

WOO-23-17.88 ROUNDABOUT PROGRESSIVE DESIGN BUILD PROJECT #243001

February 16, 2024



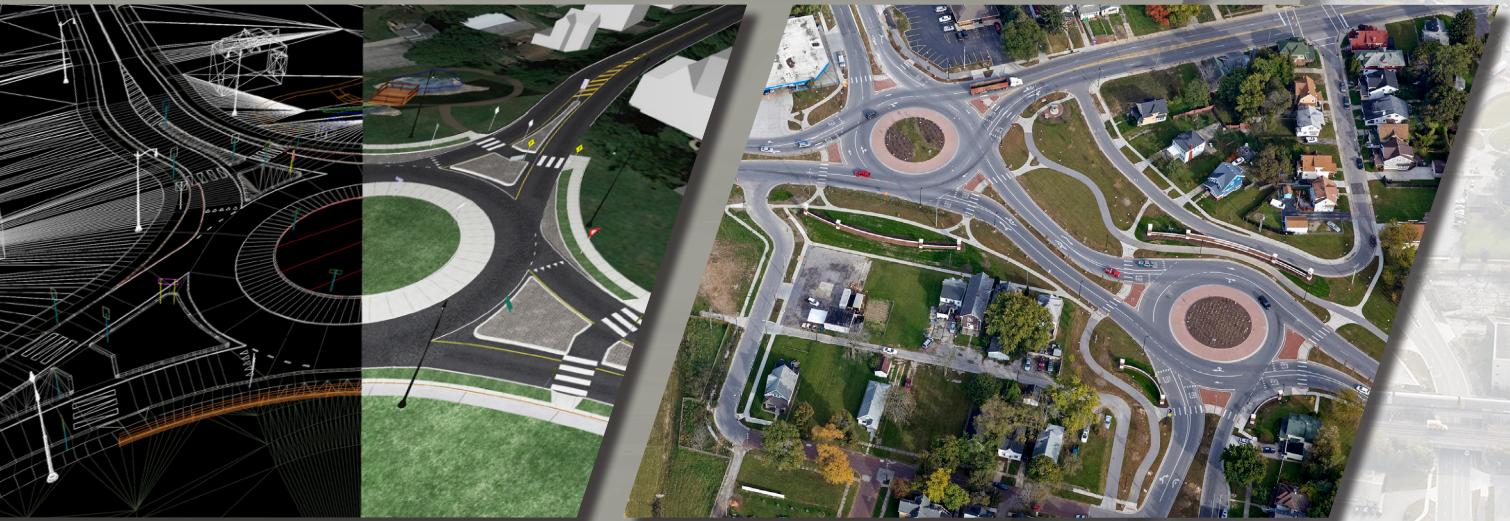
Ohio Department of Transportation | District 2

PACKAGE

- Administrative Proposal
- Technical Proposal
- Financial Proposal

WOO-23-17.88 ROUNDABOUT PROGRESSIVE DESIGN BUILD PROJECT | PROJECT #243001 | ADMINISTRATIVE PROPOSAL

February 16, 2024



Ohio Department of Transportation | District 2

TAB

FORM A	Proposal Letter
FORM B	Information About Offeror
FORM C	Responsible Offeror Certifications and Questionnaire
FORM D	Prequalification

TABLE OF CONTENTS | ADMINISTRATIVE PROPOSAL

A Proposal Letter

FORM A: PROPOSAL LETTER

OFFEROR: Kokosing Construction Company, Inc.

Proposal Date: February 16 2024

Ohio Department of Transportation 1980 W. Broad Street Columbus,
Ohio 43223

Attn: Chase Wells, Alternative Project Delivery

The undersigned (“Offeror”) submits this proposal (this “Proposal”) in response to that certain Request for Proposals (RFP) issued by the Ohio Department of Transportation (the Department), dated November 7, 2023, as amended, to develop, design, and potentially construct the WOO-23-17.88 Roundabout (the Project), as more specifically described in the RFP Documents. Initially capitalized terms not otherwise defined herein shall have the meanings set forth in the RFP and the RFP Documents.

In consideration for the Department supplying us, at our request, with the RFP Documents and agreeing to examine and consider this Proposal, the undersigned undertakes:

In submitting this Proposal, the Offeror understands and agrees that, if selected as the best value Offeror by the Department, the Department and Offeror will enter into limited, good faith negotiations, as described in Section 8.1.1 (Limited, Good Faith Negotiations) of the ITO within the parameters set forth in 23 CFR 636.513 with respect to (i) scope, schedule and any other information provided by the best value Offeror in its Proposal, and (ii) pricing compensation structure and allocation of risk as contemplated and as set forth in the PDBC. The Offeror understands and agrees that any such resulting modifications of the PDBC following such limited good faith negotiations shall be mutually acceptable to the Department and the Offeror prior to execution of the PDBC by the Offeror and the Department.

If selected by the Department as the best value Offeror, Offeror agrees to do the following or, if not the Contractor, to cause the Contractor to do the following: (a) agree to attend and actively participate in limited, good faith negotiations and meetings with the Department in an effort to agree upon and execute the PDBC, as such PDBC may be modified within the parameters set forth in Section 8.1.1 (Limited, Good Faith Negotiations) of the ITO and mutually agreed upon by the Department and Offeror; (b) satisfy all other conditions to award of the PDBC that do not expressly conflict with this Proposal Letter; and (c) perform its obligations as set forth in the Instructions to Offerors (ITO), as amended, that do not expressly conflict with this Proposal Letter, including compliance with all commitments contained in this Proposal.

The following individual is designated as the Offeror Point of Contact in accordance with Section 4.2 (Authorized Representatives and Offeror Registration): **Kevin Ohi, PE, DBIA**

Enclosed, and by this reference incorporated herein and made a part of this Proposal, are the following:

- Administrative Proposal;
- Technical Proposal; and
- Financial Proposal.

Offeror acknowledges receipt of the following Addenda and sets of questions and responses:

Addendum 1 – Received 2/1/2024

Responses issued reflects all questions answered as of ***Friday, February 16th***.

Subject to good faith negotiations referenced in Section 8.1.1 (Limited, Good Faith Negotiations) of the ITO, this Letter and the potential modifications of certain terms and conditions of the PDBC within the parameters described therein and Section 8.1.1 of the ITO, Offeror certifies that its Proposal is submitted without reservation, qualification, assumptions, or conditions except as otherwise expressly stated in this Proposal.

Offeror acknowledges the requirements of Section 3.4 (OJT Requirements) and hereby certifies that it will meet such requirements.

Offeror represents that all statements made in the Proposal are true, correct, and accurate as of the date hereof, except as otherwise specified in the enclosed Proposal and Proposal forms.

Offeror understands that the Department is not bound to accept any Proposal that the Department may receive.

Offeror further understands that all costs and expenses incurred by it in preparing this Proposal and participating in the RFP process will be borne solely by the Offeror.

Offeror consents to the Department's disclosure of its Proposal pursuant the applicable provisions of law to any Persons in the Department's sole discretion after award of the PDBC by the Department. Offeror acknowledges and agrees to the disclosure terms described in ITO Section 4.6 (Improper Conduct and Non-Collusion). Offeror expressly waives any right to contest such disclosures as may exist under applicable law.

Offeror agrees that the Department will not be responsible for any errors, omissions, inaccuracies, or incomplete statements in this Proposal.

This Proposal shall be governed by and construed in all respects according to the laws of the State of Ohio.

With respect to authorization of execution and delivery of the Proposal and validity thereof, if the Offeror is a corporation, it shall provide evidence in the form of a resolution of its governing body certified by an appropriate and authorized officer of the corporation. If the Offeror is a partnership, such evidence shall be in the form of a partnership resolution and a general partner

resolution (as to each general partner) providing such authorization, in each case, certified by an appropriate and authorized officer of each general partner. If the Offeror is a limited liability company, such evidence shall be in the form of a limited liability company resolution and, if required by its operating agreement, a manager/managing member(s) resolution providing such authorization, certified by an appropriate and authorized officer of the managing member(s). If there is no managing member, each member shall provide the foregoing information. If the Offeror is a joint venture, such evidence shall be in the form of a resolution of each joint venture member, certified by an appropriate and authorized officer of such joint venture member. If the Offeror is a joint venture or a partnership, the Proposal must be executed by all joint venture members or all general partners, as applicable.

Offeror's business address:

6235 Westerville Road

(No.) (Street) (Floor or Suite)

Westerville, OH 43081 United States

(City) (State or Province) (ZIP or Postal Code) (Country)

State or Country of Incorporation/Formation/Organization: _

Ohio

Kokosing Construction Company, Inc.

By:  Print Name: Kevin Ohl, PE, DBIA

Title: Senior Vice President, Engineering & Estimating

**RESOLUTIONS OF THE DIRECTORS OF
KOKOSING CONSTRUCTION COMPANY, INC.**

PURSUANT to the authority of Section 1701 of the Ohio Revised Code, the undersigned, being all the duly-elected directors (the “Directors”) of **Kokosing Construction Company, Inc.**, an Ohio corporation (the “Corporation”), adopted the following resolutions at a duly-convened meeting of the Board on June 16, 2022:

RESOLVED that the following individuals are provided the following signature authority:

**Co-Chief Executive Officers of Kokosing, Inc. (the Corporation’s parent company),
Wm. Brett Burgett and Wm. Bryce Burgett**

All documents, contracts, and agreements on behalf of the Corporation.

President, Executive Vice President, Senior Vice Presidents, and Vice Presidents

All contracts and contract change orders related to construction projects, proposals and bid documents, subcontracts, purchase orders and change orders, and other contracts or documents specifically related to construction projects.

Regional Managers and Greg Hamilton

All contracts and contract change orders, proposals and bid documents, subcontracts, purchase orders and change orders, and other contracts or documents specifically related to construction projects up to \$75 million.

Executive Vice President - Equipment

All contracts in relation to purchasing equipment or equipment maintenance services to be used in the course of the Corporation’s construction projects.

Senior Vice President & Executive Ethics Officer

All contracts in relation to purchasing of insurance on behalf of the Corporation, employment proposals, contracts for training services, and settlements related to workers’ compensation and insured liability claims.

Treasurer

All contracts related to bank financing, establishing bank accounts, equipment leases, credit applications, bonding agreements, and execution of corporate tax returns and amendments to the 401K plan.

General Counsel

All documents and contracts related to legal matters.

Vice President Safety

All contracts relating to safety-related services on behalf of the Corporation and regulatory filings related to safety.

Senior Area Managers, Area Managers, Project Executives, James Elchert, Jeff Kerst, Jason Jackson, Ryan Gorman, Scott Szympruch, and Kurt Karanovich

All contracts and contract change orders, proposals and bid documents, subcontracts, purchase orders and change orders, and other contracts or documents specifically related to construction projects up to \$10 million.

Department Mangers, Directors, and Senior Project Managers,

Proposals, change orders, subcontracts, and purchase orders under \$1,000,000.

Project Managers and Lead Estimators

Proposals, subcontracts, purchase orders, and change orders under \$250,000.

These resolutions shall be effective as of the date written above when executed by all Directors.

SIGNATURES ON FOLLOWING PAGE

SIGNATURE PAGE

DIRECTORS:

DocuSigned by:
Wm. Brian Burgett
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Wm. Brian Burgett

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Wm. Brett Burgett
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Wm. Brett Burgett

DocuSigned by:
Brooke E. Hoeflich
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Brooke E. Hoeflich

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Marsha K. Rinehart
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Marsha K. Rinehart

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Wm. Bryce Burgett
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Jeffrey H. Sopp
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Jeffrey H. Sopp

**RESOLUTIONS OF THE DIRECTORS OF
KOKOSING CONSTRUCTION COMPANY, INC.**

PURSUANT to the authority of Section 1701 of the Ohio Revised Code, the undersigned, being the directors (the “Directors”) of **Kokosing Construction Company, Inc.**, an Ohio corporation (the “Corporation”), and the only persons who would be entitled to notice of a meeting of the Directors, do hereby waive notice in writing of such a meeting and hereby adopt, by this Action by Written Consent, the following resolutions with the same force and effect as if they had been unanimously adopted at a duly-convened meeting of the Directors on July 3, 2023:

RESOLVED that the following individuals are hereby appointed to the offices of the Corporation set opposite their respective names, and are to hold their respective offices until their successors have been duly appointed:

John D. Householder – President
Wm. Barth Burgett – Executive Vice President
Kenneth E. Lake – Senior Vice President
Robert B. Bowers – Vice President of Estimating & Assistant Secretary
Kevin Ohl – Vice President of Engineering & Alternative Project Delivery
Troy Hargis – Vice President – Asphalt
Bart A. Moody – Vice President of Asphalt Estimating & Engineering and Assistant Secretary
Todd M. Lezon – Regional Manager - North
Daniel Schweiger – Regional Manager - South
Timothy J. Freed – Treasurer
Scott B. Erick – Senior Vice President & Executive Ethics Officer
Gabe J. Roehrenbeck – General Counsel
Nick E. Vranak – Vice President Safety
Brooke E. Hoeflich – Secretary
Jason Jackson – Assistant Secretary
Trent Nissen – Assistant Secretary
Brittany R. Kamenik – Assistant Secretary
Chris Rutkai – Assistant Secretary
Patrick Lilienthal – Assistant Secretary
Scott Szympruch – Assistant Secretary
Ryan Bodenhorn – Assistant Treasurer

RESOLVED that any and all actions taken by the Corporations directors and officers to carry out the purpose and intent of the foregoing resolutions prior to their adoption are approved, ratified, and confirmed.

These resolutions shall be effective as of the date written above when executed by all Directors.

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DIRECTORS:

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Wm. Brian Burgett

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Wm. Brett Burgett

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John D. Householder

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Jeffrey H. Sopp
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Jeffrey H. Sopp

B Information About Offeror

C Responsible Offeror Certifications and Questionnaire

FORM C: OFFEROR TEAM CERTIFICATIONS AND QUESTIONNAIRE

FIRM NAME: Kokosing Construction Company, Inc.

1. Certifications

The Undersigned hereby certifies that:

- a. It has carefully examined and is fully familiar with all provisions of the RFP and ITO, has reviewed all materials provided, any Addenda, and the Department's responses to questions, and is satisfied that the RFP provides sufficient detail regarding the obligations to be performed and does not contain internal inconsistencies.
- b. The information and supporting data provided by the Undersigned is accurate and complete to the best of its knowledge.
- c. It has carefully checked all the words, figures, and statements in the Proposal.
- d. It has notified the Department of any identified deficiencies and omissions in the RFP and other documents provided by the Department.
- e. The Proposal is not sham or collusive and that the Proposal as not made in the interest or behalf of any person, partnership, company, association, organization, or corporation not herein name or disclosed.
- f. It has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other bidder/proposer, or anyone else interested in the proposed contract; and that the bidder/proposer has not in any manner sought by collusion to secure for himself/herself/themselves, an advantage over any other bidder/proposer.
- g. Prior to the opening and reading of Proposals, the Undersigned:
 - i. did not, directly or indirectly, induce or solicit anyone else to submit a false or sham Proposal;
 - ii. did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said Offeror or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw a Proposal;
 - iii. did not, in any manner, directly or indirectly, seek by agreement communication, or conference with anyone to raise or fix the bid price of said Offeror or of anyone else or to raise or fix any overhead profit or cost element of their price or of that of anyone else;
 - iv. did not, directly or indirectly, submit their Proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereof, to any corporation, partnership, company, association organization, bid depository, or to any member or agent, thereof, or to any individual or group individuals, except to the awarding authority or to any person or person who have a partnership or other

financial interest with said Offeror in their business.

- h. It does not have any organizational conflict of interest as defined in Section 5.3 (Organizational Conflicts of Interest).
- i. It isn't currently debarred, suspended, disqualified, or is currently removed from bidding or performing work, voluntarily or involuntarily, for the State of Ohio or the federal government.
- j. It hasn't been debarred suspended, disqualified, or removed from bidding or performing work, voluntarily or involuntarily, for the State of Ohio and the federal government during the past three years.
- k. It isn't subject to any proposed or pending debarment, suspension, or similar actions.
- l. It will use good faith efforts to meet the aforementioned goals that requires the Offeror to subcontract to a sufficient number of DBEs at a sufficient dollar amount to meet or exceed the goal or submit documentations of its good faith efforts to do so.
- m. If awarded the Contract, the Offeror will update DBE Performance Plans on a monthly basis, or more frequently if deemed necessary by the Department to assure it continues to use good faith efforts to meet or exceed the goal set forth in the Contract.
- n. It will comply with the FHWA Buy America Requirements of 23 CFR 635.410, and the Build America, Buy America Act, Section 70913 et seq. of the Infrastructure Investment and Jobs Act, Pub. L. 117-58, which permits FHWA participation as more fully described in the PDBC.
- o. It has developed and has on file at each establishment affirmative action programs pursuant to 41 CFR Part 60-2; has participated in a previous contract or subcontract subject to the equal opportunity clause, as required by Executive Orders 10925, 11114, or 11246, and that, where required, has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.
- p. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

2. Questions

The Undersigned shall respond either "yes" or "no" to each of the following questions. If the response is "yes" to any question(s), a detailed explanation of the circumstances shall be provided in the space following the questions. The Undersigned shall attach additional documentation as necessary to fully explain said circumstances. Failure to either respond to the questions or provide adequate explanations may preclude consideration of the proposal and require its rejection. For the Undersigned, the term "**affiliate**" shall mean any entity which owns a substantial interest in or is owned in common ownership with the Undersigned .

Within the past 10 years, has the Undersigned, any affiliate, or any officer, director, responsible managing officer or responsible managing employee of such entity or affiliate who has a proprietary interest in such entity:

- a) Been disqualified, debarred, removed, or otherwise prevented from bidding or proposing on or completing a federal, state, or local contract anywhere in the United States or any other country because of a violation of law or safety regulation?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- b) Been convicted by a court of competent jurisdiction of any criminal charge of fraud, bribery, collusion, conspiracy or any act in violation of state, federal or foreign antitrust law in connection with the bidding or proposing upon, award of or performance of any public works contract with any public entity?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- c) Had filed against it, him or her, any criminal complaint, indictment, or information alleging fraud, bribery, collusion, conspiracy, or any action in violation of state or federal antitrust law in connection with the bidding or proposing upon, award of or performance of any public works contract with any public entity?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- d) Had filed against it, him or her, any civil complaint (including but not limited to a cross- complaint) or other claim arising out of a public works contract, alleging fraud, bribery, collusion, conspiracy, or any act in violation of state or federal antitrust law in connection with the bidding or proposing upon, award of or performance of any public works contract with any public entity?

