their senior year." (F.10-8, column 2) "We hosted two Walsh DBTs outreach events at the school November 15, 2016, and February 2, 2017, and contributed to the school's Winter Wonderland Celebration on December 22, 2016… Our team will continue to foster this relationship with the school	Leadership training session on-site at the OC3 project." (D-5, column 2) "The Kokosing DBT's plan to communicate employment opportunities will consist of a two-pronged approach using throughput and outreach and blended engagement." • "Throughput involves the Kokosing DBT actively soliciting and encouraging support from all NSLE business to provide employment opportunities to those who qualify." • "Outreach and blended engagement utilizes Kokosing's own platform to communicate employment opportunities." (D-5, column 1) Kokosing will meet with community stakeholder groups on a monthly basis to seek new candidates. (D-5, column 1) "Outreach and Blended Engagement is when the DBT will implement and engage its own platform for using one paid Community Ambassador to canvass the adjacent ward communities to inform residents of the various employment and training opportunities that are available within the Greater Cleveland area in addition to what's available during the OC3 project." *Note: Additional effort not identified or required within the Scope, but job duties or position not clearly defined* (Page F10-6, Col 2) Kokosing will reach out to 16 organizations on a monthly basis to meet Fannie Lewis requirements. (F.10-6, column 2) "The Kokosing DBT will also discuss and identify any potential hiring opportunities with the committed partners and subcontractors." (F10-7, Col 1) "Recruitment sessions will consist of providing information on various opportunities and engaging participants in an orientation and prequalification process"	*qualifications are not verifiable and quarterly reporting may not be timely.* **Workforce Development** Andrew Jackson is shown on the org chart under the Workforce Development heading. (D-01, column 1) "Jackie will have a full-time assistant during the life of the project and a full-time "white-collar" intern to assist with her responsibilities. (D-02, column 1) "OJT opportunities include: • Type 1: Union laborers, operators, carpenters, iron workers, cement masons and teamsters • Type 2: Engineering interns, timekeeper, security, administration, and receptionist, and local neighborhood ambassadors." (D-05, column 3) "…in the African-American community, approximately 90% are unemployable due to having a felony record or other barriers. Our DIOP will address this issue." (D-05, column 3) *(Note: Question this statistic, is this 90% of unemployed population)* "…in the Hispanic community, approximately 95% are employable, however, their inability to speak English is their employment barrier. Our DIOP will address this issue" (D-05, column 3) "Tailor made Career Awareness Sessions will include subjects such as" English as a second language, life skill coaching, communication skills, personal finance, GED/HS Diploma, Resume Writing, CDL Training, Your Choices = Your Life) *Note: See below* (D-06, Figure D-6) "TGR will host two TGR Talent Expos in the spring of 2019 and 2020 for individuals looking for work." (D-06, Figure D-6)

