EAST END CROSSING
OHIO RIVER BRIDGES PROJECT

WVB East End Partners

SUBMITTED TO:
INDIANA FINANCE AUTHORITY
C/O INDIANA GOVERNMENT CENTER SOUTH
CONFERENCE CENTER ROOM 25
402 W. WASHINGTON ST.
INDIANAPOLIS, IN 46204
ATTN: SILVIA PEREZ

SUBMITTED BY:
WVB EAST END PARTNERS
1260 EAST SUMMIT STREET
CROWN POINT, INDIANA 46307
PHONE: 315.207.3905

OCTOBER 26, 2012
3:00 PM EST

TECHNICAL PROPOSAL – VOLUME 2 APPENDICES

REDACTED VERSION - ELECTRONIC

Exhibit E

SUMMARY AND ORDER OF PROPOSAL CONTENTS

Technical Proposal Component	Form (if any)	ITP Section Cross-Reference
A. Executive Summary		
Executive Summary **(Exclude price information)**	No forms are provided	Exhibit B, Section 3.1
B. Proposer Information, Certifications & Documents		
Proposal Letter	Form A	Exhibit B, Section 3.2.1
Authorization Documents	No forms are provided	Exhibit B, Section 3.2.1
Identification of Proposer and Equity Members	Form B-1	Exhibit B, Section 3.2.2
Information About Proposer Organization	Form B-2	Exhibit B, Section 3.2.2
Information About Major Participants, and Identified Contractors	Form B-3	Exhibit B, Section 3.2.2
Letter accepting joint and several liability, if applicable	No forms are provided	Exhibit B, Section 3.2.2
Responsible Proposer and Major Participant Questionnaire	Form C	Exhibit B, Section 3.2.3
Industrial Safety Record for Proposer and Major Participants	Form D (as applicable)	Exhibit B, Section 3.2.4
Personnel Work Assignment Form and Commitment of Availability	Form E	Exhibit B, Section 3.2.5
Letter(s) Regarding Pre-Proposal Submittals	No forms are provided	Exhibit B, Section 3.2.6
Non-Collusion Affidavit	Form F	Exhibit B, Section 3.2.7
Buy America Certification	Form G	Exhibit B, Section 3.2.8

Technical Proposal Component	Form (if any)	ITP Section Cross-Reference
DBE Certification	Form H No forms are provided for the DBE Performance Plan or Job Training Plan	Exhibit B, Section 3.2.9
Surety/Financial Institution Information	No forms are provided	Exhibit B, Section 3.2.10
Conflict of Interest Disclosure Statement	Form I	Exhibit B, Section 3.2.11
Equal Opportunity Employment Certification	Form Q	Exhibit B, Section 3.2.12
Lobbying Certification	Form R	Exhibit B, Section 3.2.13
Debarment and Suspension Certification	Form S	Exhibit B, Section 3.2.14
Insurance	No forms are provided	Exhibit B, Section 3.2.15
Confidential Contents Index	No forms are provided	Exhibit B, Section 3.2.16
C. Proposer Election of Termination for Convenience Calculation Method		
Election of Termination for Convenience Calculation Method	Form V	Exhibit B, Section 3.4
D. Volume 1 Appendices		
Copies of Organizational Documents	No forms are provided	Exhibit B, Section 3.2.2
Proposer Teaming Agreement or Key Terms	No forms are provided	Exhibit B, Section 3.2.2
Executed Contracts or Term Sheets/Heads of Terms	No forms are provided	Exhibit B, Section 3.2.2
E. Proposal Security (Proposal Bond or Proposal Letter of Credit)		
Proposal Bond	Form K-1	Exhibit B, Section 3.3.1
Proposal Letter of Credit	Form K-2	Exhibit B, Section 3.3.2

Technical Proposal Component	Form (if any)	ITP Section Cross-Reference
F. Escrow Agreement		
Escrow Agreement	Form L	Exhibit B, Section 3.5
G. Preliminary Performance Plans		
Preliminary Project Management Plan	No forms are provided	Exhibit B, Section 4.1
Preliminary Project Baseline Schedule for Design and Construction	No forms are provided	Exhibit B, Section 4.1.4
Completion Deadlines	Form N	Exhibit B, Section 4.1.4
Design-Build Plan	No forms are provided	Exhibit B, Section 4.2
Operations and Maintenance Plan	No forms are provided	Exhibit B, Section 4.3
H. Volume 2 Appendices		
Key Personnel Resumes	No forms are provided	Exhibit B, Section 3.2.5
Technical Drawings, Graphs and Data	No forms are provided	Exhibit B, Section 4.2

Financial Proposal
Proposers shall follow the order of the Financial Checklist in their submissions. A referenced copy of this document shall be submitted with the Financial Proposal.

	Financial Proposal Component	Location of information within submission documentation	
		Document Reference	**Financial Model Sheet Reference**
A.	**Updated financial information** Proposer must provide the corporate and financial information identified in Section 2.0 of Exhibit C, for the Proposer and Equity Members	Financial Proposal Volume 1 of 2 Separated by Entity	
A1	Audited Fiscal Financial Statements for all periods subsequent to SOQ and unaudited interim financial statements (Exhibit C, Section 2.0)	Financial Proposal Volume 1 of 2 Section A1 for each Entity	
A2	Financially Responsible Party letters of support (as required) (Exhibit C, Section 2.0)	Financial Proposal Volume 1 of 2 Section A2 for each Entity	
A3	For publicly held companies, most recent SEC 10-K and 10-Q reports and any 8-Ks filed since the SOQs (Exhibit C, Section 2.0)	Financial Proposal Volume 1 of 2 Section A3 for each Entity	
A4	Credit Ratings (Exhibit C, Section 2.0)	Financial Proposal Volume 1 of 2 Section A4 for each Entity	
A5	Letter regarding material change in financial condition since submission of the SOQ and for next reporting period (Exhibit C, Section 2.0)	Financial Proposal Volume 1 of 2 Section A5 for each Entity	
A6	Letter disclosing all material off balance sheet liabilities (Exhibit	Financial Proposal Volume 1 of 2 Section A6	

	Financial Proposal Component	Location of information within submission documentation	
		Document Reference	Financial Model Sheet Reference
	C, Section 2.0)	for each Entity	
B	**Financial Plan** (Exhibit C, Section 3.0)	Financial Proposal Volume 2 of 2 Section B	
B1	Financial Plan Executive Summary (Exhibit C, Section 3.1)	Financial Proposal Volume 2 of 2 Section B1	
B1	Identity of Financial Institution (Exhibit C, Section 3.2)	Financial Proposal Volume 2 of 2 Section B1	
B2	Range of Financing Sources (Exhibit C, Section 3.3)	Financial Proposal Volume 2 of 2 Section B2	
B3	Details for Core Lender(s) and Lead Underwriter(s) Commitment Letters (Exhibit C, Section 3.4)	Financial Proposal Volume 2 of 2 Section B3	
B4	[Reserved]		
B5	Details of Equity Source and letters from Equity Members (Exhibit C, Section 3.5)	Financial Proposal Volume 2 of 2 Section B5	
B6	Financial Advisor letter (Exhibit C, Section 3.6)	Financial Proposal Volume 2 of 2 Section B6	
B7	Schedule for Commercial and Financial Close (Exhibit C, Section 3.7)	Financial Proposal Volume 2 of 2 Section B7	
B8	Summary Cost Table and Financial Plan Summary Forms (Forms O and P, Exhibit C, Section 3.8)	Financial Proposal Volume 2 of 2 Section B8	Tab Form O Tab Form P
C	**MAP Proposal (Form J)** (Exhibit C, Section 4.0)	Financial Model Section C	Tab Form J
D	**Financial Model** (Exhibit C,	Financial Model	

	Financial Proposal Component	Location of information within submission documentation	
		Document Reference	Financial Model Sheet Reference
	Section 5.0)	Section D	
D1	Financial Model (Exhibit C, Section 5.1 to 5.2)	Financial Model Section D1	Tab Output – Project Tab Output – Sources & Uses Tab Output – Accounts
D2	Financial Model Assumptions Book (Exhibit C, Section 5.3)	Financial Model Section D2	Tab Assumptions Book
D3	Instructions on operations of the Financial Model (Exhibit C, Section 5.4)	Financial Model Section D3	
E	**Cost and Pricing Data** (Exhibit C, Section 6.0) (to be submitted to escrow)	Escrow	
F	**Independent Insurance Broker/Consultant Letter** (Exhibit C, Section 7.0)	Financial Proposal Volume 2 of 2 Section F	

H. Volume 2 Appendices | Table of Contents

H. VOLUME 2 APPENDICES

Project 3D Animation

3-D ANIMATION

TUNNEL AND MAIN BRIDGE ANIMATION

A 3-D animation is provided on the attached flash drive to show IFA WVB's vision of the construction phases and final renderings of the Drumanard Tunnel and the East End Bridge. The main construction sequences of these structures are shown with principles that have been studied for the Proposal.

DRUMANARD TUNNEL CONSTRUCTION ANIMATION

The proposed construction excavation methods of the Tunnel is by means of drill and blast operations. The Tunnel is split between two sections, top headings and lower bench. The top heading is then subdivided into three separate headings, which will be constructed first, with the middle heading, acting as the pilot. Following the excavation animation, is a final drive-through of the Northbound Tunnel heading and finishes at the North Portal.

In the case of the cable stay bridge, the methodology illustrated is an alternative from the one described in our technical proposal that is being studied by the Walsh-VINCI CJV. Instead of building the two towers and starting to erect the deck elements from the towers by symmetrical balanced cantilever method, reflected in in our technical proposal, the animation shows the back-spans being assembled and launched while the main towers are constructed, then the central span being erected from each of the towers by cantilever method and followed by the installation of the precast deck panels.

Both methods have been studied in detail and are feasible in our proposed schedule. The most appropriate one will be elected at design commencement stage. The purpose of the animation is also to highlight temporary structures, trestles and deck structure with cable erection sequences and to show cranes and barge movements on the Ohio River.

Subtitles of the animation include:

1. Global alignment of the project
2. Drumanard Tunnel construction animation
3. Drumanard Tunnel final animation
4. East End bridge construction animation
5. East End bridge final animation

EAST END BRIDGE CONSTRUCTION ANIMATION

DRUMANARD TUNNEL ANIMATION AT NORTH PORTAL

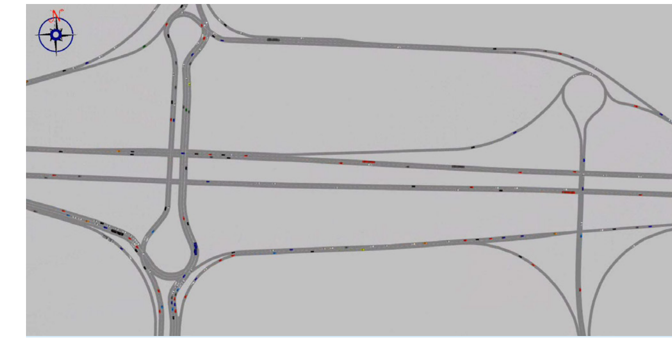
Following these sequences, the final drive-by animation is presented to provide a rendering of the structures in its environment.The cable stay bridge is shown by the eyes of a driver, a pedestrian, someone on a boat cruising on the Ohio River and from a bird's eye view. Different cameras are moving around the structures in order to highlight WVB's architectural vision.

EAST END BRIDGE ANIMATION

SR 265/SR 62/PORT ROAD ROUNDABOUT

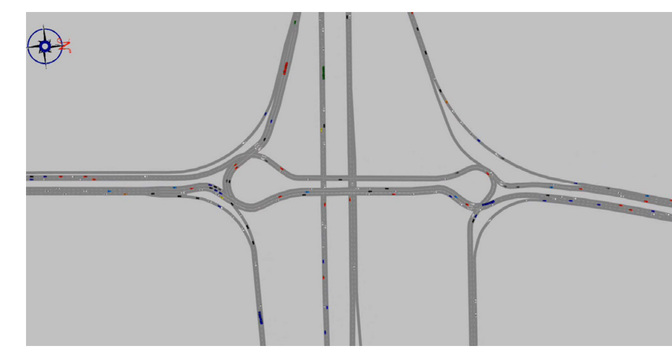
Also provided on the flash drive is a VISSIM traffic simulation video for design year (2030) traffic that helps visualize WVB's proposed roundabout interchange design. WVB's concept outperforms the RFP design and is supported by traffic analysis which provides traffic operations and level of service (LOS) along the system equal to, and in some instances better than, the operations of the RFP preliminary design.

ROUNDABOUT INTERCHANGE TRAFFIC ANALYSIS



A VISSIM simulation model was developed to check and confirm the capacities computed using the ARCADY 8 and HCS2010 software for the respective design elements. The ramp movements were evaluated in VISSIM to ensure there is no queue backing from the off-ramp terminus onto the mainline freeway.

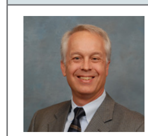
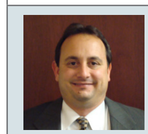
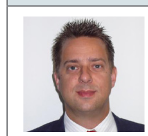
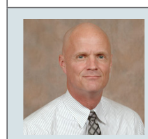
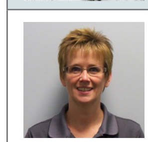
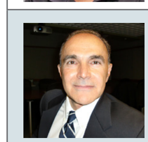
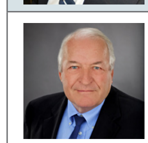
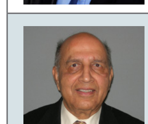
SR 62 ROUNDABAOUT TRAFFIC ANALYSIS

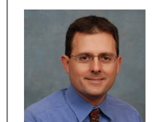
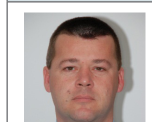
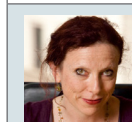
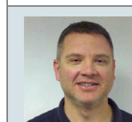
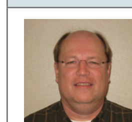
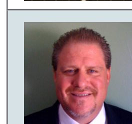
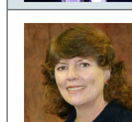
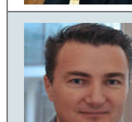
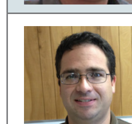


The proposed design concept is much cleaner with fewer decision points for traffic exiting/entering (i.e. merging/diverging) the SR 265 mainline as compared to the RFP design, thus increasing the overall mobility and operational efficiency as well as enhancing safety. The proposed north roundabout at SR 62 & SR 265 as well as at Port Road & SR 265 will operate at LOS A in the AM and PM peaks during design year (2030). The proposed south roundabout at SR 62 & SR 265 will operate at LOS A in the AM Peak and LOS B in the PM peaks during design year (2030).

Key Personnel Résumés (3.2.5)

KEY PERSONNEL RESUMES

STAFF	ROLE/POSITION
 Sidney Florey	Project Executive
 David Sikorski, PE, PP	Project Manager
 Phil Malin, PE, MBA	Deputy Project Manager
 Bruce Williams	Deputy Project Manager - Technical
 Gregory Ciambrone	Deputy Project Manager - Financial Administration
 Kristof G.M. Van Loon	Financial Director
 Dan Hartlage	Public Information Coordinator
 Brenda Wolf	DBE Coordinator
 Marcos Loizias, PE	Lead Engineer
 Daniel Tassin, PE	Section 5: Lead Bridge Engineer
 Brij Goyal, SE	Section 4: Lead Tunnel Design Engineer

STAFF	ROLE/POSITION
 Brian Hoppel, PE	Construction Manager
 Pierre Morand	Bridge Construction Manager
 Frederic Sciblo	Section 4: Tunnel Construction Manager
 Martine Julia-Sanchez	Quality Manager
 John E. Reid	Construction Quality Control Manager
 Courtney Norris, PE	Construction Quality Manager
 Bruce Peterson, PE	Design Quality Control
 Michael Lawler, CSP	Safety Manager
 Gina Morris, PG	Environmental Compliance Manager
 Vincent Meyer	Operations and Maintenance Manager
 Mark Hedrick, PE	Utility Manager

Sidney Florey
Project Executive

PROFILE

Sidney is a Construction Professional with more than 41 years of experience – from hands-on field work to Senior Management. Sidney has worked on and managed some of the most difficult and significant heavy civil projects in the United States including the I-35 West Bridge Reconstruction in Minnesota, the Chicago Tunnel and Reservoir Projects, the Boston Central Artery Tunnel Projects, and the Washington DC Metro. Sidney is the North American Representative for VINCI Concessions managing its P3 activities throughout North America. Sidney's has experience on multiple delivery models including DB, DBF, DBFM, and DBFOM.

As Project Executive, Sidney will oversee and manage every facet of the East End Crossing Project, including: leading discussions for the Project Agreement; assuring the design includes recognition of the life cycle costs and maintenance considerations; and working with the construction team in coordinating and integrating requirements for operations and maintenance. The above activities connect the important balance between construction costs and long-term maintenance related costs.

RECENT PROJECT EXPERIENCE

West by Northwest Project, Atlanta, GA
Contract Value: $1,200,000,000
Owner: Georgia Department of Transportation
Role: Project Executive

Sidney served as the Project Executive for the West by Northwest Development Partners for this $1.2B DBFOM project and worked with the designer, contractor, concessionaire, and the client during the project development phase. Sidney used his construction experience to assist the project team in developing Alternative Technical Concepts to provide cost reduction opportunities and minimize cost and funds required during design, construction, and O&M periods. Sindey's role on the West by Northwest Project very is similar to his proposed position on the East End Crossing.

VINCI CONCESSIONS

Education
Bachelor of Science,
Civil Engineering
Southern Illinois University

Years in Construction Industry
41 Years

Memberships:
American Society of Civil Engineers, Served on various specification committees in the Southeast States, VP Virginia Road & Transportation Builders, Member of the Design-Build Institute of America

References
Chip Meeks
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P3 Division
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Atlanta, GA 30334-9053
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Orlando Orange County Expressway Authority Director of Construction & Maintenance
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Orlando, FL 32807
Phone: (407) 316-3800
dreiling@oocea.com

Brian McKishine
District 7 Construction Engineer
Florida Department of Transportation
Department of Transportation
605 Suwannee Street
Tallahassee, Florida 32399-0450
Phone: (813) 975-6294
Brian.McKishine@dot.state.fl.us

The Central Artery/Tunnel Projects, The Big Dig, Boston, MA
Contract Value: $530,000,000
Role: Vice President of Construction

As vice president of construction, Sidney was involved in the construction of several significant projects on the Big Dig. Recognized as the largest, most complex, and most technically challenging highway project in the history of the United States, the Central Artery/Tunnel Project significantly reduced traffic congestion and improved mobility in one of America's oldest and most congested major cities. In addition, it helped improve the environment and established the groundwork for the continued economic growth of Massachusetts and all of New England.

Sidney was specifically involved in the $250 million portion of the project that extended I-90 to Boston's Logan International Airport and Route 1A, which created more than 300 acres of open land and reconnected downtown Boston to the waterfront. Sidney also supervised the construction of the $280 million portion of the South Boston project that included the construction of below-grade cut-and-cover tunnels as part of I-90 that connected the vital interstate link to downtown Boston.

I-35W Bridge Reconstruction, Minneapolis, MN
Contract Value: $234,000,000
Role: Start-up Manager

Sidney was a the start-up manager for the $234,000,000 fast-track, design-build I-35 River Bridge Reconstruction project. He negotiated project labor agreements, developed the scope of work and schedule for the critical path foundation elements, and negotiated and contracted the critical path subcontractors for this 12-month project. The I-35W project won America's Transportation Awards' Grand Prize (October 2009) and was named one of America's 10 best transportation projects (September 2009). The project finished more than three months early and exceeded the DBE participation goals.

Similar to the East End Crossing project, the I-35 River Bridge required significant approach work concurrent with the bridge construction. The project was the key link between the two shore lines that were connected both commercially and personally. As with the East End River Crossing, the State needed this important link to improve the "cross river mobility for safety and the traveling public". The project was under pressure to complete quickly due to the impacts in the local community and the movement of goods and commuters.

David Sikorski, PE, PP

Project Manager

Education
Bachelors of Science
Civil Engineering
Lehigh University

Masters of Business Administration
Finance
Seton Hall University

Years in Construction Industry
25 Years

License/Certifications/Registrations
Professional Engineer

References
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(856) 536-3400 X 3341
smanera@hntb.com
(Formerly with NJDOT)

Luis Tejerina
Manager, Structured Finance and Investments
Samsung C&T, E&C Americas, Inc.
Los Angeles, CA
(562) 285-5901
l.tejerina@samsung.com
(Formerly with Cintra)

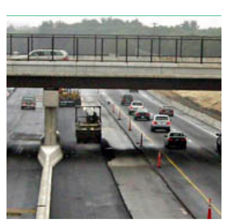
PROFILE

David has over 25 years of experience in transportation engineering for large scale projects for departments of transportation, turnpike authorities and local agencies with particular expertise in Public Private Partnerships, highway design, planning and multi-disciplined project management. David was the lead highway specialist for the successful bid for the Indiana Toll Road Concession as Lender's Advisor. He was technical lead for a Dulles Toll Road privatization bid and for three major PPP Highway Projects in Oregon. He also led lender's technical reviews for bids for the Pennsylvania Turnpike, Alligator Alley in Florida, and I-635 Managed Lanes Project in Texas.

RECENT PROJECT EXPERIENCE

IH-635 Managed Lanes, Dallas, TX
Owner: Texas Department of Transportation
Contract Value: $2,600,000,000
Role: P3 Project Manager

P3 Project Manager to the Lenders for the project consisting of the construction of managed lanes, reconstruction of existing main lanes to provide the general purpose lanes, and construction of new frontage roads. Also included was the reconstruction of existing frontage roads, installation of tolling infrastructure, and the operation and maintenance of 17 miles of the IH 635 and IH 35E corridors in Dallas County, Texas. Work involved due diligence, design and construction reviews, and financial model verification.

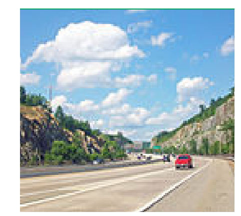


Route 3 North Design-Build, Burlington, MA
Owner: Massachusetts Highway Department
Contract Value: $385,000,000
Role: Senior Liaison Engineer

David served as the Senior Liaison Engineer between the design offices, the contractor and Massachusetts Highway Department for this design-build project. Project involved design, construction financing, and operation and maintenance to add one lane in each direction and a full shoulder adjacent to the high-speed lanes for a 21-mile section of Route 3 North between I-95 (Route 128) in Burlington, MA and Nashua, NH. The Project utilized 63-20 tax exempt financing.

Route 21 Freeway Extension, Passaic County, NJ
Owner: New Jersey Turnpike Authority
Contract Value: $136,000,000
Role: Project Engineer

This project was designed in three sections and the extension runs from the existing terminus in Passaic , NJ for 2 miles over the existing Dundee Canal and along the Passaic River to a proposed interchange with Route 46 in Clifton, NJ. As Project Engineer, David was responsible for all aspects of civil design including cost estimation, construction staging, maintenance and protection of traffic plans, and technical specifications.



I-287 20-Mile Corridor Design, Northern New Jersey
Owner: New Jersey Turnpike Authority
Contract Value: $200,000,000
Role: Project Engineer

David was Project Engineer for the design of this 20-mile corridor that was broken into multiple construction packages. The highway successfully completed the Interstate connection from Northern New Jersey to the New York State border.

BHP Billiton Haul Road, Suriname, South America
Owner: BHP Billiton
Contract Value: $100,000,000
Role: Deputy Project Manager

As Deputy Project Manager, David was the senior technical lead for the Design and Construction of a Mining Haul Road Bridge over the Suriname River and construction of 30 miles of haul roads in Suriname South America for BHP Billiton. The construction of this infrastructure will allow BHP-Billiton to expand their mining operations before existing mines are expended. Each Project package involved two phases: the Feasibility Study and Project Implementation Phase. The Feasibility Study included the preliminary design, the development of a construction cost estimate, project quantities, specifications and the development of a Feasibility Study Report. The Project Implementation Phase involved the development of a Bid Quality Performance Specification for a design/build contract.

Phil Malin, PE, MBA

Deputy Project Manager

BILFINGER BERGER

PROFILE

Phil is responsible for the management and administration of construction and operations, contracts management, and operations activities in AFP/P3 concession projects for Bilfinger. This role includes the direct involvement in the projects in both the procurement and implementation stage, and support and oversight of dedicated project staff. Phil provides the primary commercial and contractual interface with the owner for significant project issues and ensures the presence of a competent, knowledgeable, and experienced individual representing the team for ongoing contractual matters.

Noted projects of involvement include Golden Ears Bridge in B.C., Kicking Horse Canyon Phase 2, in B.C., Northeast Stoney Trail, in Alberta, and Northwest Anthony Henday Drive, in Alberta.

He developed and/or managed the life-cycle/rehabilitation program on these projects and will be able to draw on such experience when developing a competitive life-cycle solution for the East End Crossing that provides value-for-money to IFA. These projects were availability-based P3 projects in North America with the primary goals of an efficient and accelerated delivery of infrastructure that would improve quality of life in the respective region, an innovative long-term D7C and O&M solution and the implementation of the project in a way that respects both people and the environment. Phil is highly experience in dealing with all the critical aspects of a large P3 project and will be able to cooperate effectively with IFA from day one.

RECENT PROJECT EXPERIENCE

Northwest Anthony Henday Drive, Alberta, ON
Owner: Ministry of Transportation
Contract Value: $1,431,000,000
Role: Construction and Operations Director

This $1.4B availability-based P3 project, which opened to the traveling public on November 1, 2011, includes 13 miles of highway, 29 bridges, eight interchanges, five flyovers, two rail crossings; and additional pre-grading for future interchanges. Phil was responsible for managing and fulfilling the direct reporting relationship to the owner. He supervised the implementation and operation of all project contracts and manages any material technical or commercial issues. He was also responsible for supervising the management of the public relations program. During the bid phase, Phil drove the design team to re-analyze question the traffic data provided by the owner which resulted in lower long-term costs and more value for money to the client. Phil also confirmed the optimum, whole-life pricing developed for construction, O&M and rehabilitation.

Kicking Horse Canyon, British Columbia, BC
Owner: Ministry of Transportation
Contract Value: $139,000,000
Role: Construction and Operations Manager

This $139 million availability-based DBFOM project involved the construction of 3.6 miles of Highway 1 near Golden, BC, including the replacement of the Park Bridge and the creation of over 100,000 SF of riparian and in-stream habitat, planting of 6,000 new trees, and reclamation of a 1.9-mile section of an abandoned highway to be reused for recreational trails. Upon final completion, the team became responsible for the O&M and rehabilitation of 16.1 miles of highway. One significant issue managed during the construction of this project was the validation of an innovative slope stability method. Having successfully completed Phase 2 construction and transitioned the project into the operations phase, Phil is currently managing the operational and contractual implications of the Province's Phase 3 works which are to be absorbed by the project company. This is the first time that the owner has passed the ongoing management of an asset constructed within an active concession to a private sector partner.

Northeast Stoney Trail , Alberta, ON
Owner: Ministry of Transportation
Dates: 2007 - Present
Contract Value: $700,000,000
Role: Construction and Operations Director

Northeast Stoney Trail is a $700M project which involved the construction of 13 miles of four and six-lane roadway with 23 bridges, six interchanges, and two new railway bridge structures. Upon the completion of the construction in November 2009, the team, took over operation of the new section and an additional nine miles, totaling 22 miles, for a period of 30 years. He enforced a high level of quality for the construction of the highway and, to this end, required that the construction contractor remove several miles of asphalt that did not meet the prescribed quality standards.

Education
University of Toronto School of Continuing Studies, Business Law, 2003/2004

University of Toronto, MBA Rotman School of Management, 1999

University of Toronto, B. Sc. Civil Engineering, 1989

Years in Construction Industry
41 Years

License/Certifications/Registrations
Professional Engineer in Ontario
Chartered Engineer – Engineering Council, UK
Member of the Institution of Civil Engineers
Member of the Chartering Management Institute

References
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Bruce Williams

Deputy Project Manager - Technical

WALSH

PROFILE

As Senior Project Manager, Bruce is responsible for the overall design, environmental compliance, construction, quality management, project safety, DBE commitments, and project administration, including project start-up, staffing, and contract negotiation with subcontractors. He will oversee design coordination, field installations, schedule requirements, cost accountability, and the establishment of management systems. It is his duty to successfully deliver this project to completion.

Bruce's extensive work experience on large urban highway projects, tunnels, and major river crossings will be directly applicable to the technical role he will fill on the East End Crossing.

Education
Bachelor of Science
Civil Engineering, 1978
University of Nebraska - Lincoln

Years with Walsh
14

Years in Construction Industry
34

License/Certifications/Registrations
E.I.T., ASCE

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skaderbek@collinsengr.com

RECENT PROJECT EXPERIENCE

Amelia Earhart Bridge, Atchison, KS
Contract Value: $61,000,000
Owner: Kansas Department of Transportation
Role: Senior Project Manager

Bruce served as a the Senior Project Manager on the new Amelia Earhart Bridge carrying U.S. Highway 59 over the Missouri River, replacing the existing steel truss bridge that was constructed in 1939. The overall bridge length is approximately 2,500 linear feet. The main span of the new four-lane, steel tied arch bridge is 527 feet. The structure of the new bridge is a network arch in which inclined intersecting hangers are used to minimize bending and shear in the arch ribs. The project included the design of temporary works and included river cofferdams and access trestles, temporary stays, temporary towers, stay anchorages, stay connections to arch segments, temporary wind bracings, and jacking frames.

O'Hare International Airport, 10L-28R Runway Extension, Chicago, IL
Owner: City of Chicago Department of Aviation
Contract Value: $76,000,000
Role: Senior Project Manager

Bruce served as the Senior Project Manager on this expansion project at Chicago O'Hare International Airport. While maintaining normal aircraft operations, Walsh extended the existing Runway 10L and adjacent taxiways surrounding the runway by 3,000 LF of new infrastructure, to a total of 13,001 LF. Scope of work included the following activities: demolition of existing fence and utilities, installation of new perimeter fence and access roads, earth excavation, lime stabilized sub grade, runway and taxiway electrical and lighting work, FAA communications and power installations, drainage and shoulder under drain, ATPB (asphalt-treated permeable base), bituminous base & shoulders, and approximately 220,000 SY of PCC pavement.

South Lake Shore Drive Reconstruction Program, Chicago, IL
Owner: City of Chicago Department of Transportation
Contract Value: $140,000,000
Role: Project Manager

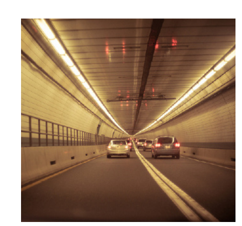
The program involved the reconstruction of Chicago's historic South Lake Shore Drive. Bruce was the overall Project Manager for five separate contracts that included pavement removal and replacement, storm sewers, roadway lighting, landscaping restoration and traffic control, demolition and reconstruction of bridges and installation of five pedestrian underpasses. Traffic staging required the use of a "movable concrete barrier wall system" that was relocated every day during rush hour traffic. The project also consisted of major landscaping and architectural elements including relocating/protecting existing trees, finish grading, spray irrigation systems, treatments such as precast and cast in place concrete, railings, lighting at underpasses, pedestrian paths, paved beach restoration, limestone block beachwalls, retaining walls, and intersection and parking lot improvements.

TARP Tunnels, Shafts and Structures, Chicago, IL
Owner: Metropolitan Water Reclamation District of Greater Chicago
Contract Value: $167,000,000
Role: Senior Project Engineer

As Senior Project Engineer, Bruce was responsible for the majority of the day-to-day project management and managed all engineering functions including scheduling, cost control, subcontractor management, and technical support. He coordinated all field operations for this project, which consisted of 45,000 LF of TBM-mined tunnel, 22 rock shafts, 50 soft ground shafts, and all associated concrete linings and utilities.

Chicago and State Subway Station Modernization, Chicago, IL
Owner: City of Chicago Department of Transportation
Contract Value: $28,000,000
Role: Project Manager

Bruce had overall management responsibility for all phases of this project. Work consisted of the partial demolition of the existing mezzanine and a 5,000 SF expansion, three new elevators and three new escalators, new electrical, lighting and signage, and new mechanical and plumbing systems. 18,500 SF of granite pavers and new street level entrance and exit kiosks were included, along with an extensive architectural finishes package which called for the installation of over 25,000 SF of structural glazed facing tile. All work was performed while maintaining full functionality of the existing subway station and surface street operations.



Central Artery North Area (CANA), Boston, MA
Owner: Massachusetts Department of Public Works
Contract Value: $180,000,000
Role: Project Engineer

Bruce acted as Project Engineer for this phased cut-and-cover twin vehicular concrete box tunnel project. This project was the largest single contract awarded by MDPW at the time, and was successfully completed one year early as a result of innovative traffic maintenance phasing. Surface roadways, approaches, retaining walls, service and ventilation buildings and mechanical/electrical installations were all included.

Gregory Ciambrone
Deputy Project Manager - Financial Administration

PROFILE

Greg is responsible for coordinating, implementing, and managing all of the public/private business activities for The Walsh Group and its subsidiary companies. His extensive project finance experience brings a broad prospective and focused development with financial strategies for public/private business opportunities and real estate investment activities. He is responsible for The Walsh Group's development activities in the United States with a focus on government design/build/lease transactions with the United States General Services Administration and the United States Department of Veterans Affairs.

RECENT PROJECT EXPERIENCE

I-4/Lee Roy Selmon Crosstown Expressway Connector, Tampa, FL
Contract Value: $389,000,000
Owner: Florida Department of Transportation

A P3 project to bid, build, and finance, the I-4/ Lee Roy Selmon Crosstown Expressway Connector in Tampa, Florida. The financing requirements for this project were a challenge given the extended GAP financing period – the project would be completed in approximately 2.5 years but repayment would occur over 6.5 years. This extended financing GAP resulted from FDOT's set availability payment schedule based on funding authorization in FDOT's 10-year work plan. Greg was instrumental in the team's winning the bid by creating a financing solution that supported an accelerated construction schedule. Other bidders delayed construction to better align construction costs with the FDOT availability payments. Thus, even though the Walsh team's construction costs were higher than the other bidders, Walsh was awarded the project due to its shorter construction schedule. The award criteria was a "best value" A+B award (cost plus schedule). Greg also led the charge in reducing the financing costs for the project by structuring interest rate protection that allowed the team to benefit from the falling interest rate environment over the last 12 months. After running a full funding competition, this project was ultimately financed through a bank solution, which included Royal Bank of Scotland and Lloyds.

WALSH

Education
University of Notre Dame
Bachelors of Business Administration, Finance

DePaul University
Graduate School of Business
Masters of Business Administration

Years with Walsh
9 Years

Years in Banking/ Project Finance/Construction
15 Years

References
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Katie Kilcullen
Project Manager
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Women's College Hospital, Toronto, ON
Contract Value: $260,000,000
Owner: Women's College Hospital
Title: Principal-in-Charge

A P3 project to design, build, finance, and maintain, for the Province of Ontario a new ambulatory care hospital totaling over 639,000 square feet. Walsh participated as the lead Design-Build JV Partner on a team led by Bilfinger Berger. This project is relevant as it demonstrates Walsh's ability to successfully structure a financial support package for an Infrastructure Ontario project that would be acceptable to lenders and be price competitive. Greg was the primary interface between Bilfinger Berger and the DBJV for financial and administrative issues.

Federal Bureau of Investigation Field Office, Chesapeake/Norfolk, VA
Contract Value: $45,000,000
Owner: United States General Services Administration
Title: Principal-in-Charge

A P3 project to design, build, finance, and maintain a 144,000 square foot office building that will be leased (20-year term) to the Unites States General Services Administration for the tenancy of the Federal Bureau of Investigations. Greg is the Principal-in-Charge of this project managing all aspects of development. This project is relevant as it demonstrates Greg's ability to arrange competitive financing which was a critical component in arriving at a winning bid. This project is also relevant as many financial options were explored – bank financing, bond financing, and combination construction/permanent financing – before a life insurance company financing option was selected.

Federal Bureau of Investigation Field Office, Honolulu, HI
Contract Value: $51,000,000
Owner: United States General Services Administration

A P3 project to design, build, finance, and maintain a 155,000 square foot office building that will be leased (20-year term) to the Unites States General Services Administration for the tenancy of the Federal Bureau of Investigations. This project is relevant as it demonstrates Greg's ability to arrange competitive financing which was a critical component in arriving at a winning bid. This project is also relevant as many financial options were explored – bank financing, bond financing, and combination construction/permanent financing – before a life insurance company financing option was selected.

Kristof G.M. Van Loon
Financial Director

Education
MBA
Antwerp Business School, 1999

Master in Law
Catholic University of Leuven, 1998

Years with Vinci
4 Years

Years in Design/Construction
13 Years

References
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Mark Smeets, CFO
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Fax: +32 2 525 21 11
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Ronald Siebrand, Proposal Manager
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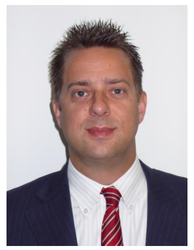
PROFILE



Kristof Van Loon has 13 years of experience in project finance, design, and construction, emphasizing complex transactions from different perspectives, whether financial, legal, or technical. He has built an extensive background in managing and coordinating proposals and closing processes for P3 infrastructure projects in challenging circumstances during the last seven years.

Kristof's main area of activity has been in greenfield P3 markets (Belgium, the Netherlands, Slovakia, and Russia) during the challenging period of the financial crisis between 2007 and 2009. He was instrumental in the realization and coordination of the proposal processes and subsequently, the financial close processes. In particular, he managed multidisciplinary proposal teams, headed the negotiations with the contracting authorities and financing institutions, and used his organizational skills to set up the most efficient contractual and financial structure of the consortium.

RECENT PROJECT EXPERIENCE

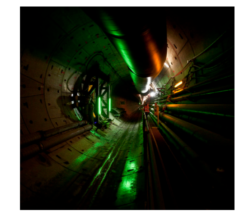
R1 Highway, Bratislava, Slovakia
Contract Value: $1,954,000,000
Owner: The Ministry of Transport, Posts and Telecommunications of the Slovak Republic
Role: Deputy Project Manager, Financial Lead

The R1 Project is the first DBFMO project in Slovakia and one of the first large-road P3 projects to close in Central Europe. The R1 concession agreement includes the development, operation, and maintenance of three sections of two by two-lane R1 expressway between Nitra and Tekovske Nemce, as well as the Banska Bystrica northern bypass.

The concession agreement has a duration of 30 years after the planned completion date of the first section and the partial start of operations. The total project costs amounted to $1.95B, financed by $1.32B of senior debt and $200M of equity and subordinated debt. The remaining project costs will be financed by the partial unitary charge received during the construction period.

Kristof advised the bid manager on the bid submission and headed the negotiations with the lenders and the contracting authority during the financial close process. During the first 12 months after the financial close, Kristof acted as senior advisor to the CEO and CFO in order to prepare the smooth commencement of the project. The R1Motorway Project was awarded "European Infrastructure Deal of the Year 2009" in Project Finance International and "European Road Deal of the Year 2009" in Project Finance Magazine.

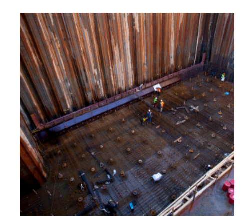
This project has many similarities to the East End Crossing including: design, construction, and maintenance of a high-traffic-volume road; availability payments; long-term concessions; and multi-source financing to be arranged with 15 different financial players, including European Bank for Reconstruction and Development.



Liefkenshoek Rail Tunnel, Antwerp, Belgium
Contract Value: $1,280,000,000
Owner: Infrabel S.A.
Role: Deputy Project Manager, Financial Lead

The 9.9-mile double-track Liefkenshoek Rail Link connects Antwerp's new Deurganckdok container port with existing track in docks on the other side of the river, improving access to and from Antwerp. It involved boring a new 3.4-mile tunnel under the Scheldt River, the renovation of an existing 0.75-mile tunnel, and other tunneling work. The VINCI-led consortium, Locorail, performed all design, building, financing, and maintenance (DBFM) of the tunnel for a period of 42 years, including construction, which is expected to take four years.

Kristof advised the bid manager on the bid submission and headed the financial close negotiations with the lenders, the European Investment Bank, and the contracting authority after the Locorail consortium was awarded the project in July 2008. During the first 12 months after the financial close, Kristof acted as CFO and senior advisor to the CEO of the project company.



Second Coentunnel Project, Netherlands
Contract Value: $960,000,000
Owner: Rijkswaterstaat, Staat Der Nederlanden
Role: Deputy Project Manager, Financial Lead

The project includes the construction of the 2nd Coentunnel, renovation of the 1st Coentunnel, extension of the adjacent sections of the A8 and A10, and introduction of a traffic management system. The project awarded to the VINCI-led consortium was implemented by a private sector party under a 29-year concession whose scope includes the design, construction, financing, and maintenance of the civil engineering and electro-mechanical objects.

Kristof was the co-bid manger on this project and was responsible for all legal and financial negotiations with the construction and maintenance parties, the financing parties, and the Contracting Authority. In this capacity, Kristof was the architect of the legal and financial structure of the agreement, and led the negotiation of all project and financial documents. During the first 12 months after Financial Close, Kristof acted as CFO and senior advisor to the CEO of the project company.

Dan Hartlage

Public Information Coordinator

Guthrie/Mayes Public Relations

PROFILE

Dan has 30 years of experience guiding the public communications efforts for clients involved in high-profile projects and public issues in Kentucky and in Southern Indiana. He will be responsible for leading a proactive and strategic public information initiative designed to strengthen and maintain stakeholder support for the East End Crossing. The public information initiative will identify and anticipate public issues resulting from the project, and Dan will lead the team in effectively addressing all such issues. He will work directly with the Proposer to implement and operate a successful information plan.

Dan successfully led the communications efforts of a major contractor for the KFC YUM! Center, and he played a key role in his firm's work as communications consultant for the Louisville International Airport rebuild and expansion. He has also assisted clients in Southern Indiana on land annexation and land use issues.

Education
Bachelor of Arts
Communication
University of Louisville, 1982

Reference
Trish Burke, Director of Pubic Relations
Louisville Regional Airport Authority
600 Terminal Drive
Louisville, KY 40209
Phone: (502) 363-8506
trish.burke@flylouisville.com

RECENT PROJECT EXPERIENCE

Louisville International Airport Expansion/Rebuild, Lousiville, KY
Contract Value: $800,000,000
Owner: Louisville Regional Airport Authority
Role: Communications Counsel

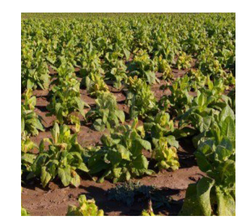
Dan and his public relations firm of Guthrie/Mayes Public Relations guided the strategic communications of this massive and high-profile public project. Communications for the Louisville Airport Improvement Project made certain that the approximately 2,800 families, churches and businesses to be relocated were informed and engaged through all phases of the project and ensured the strong and continuing support of all other stakeholders – the community at-large, the traveling public, business community, public officials and others. Surveys, focus groups, editorial comment and the support of public officials confirm that an entire metropolitan community was successfully engaged to understand and support and the massive, long-term project. Dan and his firm continue to serve as communications consultants to the airport authority.

Toyota Motor Engineering Manufacturing, North America (TEMA)
Contract Value: Not Available (Private Owner)
Owner: Toyota Motor Engineering
Role: Communications Counsel

Guthrie/Mayes has worked with Toyota since the automaker opened its first U.S. plant in 1987, in Georgetown, Kentucky. For the last decade, Dan has played an integral communications role as Toyota has grown in Kentucky, as well as throughout the nation.

While continuing to provide communications counsel to the Georgetown plant which produces Toyota's successful Camry and Avalon models, Dan and his firm have grown Guthrie/Mayes' role with Toyota and today work closely with TEMA's North American headquarters in Erlanger, Ky., as Toyota has expanded its manufacturing facilities throughout the nation. Guthrie/Mayes provides communications and media relations guidance to Toyota manufacturing facilities in Princeton, Ind.; Buffalo, W. Va.; Huntsville, Ala.; Tupelo, Miss.; and San Antonio, Texas as well as others.

Dan, who heads the firm's media coaching practice area, has conducted media coaching sessions with literally hundreds of Toyota executives located throughout North and South America and Japan. Guthrie/Mayes was also involved in the communications strategy regarding consumer concerns about unintended vehicle acceleration.



Philip Morris USA & Parent Company Altria
Contract Value: Not Available (Private Owner)
Owner: Altria
Role: Communications Counsel

Dan has served Philip Morris USA (and its parent company, Altria) as a principal communications consultant for Kentucky, Tennessee and other areas in the Southeast for nearly 20 years. During those years, he has assisted the cigarette manufacturer as it has strived to reposition itself following the "Master Settlement Agreement" – the agreement between the nation's cigarette manufacturers and states' attorneys general. For Kentucky and other nearby states, Dan has assisted Philip Morris USA in communicating with media, state lawmakers, health advocacy organizations, state and federal regulators, retail and wholesale leadership, and agricultural leaders on a variety of tobacco-related issues. He also is involved in a variety of consumer-related issues, organizing dozens of training sessions throughout Kentucky and Tennessee for retailers.

Three years ago, when Altria acquired U.S. Smokeless Tobacco Company (USSTC), Dan developed and implemented a 12-month communications plan to guide Altria in its efforts to become more involved in the Nashville community, home of USSTC's largest manufacturing facility.

Brenda Wolf
DBE Coordinator

PROFILE

As the Indiana Regional EEO Officer/DBE Coordinator for Walsh Construction, Brenda is responsible for all EEO training within the region and ensuring all jobsites are compliant with job-site postings. She assists management to attain and maintain a diverse workforce while conducting internal onsite audits to assure compliance. Brenda is responsible for communicating with the Human Resources Department regarding investigations, training and audits, and assists in seeking out DBE firms for Walsh projects to help meet the DBE goals. As part of this effort, she works side by side with firms to introduce them to the DBE certification process. Her efforts continue throughout the construction process, overseeing DBE subcontracts to ensure the goals are met or exceeded.

Education
Associate Degree
Sawyer College of Business, 1984

Years with Walsh
7 Years

Years in Construction Industry
17 Years

Reference
Susan Miles, Manager
Indiana Department of Transportation
Contract Compliance
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Frederick Lee, Owner
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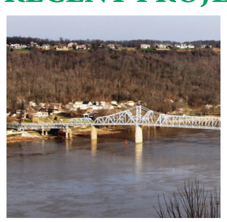
RECENT PROJECT EXPERIENCE



Milton/Madison Bridge, Madison, IN
Contract Value: $103,000,000
Owner: Indiana Department Of Transportation
Role: EEO Officer/DBE Coordinator

Brenda assisted the estimating staff with the solicitation and inclusion of DBE firms in the bidding process by providing a source for their questions regarding the project and how the DBE firms could become involved. The project is under construction, and is currently exceeding the DBE goals. This design-build project is a unique effort to replace the deteriorating, 81-year-old US 421 Ohio River Bridge between Milton, Kentucky and Madison, Indiana. The Kentucky Transportation Cabinet and the Indiana Department of Transportation launched the Milton-Madison Bridge Project to replace the existing bridge with a new bridge that is widened to 40 feet with two 12-foot lanes, 8-foot shoulders, and a 5-foot sidewalk on the downstream side of the truss.

I-69 White River to CSX, Washington, IN
Contract Value: $98,807,246
Owner: Indiana Department Of Transportation
Role: EEO Officer/DBE Coordinator

This project consists of a 10-mile section of the new I-69 Interstate through southern Indiana. The project is a "green field" project being constructed through farm fields, forest, and across wetlands. The project includes 26 bridges, 4,000,000 cubic yards of earthwork, and 300,000 square yards of PCCP. Brenda serves the role of EEO Officer/DBE Coordinator on this project, which is meeting all contract DBE and EEO goals.

Accelerate I-465, Indianapolis, Indiana
Contract Value: $92,000,000
Owner: Indiana Department Of Transportation
Role: EEO Officer/DBE Coordinator

This project is one of several contracts to reconstruct the aging I-465 system that circles Indianapolis, Indiana. The project included travel lanes, interchange modifications, and bridge replacements on I-465 from Airport Expressway to south of I-74. Project goals were to reconstruct an 11-mile corridor on the west side of Indianapolis between the I-70 interchange to just south of the 56th Street interchange. With the growth of Indianapolis and the increasing usage of this corridor, this project will expand transportation capacity, improve motorist safety and interstate access as will upgrade geometrics to current standards. Brenda serves the role of EEO Office/DBE Coordinator on this project which is nearing completion, and will meet the contract M/WBE goals, as well as all EEO goals.

Marcos Loizias, PE
Lead Engineer

JACOBS

PROFILE

Marcos will serve as Lead Engineer for the East End Crossing. He will provide overall design management, coordination, and technical leadership and will ensure the designs are completed in accordance with all design requirements. Marocs track record of success in the design and construction of many award-winning long-span bridges and tunnels will ensure a well-conceived, economical, and constructible design.

Marcos is a nationally-recognized bridge engineer with extensive experience in the design and construction of all types of steel and concrete long-span bridges (cable-stayed, girder, segmental), interchanges, and major viaducts. He has managed and performed preliminary and final designs, construction reviews, construction engineering, value engineering, and independent checking in 15 concrete and steel cable-stayed bridge projects, among them the award-winning Dames Point Bridge (1,300 foot center span), the Cooper River Bridge (1,550 feet), the Sidney Lanier Bridge (1,250 feet), the Cape Girardeau Bridge (1,150 feet), and the Maysville Bridge (1,050 feet). His tunnel experience includes cut-and-cover and mined/bored tunnels, including the Port of Miami Tunnel in Miami, FL, Bart Extension in San Francisco, CA and WMATA Blue Line Extension in Washington DC.

Education
M.S. Structural Engineering and Structural Mechanics
Cornell University, 1983

B.S., Civil and Environmental Engineering, Cornell University, 1981

Years with Jacobs
13 Years

Years in Design/Construction Industry
29 Years

License/Certifications/Registrations
PE: KY, IN, NY & 22 Other States

Reference
Pankesh Patel, PE, Project Manager
New Jersey Department of Transportation
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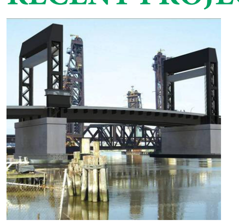
RECENT PROJECT EXPERIENCE



Route 7 Wittpenn Bridge, Kearny and Jersey City, New Jersey
Contract Value: $600,000,000
Owner: New Jersey Department of Transportation
Role: Principal Engineer: Engineer of Record for Contract 1 (River Works)

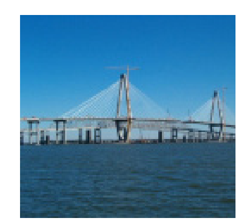
Marcos served as the Principal Engineer for the final design and plans for this 6,420-foot-long river crossing featuring an innovative steel orthotropic box girder main span over the navigation channel, flanked by east and west steel I-girder approach viaducts. The project includes four curved steel I-girder ramps, approach roadways, and retaining walls. Marcos developed the bridge concept for the vertical lift bridge and approach structures and provided technical supervision of all analyses and designs and managed the multi-discipline design team.

Route 36 Highlands Bridge, Boroughs of Highlands and Sea Bright, Monmouth County,
New Jersey
Contract Value: $135,000,000
Owner: New Jersey Department of Transportation
Role: Deputy Project Manager, Chief Engineer and Engineer of Record

Marcos was the Chief Engineer for the final design and construction support services for twin precast segmental concrete box girder bridges (each 1,610 feet long) built by balanced cantilever and supported on precast piers. The project also included segmental approach ramps, retaining walls, approach roadway and intersection improvements at each end, modifications to the existing Sandy Hook Park toll plaza, pedestrian/bicycle access paths on and off the bridge, and two pedestrian bridges. Marcos developed the bridge concept, directed the development of all analyses, designs and plan production, and managed the multi-discipline design team. The project was the recipient of numerous design awards.

Bandra Worli Sea Link, Mumbai, India
Contract Value: $174,000,000
Owner: Maharashtra State Road Development Corporation
Role: Project Manager and Lead Engineer

Lead Engineer for the final design, plans, and construction support services for a 2.6-mile long eight-lane, twin precast segmental concrete box girder bridges over the Arabian Sea. The bridge featured a 1,970-foot-long two-span (single tower) precast segmental concrete cable-stayed main span bridge built by balanced cantilever while the approach viaducts were built by the span-by-span method of construction with a launching gantry. The project also included urban interchanges and a toll plaza. Responsibilities included full construction management and construction services.



Replacement of the Cooper River Bridges, Charleston, SC
Contract Value: $550,000,000
Owner: South Carolina Department of Transportation
Role: Project Manager and Lead Engineer

Marcos was in charge of the preliminary design and design-build procurement services for the replacement of the existing twin truss bridges with a 7.2-miles-long high-level bridge across the Cooper River and Town Creek between Charleston and Mt. Pleasant. The project included a signature steel composite cable-stayed bridge with a center span of 1,550 feet high and low-level north and south approach viaducts, interchanges, and associated roadway in both cities. He managed a multi-discipline design team and was in charge of bridge designs, surveys and mapping, right of way and roadway plans, geotechnical studies including drilled shaft load tests, hydraulic studies, and re-evaluation of FEIS. He developed the concept for the steel composite cable-stayed bridge and reviewed the design-build contractor's design submissions.

Daniel Tassin, PE

Section 5: Lead Bridge Engineer

INTERNATIONAL BRIDGE TECHNOLOGIES

PROFILE

Daniel is President and Technical Director of International Bridge Technologies, Inc. (IBT), a bridge engineering firm headquartered in San Diego, California. He will serve as Lead Bridge Engineer for the river crossing. In this capacity, he will develop the key structural concepts and serve as the technical leader throughout the design and construction phases. Daniel's wealth of experience with similar types of design and procurement will ensure that all major considerations are properly addressed from the preliminary design through construction.

Daniel has over 39 years of comprehensive experience in the design and construction of major bridge projects throughout the world. He has been involved in the design and construction of both segmental concrete and cable-stayed bridges since their introduction to the United States, starting with his role as Design Representative on the Sunshine Skyway Bridge. He has been recognized for his leadership in the bridge community and for his numerous innovations and successful designs. He has worked primarily on design-build projects for the past two decades and has developed the design and management tools necessary to produce an efficient, constructible solution that successfully integrates construction methodologies into the final design.

Education
Advanced Degree, Prestressed Concrete Structures, Centre des Hautes Etudes de la Construction, Paris, France

Engineering Degree, Ecole Superieure des Travaux Publics, Paris, France, 1971

Years with IBT
12 Years

Years in Design/Construction Industry
39 Years

License/Certifications/Registrations
PE: NY, CA, OR, WA, OH, KY, DE, WV, AK, FL, BC, Ontario, Canada

Reference
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Vancouver, BC, V6E-4M3
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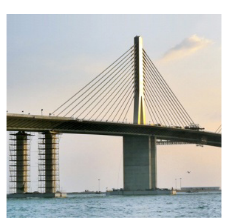
RECENT PROJECT EXPERIENCE



Hodariyat Bridge, Abu Dhabi, U.A.E.
Contract Value: $120,000,000
Owner: Tourism Development & Investment Corp.
Role: Technical Director

Daniel served as the Technical Director for detailed design and construction engineering of the Hodariyat Bridge, which will connect Abu Dhabi to Hodariyat Island. The 0.8 mile-long bridge provides six lanes of traffic and two walkways. It consists of a 118 foot-wide single cell concrete box girder with stiffening struts inside and outside the box. The 656-foot-long main span is supported by a single plane of stay cables. The 180-foot-long concrete approach spans are built by incremental launching, while the main spans are built in balanced cantilever with precast concrete segments. This project utilized the design-build delivery method.

Port Mann Bridge, Vancouver, British Columbia
Contract Value: $800,000,000
Owner: Transportation Investment Corporation, BC
Role: Deputy Chief Engineer

Daniel served as the Deputy Chief Engineer for detailed design of the 6,801-foot-long Port Mann Bridge in Vancouver, BC. The 213-foot-wide superstructure consists of two five lane decks, separated by a 32-foot median where the central pylons are located. Each roadway consists of a composite structure with steel edge girders and floor beams, with precast concrete panels. The approach spans consist of three parallel precast segmental box girders with cantilever construction over the water and span-by-span construction on land. Daniel is the Engineer of Record for the approach structures and portions of the cable-stayed main span.

Indian River Inlet Bridge, North Bethany, DE
Contract Value: $120,000,000
Owner: Delaware Department of Transportation
Role: Technical Director

Daniel was the Technical Director for the new design-build bridge that carries the SR1 Coastal Highway across the Indian River Inlet in Delaware. The roadway includes four lanes of traffic with shoulders, a 12 foot sidewalk and a sand bypass system. The cable-stayed main bridge is 1750-foot-long, with a 950-foot-long main span. The superstructure components include concrete edge girders, floor beams and a concrete slab. It is supported by two vertical planes of stay cables anchored in the edge girders.

A25 Crossing, Montréal, Québec
Contract Value: $150,000,000
Owner: Le Ministère des Transports du Québec
Role: Technical Director and Engineer-of-Record

Daniel served as the Technical Director for this detailed design and construction engineering of this P3 over the Rivière des Prairies, part of the A25 extension from Montréal to Laval. This bridge is comprised of a 918-foot composite main span and two 380-foot side spans. Daniel was the Engineer-of-Record for portions of the design and construction engineering.

Pitt River Bridge, Vancouver, British Columbia
Contract Value: $198,000,000
Owner: British Columbia Ministry of Transportation
Role: Technical Director and Engineer-of-Record

Technical Director and Engineer-of-Record for the detailed design of this 1,246-foot cable-stayed bridge with a 623-foot-long main span. The 148-foot-wide roadway allows for seven lanes of traffic with a bike path and has a provision for eight lanes of traffic in the future. The bridge superstructure consists of a steel-concrete composite deck supported by three planes of stay cables in a "harp" arrangement.

Brij Goyal, SE

Section 4: Lead Tunnel Design Engineer

JACOBS

Education
Ph.D., Structural Engineering, University of Dundee, Scotland, 1970

M.S., Structural Engineering, University of Roorkee, India (1963)

B.S., Civil Engineering, University of Roorkee, India (1958)

Years with Jacobs
1 Years

Years in Design/Construction Industry
41 Years

License/Certifications/Registrations
PE: MA (1993)

Reference
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Massachusetts Turnpike Authority
185 Kneeland Street
Boston, MA 02111
Phone: (617) 377-7105
Fax: (617) 377-0100
Anthony.duros@state.ma.us

PROFILE

Brij will be responsible for the geotechnical interpretation for design and tunnel design including construction of the East End approach tunnel bores, approach structures including support of excavation, retaining walls, portals, and the structural slab in the approaches.

Brij has over 30 years of tunneling experience for hard rock and soft ground conditions. His tunneling expertise includes cut-and-cover tunnels, tunnels constructed by New Austrian Tunneling methods (NATM) for soft ground and rocks that need immediate support during excavation, and short tunnels and rock caverns excavated by drill-and-blast methods. He has directed designs and supervised construction of tunnels using road headers and tunnel boring machines (TBM). Brij has participated in diverse roles from initial design to construction management. He was chief structural engineer for the Central Artery/Tunnel in Boston and project manager and project engineer for the major hard rock/soft ground tunneling projects for the Tunnel and Reservoir Plan (TARP) in Chicago.

PREVIOUS PROJECT EXPERIENCE

Central Artery/Tunnel (CA/T), Boston, MA
Contract Value: $14,600,000,000
Owner: Massachusetts Turnpike Authority
Role: Chief Structural Engineer

Brij managed the in-house personnel and subconsultants performing design and shop drawing review, coordinating with construction personnel, and performing quality assurance for this multibillion-dollar tunnel project. It included a seven-mile-long state-of-the-art, cut-and-cover tunnel design using slurry walls, ground freezing, NATM tunneling at the busy intersection of downtown Boston, and depressed highways. It also included jacked tunnels, immersed tube tunnels with multiple lanes for I-90 and I-93 expressways, bridges, surface arterial roads, ventilation systems, surface structures with sufficient redundancy for reliability, and infrastructure support facilities. The project included six multi-story ventilation buildings with the floor area of approximately 8,000 square feet each and a three-story traffic control building with an area of approximately 6,000 square feet.

Ville Marie Trench Covering Highway, Montreal, Quebec, Canada
Contract Value: $1,500,000,000
Owner: City of Montreal
Role: Project Manager

Brij has been the project manager and structural advisor on Ville Marie Trench Covering Highway feasibility studies for the city of Montreal. Jacobs is a sub-consultant on the project. The current phase of the work is essentially complete and waiting instructions from the City of Montreal for the final design.

Combined Sewer Abatemenet Program
Contract Value: $115,000,000
Owner: City of Fall River, MA
Role: Project Manager

Brij directed the design and preparation of contract documents for 35,500 linear feet of a 20-foot-diameter tunnel; one 25-foot-diameter work shaft; three eight-foot-diameter access and vent shafts; 17 drop shafts; one extreme weather event overflow structure; and 17 diversion structures for capturing, conveying and treating sanitary flow during dry weather conditions and combined sanitary and storm flow during rain storms. The project also included a number of large underground structures constructed by drill-and-blast methods and wastewater treatment plant improvements to increase its capacity to 106 million gallons per day.

Singapore Underground Road System (SURS), Singapore)
Contract Value: $2,700,000,000
Owner: Singapore Public Works Department
Role: Structural and Geotechnical Lead

Brij managed structural and geotechnical ring road around the business district of Singapore to solve traffic congestion problems. The project was similar to the Central Artery Project and included tunnels, bridges, surface roads, ventilation system with ventilation buildings, and traffic control buildings. There were five multi-story ventilation buildings and traffic control buildings each approximately 4,500 square feet.

Calumet Tunnel and Reservoir Plan (TARP), Chicago, IL
Contract Value: $200,000,000
Owner: Metropolitan Water Reclamation District of Greater Chicago
Role: Project Manager

The project included 12 miles of tunnels varying from 15 to 32 feet excavated diameter and 22 drop shafts varying from six feet to 32 feet excavated diameter in overburden and dolomite lime stone rock. Bris's responsibilities included preparation of construction documents, construction schedule, shop drawing review, quality assurance of design package, and management of subconsultants.

Brian Hoppel, PE
Construction Manager

WALSH

PROFILE

As Construction Manager, Brian is responsible for the overall design, environmental compliance, construction, quality management, project safety, DBE commitments, and project administration, including project start-up, staffing, and contract negotiation with subcontractors. He will oversee schedule requirements, cost accountability, and the establishment of management systems. It is his duty to successfully deliver this project to completion.

Brian has been selected as our Construction Manager for the East End because of his superior record of performance on design-build, major urban highway, and signature bridgework projects throughout his 20-year career. Brian has extensive construction knowledge coupled with an engineering background that is perfectly suited for design-build delivery.

For nine years, Brian has worked in the State of Indiana mainly on projects for the Indiana Department of Transportation. Brian has a proven track record of safely delivering quality projects ahead of schedule. His intimate knowledge of INDOT standards will prove invaluable on the East End Project.

Education
Bachelor of Science, Construction Engineering and Management
Purdue University

Years with Walsh
9 Years

Years in Construction Industry
20 Years

License/Certifications/Registrations
PE: FL
Walsh achieved AISC Certified Erector under his leadership
ASBI Certified Grouting Technician

References
Walter Land, Manager Major Projects
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Andrew J. Horstman,
Construction Manager
Volkert, Inc.
1428 Chestnut Street, Suite C
Chattanooga, TN 37402
Phone: (504) 214-0088
Fax: (423) 842-8630
andrew.horstman@volkert.com

John Pangallo, Project Manager
Indiana Department of Transportation
100 North Senate Avenue
Indianapolis, IN
Phone: (317) 234-5607
Fax: (317) 233-4929
jpangallo@in.dot.gov

RECENT PROJECT EXPERIENCE

Accelerate I-465 Program
Contract Value: $302,000,000
Owner: Indiana Department of Transportation
Role: Senior Project Manager

This fast-track, multi-year project is a combination of five contracts awarded to Walsh Construction to reconstruct aging I-465 that circles Indianapolis. This Major Moves project called for added travel lanes, interchange modifications, and bridge replacement on I-465 from Kentucky Avenue to south of 38th Street. With the growth of Indianapolis and with increasing usage of this corridor, this project will expand transportation capacity, improve motorist safety and interstate access, as well as upgrade geometrics to current standards. The project included 650,000 cubic yards of common excavation; 45,000 linear feet of pipe; 1,113,000 SYS of QC/QA pavement; 612,000 square feet of sound barrier; 470,250 square feet of MSE wall; 28,841 square yards of reinforced moment slabs; and 92,726 linear feet of barrier wall. Features included a continuously-slipped moment slab and coping that ranges in thickness from 12 inches to 30 inches. A soundwall was completed within one year, two years ahead of the originally intended three years, to construct decorative railing and concrete on the bridge's substructure and promenades, which also adds to the unique features of this project. Nearby residents benefited from added pedestrian crossings and noise barriers.

Milton Madison Bridge, Milton, KY and Madison, IN
Contract Value: $103,000,000
Owner: Indiana Department of Transportation
Role: Program Manager

This design build project is a unique effort to replace the deteriorating, 81-year-old US 421 Ohio River Bridge between Milton, Kentucky and Madison, Indiana. The 20-foot-wide road deck is obsolete and too narrow to handle present traffic. At 3,181 feet long, with two 10-foot lanes and no shoulder or sidewalk, the Kentucky Transportation Cabinet (KYTC) and the Indiana Department of Transportation (INDOT) launched the Milton-Madison Bridge Project in an effort to replace the bridge. The bridge will be widened to 40 feet with two 12-foot lanes, 8-foot shoulders, and a 5-foot sidewalk on the downstream side of the truss.

After a year of environmental studies and input from community, state and federal agencies, KYTC and INDOT determined that a method called "superstructure replacement" offered the fastest and most cost-effective way to build a safe new bridge, while having the least impact on the historic towns and the natural environment. Brian led the Walsh Team in providing innovative design and construction methods resulting in a 20% decrease in cost and a total of only 10 days of bridge closing during construction, rather than the anticipated 365-day closure.

Superstructure replacement involves building a new steel truss atop the existing piers, which will be brought up to modern standards. Using a method called "truss sliding," the new 2,426-foot-long truss will be moved along steel rails and plates and "slide" into place atop the existing piers, which will be rehabilitated. The new span is expected to be open to traffic in late 2012, making it the fastest modern-day bridge built across the Ohio River. The project was named one of the 2011 Top 10 Bridges by Roads & Bridges.

I-69 White River to CSX, Indiana
Contract Value: $99,000,000
Owner: Indiana Department of Transportation
Role: Program Manager

This project consists of a 10-mile section of the new I-69 Interstate through southern Indiana. The project is a "green field" project being constructed through farm fields, through forest, and across wetlands. Included in this project are 26 bridges, 4,000,000 cubic yards of earthwork, and 300,000 square yards of PCCP. Brian's role as Program Manager is to oversee all operational aspects of the project. He oversees the project to ensure that the project team has the proper resources to meet the owner's expectations.

I-465 Northwest Fast Track, Indianapolis, IN
Contract Value: $38,000,000
Owner: Indiana Department on Transportation
Role: Project Manager

The I-465 Fast Track Project called for the addition of travel lanes; replacement of the existing pavement; widening; construction of additional lanes to include a loop ramp in the northwest quadrant, and maintenance of traffic was performed through a variety of methods. Interchange ramps utilized temporary connections whenever possible. The project was completed 30 days ahead of schedule.

Pierre Morand

Bridge Construction Manager

VINCI CONSTRUCTION | GRANDS PROJETS

Education
Business Administration graduate of "Institut d'Administration des Entreprises" (D.E.S.S.), 1990

Engineering graduate of " Ecole des Ponts et Chaussées " , 1982

Engineering graduate Of the "Ecole Polytechnique", 1979

Years with VINCI
32 Years

Years in Design/Construction Industry
32 Years

Reference
Ministry of Infrastructures, Transportation and Networks
Panayotis Papanikolas, CEO
Gefyra SA, Rizariou 2,
152 33 Chalandri, Athens, Greece
Phone: +30 210 68.58.196
Fax: +30 210 68.58.786

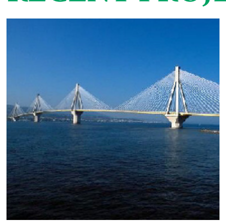
PROFILE

Pierre will be responsible for the construction of the cable stayed bridge on Section 5 of the East End Crossing.

He has worked internationally for the past 20 years in various management positions. He has an extensive knowledge of cable-stayed bridges from his role as Engineering and Construction Manager on the Rion-Antirion multiple-span cable-stayed bridge and from his bid management of the Chacao cable-stayed bridge in Chile. He worked most recently on the EKPPT project in Greece that was composed of various interchanges, bridges, and tunnels.

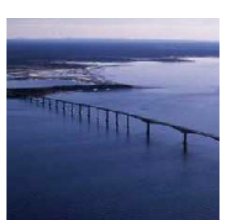
Pierre has more than 20 years experience in both technical and construction management of large infrastructure projects including bridges, tunnels, and interchanges. His ability to manage the interface with local and national agencies regarding releases and approvals for construction, as well as coordination with local citizens and the traveling public, brings significant value to the East End Crossing.

RECENT PROJECT EXPERIENCE



Rion Antirion Bridge, Greece
Contract Value: $870,000,000
Owner: Ministry Of Infrastructures, Transportation and Networks
Role: Technical Manager – Engineering and Construction Manager

The Rion-Antirion bridge across Rion Strait (9,450-foot-long bridge including 7,385 feet multiple-span cable-stayed bridge and a main span of 1,840 feet) is the world's longest multi-span cable-stayed bridge. It is built with gravity based foundations laying on reinforced soil at sea bed level (-213 feet) and has two approach viaducts. Pierre was the Technical Manager and then transitioned to the management of engineering and construction.



Confederation Bridge (Northumberland Strait Crossing), Canada
Contract Value: $559,000,000
Owner: Strait Crossing Development Inc.
Consulting Engineer: Buckland and Taylor
Role: Construction Manager

Construction of a bridge in prestressed concrete, across the strait between Prince Edward Island and New Brunswick. The eight mile project included a main bridge of 44 spans, each one 820 feet long, built in four heavy prefabricated components, with two access viaducts of 330-foot spans, built in prefabricated segments by the cantilever method. Pierre oversaw the main bridge fabrication yard and was responsible for the construction of the approach viaducts, with a work force of 1,500 and a staff of 140 at peak.

EKPPT (Elefsina-Corinth-Patras-Pyrgos-Tsakona) Motorway, Greece
Contract Value: $2,100,000,000
Owner: Ministry Of Infrastructures, Transportation and Networks
Role: Project Manager & Co-Administrator

This project included 175 miles of new roadway, including 32 miles of existing motorway to be upgraded, 14 million cubic yards of earthwork, 12 miles of tunnel, 70,000 square yards of main bridges, 330 crossings, 1,700,000 cubic yards of concrete.

Pierre was the Project Manager and Co-Administrator of this relevant Greek infrastructure project combining the best VINCI know how on geotechnical, design, tunnels, bridges with the VINCI concession's experience and financial support for financing. Pierre managed this project with ongoing innovation, cost and schedule efficiency, while maintaining high quality and safety goals. Through his efforts, VINCI maintains a long term relationship with the Greek Ministry of Infrastructures.

Frederic Sciblo

Section 4: Tunnel Construction Manager

VINCI CONSTRUCTION | GRANDS PROJETS

PROFILE

Frédéric will be responsible for construction of the twin 2,000-foot-long tunnels passing beneath US 42 and the historic Drumanard Estate of the East End Kentucky approach.

Frederic is a Project Manager with a 15-year track record of successfully delivering complex heavy civil engineering projects, many in joint venture. He is a champion of self-performed work and is experienced in managing complex interfaces on multi-million dollar contracts delivered in diverse cultural environments such as the A86 roadway tunnel in France, the Rion-Antirion Bridge, and the Maliakos-Kleidi roadway in Greece. At the ongoing Maliakos-Kleidi roadway construction, he led mobilization, design development and organization for the self-performed work for the project. He is currently Project Manager responsible for a $132M section that includes a tunnel and existing roadway replacement. He has built outstanding knowledge in terms of boring technology and rock excavation in urban sensitive areas. He is a technically astute and hands-on manager, driving productivity of heavy civil works to achieve schedule targets. He is an expert motivator of the teams he leads, caring for their safety and fair reward for shared achievements is of utmost importance to him.

Frederic's experience of turnkey contracts, his understanding of their constraints and purpose, his proven ability to continuously improve performance in construction, and his familiarity with permitting, environmental & historical concerns will bring significant benefits to the East End tunneling and civil works.

Education
Graduate Civil Engineer: ECOLE SPECIALE DES TRAVAUX PUBLICS, 1993

Years with Vinci
17 Years

Years in Construction Industry
22 Years

References
Marc Milosevic, Chief Technical Officer
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Phone: +30 2410 741440
mmilosevic@aegeanmotorway.gr

RECENT PROJECT EXPERIENCE

Rion Antirion Bridge (Harilaos Trikoupis Bridge), Greece
Contract Value: $870,000,000
Owner: Ministry Of Infrastructures, Transportation and Networks
Role: Construction Manager

The Rion-Antirion Bridge is a 9,450-foot-long bridge and is the world's longest multi-span cable-stayed bridge. Construction required up to 800 employees at peak. Taking into account means and methods of construction, Frederic's first responsibility involved the construction of the footing of the four piers inside the dry dock and then in place. He completed the deck segments prefabrication, the lifting and erection in place (including cables stays and finishing), managing 200 carpenters, and 200 steel ironworkers at peak. Frederic brings innovation and improvement techniques introduced at Rion Antirion Bridge, where the team developed techniques to simplify complex works and increase safety and productivity. Extensive first-run studies and mock-ups were carried out in the yard to test and train the workforce, resulting in record-breaking productivity. On this major inter-regions river project, Frédéric's efforts resulted in proactive public relations, on-time permitting, environ-

Maliakos-Kleidi, Greece
Contract Value: $1,300,000,000
Owner: Greek Ministry of Infrastructures, Transportation And Networks
Role: Tunnel Project Manager

The Maliakos Kleidi project, designed and constructed by VINCI, includes 150 miles of a tollway between the gulf of Maliakos and Kleidi town with three tunnels of 3.7, 2.5 and 1.3 miles. On this project, Frederic was Project Manager for design and construction, including civil, mechanical and electrical works for one tunnel. He proved his ability to optimize construction costs, respect traveling public safety, and reduce traffic disruptions.

SOCATOP - A 86 Paris West Motorway Vl2 Tunnel, Paris, France
Contract Value: $860,000,000
Owner: SOCATOP
Role: Construction Manager

Designed and built by VINCI, operated, maintained and delivered under P3, this "Duplex tunnel" is divided horizontally into two superimposed levels for traffic. This 3.4-mile-long single tube urban roadway tunnel was bored using Herrenknecht earth/slurry pressure equipment. This project also included bridges, underpasses, rock excavation near sensitive structures, safety and traffic management, three main interchanges connections, and five shafts for ventilation and emergency. Frederic was responsible for the construction of one interchange ($120M), connecting the main tunnel with the existing A86 road. He managed up to 250 employees at peak.

Martine Julia-Sanchez

Quality Manager

VINCI CONSTRUCTION | GRANDS PROJETS

PROFILE

Martine Julia-Sanchez will be the Quality Manager for the East End Crossing and work for the Proposer in an overall project management role.

As a Director of VCGP in the UK, Martine is responsible for developing integrated management systems (IMS) and construction quality processes and procedures for new construction programs. She will be a key member of the WBV Team, and will bring extensive experience of leading teams from bid stage through pre-contract and mobilization phase into construction delivery.

An inspirational leader by example, Martine successfully mobilized the JV team and established the IMS for the current $528M Lee Tunnel project in London, and has on-going responsibility for quality audits as the construction progresses. She undertook the same management role from tender to successful delivery of previous JV projects in the UK, including the $449M M1 J25-28 widening and the $158M Kincardine Upper Forth Crossing.

Martine has world-wide experience and in-depth understanding of all aspects of major civil projects delivered by multi-cultural teams. She has excellent knowledge of infrastructure proposals that encompass engineering and quality requirements.

Her proven experience, relevant knowledge, and ability to build effective systems for large teams from pre-construction to project delivery add considerable value to the ambitious and challenging East End Crossing Project.

Education
Graduate Engineer, Ecole Nationale des et Metiers d'Aix en Prvence

Years with Vinci
20 Years

Years in Construction Industry
20 Years

Reference
Roger Mitchell
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CH2M Hill
+44 7810 174633
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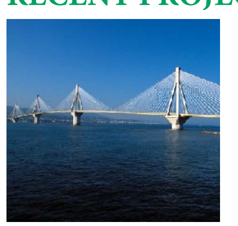
Liz Sheerin
Project Manager
Scott Wilson
+44 7747 631238
liz.sheerin@scottwilson.com

RECENT PROJECT EXPERIENCE



Rion Antirion Bridge, Greece
Owner: Ministry of Infrastructures, Transportation & Networks
Contract Value: $870,000,000
Role: Quality Manager

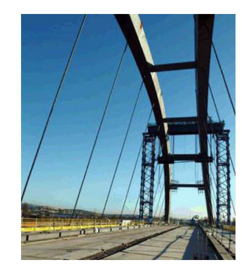
Martine served as the Quality Manager on the Rion-Antirion Bridge across Rion Strait (9,450-foot-long bridge including 7,385 feet multiple-span cable-stayed bridge and a main span of 1,840 feet), which is the world's longest multi-span cable-stayed bridge. Due to several unique engineering issues, the piers for this bridge were built with gravity based foundations on a reinforced soil-base at sea bed level (-213 feet) and has two approach viaducts. During construction, a structural Health Monitoring System with over 100 sensors was installed, providing around the clock surveillance of the structure. The bridge received the "2006 Outstanding Structure Award" from the International Association for Bridge and Structural Engineering.

M1 Widening from Juntion 25 to Juntion 28, Nottingham, England
Owner: Highways Agency
Contract Value: $443,000,000
Role: Safety, Sustainability and Systems Director

The project involved widening the motorway, upgrading it from a dual 3-lane to a dual 4-lane configuration, and complete reconstruction between junctions 25 (Derby / Nottingham) and 28 (Mansfield). This required ensuring the safety of work teams behind removable guide rails along the entire 14 mile worksite, reducing the speed limit to 50 mph and restricting the flow of traffic to three lanes of reduced width. The introduction of the extra lane will alleviate the traffic congestion on this section of the M1, which currently carries between 105,000 and 125,000 vehicles each day. The works include the installation of new drainage, gantries, signage, lighting and motorway communications, plus new concrete safety barriers on the central reservation. The 45 existing bridge structures will be widened, strengthened or replaced to accommodate the widened motorway. Martine was the Project Director involved in developing winning tenders and then leading teams from pre-construction through mobilisation and into delivery.

Lee Tunnel, London, England
Owner: Thames Water
Contract Value: $659,000,000
Role: Safety, Sustainability and Systems Director

Martine was the Safety Systems Director on this contract that called for the construction of a 4 mile tunnel for storm water and wastewater in east London. Located 180 feet to 248 feet below ground, the tunnel will have over 1 billion cubic feet of wastewater that is discharged annually into the River Thames by collecting it at its source. The contract also calls for the construction of deep shafts (between 65ft and 102ft diameter and up to 300ft deep using diaphragm wall construction), as well as supplying and installing the equipment and automation systems necessary for managing the effluents and lifting it more than 260 vertical feet.



Newport SDR, Wales
Contract Value: $80,000,000
Role: Quality Manager

This project included the construction of a 5 mile rapid transit dual carriageway with the enlargement of the existing roads and structures to standard gauge and a 640ft bowstring bridge over the Usk River. Martine oversaw the Quality Management system that integrated the SPV and CJV.

Second Severn Crossing, England
Contract Value: $500,000,000
Role: Quality Control Field Engineer

Design, construction, finance and operation of a 16,817ft long bridge system including a 3110ft cable-stayed bridge and 2 access viaducts. As a Quality Control Field Engineer, Martine was intimately involved in a challenging project that was built in an area where the tides are the highest in the world. Sophisticated methodologies were developed to avoid working in this tidal zone as much as possible, using massive precast caissons that were sunk into position at low tide. As an integral member of the Quality team, Martine was involved in all phases of the design and construction.

John E. Reid
Construction Quality Control Manager (CQCM)

PROFILE

As Construction Quality Control Manager, Mr. Reid will be responsible for initiating and overseeing the Quality Control Plan and Submittal Register and its upload into a Web-based project management system. He is assisted by a staff of quality control specialists and testing laboratories, will have authority on issues of construction quality; will manage the on-site shop drawing and submittal review process, and have responsibility for the three-phase control process for construction inspection and testing activities, pre-installation meetings and typical construction mockups. John will be responsible for coordinating the schedules of construction QC inspectors, testers and samplers with construction activities so as not to delay operations. Along with his team of consultants, he also assists the Project Manager during preconstruction phases in the review of design documentation.

Education
Associates Degree
Engineering Technology
Morrison Institute of Technology

Years with Walsh Construction
10 Years

Years in Construction Industry
15 Years

License/Certifications/Registrations
ACI Level I Field Testing Technician
IDOT Aggregate Technician
IDOT Level I PCC Technician
IDOT Level II PCC Technician
IDOT Level III PCC Technician
IDOT Hazardous Materials First Responder
Troxler Radiation Safety Certification
IL Certified Radiation Safety Officer
USACE COM Certification
National Highway Institute Mix Design Principals

Reference
William L. Trudeau
North Airfield Site Manager / Quality Assurance Manager
Harbour Contractors
O'Hare Modernization Program
(312) 656-1913
trudeau@omp-cm.com

RECENT PROJECT EXPERIENCE

Dan Ryan Expressway Reconstruction Program
Chicago, IL
Contract Value: $724,000,000
Owner: Illinois Department of Transportation
Role: Construction QC Manager

This program included eight lanes of freeway for six miles that expands to 16 lanes of freeway for four miles and includes almost two miles of an elevated bridge section leading into the heart of downtown Chicago. It included 11.47 miles of interstate construction through the south side of Chicago, with retaining walls, frontage roads, cross street bridge construction, and deep shafts to facilitate utility re-location. John, as Quality Control Manager, was responsible for implementation of the Quality Management Plan, coordination of QC activities with IDOT and construction operations, assignment and supervision of qualified testing and inspection personnel, review and observation of placement, sampling, testing and storing procedures, and review of daily reports and test backup.

O'Hare Modernization Program
Contract Value: $459,697,020
Owner: City of Chicago Department of Aviation
Role: Construction QC Manager

As the Construction Quality Control Manager for the large O'Hare International Airport Modernization Program (OMP), John has direct responsibility for 30+ Quality Control personnel including QC trade specialists/technicians, and the operation of an on-site aggregate, soils and concrete testing laboratory that meets the specifications and qualifications under necessary ASTM and AASHTO test methods. John coordinated 3 phase control activities (preparatory, initial, and follow-up) with contractors, including workplan and Inspection and Test Plan development, monitored materials and equipment installed by contractors, enforced quality standards through rigorous NCN and Corrective Action procedures, and ensured compliance with safety standards and contract requirements. These projects included construction of several new runways and taxiways at Chicago O'Hare International Airport as well as the construction of a new North Air Traffic Control Tower, Detention Basin Pump Station, a large-scale drainage ditch relocation, installation of new utility systems, and re-location of several active railway lines. All construction work, and all quality control activities were independently monitored by the OMP and the FAA

Midway Airport - Airside Pavement
Contract Value: $50,000,000
Owner: City of Chicago Department of Aviation
Role: Construction QC Manager

As Quality Control Manager for this project, John's duties included managing onsite lab for conformance to AASHTO, ASTM and FAA standards and formulating responses to Quality Assurance issues, as well as the coordination of all testing and inspection personnel. The project involved the demolition of the existing terminal building, parking lots, and apron pavement, and replacement with new PCC apron pavement and all associated support utilities. Development and implementation of the Quality Plan, as well as coordination of all QC activities with the Owner's Representative, were included in John's responsibilities.

PREVIOUS EMPLOYER EXPERIENCE

GME Consultants, Inc.
Role: Quality Control Manager/Senior Materials Technician

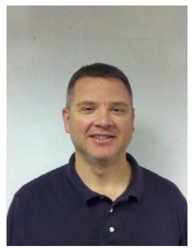
As QC Manager and Senior Materials Technician, John's responsibilities included soil and aggregate testing, structural steel inspection including welded and bolted connections, material testing of light weight, normal, high strength and roller compacted concrete and CTPB, fireproofing, bituminous paving and special testing. John also reviewed daily field reports and test results, reviewed and submitted concrete and asphalt laboratory test results, and reviewed and compiled all test data.

Courtney Norris, PE

Construction Quality Manager

WALSH

PROFILE



Serving as the Construction Quality Manager, Courtney manages the QA/QC team, developing a project specific QA/QC plan to ensure that installations are planned, coordinated, and executed per the contract documents to comply with the project specifications, safety program, manufacturers standards, industry best practices, and project commissioning plan. Courtney will oversee the process of integrating testing procedures and compiling all required documentation, to dovetail the project's execution of the QA/QC plan into the Commissioning process.

As part of delivering a quality project, as Construction Quality Manager, Courtney will also manage the Method Of Procedure process to plan out critical work that has been identified as impacting existing systems or environments, minimizing risks to owner operations.

Education
Master of Engineering
Case Western Reserve University

Bachelor of Science
Civil Engineering
Case Western Reserve University

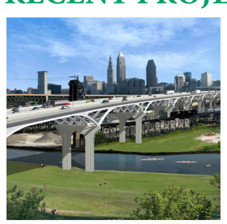
Years with Walsh
1 Years

Years in Construction Industry
19 Years

License/Certifications/Registrations
PE: OH

Reference
Kirk Gegick, Project Engineer
Ohio Department of Transportation
1980 W. Broad Street
Columbus, Ohio 43223
Phone: (216) 452-5930
Kirck.Gegick@dot.state.oh.us

RECENT PROJECT EXPERIENCE



I-90 Cleveland Innerbelt Bridge
Cleveland, Ohio
Contract Value: $288,000,000
Owner: Ohio Department of Transportation
Role: Construction Quality Control Manager

The I-90 Innerbelt Bridge Project includes construction of a new I-90 westbound bridge over the Cuyahoga River. The new westbound bridge will be 4,247 feet long and will stand about 120 feet over the Cuyahoga River Valley at its highest point. The existing I-90 bridge will remain open while the new bridge is constructed. When the new westbound bridge is complete, it will be used to carry both directions of traffic while the old I-90 bridge is demolished and a new eastbound bridge is designed and built. Once the new eastbound bridge is complete in 2016, each bridge will carry five lanes of traffic. By constructing two bridges, ODOT is able to maintain traffic on I-90 – a vital link into Downtown Cleveland.

As the Quality Control Manager, Courtney developed and implemented a Quality Management Plan that ensure that all elements of the work comply with the requirements of the contract documents and that all materials incorporated into the work will satisfactorily perform for the intended purpose. He is responsible for the construction inspection, testing, and associated documentation of all work to ensure compliance with project specifications. Courtney coordinates inspection and testing services with owner's representatives and the Independent Quality Firm, he serves as the single point of contact and liaison on all quality control matters for ODOT and the Independent Quality Firm, and performs quality checkpoint reviews to ensure conformance of all work.

PRIOR PROJECT EXPERIENCE

State Route 49, Salem Avenue Bridge Replacement, Dayton, OH
Contract Value: $7,000,000
Owner: Ohio Department of Transportation
Role: Project Manager/Engineer (Contractor)

Courtney served as Project Manager on this prototype project to construct the largest composite bridge in the United States. The work included the removal of the existing concrete deck and sidewalk, and replaced it with Fiber Reinforced Polymer (FRP) panels. The pre-fabricated 8' x 48' x 8" panels were provided by 4 separate suppliers. Each supplier's panel had unique characteristics that impacted the installation method and the retrofit process of the existing structural steel. Courtney assisted in overseeing the installation of strain gauges on the bridge so that the University of Cincinnati could monitor the behavior of the structure and analyze each supplier's performance for future use. Similar analytical methods will be utilized on the East End Crossing to assist with the operation and maintenance functions.

Euclid Corridor, Cleveland, OH
Contract Value: $22,000,000
Owner: Greater Cleveland Regional Transit Authority (GCRTA)
Role: Project Engineer (Owner's Quality Control Representative)

First phase (of four) to construct dedicated bus lanes along a 6 mile stretch of Euclid Avenue, connecting downtown Cleveland with University Circle. Euclid Avenue is a major high traffic volume urban artery in Cleveland. As QC Representative, Courtney oversaw the complete reconstruction of existing Euclid Avenue, including the relocation of all existing utilities, sidewalk, and signalization. In addition to the addition of the dedicated bus lanes, the GCRTA station platforms were also constructed along the median of Euclid Avenue. Aesthetic enhancements included decorative curbing, sidewalk, tree planters, and cross walks.

Pettibone Road Reconstruction, Solon, OH
Contract Value: $14,000,000
Owner: City of Solon, OH
Role: Project Construction Engineer (Owner's Quality Control Representative)

Full reconstruction of 3 miles of Pettibone Road that included widening and re-alignment, and signalization improvements. Due to utility conflicts and extremely soft subgrade conditions, a change order was negotiated between the owner and contractor to re-sequencing the project phasing to facilitate a timely completion. As the Owner's QC Representative, Courtney was directly involved in daily directives regarding subgrade soil remediation and drainage design changes that were required throughout the project limits prior to installation of the flexible pavement roadway and surface.

Bruce Peterson
Design Quality Control

JACOBS

Education
Bachelor of Science, Civil Engineering, University of Minnesota
Minneapolis, MN, 1985

Years with Jacobs
26 Years

Years in Design/Construction Industry
26 Years

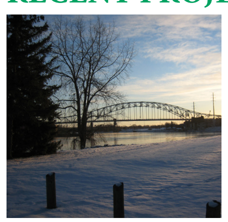
License/Certifications/Registrations
Professional Engineer, MN, WI, NY

Reference
Keith Farquhar, PE
Minnesota Department of Transportation
Bridge Design-Build Unit Leader
3485 Hadley Ave. N
Mail Stop 610
Oakdale, MN 55128-3307
Phone: (651) 366-4459
Fax: (651) 366-4497
keith.farquhar@state.mn.us

PROFILE

Bruce's experience includes managing and performing design and plan preparation of preliminary and final plans for major highway and bridge projects through design-build and design-bid-build delivery. His relevant roles have included Construction Quality Manager for the I-494 improvements, Project Manager for project scope and preliminary engineering/visual quality and design oversight of the Hastings Bridge, and Bridge Design Manager for Hiawatha Light Rail Transit projects. Bruce has also served as a liaison between the designer and the resident engineer for rehabilitating the Skyway Bridge in Chicago. In addition, he is Jacobs's Minneapolis Office Quality Manager conducting project audits and managing office quality processes.

RECENT PROJECT EXPERIENCE



Hastings Bridge Design-Build Preliminary Engineering/Visual Quality
Hastings, MN
Contract Value: $225,000,000
Owner: Minnesota Department of Transportation
Role: Project Manager

The services narrowed the alternatives from four to a preferred alternative for replacing the Hastings Bridge over the Mississippi River. Bruce led detailed study of potential rehabilitation of the existing river bridge, initial screening and preliminary design for a cable stayed replacement structure, roadway profiles, hydraulic studies, and input to the visual quality process, bridge design criteria, concept refinement report, and design-build RFP support. Bruce's responsibilities included quality control checks of bridge design calculations and plan, and assisting the Bridge Design Manager to complete the project.

I-494 Design-Build, Hennepin County, MN
Contract Value: $135,000,000
Owner: Minnesota Department of Transportation
Role: Construction Quality Manager

The project consisted of reconstructing approximately eight miles of I-494 on the original alignment with the addition of one lane in each direction, reconstructing five side roads and ramps affected by the I-494 widening, 12 bridge replacements, and reconstructing ramps and frontage roads along approximately 1 mile of I-394 near Ridgedale Shopping Center. Key milestone dates for traffic phasing and construction staging were achieved throughout the project. During the de-

Construction Quality Manager and was responsible for the overall construction quality of the project. He performed audits and directed construction quality assurance activities. In many cases specific interchange ramps were open to traffic early to facilitate improved traffic flow on local streets. The project met all contract dates for substantial and final completion. The project was completed on budget with zero claims.

Alexander Hamilton Bridge, New York City, NY
Contract Value: $225,000,000
Owner: New York State Department of Transportation
Role: Senior Engineer

Bruce conducted quality control/assurance checks for the rehabilitation of the Alexander Hamilton Bridge which included 16 bridges on the Cross Bronx Expressway, and Coordinating Consultant for the entire CBE corridor rehabilitation projects. Jacobs provided detail final design and preparation of construction documentation for rehabilitating the main 505-foot span arch bridge over the Harlem River, replacing the complete deck of the 1,530-foot-long main bridge, replacing the tightly curved Ramp TE over the west approaches of the main bridge, and rehabilitating the connecting ramps between the Cross Bronx Expressway (I-95) and the Major Deegan Expressway (I-87).

Hiawatha Light Rail Transit Corridor, Minneapolis to Bloomington, MN
Contract Value: $225,000,000
Owner: Minnesota Department of Transportation
Role: Bridge Design Manager

This project required design and construction of the 11.6-mile transit system. The project included design and construction of all civil works (excluding airport tunnel), trackwork, LRT systems (traction power, signals and communications), traffic control/management systems, an operation and maintenance facility and 15 passenger stations. Our primary roles included lead responsibilities for structural design of bridges and walls, traction power and overhead catenary systems, and overall system design quality assurance. As the Bridge Design Manager, Bruce led the bridge design group and was responsible for the overall quality of the bridge calculations and plans reviewing each package before submission.

Michael Lawler, CSP
Safety Manager

PROFILE

Michael is responsible for the implementation of company safety policies and procedures as part of an effective Safety Program to minimize or eliminate personal injuries and/or property damage on jobsites. He supervises a staff of safety professionals for all of Walsh's projects in the Midwest and Northeast areas of the United States. Michael and his staff conduct regular safety meetings with all personnel involved with the project, perform safety inspections, and ensure compliance to meet industry standards. Michael also performs accident investigations, monitors all subcontractors' insurance compliance, and manages Worker's Compensation insurance.

Education
Bachelor of Science
Occupational Safety
Illinois State University, , 1993

Morton College, Associate of Science (Business)1991

Years with Walsh
7 Years

Years in Construction Industry
20 Years

License/Certifications/Registrations
CSP (Certified Safety Professional) by Board of Certified Safety Professionals
Authorized OSHA 10 & 30-Hour Trainer
Competent Person for excavation and lead activities and excavation
Certified Crane Safety Trainer by Crane Operator Certification Authority (COCA)
Completed 40 Crane Operators Course with Local 150 of the International Operators
ATSSA (MUTCD) Certified Traffic Supervisor

Reference
Michael Differding
Inderpendent Mechanical Industries, Inc.
Safety Director
4155 North Knox Avenue
Chicago, IL 60641
Phone: (773) 447-3730
mdifferding@independentmech.com

RECENT PROJECT EXPERIENCE

Thornton Composite Connecting Tunnels & Gates, Thornton, IL
Owner: Metropolitan Water Reclamation District
Contract Value: $200,000,000
Role: Senior Safety Manager

The project connects the existing Calumet Indiana TARP Tunnel at the existing construction shaft to the Thornton Composite Reservoir. The project elements include a concrete lined tunnel, a concrete reinforced wet well shaft, four vertical lift wheel gates with two jet flow gates, one maintenance bulkhead, and bifurcated tunnel conduits with steel liners. Michael has effectively managed the safety program for this project from the preconstruction evaluations through construction operations.

Amelia Earhart Bridge, Atchison, KS
Owner: Kansas Department of Transportation
Contract Value: $61,000,000
Role: Senior Safety Manager

Replacement of the U.S. 59 Amelia Earhart Bridge over the Missouri River between Atchison and Buchanan County, Missouri. The existing two-lane bridge will be replaced with a ¾ mile long four-lane bridge structure that will have tied steel arch for the main span. The new facility will be safer, consistent with current design standards and help to accommodate and sustain economic development within the area. Michael oversaw the implementation of the safety, fire prevention, and first-aid programs throughout the project and and maintained working relationships with project management, contractors/subcontractors and insurance carrier representatives.

Dan Ryan Expressway Reconstruction, Chicago, IL
Contract Value: $724,000,000
Owner: Illinois Department of Transportation
Role: Senior Safety Manager

Walsh was the general contractor for the expressway that included eight lanes of freeway for six miles that expands to 16 lanes of freeway for four miles, and includes almost two miles of an elevated bridge section leading into the heart of downtown Chicago. It included over 11 miles of interstate construction, with retaining walls, frontage roads, cross street bridge construction, and deep shafts for utility relocation. Mike managed the overall project safety program for all construction which was performed while maintaining existing traffic flows. Extensive, complicated maintenance of traffic procedures were carefully coordinated with the construction and active subway rail system that runs down the middle of the Dan Ryan Expressway.

Cannelton Hydroelectric, Hawesville, KY
Contract Value: $192,000,000
Owner: American Municipal Power Inc.
Role: Senior Safety Manager

The Cannelton Hydroelectric Project is located on the Kentucky side of the existing USACE Cannelton Locks and Dam facility on the Ohio River. The site is located approximately 10 miles southeast of Tell City, IN and 25 miles northeast of Owensboro, Kentucky. The Project will divert water from the locks and dam through a powerhouse to generate an average annual output of approximately 390 GWh. The powerhouse will house three horizontal Kaplin bulb type turbines and generating units with an estimated total rated capacity of 84 MW. Each turbine produces 130 GWh Per year. The maximum gross head at this plant is approximately 25 feet. Michael is the Senior Safety Manager for this project, and was responsible for the implementation of a detailed and complex project safety program for a private owner.

Milton/Madison Bridge, Madison, IN
Contract Value: $103,000,000
Owner: Indiana Department Of Transportation
Role: Senior Safety Manager

This design-build project, currently under construction, is a unique effort to replace the deteriorating, 81-year-old US 421 Ohio River Bridge between Milton, Kentucky and Madison, Indiana. The Kentucky Transportation Cabinet and the Indiana Department of Transportation launched the Milton-Madison Bridge Project in an effort to replace the existing bridge. The bridge will be widened to 40 feet with two 12-foot lanes, 8-foot shoulders, and a 5-foot sidewalk on the downstream side of the truss. Michael is the Senior Safety Manager for this project, and is responsible for the implementation and oversight of the safety program on this project.

Gina Morris, PG
Environmental Compliance Manager

THIRD ROCK CONSULTANTS

PROFILE

Gina Morris, PG, Third Rock Consultants project administrator and professional geologist, is a highly respected environmental professional with a diverse background in environmental assessment, permitting, and mitigation. Her expertise with federal and state environmental regulations has been demonstrated on a wide variety of projects, including highways, commercial and industrial site developments, municipal reservoir projects, and others. She has more than 35 years of experience with NEPA documentation and environmental permitting, and was responsible for environmental compliance on all Kentucky Transportation Cabinet (KYTC) projects for many years. Prior to joining Third Rock, she was Assistant Director of the KYTC Division of Environmental Analysis, where she was responsible for environmental compliance and permitting on all highway projects. Gina is also a Professional Wetland Scientist with extensive experience in wetland and stream assessment, permitting, and mitigation design and monitoring. As a consultant for the past 11 years, she has managed many successful environmental documentation, permitting, and mitigation projects for the Kentucky Transportation Cabinet, the Kentucky Finance and Administration Cabinet, and other clients.

RECENT PROJECT EXPERIENCE

Permitting and Stream Restoration
Gina has extensive experience with environmental permitting for stream and wetland impacts throughout Kentucky. She has prepared and coordinated Section 401 and Section 404 permit applications for hundreds of transportation projects, many of which included special conditions for minimizing impacts to environmentally sensitive features. She has prepared detailed stream assessments and compensatory mitigation plans to support permitting efforts. Her expertise with permitting regulations and requirements has been demonstrated on a wide variety of projects. She has also provided construction oversight to ensure that environmental commitments are met during construction and projects are constructed as designed.

In 2010 Gina was responsible for environmental permitting for the Milton-Madison Bridge replacement project on the Ohio River between Milton, Kentucky and Madison, Indiana. She prepared and coordinated the US Army Corps of Engineers 404 Individual Permit, 401 Water Quality Certification permits from the Indiana Department of Environmental Management and Kentucky Division of Water, and Floodplain Construction Permits from the Indiana Department of Natural Resources and Kentucky Division of Water. Permits for the Milton-Madison Bridge project were approved in less time than normally required, although numerous environmental conditions were involved.

Education
Master of Science, Geology
Eastern Kentucky University

Bachelor of Science, Geology
Eastern Kentucky University

Years with Third Rock Consulting
7 Years

Years in Environmental Industry
37 Years

License/Certifications/Registrations
Professional Geologist, Kentucky, #360
Professional Wetland Scientist, Society of Wetland Scientists, #590
Tennessee Department of Environment & Conservation Level I Certification in Erosion Prevention & Sediment Control, #117803

Reference
David Waldner, PE
Director, Division of Environmental Analysis
Kentucky Transportation Cabinet
200 Mero Street, 5th Floor
Frankfort, KY 40622
(502) 564-7250
david.waldner@ky.gov

Susan Bush
Commissioner of Environmental Quality
Lexington Fayette Urban County Government
200 East Main Street, 9th Floor
Lexington, KY 40507
(859) 425-2800
sbush@lfucgcom

Dave Harmon
Ecology and Permitting Branch Manager
Division of Environmental Analysis
Kentucky Transportation Cabinet
200 Mero Street, 5th Floor
Frankfort, KY 40622
(502) 564-7250
dave.harmon@ky.gov

Gina has spent many years studying the hydrogeology of streams as a professional geologist. She has prepared detailed stream assessments using EPA's Rapid Bioassessment Protocol, USACE's Eastern Kentucky Stream Protocol, and other methods. She has assisted clients with avoidance and minimization of stream impacts and guided them through all phases of the permitting process. In addition to permitting, for projects with unavoidable stream impacts she has developed mitigation plans, designed stream restoration, supervised construction, and conducted post-construction monitoring studies. Her expertise with stream restoration has been demonstrated on projects such as Bolts Fork in Boyd County, Frozen Creek in Breathitt County, Upper Fork Trace Creek in Boyd County, tributaries of Laurel Creek in Elliott County, Cassidy Creek in Fleming County, and Lee's Branch in Woodford County. The latter is used by USACE as an example of a well-designed and constructed restoration. She has also been responsible for the evaluation of remedial needs for stream and wetland mitigation projects, including hydrologic modifications, additional tree planting plans, invasive species eradication, and in-stream structure alterations.

US 60 Bridge over the Tennessee River (Livingston - McCracken Co. KY)
In addition to permitting for the bridge replacement, Gina was responsible for the preparation of all environmental documentation, which included a mussel survey. Third Rock subsequently relocated over 40,000 mussels from a bridge pier location to an appropriate site selected 0.7 mile upstream of the bridge.

KY 22 Bridge over the Kentucky River at Gratz (Henry - Owen Co. KY)
Gina managed Third Rock's involvement in the preparation of the permitting documentation and permit applications for the Gratz Bridge replacement project, in addition to preparing all of the environmental studies and the NEPA document.

Prior Professional Experience
Gina's professional career has included a variety of environmental science applications. She worked in the Kentucky Transportation Cabinet's (KYTC) Division of Environmental Analysis from 1975 to 2001 in various capacities, including environmental permitting and mitigation, NEPA documentation, and project management. As Assistant Director of the Division, she was responsible for environmental compliance on all KYTC projects.

In 2001, Gina joined Palmer Engineering, where she was Director of Environmental Services. She has been a Project Manager at Third Rock since 2005.

Vincent Meyer

Operations and Maintenance Manager

Education
Master's Degree, Civil Engineering
Ecole Centrale de Lyon (France)

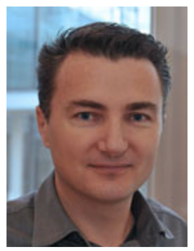
Years with Vinci
9 Years

Years in Construction Industry
16 Years

License/Certifications/Registrations
French Association of Civil Engineering, French Association of Tunnels and Underground Works, AFGC and AFTES have shared activities with PIARC – World Road Association

Reference
Chip Meeks
Georgia Department of Transportation, P3 Division
cmeeks@dot.ga.gov
Phone: (404) 631-1300

PROFILE



Vincent has more than 16 years of experience in design, construction, operation, and maintenance of major transportation infrastructures. He will coordinate with the design and construction team from the beginning of the procurement process to ensure that the project is designed and constructed with long-term maintenance in mind.

Vincent is currently in charge of VINCI Concessions' technical department for P3 projects development. His recent experience on P3 proposals includes: Georgia DOT's West by Northwest Corridor, a managed lane project (toll concession project, 60 years); privatization of highways and bridges in Turkey with 1,242 miles of roadway and a major O&M risk to be managed (Brownfield acquisition, for 25 years, including the two major suspended bridges on the Bosphorus channel, each of them with central span over 3,000 feet).

Vincent also served as maintenance manager in charge of the eastern part of the ASF network in France (624 miles of highways with 2,000 civil works structures) from 2008 to 2011, where he was responsible for the entire Capital Maintenance Program with an annual budget exceeding $40 million and a dedicated team.

His successful experience in O&M in addition to design, construction, and implementation of ISO 9001 and ISO 14001, provide assurances that he will develop and manage the optimum O&M organization for the East End Crossing Project.

RECENT PROJECT EXPERIENCE

West by Northwest Project, Atlanta, GA
Contract Value: $1,200,000,000
Owner: Georgia Department of Transportation
Role: Operations and Maintenance Manager

Vincent joined the West by Northwest Development Partners team in July 2011 (Authorized Representative was Sid Florey), for the definition of the O&M organization for this $1.2B DBFOM project. He worked with the designer and contractor on ITS and ETCS design, defining the functional requirements for the systems to operate smoothly and permanently securing the revenue collection. Similar to the East End Project, the WxNW was a DBFOM project with a long-term concession period requiring the construction of flyover bridges and 21 miles of new toll lanes. Life cycle costs and maintenance considerations were proactively addressed throughout design.

ASF Highway Network, South of France Toll Concession
Contract Value: $40,000,000
Owner: French Ministry of Ecology
Role: Head of the Heavy Maintenance Department

Vincent served as maintenance manager in charge of the eastern part of the ASF network (624 miles of highway with 2,000 civil works structures). He was responsible for the entire Capital Maintenance Program with an annual budget exceeding $40 million with a dedicated team of six engineers, with supervisors and technicians specialized on roadway maintenance, including pavement inspections and repair, structural inspections, monitoring, and heavy maintenance, safety equipement maintenance, and maintenance and upgrade of environmental devices. Vincent led the certification process for his unit, to be awarded in 2011 the ISO 9001 and ISO 14001 certification. Similar to the East End Crossing, this project included O&M activities on significant highways and major structures while maintaining safety for drivers and workers.

Mark Hedrick, PE

Utility Manager

PROFILE

As an Assistant Project Manger with Walsh, Mark supervises on-site work forces and manages daily field operations. This includes management of project timelines, development of progress reports for owner meetings, and coordination/supervision of contractors. He monitors materials and equipment installed by contractors, enforces quality control, and ensures compliance with safety standards and contract requirements.

Education
B.S. in Civil Engineering – Fenn College of Engineering & Cleveland State University, 1997

Years with Walsh
8 Years

Years in Construction Industry
15 Years

License/Certifications/Registrations
Professional Engineer - Ohio

Reference
Cleveland Public Power
Greg Horodyski, Consulting Engineer
1300 Lakeside Avenue
Cleveland, OH 44114
Phone: (216) 664-3922
ghorodyski@cpp.org

First Energy Corp.
Brian Thompson
SR Distribution Specialist
6896 Miller Road
Brecksville, OH 44141
Phone: (800)633-4766
bthompson@firstenergycorp.com

RECENT PROJECT EXPERIENCE

I-90 Cleveland Innerbelt Bridge, Cleveland, OH
Contract Value: $288,000,000
Owner: Ohio Department of Transportation
Role: Assistant Project Manager

Mark is the Assistant Project Manager for this design-build project that includes construction of a new I-90 westbound bridge over the Cuyahoga River. The new westbound bridge will be 4,247 feet long and will stand about 120 feet over the Cuyahoga River Valley at its highest point. The existing I-90 bridge will remain open while the new bridge is constructed. When the new westbound bridge is complete, it will be used to carry both directions of traffic while the old I-90 bridge is demolished and a new eastbound bridge is designed and built. Once the new eastbound bridge is complete in 2016, each bridge will carry five lanes of traffic. By constructing two bridges, ODOT is able to maintain traffic on I-90 – a vital link into Downtown Cleveland. Mark was actively involved during the proposal phase, and assisted with identifying potential utility issues. He worked with the project designers to ensure that the new design made the appropriate allowances to eliminate or minimize any impacts during construction. As work progressed, Mark supervises the work by any outside utilities, as well as Walsh workforces, for any utility relocation/new installation.

I-70 "Super 70" Design-Build, Indianapolis, IN
Contract Value: $178,000,000
Owner: Indiana Department of Transportation
Role: Assistant Project Manager

Mark served as the Structures Superintendent on this $178M design-build project that included removal and replacement of concrete pavement, widening and increasing vertical clearances of 28 bridges, construction of two new bridges, reconstruction of six ramps and the removal/replacement of existing pipe and drainage structures. This six-mile section of roadway has an annual average daily traffic (AADT) of approximately 180,000 vehicles and was the largest design-build project in Indiana. The project was completed ahead of schedule due in part to an extensive pre-construction effort to identify and mitigate all potential utility conflicts. Mark was responsible for this effort, and continued to oversee all utility relocations while he supervised construction.

Preliminary Project Baseline Schedule (4.1.4)

PRELIMINARY PROJECT BASELINE SCHEDULE

This narrative report is submitted in accordance with Section 4.1.4 of the project's 'Technical Proposal Instructions' and the 'Narrative Reports' requirement referenced by INDOT's 'Recurring Special Provision 108(c)-2.15".

OVERALL PLAN TO COMPLETE THE PROJECT

The WVB East End Partners' (WVB) developed a Preliminary Project Baseline Schedule (PPBS) through an iterative process during the development of the WVB proposal. Alternative Work Breakdown Structures (WBS) were developed and reviewed to determine a fitting preliminary outline that would accurately reflect the entire project's scope and provide a sensible and accurate tool for planning the East End Crossing project through completion.

CONTRACT ADMINISTRATION

IFA has provided a detailed outline of requirements that if followed, will ensure this project gets built in a manner that will meet the expectations of all the local stakeholders. Our schedule incorporates critical requirements to essentially provide a summary checklist for IFA & WVB as we meet each of the requirements for obtaining NTP1, Commercial Close, Commencement of Design Work, Financial Close, NTP2, and the Commencement of Construction. These significant deadlines, as listed in Form N of the WVB proposal, represent a collaborative commitment on the behalf of all our team's members.

SATISFYING NTP1 REQUIREMENTS: WVB has put together concise preliminary DBE and Worksite Diversity & Small Business Enterprise Performance Plans that are proven to be effective through numerous past efforts working on design-build contracts throughout the world and from our local experience working on INDOT projects. During the 30-day window from when the Preferred Proposer is announced to when we reach the Agreement Execution, we will take full advantage of additional coordination with IFA to fully develop our Performance Plans to meet the expectations of IFA's review team.

COMMENCEMENT OF DESIGN: WVB has developed a nearly complete Project Management Plan (PMP) within the Appendices of the proposal. Final approval of the WVB PMP and DBE Performance plans represent the most critical requirements for IFA to issue the Commencement to begin Design Work within 30 days of NTP1.

WVB is able to build upon our proven, past experiences developing similar plans. The time and personnel investment we made to develop these plans displays a commitment on our behalf to get this project moving towards design approvals as efficiently as possible.

Though our PMP is effectively ready to go, we will need an immediate coordination effort with IFA once identified as the Preferred Proposer. We have assumed a typical IFA review period for the PMP of 28 days in our Preliminary Baseline Schedule. This leaves a mere 2 days to submit the PMP following IFA issuing NTP1. Review times for IFA's initial review, incorporation of comments, and a secondary review are also accounted for but with fast-track durations that are required in order to get to NTP1 as required.

Finally, the Design Workshop and identifying the Design Units are a key priority that have to be scheduled immediately following issuing of NTP1 so that the Design Review Plan and Schedule can be incorporated into the PMP. With an immediate and collaborative effort, we will work closely with IFA to ensure we are prepared to begin Design Work by 1/19/13.

MEETING FINANCIAL CLOSE: Financial Close is expected to occur by April 1, 2013. The process to achieve this milestone is fully outlined within Volume 1 of WVB's bid proposal.

SATISFYING NTP2 REQUIREMENTS: Beyond the critical design requirements of satisfying NTP2 comes a number of other key submittals and coordinated efforts that must be completed. Many of these have already been partially or fully developed throughout the proposal process. WVB is confident in our ability to satisfy each of the listed requirements but makes specific note of the requirements to establish a temporary and permanent field office. Establishing an office location and preparing the facility will be key in the satisfaction of all the critical stakeholders in this project and therefore, critical to the overall project's success. As noted in our proposal, we have already identified a location to support the project team throughout the project's duration. Having the permanent project office ready to go was a critical decision that was made to ensure the project gets started as quickly as possible and with minimal interim interruption.

COMMENCEMENT OF CONSTRUCTION: Starting construction on June 3, 2013 runs through getting approved design submittals. Primarily, the Temporary Traffic Control Plan, early Design Units for MOT Phase IA, Erosion Control Plans(to include Access/Egress design) and the accompanying approvals for the Rule 5 environmental permit submittals.

Other significant requirements include Part B sections of the PMP, the Quality Plan for construction operations, and the Blasting and Vibration Monitoring plan. Work on these items will begin at NTP1 and we expect to have them submitted and approved notably in advance of reaching the required design submittal approvals.

DESIGN (ALL SECTIONS)

As noted previously, hosting the Design Workshop and establishing a set of Design Units is critical immediately following NTP1. The design portion of WVB's preliminary baseline schedule is organized by what is effectively a proposed structure for Design Units on the project. This includes the following as early RFC packages:

- Section 4 Erosion and Sediment Control and Stormwater Pollution Prevention Plan
- Tunnel South Portal
- Section 5 Tower Foundations
- Section 4 Phase 1A MOT
- Ramp A Bridge and Roadway
- North river Road Drainage
- Harrods Creek Bridge Foundation

This was a key provision to be satisfied immediately following NTP1 and include as part of the Design Review Plan and PMP.

With the approval of the PMP and Design Work authorized to commence on 1/19/13, early design efforts will focus on performing the collection of engineering studies required to confirm the design criteria for the Main Span Bridge and Tunnel. Developing these reports include scheduling the Accident & Terrorist Vulnerability Assessment Workshop the first full week after New Year's. As the studies advance and design criteria is finalized, Stage 1 reviews are expected to begin in early March. The fast-track review process that will be coordinated with IFA is outlined in detail in Section 4.2.2.2. The design schedule was intricately developed using this philosophy, specifically for early-release packages.

WVB has gone through an iterative process between schedules to allow non-critical portions of the design schedule to be leveraged against the construction sequence. This process will continue through the development of the final baseline schedule and our coordination effort with IFA.

SECTION 4 - KENTUCKY APPROACH

TUNNEL CONSTRUCTION: Construction of the tunnel controls WVB's substantial completion date commitment. Accordingly, the start of construction in June will establish the proper erosion control methods in and around the South Portal, and begin excavation to the tunnel bench limit.

Blasting and excavation of the South Portal will work in parallel with an initial retaining wall application of rock bolts and wire mesh reinforced shotcrete. The walls will cover exposed shale and stabilize cut slopes during tunnel construction and is incorporated into the final installation. The South Portal wall will receive an aesthetic treatment later in the project once tunnel construction nears completion.

This early material, along with significant later portions from the North Portal, will be hauled offsite to be crushed and placed as fill for the Kentucky Approach.

Early portions will be used to construct stone access from River Road to Bridges 1 and 4 and to the Kentucky bank.

Once the initial portal excavation is complete, temporary operational support devices will be installed that will service tunnel lighting, ventilation, refueling, etc.

Excavation at the tunnel head is separated between the crown passage and the bench passage, with each section getting 3 and 2 pulls, respectively. Cycle times for each passage type have been developed to include the drilling, blasting, mucking, and temporary support requirements. These cycles are discussed in detail within Section 4.2 of the Technical Proposal. The included schedule durations are directly reflective of the cost development procedures our team went through in determining the appropriate productions that can be expected based upon the equipment that will be used and the existing geological conditions. This development procedure included 3 independent determinations of productions and costs that were ultimately reconciled into a single pricing structure and schedule. This practice increases the viability and confidence that the durations set forth in our schedule are historically reliable and obtainable under the expected project conditions.

Once the northbound tunnel head begins to advance, the southbound tunnel is expected to begin 20 days afterwards. The offset distance in the two tunnel heads in necessary to ensure a safe excavation and blasting distance between tunnels. This ultimately makes the start date of the Northbound Tunnel followed by the full construction of the Southbound Tunnel drive the critical path for the contract.

The crown and bench excavation cycles are scheduled to last approximately 21.5 months. Work required prior to the invert slab includes installing the drainage system and placing the subbase and mudslab. A shotcrete smoothing layer and waterproofing layer will then be installed along the liner section.

Pouring the invert slab will follow the waterproofing and provide a sound base to support the form traveler system used to place the concrete liner. A traveling form system will be utilized for placement of the concrete liner. A single system is currently anticipated for use which creates a relationship tie between the liner placement of the NB and SB tunnels.

Approximately 6-months have been accounted for various finish work that follows the liner installation, including the ventilation system, fire suppression items, liner finishes, electrical conduit and lighting systems, barriers, sidewalk, and handrails. This duration was determined from feedback from multiple quoting suppliers and subcontractors at bid time.

ROADWAY CONSTRUCTION: We changed the RID MOT at the KY-841 & US-42 interchange. This decision was partially driven by the limited access haul trucks have to enter directly onto Southbound KY-841 traffic. This restriction will be endured through Phase IA until Ramp A can be opened to temporarily service Northbound & Southbound traffic access to US-42. Once this switch is complete, significant hauling efficiencies will be realized by adding the ability to exit truck traffic directly onto the Southbound direction.

At the start of MOT Phase IA in August 2013, the ramp currently servicing traffic from US-42 to KY-841 Southbound will be temporarily restriped and switched to accommodate the Northbound direction as well. This creates increased access to the South Portal excavation. South Portal excavation is scheduled to begin immediately following the release of approved erosion control plans and the related government approvals. As noted in the Tunnel discussion, this is critical to the project completion date.

With traffic switched and portal excavation ongoing, typical roadway activities will commence for the widened alignment of KY-841. Topsoil materials will be stripped and stockpiled while overburden will be hauled to the fill between River Road and the Approach Structure 4.

Due to construction of the roadway and bridge at Ramp A, the area from approximately Station 68+00 to the Eastern limits schedules ahead of the work limited to the same phase but from Wolf Pen to the South Portal. Based on actual construction progress, installing a median crossover at Station 68+00 may produce an opportunity to open additional winter weather work in 2014-2015 and complete more final construction during the 2015 construction season.

Our altered MOT sequence also eliminates the temporary bridge structure that was originally required to service Wolf Pen traffic over KY-841. As an alternative, our plan requires a temporary soil nail retaining wall be installed at the existing East abutment prior to the installation of a similar alignment for Diversion #1. Once traffic is switched onto the new diversion, additional shoring will be installed and the new bridge will be constructed adjacent to the diverted alignment. The work at Wolf Pen will be driven by the necessary utility relocations that are required to occur before the bridge can be constructed.

Materials from the mass excavation at the North Portal will be hauled over Structure 1 to the fill area required for the Kentucky Approach section. Executing this sequence requires that an early start on Structure 1 can occur, however, to avoid any conflicts with driving piling foundations at piers affected by the noise restrictions associated with the nearby Bald Eagle's nest.

In 2014 and prior to the mass fill of material to go into the Kentucky Approach area, crews will be installing the various MSE retaining walls that are required to support the abutment fills, the emergency access road, and the shared use path.

Work from Phase I continues into 2015 with a move into Phase II around mid-Summer. Once traffic is shifted onto the new Southbound lanes, a significant amount of work opens up to finish the Northbound lanes though paving operations will likely be impacted by the winter season and finish up in the Spring of 2016.

Construction of the toll gantries, the ITS connections, and the tunnel controls building are all expected to occur primarily from mid-2015 into early 2016 and be completed in coordination with the systems installation that occur at the tunnel throughout the remainder of 2016.

BRIDGE CONSTRUCTION: At Structure 1 over Harrod's Creek and River Road, an early Design Unit for foundations will allow for pile driving prior to the Eagle's Nest Restriction that starts on November 1, 2013 . As noted above, construction of at least one direction of the twin bridges provides access for excavated material from the North Portal to be hauled to the approach fill at Structure 4.

Access to construct this bridge is built once Section 4 erosion control plans are released. The required coffer dams and drilled shaft foundations and the follow-on substructure work will be performed through the winter months and into Summer 2014. The schedule is linked based upon the use of one set of pier cap forms which ultimately controls the beam and superstructure placement for each bridge.

Construction of the Ramp A bridge has also been identified as an early Design Unit to allow for bridge construction to begin subsequent to the South Portal excavation required to begin tunneling. Construction of the bridge as scheduled is a key component to controlling hauling costs in that area by providing for better access from the mass excavation to the EB travel direction. Accordingly, the required anchor walls will be constructed by separate crews in parallel to expedite getting the end foundations for the bridge constructed. An aggressive duration of the superstructure construction is also represented due to the available savings that will be realized with an early completion and traffic switch onto the new alignment.

Structure 3 at Wolf Pen is shown to be flexible in the schedule but is key to opening up significant fill areas that need to be hauled primarily offsite and used to generate rock base. Utility relocations drive the temporary MOT configurations required to construct a temporary shoring wall for the existing overpass and shift traffic onto the Diversion #1 setup by late 2014 Spring. This shift will initiate the 6-month restriction limit for Wolf-Pen traffic to allow for construction of the new bridge during good summer weather months so that the available materials under the bridge can get subsequently excavated through the following winter season. As with the Ramp A bridge, two crews will be constructing the rock anchor walls at either abutment to keep pace with the pier construction.

Starting foundation construction for the Kentucky Approach at Structure 4 is controlled by the ending of the Eagle's Nest Restriction on June 30, 2014. Piling crews will work from the river bank towards River Road to complete all bridge foundation work for Section 4. Due to the non-critical nature of constructing this bridge, a single form set for the pier caps again controls the substructure construction that will last into early 2015. Six months are allotted for the steel erection and completion of the superstructure work with the bridge being completed by September 2015.

SECTION 5 - OHIO RIVER BRIDGE

Prior to beginning permanent construction operations, crews will install shore access trestles and launch barges and a rig to perform the Drill Shaft Load Test. Piling will be driven for the crane tower foundation and other temporary needs. An offsite fabrication and docking facility will be constructed throughout 2013 in anticipation of beginning permanent foundation work in the late fall and winter of 2013-2014.

FOUNDATIONS: Our design uses a precast concrete tub to facilitate foundation construction. The details of this tub design is covered more extensively within Section 4.2.1.1 of the Technical Proposal. Fabrication of the tub will occur at the offsite facility which helps to reduce the amount of river work by not requiring the installation of a temporary cofferdam.

The tub serves as a template for the drilled shaft locations. The tub will be secured by temporary pilings vibrated into the river bed. Permanent casings will be installed through the template holes in the tub and rock corings will be performed to verify anticipated conditions are met.

Shaft cycles have been determined to operate one a 4-day cycle: 1-day soil drilling, 1-day rock drilling, 1-day setting reinforcing, 1-day placing concrete. Shaft integrity testing will be performed continuously during installation to verify the soundness of shafts and to identify potential issues as early as possible.

Once all shafts have been installed, the tolerance annulus between the casings and the tub will be sealed. The tub now serves as a form enclosure for the bridge footing foundation. Sections of pre-tied reinforcing will be set in the forms and prepped for the required two pours. The footing pours are expected to be performed under cold weather conditions. Temperature differentials will be monitored and controlled by heating elements placed throughout the pour section. The use of the tub will provide increased insulation to the poured concrete and help control the unwanted variances.

Due to available float in the bridge schedule compared to the tunnel schedule, our team took advantage by eliminating the added cost associated with bringing a second drill rig onsite and staged the Tower 4 shafts to be installed after the completion of Tower 3 shafts. This creates a consistent 3-month offset of activities between towers.

Once foundations for Towers 3 & 4 are completed. The drilled shaft operations will relocate to Anchor Piers 2 then 5 to begin the pier sequence construction at those locations. Construction of the anchor piers are expected to last a span of approximately 9 months and are available to be constructed well in advance of the limiting requirement when the Superstructure is set to tie-in.

STAY TOWERS: Construction of the foundations and footings that will support the two tower cranes occurs during the same time the shafts and waterline footing are completing. Access to both the tower and the foundation will be available from the trestles.

A gang form system will be used to form the tower base and legs. Cycle times are scheduled at 5-6 days with 15 days included to account for the initial setup of the first base pour. The start dates are offset to allow for specific crews to bounce from left-to-right legs and reduce the amount of crew downtime during cycle patterns.

Once the 2nd of 5 base leg lifts are poured out, a separate crew will erect a panel form system to construct the bottom tower wall. This tower wall needs to be in place and cured to begin erecting falsework towers that are required to construct the tower strut cross beam. The tower base and strut are completed with the removal of the falsework. A semi-permanent stair column tower to service the construction of the tower legs is erected afterwards.

Similar to the cycle sequence reviewed for the tower base legs, tower legs will be initially offset and follow a strict cycle sequence that has been developed down to the hour. These cycles extend for approximately 8 months with times allowed for to erect three temporary struts. Access ladders and platforms are installed both outside and inside the tower as the construction progresses upward. The top cross beam will be poured in three lifts and include an access hatch to facilitate stressing and future inspections.

SUPERSTRUCTURE & ERECTION SEQUENCE: The Superstructure sequence starts at the offsite assembly and staging yard. Crews will construct a series of 8 templates to service the 4 segment erections that are anticipated to occur each two weeks during peak construction.

At the jobsite, steel erection will follow the completion of the tower heads and begin by setting the bearings and center beam at the Tower Strut. A single frame section starting into the mainspan will be piece erected. The composite beam segment erection sequence is then initiated with a balanced sequence working away from each tower. The CPM relies on a 7-day erection cycle. This cycle was developed using an hourly breakdown of activities and is discussed more extensively within the bridge section of the Technical Proposal. The cycle includes activities to assemble the steel framework offsite, place precast panels, and pour the joints between the panels on the deck. A 6-day calendar has been assigned to the superstructure to reduce the time associated with having the higher capacity floating cranes it will take to perform the balanced cantilever method.

As the Superstructure erection extends outward from the towers, Segment 5 shows an extended duration on the backspan to allow for the tie-down procedure to the previously installed temporary tie-down tower. At the anchor piers, anchor ballasts will be installed on previously constructed shoring. This pour sequence must occur prior to setting the final main span sections and closure segment to properly counter-balance the final extension.

An overhang crew will be working immediately behind the deck panel/joint placement operation to construct the permanent concrete overhang that exists outside of the precast segments. This operation will include the installation of a safety handrail system for the entire bridge that will remain in place until the parapets are poured and the permanent handrails are complete.

While the segments are hung, a self-lifting C-shaped access platform will be installed on each tower leg. This platform will be accessible from the Tower Crane support tower and will provide needed outside access for the post tensioning sequence of the cable stays. Twenty percent of cables will be erected and stressed at each stay immediately following the segment hanging. The remaining cables will be erected and stressed upon the appropriate curing strength of the deck segment.

Once the closure segment erection completes the superstructure, deck post tensioning at the center span and each Tower will be installed, stressed, and grouted.

FINISHES AND AETHESTICS: The bridge schedule allows for what is effectively a 5-month duration to complete the remaining roadway and aesthetic finishes to the bridge prior to the October 31, 2016 committed completion date. This work includes placement of the concrete barriers and roadway lighting, installation of the deck drainage system and inspection walkways, placement of the deck overlay, any final painting elements, handrail and sidewalk installation, and final lighting elements to highlight the bridges aesthetic features. .

SECTION 6 - INDIANA APPROACH

ROADWAY CONSTRUCTION: Significant construction efforts are not scheduled to occur until late into the 2013 season. This was generally conceded due to the non-critical nature of this portion of the project towards the project as a whole and as an effort to more fully dedicate staff resources to getting tunnel and bridge construction fully underway as scheduled in 2013. If Sections 4 & 5 initiate smoothly as anticipated, WVB sees opportunity to begin construction ahead of schedule in Section 6 but will coordinate that decision once the project has started.

General site preparation is expected to begin in mid-2013 with significant earthwork operations picking up once all stripping and erosion control measures are implemented, including the construction of the haul road and various creek crossings that are required throughout the greenscape areas.

Closure and reconstruction of Utica-Sellersburg Road is scheduled to begin in early 2014 in order to facilitate getting the traveling public over the project excavation requirements and reduce the requirement to flag haul traffic through this area during the significant earthmoving operations.

Additionally, the Salem Road interchange will be under heavy construction during late 2013 and early 2014. This mid-point of the greenscape portion of the project will provide key access to the mainline off the newly constructed ramps so that deliveries to and from the PCC Batch Plant and the temporary crushing site can occur throughout roadway construction. Several key large drainage structures will be required to be installed in late 2013 to ensure quality drainage control is available in this area.

With the majority of the preparatory work performed by early 2014, earthwork operations are expected to begin near the Eastern Limits. This area requires larger excavations to be completed but includes more significant limestone removals compared to other sections of the project. The schedule analysis based on the volume of earth to move and roadway to build indicate the paving elements through the greenscape areas should complete by mid-to-late 2015.

Construction of the I-265/SR-62/Port Rd. interchange operates largely independent of the rest of the project, requiring phased construction to accommodate existing traffic.

Phases IA & IB exist to construct temporary MOT access for the following flows of traffic:

- Temporarily widen SB SR-62 to median and outside to accommodate both directions of travel
- Construct temporary access for traffic to utilize existing ramp from SR-62 NB to Port Road
- Temporarily widen I-265WB to accommodate temporary barrier

Once the temporary traffic configurations are available, Phase II allow the first set of partial bridge constructions can begin along widened sections of I-265. Permanent construction of the northbound lanes of SR-62 occurs during this phase along with significant portions of the ramp system that will accommodate the Port Road round-a-bout interchange access. Note that several sections of ramp will remain to be constructed in future phases as a result of providing existing traffic movements throughout the phased construction.

Following the permanent construction during Phase II, several areas will have temporary pavement sections constructed in anticipation of the required traffic patterns of Phase III.

Prior to switching traffic on I-265 into Phase III, final ramp access for Port Road to I-265 WB and SR-62 must be completed. This configuration creates the available access that allow the remaining permanent widenings of I-265 and the construction of the Southbound SR-62 lanes. The remaining bridge widening work will be completed during this phase along with the full construction of the new ramp from I-265 EB that connects to the new SR-62 round-a-bout intersection.

Phase IV requires some additional permanent widening of I-265 previously unavailable the remaining sections of ramps. Short term traffic shifts will be required to perform the removals of remaining temporary pavement and finish the aesthetic landscaping elements around the new round-a-bout intersections.

BRIDGE CONSTRUCTION: As noted above, Bridge 14 at Utica-Sellersburg is constructed early in 2014. The schedule is sequenced to allow the foundation crew to relocate from Bridge 14 heading East, anticipating that all bridge locations will be prepared during the sitework preparations made in late 2013.

Bridge construction for Structures 6, 7, 9, 10, & 12 then follow as the appropriate resources will allow, considering substructure formwork and crew availability. A portion of Structure 13 will also be constructed at this time though the reminder of the bridge will remain to be completed after a temporary phase that carries Brookhollow traffic temporarily over Bridge 12. Once this temporary diversion is in place, the remaining portion of Bridge 13 and Bridge 11 is constructed. Note that this configuration is required only if ATC 4 is not utilized.

Work at the abutments and MSE walls of Structures 25 & 26 can start right away in early 2014 as they are being constructed outside of the current traffic pattern. Early construction of these bridges open up added roadway areas to be prepared and finished early in the planned construction period.

The remaining structures, Bridges 15, 16, 17, 19, & 20 are built in the appropriate traffic Phases II and III with several being built over existing railroads. Added time has been included in the schedule for the phase line sheeting that will be required for the bridges along I-265. Particular effort will be put forth in constructing these widening as they will likely control the traffic switches for this interchange and the overall schedule for opening to traffic.

WVB SUBSTANTIAL COMPLETION VS. IFA SUBSTANTIAL COMPLETION

WVB is committed to opening the East End Crossing Project by the end of 2016, 6 months ahead of IFA's required Substantial Completion date.

CLOSURE PERIODS

Activity ID 04.MOT.WP000 indicates a 180-day duration in accordance with the allowable 6-month period, as outlined in Section 12.4.8 of the Technical Provisions, that Wolf Pen is allowed to be in a restricted traffic condition. Activity 04.MOT.WP210 represents the anticipated switch date at the end of the closure period to realign traffic over the new Wolf Pen bridge.

Activity ID 06.MOT.US100 indicates a 180-day duration in accordance with the allowable 6-month period, as outlined in Section 12.4.8 of the Technical Provisions, that Utica Sellersburg Road is allowed to be close during construction of the bridge overpass. Activity ID 06.FIN.US300 represents re-opening Utica Sellersburg near the end of the anticipated closure period.

PLANNED WORK SCHEDULE

WORKDAYS PER WEEK: Tunnel Construction = 5 production days, 1 non-production day (Saturday) anticipated for maintenance requirements

Section 5 Bridge Foundations = 6 productions days

Section 5 Bridge, Other = 5 production days

Section 4 Roadway = 6 productions days through 2013/South Portal Excavation. 5 production days afterwards. Limited night work as needed to accommodate MOT restrictions.

Section 4 Bridges = 5 production days

Section 6 Roadway = 5 production days

Section 6 Bridges = 5 production days

SHIFTS PER DAY: Tunnel excavation operations are expected to operate with 3 crews, each working 8-hour shifts.

All other areas are expected to operate primarily on single shift procedures with extended 10-12 hour durations as needed and weather allows. Schedule durations determined using 10-hour production rates. Night shifts and weekend work will be incorporated on a limited basis as needed for select project operations.

PLANNED HOLIDAY SCHEDULES : (The following represent 'non-working days' in accordance with INDOT Provision 108-C-585)

- New Year's Day
- Good Friday
- Memorial Day
- July 4th (1-2 days)
- Labor Day
- Thanksgiving + 1
- Christmas Eve through New Year's Eve

WINTER AND ADVERSE WEATHER SCHEDULE: Tunnel excavation and interior activities are scheduled without any winter/adverse weather conditions.

Ohio River Bridge activities and all other bridge activities in Sections 4 & 6 are scheduled with calendars restricted to include 60 non-work days on a 5-day work-week calendar. Additionally, Saturdays are anticipated for use as needed.

In addition, Ohio River Bridge activities impacted by high water levels are scheduled with a river calendar restricting an additional 23 work days.

Roadway activities has been scheduled and/or constrained to ensure weather sensitive work is not scheduled during typical winter season months. Temperature and precipitation considerations based upon actual weather historical information have been used to restrict the number of anticipated work days for each month.

CALENDARS:

ORB 5-Day Workweek: Primary calendar assigned to construction activities

ORB 6-Day Workweek: Calendar assigned to construction activities critical to initiate tunnel construction and to heavy floating equipment on the river performing segment erection

ORB 7-Day Workweek - ADMIN: Primary calendar assigned within the WBS for 'Contract Administration' activities.

ORB 5-Day Workweek - RIVER: Calendar assigned to temporary construction activities affected by high water restrictions

ORB - INDOT Inclement Weather, Roadway: Calendar assigned to Finish and Landscaping of Slopes in Section 6

ORB 5-Day Workweek - TUNNEL: Primary calendar assigned to tunnel construction activities that are production driven. Includes basic holidays only; downtime and equipment maintenance absorbed during weekends

ORB 6-Day Workweek - RIVER: Calendar assigned to permanent construction activities affected by high water restrictions

ORB 6-Day Workweek - TUNNEL: Unused calendar at this time

ORB Jacobs 7-day Calendar: Calendar assigned to all Design activities

ORB Jacobs Std 5-Day Work Week with Basic Holidays: Unused calendar at this time

WORK COMPLETED DURING EACH CONSTRUCTION SEASON & WINTER MONTHS: The overall plan description as outlined above addresses this requirement. Accommodations have been made to continue working through all seasons, including winter months, once construction has been initiated in a given area. Calendars reflect significant non-work days during these periods and constraints have been added to activities in a reasonable way to push work that will likely be delayed due to weather restrictions.

UNRESOLVED ACTUAL OR ANTICIPATED PROBLEMS: None at this time.

UNRESOLVED ACTUAL OR ANTICIPATED DELAYS: None at this time.

CRITICAL PATH DESCRIPTION:

Tunnel (Project Critical)

- Contract Administration to Initiate Design and Construction
- Excavation of South Portal as required to facilitate tunnel construction
- Northbound Tunnel Excavation
- Northbound Drainage, Invert, and Liner Installation
- Southbound Liner Installation
- Southbound Liner Finishing System, Lighting Fixtures and Conduit
- Systems Testing and Integration

Ohio River Bridge (Near Critical)

- Contract Administration to Initiate Design and Construction
- Fabrication of Temporary Floating Tub
- Tub and Foundation Installation at Tower 4
- Construction of and Superstructure Erection at Tower 4
- Grouting of PT, Barrier, Deck Overlay, and Lighting

Critical Path Layouts using Total Float=0 and Longest Path have been included on the electronic submittal.

SCHEDULE CONSTRAINTS: Schedule Constraints are used on 52 activites:

- Various Environmental and Restricted Work Zone Activities (15 total)

- Initial O&M Activities (29 total)

- 00.MST.01140 IFA RFP Baseline Substantial Completion

- 00.MST.01160 WVB 120-day Notice for IFA Tolling

- To Initiate Section 6 MOT in early 2014 to reduce weather impacts

  - 06.MOT.1A100 Restripe and Install Temp. Barrier Wall along SB Lanes

  - 06.MOT.1A500 Construct Shoulder Widening

- To Ensure Paving Operations are Scheduled during an Appropriate Season

  - 04.RDY.41452Install 6" Underdrain Sta. 20+00 to Wolf Pen

  - 06.RDY.61520Install 6" Underdrain Sta. 212+75 to 255+18

  - 06.RDY.62510Install 6" Underdrain Sta. 259+81 to 296+08

  - 06.RDY.WP200 Install 6" Underdrain

[redacted]

REVIEW OF 'LAG' USAGE: Lag has been used as needed within the 'Contract Administration' section of the schedule to provide an appropriate depiction of the anticipated critical items and to account for a portion of the restrictions set forth within the PPA and Technical Proposal.

Extensive lag use has been made within the O&M portion of the schedule to cycle recurring activities appropriately without the use of constraints.

Minimal lag use has been included within the construction portion of the schedule. In select long duration earthwork, subgrade, and drainage activities, reasonable lag periods have been included to better reflect the parallel construction that occurs over large ground areas.

Critical construction areas also see minimal use of lag relationships to better reflect the overlap anticipated during actual construction and to ensure the appropriate items are identified as critical. This practice was utilized for the tunnel subgrade placement as an example.

PROPOSED EXCEPTIONS: The Preliminary Project Baseline Schedule includes activities in excess of the 20-day duration outlined within INDOT Special Provision 108(c)-2.15. This exception was allowed from an answer to a question posed to IFA during the development period. Note our WBS structure easily allows for expanding activities if it is found to be beneficial once the final baseline schedule gets developed.

Bridge superstructure activities also have been limited to a single activity, as they do not generally schedule accurately without using multiple SS-Lag relationships.

WVB has elected to include calendars based upon actual anticipated weather conditions and our own anticipated pursuit of the project work. Our experience working on INDOT contracts has proven the Inclement Weather specification cited by the CPM Special Provision can be interpreted in a number of ways and ultimately provides overly conservative assumptions in the anticipated schedule gains that can be made in weather restricted months, provided proper planning takes place.

A number of activities include FS relationships and lag. These activities are generally limited to account for administration and design coordination, not construction activities.

Similarly, select items have been set with negative lag, primarily to initiate start dates for activities with known durations and where other activities drive the finish date as opposed to the start date. For example, MOT meeting has logic for -12 lag to the Commencement of Construction milestone to represent the Technical Provision that requires this meeting to be hosted a minimum of 10 days before the start of construction. This relationship helps show the meeting date as a function of construction which is more accurate than showing the start of construction resulting from the meeting.

FURTHER EXPLANATIONS: When viewing the log generated from 'scheduling' the project, there is a listing included that states 'Milestone Activities with invalid relationships'. This listing is a result of direct logic that is included in the schedule that links milestones as predecessors to other milestones. For example, making NTP2 predecessor to Commencement of Construction would generate this 'invalid relationship'. If requested, this could be corrected but these are typically actual constraints as required by the contract and therefore make sense to be included.

Some activities under the 'Contract Administration' WBS represent periods of time an activity may occur. For example, activity ID 00.NTP.02210 for 'Utility Owner Meetings' is a 30-day duration as a result of the Technical Provision to host meetings within 30 days of NTP1. Our schedule is effectively conservative on these items by assuming these events occur at the latest possible date but due to the unknowns of coordinating a specific date, this seemed like the most reasonable approach to take for the project startup.

The P6 software has limitations in areas when dates extend beyond 2049. It seems that actual recorded dates can be made past this limit, but settings associated with the Timescale and Constraints limit the selections and instead, revert to a 1951 date as opposed to the desired 2051. For this reason, you may note that our O&M schedule printout extends only to the end of 2049 while the actual recorded times are in fact shown to occur into 2050 & 2051.

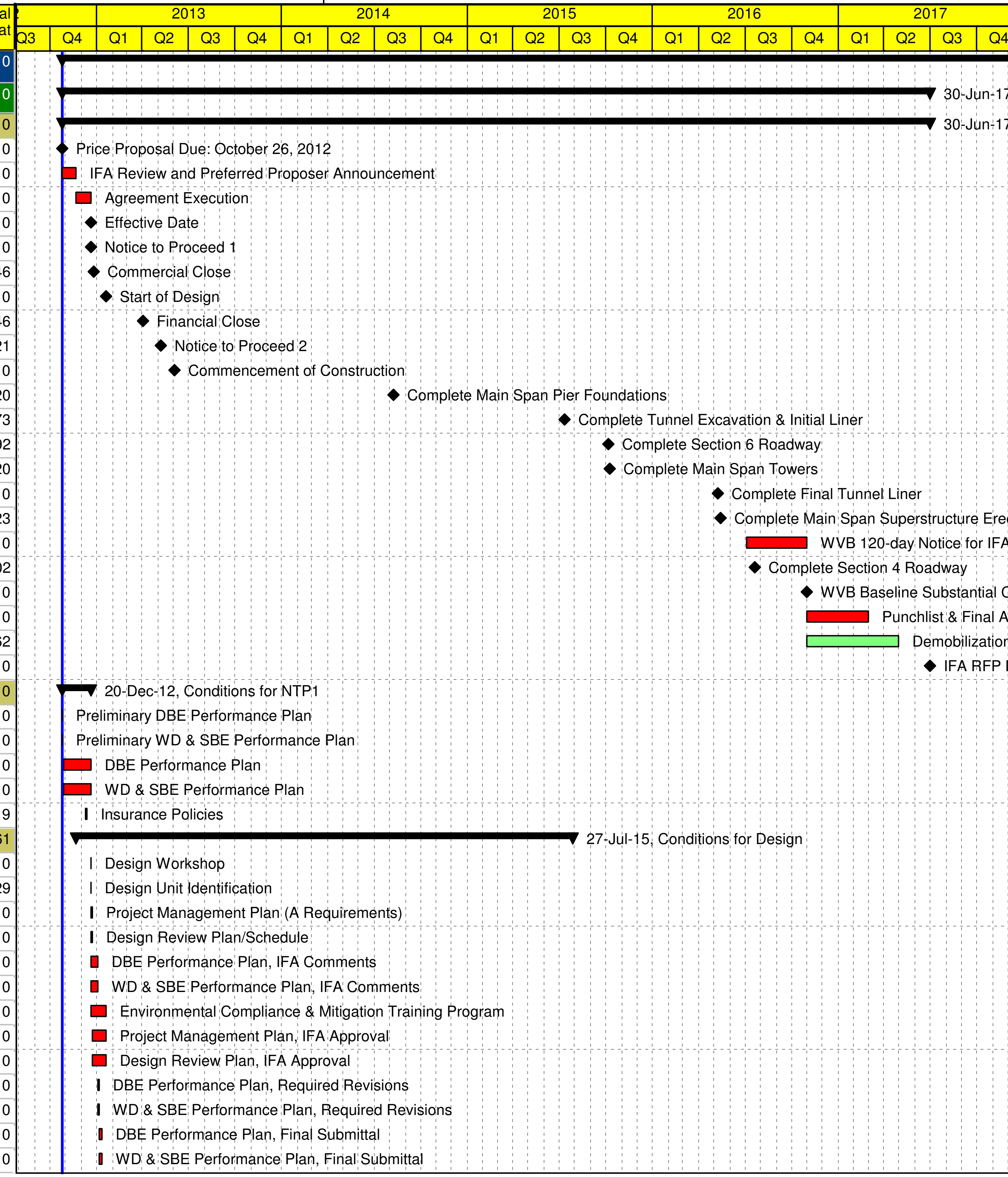
The electronic copy of the schedule is transmitted along with added layouts that assist in better viewing items identified as critical. This includes a layout for 'Longest Path' and '0 Float' type calculations. When running '0 Float', some unintended items associated with environmental restrictions and O&M activities qualify. A 'Critical Path Add-On' filter has been developed to exclude these activities for more appropriate viewing of critical activities on the project.

Portions of the design schedule are rolled-up into design 'Stage' WBS summary bars to reduce the schedule printout to a more manageable length. Examples for the cycle of activities that are included for typical design elements are unrolled under Section 4 Roadway-North, Stage 1 Tunnel - Reports/Studies, Bridge Structure No. 1 - Harrods Creek Bridge, and the Engineering Studies and Stage 1 development associated with the Main Span Bridge design. These details should provide assurance of the level of detail WVB has prepared for this project. Of course, all other design activities are available for full viewing through the included electronic format that has been provided.

O&M SCHEDULE

The section of the schedule for O&M activities is developed to indicate the anticipated frequency of recurring rehabilitation work that will occur on the project. These activities occur separately from the annual and continuous maintenance items. The work is generally considered performance based and ultimately will be the result from the annual or bi-annual inspections of the roadway and bridge elements, respectively.

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
East End Crossing - WVB Preliminary Baseline Schedule		9802	26-Oct-12	31-Oct-51	0
Contract Administration		933	26-Oct-12	30-Jun-17	0
Milestones		1709	26-Oct-12	30-Jun-17	0
00.MST.01000	Price Proposal Due: October 26, 2012	0	26-Oct-12		0
00.MST.01010	IFA Review and Preferred Proposer Announcement	26	26-Oct-12	20-Nov-12	0
00.MST.01020	Agreement Execution	30	21-Nov-12	20-Dec-12	0
00.MST.01030	Effective Date	0		20-Dec-12	0
00.MST.01100	Notice to Proceed 1	0		20-Dec-12	0
00.MST.01135	Commercial Close	0		27-Dec-12	46
00.MST.01150	Start of Design	0		19-Jan-13	0
00.MST.01090	Financial Close	0	01-Apr-13		46
00.MST.01110	Notice to Proceed 2	0		08-May-13	21
00.MST.01120	Commencement of Construction	0		03-Jun-13	0
00.MST.01501	Complete Main Span Pier Foundations	0		08-Aug-14	20
00.MST.01502	Complete Tunnel Excavation & Initial Liner	0		10-Jul-15	73
00.MST.01504	Complete Section 6 Roadway	0		05-Oct-15	392
00.MST.01503	Complete Main Span Towers	0		09-Oct-15	20
00.MST.01506	Complete Final Tunnel Liner	0		09-May-16	0
00.MST.01507	Complete Main Span Superstructure Erection	0		13-May-16	23
00.MST.01160	WVB 120-day Notice for IFA Tolling	120	04-Jul-16	31-Oct-16	0
00.MST.01505	Complete Section 4 Roadway	0		21-Jul-16	102
00.MST.01130	WVB Baseline Substantial Completion	0		31-Oct-16	0
00.MST.01509	Punchlist & Final Acceptance	120	01-Nov-16	28-Feb-17	0
00.MST.01550	Demobilization and Closeout	180	01-Nov-16	29-Apr-17	62
00.MST.01140	IFA RFP Baseline Substantial Completion	0		30-Jun-17*	0
Conditions for NTP1		56	26-Oct-12	20-Dec-12	0
00.NTP.01100	Preliminary DBE Performance Plan	1	26-Oct-12	26-Oct-12	0
00.NTP.01120	Preliminary WD & SBE Performance Plan	1	26-Oct-12	26-Oct-12	0
00.NTP.01170	DBE Performance Plan	55	27-Oct-12	20-Dec-12	0
00.NTP.01180	WD & SBE Performance Plan	55	27-Oct-12	20-Dec-12	0
00.CCC.00170	Insurance Policies	1	11-Dec-12	11-Dec-12	9
Conditions for Design		530	20-Nov-12	27-Jul-15	261
00.NTP.02180	Design Workshop	1	21-Dec-12	21-Dec-12	0
00.NTP.02190	Design Unit Identification	1	21-Dec-12	21-Dec-12	29
00.NTP.01150	Project Management Plan (A Requirements)	2	21-Dec-12	22-Dec-12	0
00.NTP.02200	Design Review Plan/Schedule	2	21-Dec-12	22-Dec-12	0
00.NTP.01110	DBE Performance Plan, IFA Comments	14	21-Dec-12	03-Jan-13	0
00.NTP.01130	WD & SBE Performance Plan, IFA Comments	14	21-Dec-12	03-Jan-13	0
00.NTP.02240	Environmental Compliance & Mitigation Training Program	30	21-Dec-12	19-Jan-13	0
00.NTP.01160	Project Management Plan, IFA Approval	28	23-Dec-12	19-Jan-13	0
00.NTP.01190	Design Review Plan, IFA Approval	28	23-Dec-12	19-Jan-13	0
00.NTP.02110	DBE Performance Plan, Required Revisions	2	04-Jan-13	05-Jan-13	0
00.NTP.02130	WD & SBE Performance Plan, Required Revisions	2	04-Jan-13	05-Jan-13	0
00.NTP.02120	DBE Performance Plan, Final Submittal	7	06-Jan-13	12-Jan-13	0
00.NTP.02140	WD & SBE Performance Plan, Final Submittal	7	06-Jan-13	12-Jan-13	0

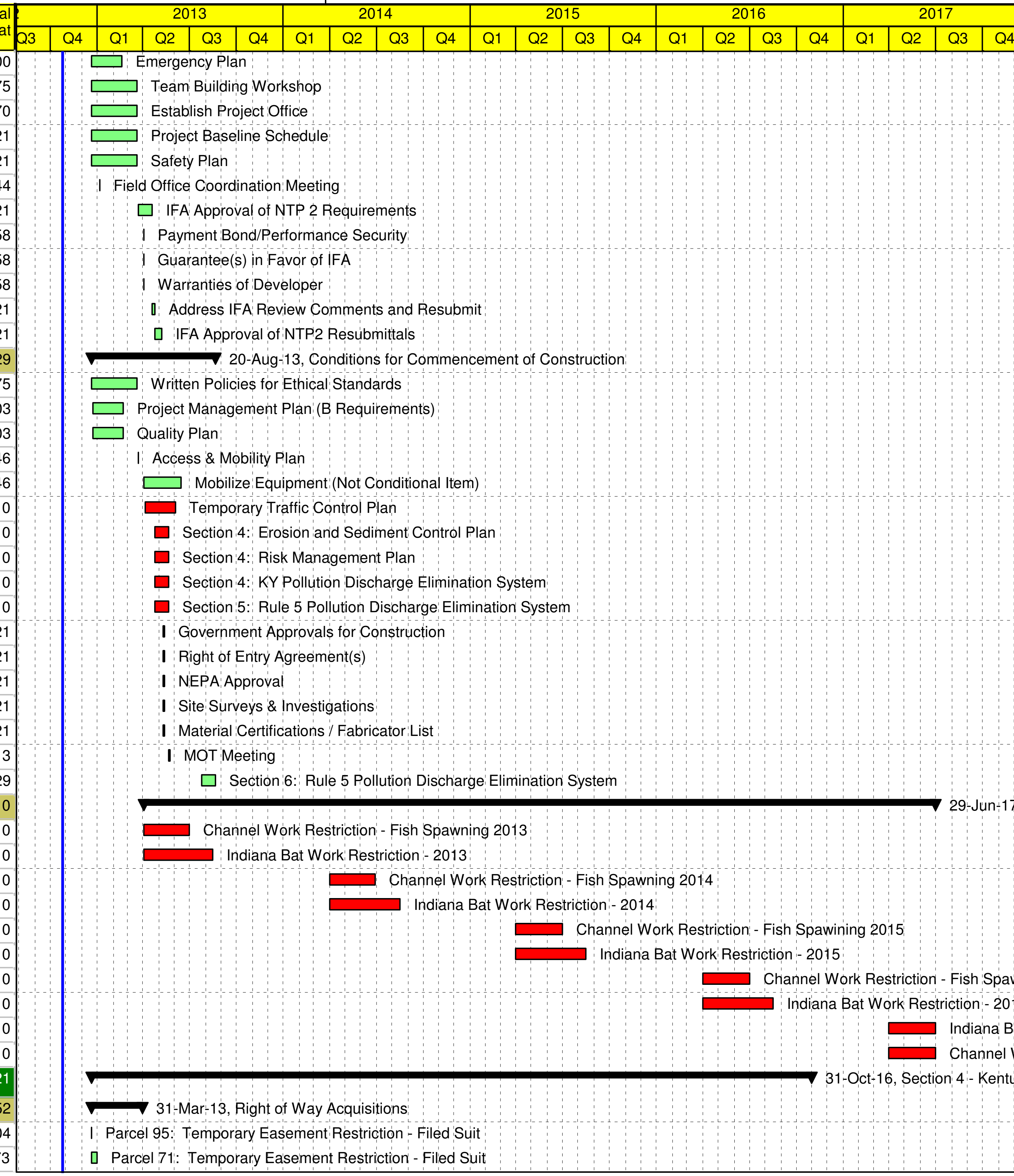


Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
00.NTP.02290	DBE Performance Plan, IFA Final Approval	7	13-Jan-13	19-Jan-13	0
00.NTP.02300	WD & SBE Performance Plan, IFA Final Approval	7	13-Jan-13	19-Jan-13	0
Jacobs Design Management		963	20-Nov-12	27-Jul-15	456
Preliminary Milestones & Completion Deadlines		963	20-Nov-12	27-Jul-15	456
PW10010	Notice of Award	0		20-Nov-12	42
PW10150	Begin NTP 1 Work	0	21-Dec-12		12
PW10560	Design Reports and Studies Development	48	20-Jan-13	08-Mar-13	0
PW10850	Final Design Complete	0		06-Feb-15	456
PW10880	Design Revisions and Optimization	169	07-Feb-15	27-Jul-15	456
Design Summary & Sections Coordination		526	21-Dec-12	08-Jun-14	694
PW10590	Tunnel Outline and Development Plan	90	21-Dec-12	22-Mar-13	86
Accident & Terrorist Vulnerability Assessment - (ATVA)		92	06-Jan-13	07-Apr-13	0
PW10870	Conduct ATVA Workshop	3	06-Jan-13	08-Jan-13	0
S5-10070	Threat Analysis	36	09-Jan-13	13-Feb-13	0
S5-10270	Vulnerability Analysis	22	07-Feb-13	28-Feb-13	0
S5-10360	Develop Risk Matrix	22	22-Feb-13	15-Mar-13	0
S5-10450	Terrorist Risk Analysis Workshop	3	16-Mar-13	18-Mar-13	0
S5-10460	Update Risk Matrix	20	19-Mar-13	07-Apr-13	0
Environmental		450	09-Mar-13	08-Jun-14	694
Permitting		45	09-Mar-13	22-Apr-13	0
PW10270	Update 401 / 404 Permit & Submit	45	09-Mar-13	22-Apr-13	0
PW10280	Update Wetland Permits & Submit	45	09-Mar-13	22-Apr-13	0
PW10290	Update Access Permits	45	09-Mar-13	22-Apr-13	0
Design Survey		43	21-Dec-12	03-Feb-13	12
PW10310	Assess Mapping Requirements (12/21/12)	7	21-Dec-12	28-Dec-12	12
PW10320	Prepare Survey Files for Design	43	21-Dec-12	03-Feb-13	12
PW10630	Conduct Field Survey	35	30-Dec-12	03-Feb-13	12
Geotechnical		245	04-Feb-13	09-Oct-13	932
PW10530	Geotechnical Planning Memorandum Report	47	04-Feb-13	22-Mar-13	12
S5-10600	Develop Drill Shaft Load Test Plans (Main Span Bridge)	60	09-Mar-13	07-May-13	18
PW10690	IFA Review of Final Planning Report	14	23-Mar-13	05-Apr-13	12
PW10700	Field Investigations Begin	1	06-Apr-13	06-Apr-13	12
PW10710	Review Geotech Final Design Report (Level of Effort)	183	07-Apr-13	09-Oct-13	932
PW10715	Finalize Design Memorandum (follows individual reports within ...	45	25-Aug-13	09-Oct-13	932
PW10860	Geotech Design Memorandum Complete	0		09-Oct-13	932
ITS (All Sections)		105	09-Mar-13	22-Jun-13	106
Financials		97	28-Dec-12	03-Apr-13	61
00.MST.01080	Financial Close Period	94	28-Dec-12	31-Mar-13	46
00.MST.01050	Financial Model Authentification	1	31-Dec-12	31-Dec-12	138
00.MST.01060	Financial Escrow/Model Update/Data Deposit	1	11-Jan-13	11-Jan-13	138
00.MST.01040	Financial Model Audit Update	1	03-Apr-13	03-Apr-13	61
Conditions for NTP2		139	21-Dec-12	08-May-13	26
00.NTP.02160	Establish Interim Project Office	30	21-Dec-12	19-Jan-13	130
00.NTP.02210	Utility Owner Meetings	30	21-Dec-12	19-Jan-13	130
00.NTP.02220	(Initial) Utility Relocation Master Plan	30	21-Dec-12	19-Jan-13	130
00.NTP.02250	Environmental Compliance Plan	30	21-Dec-12	19-Jan-13	130
00.NTP.02260	Public Involvement Plan	30	21-Dec-12	19-Jan-13	81

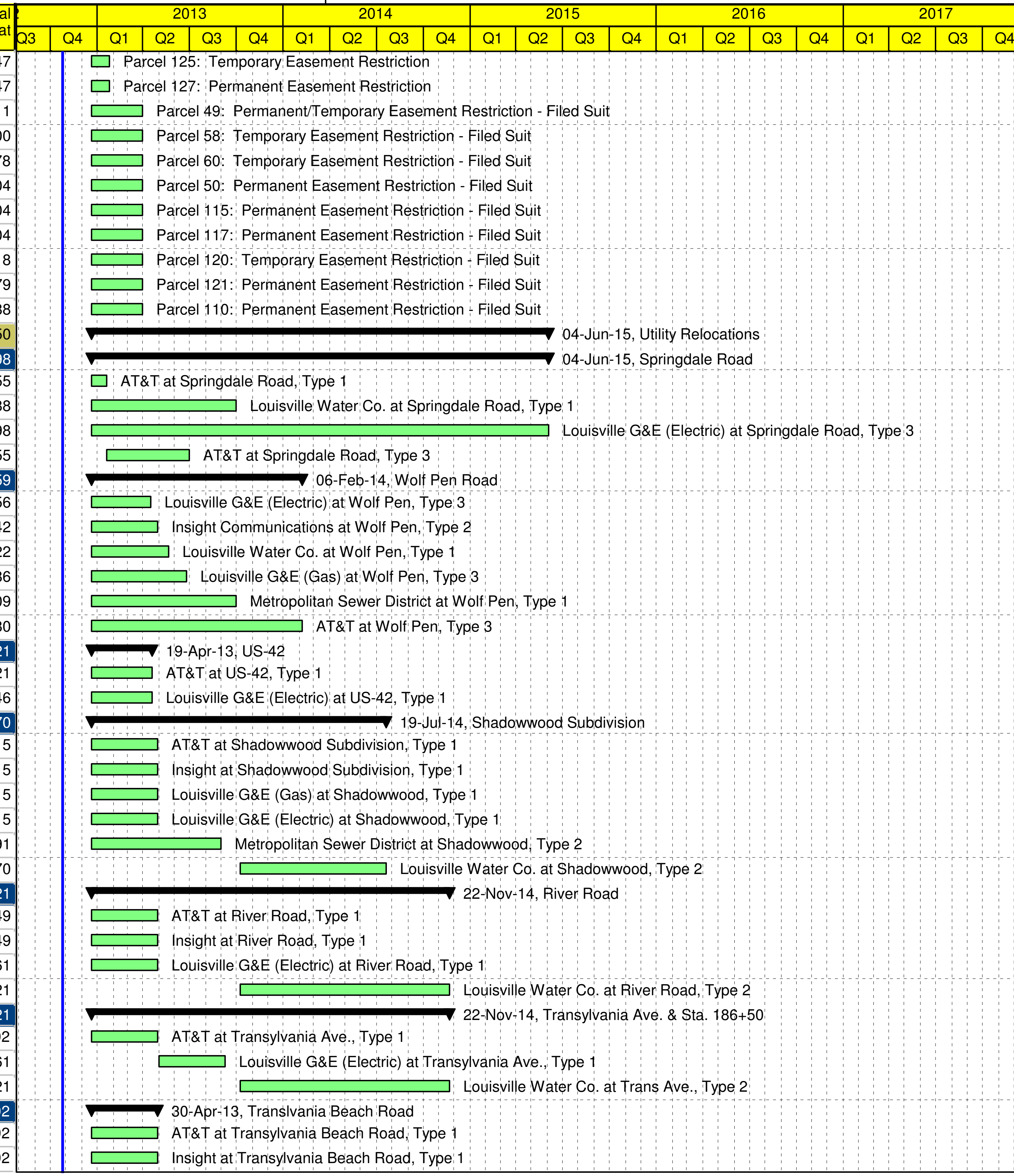
Remaining Level of Effort — Critical Remaining Work
Actual Work — Milestone
Remaining Work — Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
00.NTP.02270	Emergency Plan	60	21-Dec-12	18-Feb-13	100
00.NTP.01140	Team Building Workshop	90	21-Dec-12	20-Mar-13	75
00.NTP.02170	Establish Project Office	90	21-Dec-12	20-Mar-13	70
00.NTP.02230	Project Baseline Schedule	90	21-Dec-12	20-Mar-13	21
00.NTP.02280	Safety Plan	90	21-Dec-12	20-Mar-13	21
00.NTP.02150	Field Office Coordination Meeting	1	05-Jan-13	05-Jan-13	144
00.NTP.02310	IFA Approval of NTP 2 Requirements	28	21-Mar-13	17-Apr-13	21
00.CCC.00150	Payment Bond/Performance Security	1	01-Apr-13	01-Apr-13	58
00.CCC.00160	Guarantee(s) in Favor of IFA	1	01-Apr-13	01-Apr-13	58
00.CCC.00190	Warranties of Developer	1	01-Apr-13	01-Apr-13	58
00.NTP.02320	Address IFA Review Comments and Resubmit	7	18-Apr-13	24-Apr-13	21
00.NTP.02330	IFA Approval of NTP2 Resubmittals	14	25-Apr-13	08-May-13	21
Conditions for Commencement of Construction		**243**	**21-Dec-12**	**20-Aug-13**	**429**
00.CCC.00210	Written Policies for Ethical Standards	90	21-Dec-12	20-Mar-13	75
00.CCC.00100	Project Management Plan (B Requirements)	60	23-Dec-12	20-Feb-13	103
00.CCC.00110	Quality Plan	60	23-Dec-12	20-Feb-13	103
00.CCC.00200	Access & Mobility Plan	1	21-Mar-13	21-Mar-13	46
00.CCC.00300	Mobilize Equipment (Not Conditional Item)	75	01-Apr-13	14-Jun-13	46
00.CCC.00330	Temporary Traffic Control Plan	60	04-Apr-13	02-Jun-13	0
00.CCC.00220	Section 4: Erosion and Sediment Control Plan	28	24-Apr-13	21-May-13	0
00.CCC.00230	Section 4: Risk Management Plan	28	24-Apr-13	21-May-13	0
00.CCC.00240	Section 4: KY Pollution Discharge Elimination System	28	24-Apr-13	21-May-13	0
00.CCC.00250	Section 5: Rule 5 Pollution Discharge Elimination System	28	24-Apr-13	21-May-13	0
00.CCC.00120	Government Approvals for Construction	5	09-May-13	13-May-13	21
00.CCC.00130	Right of Entry Agreement(s)	5	09-May-13	13-May-13	21
00.CCC.00140	NEPA Approval	5	09-May-13	13-May-13	21
00.CCC.00270	Site Surveys & Investigations	5	09-May-13	13-May-13	21
00.CCC.00280	Material Certifications / Fabricator List	5	09-May-13	13-May-13	21
00.CCC.00290	MOT Meeting	1	21-May-13	22-May-13	13
00.CCC.00260	Section 6: Rule 5 Pollution Discharge Elimination System	28	24-Jul-13	20-Aug-13	429
Environmental Considerations		**1551**	**01-Apr-13**	**29-Jun-17**	**0**
00.ENV.20000	Channel Work Restriction - Fish Spawning 2013	91	01-Apr-13*	30-Jun-13	0
00.ENV.10000	Indiana Bat Work Restriction - 2013	137	01-Apr-13*	15-Aug-13	0
00.ENV.20010	Channel Work Restriction - Fish Spawning 2014	91	01-Apr-14*	30-Jun-14	0
00.ENV.10010	Indiana Bat Work Restriction - 2014	137	01-Apr-14*	15-Aug-14	0
00.ENV.20020	Channel Work Restriction - Fish Spawining 2015	91	01-Apr-15*	30-Jun-15	0
00.ENV.10020	Indiana Bat Work Restriction - 2015	137	01-Apr-15*	15-Aug-15	0
00.ENV.20030	Channel Work Restriction - Fish Spawning 2016	91	01-Apr-16*	30-Jun-16	0
00.ENV.10030	Indiana Bat Work Restriction - 2016	137	01-Apr-16*	15-Aug-16	0
00.ENV.10040	Indiana Bat Work Restriction - 2017	90	01-Apr-17*	29-Jun-17	0
00.ENV.20040	Channel Work Restriction - Fish Spawning 2017	90	01-Apr-17*	29-Jun-17	0
Section 4 - Kentucky Approach		**777**	**21-Dec-12**	**31-Oct-16**	**21**
Right of Way Acquisitions		**46**	**21-Dec-12**	**31-Mar-13**	**652**
04.ROW.43095	Parcel 95: Temporary Easement Restriction - Filed Suit	1	21-Dec-12	21-Dec-12	704
04.ROW.43071	Parcel 71: Temporary Easement Restriction - Filed Suit	11	21-Dec-12	31-Dec-12	1273



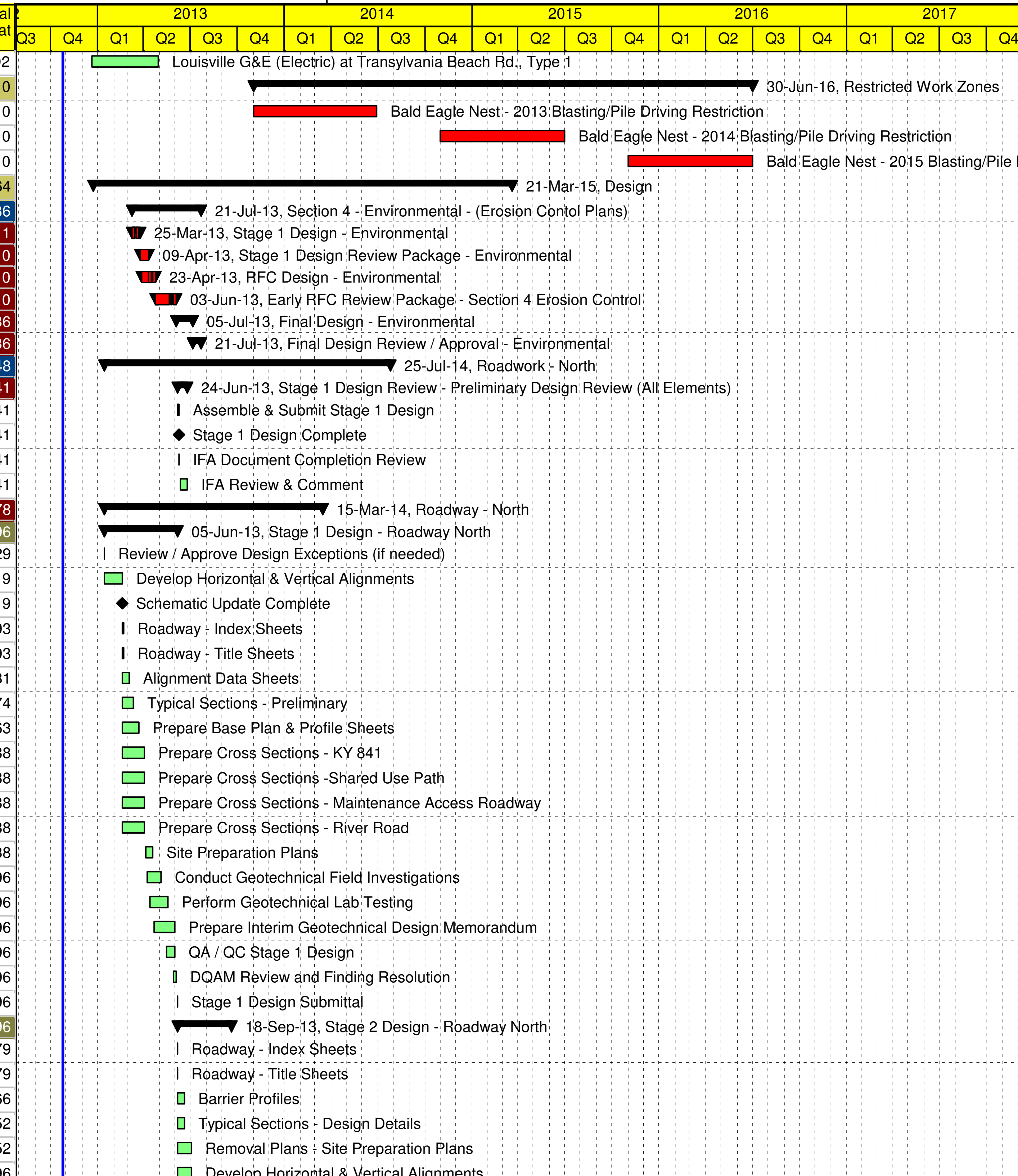
Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.ROW.44125	Parcel 125: Temporary Easement Restriction	11	21-Dec-12	23-Jan-13	147
04.ROW.44127	Parcel 127: Permanent Easement Restriction	11	21-Dec-12	23-Jan-13	147
04.ROW.42049	Parcel 49: Permanent/Temporary Easement Restriction - Filed ...	101	21-Dec-12	31-Mar-13	911
04.ROW.42058	Parcel 58: Temporary Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	400
04.ROW.42060	Parcel 60: Temporary Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	78
04.ROW.43050	Parcel 50: Permanent Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	604
04.ROW.44115	Parcel 115: Permanent Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	604
04.ROW.44117	Parcel 117: Permanent Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	604
04.ROW.44120	Parcel 120: Temporary Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	718
04.ROW.44121	Parcel 121: Permanent Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	179
04.ROW.44110	Parcel 110: Permanent Easement Restriction - Filed Suit	101	21-Dec-12	31-Mar-13	688
Utility Relocations		896	21-Dec-12	04-Jun-15	350
Springdale Road		896	21-Dec-12	04-Jun-15	298
04.UTL.00100	AT&T at Springdale Road, Type 1	30	21-Dec-12	19-Jan-13	355
04.UTL.00125	Louisville Water Co. at Springdale Road, Type 1	284	21-Dec-12	30-Sep-13	688
04.UTL.00120	Louisville G&E (Electric) at Springdale Road, Type 3	896	21-Dec-12	04-Jun-15	298
04.UTL.00110	AT&T at Springdale Road, Type 3	161	20-Jan-13	29-Jun-13	355
Wolf Pen Road		413	21-Dec-12	06-Feb-14	559
04.UTL.00150	Louisville G&E (Electric) at Wolf Pen, Type 3	116	21-Dec-12	15-Apr-13	856
04.UTL.00130	Insight Communications at Wolf Pen, Type 2	130	21-Dec-12	29-Apr-13	842
04.UTL.00160	Louisville Water Co. at Wolf Pen, Type 1	150	21-Dec-12	19-May-13	822
04.UTL.00140	Louisville G&E (Gas) at Wolf Pen, Type 3	186	21-Dec-12	24-Jun-13	786
04.UTL.00170	Metropolitan Sewer District at Wolf Pen, Type 1	284	21-Dec-12	30-Sep-13	609
04.UTL.00350	AT&T at Wolf Pen, Type 3	413	21-Dec-12	06-Feb-14	480
US-42		120	21-Dec-12	19-Apr-13	821
04.UTL.00500	AT&T at US-42, Type 1	120	21-Dec-12	19-Apr-13	821
04.UTL.00510	Louisville G&E (Electric) at US-42, Type 1	120	21-Dec-12	19-Apr-13	146
Shadowwood Subdivision		576	21-Dec-12	19-Jul-14	670
04.UTL.00190	AT&T at Shadowwood Subdivision, Type 1	131	21-Dec-12	30-Apr-13	415
04.UTL.00200	Insight at Shadowwood Subdivision, Type 1	131	21-Dec-12	30-Apr-13	415
04.UTL.00210	Louisville G&E (Gas) at Shadowwood, Type 1	131	21-Dec-12	30-Apr-13	415
04.UTL.00220	Louisville G&E (Electric) at Shadowwood, Type 1	131	21-Dec-12	30-Apr-13	415
04.UTL.00250	Metropolitan Sewer District at Shadowwood, Type 2	255	21-Dec-12	01-Sep-13	291
04.UTL.00240	Louisville Water Co. at Shadowwood, Type 2	284	09-Oct-13	19-Jul-14	670
River Road		702	21-Dec-12	22-Nov-14	521
04.UTL.00260	AT&T at River Road, Type 1	131	21-Dec-12	30-Apr-13	149
04.UTL.00270	Insight at River Road, Type 1	131	21-Dec-12	30-Apr-13	149
04.UTL.00280	Louisville G&E (Electric) at River Road, Type 1	131	21-Dec-12	30-Apr-13	961
04.UTL.00290	Louisville Water Co. at River Road, Type 2	410	09-Oct-13	22-Nov-14	521
Transylvania Ave. & Sta. 186+50		702	21-Dec-12	22-Nov-14	521
04.UTL.00300	AT&T at Transylvania Ave., Type 1	131	21-Dec-12	30-Apr-13	1092
04.UTL.00310	Louisville G&E (Electric) at Transylvania Ave., Type 1	131	01-May-13	08-Sep-13	961
04.UTL.00360	Louisville Water Co. at Trans Ave., Type 2	410	09-Oct-13	22-Nov-14	521
Translvania Beach Road		131	21-Dec-12	30-Apr-13	1092
04.UTL.00320	AT&T at Transylvania Beach Road, Type 1	131	21-Dec-12	30-Apr-13	1092
04.UTL.00330	Insight at Transylvania Beach Road, Type 1	131	21-Dec-12	30-Apr-13	1092



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.UTL.00340	Louisville G&E (Electric) at Transylvania Beach Rd., Type 1	131	21-Dec-12	30-Apr-13	1092
Restricted Work Zones		973	01-Nov-13	30-Jun-16	0
04.RWZ.00113	Bald Eagle Nest - 2013 Blasting/Pile Driving Restriction	242	01-Nov-13*	30-Jun-14	0
04.RWZ.00114	Bald Eagle Nest - 2014 Blasting/Pile Driving Restriction	242	01-Nov-14*	30-Jun-15	0
04.RWZ.00115	Bald Eagle Nest - 2015 Blasting/Pile Driving Restriction	243	01-Nov-15*	30-Jun-16	0
Design		441	22-Dec-12	21-Mar-15	264
Section 4 - Environmental - (Erosion Contol Plans)		133	09-Mar-13	21-Jul-13	36
Stage 1 Design - Environmental		17	09-Mar-13	25-Mar-13	1
Stage 1 Design Review Package - Environmental		16	24-Mar-13	09-Apr-13	0
RFC Design - Environmental		28	27-Mar-13	23-Apr-13	0
Early RFC Review Package - Section 4 Erosion Control		40	23-Apr-13	03-Jun-13	0
Final Design - Environmental		31	04-Jun-13	05-Jul-13	36
Final Design Review / Approval - Environmental		16	05-Jul-13	21-Jul-13	36
Roadwork - North		550	14-Jan-13	25-Jul-14	648
Stage 1 Design Review - Preliminary Design Review (All Elements)		19	06-Jun-13	24-Jun-13	241
S4-12970	Assemble & Submit Stage 1 Design	3	06-Jun-13	08-Jun-13	241
S4-13130	Stage 1 Design Complete	0		08-Jun-13	241
S4-13190	IFA Document Completion Review	1	09-Jun-13	09-Jun-13	241
S4-13210	IFA Review & Comment	15	10-Jun-13	24-Jun-13	241
Roadway - North		420	14-Jan-13	15-Mar-14	778
Stage 1 Design - Roadway North		142	14-Jan-13	05-Jun-13	196
S4-10300	Review / Approve Design Exceptions (if needed)	1	14-Jan-13	14-Jan-13	329
S4-10290	Develop Horizontal & Vertical Alignments	35	14-Jan-13	17-Feb-13	19
S4-10760	Schematic Update Complete	0		17-Feb-13	19
S4-10970	Roadway - Index Sheets	2	18-Feb-13	19-Feb-13	293
S4-10990	Roadway - Title Sheets	2	18-Feb-13	19-Feb-13	293
S4-10980	Alignment Data Sheets	14	18-Feb-13	03-Mar-13	281
S4-10940	Typical Sections - Preliminary	21	18-Feb-13	10-Mar-13	274
S4-10950	Prepare Base Plan & Profile Sheets	32	18-Feb-13	21-Mar-13	263
S4-10960	Prepare Cross Sections - KY 841	45	18-Feb-13	03-Apr-13	238
S4-11000	Prepare Cross Sections -Shared Use Path	45	18-Feb-13	03-Apr-13	238
S4-11010	Prepare Cross Sections - Maintenance Access Roadway	45	18-Feb-13	03-Apr-13	238
S4-11020	Prepare Cross Sections - River Road	45	18-Feb-13	03-Apr-13	238
S4-12190	Site Preparation Plans	14	04-Apr-13	17-Apr-13	238
S4-11100	Conduct Geotechnical Field Investigations	28	07-Apr-13	04-May-13	196
S4-11300	Perform Geotechnical Lab Testing	35	14-Apr-13	18-May-13	196
S4-11510	Prepare Interim Geotechnical Design Memorandum	39	21-Apr-13	30-May-13	196
S4-12180	QA / QC Stage 1 Design	14	16-May-13	30-May-13	196
S4-12680	DQAM Review and Finding Resolution	7	29-May-13	04-Jun-13	196
S4-12910	Stage 1 Design Submittal	1	05-Jun-13	05-Jun-13	196
Stage 2 Design - Roadway North		103	06-Jun-13	18-Sep-13	196
S4-12990	Roadway - Index Sheets	1	06-Jun-13	06-Jun-13	279
S4-13000	Roadway - Title Sheets	1	06-Jun-13	06-Jun-13	279
S4-12950	Barrier Profiles	14	06-Jun-13	19-Jun-13	266
S4-12980	Typical Sections - Design Details	14	06-Jun-13	19-Jun-13	252
S4-12940	Removal Plans - Site Preparation Plans	28	06-Jun-13	03-Jul-13	252
S4-13010	Develop Horizontal & Vertical Alignments	28	06-Jun-13	03-Jul-13	196



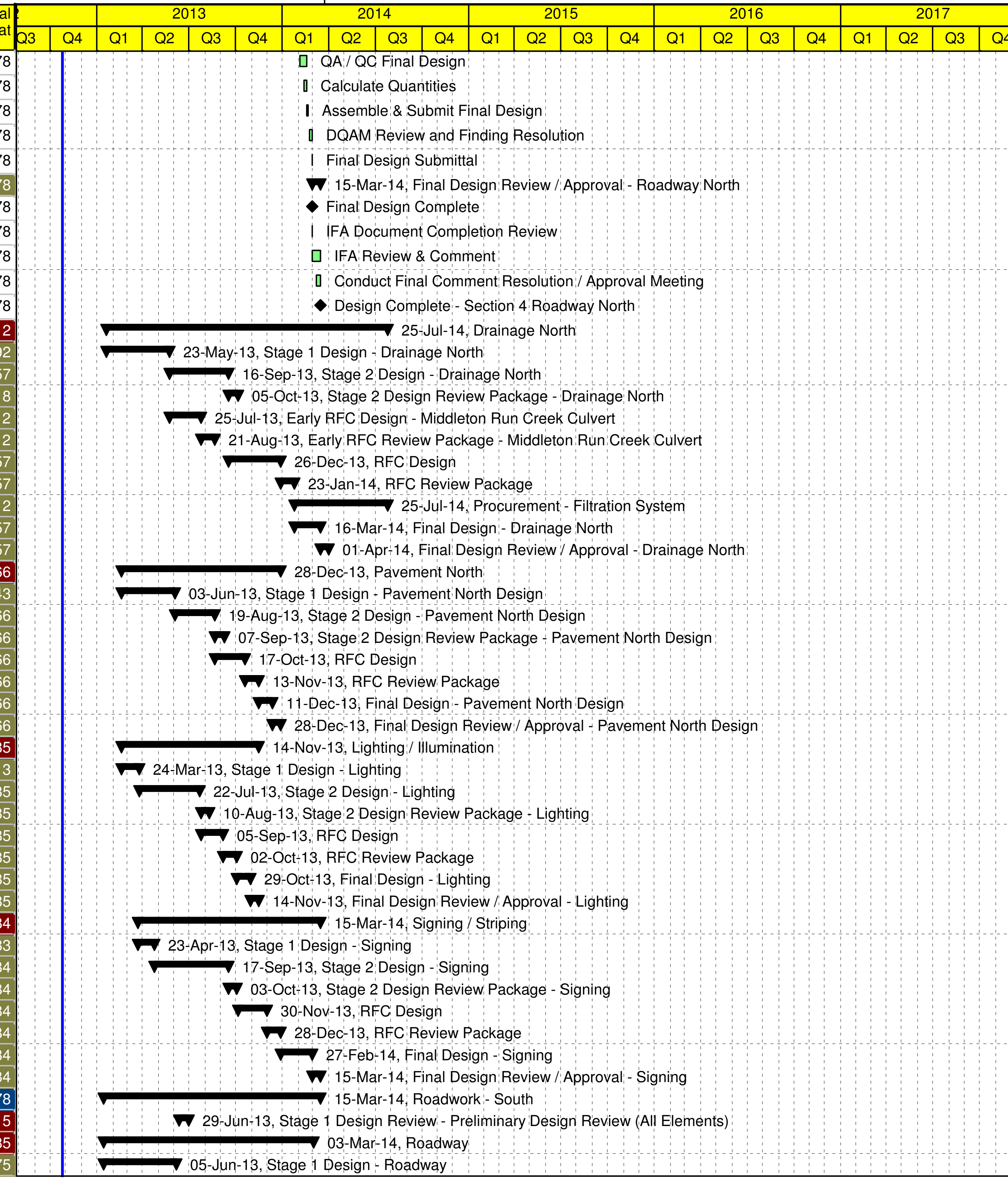
Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S4-12930	Detail Plan & Profile Sheets	44	06-Jun-13	20-Jul-13	236
S4-13800	Address Stage 1 Review Comments	14	25-Jun-13	09-Jul-13	241
S4-14100	Survey Data & Control Plans	14	05-Jul-13	18-Jul-13	238
S4-14120	Superelevation Details	21	05-Jul-13	25-Jul-13	196
S4-14110	Update Cross Sections	42	05-Jul-13	15-Aug-13	196
S4-14910	Spot Elevation / Intersection Details	28	26-Jul-13	22-Aug-13	196
S4-15760	Calculate Quantities - Roadway	14	16-Aug-13	29-Aug-13	196
S4-16270	General Notes	7	23-Aug-13	29-Aug-13	196
S4-16660	QA / QC Stage 2 Design	14	30-Aug-13	13-Sep-13	196
S4-17250	DQAM Review and Finding Resolution	7	12-Sep-13	18-Sep-13	196
S4-17600	Stage 2 Design Complete	1	18-Sep-13	18-Sep-13	196
Stage 2 Design Review Package - Roadway North		**19**	**19-Sep-13**	**07-Oct-13**	**238**
S4-17660	Assemble & Submit Stage 2 Design	3	19-Sep-13	21-Sep-13	238
S4-17980	Stage 2 Design Complete	0		21-Sep-13	238
S4-17990	IFA Document Completion Review	1	22-Sep-13	22-Sep-13	238
S4-18100	IFA Review & Comment	15	23-Sep-13	07-Oct-13	238
RFC Design - Roadway North		**80**	**19-Sep-13**	**08-Dec-13**	**196**
S4-17710	Roadway - Index Sheets	1	19-Sep-13	19-Sep-13	265
S4-17720	Roadway - Title Sheets	1	19-Sep-13	19-Sep-13	265
S4-17690	Address Stage 2 Review Comments	14	19-Sep-13	02-Oct-13	246
S4-17700	Typical Sections - Design Details	14	19-Sep-13	02-Oct-13	238
S4-17670	Detail Plan & Profile Sheets	28	19-Sep-13	16-Oct-13	238
S4-17680	Removal Plans - Site Preparation Plans	28	19-Sep-13	16-Oct-13	238
S4-17730	Develop Horizontal & Vertical Alignments	28	19-Sep-13	16-Oct-13	196
S4-18520	Address Stage 2 Review Comments	14	08-Oct-13	21-Oct-13	238
S4-19030	Survey Data & Control Plans	14	17-Oct-13	30-Oct-13	224
S4-19040	Update Cross Sections	21	17-Oct-13	06-Nov-13	203
S4-19050	Superelevation Details	21	17-Oct-13	06-Nov-13	196
S4-19950	Spot Elevation / Intersection Details	14	07-Nov-13	20-Nov-13	196
S4-19960	Calculate Quantities - Roadway	14	07-Nov-13	20-Nov-13	203
S4-20590	QA / QC RFC Design	14	19-Nov-13	03-Dec-13	196
S4-20690	General Notes	7	21-Nov-13	27-Nov-13	196
S4-21130	DQAM Review and Finding Resolution	7	02-Dec-13	08-Dec-13	196
S4-21360	RFC Design Complete	1	08-Dec-13	08-Dec-13	196
RFC Review Package - Roadway North		**27**	**08-Dec-13**	**06-Jan-14**	**196**
S4-21390	RFC Review Complete	0		08-Dec-13	196
S4-21420	DQAM Review and Finding Resolution	7	09-Dec-13	15-Dec-13	196
S4-21410	IFA Review & Comment	15	09-Dec-13	23-Dec-13	196
S4-22100	Address Comments	5	24-Dec-13	29-Dec-13	196
S4-22280	IFA Final Review / Approval	7	30-Dec-13	06-Jan-14	196
S4-22490	Release to Contractor - Roadway North	0		06-Jan-14	196
Final Design - Roadway North		**54**	**05-Jan-14**	**27-Feb-14**	**778**
S4-22450	Finalize Miscellaneous / Intersection Details	21	05-Jan-14	25-Jan-14	794
S4-22460	Finalize Cross Sections	21	05-Jan-14	25-Jan-14	794
S4-22530	Address RFC Review Comments - Roadway	14	07-Jan-14	20-Jan-14	778
S4-23090	Finalize General Notes	21	21-Jan-14	10-Feb-14	778

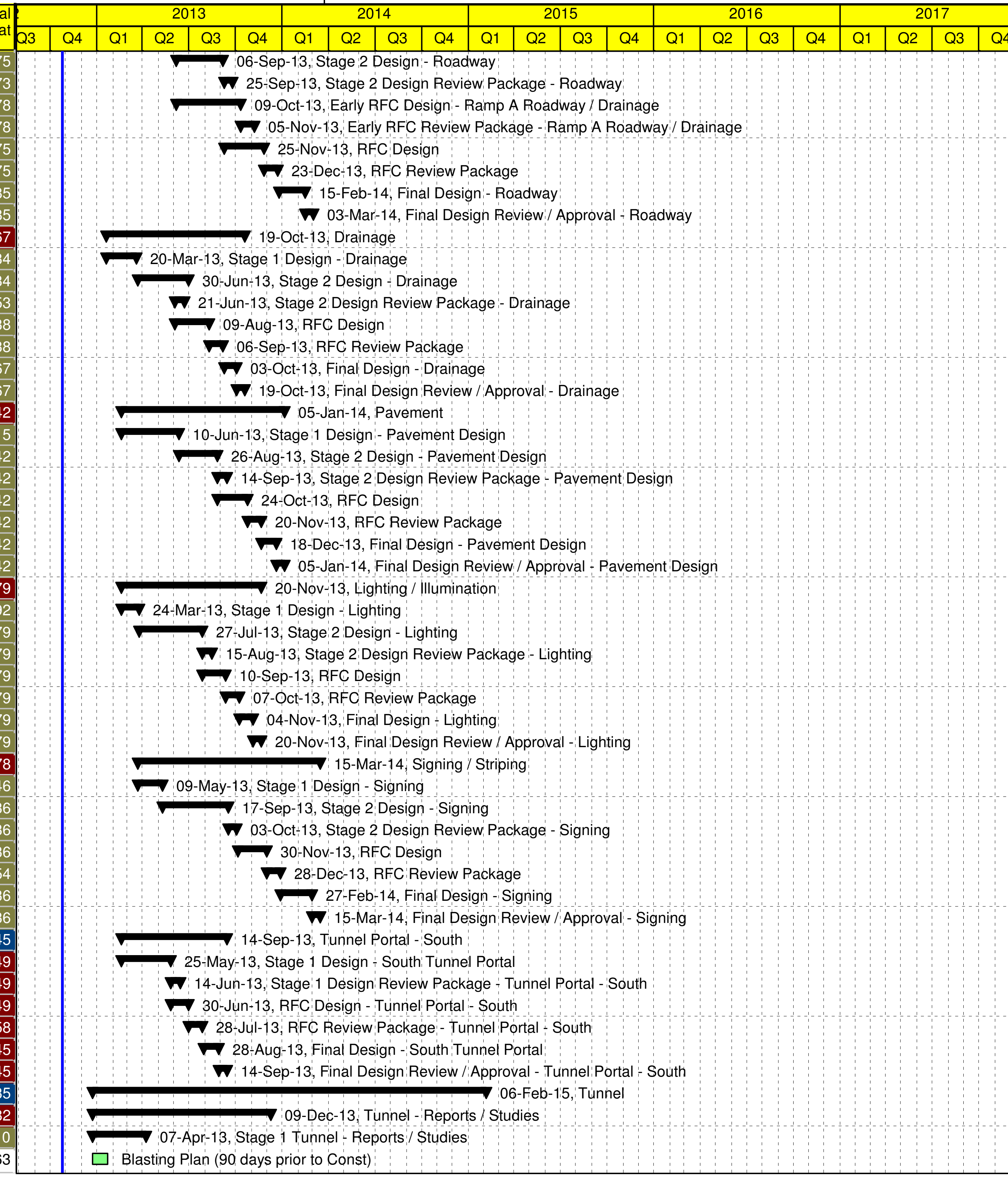
Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S4-23420	QA / QC Final Design	14	04-Feb-14	17-Feb-14	778
S4-23580	Calculate Quantities	7	11-Feb-14	17-Feb-14	778
S4-23960	Assemble & Submit Final Design	3	18-Feb-14	20-Feb-14	778
S4-23770	DQAM Review and Finding Resolution	7	21-Feb-14	27-Feb-14	778
S4-23900	Final Design Submittal	1	27-Feb-14	27-Feb-14	778
Final Design Review / Approval - Roadway North		**16**	**27-Feb-14**	**15-Mar-14**	**778**
S4-24030	Final Design Complete	0		27-Feb-14	778
S4-24040	IFA Document Completion Review	1	28-Feb-14	28-Feb-14	778
S4-24060	IFA Review & Comment	15	01-Mar-14	15-Mar-14	778
S4-24180	Conduct Final Comment Resolution / Approval Meeting	7	09-Mar-14	15-Mar-14	778
S4-24330	Design Complete - Section 4 Roadway North	0		15-Mar-14	778
Drainage North		**545**	**19-Jan-13**	**25-Jul-14**	**612**
Stage 1 Design - Drainage North		**125**	**19-Jan-13**	**23-May-13**	**292**
Stage 2 Design - Drainage North		**113**	**24-May-13**	**16-Sep-13**	**557**
Stage 2 Design Review Package - Drainage North		**19**	**17-Sep-13**	**05-Oct-13**	**618**
Early RFC Design - Middleton Run Creek Culvert		**61**	**24-May-13**	**25-Jul-13**	**12**
Early RFC Review Package - Middleton Run Creek Culvert		**27**	**25-Jul-13**	**21-Aug-13**	**12**
RFC Design		**99**	**17-Sep-13**	**26-Dec-13**	**557**
RFC Review Package		**27**	**26-Dec-13**	**23-Jan-14**	**557**
Procurement - Filtration System		**181**	**24-Jan-14**	**25-Jul-14**	**612**
Final Design - Drainage North		**52**	**24-Jan-14**	**16-Mar-14**	**557**
Final Design Review / Approval - Drainage North		**16**	**16-Mar-14**	**01-Apr-14**	**557**
Pavement North		**309**	**18-Feb-13**	**28-Dec-13**	**666**
Stage 1 Design - Pavement North Design		**105**	**18-Feb-13**	**03-Jun-13**	**243**
Stage 2 Design - Pavement North Design		**76**	**04-Jun-13**	**19-Aug-13**	**666**
Stage 2 Design Review Package - Pavement North Design		**19**	**19-Aug-13**	**07-Sep-13**	**666**
RFC Design		**58**	**20-Aug-13**	**17-Oct-13**	**666**
RFC Review Package		**27**	**17-Oct-13**	**13-Nov-13**	**666**
Final Design - Pavement North Design		**27**	**14-Nov-13**	**11-Dec-13**	**666**
Final Design Review / Approval - Pavement North Design		**16**	**11-Dec-13**	**28-Dec-13**	**666**
Lighting / Illumination		**267**	**18-Feb-13**	**14-Nov-13**	**285**
Stage 1 Design - Lighting		**35**	**18-Feb-13**	**24-Mar-13**	**313**
Stage 2 Design - Lighting		**118**	**25-Mar-13**	**22-Jul-13**	**285**
Stage 2 Design Review Package - Lighting		**19**	**23-Jul-13**	**10-Aug-13**	**285**
RFC Design		**44**	**23-Jul-13**	**05-Sep-13**	**285**
RFC Review Package		**27**	**05-Sep-13**	**02-Oct-13**	**285**
Final Design - Lighting		**27**	**03-Oct-13**	**29-Oct-13**	**285**
Final Design Review / Approval - Lighting		**16**	**29-Oct-13**	**14-Nov-13**	**285**
Signing / Striping		**353**	**22-Mar-13**	**15-Mar-14**	**484**
Stage 1 Design - Signing		**33**	**22-Mar-13**	**23-Apr-13**	**283**
Stage 2 Design - Signing		**144**	**24-Apr-13**	**17-Sep-13**	**484**
Stage 2 Design Review Package - Signing		**16**	**17-Sep-13**	**03-Oct-13**	**484**
RFC Design		**57**	**04-Oct-13**	**30-Nov-13**	**484**
RFC Review Package		**27**	**30-Nov-13**	**28-Dec-13**	**484**
Final Design - Signing		**60**	**29-Dec-13**	**27-Feb-14**	**484**
Final Design Review / Approval - Signing		**16**	**27-Feb-14**	**15-Mar-14**	**484**
Roadwork - South		**420**	**14-Jan-13**	**15-Mar-14**	**778**
Stage 1 Design Review - Preliminary Design Review (All Elements)		**19**	**11-Jun-13**	**29-Jun-13**	**215**
Roadway		**408**	**14-Jan-13**	**03-Mar-14**	**585**
Stage 1 Design - Roadway		**142**	**14-Jan-13**	**05-Jun-13**	**175**



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Stage 2 Design - Roadway	91	06-Jun-13	06-Sep-13	175
	Stage 2 Design Review Package - Roadway	19	07-Sep-13	25-Sep-13	673
	Early RFC Design - Ramp A Roadway / Drainage	124	06-Jun-13	09-Oct-13	178
	Early RFC Review Package - Ramp A Roadway / Drainage	27	09-Oct-13	05-Nov-13	178
	RFC Design	80	07-Sep-13	25-Nov-13	175
	RFC Review Package	27	25-Nov-13	23-Dec-13	175
	Final Design - Roadway	52	24-Dec-13	15-Feb-14	585
	Final Design Review / Approval - Roadway	16	15-Feb-14	03-Mar-14	585
	Drainage	271	19-Jan-13	19-Oct-13	367
	Stage 1 Design - Drainage	61	19-Jan-13	20-Mar-13	334
	Stage 2 Design - Drainage	101	21-Mar-13	30-Jun-13	234
	Stage 2 Design Review Package - Drainage	19	03-Jun-13	21-Jun-13	253
	RFC Design	67	03-Jun-13	09-Aug-13	238
	RFC Review Package	27	10-Aug-13	06-Sep-13	238
	Final Design - Drainage	27	07-Sep-13	03-Oct-13	367
	Final Design Review / Approval - Drainage	16	03-Oct-13	19-Oct-13	367
	Pavement	316	18-Feb-13	05-Jan-14	642
	Stage 1 Design - Pavement Design	112	18-Feb-13	10-Jun-13	215
	Stage 2 Design - Pavement Design	76	11-Jun-13	26-Aug-13	642
	Stage 2 Design Review Package - Pavement Design	19	26-Aug-13	14-Sep-13	642
	RFC Design	58	27-Aug-13	24-Oct-13	642
	RFC Review Package	27	25-Oct-13	20-Nov-13	642
	Final Design - Pavement Design	27	21-Nov-13	18-Dec-13	642
	Final Design Review / Approval - Pavement Design	16	18-Dec-13	05-Jan-14	642
	Lighting / Illumination	273	18-Feb-13	20-Nov-13	279
	Stage 1 Design - Lighting	35	18-Feb-13	24-Mar-13	292
	Stage 2 Design - Lighting	123	25-Mar-13	27-Jul-13	279
	Stage 2 Design Review Package - Lighting	19	28-Jul-13	15-Aug-13	279
	RFC Design	44	28-Jul-13	10-Sep-13	279
	RFC Review Package	27	11-Sep-13	07-Oct-13	279
	Final Design - Lighting	28	08-Oct-13	04-Nov-13	279
	Final Design Review / Approval - Lighting	16	04-Nov-13	20-Nov-13	279
	Signing / Striping	353	22-Mar-13	15-Mar-14	778
	Stage 1 Design - Signing	49	22-Mar-13	09-May-13	246
	Stage 2 Design - Signing	128	10-May-13	17-Sep-13	336
	Stage 2 Design Review Package - Signing	16	17-Sep-13	03-Oct-13	336
	RFC Design	57	04-Oct-13	30-Nov-13	336
	RFC Review Package	27	01-Dec-13	28-Dec-13	854
	Final Design - Signing	60	29-Dec-13	27-Feb-14	336
	Final Design Review / Approval - Signing	16	27-Feb-14	15-Mar-14	336
	Tunnel Portal - South	206	18-Feb-13	14-Sep-13	945
	Stage 1 Design - South Tunnel Portal	97	18-Feb-13	25-May-13	149
	Stage 1 Design Review Package - Tunnel Portal - South	19	26-May-13	14-Jun-13	149
	RFC Design - Tunnel Portal - South	35	26-May-13	30-Jun-13	149
	RFC Review Package - Tunnel Portal - South	27	01-Jul-13	28-Jul-13	658
	Final Design - South Tunnel Portal	31	29-Jul-13	28-Aug-13	945
	Final Design Review / Approval - Tunnel Portal - South	16	28-Aug-13	14-Sep-13	945
	Tunnel	763	22-Dec-12	06-Feb-15	135
	Tunnel - Reports / Studies	347	22-Dec-12	09-Dec-13	182
	Stage 1 Tunnel - Reports / Studies	105	22-Dec-12	07-Apr-13	0
S4-10090	Blasting Plan (90 days prior to Const)	30	22-Dec-12	22-Jan-13	63



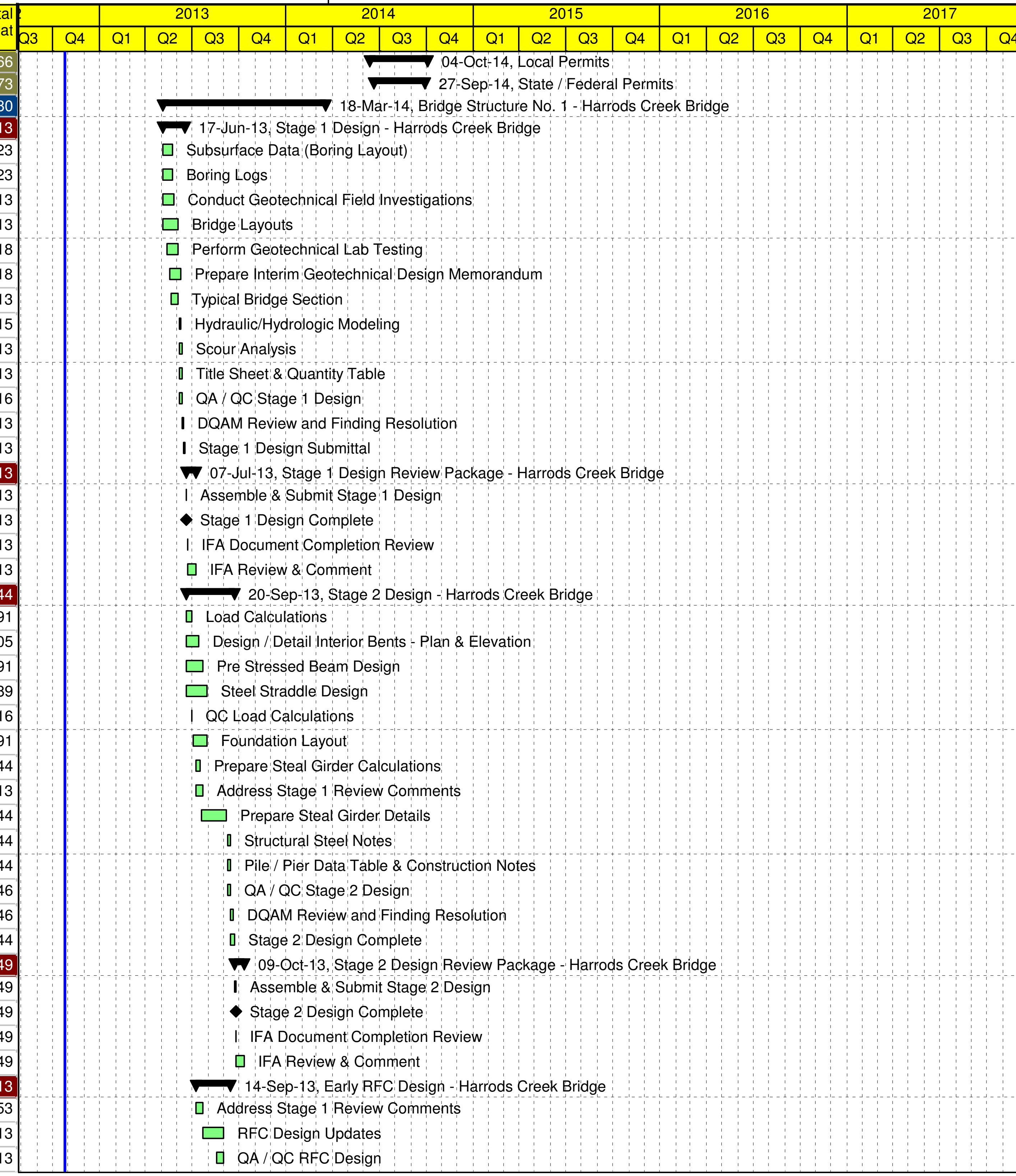
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S4-10560	Develop Design Criteria - Preliminary	30	22-Dec-12	22-Jan-13	15
S4-10730	Structural Durability Report - Preliminary	30	07-Jan-13	05-Feb-13	15
S4-10120	Tunnel Work Plan (90 days from NTP 1)	30	23-Jan-13	21-Feb-13	33
S4-11440	Structural Fire Life Safety Report - Preliminary	30	23-Jan-13	21-Feb-13	33
S4-11450	Space Proofing Report - Preliminary Geometry	30	23-Jan-13	21-Feb-13	33
S4-12120	Preliminary Waterproofing Report	20	20-Feb-13	11-Mar-13	15
S4-12130	Preliminary Fireproofing Report	20	20-Feb-13	11-Mar-13	15
S4-12580	QA / QC Stage 1 Design	14	09-Mar-13	22-Mar-13	9
S4-13180	DQAM Review and Finding Resolution	7	23-Mar-13	29-Mar-13	9
S4-13430	Stage 1 Design Submittal	1	07-Apr-13	07-Apr-13	0
Stage 1 Review Package - Tunnel - Reports / Studies		19	08-Apr-13	26-Apr-13	43
S4-13450	Assemble & Submit Stage 1 Design	3	08-Apr-13	10-Apr-13	43
S4-13510	Stage 1 Design Complete	0		10-Apr-13	43
S4-13540	IFA Document Completion Review	1	11-Apr-13	11-Apr-13	43
S4-13620	IFA Review & Comment	15	12-Apr-13	26-Apr-13	43
Stage 2 - Tunnel - Reports / Studies		88	08-Apr-13	06-Jul-13	0
S4-13460	Design Criteria - Interim	25	08-Apr-13	02-May-13	0
S4-14150	Address Stage 1 Review Comments	14	27-Apr-13	10-May-13	43
S4-14020	Space Proofing Report - Interim	30	03-May-13	02-Jun-13	12
S4-14010	Structural Durability Report - Interim	35	03-May-13	07-Jun-13	0
S4-14410	Structural Fire Life Safety Report - Interim	30	15-May-13	14-Jun-13	0
S4-15620	QA / QC Stage 2 Design	14	15-Jun-13	28-Jun-13	0
S4-16480	DQAM Review and Finding Resolution	7	29-Jun-13	06-Jul-13	0
S4-16730	Stage 2 Design Complete	1	06-Jul-13	06-Jul-13	0
Stage 2 Review Package - Tunnel - Reports / Studies		19	07-Jul-13	25-Jul-13	23
S4-16910	Assemble & Submit Stage 2 Design	3	07-Jul-13	09-Jul-13	23
S4-17060	Stage 2 Design Complete	0		09-Jul-13	23
S4-17070	IFA Document Completion Review	1	10-Jul-13	10-Jul-13	23
S4-17140	IFA Review & Comment	15	11-Jul-13	25-Jul-13	23
RFC Package - Tunnel - Reports / Studies		71	07-Jul-13	16-Sep-13	0
S4-16920	Design Criteria - RFC Design	30	07-Jul-13	05-Aug-13	0
S4-18090	Address Stage 2 Review Comments	20	26-Jul-13	14-Aug-13	23
S4-17640	Structural Durability Report - RFC Design	30	06-Aug-13	05-Sep-13	0
S4-17650	Space Proofing Report - RFC Design	30	06-Aug-13	05-Sep-13	2
S4-18190	Structural Fire Life Safety Report - RFC Design	25	13-Aug-13	07-Sep-13	0
S4-18470	QA / QC RFC Design	14	26-Aug-13	09-Sep-13	0
S4-19390	DQAM Review and Finding Resolution	7	10-Sep-13	16-Sep-13	0
S4-19650	RFC Review Submittal	2	15-Sep-13	16-Sep-13	0
RFC Review Package - Tunnel - Reports / Studies		15	17-Sep-13	01-Oct-13	0
S4-19720	IFA Final Review / Approval	15	17-Sep-13	01-Oct-13	0
S4-20510	Release to Contractor - Tunnel Reports / Studies	0		01-Oct-13	0
Final - Tunnel - Reports / Studies		52	02-Oct-13	22-Nov-13	182
S4-20530	Address RFC Review Comments	14	02-Oct-13	15-Oct-13	193
S4-20540	Finalize Design Criteria	15	02-Oct-13	16-Oct-13	182
S4-21170	Finalize Structural Durability Report	15	17-Oct-13	31-Oct-13	182
S4-21180	Finalize Structural Fire Life Safety Report	15	17-Oct-13	31-Oct-13	182

Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S4-21330	Calculate Quantities	7	21-Oct-13	27-Oct-13	193
S4-21480	Finalize Space Proofing Report	15	24-Oct-13	07-Nov-13	182
S4-21840	QA / QC Final Design	14	30-Oct-13	12-Nov-13	182
S4-22570	Assemble & Submit Final Design	3	13-Nov-13	15-Nov-13	182
S4-22290	DQAM Review and Finding Resolution	7	16-Nov-13	22-Nov-13	182
S4-22470	Final Design Submittal	1	22-Nov-13	22-Nov-13	182
Final Review / Approval - Tunnel - Reports / Studies		16	22-Nov-13	09-Dec-13	182
S4-22710	Final Design Complete	0		22-Nov-13	182
S4-22720	IFA Document Completion Review	1	23-Nov-13	23-Nov-13	182
S4-22740	IFA Review & Comment	15	24-Nov-13	09-Dec-13	182
S4-23030	Conduct Final Comment Resolution / Approval Meeting	7	03-Dec-13	09-Dec-13	182
S4-23190	Reports / Studies Complete	0		09-Dec-13	182
Tunnel - Design		369	28-Jan-14	06-Feb-15	135
Stage 1 Design - Tunnel - Plans		103	28-Jan-14	10-May-14	135
Stage 1 Design Review Package - Tunnel - Plans		19	11-May-14	30-May-14	198
Stage 2 Design - Tunnel - Plans		103	11-May-14	23-Aug-14	135
Stage 2 Design Review Package - Tunnel - Plans		19	24-Aug-14	12-Sep-14	198
RFC Package - Tunnel - Plans		103	24-Aug-14	06-Dec-14	135
RFC Review Package - Tunnel - Plans		7	06-Dec-14	13-Dec-14	135
Final Design - Tunnel - Plans		37	14-Dec-14	21-Jan-15	135
Final Design Review / Approval - Tunnel - Plans		16	21-Jan-15	06-Feb-15	135
Tunnel Mechanical & Electrical		750	18-Feb-13	21-Mar-15	469
Stage 1 Design - Tunnel Mechanical & Electrical		141	18-Feb-13	10-Jul-13	64
Stage 1 Design Review Package - Tunnel Mechanical & Electrical		19	11-Jul-13	29-Jul-13	212
Stage 2 Design - Tunnel Mechanical & Electrical		111	11-Jul-13	30-Oct-13	161
Stage 2 Design Review Package - Tunnel Mechanical & Electrical		19	31-Oct-13	18-Nov-13	212
RFC Design - Tunnel Mechanical & Electrical		111	31-Oct-13	21-Feb-14	161
RFC Design Review Package - Tunnel Mechanical & Electrical		27	21-Feb-14	20-Mar-14	161
Procurement (FS with Systems Installation)		360	21-Mar-14	21-Mar-15	469
Final Design - Tunnel Mechanical & Electrical		68	21-Mar-14	28-May-14	161
Final Design Review / Approval - Tunnel Mechanical & Electrical		16	28-May-14	13-Jun-14	161
Tunnel Systems Control Building		252	10-Aug-13	01-Nov-14	124
S4.BLDG.12280	Construction Start	0	01-Nov-14		239
Milestone & Summary for Tunnel Systems Control Building		296	10-Aug-13	06-Jun-14	266
Stage 1 Design - Tunnel Systems Control Building		85	10-Aug-13	03-Nov-13	64
Stage 1 Design Review Package - Tunnel Systems Control Building		15	03-Nov-13	18-Nov-13	99
Stage 2 Design - Tunnel Systems Control Building		105	12-Oct-13	27-Jan-14	64
Stage 2 Design Review Package - Tunnel Systems Control Building		15	16-Jan-14	31-Jan-14	80
RFC Design - Tunnel Systems Control Building		58	28-Jan-14	26-Mar-14	64
RFC Review Package - Tunnel Systems Control Building		36	26-Mar-14	01-May-14	64
Procurement - Tunnel Systems Control Building		180	02-May-14	31-Oct-14	239
Final Design - Tunnel Systems Control Building		53	01-May-14	31-Jul-14	166
Final Design Review / Approval - Tunnel Systems Control Building		25	31-Jul-14	25-Aug-14	305
Permit Process - Tunnel Systems Control Building		113	12-Jun-14	04-Oct-14	266
Milestone Summary		113	12-Jun-14	04-Oct-14	266
S4.BLDG.11040	Begin Drainage Permit Process	0	12-Jun-14		323
S4.BLDG.11060	Permit Phase - All	113	12-Jun-14	04-Oct-14	266
S4.BLDG.11050	Begin Construction Permit Process	0	20-Jun-14		266
S4.BLDG.12190	Permits For Construction Complete	0		04-Oct-14	266

Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Local Permits		113	12-Jun-14	04-Oct-14	266
State / Federal Permits		98	20-Jun-14	27-Sep-14	273
Bridge Structure No. 1 - Harrods Creek Bridge		312	05-May-13	18-Mar-14	380
Stage 1 Design - Harrods Creek Bridge		43	05-May-13	17-Jun-13	13
S4-10190	Subsurface Data (Boring Layout)	20	05-May-13	24-May-13	23
S4-10200	Boring Logs	20	05-May-13	24-May-13	23
S4-11140	Conduct Geotechnical Field Investigations	21	05-May-13	25-May-13	13
S4-10180	Bridge Layouts	30	05-May-13	04-Jun-13	13
S4-11340	Perform Geotechnical Lab Testing	21	12-May-13	02-Jun-13	18
S4-11560	Prepare Interim Geotechnical Design Memorandum	21	19-May-13	09-Jun-13	18
S4-10260	Typical Bridge Section	14	21-May-13	04-Jun-13	13
S4-10420	Hydraulic/Hydrologic Modeling	5	05-Jun-13	09-Jun-13	15
S4-10430	Scour Analysis	7	05-Jun-13	11-Jun-13	13
S4-10440	Title Sheet & Quantity Table	7	05-Jun-13	11-Jun-13	13
S4-11890	QA / QC Stage 1 Design	5	07-Jun-13	11-Jun-13	16
S4-10520	DQAM Review and Finding Resolution	3	12-Jun-13	14-Jun-13	13
S4-12040	Stage 1 Design Submittal	3	15-Jun-13	17-Jun-13	13
Stage 1 Design Review Package - Harrods Creek Bridge		19	18-Jun-13	07-Jul-13	13
S4-12100	Assemble & Submit Stage 1 Design	3	18-Jun-13	20-Jun-13	13
S4-12160	Stage 1 Design Complete	0		20-Jun-13	13
S4-12210	IFA Document Completion Review	1	21-Jun-13	21-Jun-13	13
S4-12280	IFA Review & Comment	15	22-Jun-13	07-Jul-13	13
Stage 2 Design - Harrods Creek Bridge		93	18-Jun-13	20-Sep-13	344
S4-10400	Load Calculations	14	18-Jun-13	01-Jul-13	391
S4-10390	Design / Detail Interior Bents - Plan & Elevation	25	18-Jun-13	13-Jul-13	405
S4-10530	Pre Stressed Beam Design	32	18-Jun-13	20-Jul-13	391
S4-10410	Steel Straddle Design	41	18-Jun-13	29-Jul-13	389
S4-10550	QC Load Calculations	3	29-Jun-13	01-Jul-13	416
S4-10600	Foundation Layout	27	02-Jul-13	29-Jul-13	391
S4-12780	Prepare Steal Girder Calculations	10	08-Jul-13	17-Jul-13	344
S4-12800	Address Stage 1 Review Comments	14	08-Jul-13	21-Jul-13	13
S4-13390	Prepare Steal Girder Details	50	18-Jul-13	06-Sep-13	344
S4-15160	Structural Steel Notes	7	07-Sep-13	13-Sep-13	344
S4-15180	Pile / Pier Data Table & Construction Notes	7	07-Sep-13	13-Sep-13	344
S4-15300	QA / QC Stage 2 Design	5	09-Sep-13	13-Sep-13	346
S4-17050	DQAM Review and Finding Resolution	5	14-Sep-13	18-Sep-13	346
S4-17040	Stage 2 Design Complete	7	14-Sep-13	20-Sep-13	344
Stage 2 Design Review Package - Harrods Creek Bridge		19	21-Sep-13	09-Oct-13	349
S4-17320	Assemble & Submit Stage 2 Design	3	21-Sep-13	23-Sep-13	349
S4-17450	Stage 2 Design Complete	0		23-Sep-13	349
S4-17460	IFA Document Completion Review	1	24-Sep-13	24-Sep-13	349
S4-17500	IFA Review & Comment	15	25-Sep-13	09-Oct-13	349
Early RFC Design - Harrods Creek Bridge		68	08-Jul-13	14-Sep-13	13
S4-12820	Address Stage 1 Review Comments	14	08-Jul-13	21-Jul-13	53
S4-12110	RFC Design Updates	40	22-Jul-13	30-Aug-13	13
S4-12810	QA / QC RFC Design	14	17-Aug-13	30-Aug-13	13



