

ORIGINAL

**STATEMENT OF
QUALIFICATION FOR
I-65/I-70
NORTH SPLIT PROJECT**

MAY 17, 2019

**SUBMITTED BY:
SUPERIOR CONSTRUCTION Co., INC.**





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PNC - PAGE NOT COUNTED



1. GENERAL



TRANSMITTAL LETTER



May 17, 2019

Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204



Dear Ms. Schoenherr:

Superior Construction Co., Inc. is pleased to present the Indiana Department of Transportation with our Statement of Qualifications for the I-65/I-70 North Split Project. Our team consists of the following major participants:

LEAD CONSTRUCTION/DESIGN-BUILD FIRM

SUPERIOR CONSTRUCTION CO., INC. (SUPERIOR)



LEAD ENGINEERING/DESIGN FIRM

JANSSEN & SPAANS ENGINEERING, INC. (JSE)



Other team participants include:

MAJOR SUPPORT DESIGN FIRM

BEAM, LONGEST, & NEFF, LLC. (BLN)



MAJOR SUPPORT DESIGN FIRM

BUTLER, FAIRMAN, & SEUFERT, INC. (BFS)



PUBLIC INVOLVEMENT

HERD STRATEGIES, LLC (HERD)



Our single point of contact for this project is Jeff Lietzan: **Address:** 1455 Louis Sullivan Drive, Portage, IN 46368

Tel: 219.787.0850 **Fax:** 219.763.9998 **Cell:** 219.386.5815 **Email:** jlietzan@superiorconstruction.com

Superior/JSE is the right Team for this Project

Our team has a proven history of successfully delivering similar complex urban interchange projects on high volume roadways. Superior has successfully completed multiple design-build projects for INDOT on budget and ahead of schedule.

We look forward to the opportunity to work with INDOT and other project stakeholders on this important project and attest that the information in this Statement of Qualifications is true and correct.

Sincerely,

Daniel J. Sopczak, President
Superior Construction Co., Inc.

**FORM A
TRANSMITTAL LETTER**

PROPOSER: Superior Construction Co., Inc.

SOQ Date: May 17, 2019

Indiana Department of Transportation
I-65/I-70 North Split Project
Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204
Telephone: (317) 233-2072
Email: NorthSplitDBBV@indot.in.gov

The undersigned ("Proposer") submits this Statement of Qualifications (this "SOQ") in response to the Request for Qualifications dated May 17, 2019 (as amended, the "RFQ"), issued by the Indiana Department of Transportation (INDOT) to design and construct the Project. Initially capitalized terms not otherwise defined herein shall have the meanings set forth in the RFQ.

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

Transmittal Letter (this **Form A**);

Executive Summary;

Confidential Contents Index;

Proposer and Team Structure and Experience (including **Form B-1**);

Approach to Project

Forms B-2 and C;

Surety Letter(s);

INDOT Certificates of Qualification or Letter Regarding Application for Certificate;

Form D,

Page C-2

Indiana Department of Transportation
Request for Qualifications
I-65/I-70 North Split Project
Error! Unknown document property name.

PART C
Form A
April 30, 2019

Form E, and

Form F.

Proposer acknowledges access to all materials posted on the Procurement Website and the following addenda and sets of questions and answers to the RFQ:

Addendum #1 issued on April 22, 2019

Q&A Matrix #1 issued on April 22, 2019

Addendum #2 issued on April 30, 2019

Q&A Matrix #2 issued on April 30, 2019

Addendum # __ issued on

Q&A Matrix # __ issued on

[Proposer to list any other addenda to this RFQ and sets of questions and answers by dates and numbers prior to executing **Form A**]

Proposer represents and warrants that it has read the RFQ and agrees to abide by the contents and terms of the RFQ and the SOQ.

Proposer understands that INDOT is not bound to short-list any Proposer and may reject each SOQ that INDOT may receive.

Proposer further understands that all costs and expenses incurred by it in preparing this SOQ and participating in the Project procurement process will be borne solely by Proposer, except, to the extent of any payment offered by INDOT for work product, as described in Part A, Section 5.3 of the RFQ.

Proposer agrees that INDOT will not be responsible for any errors, omissions, inaccuracies or incomplete statements in the RFQ.

Proposer acknowledges and agrees to the protest provisions and understands that it limits Proposer's rights and remedies to protest or challenge the RFQ or any determination or short-listing thereunder.

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

Proposer's business address:

1455 Louis Sullivan Drive

(No.) (Street) (Floor or Suite)
Indianapolis Indiana 46368 USA

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

State or Country of Incorporation/Formation/Organization: Indiana

Superior Construction Co., Inc.

By: 

Print Name: Daniel J. Sopczak

Title: President



EXECUTIVE SUMMARY



NORTH SPLIT PROJECT

Superior Construction (Superior) is pleased to present INDOT with our Statement of Qualifications for the I-65/I-70 North Split Project (Project). The Superior/JSE Design-Build Team (Superior/JSE) recognizes that there are many distinct aspects of the Project that are of high importance to both INDOT and the stakeholders. These include the project schedule, physical limits of the site, traffic flow, adjacent communities, and historic sites.

Based on daily vehicle counts, Superior/JSE appreciates that an expeditious schedule is key to minimizing impacts to traffic on this high-traffic volume highway. In addition to an accelerated schedule, a well optimized maintenance of traffic plan is critical to minimizing impacts to traffic throughout the project life cycle. Additionally, an enhanced permanent traffic configuration that may eliminate current traffic weaves and conflicts is paramount to the success of the project and improved traffic flow.

Considering the current project limits will not likely be modified, a well thought out design that does not impact the 13 historic communities adjacent to the project but enhances their connectivity while respecting significant historical structures is a key element of the overall project scope and design.

Superior/JSE is confident that it can deliver an inclusive project solution that advances operations, reduces congestion, and improves safety while minimizing project risk.

Superior is a fourth-generation, family held enterprise. Founded in Indiana in 1938 on the shores of Lake Michigan, Superior remains an Indiana chartered and owned company. During the past eighty plus years, Superior Construction has leveraged its Midwest roots into becoming a national contractor conducting business with a variety of owners in various markets throughout the eastern US. This varying market experience has promulgated Superior Construction's organizational knowledge and expertise so that it may better serve and deliver successful projects for its clients.

Superior's clients realize many great benefits of a privately held enterprise. These include a flat organizational structure that affords a nimble and responsive decision-making environment. Additionally, Superior Construction is an engaged partner. That is, Superior Construction's clients are not simply another project in a portfolio remotely managed from another state. Indiana is Superior Construction's home and pride of domicile.

Superior has fostered many long term and successful relationships within the construction market and has conducted business with many generations of Hoosier owned or lead contractors and design firms. This affords Superior Construction the rare capacity to leverage relationships like none of its peers.

Superior has two business units, each serving distinct clients but also enabling it to leverage best practices from varying market types. Superior has an industrial services unit and a heavy civil unit. Sharing the knowledge and expertise developed through these business units enables Superior Construction to better serve its clients.

As indicated by Superior's Experience Modification Rate (EMR) of 0.68, we are committed to providing a safe project for employees, stakeholders, and the traveling public.

Superior Construction is a family — a family of Hoosiers working for the sole benefit of its fellow Hoosiers.

WHY SUPERIOR/JSE WANTS TO BECOME THE DESIGN-BUILD CONTRACTOR



THE I-65/I-70 NORTH SPLIT PROJECT PROVIDES OUR TEAM THE OPPORTUNITY TO EXHIBIT THE TALENTS AND EXPERTISE OF OUR ALL INDIANA FOUNDED TEAM TO OUR HOME STATE. WE BUILD AND DESIGN HIGHWAY PROJECTS THROUGHOUT THE COUNTRY AND WE CAN THINK OF NO OTHER PLACE WHERE WE WOULD LIKE TO SHOW OUR FRIENDS AND NEIGHBORS THE TYPE OF QUALITY PROJECT WE CAN DELIVER IN PARTNERSHIP WITH INDOT.



ADVANTAGES OF THE SUPERIOR/JSE TEAM

Our proposal addresses INDOT's goals while offering a distinctive commitment to safety, quality, innovation, and schedule efficiency. Joining Superior will be Janssen & Spaans Engineering (JSE) as our Lead Engineering/Design Firm and major participant in the Superior/JSE Design-Build Team (Superior/JSE). Beam, Longest, & Neff (BLN); Butler, Fairman, & Seufert (BFS); and Herd Strategies (Herd) will provide design, engineering support, and public involvement to the Superior/JSE Team.

The project will improve or replace 46 new or existing bridges, the reconstruction/construction of 27 lane miles of roadway, improve safety, reduce congestion and improve interchange operations. Along with these elements, there will be highway signs, pavement markings, landscaping, lighting, signals, traffic control systems, and considerations of existing trails, railroads and historic districts.

Our Team recognizes that a complex project like this presents major concerns that are of high importance to INDOT and the stakeholders.

Concerns include:

- Fulfill commitments INDOT has made to the public regarding the Project
- Minimize impacts to adjacent communities, utilities, and other stakeholders
- Maintain adequate and safe traffic flow during construction
- Produce a high quality, maintainable project through cooperative team work, innovation and solid performance
- Complete the construction with an expedited timeline for the residents of Indianapolis
- Encourage the participation of the local communities, utilities, and stakeholders in the planning process through context sensitive solutions

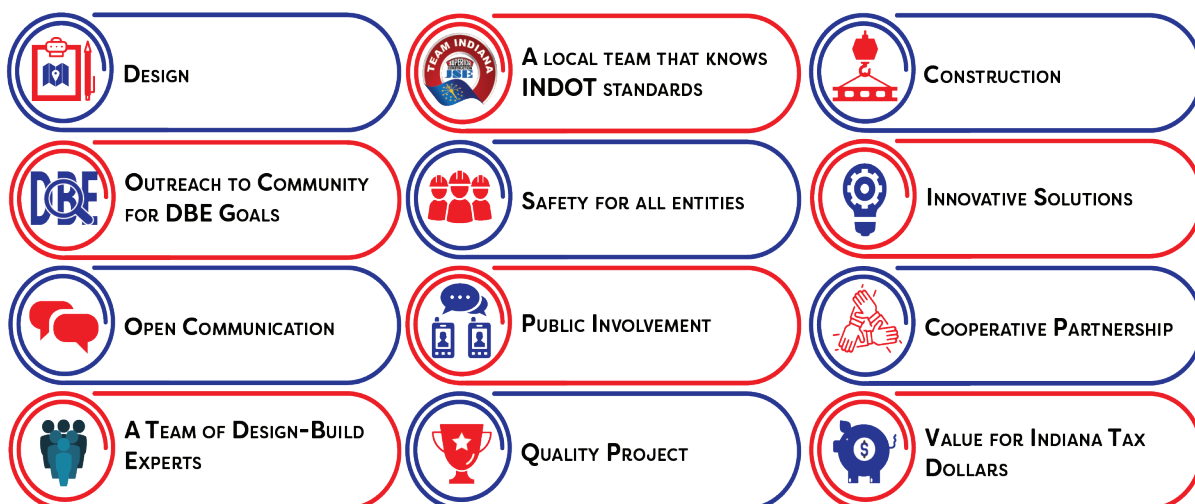
The Superior/JSE Team has demonstrated qualifications to deliver optimized maintenance of traffic plans critical to minimizing impacts to traffic throughout the project life cycle. Team members managed similar traffic challenges on the "Super-70" Project.

Our Team is setup to provide an innovative, enhanced and maintainable project configuration that will eliminate current traffic weaves and conflicts. During the design and construction phases of the project, our team will review the Project life cycle, traffic operations, safety, construction sequencing, and maintenance of traffic. JSE has designed projects with similar challenges, such as the IH-635 LBJ Express Toll Lanes in Dallas, Texas. This project required expedited work and was provided with such results. Superior and JSE have finished projects with accelerated schedules that minimized impacts to traffic in Indiana and other states.

The Superior/JSE Team has the experience to deliver an all-inclusive project that addresses INDOT's concerns while advancing operations, reducing congestions, and improving safety while minimizing project risk.

The Superior/JSE Team's Features

Throughout our SOQ, these icons will highlight our experience and approach to exceeding INDOT's Project Goals





LETTER FROM SUPERIOR'S EXECUTIVE

Our submittal demonstrates the exceptional strength of the Superior/JSE Team for the Indiana Department of Transportation's I-65/I-70 North Split Project. As firms founded in Indiana, we will bring an unparalleled depth of knowledge working on Indiana's roads and bridges to this project. Our uniquely qualified team has a vested interest in bringing success to INDOT and in making the I-65/I-70 North Split Project manageable and safe throughout construction for the commuters, travelers, local businesses and residents in central Indiana.

Superior/JSE knows the success of this project goes beyond the design-build aspects. Communication will be a key component in the success of the North Split Project. Highlighting improvements that affect neighborhoods such as landscaping, surface treatments, lighting and much more, our Team will be diligent in finding ways to help communities manage the growing pains a project of this scale presents. Section 3 will introduce our management plans for these challenges.

The challenges that come with a project like the North Split are viewed by Superior/JSE as opportunities to exhibit our people and the management principals they embody. Our top managers are being dedicated to the North Split Project. We formally introduce Tim Johnson (Superior) as our overall Design-Build Project Manager. Reporting to Tim as the Construction Manager, we are presenting Jeff Anderson (Superior). Bob Gray (JSE) will be the Design Manager. Bob has selected Javier Gauthier (JSE) as his Lead Structural Engineer. We have teamed with Jihada Garrett with Herd Strategies (Herd) as our senior-professional Public Involvement Officer.

We are certain our people make the difference, the results we have seen over the past 80 years lead us to keep striving for excellence in construction. Only projects like the North Split present the challenges we desire for our people and company alike. We look forward to continuing our services to the people of Indiana.

Both Superior and JSE have pursued, constructed and designed many complex urban projects with substantial traffic volumes and right of way limitations like the North Split project.

The Superior/JSE Team is the design-build team for Indiana on the North Split project. We are proud to bring an Indiana rich team to this project who has the local experience and resources for both the design and construction.

After your review of this statement of qualifications please feel free to contact our North Split Project point of contact, Jeff Lietzan, with any questions.

I certify that all information within this Statement of Qualification to be true.

Sincerely,

Daniel J. Sopczak, President
Superior Construction Co., Inc.



OUR TEAM



Superior/JSE is eager to bring our knowledge and experience back home to Indiana. We have extensive experience working with INDOT and their personnel. Our project management Team will be supported by deep resources and design and construction leads that have worked in the design-build environment. The Superior/JSE Team is highly committed, enthusiastic, and ready to work with INDOT to deliver this Project while maintaining a respectful and positive attitude — key attributes that will lead to a successful Project.