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	principal, Harold Booker, and site coordinator of Burton, Bell, Carr, Marionna Bennett, to seek meaningful opportunities to enrich the children's lives. Activities can include read-to-me day, a Lego bridge building competition, and career day speaking engagements" (F.10-10, column 1) The DBT will develop new outreach activities for middle school and high school students, such as: • Career day speakers • Balsa wood bridge contests • Informational tours of the OC3 Project office and construction site • (Walsh will provide safety gear) *Note: Demonstrates specific concepts of community involvement with schools.* (Strength) "Two GSI engineers currently serve as mentors in the ACE Mentor Program at John Jay and Collinwood high schools." (F.10-10, column 3) "We will seek recent graduates, particularly those of Wards 4, 5 and 6, for co-op and internship opportunities with the Walsh DBT." (F. 10-10, Column 4) "Each of our team member firms' will be involved in these various activities and organizations" (F.10-11, column 1) "Local CDCs will serve as springboards to initiate communication with citizen groups, organizations, churches, and schools, as well as to promote collaboration to advance business workforce, and youth development programs. (D-4, column 3) The Walsh DBT attended 3 Neighbor Up events in Wards 5 and 6. "We commit to Walsh DBT participation to continue involvement with this initiative striving to improve local neighborhoods." (F.10-11, column 3) (Strength)	(D-5, column 1) The DBT will create a workforce table with: • Area of Cleveland Resident (if applicable) • Employer • Job Classification • Estimated hours on OC3 A "certain percentage" of those who don't meet working qualifications will be advanced to a moderately intensified career preparation program facilitated by the DIOC and partnering organizations. (F.10-7, column 1) A 3-week program will be offered once each quarter for those discovered through outreach efforts. The program focuses on career success and career management – 13-point curriculum identified. "Those who complete the three-week session will have a developed plan of activity for implementing an effective job search campaign. Activity for completed participants will be monitored bi-weekly by an assigned case manager." Kokosing will connect individuals who need help removing barriers to employment: • GED preparation • Reinstatement of driver's license • Expungement of criminal record • Referral to literacy programs • Referrals to chemical dependency programs (F.10-7, column 2) (Strength) "The Type 1 OJT hours will be a combination of using the apprenticeship programs in the Laborers, Carpenters, and Iron Worker Unions…we will also ask all subcontractors to contribute as many hours as possible towards the goal." (F.10-7, column 2) "Kokosing has had success with this approach on ODOT's 670/71 Crossroads Project, where the goal of 30,000 OJT hours was almost doubled by the end of	"Our Diversity and Inclusion Team will meet with the OCIAC monthly, gathering information on how to improve our DIOP efforts on the project and throughout the community. An update of the DIOP goals will be presented at these monthly meetings." (F.10-03, column 1) "As required by scope, Our Diversity and Inclusion Team will host a DIOP kickoff workshop with the required attendees within 60 days of award…The DIOP will be reviewed for "as-needed" updates throughout the life of the project." (F.10-03, column 1) Workforce Development – 7 steps (F10-11) 1. Smart Outreach 2. Database Creation 3. Assessment 4. Career Awareness Sessions (CAS) 5. Reasssesment 6. TGR Talent Expo 7. Employment Smart Outreach: "strategic engagement" Assessment: "individual is assessed to determine what Career Awareness sessions…" Career Awareness: "Weekly, two-hour sessions will begin in October through November 2018 and 2019 in preparation for the spring 2019 and 2020 TGR Talent Expos." 1. English as a second language 2. Life skill coaching 3. Communication skills 4. Personal finance 5. GED/HS diploma 6. Resume writing 7. CDL training 8. Your Choices = Your Life (F.10-11, column 2) (Strength) Reassessment: "At the end of each CAS. For each

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	"The Walsh DBT will work with the City of Cleveland to identify one location along OC3 for a new community park and playground…. We will partner with a local community group in partnership with the national nonprofit KaBoom! to ensure children have safe and inviting places to play. We will work with city and community leaders, churches, organizations and KaBoom! to seek grant funding, plan the park/playground layout and amenities, and plan and execute a Playground Build Day with input and assistance from the local community. (F. 10-11, column 4) (Strength) "We will work to ensure outreach, inclusion, and engagement of Hispanic businesses, youth, and communities on OC3…. In conjunction with Walsh's corporate Career Development Department, all hiring packets, handbooks, safety training manuals, quality manuals, and informational packets will be printed in Spanish and English." (F.10-12, column 1) (Strength) *Note: Offeror clearly identifies and committed to participating in existing regional and local specific community initiatives which have similar goals of the Project's outreach intentions. Offeror clearly understands the Workforce development needs of Wards 4, 5, & 6.* *Note: Plan lacks specificity in demonstrating the Diversity Outreach Lead Manager as the active and direct lead contact in regards to local community outreach efforts, business development, and workforce development although topics are covered.* *Note: While the DIOP reiterates much of the scope requirements, the DIOP contained limited details on the metrics, methods, or strategies on how the capacity will be built. The proposal states the final intended objectives, but gives limited details on the intended efforts of the Offeror to meet the objectives.* (Minor Weakness)	the project." (F.10-7/8, column 2/1) "The Kokosing DBT will require that all major subcontractors and some minor subcontractors involved in the construction activities of the project meet the 20% construction hours performed by City of Cleveland residents." (F.10-8, column 1) To accomplish the OJT, residency, and low-income employment requirements, Kokosing will host quarterly job fairs throughout design and construction. Additional job fairs will be held if necessary. *Note: Committing to quarterly during design and construction allowing earlier and frequent opportunities*. (F.10-8, column 1) (Strength) "Jill [Harris] has extensive knowledge of Section 188.01 of the Fannie M. Lewis Cleveland Resident Employment Law from her years of experience in our Human Resources department. Jill will work with each individual to assure that all personal information of the residents is correct and documented properly to comply with the requirements." (F.10-8, column 2) "Many of these organizations [listed on F.10-8] have worked with CDPS on multiple workforce development projects to provide visibility and referrals, and to communicate opportunities." (F.10-9, column 1) ***Note: Workforce Development Section demonstrated an approach with considerable detail, well-defined goals, and measurements. Plan will be approvable with minor revisions.* (Significant Strength)** **Community Engagement** Kokosing will provide newsletter content for the OCIAC on request. They will "collaborate with the OCIAC team so that we can help and learn from each other on what outreach efforts are providing the most benefit so that	individual participated in the program – determining if they are ready for the TGR Talent Expo….Reassessment at this state will confirm that they have been exposed to the type of skills employers are looking for in today's workforce." Employment: "Successful employment will be followed up by a three month review for feedback on our Career Awareness Sessions." (F.10-11, column 3) TGR Talent Expo: "TGR will host TGR talent Expos in Spring 2019 and 2020… Will invite local government agencies and businesses to set up booths for attendees to visit and present themselves for employment *Note: Workforce Development Plan has an overall holistic approach to workforce development – from identification through employment, although lacks detail.* (Strength) On-the-Job Training (OJT) Our Workforce Development section of this DIOP will provide our team with an extensive database of talent to choose from. This will allow us to hire individuals to achieve the project specific goals of: • 20,000 hours of Type 1, Blue Collar jobs; • 10,000 hours of residents from Wards 4, 5 and 6 of Type 2, White Collar/Professional jobs; • 20% project specific workforce hours from residents of the City of Cleveland (Resident Construction Worker Hours) and • 4% of "Resident Construction Worker Hours" from low-income city of Cleveland residents. Jackie Jacob will use the same process for Fannie M. Lewis Law verification as on OC2: • Look for employee on city council website to see if a ward is associated with address • Verify the address falls inside Cleveland boundary