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S4-13480	RFC Review Submittal	14	31-Aug-13	14-Sep-13	13
S4-13490	DQAM Review and Finding Resolution	14	31-Aug-13	14-Sep-13	13
Early RFC Review Package - Harrods Creek Bridge		17	14-Sep-13	01-Oct-13	13
S4-13920	RFC Review Complete	0		14-Sep-13	13
S4-13940	IFA Review & Comment	10	15-Sep-13	24-Sep-13	13
S4-13950	DQAM Review and Finding Resolution	10	15-Sep-13	24-Sep-13	13
S4-14320	Address Comments	3	25-Sep-13	27-Sep-13	13
S4-14430	IFA Final Review / Approval	4	28-Sep-13	01-Oct-13	13
S4-14570	Early Release to Contractor - Harrods Creek Approach Bridge F...	0		01-Oct-13	13
RFC Design - Harrods Creek Bridge		38	21-Sep-13	28-Oct-13	344
S4-15150	General Notes	7	21-Sep-13	27-Sep-13	358
S4-15510	Design / Detail Interior Bents - Sections & Details	17	21-Sep-13	07-Oct-13	348
S4-15140	QC Beam Design	21	21-Sep-13	11-Oct-13	344
S4-15170	Construction Sequence	21	21-Sep-13	11-Oct-13	344
S4-16440	Design / Detail Interior Bents - Bill of Reinforcement	10	08-Oct-13	17-Oct-13	348
S4-18160	QA / QC RFC Design	14	08-Oct-13	21-Oct-13	344
S4-18320	Address Stage 2 Review Comments	7	10-Oct-13	16-Oct-13	349
S4-16290	Release for Beam / Girder Fabrication	10	12-Oct-13	21-Oct-13	344
S4-18560	DQAM Review and Finding Resolution	4	22-Oct-13	25-Oct-13	344
S4-18800	RFC Review Submittal	3	26-Oct-13	28-Oct-13	344
RFC Review Package - Harrods Creek Bridge		27	28-Oct-13	24-Nov-13	344
S4-16780	RFC Review Complete	0		28-Oct-13	344
S4-16840	DQAM Review and Finding Resolution	7	29-Oct-13	04-Nov-13	344
S4-16830	IFA Review & Comment	15	29-Oct-13	12-Nov-13	344
S4-17480	Address Comments	5	13-Nov-13	17-Nov-13	344
S4-17950	IFA Final Review / Approval	7	18-Nov-13	24-Nov-13	344
S4-18210	Release to Contractor - Harrods Creek Approach Bridge Found...	0		24-Nov-13	344
Final Design - Harrods Creek Bridge		115	29-Oct-13	23-Feb-14	380
S4-18910	BR-01 - Bridge Load Ratings - Section 4	14	29-Oct-13	11-Nov-13	473
S4-18300	Framing Plan / BT Beam Report	42	25-Nov-13	08-Jan-14	380
S4-18310	Slab Design / Details	42	25-Nov-13	08-Jan-14	380
S4-20150	Estimate Quantities & Bearing Seat Elevations	28	09-Jan-14	05-Feb-14	380
S4-20160	Railing Design / Details	28	09-Jan-14	05-Feb-14	380
S4-20170	Approach Slab Design / Details	28	09-Jan-14	05-Feb-14	380
S4-20180	Deck Drains Design / Details	28	09-Jan-14	05-Feb-14	380
S4-20190	Miscellaneous Details	28	09-Jan-14	05-Feb-14	380
S4-21530	Superstructure - Bill of Materials	10	06-Feb-14	15-Feb-14	380
S4-21540	Construction Elevations	10	06-Feb-14	15-Feb-14	380
S4-21550	Bearing Assembly Details	10	06-Feb-14	15-Feb-14	380
S4-21860	QA / QC Final Design	5	11-Feb-14	15-Feb-14	380
S4-22270	Assemble & Submit Final Design	3	16-Feb-14	18-Feb-14	380
S4-21940	Final Design Submittal	7	17-Feb-14	23-Feb-14	380
S4-21950	DQAM Review and Finding Resolution	5	19-Feb-14	23-Feb-14	380
Final Design Review / Approval - Harrods Creek Bridge		23	23-Feb-14	18-Mar-14	380
S4-22360	Final Design Complete	0		23-Feb-14	380
S4-22370	IFA Document Completion Review	1	24-Feb-14	24-Feb-14	380

Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S4-22400	IFA Review & Comment	15	25-Feb-14	11-Mar-14	380
S4-23000	Conduct Final Comment Resolution / Approval Meeting	7	12-Mar-14	18-Mar-14	380
S4-23180	Design Complete - Bridge Structure No. 1 - Harrods Creek Brid...	0		18-Mar-14	380
Bridge Structure No. 2 - KY 841 / Ramp A		289	07-Apr-13	26-Jan-14	208
Stage 1 Design - Bridge Structure No. 2 - KY 841 / Ramp A		66	07-Apr-13	12-Jun-13	135
Stage 1 Design Review Package - Bridge Structure No. 2 - KY 841 / Ramp A		16	12-Jun-13	28-Jun-13	135
Stage 2 Design - Bridge Structure No. 2 - KY 841 / Ramp A		98	07-May-13	14-Aug-13	135
Stage 2 Design Review Package - Bridge Structure No. 2 - KY 841 / Ramp A		19	15-Aug-13	03-Sep-13	170
RFC Design		89	15-Aug-13	12-Nov-13	135
RFC Review Package - Bridge Structure No. 2 - KY 841 / Ramp A		27	13-Nov-13	10-Dec-13	135
Final Design - Bridge Structure No. 2 - KY 841 / Ramp A		22	11-Dec-13	03-Jan-14	208
Final Design Review / Approval - Bridge Structure No. 2 - KY 841 / Ramp A		23	03-Jan-14	26-Jan-14	208
Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / Ramp		341	27-Jul-13	08-Jul-14	543
Stage 1 Design - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / Ramp		59	27-Jul-13	24-Sep-13	475
Stage 1 Design Review Package - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / R...		19	25-Sep-13	13-Oct-13	468
Stage 2 Design - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / Ramp		143	03-Sep-13	26-Jan-14	468
Stage 2 Design Review Package - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / R...		19	27-Jan-14	14-Feb-14	468
RFC Design		63	15-Feb-14	18-Apr-14	468
RFC Review Package - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / Ramp		27	18-Apr-14	15-May-14	468
Final Design - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / Ramp		63	12-Apr-14	14-Jun-14	543
Final Design Review / Approval - Bridge Structure No. 3 - Wolf Pen Bridge - KY 841 / Ra...		23	14-Jun-14	08-Jul-14	543
Bridge Structure No. 4 - Transylvania Beach Road Bridge - River Approach Bridge		329	16-Aug-13	16-Jul-14	640
Stage 1 Design - BR-04 - Transylvania Beach Road Bridge - River Approach Bridge		40	16-Aug-13	25-Sep-13	550
Stage 1 Design Review Package - BR-04 - Transylvania Beach Road Bridge - River Appr...		19	26-Sep-13	14-Oct-13	550
Stage 2 Design - BR-04 - Transylvania Beach Road Bridge - River Approach Bridge		102	25-Sep-13	07-Jan-14	550
Stage 2 Design Review Package - BR-04 - Transylvania Beach Road Bridge - River Appr...		19	08-Jan-14	26-Jan-14	555
RFC Design - BR-04 - Transylvania Beach Road Bridge - River Approach Bridge		50	08-Jan-14	26-Feb-14	550
RFC Review Package - BR-04 - Transylvania Beach Road Bridge - River Approach Bridge		27	26-Feb-14	25-Mar-14	550
Final Design - BR-04 - Transylvania Beach Road Bridge - River Approach Bridge		88	26-Mar-14	22-Jun-14	640
Final Design Review / Approval - BR-04 - Transylvania Beach Road Bridge - River Appro...		23	22-Jun-14	16-Jul-14	640
Maintenance of Traffic		390	22-Dec-12	23-Jan-14	356
Stage 1 Design - Maintenance of Traffic		109	22-Dec-12	11-Apr-13	240
Stage 1 Design Review Package - Maintenance of Traffic		30	04-Apr-13	03-May-13	267
Stage 2 Design - Maintenance of Traffic		99	04-May-13	12-Aug-13	356
Stage 2 Design Review Package - Maintenance of Traffic		30	13-Aug-13	12-Sep-13	368
Early RFC Design Package - MOT Phase 1A		77	12-Apr-13	28-Jun-13	240
Early RFC Review / Approval Package - MOT Phase 1A		27	29-Jun-13	26-Jul-13	240
RFC Design - Maintenance of Traffic		57	13-Aug-13	09-Oct-13	356
RFC Review Package - Maintenance of Traffic		29	10-Oct-13	07-Nov-13	356
Final Design - Maintenance of Traffic		51	08-Nov-13	30-Dec-13	356
Final Design Review / Approval - Maintenance of Traffic		23	30-Dec-13	23-Jan-14	356
Section 4 - ITS		309	23-Jun-13	02-May-14	119
Stage 2 Design		64	23-Jun-13	26-Aug-13	119
Stage 2 Design Review Package		29	26-Aug-13	25-Sep-13	119
RFC Design		79	08-Oct-13	27-Dec-13	119
RFC Review Package		40	28-Dec-13	06-Feb-14	119
Early RFC Package - Civil/ Infrastructure		60	08-Aug-13	07-Oct-13	119
Final Design		49	07-Feb-14	27-Mar-14	119
Final Design Review Package		36	27-Mar-14	02-May-14	119
Section 4 Walls		536	21-Apr-13	17-Oct-14	565
Group 1 (MSE Walls for Section 4-4)		236	21-Apr-13	16-Dec-13	373

Remaining Level of Effort | Critical Remaining Work | Actual Work | Milestone | Remaining Work | Summary

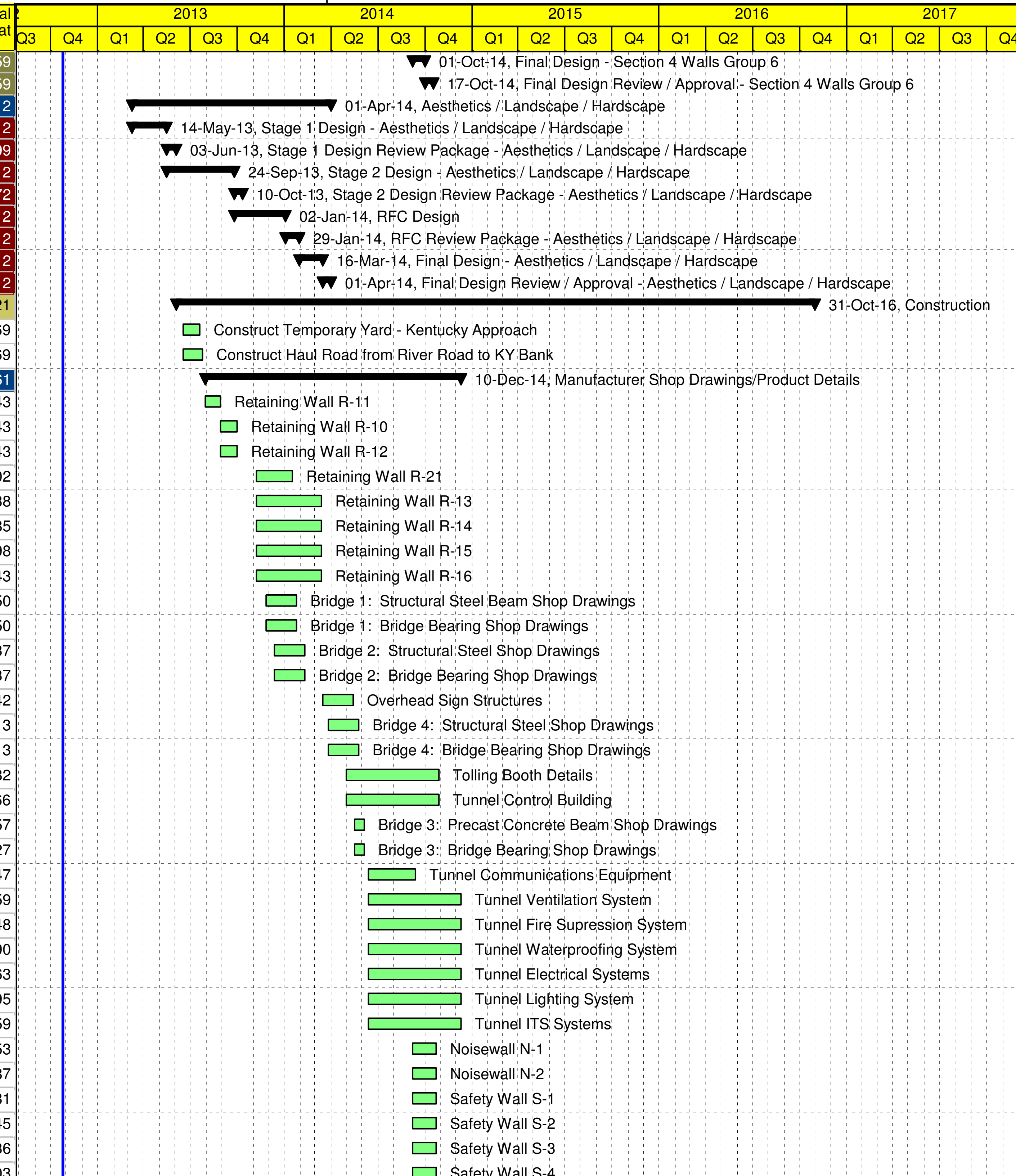
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Stage 1 Design - Section 4 Walls - Group 1	105	21-Apr-13	05-Aug-13	149
	Stage 1 Design Review Package - Group 1	19	06-Aug-13	24-Aug-13	261
	Stage 2 Design - Section 4 Walls - Group 1	32	06-Aug-13	07-Sep-13	259
	Stage 2 Design Review Package - Section 4 Walls - Group 1	19	08-Sep-13	26-Sep-13	262
	RFC Design - Group 1	32	08-Sep-13	09-Oct-13	260
	RFC Review Package - Group 1	27	09-Oct-13	05-Nov-13	260
	Final Design - Section 4 Walls - Group 1	24	06-Nov-13	30-Nov-13	373
	Final Design Review / Approval - Section 4 Walls - Group 1	16	30-Nov-13	16-Dec-13	373
	Group 2 (Ramp A)	265	12-May-13	06-Feb-14	815
	Stage 1 Design - Section 4 Walls Group 2	141	12-May-13	02-Oct-13	149
	Stage 1 Design Review Package - Group 2	19	03-Oct-13	21-Oct-13	151
	Stage 2 Design - Section 4 Walls Group 2	25	03-Oct-13	27-Oct-13	149
	Stage 2 Design Review Package - Section 4 Walls Group 2	19	28-Oct-13	15-Nov-13	151
	RFC DesignGroup 2	32	28-Oct-13	29-Nov-13	149
	RFC Review PackageGroup 2	27	29-Nov-13	27-Dec-13	149
	Final Design - Section 4 Walls Group 2	24	28-Dec-13	21-Jan-14	815
	Final Design Review / Approval - Section 4 Walls Group 2	16	21-Jan-14	06-Feb-14	815
	Group 3 (Wolf Pen)	269	03-Jun-13	03-Mar-14	790
	Stage 1 Design - Section 4 Walls Group 3	138	03-Jun-13	20-Oct-13	259
	Stage 1 Design Review Package - Group 3	19	21-Oct-13	08-Nov-13	261
	Stage 2 Design - Section 4 Walls Group 3	32	21-Oct-13	21-Nov-13	259
	Stage 2 Design Review Package - Section 4 Walls Group 3	19	22-Nov-13	11-Dec-13	792
	RFC DesignGroup 3	32	22-Nov-13	24-Dec-13	790
	RFC Review PackageGroup 3	27	24-Dec-13	22-Jan-14	790
	Final Design - Section 4 Walls Group 3	24	23-Jan-14	15-Feb-14	790
	Final Design Review / Approval - Section 4 Walls Group 3	16	15-Feb-14	03-Mar-14	790
	Group 4 (Ramp B)	331	24-Jun-13	25-May-14	707
	Stage 1 Design - Section 4 Walls Group 4	192	24-Jun-13	06-Jan-14	259
	Stage 1 Design Review Package - Group 4	19	07-Jan-14	25-Jan-14	261
	Stage 2 Design - Section 4 Walls Group 4	32	07-Jan-14	07-Feb-14	259
	Stage 2 Design Review Package - Section 4 Walls Group 4	19	08-Feb-14	26-Feb-14	332
	RFC DesignGroup 4	40	08-Feb-14	19-Mar-14	332
	RFC Review PackageGroup 4	27	19-Mar-14	15-Apr-14	332
	Final Design - Section 4 Walls Group 4	24	16-Apr-14	09-May-14	707
	Final Design Review / Approval - Section 4 Walls Group 4	16	09-May-14	25-May-14	707
	Group 5 (North Portal)	377	16-Jul-13	02-Aug-14	640
	Stage 1 Design - Section 4 Walls Group 5 (North Portal)	246	16-Jul-13	22-Mar-14	259
	Stage 1 Design Review Package - Group 5 (North Portal)	19	23-Mar-14	10-Apr-14	261
	Stage 2 Design - Section 4 Walls Group 5 (North Portal)	32	23-Mar-14	23-Apr-14	259
	Stage 2 Design Review Package - Section 4 Walls Group 5 (North Portal)	19	24-Apr-14	12-May-14	642
	RFC DesignGroup 5 (North Portal)	32	24-Apr-14	25-May-14	640
	RFC Review PackageGroup 5 (North Portal)	27	25-May-14	22-Jun-14	640
	Final Design - Section 4 Walls Group 5 (North Portal)	24	23-Jun-14	17-Jul-14	640
	Final Design Review / Approval - Section 4 Walls Group 5 (North Portal)	16	17-Jul-14	02-Aug-14	640
	Group 6 (Noise and Safety Walls)	431	06-Aug-13	17-Oct-14	259
	Stage 1 Design - Section 4 Walls Group 6	300	06-Aug-13	06-Jun-14	259
	Stage 1 Design Review Package - Group 6	19	07-Jun-14	25-Jun-14	261
	Stage 2 Design - Section 4 Walls Group 6	32	07-Jun-14	09-Jul-14	259
	Stage 2 Design Review Package - Section 4 Walls Group 6	19	10-Jul-14	28-Jul-14	261
	RFC DesignGroup 6	32	10-Jul-14	10-Aug-14	259
	RFC Review PackageGroup 6	27	10-Aug-14	07-Sep-14	259

Timeline: 2013 Q3 Q4 | 2013 Q1 Q2 Q3 Q4 | 2014 Q1 Q2 Q3 Q4 | 2015 Q1 Q2 Q3 Q4 | 2016 Q1 Q2 Q3 Q4 | 2017 Q1 Q2 Q3 Q4

Legend: Remaining Level of Effort; Critical Remaining Work; Actual Work; Milestone; Remaining Work; Summary

WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Final Design - Section 4 Walls Group 6	24	08-Sep-14	01-Oct-14	259
	Final Design Review / Approval - Section 4 Walls Group 6	16	01-Oct-14	17-Oct-14	259
Aesthetics / Landscape / Hardscape		383	09-Mar-13	01-Apr-14	212
	Stage 1 Design - Aesthetics / Landscape / Hardscape	67	09-Mar-13	14-May-13	212
	Stage 1 Design Review Package - Aesthetics / Landscape / Hardscape	19	15-May-13	03-Jun-13	299
	Stage 2 Design - Aesthetics / Landscape / Hardscape	130	15-May-13	24-Sep-13	212
	Stage 2 Design Review Package - Aesthetics / Landscape / Hardscape	16	24-Sep-13	10-Oct-13	272
	RFC Design	97	25-Sep-13	02-Jan-14	212
	RFC Review Package - Aesthetics / Landscape / Hardscape	27	02-Jan-14	29-Jan-14	212
	Final Design - Aesthetics / Landscape / Hardscape	46	30-Jan-14	16-Mar-14	212
	Final Design Review / Approval - Aesthetics / Landscape / Hardscape	16	16-Mar-14	01-Apr-14	212
Construction		695	04-Jun-13	31-Oct-16	21
00.CCC.00310	Construct Temporary Yard - Kentucky Approach	20	17-Jun-13	18-Jul-13	69
00.CCC.00320	Construct Haul Road from River Road to KY Bank	25	17-Jun-13	25-Jul-13	69
Manufacturer Shop Drawings/Product Details		281	29-Jul-13	10-Dec-14	361
04.SUB.00620	Retaining Wall R-11	20	29-Jul-13	28-Aug-13	443
04.SUB.00610	Retaining Wall R-10	20	29-Aug-13	30-Sep-13	443
04.SUB.00630	Retaining Wall R-12	20	29-Aug-13	30-Sep-13	443
04.SUB.00680	Retaining Wall R-21	30	07-Nov-13	15-Jan-14	202
04.SUB.00640	Retaining Wall R-13	60	07-Nov-13	14-Mar-14	138
04.SUB.00650	Retaining Wall R-14	60	07-Nov-13	14-Mar-14	185
04.SUB.00660	Retaining Wall R-15	60	07-Nov-13	14-Mar-14	198
04.SUB.00670	Retaining Wall R-16	60	07-Nov-13	14-Mar-14	243
04.SUB.00180	Bridge 1: Structural Steel Beam Shop Drawings	60	25-Nov-13	23-Jan-14	350
04.SUB.00220	Bridge 1: Bridge Bearing Shop Drawings	60	25-Nov-13	23-Jan-14	350
04.SUB.00190	Bridge 2: Structural Steel Shop Drawings	60	11-Dec-13	08-Feb-14	137
04.SUB.00230	Bridge 2: Bridge Bearing Shop Drawings	60	11-Dec-13	08-Feb-14	137
04.SUB.00720	Overhead Sign Structures	60	16-Mar-14	14-May-14	342
04.SUB.00210	Bridge 4: Structural Steel Shop Drawings	60	26-Mar-14	24-May-14	613
04.SUB.00250	Bridge 4: Bridge Bearing Shop Drawings	60	26-Mar-14	24-May-14	613
04.SUB.00160	Tolling Booth Details	180	02-May-14	28-Oct-14	182
04.SUB.00170	Tunnel Control Building	180	02-May-14	28-Oct-14	66
04.SUB.00200	Bridge 3: Precast Concrete Beam Shop Drawings	20	16-May-14	04-Jun-14	557
04.SUB.00240	Bridge 3: Bridge Bearing Shop Drawings	20	16-May-14	04-Jun-14	527
04.SUB.00260	Tunnel Communications Equipment	90	14-Jun-14	11-Sep-14	547
04.SUB.00100	Tunnel Ventilation System	180	14-Jun-14	10-Dec-14	359
04.SUB.00110	Tunnel Fire Supression System	180	14-Jun-14	10-Dec-14	548
04.SUB.00120	Tunnel Waterproofing System	180	14-Jun-14	10-Dec-14	190
04.SUB.00130	Tunnel Electrical Systems	180	14-Jun-14	10-Dec-14	163
04.SUB.00140	Tunnel Lighting System	180	14-Jun-14	10-Dec-14	395
04.SUB.00150	Tunnel ITS Systems	180	14-Jun-14	10-Dec-14	359
04.SUB.00500	Noisewall N-1	30	08-Sep-14	23-Oct-14	253
04.SUB.00510	Noisewall N-2	30	08-Sep-14	23-Oct-14	387
04.SUB.00520	Safety Wall S-1	30	08-Sep-14	23-Oct-14	231
04.SUB.00530	Safety Wall S-2	30	08-Sep-14	23-Oct-14	245
04.SUB.00540	Safety Wall S-3	30	08-Sep-14	23-Oct-14	236
04.SUB.00550	Safety Wall S-4	30	08-Sep-14	23-Oct-14	303

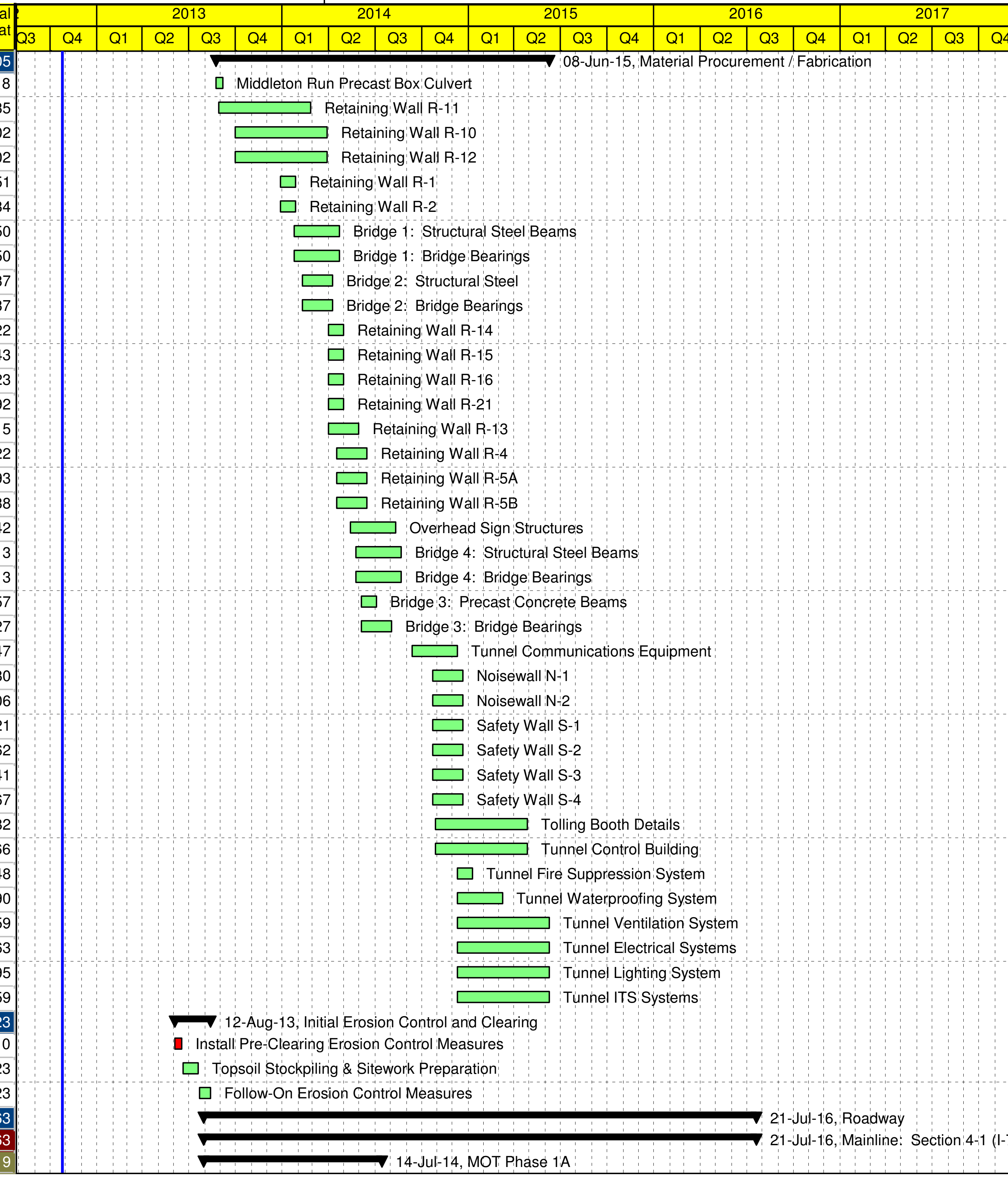


Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Technical Proposal

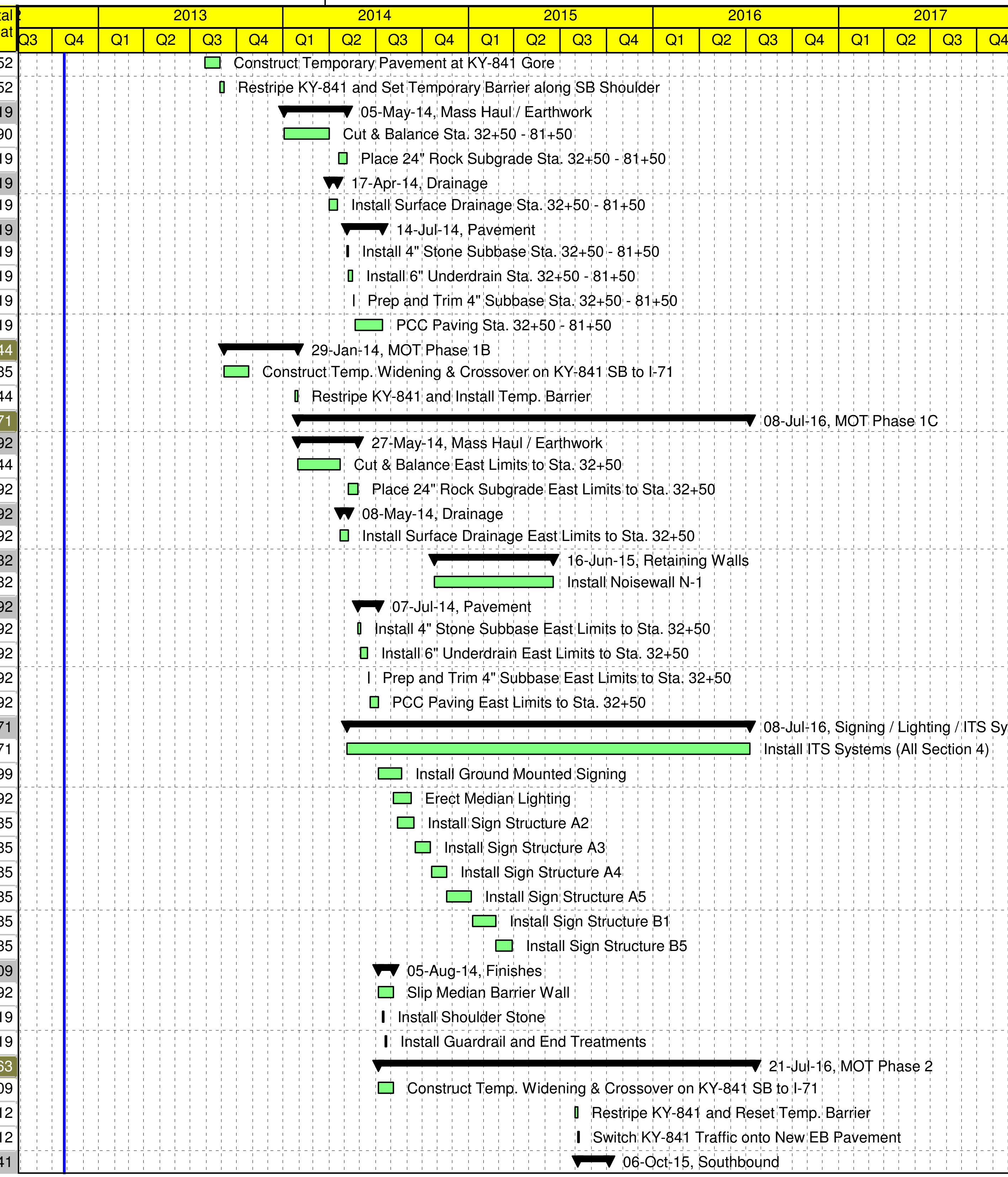
WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Material Procurement / Fabrication		356	22-Aug-13	08-Jun-15	305
04.MAT.00720	Middleton Run Precast Box Culvert	10	22-Aug-13	05-Sep-13	8
04.MAT.00620	Retaining Wall R-11	180	29-Aug-13	24-Feb-14	835
04.MAT.00610	Retaining Wall R-10	180	01-Oct-13	29-Mar-14	802
04.MAT.00630	Retaining Wall R-12	180	01-Oct-13	29-Mar-14	802
04.MAT.00560	Retaining Wall R-1	30	28-Dec-13	26-Jan-14	151
04.MAT.00570	Retaining Wall R-2	30	28-Dec-13	26-Jan-14	234
04.MAT.00180	Bridge 1: Structural Steel Beams	90	24-Jan-14	23-Apr-14	350
04.MAT.00220	Bridge 1: Bridge Bearings	90	24-Jan-14	23-Apr-14	350
04.MAT.00190	Bridge 2: Structural Steel	60	09-Feb-14	09-Apr-14	137
04.MAT.00230	Bridge 2: Bridge Bearings	60	09-Feb-14	09-Apr-14	137
04.MAT.00650	Retaining Wall R-14	30	02-Apr-14	01-May-14	322
04.MAT.00660	Retaining Wall R-15	30	02-Apr-14	01-May-14	343
04.MAT.00670	Retaining Wall R-16	30	02-Apr-14	01-May-14	423
04.MAT.00680	Retaining Wall R-21	30	02-Apr-14	01-May-14	292
04.MAT.00640	Retaining Wall R-13	60	02-Apr-14	31-May-14	215
04.MAT.00580	Retaining Wall R-4	60	16-Apr-14	14-Jun-14	422
04.MAT.00590	Retaining Wall R-5A	60	16-Apr-14	14-Jun-14	393
04.MAT.00600	Retaining Wall R-5B	60	16-Apr-14	14-Jun-14	338
04.MAT.00730	Overhead Sign Structures	90	15-May-14	12-Aug-14	342
04.MAT.00210	Bridge 4: Structural Steel Beams	90	25-May-14	22-Aug-14	613
04.MAT.00250	Bridge 4: Bridge Bearings	90	25-May-14	22-Aug-14	613
04.MAT.00200	Bridge 3: Precast Concrete Beams	30	05-Jun-14	04-Jul-14	557
04.MAT.00240	Bridge 3: Bridge Bearings	60	05-Jun-14	03-Aug-14	527
04.MAT.00270	Tunnel Communications Equipment	90	12-Sep-14	10-Dec-14	547
04.MAT.00500	Noisewall N-1	60	24-Oct-14	22-Dec-14	480
04.MAT.00510	Noisewall N-2	60	24-Oct-14	22-Dec-14	706
04.MAT.00520	Safety Wall S-1	60	24-Oct-14	22-Dec-14	421
04.MAT.00530	Safety Wall S-2	60	24-Oct-14	22-Dec-14	462
04.MAT.00540	Safety Wall S-3	60	24-Oct-14	22-Dec-14	441
04.MAT.00550	Safety Wall S-4	60	24-Oct-14	22-Dec-14	567
04.MAT.00160	Tolling Booth Details	180	29-Oct-14	26-Apr-15	182
04.MAT.00170	Tunnel Control Building	180	29-Oct-14	26-Apr-15	66
04.MAT.00110	Tunnel Fire Suppression System	30	11-Dec-14	09-Jan-15	548
04.MAT.00120	Tunnel Waterproofing System	90	11-Dec-14	10-Mar-15	190
04.MAT.00100	Tunnel Ventilation System	180	11-Dec-14	08-Jun-15	359
04.MAT.00130	Tunnel Electrical Systems	180	11-Dec-14	08-Jun-15	163
04.MAT.00140	Tunnel Lighting System	180	11-Dec-14	08-Jun-15	395
04.MAT.00150	Tunnel ITS Systems	180	11-Dec-14	08-Jun-15	359
Initial Erosion Control and Clearing		43	04-Jun-13	12-Aug-13	23
04.INI.10000	Install Pre-Clearing Erosion Control Measures	10	04-Jun-13	17-Jun-13	0
04.INI.10200	Topsoil Stockpiling & Sitework Preparation	20	18-Jun-13	19-Jul-13	23
04.INI.10300	Follow-On Erosion Control Measures	15	22-Jul-13	12-Aug-13	23
Roadway		599	29-Jul-13	21-Jul-16	63
Mainline: Section 4-1 (I-71 to Wolf Pen)		599	29-Jul-13	21-Jul-16	63
MOT Phase 1A		191	29-Jul-13	14-Jul-14	319



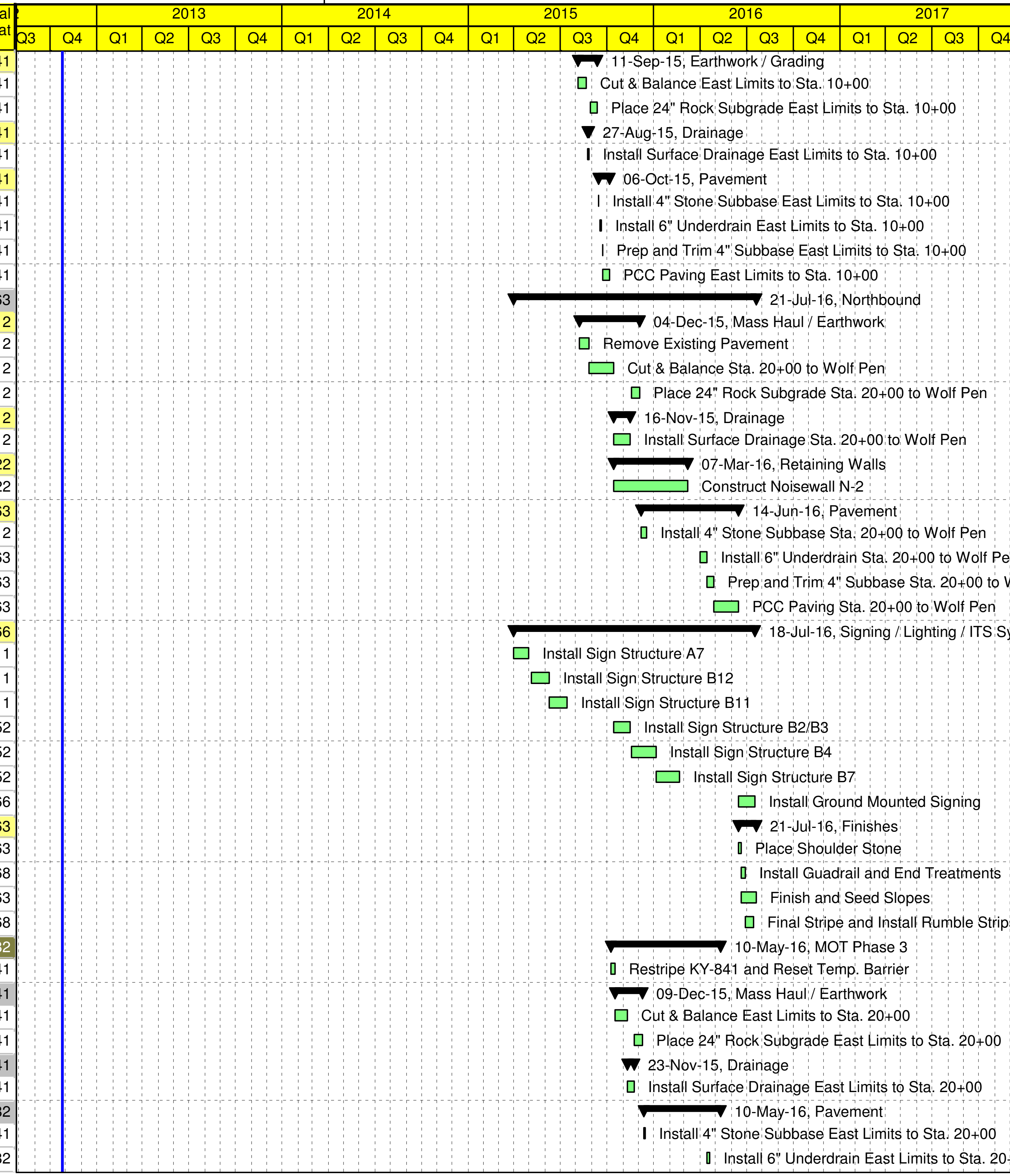
Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.MOT.41110	Construct Temporary Pavement at KY-841 Gore	20	29-Jul-13	28-Aug-13	152
04.MOT.41120	Restripe KY-841 and Set Temporary Barrier along SB Shoulder	5	29-Aug-13	05-Sep-13	152
Mass Haul / Earthwork		65	03-Jan-14	05-May-14	319
04.RDY.41110	Cut & Balance Sta. 32+50 - 81+50	45	03-Jan-14	31-Mar-14	90
04.RDY.41115	Place 24" Rock Subgrade Sta. 32+50 - 81+50	10	21-Apr-14	05-May-14	319
Drainage		10	01-Apr-14	17-Apr-14	319
04.RDY.41120	Install Surface Drainage Sta. 32+50 - 81+50	10	01-Apr-14	17-Apr-14	319
Pavement		39	06-May-14	14-Jul-14	319
04.RDY.41150	Install 4" Stone Subbase Sta. 32+50 - 81+50	2	06-May-14	08-May-14	319
04.RDY.41152	Install 6" Underdrain Sta. 32+50 - 81+50	5	09-May-14	16-May-14	319
04.RDY.41154	Prep and Trim 4" Subbase Sta. 32+50 - 81+50	2	19-May-14	20-May-14	319
04.RDY.41156	PCC Paving Sta. 32+50 - 81+50	30	22-May-14	14-Jul-14	319
MOT Phase 1B		74	06-Sep-13	29-Jan-14	244
04.MOT.41200	Construct Temp. Widening & Crossover on KY-841 SB to I-71	30	06-Sep-13	24-Oct-13	285
04.MOT.41210	Restripe KY-841 and Install Temp. Barrier	3	24-Jan-14	29-Jan-14	244
MOT Phase 1C		492	30-Jan-14	08-Jul-16	71
Mass Haul / Earthwork		65	30-Jan-14	27-May-14	292
04.RDY.41210	Cut & Balance East Limits to Sta. 32+50	45	30-Jan-14	22-Apr-14	244
04.RDY.41215	Place 24" Rock Subgrade East Limits to Sta. 32+50	10	09-May-14	27-May-14	292
Drainage		10	23-Apr-14	08-May-14	292
04.RDY.41220	Install Surface Drainage East Limits to Sta. 32+50	10	23-Apr-14	08-May-14	292
Retaining Walls		120	27-Oct-14	16-Jun-15	132
04.RET.41110	Install Noisewall N-1	120	27-Oct-14	16-Jun-15	132
Pavement		23	29-May-14	07-Jul-14	292
04.RDY.41250	Install 4" Stone Subbase East Limits to Sta. 32+50	3	29-May-14	02-Jun-14	292
04.RDY.41252	Install 6" Underdrain East Limits to Sta. 32+50	8	03-Jun-14	16-Jun-14	292
04.RDY.41254	Prep and Trim 4" Subbase East Limits to Sta. 32+50	2	17-Jun-14	19-Jun-14	292
04.RDY.41256	PCC Paving East Limits to Sta. 32+50	10	20-Jun-14	07-Jul-14	292
Signing / Lighting / ITS Systems		440	05-May-14	08-Jul-16	71
04.SGN.41900	Install ITS Systems (All Section 4)	440	05-May-14	08-Jul-16	71
04.SGN.41500	Install Ground Mounted Signing	30	08-Jul-14	22-Aug-14	299
04.SGN.41700	Erect Median Lighting	20	07-Aug-14	09-Sep-14	292
04.SGN.41100	Install Sign Structure A2	20	14-Aug-14	16-Sep-14	185
04.SGN.41110	Install Sign Structure A3	20	17-Sep-14	17-Oct-14	185
04.SGN.41120	Install Sign Structure A4	20	20-Oct-14	18-Nov-14	185
04.SGN.41130	Install Sign Structure A5	20	20-Nov-14	07-Jan-15	185
04.SGN.41150	Install Sign Structure B1	20	09-Jan-15	23-Feb-15	185
04.SGN.41180	Install Sign Structure B5	20	24-Feb-15	27-Mar-15	185
Finishes		20	08-Jul-14	05-Aug-14	309
04.FIN.41730	Slip Median Barrier Wall	20	08-Jul-14	05-Aug-14	292
04.FIN.41710	Install Shoulder Stone	4	15-Jul-14	18-Jul-14	319
04.FIN.41720	Install Guardrail and End Treatments	2	21-Jul-14	22-Jul-14	319
MOT Phase 2		412	08-Jul-14	21-Jul-16	63
04.MOT.41300	Construct Temp. Widening & Crossover on KY-841 SB to I-71	20	08-Jul-14	05-Aug-14	309
04.MOT.41310	Restripe KY-841 and Reset Temp. Barrier	3	31-Jul-15	04-Aug-15	112
04.MOT.41400	Switch KY-841 Traffic onto New EB Pavement	1	06-Aug-15	06-Aug-15	112
Southbound		39	06-Aug-15	06-Oct-15	141



Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Earthwork / Grading		22	06-Aug-15	11-Sep-15	141
04.RDY.41310	Cut & Balance East Limits to Sta. 10+00	10	06-Aug-15	21-Aug-15	141
04.RDY.41315	Place 24" Rock Subgrade East Limits to Sta. 10+00	8	28-Aug-15	11-Sep-15	141
Drainage		4	24-Aug-15	27-Aug-15	141
04.RDY.41320	Install Surface Drainage East Limits to Sta. 10+00	4	24-Aug-15	27-Aug-15	141
Pavement		17	14-Sep-15	06-Oct-15	141
04.RDY.41350	Install 4" Stone Subbase East Limits to Sta. 10+00	2	14-Sep-15	15-Sep-15	141
04.RDY.41352	Install 6" Underdrain East Limits to Sta. 10+00	3	16-Sep-15	18-Sep-15	141
04.RDY.41354	Prep and Trim 4" Subbase East Limits to Sta. 10+00	2	21-Sep-15	22-Sep-15	141
04.RDY.41356	PCC Paving East Limits to Sta. 10+00	10	23-Sep-15	06-Oct-15	141
Northbound		268	30-Mar-15	21-Jul-16	63
Mass Haul / Earthwork		72	07-Aug-15	04-Dec-15	112
04.RDY.41430	Remove Existing Pavement	12	07-Aug-15	26-Aug-15	112
04.RDY.41410	Cut & Balance Sta. 20+00 to Wolf Pen	30	27-Aug-15	13-Oct-15	112
04.RDY.41415	Place 24" Rock Subgrade Sta. 20+00 to Wolf Pen	10	17-Nov-15	04-Dec-15	112
Drainage		20	15-Oct-15	16-Nov-15	112
04.RDY.41420	Install Surface Drainage Sta. 20+00 to Wolf Pen	20	15-Oct-15	16-Nov-15	112
Retaining Walls		70	15-Oct-15	07-Mar-16	122
04.RET.41200	Construct Noisewall N-2	70	15-Oct-15	07-Mar-16	122
Pavement		96	07-Dec-15	14-Jun-16	63
04.RDY.41450	Install 4" Stone Subbase Sta. 20+00 to Wolf Pen	6	07-Dec-15	18-Dec-15	112
04.RDY.41452	Install 6" Underdrain Sta. 20+00 to Wolf Pen	8	01-Apr-16*	14-Apr-16	63
04.RDY.41454	Prep and Trim 4" Subbase Sta. 20+00 to Wolf Pen	8	15-Apr-16	28-Apr-16	63
04.RDY.41456	PCC Paving Sta. 20+00 to Wolf Pen	25	29-Apr-16	14-Jun-16	63
Signing / Lighting / ITS Systems		265	30-Mar-15	18-Jul-16	66
04.SGN.41140	Install Sign Structure A7	20	30-Mar-15	30-Apr-15	211
04.SGN.41210	Install Sign Structure B12	20	04-May-15	08-Jun-15	211
04.SGN.41200	Install Sign Structure B11	20	09-Jun-15	13-Jul-15	211
04.SGN.41160	Install Sign Structure B2/B3	20	15-Oct-15	16-Nov-15	152
04.SGN.41170	Install Sign Structure B4	20	17-Nov-15	04-Jan-16	152
04.SGN.41190	Install Sign Structure B7	20	06-Jan-16	19-Feb-16	152
04.SGN.41510	Install Ground Mounted Signing	20	16-Jun-16	18-Jul-16	66
Finishes		23	16-Jun-16	21-Jul-16	63
04.FIN.41810	Place Shoulder Stone	3	16-Jun-16	20-Jun-16	63
04.FIN.41820	Install Guadrail and End Treatments	5	21-Jun-16	27-Jun-16	68
04.FIN.41830	Finish and Seed Slopes	20	21-Jun-16	21-Jul-16	63
04.FIN.41840	Final Stripe and Install Rumble Strips (Full Section)	10	28-Jun-16	14-Jul-16	68
MOT Phase 3		111	08-Oct-15	10-May-16	82
04.MOT.41500	Restripe KY-841 and Reset Temp. Barrier	5	08-Oct-15	15-Oct-15	141
Mass Haul / Earthwork		31	16-Oct-15	09-Dec-15	141
04.RDY.41510	Cut & Balance East Limits to Sta. 20+00	15	16-Oct-15	09-Nov-15	141
04.RDY.41515	Place 24" Rock Subgrade East Limits to Sta. 20+00	8	24-Nov-15	09-Dec-15	141
Drainage		8	10-Nov-15	23-Nov-15	141
04.RDY.41520	Install Surface Drainage East Limits to Sta. 20+00	8	10-Nov-15	23-Nov-15	141
Pavement		75	11-Dec-15	10-May-16	82
04.RDY.41550	Install 4" Stone Subbase East Limits to Sta. 20+00	2	11-Dec-15	14-Dec-15	141
04.RDY.41552	Install 6" Underdrain East Limits to Sta. 20+00	3	15-Apr-16	19-Apr-16	82



Remaining Level of Effort
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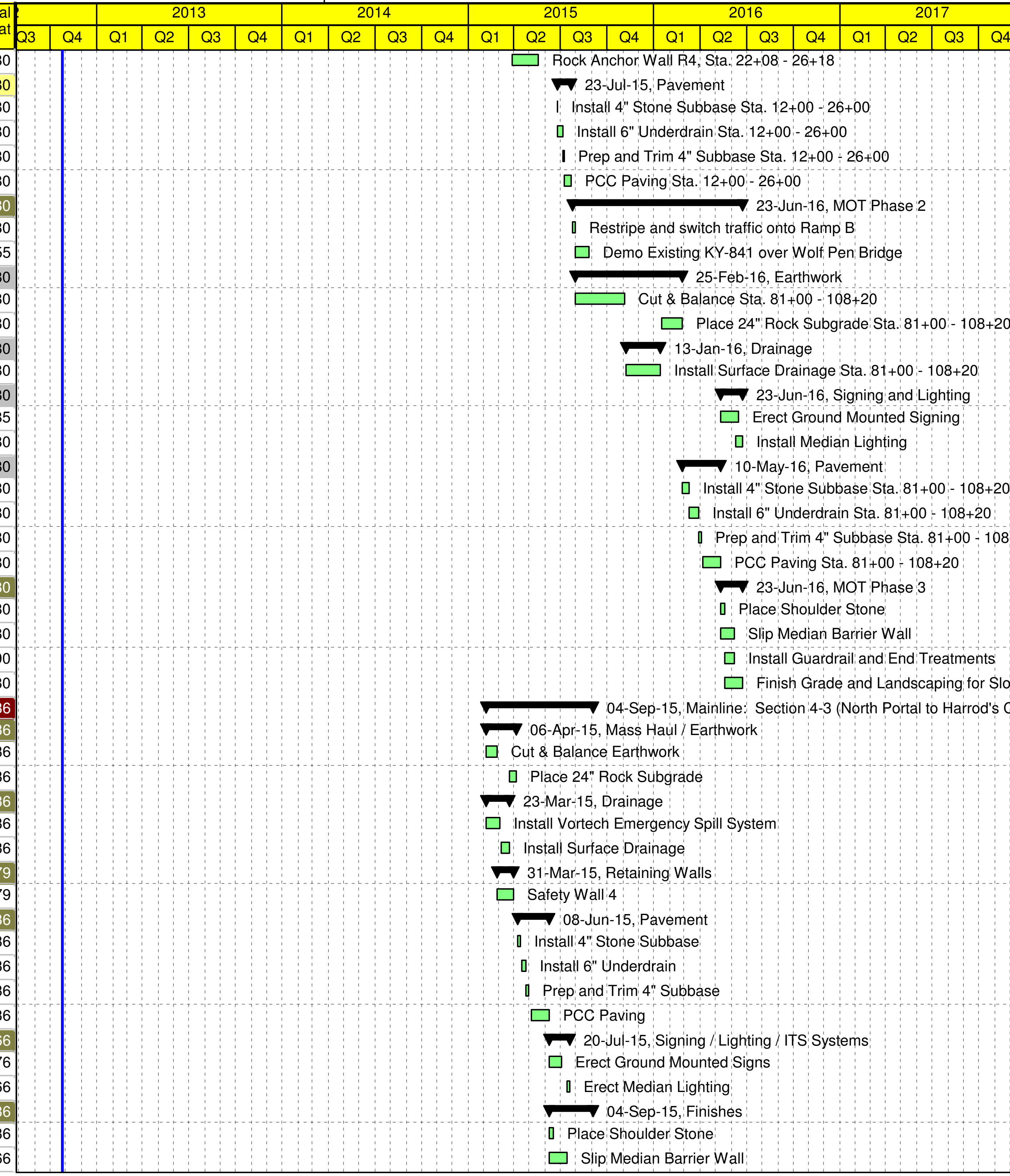
Milestone
Summary

WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.RDY.41554	Prep and Trim 4" Subbase East Limits to Sta. 20+00	3	21-Apr-16	26-Apr-16	82
04.RDY.41556	PCC Paving East Limits to Sta. 20+00	8	27-Apr-16	10-May-16	82
Mainline: Section 4-2 (Wolf Pen to South Portal)		582	29-Jul-13	23-Jun-16	80
MOT Phase 1A		216	29-Jul-13	21-Aug-14	80
04.MOT.42105	Temp. Widening of KY-841 SB Ramp to US-42	15	29-Jul-13	20-Aug-13	130
04.MOT.42100	Adjust Existing Signal at US-42 & KY 841	5	22-Aug-13	28-Aug-13	130
04.MOT.42110	Switch WB Traffic to EB Lanes and Set Temp. Barrier	2	29-Aug-13	30-Aug-13	130
Ramp A		153	07-Nov-13	21-Aug-14	80
Earthwork		134	07-Nov-13	22-Jul-14	80
04.RDY.42A20	Cut & Balance Sta. 12+00 - 36+00	20	07-Nov-13	11-Dec-13	89
04.RDY.42174	Place 24" Rock Subgrade Sta. 12+00 - 36+00	10	08-Jul-14	22-Jul-14	80
Drainage		10	12-Jun-14	26-Jun-14	85
04.RDY.42162	Install Surface Drainage	10	12-Jun-14	26-Jun-14	85
Retaining Walls		75	27-Jan-14	10-Jun-14	85
04.RET.01020	Cantilever Wall R1, Sta. 33+13 - 36+51	30	27-Jan-14	21-Mar-14	85
04.RET.01010	Soil Nail Wall R1, Sta. 30+93 to 33+13	20	24-Mar-14	25-Apr-14	85
04.RET.01030	Soil Nail Wall R1, Sta. 36+51 to 38+31	20	24-Mar-14	25-Apr-14	85
04.RET.02010	Rock Anchor Wall R2, Sta. 33+31 - 37+43	25	28-Apr-14	10-Jun-14	85
Pavement		19	23-Jul-14	21-Aug-14	80
04.RDY.42164	Install 4" Stone Subbase Sta. 12+00 - 36+00	2	23-Jul-14	24-Jul-14	80
04.RDY.42166	Install 6" Underdrain Sta. 12+00 - 36+00	5	25-Jul-14	31-Jul-14	80
04.RDY.42168	Prep and Trim 4" Subbase Sta. 12+00 - 36+00	2	01-Aug-14	04-Aug-14	80
04.RDY.42170	PCC Paving Sta. 12+00 - 36+00	10	05-Aug-14	21-Aug-14	80
MOT Phase 1B		183	22-Aug-14	23-Jul-15	80
04.MOT.42210	Restripe and switch traffic onto Ramp A	5	22-Aug-14	28-Aug-14	80
Earthwork		43	29-Aug-14	06-Nov-14	196
04.RDY.42A50	Remove Exisitng Pavement	4	29-Aug-14	05-Sep-14	80
04.RDY.42A30	Cut & Balance Sta. 81+00 - 93+00	25	08-Sep-14	16-Oct-14	80
04.RDY.41616	Place 24" Rock Subgrade Sta. 81+00 - 93+00	8	27-Oct-14	06-Nov-14	196
Drainage		6	17-Oct-14	24-Oct-14	196
04.RDY.41566	Install Surface Drainage Sta. 81+00 - 93+00	6	17-Oct-14	24-Oct-14	196
Pavement		19	07-Nov-14	15-Dec-14	196
04.RDY.41576	Install 4" Stone Subbase Sta. 81+00 - 93+00	2	07-Nov-14	10-Nov-14	196
04.RDY.41586	Install 6" Underdrain Sta. 81+00 - 93+00	5	11-Nov-14	18-Nov-14	196
04.RDY.41596	Prep and Trim 4" Subbase Sta. 81+00 - 93+00	2	20-Nov-14	21-Nov-14	196
04.RDY.41606	PCC Paving Sta. 81+00 - 93+00	10	24-Nov-14	15-Dec-14	196
Ramp B		149	17-Oct-14	23-Jul-15	80
Earthwork		130	17-Oct-14	23-Jun-15	80
04.RDY.42A40	Cut & Balance Sta. 12+00 - 26+00	30	17-Oct-14	08-Dec-14	80
04.RDY.41676	Place 24" Rock Subgrade Sta. 12+00 - 26+00	10	08-Jun-15	23-Jun-15	80
Drainage		10	19-May-15	05-Jun-15	80
04.RDY.41626	Install Surface Drainage Sta. 12+00 - 26+00	10	19-May-15	05-Jun-15	80
Retaining Walls		80	10-Dec-14	18-May-15	80
04.RET.5A010	Soil Nail Wall 5A, Sta. 25+08 - 26+00	20	10-Dec-14	28-Jan-15	110
04.RET.5B020	Cantilever Wall 5B, Sta. 20+82 - 23+59	30	10-Dec-14	20-Feb-15	80
04.RET.5B010	Soil Nail Wall 5B, Sta. 18+82 - 20+82	20	23-Feb-15	26-Mar-15	80
04.RET.5B030	Soil Nail Wall 5B, Sta. 23+59 - 24+15	20	23-Feb-15	26-Mar-15	80

Remaining Level of Effort | Critical Remaining Work | Actual Work | Milestone | Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.RET.04010	Rock Anchor Wall R4, Sta. 22+08 - 26+18	30	27-Mar-15	18-May-15	80
Pavement		19	24-Jun-15	23-Jul-15	80
04.RDY.41636	Install 4" Stone Subbase Sta. 12+00 - 26+00	2	24-Jun-15	25-Jun-15	80
04.RDY.41646	Install 6" Underdrain Sta. 12+00 - 26+00	5	26-Jun-15	06-Jul-15	80
04.RDY.41656	Prep and Trim 4" Subbase Sta. 12+00 - 26+00	2	07-Jul-15	09-Jul-15	80
04.RDY.41666	PCC Paving Sta. 12+00 - 26+00	10	10-Jul-15	23-Jul-15	80
MOT Phase 2		183	24-Jul-15	23-Jun-16	80
04.MOT.42400	Restripe and switch traffic onto Ramp B	5	24-Jul-15	30-Jul-15	80
04.RDY.WP180	Demo Existing KY-841 over Wolf Pen Bridge	15	31-Jul-15	25-Aug-15	155
Earthwork		110	31-Jul-15	25-Feb-16	80
04.RDY.42A60	Cut & Balance Sta. 81+00 - 108+20	60	31-Jul-15	05-Nov-15	80
04.RDY.41736	Place 24" Rock Subgrade Sta. 81+00 - 108+20	20	15-Jan-16	25-Feb-16	80
Drainage		30	06-Nov-15	13-Jan-16	80
04.RDY.41686	Install Surface Drainage Sta. 81+00 - 108+20	30	06-Nov-15	13-Jan-16	80
Signing and Lighting		25	12-May-16	23-Jun-16	80
04.SGN.42100	Erect Ground Mounted Signing	20	12-May-16	16-Jun-16	85
04.SGN.42700	Install Median Lighting	10	09-Jun-16	23-Jun-16	80
Pavement		43	26-Feb-16	10-May-16	80
04.RDY.41696	Install 4" Stone Subbase Sta. 81+00 - 108+20	8	26-Feb-16	10-Mar-16	80
04.RDY.41706	Install 6" Underdrain Sta. 81+00 - 108+20	10	11-Mar-16	28-Mar-16	80
04.RDY.41716	Prep and Trim 4" Subbase Sta. 81+00 - 108+20	5	29-Mar-16	04-Apr-16	80
04.RDY.41726	PCC Paving Sta. 81+00 - 108+20	20	05-Apr-16	10-May-16	80
MOT Phase 3		25	12-May-16	23-Jun-16	80
04.FIN.42810	Place Shoulder Stone	5	12-May-16	19-May-16	80
04.FIN.42840	Slip Median Barrier Wall	15	12-May-16	07-Jun-16	80
04.FIN.42820	Install Guardrail and End Treatments	10	20-May-16	07-Jun-16	90
04.FIN.42830	Finish Grade and Landscaping for Slopes	20	20-May-16	23-Jun-16	80
Mainline: Section 4-3 (North Portal to Harrod's Creek)		123	06-Feb-15	04-Sep-15	236
Mass Haul / Earthwork		33	06-Feb-15	06-Apr-15	236
04.RDY.43010	Cut & Balance Earthwork	10	06-Feb-15	25-Feb-15	236
04.RDY.43020	Place 24" Rock Subgrade	8	24-Mar-15	06-Apr-15	236
Drainage		25	06-Feb-15	23-Mar-15	236
04.DRN.43100	Install Vortech Emergency Spill System	15	06-Feb-15	05-Mar-15	236
04.RDY.43100	Install Surface Drainage	10	06-Mar-15	23-Mar-15	236
Retaining Walls		20	26-Feb-15	31-Mar-15	279
04.RET.43400	Safety Wall 4	20	26-Feb-15	31-Mar-15	279
Pavement		35	07-Apr-15	08-Jun-15	236
04.RDY.43500	Install 4" Stone Subbase	5	07-Apr-15	14-Apr-15	236
04.RDY.43510	Install 6" Underdrain	5	16-Apr-15	23-Apr-15	236
04.RDY.43530	Prep and Trim 4" Subbase	5	24-Apr-15	30-Apr-15	236
04.RDY.43520	PCC Paving	20	04-May-15	08-Jun-15	236
Signing / Lighting / ITS Systems		25	09-Jun-15	20-Jul-15	266
04.SGN.43500	Erect Ground Mounted Signs	15	09-Jun-15	02-Jul-15	276
04.SGN.43700	Erect Median Lighting	5	14-Jul-15	20-Jul-15	266
Finishes		55	09-Jun-15	04-Sep-15	236
04.FIN.43810	Place Shoulder Stone	5	09-Jun-15	16-Jun-15	236
04.FIN.43840	Slip Median Barrier Wall	20	09-Jun-15	13-Jul-15	266



Remaining Level of Effort
Actual Work
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Milestone
Summary

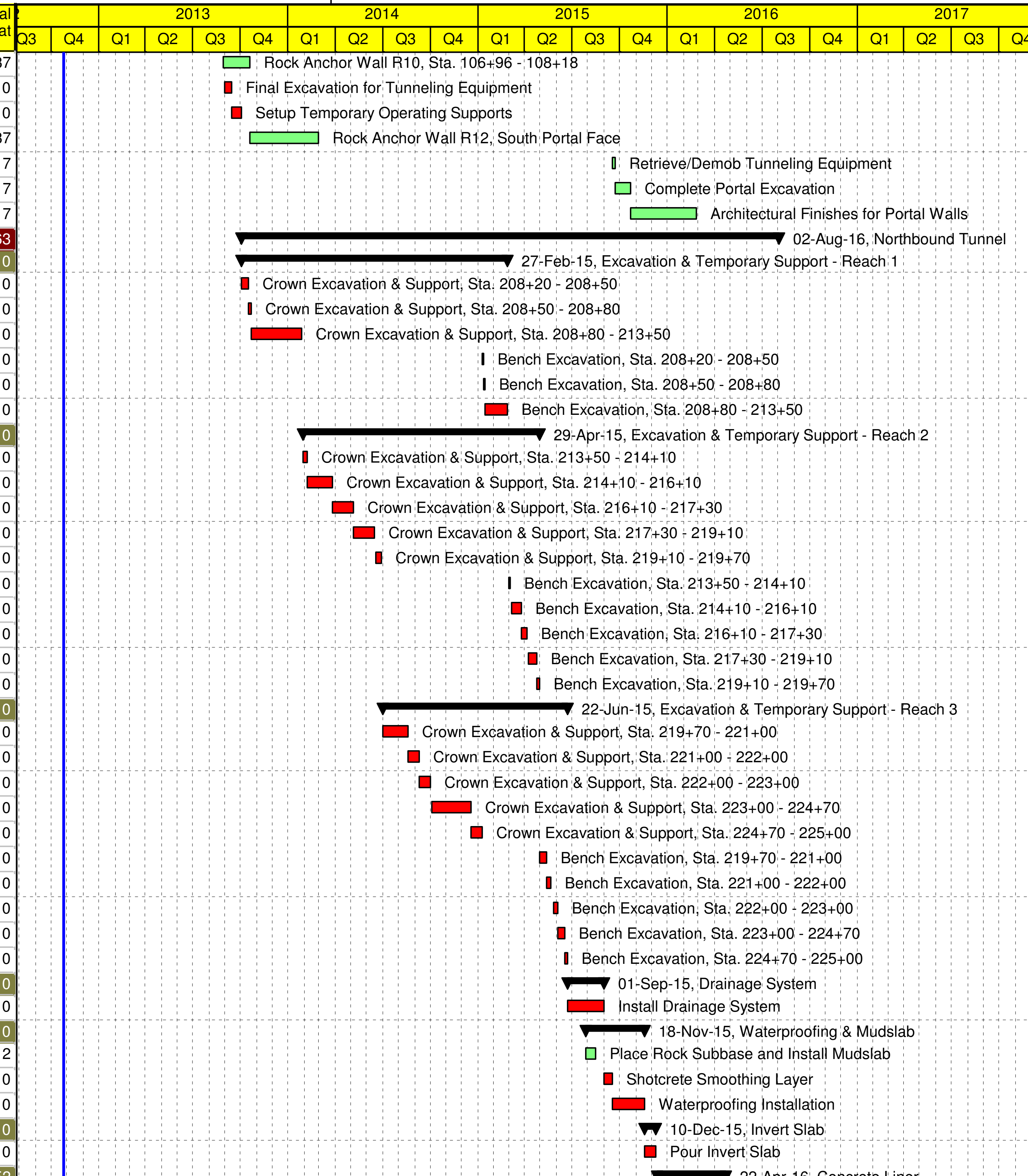
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.FIN.43820	Install Guardrail and End Treatments	10	18-Jun-15	02-Jul-15	276
04.FIN.43830	Finish Grade and Landscaping for Slopes	50	18-Jun-15	04-Sep-15	236
Mainline: Section 4-4 (Harrod's Creek to KY Approach)		454	06-Sep-13	03-Dec-15	183
Mass Haul / Earthwork		332	16-Sep-13	21-May-15	109
04.RDY.44030	Grade and Place Access Road	20	16-Sep-13	17-Oct-13	8
04.RDY.44040	Place Initial Earth Fill from Sections 4-1 & 4-2	90	08-Jan-14	23-Jun-14	109
04.RDY.44010	Place Rock Embankment	45	28-Jan-15	21-Apr-15	109
04.RDY.44020	Sub Grade Treatment	8	08-May-15	21-May-15	109
Drainage		329	06-Sep-13	07-May-15	109
04.DRN.44100	Install 6'x4' PRBC	20	06-Sep-13	08-Oct-13	8
04.RDY.44100	Install Surface Drainage	10	22-Apr-15	07-May-15	109
Retaining Walls		120	24-Jun-14	26-Jan-15	109
04.RET.21020	MSE Retaining Wall R13, Headwall	20	24-Jun-14	24-Jul-14	109
04.RET.21010	MSE Retaining Wall R21, Shared Use Path	18	25-Jul-14	22-Aug-14	109
04.RET.14010	MSE Retaining Wall R14, Sta. 162+96 - 163+46	12	25-Aug-14	12-Sep-14	109
04.RET.15010	MSE Retaining Wall R15, Shared Use/Emergency Access	45	15-Sep-14	24-Nov-14	109
04.RET.16010	MSE Retaining Wall R16, Emergency Access Road	25	25-Nov-14	26-Jan-15	109
Pavement		35	22-May-15	21-Jul-15	200
04.RDY.44500	Install 6" #53 Stone Sub Base	5	22-May-15	01-Jun-15	200
04.RDY.44510	Install 6" Underdrain	5	02-Jun-15	09-Jun-15	200
04.RDY.44530	Install and Trim 3" Sub Base	5	11-Jun-15	18-Jun-15	200
04.RDY.44520	PCC Paving	20	19-Jun-15	21-Jul-15	200
Signing / Lighting / ITS Systems		25	22-Jul-15	28-Aug-15	240
04.SGN.44500	Install Ground Mounted Signs	10	22-Jul-15	04-Aug-15	255
04.SGN.44700	Erect Median Lighting	10	14-Aug-15	28-Aug-15	240
Emergency Access Road and Shared Use Path		40	22-Jul-15	23-Sep-15	225
04.RDY.44800	Construct Emergency Access Road	20	22-Jul-15	21-Aug-15	245
04.RDY.44900	Construct Shared Use Path	40	22-Jul-15	23-Sep-15	225
Tolling Structure		253	09-Sep-14	03-Dec-15	109
04.TOL.44100	Construct Overhead Gantry Shaft Foundations	30	09-Sep-14	24-Oct-14	132
04.TOL.44110	Construct Tolling Cabinet Foundations	15	27-Apr-15	21-May-15	109
04.TOL.44120	Place 24" Rock Subgrade for HMA	5	22-May-15	01-Jun-15	109
04.TOL.44130	Install 4" Stone Subbase	5	02-Jun-15	09-Jun-15	109
04.TOL.44140	Install Underdrains	3	11-Jun-15	15-Jun-15	109
04.TOL.44150	Pave HMA	4	16-Jun-15	22-Jun-15	109
04.TOL.44160	Erect Overhead Gantry	45	23-Jun-15	01-Sep-15	109
04.TOL.44170	Install Tolling Cabinets	20	03-Sep-15	02-Oct-15	109
04.TOL.44180	Install Electrical Controls and Lighting Systems	30	05-Oct-15	23-Nov-15	109
04.TOL.44190	Finishes/Barricades/Signing	5	24-Nov-15	03-Dec-15	109
Finishes		65	22-Jul-15	02-Nov-15	200
04.FIN.44810	Place Shoulder Stone	5	22-Jul-15	28-Jul-15	200
04.FIN.44840	Slip Median Barrier Wall	15	22-Jul-15	13-Aug-15	240
04.FIN.44820	Install Guardrail and End Treatments	10	29-Jul-15	13-Aug-15	250
04.FIN.44830	Finish Grade and Landscaping for Slopes	60	29-Jul-15	02-Nov-15	200
Wolf Pen		337	07-Feb-14	28-Sep-15	222
MOT Phase 1A		155	07-Feb-14	28-Oct-14	288
04.MOT.WP110	Excavate for Temporary Diversion	10	07-Feb-14	26-Feb-14	264

Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.MOT.WP120	Install Temporary Shoring Wall for Existing Bridge	20	27-Feb-14	01-Apr-14	264
04.MOT.WP130	Construct Temporary Diversion #1	8	03-Apr-14	15-Apr-14	264
04.MOT.WP135	Install Temp. Shoring along Wolf Pen	5	17-Apr-14	24-Apr-14	264
04.MOT.WP140	Restripe and Set Temp. Wall for Diversion #1	5	25-Apr-14	01-May-14	264
04.MOT.WP000	Wolf Pen 6-Month MOT Restriction	180	02-May-14	28-Oct-14	540
04.BRG.03000	Construct Wolf Pen Bridge over KY-841	102	05-May-14	21-Oct-14	293
04.MOT.WP150	Construct Diversion #2	10	14-Oct-14	28-Oct-14	288
Removals/Earthwork		24	07-Aug-14	16-Sep-14	288
04.RDY.WP110	Remove Existing Pavement & Place Approach Fill	15	07-Aug-14	29-Aug-14	288
04.RDY.WP120	Place 24" Rock Subgrade	5	09-Sep-14	16-Sep-14	288
Drainage		4	02-Sep-14	08-Sep-14	288
04.RDY.WP140	Install Surface Drainage	4	02-Sep-14	08-Sep-14	288
Pavement		17	17-Sep-14	13-Oct-14	288
06.RDY.WP150	Install 4" Stone Subbase	2	17-Sep-14	18-Sep-14	288
06.RDY.WP160	Install 6" Underdrain	2	19-Sep-14	22-Sep-14	288
06.RDY.WP170	Prep and Trim 4" Subbase	3	23-Sep-14	25-Sep-14	288
06.RDY.WP180	PCC Paving	10	26-Sep-14	13-Oct-14	288
MOT Phase 1B		182	29-Oct-14	28-Sep-15	137
04.MOT.WP210	Switch Traffic onto New Wolf Pen Bridge & Diversion #2	2	29-Oct-14	30-Oct-14	288
Removals/Earthwork		12	31-Oct-14	20-Nov-14	288
04.RDY.WP150	Remove Existing Pavement & Prep. Tie-Ins	5	31-Oct-14	07-Nov-14	288
04.RDY.WP160	Place 24" Rock Subgrade	5	13-Nov-14	20-Nov-14	288
Drainage		2	10-Nov-14	11-Nov-14	288
04.RDY.WP170	Install Surface Drainage	2	10-Nov-14	11-Nov-14	288
Safety Walls		64	18-Jun-15	28-Sep-15	132
04.RET.WP100	Construct Safety Wall 1	12	18-Jun-15	07-Jul-15	132
04.RET.WP300	Construct Safety Wall 3	12	09-Jul-15	24-Jul-15	132
04.RET.WP200	Construct Safety Wall 2	40	27-Jul-15	28-Sep-15	132
Pavement		76	21-Nov-14	27-Apr-15	229
06.RDY.WP190	Install 4" Stone Subbase	2	21-Nov-14	24-Nov-14	288
06.RDY.WP200	Install 6" Underdrain	2	02-Apr-15*	03-Apr-15	229
06.RDY.WP210	Prep and Trim 4" Subbase	2	06-Apr-15	07-Apr-15	229
06.RDY.WP220	PCC Paving	6	09-Apr-15	20-Apr-15	229
06.RDY.WP230	Construct Driveway Approaches	5	21-Apr-15	27-Apr-15	229
MOT Phase 1C		85	28-Apr-15	17-Sep-15	229
06.MOT.WP310	Switch Traffic onto Final Wolf Pen Alignment	2	28-Apr-15	29-Apr-15	229
Finishes		83	30-Apr-15	17-Sep-15	229
06.RDY.WP310	Remove Remaining Temporary Pavement	3	30-Apr-15	05-May-15	229
06.RDY.WP320	P/F Sidewalk Areas	20	07-May-15	11-Jun-15	229
06.RDY.WP330	Final Slope Grading and Landscaping	60	12-Jun-15	17-Sep-15	229
Tunnel		688	15-Jun-13	31-Oct-16	21
00.CCC.00340	Emergency Response Training	30	15-Jun-13	14-Jul-13	46
South Portal		540	18-Jun-13	26-Feb-16	117
04.POR.01100	Limestone Blasting & Rock Excavation, Elev. 580' to 560'	16	18-Jun-13	08-Jul-13	0
04.POR.01110	Limestone Blasting & Rock Excavation, Elev. 560' to 540'	19	09-Jul-13	01-Aug-13	0
04.RET.11010	Cantilever Wall R11, Sta. 107+08 - 108+22	20	29-Jul-13	28-Aug-13	365
04.POR.01120	Limestone Blasting & Rock Excavation, Elev. 540' to 520'	21	02-Aug-13	29-Aug-13	0

Remaining Level of Effort — Critical Remaining Work — Actual Work — Milestone — Remaining Work — Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.RET.10010	Rock Anchor Wall R10, Sta. 106+96 - 108+18	30	29-Aug-13	17-Oct-13	437
04.POR.01130	Final Excavation for Tunneling Equipment	10	30-Aug-13	12-Sep-13	0
04.POR.01200	Setup Temporary Operating Supports	15	13-Sep-13	01-Oct-13	0
04.RET.12010	Rock Anchor Wall R12, South Portal Face	65	18-Oct-13	28-Feb-14	437
04.POR.01210	Retrieve/Demob Tunneling Equipment	3	17-Sep-15	21-Sep-15	117
04.POR.01220	Complete Portal Excavation	20	22-Sep-15	22-Oct-15	117
04.POR.01230	Architectural Finishes for Portal Walls	60	23-Oct-15	26-Feb-16	117
Northbound Tunnel		**708**	**02-Oct-13**	**02-Aug-16**	**63**
Excavation & Temporary Support - Reach 1		**349**	**02-Oct-13**	**27-Feb-15**	**0**
04.TUN.02100	Crown Excavation & Support, Sta. 208+20 - 208+50	10	02-Oct-13	15-Oct-13	0
04.TUN.02120	Crown Excavation & Support, Sta. 208+50 - 208+80	4	16-Oct-13	21-Oct-13	0
04.TUN.02140	Crown Excavation & Support, Sta. 208+80 - 213+50	62	22-Oct-13	27-Jan-14	0
04.TUN.02440	Bench Excavation, Sta. 208+20 - 208+50	2	09-Jan-15	12-Jan-15	0
04.TUN.02460	Bench Excavation, Sta. 208+50 - 208+80	2	13-Jan-15	14-Jan-15	0
04.TUN.02480	Bench Excavation, Sta. 208+80 - 213+50	32	15-Jan-15	27-Feb-15	0
Excavation & Temporary Support - Reach 2		**316**	**28-Jan-14**	**29-Apr-15**	**0**
04.TUN.02160	Crown Excavation & Support, Sta. 213+50 - 214+10	8	28-Jan-14	06-Feb-14	0
04.TUN.02180	Crown Excavation & Support, Sta. 214+10 - 216+10	35	07-Feb-14	27-Mar-14	0
04.TUN.02200	Crown Excavation & Support, Sta. 216+10 - 217+30	27	28-Mar-14	05-May-14	0
04.TUN.02220	Crown Excavation & Support, Sta. 217+30 - 219+10	29	06-May-14	16-Jun-14	0
04.TUN.02240	Crown Excavation & Support, Sta. 219+10 - 219+70	10	17-Jun-14	30-Jun-14	0
04.TUN.02500	Bench Excavation, Sta. 213+50 - 214+10	4	02-Mar-15	05-Mar-15	0
04.TUN.02520	Bench Excavation, Sta. 214+10 - 216+10	13	06-Mar-15	24-Mar-15	0
04.TUN.02540	Bench Excavation, Sta. 216+10 - 217+30	9	25-Mar-15	06-Apr-15	0
04.TUN.02560	Bench Excavation, Sta. 217+30 - 219+10	13	07-Apr-15	23-Apr-15	0
04.TUN.02580	Bench Excavation, Sta. 219+10 - 219+70	4	24-Apr-15	29-Apr-15	0
Excavation & Temporary Support - Reach 3		**244**	**01-Jul-14**	**22-Jun-15**	**0**
04.TUN.02260	Crown Excavation & Support, Sta. 219+70 - 221+00	34	01-Jul-14	18-Aug-14	0
04.TUN.02280	Crown Excavation & Support, Sta. 221+00 - 222+00	16	19-Aug-14	10-Sep-14	0
04.TUN.02300	Crown Excavation & Support, Sta. 222+00 - 223+00	16	11-Sep-14	02-Oct-14	0
04.TUN.02320	Crown Excavation & Support, Sta. 223+00 - 224+70	52	03-Oct-14	17-Dec-14	0
04.TUN.02340	Crown Excavation & Support, Sta. 224+70 - 225+00	10	18-Dec-14	08-Jan-15	0
04.TUN.02600	Bench Excavation, Sta. 219+70 - 221+00	10	30-Apr-15	13-May-15	0
04.TUN.02620	Bench Excavation, Sta. 221+00 - 222+00	7	14-May-15	22-May-15	0
04.TUN.02640	Bench Excavation, Sta. 222+00 - 223+00	7	26-May-15	03-Jun-15	0
04.TUN.02660	Bench Excavation, Sta. 223+00 - 224+70	10	04-Jun-15	17-Jun-15	0
04.TUN.02680	Bench Excavation, Sta. 224+70 - 225+00	3	18-Jun-15	22-Jun-15	0
Drainage System		**50**	**23-Jun-15**	**01-Sep-15**	**0**
04.TUN.02800	Install Drainage System	50	23-Jun-15	01-Sep-15	0
Waterproofing & Mudslab		**80**	**29-Jul-15**	**18-Nov-15**	**0**
04.TUN.02815	Place Rock Subbase and Install Mudslab	13	29-Jul-15	14-Aug-15	12
04.TUN.02820	Shotcrete Smoothing Layer	10	02-Sep-15	16-Sep-15	0
04.TUN.02825	Waterproofing Installation	45	17-Sep-15	18-Nov-15	0
Invert Slab		**14**	**19-Nov-15**	**10-Dec-15**	**0**
04.TUN.02850	Pour Invert Slab	14	19-Nov-15	10-Dec-15	0
Concrete Liner		**90**	**11-Dec-15**	**22-Apr-16**	**52**

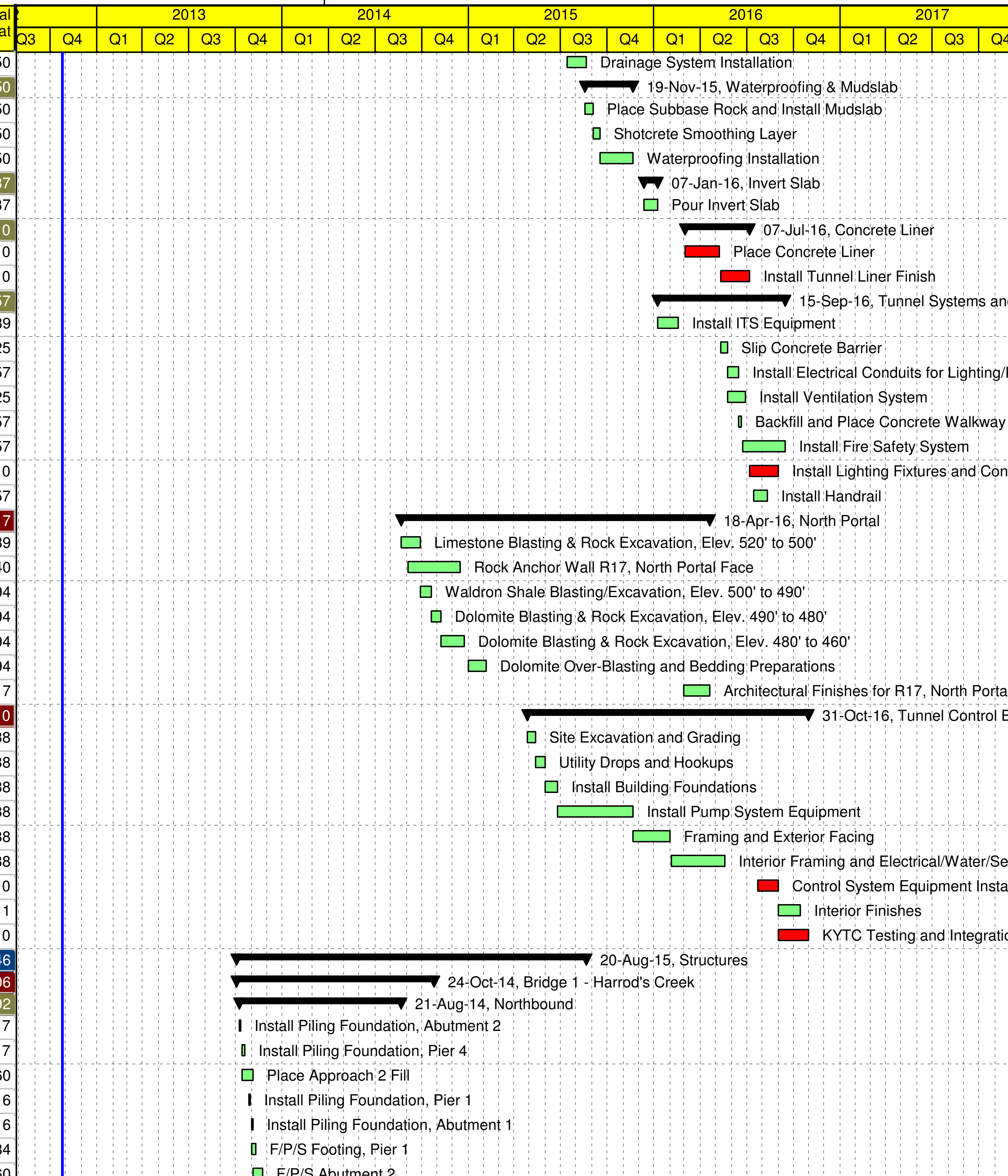


Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.TUN.02875	Place Concrete Liner	50	11-Dec-15	26-Feb-16	0
04.TUN.02895	Tunnel Liner Finish	40	29-Feb-16	22-Apr-16	52
Tunnel Systems and Finishes		160	11-Dec-15	02-Aug-16	63
04.TUN.02960	Install ITS Equipment	30	11-Dec-15	29-Jan-16	153
04.TUN.02885	Slip Concrete Barrier	10	29-Feb-16	11-Mar-16	57
04.TUN.02910	Install Electrical Conduits for Lighting/ITS	15	14-Mar-16	01-Apr-16	63
04.TUN.02900	Install Ventilation System	25	14-Mar-16	15-Apr-16	57
04.TUN.02930	Backfill and Place Concrete Walkway	5	04-Apr-16	08-Apr-16	63
04.TUN.02940	Install Fire Safety System	60	11-Apr-16	05-Jul-16	63
04.TUN.02920	Install Lighting Fixtures and Conduit	40	25-Apr-16	20-Jun-16	52
04.TUN.02950	Install Handrail	20	06-Jul-16	02-Aug-16	63
Cross Passages		60	23-Jun-15	16-Sep-15	110
04.TUN.05100	Cross Passage Excavation	60	23-Jun-15	16-Sep-15	110
Southbound Tunnel		719	30-Oct-13	15-Sep-16	57
Excavation & Temporary Support - Reach 1		349	30-Oct-13	27-Mar-15	50
04.TUN.03100	Crown Excavation & Support, Sta. 308+20 - 308+50	10	30-Oct-13	12-Nov-13	50
04.TUN.03120	Crown Excavation & Support, Sta. 308+50 - 308+80	4	13-Nov-13	18-Nov-13	50
04.TUN.03140	Crown Excavation & Support, Sta. 308+80 - 309+20	5	19-Nov-13	25-Nov-13	50
04.TUN.03160	Crown Excavation & Support, Sta. 309+20 - 313+50	60	26-Nov-13	27-Feb-14	50
04.TUN.03440	Bench Excavation, Sta. 308+20 - 308+50	2	04-Feb-15	05-Feb-15	50
04.TUN.03460	Bench Excavation, Sta. 308+50 - 308+80	2	06-Feb-15	09-Feb-15	50
04.TUN.03480	Bench Excavation, Sta. 308+80 - 309+20	3	10-Feb-15	12-Feb-15	50
04.TUN.03500	Bench Excavation, Sta. 309+20 - 313+50	31	13-Feb-15	27-Mar-15	50
Excavation & Temporary Support - Reach 2		313	28-Feb-14	28-May-15	50
04.TUN.03180	Crown Excavation & Support, Sta. 313+50 - 314+10	8	28-Feb-14	11-Mar-14	50
04.TUN.03200	Crown Excavation & Support, Sta. 314+10 - 316+80	42	12-Mar-14	08-May-14	50
04.TUN.03220	Crown Excavation & Support, Sta. 316+80 - 319+10	37	09-May-14	01-Jul-14	50
04.TUN.03240	Crown Excavation & Support, Sta. 319+10 - 319+70	13	02-Jul-14	21-Jul-14	50
04.TUN.03520	Bench Excavation, Sta. 313+50 - 314+10	4	30-Mar-15	02-Apr-15	50
04.TUN.03540	Bench Excavation, Sta. 314+10 - 316+80	19	03-Apr-15	29-Apr-15	50
04.TUN.03560	Bench Excavation, Sta. 316+80 - 319+10	16	30-Apr-15	21-May-15	50
04.TUN.03580	Bench Excavation, Sta. 319+10 - 319+70	4	22-May-15	28-May-15	50
Excavation & Temporary Support - Reach 3		243	22-Jul-14	10-Jul-15	50
04.TUN.03260	Crown Excavation & Support, Sta. 319+70 - 321+20	32	22-Jul-14	04-Sep-14	50
04.TUN.03280	Crown Excavation & Support, Sta. 321+20 - 321+80	26	05-Sep-14	10-Oct-14	50
04.TUN.03300	Crown Excavation & Support, Sta. 321+80 - 323+00	16	13-Oct-14	03-Nov-14	50
04.TUN.03320	Crown Excavation & Support, Sta. 323+00 - 324+10	35	04-Nov-14	24-Dec-14	50
04.TUN.03340	Crown Excavation & Support, Sta. 324+10 - 324+70	13	02-Jan-15	20-Jan-15	50
04.TUN.03360	Crown Excavation & Support, Sta. 324+70 - 325+00	10	21-Jan-15	03-Feb-15	50
04.TUN.03600	Bench Excavation, Sta. 319+70 - 321+20	11	29-May-15	12-Jun-15	50
04.TUN.03620	Bench Excavation, Sta. 321+20 - 321+80	6	15-Jun-15	22-Jun-15	50
04.TUN.03640	Bench Excavation, Sta. 321+80 - 323+00	3	23-Jun-15	25-Jun-15	50
04.TUN.03660	Bench Excavation, Sta. 323+00 - 324+10	4	26-Jun-15	01-Jul-15	50
04.TUN.03680	Bench Excavation, Sta. 324+10 - 324+70	3	02-Jul-15	07-Jul-15	50
04.TUN.03700	Bench Excavation, Sta. 324+70 - 325+00	3	08-Jul-15	10-Jul-15	50
Drainage System		30	13-Jul-15	21-Aug-15	50

Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.TUN.03800	Drainage System Installation	30	13-Jul-15	21-Aug-15	50
Waterproofing & Mudslab		68	17-Aug-15	19-Nov-15	50
04.TUN.03815	Place Subbase Rock and Install Mudslab	13	17-Aug-15	02-Sep-15	50
04.TUN.03820	Shotcrete Smoothing Layer	10	03-Sep-15	17-Sep-15	50
04.TUN.03825	Waterproofing Installation	45	18-Sep-15	19-Nov-15	50
Invert Slab		14	11-Dec-15	07-Jan-16	37
04.TUN.03850	Pour Invert Slab	14	11-Dec-15	07-Jan-16	37
Concrete Liner		91	01-Mar-16	07-Jul-16	0
04.TUN.03875	Place Concrete Liner	50	01-Mar-16	09-May-16	0
04.TUN.03925	Install Tunnel Liner Finish	40	11-May-16	07-Jul-16	0
Tunnel Systems and Finishes		177	08-Jan-16	15-Sep-16	57
04.TUN.03930	Install ITS Equipment	30	08-Jan-16	18-Feb-16	139
04.TUN.03885	Slip Concrete Barrier	10	10-May-16	23-May-16	25
04.TUN.03915	Install Electrical Conduits for Lighting/ITS	15	24-May-16	14-Jun-16	57
04.TUN.03900	Install Ventilation System	25	24-May-16	28-Jun-16	25
04.TUN.03895	Backfill and Place Concrete Walkway	5	15-Jun-16	21-Jun-16	57
04.TUN.03920	Install Fire Safety System	60	22-Jun-16	15-Sep-16	57
04.TUN.03910	Install Lighting Fixtures and Conduit	40	08-Jul-16	01-Sep-16	0
04.TUN.03905	Install Handrail	20	14-Jul-16	10-Aug-16	57
North Portal		329	22-Aug-14	18-Apr-16	117
04.POR.02100	Limestone Blasting & Rock Excavation, Elev. 520' to 500'	30	22-Aug-14	29-Sep-14	239
04.RET.17010	Rock Anchor Wall R17, North Portal Face	60	04-Sep-14	15-Dec-14	240
04.POR.02110	Waldron Shale Blasting/Excavation, Elev. 500' to 490'	15	30-Sep-14	20-Oct-14	294
04.POR.02120	Dolomite Blasting & Rock Excavation, Elev. 490' to 480'	15	21-Oct-14	07-Nov-14	294
04.POR.02130	Dolomite Blasting & Rock Excavation, Elev. 480' to 460'	30	08-Nov-14	23-Dec-14	294
04.POR.02140	Dolomite Over-Blasting and Bedding Preparations	20	02-Jan-15	04-Feb-15	294
04.RET.17020	Architectural Finishes for R17, North Portal Face	30	29-Feb-16	18-Apr-16	117
Tunnel Control Building & Control Systems		315	27-Apr-15	31-Oct-16	0
04.BLD.01100	Site Excavation and Grading	10	27-Apr-15	12-May-15	38
04.BLD.01200	Utility Drops and Hookups	10	14-May-15	01-Jun-15	38
04.BLD.01300	Install Building Foundations	15	02-Jun-15	25-Jun-15	38
04.BLD.01310	Install Pump System Equipment	90	26-Jun-15	19-Nov-15	38
04.BLD.01400	Framing and Exterior Facing	30	20-Nov-15	01-Feb-16	38
04.BLD.01500	Interior Framing and Electrical/Water/Sewer	60	03-Feb-16	19-May-16	38
04.BLD.01510	Control System Equipment Installation and Testing	40	24-Jul-16	01-Sep-16	0
04.BLD.01530	Interior Finishes	25	02-Sep-16	13-Oct-16	11
04.BLD.01520	KYTC Testing and Integration	60	02-Sep-16	31-Oct-16	0
Structures		375	03-Oct-13	20-Aug-15	246
Bridge 1 - Harrod's Creek		215	03-Oct-13	24-Oct-14	406
Northbound		172	08-Oct-13	21-Aug-14	192
04.BRG.01125	Install Piling Foundation, Abutment 2	3	08-Oct-13	11-Oct-13	7
04.BRG.01120	Install Piling Foundation, Pier 4	3	14-Oct-13	17-Oct-13	7
04.BRG.01275	Place Approach 2 Fill	15	14-Oct-13	04-Nov-13	260
04.BRG.01105	Install Piling Foundation, Pier 1	3	28-Oct-13	30-Oct-13	216
04.BRG.01100	Install Piling Foundation, Abutment 1	3	31-Oct-13	04-Nov-13	216
04.BRG.01210	F/P/S Footing, Pier 1	6	31-Oct-13	08-Nov-13	234
04.BRG.01205	F/P/S Abutment 2	10	05-Nov-13	21-Nov-13	260



Remaining Level of Effort — Critical Remaining Work
Actual Work — ◆ Milestone
Remaining Work — Summary

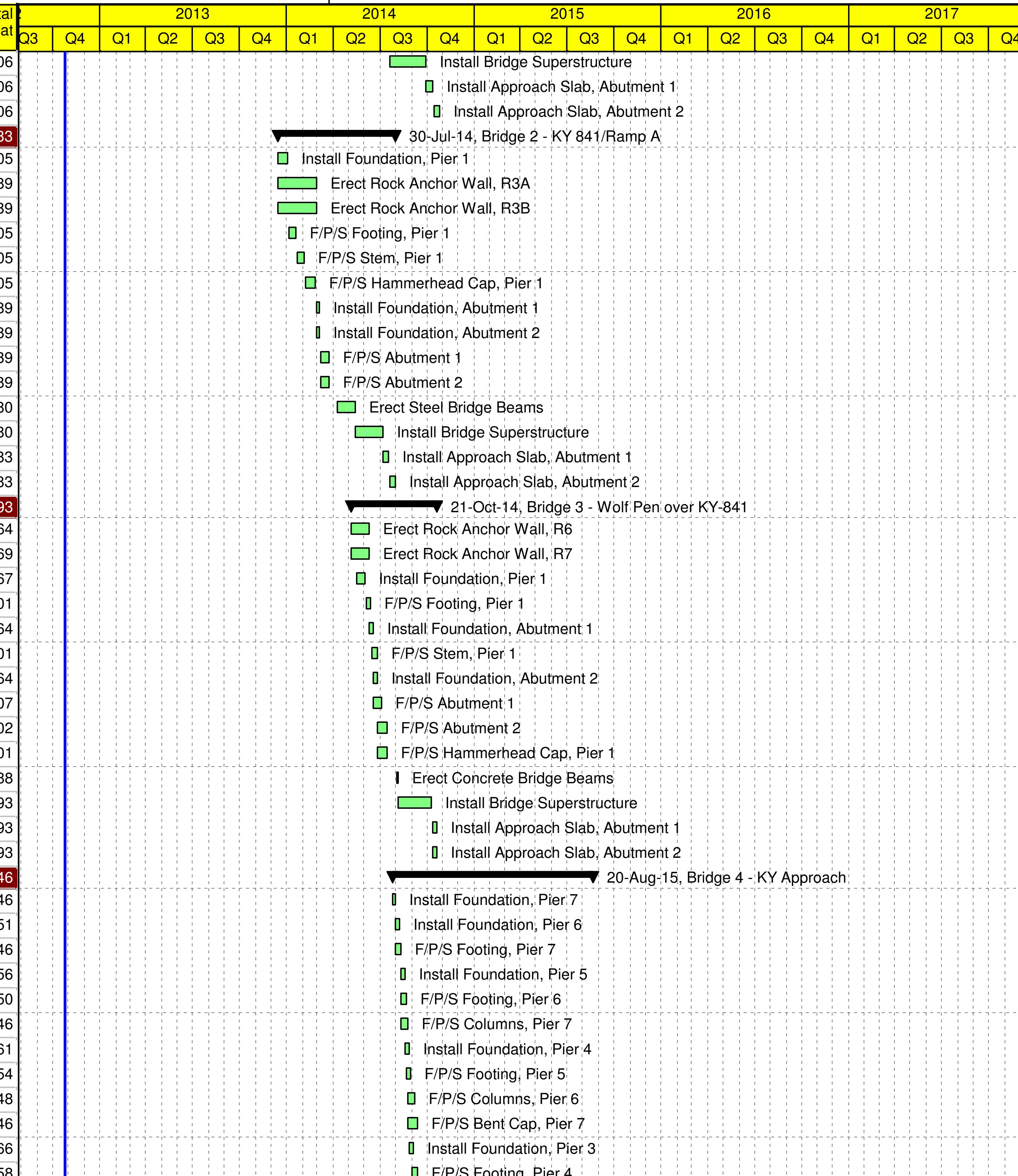
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.BRG.01285	Place Approach 1 Fill	10	05-Nov-13	21-Nov-13	250
04.BRG.01215	F/P/S Stem, Pier 1	8	11-Nov-13	22-Nov-13	234
04.BRG.01130	Drive Temp. Sheeting for Cofferdams	8	11-Nov-13	22-Nov-13	216
04.BRG.01020	Install Abutment 2 Slope Stabilization	5	22-Nov-13	02-Dec-13	260
04.BRG.01200	F/P/S Abutment 1	10	22-Nov-13	09-Dec-13	250
04.BRG.01255	F/P/S Footing, Pier 4	6	25-Nov-13	04-Dec-13	210
04.BRG.01115	Install Drilled Shaft Foundation, Pier 3	12	25-Nov-13	16-Dec-13	216
04.BRG.01260	F/P/S Stem, Pier 4	8	05-Dec-13	20-Dec-13	210
04.BRG.01010	Install Abutment 1 Slope Stabilization	5	11-Dec-13	20-Dec-13	250
04.BRG.01240	F/P/S Footing, Pier 3	6	18-Dec-13	10-Jan-14	218
04.BRG.01110	Install Drilled Shaft Foundation, Pier 2	12	18-Dec-13	24-Jan-14	216
04.BRG.01265	F/P/S Hammerhead Cap, Pier 4	10	03-Jan-14	24-Jan-14	210
04.BRG.01245	F/P/S Stem, Pier 3	8	13-Jan-14	29-Jan-14	218
04.BRG.01225	F/P/S Footing, Pier 2	6	27-Jan-14	05-Feb-14	216
04.BRG.01220	F/P/S Hammerhead Cap, Pier 1	10	27-Jan-14	14-Feb-14	210
04.BRG.01230	F/P/S Stem, Pier 2	8	07-Feb-14	24-Feb-14	216
04.BRG.01250	F/P/S Hammerhead Cap, Pier 3	10	17-Feb-14	04-Mar-14	210
04.BRG.01235	F/P/S Hammerhead Cap, Pier 2	10	06-Mar-14	21-Mar-14	210
04.BRG.01500	Erect Steel Bridge Beams	20	24-Apr-14	29-May-14	192
04.BRG.01600	Install Bridge Superstructure	35	30-May-14	25-Jul-14	192
04.BRG.01900	Install Approach Slab, Abutment 1	8	28-Jul-14	07-Aug-14	192
04.BRG.01910	Install Approach Slab, Abutment 2	8	08-Aug-14	21-Aug-14	192
Southbound		215	03-Oct-13	24-Oct-14	406
04.BRG.01175	Install Piling Foundation, Abutment 2	3	03-Oct-13	07-Oct-13	7
04.BRG.01170	Install Piling Foundation, Pier 4	3	18-Oct-13	22-Oct-13	7
04.BRG.01165	Install Piling Foundation, Pier 3	3	23-Oct-13	25-Oct-13	216
04.BRG.01340	F/P/S Footing, Pier 3	6	28-Oct-13	04-Nov-13	491
04.BRG.01150	Install Piling Foundation, Abutment 1	3	05-Nov-13	08-Nov-13	216
04.BRG.01345	F/P/S Stem, Pier 3	8	05-Nov-13	18-Nov-13	491
04.BRG.01305	F/P/S Abutment 2	10	05-Nov-13	21-Nov-13	504
04.BRG.01040	Install Abutment 2 Slope Stabilization	5	22-Nov-13	02-Dec-13	504
04.BRG.01300	F/P/S Abutment 1	10	22-Nov-13	09-Dec-13	494
04.BRG.01355	F/P/S Footing, Pier 4	6	25-Nov-13	04-Dec-13	484
04.BRG.01360	F/P/S Stem, Pier 4	8	05-Dec-13	20-Dec-13	484
04.BRG.01030	Install Abutment 1 Slope Stabilization	5	11-Dec-13	20-Dec-13	494
04.BRG.01160	Install Drilled Shaft Foundation, Pier 2	12	27-Jan-14	19-Feb-14	406
04.BRG.01325	F/P/S Footing, Pier 2	6	21-Feb-14	28-Feb-14	428
04.BRG.01155	Install Drilled Shaft Foundation, Pier 1	12	21-Feb-14	11-Mar-14	406
04.BRG.01330	F/P/S Stem, Pier 2	8	03-Mar-14	14-Mar-14	428
04.BRG.01310	F/P/S Footing, Pier 1	6	13-Mar-14	21-Mar-14	406
04.BRG.01315	F/P/S Stem, Pier 1	8	24-Mar-14	04-Apr-14	406
04.BRG.01320	F/P/S Hammerhead Cap, Pier 1	10	07-Apr-14	23-Apr-14	406
04.BRG.01335	F/P/S Hammerhead Cap, Pier 2	10	24-Apr-14	09-May-14	406
04.BRG.01350	F/P/S Hammerhead Cap, Pier 3	10	12-May-14	29-May-14	406
04.BRG.01365	F/P/S Hammerhead Cap, Pier 4	10	30-May-14	16-Jun-14	406
04.BRG.01550	Erect Steel Bridge Beams	20	17-Jun-14	18-Jul-14	406

Remaining Level of Effort — Critical Remaining Work

Actual Work — Milestone

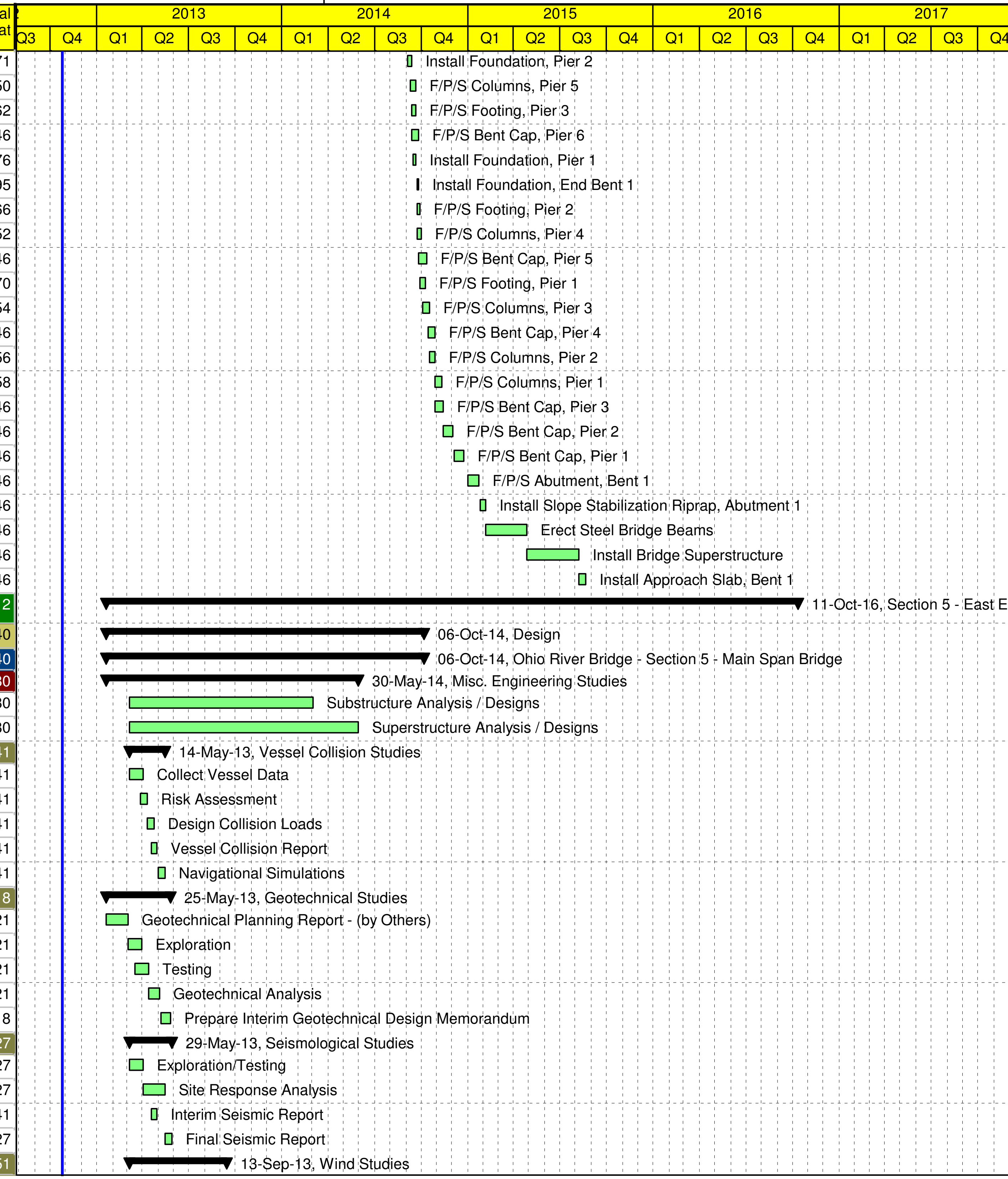
Remaining Work — Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.BRG.01650	Install Bridge Superstructure	45	21-Jul-14	29-Sep-14	406
04.BRG.01950	Install Approach Slab, Abutment 1	8	30-Sep-14	13-Oct-14	406
04.BRG.01960	Install Approach Slab, Abutment 2	8	14-Oct-14	24-Oct-14	406
Bridge 2 - KY 841/Ramp A		120	13-Dec-13	30-Jul-14	83
04.BRG.02110	Install Foundation, Pier 1	5	13-Dec-13	03-Jan-14	105
04.BRG.02010	Erect Rock Anchor Wall, R3A	30	13-Dec-13	26-Feb-14	89
04.BRG.02050	Erect Rock Anchor Wall, R3B	30	13-Dec-13	26-Feb-14	89
04.BRG.02220	F/P/S Footing, Pier 1	6	06-Jan-14	17-Jan-14	105
04.BRG.02230	F/P/S Stem, Pier 1	8	20-Jan-14	03-Feb-14	105
04.BRG.02240	F/P/S Hammerhead Cap, Pier 1	10	05-Feb-14	25-Feb-14	105
04.BRG.02100	Install Foundation, Abutment 1	5	27-Feb-14	06-Mar-14	89
04.BRG.02130	Install Foundation, Abutment 2	5	27-Feb-14	06-Mar-14	89
04.BRG.02200	F/P/S Abutment 1	10	07-Mar-14	24-Mar-14	89
04.BRG.02210	F/P/S Abutment 2	10	07-Mar-14	24-Mar-14	89
04.BRG.02500	Erect Steel Bridge Beams	20	10-Apr-14	13-May-14	80
04.BRG.02600	Install Bridge Superstructure	30	15-May-14	07-Jul-14	80
04.BRG.02900	Install Approach Slab, Abutment 1	8	08-Jul-14	18-Jul-14	83
04.BRG.02910	Install Approach Slab, Abutment 2	8	21-Jul-14	30-Jul-14	83
Bridge 3 - Wolf Pen over KY-841		102	05-May-14	21-Oct-14	293
04.BRG.03010	Erect Rock Anchor Wall, R6	20	05-May-14	09-Jun-14	264
04.BRG.03050	Erect Rock Anchor Wall, R7	20	05-May-14	09-Jun-14	269
04.BRG.03110	Install Foundation, Pier 1	10	16-May-14	03-Jun-14	267
04.BRG.03220	F/P/S Footing, Pier 1	6	05-Jun-14	13-Jun-14	301
04.BRG.03100	Install Foundation, Abutment 1	5	10-Jun-14	17-Jun-14	264
04.BRG.03230	F/P/S Stem, Pier 1	8	16-Jun-14	26-Jun-14	301
04.BRG.03120	Install Foundation, Abutment 2	5	19-Jun-14	25-Jun-14	264
04.BRG.03200	F/P/S Abutment 1	10	19-Jun-14	03-Jul-14	307
04.BRG.03210	F/P/S Abutment 2	10	26-Jun-14	14-Jul-14	302
04.BRG.03240	F/P/S Hammerhead Cap, Pier 1	10	27-Jun-14	15-Jul-14	301
04.BRG.03500	Erect Concrete Bridge Beams	2	04-Aug-14	05-Aug-14	288
04.BRG.03600	Install Bridge Superstructure	40	07-Aug-14	10-Oct-14	293
04.BRG.03900	Install Approach Slab, Abutment 1	6	13-Oct-14	21-Oct-14	293
04.BRG.03910	Install Approach Slab, Abutment 2	6	13-Oct-14	21-Oct-14	293
Bridge 4 - KY Approach		217	25-Jul-14	20-Aug-15	246
04.BRG.04135	Install Foundation, Pier 7	5	25-Jul-14	31-Jul-14	246
04.BRG.04130	Install Foundation, Pier 6	5	01-Aug-14	08-Aug-14	251
04.BRG.04295	F/P/S Footing, Pier 7	6	01-Aug-14	11-Aug-14	246
04.BRG.04125	Install Foundation, Pier 5	5	11-Aug-14	18-Aug-14	256
04.BRG.04280	F/P/S Footing, Pier 6	6	12-Aug-14	21-Aug-14	250
04.BRG.04300	F/P/S Columns, Pier 7	8	12-Aug-14	25-Aug-14	246
04.BRG.04120	Install Foundation, Pier 4	5	19-Aug-14	26-Aug-14	261
04.BRG.04265	F/P/S Footing, Pier 5	6	22-Aug-14	29-Aug-14	254
04.BRG.04285	F/P/S Columns, Pier 6	8	26-Aug-14	08-Sep-14	248
04.BRG.04305	F/P/S Bent Cap, Pier 7	10	26-Aug-14	11-Sep-14	246
04.BRG.04115	Install Foundation, Pier 3	5	27-Aug-14	04-Sep-14	266
04.BRG.04250	F/P/S Footing, Pier 4	6	02-Sep-14	11-Sep-14	258



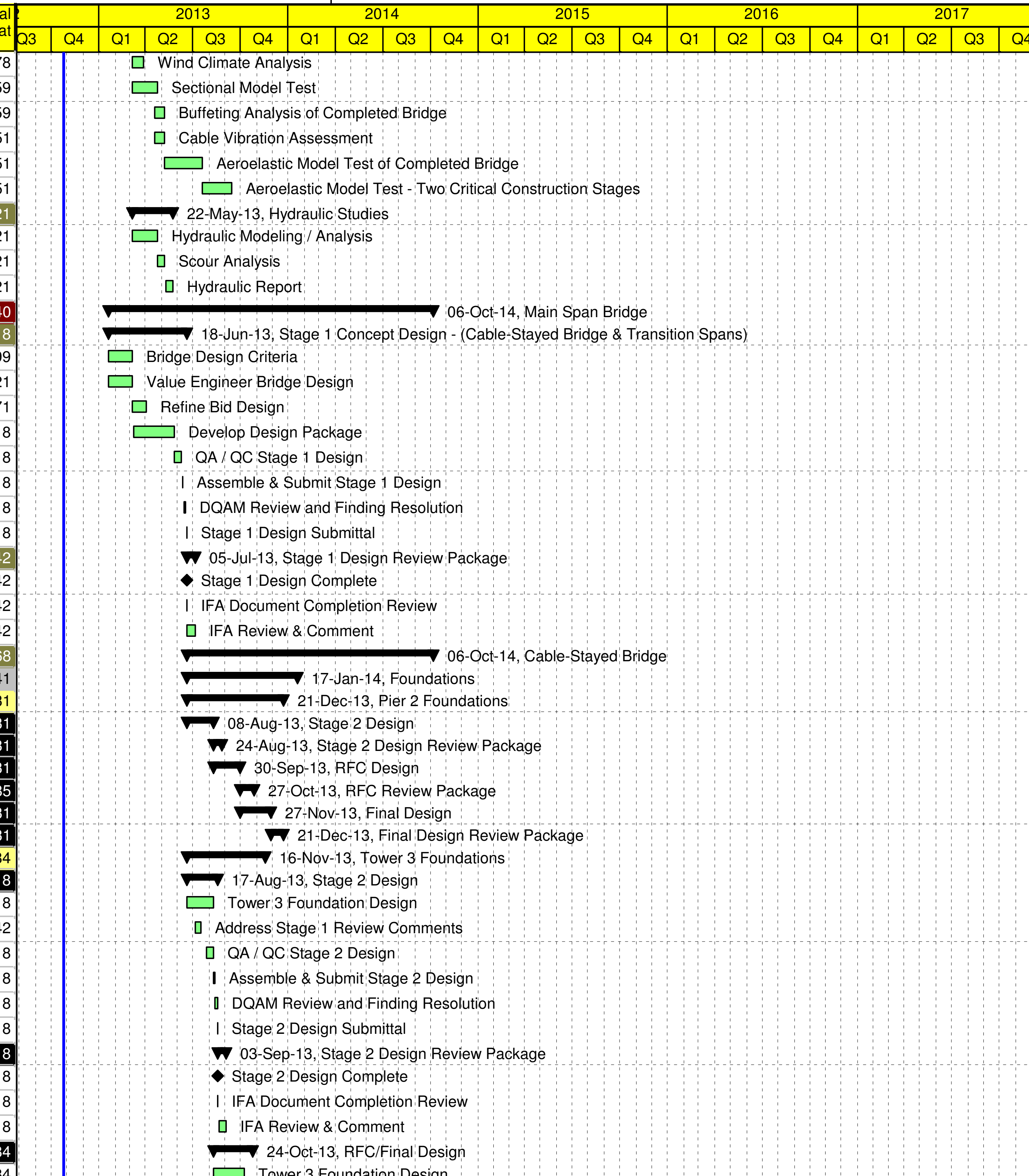
Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
04.BRG.04110	Install Foundation, Pier 2	5	05-Sep-14	12-Sep-14	271
04.BRG.04270	F/P/S Columns, Pier 5	8	09-Sep-14	19-Sep-14	250
04.BRG.04235	F/P/S Footing, Pier 3	6	12-Sep-14	19-Sep-14	262
04.BRG.04290	F/P/S Bent Cap, Pier 6	10	12-Sep-14	25-Sep-14	246
04.BRG.04105	Install Foundation, Pier 1	5	15-Sep-14	19-Sep-14	276
04.BRG.04100	Install Foundation, End Bent 1	5	22-Sep-14	26-Sep-14	295
04.BRG.04220	F/P/S Footing, Pier 2	6	22-Sep-14	29-Sep-14	266
04.BRG.04255	F/P/S Columns, Pier 4	8	22-Sep-14	02-Oct-14	252
04.BRG.04275	F/P/S Bent Cap, Pier 5	10	26-Sep-14	13-Oct-14	246
04.BRG.04205	F/P/S Footing, Pier 1	6	30-Sep-14	09-Oct-14	270
04.BRG.04240	F/P/S Columns, Pier 3	8	03-Oct-14	16-Oct-14	254
04.BRG.04260	F/P/S Bent Cap, Pier 4	10	14-Oct-14	28-Oct-14	246
04.BRG.04225	F/P/S Columns, Pier 2	8	17-Oct-14	28-Oct-14	256
04.BRG.04210	F/P/S Columns, Pier 1	8	29-Oct-14	10-Nov-14	258
04.BRG.04245	F/P/S Bent Cap, Pier 3	10	29-Oct-14	13-Nov-14	246
04.BRG.04230	F/P/S Bent Cap, Pier 2	10	14-Nov-14	03-Dec-14	246
04.BRG.04215	F/P/S Bent Cap, Pier 1	10	05-Dec-14	23-Dec-14	246
04.BRG.04200	F/P/S Abutment, Bent 1	10	02-Jan-15	23-Jan-15	246
04.BRG.04010	Install Slope Stabilization Riprap, Abutment 1	5	26-Jan-15	04-Feb-15	246
04.BRG.04500	Erect Steel Bridge Beams	45	06-Feb-15	27-Apr-15	246
04.BRG.04600	Install Bridge Superstructure	60	28-Apr-15	06-Aug-15	246
04.BRG.04900	Install Approach Slab, Bent 1	8	07-Aug-15	20-Aug-15	246
Section 5 - East End Bridge		756	20-Jan-13	11-Oct-16	12
Design		616	20-Jan-13	06-Oct-14	540
Ohio River Bridge - Section 5 - Main Span Bridge		616	20-Jan-13	06-Oct-14	540
Misc. Engineering Studies		489	20-Jan-13	30-May-14	80
S5-10140	Substructure Analysis / Designs	355	06-Mar-13	01-Mar-14	80
S5-10150	Superstructure Analysis / Designs	444	06-Mar-13	30-May-14	80
Vessel Collision Studies		70	06-Mar-13	14-May-13	141
S5-10080	Collect Vessel Data	28	06-Mar-13	02-Apr-13	141
S5-10160	Risk Assessment	14	27-Mar-13	09-Apr-13	141
S5-10260	Design Collision Loads	14	10-Apr-13	23-Apr-13	141
S5-10280	Vessel Collision Report	14	17-Apr-13	30-Apr-13	141
S5-10340	Navigational Simulations	14	01-May-13	14-May-13	141
Geotechnical Studies		126	20-Jan-13	25-May-13	18
S5-10020	Geotechnical Planning Report - (by Others)	42	20-Jan-13	02-Mar-13	21
S5-10120	Exploration	28	03-Mar-13	30-Mar-13	21
S5-10180	Testing	28	17-Mar-13	13-Apr-13	21
S5-10350	Geotechnical Analysis	21	14-Apr-13	04-May-13	21
S5-10440	Prepare Interim Geotechnical Design Memorandum	18	08-May-13	25-May-13	18
Seismological Studies		84	06-Mar-13	29-May-13	127
S5-10110	Exploration/Testing	28	06-Mar-13	02-Apr-13	127
S5-10170	Site Response Analysis	42	03-Apr-13	14-May-13	127
S5-10310	Interim Seismic Report	14	17-Apr-13	30-Apr-13	141
S5-10410	Final Seismic Report	14	15-May-13	29-May-13	127
Wind Studies		189	06-Mar-13	13-Sep-13	151



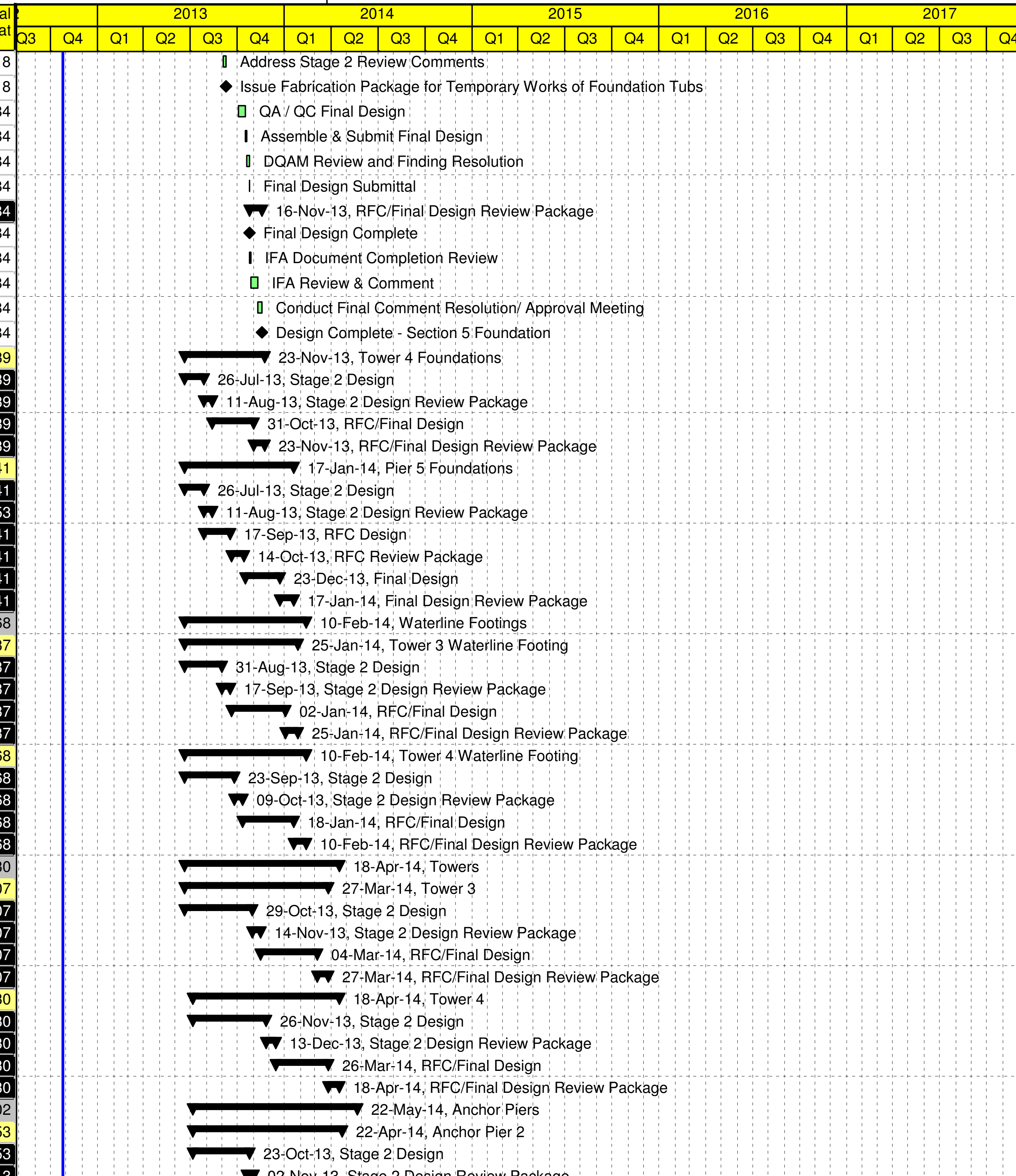
Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S5-10060	Wind Climate Analysis	21	06-Mar-13	26-Mar-13	78
S5-10100	Sectional Model Test	49	06-Mar-13	23-Apr-13	59
S5-10290	Buffeting Analysis of Completed Bridge	21	17-Apr-13	07-May-13	59
S5-10300	Cable Vibration Assessment	21	17-Apr-13	07-May-13	151
S5-10380	Aeroelastic Model Test of Completed Bridge	70	08-May-13	18-Jul-13	151
S5-11000	Aeroelastic Model Test - Two Critical Construction Stages	56	19-Jul-13	13-Sep-13	151
Hydraulic Studies		78	06-Mar-13	22-May-13	21
S5-10130	Hydraulic Modeling / Analysis	50	06-Mar-13	24-Apr-13	21
S5-10370	Scour Analysis	14	25-Apr-13	08-May-13	21
S5-10420	Hydraulic Report	14	09-May-13	22-May-13	21
Main Span Bridge		616	20-Jan-13	06-Oct-14	540
Stage 1 Concept Design - (Cable-Stayed Bridge & Transition Spans)		149	20-Jan-13	18-Jun-13	18
S5-10030	Bridge Design Criteria	45	20-Jan-13	05-Mar-13	99
S5-10040	Value Engineer Bridge Design	45	20-Jan-13	05-Mar-13	21
S5-10090	Refine Bid Design	28	06-Mar-13	02-Apr-13	71
S5-10050	Develop Design Package	78	09-Mar-13	25-May-13	18
S5-10430	QA / QC Stage 1 Design	14	26-May-13	09-Jun-13	18
S5-10490	Assemble & Submit Stage 1 Design	3	10-Jun-13	12-Jun-13	18
S5-10500	DQAM Review and Finding Resolution	5	13-Jun-13	17-Jun-13	18
S5-10520	Stage 1 Design Submittal	1	18-Jun-13	18-Jun-13	18
Stage 1 Design Review Package		16	18-Jun-13	05-Jul-13	42
S5-10530	Stage 1 Design Complete	0		18-Jun-13	42
S5-10580	IFA Document Completion Review	1	19-Jun-13	19-Jun-13	42
S5-10670	IFA Review & Comment	15	20-Jun-13	05-Jul-13	42
Cable-Stayed Bridge		467	19-Jun-13	06-Oct-14	368
Foundations		208	19-Jun-13	17-Jan-14	441
Pier 2 Foundations		183	19-Jun-13	21-Dec-13	431
Stage 2 Design		50	19-Jun-13	08-Aug-13	431
Stage 2 Design Review Package		16	08-Aug-13	24-Aug-13	431
RFC Design		52	09-Aug-13	30-Sep-13	431
RFC Review Package		27	01-Oct-13	27-Oct-13	485
Final Design		58	01-Oct-13	27-Nov-13	431
Final Design Review Package		23	27-Nov-13	21-Dec-13	431
Tower 3 Foundations		149	19-Jun-13	16-Nov-13	84
Stage 2 Design		59	19-Jun-13	17-Aug-13	18
S5-10630	Tower 3 Foundation Design	50	19-Jun-13	08-Aug-13	18
S5-10810	Address Stage 1 Review Comments	10	06-Jul-13	15-Jul-13	42
S5-11190	QA / QC Stage 2 Design	14	26-Jul-13	08-Aug-13	18
S5-11350	Assemble & Submit Stage 2 Design	3	09-Aug-13	11-Aug-13	18
S5-11420	DQAM Review and Finding Resolution	5	12-Aug-13	16-Aug-13	18
S5-11480	Stage 2 Design Submittal	1	17-Aug-13	17-Aug-13	18
Stage 2 Design Review Package		16	17-Aug-13	03-Sep-13	18
S5-11400	Stage 2 Design Complete	0		17-Aug-13	18
S5-11430	IFA Document Completion Review	1	18-Aug-13	18-Aug-13	18
S5-11450	IFA Review & Comment	15	19-Aug-13	03-Sep-13	18
RFC/Final Design		76	09-Aug-13	24-Oct-13	84
S5-12990	Tower 3 Foundation Design	60	09-Aug-13	08-Oct-13	84



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
S5-12980	Address Stage 2 Review Comments	5	04-Sep-13	08-Sep-13	18
S5-11660	Issue Fabrication Package for Temporary Works of Foundation ...	0		08-Sep-13	18
S5-13960	QA / QC Final Design	14	02-Oct-13	15-Oct-13	84
S5-14120	Assemble & Submit Final Design	3	16-Oct-13	18-Oct-13	84
S5-14170	DQAM Review and Finding Resolution	5	19-Oct-13	23-Oct-13	84
S5-14300	Final Design Submittal	1	24-Oct-13	24-Oct-13	84
RFC/Final Design Review Package		23	24-Oct-13	16-Nov-13	84
S5-14150	Final Design Complete	0		24-Oct-13	84
S5-14180	IFA Document Completion Review	1	25-Oct-13	25-Oct-13	84
S5-14240	IFA Review & Comment	15	26-Oct-13	09-Nov-13	84
S5-14460	Conduct Final Comment Resolution/ Approval Meeting	7	10-Nov-13	16-Nov-13	84
S5-14560	Design Complete - Section 5 Foundation	0		16-Nov-13	84
Tower 4 Foundations		156	19-Jun-13	23-Nov-13	139
Stage 2 Design		37	19-Jun-13	26-Jul-13	139
Stage 2 Design Review Package		16	26-Jul-13	11-Aug-13	139
RFC/Final Design		80	12-Aug-13	31-Oct-13	139
RFC/Final Design Review Package		23	31-Oct-13	23-Nov-13	139
Pier 5 Foundations		208	19-Jun-13	17-Jan-14	441
Stage 2 Design		37	19-Jun-13	26-Jul-13	441
Stage 2 Design Review Package		16	26-Jul-13	11-Aug-13	453
RFC Design		52	27-Jul-13	17-Sep-13	441
RFC Review Package		27	18-Sep-13	14-Oct-13	441
Final Design		69	15-Oct-13	23-Dec-13	441
Final Design Review Package		23	23-Dec-13	17-Jan-14	441
Waterline Footings		232	19-Jun-13	10-Feb-14	168
Tower 3 Waterline Footing		216	19-Jun-13	25-Jan-14	137
Stage 2 Design		73	19-Jun-13	31-Aug-13	137
Stage 2 Design Review Package		16	31-Aug-13	17-Sep-13	137
RFC/Final Design		104	18-Sep-13	02-Jan-14	137
RFC/Final Design Review Package		23	02-Jan-14	25-Jan-14	137
Tower 4 Waterline Footing		232	19-Jun-13	10-Feb-14	168
Stage 2 Design		95	19-Jun-13	23-Sep-13	168
Stage 2 Design Review Package		16	23-Sep-13	09-Oct-13	168
RFC/Final Design		98	10-Oct-13	18-Jan-14	168
RFC/Final Design Review Package		23	18-Jan-14	10-Feb-14	168
Towers		299	19-Jun-13	18-Apr-14	130
Tower 3		277	19-Jun-13	27-Mar-14	107
Stage 2 Design		131	19-Jun-13	29-Oct-13	107
Stage 2 Design Review Package		16	29-Oct-13	14-Nov-13	107
RFC/Final Design		107	15-Nov-13	04-Mar-14	107
RFC/Final Design Review Package		23	04-Mar-14	27-Mar-14	107
Tower 4		283	06-Jul-13	18-Apr-14	130
Stage 2 Design		143	06-Jul-13	26-Nov-13	130
Stage 2 Design Review Package		16	26-Nov-13	13-Dec-13	130
RFC/Final Design		101	14-Dec-13	26-Mar-14	130
RFC/Final Design Review Package		23	26-Mar-14	18-Apr-14	130
Anchor Piers		317	06-Jul-13	22-May-14	502
Anchor Pier 2		287	06-Jul-13	22-Apr-14	453
Stage 2 Design		109	06-Jul-13	23-Oct-13	453
Stage 2 Design Review Package		16	17-Oct-13	02-Nov-13	513



Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

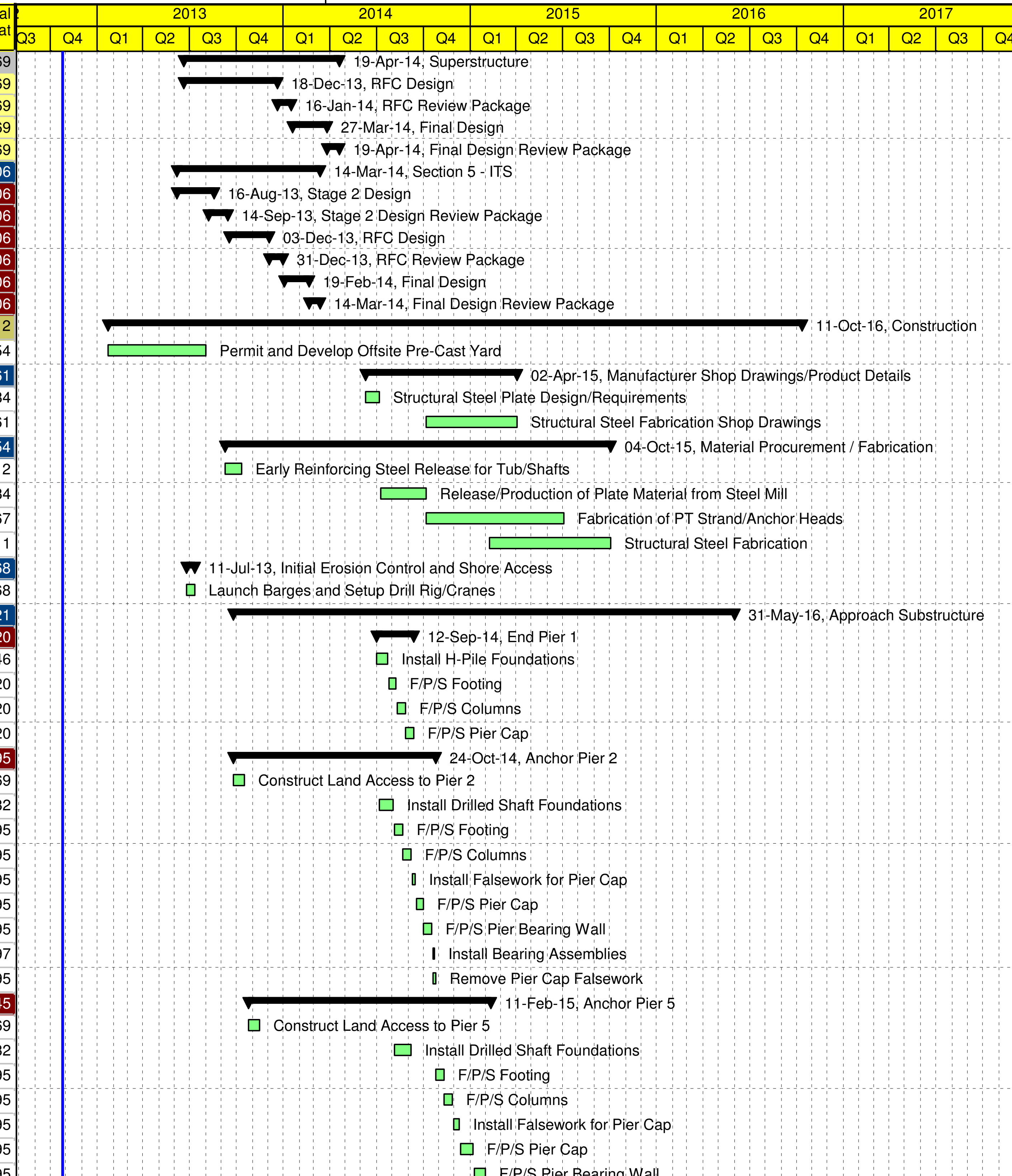
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	RFC Design	99	24-Oct-13	02-Feb-14	453
	RFC Review Package	27	03-Feb-14	01-Mar-14	453
	Final Design	29	02-Mar-14	30-Mar-14	453
	Final Design Review Package	23	30-Mar-14	22-Apr-14	453
	Anchor Pier 5	317	06-Jul-13	22-May-14	502
	Stage 2 Design	109	06-Jul-13	23-Oct-13	502
	Stage 2 Design Review Package	16	17-Oct-13	02-Nov-13	562
	RFC Design	99	24-Oct-13	02-Feb-14	502
	RFC Review Package	27	03-Feb-14	01-Mar-14	502
	Final Design	59	02-Mar-14	29-Apr-14	502
	Final Design Review Package	23	29-Apr-14	22-May-14	502
	Superstructure	467	19-Jun-13	06-Oct-14	66
	Stage 2 Design	179	19-Jun-13	17-Dec-13	66
	Stage 2 Design Review Package	16	11-Dec-13	28-Dec-13	206
	RFC Design	179	18-Dec-13	17-Jun-14	66
	RFC Review Package	27	18-Jun-14	15-Jul-14	66
	Final Design	59	16-Jul-14	13-Sep-14	66
	Final Design Review Package	23	13-Sep-14	06-Oct-14	66
	Miscellaneous Details	371	06-Jul-13	17-Jul-14	399
	Stage 2 Design	223	06-Jul-13	17-Feb-14	401
	Stage 2 Design Review Package	16	11-Feb-14	27-Feb-14	399
	RFC Design	39	18-Feb-14	28-Mar-14	399
	RFC Review Package	27	29-Mar-14	24-Apr-14	399
	Final Design	59	25-Apr-14	23-Jun-14	399
	Final Design Review Package	23	23-Jun-14	17-Jul-14	399
	Kentucky Transition Span	318	20-Jun-13	08-May-14	688
	Pier 1 Substructure	247	20-Jun-13	26-Feb-14	727
	Stage 2 Design	69	20-Jun-13	28-Aug-13	727
	Stage 2 Design Review Package	16	22-Aug-13	08-Sep-13	757
	RFC Design	69	29-Aug-13	06-Nov-13	727
	RFC Review Package	27	07-Nov-13	04-Dec-13	727
	Final Design	59	05-Dec-13	03-Feb-14	727
	Final Design Review Package	23	03-Feb-14	26-Feb-14	727
	Pier 1 Foundations	198	20-Jun-13	08-Jan-14	605
	Stage 2 Design	37	20-Jun-13	27-Jul-13	605
	Stage 2 Design Review Package	16	21-Jul-13	06-Aug-13	628
	RFC Design	52	28-Jul-13	18-Sep-13	605
	RFC Review Package	27	19-Sep-13	15-Oct-13	605
	Final Design	59	16-Oct-13	14-Dec-13	605
	Final Design Review Package	23	14-Dec-13	08-Jan-14	605
	Superstructure	303	06-Jul-13	08-May-14	688
	RFC Design	179	06-Jul-13	04-Jan-14	688
	RFC Review Package	27	05-Jan-14	31-Jan-14	688
	Final Design	74	01-Feb-14	15-Apr-14	688
	Final Design Review Package	23	15-Apr-14	08-May-14	688
	Indiana Transition Span	299	20-Jun-13	19-Apr-14	669
	Indiana Abutment	221	20-Jun-13	31-Jan-14	666
	RFC Design	99	20-Jun-13	28-Sep-13	666
	RFC Review Package	27	29-Sep-13	25-Oct-13	666
	Final Design	72	26-Oct-13	08-Jan-14	666
	Final Design Review Package	23	08-Jan-14	31-Jan-14	666

Remaining Level of Effort — Critical Remaining Work

Actual Work — Milestone

Remaining Work — Summary

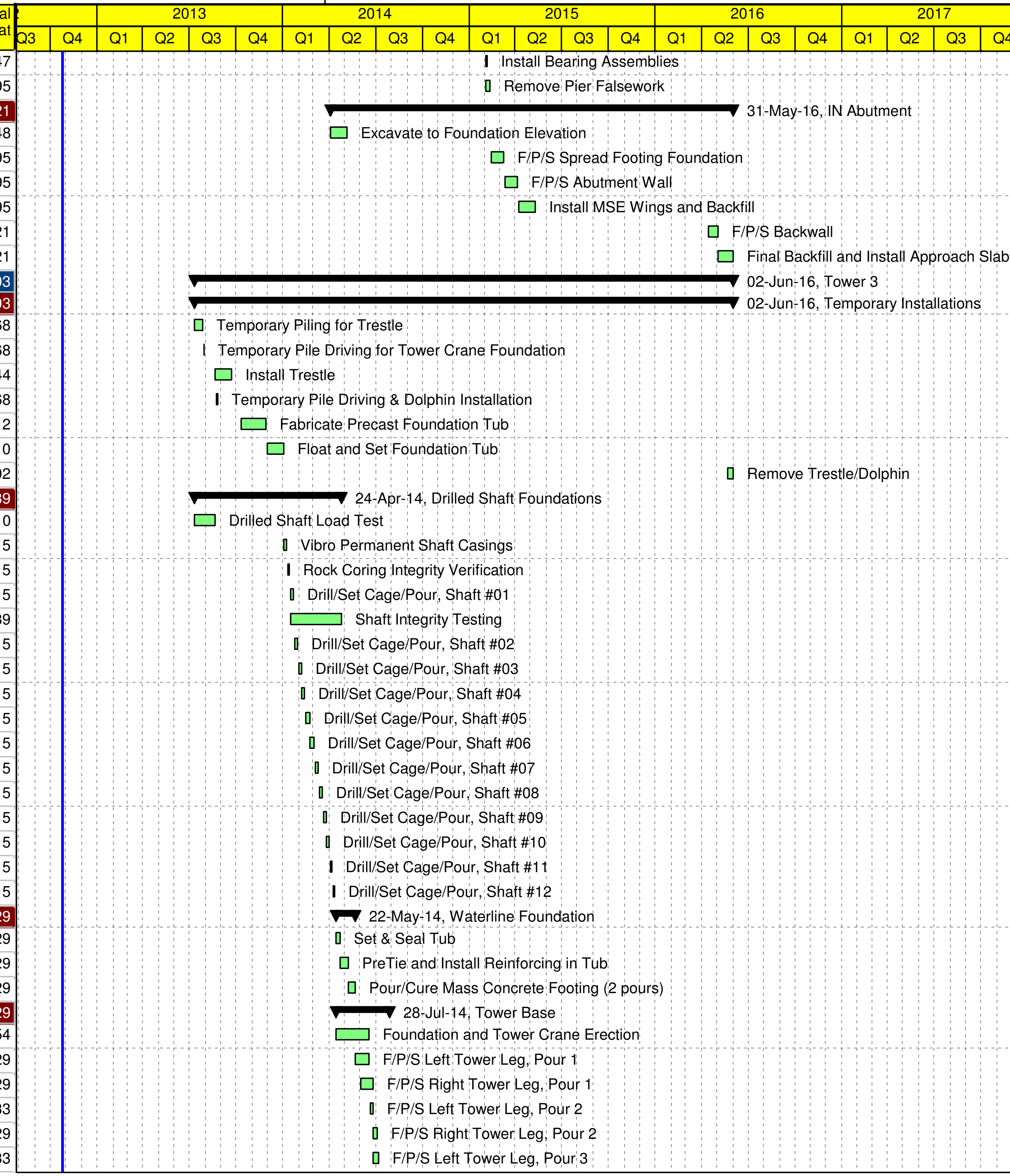
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Superstructure		299	20-Jun-13	19-Apr-14	669
RFC Design		179	20-Jun-13	18-Dec-13	669
RFC Review Package		27	19-Dec-13	16-Jan-14	669
Final Design		70	17-Jan-14	27-Mar-14	669
Final Design Review Package		23	27-Mar-14	19-Apr-14	669
Section 5 - ITS		276	07-Jun-13	14-Mar-14	106
Stage 2 Design		70	07-Jun-13	16-Aug-13	106
Stage 2 Design Review Package		37	08-Aug-13	14-Sep-13	106
RFC Design		79	15-Sep-13	03-Dec-13	106
RFC Review Package		27	04-Dec-13	31-Dec-13	106
Final Design		49	02-Jan-14	19-Feb-14	106
Final Design Review Package		23	19-Feb-14	14-Mar-14	106
Construction		756	21-Jan-13	11-Oct-16	12
05.CON.00100	Permit and Develop Offsite Pre-Cast Yard	110	21-Jan-13	01-Aug-13	54
Manufacturer Shop Drawings/Product Details		164	09-Jun-14	02-Apr-15	61
05.SHP.00100	Structural Steel Plate Design/Requirements	30	09-Jun-14	08-Jul-14	234
05.SHP.00110	Structural Steel Fabrication Shop Drawings	90	07-Oct-14	02-Apr-15	61
Material Procurement / Fabrication		418	09-Sep-13	04-Oct-15	54
05.MAT.00120	Early Reinforcing Steel Release for Tub/Shafts	20	09-Sep-13	10-Oct-13	12
05.MAT.00100	Release/Production of Plate Material from Steel Mill	90	09-Jul-14	06-Oct-14	234
05.MAT.00130	Fabrication of PT Strand/Anchor Heads	270	07-Oct-14	03-Jul-15	67
05.MAT.00110	Structural Steel Fabrication	240	07-Feb-15	04-Oct-15	111
Initial Erosion Control and Shore Access		10	25-Jun-13	11-Jul-13	68
05.ENV.00100	Launch Barges and Setup Drill Rig/Cranes	10	25-Jun-13	11-Jul-13	68
Approach Substructure		534	23-Sep-13	31-May-16	21
End Pier 1		45	01-Jul-14	12-Sep-14	320
04.EP1.01100	Install H-Pile Foundations	15	01-Jul-14	24-Jul-14	246
04.EP1.01120	F/P/S Footing	10	25-Jul-14	08-Aug-14	320
04.EP1.01130	F/P/S Columns	10	11-Aug-14	26-Aug-14	320
04.EP1.01140	F/P/S Pier Cap	10	27-Aug-14	12-Sep-14	320
Anchor Pier 2		222	23-Sep-13	24-Oct-14	295
05.AP2.02130	Construct Land Access to Pier 2	15	23-Sep-13	15-Oct-13	269
05.AP2.02100	Install Drilled Shaft Foundations	20	07-Jul-14	04-Aug-14	132
05.AP2.02110	F/P/S Footing	10	05-Aug-14	21-Aug-14	195
05.AP2.02120	F/P/S Columns	10	22-Aug-14	08-Sep-14	195
05.AP2.02150	Install Falsework for Pier Cap	5	09-Sep-14	16-Sep-14	195
05.AP2.02160	F/P/S Pier Cap	10	17-Sep-14	30-Sep-14	195
05.AP2.02190	F/P/S Pier Bearing Wall	10	02-Oct-14	17-Oct-14	195
05.AP2.02180	Install Bearing Assemblies	3	20-Oct-14	22-Oct-14	297
05.AP2.02200	Remove Pier Cap Falsework	5	20-Oct-14	24-Oct-14	195
Anchor Pier 5		252	24-Oct-13	11-Feb-15	245
05.AP5.05130	Construct Land Access to Pier 5	15	24-Oct-13	15-Nov-13	269
05.AP5.05100	Install Drilled Shaft Foundations	20	05-Aug-14	08-Sep-14	132
05.AP5.05110	F/P/S Footing	10	27-Oct-14	10-Nov-14	195
05.AP5.05120	F/P/S Columns	10	11-Nov-14	26-Nov-14	195
05.AP5.05150	Install Falsework for Pier Cap	5	01-Dec-14	10-Dec-14	195
05.AP5.05160	F/P/S Pier Cap	10	12-Dec-14	07-Jan-15	195
05.AP5.05190	F/P/S Pier Bearing Wall	10	09-Jan-15	30-Jan-15	195



Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

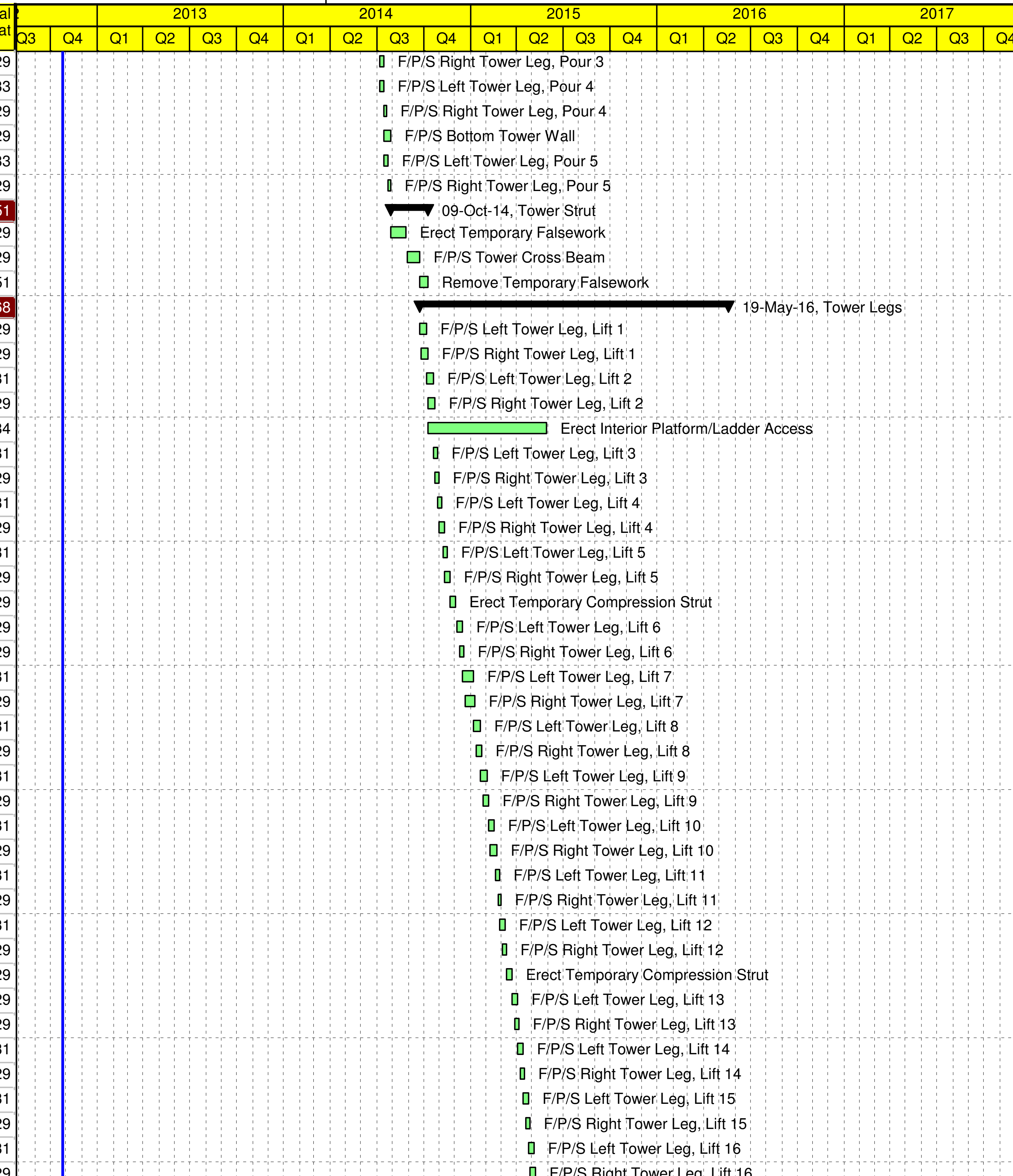
WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.AP5.05180	Install Bearing Assemblies	3	02-Feb-15	06-Feb-15	247
05.AP5.05200	Remove Pier Falsework	5	02-Feb-15	11-Feb-15	195
IN Abutment		435	03-Apr-14	31-May-16	21
05.AB6.06120	Excavate to Foundation Elevation	20	03-Apr-14	06-May-14	348
05.AB6.06100	F/P/S Spread Footing Foundation	15	13-Feb-15	10-Mar-15	195
05.AB6.06130	F/P/S Abutment Wall	15	12-Mar-15	06-Apr-15	195
05.AB6.06140	Install MSE Wings and Backfill	20	07-Apr-15	11-May-15	195
05.AB6.06110	F/P/S Backwall	10	15-Apr-16	02-May-16	21
05.AB6.06150	Final Backfill and Install Approach Slab	15	03-May-16	31-May-16	21
Tower 3		579	12-Jul-13	02-Jun-16	93
Temporary Installations		579	12-Jul-13	02-Jun-16	93
05.TUB.03140	Temporary Piling for Trestle	10	12-Jul-13	26-Jul-13	68
05.TUB.03130	Temporary Pile Driving for Tower Crane Foundation	2	29-Jul-13	30-Jul-13	68
05.TUB.03150	Install Trestle	20	20-Aug-13	20-Sep-13	144
05.TUB.03120	Temporary Pile Driving & Dolphin Installation	2	23-Aug-13	26-Aug-13	68
05.TUB.03100	Fabricate Precast Foundation Tub	30	11-Oct-13	27-Nov-13	12
05.TUB.03110	Float and Set Foundation Tub	10	02-Dec-13	02-Jan-14	10
05.TUB.03160	Remove Trestle/Dolphin	5	23-May-16	02-Jun-16	92
Drilled Shaft Foundations		179	12-Jul-13	24-Apr-14	39
05.FDN.00100	Drilled Shaft Load Test	30	12-Jul-13	19-Aug-13	110
05.FDN.03100	Vibro Permanent Shaft Casings	4	03-Jan-14	08-Jan-14	15
05.FDN.03240	Rock Coring Integrity Verification	2	11-Jan-14	13-Jan-14	15
05.FDN.03110	Drill/Set Cage/Pour, Shaft #01	4	15-Jan-14	20-Jan-14	15
05.FDN.03190	Shaft Integrity Testing	54	15-Jan-14	24-Apr-14	39
05.FDN.03120	Drill/Set Cage/Pour, Shaft #02	4	24-Jan-14	29-Jan-14	15
05.FDN.03130	Drill/Set Cage/Pour, Shaft #03	4	31-Jan-14	05-Feb-14	15
05.FDN.03140	Drill/Set Cage/Pour, Shaft #04	4	07-Feb-14	12-Feb-14	15
05.FDN.03150	Drill/Set Cage/Pour, Shaft #05	4	14-Feb-14	21-Feb-14	15
05.FDN.03160	Drill/Set Cage/Pour, Shaft #06	4	22-Feb-14	01-Mar-14	15
05.FDN.03170	Drill/Set Cage/Pour, Shaft #07	4	04-Mar-14	11-Mar-14	15
05.FDN.03180	Drill/Set Cage/Pour, Shaft #08	4	13-Mar-14	18-Mar-14	15
05.FDN.3190	Drill/Set Cage/Pour, Shaft #09	4	20-Mar-14	25-Mar-14	15
05.FDN.3200	Drill/Set Cage/Pour, Shaft #10	4	27-Mar-14	01-Apr-14	15
05.FDN.3210	Drill/Set Cage/Pour, Shaft #11	4	03-Apr-14	07-Apr-14	15
05.FDN.3220	Drill/Set Cage/Pour, Shaft #12	4	08-Apr-14	12-Apr-14	15
Waterline Foundation		23	14-Apr-14	22-May-14	29
05.FTG.03100	Set & Seal Tub	5	14-Apr-14	22-Apr-14	29
05.FTG.03110	PreTie and Install Reinforcing in Tub	10	23-Apr-14	08-May-14	29
05.FTG.03120	Pour/Cure Mass Concrete Footing (2 pours)	8	09-May-14	22-May-14	29
Tower Base		61	15-Apr-14	28-Jul-14	29
05.TWR.03010	Foundation and Tower Crane Erection	30	15-Apr-14	17-Jun-14	54
05.LEG.03100	F/P/S Left Tower Leg, Pour 1	15	23-May-14	19-Jun-14	29
05.LEG.03110	F/P/S Right Tower Leg, Pour 1	15	02-Jun-14	25-Jun-14	29
05.LEG.03130	F/P/S Left Tower Leg, Pour 2	5	20-Jun-14	26-Jun-14	33
05.LEG.03140	F/P/S Right Tower Leg, Pour 2	5	26-Jun-14	03-Jul-14	29
05.LEG.03150	F/P/S Left Tower Leg, Pour 3	5	27-Jun-14	07-Jul-14	33



Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.LEG.03160	F/P/S Right Tower Leg, Pour 3	5	07-Jul-14	14-Jul-14	29
05.LEG.03170	F/P/S Left Tower Leg, Pour 4	5	08-Jul-14	15-Jul-14	33
05.LEG.03190	F/P/S Right Tower Leg, Pour 4	5	15-Jul-14	21-Jul-14	29
05.LEG.03120	F/P/S Bottom Tower Wall	10	15-Jul-14	28-Jul-14	29
05.LEG.03180	F/P/S Left Tower Leg, Pour 5	5	16-Jul-14	22-Jul-14	33
05.LEG.03200	F/P/S Right Tower Leg, Pour 5	5	22-Jul-14	28-Jul-14	29
Tower Strut		45	29-Jul-14	09-Oct-14	151
05.SRT.03100	Erect Temporary Falsework	20	29-Jul-14	28-Aug-14	29
05.SRT.03110	F/P/S Tower Cross Beam	15	29-Aug-14	23-Sep-14	29
05.SRT.03120	Remove Temporary Falsework	10	24-Sep-14	09-Oct-14	151
Tower Legs		326	24-Sep-14	19-May-16	68
05.TWR.03100	F/P/S Left Tower Leg, Lift 1	8	24-Sep-14	06-Oct-14	29
05.TWR.03195	F/P/S Right Tower Leg, Lift 1	8	26-Sep-14	09-Oct-14	29
05.TWR.03105	F/P/S Left Tower Leg, Lift 2	8	07-Oct-14	20-Oct-14	31
05.TWR.03200	F/P/S Right Tower Leg, Lift 2	8	10-Oct-14	22-Oct-14	29
05.TWR.03400	Erect Interior Platform/Ladder Access	120	10-Oct-14	29-May-15	34
05.TWR.03110	F/P/S Left Tower Leg, Lift 3	6	21-Oct-14	28-Oct-14	31
05.TWR.03205	F/P/S Right Tower Leg, Lift 3	6	23-Oct-14	30-Oct-14	29
05.TWR.03115	F/P/S Left Tower Leg, Lift 4	6	29-Oct-14	06-Nov-14	31
05.TWR.03210	F/P/S Right Tower Leg, Lift 4	6	31-Oct-14	10-Nov-14	29
05.TWR.03120	F/P/S Left Tower Leg, Lift 5	6	07-Nov-14	17-Nov-14	31
05.TWR.03215	F/P/S Right Tower Leg, Lift 5	6	11-Nov-14	20-Nov-14	29
05.TWR.03185	Erect Temporary Compression Strut	6	21-Nov-14	03-Dec-14	29
05.TWR.03125	F/P/S Left Tower Leg, Lift 6	6	05-Dec-14	16-Dec-14	29
05.TWR.03220	F/P/S Right Tower Leg, Lift 6	6	10-Dec-14	19-Dec-14	29
05.TWR.03130	F/P/S Left Tower Leg, Lift 7	6	17-Dec-14	05-Jan-15	31
05.TWR.03225	F/P/S Right Tower Leg, Lift 7	6	22-Dec-14	09-Jan-15	29
05.TWR.03135	F/P/S Left Tower Leg, Lift 8	6	07-Jan-15	19-Jan-15	31
05.TWR.03230	F/P/S Right Tower Leg, Lift 8	6	12-Jan-15	23-Jan-15	29
05.TWR.03140	F/P/S Left Tower Leg, Lift 9	6	21-Jan-15	02-Feb-15	31
05.TWR.03235	F/P/S Right Tower Leg, Lift 9	6	26-Jan-15	06-Feb-15	29
05.TWR.03145	F/P/S Left Tower Leg, Lift 10	6	04-Feb-15	16-Feb-15	31
05.TWR.03240	F/P/S Right Tower Leg, Lift 10	6	09-Feb-15	20-Feb-15	29
05.TWR.03150	F/P/S Left Tower Leg, Lift 11	6	18-Feb-15	26-Feb-15	31
05.TWR.03245	F/P/S Right Tower Leg, Lift 11	6	23-Feb-15	02-Mar-15	29
05.TWR.03155	F/P/S Left Tower Leg, Lift 12	6	27-Feb-15	09-Mar-15	31
05.TWR.03250	F/P/S Right Tower Leg, Lift 12	6	03-Mar-15	12-Mar-15	29
05.TWR.03190	Erect Temporary Compression Strut	6	13-Mar-15	23-Mar-15	29
05.TWR.03160	F/P/S Left Tower Leg, Lift 13	6	24-Mar-15	02-Apr-15	29
05.TWR.03255	F/P/S Right Tower Leg, Lift 13	6	27-Mar-15	06-Apr-15	29
05.TWR.03165	F/P/S Left Tower Leg, Lift 14	6	03-Apr-15	13-Apr-15	31
05.TWR.03260	F/P/S Right Tower Leg, Lift 14	6	07-Apr-15	16-Apr-15	29
05.TWR.03170	F/P/S Left Tower Leg, Lift 15	6	14-Apr-15	23-Apr-15	31
05.TWR.03265	F/P/S Right Tower Leg, Lift 15	6	20-Apr-15	27-Apr-15	29
05.TWR.03175	F/P/S Left Tower Leg, Lift 16	6	24-Apr-15	04-May-15	31
05.TWR.03270	F/P/S Right Tower Leg, Lift 16	6	28-Apr-15	07-May-15	29

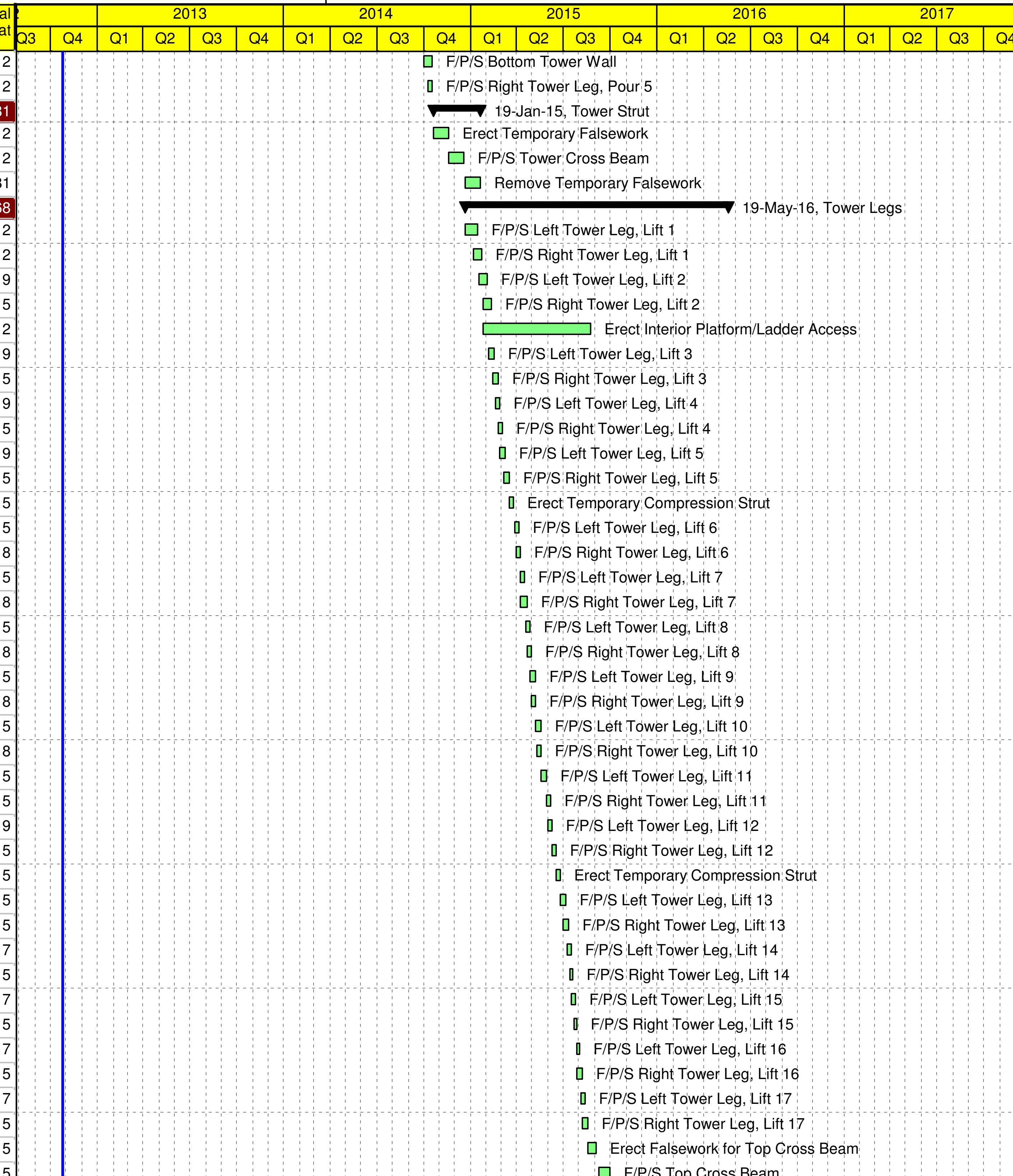


Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.TWR.03180	F/P/S Left Tower Leg, Lift 17	6	05-May-15	14-May-15	31
05.TWR.03275	F/P/S Right Tower Leg, Lift 17	6	08-May-15	18-May-15	29
05.TWR.03500	Erect Falsework for Top Cross Beam	12	19-May-15	09-Jun-15	29
05.TWR.03510	F/P/S Top Cross Beam	15	11-Jun-15	06-Jul-15	29
05.TWR.03520	Remove Falsework	4	07-Jul-15	13-Jul-15	29
05.TWR.03030	Disassemble Tower Crane	3	16-May-16	19-May-16	68
Tower 4		565	31-Jul-13	27-May-16	95
Temporary Installations		565	31-Jul-13	27-May-16	95
05.TUB.04160	Temporary Piling for Trestle	10	31-Jul-13	15-Aug-13	68
05.TUB.04140	Temporary Pile Driving for Tower Crane Foundation	2	16-Aug-13	19-Aug-13	68
05.TUB.04120	Temporary Pile Driving & Dolphin Installation	2	20-Aug-13	22-Aug-13	68
05.TUB.04150	Install Trestle	20	23-Sep-13	23-Oct-13	156
05.TUB.04100	Fabricate Precast Foundation Tub	30	02-Dec-13	12-Feb-14	34
05.TUB.04110	Float and Set Foundation Tub	10	14-Feb-14	07-Mar-14	25
05.TUB.04130	Remove Trestle/Dolphin	5	20-May-16	27-May-16	95
Drilled Shaft Foundations		76	08-Mar-14	12-Jul-14	28
05.FDN.04100	Vibro Permanent Shaft Casings	4	08-Mar-14	14-Mar-14	31
05.FDN.04240	Rock Coring Integrity Verification	2	15-Mar-14	18-Mar-14	31
05.FDN.04110	Drill/Set Cage/Pour, Shaft #01	4	14-Apr-14	21-Apr-14	15
05.FDN.04230	Shaft Integrity Testing	54	14-Apr-14	12-Jul-14	28
05.FDN.04120	Drill/Set Cage/Pour, Shaft #02	4	22-Apr-14	29-Apr-14	15
05.FDN.04130	Drill/Set Cage/Pour, Shaft #03	4	06-May-14	10-May-14	15
05.FDN.04140	Drill/Set Cage/Pour, Shaft #04	4	12-May-14	16-May-14	15
05.FDN.04150	Drill/Set Cage/Pour, Shaft #05	4	17-May-14	22-May-14	15
05.FDN.04160	Drill/Set Cage/Pour, Shaft #06	4	23-May-14	30-May-14	15
05.FDN.04170	Drill/Set Cage/Pour, Shaft #07	4	31-May-14	05-Jun-14	15
05.FDN.04180	Drill/Set Cage/Pour, Shaft #08	4	06-Jun-14	10-Jun-14	15
05.FDN.04190	Drill/Set Cage/Pour, Shaft #09	4	12-Jun-14	16-Jun-14	15
05.FDN.04200	Drill/Set Cage/Pour, Shaft #10	4	17-Jun-14	21-Jun-14	15
05.FDN.04210	Drill/Set Cage/Pour, Shaft #11	4	23-Jun-14	27-Jun-14	15
05.FDN.04220	Drill/Set Cage/Pour, Shaft #12	4	28-Jun-14	03-Jul-14	15
Waterline Foundation		23	07-Jul-14	08-Aug-14	12
05.FTG.04100	Set and Seal Tub	5	07-Jul-14	14-Jul-14	12
05.FTG.04110	PreTie and Install Reinforcing in Forms	10	15-Jul-14	28-Jul-14	12
05.FTG.04120	Pour/Cure Mass Concrete Footing (2 pours)	8	29-Jul-14	08-Aug-14	12
Tower Base		65	07-Jul-14	17-Oct-14	12
05.TWR.04010	Foundation and Tower Crane Erection	30	07-Jul-14	22-Aug-14	46
05.LEG.04100	F/P/S Left Tower Leg, Pour 1	15	11-Aug-14	04-Sep-14	12
05.LEG.04110	F/P/S Right Tower Leg, Pour 1	15	22-Aug-14	16-Sep-14	12
05.LEG.04130	F/P/S Left Tower Leg, Pour 2	5	05-Sep-14	12-Sep-14	19
05.LEG.04150	F/P/S Left Tower Leg, Pour 3	5	15-Sep-14	19-Sep-14	19
05.LEG.04140	F/P/S Right Tower Leg, Pour 2	5	17-Sep-14	23-Sep-14	12
05.LEG.04170	F/P/S Left Tower Leg, Pour 4	5	22-Sep-14	26-Sep-14	19
05.LEG.04160	F/P/S Right Tower Leg, Pour 3	5	24-Sep-14	30-Sep-14	12
05.LEG.04180	F/P/S Left Tower Leg, Pour 5	5	29-Sep-14	06-Oct-14	19
05.LEG.04190	F/P/S Right Tower Leg, Pour 4	5	02-Oct-14	09-Oct-14	12

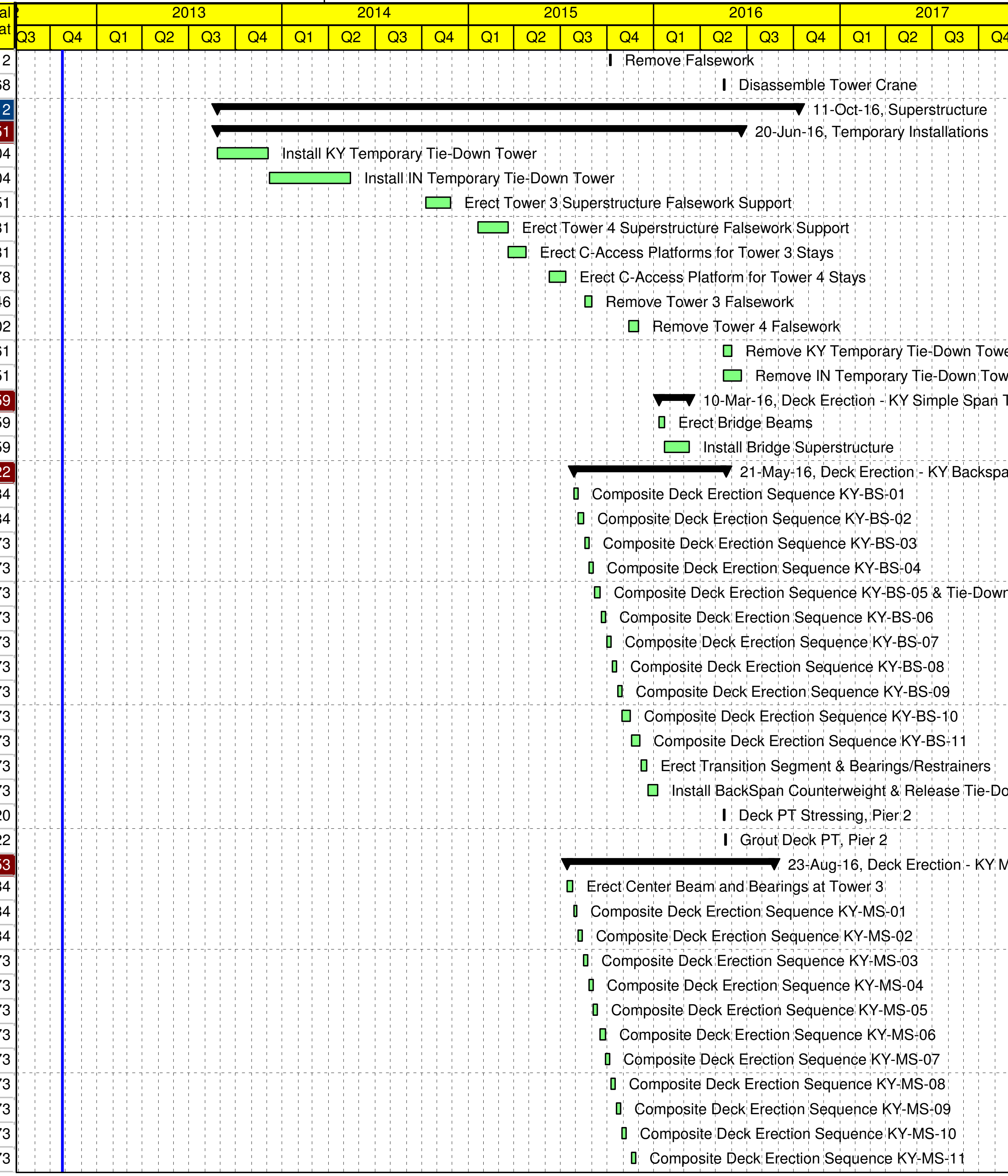
Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.LEG.04120	F/P/S Bottom Tower Wall	10	02-Oct-14	17-Oct-14	12
05.LEG.04200	F/P/S Right Tower Leg, Pour 5	5	10-Oct-14	17-Oct-14	12
Tower Strut		45	20-Oct-14	19-Jan-15	81
05.SRT.04100	Erect Temporary Falsework	20	20-Oct-14	18-Nov-14	12
05.SRT.04110	F/P/S Tower Cross Beam	15	20-Nov-14	19-Dec-14	12
05.SRT.04120	Remove Temporary Falsework	10	22-Dec-14	19-Jan-15	81
Tower Legs		276	22-Dec-14	19-May-16	68
05.TWR.04100	F/P/S Left Tower Leg, Lift 1	8	22-Dec-14	14-Jan-15	12
05.TWR.04195	F/P/S Right Tower Leg, Lift 1	8	07-Jan-15	23-Jan-15	12
05.TWR.04105	F/P/S Left Tower Leg, Lift 2	8	16-Jan-15	02-Feb-15	19
05.TWR.04200	F/P/S Right Tower Leg, Lift 2	8	26-Jan-15	11-Feb-15	15
05.TWR.04400	Erect Interior Platform/Ladder Access	120	26-Jan-15	24-Aug-15	12
05.TWR.04110	F/P/S Left Tower Leg, Lift 3	6	04-Feb-15	16-Feb-15	19
05.TWR.04205	F/P/S Right Tower Leg, Lift 3	6	13-Feb-15	24-Feb-15	15
05.TWR.04115	F/P/S Left Tower Leg, Lift 4	6	18-Feb-15	26-Feb-15	19
05.TWR.04210	F/P/S Right Tower Leg, Lift 4	6	25-Feb-15	05-Mar-15	15
05.TWR.04120	F/P/S Left Tower Leg, Lift 5	6	27-Feb-15	09-Mar-15	19
05.TWR.04215	F/P/S Right Tower Leg, Lift 5	6	06-Mar-15	16-Mar-15	15
05.TWR.04295	Erect Temporary Compression Strut	6	17-Mar-15	26-Mar-15	15
05.TWR.04125	F/P/S Left Tower Leg, Lift 6	6	27-Mar-15	06-Apr-15	15
05.TWR.04220	F/P/S Right Tower Leg, Lift 6	6	30-Mar-15	07-Apr-15	18
05.TWR.04130	F/P/S Left Tower Leg, Lift 7	6	07-Apr-15	16-Apr-15	15
05.TWR.04225	F/P/S Right Tower Leg, Lift 7	6	09-Apr-15	20-Apr-15	18
05.TWR.04135	F/P/S Left Tower Leg, Lift 8	6	20-Apr-15	27-Apr-15	15
05.TWR.04230	F/P/S Right Tower Leg, Lift 8	6	21-Apr-15	28-Apr-15	18
05.TWR.04140	F/P/S Left Tower Leg, Lift 9	6	28-Apr-15	07-May-15	15
05.TWR.04235	F/P/S Right Tower Leg, Lift 9	6	29-Apr-15	08-May-15	18
05.TWR.04145	F/P/S Left Tower Leg, Lift 10	6	08-May-15	18-May-15	15
05.TWR.04240	F/P/S Right Tower Leg, Lift 10	6	11-May-15	19-May-15	18
05.TWR.04150	F/P/S Left Tower Leg, Lift 11	6	19-May-15	29-May-15	15
05.TWR.04245	F/P/S Right Tower Leg, Lift 11	6	28-May-15	05-Jun-15	15
05.TWR.04155	F/P/S Left Tower Leg, Lift 12	6	01-Jun-15	09-Jun-15	19
05.TWR.04250	F/P/S Right Tower Leg, Lift 12	6	08-Jun-15	16-Jun-15	15
05.TWR.04305	Erect Temporary Compression Strut	6	18-Jun-15	25-Jun-15	15
05.TWR.04160	F/P/S Left Tower Leg, Lift 13	6	26-Jun-15	07-Jul-15	15
05.TWR.04255	F/P/S Right Tower Leg, Lift 13	6	30-Jun-15	10-Jul-15	15
05.TWR.04165	F/P/S Left Tower Leg, Lift 14	6	09-Jul-15	16-Jul-15	17
05.TWR.04260	F/P/S Right Tower Leg, Lift 14	6	13-Jul-15	20-Jul-15	15
05.TWR.04170	F/P/S Left Tower Leg, Lift 15	6	17-Jul-15	24-Jul-15	17
05.TWR.04265	F/P/S Right Tower Leg, Lift 15	6	21-Jul-15	28-Jul-15	15
05.TWR.04175	F/P/S Left Tower Leg, Lift 16	6	27-Jul-15	03-Aug-15	17
05.TWR.04270	F/P/S Right Tower Leg, Lift 16	6	29-Jul-15	06-Aug-15	15
05.TWR.04180	F/P/S Left Tower Leg, Lift 17	6	04-Aug-15	13-Aug-15	17
05.TWR.04275	F/P/S Right Tower Leg, Lift 17	6	07-Aug-15	17-Aug-15	15
05.TWR.04500	Erect Falsework for Top Cross Beam	12	18-Aug-15	04-Sep-15	15
05.TWR.04510	F/P/S Top Cross Beam	15	08-Sep-15	29-Sep-15	15



Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.TWR.04520	Remove Falsework	4	05-Oct-15	09-Oct-15	12
05.TWR.04030	Disassemble Tower Crane	3	16-May-16	19-May-16	68
Superstructure		632	27-Aug-13	11-Oct-16	12
Temporary Installations		561	27-Aug-13	20-Jun-16	51
05.SUP.03275	Install KY Temporary Tie-Down Tower	60	27-Aug-13	03-Dec-13	304
05.SUP.04275	Install IN Temporary Tie-Down Tower	60	05-Dec-13	13-May-14	304
05.SUP.03285	Erect Tower 3 Superstructure Falsework Support	30	10-Oct-14	26-Nov-14	151
05.SUP.03295	Erect Tower 4 Superstructure Falsework Support	30	21-Jan-15	19-Mar-15	81
05.SUP.03305	Erect C-Access Platforms for Tower 3 Stays	20	20-Mar-15	23-Apr-15	81
05.SUP.03315	Erect C-Access Platform for Tower 4 Stays	20	08-Jun-15	10-Jul-15	78
05.SUP.03800	Remove Tower 3 Falsework	10	17-Aug-15	31-Aug-15	146
05.SUP.04350	Remove Tower 4 Falsework	10	12-Nov-15	30-Nov-15	102
05.SUP.03280	Remove KY Temporary Tie-Down Tower	10	16-May-16	02-Jun-16	61
05.SUP.04280	Remove IN Temporary Tie-Down Tower	20	16-May-16	20-Jun-16	51
Deck Erection - KY Simple Span Transition		30	11-Jan-16	10-Mar-16	59
05.SUP.12100	Erect Bridge Beams	5	11-Jan-16	20-Jan-16	59
05.SUP.12110	Install Bridge Superstructure	25	22-Jan-16	10-Mar-16	59
Deck Erection - KY Backspan		202	28-Jul-15	21-May-16	22
05.SUP.03100	Composite Deck Erection Sequence KY-BS-01	7	28-Jul-15	04-Aug-15	34
05.SUP.03110	Composite Deck Erection Sequence KY-BS-02	7	06-Aug-15	14-Aug-15	34
05.SUP.03120	Composite Deck Erection Sequence KY-BS-03	7	17-Aug-15	25-Aug-15	73
05.SUP.03130	Composite Deck Erection Sequence KY-BS-04	7	27-Aug-15	03-Sep-15	73
05.SUP.03140	Composite Deck Erection Sequence KY-BS-05 & Tie-Down	9	05-Sep-15	17-Sep-15	73
05.SUP.03150	Composite Deck Erection Sequence KY-BS-06	7	19-Sep-15	28-Sep-15	73
05.SUP.03160	Composite Deck Erection Sequence KY-BS-07	7	30-Sep-15	08-Oct-15	73
05.SUP.03170	Composite Deck Erection Sequence KY-BS-08	7	10-Oct-15	19-Oct-15	73
05.SUP.03180	Composite Deck Erection Sequence KY-BS-09	7	22-Oct-15	29-Oct-15	73
05.SUP.03190	Composite Deck Erection Sequence KY-BS-10	12	31-Oct-15	16-Nov-15	73
05.SUP.03200	Composite Deck Erection Sequence KY-BS-11	12	19-Nov-15	05-Dec-15	73
05.SUP.03210	Erect Transition Segment & Bearings/Restrainers	7	07-Dec-15	18-Dec-15	73
05.SUP.03220	Install BackSpan Counterweight & Release Tie-Down	8	19-Dec-15	08-Jan-16	73
05.SUP.03630	Deck PT Stressing, Pier 2	2	17-May-16	19-May-16	20
05.SUP.03650	Grout Deck PT, Pier 2	2	20-May-16	21-May-16	22
Deck Erection - KY Mainspan		282	14-Jul-15	23-Aug-16	53
05.SUP.03300	Erect Center Beam and Bearings at Tower 3	10	14-Jul-15	25-Jul-15	34
05.SUP.03400	Composite Deck Erection Sequence KY-MS-01	7	27-Jul-15	03-Aug-15	34
05.SUP.03410	Composite Deck Erection Sequence KY-MS-02	7	04-Aug-15	13-Aug-15	34
05.SUP.03420	Composite Deck Erection Sequence KY-MS-03	7	15-Aug-15	24-Aug-15	73
05.SUP.03430	Composite Deck Erection Sequence KY-MS-04	7	26-Aug-15	02-Sep-15	73
05.SUP.03440	Composite Deck Erection Sequence KY-MS-05	7	04-Sep-15	12-Sep-15	73
05.SUP.03450	Composite Deck Erection Sequence KY-MS-06	7	18-Sep-15	26-Sep-15	73
05.SUP.03460	Composite Deck Erection Sequence KY-MS-07	7	29-Sep-15	06-Oct-15	73
05.SUP.03470	Composite Deck Erection Sequence KY-MS-08	7	09-Oct-15	17-Oct-15	73
05.SUP.03480	Composite Deck Erection Sequence KY-MS-09	7	20-Oct-15	28-Oct-15	73
05.SUP.03490	Composite Deck Erection Sequence KY-MS-10	7	30-Oct-15	07-Nov-15	73
05.SUP.03500	Composite Deck Erection Sequence KY-MS-11	7	17-Nov-15	25-Nov-15	73



Remaining Level of Effort
Critical Remaining Work
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Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.SUP.03510	Composite Deck Erection Sequence KY-MS-12	7	09-Jan-16	20-Jan-16	73
05.SUP.03520	Composite Deck Erection Sequence KY-MS-13	7	23-Jan-16	03-Feb-16	73
05.SUP.03600	Install Closure Segment	10	28-Apr-16	13-May-16	15
05.SUP.03640	Deck PT Stressing Center Span	2	14-May-16	16-May-16	15
05.SUP.03620	Grout PT Center Span	2	17-May-16	19-May-16	24
05.SUP.03610	Perform Final Cable Stay Stressing	3	20-Aug-16	23-Aug-16	53
Deck Erection - IN Mainspan		**129**	**10-Oct-15**	**27-Apr-16**	**15**
05.SUP.04300	Erect Center Beam and Bearings at Tower 4	10	10-Oct-15	23-Oct-15	15
05.SUP.04400	Composite Deck Erection Sequence IN-MS-01	7	24-Oct-15	31-Oct-15	15
05.SUP.04410	Composite Deck Erection Sequence IN-MS-02	7	02-Nov-15	10-Nov-15	43
05.SUP.04420	Composite Deck Erection Sequence IN-MS-03	7	13-Nov-15	21-Nov-15	42
05.SUP.04430	Composite Deck Erection Sequence IN-MS-04	7	23-Nov-15	03-Dec-15	42
05.SUP.04440	Composite Deck Erection Sequence IN-MS-05	7	04-Dec-15	14-Dec-15	42
05.SUP.04450	Composite Deck Erection Sequence IN-MS-06	7	19-Dec-15	06-Jan-16	40
05.SUP.04460	Composite Deck Erection Sequence IN-MS-07	7	08-Jan-16	18-Jan-16	40
05.SUP.04470	Composite Deck Erection Sequence IN-MS-08	7	20-Jan-16	30-Jan-16	40
05.SUP.04480	Composite Deck Erection Sequence IN-MS-09	7	01-Feb-16	12-Feb-16	40
05.SUP.04490	Composite Deck Erection Sequence IN-MS-10	7	13-Feb-16	23-Feb-16	40
05.SUP.04500	Composite Deck Erection Sequence IN-MS-11	7	01-Mar-16	10-Mar-16	35
05.SUP.04510	Composite Deck Erection Sequence IN-MS-12	7	07-Apr-16	15-Apr-16	15
05.SUP.04520	Composite Deck Erection Sequence IN-MS-13	7	16-Apr-16	27-Apr-16	15
Deck Erection - IN Backspan		**136**	**26-Oct-15**	**24-May-16**	**20**
05.SUP.04100	Composite Deck Erection Sequence IN-BS-01	7	26-Oct-15	02-Nov-15	15
05.SUP.04110	Composite Deck Erection Sequence IN-BS-02	7	03-Nov-15	12-Nov-15	15
05.SUP.04120	Composite Deck Erection Sequence IN-BS-03	7	13-Nov-15	21-Nov-15	15
05.SUP.04130	Composite Deck Erection Sequence IN-BS-04	7	23-Nov-15	03-Dec-15	15
05.SUP.04140	Composite Deck Erection Sequence IN-BS-05 & Tie-Down	9	04-Dec-15	18-Dec-15	15
05.SUP.04150	Composite Deck Erection Sequence IN-BS-06	7	19-Dec-15	06-Jan-16	15
05.SUP.04160	Composite Deck Erection Sequence IN-BS-07	7	08-Jan-16	18-Jan-16	15
05.SUP.04170	Composite Deck Erection Sequence IN-BS-08	7	20-Jan-16	30-Jan-16	15
05.SUP.04180	Composite Deck Erection Sequence IN-BS-09	7	01-Feb-16	12-Feb-16	15
05.SUP.04190	Composite Deck Erection Sequence IN-BS-10	12	13-Feb-16	29-Feb-16	15
05.SUP.04200	Composite Deck Erection Sequence IN-BS-11	12	01-Mar-16	17-Mar-16	15
05.SUP.04210	Erect Transition Segment & Bearings/Restrainers	7	18-Mar-16	26-Mar-16	15
05.SUP.04930	Install BackSpan Counterweight & Release Tie-Down	8	28-Mar-16	05-Apr-16	15
05.SUP.04630	Stress Deck Post Tensioning, Pier 5	2	20-May-16	21-May-16	20
05.SUP.04640	Grout Deck Post Tensioning, Pier 5	2	23-May-16	24-May-16	20
Deck Erection - IN Simple Span		**30**	**07-Apr-16**	**31-May-16**	**13**
05.SUP.56100	Erect Bridge Beams	5	07-Apr-16	14-Apr-16	13
05.SUP.56110	Install Bridge Superstructure	25	15-Apr-16	31-May-16	13
Finishes and Aesthetic Accessories		**284**	**01-Jun-15**	**11-Oct-16**	**12**
F/P/S Overhangs		**190**	**17-Aug-15**	**27-Jul-16**	**27**
05.FIN.05010	Erect Bridge Overhangs	190	17-Aug-15	27-Jul-16	27
Bridge Drainage Pipe		**90**	**17-May-16**	**11-Oct-16**	**12**
05.FIN.05050	Erect Bridge Drainage System	90	17-May-16	11-Oct-16	12
Expansion Joints		**11**	**20-May-16**	**09-Jun-16**	**21**

Remaining Level of Effort
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Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
05.FIN.04100	Install KY Approach Finger Joint	5	20-May-16	27-May-16	27
05.FIN.04200	Install IN Approach Finger Joint	5	02-Jun-16	09-Jun-16	21
Concrete Barrier		13	02-Jun-16	22-Jun-16	13
05.FIN.02100	Install Expansion Cages and Slipform Median Barrier	4	02-Jun-16	07-Jun-16	13
05.FIN.02200	Slipform Eastbound Exterior Barrier	2	09-Jun-16	10-Jun-16	13
05.FIN.02300	Slipform Westbound Exterior Barrier	2	13-Jun-16	14-Jun-16	13
05.FIN.02400	F/P/S Barrier Gaps	5	16-Jun-16	22-Jun-16	13
Deck Overlay		36	23-Jun-16	19-Aug-16	13
05.FIN.01100	Setup Screed and Prep for Pour on Eastbound Lanes	13	23-Jun-16	14-Jul-16	13
05.FIN.01200	Place Overlay on Eastbound Lanes and Allow for Cure	5	15-Jul-16	21-Jul-16	13
05.FIN.01300	Remove and Reset Screed for Pour on Westbound Lanes	13	22-Jul-16	11-Aug-16	13
05.FIN.01400	Place Overlay on Westbound Lanes and Allow for Cure	5	12-Aug-16	19-Aug-16	13
Painting		20	22-Aug-16	21-Sep-16	13
05.AES.05500	Steel Beam & Cable Stay Anchorage Touch-Up Painting	20	22-Aug-16	21-Sep-16	13
Walkway / Bike Path		12	22-Sep-16	10-Oct-16	13
05.FIN.05500	Install Handrail	12	22-Sep-16	10-Oct-16	13
Lighting		281	01-Jun-15	06-Oct-16	13
05.AES.01110	Install Interior/Aviation Tower 3 Lighting	30	01-Jun-15	20-Jul-15	34
05.AES.01120	Install Interior/Aviation Tower 4 Lighting	30	25-Aug-15	09-Oct-15	12
05.AES.01100	Erect Median Lighting	20	22-Aug-16	21-Sep-16	13
05.AES.01130	Architectural Walkway and Tower/Navigation Lighting	10	22-Sep-16	06-Oct-16	13
Section 6 - Indiana Approach		654	21-Dec-12	07-Apr-16	9118
Right of Way Acquisitions		808	21-Dec-12	08-Mar-15	581
06.ROW.61002	Parcel 2: Permanent Easement Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	737
06.ROW.61028	Parcel 28: Permanent Eastment Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	737
06.ROW.61027	Parcel 27: Permanent Eastment Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	737
06.ROW.61034	Parcel 34: Permanent Eastment Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	737
06.ROW.61057	Parcel 57: Permanent Easement Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	839
06.ROW.61056	Parcel 56: Permanent Easement Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	839
06.ROW.61042	Parcel 42: Permanent Easement Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	878
06.ROW.61038	Parcel 38: Permanent Easement Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	1126
06.ROW.61039	Parcel 39: Permanent Easement Restriction - Buying in Progress	102	21-Dec-12	01-Apr-13	1126
06.ROW.61013	Parcel 13: Permanent Easement Restriction - Buying in Progress	163	21-Dec-12	01-Jun-13	843
06.ROW.61006	Parcel 6: Permanent Easement Restriction - Buying in Progress	163	21-Dec-12	01-Jun-13	1030
06.ROW.61050	Parcel 50: Permanent Easement Restriction - Buying in Progress	163	21-Dec-12	01-Jun-13	817
06.ROW.61023	Parcel 23: Permanent Easement Restriction - Buying in Progress	163	21-Dec-12	01-Jun-13	817
06.ROW.61058	Parcel 58: Permanent Easement Restriction - No Appraisal	163	21-Dec-12	01-Jun-13	1065
06.ROW.61062	Parcel 62: Permanent Easement Restriction - No Appraisal	163	21-Dec-12	01-Jun-13	1226
06.ROW.61060	Parcel 60: Permanent Easement Restriction - No Appraisal	163	21-Dec-12	01-Jun-13	1226
06.ROW.61012	Parcel 12: Permanent Easement Restriction - No Appraisal	163	21-Dec-12	01-Jun-13	1226
06.ROW.61025	Parcel 25: Permanent Easement Restriction - Buying in Progress	180	21-Dec-12	18-Jun-13	614
06.ROW.61047	Parcel 47: Permanent Easement Restriction - Buying in Progress	180	21-Dec-12	18-Jun-13	614
06.ROW.61026	Parcel 26: Permanent Easement Restriction - Buying in Progress	180	21-Dec-12	18-Jun-13	1132
06.ROW.BH100	[redacted]	365	09-Mar-14	08-Mar-15	372
Permits		365	09-Mar-13	08-Mar-14	372
06.PER.BH100	[redacted]	365	09-Mar-13	08-Mar-14	372

Remaining Level of Effort — Critical Remaining Work
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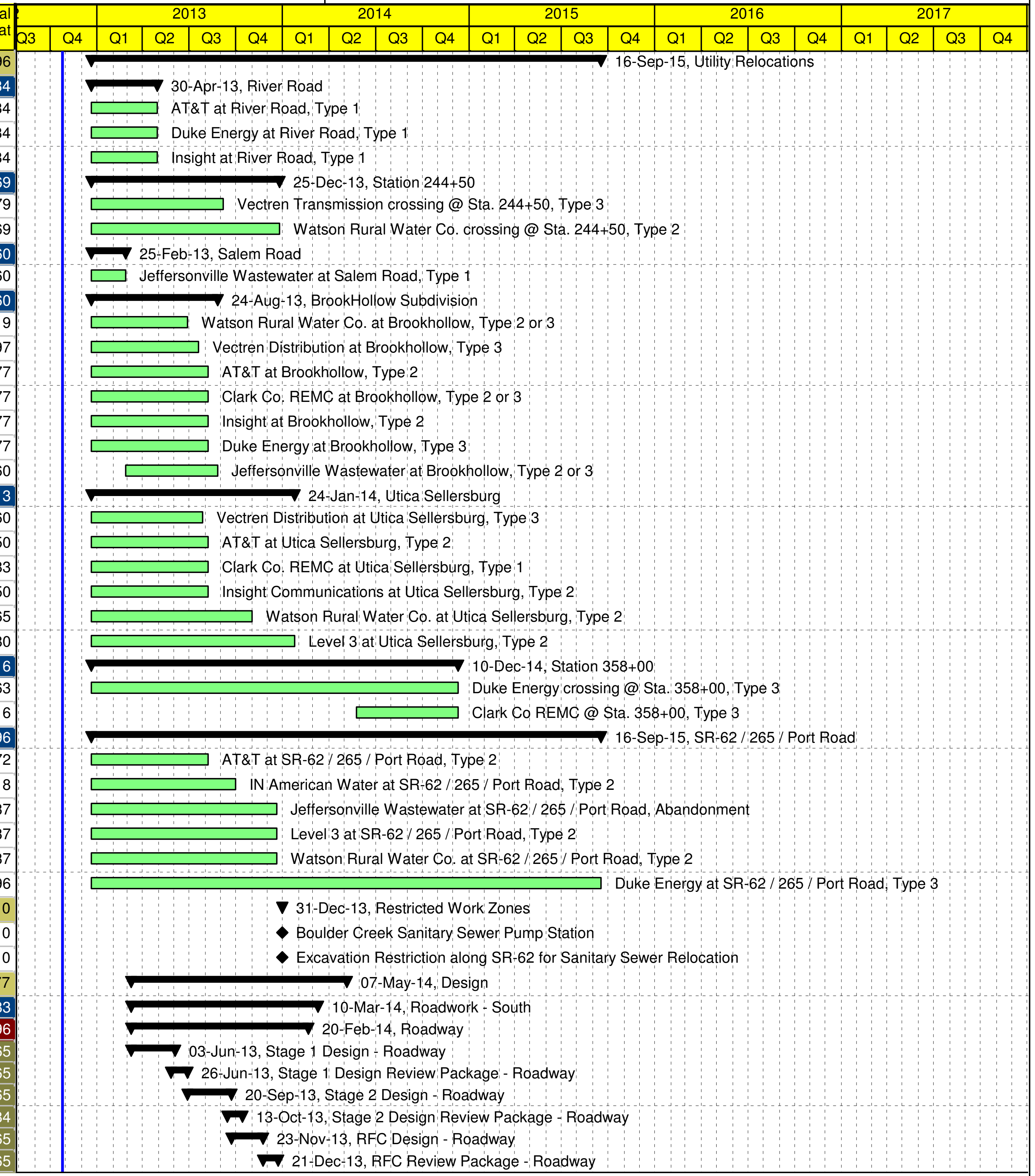
Remaining Work — Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Utility Relocations		1000	21-Dec-12	16-Sep-15	396
River Road		131	21-Dec-12	30-Apr-13	34
06.UTL.00100	AT&T at River Road, Type 1	131	21-Dec-12	30-Apr-13	34
06.UTL.00120	Duke Energy at River Road, Type 1	131	21-Dec-12	30-Apr-13	34
06.UTL.00130	Insight at River Road, Type 1	131	21-Dec-12	30-Apr-13	34
Station 244+50		370	21-Dec-12	25-Dec-13	469
06.UTL.00140	Vectren Transmission crossing @ Sta. 244+50, Type 3	260	21-Dec-12	06-Sep-13	579
06.UTL.00150	Watson Rural Water Co. crossing @ Sta. 244+50, Type 2	370	21-Dec-12	25-Dec-13	469
Salem Road		67	21-Dec-12	25-Feb-13	660
06.UTL.00160	Jeffersonville Wastewater at Salem Road, Type 1	67	21-Dec-12	25-Feb-13	660
BrookHollow Subdivision		247	21-Dec-12	24-Aug-13	660
06.UTL.00230	Watson Rural Water Co. at Brookhollow, Type 2 or 3	188	21-Dec-12	26-Jun-13	719
06.UTL.00220	Vectren Distribution at Brookhollow, Type 3	210	21-Dec-12	18-Jul-13	697
06.UTL.00170	AT&T at Brookhollow, Type 2	230	21-Dec-12	07-Aug-13	677
06.UTL.00190	Clark Co. REMC at Brookhollow, Type 2 or 3	230	21-Dec-12	07-Aug-13	677
06.UTL.00210	Insight at Brookhollow, Type 2	230	21-Dec-12	07-Aug-13	677
06.UTL.00250	Duke Energy at Brookhollow, Type 3	230	21-Dec-12	07-Aug-13	677
06.UTL.00180	Jeffersonville Wastewater at Brookhollow, Type 2 or 3	180	26-Feb-13	24-Aug-13	660
Utica Sellersburg		400	21-Dec-12	24-Jan-14	613
06.UTL.00290	Vectren Distribution at Utica Sellersburg, Type 3	220	21-Dec-12	28-Jul-13	760
06.UTL.00240	AT&T at Utica Sellersburg, Type 2	230	21-Dec-12	07-Aug-13	750
06.UTL.00260	Clark Co. REMC at Utica Sellersburg, Type 1	230	21-Dec-12	07-Aug-13	783
06.UTL.00280	Insight Communications at Utica Sellersburg, Type 2	230	21-Dec-12	07-Aug-13	750
06.UTL.00300	Watson Rural Water Co. at Utica Sellersburg, Type 2	315	21-Dec-12	31-Oct-13	665
06.UTL.00270	Level 3 at Utica Sellersburg, Type 2	400	21-Dec-12	24-Jan-14	580
Station 358+00		720	21-Dec-12	10-Dec-14	516
06.UTL.00310	Duke Energy crossing @ Sta. 358+00, Type 3	720	21-Dec-12	10-Dec-14	463
06.UTL.00390	Clark Co REMC @ Sta. 358+00, Type 3	200	25-May-14	10-Dec-14	516
SR-62 / 265 / Port Road		1000	21-Dec-12	16-Sep-15	396
06.UTL.00320	AT&T at SR-62 / 265 / Port Road, Type 2	230	21-Dec-12	07-Aug-13	572
06.UTL.00350	IN American Water at SR-62 / 265 / Port Road, Type 2	284	21-Dec-12	30-Sep-13	518
06.UTL.00330	Jeffersonville Wastewater at SR-62 / 265 / Port Road, Abandon...	365	21-Dec-12	20-Dec-13	437
06.UTL.00360	Level 3 at SR-62 / 265 / Port Road, Type 2	365	21-Dec-12	20-Dec-13	437
06.UTL.00380	Watson Rural Water Co. at SR-62 / 265 / Port Road, Type 2	365	21-Dec-12	20-Dec-13	437
06.UTL.00340	Duke Energy at SR-62 / 265 / Port Road, Type 3	1000	21-Dec-12	16-Sep-15	396
Restricted Work Zones		0	31-Dec-13	31-Dec-13	0
06.RWZ.06100	Boulder Creek Sanitary Sewer Pump Station	0		31-Dec-13*	0
06.RWZ.06200	Excavation Restriction along SR-62 for Sanitary Sewer Relocation	0		31-Dec-13*	0
Design		419	09-Mar-13	07-May-14	13677
Roadwork - South		361	09-Mar-13	10-Mar-14	783
Roadway		343	09-Mar-13	20-Feb-14	796
Stage 1 Design - Roadway		86	09-Mar-13	03-Jun-13	465
Stage 1 Design Review Package - Roadway		31	26-May-13	26-Jun-13	465
Stage 2 Design - Roadway		84	27-Jun-13	20-Sep-13	465
Stage 2 Design Review Package - Roadway		31	13-Sep-13	13-Oct-13	484
RFC Design - Roadway		64	21-Sep-13	23-Nov-13	465
RFC Review Package - Roadway		27	23-Nov-13	21-Dec-13	465



Remaining Level of Effort
Critical Remaining Work
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Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Final Design - Roadway	36	22-Dec-13	28-Jan-14	796
	Final Design Review / Approval - Roadway	23	28-Jan-14	20-Feb-14	796
	Drainage	361	09-Mar-13	10-Mar-14	730
	Stage 1 Design - Drainage	85	09-Mar-13	02-Jun-13	561
	Stage 1 Design Review Package - Drainage	30	03-Jun-13	02-Jul-13	561
	Stage 2 Design - Drainage	78	03-Jul-13	20-Sep-13	561
	Stage 2 Design Review Package - Drainage	30	21-Sep-13	20-Oct-13	561
	RFC Design - Drainage	50	21-Oct-13	10-Dec-13	561
	RFC Review Package - Drainage	29	10-Dec-13	10-Jan-14	561
	Final Design - Drainage	36	11-Jan-14	15-Feb-14	730
	Final Design Review / Approval - Drainage	23	15-Feb-14	10-Mar-14	730
	Pavement	272	09-Mar-13	09-Dec-13	616
	Stage 1 Design - Pavement Design	72	09-Mar-13	19-May-13	616
	Stage 1 Design Review Package - Pavement Design	30	20-May-13	19-Jun-13	616
	Stage 2 Design - Pavement Design	57	20-Jun-13	16-Aug-13	616
	Stage 2 Design Review Package - Pavement Design	30	17-Aug-13	16-Sep-13	616
	RFC Design - Pavement Design	15	17-Sep-13	01-Oct-13	616
	RFC Review Package	30	01-Oct-13	31-Oct-13	616
	Final Design - Pavement Design	15	01-Nov-13	15-Nov-13	616
	Final Design Review / Approval - Pavement Design	23	15-Nov-13	09-Dec-13	616
	Lighting / Illumination	218	06-May-13	13-Dec-13	638
	Stage 1 Design - Lighting	35	06-May-13	10-Jun-13	638
	Stage 1 Design Review Package - Lighting	30	11-Jun-13	11-Jul-13	638
	RFC Design - Lighting	71	12-Jul-13	21-Sep-13	638
	RFC Review Package - Lighting	30	21-Sep-13	21-Oct-13	638
	Final Design - Lighting	29	22-Oct-13	19-Nov-13	638
	Final Design Review / Approval - Lighting	23	19-Nov-13	13-Dec-13	638
	Pavement Markings / Striping	173	06-May-13	28-Oct-13	913
	Stage 1 Design - Pavement Markings / Striping	21	06-May-13	26-May-13	913
	Stage 1 Design Review Package - Pavement Markings / Striping	30	28-May-13	26-Jun-13	913
	RFC Design - Pavement Markings / Striping	36	27-Jun-13	02-Aug-13	913
	RFC Review Package	27	02-Aug-13	29-Aug-13	913
	Final Design - Pavement Markings / Striping	36	30-Aug-13	05-Oct-13	913
	Final Design Review / Approval - Pavement Markings / Striping	23	05-Oct-13	28-Oct-13	913
	Signing	204	06-May-13	29-Nov-13	882
	Stage 1 Design - Signing	28	06-May-13	03-Jun-13	882
	Stage 1 Design Review Package - Signing	30	04-Jun-13	03-Jul-13	882
	RFC Design - Signing	64	05-Jul-13	07-Sep-13	882
	RFC Review Package - Signing	30	07-Sep-13	07-Oct-13	882
	Final Design - Signing	29	08-Oct-13	05-Nov-13	882
	Final Design Review / Approval - Signing	23	05-Nov-13	29-Nov-13	882
	Roadwork - North	419	09-Mar-13	07-May-14	725
	Traffic Analysis	139	09-Mar-13	27-Jul-13	573
	Stage 1 Design - Traffic Analysis	50	09-Mar-13	27-Apr-13	573
	Stage 1 Design Review - Traffic Analysis	30	28-Apr-13	28-May-13	573
	Stage 2 Design - Traffic Analysis	22	29-May-13	19-Jun-13	573
	Final Review - Traffic Analysis	37	20-Jun-13	27-Jul-13	573
	Roadway	419	09-Mar-13	07-May-14	448
	Stage 1 Design - Roadway	112	09-Mar-13	29-Jun-13	425
	Stage 1 Design Review Package - Roadway	30	30-Jun-13	30-Jul-13	425
	Stage 2 Design - Roadway	84	31-Jul-13	23-Oct-13	425

Remaining Level of Effort — Critical Remaining Work
Actual Work — Milestone
Remaining Work — Summary

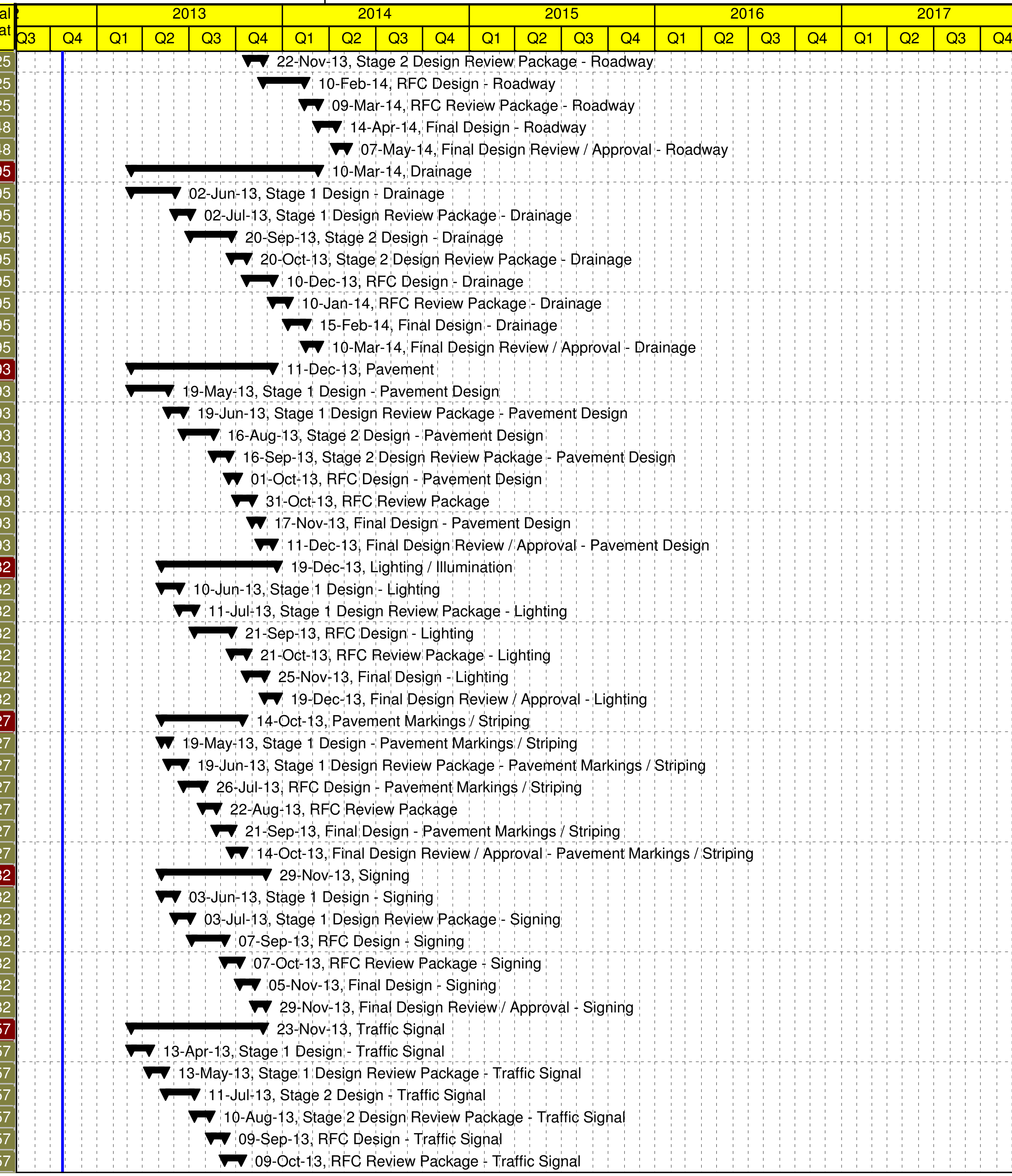
EAST END CROSSING

OHIO RIVER BRIDGES PROJECT

PRELIMINARY

PROJECT BASELINE SCHEDULE

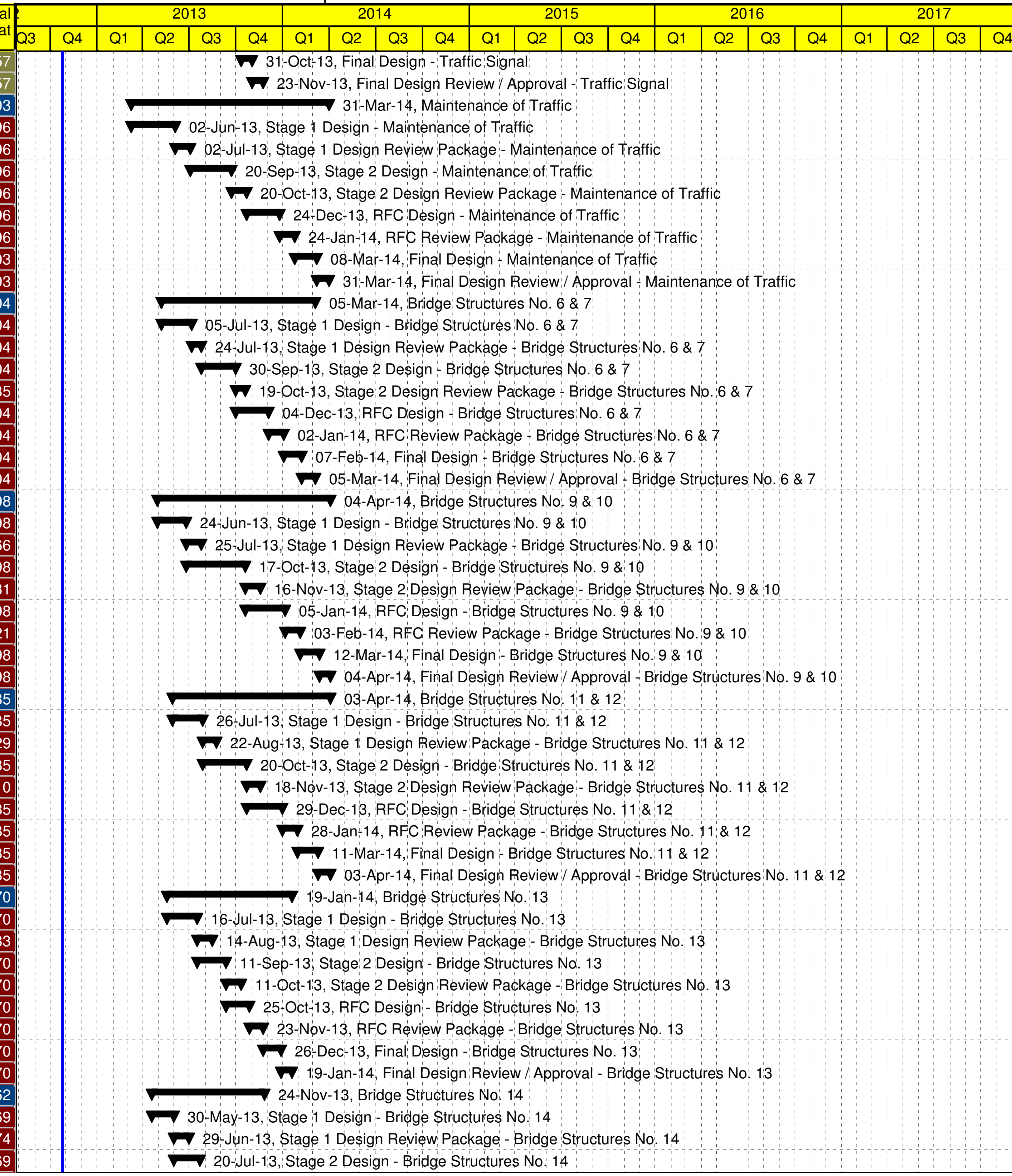
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Stage 2 Design Review Package - Roadway	30	24-Oct-13	22-Nov-13	425
	RFC Design - Roadway	78	22-Nov-13	10-Feb-14	425
	RFC Review Package - Roadway	27	10-Feb-14	09-Mar-14	425
	Final Design - Roadway	36	10-Mar-14	14-Apr-14	448
	Final Design Review / Approval - Roadway	23	14-Apr-14	07-May-14	448
	Drainage	361	09-Mar-13	10-Mar-14	495
	Stage 1 Design - Drainage	85	09-Mar-13	02-Jun-13	495
	Stage 1 Design Review Package - Drainage	30	03-Jun-13	02-Jul-13	495
	Stage 2 Design - Drainage	78	03-Jul-13	20-Sep-13	495
	Stage 2 Design Review Package - Drainage	30	21-Sep-13	20-Oct-13	495
	RFC Design - Drainage	50	21-Oct-13	10-Dec-13	495
	RFC Review Package - Drainage	29	10-Dec-13	10-Jan-14	495
	Final Design - Drainage	36	11-Jan-14	15-Feb-14	495
	Final Design Review / Approval - Drainage	23	15-Feb-14	10-Mar-14	495
	Pavement	274	09-Mar-13	11-Dec-13	593
	Stage 1 Design - Pavement Design	72	09-Mar-13	19-May-13	593
	Stage 1 Design Review Package - Pavement Design	30	20-May-13	19-Jun-13	593
	Stage 2 Design - Pavement Design	57	20-Jun-13	16-Aug-13	593
	Stage 2 Design Review Package - Pavement Design	30	17-Aug-13	16-Sep-13	593
	RFC Design - Pavement Design	15	17-Sep-13	01-Oct-13	593
	RFC Review Package	30	01-Oct-13	31-Oct-13	593
	Final Design - Pavement Design	17	01-Nov-13	17-Nov-13	593
	Final Design Review / Approval - Pavement Design	23	17-Nov-13	11-Dec-13	593
	Lighting / Illumination	224	06-May-13	19-Dec-13	632
	Stage 1 Design - Lighting	35	06-May-13	10-Jun-13	632
	Stage 1 Design Review Package - Lighting	30	11-Jun-13	11-Jul-13	632
	RFC Design - Lighting	71	12-Jul-13	21-Sep-13	632
	RFC Review Package - Lighting	30	21-Sep-13	21-Oct-13	632
	Final Design - Lighting	35	22-Oct-13	25-Nov-13	632
	Final Design Review / Approval - Lighting	23	25-Nov-13	19-Dec-13	632
	Pavement Markings / Striping	159	06-May-13	14-Oct-13	927
	Stage 1 Design - Pavement Markings / Striping	14	06-May-13	19-May-13	927
	Stage 1 Design Review Package - Pavement Markings / Striping	30	20-May-13	19-Jun-13	927
	RFC Design - Pavement Markings / Striping	36	20-Jun-13	26-Jul-13	927
	RFC Review Package	27	26-Jul-13	22-Aug-13	927
	Final Design - Pavement Markings / Striping	29	23-Aug-13	21-Sep-13	927
	Final Design Review / Approval - Pavement Markings / Striping	23	21-Sep-13	14-Oct-13	927
	Signing	204	06-May-13	29-Nov-13	882
	Stage 1 Design - Signing	28	06-May-13	03-Jun-13	882
	Stage 1 Design Review Package - Signing	30	04-Jun-13	03-Jul-13	882
	RFC Design - Signing	64	05-Jul-13	07-Sep-13	882
	RFC Review Package - Signing	30	07-Sep-13	07-Oct-13	882
	Final Design - Signing	29	08-Oct-13	05-Nov-13	882
	Final Design Review / Approval - Signing	23	05-Nov-13	29-Nov-13	882
	Traffic Signal	257	09-Mar-13	23-Nov-13	657
	Stage 1 Design - Traffic Signal	36	09-Mar-13	13-Apr-13	657
	Stage 1 Design Review Package - Traffic Signal	30	14-Apr-13	13-May-13	657
	Stage 2 Design - Traffic Signal	57	14-May-13	11-Jul-13	657
	Stage 2 Design Review Package - Traffic Signal	30	12-Jul-13	10-Aug-13	657
	RFC Design - Traffic Signal	29	11-Aug-13	09-Sep-13	657
	RFC Review Package - Traffic Signal	30	09-Sep-13	09-Oct-13	657



Remaining Level of Effort — Critical Remaining Work
Actual Work — Milestone
Remaining Work — Summary

WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Final Design - Traffic Signal	22	10-Oct-13	31-Oct-13	657
	Final Design Review / Approval - Traffic Signal	23	31-Oct-13	23-Nov-13	657
	Maintenance of Traffic	382	09-Mar-13	31-Mar-14	403
	Stage 1 Design - Maintenance of Traffic	85	09-Mar-13	02-Jun-13	396
	Stage 1 Design Review Package - Maintenance of Traffic	30	03-Jun-13	02-Jul-13	396
	Stage 2 Design - Maintenance of Traffic	78	03-Jul-13	20-Sep-13	396
	Stage 2 Design Review Package - Maintenance of Traffic	30	21-Sep-13	20-Oct-13	396
	RFC Design - Maintenance of Traffic	64	21-Oct-13	24-Dec-13	396
	RFC Review Package - Maintenance of Traffic	29	24-Dec-13	24-Jan-14	396
	Final Design - Maintenance of Traffic	43	25-Jan-14	08-Mar-14	403
	Final Design Review / Approval - Maintenance of Traffic	23	08-Mar-14	31-Mar-14	403
	Bridge Structures No. 6 & 7	296	08-May-13	05-Mar-14	604
	Stage 1 Design - Bridge Structures No. 6 & 7	57	08-May-13	05-Jul-13	604
	Stage 1 Design Review Package - Bridge Structures No. 6 & 7	19	06-Jul-13	24-Jul-13	604
	Stage 2 Design - Bridge Structures No. 6 & 7	67	25-Jul-13	30-Sep-13	604
	Stage 2 Design Review Package - Bridge Structures No. 6 & 7	19	01-Oct-13	19-Oct-13	635
	RFC Design - Bridge Structures No. 6 & 7	64	01-Oct-13	04-Dec-13	604
	RFC Review Package - Bridge Structures No. 6 & 7	27	04-Dec-13	02-Jan-14	604
	Final Design - Bridge Structures No. 6 & 7	36	03-Jan-14	07-Feb-14	604
	Final Design Review / Approval - Bridge Structures No. 6 & 7	26	07-Feb-14	05-Mar-14	604
	Bridge Structures No. 9 & 10	336	28-Apr-13	04-Apr-14	498
	Stage 1 Design - Bridge Structures No. 9 & 10	57	28-Apr-13	24-Jun-13	498
	Stage 1 Design Review Package - Bridge Structures No. 9 & 10	30	25-Jun-13	25-Jul-13	566
	Stage 2 Design - Bridge Structures No. 9 & 10	113	25-Jun-13	17-Oct-13	498
	Stage 2 Design Review Package - Bridge Structures No. 9 & 10	30	18-Oct-13	16-Nov-13	531
	RFC Design - Bridge Structures No. 9 & 10	77	18-Oct-13	05-Jan-14	498
	RFC Review Package - Bridge Structures No. 9 & 10	29	05-Jan-14	03-Feb-14	521
	Final Design - Bridge Structures No. 9 & 10	37	04-Feb-14	12-Mar-14	498
	Final Design Review / Approval - Bridge Structures No. 9 & 10	23	12-Mar-14	04-Apr-14	498
	Bridge Structures No. 11 & 12	304	30-May-13	03-Apr-14	385
	Stage 1 Design - Bridge Structures No. 11 & 12	57	30-May-13	26-Jul-13	385
	Stage 1 Design Review Package - Bridge Structures No. 11 & 12	27	27-Jul-13	22-Aug-13	429
	Stage 2 Design - Bridge Structures No. 11 & 12	85	27-Jul-13	20-Oct-13	385
	Stage 2 Design Review Package - Bridge Structures No. 11 & 12	29	21-Oct-13	18-Nov-13	410
	RFC Design - Bridge Structures No. 11 & 12	68	21-Oct-13	29-Dec-13	385
	RFC Review Package - Bridge Structures No. 11 & 12	29	29-Dec-13	28-Jan-14	385
	Final Design - Bridge Structures No. 11 & 12	42	29-Jan-14	11-Mar-14	385
	Final Design Review / Approval - Bridge Structures No. 11 & 12	23	11-Mar-14	03-Apr-14	385
	Bridge Structures No. 13	240	19-May-13	19-Jan-14	470
	Stage 1 Design - Bridge Structures No. 13	57	19-May-13	16-Jul-13	470
	Stage 1 Design Review Package - Bridge Structures No. 13	29	17-Jul-13	14-Aug-13	483
	Stage 2 Design - Bridge Structures No. 13	56	17-Jul-13	11-Sep-13	470
	Stage 2 Design Review Package - Bridge Structures No. 13	30	12-Sep-13	11-Oct-13	470
	RFC Design - Bridge Structures No. 13	44	12-Sep-13	25-Oct-13	470
	RFC Review Package - Bridge Structures No. 13	29	25-Oct-13	23-Nov-13	470
	Final Design - Bridge Structures No. 13	31	24-Nov-13	26-Dec-13	470
	Final Design Review / Approval - Bridge Structures No. 13	23	26-Dec-13	19-Jan-14	470
	Bridge Structures No. 14	219	17-Apr-13	24-Nov-13	662
	Stage 1 Design - Bridge Structures No. 14	43	17-Apr-13	30-May-13	569
	Stage 1 Design Review Package - Bridge Structures No. 14	30	31-May-13	29-Jun-13	574
	Stage 2 Design - Bridge Structures No. 14	50	31-May-13	20-Jul-13	569

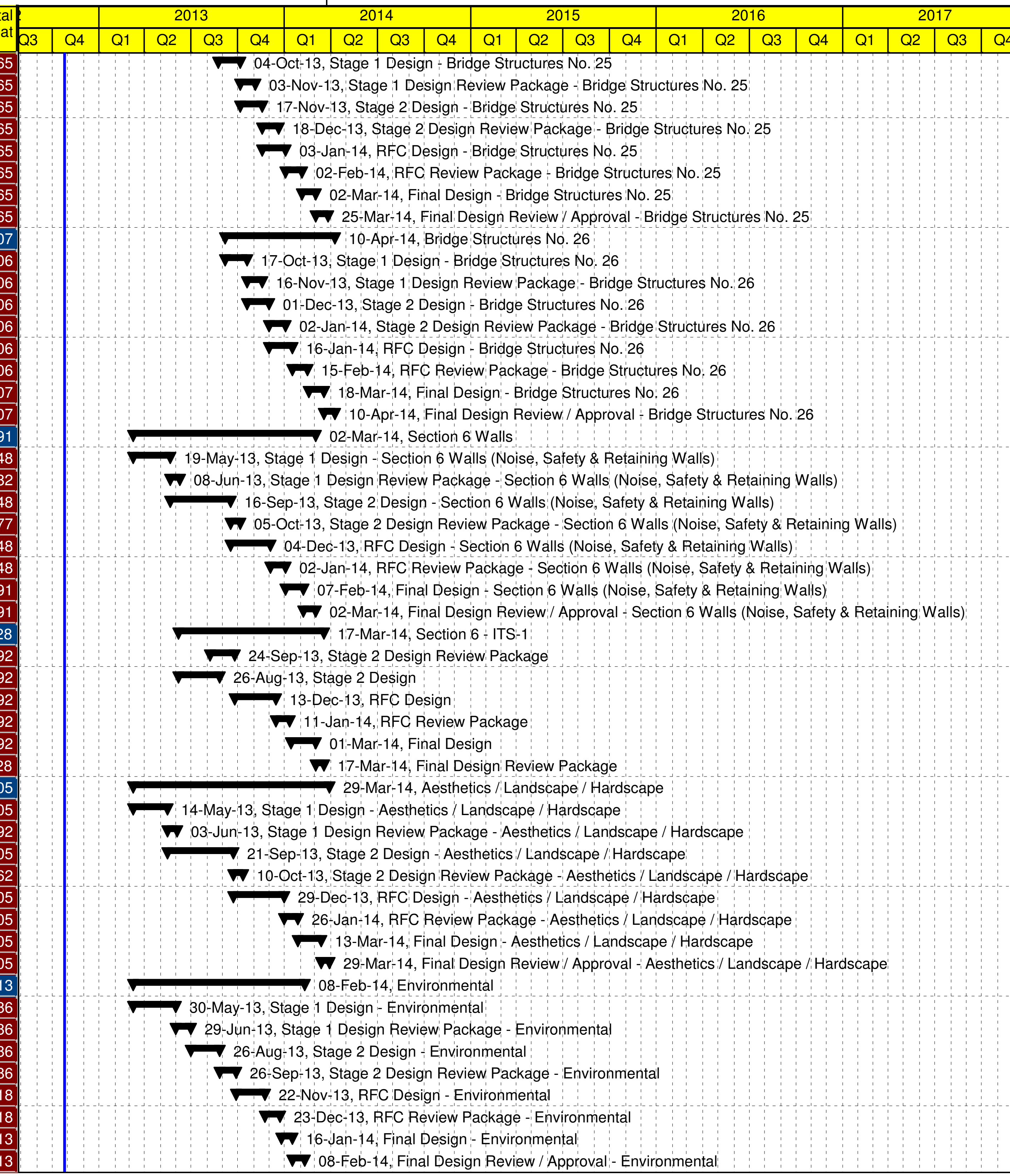


Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Stage 2 Design Review Package - Bridge Structures No. 14	29	21-Jul-13	18-Aug-13	569
	RFC Design - Bridge Structures No. 14	43	21-Jul-13	01-Sep-13	569
	RFC Review Package - Bridge Structures No. 14	29	01-Sep-13	01-Oct-13	569
	Final Design - Bridge Structures No. 14	31	02-Oct-13	01-Nov-13	662
	Final Design Review / Approval - Bridge Structures No. 14	23	01-Nov-13	24-Nov-13	662
	Bridge Structures No. 15	218	14-Aug-13	23-Mar-14	421
	Stage 1 Design - Bridge Structures No. 15	43	14-Aug-13	26-Sep-13	421
	Stage 1 Design Review Package - Bridge Structures No. 15	29	27-Sep-13	25-Oct-13	428
	Stage 2 Design - Bridge Structures No. 15	50	27-Sep-13	15-Nov-13	421
	Stage 2 Design Review Package - Bridge Structures No. 15	29	16-Nov-13	15-Dec-13	421
	RFC Design - Bridge Structures No. 15	43	16-Nov-13	30-Dec-13	421
	RFC Review Package - Bridge Structures No. 15	29	30-Dec-13	29-Jan-14	421
	Final Design - Bridge Structures No. 15	30	30-Jan-14	28-Feb-14	421
	Final Design Review / Approval - Bridge Structures No. 15	23	28-Feb-14	23-Mar-14	421
	Bridge Structures No. 16	224	07-Apr-13	19-Nov-13	596
	Stage 1 Design - Bridge Structures No. 16	48	07-Apr-13	24-May-13	596
	Stage 1 Design Review Package - Bridge Structures No. 16	29	25-May-13	23-Jun-13	603
	Stage 2 Design - Bridge Structures No. 16	50	25-May-13	15-Jul-13	596
	Stage 2 Design Review Package - Bridge Structures No. 16	29	16-Jul-13	13-Aug-13	596
	RFC Design - Bridge Structures No. 16	43	16-Jul-13	27-Aug-13	596
	RFC Review Package - Bridge Structures No. 16	29	27-Aug-13	26-Sep-13	596
	Final Design - Bridge Structures No. 16	31	27-Sep-13	27-Oct-13	596
	Final Design Review / Approval - Bridge Structures No. 16	23	27-Oct-13	19-Nov-13	596
	Bridge Structures No. 17	246	19-May-13	25-Jan-14	539
	Stage 1 Design - Bridge Structures No. 17	48	19-May-13	07-Jul-13	534
	Stage 1 Design Review Package - Bridge Structures No. 17	29	08-Jul-13	05-Aug-13	552
	Stage 2 Design - Bridge Structures No. 17	61	08-Jul-13	07-Sep-13	534
	Stage 2 Design Review Package - Bridge Structures No. 17	29	08-Sep-13	06-Oct-13	541
	RFC Design - Bridge Structures No. 17	50	08-Sep-13	27-Oct-13	534
	RFC Review Package - Bridge Structures No. 17	29	27-Oct-13	25-Nov-13	534
	Final Design - Bridge Structures No. 17	35	26-Nov-13	02-Jan-14	539
	Final Design Review / Approval - Bridge Structures No. 17	23	02-Jan-14	25-Jan-14	539
	Bridge Structures No. 19	226	28-Apr-13	13-Dec-13	576
	Stage 1 Design - Bridge Structures No. 19	43	28-Apr-13	10-Jun-13	576
	Stage 1 Design Review Package - Bridge Structures No. 19	30	11-Jun-13	11-Jul-13	582
	Stage 2 Design - Bridge Structures No. 19	50	11-Jun-13	31-Jul-13	576
	Stage 2 Design Review Package - Bridge Structures No. 19	30	01-Aug-13	30-Aug-13	576
	RFC Desgin - Bridge Structures No. 19	44	01-Aug-13	14-Sep-13	576
	RFC Review Package - Bridge Structures No. 19	29	14-Sep-13	13-Oct-13	576
	Final Design - Bridge Structures No. 19	37	14-Oct-13	19-Nov-13	576
	Final Design Review / Approval - Bridge Structures No. 19	23	19-Nov-13	13-Dec-13	576
	Bridge Structures No. 20	219	10-Jun-13	19-Jan-14	541
	Stage 1 Design - Bridge Structures No. 20	43	10-Jun-13	23-Jul-13	541
	Stage 1 Design Review Package - Bridge Structures No. 20	30	24-Jul-13	22-Aug-13	546
	Stage 2 Design - Bridge Structures No. 20	49	24-Jul-13	11-Sep-13	541
	Stage 2 Design Review Package - Bridge Structures No. 20	30	12-Sep-13	11-Oct-13	541
	RFC Design - Bridge Structures No. 20	44	12-Sep-13	25-Oct-13	541
	RFC Review Package - Bridge Structures No. 20	29	25-Oct-13	23-Nov-13	541
	Final Design - Bridge Structures No. 20	31	24-Nov-13	26-Dec-13	541
	Final Design Review / Approval - Bridge Structures No. 20	23	26-Dec-13	19-Jan-14	541
	Bridge Structures No. 25	212	22-Aug-13	25-Mar-14	665

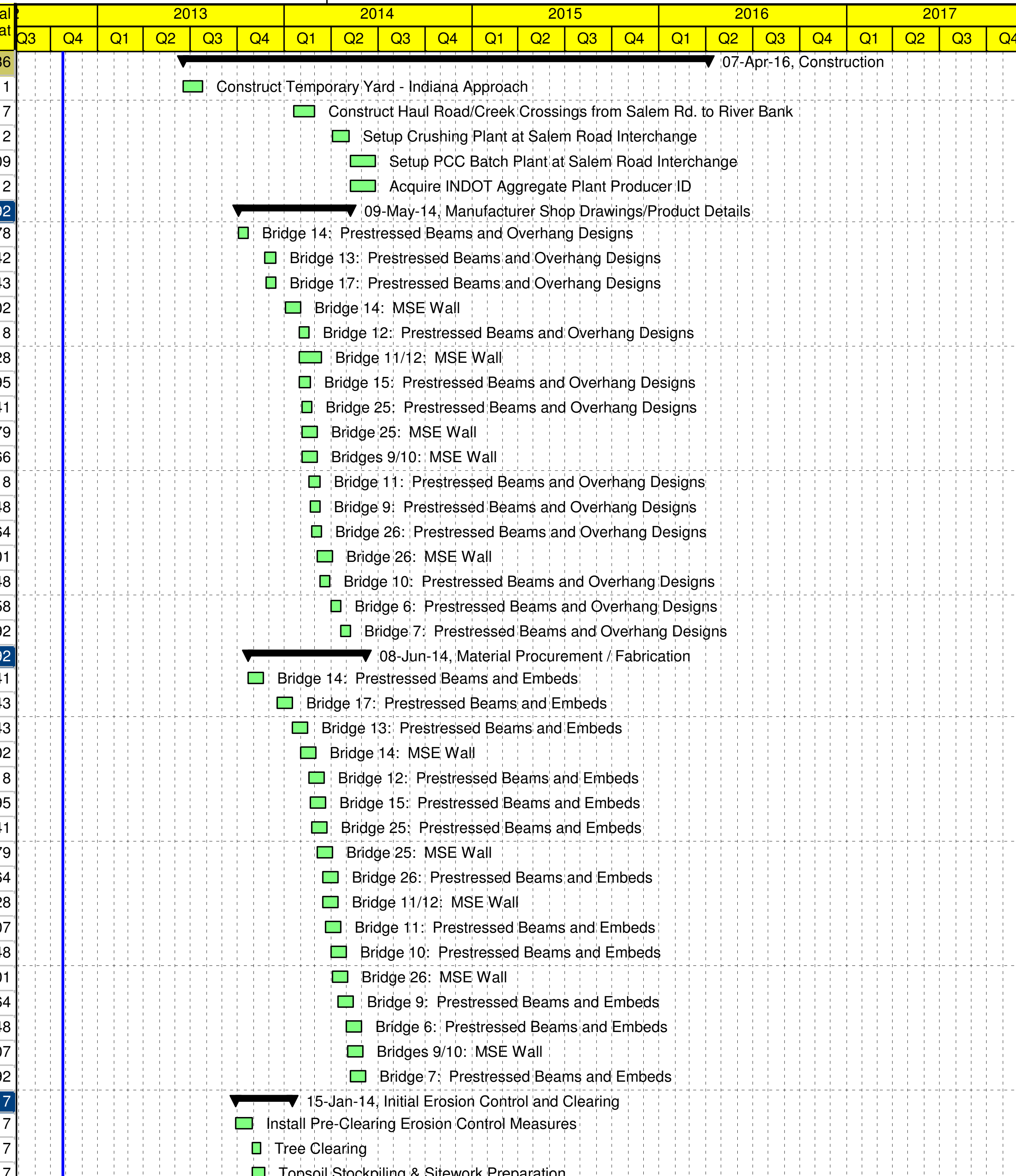
Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
	Stage 1 Design - Bridge Structures No. 25	43	22-Aug-13	04-Oct-13	665
	Stage 1 Design Review Package - Bridge Structures No. 25	30	05-Oct-13	03-Nov-13	665
	Stage 2 Design - Bridge Structures No. 25	44	05-Oct-13	17-Nov-13	665
	Stage 2 Design Review Package - Bridge Structures No. 25	30	18-Nov-13	18-Dec-13	665
	RFC Design - Bridge Structures No. 25	44	18-Nov-13	03-Jan-14	665
	RFC Review Package - Bridge Structures No. 25	30	03-Jan-14	02-Feb-14	665
	Final Design - Bridge Structures No. 25	28	03-Feb-14	02-Mar-14	665
	Final Design Review / Approval - Bridge Structures No. 25	23	02-Mar-14	25-Mar-14	665
	Bridge Structures No. 26	215	05-Sep-13	10-Apr-14	707
	Stage 1 Design - Bridge Structures No. 26	43	05-Sep-13	17-Oct-13	706
	Stage 1 Design Review Package - Bridge Structures No. 26	30	18-Oct-13	16-Nov-13	706
	Stage 2 Design - Bridge Structures No. 26	44	18-Oct-13	01-Dec-13	706
	Stage 2 Design Review Package - Bridge Structures No. 26	30	02-Dec-13	02-Jan-14	706
	RFC Design - Bridge Structures No. 26	44	02-Dec-13	16-Jan-14	706
	RFC Review Package - Bridge Structures No. 26	30	16-Jan-14	15-Feb-14	706
	Final Design - Bridge Structures No. 26	31	16-Feb-14	18-Mar-14	707
	Final Design Review / Approval - Bridge Structures No. 26	23	18-Mar-14	10-Apr-14	707
	Section 6 Walls	353	09-Mar-13	02-Mar-14	791
	Stage 1 Design - Section 6 Walls (Noise, Safety & Retaining Walls)	72	09-Mar-13	19-May-13	448
	Stage 1 Design Review Package - Section 6 Walls (Noise, Safety & Retaining Walls)	19	20-May-13	08-Jun-13	482
	Stage 2 Design - Section 6 Walls (Noise, Safety & Retaining Walls)	117	20-May-13	16-Sep-13	448
	Stage 2 Design Review Package - Section 6 Walls (Noise, Safety & Retaining Walls)	19	17-Sep-13	05-Oct-13	877
	RFC Design - Section 6 Walls (Noise, Safety & Retaining Walls)	78	17-Sep-13	04-Dec-13	448
	RFC Review Package - Section 6 Walls (Noise, Safety & Retaining Walls)	27	04-Dec-13	02-Jan-14	448
	Final Design - Section 6 Walls (Noise, Safety & Retaining Walls)	36	03-Jan-14	07-Feb-14	791
	Final Design Review / Approval - Section 6 Walls (Noise, Safety & Retaining Walls)	23	07-Feb-14	02-Mar-14	791
	Section 6 - ITS-1	279	07-Jun-13	17-Mar-14	13728
	Stage 2 Design Review Package	47	08-Aug-13	24-Sep-13	792
	Stage 2 Design	80	07-Jun-13	26-Aug-13	792
	RFC Design	79	25-Sep-13	13-Dec-13	792
	RFC Review Package	27	14-Dec-13	11-Jan-14	792
	Final Design	49	12-Jan-14	01-Mar-14	792
	Final Design Review Package	16	01-Mar-14	17-Mar-14	13728
	Aesthetics / Landscape / Hardscape	380	09-Mar-13	29-Mar-14	405
	Stage 1 Design - Aesthetics / Landscape / Hardscape	67	09-Mar-13	14-May-13	405
	Stage 1 Design Review Package - Aesthetics / Landscape / Hardscape	19	15-May-13	03-Jun-13	492
	Stage 2 Design - Aesthetics / Landscape / Hardscape	127	15-May-13	21-Sep-13	405
	Stage 2 Design Review Package - Aesthetics / Landscape / Hardscape	19	22-Sep-13	10-Oct-13	462
	RFC Design - Aesthetics / Landscape / Hardscape	97	22-Sep-13	29-Dec-13	405
	RFC Review Package - Aesthetics / Landscape / Hardscape	27	29-Dec-13	26-Jan-14	405
	Final Design - Aesthetics / Landscape / Hardscape	46	27-Jan-14	13-Mar-14	405
	Final Design Review / Approval - Aesthetics / Landscape / Hardscape	16	13-Mar-14	29-Mar-14	405
	Environmental	331	09-Mar-13	08-Feb-14	813
	Stage 1 Design - Environmental	82	09-Mar-13	30-May-13	386
	Stage 1 Design Review Package - Environmental	30	31-May-13	29-Jun-13	386
	Stage 2 Design - Environmental	57	30-Jun-13	26-Aug-13	386
	Stage 2 Design Review Package - Environmental	30	27-Aug-13	26-Sep-13	386
	RFC Design - Environmental	57	27-Sep-13	22-Nov-13	418
	RFC Review Package - Environmental	30	22-Nov-13	23-Dec-13	418
	Final Design - Environmental	22	24-Dec-13	16-Jan-14	813
	Final Design Review / Approval - Environmental	23	16-Jan-14	08-Feb-14	813



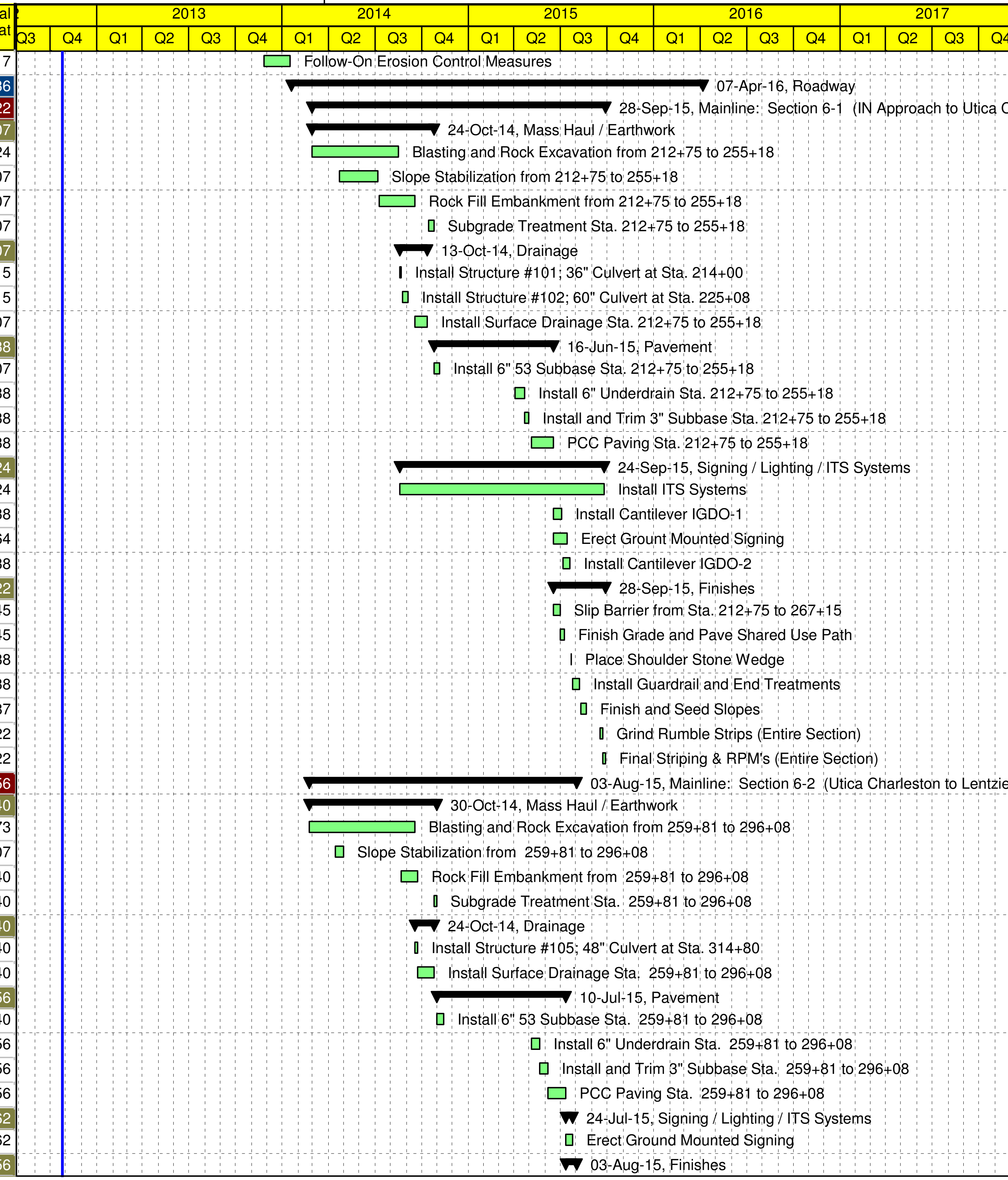
Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Construction		565	17-Jun-13	07-Apr-16	136
06.CCC.00100	Construct Temporary Yard - Indiana Approach	25	17-Jun-13	25-Jul-13	311
06.CCC.00300	Construct Haul Road/Creek Crossings from Salem Rd. to River ...	20	17-Jan-14	26-Feb-14	217
06.CCC.00200	Setup Crushing Plant at Salem Road Interchange	20	03-Apr-14	06-May-14	312
06.CCC.00400	Setup PCC Batch Plant at Salem Road Interchange	30	08-May-14	27-Jun-14	409
06.CCC.00210	Acquire INDOT Aggregate Plant Producer ID	30	08-May-14	27-Jun-14	312
Manufacturer Shop Drawings/Product Details		220	02-Oct-13	09-May-14	792
06.SHP.00170	Bridge 14: Prestressed Beams and Overhang Designs	20	02-Oct-13	21-Oct-13	578
06.SHP.00160	Bridge 13: Prestressed Beams and Overhang Designs	20	24-Nov-13	13-Dec-13	542
06.SHP.00200	Bridge 17: Prestressed Beams and Overhang Designs	20	26-Nov-13	15-Dec-13	543
06.SHP.00280	Bridge 14: MSE Wall	30	03-Jan-14	01-Feb-14	602
06.SHP.00150	Bridge 12: Prestressed Beams and Overhang Designs	20	29-Jan-14	17-Feb-14	518
06.SHP.00270	Bridge 11/12: MSE Wall	45	29-Jan-14	14-Mar-14	428
06.SHP.00180	Bridge 15: Prestressed Beams and Overhang Designs	20	30-Jan-14	18-Feb-14	495
06.SHP.00240	Bridge 25: Prestressed Beams and Overhang Designs	20	03-Feb-14	22-Feb-14	741
06.SHP.00290	Bridge 25: MSE Wall	30	03-Feb-14	04-Mar-14	679
06.SHP.00260	Bridges 9/10: MSE Wall	30	04-Feb-14	05-Mar-14	766
06.SHP.00140	Bridge 11: Prestressed Beams and Overhang Designs	20	18-Feb-14	09-Mar-14	818
06.SHP.00120	Bridge 9: Prestressed Beams and Overhang Designs	20	19-Feb-14	10-Mar-14	648
06.SHP.00250	Bridge 26: Prestressed Beams and Overhang Designs	20	23-Feb-14	14-Mar-14	764
06.SHP.00300	Bridge 26: MSE Wall	30	05-Mar-14	03-Apr-14	701
06.SHP.00130	Bridge 10: Prestressed Beams and Overhang Designs	20	11-Mar-14	30-Mar-14	648
06.SHP.00100	Bridge 6: Prestressed Beams and Overhang Designs	20	31-Mar-14	19-Apr-14	658
06.SHP.00110	Bridge 7: Prestressed Beams and Overhang Designs	20	20-Apr-14	09-May-14	792
Material Procurement / Fabrication		230	22-Oct-13	08-Jun-14	792
06.MAT.00170	Bridge 14: Prestressed Beams and Embeds	30	22-Oct-13	20-Nov-13	741
06.MAT.00200	Bridge 17: Prestressed Beams and Embeds	30	16-Dec-13	14-Jan-14	543
06.MAT.00160	Bridge 13: Prestressed Beams and Embeds	30	15-Jan-14	13-Feb-14	543
06.MAT.00280	Bridge 14: MSE Wall	30	02-Feb-14	03-Mar-14	602
06.MAT.00150	Bridge 12: Prestressed Beams and Embeds	30	18-Feb-14	19-Mar-14	518
06.MAT.00180	Bridge 15: Prestressed Beams and Embeds	30	19-Feb-14	20-Mar-14	495
06.MAT.00240	Bridge 25: Prestressed Beams and Embeds	30	23-Feb-14	24-Mar-14	741
06.MAT.00290	Bridge 25: MSE Wall	30	05-Mar-14	03-Apr-14	679
06.MAT.00250	Bridge 26: Prestressed Beams and Embeds	30	15-Mar-14	13-Apr-14	764
06.MAT.00270	Bridge 11/12: MSE Wall	30	15-Mar-14	13-Apr-14	428
06.MAT.00140	Bridge 11: Prestressed Beams and Embeds	30	21-Mar-14	19-Apr-14	807
06.MAT.00130	Bridge 10: Prestressed Beams and Embeds	30	31-Mar-14	29-Apr-14	648
06.MAT.00300	Bridge 26: MSE Wall	30	04-Apr-14	03-May-14	701
06.MAT.00120	Bridge 9: Prestressed Beams and Embeds	30	14-Apr-14	13-May-14	764
06.MAT.00100	Bridge 6: Prestressed Beams and Embeds	30	30-Apr-14	29-May-14	648
06.MAT.00260	Bridges 9/10: MSE Wall	30	04-May-14	02-Jun-14	707
06.MAT.00110	Bridge 7: Prestressed Beams and Embeds	30	10-May-14	08-Jun-14	792
Initial Erosion Control and Clearing		55	27-Sep-13	15-Jan-14	217
06.INI.10000	Install Pre-Clearing Erosion Control Measures	20	27-Sep-13	29-Oct-13	217
06.INI.10100	Tree Clearing	10	30-Oct-13	14-Nov-13	217
06.INI.10200	Topsoil Stockpiling & Sitework Preparation	15	30-Oct-13	22-Nov-13	217



Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

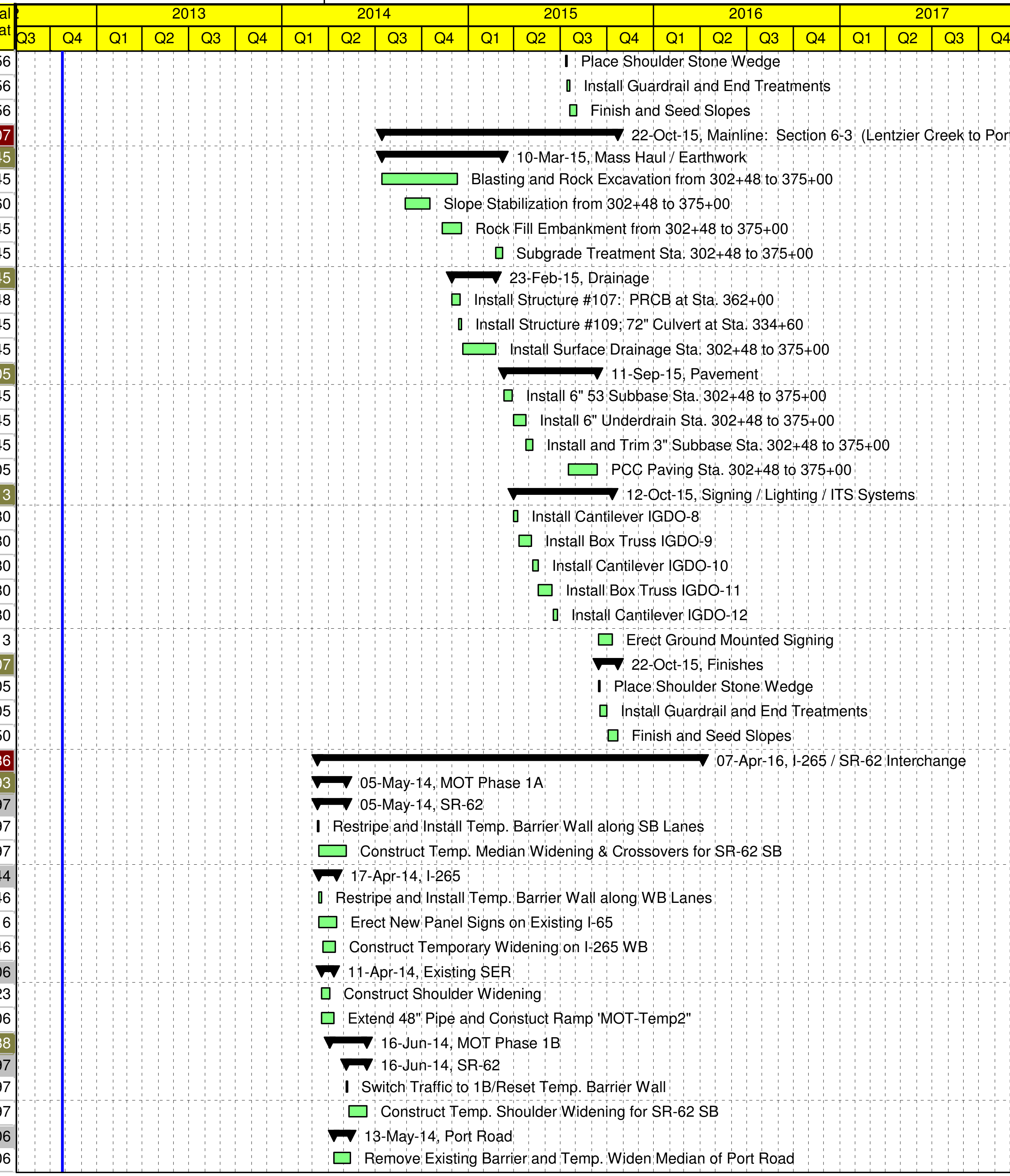
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.INI.10300	Follow-On Erosion Control Measures	20	25-Nov-13	15-Jan-14	217
Roadway		446	17-Jan-14	07-Apr-16	136
Mainline: Section 6-1 (IN Approach to Utica Charleston)		327	27-Feb-14	28-Sep-15	222
Mass Haul / Earthwork		143	27-Feb-14	24-Oct-14	307
06.RDY.61100	Blasting and Rock Excavation from 212+75 to 255+18	100	27-Feb-14	15-Aug-14	224
06.RDY.61115	Slope Stabilization from 212+75 to 255+18	45	22-Apr-14	08-Jul-14	307
06.RDY.61110	Rock Fill Embankment from 212+75 to 255+18	45	10-Jul-14	18-Sep-14	307
06.RDY.61200	Subgrade Treatment Sta. 212+75 to 255+18	8	14-Oct-14	24-Oct-14	307
Drainage		35	18-Aug-14	13-Oct-14	307
06.DRN.61100	Install Structure #101; 36" Culvert at Sta. 214+00	4	18-Aug-14	22-Aug-14	315
06.DRN.61110	Install Structure #102; 60" Culvert at Sta. 225+08	8	25-Aug-14	05-Sep-14	315
06.RDY.61300	Install Surface Drainage Sta. 212+75 to 255+18	15	19-Sep-14	13-Oct-14	307
Pavement		120	27-Oct-14	16-Jun-15	238
06.RDY.61510	Install 6" 53 Subbase Sta. 212+75 to 255+18	8	27-Oct-14	06-Nov-14	307
06.RDY.61520	Install 6" Underdrain Sta. 212+75 to 255+18	10	02-Apr-15*	20-Apr-15	238
06.RDY.61530	Install and Trim 3" Subbase Sta. 212+75 to 255+18	8	21-Apr-15	30-Apr-15	238
06.RDY.61540	PCC Paving Sta. 212+75 to 255+18	25	04-May-15	16-Jun-15	238
Signing / Lighting / ITS Systems		225	18-Aug-14	24-Sep-15	224
06.ITS.61100	Install ITS Systems	225	18-Aug-14	24-Sep-15	224
06.SGN.61100	Install Cantilever IGDO-1	10	18-Jun-15	02-Jul-15	238
06.SGN.61120	Erect Grount Mounted Signing	15	18-Jun-15	13-Jul-15	264
06.SGN.61110	Install Cantilever IGDO-2	10	06-Jul-15	20-Jul-15	238
Finishes		64	18-Jun-15	28-Sep-15	222
06.FIN.61100	Slip Barrier from Sta. 212+75 to 267+15	8	18-Jun-15	29-Jun-15	245
06.FIN.61300	Finish Grade and Pave Shared Use Path	5	30-Jun-15	09-Jul-15	245
06.FIN.61400	Place Shoulder Stone Wedge	3	21-Jul-15	23-Jul-15	238
06.FIN.61200	Install Guardrail and End Treatments	10	24-Jul-15	07-Aug-15	238
06.FIN.61500	Finish and Seed Slopes	10	10-Aug-15	21-Aug-15	187
06.FIN.61700	Grind Rumble Strips (Entire Section)	2	18-Sep-15	21-Sep-15	222
06.FIN.61510	Final Striping & RPM's (Entire Section)	5	22-Sep-15	28-Sep-15	222
Mainline: Section 6-2 (Utica Charleston to Lentzier Creek)		297	21-Feb-14	03-Aug-15	256
Mass Haul / Earthwork		151	21-Feb-14	30-Oct-14	340
06.RDY.62100	Blasting and Rock Excavation from 259+81 to 296+08	124	21-Feb-14	18-Sep-14	273
06.RDY.62115	Slope Stabilization from 259+81 to 296+08	10	14-Apr-14	29-Apr-14	407
06.RDY.62110	Rock Fill Embankment from 259+81 to 296+08	20	22-Aug-14	23-Sep-14	340
06.RDY.62120	Subgrade Treatment Sta. 259+81 to 296+08	4	27-Oct-14	30-Oct-14	340
Drainage		23	19-Sep-14	24-Oct-14	340
06.DRN.62170	Install Structure #105; 48" Culvert at Sta. 314+80	3	19-Sep-14	23-Sep-14	340
06.RDY.62300	Install Surface Drainage Sta. 259+81 to 296+08	20	24-Sep-14	24-Oct-14	340
Pavement		130	31-Oct-14	10-Jul-15	256
06.RDY.62500	Install 6" 53 Subbase Sta. 259+81 to 296+08	8	31-Oct-14	13-Nov-14	340
06.RDY.62510	Install 6" Underdrain Sta. 259+81 to 296+08	10	04-May-15*	21-May-15	256
06.RDY.62520	Install and Trim 3" Subbase Sta. 259+81 to 296+08	8	21-May-15	05-Jun-15	256
06.RDY.62530	PCC Paving Sta. 259+81 to 296+08	20	05-Jun-15	10-Jul-15	256
Signing / Lighting / ITS Systems		10	10-Jul-15	24-Jul-15	262
06.SGN.62500	Erect Ground Mounted Signing	10	10-Jul-15	24-Jul-15	262
Finishes		16	10-Jul-15	03-Aug-15	256



Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

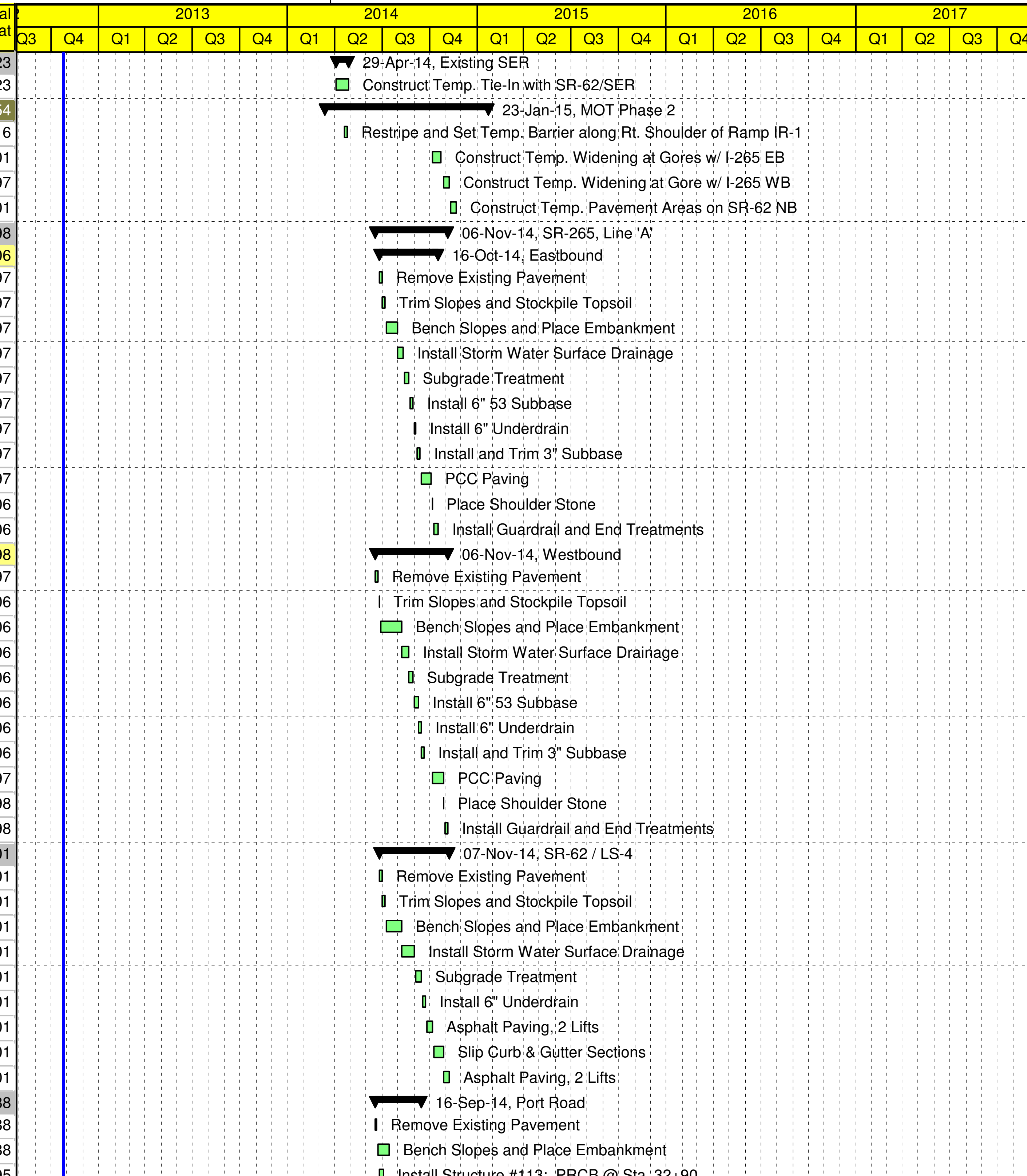
WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.FIN.62100	Place Shoulder Stone Wedge	3	10-Jul-15	15-Jul-15	256
06.FIN.62200	Install Guardrail and End Treatments	3	15-Jul-15	20-Jul-15	256
06.FIN.62300	Finish and Seed Slopes	10	20-Jul-15	03-Aug-15	256
Mainline: Section 6-3 (Lentzier Creek to Port Road)		264	15-Jul-14	22-Oct-15	207
Mass Haul / Earthwork		130	15-Jul-14	10-Mar-15	245
06.RDY.63100	Blasting and Rock Excavation from 302+48 to 375+00	90	15-Jul-14	10-Dec-14	245
06.RDY.63115	Slope Stabilization from 302+48 to 375+00	30	29-Aug-14	17-Oct-14	260
06.RDY.63110	Rock Fill Embankment from 302+48 to 375+00	20	11-Nov-14	19-Dec-14	245
06.RDY.63120	Subgrade Treatment Sta. 302+48 to 375+00	10	24-Feb-15	10-Mar-15	245
Drainage		35	01-Dec-14	23-Feb-15	245
06.DRN.63190	Install Structure #107: PRCB at Sta. 362+00	7	01-Dec-14	15-Dec-14	248
06.DRN.63180	Install Structure #109; 72" Culvert at Sta. 334+60	5	12-Dec-14	19-Dec-14	245
06.RDY.63300	Install Surface Drainage Sta. 302+48 to 375+00	25	22-Dec-14	23-Feb-15	245
Pavement		108	12-Mar-15	11-Sep-15	205
06.RDY.63500	Install 6" 53 Subbase Sta. 302+48 to 375+00	10	12-Mar-15	27-Mar-15	245
06.RDY.63510	Install 6" Underdrain Sta. 302+48 to 375+00	15	30-Mar-15	23-Apr-15	245
06.RDY.63520	Install and Trim 3" Subbase Sta. 302+48 to 375+00	8	24-Apr-15	07-May-15	245
06.RDY.63530	PCC Paving Sta. 302+48 to 375+00	35	17-Jul-15	11-Sep-15	205
Signing / Lighting / ITS Systems		118	30-Mar-15	12-Oct-15	213
06.SGN.63100	Install Cantilever IGDO-8	7	30-Mar-15	09-Apr-15	280
06.SGN.63110	Install Box Truss IGDO-9	15	10-Apr-15	05-May-15	280
06.SGN.63120	Install Cantilever IGDO-10	7	07-May-15	18-May-15	280
06.SGN.63130	Install Box Truss IGDO-11	15	19-May-15	15-Jun-15	280
06.SGN.63140	Install Cantilever IGDO-12	7	16-Jun-15	25-Jun-15	280
06.SGN.63500	Erect Ground Mounted Signing	20	14-Sep-15	12-Oct-15	213
Finishes		26	14-Sep-15	22-Oct-15	207
06.FIN.63100	Place Shoulder Stone Wedge	4	14-Sep-15	17-Sep-15	205
06.FIN.63200	Install Guardrail and End Treatments	10	18-Sep-15	01-Oct-15	205
06.FIN.63300	Finish and Seed Slopes	15	02-Oct-15	22-Oct-15	150
I-265 / SR-62 Interchange		420	10-Mar-14	07-Apr-16	136
MOT Phase 1A		33	10-Mar-14	05-May-14	293
SR-62		33	10-Mar-14	05-May-14	197
06.MOT.1A100	Restripe and Install Temp. Barrier Wall along SB Lanes	3	10-Mar-14*	13-Mar-14	197
06.MOT.1A110	Construct Temp. Median Widening & Crossovers for SR-62 SB	30	14-Mar-14	05-May-14	197
I-265		20	14-Mar-14	17-Apr-14	244
06.MOT.1A200	Restripe and Install Temp. Barrier Wall along WB Lanes	3	14-Mar-14	18-Mar-14	246
06.SGN.1A220	Erect New Panel Signs on Existing I-65	20	14-Mar-14	17-Apr-14	216
06.MOT.1A210	Construct Temporary Widening on I-265 WB	15	20-Mar-14	14-Apr-14	246
Existing SER		15	17-Mar-14	11-Apr-14	306
06.MOT.1A500	Construct Shoulder Widening	10	17-Mar-14*	03-Apr-14	223
06.MOT.1A510	Extend 48" Pipe and Constuct Ramp 'MOT-Temp2"	15	17-Mar-14	11-Apr-14	306
MOT Phase 1B		41	03-Apr-14	16-Jun-14	288
SR-62		23	06-May-14	16-Jun-14	197
06.MOT.1B100	Switch Traffic to 1B/Reset Temp. Barrier Wall	3	06-May-14	09-May-14	197
06.MOT.1B110	Construct Temp. Shoulder Widening for SR-62 SB	20	12-May-14	16-Jun-14	197
Port Road		18	11-Apr-14	13-May-14	306
06.MOT1B200	Remove Existing Barrier and Temp. Widen Median of Port Road	18	11-Apr-14	13-May-14	306



Remaining Level of Effort | Critical Remaining Work | Actual Work | Milestone | Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Existing SER		15	03-Apr-14	29-Apr-14	223
06.MOT.1B500	Construct Temp. Tie-In with SR-62/SER	15	03-Apr-14	29-Apr-14	223
MOT Phase 2		176	14-Mar-14	23-Jan-15	354
06.MOT.02600	Restripe and Set Temp. Barrier along Rt. Shoulder of Ramp IR-1	5	21-Apr-14	25-Apr-14	216
06.MOT.02630	Construct Temp. Widening at Gores w/ I-265 EB	12	06-Oct-14	23-Oct-14	201
06.MOT.02610	Construct Temp. Widening at Gore w/ I-265 WB	8	28-Oct-14	07-Nov-14	197
06.MOT.02620	Construct Temp. Pavement Areas on SR-62 NB	7	10-Nov-14	20-Nov-14	201
SR-265, Line 'A'		89	17-Jun-14	06-Nov-14	198
Eastbound		70	25-Jun-14	16-Oct-14	206
06.RDY.02200	Remove Existing Pavement	5	25-Jun-14	01-Jul-14	197
06.RDY.02210	Trim Slopes and Stockpile Topsoil	3	03-Jul-14	08-Jul-14	197
06.RDY.02220	Bench Slopes and Place Embankment	15	10-Jul-14	30-Jul-14	197
06.RDY.02230	Install Storm Water Surface Drainage	8	31-Jul-14	12-Aug-14	197
06.RDY.02240	Subgrade Treatment	6	14-Aug-14	22-Aug-14	197
06.RDY.02250	Install 6" 53 Subbase	5	25-Aug-14	29-Aug-14	197
06.RDY.02260	Install 6" Underdrain	3	02-Sep-14	05-Sep-14	197
06.RDY.02270	Install and Trim 3" Subbase	4	08-Sep-14	12-Sep-14	197
06.RDY.02280	PCC Paving	14	15-Sep-14	03-Oct-14	197
06.RDY.02290	Place Shoulder Stone	2	06-Oct-14	07-Oct-14	206
06.RDY.02350	Install Guardrail and End Treatments	5	09-Oct-14	16-Oct-14	206
Westbound		89	17-Jun-14	06-Nov-14	198
06.RDY.02100	Remove Existing Pavement	5	17-Jun-14	24-Jun-14	197
06.RDY.02110	Trim Slopes and Stockpile Topsoil	3	25-Jun-14	27-Jun-14	206
06.RDY.02120	Bench Slopes and Place Embankment	25	30-Jun-14	07-Aug-14	206
06.RDY.02130	Install Storm Water Surface Drainage	8	08-Aug-14	21-Aug-14	206
06.RDY.02140	Subgrade Treatment	6	22-Aug-14	29-Aug-14	206
06.RDY.02150	Install 6" 53 Subbase	5	02-Sep-14	09-Sep-14	206
06.RDY.02160	Install 6" Underdrain	3	11-Sep-14	15-Sep-14	206
06.RDY.02170	Install and Trim 3" Subbase	4	16-Sep-14	19-Sep-14	206
06.RDY.02180	PCC Paving	14	06-Oct-14	27-Oct-14	197
06.RDY.02190	Place Shoulder Stone	2	28-Oct-14	29-Oct-14	198
06.RDY.02370	Install Guardrail and End Treatments	5	30-Oct-14	06-Nov-14	198
SR-62 / LS-4		85	25-Jun-14	07-Nov-14	201
06.RDY.02300	Remove Existing Pavement	5	25-Jun-14	01-Jul-14	201
06.RDY.02310	Trim Slopes and Stockpile Topsoil	3	03-Jul-14	08-Jul-14	201
06.RDY.02320	Bench Slopes and Place Embankment	20	10-Jul-14	07-Aug-14	201
06.RDY.02330	Install Storm Water Surface Drainage	15	08-Aug-14	02-Sep-14	201
06.RDY.02340	Subgrade Treatment	8	04-Sep-14	16-Sep-14	201
06.RDY.02360	Install 6" Underdrain	6	17-Sep-14	24-Sep-14	201
06.RDY.02480	Asphalt Paving, 2 Lifts	8	25-Sep-14	07-Oct-14	201
06.RDY.02390	Slip Curb & Gutter Sections	12	09-Oct-14	27-Oct-14	201
06.RDY.02380	Asphalt Paving, 2 Lifts	8	28-Oct-14	07-Nov-14	201
Port Road		56	17-Jun-14	16-Sep-14	288
06.RDY.02400	Remove Existing Pavement	3	17-Jun-14	20-Jun-14	288
06.RDY.02410	Bench Slopes and Place Embankment	15	23-Jun-14	16-Jul-14	288
06.DRN.02500	Install Structure #113: PRCB @ Sta. 32+90	5	26-Jun-14	03-Jul-14	295



Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

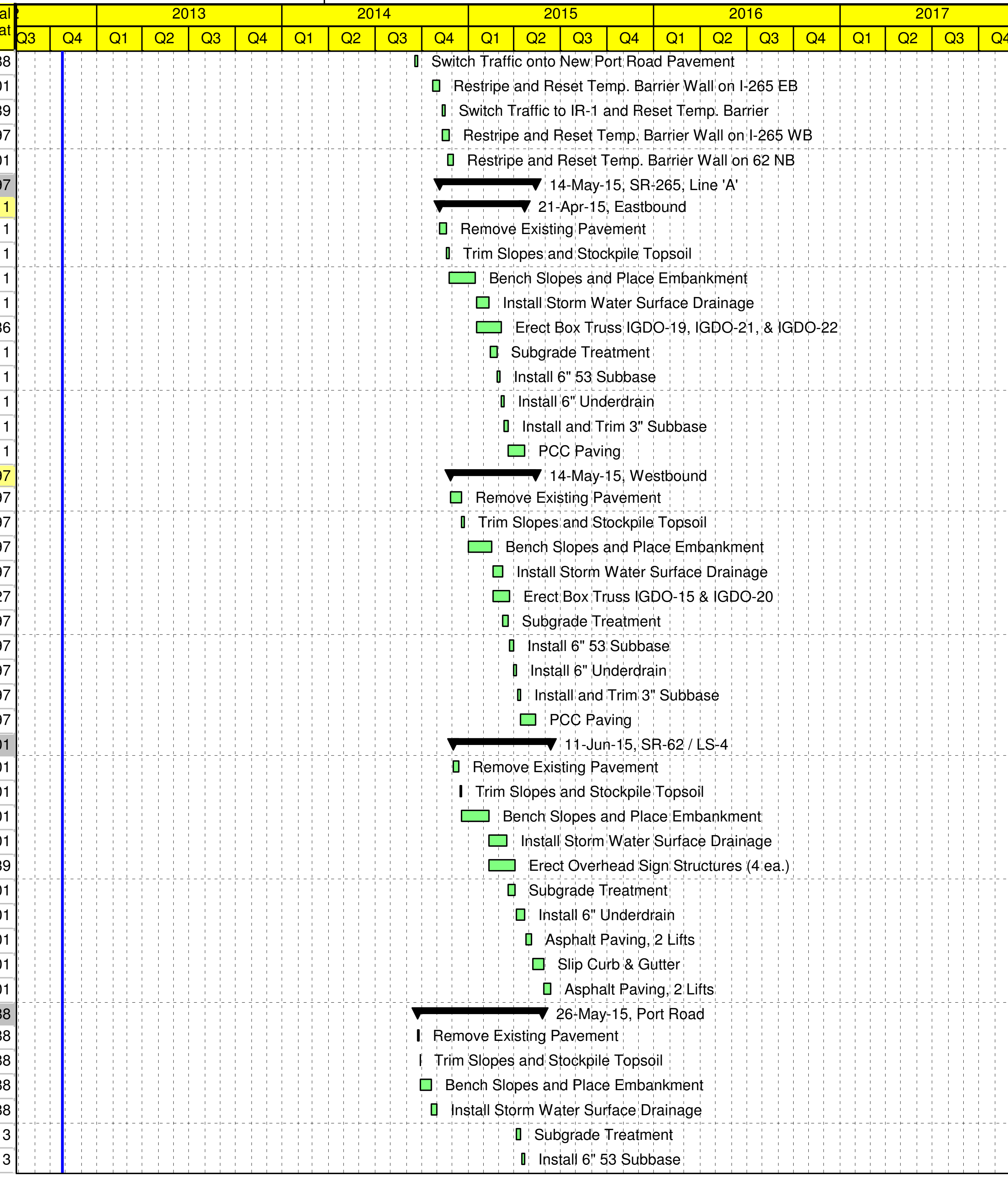
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.RDY.02420	Install Storm Water Surface Drainage	10	17-Jul-14	30-Jul-14	288
06.RDY.02430	Subgrade Treatment	6	31-Jul-14	08-Aug-14	288
06.RDY.02440	Install 6" 53 Subbase	4	11-Aug-14	15-Aug-14	288
06.RDY.02450	Install 6" Underdrain	5	18-Aug-14	25-Aug-14	288
06.RDY.02460	Install and Trim 3" Subbase	3	26-Aug-14	28-Aug-14	288
06.RDY.02470	PCC Paving	8	29-Aug-14	12-Sep-14	288
06.RDY.02490	Place Shoulder Stone	2	15-Sep-14	16-Sep-14	288
LS-3		146	06-May-14	23-Jan-15	334
06.RDY.02510	Place Embankment for Bridge Approaches	20	06-May-14	10-Jun-14	294
06.RDY.02520	Install Storm Water Surface Drainage	10	12-Jun-14	26-Jun-14	382
06.RDY.02530	Subgrade Treatment	8	27-Jun-14	11-Jul-14	382
06.RDY.02540	Install 6" 53 Subbase	6	14-Jul-14	21-Jul-14	382
06.SGN.03040	Erect Overhead Sign Structures (2 ea.)	15	14-Jul-14	01-Aug-14	399
06.RDY.02550	Install 6" Underdrain	8	22-Jul-14	31-Jul-14	382
06.RDY.02560	Install and Trim 3" Subbase	6	01-Aug-14	11-Aug-14	382
06.RDY.02570	PCC Paving at Round-a-Bout	12	12-Aug-14	29-Aug-14	382
06.RDY.02580	Slip Curb & Gutter & Round-a-Bout Interchange	20	02-Sep-14	02-Oct-14	382
06.RDY.03030	PCC Paving at Bridge Approaches	8	15-Dec-14	05-Jan-15	334
06.RDY.02590	Place Shoulder Stone & F/S Curb	8	07-Jan-15	23-Jan-15	334
Ramps		143	14-Mar-14	07-Nov-14	387
Ramp IR-2		53	28-Apr-14	25-Jul-14	304
06.RDY.02600	Remove Existing Pavement	2	28-Apr-14	29-Apr-14	304
06.RDY.02605	Trim Slopes and Stockpile Topsoil	3	30-Apr-14	05-May-14	304
06.RDY.02610	Bench Slopes and Place Embankment	20	06-May-14	10-Jun-14	304
06.RDY.02620	Install Storm Water Surface Drainage	5	12-Jun-14	19-Jun-14	304
06.RDY.02615	Subgrade Treatment	4	20-Jun-14	25-Jun-14	304
06.RDY.02625	Install 6" 53 Subbase	2	26-Jun-14	27-Jun-14	304
06.RDY.02630	Install 6" Underdrain	3	30-Jun-14	03-Jul-14	304
06.RDY.02635	Install and Trim 3" Subbase	2	07-Jul-14	08-Jul-14	304
06.RDY.02640	PCC Paving	7	10-Jul-14	18-Jul-14	304
06.RDY.02780	Place Shoulder Stone	5	21-Jul-14	25-Jul-14	304
Ramp IR-4		121	14-Mar-14	03-Oct-14	409
06.RDY.2700	Trim Slopes and Stockpile Topsoil	5	14-Mar-14	21-Mar-14	430
06.RDY.2710	Place Embankment	30	24-Mar-14	13-May-14	430
06.SGN.3040	Erect Overhead Sign Structures (2 ea.)	20	15-May-14	19-Jun-14	473
06.RDY.02700	Remove Pavement/Embankment at Ramps NEL & Port Road NB	20	23-Jun-14	23-Jul-14	409
06.RDY.2720	Install Storm Water Surface Drainage	10	24-Jul-14	07-Aug-14	409
06.RDY.2730	Subgrade Treatment	8	08-Aug-14	21-Aug-14	409
06.RDY.2740	Install 6" 53 Subbase	5	22-Aug-14	28-Aug-14	409
06.RDY.2750	Install 6" Underdrain	6	29-Aug-14	09-Sep-14	409
06.RDY.2760	Install and Trim 3" Subbase	4	11-Sep-14	16-Sep-14	409
06.RDY.2770	PCC Paving	10	17-Sep-14	30-Sep-14	409
06.RDY.2790	Place Shoulder Stone	2	02-Oct-14	03-Oct-14	409
Ramp IR-5		52	15-May-14	08-Aug-14	443
06.RDY.02650	Place Embankment	15	15-May-14	10-Jun-14	443
06.RDY.02660	Install Storm Water Surface Drainage	6	12-Jun-14	20-Jun-14	443

Remaining Level of Effort — Critical Remaining Work
Actual Work — Milestone
Remaining Work — Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.RDY.02670	Subgrade Treatment	7	23-Jun-14	01-Jul-14	443
06.RDY.02675	Install 6" 53 Subbase	5	03-Jul-14	11-Jul-14	443
06.RDY.02680	Install 6" Underdrain	5	14-Jul-14	18-Jul-14	443
06.RDY.02685	Install and Trim 3" Subbase	4	21-Jul-14	24-Jul-14	443
06.RDY.02690	PCC Paving	8	25-Jul-14	05-Aug-14	443
06.RDY.03000	Place Shoulder Stone	2	07-Aug-14	08-Aug-14	443
Ramp IR-6		21	12-Jun-14	16-Jul-14	459
06.RDY.02800	Place Embankment	7	12-Jun-14	23-Jun-14	450
06.RDY.02810	Install Storm Water Surface Drainage	1	24-Jun-14	24-Jun-14	459
06.RDY.02820	Subgrade Treatment	4	25-Jun-14	30-Jun-14	459
06.RDY.02825	Install 6" 53 Subbase	1	01-Jul-14	01-Jul-14	459
06.RDY.02830	Install 6" Underdrain	1	03-Jul-14	03-Jul-14	459
06.RDY.02835	Install and Trim 3" Subbase	1	07-Jul-14	07-Jul-14	459
06.RDY.02840	PCC Paving	4	08-Jul-14	14-Jul-14	459
06.RDY.03010	Place Shoulder Stone	2	15-Jul-14	16-Jul-14	459
Ramp IR-7		23	24-Jun-14	29-Jul-14	450
06.RDY.02850	Place Embankment	7	24-Jun-14	03-Jul-14	450
06.RDY.02860	Install Storm Water Surface Drainage	1	07-Jul-14	07-Jul-14	450
06.RDY.02870	Subgrade Treatment	4	08-Jul-14	14-Jul-14	450
06.RDY.02875	Install 6" 53 Subbase	1	15-Jul-14	15-Jul-14	450
06.RDY.02880	Install 6" Underdrain	1	16-Jul-14	16-Jul-14	450
06.RDY.02885	Install and Trim 3" Subbase	1	17-Jul-14	17-Jul-14	450
06.RDY.02890	PCC Paving	6	18-Jul-14	25-Jul-14	450
06.RDY.03020	Place Shoulder Stone	2	28-Jul-14	29-Jul-14	450
Ramp IR-9		80	03-Jul-14	07-Nov-14	387
06.RDY.02900	Remove Existing Pavement on Ramp SEL	5	03-Jul-14	11-Jul-14	402
06.RDY.02905	Trim Slopes and Stockpile Topsoil	3	14-Jul-14	16-Jul-14	402
06.RDY.02910	Place Ramp Embankment	20	08-Aug-14	11-Sep-14	387
06.RDY.02920	Install Storm Water Surface Drainage	5	12-Sep-14	18-Sep-14	387
06.RDY.02925	Subgrade Treatment	4	19-Sep-14	24-Sep-14	387
06.RDY.02930	Install 6" 53 Subbase	3	25-Sep-14	29-Sep-14	387
06.RDY.02935	Install 6" Underdrain	4	30-Sep-14	06-Oct-14	387
06.RDY.02940	Install and Trim 3" Subbase	3	07-Oct-14	10-Oct-14	387
06.RDY.02945	PCC Paving	6	13-Oct-14	21-Oct-14	387
06.SGN.02965	Install Box Truss IGDO-18	10	22-Oct-14	04-Nov-14	387
06.RDY.02955	Place Shoulder Stone	2	06-Nov-14	07-Nov-14	387
Ramp IR-11		28	17-Jul-14	28-Aug-14	431
06.RDY.02950	Place Embankment	7	17-Jul-14	25-Jul-14	431
06.RDY.02960	Install Storm Water Surface Drainage	1	28-Jul-14	28-Jul-14	431
06.RDY.02970	Subgrade Treatment	4	29-Jul-14	01-Aug-14	431
06.RDY.02980	Install 6" 53 Subbase	1	04-Aug-14	04-Aug-14	431
06.RDY.02985	Install 6" Underdrain	1	05-Aug-14	05-Aug-14	431
06.RDY.02990	Install and Trim 3" Subbase	1	07-Aug-14	07-Aug-14	431
06.RDY.02995	PCC Paving	8	08-Aug-14	21-Aug-14	431
06.RDY.03005	Place Shoulder Stone	5	22-Aug-14	28-Aug-14	431
MOT Phase 3		142	17-Sep-14	11-Jun-15	279

Remaining Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.MOT.03140	Switch Traffic onto New Port Road Pavement	5	17-Sep-14	23-Sep-14	288
06.MOT.03110	Restripe and Reset Temp. Barrier Wall on I-265 EB	8	24-Oct-14	04-Nov-14	201
06.MOT.03130	Switch Traffic to IR-1 and Reset Temp. Barrier	5	10-Nov-14	17-Nov-14	239
06.MOT.03100	Restripe and Reset Temp. Barrier Wall on I-265 WB	10	10-Nov-14	25-Nov-14	197
06.MOT.03120	Restripe and Reset Temp. Barrier Wall on 62 NB	5	21-Nov-14	01-Dec-14	201
SR-265, Line 'A'		95	06-Nov-14	14-May-15	197
Eastbound		81	06-Nov-14	21-Apr-15	211
06.RDY.03200	Remove Existing Pavement	8	06-Nov-14	18-Nov-14	211
06.RDY.03210	Trim Slopes and Stockpile Topsoil	3	20-Nov-14	24-Nov-14	211
06.RDY.03220	Bench Slopes and Place Embankment	20	25-Nov-14	14-Jan-15	211
06.RDY.03230	Install Storm Water Surface Drainage	12	16-Jan-15	11-Feb-15	211
06.SGN.03290	Erect Box Truss IGDO-19, IGDO-21, & IGDO-22	25	16-Jan-15	06-Mar-15	236
06.RDY.03240	Subgrade Treatment	7	13-Feb-15	25-Feb-15	211
06.RDY.03250	Install 6" 53 Subbase	5	26-Feb-15	05-Mar-15	211
06.RDY.03260	Install 6" Underdrain	4	06-Mar-15	12-Mar-15	211
06.RDY.03270	Install and Trim 3" Subbase	4	13-Mar-15	19-Mar-15	211
06.RDY.03280	PCC Paving	18	20-Mar-15	21-Apr-15	211
Westbound		83	26-Nov-14	14-May-15	197
06.RDY.03100	Remove Existing Pavement	10	26-Nov-14	17-Dec-14	197
06.RDY.03110	Trim Slopes and Stockpile Topsoil	3	19-Dec-14	23-Dec-14	197
06.RDY.03120	Bench Slopes and Place Embankment	20	02-Jan-15	16-Feb-15	197
06.RDY.03130	Install Storm Water Surface Drainage	12	18-Feb-15	09-Mar-15	197
06.SGN.03190	Erect Box Truss IGDO-15 & IGDO-20	20	18-Feb-15	23-Mar-15	227
06.RDY.03140	Subgrade Treatment	7	10-Mar-15	20-Mar-15	197
06.RDY.03150	Install 6" 53 Subbase	5	23-Mar-15	30-Mar-15	197
06.RDY.03160	Install 6" Underdrain	4	31-Mar-15	06-Apr-15	197
06.RDY.03170	Install and Trim 3" Subbase	4	07-Apr-15	13-Apr-15	197
06.RDY.03180	PCC Paving	18	14-Apr-15	14-May-15	197
SR-62 / LS-4		96	03-Dec-14	11-Jun-15	201
06.RDY.03300	Remove Existing Pavement	5	03-Dec-14	12-Dec-14	201
06.RDY.03310	Trim Slopes and Stockpile Topsoil	3	15-Dec-14	17-Dec-14	201
06.RDY.03320	Bench Slopes and Place Embankment	20	19-Dec-14	09-Feb-15	201
06.RDY.03330	Install Storm Water Surface Drainage	20	11-Feb-15	17-Mar-15	201
06.SGN.03390	Erect Overhead Sign Structures (4 ea.)	30	11-Feb-15	03-Apr-15	239
06.RDY.03340	Subgrade Treatment	10	19-Mar-15	03-Apr-15	201
06.RDY.03360	Install 6" Underdrain	10	06-Apr-15	22-Apr-15	201
06.RDY.03350	Asphalt Paving, 2 Lifts	8	23-Apr-15	05-May-15	201
06.RDY.03370	Slip Curb & Gutter	12	07-May-15	28-May-15	201
06.RDY.03380	Asphalt Paving, 2 Lifts	8	29-May-15	11-Jun-15	201
Port Road		128	24-Sep-14	26-May-15	288
06.RDY.03400	Remove Existing Pavement	3	24-Sep-14	26-Sep-14	288
06.RDY.03405	Trim Slopes and Stockpile Topsoil	1	29-Sep-14	29-Sep-14	288
06.RDY.03410	Bench Slopes and Place Embankment	12	30-Sep-14	20-Oct-14	288
06.RDY.03420	Install Storm Water Surface Drainage	8	21-Oct-14	30-Oct-14	288
06.RDY.03430	Subgrade Treatment	6	06-Apr-15	14-Apr-15	213
06.RDY.03440	Install 6" 53 Subbase	4	16-Apr-15	22-Apr-15	213



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

WVB East End Partners

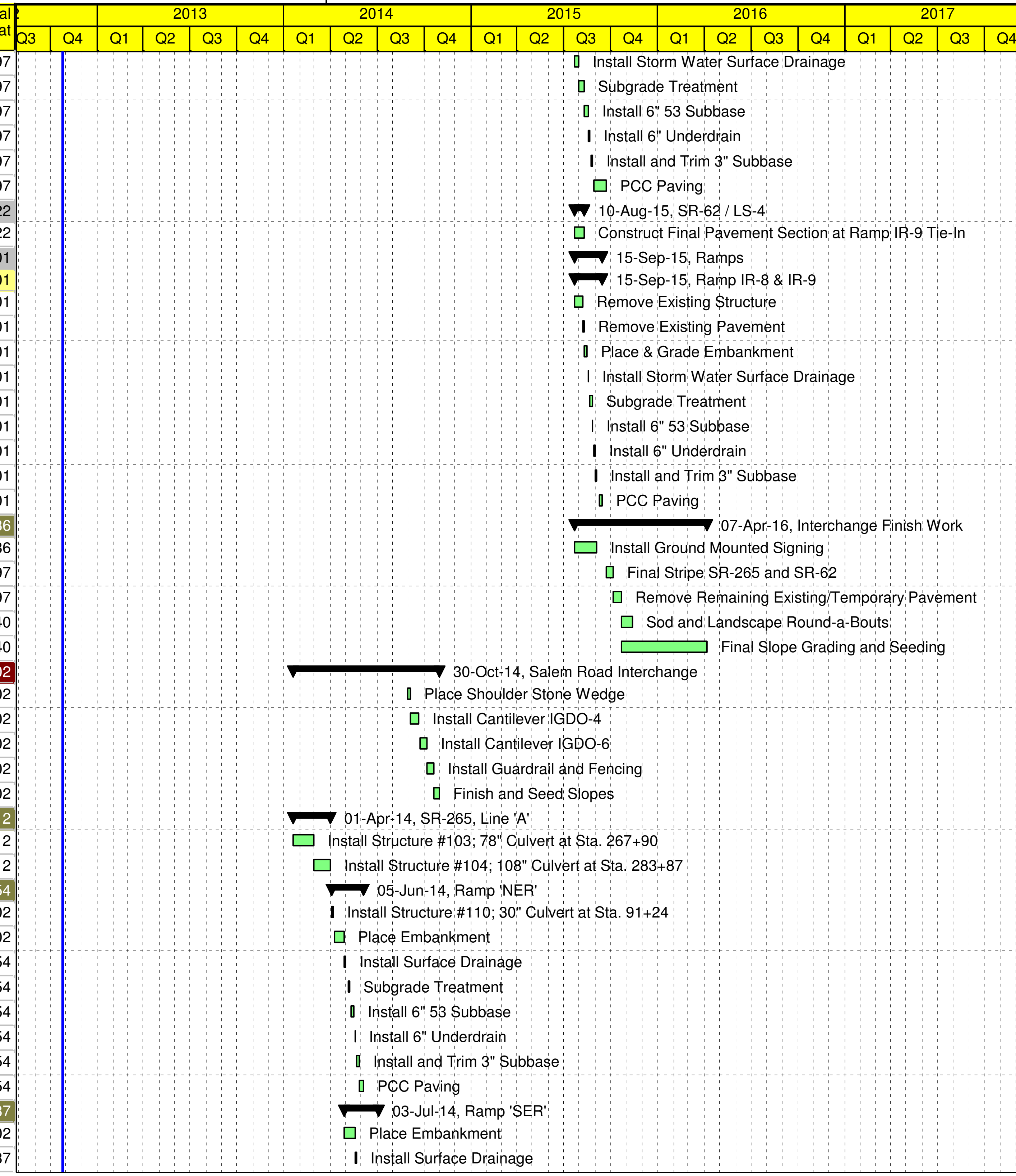
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.RDY.03450	Install 6" Underdrain	5	23-Apr-15	29-Apr-15	213
06.RDY.03460	Install and Trim 3" Subbase	3	30-Apr-15	05-May-15	213
06.RDY.03470	PCC Paving	8	07-May-15	19-May-15	213
06.RDY.03480	Place Shoulder Stone	3	21-May-15	26-May-15	288
Ramps		103	18-Nov-14	11-Jun-15	279
Ramp IR-1		102	18-Nov-14	09-Jun-15	280
06.RDY.03500	Remove Existing Pavement	4	18-Nov-14	24-Nov-14	239
06.RDY.03510	Trim Slopes and Stockpile Topsoil	2	25-Nov-14	26-Nov-14	239
06.RDY.03520	Bench Slopes and Place Embankment	18	01-Dec-14	14-Jan-15	239
06.RDY.03530	Install Storm Water Surface Drainage	8	16-Jan-15	02-Feb-15	318
06.RDY.03540	Subgrade Treatment	7	16-Apr-15	27-Apr-15	279
06.RDY.03550	Install 6" 53 Subbase	5	28-Apr-15	05-May-15	280
06.RDY.03560	Install 6" Underdrain	5	07-May-15	14-May-15	280
06.RDY.03570	Install and Trim 3" Subbase	4	15-May-15	21-May-15	280
06.RDY.03580	PCC Paving	8	22-May-15	05-Jun-15	280
06.RDY.03590	Place Shoulder Stone	2	08-Jun-15	09-Jun-15	280
Ramp IR-3		102	20-Nov-14	11-Jun-15	279
06.RDY.03600	Remove Existing Pavement on Ramp SWL	5	20-Nov-14	26-Nov-14	323
06.RDY.03610	Trim Slopes and Stockpile Topsoil	3	01-Dec-14	05-Dec-14	323
06.RDY.03620	Excavate and Place Ramp Embankment	20	08-Dec-14	26-Jan-15	323
06.RDY.03630	Install Storm Water Surface Drainage	5	28-Jan-15	06-Feb-15	323
06.SGN.03700	Erect Box Truss IGDO-29	12	28-Jan-15	23-Feb-15	336
06.RDY.03640	Subgrade Treatment	4	28-Apr-15	04-May-15	279
06.RDY.03650	Install 6" 53 Subbase	3	05-May-15	08-May-15	279
06.RDY.03660	Install 6" Underdrain	4	11-May-15	15-May-15	279
06.RDY.03670	Install and Trim 3" Subbase	3	18-May-15	21-May-15	279
06.RDY.03680	PCC Paving	6	22-May-15	02-Jun-15	279
06.RDY.03690	Place Shoulder Stone	5	04-Jun-15	11-Jun-15	279
MOT Phase 4		81	08-May-15	21-Sep-15	197
06.MOT.04020	Restripe and Reset Temp. Barrier Wall on I-265 EB	10	08-May-15	26-May-15	201
06.MOT.04030	Restripe and Reset Temp. Barrier Wall on I-265 WB	10	15-May-15	02-Jun-15	197
06.MOT.04000	Final Stripe and Open LS-3 Interchange	5	12-Jun-15	19-Jun-15	201
06.MOT.04010	Construct Ramp 'MOT-Temp3' and Switch Traffic onto Ramp IR-9	20	22-Jun-15	22-Jul-15	201
SR-265, Line 'A'		71	28-May-15	21-Sep-15	197
Eastbound		67	28-May-15	15-Sep-15	201
06.RDY.04100	Remove Existing Pavement	8	28-May-15	09-Jun-15	201
06.RDY.04110	Bench Slopes and Place Embankment	20	11-Jun-15	14-Jul-15	201
06.RDY.04120	Install Storm Water Surface Drainage	8	15-Jul-15	24-Jul-15	201
06.RDY.04130	Subgrade Treatment	6	27-Jul-15	03-Aug-15	201
06.RDY.04140	Install 6" 53 Subbase	4	04-Aug-15	10-Aug-15	201
06.RDY.04150	Install 6" Underdrain	3	11-Aug-15	14-Aug-15	201
06.RDY.04160	Install and Trim 3" Subbase	4	17-Aug-15	21-Aug-15	201
06.RDY.04170	PCC Paving	14	24-Aug-15	15-Sep-15	201
Westbound		67	04-Jun-15	21-Sep-15	197
06.RDY.04200	Remove Existing Pavement	8	04-Jun-15	16-Jun-15	197
06.RDY.04210	Bench Slopes and Place Embankment	20	18-Jun-15	20-Jul-15	197

Remaining Level of Effort — Critical Remaining Work
Actual Work — Milestone
Remaining Work — Summary

EAST END CROSSING

OHIO RIVER BRIDGES PROJECT

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.RDY.04220	Install Storm Water Surface Drainage	8	21-Jul-15	30-Jul-15	197
06.RDY.04230	Subgrade Treatment	6	31-Jul-15	10-Aug-15	197
06.RDY.04240	Install 6" 53 Subbase	4	11-Aug-15	17-Aug-15	197
06.RDY.04250	Install 6" Underdrain	3	18-Aug-15	21-Aug-15	197
06.RDY.04260	Install and Trim 3" Subbase	4	24-Aug-15	27-Aug-15	197
06.RDY.04270	PCC Paving	14	28-Aug-15	21-Sep-15	197
SR-62 / LS-4		12	23-Jul-15	10-Aug-15	222
06.RDY.04.3010	Construct Final Pavement Section at Ramp IR-9 Tie-In	12	23-Jul-15	10-Aug-15	222
Ramps		33	23-Jul-15	15-Sep-15	201
Ramp IR-8 & IR-9		33	23-Jul-15	15-Sep-15	201
06.RDY.0580	Remove Existing Structure	10	23-Jul-15	06-Aug-15	201
06.RDY.0500	Remove Existing Pavement	2	07-Aug-15	10-Aug-15	201
06.RDY.0510	Place & Grade Embankment	3	11-Aug-15	14-Aug-15	201
06.RDY.0520	Install Storm Water Surface Drainage	2	17-Aug-15	18-Aug-15	201
06.RDY.0530	Subgrade Treatment	4	20-Aug-15	25-Aug-15	201
06.RDY.0540	Install 6" 53 Subbase	2	26-Aug-15	27-Aug-15	201
06.RDY.0550	Install 6" Underdrain	2	28-Aug-15	31-Aug-15	201
06.RDY.0560	Install and Trim 3" Subbase	3	01-Sep-15	04-Sep-15	201
06.RDY.0570	PCC Paving	5	08-Sep-15	15-Sep-15	201
Interchange Finish Work		143	21-Jul-15	07-Apr-16	136
06.SGN.06110	Install Ground Mounted Signing	30	21-Jul-15	04-Sep-15	236
06.RDY.06100	Final Stripe SR-265 and SR-62	10	22-Sep-15	05-Oct-15	197
06.RDY.06130	Remove Remaining Existing/Temporary Pavement	10	06-Oct-15	22-Oct-15	197
06.RDY.06140	Sod and Landscape Round-a-Bouts	10	23-Oct-15	12-Nov-15	140
06.RDY.06120	Final Slope Grading and Seeding	20	23-Oct-15	07-Apr-16	140
Salem Road Interchange		167	17-Jan-14	30-Oct-14	402
06.FIN.SR710	Place Shoulder Stone Wedge	3	29-Aug-14	04-Sep-14	402
06.SGN.SR110	Install Cantilever IGDO-4	10	05-Sep-14	19-Sep-14	402
06.SGN.SR100	Install Cantilever IGDO-6	10	22-Sep-14	06-Oct-14	402
06.FIN.SR720	Install Guardrail and Fencing	8	07-Oct-14	20-Oct-14	402
06.FIN.SR730	Finish and Seed Slopes	8	21-Oct-14	30-Oct-14	402
SR-265, Line 'A'		40	17-Jan-14	01-Apr-14	312
06.DRN.00120	Install Structure #103; 78" Culvert at Sta. 267+90	20	17-Jan-14	26-Feb-14	312
06.DRN.00150	Install Structure #104; 108" Culvert at Sta. 283+87	20	27-Feb-14	01-Apr-14	312
Ramp 'NER'		36	03-Apr-14	05-Jun-14	454
06.DRN.00130	Install Structure #110; 30" Culvert at Sta. 91+24	3	03-Apr-14	07-Apr-14	402
06.RDY.SR100	Place Embankment	12	08-Apr-14	28-Apr-14	402
06.RDY.SR110	Install Surface Drainage	3	29-Apr-14	01-May-14	454
06.RDY.SR120	Subgrade Treatment	4	05-May-14	09-May-14	454
06.RDY.SR125	Install 6" 53 Subbase	4	12-May-14	16-May-14	454
06.RDY.SR150	Install 6" Underdrain	2	19-May-14	20-May-14	454
06.RDY.SR175	Install and Trim 3" Subbase	3	22-May-14	27-May-14	454
06.RDY.SR200	PCC Paving	5	29-May-14	05-Jun-14	454
Ramp 'SER'		38	29-Apr-14	03-Jul-14	437
06.RDY.SR210	Place Embankment	12	29-Apr-14	19-May-14	402
06.RDY.SR220	Install Surface Drainage	3	20-May-14	23-May-14	437



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.RDY.SR230	Subgrade Treatment	4	27-May-14	02-Jun-14	437
06.RDY.SR240	Install 6" 53 Subbase	4	03-Jun-14	09-Jun-14	437
06.RDY.SR250	Install 6" Underdrain	2	10-Jun-14	12-Jun-14	437
06.RDY.SR260	Install and Trim 3" Subbase	3	13-Jun-14	17-Jun-14	437
06.RDY.SR270	PCC Paving	5	19-Jun-14	25-Jun-14	437
06.FIN.SR700	Finish Grade and Pave Shared Use Path	5	26-Jun-14	03-Jul-14	437
Ramp 'NWR'		65	08-Apr-14	28-Jul-14	422
06.DRN.00160	Install Structure #112; 36" Culvert at Sta. 104+50	3	08-Apr-14	11-Apr-14	458
06.RDY.SR280	Blasting and Rock Excavation	20	20-May-14	24-Jun-14	402
06.RDY.SR290	Install Surface Drainage	3	25-Jun-14	27-Jun-14	422
06.RDY.SR300	Subgrade Treatment	4	30-Jun-14	07-Jul-14	422
06.RDY.SR310	Install 6" 53 Subbase	4	08-Jul-14	14-Jul-14	422
06.RDY.SR320	Install 6" Underdrain	2	15-Jul-14	16-Jul-14	422
06.RDY.SR330	Install and Trim 3" Subbase	3	17-Jul-14	21-Jul-14	422
06.RDY.SR340	PCC Paving	5	22-Jul-14	28-Jul-14	422
Ramp 'SWR'		41	25-Jun-14	28-Aug-14	402
06.RDY.SR350	Blasting and Rock Excavation	20	25-Jun-14	25-Jul-14	402
06.DRN.00140	Install Structure #111; 48" Culvert at Sta. 64+95	5	14-Jul-14	18-Jul-14	407
06.RDY.SR360	Install Surface Drainage	3	28-Jul-14	30-Jul-14	402
06.RDY.SR370	Subgrade Treatment	4	31-Jul-14	05-Aug-14	402
06.RDY.SR380	Install 6" 53 Subbase	4	07-Aug-14	12-Aug-14	402
06.RDY.SR390	Install 6" Underdrain	2	14-Aug-14	15-Aug-14	402
06.RDY.SR400	Install and Trim 3" Subbase	3	18-Aug-14	21-Aug-14	402
06.RDY.SR410	PCC Paving	5	22-Aug-14	28-Aug-14	402
Brookhollow Way		319	27-Feb-14	16-Sep-15	216
MOT Phase 1		20	27-Feb-14	01-Apr-14	217
06.MOT.BH100	Temp. Roadway "MOT-LS5"	15	27-Feb-14	24-Mar-14	217
Brookview Court		5	25-Mar-14	01-Apr-14	217
06.RDY.BH100	Install Permanent Pavement at Tie-In	5	25-Mar-14	01-Apr-14	217
MOT Phase 2		26	24-Oct-14	10-Dec-14	275
06.MOT.BH200	Construct Temp. Access "MOT-LS5A"	15	24-Oct-14	17-Nov-14	224
06.MOT.BH210	Construct Temp. Access "MOT-LS5B"	15	06-Nov-14	03-Dec-14	216
06.MOT.BH220	Remove Temp. Roadway "MOT-LS-5"	3	05-Dec-14	10-Dec-14	275
MOT Phase 3		69	26-May-15	16-Sep-15	216
06.RDY.BH310	Place & Grade Embankment	12	26-May-15	15-Jun-15	216
06.RDY.BH320	Install Storm Water Surface Drainage	4	16-Jun-15	22-Jun-15	216
06.RDY.BH330	Subgrade Treatment	6	23-Jun-15	30-Jun-15	216
06.RDY.BH340	Install 6" 53 Subbase	4	02-Jul-15	09-Jul-15	216
06.RDY.BH350	Install 6" Underdrain	4	10-Jul-15	15-Jul-15	216
06.RDY.BH360	Install and Trim 3" Subbase	4	16-Jul-15	21-Jul-15	216
06.RDY.BH370	PCC Paving	12	22-Jul-15	07-Aug-15	216
06.FIN.62400	Slip Curb and Install HMA Approach	10	10-Aug-15	25-Aug-15	216
06.FIN.62500	Place Shoulder Stone and Finish Slopes	2	26-Aug-15	27-Aug-15	216
06.FIN.62600	Install Guardrail and Fence	5	28-Aug-15	04-Sep-15	216
06.FIN.62700	Final Strip and Open to Traffic	1	08-Sep-15	08-Sep-15	216
06.MOT.BH300	Remove Temp. MOT Access Ramps	5	10-Sep-15	16-Sep-15	216

Remaining Level of Effort | Critical Remaining Work | Actual Work | Milestone | Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
Utica Sellersburg Road		107	01-Apr-14	27-Sep-14	287
06.BRG.14050	Remove Pavement and Excavate for Foundations	20	01-Apr-14	05-May-14	289
06.MOT.US110	Construction of Utica Sellersburg Bridge	102	01-Apr-14	19-Sep-14	289
06.MOT.US100	Six-Month Closure for Overpass Construction	180	01-Apr-14	27-Sep-14	537
06.RDY.US100	Construct Approach Embankments	20	06-May-14	10-Jun-14	325
06.RDY.US110	Subgrade Treatment	4	12-Jun-14	17-Jun-14	325
06.RDY.US120	Install 6" 53 Subbase	2	19-Jun-14	20-Jun-14	325
06.RDY.US130	Install 6" Underdrain	2	23-Jun-14	24-Jun-14	325
06.RDY.US140	Install and Trim 3" Subbase	3	25-Jun-14	27-Jun-14	325
06.RDY.US150	PCC Paving	8	30-Jun-14	14-Jul-14	325
06.RDY.US160	Install Class IV Drives & Curb	5	15-Jul-14	21-Jul-14	325
06.FIN.US100	Place Shoulder Stone and Finish Slopes	2	22-Jul-14	23-Jul-14	325
06.FIN.US200	Install Guardrail and End Treatments	2	22-Sep-14	23-Sep-14	289
06.FIN.US300	Final Strip and Open to Traffic	1	24-Sep-14	24-Sep-14	289
Line D-1		8	12-Jun-14	24-Jun-14	345
06.RDY.US500	Place Embankment and Finish Grade	3	12-Jun-14	16-Jun-14	345
06.RDY.US510	Type IIIA Subgrade	2	17-Jun-14	19-Jun-14	345
06.RDY.US520	Asphalt Pave Drive	3	20-Jun-14	24-Jun-14	345
Structures		291	03-Apr-14	01-Sep-15	238
Bridge 6: I-265 EB over Utica-Charleston		167	11-Sep-14	16-Jul-15	268
06.BRG.06100	Install Piling Foundation, Bent 1	5	11-Sep-14	17-Sep-14	238
06.BRG.06200	F/P/S Abutment, Bent 1	10	18-Sep-14	02-Oct-14	273
06.BRG.06110	Install Piling Foundation, Pier 2	5	03-Oct-14	10-Oct-14	238
06.BRG.06280	Install Slope Stabilization Riprap, Bent 1	5	03-Oct-14	10-Oct-14	273
06.BRG.06120	Install Piling Foundation, Pier 3	5	13-Oct-14	20-Oct-14	238
06.BRG.06220	F/P/S Footing, Pier 2	6	13-Oct-14	21-Oct-14	249
06.BRG.06250	F/P/S Footing, Pier 3	6	21-Oct-14	28-Oct-14	244
06.BRG.06230	F/P/S Columns, Pier 2	8	22-Oct-14	31-Oct-14	249
06.BRG.06260	F/P/S Columns, Pier 3	8	29-Oct-14	10-Nov-14	244
06.BRG.06240	F/P/S Pier Cap, Pier 2	10	03-Nov-14	18-Nov-14	249
06.BRG.06130	Install Piling Foundation, Bent 4	5	04-Nov-14	11-Nov-14	238
06.BRG.06270	F/P/S Pier Cap, Pier 3	10	11-Nov-14	26-Nov-14	244
06.BRG.06210	F/P/S Abutment, Bent 4	10	13-Nov-14	01-Dec-14	238
06.BRG.06290	Install Slope Stabilization Riprap, Bent 4	5	03-Dec-14	12-Dec-14	238
06.BRG.06500	Erect Bridge Beams	6	15-Dec-14	23-Dec-14	238
06.BRG.06600	Install Bridge Superstructure	90	02-Jan-15	19-Jun-15	238
06.BRG.06900	Install Approach Slab, Bent 1	8	22-Jun-15	02-Jul-15	268
06.BRG.06910	Install Approach Slab, Bent 4	8	06-Jul-15	16-Jul-15	268
Bridge 7: I-265 WB over Utica-Charleston		192	18-Sep-14	01-Sep-15	238
06.BRG.07100	Install Piling Foundation, Bent 1	5	18-Sep-14	24-Sep-14	238
06.BRG.07110	Install Piling Foundation, Pier 2	5	25-Sep-14	02-Oct-14	238
06.BRG.07200	F/P/S Abutment, Bent 1	10	25-Sep-14	10-Oct-14	358
06.BRG.07220	F/P/S Footing, Pier 2	6	03-Oct-14	13-Oct-14	344
06.BRG.07140	Install Slope Stabilization Riprap, Bent 1	5	13-Oct-14	20-Oct-14	358
06.BRG.07230	F/P/S Columns, Pier 2	8	14-Oct-14	24-Oct-14	344
06.BRG.07120	Install Piling Foundation, Pier 3	5	21-Oct-14	27-Oct-14	238

Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

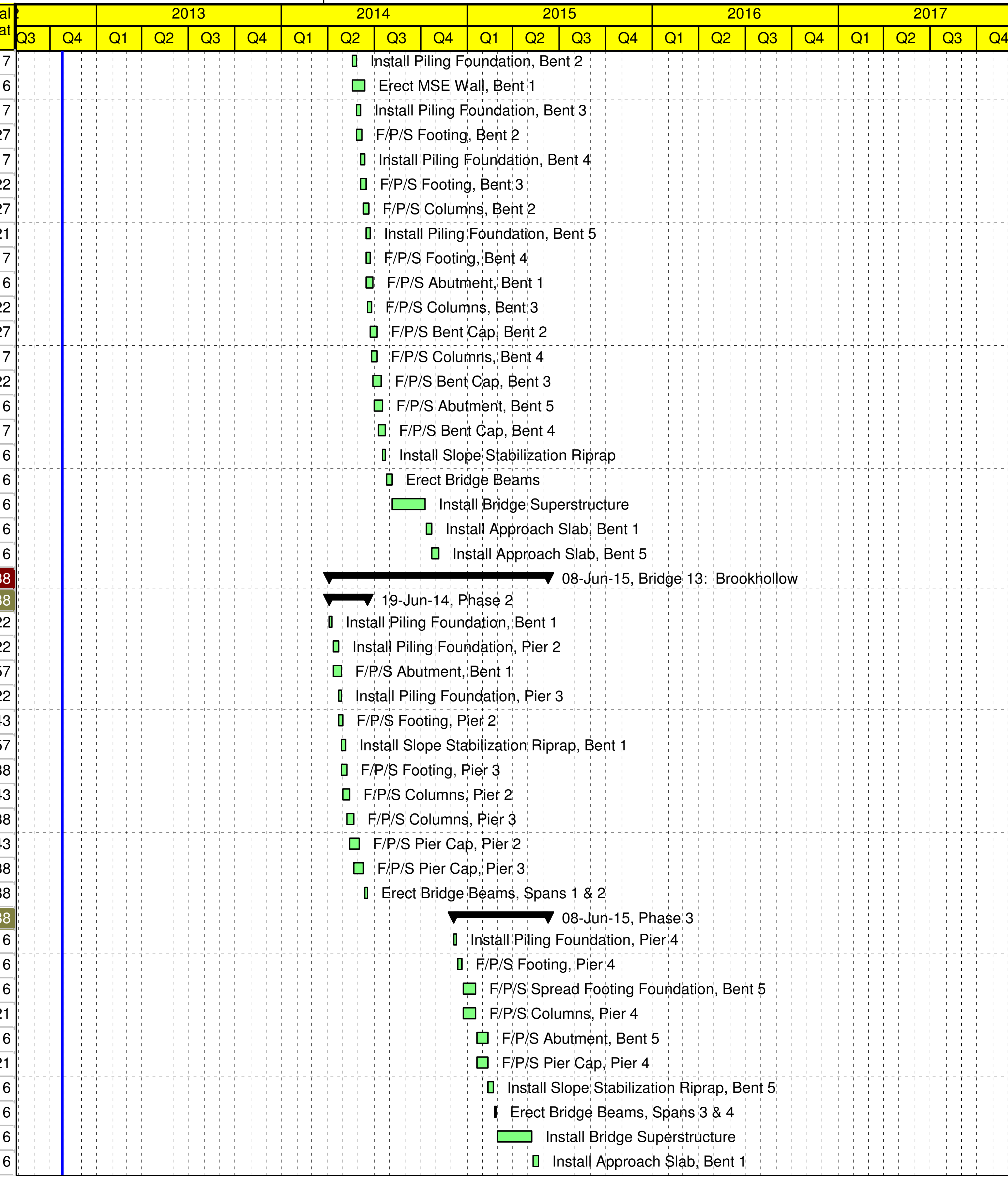
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.07240	F/P/S Pier Cap, Pier 2	10	27-Oct-14	10-Nov-14	344
06.BRG.07130	Install Piling Foundation, Bent 4	5	28-Oct-14	03-Nov-14	238
06.BRG.07250	F/P/S Footing, Pier 3	6	28-Oct-14	04-Nov-14	329
06.BRG.07210	F/P/S Abutment, Bent 4	10	04-Nov-14	20-Nov-14	333
06.BRG.07260	F/P/S Columns, Pier 3	8	06-Nov-14	18-Nov-14	329
06.BRG.07270	F/P/S Pier Cap, Pier 3	10	20-Nov-14	10-Dec-14	329
06.BRG.07150	Install Slope Stabilization Riprap, Bent 4	5	21-Nov-14	01-Dec-14	333
06.BRG.07500	Erect Bridge Beams	6	12-Dec-14	22-Dec-14	329
06.BRG.07600	Install Bridge Superstructure	30	22-Jun-15	06-Aug-15	238
06.BRG.07900	Install Approach Slab, Bent 1	8	07-Aug-15	20-Aug-15	238
06.BRG.07910	Install Approach Slab, Bent 4	8	21-Aug-15	01-Sep-15	238
Bridge 9: I-265 EB over Lentzier Creek		**100**	**24-Jun-14**	**05-Dec-14**	**383**
06.BRG.09100	Install Piling Foundation, Bent 1	4	24-Jun-14	27-Jun-14	238
06.BRG.09110	Install Piling Foundation, Bent 2	4	30-Jun-14	07-Jul-14	238
06.BRG.09200	F/P/S Abutment, Bent 1	10	30-Jun-14	16-Jul-14	373
06.BRG.09120	Install Piling Foundation, Bent 3	4	08-Jul-14	14-Jul-14	238
06.BRG.09220	F/P/S Footing, Bent 2	6	08-Jul-14	16-Jul-14	365
06.BRG.09130	Install Piling Foundation, Bent 4	4	15-Jul-14	18-Jul-14	238
06.BRG.09250	F/P/S Footing, Bent 3	6	15-Jul-14	22-Jul-14	361
06.BRG.09230	F/P/S Columns, Bent 2	8	17-Jul-14	28-Jul-14	365
06.BRG.09010	Install Slope Stabilization Riprap, Bent 1	10	17-Jul-14	30-Jul-14	373
06.BRG.09140	Install Piling Foundation, Bent 5	4	21-Jul-14	24-Jul-14	238
06.BRG.09280	F/P/S Footing, Bent 4	6	21-Jul-14	28-Jul-14	357
06.BRG.09260	F/P/S Columns, Bent 3	8	23-Jul-14	01-Aug-14	361
06.BRG.09150	Install Piling Foundation, Bent 6	4	25-Jul-14	30-Jul-14	238
06.BRG.09310	F/P/S Footing, Bent 5	6	25-Jul-14	01-Aug-14	353
06.BRG.09290	F/P/S Columns, Bent 4	8	29-Jul-14	08-Aug-14	357
06.BRG.09240	F/P/S Bent Cap, Bent 2	10	29-Jul-14	12-Aug-14	365
06.BRG.09020	Erect MSE Wall, Bent 6	10	31-Jul-14	15-Aug-14	353
06.BRG.09320	F/P/S Columns, Bent 5	8	04-Aug-14	15-Aug-14	353
06.BRG.09270	F/P/S Bent Cap, Bent 3	10	04-Aug-14	19-Aug-14	361
06.BRG.09300	F/P/S Bent Cap, Bent 4	10	11-Aug-14	26-Aug-14	357
06.BRG.09210	F/P/S Abutment, Bent 6	10	18-Aug-14	02-Sep-14	353
06.BRG.09330	F/P/S Bent Cap, Bent 5	10	18-Aug-14	02-Sep-14	353
06.BRG.09500	Erect Bridge Beams	10	04-Sep-14	18-Sep-14	353
06.BRG.09600	Install Bridge Superstructure	30	19-Sep-14	04-Nov-14	353
06.BRG.09900	Install Approach Slab, Bent 1	8	06-Nov-14	18-Nov-14	383
06.BRG.09910	Install Approach Slab, Bent 6	8	20-Nov-14	05-Dec-14	383
Bridge 10: I-265 WB over Lentzier Creek		**106**	**31-Jul-14**	**18-Feb-15**	**353**
06.BRG.10100	Install Piling Foundation, Bent 1	4	31-Jul-14	05-Aug-14	238
06.BRG.10110	Install Piling Foundation, Bent 2	4	07-Aug-14	12-Aug-14	238
06.BRG.10200	F/P/S Abutment, Bent 1	10	07-Aug-14	22-Aug-14	379
06.BRG.10120	Install Piling Foundation, Bent 3	4	14-Aug-14	19-Aug-14	238
06.BRG.10220	F/P/S Footing, Bent 2	6	14-Aug-14	22-Aug-14	371
06.BRG.10130	Install Piling Foundation, Bent 4	4	21-Aug-14	26-Aug-14	238
06.BRG.10250	F/P/S Footing, Bent 3	6	21-Aug-14	28-Aug-14	367

Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.10230	F/P/S Columns, Bent 2	8	25-Aug-14	05-Sep-14	371
06.BRG.10010	Install Slope Stabilization Riprap, Bent 1	10	25-Aug-14	09-Sep-14	379
06.BRG.10140	Install Piling Foundation, Bent 5	4	27-Aug-14	02-Sep-14	238
06.BRG.10280	F/P/S Footing, Bent 4	6	27-Aug-14	05-Sep-14	363
06.BRG.10260	F/P/S Columns, Bent 3	8	29-Aug-14	12-Sep-14	367
06.BRG.10150	Install Piling Foundation, Bent 6	4	04-Sep-14	09-Sep-14	238
06.BRG.10310	F/P/S Footing, Bent 5	6	04-Sep-14	12-Sep-14	359
06.BRG.10290	F/P/S Columns, Bent 4	8	08-Sep-14	18-Sep-14	363
06.BRG.10240	F/P/S Bent Cap, Bent 2	10	08-Sep-14	22-Sep-14	371
06.BRG.10020	Erect MSE Wall, Bent 6	10	11-Sep-14	24-Sep-14	359
06.BRG.10320	F/P/S Columns, Bent 5	8	15-Sep-14	24-Sep-14	359
06.BRG.10270	F/P/S Bent Cap, Bent 3	10	15-Sep-14	26-Sep-14	367
06.BRG.10300	F/P/S Bent Cap, Bent 4	10	19-Sep-14	03-Oct-14	363
06.BRG.10210	F/P/S Abutment, Bent 6	10	25-Sep-14	10-Oct-14	359
06.BRG.10330	F/P/S Bent Cap, Bent 5	10	25-Sep-14	10-Oct-14	359
06.BRG.10500	Erect Bridge Beams	10	13-Oct-14	27-Oct-14	359
06.BRG.10600	Install Bridge Superstructure	30	06-Nov-14	12-Jan-15	353
06.BRG.10900	Install Approach Slab, Bent 1	8	14-Jan-15	30-Jan-15	353
06.BRG.10910	Install Approach Slab, Bent 6	8	02-Feb-15	18-Feb-15	353
Bridge 11: I-265 EB over Brookhollow		**105**	**09-Mar-15**	**01-Sep-15**	**205**
06.BRG.11000	Install Ground Improvements	20	09-Mar-15	10-Apr-15	205
06.BRG.11100	Install Piling Foundation, Bent 1	5	13-Apr-15	21-Apr-15	205
06.BRG.11110	Install Piling Foundation, Bent 2	5	22-Apr-15	28-Apr-15	205
06.BRG.11010	Erect MSE Wall, Bent 1	25	22-Apr-15	04-Jun-15	209
06.BRG.11120	Install Piling Foundation, Bent 3	5	29-Apr-15	07-May-15	205
06.BRG.11220	F/P/S Footing, Bent 2	6	29-Apr-15	08-May-15	215
06.BRG.11130	Install Piling Foundation, Bent 4	5	08-May-15	15-May-15	205
06.BRG.11250	F/P/S Footing, Bent 3	6	08-May-15	18-May-15	210
06.BRG.11230	F/P/S Columns, Bent 2	8	11-May-15	22-May-15	215
06.BRG.11140	Install Piling Foundation, Bent 5	5	18-May-15	26-May-15	209
06.BRG.11280	F/P/S Footing, Bent 4	6	18-May-15	28-May-15	205
06.BRG.11260	F/P/S Columns, Bent 3	8	19-May-15	02-Jun-15	210
06.BRG.11240	F/P/S Bent Cap, Bent 2	10	26-May-15	11-Jun-15	215
06.BRG.11210	F/P/S Abutment, Bent 5	10	28-May-15	12-Jun-15	209
06.BRG.11290	F/P/S Columns, Bent 4	8	29-May-15	11-Jun-15	205
06.BRG.11270	F/P/S Bent Cap, Bent 3	10	04-Jun-15	19-Jun-15	210
06.BRG.11200	F/P/S Abutment, Bent 1	10	05-Jun-15	22-Jun-15	209
06.BRG.11300	F/P/S Bent Cap, Bent 4	10	12-Jun-15	26-Jun-15	205
06.BRG.11020	Install Slope Stabilization Riprap	5	15-Jun-15	22-Jun-15	209
06.BRG.11500	Erect Bridge Beams	8	29-Jun-15	13-Jul-15	205
06.BRG.11600	Install Bridge Superstructure	25	14-Jul-15	20-Aug-15	205
06.BRG.11900	Install Approach Slab, Bent 1	8	21-Aug-15	01-Sep-15	205
06.BRG.11910	Install Approach Slab, Bent 5	8	21-Aug-15	01-Sep-15	205
Bridge 12: I-265 WB over Brookhollow		**129**	**04-Apr-14**	**04-Nov-14**	**216**
06.BRG.12000	Install Ground Improvements	20	04-Apr-14	08-May-14	216
06.BRG.12100	Install Piling Foundation, Bent 1	5	09-May-14	16-May-14	216

Remaining Level of Effort | Critical Remaining Work | Actual Work | Milestone | Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.12110	Install Piling Foundation, Bent 2	5	19-May-14	27-May-14	217
06.BRG.12010	Erect MSE Wall, Bent 1	15	19-May-14	13-Jun-14	216
06.BRG.12120	Install Piling Foundation, Bent 3	5	29-May-14	05-Jun-14	217
06.BRG.12220	F/P/S Footing, Bent 2	6	29-May-14	06-Jun-14	227
06.BRG.12130	Install Piling Foundation, Bent 4	5	06-Jun-14	13-Jun-14	217
06.BRG.12250	F/P/S Footing, Bent 3	6	06-Jun-14	16-Jun-14	222
06.BRG.12230	F/P/S Columns, Bent 2	8	09-Jun-14	20-Jun-14	227
06.BRG.12140	Install Piling Foundation, Bent 5	5	16-Jun-14	23-Jun-14	221
06.BRG.12280	F/P/S Footing, Bent 4	6	16-Jun-14	24-Jun-14	217
06.BRG.12200	F/P/S Abutment, Bent 1	10	16-Jun-14	30-Jun-14	216
06.BRG.12260	F/P/S Columns, Bent 3	8	17-Jun-14	27-Jun-14	222
06.BRG.12240	F/P/S Bent Cap, Bent 2	10	23-Jun-14	08-Jul-14	227
06.BRG.12290	F/P/S Columns, Bent 4	8	25-Jun-14	08-Jul-14	217
06.BRG.12270	F/P/S Bent Cap, Bent 3	10	30-Jun-14	16-Jul-14	222
06.BRG.12210	F/P/S Abutment, Bent 5	10	01-Jul-14	17-Jul-14	216
06.BRG.12300	F/P/S Bent Cap, Bent 4	10	10-Jul-14	23-Jul-14	217
06.BRG.12020	Install Slope Stabilization Riprap	5	18-Jul-14	24-Jul-14	216
06.BRG.12500	Erect Bridge Beams	8	25-Jul-14	05-Aug-14	216
06.BRG.12600	Install Bridge Superstructure	40	07-Aug-14	10-Oct-14	216
06.BRG.12900	Install Approach Slab, Bent 1	8	13-Oct-14	23-Oct-14	216
06.BRG.12910	Install Approach Slab, Bent 5	8	24-Oct-14	04-Nov-14	216
Bridge 13: Brookhollow		238	03-Apr-14	08-Jun-15	238
Phase 2		44	03-Apr-14	19-Jun-14	238
06.BRG.13100	Install Piling Foundation, Bent 1	5	03-Apr-14	10-Apr-14	222
06.BRG.13110	Install Piling Foundation, Pier 2	5	11-Apr-14	21-Apr-14	222
06.BRG.13200	F/P/S Abutment, Bent 1	10	11-Apr-14	28-Apr-14	257
06.BRG.13120	Install Piling Foundation, Pier 3	5	22-Apr-14	28-Apr-14	222
06.BRG.13220	F/P/S Footing, Pier 2	6	22-Apr-14	29-Apr-14	243
06.BRG.13010	Install Slope Stabilization Riprap, Bent 1	5	29-Apr-14	06-May-14	257
06.BRG.13250	F/P/S Footing, Pier 3	6	29-Apr-14	08-May-14	238
06.BRG.13230	F/P/S Columns, Pier 2	8	30-Apr-14	13-May-14	243
06.BRG.13260	F/P/S Columns, Pier 3	8	09-May-14	22-May-14	238
06.BRG.13240	F/P/S Pier Cap, Pier 2	10	15-May-14	02-Jun-14	243
06.BRG.13270	F/P/S Pier Cap, Pier 3	10	23-May-14	10-Jun-14	238
06.BRG.13500	Erect Bridge Beams, Spans 1 & 2	5	12-Jun-14	19-Jun-14	238
Phase 3		93	05-Dec-14	08-Jun-15	238
06.BRG.13130	Install Piling Foundation, Pier 4	3	05-Dec-14	10-Dec-14	216
06.BRG.13280	F/P/S Footing, Pier 4	6	12-Dec-14	22-Dec-14	216
06.BRG.13140	F/P/S Spread Footing Foundation, Bent 5	8	23-Dec-14	16-Jan-15	216
06.BRG.13290	F/P/S Columns, Pier 4	8	23-Dec-14	16-Jan-15	221
06.BRG.13210	F/P/S Abutment, Bent 5	10	19-Jan-15	09-Feb-15	216
06.BRG.13300	F/P/S Pier Cap, Pier 4	10	19-Jan-15	09-Feb-15	221
06.BRG.13015	Install Slope Stabilization Riprap, Bent 5	5	11-Feb-15	20-Feb-15	216
06.BRG.13505	Erect Bridge Beams, Spans 3 & 4	5	23-Feb-15	27-Feb-15	216
06.BRG.13600	Install Bridge Superstructure	40	02-Mar-15	08-May-15	216
06.BRG.13900	Install Approach Slab, Bent 1	8	11-May-15	22-May-15	216



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

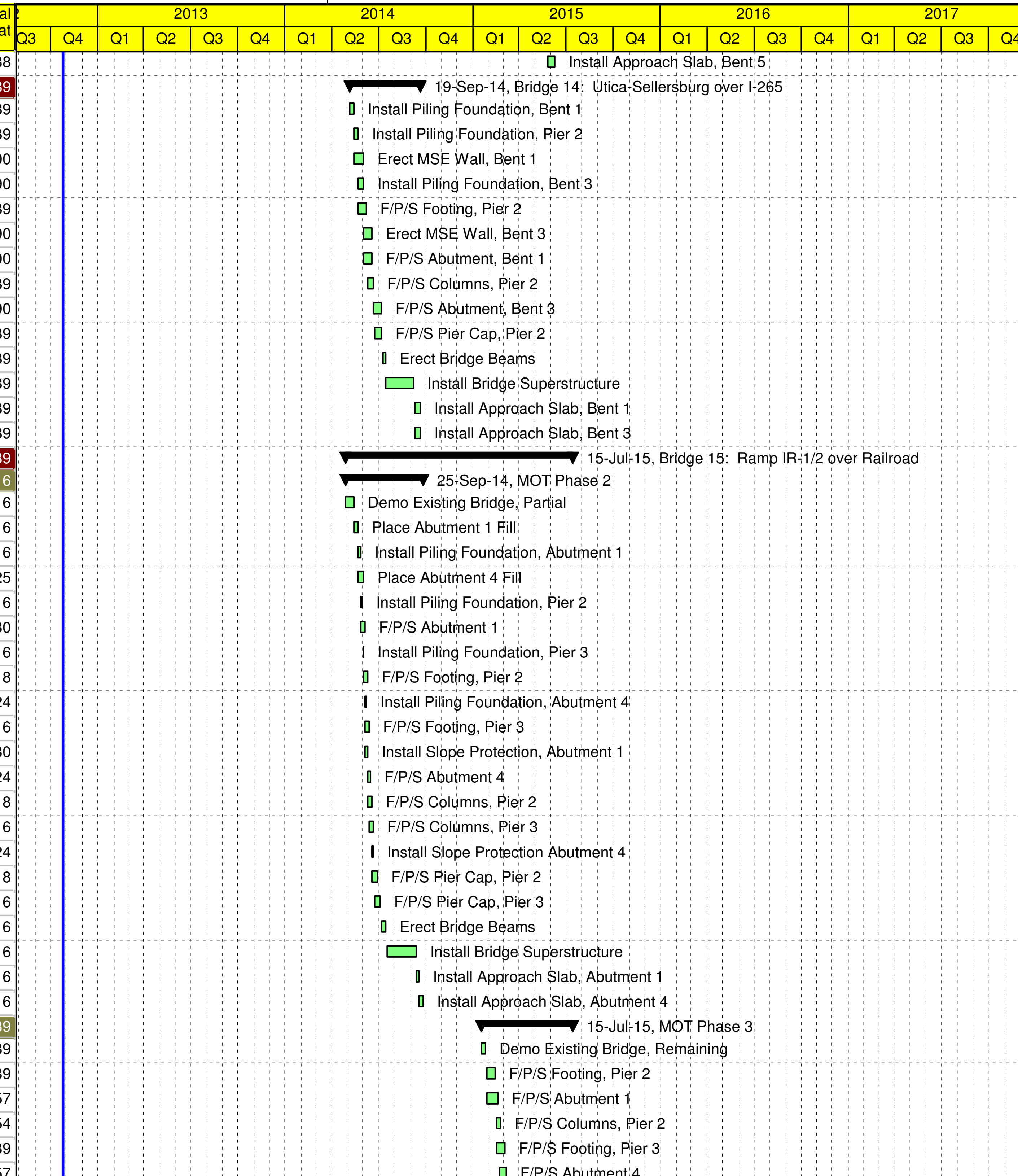
EAST END CROSSING

OHIO RIVER BRIDGES PROJECT

PRELIMINARY

PROJECT BASELINE SCHEDULE

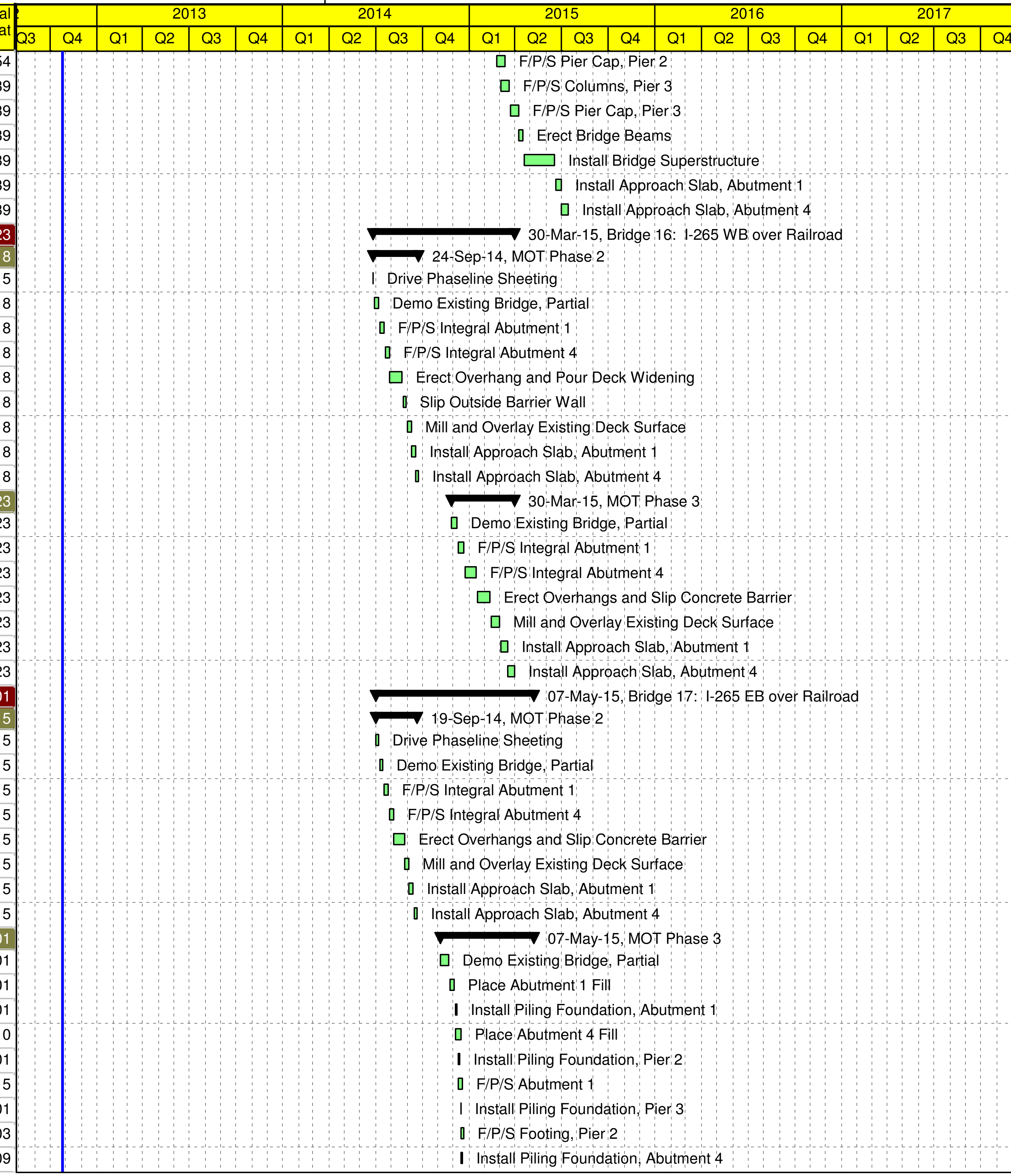
Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.13910	Install Approach Slab, Bent 5	8	26-May-15	08-Jun-15	238
Bridge 14: Utica-Sellersburg over I-265		82	06-May-14	19-Sep-14	289
06.BRG.14100	Install Piling Foundation, Bent 1	5	06-May-14	13-May-14	289
06.BRG.14110	Install Piling Foundation, Pier 2	5	15-May-14	22-May-14	289
06.BRG.14010	Erect MSE Wall, Bent 1	10	15-May-14	02-Jun-14	300
06.BRG.14120	Install Piling Foundation, Bent 3	5	23-May-14	02-Jun-14	290
06.BRG.14220	F/P/S Footing, Pier 2	8	23-May-14	06-Jun-14	289
06.BRG.14020	Erect MSE Wall, Bent 3	10	03-Jun-14	19-Jun-14	290
06.BRG.14200	F/P/S Abutment, Bent 1	10	03-Jun-14	19-Jun-14	300
06.BRG.14230	F/P/S Columns, Pier 2	8	09-Jun-14	20-Jun-14	289
06.BRG.14210	F/P/S Abutment, Bent 3	10	20-Jun-14	07-Jul-14	290
06.BRG.14240	F/P/S Pier Cap, Pier 2	10	23-Jun-14	08-Jul-14	289
06.BRG.14500	Erect Bridge Beams	3	10-Jul-14	14-Jul-14	289
06.BRG.14600	Install Bridge Superstructure	35	15-Jul-14	08-Sep-14	289
06.BRG.14900	Install Approach Slab, Bent 1	8	09-Sep-14	19-Sep-14	289
06.BRG.14910	Install Approach Slab, Bent 3	8	09-Sep-14	19-Sep-14	289
Bridge 15: Ramp IR-1/2 over Railroad		246	28-Apr-14	15-Jul-15	239
MOT Phase 2		91	28-Apr-14	25-Sep-14	216
06.BRG.15000	Demo Existing Bridge, Partial	10	28-Apr-14	13-May-14	216
06.BRG.15010	Place Abutment 1 Fill	5	15-May-14	22-May-14	216
06.BRG.15030	Install Piling Foundation, Abutment 1	2	23-May-14	27-May-14	216
06.BRG.15020	Place Abutment 4 Fill	5	23-May-14	02-Jun-14	225
06.BRG.15090	Install Piling Foundation, Pier 2	2	29-May-14	30-May-14	216
06.BRG.15050	F/P/S Abutment 1	5	29-May-14	05-Jun-14	230
06.BRG.15100	Install Piling Foundation, Pier 3	2	02-Jun-14	03-Jun-14	216
06.BRG.15110	F/P/S Footing, Pier 2	5	02-Jun-14	09-Jun-14	218
06.BRG.15040	Install Piling Foundation, Abutment 4	2	05-Jun-14	06-Jun-14	224
06.BRG.15120	F/P/S Footing, Pier 3	5	05-Jun-14	12-Jun-14	216
06.BRG.15070	Install Slope Protection, Abutment 1	3	06-Jun-14	10-Jun-14	230
06.BRG.15060	F/P/S Abutment 4	5	09-Jun-14	16-Jun-14	224
06.BRG.15130	F/P/S Columns, Pier 2	5	10-Jun-14	17-Jun-14	218
06.BRG.15140	F/P/S Columns, Pier 3	5	13-Jun-14	20-Jun-14	216
06.BRG.15080	Install Slope Protection Abutment 4	3	17-Jun-14	20-Jun-14	224
06.BRG.15150	F/P/S Pier Cap, Pier 2	8	19-Jun-14	30-Jun-14	218
06.BRG.15160	F/P/S Pier Cap, Pier 3	8	23-Jun-14	03-Jul-14	216
06.BRG.15170	Erect Bridge Beams	7	07-Jul-14	16-Jul-14	216
06.BRG.15180	Install Bridge Superstructure	35	17-Jul-14	11-Sep-14	216
06.BRG.15190	Install Approach Slab, Abutment 1	5	12-Sep-14	18-Sep-14	216
06.BRG.15200	Install Approach Slab, Abutment 4	5	19-Sep-14	25-Sep-14	216
MOT Phase 3		99	16-Jan-15	15-Jul-15	239
06.BRG.15210	Demo Existing Bridge, Remaining	5	16-Jan-15	26-Jan-15	239
06.BRG.15320	F/P/S Footing, Pier 2	8	28-Jan-15	13-Feb-15	239
06.BRG.15260	F/P/S Abutment 1	10	28-Jan-15	18-Feb-15	257
06.BRG.15340	F/P/S Columns, Pier 2	5	16-Feb-15	24-Feb-15	254
06.BRG.15330	F/P/S Footing, Pier 3	10	16-Feb-15	03-Mar-15	239
06.BRG.15270	F/P/S Abutment 4	10	20-Feb-15	06-Mar-15	257



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

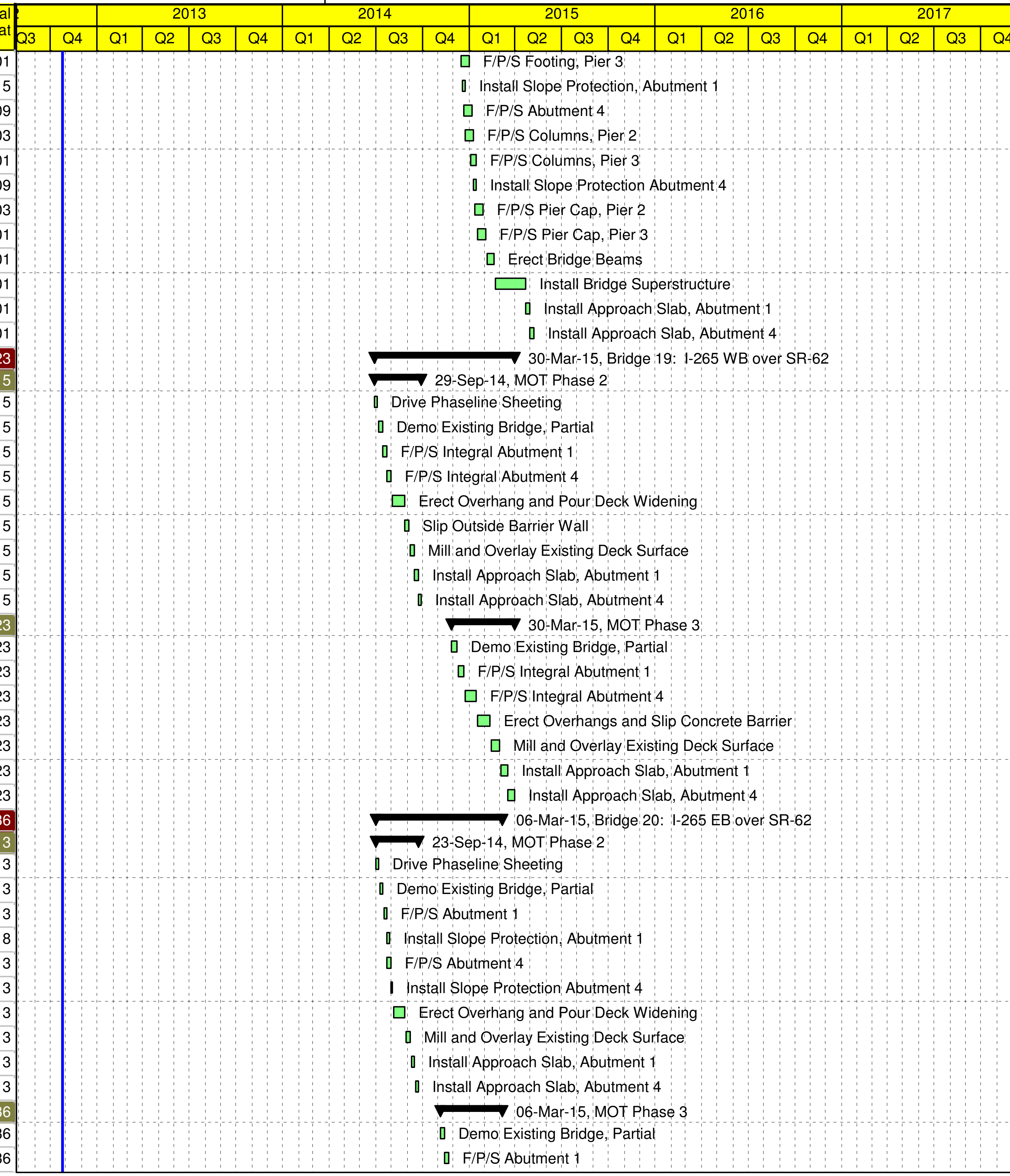
WVB East End Partners

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.15360	F/P/S Pier Cap, Pier 2	10	25-Feb-15	12-Mar-15	254
06.BRG.15350	F/P/S Columns, Pier 3	10	05-Mar-15	20-Mar-15	239
06.BRG.15370	F/P/S Pier Cap, Pier 3	10	23-Mar-15	07-Apr-15	239
06.BRG.15380	Erect Bridge Beams	5	09-Apr-15	16-Apr-15	239
06.BRG.15390	Install Bridge Superstructure	35	20-Apr-15	18-Jun-15	239
06.BRG.15400	Install Approach Slab, Abutment 1	8	19-Jun-15	30-Jun-15	239
06.BRG.15410	Install Approach Slab, Abutment 4	8	02-Jul-15	15-Jul-15	239
Bridge 16: I-265 WB over Railroad		152	25-Jun-14	30-Mar-15	223
MOT Phase 2		57	25-Jun-14	24-Sep-14	218
06.BRG.16005	Drive Phaseline Sheeting	3	25-Jun-14	27-Jun-14	215
06.BRG.16010	Demo Existing Bridge, Partial	5	30-Jun-14	08-Jul-14	218
06.BRG.16020	F/P/S Integral Abutment 1	7	10-Jul-14	18-Jul-14	218
06.BRG.16030	F/P/S Integral Abutment 4	7	21-Jul-14	29-Jul-14	218
06.BRG.16040	Erect Overhang and Pour Deck Widening	15	30-Jul-14	22-Aug-14	218
06.BRG.16050	Slip Outside Barrier Wall	5	25-Aug-14	29-Aug-14	218
06.BRG.16060	Mill and Overlay Existing Deck Surface	5	02-Sep-14	09-Sep-14	218
06.BRG.16070	Install Approach Slab, Abutment 1	5	11-Sep-14	17-Sep-14	218
06.BRG.16080	Install Approach Slab, Abutment 4	5	18-Sep-14	24-Sep-14	218
MOT Phase 3		57	26-Nov-14	30-Mar-15	223
06.BRG.16500	Demo Existing Bridge, Partial	5	26-Nov-14	08-Dec-14	223
06.BRG.16510	F/P/S Integral Abutment 1	7	10-Dec-14	22-Dec-14	223
06.BRG.16520	F/P/S Integral Abutment 4	7	23-Dec-14	14-Jan-15	223
06.BRG.16530	Erect Overhangs and Slip Concrete Barrier	12	16-Jan-15	11-Feb-15	223
06.BRG.16550	Mill and Overlay Existing Deck Surface	10	13-Feb-15	02-Mar-15	223
06.BRG.16560	Install Approach Slab, Abutment 1	8	03-Mar-15	16-Mar-15	223
06.BRG.16570	Install Approach Slab, Abutment 4	8	17-Mar-15	30-Mar-15	223
Bridge 17: I-265 EB over Railroad		169	03-Jul-14	07-May-15	201
MOT Phase 2		49	03-Jul-14	19-Sep-14	215
06.BRG.17005	Drive Phaseline Sheeting	3	03-Jul-14	08-Jul-14	215
06.BRG.17010	Demo Existing Bridge, Partial	5	10-Jul-14	16-Jul-14	215
06.BRG.17020	F/P/S Integral Abutment 1	7	17-Jul-14	25-Jul-14	215
06.BRG.17030	F/P/S Integral Abutment 4	7	28-Jul-14	05-Aug-14	215
06.BRG.17040	Erect Overhangs and Slip Concrete Barrier	12	07-Aug-14	26-Aug-14	215
06.BRG.17050	Mill and Overlay Existing Deck Surface	5	27-Aug-14	04-Sep-14	215
06.BRG.17060	Install Approach Slab, Abutment 1	5	05-Sep-14	12-Sep-14	215
06.BRG.17070	Install Approach Slab, Abutment 4	5	15-Sep-14	19-Sep-14	215
MOT Phase 3		91	06-Nov-14	07-May-15	201
06.BRG.17300	Demo Existing Bridge, Partial	10	06-Nov-14	21-Nov-14	201
06.BRG.17310	Place Abutment 1 Fill	5	24-Nov-14	03-Dec-14	201
06.BRG.17330	Install Piling Foundation, Abutment 1	2	05-Dec-14	08-Dec-14	201
06.BRG.17320	Place Abutment 4 Fill	5	05-Dec-14	15-Dec-14	210
06.BRG.17350	Install Piling Foundation, Pier 2	2	10-Dec-14	12-Dec-14	201
06.BRG.17340	F/P/S Abutment 1	5	10-Dec-14	17-Dec-14	215
06.BRG.17360	Install Piling Foundation, Pier 3	2	15-Dec-14	16-Dec-14	201
06.BRG.17370	F/P/S Footing, Pier 2	5	15-Dec-14	22-Dec-14	203
06.BRG.17380	Install Piling Foundation, Abutment 4	2	17-Dec-14	19-Dec-14	209



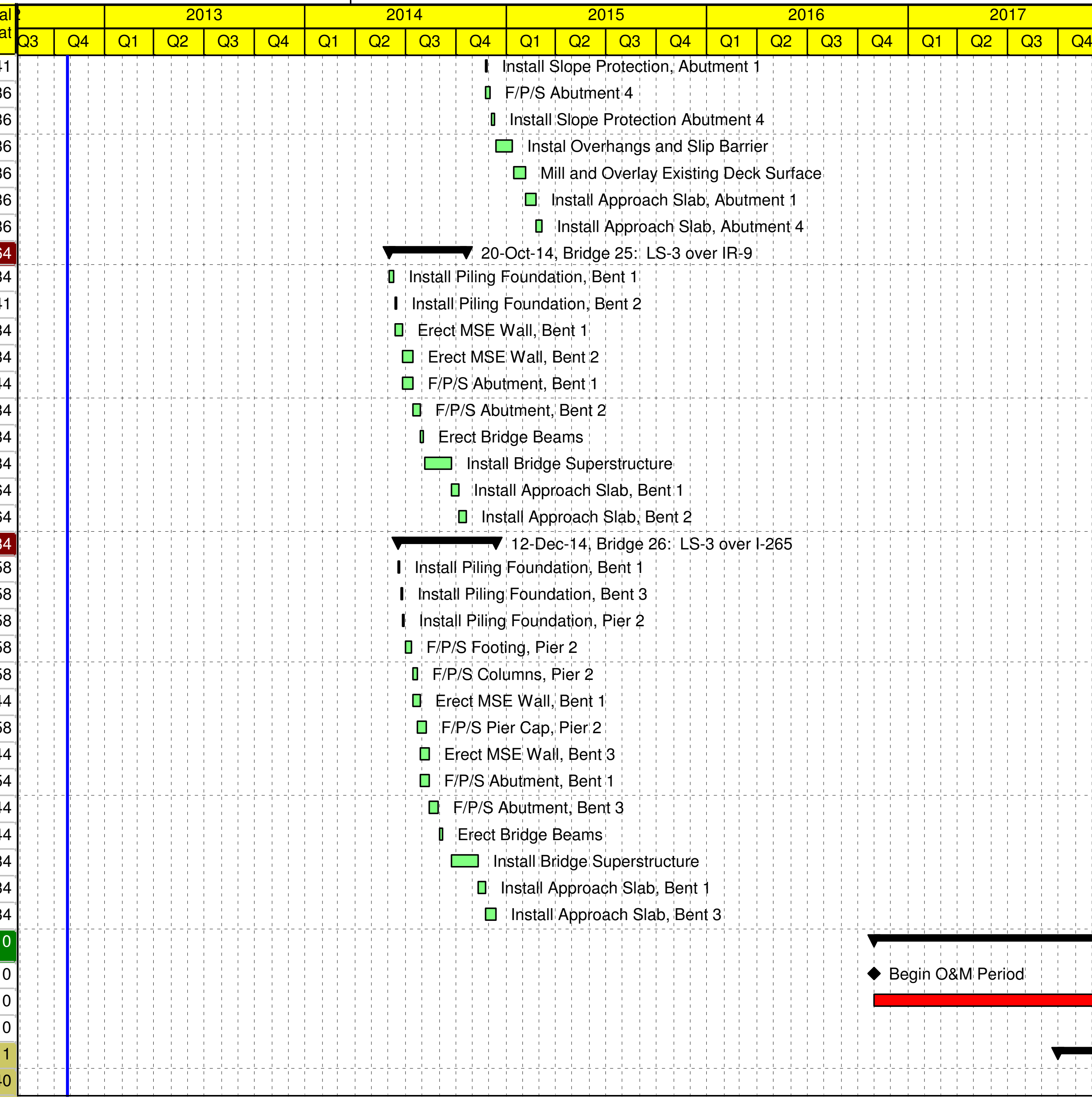
Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.17390	F/P/S Footing, Pier 3	5	17-Dec-14	02-Jan-15	201
06.BRG.17400	Install Slope Protection, Abutment 1	3	19-Dec-14	23-Dec-14	215
06.BRG.17410	F/P/S Abutment 4	5	22-Dec-14	07-Jan-15	209
06.BRG.17420	F/P/S Columns, Pier 2	5	23-Dec-14	09-Jan-15	203
06.BRG.17430	F/P/S Columns, Pier 3	5	05-Jan-15	14-Jan-15	201
06.BRG.17440	Install Slope Protection Abutment 4	3	09-Jan-15	14-Jan-15	209
06.BRG.17450	F/P/S Pier Cap, Pier 2	8	12-Jan-15	28-Jan-15	203
06.BRG.17460	F/P/S Pier Cap, Pier 3	8	16-Jan-15	02-Feb-15	201
06.BRG.17470	Erect Bridge Beams	7	04-Feb-15	18-Feb-15	201
06.BRG.17480	Install Bridge Superstructure	35	20-Feb-15	21-Apr-15	201
06.BRG.17490	Install Approach Slab, Abutment 1	5	22-Apr-15	28-Apr-15	201
06.BRG.17500	Install Approach Slab, Abutment 4	5	29-Apr-15	07-May-15	201
Bridge 19: I-265 WB over SR-62		149	30-Jun-14	30-Mar-15	223
MOT Phase 2		57	30-Jun-14	29-Sep-14	215
06.BRG.19010	Drive Phaseline Sheeting	3	30-Jun-14	03-Jul-14	215
06.BRG.19020	Demo Existing Bridge, Partial	5	07-Jul-14	14-Jul-14	215
06.BRG.19030	F/P/S Integral Abutment 1	7	15-Jul-14	23-Jul-14	215
06.BRG.19040	F/P/S Integral Abutment 4	7	24-Jul-14	01-Aug-14	215
06.BRG.19050	Erect Overhang and Pour Deck Widening	15	04-Aug-14	27-Aug-14	215
06.BRG.19060	Slip Outside Barrier Wall	5	28-Aug-14	05-Sep-14	215
06.BRG.19070	Mill and Overlay Existing Deck Surface	5	08-Sep-14	15-Sep-14	215
06.BRG.19080	Install Approach Slab, Abutment 1	5	16-Sep-14	22-Sep-14	215
06.BRG.19090	Install Approach Slab, Abutment 4	5	23-Sep-14	29-Sep-14	215
MOT Phase 3		57	26-Nov-14	30-Mar-15	223
06.BRG.19500	Demo Existing Bridge, Partial	5	26-Nov-14	08-Dec-14	223
06.BRG.19510	F/P/S Integral Abutment 1	7	10-Dec-14	22-Dec-14	223
06.BRG.19520	F/P/S Integral Abutment 4	7	23-Dec-14	14-Jan-15	223
06.BRG.19530	Erect Overhangs and Slip Concrete Barrier	12	16-Jan-15	11-Feb-15	223
06.BRG.19540	Mill and Overlay Existing Deck Surface	10	13-Feb-15	02-Mar-15	223
06.BRG.19550	Install Approach Slab, Abutment 1	8	03-Mar-15	16-Mar-15	223
06.BRG.19560	Install Approach Slab, Abutment 4	8	17-Mar-15	30-Mar-15	223
Bridge 20: I-265 EB over SR-62		134	03-Jul-14	06-Mar-15	236
MOT Phase 2		51	03-Jul-14	23-Sep-14	213
06.BRG.20020	Drive Phaseline Sheeting	3	03-Jul-14	08-Jul-14	213
06.BRG.20010	Demo Existing Bridge, Partial	5	10-Jul-14	16-Jul-14	213
06.BRG.20050	F/P/S Abutment 1	5	17-Jul-14	23-Jul-14	213
06.BRG.20110	Install Slope Protection, Abutment 1	3	24-Jul-14	28-Jul-14	218
06.BRG.20120	F/P/S Abutment 4	5	24-Jul-14	30-Jul-14	213
06.BRG.20150	Install Slope Protection Abutment 4	3	31-Jul-14	04-Aug-14	213
06.BRG.20190	Erect Overhang and Pour Deck Widening	15	05-Aug-14	28-Aug-14	213
06.BRG.20195	Mill and Overlay Existing Deck Surface	5	29-Aug-14	08-Sep-14	213
06.BRG.20200	Install Approach Slab, Abutment 1	5	09-Sep-14	16-Sep-14	213
06.BRG.20210	Install Approach Slab, Abutment 4	5	17-Sep-14	23-Sep-14	213
MOT Phase 3		56	06-Nov-14	06-Mar-15	236
06.BRG.20510	Demo Existing Bridge, Partial	5	06-Nov-14	13-Nov-14	236
06.BRG.20550	F/P/S Abutment 1	5	14-Nov-14	21-Nov-14	236



Remaining Level of Effort | Critical Remaining Work
Actual Work | Milestone
Remaining Work | Summary

Activity ID	Activity Name	Original Duration	Start	Finish	Total Float
06.BRG.20600	Install Slope Protection, Abutment 1	3	24-Nov-14	26-Nov-14	241
06.BRG.20590	F/P/S Abutment 4	5	24-Nov-14	03-Dec-14	236
06.BRG.20620	Install Slope Protection Abutment 4	3	05-Dec-14	10-Dec-14	236
06.BRG.20650	Instal Overhangs and Slip Barrier	12	12-Dec-14	12-Jan-15	236
06.BRG.20660	Mill and Overlay Existing Deck Surface	10	14-Jan-15	04-Feb-15	236
06.BRG.20670	Install Approach Slab, Abutment 1	8	06-Feb-15	23-Feb-15	236
06.BRG.20680	Install Approach Slab, Abutment 4	8	24-Feb-15	06-Mar-15	236
Bridge 25: LS-3 over IR-9		85	03-Jun-14	20-Oct-14	364
06.BRG.25100	Install Piling Foundation, Bent 1	5	03-Jun-14	10-Jun-14	334
06.BRG.25110	Install Piling Foundation, Bent 2	3	12-Jun-14	16-Jun-14	341
06.BRG.25010	Erect MSE Wall, Bent 1	10	12-Jun-14	26-Jun-14	334
06.BRG.25020	Erect MSE Wall, Bent 2	10	27-Jun-14	15-Jul-14	334
06.BRG.25120	F/P/S Abutment, Bent 1	10	27-Jun-14	15-Jul-14	344
06.BRG.25130	F/P/S Abutment, Bent 2	10	16-Jul-14	29-Jul-14	334
06.BRG.25140	Erect Bridge Beams	4	30-Jul-14	04-Aug-14	334
06.BRG.25150	Install Bridge Superstructure	30	05-Aug-14	23-Sep-14	334
06.BRG.25160	Install Approach Slab, Bent 1	8	24-Sep-14	06-Oct-14	364
06.BRG.25170	Install Approach Slab, Bent 2	8	07-Oct-14	20-Oct-14	364
Bridge 26: LS-3 over I-265		107	17-Jun-14	12-Dec-14	334
06.BRG.26060	Install Piling Foundation, Bent 1	3	17-Jun-14	20-Jun-14	358
06.BRG.26070	Install Piling Foundation, Bent 3	3	23-Jun-14	25-Jun-14	358
06.BRG.26030	Install Piling Foundation, Pier 2	3	26-Jun-14	30-Jun-14	358
06.BRG.26040	F/P/S Footing, Pier 2	6	01-Jul-14	11-Jul-14	358
06.BRG.26050	F/P/S Columns, Pier 2	8	14-Jul-14	23-Jul-14	358
06.BRG.26010	Erect MSE Wall, Bent 1	10	16-Jul-14	29-Jul-14	344
06.BRG.26100	F/P/S Pier Cap, Pier 2	10	24-Jul-14	07-Aug-14	358
06.BRG.26020	Erect MSE Wall, Bent 3	10	30-Jul-14	14-Aug-14	344
06.BRG.26080	F/P/S Abutment, Bent 1	10	30-Jul-14	14-Aug-14	354
06.BRG.26090	F/P/S Abutment, Bent 3	10	15-Aug-14	29-Aug-14	344
06.BRG.26110	Erect Bridge Beams	4	02-Sep-14	08-Sep-14	344
06.BRG.26120	Install Bridge Superstructure	30	24-Sep-14	10-Nov-14	334
06.BRG.26130	Install Approach Slab, Bent 1	8	11-Nov-14	24-Nov-14	334
06.BRG.26140	Install Approach Slab, Bent 3	8	25-Nov-14	12-Dec-14	334
O&M Period and Handback		12783	01-Nov-16	31-Oct-51	0
00.O&M.00000	Begin O&M Period	0	01-Nov-16		0
00.O&M.00110	O&M Operations	12783	01-Nov-16	31-Oct-51	0
00.O&M.00100	Final Handback (October 31, 2051)	0		31-Oct-51	0
Inspections		12448	01-Oct-17	30-Oct-51	1
General Rehabilitation Maintenance		11708	01-Sep-19	21-Sep-51	40



Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work
Summary

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Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work

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Remaining Level of Effort
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Remaining Level of Effort Actual Work Remaining Work Critical Remaining Work ◆ Milestone	O&M Schedule Page 6 of 10	WVB East End Partners

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Remaining Level of Effort
Critical Remaining Work
Actual Work
◆ Milestone
Remaining Work

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Remaining Level of Effort
Critical Remaining Work
Actual Work
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Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work

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Remaining Level of Effort
Critical Remaining Work
Actual Work
Milestone
Remaining Work

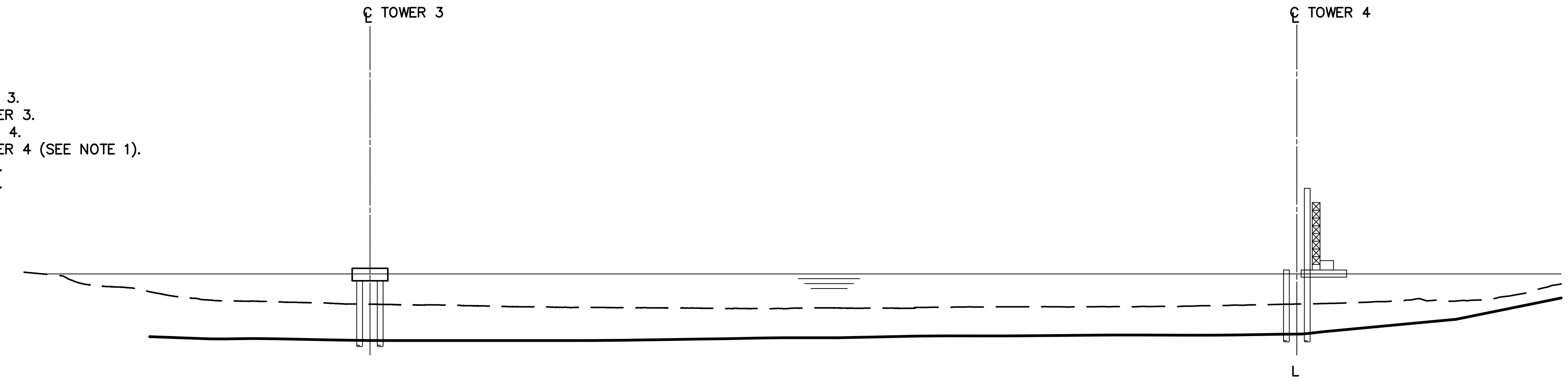
East End Bridge Construction Sequencing (4.2.1.1)

NOTES

1. CONSTRUCTION IS SHOWN AS PROCEEDING SIMULTANEOUSLY AT TOWERS 3 AND 4. THE ACTUAL STAGING OF EACH TOWER MAY VARY TO SUIT THE AVAILABILITY OF EQUIPMENT. THE SEQUENCE SHOWN WOULD NOT BE SIGNIFICANTLY AFFECTED BY VARIATIONS IN THE SCHEDULE BETWEEN THE TWO TOWERS.
2. ALL LIFTING IS ASSUMED TO BE PERFORMED BY BARGE OR GROUND BASED CRANES. NO SIGNIFICANT ERECTION EQUIPMENT SUCH AS CRANES OR DERRICKS ARE ASSUMED TO BE PLACED ON THE DECK.

STAGE 1

1. PLACE PRECAST SHELL AT TOWER 3.
2. INSTALL DRILLED SHAFTS AT TOWER 3.
3. PLACE PRECAST SHELL AT TOWER 4.
4. INSTALL DRILLED SHAFTS AT TOWER 4 (SEE NOTE 1).
5. CONSTRUCT PILECAP AT TOWER 3.
6. CONSTRUCT PILECAP AT TOWER 4.



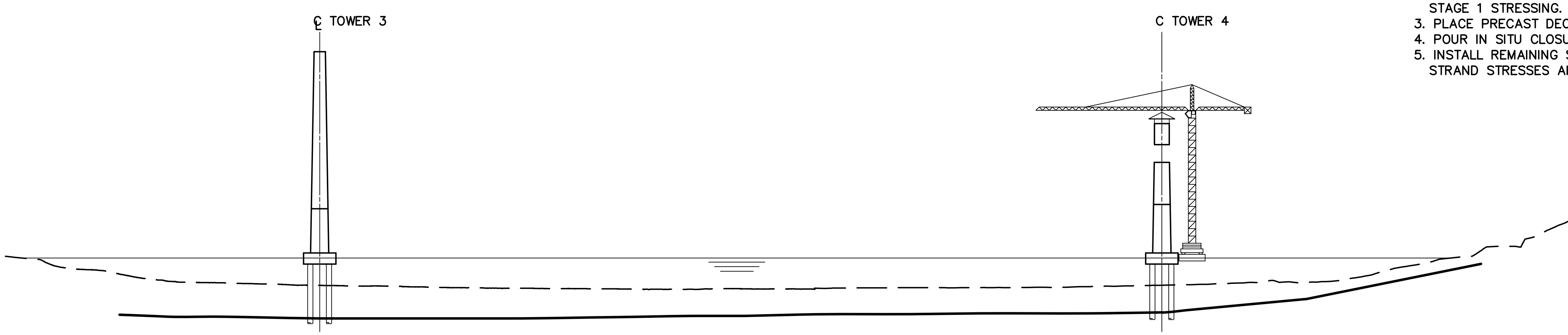
COMPOSITE DECK ERECTION SEQUENCE.

EACH TYPICAL SEGMENT OF THE DECK SHALL BE ERECTED BY THE FOLLOWING PROCEDURE.

1. ERECT STEEL GRILLAGE, CONSISTING OF TWO EDGES GIRDERS, THREE FLOOR BEAMS, AND THREE CANTILEVER BEAMS. STEEL MAY BE LIFTED AS A SINGLE UNIT, OR ERECTED INDIVIDUALLY.
2. PARTIALLY INSTALL AND STRESS STAY CABLES AND PERFORM STAGE 1 STRESSING.
3. PLACE PRECAST DECK PANELS INTO POSITION.
4. POUR IN SITU CLOSURE JOINTS.
5. INSTALL REMAINING STRANDS IN THE STAY CABLE. EQUALIZE STRAND STRESSES AND PERFORM STAGE 2 STRESSING.

STAGE 2

1. CONSTRUCT TOWER 3.
2. CONSTRUCT TOWER 4 (SEE NOTE 1).



PRELIMINARY SCHEMATIC-LEVEL DRAWING; NOT FOR CONSTRUCTION

WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

1

RECOMMENDED FOR APPROVAL ____ DESIGN ENGINEER ____ DATE

DESIGNED: BS | DRAWN: EC
CHECKED: CH | CHECKED: GD

Indiana Finance Authority BRIDGES

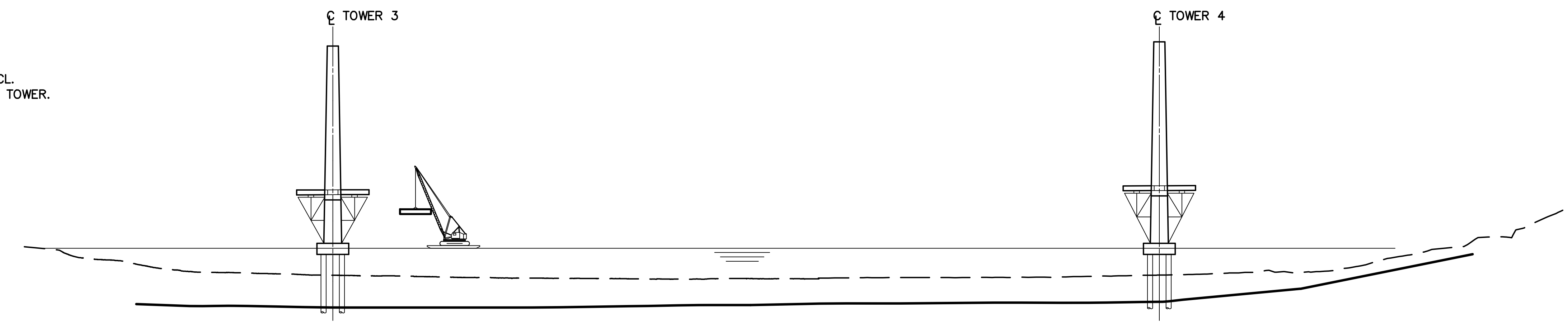
Ohio River Bridges - East End Crossing
CABLE-STAYED BRIDGE
ERECTION SCHEMATIC 1 OF 4

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
		S45	45 of
CONTRACT		PROJECT	

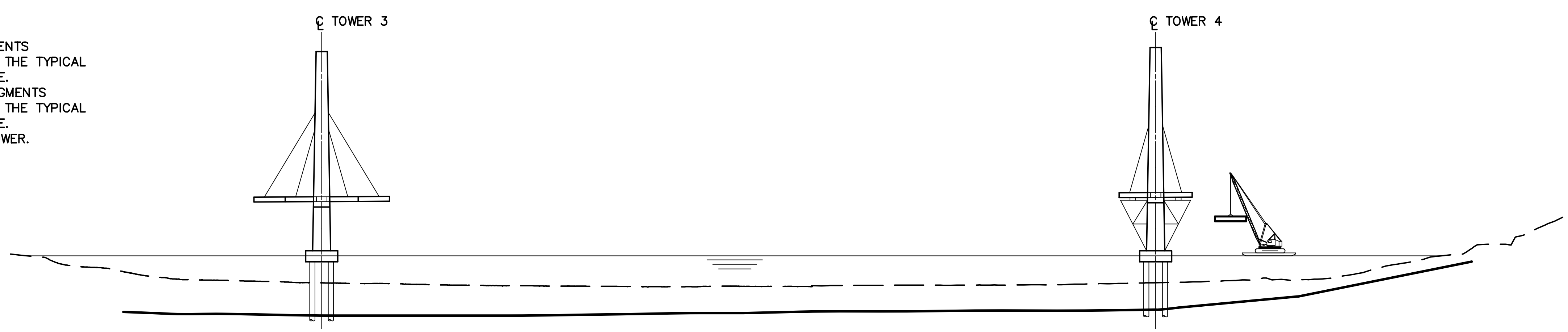
STAGE 3

1. ERECT CENTER BEAM AT TOWER CL.
2. INSTALL TEMPORARY SHORING AT TOWER.



STAGE 4

1. ERECT THE FIRST PAIR OF 45' SEGMENTS ON EITHER SIDE OF THE TOWER, PER THE TYPICAL COMPOSITE DECK ERECTION SEQUENCE.
2. ERECT THE SECOND PAIR OF 45' SEGMENTS ON EITHER SIDE OF THE TOWER, PER THE TYPICAL COMPOSITE DECK ERECTION SEQUENCE.
3. REMOVE TEMPORARY SHORING AT TOWER.



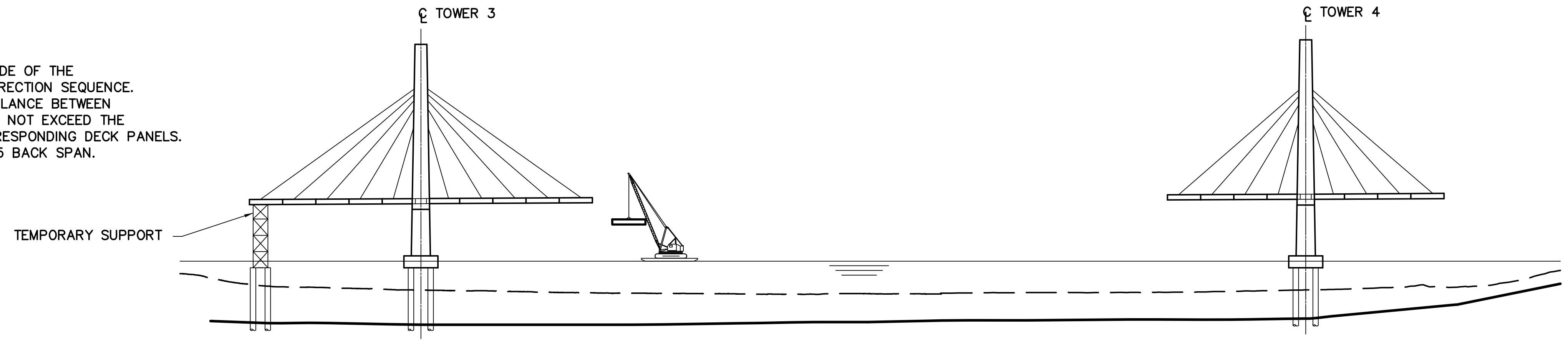
PRELIMINARY SCHEMATIC-LEVEL DRAWING; NOT FOR CONSTRUCTION

NOTES

1. FOR NOTES, SEE "CABLE–STAYED BRIDGE ERECTION SCHEMATIC 1 OF 2"

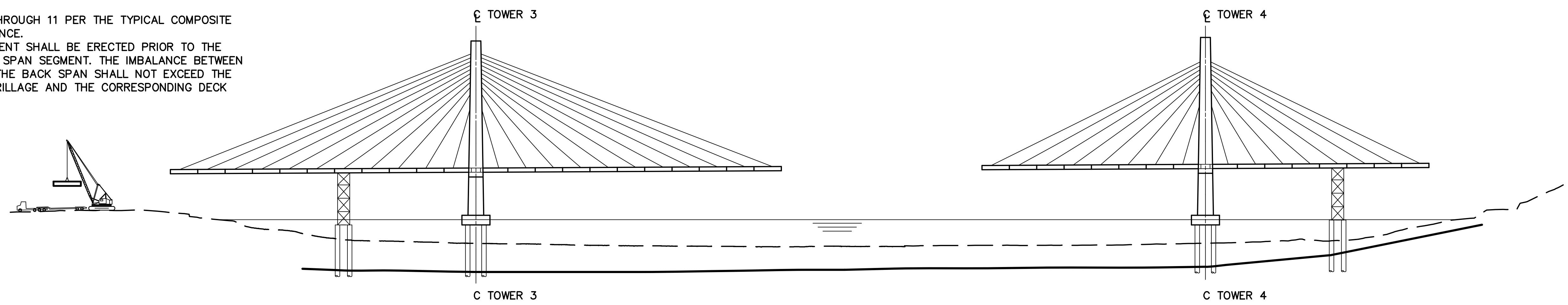
STAGE 5

1. ERECT THE FIRST 5 SEGMENTS ON EITHER SIDE OF THE TOWER PER THE TYPICAL COMPOSITE DECK ERECTION SEQUENCE.
2. DURING CANTILEVER CONSTRUCTION, THE IMBLANCE BETWEEN THE MAIN SPAN AND THE BACK SPAN SHALL NOT EXCEED THE WEIGHT OF ONE 45' GRILLAGE AND THE CORRESPONDING DECK PANELS.
3. INSTALL TEMPORARY SUPPORT IN SEGMENT 5 BACK SPAN.



STAGE 6

1. ERECT SEGMENTS 6 THROUGH 11 PER THE TYPICAL COMPOSITE DECK ERECTION SEQUENCE.
2. THE MAIN SPAN SEGMENT SHALL BE ERECTED PRIOR TO THE CORRESPONDING BACK SPAN SEGMENT. THE IMBALANCE BETWEEN THE MAIN SPAN AND THE BACK SPAN SHALL NOT EXCEED THE WEIGHT OF ONE 45' GRILLAGE AND THE CORRESPONDING DECK PANELS.



PRELIMINARY SCHEMATIC-LEVEL DRAWING; NOT FOR CONSTRUCTION

WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

3

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER DATE

DESIGNED: BS	DRAWN: EC
CHECKED: CH	CHECKED: GD

Indiana Finance Authority BRIDGES

Ohio River Bridges - East End Crossing
CABLE-STAYED BRIDGE
ERECTION SCHEMATIC 3 OF 4

HORIZONTAL SCALE	BRIDGE FILE		
VERTICAL SCALE	DESIGNATION		
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
		S46	46 of
CONTRACT		PROJECT	

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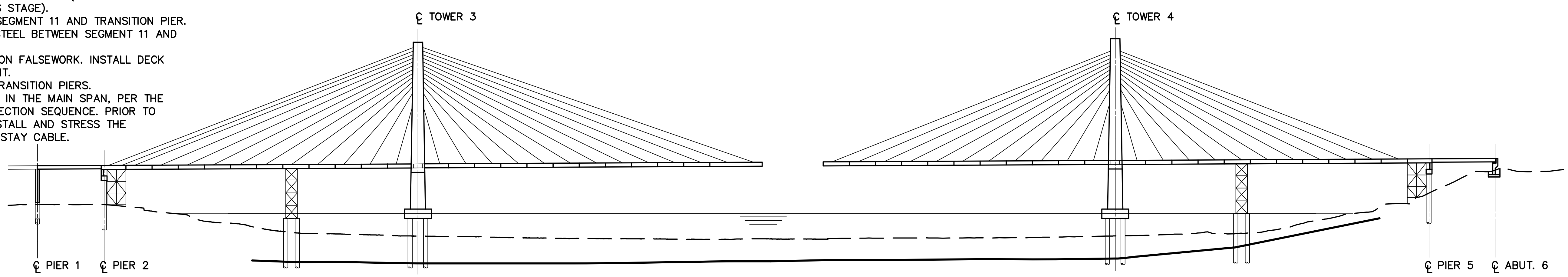
USER: Plotted by: G. Dotti
DATE PLOTTED:Thu. Oct. 18 2012 at 17:07'31"
MODEL NAME: $MODEL$
MicroStation v8.11.7.443

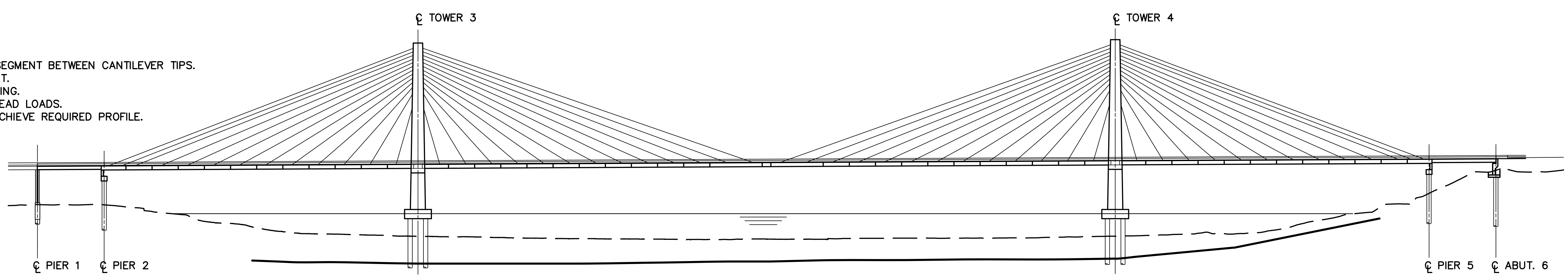
STAGE 7

1. CONSTRUCT PIERS 2 AND 5 (MAY BE COMPLETED AT ANY POINT PRIOR TO THIS STAGE).
2. CONSTRUCT TRANSITION SPANS 1 AND 5 (MAY BE COMPLETED AT ANY POINT PRIOR TO THIS STAGE).
3. ERECT FALSWORK BETWEEN SEGMENT 11 AND TRANSITION PIER.
4. ERECT TIE-DOWN SEGMENT STEEL BETWEEN SEGMENT 11 AND TRANSITION PIER.
5. CAST BALLAST, SUPPORTED ON FALSEWORK. INSTALL DECK PANELS IN TIE-DOWN SEGMENT.
6. INSTALL ROCKER LINKS AT TRANSITION PIERS.
7. ERECT SEGMENTS 12 AND 13 IN THE MAIN SPAN, PER THE TYPICAL COMPOSITE DECK ERECTION SEQUENCE. PRIOR TO ERECTING EACH SEGMENT, INSTALL AND STRESS THE CORRESPONDING BACK SPAN STAY CABLE.



STAGE 8

1. INSTALL CENTRAL CLOSURE SEGMENT BETWEEN CANTILEVER TIPS.
2. REMOVE TEMPORARY SUPPORT.
3. STRESS DECK POST-TENSIONING.
4. PLACE ALL SUPERIMPOSED DEAD LOADS.
5. RESTRESS ALL CABLES TO ACHIEVE REQUIRED PROFILE.



PRELIMINARY SCHEMATIC-LEVEL DRAWING; NOT FOR CONSTRUCTION

WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

4

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER ______ DATE

DESIGNED: BS	DRAWN: EC
CHECKED: CH	CHECKED: GD

Indiana Finance Authority BRIDGES

Ohio River Bridges - East End Crossing
CABLE-STAYED BRIDGE
ERECTION SCHEMATIC 4 OF 4

HORIZONTAL SCALE		BRIDGE FILE	
VERTICAL SCALE		DESIGNATION	
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
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CONTRACT		PROJECT	

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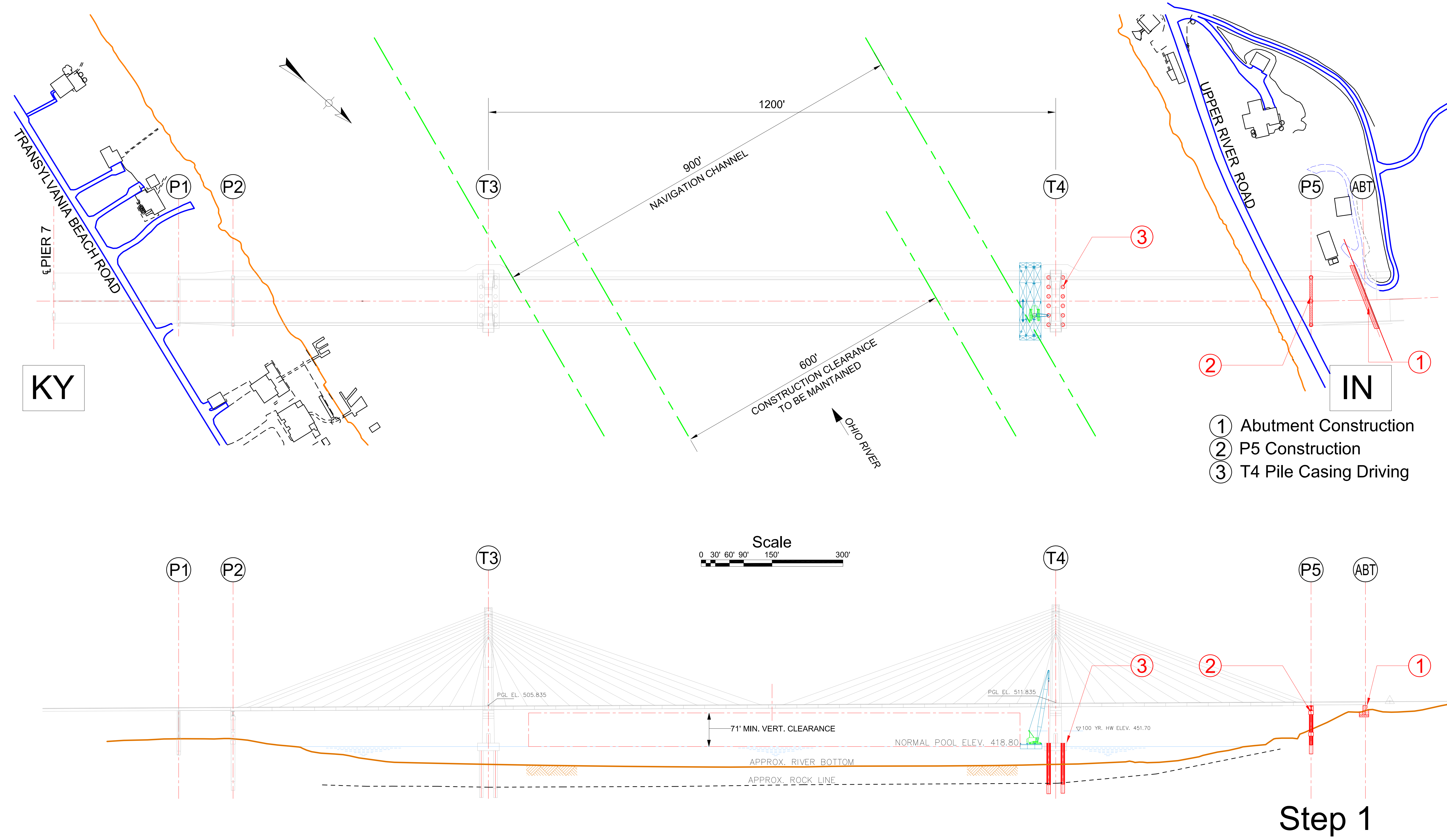

1 Abutment Construction

2 P5 Construction

3 T4 Pile Casing Driving

Step 1

PRELIMINARY ONLY

This document, and the associated engineering details and material quantities reflect Preliminary Schematic–level Design only. Use of this information for quantity verification, quantity take–offs and construction estimating is the responsibility of others, and is subject to the limitations and accuracy of Preliminary–level design. This document shall not be used for construction.

WVB East End Partners — WALSH VINCI Bilfinger Berger JACOBS

5

RECOMMENDED FOR APPROVAL ________________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: BB | DRAWN: JMD
CHECKED: DP | CHECKED: DP

Indiana Finance Authority — BRIDGES

Ohio River Bridges - East End Crossing

GENERAL SEQUENCE OF WORKS

HORIZONTAL SCALE	BRIDGE FILE		
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VERTICAL SCALE	DESIGNATION		
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CONTRACT		PROJECT	
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PRELIMINARY

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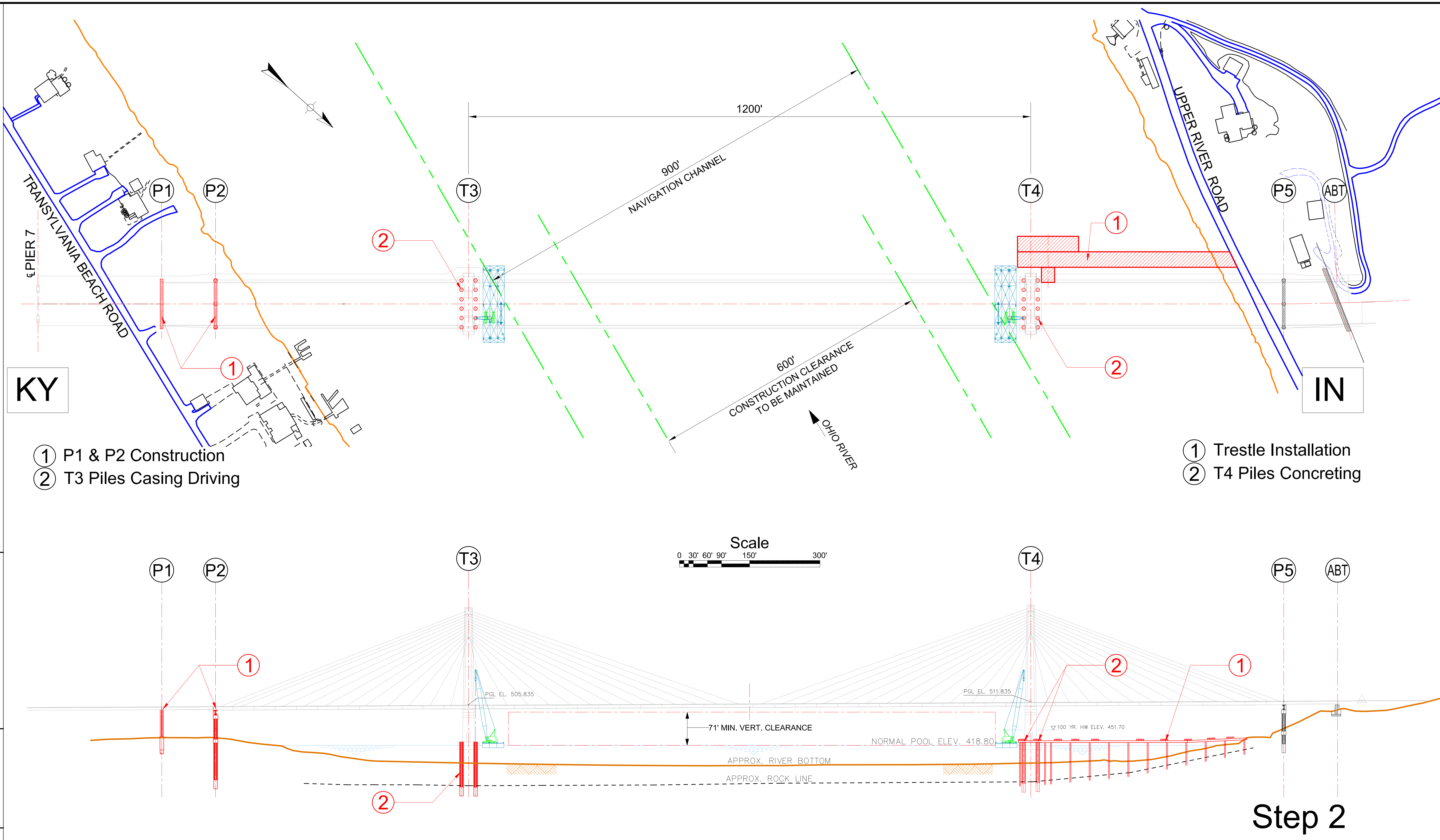
USER: $USER$ DATE PLOTTED: $DATE$
MODEL NAME: $MODEL$
MicroStation v8.11.7.443



PRELIMINARY ONLY

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WVB East End Partners — WALSH VINCI Bilfinger Berger JACOBS

6

RECOMMENDED FOR APPROVAL ____________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: BB | DRAWN: JMD
CHECKED: DP | CHECKED: DP

Indiana Finance Authority — BRIDGES

Ohio River Bridges - East End Crossing

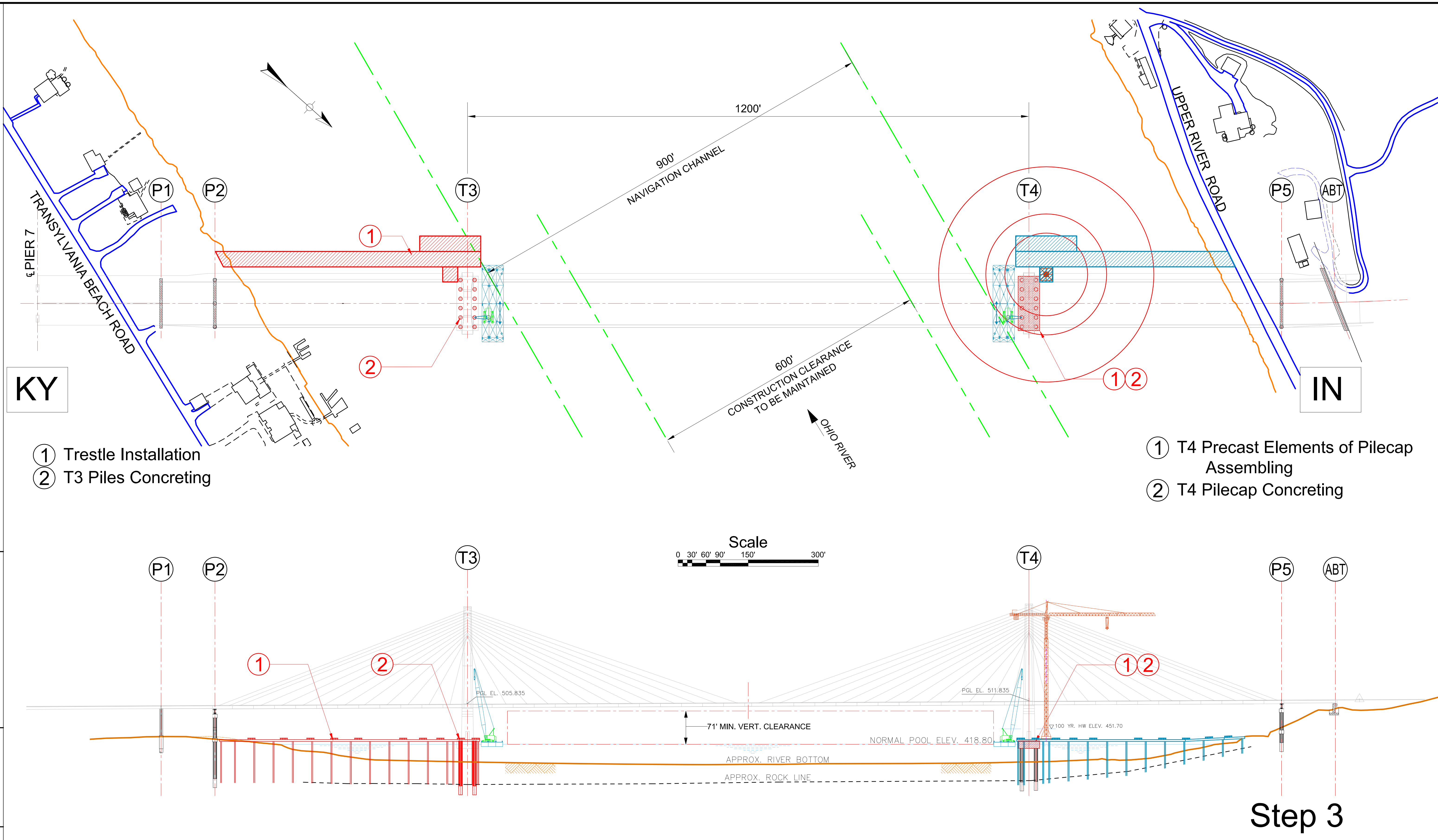
GENERAL SEQUENCE OF WORKS

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
A	18/10/2012	MET 04	2 of 4

CONTRACT | PROJECT

FILE NAME: $FILEA$
USER: $USER$
DATE PLOTTED: $DATE$
MODEL NAME: $MODEL$
MicroStation v8.11.7.443



Step 3

PRELIMINARY ONLY

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WVB East End Partners — WALSH VINCI BILFINGER BERGER JACOBS

7

RECOMMENDED FOR APPROVAL ________________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: BB | DRAWN: JMD
CHECKED: DP | CHECKED: DP

Indiana Finance Authority — BRIDGES

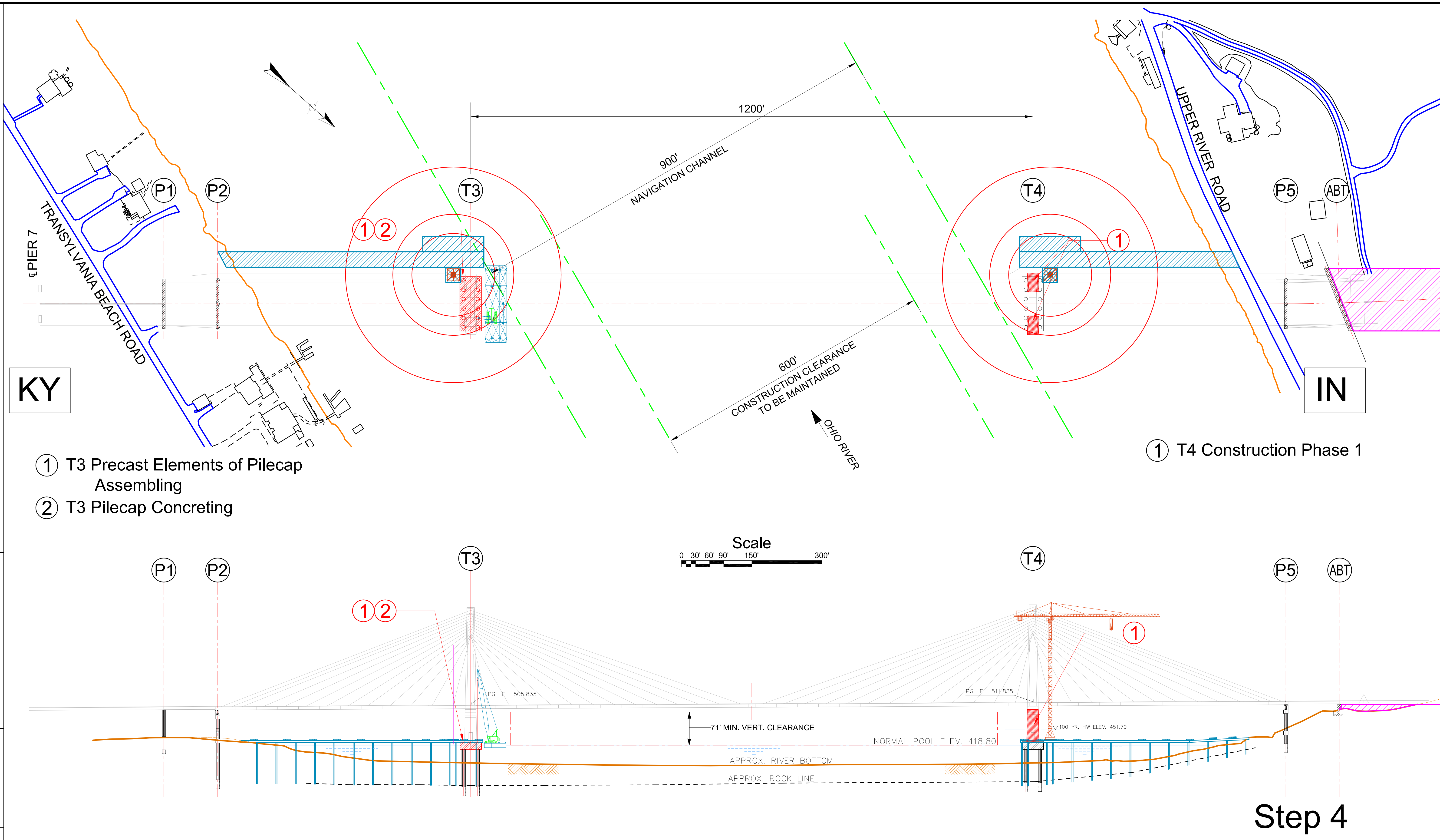
Ohio River Bridges - East End Crossing

GENERAL SEQUENCE OF WORKS

HORIZONTAL SCALE	BRIDGE FILE
	________________
VERTICAL SCALE	DESIGNATION
	________________

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
A	18/10/2012	MET 04	3 of 4

CONTRACT	PROJECT
________________	________________



FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

PRELIMINARY ONLY

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WALSH VINCI Bilfinger Berger JACOBS

8

RECOMMENDED FOR APPROVAL ____________ XX/XX/2012

DESIGN ENGINEER DATE

DESIGNED: BB | DRAWN: JMD

CHECKED: DP | CHECKED: DP

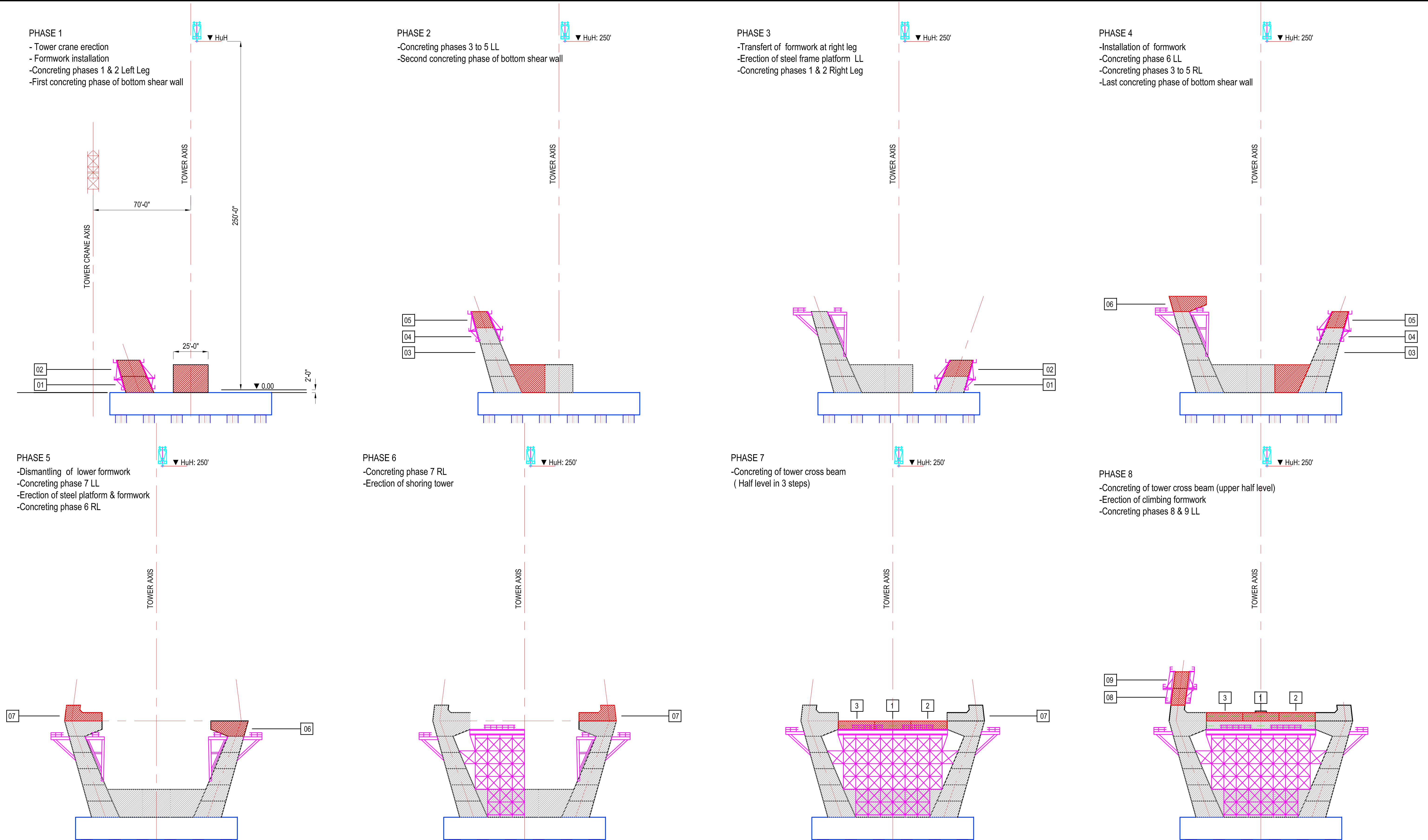
Indiana Finance Authority

BRIDGES

Ohio River Bridges - East End Crossing

GENERAL SEQUENCE OF WORKS

HORIZONTAL SCALE			BRIDGE FILE	
VERTICAL SCALE			DESIGNATION	
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.	
A	18/10/2012	MET 04	4 of 4	
CONTRACT			PROJECT	



PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

PRELIMINARY ONLY

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WVB East End Partners

WALSH VINCI Bilfinger Berger JACOBS

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RECOMMENDED FOR APPROVAL	DESIGN ENGINEER	XX/XX/2012 DATE
DESIGNED: BB	DRAWN: AM	
CHECKED: DP	CHECKED: DP	

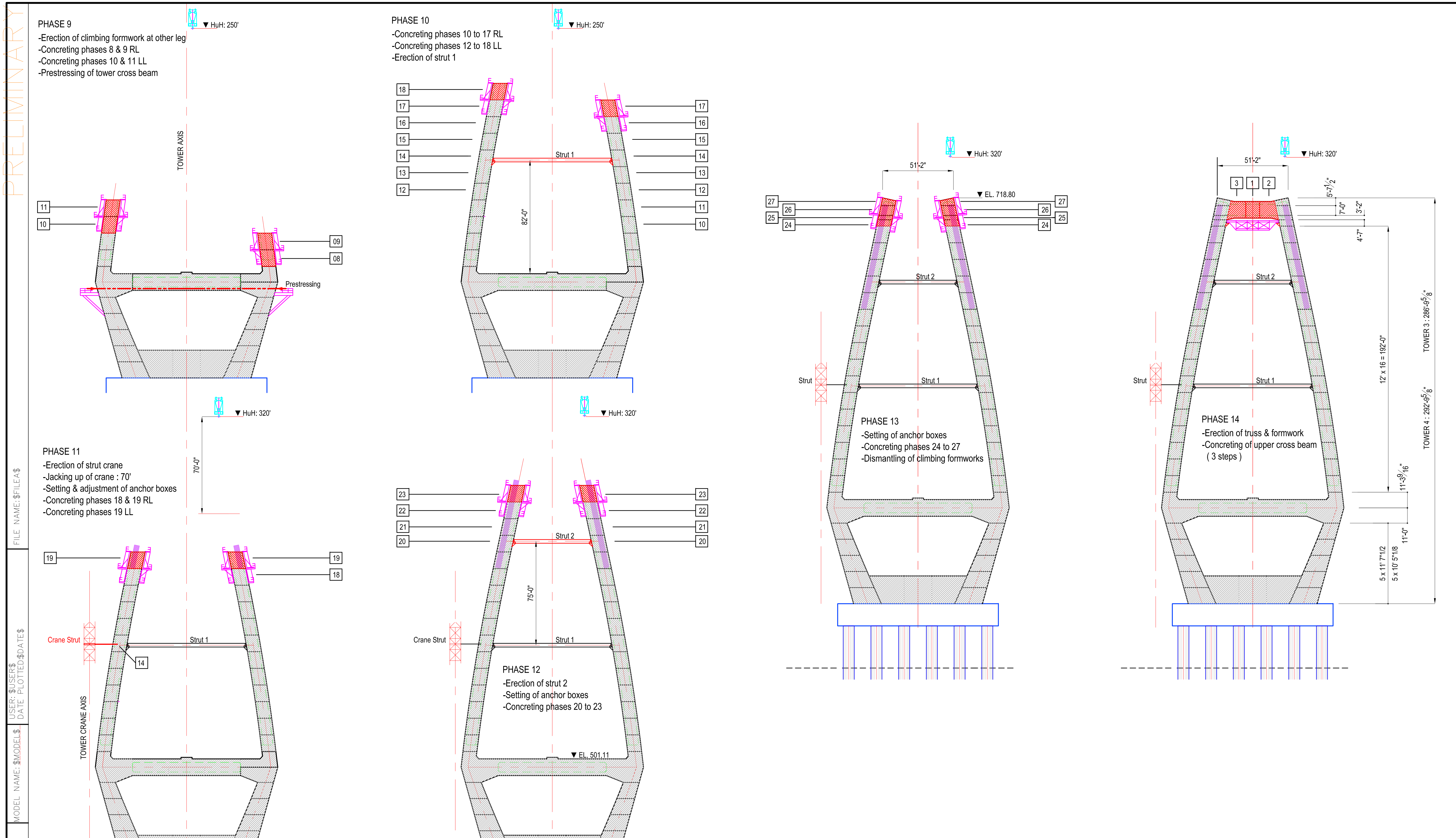
Indiana Finance Authority

BRIDGES

Ohio River Bridges - East End Crossing

TOWERS 3 & 4
SEQUENCE OF WORKS

HORIZONTAL SCALE		BRIDGE FILE	
1/64" = 1'			
VERTICAL SCALE		DESIGNATION	
1/64" = 1'			
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
A	18/10/2012	MET 01	1 of 2
CONTRACT		PROJECT	



PRELIMINARY ONLY

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WVB East End Partners — WALSH, VINCI, Bilfinger Berger, JACOBS

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RECOMMENDED FOR APPROVAL ____________ XX/XX/2012
DESIGN ENGINEER — DATE

DESIGNED: BB — DRAWN: AM
CHECKED: DP — CHECKED: DP

Indiana Finance Authority — BRIDGES

Ohio River Bridges - East End Crossing

TOWERS 3 & 4
SEQUENCE OF WORKS

HORIZONTAL SCALE		BRIDGE FILE	
1/64" = 1'		____________	
VERTICAL SCALE		DESIGNATION	
1/64" = 1'		____________	
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
A	18/10/2012	MET 01	2 of 2
CONTRACT		PROJECT	
____________		____________	

MicroStation v8.11.7.443 MODEL NAME: $MODEL$ USER: $USER$ DATE PLOTTED: $DATE$ FILE NAME: $FILEA$

Tunnel Construction Methods (4.2.2.2)

PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

WVB East End Partners

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RECOMMENDED FOR APPROVAL ____________ XX/XX/2012

DESIGN ENGINEER DATE

DESIGNED: ________ DRAWN: ________

CHECKED: ________ CHECKED: ________

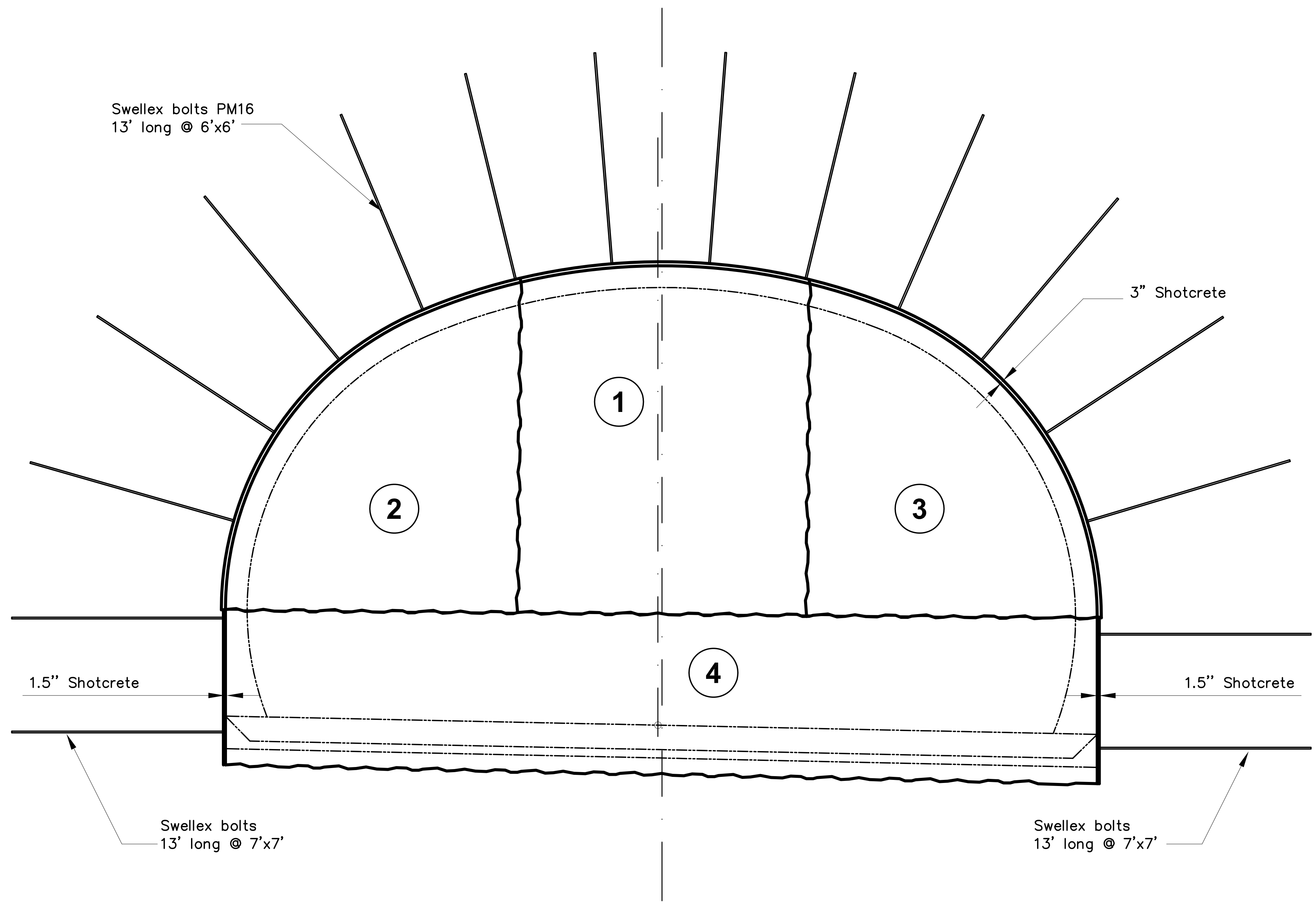
Indiana Finance Authority BRIDGES

Ohio River Bridges - East End Crossing

HORIZONTAL SCALE		BRIDGE FILE	
VERTICAL SCALE		DESIGNATION	
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
____	XX/XX/2012	____	1 of 14
CONTRACT		PROJECT	

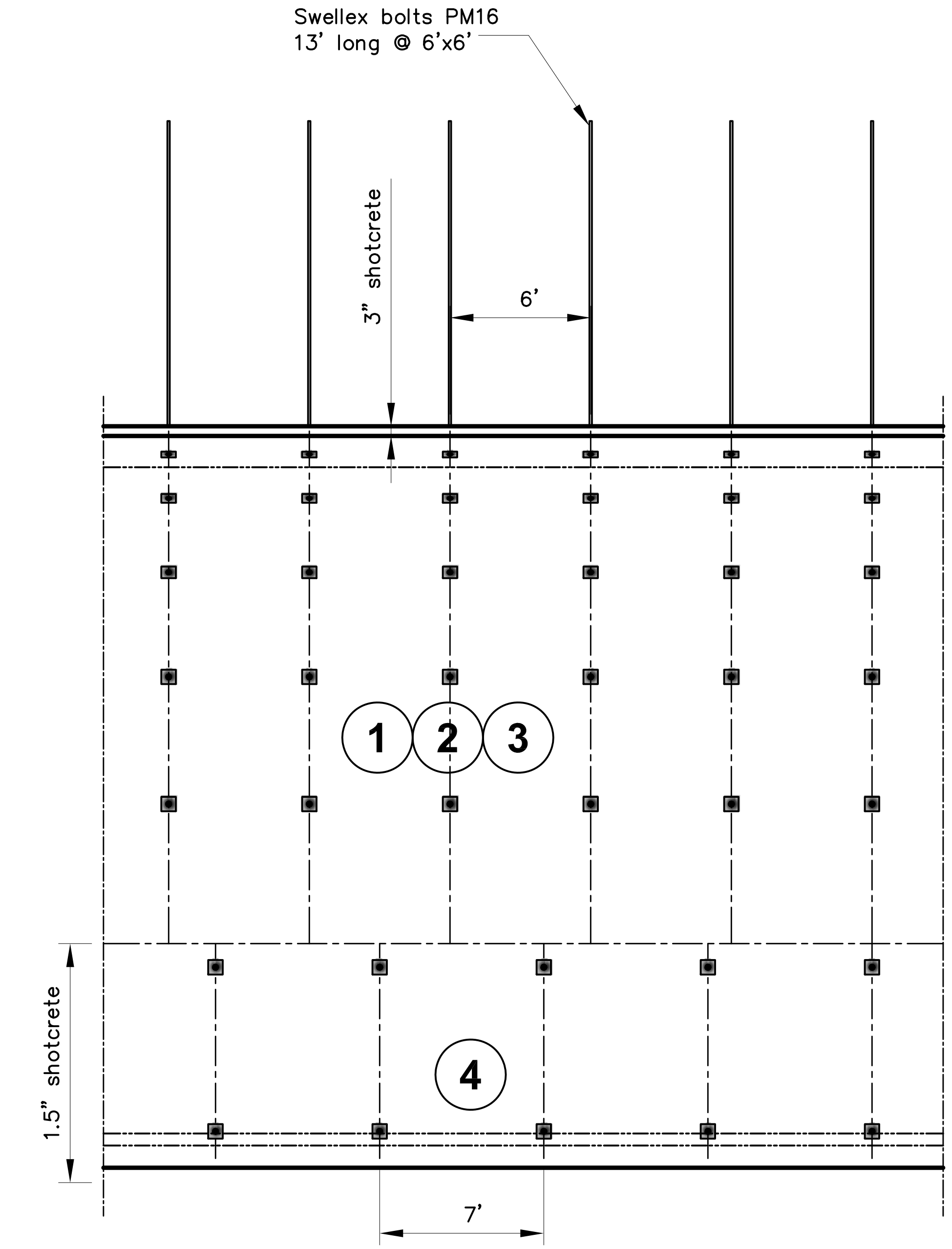
TEMPORARY SUPPORT TYPE I:
- **GSI superior to 50**
- **Rock cover superior to 30'**
- **Shale absence in the bench**

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'–0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'–0"

PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

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RECOMMENDED FOR APPROVAL ______________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: __________ DRAWN: __________
CHECKED: __________ CHECKED: __________

Indiana Finance Authority BRIDGES

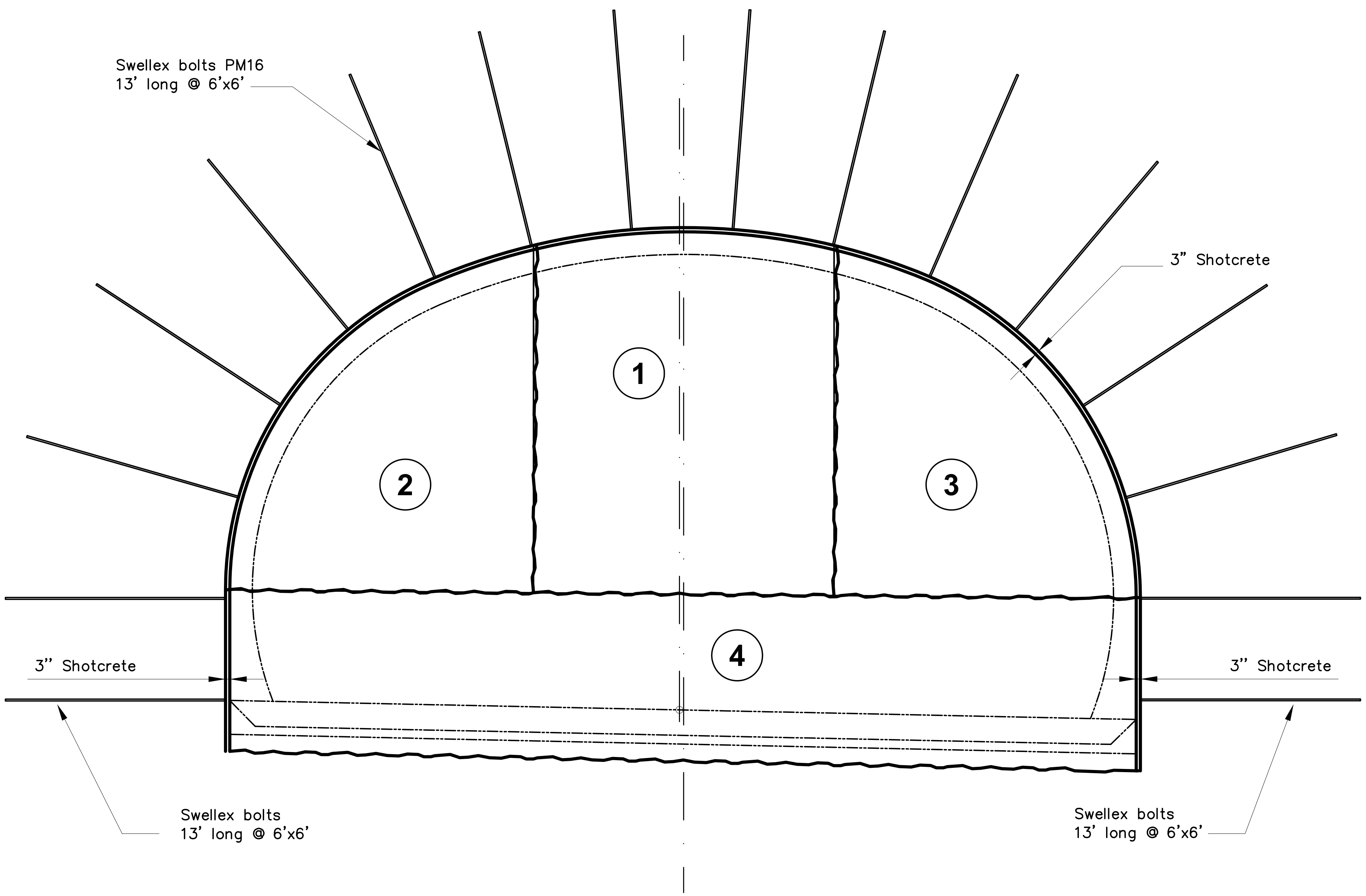
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
____	XX/XX/2012	____	2 of 14
CONTRACT		PROJECT	

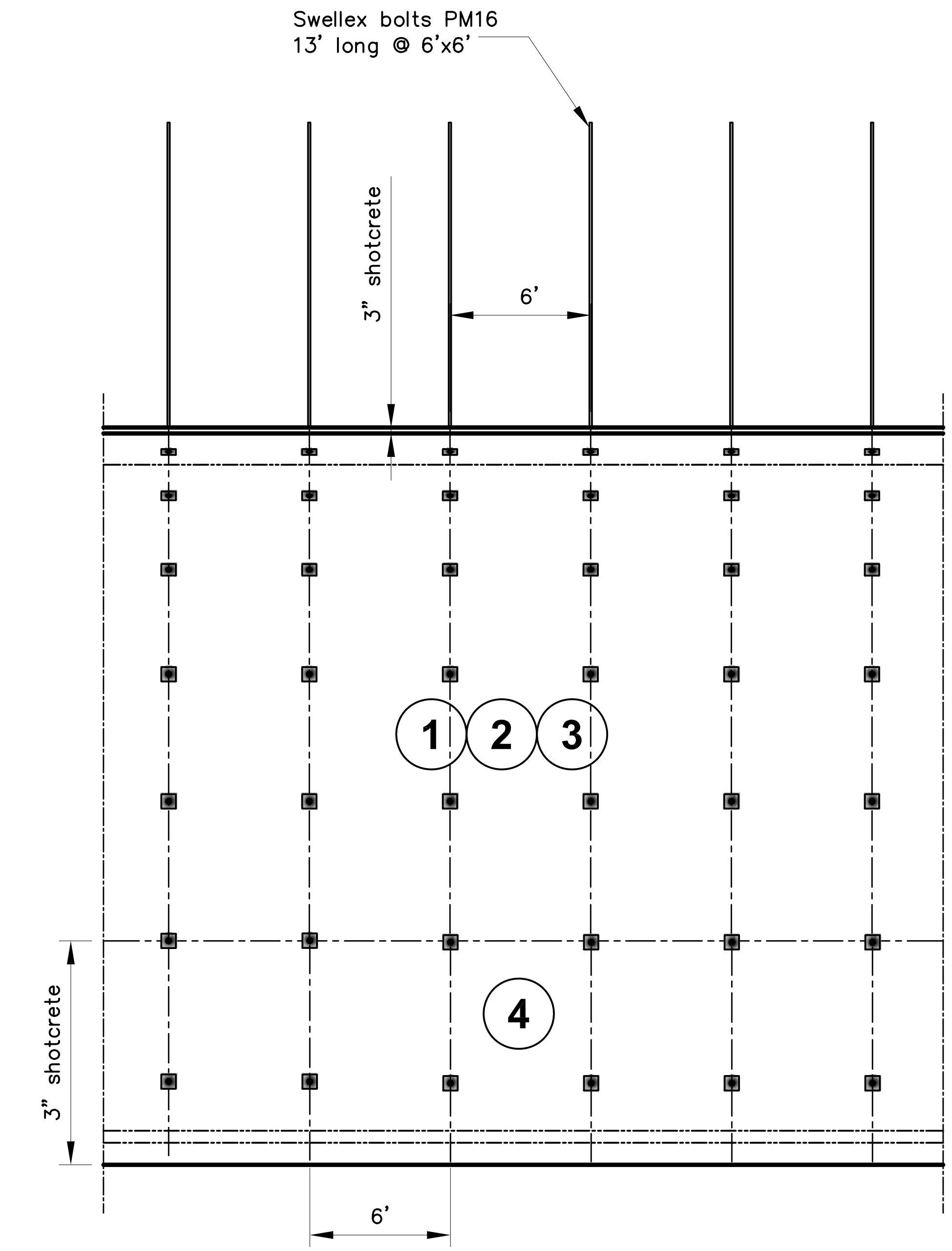
TEMPORARY SUPPORT TYPE I:
- GSI superior to 50
- Rock cover superior to 30'
- Shale presence in the bench

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'–0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'–0"

WVB East End Partners — WALSH VINCI Bilfinger Berger JACOBS

3

RECOMMENDED FOR APPROVAL ____ DESIGN ENGINEER	XX/XX/2012 DATE
DESIGNED: ____	DRAWN: ____
CHECKED: ____	CHECKED: ____

Indiana Finance Authority — BRIDGES

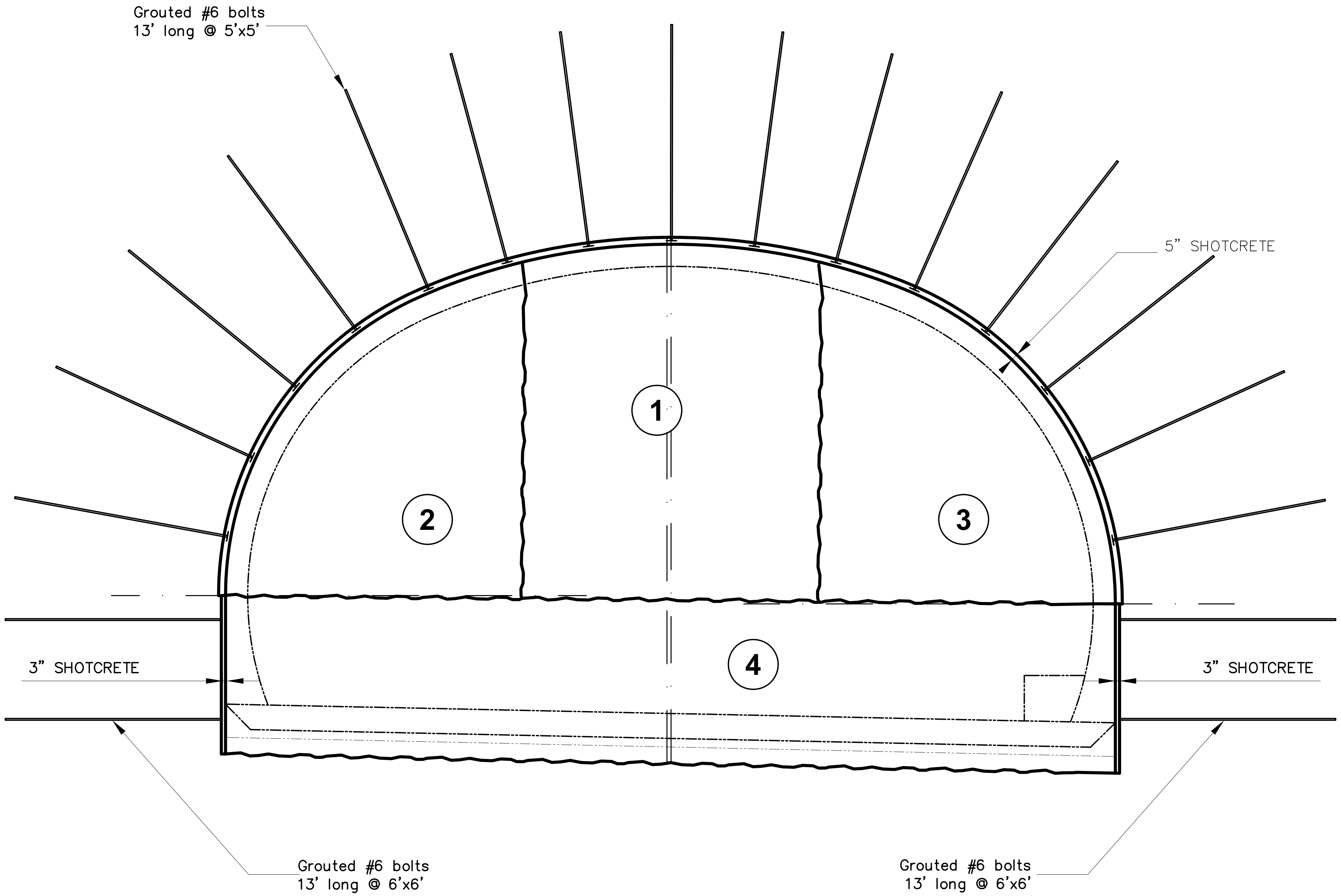
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION
REV. NO. / DRAWING DATE XX/XX/2012	DWG. NO. / SHEET NO. 3 of 14
CONTRACT	PROJECT

PRELIMINARY

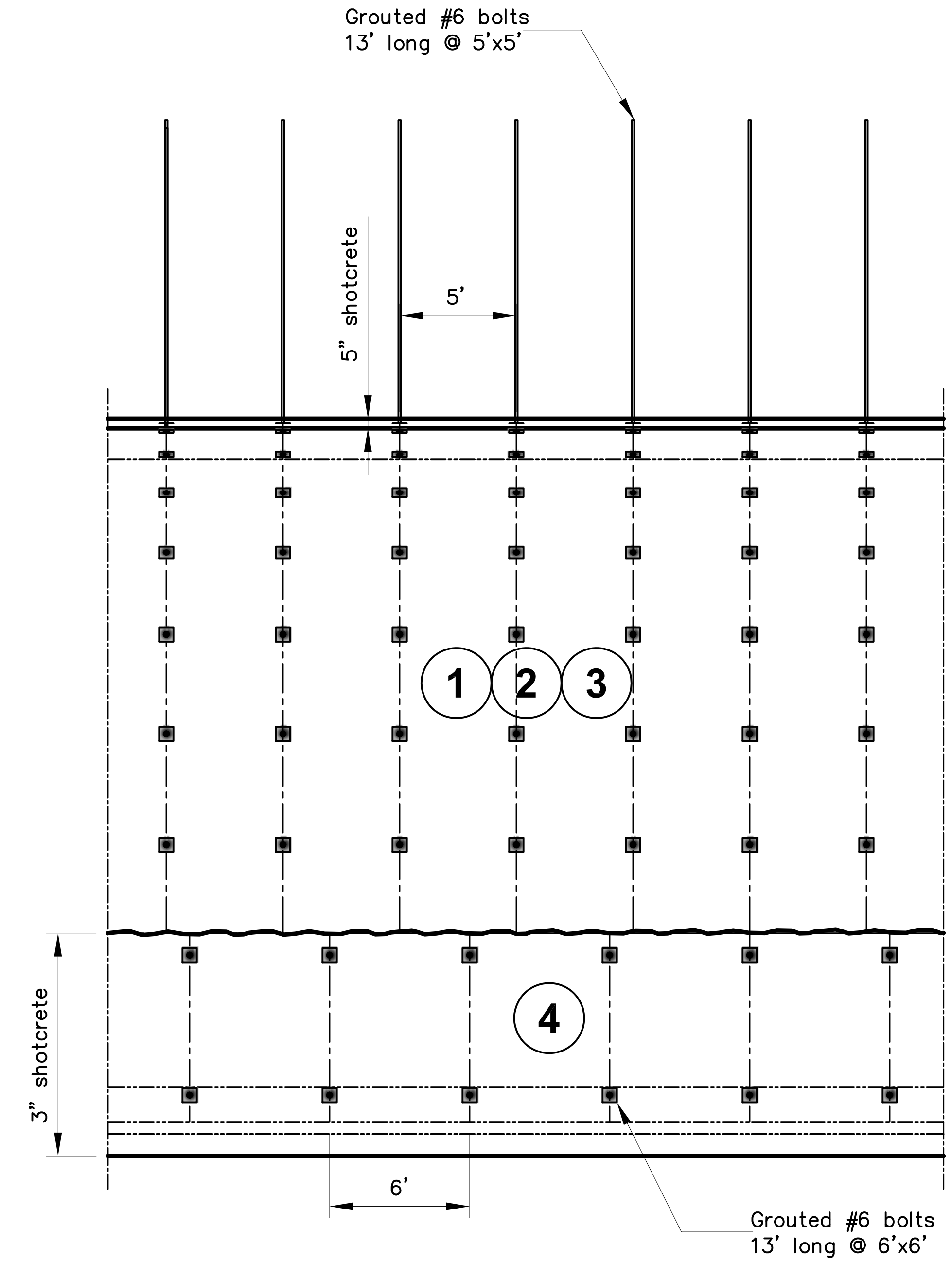
CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS

TEMPORARY SUPPORT TYPE II:
- GSI between 35 and 50
- Rock cover superior to 30'



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'–0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'–0"

FILE NAME: $FILEA$
USER: $USER$
DATE PLOTTED: $DATE$
MODEL NAME: $MODEL$
MicroStation v8.11.7.443

PRELIMINARY ONLY

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RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER	XX/XX/2012 DATE
DESIGNED: ______	DRAWN: ______
CHECKED: ______	CHECKED: ______

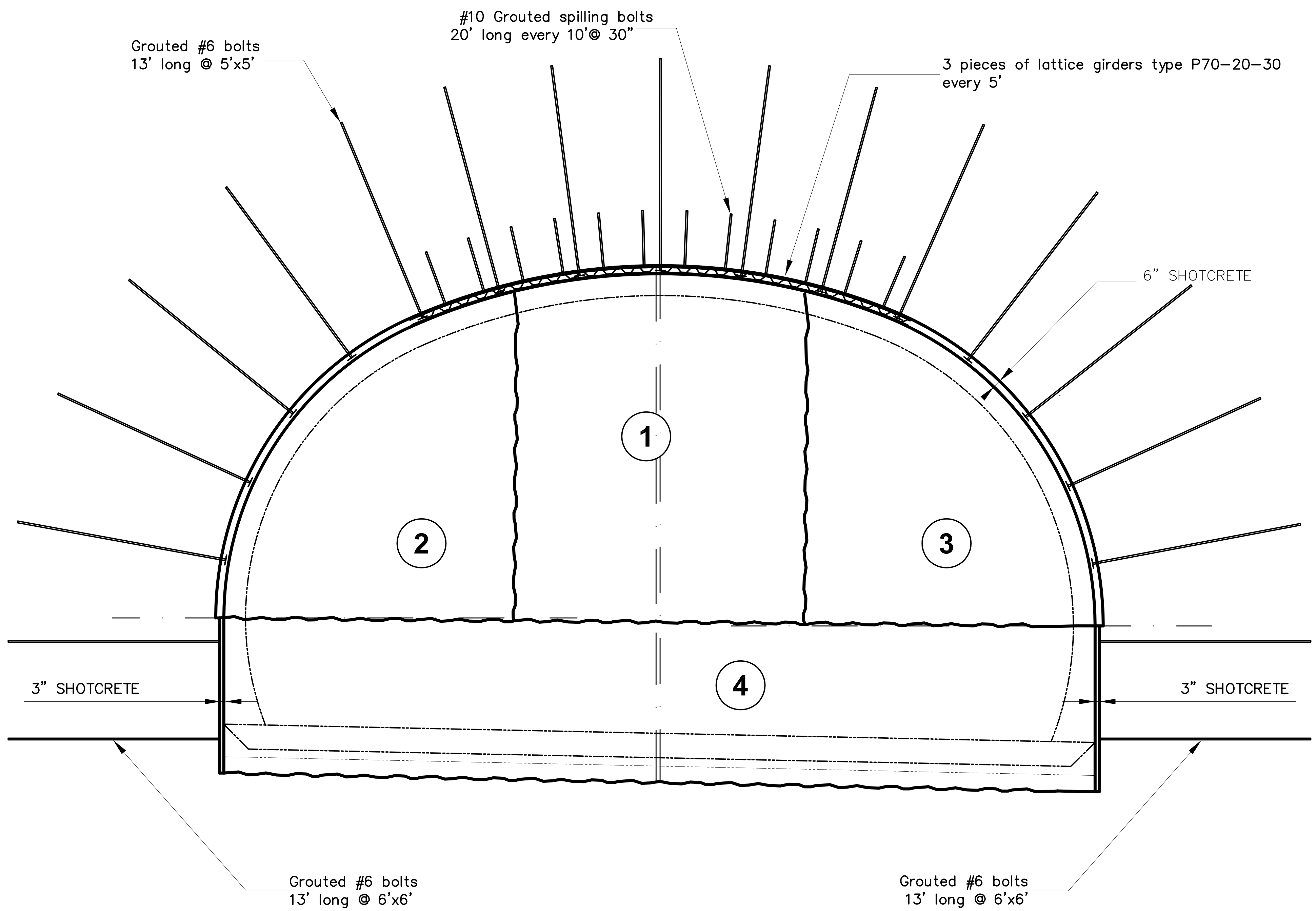
Indiana Finance Authority
BRIDGES
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
____	XX/XX/2012	____	4 of 14
CONTRACT		PROJECT	

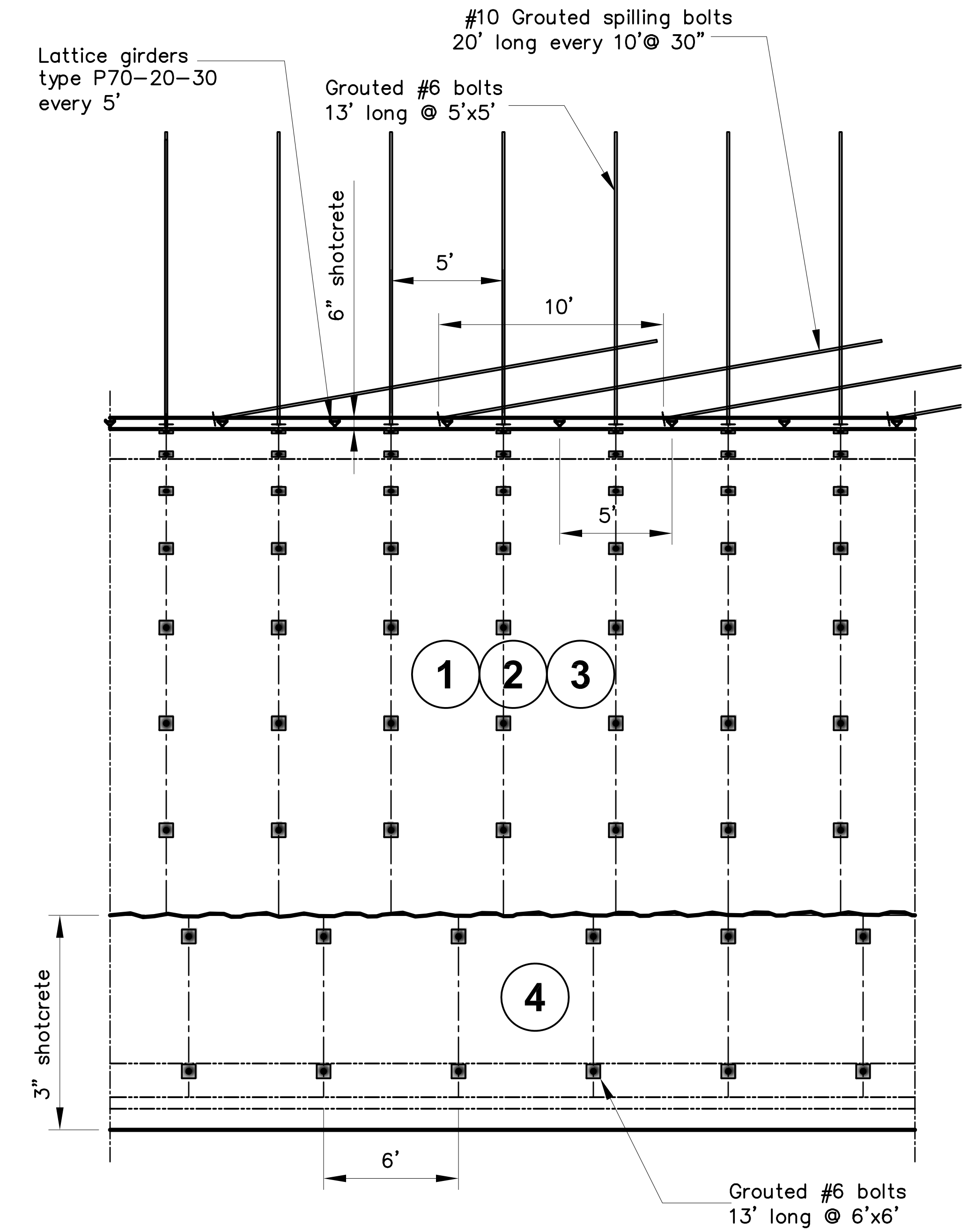
TEMPORARY SUPPORT TYPE II:
- GSI between 35 and 50
- Rock cover inferior to 30'

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'-0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'-0"

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WALSH VINCI BILFINGER BERGER JACOBS

5

RECOMMENDED FOR APPROVAL ____________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ________ DRAWN: ________
CHECKED: ________ CHECKED: ________

Indiana Finance Authority
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION
REV. NO. / DRAWING DATE XX/XX/2012 / DWG. NO.	SHEET NO. 5 of 14
CONTRACT	PROJECT

PRELIMINARY

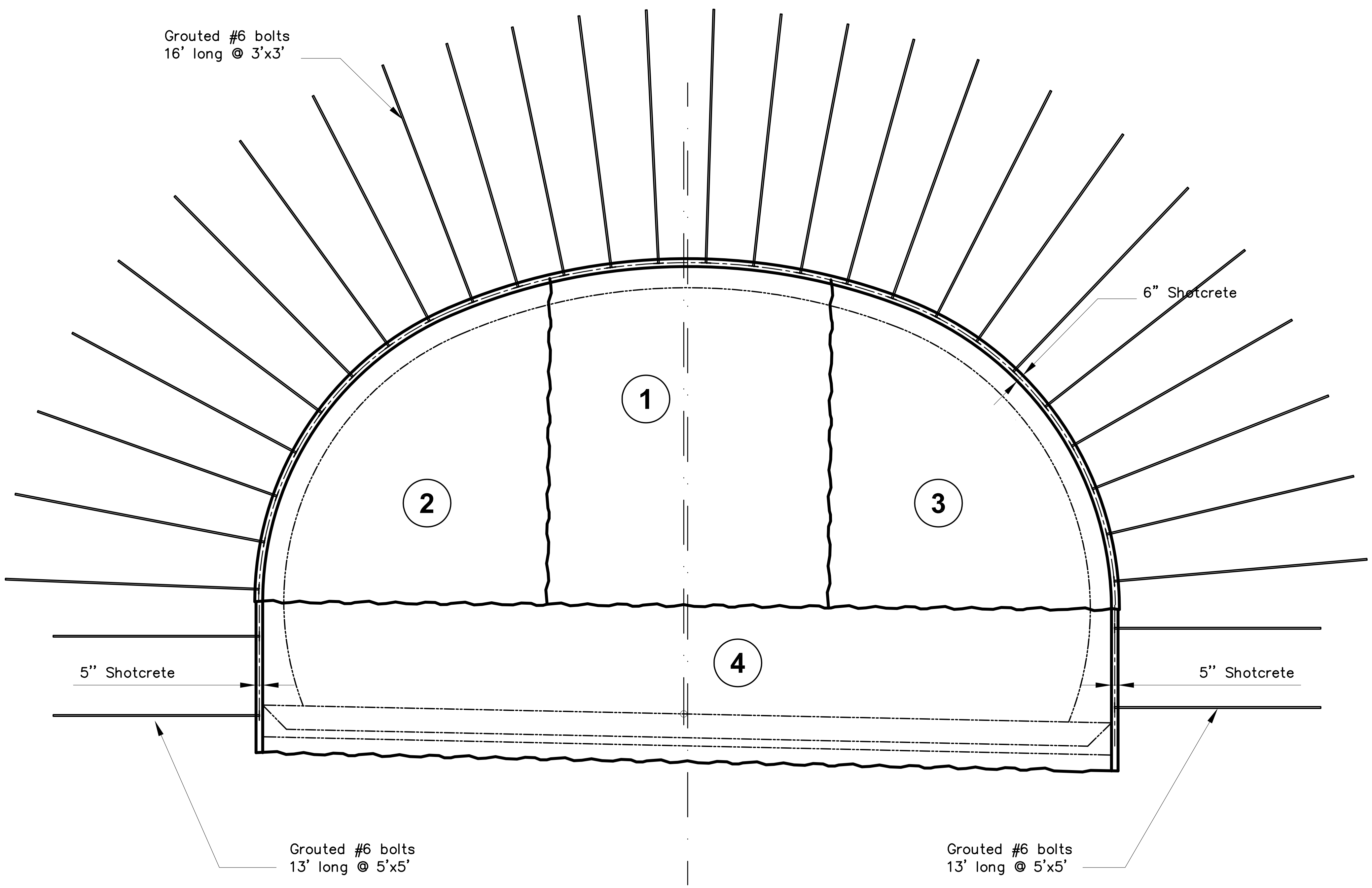
FILE NAME: $FILEA$
USER: $USER$
DATE PLOTTED: $DATE$
MODEL NAME: $MODEL$
MicroStation v8.11.7.443

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS

TEMPORARY SUPPORT TYPE III:

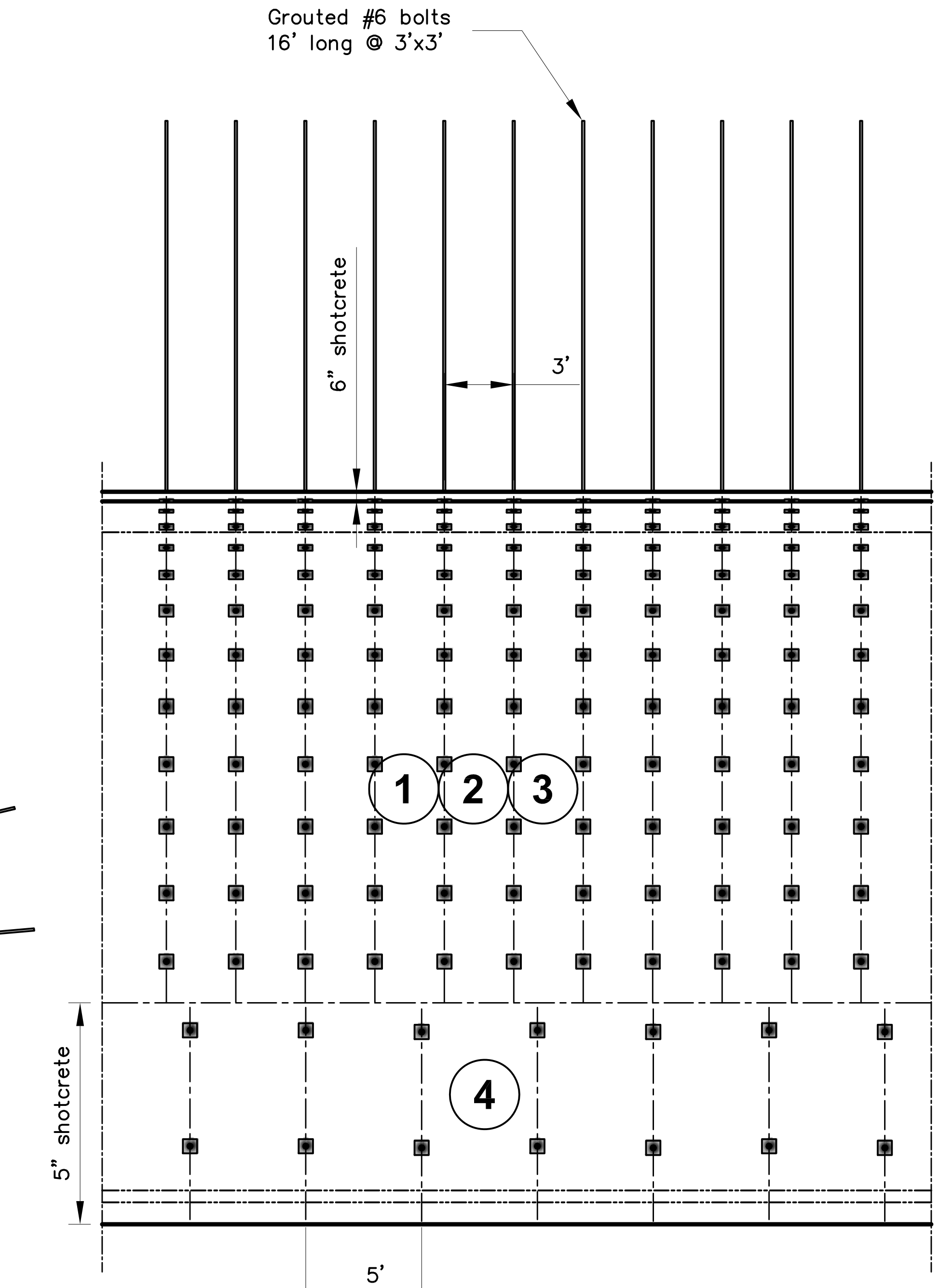
- GSI between 20 to 35

- Rock cover superior to 30'



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'–0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'–0"

PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

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6

RECOMMENDED FOR APPROVAL ______________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: __________	DRAWN: __________
CHECKED: __________	CHECKED: __________

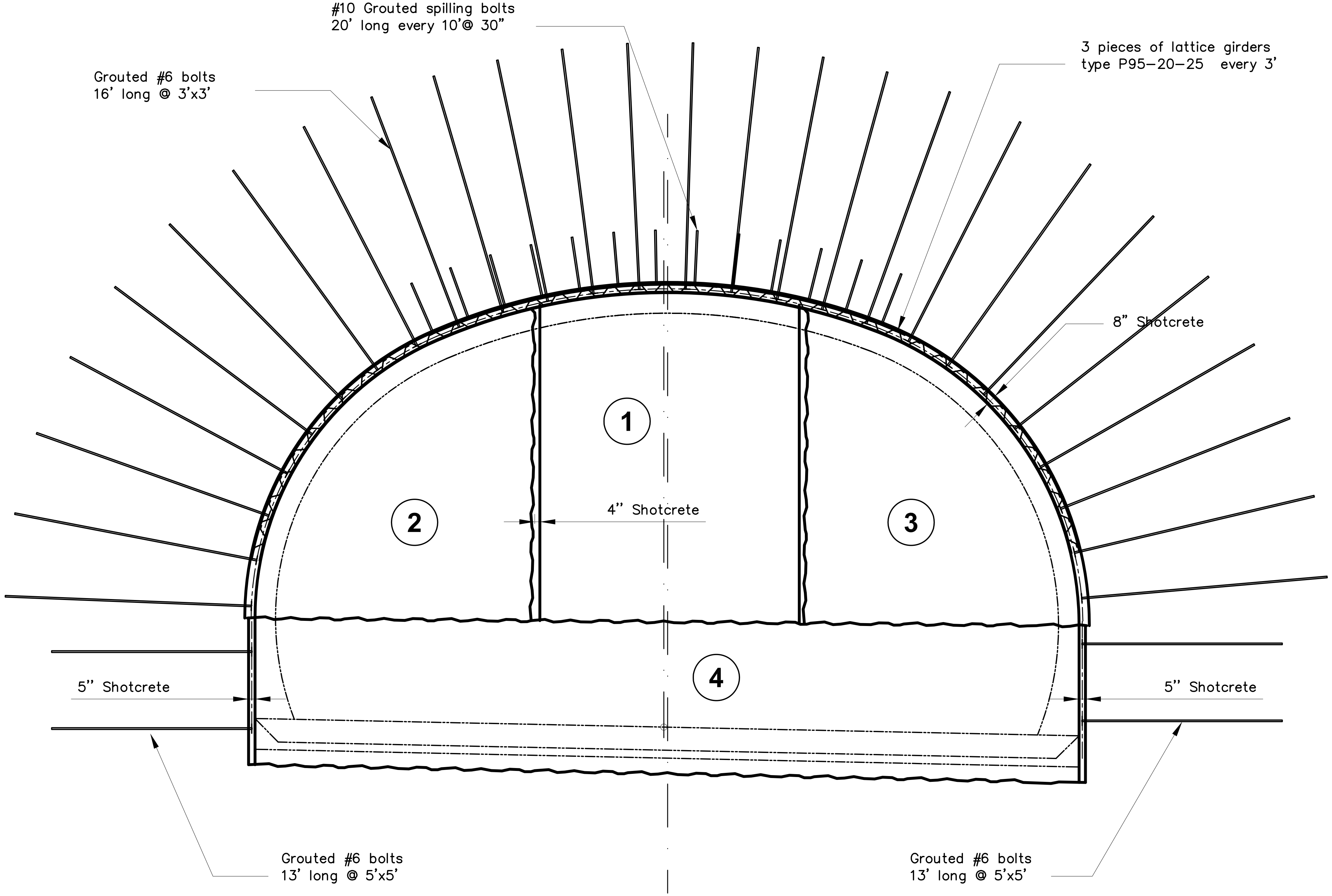
Indiana Finance Authority BRIDGES

Ohio River Bridges - East End Crossing

HORIZONTAL SCALE		BRIDGE FILE	
VERTICAL SCALE		DESIGNATION	
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
____	XX/XX/2012	____	6 of 14
CONTRACT		PROJECT	

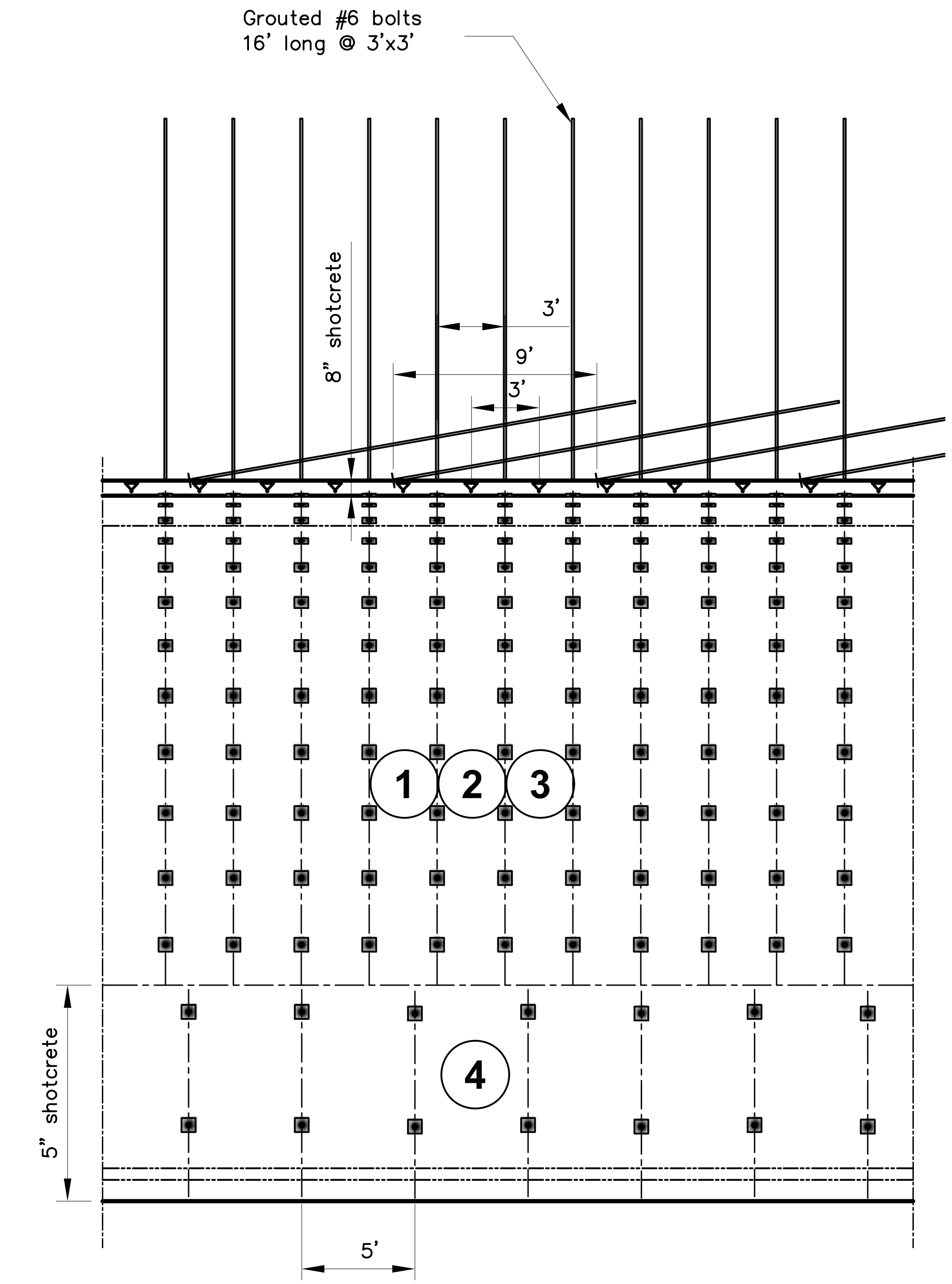
CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS

TEMPORARY SUPPORT TYPE III:
- GSI beetween20 to 35
- Rock cover inferior to 30'



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'–0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'–0"

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7

RECOMMENDED FOR APPROVAL ____ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ____ DRAWN: ____
CHECKED: ____ CHECKED: ____

Indiana Finance Authority BRIDGES
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
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PRELIMINARY

FILE NAME: $FILEA$
USER: $USER$ DATE PLOTTED: $DATE$
MODEL NAME: $MODEL$
MicroStation v8.11.7.443

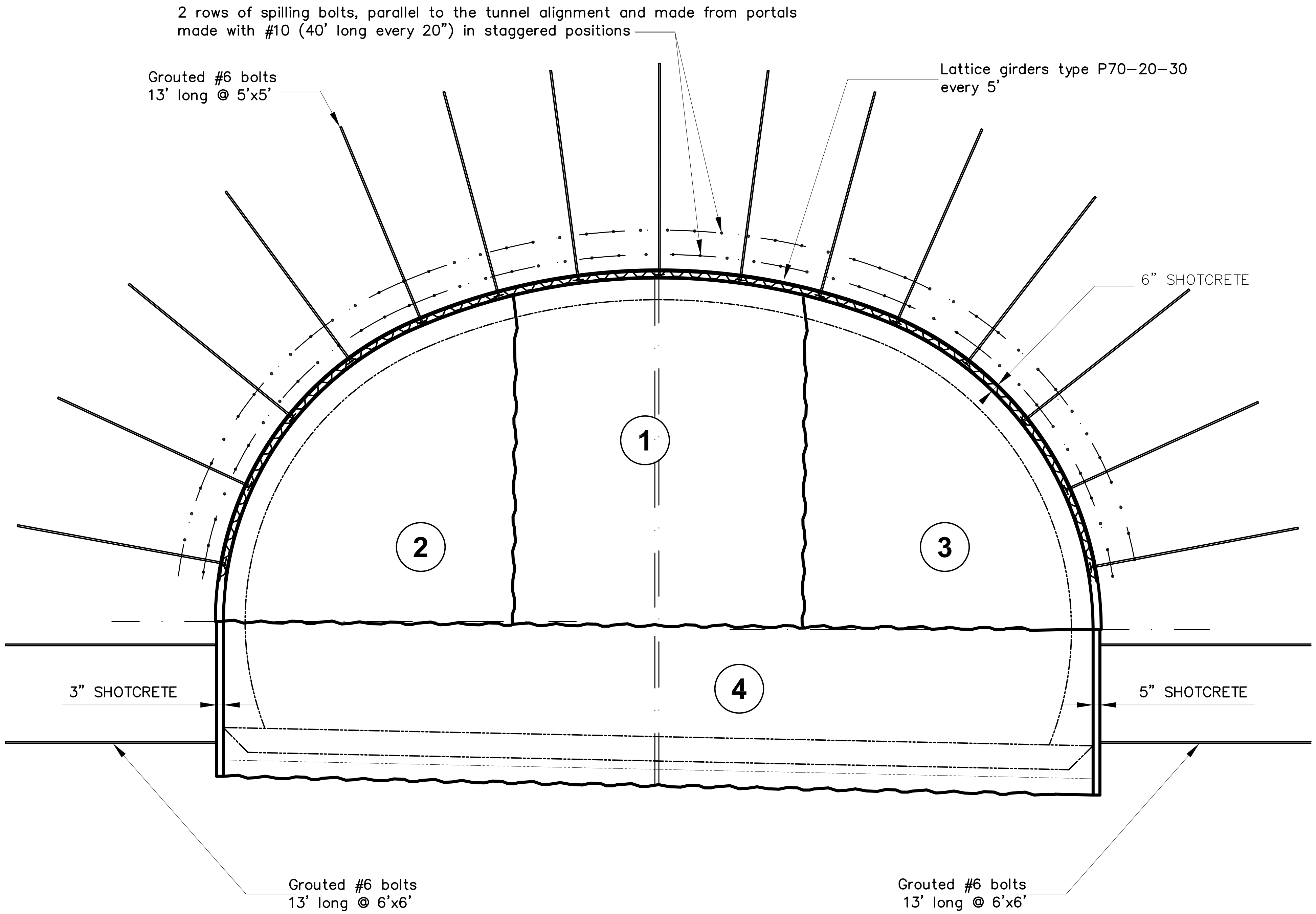
PRELIMINARY

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS

TEMPORARY SOUTH PORTAL SUPPORT :

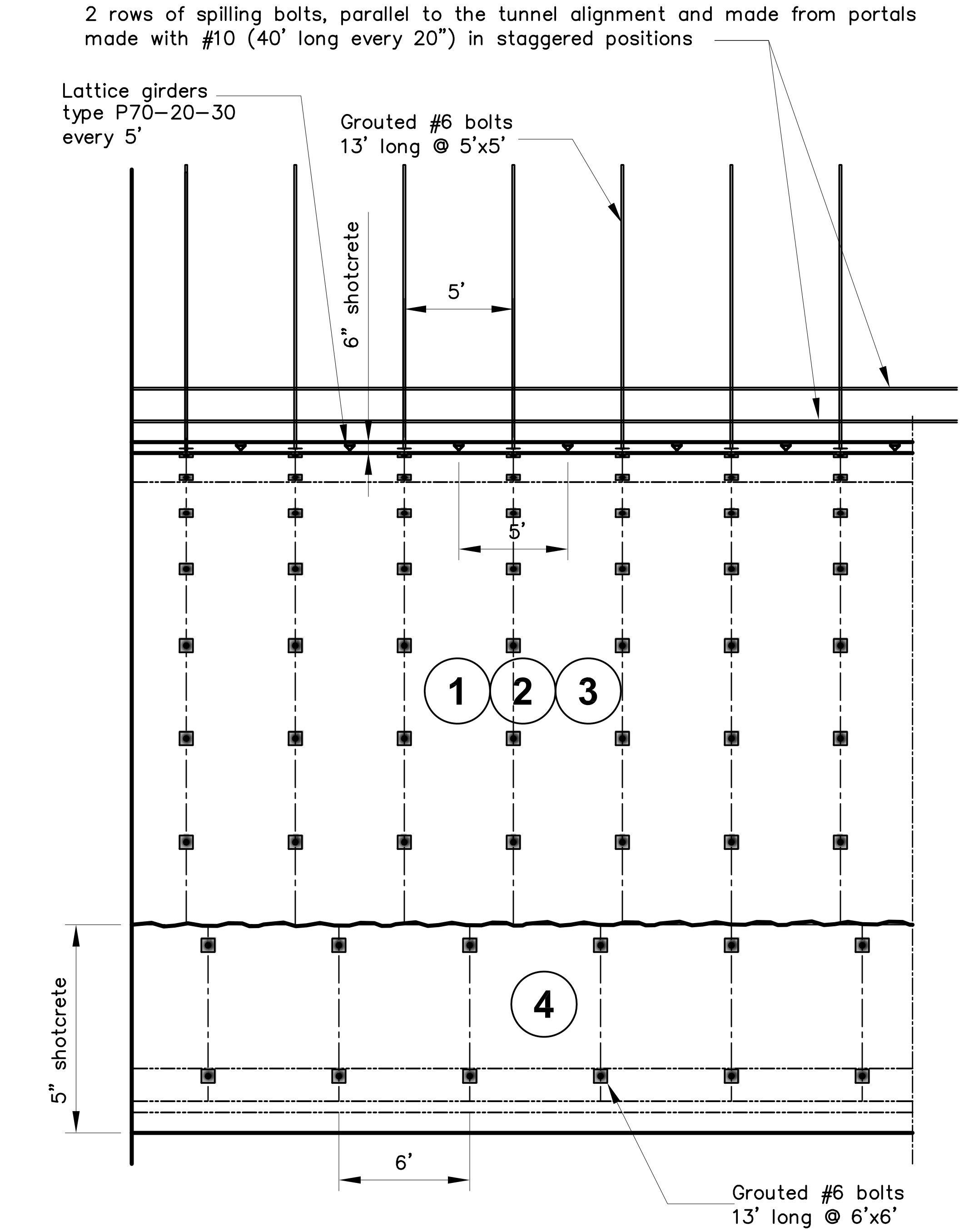
- Used on both tubes

- GSI superior to 50.