Yes _____ No X

- e) Been found, adjudicated or determined by any federal or state court or agency (including, but not limited to, the Equal Employment Opportunity Commission, the Office of Federal Contract Compliance Programs and any applicable Ohio governmental agency) to have violated any laws or Executive Orders relating to employment discrimination or affirmative action, including but not limited to Title VII of the Civil Rights Act of 1964, as amended (42 U.S.C. Sections 2000e et seq.); the Equal Pay Act (29 U.S.C. Section 206(d)); and any applicable or similar Ohio law.

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- f) Been found, adjudicated, or determined by any state court, state administrative agency, federal court or federal agency, to have violated or failed to comply with any law or regulation of the United States or any state governing prevailing wages (including but not limited to payment for health and welfare, pension, vacation, travel time, subsistence, apprenticeship or other training, or other fringe benefits) or overtime compensation?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- g) Been convicted of violating a state or federal law respecting the employment of undocumented aliens?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- h) Been assessed liquidated or other damages for failure to complete any contract on time? If yes, please explain the circumstances. If no, so state.

Yes X No _____

Explain the circumstances underlying any "yes" answers for the aforementioned questions on separate sheets attached hereto.

3. Verification / Declaration

I declare under penalty of perjury under the laws of the State of Ohio that the foregoing declaration is true, correct and accurate to the best of my knowledge following due inquiry. Executed
February 16, 2024.



(Signature)

Kevin Ohi, PE, DBIA

(Name printed)

Senior Vice President, Engineering & Estimating

(Title)

Kokosing Construction Company, Inc.

(Name of Organization)

[Evidence of signature authorization for such individual attached]

WOO-23-17.88 Roundabout
Kokosing Construction Company, Inc.

Form C:

h) Been assessed liquidated or other damages for failure to complete any contract on time?

RESPONSE:

Owner	Project Name	LD Amount	Reason
City of Mansfield	2019 Resurfacing Phase 1 & 2	\$ 4,500.00	Drainage subcontractor failed to complete on time, LD back charged to subcontractor
ODOT	Project 200593 FAY/MAD 71	\$ 1,000.00	Diamond grinding completed two days after contractual completion date
City of Toledo	2021 Resurfacing Phase 2	\$ 18,500.00	Paving project finished 29 days late
City of Toledo	Summit Street Resurfacing	\$ 26,975.00	Paving project finished 29 days late
ODOT	Project 200177 UNI/DEL/MAR 4/37	\$ 18,200.00	Material supplier inability to perform per their purchase order caused the project to finish after the contractual completion date
ODOT	Project 210284 UNI/DEL Spot Patching	\$ 9,100.00	Material supplier inability to perform per their purchase order caused the project to finish after the contractual completion date

**RESOLUTIONS OF THE DIRECTORS OF
KOKOSING CONSTRUCTION COMPANY, INC.**

PURSUANT to the authority of Section 1701 of the Ohio Revised Code, the undersigned, being all the duly-elected directors (the “Directors”) of **Kokosing Construction Company, Inc.**, an Ohio corporation (the “Corporation”), adopted the following resolutions at a duly-convened meeting of the Board on June 16, 2022:

RESOLVED that the following individuals are provided the following signature authority:

**Co-Chief Executive Officers of Kokosing, Inc. (the Corporation’s parent company),
Wm. Brett Burgett and Wm. Bryce Burgett**

All documents, contracts, and agreements on behalf of the Corporation.

President, Executive Vice President, Senior Vice Presidents, and Vice Presidents

All contracts and contract change orders related to construction projects, proposals and bid documents, subcontracts, purchase orders and change orders, and other contracts or documents specifically related to construction projects.

Regional Managers and Greg Hamilton

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All contracts in relation to purchasing of insurance on behalf of the Corporation, employment proposals, contracts for training services, and settlements related to workers’ compensation and insured liability claims.

Treasurer

All contracts related to bank financing, establishing bank accounts, equipment leases, credit applications, bonding agreements, and execution of corporate tax returns and amendments to the 401K plan.

General Counsel

All documents and contracts related to legal matters.

Vice President Safety

All contracts relating to safety-related services on behalf of the Corporation and regulatory filings related to safety.

Senior Area Managers, Area Managers, Project Executives, James Elchert, Jeff Kerst, Jason Jackson, Ryan Gorman, Scott Szympruch, and Kurt Karanovich

All contracts and contract change orders, proposals and bid documents, subcontracts, purchase orders and change orders, and other contracts or documents specifically related to construction projects up to \$10 million.

Department Mangers, Directors, and Senior Project Managers,

Proposals, change orders, subcontracts, and purchase orders under \$1,000,000.

Project Managers and Lead Estimators

Proposals, subcontracts, purchase orders, and change orders under \$250,000.

These resolutions shall be effective as of the date written above when executed by all Directors.

SIGNATURES ON FOLLOWING PAGE

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DIRECTORS:

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Wm. Brian Burgett
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RESOLVED that the following individuals are hereby appointed to the offices of the Corporation set opposite their respective names, and are to hold their respective offices until their successors have been duly appointed:

John D. Householder – President
Wm. Barth Burgett – Executive Vice President
Kenneth E. Lake – Senior Vice President
Robert B. Bowers – Vice President of Estimating & Assistant Secretary
Kevin Ohl – Vice President of Engineering & Alternative Project Delivery
Troy Hargis – Vice President – Asphalt
Bart A. Moody – Vice President of Asphalt Estimating & Engineering and Assistant Secretary
Todd M. Lezon – Regional Manager - North
Daniel Schweiger – Regional Manager - South
Timothy J. Freed – Treasurer
Scott B. Erick – Senior Vice President & Executive Ethics Officer
Gabe J. Roehrenbeck – General Counsel
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Jason Jackson – Assistant Secretary
Trent Nissen – Assistant Secretary
Brittany R. Kamenik – Assistant Secretary
Chris Rutkai – Assistant Secretary
Patrick Lilienthal – Assistant Secretary
Scott Szympruch – Assistant Secretary
Ryan Bodenhorn – Assistant Treasurer

RESOLVED that any and all actions taken by the Corporations directors and officers to carry out the purpose and intent of the foregoing resolutions prior to their adoption are approved, ratified, and confirmed.

These resolutions shall be effective as of the date written above when executed by all Directors.

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Jeffrey H. Sopp

FORM C: OFFEROR TEAM CERTIFICATIONS AND QUESTIONNAIRE

FIRM NAME: Michael Baker International, Inc.

1. Certifications

The Undersigned hereby certifies that:

- a. It has carefully examined and is fully familiar with all provisions of the RFP and ITO, has reviewed all materials provided, any Addenda, and the Department's responses to questions, and is satisfied that the RFP provides sufficient detail regarding the obligations to be performed and does not contain internal inconsistencies.
- b. The information and supporting data provided by the Undersigned is accurate and complete to the best of its knowledge.
- c. It has carefully checked all the words, figures, and statements in the Proposal.
- d. It has notified the Department of any identified deficiencies and omissions in the RFP and other documents provided by the Department.
- e. The Proposal is not sham or collusive and that the Proposal as not made in the interest or behalf of any person, partnership, company, association, organization, or corporation not herein name or disclosed.
- f. It has not directly or indirectly by agreement, communication or conference with anyone attempted to induce action prejudicial to the interests of the public body which is to award the contract, or of any other bidder/proposer, or anyone else interested in the proposed contract; and that the bidder/proposer has not in any manner sought by collusion to secure for himself/herself/themselves, an advantage over any other bidder/proposer.
- g. Prior to the opening and reading of Proposals, the Undersigned:
 - i. did not, directly or indirectly, induce or solicit anyone else to submit a false or sham Proposal;
 - ii. did not, directly or indirectly, collude, conspire, connive or agree with anyone else that said Offeror or anyone else would submit a false or sham bid, or that anyone should refrain from bidding or withdraw a Proposal;
 - iii. did not, in any manner, directly or indirectly, seek by agreement communication, or conference with anyone to raise or fix the bid price of said Offeror or of anyone else or to raise or fix any overhead profit or cost element of their price or of that of anyone else;
 - iv. did not, directly or indirectly, submit their Proposal price or any breakdown thereof, or the contents thereof, or divulge information or data relative thereof, to any corporation, partnership, company, association organization, bid depository, or to any member or agent, thereof, or to any individual or group individuals, except to the awarding authority or to any person or person who have a partnership or other

financial interest with said Offeror in their business.

- h. It does not have any organizational conflict of interest as defined in Section 5.3 (Organizational Conflicts of Interest).
- i. It isn't currently debarred, suspended, disqualified, or is currently removed from bidding or performing work, voluntarily or involuntarily, for the State of Ohio or the federal government.
- j. It hasn't been debarred suspended, disqualified, or removed from bidding or performing work, voluntarily or involuntarily, for the State of Ohio and the federal government during the past three years.
- k. It isn't subject to any proposed or pending debarment, suspension, or similar actions.
- l. It will use good faith efforts to meet the aforementioned goals that requires the Offeror to subcontract to a sufficient number of DBEs at a sufficient dollar amount to meet or exceed the goal or submit documentations of its good faith efforts to do so.
- m. If awarded the Contract, the Offeror will update DBE Performance Plans on a monthly basis, or more frequently if deemed necessary by the Department to assure it continues to use good faith efforts to meet or exceed the goal set forth in the Contract.
- n. It will comply with the FHWA Buy America Requirements of 23 CFR 635.410, and the Build America, Buy America Act, Section 70913 et seq. of the Infrastructure Investment and Jobs Act, Pub. L. 117-58, which permits FHWA participation as more fully described in the PDBC.
- o. It has developed and has on file at each establishment affirmative action programs pursuant to 41 CFR Part 60-2; has participated in a previous contract or subcontract subject to the equal opportunity clause, as required by Executive Orders 10925, 11114, or 11246, and that, where required, has filed with the Joint Reporting Committee, the Director of the Office of Federal Contract Compliance, a Federal Government contracting or administering agency, or the former President's Committee on Equal Employment Opportunity, all reports due under the applicable filing requirements.
- p. No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of any Federal agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement. If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any Federal agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

2. Questions

The Undersigned shall respond either "yes" or "no" to each of the following questions. If the response is "yes" to any question(s), a detailed explanation of the circumstances shall be provided in the space following the questions. The Undersigned shall attach additional documentation as necessary to fully explain said circumstances. Failure to either respond to the questions or provide adequate explanations may preclude consideration of the proposal and require its rejection. For the Undersigned, the term "**affiliate**" shall mean any entity which owns a substantial interest in or is owned in common ownership with the Undersigned .

Within the past 10 years, has the Undersigned, any affiliate, or any officer, director, responsible managing officer or responsible managing employee of such entity or affiliate who has a proprietary interest in such entity:

- a) Been disqualified, debarred, removed, or otherwise prevented from bidding or proposing on or completing a federal, state, or local contract anywhere in the United States or any other country because of a violation of law or safety regulation?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- b) Been convicted by a court of competent jurisdiction of any criminal charge of fraud, bribery, collusion, conspiracy or any act in violation of state, federal or foreign antitrust law in connection with the bidding or proposing upon, award of or performance of any public works contract with any public entity?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- c) Had filed against it, him or her, any criminal complaint, indictment, or information alleging fraud, bribery, collusion, conspiracy, or any action in violation of state or federal antitrust law in connection with the bidding or proposing upon, award of or performance of any public works contract with any public entity?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- d) Had filed against it, him or her, any civil complaint (including but not limited to a cross- complaint) or other claim arising out of a public works contract, alleging fraud, bribery, collusion, conspiracy, or any act in violation of state or federal antitrust law in connection with the bidding or proposing upon, award of or performance of any public works contract with any public entity?

Yes _____ No X

- e) Been found, adjudicated or determined by any federal or state court or agency (including, but not limited to, the Equal Employment Opportunity Commission, the Office of Federal Contract Compliance Programs and any applicable Ohio governmental agency) to have violated any laws or Executive Orders relating to employment discrimination or affirmative action, including but not limited to Title VII of the Civil Rights Act of 1964, as amended (42 U.S.C. Sections 2000e et seq.); the Equal Pay Act (29 U.S.C. Section 206(d)); and any applicable or similar Ohio law.

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- f) Been found, adjudicated, or determined by any state court, state administrative agency, federal court or federal agency, to have violated or failed to comply with any law or regulation of the United States or any state governing prevailing wages (including but not limited to payment for health and welfare, pension, vacation, travel time, subsistence, apprenticeship or other training, or other fringe benefits) or overtime compensation?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X

- g) Been convicted of violating a state or federal law respecting the employment of undocumented aliens?

If yes, please explain the circumstances. If

no, so state. Yes _____ No X


- h) Been assessed liquidated or other damages for failure to complete any contract on time? If yes, please explain the circumstances. If no, so state.

Yes _____ No X

Explain the circumstances underlying any "yes" answers for the aforementioned questions on separate sheets attached hereto.

3. Verification / Declaration

I declare under penalty of perjury under the laws of the State of Ohio that the foregoing declaration is true, correct and accurate to the best of my knowledge following due inquiry. Executed
February 5, 2024.



(Signature)

Jeff W. Broadwater

(Name printed)

Vice President

(Title)

Michael Baker International, Inc.

(Name of Organization)

[Evidence of signature authorization for such individual attached]

**Written Consent in Lieu of an Annual Meeting of the
Board of Directors of Michael Baker International, Inc. (F/K/A Michael Baker Jr., Inc.)**

December 29, 2023

The undersigned, being the Board of Directors (the Board) of Michael Baker International, Inc., a Pennsylvania corporation (the Corporation), pursuant to Section 1727(b) of the Business Corporation Law and the Corporation's governance documents, hereby consent to and adopt the following resolutions in lieu of an annual meeting:

Appointment of Officer(s)

WHEREAS, the directors have determined that it is in the best interest of the Corporation to ratify, confirm and approve the appointment of the person(s) to the positions set forth opposite their respective names on Exhibit A attached hereto and made a part hereof, and to remove any person(s) not named on Exhibit A attached hereto;

NOW THEREFORE, BE IT RESOLVED, that such person(s) be and hereby are elected to the positions set forth opposite their respective names on Exhibit A attached hereto and made a part hereof, to hold such position until the earlier election and qualification of their respective successors or until their earlier resignation or removal (collectively the Appointed Officer(s)), and any person(s) not named on Exhibit A attached hereto, be and hereby is, removed as an Officer of the Corporation;

FURTHER RESOLVED, that all acts previously, concurrently and subsequently taken by the Appointed Officers from the date of his or her assumption to the position to the date hereof in the capacity of the position set forth opposite their respective names are hereby expressly confirmed, ratified, approved and authorized in all respects as actions of the Corporation;

General Authorization

FURTHER RESOLVED, that the Appointed Officer(s) of the Corporation, or any later designated Appointed Officer(s), be, and each of them hereby is, authorized, in the name and on behalf of the Corporation, to take such further actions and to execute and deliver such further instruments, certificates or documents in the name of the Corporation, and to retain such counsel, agents and advisors and to incur and pay such expenses, fees and taxes as shall, in the opinion of such Appointed Officer executing the same, be determined necessary or advisable in order to effectuate or carry out fully the purpose and interest of all of the foregoing resolutions (such determination to be conclusively, but not exclusively, evidenced by taking of such actions or the execution of such instruments, certificates or documents by any such Appointed Officer(s));

FURTHER RESOLVED, that Assistant Secretaries who have been given physical possession of the Corporation's Corporate Seal under the authority of the Secretary of the Corporation are entitled to affix the Corporate Seal on proposal documents, contract documents, and certain other administrative forms that require attestation, provided, however, that such Assistant Secretaries are not authorized to affix the Corporation's Corporate Seal to any stock certificates of the Corporation absent further written approval by the Secretary;

FURTHER RESOLVED, that any actions taken by the Shareholder(s), Director(s), or Officer(s) of the Corporation on or prior to the date of the foregoing resolutions that are within the authority conferred hereby are hereby ratified, confirmed and approved as the act and deed of this Corporation;

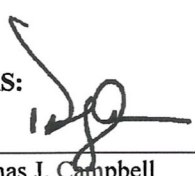
FURTHER RESOLVED, that the execution of this Written Consent and delivery thereof by facsimile, PDF or electronic signatures shall be sufficient for all purposes and shall be binding upon any party who so executes;

FURTHER RESOLVED, this Written Consent may be executed in two or more counterparts, each of which shall be an original and all of which together shall constitute one and the same Written Consent; and

FINALLY RESOLVED, that an executed copy of this Written Consent shall be filed with the minutes of the proceedings of the Board.

IN WITNESS WHEREOF, the undersigned have executed this Written Consent as of the date first above written.

DIRECTORS:

By: 
Name: Thomas J. Campbell

By: _____
Name: Brian A. Lutes

By: _____
Name: James E. Koch

By: _____
Name: Christopher C. Statham

By: _____
Name: John M. Tedder

[Signature page to Written Consent in Lieu of an Annual Meeting of the Board of Directors
of Michael Baker International, Inc.]

FINALLY RESOLVED, that an executed copy of this Written Consent shall be filed with the minutes of the proceedings of the Board.

IN WITNESS WHEREOF, the undersigned have executed this Written Consent as of the date first above written.

DIRECTORS:

By: _____
Name: Thomas J. Campbell

Brian Lutes
By: Brian Lutes (Jan 2, 2024 19:20 EST)
Name: Brian A. Lutes

James E. Koch
By: _____
Name: James E. Koch

Chris Statham
By: Chris Statham (Jan 3, 2024 08:50 EST)
Name: Christopher C. Statham

John M. Tedder
By: John M. Tedder (Jan 3, 2024 08:51 EST)
Name: John M. Tedder

[Signature page to Written Consent in Lieu of an Annual Meeting of the Board of Directors of Michael Baker International, Inc.]