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		the Opportunity Corridor Project can be a success" (D-6, column 2) Kokosing identified 15 neighborhood community and faith-based partners to engage. (D-6, column 3-4) "We will target 11th and 12th grade students from high schools, including Benedictine, East Technical, John Adams, and Glenville. We will also engage younger students that have an interest in the project by contacting local elementary and middle schools, community recreation centers, and other neighborhood associations." (D-6, column 4) Recruitment methodology listed. (F10-9, Col 2) "Our youth outreach will include activities such as: 1. Project Field Trips to see work taking place 2. Bus Tours to see construction taking place 3. Heavy Equipment demonstrations" (F.10-9, column 2) *Note: Effective outreach methods of local youths.* (Strength) Kokosing will "identify a community service project through community partnerships." (F.10-6, column 1) "We understand the efforts made to date on OC1 and OC2 projects, as well as how those efforts have been tracked and reported. We will continue and expand upon those past efforts." (F.10-9, column 1) Approaches to engaging the community will include: • "Include as many diverse groups at the inception, rather than later. This will ensure that our collaboration's development reflects many perspectives from the very beginning. It will also minimize real or perceived from the very beginning. It will also minimize real or perceived tokenism."	• Crosscheck payroll address with application address (F.10-12, column 2) "Great Lakes has worked on many City of Cleveland projects which contain the Fannie M. Lewis law and are very familiar with the requirements of this law. TGR will complete the 'Cleveland Low Income Worker Verification Application'" *Note: Referring to verification done by the City, but should be done by ODOT compliance officer upon receipt of proper documentation.* (F.10-12, column 2) **Community Development** There are 2 goals for youth outreach: • Expose youth to educational and career opportunities in engineering, transportation, and construction • Expose K-12 urban youth urban youth to positive role models and behaviors and activities to increase likelihood of employment. Samples of outreach activities are included. (D-06, column 2 and Figure D-7) TGR commits to 5 community service projects: • Spring 2019 TGR Talent Expo • Spring 2020 TGR Talent Expo • "Your Choices = Your Life" Initiative • Buckeye Neighborhood Basketball Court Restoration • West Side Ward 14 Park (D-07, Figure D-8) (Strength) TGR commits to participation in the following youth programs: • Cleveland Public Library (Two hours per month during school year, 2019-2021) • Big Brothers Big Sisters (Two hours per month, Summers 2019-2021) • Boys and Girls Clubs of Cleveland (Two hours per month, Summers 2019-2020)