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'–0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'–0"

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

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RECOMMENDED FOR APPROVAL ____________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ____________ DRAWN: ____________

CHECKED: ____________ CHECKED: ____________

Indiana Finance Authority BRIDGES

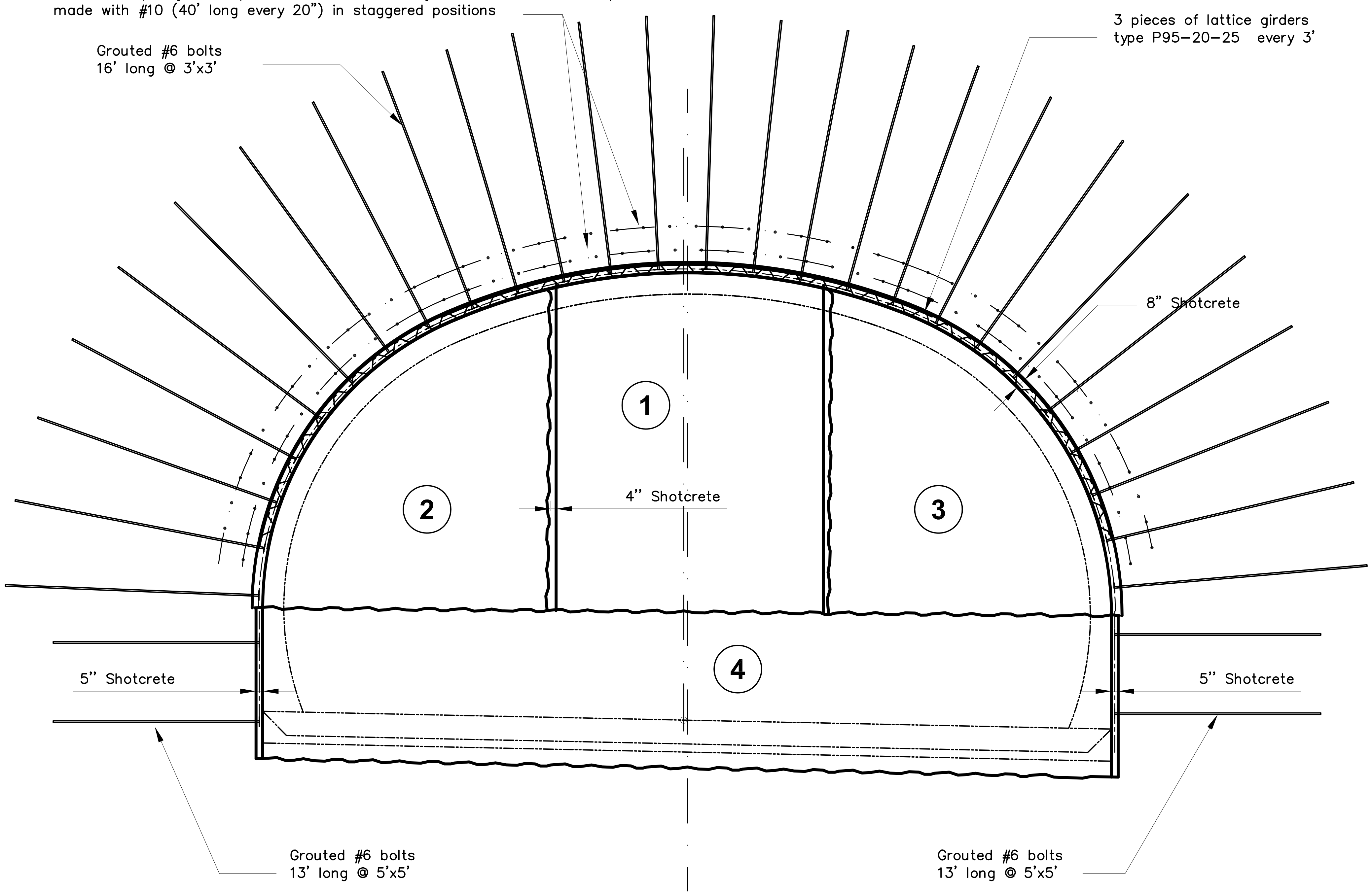
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE		
VERTICAL SCALE	DESIGNATION		
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
______	XX/XX/2012	____	8 of 14
CONTRACT		PROJECT	

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS

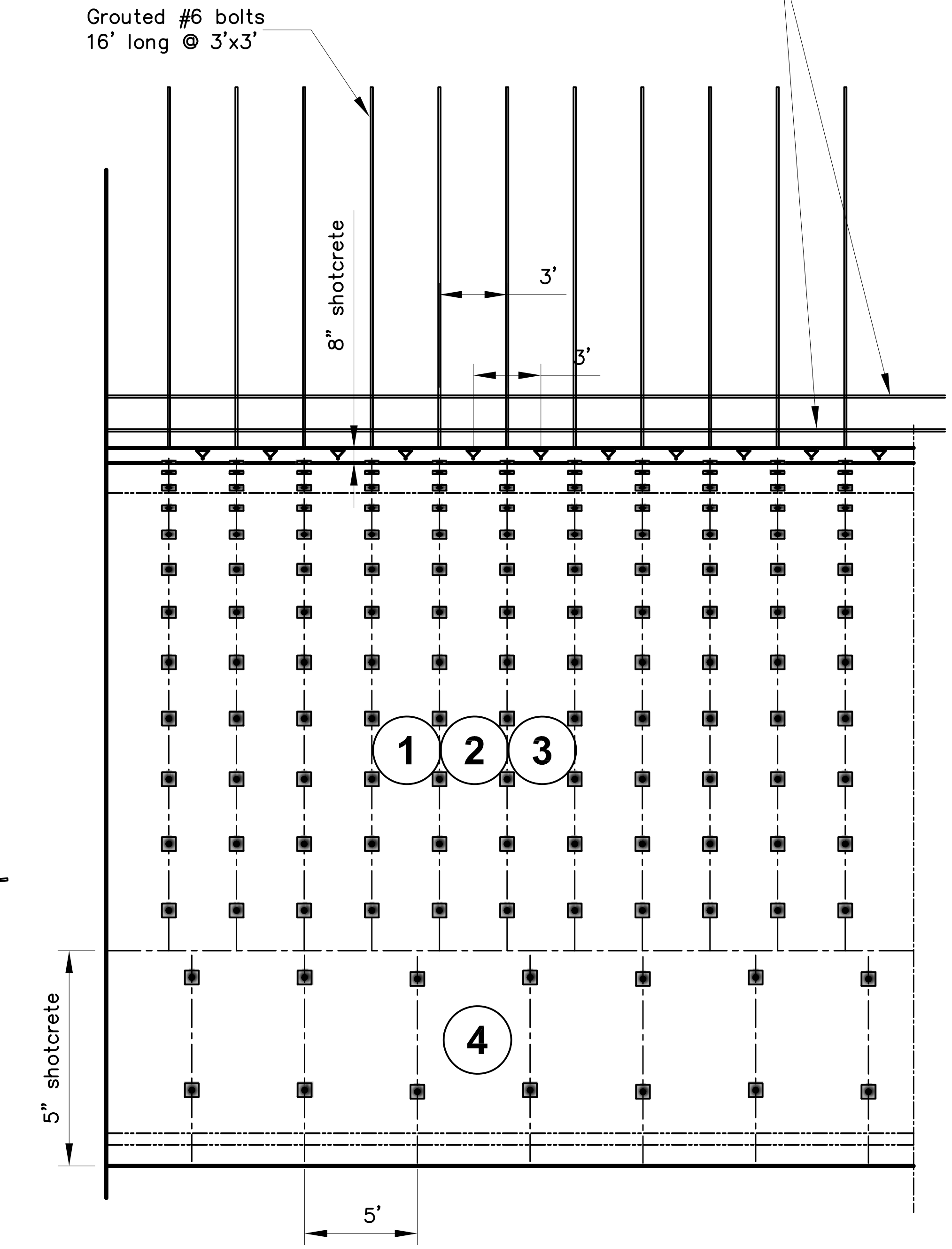
TEMPORARY NORTH PORTAL SUPPORT :

- Used on both tubes
- GSI betwen 20 to 35



TUNNEL CROSS SECTION – (SOUTH TUNNEL)

Scale : 1/8"=1'-0"



TUNNEL LONGITUDINAL SECTION

Scale : 1/8"=1'-0"

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RECOMMENDED FOR APPROVAL ____ DESIGN ENGINEER	XX/XX/2012 DATE
DESIGNED: ____	DRAWN: ____
CHECKED: ____	CHECKED: ____

Indiana Finance Authority — BRIDGES

Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE		
VERTICAL SCALE	DESIGNATION		
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	XX/XX/2012		9 of 14
CONTRACT		PROJECT	

PRELIMINARY

FILE NAME: $FILEA$

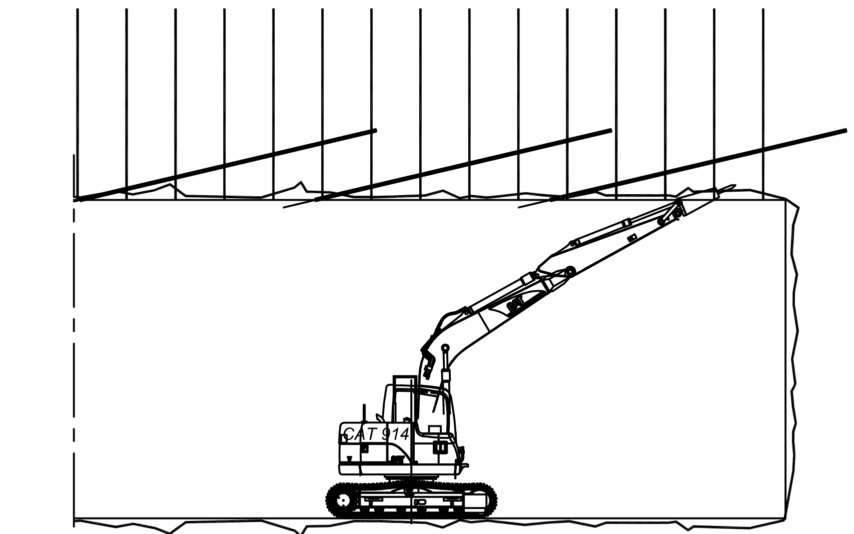
USER: $USER$ DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

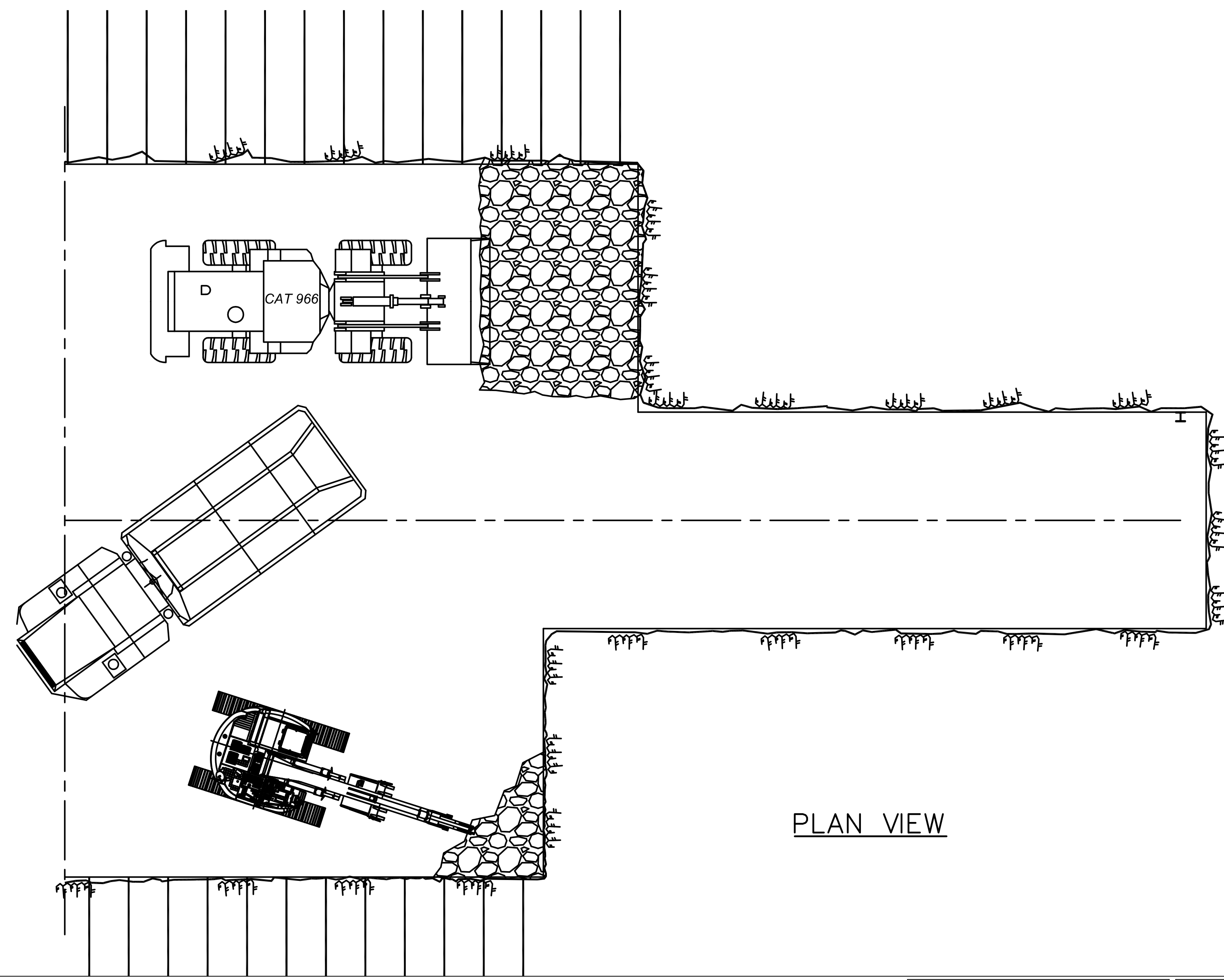
MicroStation v8.11.7.443

METHOD DRAWING : MUCKING DURING EXCAVATION CYCLES

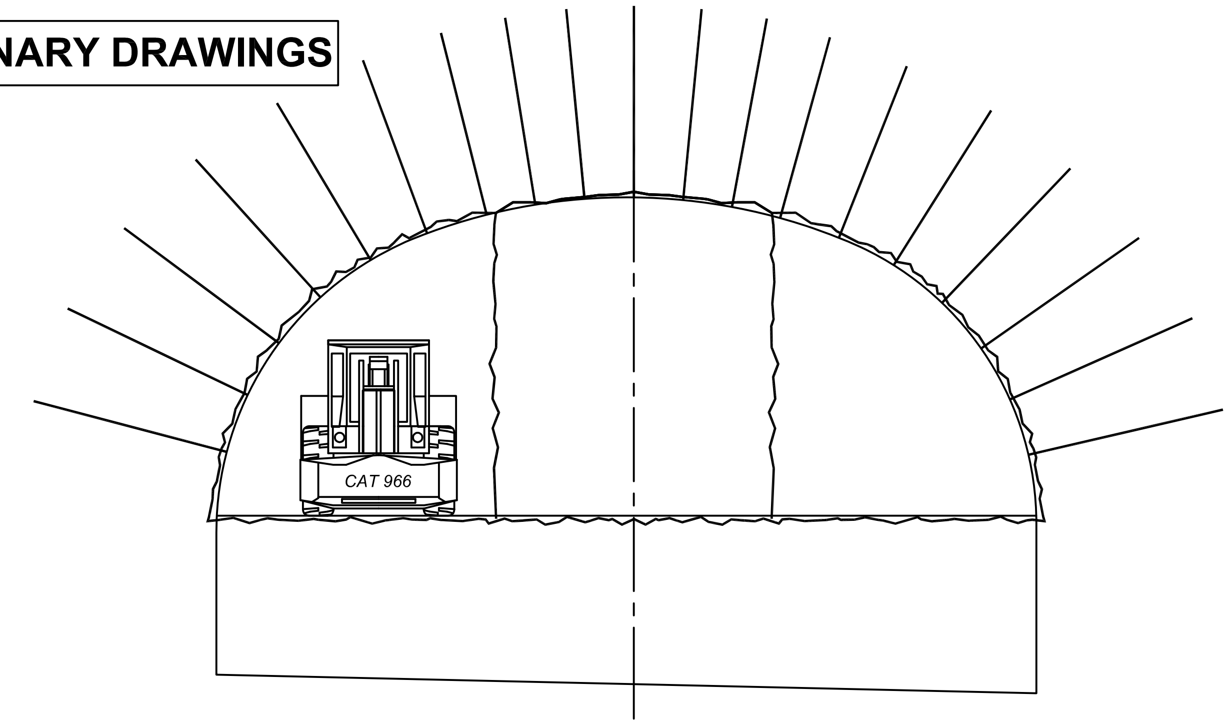
CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



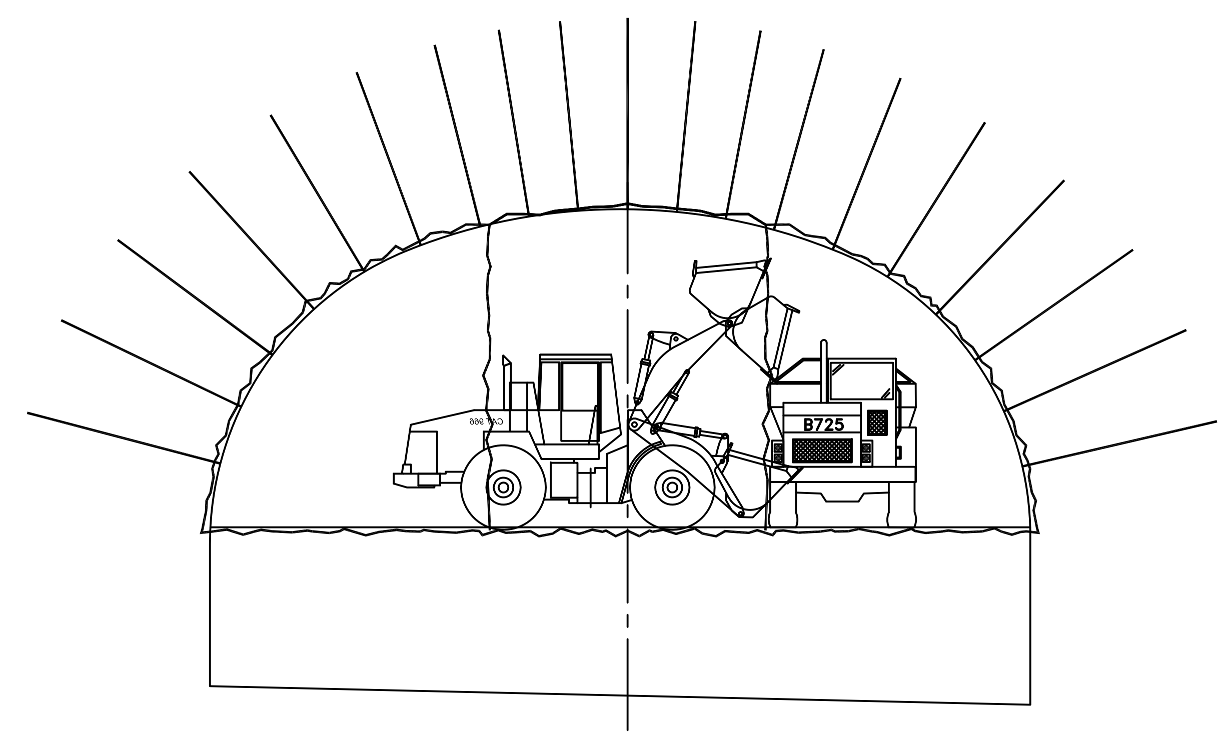
LONGITUDINAL SECTION



PLAN VIEW



CROSS SECTION



CROSS SECTION

PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

PRELIMINARY ONLY

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RECOMMENDED FOR APPROVAL ____________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ____________ DRAWN: ____________
CHECKED: ____________ CHECKED: ____________

Indiana Finance Authority
BRIDGES

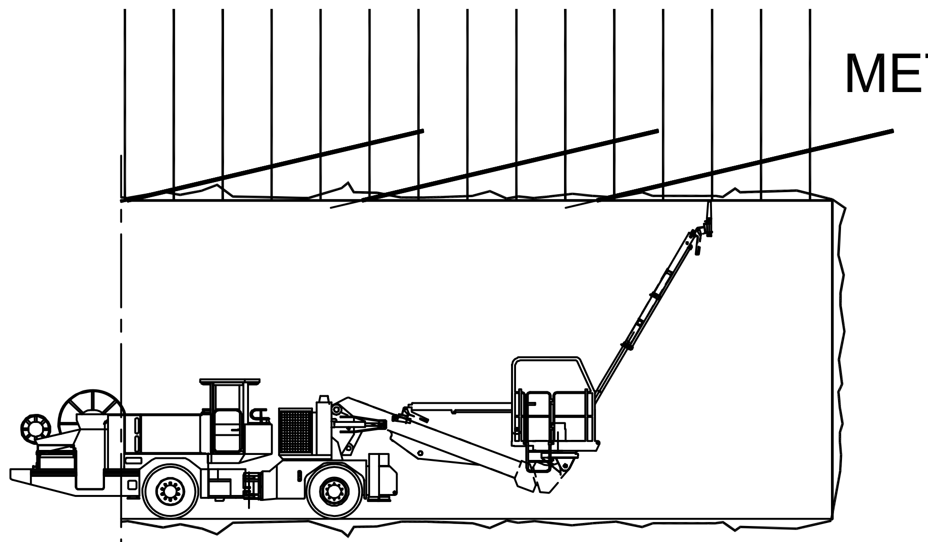
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

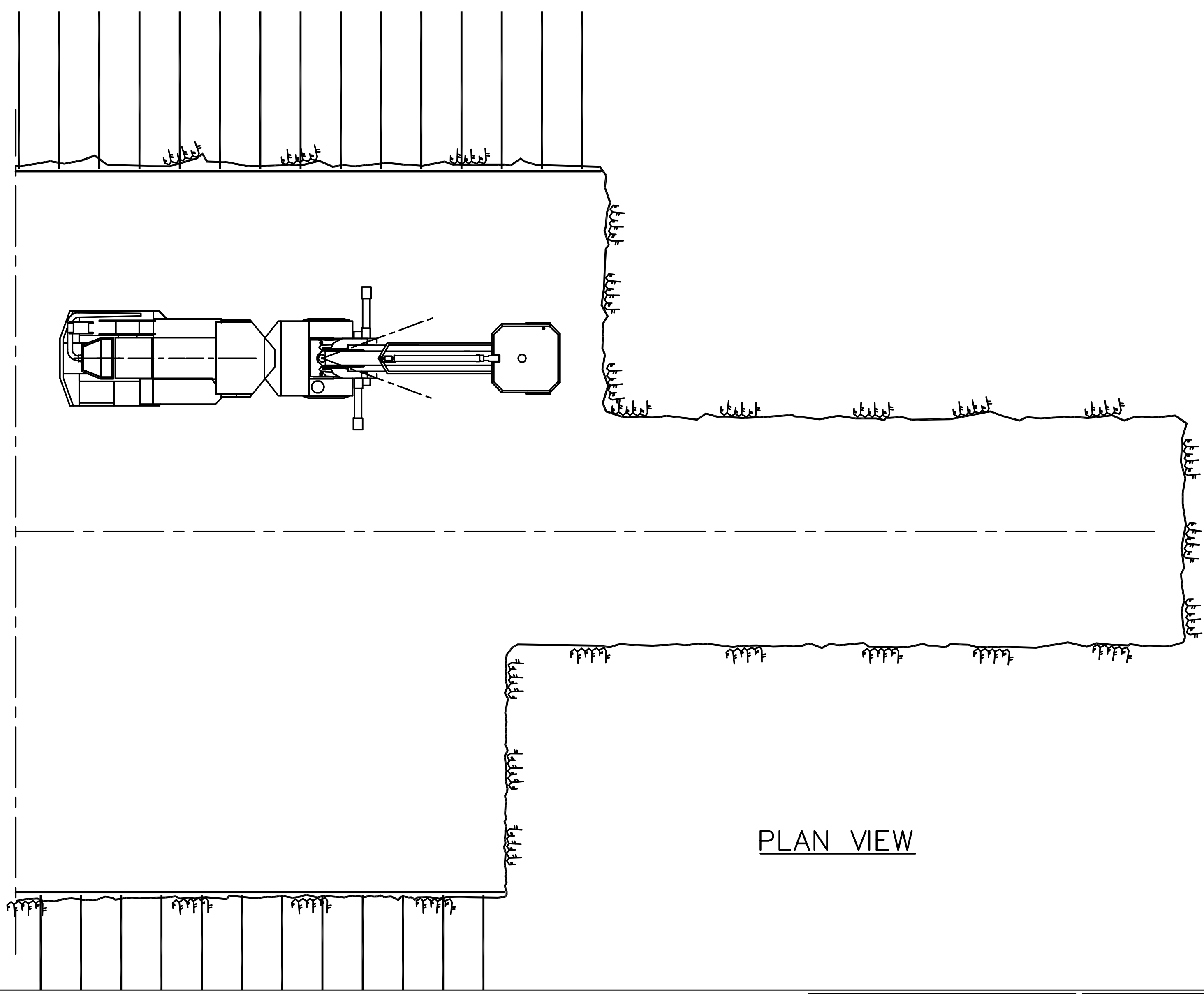
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
____	XX/XX/2012	____	10 of 14
CONTRACT		PROJECT	

METHOD DRAWING : SHOTCRETE DURING EXCAVATION CYCLES

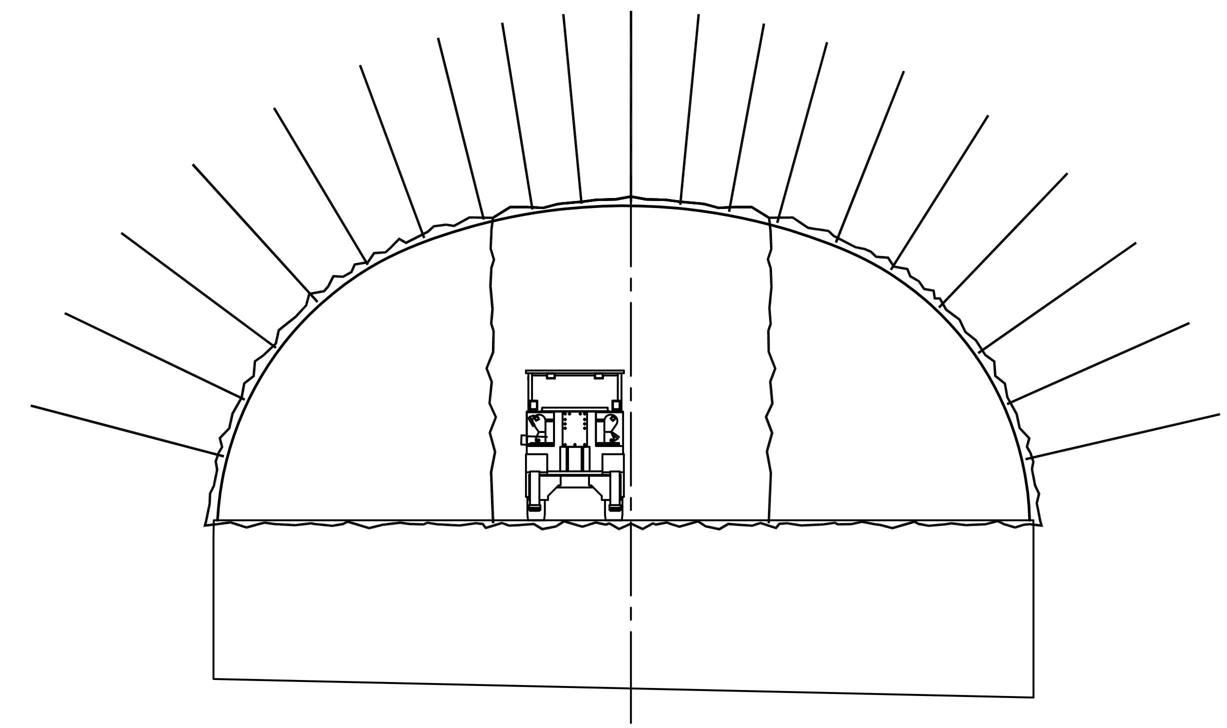
CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



LONGITUDINAL SECTION



PLAN VIEW



CROSS SECTION

PRELIMINARY ONLY

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WVB East End Partners
WALSH VINCI Bilfinger Berger JACOBS

11

RECOMMENDED FOR APPROVAL ______________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: __________ DRAWN: __________
CHECKED: __________ CHECKED: __________

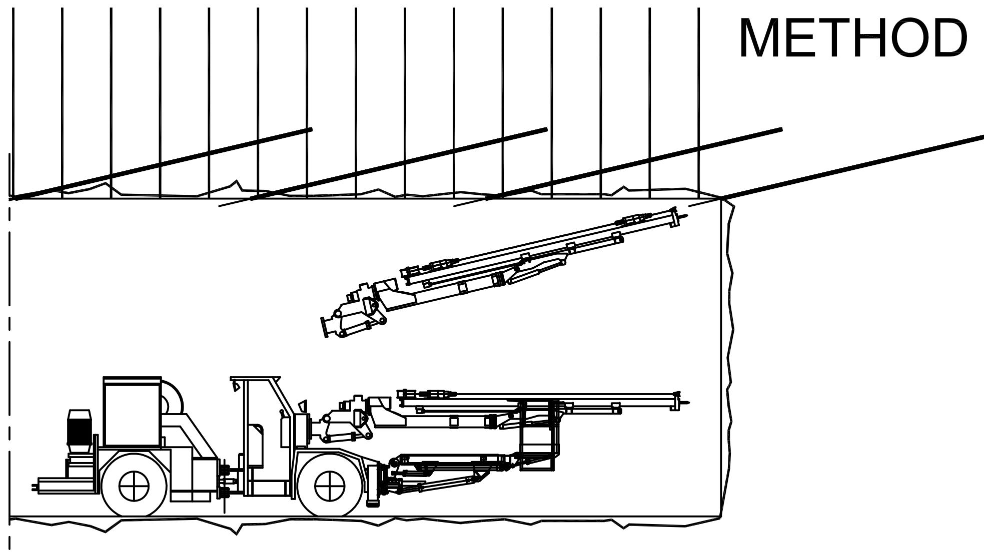
Indiana Finance Authority
BRIDGES

Ohio River Bridges - East End Crossing

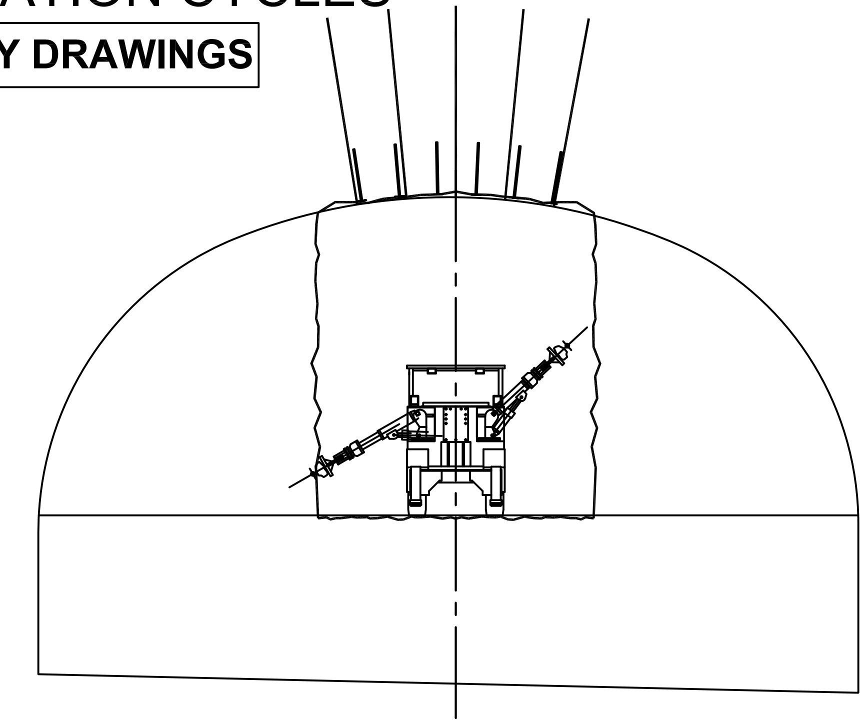
HORIZONTAL SCALE		BRIDGE FILE	
__________		__________	
VERTICAL SCALE		DESIGNATION	
__________		__________	
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
______	XX/XX/2012	____	11 of 14
CONTRACT		PROJECT	
__________		__________	

METHOD DRAWING : BOLTING DURING EXCAVATION CYCLES

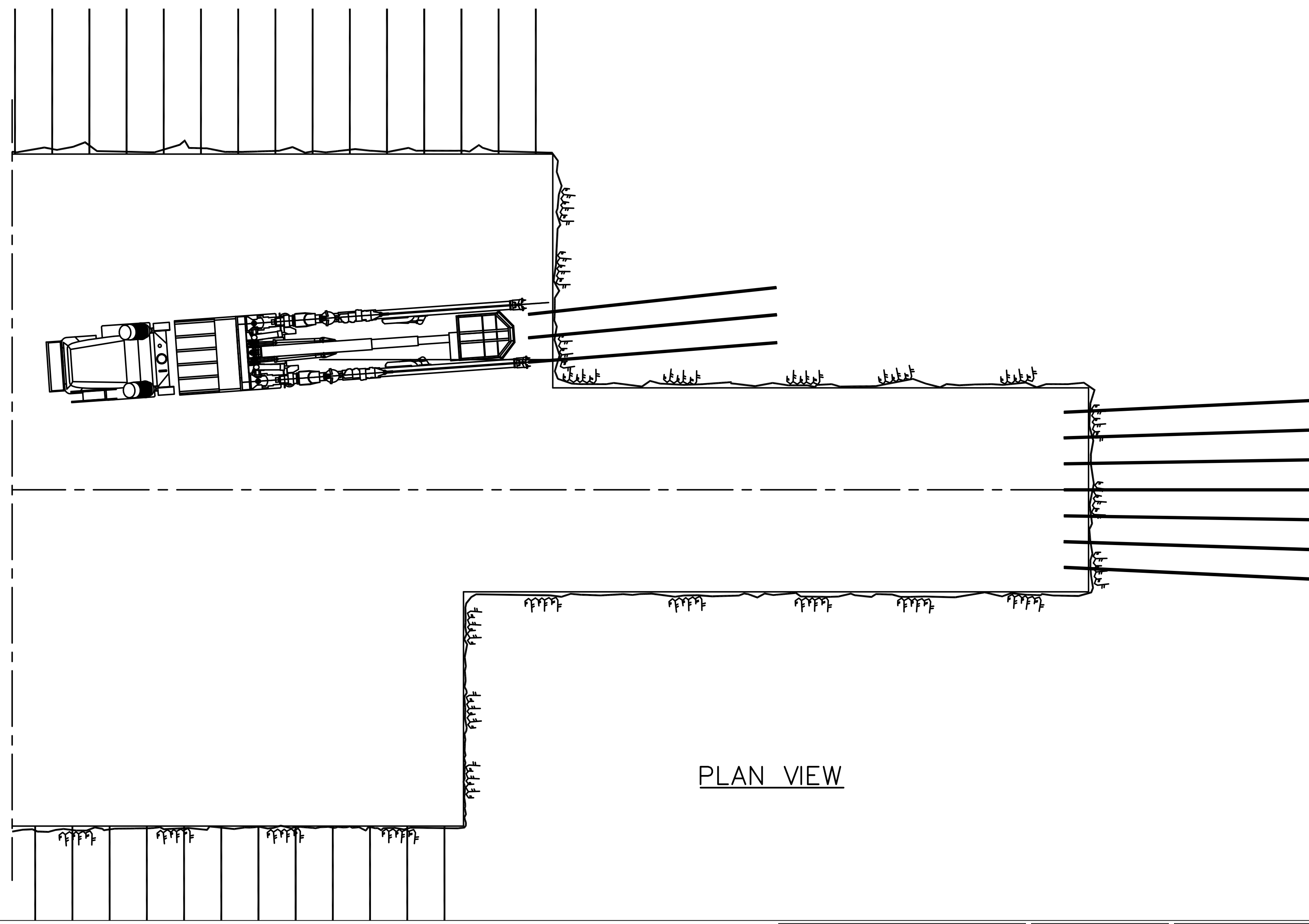
CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



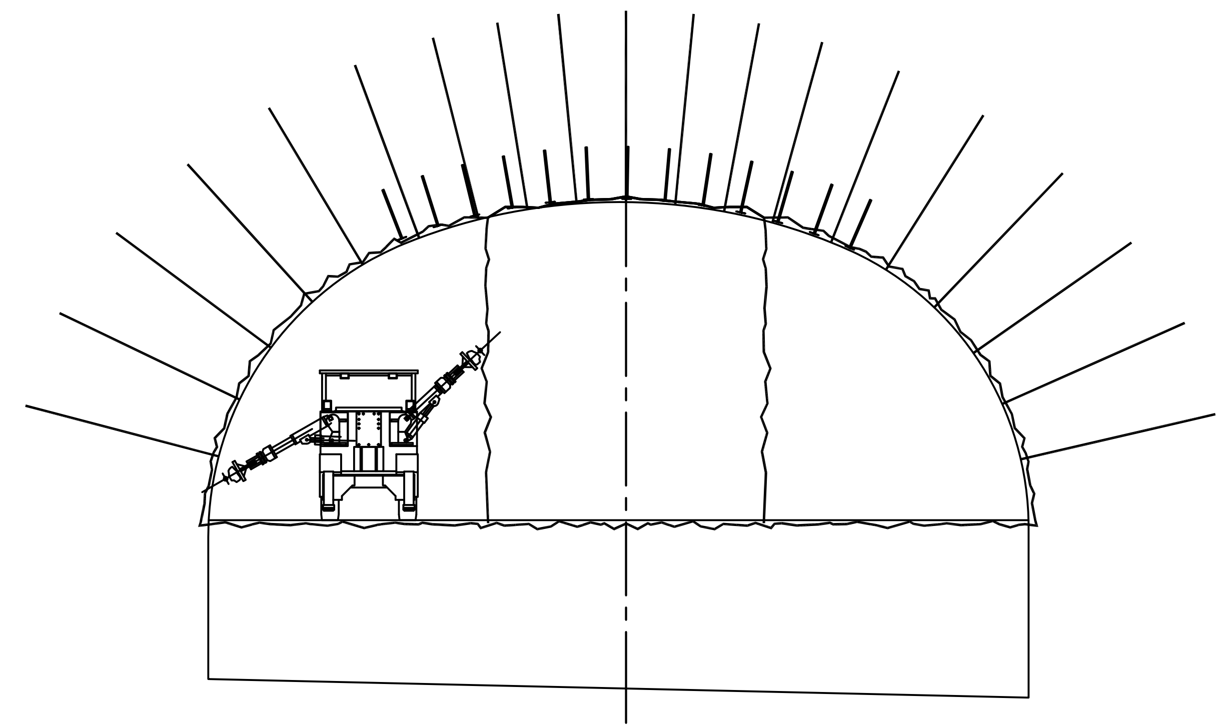
LONGITUDINAL SECTION



CROSS SECTION



PLAN VIEW



CROSS SECTION

PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

PRELIMINARY ONLY

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WVB East End Partners
WALSH VINCI Bilfinger Berger JACOBS

12

RECOMMENDED FOR APPROVAL ____________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ________ DRAWN: ________
CHECKED: ________ CHECKED: ________

Indiana Finance Authority
BRIDGES
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

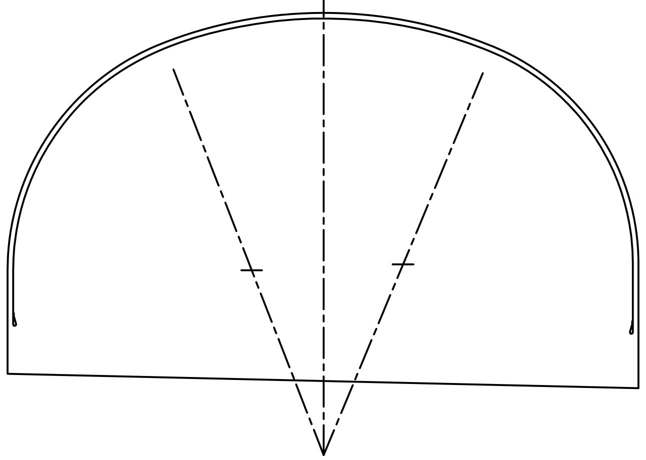
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	XX/XX/2012		12 of 14
CONTRACT		PROJECT	

PRELIMINARY

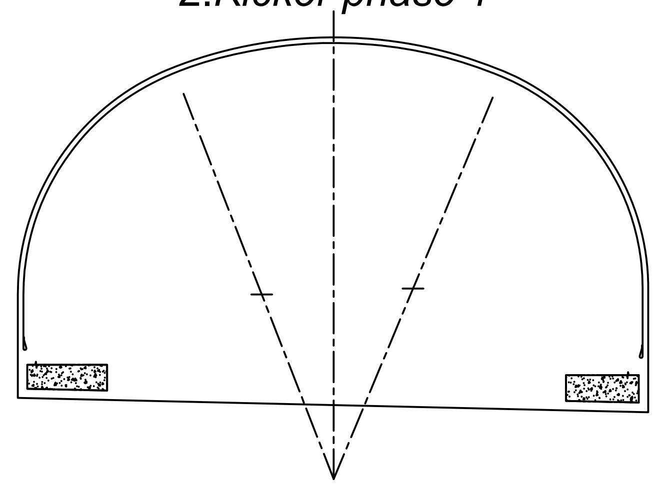
METHOD DRAWING : LINING STAGES

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS

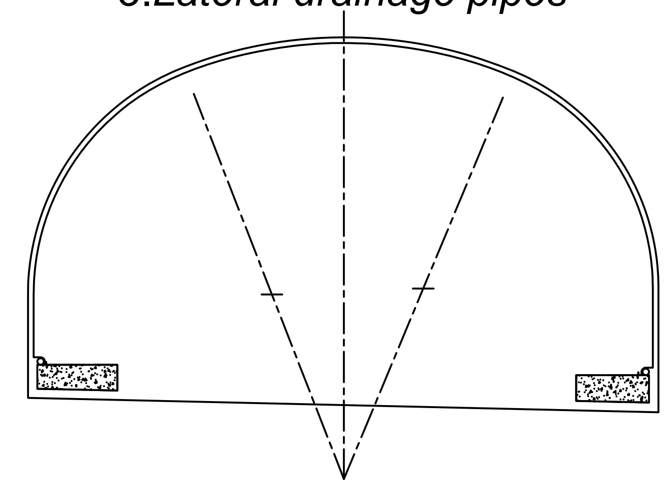
1:*Waterproofing membrane*



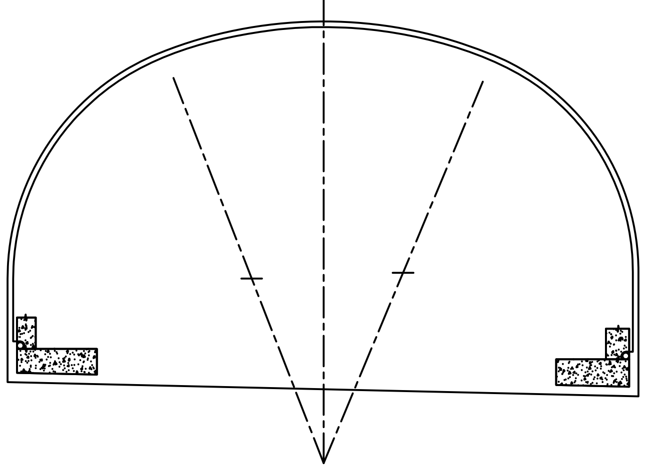
2:*Kicker phase 1*



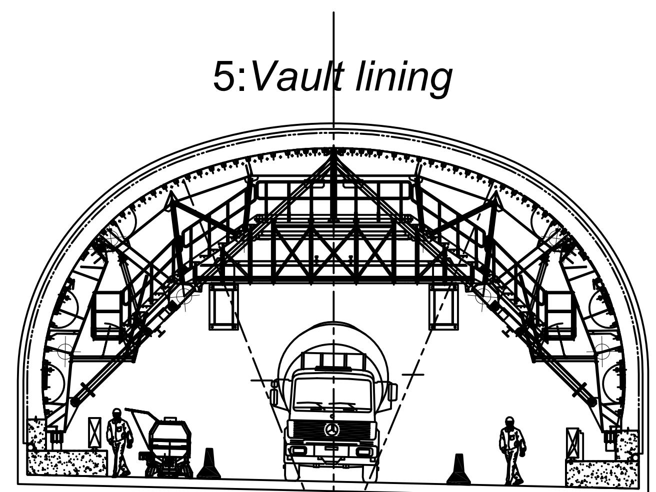
3:*Lateral drainage pipes*



4:*Kicker phase 2*

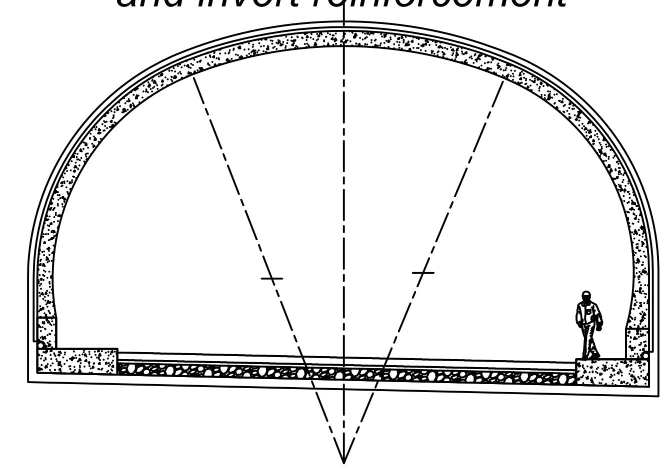


5:*Vault lining*

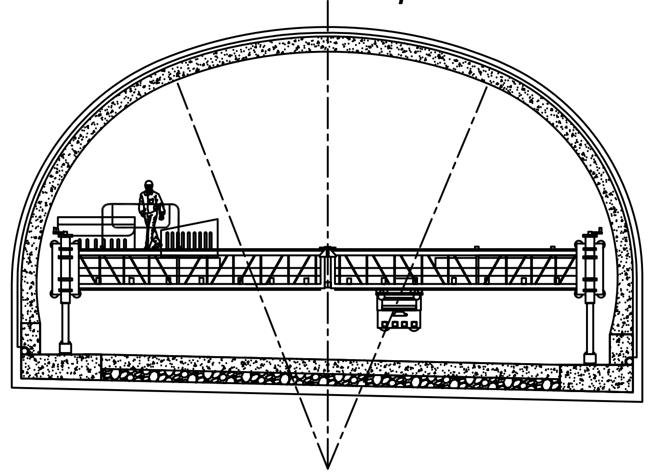


for detail : see page 14

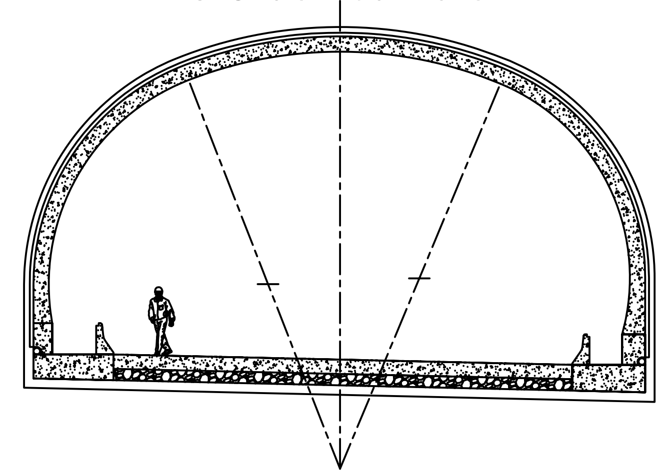
6:*Preliminary drainage layer and invert reinforcement*



7:*Concrete invert pavement*



8:*Crash barriers*



FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

13

RECOMMENDED FOR APPROVAL ________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ________ DRAWN: ________
CHECKED: ________ CHECKED: ________

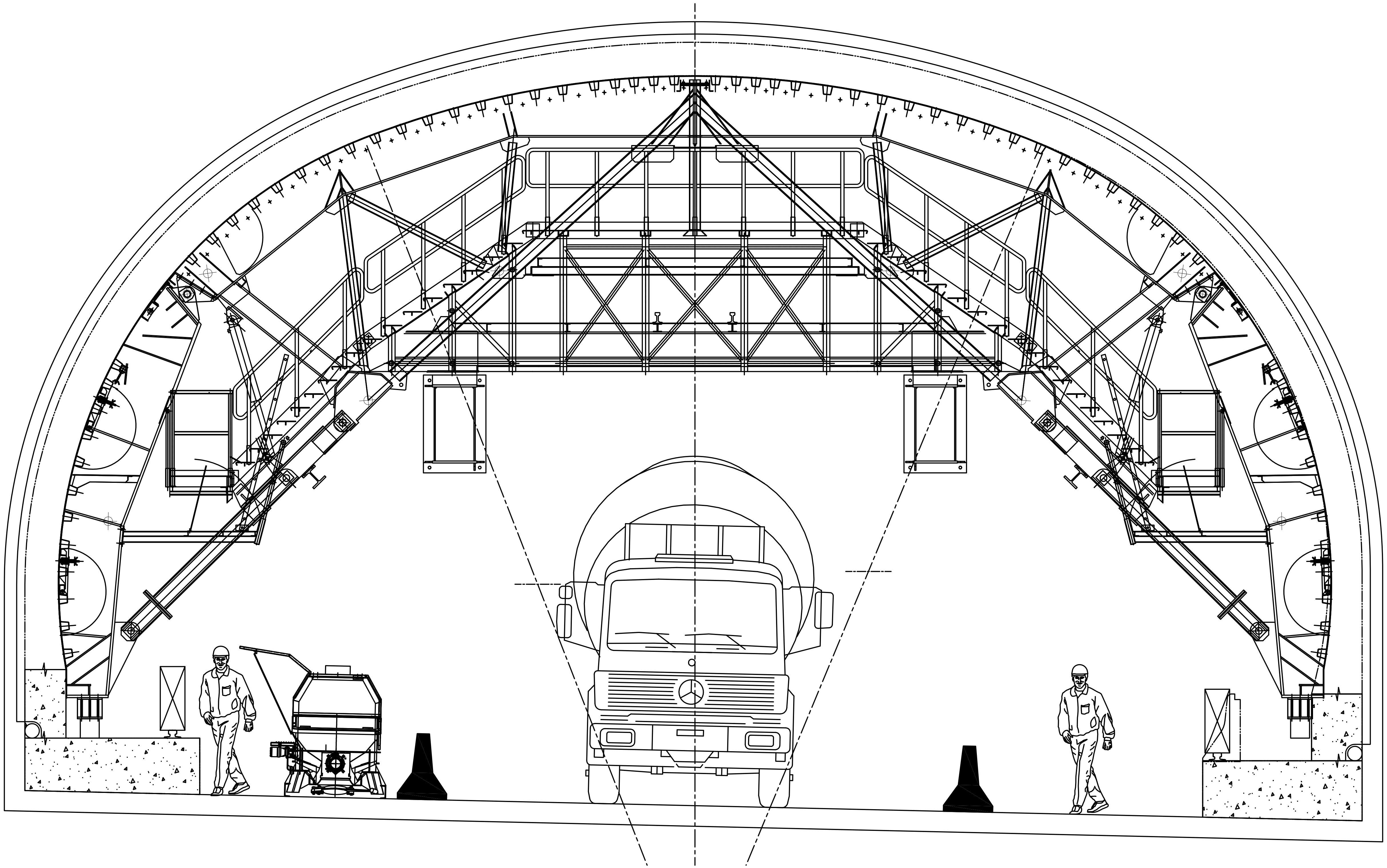
Indiana Finance Authority
BRIDGES
Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
VERTICAL SCALE	DESIGNATION

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
____	XX/XX/2012	____	13 of 14
CONTRACT		PROJECT	

METHOD DRAWING : LINING STAGES - DETAIL ON VAULT LINING

CONCEPTUAL DESIGN BASED ON PRELIMINARY DRAWINGS



PRELIMINARY

FILE NAME: $FILEA$

USER: $USER$
DATE PLOTTED: $DATE$

MODEL NAME: $MODEL$

MicroStation v8.11.7.443

PRELIMINARY ONLY

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14

RECOMMENDED FOR APPROVAL ________ XX/XX/2012
DESIGN ENGINEER DATE

DESIGNED: ________ DRAWN: ________
CHECKED: ________ CHECKED: ________

Indiana Finance Authority
BRIDGES

Ohio River Bridges - East End Crossing

HORIZONTAL SCALE	BRIDGE FILE
________	________
VERTICAL SCALE	DESIGNATION
________	________

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
______	XX/XX/2012	____	14 of 14

CONTRACT	PROJECT
________	________

Roadway Conceptual Construction Staging Diagrams and Detailed MOT Schematics (4.2.1.3)

PRELIMINARY

MOT SCHEMATIC DRAWINGS AND DETAILS

FILE NAME: $FILEA$
USER: $USER$ DATE PLOTTED: $DATE$
MODEL NAME: $MODEL$
MicroStation v8.11.7.443

WVB East End Partners
WALSH VINCI Bilfinger Berger JACOBS

1

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER DATE

DESIGNED: ______ DRAWN: ______
CHECKED: ______ CHECKED: ______

Indiana Finance Authority BRIDGES

Ohio River Bridges – East End Crossing
MOT SCHEMATIC DRAWINGS AND DETAILS

HORIZONTAL SCALE	BRIDGE FILE
1" = 10'	
VERTICAL SCALE	DESIGNATION

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
			1 of 1
CONTRACT		PROJECT	

PRELIMINARY

FILE NAME: ...\I71-Phase_1_MOT_EXHIBIT.dgn

USER: negronca
DATE PLOTTED: 10/22/2012

MODEL NAME: Default

MicroStation v8.11.7.443

LEGEND:

- CONSTRUCTION AREA PHASE IA,IB
- CONSTRUCTION AREA PHASE IC
- CONSTRUCTION AREA PHASE 2
- CONSTRUCTION AREA PHASE 3
- TEMPORARY PAVEMENT
- CLOSED TO TRAFFIC
- DIRECTION OF TRAVEL

PRELIMINARY ONLY

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2

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER DATE

DESIGNED: ______ DRAWN: ______

CHECKED: ______ CHECKED: ______

Indiana Finance Authority BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM

I-71 – PHASE 1

HORIZONTAL SCALE		BRIDGE FILE	
N/A			
VERTICAL SCALE		DESIGNATION	
N/A			
REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		1 of 3
CONTRACT		PROJECT	

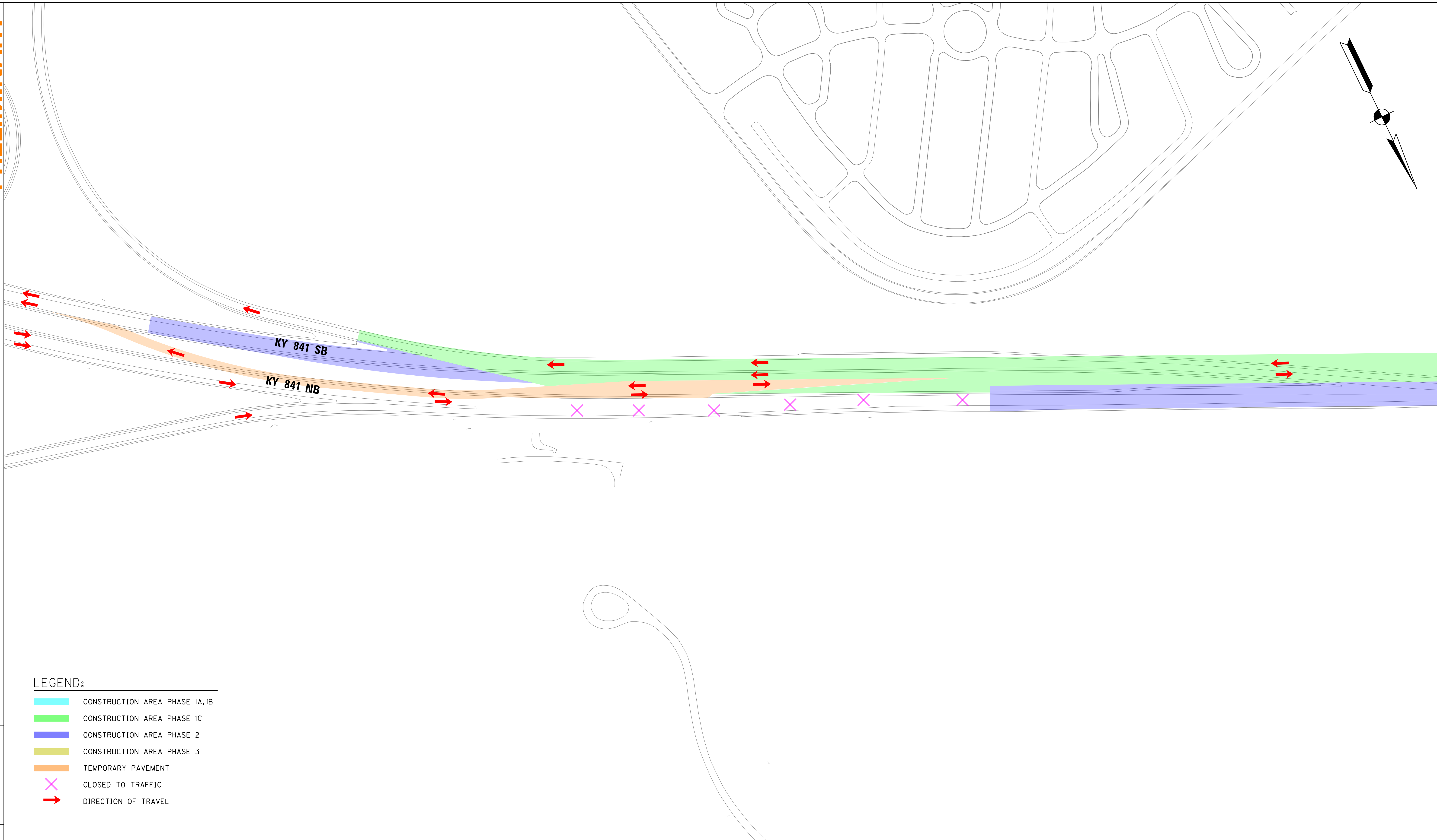
PRELIMINARY

FILE NAME: ...\I71–Phase_2_MOT_EXHIBIT.dgn

USER: qjones
DATE PLOTTED: 10/2/2012

MODEL NAME: Default

MicroStation v8.11.7.443



LEGEND:

- CONSTRUCTION AREA PHASE IA, IB
- CONSTRUCTION AREA PHASE IC
- CONSTRUCTION AREA PHASE 2
- CONSTRUCTION AREA PHASE 3
- TEMPORARY PAVEMENT
- CLOSED TO TRAFFIC
- DIRECTION OF TRAVEL

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3

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER ______ DATE

DESIGNED: ______ DRAWN: ______

CHECKED: ______ CHECKED: ______

Indiana Finance Authority — BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM
I–71 – PHASE 2

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		2 of 3

CONTRACT	PROJECT

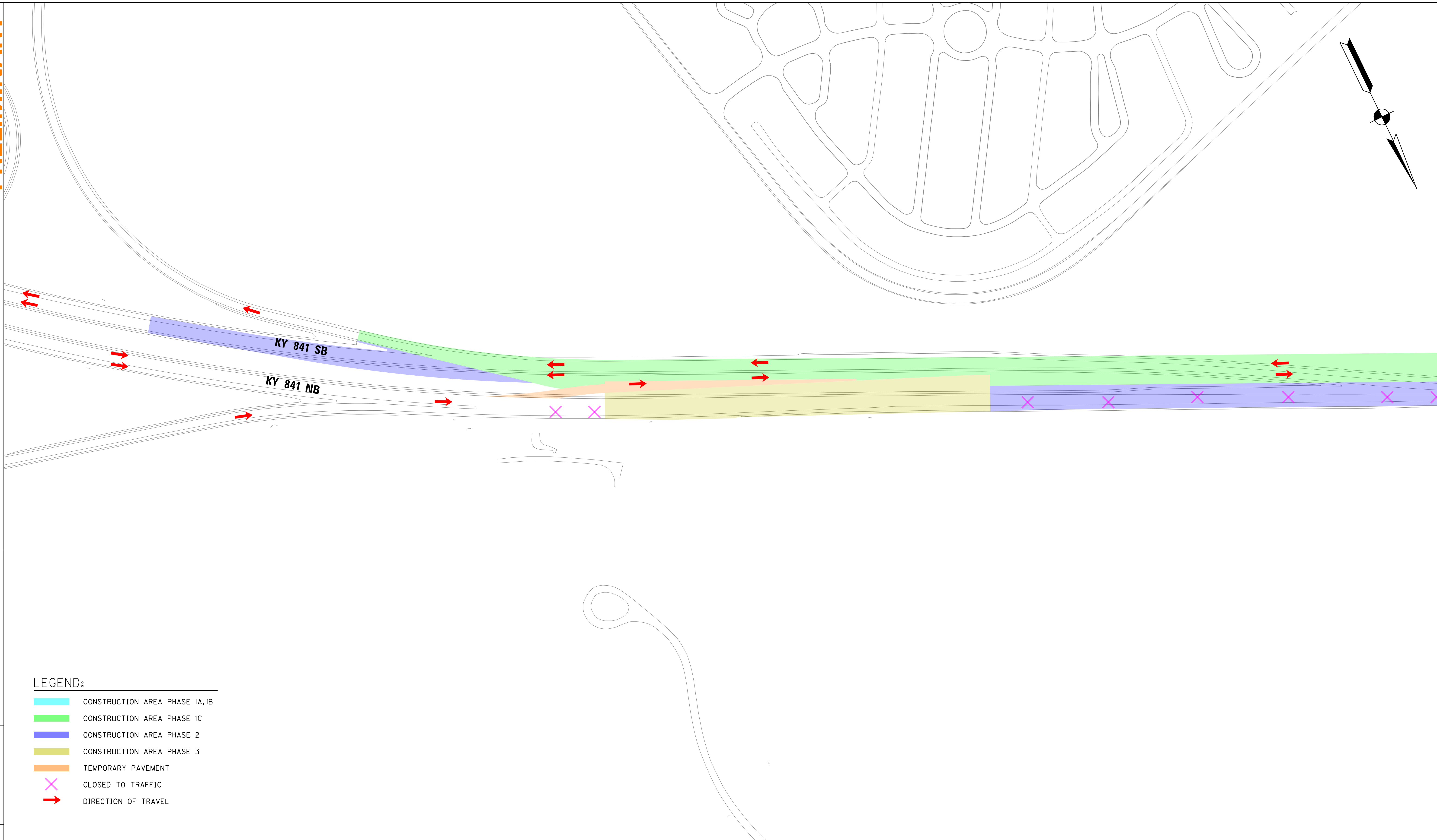
PRELIMINARY

FILE NAME: ...\I71-Phase_3_MOT_EXHIBIT.dgn

USER: qjones
DATE PLOTTED: 10/2/2012

MODEL NAME: Default

MicroStation v8.11.7.443



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4

RECOMMENDED FOR APPROVAL	DESIGN ENGINEER	DATE
DESIGNED:	DRAWN:	
CHECKED:	CHECKED:	

Indiana Finance Authority BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM
I-71 – PHASE 3

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		3 of 3
CONTRACT		PROJECT	

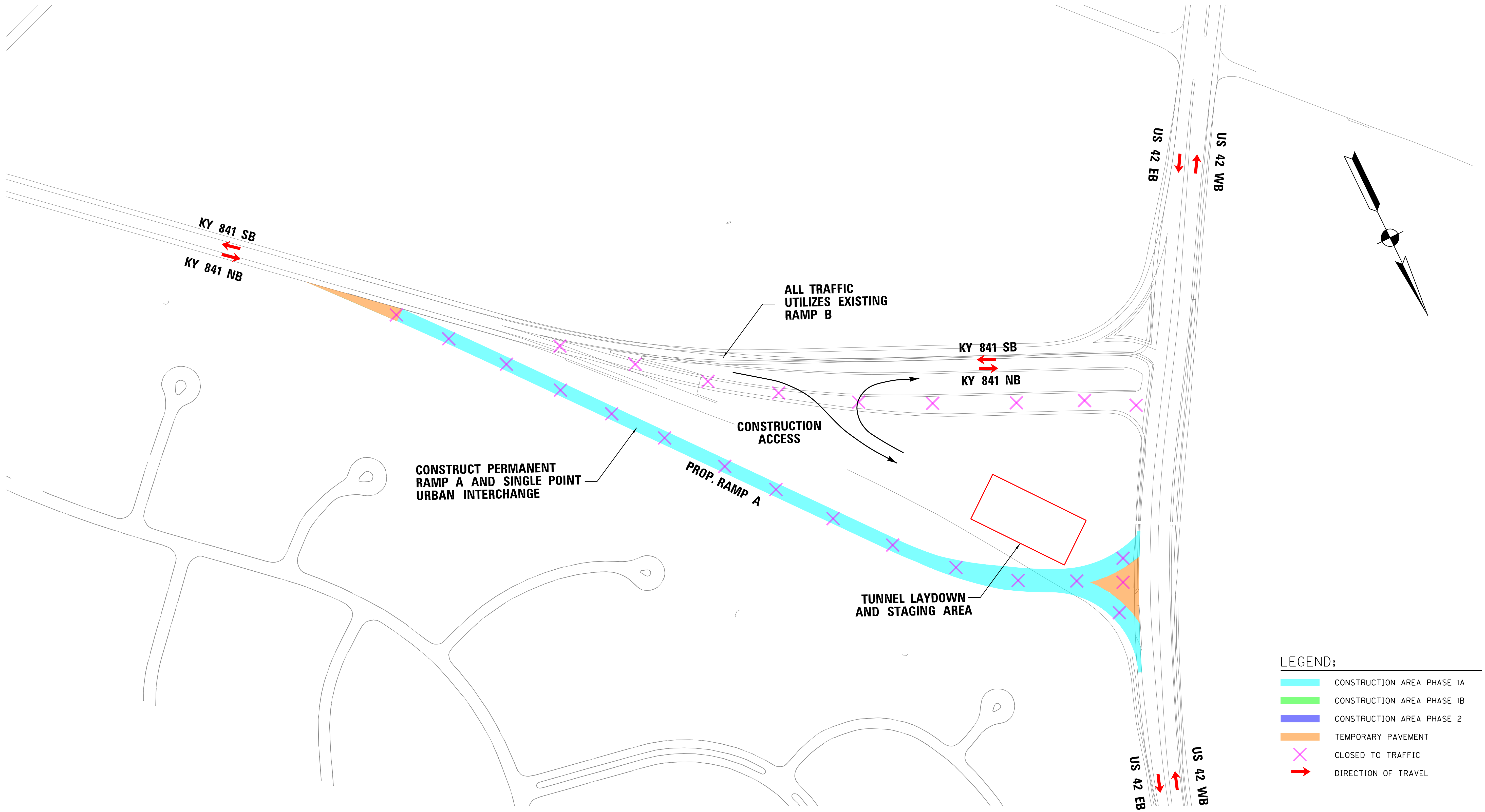
PRELIMINARY

FILE NAME: ...\US42-Phase_1A_MOT_EXHIBIT.dgn

USER: qjones
DATE PLOTTED: 10/18/2012

MODEL NAME: Default

MicroStation v8.11.7.443



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5

RECOMMENDED FOR APPROVAL

DESIGN ENGINEER DATE

DESIGNED:

DRAWN:

CHECKED:

CHECKED:

Indiana Finance Authority

BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM
US 42 – PHASE 1A

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		1 of 4
CONTRACT		PROJECT	

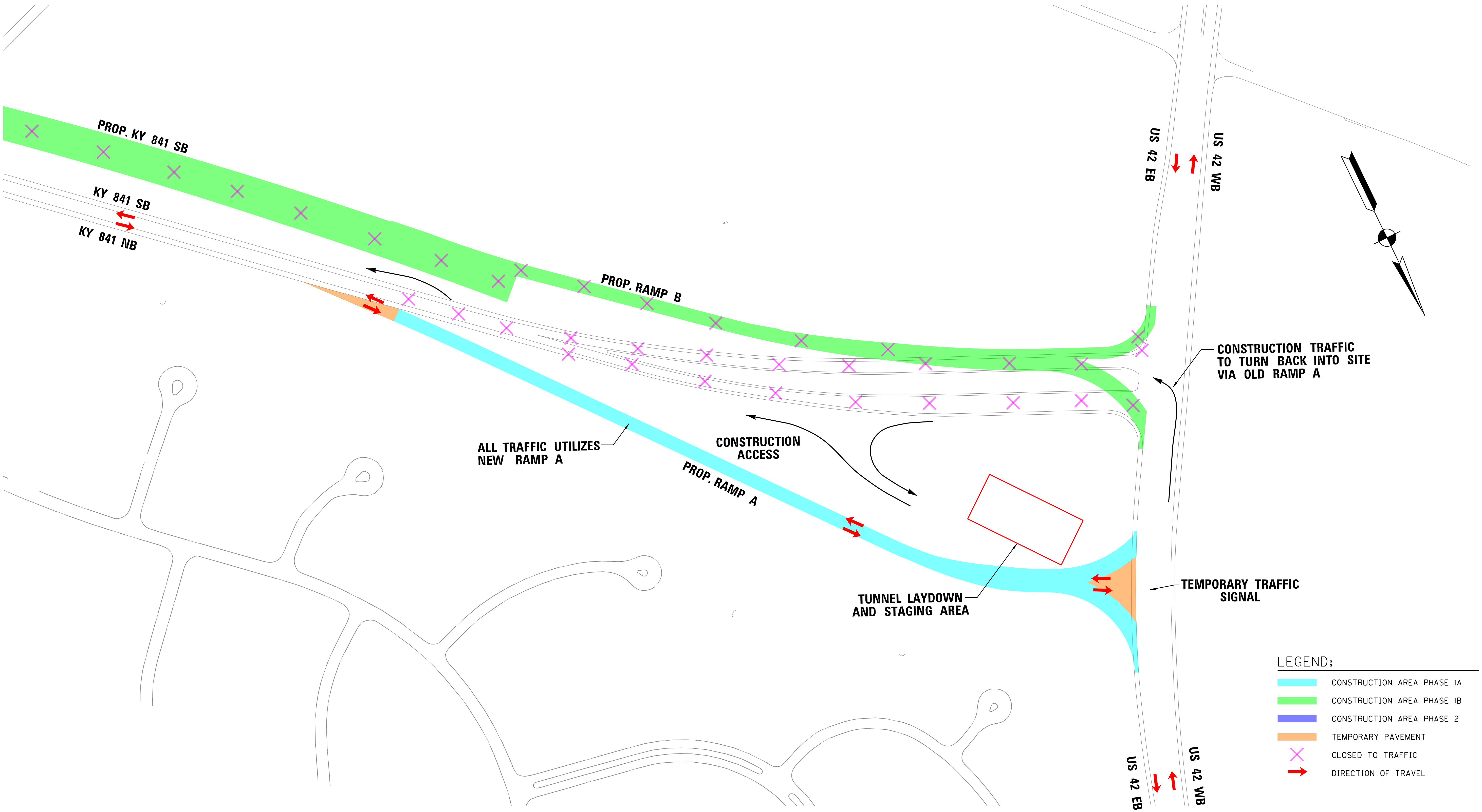
PRELIMINARY

FILE NAME: ...\US42-Phase_1B_MOT_EXHIBIT.dgn

USER: qjones
DATE PLOTTED: 10/18/2012

MODEL NAME: Default

MicroStation v8.11.7.443



PRELIMINARY ONLY

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WVB East End Partners
WALSH VINCI Bilfinger Berger JACOBS

6

RECOMMENDED FOR APPROVAL ____ DESIGN ENGINEER DATE

DESIGNED: ____ DRAWN: ____
CHECKED: ____ CHECKED: ____

Indiana Finance Authority
BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM
US 42 – PHASE 1B

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		2 of 4
CONTRACT		PROJECT	

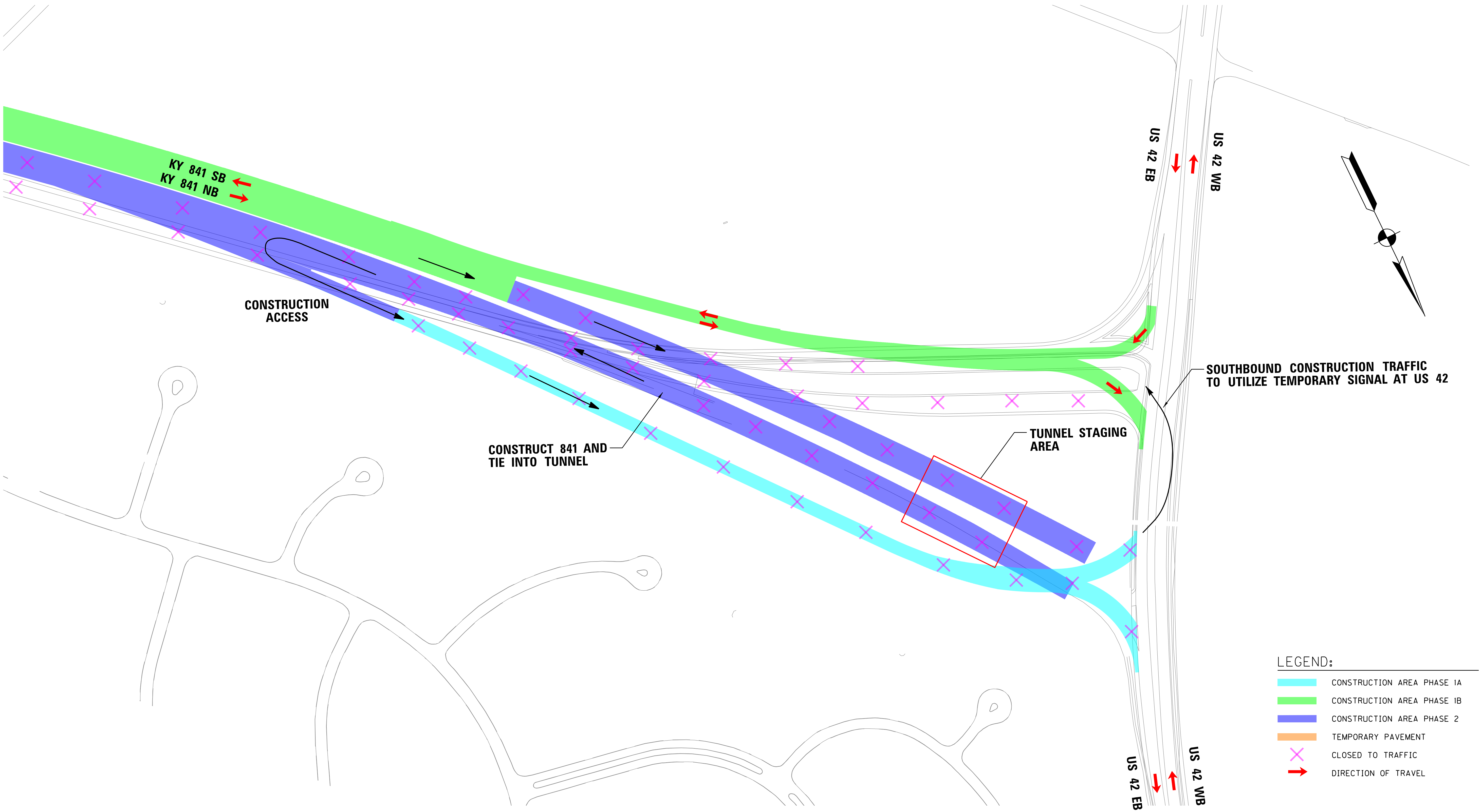
PRELIMINARY

FILE NAME: ...\US42-Phase_2_MOT_EXHIBIT.dgn

USER: negronca
DATE PLOTTED: 10/22/2012

MODEL NAME: Default

MicroStation v8.11.7.443



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WVB East End Partners

WALSH VINCI Bilfinger Berger JACOBS

7

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER ______ DATE

DESIGNED: ______ DRAWN: ______

CHECKED: ______ CHECKED: ______

Indiana Finance Authority

BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM
US 42 – PHASE 2

HORIZONTAL SCALE		BRIDGE FILE	
N/A			
VERTICAL SCALE		DESIGNATION	
N/A			
REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		3 of 4
CONTRACT		PROJECT	

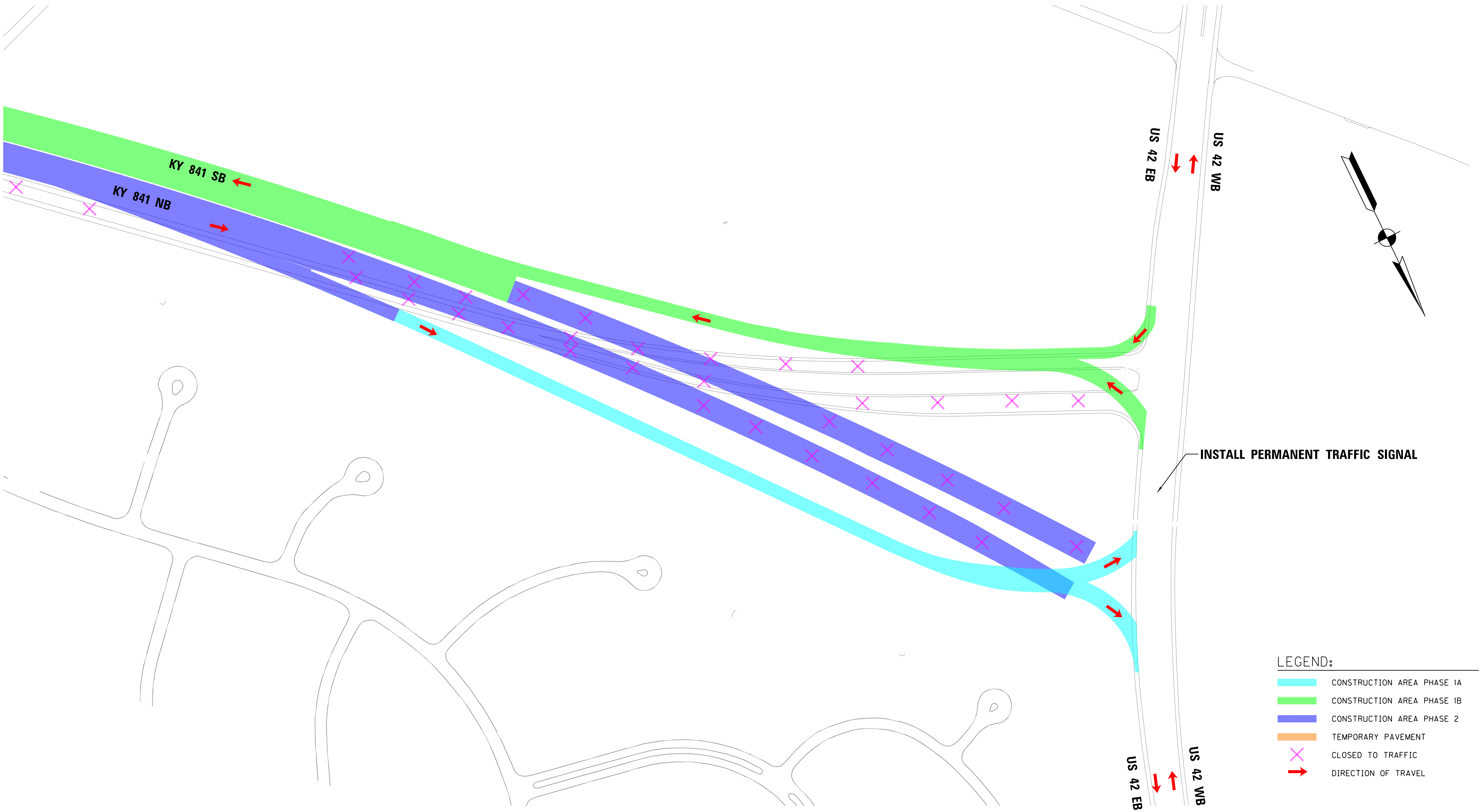
PRELIMINARY

FILE NAME: ...\US42-Phase_3_MOT_EXHIBIT.dgn

USER: negronca
DATE PLOTTED: 10/22/2012

MODEL NAME: Default

MicroStation v8.11.7.443



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WVB East End Partners

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8

RECOMMENDED FOR APPROVAL ____ DESIGN ENGINEER / DATE	
DESIGNED:	DRAWN:
CHECKED:	CHECKED:

Indiana Finance Authority

BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM
US 42 – PHASE 3

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		4 of 4
CONTRACT		PROJECT	

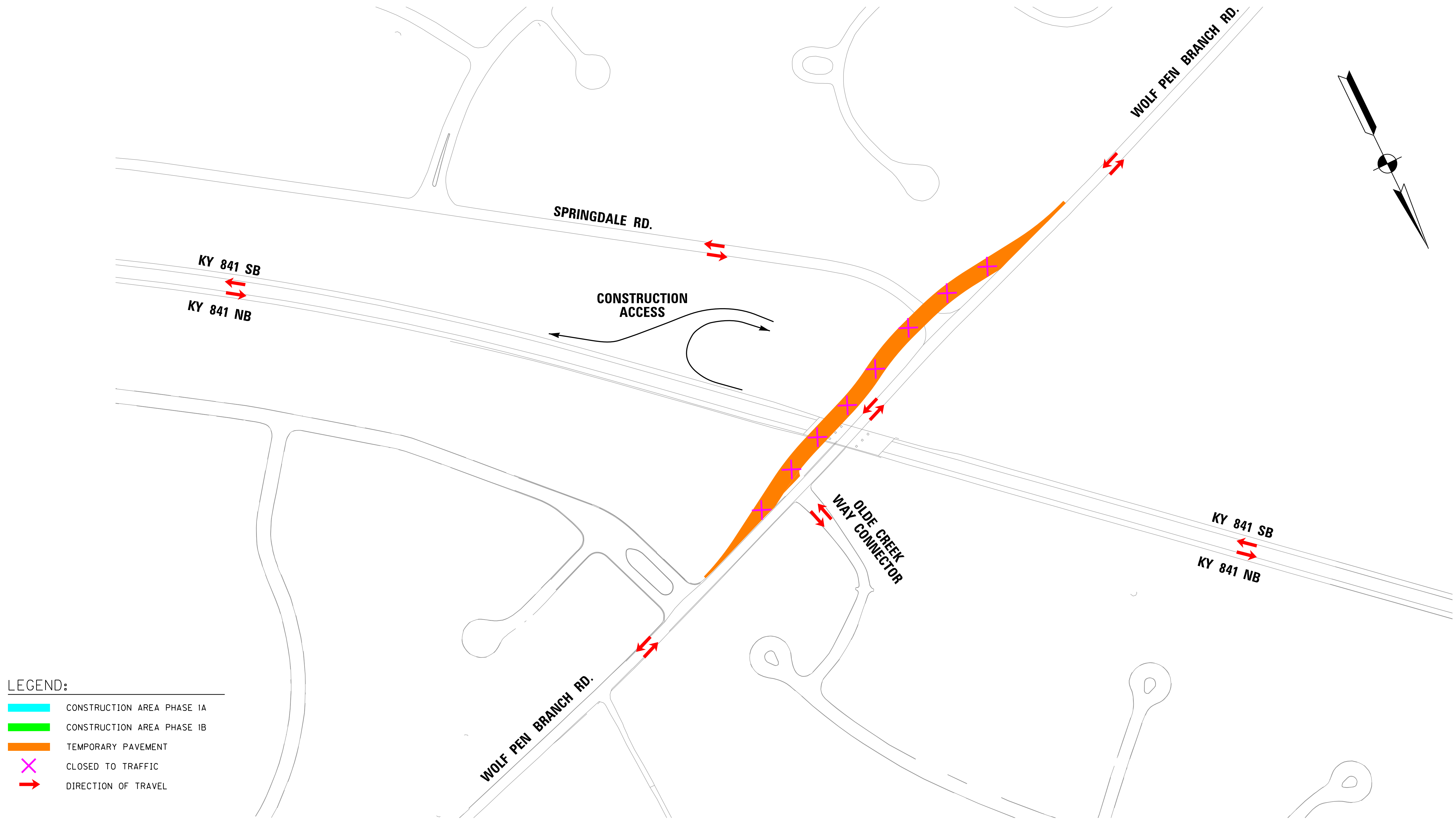
PRELIMINARY

FILE NAME: ...\WP-Phase_1A1_MOT_EXHIBIT.dgn

USER: negronca
DATE PLOTTED: 10/22/2012

MODEL NAME: Default

MicroStation v8.11.7.443



PRELIMINARY ONLY

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WVB East End Partners
WALSH VINCI Bilfinger Berger JACOBS

9

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER ______ DATE

DESIGNED: ______ DRAWN: ______

CHECKED: ______ CHECKED: ______

Indiana Finance Authority BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM
WOLF PEN BRANCH ROAD – PHASE 1A1

HORIZONTAL SCALE	BRIDGE FILE		
N/A			
VERTICAL SCALE	DESIGNATION		
N/A			
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	10/02/2012		1 of 3
CONTRACT		PROJECT	

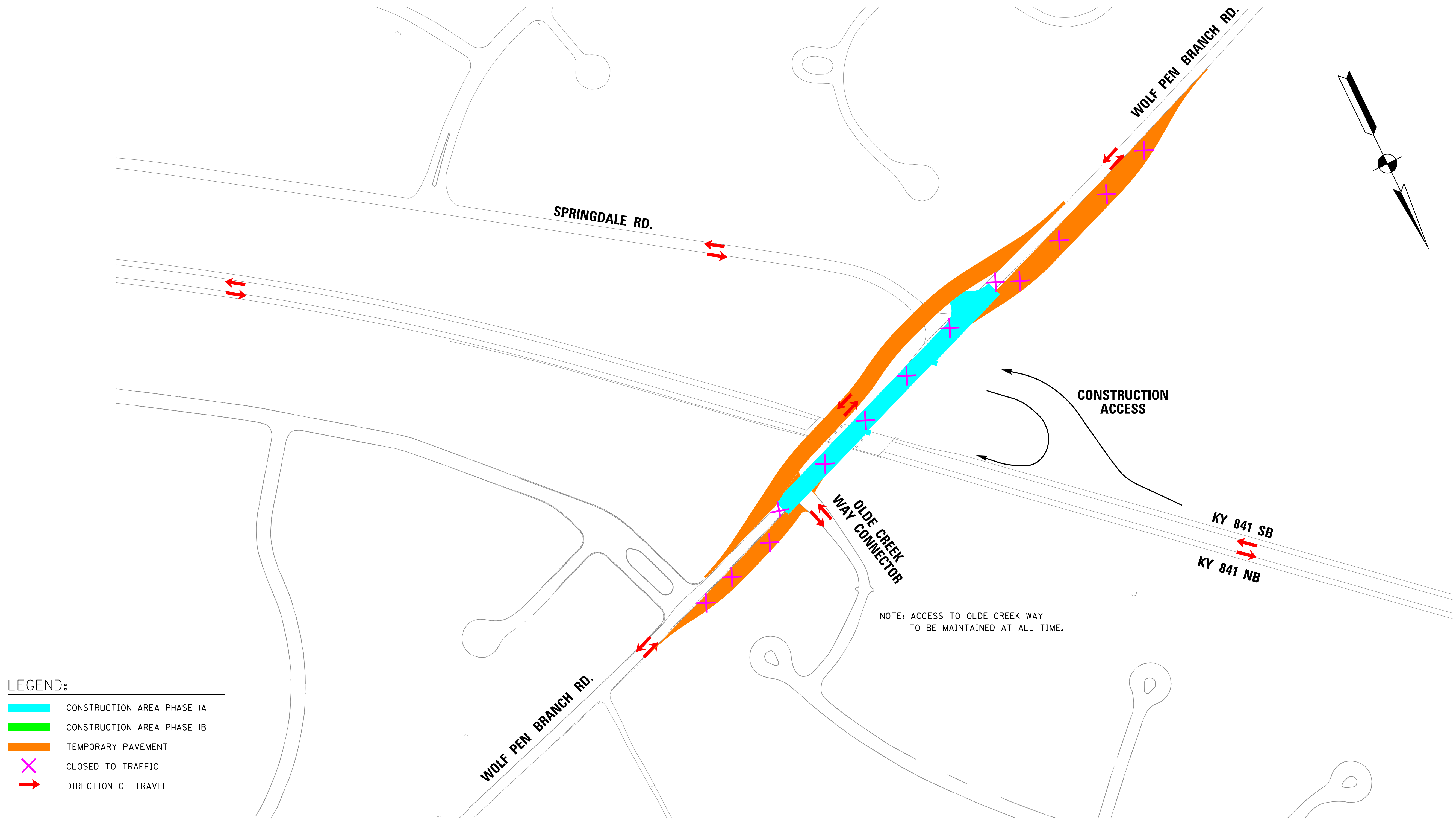
PRELIMINARY

FILE NAME: ...\WP-Phase_1A2_MOT_EXHIBIT.dgn

USER: negronca
DATE PLOTTED: 10/22/2012

MODEL NAME: Default

MicroStation v8.11.7.443



PRELIMINARY ONLY

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WVB East End Partners
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10

RECOMMENDED FOR APPROVAL ____ DESIGN ENGINEER ____ DATE

DESIGNED: ____ DRAWN: ____
CHECKED: ____ CHECKED: ____

Indiana Finance Authority — BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM
WOLF PEN BRANCH ROAD – PHASE 1A2

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/02/2012		2 of 3
CONTRACT		PROJECT	

PRELIMINARY

FILE NAME: ...\WP-Phase_1B_MOT_EXHIBIT.dgn

USER: negronca
DATE PLOTTED: 10/22/2012

MODEL NAME: Default

MicroStation v8.11.7.443

PRELIMINARY ONLY

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WVB East End Partners

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11

RECOMMENDED FOR APPROVAL	DESIGN ENGINEER DATE
DESIGNED:	DRAWN:
CHECKED:	CHECKED:

Indiana Finance Authority BRIDGES

Ohio River Bridges – East End Crossing

CONCEPTUAL STAGING DIAGRAM

WOLF PEN BRANCH ROAD – PHASE 1B

HORIZONTAL SCALE		BRIDGE FILE	
N/A			
VERTICAL SCALE		DESIGNATION	
N/A			
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	10/02/2012		3 of 3
CONTRACT		PROJECT	

PRELIMINARY

FILE NAME: ...\201100886.RD.TP.OVERALL.PH1.01.dgn

USER: aedwards
DATE PLOTTED: 10/19/2012

MODEL NAME: Default

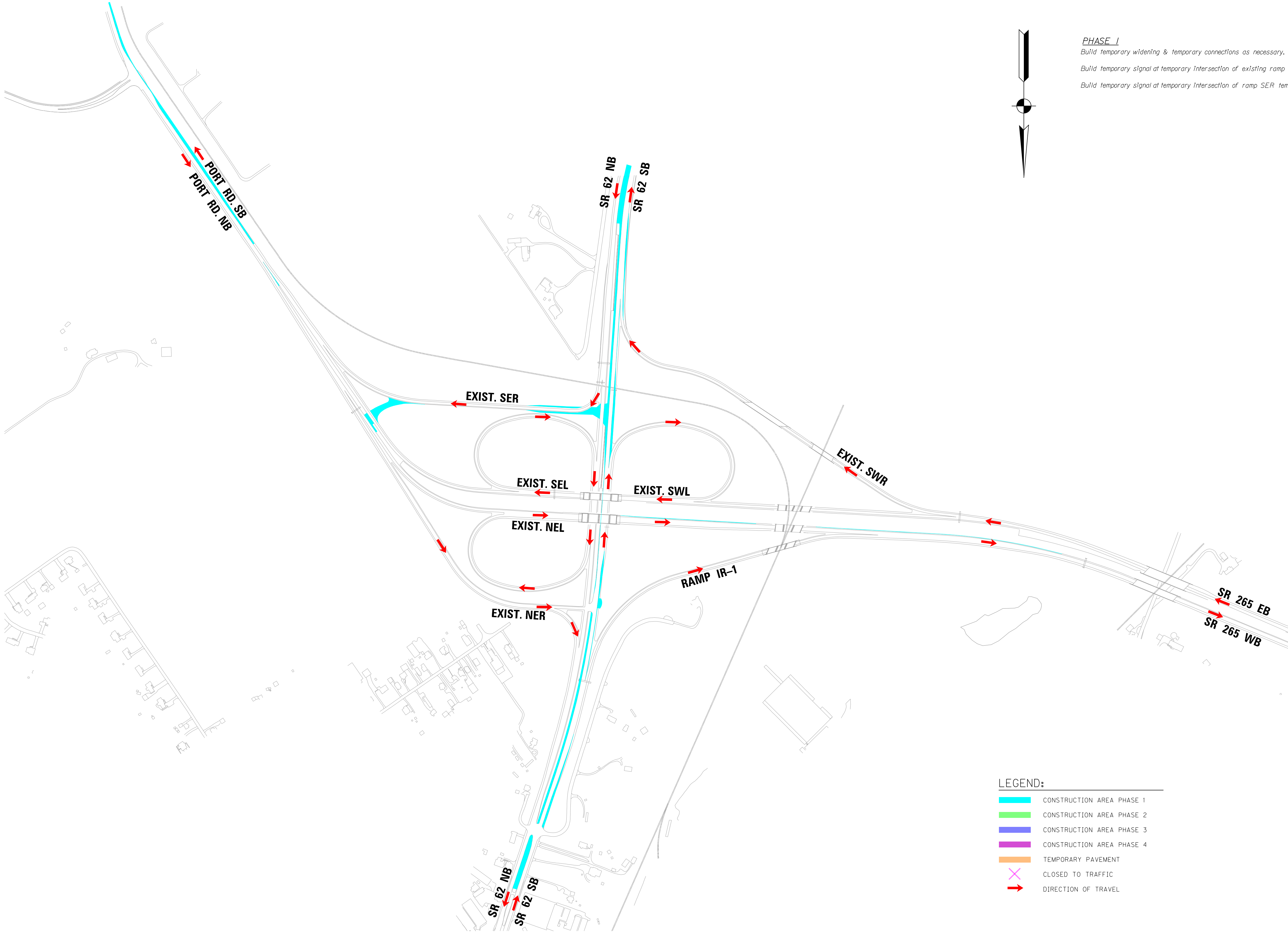
MicroStation v8.11.7.453

PHASE 1

Build temporary widening & temporary connections as necessary.

Build temporary signal at temporary intersection of existing ramp SER & SR 62/10th Street.

Build temporary signal at temporary intersection of ramp SER temporary connection with Port Road.



LEGEND:

- CONSTRUCTION AREA PHASE 1
- CONSTRUCTION AREA PHASE 2
- CONSTRUCTION AREA PHASE 3
- CONSTRUCTION AREA PHASE 4
- TEMPORARY PAVEMENT
- CLOSED TO TRAFFIC
- DIRECTION OF TRAVEL

PRELIMINARY ONLY

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WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

12

RECOMMENDED FOR APPROVAL		DESIGN ENGINEER	DATE
DESIGNED: MJK		DRAWN: EAK	
CHECKED: CEC		CHECKED: CEC	

Indiana Finance Authority BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM PHASE 1

HORIZONTAL SCALE		BRIDGE FILE	
N/A			
VERTICAL SCALE		DESIGNATION	
N/A			
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	10/19/2012		1 of 4
CONTRACT		PROJECT	

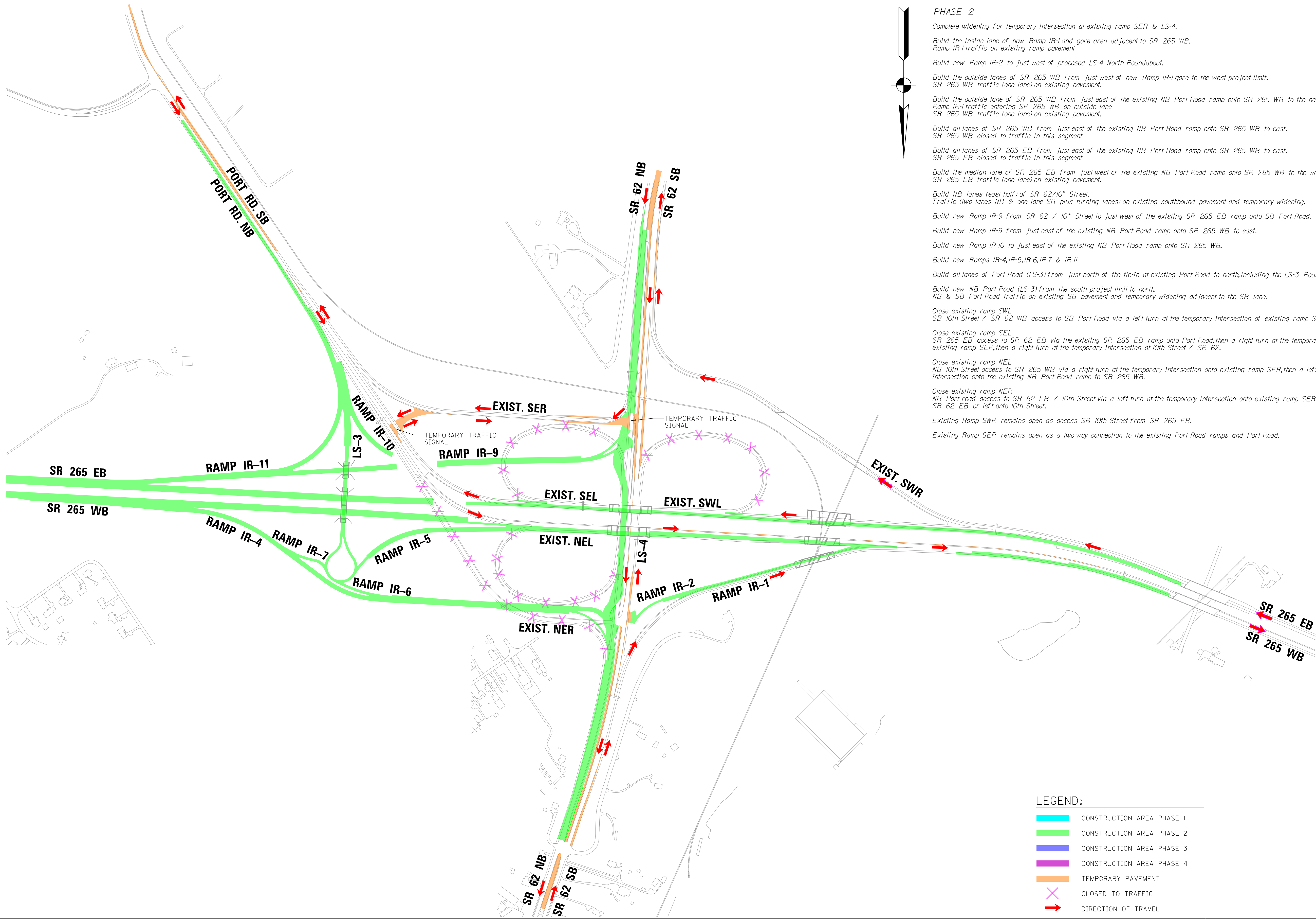
PRELIMINARY

FILE NAME: ...\201100886.RD.TP.OVERALL.PH2.01.dgn

USER: aedwards
DATE PLOTTED: 10/19/2012

MODEL NAME: Default

MicroStation v8.11.7.453



PHASE 2

Complete widening for temporary intersection at existing ramp SER & LS-4.

Build the inside lane of new Ramp IR-1 and gore area adjacent to SR 265 WB.
Ramp IR-1 traffic on existing ramp pavement

Build new Ramp IR-2 to just west of proposed LS-4 North Roundabout.

Build the outside lanes of SR 265 WB from just west of new Ramp IR-1 gore to the west project limit.
SR 265 WB traffic (one lane) on existing pavement.

Build the outside lane of SR 265 WB from just east of the existing NB Port Road ramp onto SR 265 WB to the new Ramp IR-1 gore.
Ramp IR-1 traffic entering SR 265 WB on outside lane
SR 265 WB traffic (one lane) on existing pavement.

Build all lanes of SR 265 WB from just east of the existing NB Port Road ramp onto SR 265 WB to east.
SR 265 WB closed to traffic in this segment

Build all lanes of SR 265 EB from just east of the existing NB Port Road ramp onto SR 265 WB to east.
SR 265 EB closed to traffic in this segment

Build the median lane of SR 265 EB from just west of the existing NB Port Road ramp onto SR 265 WB to the west project limit.
SR 265 EB traffic (one lane) on existing pavement.

Build NB lanes (east half) of SR 62/10th Street.
Traffic (two lanes NB & one lane SB plus turning lanes) on existing southbound pavement and temporary widening.

Build new Ramp IR-9 from SR 62 / 10th Street to just west of the existing SR 265 EB ramp onto SB Port Road.

Build new Ramp IR-9 from just east of the existing NB Port Road ramp onto SR 265 WB to east.

Build new Ramp IR-10 to just east of the existing NB Port Road ramp onto SR 265 WB.

Build new Ramps IR-4, IR-5, IR-6, IR-7 & IR-11

Build all lanes of Port Road (LS-3) from just north of the tie-in at existing Port Road to north, including the LS-3 Roundabout.

Build new NB Port Road (LS-3) from the south project limit to north.
NB & SB Port Road traffic on existing SB pavement and temporary widening adjacent to the SB lane.

Close existing ramp SWL
SB 10th Street / SR 62 WB access to SB Port Road via a left turn at the temporary intersection of existing ramp SER at SR 62/10th Street.

Close existing ramp SEL
SR 265 EB access to SR 62 EB via the existing SR 265 EB ramp onto Port Road, then a right turn at the temporary intersection onto existing ramp SER, then a right turn at the temporary intersection at 10th Street / SR 62.

Close existing ramp NEL
NB 10th Street access to SR 265 WB via a right turn at the temporary intersection onto existing ramp SER, then a left turn at the temporary intersection onto the existing NB Port Road ramp to SR 265 WB.

Close existing ramp NER
NB Port road access to SR 62 EB / 10th Street via a left turn at the temporary intersection onto existing ramp SER, then right onto SR 62 EB or left onto 10th Street.

Existing Ramp SWR remains open as access SB 10th Street from SR 265 EB.

Existing Ramp SER remains open as a two-way connection to the existing Port Road ramps and Port Road.

LEGEND:
- CONSTRUCTION AREA PHASE 1
- CONSTRUCTION AREA PHASE 2
- CONSTRUCTION AREA PHASE 3
- CONSTRUCTION AREA PHASE 4
- TEMPORARY PAVEMENT
- CLOSED TO TRAFFIC
- DIRECTION OF TRAVEL

PRELIMINARY ONLY

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WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

13

RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER ______ DATE

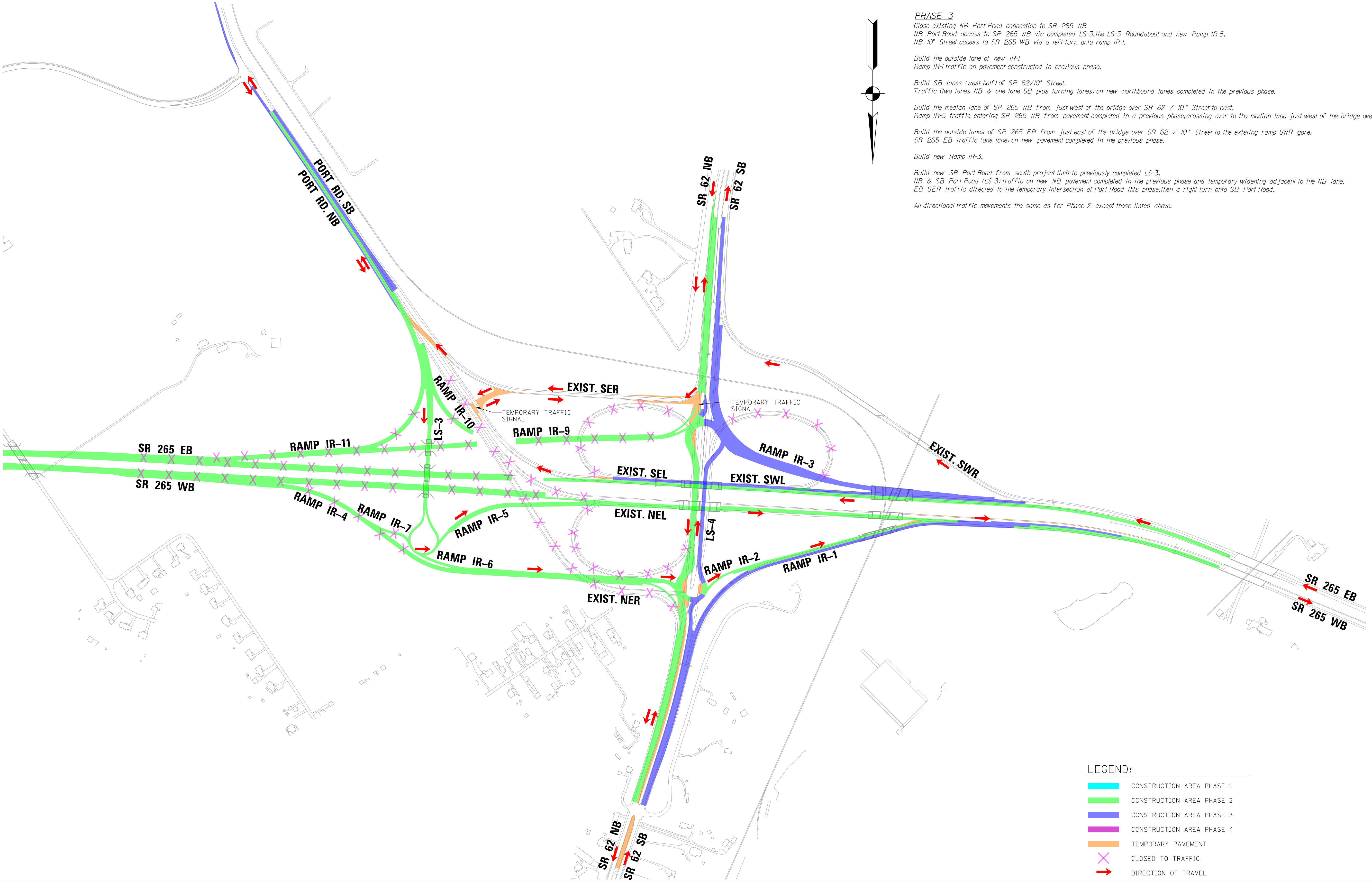
DESIGNED: MJK | DRAWN: EAK
CHECKED: CEC | CHECKED: CEC

Indiana Finance Authority
THE OHIO RIVER BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM PHASE 2

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	10/19/2012		2 of 4
CONTRACT		PROJECT	



PRELIMINARY

FILE NAME: ...\201100886.RD.TP.OVERALL.PH3.01.dgn

USER: aedwards
DATE PLOTTED: 10/19/2012

MODEL NAME: Default

MicroStation v8.11.7.453

PHASE 3

Close existing NB Port Road connection to SR 265 WB
NB Port Road access to SR 265 WB via completed LS-3,the LS-3 Roundabout and new Ramp IR-5.
NB 10" Street access to SR 265 WB via a left turn onto ramp IR-1.

Build the outside lane of new IR-1
Ramp IR-1 traffic on pavement constructed in previous phase.

Build SB lanes (west half) of SR 62/10" Street.
Traffic (two lanes NB & one lane SB plus turning lanes) on new northbound lanes completed in the previous phase.

Build the median lane of SR 265 WB from just west of the bridge over SR 62 / 10" Street to east.
Ramp IR-5 traffic entering SR 265 WB from pavement completed in a previous phase,crossing over to the median lane just west of the bridge over SR 62 / 10 " Street.

Build the outside lanes of SR 265 EB from just east of the bridge over SR 62 / 10" Street to the existing ramp SWR gore.
SR 265 EB traffic (one lane) on new pavement completed in the previous phase.

Build new Ramp IR-3.

Build new SB Port Road from south project limit to previously completed LS-3.
NB & SB Port Road (LS-3) traffic on new NB pavement completed in the previous phase and temporary widening adjacent to the NB lane.
EB SER traffic directed to the temporary intersection at Port Road this phase,then a right turn onto SB Port Road.

All directional traffic movements the same as for Phase 2 except those listed above.

LEGEND:

- CONSTRUCTION AREA PHASE 1
- CONSTRUCTION AREA PHASE 2
- CONSTRUCTION AREA PHASE 3
- CONSTRUCTION AREA PHASE 4
- TEMPORARY PAVEMENT
- CLOSED TO TRAFFIC
- DIRECTION OF TRAVEL

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WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

14

RECOMMENDED FOR APPROVAL
DESIGN ENGINEER DATE

DESIGNED: MJK | DRAWN: EAK
CHECKED: CEC | CHECKED: CEC

Indiana Finance Authority
THE OHIO RIVER BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM PHASE 3

HORIZONTAL SCALE	BRIDGE FILE
N/A	
VERTICAL SCALE	DESIGNATION
N/A	

REV.NO.	DRAWING DATE	DWG.NO.	SHEET NO.
	10/19/2012		3 of 4

CONTRACT	PROJECT

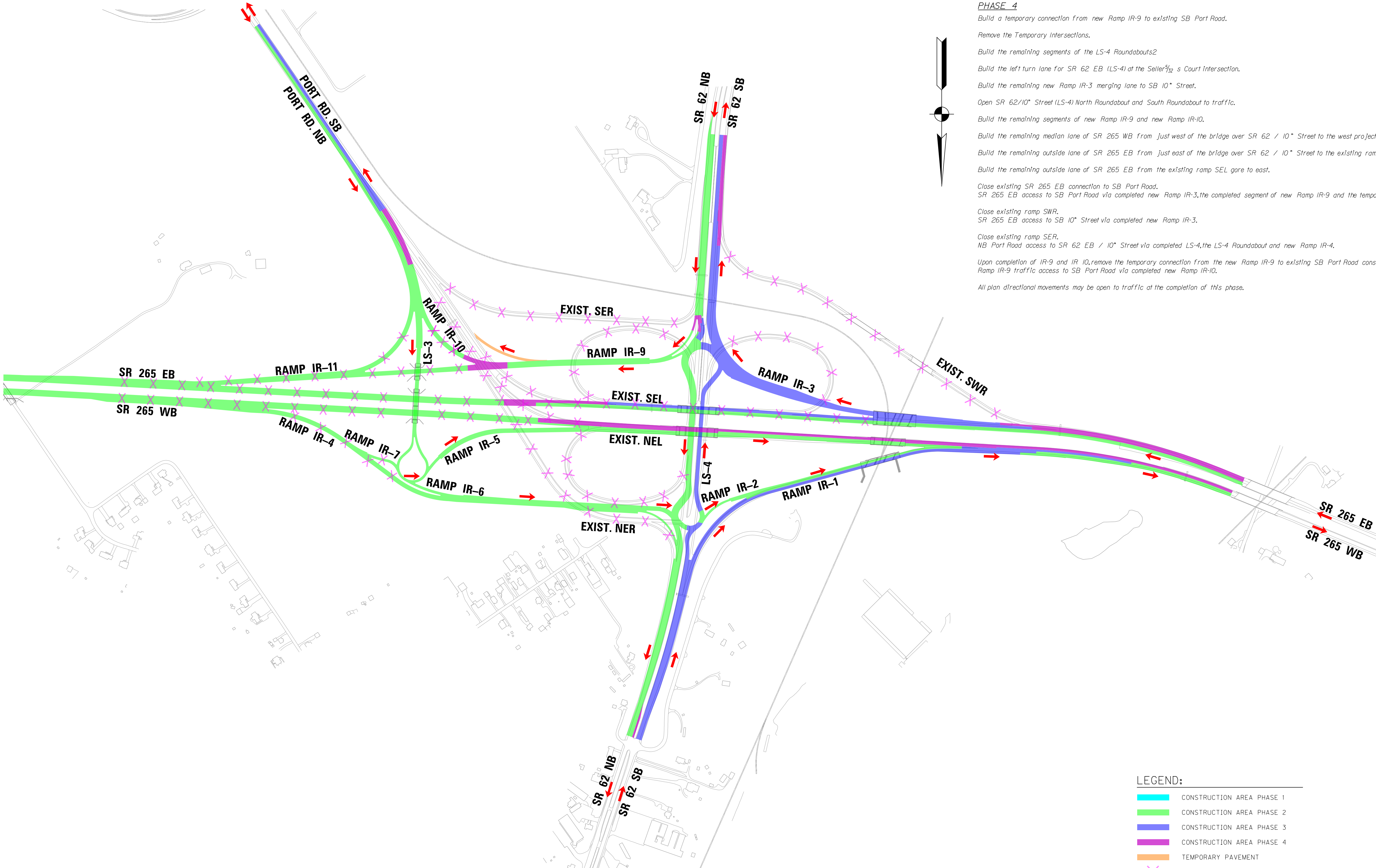
PRELIMINARY

FILE NAME: ...\201100886.RD.TP.OVERALL.PH4.01.dgn

USER: aedwards
DATE PLOTTED: 10/19/2012

MODEL NAME: Default

MicroStation v8.11.7.453



PHASE 4

Build a temporary connection from new Ramp IR-9 to existing SB Port Road.

Remove the Temporary Intersections.

Build the remaining segments of the LS-4 Roundabouts2

Build the left turn lane for SR 62 EB (LS-4) at the Seller5/32 s Court intersection.

Build the remaining new Ramp IR-3 merging lane to SB 10" Street.

Open SR 62/10" Street (LS-4) North Roundabout and South Roundabout to traffic.

Build the remaining segments of new Ramp IR-9 and new Ramp IR-10.

Build the remaining median lane of SR 265 WB from just west of the bridge over SR 62 / 10" Street to the west project limit.

Build the remaining outside lane of SR 265 EB from just east of the bridge over SR 62 / 10" Street to the existing ramp SWR gore to the west project limit.

Build the remaining outside lane of SR 265 EB from the existing ramp SEL gore to east.

Close existing SR 265 EB connection to SB Port Road.
SR 265 EB access to SB Port Road via completed new Ramp IR-3, the completed segment of new Ramp IR-9 and the temporary connection to SB Port Road.

Close existing ramp SWR.
SR 265 EB access to SB 10" Street via completed new Ramp IR-3.

Close existing ramp SER.
NB Port Road access to SR 62 EB / 10" Street via completed LS-4, the LS-4 Roundabout and new Ramp IR-4.

Upon completion of IR-9 and IR 10, remove the temporary connection from the new Ramp IR-9 to existing SB Port Road constructed at the onset of this phase.
Ramp IR-9 traffic access to SB Port Road via completed new Ramp IR-10.

All plan directional movements may be open to traffic at the completion of this phase.

LEGEND:

- CONSTRUCTION AREA PHASE 1
- CONSTRUCTION AREA PHASE 2
- CONSTRUCTION AREA PHASE 3
- CONSTRUCTION AREA PHASE 4
- TEMPORARY PAVEMENT
- CLOSED TO TRAFFIC
- DIRECTION OF TRAVEL

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WVB East End Partners
WALSH VINCI BILFINGER BERGER JACOBS

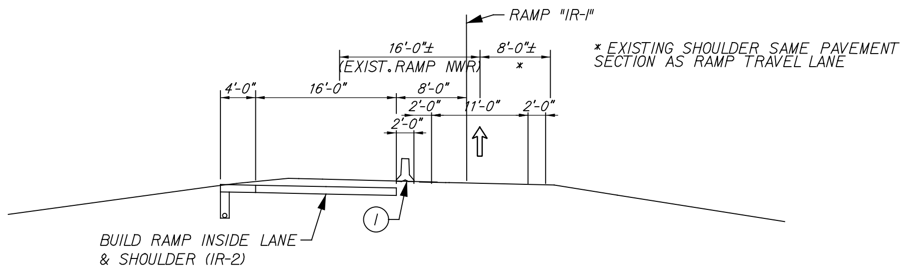
15

RECOMMENDED FOR APPROVAL	DESIGN ENGINEER	DATE
DESIGNED: MJK	DRAWN: EAK	
CHECKED: CEC	CHECKED: CEC	

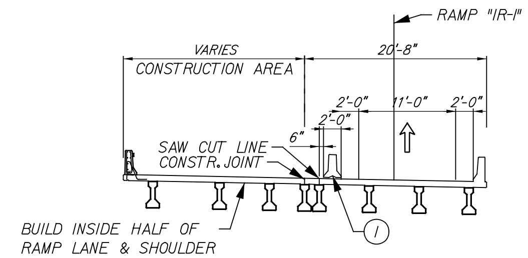
Indiana Finance Authority
BRIDGES

Ohio River Bridges – East End Crossing
CONCEPTUAL STAGING DIAGRAM PHASE 4

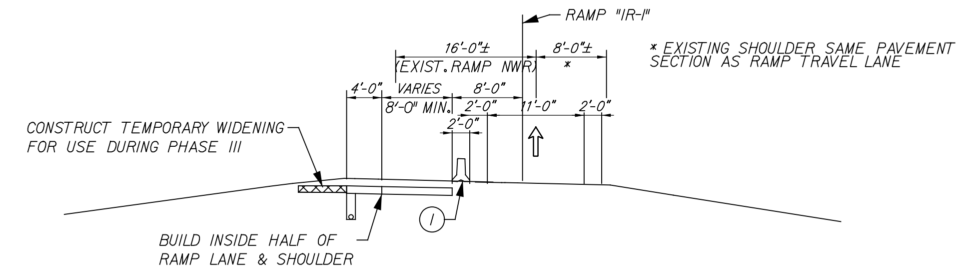
HORIZONTAL SCALE		BRIDGE FILE	
N/A			
VERTICAL SCALE		DESIGNATION	
N/A			
REV. NO.	DRAWING DATE	DWG. NO.	SHEET NO.
	10/19/2012		4 of 4
CONTRACT		PROJECT	



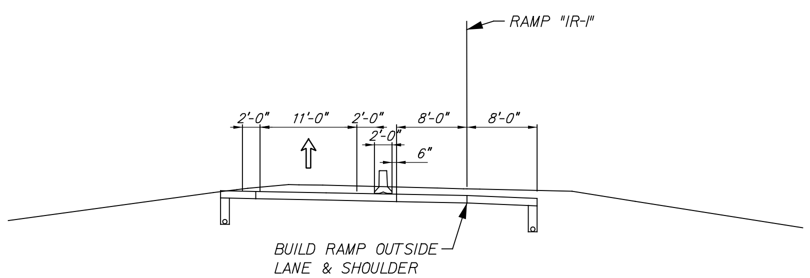
TYPICAL SECTION "IR-I" - PHASE 2 (EAST OF STR.15)



TYPICAL SECTION "IR-I" - PHASE 2 (STR.15)



TYPICAL SECTION "IR-I" - PHASE 2 (WEST OF STR.15)



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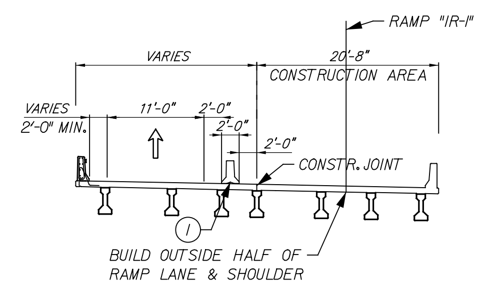
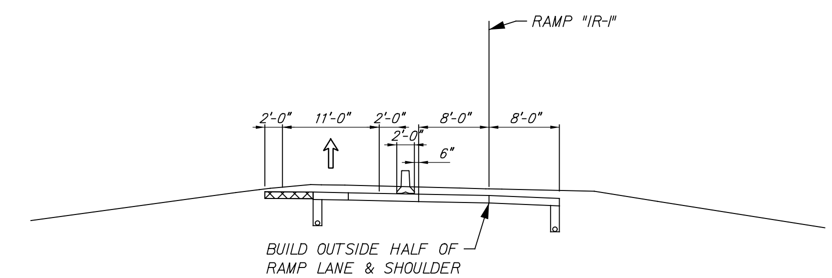


TYPICAL SECTION "IR-I" - PHASE 3 (STR.15)



TYPICAL SECTION "IR-I" - PHASE 3 (WEST OF STR.15)

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LEGEND

(1) CONCRETE BARRIER

(2) FLEXIBLE TUBULAR MARKERS @ 50' SPA.

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

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RECOMMENDED FOR APPROVAL ______ DESIGN ENGINEER ______ DATE

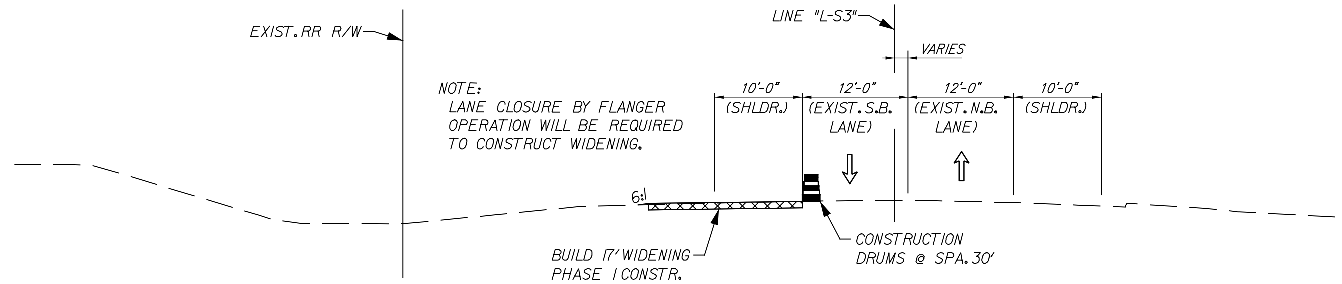
DESIGNED: MJM DRAWN: EAK

CHECKED: WHL CHECKED: MJM

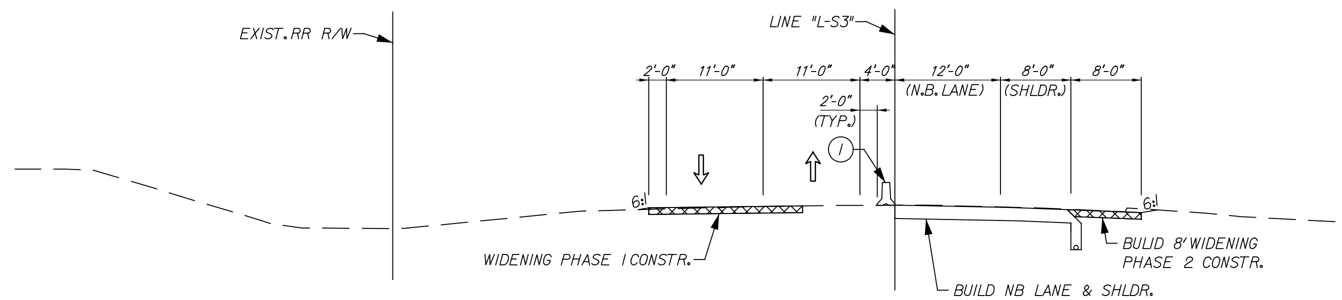
INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
TYPICAL SECTIONS - LINE "IR-I"

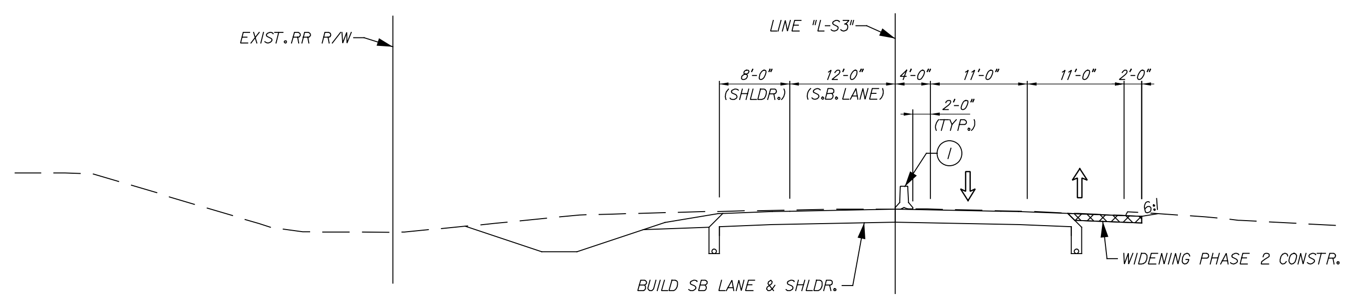
HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	1 of 11
CONTRACT	PROJECT



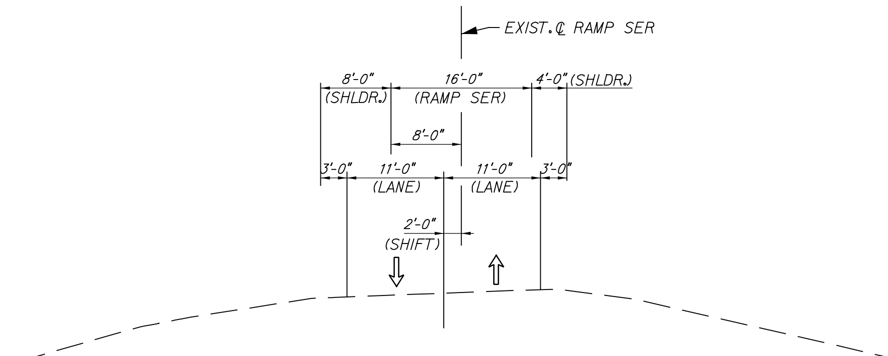
TYPICAL SECTION PORT RD. - PHASE 1



TYPICAL SECTION PORT RD. - PHASE 2



TYPICAL SECTION PORT RD. - PHASE 3



TYPICAL SECTION RAMP SER - PHASE 2 & 3

LEGEND

1 CONCRETE BARRIER

2 FLEXIBLE TUBULAR MARKERS @ 50' SPA.

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

PRELIMINARY ONLY

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DESIGNED: MJM DRAWN: EAK

CHECKED: WHL CHECKED: MJM

INDIANA DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC TYPICAL SECTIONS PORT ROAD

HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	2 of 11
CONTRACT	PROJECT

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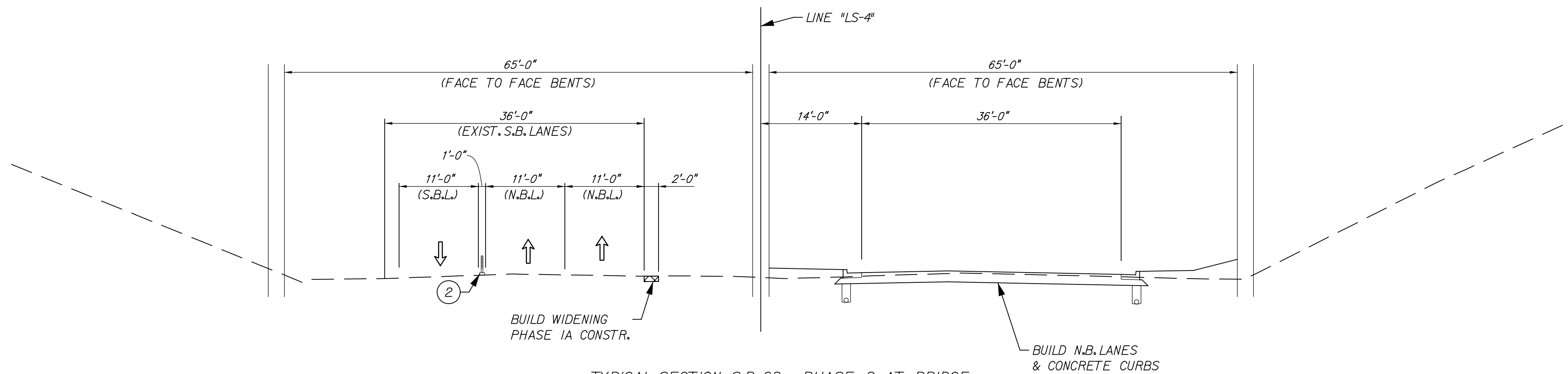
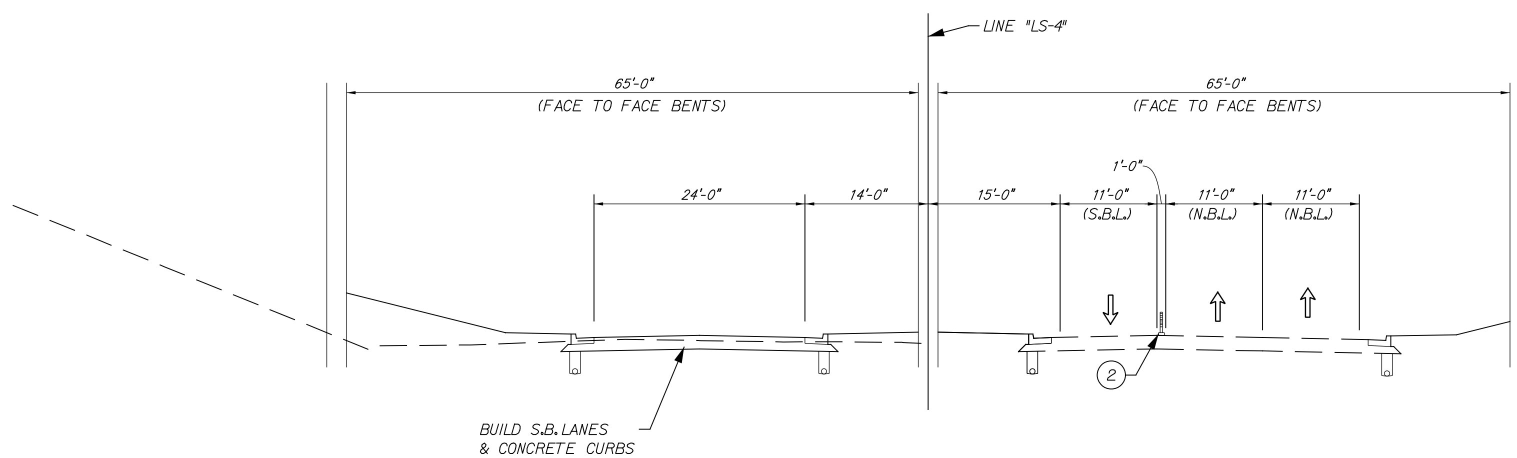


TYPICAL SECTION S.R.62 - PHASE 2 AT BRIDGE



TYPICAL SECTION S.R.62 - PHASE 3 AT BRIDGE

LEGEND

(1) CONCRETE BARRIER

(2) FLEXIBLE TUBULAR MARKERS @ 50' SPA.

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

PRELIMINARY ONLY

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RECOMMENDED FOR APPROVAL	DESIGN ENGINEER	DATE	
DESIGNED: MJM	DRAWN: EAK		
CHECKED: WHL	CHECKED: MJM		

INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
TYPICAL SECTIONS - SR 62

HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	3 of 11
CONTRACT	PROJECT

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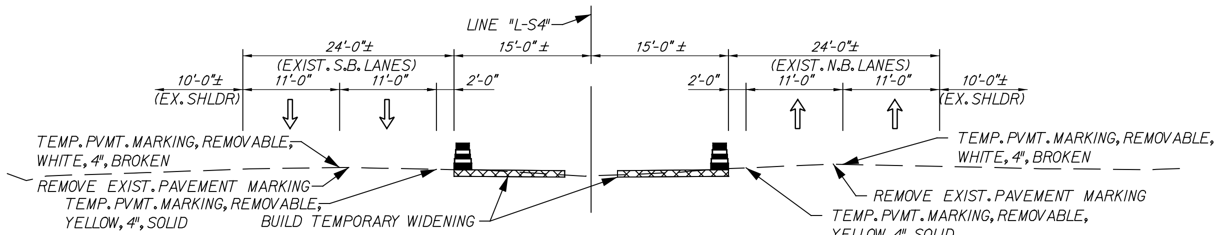
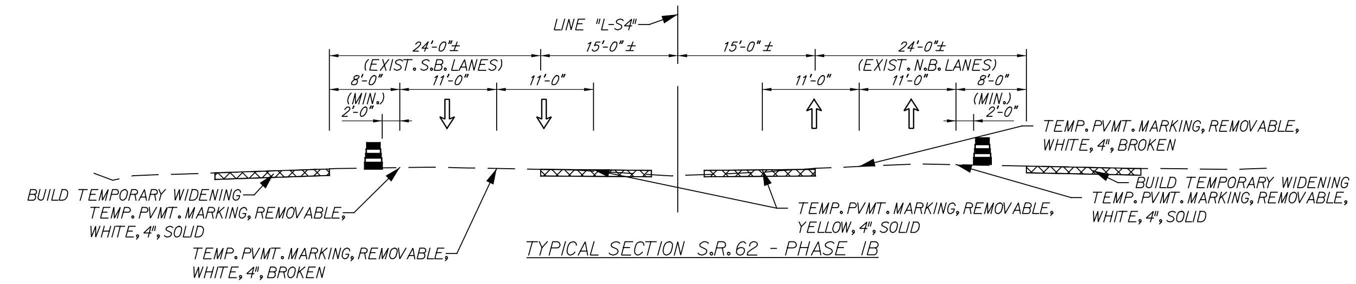
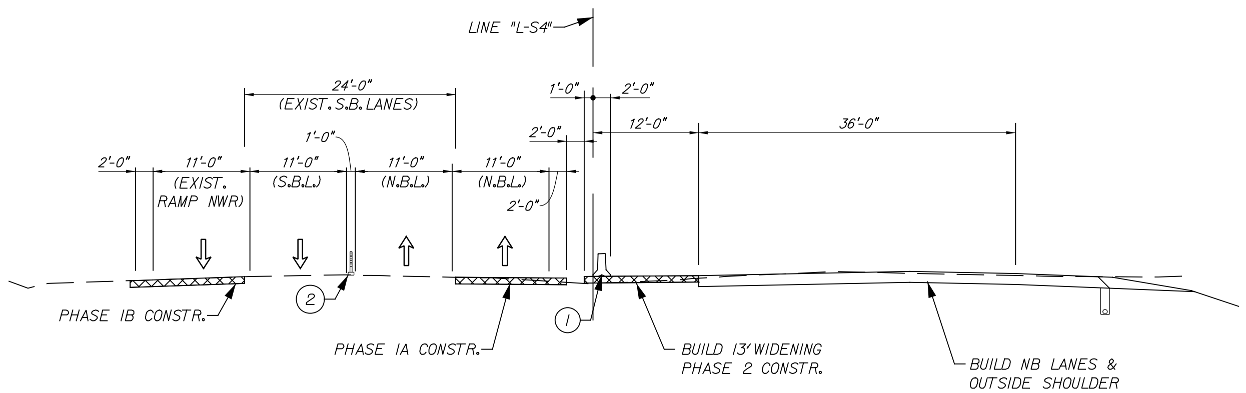


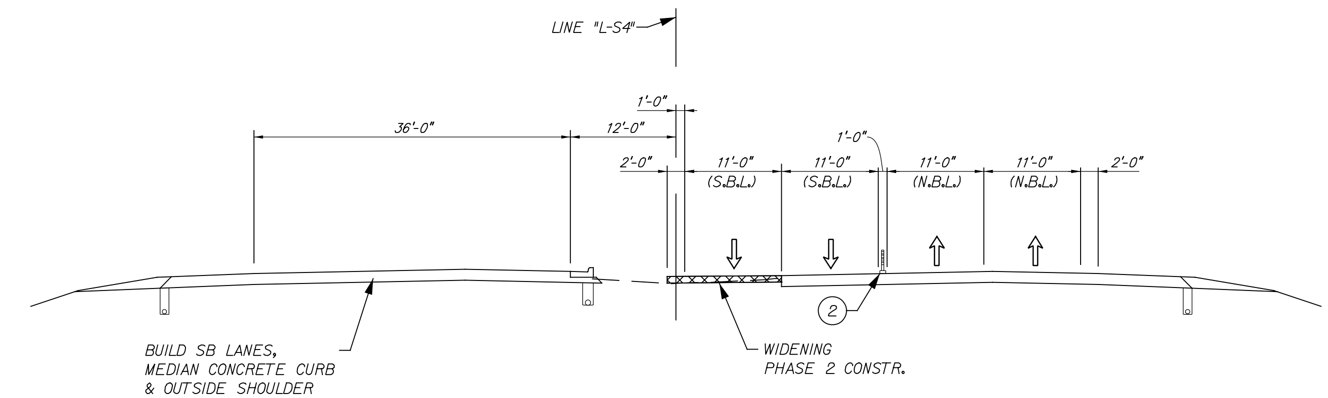
TYPICAL SECTION S.R. 62 - PHASE IA



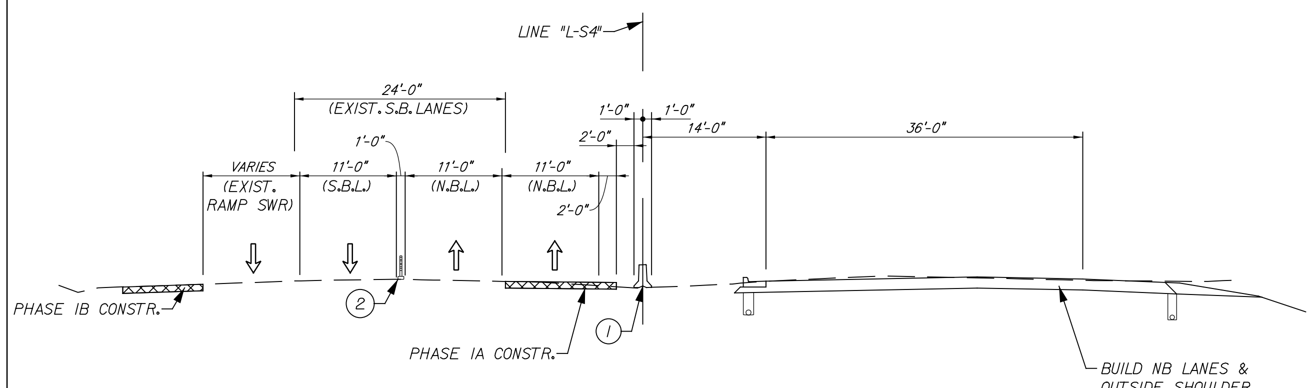
TYPICAL SECTION S.R. 62 - PHASE IB



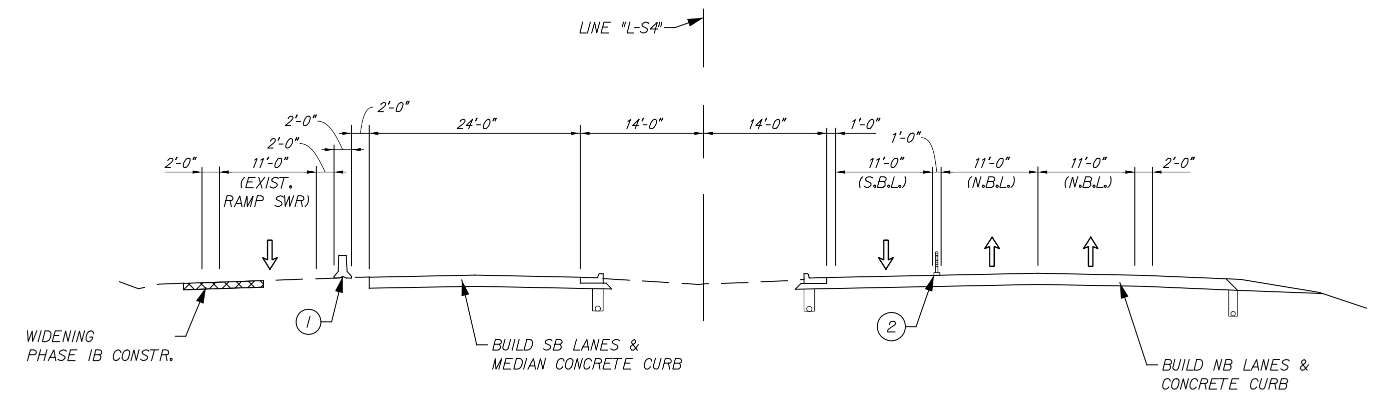
TYPICAL SECTION S.R. 62 - PHASE 2 (NORTH END)



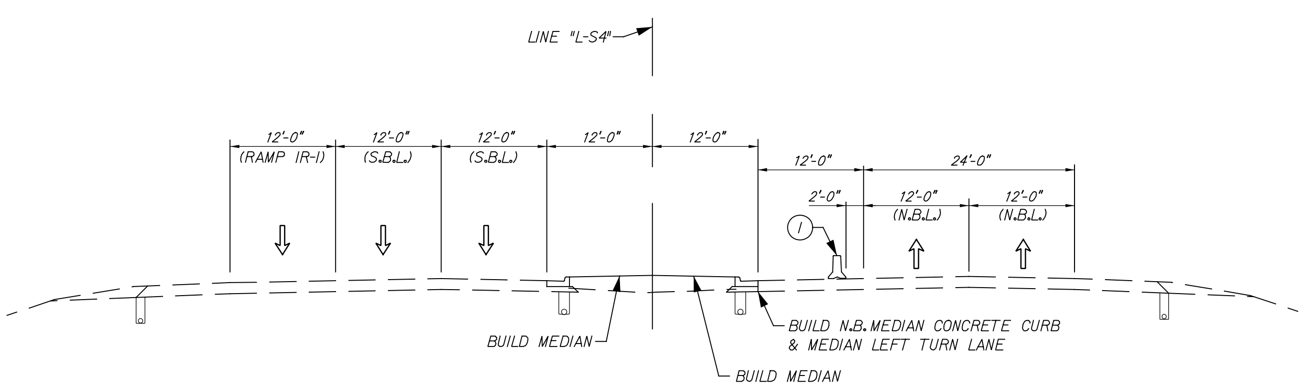
TYPICAL SECTION S.R. 62 - PHASE 3 (NORTH END)



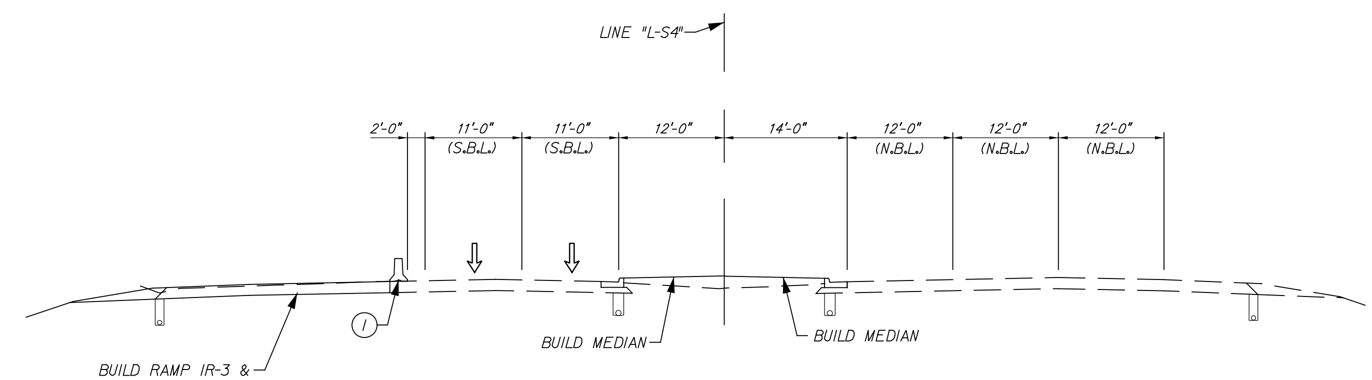
TYPICAL SECTION S.R. 62 - PHASE 2 (SOUTH END)



TYPICAL SECTION S.R. 62 - PHASE 3 (SOUTH END)



TYPICAL SECTION S.R. 62 - PHASE 4 (NORTH END)



TYPICAL SECTION S.R. 62 - PHASE 4 (SOUTH END)

LEGEND

(1) CONCRETE BARRIER

(2) FLEXIBLE TUBULAR MARKERS @ 50' SPA.

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

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DESIGNED: MJM DRAWN: EAK

CHECKED: WHL CHECKED: MJM

INDIANA DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC TYPICAL SECTIONS - SR 62

HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO. 4 of 11
CONTRACT	PROJECT

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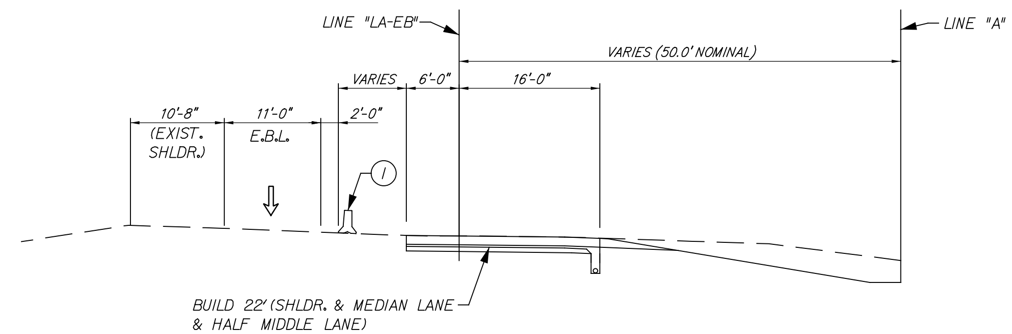
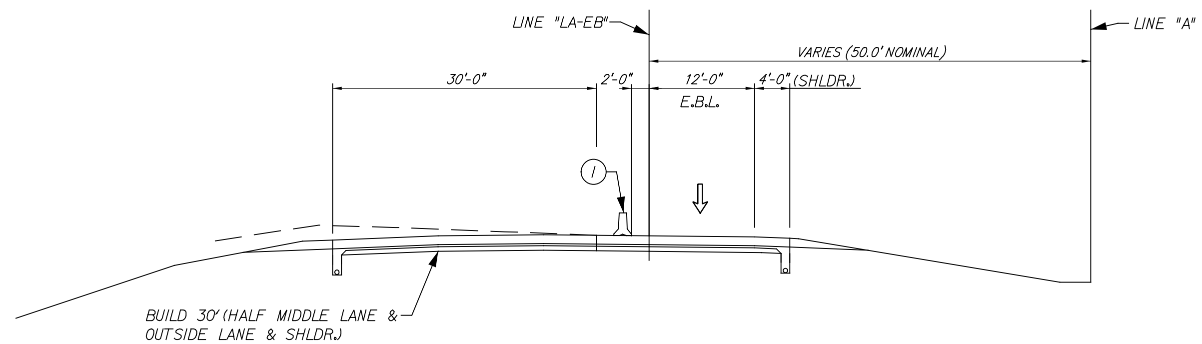
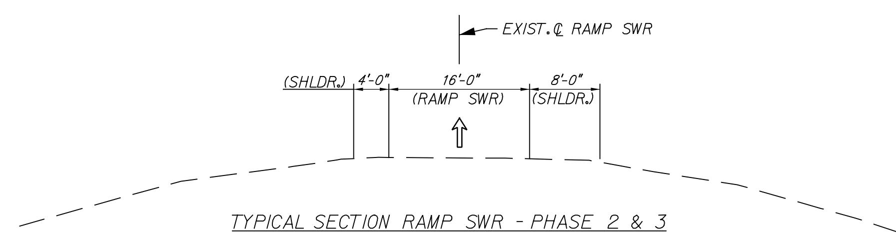


TYPICAL SECTION SR265 E.B.L. - PHASE 2



TYPICAL SECTION SR265 E.B.L. - PHASE 3 & 4



TYPICAL SECTION RAMP SWR - PHASE 2 & 3

LEGEND

(1) CONCRETE BARRIER

(2) FLEXIBLE TUBULAR MARKERS @ 50' SPA.

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

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CHECKED: WHL	CHECKED: MJM

INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
TYPICAL SECTIONS SR 265 E.B.L.

HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	5 of 11
CONTRACT	PROJECT

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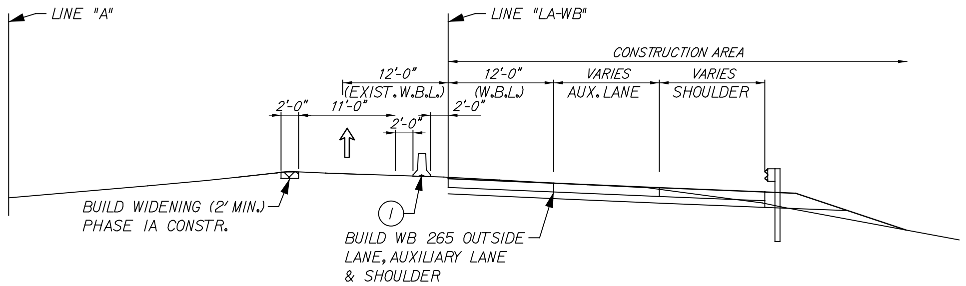
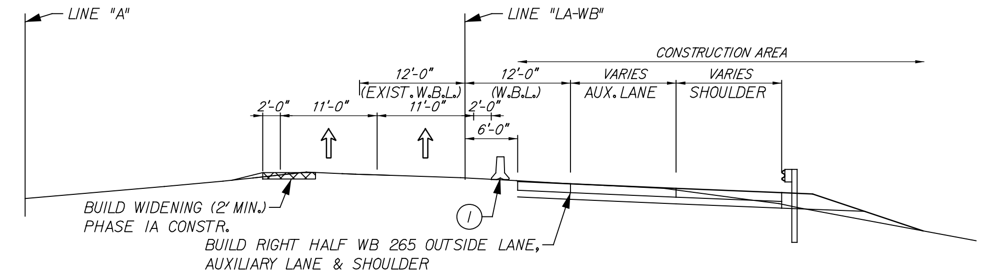
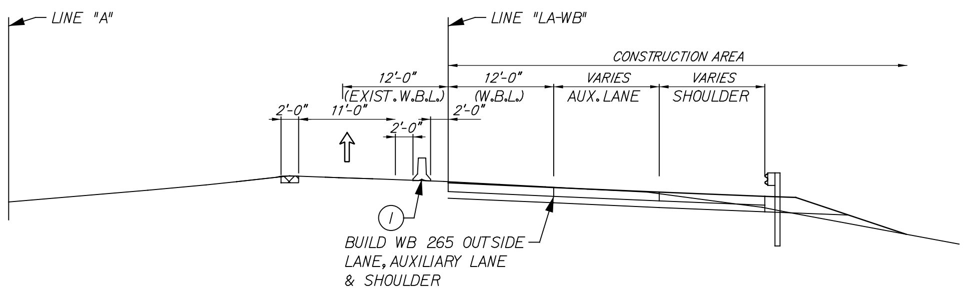


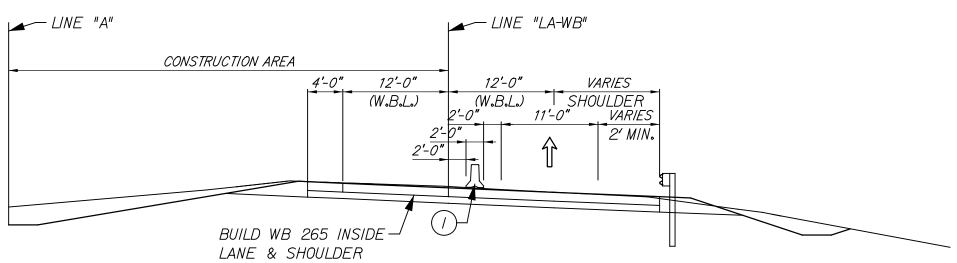
TYPICAL SECTION "LA-WB" - PHASE 2 (WEST OF IR-1 GORE/EAST OF STR.16)



TYPICAL SECTION "LA-WB" - PHASE 2 (BETWEEN STR.16 & IR-1 GORE)



TYPICAL SECTION "LA-WB" - PHASE 3 (IR-1 GORE)



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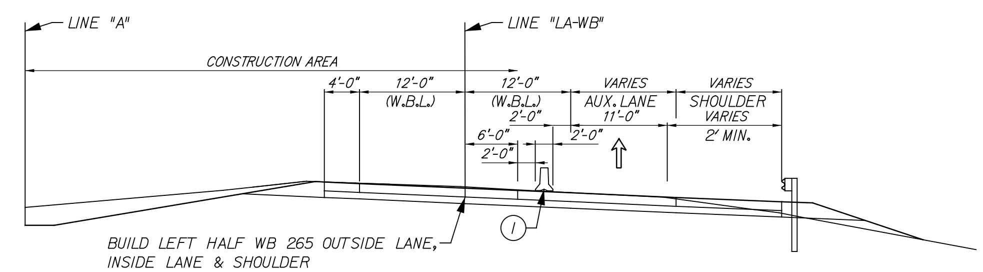

TYPICAL SECTION "LA-WB" - PHASE 4 (BETWEEN STR.16 & IR-1 GORE)

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LEGEND

(1) CONCRETE BARRIER

(2) FLEXIBLE TUBULAR MARKERS @ 50' SPA.

(3) STANDARD DRUM

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

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DESIGNED: MJM | DRAWN: EAK

CHECKED: WHL | CHECKED: MJM

INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
TYPICAL SECTIONS - SR 265 WB

HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	6 of 11
CONTRACT	PROJECT

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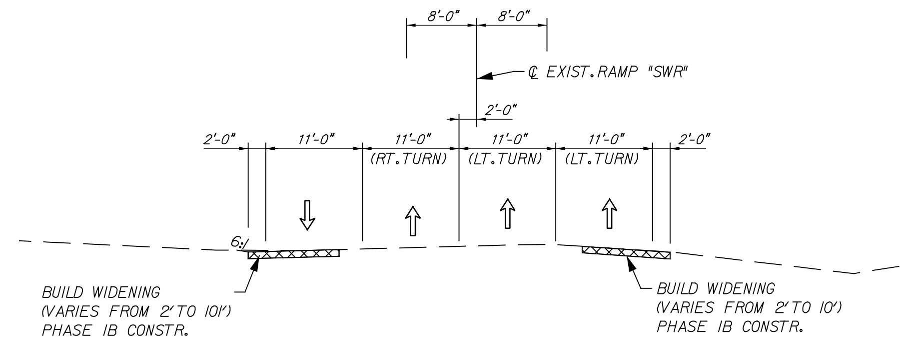
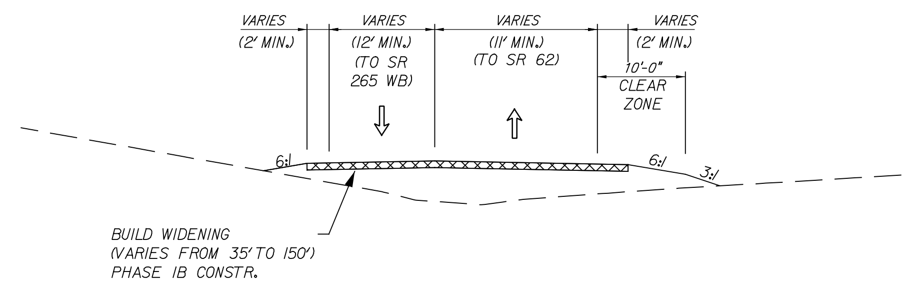
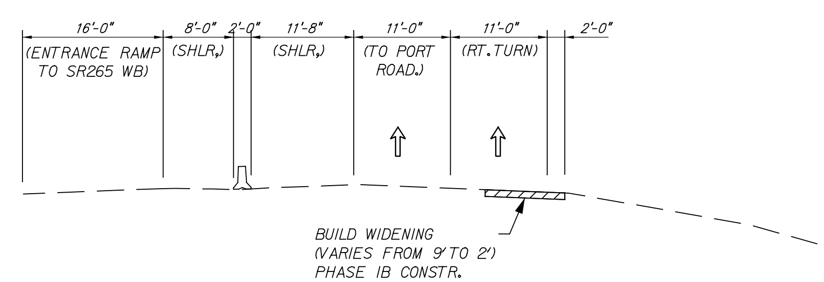


TYPICAL SECTION EXIST. RAMP SER - PHASE 2 & 3



TYPICAL SECTION EXIST. RAMP SER & PORT RD. - PHASE 2 & 3



TYPICAL SECTION EXIST. RAMP SR 265 EB - PHASE 2 & 3

LEGEND

(1) CONCRETE BARRIER

(2) FLEXIBLE TUBULAR MARKERS @ 50' SPA.

TEMPORARY WIDENING
1.5" HMA Surface Type "D" on
7.5" HMA Base Type "D" on
3" Compacted Aggregate No. 53 on
Subgrade Treatment Type IB or IC

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CHECKED: WHL	CHECKED: MJM

INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
TYPICAL SECTIONS
TEMPORARY CONNECTIONS

HORIZONTAL SCALE	BRIDGE FILE
1"=10'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	7 of 11
CONTRACT	PROJECT

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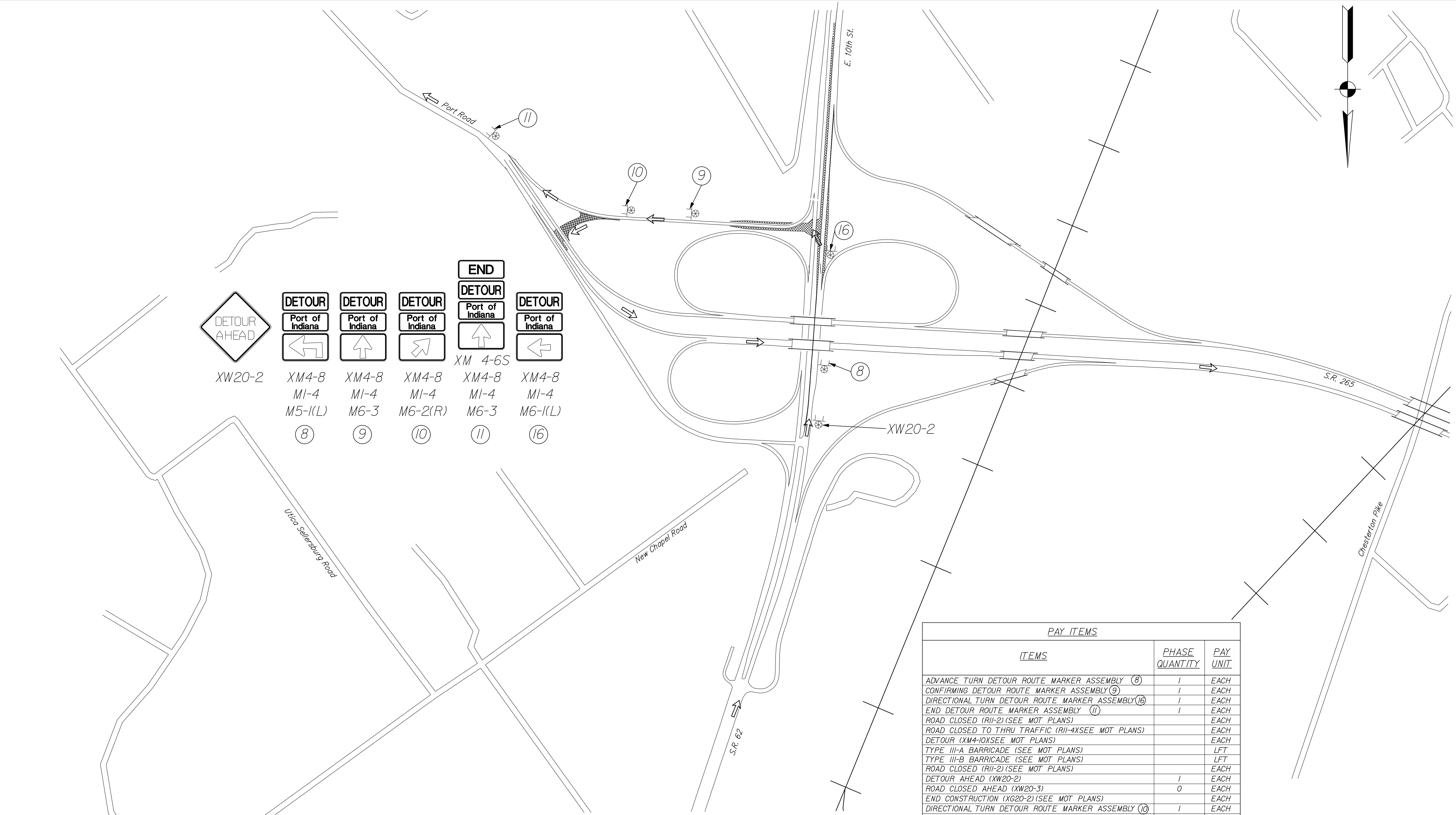

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END DETOUR ROUTE MARKER ASSEMBLY (11)	1	EACH
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ROAD CLOSED TO THRU TRAFFIC (R11-4)(SEE MOT PLANS)		EACH
DETOUR (XM4-10)(SEE MOT PLANS)		EACH
TYPE III-A BARRICADE (SEE MOT PLANS)		LFT
TYPE III-B BARRICADE (SEE MOT PLANS)		LFT
ROAD CLOSED (R11-2) (SEE MOT PLANS)		EACH
DETOUR AHEAD (XW20-2)	1	EACH
ROAD CLOSED AHEAD (XW20-3)	0	EACH
END CONSTRUCTION (XG20-2) (SEE MOT PLANS)		EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (10)	1	EACH

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DESIGNED: MJM DRAWN: EAK

CHECKED: WHL CHECKED: MJM

INDIANA DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
PORT OF INDIANA ACCESS
PHASE 2 & PHASE 3

HORIZONTAL SCALE	BRIDGE FILE
1"=250'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	8 of 11
CONTRACT	PROJECT

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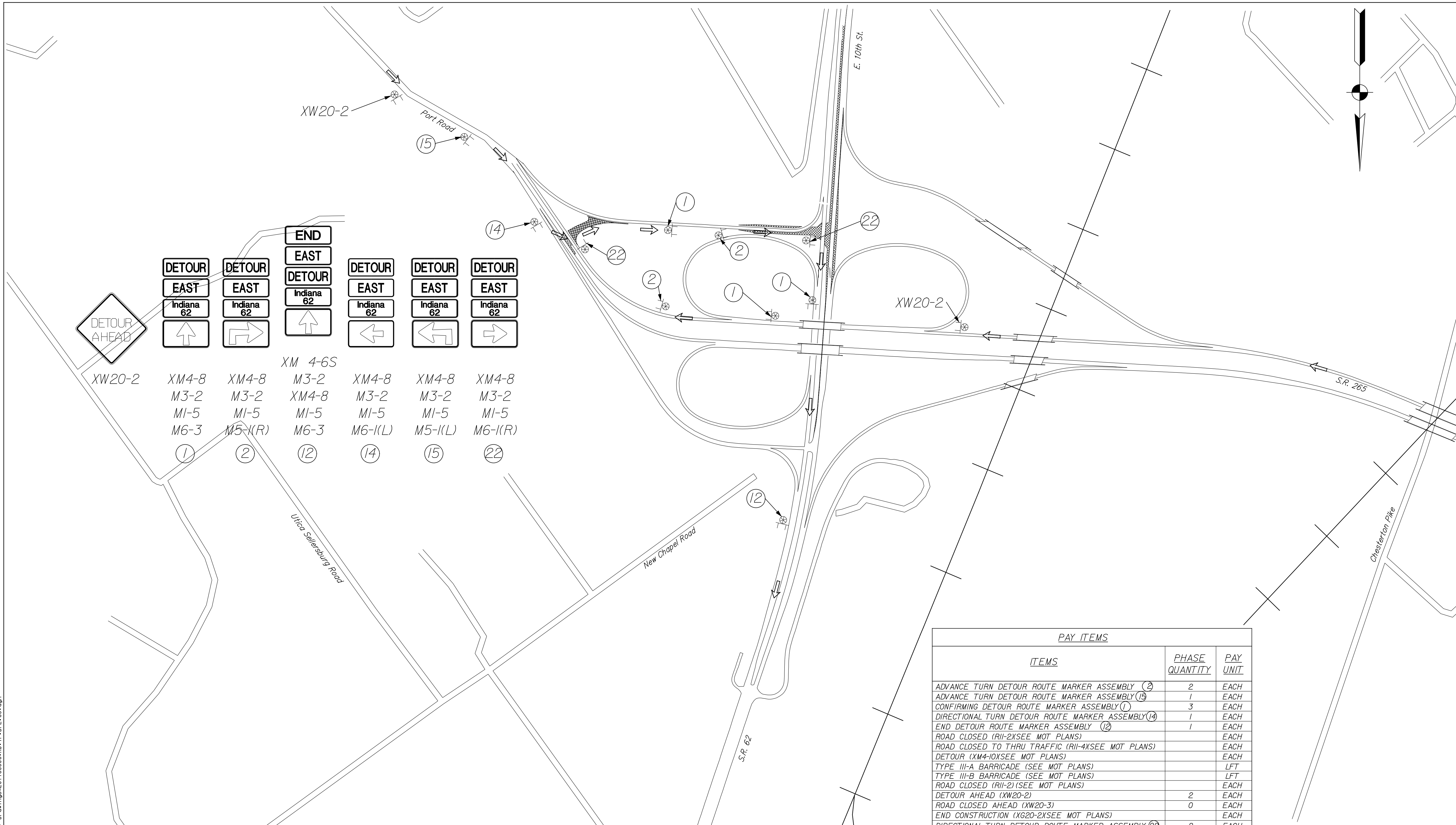

PAY ITEMS

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END DETOUR ROUTE MARKER ASSEMBLY 12	1	EACH
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ROAD CLOSED TO THRU TRAFFIC (R11-4)(SEE MOT PLANS)		EACH
DETOUR (XM4-10)(SEE MOT PLANS)		EACH
TYPE III-A BARRICADE (SEE MOT PLANS)		LFT
TYPE III-B BARRICADE (SEE MOT PLANS)		LFT
ROAD CLOSED (R11-2)(SEE MOT PLANS)		EACH
DETOUR AHEAD (XW20-2)	2	EACH
ROAD CLOSED AHEAD (XW20-3)	0	EACH
END CONSTRUCTION (XG20-2)(SEE MOT PLANS)		EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY 22	2	EACH

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CHECKED: WHL
CHECKED: MJM

INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
INDIANA 62 ACCESS
PHASE 2 & PHASE 3

HORIZONTAL SCALE	BRIDGE FILE
1"=250'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	9 of 11
CONTRACT	PROJECT

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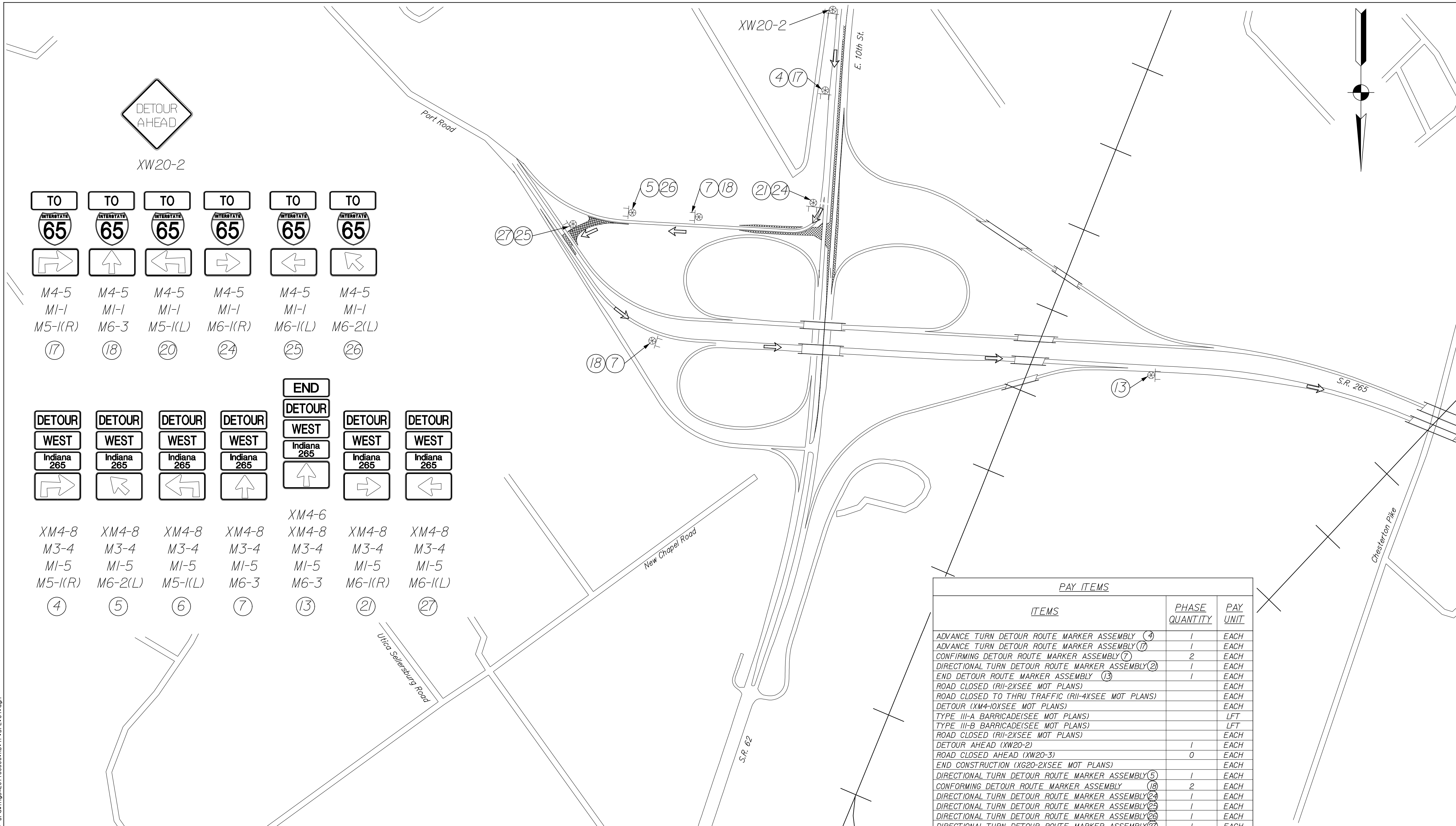

PAY ITEMS

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CONFIRMING DETOUR ROUTE MARKER ASSEMBLY (7)	2	EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (21)	1	EACH
END DETOUR ROUTE MARKER ASSEMBLY (13)	1	EACH
ROAD CLOSED (RII-2)(SEE MOT PLANS)		EACH
ROAD CLOSED TO THRU TRAFFIC (RII-4)(SEE MOT PLANS)		EACH
DETOUR (XM4-10)(SEE MOT PLANS)		EACH
TYPE III-A BARRICADE(SEE MOT PLANS)		LFT
TYPE III-B BARRICADE(SEE MOT PLANS)		LFT
ROAD CLOSED (RII-2)(SEE MOT PLANS)		EACH
DETOUR AHEAD (XW20-2)	1	EACH
ROAD CLOSED AHEAD (XW20-3)	0	EACH
END CONSTRUCTION (XG20-2)(SEE MOT PLANS)		EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (5)	1	EACH
CONFORMING DETOUR ROUTE MARKER ASSEMBLY (18)	2	EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (24)	1	EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (25)	1	EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (26)	1	EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (27)	1	EACH

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INDIANA
DEPARTMENT OF TRANSPORTATION

MAINTENANCE OF TRAFFIC
INDIANA 265 ACCESS
PHASE 2 & 3

HORIZONTAL SCALE	BRIDGE FILE
1"=250'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	10 of 11
CONTRACT	PROJECT

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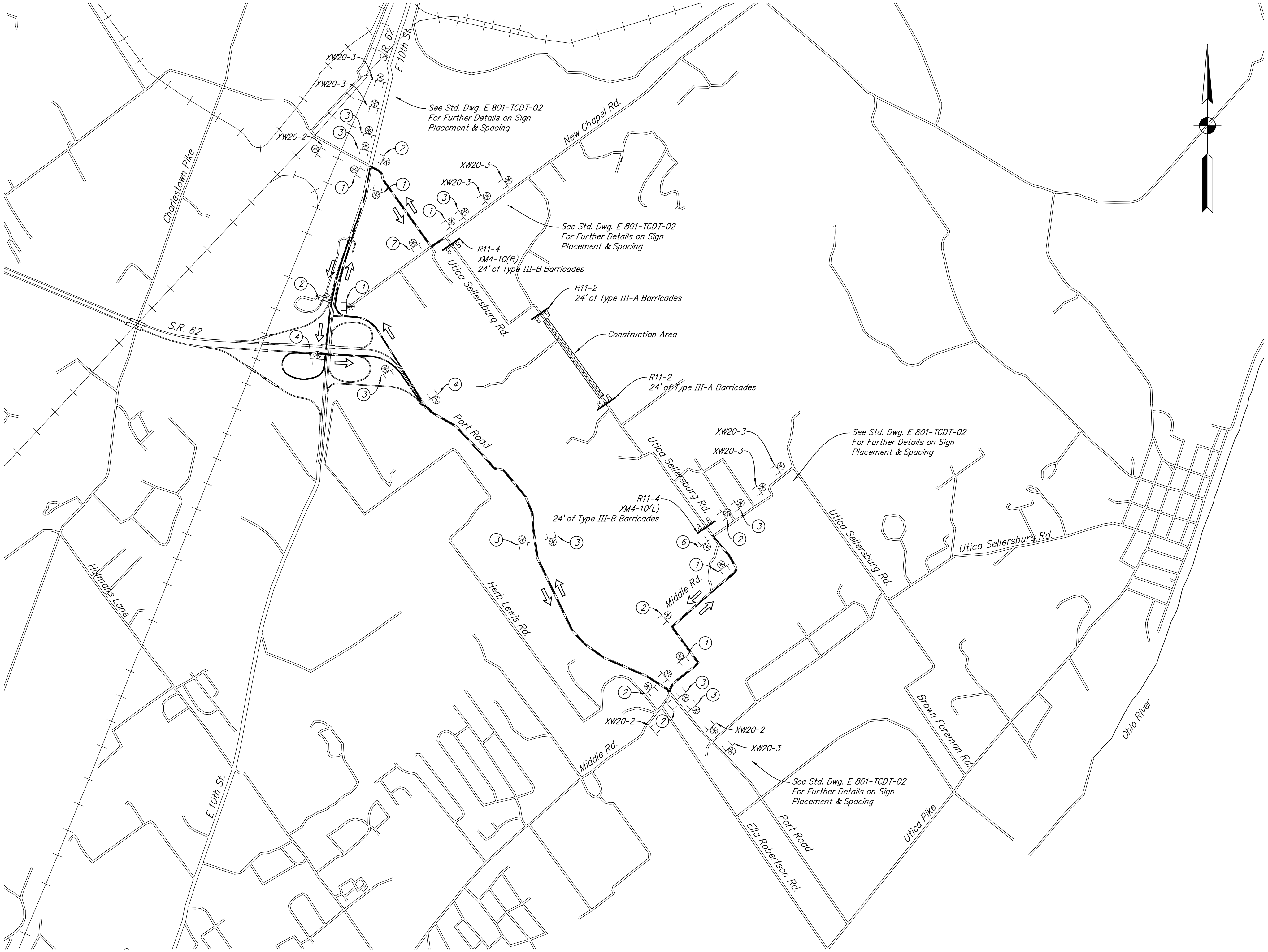

PAY ITEMS		
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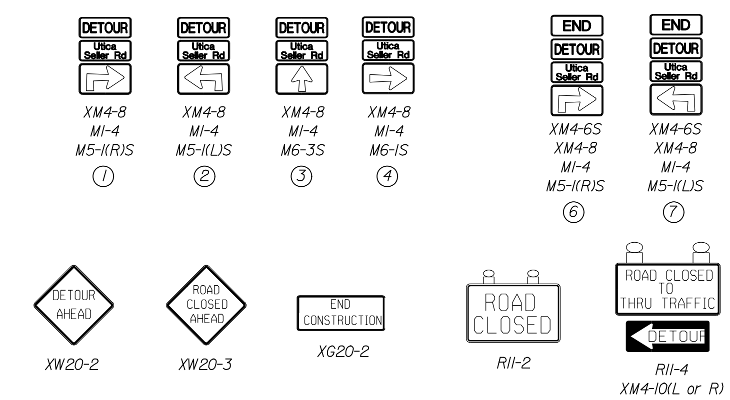
ADVANCE TURN DETOUR ROUTE MARKER ASSEMBLY (2)	5	EACH
CONFIRMING DETOUR ROUTE MARKER ASSEMBLY (3)	8	EACH
DIRECTIONAL TURN DETOUR ROUTE MARKER ASSEMBLY (4)	2	EACH
END DETOUR ROUTE MARKER ASSEMBLY (6)	1	EACH
END DETOUR ROUTE MARKER ASSEMBLY (7)	1	EACH
ROAD CLOSED (R11-2)	2	EACH
ROAD CLOSED TO THRU TRAFFIC (R11-4)	2	EACH
DETOUR (XM4-10)	2	EACH
TYPE III-A BARRICADE	48	LFT
TYPE III-B BARRICADE	96	LFT
ROAD CLOSED (R11-2)	2	EACH
DETOUR AHEAD (XW20-2)	7	EACH
ROAD CLOSED AHEAD (XW20-3)	7	EACH
END CONSTRUCTION (XG20-2)	2	EACH



LEGEND

- BARRICADE TYPE III-A/IIIB
- CONSTRUCTION SIGN, DETOUR ROUTE MARKER ASSEMBLY
- CONSTRUCTION SIGN, DETOUR ROUTE MARKER ASSEMBLY WITH WARNING LIGHTS
- ROAD CLOSURE SIGN ASSEMBLY
- DIRECTION OF TRAFFIC
- DETOUR ROUTE

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CHECKED: WHL CHECKED: MJM

INDIANA DEPARTMENT OF TRANSPORTATION

DETOUR ROUTE UTICA SELLERSBURG ROAD

HORIZONTAL SCALE	BRIDGE FILE
1"=1000'	
VERTICAL SCALE	DESIGNATION
N/A	
SURVEY BOOK	SHEET NO.
	11 of 11
CONTRACT	PROJECT

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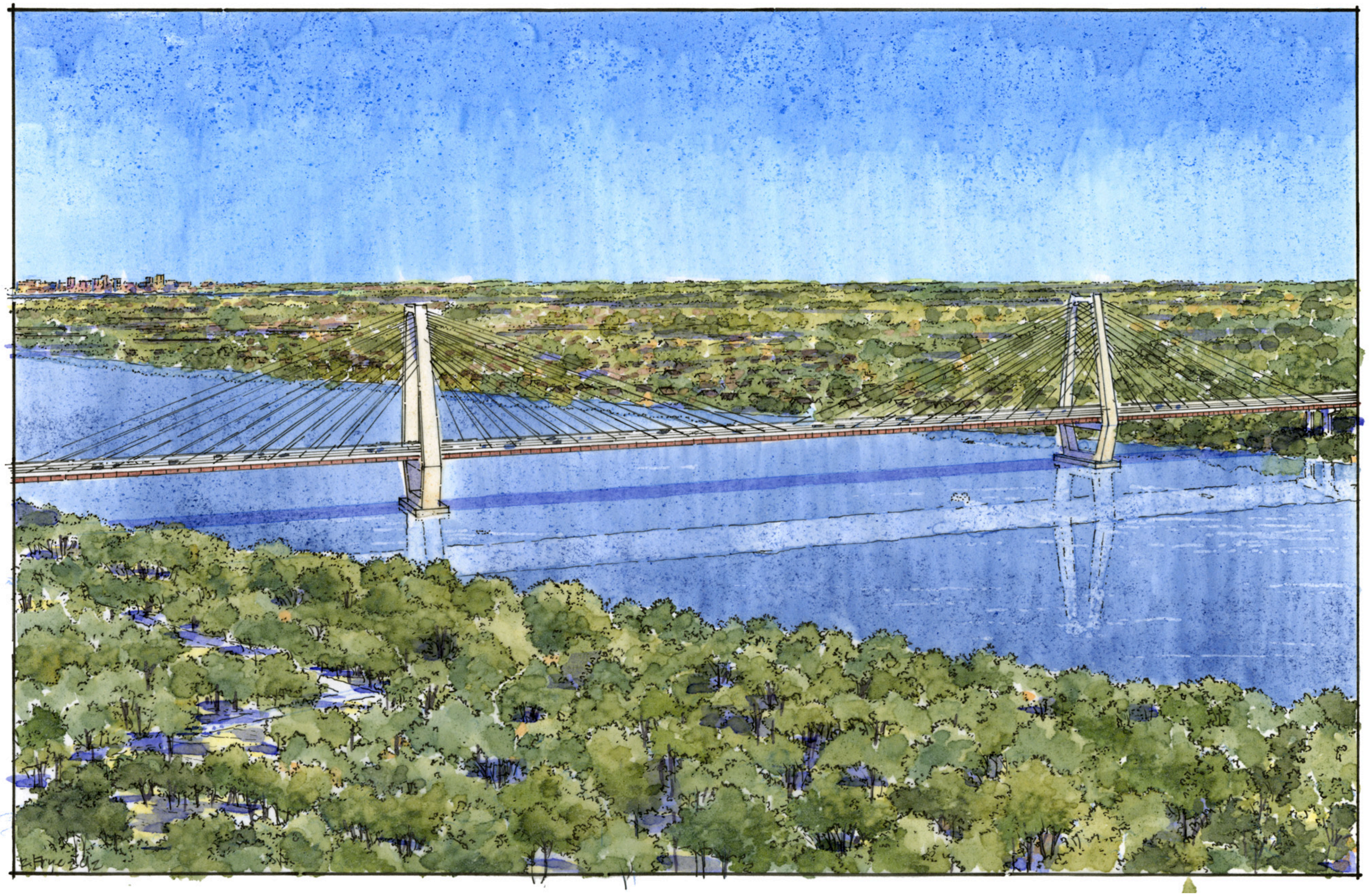
Aesthetic and Landscape Concept Master Plan (4.2.1.6)



AESTHETIC & LANDSCAPE CONCEPT MASTER PLAN

SUBMITTED WITH TECHNICAL PROPOSAL

WVB East End Partners

1.0 OVERVIEW

1.1 PURPOSE

The purpose of the Aesthetics and Landscape Concept Master Plan (ALCMP) is to provide design solutions for landscape and aesthetic enhancements along the East End Crossing corridor that are sensitive to geographic, natural, historic and cultural context and responsive to the expressed preferences and desires of the local community and stakeholders. The context sensitive design vision set forth in the Request for Proposal (RFP) and the Reference Information Documents (RIDs), including the 2007 Aesthetics and Landscape Architecture Guidelines and the Bridge Type Selection Process (BTSP) documents, provide information on the context, concepts and design criteria envisioned by the stakeholders, which WVB has integrated and translated into new proposed design solutions. The ALCMP addresses the needs and desires of the stakeholders to have an aesthetically pleasing environment along the new transportation corridor, while affirming the key goals of creating a context sensitive solution and preserving the integrity of historic landscapes and character areas.

The intrinsic philosophy for WVB's master plan is to be sensitive to context and the expressed preferences and desires of the local community and stakeholders. This unique Ohio River area possesses a cultural wealth of historic properties, such as the Country Estates Historic District, the Rosewell and Merriwether Houses, the lime kilns, and the Belleview Property among others, that should be preserved, honored, and celebrated throughout the East End Crossing. This overarching philosophy is the basis for our approach to providing environmentally appropriate landscape and aesthetics design.

Key principles of this approach are:

- Respect, restore, and emulate the character of the existing natural environments and cultural landscapes, both natural and man-made topographic forms and built features, impacted by the new improvements.
- Utilize the material and architectural framework for context sensitive solutions provided by the design intent and material vocabulary of the various historic properties and the surroundings.
- Reinterpret materials and architectural styles with modern materials and treatments where necessary for safety, durability, or efficiency.
- Leverage the new improvements to provide new and restored habitat for native wildlife and provide connectivity for plant and wildlife communities and for people.
- Select a sustainable planting palette that is adapted, native, low water use and non-invasive species.

HARRODS CREEK BRIDGE - VIEW FROM THE MARINA

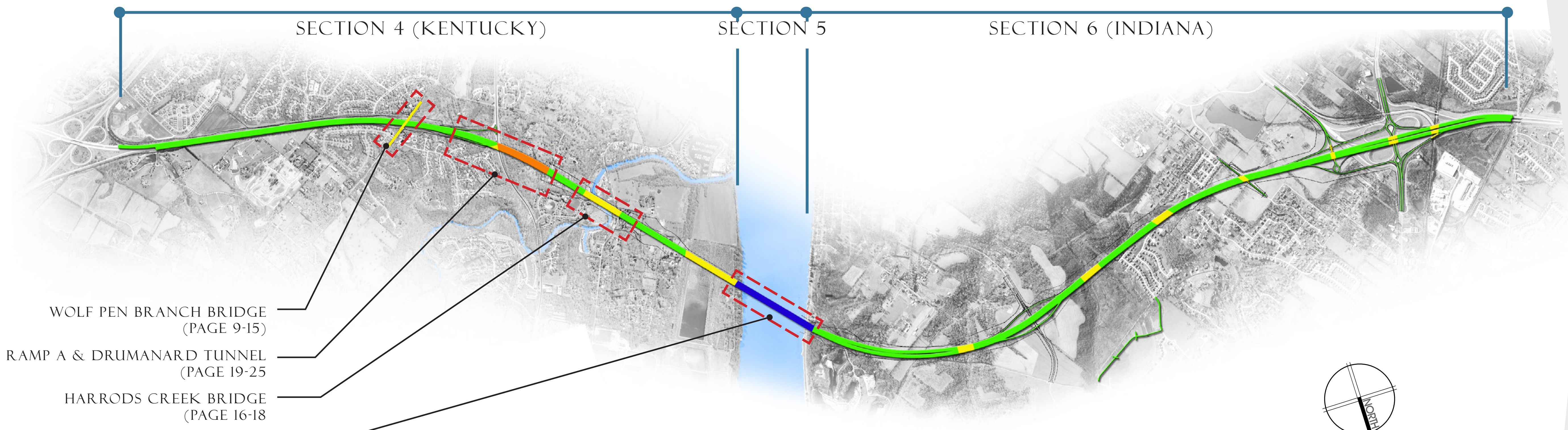
The bridge crosses Harrods Creek, a recreational waterway, and will visible from the Harrods Creek residential community, marina and river, and River Road. Special consideration is given to the underside design aesthetics as well as the upper bridge structure with faux stone finishes and weathered steel girders.

1.2 AESTHETIC APPROACH

WVB's ALCMP is provided in a way to show our vision of the East End Crossing that can be developed with IFA, stakeholder and public involvement as allowed by the Project Landscaping and Aesthetic Work Allowance. The Reference Information Documents (RIDs), specifically the 2007 Aesthetics and Landscape Architecture Guidelines and the various documents involved in the Bridge Type Selection Process (BTSP), were the prime informants in reaching an understanding of the natural and cultural aesthetics of the area and the desires of the various stakeholders. Site visits, photographs, and additional research of places and features referenced in these documents supplemented WVB's research into the local context and provided inspiration and direction for our design. A survey of built bridge, tunnel and wall structures throughout the area further informed the type of architectural surface treatments, textures and color palette used in our proposed features. In addition, our design team includes local landscape architects with extensive local knowledge of the indigenous native plants, topography and built landscape elements of the area which have been incorporated into our design.

WVB's ALCMP respects to the aesthetic framework created by the historic landscapes designed by Fredrick Law Olmsted, the Olmsted Brothers, Marian Cruger Coffin, and Arthur Westcott Cowell, among others. The Master Plan Design works within this cultural, historic framework to illustrate how context-sensitive architectural details, textures, finishes and colors can be consistently applied to a wide variety of elements throughout the Project. Care has been given in the aesthetics design to apply solutions that minimize the visual and auditory impact while maximizing the safety, durability, and maintainability of the project components. The aesthetics palette visually unifies the various features along the corridor with an approach that adheres to the naturalistic qualities of the local vernacular, while reinterpreting them in a modern way where necessary.