EXHIBIT A

Thomas J. Campbell	Chairman
Brian A. Lutes	President & Chief Executive Officer
Dennis Berlien	Executive Vice President & President, Sustainable and Resilient Solutions
Sara Harris	Executive Vice President & Chief Human Resources Officer
Daniel Kieny	Executive Vice President & President, Consulting and Technology Solutions
James Koch	Executive Vice President & Chief Operating Officer
Brian May	Executive Vice President & President, Federal Programs and Services
Eric Ostfeld	Executive Vice President & President, Design Build
Christopher Statham	Executive Vice President & Chief Financial Officer
John Tedder	Executive Vice President & Chief Legal Officer & Secretary
Kenton Zinn	Executive Vice President & President, Infrastructure
John Alberghini	Senior Vice President & National Market Lead – Navy
Jeffrey Baker	Senior Vice President & Office Executive
Steven Barber	Senior Vice President & Office Executive
John Dietrick	Senior Vice President & Program Manager
Beth Drylie	Senior Vice President & Regional Market Lead – Federal Markets
Eric Frary	Senior Vice President & Office Executive
Andrew Gluck	Senior Vice President & Regional Director
George Guszczka	Senior Vice President & Chief Transformation Officer
Magdy Hagag	Senior Vice President & Regional Director
Todd Heino	Senior Vice President & SVP Business Development
Charles Hunley	Senior Vice President & National Director, Bridge Services
John Hurley	Senior Vice President & National Market Lead – Army
Brian Kozy	Senior Vice President & National Technical Director, Bridge Services
David Leach	Senior Vice President & National Market Lead – Federal Civilian Programs
Trudi Lim	Senior Vice President & Regional Director & Assistant Secretary
Stephanie Long	Senior Vice President & SVP, Finance
Thomas Montgomery	Senior Vice President & Regional Director
Carlo Morgano	Senior Vice President & Chief Information Officer
Fredrick Muncy	Senior Vice President & Technical Advisor – Water
David Nelson	Senior Vice President & Sr Electrical Engineer
Lori Stump	Senior Vice President & SVP Federal Operations
John Robinson	Senior Vice President & Office Executive
Michael Tylman	Senior Vice President & Technical Manager – Land Development
Nicolaas Veraart	Senior Vice President & National Practice Lead – Planning
John Walsh	Senior Vice President & Regional Director
Thomas Zagorski	Senior Vice President & National Practice Lead, Construction Services
Christopher Alberts	Vice President & Office Executive
Allison Andrews	Vice President & VP, Director - Emergency Management and Response
Michael Arens	Vice President & Office Executive
Mohamed Amin Bagha	Vice President & Regional Practice Lead – Water
Robert Balanti	Vice President & VP Human Resources

William Balentine	Vice President & Office Executive
Joseph Bartorelli	Vice President & CTS - Practice Executive
Richard Beck	Vice President & Practice Executive – Planning and GIS & Assistant Secretary
James Bell	Vice President & Technical Director
Jill Bell	Vice President & VP, SSC & Treasurer
Paula Boardman	Vice President & CTS PMO Director
Gilberto Bosque	Vice President & Office Executive
Kirsten Bowen	Vice President & National Director – Rail & Transit
Albert Bowman	Vice President & Office Manager
Elizabeth Bradford	Vice President & VP, National Resilience Lead
Jeff Broadwater	Vice President & Office Executive
Pernille Buch-Pedersen	Vice President & VP, Director - Emergency Management and Response
MaryAnne Buvens	Vice President & Business Developer – National Market - Federal Civilian
Anthony Cabrera	Vice President & Office Executive
Genevieve Cahill	Vice President & Business Developer
Joseph Catalano	Vice President & Office Executive
Ronald Chaffin	Vice President & Practice Executive – Architecture
Joseph Danyo	Vice President & Chief Engineer
David Dawson	Vice President & Director, Business Systems & Analytics
Kristy DeChicchis	Vice President & Director, Proposal Development
Scott Delesdernier	Vice President & Office Executive
Alison Detar	Vice President & Vice President – Marketing
Jamie Dodd	Vice President & Operations Manager - Business Development
Patricia Dunaway	Vice President & Office Executive
Ralph Eberhardt	Vice President & Office Executive
Kurt Fritz	Vice President & Office Executive
Amanda Furr	Vice President & Office Executive
Joseph Gardiner	Vice President & Director – Construction Services
Steven Gravlin	Vice President & Office Executive
Dale Gray	Vice President & Office Executive
Lydia Grose	Vice President & Office Executive
Matthew Guard	Vice President & VP Health and Safety
Russell Hall	Vice President & Office Executive
Mary Jo Hamman	Vice President & Office Executive
John Harris	Vice President & Technical Manager – Water
Dean Hartman	Vice President & National Market Lead - U.S. Air Force and Space Force
Dwain Hathaway	Vice President & Office Executive
James Haughey	Vice President & Director of Engineering San Diego
Charles Hogeboom	Vice President & Federal Program Manager
William Hoose	Vice President & Office Executive
Leslie Hopper	Vice President & Regional Practice Lead – Transportation
Susan Howard	Vice President & National Industrial Control Systems Lead
Keith Jones	Vice President & Divisional CFO
James Katsafanas	Vice President & National Connected and Automated Vehicle Technology Director

Stephen Kiefer	Vice President & Assistant General Counsel
Mark Kistler	Vice President & Regional Practice Lead – Aviation
Kyle Kramer	Vice President & Office Executive
Kevin Kugler	Vice President & Director – Planning
Devendra Kumar	Vice President & VP, Digital Transformation & Operations
Jeffrey Kupko	Vice President & National Advanced Mobility and Vehicle Electrification Director
Denise Laferte	Vice President & National Practice Lead - Water
Patrick Leach	Vice President & Practice Executive - Construction Services
David Liebgold	Vice President & Office Executive
Michael Lincheck	Vice President & Federal Program Manager
Timothy Little	Vice President & Operations Manager – Infrastructure
John Maile	Vice President & VP Talent Management
Benjamin Matthews	Vice President & National Market Lead – Federal Civilian
Stephen McGaughey	Vice President & Controller (Corporate) & Assistant Treasurer
Todd McIntyre	Vice President & Office Executive
Saul Mellman	Vice President & Director – Transportation
John Mentz	Vice President & Federal Operations Manager
David Mercier	Vice President & Practice Executive - Water
Bradley Mielke	Vice President & Business Developer – Structures
Aaron Morris	Vice President & CTS Data Collection and Analysis Director
Lois Muller	Vice President & Program Manager
John Nagle	Vice President & Department Manager – Water
Edward Newman, III	Vice President & Vice President
Angela Nocera	Vice President & National Market Lead - Army
Brian Oliver	Vice President & Project Manager – Land Development
Kevin Owens	Vice President & National Market Lead – DOE
Lorna Parkins	Vice President & Office Executive
Snehalkumar Patel	Vice President & Director of Engineering
Brian Peiritsch	Vice President & VP Corporate Communications
Douglas Peterson	Vice President & Office Executive
Sarat Peyyeti	Vice President & Program Director
Edward Phillips	Vice President & Regional Practice Lead - Federal
Robert Pitchford	Vice President & Office Executive
Shawn Plichta	Vice President & Regional Practice Lead - Design Build
Jeffrey Polenske	Vice President & Office Executive
Stephen Pouliot	Vice President & Office Executive
Philip Quillin	Vice President & Office Executive
David Reel	Vice President & Regional Practice Lead – Planning
Alfonso Riera	Vice President & Regional Market Lead – Army
Thomas Ritz	Vice President & Regional Practice Lead – Bridge
Jeffrey Roberts	Vice President & Office Executive
Joseph Romano	Vice President & Regional Practice Lead – Bridge
James Rose	Vice President & Regional Practice Lead - Federal
Jerome Ruddins II	Vice President & Department Manager – Construction Management

Jade Rung	Vice President & National Market Lead – Inter-Agency
Brian Russell	Vice President & Office Executive
Joseph Salvadori	Vice President & Practice Executive – Bridge
Steven Savich	Vice President & Practice Executive – Land Development and Infrastructure
Curtis Schaffner	Vice President & Assistant General Counsel
Mohiuddin Shaik	Vice President & Office Manager
Jonathan Shimko	Vice President & Practice Executive - Water
Raymond Shrift	Vice President & Director – Contracts and Procurement & Assistant Secretary
Victor J Siaurusaitis	Vice President & Business Developer – Transportation
Maher Sidani	Vice President & Chief Engineer
Sonja Simpson	Vice President & Office Executive
Peter Sipes	Vice President & Office Executive
Leland Spicer	Vice President & Divisional CFO
Joshua Sprowls	Vice President & Federal Engineering Practice Lead
Michael Stengel	Vice President & Office Executive
Aaron Stover	Vice President & Regional Practice Lead – Bridge
Christopher Tagert	Vice President & Regional Practice Lead – Water
Leigh Tewinkle	Vice President & Vice President, PMO
Timothy Thiele	Vice President & Office Executive & Assistant Secretary
Andrew Thomas	Vice President & VP Design Build Delivery
Helen Tison	Vice President & Office Executive
Don Treude	Vice President & Business Developer
John Tricini	Vice President & Practice Executive – Transportation
Lawrence Truman	Vice President & Business Developer
Lynn Truskie	Vice President & Real Estate Acquisition Manager
David Tudryn	Vice President & Regional Practice Lead – Architecture
Philip Walker	Vice President & Technical Director - Complex Bridges
James Waters	Vice President & Chief Information Security Officer & Enterprise Architect
Quintin Watkins	Vice President & Office Executive
Kirk Weaver	Vice President & Director Project Delivery Excellence
Karen White	Vice President & CTS - Practice Executive
Christy Whittaker	Vice President & VP Total Rewards
Dawn Wilson	Vice President & Office Executive
Stephen Wragg	Vice President & Assistant Department Manager – Senior Project Manager - Planning
Katherine Wrenshall	Vice President & Assistant General Counsel
James Yeager	Vice President & Director – Transportation
Steven Yoshizumi	Vice President & Practice Executive - Transportation
Angela Adam	Associate Vice President & Proposal Manager
Ryan Adams	Associate Vice President & Assistant Department Manager - Senior Project Manager-Structures
Mariben Andersen	Associate Vice President & Project Manager - Environmental
Kevin Anderson	Associate Vice President & Office Executive
Michael Anderson	Associate Vice President & Senior Project Manager
Alan Ashimine	Associate Vice President & Department Manager – Environmental

Douglas Barker	Associate Vice President & Project Manager – A/E
John Bellas	Associate Vice President & Department Manager – Environmental
Jessica Belowich	Associate Vice President & Department Manager – Traffic
Nicole Bennati	Associate Vice President & Director - Architectural Engineering
Joseph Bennett	Associate Vice President & Department Manager
Wendy Berrill	Associate Vice President & Department Manager - Rail and Transit
Kashfia Billah	Associate Vice President & Assistant Department Manager - Senior Project Manager- Bridge Inspection
Douglas Blank	Associate Vice President & Department Manager - Transportation
Joseph Blickenderfer	Associate Vice President & Department Manager – Energy/Telecom
Mark Bodily	Associate Vice President & Project Manager – Electrical Design
Justin Bouscher	Associate Vice President & Department Manager - Bridge
Christina Brickner	Associate Vice President & VP, Operations Transformation
Todd Buckner	Associate Vice President & Department Manager – Roadway
Michael Butters	Associate Vice President & Department Manager – Transportation
Ashley Buzzeo	Associate Vice President & Director of Product
Christopher Caputi	Associate Vice President & Technical Manager – Environmental Compliance
Paul Carson	Associate Vice President & Technical Manager – Oil and Gas
Sarah Cathcart	Associate Vice President & Business Developer
Jessica Chambers	Associate Vice President & Director – Engineering Applications
Yongxian Chen	Associate Vice President & Assistant Department Manager - Senior Technical Manager-Structures
Richard Chisolm	Associate Vice President & Office Manager
Derek Christianson	Associate Vice President & Project Manager – Highway
Fatma Ciloglu	Associate Vice President & Department Manager – Geotechnical
Benjamin Clopper	Associate Vice President & Department Manager - Roadway
Dayle Coburn	Associate Vice President & Design Build – Senior Manager
Kenneth Collins	Associate Vice President & Director – Transportation
Christopher Conrad	Associate Vice President & Director
Miles Costanza	Associate Vice President & Department Manager - Water Resources
Maria Cruickshank	Associate Vice President & Proposal Manager
Christopher Cummings	Associate Vice President & Department Manager - Bridge
Jeremy Curtis	Associate Vice President & Project Manager – Transportation
Scott Davis	Associate Vice President & Project Manager - Land Development
Gracia de la Pena	Associate Vice President & Department Manager – Pipelines
Damien Delany	Associate Vice President & Department Manager - Housing
Kevin Doyle	Associate Vice President & Department Manager – Water
James Duguay	Associate Vice President & Project Manager - Aviation
Craig Duppstadt	Associate Vice President & Director Federal Contracts
Sarmad Farjo	Associate Vice President & Department Manager – Municipal Engineering
David Fekete	Associate Vice President & CTS Program Manager
John Craig Fennell	Associate Vice President & Department Manager – Planning and Urban Design
Kathryn Field	Associate Vice President & CTS Program Manager
Anthony Fitzpatrick	Associate Vice President & Department Manager - Construction Services

Mary Flynn	Associate Vice President & Department Manager – Construction Services
Aarion Franklin	Associate Vice President & Department Manager - Planning
James A Frazier	Associate Vice President & Department Manager – Transportation Planning
David Frey	Associate Vice President & Director – Transportation
Christopher Friel	Associate Vice President & Strategic Partnership Manager
Sylvester Fryc	Associate Vice President & Department Manager – Highway
Laurence Gale	Associate Vice President & Department Manager – Environmental
Vahid Ganji	Associate Vice President & Department Manager - Pavement Engineering
Robin Godshall	Associate Vice President & VA Statewide Water Manager
Ruben Guerrero	Associate Vice President & Office Executive
Amilyn Haas	Associate Vice President & Business Developer
Robert Hans	Associate Vice President & Office Executive
Kyle Harper	Associate Vice President & Department Manager – Transportation
Diana Hartman	Associate Vice President & Federal Program Manager
Max Heckman	Associate Vice President & Project Manager – Planning
Gary Heisler	Associate Vice President & Technical Director - Water/Wastewater
Michael Hnat	Associate Vice President & Senior Project Manager - Structures
Elizabeth Hoekenga	Associate Vice President & Department Manager - Rail and Transit
Michele Horak	Associate Vice President & Business Developer
Angela Howell	Associate Vice President & Department Manager – Construction Inspection
Michelle Hoysick	Associate Vice President & Associate Regional Practice Lead - Design Build
Chadwick Huffines	Associate Vice President & Office Executive
Hamid Ikram	Associate Vice President & Assistant Department Manager - Senior Project Manager- Structures
Kevin James	Associate Vice President & Director – Highway
Carl V Jeffreys	Associate Vice President & Program Manager
Cristin Johnson	Associate Vice President & Department Manager - Mechanical
Don Joiner	Associate Vice President & Senior Project Manager
Philip Jufko	Associate Vice President & Director – Aviation Planning
Chadi Karam	Associate Vice President & Department Manager – Civil
Nagnath Kasbekar	Associate Vice President & Department Manager – Structures
Nathan Kebede	Associate Vice President & National Services Lead
Fareeha Kibriya	Associate Vice President & Department Manager – Planning
Matthew Klyszeiko	Associate Vice President & Department Manager - Planning
William Kontess	Associate Vice President & Project Manager – Architecture
William Kristoff	Associate Vice President & Department Manager – Bridge & Tunnel Inspection
Elizabeth Krousel	Associate Vice President & Department Manager - Civil and Environmental
Michael Kuchera	Associate Vice President & Director – Architecture
Edward La Guardia	Associate Vice President & National Director – Rail & Transit
Steven Latino	Associate Vice President & Department Manager – Transportation
Jane Lehman	Associate Vice President & Senior Counsel
William Lindenbaum	Associate Vice President & Office Executive
Bradley Losey	Associate Vice President & Department Manager – Surface Water
Shayna Lotman	Associate Vice President & Regional Director, Human Resources

Marc Luiken	Associate Vice President & Business Developer
Ryan Lynch	Associate Vice President & Regional Director, Human Resources
Rebecca Lyne	Associate Vice President & Director of Quality Assurance and Quality Control
Christopher MacDougall	Associate Vice President & Technical Manager – GIS
Lance Mackie	Associate Vice President & Department Manager - Electrical
Gary Madey	Associate Vice President & Department Manager – Construction Services
Joseph Maiorana	Associate Vice President & Department Manager - Construction Services
Prasad Manthana	Associate Vice President & Department Manager - Water
Keely Matson	Associate Vice President & Department Manager - Bridge
Jeffrey May	Associate Vice President & Office Executive
Tammy McAllister	Associate Vice President & Global Payroll Manager
William McBride Jr	Associate Vice President & Senior Project Manager - Highway
Jeffrey McClure	Associate Vice President & Director Project Delivery Excellence
Paul McGuinness	Associate Vice President & New England Chief Engineer
Chad Menge	Associate Vice President & Aviation Market Lead
Brad Miller	Associate Vice President & Department Manager - Traffic/ITS
James Miller	Associate Vice President & Department Manager - Transportation
Regan Miller	Associate Vice President & Director of Business Development
Robert Murphy	Associate Vice President & Director Business Development
James Murphy	Associate Vice President & Regional Practice Lead - Design Build
Robert Myers	Associate Vice President & Business Developer
Muthukumar Narayanaswamy	Associate Vice President & Operations Manager
Daniel Natale	Associate Vice President & Department Manager - Water
William Neider	Associate Vice President & Department Manager - Land Development
Mark J Nellas	Associate Vice President & Sr Manager ERP Applications
Russell Ozmer	Associate Vice President & Regional Practice Lead - Transportation
Pawel Paszczuk	Associate Vice President & Project Manager – Architecture
Janine Pelekoudas	Associate Vice President & Director, Proposal Development
Joseph Pirilla	Associate Vice President & VP, Fin Planning & Analysis
Kristen Podnar	Associate Vice President & Department Manager – Water
Matthew Ponce	Associate Vice President & Department Manager – Aviation
William Pope	Associate Vice President & Department Manager – Land Development
Thomas Porter	Associate Vice President & Director – Toll Roads
Hans Probst	Associate Vice President & Department Manager – Program Management
Rachael Richter	Associate Vice President & Director - Federal Planning
Jennifer Riddle	Associate Vice President & Proposal Manager
Jacqueline Rooke	Associate Vice President & Director - Project Management
Amy Ross	Associate Vice President & Proposal Manager
Stephen Ross	Associate Vice President & Department Manager - Structures
Steven Ross	Associate Vice President & Department Manager – Architecture
Oscar Rucker	Associate Vice President & Technical Manager – Right of Way
Vartan Sahakian	Associate Vice President & Department Manager – Bridge
Nancy Santoro	Associate Vice President & Proposal Manager
Jeffrey Scheick	Associate Vice President & Director - Transportation