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		• "Personal contact is important. We will ask to go to meetings of existing groups – faith groups, civic associations, coalitions, wherever people meet throughout the community. We will look to get on their agenda for a few minutes, and make a personal invitation. We will then follow up formal invitations with personal phone calls." • "Respect the right of member organizations to maintain their own separatism if they wish." (F.10-9/10, column 2/1) "We will in the invite, or in person, ask if any type of language translation (examples: Spanish or sign language, is needed for the event. We will provide appropriate services to ensure active participation and communication with all participants." (F10-10, Col1) *Note: Addressing of language barriers not an active approach.* To address multicultural collaboration, the approach includes: • "Don't assume there is one right way to communicate" • "Respect other's choices about whether or not to engage in communication with you. Honor their opinions about what is going on." • "Be prepared for discussions of the past" • There are examples of differences in communications styles in #11. (F.10-10, column 2) ***Note: Approach to addressing community engagement and language barriers discussion lacked connectivity from the project and community. Section was disconnected from the other portions of the DIOP as these sections were found online verbatim and not referenced. Final DIOP will need re-written to meet Project requirements.* (Weakness)** "The Kokosing DBT also commits appropriate personnel to an executive level meeting with the	(F.10-14, column 2) Committee Building, will serve as an asset for this project." (F.10-03, column 1) *Note: Plan lacks specificity in demonstrating the Diversity Outreach Lead Manager as the active and direct lead contact in regards to local community outreach efforts, business development, and workforce development although topics are covered.* *Note: The DIOP reiterates much of the scope requirements and contained good strategies, but with limited details on the metrics, methods, or on how the capacity will be built. The proposal states the final intended objectives, but gives limited details on the intended efforts of the Offeror to meet the objectives.* (Minor Weakness)

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		Department personnel on a quarterly basis to continually measure our progress toward successful completion of the project." (F.10-11, column 1)	

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(c) Diversity, Inclusion, & Outreach Commitments – 15 points			
i. Adjusted committed percentage value of the total Contract Price for New and Small Businesses. Goal: *ii. Adjusted committed percentage value of the total Contract: Price for Local Businesses. Goal:* *iii. Adjusted committed percentage value of the total Contract Price for EDGE Businesses. Goal:*	New 2.18% (8 verifiable firms / 9 submitted) Local 6.35% (40 verifiable firms / 44 submitted) Small 2.30% (10 verifiable firms / 10 submitted) EDGE 22.29% (23 verifiable firms / 23 submitted) 15 points	New 2.04% (9 verifiable firms / 9 submitted) Local 11.97% (28 verifiable firms / 28 submitted) Small 2.04% (24 verifiable firms / 24 submitted) EDGE 13.77%(18 verifiable firms / 19 submitted) 15 points	New 2.09% (7 verifiable firms / 8 submitted) Local 6.56% (38 verifiable firms / 46 submitted) Small 2.66% (8 verifiable firms / 8 submitted) EDGE 14.63% (25 verifiable firms / 26 submitted) 15 points
(d) Bonus – 10 points			
i. EDGE Commitments: *11.50%-13.99%: 1 point* *14.00%-16.49%: 2 points* *16.50%-18.99%: 3 points* *19.00%-21.49%: 4 points* *21.50% or more: 5 points* *ii. Number of New, Small, or Local Firms:* *20 to 29 firms: 1 point* *30 to 39 firms: 2 points* *40 to 49 firms: 3 points* *50 to 59 firms: 4 points* *60 or more firms: 5 points*	EDGE 22.29% (verifiable) 5 bonus points 58 verifiable firms utilized 4 bonus points Total Bonus Points: 9	EDGE 13.77% (verifiable) 1 bonus points 61 verifiable firms utilized 5 bonus points Total Bonus Points: 6	EDGE 14.63% (verifiable) 2 bonus points 53 verifiable firms utilized 4 bonus points Total Bonus Points: 6

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SUMMARY **COMMUNITY INVOLVEMENT AND DIVERSITY & INCLUSION** **Summarize the following:** • **Number of strengths / weaknesses for each applicable subsection** • **Percentage score reached by consensus for each applicable subsection** • **Points for each subsection**	**See sub-category notes**	**See sub-category notes**	**See sub-category notes**
TOTAL POINTS **(0-30)**	**27.00**	**27.75**	**27.30**

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Submitted by:

Signature – Community Involvement and Diversity & Inclusion	Date	Print Name	Agency/Office