INDOT PREVIOUS PROJECT EXPERIENCE

BORMAN EXPRESSWAY

At the time of construction, the Borman Expressway averaged over 160,000 vehicles per day and was one of Indiana's busiest highways. Superior performed phase two of the I-65 & I-80/94 Interchange Reconstruction Project. The project consisted of rebuilding two bridges, constructing four new bridges, adding collector distributor lanes on Northbound I-65, Southbound I-65, and Eastbound I-80/94, reconstructing approximately one mile of I-65 and reconfiguring all ramps at the interchange of I-65 & I-80/94. The project included 500,000 cys of excavation/backfill, 8,000 lf of storm sewers, 45,000 cys of 12" & 16" PCCP, 10,000 tons of asphalt paving, 120,000 sf of MSE walls, 35,000 lf of steel piling, 10,000 cys of bridge concrete and 5,000,000 lbs of structural steel. Most importantly, the project was successfully completed within the extremely aggressive schedule of 275 calendar days (9 months). Partnering, problem resolution, and communication were the keys to success on this project.

I-65 DESIGN-BUILD

INDOT R-25035-A project was successfully completed by Superior Construction with a JV partner and the lead engineer being RQAW. The project consisted of pavement rehabilitation for both the Northbound and Southbound lanes, adding travel lanes and the reconstruction of five bridges on I-65 from 73rd Avenue to 35th Avenue. Added travel lanes were constructed in the median and the bridges were widened to the inside as well. The roadway portion of the project included removing the existing asphalt pavement and replacing it with concrete pavement along with new drainage, lighting, signing and ITS. This project was one of the first design-build projects performed by INDOT.

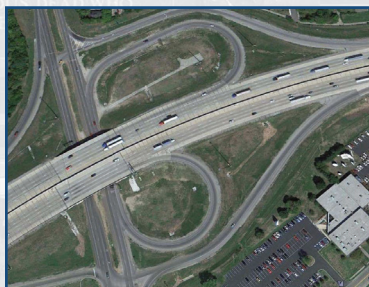
I-65/I-465

INDOT B-35492 project is located on the South Side of Indianapolis, Indiana, at the Interstate 65 and Interstate 465 interchange. This project included demolition of eight existing bridge structures and replacement with six superstructures. Within the bridge building sequence MSE wall installation, drainage structure installation, and placement of 14" concrete pavement was phased throughout the construction season. There were several challenges associated with this contract, including demolition over a waterway, nightly lane closure for demolition activities over traffic lanes of Interstate 465 and crews working near and over the travelling public. Superior Construction executed and completed a one and half year project in 8 months.



SUPER 70

Our lead engineer worked with INDOT for what became the "Super 70" Project. The \$178M project encompassed a complete reconstruction and widening of a 6-mile stretch of I-70 from just east of the I-65 North split in downtown Indianapolis to slightly east of the I-465 East interchange. At the time, Super 70 was the single largest road construction project in INDOT's history, encompassing the busiest section of Indiana highway carrying nearly 180,000 motorists every day. INDOT demanded that construction of 75 lane miles of new 16-inch thick concrete pavement, 28 new bridge decks, and wider, inside shoulders be built in just nine months to ease the motoring public's commuting pain.





CONFIDENTIAL CONTENTS INDEX

**1.c CONFIDENTIAL CONTENTS INDEX**

The Design-Build Team has identified the following items with which we deem to be confidential information protected by the Public Records Act:

SECTION	PAGE NUMBER(S)	DESCRIPTION
Executive Summary	4 of Executive Summary	Our Team
2.d – Proposer and Team Structure	19-20	Team organizational chart Project manager, construction manager, design manager, structural lead engineer, and public involvement manager names
3.g – Resource Assurance	30	Superior – backlog, bonding capacity, and INDOT prequalification amounts
3.g – Resource Assurance	31	Janssen & Spaans Engineering – backlog, firm capacity, and INDOT prequalification amounts
3.j – Innovative Construction Approach	36-37	Superior's innovative construction approaches to the North Split project
3.k – Sustainability	37	Superior's approach to sustainability for the North Split project
3.l – Construction Schedule	38	Superior's construction schedule for the North Split project
Form C	Page C-12	Superior Construction Co, Inc. – Question 11 details
Surety Letter	39	Superior's bonding capacity – individual projects and aggregate work program amounts
Appendix – Resumes	NA	Key Personnel Resumes
Legal Information	NA	Legal Proceedings in reference to Section 2.g (iii)
Clarification #1	NA	Janssen & Spaans Engineering legal claims and liquidated damages detailed information



Signature

Daniel J. Sopczak, President

Title

May 24, 2019

Date



2. PROPOSER AND TEAM STRUCTURE AND EXPERIENCE



2. PROPOSER AND TEAM STRUCTURE AND EXPERIENCE

2.A PROPOSER



1455 Louis Sullivan Drive

Portage, IN 46368

Lead General Contractor

President: Daniel Sopczak

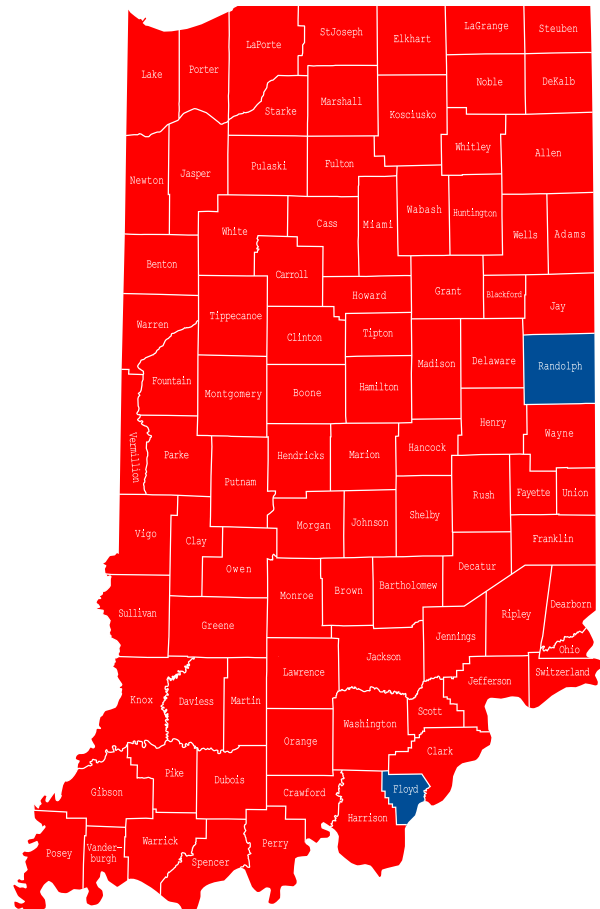
Superior Construction (Superior) is an Indiana, mid-sized, heavy civil highway contractor with over 80 years of experience in the Midwest and Southeast. Our firm is a privately held, U.S. enterprise, rated 249/400 in the Engineering News-Record (ENR).

Superior is based in Portage, Indiana, and has a Regional office in Indianapolis, Indiana. Both offices will support the project. Superior was founded in 1938 in Gary, Indiana, expanding to Jacksonville, Florida in 1987. As an original builder of our nation's interstate system, Superior has continued this pioneering legacy by practicing and promoting the alternative delivery transportation methods throughout the Midwest and Southeast. Superior specializes in bridges, highways, earthwork, and concrete paving. Superior has over 2,200 construction employees. We offer an in-house equipment department that maintains a large and modern fleet of heavy construction equipment with over **1,200 assets**.

Superior is proud to have been **named the 2018 Southeast Contractor of the Year by ENR** and has consistently been a **Top 400 Contractor with ENR**. Nationwide, we consistently rank among the top bridge builders.

Superior has completed more than \$1.2 billion of highway construction projects in the last five years.

Superior/JSE knows Indiana — we have successfully completed INDOT projects in the following counties highlighted in red at the top of the page. Our Team has worked in all but two counties across Indiana.



THE SUPERIOR/JSE TEAM'S PAST INDOT PROJECT COUNTY LOCATIONS - HIGHLIGHTED IN RED

2.C MAJOR PARTICIPANTS AND OTHER TEAM MEMBERS

Superior has given careful thought to selecting team members with the most relevant and specialized experience that allows our team to provide INDOT with the best value project and deliver it on time. Table 2.1 lists the Major Participants and other essential team members. **All these team member firms are domestic, Indiana chartered firms with headquarters in Indiana.**

LEAD DESIGN FIRM:



Janssen & Spaans Engineering, Inc.

9210 Harrison Park Ct,

Indianapolis, IN 46216

Lead Designer

President: Abe Swidan



MAJOR SUPPORT DESIGN FIRM:

**Beam, Longest, & Neff, LLC**

8320 Craig Street

Indianapolis, IN 46250

Design Subcontractor to JSE

President: Jim Longest

MAJOR SUPPORT DESIGN FIRM:

**Butler, Fairman, & Seufert**

8450 Westfield Blvd., Suite 300

Indianapolis, IN 46240

Design Subcontractor to JSE

President: John Brand

COMMUNICATION SUPPORT:

**Herd Strategies, LLC**

247 East 11th Street

Indianapolis, IN 46202

Public Involvement Officer

President: Denise Herd



TEAM INDIANA

Superior, JSE, and all of our subconsultants are local and have **local Indianapolis offices**. Our Team is comprised of firms and personnel who know the project area, surrounding communities, as well as INDOT's processes and procedures. Our dedicated, exceptional personnel are completely committed to this project to the extent necessary to meet INDOT's quality, safety, and scheduling expectations.

The Superior/JSE Team's local knowledge of the project, previous working relationships, and history with INDOT, will benefit INDOT and our Team in executing a refined and integrated approach to delivering the Project.



OFFICE LOCATIONS

FIRM	ROLE	LEGAL NAME	STATE OF ORGANIZATION
MAJOR PARTICIPANTS			
SUPERIOR CONSTRUCTION COMPANY, INC.	LEAD CONSTRUCTION / DESIGN-BUILD FIRM	CORPORATION	INDIANA
JANSSEN & SPAANS ENGINEERING, INC.	LEAD ENGINEERING/ DESIGN FIRM	CORPORATION	INDIANA
ADDITIONAL TEAM MEMBERS			
BUTLER, FAIRMAN & SEUFERT INC.	ENVIRONMENTAL, ROAD & BRIDGE DESIGN	CORPORATION	INDIANA
BEAM, LONGEST & NEFF, INC.	ENVIRONMENTAL, ROAD & BRIDGE DESIGN	CORPORATION	INDIANA
HERD STRATEGIES, LLC	PUBLIC INVOLVEMENT OFFICER	LIMITED LIABILITY CORPORATION	INDIANA

TABLE 2.1 – SUPERIOR/JSE MAJOR PARTICIPANTS AND OTHER TEAM MEMBERS



RFP POTENTIAL PREQUALIFICATION	
CONSULTANT PREQUALIFICATION CATEGORY	FIRM(S) SATISFYING REQUIREMENT
5.1 ENVIRONMENTAL DOCUMENTATION PREPARATION - EA/EIS	BFS, BLN
5.6 WATERWAY PERMITS	BFS, BLN
5.8 NOISE ANALYSIS AND ABATEMENT DESIGN	BFS, BLN
5.10 HISTORICAL/ARCHITECTURAL INVESTIGATIONS	BFS
5.14 PHASE II ESA AND FURTHER SITE INVESTIGATION/CORRECTIVE ACTION	KER
6.1 TOPOGRAPHIC SURVEY DATA COLLECTION	JSE, BFS, BLN
7.1 GEOTECHNICAL ENGINEERING SERVICES	PSI
10.1 TRAFFIC SIGNAL DESIGN	BFS, BLN, AFE
10.2 TRAFFIC SIGNAL SYSTEM DESIGN	AFE
10.3 COMPLEX ROADWAY SIGN DESIGN	JSE, BFS, BLN
10.4 LIGHTING DESIGN	JSE, BFS
10.5 INTELLIGENT TRANSPORTATION SYSTEM DESIGN	PENDING RFP REQUIREMENTS
10.6 INTELLIGENT TRANSPORTATION SYSTEM INTEGRATION	PENDING RFP REQUIREMENTS
16.1 UTILITY COORDINATION	JSE, BFS, BLN
17.2 SMALL STRUCTURE AND PIPE HYDRAULIC DESIGN	BFS, BLN
17.3 STORM SEWER AND DETENTION DESIGN	BFS, BLN

- JSE - Janssen & Spaans Eng
- BLN - Beam, Longest & Neff
- KER - Kerimida
- BFS - Butler, Fairman, & Seufert
- PSI - Professional Service Industries
- AFE - A&F Engineering

TABLE 2.2 - RFP POTENTIAL PREQUALIFICATION REQUIREMENTS AND SATISFYING FIRMS

The Superior/JSE Team understands that the RFP may require additional INDOT consultant prequalifications. Table 2.2 shows how we intend to satisfy these potential requirements from committed firms.

2.D PROPOSER AND TEAM STRUCTURE

TEAM STRUCTURE



For this critical North Split design-build project, Superior has built an excellent team for the State of Indiana. Superior will be the Proposer and General Contractor of choice to build the project. We will self-perform more than 30% of the contract value and utilize prequalified INDOT subcontractors and suppliers with a Design-Build preference for the remainder. It is not anticipated at this time that there will be any single subcontract greater than 8% of the contract value. Janssen and Spaans Engineering (JSE) has been selected to be our Lead Design Firm and will be a subcontractor to Superior. JSE brings 30 years of Indiana design experience to our team. JSE is located in Indianapolis and is a regular INDOT pre-qualified design firm with fantastic bridge design capabilities as well as roadway and other capacities. JSE has elected to bring two other Indianapolis-based design firms

to their team as sub-consultants: Butler, Fairman, and Seufert (BFS) and Beam, Longest, and Neff (BLN). These two INDOT pre-qualified designers bring similar experience and will enhance the speed at which our design team will be able to bring INDOT an excellent product. Other vital participants will be Herd Strategies (Herd) who will be providing public involvement strategies and services to INDOT, as well as Professional Service Industries (PSI) who will be providing the geotechnical services program to our team.

MANAGEMENT STRUCTURE

Superior/JSE has attached our organizational charts for the overall team and the individuals on the team (See pages 42 and 43). The management structure of the team will be implemented and lead by our Design-Build Project Manager, Tim Johnson. He will be immediately supported by our Design and Construction Managers, Bob Gray and Jeff Anderson, respectively.

As a value-added position, we also have included a Design Coordinator, Jennica Greffe, PE, who will help facilitate and synchronize the details between construction and design. In lockstep with this, she will work closely with the Public Involvement Manager, Jihada Garrett - Herd Strategies, and the other managers to ensure accurate stakeholder information is being supplied to the design and construction chains of command for consideration, approval, and execution.