Jon Schelkoph	Associate Vice President & Department Manager – Highway
Brian Searle	Associate Vice President & Technical Manager - CADD/Design
Carlos Setterberg	Associate Vice President & Department Manager – Architecture
Savanmaly Shovlin	Associate Vice President & Department Manager - Construction Services
Andrew Sidor	Associate Vice President & Department Manager
Steven Slocum	Associate Vice President & Director of Survey - California
Andrew Smart	Associate Vice President & Business Developer
Gregory Smay	Associate Vice President & Director of Tax
Paul Snead	Associate Vice President & Office Manager
Joseph Snyder	Associate Vice President & Department Manager – Aviation
Eric Spangler	Associate Vice President & Department Manager – Transportation
Christopher Stanford	Associate Vice President & Project Manager – Transportation
Robert Stark	Associate Vice President & Department Manager - Environmental and Planning
David Stephens	Associate Vice President & Tech Consultant II PT-Temp
Matthew Stewart	Associate Vice President & Department Manager – Program Management
Josh Stone	Associate Vice President & Department Manager - Civil
Steven Swygart	Associate Vice President & Department Manager - Water
Daniel Thornhill	Associate Vice President & Office Executive
Scott Thornsberry	Associate Vice President & Department Manager - Roadway
Julie Thurman	Associate Vice President & Director – Transportation
Ryan Thurmes	Associate Vice President & Department Manager - Federal
Eddie Torres	Associate Vice President & Technical Manager - Air Quality & Noise
Todd Trautz	Associate Vice President & Director - Technical Services
Troy Truax	Associate Vice President & Director – Planning
Colleen Turner	Associate Vice President & Senior Project Manager – Planning
Joanne Tyler	Associate Vice President & Department Manager - Land Development
Spencer Uminski	Associate Vice President & Department Manager – Building Design (CSA)
Marc Violett	Associate Vice President & Department Manager – Traffic
Lori Wade	Associate Vice President & Department Manager – Water
Martin Wade	Associate Vice President & Department Manager – Planning
Adam Walkowiak	Associate Vice President & Department Manager - Construction Management
Lance Wanamaker	Associate Vice President & Department Manager – Aviation
Scott Wardle	Associate Vice President & Director – Construction Services
Albert Warot	Associate Vice President & Technical Manager – Planning
Nicole Whitehead	Associate Vice President & Director, Learning & Development
Kenneth Wing	Associate Vice President & Department Manager – Transportation
Michael Yang	Associate Vice President & Assistant Department Manager - Senior Technical Manager-Geotechnical
Ryan Zellers	Associate Vice President & Department Manager - Traffic
Angela R. Logan	Assistant Secretary
Denise McNamara	Assistant Secretary
Terri A. Vojnovich	Assistant Secretary

[Exhibit A to Written Consent in Lieu of an Annual Meeting of
the Board of Directors of Michael Baker International, Inc.]

D Prequalification



FORM D: PREQUALIFICATIONS

<i>Contractor Prequalification (Ohio)</i>				
Work Type Code	Work Type Description	By Project Award	Prior to Work	Contractor/Sub-Contractor to Perform the Work (Status of Prequalification – Approved/Submitted/To be submitted)
1	Clearing & Grubbing		X	TBD
2	Building Removal		X	TBD
4	Roadway Excavation & Embankment Construction	X		Kokosing Construction Company, Inc. - Approved
5	Major Roadway Excavations		X	TBD
6	Incidental Grading		X	TBD
7	Soil Stabilization		X	TBD
8	Temporary Soil Erosion & Sediment Control		X	TBD
9	Aggregate Bases		X	TBD
10	Flexible Paving		X	TBD
11	Apply Bituminous Treatments		X	TBD
12	Rigid Paving		X	TBD
13	Pavement Planning, Milling, Scarification		X	TBD
14	Concrete Texturing		X	TBD
15	Sawing		X	TBD
16	Flexible Replacement		X	TBD

<i>Contractor Prequalification (Ohio)</i>				
Work Type Code	Work Type Description	By Project Award	Prior to Work	Contractor/Sub-Contractor to Perform the Work (Status of Prequalification – Approved/Submitted/To be submitted)
17	Rigid Pavement Replacement		X	TBD
18	Pavement Rubblizing, Breaking, Pulverizing		X	TBD
19	Structure Removal		X	TBD
23	Reinforcing Steel		X	TBD
35	Drainage (Culverts, Misc.)		X	TBD
36	Guardrail / Attenuators		X	TBD
37	Fence		X	TBD
38	Misc. Concrete		X	TBD
39	Maintenance of Traffic		X	TBD
40	Waterproofing		X	TBD
41	Raised Pavement Markers		X	TBD
42	Signing		X	TBD
43	Highway Lighting		X	TBD
45	Pavement Markings		X	TBD
46	Landscaping		X	TBD
47	Mowing		X	TBD
48	Trucking		X	TBD
49	Herbicidal Spraying		X	TBD

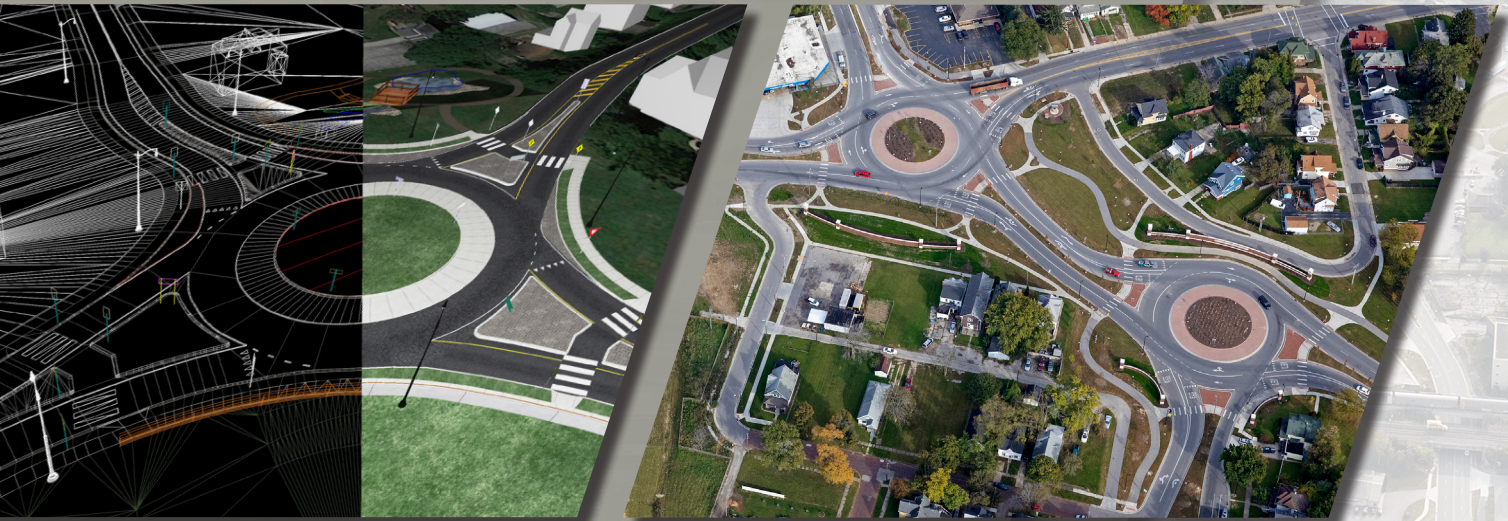
<i>Contractor Prequalification (Ohio)</i>				
Work Type Code	Work Type Description	By Project Award	Prior to Work	Contractor/Sub-Contractor to Perform the Work (Status of Prequalification – Approved/Submitted/To be submitted)
57	Sealing of Concrete Surfaces with Epoxy or Non-Epoxy Sealers		X	TBD

<i>Professional Services Prequalification (Ohio)</i>			
Prequalification Category	By Project Award	Prior to Work	Consultant/Subconsultant to Perform the Design Work (Status of Prequalification – Approved/Submitted/To be submitted)
Roadway Design – General			
Bicycle Facilities and Enhancement Design Roadway		X	TBD
Non-Complex Roadway Design	X		Michael Baker International, Inc. - Approved
Geotechnical Engineering – General Services			
Geotechnical Engineering Services		X	TBD
Geotechnical Testing Laboratory		X	TBD
Geotechnical Field Exploration Services		X	TBD
Geotechnical Drilling Inspection Services		X	TBD

Professional Services Prequalification (Ohio)			
Prequalification Category	By Project Award	Prior to Work	Consultant/Subconsultant to Perform the Design Work (Status of Prequalification – Approved/Submitted/To be submitted)
Limited Lighting Design		X	TBD
Complex Lighting Design		X	TBD
Right of Way Plan Development – General			
Subsurface Utility Location Services		X	TBD

WOO-23-17.88 ROUNDABOUT PROGRESSIVE DESIGN BUILD PROJECT | PROJECT #243001 | TECHNICAL PROPOSAL

February 16, 2024



Ohio Department of Transportation | District 2

TAB

- 1** Design Build Team Organization and Key Personnel
- 2** Design Build Team Capabilities and Experience
- 3** Project Understanding and Approach

1 Design Build Team Organization and Key Personnel

6.8.1 DBT Organization and Key Personnel

Two industry leading partners have come together to deliver this Progressive Design Build (PDB) digital delivery job in Kokosing Construction Company, Inc. (Kokosing) and Michael Baker International, Inc. (Michael Baker). Kokosing and Michael Baker bring strong relevant experience and propose a collaborative approach to successfully complete ODOT’s BIM / Digital Delivery pilot project and provide a foundation for a successful BIM program moving forward. The Kokosing DBT organization is structured to maximize the project goals and leverage the benefits of the PDB process. Each partner brings solid experience in PDB, Design Build, CMAR, competitive price estimating, and Digital Delivery within their own organization.

Kokosing and Michael Baker have teamed on 14 projects in the past 20 years with a combined value of over \$700M. We have also completed over \$20B worth of Alternative Delivery projects in our respective company history, demonstrating our proven success.

This selection of key personnel and the organization of the team is based on past experience and lessons learned in how best to set up a digital delivery project for success. **Craig Wing** (Project Manager) has been working with ODOT District 2 successfully for years and brings the skillset to lead the project both during the Preconstruction and Construction phases. **Joe Brenner** (Design Model Manager) and **Rick Chaffin** (Construction Model Manager) have strong digital delivery experience in their respective roles and are ideal partners for ODOT to navigate this pilot project. Their past experiences will help the team avoid common hurdles in this digital delivery arena and provide ODOT with a strong foundation for a program moving forward. Beyond that, this overall team has a solid working relationship from past project successes, including the award-winning Opportunity Corridor – Section 3 Project for ODOT.

Our organization chart provides consistency across the various project phases, while also recognizing roles unique to each phase. While the organization charts are unable to reflect the full extent of our team participation, we commit to engaging our field personnel and key suppliers and subcontractors in the preconstruction phase to provide constructability review and optimization. Similarly, during the construction phase, our design and estimating teams are always a phone call away and remain engaged in the project through completion. This continuity provides benefit to the project in retaining knowledge throughout the process and minimizing the learning curve of onboarding new team members at each stage.

Preconstruction Phase

Figure 1.1 shows the proposed Preconstruction Phase Organizational Chart. Craig Wing will be the direct point of contact with ODOT’s project manager on contractual matters and work closely with Sean Milroy, PE, PMP, DBIA, Michael Baker’s Design Manager. Craig will integrate Kokosing’s construction staff, including the DBT Construction Model Manager (Rick Chaffin), design build coordinator, and construction manager into constructability discussions and reviews. He will direct the development of the Phase 1A and Phase 1B agreements, as well as the Opinion of Probable Costs and Guaranteed Maximum Price proposal. Craig brings strong past experience in open book pricing through his recent experience on the Glass City Riverwalk. Craig will leverage this past experience to streamline communication with to keep estimates aligned and the process transparent.

One additional benefit that Kokosing brings is the dedicated Design Build Coordinator (DBC) during the Preconstruction Phase. This individual will serve to guide the design build process

PRECONSTRUCTION PHASE

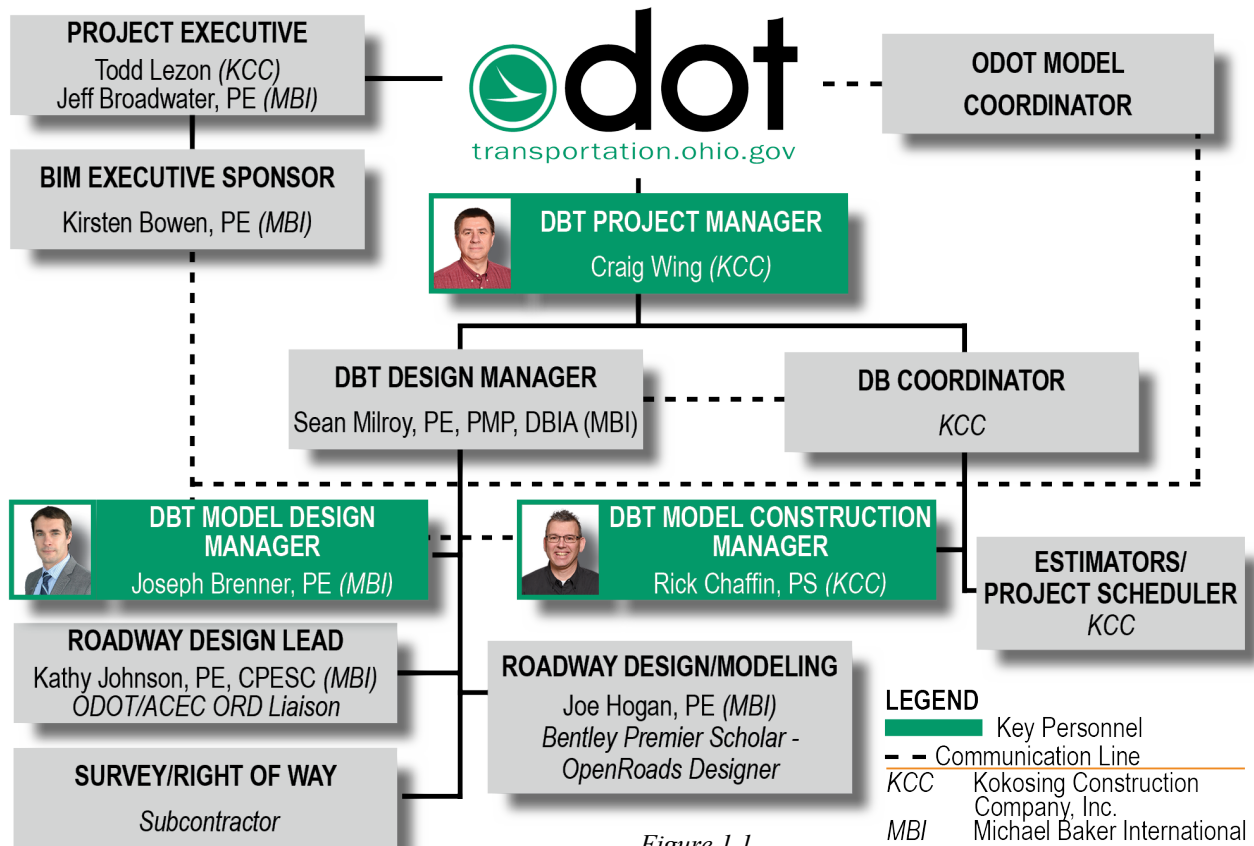


Figure 1.1

between the team by leading design task group meetings, evaluating cost saving solutions, and providing over the shoulder reviews. The DBC will also communicate back and forth with the estimating team, Michael Baker, and the ODOT design leads to ultimately ensure that the project is delivered to meet the requirements of the RFP.

As Design Manager, Sean will direct the development of the roundabout design in accordance with the contractual documents and in collaboration with ODOT and Kokosing. Sean will develop a Project Management Plan (PMP), which houses the scope and agreements and outlines the communication protocols, schedule, and a project specific quality management plan. In the kickoff meetings, Craig and Sean will establish appropriate lines of direct communication between the Michael Baker team and ODOT to advance the roundabout design development and BIM execution pilot in a collaborative manner. Any communication or meetings that involve only specific personnel such as design-related questions or BIM meetings may not require all project personnel, but the DBT PM will make sure the ODOT PM is copied on email correspondence and is made aware of individual meeting outcomes. Joe Brenner, DBT Design Model Manager, will prioritize development of the BIM Execution Plan in Phase 1A. Joe will draw upon past experiences with 3D digital delivery pilots for Michigan and Pennsylvania DOTs, incorporate feedback from ODOT’s key individuals in kickoff and coordination meetings, and coordinate with the Michael Baker Design Team, Kokosing, and DBT Construction Model Manager Rick Chaffin to develop a draft BIM Execution Plan.

To advance key decision making in advance of the interim submittal, Sean will schedule over-the-shoulder design review meetings with ODOT and Kokosing to review preliminary design alternatives and issues with respect to roundabout geometry, maintenance of traffic, and impacts to drainage, utilities, and right-of-way. Michael Baker has used these meetings to great effect on the TRU-46-Intersection Improvements Project in Howland Township for District 4. These meetings will be important to engage multi-disciplinary teams in review and discussion of preliminary design alternatives via the digital model and supplemental exhibits, since traditional ODOT Staged submittals are not planned.

Kirsten Bowen coordinates Michael Baker's national BIM resources. She will work with Joe Brenner to commit the right resources for the different applications throughout the project duration. Joe will work closely with Kathy Johnson (Roadway Lead), Joe Hogan (Roadway Designer/Modeler) and other national resources as appropriate to develop the modeling standards and expectations for the Bentley ORD model in collaboration with ODOT and DBT Construction Model Managers. Over-the-shoulder reviews will occur at multiple stages of development to obtain input from Kokosing and ODOT, maximizing the benefits of PDB contracting and the overall goals of the 3D/digital delivery pilot project.

Along with the key personnel indicated from the DBT, our team suggests that ODOT designates a "Model Coordinator" as the primary contact for model related coordination. Based on our Team's experience, this individual should have a technical background although they do not have to be currently working in CADD or similar platforms as part of their typical job responsibilities. This individual should also be involved/integrated with advancing ODOT's BIM and Digital Delivery initiatives. This will support the project goal of advancing the Department's implementation of BIM technology for potential future asset management including design, construction, and maintenance operations. This is a team integration strategy to ensure that BIM content and discussion is focused and consistent throughout the project and that the content gets to the right ODOT team members.