Attachment B

Verified NSLE Firm Commitments

OPPORTUNITY CORRIDOR SECTION 3 - SCORING SUMMARY

PROPOSER: KOKOSING

Firm	No. Firms Verified	Percent Verified	Notes
New	**9**	***2.04%***	
2295 East 55 LLC	1	0.3775%	
ARS Trucking	1	0.0905%	
Artessa Building Group, LLC	1	0.0040%	
Boulevard Studios, LLC	1	0.0088%	OAKS ID 239139, active 7/11/16, no payments
Byler's Sawmill	1	0.0410%	Not registered through State of Ohio - Secretary of State (0.041%) - Clarification requested 1/29/18 -Received confirmation 1/31/18.
Career Development & Placement Services	1	0.0646%	OAKS ID 231627, active 8/13/15, payments Nov 2015 Tech Proposal states founded in 2009. Verified with ODI payments made for "sponsorship" of BWC Minority Business event. No work performed.
Creekside Landscaping Services	1	0.3043%	
Immaculate Cleaning Co, LLC	1	0.0655%	OAKS ID 223432, active 9/11/14, no payments
McKinley Industries, LLC	1	1.0848%	
Local	**28**	***11.97%***	
All Erection & Crane Rental Corp.	1	0.0660%	
Americut Coring & Sawing	1	0.0167%	
Artistic Rocks	1	0.0067%	
Asphalt Fabrics & Specialties	1	0.0067%	
CH2M Hill Engineers, Inc	1	1.4918%	
Coleman Development, Inc	1	0.0316%	
Concrete Cutting & Breaking Co	1	0.0050%	
Cuyahoga Supply & Tool	1	0.0276%	
Dot Diamond Core Drilling, Inc	1	0.0100%	
E.L. Robinson Engineering	1	1.6243%	
Ferguson Waterworks	1	0.1184%	
GRL Engineers, Inc.	1	0.0599%	
High Energy Associates LLC dba Batteries Plus LLC	1	0.0002%	
Hydracrete Pumping Co., Inc	1	0.0653%	
Independence Excavating, Inc	1	6.8512%	
J.T. Dillard, LLC dba Zaymat Distributors	1	0.0923%	
Kelly Construction Management Associates, Inc	1	0.0074%	Need to ODOT Executive Management input - proposing a firm for a role which must be in concurrence with the Department. Executives approve of including.
Lafarge North America	1	0.5254%	
Midland Concrete	1	0.0067%	
Midwest Equipment Co.	1	0.0322%	
National Lime & Stone Co.	1	0.1166%	Need verification that this office existed before August 2014. - Clarification requested 1/29/18 -Received confirmation 1/31/18.
Barr Engineering dba National Engineering and Architecture Servic	1	0.3026%	
Nelson Stud Welding, Inc	1	0.0120%	
Ontario Stone Corp.	1	0.1815%	

ProTerra Inc	1	0.0060%	Need verification that this office existed before August 2014. - Clarification requested 1/29/18 -Received confirmation 1/31/18.
SE Blueprint	1	0.0050%	
Urban Recycling 216, LLC	1	0.1394%	
Vermillion Tree & Landscaping	1	0.1580%	
Small	**24**	***2.04%***	
2LMN, Inc	1	0.1387%	
3D Visual Concepts	1	0.0050%	
American Roadway Logistics	1	0.1392%	
Behnke Associates, Inc	1	0.0836%	Not listed in ODOT's SBE or DBE websites, However Behnke is City of Cleveland Certified Small Business and Cuyahoga County SBE. Financial information was submitted and reviewed. PN 99 criteria for SBE is met.
CAD Concepts	1	0.1772%	
CNT Trucking	1	0.0501%	
Consulting Engineering, Inc	1	0.0455%	
Denise's Flagging & Construction Services	1	0.4222%	
Direct Health Solutions	1	0.0161%	
DNK	1	0.0228%	
Dynotec, Inc	1	0.1942%	
Eggeman Engineering & Surveying	1	0.0401%	
Envision	1	0.0067%	
Follow the River Designs, LLC dba Follow the River Environmental	1	0.0695%	
Kes Harris Trucking, LLC	1	0.0334%	
Lanham Engineering, LLC	1	0.0482%	
Meliora Design	1	0.0596%	
MJP Trucking	1	0.0391%	
Ribway Engineering Group, Inc	1	0.0569%	
Soil Testing & Engineering, Ltd	1	0.0481%	
Solar Testing Laboratories	1	0.0856%	
T Rice Communications	1	0.0521%	
The Construction Green Team	1	0.1266%	
Williams Trenching Inc	1	0.0833%	
EDGE	**18**	***13.77%***	
Beagle Hill Services, LLC	1	0.0309%	
Cook Paving & Construction Co., Inc	1	3.8377%	
Custon Repair & Excavating	1	0.0575%	
Cuyahoga Fence, LLC	1	0.2877%	
Foundation Steel, LLC	1	1.3653%	
Genesis Construction and Supply, Inc	1	0.9296%	
Izizar Electric	1	0.6584%	
Key Cable and Supply, Inc	1	0.2747%	
Native Construction, LLC	1	0.5278%	
PGT Construction, Inc	1	0.3519%	
R Engineering Team	1	0.1388%	
R.L. Cloe Ent., Inc	1	0.2147%	
RAR Contracting Co., Inc	1	0.1995%	
Rockport Ready Mix	1	0.1644%	
RWJ Wiring	1	0.9358%	
Simplified Alternatives, Inc	1	0.6541%	