In broad terms, WVB's aesthetic approach aligns the Kentucky design solutions of Section 4 with the framework of the historic Country Estate vernacular, as detailed in the 2007 Aesthetics and Landscape Architecture Guidelines. In Section 6, the Indiana design solutions reference the local quarry and agricultural vernacular. More specifically the improvements in Kentucky include faux natural stone described as "creekstone" in the RID for vertical walls and architectural features, natural vegetation with contoured land forms and decorative fencing that emulates adjacent estates. By contrast, improvements in Indiana feature faux cut limestone for vertical walls and architectural features, native vegetation with flat land forms that transition the new improvements into the adjacent properties consisting of agricultural, residential, and open spaces.



CONTEXT MAP

The East End Bridge (Section 5) is the most dramatic and symbolic element within the project area providing a transitional design element between the Kentucky and Indiana vernaculars. WVB's design of the bridge heavily relies on the numerous recommendations and preferences derived from the Bridge Type Selection Process (BTSP). In line with these recommendations, the bridge design complements the surroundings by efficiently minimizing potential impacts while referencing locally-significant li me kilns through its form and material-use to create an iconic new structure with which local residents can identify.

Collectively the context sensitive design response for Kentucky, Indiana and the Ohio River crossing demonstrates the commitment by WVB to deliver a superior aesthetic solution that respects this unique setting and the community that will live with these improvements for many generations to come.

The ALCMP contains narrative and graphic exhibits that illustrate WVB's approach to aesthetic enhancements that are comprehensive and thorough for the new transportation spine of East End Crossing corridor. In addition to the booklet, the ALCMP is further illustrated in roll plans (included as appendix items) that annotate a plan view of the corridor. The roll plans contain specific descriptions and graphic sketches of the proposed roadway aesthetic features and landscape treatments. The aesthetic enhancements and landscape treatments are described in their relationship to existing and proposed built features, unique "character areas" (as identified in the RIDs) and historic buildings and landscapes.

Aesthetic design treatments for key elements and features addressed in the ALCMP design proposals include:

- Bridge structures (The East End Bridge over the Ohio River and bridges of the Kentucky and Indiana Approaches)
- Tunnel portals and approaches
- Walls and fences (including soundwalls, retaining walls, and screening and protection fencing)
- Roadway barrier walls and guardrails
- Architectural surface treatments
- Streetscape and shared use path enhancements (includes intersection hardscapes, site furnishings, bicycle facilities, ornamental fencing)
- Landscape plantings and contour grading

OHIO RIVER

ROSEWELL HOUSE

UTICA KILN

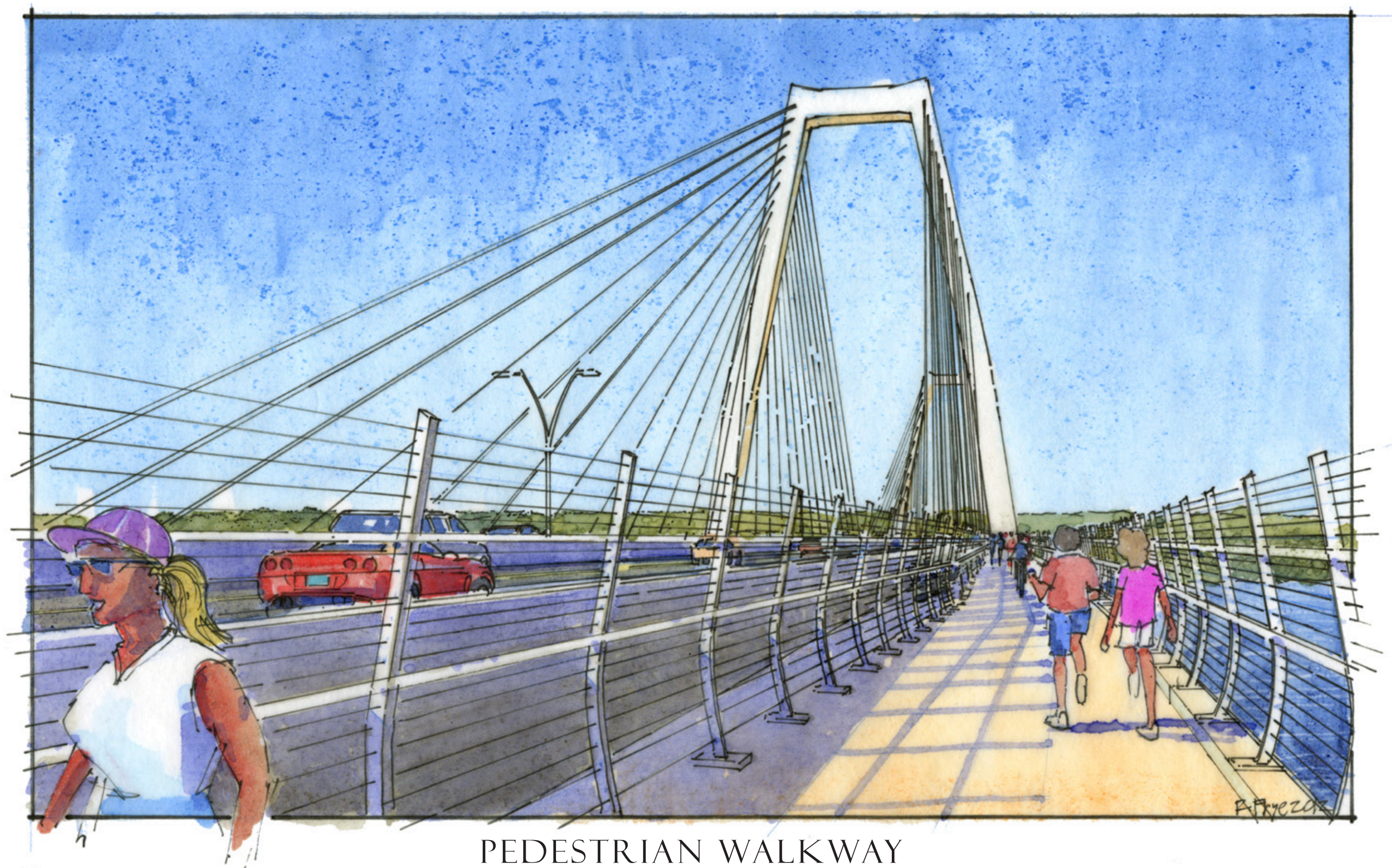
BELLEVIEW ESTATE

2.0 THE EAST END BRIDGE

WVB's design for the East End Bridge (Section 5) is a product of the historic context, building traditions, and aesthetic character of this unique Ohio River region constructed in a 21st-century structure. The recommendations and preferences of the Bridge Type Selection Process (BTSP) guided the design, which strives to honor the local historic and cultural context, to borrow from local building traditions where appropriate, and yet to strike a modern, efficient aesthetic tone where needed. The resulting aesthetics through an attention to form, scale, and detail create an understated architectural symbol for the community that strives to maximize natural views of the river and surroundings. Future generations will appreciate the East End Bridge's modern levels of safety, efficiency, and durability, as they continue to enjoy the natural beauty of this unique Ohio River region.

The location of the East End Crossing has a rural character providing visitors a pastoral experience with mature native trees framing the shorelines on both sides of the river. The natural landscape and topography of the river and the shorelines mainly define the site since there are no other major visible structures nearby. On the Kentucky shore, a series of secluded historic residential country estates and houses mixed with more recent sparse residential developments are only outwardly marked by stacked limestone walls and arched gateways along the winding country roads. On the Indiana shore, a limestone bluff rises steeply from the river's flood plain giving a clue to the renowned 19th and 20th century lime industry that supported the area's limestone building tradition and created numerous historic structures, including the local ground hog type lime kiln. The understated beauty of the Ohio River flowing through the landscape and the locals' interaction with the river has created a significant historic cultural legacy that continues to shape and bind the lives of the regions inhabitants.

WVB's East End Bridge Design honors this local historic cultural legacy by modeling the largest scale elements of the bridge, the towers, in direct reference to an icon of the region: the historic ground hog type Utica Kiln. This particular kiln, unlike the other kilns in the area, is not purely utilitarian, but has a modest architectural flair: a Gothic arch opening. In a similar fashion, the towers of the bridge possess an understated flair, yet they also possess a monumentality and attention to proportion reminiscent of the Louisville Water Company Pumping Station. The gentle convex curve above and below the roadway lends a local style to the diamond shaped towers while efficiently serving their main structural function of supporting the roadway. Reminiscent to entering a lime kiln, drivers on the bridge will have the memorable experience of the stacked concrete sections of the towers gradually arching up and over them as they cross the river.



PEDESTRIAN WALKWAY

Similar to the tower treatment, the design of the other elements of the bridge uses a number of key techniques to appropriately balance efficient structural safety with an understated local aesthetic flair to enhance the natural aspects of the river and the surrounding landscape in line with the BTSP. First, the bridge design maximizes the efficiency of the various elements in order to minimize the size, number, and visual impact of the necessary elements. The span lengths have been optimized, for example, to reduce the number of elements located in the river to only the two towers, lessening impacts on the aquatic environment. Second, architectural devices, such as scale, proportion, and repetition, are employed to give bridge elements clarity and meaning for the different users and viewers of the bridge. Because a person's experience of the bridge may occur at 55 mph in a car, at 15 mph on a bike, at 3 mph walking, or as viewed from a distance, various elements of the bridge must function and be meaningful at different scales. An example is the pedestrian barrier that uses mostly horizontal cables to create an open look for viewers of the bridge and drivers on the bridge while providing pedestrian walkway the needed safety for the pedestrian path. The horizontal cables are supported by vertical supports that are appropriately spaced to provide a meaningful sense of progression for bicyclists and pedestrians across the bridge while not being too closely spaced that they visually stack up and block drivers' views. Lastly, the bridge design applies an aesthetic touch to the bridge elements in order to properly relate them to local building traditions and local natural landscape so that they blend in. The appearance of horizontal joints on all of the vertical concrete elements reflecting the same in the limestone walls throughout the area and the curving roadway light poles mimicking the organic lean of the trees along the shoreline are good instances of this technique.

The following sections provide more detail and additional description of the major components of the East End Bridge design and their aesthetic qualities.

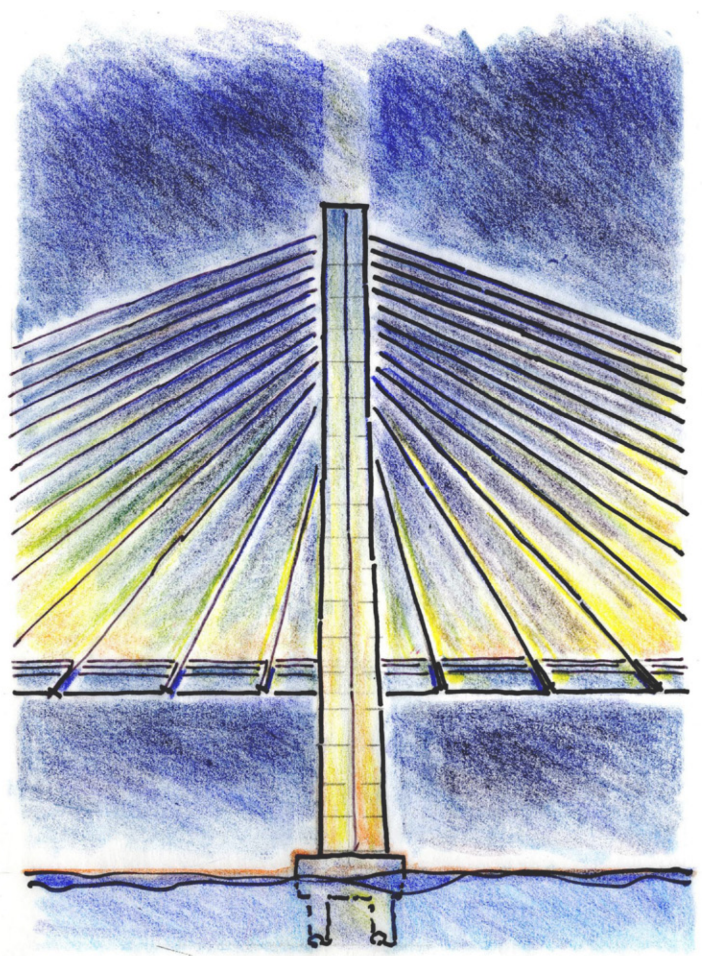
2.1 TOWERS

The two main towers of the East End Bridge are the largest and most dynamic structural elements of the bridge. As such, the towers have the greatest effect on the overall aesthetics of the bridge. The towers also provide the greatest opportunity to create the bridge's symbolic importance for the surrounding communities. The most critically important structural members of the bridge design, the design of the towers needs to balance the aesthetics of the bridge with safety.

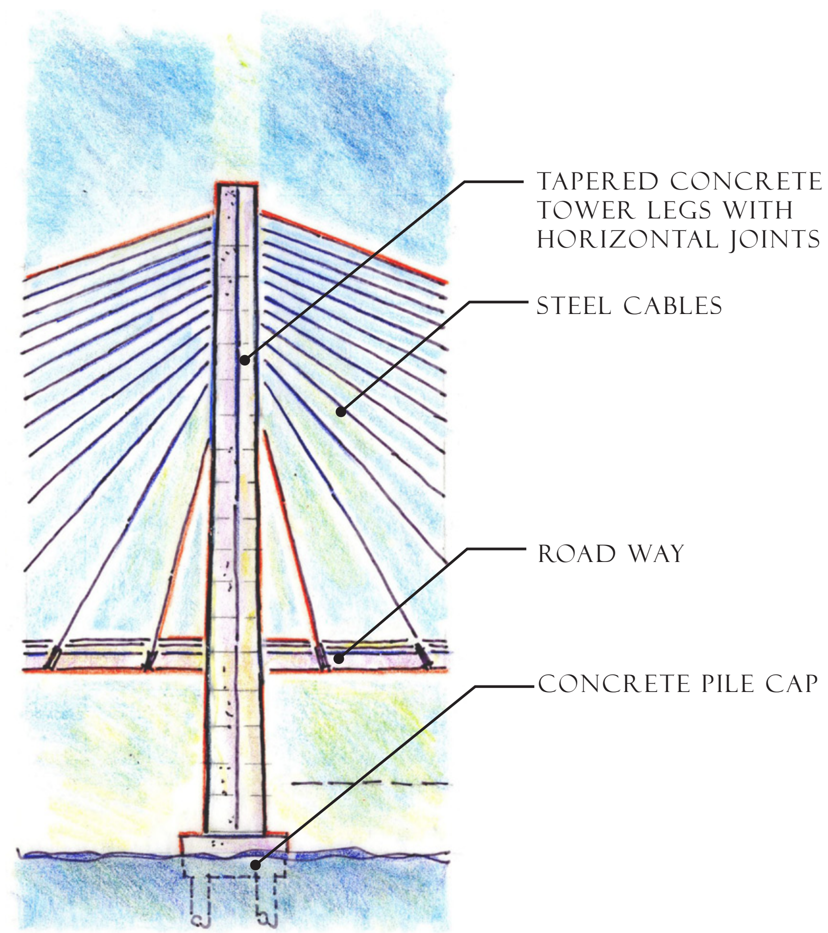
There are numerous man-made and natural curved forms that can be found in the surrounding context, such as winding country roads and meandering rural creeks. These curved forms are translated into the architectural vocabulary of the bridge towers, as they boast an elegantly curved profile. As the towers rise above the river's surface, they curve outwards to accommodate the bridge deck running through, and then curve back to connect at the top. This curved diamond shape frames the views for the users of the bridge as well as, creates an open transparency to allow the towers to better blend into the natural setting. The two towers, in combination with the roadway and the river, help frame and enhance the views of the main span for people standing on the nearby shorelines or for boats on the river looking beyond the bridge. The curving silhouette of the tower legs creates surfaces that do not block one's view, but rather open up the overall view of the landscape beyond.

The bridge tower legs are comprised of naturally colored concrete. This surface material reflects the natural limestone colors and textures that are identified throughout the local natural landscape. As the tower legs raise high, their massive scale is broken down by introducing horizontal reveals at commonly quarried intervals, which provides a more human-scale to the structure and prevents the towers from being too imposing. These score lines also help relate the tower to the stacked limestone building vernacular of the region. This horizontal stacking combined with the towers curved shape also echoes the Gothic arch opening of the historic ground hog type lime kiln on the Indiana shoreline, connecting the towers to their cultural landscape.

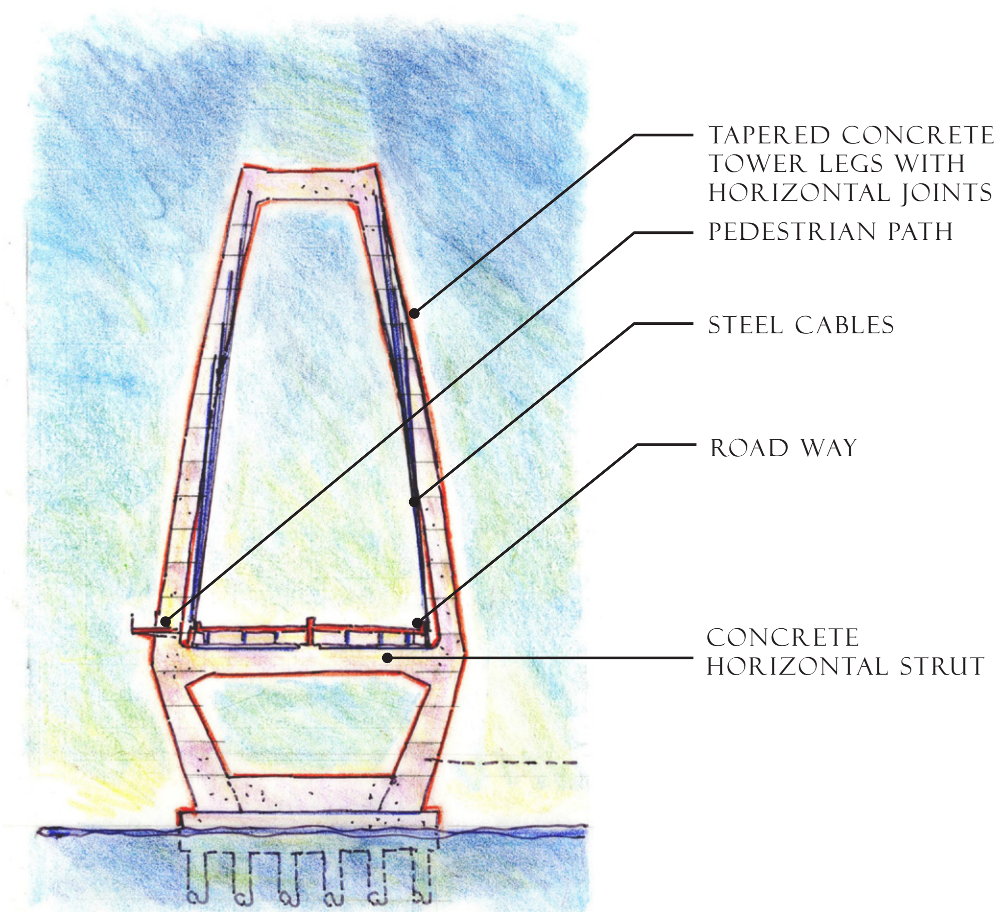
The aesthetic lighting of the bridge towers will showcase both structures' form and beauty. As the bridge is designed to be sensitive to its surroundings, the lighting as well is designed to enhance the bridge without disturbing the natural setting at nighttime. The bridge uses a classic white lighting scheme that minimizes the overall amount of light introduced to the natural environment. At night, all towers and cables will be lit upward from the roadway, gradually fading out as they reach higher and disappear into the sky.



AESTHETIC LIGHTING



LONGITUDINAL ELEVATION



TRANSVERSE ELEVATION

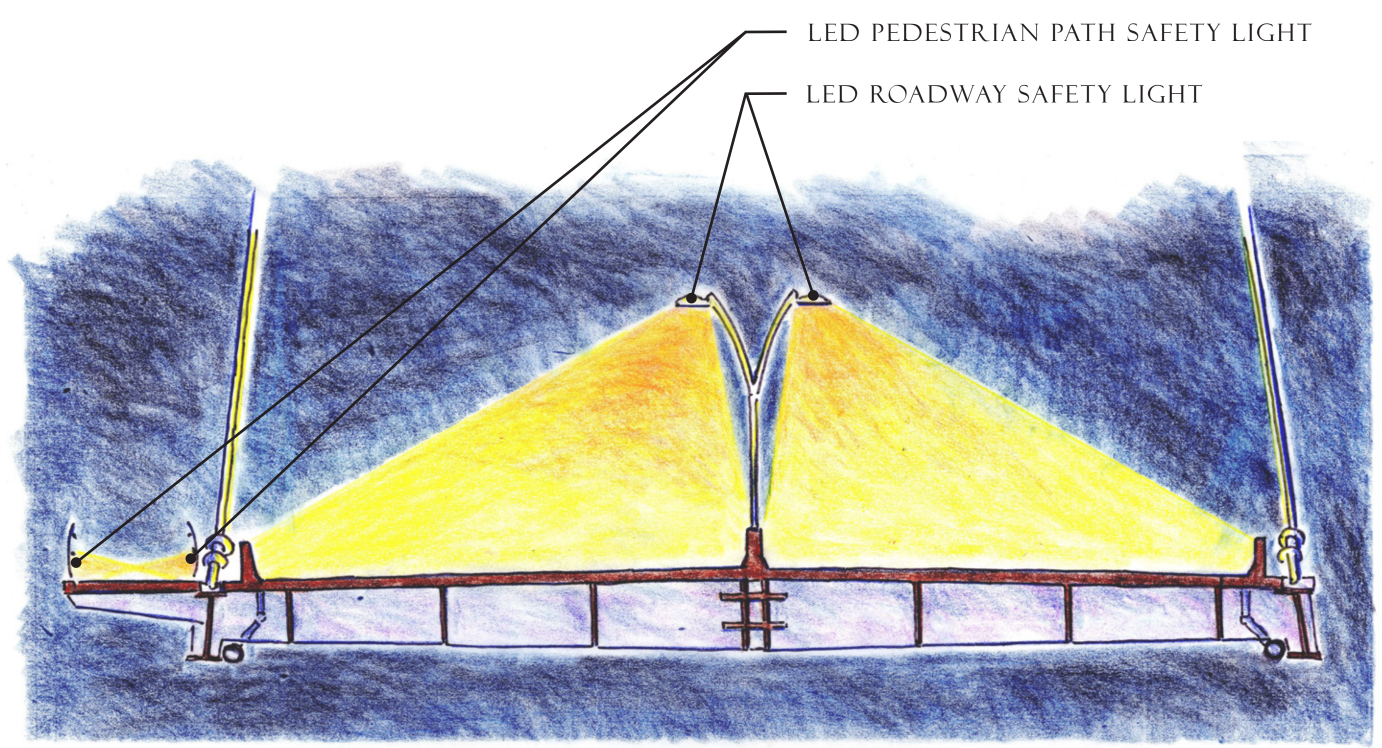
2.2 ROADWAY & BARRIERS

The roadway of the East End Bridge is the main horizontal element that rises above the Kentucky shoreline, soars over the Ohio River, and touches down on top of the limestone bluffs along the Indiana shoreline. Connecting the approaches, abutments, piers, and towers, the roadway creates a new, modern topographic datum in the area's landscape. The roadway itself is actually composed of numerous elements: beams and girders supporting a concrete deck with auto barriers, roadway lighting, signage, and the pedestrian path on top.

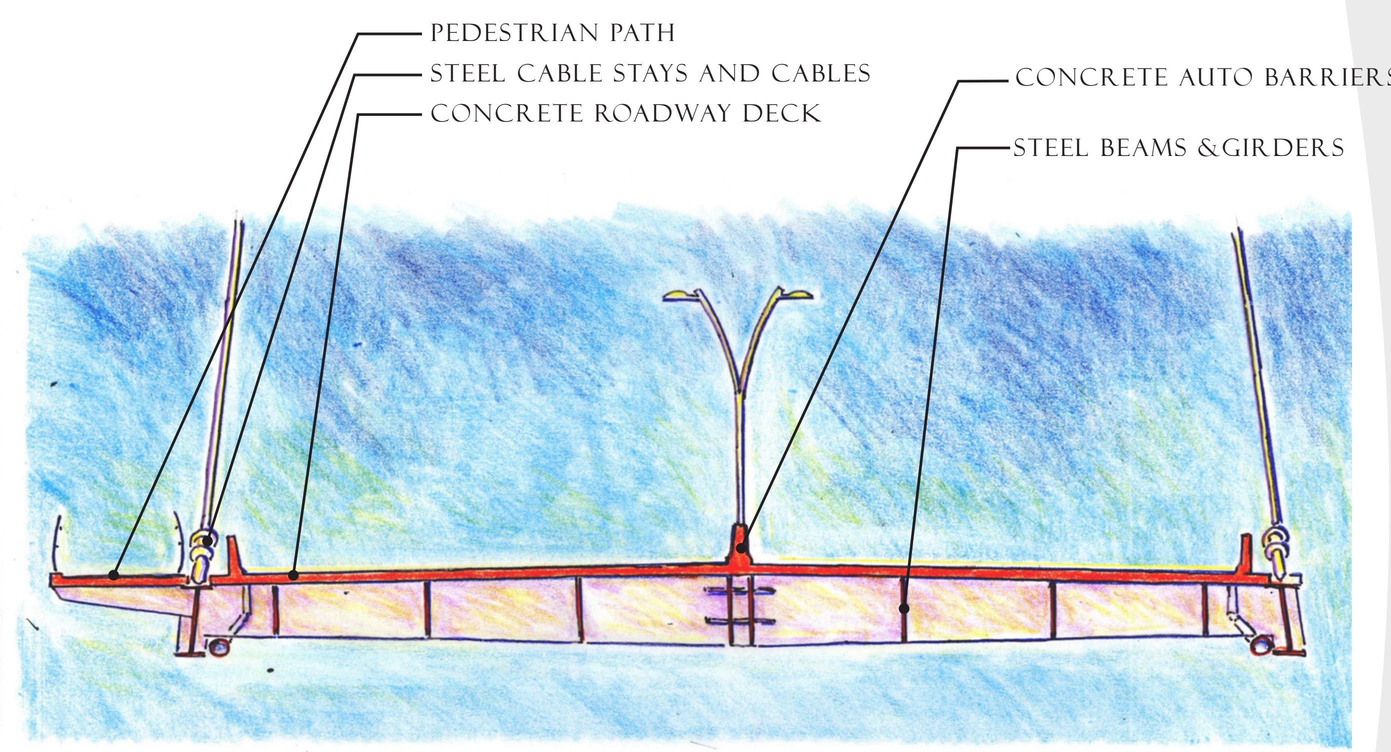
The gentle rise of the roadway over the river mimics the gradual rise of the shore on the Kentucky side of the river. The overwhelmingly horizontal nature of the roadway's form fits in well with the area's numerous natural horizontal forms, such as the surface of the river, the layered limestone outcroppings, and flat-topped bluffs overlooking the river. The thin form of the roadway and the optimized shapes of its components are the minimum size necessary for safety and durability in order to lessen the impact of the roadway on the visibility of the surroundings. The elements that must extend beyond the compact section of the roadway because of their function are made of organic forms to blend in with the natural landscape. For example, roadway safety lighting is provided by curved vertical poles in the middle of the roadway, mirroring the gentle leaning growth of the mature trees along the shoreline.

In order to minimize the impact of night lighting on the nocturnal river environment, the roadway safety lighting is spaced at the maximum safe distance between lights. Highly efficient LED lights are used in the safety lighting to provide a low maintenance, classic white light level using the least amount of energy. The roadway lighting will be mounted in the center of the roadway in order to be focused entirely on the driving surface preventing the excess escape of light intrusively flooding down on the river.

The composite roadway is made up of a series of material layers: steel for the beams and girders, concrete for the deck and barriers, and metal for the roadway lighting, cable stays, and pedestrian path barriers and lighting. These horizontal layers not only mimic the horizontal layers in the environment, they also correspond with the horizontal nature of the local building vernacular of stacked limestone walls. The natural alternating colors of limestone and mortar in the walls that mark the area's gateways are reflected in the alternating natural tones of the weathering steel structure, uncoated concrete deck and barriers, and warm gray metal elements above the deck.



ROADWAY LIGHTING



ROADWAY AUTO COMPONENTS

2.3 PIERS

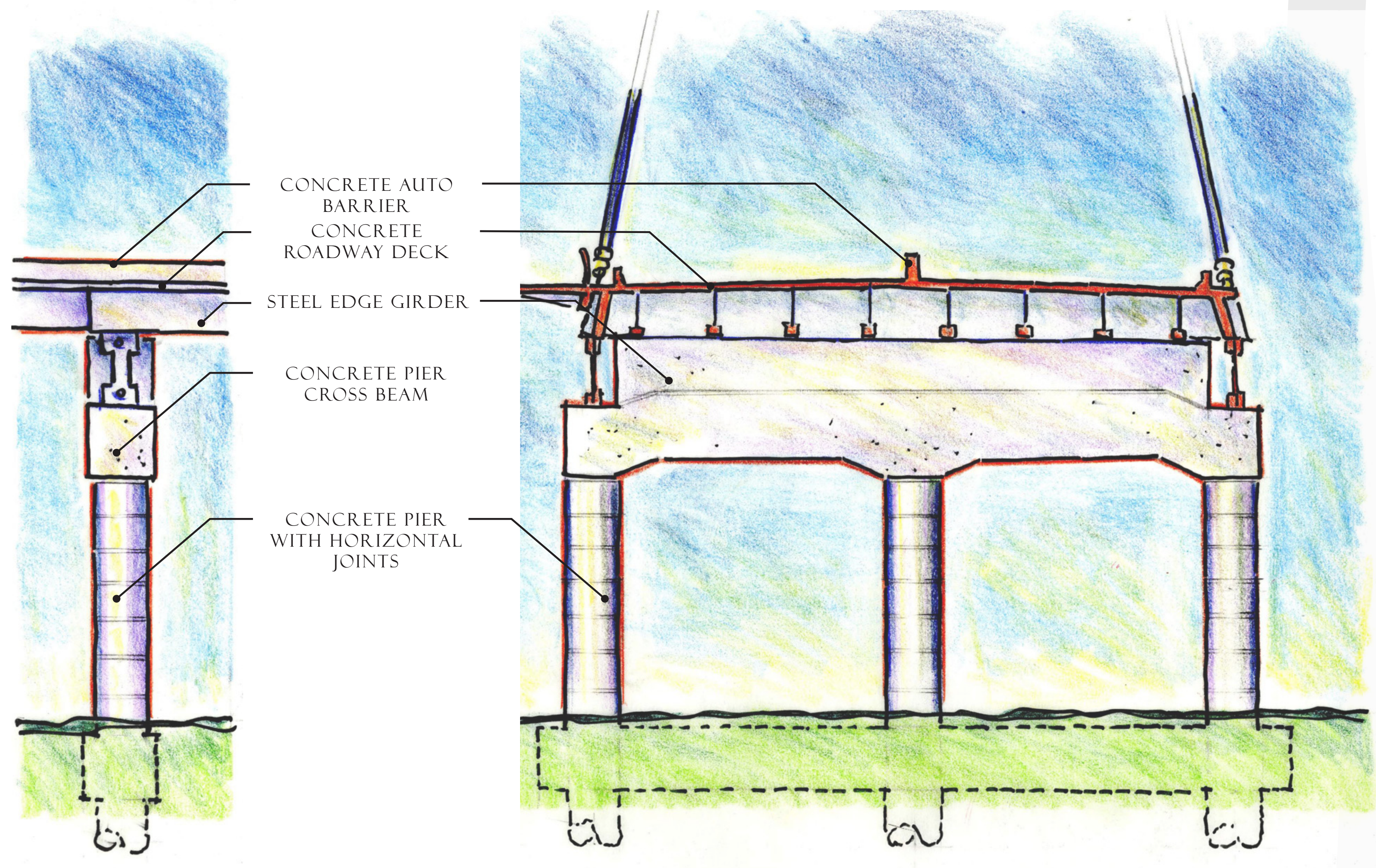
The piers and other similar substructure elements of the overall bridge are designed to work cohesively with the architectural vocabulary set by the other bridge elements. The pier design puts emphasis on structural efficiency and openness in order to minimize the number of piers and their visual impact to the landscape.

The piers include round column structures to not only correspond with the curvilinear vocabulary of the superstructure elements, but also to mimic the shape of the surrounding trees, tall and slender, and to provide maximum strength using the most naturally efficient section. This approach minimizes the material used while lessening view obstruction for people on the shoreline or on the river. In order to assimilate to the natural colors and textures of the surrounding natural landscape, the piers are made of plain uncoated architectural concrete marked with horizontal joints. These score lines help create a human-scale for the piers, also relating them to the horizontal stacking effect seen in the natural limestone walls of the surrounding context.

The cross beams that span over the tops of the piers are designed with an angular rock-cut shape to create a cohesive connection with the angular edge girders and roadway deck above. A score joint is introduced halfway up in the beam to help break up the mass of the beam. Simple and efficient, these cross beams minimize their overall size to understate their impact.

Due to the overall efficiency of the East End Bridge design, all of the piers will be on land. This will enable the local vegetation and landscape additions to grow up around them and mask their presence, further lessening their visual impact.

There is no aesthetic lighting for the piers to keep the natural light levels low near the river shorelines. These are active areas for nocturnal animals, which could be affected by too much artificial light. The shorelines are also dotted by residences, which should not be impacted by any unnecessary lighting.



LONGITUDINAL ELEVATION

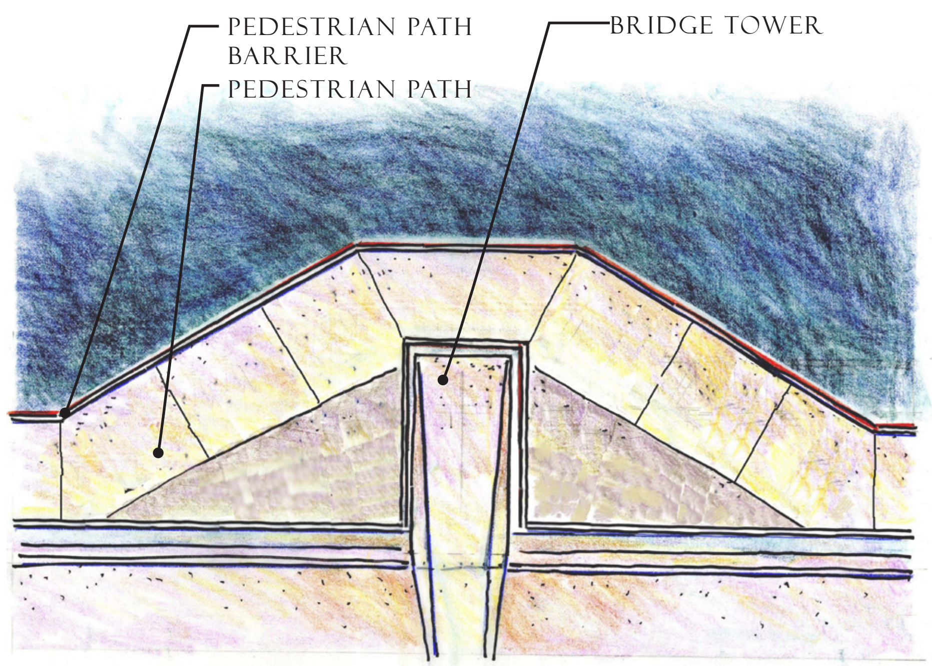
TRANSVERSE ELEVATION

2.4 PEDESTRIAN AND BIKE PATH

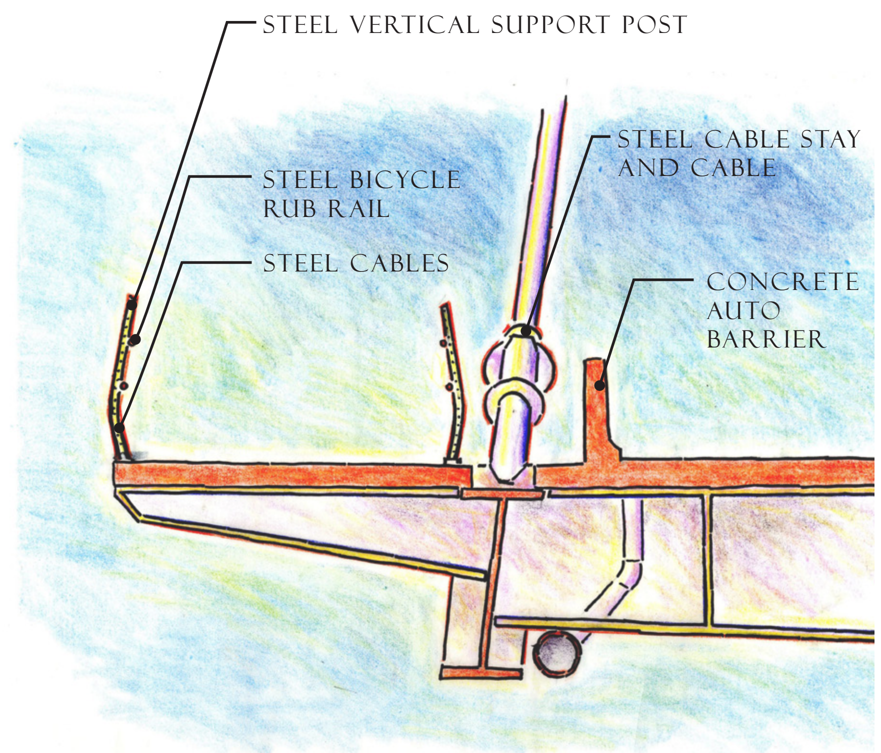
The pedestrian path of the East End Bridge is a thirteen-foot wide portion of roadway which is cantilevered off of the main bridge deck along its the southern edge. The path is isolated from the vehicular lanes by a concrete auto barrier and a metal pedestrian barrier for safety reasons. For the majority of the bridge's main span crossing, the pedestrian path is additionally separated from the main roadway to make room for the cables and cable stays. The barriers along the path also feature a bicyclist rub rail and a pedestrian handrail to ease the long crossing and to help provide areas to relax and enjoy the unique views.

The elements comprising the pedestrian path are intentionally sized and spaced for maximum safety, visibility, and an enjoyable user experience. A majority of the pedestrian path elements are horizontal elements, including the barrier cables, the bicycle rub rails, and the handrails. These elements further emphasize the bridge's horizontal aesthetic, which fits in with the natural surroundings and also minimizes the visual impact of the elements, helping to increase visual transparency. The vertical posts of the pedestrian barrier are the only vertical elements and are shaped to follow the curvilinear vocabulary of other bridge elements, such as the roadway lighting poles. These vertical elements are efficiently spaced along the entire path to create a sense of progression for bicyclists and pedestrians across the bridge without being too prevalent that they visually stack up to obstruct the view of the higher-speed drivers. The pavement of the path also has differentiated bands spaced along the crossing to contribute to the sense of movement over the bridge and also to visually indicate the more generous portions of the path at the tower legs where users may stop and enjoy the views.

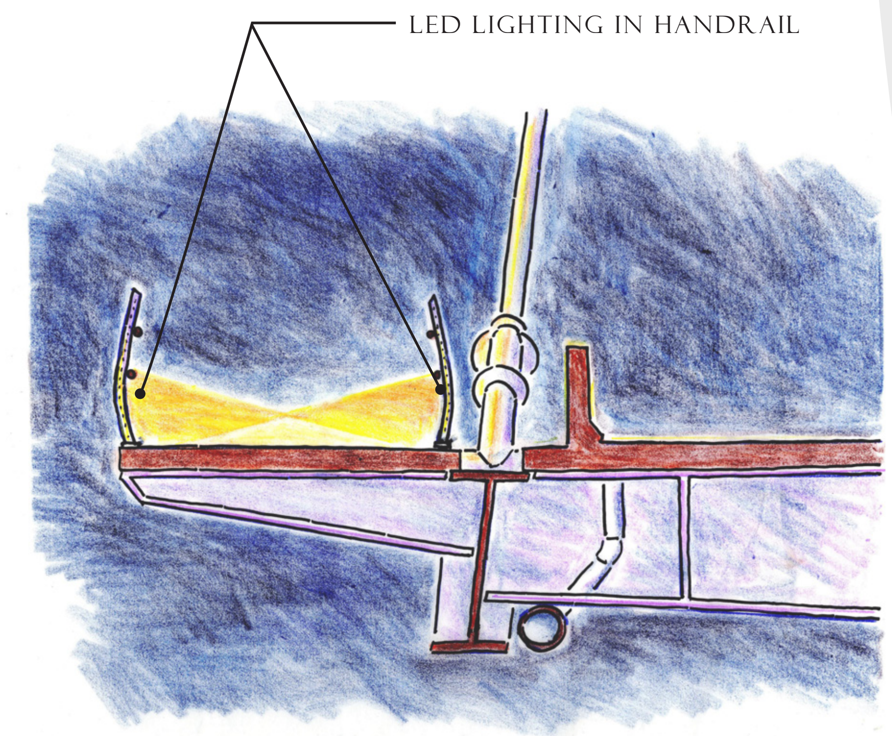
To prevent light pollution in the nocturnal river environment, the pedestrian path safety lighting is located in the handrails and focused on the pathway directly below. This lighting system lights up the pathway without adding extra light to the night's sky or to the water below. In order to provide a low maintenance, classic white light level, highly efficient LED lights are used. These lights use the least amount of energy to provide the required lighting levels, further lessen the impact on the environment.



PAVEMENT PATTERN AT TOWER



SAFETY BARRIER AND FENCING



SAFETY PATH LIGHTING

3.0 STRUCTURES OF THE KENTUCKY APPROACH

The primary structures of the Kentucky Approach (Section 4) to the Ohio River East End Bridge crossing are bridges and tunnel portals: Wolf Pen Branch Road Bridge, Ramp A and Harrods Creek Bridge. North and South Portals of the new Drumanard Tunnel are also significantly visible structures in the roadway corridor. Roadway retaining, barrier and sound walls are also structures but will be presented in Section 6.

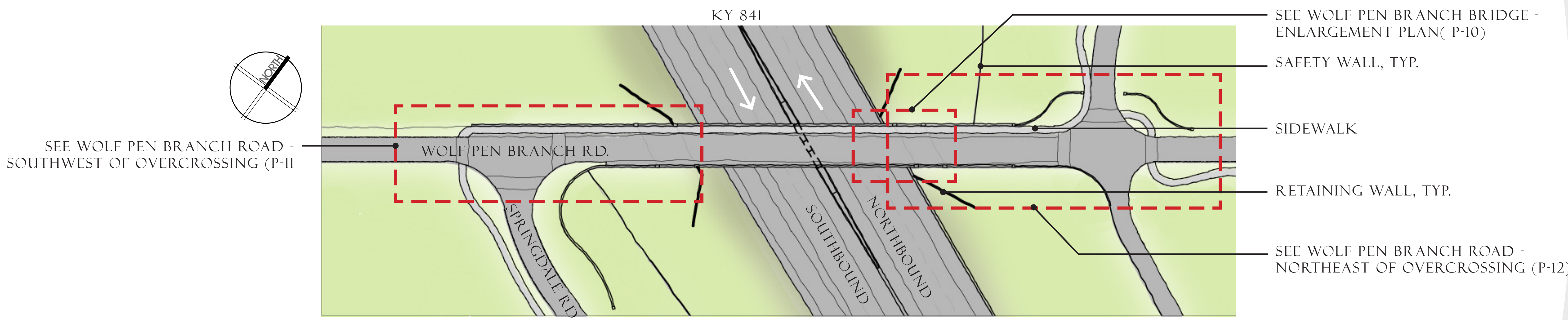
3.1 BRIDGES

The bridge structures vary in size and function but they will have a unified aesthetic treatment. Inspired by native stone indigenous to the area and identified as "creekstone" in the RID, the surfaces will have a faux stone finish. In some locations this finish is created through formliner and in others through hand tooled texture and coloring techniques.

Wolf Pen Branch Road Bridge crossing will be a reversal of its existing condition as an "at grade" road that crosses under the existing highway; it will become an elevated bridge crossing over the new alignment. Because it is a connection between the residential communities in the Wolf Pen Branch neighborhood and the historic Allison-Barrickman House, the aesthetic qualities of the new bridge will be of a scale and quality that integrates well with the local vernacular. The faux stone finish, pilasters and metal fencing are scaled and colored to resemble the homes in these historic neighborhoods. Decorative post mounted lights enhance both safety and aesthetics. The Wolf Pen Branch Road crossing is thoughtfully integrated into the existing roadway and surrounding landscape through the use of screen walls, decorative fencing and enhanced pavement. The design details are reflected in the exhibits on pages 9 through 15.

Ramp A is an offramp from the KY 841, but because it is a significant structure and visually prominent to vehicular travelers, it warrants enhanced aesthetic treatments that are cohesive with other bridge structures, roadway walls and barriers, and the South Portal in the distance. The ramp is supported by a combination of native rock cuts, shotcrete and cast in place concrete. The ramp has a continuous barrier wall and short bridge span as it approaches the tunnel portal wall. Each of these concrete surfaces will receive a faux stone finish that matches the surfaces of the tunnel portal walls and adjacent retaining walls. The design details are reflected in the exhibits on pages 19 through 22.

Harrods Creek Bridge crosses Harrods Creek, a recreational waterway, and will be highly visible from the Harrods Creek residential community, Marina and river, and River Road. Special consideration is given to the underside design aesthetics as well as the upper bridge structure. The Bridge does not have a pedestrian walkway so the scale of its lighting and design of its parapet/barrier will be somewhat simple. The architectural surface treatments will be consistent with the other bridge structures of the Kentucky approach and include a faux stone barrier wall and cap, enhanced piers and faux columns where the abutment walls meet the roadway grade. Wood guard rails are located along River Road under the bridge to soften the visual impact to the adjacent Harrolds Creek. The design details are reflected in the exhibits on pages 16 through 18.



WOLF PEN BRANCH BRIDGE - KEY MAP

3.1.1 PIER DETAILS

Piers present an opportunity for applying facing textures and edge accents from the palette of materials chosen for East End Crossing aesthetic treatments and materials. Wolf Pen Branch and Harrods Creek Bridges concrete bents and columns will receive stain or paint color that will match the color tone of the faux stone used on other surfaces of the bridge. A square column base with the signature "creekstone" formliner pattern, and smooth accent color base cap, will help anchor the pier and tie it into the parapet and abutments. For the rectangular pier columns, the same faux stone texturing will be applied to the wide face of the column. The textured field pattern will be framed by smooth, light colored concrete edges with reveals. The columns will also be anchored with a base wall with the same color and reveals as the column edges.

3.1.2 PARAPET DETAILS

The parapet walls of all three of the Kentucky Approach bridges will be textured with the signature "creekstone" formliner pattern. The parapet walls will have smooth light colored wall caps.

3.1.3 FENCING

Wolf Pen Branch Bridge will be the only bridge of the Kentucky Approach with ornamental fencing atop the parapet, because it has a pedestrian walkway. The fencing will be ornamental metal with historical styling, painted black, to reference historical estates in the area.

3.1.4 TEXTURE AND COLOR

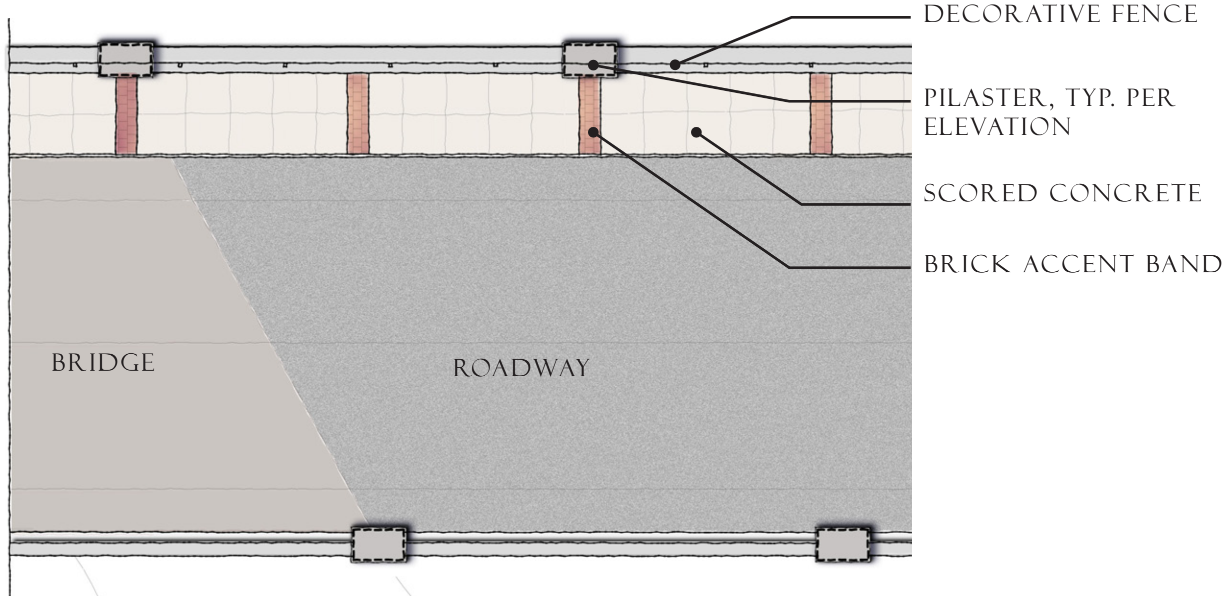
Architectural Concrete Textures – The "creekstone" texture and pattern concrete formliner is the signature aesthetic enhancement for a full range of vertical surfacing locations. It is used not only on the bridges but also on retaining and barrier walls. This finish reflects the design recommendation in the RID for a native stone vernacular and will be a unifying aesthetic through the Kentucky corridor (Section 4).

Concrete Stains and Paints – Color will be applied to the concrete formliner textured surface and in some instances under the bridge superstructure on the concrete of the girder structure. For the "creekstone" textured formliner, the color will mimic the native Kentucky "creekstone", which is a mottled blend of color in the gray/golden/tan/brown range. These colors are to be applied as stain onto the textured concrete surfaces after they have been placed. On painted girders such as Wolf Pen Branch Bridge, the color will be a dark brown in order to de-emphasize the structural member and blend in better with the surroundings.

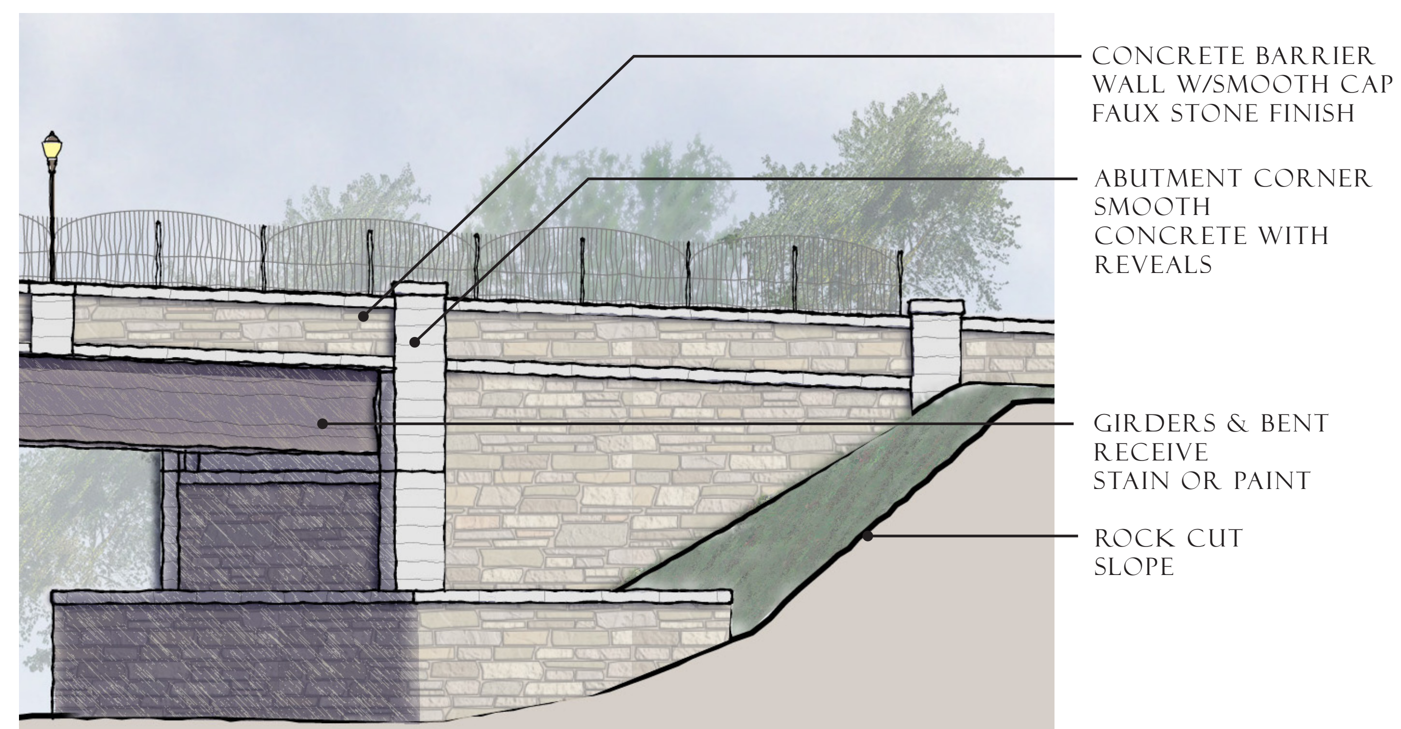
Architectural Surface Finishes – Accent banding, edging and wallcaps will be a smooth, light gray colored or natural concrete to appear as cut stone.

Painted Steel Surfaces – Steel components, such as light poles and signage structure posts will be of a dark brown color in order to blend better with the natural surroundings and avoid vertical visual clutter.

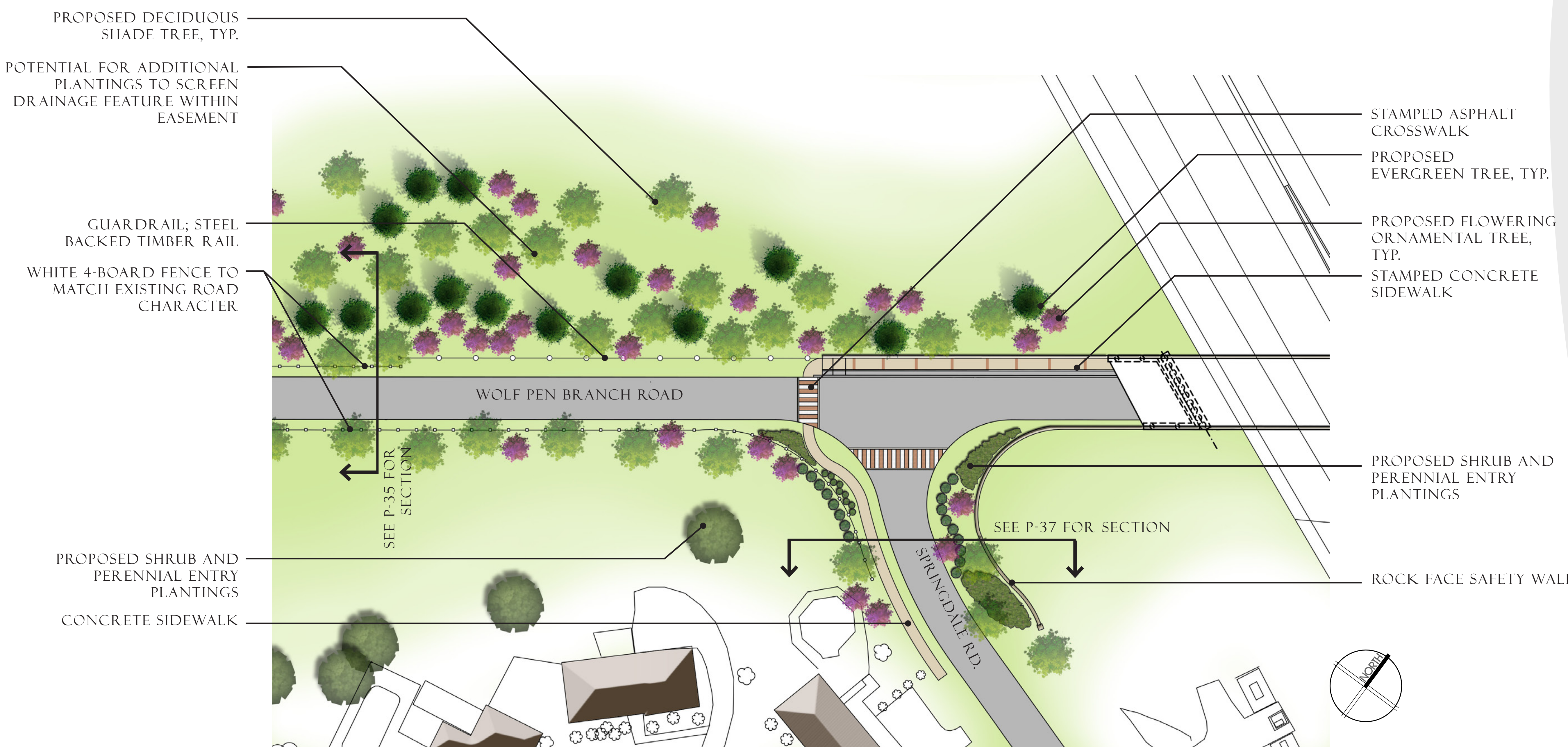
Unpainted Steel Surfaces – guardrails and steel bridge girders, such as at Harrods Creek and Ramp A will be weathered steel, which is a rustic surface favored by the community.



WOLF PEN BRANCH BRIDGE - ENLARGEMENT PLAN

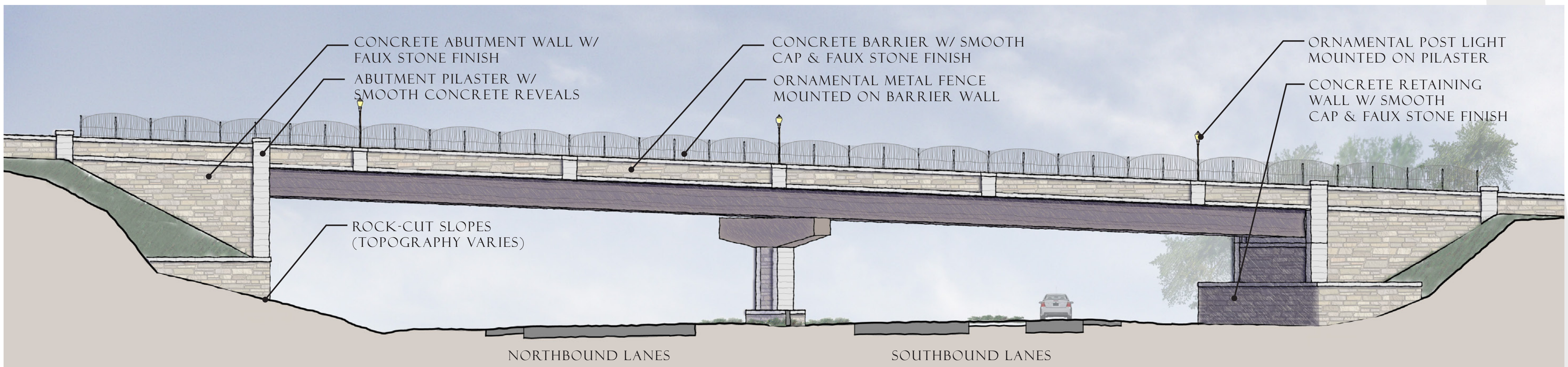


WOLF PEN BRANCH BRIDGE - ENLARGEMENT ELEVATION

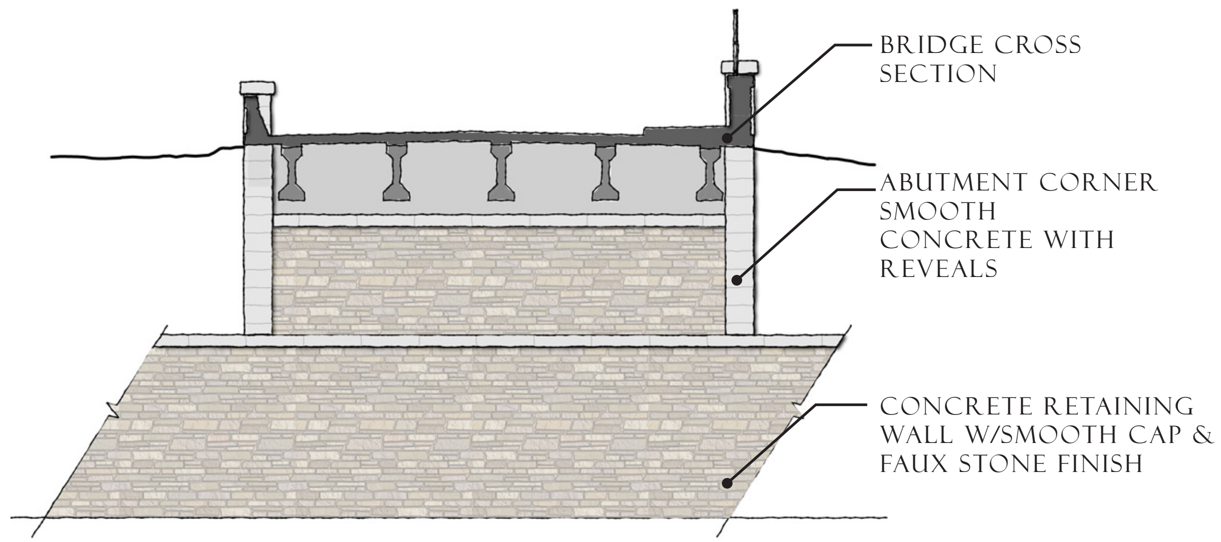


WOLF PEN BRANCH ROAD - SOUTHWEST OF OVERCROSSING

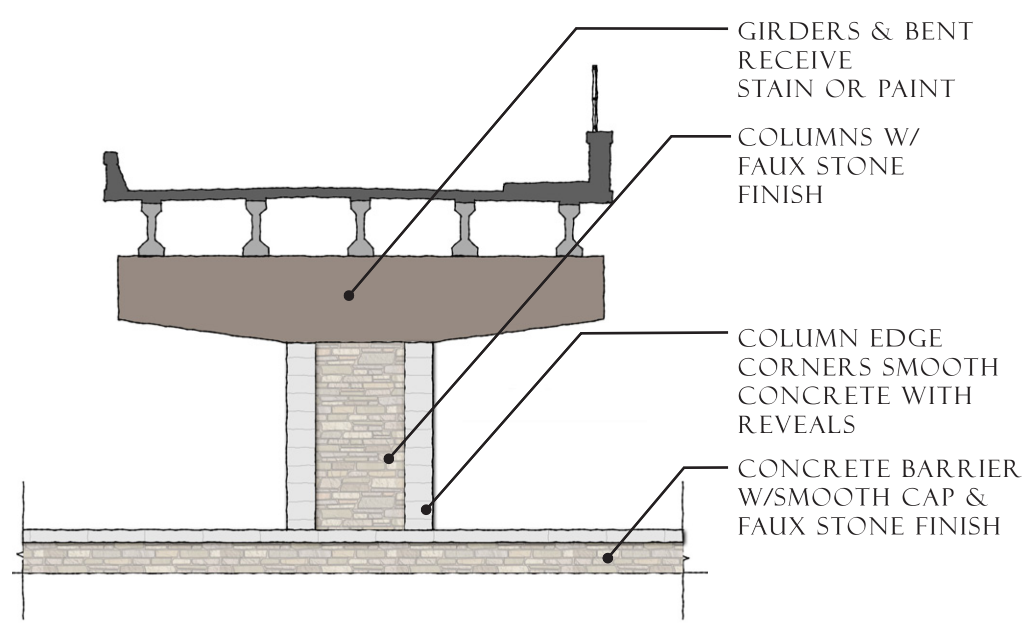
WOLF PEN BRANCH ROAD - NORTHEAST OF OVERCROSSING



WOLF PEN BRANCH BRIDGE - NORTH ELEVATION



WOLF PEN BRANCH BRIDGE - ABUTMENT ELEVATION

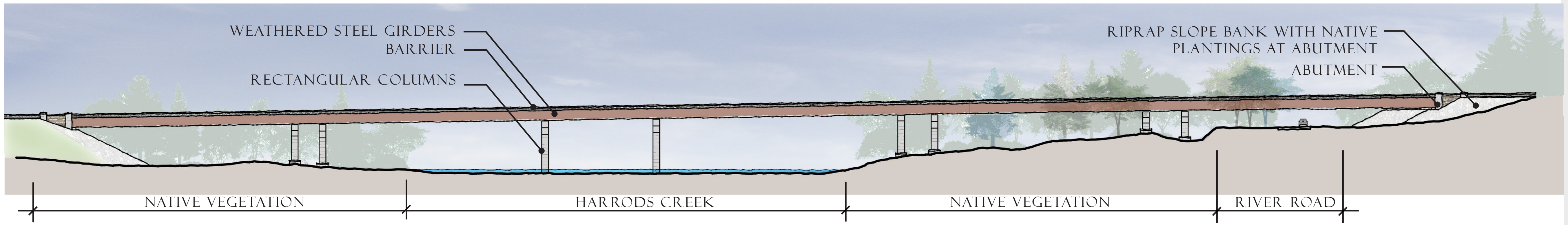


WOLF PEN BRANCH BRIDGE - PIER ELEVATION

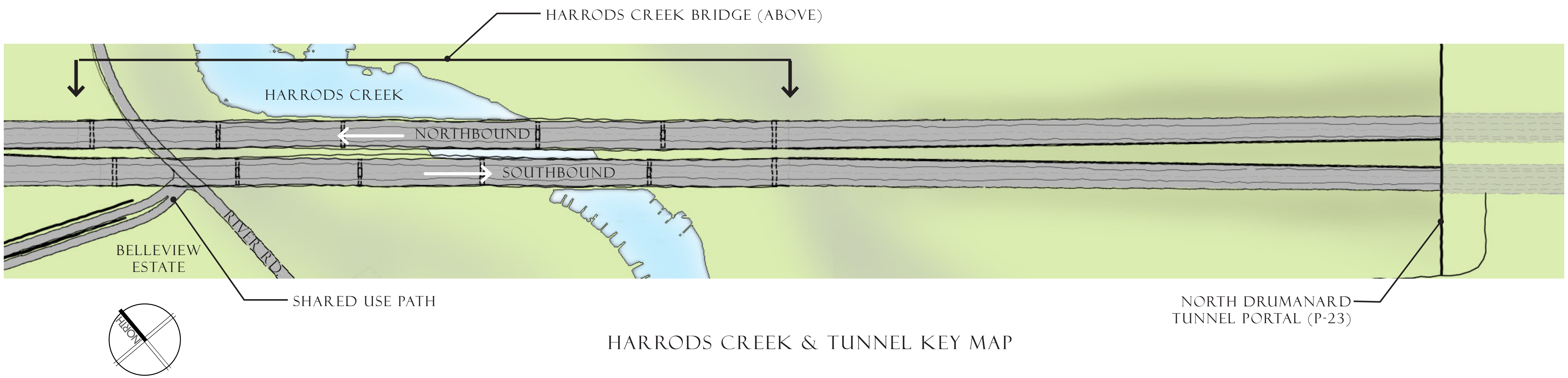
WOLF PEN BRANCH BRIDGE - DECORATIVE BARRIER WALL

WOLF PEN BRANCH ROAD - LOOKING WEST

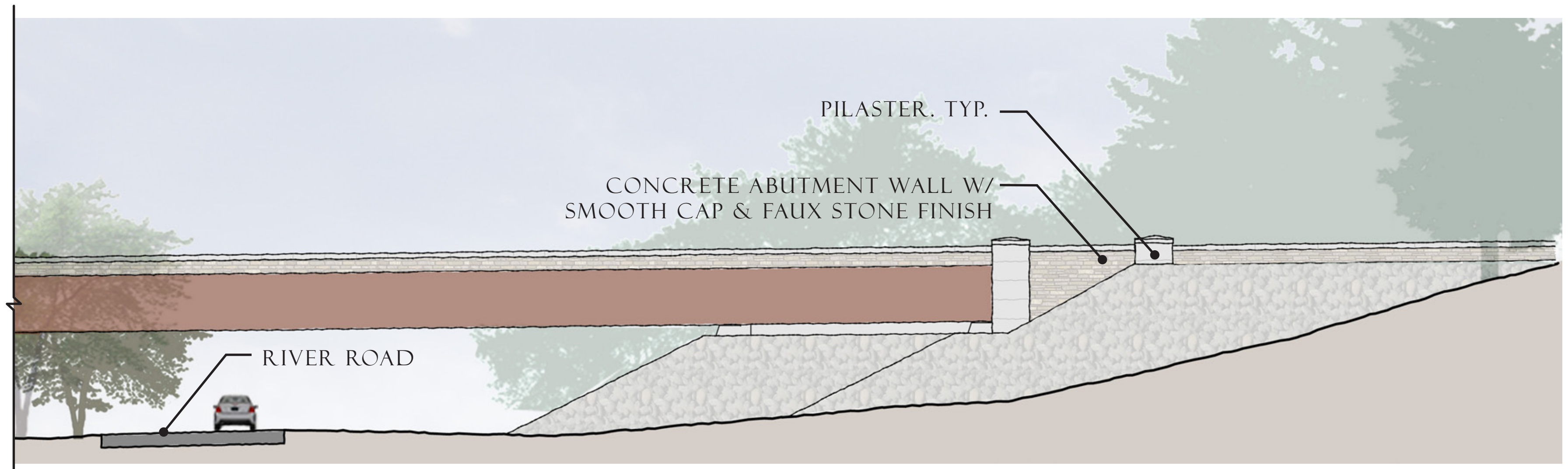
The Wolf Pen Branch Road Bridge overcrossing will provide a new, enhanced connection, both vehicular and pedestrian, between the residential communities in the Wolf Pen Branch neighborhood. The aesthetic qualities of the new bridge will be of a scale that integrates well with the local vernacular. Architectural finishes for bridge and abutment walls will have "creekstone" concrete texturing and smooth accent edging. Ornamental fencing and lighting on the bridge deck reference historical estate character of the area.



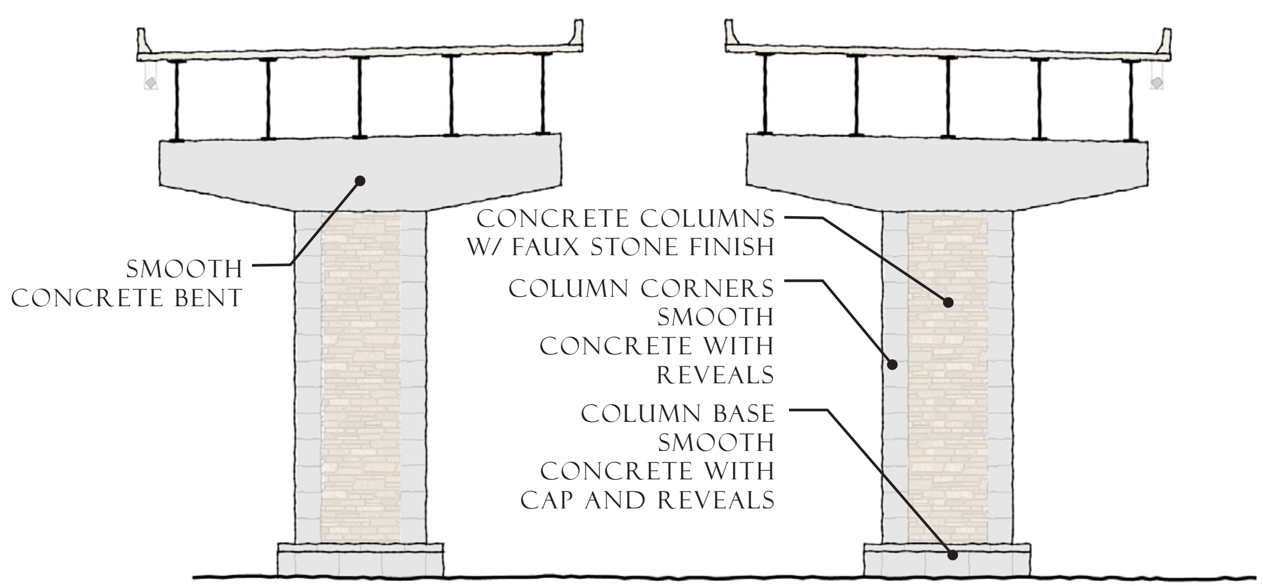
HARRODS CREEK BRIDGE - WEST ELEVATION



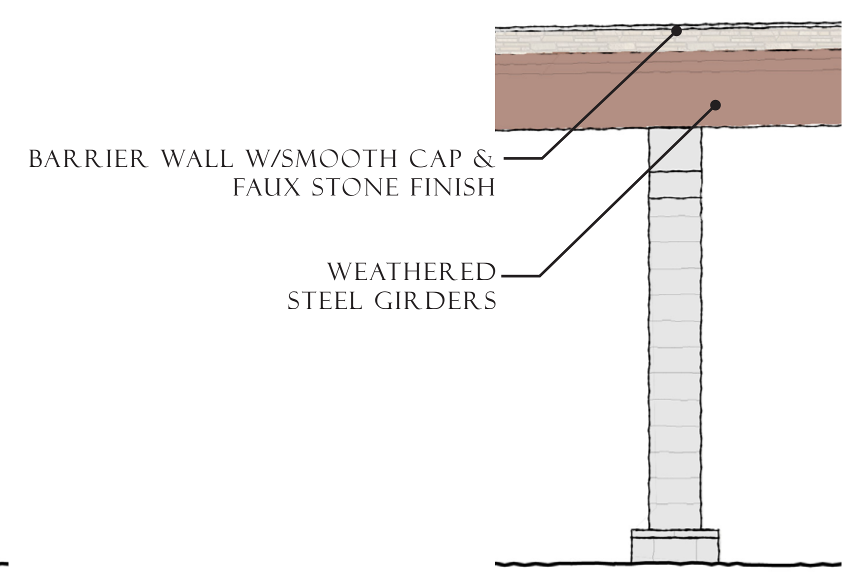
HARRODS CREEK & TUNNEL KEY MAP



HARRODS CREEK BRIDGE - ABUTMENT ENLARGEMENT



HARRODS CREEK BRIDGE - COLUMN FRONT ELEVATION



HARRODS CREEK BRIDGE - COLUMN SIDE ELEVATION

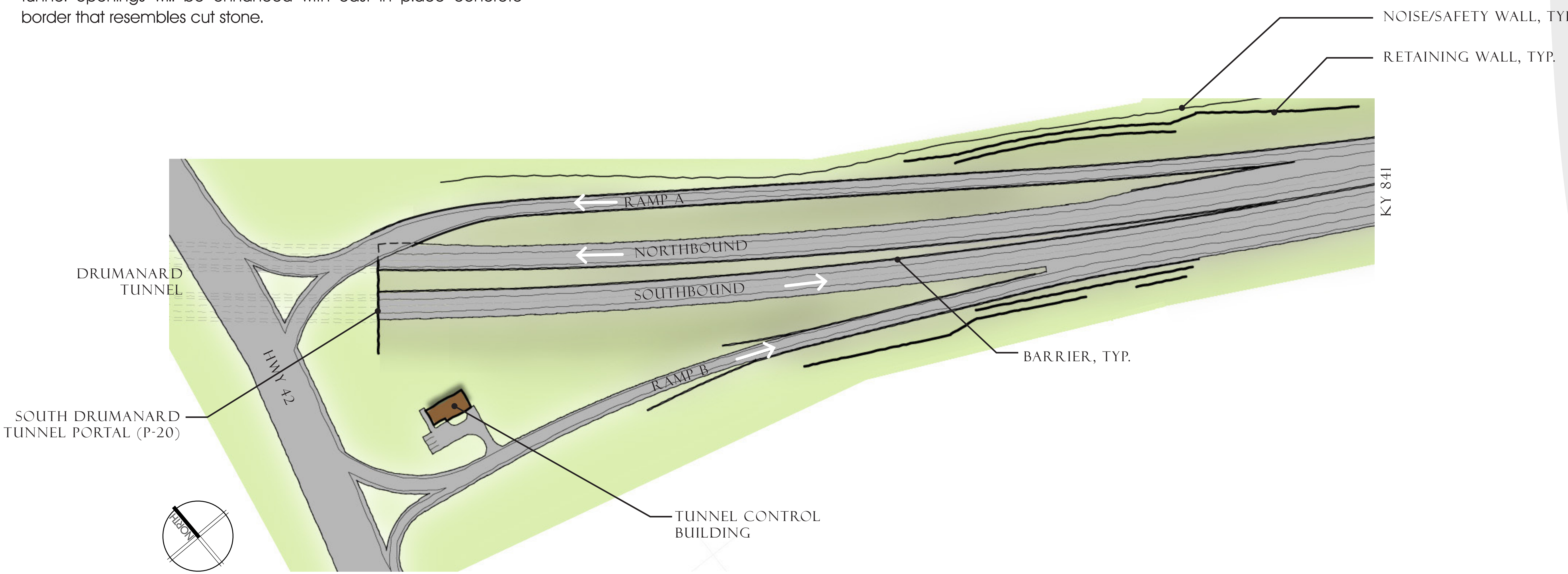
HARRODS CREEK BRIDGE - VIEWED FROM RIVER ROAD

The shared use path merges with the River Road adjacent to the bridge abutment. Bridge abutments, parapet walls and pier column faces will be textured with "creekstone" formliner pattern. Pier column and abutment wall will have smooth concrete borders bands and edges that resemble cut stone. Weathered steel bridge girders and wood guardrails blend well into the natural earth tone color palette.

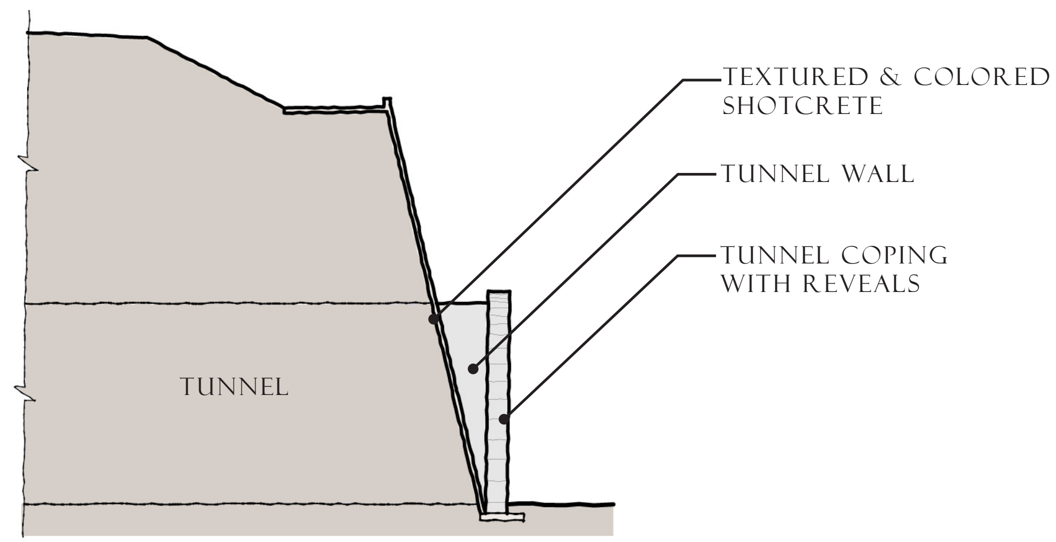
3.2 DRUMANARD TUNNEL

3.2.1 PORTALS

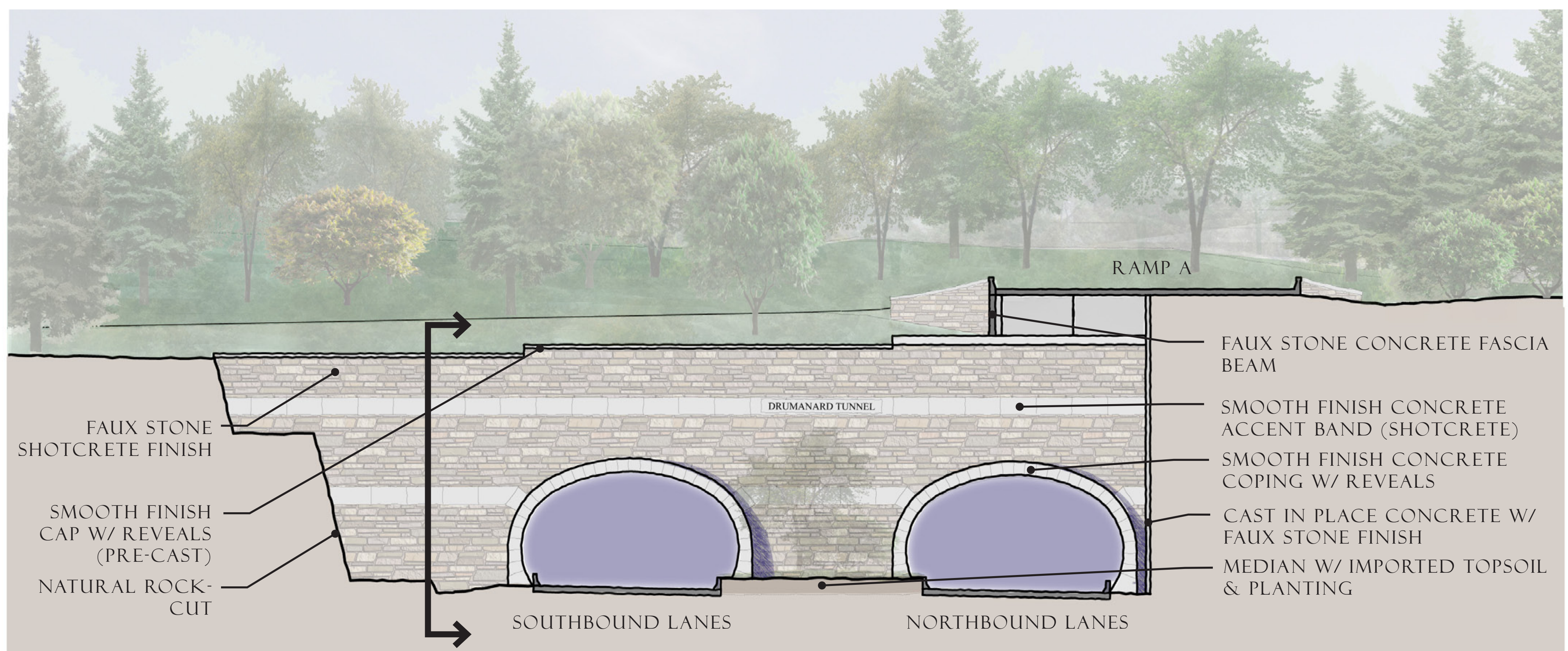
The cut rock faces of the portals will be stabilized with a shotcrete application. The shotcrete will be hand carved and stained to mimic the natural "creekstone" pattern used throughout the corridor. The carved stone pattern will be of a larger scale than the formliner applications used on bridges and walls, due to the massiveness of the portal face. Accent banding across the face will be smooth troweled light gray or natural concrete to resemble cut stone. The tunnel openings will be enhanced with cast in place concrete border that resembles cut stone.



RAMP A & SOUTH DRUMANARD TUNNEL PORTAL - KEY MAP



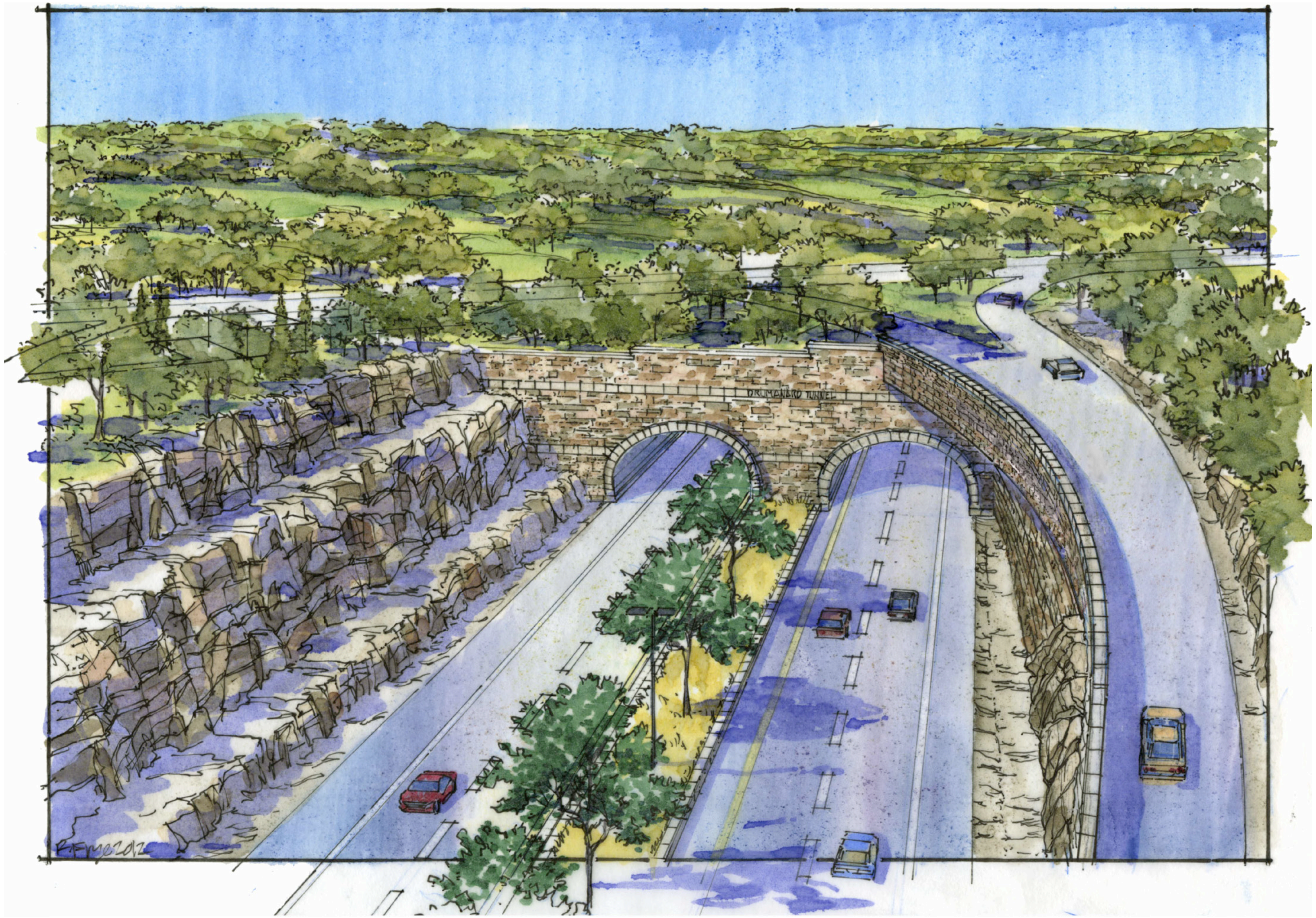
SOUTH TUNNEL PORTAL - CROSS SECTION



SOUTH TUNNEL PORTAL - WALL ELEVATION

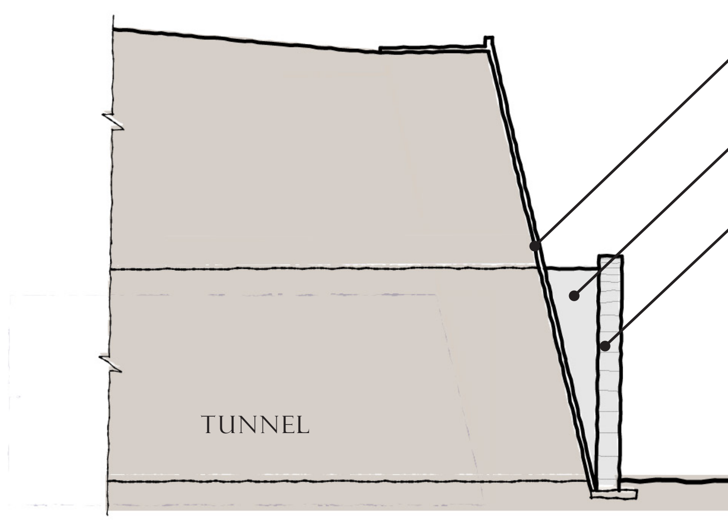
RAMP A BRIDGE - APPROACHING TUNNEL NORTHBOUND

Ramp A is a sweeping off ramp structure and visually prominent therefore it warrants enhanced aesthetic treatments that are cohesive with other the bridge structures, roadway walls and barriers, and the South Portal in the distance. "Creekstone" textured barriers and retaining walls will blend in with the overall roadway aesthetics.

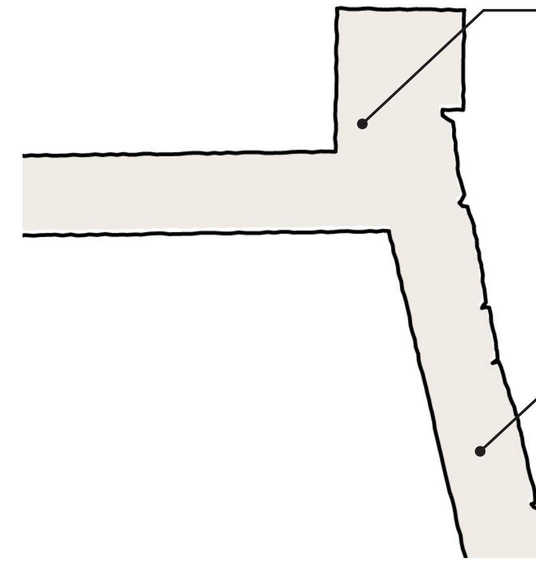


SOUTH TUNNEL PORTAL - LOOKING NORTH

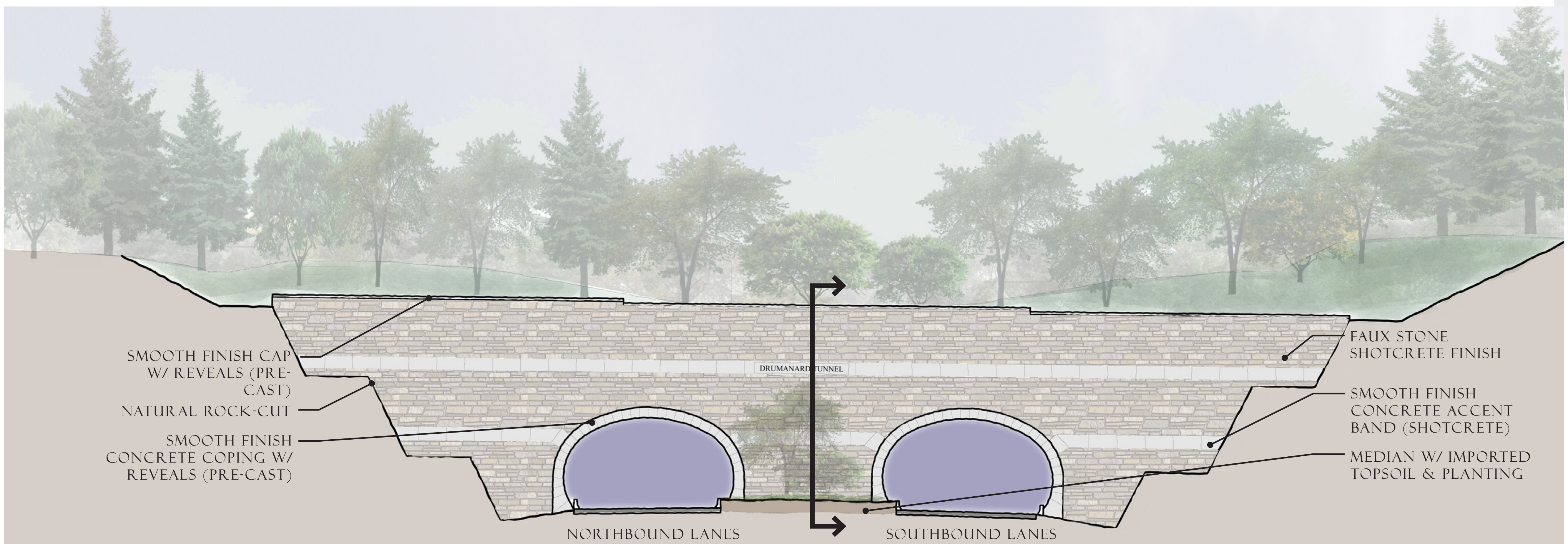
The tunnel portal facade will be enhanced with textured/carved shotcrete to appear as a naturalistic stone wall. Smooth concrete border accent bands around the portal opening and across the faux stone add architectural interest. Plantings at top of portal surrounds will screen the tunnel service building.



TUNNEL PORTAL - CROSS SECTION



NORTH TUNNEL PORTAL - WALL CAP DETAIL



NORTH TUNNEL PORTAL - WALL ELEVATION

NORTH TUNNEL PORTAL - LOOKING SOUTH

View of the North face of the portal and enhanced retaining walls and barrier wall. The faux stone tunnel portal facade blends with the barrier wall and surrounding native rock cuts.

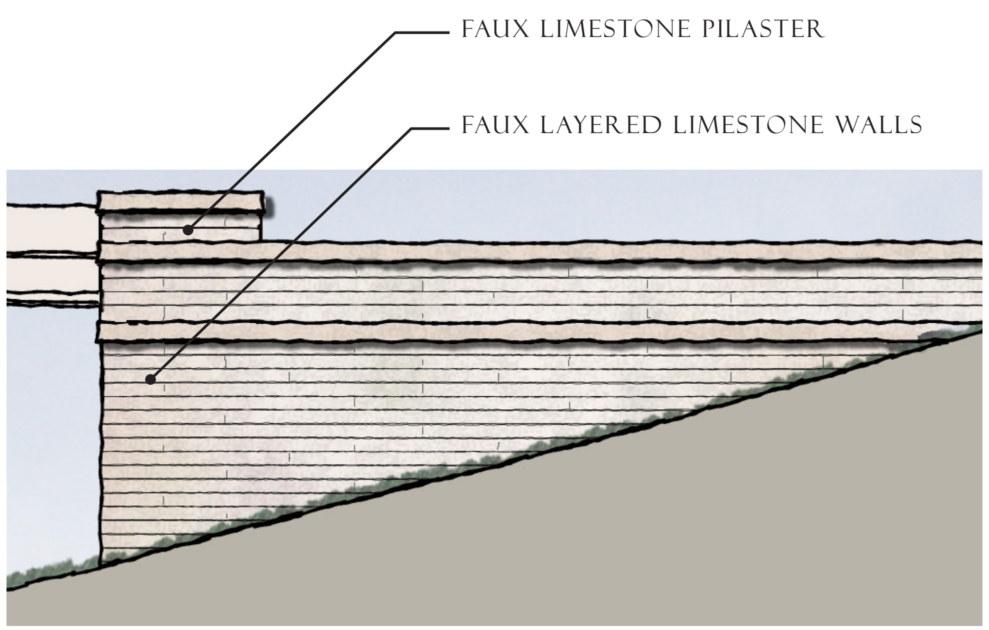
3.3 TUNNEL INTERIOR

The interior finishes of the Drumanard Tunnel reflect the modern sophistication of the state of the art fire and life safety systems our design employs. Our selection of interior finishes are strongly influenced by safety, from our lighting design, selection and location of call/pull boxes, fire cabinets, safety railing, and selection and patterning of tile finishes. The interior walls of the Tunnel are treated with extensive white ceramic tile work providing high reflectivity, and accented with occasional black accent bands which provide a screened channel for the systems cable work. Light fixtures are oriented in pairs symmetrically around the crown of the tunnel, and evenly spaced typically 6 to 12 feet on center depending on the zone of the tunnel. The paired rows of lights together with the alternating rows of white and black tile and the continuous black decorative safety railing along the Safety and Maintenance walkways form a series of strong longitudinal lines that follow the alignment of the bores. The outcome is a simple, linear and bold contemporary design that accentuates the tunnel's graceful curves.

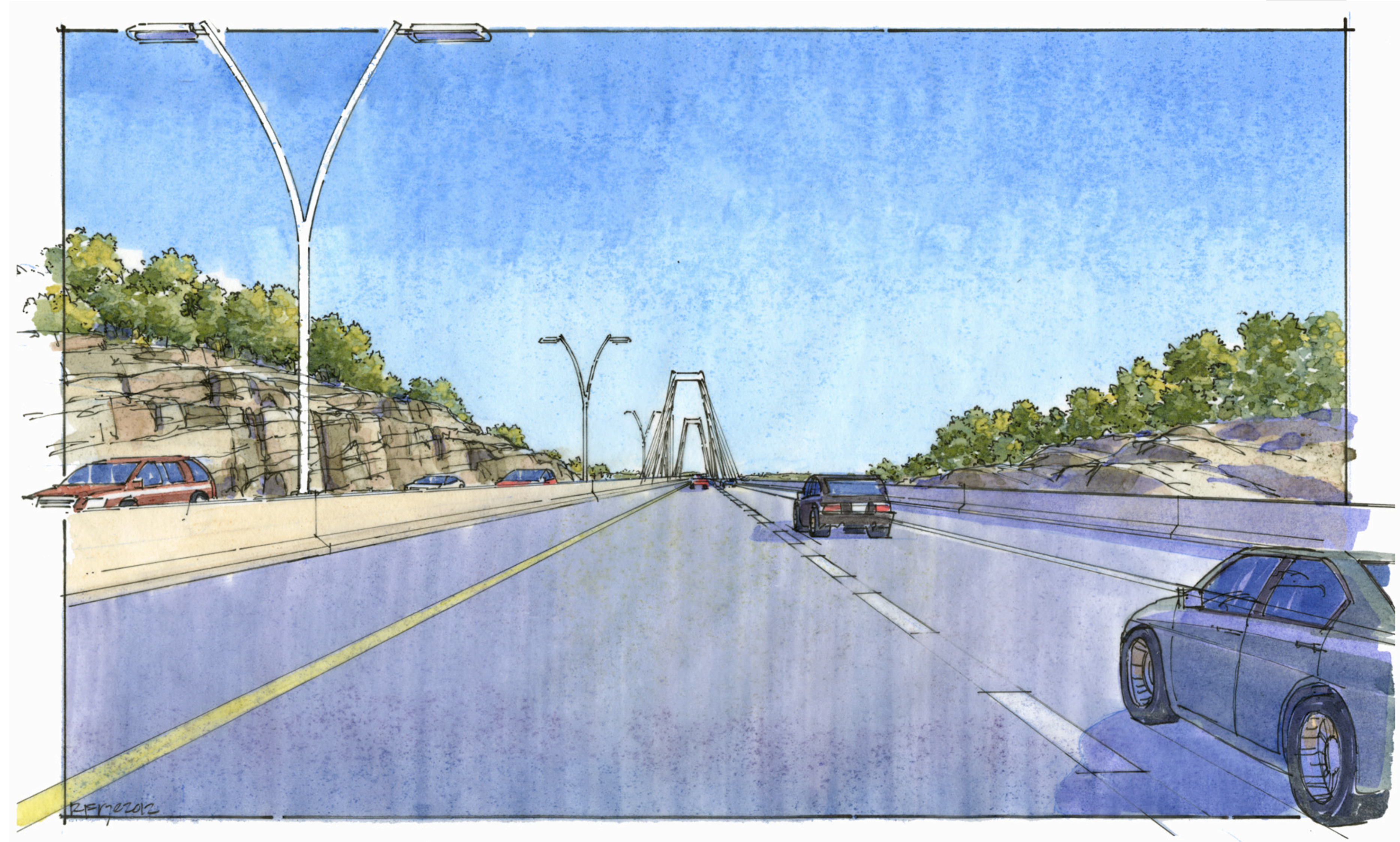
DRUMANARD TUNNEL - INTERIOR

4.0 STRUCTURES OF THE INDIANA APPROACH

Bridges in the Indiana Approach (Section 6) will be standard INDOT design. There is an opportunity to enhance these bridge structures similarly to the Kentucky Approach bridges with use of concrete formliner texturing and color on pier columns and parapet walls. In contrast to the "creekstone" formliner used in the Kentucky Approach, the enhancement of the Indiana bridge structures will use a layered limestone formliner which references the natural and quarried limestone outcroppings found in throughout Indiana. The layered limestone formliner will provide visual continuity with similar aesthetic treatments on the East End Bridge structure (Section 5). In some high visibility locations, the enhancements may include faux limestone finishes on piers, abutments, barriers, walls and related improvements. Faux pilasters could also be introduced in these locations similar to those provided on the Wolf Pen Branch Road Bridge.



TYPICAL BRIDGE AESTHETIC OF THE INDIANA APPROAC



THE INDIANA APPROACH - LOOKING TOWARD THE OHIO RIVER BRIDGE

This view shows the final stretch of road in Indiana before the Ohio River Bridge. Travelers will see the natural limestone rock slopes, decorative lighting, and the bold bridge towers ahead. . Reminiscent to entering a lime kiln, drivers on the bridge will have the memorable experience of the stacked concrete sections of the towers gradually arching up and over them as they cross the river.

5.0 CONTOUR GRADING.

THE KENTUCKY APPROACH (SECTION 4)

Contour grading will be a significant part of the landscape design solution for the Ohio River Terrace Character Area. This segment of the highway corridor will be a fill condition, with cut material generated from other areas of the site. A contouring solution that makes use of excess fill materials and allows for creative berming benefits the project from both a material cost savings and aesthetics perspective.

WVB's goal is to create natural looking slopes and landforms that will match the existing character of this area. By utilizing the proposed berming plan, the scale of the sloped fill condition can be broken up and views improved toward the highway from adjacent properties. The use of landform berms and planting combined will effectively screen views from historic properties such as Rosewell and Belleview.

Detention Basins and swales required for drainage in this section can also be contoured in shapes that compliment the naturalistic landform approach.

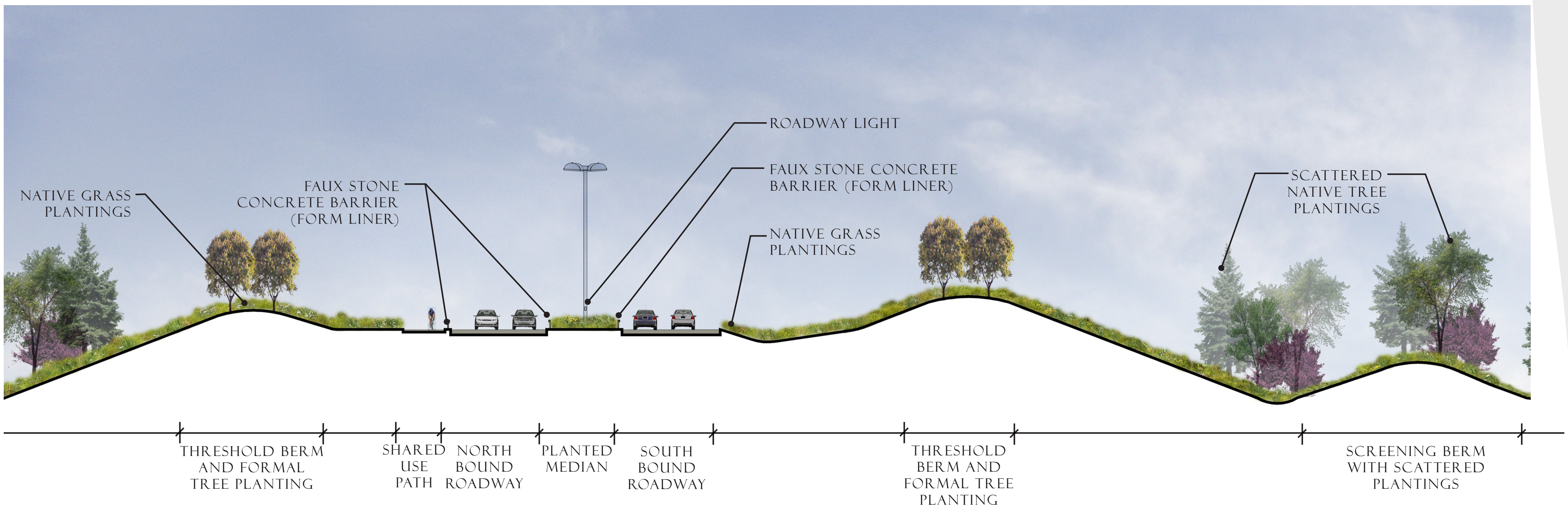
THE INDIANA APPROACH (SECTION 6)

There are currently no contour grading solutions identified within the Indiana corridor. The improvements here generally fall into one of two conditions: (1) rock-cut or (2) flat topography. If contour grading is beneficial to the transition or buffering or adjacent properties, then it will be considered in the final grading design.

OHIO RIVER TERRACE - CONCEPTUAL LANDSCAPE PLAN

ROSEWELL ESTATE - SECTION

BELLEVIEW ESTATE - SECTION



OHIO RIVER TERRACE - SECTION

OHIO RIVER TERRACE - SOUTH BOUND

View from highway. Landscape screening enhancements along the roadway combine natural landform berming with vegetation to provide a buffer for properties along the corridor. The historic landscapes of Rosewell and Belleview Estates are anticipated in the new design for highway fill slopes. Stormwater detention ponds and swales are contoured to flow with the undulating berming plan for this area.

6.0 WALLS & FENCES

Walls and fences are features used extensively throughout the corridor for safety, structure, screening and aesthetics purposes. Whether they are used as stand-alone elements such as safety barriers along the highway, or integrated into the landform as part of a screening and safety solution for the slope conditions between roadway and neighborhoods, the design of these built elements will appear as part of the existing natural and residential context.

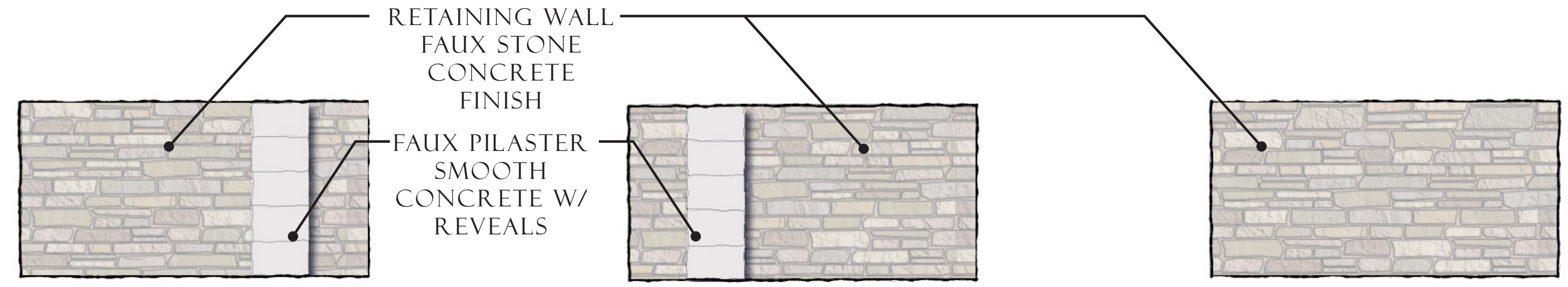
6.1 RETAINING STRUCTURES

THE KENTUCKY APPROACH (SECTION 4)

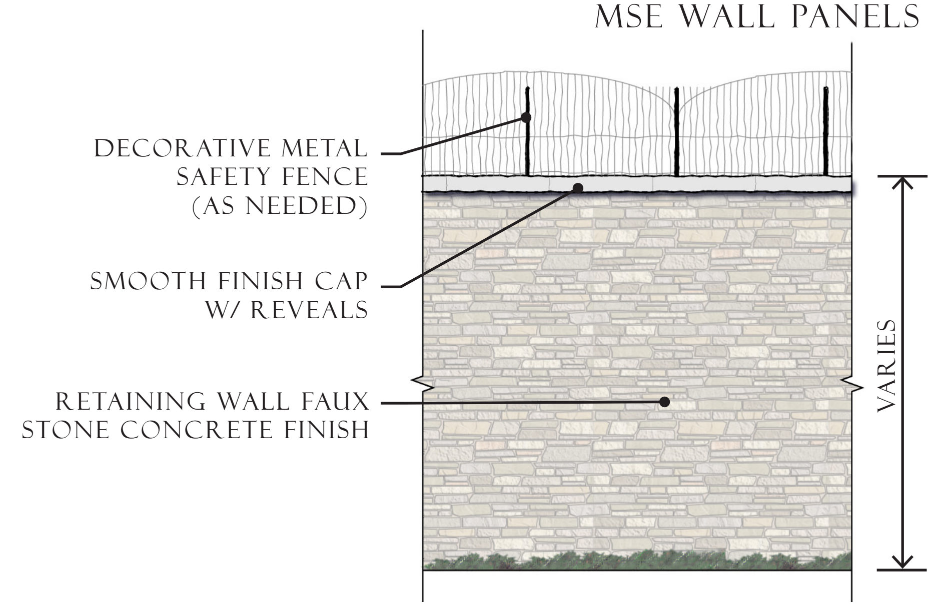
Retaining walls occur throughout the corridor in cut conditions along the roadway, at the tunnel portals and bridge abutments. Their surface treatment will blend in with the portal face and bridge abutment walls. Where faux finish stone (creekstone) walls are used, the same texturing, color and wall cap treatments will be employed as on the retaining wall structures. The type of construction of the retaining structures will not significantly change the appearance of the finished product, whether cast in place concrete with faux rock formliners, precast MSE wall panels (made with the same formliner pattern), or shotcrete that is hand carved in place. All walls will be stained after the raw concrete is installed, poured or carved. This method, performed by a dedicated crew and using the colors specified in this document, will ensure consistent color and thereby unify the various walls in section 4.

THE INDIANA APPROACH (SECTION 6)

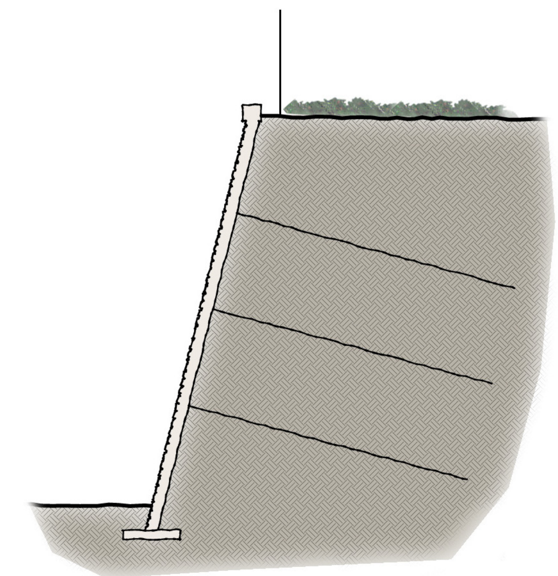
Layered limestone formliner texturing with light gray or natural concrete color will be used on retaining walls and bridge abutments in this Section. Similar to section 4, all walls to receive this treatment will use the specified formliner pattern and colors specified herein, regardless of construction type.



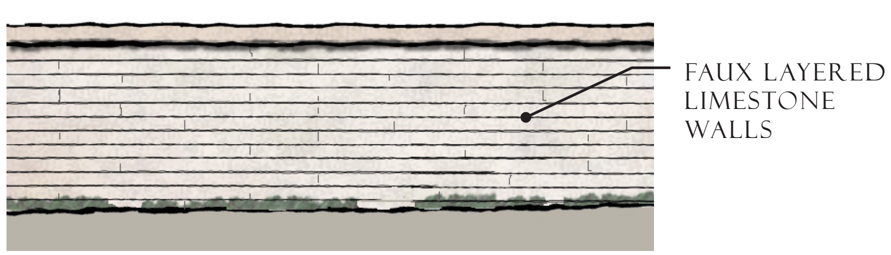
MSE WALL PANELS



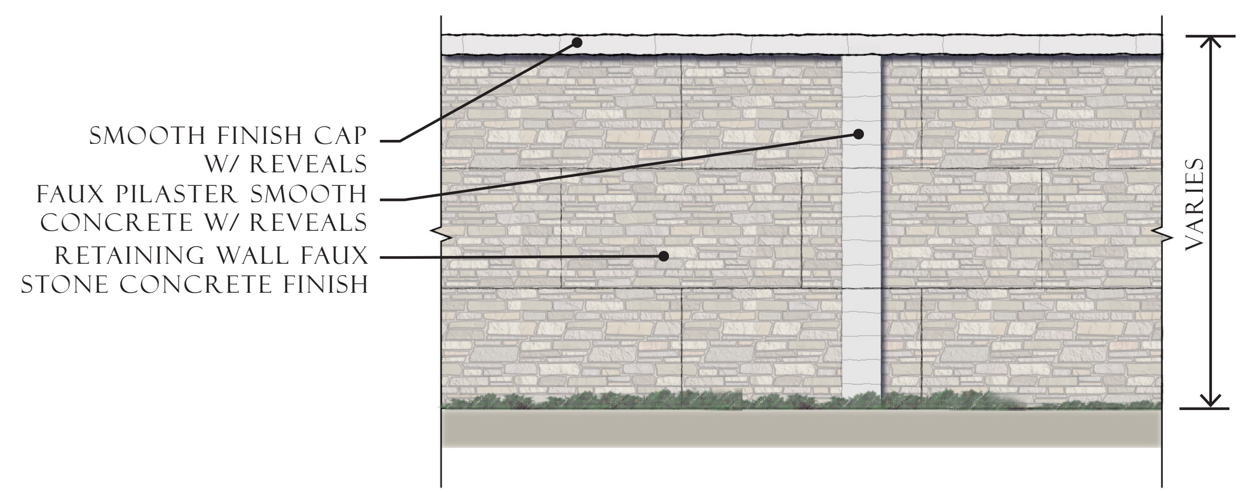
SHOTCRETE WALL ELEVATION



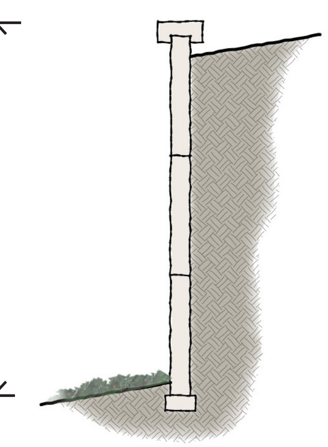
SHOTCRETE WALL SECTION



WALL ELEVATION (INDIANA)



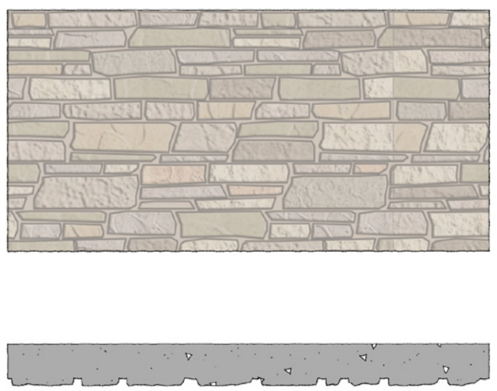
MSE WALL ELEVATION (KENTUCKY)



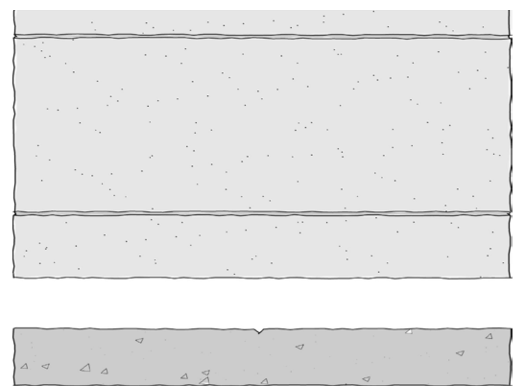
MSE WALL SECTION

TEXTURES

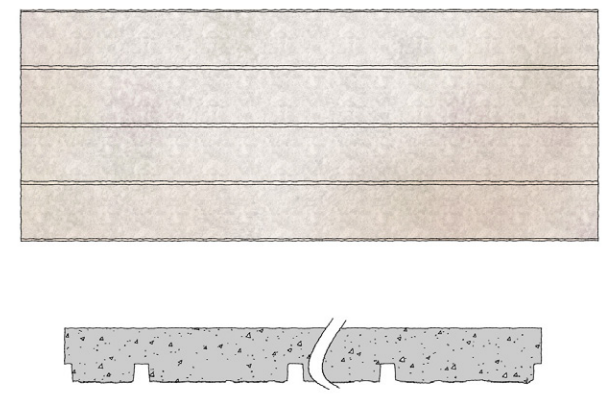
SHOTCRETE RETAINING WALLS
HAND CARVED, TROWELLED & STAINED
WITH CREEKSTONE COLORS



MSE AND CIP WALLS (SEGMENT 4)
FORMLINER PATTERN: "BRAYMAN DRYSTACK"
BY FITZGERALD FORMLINERS
STAINED WITH CREEKSTONE COLORS



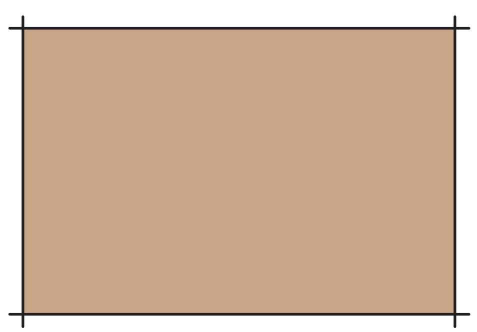
MSE AND CIP WALLS (SEGMENT 4)
SMOOTH CONCRETE FINISH
WITH 1" REVEALS
AT PILASTERS OR WALL/COLUMN EDGES



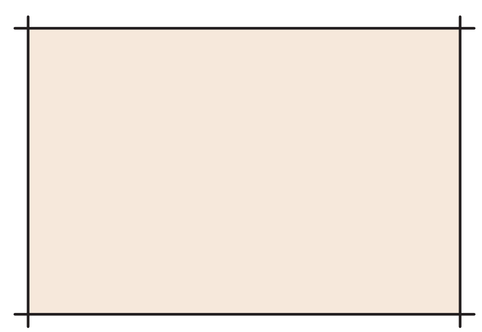
MSE AND CIP WALLS (SEGMENT 6)
CUSTOM PATTERN: LIGHT TEXTURE W/
REVEALS AT 24" SPACING
STAINED WITH CREEKSTONE COLOR C(90%) & B(10%)

COLORS

CREEKSTONE COLOR A
PANTONE S 317-9
C=40 M=35 Y=40 K=5

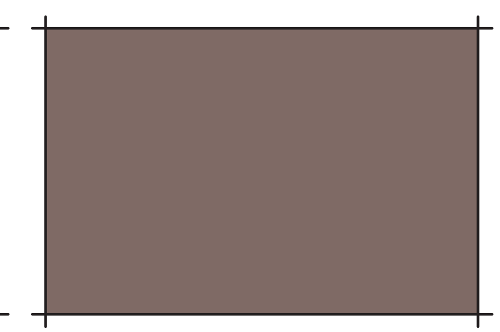


CREEKSTONE COLOR B
PANTONE S 39-7
C=0 M=20 Y=35 K=25



CREEKSTONE COLOR C
PANTONE S 33-9
C=0 M=5 Y=10 K=3

SMOOTH CONCRETE COLOR
PANTONE S 325-7
C=0 M=0 Y=0 K=25



CONCRETE GIRDER & BENT COLOR
PANTONE S 324-9
C=50 M=55 Y=55 K=15

6.2 BARRIER WALLS & GUARDRAILS

Roadway median barrier walls will be textured and capped in the same style as retaining and abutment walls to ensure a consistent and integrated aesthetic appearance. In the roadway median, standard "Jersey Barriers" will be textured with concrete formliner in the same treatment as bridge abutment walls and other masonry structures. This treatment is specific to the cut rock areas approaching the tunnel portals.

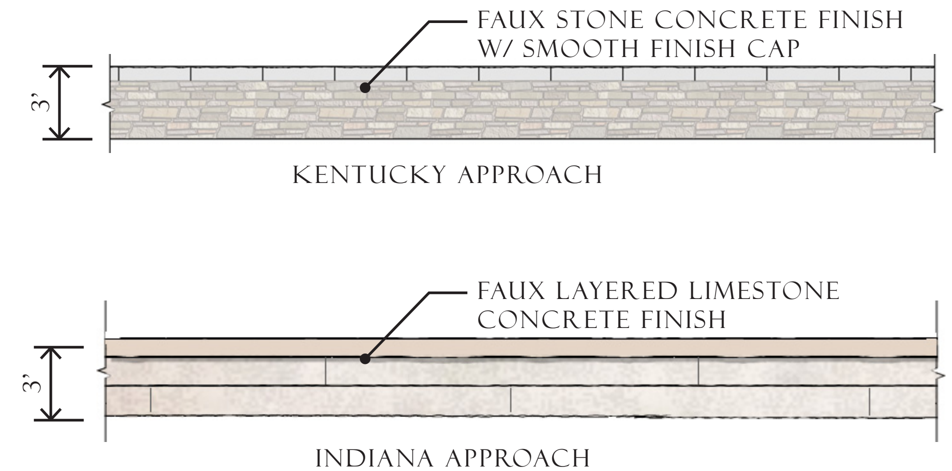
Weathered steel guardrails with wood posts or wood rails will be used in the more pastoral roadway sections such as the Ohio River Terrace area.

THE KENTUCKY APPROACH (SECTION 4)

Section 4 barrier walls will have a faux stone "creekstone" formliner finish.

THE INDIANA APPROACH (SECTION 6)

Section 6 barrier walls will be enhanced with faux layered limestone formliner with light gray or natural concrete color.



SAFETY BARRIER WALL - ELEVATIONS

WEATHERED STEEL GUARDRAIL

STEEL BACKED WOOD RAIL

6.3 FENCING AND SCREENING

6.3.1 RIGHT-OF-WAY FENCING

Where right-of way fencing occurs in prominent locations or near residences, a faux stone PVC fence that resembles the same "creekstone" pattern used elsewhere will be used. In cases where right-of-way fencing is not highly visible, a vinyl coated chain link fence is to be used. A dark green or dark brown color will reduce the visual impact of the fence and blend it in with the surrounding landscape.

6.3.2 SAFETY AND STORMWATER FENCING

This fencing occurs above retaining walls, steep slopes and around stormwater facilities as needed. It must be able to be seen through for safety and aesthetic purposes. For locations of visual prominence, a decorative tubular steel or aluminum fence, painted black, is to be used. The style of this fence will be the same as seen on Wolf Pen Branch bridge, with graceful arched tops that evoke the historical vernacular of the area. In less prominent locations, vinyl coated chain link fencing with dark color will be used.

6.3.3 NOISE WALLS & SAFETY WALLS

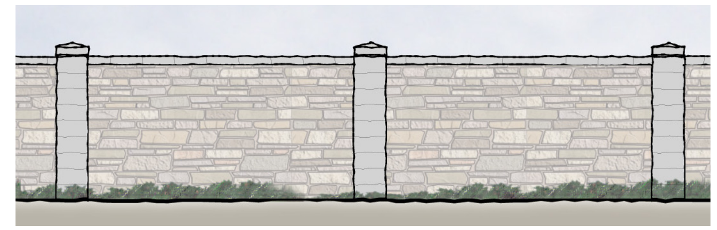
In Kentucky, these walls will be constructed to appear similar to "creekstone" walls. In Indiana, they will have a faux layered limestone texture. Depending on location, these walls will utilize either cast in place concrete with formliner, CMU with faux stone veneer, CMU with split face texture, or PVC paneling with a faux stone pattern. Pilasters of smooth gray concrete will occur along the length of the walls in Kentucky.

6.3.4 SPECIALTY FENCING

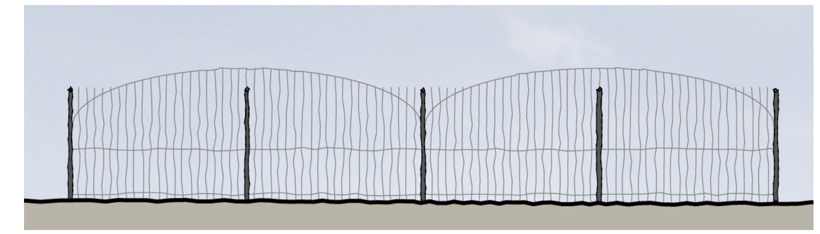
Along the Wolf Pen Branch roadway, WVB proposes a white 4-board fence that matches existing fencing currently that is found along this corridor. A fence of this type reinforces the Wolf Pen Branch Neighborhood Plan design preferences. The same fence type would be used along the roadway frontage in the pastoral Ohio River Terraces area.

6.3.5 SCREEN PLANTING

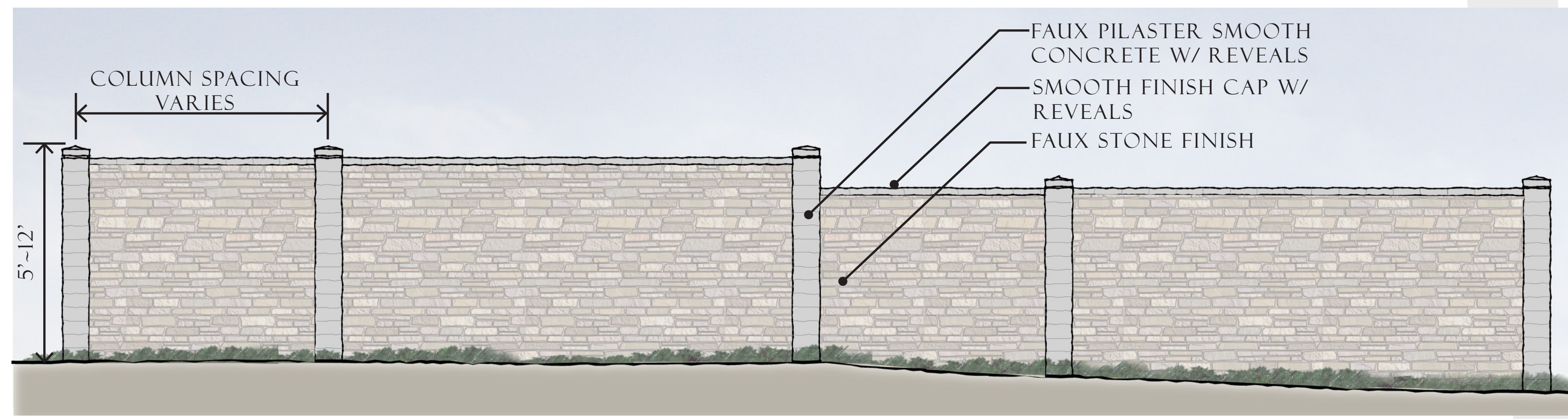
Landscape plantings will also serve to enhance screening, whether used alone in massings or in conjunction with fencing and landform berms. Where chain link fences are constructed, native trees and shrubs will be used to screen views and mask the sight of the fence itself. As mentioned previously, plantings are an essential strategy in screening views of the roadway from properties along the roadway corridor.



FAUX STONE PVC FENCE



DECORATIVE METAL FENCING



NOISE WALL/SAFETY BARRIER - ELEVATION

VINYL COATED CHAIN LINK FENCE

FOUR BOARD WOOD FENCE

7.0 STREETSCAPE ENHANCEMENTS

The creation of more pedestrian friendly streetscape environment and adequate pedestrian circulation includes pedestrian connections at points along the interstate corridor as well as within the existing road corridors impacted by the interstate realignment and development.

These opportunities are somewhat limited, occurring in just a few locations where local roadways intersect the new improvements. The majority of these occur in Kentucky (Section 4). Where specific streetscape enhancements are needed, they will be provided with a similar level of treatment developed for Wolf Pen Branch Road and/or River Road.

7.1 LANDSCAPE

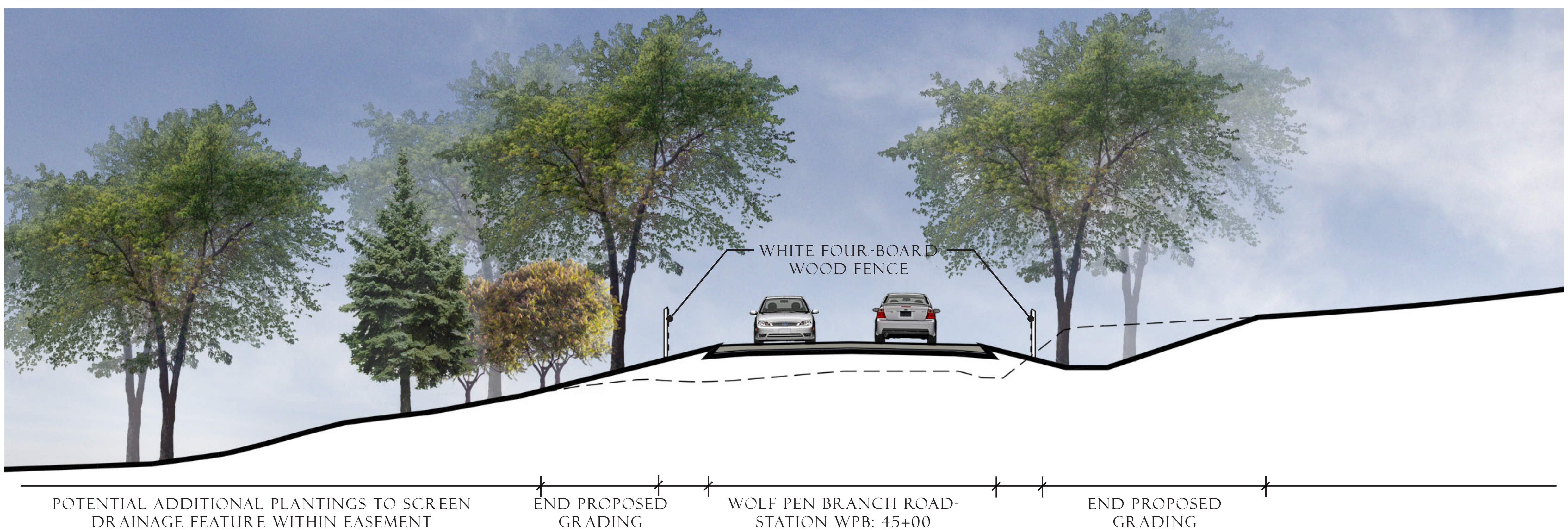
Wolf Pen Branch Road – vegetation will utilized to maintain a narrow roadway appearance and to assist in traffic calming along this straightened passage. The overall planting concept for streetscape and trails is to tie into the existing landscape corridor of the adjacent areas as well as to provide shade and screening for both pedestrians and adjacent residences.

River Road – the landscape plantings along River Road and the adjacent creek will be native plantings with some riparian species along the water's edge. Species that can withstand occasional flooding will be provided.

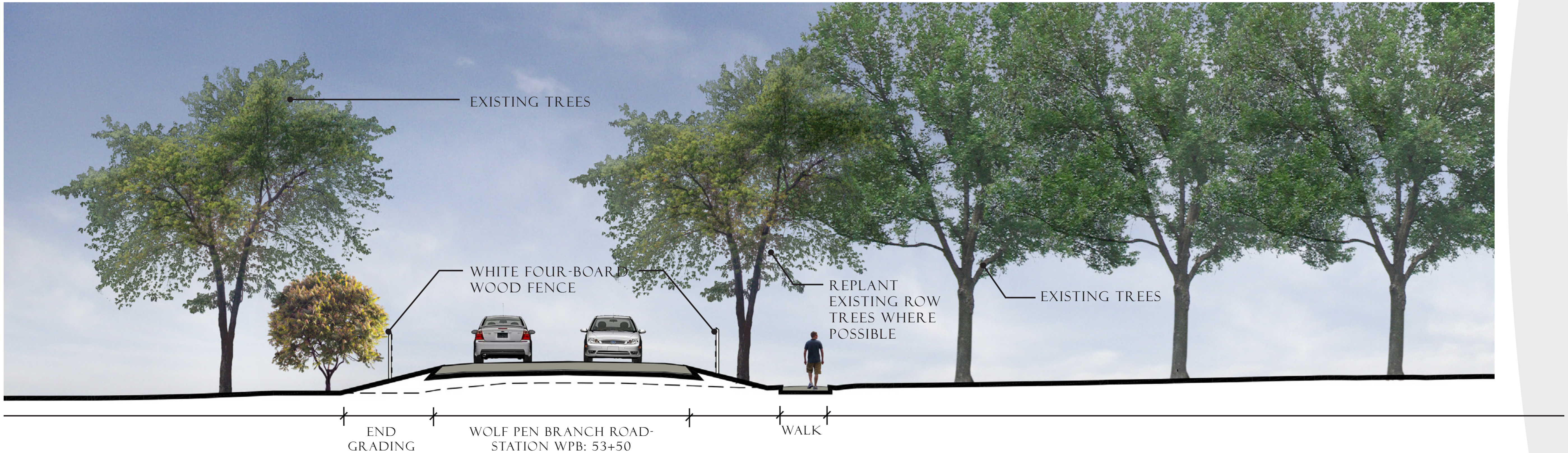
Highway 42 Intersection – where Ramp A meets this highway, there will be an opportunity to provide a combination of native trees and grasses that blend the new improvements into the adjacent landscape. Special attention towards screening the tunnel equipment building from Highway 42 and the new roadway will be a key aspect of the design.

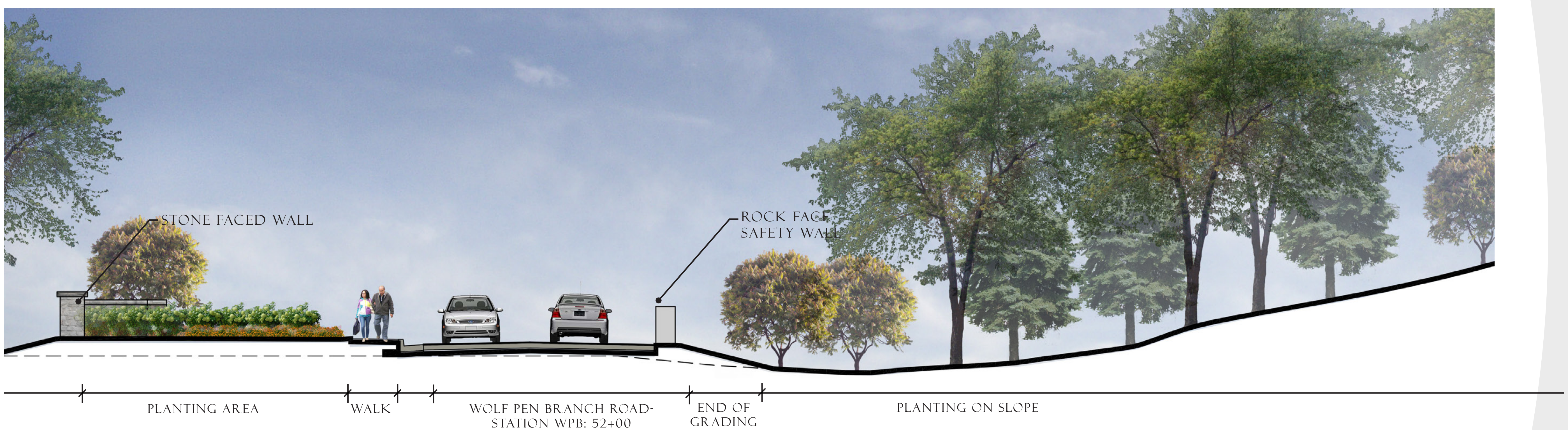
7.2 FURNISHINGS

Appropriate streetscape furnishings will be provided in order to accommodate pedestrians and bicyclists as they move through and across the corridor. Streetscape and shared use path enhancements will include site furnishings such as benches, bollards, trash receptacles.



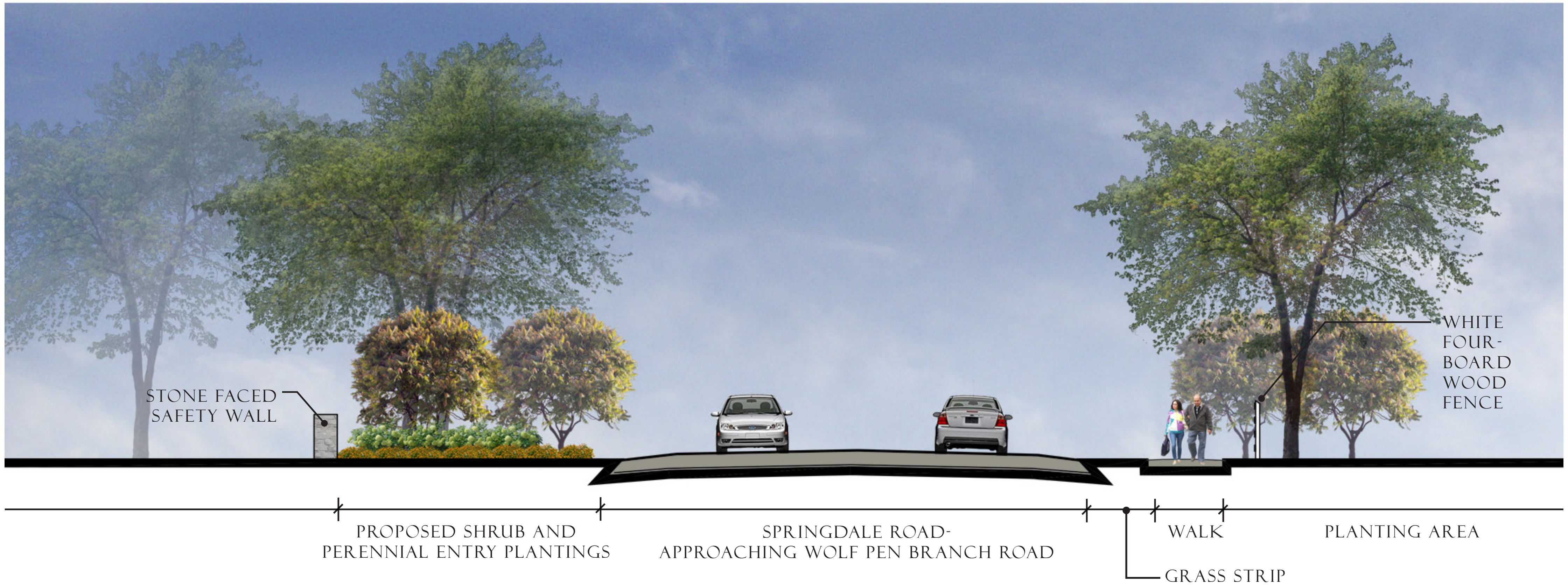
WOLF PEN BRANCH ROAD - CROSS SECTION





WOLF PEN BRANCH ROAD - CROSS SECTIONS

WVB East End Partners



SPRINGDALE ROAD - CROSS SECTIONS

7.3 BICYCLE AND PEDESTRIAN FACILITIES

Adequate facilities for pedestrians and cyclists throughout the project area will be provided where appropriate. Proposed items include sidewalks, crosswalks, bike racks, site furnishings, drinking fountains and rest areas.

Wolf Pen Branch – the proposed sidewalk connection between Bridgepointe and Wolfpen Woods subdivisions will improve pedestrian circulation in this area with enhanced lighting and sidewalks.

Ohio River Terrance – Along the shared use path in the Ohio River Terraces area there is a proposed trail head and rest area.

7.4 HARDSCAPE TREATMENTS

Stamped, colored asphalt pedestrian crosswalks on Wolf Pen Branch Road will serve as traffic calming pedestrian amenities.

OHIO RIVER TERRACE - TRAIL HEAD W/ PUBLIC ART & SIGNAGE

View along the Shared Use Path showing trail head amenities for bicyclists and pedestrians, which could include benches, bicycle parking, trash receptacles, wayfinding/interpretive signage and pedestrian scale lighting.

7.5 STREET AND HIGHWAY LIGHTING

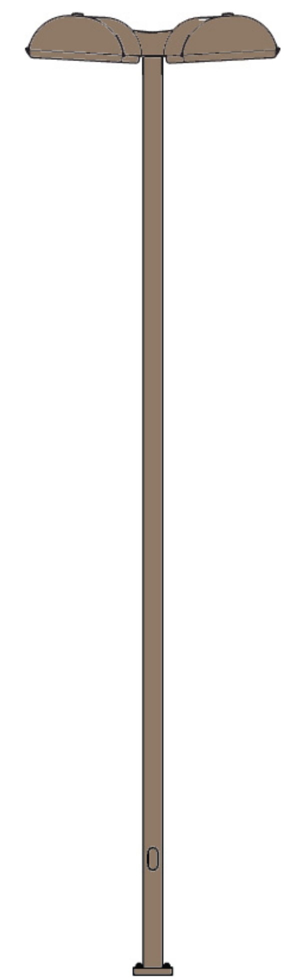
Pedestrian scale ornamental light fixtures will be utilized on the Wolf Pen Branch Road Bridge. The proposed fixture is a historic replica post light, colored black to match with the ornamental fence on the bridge deck.

Other roadway light poles will vary with context, some higher and others lower and more closely spaced, depending on lighting levels recommended in guidelines. Full cut off luminaire fixtures will minimize light glare. Light fixtures will be an energy efficient type, colored warm gray, dark brown, or black.

7.6 ROADWAY SIGNAGE POSTS

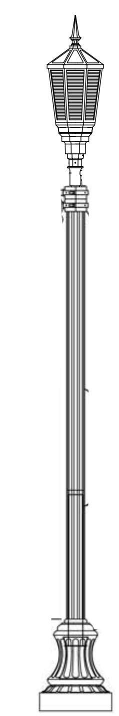
Post supports for roadway signage shall have a style and color consistent with adjacent light poles. Color to be warm gray, dark brown or black to minimize visual dissonance and to create a complementary family of vertical roadway signage and lighting appurtenances.

Pedestrian signage may include wayfinding and interpretive signs along the shared use path in the Ohio River Terraces area.



CORRIDOR LIGHT
DOUBLE LUMINAIRE IN MEDIAN,
SINGLE LUMINAIRE W/O MEDIAN
30' HT, DARK BROWN COLOR

BRIDGE LIGHT
DOUBLE LUMINAIRE IN CENTER OF ROADWAY
22'-6" HT, WARM GRAY COLOR



WOLF PEN BRIDGE AND ROAD LIGHT
SINGLE LUMINAIRE
15'-6" HT, BLACK COLOR

8.0 VEGETATION

Vegetation is a key consideration in order to provide screening from adjacent neighborhoods and historic properties toward the roadway.

The WVB Team's approach to planting is inspired by the natural and cultural landscape of the area:

- Natural: Rolling landforms, abrupt slopes, exposed rock faces. Scattered massings of vegetation; tall growing trees set in pastoral fields; and, verdant riparian environments.
- Cultural: Strong framing of pastoral views with contrasting of open grassy fields and arranged scattered specimen trees and dense tree and shrub massings. (Olmsted Brothers design for Drumanard is the essential example of this landscape design).

The goal of the vegetation aesthetic for the corridor is to tie into the existing naturalistic landscape character found in the area and also to restore key buffer areas where construction impacts might occur, using native tree, shrub and groundcover species that are more drought tolerant and provide habitat for native wildlife.

- Landscape planting and contour grading that:
- Screens views from historic preservation areas
- Restores historic landscapes affected by the highway construction
- Enhances residential circulation crossings and recreational areas along the corridor
- Is sensitive to the existing natural landscape context, and uses a predominantly native planting palette

Planting densities and arrangements will reflect the existing character of the landscape as follows:

KENTUCKY (SECTION 4)

In the Ohio River Terraces area, native trees and shrubs will be in scattered groupings/massings with open grasslands which reflects the pastoral nature of the existing landscape context.

More limited vegetation such as native shrubs and grasses are proposed adjacent to the tunnel portals and on either side of the roadway above the rock cut areas where there is also some potential for limited tree plantings with pockets of rock overexcavation for planting soils.

Along Wolf Pen Branch, vegetation is utilized to maintain a narrow roadway appearance and to assist in traffic calming along this straightened passage.

OHIO RIVER BRIDGE (SECTION 5)

The shorelines of the Ohio River will be impacted by bridge piers and their footings, as well as construction activity. These areas will be restored through the planting of riparian vegetation which is suited to the riverside environment.

INDIANA (SECTION 6)

The same general criteria used for the Kentucky Approach will be applied to revegetated landscape in this area: the use of native, drought tolerant trees, shrubs and grasslands arranged in massings and densities that reflect the exiting landscape character and transition to adjacent properties.

The proposed planting palette for trees and shrubs is based on the 'Approved Plant List' taken from the Technical Provisions and includes the following deciduous trees, evergreen trees and shrubs:

- Acer rubrum (Red maple)
- Acer saccharum (Sugar maple)
- Carya ovate (Shagbark hickory)
- Cercis canadensis (Redbud)
- Cornus florida (Flowering dogwood)
- Ilex opaca (American holly)
- Liriodendron tulipifera (Tulip tree)
- Nyssa sylvatica (Black gum)
- Platanus occidentalis (Sycamore)
- Quercus bicolor (Swamp white oak)
- Quercus rubra (Red oak)
- Juniperus virginiana (Red cedar)
- Pinus strobus (White pine)
- Taxodium distichum (Bald cypress)
- Callicarpa americana (American beautybush)
- Cornus racemosa (Gray dogwood)
- Hamamelis virginiana (Witchhazel)
- Ilex verticillata (Winterberry holly)
- Physocarpus opulifolius (Ninebark)
- Rhus aromatic (Fragrant sumac)

In developing a more specific planting plan, microclimate conditions such as soil moisture, sun and shade as well as exposure and aspect will also be taken into consideration. Marian Cruger Coffin, one of the renowned landscape designers of historic country estates in the area, summed up our approach to selecting vegetation as using the "right plant in the right place."

The aesthetics "roll plan" attached to this submittal provides three categories of landscape conditions along the corridor. These generalizations provide a framework for the vegetation strategy for the project. Detailed plans will be prepared that reflect the nuances of each landscape area.

- Zone 1 Trees and native landscaping
- Zone 2 Natural limestone and native grass
- Zone 3 Riparian landscape

9.0 HISTORIC PRESERVATION AREAS

The closest and most impacted historic properties are the following: Merriweather, Belleview, Rosewell, J. Determan and J. Schildknecht House. Both the Belleview and Rosewell properties are addressed in our design concepts for the Ohio River Terrace Character Area. Treatments for this area include rolling berms and landforms to mimic the natural character of the area and break up the steep slopes in this area of fill as well as scattered native plantings to provide screening. The Merriweather House has views underneath the Harrods Creek so the more finished look proposed to the underside and columns of this structure will minimize impacts to this historic property. Similarly, the J. Determan House and J. Schildknecht House are adjacent to the approach structure so a similar level of finish to the underside and columns of this structure will minimize impacts to these historic properties. There is also the opportunity to utilize plantings outside the right-of-way to provide additional screening of these structures for the historic properties.

The Ohio River Terrace Character Area is a main area of concern due the new highway's proximity to historic properties (Belleview and Rosewell). The fill condition will elevate the roadway above the existing landform making screening a challenge.

In order to minimize the look of an engineered fill condition with consistent slopes, berms will be created along this fill area to break up the scale of the slopes and to provide more natural-looking landforms that fit in with the existing character.

Scattered naturalized plantings occur in swaths throughout this fill area both to screen and also to tie into the existing landscape character of the area.

Draft Project Plans

Draft Project Management Plan (4.1)

WVB East End Partners	PROJECT MANAGEMENT PLAN	Doc n°: PMP Rev. T01 Date October 2012 Page 1 of 105

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1 Introduction

1.1 Purpose

This document outlines the WVB Project Management Plan (PMP), which will be the core of the East End Crossing Project Integrated Management System (IMS). It captures the WVB processes to deliver all Project work activities, including those of WVB's suppliers and subcontractors.

The purpose of this PMP is to:

- Provide the means by which the IFA derives confidence that its expectations are understood, met and exceeded and that the Project will be carried out in accordance with specified and regulatory requirements
- Provide the objectives and policy statements which will bring direction to the business
- Present the organization and resources which will be deployed by WVB to realize IFA's Project goals
- Define the management system, processes and procedures which will operate within WVB and will serve as a reference document for staff, subcontractors and suppliers
- Define methods for controlling specialist service providers and subcontractors
- Outline interfaces with Stakeholders including the client and other interested parties, such as supply chain members, designers, other trade contractors or regulators, to whom quality requirements will be communicated
- Define the self-certification and control mechanisms, i.e. inspection, check, audit, reporting and key performance indicator (KPI) monitoring to ensure that WVB complies with all the specified requirements and that performance objectives are continually met or exceeded

1.2 Normative and Other References

PPA

Technical Provisions:

Related WBV documents:

- WVB Design Build Quality Management Plan
- WVB O&M Plan
- WVB Sustainability Management Plan
- WVB Organization Chart

1.3 Context of The East End Crossing Contract

The IFA is tendering a contract to develop, design, construct, finance, operate and maintain a tolled bridge and associated roadways and facilities across the Ohio River. The bridge will connect Clark County, Indiana and Jefferson County, Kentucky, forming part of a new section of highway joining the Indiana State Road 265 with the Kentucky Interstate-265.

1.4 Scope of The East End Crossing Contract

The East End Crossing works covered by this Project Management Plan (PMP) includes but is not limited to the detailed design, supply chain, labor and material management and construction and maintenance of the following structures as defined and detailed in the tender documentation:

- Section 4 – The Kentucky Approach - Four lane reconstruction and extension of KY 841 to the new Ohio River East End Bridge, two lanes in each direction (distance approximately 3.3miles). This includes: reconstruction of the two-lane section of KY 841 between I-71 and US 42 to four lanes, a tunnel beneath US 42 and the historic Drumanard Estate (approximately 2,000 feet long), each carrying two lanes with shoulders and then continuing with four-lanes northwesterly across Harrods Creek, River Road, Transylvania Avenue and Transylvania Beach Road to the proposed East End Bridge.
- Section 5 – East End Bridge - Construction of an approximately 2,500 foot long 4-lane bridge (which can accommodate 6 lanes (three lanes each, opposing, with median)) over the Ohio River with a 13-foot wide pathway on the southwesterly side of the bridge.
- Section 6 -- The Indiana Approach – Excluding the Advance Construction Project, four-lane extension of SR 265 from SR 62 to the new East End Bridge, two lanes in each direction (distance approximately 4.1 miles). This includes reconstruction of the SR 265/SR 62/Port Road interchange and construction of a full-diamond interchange at an extension of Old Salem Road.

1.5 Project Key Dates

- Complete Main Span Pier Foundations – August 8, 2014
- Complete Tunnel Excavation and Initial Liner – July 10, 2015
- Complete Main Span Towers – October 9, 2015
- Complete Western Limits of Section 6 Roadway – October 5, 2015

- Complete Eastern Limits of Section 4 Roadway – July 21, 2016
- Complete Final Tunnel Liner – May 9, 2016
- Complete Main Span Superstructure Erection – May 13, 2016
- Substantial Completion – October 31, 2016
- Final Acceptance – February 28, 2017

1.6 Project Delivery Objectives

WVB primary objectives for Project delivery are:

- Completion of the work within time and budget, meet or exceed specified quality requirements and carried out in a safe manner
- Compliance of the design and construction work with Regulatory controls
- Self-delivery of the construction works, only subcontracted specialist packages
- Customer focus and collaborative working
- Leadership, commitment and active involvement of top personnel
- Involvement of people, particularly training and evaluation of competences
- A process based approach
- A system based approach to management
- Continuous improvement
- Productivity benchmarking and improvement
- A factual approach to decision making
- Mutually beneficial relationships with all suppliers and subcontractors
- Demonstrably effective Self Certification
- Implementation of 'right first time' ethos

2 The WVB Delivery Model

The WVB Special Purpose Vehicle (SPV) brings together three major engineering and construction companies in, Walsh, Vinci and Bilfinger Berger.

The Walsh-Vinci Construction JV (CJV) will be supported by our selected lead engineer, Jacobs.

- The Walsh Group is one of North America's largest general contracting, design-build and construction management firms.

- VINCI Concessions' expertise in design, financing, construction, operations and maintenance makes it the preferred partner of public authorities globally for the development of transport infrastructure and public facilities.
- The Bilfinger Berger Group, operates internationally, specializing in civil & industrial construction, engineering and services
- Jacobs is one of the world's largest and most diverse providers of professional technical services, including engineering, architecture, construction, and operations and maintenance.

The composition of the SPV and CJV are as shown in the Figure below.

Figure 1 – WVB delivery model

The WVB Project team brings together a unique combination of specialists who have extensive experience of delivering P3 infrastructure Projects

The WVB management team takes immediate responsibility for driving efficient and effective management systems, integrating performance management, benchmarking and improvement into day to day management of the Contract.

The Integrated Management System (IMS) strategy presented in this PMP has been developed from tried and tested processes from each member organization

– selecting best in class – adapted specifically for the Project and combined into a fully functional set of documentation.

WVB will be accountable for delivery of the Project and is committed to the IMS. WVB will ensure that staff, designers and subcontractors adhere to it through stringent management procedures.

2.1 WVB Strategic Processes

WVB has identified the strategic processes shown in Figure 2, necessary for its operations during and beyond the bid phase, as well as their interactions. All WVB employees, subcontractors and suppliers must comply with these processes. These are:

- **Control Processes** , which control the definition of policy and the achievement of objectives. They provide guidance for delivery and support processes, ensuring their consistency. They relate to the business strategy, continuous improvement, sustainability, health and safety and Quality Assurance.
- **Delivery Processes**, which are core WVB processes and contribute directly to the achievement of Client satisfaction and the fulfillment of all stakeholders' objectives.
- **Support Processes** , which ensure proper implementation of the delivery processes and provision of the required resources.

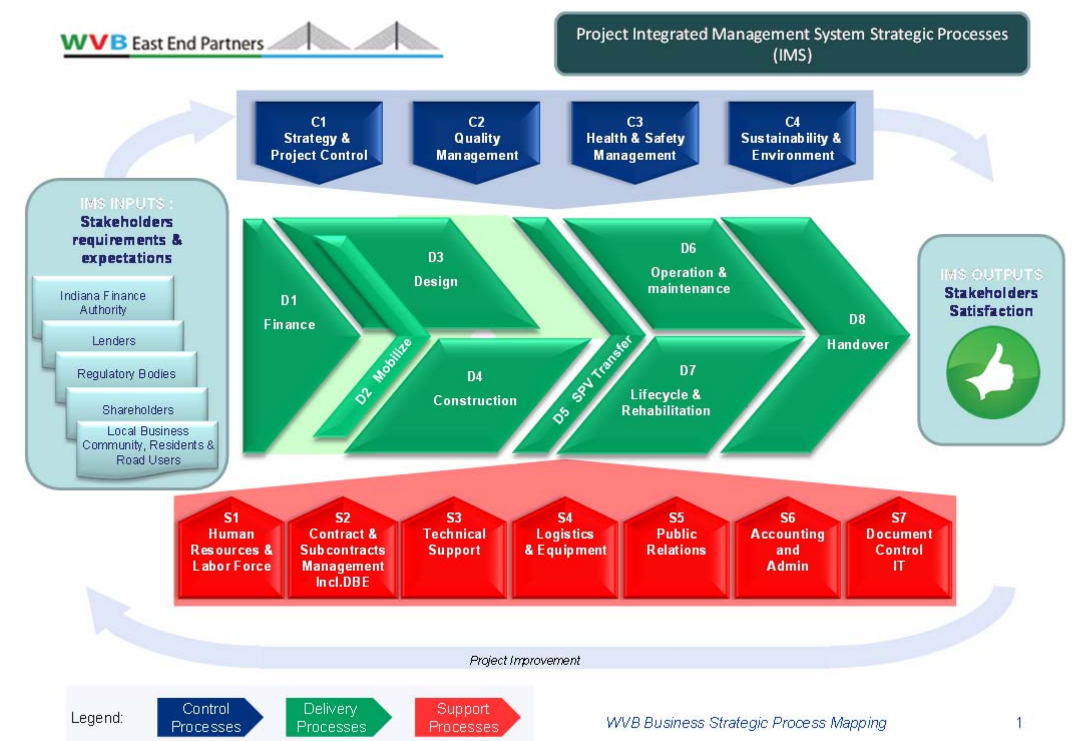

Figure 2 - WVB Strategic Processes

Each process identified above has an owner appointed by the WVB CJV Executive Committee. They are senior managers with direct responsibility for delivery and performance of the process through every level of the organization, and with the necessary authority, competence and resources to:

- Disseminate procedures, objectives and targets across and through the WVB team, our internal group of companies and our supply chain partners as appropriate
- Collect and review all information relating to the process and its operation, to ensure performance complies with pre-agreed targets set through benchmarking, both internally and externally
- Decide on any action necessary to improve unsatisfactory performance
- Implement improvements and measure success against agreed targets (Performance Indicators)
- Reassess performance targets regularly to drive continuous improvement and relentless predictability

This allocation of responsibility for each process will generate the following benefits:

- Focus on maintaining flexible processes which are constantly challenged throughout the life of the program at every level of the organization, and ensure a high quality of service
- Provision of a single point of contact – accountable for performance of each process and accessible to WVB, Client, regulatory authorities, auditors and all stakeholders
- Instigation of an innovative approach to improving processes through management level commitment to best value and industry leading solutions

Process owners are shown in the design and construction phase organization chart in Figure 4.

Each Strategic Process includes a series of Management Processes which are further developed in Section 7 (Control Processes), Section 8 (Support Processes) and Section 9 (Delivery Processes) of this document.

Processes will be fully documented through process charts and associated documents such as management plans, operational processes, procedures or work instructions. All procedures will be disseminated to the supply chain, to ensure complete adherence throughout all operations.

2.2 WVB's Structure and Organization

Introduction

The structure of WVB's management team is described below and outlines the:

- Project Management Structure
- Management structure for WVB
- Roles and responsibilities of selected key personnel

Project Governance Structure

The Construction Manager, reporting to the CJV Executive Committee, will implement strategy, lead delivery, set objectives, make key decisions and act as a single point of contact for IFA representatives. Where matters need escalation, intervention from the CJV Executive Committee will be made as necessary.

WVB's **Project management team** will be responsible for the integrated and sustainable delivery of the Project. This team will coordinate the on- and offsite design works, construction works, all subcontractor packages, review progress, performance and objectives and make appropriate decisions as follows:

- Continuous communication with to review the whole Project and decide action plans based on:

  - Key events and achievements including safety performance
  - Client feedback
  - Stakeholder feedback,
  - Project objectives and Key Performance Indicators (KPIs)
  - Internal and external audit results analysis
  - Performance and productivity improvement
  - Organization and adequacy of resources
  - Design / Construction Progress
  - Procurement progress
  - Financial report: cash flow, profit and loss analysis
  - Risk inventory status
- Regular management meetings are incorporated into our management communication structures
- Monday morning team meeting (1-2 hours) will review exceptions and decide on quick-time actions based on:
  - "Flash" results (weekly spot business indicators)
  - Critical incidents
  - Feedback from stakeholders
- Twice a year, the team will undertake the formal Management Review with a special focus on the performance of the IMS
- Regular reporting and integration meetings will be agreed with the IFA in advance of the Project

Project Delivery Structure

The WVB Project delivery structure will evolve depending on the needs of the business. Figure 4 below shows the WVB management team during the design and construction delivery phase.

The process owners are identified with a color code associated to the main process chart (Figure 2).

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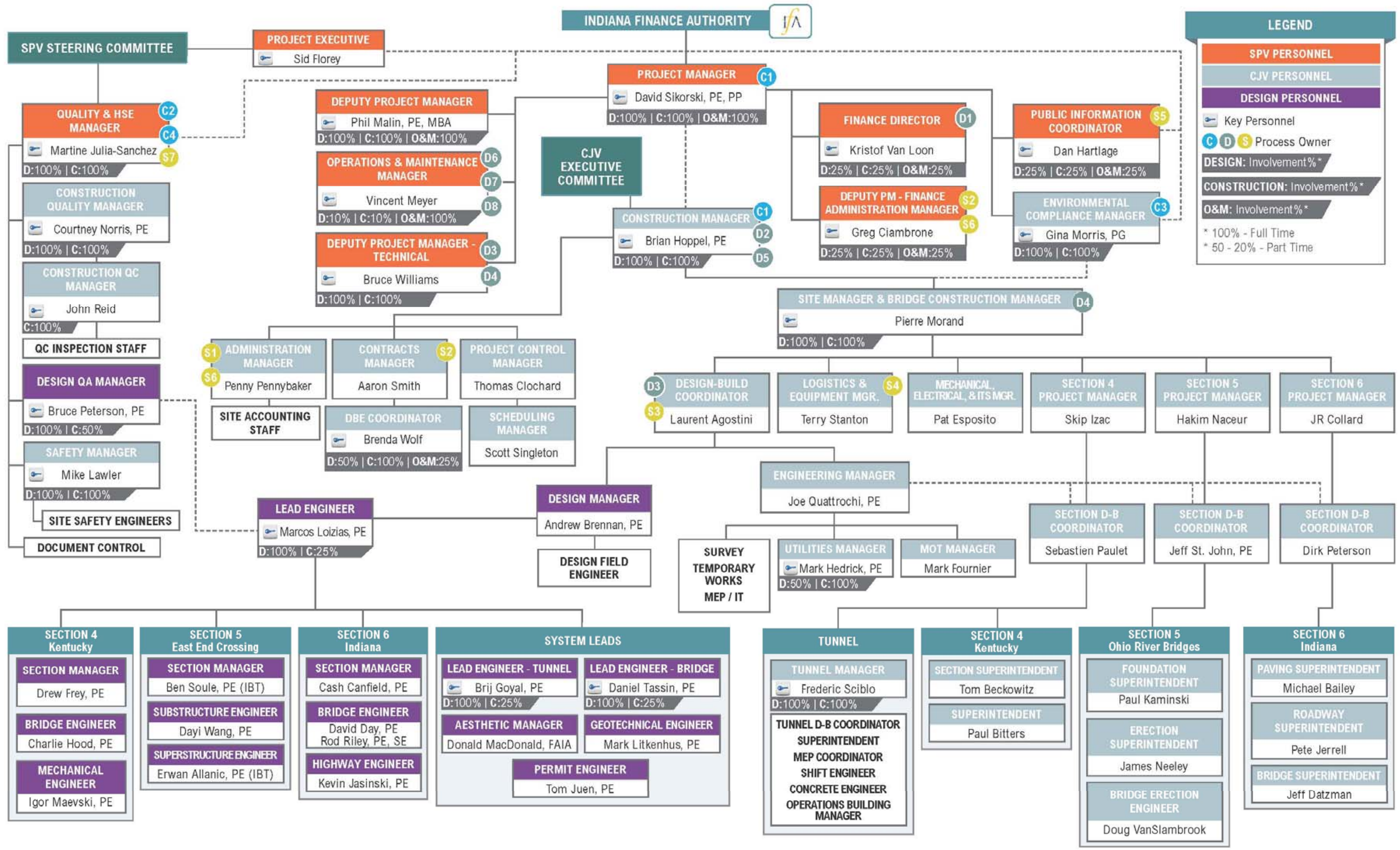

Responsibilities, job descriptions and SQEP records will be issued for each position – with a signed letter of appointment when required. Roles and responsibilities for key positions are outlined below.

Roles and Responsibilities for WVB Key Personnel

Project Manager C1

Purpose and Scope of Role
• To deliver the Project's objectives, satisfying the requirements of the Client, all Stakeholders and the Shareholders while, at all times, taking responsibility for the health and safety of all involved, including road users. To define, deploy, review and maintain the business vision, values and strategy. The Project Manager is the owner of the Strategy and Project Controls Process C1.
Main Responsibilities
• Lead and direct the WVB team to ensure effective and efficient service delivery to the IFA's aims and objectives • Maintain regulator relationships throughout the works • Lead the business relationship with IFA • Accountable to WVB Executive Committee and IFA for the delivery of the project • Define construction strategy, quality, safety and environment policy and objectives in line with WVB strategy • Champion a safe approach to construction; ensure health and safety is the highest priority across all operations and make certain the provision of a safe environment for WVB personnel • Develop business strategies, establishing WVB as a sustainable long-term business • Lead the effective integration of construction and operations • Lead the efficient management of all resource – people, financial, commercial and technical • Develop and drive continuous improvement through performance management • Achieve targeted performance objectives

Skills and Experience
• A senior level professional experienced in the management and delivery of significant, complex and high value Project(s) / Programme(s) • Strong knowledge of health and safety legislation and application • A strong commercial leader, experienced in overseeing an operational business, delivering • Highly developed interpersonal skills, with the ability to build relationships and liaise effectively at the highest levels with client, joint-venture parties, sub-contractors, suppliers etc • Excellent communicator and leader of a multi-location, diverse team • Vision and Inspiration - able to shape and communicate a vision of the future; expresses enthusiasm and inspires self-belief in others • Sound Judgement – ability to deal with complex problems requiring assessment of ambiguous information • Results focused – ability to identify and achieve outcomes satisfactory to all stakeholders, and empower others to deliver such outcomes • Business governance – competence in business and accounting principles

Quality & HSE Manager C2 C3 C4 S7

Purpose and Scope of Role
• lead on quality assurance, health and safety, sustainability, monitoring and reporting on compliance and performance • lead the development of the Integrated Management System, coordinating quality / process improvement activities and monitoring and reporting on compliance and performance. • Owner of the Quality Management Process (C2). • Owner of the Health and Safety Management Process (C3). • Owner of the Sustainability and Environment Process (C4). • Ultimately responsible for the Document and Data Control, IT Process (S7)
Main Responsibilities
• Develop, deploy, review and maintain the Quality Assurance, Health & Safety, Environment Protection and Sustainability activities for WVB • Work to deliver a level of safety and quality that meets and exceeds expectations of the Client, stakeholders and regulatory authorities • Drive continuous improvement

Quality

- Develop, review and maintain the management system for effectiveness and performance
- Develop adequate training program related to IMS implementation
- Report on the performance of WVB's IMS
- Liaise with the IFA and any appointed Third Party inspectors on all matters related to quality management
- Lead and drive the integrated audit program
- Capture Client and stakeholder feedback with respect to QA matters
- Assess, monitor and report on compliance against relevant legislation and WVB policies and objectives
- Manage the Quality Control team
- Oversee support function, (S7) for data control including the EDMS (Electronic Document Management System) and ensure records are being retained accordingly
- Manage and Coordinate the QA Reporting process

HSE

- Improve the environment and reduce impacts
- Provide advice and guidance on all environment and sustainability issues

Skills and Experience

-
- Ability to think laterally in finding solutions, exploiting new ideas
- Excellent interpersonal skills – able to build and maintain strong relationships, communicate and influence at all levels, including with third parties
- Leadership – tact and determination to be able to take forward the function and agenda, develop awareness and visibility across the business, securing commitment to actions and changes in behavior / working practices
- Extensive experience in implementing quality systems and procedures and the development of policy and plans

Deputy Project Manager Technical D3 D4

Purpose and Scope of Role

- To oversee the Delivery of the Design - Build Contract, ensuring compliance with the Technical Provisions
- Owner of the Design Process (D3)

- Owner of the Construction Process (D4)

Main Responsibilities

- TBD

Skills and Experience

- Results and process focus.
- Experience of running multi-function teams.
- Strong technical background.
- Results focused – identifies and agrees outcomes and empowers others to deliver them.
- Sound judgment – deals with complex problems and is prepared to make tough and timely decisions.
- Approachability – is visible and approachable to all
- Experienced leader of diverse teams
- Contractually aware and commercially astute

Finance Director D1

Purpose and Scope of Role

- To lead the attainmentof Financial Close, and hereafter to oversee the finance management of the Project
- Owner of the Finance Process (D1).

Main Responsibilities

- Coordinate and manage financial accounting and reporting across WVB
- Implement robust systems and processes as appropriate
- Coordinate and manage Statutory accounts preparation and Audit clearance
- Cash / Treasury management
- Management of the financial model, to include updating with actuals and any changes in forecast assumptions
- Maintenance and development of a strong relationship with client, shareholders, funders and advisors

Skills and Experience

- Strong commercial background, from within construction, PFI or a similar technically demanding environment

- Professional qualification desirable, e.g. or legal
- Experienced in the financial reporting requirements on large complex projects to Board Directors
- Strong communication and interpersonal skills – credible in dealing with internal companies, partners and external advisors; able to build relationships with supply chain
- Excellent negotiation skills
- Flexible and Client focused approach
- Good understanding of the design and construction on large integrated Projects

Operations and Maintenance Manager D6 D7 D8

Purpose and Scope of Role

- To lead and direct the operations and maintenance team to ensure effective and efficient service delivery.
- Owner of the Operations & Routine Maintenance Process (D6).
- Owner of the Lifecycle Maintenance & Major Rehabilitation Process (D7).
- Owner of the Final Handover (D8).

Main Responsibilities

- Manage the O&M delivery team
- Deliver Operational Services to Customer including day to day incident response
- Deliver Routine Maintenance
- Deliver Winter Service
- Plan and schedule the rehabilitation works
- Procure, organise and administer services resources
- Ensure customer focus throughout the team
- Develop improvement solutions and schemes to deliver road performance
- Continuously monitor and analyse performance of the network and customer satisfaction, producing reports as necessary
- Liaise with the IFA in publishing performance and best practices, including lane availability, route and safety performance, incident management etc
- Determine and manage the performance points system
- Develop and drive continuous improvement
- Ensure integration of all delivery plans

Skills and Experience

- Qualified Engineer

- Familiar with new technologies; ability to extract and analyse relevant data, making judgements and decisions using high tech systems where appropriate
- Customer focussed and excellent communicator, visible and approachable to all
- Ability to think laterally in finding solutions, exploiting new ideas and technology
- A broad knowledge of the needs of the customer
- Adaptability – Adapts quickly and flexibly to change and encourages others to do the same

Public Information Coordinator S5

Purpose and Scope of Role

- Oversee, manage and ensure compliance by WVB with the Public Information requirements under the PPA
- Owner of the Liaison and Public Relations Process (S5).

Main Responsibilities

- TBD

Skills and Experience

- TBD

Construction Manager D2 C1

Purpose and Scope of Role

- To lead and direct the design and construction of the East End Crossing
- Owner of the Strategy and Project Controls process for the Construction Joint Venture (C1)
- Owner of the Mobilization Process (D2).

Main Responsibilities

- Prime responsibility for the safety of all workers involved within
- Accountable to the CJV executive Committee and the IFA for the Delivery of the design and construction of the Works
- Defines Construction strategy, quality, safety and environment policy and objectives in line with WVB strategy
- Safe construction delivery to schedule and budget

- Efficient management of all resources – people, financial and technical
- Manage relationship between construction, operations and asset management teams
- Ensure all stakeholder requirements are appropriately accommodated within the design and construction of the works
- Manage performance and achieve targeted performance objectives
- Develop and drive continuous improvement

Skills and Experience

- Results focused - Identifies and decides outcomes and empowers others to deliver them
- Sound Judgement - Deals with complex problems and is prepared to take tough and timely decisions
- Approachability - Is visible and approachable to all
- Experienced leader of diverse teams
- Contractually aware and commercially astute

Administration Manager S6 S1

Purpose and Scope of Role

- TBC
- Owner of the Human Resources Process (S1).

Main Responsibilities

- TBC
-

Skills and Experience

- TBC
-

Design-Build Coordinator D3 S3

Purpose and Scope of Role

- TBC
- Owner of the Design Process D3 and Technical Support Process (S3).

Main Responsibilities

- TBC
-

Skills and Experience

- TBC
-

Logistics and Equipment Manager S4

Purpose and Scope of Role

- Manage and coordinate the logistics on the complex construction site
- Reports to the Site Manager & Bridge Construction Manager.
- Owner of the Logistics Support Process (S4).

Main Responsibilities

- Coordinate site activities with respect to physical site security, location of Project areas such as stores, lay down areas, location of facilities and equipment
- Purchase facilities, equipment, and materials and works closely with the Contracts Manager to ensure processes are followed and records are kept
- Manage traffic plans and signage

Skills and Experience

- Strong coordinating and communication skills
- Strong leadership when working with different skill sets
- Previous experience on large construction sites

3 WVB External Interfaces

Liaison procedures will be established during the mobilization period to deal with all external interfaces – including with IFA, INDOT and KYTC and other interested parties such as the transport agencies, emergency services, utilities, supply chain members, designers and other contractors working on the wider ORB Project.

The tables below will be populated with more detail at the start of the contract.

3.1 Interfaces with IFA

Activity / Entity	Subject	WVB contact point	IFA Representative contact point
General	Project Accountability	Project Director	To be completed at start of contract
	Contractual Change	Senior Commercial Manager	
Design	Design and constructability Physical interfaces	Design and Engineering Manager	
Construction	Client Liaison	Project Manager	
	Progress Inspection, Testing and Handover.	Construction Managers Quality Manager	
	Safety and environmental issues	Sustainability & OHSE Director	
Operations and Maintenance	Operations Routine Maintenance Rehabilitation Works	Operations and Maintenance Manager	

Figure 6 – Communication with IFA and Third Parties

3.2 Interfaces with Third Parties

Key Liaison Party	Activity Covered	WVB contact point	Procedure in place
Design and Construction			
Emergency Services	Site Emergency	Construction Manager	Emergency Response Plan
Utilities	Requirement to move or protect utilities	Utilities Manager	Utility Master Plan Utility Matrix
Site Security	Security matters	Construction Managers Logistics Manager (Physical security) HR Manager (Personnel security)	Site Security Plan
Department Traffic Management Center in Indiana and the TRIMARC Traffic Operations Center (collectively known as the TMCs)	Reporting of any Incidents, Accidents or Other Events During Construction	Project Manager Quality and HSE Manager	Internal reporting procedure
Operation and Maintenance			
Emergency Services	Accident, Incident or Other Emergency	O&M Manager	Emergency Response Plan
Security	Patrols of Roadway	Road Agents Patrollers	O&M Security Plan Safety Plan
Department Traffic Management Center in Indiana and the TRIMARC Traffic Operations Center (collectively known as the TMCs)	Reporting of any Incidents, Accidents or Other Events During Operations	Project Manager O&M Manager	Internal reporting procedure

Figure 7 – Liaison with Third Parties

4 WVB Compliance and Performance Management – Self-Certification Principles

4.1 Quality Management

Principles of Process Surveillance

Process owners and enablers are responsible for delivery and continuous improvement of their own process as well as product and service compliance to the Contract.

Dedicated Quality Management Staff will:

- Support process owners, reviewing process documentation compliance with standard
- Ensure system documentation is available
- Inspect and audit the activity for compliance with the system
- Own the continuous improvement process
- Liaise with IFA for all matters regarding the IMS
- Each process is monitored for compliance and for performance:
    - Are we meeting the specifications?
    - Are our subcontractors and suppliers working to the necessary standards?
    - Have we implemented what we planned?
    - Are we meeting Project and internal objectives?

Process review meetings will be organized periodically and be chaired by the Quality Manager.

Product Compliance

The WVB quality policy targets "right first time" production. The quality control approach depends on strong internal control and self-certification principles, together with the careful management of all external parties, including subcontractors and suppliers. Competent staff are responsible for self-checking their work and supervisory staff are responsible for review or inspection. The same principles apply for WVB's own works and subcontracted works.

Certain documentation or tasks will require further review or inspection depending on:

- Contractual and regulatory requirements

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- Legal requirements
- Internal risk analysis, e.g. Temporary Works Design Check
- Criticality of items, e.g. inspection and reception of manufactured items

Further reviews or inspection will be carried out:

- By an appointed, competent WVB staff member who is not directly involved in task planning and execution
- By an independent Quality Control Inspector (QCI) reporting to the Quality Manager
- And / or by an independent third party inspection by IFA

Who performs the work?	Who is responsible for 'Right First Time'?	Who is responsible for independent inspection?	Who is responsible for auditing?
WVB	WVB Site team	QCI IFA Inspectors	WVB internal auditors pool IFA auditors
Subcontractor (on or off site)	Subcontractor	WVB site team QCI IFA Inspectors	WVB internal auditors pool IFA auditors

Figure 8 - Breakdown of responsibilities (principles)

Inspection and testing activities are documented in Inspection and Test Plans (ITPs), which are based on the Project specifications as well as the following risk analysis principles:

- Strong inspection regimen during "learning curve", until expected outcomes are achieved according to performance
- No systematic hold points unless necessary
- Independent inspection only where value is added although IFA inspectors will be involved throughout delivery
- Verification by physical examination that the certification process is demonstrably effective
- Flexible and reactive organization to react to non-conforming product or service
- Robust audit process to verify the effectiveness of the above principles and to capture any area for improvement

In the case of subcontracted works, the subcontractor will conduct its own inspections. WVB will then perform an external review, approval and / or inspection and testing process on the basis of critical points and hold points defined in the subcontractor's approved ITPs.

IFA will carry out review and approval of documentation and external inspections of work, at random or on the basis of critical points and hold points previously defined in the ITPs. The procedure for notifying the IFA of the critical points and hold points will be discussed with the IFA through alignment meetings scheduled during the mobilization period. These will then be further detailed in the Construction Quality Management Plan.

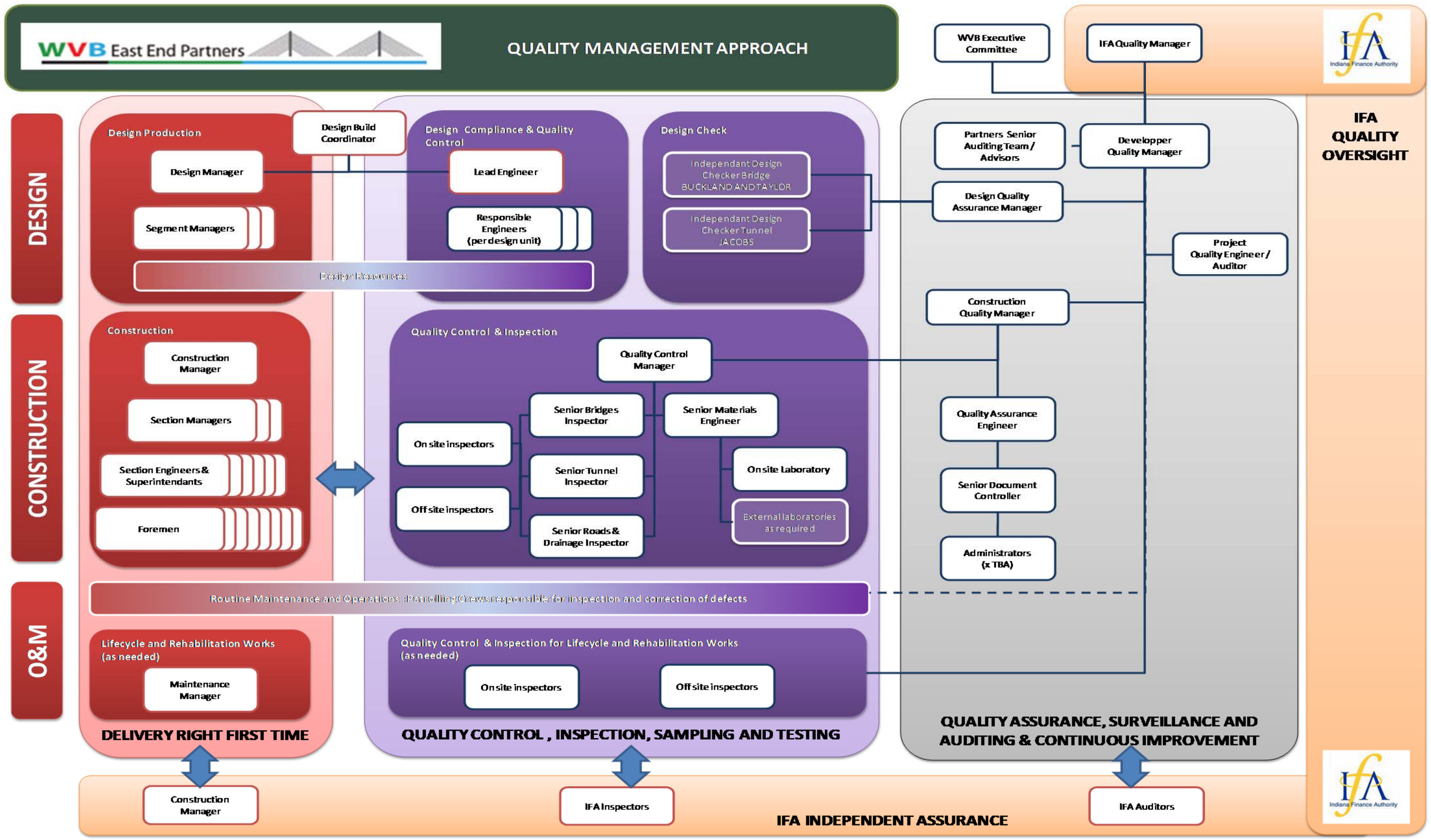

Figure 9 – Organization of the Quality team

The self-certification process includes a robust internal audit regimen. This falls under the responsibility of the Quality Manager who will appoint qualified auditors from his team or from the parent companies to constitute the WVB audit pool. These auditors will audit the effective implementation of the IMS and processes at two levels:

- WVB assurance engineers under the direct responsibility of the Quality Manager auditing WVB processes, designer and subcontractor activities on / off site
- Parent company senior auditors, independent from WVB management, who will audit the whole Project system. Typical audit period is 6 to 8 months

The audit schedule will be prepared annually by the Quality Manager, reviewed and approved by the Project Manager and transmitted to IFA.

All audit reports will be available to IFA, which may also conduct audits.

4.2 S ustainability and Health and Safety Management

All WVB personnel and subcontractor / supplier employees will be committed to the delivery of our Sustainability and Safety Strategies and Policies as set out in our Environmental Compliance and Mitigation Plan (and associated management plans) and Safety Plan. The responsibilities of each member of staff will be detailed in their specific job descriptions to ensure their responsibilities are understood and accepted.

The Quality and HSE Manager owns both the Health and Safety Management (C3) and Sustainability and Environment (C4) control processes. She will:

- Review related process documentation compliance with ISO 14001 and OSHA standards
- Advise on environmental, health and safety regulations
- Inspect and audit the activity for compliance with the above
- Liaise with stakeholders for all matters regarding sustainability and safety

Responsibilities related to Health and Safety, as well as sustainability are summarized in the organizational charts next pages.

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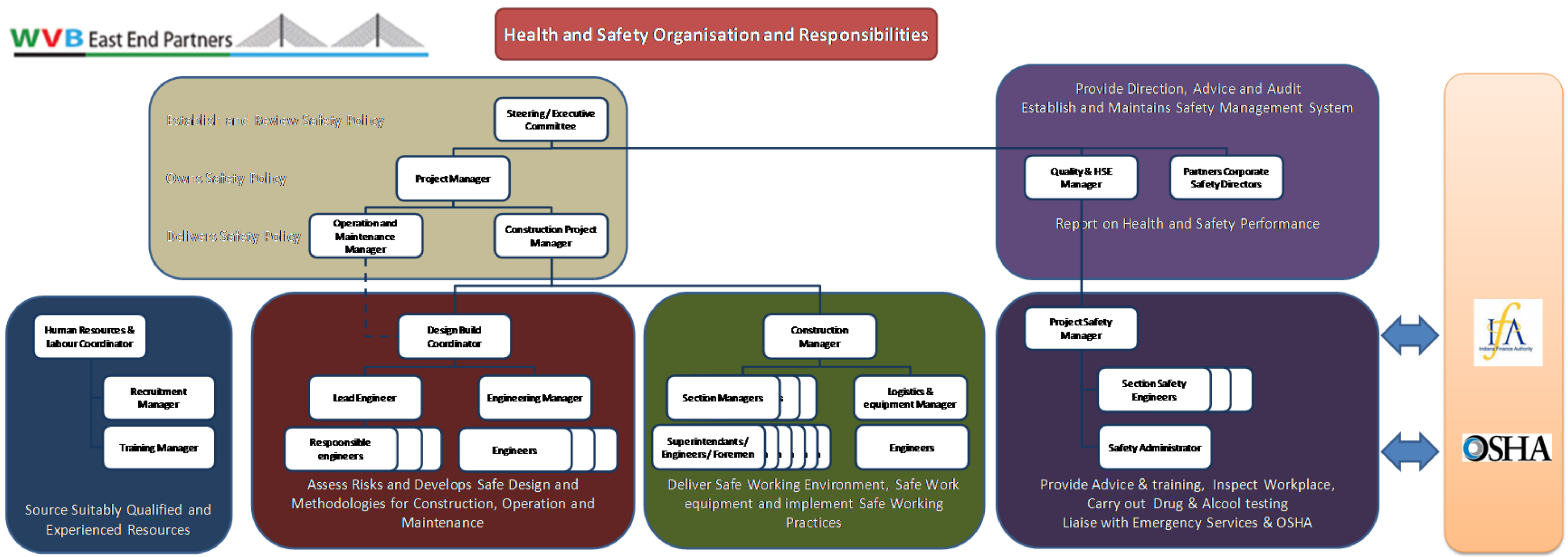

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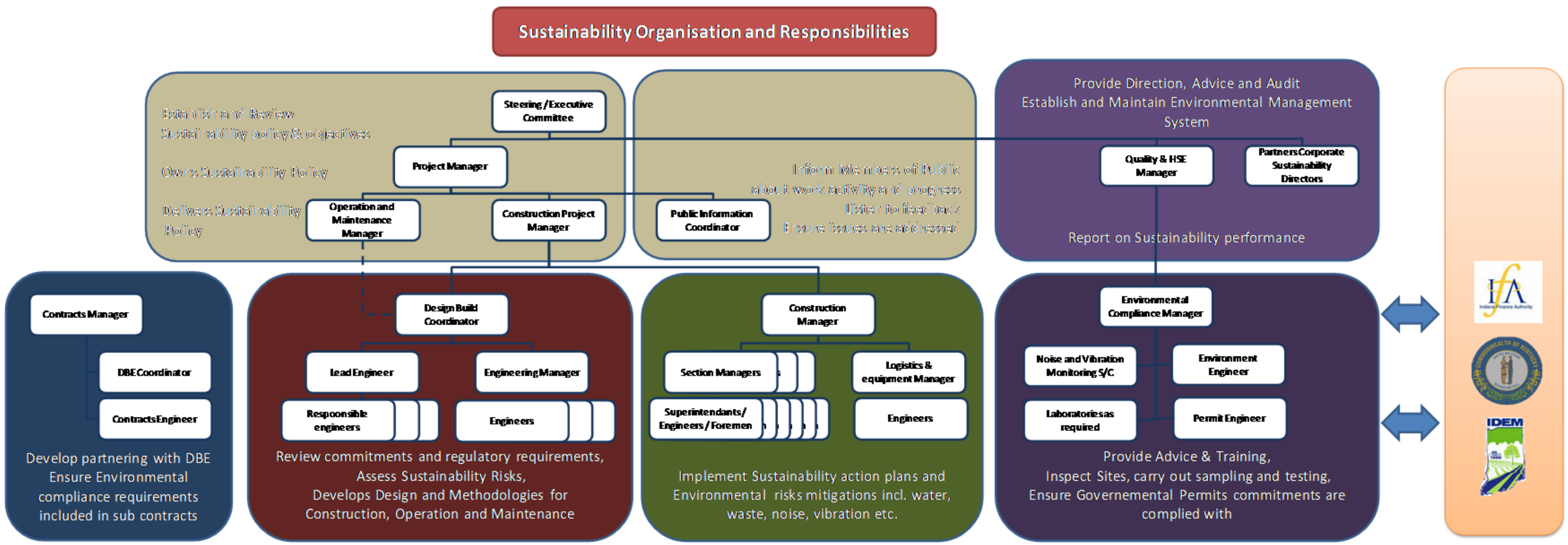

5 WVB Management System Documentation

5.1 Integrated Management System

WVB will develop its own specific management system from its individual partner's existing documentation. The system developed by WVB Joint Venture companies will be used as a reference.

This system will be fully integrated and will comply with the requirements of and. All processes and procedures will address Quality, Safety and Environmental aspects where relevant and will be communicated to supply chain members to ensure they too are compliant.

WVB will perform, review and improve tasks as necessary to fulfill its contractual obligations. The strategy for this is described in plans, processes and procedures, as well as design and execution documentation, drawings and method statements.

Once tasks are implemented, records will be collected to provide evidence of product and service compliance with contract, client and legal requirements.

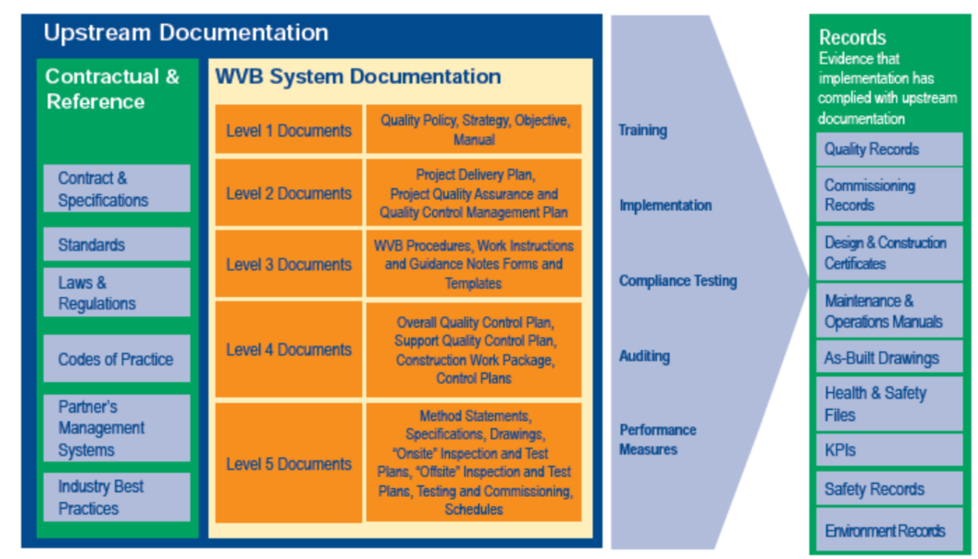

Figure 11 - Upstream documentation leading to records

All documentation will be stored in the Electronic Document Management System (EDMS). This will be accessible through the internet, subject to the completion of the necessary login process to gain access to the website.

WVB will agree with IFA a collaboration and document management platform. WVB currently uses an application called DyMaDoc. The system is currently in use for VINCI Grands Projets Projects.

Access to DyMaDoc will be provided for members of the WVB team, IFA team, and members of the supply chain, with individual access levels altered as necessary. A Process View Interface will allow easy access from level 1 Strategic Processes to the management processes which cascade down to the supporting procedures and documentation for implementation at delivery level. This is illustrated in the chart in Figure 12 below.

WVB's records will be provided to IFA in a format that will enable easy incorporation into the O&M records.

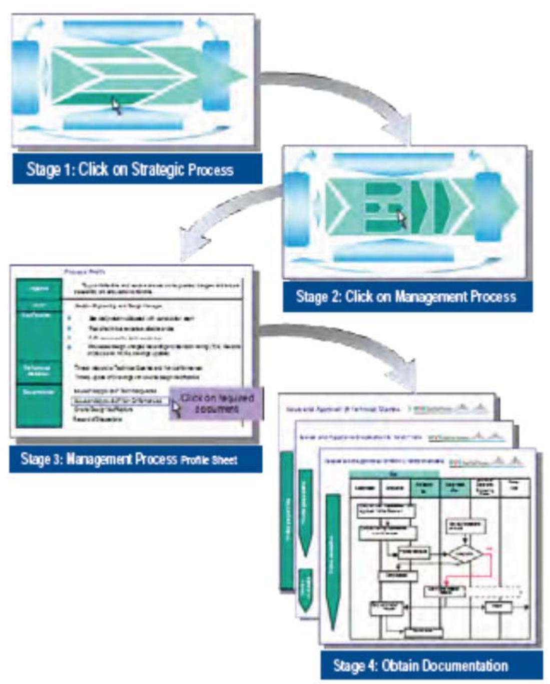

Figure 12 – WVB's IMS will be a full electronic, interactive system available on the intranet

Records

A key aspect of demonstrating that Works have been implemented in a compliant manner will be through the retention of records which verify that activities have been undertaken in accordance with contractual, legal and statutory requirements.

Records will be either generated on paper format, on PDAs, or will be extracted from the data analysis and reporting software.

Paper records will be systematically scanned and uploaded into the Document Management System.

The organization of all records will allow for easy recovery of information and will comply with identification and traceability criterion agreed with the Client. Details of this are included in the Project quality plan.

5.2 Control of Documents

The control of documents and records is part of Support Process; S7 - Document Control, IT the owner of which is the Quality and HSE Manager. Refer to section 6.5 for details.

A general management procedure will define rules for how to code, present, develop, check, approve, circulate, revise and file all Project documents. The procedure will be supported by the Document Control system.

Document Control will fall under the responsibility of the Quality and HSE Manager. They will be responsible for auditing/ ensuring the following objectives are fulfilled:

- Documents are reviewed and approved prior to circulation, in accordance with the corresponding Project procedure
- Applicable documents are made available to users
- Obsolete documents are clearly identified
- Changes generating document revision are logged and managed in accordance with the corresponding Project procedure
- Records are collected as the works and services progress, and quality packages are generated accordingly

Our policy is to co-locate our designers and suppliers directly engaged in the Project delivery where possible. We recognize however that design functions require head office support, hence all remote design offices and subcontractors will access the Document Management System to upload / download documentation. There will be a fully trained document controller in each location – working closely with the WVB site and delivery team document controllers.

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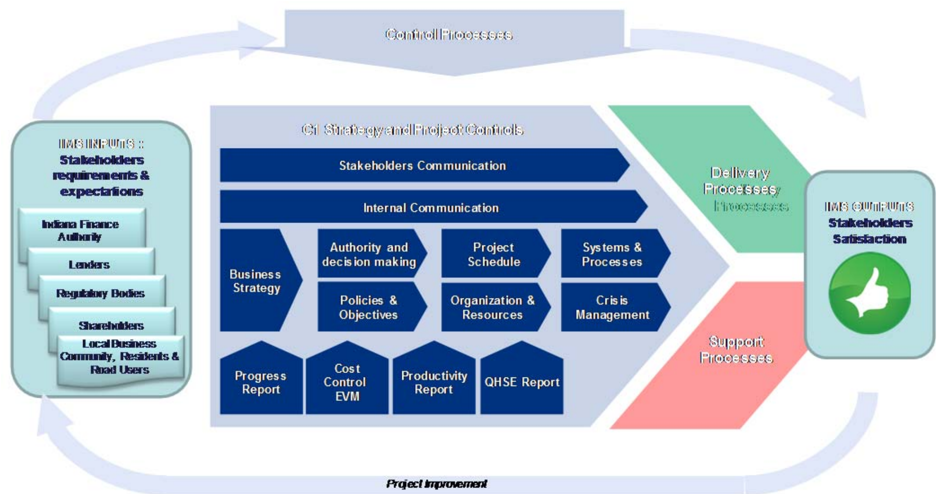
6 Co ntrol Process

6.1 C1: Strategy and Project Controls

The aim of the first strategic control process is to deliver the business strategy and Project controls elements which are shown in the diagram below.



Owner	**Project Manager**
Enablers	Project Management Team and Project Team
Performance Measures	High level Key Peformance Indicators Dashboard Client satisfaction survey Employees and stakeholders satisfaction surveys

7.1.1 Stakeholders Communication

Objectives	To ensure stakeholders' requirements and expectations are met, and keep all stakeholders informed during progression of the project.

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Key Features	• Throughout the Project development and delivery phase, establish and maintain a forum for two way communication with the variety of Project stakeholders • Use informal and formal opportunities to share information related to the Project and local improvements and benefits
Documentation	Presentations Correspondence

7.1.2 Internal Communication

Objectives	To promote strategy and policies and ensure adhesion of all and collaborative behaviors.
Key Features	• WVB delivery team co-located in the team office and has regular engagement with JV company support function managers • Internal communication – Use of DyMaDoc to store and share Project information and documentation • Key members of WVB team appointed to specific roles • Social and team building events
Documentation	WVB Steering Committee reports Minutes of meetings Document Control Procedure

7.1.3 Business Strategy

Objectives	To provide adequate direction and priorities to the business in line with Client, customer's, shareholder's and stakeholder's expectations.
Key Features	• Determined by Project Manager and WVB Steering Committee members • Alignment with Client strategy • Develop in consultation with the Client during engagement and throughout the Bid Phase of the Project • Strategy cascaded through the WVB delivery team
Documentation	Strategy document and implementation plan Sustainability Strategy

7.1.4 Authority and Decision Making

Objectives	To define and appoint clear responsibilities and rules for decision making processes in such a way that outputs are transparent and not subject to discussion.	
Key Features	• Decision making structure clearly described • Review team to support and substantiate decision making • Steering Committee meeting on a regular basis	
Documentation	Project governance principles	

7.1.5 Policies and Objectives

Objectives	To provide direction to the business in line with Clients Project Objectives.	
Key Features	• WVB Policy and objectives defined by Project Manager in consultation with the WVB Steering Committee • Managers to communicate policies to their employees • Update of policies is an output of management review. Reasons include changes of objectives, focus on weak performance or improvement	
Documentation	Quality Policy Sustainability Policy Health & Safety Policy	Equal Opportunities Policy Drugs & Alcohol Policy KPI dashboard

7.1.6 Project Schedule

Objectives	
Key Features	•
Documentation	

7.1.7 Organization and Resources

Objectives	Organize adequate resources to suit policy and objectives

Key Features	• Provide the right person, with required competences and adequate equipment at the right place at the right time – fundamental for quality and safety • Anticipate people leaving (staff turnover, adequate skilled resource) • Identify key positions difficult to recruit and organize sufficient overlap (succession planning) • Clear description of responsibilities – staff letter of appointment for key positions to ensure commitment to program objectives is well understood and cascaded down to appropriate level • Complement internal skills and resources with internal companies, subcontractors – considered as partners • Provide working environment, facilities that meet needs
Documentation	Organization charts Staff planning Responsibilities and job descriptions Letters of appointment

7.1.8 Systems and Processes

Objectives	Provide all staff in WVB with the appropriate work instructions or systems they need to perform their tasks. To ensure that these are continuously reviewed and improved for meeting WVB objectives.
Key Features	• Integrated management system to cover all aspects of quality, health and safety and environmental management • Processes monitored for compliance and performance through KPIs and audits • Delivered by the Quality & HSE Manager, reviewed internally and approved by WVB Project Manager • Submitted to Client according to the review procedure • Revised in line with organizational, regulatory or statutory changes, and/ or improvement actions (based on the advice of the Quality & HSE Manager and part of the management reviews) • Available to third party auditors during their audits or inspections • Training as part of orientation
Documentation	Management system documentation program Management review reports

7.1.9 Crisis Management

Objectives	To ensure that WVB Project Manager and the WVB Steering Committee takes prompt and adequate decisions regarding an unexpected event.
Key Features	• Review of progress, compliance and performance through: • Weekly meetings with the WVB delivery Team • Monthly Board Management meetings • Above subject to action logs with appointed owners • Availability of progress reports and key performance indicators • Access to detailed reports and associated documentation
Documentation	Meetings input documentation and decision logs.

7.1.10 Progress Report

Objectives	
Key Features	•
Documentation	

7.1.11 Cost Control EVM

Objectives	
Key Features	•
Documentation	

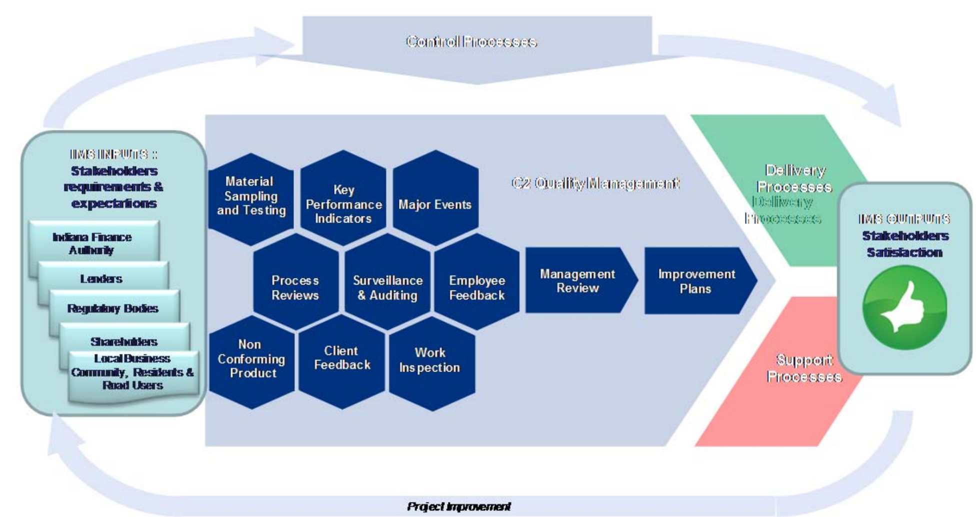
7.1.12 Productivity Report

Objectives	
Key Features	•
Documentation	

7.1.13 QSHE Report

Objectives	
Key Features	•
Documentation	

6.2 C2: Quality Management



Owner	**Quality & HSE Manager**
Enablers	Design & Engineering Team, Quality Team, Commercial Team
Related strategic document	Quality Strategy

Performance Measures	High level Key Performance Indicators and selected KPIs Audit Discrepancy reports and Non-conformance closed as planned Audit and Action plans monitoring

7.2.1 Material Sampling and Testing

Objectives	To check that the requirements established in the approved design are still met during construction activities.
Key Features	• Approval of Inspection and Test Plans (ITP) and Materials • ITPs define the records associated to the works and inspections which will constitute the work packages and go in the Final Assurance book • Key stage of quality assurance, i.e. to give confidence that organization, resources, materials, documents, etc. are in place prior to the works. • Surveillance from Client Representative
Documentation	Specifications Material Approval Requests, Inspection and Test plan

7.2.2 Ke y Performance Indicators

Objectives	
Key Features	
Documentation	

7.2.3 Major Events

Objectives	
Key Features	
Documentation	

7.2.4 Process Reviews

Objectives	To ensure that processes are fit for purpose, continuously challenged and improved.
Key Features	• Process owners responsible of process reviews • Compliance and performance monitoring • Effectiveness of process interfaces • Adequacy of resources • Generation of high level KPIs • Main review discussed during Board meetings • Analysis of system defect reports, NCRs
Documentation	Process review reports

7.2.5 Review and Auditing

Objectives	To verify that activities are conducted according to the quality, safety and sustainability requirements of the integrated management system.
Key Features	• Initial audit plan • Annual audit schedule validated during Management Reviews. Once deployed, key elements of the IMS will be audited on a quarterly cycle focusing on key risk areas and any improvement areas identified in previous audits • Audit plan to cover internal suppliers and subcontracted activities • Internal auditor pool using JV partner's resources • Regular review of the records on the Electronic Data management System (EDMS)
Documentation	Audit plan Audit reports Auditors qualification records

7.2.6 Employ ee Feedback

Objectives	To capture employee's feedback in order to feed the continuous improvement process.

Key Features	• Consultation of employees through representatives attending Health and Safety Committees, toolbox meetings, idea boxes etc. • Employee surveys carried out periodically • Incentive schemes for near miss, best practice, and innovation reporting
Documentation	Employee survey questionnaire Committee action logs Action plans from employee feedback

7.2.7 Non-Conforming Product

Objectives	To record and correct non-conforming product
Key Features	• Clear definition of non-conforming product • Adequate records and channels of reporting / decision making • Follow up of actions
Documentation	Non Conformance Reports (NCRs) process NCR trend analysis

7.2.8 Client Feedback

Objectives	To capture Client feedback in order to feed the continuous improvement process.
Key Features	• Client surveys carried out periodically • Client attendance at meetings • Formal and informal feedback through Project Manager
Documentation	Client survey questionnaire Committee action logs

7.2.9 Work Inspection

Objectives	To demonstrate compliance of the works with Client's and regulatory requirements To detect and address any deviation and non-conformances and ensure compliance of the as built.

Key Features	• Defined and agreed inspection in ITPs • Day to day liaison with Client's Inspectors and site teams for inspection program • Documented record of hold points Record of any field change or non-compliance and if any, ensure the change or the correction is compliant
Documentation	Inspection and test plans Weekly program Site records (Work Packages)

7.2.10 Management Review

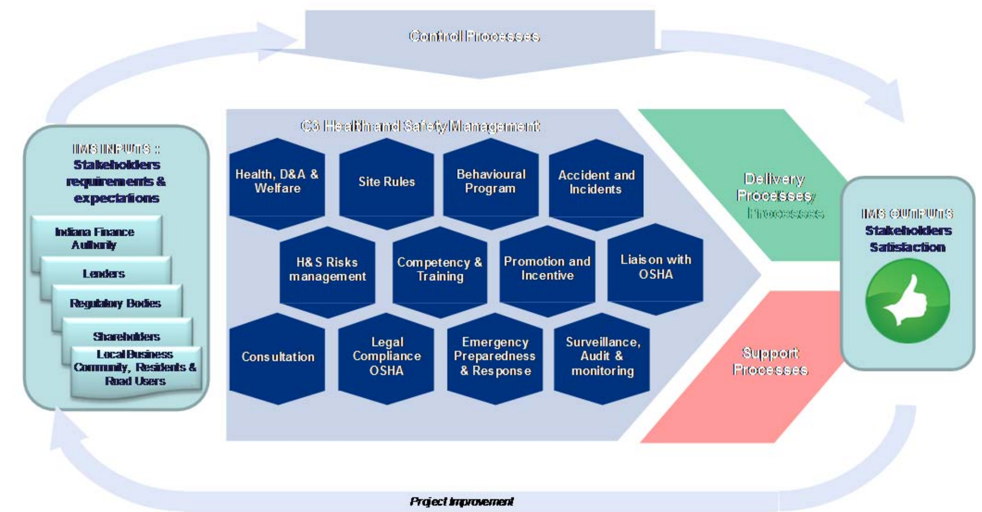
Objectives	To capture and analyses all available data to ensure IMS remains relevant, adequate and effective.
Key Features	• Management review panel • Opportunities to improve and / or to modify the system, policies and quality objectives are assessed. The Management Reviews analyses the results of performance and compliance indicators • Management Review input includes: • Results of audits • Client, customer and stakeholders feedback • Process performance and product or service conformity • Results of the analysis of accidents and near misses • Result of the analysis of environmental non conformances and near misses • Status of corrective and improvement actions • Results of action arising from previous Management Reviews • Changes that could affect the Management System • Recommendations for improvement • Management Review output consists of decisions and actions related to: • Improvement in the effectiveness of the Management System and its processes • Improvement of product or service related to Client requirement and satisfaction • Resource and training needs

Documentation	Management Review procedure Management Reviews input data Action plans

7.2.11 Improvement Plans

Objectives	To deliver continuous improvement of performance and productivity to achieve relentless predictability
Key Features	• Corrective and preventive actions issued as a result of systems or service discrepancies or non-conformance • Action plans with defined outputs, ownership and targets • Adequate resource allocation • Training and implementation plan • Review of effectiveness
Documentation	Corrective action procedure Preventive action procedure Corrective actions register Action Plan Systems defect reports

6.3 C3: Health and Safety Management



Owner	**Quality & HSE Manager**
Enablers	Safety Management Team
Related strategic documents	Health and Safety strategy Health & Safety Policy
Performance Measures	H&S KPIs Action plans monitoring

7.3.1 Health, D&A and Welfare

Objectives	
Key Features	•
Documentation	

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7.3.2 Site Rules

Objectives	
Key Features	•
Documentation	

7.3.3 Behavioral Program

Objectives	
Key Features	•
Documentation	

7.3.4 Accidents and Incidents

Objectives	To record accidents and incidents and prompt information/action.
Key Features	• Information issued to staff • Accident/incident investigation carried out by trained personnel. Support from WVB company H&S experts • Root cause analysis • Accidents and incidents reported to WVB companies. • Analysis of trends and causes
Documentation	Accident and incidents reports preparation, review and circulation process. Accident report Near Miss report

7.3.5 H&S Risks Management

Objectives	To reduce hazards and risks to personnel health and safety.

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Key Features	• Designing for safety workshops • Health and Safety Risk inventory and analysis tool to define adequate mitigations • Residual HSE risk tables and mitigations included in work method statements
Documentation	Health & Safety Plan Designers Hazards log Health and Safety Risk Analysis tool Procedure and process for work method statement preparation

7.3.6 Competency and Training

Objectives	To ensure that personnel have adequate competence and knowledge of risks regarding Health & Safety to perform the duties they are responsible for.
Key Features	• Subcontractors assessment • Competency requirement matrix according to risks • Competency assessment and recording • Orientation and training program • Supervisor orientation • Non speaking English workers program • Records of the above for all staff and supply chain partners in WVB Staff Competency and Safety Management Systems
Documentation	Subcontractor assessment questionnaire Competency matrix Competency and training database and records

7.3.7 Promotion and Incentive

Objectives	To ensure engagement and adherence of all employees and supply chain partners to Health & Safety polices.
Key Features	• Communicate and positively influence team behavior • Collective and personal incentive program based on positive interventions and contribution to best practices dissemination • Behavioral safety program

Documentation	Safety strategy Promotion and incentive program Company Newsletters / bulletins on Sustainability

7.3.8 Compliance & Communicationwith OSHA

Objectives	To ensure continuous compliance with OSHA requirements and communicate as necessary
Key Features	• Dedicated person to liaise and discuss with Client safety teams • Independence from production • Dedicated focus on Safety factors applicable to the site
Documentation	Health & Safety Plan Presentation documents when attending conferences and workshops JV company literature

7.3.9 Co nsultation

Objectives	To ensure continuous communication and focus on safety throughout the WVB Project team to assess safety within all areas of the bid process.
Key Features	• Communication of the Project safety strategy and plan • Representatives of the WVB Joint Venture companies form the a safety working group to ensure sharing of best practice and continuous improvement from the JV companies
Documentation	WVB group companies safety documentation Safety strategy implementation plan

7.3.10 Legal Compliance OSHA

Objectives	To ensure that WVB meets legal requirements and employer's duties To enable HSE preventative actions and best practice sharing across the industry.
Key Features	• Safety Manager to attend forums, seminars and liaise with OSHA • Safety Manager to be on partner organizations mailing list for updates and alerts
Documentation	Applicable laws, regulations and standards

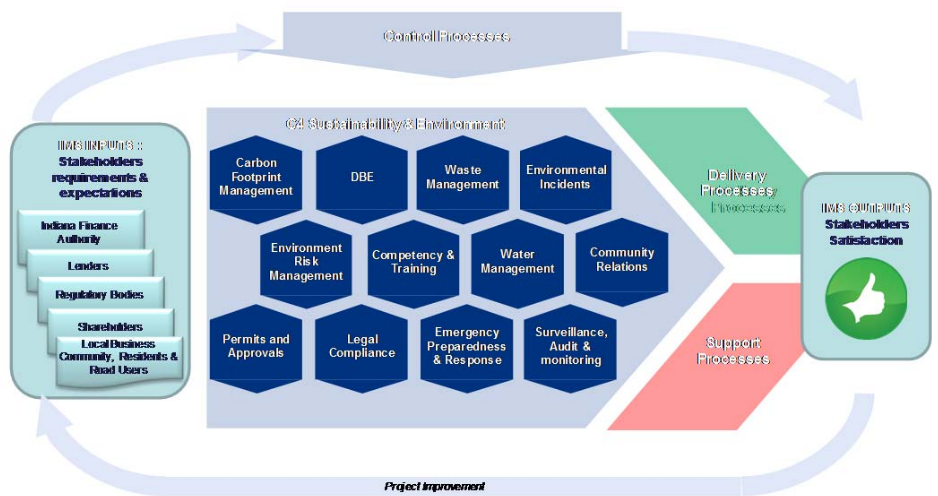
7.3.11 Emergency Preparedness and Response

Objectives	To be adequately prepared in case of H&S emergencies.
Key Features	• Risk analysis to identify emergency Health & Safety situations • Ensure construction planning incorporates the requirements of emergency preparedness and emergency response
Documentation	Emergency plan

7.3.12 Review, Audit and Monitoring

Objectives	To verify that Health & Safety strategy is implemented.
Key Features	• Audit and measures through C2 related management process • Checklists • Indicators
Documentation	Health & Safety compliance checklist Reports Trend analysis

6.4 C4: Sustainability and Environment



Owner	**Quality & HSE Manager**
Enablers	Environmental Management Team
Related strategic documents	Sustainability Strategy Sustainability Policy Sustainability Management Plan
Performance Measures	Sustainability KPIs to be developed Process performance measures to be defined

7.3.1 Carbon Footprint Management

Objectives	To maximize resources efficiency and recycling to achieve 'reduce, re-use, recycle'. To consider carbon footprint during the bid / planning process.

Key Features	• Dedicated planning working group • Awareness and Training program • Internal communication, promotion of best practices and behavior change • Set up objectives on material recycling, water consumption, energy consumption
Documentation	Sustainability strategy Green House Gas (GHG) emissions tracking spreadsheet

7.4.2 DBE

Objectives	
Key Features	•
Documentation	

7.4.3 Waste Management

Objectives	
Key Features	•
Documentation	

7.4.4 Environmental Incidents

Objectives	To record environmental incidents and prompt information/action.
Key Features	• Information issued to staff • Incident investigation carried out by trained personnel. Support from WVB company sustainability and environment experts • Root cause analysis • Accidents and incidents reported to WVB companies • Analysis of trends and causes

Documentation	Environmental incidents reports preparation, review and circulation process. Environmental Incident report

7.4.5 Environment Risk Management

Objectives	To reduce hazards and risks to the environment
Key Features	• Environmental targets and Program • Risk Inventory and analysis tool to identify significant environmental aspects and prioritize actions • Environmental risk tables and mitigations included in work method statements
Documentation	Environmental Management and Sustainability Plan Health & Safety Plan Designers Hazards log Environmental Risk Analysis tool Health and Safety Risk Analysis tool Procedure and process for work method statement preparation

7.4.6 Competency and Training

Objectives	To ensure that personnel have adequate competence and knowledge of risks regarding sustainability and the environment to perform the duties they are responsible for.
Key Features	• Subcontractors assessment • Competency requirement matrix according to risks • Competency assessment and recording • Orientation and training program • Supervisor orientations • Non speaking English workers program • Records of the above for all staff and supply chain partners in WVB Staff Competency and Safety Management Systems
Documentation	Subcontractor assessment questionnaire Competency matrix Competency and training database and records

7.4.7 Water Management

Objectives	
Key Features	•
Documentation	

7.4.8 Community Relations

Objectives	To ensure continuous communication of our focus on sustainability throughout the community
Key Features	• Communication of the Project sustainability strategy and plan • Representatives of WVB working with the community to ensure that all requirements and expectations related to sustainability are met and exceeded
Documentation	Sustainability management plans and correspondence

7.4.9 Permits and Approvals

Objectives	
Key Features	•
Documentation	

7.4.10 Legal Compliance

Objectives	To ensure that WVB meets legal requirements and employer's duties To enable HSE preventative actions and best practice sharing across the industry.
Key Features	• Environmental Compliance Manager to attend forums, seminars and liaise with HSE and environmental agencies • Environmental and Compliance Manager to be on partner organizations mailing list for updates and alerts

Documentation	List of applicable laws, regulations and standards available online Alerts and best practices available online.

7.4.11 Emergency Preparedness and Response

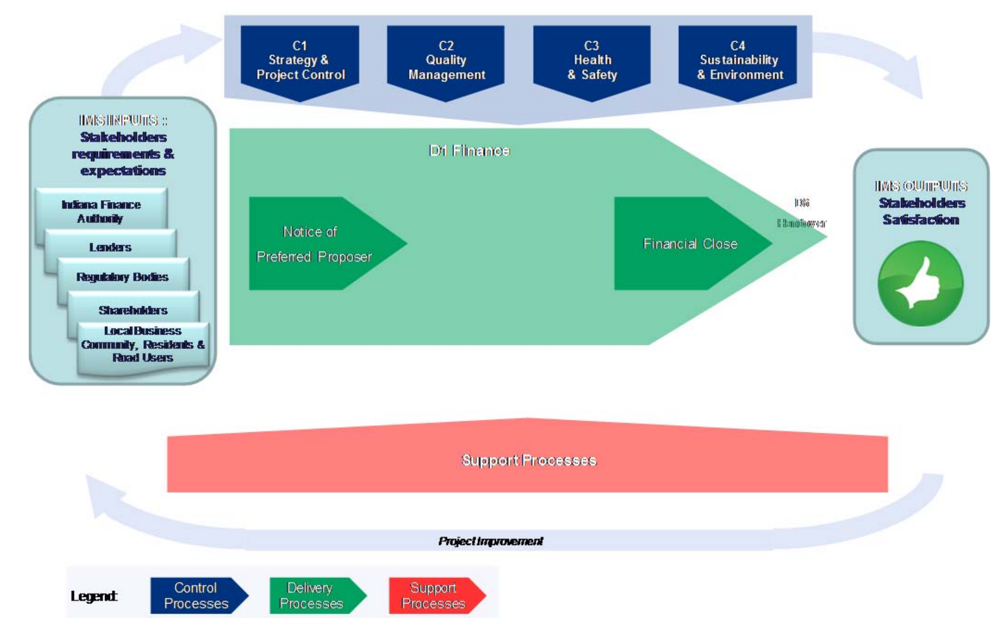
Objectives	To be adequately prepared in case of environmental emergencies.
Key Features	• Risk analysis to identify emergency situations in sustainability and environment • Ensure construction planning incorporates the requirements of emergency preparedness and emergency response
Documentation	Emergency plan

7.4.12 Surveillance, Audit and Monitoring

Objectives	To verify that Sustainability strategy is implemented.
Key Features	• Audit and measures through C2 related management process • Carbon footprint assessment • Checklists • Indicators
Documentation	Environmental compliance checklist Reports Trend analysis

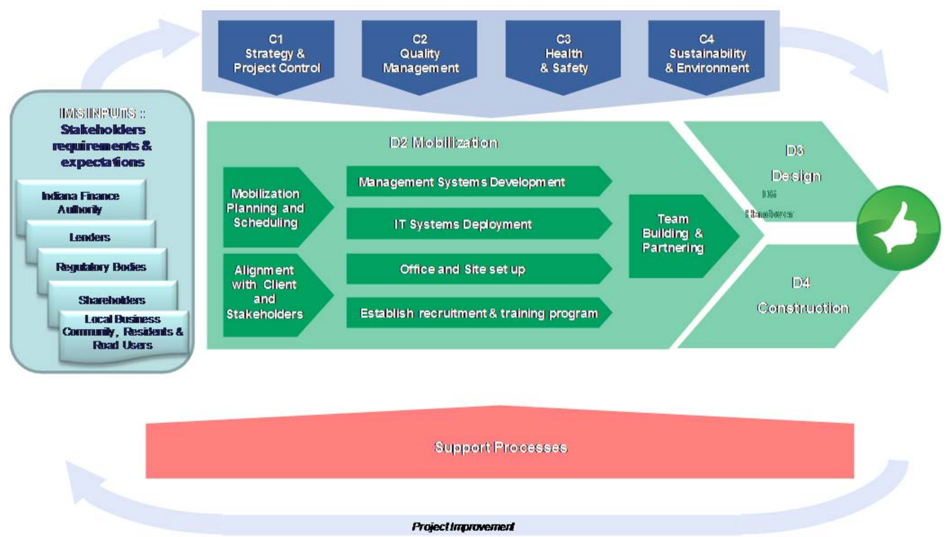
7 Delivery processes

7.1 D1: Finance



Owner	**Finance Director**
Enablers	
Objective	
Key Features	•
Performance Measures	

7.2 D2: Mobilization



Owner	**Construction Manager**
Enablers	Project team
Objective	Mobilize resources, set up organization, develop and implement systems and procure subcontractors, supplies and facilities.
Key Features	• Set up mobilization team and resources • Identify competencies needs and set up training program • Assist in the process of initial recruitment for the mobilization phase • Define activities organization • Procure subcontractors and supply of plant, site and compound facilities • Develop quality health, safety and environment plans • Develop and implement the management System IMS on site • Set up clear succession planning • Carry out documented readiness reviews with Client prior to commencing delivery processes and procurement • Other activities during phase Design Scope check, Planning & programming

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	• Define with Client and implement site security rules and resources
Performance Measures	KPIs related to implemented / forecast programs for plans and process.