One critical interaction throughout the project, but especially in the early phases, is between the DBT Design and Construction Model Managers. These individuals will be creating, managing, and updating the BIM content and will also be responsible for ensuring content can be consumed by all required stakeholders including estimators, reviewers, subcontractors, inspectors and other field personnel. This interaction will be critical throughout the design, starting right at NTP in Phase 1A. In Phase 1B, the estimating staff will engage with the digital model and work with Rick to obtain all the required information for the estimating process. Craig and the DBC will guide the coordination between the estimators and their ODOT counterparts to work through the pricing stage. The digital collaboration will be especially important early in Phase 1B and onto Phase 2 as the processes are implemented with real project content.

Construction Phase

The proposed organization chart for the construction phase can be seen in *Figure 1.2*. This organization largely remains the same as in the preconstruction phase, but the robust design team is now supplemented by a fully built out construction team. However, the communication and organization between the key personnel during this phase remains similar.

With the added element of digital delivery, there is a need to establish consistent communication between the DBT and ODOT relating to BIM deliverables and related content to ensure that the information is not only received by the necessary stakeholders but is able to be utilized as well.

Throughout the project and especially as construction begins, the DBT Construction Model Manager will be heavily engaged to provide the contractor’s perspective, with the DBT Design Model Manager serving as the primary contact with the ODOT Model Coordinator to keep the approach and process consistent.

Craig, Rick, and Joe Brenner, along with the Project Engineer and Scheduler, will run standing bi-weekly meetings with ODOT to review overall PDB progress and/or perform field training sessions. Joe, Rick and ODOT construction staff will coordinate at regular intervals in development of the model, to discuss approaches to using the model for estimating, subcontracting, construction, and inspection purposes.

As work in the field commences, Rick will create the construction models and incorporate them into the appropriate project equipment and survey instrumentation. Rick will also equip and train the field personnel in the use of digital deliverables to construct the job. Being a new process for ODOT, we also expect Rick will include field inspection staff on this training to make sure the whole team is aligned in the usage on the project.

Another critical area of integration is in the development of as-built documentation. Our design and construction model managers will work together to capture as-built data in the field and update the model and/or documentation as needed. The DBT Construction Model Manager will be the primary contributor in this phase with the DBT Design Model Manager reviewing and supporting collection and updates. This leverages the strengths and experiences of each group to provide best practices for digital as-builts for this project and future ODOT BIM implementation.

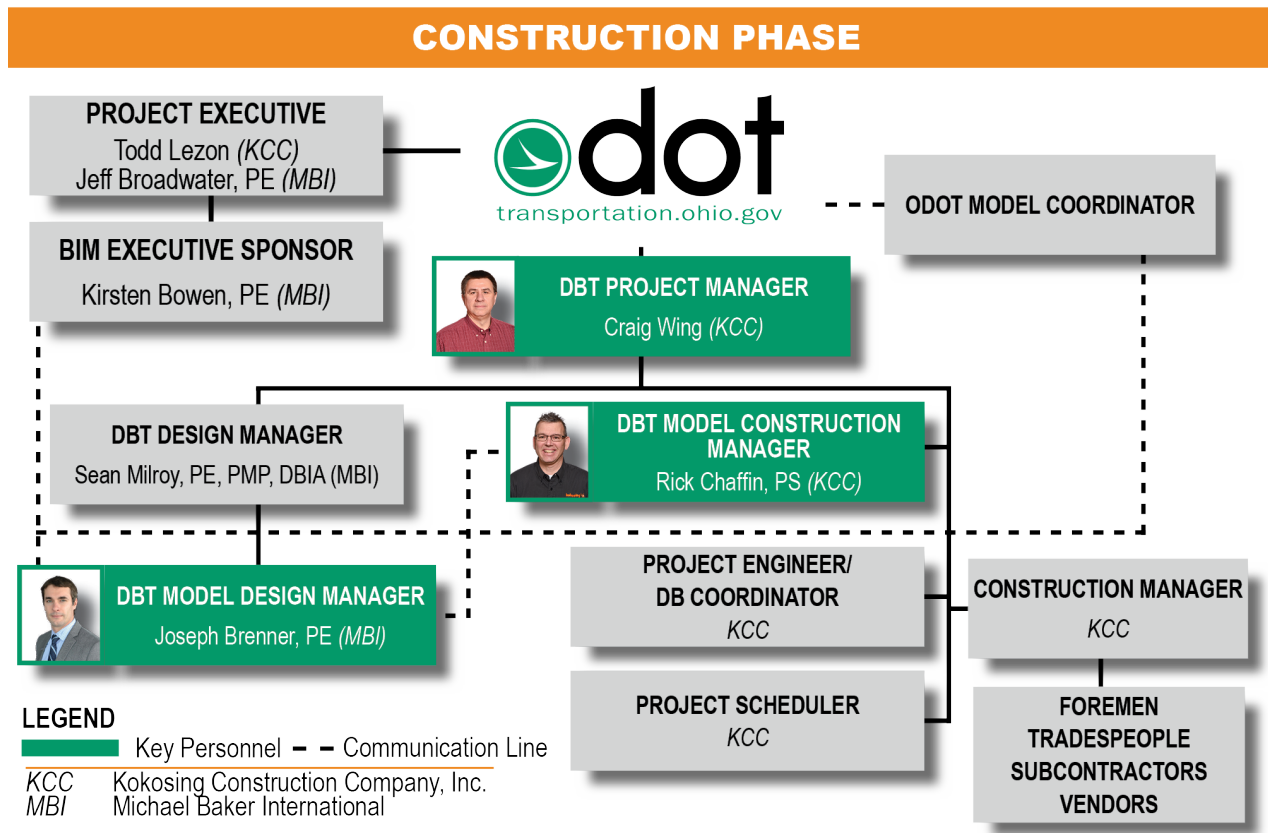


Figure 1.2



Craig Wing
DBT Project Manager

EDUCATION

Ohio Northern University | *Ada, OH*
B.S. Civil Engineering
Cornell University | *Ithaca, NY*
M.E. Construction Management

CERTIFICATION AND TRAINING

- First Aid/CPR
- OSHA 30 hr
- Trench Safety
- Fall Protection

Craig is currently employed by Kokosing Construction Company, Inc.

- Over 30 years of experience managing transportation projects

UNIQUE QUALIFICATIONS

- Alternative Delivery Experience
- Prior work with Michael Baker
- Extensive Roadway Experience
- 3D Model Management and Control

WEEKLY TIME COMMITMENT

Preconstruction: 40%
Construction: 50%

Craig has extensive experience in both managing on-site construction as well as utilizing digital models to manage and construct projects. He will serve as the DBT Project Manager and will have ultimate responsibility for the DBT’s performance, ensuring that personnel and other resources are made available in a timely manner. Craig will also be the primary contact for ODOT regarding all contractual matters.

PROJECT EXPERIENCE

I-75 Downtown Toledo Reconstruction Project B | ODOT District 2 | \$132.2M

Toledo, OH – Project Manager The Toledo B project included the construction of an access parkway that encompassed 7 different roundabouts, reconstruction of 2.5 miles of urban interstate, complex interchange upgrades, and the reconstruction of 12 bridges. Craig was responsible for the management and coordination of multiple Value Engineering Concepts, saving the Department over \$1.1M. Craig was also responsible for the quality control of the 3D Modeling used for construction. **Relevance: ODOT District 2 Project, Multiple Roundabouts, Integrated 3D Modeling with Rick Chaffin**

Glass City Riverwalk CMGC | Metroparks Toledo | \$50M

Toledo, OH – Project Manager. Craig is serving as the Project Manager for this CMGC project creating a new Riverwalk in Downtown Toledo, including multiple pedestrian bridges, docks, buildings, and public areas. Craig’s largest role has been to lead the project through the Open Book Pricing process with the Owner and ICE in order to bring the project to a

successful GMP. Craig is responsible for the overall project management and coordination involved in this job including major stakeholder coordination components and model control. **Relevance: Open Book Pricing Process, GMP Coordination, Alternative Delivery, Aesthetic Roadway and MUP, Integrated 3D Modeling with Rick Chaffin**

Shoreline Drive Design-Build Project | City of Sandusky | \$9.9M

Sandusky, OH – Project Manager. The project consisted of a complete renovation of the Bayfront Shoreline Drive Corridor which is partly being constructed using 3D Modeling. Improvements included removal of existing roadway and buried railroad tracks, new roadway construction, new decorative crosswalks, a bidirectional raised cycle track, new LED lighting, and various other aesthetics and amenities. Craig served as the Project Manager on this project, directly involved in both the preconstruction and construction phases. **Relevance: Alternative Delivery Project, Roadway Construction, Integrated 3D Modeling with Rick Chaffin**



**Joseph Brenner,
MS, PE (Pennsylvania)**
DBT Model
Design Manager

EDUCATION

Case Western Reserve University |
Cleveland, OH
B.S., Civil Engineering
Drexel University | Philadelphia, PA
M.S., Engineering Management

CERTIFICATION AND TRAINING

- Professional Engineer: PA #079427
- Bentley Premier Scholar
- Autodesk Revit Certified Instructor

Joe is currently employed by Michael Baker International, Inc.

- 16 total years of experience as a designer and digital delivery expert

UNIQUE QUALIFICATIONS

- AASHTO Joint Technical Committee on Electronic Engineering Standards (JTCEES)
- LOD Task Group Development; ACEC/PA Digital Delivery Workspace Group

WEEKLY TIME COMMITMENT

Preconstruction: 75%
Construction: 20%

Joe’s unique experience includes development of modeling and digital delivery implementation for several state DOT’s. Joe has also led the FHWA BIM for Bridges and Roadway BIM Workflows Task Order Report coordinating all disciplines and transitioning traditional workflows to BIM-based workflows. Joe will serve as the DBT Design Model Manager responsible for creating, managing, and updating BIM models utilized by Kokosing to build the project and model coordination with ODOT.

PROJECT EXPERIENCE

I-696 Digital Delivery Pilot Project | Michigan DOT, Macomb County, Michigan – Digital Delivery Specialist and Outreach Coordinator. For this innovative MDOT Model as the Legal Document (MALD) pilot project, Joe was responsible for delivering the overall project model completely digitally and without the use of a pdf plan set. All project information was accessed through the delivered model, which included a mix of 3D and 2D information, links to standards and specifications, model attribution and saved views of model cuts of traditional plan and cross section data. Joe helped MDOT develop the asset information to populate the model components as attributes, developed the contractual model data, and conducted stakeholder engagement and training to reach a consensus around the delivery method. Construction phase coordination included evolution of the BIM Execution Plan, model updates and digital as-built file submission. **Relevance: Digital Delivery Pilot Project, Communications and Training, & BIM Deployment**

Engineering and Training to Implement OpenBridge Software and Digital Delivery Pilot

Project Support | PennDOT – Harrisburg, PA – BIM Lead. Joe was the BIM Lead in support of the Digital Delivery Directive 2025. Demonstrating his proficiency, Joe assessed alternative software solutions, aligning them with PennDOT standards to enhance and optimize Digital Delivery processes. A key aspect of his responsibilities involved the creation of comprehensive training courses tailored for PennDOT's internal staff, consultants, contractors, and suppliers. Joe played a pivotal role in guiding and supporting Pilot Project teams through established workflows, extending contractor support to multiple active construction projects. Moreover, he actively contributed to the evolution of the Digital Delivery Directive 2025 by embedding specific content into guidance documents, thereby reinforcing PennDOT's commitment to a digitally driven future. **Relevance: Digital Workflows, Stakeholder Communications and Outreach, Digital Delivery Pilot Project, Communications and Training, & BIM Deployment**



Rick Chaffin, PS
DBT Model Construction
Manager

EDUCATION

Michigan Technological University |
Houghton, MI
B.S. Surveying Engineering
Columbus State | *Columbus, OH*
A. A. S. Civil Engineering Technology

CERTIFICATION AND TRAINING

- Professional Surveyor in the States of OH and KY (OH PS# 8366)
- OSHA 30 hr
- Trimble Business Center Expert

Rick is currently employed by Kokosing Construction Company, Inc.

- Over 30 years of survey experience
- 20 years – BIM/Modeling experience

UNIQUE QUALIFICATIONS

- Open Roads, BIM, and 3D Modeling
- Design-Build Experience
- Prior work with Michael Baker
- Extensive Roadway Experience

WEEKLY TIME COMMITMENT

Preconstruction: 25%
Construction: 40%

As a Professional Surveyor and BIM expert for Kokosing, Rick has extensive experience in both the on-site Surveying and Construction Modeling of large complex roadway projects using multiple programs including Trimble Business Center, Civil 3D, and OpenRoads. He will serve as the DBT Model Construction Manager and will be responsible for implementing, managing, and updating BIM models during construction of the project.

PROJECT EXPERIENCE

CUY/SUM I-271/I-480 (160218) | ODOT District 12 | \$135.8M

Cleveland, OH – Survey/Model Manager. This project consisted of over 6 miles of reconstruction and realignment along I-480 and I-271 in Cleveland, OH. Kokosing’s value engineering proposals resulted in over \$2,364,000 in shared savings to ODOT. Rick served as the Lead Survey Engineer and Model Manager on this job responsible for the 3D Construction Modeling and Field Delivery Coordination throughout the project. **Relevance: Construction Modeling through Trimble Business Center, Michael Baker Involvement, Roadway Construction, ODOT Project**

Opportunity Corridor 3 (173000) | ODOT District 12 | \$159.4M

Cleveland, OH – Survey/Model Manager. Stretching from East 93rd St. to I-490, this design-build project completed approximately 2 miles of new boulevard from I-490 to E. 89th Street and included 6 new bridges, 12 retaining walls, 7 new intersections and numerous improvements to the drainage and combined sewer system. Rick served as the lead Model Construction Manager and Survey Engineer responsible for creating

virtual construction models from 2D plan sets and coordinating field delivery and model integration. **Relevance: Construction Modeling through Trimble Business Center, Michael Baker Involvement, Roadway Construction, Multi-Use Path, ODOT Design-Build Project**

LUC 475/20A Parts 1-3 | ODOT District 2 | \$101.9M

Toledo, OH – Survey/Model Manager. Rick is serving as the Lead Model Manager and Survey Engineer for this three-phase, \$101.9M interchange project along IR-475 and US 20A in Lucas County. The most notable aspect of this project includes a cutting-edge Diverging Diamond Interchange with aesthetic properties which is partly being constructed using 3D Modeling. Rick is responsible for the creation, communication, and ultimate integration of the 3D Modeling on the project. **Relevance: ODOT District 2 Project, Extensive Roadway Construction, Integrated 3D Modeling, Work with Craig Wing**

2 Design Build Team Capabilities and Experience

6.8.2.1 General Offeror Experiences



Kokosing Construction Company, Inc. is the lead contractor and will be the sole contracting entity with ODOT. As the largest self-performing general contractor in Ohio, employing over 3,100 skilled tradespeople and owning the largest equipment fleet in the Midwest valued at over \$400M, we have constructed over \$4B in Alternative Delivery projects. Kokosing has significant ODOT District 2 experience on multiple projects in the area. This includes 7 adjacent Toledo highway projects valued at over \$500M, which also involved the construction of 7 roundabouts.

Specific to this project, The Kokosing DBT has the expertise, manpower, and resources to successfully construct this roundabout using integrated BIM and 3D Modeling capabilities. Our company has a long history of successful completion of large-scale projects that incorporate 3D Modeling including roundabouts, extensive roadway reconstruction and multi-use path construction. Rick Chaffin has been intimately involved with Kokosing's digital delivery throughout the past and provides our estimating staff with models, quantities, and takeoff assistance. Additionally, Rick regularly incorporates the designer model and generates the required machine control through Trimble into the heavy equipment as well as survey equipment on the project. This allows the operators to view the model while in the cab of the equipment and construct the grades efficiently and accurately. Most recently, on the Toledo B project, Rick developed the Trimble model that allowed the project team to successfully construct the job.

Even though the PDB process is newer to the transportation market, Kokosing has solid past experiences with the progressive design process, open book pricing, and working with an Independent Cost Estimator (ICE) and/or State Cost Estimator (SCE).

Our past experience in this realm consists of ongoing/recent projects:

- ➔ **Brent Spence Bridge Corridor (PDB)**
- ➔ **16 Tech Bridge Project (CMAR)**
- ➔ **Toledo Glass City Riverwalk (CMAR)**
- ➔ **Parkersburg Memorial Bridge (CMGC).**

Each project had an open book pricing element and a collaborative design process between the owner and designer of record.



Specifically, over the past 2 years, Craig Wing led Kokosing and the Toledo Metroparks through the CMAR pricing process on the Glass City Riverwalk in Toledo, OH. Craig and his team established standard estimating procedures and cost models, and navigated through the reconciliation with the owner and the ICE. Throughout this project, Craig and his team provided value engineering solutions and open book transparency to allow the owner to scope the job to their budget and optimize the available funds. This project is now currently under construction after a successful negotiation of the GMP.

Kokosing's local experience, capacity, and key personnel will provide us with the ability to self-perform the majority of key construction elements involved in the project scope. The Kokosing family of companies also own an aggregate quarry and asphalt plant within 5 miles of the project, allowing for in-house production and control of materials, as well as providing cost savings to the owner.

Michael Baker
INTERNATIONAL

Michael Baker International, Inc. (Michael Baker) will be the lead designer and is a national leader in innovative transportation design, currently ranked 13th in Transportation Design by Engineering News-Record (ENR). Michael Baker employs more than 80 professionals in

Ohio (Cleveland, Canton, Columbus, Cincinnati) and over 3,900 nationwide. Michael Baker is prequalified in Bicycle Facilities and Enhancement Design, Complex and Non-Complex Roadway Design, Safety Study, and roundabout design experience relevant to this project.

Michael Baker's team of technology experts have been leading the industry in providing digital delivery / BIM for Infrastructure support services. We are applying our knowledge and experience to assist departments of transportation (DOTs) and other clients across the country in implementing a variety of digital solutions, including 3D design, software standardization and workflows, planning and delivering digital pilot projects, models as legal documents and implementing appropriate training.

Our expertise extends to all areas of the digital landscape identified in the adjacent visual. From engineered models to digital delivery and beyond, we are helping clients implement new technology tools that promote collaboration and efficiency throughout the project life cycle.