**DESIGN - JSE**

As JSE's overall Manager in charge of design, Bob Gray will have a full complement of design support for this project. He will have a reliable Structural Design Lead, Javier Gauthier. Adjacent to Javier will be lead designers for Roadway, ITS/MOT, Environmental, Geotechnical, Utilities, Railroad, and Survey. Each of these lead designers will have supporting staff of engineers located in Indianapolis with INDOT experience. Further, seamlessly integrated design leaders and engineers from BFS and BLN will compliment Bob's team for bridge and roadway design support.

CONSTRUCTION - SUPERIOR

As Superior's full-time, onsite Construction Manager, Jeff Anderson, will have a supporting cast of top leaders for the North Split. Directly reporting to Jeff will be a Deputy Project Manager, Design-Build Controls Manager, and a Site-Specific Safety Manager.

The Deputy Project Manager will be a front line, onsite manager supported by the General Superintendent. This General Superintendent will preside directly over the daily construction operations of the different area/discipline Assistant Project Managers, Superintendents, and Field Engineers. These area/discipline managers, superintendents, and field engineers will be assigned a project zone (e.g. east leg) and discipline (e.g. bridge work) so that the entire project has complete and comprehensive supervision of the work.

The Design-Build Controls Manager will be onsite and oversee the project scheduling, material procurement, construction engineering, and documentation. The project scheduling engineer will be at the centroid of this group, providing the Team with daily scheduling information. Procurement staff and office engineers for the project will report to the Design-Build Control Manager and coordinate all vendor work for the project. The Chief Field Engineer will supervise project surveying. The Document Control Engineer will also report to the Design-Build Controls Manager and ensure that all approved clearance, permits, plans, specifications, etc. are available and being implemented.

Our Site-Specific Safety Manager will also report directly to Mr. Anderson. At Superior, we believe safety is a critical role in high-quality, productive construction. The Safety Manager will manage our safety efforts in each area and discipline of the work and with relaxed activities involving traffic control, pedestrians, utility work, and railroads. The safety of all project personnel will be a priority. This manager will have access to our onsite EMT. Although not directly reporting to Mr. Anderson, the Project Quality staff will be ingrained in the project daily operations so that Quality is assured and controlled. The Quality Technicians and Managers will interact with our foremen and superintendents to ensure quality work and record keeping. We anticipate a highly coordinated effort to keep

**ITR 80/90 Push**

**SUPERIOR AND JSE
WORKED ON THIS
\$189M DESIGN-BUILD
PROJECT ON THE
INDIANA TOLL ROAD
THAT REHABILITATED
73 MILES OF
INTERSTATE AND 53
BRIDGE STRUCTURES.**

INDOT informed as well as our team so that construction is performed to the quality required.

TEAMING ARRANGEMENTS

Superior will be the proposer and sole General Contractor for the North Split Project. We have "unlimited" prequalification with INDOT and project-specific bonding capacity for the North Split. Our firm has a teaming agreement to hire Janssen and Spaans Engineering as the Lead Designer under a subcontract. Both Superior and JSE will employ multiple INDOT prequalified subcontractors for this project as the scope is finalized.

MANAGEMENT STRUCTURE FACILITATES COMPLETION

The real value in our organization and management structure comes from our people. The Superior/JSE staff has years of design-build experience and a proven record of completing projects ahead of schedule and under budget. Immediately upon announcement of being apparent successful bidder, Superior/JSE will begin the next critical stages of planning. Our Design Coordinator and JSE's Design Manager will begin scheduling the steps for a successful launch of the design effort. This includes:

- Expanding the proposal design schedule with task force leads
- Re-establishing the project goals as they relate to approved Alternate Concepts
- Reviewing the known stakeholder issues and correlating them with the appropriate Design-build managers
- Setting out the initial project time line

All these initial steps are taken at risk for the benefit of the project.

Upon award of the contract, Superior/JSE will be ready. We will have done the due diligence and pre-planning. All task force groups will have met and prepared for the kick-off meeting with INDOT.



Superior Construction

Our proven design-build management configuration will solidify the INDOT North Split Team by addressing every aspect of the project. Our Project Manager, Design Manager, Design Coordinator, Public Involvement Officer, and Construction Manager will act in unison, partnering with INDOT management to highlight the Project's essential variables. JSE will lead the design effort and, by following our deliberate and calculated schedule, keep the critical design phase on track. Superior will closely track the witness and hold points for the design and coordinate closely with INDOT so construction is ahead of schedule and in concurrence with all approvals and requirements.

SUPERIOR & JSE HISTORY

Key personnel of Superior and JSE have been working together on design-build projects dating back to 2000. Members started on one of the first design-build projects ever performed in the state of Indiana, the \$78 million I-65 from the White River to I-465 design-

build. This interstate reconstruction and widening project was six-miles in length and reconstructed 19 bridges and was **completed 28 days ahead of schedule**. This project laid the framework on how a design-builder and engineer work together to deliver a project in the design-build format.

We took our lessons learned for this first design-build project and applied them to the \$70 million I-465/I-70 interchange design-build project. Successfully constructed three years after completing our first design-build project together, the project was located on the east side of Indianapolis, 5.7 miles from the North Split Project. Our strong relationships have been maintained through the years. We have taken our previous experiences and lessons learned working together to apply these to our institutional operations on design-build projects.

Most recently, Superior and JSE have wrapped up their work together on the \$189 million Indiana Toll Road 80/90 "PUSH" design-build project where JSE served the role of the lead designer.



SUPERIOR KNOWS SAFETY

OUR SAFETY PROGRAM AIMS TO PROVIDE A SAFE AND HEALTHY ENVIRONMENT FOR ALL OUR EMPLOYEES, SUBCONTRACTORS, AND THE TRAVELING PUBLIC. ALL TEAM MEMBER FIRMS WILL BE TRAINED AND CERTIFIED IN ALL REQUIRED INDOT AND OSHA APPLICABLE SAFETY REQUIREMENTS. A KEY COMPONENT TO THE SUPERIOR SAFETY STRATEGY IS THE USE OF TASK HAZARD ANALYSIS (THA's). THESE ARE CREW DISCUSSIONS THAT ARE PERFORMED BEFORE EACH TASK. IT IS AN OPPORTUNITY FOR EACH PERSON ON THE CREW TO IDENTIFY AND DISCUSS POTENTIAL RISKS AND HAZARDS.



RECENT AWARDS FOR SUPERIOR CONSTRUCTION

2019 PUBLIC WORKS CONTRACTOR OF THE YEAR

CONSTRUCTION ADVANCEMENT FOUNDATION

2019 JOSEPH R. LA ROCCA UNION PROJECT OF THE YEAR
Gary/Chicago International Airport

CONSTRUCTION ADVANCEMENT FOUNDATION

2017 & 2018 PLATINUM SAFETY PROGRAM AWARD
Overall Leader in Construction Employee Safety

INDIANA CONSTRUCTORS, INC.

2019 HIGHWAY PROJECT OF THE YEAR
US 52 Bridge over Wabash River

CONSTRUCTION ADVANCEMENT FOUNDATION

2019 THOMAS J. REYNOLDS SAFETY AWARD








TAUC (THE ASSOCIATION OF UNION CONSTRUCTORS)

2018 GOLD AWARD
400,000 Manhours Category

INDIANA CONSTRUCTORS, INC.



ROLES & RESPONSIBILITIES

PROJECT MANAGEMENT	  CONSTRUCTION DESIGN ON-SITE
LEAD DESIGN SERVICES	 ROADWAY STRUCTURES MOT TRAFFIC
SUPPORT DESIGN SERVICES	   ENVIRONMENTAL ROAD BRIDGE PUBLIC INVOLVEMENT
CONSTRUCTION SERVICES	 COST ESTIMATING SAFETY PROJECT CONTROLS TRAFFIC CONTROL ROADWAY STRUCTURES MOT EROSION CONTROL UTILITIES QA/QC

Superior Construction**LEAD CONSTRUCTION/DESIGN-BUILD FIRM**

Superior is an Indiana, mid-sized, heavy civil contractor with over 80 years of experience. Superior is proud to have been named the 2018 Southeast Contractor of the Year by ENR and has been a Top 440 Contractor with ENR five years running. As an original builder of our nation's interstate system, Superior has continued this pioneering legacy by practicing and promoting the alternative delivery transportation methods. We offer an in-house equipment department that maintains a large and modern fleet of heavy construction equipment with a fleet size over \$110M. Superior has over 1,200 construction employees readily available.

Janssen & Spaans Engineering, Inc.**LEAD ENGINEERING/DESIGN FIRM**

JSE will lead the design effort and coordinate the services of the subconsultants on the Project. JSE, an ISO 9001 compliant firm, has been providing design services on P3 and design-build projects for the past 30 years throughout Indiana and North America. As the lead engineering firm, JSE will deliver the project design documents by the contract requirements and any approved ATCs. JSE will accomplish this by establishing project-wide design criteria and ensuring that all team members are compliant with this criterion. JSE will provide the management, coordination, and scheduling of all the subconsultant services. Additionally, JSE will establish an independent Quality

Control and Assurance team to check JSE's and all other subconsultants design deliverables.

Butler, Fairman & Seufert, Inc.**CIVIL DESIGN SERVICES**

Butler, Fairman & Seufert, Inc. (BFS) is an Indiana engineering consulting firm founded in 1961 with six statewide offices. BFS specializes in road and structure design while also offering traffic and environmental services. BFS has provided design services on P3 and design-build projects throughout Indiana. BFS will support JSE by providing services related to road, traffic, and bridge design and environmental services.

Beam, Longest & Neff, Inc.**CIVIL DESIGN SERVICES**

Founded in 1945 and guided by third-generation leadership, Beam, Longest and Neff, Inc. (BLN) is a full service consulting firm with significant infrastructure engineering and project management experience. BLN has worked on highway and structure design-build projects around the country and offers valuable insight and expertise into the design-build process. The BLN team can bring value engineering principles to the design process at the beginning, thereby saving time and reducing costs against budget. BLN will support JSE by providing services related to road and bridge design, utility coordination, and environmental services.



Herd Strategies, LLC

PUBLIC INVOLVEMENT SERVICES

Herd Strategies, LLC (Herd) is a woman/minority owned full-service advertising and public relations agency located in Indianapolis, Indiana. Herd will support the Superior/JSE Team and INDOT by providing services related to public information issues related to the Project and implement strategies to address such issues.

Professional Services Industries, Inc.

GEOTECHNICAL SERVICES

Professional Services Industries, Inc. (PSI) was formed in 1962 with its first offices appearing in Indiana in the late 1960s. PSI merged with ETS in Indianapolis in 1999. Since then PSI has been an INDOT qualified geotechnical consultant providing geotechnical services to INDOT. PSI will perform the geotechnical explorations and recommendations on the Project.

INSTITUTIONAL OPERATIONS

Superior will lead the design-build team, serving as the single point of contact and providing the contractual relationship with INDOT. JSE, the Lead Engineering/Design Firm, will be a subcontractor to Superior, responsible for the engineering and design of the Project. Other construction team members will be subcontractors to Superior, with all other design team members being subconsultants to JSE.

Open Communication: We recognize the fast-paced nature of design-build projects; schedules are aggressive. Close coordination, along with quick resolutions, are critical to their success. We will ensure close coordination between the Superior/JSE Team's design and construction managers, INDOT, and other stakeholders throughout the duration of this project using e-mails, web conferencing, weekly on-site meetings, task force meetings, phone calls, and other communication techniques.

Quality Management System: Our Key Personnel will monitor the quality of both the design plans and the construction activities on the Project. The Superior/JSE Team's commitment to quality will be further demonstrated by the development and implementation of a Quality Control Plan (QCP). The development of this plan will involve all Team members and will be based upon current INDOT specifications and established quality control policies and procedures. The QCP will include identification of key individuals and responsibilities; identification of testing and sampling requirements, including frequency; documentation procedures; and procedures for dealing with nonconforming work.

Project Management and Control: The keys to proper project management and controls are close and continual communication as well as coordination with the construction team, the design team, and INDOT. This keeps the project on course with foresight and avoids rework. To ensure that all work performed includes seamless communication among the subconsultants and is completed cost-effectively, our Design-Build Project Manager, will employ the project delivery methods described throughout.

Issue Resolution: The Superior/JSE Team will strive to resolve issues at the levels they occur where individuals are most familiar with the issues. Resolving issues at the discovered levels allows individuals with firsthand knowledge and experience to weigh in on appropriate resolutions. In the event issues can't be fixed, they will be escalated and quickly resolved at the next level.

2.E RELEVANT EXPERIENCE

The Superior/JSE Team has selected the following projects to best highlight our relevant experience. Eight of the indicated projects below have expanded write-ups on Form E.