Tech Ready Mix	1	3.0265%	
Wayne Andre Grant aka The CADD Department, Inc	0	0.0000%	Expired 11/23/17, has not resubmitted
Veach Trucking, Inc	1	0.1173%	

Note: Percentages taken from commitment letters

Total No. of Firms Recognized	79
Total No. of Firms Submitted	80
Verified No. of Small, New, Local Firms	61
Total No. of Small, New, Local Firms submitted	61

OPPORTUNITY CORRIDOR SECTION 3 - SCORING SUMMARY

PROPOSER: TGR

Firm	No. Firms Verified	Percent Verified	Notes
New	**7**	***2.09%***	1.562600%
Creekside Landscaping Services	1	0.3059%	
The Construction Green Team	1	0.0481%	OAKS 241886, active 6/5/2007, no payments
Davis Diggers	1	0.9893%	
Irizar Electric, LLC	1	0.5267%	
Leggon Construction Services, LLC	1	0.0134%	
Sainato's Restaurant and Catering LTD dba Sainatos at Rivergate	0	0.0000%	Determination to not include as not required for transportation projects.
Karen Lenehan Consulting Company	1	0.1925%	
Parilla's Tree Service	1	0.0107%	
Local	**38**	***6.56%***	6.2849 confirmed as "Local". 0.1632% of commitments outside of Lorain/Cuyahoga
A & A Safety	1	0.1695%	Website shows a Cleveland office, although registration is in Cincinnati. Not registered until March 2015 (0.1695%). 2/5/18 - verification information received.
Allstate Industrial Inc	1	0.0348%	6.623900%
Brown Transfer, LLC	1	0.1604%	
BNext Signs	1	0.0027%	
BMC Promotions, LLC dba Hotcards	0	0.0000%	Not registered until September 2015 (0.008%)
Core & Main LP	1	0.0883%	FL business with website indicating office in Plain City, Columbus, and Ashland. 2/5/18 - verification information received.
Cuyahoga Supply	1	0.0183%	
Colony Hardware Corporation	1	0.0027%	
Casual Creations DBE EmbroideMe	0	0.0000%	Determination to not include as not required for transportation projects.
Dot Diamond Core Drilling, Inc	1	0.0267%	
Direct Health Solutions	1	0.0053%	
Del's Catering	0	0.0000%	Determination to not include as not required for transportation projects.
EJ	1	0.0664%	
Focal Plane Photography, LLC	1	0.0027%	
Great Lakes Petroleum	1	0.2548%	% of work is different in spreadsheet and letter - Confirmation of 0.2548% on 2/2/18.
Glaus, Pyle, Schoner, Burns & DeHaven dba GPD Group	1	0.5348%	
Hahn Loeser & Parks	1	0.0134%	
Howe Solutions	1	0.0053%	
Howard Concrete Pumping	1	0.0241%	ODOT is verifying there is an office on South Miles since 2014 - 2/5/18 - verification information received.
Hydracrete	1	0.0214%	
Irkalla Group Consulting	0	0.0000%	Not registered until June 2016 (0.0053%)
JADCO Construction Services, Inc	1	0.3289%	
Kurtz Brothers	1	0.0107%	