8.2.1 Mobilization, Planning and Scheduling

Objectives	To schedule the project preparation and mobilization phase to enable the main Project Contract schedule.
Key Features	Management tool defining key performance targets, with a look-ahead program that will be published on a regular basis. This will include: • Administrative set up of WVB • Recruitment • Training • Management systems • IT systems • Site establishment
Documentation	Agreement with relevant Contract Documents Description of Activities Related Bill of Quantities Allowable unit time rates

8.2.2 Alignment with Client and Stakeholders

Objectives	Ensure we understand the requirements and establish communication process with the Client and all stakeholders
Key Features	• Matrix of stakeholders and identification of responsible persons within WVB • Clearly identified responsibilities within mobilization team, allowing team to ensure alignment with Client and Stakeholder objectives according to defined plan • Maintain contact with regulatory authorities throughout Project • Where applicable, ensure registration with the relevant labor authorities, insurance companies, departments for taxes and miscellaneous duties) • Where necessary, set up and implement contractual arrangements with Client and Stakeholders

Documentation	Agreement related contract documents Process & Plan

8.2.3 Management Systems Development

Objectives	To ensure that Plans, processes and procedures are prepared, reviewed and deployed across WVB.
Key Features	The Project team mobilizes with the human and material resources to cover: • Technical: Design, Engineering, Methods, Site Facilities • Works, Scheduling • Health & Safety • Sustainability • Quality • Administration • Commercial • Human Resources & Stakeholders • Design & Engineering • Equipment & Logistics • IT Resources • Communication means
Documentation	Integrated Management System Planning All other related support documentation, forms & templates required to support the related activities generated by: • Technical: Design, Engineering, Methods, Site Facilities • Works, Scheduling • Safety, Environment, Quality • Administration • Commercial • Human Resources & Stakeholders • Design & Engineering • Equipment & Logistics • IT Resources • Communication

8.2.4 IT Systems Development

Objectives	Design and deploy business systems and communication that serves the Project objectives and constraints
Key Features	• Document Management System (EDMS) supports culture of information sharing • Provision of a restricted network to ensure confidential or sensitive information is only accessed by approved parties • IT systems and EDMS will facilitate generation, release and publishing of Project documentation and therefore contribute to continuous improvement process • Underlying IT systems supporting the EDMS provide a widely accessible, secure, flexible and durable infrastructure • The benefits gained from the exceptional performance levels are driven from a combination of technology aligned with behavioral, organizational, and design and construction process improvements • Technology aligned with behavioral, organizational and design and construction process improvements will drive exceptional performance
Documentation	Methods & responsibilities relating to Document Management & relevant interface with IT Management is detailed in: • Document Management Procedure • Project IT Plan/ Protocol • Security procedure list

8.2.5 Office and Site Set-Up

Objectives	Development of temporary site facilities according to program. • Clearing, grubbing & landscaping • Embedded utilities • Exposed utilities • Road works & parking areas • Offices, Workshops & production facilities
Key Features	• Safe construction enabled by establishing effective site layout which minimizes health and safety risks • Site areas are developed and shared across disciplines throughout the whole life cycle of the Project to build a one team ethos, and instill shared respect of Project site rules

Documentation	Agreement & relevant contract documents regarding site installation(s) Site Installation Program of Works Construction Plan & relevant Lead Time Plan Applicable Site Rules

8.2.6 Establish Recruitment and Training Program

Objectives	To ensure that the entire Project team has the necessary competencies and training to fulfill their roles.
Key Features	• WVB job specific training provisions • Job titles, with brief description of roles, and organization structure which relate to the Project organization charts • Outline of roles and responsibilities for each job, with a summary detailing key functions of the position. • Description of main interfaces with other positions • Review of SQEP requirements for each individual role • Key Competencies, explaining requirements of each role
Documentation	ORB Job Specific Training Programs Job Description Applicant CV Assessment Review Report

8.2.7 Mobilization and Team Building

Objectives	To ensure that WVB values and Project objectives are shared and understood by all To set the pace
Key Features	• Training and awareness sessions • Team building event
Documentation	N/A

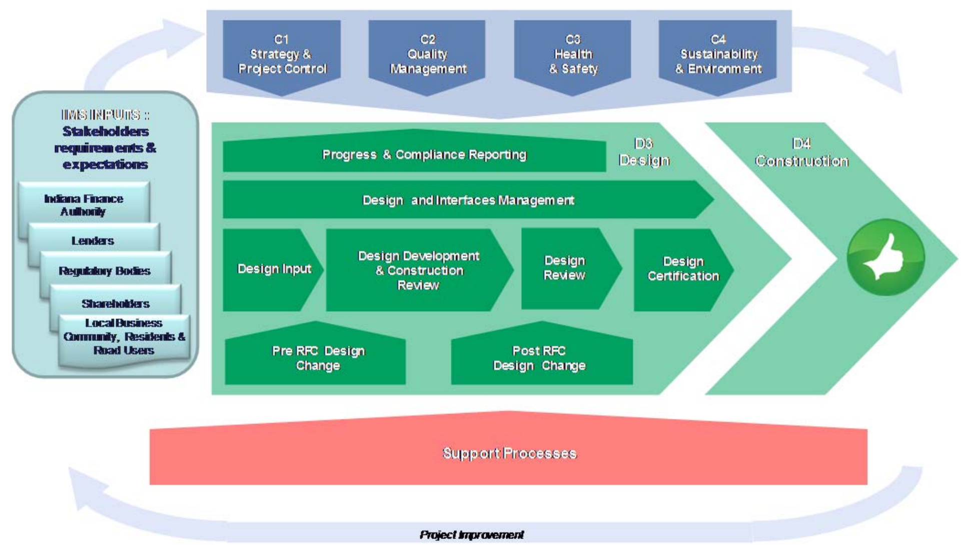
8.2.7 Site Security

Objectives	To perform the identified necessary Security tasks for the site installation. To provide the material, equipment and facilities to perform the Security tasks.
Key Features	Security plan for site, which outlines security provisions including: • Security Desk • Access Control • • Security Alarm Point Monitoring • • Personnel Database Management • Video Imaging
Documentation	Site Security Plan Service drawings Maintenance Information

8.2.3 Design Scope Check and Mobilization

Objectives	Agree with Client on design scope, design deliverables.
Key Features	• Design Concept Report • Different stages of the design • Releasing the Design Deliverables • Approval processing • RFC of Design Deliverables
Documentation	Agreement & relevant contract documents Program of Works Construction Plan & relevant Lead Time Plan Schedule for Design Deliverables

7.3 D3: Design



Owner	**Deputy Project Manager (Technical)**
Enablers	Design and Engineering Team
Performance Measures	Design deliverables published (specs drawings) on time in accordance with Lead Time Plan. Site Request processing complies with the relevant process & feedback to site within specified time. Change control processing complies with relevant process & approval of change is within specified time. Validation of material published on time as per Lead Time Plan.

8.3.1 Progress & Compliance Reporting

Objectives	
Key Features	•
Documentation	

8.3.2 Design and Interfaces Management

Objectives	
Key Features	•
Documentation	

8.3.3 Design Inputs Analysis

Objectives	To ensure design specifications comply with contract requirements.
Key Features	• Preliminary Design • Work in Progress design leading to – Detailed Design – Use of published RFC design deliverables (Specs & Drawings) to prepare release & publish the related Construction Drawings
Documentation	Agreement & related contract documents (Contract Review) Design Program & Plan Design Control Process Clarification Requests Design hypothesis & calculation notes

8.3.4 Design Development and Construction Review

Objectives	Releasing and publishing design deliverables (specs & drawings) in accordance with program.
Key Features	• Designer internal processing of the design input data • Full calculations after interfacing with relevant team members, such as CDM Coordinator
Documentation	Schedule of Design Deliverables Project wide Design input used in Design Input Analysis

8.3.5 Design Review

Objectives	
Key Features	•
Documentation	

8.3.6 Design Certification

Objectives	To have set of defined design deliverables published in accordance with the Program, covered by a Designer's Statement (Design Certificate). Designer's Statement will clearly state that the design deliverables are fully compliant with Project requirements (design input).
Key Features	• Designer clearly commits to producing design deliverables which, when executed in the construction phase, reflect the product Project requirements • Design Certificate is cross-referenced with the Work Package Certificate once works have been completed by the Construction delivery team
Documentation	Lead time plan for Design Deliverables Program and Plan for Project Design Certificates Designer's agreed Template for Design Certification

8.3.7 Pre RFC Design Change

Objectives	
Key Features	•
Documentation	

8.3.8 Post RFC Design Change

Objectives	
Key Features	•
Documentation	

8.3.1 Permanent Materials Selection, Tests and Validation

Objectives	Ensure no permanent works material is delivered to the construction site unless previously validated.
Key Features	• Lead time plan to ensure adequate planning of all stages • Material Approval Request form and process clearly defining internal and external authorities • Each time the source of material changes a new Material Approval request is required the expected content of which is: – Certificate of compliance – Test Results – Product Data Sheet – Manufacturer Reference List – manufacturer Brochure
Documentation	Specification(s) Drawing(s) Material Approval Request "MAR"

8.3.2 Configuration Management

Objectives	Identify and document the key characteristics of the facility and ensure that change to these are fully developed, assessed and verified.
Key Features	• Correlation between: – Design Requirements – Documentation – Manufacturing details – Installation details – Commissioning – Operation and Maintenance – Physical configuration of the works – Product Details – Modification – Decommissioning

Documentation	Change registers Drawings and specifications O&M Manuals Health and Safety File

8.3.6 Change Control

Objectives	Ensure Early Warning/Change Management for the Project are promptly processed (recorded/ managed/ approved & costed, as applicable. Design changes are recorded, managed, approved and costed. Employer and 3rd Party changes are recorded, managed and costed Construction changes raised are recorded, managed and costed. The HA are informed through the Early Warning process of the impact that the changes will have on the Forecast Scheme Outturn Cost.
Key Features	• The Owner/ Authority is informed through the Early Warning process of the impact that the changes will have on the Forecast Outturn Cost • Owner/ Authority and 3rd Party changes are recorded, managed and costed • Design changes are recorded, managed, approved and costed • Construction changes raised are recorded, managed and costed
Documentation	Management of the Change Control Process Management of the Change Control Register Management of the Change Template Change Control KPI

8.3.7 Requests For Information

Objectives	To manage site requests for clarification, deviation & field change & their adaptation and incorporate in the design

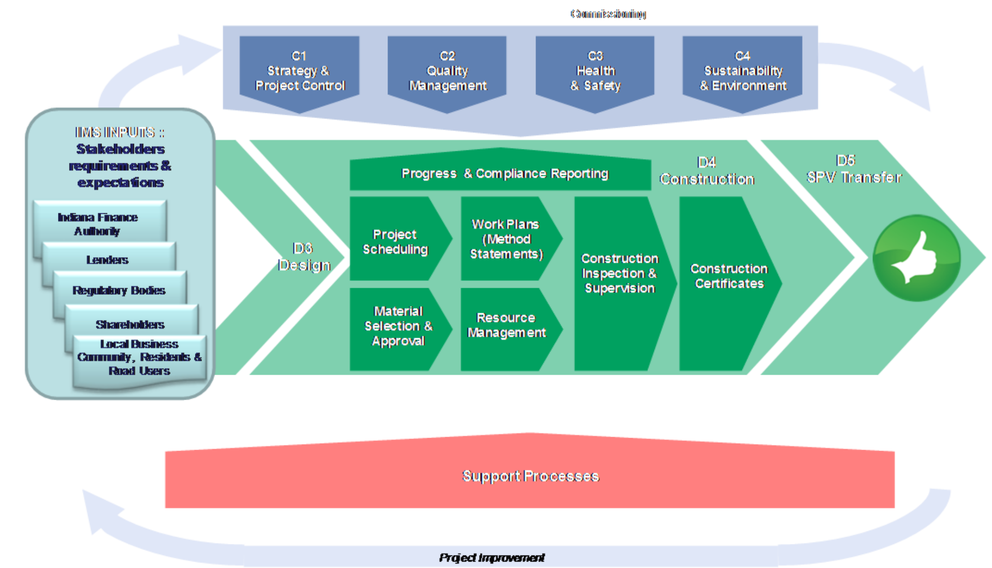
Key Features	Description of situation that needs authorized response in order to proceed with the relevant related task. • Project specification not clear &/or contradictory between each other or to the relevant Codes (clarification request) • Improvement situation would result in modification of specification &/or drawings without affecting quality (field change) • Manufactured product or services (Alternative proposal) when RFI is raised)
Documentation	Design Deliverables Construction deliverables Process for RFI Template(s) for capturing RFIs

8.3.8 Pre-construction Safet y Report (P CSR) Deliverables 'IFC' Drawings

Objectives	Provide information and instruction for the coordination of the necessary flow of .information starting with the Design Deliverables to be used as an "input" to provide the Pre- construction necessary safety assurance to the delivery construction team.
Key Features	Project information Health & Safety Information Equipment Details Design Information

Documentation	WVB Health & Safety Policy statement & Responsibilities Insurance certificates H&S Induction Register Method Statements Construction Risk Assessments Noise Assessments Training Matrix Permit to work Register Waste Transfer Register Internal Audit Register Accident / Incident / Near Miss / Dangerous Occurrence - Reports H&S Plan

7.4 D4: Construction



Owner	**Deputy Project Manager (Technical)**
Enablers	Construction team Design & Engineering Manager Support teams
Performance Measures	High level KPIs dashboard: progress, Quality, Safety and Environment Sections progress indicators

8.4.1 Progress and Compliance Reporting

Objectives	To inform the management and the Client of the works progress and compliance.
Key Features	• Transparency • Report information and analysis to the management for decision making
Documentation	Programs updates and follow up Monthly reports inc. Dashboard

8.4.2 Project Scheduling

Objectives	
Key Features	•
Documentation	

8.4.3 Material Selection and Approval

Objectives	Ensure that material delivered to construction site is of required quality, with supporting documentation
Key Features	• Materials related to Bulk order/ Call off • Materials related to other than Bulk order
Documentation	Procurement Schedule Requisition Delivery note Material Approval Request Material compliance certificate

8.4.4 Works Plans

Objectives	To deliver, monitor and record the works performed according to the design, methods and ITPs.

Key Features	Method statements, Risk assessments and mitigation measures transmitted and implemented Supervision of the works according Quality Control principles : • Internal inspection (self-checking and/ or inspection by supervisory staff) performed by those doing the work • External inspection, carried out by section quality controllers • Independent inspection carried out by the quality Assurance Inspectors • Client / Regulator hold points as per approved ITP • Records captured in Electronic Document Management System • Non-conforming product or processes will be recorded and submitted under Quality Assurance • Subcontractors' works are subject to the same procedure
Documentation	Quality Assurance Plan Method Statements and Risk assessments Site records issued as per ITPs (Work Packages)

8.4.5 Resource Management

Objectives	To set up resources, plant and equipment, Safe System of Work and Safe place of work to ensure a satisfactory works execution.
Key Features	• Support from Technical department • Support from Logistic department • Review of Method Statements by H&S Manager
Documentation	Method Statement procedure and template H&S Site inspections Equipment register

8.4.6 Construction Inspection and Supervision

Objectives	
Key Features	•
Documentation	

8.4.7 Construction Certificates

Objectives	

Key Features	•
Documentation	

8.4.3 Adequate resources and Co mpetences /Equipment / Work Conditions

Objectives	To set up resources, plant and equipment, Safe System of Work and Safe place of work to ensure a satisfactory works execution.
Key Features	• Support from Technical department • Support from Logistic department • Review of Method Statements by H&S Manager
Documentation	Method Statement procedure and template H&S Site inspections Plant register

8.4.4 Works Execution, Subcontract ors Super vision, Inspection and Testing (8.44 WORKS PLANS)

Objectives	To deliver, monitor and record the works performed according to the design, methods (Safe System of Work) and ITPs.
Key Features	Method statements, Risk assessments and mitigation measures transmitted and implemented Supervision of the works according Quality Control principles : • Internal inspection (self-checking and/ or inspection by supervisory staff) performed by those doing the work • External inspection, carried out by Sections Quality Controllers • Independent inspection carried out by the Quality Assurance Inspectors • Client / Regulator Hold points as per approved ITP • Records captured in Electronic Document Management System • Non-conforming product or processes will be recorded and submitted under Quality Assurance • Seriousness of deficiency estimated according to the consequences on the delivered product (material, component, part of the work, etc.) or the finished works • A classification in defect categories is defined • Subcontractors' works are subject to the same procedure

Documentation	Quality Assurance Plan Method Statements and Risk assessments Site records issued as per ITPs (Work Packages)

8.4.5 Report Works or Process Conformity

Objectives	To inform the management and the Client of the works progress and compliance.
Key Features	• Transparency • Report information and analysis to the management for decision making
Documentation	Programs updates and follow up Monthly reports inc. Dashboard

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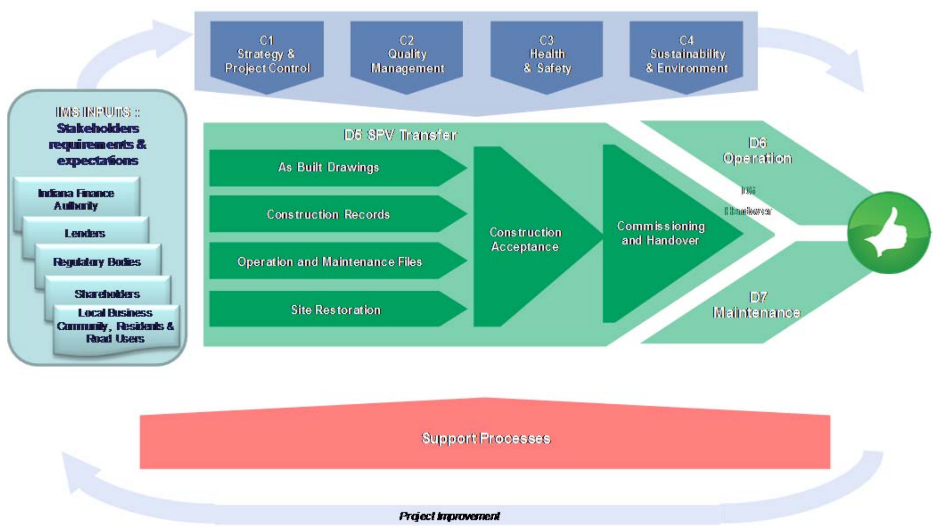
7.5 D 5: SPV Transfer



Owner	Construction Manager
Enablers	
Performance Measures	

8.5.1 As-Built Drawings

Objectives	
Key Features	•
Documentation	

8.5.2 Construction Records

Objectives	
Key Features	•

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Documentation	

8.5.4 Site Restoration

Objectives	
Key Features	•
Documentation	

8.5.5 Construction Acceptance

Objectives	
Key Features	•
Documentation	

8.5.6 Commissioning and Handover

Objectives	
Key Features	•
Documentation	

(HINKLEY D5 COMMISSIONING)

8.5.1 Factory Ac ceptance Tests – *(as applicable for purchased items for Main Civil Works)*

(Nuclear significant items have extra Third Party inspections.)

Objectives	To verify that manufacture of equipment follows quality procedures to achieve objectives. To check that characteristics of equipment comply with specification in term of material and functionalities before delivery.
Key Features	• Inspection and testing defined in ITPS • Inspection and testing planning in liaison with suppliers/ subcontractors • Dedicated resources for regular inspection and audit (specialized trades/ experts/3rd party as required) • For directly supplied item or assistance to the Client on request
Documentation	Procedures to monitor manufacturing Manufacture progress report Inspections and audits reports during manufacturing Manufacturing records Acceptance test report

8.5.2 Site Acceptance Tests *(as applicable for purchased items for Main Civil Works).*

(Nuclear significant items have extra Third Party inspections.)

Objectives	To ensure that equipment is installed correctly.
Key Features	• Inspection and test plans • Organization of onsite logistics in liaison with suppliers/ subcontractors • Management of interface between construction and QA team
Documentation	Procedures to monitor installation Installation and inspection records Site acceptance report

8.5.3 Acceptance of Work Packages and Records

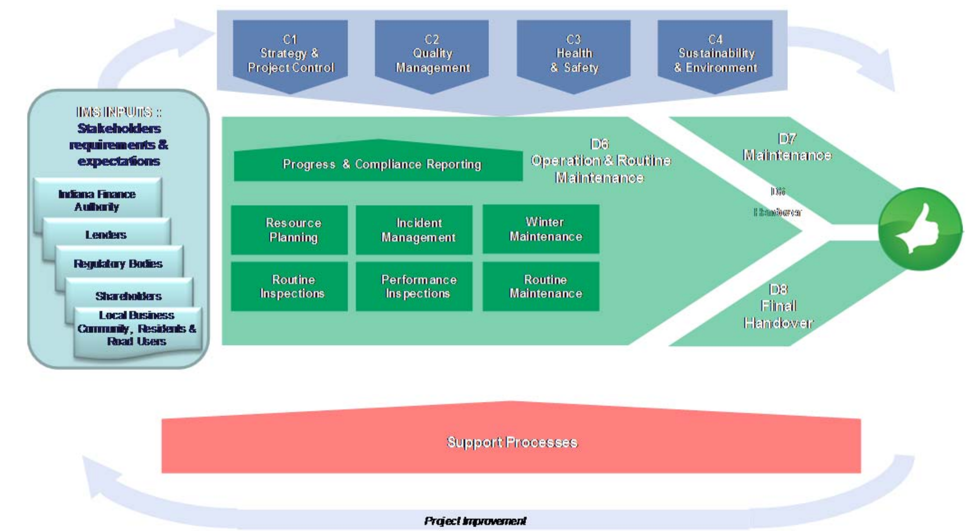
Objectives	To get Client's acceptance of Work Packages

Key Features	• Completion of Work packages as the works progress as per ITPs • Clearance of snags • Filing and accessibility to approved Work Packages
Documentation	Work Package program Final inspections Closed NCRs and snags Work packages

8.5.4 F inal Sign-Off

Objectives	Client to formally approve deliverable installations.
Key Features	• Program of handover of deliverables as per key dates throughout the construction process to enable the final handover of the works
Documentation	Work packages program and status Work packages List of contract reference documents Client key dates

7.6 D 6: Operations & Routine Maintenance



Owner	**Operations and Maintenance Manager**
Enablers	
Performance Measures	

8.6.1 Progress and Compliance Reporting

Objectives	
Key Features	•
Documentation	

8.6.2 Resource Planning

Objectives	
Key Features	•
Documentation	

8.6.3 Incident Management

Objectives	
Key Features	•
Documentation	

8.6.4 Winter Maintenance

Objectives	
Key Features	•
Documentation	

8.6.5 Routine Inspections

Objectives	
Key Features	•
Documentation	

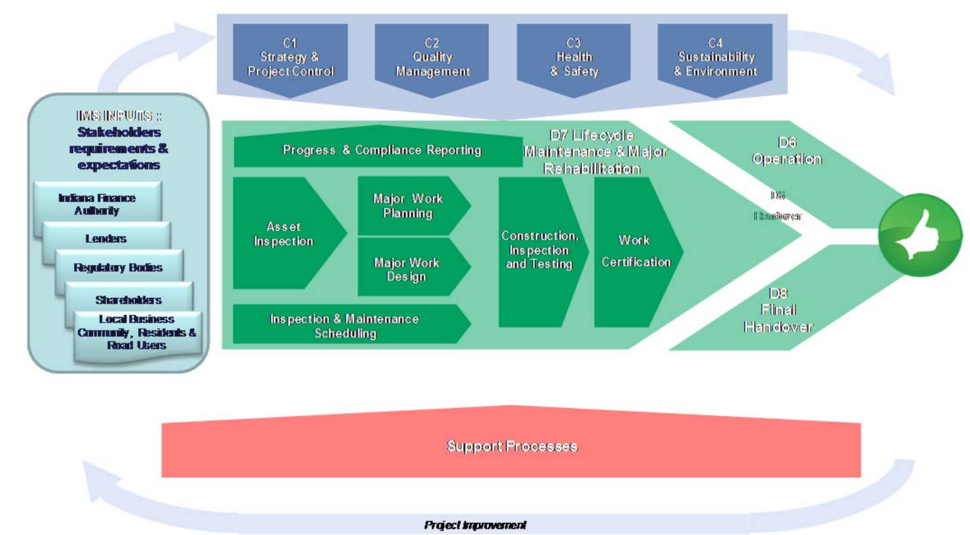
8.6.6 Performance Inspections

Objectives	
Key Features	•
Documentation	

8.6.7 Routine Maintenance

Objectives	
Key Features	•
Documentation	

D7: Lifecycle Maintenance & Major Rehabilitation



Owner	Operations and Maintenance Manager
Enablers	
Performance Measures	

8.7.1 Progress and Compliance Reporting

Objectives	
Key Features	•
Documentation	

8.7.2 Asset Inspection

Objectives	

Key Features	•
Documentation	

8.7.3 Major Work Planning

Objectives	
Key Features	•
Documentation	

8.7.4 Major Work Design

Objectives	
Key Features	•
Documentation	

8.7.5 Inspection and Maintenance Scheduling

Objectives	
Key Features	•
Documentation	

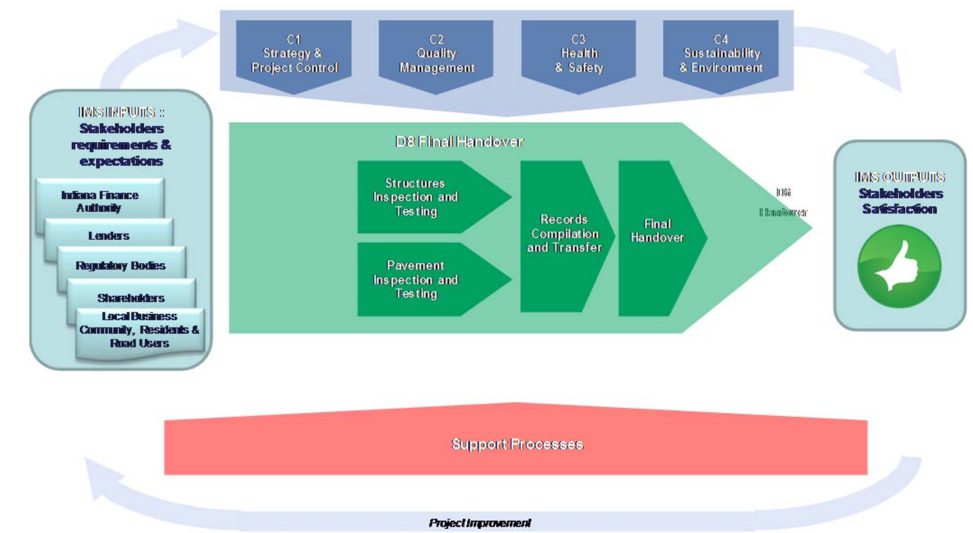
8.7.6 Construction, Inspection and Testing

Objectives	
Key Features	•
Documentation	

8.7.7 Work Certification

Objectives	
Key Features	•
Documentation	

D8: Final Handover



Owner	**Operations and Maintenance Manager**
Enablers	Construction team, Quality team
Performance Measures	• Progress on the Work Package Execution • Progress on Work Package Construction Completion Certification (Program & Plan) • Completion of testing and commissioning as applicable for the works in accordance with the agreed time frames (Schedule & Plan) • Completion of system installations in order to meet the testing and Commissioning time schedule • Testing and Commissioning dependencies across Project and Work Packages understood and communicated to facilitate timely and effective decision making and effective action • Testing and Commissioning resource deployed effectively and efficiently to plan in each Work Package area • Stakeholders are not delayed or compromised in testing their operational processes (people and procedures)

8.8.1 Structures Inspection and Testing

Objectives	
Key Features	•
Documentation	•

8.8.2 Pavement Inspection and Testing

Objectives	
Key Features	•
Documentation	•

8.8.3 Records Compilation and Transfer

Objectives	All significant Project documents will be stored for an agreed duration according the statutory obligations relating to the nature of the document; e.g. quality and technical reports, commercial and accounting reports, employment, tax etc.
Key Features	• Statutory limitation starts to run from an agreed fixed date (date of acceptance) or date(s) based on the gradual execution completion date(s) (dates of gradual acceptance) • Storing the documents which make up the intellectual property of WVB in accordance with the "Experience feedback"
Documentation	• Project Document Filing Plan (with identification of filing duration per type of document) • Overall Project Document Archive Register

8.8.4 Final Handover

Objectives	
Key Features	•
Documentation	•

8.6.1 Commissioning

Objectives	To enable delivery of systems, integrated with the construction process by providing detailed program & planning to successfully report and deliver systems to the expectations required for acceptance.
Key Features	• Commissioning activities appropriately managed throughout the Commissioning program • Commissioning is considered early in the program to reduce associated risks to the Project • Design criteria and acceptance standards for testing and commissioning activities are provided in due time as per program • Demonstrate the intent, process and method of commissioning activities for handover • Ensure consistent definition and understanding of commissioning activities
Documentation	• Process for Interrelationship and interdependencies between the Integration, Commissioning and Handover processes • Program & Plan for Commissioning • Schedule(s) for testing and commissioning • Testing & Commissioning method statements • Health and Safety considerations • ITP (Inspection and Test Plan) • Defined design and acceptance criteria/ tolerances • A Schedule of Testing and commissioning responsibilities • Detailed commissioning time schedule & logic diagram's • A schedule of witnessing activities and hold points • Pro-Forma test sheets • Status of systems for handover

8.6.2 O & M Manual

Objectives	Set of documents necessary to undertake correctly the maintenance of installations in optimized condition(s).
Key Features	• Detailing of the Access/ Cleaning and Maintenance Strategy from the Design Team (if applicable) • Detailing of the Plant/ Equipment Replacement (if applicable) • Listing of any Associated Equipment

Documentation	• Commissioning manuals and safety instructions • User manuals for the equipment or installations and any restrictions for use • Maintenance manuals together with maintenance frequencies and maintenance note books • The list of consumables recommended for servicing operations • Instructions for assembly or dismantling of interchangeable equipment with corresponding diagrams • The list of spare parts, their quantity if provided and their suppliers • Inventory of the most frequent faults and the remedies • Attendance registers for the Client's representatives at training sessions on the use of equipment or installations organized by the Company if they are contractual • The procedure for reporting defects under warranty, including the defect reporting form, the deadlines for intervention and the closure of defects

8.6.3 Lifetime Records

Objectives	All Project significant documents are to be stored for an agreed duration according to the statutory obligation with regard to the nature of the document: quality and/ or technical records, commercial, accounting, employment, tax...
Key Features	• Statutory limitation starts to run from an agreed fixed date (date of acceptance) or date(s) based on the gradual execution completion date(s) (dates of gradual acceptance) • Storing the documents which make up the intellectual property of WVB in accordance with the "Experience feedback"
Documentation	Project Document Filing Plan (with identification of filing duration per type of document) Overall Project Document Archive Register

8.6.4 H&S File

Objectives	To provide information and instruction for the coordination of the necessary flow of information starting with the Design Deliverables to be used as an "input" to provide the Health & Safety File to the satisfaction of the CDM Coordinator.
Key Features	• Project Information • Health & Safety Information • Equipment Details • Design Information

Documentation	Design Deliverables Construction Deliverables Work Package Construction Completion Certifications

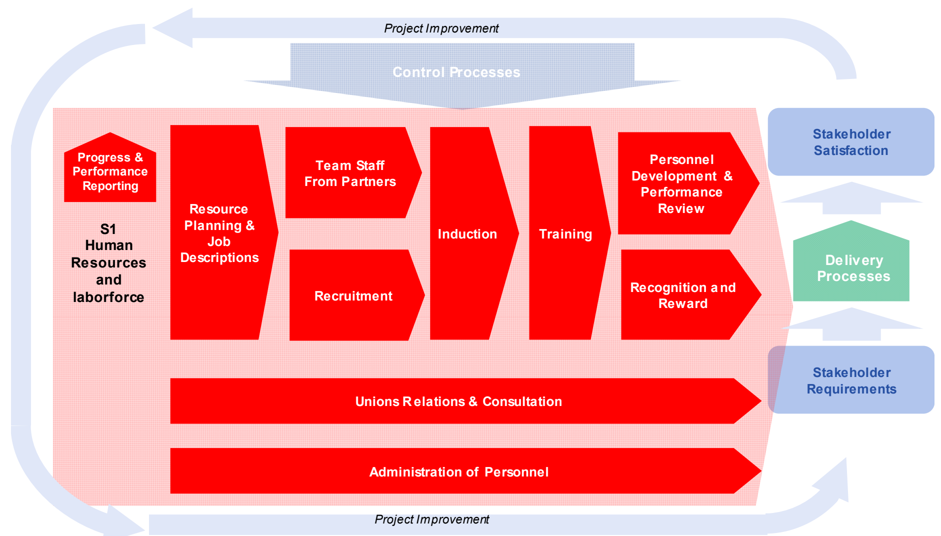
8.6.5 Final Assurance Book

Objectives	To set of both technical and quality assurance requirements that have been applied Project-wide for providing assurance to the Owner &/or key Stakeholders.
Key Features	• To trace the evidence in Product Assurance – Verification and Validation – Testing – Field Service Experience – Analysis of Design – Traceability – Configuration Consistency • To trace the evidence in process assurance: – Requirements Integrated Management System (IMS) – Configuration Management/ Configuration Control (CM/CC) – Risk Management
Documentation	Work Package Construction Completion Certificates As built design deliverables (specs and drawings among others) H&S File

Objectives	
Key Features	
Documentation	

8 Support processes

8.1 S1: Human Resources



Owner	**Administration Manager**
Enablers	Construction Managers HR Team
Performance Measures	Training rate Diversity index Achievement of individual interviews Industrial relations disputes / personnel claims Staff retention rate Provision of SQEP personnel
Objective	
Key Features	

Documentatio n	

9.1.1 S1 Human Resources

Objectives	Assessing and defining the programmed people to be employed with the level of competence for individuals against, especially those key roles defined in the Project Organization Chart. It also defines the regime of assessment and auditable documentation supporting the individual's assessment rating.
Key Features	• Staff planning, identifying needs • Definition and understanding of the skills gap • Competence Ratings is to provide authorization for individuals to prepare, originate, review, and authorize design & construction deliverable documentation; and where appropriate, increase and develop roles under supervision
Documentation	Agreed & updated Project Organization Chart Generic job roles and descriptions Project-wide histogram of people to be employed

9.1.2 Assignment of Staff From Partners

Objectives	To ensure proper coordination with partners in recruitment.
Key Features	• Decision making process • Job description and person specifications • Interfaces with HR • Trainees and pre graduate internships
Documentation	Correspondence CVs

9.1.3 Recruitment of Management, Skilled Engineers and Workforce

Objectives	To provide adequate resources as required by the business.

Key Features	• Staff planning • Cooperation with local Agencies • Anticipate staff turnover and difficult periods to provide dedicated resources • Identify key positions harder to recruit – organize succession plan
Documentation	Recruitment policy and strategy Equal opportunity policy Job descriptions and person specifications Recruitment and selection process Recruitment advertising process Application forms Succession planning and identification Orientation checklist

9.1.5 Promotion / Identification of Skills and Competences

Objectives	To set out the Project Management expectation & the achievement of them regarding both skills and Health & Safety competencies, how these may be specified, judged and improved over time.
Key Features	• Appointment of only Suitably Qualified and Experienced Personnel (SQEP) • Competency is the addition of Experience, Knowledge & Qualification • All Project Management staff employed are to have a demonstrable competence in both health & safety matters and appropriate management or supervisory skills • All tradesmen and operatives employed Project-wide are to have a demonstrable skill level incorporating health and safety training • Competence must be demonstrable for an individual's core competence, as well as any other safety critical operations that the individual may carry out. For example, a tradesman would require the relevant skills card for his core competency, but may also require evidence of competency for the driving of a fork lift truck.,
Documentation	Training needs identification (training and development database) Performance management Appointment and recording of Suitably Qualified and Experienced Personnel (SQEP) 00000/WVB/S1-/04-/PRO/10007

9.1.6 Introduction

Objectives	To ensure people understand the Project strategy, policy, organization and systems requirements. (Process may be delegated to Construction Manager deputy)
Key Features	• Orientation sessions chaired by member of senior management • Safety orientation session for all workers • Specific orientation for visitors, drivers etc. • Full orientation for management including contract, commercial, quality etc. • Multiple choice questionnaire to check knowledge and understanding • Orientation records maintained

Documentation	Orientation training demonstrations Orientation booklet Orientation records Orientation procedure of WVB Team Members 00000/WVB/S1/06-/PRO/10008

9.1.7 Tr aining

Objectives	To develop and sustain people's skills and competences to suit the needs of thebusiness
Key Features	• Training program established each year based on business strategic needs as defined in the training plan, succession planning requirement and personnel demands identified during yearly appraisals • Training program monitoring reports are reviewed by the Management Committee • Training organizations are selected by the HR Manager and evaluated according to the supply chain process
Documentation	Training Plan Appraisal process and guidance notes Behavioral competencies Competency framework Identification of skills Training needs identification(training and development database) Review and feedback process

9.1.8 Performance Management and Recognition

Objectives	To ensure staff commitment to WVB's values, objectives and working standards.
Key Features	• Promotion of Culture and Values • "Open door" management style • Individual staff assessment performed yearly • Bonus and incentive policy • Discipline and grievance procedure • Employee Relations

Documentation	Staff assessment records Disciplinary process Sickness absence Probationary review

9.1.9 Continuous Monitoring of Site Workforce Welfare

Objectives	To demonstrate welfare
Key Features	• Liaison with unions
Documentation	Workforce feedback Outputs of site inspections

9.1.10 Occupational Health support

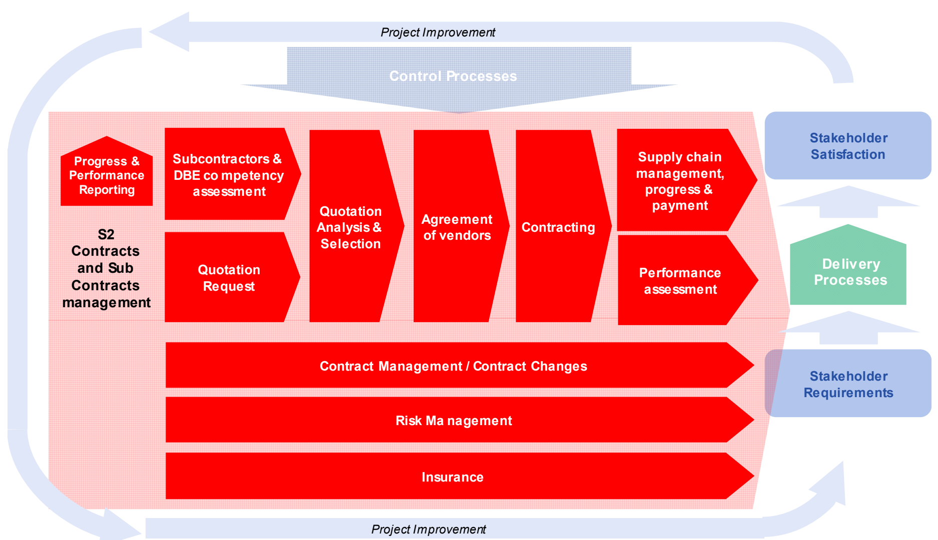
Objectives	To prevent danger incurred by any personnel potentially not fit for their position or under the influence of drugs or alcohol. To identify and prevent occupational illnesses.
Key Features	• Health and safety screening • Specific health checks for at risk positions • Drugs and alcohol testing • Availability of medical support and first aid for all personnel
Documentation	Storage of information on secure Document Management system.

9.1.11 Consultation / Industrial relations

Objectives	To ensure collaborative and "employee welfare" focused relationship with employee representatives.
Key Features	• Setting up Union consultation • • Develop continuous and transparent relationships with representatives • Employee's representative attendance to Health and Safety Committee

Documentation	Employee representative communication. Security Aftercare Procedure 00000/WVB/S1-/12-/PRO/10010 WVB/Nuvia Security Vetting Interface Procedure 00000/WVB/S1-/12-/PRO/10009

8.2 S2: Contracts and Subcontracts Management



Owner	**Deputy PM Finance Administration Manager**
Enablers	Project Site Manager, Construction Manager, Procurement Manager.

Performance Measures	Commercial KPIs: • Management & mitigation of risks within mitigation plan requirements • Identification & conversion of opportunities within set opportunity plan • Procurement of suppliers • Supply chain • Management of change • Reliability of estimating & forecasting • Payment(s) made within the terms of agreement(s)/ contract(s)
Objective	
Key Features	
Documentation	

9.2.1 S2 Contracts and Subcontracts Management

Objectives	•
Key Features	•
Documentation	

9.2.1 Commercial Management Including Reporting, EVA and Audit

Objectives	To provide the works in compliance with Project requirements while keeping to the extent feasible & practicable the: • Lowest capital cost • Lowest whole life cost • Cost certainty
Key Features	• Ensure Project-wide commercial coordination (Supply chain) • Manage the cost estimate • Manage the Commercial Reporting (cost, EVA, audits) • Manage the Change Order process
Documentation	Overall Commercial Plan Relevant Commercial Procedures Relevant Commercial records Commercial KPIs

9.2.2 Contractual (PMIs, Variations)

Objectives	To ensure contract changes, Client instructions & variations are captured & controlled.
Key Features	• Development of contracting strategy with Clients, partners • Legal analysis
Documentation	Design Changes after issue of IFC documentation Changes issued by the Client or Third Party All other changes that will affect cost or time Change Control Register Early warning to Client

9.2.3 Early Warning Notices and Risks Management

Objectives	To set out Early Warning/ Change Management to ensure: • Design changes are recorded, managed, approved and costed • Client and 3rd Party changes are recorded, managed and costed • Construction changes raised are recorded, managed and costed
Key Features	• The Client is informed through the Early Warning of the impact that the change(s) will have on the Cost • Risks and opportunities valuation • Risk management: mitigation measures, regular reviews
Documentation	Change Control Register Early warning to Client

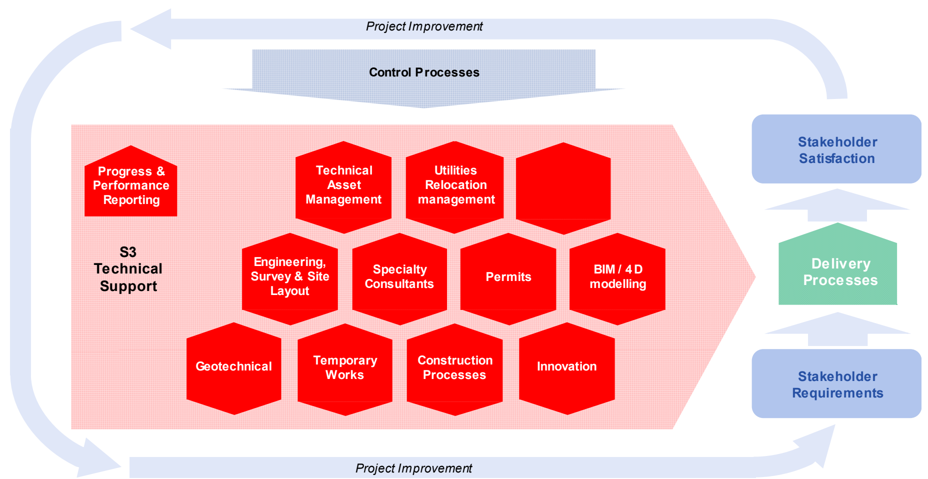
9.2.4 Contract Payments & Client Financial Meetings

Objectives	To ensure payments made within the terms of contract.
Key Features	• Prompt payment • Correct payment
Documentation	Payment certificate request

9.2.5 Cost Control & Financial Approvals

Objectives	To secure the costs.
Key Features	• Accuracy of cost • Reporting internally & externally to • Accurate & prompt payment of suppliers
Documentation	WBS register Delivery tickets & invoices Analytical Costing Report(s) Analytical Spending Report(s) KPIs

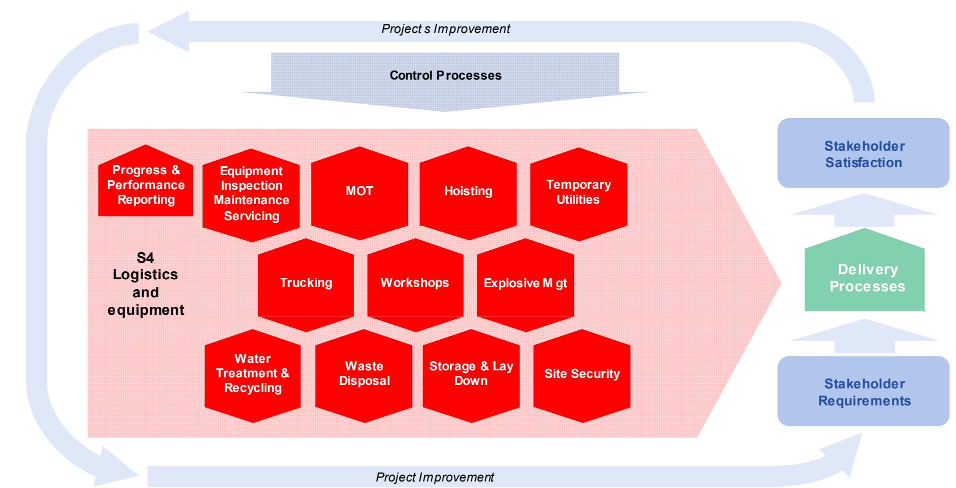
8.3 S3: Technical Support



Owner	**Design-Build Coordinator**
Enablers	Engineering team
Key Features	• Provision of expert advice on Construction processes, Best Practice and new ideas • Planning and programming support to site based staff • CAD modeling and Construction sequencing • Geotechnical, site survey and temporary works • Technology advice, (Concrete etc.) • Offsite sampling and testing • Specialists support throughout design and construction
Performance Measures	KPIs To be defined. Technical advice costs monitored by partner companies.
Objective	To provide the delivery team with technical support and manage interface with the designers
Key Features	• Value engineering workshops • Design review • Expertise

Documentation	Design Quality Plan & Procedures Survey Procedures Technical Queries Procedures

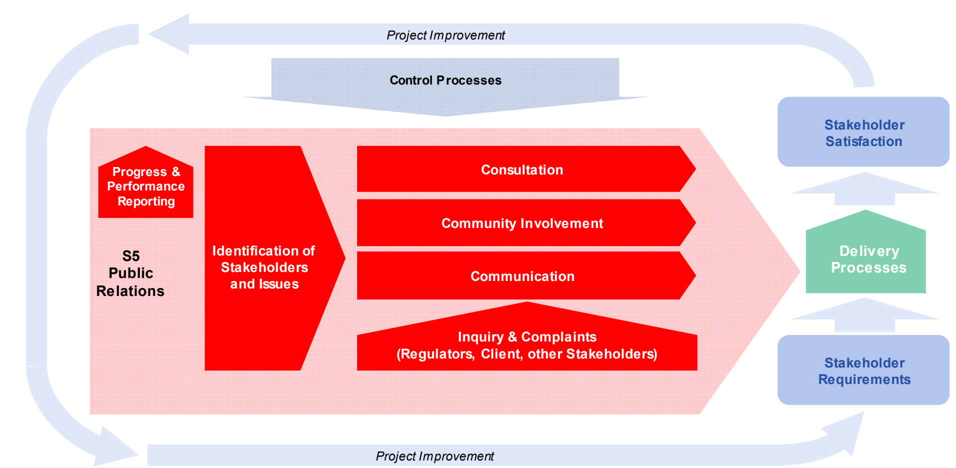
8.4 S4: Logistics Support



Owner	**Logistics and Equipment Manager**
Enablers	Construction Manager and Procurement Manager
Key features	• Establish Framework agreements for products and services • Place orders, keep records for buying and hiring of items • One point of contact for arrangements of site establishment including workshops, stores and lay down areas • Waste skips etc. set up in set locations around the site as construction activities change • Keeping of records in accordance with the Waste Management Plan for categorization & disposal of waste. (Meet legal obligations) • Ensures plant and equipment comply with standards (Certification, safety and Noise) and the positions are as per the Construction site plans with safe operating envelopes • Ensures Plant Operators have CPCS and plant operator specific cards

	• Preventive maintenance plan for purchased plant • Creation of Safe Lifting plans for construction operations • Traffic Management solutions, segregation pedestrians / vehicles • Maintenance of Color code for lifting equipment on sites. Inspections of lifting gear • Set locations for plant, skips, stores, lay down areas • Responsibility for site security
Performance Measures	Plant performance: efficiency/ Productivity records Plant within program Plant compliance with maintenance requirements Supplies delivered to site destination within allocated unit time Breach to applicable Site Rules within acceptable allowable specified requirement (analytical approach & analysis) Waste production within forecast (analytical approach & analysis)
Objective	To provide and maintain Logistics support to the construction teams.
Key Features	• Plant and equipment complying with standards (safety and Noise) • Drivers with CPCS cards • Preventive maintenance plan • • Traffic Management solutions, segregation pedestrians / vehicles • Color code for lifting gears
Documentation	Plant register Compliance Certificates and Inspection records Maintenance planning Staff competency cards

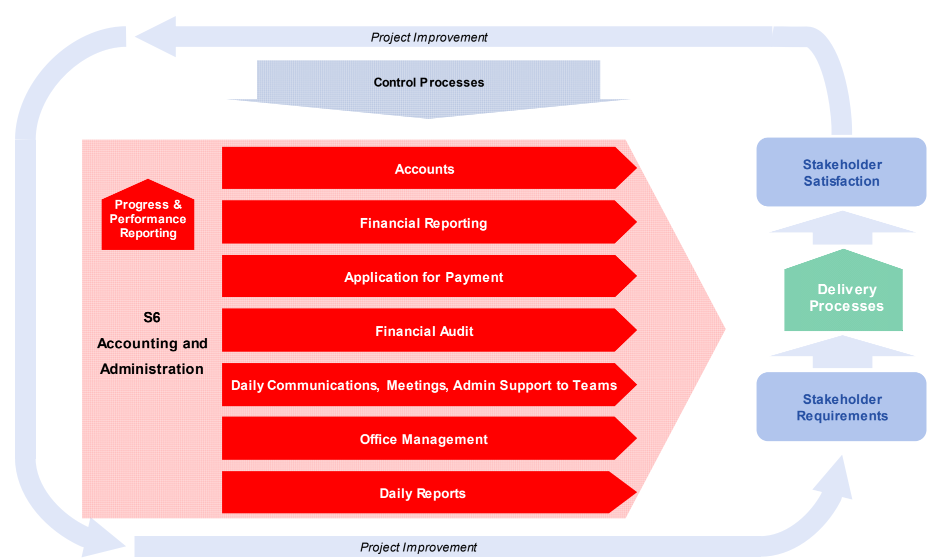
8.5 S5: Liaison and Public Relations



Owner	**Public Information Coordinator**
Enablers	Liaison and PR team, Security team, Admin and Logistics team
Key features	• Support the Client in liaison with Stakeholders and Regulators • Support charities, schools and community initiatives – (via Site Licensee approvals) • Involvement in Project progress information and bulletins Audit satisfaction through surveys and complaints analysis to develop improvement actions • Where and when applicable revise procedure/ MS, add to register of commitments and inform Customer Services
Performance Measures	Query/ Complaints response time within allowable specified time Customer satisfaction Undesired publicity Smooth relationship with neighbors and stakeholders
Objective	To ensure the delivery and the feedback of information to the local communities

Key Features	• 24-hour Freephone Project Helpline • Liaison with Stakeholders and local authorities • Support charities, schools and community initiatives • Clear information to local residents through information meetings and newsletters • Monitoring noise reduction and other mitigations effectiveness • Audit satisfaction through surveys and complaints analysis to develop improvement actions
Documentation	Newsletters Queries/ complains follow up register

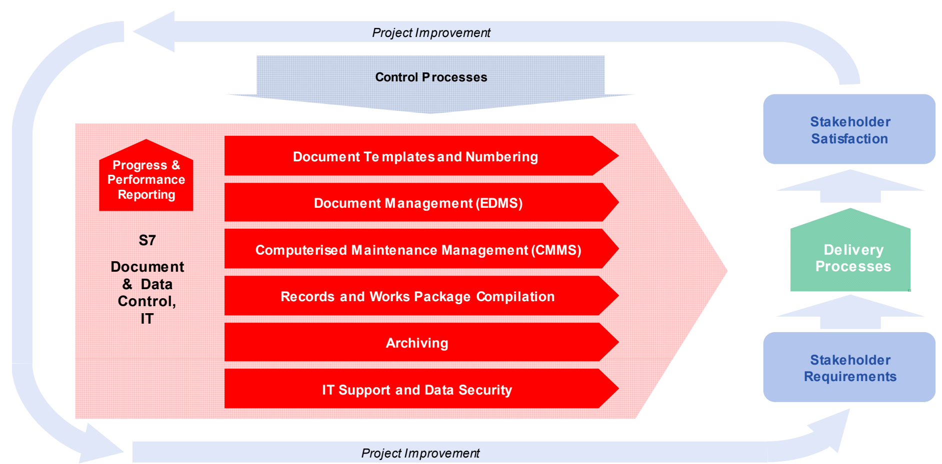
8.6 S6: Accounting and Administration



Owner	**Deputy PM Finance Administration Manager**
Enablers	Admin team, IT technician, Logistics Manager

Objective	The supply support service covering all areas of basic administration necessary for the successful delivery of the Program.
Key features	• Control of the WVB Site Establishment ensuring welfare of personnel • Compliance with Office safety and site emergency procedures • Enabler for achieving energy efficient offices • Dedicated control and responsibility for the site establishment purchases • Administration team support for daily activities • Point of contact for site visits etc.
Performance Measures	Complaint related to welfare of personnel Conform to training dispensed to Office safety and site emergency procedures Compliance with site rules regarding energy efficient offices Site establishment purchases within allowable budget Site visit process complied with
Objective	
Key Features	
Documentation	Administration Plan Administration Procedures Administration Records

8.7 S7: Document & Data Control, IT



Owner	**Quality & HSE Manager**
Enablers	Document controller, Construction team, Design and Engineering team
Key features	• Electronic Document Control system "EDMS" as unique platform for correspondence, drawings and records • Specific search/ retrieve functions to provide easy access to key data
Performance Measures	Design deliverables released and published on EDMS (progress as per lead time plan) Construction deliverable released & published on EDMS (progress as per lead time plan)
Objective	To ensure Project documentation is prepared, collected, captured and disseminated in a controlled manner according to TW specification.

Key Features	• DyMaDoc as unique platform for correspondence, drawings and records • Double filing system for records allowing for quality packages or health and safety files content retrieval. • Specific reporting database to provide Client with easy access to key data • WVB will have its own ICT team for co-ordination of internal and external providers. • WVB will provide helpdesk for staff
Documentation	Document Control System, (DyMaDoc) user manual Quality Plan Document control procedures and processes

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Draft DBE/Workforce and Diversity Plan (4.1.2 and 4.1.3)

DBE PERFORMANCE & WORKFORCE/EEO PROJECT PLAN

The WVB DBE Performance and Workforce/EEO Plan reflects our grass-roots approach to exceeding the goals with our DBE plan identifying at least 9% DBE participation, establishing partnerships, and leaving a measureable impact on the community.

WVB East End Partners (WVB) understands that the Ohio River Bridge East End Crossing Project (Project) requires a diverse and well-trained workforce to stimulate economic growth and viability of Southern Indiana and Kentucky. From experience, WVB incorporates the following to achieve a successful DBE Performance and Workforce Project Plan:

- Leadership Commitment
- Defined Goals
- Community Involvement

The commitment from the WVB and its partners is throughout this DBE/Workforce Plan. WVB assures our commitment to exceeding the 9% DBE goal, 15% minority and 10% women workforce goals in this DBE/Workforce Plan. Lastly, our proudest approach is the interpersonal contacts and personal relationships with the Louisville/Southern Indiana workforce and business community throughout this DBE/Workforce Plan.

4.1.2 PRELIMINARY DBE PERFORMANCE PLAN

Individual members of WVB have a proven history of exceeding the DBE and workforce/EEO goals on projects. Under the direction of 49 CFR Part 26, the following are key components to the WVB's DBE plan:

A. Dedicated DBE Team
B. Proactive outreach and community engagement
C. Specialized DBE attention
D. Packaged work scopes
E. Required DBE participation from major subcontractors
F. DBE progress reported to IFA and WVB's Executive Committee and Senior Management
G. A capacity-building program to ensure a legacy

In addition to attracting, retaining, and improving subcontractors and material suppliers already prequalified, WVB's objective is to identify companies that have potential to perform work on this and future projects. WVB will achieve this through the cumulative efforts of our designers, consultants, and subcontractors. WVB will strengthen the individual DBE companies that participate in this Project for greater opportunities in the future.

A. DEDICATED WVB DBE TEAM

WVB has assembled a team with over 60 years of combined experience to execute the DBE Plan. The WVB DBE Team is led by four individuals with extensive DBE/EEO experience:

- **Brenda Wolf,** DBE Coordinator
- **Doug Cunningham,** DBE Compliance Advisor
- **Marvin Jackson,** Assistant DBE Advisor
- **Maurice Sweeney,** Diversity and Inclusion Advisor

Brenda Wolf is the DBE Coordinator. Brenda's qualifications include:

WVB DBE/EEO TEAM
Doug Cunningham, Maurice Sweeney, and Marvin Jackson will assist with the DBE efforts for the Project.

- 17 years of construction experience; 7 years as the Regional EEO Officer/DBE Coordinator for Walsh Construction Company.
- Led DBE solicitation and procurement activities for Walsh Construction Company's Milton/Madison Bridge project in Madison, Indiana; project is currently exceeding DBE goals.
- Led DBE/EEO efforts for Walsh Construction Company's I-69 White River to CSX project in Washington, Indiana.

Doug Cunningham is the DBE Compliance Advisor. Doug's qualifications include:

- 35 years of construction experience; 21 years working in the implementation, monitoring and enforcement of diversity programs.
- Led DBE/EEO efforts on Walsh Construction Company's Dan Ryan Expressway Reconstruction Project to achieve 48 percent minority and female workforce (exceeding the goal of 19.6 percent); earning Walsh the Road Builders Association "Workforce Diversity Award."
- Led DBE/EEO efforts on Walsh Construction Company's Marquette Interchange Project to achieve 22 percent DBE participation (exceeding the goal of 12 percent) by working with local community leaders to develop strategies maximizing hiring of local employees and minority contractors.

Marvin Jackson is the Assistant DBE Compliance Advisor, who has experience on several Walsh projects to exceed M/W/DBE participation goals. Marvin's qualifications include:

- 14 years construction experience, 7 years working with public school systems, faith-based organizations, W/M/DBE firms and participation goals.
- DART Green Line Expansion Project, working with seasonal interns, Dallas Public Schools, and community organizations to achieve 42 percent M/DBE participation (exceeding the goal of 39 percent)

THE 2007 WORKFORCE DIVERSITY AWARD FOR DAN RYAN EXPRESSWAY
Doug led the DBE/EEO program on the $724 million Dan Ryan Expressway projects. The project had a 19.6 percent goal for minority and female workforce. Walsh achieved 48 percent — nearly 2.5 times the goal. As a result, the Illinois Road and Transportation Builders awarded Walsh their first-ever "Workforce Diversity Award."

Maurice Sweeney is the Diversity and Inclusion Advisor for our DBE Team. Maurice brings with him an impressive résumé in community involvement and DBE participation and retention directly in the Greater Louisville Area. Maurice's résumé highlights include:

- More than 30 years of diversified experience in leadership and strategic planning
- Co-Creator and Director of the Kentucky Engineering Scholar Program
- Creator of the Minorities in Construction (MIC) Training Program
- Executive Director for the Office of Minority Affairs, Kentucky Transportation Cabinet
- Co-founder of Project BUILD, Business United in Leadership Development
- Creator and founder of Kentucky State Governments' Management Trainee Program
- Founding board member of the Hispanic/Latino Business Council
- President of the Kentucky Chapter, National Association of Human Rights Workers

The WVB DBE Team has initiated personal contact with DBEs early in the project pursuit process. These initial meetings began in early March and have progressed over the last seven months. WVB recognizes that the importance and scope of the Project will require the DBE Team's full-time dedication with multiple layers of support (e.g., community, faith-based, public school, chambers of commerce, etc.). The DBE Team has selected supporting outreach/community relation firms native to the Louisville/Southern Indiana area to assist with diversity and inclusion for the Project. We have met with the following certified DBE firms and individuals expressing interest as DBE consultants:

- **NAACP,** Antia Fields
- **Vick Strategic,** Talmadge Vick
- **Indiana Strategic Resource Group,** Aleta Mungal
- **Engaging Solutions,** Venita Moore, Debra Wilson

The WVB DBE Team, along with our management staff, will be co-located at the Project office. IFA management and WVB management will have direct access to the DBE Team.

B. PROACTIVE OUTREACH & COMMUNITY ENGAGEMENT

WVB realizes the importance of community engagements and relationships to the success of the DBE plan. The DBE Team is actively reaching out to the local business community and have identified three levels of businesses:

1. Certified and prequalified DBEs
2. Certified but not yet prequalified DBEs
3. Companies that are not certified or prequalified, yet qualify

WVB has hosted several community outreach events identifying these companies on all three levels. The events are listed in **Table 4-1**.

In addition to outreach events and direct calls to previously identified DBEs, WVB used published lists from KYTC and INDOT, and the database resources of the following agencies and local organizations to identify 2,033 DBE firms:

- Louisville Metro Human Relations Commission
- Women Business Center of Kentucky
- Ohio River Valley Women's Business Council
- Louisville Hispanic/Latino Coalition
- Lexington Minority & Women Contractor Training Program
- Kentucky Minority Business Council
- National Association of Women Business Owners (NAWBO)
- Kentucky Procurement Assistance Program
- Tri-State Minority Diversity Supply Coalition
- Minority Enterprise Development of Western Kentucky

WVB presented Project information to DBE firms at all WVB-sponsored DBE Outreach meetings and provided information describing our team and the Indiana and Kentucky DBE certification and prequalification procedures. These informational documents can be found at the end of this Preliminary Plan. The presentation included the following topics:

- Introduction of WVB
- ORB East End Crossing Project Overview
- ORB East End Crossing Project Details
- DBE Opportunities
- DBE Certification Information
- Prequalification Information

An important part of the WVB DBE Plan includes personal contact with local community organizations and agencies. From these contacts, we received information concerning local certified DBE firms, mentoring opportunities, and local DBE capacity. The WVB met with the DBE firms, agencies and community organizations shown in **Table 4-2**.

OUTREACH AT SIMMONS COLLEGE

WVB DBE outreach at Simmons College hosted over 56 DBE companies and 95 individuals.

TABLE 4-1: WVB COMMUNITY OUTREACH EVENTS HOSTED OR ATTENDED

Date	Host	Event	DBE's	Location
03/13/12	WVB	WVB hosted a DBE outreach meeting	35	Muhammad Ali Center, Louisville, KY
03/14/12	WVB	WVB hosted a DBE outreach meeting	31	Sheraton Hotel, Jeffersonville, IN
03/20/12	KYTC	WVB attended a DBE outreach meeting	42	Memorial Auditorium, Louisville, KY
03/23/12	One Southern Indiana	Diversity conference	21	Horseshoe Casino, New Albany, IN
05/16/12	NAWBO	ORB information meeting	23	Hyatt Regency, Indianapolis, IN
06/28/12	Metro Government	9th Window of Opportunity Reception	13	Water Tower, Louisville, KY
06/29/12	IFA	IFA DBE Networking Event	64	St. Stephen Church, Jeffersonville, IN
08/06/12	WVB	WVB hosted a DBE Outreach Meeting	56	Simmons College Campus, Louisville, KY

TABLE 4-2: WVB COMMUNITY AGENCIES AND ORGANIZATIONS CONTACTED

Date	Host	Event	Contact	Location
06/07/12	TMG	WVB met with TMG, Brad Mook	Brad Mook	TMG Offices, Louisville, KY
06/19/12	Louisville Urban League	WVB met with Engaging Solutions, Venita Moore	Venita Moore	Louisville Urban League offices, Louisville, KY
06/20/12	Louisville Urban League	WVB met with Indiana Strategic Resource Group, Aleta Mungal	Aleta Mungal	Louisville Urban League offices, Louisville, KY
06/21/12	WVB	WVB met with Kentuckiana Trucking, Kenny Aubrey	Kenny Aubrey	Crown Suites, Louisville, KY
06/29/12	WVB	WVB met with C. Lee Construction	Chip Lee	St. Stephen Church, Jeffersonville, IN
06/29/12	WVB	WVB met with Messier & Associates, Inc.	Fernando Messier	St. Stephen Church, Jeffersonville, IN
06/29/12	WVB	WVB met with J&B Steel Erectors, Inc	Brian Rummel	St. Stephen Church, Jeffersonville, IN
06/29/12	WVB	WVB met with TKT & Associates	Christy R. Jarboe	St. Stephen Church, Jeffersonville, IN
07/12/12	TSMSDC	Tri-State Minority Supplier Diversity Council Business Opportunity Expo	Suzanne Ruark	Kentucky International Convention Center, Louisville, KY
07/19/12	NAWBO	NAWBO 10th Year Anniversary Open House	Ellen Reitmeyer	Persimmon Golf Course
07/26/12	American Ready Mix	WVB met with American Ready Mix, Joe Lee Phillips	Joe Lee Phillips	American Ready Mix Offices, Louisville, KY
08/15/12	WVB	DBE/Workforce Community Inclusion Round Table and Discussion	Glenda Berry	Guthrie Mayes Offices, Louisville, KY
09/12/12	ASCE U of L	ASCE Meeting	Brooke Benton	University of Louisville

WVB will look first to the local community to fulfill the DBE goals of the Project. We understand that local involvement is important and will strive to maximize it through a concerted local outreach led by our DBE Team. Our second emphasis to obtain DBEs will be on a regional basis. WVB will look to the surrounding states for DBE firms that are or can be certified and eventually prequalified by INDOT for participation in the Project. Finally, WVB will look nationally for DBE firms that have demonstrated a positive track record with experience on other large projects similar to the Project.

A copy of WVB's DBE Matrix is at the end of this Preliminary Plan. **Table 4-3** represents information from the Matrix.

TABLE 4-3: DBE INVITATION/RESPONSE BREAKDOWN

DBE Contractors Identified by WVB	2,033
DBE E-Mail Invitation	1,459
DBE Attendees at WVB Outreach Events	237
Number of Expressions of Interest	54

C. SPECIALIZED DBE ATTENTION

WVB recognizes the Project's DBE firms require specialized attention. WVB provides this attention in the following areas:

1. Assistance and Resource Programs
2. Business Management
3. Mentor Protégé Program

The specialized attention is the combined efforts of the WVB and community agencies and organizations.

1. Assistance & Resource Programs

The trained WVB staff will meet the differing needs of small and disadvantaged businesses with a true sense of cooperation and partnership. This support will include:

- Pre-bid scope clarification
- Bid preparation
- Contract compliance
- Payment and procedural processes
- Determination of goals and standards
- Bonding
- Cash flow management
- Material purchasing

WVB took the initiative to identify community organizations and agencies that assist in disadvantage business development, including:

Women Business Center of Kentucky (WBC): WBC Director, Sharron Johnson, under the umbrella of the Small Business Administration, provides a platform for women entrepreneurs to start and grow their businesses. The WBC will be offering Women in Construction classes, which WVB identified as a DBE assistance program.

Louisville Community Development Bank Enterprise Group (LEG): The LEG provides emerging businesses with training, workforce services and assistance. WVB has identified the LEG as a DBE assistance agency and location for a DBE plan room.

Youth Build Louisville (YBL): YBL Director, Lynn Rippy, and WVB have a shared focus on the development of lives and communities in the Louisville area. WVB and YBL will work together on workforce development and DBE firm development training classes at the YBL campus in Louisville, Kentucky.

Metro Bank: WVB met with Metro Bank's President, Mr. Pedro Bryant, and have identified small business development loans that base the loan amount on contract award and two-party check systems that will allow DBE firms to add capacity without losing cash value.

In addition to the community-based resources, WVB offers in-house training classes benefiting the DBE firms. The training classes are as follows:

- Safety Training (e.g. OSHA 10-hour and 30-hour)
- Superintendent and Foreman Training
- Project Engineer Training
- Crane Awareness
- Profit/Loss Statement Training

WVB will offer these in-house classes free to DBE firms.

MANAGEMENT TRAINING

WVB jobsite project management training classes will be offered to all DBE firms..

2. Business Management

WVB regularly extends technical assistance to its DBE firms. Two areas of especial benefit to DBE firms on this Project and future projects include:

- Assistance with bonding
- Invoicing and payment

Assistance with Insurance and Bonding: Walsh Construction has introduced DBE firms to insurance and surety brokers in the past that have resulted in long-standing business relationships. Walsh-Vinci JV can also offer bonding assistance to DBE firms. Walsh-Vinci JV has a corporate bonding policy requiring all subcontractors and suppliers with contracts over $250,000 to provide payment and performance bonds unless upper management specifically waives this requirement. Walsh-Vinci JV specifically provides for this waiver based upon the firm's DBE status. For the Project, Walsh-Vinci JV will continue to assist DBE firms on an as-needed basis.

As part of the WVB DBE plan, we will provide assistance in overcoming limitations such as inability to obtain bonding or financing. This can be completed by simplifying the bonding process, reducing the requirements, eliminating the impact of surety costs from bids, and providing services to help DBEs and other small businesses obtain bonding and financing.

Explanation of Invoicing and Payment: All Walsh -Vinci JV subcontract agreements will contain a payment clause. This applies whether the subcontractor is a DBE firm or not.

- Subcontractors submit progress payment applications to Walsh-VINCI JV on a monthly basis for work performed for the previous month.
- Walsh-VINCI JV pays progress payments to subcontractors or DBEs no later than ten days after receipt of payment from Owner.
- As a prerequisite for payment, Walsh-VINCI JV requires subcontractors to provide certified payrolls, waivers, and affidavits as specified by applicable statute.
- To facilitate payments to all subcontractors and major material suppliers, Walsh-VINCI JV will implement TEXTURA as an electronic clearing house.

As part of the WVB DBE Plan, Walsh-VINCI JV will monitor and verify work committed and performed by DBEs on the Project. This information will be reported to IFA via affidavits to IFA stating the payments made to DBE firms.

DBE firms face unique financial challenges affecting their ability to respond to projects of this size and complexity. WVB realizes these challenges exist and commits to expediting the payment process to DBEs when possible such as weekly payments versus monthly payments thus offering financial assistance.

3. Mentor Protégé Program

The mission of the Mentor Protégé Program is to build effective working relationships between leaders of established companies and emerging DBE firms. This allows the emerging DBE businesses to benefit from the knowledge and experience of the established firm. The framework of the Mentor-Protégé Program is:

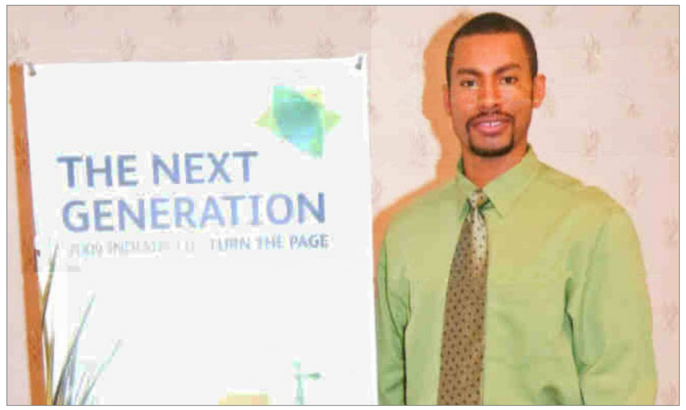
- Objective
- Process
- Selection
- Responsibilities

The WVB Mentor-Protégé Program is specific to the protégé's scope of work.

Program Objective: The objective of the WVB Mentor-Protégé Program is to cultivate an established small

CHIP LEE OF C.LEE CONSTRUCTION

C. Lee Construction, founded by Frederick 'Chip' Lee, is an established excavation, demolition and trucking company based in Griffith, Indiana. C. Lee Construction, founded in 2005, has been working with WVB on various projects in Northern Indiana for several years. C. Lee is a certified Indiana DBE/MBE firm selected by WVB to participate in the Mentor Protégé Program.



MESSIER LETTER TO WVB

"In addition, we are extremely excited that you and your team have offered us the opportunity to participate in your Mentorship program." - Fernando Messier, CEO

Messier & Associates, Inc.
Certified MBE, DBE & SBA 8(a)

P.O. Box 21293
Louisville, KY 40221
Phone (502) 515 2451
Cel (502) 240 9181
Fax (502) 213 9040
www.messainc.com

August 13th, 2012

Max Rowland
Project Manager
Walsh Construction
1260 East Summit Street
Crown Point, IN 46307

Dear Mr. Rowland,

I would like to express our gratitude to you and the Walsh Construction Group for the interest you have shown in our company and the services we can provide for your team regarding the Ohio River Bridges Project. Moreover, we are very pleased that you are committed to working with us on this project as part of your DBE participation.

In addition, we are extremely excited that you and your team have offered us the opportunity to participate in your Mentorship program. I feel very strongly that this invitation in particular will be the most beneficial to our company and its future. The knowledge and experience we will gain from this endeavor will serve as a benchmark to springboard our company to the next level.

We are truly very grateful and look forward to working with you in the near future.

Sincerely,

Fernando Messier
CEO

Some of our Certifications

SBA 8A Certified | INDOT | Kentucky Transportation Cabinet | MSD

8/24 28

business ready to grow to the next level, promote growth in the Louisville/Southern Indiana economy, and leave a positive benchmark on the community. The program enables DBE firms to:

- Secure financing and loans, allowing them to take on additional responsibilities and scope
- Train existing staff and prepare newly-trained tradespeople to round out their workforces
- Diversify existing services and add new services
- Train and recruit to broaden their base of services

Program Process: WVB strongly believes that being a mentor is not just subcontracting work to small businesses. The mentor-protégé relationship involves:

- Working together in monthly meetings
- Developing and implementing the protégé business plan to obtain the desired results
- 24 module classroom training provided by Mentor
- Providing guidance to allow these firms to be successful in the short and long term.

Program Selection: The companies targeted to participate will have a desire to make their business plan work and are committed to making their business successful. WVB targets firms that are looking for a long-term relationship, which increases the likelihood of success. WVB will team these firms with large subcontracting firms who offer opportunities to share skills and expertise in areas of design, engineering, and construction. Working through faith-based and community-based organizations with our Mentor-Protégé Program, we will target established local DBE firms in the Louisville Community.

Roles and Responsibilities: The mentor assists the protégé in developing implementation plans, which identify the needs, actions, and results required for the protégé to be successful.

WVB management team will provide mentoring opportunities to DBE firms on the Project. Through the one-on-one mentoring experience, many of our subcontractors increase their technical capability, staff size, and ability to pursue a larger scope of future work. As a seasoned mentor, WVB provides formalized mentoring to subcontractors who show exceptional determination and potential. In those cases, we offer side-by-side review and discussions with key staff, strategies and encouragement regarding work procurement, risk management, planning, scheduling, billing, productivity, safety, and quality.

WVB is actively meeting with DBE firms concerning mentoring possibilities. Additionally, WVB has mentor-protégé commitments with the following DBE firms on this Project:

- **C. Lee Construction Services,** Griffith, IN
  Owner: Frederick "Chip" Lee
- **Messier & Associates Inc.,** Jeffersonville, IN
  Owners: Fernando and Juan Messier

A copy of the preliminary WVB Mentor-Protégé Plan can be found at the end of the Section.

D. ENCOURAGING PARTICIPATION OF DBE FIRMS AND IDENTIFYING POTENTIAL SCOPES OF WORK AND PACKAGING OF WORK SCOPES

WVB will structure scope packages and buildable units to provide the maximum availability of work to the DBE firms. We will consider, where appropriate, breaking bid packages in time units as well as scope units, which will aid in providing maximum opportunities to identified DBE firms limited by prequalification or bonding limits.

Dividing Work Into Economically Feasible Units

The size and complexity of the Project lends itself to dividing the work by the three Project sections: the Kentucky Approach; the Ohio River Bridge; and Indiana Approach. Instead of one large complex project, WVB will construct three smaller projects concurrently.

The design and construction of the Project will extend over multiple construction seasons. In order to create size-appropriate bid packages (economically feasible units) for small and emerging business capabilities, Walsh-VINCI JV will consider dividing project packages by section and construction season. This division will assist DBEs faced with prequalification and bonding limitations. For example, if a potential DBE firm is currently prequalified to execute $5,000,000 annually in bridge construction, but is interested in quoting $8,000,000 over duration of the project, Walsh-VINCI JV will issue two annual $4,000,000 subcontracts and submit a Subcontract Request Form for $4,000,000. A second Subcontract Request Form will be issued when the first $4,000,000 of work is completed. This will help to achieve the DBE goal, and will help in the overall growth of the DBE company as it builds financial strength and confidence to perform larger projects. This approach maximizes the engagement of local DBE firms.

Identifying Percentage of the Total Project

WVB has identified many subcontracting opportunities for construction and design, as well as opportunities for material supply. WVB communicates these opportunities through personal contacts, outreach meetings and DBE opportunity seminars. A complete listing of all DBE contacts made by WVB is included in our Project DBE Matrix, found at the end of this section.

WVB will base anticipated DBE participation for the Project on the values of subcontracting packages intended for award to DBEs. We will express our anticipated DBE participation amount as a percentage of the total amount of the Project. **Table 4-4** lists these anticipated procurements by scope packages, interested DBEs, and potential percentage. As indicated in this Table, WVB intends to exceed the 9% DBE goal for the Project.

After award, WVB will communicate and track the actual DBE participation on a continual basis throughout the Project using a monthly DBE Report. The DBE Report will list each DBE firm, their estimated value of work, original contract amount, amount paid for period, and amount paid to date. A Sample DBE Report can be found at the end of the Section.

TABLE 4.4-1: WVB ANTICIPATED DBE PARTICIPATION

Scope Package	Potential DBEs	Potential %
Aggregate Haul	Messier & Associates	0.07%
Clearing	King's Trucking & Excavation	0.01%
Bridge Builders	Cherokee Construction and Excavation, LLC Free Contracting, Inc. Jones and Bourland, Inc. NWK Construction Inc. PBTHNOJJ Constrcution Company, Inc. Vic Enterprises	0.01%
Concrete and Flatwork - Miscellaneous	Pioneer Associates, Inc. Eaton Construction Co., Inc. DC Concrete, LLC Martin Asphat and Concrete Construction Seven Seas Construction	0.04%
DBE Consultants	Engaging Solutions Indiana Strategic Resource Group United Construction & Design Group Vick Strategic	0.01%
Design Consultants	Corn Island Archaeology K&S Engineers Khafra Engineering; Rangaswamy & Associates Shrewsberry & Associates Third Rock Consultants	0.01%
Drainage	Spartan Construction Inc. Corbitt & Sons Seven Seas Construction Leong Enterprises C & L General & Mechanical Maintenance Reyes Group, Ltd.	0.01%
Electrical	T.E.M. Electric Company	1.01%
Excavation and Embankment Construction	HTA Enterprises C Lee Construction Central Engineering & Construction Assoc.	1.16%
Fuel and Petroleum Supplier	Big Meadow Oil, Inc. Jacobi Oil Services	0.01%
General Conditions	Mezzetta Construction	0.01%

Scope Package	Potential DBEs	Potential %
Guardrail, Attenuators, Fence, Signals	NWK Construction Inc. Contractors Corporation C-Tech Corporation Dallas Dean, Inc. JAG, Inc. CLS Industries Professional Fence Co.	0.16%
Highway Lighting, Traffic Signals, Fiber Optic Cables, ITS	Bansal Construction Inc. The Hoosier Company	0.01%
Landscaping	B&B Contracting C.A. Fulkerson Cedar Valley Earth Images Environmental Landscape NWK Construction Inc.	0.31%
Precast Beams - Furnish/ Install	Choice Construction Javier Steel Corporation; Amelie Construction & Supply, LLC	0.53%
Quality Control and Materials Testing	Barr & Provost Resource International,Inc.	0.01%
Reinforcing Steel - Furnish	Circle City Rebar, Inc.	0.76%
Reinforcing Steel - Install	J & B Steel Erectors D.T. Read Steel Company Bar-Tie Reinforcing, Inc. Javier Steel Corporation	0.01%
SIP Forms - Furnish and Install	J & B Steel Erectors Javier Steel Corporation	0.30%
Structural removal and demolition	Cherokee Construction and Excavation, LLC CINCO, Inc L.L. Brown Construction HCL, Inc.	0.01%
Structural Steel - Furnish and Install	Choice Construction Amelie Construction & Supply, LLC Javier Steel Corporation; Louisville	0.01%

Scope Package	Potential DBEs	Potential %
Structural Steel - Painting and Coating	Atlantic Painting Central Painting Antoine Adams Painting, Inc.	0.01%
Survey	Barr & Provost, Inc Classicle, Inc. Jacobi, Toombs and Lanz Structure Designs United Construction & Design Group Vision Engineering;	0.01%
Sealing and Masonry Coating	Cardinal Indiana, Inc. Eaton Construction Co., Inc.	0.01%
Readymix Concrete	Advanced Ready Mix AR Concrete & Supplies, LLC American Ready Mix Bancroft Group	2.89%
Traffic Maintenance	K.V.W.V. Traffic Control Holdings, Inc. M.A.S. Markers, Inc. S&T Partners, LLC d/b/a Traffic Control Services B&B Contracting	0.01%
Trucking	King's Trucking & Excavation C Lee Construction Hoosier Bulk Transport, Inc. K&A Trucking, Inc. LRP Trucking Messier & Associates Nubian Transport Management, Inc. Oatts Trucking MU Trucking	1.84%
POTENTIAL TOTAL DBE PARTICIPATION		**9.23%**

OUTREACH EVENT
WVB Project Manager, David Sikorski, along with personnel from Walsh and Jacobs, at an outreach event.

E. REQUIRING MAJOR SUBCONTRACTORS TO PROVIDE DBE PARTICIPATION

Major subcontractors on this Project include design consultants, electrical, signage, asphalt paving, excavation, aggregate suppliers, guardrail/fencing, structural and reinforcing steel erection, bridge construction, tunneling, landscaping, and trucking. This accounts for 30 percent of the overall Project value. WVB will require, and assist, any subcontractor awarded on the Project to meet the DBE goal for their individual scope of work whenever it is reasonably achievable.

Walsh-VINCI CJV will utilize the same Subcontract Agreement document for all subcontractors. All subcontractors will be required to report their DBE participation on a monthly basis throughout the life of their contract for inclusion on the DBE Report. Additionally, the WVB Team will review the subcontractor DBE progress reports monthly.

EXAMPLE MONTHLY DBE REPORT
This is an example of a Monthly DBE Report the WVB will provide to IFA.

F. REPORTING OF DBE PROGRESS TO IFA AND WVB EXECUTIVE MANAGEMENT

WVB will provide monthly DBE status reports to IFA as well as our Executive Committee. This report will summarize recruitment strategies and results to date, reporting on outreach events, and communication to the community. WVB will provide current DBE participation percentages details, discussions of status and progress. WVB will also outline future strategies to achieve or exceed the goals.

Dispute Resolution Process

All Walsh-VINCI CJV subcontract agreements contain a dispute resolution clause. This applies whether the subcontractor is a DBE firm or not. The law of the state in which the project is located governs these agreements. All claims resulting from work on the Project will follow the administrative process outlined in this section. This applies to all firms.

Process for Effective and Timely Communications with DBE Subcontractors

Communication with the DBE and small business community and stakeholders organizations is an important component in making the DBE subcontracting plan a success.

Advertising: Dissemination of information to the community will come in multiple forms and include information on the contracting process, contact information, supply, subcontracting and consulting opportunities with the timelines, technical assistance opportunities, and scheduled events. These forms include:

- Project website
- Electronic communications through e-mail
- Quarterly newsletters
- Social media through Facebook or Twitter
- Interest form
- Feedback form

WVB will evaluate the feedback and interest forms on a regular basis and implement strategies and changes that should be made based on information from the evaluations.

Process for Managerial and Technical Performance Reviews, Feedback, and Improvement

Not all DBE or small business firms have the managerial or technical resources necessary to compete with their industry peers thus affecting their ability to successfully respond to procurements of this size and complexity. WVB provides DBE subcontractors direct support related to cost estimating, staffing, scheduling, contract compliance, bid preparation, financial assistance, cash flow management, job planning, certified payroll processing, and record keeping.

On this Project, WVB will review DBE firm performance and provide feedback:

- **Daily:** Walsh-VINCI CJV jobsite personnel will work with DBE staff on a daily basis concerning job planning and job scheduling. This will include discussion of means and methods to accomplish the required construction tasks. Each DBE firm has an assigned Project Engineer or Assistant Project Manager to assist and direct the DBE firm on a daily basis.
- **Weekly:** Attendance at weekly job progress meetings by DBE firms is encouraged to discuss important project topics and future scheduling requirements.
- **Monthly:** Each month, WVB will review and discuss the monthly progress payment application, certified payroll submittals, monthly schedule updates, and other record keeping requirements.
- **Annually:** WVB will review, verify, and report to IFA the DBE firms completed work amount that contributes to DBE Participation Goal.

G. ONGOING POST BID ACTIVITY LEGACY

The nature of the design-build process provides for potential post-bid involvement of DBE firms. Through the pre-bid period we have, through outreach events and personal contacts, created an extensive list of potential DBE firms. As the design process progresses, WVB will continue to evaluate the work available with the capabilities of the potential DBE firms in mind. We are committed to providing opportunities to the DBE community throughout the duration of the project.

4.1.3 PRELIMINARY WORKFORCE DIVERSITY AND SMALL BUSINESS PERFORMANCE PLAN

WVB's Preliminary Workforce Diversity/Small Business Performance Plan is designed to grow a workforce, not just for this Project, but also for sustainable careers in the construction industry. A diverse and well-trained workforce is vital to the economic growth and longevity of the Louisville and Southern Indiana area. The challenge is getting an adequate labor pool to meet the demands of this Project, future transportation projects, and the construction industry in general. With the commitment of the WVB leadership and management, the WVB will exceed the 15 percent minority and 10 percent female workforce goals using the following Workforce/EEO Plan outline:

- ***A.*** WVB Diversity Management Team
- ***B.*** Proactive Workforce Outreach and Recruitment
- ***C.*** Education and Training Employees
- ***D.*** Retention
- ***E.*** Benchmark and Accountability
- ***F.*** Integration and Legacy

A. WVB DIVERSITY MANAGEMENT TEAM

WVB's Diversity Management Team consists of Brenda Wolf, Doug Cunningham, Marvin Jackson, and Maurice Sweeney. Each has extensive experience in the diversity and workforce development field. The Team's role will be:

- Identifying and aligning the supply of local minority and female workers.
- Establishing partnerships, using existing workforce and disadvantaged business supportive services.
- Identifying "assist agency" community-based and faith-based organizations for training programs.

The role of community-based and faith-based community organizations will include supplying and training skilled and unskilled labor personnel. The faith-based community organizations will further facilitate outreach and communication to neighborhoods and surrounding communities.

B. PROACTIVE WORKFORCE OUTREACH AND RECRUITMENT

WVB's team is sensitive to the importance the Project has in energizing the local economy and providing jobs either directly through employment on the Project or through subcontracting with local firms and suppliers.

WVB is fully aware of the work volume projected for the Louisville region through 2016 and has factored those anticipated workforce demands into planning for the Project.

As a member of the WVB Team, Walsh Construction Company brings a wealth of experience in developing and implementing similar programs throughout the area. For example:

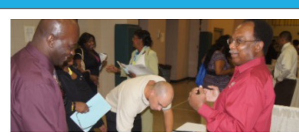
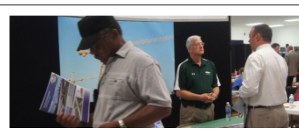
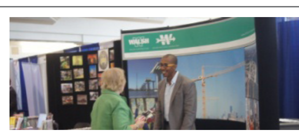
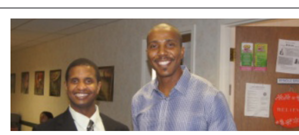
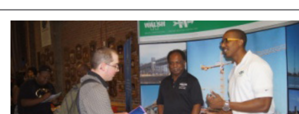
- **The Dan Ryan Expressway Project, Chicago, IL**
  Minority hiring goal of 19.6 percent and achieving 48 percent
- **Marquette Interchange, Milwaukee, WI**
  Achieving 22 percent minority workforce

While past performance is one indicator used to forecast future results, the WVB DBE Workforce/EEO Plan serves to assure that WVB will work diligently to build the necessary resources to support proven approaches. Furthermore, concentrated efforts will focus on the development of new creative strategies to enhance community integration through equal employment opportunities (EEO). The result will be a viable plan designed to achieve ambitious yet realistic workforce utilization goals on the Project.

WVB's approach for encouraging participation in the Workforce/EEO Plan begins with knowing the area demographics and collaborating with the existing community organizations to find interested and qualified minority and female applicants to enter the project training programs. WVB will develop a candidate pool that is representative of the population to meet the goals of the Project. At the same time, we will increase our apprenticeship requirements to give more individuals an on-the-job experience. This does not happen on its own. We have to get individuals into these positions, assist them, and bring them together with those who can help. We will make this happen!

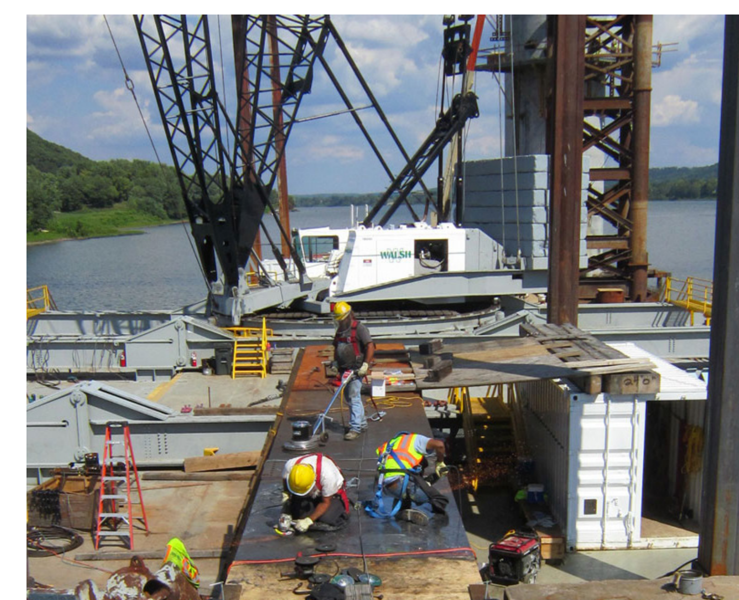
The WVB Workforce/EEO Management Team actively participated in events shown in **Table 4-5**.

TABLE 4-5: WVB WORKFORCE/EEO MANAGEMENT TEAM COMMUNITY OUTREACH EVENTS

Date	Event Photo	Host	Event	Location
06/27/12		Louisville Urban League	2012 Career Expo	Jeffersontown Community Center, Jeffersontown, KY
07/27/12		Congressman Yarmuth	Congressman John Yarmuth's Veterans Job and Resource Fair	United Auto Workers Hall
08/02/12		MBE – Lexington	Minority Business Expo	RUPP Arena, Lexington, KY
08/23/12		Power of Work KY	Kentuckiana Works – Power of Work Job Fair	The Heyburn Building, Louisville, KY
08/29/12		University of Louisville	U of L Part-Time Job Fair	University of Louisville Campus, Louisville, KY

JOB-READINESS PLAN IN ACTION

WVB has proactively set the Job Readiness Plan in action through the Louisville Urban League's Construction Pipeline Training Program. Graduate Nacee Server is currently working on the Walsh Construction Company's Milton-Madison Bridge project as a laborer in the Local Union 795.



C. EDUCATING AND TRAINING EMPLOYEES

WVB is not recruiting a workforce simply to achieve or satisfy a number. We are recruiting individuals to invest in and train, strengthening the Louisville/Southern Indiana workforce. WVB will educate employees by utilizing a combination of the following programs:

1. WVB Job Readiness Training Program
2. WVB On-the-Job Training Programs (OJT)
3. Career Partnering and Mentoring
4. Kentucky Engineering Scholars Program (KESP)

The training will be the combined efforts of the WVB and community-based programs.

1. WVB Job Readiness Training Program

Working directly with local organizations that have established training programs is an important first step in building participation. WVB has started this process by meeting directly with the Louisville Urban League and discussing how WVB can use their Kentuckiana Works Construction Pipeline Pre-Apprenticeship Training Program as an avenue for feeding qualified individuals into union apprentice programs and WVB OJT programs. It is our intent to capitalize on the already established local community organization programs as a source for local qualified applicants. WVB proactively set the Job Readiness Plan into action: WVB Team Member, Walsh Construction Company, has employed a recent Construction Pipeline Training Program graduate, Nacee Sarver. Nacee is a laborer on Walsh's current Milton-Madison Bridge Project, a project that connects Milton, Kentucky, with Madison, Indiana, over the Ohio River. Nacee arrived on the project with all the soft-skill requirements for the position. His employment with Walsh Construction Company stands as a testimonial to the success of this local job-readiness training program.

TABLE 4-6: WVB COMMUNITY BASED OUTREACH MEETINGS

Date	Host	Event	Contact	Location
06/19/12		WVB met with the Canaan Community Development Corporation	Terra Levell	Canaan Community Development Corporation, Louisville, KY
06/20/12	Louisville Urban League	WVB met with Louisville Urban League, Center for Workforce Development	Juanita Sands	Louisville Urban League offices, Louisville, KY
06/20/12	WBC Women's	WVB met with WBC of KY.	Sharron Johnson	Women's Business Center of Kentucky Offices, Louisville, KY
06/20/12	GTS Staffing	WVB met with GTS Staffing	Sonya Ragland	Goodwill Temporary Staffing Offices, Louisville, KY
06/21/12	Americana	WVB met with Americana Community Center	Emile Dyer	Americana Community Center, Louisville, KY
07/12/12	MB Metro Bank	WVB met with Metro Bank	Pedro Bryant	Metro Bank Offices, Louisville, KY
07/13/12	Job Corps	WVB met with Whitney M. Young Job Corp., Louisville, KY	Felicia Lee	Job Corp, Louisville, KY
07/26/12	Power of Work	Kentuckiana Works – Power of Work Program	Elvin Stampley	Power of Work Offices, Louisville, KY
08/06/12		WVB met with the Greater Louisville Building and Construction Trades, AFL-CIO	Dr. Joe Wise	Greater Louisville Building Const. Trades Office, Louisville, KY
08/23/12	YouthBuild Louisville	Met Youth Build Louisville	Lynn Rippy	Youth Build Offices, Louisville, KY
08/29/12	OUR FATHER'S HOUSE	Met Our Fathers House	Mike White	Our Fathers House Campus, Louisville Kentucky
09/21/12		Harambee Community Outreach Celebration Job Opportunity Fair	Terra Levell	Canaan Development Corp. Offices, Louisville, KY
10/03/12		University of Louisville Engineering Career Fair	Angela Cline	Papa John's Stadium, Louisville, KY

During the design phase of the Project, WVB will continue to use pre-apprentice job-readiness training programs to target and integrate local residents to fill laborer and skilled trades construction jobs. The databases from these programs will:

- Provide the number of people that are interested in careers in construction.
- Assist with increasing minorities and women into the workforce.
- Attract active cooperation of participants in the WVB DBE Mentor-Protégé Program.
- Provide applications from interested individuals.
- Provide a break down on minority and women in various trades and skill levels.

In addition to the Urban League's program, WVB will utilize other job-readiness resources from these local organizations:

- **Kentuckiana Power of Work Program**
  Director: Elvin Stampley
- **Lexington Minority & Women Contractor Training Program**
  Director: Marilyn Clark
- **Hispanic/Latino Coalition**
  Director: Emily Dyer
- **Canaan Community Development Center**
  Director: Terra Leavell
- **Women Business Center of Kentucky**
  Director: Sharron Johnson

The WVB Workforce Team has contacted or met with the following community-based workforce agencies and businesses in defining their respective or potential roles within the Project's implementation of the community outreach element of the Workforce/EEO Plan shown on **Table 4-6**.

WVB has begun taking the following steps to work with community-based organizations to identify qualified individuals for participation in this Project:

- Advise all employment offices, trade schools, and colleges attended by substantial numbers of minorities that the Project-related contractors are hiring minorities/women qualified for various trades/crafts positions.
- Review any allegations or reasons for rejection of any minority/women individual referred for employment (should circumstances require).
- Visit employment and minority/women-owned organizations who can refer qualified applicants and develop relationships with them.
- Send written notices to all appropriate organizations to solicit qualified applicants.

2. WVB On-the-Job Training Program (OJT)

The primary objective of the WVB On-the-Job Training Program (OJT) is to bring minorities, women, and disadvantaged persons from apprentice status to a fully-experienced employee. The OJT Program provides the opportunity and training for disadvantaged individuals that may not otherwise have such an opportunity to learn a skill or trade. WVB is committed to participate in an OJT program consistent with INDOT and KYTC's On-the-Job Training Programs. The WVB Workforce/EEO Plan will exceed the Project goals. WVB Team Member, Walsh Construction Company, presently has eleven trainees enrolled in approved training programs on four INDOT projects. WVB addresses OJT through the following three avenues:

- College and High School Co-Ops
- Professional OJT
- Trade specific OJT

Walsh-VINCI JV is very familiar with EEO requirements on federal-aid highway contracts, and Walsh currently is signatory to the INDOT 2012 OJT Training Program and Partnership Agreement.

College and High School Co-Ops: WVB will provide construction industry exposure to local community high schools and colleges in a variety of ways. WVB will use established contacts with these schools to offer speaking engagements to talk about the Project and the professionals or trades involved. WVB will offer students the opportunity to be involved with a tour of the site as part of a field trip. These efforts to expose students to the Project and related professions have been very successful in the past. WVB members began this process by meeting with the University of Louisville ASCE Student Chapter on September 12, 2012, presenting Project highlights and information.

WVB will work closely with local universities to recruit, train, and retain professional workers. WVB will employ both interns and co-op trainees and target minority and female trainees from:

- Iroquois High School
- Fairdale High School
- Central High School
- University of Kentucky
- University of Western Kentucky
- University of Louisville
- Purdue University
- Ball State University
- Rose-Hulman Institute of Technology

Walsh-VINCI JV will use existing, time-tested internship/co-op programs as the basis for the white-collar OJT program.

Professional OJT: WVB's lead design firm, Jacobs, and its design consulting firms and subconsultants, will employ a minimum of four trainees on the Project. These trainees will gain experience in the areas of bridge design, highway design, CAD drawing, and shop drawing reviews as well as other design functions.

Walsh-VINCI JV and subcontractors will employ ten professional trainees for a minimum of 800 hours (**Table 4-7**).

TABLE 4-7: WHITE COLLAR TRAINING PROGRAM MINIMUM 800 HOURS PER TRAINEE

Firm	Tasks	Hours
CONSTRUCTION	Safety	100
	Surveying	200
	Construction Services	100
	Quality Control	100
	Construction Management	100
	Quality Accounting	100
	Cost Accounting	100
	Total	800
DESIGN	Bridge Design	100
	Highway Design	200
	Drainage Design	100
	CAD Design	300
	MOT Design	100
	Total	800

Trade-Specific OJT: WVB will offer a pre-apprentice program that provides training in the skilled construction trade classifications. Standard training programs for each craft classification are included in the OJT Program. The program ensures that the trainees consistently receive the level and quality of training necessary to perform in their respective skilled trade classifications. Each developed training program details the skills provided to the trainee and the minimum number of training hours received in each trade. As each training activity is completed, periodic reviews are required and specific detailed information provided indicating when, where, and the number of hours completed for each activity.

Often minorities and women have difficulty in pursuing skilled labor jobs because of a lack of exposure to the trades and an understanding of the prerequisites required to enter the trades. WVB will work through faith-based and community-based organizations to educate potential applicants about the different trades and the skills needed to enter these trades. The program provides an opportunity for interested candidates to go through a multi-step, pre-screening process to evaluate each candidate's ability to pass the requirements necessary to enter the training program.

As a union employer, Walsh-VINCI JV will work closely with local labor unions to recruit trainees/apprentices. Walsh-VINCI JV and the unions will distribute the trainees among the work classifications based on the Project needs and the availability of journeymen. The anticipated number of trade trainees to be used is shown in **Table 4-8**. Trainees from the local area will be encouraged and utilized. In addition to the local labor unions providing minority and female apprentices, WVB will conduct systematic and direct recruitment through public and private sources likely to yield minority and women trainees, to the extent that such persons are available.

TABLE 4-8: TRADES TRAINING PROGRAM

Walsh-VINCI JV and its subcontractors estimate the number of trade trainees utilized is to be no less than 65 over the duration of the project.

Trade	Number
Pile Drivers	5
Iron Workers	10
Carpenters	13
Operating Engineers	12
Laborers	25
TOTAL	**65**

Walsh-VINCI JV will retain primary responsibility for meeting the training requirements for trade trainees employed and trained by project subcontractors. Where applicable, training special provisions will be a part of the subcontract agreements.

WVB has already contacted the local unions to discuss OJT requirements. On August 8, 2012, WVB met with Joe Wise of the Construction Trades Council along with Tim Murphy, Job Placement Director for the Construction Pipeline. The group discussed a plan to "ramp-up" the number of individuals entering the construction trades training programs in anticipation of the Project. the Louisville Urban League offers graduates from the Construction Pipeline Pre-Apprentice Program, "fast-tracking" through union-sponsored "boot-camps". This "fast-tracking" will prepare individuals for formal entry into the established trade union apprentice programs.

JOBSITE SAFETY TRAINING

WVB will furnish detailed workforce requirements on a timely basis to aid in the scheduling of these training programs. The union apprenticeship programs have pre-established offsite training in addition to the on-the-job training that will take place. Apprentices have school-type training that they will attend during the construction season. They will attend these training sessions away from their normal duties (usually one week in duration) on the Project with no fear of losing their employment. Upon return, they will return to their previous position.

3. Partnering and Mentorship Program

Another unique component of the WVB Workforce/EEO Plan is our Partnering and Mentorship Program. This program includes mentoring opportunities for unskilled labor desiring to enter the skilled trades, and high school, college, and graduate students intersted in construction management, engineering, and architecture. WVB also supports existing locally-based individuals who may need assistance to re-enter the construction workforce.

The mentoring program offers opportunities to disadvantaged high school and college students with internships on the Project. The program will give students hands-on exposure to the day-to-day operations of the Project during both summer and winter breaks. WVB will seek prospective candidates from local higher educational facilities and will select the most qualified students at varying grade levels, based on grades, community service, and recommendations from their professors. The internships will continue throughout the duration of the Project as long as interns maintain their grades. WVB will replace any intern that leaves the program with a qualified applicant. Upon successful college graduation, WVB will seek a permanent position for graduates depending on their education and field of concentration.

As an integral part of the Workforce/EEO Plan, WVB will conduct training and mentoring educational workshops throughout the life of the Project. We plan to have training meetings or mentoring workshops in the following areas:

- Safety Training
- General Training
- Project Progress Meetings
- Project Partnering Meetings
- Training Workshops for OJT Trainees
- Training Workshops for Individual Mentorships

4. Kentucky Engineering Scholars Program (KESP)

WVB will reinstate the Kentucky Engineering Scholars Program (KESP). Maurice Sweeney, WVB's Diversity and Inclusion Advisor, was the co-creator and director of the Kentucky Engineering Scholars Program. As in the original KESP, all of WVB's Team Members are committed to creating and leaving a legacy as a product of the Project. As a part of this lasting legacy, WVB plans to reach out to the community, particularly to women and minorities, encouraging them to consider a career in the civil engineering field. The intent of KESP is to inform young adults of support and guidance available for in the form of mentoring, information, and employment opportunities.

The primary goal of the KESP is to graduate traditionally under-utilized students in the transportation field of civil engineering by sustaining interest in and assisting with appropriate preparation for the work force. The KESP will target economically- and socially-disadvantaged high school students interested in civil engineering and guide them into the appropriate programs at their respective schools, promote the field of transportation engineering, provide part-time and summer employment opportunities, and offer mentoring services to participants.

The number and quality of underprivileged students entering the work force is a general concern among the engineering community. Colleges and universities are deficient in minority or female students with proper preparation for continued education in the civil engineering field. WVB hopes to increase this number through efforts involved with the KESP and the cooperation of high school and university staff.

WVB will require all member firms, including designers, consultants and subcontractors, to participate in the KESP on a volunteer basis. A draft copy of WVB's KESP can be found in the appendix of this section.

D. RETENTION

A part of WVB's commitment to workforce diversity and long-term investment in the Kentuckiana area is the retention of employees. WVB is working with local agencies and support services to provide avenues for continuing education classes and workshops for employees. WVB has initiated this installment of the workforce plan by meeting with local agencies such as:

- Greater Louisville Building and Construction Trades Office
- Job Corps, Whitney M. Young Center
- Kentuckiana Minority Business Council
- Kentucky Division of Workforce

WVB requires all subcontractors and suppliers to commit to achieve the Project goals. Project-specific contract language and contract response forms, outlined in the EEO agreement, will be made a part of all contract documents. WVB will use the resources of inclusion consultants, designers, subcontractors, and local resources to help create positive economic impact and provide significant areas of economic opportunity as a result of this Project.

E. BENCHMARK AND ACCOUNTABILITY

WVB will monitor the Workforce/EEO Plan, along with people who are local advocates, for the commitments we plan to announce and the successes we will achieve. We will exceed the 15 percent minority and 10 percent female workforce goals for the Project.

WVB will track and review results, and modify the Project-specific plan, to ensure targets are achieved. By measuring WVB performance on a specific basis using up-to-date utilization statistics the Workforce Team can make adjustments that will satisfy both WVB and Project goals. This process includes:

- Monitoring with multiple levels of input and community oversight.
- Assessing the defined performance criteria.
- Modifying to accommodate the workforce needs and Project requirements.

To measure the Project's success in obtaining broad-based diversity, WVB will verify workforce participation by:

- Holding monthly meetings with IFA, INDOT and KYTC to review workforce participation against the Project goals.
- Submitting monthly and semi-annual reports.
- Requiring monthly reports from subcontractors and reviewing performance with them.

To measure the Project's success in obtaining OJT goals, we will verify participation by:

- Holding all subcontractors to EEO regulations
- Submitting trainee introduction and termination/completion forms, and monthly trainee reports
- Submitting monthly total workforce reports
- Submitting quarterly trainee evaluations
- Submitting annual report

WVB will verify the success of the program through proven methods of tracking and reporting, striving for constant improvement.

OUTREACH
DBE Compliance Advisor, Doug Cunningham, speaking to job applicants at the Jeffersontown Career Fair.

F. INTEGRATION AND LEGACY

Once the Project is completed, WVB is committed to leaving the workforce with retained skills to ensure their future productivity. WVB's Workforce/EEO Plan will train and integrate the minority/disadvantaged workforce into the construction industry, leaving them with jobs skills they can apply locally or nationally.

In order to achieve the Project's goals and objectives, WVB has outlined a plan of action that moves words from paper to pavement. WVB does not take these commitments lightly and sees the Workforce/EEO Plan as a document stressing interdependent activities designed to bring multiple benefits to all stakeholders of the Louisville and Southern Indiana community.

FIGURE 17: KENTUCKY ENGINEERING SCHOLARS PROGRAM
Maurice Sweeney, WVB's Diversity and Inclusion Advisor and creator/former director of the KESP, presenting a student award.

SUBCONTRACTOR EXPRESSION OF INTEREST

OHIO RIVER BRIDGES
East End Phase

WALSH VINCI BILFINGER BERGER JACOBS

Interested in working together?
Fill out the form below and e-mail to
ORBEastEndProject@walshgroup.com

Please provide contact information:

FIRM NAME		CONTACT NAME		
STREET ADDRESS		CITY	STATE	ZIP
OFFICE PHONE	CELL PHONE	EMAIL		

What scope of services does your firm provide? (check as applicable)

[ ] Aggregate Supply	[ ] Earthwork	[ ] Landscaping	[ ] Trucking
[ ] Asphalt Paving	[ ] Electrical	[ ] Painting	[ ] Utility Services
[ ] Concrete Paving	[ ] Excavation	[ ] Rebar	[ ] Other:_____
[ ] Demolition	[ ] Fencing	[ ] Signage	[ ] Other:_____
[ ] Drainage	[ ] Formwork	[ ] Site Clearing	[ ] Other:_____

Tell us about your DBE and Prequalification status:

Are you currently a certified DBE Firm? (check one)	**Are you currently prequalified?** (check one)
[ ] Yes, in Kentucky	[ ] Yes, in Kentucky
[ ] Yes, in Indiana	[ ] Yes, in Indiana
[ ] No	[ ] No

If certified, please provide the following information:

CERTIFYING AGENCY	CERTIFICATION NUMBER	CERTIFICATION TYPE:
		[ ] Disadvantaged Business Enterprise (DBE) [ ] Minority Business Enterprise (MBE) [ ] Woman-Owned Business Enterprise (WBE)
CERTIFYING AGENCY	CERTIFICATION NUMBER	CERTIFICATION TYPE: [ ] Disadvantaged Business Enterprise (DBE) [ ] Minority Business Enterprise (MBE) [ ] Woman-Owned Business Enterprise (WBE)
CERTIFYING AGENCY	CERTIFICATION NUMBER	CERTIFICATION TYPE: [ ] Disadvantaged Business Enterprise (DBE) [ ] Minority Business Enterprise (MBE) [ ] Woman-Owned Business Enterprise (WBE)

Other Comments?

Build the Future with us…
OHIO RIVER BRIDGES

NEXT STEPS…

1

OBTAIN DBE CERTIFICATION with either the **Indiana Department of Transportation** or the **Kentucky Transportation Cabinet**.

Indiana: Visit the Indiana government website to first register with the State of Indiana: *http://www.in.gov/idoa/2464.htm*

Kentucky: Visit the KYTC website for the application and additional information: *http://transportation.ky.gov/Civil-Rights and Small Business-Development/Documents/UCP-Application.pdf*

Then, complete the application for DBE/ACDBE certification by visiting: *http://www.in.gov/indot/2748.htm*

2

PREQUALIFY YOUR BUSINESS with either the **Indiana Department of Transportation** or the Kentucky Transportation Cabinet.

Indiana: For more information about INDOT's prequalification process visit the following website for complete details and the application form: *http://www.in.gov/indot/2740.htm*

Kentucky: For information regarding KTYC prequalification, see the information included in this packet and visit: *http://www.transportation.ky.gov/Construction-Procurement/Pages/Prequalification.aspx*

3

STAY INFORMED! Complete the Subcontractor Expression of Interest form in this packet to keep up-to-date on specific subcontracting opportunities.

A wealth of DBE information specific to the Ohio River Bridge Projects can be found at: *http://www.kyinbridges.com/disadvantaged-business-enterprise/*

Or, email us:

ORBEastEndProject@WalshGroup.com

Build the Future with us…
OHIO RIVER BRIDGES

Indiana Forms…

1

OBTAIN DBE CERTIFICATION

Attached is the Indiana State Registration form for Indiana as well as the DBE/ACDBE Certification form. For more information, visit the Indiana government website *http://www.in.gov/idoa/2464.htm* and Indiana DOT's website *http://www.in.gov/indot/2748.htm.*

2

PREQUALIFY YOUR BUSINESS

Attached is the Indiana Prequalification Application. For information regarding INDOT's prequalification process, visit *http://www.in.gov/indot/2740.htm.*

If you need help, email us:

ORBEastEndProject@WalshGroup.com

Build the Future with us…
OHIO RIVER BRIDGES

Kentucky Forms…

1

OBTAIN DBE CERTIFICATION

Attached is the Kentucky UCP Application. You can also visit the KYTC website for the application and additional information: *http://transportation.ky.gov/Civil-Rights-and-Small-Business-Development/Documents/UCP-Application.pdf*

2

PREQUALIFY YOUR BUSINESS

Also attached is the Kentucky Prequalification Application. For more information about KYTC prequalification, visit: *http://transportation.ky.gov/Construction-Procurement/Pages/Prequalification.aspx*

If you need help, email us:

ORBEastEndProject@WalshGroup.com

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

Downtown Crossing

																															Response to Walsh Solicitation			
Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	Walsh Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Recption	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
Indiana Minority Supplier Development Council	Agency	Agency	Debbie Simmons Wilson	2126 North Meridian Street 3700 Bellemeade Ave. Ste	Indianapolis	IN	46202	317/923-2110		Marion	info@imsdc.org																							
Community Ventures Corp.	Agency	Financial	Johnetta Roberts	1450 N Broadway	Lexington	KY	40505	859/231-0054		Fayette	jroberts@cvcky.org																			YES				YES
Greater Louisville Building & Construction Trades Council (Mayors Office)	Agency	Union	Dr. Joe Wise	1734 Mellwood Avenue	Louisville	KY	40206	502/551.5673		Jefferson	jwise@insightbb.com					YES															YES			YES
Greater Louisville Small Business Development Center	Agency	Agency		2900 W Broadway Box 315	Louisville	KY	40211	502/574-1378		Jefferson	mashcraft@greaterlouisville.com																							
Greater Louisville-The Metro Chamber of Commerce	Agency	Economic Development	Lauren Hardwick	614 West Main St.	Louisville	KY	40202	502/625-0132		Jefferson	LaurenHardwick@GreaterLouisville.com																							
Job Corp - Whitney M Young Center	Agency	Work Force	Felicia L . Lee	8460 Shellbyville Rd	Simpsonville	KY	40067	502/722.3527		Shelby	lee.felicia@jobcorps.org											YES												YES
Kentuckiana Minority Business Council (KMBC)	Agency	Business Development	Verna Goatley	614 West Main Street, Suite 5500	Louisville	KY		502/625-0159		#N/A																								
KentuckianaWorks	Agency	Work Force	Michael Gritton	410 West Chestnut Street, Suite 200	Louisville	KY	46202	(502) 574-2500		Marion												YES												YES
Kentucky Commission on Women	Agency	Work Force		700 Capitol Avenue, Ste 146	Frankfort	KY	40601	502/564-2611		Franklin																								
Kentucky Federation of Business and Pro. Women's Clubs, Inc.	Agency	Agency								#N/A																								
Kentucky Procurement Assistance Program (KPAP)	Agency	Agency	Marisa Neal	300 West Broadway	Frankfort	KY	40601	502/782-1984		Franklin	marisa.neal@ky.gov																				YES			
Kentucky Small Business Deveopment Center	Agency	Agency	Dee Dee Harburt	1 Qulaity St. Ste. 635	Lexington	KY	40507	859/257.7668		Fayette	dharburt@uky.edy																YES							
KY Division of Workforce and Employment Services	Agency	Workforce	Pat Dudgeon	275 East Main Street 2nd Floor	Frankfort	KY	40601			Franklin	PatriciaO.Dudgeon@ky.gov																							
Lexington KY - Fayette County Urban Government	Agency	Agency	Marilyn Clark, CCCP	200 East Main St. Room 338	Lexington	KY	40507	859/258.3320		Fayette	mclark@lexingtonky.gov																YES							
Lexington Minority & Women Contractor Training Program	Agency	Program	Marilyn Clark, CCCP	200 East Main St. Room 338	Lexington	KY	40507	859/258.3320		Fayette	mclark@lexingtonky.gov																YES							
Louisville Community Development Bank Enterprise Group	Agency	Construction Services	Suzanne Carter	2900 West Broadway	Louisville	KY	40214	502-776-6000		Jefferson	suzannec@morethanconsultants.org																							
Louisville Hispanic Lation Coalition (HLC)	Agency	Agency		4801 Southside Dr.	Louisville	KY	40214	502/366-7813		Jefferson																								
Louisville Human Relations Commision	Agency	Businesses	Bobbi Selmon	410 West Chestnut Street, Suite 300A	Louisville	KY	40211	502/574.3413		Jefferson													YES											YES
Louisville NAACP	Agency	Agency		1245 Catalpa Court	Louisville	KY	40211	502/776-7608		Jefferson																								
Louisville Urban League	Agency	Agency	Juanita F. Sands	1535 West Broadway	Louisville	KY	40203	502/561-6830		Jefferson	Jsands@lul.org															YES		YES						YES
Metro Development Center	Agency	Government	Verna' Goatley	444 S. 5th Street, Ste. 600	Louisville	KY	40202	502/574.1141		Jefferson	verna.goatley@louisvilleky.gov												YES					YES						YES
Minority Economic Development Initiative of Western Kentucky, Inc	Agency	Agency	Henry Snorton, III	1101A South Main St.	Hopkinsville,	KY	42240	270/885-8885		Christian															YES									YES
National Association of Women Business Owners (NAWBO)	Agency	Agency	Ellen Reitmeyer, Exec. Dir.	614 West Main St.	Louisville	KY	40202	502/625-0248		Jefferson	director@nawbolouisville.org																							YES
Ohio River Valley Women's Business Council	Agency	Work Force	Maudie Moreno	3458 Reading Road	Cincinnati	OH	45229	513/487.6503		Hamilton	www.orvwbc.com												YES											YES
One Southern Indiana	Agency	Work Force		4100 Charlestown Rd.	New Albany	IN	47150	812/945-0266		Floyd	Kalisha@1si.org																							
S.C.O.R.E.	Agency	Business Development		4600 Dr. Martin Luther King, Jr. Place	Louisville	KY	40202	502/582-5976		Jefferson	louisville.score.org																							
State of Indiana Minority and Business Enterprises	Agency	State	Nate Lofton	402 W. Washoington St. Rm W469	Indianapolis	IN	46204	317/234.5360		Marion	mwbe@idoa.in.gov																YES							YES
Tri-State Minority Supplier Devlopment Council	Agency	Supplier		614 W. Main St. Ste 5500	Louisville	KY	40202			Jefferson	info@tsmsdc.com									YES										YES		YES		
Accelerating Opportunity Kentucky (KY Comm. Tech Coll)	Community	Adult Education/Training	Dan O'Bryan	109 East Broadway	Louisville	KY	40202	502/213.2589		Jefferson																								
Americana Community Center "Where Louisville Meets"	Community	Community Center	Emilie Dyer	4801 Southside Drive Louisville, Kentucky 40214	Louisville	KY	40214	502/366-7813		Jefferson	emilie@americanacc.org																							
Women Business Center	Agency	Outreach	Sharron Johnson	811 South 2nd Street	Louisville	KY	40203	502/566.6076		Jefferson	sjohnson@cvcky.org																							
Goodwill Industries (Workforce Development Office)	Community	Workforce	S. Ragland		Louisville	KY	40201	502/581.0058		Jefferson	sragland@gtsstaffing.org																							YES
Canaan Community Development Center	Community	Church Community Center	Terra Leavell	2840 Hikes Lane	Louisville	KY	40218	502/776.6369	502/554.3341	Jefferson	tleavell@ccdcky.org																				YES			YES
St. Stephens Church	Community	Church	Rev. Pat Taylor	1801 S. 15th St.	Louisville	KY	40201	502/583.6798		Jefferson																								
Academy of Shawnee	Community	High School	Dr. Keith Look	4018 W. Market St.	Louisville	KY	40212	502/485.8326		Jefferson																								
Fayette County Public Schools (It's About Kids)	Community	Public School System	Darryl D. Thompson	701 East Main St., Rm 112	Lexington	KY	40502	859/684.4710		Fayette	darryl.thompson@fayette.kyscools.us																YES							YES
Iroquois High School Magnet Career Academy	Community	High School	Tony Mitchell, VP	4615 Taylor Blvd.	Louisville	KY	40215	502/485.8269		Jefferson																								
University of Kenbtucky	Community	College/University	George A. Brown Jr.	Franklin D. Peterson Srv Bldg. Rm 232	Lexington	KY	40506	859/312.7513		Fayette	gbrown@email.uky.edu																YES				YES			
#1 JS Trucking, LLC	Trucking	Masonry, Trucking	Jacqueline Saunders	33523 Cromwell Dr.	Solon	OH	44139	440/498-1333	440/498-1333	Cuyahoga	jstrucking@att.net					E																		
#1 Sourcing Solutions, Inc.	Supplier	Construction Material	Gail Coates	8347 Washington Ave.	Evansville	IN	47715	812/430-5332	812/423-5499	Vanderburgh	gbcoates2000@yahoo.com					E																		
1st American Steel, LLC	Supplier	Metals	David Castellanos	700 Chase St.	Gary	IN	46404	219/944-9040		Lake	amersteellc@sbcglobal.net	I DBE	I DBE			E																		
2 Sign Guys, LLC	Contractor	Signage	Sally Fischer	990 Fairview Ave.	Jasper	IN	47546	812/482-9136		Dubois	sallygogel@insightbb.com	W				E																		
212ths, LLC	Services	Muti-Media	Mr. Lamar Wilson	562 Haskins Drive	Lexington	KY	40508			Fayette		K DBE	K DBE																					
3D Company, Inc.	Contractor	Commercial, Site Work	Deanna Case	3200 East CR 350 North	Muncie	IN	47303	765/288-3326	765/288-3344	Delaware	dcase@3dcompanyinc.com	D/W				E																		
3D Properties of Indiana, LLC	Services	Landscape, Erosion	Dane Middlebrook	130 E. Northfield Drive	Brownsburg	IN	46112	317/513-2369	317/852-0516	Hendricks	threedproperties@yahoo.com	D/M				E																		
5H Technolgies, Inc.	Consultant	Engineering	Environmental, HAZMAT	1646 Kentucky Ave.	Paducah	KY	42003	270)/448-0755		McCracken	ch@5htech.com		D			E																		
A & A Concrete Sawing & Drilling	Contractor	Concrete, Drilling	Melissa Malone	7002 John Adams Way	Louisville	KY	40272	502/995-7500		Jefferson	aaconcretesawing@msn.com		D			YES																		
A & D Contracting, Inc.	Contractor	Dirt	Jane A. Wolf	3620 Pearl Rd.	Cleveland	OH	44109	216/749-8600	216/749-8610	Cuyahoga	janew748@aol.com			D		E																		
A & L Manufacturing Co., Inc.	Manufacturing	Steel, Structural Erection	Lee Lattis	4219 S. Brook St.	Louisville	KY	40214	502/366-3037	502/368-9547	Jefferson	almfg@bellsouth.net					YES																		
A & M Door, Inc.	Contractor	Doors, Windows	Christy Herron	7124 Fields Way	Indianapolis	IN	46239	317/222-5897		Marion	gladys@aandmdoor.com	W																						
A D E CONTRACTING, INC.	Contractor	Concrete, Structures	Ms. Angela English	102 Preston Court	Versailles	KY	40383	859/621-7941	859-879-0164	Woodford	ADEINC1@aol.com	W	D		Y	YES																		
A H & H Trucking, LLC	Trucking	Asphalt, Masonry, Trucking	Frankie Howard	8038 Springwater Dr.	Indianapolis	IN	46256	317/607-8883		Marion	franksr38@hotmail.com					E																		
A Js Tool Rental, Inc.	Trucking	Trucking	Kimi Roberts	270 Gable Drive	Avon	IN	46123	317-271-4971		Hendricks	ajskimiinc@aol.com	DMW				E																		
A Martin Company, LLC	Contractor	Concrete	Jennifer A. Martin	642 E. 5th Ave.	Columbus	OH	43201	614/429-6080	614/429-6087	Franklin						E																		
A Plus Cleaning Company, Inc.	Service	Cleaning	Willie Faulkner	5451 North 300 West	Michigan City	IN	46360	219/362-0190		La Porte	willie@visorshade.com	D																						
A Sign by Design, Inc.	Contractor	Signage	Beverly Miller	P.O. Box 691	Zionsville	IN	46077	317/876-7900		Boone	bevm@asignbydesign.com					E																		
A V Consulting Engineering	Consultant	Engineering	Alvaro Villata	14307 Adios Pass	Carmel	IN	46032	317-818-1068		Hamilton	avillalta@avconsultingeng.com	D				E								YES										YES
A Vet Communications, Inc.	Contractor	Electric	Andres Avilez	5619 S. Kolin Ave.	Chicago	IL	60629	708/268-6443	773/634-8443	Cook	gil@avetcommunication.com					E																		
A&A Painting	Service	Painting	Harriet Dirienzo	74 Creed Circle	Campvell	OH	44405	330/750-0637		Mahoning	aapaintingplus@aol.com				Y	E																		
A.G. Maas Co.	Supplier	Cleaning	Laura Sniadecki	25 E. McCarty St.	Indianapolis	IN	46225	317/632-8315		Marion		DW									YES													YES
A-1 Tree Service	Contractor	Landscape		5559 State Route 73	Hillsboro	OH	45133	937-393-4141	937-393-9282	Highland	A1_tree@yahoo.com					E																		
A2SO4 Architecture, LLC	Architecture	Construction Management	Sanford Garner	300 S. Meridian Street	Indianapolis	IN	46225	317/388-8850	317/280-0692	Marion	sgarner@a2so4.com	I DBE	I DBE			E																		
AAA Flexible Pipe Cleaning Corp.	Contractor	Utilities, HVAC		7277 Bessemer Ave.	Cleveland	OH	44017	216-341-2900	216-341-6681	Cuyahoga	service@aaaflexiblepipe.com																							

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

																															Response to WVB Solicitation			
Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
AAA Flexible Pipe Cleaning Corp.	Contractor	Utilities, HVAC		7277 Bessemer Ave.	Cleveland	OH	44017	216-341-2900	216-341-6681	Cuyahoga	service@aaaflexiblepipe.com																								
AAA Queen Bee Construction, Inc.	Contractor	Earthwork, Excavation, Demo, SWPPP	Pamela Sterrett	P.O. 91	Camby	IN	46113	765/913-9012		Morgan	aaaqueenbee@gmail.com	DM	D			E															YES		Sent request 5/22/2012	
AABA Trucking & Hauling, LLC	Trucking	Trucking	Barbara J. Thompson-Ford	26 W. Weber	Toledo	OH	43608	419/241-2753	419/241-2753	Lucas	bjthompson@buckeyeexpress.com					E																		
AAC Environmental Consulting, LLC	Consultant	Environmental	Angela Crump	PO Box 36196	Indianapolis	IN	46236	317/201-0840	317/826-8644	Marion	acrump@aacenvironmental.com	D				E																		
Aamazon Natural Resources Consulting LLC	Consultant	Environmental	Bobbi Sabine	703 Lake Avenue	Grand Haven	MI	49417	616-844-5092	616-844-5092	#N/A	aamazonwoman@juno.com	D																						
Abari Construction, Inc. (Acura, Inc.)	Contractor	Concrete Flatwork	Miguel Digioia	556 County Lane Road	Bensenville	IL	60106	630/766-9979		Du Page	miguel@abariconstruction.com	D				E																		
Abbie Jones	Engineering	Survey	Abbie Jones			KY		859/559-3443		#N/A	abbie@abbie-jones.com		DW		Y	E																		
Abcon, Inc.	Supplier	Construction Equipment		3125 Shady Run Rd.	Youngstown	OH	44502	330/788-3671	330/788-9919	Mahoning	triad3125@aol.com			E		E																		
Abednegro Construction, Inc.	Contractor	Residential, Light Comm., Arch., Engr.	Patrick Jones	1029 Wedgewood	Lexington	KY	40514	859/312-0924		Fayette	abednegroconstruction@yahoo.com		D			YES																		
ABK Services, LLC	Contractor	Traffic Control		5155 Groveport Rd.	Groveport	OH	43125	614/325-6126	614/569-0087	Franklin	burtmister@aol.com			M		E																		
ABM Electric	Contractor	Electric		11472 Oxfordshire Ln.	Cincinnati	OH	45240	513/383-9519		Hamilton	kelvinadms@yahoo.com			M		E																		
Absolute Mobile Welding Company	Contractor	Welding	Leonard Darring	7808 Somerset Bay #A	Indianapolis	IN	46240	317-255-8789		Marion	amobilewelding@sbcglobal.net	D				E																		
Absolute Title Services, LLC	Service	Real Estate	Tamara Brown	6065 Michigan Road	Indianapolis	IN	46228	317/697-6232		Marion	tamara@absolutetitleservices.com	D																						
ACCC Co., LLC	Supplier	Construction	Carolyn Walters	PO Box 15062	Evansville	IN	47716	812/428-7077		Vanderburgh	acccco@aol.com	D				E																		
Access Garage Doors, LLC	Contractor	Doors, Gates	Theresa Sapp	8070 Castleton Rd.	Indianapolis	IN	46250	317/570-5436		Marion		W																						
Accu-Dig, Inc.	Contractor	Digging & Trenching	Kathryn Cleaver	3731 S. Freeman Rd.	Monticello	IN	47960	574/583-4814		White	kcleaver@accudigservices.com	W				E																		
Accurate Conveyor	Service	Equipment Rental	Robert Torres	P. O. Box 1883	Bristol	CT	6011	860/582-3745		#N/A	accurateconveyor@sbcglobal.net	I DBE	I DBE																					
Accurate Group, Inc	Service	Construction Management	Syed Hussaini	101 Schelter Road, Suite B200	Lincolnshire	IL	60069	847/613-1100		Lake	shussaini@accurategroupinc.com	I DBE	I DBE			E																		
Accurate Painting Services, Ltd.	Contractor	Painting		6036 Leafridge Ln.	Columbus	OH	43232	614-604-2947	614-834-4304	Franklin	mmccaa15@hotmail.com					E																		
Ace Steel Erection	Contractor	Steel Erection	Rudy Pou	2775 8th Street	shelbyville	MI	49344	269/792.0311		#N/A	rpou@aol.com													YES										
Acosta Medical Testing Corporation	Services	Testing Labs	Janie Acosta	1010 165th Street	Hammond	IN	46324	800/578-2682		Lake	jacosta@acostamed.com	I DBE	I DBE																					
Actin, Inc.	Contractor	Environmental, Clean-up, Waste	Michael Lopez	1102 E. Columbus Drive	East Chicago	IN	46312	219/397-5020	219-397-5028	Lake	paula@actininc.com	DM				E																		
Acura, Inc.	Contractor	Concrete	Domenico Digioia	556 County Line Rd.	Bensenville	IL	60106	630/766-9979	630/766-6826	#N/A	Nico@Acurainc.com	D/M				E																		
Adams Cleaning Service	Service	Cleaning	Mark Adams	P.O. Box 11186	Louisville	KY	40251	502/376-2596		Jefferson										YES												YES		YES
Adams Construction Group, LLC	Contractor	Erosion Control	Vicki Adams	4519 S. 50 W.	Anderson	IN	46013	765/425-1195	765/609-7812	Madison	adamsconstructiongroup@gmail.com	W				E																		
Addison Trucking, Inc.	Trucking	Trucking		57 E. Harrison Ave.	Northbend	OH	45052	513-616-1548	513-941-7506	Hamilton	paddison@fuse.net			E		E																		
Adohr Corp.	Consultant	Construction Management		5040 Eber Rd.	Monclova	OH	43542	419-877-5312		Lucas	adohrcorp@yahoo.com			E		E																		
Advance Construction Services, LLC	Contractor	Masonry	Daryl Kenney	9148 Louisiana St., Suite F	Merrillville	IN	46410	219/794-1277		Lake	contactus@advancecs.com	M				E																		
Advance Electronic Instruments	Service	Computers	Manuel Rivera	118 N. Peoria Street, Suite 5	Chicago	IL	60607	312/217-5955		Cook	jalvarez@aeistratus.com	I DBE	I DBE																					
Advanced Electrical Professionals, LLC	Contractor	Electrical		P.O. Box 294	West Jefferson	OH	43162	614-879-7993	614-879-6965	Madison	aepincohio@aol.com			E		E																		
Advanced Electrical Systems, Inc.	Contractor	Electrical	James Strange III	3312 Gilmore Industrial Blvd.	Louisville	KY	40213	502/962-1102		Jefferson	james@aeslou.com		D			E												YES					YES	YES
Advanced Engineering Consultants, Ltd.	Engineering	Electrical, Mechanical	Lisa Huang	1310 Dublin Road	Columbus	OH	43215	614/486-4778	614/486-4082	Franklin	lisah@aecmep.com	INDOT DBE	INDOT DBE			E																		
Advanced Engineering Services	Engineering	Structural, Civil, Water	Akhtar Zaman	1607 Poplar Lane	Munster	IN	46321	219/440-2263		Lake	adveng2010@gmail.com	INDOT DBE	INDOT DBE			E																		
Advanced Ready-Mix	Concrete	Ready Mix Concrete, Batch Plant	Camilla Shroeder, Chad Detters (Sales)	161 North Shelby Street	Louisville	KY	40202	502/587-1881		Jefferson		WBE	WBE			YES								YES				YES						YES
Advanced Structural, LLC	Contractor	Steel, Concrete	Lonnie Person	408 W. Seymour Ave.	Cincinnati	OH	45216	513/761-8333	513/761-0157	Hamilton				DE		E																		
Advanced Technologies In Elec & Comm, Inc.	Contractor	Electrical	Christopher Conner	417 Lafayette Ave.	Lebanon	IN	46052	765/482-8926	765/482-8936	Boone	s.conner@atec-electric.com	DM				E																		
Advanced Technologies Integration, Inc.	Services	Computers	Lenny Huie	7301 Ohms Lane, Suite 500	Minneapolis	MN	55439	952/832-0033		#N/A	lhuie@atico.com	I DBE	I DBE																					
Advanced Underground Inspection, Inc.	Contractor	Manholes	Jeana Garcia	38657 Webb Dr.	Westland	MI	48185	734/721-0081	734/721-0108	#N/A	sheila_aui@yahoo.com	MW																						
AEC Design, Inc.	Consultant	CADD	Anthony Carson	4739 Grand Haven Lane Suite I	Indianapolis	IN	46280	317/484-9311		#N/A	anthonycarson@aecdesigninc.com	I DBE	I DBE			E																		
Aero Mechanical Systems, Inc.	Contractor	HVAC, Plumbing	Jim Holmes	416 Winston Ave.	Dayton	OH	45403	937/254-9224	937/254-9226	Montgomery	hvac@aeromechanical.biz			D																				
Aerofinity, Inc.	Contractor	Commercial	Susan Schalk	51 S. New Jersey St., 2nd Floor	Indianapolis	IN	46204	317-955-8395		Marion	sschalk@aerofinity.com	I DBE	I DBE			E																		
AES Services, Inc.	Engineering	Civil/Structural	Mohammed Saleem	13 W US Highway 30	Schererville	IN	46375	773/756-3388	773/756-3387	Lake	msaleem@aesser.com	INDOT DBE	INDOT DBE			E												YES						
Affordable Building Supplier, LLC	Supplier	Rebar, Steel, Concrete, Masonry, Pipe	Keith Payne	55 S State Ave # 100	Indianapolis	IN	46201	317/636-0445		Marion	Info@affordablebuildingSupplier.com	K/I DBE CERT	K/I DBE CERT			E																		
Affordable Towing & Associates	Service	Towing	Ronnie Major	P.O. Box 2563	Gary	IN	46409	219-985-6206		Lake	affordt@aol.com	I DBE	I DBE			E																		
AFRAM Corporation	Engineering	Construction Services	D. Akinduro	1601 Olive Street	St. Louis	MO	63103	314/645-6299	314/645-7653	#N/A	dsa@aframcorp.com	INDOT DBE	INDOT DBE																					
Agee Concrete & Construction, Inc.	Contractor	Concrete, Structures	Cleveland Agee,	921 Aetna Street	Gary	IN	46403	219/938-4869		Lake	jr4520@sbcglobal.net	I DBE	I DBE			E																		
Aggressive Mechanical, Inc.	Contractor	HVAC	Dan Bosworth	638 Greenlawn Ave.	Columbus	OH	43223	614-443-3280	614-443-5470	Franklin	aggmech@aol.com			E																				
AirProjects, Inc.	Consultant	Food Services	Ann Ferraguto	908 King Street, Suite 400E	Alexandria	VA	22314	703/683-5507	703/683-5508	#N/A	annf@airprojects.net	INDOT DBE	INDOT DBE																					
AJ & S Trucking, Inc.	Trucking	Trucking	Annette Perz	1500 - 119th Street	Whiting	IN	46394	219/473-9428	219/472-9464	Lake	anetp@aol.com	IN DBE	IN DBE			E													YES					YES
AJA CONTRACTING, LLC	Contractor	Bridge, Concrete	Ms. Amy Aubrey	2342 Weisenberger Mill	Midway	KY	40347	859/421-2737		Woodford	aubrey8@aol.com	KY DBE	KY DBE			E			YES													YES	YES	YES
Aja Industries, LLC	Contractor	Signage		3857 Wintergreen Blvd.	Gahanna	OH	43230	614-216-6172	614-948-3329	Franklin	jchubb@ajaindustries.com					E																		
AK Lynros Construction	Services	Const. Management		335 S. Wayne Ave.	Cincinnati	OH	45215	513-761-1747	513-761-1896	Hamilton	ywillingham@aklynros.com					E																		
AKA Construction Management Team, Inc.	Contractor	Steel, Concrete, Wastewater	Ariane B. Kirkpatrick	15508 Miles Ave.	Cleveland	OH	44128	216/751-2000	216/812-3617	Cuyahoga	ali@akateam.com					E																		
Ake Environmental & Construction Services, Inc.	Contractor	Wastewater Treatment		503 Broadway Ave.	Bedford Heights	OH	44146	440-232-0042	440-232-0155	Cuyahoga	jmarriott@akelab.com																							
Alan Stone Co., Inc.	Contractor	Masonry, Highway/Bridge Construction	Claudia A. Staley	1324 Ellis Run Rd.	Cutler	OH	45724	740/448-1100	740/448-1112	Washington	asckim@frontier.com					E																		
Alarm Core, LLC	Contractor	Electric	Kenneth Liddell	4635 Richmond Rd., Suite 106	Warrensville Heights	OH	44128	216/831-2871	216/831-2917	Cuyahoga	alarmcorellc@alarmcore.com					E																		
Algento, LLC	Contractor	Landscape	Leah M. Myers	415 O'Bannon Ave.	Newark	OH	43055	740/349-5796		Licking	basictc@windstream.net					E																		
All American Environmental Service, LLC	Supplier	Construction, Electrical	Jose J. Patino	10205 Hartley Dr.	Louisville	KY	40223	502/778-5566	502/778-1022	Jefferson	AAES@bellsouth.net					E																		
All American Envornmental Service, Inc.	Services	Training		7484 Candlewood Road, Suite E Hanover, Maryland 21076	Hanover	MD	21076	410/694-9471		#N/A	AAES@bellsouth.net	KY DBE CERT	KY DBE CERT																					
All American Trucking, LLC	Trucking	Trucking		1340 Windsor Ave.	Columbus	OH	43211	614-291-5931	614-291-9054	Franklin						E																		
All Aspects Contracting, Inc.	Trucking	Trucking, Demolition, Excavation		2800 Euclid Ave., Suite 312C	Cleveland	OH	44115	440-315-0904		Cuyahoga	allaspectscontracting@hotmail.com					E																		
All Painting +, LLC	Contractor	Painting	Melissa Snider	2410 Lakewood Blvd.	Jeffersonvill	IN	47130	502/552-2284	502/239-5493	Clark	all.painting@insightbb.com					E																		
All Tech Energy, Inc.	Contractor	Electric	Kathy Esposito	1000 E. State Pkwy.	Schaumburg	IL	60173	847/882-0500		Cook	kesposito@alltechenergy.com					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Allan L. Johnson	Contractor	Landscape, Erosion Control, Aggregates		14536 S.R. 595	Logan	OH	43138	740-385-8743	740-385-8743	Hocking	joyjohnsoncountry@yahoo.com					E																		
Allen Construction and Engineering	Engineering	Design/Build	Allen Dennison	4136 W. Washington Rd.	Ft. Wayne	IN	46818	260/489-5665		Allen	adennison@ace-mech.com					E																		
Allen Engineering, Inc.	Engineering	Survey, Architecture	Ms. Lilli Allen	2509 Lenlake Ct.	Lexington	KY	40513	859/229-7362	859-223-1948	Fayette	lmallen2509@yahoo.com	KY DBE	KY DBE		Y	E																		
Allen Mayers Electric, Ltd.	Contractor	Electric		830 Melbourne St.	Cincinnati	OH	45229	513-221-2400	513-421-2289	Hamilton	tallen@fuse.net					E																		
Alliance Environmental Group, Inc.	Contractor	Environmental	Sandy Shadley	5340 Commerce Circle, Ste E	Indianapolis	IN	46237	317/783-7523		Marion	sshadley@aegindy.com	NA	NA			E					YES											YES		YES
Allstar Paving, Inc.	Contractor	Highway/Bridge Construction	Kevin Hiliman	PO Box 1109	Seymour	IN	47274	812/522-4477		Jackson	kevinh@allstarpaving.net					E																		
All-State Seeding, Inc.	Contractor	Landscape		21104 S.R. 31	Marysville	OH	43040	937-642-1366	937-642-7624	Union	alstat937@aol.com					E																		
Alonna's Trucking, LLC	Trucking	Trucking		1689 Woodhurst Dr.	Toledo	OH	43614	419-491-8169	419-491-8169	Lucas						E																		
Alpha Concrete Corp.	Contractor	Concrete	Mark McAllister	PO BOX 518	MARSHALL	MI	49068	269/558-1000		#N/A	info@alphaconcrete.us	I DBE	I DBE																					
Al's Electric Service	Contractor	Electric	Albert S. Johnson	1273 Rosedale Dr.	Dayton	OH	45402	937/307-2148		Montgomery						E																		
Alva Electric, Inc.	Contractor	Electric	Lori Ricketts	118 W. Franklin St.	Evansville	IN	47710	812/401-2582		Vanderburgh	lricketts@alvaelectricinc.com					E																		
Always Available Mobile Wash	Contractor	Painting	Ronald Smith	6242 Teacup Drive	Indianapolis	IN	46235	317-897-2567		Marion		I DBE	I DBE			E																		
Always Haulin', LLC	Trucking	Trucking	Lauren M. Beane	233 W. North St.	Medina	OH	44256	330/416-8667	330/723-7147	Medina						E																		
Amcon Construction Products, Inc.	Contractor	Design Build		1715 Yankee Doodle Road, Suite 200	Eagan	MN	55121	651/379-9090		#N/A	vickielynncody@aol.com	KY DBE CERT	KY DBE CERT																					
Amelie Construction & Supply, LLC	Contractor	Concrete, Masonry, Highway/Bridge Construction	Danielle Proctor	725 Saxonburg Blvd., Suite 2	Saxonburg	PA	16056	724/352-4700	724/352-4710	#N/A						E															YES			
American Marine Express, Inc.	Trucking	Trucking		765 E. 140th St.	Cleveland	OH	44110	216-268-3005	216-268-3006	Cuyahoga	dhillon105@yahoo.com					E																		
American Material Services, LLC / American ready Mix	Supplier	Ready Mix Concrete	Joseph Phillips	4121 Algonquin Pkwy	Louisville	KY	40211	502/447-5720		Jefferson	joelee@americanreadymix.biz	KY/IN DBE	KY/IN DBE			E		YES										YES			YES		YES	YES
American Roadway Logistics, Inc.	Contractor	Signage, Trucking, Highway/Bridge Construction	Heidi A. Claxton	1256 Krumroy Rd.	Akron	OH	44306	330/645-1145	330/645-1152	Summit	hclaxton@arlinc.us					E																		
American Surveying & Engineering, P.C.	Engineering	Survey	Coventine Fidis	8604 W. Catalpa Avenue, Suite 912	Chicago	IL	60656	773/444-0800		Cook	c.fidis@americansurvey.com	I DBE	I DBE			E																		
Americas Engineers Inc.	Engineering	Architecture	Kailash Jain	1449 Kimber Lane	Evansville	IN	47715	812/473-1905	812/402-1379	Vanderburgh	kcjain@americasengineers.com	INDOT DBE	INDOT DBE			E							YES											YES
America's Finest Filters, Inc.	Supplier	Filters	Michael White	2910 West Jefferson St.	Louisville	KY	40212	52/778-1983		Jefferson	mwhite@americasfinestfilters.com	KY DBE CERT	KY DBE CERT			E				YES														YES
AMJ Construction	Trucking	Trucking, Site Prep	Anderson Moore, Jr.	4135 E. 142nd St.	Cleveland	OH	44128	216/283-6400	216-283-9500	Cuyahoga						E																		
AML Enterprises, Inc.	Services	Cleaning	Ava Latimer	2263 Summer Street	Hammond	IN	46320	219-844-6030		Lake	sales@aml-enterprises.com	I DBE	I DBE																					
AmTech Engineering, Inc.	Engineering	Environmental	Zafar Ansari	P.O. BOX 68846	Indianapolis	IN	46268	317-291-7285	317-293-1440	Marion	amtecacctg@sbcglobal.net	INDOT DBE	INDOT DBE			E																		
AnBro Electric Co., Inc.	Contractor	Electric	Julie Anderson	PO Box 1622	Bloomington	IN	47404	812/336-4992		Monroe	anbro@iquest.net					E																		
Andersen Concrete Pumping & Equip Rental	Contractor	Concrete Pumping	Joan Andersen	60 East Taft Drive	South Holland	IL	60473	708/333-4433	708/333-4443	#N/A	joan@andersenpump.com	IN DBE	IN DBE			E																		
Andersen Concrete Pumping & Equip. Rental	Contractor	Concrete	Joan Andersen	60 E. Taft Dr.	South Holland	IL	60473	708/333-4433	708/333-4443	#N/A	joan@andersenpump.com					E																		
Anderson Decorating, Inc.	Contractor	Painting		5247 Longrifle Rd.	Westerville	OH	43081	614-891-4336	614-891-4395	Franklin	andersondecoratinginc@hotmail.com					E																		
Anderson Enterprises, LLC	Services	Ad Agency	F Anderson	P.O.Box 3552	Carmel	IN	46032	317/569-1099		Hamilton	aenterprises2@indy.rr.com	I DBE	I DBE																					
Anderson Industrial Construction Company	Supplier	Const. Materials		PO Box 385	North Olmsted	OH	44070	440-471-7996	440-471-7998	Cuyahoga						E																		
Anew Technology Solutions, Inc.	Consultant	Environmental		3310 Gilmore Industrial	Louisville	KY	40213	502/472-7461		Jefferson	anewtechnology@aol.com	KY DBE CERT	KY DBE CERT			E																		
Angel Abatement, LLC	Contractor	Abatement	Shelagh Paganelli	2301 Cline Avenue, Suite 207	Schererville	IN	46375	219-865-1177		Lake	angelllc@surfnetinc.com	I DBE	I DBE			E																		
Angel Flight Marketing Services,	Services	Ad Agency	Gabriel Mitchell	679 North Milwaukee	Chicago	IL	60622	312/933-1878		Cook	gmitchell@angelfly.com	I DBE	I DBE																					
Antia Fields	Consultant	Public Relations, Bus. Dev.	Antia Fields	P.O. Box 783	Jeffersonville	IN	47131	502/751-2554		Clark	ronaldantia@sbcglobal.net	N	N			E																		YES
Antoine Adams Painting, Inc.	Contractor	Painting		828 East High Street	Lexington	KY	40502	859/270-7111		Fayette	antoineadams1@yahoo.com	KY DBE CERT	KY DBE CERT			E																		
AO Construction and Restoration, Inc.	Contractor	Concrete		887 Mathews Rd.	Youngstown	OH	44512	937-707-9647		Mahoning	aoconstructioninc@gmail.com					E																		
APA & Associates Corp.	Contractor	Electric	Alfred Harrison	540 E. 105th St., Suite 370	Cleveland	OH	44108	216/531-2411	216/531-9215	Cuyahoga						E																		
Apex Construction & Management Co., Inc.	Supplier	Const. Materials		5261 Clement St.	Maple Heights	OH	44137	216-518-0666	216-518-1666	Cuyahoga						E																		
Aplus Construction, LLC	Contractor	Contractor	Residential	407 Forest Park Boulevard	Knoxville	TN	37919			#N/A	agaplus01@yahoo.com	KY DBE CERT	KY DBE CERT			E																		
Applied Coatings, Inc.	Contractor	Painting	Fleta Ellis	6301 E. 32nd Ct., Suite C	Indianapolis	IN	46226	317-546-5116		Marion	acifleta@att.net					E																		
Applied Controls & Contracting Services	Contractor	Electrical	George Kinnison	539-541 W. Taft Drive	South Holland	IL	60473	708-596-7400		#N/A	gkinnison@accshome.com	I DBE	I DBE			E																		
Applied Technology, Inc.	Consultant	Business Services	Jim Yelverton	10078 Lantern Road	Indianapolis	IN	46038	317-842-0722		Hamilton	jyelverton@apptechinc.com	I DBE	I DBE			E																		
Approved Appraisals of Indiana, LLC	Services	Appraisals	James Merritt	8995 Riverbend Court	Indianapolis	IN	46250	317/283-6015		Marion	approvedappraisalsindiana@msn.com	I DBE	I DBE																					
APX Consulting Group, LLC	Consultant	Engineering		1606 Dogwood Ridge Rd.	Wheelersbur	OH	45694	740-574-2534	740-574-6009	Scioto						E																		
AR Concrete & Supplies, LLC	Contractor	Concrete	Kim Roederer	1122 Ulrich Ave.	Louisville	KY	40219	502/968-2284	502/969-8694	Jefferson	rdy2mix@bellsouth.net					E																		
Architectural Concrete Solutions,	Contractor	Concrete, Steel	Brian T. Snyder	2233 Hardy Pkwy. St.	Grove City	OH	43123	614/496-6364	614/801-1602	Franklin	andreb@acs-oh.com					E																		
Architectural High Performance Products	Contractor	Painting, Fabrication	Maryann Morrow	5208 E. 25th St.	Indianapolis	IN	46218	317/541-8802		Marion						E																		
Architectural Maintenance Services, LLC	Contractor	Concrete		8324 Upper Miamisburg Rd.	Miamisburg	OH	45342	937-859-0895	937-866-5638	Montgomery	maintain@woh.rr.com					E																		
Area Wide Electric, Inc.	Contractor	Electric	Karen	2520 E. Stop 11 Rd.	Indianapolis	IN	46227	317/862-3780		Marion	kstephen@areawideelectric.com					E																		
ARessler, Inc.	Contractor	Landscape, Aggregates		12750 Broadway Ave.	Garfield Heights	OH	44125	216-518-1804	216-518-1806	Cuyahoga	dte@dteohio.com					E																		
Arexco, Inc.	Contractor	Erosion control, Drainage, Landscape, Utilities, Dam construction	Donna Roberts	1784 Park View Dr.	Spencer	IN	47460	812/829-2306		Owen						E																		
Aricks Environmental Management Services, Inc.	Contractor	Machinery, Landscape		19718 Kings Hwy.	Warrensville	OH	44122	216-469-2427	216-767-1460	Cuyahoga	aemsinc19718@aol.com					E																		
Aries Engineering	Engineering	Environmental	Deborah Leighty	RR#2 Box 143	Odon	IN	47562	812/636-7162		Daviess	aries@dmrtc.net	I DBE	I DBE			E																		
ARK Engineering Services, Inc.	Engineering	Environmental	Wesley Paul	7750 Madison Avenue	Indianapolis	IN	46227	317-787-3700	317-787-4700	Marion	wpaul@ark-esi.com	INDOT DBE	INDOT DBE			E																		
Armed Forces Construction Group	Supplier	Const. Materials	Anthony Muriel	1628 Sturm Ave.	Indianapolis	IN	46201	317/681-4009		Marion	armedforcesconstruction@gmail.com					E																		
Armstrong Electric	Contractor	Electric, Utilities		602 Selma Rd.	Springfield	OH	45505	937-521-1222		Clark	armstrongelectric@fuse.net					E																		
Armstrong Steel Erectors, Inc.	Contractor	Steel Erection	Diane Bednar (Reed)	50 S. Fourth St.	Newark	OH	43055	740/345-4503	740/345-4505	Licking	armsteel@aol.com					E																		
Arris Environmental Consulting LLC	Consultant	Environmental	Tamra Reece	704 So 10th Street	Gas City	IN	46933	260/610-2600		Grant	tamra-reece@indy.rr.com	IN DBE	IN DBE			E																		
Art & Negative Graphics, Inc.	Contractor	Painting	Adrienne Myers	4621 Boston Way	Lanham	MD	20706	301/459-8911		#N/A	amyers@artneg.com	I DBE	I DBE																					
ASC Group, Inc.	Consultant	Environmental	Shaune Skinner	800 Freeway Drive North, Suite 101	Columbus	OH	43229	614/268-2514	614/268-7881	Franklin	sskinner@ascgroup.net	INDOT DBE	INDOT DBE			E																		
ASC Industries, Ltd.	Contractor	Rigging, Slings	Tony Fastuca	1406 W. 174th St.	East Hazel Crest	IL	60429	708/647-4923		Cook	taf@ascindustries.com					E													YES					YES

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Asher Realty & Appraisals, Inc.	Services	Appraisals	Sandra Asher-Camden	7856 Centerstone Court	Indianapolis	IN	46259	317/862-7920		Marion	sasher25@yahoo.com	I DBE	I DBE																					
ASISTA Resource Company, LLC	Services	Accounting	Michele Crenshaw	7243 N. Michigan Road	Indianapolis	IN	46268	317/290-1040		Marion	asista2@sbcglobal.net	I DBE	I DBE																					
ASP Industries, Inc.	Contractor	Fabrication	Suzanne M.	9 Evelyn St.	Rochester	NY	14606	585/254-9130	585/254-9139	#N/A																								
Asphalt Sealing Professionals, Inc.	Contractor	Paving	Leisa Lock	5429 Hopkinsville Rd.	Cadiz	KY	42211	270/522-0060	270/522-0062	Trigg	asphaltpros2010@aol.com					E																		
Associated Excavating, Inc.	Contractor	Concrete, Site Prep.		10532 Westbrook Rd.	Brookville	OH	45309	937-833-5681	937-833-5721	Montgomery	cavan03@aol.com					E																		
ATC Associates, LLC	Contractor	Traffic Control	Etta John	2516 E. Stop 11 Rd.	Indianapolis	IN	46227	317/888-4418		Marion	ckjindy@gmail.com					E																		
ATC Energy	Consultant	Energy Management	Bill Davis	P.O. Box 3507	Carmel	IN	46082	317-833.6893		Hamilton	bill.davis@atc-energy.com	K MBE	K MBE			E																		
ATEC Construction, Inc.	Contractor	Const. Materials		29 Overhill Rd.	Boardman	OH	44512	330-782-0691		Mahoning	Rahman101@sbcglobal.net					E																		
Atec Electrical	Supplier	Electric	Christopher	417 Lafayette Ave.	Lebanon	IN	46052	765/482-8926		Boone	s.conner@atec-electric.com					E																		
Athos Contracting	Contractor	Painting		7207 Rustic Oval	Seven Hills	OH	44131	216-573-1433	216-642-0271	Cuyahoga	athoscontracting@cox.net					E																		
Atiner Star Construction Co., LLC	Contractor	Concrete, Site Cleaning	Renita Myles	5426 W. 32nd St.	Indianapolis	IN	46224	317/388-4990	317/388-4990	Marion						E																		
Atlantic Painting Company, Inc.	Contractor	Painting	Rozina Karnavas	10019 Southwest Highway	Oak Lawm	IL	60453	708/636-2040		#N/A	bids@atlanticpainting.com	IN DBE	IN DBE			E																		
Atlas Appraisals	Services	Appraisals	Monica Alexander	11495 N. Pennsylvania Ste. 200	Carmel	IN	46032	502/844-2235		Hamilton																					YES			
Atlas Excavating, Inc.	Contractor	Excavation, Site Prep., Utilities,	Tina Dillon	4740 Swisher Rd.	West Lafayette	IN	47906	765/429-4800	765/429-5400	Tippecanoe	tinad@atlasexcavating.com					E																		
Atwood Fence, Co.	Contractor	Fencing, Signage, Guardrail	Ms. Kay H. Atwood	P. O. Box 565	Kosciusko	MS	39090	662/289-6338	662-289-7463	#N/A	atwoodfence@aol.com	KY DBE	KY DBE		Y																			
Austgen Recycling, Inc.	Services	Recycling	Kerrie L. Cole-Austgen	1042 E. Commercial Avenue	Lowell	IN	46356	219/712-7594	219/690-0905	Lake	austgenk@sbcglobal.net	IN DBE	IN DBE			E																		
AVC Security, Inc.	Services	Security	Linda Hillenbrand	1801 Frankfort Ave.	Louisville	KY	40206	502/897-7373		Jefferson	lhillenbrand@avcsecurity.com					E																		
Avenue Fabricating, Inc.	Contractor	Fabrication, Pipe, Steel	Gretchen M. Nichols	1281 Clough Pike	Batavia	OH	45103	513/752-1911	513/752-0044	Clermont						E																		
AWA Business Corporation, Inc.	Consultant	Utilities, Const. Materials	Ben Nwankwo	425 Oak St.	Cincinnati	OH	45219	513-291-5450		Hamilton	ben@awa-construction.com					E												YES						YES
Aztec Electric, Inc.	Contractor	Electric	George J.	702 Brown St.	Dayton	OH	45402	937/223-5736	937/223-0805	Montgomery	george@aztecelectricinc.com					E																		
Aztec Resource Co. of Indiana, LLC	Services	Human Resources	Rodney Webb	3524 E. Raymond Street	Indianapolis	IN	46203	317/803-4795		Marion	rod@aztecresource.com	I DBE	I DBE			E																		
Aztec WFR	Contractor	Welding	Joe Escamilla	5101 Massachusetts Avenue	Indianapolis	IN	46218	317/545-4233	317/545-4288	Marion	aztecwfrinc@att.net	IN DBE	IN DBE			E																		
B & B Barricades, LLC	Supplier	Traffic Control	Rose Black	1357 W. 18th Street, Suite 101	Indianapolis	IN	46202	317/506-9697		Marion	bbblackrose@sbcglobal.net	I DBE	I DBE			E																		
B & B Contracting	Contractor	Traffic Control, Supplies	Diana Brenner	1357 W. 18th Street, Suite 101	Indianapolis	IN	46202	317/636-7459	317/636-7449	Marion	diana@bbcontracting.net	IN D/WBE	IN D/WBE			E		YES															YES	YES
B & B Truck Service IN	Trucking	Trucking	Kathy L. Buck	PO Box 1118	Anderson	IN	46015	765/643-3628		Madison	kbuck0178@aol.com	I DBE	I DBE			E																		
B & H Elite Complete Lawn & Garden Care	Contractor	Landscape		5138 Colerain Ave.	Cincinnati	OH	45223	513-314-3817		Hamilton	bh_elite1@yahoo.com					E																		
B & J Excavation	Contractor	Excavation, Dirt	Eveline O'Neal	1104 W Donald Street	South Bend	IN	46613	574/287-1071	574/287-1030	St Joseph	bjexcavation@yahoo.com	IN DBE	IN DBE			E																		
B & T Transport, LLC	Trucking	Trucking	Bonnie Sizemore	17365 Hazel Dell Rd.	Noblesville	IN	46062	317/428-8090		#N/A	bonniesizemore@att.net					E																		
B. A. T. Enterprise, Inc.	Contractor	Aggregates, Landscape, Concrete		30430 Bracken	Lewisville	OH	43754	740-567-9807		Monroe	batentinc@gmail.com					E																		
B. G. Trucking & Construction, Inc.	Contractor	Masonry, Highway/Bridge Construction	Bernard Lewis	1280 Superior Ave.	Akron	OH	44307	330/535-9278	330/535-6258	Summit	karenbgtrucking@aol.com					E																		
B. J. Transport and Brokerage, Inc.	Services	Financial	Betty Reynolds	5841 Bar Del W. Drive	Indianapolis	IN	46221	317-856-1606		Marion	bettyjeanr@sbcglobal.net	I DBE	I DBE																					
B. Jones Construction	Services	Cleaning	Brent Jones	RR 3 Box 10A	Princeton	IN	47670	812-386-9600		Gibson	bhjones@gibsoncounty.net	I DBE	I DBE																					
B. Murray Excavating	Contractor	Excavation, Dirt	William Murray	10106Broen Ct.	Louisville	KY	40299	502/266-6631		Jefferson	williammurray@netzero.net	KY DBE CERT	KY DBE CERT			E																		
BA Construction, LLC	Contractor	Electric	Randy Jones	5443 Drum Rd.	Indianapolis	IN	46216	765/208-1583	317/545-1597	Marion	rjones127@yahoo.com					E																		
Babbs Engineering Consultants, LLC	Engineering	Construction Services	T. Babbs	2025 East 4th St. Suite A	Montgomery	AL	36106-	334/558-0273		#N/A	tbabbs@babbsengrg.com	KY DBE CERT	KY DBE CERT																					
Backstrom, McCarley, Berry & Co, LLC	Services	Financial	Vincent McCarley	115 Sansome Street Mez A	San Francisco	CA	94104	415/392-5505		#N/A	vmccarley@bmcbco.com	I DBE	I DBE																					
Baja Contractors, Inc.	Contractor	Residential Construction	Humberto Jaimes	1410A Sadlier Circle West Drive	Indianapolis	IN	46239	317/354-1905		Marion	bajaeva@aol.com	I DBE	I DBE																					
Bakarr Enterprises, Inc.	Trucking	Trucking, Masonry	Abu B. Bundu	935 Wake Dr.	Westerville	OH	43082	614/898-7214	614-898-9814	Delaware						E																		
Ballast Construction, Inc.	Contractor	Fencing	Ann M. Nerone	19501 S. Miles Rd., Suite 2	Warrensville Heights	OH	44128	216/662-2436	216/587-9458	Cuyahoga	greynolds@ballastfence.com					E																		
Bancroft Electric, Inc.	Contractor	Electrical	Joyce Bancroft	829 Boyd Boulevard	La Porte	IN	46350	219-326-8090		La Porte	bancroftelectric@verizon.net	I DBE	I DBE			E																		
Bancroft Group, LLC	Contractor	Ready Mix Concrete	Eric Winston	1160 Equity St.	Shelbyville	KY	40065	502/235-6210		Shelby	EWinston@bancroftgroup.us	KY DBE/MBE	KY DBE/MBE			E		YES						YES							YES			YES
Banneker Energy, LLC	Contractor	Petroleum	Lothario Tolbert	4855 River Green Pkwy., Suite 320	Duluth	GA	30096	770/407-7451	770/407-7456	#N/A	ltolbert@bannekerenergy.com																							
BANSAL CONSTRUCTION	Contractor	General Contractor	Mr. Anurag Bansal	3263 Homeward Way, Suite 1	Fairfield	OH	45014	513/874-5410	513-874-1346	Butler	bansal.co.inc@gmail.com	IN/KY DBE	IN/KY DBE		Y	E																		
Bansal Construction, Inc.	Contractor	Site Prep., Trucking, Electric, Landscape, Utilities	Anurag Bansal	3263 Homeward Way, Suite 1	Fairfield	OH	45014	513/874-5410	513/870-5932	#N/A						E																		
BAR Flooring Inc.	Supplier	Flooring	Mark Rosemond	516 High Street	Fort Wayne	IN	46808	260/918-3436		Allen	mark.r@barflooring.com	I DBE	I DBE																					
Barbicas Construction Co., Inc.	Contractor	Trucking, Highway/Bridge Construction	Carla M. Barbicas	124 Darrow Rd.	Akron	OH	44305	330/733-9101	330/733-9051	Summit	carla.barbicas@barbicas.com					E																		
Bare Mechanical, Inc.	Contractor	HVAC, Plumbing	Sherri Bare	2874 Silverwood Ln.	Greenwood	IN	46143	317/422-8858		Johnson	Baremechanical@aol.com																							
Barr & Prevost, Inc.	Contractor	Survey	Stuart Edwards, P.E.	10815Indeco Dr.	Cincinnati	OH	45421	513/271-0623		Columbiana	sedwards@barreng.com	KY DBE CERT	KY DBE CERT			E			YES									YES			YES	YES		YES
Barrettt Partners, Inc.	Consultant	Architecture, Survey		209 E High St # 302	Lexington	KY	40507	859/381-9697		Fayette	brenda@barrettpartnersinc.com	KY DBE CERT	KY DBE CERT			E																		
BAR-TIE REINFORCING	Supplier	Steel and Metal	Ms. Mary Jane Kincaid	14748 Red Hog Pike	Rising Sun	IN	47040	812/534-3707	812-534-3719	Ohio	bartiereinforcing@earthlink.net	IN/KY DBE	IN/KY DBE		Y	YES																	Sent	
Baseline Supply, LLC	Supplier	Construction Material		65 Turnberry Drive	Monroe Township	NJ	8831	732/835-2080		#N/A	baselinesupply@gmail.com	KY DBE CERT	KY DBE CERT																					
Battle Axe Construction, LLC	Contractor	Concrete, Machinery		P.O. Box 16139	Cincinnati	OH	45216	513-616-4695	513-641-0183	Hamilton	jackjoe.battleaxeconstruction@gmail.com					E																		
Bauer Latoza Studio, Ltd.	Consultant	Environmental	Joanne Bauer	541 South Lake Street	Gary	IN	46403	219/938-8782		Lake	jbauer@bauerlatozastudio.com	I DBE	I DBE			E																		
Baxter Construction Services	Contractor	Concrete, Machinery		113 W. South St.	Jackson	OH	45640	740-710-1290	740-577-3165	Jackson	baxterconstructionservices@hotmail.com					E																		
Bay Ridge Consulting	Consultant	Construction Management	Karen Mathu	316 E. Silver Spring Drive	Milwaukee	WI	53217	414/964-1400		#N/A	karen@bayridgeconsulting.com	I DBE	I DBE																					
Bayside Supply, LLC	Contractor	Concrete, Electric, Signage		770 E. Hickory Grove	Port Clinton	OH	43452	419-357-2020	419-732-1144	Ottawa						E																		
BBF Engineering Services, P.C.	Contractor	Pipeline, Utilities	Bellandra B.	24445 Northwestern Hwy., Suite 110	Southfield	MI	48075	248/262-5777	248/262-5778	#N/A																								
BCC Ohio, Inc.	Contractor	Highway/Bridge Construction		1199 Chenango Rd.	New London	OH	44851	419-929-9210	419-929-9401	Huron	bgiven@bccohioinc.com					E																		
Bebley Enterprises, Inc.	Contractor	Painting, Fabrication		University of Toledo, 200 W. Scott Park Dr.	Toledo	OH	43606	419-389-9424	419-389-9417	Lucas	gwhite@bebleyenterprises.com					E																		
BeeHive Diversity Group, LLC	Services	Facility Maintenance	Jerry Clark	P.O. Box 5172	Evansville	IN	47716	812/455-7185		Vanderburgh	jclark@beehivedg.com	I DBE	I DBE																					
Begonia Park & Company	Contractor	Landscape		10184 Brock Rd.	Plain City	OH	43064	614-873-1454		Madison	mwhite45@columbus.rr.com					E																		
Belgray, Inc.	Supplier	Construction		820 E. Monument Ave.	Dayton	OH	45402	937-220-9955	937-220-9953	Montgomery	kipp@belgrayinc.com					E																		
Bellsom Electric, Inc.	Contractor	Electric	Tricia Bellich	6809 Columbia Ave., Suite E	Hammond	IN	46324	219/554-1100		Lake	drussell@bellsom.com					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Benge Trucking, Inc.	Trucking	Masonry, Trucking	Jean Benge	2161 Eaton Rd.	Hamilton	OH	45013	513/887-6770	513/887-6770	Butler	bengemusic@aol.com					E																		
Bernard R. Doyle, Inc.	Contractor	Signage		2102 St. Clair Ave.	Cleveland	OH	44114	216-523-2288		Cuyahoga						E																		
Bernie Jenkins, Inc.	Contractor	Concrete, Masonry, Landscape, Site Prep.	Bernard P. Jenkins	401 Market Ave. N., Suite 103	Canton	OH	44702	330/455-9126	330/455-9176	Stark	bernajenki@sbcglobal.net					E																		
Berry's Clean-up, LLC	Services	Cleaning								#N/A	berryscleanup@gmail.com	KY DBE CERT	KY DBE CERT																					
Best Products Co., Inc.	Services	Cleaning	Claire McDaniel	1601 Wickersham Drive	Arlington	TX	76014	817-467-5146		#N/A	cemodaniel@yahoo.com	I DBE	I DBE																					
Best Weld, Inc.	Contractor	Steel, Rebar	Sharon Montgomery	1315 W. 18th St.	Anderson	IN	46016	765/641-7720	765/641-7784	Madison						E																		
Beth & I Trucking	Trucking	Trucking	Charlotte Ipsan	8861 Lakepoint Dr.	Georgetown	IN	47122	502/643-1988	812/951-2220	#N/A	bethanditrucking@insightbb.com					E																		
Beth & I Trucking, LLC	Trucking	Trucking	Ron Ispan					812/897-1863		#N/A	BETHANDITRUCKING@insightbb.com	KY/IN DBE CERT	KY/IN DBE CERT					YES															YES	YES
Beth's Trucking, LLC	Trucking	Trucking	Beth Rariden	4388 Vernal Pike	Bloomington	IN	47040	812/334-9896		Ohio	bethstrucking@sbcglobal.net	I DBE	I DBE			E																		
Better Built Construction Services, Inc	Contractor	General Contractor	Karen Halsey	1240 Central Avenue	Middleton	OH	46044	513/726-4557		Madison	ksh@betterbuiltcs.com	I DBE	I DBE			E																		
Bevan's Group, Inc.	Contractor	Electrics	Brittany Beverly	1122 W. 35th St.	Indianapolis	IN	46208	317/544-8107		Marion						E																		
Bgreen 2, LLC	Consultant	Environmental	Maria kotter	P.O.Box 6105	Louisville	KY	40206	502/296-0063		Jefferson	Maria@bgreen2.com	KY DBE CERT	KY DBE CERT			E																		
BGT, Inc.	Trucking	Trucking		323 Pleasant Grove Rd.	Zanesville	OH	43701	740-450-7020	740-450-8780	Muskingum						E																		
Bibbs Hauling LLC	Trucking	Trucking	Richard Kyle Bibbs	PO Box 844	Indianapolis	IN	46206	317/545-1704	317/542-1605	Marion	kylebibbs@bibbshauling.com info@bibbshauling.com	IN M/DBE	IN M/DBE			E	YES							YES									YES	YES
Big "K" Excavating	Contractor	Trucking, Site Prep., Water & Sewer, Excavation	Kesalon Harris	1660 S. Yellow Springs St.	Springfield	OH	45506	937/323-9370	937/882-6204	Clark						E																		
Big G Construction	Contractor	Concrete	George W.	1006 Wilberforce Clifton Rd.	Xenia	OH	45385	937/789-4077		Greene						E																		
Big Meadow Oil, Inc.	Service	Fuel	Sheila Pruitt /Betty Gentry	219 Industrial Drive	Glasgow	KY	42142	270/651-5212		Barren	bigmoil@scrtc.com	K/I D/WBE	K/I D/WBE			E			YES					YES				YES			YES	YES		YES
BIG SANDY GUARD RAIL	Supplier	Guard Rail, Materials	Ms. Barbara Ada	194 Adams Lane	Pikeville	KY	41501	606/432-3166	606-432-3167	Pike		KY DBE	KY DBE			E																		
Bishop Heating & Cooling, LLC	Contractor	HVAC	Adrian Bishop	5903 Robinhood Ln.	Louisville	KY	40218	502/210-1301		Jefferson	bishop_hvac@yahoo.com																							
Bishop HVAC	Contractor	HVAC	Adrian Bishop	5903 Robin Hood	Louisville	KY	40219	502.210.1301		Jefferson	bishop_hvac@yahoo.com						YES																YES	YES
Bison Services, Inc.	Contractor	Mechanical	Jason Meloche	7152 N. AA Hwy.	Foster	KY	41043	606/747-0322		Bracken	bisonservice@yahoo.com	KY DBE CERT	KY DBE CERT			E																		
Bit-Mat Products of Ohio, Inc.	Contractor	Concrete	Joel Pyle	3250 County Road 427	Waterloo	IN	46793	260/837-7332		De Kalb	ksmith@bitmatproductsofohio.com					E																		
BJB Iron & Fence, Inc.	Contractor	Fencing	Freedie Johnson	5030 Industrial Hwy.	Gary	IN	46406	219/944-5333		Lake	bjbironfence@yahoo.com					E																		
Black Swamp Steel, Inc.	Contractor	Electric, Aggregates, Concrete		1761 Commerce Rd.	Holland	OH	43528	419-446-7825		Lucas	lorisiler@dynamiccurrents.com					E																		
Blackhawk Environment & Industrial Servi	Consultant	Environmental	Joseph Peterson	616 139th Street	East Chicago	IN	46312	317/401-4161		Lake	bheisinc@yahoo.com	I DBE	I DBE			E																		
Blackstone Trades Management Group, LLC	Contractor	Concrete		P.O. Box 6	Pataskala	OH	43062	614-296-7810	740-739-6112	Licking	tradesmgt@gmail.com					E																		
Blake Excavating, Inc.	Contractor	Excavation	Ron Blake	7276 N. Highland Rd.	Indianapolis	IN	46268	317/291-8484		Marion	blakeexcavating@ameritech.net					E																		
Blalock & Brown	Consultant	Business Services	Judith Brown	9120 Otis Ave., Ste 106A	Indianapolis	IN	46216	317/546-2349	317/698-8298	Marion	jbrown@blalock-and-Brown.com	I DBE	I DBE			E	YES																	YES
Bland Electric Company, Inc.	Contractor	Electric	Lynda Bland	10015 Grassland Dr.	Louisville	KY	40299	502/297-8525	502/297-8524	Jefferson	blandelectric@blandelectric.com					E																		
Bland Paving, Inc.	Contractor	Paving		4015 W. 63rd	Cleveland	OH	44144	216-961-2040	216-961-0054	Cuyahoga	blandasphalt@att.net					E																		
Blaylock Chemical	Supplier	Biochemical	Inez Blaylock Harkins	5706 W 131st Terrace	Overland Park	KS	66209	913/681-2050		#N/A	iharkins@kc.rr.com	I DBE	I DBE																					
BLL and Associates, Inc.	Consultant	Business Services	Gwendolyn Griffith	4244 McPherson	St. Louis	MO	63108	314/381-8770		#N/A	gtgriff@bllllc.com	I DBE	I DBE																					
Bloomfield Corporation	Contractor	HVAC	Linda Bloomfield	P.O. Box 755	Portage	IN	46368	219/763-7470		Porter	info@bloomfieldmechanical.com																							
Bloomington Quality Heating & A/C, Inc.	Contractor	HVAC	Lisa Sullivan	1412 W. Kirkwood Ave.	Bloomington	IN	47402	812/336-3372		Monroe	qualityheat@sbcglobal.net																							
Blue Sky Engineering, Inc.	Engineering	Environmental	Angela Martin	503 E Miller Road	Bloomfield	IN	47424	317/670-1223	812/227-8084	Greene	amartin@blueskyengineering.biz	INDOT DBE	INDOT DBE		N	E															YES		YES	
Bluebird Solution Inc	Serives	Document Storage	Charles Hughlett	530 N Sam Houston Pkwy E	Houston	TX	77060	832/257-5584		#N/A	Bluebird9115@att.net	I DBE	I DBE																					
Bluegrass Lightning Consultants, Inc.	Consultant	Electrical						859/371-2583		#N/A	bluegrass@bardstown.com	KY DBE CERT	KY DBE CERT		Y																			
BMC, LLC	Services	Financial	Melvin Brown	3148 Kenilworth Drive	Indianapolis	IN	46228	317/435-7242		Marion	mbrown@bmcllc.org	I DBE	I DBE																					
Bobbitt Electrical Services, Inc.	Contractor	Electric	Bernard Bobbitt	6259 Coffman Rd.	Indianapolis	IN	46268	317/536-6086	317/536-2453	Marion	bernard@bobbittelectrical.com					E																		
Bodden Construction	Contractor	Concrete, Masonry	Stephen R.	124 Village Green Dr.	Sidney	OH	45365	937/489-1001	937-492-1963	Shelby	stephenbodden@yahoo.com					E																		
Bolts Carriers, LLC	Trucking	Trucking, Masonry	Jason E. Brown	86 Township Rd. 37 W.	Bellefontain	OH	43311	614/634-6315	937/599-6315	Logan	boltscarriersllc@yahoo.com					E																		
Booker & Son Trucking, LLC	Trucking	Trucking		3884 Wendy Dr.	Cleveland	OH	44122	216-752-0721	216-752-9736	Cuyahoga	sonnytuff@msn.com					E																		
Booker Engineering, Inc.	Engineering	Civil/Structural		234 5th Ave 4th floor	New York	NY	10001	212/213-3919		#N/A	bookerbee@bookerengineering.com	KY DBE CERT	KY DBE CERT																					
Booth & Associates, LLC	Services	Real Estate	Milton Booth	3833 N. Meridian Street	Indianapolis	IN	46208	317/926-3314		#N/A	mbooth@mibor.net	I DBE	I DBE																					
Borzych Construction	Contractor	Highway/Bridge Construction	Jeanette Borzych	8927 N. 300 E.	Rolling Prairie	IN	46371	219/205-0061		La Porte	borzychconstruction@yahoo.com					E																		
Bouie Construction, Inc.	Construction	General Contractor	Elijah Bouie	21652 White Avenue	Joliet	IL	60433	815-722-7478		Will	bouies9@aol.com	I DBE	I DBE			E																		
Boyd Electric	Contractor	Electric	Kathy Boyd	9588 Fisherville Rd.	Elberfeld	IN	47613	812/457-9769		Warrick	kathyboyd@speedex.net					E																		
Bracken Services, LLC	Services	Cleaning	Robert Bracken	Post Office Box 1324	Shelbyville	KY	40066	502/551-2096		Shelby	Lmorris@brackenservices.com	KY DBE CERT	KY DBE CERT																					
Branch Electric, LLC	Contractor	Electric	Tyron Anderson	2702 Granada Circle	Indianapolis	IN	46222	317/428-8018		Marion	branchelectric@ymail.com					E																		
Branchs, LLC	Contractor	Landscape	Donald R. Branch	1050 Hyde Park	Dayton	OH	45429	937/657-6555		Montgomery						E																		
Branscombe Cable Company	Contractor	Electrical	Penelope Johnson	1200 W. Cermak Road	Chicago	IL	60608	312/226-7718		Cook	bccsupply@sbcglobal.net	I DBE	I DBE			E																		
Breakers Galore	Supplier	Electrical	Derry Owens	5525 Indian Cove Road	Indianapolis	IN	46268	317/297-0219		Marion	breaker1@msn.com	I DBE	I DBE			E																		
Brenner Design	Design	Architecture, Construction	Diana Brenner	620 N Delaware St	Indianapolis	IN	46204	317/262-1220	317/262-1260	Marion	dbrenner@brennerdesign.com	IN DBE	IN DBE		N	E		YES															YES	YES
Brenner Design, Inc.	Services	Construction Management	Diana Brenner	620 N. Delaware St.	Indianapolis	IN	46204	317-262-1220	317/262-1260	#N/A	dbrenner@brennerdesign.com					E																		
Brewster Trucking, Inc.	Trucking	Trucking		7641 Tylers Hill Ct.	West	OH	45069	513-889-3816	513-889-1194	Butler	brewstertrucking@gmail.com					E																		
Bridge Concepts, Inc	Engineering	Construction Management	Hector Medina	15100 Hutchison Road Suite 105	Tampa	FL	33625	813/265-4474		#N/A	hmedina@bridgeconceptsusa.com	I DBE	I DBE																					
BridgeCo Construction, LLC	Contractor	Aggregates, Landscape, Highway/Bridge Construction	Michael Bridges	2755 Johnstown Rd.	Columbus	OH	43219	614/414-7332	614/414-0971	Franklin	mbridges3899@sbcglobal.net					E																		
Bridges Bros. Trucking, LLC	Trucking	Trucking, Masonry	Michael Bridges	3899 Scotsfield Drive	Gahanna	OH	43230	614-475-5003	614/475-5055	Franklin	mbridges@bridgestrucking.com					E																		
Bridges Hauling, LLC	Trucking	Trucking, Landscape, Traffic Control	Michael A. Bridges	153 Cady Ct.	Blacklick	OH	43004	614/975-8606		Franklin	way2bridges@yahoo.com					E																		
Bright Street, LLC	Contractor	Electric	Julia K. Wilkie	1500 Farr Dr., Suite 2	Dayton	OH	45404	937/424-3000	937/424-2999	Montgomery						E																		
Brightwood Trucking Inc	Trucking	Trucking	Priscilla Easter	2840 Brookside Ave	Indianapolis	IN	46218	317/444-1202		Marion	easterpriscilla2@aol.com	IN DBE	IN DBE			E																		
Brightwood Trucking, Inc.	Trucking	Trucking	Priscilla Easter	2840 Brookside Ave.	Indianapolis	IN	46218	317/444-1202	317/541-0191	#N/A	easterpriscilla2@aol.com					E																		
Briljent, LLC	Services	Multi Media	Kathy Carrier	7615 W. Jefferson Boulevard	Fort Wayne	IN	46804	260/434-0990		Allen	kcarrier@briljent.com	I DBE	I DBE																					
Britton Baker Enterprises	Contractor	Painting		5717 Argus Rd.	Cincinnati	OH	45224	513-405-1071		Hamilton	solomon5@zoomtown.com					E																		
Brooks Concrete, Inc.	Trucking	Trucking, Concrete		4556 Clifton Ave.	Lorain	OH	44055	440-245-7690	440-244-1100	Lorain	brooksconcrete1@yahoo.com					E																		
Brooks Hayden Electrical Company	Contractor	Electrical	Natalie Brooks-Hayden	P.O. Box 781134	Indianapolis	IN	46268	317/228-8411		Marion	nbrooks@brooks-hayden.com	I DBE	I DBE			E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Brown Transfer Co., LLC	Trucking	Masonry, Trucking	Mario R. Brown	17228 Mapleboro Ave.	Maple Heights	OH	44137	216/870-8204	216/342-4859	Cuyahoga						E																		
Bryant Associates, Inc. (d/b/a B A Engineers)	Engineering	Engineering	Richard Storm. P.E.	2900 West Broadway, ste 204	Louisville	KY	40211	502/775-5741		Jefferson	jdiller@bryant-engrs.com	KY DBE CERT	KY DBE CERT			E				YES											YES	YES		YES
Bryson Tucker Electric, LLC	Contractor	Electric		50 Elmdale	Toledo	OH	43607	419-536-2293	419-536-2799	Lucas						E																		
B's Trucking	Trucking	Masonry, Trucking	Arkevia L. Brown	599 Dorchester Rd., PO Box 22244	Akron	OH	44302	419/545-1789	330/835-4224	Summit	arkeviabrown@aol.com					E																		
BSI Traffic Control Products, LLC	Contractor	Traffic Control	Barbara Stevens	11561 N. 600 W.	Fountaintow	IN	46130	317/501-9997		Shelby	bs27@earthlink.net					E																		
Buckeye Bituminous Transport, LLC	Trucking	Masonry, Trucking, Aggregates, Fuel	Megan L. Galloway	6500 Old Railroad Rd.	Sandusky	OH	44870	419/202-5690		Erie	buckeyebtllc@aol.com					E																		
Buckner & Sons Masonry, Inc.	Contractor	Masonry		3800 Sullivant Ave.	Columbus	OH	43228	614-279-9777	614-279-7855	Franklin	bucknerson@sbcglobal.net					E																		
Budd The Furnace Man & Son's,	Contractor	HVAC, Plumbing	Dana Booth	586 Fayette St.	Hammond	IN	46320	219-931-1073		Lake	bmshvac@sbcglobal.net																							
Budget Maintenance & Construction, Inc.	Construction	Construction	Patricia Bes	4900 Railroad Avenue	East Chicago	IN	46312	219/398-2844	219-397-5979	Lake	budget@netnitco.net	IN DBE	IN DBE			E																		
Budget Services & Supplies, LLC	Contractor	Landscape SWPPP	Willie Billingslea	P. O. Box 3006	Clarksville	IN	47131	812-285-9499		Clark	willie@win.net	I DBE	I DBE			E								YES										
BUDS, Inc.	Contractor	Landscape, Highway/Bridge Construction	Brandie Scott	6260 Newark Rd.	Nashport	OH	43830	740/297-8729	740/297-8731	Muskingum	budsinc04@yahoo.com					E																		
Buffalo Excavation, LLC	Trucking	Trucking, Landscape, Site Prep.	Inocencia R. Keller	10294 Deepcut Rd.	Millersport	OH	43046	614-562-7804		Fairfield	buffalokeller@frontier.com					E																		
Bunny Trucking, Inc.	Trucking	Trucking	Jennifer Whitaker	426 Whiteland Road, Apt C	Whiteland	IN	46184	317/753-5771	866/632-0440	Johnson	bunnytrucking @aol.com	IN DBE	IN DBE			E																		
Burley Trucking	Trucking	Masonry, Trucking	Kelvin Burley	775 Rose Ave.	Columbus	OH	43219	614/258-7406	614/238-9281	Franklin						E																		
Busch Landscaping, LLC	Contractor	Landscape	Melodie Busch	5703 N. US 421	Osgood	IN	47037	812/852-5920	812/852-5920	Ripley	mabusch@etczone.com	IN DBE	IN DBE			E																		
Business Health Plus, Inc	Services	Lab Drug Screening	Jacqueline Brannon	1615 Blackiston View Drive	Clarksville	IN	47129	812/282-4037		Clark	jbrannon@businesshealthplus.com	I DBE	I DBE																					
BWI Contractors, LLC	Contractor	Electric	Gary Hobbs	5902 E. 34th St.	Indianapolis	IN	46218	317/377-1790	866/653-3038	Marion	gary@bwillc.com					E																		
C & B Construction Co. #1, Ltd.	Contractor	Electric, HVAC, Plumbing	Barbara T. Coker	1894 Colonnade Rd.	Cleveland	OH	44112	216/905-2617	216/531-5829	Cuyahoga						E																		
C & B Trucking, Inc.	Trucking	Trucking	Gary Bennett	7830 Roy Rd.	Indianapolis	IN	46219	317/522-3791		Marion	gary.3155@hotmail.com					E																		
C & C Sheet Metal, LLC	Contractor	HVAC	Cindy Trimpe	1400 W. Sunday Dr.	Indianapolis	IN	46217	317/783-1871		Marion																								
C & D Enterprise, Inc.	Contractor	Electric	Carrie Fong	3188 W. I-74 Frontage Rd.	Greensburg	IN	47240	812/662-5038		Decatur						E																		
C & D Hughes, Inc.	Contractor	Landscape	Cheryl Hughes	3097 Lansing Road	Charlotte	MI	48813	517-645-0111		#N/A		I DBE	I DBE																					
C & E Midwest Concrete Construction Co.	Contractor	Concrete		219 Summit Ridge Dr. N.	Reynoldsburg	OH	43068	740-207-1947	614-237-5610	Franklin						E																		
C & J Services & Supplies, Inc.	Contractor	Guardrail	Denise Messman	335 Gradle Dr.	Carmel	IN	46032	317/569-7222		Hamilton	denise@candjservices.net					E																		
C & L General & Mechanical Maintenance Cont.	Contractor	Guardrail, Fencing, Drainage, Concrete	Yohance Cheek	528 Venus Dr.	Indianapolis	IN	46214	317/333-2383	317/481-8037	#N/A	yohancec@gmail.com	I DBE	I DBE			YES																		
C & M Wrecking, Inc.	Contractor	Demolition	Dei Johnson	1515 E. 18th St.	Indianapolis	IN	46218	317/822-9667	317/822-9668	Marion	cmwrecking@att.net					E																		
C A Whittaker & Associates, LLC	Services	Financial	Curtis Whittaker	487 Broadway, Suite 207	Gary	IN	46402	219/880-0850		Lake	cwhittaker@cawhittakercpa.com	I DBE	I DBE																					
C Cat, Inc.	Supplier	Telecom	Kristi Johnson	3913 North Keystone Avenue	Indianapolis	IN	46205	317/568-2899		Marion	kjohnson@ccat.com	I DBE	I DBE																					
C Js, Inc.	Trucking	Trucking	Cathy Jo Houston	2021 W. Raymond Street	Indianapolis	IN	46221	317/822-3478		Marion	chou243191@aol.com	I DBE	I DBE			E																		
C J's, Inc.	Trucking	Trucking	Cathy Jo Houston	2021 W. Raymond Street	Indianapolis	IN	46221	317/822-3477	317/822-3479	Marion	cjhtrucks@yahoo.com	IN DBE	IN DBE			E																		
C&L General & Mechanical Maintence Contr	Construction	Storm Sewer Installation	Yohance Cheek	528 Venus Drive	Indianapolis	IN	46241	317/333-2383	317/858-3334	Marion	yohancec@hotmail.com	IN DBE	IN DBE			E																		
C. Blair Enterprises, Inc	Services	Real Estate	Charles Blair, Jr.	7909 Welshire Boulevard	Fort Wayne	IN	46815	260/418-3650		Allen	charlesablair@gmail.com	I DBE	I DBE																					
C. C. Boone & Company, Inc.	Contractor	Electrical	Carolyn Walters	P.O. Box 5563	Evansville	IN	47716	812-428-7177		Vanderburgh	ccbooneco@aol.com	I DBE	I DBE			E																		
C. C. Catering, LLC	Services	Cleaning	Luis Martinez	210 West US Highway 30	Schererville	IN	46375	219/378-1798		Lake	xiao-55@msn.com	I DBE	I DBE																					
C. I. Drywall, Inc.	Contractor	Interior Build-out	Ike Coats	P.O. Box 18317	Indianapolis	IN	46218	317-542-0083		Marion	cidrywall@prodigy.net	I DBE	I DBE																					
C. Lee Construction	Contractor	Roads, Bridges	Frederick B. Lee	1200 W Main Street	Griffith	IN	46319	219/922-7733		Lake	c.lee2859@sbcglobal.net	I DBE	I DBE			E								YES										YES
C. Miller Excavating, LLC	Contractor	Concrete, Aggregates, Landscape, Trucking, Demolition, Site Prep., Sewer, Utilities	Shelly A. Miller	2615 N. County Line Rd.	Tipp City	OH	45371	937/698-4390	937/698-5596	Miami						E																		
C.A. FULKERSON,	Contractor	General Contractor	Mrs. Carol Fulkerson	P. O. Box 336,	Lanesville	IN	47136	812-952-1777	812-952-1770	Harrison	cafulkersonllc@aol.com	IN/KY DBE	IN/KY DBE		Y	E								YES							YES	YES	YES	YES
Cabello Associates	Consultant	Public Relations, Bus. Dev.	Kathy Cabello, MBA	8340 Little Eagle Ct.	Indianapolis	IN	46234	317/209-9909		Marion	kg_cabello@cabelloassociates.com	I/K W/DBE	I/K W/DBE			E					YES											YES		YES
Cable Design, Inc.	Supplier	Supplier	Kathleen Pope	PO Box 8071	Wilmette	IL	60091	847/256-9813	847/256-9814	#N/A	kathleen@cabledesigninc.com	IN DBE	IN DBE			E																		
CAD Concepts, Inc.	Engineering	CADD	Joyce Johnson	2323 W 5th Avenue	Columbus	OH	43204	614/485-0670	614/485-0677	Franklin	certifications@ccitechs.com	INDOT DBE	INDOT DBE			E																		
Cadit Company, Inc	Contractor	General Contractor	Kathryn Carlisle	P. O. Box 784	Roanoke	TX	76262	817/430-4409	817/430-0409	#N/A	kcarlisle@caditcompany.com	IN DBE	IN DBE																					
CAD-Vantage, Inc.	Engineering	CADD	Rachel Sebree	P.O. Box 53913	Indianapolis	IN	46253	317/272-0254	317/272-0348	Marion	cvi@indy.net	K/I D/M/W BE	K/I D/M/W BE			E		YES			YES							YES			YES		YES	YES
CAF Enterprises, Inc.	Trucking	Trucking, Masonry	Cynthia A. Forest	540 Taylor Blair Rd.	West Jefferson	OH	43162	614/582-0971	614-879-7394	Madison						E																		
Cahlik Electric, Inc.	Contractor	Electric	Karie L. Cahlik	3530 Ridge Rd.	Cleveland	OH	44102	216/961-6494	440/834-9571	Cuyahoga						E																		
Cain Signs, LLC	Contractor	Signage	Brenda Cain	6363 E. S.R. 44	Glenwood	IN	46133	765-679-5448		Fayette	sales@cainsigns.com					E																		
CAM Management and Services,	Contractor	Landscape		PO Box 328	Englewood	OH	45322	937-673-2819		Montgomery	julia@cammanagementandservices.com					E																		
Camacho Equipment & Janitorial Supply	Services Cleaning	Cleaning	Jesse Camacho	PO Box 36887	Indianapolis	IN	46226	317/891-1736		Marion	jsscamacho@aol.com	I DBE	I DBE																					
Cameron Fence Company	Contractor	Fencing	William Cameron	PO Box 462	Zionsville	IN	46077	317/873-6950		Boone	cameronfence@sbcglobal.net					E																		
Capco Contracting Company	Supplier	Supplies Metals	Thomas Cousar	3711 Walnut Street	Mckeesport	PA	15132	412-754-2620		#N/A	tcousar@capcocontracting.com	I DBE	I DBE																					
Cardinal Data Press, Inc.	Services	Printing	Jesse Harris	P.O. Box 6306	Gary	IN	46406	219-977-9681		Lake	cdpoyd@aol.com	I DBE	I DBE																					
Cardinal Electric Power, Inc.	Contractor	Electric		5984 W. South Range Rd.	Salem	OH	44460	330-398-2077	330-533-5173	Columbiana	rrs.cep@gmail.com					E																		
Cardinal Indiana, Inc.	Contractor	Painting	Patricia Smith	2470 W. Industrial Park Drive	Bloomington	IN	47404	812-335-1084	812-335-1394	Monroe	cardin812@aol.com	IN DBE	IN DBE			YES																	YES	
Cardinal Technology, PLLC	Consultant	Construction Management	Cecil Talbot	2903 CLIFFWYNDE	Louisville	KY	40241	502/339-0717		Jefferson	cardinaltech@bellsouth.net	KY DBE CERT	KY DBE CERT			E																		
Carol Steven's Commercial Services, LLC	Contractor	Site Prep.	Katrina Canady-Belcher	1610 Walpole Way	Indianapolis	IN	46231	317/241-4008		Marion	carolstevenscommercialservices@gmail.com					E																		
Carson Jack Enterprises, LLC	Contractor	Interior Build-out	Darrick Scott	3018 Greenbrier Avenue	West Lafayette	IN	47906	765-463-0505		Tippecanoe	carsonjackentrp@aol.com	I DBE	I DBE																					
Carver Design Studio, Inc.	Engineering	Architecture	Lester Carver	1621 West 76th Place	Indianapolis	IN	46260	317-259-7448		Marion	artios357@usa.net	I DBE	I DBE			E																		
CASS JV LLC	Nothing	Nothing	Charles Alexander	3104 Springcrest Dr.	Louisville	KY	40241	502/600.2227		Jefferson	charles.alexander69@yahoo.com																							
Cassady Electrical Contractors, Inc.	Contractor	Electric	Mae Cassady	PO Box 53	Ellettsville	IN	47429	812/332-7361		Monroe	mae.cassady@cassadyelectric.com					E																		
Catt Lyon Design, Inc.	Services	Multi Media	Charleen Lyon	212 Ludlow Avenue	Cincinnati	OH	45220	513/221-3500		Hamilton	wayfind@one.net	I DBE	I DBE																					
Caver Brothers, Inc.	Contractor	Landscape, Concrete, Aggregates		3770 E. 93rd St.	Cleveland	OH	44105	216-751-0260	216-751-0346	Cuyahoga	caverbrothersinc@sbcglobal.net					E																		
Cavotta Landscapers, Inc.	Contractor	Landscape	Marilyn C. Pride	19517 Nottingham Rd.	Cleveland	OH	44110	216/486-2505	216/486-2594	Cuyahoga	cli1@sbcglobal.net					E																		
Cazares Concrete LLC	Contractor	Concrete, Structures	Francisco Cazares	6358 North 100 West	Alexandria	IN	46001	765/649-7159	765/649-7281	Madison	francisco@cazaresconcretellc.com	IN DBE	IN DBE			E																		
CBD Fabrication, Inc.	Contractor	Fabrication	Dina M. Gay	3480 Millikin Ct.	Columbus	OH	43228	614/554-2705	614/448-4832	Franklin						E																		
CBK Enterprises, Inc.	Trucking	Trucking	Krista Lee	P.O. Box 9159	Fort Wayne	IN	46899	260/312-3397		Allen	kbay10@aol.com					E																		
CCI, LLC	Contractor	Flooring	Otto Kolditz	3639 N. Raceway Rd., #100	Indianapolis	IN	46234	317-299-0541		Marion	gisa@cci-indy.net																							
CEDAR VALLEY	Contractor	Fencing, Landscape, Guardrail, Signage	Ms. Susan D. Redmon	851 Redmon Road	Paris	KY	40361	859-987-1497	859-987-1497	Bourbon	cvseeding@wildblue.net	KY DBE	KY DBE		Y	YES																		
Central Engineering & Construction Assoc	Engineering	Engineering	Karen Powers	3862 N. Commercial Parkway	Greenfield	IN	46140	317-894-1990	317-894-1890	Hancock	karen@central-eng.com	IN DBE	IN DBE			YES																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Response to WVB Solicitation: Email, Brochure, Interest Form, Business Card

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
Central Engineering & Construction Associates, Inc.	Contractor	Site Prep., Landscape, Demolition, Drainage, Concrete, Water/Sewer	Karen Powers	3862 N. Commercial Pkwy.	Greenfield	IN	46140	317-894-1990	317-894-1890	#N/A	karen@central-eng.com					E																		
Central Indiana Ready Mix	Contractor	Concrete	Marci Bennett	P.O. Box 2069	Bedford	IN	47421	812/935-5666		Lawrence	marci.bennett@comcast.net					E																		
Central Painting, Inc	Contractor	Painting	Domina Vardaros	P.O. Box 606	Saint John	IN	46373	219/942-3623	219/940-9464	Lake	centralpnt@aol.com	IN DBE	IN DBE			E																		
CGM Precast Concrete	Contractor	Concrete, Aggregates	Susan Machledt	5402 Massachusetts Ave.	Indianapolis	IN	46218	317/545-6557		Marion	cgmmfg@aol.com					E																		
Chagrin Valley Steel Erectors, Inc.	Contractor	Fabrication, Steel		4500 Hamann Pkwy.	Willoughby	OH	44094	440-975-1556		Lake						E																		
Chameleon Right-of-Way Services, LLC	Consultant	Right-of-Way		4777 Olive Creek Road	Benton	KY	42025	224/558-3672		Marshall	Chameleonrw@yahoo.com	KY DBE CERT	KY DBE CERT			E																		
Charles Walker General Construction	Contractor	Housing	Charles Walker	3167 Boulevard Place	Indianapolis	IN	46208	317/925-5569		Marion	cwalk3167@sbcglobal.net	I DBE	I DBE																					
Charlier Clark & Linard, PC	Engineering	Construction Services	Gerald Charlier	1 N. Pennsylvaina Street, Suite 920	Indianapolis	IN	46204	317/624-1600	317/624-1400	Marion	gcharlier@cclpc.com	INDOT DBE	INDOT DBE			E																		
Charlie's Electric Service, Inc.	Contractor	Electrical	Charles McCutchen Sr.	109 John J Johnson Ave.	Franklin	KY	42134			Simpson	charliesinc@bellsouth.net	KY DBE CERT	KY DBE CERT		Y	E			YES															YES
CHC Technologies, Inc.	Engineering	Environmental	William Higgins	5632 Walden Lane	Indianapolis	IN	46228	317/891-8341		Marion	chctechnologies@earthlink.net	I DBE	I DBE			E																		
Chellena, Inc.	Contractor	Highway/Bridge Construction		6880 Sharon Ct.	Columbus	OH	43229	614-882-8166		Franklin	tgiorgis12@yahoo.com					E																		
CHEROKEE CONSTRUCTION & EXCAVATING	Contractor	Commercial	Mr. Dennis Humphrey	13125 Middletown Industrial Blvd	Louisville	KY	40223	502-589-9737	502-361-7862	Jefferson	dennyh@cherokeellc.net	KY DBE	KY DBE		Y	E								YES										
Cherokee Construction & Excavating, LLC	Contractor	Landscape, Ditch/Shoulder, Demolition, Utilities	Kenny Acton	13125 Middletown Industrial Blvd.	Louisville	KY	40223	502-589-9737	502-361-7862	Jefferson	dennyh@cherokeellc.com					E																		
Cherry Consulting of the Carolinas, Inc.	Consultant	Construction Services	Rebecca Cherry	6227 Gothic Court	Charlotte	NC	28210	704-556-1415		#N/A	cherryconc@aol.com	I DBE	I DBE																					
Chicago Decking, Inc.	Contractor	Steel	Susan Tipton	4433 E. 83rd Ave.	Merrillville	IN	46410	219/947-3939		Lake	susantipton@chicagodecking.com					E																		
Chieftain Trucking & Excavating	Contractor	Site Prep., Aggregates, Trucking	Eileen M. Martin	3926 Valley Rd., Suite 300	Cleveland	OH	44109	216/485-8034	216/485-8036	Cuyahoga	chieftaintrucking@yahoo.com					E																		
Childress & Associates, LLC	Consultant	Environmental		3640 Timberwood Lane	Lexington	KY	40515	(859) 272-7667		Fayette	achildress@childressassociates.biz	KY DBE CERT	KY DBE CERT			E																		
Childress Transport	Trucking	Trucking	Curtis Childress	3554 N. Chester Avenue	Indianapolis	IN	46218	317-546-7196		Marion		I DBE	I DBE			E																		
Chocolate Trucking	Trucking	Trucking		552 Miller Ave.	Columbus	OH	43205	614-496-2412		Franklin	rollin16hotcoco@yahoo.com					E																		
Chrysalis Consulting, LLC	Services	Construction Management	Suzanne Phelps	11711 N. Pennsylvania Street	Carmel	IN	46032	317/844-1400		Hamilton	suzanne.phelps@chrysalisglobal.com	I DBE	I DBE			E																		
CIC Services, LLC	Services	Administrative		531 Tom Hackley Road	Danville	KY	40422	859/936-0027		Boyle	loulou@kymail.com	KY DBE CERT	KY DBE CERT																					
CINCO, INC.	Contractor	Concrete Struct., Erosion, Demolition	Mr. Terry Taul,	725 Old Owingsville Rd.	Mt. Sterling	KY	40353	859-498-6363	859-498-6363	Montgomery	cincoinc@bellsouth.net	KY DBE	KY DBE		Y	E			YES													YES		YES
Cindy Fox Landscaping, LLC	Contractor	Landscape	Cindy Fox	2656 S. Sunrise Dr.	New Palestine	IN	46163	317/442-6339		Hancock	ohriverb@aol.com					E																		
Circle "R" Mechanical, Inc.	Contractor	HVAC, Plumbing	Linda Fogus	6620 Sheperd Ave.	Portage	IN	46368	219/787-5566		Porter	linda@circlermechanical.com																							
Circle City Rebar, LLC	Contractor	Rebar, Const. Mgr.	Frank Davis	4002 Industrial Blvd	Indianapolis	IN	46254	317/917-8566	317/917-8729	Marion	fdavis@circlecityrebar.com	KY/IN D/MBE	KY/IN D/MBE			E	YES														YES		YES	YES
Circle Janitorial Supply, Inc.	Services	Cleaning	Eladio Quiles	5 East 12 Street	Paterson	NJ	7524	973/345-1212		#N/A	rhilliard@circlejanitorial.com	I DBE	I DBE																					
City Management and Property Acquisitions, LLC	Trucking	Trucking	David M. Stiggers	7617 Reading Rd., Suite 211-212	Cincinnati	OH	45237	513/821-0500	513/821-0501	Hamilton						E																		
City Wide Paving, Inc.	Contractor	Concrete, Structures	Abdul Ohab	6341 W. Minnesota Street	Indianapolis	IN	46241	317/241-7502	317/241-7304	Marion	citywidepaving@sbcglobal.net	IN DBE	IN DBE			E																		
CivCon Services, Inc.	Engineering	Civil/Construction Management	Jorge Moreno	230 West Monroe	Chicago	IL	60606	312/379-2220	312/379-2221	#N/A	jmoreno@civconinc.com	INDOT DBE	INDOT DBE			E													YES		YES		YES	YES
Civic Consultants Inc.	Architecture	Architecture	Jill Smith					(502) 244-1160		#N/A	jill@jlsarch.com	Yes	Yes																					
Civil Design, Inc.	Engineering	Civil	Vicki LaRose	1552 South 7th Street	St Louis	MO	63104	314.863.5570		#N/A	vlarose@civildesigninc.com	INDOT DBE	INDOT DBE																					
CJM Group LLC	Services	Financial	Victor Mowatt	1032 West Monroe Street	Chicago	IL	60607	312/243-9878		Cook	vmowatt@cjmgroupllc.com	I DBE	I DBE																					
CK United Sheet Metal & Mechanical, Inc.	Supplier	Metal								#N/A	m_coatesjr@ckunitedinc.com	KY DBE CERT	KY DBE CERT																					
CK United Trucking, Inc.	Trucking	Trucking	Maurice Coates	P.O. Box 16095	Evansville	IN	47716	812/423-5090		Vanderburgh	m.coatesjr@ckunited.com	IN DBE	IN DBE			E																		
CKREU Consulting LLC	Consultant	Marketing	Connie Kreutzjans	3069 Sentury Dr	Edgewood	KY	41017	(859) 653-2175		Kenton	connie@ckreu.com	Yes	Yes			E																		
Claire Bennett Associates, Inc. (d/b/a Landstory)	Architecture	Landscape	Joanna Green	901 N East St.	Indianapolis	IN	46202	317-951-0000		Marion	Jgreen@cbala.com		D			E					YES			YES								YES		YES
Clark Mechanical, Inc.	Contractor	HVAC		18850 Miles Rd.	Warrensville Heights	OH	44128	216-581-8101	216-581-0297	Cuyahoga	mclark000@ameritech.net																							
Clarkes Family Trucking, Inc.	Trucking	Trucking, Masonry	Charita M. Clarke	5669 Columbia Dr.	Bedford Heights	OH	44146	216/571-3391	216/439-6320	Cuyahoga	charitaclarke1615@sbcglobal.net					E																		
Clark's Excavating, LLC	Contractor	Excavation, Demolition		9061 Pasco-Montra Rd.	Sidney	OH	45365	937-493-0365	937-493-0365	Shelby	jlksclark@aol.com					E																		
ClarkTel Tele-Communications, Inc.	Contractor	Electric	Terence N. Clark	1661 Copley Rd.	Akron	OH	44320	330/869-8657	330/869-8515	Summit						E																		
Classickle, Inc.	Engineering	Survey, Site Development	Anthony Sickles	4127 E. Indian Trail	Lousiville	KY	40218	502/493-2722		Jefferson	asickles@classickle.com	KY DBE CERT	KY DBE CERT			E		YES																
CLB Trucking, Inc.	Trucking	Trucking		PO Box 2548	Westerville	OH	43086	614-496-9174	740-936-5250	Franklin	chris.clbtrucking@yahoo.com					E																		
Cleaning With Pride	Services	Cleaning	Janice Mason-Porter	3935 Clarendon Road	Indianapolis	IN	46208	317/921-9496		Marion	cleaningwpride@prodigy.net	I DBE	I DBE																					
Cleland Environmental Engineering, Inc.	Engineering	Environmental	Judith Cleland	8308 Thorn Bend Drive	Indianapolis	IN	46278	317-733-0351	317/733-8837	Marion	jcleland3603@att.net	INDOT DBE	INDOT DBE			E																		
CLEM'S PLUMBING,	Contractor	Drainage, Curb & Gutter, Sewer, Sidewalk	Mr. Daniel Clem,	P. O. Box 4113, 111 Elizabeth St	Winchester	KY	40391	859-745-1377	859-745-1391	Clark	Clemsco@adelphia.net	KY DBE	KY DBE		Y	YES																		
Cleveland Industrial Concrete Floors, Inc.	Contractor	Concrete, Water/Sewer, Site Prep.	Christine M. Abramo	13200 York Delta Rd.	North Royalton	OH	44133	440/582-0606	440/582-3171	Cuyahoga	christineabramo@aol.com					E																		
Cliff Cutz, LLC	Contractor	Landscape, Clearing	Randy L. Cliff	13505 Saddlecreek Dr.	Louisville	KY	40245	502/418-1862	502/243-9958	Jefferson						E																		
Clifton, Weiss & Associates, Inc.	Engineering	Design Services	Elizabeth Clifton	524 Plymouth Road	Gwynedd Valley	PA	19437	215/628-2640		#N/A	msabatina@cliftonweiss.com	I DBE	I DBE																					
CLS Industries, Inc.	Contractor	Heavy Highway	Carolyn Short	PO Box 138	Salem	IN	47167	812-883-4492	812-883-4317	Washington	cls@blueriver.net	IN DBE	IN DBE			E								YES										
CLW Trucking	Trucking	Trucking		4137 Kingsbury Ave.	Toledo	OH	43612	419-283-7013		Lucas	clwoodson3@att.net					E																		
CMG Trucking, Inc.	Trucking	Trucking	Summer Ballard	7050 South County Road 700 West	Daleville	IN	47334	317/430-3106	317/288-3734	Delaware	cmgtrucking@gmail.com	IN DBE	IN DBE			E																		
CO Painting, LLC	Contractor	Painting		2217 Lilacwood Ave.	Columbus	OH	43229	614-332-6963	614-423-7249	Franklin	bwilliamscopaint@yahoo.com					E																		
Coast to Coast Advertising, Inc.	Contractor	Signage	Karen Bannon	1911 Unruh Ct.	New Albany	IN	47150	812/949-9842		Floyd						E																		
Cobb Outdoor Services	Contractor	Landscape	Stanley Cobb	4322 E. 40th St.	Indianapolis	IN	46226	317/710-2825		Marion	angelcobbfam@aol.com					E																		
Coleman Trucking, Inc.	Trucking	Trucking		3580 E. 93rd St.	Cleveland	OH	44105	216-441-7615	216-441-7618	Cuyahoga						E																		
Collins Cleaning & Punchout	Services	Trucking	Darren Collins	273 Palmer Lane	Cynthia	KY	41031	859/235-0731		Harrison	darren@collinscleaning.org					E			YES															YES
Columbus Coal & Lime Company	Contractor	Landscape, Steel, Concrete, Aggregates		1150 Sullivant Ave.	Columbus	OH	43223	614-224-9241	614-224-1721	Franklin						E																		
Columbus Transport, Inc.	Trucking	Trucking	Tina Bishop	P.O. Box 856	Columbus	IN	47202	812-376-0532	812-376-3909	Bartholomew	tinabishop313@sbcglobal.net	IN DBE	IN DBE			E																		
Comm Steel, Inc.	Contractor	Fabrication, Steel,	Eddie B. Perkins	900 E. 69th St.	Cleveland	OH	44103	216/881-4600	216/881-7643	Cuyahoga	eperkins@commsteel.com					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Commercial Construction, Inc	Construction	General Contractor	Robert Garcia	2239 Fyke Drive	Milford	MI	48381	248/685-3263	248/685-9892	#N/A	rgarcia@cci-rigging.com	IN DBE	IN DBE																					
Commercial Tech Painting	Contractor	Painting	John Muhammad	3737 N. Meridian Street, Suite 210	Indianapolis	IN	46208	317/283-1822		Marion	commercialtechpainting@yahoo.com	I DBE	I DBE			E																		
Compulink Technologies, Inc.	Contractor	Electric	Rafael Arboleda	214 W. 29th St., Suite 201	New York	NY	10001	212/695-5465	212/695-5560	#N/A																								
Concrete Connection, Inc.	Contractor	Concrete, Structures	Lorene Beauchamp	4631 West 800 North	Fairland	IN	46126	317-835-9104	317-835-4303	Shelby	lori@concreteconnectioninc.com	IN DBE	IN DBE			E																		
Concrete Constructors, Inc	Contractor	Concrete	Merle Hobbs	684 N. 600 E.	Westville	IN	46391	219/447-6437		La Porte						E																		
Concrete Material Supply, LLC	Contractor	Concrete		875 E. Main St.	Woodville	OH	43469	419-261-6404	419-849-3240	Sandusky	tbischoffjr@gmail.com					E																		
Connico, Inc.	Consultant	Construction	Connie Gowder	2594 N Mount Juliet Road	Mount Juliet	TN	37122	615/758-7474	615/758-7477	#N/A	cgowder@connico.com	IN DBE	IN DBE			E																		
Construction Concepts, Inc.	Construction	General Contractor	James W.	5937 Coburn Avenue	Indianapolis	IN	46228	317/253-7853	317/253-9564	Marion	roderick81@ameritech.net	D				E																		
Construction Contracting Services, Inc	Services	Staffing	Calvin Williams	P.O. Box 221	Schererville	IN	46375	219/779-0900		Lake	calvin@ccsi-midwest.com	IN DBE	IN DBE			E																		
Construction Force, LLC	Supplier	Construction		3982 Powell Rd., Suite 104	Powell	OH	43065	614-679-5737	614-792-7614	Delaware	construction.force@yahoo.com					E																		
Construction Consultant	Consultant	Construction Management	Shawn Brown	904 S. Rosetta Road, Ste 173	Schamburg	IL	60193	630/307-3570		Cook	sbrown@cca-gp.com																	YES						YES
Construction Site Services, LLC	Services	Construction								#N/A	kathyw@csspipe.com	KY DBE CERT	KY DBE CERT																					
Construction Solutions of Kentucky, LLC	Trucking	Trucking, Asphalt, Grade/Drain, Sewer, Concrete	Melissa Trego	3404 Hardwood Forest Dr.	Louisville	KY	40214	502/935-1088	502/935-1764	Jefferson	CSKN07269@aol.com					E																		
Context, LLC	Landscape	Architect	Melissa Glazier	12 South Main Street, Suite 100	Fortville	IN	46040	317/485-6900		Hancock	mglazier@context-design.com	I DBE	I DBE			E																		
Continental Welding Supply Corporation	Supplier	Machinery	Vicki Swofford	P. O. Box 2610	Terre Haute	IN	47803	812-232-2488		Vigo	vswofford@continentalweld.com	I DBE	I DBE			E																		
Contracting & Supply, LLC	Contractor	Fiberglass	Christine Cox	214 Fenster Dr.	Indianapolis	IN	46234	317/850-4265	317/209-1233	Marion	contractingandsupply@gmail.com					E																		
CONTRACTORS CORPORATION	Contractor	Landscape	Ms. Jackie Reynolds	P. O. Box 946,	Bowling Green	KY	42102	270-846-0989	270-846-1050	Warren	contrcorp@aol.com	KY DBE	KY DBE		Y	YES																		
Contractors Services Unlimited, Inc.	Supplier	Rebar	Marc Oca	2101 Utica Pike	Jeffersonvill	IN	47130	812-283-8744		Clark		I DBE	I DBE			E																		
Convergent Strategies Consulting, Inc.	Consultant	Design Aviation	Marco Prieto	17066 Allamanda Drive West	Sugarloaf Key	FL	33042	305/744-0486	305/744-3497	#N/A	mprieto@cscinc.com	INDOT DBE	INDOT DBE																					
Cook Paving & Construction Company, Inc.	Contractor	Highway/Bridge Construction, Excavation, Landscape, Paving		11360 Brookpark Rd., Suite 212	Brooklyn	OH	44130	216-267-7705	216-267-7595	Cuyahoga	rarcontractingco@att.net					E																		
Cooley & Spalding Electric, Inc.	Contractor	Electrical	Alice Parido	700 Industrial Boulevard	New Albany	IN	47150	812-945-5405		Floyd	aparido@cooleyandspaldingelectric.com	I DBE	I DBE			E																		
Cooper Trading, Inc.	Contractor	Concrete, Plumbing, Masonry, HVAC	Peter G. Cooper	1078 Portal Ln.	North Huntington	PA	15642	724/861-8830	724/861-8832	#N/A																								
Cooper Zietz Engineers, Inc.	Contractor	Highway/Bridge Construction, Water/Sewer	Herbert J. Fricke	620 SW. 5th Ave., Suite 1225	Portland	OR	97204	503/253-5429	503/253-5412	#N/A																								
Coover-Clark & Associates, Inc.	Landscape	Architect		1936 Market Street	Denver	CO	80202	303/783-0040		#N/A	marketing@coover-clark.com	KY DBE CERT	KY DBE CERT																					
Coover-Clark & Associates, P.C.	Contractor	Landscape/Erosion Control	Carol Coover-Clark	1936 Market Street	Denver	CO	80202	303-783-0040		#N/A	carolcoover-clark@coover-clark.com	I DBE	I DBE																					
Corbitt & Sons Construction Co.,	Contractor	General Contractor	Stephen Corbitt	8728 Robbins Road	Indianapolis	IN	46268	317/334-1810	317/334-1820	Marion	scorbitt@corbittconst.com	IN DBE	IN DBE			E																		
Cordova Enterprises, LLC	Trucking	Trucking, Concrete, Masonry	Corina L. Cordova	3100 E. 45th St., Suite 322	Cleveland	OH	44127	216/441-9860	866/661-2858	Cuyahoga	corstoneltd@aol.com					E																		
CORLISS STONE-LITTLES, LLC	Services	Restaurant - fast food and carry-out	Corliss Stone-Little	2200 Pool Road, Suite 206	Grapevine	TX	76051	817.421.6399		#N/A	corliss@csllc.biz	I DBE	I DBE																					
Corn Island Archaeology, LLC	Consultant	Historic Preservation	Anne Bader	10320 Watterson Trl	Lousiville	KY	40299	502/614-8828		Jefferson	cornislandarch@insightbb.com	KY DBE CERT	KY DBE CERT			E																		
Cornerstone Construction Services, Inc.	Engineering	Civil Structural	Kristy Contreras	330 S. Naperville Road, Suite 401	Wheaton	IL	60187	630/588-0221	630/588-0223	#N/A	kcontreras@cornerscsi.com	IN DBE	IN DBE			E	YES		YES													YES		YES
Cornerstone Engineering, Inc.	Engineering	Structural	Chella Subram	2302 Hurstbourne Village Drive	Louisville	KY	40299	502/493-2717	502/491-4824	Jefferson	chella@cei-engineering.com	K/I D/MBE	K/I D/MBE			E	YES														YES		YES	YES
Cornerstone Planning & Design,	Landscape	Architect	Debra Schmucker	10985 Loyola Court	Fishers	IN	46038	317/849-0600		Hamilton	dltrail@sbcglobal.net	I DBE	I DBE			E																		
Cortez Environmental Services, LLC	Engineering	Environmental	Vikki Cortez	370 W. County Road 1175 N.	Farmersburg	IN	47850	812/696-2439		Sullivan	cortezenv2004@yahoo.com	I DBE	I DBE			E																		
Cosmos Industrial Services, Inc.	Contractor	Painting, Concrete, Highway/Bridge Construction	Penelope H. Dourountakis	9103 Detroit Ave.	Cleveland	OH	44102	216/861-8361	216/861-4032	Cuyahoga						E																		
Cotter Consulting	Consultant	Construction Management	Carma Woods	8150 South Cass Aveniue	Darien	IL	60561	630/724.9730		Du Page	c.wood@cotterconsulting.com	I DBE	I DBE			E							YES					YES			YES		YES	YES
Cotton Services Company, LLC. (CSC)	Services	Cleaning	Missi Thomas	1105 Ulrich Avenue	Louisville	KY	40219	502/276.2500		Jefferson	missit@cscllcky.com	-	-										YES											YES
Countryside Gardens, Inc.	Contractor	Landscape	Kathy LeMaster	3272 S.R. 502	Greenville	OH	45331	937-547-9775	937-547-6188	Darke	ljohnkathy@aol.com					E																		
County Materials, Inc.	Contractor	Aggregates, Concrete	Debra Brown		North	IN	47265	812/346-9767		Jennings	dbrown@leesreadymix.com					E																		
Courtland Title & Escrow, Inc.	Services	Real Estate	Beatrice Craney	245 Morton Ave	Martinsville	IN	46151	765/342-2400		Morgan	bcraney@courtlandtitle.info	I DBE	I DBE																					
Cousco Brown, LLC	Contractor	Landscape, Water		111 Burbank Dr.	Toledo	OH	43607	419-861-4296	419-861-4319	Lucas	rjbrown@couscobrown.com					E																		
Covenant Care	Contractor	Landscape SWPPP	Joseph Wilkins	7297 Mendenhall Road	Camby	IN	46113	317/856-1040		Morgan	jwilkins7297@comcast.net	I DBE	I DBE			E																		
Cox's Plumbing, Inc.	Contractor	Plumbing	George Cox	7321 Brook Meadow Dr.	Louisville	KY	40228	502/231-4562	502/231-4542	Jefferson	carneliacox@yahoo.com																							
Coyle & Associates, Inc.	Engineering	Environmental	Elizabeth Coyle	414 N. Taggart Ave	Clarksville	IN	47129	502/548-3410		Clark	eecoyle@juno.com	INDOT DBE	INDOT DBE			E		YES														YES		YES
CPS Acquisitions	Consultant	Financial	Debra Taylor	3211 Annally Dr.	Carmell	IN	46032	317/523-9057		Hamilton	debtaylor@cpsaquisitions.net								YES															YES
CR CLEARING, INC.	Contractor	Dirt	Ms. Sandy Hockensmith	P. O. Box 1648,	Russell Springs	KY	42642	270-866-5600	270-866-5106	Russell	crclear@duo-county.com	KY DBE	KY DBE			E																		
Crane Environmental Services, LLC	Consultant	Environmental	Ellen Crane	1120 Star Gate Court	Evansville	IN	47725	812-868-0709	812-868-1232	Vanderburgh	ces@crane-es.com	INDOT DBE	INDOT DBE			E																		
Crawford Fence & Guardrail, Inc.	Supplier	Guard Rail, Materials	Rupert Crawford	3076 Albion Road	Cleveland	OH	44120	216-921-5812	216-921-5828	Cuyahoga		IN DBE	IN DBE			E																		
CRC Enterprises, LLC	Trucking	Trucking, Flooring	Paul Newlin	5395 Westerville Rd.	Westerville	OH	43081	614/557-8541	614/898-5312	Franklin						E																		
CRE HVAC Services, Inc.	Contractor	HVAC, Mechanical	Curtis Evans	3501 Sutherland Avenue	Indianapolis	IN	46218	317/927-7425		Marion	crehvac@aol.com	I DBE	I DBE																					
Creative Solutions	Services	Financial	Shelley White	111 North Branch Road	Patriot	IN	47038	812/290-6843		Switzerland	creativeproduct@aol.com	I DBE	I DBE																					
Creelman & Associates, Inc.	Consultant	IT	Lynn Creelman	280 Harvest Ridge Way	Pasco Robles	CA	93446	805/237-9500	805/237-2384	#N/A	info@lynncreelman.com	INDOT DBE	INDOT DBE																					
Cremeans Concrete & Supply Co., Inc.	Contractor	Concrete		160 Georges Creek Rd., PO Box 475	Gallipolis	OH	45631	740-446-1142	740-446-1492	Gallia						E																		
Cretebusters, LLC	Contractor	Concrete		5323 Tompkins Ave.	Cincinnati	OH	45227	513-271-4226	513-271-0832	Hamilton	tpitts2@cinci.rr.com					E																		
Crew Corporation	Contractor	Electrical	Kathy G. Reehling	7439 Woodland Drive	Indianapolis	IN	46278	317/713-7707		Marion	kreehling@crewtech.com	I DBE	I DBE			E																		
Cripe Arichitects & Engineers	Engineering	Architecture	Bonnie Higgins	3939 Priority Way South Dr., Ste 400	Indianapolis	IN	46240	317/706-6322		Marion	bhiggins@cripe.biz	In MBE	In MBE			E				YES				YES							YES			YES
Crisilis Development Company, LLC	Services	Real Estate	Deborah Somerville	PO Box 460	New Albany	OH	43054	614/245-6042		Franklin	dsomerville@crisilis.com	I DBE	I DBE																					
Crown Welding and Fabricating,	Contractor	Fabrication	Kipp Grier	3850 E. 5th Ave., Suite C	Columbus	OH	43219	614-778-0906	614-604-8783	Franklin	crownweldingandfabricating@gmail.com					E																		
Crutch Truckin, LLC	Trucking	Trucking	Kelly Garner	5571 South 750 West	Russiaville	IN	46979	765-883-4770		Howard	ktrucker63@sbcglobal.net	I DBE	I DBE			E																		
Crystal Steel Fabricators, Inc.	Contractor	Fabrication	William L. Lo	9317 Old Racetrack Rd.	Delmar	DE	19940	302/846-0613	302/846-3223	#N/A																								
CSN Industries, Inc.	Contractor	Electric	Carolyn Neff	571 Industrial Blvd.	Bargersville	IN	46106	317/697-6549		Johnson	csnindustriesinc@earthlink.net					E																		
CSU, Inc.	Contractor	Drilling, Boring	Lori Paul	3658 Shady Ln.	Plainfield	IN	46222	317/972-0802		Marion	loripaul892@aol.com					E																		