I-465/I-65 INDOT PROJECT

SUPERIOR'S 465 PROJECT LOCATED ON THE SOUTH SIDE OF INDIANAPOLIS FEATURED:

- 9,000 LF OF PILE
- 3000 CY OF CONCRETE
- 32,000 SY OF QC/QA PAVEMENT



2018 CONCRETE ACHIEVEMENT AWARD
FOR EXCELLENCE IN CONCRETE CONSTRUCTION





TABLE 2.3 RELEVANT EXPERIENCE TABLE

PROJECT NAME LOCATION, VALUE OWNER	FIRM	FORM E FURTHER WRITE-UP	RFQ REQUIREMENTS					ADDITIONAL PROJECT BENEFITS		
SR 9B, PHASE 2 JACKSONVILLE, FLORIDA, \$95M FDOT	SUPERIOR	✓		✓	✓		✓	✓	✓	✓
WEKIVA SECTION 6 LAKE AND SEMINOLE COUNTIES, FLORIDA, \$234M FDOT	SUPERIOR	✓	✓	✓	✓	✓		✓	✓	✓
FIRST COAST EXPRESSWAY CLAY COUNTY, FLORIDA, \$179M FDOT	SUPERIOR	✓	✓	✓	✓			✓	✓	✓
I-295 AT COLLINS ROAD DUVAL COUNTY, FLORIDA, \$63M FDOT	SUPERIOR	✓		✓	✓			✓	✓	✓
I-65 & I-80/94 INTERCHANGE RECONSTRUCTION (PHASE 2) NORTHWESTERN INDIANA, \$46M INDOT	SUPERIOR			✓	✓	✓	✓	✓	✓	✓
BORMAN EXPRESSWAY (DB) - CLARK, HARRISON, CHASE, AND GEORGIA STREETS OVER I-80/94 GARY, INDIANA \$11.5M INDOT	SUPERIOR			✓	✓	✓	✓	✓	✓	✓
BORMAN EXPRESSWAY (DB) - I-80/94 RECONSTRUCTION FROM SR 912 TO I-65 GARY, INDIANA, \$65M INDOT	SUPERIOR			✓	✓	✓	✓	✓	✓	✓
BORMAN EXPRESSWAY (DB) - GRANT, BROADWAY & MLK OVER I-80/94 GARY, INDIANA \$22M INDOT	SUPERIOR			✓	✓	✓	✓	✓	✓	✓
ITR 80/90 PUSH (DB) NORTHERN INDIANA, \$189M ITRCC AND IFA	SUPERIOR JSE	✓	✓	✓	✓				✓	✓
IH-635 MANAGED LANES “LBj” DALLAS, TEXAS, \$2B TXDOT	JSE	✓	✓	✓	✓	✓	✓	✓	✓	
HIGHWAY 407 EXTENSION, SECTION 3 TORONTO SUBURBS, ONTARIO, CANADA \$650M ONTARIO MINISTRY OF TRANSPORTATION	JSE	✓	✓	✓	✓		✓	✓	✓	
“TRANSFORM 66” I-66 EXPRESS LANES WASHINGTON, DC SUBURBS, \$2.1B VDOT	JSE	✓	✓	✓	✓	✓	✓	✓	✓	
I-70 “SUPER 70” (DB) INDIANAPOLIS, INDIANA, \$178M INDOT	JSE BFS		✓	✓	✓	✓	✓	✓	✓	
I-65 “WHITE RIVER TO I-465” DESIGN-BUILD INDIANAPOLIS, INDIANA \$78M INDOT	JSE BFS			✓	✓		✓	✓		

LEGEND

INTERSTATE-TO-I NTERSTATE INTERCHANGES
OVER \$150M

DB PROJECTS DELIVERED ON SCHEDULE

INTEGRATION OF DESIGN, UTILITY RELOCATION,
ENVIRONMENTAL ACTIVITIES, AND
CONSTRUCTION

WORKING CLOSELY WITH U.S. FEDERAL
AGENCIES ON ENVIRONMENTALLY SENSITIVE
PROJECTS

INTERCHANGES IN URBAN CORRIDORS WITH
LARGE MOT ISSUES AND EFFORTS TO MINIMIZE
IMPACTS TO THE PUBLIC THROUGH INNOVATIVE
MOT AND PHASED CONSTRUCTION

COST SAVINGS

VISUALLY PLEASING PRODUCT

CONCRETE PAVING



I-295 INTERCHANGE AT COLLINS RD

E2L64

OWNER

Florida Department of Transportation
1109 S Marion Avenue
Lake City, FL 32025

KEY PERSONNEL INVOLVED

N/A

OWNER'S INFORMATION

Carrie Stanbridge, PE
Carrie.Stanbridge@dot.state.fl.us
386.961.7730

PROJECT ROLE

Design-Builder

CONSTRUCTION VALUE

Original: \$63.4M | Final: 64.6M

DATES WORKED

October 2009 - May 2013

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

This project included the design and construction of a new I-295/Collins Road Interchange and a collector distributor (CD) road system along I-295 from Roosevelt Boulevard connecting with the newly constructed Collins Interchange. The CD road system features two concrete pavement lanes in each direction for accessing the existing SR-21 Blanding Boulevard and the Collins Interchange. The CD roads required modifications of the existing ITS system, Blanding Ramps, two new bridges over Ortega River, two new bridges over Blanding Boulevard, and widening the southbound span of the CSX railroad bridge.

DESCRIPTION OF WORK

Design-Builder responsible for design/utility coordination, traffic management, erosion control, retaining walls, bridge construction, earthwork, storm drainage, and roadway work.

OUTCOME/STATUS

Complete

INCREASES IN CONTRACT \$

Value added change order approved by FDOT.

TIME EXTENSIONS / DEADLINES

None



SR 9B PHASE 2, US 1 TO I-95

E2Q62

OWNER

Florida Department of Transportation
105 Yelvinton Road
East Palatka, Florida 32131

KEY PERSONNEL INVOLVED

Tim Johnson

OWNER'S INFORMATION

Sharon Griffiths, PE
sharon.griffiths@dot.state.fl.us
386.312.4821

PROJECT ROLE

Design-Builder

CONSTRUCTION VALUE

Original: \$95M | Final: \$95M

DATES WORKED

April 2013 - June 2016

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

This project extended SR 9B from I-95 - US1. Superior Construction completed a new interchange at SR 9B and I-95, widening I-95 in the vicinity of the SR 9B interchange, constructed new loop ramps at the SR 9B/ US 1 interchange, built additional turn lanes at the SR 9B/ US1 ramp termini, widened US 1 in the vicinity of the SR 9B interchange, added an inside lane addition along SR 9B from US 1 to Rudin Street, and constructed an exit ramp from SR 9B southbound to Durbin Boulevard. The project components consisted of roadway, drainage, stormwater drainage system ponds, structures, signing and pavement markings, signals, lighting, utilities, sound barriers, and Intelligent Transportation Systems (ITS). This project has more than 3,000 LF of structures; 2.2M CY of embankment; 100,000 TNs of asphalt; and 190,000 SY of concrete paving.

DESCRIPTION OF WORK

Design-Builder responsible for design/utility coordination, traffic management, erosion control, retaining walls, bridge construction, earthwork, storm drainage, and roadway work.

OUTCOME/STATUS

Complete

INCREASES IN CONTRACT \$

None

TIME EXTENSIONS / DEADLINES

None



WEKIVA PARKWAY, SECTION 6

238275-7

OWNER

Florida Department of Transportation
2198 Edison Avenue
Jacksonville, FL 32204

OWNER'S INFORMATION

Bill Downey
Bill.Downey@dot.state.fl.us
386.527.5281

CONSTRUCTION VALUE

Original: \$234M | Final: Active

DATES WORKED

June 2017 - Present

KEY PERSONNEL INVOLVED

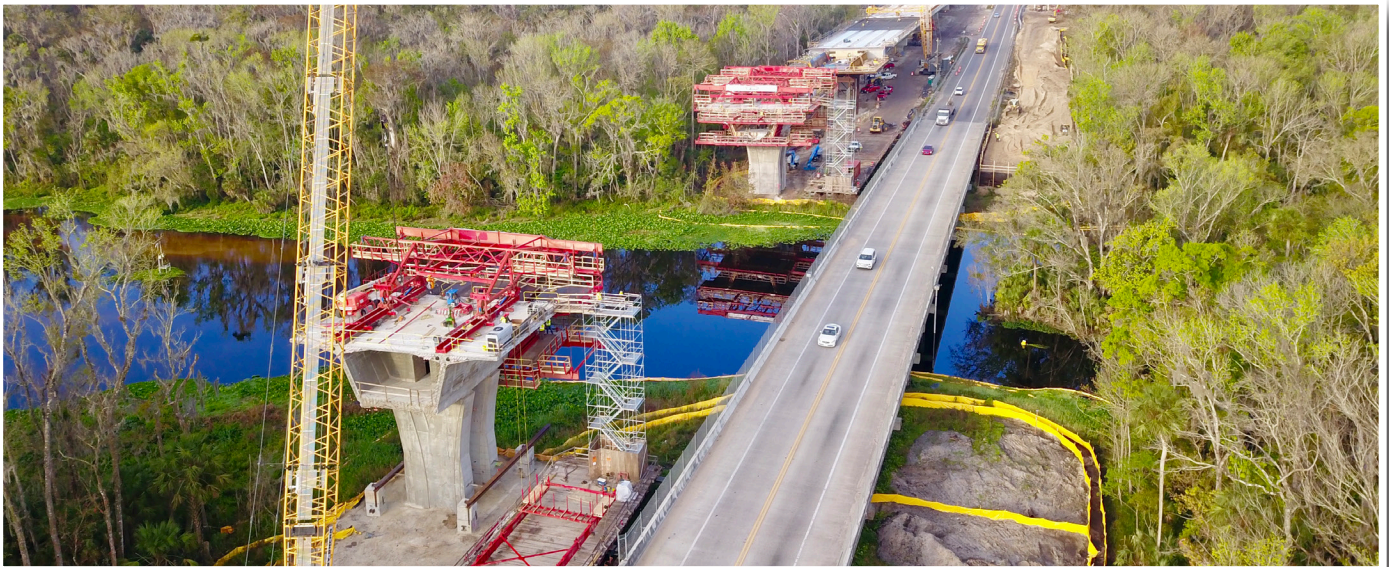
Tim Johnson

PROJECT ROLE

Design-Builder

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

This is a design-build project for nearly 6-miles of limited access toll road largely along the existing State Road 46 corridor from State Road 429 to just west of Longwood-Markham Road. The project will include a non-tolled service road for local travel, a cast-in-place segmental bridge over the Wekiva River and several wildlife bridges to allow animals to pass safely between the Seminole State Forest and Rock Springs Run State Reserve. A multi-use trail will be included along this section. Work will include bridges, connector roads between remaining section of CR 46A and SR 46, roadway widening, medians and turn lanes, drainage, lighting, sign and pavement markings, utilities and other roadway features.

DESCRIPTION OF WORK

Design-Builder responsible for design/utility coordination, traffic management, erosion control, retaining walls, bridge construction, earthwork, storm drainage, and roadway work.

OUTCOME/STATUS

Active

INCREASES IN CONTRACT \$

Active Project

TIME EXTENSIONS / DEADLINES

Active Project



SR 23 FIRST COAST EXPRESSWAY SR 16 TO CR 209 T2724

OWNER

Florida Department of Transportation
2198 Edison Avenue
Jacksonville, Florida 32204

KEY PERSONNEL INVOLVED

Tim Johnson

OWNER'S INFORMATION

Sara Pleasants
sarah.pleasants@dot.state.fl.us
386.269.3490

PROJECT ROLE

Design-Builder

CONSTRUCTION VALUE

Original: \$179M | Final: Active

DATES WORKED

March 2019 - Present

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

The First Coast Expressway (FCE) is the result of a partnership between the Florida Department of Transportation (FDOT) District 2 and Florida's Turnpike Enterprise. The FCE is a multi-lane, limited access, all-electronic toll road that will span 46 miles across parts of Duval, Clay and St. Johns counties. The FCE will drive economic development in Northeast Florida and create a new regional evacuation route during hurricanes and other emergencies. This segment of the project consists of a new 9.7 mile, multi-lane, limited access toll road which includes a drainage system, series of storm water ponds, traffic signals, lighting, highway signing, and guardrails. This project will also include 15 new bridges and two new toll facilities with overhead gantries and electronic tolling.

DESCRIPTION OF WORK

Design-Builder responsible for design/utility coordination, traffic management, erosion control, retaining walls, bridge construction, earthwork, storm drainage, and roadway work.

OUTCOME/STATUS

Active

INCREASES IN CONTRACT \$

Active

TIME EXTENSIONS / DEADLINES

Active

407 EAST EXTENSION - SECTION 3

OPIC-10-56-1023

OWNER

Ministry of Transportation, Ontario
Her Majesty The Queen, 300 Water Street
Peterborough, ON K9J 3C7, Canada

KEY PERSONNEL INVOLVED

Bob Gray & Javier Gauthier

OWNER'S INFORMATION

Calvin Curtis
Calvin.Curtis@ontario.ca
416.235.5442

PROJECT ROLE

Designer, Engineer of Record

CONSTRUCTION VALUE

Original: \$850M | Final: \$850M

DATES WORKED

December 2013 - December 2016

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

This Public Private Partnership (P3) project extends existing Highway 407E 15 miles to the east in addition to adding a new 6 mile long north-south link connecting the extended 407E south to Highway 401. Project included the new West Durham Link, 407E, 401, and two multi-level full speed directional interchanges. Project consisted of 45 bridges.

DESCRIPTION OF WORK

JSE provided the complete road design for the new 4 lane divided highway. Design included 6 interchanges and 45 bridges. Two interchanges are fully directional interchanges with 55 mph design speed. Two interchanges are partial cloverleaf interchanges and the last two are partial diamond interchanges. Earthwork for the project was of a particular concern since there were no nearby borrow sources. The road and drainage design were coordinated to balance the earthwork. The types of bridges designed on this project included steel beam and prestressed concrete bridges both in simple span arrangement and continuous arrangement. Most of the deck design also utilized partial depth prestressed deck panels to expedite construction.

OUTCOME/STATUS

Complete

INCREASES IN CONTRACT \$

None

TIME EXTENSIONS / DEADLINES

None

IH-635 LBJ EXPRESS TOLL LANES

SEGMENTS 2B & 3

2374-01-068

OWNER

Texas Department of Transportation (TXDOT)
4777 E Highway 80
Mesquite, Texas 75150

KEY PERSONNEL INVOLVED

Bob Gray & Javier Gauthier

OWNER'S INFORMATION

Ceason Clemens
Ceason.Clemens@txdot.gov
214.320.4480

PROJECT ROLE

Designer, Engineer of Record

CONSTRUCTION VALUE

Original: \$2B | Final: \$2B

DATES WORKED

August 2009 - April 2013

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

Reconstruction of 4 miles of a 6 managed lanes wide, depressed tollway along the heavily urban I-635 from Rosser Road to SH 75 on the north side of Dallas, Texas. 14 lanes of freeway, 4 to 6 lanes of frontage roads and one major highway interchange (I-635 to Dallas North Tollway) were reconstructed. Also included reconstruction of 8 lanes of freeway, 4-6 lanes of frontage roads, 43 bridges and 2 million sq. ft. of retaining walls.

DESCRIPTION OF WORK

JSE provided the complete road and bridge design services for 75 lane miles of managed toll lanes, freeway and frontage roads along with multiple cross streets, slip lanes and ramps. The design included many interchanges including the one complex interchange between IH-635 and the Dallas North Tollway. The structural engineering services included the design of 43 bridges and 2 million square feet of various types of retaining walls along with demolition/phased analysis of the bridges to satisfy the maintenance of traffic schemes.

OUTCOME/STATUS

Complete

INCREASES IN CONTRACT \$

None

TIME EXTENSIONS / DEADLINES

None

ITR 80/90 PUSH

OWNER

ITR Concession Company LLC
3200 Cassopolis Street
Elkhart, Indiana 46514

KEY PERSONNEL INVOLVED

Bob Gray

OWNER'S INFORMATION

Brian Cherry
bcherry@indianatollroad.org
574.904.3643

PROJECT ROLE

Designer, Engineer on Record

CONSTRUCTION VALUE

Original: \$187M | Final: \$190M

DATES WORKED

December 2015 - December 2018

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

This design-build project is a major rehabilitation and upgrade of a 73 mile section of the Indiana Toll Road (I-80 / I-90) between the cities of Lake Station and Elkhart. The existing mainline asphalt pavement was milled off and the underlying concrete pavement was crack and seated to accept a new pavement section. The project also required various types of bridge rehabilitation on 53 structures.