John King Tire & Automotive	1	0.0107%	Not registered through State of Ohio - Secretary of State (0.0107%) - physically known to exist through visual verification. Verified Lexus-Nexus database as Tax ID is "JAWS & Gears" at the specified location and as "Local".
Lawhon & Associates	1	0.0267%	
Adrian Maldanado & Associates, Inc	1	0.1684%	
Midland Concrete & Sand	1	0.0064%	
MJP Trucking LLC	1	0.1070%	
Morabito, S.B. Trucking Co.	1	0.8021%	
Premise Solutions	0	0.0000%	Not registered until March 2016 (0.0134%)
PGT	1	0.1070%	
Phipps	1	0.0083%	
Powertool and Supply	0	0.0000%	Located in Youngstown - Mahoning County. (0.0535%)
Rich's Towing	1	0.0053%	
Reilly Sweeping	1	0.0134%	
Storm Water Simplified	0	0.0000%	Not registered until April 2015
The Shelly Co	1	1.6043%	
Smart Strategic Business Solutions	1	0.0027%	
Simplified Alternatives	1	0.0064%	
Southwest Parking Lot Maint dba Southwest Sweeping	1	0.0134%	Listed twice in the spreadsheet, combined % does not match letter. Confirmation 2/2/18: 0.0134%
Ullman Oil Company, LLC	1	0.0321%	Address not included in letter, assume Chagrin Falls (Cuy County) location
US Utility Contractor	1	1.6043%	
United Rentals dba Reliable Onsite Services	0	0.0000%	Not registered until November 2016 (0.0053%). EIN is for United Rentals - needing to verify established location remains within Local. Requested clarrification - received, but not sufficient to confirm continuity of timely existance.
Vixcon Co, LLC	1	0.0535%	
Vermillion Tree Care & Landscaping, Inc	1	0.1925%	
VDP Safety & Uniforms	1	0.0267%	
Small	**8**	***2.66%***	
Amelie Construction & Supply, LLC	1	1.4759%	
American Roadway Logistics	1	0.0615%	% of work is different in spreadsheet and letter. 2/2/18 Confirmation of 0.0615%.
AKA Team Waterproofing	1	0.0727%	
Cleveland Environmental	1	0.5829%	
CNT Trucking	1	0.0535%	
Denise's Flagging	1	0.0134%	
Euthenics, Inc	1	0.3904%	
Williams Trenching Inc	1	0.0134%	
EDGE	**26**	***14.63%***	
AEC Advanced Engineering Consultants	1	0.2139%	
AKA Team	1	0.0107%	

Barbicas	1	3.9305%	
Boone Enterprises	1	0.0053%	
Cook Paving & Construction Co., Inc	1	1.4973%	
Cuyahoga Fence, LLC	1	0.2406%	
Cad Concepts, Inc dba CCI Engineering Services	1	0.0535%	
DHDC Engineering Consulting Services, Inc	1	0.1203%	
Eclipse Co, LLC	1	1.2422%	
Eggeman Engineering	1	0.0471%	
Foundation Steel, LLC	1	0.8556%	
Thomas Fok & Associates	1	0.3102%	
Key Cable and Supply, Inc	1	0.6096%	
Lumber One Supply	1	0.0032%	
Lefco Worthington	0	0.0000%	Has not applied for EDGE
Moody Engineering, LLC	1	0.1604%	
RAR Contracting Co, Inc	1	0.5883%	List twice in spreadsheet, but combined % matches letter.
RWJ Wiring, Inc	1	0.7487%	
Resource International, Inc	1	0.1257%	
Sammons Safety Services, LLC	1	0.0348%	
SE Blueprint	1	0.0160%	
Tech Ready Mix	1	3.3155%	
Timeline Photography, LLC	1	0.0053%	
Urban Recycling & Demolition	1	0.0535%	
Upright Steel, LLC	1	0.4278%	
J.T. Dillard, LLC dba Zaymat Distributors	1	0.0135%	

Note: Percentages taken from commitment letters

Total No. of Firms Recognized	78
Total No. of Firms Submitted	88
Verified No. of Small, New, Local Firms	53
Total No. of Small, New, Local Firms submitted	62