Specific BIM and Digital Delivery Experience:

5600 W. RR Crossing (Utah DOT) Digital Delivery Pilot Project, Salt Lake County, Utah

Prime consultant for UDOT's first design-bid-build project to incorporate all disciplines in digital delivery, furthering the information, guidance and processes materials for delivering 3D models as the contract document.

TH 169 Elk River (Minnesota DOT) Digital Delivery Pilot Project, Elk River, Minnesota

As a sub-consultant, Michael Baker provided interchange and bridge design for MnDOT's first digital delivery project. This \$130 million Construction Manager/General Contractor (CM/GC) project involved reconstructing a key segment of Highway 169, between Hwy 101/Hwy 10 and Hwy 197th Avenue, in Elk River, Minnesota. Michael Baker worked in collaboration with the contractor and MnDOT to develop roadway and bridge designs utilizing Bentley OpenRoads Designer (ORD) and OpenBridge Modeler (OBM) to produce 3D models.

I-80 Blackrock (Utah DOT) Digital Delivery Pilot Project, Salt Lake County, Utah

Michael Baker was the prime consultant for UDOT's first project in the Model Based Design Construction (MBDC) initiative delivering fully digital documents for review and construction. Michael Baker provided roadway, structures, maintenance of traffic and utility design for the bridge and roadway replacement at I-80 over the Union Pacific Railroad at Blackrock and S.R. 172 over I-80. This project successfully demonstrated that all disciplines could work together in the same 3D environment while submitting model-centric documents for review and construction. Using the CM/GC process, all team members collaborated to improve the quality and precision in which design documents are submitted for construction.

I-696 Over Rouge River (Michigan DOT) Digital Delivery Pilot, Macomb County, MI

Prime consultant for Michigan's first digital delivery pilot project using the model as the contract documents. Multidiscipline coordination, including 3D drainage and boring log information, was provided in this innovative method for combining and linking data in a simple and easy-to-consume digital format.

Kokosing and Michael Baker have a strong history of working together on past projects. Our corporate cultures are aligned, and we have great familiarity with each other. We have chosen this project to continue our partnership as we are both focused on staying at the forefront of innovation. This partnership will pay dividends to ODOT in terms of efficiency, strong project-wide communications, and a positive working environment.

Representative Firm

Kokosing: Prime Contractor
Contract Value: \$132M
Date Established: 11/2014
Final Contract Value: \$132.3M
Subcontracted: 20.3%

Works/Services: Prime contractor responsible for 100% of the project, self-performing 79.7%.

Contract Type: Design-Bid-Build

Owner Contact Info

Phil Senn
(419) 409-0374
Phillip.senn@dot.oh.gov

Dates

Constr.: 11/2014 – 07/2019

Completion Dates

Original: 06/2018
Substantial: 07/2019
Final: 10/2021

Reason for Difference:

Approved project weather delays and additional owner added scope items, including a warranty period for landscaping items. Kokosing substantially completed work and opened to traffic in July 2019.

Liquidated Damages or Penalties: None



I-75 DOWNTOWN TOLEDO RECONSTRUCTION PROJECT B

ODOT District 2 | Project #140485 | Toledo, OH | DBB

Project Description: The Toledo B project was constructed as 1 of 5 adjacent projects awarded to Kokosing located through the I-75 Corridor. This project included the construction of an access parkway that included 7 different roundabouts, reconstruction of 2.5 miles of urban interstate, complex interchange upgrades, and finally the reconstruction of 12 different bridge structures.

Innovations to Meet Budget Constraints: The centerpiece of the project was the demolition and reconstruction of the 2000-foot-long, 60-foot-tall I-75 mainline bridge spanning rivers, avenues, and railroads. Kokosing proposed a Value Engineering concept that modified \$41M of contract value, while saving the Department over \$1.1M, essentially turning a major portion of the project into a Design-Build project.

During construction the project team encountered contaminated soils that were required to remain on the project. Kokosing worked with ODOT to design and construct an earthen sound mound to contain this material. In addition, the team encountered contaminated water leaching out of the excavation on a portion of the project. This water was collected, tested, and ultimately disposed of at an approved facility.

Timely Completion: Constant coordination was required to maintain access to local facilities that were in operation around the clock. Additionally, the ProMedica Toledo Level 1 Trauma Center was located less than a mile from the project site and required ramp access to be always maintained for emergency services. The team coordinated extensively with the stakeholders involved to work through the complexity of the project and substantially complete the scope on time and mitigate schedule issues.

Key Personnel: Craig Wing served as the Project Manager while concurrently managing 2 other large-scale projects throughout the I-75 corridor. Craig was responsible for the management and coordination of multiple Value Engineering Concepts, saving the Department over \$1.1M. Rick Chaffin worked with Craig on this project, responsible for developing 3D Construction Models using Trimble Business Center.

DUBLIN SCIOTO PEDESTRIAN BRIDGE

City of Dublin | Dublin, OH | CMGC

Representative Firm

Kokosing: Construction Manager/General Contractor
Contract Value: \$22.1M
Date Established: 04/2017
Final Contract Value: \$23.1M
Subcontracted: 13%

Works/Services: Led the CMGC team, participated in preconstruction, and provided general contracting services. Responsible for 100% of the project, self-performing 87%.

Contract Type: Construction Manager/General Contractor

Other DBT Involvement

Michael Baker: Owner’s Rep

Owner Contact Info

Megan O’Callaghan, P.E.
(614) 410-4751
mocallaghan@dublin.oh.us

Dates

Constr.: 04/2016 – 08/2019

Completion Dates

Original: 08/2019

Final: 08/2019

Reason for Difference: N/A

Liquidated Damages or

Penalties: None

Project Description: In December 2016, Kokosing was selected by the City of Dublin as the Construction Manager/General Contractor (CMGC) to review the constructability of the 760 feet long double curve pedestrian bridge as the project plans were finalized and to provide preconstruction scheduling and estimating. After the review and contract coordination was complete, Kokosing provided a GMP that was reviewed by an independent consultant as stipulated in the CMGC contract. Kokosing was awarded the \$22,126,000 construction contract.

Kokosing self-performed the construction of all bridge foundations, bridge piers, the construction of the 172-foot-tall main pylon that supports the suspension cables, and the bridge deck.

Fair Costing / Negotiation of a GMP/Lump Sum Arrangement:

Kokosing developed an open book price that was reviewed and accepted by the Owner, resulting in a Lump Sum GMP. Through the process, we collaboratively developed a detailed Risk Register with the City that included triggering events and an open and transparent equitable sharing of cost and schedule risk.

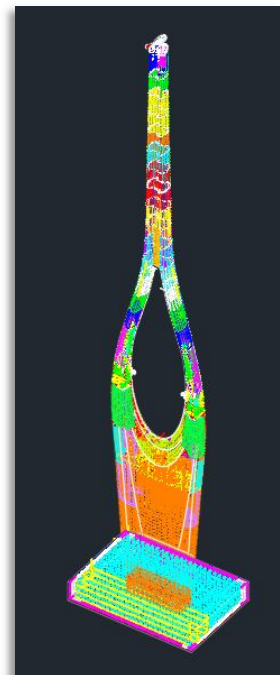
Innovations to Meet Budget Constraints:

Kokosing worked closely with the City of Dublin and designer Ty Lin to resolve constructability issues during the plan price finalization process. This allowed for savings to the owner along with increased time to develop solutions to the unique

challenges that the geometry of the project presented. The project team also implemented multiple innovative construction aspects to stay within the GMP on this project including the creation of custom shoring towers that were designed in-house and reviewed by a specialty engineer partner.

Timely Completion: The Kokosing Team Generated Integrated Shop Drawings (ISDs) to provide rebar details that match the architectural design of the 172 feet pylon and suspension cable anchor features. The team’s use of Integrated Shop Drawings and 3D Construction Modeling helped avoid conflicts and delays which streamlined the construction process and allowed for timely completion.

Key Personnel: Rick Chaffin was responsible for 3D modeling on the bridge deck.



OPPORTUNITY CORRIDOR, PHASE 3

ODOT District 12 | CUY-IR 490/SR 10-2.09/19.28
Project #173000 | Cleveland, Ohio | Design-Build

Representative Firm

Kokosing: DB Contractor
Contract Value: \$149.6M
Date Established: 02/2018
Final Contract Value: \$159.4M
Subcontracted: 60%
Works/Services: Prime contractor responsible for 100% of the project, self-performing 40%.

Contract Type: Design-Bid

Other DBT Involvement

Michael Baker: Lead Designer

Owner Contact Info

Julie Meyer, PE
(216) 584-2160
Julie.meyer@dot.ohio.gov

Dates

Design: 4/2018 – 12/2020
Constr.: 04/2018 – 04/2023

Completion Dates

Original: 06/2022
Substantial: 11/2021
Final: 4/30/2023
Reason for Difference: Owner directed change orders.
Liquidated Damages or Penalties: None

Project Description: Kokosing completed this new five-lane, urban boulevard stretching from East 93rd Street to I-490 that improved the roadway network within a historically underserved area of Cleveland and enhance access to Cleveland’s cultural hub, healthcare, and educational facilities. Michael Baker served as Lead Designer on the three-mile boulevard that included seven signalized intersections, seven bridges, and 12 retaining walls. The work required significant coordination with and adjustments to utilities, railroads, and transit infrastructure.

Innovations to Meet Budget Constraints: The Kokosing/Michael Baker Team provided many Alternative Technical Concepts that led to more efficient, cost-effective and time-saving project elements. The ATC’s allowed for improving the Basic Configuration Design provided by ODOT, reducing the overall project cost while still meeting the project scope of services, satisfying design criteria, and achieving the project goals. The team proposed a total of 32 ATC’s. ODOT approved 18 of the proposed ATC’s and 12 innovative ideas were incorporated into the price proposal. One ATC approved by ODOT included the proposed twin bridges over a ravine and railroad track. The ATC changed the loop into a wye track which improved functionality. It reduced the original 500’ bridges by nearly half their length, allowed project excavation to be used as embankment on site, and saved ODOT millions in construction and reduced future maintenance and capital costs.

Timely Completion: Developing a new alignment within the city of Cleveland involved numerous scheduling challenges with utility relocations, grade separations of railroads, and new at-grade intersections with seven city streets. To address required coordination with numerous public and private utilities, multiple City agencies, and railroad entities, Kokosing and Michael Baker key staff co-located with the ODOT team.

Key Personnel Involvement: Rick Chaffin led construction layout, integrating 2D plans and Michael Baker’s 3D terrain model for earthwork. One of our value-added personnel on the US-23 Roundabout project, Sean Milroy, PE served as the DBT Roadway Design Lead coordinating throughout the project with Kokosing.



Representative Firm

Michael Baker: Prime Consultant / Designer
Contract Value: Approx. \$19M (digital delivery project component); \$1,524,573 (design fee)

Date Established: 08/2020
Works/Services: Prime Consultant / Designer for Digital Delivery Pilot of I-696 over Rouge River
Contract Type: Design-Bid-Build

Owner Contact Info

Will Lake
517.335.1928
lakew2@michigan.gov

Dates

Design: 08/2020 – 04/2022
Constr.: 2023 – 2024

Completion Dates

Original: 12/2023
Actual: 11/2024 est.

Reason for Difference: The corridor construction start was delayed 8 months due to EGLE/permit issues.

Liquidated Damages or Penalties: None

I-696 OVER ROUGE RIVER DIGITAL DELIVERY PILOT PROJECT

MDOT | Macomb County, MI | DBB

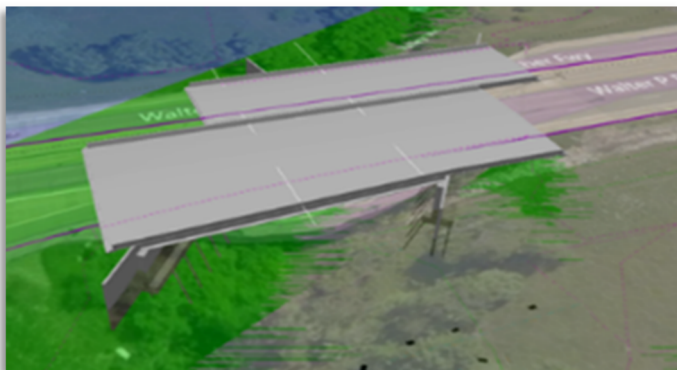
Project Description: Michael Baker provided design and engineering services for the complete replacement of the eastbound and westbound I-696 bridges. Each structure carries three lanes of mainline traffic. The eastbound bridge is also flared, carrying an on-ramp from northbound Telegraph Road. The delivery method for this project consisted of a 3D model rather than traditional 2D plans. As a pilot project, there was significant stakeholder engagement to develop a consensus around the delivery method, development of training materials, and development of best practices and lessons learned to help guide future workflows on Michigan Department of Transportation projects.

Innovations to Meet Budget Constraints: BIM modeling of the existing and proposed structure enabled a more accurate design and reduced construction conflicts of shoring earth anchors, which had potential conflict w/the skewed and battered existing piles.

Timely Completion: As a pilot project, the focus was on stakeholder engagement, training, and evaluation of alternate approaches to improve BIM uses as the project advanced. Digital design deliverables were submitted to MDOT on schedule.

Key Personnel: DBT Design Model Manager Joe Brenner developed the model as the contract document, performed stakeholder engagement, developed QA/QC procedures through design and construction.

Project Similarities Included: The delivery method for this project consists of a 3D model as a contract document rather than traditional 2D plans. This was a pilot project for MDOT and included extensive stakeholder engagement to develop consensus around the delivery method, development of training materials, and development of best practices and lessons learned to help guide future workflows on MDOT projects.



Representative Firm

Michael Baker: Prime Design Consultant

Contract Value: \$572,576 (fee)

Date Established: 06/2021

Works/Services: Prime Consultant / Designer for Open End Task Order

Contract Type: Owner-End Task Order

Owner Contact Info

Eric Weber

717-425-2984

eweber@pa.gov

Dates

Design: 06/2021 – 12/2022

Constr.: N/A

Completion Dates

Original: 12/2022

Actual: 12/2022

Reason for Difference: N/A

Liquidated Damages or

Penalties: None

ENGINEERING AND TRAINING TO IMPLEMENT OPENBRIDGE SOFTWARE (E04005)

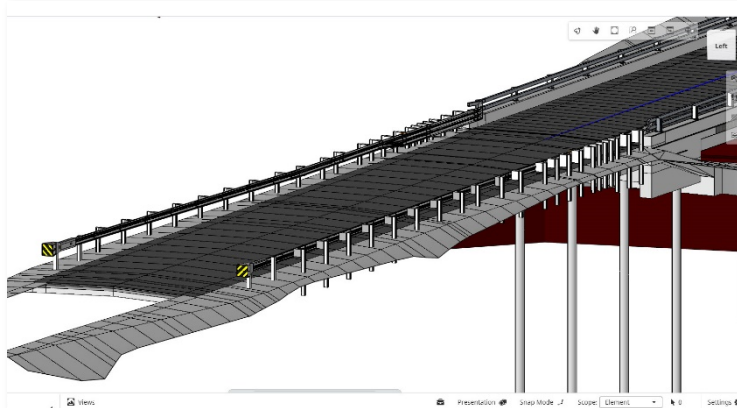
PennDOT | Bureau of Design and Technology, PA

Project Description: Michael Baker provided a variety of design, technology evaluation, standards development, and training in support of the Digital Delivery Directive 2025. Specific activities and tasks include:

- ➔ Create PennDOT’s OpenBridge Modeler (OBM) workspace and templates for in-house and consultant use
- ➔ Build two high Level of Development bridge models to test the OBM workspace, evaluate modeling workflows, and compare LEAP analysis software to PennDOT in-house software results
- ➔ Develop several customized User’s Manuals for use of OBM and LEAP structural analysis products
- ➔ Evaluate other software products and select PennDOT standards for potential revisions to streamline Digital Delivery processes
- ➔ Create multiple training courses for PennDOT’s internal use, consultants, contractors, and suppliers.
- ➔ Guide and support Pilot Project teams in the workflows developed including contractor support for several active projects in construction.
- ➔ Develop Digital Delivery-specific content for use directly in their guidance documents to support PennDOT’s Digital Delivery Directive 2025 initiative.

Project Similarities Included: The open-end contract allowed close collaboration with PennDOT and stakeholders to develop consensus around BIM workflows and digital delivery. The development of Digital Delivery guidance also allowed us to incorporate lessons learned into formal documentation to be used for current and future BIM implementation. The hands-on support for multiple BIM Pilot Projects in design and construction allowed us to work with multiple contractors and construction inspector teams to successfully use the models directly in post-design applications.

Key Personnel: DBT Design Model Manager Joe Brenner served as BIM Team Lead developing PennDOT’s workspace and training in support of the Digital Delivery initiative.



Representative Firm

Michael Baker: Prime Consultant / Designer
Contract Value: \$41.7M (project); \$2.9M (design fee)
Date Established: 6/2017
Subcontracted: 43.79%
Works/Services: Prime Design Consultant
Contract Type: Construction Manager/General Contractor

Owner Contact Info

John Montoya
801-965-4000
johnmontoya@utah.gov

Dates

Design: 07/2017 – 12/2019
Constr.: 01/2020 – 01/2022

Completion Dates

Original: 01/2022
Actual: 03/2022
Reason for Difference: N/A
Liquidated Damages or Penalties: None

I-80 Blackrock Structures Replacement (MP 101 and 99)

UDOT | F-I80-3(186)102 / 13323 | Salt Lake County, Utah | CM/GC

Project Description: Michael Baker provided roadway, structures, maintenance of traffic, and utility design for a bridge and roadway replacement at two locations: I-80 over the Union Pacific Railroad (UPRR) at Blackrock and S.R. 172 over I-80. I-80 Blackrock was the first UDOT project to include all disciplines in the Model Based Design Construction (MBDC) delivery initiative and successfully showed that all disciplines can work together in the same 3D environment, while still submitting model-centric documents for review and construction. Using the Construction Manager/General Contractor process, all team members collaborated to build the future UDOT design process and improve the quality and precision in which design documents are submitted for construction.

Project Similarities Included: The MBDC delivery method for this project consists of a 3D model as a contract document rather than traditional 2D plans. This pilot project was conducted by UDOT in a CM/GC procurement to engage designer, contractor, and owner in collaborative development and evaluation of digital delivery.

Innovations to Meet Budget Constraints: The 3D model helped the team to visualize the complexities of the project site and how the new bridge and walls would interact with the existing bridges and bin walls.

Key Personnel: DBT Model Design Manager, Joe Brenner brings valuable lessons learned and best practices with each Digital Delivery initiative. Joe did a case study on this initiative for FHWA.