DESCRIPTION OF WORK

JSE was the prime consultant on this project providing road and bridge design services. JSE performed extensive traffic analysis considering different times of the year to estimate queue lengths in order for the contractor to determine their construction windows and maximum length of construction zones. A detailed maintenance of traffic scheme was developed by JSE that included interchange closures, as necessary, detour routes and phased construction on the mainline. The project required every bridge to be inspected in order to generate a durability report to confirm the amount of rehabilitation required on each bridge. The durability report served as the scope document for which final plans were developed. All structures were required to meet minimum performance criteria defined by the owner. Post-construction, JSE performed the bi-annual inspection and load rating of every bridge included in this project.

OUTCOME/STATUS

Complete

INCREASES IN CONTRACT \$

None greater than 5%

TIME EXTENSIONS / DEADLINES

Due to existing conditions encountered on the bridge rehabs requiring more work and lane closure restrictions during peak travel season, construction work was extended from early summer of 2019 to fall of 2019.

OWNER

Virginia Department of Transportation (VDOT)
1401 E. Broad Street
Richmond, Virginia 23219

KEY PERSONNEL INVOLVED

Bob Gray

OWNER'S INFORMATION

John H. Morse, CCM
jmorse@atcplc.com
703.817.3565

PROJECT ROLE

Designer, Engineer of Record

CONSTRUCTION VALUE

Original: \$2.6B | Final: \$2.6B

DATES WORKED

November 216 - June 2019

% OF WORK PERFORMED

100



PROJECT DESCRIPTION

This Public Private Partnership (P3) known as the I-66 Express Lanes, encompasses a 25 mile-long section of the Interstate 66 ("I-66") corridor between U.S. Route 15 in Prince William County and Interstate 495 (the "Beltway") in Fairfax County in Northern Virginia.

DESCRIPTION OF WORK

JSE provided design services for the highway, structural and traffic control on a 9 mile section of this P3 project. Services included highway design, bridge design, bridge rehabilitation planning, traffic design, drainage improvements and maintenance of traffic during construction. Highway design included converting an existing HOV lane and adding a second express lane for transit, carpools and toll paying users while retaining three general purpose lanes. Structural elements include multiple retaining walls to accommodate the widened section and the widening of three sets of mainline structures. One existing cross road structure is widened and has two ramp connections at the center of I-66 for express lane access. Four new bridges, one a complete replacement of an existing cross road, were also included. Maintenance of traffic plans were complex with many restrictions on the number and times of day those lanes could be closed.

OUTCOME/STATUS

Design will be complete in June 2019. Construction will be complete in 2022.

INCREASES IN CONTRACT \$

None

TIME EXTENSIONS / DEADLINES

None



FORM E

FORM E PROJECT INFORMATION

Entity Involved (e.g., Proposer, Equity Member, Major Participant or affiliate, Project Name and Contract Number) (1)	Owner Information (2)	Project Description	Dates Work Performed	Construction Value: Original Contract Price and Final Contract Price	Project Role, Description and Amount of Work Performed (3)	Project Outcome or Current Status (4)
Superior Construction Wekiva Parkway, Section 6 Contract: 238275-7	Florida Department of Transportation (FDOT); 2198 Edison Avenue Jacksonville, Florida 32204; Bill Downey; Bill.Downey@dot.state.fl.us 386.527.5281	This project provides nearly six miles of new limited access toll road. The project includes a non-tolled service road accommodating local travel, three new cast-in- place segmental concrete signature bridges over the Wekiva River, as well as several wildlife bridges Phase 2 includes a new four-lane road between US 1 and I-95. The Phase 1 interchange at US 1 is upgraded with additional exit ramps and an overpass over US 1 and Veveras Drive in addition to utility work along US 1. A cloverstack interchange at I-95 was constructed, along with noise walls in the northwest and southeast corners	06/2017 - Present	Original: \$234M Final: Active Project	Design-Builder for 100% of the work	Active Project with current value of \$232.5M. Reduction in price due to Value Engineering Change Proposal (VECP) submitted by Superior
Superior Construction SR 9B, Phase 2 Contract: E2Q62	Florida Department of Transportation (FDOT); 105 Yelvin Road East Palatka, Florida 32131; Sharon Griffiths; Sharon.Griffiths@dot.state.fl.us 386.312.4821		4/2013 – 6/2016	Original: \$95M Final: \$95M	Design-Builder for 100% of the work	Project Complete

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Indiana Department of Transportation
Request for Qualifications
I-65/I-70 North Split Project

PART C
Form E
April 4, 2019

Superior Construction SR 23 First Coast Expressway Contract: T2724	Florida Department of Transportation (FDOT); 2198 Edison Avenue Jacksonville, Florida 32204 Sarah Pleasants, PE; Sarah.Pleasants@dot.state.fl.us 386.312.4831	9.7-mile, multi-lane, limited access toll road that includes a drainage system, a series of storm water ponds, traffic signals, lighting, highway signing, and guardrails. Project includes 15 new bridges	3/2019 - Present	Original: \$179M Final: Active Project	Design-Builder for 100% of the work	Active Project
Superior Construction I-295 Interchange at Collins Road Contract: E2L64	Florida Department of Transportation (FDOT); 1109 S Marion Avenue Lake City, Florida 32035 Carrie Stanbridge, PE; Carrie.Stanbridge@dot.state.fl.us 386.961.7730	150,000 SY of concrete pavement, six (6) miles of new concrete pavement, four new bridges and one bridge widening, twelve (12) miles of concrete barrier wall, and a new ITS system	10/2009 – 05/2013	Original: \$63.4M Final: \$64.6M	Design-Builder for 100% of the work	Project Complete
Janssen & Spaans Eng. IH-635 LBJ Express Toll Lanes - Segments 2B & 3 Contract: 2374-01-068	Texas Department of Transportation (TXDOT); 4777 E Highway 80 Mesquite, Texas 75150 Ceason Clemens; Ceason.Clemens@txdot.gov 214.320.4480	Reconstruction of 4 miles of a 6-lane wide depressed tollway from Rosser Rd to SH 75 on the north side of Dallas, TX. Also included reconstruction of 8 lanes of freeway, 4-6 lanes of frontage roads, 43 bridges and 2 million sq. ft. of retaining walls	8/2009 – 4/2013	Original: \$2B Final: \$2B	Designer for 100% of the work Engineer of Record	Project Complete
Janssen & Spaans Eng. 407 East Extension - Section 3 Contract: OPIC-10-56-1023	Ministry of Transportation, Ontario, Her Majesty The Queen 300 Water St, Peterborough, On K9J 3C7, Canada Calvin Curtis; Calvin.Curtis@Ontario.Ca 416.235.5442	15 miles of new Highway 407E with a new 6-mile-long limited access connector to Highway 401 located in suburbs of Toronto. Project included 48 new structures	12/2013 – 12/2016	Original: \$850M Final: \$850M	Designer for 100% of the work Engineer of Record	Project Complete

Janssen & Spaans Eng. ITR 80/90 PUSH Contract: ITRCC 80/90 PUSH	ITR CONCESSION COMPANY LLC; 52551 Ash Road; Granger, Indiana 46530 Brian Cherry; bcherry@indianatollroad.org 574.904.3643	73 miles of interstate pavement rehabilitation from MM 20 to MM 93 in northern Indiana on I- 80/90. Also included the rehabilitation of 53 bridge structures, including structures at 3 interchanges	12/2015 – 12/2018	Original: \$187M Final: \$190M	Designer for 100% of the work Engineer of Record	Project Complete
Janssen & Spaans Eng. Transform 66 Contract: 0066-96A- 497.C501	Virginia Dept. of Transportation (VDOT); 1401 E. Broad Street; Richmond, Virginia 23219 John H. Morse; jmorse@atoplc.com 703.817.3565	25 miles of highway I-66 rehabilitation and upgrade, including addition of express lanes on I-66 between US Route 15 and I-495 (Washington DC Beltway)	11/2016 – 6/2019	Original: \$2.6B Final: \$2.6B	Designer for 100% of the work Engineer of Record	Design Complete May 2019 (est.), Construction Complete 2022 (est.)

Notes:

- (1) If the specific entity that undertook the identified project is not the Proposer, Equity Member or Major Participant, as applicable, but rather an "affiliate" of such entity, please expressly indicate and identify the entity and its relationship to Proposer, Equity Member or Major Participant, as applicable. At INDOT's sole discretion, such entity may be required to be a Financially Responsible Party and provide a guaranty of Design-Build Contractor under the PPA.
- (2) For owner information, provide owner's name, address, contact name and current e-mail address and phone number.
- (3) Describe the work and state the percent or dollar value of the (a) design and construction work the entity performed/was responsible for (if the entity is a design-builder); (b) the construction work performed/was responsible for (if a Design-Build Contractor); or (c) the design work performed (if the entity is a designer). For example, a member of a JV with a 30% stake in a \$200 million project would insert 30% or \$60 million; an engineer that performed \$10 million worth of work on a \$100 million project would insert 10% or \$10 million.
- (4) Identify and describe any increases in the original contract amount of the greater of \$500,000 or 5% of the original contract amount and any time extensions for completion or other deadlines/milestones and the reasons for such increases and/or time extensions. If none, indicate "none".

For design firms, projects or contracts listed that were traditional design-bid-build consultant/engineering services contracts, as opposed to, for example, design-build contracts, the information provided shall be limited only to the consultant/engineer

Page C-3

Indiana Department of Transportation
Request for Qualifications
I-65/I-70 North Split Project

PART C
Form E
April 4, 2019

services contract, rather than any ensuing construction contract where such entity had limited or no involvement.

For construction firms, for project or contracts listed using the traditional design-bid-build delivery method, the information provided shall be limited only to the construction contract rather than any design contract where such entity had limited or no involvement.

This form must be submitted for each project identified in Part B, Section 2.5 and may not exceed one page per project and 8 pages in the aggregate. This separate "Notes" page shall not be counted towards the 8 pages in the aggregate.



FORM B-1

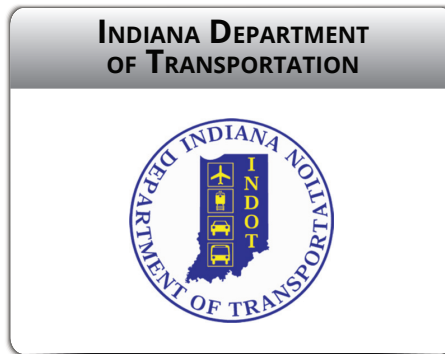
**FORM B-1
PROPOSER TEAM SUMMARY**

PROPOSER	Superior Construction Co., Inc.
CONTACT PERSON	Jeff Lietzan
ADDRESS	1455 Louis Sullivan Drive, Portage, Indiana 46368
TELEPHONE NUMBER	219.787.0850
E-MAIL ADDRESS	jlietzan@superiorconstruction.com

EQUITY MEMBER <i>(Duplicate for each Equity Member)</i>	N/A
NAME OF FIRM	N/A
CONTACT PERSON	N/A
ADDRESS	N/A
TELEPHONE NUMBER	N/A
E-MAIL ADDRESS	N/A

MAJOR PARTICIPANT <i>(Duplicate for each Major Participant)</i>	
NAME OF FIRM	Janssen & Spaans Engineering, Inc.
CONTACT PERSON	Abe Swidan
ADDRESS	9120 Harrison Park Court, Indianapolis, Indiana 46216
TELEPHONE NUMBER	317.254.9686
E-MAIL ADDRESS	Aswidan@jsengr.com

FINANCIALLY RESPONSIBLE PARTIES (See Part A, Section 2.8) (Duplicate for each Financially Responsible Party)	
NAME OF FIRM	Superior Construction Co., Inc.
CONTACT PERSON	Jeff Lietzan
ADDRESS	1455 Louis Sullivan Drive, Portage, Indiana 46368
TELEPHONE NUMBER	219.787.0850
E-MAIL ADDRESS	jlietzan@superiorconstruction.com



LEAD CONSTRUCTION / DESIGN-BUILD FIRM

- Single Point of Contact for INDOT
- Provides Construction in Accordance with Design Documents and Project Criteria
- Will Provide Subcontractor and Vendor Administration and DBE Administration
- INDOT Prequalified Subcontractors per the RFP
- Provides Project Scheduling
- Provides Quality and Environmental Controls
- Provides Oversight of Design and Subcontractors
- Provides Safety Training and Maintains Safe Working Environment
- Provides Maintenance During Construction
- Provides Warranty of Design and Construction Work

Design Agreement

LEAD ENGINEERING / DESIGN FIRM

- Establishes Project Wide Design Criteria
- Lead design task force meetings with the Project Team
- Lead and coordinate Geotechnical, Utility Coordination and Design Survey Efforts
- Delivers Project Design & Construction Documents in Accordance with Contract Requirements and Approved ATCs
- Provides Management and Coordination of Subconsultant Services
- Provides Quality Control of Design

Subconsultant Agreements

DESIGN SUBCONSULTANTS

Butler Fairman Seufert
CIVIL ENGINEERS
Civil Design Services

BEAM LONGEST-NEFF
Civil Design Services

Public Involvement/
Relations

As Needed Firms





RESUMES

Resumes for Key Personnel are located in the Appendix.



Superior commits that the individuals designated in the SOQ for the Key Personnel positions shall be available to serve the role so identified in connection with the Project. Key Personnel working for Superior:



JSE commits that the individuals designated in the SOQ for the Key Personnel positions shall be available to serve the role so identified in connection with the Project. Key Personnel working for Superior:



Herd commits that the individuals designated in the SOQ for the Key Personnel positions shall be available to serve the role so identified in connection with the Project. Key Personnel working for Herd:

2.G LEGAL INFORMATION

2.G.I LEGAL ISSUES

The Proposer and Major Participants have no legal issues which must be resolved in order to deliver the Project and perform it's obligations under a PPA.

2.G.II LEGAL LIABILITIES

The Proposer and Major Participants have no legal liabilities.

2.G.III LEGAL PROCEEDINGS

Please see Appendix for further details.





3. APPROACH TO PROJECT



3. APPROACH TO PROJECT

3.A DESIGN ORGANIZATION STRUCTURE AND MANAGEMENT



The Superior/JSE Team has assembled a team of the top engineering consultants in Indiana to design the I-65/I-70 North Split Project. JSE will be the lead engineering firm managing all engineering activities. BFS and BLN have been added to the Team to provide additional services for bridge and road design. They will also provide environmental and traffic design services.

Superior's Project Manager (PM) will manage the overall project including the design services. He will monitor the design progress and be the liaison between the design and construction teams. The PM along with the Design Manager (DM) will assemble the technical work groups consisting of design and construction personnel. These professional work groups will work through the design challenges such as bridge design and maintenance of traffic.

Upon notice of award of the project, the DM will assemble all members of the design team filling all required positions. The design schedule will be completed with the construction team to assure plan sets are completed to meet the construction schedule. The DM will make the design assignments to the team appropriately based upon design disciplines, staff availability and contract arrangement. This early planning is critical to the success of the project. The initial assignments will be made to begin construction as soon as possible. Most of the early design packages will be made for portions of the project that are offline and will create the least interference with current traffic. These early construction pieces can then be used for routing the traffic onto the new elements to allow for construction on the existing elements.