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

																															Response to WVB Solicitation			
Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
C-Tech Corporation Inc.	Contractor	Guardrail, Traffic Control, Fencing, Signage	Dana Sherwood	5300 W 100 North	Boggstown	IN	46110	317/835-2745	317-835-2781	Shelby	dsherwood@c-techinc.net	IN DBE	IN DBE			YES															YES	YES	YES	
CTI and Associates, Inc.	Engineering	Civil	Morgan Subbarayan	51331 W Pontiac Trail	Wixom	MI	48393	248/486-5100	248/486-5050	#N/A	rjames@cticompanies.com	INDOT DBE	INDOT DBE																					
CTL Engineering, Inc.	Engineering	Geotechnical	Steve Chastain	P.O. Box 44548	Columbus	OH	43204	317/295-8650		Franklin	schastain@ctleng.com	N	N			E															#######	YES		
Cundiff Steel Fabricators & Erectors, Inc.	Contractor	Steel Fabrication								#N/A	sandyrobison@cundiffsteel.com	KY DBE CERT	KY DBE CERT																					
Curb Appeal Lawn Care and Landscaping	Contractor	Landscape		4803 Westerville Run Dr.	Gahanna	OH	43230	614-327-2954		Franklin	sales@curbappealohio.com					E																		
Curdco, LLC	Engineering	Civil Engineering	Danny Curd	2746 A Maidens Loop	Maidens	VA	23102	804/556-9157	703/991-5598	#N/A																								
Custom Contracting, LLC	Contractor	Electric	Rhonda Ison	115 O. Wagers Rd.	Hazel Green	KY	41332	606/791-6920	606/662-6385	Wolfe	custom.contracting@live.com					E																		
Custom Floor Techs, Inc.	Services	Construction Management	Acey Byrd	1761 North Sherman Drive, Suite L	Indianapolis	IN	46218	317/423-8600		Marion	acey@custmefloortechs.com	I DBE	I DBE			E																		
Custom Mechanical Systems, Corp	Contractor	Mechanical	Mercedes Enrique	691 Industrial Boulevard	Bargersville	IN	46106	317/736-8421	317/422-4470	Johnson	menrique@cms-corporation.com	IN DBE	IN DBE			E																		
Custom Repairs & Excavating, LLC	Contractor	Excavation		412 Hettle Rd.	Willard	OH	44890	419-465-4011	419-465-4011	Huron	ddquerin@hmcltd.net					E																		
Cut Rite, LLC	Contractor	Landscape	Solomon Webb	3304 East 50th Street	Indianapolis	IN	46205	317-255-4419	317-255-4719	Marion	mowfun@yahoo.com	IN DBE	IN DBE			E																		
Cutting Edge Electric, Inc.	Contractor	Electrical	Mark Morales	6852 West Archer Avenue	Chicago	IL	60638	773/362-2060		Cook	mmorales@cuttingedgeelectic.com	I DBE	I DBE			E																		
Cutting Edge Supply Company, LLC	Contractor	Landscape, Masonry	Kathryne K. Zachrich	10105 Haller St.	Defiance	OH	43512	419/438-2219	419/782-1433	Defiance						E																		
Cuyahoga Bridge & Road, Inc.	Contractor	Highway/Bridge Construction	Joyce M. Schemp	8871 Ryan Rd.	Seville	OH	44273	330/769-2999	330/769-3235	Medina	jschemp@cbr2003.com					E																		
Cuyahoga Fence, LLC	Contractor	Fencing	Rita Samorezov	2189 Professor Ave.	Cleveland	OH	44113	216/830-2200	216/830-2255	Cuyahoga	donz@cuyahogafence.com					E																		
Cuyahoga Supply & Tool, Inc.	Supplier	Construction Materials	Debbie Muzzin	5340 Perkins Rd.	Bedford Heights	OH	44146	440/439-9393	440/439-8723	Cuyahoga						E																		
Cymbion LLC	Distributor	Medical	Vinod Narula	2307 River Rd.	Louisville	KY	40206	502/259-9100		Jefferson		-	-																					
Cyngier Systems Management, Inc.	Contractor	HVAC, Plumbing	Roseann M. Cyngier	4656 Warner Rd.	Garfield Heights	OH	44125	440/846-2665	216/641-5856	Cuyahoga																								
D & C Plumbing Services	Contractor	Plumbing	Dennis Cheatem	6607 E. 46th St.	Indianapolis	IN	46226	317/945-0958	317/546-7732	Marion	cheatem.dennis@att.net																							
D & R Site Services	Trucking	Trucking, Site Prep.	Alfred Rodgers	P.O. Box 502	East Chicago	IN	46312	219/398-4013		Lake	drsiteservices@aol.com					E																		
D & S Lawn Management	Contractor	Aggregates, Site Prep., Concrete,		1382 S. Fourth St.	Columbus	OH	43207	614-258-9680		Franklin						E																		
D&B Roofing	Contractor	Roofing	Stephan Roethke	2904 Aspendale Court	Louisville	KY	40241	502/589-5151		Jefferson	dbroofin@bellsouth.net																							
D. A. G. Construction Co., Inc.	Services	Construction Management		4924 Winton Rd.	Cincinnati	OH	45232	513-542-8597	513-542-9286	Hamilton	m.lotz@dag-cons.com					E																		
D. B. A. Pearce, LLC	Trucking	Trucking, Masonry	Nathan Royal	1447 Fair Ave.	Columbus	OH	43205	614/516-6089		Franklin						E																		
D. C. Heating, Cooling & Plumbing, LLC	Contractor	HVAC, Plumbing	Dairion Capers	1809 W. Riverview	Dayton	OH	45402	937/524-8101		Montgomery																								
D. Dickinson Construction Services, LLC	Contractor	Landscape		869 U.S. Route 68 S.	Xenia	OH	45385	937-372-5921	937-372-3500	Greene						E																		
D. O. C. Enterprises, LLC	Trucking	Trucking, Masonry	Patricia A. McGee	12833 St. James Dr.	Mantua	OH	44255	440/334-7352		Portage						E																		
D. Schickel Co., Inc.	Contractor	Masonry	Phyllis Schickel	5715 Scottsville-Navilleton Rd.	Floyds	IN	47119	812/923-9442	812/923-3726	Floyd						E																		
D. T. Read Steel Co., Inc.	Contractor	Steel, Concrete	Donald T. Read,	1725 West Rd.	Chesapeake	VA	23323	757/487-2047	757/487-0768	#N/A	dtread@dtreadsteel.com																							
D. Thompson General Contracting, LLC	Contractor	Concrete		4935 Willowdale Rd.	Springfield	OH	45502	937-408-5250		Clark	dalethomson@att.net					E																		
D. Wilson Consulting Group, LLC	Consultant	Public Relations, Bus. Dev.	Diedre Kyle	1211 Southwestern Pkwy	Jacksonville	FL		502.509.1284		#N/A	ddkyle@dwilsongroup.net	KY DBE CERT	KY DBE CERT				YES														YES			
D.A.D. S Bobcat Service, LLC	Services	Concrete, Excavation		8325 KY HIGHWAY 154	Butler	KY	41006	859/472-6950		Pendleton	Mainsscott@aol.com	KY DBE CERT	KY DBE CERT			E																		
D.J. Mosier & Associates, Inc.	Services	Financial	Delores Mosier	PO Box 1644	Laporte	IN	46352	888/452-1161		La Porte	info@djmfinancial.com	I DBE	I DBE																					
D.T. Read Steel Company, Inc.	Contractor	Steel Fabrication								#N/A	dtread@dtreadsteel.com	KY DBE CERT	KY DBE CERT																					
Dad and Me, LLC	Contractor			1004 Walker Rd	Waynesville	NC	28786	828/246-7218		#N/A	revleach@aol.com	KY DBE CERT	KY DBE CERT																					
Dallas Dean, INC.	Contractor	Fencing, Erosion, Guardrail	Ms. Cindy Dean Tyler	P. O. Box 296,	Harrodsburg	KY	40330	859-734-7071	859-734-7072	Mercer	dallasdeaninc@gmail.com	KY DBE	KY DBE		Y	E	YES		YES												YES	YES	YES	YES
Dallmann Systems, Inc.	Services	Security	Stella Dallmann	P. O. Box 728	Jeffersonvill	IN	47130	812-283-7255		#N/A		I DBE	I DBE			E																		
Dan Ray Construction, LLC	Contractor	Concrete, Utilities		4500 Lee Rd., Suite 207	Cleveland	OH	44128	216-518-8484	216-663-6909	Cuyahoga	danrayconstructionllc@yahoo.com					E																		
Daniel Santiago Plumbing, Inc.	Contractor	HVAC, Plumbing		3298 Clague Rd.	North Olmsted	OH	44070	216-374-7630	440-734-0215	Cuyahoga	dsplumbinginc@hotmail.com																							
DART Electric Company, Inc.	Contractor	Electric	Amy Olson	5202 E. 24th St.	Indianapolis	IN	46218	317/536-0711		Marion	amy@dartelectric.us					E																		
DAS Transportation, LLC	Trucking	Trucking	Darrell A. Spencer	7555 Pinecrest Ln.	Glenwillow	OH	44139	216/287-1779	440-786-9707	Cuyahoga						E																		
Dave's Welding and Excavating	Contractor	Excavation		9664 Gilmore Rd. SE	Gnadenhutten	OH	44629	740-254-4858		Tuscarawas						E																		
Daviess County Sand & Gravel, Inc.	Supplier	Aggregate, Dirt	Carolyn Adams	6133 U S 60 East	Owensboro	KY	42303	270-684-3278		Daviess		I DBE	I DBE			E																		
Davis & Associates, Inc.	Contractor	Lighting	Gary Davis	2852 N. Webster Street	Indianapolis	IN	46219	317-263-9947	317-238-9209	Marion	gary@davisassocindy.com	IN DBE	IN DBE			E																		
Davis Custom Installation Division, Inc.	Contractor	Site Prep., Concrete, Water/Sewer	John H. Davis, Jr.	2077 Embury Park Rd.	Dayton	OH	45414	937/277-4799	518/671-4799	Montgomery						E																		
DAVIS FREIGHT MANAGEMENT, INC.	Trucking	Freight Trucking	Wendy Schlabach	1927 ELMWOOD AVE.	BUFFALO	NY	14207	716/871-1780		#N/A	DAVISFRT@VERIZON.NET	I DBE	I DBE																					
Dawn Underground Engineering	Engineering	Utilities	Elizbieta Zurawski	10 Village Court	Hazlet	NJ	07730	732/739-8840	732/739-8870	#N/A	llpglodkowski@optonline.net	INDOT DBE	INDOT DBE																					
Dawn, Inc.	Trucking	Trucking, Aggregates	Dawn R. Ochman	1352 Springwood Trace SE	Warren	OH	44484	330/652-7711	330/652-7714	Trumbull	dawn@dawnincorporated.com					E																		
Day & Night Certified Heating & Cooling	Contractor	HVAC	Wonda Day	1500 Chase Street	Gary	IN	46408	219/981-9309		Lake	wondaday@hotmail.com	I DBE	I DBE																					
Days Asphalt Paving, Inc.	Contractor	Concrete	Robert Day	855 Taft Street	Gary	IN	46404	219/363-4606		Lake	Dpaving@att.net	I DBE	I DBE			E																		
Day's Construction, Inc.	Contractor	Residential	Robert Day	855 Taft Street	Gary	IN	46404	219/944-1810	219/944-2101	Lake	Dpaving@att.net	IN DBE	IN DBE			E																		
Dayton Professional Ironworks, Inc.	Contractor	Fabrication		1850 Bartley Rd.	Dayton	OH	45414	937-898-6438	937-898-6438	Montgomery						E																		
Dayton Sweeping Service, Inc.	Contractor	Landscape	Viki S. Kroeger	1520 Nicholas Rd.	Dayton	OH	45418	937/262-0123	937/262-9323	Montgomery						E																		
DB Engineering	Engineering	Civil	Rachel Doba	1200 Madison Avenue	Indianapolis	IN	46225	317/414-6671	317/602-4766	Marion	rdoba@dbengineeringonline.com	INDOT DBE	INDOT DBE			E												YES						
DC Concrete, LLC	Contractor	Concrete	James Dixon	8151 New Lagrange Rd.	Louisville	KY	40222	502/415-5364		Jefferson	james@dcconcrete-llc.com	KY DBE CERT	KY DBE CERT			E																		
DC Heating & Cooling, Inc.	Contractor	HVAC		870 Bank St.	Akron	OH	44305	330-762-1992	330-762-1991	Summit																								
DCS Trucking, Inc.	Trucking	Trucking	Dianne Smith	7935 South State Road 39	Clayton	IN	46118	317/539-5855	317/539-5506	Hendricks	dtwohappy@tds.net	IN DBE	IN DBE			E																		
Debbie Mann Consulting, Inc.	Engineering	Electrical	Debbie Mann	121 N. 4th Street	Lafayette	IN	47901	765/429-5956	765/429-6123	Tippecanoe	dmann@debbiemann.com	INDOT DBE	INDOT DBE			E																		
Debbie Sutherland Excavating	Contractor	Excavation	Debbie Sutherland	585 Browningtown Rd.	Shepherdsville	KY	40165	502/955-7161	502/548-3583	Bullitt						E																		
Deborah Gonzales	Contractor	HVAC	Deborah Gonzales	410 N. Woodlawn Ave.	Griffith	IN	46319	219/924-1103		Lake	acosta_heating@comcast.net																							
Decision Distribution	Contractor	Masonry, Const. Materials	Daniel J. Goldman	33 S. Delaware Ave., Suite 106H	Yardley	PA	19067	215/493-4400	215/493-4471	#N/A																								
DECO Group, Inc.	Contractor	Painting	Janet South	7216 U.S. 31 South	Indianapolis	IN	46227	317/782-9290		Marion	janetsouth@decogroup.biz	I DBE	I DBE			E																		
Dee A. Young	Services	Real Estate	Dee Young	5219 E Edgewood Ave	Indianapolis	IN	46247	317/786-1111		Marion	deeayoung@aol.com	I DBE	I DBE																					

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Deere/Short Excavating	Trucking	Trucking, Landscape, Aggregates, Highway/Bridge Construction	Alfred L. Short	14830 Fladt Rd.	Marysville	OH	43040	937/644-0407	937-644-3181	Union						E																		
DEH Electric, LLC	Contractor	Electric		2997 Durham Dr.	Columbus	OH	43207	614-284-5304		Franklin	davidhenry1@msn.com					E																		
Delta Asphalt Company	Contractor	Asphalt, Paving, Highway/Bridge Construction		1286 Eastwood Ave.	Tallmadge	OH	44278	330-633-2506		Summit	janette@deltaasphaltco.com					E																		
Delta Protection Solutions	Services	Security	Arnold Rivera	2823 Alta Vista Ct.	Louisville	KY	40206	(502)664-2043		Jefferson	Arivera@deltaprotectionky.com	KY DBE CERT	KY DBE CERT			E																		
Demolition, Inc.	Contractor	Demolition, Excavation		7601 School Rd.	Cincinnati	OH	45249	513-470-9458	513-489-0003	Hamilton	demolitionco@hotmail.com					E																		
Demond Henry Trucking, LLC	Trucking	Trucking	Demond Henry	3135 Orchard Ave.	Indianapolis	IN	46218	317/698-8473		#N/A	henrytrucking@att.net					E																		
Denise's Flagging and Construction Services	Contractor	Traffic Control	Denise L. Stallworth	4541 St. Germain Blvd.	Warrensville Heights	OH	44128	216/403-2429	216/765-0467	Cuyahoga	denise-smith2158@sbcglobal.net					E																		
Departure Media, Inc	Services	Ad Agency	Leslie Bensen	P. O. Box 31323	Charlotte	NC	28231	704/333-7715		#N/A	info@departure-media.com	I DBE	I DBE																					
Derbytown Services, LLC	Contractor	Electric	James White	224 N. Longworth Ave.	Louisville	KY	40212	502/494-8052	502/778-0114	Jefferson	white4923@bellsouth.net					E																		
d'Escoto, Inc.	Engineering	Construction Management	Federico d'Escoto	420 N. Wabash	Chicago	IL	60611	312/787-0707	312/787-7322	#N/A	fdescoto@descotoinc.com	IN DBE	IN DBE			E																		
Design concepts Interiors	Consultant	Interior Design	Conii Head-	3155 Chickering Woods Dr.	Louisville	KY	40241	502/592.6744		Jefferson	coniioverton@insightbb.com											YES												YES
Design Electric, LLC	Contractor	Electric		17203 Grovewood Ave.	Cleveland	OH	44119	216-531-0300	216-531-0301	Cuyahoga						E																		
Design Solutions FL, Inc.	Contractor	Asphalt	Kenneth Patterson	6239 Edgewater Dr., Bldg. N2, Suite 3B	Orlando	FL	32810	407/532-8323	407/532-8324	#N/A	kpatterson@designsolutionsfl.com																							
Design Solutions, Inc.	Engineering	Civil CADD		6239 Edgewater Drive, Building N2, Suite 3B	Orlando	FL		407/532-8323		#N/A	kpatterson@designsolutionsfl.com	KY DBE CERT	KY DBE CERT																					
Destiny Transportation Services,	Trucking	Trucking	Janis Hess	65 E. Garner Rd., Suite 800	Brownsburg	IN	46112	317/852-0402		Hendricks	destnytran@aol.com					E																		
DHA Trucking	Trucking	Trucking	Dana Amos	3135 Orchard Ave.	Indianapolis	IN	46218	317/698-8473	317/924-1218	Marion						E																		
DHS Construction	Contractor	Concrete		1747 E. Main St.	Columbus	OH	43205	614-296-3602		Franklin	dhscon1@gmail.com					E																		
Diadon Enterprises	Services	Construction Management		3585 Florian Dr.	Columbus	OH	43219	614-554-8499	614-471-0705	Franklin	Diadonenterprises@hotmail.com					E																		
Diamond Construction Company, Inc.	Contractor	Steel, Aluminum	Victor Cobin	1414 E. Southport Rd.	Indianapolis	IN	46227	317/945-6344		Marion	v_cobian@yahoo.com					E																		
Diamond Trucking, Inc.	Trucking	Trucking	Teresa Pendleton	2653 South 400 West	Peru	IN	46970	765/472-4600	765/472-4519	Miami	tjpendleton71@yahoo.com	IN DBE	IN DBE			E																		
Diaz Construction, Inc.	Services	Construction Management		535 Seif Rd.	Piketon	OH	45661	740-289-4898	740-289-2521	Pike	diazconstinc@frontier.com					E																		
Diesel Electrical Equipment, Inc.	Services	Service Auto	Susan Pappas	139 N. Griffith Boulevard	Griffith	IN	46319	219-922-1848		#N/A	dieseleqpt@aol.com	I DBE	I DBE																					
Digital Connections Plus	Services	Web Design	Dean Schamore	120 Ballpark Rd.	Hardingburg	KY	40143	270/756-1222		Breckinridge	dean.schamore@webdclus.com									YES												YES		YES
DINATCO, Inc.	Contractor	Electric	Ramon A. Segarra	814 Morrison Rd.	Gahanna	OH	43230	614/367-1910	614/573-7636	Franklin	gladys-segarra@dinatco.com					E																		
Disciples Plumbing, Inc.	Contractor	Plumbing	Lawrence Tolley	7744 Woodstream Drive	Indianapolis	IN	46239	317/294-1831		Marion	lrtolley@aol.com	I DBE	I DBE			E																		
Discover Digital Signage, LLC	Supplier	Signs	Judy Laffoon	8401 Shelbyville Rd. Ste 211	Louisville	KY	40222	502/439-0910		Jefferson	judy@discoverdigitalsignage.com	KY DBE CERT	KY DBE CERT			E																		
DisposAll Water Servicess LLC	Services	Waste	Dick Halm	6201 W. Canal Bank Rd.	Forest View	IL	60402	708/458-9800	708/458-2955	Cook	dhalm@disposalwaste.com					E	YES																	YES
Distel Construction Co., Inc.	Contractor	Utilities		2227 6th St.	Portsmouth	OH	45662	740-353-2815	740-354-0632	Scioto						E																		
Distribution One, LLC	Supplier	Prefabricated Structures	Ramon Morrison	5391 W. 86th Street	Indianapolis	IN	46268	317/222-4950	317/222-4951	Marion	ramon@d1supply.com	IN DBE	IN DBE			E																		
Diversified Mechanical Systems, LLC	Contractor	Fabrication, HVAC, Pipe		1717 Wesleyan Rd.	Dayton	OH	45406	937-902-7178	937-277-5200	Montgomery	ehardawayjr@sbcglobal.net					E																		
Diversified Steel Trading, Inc.	Contractor	Steel, Fabrication		PO Box 15364	CIncinnati	OH	45215	513-235-5813	513-821-1586	Hamilton						E																		
Diversity Adventures	Supplier	Promotional	Michele Hackett	Winchester Rd.	Louisville	KY	40207	502/664-2043		Jefferson	michele@diversityadventures.com	KY DBE CERT	KY DBE CERT																					
Diversity LawnCare	Contractor	Landscape	Timothy Boyd	P.O. Box 20788	Indianapolis	IN	46220	317/201-7698		Marion	diversitylawncare@yahoo.com	IN DBE	IN DBE			E																		
Diversity Supply	Supplier	Construction Supplies	Jerome Stewart	318 Main St. Ste. 503	Evansville	IN	47708	812/962-0300	812/422-6242	Vanderburgh	jerome@diversitysafety.com	INDOT DBE	INDOT DBE			E	YES														#######			YES
Division One	Services	Cleaning	Larry Johnson	350 Adams	Louisville	KY	40232	502.587.7675	502.583.2933	Jefferson	ljohnson@divisionone.us	KY BDE	KY BDE				YES																	YES
DKA Associates Inc.	Consultant	Management Consulting Services	David Higgs	2780 Middlecoff place	Falls Church	VA	22043	703/362-5201		#N/A	DKAAssoc@Aol.Com	I DBE	I DBE																					
DKN Enterprises, LLC	Contractor	Commercial	Nazan Wolfe	2147 Duffers Lane	Evansville	IN	47725	812/629-0335	812/402-8082	Vanderburgh	nwolfe@dkn-llc.com	IN DBE	IN DBE			E																		
DKW Construction, Inc.	Contractor	Steel and Metal	Dorrie Wise	303 N. Union Boulevard, Suite 200	St. Louis	MO	63108	314-367-0303		#N/A	maisha_kamau@dkwconstruction.com	I DBE	I DBE																					
DLC Industrial Services, Inc.	Contractor	Site Prep., Trucking	Debbie Cruz	10971 Four Seasons Plaza, Suite	Crown Point	IN	46307	219/226-0336		Lake	dlcind@sbcglobal.net					E																		
DLH Trucking LLC	Trucking	Trucking	Deanna Hines	160 Raceway Park Drive	Moscow	MO	63362	636/366-4260	888/389-4996	#N/A	dlhtrucking@sbcglobal.net	IN DBE	IN DBE																					
DLZ Industrial, LLC	Contractor	Drilling, Civil Engineering	Vikram Rajadhyaksha	316 Tech Dr.	Burns Harbor	IN	46304	219/764-4700	219/764-4156	Porter	skelly@dlz.com					E																		
Dmytryka Jacobs Engineers, Inc.	Engineering	Civil Engineering		1101 Research Dr.	Toledo	OH	43614	419-380-4900	419-380-4907	Lucas	ddmytryka@djeinc.com					E																		
DOC Enterprises, LLC	Contractor	Aggregates		12833 St. James Dr.	Mantua	OH	44255	440-334-7352	440-334-7352	Portage	doctrucking@yahoo.com					E																		
Doc's Electrical Service, Inc.	Contractor	Electric	James Blanton	2332 S. Arlington Ave.	Indianapolis	IN	46203	317/322-5944		Marion	docselectricalsvc@sbcglobal.net					E																		
Dodd Title Corporation	Services	Real Estate	Jackie Dodd	9011 North Meridian Street, Ste 250	Indianapolis	IN	46260	317/580-9301		Marion	jackie@preferredtitlecorp.com	I DBE	I DBE																					
Don Hardesty Excavating, Inc.	Contractor	Excavation	Toni Hardesty	805 Blue Spring Caverns Rd.	Bedford	IN	47421	812/583-3804	812/279-5860	Lawrence	donhardestyexcavating@yahoo.com					E																		
Don Koo and Associates, LLC	Contractor	HVAC, Plumbing, Site Prep., Painting	Donny Gamble	588 Bishop Rd.	Highland Heights	OH	44143	216/849-7495		Cuyahoga																								
Don Meeks Construction, LLC	Contractor		Donnie Meeks	1440 Territorial	Benton Harbor	MI	49022	269/925-5262		#N/A	dmeeksconst@sbcglobal.net	IN DBE	IN DBE																					
Doron Distribution, Inc.	Contractor	Electric	Christine Doron	8802 Bash St., Suite E	Indianapolis	IN	46256	317/594-9259	317/594-9406	Marion	cjdoron@trafficsignalcompany.com					E																		
Doss & Horky, Inc.	Contractor	Commercial		108 Gose Pike	Danville	KY	40422	859/236-2690		Boyle	Rhonda@dosshorky.com	KY DBE CERT	KY DBE CERT			E																		
Dot Weld, Inc.	Contractor	Welding								#N/A	dotweldinc@bellsouth.net	KY DBE CERT	KY DBE CERT																					
Double Jay Construction, Inc.	Trucking	Trucking, Concrete		25 Harrisburg Dr.	Englewood	OH	45322	937-832-3123	937-832-2596	Montgomery	randy@doublejayinc.com					E																		
Double W Construction, LLC	Contractor	Industrial	Gary Wininger	3207 S County Road 1050 W	French Lick	IN	47432	812-936-2656		Orange	garydoublew@bluemarble.net	I DBE	I DBE			E																		
Doug & Steve Construction, Inc.	Contractor	Concrete	Terry Sammons	204 Division St.	Schererville	IN	46375	219/322-9112		Lake	konkretee@yahoo.com					E																		
Douglas Brothers Painting, Inc.	Contractor	Painting	Marvin Douglas	4452 Priscella Avenue	Indianapolis	IN	46226	317/547-6743		Marion	douglas0731@sbcglobal.net	I DBE	I DBE			E																		
Douglass Environmental Services, Inc.	Consultant	Environmental	Paul Douglass	5750 Castle Creek Parkway North Dr	Indianapolis	IN	46250	317-595-9108	317-595-9360	Marion		IN DBE	IN DBE			E																		
Down Load Enterprises, Inc.	Trucking	Trucking, Masonry	Theodus C. Edgerton, III	784 Beechwood Rd.	Whitehall	OH	43213	614/332-8918	614/235-7080	Franklin	kymmyr@hotmail.com					E																		
DRB, Inc.	Contractor	Electric	Darlene Yuncker	6106 Mud Lake Rd.	Seville	OH	44273	330/769-3563		Medina						E																		
Dropseed Native Plant Nursery, LLC	Contractor	Landscape	Margaret Shea	1205 S. Buckeye Ln.	Goshen	KY	40026	502/439.9033		Oldham	margaret@dropseednursery.com	KY DBE CERT	KY DBE CERT			E															YES		YES	
Druids Woodworking, Inc.	Contractor	Carpentry/Cabinetry	Kimberly MacLean	104 Gratiot	St. Louis	MO	63102	314/361-5931		#N/A	gretadruids@swbell.net	I DBE	I DBE																					
dsi Associates Incorporated	Services	Construction Management	Susanne Hogan	7420 County Line Road	Burr Ridge	IL	60527	630/734-3333	630/325-3317	#N/A	shogan@dsiassociates.com	IN DBE	IN DBE			E																		
DT Trucking, LLC	Trucking	Trucking, Masonry	Tamara Geuy	1700 Riverside Dr.	Sidney	OH	45365	937/492-2280	937-492-6244	Shelby						E																		
DTM Real Estate Services, LLC	Services	Real Estate	Ezra Burdix	PO Box 40215	Indianapolis	IN	46240	317.253.9905		Marion	dtmrealestate@sbcglobal.net	I DBE	I DBE																					
Dugman Enterprises, LLC	Services	Shipping, Freight	Melinda Chapman	4256 West 525 South	Trafalgar	IN	46181	317/459-1955		Johnson	dugman.melinda@live.com	IN DBE	IN DBE			E																		
Duke Energy	Supplier	Energy	Paula Konrad	30 Jackson St.	New Albany	IN	47150	502/773-8089		Floyd	paula.konrad@duke-energy.com					E				YES												YES		YES
Dumpsters, Inc.	Trucking	Trucking, Demolition	Craig L. Sifford	5921 Faun Ln.	Brecksville	OH	44141	440/740-2190	440-740-2190	Cuyahoga	cbs1984@att.net					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Dunlop Industries, Inc.	Contractor	Fabrication, Steel, Pipe	Betty J. Palsa	12345 Valley Vista Dr.	Chesterland	OH	44026	440/729-7543	440/729-7543	Geauga	Dunlop@roadrunner.com					E																		
Durham Electric, Inc.	Contractor	Electric	Kenneth Durham	8169 Long Walk Ct.	Noblesville	IN	46060	317/292-2794		Hamilton	durhamelectric@sbcglobal.net					E																		
Durham Engineering, Inc.	Engineering	Survey	Richard Durham	6215 West 8th Street	Anderson	IN	46011	765/425-7423	765/734-1309	Madison	rdurham@durhamengineering.com	INDOT DBE	INDOT DBE			E												YES						
Durkin & Villalta Partners Engineering	Engineering	Engineering	Alvaro Villalta	8440 Woodfield Crossing Boulevard	indianapolis	IN	46240	317/472-3883	317/472-3884	Marion	avillalta@dvpe.net	INDOT DBE	INDOT DBE			E															YES	YES		
Durmon Jones Associates	Contractor	Commercial	Durmon Jones	4806 E. 30th Street	Indianapolis	IN	46218	317-542-9423		Marion	djones@indyweb.net	I DBE	I DBE			E																		
Dwyer Construction & Acoustic Services	Contractor	Acoustics								#N/A	jdwyer.dcas@fuse.net	KY DBE CERT	KY DBE CERT																					
Dyer Environmental Services	Engineering	Environmental	Sara Dryer	5890 Travis Road	Greenwood	IN	46143	317/422-8805	317/422-8805	Johnson	dyerenv@yahoo.com	INDOT DBE	INDOT DBE			E																		
Dyer Vault Co., Inc.	Contractor	Concrete	Susan Karvasale	1750 Sheffield Avenue	Dyer	IN	46311	219/865-2521	219/865-1505	Lake	kckarvasale@sbcglobal.net	IN DBE	IN DBE			E																		
Dynamic Currents Corporation, Inc.	Supplier	Rebar Steel	David Coronado	P.O. Box 990	Holland	OH	43528	419/861-2036		Lucas	davecoronado@dynamiccurrents.com	I DBE	I DBE			E																		
Dynamic Electric, LLC	Contractor	Electric		4930 Labelle Dr.	Columbus	OH	43232	614-859-4462	614-367-7928	Franklin	dynamicelectricllc@gmail.com					E																		
Dynamic Sheet Metal, Ltd.	Contractor	Fabrication, Sheet Metal, HVAC		5880 Houchard Rd.	Dublin	OH	43016	614-789-9429	614-789-9435	Franklin	dynamicsheetmetal@yahoo.com					E																		
Dynotec, Inc.	Engineering	Engineering	Terry Dull	2931 E. Dublin-Granville Rd., Suite 200	Columbus	OH	43231	614-880-7320	614-880-7324	Franklin	tiloka@dynotecinc.com					E												YES						YES
E & E Mechanical, Inc.	Contractor	Pipe, HVAC, Plumbing	Melissa Deddons	6702 Artisan Way	Louisville	KY	40228	502/969-4503	502/966-9992	Jefferson						E																		
E & H Taylor Construction, Inc.	Trucking	Trucking	Bobby J. Howard	39 Blucher St.	Toledo	OH	43607	419/242-4526	419/242-4701	Lucas	howardbobby@yahoo.com					E																		
E & J Concrete, Inc.	Contractor	Concrete	Clayton Merriweathe	8550 Fairway Trail	Indianapolis	IN	46250	317/223-8016	317/288-0079	Marion						E																		
E & J Trucking	Trucking	Trucking	Evelyn J. Doring	3642 Five Oaks Dr.	Richfield	OH	44286	216/276-0076	330/659-6781	Summit	evejtruck@windstream.net					E																		
E & K Retail Inc.	Sales	Retail –gifts and souvenirs	Elliott Threatt					816/651-1125		#N/A	lkecomic@aol.com	I DBE	I DBE																					
E & L Son Enterprise, LLC	Supplier	Construction	James Leonard	803 E. 38th St., Suite C	Indianapolis	IN	46205	317/926-4663	866/391-0550	Marion	James@elsonllc.com					E																		
E & M Construction, Inc. of Indianapolis	Contractor	Masonry	Eddie Cox, Jr.	8502 Skyway Dr.	Indianapolis	IN	46219	317/590-9636		Marion	eddiecox38@yahoo.com					E																		
E & R Electric, Inc.	Contractor	Electric	Emery Dowe	PO Box 68614	Indianapolis	IN	46268	317/407-6502		Marion	edowe11@msn.com					E																		
Eagle Electrical Services, LLC	Contractor	Electric		2430 W. Mound St.	Columbus	OH	43204	614-206-4890	614-873-3004	Franklin	dondi@eesohio.com					E																		
Eagle Hauling & Conveying, Inc.	Trucking	Trucking	Connie Sorensen	3131 Newcastle Road	Lafayette	IN	47905	765/296-7781	765/296-7783	Tippecanoe	conniesorensen2@aol.com	IN DBE	IN DBE			E																		
Eagle Machine and Welding, Inc.	Contractor	Fabrication, Pipe		18 W. Walnut St.	Newark	OH	43055	740-345-5210	740-345-8752	Licking	wade@eaglemw.com					E																		
Earl Building Products, Inc.	Contractor	Fabrication, Pipe		PO Box 563	Miamisburg	OH	45343	937-847-9000	937-847-9002	Montgomery	earlbldg@att.net					E																		
Early Morning Software, Inc.	Engineering	Computer aided design services/software (CAD)	Donna Stevenson	227 - 229 N. Holliday Street	Baltimore	MD	21202	410/539-0901		#N/A	donna@emslab.com	I DBE	I DBE																					
Earth Images, Inc.	Contractor	Landscape, Sodding, Seeding	Laura Yurs	PO Box 267	Greenwood	IN	46142	812/923-8386	317-885-1529	Johnson	laurayurs@gmail.com	IN/KY DBE	IN/KY DBE		Y	YES																	Sent	
Easley and Associates	Contractor	Concrete, Masonry, Landscape	Richard Easley	3947 N. Sheridan Ave.	Indianapolis	IN	46226	317/654-6286		Marion	reasley@indy.rr.com					E																		
Eastern Engineering Supply	Services	Legal	Mary Langdon	2810 N. Wheeling Avenue	Muncie	IN	47303	765-284-3119		Delaware		I DBE	I DBE																					
Eastern Steel Constructors, Inc.	Contractor	Steel, Concrete	Judith L.	2813 Bel Air Rd., Suite 201	Fallston	MD	21047	410/893-0580	410/893-3988	#N/A	judy@easternsteel.net																							
Easton Trucking	Trucking	Trucking, Masonry	Ellandra C. Easton	1349 S.R. 322	Orwell	OH	44076	440/422-3459	440/422-3028	Ashtabula						E																		
Eastport Lawn Maintenance & General Cont	Contractor	Landscape SWPPP	Ryan Fly	243 Pleasant Avenue	Michigan City	IN	46360	219-874-6534		La Porte	eastportlawn88@yahoo.com	I DBE	I DBE			E																		
Eastside Trucking, Inc.	Trucking	Trucking	Darrell Rhodes	1545 E. 35th Street	Indianapolis	IN	46218	317-283-6774	317-283-6785	Marion	eastsidetrucking@sbcglobal.net	IN/KY DBE	IN/KY DBE			E																		
East-West Construction Company, Inc.	Contractor	Concrete, Electric, Signage, Aggregates, Painting, Landscape		7120 Harvard Ave.	Cleveland	OH	44105	216-883-0445	216-883-0473	Cuyahoga	harishp@ameritech.net			MBE		E																		
Eaton & Hancock Associates, Inc.	Services	Construction Management	Dorothy Hancock	2066 Oldfields Circle	Indianapolis	IN	46228	317/291-6513		Marion	eatonhancock@comcast.net	I DBE	I DBE			E																		
Eaton Construction Company, Inc.	Concrete	Trucking, Concrete, Highway/Bridge Construction	Deborah Manson	P.O. Box 684	Circleville	OH	43113	740/474-3414	740/474-9616	Pickaway	debbie.eaton@frontier.com	IN DBE	IN DBE		Y	YES																		
Ebony Construction Co Inc	Contractor	Asphalt Paving, Const. Materials, Painting, Masonry, Landscape, Concrete, Aggregates, Highway/Bridge	Amy Hall	3510 Centennial Rd.	Sylvania	OH	43560	419/841-3455	419/841-7845	Lucas	ahall@ebonyco.com	IN DBE	IN DBE			E																		
ECI, Inc.	Services	Cleaning	Leticia Herrera	2133 West 18th Street	Chicago	IL	60608	312-421-1313		Cook	eci@e-c-i.com	I DBE	I DBE																					
Eclipse Controls, Inc.	Engineering	Design Build	Stephen LaMontagne	7161 North 43rd Street	Milwaukee	WI	53209	414/228-1145	414/228-1305	#N/A	eclipse@eclipsecontrols.com	INDOT DBE	INDOT DBE																					
Ecological Specialists, Inc.	Engineering	Environmental	Heidi Dunn	1417 Hoff Industrial Drive	O'Fallon	MO	63366	636/281-1982	636/281-0973	#N/A	hdunn@ecologicalspecialists.com	INDOT DBE	INDOT DBE																					
Ed Green Electric, Inc.	Contractor	Electric		406 W. 2nd St.	Logan	OH	43138	740-385-8624	740-385-0024	Hocking	jane.green@edgreenelectric.com					E																		
Edificio Specifications, Inc.	Services	Construction Management	Ivette Bruns	5125 McHenry Lane	Indianapolis	IN	46228	317-202-9468		Marion	irbruns@edificiospec.com	I DBE	I DBE			E																		
Edwards Moving and Riggng	Trucking	Trucking	Andy Burns					(502) 633-1961		#N/A	aburns@edwardsmoving.com	In Progres	In Progres																					
Effective Erosion Control, Inc.	Consultants	Environmental		9201 Seaton Springs Pkwy	Lousiville	KY	40222	(502) 426-5040		Jefferson	Fax: 502-412-0729	KY DBE CERT	KY DBE CERT			E																		
Egloff Trucking Company, Inc.	Trucking	Trucking	Stephanie Egloff	301 East 5th Street	Ferdinand	IN	47532	812/367-1821		Dubois	eglofftrucking@psci.net	I DBE	I DBE			E																		
EHI Consultants	Engineering	Civil, Environmental	Ed Holmes	333 West Vine Street	Lexington	KY	40507	859/425-4881		Fayette	holmes@ehiconsultants.org	KY DBE CERT	KY DBE CERT			E							YES					YES						YES
Eilts Consulting Services, Inc.	Engineering	Engineering	Lori Rushin	4237 West Stones Crossing Road	Greenwood	IN	46143	317/535-6174		Johnson	lorirushin@aol.com	IN DBE	IN DBE			E					YES			YES				YES			YES			YES
EJI METALS	Contractor	Metal Fabrication		7 Charlin Drive	Wilder	KY	41076	513/721-2525		Campbell	ejimetals@fuse.net	KY DBE CERT	KY DBE CERT			E																		
EKOLOW, LLC	Contractor	Plumbing, Utilities, Sewer	Kym Flowers	5139 Callan Dr.	Indianapolis	IN	46254	317/362-3659		Marion	kym@ekoflow.com																							
Electrical Maintenance & Construction	Contractor	Electric	Tamara Glaser	PO Box 6255	Evansville	IN	47719	812/465-4362	812/465-0362	Vanderburgh	tammy@4emc.net					E																		
Electrical Mechanical Services	Contractor	Electrical	Leon E. Bates	P.O. Box 88907	Indianapolis	IN	46208	317-924-9265		Marion	lebates@sbcglobal.net	I DBE	I DBE			E																		
Elements Engineering, LLC	Engineering	Environmental	Jennifer Roberts	6213 Behner Way	Indianapolis	IN	46250	317/490-7054		Marion	jrobertspe@iquest.net	I DBE	I DBE			E																		
Elex, Inc.	Contractor	Electric, Trucking, Utilities	Mary Powers	11000 Winton Rd.	Cincinnati	OH	45218	513/851-3539	513/851-0403	Hamilton						E																		
Eleys Construction, Inc.	Contractor	Demolition, Steel		12202 Thornwood Ave.	Cleveland	OH	44108	216-392-2580		Cuyahoga	jeromeeley@aol.com					E																		
Elite Painting, LLC	Contractor	Painting	Keenan Darby	2399 E. 98th St.	Indianapolis	IN	46280	317/490-6491		Hamilton	keenandarby@hotmail.com					E																		
Elizabeth Niemann & Assoc	Engineering	Civil	Elizabeth Niemann	3703 Taylorsville Rd # 102	Lousiville	KY	40220	502/458-0788		Jefferson	enaengineering@bellsouth.net	KY DBE CERT	KY DBE CERT			E																		
Elizur Construction, LLC	Contractor	Residential	Cassandra Strode	2610 Blue Grass Drive	Indianapolis	IN	46228	317/280-1255	866/610-8854	Marion	gary.elizur@gmail.com	IN DBE	IN DBE																					
Elkhart Service Company	Services	Cleaning	Lora Thompson	PO Box 1604	Elkhart	IN	46515	574/215-7350	574/295-7704	Elkhart	lora@corporatecleaninginc.com	IN DBE	IN DBE																					

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

																															Response to WVB Solicitation			
Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Louisville	Email	Brochure	Interest Form	Business Card
Ellington Trucking LLC	Trucking	Trucking	Sharon Harris	1829 Blankenship Drive	Indianapolis	IN	46217	317/246-9103	317/807-3228	Marion	ellingtontrucking@sbcglobal.net	IN DBE	IN DBE			E																		
Ellington Trucking, LLC	Trucking	Trucking	Sharon Harris	1829 Blankenship Dr.	Indianapolis	IN	46217	317/246-9103	317/807-3228	#N/A	ellingtontrucking@sbcglobal.net					E																		
Elveta Trucking, LLC	Trucking	Trucking	Ella W. Silva	3068 E. State St.	Fremont	OH	43420	419/332-6491	419/355-9096	Sandusky						E																		
EM Painting, LLC	Contractor	Painting		P.O. Box 670692	Northfield	OH	44067	216-440-0900	330-468-9849	Summit	Emadd621@aol.com					E																		
EMC (Electrical Maint. & Const.,	Contractor	Electrical	Tammy Glaser	P.O. Box 6255	Evansville	IN	47719	812/465-4362		Vanderburgh	tammy@4emc.net					E															#######			
Emis & Cobs Corporation	Contractor	Commercial	Adewole Ige	PO Box 9262	Gary	IN	46402	219/682-5547	219/884-0181	Lake	aaige@hotmail.com	IN DBE	IN DBE			E																		
Empower Results, LLC	Consultant	Public Relations, Bus. Dev.	Jill Hoffmann	1939 Rockford Road	Indianapolis	IN	46229	317/891-8820	317/891-8820	Marion	hoffmannjill@hotmail.com	INDOT DBE	INDOT DBE			E								YES										YES
EMV Trucking, LLC	Trucking	Trucking	Elizabeth Verbryck	2421 Bonita Dr.	Lafayette	IN	47909	765/477-0241		Tippecanoe						E																		
Energy Savings Systems of Kentuckiana	Contractor	Interior Build-out	Joanne Poe	P.O. Box 6831	New Albany	IN	47151	812-944-2242		Floyd	joapoe@aol.com	I DBE	I DBE																					
Energy Tech 21, LLC	Contractor	Electrical	Chris Kanemitsu	8126 John Pectol Road	Georgetown	IN	47122	812/923-6520	812/923-6517	Floyd	chrisk@energytech21.com	INDOT DBE	INDOT DBE			E																		
Engaging Solutions	Consultant	Public Relations, Bus. Dev.	Robin Shackleford	3965 North Meridian St.	Indianapolis	IN	46208	c		Marion	robin@engagingsolutions.net	IN DBE	IN DBE			E		YES	YES		YES			YES				YES			YES	YES	YES	YES
Engel-Man Family Trucking	Trucking	Trucking	Sherry Engel	7408 N Tree Farm Road	Solsberry	IN	47459	812/876-0646		Greene	engel.sherry@aol.com	IN DBE	IN DBE			E																		
Engel-Man Trucking, Inc.	Trucking	Trucking	Sherry Engel	7408 N. Tree Farm Rd.	Solsberry	IN	47459	812/876-0646	812/577-5097	Greene	engel.sherry@aol.com					E																		
Engineering Services Group, Inc.	Services	Construction Management	Imtiaz Rehman	1649 Montgomery Rd., Suite 13	Aurora	IL	60504	630/780-2800	630/566-5168	#N/A	info@esgcorp.us					E																		
Enginuity Management & Consulting	Consultant	Engineering	Sahara Williams	5610 Crawfordsville Road	Indianapolis	IN	46224	317/297-5601	317/241-5041	Marion	swilliams@enginuitymanagement.com	IN DBE/MBE/WB	IN DBE/MBE/WB			E		YES			YES							YES			YES			YES
EnReview Consulting	Consultant	Environmental	Sharyn LaCombe	6637 Waverly Park	Morrow	OH	45152	513/899-9430	513/899-9264	Warren	sharyn.lacombe@enreviewconsulting.com	INDOT DBE	INDOT DBE			E																		
Enviro Recycling Group, LLC	Contractor	Paving, Trucking	Liza M. Wilson	1155 Bonham Ave.	Columbus	OH	43211	614/332-7252	614/573-6601	Franklin	performancepaving@yahoo.com					E																		
Envirokinetics, Inc.	Engineering	Environmental	James A. Mosley	5411 Park Drive	Newburgh	IN	47630	812/858-9043		Warrick	mosleyjas@aol.com	I DBE	I DBE			E												YES						YES
Environ Corp. of Illinois	Contractor	Concrete	Al Young	1827 MIllers Court	Noblesville	IN	46060	317/441-0541		Hamilton	lorettay1@sbcglobal.net	I DBE	I DBE			E																		
ENVIRONMENTAL LANDSCAPE	Contractor	Clearing, Landscape	Ms. Jennifer M. Braddock	2723 Muir Station Road	Lexington	KY	40516	859-294-5002	859-294-5003	Fayette	environmentallandscape@windstream.net	KY DBE	KY DBE		Y	YES																		
Environmental Management Associates, LLC	Engineering	Environmental	Subhen Ghosh	16 Whisperwood Ct	Brownsburg	IN	46112	317/858-0245		Hendricks	environmentalmgmt@sbcglobal.net	I DBE	I DBE			E																		
Environmental Planning Solutions, Inc.	Engineering	Environmental	Deanna Glosser	22 Hollyhock Drive	Riverton	IL	62561	217/629-8949		Sangamon	dglosser@insightbb.com	I DBE	I DBE			E																		
Environs, Inc.	Contractor	Landscape	Josephine K. Smiley	1402-B Evergreen Rd.	Louisville	KY	40223	502-243-1091	502-415-7347	Jefferson	jsmiley@environsinc.com					E																		
Era Valdivia Contractors, Inc.	Contractor	Industrial Interiors	Jose Valdivia	11909 S. Avenue O	Chicago	IL	60617	773/721-9350	773/721-8027	Cook	general@eravaldivia.com	IN DBE	IN DBE																					
Ergon Site Construction, LLC	Trucking	Trucking		2389 Oaktree Pl.	Cincinnati	OH	45238	513-313-0938	513-661-8818	Hamilton	kjordan@ergonsite.com					E																		
Erosion Resources & Supply, Inc.	Supplier	SWPPP	Jane Ann Fleener	900 N Baker Road	Boonville	IN	47610	812/897-6074	812/897-8883	Warrick	janeann@erosionresources.us	IN DBE	IN DBE			E																		
Erosion Runner Midwest Inc.	Supplier	SWPPP	Amber Bowers	390 Congress Park Drive	Dayton	OH	45459	937/435-1920	614/448-4572	Montgomery	amber@erosionrunner.com	IN DBE	IN DBE			E																		
EROSION SOLUTIONS	Contractor	Clearing, Trucking, Landscape, Site Prep.	Mandy Robertson	1026 County Road 439	Athens	TN	37303	423-745-0038	423-745-1941	#N/A	erosionsolutions@hotmail.com		D			E																		
Escobar Construction, Inc.	Contractor	Painting	Jhony Escobar	7621 Crawfordsville Rd.	Indianapolis	IN	46214	317/757-5647		Marion	escobarpd@yahoo.com					E																		
Esense Incorporated	Consultant	IT	Sanjay Vaze	11256 Hearthstone Drive	Fishers	IN	46037	317/490-2570	888/505-2236	Clinton	sanjay.vaze@esense-inc.com	INDOT DBE	INDOT DBE																					
E-Squared Consulting Corporation	Engineering	Transportation	Richard Easley	43969 Tavern Drive, Suite 200	Ashburn	VA	20147	703-858-5588	703-724-0983	#N/A	reasley@e-squared.org	INDOT DBE	INDOT DBE																					
Essential Architectural Signs, Inc.	Contractor	Signage	Cynthia Hulen	6464 N. Rucker Rd.	Indianapolis	IN	46220	317/253-6000	317/253-6100	Marion	cindy@essentialsigns.com					E																		
Evacus Technologies, LLC	Contractor	Signage	Jerry Clark	5200 Washington Ave., Suite D	Evansville	IN	47715	812/455-7185		Vanderburgh	admin@evacustech.com					E																		
Ever Ready Trucking, Inc.	Trucking	Trucking	Ronald B. Scott	3588 Fishinger Mill Dr.	Hilliard	OH	43026	614/372-8084	614-760-4380	Franklin						E																		
Everlast Construction, LLC	Contractor	Concrete		7770 Winton Rd.	Cincinnati	OH	45224	513-683-2000	513-729-3777	Hamilton	mmkilgore2@aol.com					E																		
EWOL Trucking & Construction	Trucking	Trucking, Site Prep.	Kelvin D. Lowe	4015 Kammer Ave.	Dayton	OH	45417	937/313-5987		Montgomery						E																		
Excelsior Design Consultants, LLC	Consultant	Engineering	Noretta Boyd	P.O. Box 90141	Indianapolis	IN	46016	317/361-2094		Madison	norettaboyd@excelsiordesign.net	IN WBE/MBE	IN WBE/MBE			E					YES													YES
Exponent Strategies, LLC	Consultant	Public Relations, Bus. Dev.	Doran Moreland					(317) 319-2737		#N/A	doran@exponentstrategies.com	In Progres	In Progres																					
Extreme Cabling, Inc.	Contractor	Electric	John M. Costella	17216 Sedalia Ave.	Cleveland	OH	44135	216/688-0187	216/252-7274	Cuyahoga						E																		
E-Z Transport	Contractor	Demolition, Trucking, Digging/Trenching	Edgar Rodriguez	2803 S. Shelby St.	Indianapolis	IN	46203	317/538-7676		Marion	e_ztransport@yahoo.com					E																		
Ezzie Contractors, LLC	Contractor	Site Prep., Trucking	Darrell Mays	9927 Stonebridge Dr.	Loveland	OH	45140	513/677-6199	513/677-6191	Clermont	Dmmays@ZoomTown.com					E																		
F.M. Shelton, Inc.	Supplier	Industrial	Fawn M. Shelton	972 Donnelly Avenue, Suite #2	Atlanta	GA	30310	404/755-9448		#N/A	fmshelton@bellsouth.net	I DBE	I DBE																					
Facemyer Landscaping, LLC	Contractor	Landscape, Aggregates		PO Box 304	Sunbury	OH	43074	740-965-4828	740-965-4616	Delaware	afacemyer@facemyer.com					E																		
Facility Management & Engineering, Inc.	Engineering	Engineering	Wayne Washington	PO Box 3631	Evansville	IN	47735	812/437-4300		Vanderburgh	wlwashington@facilitymgmt.com	I DBE	I DBE			E																		
Faith Builders Masonry, LLC	Contractor	Masonry	Neville Merchant	6201 E. Prospect	Indianapolis	IN	46203	317/357-4471	317/357-4881	Marion	merchantda@yahoo.com					E																		
Faith Cleaning	Services	Cleaning	Patricia Allen	1442 Cayton Road	Florence	KY	41042	859/746-8484		Boone	patriciafaith8@aol.com	I DBE	I DBE																					
Farah & Sons, Inc.	Engineering	Civil	Kenadid Farah	9694 Decatur Drive	Indianapolis	IN	46256	317/833-0060	317/845-9391	Marion	kfarah@farahandsons.com	INDOT DBE	INDOT DBE			E												YES						
Fast Formliners, Inc.	Supplier	Concrete	Kevin Pangilinan	115 W, Flier Suite 109	Pacfic	MO	63069	636/271-6291		#N/A	kevinpangilinan@sbcglobal.net	I DBE	I DBE																					
Faught Building Restoration, LLC	Contractor	Concrete		846 McGiffins Rd.	Jackson	OH	45640	740-418-2670	740-384-2998	Jackson	tfaught1@yahoo.com					E																		
Ferragon Corporation	Contractor	Nonferrous Metal	Eduardo Gonzalez	11103 Memphis Ave.	Brooklyn	OH	44144	216/671-6161	216/671-4078	Cuyahoga						E																		
Ferrous Metal Transfer Co.	Contractor	Trucking, Site Prep., Highway/Bridge Construction	Eduardo Gonzalez	11103 Memphis Ave.	Brooklyn	OH	44144	216/671-8500	216/671-4078	Cuyahoga						E																		
FGLL Contractor	Trucking	Trucking, Painting		226 Curry Pl.	Youngstown	OH	44504	330-565-0861	330-743-9804	Mahoning	gfreeman1941@aol.com					E																		
Figment Group, Inc.	Consultant	Construction Management	Mary L. Wellnitz	2328 North U.S. 35	LaPorte	IN	46350	219/326-8880		La Porte	mwellnitz@figmentgroupinc.com	I DBE	I DBE			E																		
Finch Constructors, Inc.	Contractor	Mechanical	Robert Finch	P.O. Box 681275	Indianapolis	IN	46268	317/916-6770	317/916-6774	Marion	finch@finchconstructors.com	IN DBE	IN DBE			E																		
First Electric Supply Co., LLC	Contractor	Electric	John Thompson	1550 S. Franklin Rd.	Indianapolis	IN	46239	317/931-3675	317/931-3681	Marion						E																		
First Light Resources	Supplier	Materials Lighting	Dawn Hickey	189 Rivergate Drive, Franklin, TN 37064	Franklin	TN	37064	615/479-1114		#N/A	firstlight@bellsouth.net		D			E																		
First Star Safety, LLC	Contractor	Signage	Kelly Hollatz	4 Kovach Dr., Suite 430	Cincinnati	OH	45215	513/661-7827	513/661-7829	Hamilton						E																		
Fischer Design, LLC	Contractor	Landscape	Ronda Fischer	5085 E. S.R. 32	Lebanon	IN	46052	317/910-8164		Boone	fischerdesign@tds.net					E																		
Fish and Wildlife Associates	Consultant	Environmental	Pamela Boaze	25 Water Tower Lane	Whittier	NC	28789	828/497-6505		#N/A																								
Five Star Electric, Inc.	Contractor	Electric		2134 Schappelle Ln.	Cincinnati	OH	45240	513-851-6182	513-851-6184	Hamilton	litmanenterprises@live.com					E																		
Flexible H.R. Solutions, LLC	Services	Construction Management	Diane Pinkins	7058 Hidden Valley Drive	Plainfield	IN	46168	317/839-6899		#N/A	diane@flexiblehr.net	I DBE	I DBE			E																		
FLNC, Inc.	Services	Medical	Dawn Rice	921 E. Dupont Rd., Ste 736	Fort Wayne	IN	46825	800/930-3562		Allen	dawn@flncinc.com	I DBE	I DBE																					
Floyd-Hunter Enironmental, LLP	Contractor	Water/Sewer	Brandi Floyd	3275 N. Morning Star Ave.	Sullivan	IN	47882	812/397-0341		Sullivan	bfloyd@floydhunter.com					E																		
Flu-Allen Trucking, LLC	Trucking	Trucking	Christopher J. Flu-Allen	1199 Cleveland Ave.	Columbus	OH	43201	614/424-1045	614/875-5886	Franklin						E																		
Flying Leap, Inc.	Sales	Retail –gifts and souvenirs	Anita Leopold	2854 North Hills Drive	Atlanta	GA	30305	404/234-5474		#N/A	anita_l@bellsouth.net	I DBE	I DBE																					
FNO Professional Services, Inc.	Engineering	CADD	Florence Onochie	5455 W. 86th Street	Indianapolis	IN	46268	317/872-3437		Marion	fonochie@fnoprofservices.com	I DBE	I DBE			E																		
Forest Run Ready Mix, LLC	Contractor	Concrete		32760 TR 202	Racine	OH	45771	740-992-2067	740-992-2936	Meigs	shs@frognet.net					E																		

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email
Forever Green Landscaping and Lawn Care, LLC	Contractor	Landscape, Aggregates		726 Greene St.	Toledo	OH	43609	419-917-6967		Lucas	forevergreenl.l.csutherland@gmail.com
Formula Construction, LLC	Contractor	Trucking, Landscape, Aggregates, Utilities		2390 N. S.R. 590	Graytown	OH	43432	419-345-8379	419-898-8326	Ottawa	
Foster Results	Services	Financial	Jennifer Foster	1950 E. Greyhound Pass, Suite 18-367	Westfield	IN	46033	317/399-8920		Hamilton	jennifer@fosterresults.com
Four Square Aggregates, Ltd.	Trucking	Trucking		221 Prince of Wales Dr.	Gahanna	OH	43230	614-475-3656	614-475-5505	Franklin	
Fox Contractors Corporation	Contractor	Concrete, Site Prep.	Dallas Day	5430 Ferguson Rd.	Fort Wayne	IN	46809	260/747-7461		Allen	dday@foxcontractors.com
Fox Engineering, PLLC	Engineering	Structural	Jennifer Fox	101 North Court Street	Ripley	WV	25271	304/372-3705	304/372-4100	#N/A	jfox@foxengineering.net
Fox Solutions Corp	Services	Multi Media	John Fox IV	PO Box 24192	Indianapolis	IN	46242	317/466-1368		Marion	jfox@foxcorporation.com
Frances Neal Trucking	Trucking	Trucking		247 S. Bridge St.	Struthers	OH	44471	330-502-8445	330-757-8365	Mahoning	Aries051@live.com
Francis Screen Printing	Services	Printing	Kurt Francis		Lexington	KY		859/299.3710		#N/A	kurt@fsgrphics.com
Franco Consulting Engineers, LLC	Engineering	Highway, Environmental	Gabriel Franco	4668 Pearcrest Way	Greenwood	IN	46143	317/458-0255	317/458-0255	Johnson	gfranco@francoengineers.com
Frankie Thompson Enterprises	Supplier	Materials Industrial	Frankie Thompson	P. O. Box 310027	Atlanta	GA	31131	770/948-8337,		#N/A	frankie@frankiethompson.cor
Frankie Turner Trucking	Trucking	Trucking		1086 Hart Rd.	Columbus	OH	43223	614-496-2413		Franklin	
Franklin Drywall, LLC	Contractor	Interior Build-out	Adrian Franklin	3124 Chiders Drive	Jeffersonvill	IN	47130	812/989-9481		Clark	franklindrywall@insightbb.com
Franklins Development Group, LLC	Trucking	Trucking	Keith I. Franklin	1597 Brice Rd.	Columbus	OH	43058	614/578-2458	614/423-7168	Licking	fdg.llc@gmail.com
FREE CONTRACTING	Contractor	Guardrail, Grade/Drain, Concrete, Sidewalk, Curb/Gutter, Paving	Ms. Rhonda W. Fister	1620 Old Frankfort Pike	Lexington	KY	40504	859-255-2236	859-259-0458	Fayette	rhonda@freecontracting.com
Fresh and Clean, LLC	Services	Cleaning	Larry Curtis	4417 Evanston Avenue	Indianapolis	IN	46205	317/603-9086	317/251-2503	Marion	freshandclean277@yahoo.com
Friedel Trucking Company, Inc.	Trucking	Trucking, Masonry	Michele F. Friedel	5714 Archmere Ave.	Cleveland	OH	44144	440/237-5377	440/237-5377	Cuyahoga	
Frye Mechanical, Inc.	Contractor	HVAC				OH	45424	937-222-8750	937-222-8751	Montgomery	
FST Trucking	Trucking	Trucking	Christopher	7852 Musket St.	Indianapolis	IN		317/457.2353		#N/A	ctonline@yahoo.com
FST Trucking, LLC	Trucking	Trucking	Christopher	7852 Musket St.	Indianapolis	IN	46256	317/457-2353		Marion	fst_trucking_llc@yahoo.com
Fuhrmann Engineering, Inc.	Engineering	Civil	Kathy Shelton	2852 South 11th St.	Springfield	IL	62703	217/529-5577		Sangamon	kshelton@fuhrmann-eng.com
Fulkerson Contracting, Inc.	Contractor	Residential	Terri Rochner	2637 Crandall Lanesville Road, NE	Lanesville	IN	47136	812-952-2662	812-952-2662	Harrison	fcibridges@frontier.com
G & G Paving & Construction, Inc.	Contractor	Asphalt Paving, Concrete, Grade/Drain, Excavation, Landscape, Site Prep.	Marvin Gateskill	P.O. Box 35	Lexington	KY	40588	859/255-6029	859/233-2365	Fayette	GGPaving@insightbb.com
G & M Construction, Inc.	Contractor	Concrete		703 Pershing Rd.	Zanesville	OH	43701	740-452-0153	740-452-0469	Muskingum	gmconstruction@columbus.rr.com
G&G Paving & Constr	Contractor	Concrete								#N/A	GGPaving@insightbb.com
G. E. Construction Company, Inc.	Contractor	HVAC, Plumbing	Gale E. Shepherd	11107 Ashbury Ave., Suite 2	Cleveland	OH	44106	216/791-5601	216/721-5283	Cuyahoga	
G. E. Masonry Contractors, LLC	Contractor	Masonry	Gale E. Shepherd	11107 Ashbury Ave., Suite 2	Cleveland	OH	44106	216/791-5601	216/721-5283	Cuyahoga	
G. E. Mechanical Contractors, LLC	Contractor	HVAC, Plumbing	Gale E. Shepherd	11107 Ashbury Ave., Suite 2	Cleveland	OH	44106	216/791-5601	216/721-5283	Cuyahoga	
G. G. Trucking, Inc.	Trucking	Trucking	George Grigsby	10535 Woodlawn Dr.	Indianapolis	IN	46280	317/925-6450		Hamilton	ggtruckinginc@hotmail.com
G. Stephens, Inc.	Contractor	Water/Sewer, Concrete, Highway/Bridge Construction	Glen L. Stephens	133 N. Summit St.	Akron	OH	44304	330/762-1386	330/762-0044	Summit	gstephens@gstephensinc.com
G. W. Peoples Contracting Company, Inc.	Engineering	Civil Engineering	Renee Y. Banks	2011 Crystal Dr., Suite 400	Arlington	VA	22202	202/488-7185	703/682-6804	#N/A	
Gaddis & Son, Inc.	Contractor	Concrete, Highway/Bridge Construction	Randal L. Gaddis, I	739 Mulberry St.	Columbus	OH	43219	614/252-3109	614/252-8456	Franklin	rlgaddis@gaddisandsoninc.com
Gaines Mechanical Contractors,	Contractor	Fabrication, HVAC		528 Hall Ave.	Dayton	OH	45404	937-276-2206		Montgomery	
Gandhi And Associates, Inc.	Consultant	Engineering	P.K. Gandhi	6035 N. Northwest Highway, Suite 306	Chicago	IL	60631	773-774-5910	773-774-3815	#N/A	pkg@pkgandhi.com
Garber Excavating, Inc.	Contractor	Excavation, Utilities		84 Wesptpark Rd.	Centerville	OH	45459	937-296-1940	937-296-1940	Montgomery	sspurlock@dixieexc.com
Gardens of Growth, Inc.	Contractor	Landscape	Casey May	928 E. 38th St.	Indianapolis	IN	46205	317/251-4769		Marion	rikki@gardensofgrowth.com
Gary Transfer Co., Inc.	Trucking	Trucking	Carlos Jr.	912 W. Ave. H	Griffith	IN	46319	219/980-1165		Lake	
Garza Construction, Ltd.	Contractor	Trucking, Highway/Bridge Construction	Rudolfo B. Silva	3068 E. State St.	Fremont	OH	43420	419/355-0830	419/355-9096	Sandusky	garzaconstructioninc@yahoo.com
Garza Maintenance & Construction	Contractor	Concrete	Richard Garza	308 Industrial Drive	Griffith	IN	46319	219/924-8600		Lake	rgarzamc@comcast.net
Gasparac Trucking, LLC	Trucking	Trucking, Masonry	Cathy L. Gasparac	6230 Rome South Rd.	Shiloh	OH	44878	419/512-0401	567/222-0007	Richland	
Gateway Electric, Inc.	Contractor	Electric		4450 Johnston Pkwy.	Cleveland	OH	44128	216-518-5500	216-518-5099	Cuyahoga	
Gator Construction, Inc.	Contractor	Landscape		4724 Butterbridge Rd.	North Lawrence	OH	44666	330-854-0860	330-854-3864	Stark	
GAW Enterprises, LTD.	Supplier	Construction		12544 Forest Rd.	Huntsburg	OH	44046	440-454-0215	440-635-0760	Geauga	
GCCS, Inc.	Contractor	Commercial	David Gonzalez	811 South 2nd St.	Louisville	KY	40203	502/365-2850		Jefferson	Gdonzalezgccsky.com
G-Diamond Construction, LLC	Contractor	Concrete	Donnie Moore	840 Marshall St., Suite 2	Louisville	KY	40204	502/365-6215		Jefferson	
GECO Enterprises	Contractor	Concrete, Aggregates, Landscape, Guardrail, Fencing	Gigi Bacon	P.O. Box 463	London	KY	40743	606.864.7550		Laurel	gigibacon@windstream.net
Geiger Brothers Mechanical Contractors, Inc.	Contractor	Water/Sewer, HVAC, Utilities		P.O. Box 469	Jackson	OH	45640	740-286-0800	740-286-0900	Jackson	emassie@geigerbrothers.com
Genesis Farms, LLC	Contractor	Landscape, Erosion Control	Kristina Downey	Genesis Farms, LLC	Noblesville	IN	46060	317/627-6511		Hamilton	genesisfarmsllc@gmail.com
Gentile Trucking, Inc.	Contractor	Aggregates		101 Forest Creek Dr.	Struthers	OH	44471	330-750-1600	330-750-1600	Mahoning	katie33165@hotmail.com
Geo Services, Inc.	Engineering	Geotechnical	Julian Rueda	805 Amherst Court, Suite 204	Naperville	IL	60565	630-355-2838	630-355-2838	Du Page	julianrueda@geoservicesinc.net
George E. Ellis Excavating Engineer, Inc.	Contractor	Excavation, Demolition	Jackie Garrett	2222 Bluff Rd.	Indianapolis	IN	46225	317/783-5416	317/783-3172	Marion	gellis2222@sbcglobal.net
GeoSolutions, Inc.	Engineering	Geotechnical	Arumugam Skandarajah	8275 Indy Ct	Indianapolis	IN	46214	317/273-0070		Marion	skandaraj@aol.com
Geotek Engineering Company	Engineering	Geosciences		2909 Elizabeth Street	Nashville	TN	37211	615/833-3800		#N/A	mishur@geotektn.com
GG Consulting, Inc.	Engineering	Structural	Guadalupe Garcia	1117 Kosciusko Blvd	East Chicago	IN	46312	219/391-1000	219/931-1872	Lake	ggconsultinginc@att.net
Gibson & Associates, LLC	Services	Public Relations, Bus. Dev.	Elizabeth Gibson	8334 Pine Branch Lane	Indianapolis	IN	46234	317/313-8242		Marion	liz@gibsonandassociates.biz
Giesler Electric, Inc.	Contractor	Boring, Electric	Stanley Giesler	P.O. Box 296	Valparaiso	IN	46384	219/464-3296		Porter	stan@gieslerelectric.com
Gil Holmes Associates LLC	Services	Public Relations, Bus. Dev.	Gilbert Holmes	4466 Braedon Wood	Indianapolis	IN	46228	317/925-2874		Marion	glholmes@comcast.net
Glass Depot, Inc.	Contractor	Interior Build-out	John Williams	4451 W. 5th Avenue	Gary	IN	46406	219/949-1705		Lake	glassdepot-sales@sbcglobal.net
Global Industrial Supply, Inc.	Supplier	Construction Materials	Mahershall Gardner	5594 Western Ave.	Connersville	IN	47331	317/450-0757	18775712478	Fayette	mgardner@globalindustrialsupply.us

Contractor	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Recption	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congresman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Forever Green Landscaping and Lawn Care, LLC					E																		
Formula Construction, LLC					E																		
Foster Results	I DBE	I DBE																					
Four Square Aggregates, Ltd.					E																		
Fox Contractors Corporation					E																		
Fox Engineering, PLLC	KY, IN DBE	KY, IN DBE											YES							YES	YES		
Fox Solutions Corp	I DBE	I DBE																					
Frances Neal Trucking					E																		
Francis Screen Printing					E											YES							YES
Franco Consulting Engineers, LLC	INDOT DBE	INDOT DBE			E								YES				YES						YES
Frankie Thompson Enterprises	KY DBE CERT	KY DBE CERT																					
Frankie Turner Trucking					E																		
Franklin Drywall, LLC	I DBE	I DBE																					
Franklins Development Group, LLC					E																		
FREE CONTRACTING	KY DBE	KY DBE		Y	YES																		
Fresh and Clean, LLC	IN DBE	IN DBE																					
Friedel Trucking Company, Inc.					E																		
Frye Mechanical, Inc.																							
FST Trucking					E								YES										
FST Trucking, LLC					E																		
Fuhrmann Engineering, Inc.	IN DBE/WBE	IN DBE/WBE			E															#######	YES		
Fulkerson Contracting, Inc.	IN DBE	IN DBE																					
G & G Paving & Construction, Inc.					E																		
G & M Construction, Inc.					E																		
G&G Paving & Constr	KY DBE CERT	KY DBE CERT																					
G. E. Construction Company, Inc.																							
G. E. Masonry Contractors, LLC					E																		
G. E. Mechanical Contractors, LLC																							
G. G. Trucking, Inc.					E																		
G. Stephens, Inc.					E																		
G. W. Peoples Contracting Company, Inc.																							
Gaddis & Son, Inc.					E																		
Gaines Mechanical Contractors,					E																		
Gandhi And Associates, Inc.	INDOT DBE	INDOT DBE			E																		
Garber Excavating, Inc.					E																		
Gardens of Growth, Inc.					E																		
Gary Transfer Co., Inc.					E																		
Garza Construction, Ltd.					E																		
Garza Maintenance & Construction	I DBE	I DBE			E																		
Gasparac Trucking, LLC					E																		
Gateway Electric, Inc.					E																		
Gator Construction, Inc.					E																		
GAW Enterprises, LTD.					E																		
GCCS, Inc.	K DBE	K DBE			E															#######	YES		
G-Diamond Construction, LLC					E																		
GECO Enterprises	KY DBE CERT	KY DBE CERT			E	YES																	
Geiger Brothers Mechanical Contractors, Inc.					E																		
Genesis Farms, LLC					E																		
Gentile Trucking, Inc.					E																		
Geo Services, Inc.	IN DBE	IN DBE			E																		
George E. Ellis Excavating Engineer, Inc.					E																		
GeoSolutions, Inc.	I DBE	I DBE			E																		
Geotek Engineering Company	KY DBE CERT	KY DBE CERT			E																		
GG Consulting, Inc.	INDOT DBE	INDOT DBE			E																		
Gibson & Associates, LLC	I DBE	I DBE			E																		
Giesler Electric, Inc.					E																		
Gil Holmes Associates LLC	I DBE	I DBE			E																		
Glass Depot, Inc.	I DBE	I DBE																					
Global Industrial Supply, Inc.					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Global Insurance Managers, Inc.	Sales	Insurance	Kathy Kebo	800 E. 96th Street, Suite 130	Indianapolis	IN	46240	317/660-4935		Marion	kkebo@GIMglobal.com	I DBE	I DBE																					
Global Land Surveying LLC	Engineering	Survey	Hesham Khalil	601 Franklin Street	Michigan City	IN	46360	219/872-4444	219/879-9920	La Porte	shem@global-landsurveying.com	INDOT DBE	INDOT DBE			E																		
Global Parking System of Indiana	Services	Parking	Hal Darring	6175 W. Raymond Street	Indianapolis	IN	46241	317-710-4133		Marion	hdarring@sbcglobal.net	I DBE	I DBE																					
Global Solutions, LLC	Engineering	Construction Management	Vinay K. Polepalli	2302 Hurstbourne Village Drive, Ste. 600	Louisville	KY	40299	502/296-2534		Jefferson	vpolepalli@global-solutions.com	KY DBE CERT	KY DBE CERT			E			YES					YES							YES	YES	YES	YES
Global Water Technology, Inc.	Contractor	Water/Sewer	Maria Villarreal	14604 John Humphrey Dr.	Orland Park	IL	60462	630/758-0061		Cook	mvillarreal@gwt-inc.com					E																		
GLR Environmental, LLC	Consultant	Environmental	Lynn Riddle					(317) 422-9454		#N/A	lriddle@glrenvironmental.com	In Progres	In Progres																					
GLS, INC.	Contractor	Dirt	Granville Singh	PO Box 21085	Indianapolis	IN	46221	317/538-2876	317/433-5994	Marion	glsindy88@live.com	IN DBE	IN DBE			E																		
GMC Industrial Sandblasting & Painting	Contractor	Painting	George Charles	11611 South Racine Avenue	Chicago	IL	60643	773/928-7513		Cook	charlesregina@hotmail.com	IN DBE	IN DBE			E																		
GMS Signs & Graphics, Inc.	Contractor	Signage		8155 Highland Point Pkwy.	Macedonia	OH	44056	330-467-0888	330-467-4046	Summit	gina@gmssigns.com					E																		
Goldman Electrical Contracting, Inc.	Contractor	Electric	Melanie Goldman	2313 E. Washington St.	Indianapolis	IN	46201	317/787-9967	317/784-6654	Marion						E																		
Gooder Masonry, Inc.	Contractor	Masonry	Allen S. Gordan	800 Mapleside Dr.	Trotwood	OH	45246	937/718-3612	937-718-3612	Hamilton	allen_gordon2002@yahoo.com					E																		
Goolsby Trucking, LLC	Trucking	Trucking, Site Prep., Masonry	Brian L. Goolsby	622 Rigdon St.	Hamilton	OH	45011	513/894-2509	513/894-0028	Butler						E																		
Gould Electric,LLC	Contractor	Electrical	Christina Gould	3312 Calais Drive	Louisville	KY	40299	502/290-5751		Jefferson	gouldelectric@insightbb.com	K/I DBE	K/I DBE			E																		
Goyal Industries, Inc.	Contractor	Pipe, Fabrication	Jay P. Goyal	382 Park Ave. East	Mansfield	OH	44905	419/522-7099	419/522-7111	Richland						E																		
Grace Analytical Lab, Inc.	Lab	Lab	Grace Kim	5300-B McDermott Drive	Berkeley	IL	60163	708-449-9449	708-449-3663	#N/A	gkim@gracelabinc.com	INDOT DBE	INDOT DBE																					
Grandscapes, Inc.	Contractor	Landscape	Lisa A. Weigandt	9699 S.R. 29	Sidney	OH	45365	937/492-7055	937/492-7215	Shelby	grandscapes@nktelco.net					E																		
Granger Trucking, Inc.	Trucking	Trucking, Aggregates		8001 Old Granger Rd.	Garfield Heights	OH	44125	216-641-5015	216-641-7156	Cuyahoga						E																		
Grant Leighton Horticultural	Contractor	Landscape	Charlene King	222 S. Arsenal Ave.	Indianapolis	IN	46201	317/442-2954		Marion	nkuliesis@sbcglobal.net					E																		
Graphic Expressions Signs & More, Inc.	Contractor	Signage	Ann M. Landgraf	8540 S.R. 14, Suite D	Streetsboro	OH	44241	330/422-7446	330/422-7448	Portage						E																		
Gray Guy Group, LLC	Contractor	HVAC, Painting		106 E. Ticonderoga Dr.	Westerville	OH	43081	614-464-7803	614-890-8693	Franklin	jgray@grayguygroup.com																							
GRC Underground Utilities, LLC	Contractor	Water/Sewer, Pipeline, Site Prep.	Jennifer Agresta	23209 Miles Rd., Suite 120B	Warrensville Heights	OH	44128	440/552-9400		Cuyahoga						E																		
Great Lakes Electrical Maintenance, Inc.	Contractor	Electrical	Charlene King	3817 Hayes Street	Gary	IN	46408	219-980-2710		#N/A	g.l.e.m@sbcglobal.net	I DBE	I DBE			E																		
Great Lakes Soil & Environmenal (Interra Engr.)	Consultant	Engineering	Sudhakar Doppalapudi	600 Territorial Drive	Bolingbrook	IL	60440	630/754-8700	630/754-8705	#N/A	dsrao@greatlakessoil.com	INDOT DBE	INDOT DBE			E								YES							YES	YES		YES
Great Quality Industries, LLC	Trucking	Trucking	Willie Riley	4550 Allisonville Rd.	Indianapolis	IN	46205	317/377-1190		Marion	willie_c_riley@hotmail.com	I DBE	I DBE			E																		
Green 3, Inc.	Contractor	Landscape	Dawn Kroh	1104 Prospect St.	Indianapolis	IN	46203	317-634-4110	866-422-2046	#N/A	dawn@green3LLC.com					E																		
Green 3, Incorporated	Architecture	Landscape	Dawn Kroh	1104 Prospect Street	Indianapolis	IN	46203	317-634-4110	866-422-2046	Marion	dawn@green3LLC.com	K/I DBE MBE	K/I DBE MBE			E	YES														YES	YES	YES	YES
Green Arbor Landscape Contractors	Contractor	Landscape	Laura Harbert	1407 W. Epler Ave.	Indianapolis	IN	46217	317/783-0582	317/782-1343	Marion	harbert422@sbcglobal.net					E																		
Green Box Heating & Air	Contractor	Plumbing, HVAC, Doors	Gwen Riley	726 National Ave.	Lexington	KY	40502	859/278-0281	859/280-9133	Fayette	gwen@greenboxair.com																							
Green City Recycling, LLC	Trucking	Trucking	Joy Basu	1344 Beech St.	Louisville	KY	40211	502/569-2365	502/587-0349	Jefferson	debiw@greencityrecycling.com					E																		
Green City Resources	Contractor	Landscape	Rose A. Seeger	5912 Kellogg Ave.	Cincinnati	OH	45230	513/383-1071	513/231-1823	Hamilton						E																		
Green Star Trucking, Inc.	Trucking	Trucking, Site Prep.	Joyce Sutton Cameron	426 Glenview Rd.	Trotwood	OH	45426	937/837-7703	937/837-7303	Montgomery						E																		
Green Steal, Inc.	Contractor	Rebar	Theodore Green	1332 W. 26th St.	Indianapolis	IN	46208	317/531-7899		Marion	tedgreen47@yahoo.com					E																		
Green Stone, LLC	Contractor	Masonry	Zach LeCount	5849 Crittenden Ave.	Indianapolis	IN	46220	317/414-6881		Marion	zach@greenstonecompany.com					E																		
Greenbrier Enterprises, Inc.	Trucking	Trucking, Aggregates, Landscape, Masonry	David S. Jordan	252 W. Main St., Suite A	St. Clairsville	OH	43950	740/699-2882	740/699-2828	Belmont	Greenbrier1954@live.com					E																		
Greene Thumb Landscape, Inc.	Contractor	Landscape	Ronald Davenport	P.O. Box 29321	Indianapolis	IN	46229	317/390-4248	317/390-4247	Marion	greenethumbup@aol.com	IN DBE	IN DBE			E																		
Grissom Construction, LLC	Contractor	Steel, Concrete, Highway/Bridge Construction	Carol K. Grissom	8333 N. Mulberry Grove Rd.	Covington	OH	45318	937/773-2475	937/773-8771	Miami						E																		
Grove Trucking, LLC	Trucking	Trucking, Masonry	Cheri I. Griffith	1300 Collins Rd.	Lancaster	OH	43130	740/325-7927		Fairfield						E																		
Grubb Excavating, Inc.	Contractor	Excavation, Dirt	Rhonda Grubb	R#1 Box 221B	Oakland City	IN	47661	812-749-6204		#N/A		I DBE	I DBE			E																		
GSG Consultants, Inc.	Engineering	Environmental	Guillermo Garcia	855 W. Adams Street	Chicago	IL	60607	312/733-6262	312/733-5612	Cook	ggarcia@gsg-consultants.com	IN DBE	IN DBE			E															YES			
GTG Electrical Corp	Contractor	Electrical	Velena Lenston	P.O. Box 3763	Lousiville	KY	40201	502/533-1774		Jefferson	V.Lenston@gtgelectrical.com	KY DBE CERT	KY DBE CERT			E																		
Guinto Schirack Engineering, LLC	Contractor	Site Prep., Logging, Highway/Bridge Construction, Civil Engineering, Concrete	Jennifer F. Guinto	1400 Newman Ave.	Lakewood	OH	44107	216/642-7530	216/803-3444	Cuyahoga	jguinto@gsengineer.com					E																		
Gunnar Electric, Inc.	Contractor	Electric	Lois Walters	7960 Eden Prairie Rd.	Eden Prairie	MN	55347	952/937-9262	952/937-1034	#N/A																								
Guy Brown Management, LLC	Services	Equipment Repairs--Office	Ashoke Mukherji	9003 Overlook Boulevard	Brentwood	TN	37027	615/777-1500		#N/A	alison@guybrown.com	I DBE	I DBE																					
H & A Services Transportation, LLC	Trucking	Masonry, Trucking	James D. Hough	2520 McCutcheon Rd.	Columbus	OH	43219	614/419-1090	614/478-7247	Franklin						E																		
H & G Plumbing & Heating, Inc.	Contractor	HVAC, Plumbing	Christine Schwark	1355 E. S.R. 2	LaPorte	IN	46350	219/362-1632		La Porte	chris@hgplumbing.com																							
H & H Construction Services, Inc.	Contractor	Concrete, Digging, Trenching	Janet Haste	1111 S. Franklin Rd.	Indianapolis	IN	46239	317/375-0114		Marion	hhconstjanet@aol.com					E																		
H & M Medina Painting & Construction	Contractor	Painting, Site Cleaning	Manuel Medina	PO Box 17003	Indianapolis	IN	46217	317/491-5732		Marion	handmmedinaspainting@gmail.com					E																		
H & MS LLC	Supplier	Flooring	Michele Mitchell	5335 N. Tacoma Avenue, Ste 24	Indianapolis	IN	46220	317/283-1206		Marion	msmitchelm@sbcglobal.net	I DBE	I DBE																					
H & W Construction, LLC	Contractor	Concrete	Tiffany Wakeley	12816 Ledges Dr.	Louisville	KY	40243	502/254-9617	502/749-6936	Jefferson						E																		
H&H Associates, LLP	Contractor	Consultant Historic Preservation	Candace Hudziak	218 E North Street	Greenfield	IN	46140	317/462-7177		Hancock	historian@hhpast.com	INDOT DBE	INDOT DBE			E																		
H&S Environmental	Consultant	Environmental		160 E Main St # 2F	Westborough	MA		508/366-7442		#N/A	dhelms@hsenv.com	KY DBE CERT	KY DBE CERT																					
H. Davis and Sons Trucking	Trucking	Trucking	Henry L. Davis	3824 Detroit Ave.	Toledo	OH	43614	419/467-8493	888/516-8492	Lucas						E																		
H. T. Griffin Excavating, Inc.	Trucking	Trucking, Masonry, Landscape		3950 S. Berkey Southern Rd.	Swanton	OH	43558	419-826-0230	419-865-1088	Fulton	henrytgriffin@aol.com					E																		
HAFCO Services, Inc.	Engineering	Trucking, Civil Engineering, Const. Materials	Humberto A. Friede	11411 Bristle Oak Trail	Austin	TX	78750	512/925-1193	512/996-0722	#N/A																								
Hager-Richter Geoscience, Inc.	Consultant	Geosciences	Dorothy Richter	8 Industrial Way - DIO	Salem	NH	03079	603-893-9944		#N/A	dorothy.richter@hager-richter.com	INDOT DBE	INDOT DBE																					
Hagerty Engineering	Engineering	Engineering	Peggy Hagerty Duffy, P.E.	229 Walnut St.	Jeffersonville	IN	47130	812/725-7583		Clark	pduffy@construct-solutions.com					E					YES													YES
Hairston Services, LLC	Contractor	HVAC		PO Box 272022	Columbus	OH	43227	614-237-9231		Franklin	dwood40@aol.com																							
Hall-Harmon Engineers	Consultant	Engineering		1081 Dove Run Rd Ste	Lexington	KY	40502	859/269-3150		Fayette	kitty.hall-harmon@HHEnet.co	KY DBE CERT	KY DBE CERT			E																		
Hammond Corporation	Contractor	HVAC		1285 E. 49th St.	Cleveland	OH	44114	216-431-7861	216-431-7864	Cuyahoga	hammondco@aol.com																							
Handgen-Johnson Equipment, Inc.	Services	Real Estate	Sabrina Johnson	4021 E. Lakeview Trail	Leesburg	IN	46538	574-453-2711		Kosciusko		I DBE	I DBE																					
Hanks Construction, Inc.	Contractor	Commercial	Tamara Eilts-Helm	559 N. State Road # 15	Wabash	IN	46992	260/563-7713	260/563-0198	Wabash	hanksconstruction@comcast.net	IN DBE	IN DBE			E																		
Hanna Xcavating, Inc.	Contractor	Grade/Drain, Excavation	Deoborah Hanna	Hanna Xcavating	Bloomington	IN	47402	812/339-5656		Monroe	xcavatingcorp@aol.com					E																		
Hard Knox Enterprises, Inc.	Trucking	Trucking, Masonry	Anthony L. Davis	4122 Highland Ave.	Warren	OH	44481	330-395-1465	330-399-5482	Trumbull	hkeinc@sbcglobal.net					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Response to WVB Solicitation

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
Hardlines Design Company	Engineering	Architecture	Charissa Durst	4608 Indianola Avenue	Columbus	OH	43214	614/784-8733		Franklin	cdurst@hardlinesdesign.com	D	D			E																		
Harmon Construction Co.	Contractor	Commercial	Drew Romans	1004 West Troy Ave.	Indianapolis	IN	46225	812/767-6554		Marion		I DBE	I DBE			E				YES				YES										YES
Harmony Associates	Services	Construction Management	Harriet Miller	4119 Highwood Drive	Fort Wayne	IN	46815	260-483-4828		Allen	mohar@aol.com	I DBE	I DBE			E																		
Harris and Stewart Electrical, Inc.	Contractor	Electric		3263 Bidlington Dr.	Columbus	OH	43224	614-554-8749	614-554-8749	Franklin	handselectric@att.net					E																		
HASCO, Inc.	Contractor	Digging, Asphalt Paving, Grading, Pavement Marking	Carla Merrill	49 Boone Villiage	Zionsville	IN	46214	317/873-5050		Marion	carla@hascoinc.com					E																		
Hawk Enterprises, Inc.	Contractor	Electrical	Johanna Plank	1850 E. North Street	Crown Point	IN	46307	219-662-8090	219-662-8093	Lake	joann@hawk-inc.com	IN DBE	IN DBE			E																		
Hays Landscape Architecture Studio, Ltd.	Contractor	Landscape		145 E. Main St.	St. Clairsville	OH	43950	740-695-6505		Belmont						E																		
HCL, Inc.	Contractor	Demolition, Abatement	Brad Mook, VP	1520 Algoquin Pkwy	Louisville	KY	40210	317-923-3737		Jefferson	brad@jmook.net	I DBE	I DBE			E															YES			
HCO, Inc.	Contractor	General Contractor	Henry Onochie	3921 N. Meridian Street, Suite 100	Indianapolis	IN	46208	317-923-3737		Marion	honochie@hcoarchitects.com	I DBE	I DBE			E																		
HDDS, Inc.	Services	CADD	Milton Haskins Jr	900 W. Market St., Ste 101	Louisville	KY	40202	502/389-3903	502.587.6416	Jefferson	mhaskins@hddsinc.com	KY DBE CERT	KY DBE CERT			E	YES		YES				YES	YES				YES			YES	YES	YES	YES
Health Connection, LLC	Supplier	Medical	Sarah Haydon	303 North Doctor Street	Springfield	KY	40069	859/805-0507		Washington	sarahhaydon@healthconnectionllc.com	I DBE	I DBE																					
Heartland Ready Mix, LLC	Contractor	Ready Mix Concrete	Charles Garcia	6002 N. Michigan Rd.	Indianapolis	IN	46228	317/254-3240		Marion	cgarcia@garciaconstructiongroup.net					E																		
Heavy Equipment Rental	Services	Equipment Rental	Reno Grimes	12514 Reynolds Dr.	Fishers	IN	46038	317/845-1618		Hamilton	reno@rentfromher.com	KY D/WBE	KY D/WBE				YES														YES	YES	YES	YES
Heavy Equipment Rental, LLC	Services	Const. Equipment	Reno Grimes	12514 Reynolds Dr., Suite B	Fishers	IN	46038	317/845-1618	317/845-1691	Hamilton	reno@rentfromher.com					E																		
Hederick Partnerships	Services	Construction Management	Charlene Hederick	4530 Berkshire Road	Indianapolis	IN	46226	317/549-0230		Marion	chedrick@comcast.net	I DBE	I DBE			E																		
Henderson Contractors Corporation	Contractor	Electric, HVAC, Plumbing, Site Prep.	Dan Henderson	427 E. Rich St.	Columbus	OH	43215	614/223-9620	614/223-9621	Franklin	dan@hccohio.com					E																		
Hendrix Electric, Inc.	Contractor	Electrical	Shirley Hendrix	175 S.R. 109 N.	Clay	KY	42404	270/664-2349	270/664-2000	Webster	shirley@hendrixelectric.com					E																		
Henry Davis	Trucking	Trucking		3824 S. Detroit Ave.	Toledo	OH	43614	419-467-8492	888-516-8492	Lucas	hdavisandsons@yahoo.com					E																		
Henry Trucking	Trucking	Trucking	George Henry	4705 Andover Square	Indianapolis	IN	46226	317-549-2106		Marion		I DBE	I DBE			E																		
Henry Trucking Inc.	Trucking	Trucking	George Henry	3135 Orchard Ave.	Indianapolis	IN	46218	317.698.8473		Marion	henrytrucking @att.net	IN DBE	IN DBE			E																		
Henry Trucking, Inc.	Trucking	Trucking	George Henry	3135 Orchard Ave.	Indianapolis	IN	46218	317-549-2106		Marion	henrytrucking@att.net					E																		
Henson Excavating, Inc.	Contractor	Site Prep., Excavation	Benita Henson	10 Grape St.	Gallipolis	OH	45631	740/441-3098	740/441-3098	Gallia						E																		
Hernandez Mechanical	Contractor	HVAC	Dana Hernandez	701 Norbeh Drive	Hebron	IN	46341	219/996-5181		Porter	danah11@verizon.net	I DBE	I DBE																					
Hernandez Mechanical, Inc.	Contractor	HVAC	Dana Hernandez	701 Norbeh Dr.	Hebron	IN	46341	219/996-5181	219/996-5182	Porter	danah@hernandezmech.com																							
Herring Construction	Contractor	Grade/Drain, Excavation, Demolition, Utilities, Clearing/Grubbing, Drainage		1216 State Route 373 N	Eddyville	KY	42038	270/388-2657		Lyon	herringjanet@bellsouth.net	KY DBE CERT	KY DBE CERT																					
Hew Horion Steel	Supplier	Steel	Corey Smith	8304 Clay Street	Merrillville	IN	46410	773/844.2861		Lake	www.newhorizonstell.us	I	I			E								YES							YES	YES		YES
HG Metals Supply, Inc.	Supplier	Metals Fabrication	Cynthia Gardner	1720 Wales Avenue	Indianapolis	IN	46218	317/351-9500	317/351-9504	Marion	cgardner@hgmetals.com	IN DBE/M BE/WB	IN DBE/M BE/WB			E					YES			YES									YES	YES
HGMC Supply, Inc.	Contractor	Steel, Rebar, Fencing	Cynthia Gardner	1720 Wales Ave.	Indianapolis	IN	46218	317/351-9500	317/351-9504	#N/A	cgardner@hgmetals.com					E																		
Hicks Trucking II, LLC	Trucking	Trucking		1872 Olde Haley	Centerville	OH	45458	937-604-6990	937-938-9143	Montgomery						E																		
Hightowers Petroleum Company,	Contractor	Fuel		3577 Commerce Dr.	Franklin	OH	45005	513-423-4272	513-423-5750	Warren	sales@hightowerspetroleum.com					E																		
Highway Safety	Services	Safety								#N/A	highwaysafety@zoominternet.net	KY DBE CERT	KY DBE CERT																					
Highway Safety Service, Inc.	Services	Safety	Michael Madrid	PO Box 4697	Lafayette	IN	47909	765/474-1000	765/446-1502	Tippecanoe	mike.madrid@hss-mmco.com	IN DBE	IN DBE			E																		
Highway Safety, Inc.	Contractor	Traffic Control, Pavement Marking	Lisa P. Booth	P.O. Box 908	Ceredo	WV	25507	304/453-5636	304/453-5635	#N/A	highwaysafety@zoominternet.net																							
Highway Solutions	Contractor	Striping								#N/A	jeromeperry@highwaysolutionsinc.com	KY DBE CERT	KY DBE CERT																					
Highway Solutions, Inc.	Contractor	Signage, Pavement Marking	Jerome Perry	5865 Neal Ave., Suite 308	Stillwater	MN	55082	612/817-3310	715/549-6162	#N/A	jeromeperry@highwaysolutionsinc.com																							
Hi-Mark Construction Group, Inc.	Services	Construction Management		3577 Commerce Dr.	Franklin	OH	45005	513-423-4272	513-423-5750	Warren	denise@himarkcg.com					E																		
HLA Trucking, LLC	Trucking	Trucking	Howard Amos	2607 Robin Rd. W.	New Albany	IN	47150	812/944-1285		Floyd	lts11940@sbcglobal.net					E																		
Hodge & Sons Masonary Contractors	Contractor	Masonry	Mark Hodge, Jr.	2348 Walden Glen Circle	Cincinnati	OH	45231	513/825-3569	513/825-0174	Hamilton						E																		
Hogan Electric Company, Inc.	Contractor	Electric	John W. Hogan	3633 E. 78th St.	Cleveland	OH	44105	216/883-6190	216/883-6198	Cuyahoga						E																		
Holland & Holland, Inc.	Contractor	HVAC, Plumbing		5033 Winton Rd.	Cincinnati	OH	45232	513-542-3355	513-542-3354	Hamilton	starccw@yahoo.com																							
Holloway, Henderson & Martin, LLC	Services	Construction Management		7700 Eagle Creek Dr.	Pickerington	OH	43147	614-302-2610		Fairfield	hhm.cathy@gmail.com					E																		
Home Run Trucking, Inc.	Trucking	Trucking	Nancy Snellenberger	R. R. 1 Box 305B	Jasonville	IN	47438	812/665-2783	812/665-9216	Greene	crt@joink.com	IN DBE	IN DBE			E																		
Hometown Engineering, LLC	Engineering	Construction Services	Ethel Morgan	3417 South Sherman Drive, Suite B	Beech Grove	IN	46107	317-780-8805	317-780-8806	Marion	hometowneng@sbcglobal.net	INDOT DBE	INDOT DBE			E																		
Honaker Enterprises	Contractor	Water/Sewer, Utilities	Tim Honaker	113 Hibbard Street, Apt. 2	Pikeville	KY	41501	606/205-9081	606/437-4677	Pike	honakerdbe@yahoo.com	KY DBE CERT	KY DBE CERT																					
Hoosier Bulk Transport, Inc.	Trucking	Trucking	Linda Carpenter	509 Southwest 3rd	Richmond	IN	47374	765-489-5348	765/489-4126	Wayne	carpenter.l@insightbb.com	IN DBE	IN DBE			E																		
Hoskins Trucking, Inc.	Trucking	Trucking	Cris Hoskins	6301 Price Ln.	Louisville	KY	40229	502/968-0823	502/968-0823	Jefferson	autocar95@insightbb.com					E																		
Hot Shot Transportation	Trucking	Trucking	Gena Roland	2115 Morton Avenue	Indianapolis	IN	46221	317-972-9727	317-972-9727	Marion	hotshotrucking@aol.com	IN DBE	IN DBE			E																		
House Doctor Renovations	Contractor		Barney Brooks	2015 Baldwin Drive	Niles	MI	49120	574/286-4823		#N/A	barneyleebrooks@yahoo.com	IN DBE	IN DBE																					
Houston-Johnson, Inc.	Services	Logistics/Supply Management	Derek Bland	13200Complete Court	Louisville	KY		502.638.8024		#N/A	dbland@houston-johnson.com						YES								YES						#######			YES
HRS Hotel Group	Services	Lodging	Sam Patel	447 Farmington Ave.	Louisville	KY	40209	502/634.6776		Jefferson	info@hrshotelsgroup.com													YES										YES
HRV Conformance Verification Assoc. Inc.	Consultant	Quality Control	Rochelle Stachel	200 Hightower Blvd.	Pittsburgh	PA	15205	412/788-2522	412/788-1697	#N/A	hrstachel@hrvinc.com	INDOT DBE	INDOT DBE																					
HSE Contractors, Inc.	Consultant	Consultant	Tom Norman					646/202-9313		#N/A	Tom@hsecontractors.com	N	N																					
HTA Enterprises, Inc	Contractor	Drilling, Blasting	Harold Valentine	P.O. Box 72635	Louisville	KY	40272	502/933-5900	502-933-0501	Jefferson	cae.faughn@htaenterprises.com	IN DBE	IN DBE			E								YES										
Hubinger Landscaping Corporation	Contractor	Landscape	Donna Hubinger	210 E. 113th Ave.	Crown Point	IN	46307	219/662-9911		Lake	donna@hubingers.com					E																		
Hudson Waste & Recycling & Lawn Care LLC	Contractor	Landscape	Charles Hudson	7625 North Michigan Road	Indianapolis	IN	46268	317/456-6077		Marion	charles@hudsonwaste.com	IN DBE	IN DBE			E																		
Hudson Waste & Recycling & Lawn Care, LLC	Contractor	Landscape, Erosion Control	Charles Hudson	7625 N. Michigan Rd.	Indianapolis	IN	46268	317/456-6077		#N/A						E																		
Huff's Trucking	Trucking	Trucking	George W. Huff, Jr.	5300 Butts Rd.	Powell	OH	43065	614/554-4378	740-881-5321	Delaware	huffstrucking@hotmail.com					E																		
Hughes Contracting, Inc.	Contractor	Trucking, Highway/Bridge Construction, Site Prep., Chip/Seal	Edith L. Hughes	595 Waterloo Rd., Suite H	Suffield	OH	44260	330/628-7400	330/628-5916	Portage	hcichipseal@aol.com					E																		
Humbles Electrical Maintenance Service	Contractor	Electrical	Joseph J. Humbles	5048 Coburn Street	Indianapolis	IN	46228	317/697-5600		Marion	humbleselectric@prodigy.net	I DBE	I DBE			E																		
Humbles Electrical Maintenance Service, LLC	Contractor	Electric	Joseph Humbles	5048 Corurn St.	Indianapolis	IN	46228	317/697-5600	317/259-4614	Marion	humbleselectric@prodigy.net					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Louisville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Hunsi Group, Inc.	Contractor	Landscape, Highway/Bridge Construction	Ahunsimhenre G. Arheghan	1011 S. Green Rd.	South Euclid	OH	44121	234/525-0741	631/791-1051	Cuyahoga						E																		
Hurt's Trucking & Demolition	Trucking	Trucking, Demolition, Masonry	Mark Hurt	13111 S.R. 347	Marysville	OH	43040	937/642-8826	937/642-7223	Union						E																		
Hybrid-3 Inc.	Services	Construction Management	Joyce Brummett	1430 Maynard Drive	Indianapolis	IN	46227	317/789-0515		Marion	jdbrummett3897@sbcglobal.net	INDOT DBE	INDOT DBE			E																		
Hydro, Inc.	Contractor	Concrete, Water/Sewer, Excavation, Site Prep.	James Compton	2346 S. Lynhurst Dr., Suite 704	Indianapolis	IN	46241	317/243-9500		Marion	hydro@att.net					E																		
Hydro-Lawn Landscaping & Design, Inc.	Contractor	Landscape		1221 7th Ave.	Akron	OH	44306	330-882-5506	330-882-5568	Summit	cathyj@cconwheels.com					E																		
Hygrade Excavating, Inc.	Contractor	Excavation, Trucking, Landscape, Fencing, Site Prep.	Adele Corya	5062 W. Base Rd.	Greensburg	IN	47240	812/663-5175		Decatur	acorya@hygradeexcavating.com					E																		
Hylton & Son Enterprises, LLC	Trucking	Trucking		14414 Grove Rd.	Garrettsville	OH	44231	440-487-1638		Portage	kypolton@windstream.net					E																		
I. P. M. S., Inc.	Contractor	Painting, Site	Debra Koons	6422 Quailwood Dr.	Floyd Knobs	IN	47119	502/634-9220	502/447-7640	Floyd	debra.koons@att.net					E																		
I.T. Business Corporation	Consultant	Public Relations, Bus. Dev.	Eric Green	2611 Wtaerfront Pkwy E Dr., Ste 390	Indianapolis	IN	46214	317/295-8346		Marion	egreen@ituscorp.net					E					YES													YES
IAP-EMI, Inc.	Contractor	Landscape		4249 Easton Way, Suite 220	Columbus	OH	43219	614-416-0614	614-416-0613	Franklin	tgbanks@iap-gsg.com					E																		
ICS Mechanical	Contractor	HVAC, Plumbing	Susan Smith	6191 W. 400 N.	Greenfield	IN	46140	317/894-1955		Hancock	ssmith@icsmechanical-in.com																							
Ideal Construction LLC	Contractor	Excavation, Dirt	Saideh Hobbs	1506 Crums Lane	Louisville	KY	40216	502/368-0060	502/368-0067	Jefferson	andrea@idealconstr.com	IN DBE	IN DBE			E			YES									YES						YES
II In One Contractors, Inc.	Contractor	Excavation, Clearing, Grubbing, Grading, Bridge Const.	Robert J.	4344 W. 45th St.	Chicago	IL	60632	773/847-2100	773/847-4501	Cook	ebodinet@2-in1.com					E																		
Illumination Arts LLC	Engineering	Architecture	Faith Baum	330 Glenwood Avenue	Bloomfield	NJ	7003	973/771-1556		#N/A	fabum@illuminationarts.com	I DBE	I DBE																					
IMDC, Inc.	Engineering	Design Build	Gergory Mundy	1060 Maitland Center Commons Ste. 300	Maitland	FL	32751	407/645-4049		#N/A	gsmundy@imdc-inc.com	I DBE	I DBE																					
Imperial Mechanical, Inc.	Contractor	HVAC, Plumbing	Kimberly A. Ozanich	30685 Solon Industrial Pkwy.	Solon	OH	44139	440/498-1788	440/498-1388	Cuyahoga																								
Imperial Trucking & Contracting,	Trucking	Trucking		225 Erkenbrecher Ave.	Cincinnati	OH	45229	513-281-7534		Hamilton	imperialtruckn@yahoo.com					E																		
Imported Enterprises, Inc.	Trucking	Trucking		2300 Rolling Rock Dr.	Columbus	OH	43229	614-551-7138	614-449-6680	Franklin	importedenterprise@att.net					E																		
In Every Language LLC	Services	Translation	Linda Golden	2030 Speed Ave.	Louisville	KY	40205	502/213.0317		Jefferson	terenabell@ineverylanguage.com	-	-																					
In The Mix	Contractor	Concrete, Paving	Damon Johnson	9827 Split Rock Way	Indianapolis	IN	46234	317/691-6868		Marion	damonj11@yahoo.com					E																		
Independent Trucking	Trucking	Trucking, Site Prep.	Kevin L. Nared	1517 N. Main St.	Dayton	OH	45405	937/396-4882		Montgomery						E																		
Indiana Acquisition of Indiana LLC	Services	Real Estate	Angela Whicker	7623 Farm View Circle West	Indianapolis	IN	46256	317/841-6560		Marion	in.acquisition@gmail.com	I DBE	I DBE																					
Indiana Bridge-Midwest Steel, Inc.	Contractor	Steel, Fabrication	Chunilal Gala	1810 S. Macedonia Ave.	Muncie	IN	47302	765/288-1985		Delaware	rheany@ibmws.com					E																		
Indiana Innovative Technology	Services	Construction Management	Leroy Benjamin	5592 Western Avenue	Connersville	IN	47331	765-827-5665		Fayette	iitechnology1@verizon.net	I DBE	I DBE			E																		
Indiana Monument & Cut Stone, Inc.	Contractor	Concrete, Aggregates, Masonry	Kathy Baker-Heckard	616 Guthrie Rd.	Bedford	IN	47421	812/275-0264		Lawrence	kathy_baker.heckard@indystone.com					E																		
Indiana Reclamation and Excavating, Inc.	Contractor	Concrete, Sewer/Water, Asphalt, Drainage,	Jennifer Phillippi	2130 N. Winter Ave.	Indianapolis	IN	46218	317/926-3770		Marion	jphillippi@inrecex.com					E																		
Indiana Sign & Barricade, Inc	Supplier	Traffic Controls	Janet Schutt	5240 E. 25th Street	Indianapolis	IN	46218	317/377-8000	317/337-8008	Marion	jschutt@indianasb.com	IN DBE	IN DBE			E																		
Indiana Sign & Barricade, Inc.	Contractor	Signage, Traffic Control, Pavement Marking	Janet Schutt	5240 E. 25th St.	Indianapolis	IN	46218	317/377-8000	317/337-8008	#N/A	jschutt@indianasb.com					E																		
Indiana Strategic Resource Group	Consultant	Public Relations, Bus. Dev.	Aleta Mungal	P.O. 3083	Carmel	IN	46082	317/607-4660		Hamilton	amugal@IndianaStrategicResourceGroup.com					E																		YES
Indiana Traffic Services, LLC	Contractor	Traffic Control, Pavement Marking	Kathi Ottesen	3867 N. Commercial Parkway Dr.	Greenfield	IN	46140	317/891-8065	317/891-8248	Hancock						E																		
Indy Bus Buy Sell Net	Services	Auto	Wallace Martin	6435 Oak View Drive North	Indianapolis	IN	46278	317/514-4819		Marion	wallacefromindy@aol.com	I DBE	I DBE																					
Indy Force, Inc.	Contractor	Demolition	Gerado Puente	10219 College Place Dr.	Indianapolis	IN	46280	317/997-0889		Hamilton	indyforce@gmail.com					E																		
Inet Airport Systems	Engineering	Design Build	Michael Colaco	4111 N. Palm Street	Fullerton	CA	92835	714/888-2700		#N/A	abarry@inetas.com	I DBE	I DBE																					
Infrastructure Engineering, Inc.	Engineering	Structural	Dustin Quincy	2601 Fortune Circle	Indianapolis	IN	46421	317/243-9800	317/281-0443	Lake	dquincy@infrastructure-eng.com	INDOT DBE	INDOT DBE			E	YES	YES						YES									YES	YES
Ingram & Son Trucking & Demolition, Inc.	Contractor	Demo, Trucking	Ethel Ingram	2423 Mounds Road	Anderson	IN	46016	765-617-7878		Madison	eingram369@aol.com	I DBE	I DBE			E																		
Innovative Modular Design	Contractor	Design Modular	Grace Jernstrom	PO Box 472	Plymouth	IN	46563	574/936-5023		Marshall	maryjernstrom@innovativemodulardesign.com	IN DBE	IN DBE																					
Intec Building Services	Services	Cleaning	Cesar Vanegas	P.O. Box 18706	Louisville	KY	40261	502/452-6111		Jefferson	cesarv@intecps.com	KY DBE CERT	KY DBE CERT																					
Integrated Engineering	Engineering	Concrete, Civil Engineering, Highway/Bridge Construction	Eddie Mesta, P.E.	1716 Sharkey Way, Ste 200	Lexington	KY	40511	859/368-0145	859/904-1538	Fayette	harsha@int-engineering.com	KY DBE CERT	KY DBE CERT		Y	E			YES												YES	YES	YES	YES
Integrated Environmental Solutions, Inc	Consultant	Environmental	Ralph Mora	7550 E. Melton Road	Gary	IN	46403	219-939-5000	219-939-6950	Lake	rgmora@iesolution.com	INDOT DBE	INDOT DBE			E																		
Integrity Wire, Inc	Construction Supplies		Sharon Irwin	503 Bridge Street	Huntington	WV	25702	304/525-9300		#N/A	kim@integritywire.com	I DBE	I DBE																					
Interclean Equipment, Inc.	Services Cleaning		Mia Lamminen	3939 Bestech Road, #B	Ypsilanti	MI	48197	734-975-2967		#N/A		I DBE	I DBE																					
International Global Solutions	Supplier	Telecom	Clarence Lyles	5813 W. 74th Street	Indianapolis	IN	46278	317/388-1540		Marion	clarencelyles@igsdistributing.com	I DBE	I DBE																					
International Pipe Consultants & Sales	Supplier	Pipe	Tamara Blevins	3716 W CR 750 N	Orleans	IN	47452	812/653-1657		Orange	tamarab@internationalpipeconsultants.com	IN DBE	IN DBE			E																		
Interra	Consultant	Environmental	Sudhakar Doppalapudi	600 Territorial Dr., Suite G	Bolingbrook	IL	60440	630/754-8700		Will	dsrao@interra.co					E													YES					YES
In-ter-space Services, Inc.	Ad Agency		Marianne Lieberman	4635 Crackersport Road	Allentown	PA	18104	800/628-6800		#N/A	tschwoyer@iaateam.com	I DBE	I DBE																					
Interstate Safety & Service Co., Inc.	Contractor	Aggregates, Signage, Trucking	Stacey M. Allen	3566 E. 55th St.	Cleveland	OH	44105	216/641-6776	216/641-8999	Cuyahoga	interstate1981@aol.com					E																		
Interstate Sealant & Concrete, Inc	Contractor	Concrete	Cheryl Sment	S40 W 24211 Rockford Way	Waukesha	WI	53189	262/547-6316	262/547-6844	#N/A	csment@interstatesealant.com	IN/KY DBE	IN/KY DBE		Y																			
Intrgral Guide	Contractor	General Contractor	Kenneth Chestnut	133 Peachtree St NE	Atlanta	GA	30303	404/856-4400		#N/A	kchestnut@integralgude.com								YES												YES			YES
Inventory Suppy Solutions International (ISSI)	Supplier	Machinery/Tools	Susie Heath	3815 River Crossing Pkwy, Ste 100	Indianapolis	IN	46240	800/890-1428		Marion	sheath@iss-i.com					E					YES													YES
Inxcess, LLC	Trucking	Trucking, Masonry	Donna M. White	2469 N. Detroit Ave.	Toledo	OH	43620	419/243-8313	419/243-8313	Lucas						E																		
IPM Services	Services	Cleaning	Debra Koons	P.O. Box 318	New Albany	IN	47151	502/634-9220		Floyd		KY FBE	KY FBE							YES														YES
Iroquois Bar Corp.	Contractor	Steel, Concrete, Trucking, Highway/Bridge Construction	Thomas Saia	155 Commerce Dr.	Lackawanna	NY	14218	716/270-0433	716/824-5313	#N/A																								
Island Promotions, LLC	Services	Ad Agency	David Rogers	13442 Sweet Briar Parkway	Noblesville	IN	46060	317-578-8190		Hamilton	darogers@insightbb.com	I DBE	I DBE			E																		
Iword Wellness Center, Inc.	Services	Health	Richard Brooks	329 West Oak St	Louisville	KY	40203	502.540.4999		Jefferson	realrgb@gmail.com							YES																YES
J & A Asphalt / Flaggers	Contractor	Traffic Control	Annie Williams	1525 South 400 East	Marion	IN	46952	765/662-6576		Grant	anniedwilliams@aol.com	IN DBE	IN DBE			E																		
J & A Plumbing/Drains, Inc.	Contractor	Plumbing		P.O. Box 328577	Columbus	OH	43232	614-657-3307	614-607-5860	Franklin	plum4u365@aol.com																							
J & B Steel Erectors Inc.	Contractor	Rebar Install, Steel Erection	Lisa Dilibeto	9430 Suttton Place	Hamilton	OH	45011	513/874-1722	513/870-6383	Butler	ldiliberto@jbsteel.com	IN/KY DBE	IN/KY DBE		Y	E								YES							YES		YES	YES

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Response to WVB Solicitation

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Louisville	Email	Brochure	Interest Form	Business Card
J & P Paving Masonry & Sealant,	Contractor	Masonry	Shirley A. Adkins	3858 Alum Creek Dr.	Columbus	OH	43207	614/491-0658	614/497-2230	Franklin						E																		
J & R Trucking, Inc.	Trucking	Trucking	Joann Radabaugh	2207 West Cook Road	Ft. Wayne	IN	46818	260/490-7654		Allen	jrtrucking@comcast.net	I DBE	I DBE			E																		
J & T Trucking, Inc.	Trucking	Trucking	Tina Walters	2924 Emerald Lake Drive	Fort Wayne	IN	46804	260/609-5020		Allen	tmwalters67@aol.com	IN DBE	IN DBE			E																		
J. A. Manning Construction Co., Inc.	Contractor	Site Prep., Civil Engineering, Highway/Bridge Construction, Grade/Drain	Nilaree Manning	46420 U.S. Hwy. 231 N.	Oneonta	AL	35121	205/594-3505	205/594-3552	#N/A	nilaree@jamanning.com																							
J. Beard Management, Inc.	Services	Construction Management	Jimmy Beard	250 East 96th Street, Suite 510	Indianapolis	IN	46240	317/581-1521		Marion	jbeard@jbeardmanagement.com	I DBE	I DBE			E																		
J. Burks Painting, Inc.	Contractor	Painting	Judith Burks	10830 Bennett Pkwy., Unit D	Zionsville	IN	46077	317/733-8585		Boone	broberts@jburkspainting.com					E																		
J. D. Kems	Supplier	Construction Supplies	Haila Nash	108 E. Main Street	Knightstown	IN	46148	765-345-5088		Henry		I DBE	I DBE			E																		
J. E. Ragland, Inc.	Contractor	Concrete		315 W. Main St.	Jackson	OH	45640	740-286-6109	740-286-5662	Jackson						E																		
J. Jarrett Trucking, Inc.	Trucking	Trucking	Toni Jarrett	3316 W. 45th Ave.	Gary	IN	46408	219/902-6660		Lake	JJTruck@ymail.com					E																		
J. L. Cline Asphalt Sealing & Striping, LLC	Contractor	Landscape, Asphalt Paving, Pavement Marking		306 Tick Ridge Rd.	Wheelersburg	OH	45694	740-776-9922	740-776-9922	Scioto	sandy_n_johnny@yahoo.com					E																		
J. M. Johnson Construction, Inc.	Contractor	Concrete	James Johnson	318 Main St.	Evansville	IN	47708	812/204-2272		Vanderburgh	mikejohnson56jci@hotmail.com					E																		
J. M. Verostko, Inc.	Contractor	Engineering		1216 Ameritech Blvd.	Youngstown	OH	44509	330-799-1339	330-799-2199	Mahoning						E																		
J. Sons, Inc.	Contractor	Trucking, Sewer/Water, Concrete, Site Prep., HVAC, Plumbing	Darryl Green	16781 Chagrin, # 197	Shaker Heights	OH	44120	216/310-7527	216/382-4075	Cuyahoga						E																		
J2 Systems and Supply	Supplier	Lubricants		803 E. 38th Street	Indianapolis	IN	46205	317/602.3940		Marion	sales@j2ssllc.com	I	I			E								YES							YES	YES	YES	
JA Manning Construction	Contractor									#N/A	nilaree@jamanning.com	KY DBE CERT	KY DBE CERT																					
JA-AN Services, LLC	Services	Cleaning	Antuan Barnes	1147 West 89th Drive	Merrillville	IN	46410	219/977-8137		Lake	ja-anservices@prodigy.net	I DBE	I DBE																					
Jack Isom Construction Company, Inc.	Contractor	Residential	Ruby Isom	622 South S.R. 43	Reynolds	IN	47980	219-984-5765	219/984-5761	White	jicci@home.ffni.com	IN DBE	IN DBE																					
Jackie S. Dodd, Attorney at Law	Services	Legal	Jackie Dodd	9011 N. Meridian Street, Ste 250	Indianapolis	IN	46260	317/580-9305		Marion	jackie@jsdlaw.com	I DBE	I DBE																					
Jackson Industries Corporation	Contractor	Landscape, Aggregates		1489 Milburn Ave.	Toledo	OH	43606	419-215-6292		Lucas	booandtj@aol.com					E																		
Jackson Services	Services	Cleaning	Beverly Jackson	1674 North 750 West	Rochester	IN	46975	574/542-2871	574/542-9214	Fulton	jacksons@pwrtc.com	IN DBE	IN DBE																					
Jackson Trucking	Trucking	Trucking	Eugene Jackson	3503 N. Erie	Toledo	OH	43611	419/340-7045	419/729-4856	Lucas	ejacksontrucking@yahoo.com					E																		
Jacobi Oil Service, Inc.	Services	Fuels	Elaine Jacobi	5686 Navilleton Rd.	Floyds	IN		812/923-5174		#N/A	ejacobi@jacobioil.com	IN DBE	IN DBE			E		YES										YES			YES			YES
Jacobi, Toombs and Lanz, Inc.	Consultant	Engineering	Jorge Lanz	120 Bell Avenue	Clarksville	IN	47129	812-288-6646	812-288-6656	Clark	j.lanz@jtleng.com	K/I-MBE/DBE	K/I-MBE/DBE			E	YES	YES	YES				YES	YES							YES-2	YES	YES	YES
Jacobsen/Daniels Associates, LLC	Consultant Const.		Darryl H. Daniels	121 Pearl Street	Ypsilanti	MI	48197	734/961-3200	734/961-3204	#N/A	certifications@jacobsendaniels.com	INDOT DBE	INDOT DBE																					
JAG, INC.	Contractor	Signage, Guardrail, Landscape, Steel, Clearing	Mrs. Gena Ruth,	657 Bayswater Way	Lexington	KY	40503	859-523-7507	859-523-7508	Fayette	genaruth@insightbb.com	KY DBE	KY DBE		Y	YES																		
JAG'D Construction, Inc.	Contractor	Painting	John N. Grillis	545 Coitsville Hubbard Rd.	Youngstown	OH	44505	330/506-2323	800/238-9604	Mahoning						E																		
JAK Construction	Contractor	Residential	John Knox	8057 Valley Farms Trail	Indianapolis	IN	46214	317/506-4844		Marion	jakconstruciton@live.com	IN DBE	IN DBE																					
Jalan Enterprises, Inc.	Services	Dry-Cleaning	Hyun Bernard	2409 S. Shely St.	Louisville	KY	40217	502/426-2008		Jefferson	mbersr@aol.com																							
Jane's Earth LLC	Contractor	Demolition, Landscape, Aggregates	Lora Brumett	11191 West Grandview Drive	Columbus	IN	47201	812/350-8874	866/465-6460	Bartholomew	lb@janesearth.com	IN DBE	IN DBE			E																		
Jani-King	Services	Cleaning	Guillermo Ramirez	8104 Chesterhill Way	Indianapolis	IN	46239	317/358-0625		Marion	pspearmon@aol.com	I DBE	I DBE																					
Javier Steel Corporation	Contractor	Steel Rebar Erection	Nilo Javier	P.O. Box 7448	Louisville	KY	40207	502-426-2008	502-426-1538	Jefferson	njavier@bellsouth.net	IN/KY DBE	IN/KY DBE		Y	YES																		
JC Hauling Company	Trucking	Trucking	Peggy Todd	PO Box 12	Millstadt	IL	62260	618/476-1900		Saint Clair	jchauling@norcom2000.com	I DBE	I DBE			E																		
JC Supply & Manufacturing	Manufacturer									#N/A	connie@jcsupply.us	KY DBE CERT	KY DBE CERT																					
JCOS, Inc.	Contractor	Painting, Landscape	Sung Kim	8669 Bash St.	Indianapolis	IN	46256	317/632-7659		Marion	support@jcosinc.com					E																		
Jean Henry WBE, LLC	Contractor	Concrete, Drainage, Sidewalk	Jean Henry	3418 Frankfort Ave., Suite 365	Louisville	KY	40207	502/899-9588	502/899-9587	Jefferson	jhenry@lawrenceconcrete.com					E																		
JEI, Inc.	Services	Staffing		1876 CUSTER ROBERTS HOLLOW LN	Custer	KY	40115	847/689-3954		Breckinridge	JEI2200@aol.com	KY DBE CERT	KY DBE CERT			E																		
Jennings Parts	Services	Auto	Janet Tower	126 N. Jennings St.	North	IN	47265	812/346-6272		Jennings	drtower@comcast.net	I DBE	I DBE																					
Jensha Enterprises, Ltd.	Contractor	Signage		20534 Southgate Park Blvd.	Maple Heights	OH	44137	216-663-1000	216-663-5223	Cuyahoga	ehamilton@SignsByTomorrow.com					E																		
Jerico Metals Specialties, Inc.	Supplier	Metals		PO Box 7016	Bloomington	IN	47407	812-339-3182	812-339-3186	Monroe	jerrylou@jericometals.com	IN DBE	IN DBE			E																		
Jet Industries, LLC	Contractor	Steel, Metal, Fabrication	Donald E. Williams	700 2nd St.	Ellwood City	PA	16117	724/758-5601	724/758-5146	#N/A																								
JetBridge Technology, Inc	Conveyors and accessories		Renea Keish	P. O. Box 1288	Kennedale	TX	76060	817/561-9001		#N/A	rkeish@jetbridgetech.com	I DBE	I DBE																					
Jetts Mechanical	Contractor	HVAC, Mechanical	James Jett Jr.	11735 Pawleys Court	Indianapolis	IN	46235	317/525-2819		Marion	jr9102@sbcglobal.net	I DBE	I DBE																					
JJ'S Concrete Construction, LLC	Contractor	Concrete	Janet Wagler	JJ'S Concrete Construction, LLC	Montgomery	IN	47558	812/636-0173		Daviess	Jan@jjsconcrete.com					E																		
JLH Consulting	Services	Construction Management	Jeanette Hasenkamp	5027 E 69th Street	Indianapolis	IN	46220	317/450-3865		Marion	jeanetehasenkamp@aol.com	I DBE	I DBE			E																		
JLI Enterprises, LLC	Contractor	Landscape	Jamie L. Jackson	3070 Lakecrest Circle, Suite 400	Lexington	KY	40513	859/219-1806	859/422-5909	Fayette	Jamie.Jackson@uslawns.net					E																		
JLon Trucking, Inc	Trucking	Trucking	Susan Helms	2207 West Cook Road	Fort Wayne	IN	46818	260/348-7063		Allen	susanradabaugh@comcast.net	I DBE	I DBE			E																		
JM Johnson Construction, Inc.	Contractor	Commercial, Flatwork, Interiors	James Johnson	PO Box 3133	Evansville	IN	47713	812/204-2272	812/475-8827	Vanderburgh	mikejohnson56jci@hotmail.com	IN DBE	IN DBE																		YES	YES		
JMC Mechanical, Inc.	Contractor	HVAC, Pipe, Fabrication		9 Broadway St.	Wapakoneta	OH	45895	419-739-2300	419-739-2301	Auglaize	dsh@jmc-mechanical.com																							
JN Graham Trucking, LLC	Trucking	Trucking	Jenny K. Graham	22840 Canel Rd.	Circleville	OH	43113	740/477-3094	740/477-3094	Pickaway	jen1126@roadrunner.com					E																		
J-N-S Electrical Service Co., Inc.	Contractor	Electric	Stacey Shipley	P.O. Box 634	Beech Grove	IN	46107	317/945-2488		Marion	Jesco_inc@yahoo.com					E																		
Jobe's Motor Service, Inc.	Trucking	Freight	Barbara Jobe	2173 Bluff Road	Indianapolis	IN	46225	317-782-9309		Marion	barb@jobesmotorservice.com	I DBE	I DBE			E																		
John Bays Inc.	Trucking									#N/A	jbays@zoominternet.net	KY DBE CERT	KY DBE CERT																					
John Bays, Inc.	Contractor	Boring, Steel, Underground Utilities	Alice S. Bays	264 Sandy Cove	Greenup	KY	41144	606/473-7094	606/473-5849	Greenup	jbays@zoominternet.net					E																		
John Cecil Construction, LLC	Contractor	Water/Sewer, Site Prep., Highway/Bridge	Franklin E. Harris	740 N. James Rd. Airport Plaza	Columbus	OH	43219	740/606-1787		Franklin						E																		
John K. Leohner Company, Inc.	Contractor	Landscape	Kendra M. Riggs	3605 Carroll Southern Rd.	Carroll	OH	43112	740-756-7036	740-756-7065	Fairfield	KendraRiggs5@att.net					E																		
John Price Trucking, Inc.	Trucking	Trucking	Ethel J. Price	2605 Shaker Rd.	Cleveland Heights	OH	44118	216/932-5874		Cuyahoga						E																		
Johnson Concrete Inc	Contractor	Concrete	James Johnson	756 Lincoln Ave.	Evansville	IN	47713	812/204-2272		Vanderburgh	mikejohnson56jci@hotmail.com	I DBE	I DBE			E																		
Johnson Energy Company	Contractor	Fuel		1 Prestige Pl., Suite 565	Miamisburg	OH	45342	937-435-5401	937-435-5402	Montgomery						E																		
Johnson Excavating & Truck	Contractor	Excavation, Trucking		479 E. Starr Ave.	Columbus	OH	43201	614-291-2451	614-291-6628	Franklin						E																		
Jones & Bourland, Inc.	Contractor	Bridges, Culverts,	Mr. Willis G. Jones	1714 Ky. Hwy 1428 P.O. Box 953	Prestonburg	KY	41653	606-874-9315	606-874-9313	Floyd	WGJ@suddenlinkmail.com	KY DBE	KY DBE		Y	E															YES			

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Jones & Scott Fence, Inc.	Contractor	Fencing	Teresa Jones	10620 Keys Ferry Rd.	Fairdale	KY	40118	502/690-8029	502/690-8819	Jefferson	jonesscottfence@insightbb.com					E																		
Jones Maintenance, Inc.	Contractor	Landscape SWPPP	Michael Jones	880 Burdsal Parkway	Indianapolis	IN	46208	317/710-6447		Marion	jmimike@sbcglobal.net	I DBE	I DBE			E																		
Jones Technologies Enterprises, Inc.	Contractor	Electric, Plumbing, HVAC, Highway/Bridge	James Jones	13836 Union Ave.	Cleveland	OH	44120	216/561-2772	216/991-1406	Cuyahoga	jtecorp@aol.com					E																		
Jostin Construction, Inc.	Contractor	Concrete	Albert	2335 Florence Ave.	Cincinnati	OH	45206	513/559-9390	513/559-1997	Hamilton	asmitherman@jostinconstruction.com					E																		
Journey Engineering	Engineering	Civil, Highway	Jeanne Chandler, P.E.	2001 N. Alabama St	Indianapolis	IN	46202	317/289-8395		Marion	jchandler@journeyeng.com					E					YES			YES				YES				YES		YES
Journey Trucking, Inc	Trucking	Trucking	Lisa Shively	1914 W. Washington Center Rd.	Fort Wayne	IN	46818	260.755.5825		Allen						E																		
JR Wilson Contracting, Inc	Trucking	Freight	Jennifer Robinson	13836 South Wilson Road	Decker	IN	47524	812/769-5321	812/769-9611	Knox	jrwilsoncontracting@yahoo.com	IN DBE	IN DBE			E																		
JRED Services, LLC	Contractor	Landscape	Justiniano G. Duro	5907 Privilege Dr.	Hilliard	OH	43026	614/562-7012	614/777-7980	Franklin						E																		
JRM Environmental	Engineering	Environmental	Robin Feller	P.O. Box 926	Brownsburg	IN	46112	317/286-3751	317/286-3702	Hendricks	jrmenvironmentalinc@comcast.net	INDOT DBE	INDOT DBE			E																		
JS Trucking	Trucking	Trucking	James Patrick	3124 Roosevelt Avenue	Indianapolis	IN	46218	317/728-4196		Marion		D				E																		
JTK Rental & Construction, LLC	Contractor	Landscape		P.O. Box 496	Hinckley	OH	44233	330-239-1468	330-239-1728	Medina						E																		
JTM Concepts, Inc.	Services	Technical Writing	Janet Masamoto	PO Box 3215	Rock Island	IL	61201	309-794-1057		Rock Island	jmasamoto@jtmconcepts.com	I DBE	I DBE																					
Judo Steel Co., Inc.	Contractor	Steel, Fabrication	Judith A. Law	1526 Nicholas Rd.	Dayton	OH	45418	937/268-7613	937/268-2245	Montgomery	www.compassconsultingservices.com					E																		
Judy A. Dalton	Contractor	Demolition, Trucking	Judy Dalton	3637 Coliseum Avenue	Indianapolis	IN	46205	317/926-6300	317/926-6300	Marion	wmtdaltonwrkco@aol.com	IN DBE	IN DBE			E																		
JUDY C. HARP CO., INC.	Contractor	Brides 70' <	Ms. Judy C. Harp	385 Browns Lane	Frankfort	KY	40601	502-227-4572	502-227-4611	Franklin	jslh48@gmail.com	KY DBE	KY DBE		Y	YES																		
JY Legner Associates	Services	Staffing	Matt Linville	340 N. Evergreen Rd.		KY		502.585.9021		#N/A	jlegner@jyla.com	KY DBE CERT	KY DBE CERT			E	YES																	
K & A Trucking, Inc.	Trucking	Earthwork, Excavation	Kathryn Kellams	P.O. Box 1305	Bedford	IN	47421	812/279-3632		Lawrence	ka_trucking@yahoo.com	IN DBE	IN DBE			E		YES	YES					YES				YES					YES	YES
K & K Dirtworks, Inc.	Contractor	Excavation, Site Prep.	Robin Knepper	11830 E. 925 N.	Evanston	IN	47531	812/529-8172		Spencer	kkdirtworks@psci.net					E																		
K & M Metal Works, Inc.	Contractor	HVAC	Kimberly Mann	203 Earlywood Dr.	Franklin	IN	46131	317/736-6059		Johnson																								
K & M Thompson, Inc.	Contractor	Underground Utilities	Kathleen Thompson	5060 E. 62nd St., Suite 132	Indianapolis	IN	46220	317/255-6011	317/255-6301	Marion	kmthomps@prodigy.net					E																		
K & S Engineers, Inc.	Engineering	Geotechnical	Dibakar Sundi	9715 Kennedy Avenue	Highland	IN	46322	219-924-5231	219-924-5271	Lake	ksengineers@sbcglobal.net	IN DBE	IN DBE			E	YES	YES	YES												YES	YES		YES
K & S Markers, Inc.	Contractor	Traffic Control	Kara Johnson	2189 N. 600 W.	Thorntown	IN	46071	765/482-6184		Boone	ksmarkers@sbcglobal.net	I DBE	I DBE			E																		
K Energy LLC	Contractor	Wrecking, Demolition, Site Prep	Mia Geiger	16708 Minnich Road	Hoagland	IN	46745	260/424-0300	877/507-0410	Allen	miageiger@aol.com	IN DBE	IN DBE			E															YES		YES	
K W 3 Trucking Company	Trucking	Trucking	Kathleen Hipsher	925 North 1050 E	Indianapolis	IN	46234	317/273-8806		Marion	kw3trucking@sbcglobal.net	I DBE	I DBE			E																		
K&S Engineers, Inc.	Engineering	Geotechnical	Srinivas Gone	11620 Arbor St # 100	Omaha	NE	68144	402/932-0100		#N/A	fir0022andi@sboglobal.net	INDOT DBE	INDOT DBE				YES																	
K. Energy, LLC	Contractor	Trucking, Site Prep., Demolition, Excavation, Trenching, Dredging	Maria Geiger	16708 Minnich Rd.	Hoagland	IN	46745	260/424-0300	877/507-0410	#N/A	miageiger@aol.com					E																		
K. HAYES LIMITED	Contractor	Drainage, Utilities, Ditch/Shoulder, Grubbing, Curb/Gutter, Clearing, Water/Sewer	Mr. Kunte Hayes	1500 Leestown Road, Ste 310	Lexington	KY	40511	859-333-8887	859-226-0826	Fayette	kunte@khayeslimited.com	KY DBE	KY DBE		Y	YES																		
K. S. Construction Co., Inc.	Contractor	Highway/Bridge Construction	Kevin H. Sutherland	4525 Vliet St.	Canton	OH	44710	330/477-3574	330/477-3576	Stark						E																		
K.V. WV Traffic Control Holdings	Contractor	Traffic Control, Pavement Marking		4731 KY RT. 1428	Allen	KY	41601			Floyd	sondra@abacusinc.net	KY DBE CERT	KY DBE CERT		Y	YES																		
Karen Haan Inc.	Services Support	Traffic Control, Const. Materials	Karen Haan	1825 South Hadley Road	Fort Wayne	IN	46804	260/740-8876	260/432-1617	Allen	khaaninc@frontier.com	IN DBE	IN DBE			E																		
Katanas Corporation	Contractor	Demolition, Trucking, Excavation, Site Prep., Water/Sewer	Bob Deskins	3300 E. 87th St.	Cleveland	OH	44127	216/883-0017	216/883-0024	Cuyahoga	Demolish@Windstream.net					E																		
Kavanaugh Plumbing & HVAC	Contractor	HVAC, Plumbing								#N/A	cmk1124@bellsouth.net	KY DBE CERT	KY DBE CERT																					
KB Environmental Sciences	Engr. Environmental		L. Carrol Fowler	9500 Koger Boulevard Suite 211	St. Petersburg	FL	33702	727/578-5152	727/578-5210	#N/A	cfowler@kbenv.com	INDOT DBE	INDOT DBE																					
K-Cor, LLC	Contractor	Steel, Concrete	Kevin Walker	11071 Main St.	Cincinnati	OH	45241	513/769-8200	513/785-0924	Hamilton						E																		
KDV Inc.	Contractor	Electrical	Bill Hoskinson	3560 Bashford Ave., Ste 200	Louisville	KY	40218	502/456-3420	502/454-0110	Jefferson	bhoskinson@kydisabledvet.com					E	YES																	YES
Kelley Trucking and Materials, Inc.	Contractor	Concrete, Trucking		4200 Regent St., Suite 200	Columbus	OH	43219	614-944-5795	614-944-5796	Franklin	akelley@kelleycorp.net					E																		
Kelly Brothers Construction, Inc.	Contractor	Site Prep., Clearing, Grade/Drain, Underground Utilities		PO Box 311	Elyria	OH	44036	440-322-1030	440-322-8363	Lorain						E																		
Ken Weeden & Associates, Inc.	Environmental Engineering Services		Kenneth Weeden	PO BOX 3113	Wilmington	NC	28406	910/762-6297		#N/A	spulliam@kwaplanning.com	I DBE	I DBE																					
Kendrick Excavating, Inc.	Contractor	Excavation, Utilities		4280 New Riley Rd.	Dresden	OH	43821	740-454-8527		Muskingum						E																		
Kennedy Expressline Inc	Trucking	Trucking	Marcus Northern	4324 Ashard Dr.	South Bend	IN	46628	574/876-8881	574/272-2302	St Joseph	kennedyexpressline@yahoo.com	IN DBE	IN DBE			E																		
KENTUCKIANA OFF DUTY POLICE & SURVEILLANCE (KOPS)	Service	Security	Mrs. Teresa Daniel	P. O. Box 75,	Bardstown	KY	40004	877-880-5677	502-957-2224	Nelson	kopsinfo@kopsinc.com	KY DBE	KY DBE		Y	E			YES															YES
Kentuckiana Sheet Metal, Inc.	Contractor	HVAC, Fabrication	James Marshall,	1501 S. Preston St., Area B	Louisville	KY	40217	502/635-7689	502/634-1726	Jefferson	tmkentuckiana@bellsouth.net																							
Kentuckiana Trucking	Trucking	Trucking	Kenny Aubrey	P.O. Box 2544	Clarksville	KY	47129	812/282-0908		Clark	kenny@kentuckianatrucking.com	N	N			E		YES														YES		YES
Kentucky Industrial Metals, Ltd.	Supplier	Iron, Fabrication, Bridge Const.	Kimberly Clark	6615 Battletown Rd.	Brandenburg	KY	40108	270/422-4344	270/422-4929	Meade						E																		
Keough Construction, Inc.	Contractor	Interiors	Ronnie Keough	P. O. Box 20841	Indianapolis	IN	46220	317-926-0643		Marion	rkeough@keoughconstruction.com	I DBE	I DBE																					
Keramida Environmental, Inc.	Engineering	Environmental	Vasiliki Keramida	401 North College Avenue	Indianapolis	IN	46202	317-685-6600		Marion	capple@keramida.com	I DBE	I DBE			E																		
Kermit Caldwell's Hauling & Demolition, Inc.	Contractor	Trucking, Demolition, Clearing		194 W. 6th St.	Mansfield,	OH	44903	419-524-9359	419-522-2357	Richland						E																		
KES Harris Trucking, LLC	Contractor	Trucking, Landscape, Masonry, Plumbing, HVAC, Site Prep.	Kesalon Harris	1660 S. Yellow Springs St.	Springfield	OH	45506	937-601-1111	937-324-0235	Clark	kestruck@aol.com					E																		
Kessinger Construction & Concrete, LLC	Contractor	Concrete	Leigh Kessinger	15601 Bridle Gate Rd.	Louisville	KY	40299	502/266-8848	502/266-8984	Jefferson	leighkessi@aol.com					E																		
Kestone Corporation	Contractor	Electrical	Parmjit Pabla	7633 S. Raber Road	Columbia	IN	46725	260-396-2660		#N/A		I DBE	I DBE			E																		
Keville Enterprises, Inc.	Contractor	Water/Sewer, Civil Engineering, Highway/Bridge Construction	Christine Keville	475 School St., Suite 11	Marshfield	MA	2050	781/837-3884		#N/A																								
Keyeco, LLC	Contractor	HVAC		4550 Lake Forest Dr.	Cincinnati	OH	45242	513-563-3078	513-563-3077	Hamilton	keyecoins@gmail.com																							
Keystone Construction, Inc.	Contractor	Fabrication, Concrete, Pipe		2415 S. High St.	Columbus	OH	43207	614-443-3819	614-443-3873	Franklin	hn@ohiokeystoneconstruction.com					E																		
KFH Group, Incorporated	Studies and Research		Sue Knapp	4920 Elm Street, Suite 350	Bethesda	MD	20814	301-951-8660		#N/A	sknapp@kfhgroup.com	I DBE	I DBE																					
KHAFRA Engineering Consultants	Engineering	Structural	Elias Zewde, P.E.	304 West Liberty St.	Louisville	KY	40202	502/584-8599		Jefferson	ezewde@khafra.com	KY DBE CERT	KY DBE CERT			E	YES	YES	YES					YES				YES			YES	YES		YES
Kim Construction Company, Inc.	Contractor	Sewer	Kim Vallow	PO Box 276	Steger	IL	60475	708/754-1181	708/754-1183	Cook	info@kimconstruction.com					E																		
Kimberly A. Kalapos, LLC	Contractor	Site Prep., Trucking	Kimberly A. Kalapos	905 Bennett Dr.	Elyria	OH	44035	440/315-0904	440/365-0920	Lorain						E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Response to WVB Solicitation

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
Kimberly Donnelly, LLC	Contractor	Landscape	Kimberly Fleming Donnelly	7143 Stemen Rd.	Pickerington	OH	43147	614/419-0979	614/866-9551	Fairfield						E																		
KIMBERLY RASH FENCE & CONSTRUCTION	Contractor	Guardrail, Fencing, Concrete	Ms. Kimberly Ann Rash	1605 E. Mt. Zion Road	Crestwood	KY	40014	502-744-3136	502/225-8251	Oldham	rashka05@aol.com	KY DBE	KY DBE		Y	YES																		
Kimble's Plumbing Contractor	Contractor	Plumbing	Carl Kimble	P.O. Box 11442	South Bend	IN	46634	574/233-7402		St Joseph	kimble840@comcast.net																							
Kin-Co	Contractor	Concrete, Trucking	Mark A. Kinney	10808 Bryant Ave.	Cleveland	OH	44108	216/253-9152	216-761-5604	Cuyahoga	amyrickelman@yahoo.com					E																		
KING OF COMFORT,INC.	Contractor	HVAC, Mechanical	Mark Wilson	8090 CARDINAL COVE E. DRIVE	INDIANAPOLIS	IN	46256	317/596-9639		Marion	KINGMARKWILSON@AOL.COM	I DBE	I DBE																					
King's Trucking & Excavation, Inc	Contractor	Sewer, Site Work, Trucking, Utilities	Travis, Estimaot	9804 E CO RD 800 N	Seymour	IN	47274	812/522-6973	812/523-8484	Jackson	travis @kingstrucking.net	IN DBE	IN DBE			YES																		
KIVA LLC	Consultant	Financial	Elizabeth Wilkinson	630 Putnam Street	Terre Haute	IN	47802	812/235-6574	812/235-7127	Vigo	kivase@cs.com	INDOT DBE	INDOT DBE			E																		
KKM, INC.	Real Estate	Title Research	Karolyn Musser	263 Brooks Bend	Brownsburg	IN	46112	317/445-7269		#N/A	kkmabstract@hotmail.com	I DBE	I DBE																					
KLE Construction Company	Contractor	Steel, Electric, Concrete, Excavation		P.O. Box 3737	Akron	OH	44314	330-745-2670	330-745-2672	Summit						E																		
KLI, Inc.	Contractor	Electrical	Lisa Carso	304 Roma Jean Parkway	Streamwood	IL	60107	630/213-1282		Cook	support@kli-inc.com	I DBE	I DBE			E																		
KM Chng Environmental Inc.	Consultant Envior.		Joan Kimball	400 TradeCenter Suite 5900	Woburn	MA	01803	781/272-4060	781/272-8867	#N/A	jkimball@kmchng.com	INDOT DBE	INDOT DBE																					
KM Consulting, LLC-DBE	Services	IT	Khalid Malik	PO Box 463	Plainfield	IN	46168	317-331-3429		Hendricks		I DBE	I DBE			E																		
KMZ Enterprise, Inc.	Trucking	Masonry, Trucking	Kim K. Cramer	2754 Halton Woods Ct.	Columbus	OH	43204	614/496-5456		Franklin						E																		
Knable Concrete, Inc.	Contractor	Concrete	Catherine Knable	3005 Fox Hill Drive	Floyds	IN	47119	812-948-5874		Floyd	knableconcrete@aol.com	I DBE	I DBE			E																		
Knight & Stoler, Inc.	Contractor	Landscape	Kathleen A. Jankowski	3029 Prospect Ave. East	Cleveland	OH	44115	216/391-0910	216/391-0920	Cuyahoga						E																		
Knight Electric, Inc.	Contractor	Electric	Robert A. Hernandez	1155 N. Cassady Ave.	Columbus	OH	43219	614/299-4445	614/299-5135	Franklin	rhernandez@knightelectric.com					E																		
Knight Grading, LLC	Contractor	Grade/Drain, Excavation		5700 S.R. 668	Somerset	OH	43783	740-405-4499		Perry						E																		
Koetter Pave, Inc.	Contractor	Paving	Kelly Koetter	2999 Industrial Pkwy.	Jeffersonvill	IN	47130	812/284-5665	812/284-9996	Clark	ttasb@koetterpave.com					E																		
KOPS	Security		Teresa Daniel							#N/A	kopsinfo@kopsinc.com																							
Kopton Electric Co.	Contractor	Electric	Yvonne Kopton	215 S. Lindberg St.	Griffith	IN	46319	219/922-1385		Lake	ykoptonel@sbcglobal.net					E																		
Kormex Metalcraft, Inc.	Contractor	Steel, Metal	Maureen Lorenzo	961 N. Dupage	Lombard	IL	60148	630/953-8856		#N/A	maureen2@covad.net					E																		
Kormex Metalcraft,Inc.	Contractor	Plumbing	Maureen Lorenzo	961 N. DUPAGE	LOMBARD,	IL	60148	630/953-8856		#N/A	maureen2@covad.net	IN DBE	IN DBE																					
Kris Co Trucking	Trucking	Trucking, Masonry	Kristine A. Klink	190 Oglesbee Rd.	Wilmington	OH	45177	937/654-4135	937/383-8699	Clinton						E																		
KS Ware & Associates	Engineering	Environmental	Kathy Ware	54 Lindsley Avenue	Nashville	TN	37210	615/255-9702		#N/A	kware@kswarellc.com	KY DBE CERT	KY DBE CERT			E								YES							YES			
KSO Metalfab, Inc	Supplier	Steel, Metal	Dora Kuzelka	250 Roma Jean Parkway	Streamwood	IL	60107	630/372-1200	630/372-1251	#N/A	dkuzelka@kso.com	IN DBE	IN DBE			E																		
KT Trucking, Inc.	Trucking	Trucking	Vicky Springer	3601 W 200 N	Huntington	IN	46750	260/359-9480	260/224-6419	Huntington	vsspringer@hotmail.com	IN DBE	IN DBE			E																		
Kwik-Set Fasteners, Inc.	Supplier	Construction	Myrna Burke	1151 Commercial Dr.	Lexington	KY	40505	859/252-7518	859/254-7473	Fayette						E																		
Kyle Laster and Son Trucking	Trucking	Trucking	Joseph Kyle	2621 Prast	South Bend	IN	46617	574/261-3047		St Joseph	pyarbro@hainslawfirm.com					E																		
L & C Management, Inc.	Services	Construction Management	Charles Thomas	2453 Rockminster Road	Lexington	KY	40509	859/621-2482	859/264-0974	Fayette	Cthomasbuilder@aol.com	IN DBE	IN DBE			E																		
L & J Contractors	Contractor	Painting		1144 Miami St.	Youngstown	OH	44505	330-519-6881		Mahoning	leonjackson1928@yahoo.com					E																		
L&L Bulk Transport, Inc.	Trucking	Trucking	Dawn Littleton	1098 N. 125 West	Franklin	IN	46131	317/281-0780		Johnson	llittlehorsey@aol.com	I DBE	I DBE			E																		
L. L. BROWN CONSTRUCTION	Contractor	Guardrail, Fencing, Demolition, Concrete	Ms. Vickie L. Brown	1549 State Road 203	Scottsburg	IN	47170	812-752-4930	812-752-5494	Scott	abrown1126@sprintpcs.com	INDBE	KY DBE			Y																		
L.I. Smith & Associates	Engr. Survey			302 North Caldwell	Paris	TN	38242	731/644-1014		#N/A	survey4fun@aol.com	KY DBE CERT	KY DBE CERT			E																		
Labor Express Plus, LLC	Services	Staffing	Georgetta Dunn	P.O. Box 2984	Louisville	KY	40201	502/582-5552		Jefferson	laborexpress@yahoo.com					E																		
L'Acquis Consulting Enterprises Indpls.	Consultant	Engineering	Lisa Jeff	280 East 96th Street, Suite 280	Indianapolis	IN	46240	317/706-2075		#N/A	ljeff@laceindy.com	I DBE	I DBE			E			YES					YES				YES			YES	YES	YES	YES
LaDame Distributing Inc. d/b/a A-1 Convention & PA	Contractor	Distribution	Christina Kaplan	9214 Parkington Ct.	Louisville	KY	40222	502/584-0251		Jefferson	christy@a-1cp.com					E																		
Lake County Cartage, Inc.	Trucking	Trucking	Michele Dolci	879 Joliet Street, #210	Dyer	IN	46311	219/365-1326	219/365-1326	Lake	lakecountycartage@comcast.net	IN DBE	IN DBE			E																		
Lake Effect Engineering, LLC	Engineering	Electrical	Janine Weber	1388 North 600 East	Michigan City	IN	46360	219/395-1976		La Porte	lakeeffect@csinet.net	INDOT DBE	INDOT DBE			E																		
Lambert Asphalting and Sealcoating, Inc.	Contractor	Asphalt Paving	Brian Lambert	12649 White Rabbit Dr.	Indianapolis	IN	46235	317/985-8061		Marion	blambert126@comcast.net					E																		
Land Clearing, Inc.	Contractor	Clearing, Erosion Control	Kimberly Deetsch	2405 Blankenbaker Rd.	Louisville	KY	40299	502/269-0253	502/266-9985	Jefferson	kimdeetsch@aol.com					E																		
Land Commercial Construction, LLC	Contractor	Landscape		4965 US Hwy. 42, Suite 1000	Louisville	KY	40222	502-498-5688	502-498-5688	Jefferson	tyraoldham@landconstruct.com					E																		
Landrums Cleaning, LLC	Services	Cleaning	Troy Landrum	8770 Commerce Park Place, Suite E	Indianapolis	IN	46268	317/228-0780	317/228-0781	Marion	troy.landrum@landrumscleaning.com	IN DBE	IN DBE																					
Landscaper's Corner, Inc.	Landscape	Landscape, Aggregates	Mary Elaine Pence	1305 Old Frankfort Pike	Lexington	KY	40504	859/225-9433	859/255-1053	Fayette	elainelandscaper@aol.com		D			E																		
Lane Trucking	Trucking	Trucking	Colling Lane	3995 Yoder Rd.	Lima	OH	45806	419/222-3593	419/222-2044	Auglaize						E																		
Langham Logistics	Trucking	Trucking	Brad Moore	5335 W. 7th St.	Indianapolis	IN	46241	317/523-8200	317.471.5146	Marion	BradMoore@elangham.com					E	YES											YES			#######	YES		YES
Lanham & Sons Mechanical, Inc.	Contractor	HVAC, Plumbing	Lois Lanham	4474 E. 575 N.	Whiteland	IN	46184	317-535-4833		Johnson																								
Lannie Jones Excavation	Contractor Dirt									#N/A	jonesexcavation@yahoo.com	KY DBE CERT	KY DBE CERT																					
Lannie Jones Excavation, LLC	Contractor	Excavation, Demolition	Lannie Jones	8311 Unionville Rd.	Brookport	IL	62910	270/832-0985	618/564-3506	Massac	jonesexcavation@yahoo.com					E																		
LaPorte Construction Company, Inc.	Contractor	Dirt, Tunnels	Lori Schrad	P.O. Box 577	LaPorte	IN	46352	219/393-5555	219/393-5556	La Porte	lschrad@csinet.net	IN DBE	IN DBE			E																		
Larry Richards & Associates	Traffic Control									#N/A	larry@lratrafficcontrol.com	KY DBE CERT	KY DBE CERT																					
Laura Kopetsky Tri-Ax, Inc.	Contractor	Site Prep., Trucking, Aggregates, Clearing/Grubbing, Masonry	Laura Kopetsky	5320 S. Belmont	Indianapolis	IN	46217	317-788-7825	317-780-6132	Marion	cathy@laurakopetsky.com	IN DBE	IN DBE			E																		
Law Office of Karen Celestino Horseman	Services	Legal	Karen Horseman	717 S. East Street	Indianapolis	IN	46225	317/357-9110		Marion	khorseman@sbcglobal.net	I DBE	I DBE																					
Law Office of Marla E. Muse	Services	Legal	Marla Muse	PO Box 532642	Indianapolis	IN	46214	317/757-6846		Marion	marlamuse@aol.com	I DBE	I DBE																					
Lawn Medic, LLC	Contractor	Landscape	Larry Holden, Jr.	5010 General Ln.	Louisville	KY	40218	502/416-4145		Jefferson	lawnMedic@hotmail.com					E																		
Lawrence & Associates (Jean Henry WBE d/b/a)	Contractor	Concrete	Jean Henry	3418 Frankfort Ave.	Louisville	KY	40207	502/899.9587		Jefferson	jhenry@lawrenceandassoc.com	KY DBE CERT	KY DBE CERT			E																		
LCR Electrical Services, Inc.	Contractor	Electric	Luis Cisneros	7321 Wildcat Run Ct.	Indianapolis	IN	46239	317.862.1693		Marion	lcisne@comcast.net					E																		
LDL 42, LLC	Contractor	Painting	Tonda Lovins	1090 Randall Way	Brownsburg	IN	46112	317/331-4372	317/692-2441	Hendricks	ldl42llc@gmail.com					E																		
Leader Corporation of Indiana	Contractor	Electric	Donna Foreman	PO Box 26590	Indianapolis	IN	46226	317/545-4833		Marion						E																		
LECGI, Inc.	Engineering	CADD	Don Lui	11900 Brinkley Ave. Suite 100	Louisville	KY	40243	502/425.1547		Jefferson	dlui@lecgi.us	KY DBE CERT	KY DBE CERT			E							YES											YES
Ledford Consulting Services	Engineering	Architecture	Ronald Ledford	PO Box 55012	indianapolis	IN	46205	317/979-3768		Marion	ledford_consultingservices@yahoo.com	I DBE	I DBE			E																		
Lee's Heating & Cooling, Inc.	Contractor	HVAC		6725 Little Richmond Rd.	Trotwood	OH	45426	937-479-3417		Montgomery	jlee015@woh.rr.com																							
LeFamille	Trucking	Trucking	Leon Kaye	4407 Cosby Ct.	Louisville	KY	40218	502/473-1776		Jefferson	lefamille@msn.com	-	-			E																		
Legal Shield	Consultant	Legal	Candice Brady					502/314.3301		#N/A	candicebrady@legalshield.com	-	-					YES					YES											YES

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congresman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Leong Enterprises	Contractor	Clearing/Grubbing, Sidewalk, Drainage, Water/Sewer, Demolition, Curb & Gutter	G. Steven Leong	P.O. Box 19619	Louisville	KY	40259	502-364-7611	502-364-7612	Jefferson	gsleong@bellsouth.net					E																		
Leroy & Kurt Construction, LLC	Trucking	Trucking	Leroy Jackson	4433 Zuber Rd.	Orient	OH	41314	614/554-2614	614/871-9522	Owsley	llj527@sbcglobal.net					E																		
Leslie E. Barras	Services	Attorney	Leslie E. Barras	2337 Frankfort Ave. Ste #350	Louisville	KY	40206	502/298-1505		Jefferson	lebarras@gmail.com	KY DBE CERT	KY DBE CERT																					
Leslie Saunders Insurance Agency, Inc	Services	Insurance	Leslie Saunders	1535 N Dale Mabry	Lutz	FL	33548	813/949-8964		#N/A	browdon@lsimi.com	I DBE	I DBE																					
Lestar Inc	Services	Industrial Fuels	Lester Boyd	1109 Verailles Rd.	Lexington	KY	40508	859/608-9926		Fayette	lester@lesterinc.com					E		YES									YES							YES
Lesure's Trucking, Inc.	Trucking	Trucking	M. Lesure	3722 N. Tacoma	Indianapolis	IN	46218	317/444-1529		Marion		I DBE	I DBE			E																		
Levy Electrical & Plumbing Supply	Supplier	Electrical	Toniu Levy	1608 W. Broadway	Louisville	KY	40203	502/566-3030		Jefferson	tl@tonilevya.com					E									YES									YES
Lewis Family Trucking, Inc.	Trucking	Trucking		6731 Grange Ct.	Cincinnati	OH	45239	513-549-8832		Hamilton						E																		
LEXINGTON CONTRACTING,	Contractor	Residential	Mr. Allen Carter,	1500 Leestown Road, Suite 326	Lexington	KY	40511	859-281-6881	859-281-6850	Fayette	aclexcontracting@aol.com	KY DBE	KY DBE		Y									YES			YES					YES		YES
Life's Eyes Media, LLC	Services	Multi Media	Kristan Getsy					(859) 363-3916		#N/A	kgetsy@lifeseyesmedia.com	In Progres	In Progres																					
Liggon, Inc.	Trucking	Trucking	Keith White	741 S. Hebron Ave.	Evansville	IN	47714	812/483-1867		Vanderburgh	keith.white@insightbb.com	IN DBE	IN DBE			E																		
Lightcap Industries	Contractor	Rebar, Steel,	Connie Lightcap	1612 S. Cucamonga Ave.	Ontario	CA	91761	909/373-1773	909/373-1785	#N/A	Connie@jcsupply.us																							
Lightning Trucking, LLC	Trucking	Trucking		10398 Irvin Rd.	Creston	OH	44217	330-435-3040	330-435-4535	Wayne	LightningL107@yahoo.com					E																		
Linda F. Russell	Services	Real Estate	Linda Russell	P.O. Box 875	Goshen	IN	46527	574/535-0780		Elkhart	russellapprsvc@verizon.net	I DBE	I DBE																					
Link Electric Co., Inc.	Contractor	Electric	Shirley George	3817 Fitzgerald Rd.	Louisville	KY	40216	502/778-1155	502/558-2868	Jefferson	shirley@link-electric.com					E																		
Linne Brothers Landscaping	Contractor	Landscape, Grade/Drain, Erosion Control	Leo Linne (Rivera)	10487 Newport Rd.	Bowling Green	IN	47833	812/322-5058		Clay						E																		
Linward Electric, Inc.	Contractor	Electric, Traffic Signals, Lighting, Signage	Nancy K. Widenmeyer	5167 Sleepy Hollow Rd.	Valley City	OH	44280	330-225-5934	330-273-5350	Medina						E																		
Lion Construction, LLC	Contractor	Residential	Lajobie Mosley	1311 East 19th Avenue	Gary	IN	46407	219/868-2782	219/868-2782	Lake	lajobiemosley@att.net	IN DBE	IN DBE																					
Lionel Construction Company	Contractor	Concrete, Water/Sewer, Highway/Bridge Construction	Lionel R. Watiker	1233 Maple Ave.	Zanesville	OH	43701	740/453-7502	740/454-1753	Muskingum						E																		
LL Bailey & Sons, LLC	Supplier	Construction	Linda Bailey	3165 W. Cedar Springs Rd.	Palmrya	IN	74164	812/364-6712	812/364-6712	#N/A	bailey536@msn.com					E																		
LL Brown LLC	Supplier	Guardrails	Vickie L. Brown	1549 N. State Road 203	Scottsburg	IN	47170	812-752-4930		Scott	abrown1126@springpcs.com	I DBE	I DBE			E																		
LMS Construction, Inc.	Contractor	Concrete, Site Prep., Highway/Bridge Construction	Kathy Hammond	58970 Kirkland Hill	Bellaire	OH	44390	740/676-7786	740/676-7786	#N/A						E																		
LNS Trucking	Trucking	Trucking, Site Prep.	Theodis Foy	945 Dingledine	Lima	OH	45804	937/419-9281	937/710-4636	Allen						E																		
Loftus Engineering, Inc.	Engineering	Mechanical	Karen Loftus	233 McCrea Street, Suite 700	Indianapolis	IN	46225	317/352-5822	317/352-5821	Marion	kloftus@loftusengineering.com	INDOT DBE	INDOT DBE			E																		
LongWay Solutions	Services	IT	Matthew Long	8623 Sunningdale Boulevard	Indianapolis	IN	46234	317/291-3960		Marion	govsales@longwaysolutions.com	I DBE	I DBE																					
Lori's Transportation & Excavation, LLC	Contractor	Asphalt Paving, Site Prep., Demolition, Concrete, Trucking, Excavation	Lori Marxmiller	2824 Frontier Trail	Atlanta	GA	30341	765/793-4970	765/793-4393	#N/A	ldmarxmiller@aol.com	IN DBE	IN DBE																					
Loudermilk Contracting, Inc.	Contractor	Excavation, Dredging	Deborah Pinney	2048 N. Loudermilk Rd.	Vincennes	IN	47591	812/726-4474		Knox	michael.d.edwards1@navy.mil					E																		
Louisville Business First	Publicaion	News Journal	Debbie Denton	455 South Fourth Street, Ste 278	Louisville	KY	40202	502/583.1731		Jefferson	ddenton@bixjournal.com																			YES				YES
LRP Trucking	Trucking	Trucking	Leonard Paige	P.O. Box 25	Horse Cave	KY	42749	270/786-2797	270/834-7360	Hart	lrptruck100@hotmail.com	KY DBE CERT	KY DBE CERT			E			YES									YES				YES	YES	YES
LRT Diversified Service Corporation	Contractor	General Contractor	Ian Thompson	4543 E. 38th Street	Indianapolis	IN	46218	317-568-1460		Marion		I DBE	I DBE			E																		
LSM Trucking, LLC	Contractor	Trucking, Aggregates, Highway/Bridge Construction, Demolition		6299 Janice Pl.	Dayton	OH	45415	937-890-0876	937-890-6476	Montgomery	lsmtruckingllc@aol.com					E																		
Lutz Irrigation and Drainage	Contractor	Landscape, Drainage, Water/Sewer	Lisa Lutz	704 S. 5th St.	Boonville	IN	47601	812/431-0637		Warrick	Llutz138138@cs.com	IN DBE	IN DBE			E																		
LW Concrete and Construction Co.	Contractor	Concrete		8883 Daly Rd.	Cincinnati	OH	45231	513-390-4584		Hamilton	lwconcreteandconstruction@gmail.com					E																		
Lyca Construction	Contractor	General Contractor	Francis Frempong	1205 Durrett Lane	Louisville	KY	40213	502/419-3510	502/366-1182	Jefferson	ffpfrem2@aol.com	KY DBE CERT	KY DBE CERT			E																		
Lykins Nutrition By Design LLC	Consultant	Nutrition	Terri Lykins	4230 Alton Rd.	Louisville	KY	40207	502/727-1485		Jefferson	terrilyk@bellsouth.net	KY DBE CERT	KY DBE CERT																					
LyndCo, Inc.	Contractor	Painting, Landscape, Utilities, Signage, Aggregates, Concrete, Highway/Bridge Const., Masonry, Trucking	Lynda Hendershot	56301 Ferry Landing Rd.	Shadyside	OH	43947	740/671-4855	740/671-4856	Belmont	lnco@lyndcoinc.com					E																		
Lynn Trucking	Trucking	Trucking	Pam Hall	6448 South CR 675 East	Plainfield	IN	46168	317-839-0318	317-839-3000	Hendricks	phall0284@aol.com	IN DBE	IN DBE			E																		
M & B Trucking, LLC	Trucking	Trucking	Monique Grigsby	3721 Schofield Ave.	Indianapolis	IN	46218	317/205-4226	317/844-9920	Marion						E																		
M & K Construction Supply, LLC	Supplier	Materials	Manoj Mulki	P O Box 379	Byron Center	MI	49315	616/918-6778	866/666-7069	#N/A	karenmulki@mnksupply.com	IN DBE	IN DBE																					
M & M Delivery, LLC	Trucking	Trucking		53485 Marietta Rd.	Pleasant City	OH	43772	740-685-9600	740-685-1715	Guernsey						E																		
M & R Enterprises, Inc.	Contractor	Site Prep., Concrete, HVAC, Plumbing, Pipe, Water/Sewer, Highway/Bridge Construction	Ralph Jones	1588 E. 40th St., Suite 1E	Cleveland	OH	44103	216/881-0223	216/881-0572	Cuyahoga	mrenterprises111@aol.com					E																		
M&M Manufacturing	Manufacturer									#N/A	jennifermcbride1@hotmail.com	KY DBE CERT	KY DBE CERT																					
M. A. S. Markers, Inc.	Contractor	Traffic Control, Signage, Pavement Marking	Michele Johnson	1625 S. 400 E.	Lebanon	IN	46052	317-769-7200	317-769-7201	#N/A	chelejohnson@tds.net	IN/KY DBE	IN/KY DBE		Y	YES																		
M. Brooks Trucking, LLC	Trucking	Trucking, Aggregates		1158 Bergenia Dr.	Reynoldsbur	OH	43068	614-743-1020	614-626-0696	Franklin						E																		
M. Bryant Construction, LLC	Contractor	Concrete	Melissa Bryant	202 Sam Dr.	Louisville	KY	40202	502/356-0655	502/742-0713	Jefferson	melanie.bryant74@gmail.com					E																		
M. J. S. Trucking, LLC	Trucking	Trucking	Cheryl A. Snyder	8629 S. Emerald Oval	Olmsted Township	OH	44138	440/749-8006		Cuyahoga						E																		
M. R. Brown & Company, LLC	Contractor	Painting, Digging, Clearing	Max Brown	6752 S. CR 800 West	Reelsville	IN	46171	765/672-4675	765-672-4527	Putnam	jocko@ccrtc.com	IN DBE	IN DBE			E																		
M. S. Trucking, Inc.	Trucking	Trucking, Aggregates, Masonry	Milinda J. Groves	6387 Pontius Rd.	Groveport	OH	43125	614/492-8907	614/492-8933	Franklin	mstrucking2@netzero.net					E																		
M.A.C. Trucking, Inc.	Trucking	Trucking	Tracey Mitchell	1116 North West 5th Street	Richmond	IN	47374	765/962-5113	765/966-4548	Wayne	ombrae2929@aol.com	IN DBE	IN DBE			E																		
M.S. Clark Enterprises, Inc.	Parking Lots and Parking Services		Morris Clark	600 17th St.- Suite 2800 South	Denver	CO	80202	303/378-2453		#N/A	nationwidepark@comcast.net	I DBE	I DBE																					
MAC Consulting, LLC	Consultant	Financial	Julie Mattlin	6368 Cook Road	Guilford	IN	47022	812/487-2547		Dearborn	jmattlin@macconsultingllc.com	I DBE	I DBE																					

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Macy, Inc.	Trucking	Trucking	Thomas Lee Macy	2132 S. Harding St.	Indianapolis	IN	46221	317/635-9550	317/635-9586	Marion	macyinc@att.net					E																		
Madura Steel Sales, Inc.	Contractor	Steel, Metal, Fabrication	Deborah L. Madura	200 N. Irivine Ave.	Sharon	PA	16146	724/962-8114	724/962-2266	#N/A																								
Magnatex, Inc.	Supplier	Steel, Metal, HVAC, Plumbing	H. Palmer	2520 Ridgemar Court	Louisville	KY	40299	502/493-0558	502/493-9862	Jefferson	magnatex@magnatexinc.com	I/K DBE	I/K DBE			E																		
Major Engineering & Land Surveying, Inc.	Engineering	Civil Design	Anuj Verma	1319 E. Stop 10 Road	Indianapolis	IN	46227	317-888-4496	317-887-4447	Marion	averma@majorengineering.com	INDOT DBE	INDOT DBE			E		YES													YES	YES	YES	YES
Malacological Consultants	Environmental Engineering Services		Marion Havlik	1603 Mississippi Street	Lacrosse	WI	54601	608-782-7958		#N/A	havlikme@aol.com	I DBE	I DBE																					
Malone Five Star Concrete, LLC	Contractor	Concrete, Site Prep., Highway/Bridge Construction	Kathey Malone	2717 Grandview Ave.	Portsmouth	OH	45662	740/352-6947	740/354-0619	Scioto	fi5estar@yahoo.com					E																		
Mamula Contracting, LLC	Contractor	Electric, Concrete, Masonry		7019 Oak Hill Dr.	West Farmington	OH	44491	330-847-5323	330-847-6033	Trumbull	kmamula@hotmail.com					E																		
Marcres Manufacturing	Manufacturer									#N/A	mdpalmer@marcres.com	KY DBE CERT	KY DBE CERT																					
Marcres Manufacturing, Inc.	Contractor	Metal	Marlene Palmer	600 W. Carboy Rd.	Mt. Prospect	IL	60056	847/439-1808	847/439-0553	Cook	mdpalmer@marcres.com					E																		
Maria Hammond Trucking, LLC	Trucking	Trucking	Maria Hammond	2363 Meloy Rd.	Kent	OH	44240	330/678-7448		Portage	stella2608@neo.rr.com					E																		
Marine Solutions	Marine Engineering and Commercial Diving		Scott Korab					(859) 608-8983		#N/A	awilkins@MSIdiving.com	KY DBE CERT	KY DBE CERT																					
Mark Hodge, Jr.	Contractor	Concrete		2348 Walden Glen Circle	Cincinnati	OH	45231	513-825-3569	513-825-0174	Hamilton						E																		
Mark-Lang, Inc.	Contractor	Highway/Bridge Construction	Glenda Boswell	430 Obrect Rd.	Millersville	MD	21108	410/647-2244	410/647-2257	#N/A																								
Marshall Lawn Care	Contractor	Landscape	Sherrell Marshall	525 Belhaven Pl., Apt. 4	Indianapolis	IN	46229	317/724-4744		Marion						E																		
Martin Asphalt and Concrete Construction	Contractor	Concrete, Asphalt and Supplies	Bruce Martin	1832 Koefoot Dr.	Indianapolis	IN	46214	317/492-7210		Marion	slammabamer17@yahoo.com	IN/KY D/MBE	IN/KY D/MBE			E	YES											YES					YES	YES
Martin Concrete & Trucking, Inc.	Contractor	Concrete, Trucking	K. P. Martin	1218 S. Broadway	Dayton	OH	45408	937/223-0235	937-223-0134	Montgomery						E																		
Martin Construction	Construction	General Contractor	Frederick	1207 Durrett Lane	Louisville	KY	40213			Jefferson	kofi@martinconc.com	KY DBE CERT	KY DBE CERT			E								YES										
Martin Construction Company	Contractor	Steel, Fencing	Frederick Frempong	1207 Durrett Ln.	Louisville	KY	40213	502/375-3701		Jefferson	joe@martinconc.com					E																		
Martin General Contracting	Contractor	Painting	Anthony Martin		Richmond	KY		859-979-0133		#N/A	anthony@amartindrywall.com					E																		
Martin J Concrete, Inc	Concrete		Martin Juarez	241 W Randall	Coopersville	MI	49404	616/997-6388	616/997-6117	#N/A	martin@martinjconcrete.com	IN DBE	IN DBE																					
Martin J Concrete, Inc.	Contractor	Concrete	Martin Juarez	241 W. Randall	Coopersville	MI	49404	616/997-6388	616/997-6117	#N/A	martin@martinjconcrete.com																							
Martinez Geospatial, Inc.	Survey		Anthony Martinez	8011 34th Avenue S, C47	Minneapolis	MN	55425	952/698-0230	952/698-0234	#N/A	lauram@mtzgeo.com	INDOT DBE	INDOT DBE																					
Marvin A. Crayton Construction Co., Inc.	Contractor	Concrete	Marvin Crayton	305 S. Lake Street	South Bend	IN	46619	574/232-4175	866/793-0944	St Joseph	macraytonconst@att.com	IN DBE	IN DBE			E																		
Mason Excavating, Inc.	Contractor	Excavation, Trucking, Asphalt, Concrete, Landscape	Julie Mason	6378 N. Kylie Ln.	Monrovia	IN	46157	765/557-2185		Morgan						E																		
Master Filter Corporation	Supplier Construction	Const. Materials	Ronald L. Orr	P.O. Box 18523	Indianapolis	IN	46218	317/545-3335		Marion	ronorr46218@yahoo.com	I DBE	I DBE			E																		
Mastercraft Masonry, LLC	Contractor	Masonry		811 Cummington Rd.	Columbus	OH	43213	614-861-2371	614-861-2371	Franklin	patinker@sbcglobal.net					E																		
MasterSource Co., Inc.	Contractor	Metal		1208 Massillon Rd., Suite 2	Akron	OH	44306	330-794-8700	330-794-8833	Summit						E																		
Mathis & Sons Specialties, LLC	Supplier	Materials Signs	Maureen Mathis	3600 Chamberlain Rd. Ste 230	Louisville	KY	40241	502/426-3528		Jefferson	m.mathis@mathisinc.com	KY MBE	KY MBE			E															#######			
Matias Trucking, Inc	Trucking	Trucking	Libardo Lizarazo	8755 W. 82nd Place	Justice	IL	60458	708/563-2820	708/563-2821	#N/A	matiastrucking@sbcglobal.net	IN DBE	IN DBE			E																		
Matias Trucking, Inc.	Trucking	Trucking	Libardo Lizarazo	8755 W. 82nd Place	Justice	IL	60458	708/563-2820	708/563-2821	#N/A	matiastrucking@sbcglobal.net					E																		
McClung's Heating, Air Condition & Refri	Contractor	HVAC	Jesse McClung	8720 Flintlock Ct.	Indianapolis	IN	46256	317/577-9497		Marion	mcclungshvac@sbcglobal.net																							
McCormick Engineering, LLC	Services	PR Firm	Tracy McCormick	401 East Colfax Ave	South Bend	IN	46617	574.232.6800	574.232.6868	St Joseph	tracy@mccormickengineering.com	INDOT DBE	INDOT DBE			E																		
McDaniels Construction Corp., Inc.	Contractor	Landscape, Aggregates, Utilities, Highway/Bridge Const., Trucking	Dan Moncrief	1069 Woodland Ave.	Columbus	OH	43219	614/252-5852	614/258-3097	Franklin						E																		
McDowell & Assoc. Trucking Co.	Trucking	Trucking		13790 Carlstead Dr. NW	Pickerington	OH	43147	740-964-0425	740-927-3210	Fairfield	mcdowelltrucking@earthlink.net					E																		
McFarland Corbitt Construction,	Contractor Commercial		Tutino McFarland	11421 Cane Crossing Rd. #1111	Charlotte	NC	28277	317.334.1810		#N/A	tmcfarland@mcfarlandcorbitt.com	IN DBE	IN DBE																					
McGhee's Demo Concrete and Supply, LLC	Contractor	Landscape, Concrete		4914 Ridge Ave.	Cincinnati	OH	45209	937-515-3470	513-731-2340	Hamilton	wvumcghee@gmail.com					E																		
McGuiness Unlimited	Services	Const. Management	Erin McGuiness	15520 Norway Ave.	Cleveland	OH	44111	216/941-8411	216/941-4980	Cuyahoga	erinm@mcguinessunlimited.com	IN DBE	IN DBE			E																		
McGuinessUnlimited,	Services	Construction Management	Erin McGuiness	15520 Norway Ave.	Cleveland	OH	44111	216/941-8411		Cuyahoga	erinm@mcguinessunlimited.com	I DBE	I DBE			E																		
McIntyre Jones, Inc.	Concrete	Demolition, Concrete	Kelly Healey	2603 North Foundation Drive	South Bend	IN	46628	574/259-5415	574/259-5416	St Joseph	mcintyrejonesinc@aol.com	IN DBE	IN DBE			E																		
McMann Electric, Inc.	Contractor	Electric	Terri McMann	P.O. Box 225	Osceola	IN	46561	574/674-5748		St Joseph	terrimcmann@mcmannelectric.com					E																		
McMillan Masonry	Contractor	Masonry	James McMillan	8132 Afterglow Dr.	Louisville	KY	40214	502/210-0367	502/618-1424	Jefferson						E																		
McNeely Owned, Inc.	Contractor	HVAC, Plumbing	Kim Prifogle	2607 Orchard Ave.	Indianapolis	IN	46218	317/926-2411		Marion	kprifogle@mcneelyowned.com																							
McTech Corporation	Contractor	Concrete		8100 Grand Ave., Suite 700	Cleveland	OH	44104	216-391-5076		Cuyahoga	info@mctechreadymix.com					E																		
McVeas Landscaping & Garden Center	Contractor	Landscape SWPPP	Michael McVea	255 East 61st Avenue	Merrillville	IN	46410	219-884-9030		Lake	carlaamcvea41@yahoo.com	I DBE	I DBE			E																		
McVea's Landscaping & Garden Center	Contractor	Landscape SWPPP	Michael McVea	255 East 61st Avenue	Merrillville	IN	46410	219-884-9030	219-884-9030	Lake	carlaamcvea41@yahoo.com	IN DBE	IN DBE			E																		
McVey Quality Demolition, LLC	Contractor	Concrete, Water/Sewer, Landscape, Demolition		4402 Harrison Ave.	Cincinnati	OH	45211	513-258-6560	513-407-6585	Hamilton	mcveyqualitydemolition@yahoo.com					E																		
McWhorter's Landscape Company, LLC	Contractor	Landscape	Loretta McWhorter	4548 Dover Commons Ct.	New Albany	OH	43054	614/855-8265	614/855-8206	Franklin	rjlololand@wowway.com					E																		
MD Solutions, Inc.	Contractor	Signage		8225 Estates Pkwy.	Plain City	OH	43064	614-873-2222		Madison	govt_sales@md-signs.com					E																		
MD Strum Housing Services, Inc	Services	Housing	M. Strum	3733 N Meridian	Indianapolis	IN	46208	317/568-1953	317/568-1957	Marion	mdstrum@mdstrum.com	IN DBE	IN DBE																					
MD Strum Housing Services, Inc.	Services	Construction Management	M. Strum	3733 N. Meridian	Indianapolis	IN	46208	317/568-1953	317/568-1957	#N/A	mdstrum@mdstrum.com					E																		
MDS Contractor Services	Contractor	Landscape	Michelle Drwal	6868 N. 600 W.	Rensselaer	IN	47978	219/866-8028	219/866-8463	#N/A	michelledrwal@hotmail.com					E																		
Mechanical Concepts, Inc.	Contractor	HVAC, Plumbing	Melissa Neff	750 S. County Line Rd.	Gary	IN	46403	219/938-1941		Lake	melissan@mechanicalconceptsinc.com																							
Mechanical Construction Co., Inc.	Contractor	HVAC, Plumbing, Pipe, Water/Sewer		2302 8th St.	Portsmouth	OH	45662	740-353-5668		Scioto	dstapleton@mechanicalconstruction.us																							
Mel-Kay Electric Co.	Contractor	Electric	Linda Garrett	1511 N. Garvin St.	Evansville	IN	47711	812/423-1128		Vanderburgh	lgarrett@mel-kayelectric.com					E																		
Mendez Electric	Contractor	Electric	Anthony Mendez	631 Schmitt Rd.	Indianapolis	IN	46239	317/894-7464		Marion	tonymendez68@gmail.com					E																		
Mendoza Landscape Contractor	Contractor	Landscape	Javier Mendoza	6870 N. 25 W.	Whiteland	IN	46184	317-535-5607		Johnson						E																		
Merrick Company, LLC	Contractor	HVAC, Plumbing	Michelle Walker	2114 S. 7th St.	Louisville	KY	40208	502/636-1511	502/636-1587	Jefferson	mmerrick@merrickco.com																							
Mesenburg Bros., Inc.	Trucking	Trucking		2386 Wells Rd.	Collins	OH	44826	419-668-5691		Huron						E																		
Meshberger Brothers Stone Corporation	Contractor	Masonry	Carolyn Fryback	PO Box 372	Berne	IN	46711	260/334-5311		Adams	carolynf@meshbergerbros.com					E																		
Messier & Associates Inc.	Trucking	Trucking	Fernando Messier	P.O. Box 21293	Louisville	KY	40221	502/515-2451	502/213-9040	Jefferson	fermessier@messainc.com	IN/KY DBE	IN/KY DBE		Y	E	YES		YES					YES				YES			YES	YES		YES
Metal Specialists of Indy, LLC	Services	Brokers	Joyce Kramer	9073 Technology Drive	Fishers	IN	46038	317/845-5674		Hamilton	jkramer@metalspecialistsofindy.com	I DBE	I DBE																					

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Recption	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation			
																															Email	Brochure	Interest Form	Business Card
Metro Bank MB	Banking	Banking	Pedro Bryant	2901 W. Broadway	Louisville	KY	40211	502/778-7000		Jefferson	pedrob@metrobankky.com														YES									YES
Metro Fence Industries, Inc.	Contractor	Fencing, Guardrail	David G. Johnson	4521 Bishop Ln.	Louisville	KY	40218	502-458-8701	502-458-8703	Jefferson	david@metrofenceinc.com		Pending			YES															YES	YES		
Metropolis Construction	Construction	General Contractor	Robin Ray	3710 Lees Lane	Louisville	KY	40216	502/447-4250		Jefferson	robinray@insighttbb.com					E			YES															YES
Mezzetta Construction Services, Inc.	Contractor	Commercial Construction	Darlene Mezzetta	6893 Corporate Circle	Indianapolis	IN	46278	317/328-8003	317/328-8013	Marion	darlenem@mcfsi.com	K/I D/M/WBE	K/I D/M/WBE			E	YES		YES	YES				YES							YESX2	YES	YES	YES
MGR Masonry, LLC	Contractor	Masonry	Manolo Dosal	P.O. Box 443	Goshen	IN	46526	574/320-2610		Elkhart	Mgrmasonry1293@yahoo.com					E																		
Miami Valley Masonry, Inc.	Contractor	Masonry	Joy L. Chaney	2300 Ome Ave.	Dayton	OH	45414	937/274-2179	937/274-9975	Montgomery	diholliman@bizwoh.rr.com					E																		
Michael Harris Construction Company	Contractor	Landscape, Highway/Bridge Construction, Asphalt Paving, Fencing, Grade/Drain, Aggregates	Michael Harris	2100 Howards Mill Road	Mt. Sterling	KY	40353	859/498-7688	859/498-7779	Montgomery	mharrisconst@yahoo.com	IN DBE	IN DBE			E																		
Michael M. Simpson & Associates	Engr. Design		Michael Simpson	213 East Broad Street	Greenville	SC	29601	864/331-1201		#N/A	msimpson@mmsainc.com	I DBE	I DBE																					
Michael's Blacktop Sealing and Repair	Contractor	Asphalt		3791 Ashton Rd.	Columbus	OH	43227	614-237-9511		Franklin	michaelsblacktopsealing@gmail.com					E																		
MICK-MURF CONSTRUCTION	Contractor	Sidewalks, Walls	Mickeye Murphy	930 Shive Lane	Bowling Green	KY	42103	270-843-2216	270-843-6914	Warren	Mmurphy@mickmurfinc.com	K D/WBE	K D/WBE		Y	YES																		
MicroGlobe Networks	Communications and Broadcasting		Gregory Brown	PO Box 441261	Kennesaw	GA	30160	404/526-6232		#N/A	gregbrown@microglobenetworks.com	I DBE	I DBE																					
Mid-Atlantic Maintenance Corp.	Contractor	Signage, Highway/Bridge Construction	Amber M. Semones	56 Clay Lick Rd.	Ripley	WV	25271	304/372-7770	304/372-7770	#N/A																								
Midtown Trucking Co.	Trucking	Trucking, Masonry	Michael C. Collins	9000 Aetna Rd.	Cleveland	OH	44105	216/341-5399	216/341-5433	Cuyahoga						E																		
Midwest Building Supplies, Inc.	Supplier	Const. Materials	Elmer Dixon	15319 Dale Street Suite B	Detroit	MI	48223	313/592-4989		#N/A	elmerdx@aol.com	I DBE	I DBE																					
Midwest Psychological Center, Inc.	Services	Medical	Shelvy Keglar	3676 Washington Boulevard	Indianapolis	IN	46205	317-923-3930		Marion	orphan42@sbcglobal.net	I DBE	I DBE																					
Midwest Seedling Supply LLC	Contractor	Landscape	Patricia Phelps	534 Spunky Ridge Road	Meredosia	IL	62665	217/584-1125	217/584-1112	#N/A	mss@adams.net	IN DBE	IN DBE			E																		
Midwest Seedling Supply, LLC	Contractor	Landscape	Patricia Phelps	534 Spunky Ridge Rd.	Meredosia	IL	62665	217/584-1125	217/584-1112	#N/A	mss@adams.net					E																		
MightyfFruit Trucking	Trucking	Trucking, Masonry	Richard L. Shaw	375 W. Fifth St.	Mansfield	OH	44903	419-775-7320	419-775-7320	Richland	mightyfruit@gmail.com					E																		
Milestone Contractors	Construction	General Contractor	Kevin Ely					812/579-5379		#N/A	kevin.ely@milestonelp.com								YES															
Milestone Performance, Inc.	Trucking	Trucking	Stephen Green	P.O. Box 3612	Evansville	IN	47735	812/484-8948		Vanderburgh	hondo-3@hotmail.com					E																		
Milhouse Engineering & Construction Inc	Engineering	Architecture, Civil	Wilbur Milhouse	60 E. Van Buren Street	Chicago	IL	60605	312/987-0061	312/987-0071	#N/A	business.admin@milhouseinc.com	IN DBE	IN DBE			E																		
Milhouse Engineering & Construction, Inc	Contractor	Concrete	Wilbur Milhouse	60 E. Van Buren St., Suite 1501	Chicago	IL	60605	312/987-0061	312/987-0071	#N/A	business.admin@milhouseinc.com					E																		
Miller's Construction Service, Inc.	Trucking	Trucking	Sandie Miller	9896 W. 300 N.	Michigan	IN	46360	219/874-4949	219/874-3523	La Porte	ryan@dandmexcavating.com					E																		
Mink Construction	Contractor	Painting		1973 Fairfax Ave.	Cincinnati	OH	45207	513-268-1050	513-370-5779	Hamilton	minkconstruction101@gmail.com					E																		
Minkis Construction Corporation	Contractor	General Contractor	Sherry Minkis	2528 N. Broadway	Indianapolis	IN	46205	317/926-1223		Marion	sherry@minkishomes.com	I DBE	I DBE			E																		
Minority Business Development Agency	Consultant	Public Relations, Bus. Dev.	James Knight	2126 N. Meridian St.	Indianapolis	IN	46202	317/483-7062	317/923-2204	Marion	jknight-mbc@imsdc.org					E	YES				YES													YES
Minority Electric Co., Inc.	Contractor	Electric	Howard S. Washington, Jr.	200 E. 28th St.	Lorain	OH	44055	440/245-3532	440/245-2107	Lorain	valplumber@att.net					E																		
Mirich Construction & Development Corp.	Contractor	Modular, Field Offices	Kathleen Mirich	P.O. Box 34615	Indianapolis	IN	46234	317-858-0300	317-858-0303	Marion	mirichco@sbcglobal.net	IN DBE	IN DBE			E																		
Mitchell Equipment Sales	Supplier	Const. Equipment		4569 E. 49th St.	Cuyahoga Heights	OH	44125	216-513-8351		Cuyahoga	mitchellequip@gmail.com					E																		
MJS Trucking, LLC	Trucking	Trucking		8629 S. Emerald Oval	Olmsted Township	OH	44138	440-749-8006		Cuyahoga						E																		
MKC Associates	Consultant	Transit Planning and Research	Mary Christopher	3112 Maple Avenue	Berwyn	IL	60402	708/269-1380		Cook	marykay@mkcassociates.com	I DBE	I DBE			E																		
ML Group, LLC	Contractor	Striping	D. Lozano	1507 East 53rd Street #807	Chicago	IL	60615	773/254-7171		Cook	dlozano@mlgroupllc.com					E															#######			
MLP Group	Services	IT	Mike Page	1023 Pearl St.	Aurora	IL	60505	630/844-1404		Du Page	mike@mlpgroupinc.com	KY DBE CERT	KY DBE CERT						YES									YES			YES			YES
Mo' Better Marketing LLC	Services	Multi Media	Carl Brazley	214 South 8th Street, Suite 100	Louisville	KY	40202	502/583-2327		Jefferson	deebroaddus@gmail.com	K DBE	K DBE											YES										
Mobility Works, Inc.	Services	IT, Computer	Cindy Johnson	1605 Green River Way	Green River	WY	82935	888/806-6595		#N/A	mobilitat@msn.com	I DBE	I DBE																					
Modern Drug Testing Services, LLC	Services	Testing	Sharon Thomas	5316 David Street	Indianapolis	IN	46226	317/496-1950		Marion	sharon@moderndrugtesting.com	I DBE	I DBE			E																		
Modern Fire & Security Systems,	Services	Security	Terrell Daniels	20 Stevens SW	Grand	MI	49501	616/243-9771		#N/A	mfss@comcast.net	I DBE	I DBE																					
Moe Const & Const Inspection Servs, Inc	Services	Inspection	Eke Maclean	10715 U S Highway 136, Suite A	Indianapolis	IN	46234	317/328-9564	317/328-9435	Marion	ekemcclean@sbcglobal.net	IN DBE	IN DBE			E																		
Moe Construction Company, Inc.	Contractor	Concrete	Eke McClean	6214 Morenci Trail, Suite #210	Indianapolis	IN	46268	317/328-9564		Marion	ekemcclean@sbcglobal.net	I DBE	I DBE			E																		
Moellman Land Maintenance, LLC	Contractor	Landscape	Peggy Moellman	7947 Ashton Dr.	Indianapolis	IN	46226	317/545-9421		Marion						E																		
Mohawk Re-bar Services, Inc.	Contractor	Rebar	Sheryl	15110 Foltz Pkwy., Suite 106	Strongsville	OH	44149	440-268-0780	440-268-0780	#N/A	jabrantes@ejcg.com	No	No			E																		
Monarch Trucking Services, Inc.	Trucking	Trucking	Charlene Devalal	247 W. Troy Ave.	Indianapolis	IN	46225	317/786-7988		Marion						E																		
Mondo Mechanical, Inc.	Contractor	HVAC, Plumbing	Susan Hinojosa	705 Burbank Dr.	Toledo	OH	43607	419/531-7303	419/531-7351	Lucas																								
Montecalvo Electric, Inc.	Contractor	Electric		1942 Newton St.	Akron	OH	44305	330-794-4900	330-794-4901	Summit						E																		
Montgomery Consulting Group, Inc.	Consultant	Scientific and Technical	Montgomery Gettys	341 N. Maitland Boulevard, Ste 340	Maitland	FL	32751	407-539-7030		#N/A	monty.gettys@mcgi-us.com	I DBE	I DBE																					
Montgomery Trucking Inc., of	Trucking	Trucking	Karen	233 NW Passage Trail	Fort Wayne	IN	46825	260/312-2632	260/399-6497	Allen	karenmontgomery56@hotmail.com	IN DBE	IN DBE			E																		
Moore is Better LLC d/b/a Dundee Candy Shop	Sales	Candy	Maria Moore	2112 Bardstown Rd.	Louisville	KY	40205	502/458.0788		Jefferson	eatabonbon@dundeecandy.com	-	-																					
Morelta, Inc.	Contractor	Concrete, Water/Sewer	Mark Morris	P.O. Box 270735	Flower Mound	TX	75027	877/554-4547	469/533-1985	#N/A	mark.morris@nationalgunite.com																							
Morgan Contract Services	Supplier	Construction	Charlotte Morgan	P.O. Box 280	Seelyville	IN	47878	812/232-0141	812/235-8359	Vigo	cservicem@aol.com					E																		
Mosley Construction, Inc.	Contractor	Asphalt	Jobie Mosley	2530 South 14000 East Road	St. Anne	IL	60964	815/944-5610		Kankakee	jobiemosley@aol.com	I DBE	I DBE			E																		
Mouse's Trucking, LLC	Trucking	Trucking	Mindy Mousoulias	2701 Eber Rd.	Monclova	OH	43542	419/861-0151	419/861-0217	Lucas						E																		
Mow-Green Lawn Service, LLC	Contractor	Landscape	Gregory Bilal	4804 London Dr.	Indianapolis	IN	46254	317/442-8047		Marion	gregorybilal@yahoo.com					E																		
Mozo, Inc.	Contractor	Concrete	Okeke Okoye	921 Aetna St.	Gary	IN	46403	219/980-1949	219/938-4869	Lake	okeke_okoye@mozoinc.net	IN DBE	IN DBE			E																		
MP Stone, LLC	Contractor	Masonry	Molly Mount	1954 Kenton Ave.	Kilbourne	OH	43032	614/554-4267	740/524-2455	Delaware						E																		
MP4 Trucking, LLC	Trucking	Trucking		1147 Chittenden Ave.	Columbus	OH	43211	614-371-7128		Franklin						E																		
M-PACT Corporation	Contractor	Electric		5005 Winton Rd.	Cincinnati	OH	45232	513-679-2023	513-679-2032	Hamilton	mgriffie@m-pactcorp.com					E																		
Mr. Green Landscaping Service	Contractor	Landscape		5767 Evelyn Rd.	Cincinnati	OH	45247	513-544-9612		Hamilton	e61allway@aol.com					E																		
MS Logistics	Staffing	Staffing	Chris Clawson	6325 N. Guilford Ave. Ste 208	Indianapolis	IN	46220	317/469-3253		Marion		IN WBE/MBE	IN WBE/MBE			E				YES														YES
MSC Ventures	Contractor	Landscape								#N/A	msc.ventures.llc@gmail.com	KY DBE CERT	KY DBE CERT																					
MSC Ventures, LLC	Trucking	Trucking, Aggregates	Stan Holmes	120 Haycraft St.	Elizabethtown	KY	42701	270/754-9306	270/360-0360	Hardin	msc.ventures.llc@gmail.com					E																		
MU Trucking, Inc.	Trucking	Trucking, Site Prep., Masonry, Excavation	John B. Harris	77 E. Wilson Bridge Rd., Suite 111	Worthington	OH	43085	614/419-2523	614/505-6242	Franklin	jharris@mutrucking.com					E												YES						
Munster Steel Company, Inc.	Contractor	Steel	Jeanne Robbins	9505 Calumet Ave.	Munster	IN	46321	219/924-5198		Lake						E																		
My Personal Gardener, LLC	Contractor	Landscape		930 E. 17th Ave.	Columbus	OH	43211	614-483-0720		Franklin	dglsswht@yahoo.com					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Louisville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
N. H. STONE, INC.	Contractor	Fencing, Guardrail, Landscape, Highway/Bridge Construction.	Mrs. Vicki Curry, President	P. O. Box 239	Sharpsburg	KY		606/247-2311		#N/A		KY DBE CERT	KY DBE CERT		Y	E								YES										
N. I. Spanos Painting, Inc.	Contractor	Painting	Dalia Spanos	PO Box 10908	Merrillville	IN	46410	219/662-9092		Lake	daliaspanos@comcast.net					E																		
NAC (Newage Communications)	Services	Marketing	Twana Bain	2305 urstbourne Village Dr.	Louisville	KY	40299	502/365.2202		Jefferson	tbain@newage-communication.com jsparks@newage-communnications.com	-	-			E							YES											YES
Nash & Sons Trucking Company,	Trucking	Trucking	William Keith	1308 E. 6th Street	Muncie	IN	47302	765-281-0424	765/281-0424	Delaware	snash9@yahoo.com	IN DBE	IN DBE			E																		
National Gunite	Contractor	Concrete								#N/A	mark.morris@nationalgunite.com	KY DBE CERT	KY DBE CERT																					
National Insurance Consultants,	Services	Insurance	Herman Ross	8687 W. Sahara Avenue	Las Vegas	NV	89117	800/689-2698		#N/A	am@niciinsure.com	I DBE	I DBE																					
Nationwide Const. & Traffic Safety LLC	Services	Safety	Robert Watson	206 W57th Ave	Merrillville	IN	46410	219/313-5311		Lake	rroblww@comcast.net	IN DBE	IN DBE			E																		
Nationwide Const. & Traffic Safety, LLC	Contractor	Traffic Control	Robert Watson	206 W. 57th Ave.	Merrillville	IN	46410	219/313-5311		#N/A	rroblww@comcast.net					E																		
Natural Construction, Inc.	Contractor	Site Prep., Drainage, Concrete, Excavation	Sherrie Palmer	P.O. Box 306	Fortville	IN	46040	317/485-2145	317/485-2146	Hancock	naturalsherrie@aol.com	IN DBE	IN DBE			E		YES	YES					YES				YES			YES		YES	YES
Natural Stone Specialist	Supplier	Stone Material	Laura Christy	483 Gradle Dr.	Carmel	IN	46032	317/846-2660		Hamilton	laura@nissindy.com	IN WBE	IN WBE			E				YES												YES		YES
Nature's Edge Enterprises, Inc.	Contractor	Landscape	Leslie Winings	4314 Guion Rd., Suite C	Indianapolis	IN	46254	317/710-3952	317/298-2075	Marion	gocolts200848@yahoo.com					E																		
Nellis Landscape Inc	Contractor	Landscape SWPPP	Rebecca Nellis	PO Box 6524	Evansville	IN	47719	812/424-5272		Vanderburgh	nellislssv@aol.com	I DBE	I DBE			E																		
Nelson Oil Company, Inc.	Contractor	Fuel	Robin Nelson	PO Box 926	Indianapolis	IN	46225	317/783-3165	317/783-3201	Marion	rnelson@nelsonoil.com					E																		
Net Quest Services, LLC	Contractor	Aggregates, Steel, Concrete, Highway/Bridge Construction	Dwight Quinn	5583 Dockside Dr.	Mason	OH	45040	513/234-8646	513/234-8646	Warren	dquinn@netquestservices.com					E																		
New Beginnings Construction, LLC	Contractor	Patching and Widening Services	Samuel McQueen	212 West 10th Street, Suite B470	Indianapolis	IN	46218	317/638-0870		Marion	samuelmcqueen@hotmail.com	I DBE	I DBE			E																		
New Earth Concepts, Inc.	Industrial Parts and Supplies		Pamela Cordier	26 Snowy Owl	Stanley	NM	87056	219-764-0727		#N/A	newearth@netnitco.net	I DBE	I DBE																					
New Horizon Steel	Contractor	Steel	Corey Smith	8304 Clay St.	Hobart	IN	46410	773/844-2861		Lake	csmith@newhorizonsteel.us					E																		
Nrew Towne Consultants (NTC)	Consultant	Business Services	Robin K. Hall	103 Cambridge Station Rd.	Louisville	KY	40223	502/410.1027		Jefferson	newtowneconsultants@gmail.com					E														YES				YES
Newark Materials, LLC	Contractor	Masonry, Metals		2232 Sleepy Hollow Rd.	Newark	OH	43055	740-503-3886		Licking	newarkmaterials@gmail.com					E																		
NGO, Inc.	Contractor	Steel and Metal	Dinh Ngo	P O Box 1285	Marion	IN	46952	765-668-7547		Grant	deanngo_gcs@sbcglobal.net	I DBE	I DBE			E																		
Nicholson Printing	Services	Printing	Dena Bentley	209 Eatern Boulevard	Jeffersonvill	IN	47130	812/283-1200		Clark										YES														YES
Nightingale Designs, Inc.	Consultant	Historic Building Renovation Design	Carolyn Schleif	10517 Hyde Park	Carmel	IN	46032	317-580-1658		Hamilton		I DBE	I DBE			E																		
Norris & Associates, Inc.	Environmental Engineering Services		Rick Norris	9001 N. 76th Street, Suite 306	Milwaukee	WI	53223	414/362-0063		#N/A	rnorris@norris-assoc.com	I DBE	I DBE																					
North Coast Paving Company	Contractor	Paving, Aggregates		2417 Woodhill Rd.	Cleveland	OH	44104	216-421-1203	216-421-1203	Cuyahoga						E																		
North Electric, Inc.	Contractor	Electric	Jose Rivera	23103 Miles Rd.	Warrensville Heights	OH	44128	216-377-4927	216-663-3303	Cuyahoga						E																		
North Regional Builders, Inc.	Contractor	Highway/Bridge Construction	Jackie L. Ruffin	2915 Collingwood Blvd.	Toledo	OH	43610	419/250-7592		Lucas						E																		
Northern Fl Recruiting and Consulting	Business professional/management services		Willard Payne, Jr.	4280 Bleinheim	Jacksonville	FL	32225	904/928-9254		#N/A	willardjr@aol.com	I DBE	I DBE																					
Northpointe Surveying, Inc.	Contractor	Survey	Donna Smithers	401 Camby Court	Greenwood	IN	46142	317/884-3020	317/884-3025	Johnson	donna@northpointesurveying.com	INDOT DBE	INDOT DBE			E																		
Northstar Contracting, Inc.	Contractor	Survey	Stephen L. Coleman	11730 Harvard Ave.	Cleveland	OH	44105	216/999-7595	216/999-7598	Cuyahoga	phil@ohionorthstar.com					E																		
Northwest Consultants, Inc.	Consultant	Civil, Transportation	Ernest Ch'ang	3220 Central Park West	Toledo	OH	43617	317/577-9050	317/577-9063	Lucas	echang@nci-eng.com	INDOT DBE	INDOT DBE			E																		
Northwest Plumbing Supply, Inc.	Supplier	Building	Robert Lee	1121 Clark Road	Gary	IN	46404	219-944-0588		Lake		I DBE	I DBE			E																		
Noslen Company, LLC	Contractor	Landscape	Steven Nelson	2225 N. Capitol	Indianapolis	IN	46208	317/437-3310		#N/A	noslenco.sn@gmail.com					E																		
NRC Business Development Consulting	Services	Ad Agency	Natalie Carter	2701 Enterprise Drive, Suite 112	Anderson	IN	46013	765/274-8699		Madison	health@nrcconsulting.net	I DBE	I DBE			E																		
NS Services	Consultant	Environmental	Nadeem Siddiki	4974 S Cobblestone drive	Zionsville	IN	46077	317/973-4718	317/973-4718	Boone	n.siddiki@nsenvservices.com	INDOT DBE	INDOT DBE			E																		
Nu Tek Steel, LLC	Contractor	Steel	Sarah Bates	6202 Trust Dr.	Holland	OH	43528	419-724-0891	419-724-0885	Lucas	sarah.bates@ntsteel.net					E																		
Nubian Transport Management, Inc.	Trucking	Trucking, Const. Management	Deborah Oatts	P.O. Box 18236	Indianapolis	IN	46218	317-545-4285	317/591-7239	Marion	doatts@nubiantransportmanagement.com	IN DBE	IN DBE			E																		
NuSurge Electric, Inc.	Contractor	Electric	London N. Burnett	8100 Grand Ave., Suite 700	Cleveland	OH	44104	216/431-7580	216/431-7581	Cuyahoga	londonb@nusurge700.com					E																		
Nutter Excavating, LLC	Contractor	Excavation, Utilities, Landscape, Site Prep.	Linda C. Nutter	13918 Walnut Creek Pike	Ashville	OH	43103	740/983-3200	740/983-0788	Pickaway	digdirt@nutterexcavating.com					E																		
NWK CONSTRUCTION, INC.	Landscape Fencing	Bridge Const., Signage, Landscape, Fencing, Guardrail	Ms. Nikki Kendrick,	P. O. Box 486	Harrodsburg	KY	40330	877-733-0763	877-733-0768	Mercer	nwkconst@aol.com	KY DBE	KY DBE		Y	YES																		
NXL Construction Company, Inc.	Construction Management		Nico DeLeon	114 E. Cary Street, Suite 200	Richmond	VA	23219	804.644.4600		#N/A	nico@nxl.com	I DBE	I DBE																					
Oakland Consulting Group, Inc.	Management Consulting Services		Cedric Nash	1611 Telegraph Street, Suite 1112	Oakland	CA	94612	510-251-1401		#N/A	lschmitt@ocg-inc.com	I DBE	I DBE																					
Oakley Blacktop, Inc.	Contractor	Paving, Highway/Bridge Construction	Sheila M. Oakley	1421 Springfield St.	Dayton	OH	45403	937/252-9994	937/252-0047	Montgomery						E																		
OAS, Inc.	Services	Photography	Elizabeth O'Neal Booth	PO Box 823	Seymour	IN	47274	812/523-1918	812/524-1918	Jackson	e_o_neal@hotmail.com	INDOT DBE	INDOT DBE			E																		
Oatts Trucking	Trucking	Trucking	Nathan Oatts	3925 East 26th Street	Indianapolis	IN	46218	317-546-7005	317-546-7022	Marion	noatts@oattstrucking.com	IN DBE	IN DBE			E																		
ODOT Certifications	Contractor									#N/A																								
Officeworks Services, LLC	Supplier	Furniture	Tom O'Neil	12000 Exit Five Parkway	Fishers	IN	46038	317/577-3510		Hamilton	toneil@officeworks.net	I DBE	I DBE																					
Ohio Diversified Services, Inc.	Contractor	Highway/Bridge Construction	Phyllis Pantona	20226 Detroit Rd.	Rocky River	OH	44116	440/356-7000		Cuyahoga						E																		
Ohio Heating & Refrigeration	Contractor	HVAC		PO Box 91203	Columbus	OH	43209	614-863-6666	614-238-0896	Franklin	hvac@ohheating.com																							
Ohio Valley Concrete Walls, Inc.	Contractor	Concrete	Michael Windell	81 Shiloh Road SW	Corydon	IN	47112	812-738-7341		Harrison		IN DBE	IN DBE			E																		
Oiler Trucking	Trucking	Trucking	Donya Oiler	2253 S.R. 602	Crestline	OH	44827	419/834-0171		Crawford						E																		
Okason Group, LLC	Contractor	Trucking, Concrete, Aggregates, Masonry		3301 Kady Ln.	Columbus	OH	43232	614-886-3145	614-837-9168	Franklin	okasongroup@yahoo.com					E																		
Ollier Masonry, Inc.	Contractor	Masonry	Mary Ollier	13 E. George St., Suite B	Batesville	IN	47006	812/934-3072		Ripley	mollier@olliermasonry.com					E																		
OMAC Hauling, Inc.	Trucking	Trucking		P.O. Box 3082	Springfield	OH	45501	937-324-7567	937-521-2471	Clark	kdowens@hughes.net					E																		
Omega Professional Coatings, LLC	Contractor	Painting	Ric Smith	1362 S. 10th St., Suite 100	Noblesville	IN	46060	317/565-8008	317/565-8018	Hamilton	rsmith@preferredglobal.net					E																		
Omni Distribution & Supply	Supplier Electrical									#N/A	mackiebischoff@mac.com	KY DBE CERT	KY DBE CERT																					
Omni Distribution & Supply, LLC	Supplier	Construction	Michelle Bischoff	627 Grabuck St.	Danville	KY	40422	859/755-4277	859/919-2278	Boyle	mackiebischoff@mac.com					E																		
On-Site Safety	Contractor	Site Prep., Painting, Traffic Control	William P. Hickman	5 Hartman Rd.	The Plains	OH	45780	740/438-7945		Athens	willmhickman@yahoo.com					E																		
On-Site Supply, LLC	Services	Cleaning	John A. Gallagher	5546 Shorewood Drive, Ste101	Indianapolis	IN	46220	317/259-7788		Marion	johng@onsiteontime.com	I DBE	I DBE																					
Our Construction Solutions, LLC	Contractor	Concrete, Painting		1265 Paddock Hills Ave.	Cincinnati	OH	45229	513-242-5005	513-242-4602	Hamilton	ourconstructionsolutionsllc@gmail.com					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Oxendine Enterprises, Inc.	Trucking	Trucking	Willie Oxendine	814 East Jefferson Blvd	Fort Wayne	IN	46803	260-410-2404		Allen		I DBE	I DBE			E																		
P & AP, LLC	Services	Cleaning	Paul Pimpton	6435 Timber Walk Drive	Indianapolis	IN	46236	317/374-7554		Marion	annpimpt@yahoo.com	I DBE	I DBE																					
P & G Construction Co.	Contractor	Concrete, Sidewalk, Highway/Bridge Construction	Peggy Roberts	1217 Buffalo Creek Rd.	Huntington	WV	25704	304/429-1663	304/429-1664	#N/A																								
P B and J Design, Inc.	Services	Graphic design	Patsy Wood Spencer	6723 Limerick Court	Indianapolis	IN	46250	317/696-2962		Marion	britchie@pbandjgraphicdesign.com	I DBE	I DBE																					
P&G Construction	Contractor									#N/A	davpegroberts@aol.com	KY DBE CERT	KY DBE CERT																					
P. G. T. Construction, Inc.	Trucking	Trucking, Masonry	Julie M. Cunningham	9900 York Theta Dr., Suite B	North Royalton	OH	44133	440/237-1155	440/877-9312	Cuyahoga						E																		
P. L. Freeman Company	Roofing and sheet metal work		Prentice Freeman, Jr	8520 W. Lisbon Ave	Milwaukee	WI	53222	414/873-5549		#N/A	prenticejr@plfreeman.com	I DBE	I DBE																					
P. L. Mechanical, LLC	Contractor	HVAC, Plumbing	Bobby A. Brown	241 E. Social Row Rd.	Centerville	OH	45458	937/626-8817	937/233-6732	Montgomery																								
Paige and Witherspoon Group, LLC	Contractor	Commercial Construction	Anthony Perry	2213 Hazelwood Avenue	Ft. Wayne	IN	46805	260/387-5056		Allen	anthonyp460@aol.com	I DBE	I DBE			E																		
Palmer engineering	Engineering	Engineering	Charles D. Wood, PE	3403 Stony Spring Circle	Louisville	KY	46123	502/491.2411		Hendricks	cheryl@pcsengineers.com	IN/KY DBE WBE	IN/KY DBE WBE			E			YES		YES										YES		YES	YES
Pangea Group	Engineering	Structural, Civil	Michael Zambrana	2604 South Jefferson Ave.	St. Louis	MO	63118	314/333-0600		#N/A	mzambrana@pangea-group.com	N	N																		YES			
Paradigm	Engineering	Structural	Blaine C. Van Gansbeke	P.O. Box 436223	Louisville	KY	40253	502/339-8511		Jefferson						E				YES														YES
Paramount Safety	Consultant	Safety Training	Trenton D.					502/224.4536		#N/A	paramountsafety@gmail.com											YES												YES
Parker Corporation	Contractor	Trucking, Highway/Bridge Construction	Anna M. Parker	S.R. 7, P.O. Box 129	Tuppers Plains	OH	45783	740/667-6921	740/667-3699	Meigs	abaho152@hotmail.com					E																		
Parker Enterprises, LLC	Contractor	Electric		625 Acklin Ave.	Toledo	OH	43620	419-508-5981	419-386-5056	Lucas	karl.parker@parkerenterprisesllc.com					E																		
PARS Environmental, Inc.	Consultant	Environmental	Tiffany Horning	455 S 4th St. Ste 1446	Louisville	KY	40202	502/365.3530		Jefferson	thorning@parsenviro.com	IP	IP			E			YES				YES								#######	YES	YES	
Parsons Cunningham & Shartle Engineers, Inc. PCS Engineers	Engineering	Utilities	Chet Parsons, P.E.	1924 South Dan Jones Rd.	Avon	IN	46123	317/837.9900		Hendricks	cwood@palmernet.com	-	-			E							YES					YES						YES
Parsons, Cunningham & Shartel	Engineering	Design	Cheryl	1924 S. Dan Jones Road	Avon	IN	46123	317/837-9900		Hendricks	cheryl@pcsengineers.com	I DBE	I DBE			E																		
Parsons, Cunningham & Shartle Engineers, Inc.	Contractor	Inspections	Cheryl Cunningham	1924 S. Dan Jones Rd.	Avon	IN	46123	317/837-9900	317/837-9925	#N/A	cheryl@pcsengineers.com					E																		
Pathway Services, Inc.	Engr. Design		Rodolfo Blanco	P. O. Box 472105	Tulsa	OK	74147	918/259-9883		#N/A	rblanco@pathwayservices.com	I DBE	I DBE																					
Patrick E. Harris	Contractor	Landscape		847 Gulliver Dr.	Columbus	OH	43207	614-208-6541		Franklin	patlawncare@yahoo.com					E																		
Patriot Engineering & Environmental, Inc	Engineering	Environmental, Geotechnical	Mr. Mark Hussung	400 Production Court	Louisville	KY	40299	502/961.5652		Jefferson	mhussung@patriotengr.com	No	No			E															YES		YES	
Patriot Group, LLC	Services	Insurance	Lawrence Herring	P.O. Box 6657	Louisville	KY	40206	502.727.4877	502.429.5465	Jefferson	lherring@patriotinsurnace.com						YES											YES						YES
Paul T. Morgan	Contractor	Landscape		432 Parkview Dr.	Girard	OH	44420	330-233-0575	330-545-2828	Trumbull	test@yahoo.com					E																		
Payne Electric Company, Inc.	Contractor	Electric	Bernard Kissel	5802 Fern Valley Rd.	Louisville	KY	40228	502/969-3115	502/969-6369	Jefferson	bkissel@payneelectricco.com					E																		
PBS Enterprises, LLC	Trucking	Trucking	Barbara Iddings	12027 Blaine St.	Crown Point	IN	46307	219/663-5210		Lake	letitsnowpbs@aol.com					E																		
PBTHNOJJ CONSTRUCTION	Contractor	Bridge 70' > 100', Sidewalk, Culverts, Concrete	Mr. Kenneth L. Gambill,	2670 New Paintsville Road	Salyersville	KY	41465	606-349-1913	606-349-6900	Magoffin	pbthnojj@foothills.net	KY DBE	KY DBE		Y	YES																		
Peachtree Telecommunications	Telecommunications and Utilities Consulting		Sandra Stewart	11465 Johns Creek Parkway, Suite 350	Duluth	GA	30097	770/242-1970		#N/A	kaystew@peachtreetelecom.com	I DBE	I DBE																					
Peak Electric, Inc.	Contractor	Electric	Milton T. McIntyre, Jr.	2801 W. Bancroft Rd., MS Stop #410	Toledo	OH	43606	419/726-4848	419/472-9233	Lucas	mmcintyre@peakelectrictoledo.com					E																		
Pearson Service, Inc.	Trucking	Trucking, Landscape	George Pearson	1728 Chester Rd., Apt. 2	Louisville	KY	40216	502/448-2150	502/447-5225	Jefferson	georgepe@bellsouth.net					E																		
Peggy A. Brown	Contractor	Landscape		3293 Clarendon Rd.	Cleveland Heights	OH	44118	216-932-1231	216-932-6231	Cuyahoga						E																		
Peoples Transit, Ltd.	Shuttle services		Charles Covington	30022 Beverly Road	Romulus	MI	48174	734/467-7000		#N/A	chuck@peoplestransit.com	I DBE	I DBE																					
Performance 3	Services	Business Services	Thresette Briggs, SPHR	8875 Covington Blvd., Ste. 300	Fishers	IN	46037	317/403-5653		Clinton	Thresette@/bestperformance3.com					E					YES							YES						YES
Performance Companies, LLC	Contractor	Concrete		1040 Brentnell Ave.	Columbus	OH	43219	614-258-3114	614-258-6614	Franklin	performancecompaniesllc@gmail.com					E																		
Performance Painting, LLC	Contractor	Painting		7603 First Place	Oakwood Village	OH	44146	440-735-3340	440-735-3341	Cuyahoga	performpaintlynn@aol.com					E																		
Performance Paving, LLC	Contractor	Asphalt Paving, Landscape, Highway/Bridge Construction		1040 Brentnell Ave.	Columbus	OH	43219	614-258-3114	614-258-6614	Franklin						E																		
Perna Design & Advertising	Services	Multi Media	Paula Richards	10523 Lighthouse Road	Indianapolis	IN	46256	317/596-9180		Marion	paula@pernadesign.com	I DBE	I DBE																					
Personal Touch Lawn Care, LLC	Contractor	Landscape	Steven Murry	3713 W. 42nd Terrace	Indianapolis	IN	46228	317/407-3369		Marion	murrysteven@att.net					E																		
Peters Trucking	Trucking	Trucking	Shirley Peters	11055 Yellow Bank Road	Metamora	IN	47030	765-647-6656	765-647-0616	Franklin		IN DBE	IN DBE			E																		
Petersen Signal & Light, LLC	Contractor	Electric	Charlene Peterson	29 1/2 E. Main St., Room 10	Norwalk	OH	44857	567/424-6676	567/424-6703	Huron	cap@neohio.twcbc.com					E																		
Peterson's Lawn Care & Landscape Maintenance	Contractor	Landscape, Aggregates		2215 Seton Dr.	Lewis Center	OH	43035	614-571-0979	740-549-0711	Delaware						E																		
Petty Group, LLC	Contractor	Landscape		550 Harvard Ave., Rear	Cuyahoga Heights	OH	44105	216-206-2600	216-206-2325	Cuyahoga	nick-pettygroup@sbcglobal.net					E																		
PGT Construction, Inc.	Trucking	Trucking, Aggregates		9900 York Theta Dr., Suite B	North Royalton	OH	44133	440-237-1155	440-877-9312	Cuyahoga						E																		
Phelco Technologies, Inc.	Services	IT	Tasha Phelps	156 East Market Street, 7th Floor	Indianapolis	IN	46204	317/898-0334		Marion	tasha@phelco.com	I DBE	I DBE																					
PHILMOR CONTRACTING, INC.	Contractor	Grade/Drain	Ms. Jacqueline Weddington	209 Chardonnay Court	Winchester	KY	40391	859-737-8005	859-737-8017	Clark	philmor2002@aol.com	KY DBE	KY DBE		Y	E																		
Piling Essentials LLC	Supplier	Piles	Emma	1806 Colony Drive	Fort Wayne	IN	46825	(260) 415-3042		Allen	Eankenbruck@pilingessentials.com	WBE	WBE			E								YES										
Piling Essentials, LLC	Contractor	Rebar, Steel	Maria Ankenbruck	1806 Colony Dr.	Fort Wayne	IN	46825	260/415-3042	260/387-6269	Allen	eankenbruck@pilingessentials.com					E																		
Pillow Express Delivery, Inc.	Trucking	Trucking	George Pillow	5434 N. Keystone Avenue	Indianapolis	IN	46220	317/253-3220		Marion	gpillow@pillowex.com	I DBE	I DBE			E																		
Pillow Logistics	Services	Courier Logistics	Chris Pillow	1146 W. 17th St.	Chicago	IL	60608	312/415-4000		Cook										YES														YES
Pilot Steel, Inc.	Contractor	Steel	Susan Assmar	2301 Triad Dr.	Owensboro	KY	12301	270/684-8030	270/684-9030	#N/A	susan.assmar@pilotsteel.com					E																		
Pinnacle Construction & Development Group	Contractor	Concrete, Landscape, Utilities, Excavation, Highway/Bridge Construction	Lynlee B. Altman	38220 Willoughby Pkwy., Unit A	Willoughby	OH	44094	440-975-0981	440/975-9019	Lake	lynlee@pinnacleconstruction.bz					E																		
Pinnacle Equipment Company, Inc.	Services Micro-	Const. Materials	Andre Jones	PO Box 55310	Indianapolis	IN	46205	317-259-1180		Marion	awjones@pinnaclequipment.com	I DBE	I DBE			E																		
Pinnacle Mapping Technologies, Inc.	Services	Photography	Brenda King	9084 Technology Drive, Suite 800	Fishers	IN	46038	317-585-2011	317-585-2014	Hamilton	brking@pinnaclemapping.com	INDOT DBE	INDOT DBE			E																		
Pioneer Associates, Inc.	Concrete	Demolition, Concrete, Bridge Const.	Kathy D. Jones	728 East 400 North	Albion	IN	46701	260/636-3000	260/636-3001	Noble	admin@pioneerassociates.com	IN DBE	IN DBE			E																		
Pioneer Tire and Wheel Group	Trucking	Materials	Phillig Shoulders	2208 Sieger Villa Court, Ste. 108	Louisville	KY	40218	502/479-3546		Jefferson	pioneergroup@msn.com	K/I D/MBE	K/I D/MBE			E			YES													YES		YES
Pires Construction	Contractor	Masonry, Concrete		280 Buckeye Ridge Rd.	Chesterhill	OH	43728	740-554-7306	740-554-7306	Morgan						E																		
Pizana Trucking, Inc.	Trucking	Trucking	Jose Pizana	938 W. Troy Ave.	Indianapolis	IN	46225	317/339-0366		Marion	jpizana@pizanatrucking.com					E																		
PK Controls, Inc.	Contractor	Electric	Matthew S. Patel	8000 Corporate Blvd.	Plain City	OH	43064	614/733-0979	614/733-0639	Madison						E																		
PKBN Hauling, LLC	Trucking	Trucking	Kathy L. Adams	318 East St.	Sugar Grove	OH	43155	740/808-3251		Fairfield						E																		