PROPOSER: WALSH

Firm	No. Firms Verified	Percent Verified	Notes
New	**8**	***2.18%***	
ARC Printing	1	0.0011%	*Located in Indiana*
Champion Painting	1	1.6202%	*Located in Florida*
Del's Catering	0	0.0000%	Not registered through State of Ohio - Secretary of State (0.004%). Determination to not include as not required for transportation projects.
Homer Tree Service	1	0.1117%	OAKS ID 172786, active 8/13/15, no payments, *Located in Illinois*
Lumber One Supply	1	0.0285%	
Messier & Associates	1	0.2793%	*Located in Kentucky*
Printing Concepts LLC	1	0.0698%	OAKS ID 225870, active Dec 2014, no payments under LLC.
South Akron Awning	1	0.0056%	
Ulmann Oil Co.	1	0.0670%	
Local	**40**	***6.35%***	
Airgas Store	1	0.0023%	
All Erection & Crane Rental	1	0.0168%	
Americut Coring & Sawing	1	0.0529%	
Arcadis	1	2.0064%	
Around Downtown Catering	0	0.0000%	Not registered through State of Ohio - Secretary of State (0.0017%). Determination to not include as not required for transportation projects.
Arwood Waste Team	1	0.0028%	
Big Dumpster	0	0.0000%	Not registered through State of Ohio - Secretary of State (0.0017%) but not in Cuyahoga County. Clarrification letters include BMV renewel request sent to Cleveland address, but withot dates to prove prior to 2014.
Bridgeport Café	0	0.0000%	Determination to not include as not required for transportation projects.
Brown Transfer, LLC	1	0.0112%	
Cuyahoga Supply & Tool	1	0.0251%	
Environmental Management Specialists	1	0.4009%	
Fastenal	1	0.0008%	
GRL Engineers, Inc.	1	0.1484%	
Hilti Store	1	0.0017%	
Hydracrete Pumping Co., Inc	1	0.1117%	
Industrial Safety Partners	1	0.0017%	
Intertek - PSI Engineering	1	0.0279%	
Karamu House, Inc	1	0.0080%	
Kurtz Bros., Inc	1	0.2356%	
Leggon Construction Services	1	0.0014%	
Lightning Demolition	1	0.2235%	
Manufacturers Wholesale Lumber	1	0.0017%	
Midland Concrete	1	0.0112%	
Neas, Inc	1	0.0876%	
On Site Stud Welding	1	0.0484%	Not registered through State of Ohio - Secretary of State. Yellow pages lists Nelson Stud (0.0484%). On Site prequalified.
Ontario Stone	1	0.0270%	

Pete & Pete Container Service	1	0.0014%	
Phillips Contractor's Supply	1	0.0008%	
Pirtek USA, LLC	1	0.0056%	
R-Cap Security	1	0.0140%	% of work is different in spreadsheet and letter. 2/2/18 Confirmation of 0.014%.
Reilly Sweeping, Inc	1	0.1676%	
Robert's Surveying Supply, Inc	1	0.0034%	
Rockport Ready Mix	1	0.0782%	
Rodnet Brown Photography	1	0.0089%	
S.B. Morabito Trucking, Inc	1	0.0140%	
Samsel Supply Store	1	0.0034%	
Sew Bananas	0	0.0000%	Determination to not include as not required for transportation projects.
Simplified Alternatives	1	0.5613%	
T Rice Communications	1	0.0112%	
The Chas E. Phipps Company	1	0.0134%	
Trinity Cleaning	1	0.0112%	
U.S. Utility Contractor Co., Inc	1	1.9350%	
United Rentals	1	0.0008%	
Universal Oil	1	0.0670%	
Small	**10**	***2.30%***	*2.296200%*
American Roadway Logistics	1	0.2668%	
Artistic Rock, LLC	1	0.0013%	
CNT Trucking	1	0.0559%	
Cuyahoga Fence, LLC	1	0.2589%	
Direct Health Solutions	1	0.0056%	
Irizar Electric	1	0.5503%	
MJP Trucking	1	0.0503%	
RWJ Wiring	1	0.7821%	
Solar Testing Laboratories	1	0.1714%	
The Construction Green Team	1	0.1536%	
EDGE	**23**	***22.29%***	
All Aspects Contracting	1	1.0829%	
Andrews Curb Appeal Royalty Landscaping	1	0.0056%	
Barbicas Construction Company, Inc	1	4.8519%	
Beagle Hill Services	1	0.1201%	
CAD Concepts	1	0.1208%	
Cook Paving & Construction Co., Inc	1	1.2486%	
Denise's Flagging & Construction Services	1	0.1722%	
Eggeman Engineering	1	0.0370%	
Follow the River Environmental	1	0.6581%	
Foundation Steel, LLC	1	1.0895%	
Garcia Survey	1	0.1784%	
J.D. Williamson Construction Co., Inc	1	3.0515%	
J.T. Dillard, LLC dba Zaymat Distributors	1	0.0284%	
Key Cable and Supply, Inc	1	0.0804%	
P.G.T.	1	0.5587%	
Power Tool & Supply	1	0.0034%	
RAR Contracting	1	1.8580%	Aggregate Supply (Supplier)
RAR Contracting	1	2.2909%	Trucking
Resource International	1	0.0403%	
SE Blueprint	1	0.0007%	
Smart Strategic Business Solutions, LLC	1	0.0572%	
Tech Ready Mix	1	2.9193%	
Urban Recycling 216, LLC	1	1.8340%	

Note: Percentages taken from commitment letters

Total No. of Firms Recognized	81
Total No. of Firms Submitted	86
Verified No. of Small, New, Local Firms	58