Each firm will produce and check their designs for compliance with the technical requirements and the Indiana Design Manual (IDM). JSE will check each design for compliance and fit to the rest of the project. Any issues will be sent back to the designers and plans revised appropriately. Any continuing problems with any particular portion of the design will be resolved with additional team training or further design assistance as determined by the PM and DM.

Each design discipline will have design professionals with experience in the design of that highway element. The road and traffic design will have to be completed first for the other parts of the design to be completed. Each discipline will have to complete a preliminary design of their elements along with the road design to assure space is provided for sign, lighting and ITS foundations. The road design will optimize the alignments and profiles to best balance the earthwork and to minimize the need for retaining walls.

The bridge design will be approached with the thought of economy, durability, and maintainability. The designers will evaluate the span arrangements and investigate various beam types and spacings to determine the most economical structure. The team is committed

to keeping the bridge design as simple as possible to minimize construction and maintenance costs.



Communication within the design team is critical. The DM will conduct weekly meetings with the discipline managers to track the schedule, discuss and resolve issues and provide direction. Agendas and meeting minutes will be distributed with meeting minutes recorded. The meetings are meant to be as open as possible for the team members to express their issues and challenges in the project. This provides open channels for communication and allows for issues to be revealed and resolved.

The discipline leaders will be responsible for their respective teams and will conduct meetings as appropriate. The leaders will relay on the direction from the PM and DM to the designers. The discipline leaders will be in charge of the QC process for their discipline.



The project plans will be submitted to INDOT for review at prescribed hold and witness points as described in the technical requirements. Upon receipt of the review comments, the DM will review and reply to the comments with the aid of the discipline leaders. The plans will be revised accordingly. The DM will be responsible for seeing that all comments have been adequately addressed and that the plans are compliant with the contract. This is a crucial step in the planning process.

Upon completion of the revisions, the plans will be submitted to the PM for their concurrence before submission to INDOT. Once the PM is satisfied, the plans will be presented to INDOT for their consent. Once INDOT's acceptance is received, the plans will be issued to the field personnel to begin construction.

An RFI process will be established within the DB team to answer questions. The RFI's will be numbered for easy tracking and will consist of the base question and designer response. The goal is to close all RFI's within five working days. Shop drawing review will be handled similarly. Items such as beam and bearing pad drawings will be produced by the suppliers and submitted to the designers for review. The packages will be returned with approval or with further instructions for correction.

To complete the as-built drawings, Superior will record all field changes on a master drawing set. Also, all plan revisions and field changes will be recorded. These items will be combined into one as-built set of plans for recording with INDOT.

3.B ADMINISTRATION AND CONSTRUCTION ORGANIZATIONS



The Superior/JSE Team strives to build strong, long-standing relationships with all our clients. The Indiana Department of Transportation is an essential owner for whom we have worked for decades. Having the opportunity to deploy our effective management solutions that



provide the highest quality, safety, and productivity is one of our team's primary goals. This is supported by both firm's ownership and the core principles of our people. An integrated partnering approach at all levels yields the highest success. This includes, the Onsite Project Team, the overall Project Managers, and Superior/JSE and INDOT Executives.

STARTUP ORGANIZATION

FIRST LEVEL: THE PROJECT "TIGER TEAM"

Our onsite project team is comfortable with a partnering environment that includes task forces with INDOT personnel participation. This can be face-to-face, by phone, or web meeting. The goal is cooperation, efficiency, and transparency. Both Superior and JSE commit their discipline experts to help keeping the project on track by avoiding changes. We invite our clients and stakeholders to attend these meetings.



On our projects, the sharing of information is most efficient with a digital medium. We will utilize web-based software along with a mobile device interface. "PlanGrid" software is used throughout our company, and will be employed early-on for the Project with INDOT approval. This type of software yields an excellent real-time method for reviewing issue logs, drawings, reports, quality records, and providing the related approval steps for construction.

Superior/JSE will be dedicated to ensuring the project is started on the right foot. Once awarded the project, we will assign a "Tiger Team" of key people. This group will focus on executing and managing the early elements of administration, discovery, design, and set up for the overall project. These items will include but will not be limited to contract enforcement, DBE administration, utility coordination, ROW clearances, project assessments, geotechnical investigations, DOT administrative requirements, stakeholder coordination, public information, and CPM scheduling.

SECOND LEVEL: THE PROJECT LEADERS

The INDOT Manager, Design Manager, and Project Manager are the three top leaders ultimately responsible for the project. They will not only be responsible for leading the groups described above but also meet at least bi-weekly during project startup to address any issues or review any topics that need attention beyond that which can be adequately addressed in the broader team environment. This will ensure a unified common goal towards all facets of the project is exhibited. It is important at this second level for these managers to coalesce regarding the common goals of the project.

THIRD LEVEL: THE EXECUTIVE GROUP

The third level of organization will be galvanized upon contract award and is needed when issues cannot otherwise be remedied on the project. The executives for the Superior/JSE and INDOT will report directly to the Project Managers, Environmental Managers, and Quality Managers. When issues arise that cannot be remedied through all

HIERARCHY OF ADMINISTRATIVE LEVELS



TIGER TEAM:

PROJECT STARTUP
DISCIPLINE EXPERTS

PROJECT LEADERS:

INDOT MANAGER
DESIGN MANAGER
PROJECT MANAGER

EXECUTIVE GROUP:

JSE | PRESIDENT
SUPERIOR | PRESIDENT
INDOT DISTRICT ENGINEER

other efforts, this executive group will follow the contract protocols to determine action and cooperation to keep the project on track. This is the top of the escalation process and encompasses the Identify, Analyze, Develop, Communicate, and Endorse mentality that Superior-JSE brings to the project.

DESIGN ORGANIZATION



A quality design and a cost-effective project is crucial to INDOT and to the Superior/JSE Team. Our approach to managing the project design and budget begins with our comprehensive understanding of project scope and requirements. JSE's overall Design Manager, Bob Gray, has project-specific discipline leaders for all aspects of the project. Communication between INDOT and Superior will occur through task force meetings, official project channels, and digital medium, as well as project progress meetings.

COST EFFECTIVE DESIGN



To provide a high-quality design product that produces a cost-effective and safe project that meets or exceeds the project goals, JSE will establish a Design Quality Management Plan (DQMP). To ensure that the design is accurate and compliant before submitting the documents for approval, the following key quality measures will be implemented:

- Project Management/Communications
- Document Control
- Electronic Drawing Controls and Standards
- Design Standards and QC Reviews
- Apply JSE - ISO 9001:2015 compliance for its corporate QMS





- Apply JSE - company-wide, internal Quality Control Manual

The systems and procedures used for the Technical Proposal will serve as the origin for our QMS. It will be adapted to INDOT operations and be implemented for final plan development.



Finally, our Team will engage in the ATC process to bring innovation, optimization, and economy; while holding an equal or better standard to the concepts. After award, Superior/JSE will continually review the project design for Value Engineering savings for INDOT. We will be relentless in the pursuit of the most cost-effective design for INDOT and the citizens of Indiana.

CONSTRUCTION ORGANIZATION

CONSTRUCTION MANAGEMENT PLAN

Superior/JSE construction organization starts with our integrated project management approach which unites people, systems, business structures, with proven design-build practices. This project management plan (PMP) integrates the design and construction processes and incorporates our best practices and lessons learned from previous projects. The PMP incorporates all the necessary procedures required to manage the Project with roles and responsibilities clearly defined. As a dynamic document, the PMP will incorporate input from INDOT prior to implementation.

SINGLE POINT OF RESPONSIBILITY

Project Manager, Tim Johnson, will have full authority and responsibility for the Project. Tim will be INDOT's primary contact. He will oversee all Project Operations and make final decisions regarding administrative, technical and contractual matters.

CLEAR LINES OF REPORTING

We assign individual responsibilities and authority, which will facilitate optimal communication and decision making. Since a single firm leads the Superior/JSE Team, all lines of reporting and decision making come from one entity, thus streamlining the communication process.

DESIGN-BUILD TEAMWORK

We will provide facilities for our Team and INDOT's Design-Build Team to meet. The project office will be located close to the project and will

accommodate the Superior/JSE key personnel. The project office will have additional free space for INDOT's Team for critical sessions. We will have multiple conference spaces available for project meetings.

We will plan to establish separate but adjacent commercial office spaces for INDOT's and Superior's Design-Build teams. Likewise, different onsite field offices for all construction activities will have space for INDOT's and Superior's construction personnel. These facilities will have the technology capabilities for completing all project related tasks at the site. QA/QC Facilities will be added to support the project as required.

PARTNERING



Our team's practice is to integrate the core values of each organization and collaborate seamlessly with each other as well as with INDOT personnel to achieve cooperation, dynamic creativity, and efficient use of resources. Partnering is an essential aspect of our culture and is embraced on all levels. We will hold a partnering kick-off meeting upon contract award and continue this collaboration over the life of the project.

DECISION MAKING PROCESS

Superior will be the team leader and will provide the necessary coordination, communication, scheduling, and team management to meet the project goals. We promote a decision-making environment where each required management position is involved.

As with all construction projects, "timing matters." A primary critical function associated in this decision process is the timing of making the crucial decision. Table 3.2 defines how our managers are trained for optimized decision time within the process for each management level and sub-organizations.

INTERFACE OF INDOT STAFF, DESIGN CONSULTANTS AND STAKEHOLDERS:



We will fully involve INDOT and the appropriate design consultants and stakeholders in the planning, design, and construction of the project. Table 3.1 is an example of how Superior-JSE will interface with these vital interest and regulatory groups.



THE NEED FOR SPEED

WE RECENTLY COMPLETED TWO EXTREMELY SUCCESSFUL PROJECTS AT THE GARY/CHICAGO INTERNATIONAL AIRPORT WHICH REQUIRED MULTIPLE RUNWAY AND TAXIWAY CLOSURES UTILIZING EXPEDITED SCHEDULES. RUNWAYS AND TAXIWAYS WERE REMOVED AND REINSTALLED DURING 21 AND 30 DAY CLOSURES WHILE WORKING 24 HOURS A DAY, SEVEN DAYS A WEEK. THE PRIMARY CONTRIBUTING FACTORS TO THE SUCCESS OF THESE PROJECTS WERE CONSTANT COMMUNICATION, COORDINATION, AND COLLABORATION AMONGST THE MAJOR STAKEHOLDERS. THE CHARTER TO THE SUCCESS OF THIS PROJECT AMONGST THE STAKEHOLDERS WHICH INCLUDED THE OWNER, THE CONSTRUCTION INSPECTION TEAM, AND SUPERIOR WAS QUALITY, SAFETY, AND SCHEDULE. THIS IS ONE RECENT EXAMPLE OF HOW THE SUPERIOR/JSE TEAM ENGAGES ALL THE STAKEHOLDERS TO ENSURE A SUCCESSFUL OUTCOME. WE WILL EMPLOY A SIMILAR PARTNERING APPROACH TO THE NORTH SPLIT TO ENSURE A SUCCESSFUL OUTCOME FOR ALL STAKEHOLDERS.



SUPERIOR/JSE PERSONNEL	STAKEHOLDER	COMMUNICATION & DOCUMENTATION METHOD	FREQUENCY
PROJECT MANAGER	<ul style="list-style-type: none"> INDOT PROJECT MANAGER 	<ul style="list-style-type: none"> FULL PROJECT STATUS REPORT IN MONTHLY REPORT 	MONTHLY SUBMISSION (1ST OF EVERY MONTH)
PROJECT MANAGER, GENERAL SUPERINTENDENTS, QUALITY MANAGER	<ul style="list-style-type: none"> INDOT GREENFIELD MATERIAL TESTING 	<ul style="list-style-type: none"> QUALITY REPORT WITH ALL TESTING COMPLETED FOR THAT PERIOD AND UPCOMING WEEKLY MEETING AND REPORT 	WEEKLY SUBMISSION
PROJECT MANAGER, DESIGN MANAGER, DISCIPLINE LEADERS (AS NEEDED)	<ul style="list-style-type: none"> INDOT DESIGN AND CONSULTANTS 	<ul style="list-style-type: none"> WORKSHOPS TO REVIEW OF DESIGN STATUS AND APPROVAL DISCUSSIONS AGENDA & MINUTES WITH ATTENDEE SIGNATURE 	<ul style="list-style-type: none"> WEEKLY DURING DESIGN PROCESS MONTHLY DURING CONSTRUCTION PROCESS
CONSTRUCTION MANAGER & SUPERIOR PUBLIC INVOLVEMENT OFFICER	<ul style="list-style-type: none"> INDOT PIO & INDOT TRAFFIC MANAGEMENT CENTER LOCAL AUTHORITIES AND EMERGENCY PERSONNEL AS NEEDED 	<ul style="list-style-type: none"> COORDINATION AND SCHEDULING OF ALL ACTIVITIES ASSOCIATED WITH TRAFFIC CONTROL AGENDA & MINUTES WITH ATTENDEE SIGNATURE 	WEEKLY AND BEFORE EACH MAJOR TRAFFIC SWITCH
CONSTRUCTION MANAGER EROSION CONTROL MANAGER DESIGN EROSION LEADER	<ul style="list-style-type: none"> INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT, INDIANA DEPARTMENT OF NATURAL RESOURCES MARION COUNTY 	<ul style="list-style-type: none"> STORM WATER QUALITY CONTROL PLAN DEVELOPMENT STORM WATER, EROSION AND SEDIMENT CONTROL INSPECTION REPORT 	<ul style="list-style-type: none"> WEEKLY INTERFACE WITH DESIGN SPECIALIST AS PLAN IS DEVELOPED WEEKLY INSPECTION REPORTS OR AFTER RAIN EVENT GREATER THAN 0.5 INCHES MONTHLY PROJECT VISITS
STRUCTURE DESIGN LEADER PROJECT MANAGER CONSTRUCTION MANAGER & UTILITY MANAGER	<ul style="list-style-type: none"> RAILROAD 	<ul style="list-style-type: none"> REVIEW OF DESIGN STATUS AND CONSTRUCTION SCHEDULE (FLAGGER REQUIREMENTS) AGENDA & MINUTES WITH ATTENDEE SIGNATURE 	MONTHLY OR AS REQUESTED
SAFETY MANAGER	<ul style="list-style-type: none"> INDOT SAFETY EMERGENCY RESPONDERS 	<ul style="list-style-type: none"> REVIEW OF PROJECT SAFETY, TRAFFIC SAFETY & UPCOMING SIGNIFICANT TRAFFIC SWITCHES AGENDA & MINUTES WITH ATTENDEE SIGNATURE 	MONTHLY OR AS NEEDED
SUPERIOR PUBLIC INVOLVEMENT OFFICER	<ul style="list-style-type: none"> CONTEXT SENSITIVE SOLUTIONS (CSS) 	<ul style="list-style-type: none"> INCLUSION IN HIGH LEVEL DESIGN PLANNING PRE-CONSTRUCTION TOWN HALL MEETING OPEN TO PUBLIC SOCIAL MEDIA & EMAIL SUBSCRIPTIONS 	<ul style="list-style-type: none"> AS NEEDED DURING DESIGN PROCESS QUARTERLY UPDATES DURING CONSTRUCTION
PROJECT MANAGER, CONSTRUCTION MANAGER, CORPORATE EEO OFFICER	<ul style="list-style-type: none"> INDOT GREENFIELD DISTRICT EEO 	<ul style="list-style-type: none"> REVIEW OF DBE PERFORMANCE AND PROJECT OUTLOOK SUBCONTRACTOR AND RENTAL LEASE SUBMISSION REVIEW AGENDA AND MINUTES WITH ATTENDEE SIGNATURE 	QUARTERLY OR AS NEEDED