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
PLANET, INC.	Painting	Painting	Ms. Janet M. Manuel	920 N. Front Avenue	Rockwood	TN	37854	865-354-0605	865-577-0743	#N/A	planetinc@.com	KY DBE	KY DBE		Y	E																		
Platt Construction, Inc.	Contractor	Concrete, Highway/Bridge Construction	Richard A. Platt	7407 S. 27th St.	Franklin	WI	53132	414/761-3868	414/761-3591	#N/A																								
Plina, Inc.	Trucking	Landscape, Trucking	Plina Kilgore	7941 Monroe Avenue	Munster	IN	46321	219-746-9217	219/746-9818	Lake	plinainc@sbcglobal.net	IN DBE	IN DBE			E													YES					
Poindexter Trucking	Trucking	Trucking	Vernon Poindexter	2518 John Street	Fort Wayne	IN	46803	219-745-1089		Allen		I DBE	I DBE			E																		
Porter Site Construction Specialists, Inc.	Contractor	Concrete, Excavation, Trucking	Shauna Porter	1304 N. 1st St.	Terre Haute	IN	47807	812/232-7415		Vigo						E																		
POU INC / Ace Steel Erection	Construction	General Contractor	Rudy Pou	2775 8TH Street	Shelbyville	MI	49344	269/792-0311	269/792-0372	#N/A	RPOU@AOL.COM	IN DBE	IN DBE				YES																	YES
Powell's Trucking Group, Inc.	Trucking	Trucking	Frederick A.	2363 Karendale Dr.	Toledo	OH	43614	419/787-4502	419/385-0756	Lucas	spowellbrown@aol.com					E																		
Power Plant Industrial, LLC	Services	Cleaning	Laporia Chambers	813 East Franklin Street	Evansville	IN	47711	812/422-3932		Vanderburgh	powerplantindust@aol.com	I DBE	I DBE																					
Powers & Sons Construction Co.	Contractor	Highway/Bridge Construction	Mamon Powers, Jr.	2636 W. 15th Ave.	Gary	IN	46404	219-949-3100		Lake	lgolden@powersandsons.net					E																		
Powers Engineering, Inc	Engineering	Industrial	Lise D. Powers	14901 Wheatcroft Lane	Evansville	IN	47725	812/618-6889	812/867-2703	Vanderburgh	ldp@powersengineeringinc.com	INDOT DBE	INDOT DBE			E																		
POZZOLANIC CONTRACTING & SUPPLY CO.	Contractor Dirt		Ms. Anna L. Cantrell	2531 Asbury Road	Knoxville	TN	37914	865-546-7676	865-546-3261	#N/A	acantrell@pozz.com	KY DBE	KY DBE		Y	E																		
Pozzolanic Contracting & Supply Co., Inc.	Contractor	Aggregates, Highway Const., Landscape, Concrete	Anna L. Cantrell	P.O. Box 14186	Knoxville	TN	37914	865/225-0090	865/225-0095	#N/A	acantrell@pozz.com					E																		
PRD Tech, Inc.	Contractor	Water/Sewer		1776 Mentor Ave., Suite 400 A	Cincinnati	OH	45212	513-731-1800	513-984-5710	Hamilton	monagovind108@aol.com					E																		
Preacher's Painters, Inc.	Contractor	Painting		6220 Prentice St.	Cincinnati	OH	45227	513-693-2698	513-271-0269	Hamilton	preacherspainters@hotmail.com					E																		
Precise Printing Plus Signs	Contractor	Signage	Bobbie Howard	4501 Edmondson Ave.	Indianapolis	IN	46226	317-545-5117		Marion	preciseprinting@sbcglobal.net					E																		
Precisely Write, Inc.	Services	Technical Writing	Ruth Nickolich	10142 Brooks School Road, Ste 209	Fishers	IN	46037	317/585-7701		Clinton	ruth@precisely.com	I DBE	I DBE																					
Precision Directional Boring, LLC	Contractor	Boring, Water/Sewer, Utilities	Gloria J. Roth	740 Marks Rd., Unit A	Valley City	OH	44280	330/220-1274	330/273-6440	Medina						E																		
Precision Engineering & Contracting, Inc.	Contractor	Demolition, Excavation, Highway/Bridge Const., Underground Utilities, Grade/Drain		31340 Solon Rd., Suites 25 & 26	Solono	OH	44139	440-349-1204	440-349-1205	Cuyahoga	info@precisioneng.us					E																		
Precision Grading, LLC	Contractor	Excavation, Grade/Drain, Water/Sewer	Allison M. Hall	25836 S.R. 159	Circleville	OH	43113	740/420-7500	740/420-7462	Pickaway						E																		
Precision Mechanical Contractors, Inc.	Contractor	HVAC, Plumbing	Nelson Jordan	5720 Industrial Road	Fort Wayne	IN	46825	260/482-4600		Allen	njordan@precisionmechanical.com	I DBE	I DBE																					
Premium Concrete Services, Inc.	Concrete	Concrete	Becky Yeakey	4331 Pine Creek Road	Elkhart	IN	46516	574/264-0196	574/266-5392	Elkhart	becky@premiumconcreteonline.com	IN DBE	IN DBE			Y															YES			
Premium Technical Service	Contractor	Water/Sewer								#N/A	mybrax1@yahoo.com	KY DBE CERT	KY DBE CERT																					
PREMIUM TRANSIT SERVICES	Supplier	Rail Road	DOROTHY BROWN	1415 RIDING MALL EAST	SOUTH	IN	46614	574/291-8020		St Joseph	dtbrown@premiumtransit.com	I DBE	I DBE			E																		
Premiums Plus, Inc.	Services	Ad Agency	Diane Dickson	101 Plaza East Blvd, Suite 224	Evansville	IN	47715	812-471-5700		Vanderburgh	plus@evansville.net	I DBE	I DBE			E																		
PR-I Green Clean	Engineering	Engineering	Phil Collins	600 E. Main St., Ste 214	Louisville	KY	40202	502/585-3702		Jefferson	collins214@insightbb.com	IP	IP			E		YES															YES	YES
PRI, Inc.	Contractor	Landscape, Clearing/Grubbing, Excavation, Concrete	Paula Rone	6232 Vine Road	Sesser	IL	62884	618-625-3417	618-625-3008	#N/A	pripaula@midwest.net	IN DBE	IN DBE			E																		
Price and Sons Inc.	Contractor	Electric, Const. Materials	Sterling Hyman	3008 W. Capitol Dr.	Milwaukee	WI	53216	414/449-0564	414/873-9583	#N/A	prcsons@aol.com																							
Prime Engineering, Inc.	Engineering	Civil Engineering	Kumar Buvanedaran	300 Red Brook Blvd., Suite 410	Owings Mills	MD	21117	410/654-3790	410/654-3791	#N/A																								
Prime Focus, LLC	Consultant Freight Transportation		Elizabeth Ogard	918 Fox River Drive DePere, WI 54115	DePere	WI	54115	920/217-7222		#N/A																								
Prime State Electrical Contractors, Inc.	Contractor	Electric	Ralph R. Landers, Jr.	2375 Valley View Dr.	Columbus	OH	43204	614-276-2200	614-276-2203	Franklin	primestateelectric@sbcglobal.net					E																		
Priti, Inc.	Consultant	Consultant ADA	Priti Patel	77 Street Girlsschool Road	Indianapolis	IN	46231	317/244-1314		Marion	melissa.wilkes@sheedypc.com	I DBE	I DBE			E																		
Pro Am International	Ad Agency		David Smith					734/214-7014		#N/A	dsmith@proamintl.com	I DBE	I DBE																					
Pro Construction, Inc.	Contractor	Excavation, Water/Sewer, Civil Engineering, Highway/Bridge Construction	Delbert E. Jordan	24400 Highland Rd., Suite 97	Richmond Heights	OH	44143	216/383-1520	216/383-1521	Cuyahoga						E																		
Pro Paving & Excavating, Inc.	Contractor	Excavation, Asphalt Paving		1820 Dodgeville Rd.	Rome	OH	44085	440-563-3177	440-563-3790	Ashtabula	sfmader@yahoo.com					E																		
Pro Tree Trim & Removal	Contractor	Landscape		4561 Channing Ln.	Dayton	OH	45416	937-609-8831		Montgomery	protree@zoomtown.com					E																		
Pro7 Interactive LLC	Services	IT	Carl Brazley	214 South 8th Street	Louisville	KY	40202	502/583-2327		Jefferson	deebroaddus@gmail.com	I DBE	I DBE																					
Pro-Fab, Inc.	Contractor	Fabrication, Metal	Anna C. Myers	2570 Pressler Rd.	Akron	OH	44312	330/644-0044	330/644-0189	Summit						E																		
Professional Admin Support	Services	Support Services	Angela Schock	1829 Berry Rd	Greenwood	IN	46143	317/796-1435		Johnson	passindy@aol.com							YES																
PROFESSIONAL FENCE COMPANY	Contractor	Fencing, Guardrail	Mrs. Brenda	P. O. Box 143	Crestwood	KY	40014	502-222-0513	502-222-0329	Oldham	bobosmer@bellsouth.net	KY DBE	KY DBE		Y	YES															YES		YES	
Professional Group, Inc.	-		Jagdish Dave	5537 Broadway	Indianapolis	IN	46220	317-253-5687		Marion	jadpgi79@yahoo.com	INDOT DBE	INDOT DBE			E																		
Professional Link, Inc.	Contractor	Traffic Control	Chris Scheitlin	332 W. Broadway, Suite 1505	Louisville	KY	40202	502/554-4410	502/581-1430	Jefferson						E																		
Professional Management Enterprises Inc.	Services	Construction Management	Haskell Portee	P.O. Box 361023	Indianapolis	IN	46236	317/723-3512		Marion	dportee@pme-indy.com	I DBE	I DBE			E																		
Professional Masonry Services	Contractor	Masonry, Concrete		954 W. Northbend Rd., Suite 301	Cincinnati	OH	45224	513-310-8973	513-522-0123	Hamilton	professionalmasonryservices@yahoo.com					E																		
Professional Rebar Installers Inc.	Material Rebar		Danny Herrera	1108 West Main St.	Norman	OK	73069	405/971-4951		#N/A	dherrera_pri@yahoo.com	IN DBE	IN DBE																					
Professional Rebar Installers, Inc.	Contractor	Rebar	Danny Herrera	1108 W. Main St., PO Box 183	Norman	OK	73069	405/971-4951		#N/A	dherrera_pri@yahoo.com																							
Professional Sweeping Contractors	Services	Cleaning	Donna Warner	1775 Royal Oaks Drive	Monticello	IN	47960	574-583-8143		White	dwarner276@hotmail.com	I DBE	I DBE																					
Proforma	Services	Promotional	Jeanne Tighe	1166 Athenia Dr.	Lexington	KY	40504	859.278.4280		Fayette	jeanne.tighe@proforma.com					E											YES							YES
Progressive Electrical Services	Services Electrical			4077 Second Street	Wayne	MI	48184			#N/A	jbravo00@aol.com	KY DBE CERT	KY DBE CERT																					
Progressive Electrical Services, Inc.	Contractor	Electric	Odie J. Smith	4077 Second St.	Wayne	MI	48184	734/728-9500	734-728-9504	#N/A	jbravo00@aol.com																							
Project Associated Contractors, Inc.	Contractor	HVAC	Alicia Witt	203 Earlywood Dr.	Franklin	IN	46131	317/736-6059		Johnson	sharkwitt@hotmail.com																							
Pro-Mark	Contractor	General Contractor		2181 Stepstone Rd.	Mt. Sterling	KY	40352			#N/A	promarkinc@knology.net	KY DBE CERT	KY DBE CERT			E																		
Pro-Mark, Inc.	Contractor	Pavement Marking, Landscape, Guardrail	Sandra Holbrook	2181 Stepstone Rd.	Mt. Sterling	KY	40352	859/497-2255	859/497-2270	#N/A	promarkinc@knology.net					E																		
ProMed Medical Management, Inc.	Services	Construction Management	Diana Maxam	PO Box 304	Carmel	IN	46082	317/566-9117		Hamilton	dianamaxam@promedmedical.net	I DBE	I DBE			E																		
Prudential Commercial Services	Services	Design - Real estate Acquisitions	Paul Ogden	295 N Hubbards Ln.	Louisville	KY	40207	502/896-1234		Jefferson	paul@PaulOrdenRealtor.com	K WBE	K WBE			E															YES		YES	
PSA Constructors, Inc.	Contractor Commercial	Const. Management	Patrick Aliu	1516 E. Hillcrest Street, Suite 310	Orlando	FL	32803	407-898-9119	407-898-9077	#N/A	chichi@psaonline.com	IN DBE	IN DBE																					
Puente One Construction Group,	Contractor	Painting, Masonry	Marco Puente	6122 Chadsworth Way	Indianapolis	IN	46236	317/710-9998		Marion	puente1construct@aol.com					E																		
Push 4 J Construction Company,	Contractor	Concrete	Lafayette Johnson	333 N. Main St.	Dyer	TN	38330	731-692-2526	731-692-2528	#N/A	4jinc@bellsouth.net					E																		
Push 4J Construction Co	Contractor									#N/A	4jinc@bellsouth.net	KY DBE CERT	KY DBE CERT																					

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email
Putnam Industries Inc	Services	Financial	Jim Pickens	501 Congressional Blvd	Carmel	IN	46032	317/275-3153		Hamilton	Jpickens@putnamindustriesinc.com
Quality Building Supplies for Industry, Inc.	Contractor	Const. Materials, HVAC, Concrete, Masonry, Electric, Pipe, Metals	Edward L. Haynes	17485 Saylor Ln.	Grand Rapids	OH	43522	419/832-2202	419/832-8106	Wood	qualitybldginc@aol.com
Quality Commercial Cleaning Services, LLC	Contractor	Site Prep., Site Cleaning		3251 Cross Keys Rd.	Columbus	OH	43232	614-226-4242	614-237-3760	Franklin	
Quality Control Services, LLC	Consultant	Quality Control	David Nolan	4721 Archmere Avenue	Cleveland	OH	44109	216/276-8539	216/749-0272	Cuyahoga	dave@qcsinspections.com
Quality Environmental Prof. Assoc, Inc.	Consultant Envior.		Dollis Wright	2966 East 135th Way	Thornton	CO	80241	303/254-9605	303/451-5909	#N/A	dmwright@earthlink.net
Quality Environmental Professionals, Inc	Consultant	Environmental	Deborah Peters	1611 S. Franklin Road	Indianapolis	IN	46239	317/351-4255	317/351-4265	Marion	kmcdonald@qepi.com
Quality Insurance Providers, Inc.	Services	Insurance	Lita Filippo	1011 N. Shelby Street	Gary	IN	46403	219-938-6870		Lake	qualityinsures@aol.com
Quality Landscape Services	Contractor	Landscape, Concrete, Aggregates, Masonry, Electric		11025 Haverhill Cr.	Hartville	OH	44632	330-354-5189	330-587-4021	Stark	qualitylandscapeservices@gmail.com
Quality Partners II, LLC	Contractor	HVAC, Plumbing		3424 Sunbury Ln.	Cincinnati	OH	45251	513-200-7629	513-741-1026	Hamilton	pebbles1@fuse.net
Quality Services, Inc.	Services Cleaning	Landscape, Site Prep., Excavation	Kristina Johnson	10798 South County Road 1020 West	Westport	IN	47283	812/591-3695	812/591-2694	Decatur	kejqualityservices@yahoo.com
Quality Setters	Contractor	Field Offices, Residential	Grace Jernstrom	PO Box 472	Plymoth	IN	46563	574/936-5023	574/936-5069	Marshall	gracejernstrom58@hotmail.com
Quantum Enterprises, Inc.	Contractor	Demolition	Jennifer Austin	3501 Bashford Ave.	Louisville	KY	40218	502/961-0551	502/961-0575	Jefferson	jaustin@team-quantum.com
Quest Environmental & Safety Products	Services Security	Const. Materials	Sam Yadav	9892 East 121st	Fishers	IN	46037	317-594-4500		Clinton	samy@questsafety.com
Quinox, LLC	Trucking	Masonry, Trucking	Christopher Quinones	2902 Grantwood Dr.	Parma	OH	44134	216/255-7672	440/481-3541	Cuyahoga	cq200175@yahoo.com
R & G Excavating	Contractor	Excavation, Underground Utilities	Greg Davenport	5138 Devon Dr.	Indianapolis	IN	46226	317/696-6577	317/546-0762	Marion	rgconstruction@comcast.net
R & J Solutions, Inc.	Trucking	Trucking	Renatha Mitchell	1530 Joyce Ave.	Columbus	OH	43219	614/294-6087	614/294-2773	Franklin	n2hauling@sbcglobal.net
R & L Plumbing Services, LLC	Contractor	Plumbing, Utilities, Water/Sewer		3120 Franklin Ave.	Toledo	OH	43608	419-418-0066	419-241-4191	Lucas	rnlcannon@sbcglobal.net
R & R Mechanical, Inc.	Contractor	Plumbing		3519 E. 75th St.	Cleveland	OH	44105	216-341-9300	216-341-3018	Cuyahoga	
R & S Cement, Inc.	Contractor	Concrete		1435 B 4th St. SE	Canton	OH	44707	330-705-0166	330-693-2227	Stark	rscement@gmail.com
R. H. Cochran and Associates, Inc.	Contractor	Plumbing, HVAC	Sandra Benish	30133 Euclid Ave., Suite B	Wickliffe	OH	44092	440/585-5940	440/585-5942	Lake	
R. J. Runge Company, Inc.	Contractor	Highway/Bridge Construction	Amy Runge	2868 E. Harbor Rd.	Port Clinton	OH	43452	419/740-5781	419/797-9379	Ottawa	arunge@rjrunge.com
R. Jay's Hauling, Inc.	Trucking	Trucking		1543 Jonathan Ave.	Cincinnati	OH	45243	513-325-9286	513-221-2874	Hamilton	rjwood1958@yahoo.com
R. L. Cole Enterprise, Inc.	Trucking	Trucking, Aggregates, Clearing		2504 E. 124th St.	Cleveland	OH	44120	216-316-0281	216-707-9550	Cuyahoga	
R. L. Williams Concrete, LLC	Contractor	Concrete		1235 N. Huron St.	Toledo	OH	43604	419-467-1702	567-225-3135	Lucas	chas617@gmail.com
R. M. T. Transport, Inc.	Trucking	Trucking, Excavation		3225 Forman Rd.	Rock Creek	OH	44084	440-563-9840	440-563-3373	Ashtabula	rmtexcavating@windstream.net
Rack Transport, LLC	Trucking	Trucking, Masonry	Holly L. Petersen	5545 Wilson Mills, Suite 103	Highland Heights	OH	44143	440/823-2726		Cuyahoga	
Radio Joe's Amazing Sound Productions Inc.	Services	Sound Production	J. Will Adams	120 Webster St. Ste. 110	Louisville	KY	40205	502/585.5058		Jefferson	will@radiojoe.net
Railroad Industries Incorporated	Management Consulting		Gary Hunter	1575 Delucchi Lane	Reno	NV	89502	775/329-4855		#N/A	reg@railroadindustries.com
Ralph C. Tyler, P.E., P.S., Inc.	Contractor	Highway/Bridge Construction	Ralph Tyler	1120 Chester Ave., Suite 200	Cleveland	OH	44114	216/623-0808	216/623-0979	Cuyahoga	
Ralston Paving Corporation	Concrete	Trucking, Masonry, Const. Materials	Nan Ralston	651 Axe Avenue	Valparaiso	IN	46383	219/477-3770	219-465-0296	Porter	nancyralston@comcast.net
RAM Construction, Inc.	Contractor	General Contractor	Juan Ramirez	1957 Denslow Drive	South Bend	IN	46614	574-231-0982		St Joseph	jnnfrram@aol.com
Ram Lawn Care	Contractor	Landscape		545 Meadowsedge Ln.	Indianapolis	IN	46217	317/748-3111		Marion	ram_lawn_care@hotmail.com
Ramirez, M.A. & Co., Inc.	Services	Financial	Manuel A.	4709 Theather Drive	Evansville	IN	47715	812/477-0400		Vanderburgh	ramirezmainc@gmail.com
Ramon Excavating	Contractor	Excavation, Trucking, Dredging/Trenching	Tom Ramon	7690 W. Gifford Road	Bloomington	IN	47403	812/825-2164	812/825-2164	Monroe	ramontom@aol.com
Ramos Trucking Corp.	Trucking	Trucking	Jose L. Ramos	3841 W. 132nd St.	Cleveland	OH	44111	216/337-0859	216/862-7440	Cuyahoga	Ramostruck@roadrunner.com
Rangaswamy & Associates, Inc.	Engineering	Structural, Civil	Thangam Rangaswamy	304 W. Liberty Street, Suite 420	Louisville	KY	40202	502/589-2212	502/589-2240	Jefferson	robin@rangaswamy.com
Ransom Company	Contractor	Demolition		581 Woodland Ave.	Columbus	OH	43203	614-252-4041	614-253-1757	Franklin	
Rapid Freight Solutions, LLC	Trucking	Trucking	Megan Bissmeyer	11611 N. Meridian St.	Carmel	IN	46032	317/843-5474		Hamilton	bolson@rapidfreightsolutions.com
Rapid Safety & Supply Company,	Supplier	Parts	Janis Gilmer	2686-A Willow Creek Rd.	Portage	IN	46368	219-764-3899		Porter	jlgilmer@verizon.net
RAR Contracting Co.	Trucking	Trucking, Masonry	Keith L. Rogers	6740 Hedgeline Dr.	Beford Heights	OH	44146	216/857-5620	440/735-3946	Cuyahoga	
Rath Builders Supply, Inc.	Contractor	Concrete, Pipe, Aggregates, Metal, Masonry	Barbara A. Rath	07482 S.R. 66	North Defiance	OH	43512	419/782-7284	419/782-3698	Defiance	rathbldr@defnet.com
Raul V. Bravo & Associates, Inc.	Engr. Transportation	Civil Engineering	Raul Bravo	1889 Preston White Drive, Suite 202	Reston	VA	20191	703-326-9092	703/326-9096	#N/A	cherylmetcalfe@rvba.com
RBS General Contracting, LLC	Contractor	Water/Sewer, Steel, Concrete, Highway/Bridge Const.	Melisa Roseman	1217 3rd St. NW	Massillon	OH	44647	330/830-4655	330/830-9227	Stark	
RC Anderson, Inc.	Trucking	Trucking, Masonry	Christina L. Anderson	541 Supreme Ct.	Delaware	OH	43015	740/363-8657	740/363-8657	Delaware	
R-CAP Security, LLC	Contractor	Traffic Control		540 E. 105th St., Suite 250	Cleveland	OH	44108	216-881-7743	216-881-7764	Cuyahoga	rcap217@aol.com
RCP Metals, Inc.	Contractor	Metal		2898 Nuway Rd.	Columbus	OH	43207	614-497-8390	614-497-8390	Franklin	rpoindexter@rcpmetals.com
RD & D Enterprise	Trucking	Trucking	Roland Johnson	3110 Kessler Blvd. East Dr.	Indianapolis	IN	46220	317/475-0092	317/475-0092	Marion	
RD Services, LLC	Services	Transportation	Ryan Bridgeman	4703 Brownboro Gardens Dr.	Louisville	KY	40241	502/749-6983		Jefferson	ryanbridgeman1@msn.com
RDG Concessions LLC	Retail –gifts and souvenirs		Ralph Glenn	2104 Adams Ave.	San Leandro	CA	94577	510/569-7969		#N/A	ralph@rdgconcessions.com
RDS Trucking, Inc.	Trucking	Trucking	Deborah A. Schuette	3616 Horseshoe Rd.	Delaware	OH	43015	740/362-0201	740-369-1431	Delaware	
Rebar Corp. of Indiana	Contractor	Rebar	Tracy May	PO Box 15944	Fort Wayne	IN	46885	260/471-2002		Allen	tracy@rebarcorp.com
Rebecca Langford, LLC	Services Environmental	Landscape, Erosion Control	Rebecca Langford	5301 Cunningham Drive	Evansville	IN	47711	812/425-1413	812/425-1413	Vanderburgh	becklangford@insightbb.com
RecycleGuy, Inc.	Trucking	Trucking, Dumpsters	Suzy Edwards	115 N. East St.	Tipton	IN	46072	765/675-6200		Tipton	suzy@recycleguy.com
Redirections, Inc.	Contractor	Signage	Kathleen Mackey	5157 E. 64th St.	Indianapolis	IN	46220	317/731-5157		Marion	kmackey@re-directions.com
Redwing Ecological Services	Engineering	Environmental	Kiersten Fuchs	1139 S. Fourth St.	Louisville	KY	40203	502/625-3009		Jefferson	kfuchs@redwing.win.net
Reece Rebholz Co., Inc.	Contractor	Painting	Julienne Rebholz	440 N. Bancroft	Indianapolis	IN	46201	317/359-0633	317/359-0642	Marion	julie@rebholzinc.com
Regina Webster & Associates, Inc.	Engineering	Transportation	Regina Webster	8619 West Bryn Mawr, Suite 602	Chicago	IL	60631	773/283-2600	773/283-2602	Cook	rwebster@rwaengineers.com
Region Signs, Inc.	Contractor	Signage	Carolyn Sarvanidis	1345 119th St.	Whiting	IN	46394	219-473-1616		Lake	regionsigns@aol.com
Regional Companies, LLC	Construction D/B	Steel, Metal, Concrete, Drainage,	Teresa Argadine	660 S. Court St.	Crown Point	IN	46307	219/663-9549	219/663-9549	Lake	regionalcollc@aol.com

																				Response to WVB Solicitation			
Contractor	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Recption	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congresman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
Putnam Industries Inc	I DBE	I DBE																					
Quality Building Supplies for Industry, Inc.					E																		
Quality Commercial Cleaning Services, LLC					E																		
Quality Control Services, LLC	IN DBE	IN DBE			E							YES								YES	YES		
Quality Environmental Prof. Assoc, Inc.	INDOT DBE	INDOT DBE																					
Quality Environmental Professionals, Inc	INDOT DBE	INDOT DBE			E																		
Quality Insurance Providers, Inc.	I DBE	I DBE																					
Quality Landscape Services					E																		
Quality Partners II, LLC																							
Quality Services, Inc.	IN DBE	IN DBE																					
Quality Setters	IN DBE	IN DBE																					
Quantum Enterprises, Inc.					E																		
Quest Environmental & Safety Products	I DBE	I DBE			E																		
Quinox, LLC					E																		
R & G Excavating					E																		
R & J Solutions, Inc.					E																		
R & L Plumbing Services, LLC																							
R & R Mechanical, Inc.																							
R & S Cement, Inc.					E																		
R. H. Cochran and Associates, Inc.																							
R. J. Runge Company, Inc.					E																		
R. Jay's Hauling, Inc.					E																		
R. L. Cole Enterprise, Inc.					E																		
R. L. Williams Concrete, LLC					E																		
R. M. T. Transport, Inc.					E																		
Rack Transport, LLC					E																		
Radio Joe's Amazing Sound Productions Inc.																							
Railroad Industries Incorporated	I DBE	I DBE																					
Ralph C. Tyler, P.E., P.S., Inc.					E																		
Ralston Paving Corporation	IN DBE	IN DBE			E																		
RAM Construction, Inc.	I DBE	I DBE			E																		
Ram Lawn Care					E																		
Ramirez, M.A. & Co., Inc.	I DBE	I DBE																					
Ramon Excavating	IN DBE	IN DBE			E																		
Ramos Trucking Corp.					E																		
Rangaswamy & Associates, Inc.	K D/MBE	K D/MBE			E			YES				YES				YES				YES	YES	YES	YES
Ransom Company					E																		
Rapid Freight Solutions, LLC					E																		
Rapid Safety & Supply Company,	I DBE	I DBE			E																		
RAR Contracting Co.					E																		
Rath Builders Supply, Inc.					E																		
Raul V. Bravo & Associates, Inc.	IN DBE	IN DBE																					
RBS General Contracting, LLC					E																		
RC Anderson, Inc.					E																		
R-CAP Security, LLC					E																		
RCP Metals, Inc.					E																		
RD & D Enterprise					E																		
RD Services, LLC																							
RDG Concessions LLC	I DBE	I DBE																					
RDS Trucking, Inc.					E																		
Rebar Corp. of Indiana					E																		
Rebecca Langford, LLC	IN DBE	IN DBE			E																		
RecycleGuy, Inc.					E																		
Redirections, Inc.					E																		
Redwing Ecological Services	KY DBE CERT	KY DBE CERT			E																		
Reece Rebholz Co., Inc.					E																		
Regina Webster & Associates, Inc.	INDOT DBE	INDOT DBE			E																		
Region Signs, Inc.					E																		
Regional Companies, LLC	IN DBE	IN DBE			E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congresman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Remarkable Creative Enterprises	Landscape	Landscape, Const. Materials	Reginald Moore	12978 Ambergate Drive	Fishers	IN	46037	317/450-9865	317/863-1222	Clinton	eperkins@remarkablecreative.net	IN DBE	IN DBE			E																		
Rembert Enterprises Inc	Contractor	Electrical	Peter Rembert	5544 Burdette Lane	Newburgh	IN	47630	812/457-8079		Warrick	peterrembert@yahoo.com	IN DBE	IN DBE			E																		
Rembert Enterprises, Inc.	Contractor	Inspections	Peter Rembert	5544 Burdette Ln.	Newburgh	IN	47630	812/457-8079	812/490-1101	#N/A	peterrembert@yahoo.com					E																		
Renu Securities, LLC	Contractor	Traffic Control	Rebecca Nuckels	PO Box 161531	Louisville	KY	40256	502/963-6685		Jefferson	rynuck01@yahoo.com					E																		
Repower Solutions, LLC	Contractor	Electric	Erika M. Weliczko	2434 Hamilton Ave.	Cleveland	OH	44114	216/268-2775	216/803-6739	Cuyahoga						E																		
Repro Graphix	Services	Printing, Doc. Mgmt	Jill Hall	437 N. Illinois St.	Indianapolis	IN	46236	317/637-3377		Marion	jhall@reprographix.com										YES			YES								YES		YES
RepuCare, Inc.	Services	Construction Management	Billie Dragoo	8900 Keystone Crossing, Suite 600	Indianapolis	IN	46240	317-578-2858		Marion	bdragoo@repucare.com	I DBE	I DBE			E																		
Resolution Group, Inc	Engineering	Civil	David Replogle	5246 N Park Ave.	Indianapolis	IN	46220	317/558-2911		Marion	dreplogle@resogrp.com					E															YES	YES		
RESOlution Group, Inc.	Services	Construction Management	Emily Sochacki	5246 N. Park Avenue	Indianapolis	IN	46220	317/523-5140		Marion	emily_sochaski@yahoo.com	I DBE	I DBE			E																		
Resource Construction, Inc.	Contractor	Const. Management	Alexandria Cammack	3077 East 98th Street	Indianapolis	IN	46280	317/569-8181	317/569-8199	Hamilton	acammack@resourceconst.com	IN DBE	IN DBE			E																		
Resource International	Services	Excavation, Highway/Bridge Const.	Farah Majidzadeh	6350 Presidential Gateway	Columbus	OH	43231	614/823-4949	614/823-4990	Franklin	farahm@resourceinternational.com					E												YES						YES
Revrac Construction	Contractor	Concrete, Excavation, Drainage	Rhynia Weaver	14303 Woodland Ridge Dr.	Louisville	KY	40245	502/876-8437	502/290-8604	Jefferson	revrac24@insightbb.com					E												YES						
Reyes Group, Ltd.	Services Const. Mgmt.	Drainage, Concrete	Marcos Reyes	15515 S. Crawford Avenue	Markham	IL	60428	708/596-7100		#N/A	marc@reyesgroup.com	I DBE	I DBE			YES																		
Rez Threads, Inc.	Trucking	Trucking	Duane J. Emery	24743 Angeline Ave.	Webster	WI	54893	715/220-3911		#N/A																								
Rhino Trucking & Excavating, Inc.	Trucking	Excavation, Demolition, Trucking, Landscape	Rebecca Bynum	2816 S. Central Way	Anderson	IN	46011	765/643-4936	765/643-3870	Madison	rhinotruck@att.net	IN DBE	IN DBE			E																		
Rhodes and Rhodes Trucking Company, Inc.	Trucking	Trucking	Vechelle Rhodes-Sanders	2301 N. Winthrop Ave.	Indianapolis	IN	46205	317/925-7151		Marion	rhodesandrhodes@sbcglobal.net					E																		
Ribway Engineering Group, Inc.	Contractor	Water/Sewer	Andrew O. Eribo	300 E. Broad St., Suite 500	Columbus	OH	43215	614/221-6009	614/221-9089	Franklin						E																		
Richard J. Tantala International, Ltd.	-		Richard Tantala	2520 Bowen Street, Suite A	Oshkosh	WI	54901	920-233-0187	920-236-3301	#N/A	tantala@execpc.com	INDOT DBE	INDOT DBE																					
Richardson's Transport Co., Inc.	Trucking	Trucking	Kevin Richardson	5423 Moonlight Dr.	Indianapolis	IN	46226	317/615-0539		Marion						E																		
Ridge Electric Co., Inc.	Contractor	Electric	Barbara M. Kohr	3323 Magnolia Rd. NW	Magnolia	OH	44643	330/866-2771	330/866-2780	Stark						E																		
Rietschlin Construction, Inc.	Contractor	Underground Utilities, Highway/Bridge Const., Culverts, Grade/Drain, Excavation, Concrete	Margaret D. Rietschlin	4240 Baker Rd.	Crestline	OH	44827	419/347-4341	419/347-1062	Crawford	nmriet@gmail.com					E																		
Rile, Inc.	Contractor	Trucking, Excavation, Demolition, Utilities, Plumbing		3819 Oxford Millville Rd.	Oxford	OH	45056	513-523-6287	513-523-4596	Butler						E																		
Rita Ann Gabriel & Associates, Inc.	Services	Real Estate	Rita Gabriel	110 W. Berry Street, Suite 1907	Fort Wayne	IN	46802	260/420-7482		Allen	ritagabriel@aol.com	I DBE	I DBE																					
Rite Quality Office Supplies, Inc.	Supplier	Office	Douglas Vaughn	710 North Washington Street	Kokomo	IN	46901	765-459-4788		Howard	dvaughn@ritequality.com	I DBE	I DBE											YES				YES						YES
Ritschard Bros., Inc.	Contractor	Demolition, Excavation, Grade/Drain, Clearing, Digging,	Rachelle Dolniak	1204 W. Sample St.	South Bend	IN	46619	574/288-4777		St Joseph	rit1204@datacruz.com					E																		
Rittman, Inc.	Contractor	Steel, Metal, Fabrication		10 Mull Dr.	Rittman	OH	44270	330-927-6855	330-927-1632	Wayne	sherrisnyder1965@hotmail.com					E																		
Riverside Contracting & Excavating, LLC	Contractor	Drainage, Dredging, Excavation	Lisa Hammock	PO Box 1108	Madison	IN	47250	812/273-8796	812/273-8798	Jefferson	lhammock@riversidecontractingllc.com					E																		
Riverside Group, LLC	Contractor	Heavy Civil construction	Lisa Hammock	3480 W. Fred Harrell Dr.	Madison	IN	47250	812/273.8798		Jefferson	riversidegroupllc@yahoo.com	No	No			E																		
RJP Entreprises d/b/a Travelplex	Services	Travel Agent	Rita Phillips	2300 Hurstborne Village Pkwy	Louisville	KY	40299	502/499-2544		Jefferson	tplex@iglou.com																							
RLS and Associates, Inc.	Engineering	Civil	Robbie Sarles	3131 S. Dixie Highway, Suite 545	Dayton	OH	45439	937-299-5007		Montgomery	rls@rlsandassoc.com	I DBE	I DBE			E																		
RMI Cement, LLC	Contractor	Concrete, Highway/Bridge Construction	Kathleen Marzilli	2213 Gage Ave. NE	Canton	OH	44705	330-452-1643	330-452-9001	Stark	kmarzillirmi@aol.com					E																		
RMS of Wisconsin, Inc.	Trucking	Trucking	Tammy Miramontes	S76 W23780 Westwood Dr.	Big Bend	WI	53103	262/662-2639		#N/A	tammy1729@aol.com																							
RNR Consulting	Services	Construction Management	Rahim Rahim	1111 Superior Avenue	Cleveland	OH	44114	216/621-8977		Cuyahoga	rrahim@rnrconsulting.com	I DBE	I DBE			E																		
ROBERT & CASSIE CONSTRUCTION	Contractor	Drilling/Blasting, Rock Removal	Mr. Robert L. Spickard, Sr.	P. O. Box 70	Gladeville	TN	37071	615-449-3540	615-449-3540	#N/A	rcconstructionco@bellsouth.net	KY DBE	KY DBE		Y																			
Robert L. Schmitt Co. LLC	Supplier	Textiles	Cristi Carson	3104 Springcrest Dr.	Louisville	KY	40202	502/587-0732		Jefferson	rls@digicove.com																							
Roberta Rivers & Associates, Inc.	Services	Real Estate	Roberta Rivers	9618 Mercury Drive	Indianapolis	IN	46229	317/525-4250		Marion	riversroberta@yahoo.com	I DBE	I DBE																					
Robertson's Excavating, Inc.	Contractor	Excavation, Pipeline, Grade/Drain, Trucking, Demolition, Const. Materials		PO Box 935	Malvern	OH	44644	330-863-0603	330-863-1566	Carroll						E																		
Robinet Contracting, LLC	Contractor	Concrete, Digging	Robin Walls	PO Box 108	Cortland	IN	47228	812/522-2448		Jackson	robinetcontract@aol.com					E																		
Robinson Trucking Co.	Trucking	Trucking, Excavation, Site Prep.	Samuel A. Robinson	2155 Esmeralda Ave.	Dayton	OH	45406	937/274-2413	937/274-7595	Montgomery						E																		
Rockport Construction & Materials, Inc.	Contractor	Concrete, Highway/Bridge Construction	Ann M. Nock	3092 Rockefeller Rd.	Cleveland	OH	44115	440-349-1928	440-359-0111	Cuyahoga	amnock@rockportreadymix.com					E																		
Rocky Pine Farm, LLC	Trucking	Trucking, Masonry	Patricia K. Nye	7443 N. Township Rd. 70	Tiffin	OH	44883	419/986-5400	419/986-5600	Seneca						E																		
Rod-Techs	Supplier	Steel	Chris Packer	PO Box 101	Milford	OH	45150	513/575-2084		Clermont	CHRISPCKR@AOL.COM	KY DBE CERT	KY DBE CERT			E												YES						
ROI MARKETING COMPANY	Supplier	Security	Adell Means	PO BOX 20773	INDIANAPOLIS	IN	46220	317/332-5717		Marion	adell@roimarketingcompany.com	I DBE	I DBE			E																		
Rosado Barrow Engineering	Engineering	Engineering	Lizzette Barrow, P.E.	2028 South Hwy 53, Ste. 3	LaGrange	KY	40031	502/417.9756		Oldham						E				YES														YES
Rosales & Partners, Inc.	Engineering	Architecture	Miguel Rosales	37 Newbury Street, 6th Floor	Boston	MA	2116	617-247-7499		#N/A	mrosales@rgabridges.com	I DBE	I DBE																					
Rose Trucking	Trucking	Trucking, Masonry	Rosezella E. Fishback-Smithers	1500 Russellville Rd.	Winchester	OH	45697	513/260-0257	937/695-6035	Adams						E																		
Ross Wholesale Food & Paper Supply	Services	Cleaning	Ronald Ross	7654 East US 20, Suite C	Michigan City	IN	46360	219-872-8255		La Porte	rosspaperco@csinet.net	I DBE	I DBE																					
Round Mountain Biological & Environ Studies	Consultant Envior.									#N/A	roundmountainenv@aol.com	KY DBE CERT	KY DBE CERT																					
Roy D. McQueen & Associates, Ltd.	Engr. Testing		Peter C.K. Yip	22863 Bryant Court; Suite 101	Sterling	VA	20166	703/709-2540	703/709-2535	#N/A	pckyip@rdmcqueen.com	INDOT DBE	INDOT DBE																					
Royal Crane Service, Inc.	Supplier	Const. Equipment	John Mooncotch	P.O. Box 1858	Bridgeview	IL	60455	708/774-2087	708/974-0865	Cook	johnm@royalcrane.us					E													YES					YES
Royal Electric Construction Corp.	Contractor	Electric	Susan Ernst	1250 Memory Ln. N.	Columbus	OH	43209	614/253-6600	614/253-8680	Franklin						E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Louisville	Response to WVB Solicitation: Email	Response to WVB Solicitation: Brochure	Response to WVB Solicitation: Interest Form	Response to WVB Solicitation: Business Card
Royal Landscape Gardening, Inc.	Contractor	Concrete, Landscape, Aggregates, Masonry, Water/Sewer, Excavation	Anne M. Ali	7801 Old Granger Rd.	Cleveland	OH	44125	216/883-7000	216/883-7773	Cuyahoga	cgrasser@royalcompanies.net					E																		
Ruccella Construction, Inc.	Contractor	Concrete		3560 Norton Ave.	Cleveland	OH	44111	216-476-9500	216-476-9300	Cuyahoga						E																		
Rudek Construction Services, Inc	Services	Construction Management	Juan Rudek	1454 W. Thome Ave	Chicago	IL	60660	773/764-8685	773/764-8608	#N/A	juan@wecutconcrete.com	IN DBE	IN DBE			E																		
Rush Trucking	Trucking	Trucking	Jacueline Taylor	35160 E. Michigan Ave.	Wayne	IN	48184	734/641.1457		#N/A	jackie.taylor@dakkotasystems.com					E									YES									YES
Russ James Contracting, Inc.	Contractor	Demolition, Excavation, Railroad Removal, Water/Sewer		PO Box 1472	Zanesville	OH	43701	740-588-1690	740-454-1390	Muskingum	tjames@rrohio.com					E																		
RWJ Wiring, Inc.	Contractor	Electric	Michael Ballard	23880 Puritan Ave.	Euclid	OH	44123	216/261-7959	216/261-7955	Cuyahoga						E																		
S & B Tree Care	Landscape	Landscape, Demolition, Erosion Control	Sylvester Smith	2309 MayFair Dr	Indianapolis	IN	46260	317/255-4836	317/255-0864	Marion	sylvester_smith@yahoo.com	IN DBE	IN DBE			E																		
S & J Construction Company, Inc.	Contractor	Painting, Steel, Metal, Demolition, Bridge Const., Concrete	Simone Kapovich	16823 State Street	South Holland	IL	60473	708-331-1816	708-331-2135	#N/A	skapovich@sjconst.com	IN DBE	IN DBE			E																		
S & M Precast, Inc.	Contractor	Concrete	Becky Graf	16700 Sima Gray Rd.	Henryville	IN	47126	812/246-6258	812/246-5971	Clark	bgraf@smprecast.com					E																		
S & S and ASSOCIATES, INC.	General Contractor Sewer	Grade/Drain, Concrete, Paving, Bridge Const., Water/Sewer	Ms. Laura M. Davis	P. O. Box 14305	Louisville	KY	40214	502-367-4331	502-367-2367	Jefferson	ssassoc@bellsouth.net	KY DBE	KY DBE		Y	YES																		
S & S Blasting, Inc.	Contractor	Drilling/Blasting	Laura Davis	474 Roberts Ave.	Louisville	KY	40214	502/367-8540	502/367-2367	Jefferson						E																		
S & S Distribution & Warehousing	Contractor	Fuel	Simon M. Brooks	1015 Central Ave.	Middletown	OH	45044	513/623-5955	513/422-7286	Butler						E																		
S & S Industry & Manufacturing,	Contractor	Guardrail and Fences	Eduardo Loza	3311 Liverpool Road	Lake Station	IN	46405	219-963-0213		Lake	sands.fence@verizon.net	I DBE	I DBE			E																		
S & S Panel Fabrication, Inc.	Contractor	Electric, Painting	Velva A. Spurlock	2506 Tally Ho Rd.	Shepherdsville	KY	40165	502/543-5684	502/921-1239	Bullitt						E																		
S & T PARTNERS, LLC d/b/a TRAFFIC CONTROL SERVICES	Contractor	Safety Traffic Control	Ms. Samantha Bartley	6700 Artisan Way	Louisville	KY	40228	502-550-6157	502-969-0303	Jefferson	samantha.bartley@yahoo.com	KY DBE	KY DBE		Y	YES																		
S&S Panel Fabrication	Contractor Underground Piping									#N/A	s-spanel@bullitt.net	KY DBE CERT	KY DBE CERT																					
S. J. EARTH BORING, INC.	Contractor	Boring, Underground Utilities	Ms. Sheila Jo Burke,	P. O. Box 28	Salvisa	KY	40372	859-865-2063	859-865-2063	Mercer	sjgburke@wildblue.net	KY DBE	KY DBE		Y	YES																		
S. Lockjaw Trucking	Trucking	Trucking	Stacey A.	5707 Orchard Ave.	Parma	OH	44129	216/440-0408		Cuyahoga						E																		
S. P. Drilling Services, Inc.	Contractor	Drilling	Tammy E. Pschesang	103 Mound Ave.	Milford	OH	45150	513/617-7559	513/831-4377	Clermont						E																		
Safe Choice, LLC	Contractor	Traffic Control		3012 Keswick Rd.	Cleveland	OH	44120	216-921-8981	216-452-9160	Cuyahoga	safechoice1@att.net					E																		
Safety Resources	Consultant	Safety	Matt McCreery	12 w. Vermont St.	Indianapolis	IN	46204	800/641-5990		Marion	mmccreery@safetyresources.com					E					YES							YES				YES		YES
Salary Express, Inc.	Services	Business Development.	Ricky Salary	6899 East 800 North	Culver	IN	46511	574/542-2504	574/542-2505	Marshall	relysa@culcom.net	IN DBE	IN DBE			E																		
Salem Trucking, LLC	Trucking	Trucking, Masonry	Teresa L. Humrickhouse	519 North St.	Leipsic	OH	45856	419/943-3329	419/581-6697	Putnam	teresa@salemtrucking.net					E																		
Saleswise Consulting, Inc.	Services	Construction Management	Shawnette Brown	107 Hastings Court	Roselle	IL	60172	630/854-1584		Du Page	sbrown@saleswiseinc.com	I DBE	I DBE			E																		
Sallie's Wholesale & Construction	Supplier	Construction Materials	Thomas A. Hardy III	728 Park Ave. East	Mansfield	OH	44910	502.712.1601		Harrison	sallie_s@sallieswholesale.com	KY DBE/MBE	KY DBE/MBE			E	YES		YES												YES	YES	YES	YES
Sallie's Wholesale & Construction, Inc.	Supplies Construction	Masonry, Electric, Const. Materials, Const. Equipment	Sallie Sylvester	PO Box 1266	Mansfield	OH	44901	419/524-7973		Richland	sallie_s@sallieswholesale.com	I DBE	I DBE			E																		
Salt River Engineering	Engineering	Construction Management	Connie Allen	108 West Poplar St.	Harrodsburg	KY	40330			Mercer	connie@saltrivereng.com	KY DBE CERT	KY DBE CERT			E																		
Samac Painting, Inc.	Contractor	Painting	Phyllis McGuffin	1380 New Liberty Ln.	Lawrenceburg	KY	40342	502/839-7088	502/839-1313	Anderson	samacpnt@aol.com					E																		
San Engineering, LLC	Engr. Transportation		Eduardo San	6099 S. Windermere St.	Littleton	CO	80120	303/953-9014		#N/A	eduardo@sanengineeringllc.com	INDOT DBE	INDOT DBE																					
Sand Ridge Excavating, Inc.	Contractor	Excavation, Concrete		20251 Rd. I-17	Cloverdale	OH	45827	419-596-5298	419-569-3574	Putnam	sandridgeexcavating@tds.net					E																		
Sanders Lawn Care Services, LLC	Contractor	Landscape	Ericka Wheeler	PO Box 20320	Indianapolis	IN	46254	317/260-0628	317/956-5050	Marion	sanderslawncareservice@yahoo.com					E																		
Sandusky Abrasive Wheel Company	Supplier	Parts	Anthony Llorens	1100 W. Barker Avenue	Michigan	IN	46360	219/879-6601		La Porte	rollo@ameritech.net	I DBE	I DBE			E																		
Sang Corporation	Home Builder	Demolition, Excavation, Trucking, Landscape, Concrete, Highway/Bridge Construction								#N/A	sangcorp@bellsouth.net	KY DBE CERT	KY DBE CERT																					
Saunders & Sons Painting Co., LLC	Contractor	Painting		2045 Revere Rd.	Cleveland Heights	OH	44118	216-509-6046	216-371-9089	Cuyahoga						E																		
Saunders Trucking Company	Trucking	Trucking		1503 E. 23rd Ave.	Columbus	OH	43211	614-291-2839	614-291-2839	Franklin						E																		
Sayles Plumbing Heating &	Contractor	HVAC, Plumbing	Ronald Sayles	4973 Winston Dr.	Indianapolis	IN	46226	317/541-9014		Marion	undranitagilbert@yahoo.com																							
Scale Construction, Inc.	Contractor	Concrete, Const. Management	Carol Zordani	2101 South Carpenter st.	Chicago	IL	60608	312/491-9500	312/491-9555	#N/A	crz@scaleconstruction.com	IN DBE	IN DBE			E																		
Scales & Associates, Inc.	Engr. Arch.		Charles Scales	28 West Adams Street	Detroit	MI	48226	313.962.8830	313.962.3776	#N/A	rscales@scalesassoc.com	INDOT DBE	INDOT DBE																					
Scassa Asphalt, Inc.	Contractor	Asphalt, Paving		4167 Beaumont Ave. NW	Massillon	OH	44647	330-830-2039	330-830-9712	Stark	scazz123@sbcglobal.net					E																		
Scepter Steel, Inc.	Contractor	Steel, Rebar	Janet Mitchell	380 Maple St.	Monrovia	IN	46157	317-996-2103		Morgan	sceptersteel@iendeavor.com					E																		
Scepter Steel, Incorporated	Contractor	Steel and Metal	Janet Mitchell	380 Maple Street	Monrovia	IN	46157	317-996-2103		Morgan	sceptersteel@iendeavor.com	I DBE	I DBE			E																		
Schuster Mechanical, LLC	Contractor	HVAC, Mechanical	Laurie Schuster	PO Box 2646	South Bend	IN	46680	574/287-2773		St Joseph	laurie@schustermechanical.com	I DBE	I DBE																					
SE3, LLC	Engr. Environmental		Vernal Stewart	230 SW Main St	Lees Summit	MO	64063	816/272-5545	816/272-5510	#N/A	vstewart@se3.us	INDOT DBE	INDOT DBE																					
Seabrook Trucking LLC	Trucking	Trucking	Trela Bundy	1606 Perry Commons Blvd	Indianapolis	IN	46217	317/716-4211		Marion	trela_bundy@sbcglobal.net	IN DBE	IN DBE			E																		
Seabrook Trucking, LLC	Trucking	Trucking	Trela Bundy	1606 Perry Commons Blvd.	Indianapolis	IN	46217	317/716-4211		#N/A	trela_bundy@sbcglobal.net					E																		
Seamen's Custom Fence, LLC	Contractor	Fencing	Angela Seaman	8128 Planktown N. Rd.	Shiloh	OH	44878	419/896-3531		Richland						E																		
Seaway Fuels Trucking, Inc.	Trucking	Trucking		2925 Airport Hwy.	Toledo	OH	43609	419-724-2500	419-724-2512	Lucas	marcam1976@aol.com					E																		
Security Fence Group, Inc.	Contractor	Fencing, Guardrail, Signage, Highway/Bridge Construction	Christine Frankenstein	4260 Dane Ave.	Cincinnati	OH	45223	513-681-3700	513-681-5487	Hamilton	securityfence@fuse.net					E																		
Securpros, Inc.	Contractor	Traffic Control	Jana Scott	738 Medinah Ct.	Indianapolis	IN	46239	317/891-9049	317/891-7748	Marion	jlscott@iquest.net					E																		
SeekerCADDServices, LLC	Engineering	CADD	Robert Allen	6372 Kentstone Drive	Indianapolis	IN	46268	317/679-7758		Marion	seekercaddservices@gmail.com	INDOT DBE	INDOT DBE			E		YES						YES							YES	YES		YES
Sellers Masonry, Inc.	Contractor	Concrete, Painting, Masonry	Casey Sellers	5 S. E. Riverside Dr.	Evansville	IN	47713	812/484-6356		Vanderburgh	casey@sellersinc.net					E																		
Severino Construction, Inc.	Contractor	Concrete, Masonry, Landscape, Utilities		PO Box 603	Ashtabula	OH	44005	440-992-4274	440-992-4275	Ashtabula	severinoconst@windstream.net					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Sewer Cam, Inc.	Contractor	Water/Sewer, Erosion Control, Grade/Drain, Plumbing	Tiphany Leppert	15203 Stony Creek Way	Indianapolis	IN	46060	317/773-4973		Hamilton	lorenaharvey@att.net					E																		
Sewer Optical Services, Inc.	Contractor	Plumbing, Water/Sewer	Lanell Flanagan	1205 W. South St.	Lebanon	IN	46052			Boone	lflanagan@seweroptical.com																							
Sexson Mechanical Corp	Contractor Mechanical									#N/A	jsexson@SexsonMechanical.com	KY DBE CERT	KY DBE CERT																					
Sexson Mechanical Corporation	Contractor	HVAC, Electric, Plumbing	John Sexson	1001 Commerce Parkway South Drive, Suite A	Greenwood	IN	46143	317/884-0010		Johnson	jsexson@sexsonmechanical.com	I DBE	I DBE																					
Shamrock Asphalt Sealcoating & Repair, LLC	Contractor	Asphalt		810 Reynolds Ave.	Columbus	OH	43201	614-332-6981	614-299-9544	Franklin	shamrockasphalt@sbcglobal.net					E																		
Shamrock Trucking, LLC	Trucking	Trucking	Jessica Luetzow	131 Gardner Way	Mt. Washington	KY	40047	502/387.3880		Bullitt	jessica.luetzow@gmail.com	No	No			E							YES											YES
Shaunjohn Corporation	Contractor	Painting	John Kim	5729 Park Plaza Ct.	Indianapolis	IN	46220	317/841-8966		Marion	jkim@ecrsindy.com					E																		
Shawntech Communications, Inc.	Supplier Telecom	Electric, Const. Materials	Lance Fancher	One ASET Centre, Suite 102	Vandalia	OH	45377	937-898-4724		Montgomery	info@shawntech.com	I DBE	I DBE																					
Shelby Trucking, Inc.	Trucking	Trucking	Mary Kern	PO Box 67	Mitchell	IN	47446	812/849-6346		Lawrence	melinda.mosier@gmail.com					E																		
Shelley's Nursery, Inc.	Contractor	Landscape	Constance A. Shelley	90 Woods Hollow	Chillicothe	OH	45601	740/947-5960	740/947-1409	Ross						E																		
Shelmon Concrete Co.	Contractor	Concrete		2647 Glenwood	Toledo	OH	43610	419-349-5677	419-754-4179	Lucas	shelmonconcrete@aol.com					E																		
Shelton Supply, Inc.	Supplier	Const. Materials, Electric, Const. Equipment	Fawn M. Shelton	972 Donnelly Ave., Suite # 2	Atlanta	GA	30310	404/755-9448	404/756-9571	#N/A	fmshelton@bellsouth.net																							
Shirley Ann Johnson McCroy	Services	Graphic design	Shirley Johnson-McCroy	6514 Bettcher Avenue	Indianapolis	IN	46260	317-254-0373		Marion	Shirleymccroy@egix.net	I DBE	I DBE																					
Shoshone Trucking, LLC	Trucking	Trucking	Ryan Barkell	304 E. 6th St.	Peru	IN	46970	765/469-2176		Miami	rkbarkell@att.net					E																		
Shrewsberry & Associates, LLC	Engineering	Environmental	William Shrewsberry	7321 Shadeland Station, Suite 160	Indianapolis	IN	46256	317-841-4799	317/841-4790	Marion	certifications@shrewsusa.com	IN DBE	IN DBE			E								YES				YES						YES
Sigma Engineering Solutions, Inc.	Engineering	Civil	Joseph Farre	313 Pilot Road	Las Vegas	NV	89119	702/247-4462	702/632-2838	#N/A	jfarre@sigmanv.com	INDOT DBE	INDOT DBE																					
Sign Force	Contractor	Signage		4550 Aultman Rd., Suite A	North	OH	44720	330-244-9437	330-244-0100	Stark	signforce1@gmail.com					E																		
Signage Consultants, Inc.	Contractor	Signage		870 E. Fifth Ave.	Columbus	OH	43201	614-297-7446	614-297-1007	Franklin	visionarylady@yahoo.com					E																		
Signature Electric, Inc.	Contractor	Electric		3494 W. 25th	Cleveland	OH	44109	216-485-8710	216-485-8711	Cuyahoga	lbitto@signatureelectriccorp.com					E																		
Signs Unlimited	Contractor	Signage	Judith C. Zell	8260 Howe Industrial Pkwy., Suite D	Winchester	OH	43110	614/836-7446	614/836-7457	Franklin						E																		
Silvan Trucking Co., Inc.	Trucking	Trucking	James Silvey	2236 E. 1000 N.	Pendleton	IN	46064	317/326-3136		Madison						E																		
Simon Underwood & Associates	Services	Accountant	Sheri Simon	4020 Taylorville Rd.	Louisville	KY	40220	502/456-4860		Jefferson	simonsheri@aol.com																							
Simplified Alternatives, Inc.	Trucking	Trucking, Plumbing, Pipe	Helen Kolada	250 Richmond Rd.	Richmond Heights	OH	44143	216/731-1499	216/732-5916	Cuyahoga	simplified9@earthlink.net					E																		
Simpson Nursery Company, LLC	Sales	Garden and Lawn	Elizabeth Simpson	PO Box 1216	Vincennes	IN	47591	812-882-2441		Knox	info@simpsonnursery.com	I DBE	I DBE			E																		
Sims and Pedigo Company, Inc.	Contractor	Commercial Construction	Melissa Pedigo	PO Box 2694	Bloomington	IN	47402	812-333-4341	812-876-6864	Monroe	melissapedigo@msn.com	IN DBE	IN DBE			E																		
Sinatra Building Technologies, LLC	Contractor	Electric		889 Mark Dr.	Akron	OH	44313	330-328-1248		Summit	artanis58@gmail.com					E																		
SINE WALL LLC	Engineering	Design	Dick Brown	7162 Liberty Centre Drive Ste. 105	West	OH	45069	(251) 990-5761		Butler	rlbrownues@aol.com	No	No			E																		
Singh & Associates, Inc.	Engineering	Civil Structural	Sadhu Rakhiraj	300 West Adams Street	Chicago	IL	60606	312-629-0240	312-629-8449	Cook	singh@singhinc.com	INDOT DBE	INDOT DBE			E																		
Siva Corrosion services, inc.	Services	SWPPP	Sivaraman Venugopalan	1020 Dogwood Lane	West Chester	PA	19382	610/692-6551	610/692-7368	#N/A	siva@sivacorrosion.com	IN DBE	IN DBE																		YES		YES	
Siyan Communications, Inc.	Services	Ad Agency	Sandhya Graves	1449 North Pennsylvania Street	Indianapolis	IN	46202	317/694-1131		Marion	sgraves@siyaninc.com	I DBE	I DBE																					
SJS Integration, LLC	Contractor	HVAC Mechanical	Derek Johnson	3401 Cross Pointe Rd.	Louisville	KY	40241	502/608-3702		Jefferson																								
Skeffs Landscaping & Excavating, Inc.	Contractor	Landscape	Heather Skeffington	7600 Locust	Gary	IN	46403	219/938-1694	219/938-8133	Lake	skeffslandscaping@msn.com	IN DBE	IN DBE			E																		
Skios Trucking, Inc.	Trucking	Trucking	Pamela R. Skeriotis	1163 Grovewood Dr.	Tallmadge	OH	44278	330/733-4211	330/733-1442	Summit	nskios@neo.rr.com					E																		
Slusser's Green Thumb, Inc.	Contractor	Landscape, Erosion Control	Cecilia Slusser	PO Box 33	Logansport	IN	46947	574-722-3102		Cass	cvs@slussers.com					E																		
Smarthands Technology, Inc.	Contractor	Electric	Ty Buxton	8157 Green Medows Dr. N., Unit K	Lewis Center	OH	43035	740/548-1248	740/549-9998	Delaware						E																		
Smith Management Group	Services	Environmental Management	Kori J. Andrews	1860 B. Williamson Court	Louisville	KY	40223	502/587.6482		Jefferson	koria@smithmanage.com	KY MBE	KY MBE			E											YES							YES
Smitty's CRD Concrete Services, Inc	Contractor	Concrete	Maurice Smith	7820 Hessen Cassel Rd.	Fort Wayne	IN	46816	260/602-4884	260/447-4678	Allen	smitty7820@frontier.com	IN DBE	IN DBE			E																		
Smitty's CRD Concrete Services,	Contractor	Concrete	Maurice Smith	7820 Hessen Cassel Rd.	Fort Wayne	IN	46816	260/602-4884	260/447-4678	Allen	smitty7820@frontier.com					E																		
Sojane Technologies, Inc.	Supplier	LED, LCD, Plasma Lighting	Rajesh Shah	7526 E. 82nd St. Ste. 110	Indianapolis	IN	46256	317/915-1059		Marion	amarrow@sojanetech.com	I D/MBE	I D/MBE			E								YES							YES	YES		
Solid Core Contracting, LLC	Contractor	Concrete, Masonry, Landscape		11258 Cornell Park Dr., Suite 600	Cincinnati	OH	45242	513-307-2570		Hamilton						E																		
Solid Network Solutions, LLC	Sales	Computer equipment & accessories	Maria Curcio	326 Brandon Boulevard	Freehold	NJ	7728	732-863-7080		#N/A	mcurcio@solidnetsol.com	I DBE	I DBE																					
Solid Rock Construction Services	Contractor	Demolition, Excavation, Trucking		1350 Galena Pike	West Portsmouth	OH	45663	740-858-3111		Scioto						E																		
Solo Diagnostics Incorporated	Sales	Supplies Medical	Chester Booker	500 South Polk Street, Ste 6R	Greenwood	IN	46143	317/865-3950		Johnson	solodiagnostics@aol.com	I DBE	I DBE																					
Solo Steel Erectors	Contractor	Steel Erection	Steve Johnson	P O Box 11772	Indianapolis	IN	46201	317/797-8963	317/352-0506	Marion	twc3177978963@earthlink.net	IN DBE	IN DBE			E																		
Sophia Yu Consulting, Inc.	Business professional/management services		Sophia Yu	7661 Provincial Drive, #304	McLean	VA	22102	703/288-3625		#N/A	sophia-yu@syc-in.com	I DBE	I DBE																					
Southeast Pallet, Inc.	Trucking	Trucking	Wendy J. Roberts	4255 Old Wheeling Rd.	Zanesville	OH	43701	740/453-7374		Muskingum	sepiservices@hotmail.com					E																		
Southeast Stair, Inc	Brokers		Asenath Buttram	P. O. Box 851	Goodlettsvill	TN	37070	615/230-7848		#N/A	ramasenath@msn.com	I DBE	I DBE																					
Southern Pipeline Construction Company	Contractor	Utilities, Water/Sewer, Electric	Aneisa Blair	1272 Old Fern Valley Rd.	Louisville	KY	40219	502/966-5195	502/966-5122	Jefferson	soupipe2@bellsouth.net					E																		
SPAAN Tech, Inc.	Engineering	Construction Services	Smita Shah	311 S. Wacker Drive, Suite 2400	Chicago	IL	60606	312/277-8800	312/277-8808	#N/A	sshah@spaantech.com	IN DBE	IN DBE			E																		
SPAAN Tech., Inc.	Contractor	Const. Management, Water/Sewer, Electric	Smita Shah	311 S. Wacker Dr., Suite 2400	Chicago	IL	60606	312/277-8800	312/277-8808	#N/A	sshah@spaantech.com					E																		
Sparks Professional Services, Inc.	Contractor	Trucking, Excavation, Highway/Bridge Construction	Roderick D. Sparks	171 Homewood Ave., S.E.	Warren	OH	44483	330/553-6444	330-373-0926	Trumbull	sparksproserv@hotmail.com					E																		
Spartan Construction Inc.	Construction	Demo, Lighting	Dianne Brossart	1619 Distribution Drive	Burlington	KY	41005	859/371-3538	859/371-2786	Boone	joegarera@spartanconstruction.com	IN DBE	IN DBE		Y	E		YES	YES												YES	YES	YES	YES
SPCC, Inc.	Engineering	Environmental	Jaye Lampert	9026 Buckthorne Court	Indianapolis	IN	46260	317-876-0485		Marion	spccinc@comcast.net	I DBE	I DBE			E																		
SPCI, Inc.	Contractor	Painting	Constance	997 S. S.R. 39	Danville	IN	46122	317/745-2959		Hendricks	schmittpainting@sbcglobal.net					E																		
Specialty Sales, Inc.	Industrial Parts and Supplies		E. Cruickshank	17501 113th Avenue North	Maple Grove	MN	55369	612-428-4087		#N/A	mainssi@att.net	I DBE	I DBE																					
Spectrum Contracting Services, Inc.	Contractor	Curb/Gutter, Paving, Sidewalk, Drainage, Water/Sewer, Demolition, Masonry	Donnie Tucker	108 Wind Haven Dr., Suite B	Nicholasville	KY	40356	877/561-4957		Jessamine	dtucker@spectrumcontract.com	KY DBE CERT	KY DBE CERT			E																		
SPECTRUM SEALING PRODUCTS	Sales	Supplier Septic	Mrs. Nancy O'Connor,	P. O. Box 37251	Cincinnatti	OH	45222	513-641-0999	513-482-3309	Hamilton	nancyoconnor@fuse.net	KY DBE	KY DBE		Y																			
Spectrum Sealing Products, LLC	Supplier	Construction	Nancy O'Connor	P.O. Box 37251	Cincinnatti	OH	45222	513-641-0999	513-482-3309	Hamilton	nancyoconnor@fuse.net					E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
Spider Enterprises, LLC	Contractor	Steel, Concrete	Charlotte Dymarkowski	5445 County Rd. 19	Wauseon	OH	43567	419/445-2300	419/445-2700	Fulton	charlotte@foundationsteel.net					E																		
Spradlin Transport	Trucking									#N/A	holly.spradlin@gmail.com	KY DBE CERT	KY DBE CERT																					
Spradlin Transport, LLC	Trucking	Trucking	Holly Spradlin	110 Seattle Slew St.	Georgetown	KY	40324	502/570-4222	502/867-6595	Scott	holly.spradlin@gmail.com					E																		
Springfield Plumbing	Contractor	Plumbing	Robert Springfield	1903 W. Market St.	Louisville	KY	40203	502/587-8281		Jefferson	rkds@bellsouth.net	KY DBE CERT	KY DBE CERT					YES						YES										YES
Springfield Plumbing, Inc.	Contractor	Plumbing	Robert A. Springfield	1903 W. Market St.	Louisville	KY	40203	502-587-8281	502-587-8289	Jefferson	rkds@bellsouth.net																							
SS Training & Management, LLC	Services Tech. Writing	Const. Materials	Sharon Stillman	11924 Homestead Heights Drive	St. John	IN	46373	219/730-1116		Lake	sstraining.grant@gmail.com	I DBE	I DBE																					
St. John Trucking, Inc.	Trucking	Excavation, Trucking, Aggregates, Asphalt, Demolition	Janet St. John	3625 W. US Hwy 50	North Vernon	IN	47265	812/346-4824	812/346-8419	Jennings	stjohntrucking@seidata.com	IN DBE	IN DBE			E																		
Stacey A. Lockridge	Trucking	Trucking		5707 Orchard Ave.	Parma	OH	44129	216-440-0408		Cuyahoga	s.lockjawtrucking@yahoo.com					E																		
Stamper Excavating, Ltd.	Contractor	Excavation, Trucking	Janie D. Stamper	2390 Marion Melmore Rd.	Bucyrus	OH	44820	740/482-8010	740-482-8010	Crawford						E																		
Standard Coating Service Inc.	Contractor	Painting	A.k. Das	P.O. BOX 44775	Indianapolis	IN	46244	317/331-8826	317/536-2310	Marion	standcoat@sbcglobal.net	IN DBE	IN DBE			E		YES						YES							YES		YES	YES
Standard Coating Service, Inc.	Contractor	Painting	Arup Das	511 E. Troy Ave., PO Box 44775	Indianapolis	IN	46203	317/331-8826	317/536-2310	Marion	standcoat@sbcglobal.net					E																		
Standard Electric Co., Inc.	Contractor	Electric	Lois Coy	1605 S. English Station Rd.	Louisville	KY	40299	502/253-9885	502/253-9887	Jefferson						E																		
Standish Steel, Inc.	Contractor	Concrete, Steel, Aggregates, Masonry	Laura Waggoner	280 Standish Steel Dr.	Bedford	IN	47421	812/834-5255		Lawrence	contact@standishsteelinc.com					E																		
Star Concrete & Construction	Contractor	Concrete, Masonry	Zaklina Nikolic	9646 Idlewood Dr.	Cleveland	OH	44144	216/661-6365	216/661-3108	Cuyahoga	starccw@yahoo.com					E																		
Starnes Trucking, Inc.	Trucking	Trucking	Brenda Cooper	1539 S 100W	Princeton	IN	47670	812/385-5628	812/385-8338	Gibson	brenda@hardestyfamily.net	IN DBE	IN DBE			E																		
Start 2 Finish Excavating, Inc.	Contractor	Excavation, Demolition, Clearing, Water/Sewer	Julia M. Frazee	11 Kimmel Rd.	Clayton	OH	45315	937/657-8521	937/832-9790	Montgomery	starttofinish4@aol.com					E																		
State Barricading, Inc.	Services	Metal Fabrication	Esther Michalski	24963 US 20 West	South Bend	IN	46628	574/287-2078	574/287-1744	St Joseph	statebarricade1@aol.com	IN DBE	IN DBE			E																		
Statewide Trucking, Inc.	Trucking	Trucking	Marie J. Graves	P.O. Box 9249	Fort Wayne	IN	46809	260/478-1651	260-747-1644	Allen	office@statewidetrucking.comcastbiz.net	IN DBE	IN DBE			E																		
Steel Erectors International, Inc.	Contractor	Steel		553 W. Rich St.	Columbus	OH	43215	614-220-9371	614-358-1009	Franklin	ccsei@aol.com					E																		
Stephen J. Christian & Associates, P.C.	Engineering	Civil	Sherly George	9102 North Meridian Street	Indianapolis	IN	46260	317/566-0629	317/566-0633	Marion	sgeorge@sjcassoc.com	INDOT DBE	INDOT DBE			E																		
Stephens Appraisal Service	Sales	Real Estate	Brenda Johnson-Stephens	5209 Winston Drive	Indianapolis	IN	46226	317/546-3009		#N/A	stephensappraisal@comcast.net	I DBE	I DBE																					
Steve Tyson	Trucking	Trucking	Steve Tyson	7246 Camrose Ct.	Huber Heights	OH	45424	419/344-3208		Montgomery						E																		
Stevenson Crane Service, Inc.	Contractor	Crane Rental	Donna Stevenson	410 Stevenson Drive	Bolingbrook	IL	60440	630/972-9199	630/972-0303	#N/A	donna@stevensoncrane.com	IN DBE	IN DBE																		YES	YES		
STG Group Inc	Consultant	IT	Saeed Gbadamosi	2090 Hewitt Ave	Dayton	OH	45440	937/436-8988		Montgomery	saeed@stggroupinc.com	I DBE	I DBE																					
STG Group, Inc.	Contractor	Fuel	Saeed Gbadamosi	PO Box 750545	Dayton	OH	45475	937/436-8988	937/436-8966	Montgomery	saeed@stggroupinc.com					E																		
sTi Construction, Inc.	Contractor	Highway/Bridge Construction	Cheryl M. Fouts	3410 E. 7th Ave.	Columbus	OH	43219	614/239-0913	614-239-1205	Franklin						E																		
Stone & Rhodes Trucking Company, Inc.	Trucking	Trucking	Vechelle Rhodes-Sanders	2301 N. Winthrop Avenue	Indianapolis	IN	46205	317-926-3381	317-921-1567	Marion	dumptrucks@stoneandrhodestrucking.com	IN DBE	IN DBE			E																		
Stone in Stone, LLC	Contractor	Landscape	Anthony Stone	4020 Eisenhower Dr.	Indianapolis	IN	46254	317/280-0599	317/291-5095	Marion	astone0913@yahoo.com					E																		
Stormwater & Floorplain Eng., LLC	Consultant	SWPPP	Rajindra Gosine	59 Carriage Lake Dr.	Brownsburg	IN	46112	317/605-6495		Hendricks	raj@sfe-in.com	INDOT DBE	INDOT DBE			E																		
Storrow Kinsella Associates, Inc.	Engineering	Support Services	Margaret Storrow	212 W. Tenth Street, Studio A-440	Indianapolis	IN	46202	317-639-3420	317-639-2425	Marion	storrow@storrowkinsella.com	INDOT DBE	INDOT DBE																					
Storrow Kinsella Partnership, Inc.	Engineering	Civil	Margaret Storrow	212 W. Tenth Street, Studio A-440	Indianapolis	IN	46202	317-639-3420		Marion	storrow@storrowkinsella.com	I DBE	I DBE			E																		
Stowe's Mowing & Landscaping, LLC	Contractor	Landscape, Water/Sewer, Erosion Control	Durell Stowe	7927 Kersey Dr.	Indianapolis	IN	46236	317/919-9922	317/823-2498	#N/A	info@stoweslandscaping.com					E																		
Stowe's Mowing &	Contractor	Landscape	Durell Stowe	7927 Kersey Drive	Indianapolis	IN	46236	317/919-9922	317/823-2498	Marion	info@stoweslandscaping.com	IN DBE	IN DBE			E																		
STP Painting, Inc.	Contractor	Painting	Kevin Hughes	P.O. Box 18214	Indianapolis	IN	46218	317/250-5521		Marion	softtouch09@sbcglobal.net	I DBE	I DBE			E																		
Strategic Business Services, Inc.	Services	Construction Management	Lorine Samuels	19710 S Governors Highway, Suite 1	Homewood	IL	60430	708-957-0022		Cook	lorine@sbsbusiness.com	I DBE	I DBE			E																		
Strategic Communications, LLC	Services	Security	Kathy Mills	1961 Bishops Lane	Louisville	KY	40218	502-493-7234		Jefferson	kmills@strategiccommunication.net	I DBE	I DBE			E																		
Strategic Tire Solutions, LLC	Services	Auto Equipment	James Gray	25 Woods Lake Road, Suite 321	Greenville	SC	29607	864/242-0848		#N/A	Algray@strategictire.com	I DBE	I DBE																					
Stratman Trucking	Trucking	Trucking	Kathie Stratman	11866 Bluebell Road	Elbertfeld	IN	47613			Warrick	halo55@verizon.net	I DBE	I DBE			E																		
Strike Group LLC	Supplier	Electrical	Lane Coleman	18800 Fairway Drive	Detroit	MI	48221	313/586-0003		#N/A	lanec@strikegroup.org	I DBE	I DBE																					
Strike Group, LLC	Contractor	Electric	Lane Coleman	PO Box 21954	Detroit	MI	48221	313/586-0003	313/586-0003	#N/A	lanec@strikegroup.org																							
STRIPING SOLUTIONS, LLC	Contractor	Traffic Control, Pavement Marking	Mrs. Bree Blevins,	350 R Place Lane,	Vanceburg	KY	41179	606-796-9702	606-796-9702	Lewis	bblevins@windstream.net	KY DBE	KY DBE		Y	YES																		
Structure Designs, Inc.	Design	Engr. Arch.	Olufemi Oladeinde	9678 Summerslakes Dr.	Carmerl	IN	46032	317/750.3390		Hamilton	oao@structuredesignsinc.com	IN DBE	IN DBE			E								YES				YES			YES	YES	YES	YES
Student Driver INC d/b/a Student Driver Magnets.com	Sales	Magnets	Judy Marti	2516 Alamede Rd.	Louisville	KY	40205	502/452.2200		Jefferson	jmarti@studentdrivermagnets.com																							
Studio A of Indianapolis	Engineering	Design Landscape/Arch	Ann Mouser	9511 E. 96th Street	Indianapolis	IN	46256	317/585-0834	317/585-0834	Marion	amouser@studioaindy.com	IN DBE	IN DBE			E																		
Sue A. Meyers, Inc.	Trucking	Trucking	Sue Meyers	Route 2 Box 138	Wayne City	IL	62895	618-895-2215	618-895-2655	#N/A	saminc91@yahoo.com	IN DBE	IN DBE			E																		
Sullivan Construction, Inc.	Contractor	Commercial Construction	Megan Sullivan	P.O. Box 356	Paoli	IN	47454	812/723-5640	812/723-0538	Orange	msullivan@sullivanconstruction.net	IN DBE	IN DBE			E																		
Summers Grading Service, LLC	Contractor	SWPPP	Charlene Summers	7917 Old HWY 60	Sellersburg	IN	47172	812/246-4839	812/248-0771	Clark	dcsummers@sbcglobal.net	IN/KY DBE	IN/KY DBE		Y	E																		
Summit Fence Supply, LLC	Contractor	Fencing, Const. Materials		1424 Waters Edge Dr.	Akron	OH	44313	330-923-4214	866-841-8023	Summit	jon@summitfencesupply.com					E																		
Superior Enterprises Unlimited, LLC	Trucking	Trucking	Mark Corbin	3405 Hamilton Rd. Ste. 30	Columbus	OH	43232	614/834-9888		Franklin	mar.superiortruck@att.net	IP	IP			E															YES			
Superior Environmental Remediation90, In	Consultant	Environmental	Emma Sirhan	2101Lincolnway East	Mishawaka	IN	46554	574/256-1490	574/256-1491	St Joseph	emma@ser90.com	INDOT DBE	INDOT DBE			E																		
Superior Fence and Builders	Contractor	Fencing		6925 Bessemer	Cleveland	OH	44127	216-883-3477	216-883-3628	Cuyahoga						E																		
Superior Maintenance Co.	Services	Facility Maintenance	Kevin Shurn	618 D Westport Rd.	Elizabethtown	KY	42701	270/769-2553		Hardin										YES														YES
Sutton Heating & Cooling, Inc.	Contractor	HVAC	Carolyn Sutton	2563 S. Old Decker Rd.	Vincennes	IN	47591	812/882-3333		Knox	suttonhvac@sbcglobal.net																							
Suzett Moffitt	Services	Cleaning	Suzett Moffitt	PO Box 18122	Indianapolis	IN	46218	317/605-6904		Marion	suzettmoffitt@yahoo.com	I DBE	I DBE																					
S-WALK CORPORATION d/b/a SEVEN SEAS CONSTRUCTION	Contractor	Landscape, Sidewalk, Curb & Gutter, Steel, Metal, Demolition, Drainage, Concrete, Clearing/Grubbing, Paving	Mr. Soran Walker,	P. O. Box 16997, 4125 Algonquin Pkwy	Louisville	KY	40256	502-231-7395	502.409.9582	Jefferson	swalker@sevensc.net	IN/KY DBE	IN/KY DBE		Y	E	YES											YES			YES	YES		YES
Sycamore Advisors, LLC	Consultant	Financial	Patricia Vise	612 East 13th St.	Indianapolis	IN	46202	317/631-1900		Marion	pvise@sycamoreadvisors.com	IN DBE	IN DBE					YES	YES					YES							#######	YES	YES	YES
Sylvester Powell Landscaping	Contractor	Landscape	Sylveter Powell	3125 Forest Manor Ave.	Indianapolis	IN	46218	317/545-7396	317/545-7396	Marion	sylvesterlandscaping@gmail.com	IN DBE	IN DBE			E																		
Synergy Environmental Solutions Group In	Consultant	Environmental	Ashly Insco	4523 Earlham Drive	Indianapolis	IN	46227	317-294-0086		Marion	synergy@synergyenv.com	I DBE	I DBE			E																		
Synthesis, Incorporated	Engineering	Architecture	Jenelle Smagala	251 N. Illinois Street, Ste 200	Indianapolis	IN	46204	317/951-9500		Marion	leitner@synthinc.com	I DBE	I DBE			E																		
T & A Contractors, LLC	Consultant	Construction Management	Ail Smith, Jr.	2511 East 46th Street, Suite N-5	Indianapolis	IN	46205	317/536-0472	317/288-3722	Marion	asmith@tandaconllc.com	IN DBE	IN DBE			E																		
T & T Tran, Inc.	Services	Food Industrial	Dieu Tran	3580 Aloma Avenue, Suite 5	Winter Park	FL	32792	407/478-8726		#N/A	dhansen@ltranenterprises.com	I DBE	I DBE																					

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congresman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation: Email	Brochure	Interest Form	Business Card
T Petti, Inc.	Contractor	Concrete		2107 Chimney Ridge Dr.	Madison	OH	44057	440-210-1634	440-378-4030	Lake	contact@northcoasthr.com					E																		
T. C. Redi-Mix, Inc. of Youngstown	Contractor	Concrete	Sherry Andrews	2400 Poland Ave.	Youngstown	OH	44502	330/755-2143	330/755-2281	Mahoning						E																		
T. E. S. T. Electric, LLC	Contractor	Electric		PO Box 201903	Shaker Heights	OH	44120	216-258-6336	216-663-2609	Cuyahoga	bbates808@att.net					E																		
T. M. T., Inc.	Contractor	Landscape	Suzy DuBois	1719 W. 161st St.	Westfield	IN	46074	317/867-3691	317/867-5920	#N/A	dub164@aol.com					E																		
T. R. Construction, Inc.	Contractor	Concrete, Landscape		1007 Bank St.	Akron	OH	44315	330-807-3793	330-436-5055	Summit						E																		
T. W. Benson Trucking, Inc.	Trucking	Trucking		3311 State Road S.	Ashtabula	OH	44004	440-992-6076	440-992-5990	Ashtabula	bensont@windstream.net					E																		
T.M.T., Incorporated	Contractor	Landscape, Erosion Control	Suzy DuBois	1719 West 161st Street	Westfield	IN	46074	317/867-3691	317/867-5920	Hamilton	dub164@aol.com	IN DBE	IN DBE																					
TAB Construction Company, Inc.	Contractor	Concrete, Masonry, Highway/Bridge Construction	William E. Richardson, III	53 Walnut Ave. NE	Canton	OH	44702	330/477-3737	330-454-5228	Stark	wer@tab-construction.com					E																		
TAK Contracting, Inc.	Contractor	Metal, Water/Sewer	Jackie S. Fields	1528 S. 4th St.	Ironton	OH	45638	740/532-1873	740/533-9739	Lawrence						E																		
Tall View Palladium, Inc.	Trucking	Trucking, Excavation	George D. Tuck, III	1728 Troy St.	Dayton	OH	45404	937/263-8586	937/235-1822	Montgomery	tallviewpalladium@sbcglobal.net					E																		
Talley-Air Electrical Mechanical	Contractor	Mechanical	Ronald Talley	3931 N. Graham av.	Indianapolis	IN	46226	317/538-2709	317/545-2998	Marion	talleyronald@sbcglobal.net	INDOT DBE	INDOT DBE			E																		
TAM Construction, Inc.	Contractor	Excavation, Utilities, Landscape		6648 Hudnell Rd.	Athens	OH	45701	740-592-5700	740-592-5705	Athens	tamconstruction@intelliwave.com					E																		
Tarmac Grading & Paving Company	Contractor	Trucking, Erosion Control, Grade/Drain, Paving		3803 Chandlersville Rd.	Zanesville	OH	43701	740-616-0348		Muskingum	tarmacgrading@gmail.com					E																		
Taron Construction and Development LLC	Contractor	Painting, Demo	Connie Williams	P.O. Box 22822	Lousiville	KY	40252	502/387-6077	502/410-10277	Jefferson	taronconstruction@yahoo.com	KY DBE CERT	KY DBE CERT			E														YES		YES		YES
TAS, Inc. Electrical Contractors	Contractor	Electric	Sandra Susor	433 Dearborn Ave.	Toledo	OH	43605	419/693-3353	419/693-3563	Lucas						E																		
Tatum Landscaping & Lawncare,	Contractor	Landscape		3604 Watt Rd.	Gahanna	OH	43230	614-216-1556	614-891-1556	Franklin	tatumka@msn.com					E																		
Taylor Tele-Communications, Inc.	Contractor	Electric	Susan Taylor	3470 Gilchrist Rd.	Mogadore	OH	44260	330/628-5501	330/628-5240	Portage						E																		
Taylor's Structural Imaging	Engineering	CADD								#N/A	taylorsccs@juno.com	KY DBE CERT	KY DBE CERT																					
Taylor's Structural Imaging, LLC	Contractor	Concrete Imaging	Storie Taylor	P.O. Box 830	Franklin	KY	42135	270/598-9400	270/598-9020	Simpson	taylorsccs@juno.com					E																		
TC Randal Construction, LLC	Contractor	Trucking, Landscape, Masonry, Utilities, Excavation, Fuel, Trucking	Christine M. Randal	1106 Bellflower Rd. NW	Minerva	OH	44657	330/863-0048	330/863-1475	Stark	ctrandal@aol.com					E																		
TCR Excavating	Contractor Dirt	Dirt								#N/A	kizzy4004@yahoo.com	KY DBE CERT	KY DBE CERT																					
TDR Associates	Consultant	Business Development.								#N/A	toddpotter1974@gmail.com	KY DBE CERT	KY DBE CERT																					
Team Cruiser Conversion Company	Supplier	Parts	Christopher	3748 W. Morris Street	Indianapolis	IN	46241	317/808-1507		Marion	cbarney@teamcruiser.com	I DBE	I DBE																					
Team Triax By D'Marco Marcs Inc.	Trucking	Trucking	Danny Wilson	3202 W. 34th St.	Indianapolis	IN	46222	317/514-4227		Marion	TeamTriaxInc@gmail.com					E																		
Tech Ready Mix, Inc.	Contractor	Concrete		5000 Crayton Ave.	Cleveland	OH	44104	216-361-5000	216-361-3325	Cuyahoga	mctechadmin@mctech360.com					E																		
Tech Services To Go, Inc.	Services	Lab	Denise Hervey	Two Campbell Plaza	St. Louis	MO	63139	314.644.3134	314.644.3135	#N/A	dhervey@tsi-engineering.com	INDOT DBE	INDOT DBE																					
Tech Team Ohio, LLC	Contractor	Painting		1912 Dandridge Dr.	Columbus	OH	43229	614-714-7272		Franklin	anthony@ohiostatepaint.com					E																		
Technical Controls / Solutions, Inc.	Contractor	HVAC, Electric	Nancy Guisinger	6015 A Highview Dr.	Ft. Wayne	IN	46818	260/416-0329		Allen																								
Technology Consultants, LLC	Contractor	Electric, Lighting	Sandra Temenoff	4415 W. Wallen Rd.	Fort Wayne	IN	46818	260/625-2400		Allen						E																		
Technology Electric	Contractor	Electric	Cathy Stucki	10784 E. 141st St.	Noblesville	IN	46060	317/773-2743		Hamilton	stucki14@sbcglobal.net					E																		
Tectonic Construction	Contractor	Construction	Victor Bacon	233 Copper Creek Circle	Louisville	KY	40222	502.394.0001		Jefferson	victorbacon@otmail.com	KY DBE CERT	KY DBE CERT			E	YES																	YES
TEM Electric Co	Contractor	Electrical	Tom Masterson	3730 Hikes Ave.	Louisville	KY	40218	502.454.0101	502.454.0110	Jefferson	tmasterson@temelectric.com	KY DBE CERT	KY DBE CERT			E	YES											YES						YES
Tennessee Trucking, LLC	Trucking	Trucking	Bobby Majors	10933 Cedar Pine Dr.	Indianapolis	IN	46235	317/987-3544		Marion	tennesseellc@aol.com					E																		
Terry Gollar Trucking, Inc.	Trucking	Trucking	Sandy Gollar		Louisville	KY	40299	502/957-3423		Jefferson	sandygollar@hotmail.com	K WBE	K WBE			E			YES															YES
Tes Tech	Services	Business Development.	Billy Bright	11505 Commonwealth Dr. Ste 104	Louisville	KY	40299	502/261-0462		Jefferson	billybright@gmail.com					E			YES															YES
TesTech, Inc.	Engineering	Design	Sherif Aziz	8534 Yankee Street	Dayton	OH	45458	937/435-3200		Montgomery	aziz@testtechinc.com	I DBE	I DBE			E																		
TGRF Excavation, Inc.	Contractor	Excavation, Digging	Paulette Name	2280 W. 300 S.	Kokomo	IN	46902	765/453-3197		Howard	paulette-tgrfinc@comcast.net					E																		
Tharp, Leonard J.	Contractor	Highway Const., Asphalt Paving, Trucking, Aggregates		P.O. Box 30137	East Canton	OH	44730	330-453-5022	330-456-1718	Stark						E																		
The "U" Company	Services	Process Management								#N/A	theucompanyllc@gcolnet	KY DBE CERT	KY DBE CERT																					
The "U" Company, LLC	Contractor	Landscape, Fencing, Erosion Control	Michelle Uphold	453 Mae West Rd.	Confluence	PA	15424	724/329-5627	724/329-0393	#N/A																								
The Al-Chalabi Group, Ltd.	Consultant	Construction Management	Margery Al-Chalabi	330 W. Diversey Parkway, Suite 1403	Chicago	IL	60657	773-871-0900		Cook	acgtran@aol.com	I DBE	I DBE			E																		
The Artis Group, Inc	Consultant	Construction Management	Sherman Artis	459 Allana Court	Stone Mountain	GA	30087	770/498-7727	770/498-7728	#N/A	sherman@theartisgroup.com	IN DBE	IN DBE																					
The Bryant Group, Inc.	Consultant	Construction Management	Mark Bryant	3333 N. Illinois Street, Ste 10	Indianapolis	IN	46208	317-423-0609		Marion		I DBE	I DBE			E																		
The Carson Brown Group, Inc.	Supplier	Parts	Sherman Carson	2179 Grant Street, Suite A	Gary	IN	46404	219/977-9645		Lake	mbrown@carsonbrowngroup.com	I DBE	I DBE																					
The Consultants Consortium, Inc.	Engineering	Design Systems	Steven Maudlin	1099 N. Meridian Street	Indianapolis	IN	46204	317/638-0173		Marion	smaudlin@e-tcc.com	I DBE	I DBE			E																		
The Dessert Gallery LLC	Sales	Desserts	Donna Little	P.O. Box 221695	Louisville	KY	40202	502/326.0700		Jefferson	dessertgallery@gmail.com																							
The Etica Group	Consultant	Consultant	Jessica Nickloy, Assoc AIA	7172 N. Keystone Ave, Ste. G	Indianapolis	IN	46240	317/908-2017		Marion	jnickloy@eticagroup.com	IN WBE	IN WBE			E					YES													YES
The Finishing Touch, LLC	Services	Cleaning	Vickie Thompson	1018 South 4th Street	Louisville	KY	40203	502/558-6073		Jefferson	fnshng1tch@aol.com	I DBE	I DBE																					
The Fishel Company	Contractor	Utilities	Rebecca Blackstone	1366 Dublin Rd.	Columbus	OH	43215	614/274-8100	614/274-6794	Franklin	rhblackstone@teamfishel.com	IN DBE	IN DBE			E																		
The Great American Landscape, Inc.	Contractor	Landscape, Erosion Control	Patricia Rompca	P.O. Box 235	Dyer	IN	46311	219/322-7033	219/322-4419	Lake	thegreatamericanlandscape@msn.com	IN DBE	IN DBE			E																		
The Hoosier Company	Supplier	Guardrail and Fences	Cheryl Englehart	PO Box 681064	Indianapolis	IN	46268	317-872-8125		Marion	hoosierco@hoosierco.com	I DBE	I DBE			E								YES				YES						YES
The Kenstruxn-Group, LLC	Contractor	HVAC, Electric, Doors, Plumbing	Cynthia L. Troutman	3100 E. 45th St., Suite 236	Cleveland	OH	44119	216-299-7784	216-341-5900	Cuyahoga	kenstruxngroup@yahoo.com																							
The Lawn King	Contractor	Landscape	Floyd Wilson	1010 Mount Street	Gary	IN	46406	219/944-7084	219/944-7084	Lake	earthcompanion@att.net	IN DBE	IN DBE			E																		
The MAHARRIS Group	Trucking	Trucking	Matilda A. Harris	6100 Oak Tree Blvd.	Independence	OH	44131	216/986-2700	216/986-2707	Cuyahoga						E																		
The Mardrian Group	Contractor	General Contractor	Brad Mook	P.O. Box 16069	Louisville	KY	40256	502.776.2749		Jefferson	THG@TMGKY.com	KY DBE CERT	KY DBE CERT			E		YES		YES				YES								YES		YES
The Mardrian Group, Inc.	Services	Construction Management	Brad Mook	2350 New Millenium Dr., PO Box 16069	Louisville	KY	40126	502/776-2749	502/776-5897	#N/A	brad@tmgky.com					E																		
The McCormick Group	Consultant	Construction Management	Mattie McCormick	8888 Keystone Crossing, Suite 1300	Indianapolis	IN	46240	317-575-4126		Marion	matti.mccormick@comcast.net	I DBE	I DBE			E																		
The Phelps Group	Contractor	Concrete	Christine Phelps	8501 Bates Rd.	Louisville	KY	40228	502/749-9242	502/749-9243	Jefferson						E																		
The Randall's Construction Co., LLC	Contractor	Masonry, Concrete	Jacqueline	455 S. 4th St., Suite 825	Louisville	KY	40202	502/533-1828	502/581-0865	Jefferson						E																		
The Righter Company, Inc.	Contractor	Landscape		2424 Harrison Rd.	Columbus	OH	43204	614-272-9700	614-274-3325	Franklin	brad@rightercompany.com					E																		
The Rosk Group, Inc.	Engineering	Architecture	Nhi Chi	7002 N. Graham Road, Suite 105	Indianapolis	IN	46220	317-849-8442	317-894-8840	Marion	trg@roskgroup.com	INDOT DBE	INDOT DBE			E																		

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

																WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Response to WVB Solicitation			
Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.																Email	Brochure	Interest Form	Business Card
The Sandel Corporation	Contractor	HVAC, Plumbing		P.O. Box 307262	Gahanna	OH	43230	614-475-5898	614-475-6790	Franklin	ksandel@sandelcorp.com																							
The Sign Store, Inc.	Contractor	Signage	Martha Reynolds	101 W. Eads Pkwy.	Lawrenceburg	IN	47025	812/537-0102		Dearborn	signstore@comcast.net					E																		
The Tree Man, Inc.	Contractor	Landscape	Adam Garay	2723 W. 23rd St.	Anderson	IN	46011	317/370-9330	765/683-9201	Madison						E																		
The Vallejo Co., Inc.	Contractor	Excavation, Water/Sewer, Trucking	Peter V. Vallejo	4429 State Red., Suite 24	Cleveland	OH	44109	216/741-3933	216/741-3997	Cuyahoga						E																		
The Westerly Group Inc.	Contractor	Interiors	Camille Fife	PO Box 404	Madison	IN	47250	812/273-8826		Jefferson	wgimadison@aol.com	I DBE	I DBE																					
Third Rock Consultants, LLC	Consultant	Environmental, Landscape	Molly Foree Davis	2526 REGENCY ROAD	Lexington	KY	40503	859/977-2000	859/977-2001	Fayette	mforee@thirdrockconsultants.com	INDOT DBE	INDOT DBE			E																		
Thomas & Reed, LLC	Services	Financial	E. Thomas	8925 North Meridian Street, Suite	Indianapolis	IN	46260	317/571-7600		#N/A	elthomas@trllc-cpa.com	I DBE	I DBE																					
Thomas Bros. Landscaping, Inc.	Contractor	Trucking, Landscape, Highway/Bridge Construction	Alexander Thomas, Jr.	3690 E. 103rd St.	Cleveland	OH	44105	216/429-0322	216/429-0322	Cuyahoga						E																		
Thomas House	Contractor	Paint Stripper	Temora House	P.O. Box 794	Louisville	KY	40201	502/291-7923		Jefferson	thomassr@thomashouse.com								YES				YES									YES		YES
Thomko Distribution, Inc.	Contractor	Fuel	Anton Thompkins	3110 W. 5th Ave.	Gary	IN	46406	219/977-9660	219/977-9665	Lake						E																		
Thompson Iron & Construction Company	Contractor	Steel, Rebar, Metal	K. Thompson	PO Box 64543	Gary	IN	46406	219/989-0887	219/989-0883	Lake	thomiron2129@sbcglobal.net	IN DBE	IN DBE			E																		
Thornton & Associates	Staffing									#N/A	erlyj@thorntonsurvey.com	KY DBE CERT	KY DBE CERT																					
TiCam Enterprises, LLC	Services	Construction Management	Stephanie Oden	2502 W. Carter St.	Kokomo	IN	46901	765/437-1325		Howard	stephanie@stephanieoden.com	I DBE	I DBE			E																		
Tiger Concrete Construction, Inc.	Contractor	Concrete, Trucking	Lisa Miller	618 Spring Valley Dr.	Indianapolis	IN	46231	317/244-1962		Marion	tigerconcrete@sbcglobal.net					E																		
Tim White Trucking	Trucking	Trucking	Timothy White	PO Box 2911	Anderson	IN	46018	765/278-5218	765/622-0211	Madison	helath@hrcconsulting.net					E																		
Timeline Express, LLC	Trucking	Trucking		373 Sheryl Dr.	Pickerington	OH	43147	614-829-7285	614-829-7285	Fairfield						E																		
Timing Logistics	Trucking	Trucking	Tony Brummett	8557 Bash St., Suite 104	Indianapolis	IN	46256	317/284-1432		Marion	tbrum@timinglogistics.com					E																		
Titan Associates, Inc.	Supplier	Construction	Laura Sniadecki	25 E. McCarty St.	Indianapolis	IN	46225	317/632-8315	317/632-8322	Marion	laura@agmaas.com					E																		
TJ Mack Building & Grounds	Contractor	Landscape	David Gillum	PO Box 26145	Indianapolis	IN	46226	317/536-2347	317/536-8508	Marion	wdaveg@yahoo.com					E																		
TK Electric, LLC	Contractor	Electric	Kathryn Taylor	7329 McConnell Ave.	Lowell	IN	46356	219/696-7311		Lake	tkelectric@sbcglobal.net					E																		
TKT & Associates	Consultant	Public Relations, Bus. Dev.	Christy R. Jarboe	9200 Shelbyville Rd., Ste. 600	Louisville	KY	40222	502/499-9440		Jefferson	christy@tktandassociates.com	KY DBE CERT	KY DBE CERT			E			YES	YES				YES							YES	YES		YES
TM SysTech LLC	Engineering	Support Services	Wen Jiang	1075 Broad Ripple Ave.	Indianapolis	IN	46220	317/883-9180		Marion	yzhang@tm-systech.com	INDOT DBE	INDOT DBE			E																		
TMC Contractors, Inc.	Contractor	Concrete	Kevin Thomas	1100 Delaware Street	Gary	IN	46407	219-886-2394		Lake	tmccontractors@hotmail.com	I DBE	I DBE			E																		
TMG Services, Inc.	Trucking	Trucking, Excavation	Linda Frazier	8100 Grand Ave., Suite 100	Cleveland	OH	44104	216/431-6166	216/431-6186	Cuyahoga						E																		
T-N-T Tabler Construction Corporation	Contractor	Masonry, Utilities, Aggregates, Landscape, Const. Equipment		1008 Arbor Rd.	Minerva	OH	44657	330-895-4891	330-895-4899	Stark	tabler_beetle@yahoo.com					E																		
TNT Trucking Services, LLC	Contractor	Excavation, Trucking, Masonry, Aggregates	Derrick V. Tarrance	4950 Payne Ave.	Dayton	OH	45414	937/776-6716	937/278-1100	Montgomery	tnttrucking@att.net					E																		
Toledo Tin Knockers	Contractor	HVAC		39 Vance St.	Toledo	OH	43604	419-917-3345	419-913-4173	Lucas	randallhueston@yahoo.com																							
Tom Mayle & Sons Construction, Inc.	Contractor	Landscape, Excavation, Highway/Bridge Construction	Gregory Mayle	1635 S.R. 550	Bartlett	OH	45713	740/551-2731	740/551-2305	Washington	mayleconstruction@hotmail.com					E																		
Toni Levy & Associates, Inc.	Contractor	Electric, Water/Sewer,	Toni Levy	1608 W. Broadway, Suite 100	Louisville	KY	40203	502/566-3030	502/566-3035	Jefferson	tl@tonilevya.com					E																		
Tonies Productions, Inc.	Contractor	Painting		277 Bluff St.	Akron	OH	44304	330-907-8558		Summit	vjtonies@aol.com					E																		
Top Line Consulting	Services	Construction Management	Charles Kelley	5119 Winston Drive	Indianapolis	IN	46226	317/695-0644		Marion	clakelley@earthlink.net	I DBE	I DBE			E																		
Total Electrical Mechanical	Contractor	Electric, HVAC	Ronald Talley, Sr.	3931 N. Graham Ave.	Indianapolis	IN	46226	317/538-2709		Marion	talleyronald@sbcglobal.net					E																		
Traffic & Roadway Technologies Corp	Contractor	Traffic Control	Harry K. Oyler	1577 Fry Rd.	Greenfield	IN	46142	317/887-6981		Johnson	hkenoyler@comcast.net					E																		
Traffic Control Specialists, Inc	Contractor	Traffic Control	Tracey Triska	301 W Hamilton Drive	Knox	IN	46534	574/772-7001	574/772-7002	Starke	tcs@tcspecialists.net	IN DBE	IN DBE			E																		
Traffic Control Specialists, Inc.	Contractor	Traffic Control	Tracey Triska	301 W. Hamilton Dr.	Knox	IN	46534	574/772-7001	574/772-7002	#N/A	tcs@tcspecialists.net					E																		
Traffic Detectors & Signs, Inc.	Contractor	Electric, Traffic Control, Signage	Leila M. Meris	7521 Forest Hill	Youngstown	OH	44514	330/707-9060	330/707-9066	Mahoning	lmmeris@aol.com					E																		
Traffic Made Simple, LLC	Engr. Design		Maureen Jensen	2355 Fairview Ave, Suite 114	Roseville	MN	55113	651/261-9007		#N/A	mjensen@trafficmadesimple.com	I DBE	I DBE																					
Traffic Signal Company	Contractor	Traffic Control	Christine Doron	8802 Bash Street, Suite E	Indianapolis	IN	46256	317/594-9259		Marion	cjdoron@trafficsignalcompany.com	I DBE	I DBE			E																		
Traffic Signs and Supply INC.	Traffic Control		Bonnie Ray					(270) 325-3521		#N/A	tss.inc1287@yahoo.com	In Progres	In Progres																					
Trans 1 Graphix Corp.	Services	Multi Media	Terrance Hooks	5834 West Port Dr.	McCordsville	IN	46055	317/809-0852	317/336-7530	Hancock	thooks@trans1graphix.com	IN DBE	IN DBE																					
Transafe, Inc.	Contractor	Ad Agency	Betty Sue Parks	1625 Spectrum Dr.	Lawrencevill	GA	30043	770/962-2222		#N/A	bettysue@transafeproducts.com																							
Transit Media, LLC	Services	Ad Agency	Michele Cherry-Joseph	7936 Inishmore Way	Indianapolis	IN	46214	317-216-8516		Marion	info@transitmediaads.com	I DBE	I DBE			E																		
TranSmart Technologies, Inc.	Engr. Transportation		Jing Li	2802 Coho Street, Suite 102	Madison	WI	53713	608/268-3911	608-273-4783	#N/A	connie@trafficonline.com	INDOT DBE	INDOT DBE																					
Transportation Resources Management	Engineering	Design	Elena Constantine	5495 Fawnbrook Lane	Dublin	OH	43017	614-764-0243		Franklin	econstantine@sbcglobal.net	I DBE	I DBE			E																		
TransSolutions, LLC	Engr. Support		Gloria Bender	PO Box 155486	Fort Worth	TX	76155	817-359-2950	817-359-2959	#N/A	bhargrove@transsolutions.com	INDOT DBE	INDOT DBE																					
Tressler Contracting	Contractor	Excavation, Dredging, Trenching	Esther Tressler	3450 W. 250 S.	Kokomo	IN	46902	765/453-3067		Howard	esthertressler@comcast.net					E																		
Tri-County Steel, Inc.	Contractor	Steel, Landscape	Debra Kellams	3120 16th St.	Bedford	IN	47421	812/275-3304		Lawrence	dkellams@tima.com					E																		
Trinity Mechanical, LLC	Contractor	HVAC, Mechanical	Kerry K. Jones	1125 Brookside Avenue, Suite 600	Indianapolis	IN	46202	317/624-9546		Marion	trinitymech@msn.com	I DBE	I DBE																					
Trio Trucking, Inc.	Trucking	Trucking		7750 Reinhold Dr.	Cincinnati	OH	45237	513-679-7100	513-821-0230	Hamilton	simmons.ce@onecalldoesall.com					E																		
Triple A Construction, LLC	Contractor	Masonry, Aggregates		37105 Opal Dr.	Barnesville	OH	43713	740-425-3710	740-425-9060	Belmont	bradallar@yahoo.com					E																		
Triplett Striping, Inc.	Contractor	Concrete, Paving	Maria Triplett	1010 Providence Way	Clarksville	IN	47129	812/948-6691	812/948-0266	Clark						E																		
Tri-Star Engineering	Engineering	Design	Priya Wharton	1414 H Street	Bedford	IN	47421	812-277-0208		Lawrence	tom_garner@star3.com	I DBE	I DBE			E																		
Tri-State Cold Formed Steel Components	Supplier Metal									#N/A	smelvin@tri-statecfs.com	KY DBE CERT	KY DBE CERT																					
Tri-State Cold Formed Steel Components, LLC	Contractor	Steel	Stuart C. Melvin	140 Arnold Dr., Suite 1	Shepherdsville	KY	40165	502/957-1234	502/957-1230	Bullitt	smelvin@tristatecfs.com					E																		
Tri-State Concrete Construction, Inc.	Contractor	Excavation, Highway/Bridge Const.	Manisha B. Kotian	9200 Montgomery Rd., Suite 15A	Cincinnati	OH	45242	513/984-3909	513/984-3914	Hamilton	ken@tri-statecc.com					E																		
Tri-State Painting Company, Inc.	Contractor	Painting	Kewbee	2217 St. Joseph Industrial Park Dr.	Evansville	IN	47720	812-424-6334		Vanderburgh	qb@tsp-usa.com					E																		
Tri-State Plastics	Supplier Plastics									#N/A	lschnei595@fuse.net	KY DBE CERT	KY DBE CERT																					
Tritekx, Inc.	Services	Telecom	Walter Brandon	PO Box 53083	Indianapolis	IN	46253	317-592-1725		Marion	john_clasby@tritekx.com	I DBE	I DBE			E																		
Trotter Construction Company, Inc.	Contractor	General Contractor	James Trotter	4165 Millersville Road	Indianapolis	IN	46205	317-543-0053	317/543-2169	Marion	jtrotter@trotterconstruction.com	IN DBE	IN DBE			E												YES						
Truckco	Trucking	Trucking	Jeffrey A. Hairston	4501 Smoky Place	Columbus	OH	43230	614/572-1565		Franklin	truckco06@gmail.com					E																		
TruEssence Transport, Inc	Trucking	Trucking	Tina Williams	2021 E. 52nd Street, #209	Indianapolis	IN	46208	317/252-0199	317/931-0631	Marion	twill2@sbcglobal.net	IN DBE	IN DBE			E																		
Truks, Inc.	Trucking	Trucking	Laura Kopetsky	5320 S. Belmont	Indianapolis	IN	46217	317-788-7825		Marion	sales@laurakopetsky.com	I DBE	I DBE			E																		
Turn-Key Tunneling, Inc.	Contractor	Utilities		1247 Stimmel Rd.	Columbus	OH	43223	614-275-4832	614-275-4834	Franklin	christine@tunnelit.net					E																		

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Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

																															Response to WVB Solicitation			
Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Recption	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
TW Graphics, LLC	CADD		Terri Weick	2175 Hammock Hill Lane	Brookfield	WI	53213	414-479-0075	414-479-0076	#N/A	twgraphics@wi.rr.com	INDOT DBE	INDOT DBE																					
Twin Rivers Construction Co.	Contractor	Highway/Bridge Construction	Jeanne M. Wetz-Elswick	101 River Rd.	Marietta	OH	45750	740/373-3047	740-376-9875	Washington						E																		
U. S. Bir, Inc.	Contractor	Trucking, Aggregates, Masonry, Pipe, Landscape	Gurdev S. Bir	6955 Sparrow Ln	Columbus	OH	43235	614-764-8059	614-764-1472	Franklin						E																		
UCG Associates, Inc.	Services	Construction Management	Yovette Drake	10 South Riverside Plaza	Chicago	IL	60471	312/474-7757		Cook	yovettedrake@ucgassociates.com	I DBE	I DBE			E																		
Ultra Elite Group	Contractor	Landscape	Larry Wilson	P.O. Box 269443	Indianapolis	IN	46226	317/679-1600	317/855-7169	Marion	eliteservices317@hotmail.com					E																		
Ultra Shred Inc	Services	Shredding	Larry Lovelace	6145 Crawfordsville Rd/PMB 273	Indianapolis	IN	46224	317/222-1259		Marion	larrylove@getultrashred.com	I DBE	I DBE																					
UN Communications, Inc.	Contractor	Signage	Denise Point	1429 Chase Ct.	Carmel	IN	46032	317/218-8262		Hamilton	dpurvis@uncommunications.com					E																		
Underproduction	Services	Multi Media	Casey Ritter	2711 Kaywood Drive	New Albany	IN	47150	502/648-1285		Floyd										YES														YES
Unique Services, LLC	Contractor	Concrete, Trucking		2028 Cleveland Ave., Suite D	Columbus	OH	43211	614-367-1730	614-367-1734	Franklin	cpcwandacurry@msn.com					E																		
United Adjustment Corporation	Services	Construction Management	Remington Williams	1115 E. Ridge Road, Suite 205	Griffith	IN	46319	219-977-9812		Lake	unitedadjustment@unitedadjustment.com	I DBE	I DBE			E																		
United Air Works, Inc.	Contractor	HVAC	Lora Gandy	11678 Gulfstream Dr.	Fishers	IN	46037	317/576-0040		Clinton	unitedairworks@yahoo.com																							
United Construction & Design Group	Consultant	Public Relations, Bus. Dev.	Maurice Sweeney	4637 Illinois Ave	Louisville	KY	40213	502/451-3328		Jefferson	msweeney@ucdg.com	KY DBE CERT	KY DBE CERT			E		YES		YES								YES			YES	YES		YES
United Construction & Design Group, Inc.	Contractor	Surveyors	Maurice Sweeney	4637 Illinois Ave.	Louisville	KY	40213	502/451-3388	502/451-3328	Jefferson						E																		
United Ready Mix, Inc.	Contractor	Concrete	Alvin Robinson	818 E. 73rd St.	Cleveland	OH	44103	216/696-1600	216/696-3210	Cuyahoga						E																		
United Trucking	Trucking									#N/A	m.coatesjr@ckunited.com	KY DBE CERT	KY DBE CERT																					
Universal Adaptive Consulting Services	Consultant	Consultant								#N/A	sales@uacsi.com	KY DBE CERT	KY DBE CERT																					
Universal Construction Group, LLC	Contractor	Painting, Masonry, Concrete	Frank M. Igah	4189 Salem Ave.	Dayton	OH	45416	937/938-9223	937/938-9225	Montgomery						E																		
Unlimited Care, LLC	Contractor	Concrete, Site Cleaning, Masonry, Sidewalk, Curb & Gutter	Robert Rice	1111 E. 54th St.	Indianapolis	IN	46220	317/283-5492		Marion	uclb777@aol.com					E																		
URM, Inc.	Contractor	Concrete		818 E. 73rd St.	Cleveland	OH	44103	216-696-1600	216-696-3210	Cuyahoga						E																		
US Communications and Electric, Inc.	Contractor	Electric	Patricia Connole	4933 NEO Pkwy.	Garfield Heights	OH	44128	216/478-0810	216/478-0829	Cuyahoga						E																		
US Lawns of Lexington	Contractor	Landscape								#N/A	Jamie.Jackson@uslawns.net	KY DBE CERT	KY DBE CERT																					
UZO 1 International, LTD	Contractor	Land Survey and Mapping	Uzo Ihenko	PO Box 83	Amherst	NY		716/845-5078		#N/A	uzo1@uzo1.com	I DBE	I DBE																					
UZO 1 International, Ltd.	Supplier	Construction	Uzo Ihenko	PO Box 83	Amherst	NY		716/845-5078	716/845-5372	#N/A	uzo1@uzo1.com																							
V & R Trucking, Inc.	Trucking	Trucking	Veda L. Godette	1845 N. Elmer Street	South Bend	IN	46628	574-234-1268	574-234-0748	St Joseph	RFightingIrish@aol.com	IN DBE	IN DBE			E																		
V Technologies	Services	Security Systems	Vicky Dohrer	26 County Road 4025	Ignacio	CO	81137	970/883-5342		#N/A	vicky_dohrer@yahoo.com	I DBE	I DBE																					
Valley City Builders Supply, Inc.	Contractor	Landscape, Concrete, Masonry, Trucking, Const. Materials	Sue Kronenberger	6745 School St.	Valley City	OH	44280	330/483-3400	330-483-4522	Medina	sue@valleycitysupply.com					E																		
Valley Sanitation of Kentucky	Services	Sanitation								#N/A	valleysanitation@insightbb.com	KY DBE CERT	KY DBE CERT																					
Valley Screen Process	Contractor	Signage	Karen Barnett	58740 Executive Dr.	Mishawaka	IN	46544	800/225-5040		St Joseph	kevinb@valleyscreen.com					E																		
Val's Crane Sevice	Supplier	Construction Equipment		1053 Kevin Dr.	Akron	OH	44313	330-289-5253	330-836-7935	Summit	valscrane@yahoo.com					E																		
Veach Trucking, Inc.	Trucking	Trucking	Sue Veach	PO Box 1059	Stockdale	OH	45683	740/820-2458	740/820-3400	Pike	sueveach@veachtrucking.com	IN DBE	IN DBE			E															YES		YES	
VIC ENTERPRISES, INC.	Contractor	Demolition, Grade/Drain, Bridge Const., Water/Sewer	Ms. Vicki Penney,	649 Lakeway Drive	Murray	KY	42071	270-436-6211	270-436-6211	Calloway	vicenterprises@yahoo.com	KY DBE	KY DBE		Y	YES																		
Vick Strategic	Consultant	Public Relations, Bus. Dev.	Talmadge Vick II	318 Main Street,Ste 324	Evansville	IN	47708	812.492.4400	812.492.4382	Vanderburgh	tv@vickstrategic.com	IN MBE	IN MBE			E	YES															YES		YES
Victory Trucking & Supply, Inc.	Trucking	Trucking	Becki Fredrick	PO Box 468	Auburn	IN	46706	260/357-3911	260/357-6883	De Kalb	beckif@victorytrucking.com	IN DBE	IN DBE			E																		
Vidatt Energy, Inc.	Contractor	Fuel, Metals		8085 McCutchenville Rd.	Wayne	OH	43466	419-288-2453	513-671-3210	Wood	vidatt@fuse.net					E																		
Viking Trucking, Inc.	Trucking	Trucking, Aggregates, Demolition, Masonry	Suzette E. Hamlin	19929 Co. Rd. T	Ridgeville Corners	OH	43555	419/267-3319	419/267-5298	Henry	suzetteh-sanjan@rtecexpress.net					E																		
Virgil Harris Trucking, Inc.	Trucking	Trucking, Masonry	Virgil Harris	1660 S. Yellow Springs St.	Springfield	OH	45506	937/323-8486	937-324-0235	Clark						E																		
Virginkar & Associates, Inc.	Consultant	Management	Arun Virginkar	3350 East Birch Street	Brea	CA	92821	714/993-1000		#N/A	virginkar.arun@va-inc.com	I DBE	I DBE																					
Viridian Enterprises, Inc.	Contractor	Water/Sewer	Estela Ernest	3810 W. Addison	Chicago	IL	60618	773/799-9693		Cook	ernie@viridianinc.net					E																		
Vision Engineering	Engineering	Survey	Jihad A Hallany. P.E.	3399 Tstes Creek Rd.	Lexington	KY	40502	859/559-0516		Fayette	jhallany@visionengr.com	KY DBE CERT	KY DBE CERT			E			YES									YES					YES	YES
Vito Gironda Construction	Trucking	Trucking, Excavation, Steel, Concrete	Pamela L. Gironda	1130 Britain Rd.	Akron	OH	44305	330/630-9399	330-630-3866	Summit						E																		
Vivian Llambi & Assoc	Contractor	Landscape	Vivian llambi	101 North 7th St.	Louisville	KY	40202	513/561-3487		Jefferson	vivian.llambi@via.net	KY DBE CERT	KY DBE CERT			E																		
Vivian Llambi & Associates, Inc.	Contractor	Landscape, Civil Engineering	Vivian J. Llambi	2312 Park Ave.	Cincinnati	OH	45206	513/559-9444	513/559-0164	Hamilton	vivian.llambi@vla.net					E																		
Vixcon Co., LLC	Contractor	Concrete, Landscape, Excavation, Water/Sewer, Highway/Bridge Construction	Jennifer L. Agresta	1443 Dill Rd.	South Euclid	OH	44122	440/461-7202	440/461-7202	Cuyahoga	jenagresta@live.com					E																		
VMI Corporation	Contractor	Pipe, Sheet Metal		1330 Farr Dr.	Dayton	OH	45404	937-461-0007	937-223-3336	Montgomery	bwestendorf@vmicorp.org					E																		
VR Concrete	Services	Testing Lab	Vivian Jones	1818 Crystal Dr	LaGrange	KY	40031	502/639-5008		Oldham	vrconcretetestin@aol.com	KY DBE CERT	KY DBE CERT			E			YES				YES					YES						YES
VS Engineering, Inc.	Engineering	Testing	SanJay Patel	4275 N. High School Road	Indianapolis	IN	46254	317-293-3542	317-293-4737	Marion	sbpatel@vsengineering.com	INDOT DBE	INDOT DBE			E								YES							YES			YES
VSG Trucking, LLC	Trucking	Trucking		3575 Maize Rd.	Columbus	OH	43224	614-774-7163	614-781-0555	Franklin						E																		
VSIS, Inc	Services	Communications	Tammy Smith	3109 W 50th St #112	Minneapolis	MN	55410	612/998-0889		#N/A	tammy.smith@v-sis.com	I DBE	I DBE																					
W & M Insulation, Inc.	Services	Construction Management	Raymond Martin	2603 E. 30th Street	Indianapolis	IN	46218	317-920-8735		Marion	rmartin@wminsulation.com	I DBE	I DBE			E																		
W. C. Jones Asphalt Paving Co.	Contractor	Landscape, Excavation, Asphalt Paving	Leo C. Lucas	905 S. Broadway St.	Dayton	OH	45417	937-228-1253	937-228-9300	Montgomery	wcjonesasphalt@sbcglobal.net					E																		
W. O. Stone, LLC	Contractor	Grade/Drain, Electric, Concrete, Culverts, Lighting	Warren O. Stone	845 Stephens Rd.	Independence	KY	41051	859/356-1479		Kenton						E																		
W. R. Beach, Inc.	Contractor	Excavation, Demolition, Trucking	Phyllis McKnight	820 W. Sumner Ave.	Indianapolis	IN	46217	317/787-1591		Marion	wrbeachinc@att.net					E																		
W.C. Benton & Associates, Inc.	Survey	Process & Logistics	W.C. Benton	500 Envoy Circle, Ste 502	Louisville	KY	40299	502/499.6607		Jefferson	wcbenton@aol.com	I DBE	I DBE											YES										YES
Walk In The Light Electric, LLC	Contractor	Electric	Ozzie B. Wilson	2322 W. 10th St.	Indianapolis	IN	46222	317/638-2162	317/299-3544	Marion	walkinthelight3@sbcglobal.net					E																		
Wallace Farms & Fencing, LLC	Contractor	Fencing		87250 Amsterdam Rd.	Jewett	OH	43986	740-946-7825	740-946-3006	Harrison						E																		

DBE MATRIX

Louisville-Southern Indiana Ohio River Bridges Project

East End Crossing

Response to WVB Solicitation

Contractor	Service	Detail	Contact	Address	City	State	Zip	Phone	Fax	County	Email	IN	KY	OH	KYTC Pre-Qual.	WVB Outreach	3/13/12 Muhammad Ali Outreach Mtg	3/14/12 Sheraton Hotel Outreach Mtg	3/20/12 Memorial Auditorium Outreach Mtg	3/23/12 Diversity & Inclusion Expo One Southern Indiana	5/16/12 NAWBO Lunch & Learn - Indianapolis	6/27/12 Jeffersontown Career Expo	6/28/12 Louisville Joint Utility Reception	6/29/12 St. Stephens East End Outreach	Attended 7/12/12 TSMSDC Opportunity Fair	7/27/2012 Congressman Yarmuth Veterans Job Fair	August 2, 2012 - Minority Business Expo	8/6/2012 Simmons College Outreach	8/15/2012 State Rep. Mara Reardon DBE Outreach	8/28/2012 Womens Business Expo - Lousiville	Email	Brochure	Interest Form	Business Card
Wang Engineering, Inc.	Engineering	Geotechnical	Jerry Wang	1145 N. Main Street	Lombard	IL	60148	630/953-9928	630/953-9938	#N/A	pwang@wangeng.com	IN DBE	IN DBE			E																		
Ward Environmental Services, Inc.	Engineering	Environmental	David Ward	1155 E. Hyde Park Boulevard	Chicago	IL	60615	773-288-1672		Cook	weswizard@aol.com	I DBE	I DBE			E																		
Ward Trucking	Trucking	Trucking	Richard Ward	1745 Dr. Martin Luther King St.	Indpls.	IN	46202	317/445-4431	317/925-7132	Marion	doseneverclose@yahoo.com	IN DBE	IN DBE			E																		
Water Quality Systems, Inc.	Contractor	Electric, Landscape, Water/Sewer	Janice M. Weidner	2928 Timberview Dr.	Cincinnati	OH	45211	513/662-8120	513-662-8125	Hamilton						E																		
Waterstone Environmental Hydrology and E	Engineering	Environmental	Carla Johnson	1050 Walnut St	Boulder	CO	80302	303/444-1000	303/444-3500	#N/A	job@waterstoneinc.com	INDOT DBE	INDOT DBE																					
Watt 1 Electrical Systems, LLC	Contractor	Electric		P.O. Box 297856	Columbus	OH	43229	614-216-4573		Franklin						E																		
Watt Mechanical, LLC	Contractor	HVAC, Plumbing	Violeta Watt	9768 S. Watt Landing	Pendleton	IN	46064	317/485-6952		Madison																								
WBE Trucking, Inc.	Trucking	Trucking	Vanessa	125 Shadowlawn Drive	Fishers	IN	46038	317/577-1795	317/713-7177	Hamilton	wbetrucking@sbcglobal.net	IN DBE	IN DBE			E																		
WDI Architecture, Inc.	Engineering	Architecture	Daryl Williams-Dotson	15 West 28th St.	Indianapolis	IN	46208	(317) 251-6172		Marion	daryl_wd@wdiarchitecture.com	Yes	Yes			E												YES			YES	YES		YES
Wells & Wells Transport	Trucking	Trucking	Shawn Wells	2909 N. Euclid Ave.	Indianapolis	IN	46218	317/250-2616	317/622-1401	Marion	wellsconstruction.truckingllc@yahoo.com					E																		
Wells Construction & Trucking LLC	Trucking	Trucking	Macheo Wells	2114 Snead Circle	Indianapolis	IN	46229	317/250-2616	317/622-1401	Marion	wellsconstruction.truckingllc@yahoo.com	IN DBE	IN DBE			E																		
Wells Construction & Trucking, LLC	Trucking	Trucking	Macheo Wells	2114 Snead Circle	Indianapolis	IN	46229	317/250-2616	317/622-1401	#N/A	wellsconstruction.truckingllc@yahoo.com					E																		
Wesson Construction, LLC	Contractor	Concrete		1933 E. Dublin Granville Rd., Suite 350	Columbus	OH	43229	614-899-2931	614-899-2931	Franklin						E																		
West End Wrecking	Contractor	Demolition, Excavation	Lawrence Moody	103 N. 44th St.	Louisville	KY	40212	502/772-1443	502/775-6732	Jefferson						E																		
West Fairfield, Inc.	Contractor	Landscape, Trucking, Excavation, Water/Sewer	Susan E. Reid	8735 Ridge Rd.	Amanda	OH	43102	740/969-4335	740-969-4993	Fairfield						E																		
West Landscaping & Grounds Management, LLC	Contractor	Landscape	Lucretia West	3901 River Park Dr.	Louisville	KY	40211	502/772-0944		Jefferson						E																		
West Point Financing, Inc	Services	Financial	Tracey Brame	10883 Roundtree Road	Fishers	IN	46037	317/863-2984		Clinton	tracey@westpointfinancing.com	I DBE	I DBE																					
Wheeler Properties LLC	Services	Property Manager	Alvin Wheeler	7107 Chippenham Rd.	Louisville	KY	40222	502/558.3492		Jefferson	wheelerproperty1@bellsouth.net	-	-																					
White Gloves Professional Cleaning Servi	Services	Cleaning	Clifton Booker	6832 Harriet Drive	Indianapolis	IN	46237	317/417-0874		Marion	cbooker@whiteglovesinc.com	I DBE	I DBE																					
White Property Management & Lawn Care	Services	Lawn Care	Troy L White	5314 Rockwood Ave.	Louisville	KY	40218	502/419.530		Jefferson	trwhite124@sprintpcs.com	K DBE	K DBE											YES										
Wilkins and Son Lawn Care	Contractor	Landscape	Robert Wilkins	2021 W. New York Street	Indianapolis	IN	46222	317/652-1789	317/972-6713	Marion	robertws3179@aol.com	IN DBE	IN DBE			E																		
Will Rent, Inc.	Services	Equipment Rental	Julie Martines	3228 S. Wood Street	Chicago	IL	60608	312-847-7255		Cook	jmckevitt@willrentinc.com	I DBE	I DBE																					
William White Trucking, Inc.	Trucking	Trucking	William White	P.O. Box 18254	Indianapolis	IN	46218	317/370-6270	317/541-8394	Marion	msedbryant@att.net	IN DBE	IN DBE			E																		
Williams Trenching, Inc.	Contractor	Trenching, Drainage, Excavation, Trucking	Rosemarie A. Williams	5665 Lafayette Rd.	Medina	OH	44256	330-722-1079	330-725-2027	Medina						E																		
Willis & Sons	Contractor	HVAC, Pipe		301 Walnut St.	Waverly	OH	45690	740-947-4521	740-947-4521	Pike	Teanna@Willis-Sons.com																							
Willis Construction & Supply, Inc.	Contractor	Commercial Construction	Kenneth Willis	4619 East Melton Road	Gary	IN	46403	219/938-9812		Lake	willisconstruction@sbcglobal.net	I DBE	I DBE			E																		
Wil's Industrial Services, Inc.	Services	Cleaning	Alexander Wilderness	P.O. Box 1256	Gary	IN	46407	219/795-1587	219/756-3686	Lake	awildernes1@aol.com	IN DBE	IN DBE																					
WINKLER'S EROSION CONTROL	Supplier	SWPPP	Mrs. Suzanne Winkler,	P. O. Box 1168	Bardstown	KY	40004	502-510-3353		Nelson	winklerserosioncontrol@gmail.com	KY DBE	KY DBE			E																		
Winkler's Erosion Control, Inc.	Contractor	Landscape, Erosion Control	Suzanne Winkler	P.O. Box 1168	Bardstown	KY	40004	502-510-3353	502/350-4549	Nelson	winklerserosioncontrol@gmail.com					E																		
Winston Family Group, LLC	Contractor	Concrete	Toni K. Winston	2285 Banning Rd.	Cincinnati	OH	45239	513/681-9300	513/541-1724	Hamilton						E																		
Wireless Business Solutions	Contractor	Interior	Robert Logan	2126 N. Meridian Street, #220	Indianapolis	IN	46202	317/920-7877		Marion	blogan@wbsna.com	I DBE	I DBE			E																		
Wise Construction Company, Inc.	Contractor	Concrete, Landscape		1705 Guenther Rd.	Dayton	OH	45417	937-854-0281	937-837-4890	Montgomery						E																		
Wise Steel Construction, LLC	Contractor	Steel, Civil		5198 Fairington Ave.	Copley	OH	44321	330-294-0640	330-294-0531	Summit	hakeem@wise-steelconstruction.com					E																		
Wolf Creek Engineering & Contracting, Inc.	Contractor	Civil Engineering, Highway/Bridge Construction	Suzanne Monsanty	1288 Starlight Dr.	Akron	OH	44306	330-786-1679	330-786-1682	Summit	econnair@aol.com					E																		
Wolff-Benedict Marketing, Inc.	Services	Construction Management	Jan Wolff-Benedict	710 Edison Way	Carmel	IN	46032	317/569-0761		Hamilton	jan@wolff-benedict.com	I DBE	I DBE			E																		
Wood Fundi	Contractor	Landscape, Aggregates, Concrete, Masonry, Trucking, Highway/Bridge Construction	Cedric D. Thomas	3202 Colerain Ave.	Cincinnati	OH	45225	513/794-9668	513/794-1967	Hamilton	woodfundi@hotmail.com					E																		
Woodland Acres, Inc.	Contractor	Landscape	Stephanie Rosengarten	8115 Road 13	Ottawa	OH	45875	419/523-4399	419/523-9509	Putnam	woodland_steph@yahoo.com	IN DBE	IN DBE			E																		
Work Best Electric, Inc.	Contractor	Electric	Susan S. Salontay	4340 E. 71st	Cleveland	OH	44105	216-341-1959	216-341-9320	Cuyahoga	suewbe@yahoo.com					E																		
Wright Way Realty Services	Services	Real Estate	Jacqueline Wright	4632 Eden Ct	Indianapolis	IN	46254	317/298-4024		Marion	wwrealty@sbcglobal.net	I DBE	I DBE																					
Wright's Home Improvement & Mowing, LLC	Contractor	Landscape	Toya Wright	542 E. Loudon Ave.	Lexington	KY	40505	859/533-2156	859/254-8566	Fayette						E																		
Written N'Stone	Serives	Public Relations, Bus. Dev.	Vicki Stone	14105 Steerforth Court	Louisville	KY	40245	502/254.1180		Jefferson	vickistone@insightbb.com	KDBE	KDBE			E																		
WWM Enterprises, Inc.	Services Cleaning		Bernard Montgomery	PO Box 6952	Fort Worth	TX	76103	817/492-0871		#N/A	wwmenterprises@sbcglobal.net	I DBE	I DBE																					
WWS Associates, Inc	Services	Remediation Services	Carol Weinstein	5139 Kieley Place	Cincinnati	OH	45237	513/761-5333		Hamilton	cweinstein@recyclegroup.net	I DBE	I DBE			E																		
X. O. Vest, Inc.	Contractor	Fuel	Marion Trueblood	814 W. Main St.	Farmersburg	IN	47850	812/249-4853		Sullivan	pete.trueblood@xovest.com					E																		
Xcel Technical Services, LLC	Services	Construction Management	Homer Johnson	3833 North Meridian Street, Suite 265	Indianapolis	IN	46208	317-470-0278		Marion	xceltechnicalservices@yahoo.com	I DBE	I DBE			E																		
Young Transportation Services, LLC	Trucking	Trucking	Pierson Young	3426 N. Winthrop Ave.	Indianapolis	IN	46205	317/730-7216		Marion	youngblood56@att.net					E																		
Young Trucking, Inc.	Trucking	Trucking	Karen Young	8647 East State Road 45	Unionville	IN	47468	812-332-0403	812-332-4667	Monroe	karensyoung1@aol.com	IN DBE	IN DBE			E																		
Young's General Contracting and Construction, Inc.	Contractor	Concrete		210 Longview Hts.	Athens	OH	45701	740-593-6059		Athens	youngs@ohio.edu																							
Your Outdoor Source, LLC	Ad Agency		Rochelle Ball	P.O. Box 133	Laingsburg	MI	48848	517-651-9282		#N/A	rball@youroutdoorsource.com	I DBE	I DBE																					
Zambrana Engineering, Inc.	Engr. Design		Luis Zambrana	2324 Marconi Avenue	St. Louis	MO	63110	314-574-7279		#N/A	stlouis@zambrana.com	I DBE	I DBE																					
Zarley, Inc.	Trucking	Trucking, Aggregates, Excavation, Masonry	Tamara S. Zarley-English	5900 Zarley St.	New Albany	OH	43054	614/855-9805	614/855-8012	Franklin																								
Zielke Law Firm	Services	Legal	John Dwyer	462 South 4th	Louisville	KY	40202	(502) 589-4600		Jefferson	jdwyer@zielkefirm.com																							

DBE Contractors Identified by WVB:	**2033**
DBE E-Mail Invitation:	1459
DBE Attendees at WVB Outreach Events:	237
Number of East End Expressions of Interest:	54

	WVB Outreach															
Attendees:	37	35	31	41	21	20	4	16	62	5	1	11	55	6	5	274
Total E-Mail Invites:	1459															
Total Reached:		72	103	144	165	185	189	205	267	272	273	284	328	279	289	

WVB East End Partners
Comprehensive Mentoring Tool Kit

1. Classroom Training (Provided by Mentor)

WVB ("Mentor") has established a comprehensive Mentoring Tool Kit that provides organizations with a clear overview of best practices relative to safety, financial management, quality control, equipment management and project administration.

This Tool Kit contains 24 modules drawn from the Mentor's own internal training program. These fundamental components were specifically chosen to help C. Lee Construction Services and Messier & Associates Inc. ("Protégés") develop and enhance their key operational processes and procedures in order to achieve a greater level of success.

These training sessions will be incorporated into the Mentoring Plan on a monthly basis:

EQUIPMENT
Equipment Management

INSURANCE
Understanding Insurance

HUMAN RESOURCES
Anti-Harassment & EEO Compliance

LEGAL
Intro to Risk Management

PROJECT MANAGEMENT
Cost & Revenue Reporting
Field Cost Management
Scheduling
Quantity and Productions
Field Clerical Practices
Invoice Processing
Payroll Management Procedures
Managing Correspondence
Cost & Revenue Forecasting

SAFETY
Fittings/Slings/Rigging
First Aid
Blood Borne Pathogens
Flagging Training
OSHA 10-30 Hour
Competent Person - Scaffolding
Rough Terrain Cranes
Crane Safety Awareness
Competent Person - Confined Spaces
Competent Person - Excavation
Competent Person - Fall Protection

2. Benchmarks

Measurable benchmarks to be reached by the Protégé at successive stages of the Mentor/Protégé plan; the overall success of the Mentor/Protégé program will be measured by the extent to which it results in:

a. The Protégé will attend a minimum of 1 training classes per month with a follow up review meeting. Classes may be selected from the Mentor's internal training program. The goal is for the protégé to utilize the training program to improve the capabilities of their firm and will allow the protégé to discuss and ask questions in a follow up session. The training program will help to improve the competency of the protégé staff and

provide guidelines for establishing management systems for the firm. The mentor will monitor the training of the protégé to assure that the protégé is getting training on the full range of topics available.

b. The mentor will assist the Protégé in estimating and bid preparation. A member of the mentor's estimating team will be made available to the protégé to assist in review and final preparation of their bids prior to submittal. The goal is to aid the protégé in developing systems for preparing estimates and provide support that will lead to an increase in the amount of contracts awarded to the protégé.
c. The mentor will conduct a preconstruction conference with the protégé at the start of construction of a project. The preconstruction conference will be set up to aid the protégé in set up, procurement and management systems that need to be in place when entering into the construction phase of a project.
d. The mentor will perform quality assurance audits with the mentor protégé on existing contracts to aid in monitoring and managing their work. This will aid the protégé in developing their skills to successfully manage highway projects.
e. The protégé will successfully complete a contract working with the mentor.
f. The protégé will implement systems that will allow them to successfully participate with other Contractors other than the mentor.
g. The protégé will increase their financial capacity to do work.

3. Monitoring

a. Both parties hereby specifically consent to the monitoring of this contract by the appropriate Federal and State officials or their agents, and agree to cooperate with such agencies.
b. Both the Mentor and Protégé agree to evaluate the progress of the Plan at scheduled intervals with the results reviewed by IFA.

4. Financing

In the event that the Protégé requires additional working capital to finance a project, the Mentor will work with the Protégé along with IFA to develop a loan package. The Mentor will assist the Protégé with the development of an estimate, cash flow and work schedule. This information will be used by IFA to develop comprehensive financial projections and assumptions to accompany the loan package. The IFA will then assist the Protégé in gathering any additional required documentation and furthermore, will conduct a final review of the loan package prior to submittal.

The Protégé is responsible for submitting the loan application to federal loan programs or commercial lending institutions. The IFA's involvement will vary on a project-by-project basis.

5. Bonding

In the event that the Protégé is required to secure bonding for a project, the Mentor will work with the Protégé to develop a bond application. The Mentor will assist the Protégé with the development of a work schedule and work in progress schedule. This information will be used by the Protégé to prepare a bond application. The Consultant will then assist the Protégé in gathering the necessary documentation and furthermore, will conduct a final review of the bond application prior to submittal.

The Protégé is responsible for submitting the bond application to various bond brokers in order to secure the necessary bonding.

The IFA's involvement will vary on a project-by-project basis.

6. Duration

This agreement will expire 36 months following the approval date.

7. Devotion of Time

The Mentor is prepared to devote a minimum of 5 hours and a maximum of 20 hours per Month toward directly working with the Protégé.

8. Modifications

The agreements within this Plan may NOT be modified except in writing and must be signed by both the Mentor and Protégé and approved by IFA.

9. Procedure for Notification of Termination

a. The Mentor or Protégé retain the right to terminate this agreement by showing cause in a written notice to all parties, including IFA.
b. IFA may terminate the approval of this agreement by showing cause in a written notice to both the Mentor and Protégé.

10. Privacy Act Provision

The information contained herein and on any attachments is to be used for WVB Mentor-Protégé Program purposes only and may not be disclosed without the expressed written consent of all parties involved within the agreement.

11. Acknowledgement Statement

I understand that participation in the WVB Mentor-Protégé Program is strictly voluntary and is neither a guarantee for a contract opportunity nor a promise of business; but that the Program's intent is to foster a positive long-term business relationship. I, the undersigned, on behalf of the organization participating in the Mentor-Protégé Program, agree that the organization and all of its employees, officials and agents shall conduct themselves at all times in accordance with the highest business ethics and appropriate business conduct.

12. Certification

I hereby declare that all statements made herein are true, accurate and complete to the best of my knowledge. I authorize the IFA and/or its agents to gather such information (business or personal credit information) as deemed necessary for participation in this program. By signing this form, I also certify that neither the business nor any of the owners have tax liens and agree to abide by all program guidelines or inform appropriate IFA officials if, at any time, I am unable or unwilling to do so.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by their duly authorized officers on the day and year first above written.

__________ Date — ____________________ WVB (Authorized Office Name) Signature

ACKNOWLEDGEMENT: Subscribed and sworn to before me this ____ day of ________, ____.

____

Notary Public; Commission expires ___________________________

__________ Date — ____________________ Agent for the Protégé (Authorized Office Name) Signature

ACKNOWLEDGEMENT: Subscribed and sworn to before me this ____ day of ________, ____.

____

Notary Public; Commission expires ___________________________

SAMPLE DBE TRACKING FORM REPORT

DBE REPORT

Contract: $ -

DBE Goal: $ -

Report No.:

Month: **Year:**

DBE Firm Name	Address	Scope	Estimated Value of Work	Estimated Start Date	Estimated Finish Date	DBE Cert	Date Certified	Tier Level	Status	Contract Number	Contract Date	Orig. Contract Amount	Change Orders	Revised Contract Amount	Amount Paid from Previous Period	Amount Paid for Period	Amount Paid to Date	Amount Remaining on Contract	Payments Received from DBE?	Notes/ Action Items
SAMPLE DBE REPORT PROJECT NAME												$ 26,693,000	$ 716,484	$ 27,409,484	$ 9,993,294	$ 19,962	$ 10,013,257	$ 17,460,553		
DBE Company #1	4671 Derbyshire Drive	Design Services	$ 16,800	9/17/10	12/30/13	Y	05/13/10	2	Y	210103S04	10/29/10	$ 16,000	$ -	$ 16,000	$ 6,800	$ -	$ 6,800	$ 9,200	No	
DBE Company #2	725 Saxonburg Blvd, Ste 2	Structural Steel	$ 8,216,193	3/15/11		Y	07/21/10	1	y	210103S04	01/31/11	$ 8,000,000	$ 26,136	$ 8,026,136	$ 1,338,645	$ -	$ 1,338,645	$ 6,687,491	No	
DBE Company #3	50 S 4th St, Newark	Structural Steel	$ 4,943,059	4/1/11		Y	01/12/10	1	y	210103S06	03/30/11	$ 4,000,000	$ 5,673	$ 4,005,673	$ 3,469,592	$ -	$ 3,469,592	$ 536,081	No	
DBE Company #4	800Freeway Drive North, Ste 101	Design Review	$ 10,000	4/1/11		Y	03/17/09	2	y	210103S04	12/14/10	$ 25,000	$ -	$ 25,000	$ 22,508	$ -	$ 22,508	$ 2,492	No	complete
DBE Company #5	10019 Southwest Highway	Viaduct Painting	$ 5,100,000	7/1/13	9/30/13	Y	10/25/10	1	y	210103S23	08/10/11	$ 5,100,000	$ -	$ 5,100,000	$ -	$ -	$ -	$ 5,100,000	No	
DBE Company #6	19501 S. Miles Rd. Suite 2	Fence	$ 14,600	2/1/11	2/28/11	y	10/21/10	1	Y	210103S15	02/21/11	$ 15,000	$ 5,850	$ 20,850	$ 20,450	$ -	$ 20,450	$ 400	No	
DBE Company #7	1120 Chester Ave,	Design Services	$ 48,750	11/19/10	7/1/11	Y	06/07/10	3	Y	210103S04	12/02/10	$ 50,000	$ -	$ 50,000	$ 41,073	$ -	$ 41,073	$ 8,927	No	
DBE Company #8	1120 Chester Ave,	Design Services	$ 285,250	9/17/10	12/30/13	Y	06/07/10	2	Y	210103S04	10/25/10	$ 300,000	$ -	$ 300,000	$ 360,099	$ -	$ 360,099	$ -	No	
DBE Company #9	5669 Columbia Dr.	Trucking	$ 81,930	6/1/11	12/31/13	Y	08/31/09	2	Y	210103S04	06/01/11	$ 90,000	$ -	$ 90,000	$ 94,226	$ -	$ 94,226	$ -	No	
DBE Company #10	13200 York Delta Road	Flatwork	$ 691,826	7/5/11	12/31/12	Y	03/06/09	1	Y	210103S04	08/20/11	$ 222,000	$ 8,500	$ 230,500	$ 47,888	$ -	$ 47,888	$ 182,612	No	
DBE Company #11	840 Michigan Ave,	Design Services	$ 300,000	9/17/10	12/30/13	Y	04/11/09	2	Y	210103S04	09/17/10	$ 300,000	$ (53,000)	$ 247,000	$ 247,000	$ -	$ 247,000	$ -	No	
DBE Company #12	17900 Miles Rd,	Diversity and Inclusion Consultant	$ 53,300	9/17/10	12/30/13	Y	12/11/09	1	Y	210103A01	10/29/10	$ 53,000	$ -	$ 53,000	$ 20,264	$ -	$ 20,264	$ 32,736	No	
DBE Company #13	8871 Ryan Road,	Trucking	$ 1,917,444	5/1/11	5/1/12	Y	12/11/09	1	y	210103S08	02/14/11	$ 1,750,000	$ 402,775	$ 2,152,775	$ 1,964,550	$ -	$ 1,964,550	$ 188,225	No	
DBE Company #14	8871 Ryan Road,	Design Services	$ 2,763,806	9/1/11	11/30/12	Y	12/11/09	1	y	210103S09	03/18/11	$ 2,500,000	$ -	$ 2,500,000	$ 85,534	$ -	$ 85,534	$ 2,414,466	No	
DBE Company #15	8871 Ryan Road,	MSE Wall Coping	$ 26,550	11/1/11	12/31/11	Y	12/11/09	2	y	210103S04	10/26/11	$ 27,000	$ -	$ 27,000	$ 26,550	$ -	$ 26,550	$ 450	No	
DBE Company #16	4541 St Germain Blvd	RTA Flagging	$ 218,075	7/1/11	5/1/12	Y	02/25/10	1	Y	210103S14	02/25/11	$ 220,000	$ -	$ 220,000	$ 20,130	$ -	$ 20,130	$ 199,870	No	
DBE Company #17	2931 E. Dublin-Granville Road	Design Services	$ 99,862	9/17/10	12/30/13	Y	08/19/10	2	Y	210103S09	10/25/10	$ 100,000	$ 138,445	$ 238,445	$ 238,307	$ -	$ 238,307	$ 138	No	
DBE Company #18	5152 S. Tecumsch Road,	Design Services	$ 700,000	9/17/10	12/30/13	Y	06/08/09	2	Y	210103S04	10/22/10	$ 725,000	$ 182,105	$ 907,105	$ 862,153	$ -	$ 862,153	$ 44,952	No	
DBE Company #19	11925 Pearl Rd Ste 401	IQF Design Review	$ 1,000,000	4/1/11		Y	07/28/09	2	Y	210103S09	12/21/10	$ 1,200,000	$ -	$ 1,200,000	$ 515,896	$ 17,291	$ 533,188	$ 666,812	No	
DBE Company #20	8001 Old Granger Road	Trucking	$ 2,000,000	5/1/11	9/30/13	Y	02/23/09	2	Y	v	02/04/11	$ 2,000,000	$ -	$ 2,000,000	$ 611,628	$ 2,671	$ 614,299	$ 1,385,701	No	

1 of 1

KENTUCKY ENGINEERING SCHOLARS PROGRAM

Overview

WVB East End Partners (WVB) and our Design Firms, Design Consultants, Professional Services Firms, and Subcontractors are committed to creating and leaving a legacy as a result of the Ohio River Bridge East End Crossing Project. As a part of this lasting legacy, WVB issues this plan to reach out to the community, particularly to women and minorities, encouraging them to consider a career in the civil engineering field. It is our intention that this plan be implemented through the Ohio River Bridge East End Crossing Project and the KYTC Disadvantaged Business Enterprise (DBE) Program. A portion of this program is to engage young adults by means of the Kentucky Engineering Scholars Program (KESP), where support and guidance are available to select high school and college students in the form of mentoring, information, and employment opportunities.

Kentucky Engineering Scholars Program (KESP)

The goal of the KESP is to identify, encourage, mentor, track and graduate minority and women students in the transportation field of civil engineering by sustaining interest in and assisting with appropriate preparation for the work force. The KESP will target and identify these underutilized students interested in a career in civil engineering and guide them into the appropriate programs at their respective schools, promote the field of transportation engineering, provide part-time and summer employment opportunities, and offer mentoring services to participants.

Past History

In 2005, only one African American graduated in the state of Kentucky with a degree in civil engineering. KTA recognized that the inclusion of women and minority students interested in a career in civil engineering, particularly African Americans, were a viable missing part in our efforts to have more women and minority civil engineering firms in Kentucky. The number of minority, and to a lesser degree women, entering the work force as civil engineers is a general concern among the engineering community. College and university staffs observe few economically and socially disadvantaged women and minority students with proper preparation for continued education at the collegiate level in the civil engineering field. This was also supported by the lack of women and minority working at Kentucky engineering firms, municipalities, utility companies and at KYTC. This recognition led to the creation of the KESP.

The intent of the Walsh DBT is to reinstate the KESP as part of the Ohio River Bridge Downtown Crossing Project. As a team, the Walsh DBE team and the KYTC DBE coordinators will serve as advocates for increasing the number of women and minorities seeking a career in civil engineering. These individuals and the support they get from their Executives will be important in maintaining and moving this program forward. This group forms the KESP team and will be collocated in the Project hub office. The goal of the

KESP team is to make contacts, organize meetings, select participants, oversee mentoring and employment opportunities, and, in general, ensure that the program stays on track and accomplishes the overall goals and objectives. The following pages outline these goals, objectives, and strategies for implementation at the high school and college level of the KESP.

Introduction

The KESP has been designed as an ongoing project to help identify and develop women and minorities with degrees in civil engineering and is subject to change based on new information or unforeseen issues that may include:

- Timing
- Student Participation
- Agency Participation
- Funding

High Schools

Initially the KESP for High schools and Colleges used the following outline to develop its outreach and programmatic strategy:

1) High Schools
   a) Preliminary Tasks, Data Collection
   b) Goals and Objectives
   c) Participants
   d) Marketing
      i) Strategies
      ii) Literature, Brochures
      iii) Website (Independent or Link from Project Site)
   e) Participant Selection
      i) Recruitment
      ii) Qualifications
      iii) Interview
      iv) Number of Participants
      v) Selection
   f) Participant Meetings
      i) Introductory Meeting
      ii) Periodic Contact

g) Assigned Mentors

h) Part-Time Employment Positions

i) Summer Employment Positions

j) Quarterly Seminars

2) Colleges

a) Preliminary Tasks, Data Collection

b) Goals and Objectives

c) Participants

d) Marketing

i) Strategies

ii) Literature, Brochures

iii) Website (Independent or Link form Project Site)

e) Co-Op Opportunities

f) Retention Program for Engineering Students

The KESP for high school students will continues to evolve in an effort to become more practical and user friendly.

Once the KESP team became aware of the number of underutilized women and minority students entering college with little information regarding civil engineering as a career; we decided to develop a plan that would identify groups of women and minority high school students which we could create a program allowing them to have a greater exposure to civil engineering and interest in the field as a career choice. The next section details the plan for the KESP at the high school level.

Preliminary Tasks, Data Collection

The initial goal is to focus on the preliminary work regarding this program and to start gathering information and making contacts. The preliminary tasks include:

- Inquire and solicit at the local Boards of Education for guidance and support concerning the KESP
- Research local high schools to identify suitable matches for this program
- Contact school officials at potential high schools to identify interest in the KESP
- Pursue interested high school administrators by meeting with faculty, counselors, and principals to inform them of KESP and identify potential students
- Meet with College and Junior College administrators

Goals and Objectives

With the ORB East End Crossing Project infrastructure project expected to last six years, the KESP has an opportunity to reach out and make lasting connections with the community. Our sights are set on impacting women and minorities in the engineering field starting at the middle school level.

Some of our goals and objectives at the high school level for the KESP participants are to:

- Educate high school students about civil engineering as a career
- Guide students to an appropriate curriculum path for a future in engineering
- Offer part-time and summer employment opportunities to selected students
- Establish connections between civil engineers and high school students through mentoring, presentations, and employment
- Create a sense of camaraderie among the KESP participants

Participants

Participation and assistance outside of WVB is crucial to the success of the KESP. Outside participants involved in the implementation of the KESP may include Jefferson County Public Schools (JCPS), University of Louisville (U of L), Kentucky Transportation Cabinet (KYTC), Federal Highway Administration (FHWA), City of Louisville's Public Works Department, Metropolitan Sewer District (MSD), community groups and programs such as Upward Bound, Black Achievers, the Lincoln Foundations and others. Any women or minority students with an interest in civil engineering from Kentucky or Southern Indiana will be provided information to encourage them to participate in the KESP.

The school participation for the KESP will concentrate on the area surrounding the Project. The school selection process will include the following steps:

- Solicit assistance from the school administrators
- Invite representatives from possible schools to hear an overview of the program
- Establish an official contact for participating school
- Move forward with the assistance of counselors and teachers to identify student candidates

WVB will focus efforts in Jefferson County, Kentucky initially with the option of partnering with other teams on the Project to extend beyond Jefferson County.

The following schools in Jefferson County have pre-civil engineering related curriculums such as calculus, trigonometry, physics, computer aided drafting or surveying, which makes them considerations for the KESP. The schools' name, engineering related courses, and other relevant information are listed below.

1. **Butler Traditional**
   Course offered: CADD

2. **Central High School Magnet Career Academy**
   Course offered: GIS/GPS
   Other: Students assist in documenting crime areas for police

3. **Doss High School Magnet Career Academy**
   Course offered: GIS/GPS
   Other: Students work for Metro Parks preparing mapping

4. **Eastern High School**
   Course offered: GIS/GPS
   Other: Website development

5. **Iroquois High School Magnet Career Academy**

Course Offered: CADD

6. **Jeffersontown High School**
   Course Offered: GIS/GPS, CADD
   Other: Assisted with Lewis and Clark display at the Kentucky State Fair

   Jeffersontown High School recognizes the critical need for engineers and technology specialists, not only nationally, but also in the greater Louisville area. This recognition led Jeffersontown High School to participate in the nationally accredited high school pre-engineering/engineering technology curriculum called Project Lead the Way. The Walsh DBT hopes to partner with Jeffersontown High School to promote the civil engineering discipline through Project Lead the Way with the hope of improving the 50% attrition rate of students pursuing post-secondary degrees in engineering and technology fields.

7. **Pleasure Ridge Park High School**
   Pleasure Ridge Park High School has a large need for advisors/mentors. This is an area in which the Walsh DBT can make a large impact on the younger community with long-lasting connections.

8. **Waggener Traditional**
   Course Offered: CADD

9. **DuPont Manual High School**

10. **Male High School**

11. **Ballard**

Since 2005, KESP participants have come from these high schools but we have also had participants from, Jeffersonville, Indiana, Lexington and Russellville, Kentucky.

Marketing

It is imperative to the success of the KESP that WVB efficiently communicates the efforts and opportunities available through this program with the community, local high schools and universities, and the other design teams on the Project. To accomplish this task, the services of the DBE Consultant firms for WVB will be sought help with marketing strategies that effectively target the proper age levels, particularly the younger mass we intend to attract.

Strategies

Marketing strategies for the high school participants in this project included the promotion of the KESP involving literature, brochures, website, and Power Point presentations.

Literature, Brochures

For the high school group, literature focused more on generalities regarding a career in the field of civil engineering. This approach generates interest among the students, without overloading them with specific details of the engineering profession. The details can be presented when we identify an interested group.

Brochures and flyers for participating high schools included the following:

- Brochure defining civil engineering with the various concentrations and examples of practical application
- Brochure listing scholarships for potential engineering students that include contact information to guide inquiring parties
- Brochure explaining the Engineering Scholars Program and soliciting interested students

Website

A website link from the Project website will be established to allow the public to be better aware of the totality of the Project. This website will serve as a vehicle for displaying the KESP's activities, a method of tracking the impact of the program and an information center for KESP participants.

Participant Selection

Once the participants are selected, the focus is shifted to informing the students about the field of civil engineering. It is important that the KESP accept applications from all levels of high school students, freshman to seniors, since interested students must gear their schedules toward a science and math based career. This section outlines the process of participant selection by the Kentucky Engineering Scholars Program.

Recruitment

The KESP team realizes that depending on the interest and cooperation from high schools, we might approach the participant selection as more of a recruitment procedure than an open application process. It has been determined that it is necessary to recruit high school students for the KESP rather than just setting up an application process or depending on various schools with math or engineering focus. We will concentrate our attention to female or minority students who excel in math and science.

Qualifications

Like all successful programs, there must be guidelines for participants. Below is a list of qualifications for potential members of the KESP.

- Female or minority students
- Socially and economically disadvantaged students
- Plans to pursue a degree in civil engineering
- Competence in math and science
- Minimum GPA of 2.5

Application and Interview

Once potential participants are identified, they will complete an application in order to supply general information as a method of tracking students in the future if the program continues throughout the duration of the Project and also a means of determining student interest. This preliminary information-gathering session will serve as an indication about whether the students have the genuine interest required to pursue involvement in the program.

Prior to making final selection, all interested individuals will speak with a member of the KESP team. This is our opportunity to interact with the students and get an idea about their suitability for the program. The KESP team member will visit the participating high school and meet with the students and parents, if desired, to make them feel more comfortable and provide a chance to speak again with the students' teachers and counselors if appropriate or need be.

Number of Participants

The initial goal is to accept 20-25 students. The number of students and the area in which we take this program is flexible, depending on the students and general interest in the KESP. If a large number of students show interest, then the number of participants may be modified. At this point, it is difficult to predict the impact of the KESP, but the programs ability to be flexible and capable of change is important.

Selection

Assuming each applicant meets the qualifications, the selection of the students for the KESP will be based on the student's interest in civil engineering, the resume, recommendations from the schools' faculty and counselors, and a brief meeting with the students.

Participant Meetings

It is vital that there be solid lines of communication between all levels of participants in the KESP. Thus, periodic meetings are planned to help keep everyone on track, on task, and informed about each other's needs.

Introductory Meeting

Once he/she accepts the offer, an introductory meeting will be held with all KESP participants, parents, school contacts, mentors, representatives from the Walsh DBT firms, and other KESP participating members. This meeting should be casual in nature and will address the following:

- Allow all parties to officially meet each other
- Summarize our goals and expectations for the KESP participants
- Express goals and objectives to parents
- Discuss portfolios and tracking

Periodic Contact

After the initial meeting quarterly presentations will be held and part-time and summer employment opportunities will be discussed. These activities will require periodic contact among the KESP participants to assure things are running smoothly.

Forms and levels of contact include:

- Sign in Sheets
- Pre-application forms
- Student Profile sheets
- Evaluation forms
- KESP team reports

Methods of contact:

- Email
- Phone call
- Home visits
- Personal meeting
- Written correspondence

The mentors should take this time to inform students about skills and useful information regarding the civil engineering or transportation related fields. Possible topics include:

- Preparing for a college education in engineering
- Completing a degree from an accredited institution
- Obtaining a Professional Engineering license
- Becoming familiar with computer programs used by engineering firms
- Developing interpersonal skills
- Practicing business ethics
- Building a professional resume

This contact will provide a chance for the students to express their feelings about the program, ask questions, assist the KESP team to assess impact, and allow for issues to be addressed before becoming problems. Maintaining effective communication will enable the KESP to maximize impact.

Assigned Mentors

Mentoring is a very important part of this program. No one will be asked to mentor or continue to mentor if they do not agree with the program's goals and objectives. The program seeks only willing participants as both mentors and protégés. Mentors will be identified during summer employment activities with KESP participating partners. A KESP partner is any engineering firm or business that utilizes and has a need for civil engineers. Each active student in the KESP will have an engineering mentor to act as an encourager, source of guidance and information regarding engineering and assistance in effectively preparing for a career in the engineering field. Possible mentoring activities may include:

- Contact students via email, phone call, or personal meeting.
- Plan for assigned students to shadow at work.
- Be available to answer questions and inquiries from assigned students regarding engineering.

Part-Time Employment Positions

For some students participating in the KESP, part-time employment positions will be available. These positions will be available from participating partners. The goal is to give high school students in the KESP a clear understanding of what civil engineers do as well as provide some practical value added engineering work experience while still attending high school. We realize this might be a difficult challenge with the students' school schedules, but would be worth the effort.

Some of the things necessary to make this work include:

- The companies must be local, so transportation is not an issue.
- KESP participants will fill the limited number of positions.
- Each position will follow a formal hiring process – the position will be posted to the KESP group, resumes will be gathered, references will be contacted, and interviews will be held in order to make a final selection if the number of interested students is higher than part-time job openings.
- Job descriptions must include engineering related work.
- Employers will provide the KESP coordinator with student/employee evaluations at the end of the job experience.

Summer Employment Positions

Summer employment positions will be available to some KESP students. Like the part-time employment, the summer positions will be available from local KESP partners. The goal is to give high school students an idea of what it will be like to have a career in civil engineering and provide practical value added engineering work experience during the summer months.

Some of the things necessary to make this work include the following:

- The companies must be local, so transportation is not an issue.
- Each position will follow the formal hiring process should there be more job applicants than jobs available. The KESP participants resumes will be gathered, references will be contacted, and interviews will be held in order to make a final selection.
- The summer job will last approximately eight weeks during June and July.
- Job descriptions must include engineering related work.
- Student/employee evaluations will be provided for student portfolios.

Quarterly meetings

For the participants in the KESP, engineers will hold quarterly meetings at local offices. The meetings will bring all the participants of the KESP together for informative sessions and casual interaction, perhaps over lunch. This interaction will allow a sense of unity among the group and a chance to share experiences, knowledge, and concerns among all members involved. These gatherings may include any of the following:

- Presentations about various aspects of civil engineering
- Field trips to job sites.
- Visits to other civil engineering or transportation related sites
- Tours of local engineering firms
- Advice from newly hired engineers
- Brief updates on the recent events of the KESP
- Opportunity for the students to share their experiences

Colleges

There is concern in the civil engineering field about the low retention rate of students within the field and specifically of minorities at institutions in the U. S. Keeping women and minority students interested in engineering and the discipline of civil engineering while in college will be our goal and challenge. We hope to get these students interested early in high school, assist them in the college preparation, and follow up with the students to completion of a civil engineering degree.

Preliminary Tasks, Data Collection

Similar to the steps involved with the high school program, the college program required meetings and discussion about the implementation in local colleges. The initial goal is to focus on the preliminary work regarding this program and to start gathering information and making contacts. The initial objectives include:

- Research regional colleges and universities to discern suitable matches for this program
- Contact administrators and department heads in the engineering programs at potential colleges and universities to identify interest in the KESP

- Pursue interested colleges and universities by meeting with department heads, faculty and administrators to inform them of our KESP

Goals and Objectives

With this vast transportation infrastructure project expected to last six years, KTA sees an opportunity to reach out and make lasting connections with the community. Our sights are set on impacting women and minorities in the engineering field, encouraging them to persevere and complete a civil engineering program, and provide opportunities that would help them in their future careers. Some of our main goals and objectives include:

- Educate college students on the various disciplines in civil engineering
- Encourage students to continue their pursuit of a civil engineering degree and increase retention in civil engineering programs
- Offer summer and part-time employment opportunities to selected students
- Establish connections between engineers and college students through mentoring, presentations, and employment
- Create a sense of camaraderie among the KESP participants
- Provide KYTC a source for recruiting civil engineers as well as employees for transportation related services.

Participants

The KESP will spent its time developing relationships with Kentucky institutions which offer degrees in civil engineering or participates in the KYTC 3/2 program. These schools include most of the State funded colleges and Universities. Our primary focus will be on the Speed School at the University of Louisville due to its proximity to the Project. Below are the aforementioned institutions, a description of their engineering curriculum, additional outreach programs, and the relationship of the KESP to the institutions.

University of Louisville

The convenient location allows for the ease of college student participation in the KESP and enables the university to act as a resource for the participating high schools. The success of this program at the collegiate level will depend on how the University of Louisville chooses to participate. The KESP will mentor and encourage qualified college students, but there are many other opportunities involving the university. Such opportunities and ways of participation by U of L range from providing shadowing opportunities for high school students at the J. B. Speed School of Engineering to acting in an advisory capacity with participating high schools.

The University of Louisville's Speed School has a unique engineering program in that it offers a Bachelor of Science Degree and Master of Engineering in five years. The Master of Engineering degree is accredited by the Engineering Accreditation Commission of the Accreditation Board for Engineering and Technology.

The University's masters program requires cooperative consideration for the Engineering Scholars Program and its participants. Freshmen and sophomores are required to attend classes their 1st two years and have co-op jobs during their junior and senior years. This means summer jobs for any ESP participants would have to be delayed until their last years. This void may be filled by using high school students or civil engineering students from other colleges. Since the university is located in Louisville, it is close to the Kennedy Interchange Project, and the students are very accessible to many of the engineering firms involved in the project.

University of Kentucky
The University of Kentucky (UK) has an accredited Bachelor of Science Degree in Civil Engineering as well as a Master of Science in Civil Engineering, the Master of Engineering in Civil Engineering, and the Doctor of Philosophy in Civil Engineering.

Kentucky State University
Located in the state capital, Kentucky State University, founded as a historical black college, provides an ideal environment for our outreach to minorities.

Kentucky State University has an outreach program called the Summer Transportation Institute (STI) funded by the FHWA. WVB hopes to connect with STI through the ESP to increase the impact of this program. The STI is designed to stimulate and sustain interest in the transportation field and increase the number of students who choose careers in the transportation industry. The program is geared toward middle school students and provides an opportunity to introduce these students to the relationships between math and engineering before reaching high school.

Others
KESP students can also be enrolled in other state Programs offering 3/2 programs similar to that of Kentucky State University. These schools include Murray State University, Western Kentucky University and Morehead State University.

Retention Program for Engineering Students
The KESP can be viewed as a program to help improve retention among civil engineering students, although this responsibility ultimately falls on the institutions themselves. Providing assistance through mentors, practical job experience, and offering development opportunities through seminars, field trips, and tours can supply the additional support to keep students involved and interested in the civil engineering field.

Quarterly Seminars
For the participants in the KESP, engineers will hold quarterly seminars at local offices. The seminars will bring all the participants of the KESP together for informative sessions and casual interaction. This interaction will allow a sense of unity among the group and a chance to share experiences, knowledge, and concerns among members involved. These gatherings may include any of the following:

- Presentations about various aspects of the Kennedy Interchange
- Field trips to job sites on the Kennedy Interchange project
- Tours of local engineering firms
- Advice from newly hired engineers
- Brief updates on the recent events of the KESP
- Opportunity for the students to share their experiences
- Shadowing on the job as well as at the University

Through outreach, mentoring, financial assistance, and encouragement, the KESP hopes to impact the underutilization of women and minorities in the field of civil engineering by giving them opportunities and the support to succeed in high school and college. WVB hopes that the KESP will plant roots in the community and continue its impact long after the ORB East End Crossing Project is completed.

Draft Project Sustainability Plan (4.1.6.c.vi)

DRAFT SUSTAINABILITY MANAGEMENT PLAN

Contents

1 Introduction

This document provides an initial indication of the measures WVB will implement on the East End Crossing Project to manage sustainability issues and achieve IFA's stated sustainability goals. It should be read in conjunction with all other elements of our Environmental Compliance and Mitigation Plan, our Safety Plan, DBE Performance Plan and Workforce Diversity and Small Business Performance Plan.

In addition to our draft plans for Quality and Safety Management, this draft SMP clearly demonstrates our intent to develop and maintain the very highest standards with regards to sustainability on this Project. We are committed to responding to the sustainability concerns of our parent companies, clients and stakeholders. We will engage with clients, stakeholders, suppliers and staff to ensure sustainability is embedded in the way we work. We recognize our responsibility to society at large and to respond to sustainability challenges.

The SMP will be a component part of the Project Environmental Compliance and Mitigation Plan, which is in turn part of the Project Management Plan. It will apply during all Project stages, and highlights how WVB will address sustainability objectives during both performance of construction work and the operating period.

At this stage, the SMP is based on information available to WVB at bid development stage – including the 2012 Record of Decision (ROD), 2012 Supplemental Final Environmental Impact Statement (SFEIS), 2003 Final Environmental Impact Statement (FEIS) and 2012 Section 106 First Amended MOA. This draft plan will be developed further following contract award for final submission for IFA approval prior to Commencement of Design.

1.1 Purpose

The purpose of this document is to outline the controls and mitigation measures WVB will implement to maximize the positive impacts, and reduce or eliminate the potential adverse impacts, of the East End Crossing Project.

As a component part of the Environmental Compliance and Mitigation Plan it will provide a:

- framework to ensure all of WVB's sustainability responsibilities are discharged
- means to identify Project sustainability commitments and constraints, targets and objectives

- mechanism for checking that commitments have been applied during design, construction and O&M phases of the works
- mechanism for auditing and evaluating the application of controls and mitigation measures and the handling of sustainability issues during all Project stages

2 Sustainability Strategy and Objectives

WVB's approach to sustainability management is founded on both the JV parent companies' and IFA's objectives. This is captured in WVB's Sustainability Strategy, as illustrated in figure 1, which sets out our commitments within four key areas and 12 sub-categories.

People & Communities	Climate Change & Energy
Our people Health and safety Communities	Climate change Energy Transport and materials
Biodiversity & Natural resources	**Governance & Partnership**
Reduce impact & enhance biodiversity Sustainable water use Waste	Governance Customers Supply chain

Figure 1: The WVB sustainability strategy is based on four key areas, founded on both our own and IFA's social, economic and environmental objectives

This approach will ensure we satisfy (and where possible exceed) IFA's expectations, as well as the stated Project goals and objectives shown in Table 1.

Table 1: The Project sustainability goals and objectives and where these are covered in the WVB Sustainability Strategy

Project Goal	Objectives	Element of Sustainability Strategy
Safe and secure	Maintain a safe environment for the public & workers	
Provides long term security	Detect, deter & prevent security risks	
Improves cross-river access & mobility	Consider access & amenities along multi-use pathways	
	Provide and enhance level of service	
Optimizes life-cycle costs	Use durable materials	
	Use recyclable materials	
	Minimize waste	
	Consider the impact of ice & snow control materials	
Provides economic opportunity	Achieve diverse workforce goals	
	Create DBE, small business opportunities & subcontracting	
	Consider the source of materials based on sustainability principals.	
Protects and conserves environmental resources	Use recycled, recyclable & waste materials	
	Use green infrastructure storm water management design principles	
	Protect, conserve and enhance all environmentally sensitive areas	
	Minimize & eliminate waste	
	Optimize energy efficiency in construction & operations	
Provides for proactive engagement with the public.	Communicate the goals & achievements of the sustainability plan with the public	
	Include sustainability goals, efforts & activities in the Public Involvement Plan	

3 Sustainability Targets

As described in Table 2, WBV's sustainability targets will be implemented onsite throughout the East End Crossing Project. Potential for continual improvement and performance beyond established targets will be evaluated and implemented throughout all stages of Project delivery.

Table 2: WVB sustainability targets, which will be met and (wherever possible) exceeded to drive continual improvement across the Project

Measure	Project Target	Target Monitoring
Construction targets		
DBEs employed	9% of workforce	DBE, Procurement and HR Managers to review and report on progress against target
Minority employees	15% of workforce	DBE, Procurement and HR Managers to review and report on progress against target
Female employees	10% of workforce	DBE, Procurement and HR Managers to review and report on progress against target
To be completed		

4 WVB Integrated Management System

4.1 Background

The WVB Special Purpose Vehicle (SPV) brings together three major engineering and construction companies in Walsh, Vinci and Bilfinger Berger.

The Walsh-Vinci Construction JV (CJV) will be supported by our selected lead engineer, Jacobs.

- The Walsh Group is one of North America's largest general contracting, design-build and construction management firms.
- VINCI Concessions' expertise in design, financing, construction, operations and maintenance makes it the preferred partner of public authorities globally for the development of transport infrastructure and public facilities.
- The Bilfinger Berger Group operates internationally, specializing in civil and industrial construction, engineering and services
- Jacobs is one of the world's largest and most diverse providers of professional technical services, including engineering, architecture, construction, and operations and maintenance.

Between them the Project partners have unparalleled breadth and depth of experience in delivering Projects safely, sustainably and to the highest quality. Our success is based on a mix of experience, innovation and quality systems, and is encapsulated in our Integrated Management System (IMS). All elements of the Project will be controlled by the IMS.

The WVB IMS is presented in the WVB Project Management Plan and is founded on a process approach that drives clear allocation of ownership and responsibility.

4.2 WVB Strategic Processes

Through the development of its IMS, WVB has identified the following strategic processes necessary for its operations, and the interactions between them:

- **Delivery Processes –** contribute directly to the achievement of client and stakeholder objectives and satisfaction.
- **Control Processes** – define policy and the achievement of objectives. They provide guidance for delivery and support processes and ensure their consistency. They concern the business strategy, continuous improvement, sustainability, health and safety and quality assurance.
- **Support Processes** – ensure proper implementation of delivery and provide the required additional resources.

WVB has integrated sustainability, environmental, safety and support control functions into these core processes as shown highlighted in yellow in Figure 2.

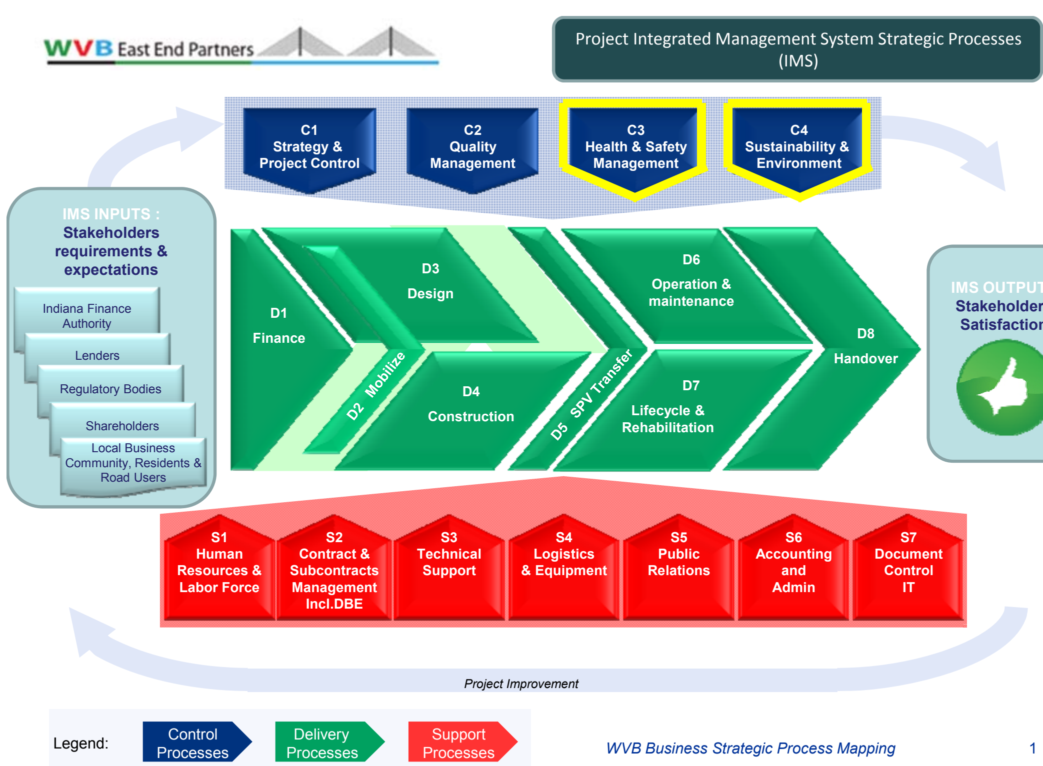

Figure 2: Sustainability elements of WVB's Integrated Management System

Both control processes C3 Health and Safety Management and C4 Sustainability and Environment will influence our achievement of the Project sustainability goals and objectives. More details about these processes and process owners' responsibilities (including the main organization chart) can be found in the WVB Project Management Plan.

Figure 3 below shows the management processes that make up control process C3 Health and Safety Management. Safety management processes will be described in more detail in the Project Safety Plan.

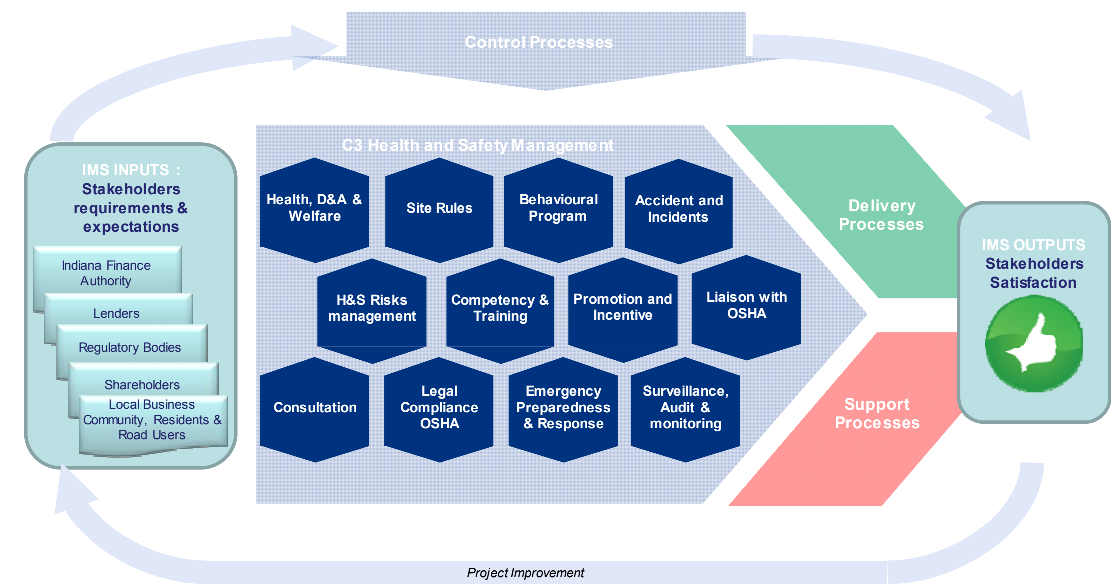

Figure 3: Control process C3 will ensure we maintain a safe environment for the public and workers in all Project stages

Figure 4 shows the management processes that make up control process C4 Sustainability and Environment. These processes will be described in more detail in the Project Environmental Compliance and Mitigation Plan.

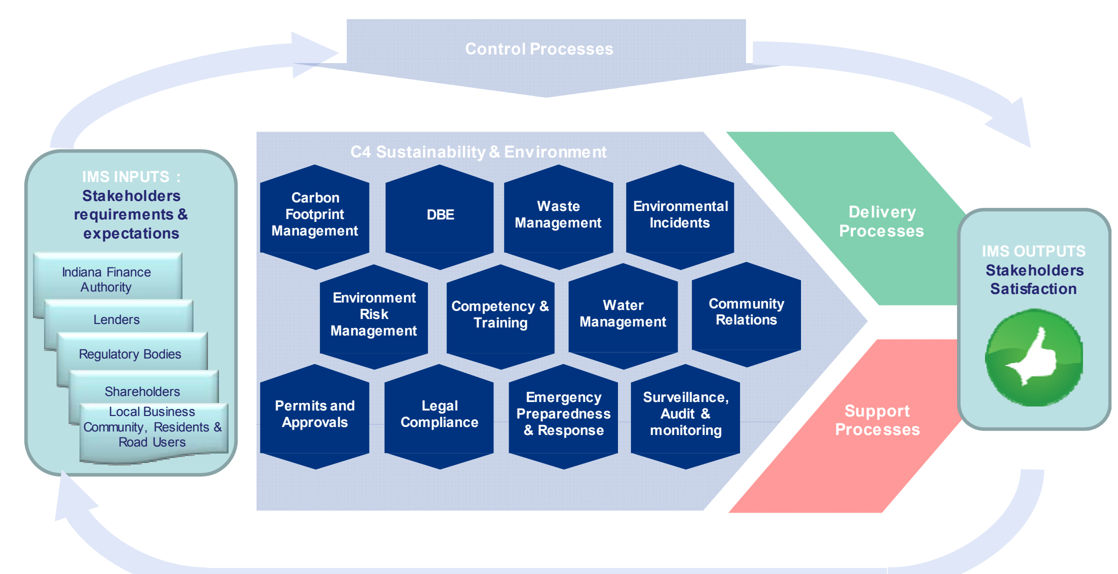

Figure 4: Control process C4 will ensure sustainable and responsible delivery of the East End Crossing to the full benefit of the local community

Processes will be fully documented through process charts and resources such as management plans, operational processes, procedures and work instructions.

An online process view interface will permit easy access to all documentation on the Project intranet.

4.3 WVB Organization for Managing Sustainability

Figure 5 shows WVB's proposed organization for managing sustainability on the Project.

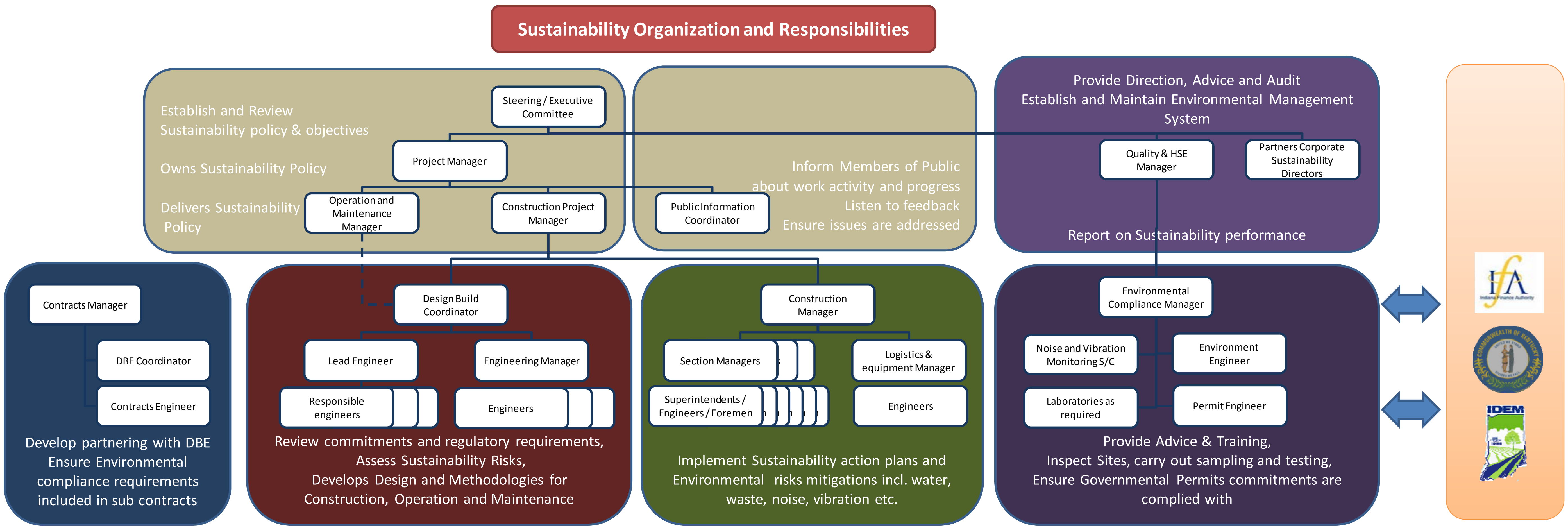

Figure 5: WVB organization, ensuring those with responsibility for delivering exemplary sustainability are integrated fully throughout our Project delivery team

4.4 Roles and Responsibilities for WVB Personnel

Table 3 highlights the main sustainability responsibilities for the Project.

These responsibilities will be developed and established as a formal part of the WVB Management System. Responsibilities for sustainability, environment, quality, health and safety, schedule, cost, etc. will be combined and communicated to all personnel in their job description to ensure clear understanding and commitment.

Table 3: WVB staff sustainability responsibilities – each will drive exemplary delivery throughout all stages of the Project

Owner	Sustainability and Environmental Responsibilities
Project Manager	• Ultimately responsible for the sustainable performance of the Project • Promotes corporate social responsibility and sustainable construction to the Project team • Present at key meetings with client and local groups
Quality and HSE Manager	• Leads on sustainability as well as health and safety, monitoring and reporting on compliance and performance • Owns the Health and Safety Management control process C3 and Sustainability and Environment control process C4 • Develops, deploys, reviews and maintains the Sustainability Policy, Sustainability Strategy, Safety Policy and Safety Strategy • Provides advice and guidance on all sustainability issues • Works with the Public Information Coordinator to communicate with stakeholders and manages public relations in relation to sustainability • Liaises with client representatives on sustainability issues
Environmental Compliance Manager	• Directly supports and contributes to Quality and HSE Manager responsibilities • Develops, deploys, reviews and maintains sustainability activities for WVB • Delivers sustainability and environmental standards that meet and exceed the expectations of the client, stakeholder and environmental bodies

Owner	Sustainability and Environmental Responsibilities
	• Responsible for ensuring all governmental permit commitments are complied with • Improves the environment and reduces Project impacts • Provides advice and guidance on all sustainability and environmental issues • Supports / provides training • Develops and implements monitoring to ensure WVB compliance and performance against regulatory constraints, Project management commitments and sustainability targets • Responds to technical queries • Collects information and data, analyses findings and issues reports on progress against KPIs • Reports information related to sustainability management • Ensures all required certification and documentation for waste contractors used is in place • Monitors and audits Project compliance with all legal and client waste management requirements • Investigates additional opportunities to divert waste from landfill and to maximize operations in accordance with the waste hierarchy • Ensures the collection, correct analysis and reporting of waste data (including office waste) from across the Project
Environmental Compliance Manager	Provides assistance to the Environmental Advisor on the following: • Collects information and data, analyze findings and issue reports on progress against KPIs • Reports information related to sustainability and environmental management
Permit Engineer	• Ensures all governmental permit commitments are complied with • Completes environmental monitoring to ensure WVB compliance and performance against regulatory constraints and Project management commitments

Owner	Sustainability and Environmental Responsibilities
Logistics & Equipment Manager	Responsible for: • All logistics and related processes, i.e. owns support process S4 – Logistics and Equipment • The provision and maintenance of water drainage and treatment systems • The compliance of vehicles, plant and equipment entering site with regard to environment and safety regulations and site rules, e.g. noise or particles emissions • The maintenance of vehicles, plant and equipment • The reporting of data required for the sustainability and environmental KPIs, e.g. carbon emissions • The maintenance and cleanliness of site haulage roads • The wheel washing facilities maintenance and cleanliness of access roads • All site facilities including waste collection and disposal, in collaboration with the Waste Manager
DBE Coordinator	• Leads liaison with Disadvantaged Business Enterprises (DBEs) • Ensures national targets are met and exceeded in placing funds with persons who qualify as disadvantaged small business operators
Construction Manager / Section Project Managers / Section Engineers	• Develop environmental risk assessments specific to each method statement • Develop and implement operational controls, including briefings and brown bag talks • Assist in obtaining all necessary consents and liaise with external agencies • Ensure compliance with consents including obtaining monitoring information
Site Engineers, Foremen and Operatives	• Implement the controls and requirements as set out by the SMP, method statements and specialist reports

Owner	Sustainability and Environmental Responsibilities
Public Information Coordinator	• Communicates and contributes to community stakeholders • Manages public relations after liaising with client • Supports client responses to public enquiries / complaints • Organizes workshops / seminars for local residents to attend so the Project and its impacts can be explained • Liaises with the client regarding school and local community initiatives • Responsible for WVB internal communication
Contracts Manager	• Verifies compliance with sustainability standards and specifications of enquiries received • Ensures sustainability requirements are included in contracts along with adequate clauses to allow for commercial action in case of failure to meet requirements

4.5 Management System Documentation

The WVB IMS has been developed from the WVB JV partners' existing management documentation. This process has amalgamated best practice from each partner organization to ensure the IMS not only reflects industry-leading control processes, but is also aligned with wider WVB and IFA requirements.

The system is fully integrated and complies with the requirements of ISO 9001:2000, ISO14001:2004 and OHSAS 18001:2007. All processes and procedures address quality, safety and environmental aspects, where relevant.

4.6 Sustainability Records

Sustainability records to be kept onsite will include, but not be limited to:

- Site inspections
- Audit records
- Training records
- Waste management records (waste transfer notes, waste carriers' certificates, disposal facility licenses/permits, Site Waste Management Plans)
- Materials reclamation, reuse and recycling information and data
- Energy (including carbon footprint) and water consumption records

- Information on additional KPIs, and ongoing evidence of continual improvement
- Output from meetings with statutory authorities
- Incoming and outgoing correspondence with affected parties and statutory authorities
- Environmental near miss, incident and accident records (including mitigation measures adopted and lessons learned)
- Queries and complaints – a database of all communications with the general public and other stakeholders

5 Sustainable Management

The following sections set out WVB's proposed controls to achieve each of the Project sustainability objectives. The information within each section will continue to be developed as further information becomes available and Project plans progress. The measures here are in addition to those that will be set out in our Environmental Compliance and Mitigation Plan, which will address specific Project environmental risks in more detail. All team members will receive training in these measures and related objectives and targets as part of our Environmental Compliance and Mitigation Training Program.

5.1 People and Communities

Our central business purpose is to serve people. We provide the necessary infrastructure to enable them to live, work and travel and in delivering this have clear opportunities to provide local social and economic enhancement, for example through the provision of employment and training opportunities. Our work also poses risks, however, particularly in terms of safety, but also in terms of the environmental impacts of our works – for example noise and vibration and increased traffic congestion on local roads.

WVB will, through our delivery of the East End Crossing Project, identify and take action to realize all positive opportunities and address all potential risks in relation to people, safety and communities.

5.1.1 Our people

WVB is committed to sustainable recruitment and training practices to ensure we maximize the local economic benefits of the East End Crossing and provide a satisfied workforce that is fully committed to achieving the Project objectives.

This will support achievement of the IFA Project objective to provide economic opportunity.

During Construction

We will:

- Include local labor in our recruitment strategy
- Implement a training program to raise workforce competencies and motivation to achieve excellence. This to include a mandatory Environmental Awareness and Training Program to ensure all team members are aware of our environmental requirements and how to deliver them.
- Champion sustainability, e.g. through regular workshops
- Ensure our staff are consulted and involved
- Collect, respond to and recognize suggestions and feedback
- Reward employees through appropriate incentive schemes
- Promote our diversity and inclusion agenda

During Operations

We will:

- Include local labor in our recruitment strategy
- Implement a training program to raise workforce competencies and motivation to achieve excellence. This to include a mandatory Environmental Awareness and Training Program to ensure all team members are aware of our environmental requirements and how to deliver them.
- Champion sustainability, e.g. through regular workshops
- Ensure our staff are consulted and involved
- Collect, respond to and recognize suggestions and feedback
- Reward employees through appropriate incentive schemes
- Promote our diversity and inclusion agenda

5.1.2 Health and Safety

Safety will be our priority throughout the East End Crossing Project. We will provide a safe working environment for all involved with, or potentially affected by, our activities, including WVB, INDOT and KYTC employees, nearby residents and the traveling public. Our approach to achieve this will be set out in our comprehensive Project Safety Plan. This will ensure as a minimum we comply at all times with OSHA and PPA requirements and where possible exceed them.

This will support achievement of the IFA Project objective to maintain a safe environment for the public and workers and to provide long-term security.

During Construction

We will:

- Embed risk analysis at the design and works preparation stages to engineer a safe program of works and detect, deter and prevent all construction security risks
- Engage with clients and designers to reduce construction safety and security risks through design and engineering before works start
- Manage and optimize logistics and lifting assets to prevent interfaces and mitigate risks
- Implement, measure and review our Health and Safety policy
- Train and raise awareness of the workforce
- Make explicit, communicate and enforce our non-negotiable Health & Safety Rules
- Engage with our supply chain and the public to achieve our objectives
- Develop, test and implement an Emergency Response Plan, Environmental Incident and Response Plan and Pollution Prevention Plan to ensure we are adequately prepared in case of safety, environmental or other emergencies

During Operations

We will:

- Embed risk analysis in all preparation activities to develop and implement safe programs of operations and maintenance activities and detect, deter and prevent all long-term security risks
- Engage with clients and designers to reduce O&M safety and security risks through design and engineering before works start
- Manage and optimize activities and logistics to eliminate or minimize interfaces with live traffic and mitigate risks
- Implement, measure and review our Health and Safety policy
- Train and raise awareness of the workforce
- Make explicit, communicate and enforce our non-negotiable Health and Safety Rules
- Engage with our supply chain and the public to achieve our objectives

- Develop, test and implement an Emergency Response Plan, Environmental Incident and Response Plan and Pollution Prevention Plan to ensure we are adequately prepared in case of safety, environmental or other emergencies

5.1.3 Communities

WVB is committed to being a good neighbor, engaging, working with and supporting the communities local to the Project. This will include minimizing negative local impacts of the works as well as maximizing the positive benefits to the local community.

Our measures to maximize employment of local personnel and companies, including DBEs and smaller businesses are described in our DBE Performance Plan and Workforce Diversity and Small Business Performance Plan.

Our actions in this area will support achievement of the IFA Project objectives to achieve diverse workforce goals and maintain proactive engagement with the public.

During Construction

We will:

- Engage with Project stakeholders, understand and act appropriately on their feedback
- Work with local communities at the design stage to provide a legacy we can be proud of
- Include sustainability goals, efforts and activities in the Public Involvement Plan
- Engage with local schools and colleges
- Help raise competences in the local labor pool by providing training opportunities, including for locally-sourced team members and supply chain
- Support apprenticeships
- Encourage staff to volunteer in the community
- Seek to minimize local construction impacts – for example our shortened tunnel and portal designs, optimized tunnel cross-section and raised portal profile will reduce excavations and the number of trucks needed to remove rock material from site; to limit noise and vibration impacts on nearby properties as a result of tunnel excavation works we will fit blasting doors and use specifically selected detonators; our enhanced Roundabout Interchange solution and temporary traffic staging will maintain unrestricted access to the Port of Indiana throughout the works

- Assist our clients to proactively keep neighbors informed of the construction works; maintain ongoing communication through informal contact and weekly meetings with transport agencies during construction to jointly manage and mitigate impacts on the traveling public, ensuring safety and minimal impacts on local roads

During Operations

We will:

- Engage with Project stakeholders, understand and act appropriately on their feedback
- Engage with local schools and colleges
- Include sustainability goals, efforts and activities in the Public Involvement Plan
- Help raise competences in the local labor pool by providing training opportunities, including for locally-sourced team members and supply chain
- Encourage staff to volunteer in the community
- Consider best practice and innovations to minimize impacts during operations – for example, we will minimize bridge deck joints and incorporate state-of-the-art technologies for necessary joints, bridge deck and pavement textures to minimize noise in operation
- Seek to minimize local impacts of any maintenance works – for example, we will adopt a preventive maintenance strategy to minimize the need for larger rehabilitation works, which would have greater impacts on local residents and road users
- Assist our clients to proactively keep neighbors informed of maintenance and rehabilitation works; maintain ongoing communication through informal contact and weekly meetings with transport agencies to jointly manage and mitigate impacts of maintenance activities on the traveling public, ensuring safety and minimal impacts on local roads

5.2 Biodiversity and Natural Resources

All infrastructure Projects, in both the construction and operational phases, have the potential to impact negatively on natural resources and biodiversity. Negative impacts can include temporary or permanent land take, resulting in the loss of habitat and / or mobility of wildlife and the loss of vegetation; increase in noise, light, and vibration disturbance – particularly during breeding and nesting seasons; and impacts on water quality. As well as protecting endangered, rare and threatened species, we must prevent the spread of invasive species. We also have a duty to make sustainable use of resources, including through the reduction of waste.

5.2.1 Reduce Impact and Enhance Biodiversity

WVB will make every effort to minimize the environmental impacts of our activities in order to protect natural resources (including endangered, rare and threatened species) and enhance local habitats.

This will support achievement of the IFA Project objectives to protect and conserve environmental resources and optimize life-cycle costs (including protecting, conserving and enhancing all environmentally sensitive areas and considering the impacts of ice and snow control materials on the local environment).

During Construction

We will:

- Develop and deploy our Environmental Management System, which is certified to ISO 14001
- Identify potentially affected habitats and species and adopt best practice measures to minimize the impacts of our activities
- Identify opportunities for enhancement of habitats to offset unavoidable loss of overall habitat
- Develop designs to limit construction impacts and minimize Project footprint during construction works
- Provide training and raise awareness among the workforce (e.g. via posters) to enable identification and reporting of protected and invasive species
- Engage with local wildlife groups
- Monitor and check effectiveness of protection measures

During Operations

Our approach will make efficient use of ice and snow control materials while maximizing safety of road users. Control materials will be selected that create minimal impact on surrounding wildlife, habitats and water resources.

We will:

- Develop designs to limit ongoing operational impacts and minimize Project footprint – for example by incorporating a roundabout into our solution for the Section 6 Indiana Approach
- Select a sustainable planting palette that is adapted, native, low water use and contains no invasive species
- Deploy our Environmental Management System, which is certified to ISO 14001

- Maintain records of potentially affected habitats and species and adopt best practice measures to minimize the impacts of ongoing O&M activities
- Plan devegetation works around breeding, nesting and migration seasons
- Provide training and raise awareness among the workforce (e.g. via posters) to enable identification and reporting of protected and invasive species
- Engage with local wildlife groups
- Monitor and check effectiveness of protection measures

5.2.2 Sustainable Water Use

By placing only a minimum burden on water resources through the efficient use of water (and in particular clean water), and ensuring ground and surface water are adequately protected, we will support achievement of the IFA Project objectives to protect and conserve environmental resources. This will include meeting the IFA aim to use green infrastructure storm water management design principles.

In line with the IFA aim to protect, conserve and enhance environmentally sensitive areas, we will also work with the Louisville Water Company to ensure the full protection of the Wellhead Protection Area (WHPA) at all times and eliminate the risk of any water supply contamination.

During Construction

We will:

- Develop, implement, monitor and update a Groundwater and Surface Water Management Plan
- Assess and reduce our direct and indirect water footprint during construction
- Adopt best practice in water use to minimize water wastage, including instilling a water efficient site culture
- Develop solutions to collect, treat and reuse site drainage runoff, ground and process water
- Treat trade effluents effectively
- Bring forward permanent works drainage where possible for use during construction as a measure to prevent pollution
- Optimize design and construction methodology to reduce dewatering
- Develop designs and construction methodologies that limit the need for construction activities in the water – for example we have reduced the waterline footing dimensions, which as well as facilitating construction and

reducing requirements to work in the water, will also minimize river flow disruptions and future riverbed scour

- Liaise with the Louisville Water Company; comply with environmental / erosion and sediment control and best management practices approved by the Company; use only materials and equipment approved for use in the WHPA; submit any plans for dewatering for Louisville Water acceptance prior to implementation
- Employ best practice measures during construction works in the Ohio River
- Store materials appropriately, away from bodies of water, and employ best practice dust and sediment control measures; store potential pollutants in clearly labeled containers in designated locked and bunded areas
- Ensure vehicle refueling is completed by trained personnel, in line with a clear refueling protocol, within designated and bunded areas isolated from water courses and drains
- Provide emergency spill kits onsite and train personnel in spill control

During Operations

We will:

- Assess and reduce our direct and indirect water footprint during construction
- Adopt best practice in water use to minimize water wastage, including instilling a water efficient site culture
- Treat and dispose of effluents effectively
- Incorporate storm water management technology into our design to enhance water quality in the Ohio River during operations; this will be achieved through early development of a Storm Water Pollution Plan for Sections 4 & 5
- Employ water efficient cleaning and maintenance equipment, e.g. to power wash structures during post-winter maintenance
- Consider potential for water pollution in the selection of ice and snow control materials, paints, cleaning and other maintenance chemicals, particularly for use on bridge structures over water; adopt best practice measures during their use
- Store maintenance materials appropriately, away from bodies of water, and employ best practice dust control measures; store potential pollutants in clearly labeled containers in designated locked and bunded areas
- Ensure any vehicle refueling onsite is completed by trained personnel, in line with a clear refueling protocol, within designated and bunded areas isolated from water courses and drains

5.2.3 Waste

As a key part of our efforts to minimize the environmental footprint of these works, WVB will ensure waste is minimized, stored and disposed of in a controlled manner, in compliance with legal requirements, and in accordance with the highest tiers of the Waste Hierarchy.

In developing our design we will consider waste at all stages of the Project – including during construction, O&M and end of life disposal. This will support achievement of several IFA Project objectives, including to:

- Optimize life-cycle costs – through the use of durable and recyclable materials and the elimination of unnecessary waste
- Protect and conserve environmental resources – by reducing waste and using recycled, recyclable, and waste materials to reduce the need for new materials to be procured

As well as reducing waste to landfill, the measures described below will additionally reduce the environmental impacts of transporting materials to and from site.

During Construction

We will:

- Produce, implement, monitor and update a Waste Management Plan (WMP), setting out the controls that must be implemented for the storage, removal and disposal, monitoring and general management of waste produced onsite
- Optimize designs to reduce waste generation in construction, for example, optimizing the roadway profile for the south portal to decrease rock excavation and increasing the amount of fill material to be used north of Harrods Creek to decrease haul off from the Project
- Maximize use of recycled materials in the works; where practical, establish separate material type stockpiles to support recycling onsite and reuse temporary falsework and formwork
- Continue coordination talks with local quarry plants and work with local businesses to take excavated material and recycle it back into the East End Crossing Project as well as into other surrounding construction Projects
- Incorporate all material possible on site, for example using excavated materials at the Middleton Creek fill zone and to build earthen berms for noise reduction and view shed improvement for the historic districts such as Rosewell House

- Maintain our 'right first time' quality approach to avoid waste and requirement for reworking
- Reduce, sort and recycle office waste
- Manage waste collection and ensure optimum segregation for reuse and recycling

During Operations

We will:

- Consider operational and end of life waste issues during the design stage; including specifying durable materials to increase life cycle – for example using weathering steel in the East End Bridge construction and concrete for the pavement
- Maintain our 'right first time' quality approach to avoid unnecessary waste
- Reduce, sort and recycle office waste
- Manage waste collection and ensure optimum segregation for re-use and recycling

5.3 Climate Change and Energy

Actions to minimize the causes of climate change and ensure efficient use is made of energy and fuel in all Project stages will have positive environmental impacts as well as enabling cost savings. Of particular consideration on this road infrastructure Project will be our efforts to reduce transportation impacts. In addition to reducing greenhouse gas emissions and fuel use this will increase the local benefits of the Project, for example by encouraging use of local suppliers.

5.3.1 Energy

WVB is committed through all stages of the Project to optimizing energy use, demonstrating efficiency and encouraging the adoption of best practice behaviors with regards to fuel and energy use both on and offsite.

This will support achievement of the IFA Project objectives to protect and conserve environmental resources and optimize energy efficiency in construction and operations.

During Construction

We will:

- Develop and implement a Construction Energy Management Plan
- Introduce initiatives to reduce conventional energy use and increase energy

- Select low energy consumption products, plant and equipment during site installation
- Train and brief our employees to save energy through responsible use of appliances
- Promote and monitor energy efficient use of plant and equipment
- Renovate office space where practical to incorporate green building initiatives

During Operations

We will:

- Develop and implement an Operational Energy Management Plan
- Introduce initiatives to reduce conventional energy use and increase energy efficiency during operations
- Select low energy consumption products, plant and equipment
- Train and brief our employees to save energy through responsible use of appliances
- Promote and monitor energy efficient use of equipment
- Renovate office space where practical to incorporate green building initiatives

5.3.2 Transport

By assessing the sustainability of transport choices made at all Project stages (including commuting, trade vehicles, materials supplies and on-site transport) we will be better placed to implement measures to reduce the transportation impacts of the Project.

This will support achievement of the IFA Project objective to protect and conserve environmental resources.

During Construction

We will:

- Calculate the distance to be traveled and resulting transport carbon footprint as part of our materials and subcontractor procurement process
- Promote local sourcing and procurement
- Promote the use of recycled / site won materials
- Co-locate in office space within one mile of the Project site.
- Promote tele- and video-conferencing and the use of public transport

- Develop a transport plan including shuttles / car pool / cycling arrangements for personnel
- Consider carbon emissions in the selection of vehicles
- Implement idling policies for all vehicles

During Operations

We will:

- Calculate the distance to be traveled and resulting transport carbon footprint as part of our materials and subcontractor procurement process
- Promote local sourcing and procurement
- Establish our maintenance yard and operations facility on Parcel 25 of the excess right of way (to include office building with reception; staff and visitor parking lot; covered vehicle garage and workshop space; covered sand and salt storage facility)
- Promote tele- and video-conferencing and the use of public transport
- Develop a transport plan including shuttles / car pool / cycling arrangements for personnel
- Consider carbon emissions in the selection of vehicles
- Implement idling policies for all O&M team vehicles
- Support advance user notification of any accidents or incidents on the roadway to prevent traffic delays and unnecessary user vehicle idling; implement maintenance works during off peak hours (period B) to minimize traffic impacts and increased emissions

5.3.3 Carbon Emissions

In order to support achievement of the IFA Project objectives to protect and conserve environmental resources and provide long-term security, we will implement all practical measures to reduce CO_2 emissions from all Project operations and prepare to adapt to the impacts of a changing climate in future.

During Construction

We will:

- Assess our carbon footprint using VINCI's in-house modeling tool GEStim™, set targets to reduce our GHG emissions, monitor performance and identify areas for improvement

- Adopt and promote best practice and seek innovation to reduce our carbon footprint during construction (e.g. through reducing transport requirements as described above)
- Procure materials and services from sustainable and local sources
- Reclaim and reuse materials onsite wherever possible
- Use low-volatile organic compound (VOC) paints / coatings and adhesives
- Select sustainable options and features for site office accommodation
- Positively change culture to encourage individuals to be more resource and carbon efficient
- Consider climate change risk and opportunities for adaptation measures

During Operations

We will:

- Assess our carbon footprint using VINCI's in-house modeling tool GEStim™, set targets to reduce our GHG emissions, monitor performance and identify areas for improvement
- Adopt and promote best practice and seek innovation to reduce our carbon footprint during operations and maintenance (e.g. through reducing embedded carbon in the works through the use of recycled and site-won materials as described above)
- Procure materials and services from sustainable and local sources
- Use low-volatile organic compound (VOC) paints / coatings and adhesives
- Select sustainable options and features for office accommodation
- Positively change culture to encourage individuals to be more resource and carbon efficient
- Consider climate change risk and opportunities for adaptation measures

5.4 Governance and Partnership

Open and honest communications and the fair treatment of all involved in this Project will facilitate efficient, safe and sustainable delivery at all stages. WVB is dedicated to working collaboratively with the IFA to identify and implement the best solutions to suit the IFA's needs and satisfy end users. We have established in our Project Management Plan our clear organizational structure and management processes, including our proven, efficient decision making process. This incorporates our promise to implement two-way means of communication at all times in order to listen and respond to customer and supply chain needs and concerns. By providing clarity in cascading all management requirements and

objectives throughout our supply chain – including sustainability requirements and targets – we will additionally expand the positive influence of the Project and enable achievement of all IFA goals.

5.4.1 Governance

WVB is committed to ensuring transparency throughout delivery in order to build trust and enable a collaborative management approach by providing appropriate information to all stakeholders.

As well as facilitating fair, effective and efficient management of the Project, this will in particular support achievement of the IFA Project objectives to maintain proactive engagement with the public and communicate the goals and achievements of the sustainability plan with the public.

During Construction

We will:

- Detail and publish our governance structure and decision making process
- Manage risks across the Project organization
- Consider stakeholder feedback at all relevant levels
- Ensure staff feedback is incorporated into decision making
- Consider sustainability in our business decision making process

During Operations

We will:

- Maintain our decision making process from the construction phase in order to maximize consistency and familiarity with the process
- Detail and publish our governance structure and decision making process
- Continue to manage risks across the organization
- Consider stakeholder feedback at all relevant levels
- Ensure staff feedback is incorporated into decision making
- Consider sustainability in our business decision making process

5.4.2 Customers

We are dedicated to supporting our customers' business and Project strategies and going beyond their expectations wherever we have an opportunity to do so.

This will support achievement of the IFA Project objective to improve cross river accessibility and mobility, including considering access and amenities along multi-use pathways and providing an enhanced level of service locally.

During Construction

We will:

- Work with customers during design and construction to achieve their sustainability aspirations during construction and wherever possible exceed them
- Benchmark best practices in order to actively propose optimum Project solutions
- Agree on Project-specific sustainability deliverables to help customers make sustainable choices
- Ensure customers are kept informed of all relevant issues
- Consult regularly and involve customers in the decision making process

During Operations

We will:

- Work with customers during design and throughout the operations period to achieve their sustainability aspirations during operations and wherever possible exceed them
- Benchmark best practices in order to actively propose optimum Project solutions
- Agree Project-specific sustainability deliverables to help customers make sustainable choices
- Ensure customers are kept informed of all relevant issues
- Consult regularly and involve customers in the decision making process

5.4.3 Supply chain

It is our aim to develop win / win partnerships with our supply chain and collaborate to deliver innovation in sustainability. We will promote local and responsible sourcing and procurement throughout our supply chain in both construction and O&M phases of the Project.

This will support achievement of the IFA Project objective to provide economic opportunity, including by creating DBE and small business opportunities (e.g. subcontracting opportunities) and considering the source of materials based on sustainability principals.

During Construction

We will:

- Work with our supply chain to deliver the joint set of Project sustainability objectives
- Ensure all sustainability commitments are cascaded through our supply chain
- Provide supply chain companies access to training, skills and business development workshops to expand their competencies
- Promote local sourcing and procurement and the use of DBEs and smaller enterprises
- Raise competencies and motivation within our supply chain

During Operations

We will:

- Work with our supply chain to deliver the joint set of Project sustainability objectives
- Ensure all sustainability commitments are cascaded through our supply chain
- Promote local sourcing and procurement and the use of DBEs and smaller enterprises
- Raise competencies and motivation within our supply chain