Timely Completion: To minimize impacts of a temporary closure for a bridge slide to the heavily traveled I-80 truck route, a temporary bridge was constructed to maintain traffic.



3 Project Understanding and Approach

6.8.3 Project Understanding and Approach

6.8.3.1 Overall Approach: Kokosing and Michael Baker are excited to take on this project and work alongside ODOT to achieve your goals of *designing and constructing a newer and safer intersection* and *advancing the Department's interests in digital delivery and the progressive design build model*. Kokosing will leverage our alternative delivery expertise to *achieve effective project delivery by maximizing the project scope within the programmed funding amounts* through innovation, design optimization, and effective risk mitigation.

Combined, our team has submitted over 75 approved ATCs during the bid phase on recent projects, resulting in millions of dollars of savings while reducing project risks. Additionally, Kokosing has reached GMP on 100% of our PDB and CMGC projects. We will perform this process in an open book environment, allowing ODOT to be a full participant with transparency in the decision-making process.

Michael Baker's experienced roadway designers will design a roundabout that *improves traffic flow, improves safety, and minimizes physical intrusion and impact on the environment*. Our designers will collaborate with ODOT on design criteria, use over-the-shoulder reviews in design, and engage ODOT in developing the BIM Execution Plan (BEP) to ensure the final project meets the Department's expectations.

One of the unique elements of this project is the opportunity to increase the *Departments utilization and understanding of BIM technology and help understand how it can improve productivity and quality throughout the design, construction, and maintenance operations of the Project and its assets*. Through this process, the project will also advance the Department's implementation of BIM technology for potential future asset management including design, construction, and maintenance operations. Kokosing and Michael Baker are at the forefront of this new delivery model, and we will bring strong past experience and new ideas to the table resulting in a foundation for a strong BIM program moving forward.

Quality management processes using BIM requires a shift in traditional QA/QC procedures to take advantage of the digital through all phases of the project. In design, discipline's check their designs to the same quality levels as traditional design, only now the models and digital data is verified. Michael Baker has developed checklists and instructions for these design tasks for BIM and Digital Delivery projects that can be customized for specific project situations and requirements.

The process and completion for model checking will be shared with the Department for proof of QA/QC processes and for potential use in development of templates for future BIM projects. These checks will be completed in the native software environments to streamline checks and sharing of data between disciplines. **A key quality management process for this project will be a review by both the DBT Design Model Manager and the DBT Construction Model Manager, to ensure that the model and supplemental data is developed in alignment with the BIM Execution Plan for direct use in the construction and asset management phases of the project.** This includes working through sample models from past projects and tested in the workflows in the BEP before the project-specific content is developed. This provides assurance that all team members including Department personnel, sub-contractors, etc. will be able to review/use the content efficiently and effectively before actually receiving it, eliminating potential costly delays and omissions/errors due to the inability to use the data provided.

Our experienced team provides an approach to ensure that the digital data created can be used by all downstream stakeholders that need to review and consume the information. Figure 3.1

represents the key components of this process. As the design progresses, milestone reviews with federated or container models will be initiated. Content will be compiled and shared in a common, “contained” model. We recommend a cloud-based platform, such as Bentley ProjectWise 365/Synchro or Trimble Quadri, to serve as the “single source of truth” which reviews, other software and hardware will be verified against. This will ensure parties are viewing the same current data content in the office and in the field. The DBT Design Model Manager will manage and update the federated model.

This approach, successfully used with other DOTs, allows for flexibility as the DBT can host this model in the platform and provide access to project team members from ODOT or other organizations without purchasing software.

Specific approaches to enhance quality and productivity throughout the project are listed below:

- ➔ Utilize automated clash detection, version comparison, and other tools available.
- ➔ Customize model review procedures and incorporate lessons learned.
- ➔ Testing and verifying workflow for the critical design to construction data exchanges.
- ➔ Maintaining a “Single Source of Truth” federated model in a common data environment.
- ➔ Digital Data will be integrated into ODOT’s current asset management systems.

The Opinion of Probable Cost (OPC) estimate will be developed progressively during Phase 1B. This estimate will be at an increasing level of detail as design advances through Phase 1B. The initial OPC will be based on estimated construction quantities and historical data for unit prices, material plugs, and subcontractor plugs. As further design is developed, our team will build an activity-based estimate along with obtaining actual quotes for material and subcontractor pricing. Being a digitally delivered job, our estimators will receive a CAD model and will work with Rick Chaffin to perform quantity takeoffs and measurements within the model. This model will be shared with subs and suppliers as best fits within their digital delivery skillset. As needed, Rick will work to provide subs and suppliers with the information they need to supplement the digital model such as various measurements or quantities. By the end of Phase 1B, our team will deliver a fully detailed estimate including the Phase 2 scope to bring the job to completion.

Our approach for these critical documentation tasks has been refined with Michael Baker’s first-hand experience developing this exact content for several other DOTs. We will apply our team’s lessons learned from multiple projects, captured from early design through as-builts and asset management, and build on them in a way that works with ODOT’s goals and vision for the BIM implementation. This provides the Department with a head-start for this project and industry compilation for future projects with different circumstances and requirements.

Lessons learned will be a standing agenda item at Model Coordination meetings to capture them in a continuous way. This document then becomes the basis for a best practice guide as a deliverable in Phase 2 which will allow for information compiled from every phase of the project. This includes a breakdown of the best practices by typical design phase and discipline and includes general administrative efficiencies captured in this project. This document will serve as the BIM

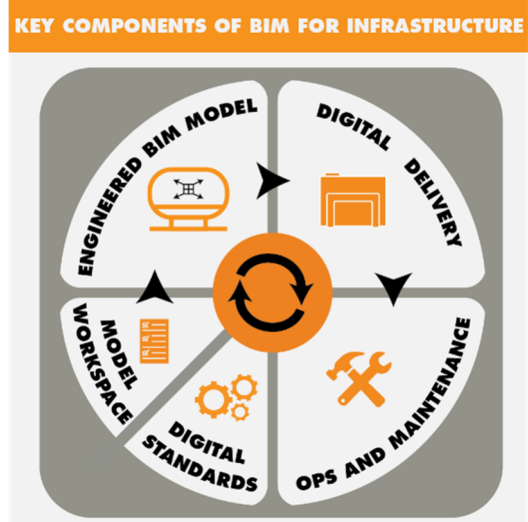
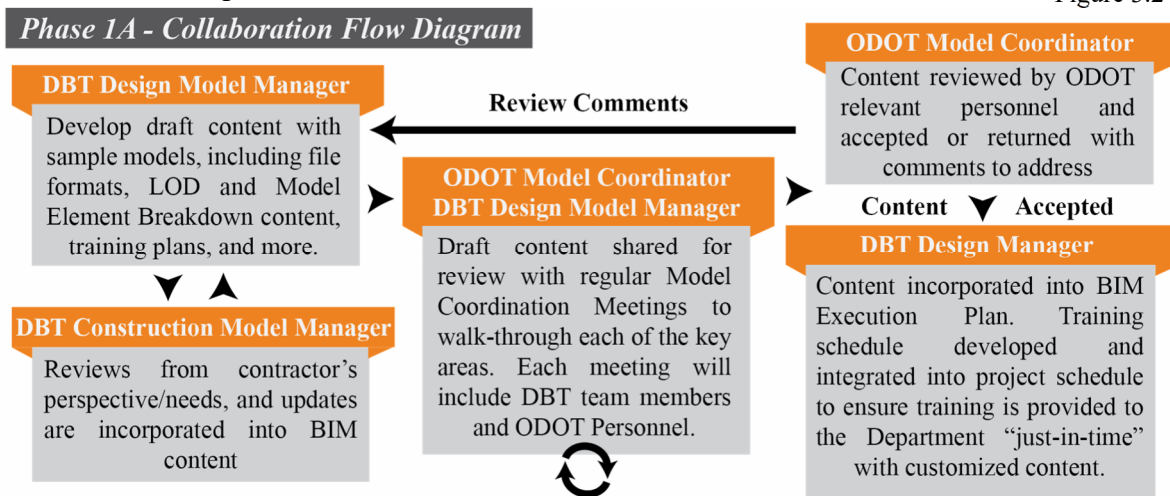


Figure 3.1

Guide for future ODOT projects and allows for our team to bring knowledge from the other Digital Delivery Projects and BIM Program Support directly to ODOT to accelerate BIM implementation.

6.8.3.2 Preconstruction Phase 1A – BIM Proof of Concept: Our experience in similar Pilot Projects has shown that coordination and collaboration is one of the most important components of a successful BIM project delivery. This is enhanced by having roles defined that will simplify model coordination and information dissemination to the various stakeholders. Our team recommends the establishment of an “ODOT Model Coordinator” as described in Section B. This approach for model coordination and collaboration will streamline and focus communication and ensure consistency in content delivery and message. Establishing this role in Phase 1A will provide early collaboration and process control and streamline the review of the BEP components by the proper stakeholders at the Department. See Figure 3.2 below for the approach to coordination and collaboration in this phase.

Figure 3.2



DBT Design and Construction Model Managers will jointly develop a customized approach for delivering the BEP which will serve as the guiding document for this project and template for future ODOT BIM projects. The approach incorporates components and templates used in BIM for Infrastructure projects for Michigan DOT, Utah DOT, and PennDOT, incorporating our previous lessons learned.

These key items will be vetted and agreed upon during Phase 1A. This sets the expectations for all involved in the project of what to expect and when in order for them to fulfill their roles in the project. The DBT Design Manager will be responsible for the management of the BEP document throughout Phase 1A&B with the DBT Construction Manager taking over the responsibility in Phase 2. Though no major updates to the BEP are expected, our team will propose specific procedures for approving updates to the BEP as part of this phase. Workflows defined in the BEP for developing and exchanging information must be developed early in Phase 1A and with key stakeholders' approval to ensure that design content can be used efficiently and effectively by the necessary stakeholders, including those in the field.

Our Phase 1A approach is to use sample content from both our experience with DOT projects and other innovative BIM delivery pilot projects throughout the country to efficiently test and establish workflows upfront that integrate with the Department, other stakeholders, and the DBT. This will allow for the earliest engagement before project-specific design for the project is completed. For example, test files will be used and exchanged to ensure that the design models are developed within a valid framework such that the data produced can be used directly in the field for activities

including Automated Machine Guidance (AMG). Our team will leverage our experience in similar projects and investigate test files to verify suggested exchange formats (dgn, xml, ifc, etc.) will work within the software/hardware systems used by the team members, including Department personnel and sub-contractors.

We will further define the scope by shaping our deliverables throughout the project lifecycle. Our team understands this transition period for our industry and the first BIM project for ODOT, so we will work with the Department to provide usable digital data wherever possible, with the realization that some processes, policies, or groups within the organization will be able to consume that digital data and more traditional deliverables may be required for certain aspects of the project. This will establish subsequent phase scope and expectations for supplemental activities to support BIM for this project and future projects including scope of BIM guidance document development and establishment of approach for digital as-built collection (updated design models, drone/terrestrial laser scanning and photogrammetry, or a combination of both).

6.8.3.3 Preconstruction Phase 1B – Project Development: As standard process on any of our design build jobs, Kokosing will assign a project Design Build Coordinator (DBC) to lead this Phase 1B effort. Working for the project manager, this DBC will be the primary point of contact for the Michael Baker design team, the Kokosing construction management, the model managers, and the ODOT review team. The DBC will be responsible for hosting regularly scheduled design task force meetings, to allow real time feedback and frequent over the shoulder review of ongoing design. This ultimately streamlines the formal review steps, ensures scope alignment, and prevents missteps from lack of communication. This includes the Model Managers, who will be engaged in the design development and review stage, to ensure proper digital delivery protocol is followed.

→ **Scheduling and Quality Management:** The DBT's Project Scheduler will develop a full project schedule which represents the work in Phase 1B through the end of Phase 2. This will incorporate all design, review, procurement, and construction activities required to complete the project. This process allows the opportunities for the team to advance critical path work to meet the project completion date.

Michael Baker's commitment to quality is achieved through company-wide implementation of a Project Management Plan (PMP), tailored to each project. The PMP standardizes the successful execution of the project, resulting in improved communication within the DBT and with the client, and incorporating lessons learned. The PMP identifies specific resources and actions necessary for project deliverables to meet the client's requirements and applicable professional standards for technical quality. Topics for this project would include the QC and QA procedures related to model file data, including field condition verification, confirming dimensions/information derived from the model, internal QC for supplemental data produced from the model, checking content such as working drawings from subcontractors, and ensuring all staff are working from latest version of the model.

→ **Fair Pricing:** Kokosing self performs around 80% of our work, bidding over \$1B a year. We know how to develop fair and accurate prices. We have worked on multiple open-book projects and understand the required transparency. Some major cost drivers on this project will be Earthwork, Aggregates and Paving. In addition to our ability to self-perform these major work scopes, our team's local knowledge and relationships with the subcontracting community will drive strong participation in the job. Clear and concise subcontracting scopes will ensure ODOT is paying for the cost of the work and not additional risk or contingency.

➔ **Subcontracting Approach:** At the onset, subcontractors will be required to be prequalified by ODOT prior to performing the work. We will work to obtain multiple proposals for each subcontract package, using our existing local relationships, our internal database of industry contacts, as well as ODOT’s list of qualified subcontractors. We will also perform outreach to the local DBE community to inform them of opportunities available. We will advertise our bid package opportunities and can host pre-bid meetings and site tours. These efforts maximize participation in the project, increasing competition and providing the owner with the best value.

➔ **Open and Transparent Solicitation and Selection:** Throughout the process, the owner will have transparency into the bid packages being advertised, participation in the pre-bid meetings, and visibility in the review of the quotes received. This allows multiple parties to evaluate the quote, identify scope gaps, and understand the risk/contingencies carried. The DBT will then make a recommendation of a subcontractor to move forward with based on concurrence with ODOT.

➔ **Risk Identification and Mitigation:** Identifying risk and developing plans to mitigate are important on every project, and it starts with our development of a thorough schedule. Once the schedule of deliverables and work packages are established, items on the critical path receive a thorough review to identify risk, and if discovered, how to avoid or reduce the risk impact. Identifying risk sooner allows for more options to remove or reduce it and allow us to coordinate issues that are not controlled by the DBT. One risk item already identified is the duration to acquire the proposed Right-of-Way. The durations provided from NTP to survey to research to development and approval of Right-of-Way plans are not adequate to be able to meet the RFP construction schedule. As a mitigation strategy, we propose starting the survey and research for Right-of-Way work with the Phase 1A NTP and accelerating the Right-of-Way process by developing preliminary project construction limits prior to Phase 1B. The Right-of-Way plans could then run in parallel with the BIM project design.

A second risk item is that this project represents ODOT’s first implementation of BIM and Digital Delivery. We know there will be a lot of questions, such as:

- ➔ How does ODOT review plans if they aren’t CADD experts?
- ➔ How do you takeoff quantities to enter into ODOT pay apps and estimates/materials?
- ➔ How do you get subs and suppliers to know what is going on?
- ➔ How does ODOT inspect the job and verify what is being built?

We will mitigate this risk by incorporating lessons learned from prior digital delivery pilot projects and engaging ODOT in development of the BIM Execution Plan (BEP).

➔ **BIM Execution Plan:** We applied our previous experience to develop the draft Table of Contents for the BEP, shown below with descriptions, clearly pointed to answer these questions. This will be expanded to allow for productive discussions upon NTP and refined through Phase 1A. This includes considerations for the specific implementation for this project, to use as a template for future ODOT BIM projects, and collection of critical data and processes to inform and educate ODOT on how the digital data is used throughout the project, and that the end product will be reproducible and compatible with the Department’s record retention requirements.

BEP Chapter	Description
1. BEP Summary	Summary of content and instructions on how to use it
2. Revision History	Table description & timing of revisions and version control
3. Project Overview & Goals	Overview with table of key reference information, BIM milestones integrated with project schedule, and BIM goals
4. Model Development Process & Objectives	Documentation of modeling workflows, objectives and strategies to help users understand the model elements, why they were developed in the content and format, and identify model use case implementation

BEP Chapter	Description
5. Roles/ Responsibilities & Key Contacts	Table with the roles and key contacts for both the DBT and ODOT, defined in the project org chart, and other roles and contacts for additional stakeholders are added (subs, etc.)
6. Collaboration & Model Sharing Procedures	DBT, ODOT & stakeholders plan for use and distribution of the model and supplemental data: Data format and information exchange, frequency in sharing, DBT generated data shared with the ODOT/ construction inspectors.
7. Training Plan	Training of internal staff, ODOT & stakeholders to consume and use the model content: initial and separate training programs customized by role, task, phase.
8. Deliverable Requirements	Detailed description of the deliverables at each milestone including format and file type. This will detail both model/digital data as well as any supplemental information required by the stakeholders who must consume and use it.
9. Model File use in Constr. & Asset Management	Model intended use by activities/tasks (estimating, survey, earthwork & grading, drainage structures, data transfer to asset management systems, etc.). The specific intended software and hardware to be utilized will also be listed.
10. As-Built Collection & Procedures	Methods and processes intended to capture as-built data in the field for documentation. This may include traditional methods, new methods based on digital data from the model and supplemental collection, or a combination of both. Final product will be a collaboration with ODOT to determine as-built content and format is compatible with record retention requirements.
11. Quality Control Procedures for Model Files	Design QC procedures including model checklists by design discipline. Timing and scope of model integrity reviews by the DBT Design and Construction Model Managers. Verification procedures for field conditions, noting changes due to the model as the contract document. Clarifies how dimension/information derived from the model are confirmed and verified and addressed. DBT QC procedures for supplemental data. Documentation of how sub-contractor developed content (shop drawings, etc.) is verified with the model.
12. Model-based Process Documentation	Documentation of how project procedures differ from traditional practices due to the model as the contract document. Procedures for communicating with the model and as-built data, working drawing and submission change processes. Plan/procedure for capturing lessons learned & BEP updates.
Appendix A	Level of Development and Model Element Breakdown Table
Appendix B	Lessons Learned Log
Appendix C	Common Data Environment Folder Structure and File Naming
Appendix D	Quality Checklists

A Model Change Management procedure will be established as part of the BEP and tested in Phase 1A and early Phase 1B. Our team’s approach includes establishment of model versions to use version comparisons to automatically highlight elements and items that have changed and documenting model updates (from comments, RFIs, etc.) as well as the ability to create an export of this documentation as needed for an additional auditable “paper trail.”