TABLE 3.1 - INTERFACE WITH IMPORTANT INTEREST AND REGULATORY GROUPS



INTERNAL DECISION-MAKING FLOW CHART

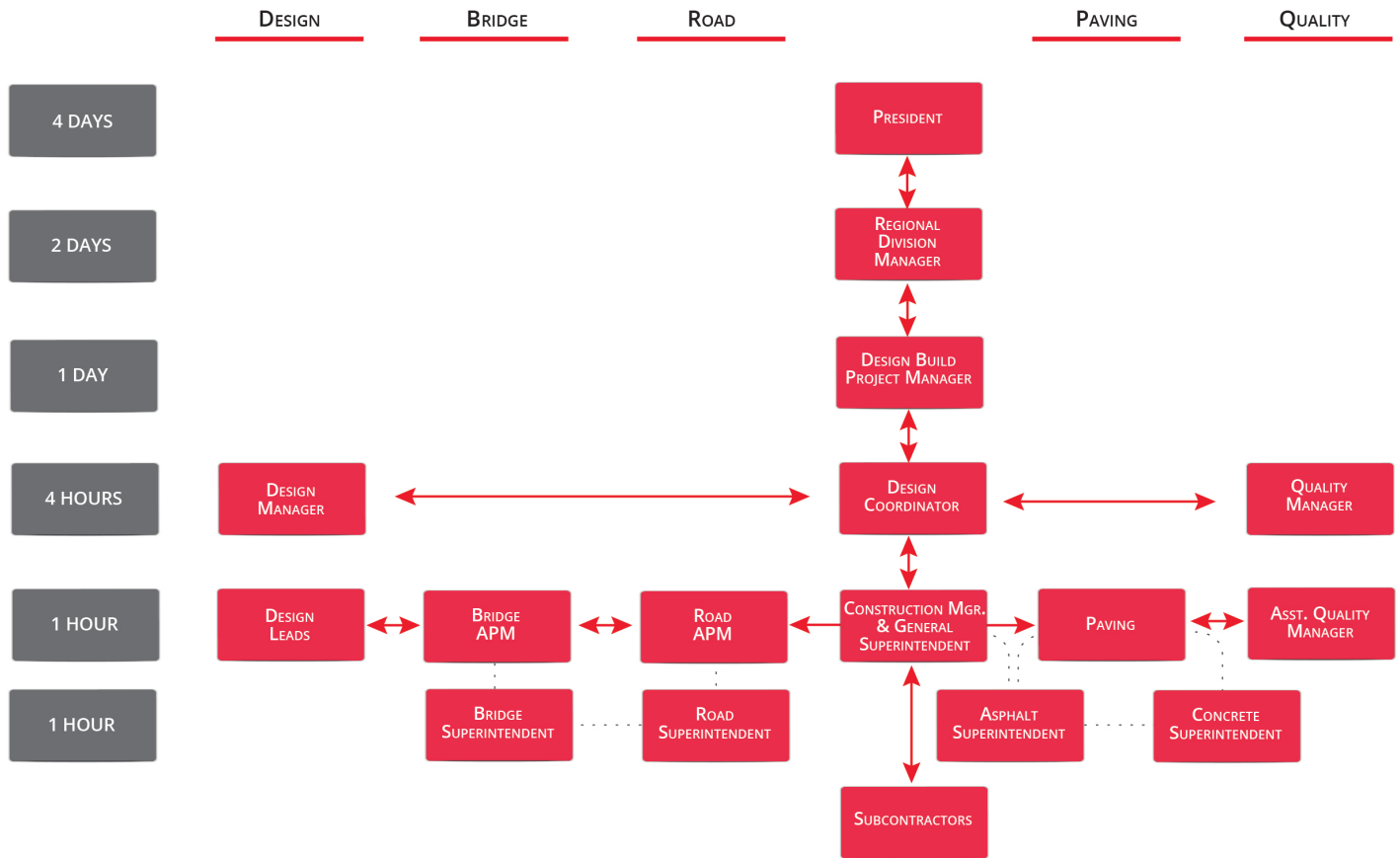


TABLE 3.2 INTERNAL DECISION-MAKING FLOW CHART

SUBCONTRACTORS:



Major subcontractors will be added to the team as the design is finalized. This allows the subcontractors to provide fair and competitive pricing and reduces project risks related to the scope of work. We foster an atmosphere of team integration with our subcontractors and suppliers. Subcontractors are included in constructability reviews, scheduling, planning and value engineering meetings. Each subcontract agreement will include clauses that tie the subcontractor to INDOT Specifications and Standards required in the design-build contract. Additionally, Superior requires all subcontractors to adhere to our Health, Safety and Environmental Compliance policies.

Superior Project Manager(s) and Superintendents will hold subcontractor meetings for various specialty activities to supplement the direction they gain in our overall project meetings. Superior will provide direction and overview requirements as it relates to each subcontractor's work. The discussion will focus on current construction operations, followed by a review of the upcoming activity.

3.C GENERAL PROJECT APPROACH

For the Superior/JSE Team, design-build is more than an efficient method of project delivery. The integration of design and construction personnel in the approach results in one of the most significant benefits of design-build: the ability to incorporate construction options into the design early in the process. By stressing through processes and procedures the mutual dependency of each function, we can capture the speed, cost savings, and improved quality offered by design-build. We will use task forces to integrate the team members into a cohesive unit.

The various task forces, such as roadway, structures, drainage, geotechnical, and traffic, will be formed during the proposal preparation process. The discipline designers will meet with their construction counterparts to exchange ideas, provide guidance to the design teams, and improve constructability and quality.

These task forces will develop alternative technical concepts to ensure the Superior/JSE proposal is unique and provides the overall best value to INDOT. Upon contract award, INDOT and select third party's will be invited to join the task forces, which will continue to meet regularly to formulate final designs and to provide constructability



and cost reviews. This will include Context Sensitive Solutions (CSS) that must be integrated seamlessly into the design early on.



The real key to the success of the North Split Interchange project will be the ability of our design-build team to partner with INDOT and the other stakeholders. Their confidence in our Team will depend on their input and concerns are addressed throughout design and construction, and that the project is being constructed on time and to the highest possible quality standards.



The process begins by formulating a communication plan for key personnel including regular bi-weekly meetings and a digital medium for review and approval of design work. This will place our respective staffs in constant communication with each other. Both informal and formal meetings will keep INDOT involved in the decision process. By committing and executing this plan, we will be visibly involved and readily available as INDOT requires. Formal partnering sessions with INDOT and key stakeholders will allow each party to express their goals for the project and establish the means to accomplish them. Informal partnering during project design and construction will help foster the team mentality and spirit of cooperation among all levels of project personnel.



Quality will be built into each part of the design and construction process. This will be achieved by making each employee responsible and accountable for the quality of his or her work. A rigorous Quality Management Plan will be implemented with detailed procedures for each design and construction activity, as well as checklists and testing programs for monitoring performance. Quality assurance will include dedicated managers and staff who will be independent of production and quality control (QC) personnel, and will report directly to the Superior/JSE's executives and INDOT. Our Team will be dedicated to implementing QC best practices related to design is evidenced by JSE's procedure to require all submittals (including design subcontractors) at every level to go through a separate in-house review procedure before being submitted.

Each of the other major project components — public information, utility coordination, design, construction, safety, environmental compliance, public access, project controls, and administration — will have a dedicated key manager who reports directly to the Project Manager. These experienced key managers will have the responsibility and authority to ensure the project is designed and constructed on schedule and in conformance with all contract and regulatory requirements. Early on, the Superior Design-Build Team will be very focused on completing verification surveys, identifying and mitigating environmental issues, site geotechnical investigations, utility coordination, and development of MOT plans for every stage, phase, or buildable section of work. The resulting schedule and constraints will be the agenda for a regular and structured series of

coordination meetings encompassing these efforts. This will forge these key managers into an integrated team that will work with INDOT, their representatives, and other stakeholders to construct this interchange in a manner that, at the end of the project, each party can take pride in.

Our approach to the design of the Project will be to study the horizontal and vertical alignments and optimize each accordingly. We will use the geometry defined by the selected alternate 4c as the guideline to minimize impacts to the right of way and stay within the chosen NEPA approved boundaries. We understand the importance of analyzing slopes to reduce wall heights, verifying aesthetic requirements to integrate neighborhoods, and including the best possible local connectivity across the corridor for pedestrians and local traffic. This approach will make our teams' schedule and design as efficient as possible and provide a blueprint for establishing a project Risk Mitigation register (further defined in section 3h) to aid in managing this positively throughout the project.

Once we have the RFP basic scope plans and final environmental approvals we will develop our detailed approach to the construction of the North Split. We will analyze the project geographic limits and divide it into zones / legs which make construction and phasing more efficient. We will develop corresponding early works plans, including activities such as clearing, demolition, erosion control, and utility relocations.



Our focus on this project will always include processes that minimize disruption to traffic with special attention to delivery of materials, activities in or adjacent to traffic, and working over traffic. The added necessity for emergency vehicles to have access through the project will be a priority. The enhanced work zone safety of our people and the traveling public will be critical. The dedicated services of tow trucks, off-duty police, and escort services will be included in our plans.



We will include plans to mitigate adjacent properties, other projects, and to the environment. Topically, we know the importance of controlling sediment releases, containing lead-based paint, protecting the Indiana Bat, and working within protected species windows.

3.D GOALS FOR THE PROJECT

The Indiana Department of Transportation (INDOT) determined that the North Split interchange requires repair, and this creates an opportunity to improve the function of the interchange. The Project is the second-most heavily traveled interchange in Indiana, serving over 214,000 vehicles per day. The need for repairing the Project interchange is based on the deteriorated condition of 46 bridges and failing condition of the existing pavement. Also, the interchange configuration is inefficient and poorly laid out for the volumes of traffic it is serving. Re-designing and re-building this interchange will



provide improved safety and mobility while reducing congestion with realigned ramps and merges in the interchange area and correcting existing weaving problems.



Superior/JSE will bring over 30 years of Indiana design and construction experience to provide the needed improvements to the interchange bridges and paving.

We will produce innovative bridge designs that include ABC construction techniques where possible to expedite the schedule and maintain neighborhood connectivity. JSE's 3D design can be passed directly to Superior's GPS driven grading and paving equipment to produce smooth, high-quality roadway sections with precise accuracy.

INDOT has expressed clear goals upon which the success of the project will be measured. The Project is critical to the continued growth of Indianapolis and satisfaction of the users. The project must be of the best quality within the allotted time and budget. The users must feel safe through the construction and upon completion of the project. The community must be involved and informed during the project construction to minimize complaints to INDOT and improve traffic function. Goals for the Project (which are not listed in order of importance) include:



a. Improve the condition of the bridges and pavement

The Project Team must be a good steward of INDOT's resources. The bridges and pavement must meet the service life requirements of the contract. The bridges scheduled to remain in place will be fully inspected and tested. The bridge decks will be cored and have half-cell potential tests completed to determine corrosion levels and the suitable action for the deck. The substructure units will be sounded to determine deteriorated areas and appropriate repair plans. The pavement will also be tested to determine if the pavement can be rehabilitated in place or if a replacement is required to meet the technical requirements. By following these procedures, the bridge and pavement conditions will be improved.

b. Improve safety by reducing or eliminating conditions that contribute to crashes

The preliminary schematic shows an improvement to the current traffic flows by reducing the required weaving movements for the North-South leg of the split. This will reduce the interaction of the



users while driving this section of roadway. During construction, the team will implement various strategies to minimize accidents. One is the public awareness campaign. The campaign will alert users to current activities and lane closures. Suitable alternate routes will be advertised and encouraged by INDOT's cooperation. Speed reduction and enforcement will also reduce traffic accidents within the project. This can be accomplished with signing and employing law enforcement to help in the implementation.

Our team's design will be focused on improved safety that will reduce or eliminate bottlenecks and crashes caused by traffic weaving to access exits and entrances to the freeway. Studying the options highlighted in Alternative 4C and applying the best-fit design criteria allowed will enable our team to produce a safer alignment with correspondingly secure maintenance of traffic plan. We will implement partnering with the Indiana State Police for the use of undercover officers to control work zone speed.

c. Improve interchange operations and reduce congestion



The preliminary design shows improvements for the operations of the existing interchange. The design team will thoroughly review all project documents and may propose ATC's during the RFP phase of the project that will improve the interchange operation and reduce project cost.

To improve interchange operations and reduce congestion, our Team's design will include the recommendations made in Alternative 4C and provide innovative solutions to eliminate weaves and ramp access not included in the proposed alternative through the ATC process while maintaining the essential requirements. The temporary condition during construction will be advanced to provide this controlled access as soon as practical and to increase safety during construction. The potential use of traffic control methods like movable barrier wall may be implemented to minimize congestion during peak traffic.

d. Meet federal DBE goals



Superior and JSE each have long histories of being an equal opportunity employer of not only their staffs but also subcontractors and suppliers they retain. Our team will meet federal minority and DBE participation goals. The process for this starts now as we begin to contemplate the project and build the team to match the scope.

As part of our shared commitment with INDOT, the Superior/JSE Team will develop an effective DBE plan that includes project focused outreach efforts within the local DBE community. The DBE plan will engage participants through procurement and bidding opportunities, corporate best practices, mentoring programs, and technical assistance. The DBE plan will be designed to maximize DBE awareness of the North Split Project.



JSE's LA PLATA RIVER BRIDGE - NARANJITO, PUERTO RICO

Our plan is based on creating opportunities for various sizes and capabilities of DBE subcontractors and suppliers. Superior/JSE will pro-actively provide and document our good faith efforts to ensure that we will exceed INDOT's DBE goals.

e. Develop innovative solutions for the Project, including life-cycle considerations, traffic operations, safety, construction sequencing and maintenance of traffic during construction



A Design-Build team is comprised of multiple individuals with varied experiences and expertise. Superior and JSE have both worked on national projects and have gathered experience and knowledge from other DOT's and countries. Every complete project is a chance to learn and apply the collection of lessons to the next project.