Digital model content will be used to the extent possible in design, construction, as-built, and asset management. We will work with the Department to integrate the digital content into their existing systems wherever possible and also establish a plan to provide additional content (pdf plans, etc.) in cases where ODOT does not feel comfortable with the provided digital content as it relates to the Department record retention requirements.

6.8.3.4 Construction Phase: During construction, Craig will serve as the primary contact for the DBT. He will ensure that information is communicated quickly and efficiently between ODOT’s project personnel, ODOT’s Model Coordinator, Rick, and Kokosing’s field personnel and subcontractors. Regularly scheduled progress meetings will be held to keep all parties apprised of progress and to discuss upcoming work items.

The key construction roles will take on different responsibilities entering this phase. Craig and Rick will be responsible for implementing the model and document controls, schedule updates, and risk monitoring. Craig, along with our field personnel, will also be responsible for managing the self-performed work, subcontractors, quality, schedule, and all other aspects of construction. Rick will primarily be tasked with the overall digital delivery of the project and will manage everything involving the 3D construction model including implementation, construction, and maintenance.

Quality assurance in this Phase consists of calibrating the model information with survey control in the field, along with insuring that all KCC personnel and subcontractors are operating with the current version of the BIM data. This will be accomplished through the utilization of cloud-based software that will enable everyone to have access to the most up to date information at all times.

Kokosing is one of the largest self-performing contractors in the Midwest and prides itself on managing costs, schedule, and quality on our projects. We anticipate self-performing the majority of the work. Where possible, we will solicit quotes and compare them against the self-performed cost and schedule. A selection will be made with the owner’s best interest in mind, maximizing the value of the Progressive Design Build concept. For this project, we also understand and commit to meeting the DBE requirements that will be established.

Proposed Self-Performed Work Types	Proposed Subcontracted Work Types
Earthwork and grading	Signage
Underground drainage	Landscaping
Concrete Pavement and Flatwork	Guardrail/Striping
Asphalt Pavement	Trucking
Electrical/Lighting (potentially subcontracted)	Construction QC

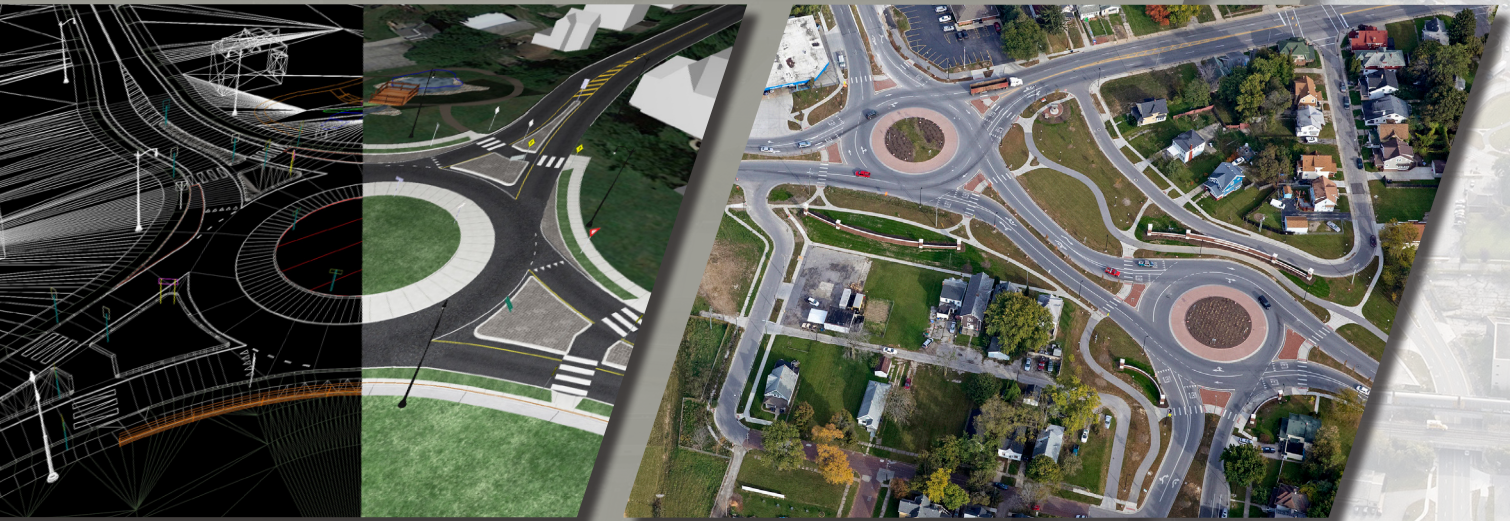
Our approach is to deliver the best value to the project, considering cost, schedule, safety and quality, by collaborating with ODOT to make the best selections for the overall project success.

During construction, our team will implement and use digital files per the workflows developed and tested in earlier phases. These workflows will be evaluated and refined for construction staff and subs before construction begins with a clear plan of who, what, where, and when the digital information will be used. If changes are required to the model based on field conditions or decisions made in construction, the DBT Model Construction Manager will follow the agreed upon approach in the BEP for notification, approval, and verification. Rick and Joe will be jointly responsible for updating the construction model using the native software. Joe will train Rick in the authoring software, support the updates and review all changes and as-built information, as this approach is more desirable to provide sustainable workflows for ODOT. In most BIM and Digital Delivery Pilots, the designers have been responsible for updating the model in construction; however, our team and key personnel is structured to provide the Department with a true verification of the ideal workflow for model use and updates throughout construction, including:

- ➔ Updates for significant changes similar to that required in a traditional project delivery.
- ➔ Develop point cloud models to overlay on the design/construction model of important features at key stages for verification and accurate digital record for future use and comparison.
- ➔ Document required changes or additional details/workflow enhancements that arise in construction as revisions to the BEP to ensure ODOT’s functional model use.
- ➔ Document as-built information through the agreed upon approaches in the BEP which may include the traditional methods, new digital methods, or a combination of both.

WOO-23-17.88 ROUNDABOUT PROGRESSIVE DESIGN BUILD PROJECT | PROJECT #243001 | FINANCIAL PROPOSAL

February 16, 2024



Ohio Department of Transportation | District 2



February 5, 2024

Chase Wells, Alternative Project Delivery Administrator
Ohio Department of Transportation
1980 W. Broad Street
Columbus, Ohio 43223

**RE: WOO-23-17.88 Roundabout Project
ODOT PID 117545 | Project (24)3001**

Liberty Mutual Insurance Company (A.M. Best Rating A Class XV), hereinafter “Liberty”, and Travelers Casualty and Surety Company of America (A.M. Best Rating A++ Class XV), hereinafter “Travelers”, are both listed in the current United States Secretary of the Treasury, Fiscal Service, Circular 570, Companies holding Certificates of Authority as Acceptable Sureties on Federal Bonds and as Acceptable Reinsuring Companies, are both the surety companies for **Kokosing Construction Company, Inc., hereinafter (“Kokosing”).** Both Liberty and Travelers are pleased to recommend **Kokosing** as well-financed construction company capable of completing the project to your utmost satisfaction.

If requested by **Kokosing**, Liberty and Travelers each are committed to provide the mutually agreed upon Performance Bond and Payment Bond for the Phase 1 Work, each in an aggregate amount of \$425,000, the Contract Price for Phase 1 of the Project. We each understand that each bond may be increased from time to time by execution of a Change Order and a Performance Bond Rider and Payment Bond Rider as applicable thereto. Each of our commitments to issue the Phase 1 Performance Bond and Payment Bond is expressly conditioned upon the award, acceptance, and execution of the PDBC, by **Kokosing** and Department.

We also are confirming that if requested by **Kokosing**, Liberty and Travelers each have the financial capacity and ability, as and when Change Orders are mutually agreed upon between the Department and **Kokosing** with respect to each Early Work Package and Phase 2, to increase the amount of the Performance Bond and Payment Bond to an aggregate amount equal to the Contract Price for initial Phase 1 Work and Phase 2 Work. We also each understand that this Contract Price may be increased from time to time upon execution of each Change Order and the Performance Bond Rider and Payment Bond Rider, as applicable thereto and we have the financial capacity and ability to do so.

Subsequent to this RFP submission, each Surety reserves the right to approve any modifications to the PDBC prior to execution of the PDBC by the Department and **Kokosing**, which approval shall not be unreasonably withheld, conditioned, or delayed.

Sincerely,

Liberty Mutual Insurance Company
Travelers Casualty and Surety Company of America

By: 
Cathy L. Woodruff, Attorney-in-Fact



This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: 8204866

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Cathy L. Woodruff

all of the city of Cleveland, state of Ohio each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 15th day of February, 2021.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company



By: [Signature of David M. Carey]

David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 15th day of February, 2021, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.



Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: [Signature of Teresa Pastella]

Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV - OFFICERS: Section 12. Power of Attorney.

Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.

Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation - The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-in-fact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization - By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 5th day of February, 2024.



By: [Signature of Renee C. Llewellyn]

Renee C. Llewellyn, Assistant Secretary

Not valid for mortgage, note, loan, letter of credit, currency rate, interest rate or residual value guarantees.

For bond and/or Power of Attorney (POA) verification inquiries, please call 610-832-8240 or email HOSUR@libertymutual.com.

Office of Risk Assessment
50 West Town Street
Third Floor - Suite 300
Columbus, Ohio 43215
(614)644-2658
Fax(614)644-3256
www.insurance.ohio.gov

Ohio Department of Insurance

Mike DeWine - Governor

Judith French - Director

Certificate of Compliance



Issued 03/14/2023

Effective 04/02/2023

Expires 04/01/2024

I, Judith French, hereby certify that I am the Director of Insurance in the State of Ohio and have supervision of insurance business in said State and as such I hereby certify that

LIBERTY MUTUAL INSURANCE COMPANY

of Massachusetts is duly organized under the laws of this State and is authorized to transact the business of insurance under the following section(s) of the Ohio Revised Code:

Section 3929.01 (A)

Accident & Health	Guaranteed Renewable A & H
Aircraft	Inland Marine
Allied Lines	Medical Malpractice
Boiler & Machinery	Multiple Peril - Commercial
Burglary & Theft	Multiple Peril - Farmowners
Collectively Renewable A & H	Multiple Peril - Homeowners
Commercial Auto - Liability	Noncancellable A & H
Commercial Auto - No Fault	Nonrenew-Stated Reasons (A&H)
Commercial Auto - Physical Damage	Ocean Marine
Credit	Other Accident only
Credit Accident & Health	Other Liability
Earthquake	Private Passenger Auto - Liability
Fidelity	Private Passenger Auto - No Fault
Financial Guaranty	Private Passenger Auto - Physical Damage
Fire	Surety
Glass	Workers Compensation
Group Accident & Health	

LIBERTY MUTUAL INSURANCE COMPANY certified in its annual statement to this Department as of December 31, 2022 that it has admitted assets in the amount of \$69,850,735,943, liabilities in the amount of \$47,860,270,390, and surplus of at least \$21,990,465,553.

IN WITNESS WHEREOF, I have hereunto subscribed my name and caused my seal to be affixed at Columbus, Ohio, this day and date.

Judith L. French

Judith French, Director





LIBERTY MUTUAL INSURANCE COMPANY
 Financial Statement – December 31, 2022

Assets		Liabilities	
Cash and Bank Deposits	\$3,908,755,039	Unearned Premiums	\$10,133,358,204
*Bonds — U.S Government.....	3,451,999,931	Reserve for Claims and Claims Expense.....	27,953,643,316
*Other Bonds	18,862,255,155	Funds Held Under Reinsurance Treaties.....	368,610,620
*Stocks.....	19,372,953,698	Reserve for Dividends to Policyholders	1,379,296
Real Estate.....	190,092,373	Additional Statutory Reserve	197,278,000
Agents' Balances or Uncollected Premiums	7,929,876,358	Reserve for Commissions, Taxes and	
Accrued Interest and Rents.....	166,740,412	Other Liabilities	9,206,000,954
Other Admitted Assets.....	15,968,062,977	Total.....	\$47,860,270,390
Total Admitted Assets.....	<u>\$69,850,735,943</u>	Special Surplus Funds	\$195,696,103
		Capital Stock	10,000,075
		Paid in Surplus	13,324,803,036
		Unassigned Surplus.....	8,459,966,339
		Surplus to Policyholders	21,990,465,553
		Total Liabilities and Surplus	<u>\$69,850,735,943</u>



* Bonds are stated at amortized or investment value; Stocks at Association Market Values.
 The foregoing financial information is taken from Liberty Mutual Insurance Company's financial statement filed with the state of Massachusetts Department of Insurance.

I, TIM MIKOLAJEWSKI, Assistant Secretary of Liberty Mutual Insurance Company, do hereby certify that the foregoing is a true, and correct statement of the Assets and Liabilities of said Corporation, as of December 31, 2022, to the best of my knowledge and belief.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said Corporation at Seattle, Washington, this 8th day of March 2023.

TAMIKOLAJEWSKI

Assistant Secretary



**Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company**

POWER OF ATTORNEY

KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint Cathy L. Woodruff of Cleveland, Ohio, their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April**, 2021.



State of Connecticut

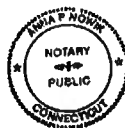
City of Hartford ss.

By:
Robert L. Raney, Senior Vice President

On this the **21st** day of **April**, 2021, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2026



Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this 5th day of February, 2024.



Kevin E. Hughes, Assistant Secretary

**To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.
Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.**

Office of Risk Assessment
50 West Town Street
Third Floor - Suite 300
Columbus, Ohio 43215
(614)644-2658
Fax(614)644-3256
www.insurance.ohio.gov

Ohio Department of Insurance

Mike DeWine - Governor

Judith French - Director

Certificate of Compliance



Issued 03/14/2023

Effective 04/02/2023

Expires 04/01/2024

I, Judith French, hereby certify that I am the Director of Insurance in the State of Ohio and have supervision of insurance business in said State and as such I hereby certify that

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

of Connecticut is duly organized under the laws of this State and is authorized to transact the business of insurance under the following section(s) of the Ohio Revised Code:

Section 3929.01 (A)

Accident & Health	Multiple Peril - Farmowners
Aircraft	Multiple Peril - Homeowners
Allied Lines	Ocean Marine
Boiler & Machinery	Other Liability
Burglary & Theft	Private Passenger Auto - Liability
Commercial Auto - Liability	Private Passenger Auto - No Fault
Commercial Auto - No Fault	Private Passenger Auto - Physical Damage
Commercial Auto - Physical Damage	Surety
Credit	Workers Compensation
Earthquake	
Fidelity	
Financial Guaranty	
Fire	
Glass	
Inland Marine	
Medical Malpractice	
Multiple Peril - Commercial	

TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA certified in its annual statement to this Department as of December 31, 2022 that it has admitted assets in the amount of \$5,440,130,489, liabilities in the amount of \$3,190,685,707, and surplus of at least \$2,249,444,782.

IN WITNESS WHEREOF, I have hereunto subscribed my name and caused my seal to be affixed at Columbus, Ohio, this day and date.

Judith L. French

Judith French, Director



TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA

HARTFORD, CONNECTICUT 06183

FINANCIAL STATEMENT AS OF DECEMBER 31, 2022

CAPITAL STOCK \$ 6,480,000

ASSETS		LIABILITIES & SURPLUS	
BONDS	\$ 4,788,996,790	LOSSES	\$ 1,385,257,132
STOCKS	102,639,111	LOSS ADJUSTMENT EXPENSES	133,884,803
CASH AND INVESTED CASH	20,110,068	COMMISSIONS	55,466,724
OTHER INVESTED ASSETS	5,661,540	OTHER EXPENSES	49,033,047
SECURITIES LENDING REINVESTED COLLATERAL ASSETS	25,805,872	TAXES, LICENSES AND FEES	16,807,425
INVESTMENT INCOME DUE AND ACCRUED	42,265,766	REINSURANCE PAYABLE ON PAID LOSSES AND LOSS ADJ EXPENSES	(1,738,793)
PREMIUM BALANCES	308,425,453	UNEARNED PREMIUMS	1,394,161,189
REINSURANCE RECOVERABLE	57,954,515	ADVANCE PREMIUM	3,880,400
NET DEFERRED TAX ASSET	68,131,600	POLICYHOLDER DIVIDENDS	18,122,229
CURRENT FEDERAL AND FOREIGN INCOME TAXES RECOVERABLE AND INTEREST	3,250,318	CEDED REINSURANCE NET PREMIUMS PAYABLE	73,928,911
GUARANTY FUNDS RECEIVABLE OR ON DEPOSIT	1,059,482	AMOUNTS WITHHELD / RETAINED BY COMPANY FOR OTHERS	23,588,276
RECEIVABLE FROM PARENTS, SUBSIDIARIES AND AFFILIATES	14,866,600	REMITTANCES AND ITEMS NOT ALLOCATED	5,082,055
OTHER ASSETS	963,374	PROVISION FOR REINSURANCE	6,464,384
		PAYABLE FOR SECURITIES LENDING	25,805,872
		RETROACTIVE REINSURANCE RESERVE ASSUMED	785,441
		OTHER ACCRUED EXPENSES AND LIABILITIES	188,614
		TOTAL LIABILITIES	\$ 3,190,685,707
		CAPITAL STOCK	\$ 6,480,000
		PAID IN SURPLUS	433,803,760
		OTHER SURPLUS	1,809,161,022
		TOTAL SURPLUS TO POLICYHOLDERS	\$ 2,249,444,782
TOTAL ASSETS	\$ 5,440,130,489	TOTAL LIABILITIES & SURPLUS	\$ 5,440,130,489

STATE OF CONNECTICUT)
 COUNTY OF HARTFORD) SS.
 CITY OF HARTFORD)

MICHAEL J. DOODY, BEING DULY SWORN, SAYS THAT HE IS VICE PRESIDENT - FINANCE, OF TRAVELERS CASUALTY AND SURETY COMPANY OF AMERICA, AND THAT TO THE BEST OF HIS KNOWLEDGE AND BELIEF, THE FOREGOING IS A TRUE AND CORRECT STATEMENT OF THE FINANCIAL CONDITION OF SAID COMPANY AS OF THE 31ST DAY OF DECEMBER, 2022.

Michael J Doody
 VICE PRESIDENT - FINANCE

SUBSCRIBED AND SWORN TO BEFORE ME THIS
 17TH DAY OF MARCH, 2023

Susan M. Weissleder
 NOTARY PUBLIC

SUSAN M. WEISSELER
 Notary Public
 My Commission Expires November 30, 2027