The best way to share these experiences is through project workshops. Each discipline in the design (such as structures, roadway, drainage, and maintenance of traffic) can benefit from design workshops. Structure design will be evaluated for constructability and availability of materials. Tailoring the bridges to readily available materials will reduce construction time and costs. The whole team will review the roadway to analyze its effects on other disciplines. It will also be evaluated for economy by studying the alignments and profiles to minimize the installation of retaining walls.

The maintenance of traffic design benefits most by workshops. This is the best forum for construction to relay to design the best and most efficient way to build the project. The team will set aside one to two days to examine all aspects of the project and determine how they can best be built. The Team will then offer suggestions on possible strategies on how to best maintain the traffic. JSE was a part of the "Super" 70 project which implemented two key strategies: the use of movable barrier and limiting traffic to automobiles only. Both these ideas resulted in a safe, successful project.

Developing innovative solutions for the project is our job, and

designing project elements which have the best possible life-cycle per the specifications is our top priority. It should come as no surprise that providing traffic operations, with safety in the forefront, with concisely planned construction sequencing and maintenance of traffic is central to how Superior/JSE performs design-build.

f. Design and construct the Project to meet or exceed all technical, environmental, and social requirements and commitments



INDOT is charged by the State Government to be a good steward for the Indiana Taxpayers' money and interests in all projects. INDOT must be conscientious on how it spends the budgeted funds and how the projects affect the environment, local communities, and the users. Superior is committed to providing a project that will allow INDOT to be that good steward. The project design will meet all technical requirements, and all construction will meet or exceed the specifications. The environment will be protected during construction by implementing a Storm Water Pollution Prevention Plan (SWPPP) which will provide facilities to protect all receiving waters along the Project such as Pogues Run. Herd will provide community outreach for the project. This will include the affected parties and the local community. The downtown Indianapolis residents have taken a particular interest in this project and keeping them informed of the benefits of the project and progress of the construction is critical for success.

Our team knows that meeting all technical, environmental, and social requirements and commitments is a win-win for both Superior/JSE and INDOT. Our management plans, more specifically the Quality Management Plan, ensures that these critical objectives are met.

g. Provide a safe project for workers and the traveling public



The maintenance of traffic plan and the construction plan will be developed in cooperation to assure the project can be built with the least disruption to the public while protecting the users. All work will be separated from traffic using positive protection, and overhead work will be conducted during short term closures to avoid conflict between the work and traffic. Superior is committed to safety and strives every day to exceed OSHA standards for the protection of its workers. This project being in a congested urban area will bring new challenges of which this team is ready to solve.

We are committed to the mobility and safety of the project team and the traveling public. We will design all temporary access, alignments, and construction entrances for the existing conditions and speed limits. We will pay careful attention to temporary drainage to maintain a positive flow. Emergency and public vehicle routing will be carefully coordinated well in advance of any detours or traffic changes.



Superior/JSE begins working on safety during designing, estimating, and pre-planning stages developing project-specific hazard analysis and mitigation strategies. Superior will assign an experienced site-specific safety professional to the North Split project.

h. Provide a high-quality, durable and maintainable facility



The most straightforward design provides the most durable and maintainable facility. The project team envisions building the new bridges and pavement with proven INDOT materials and methods. Bridges will be predominantly concrete beam structures which require minimal maintenance and yet provide an aesthetically pleasing features. Bridge decks, beams, and railings will be sealed to prolong their lives. The pavement will be designed to meet the technical requirements, and the construction will be monitored to assure the subgrade meets or exceed the specifications. Drainage will be designed to remove the water from the pavement and subgrade to minimize the effects of freezing water in the pavement joints. If asphalt pavement is specified, all joints will be sealed. Proper construction is the key to long service life.



Superior's philosophy is that we (INDOT, Superior, and JSE) are stewards of public tax dollars. We will find the most cost-effective means to provide the highest quality, most durable and maintainable facility possible given the available funding. That aim compels us to explore design and construction alternatives that are consistent with this goal.

3.E DESIGN QUALITY CONTROL & ASSURANCE

To provide a high-quality design and construction product that produces a cost-effective and safe project which meets or exceeds the teams' goals, JSE will establish a Design Quality Management Plan (DQMP) to ensure that the design, plans, and all deliverables are compliant, complete and accurate before submission for approval. The following crucial overall quality measures will be defined and implemented in our DQMP:

- Project Management/Communications
- Document Control
- Electronic Drawing Controls and Standards
- Design Standards and QC Reviews

JSE will host a secure, private, proprietary Document Management System for review, approval, and storage of the project plans and specifications provided under this Design-Build. User access will be

provided for Superior, JSE, INDOT or their representatives.

Incremental reviews and approvals will be critical to the success of the project. This is especially true for early work such as Erosion Control, Temporary Cross Overs, Maintenance of Traffic, Critical Storm Drainage Elements, ITS, Lighting, Shoring Items, Ramp Closures, and any design items required for the successful execution of the approved CPM schedule. Superior/JSE will base their expedited schedule on a review and acceptance process that includes, individual, incremental approvals with witness and hold points.

JSE's QC/QA plan will begin with the implementation of an overall Quality Management System (QMS) approach. JSE is ISO compliant and has developed a formal, documented company-wide QMS and internal Quality Control Manual. The systems and procedures that will be set up per the Technical Proposal will serve as a starting point and will be improved and expanded into our QMS for the Final Plan Development phase.

The JSE QMS is the basis for the DQMP for this project. The overall Design Quality Manager (DQM), and their quality control team will perform constructability reviews and quality assurance checks of the design, plans, and proposed features to ensure that the construction documents represent the most comprehensive, constructible, and cost-effective solution. JSE and Superior will host weekly design meetings to review and update the progress of the design as well as update the schedule according to the agreed development. INDOT Design approval managers will be critical to the success of this meeting, as well as to the project. Also, JSE will provide technical reviews of the construction documents. The design and quality control staff members will review all aspects of the design including calculations, plan details, and quantity computations. Our goal on each submittal is to ensure that the proposed design, plans, and other documents are compliant, accurate and complete.

3.F CONSTRUCTION QUALITY CONTROL & ASSURANCE

Quality will be ingrained into every aspect of construction by making each employee responsible and accountable for the Project.

This will be reinforced each morning at the toolbox meetings and at the weekly superintendent's schedule meetings. At the start of each new work activity, we will conduct a Pre-Activity Meeting with the crews involved. Agenda items will include instructions on the relevant specifications, required hold points, and testing requirements, as well as training in the procedures that will result in a quality product.

Our Quality Manager will also serve as our Construction Quality Manager. We will select an eminently qualified candidate who as held this same position as QC Manager on projects of similar size and complexity.

They will develop and implement a rigorous QMP with detailed procedures for each construction activity, as well as checklists and testing programs to monitor performance. This Quality Manager



QUALITY FIRST

“ALL PERSONNEL HAVE THE AUTHORITY AND THE RESPONSIBILITY TO STOP PRODUCTION WHEN WORK IS NOT BEING CONSTRUCTED PER THE SPECIFICATIONS. THE SUPERIOR/JSE TEAM WILL ESTABLISH A CULTURE OF QUALITY AMONG ALL MEMBERS THAT CONTINUALLY REINFORCES QUALITY AS A CORE VALUE AND RECOGNIZES THOSE WHO PERFORM HIGH-QUALITY WORK.”

—DANIEL J. SOPCZAK, PRESIDENT
SUPERIOR CONSTRUCTION

and their staff of dedicated inspectors and technicians will be completely independent of production and on-site management and report directly to the Executive Group and INDOT. The QM will be authorized to halt work on any activity that is not in compliance with project requirements. All subcontractors and suppliers will be required to comply with the project QMP.

The primary objective of the QMP is to assure all work and materials are in conformance with the lines, grades, cross sections, dimensions, and material requirements, including tolerances, specified in the contract documents and vendor drawings.

Superior uses internal quality assurance that entails inspection of each work activity. The quality assurance team is our foremen and superintendents who will use a checklist for each activity indicating quality acceptance or what actions need to be taken for approval.

Additionally, dedicated quality control staff will perform selected inspections and tests according to the RFP and QMP frequency requirements to verify and document that all items of work are in accordance with the contract documents and relevant rules and regulations.

Superior's supervisors will perform quality audits periodically, evaluating project requirements, process and implementation, and effectiveness. Quality Control staff will complete quality evaluations periodically to determine opportunities for improvement.

Our approach to quality assurance and control will be specifically tailored to the North Split project RFP requirements to provide INDOT a high-quality project.

3.G RESOURCE ASSURANCE

Superior will provide materials for the project from vendors on the INDOT qualified material lists and certified sources lists. On design-build projects we utilize a two-prong approach to ensure and verify all required materials can be supplied. First, during the proposal

phase, we solicit vendors with the plan and specification information developed but not finalized and approved by INDOT. This information is approximately 60% - 90% accurate and in most cases, can be relied upon for scheduling. Second, after awarding of the contract, the design is completed, and INDOT provides final approval, we then finalize complete scopes of work for our subcontractors and suppliers and reaffirm the anticipated requirements. This is a process that requires our cost control engineers to maintain constant communication and diligence with vendors.

Superior maintains a trade staff in Indiana of approximately 400 highly skilled union workers. The firm has been an **INDIANA** incorporated business for over 80 years and with this depth can mobilize the required forces as needed. Superior is very proud to have always completed their projects without fault.

Our equipment department maintains a fleet of over 1200 pieces of equipment valued at over \$130 Million. The focus of our equipment manager is to maintain and schedule the types of equipment that support our 400 workers so that we can bring the two forces together as needed. Our firm has equipment rental agreements in place with most large vendors and specialty equipment companies to ensure items like cranes can be provided and scheduled on an as-needed basis. We supplement our internal fleet with \$15 - \$18 million of external equipment per year.

Both Superior and JSE have employees located throughout the Midwest and can mobilize additional personnel with matched expertise on short notice. The Superior/JSE's capability to find the right people quickly is the first step in its ability to staff the work. All personnel have multiple years of construction experience. The Project Manager, Construction Manager, Assistant Project Managers, and Project Engineers have engineering degrees or construction management degrees, professional certifications and years of experience working on projects whose construction requirements are similar or the same as this contract.

SUPERIOR

PROPOSER & GENERAL CONTRACTOR

Superior has the current available capacity and the necessary staff required to complete this project. We are committed to providing the personnel and resources for this project. All firms included on our team have immediate access to local resources and the experienced staff, who are immediately available for the work.



JANSSEN & SPAANS ENGINEERING

LEAD DESIGN FIRM

Janssen and Spaans Engineering will utilize current staff in their Indianapolis office for their design team. JSE's corporate leadership has reviewed and committed their anticipated engineering staff required for this project.

3.H SIGNIFICANT RISKS AND MITIGATION

Superior /JSE is organized to identify, understand, and mitigate risks. The nature of design-build is such that the designer and builder perform as one entity to develop a comprehensive risk management plan that employs both design and construction mitigation tactics. Our team will endeavor to identify the top risks as part of our strategy to complete this project. Thoroughly understanding, and more importantly, mitigating these risks will ensure that they do not adversely impact the project and compromise the established goals. The following table summarizes the possible significant risks, along with a description of our mitigation options.

BID & PROCUREMENT RISK	DESCRIPTION OF RISK	MITIGATION MEASURES PROPOSED
CONSTRUCTION RISKS		
ROW ACQUISITION	ROW ACQUISITION DISCOVERY OF UNKNOWN REMOVALS	<ul style="list-style-type: none"> • PERFORM EARLY ROW VERIFICATION SURVEY FOR ALL INDOT ACQUIRED PROPERTIES IN ROW ACQUISITION ZONE(S) • SET OUT INITIAL SCOPE DESIGN BOUNDARIES AS BASELINE • COORDINATE WITH ENVIRONMENTAL CLEARANCE WORK
UTILITY RELOCATION	CONFLICTS FROM BOTH KNOWN AND UNKNOWN UTILITIES	<ul style="list-style-type: none"> • UTILIZE DETAIL ANALYSIS DURING INITIAL DESIGN TO MINIMIZE IMPACTS • POTHOLE KNOWN UTILITIES TO VERIFY LOCATIONS • INCLUDE UTILITY OWNERS IN TASK FORCE PROCESS THROUGHOUT DESIGN AND CONSTRUCTION TO MAXIMIZE TIMELY COORDINATION
EFFICIENT FLOW OF TRAFFIC	EXCESSIVE TRAFFIC CONGESTION DISRUPTS AND/OR DELAYS	<ul style="list-style-type: none"> • MANAGER IN CHARGE OF MOT MUST CONTINUALLY MONITOR AND ADJUST THE MOT PLAN AS REQUIRED • COMMUNICATE TO PUBLIC REGARDING CONSTRUCTION ACTIVITIES, PREWARNING, TRAFFIC PATTERNS, AND DETOURS • PLAN MULTIPLE SHIFT WORK WHERE CRITICAL AREAS REQUIRE EXPEDITED CONSTRUCTION
EFFICIENT FLOW OF TRAFFIC	UNFORESEEN TRAFFIC AT LOCATIONS ADJACENT TO PROJECT CHANGE	<ul style="list-style-type: none"> • DESIGN-BUILD TEAM AND INDOT MUST MONITOR TRAFFIC FLOWS AROUND THE PROJECT DURING EACH PHASE AND STAGE • LOG DIFFICULTIES AND MODIFY MOT PLANS AS NEEDED • INCREASE WORK SHIFTS PER DAY AND WORK HOURS PER SHIFT TO MINIMIZE CONSTRUCTION IMPACTS ON TRAFFIC FLOW
EXCAVATION & GROUND WATER	UNKNOWN SUBSURFACE CONDITIONS WITH EXCESSIVE UNSUITABLE MATERIAL OR GROUND WATER	<ul style="list-style-type: none"> • PERFORM BORINGS IN EXCAVATION AREAS TO VERIFY NATURE OF MATERIAL AND WATER TABLE • MANAGER OVER EARTHWORK OPERATIONS PERFORMS CONSTANT VISUAL INSPECTIONS OF EXISTING GROUND AND/OR GROUND WATER • INCLUDE SLOPE STAKES AND MONITOR POINT IN SURVEY AS REQUIRED • PROVIDE EFFECTIVE DEWATERING SYSTEMS
SUBGRADE STABILIZATION	SUBGRADE MATERIALS ARE INADEQUATE	<ul style="list-style-type: none"> • PERFORM EARLY SITE SOIL INVESTIGATIONS WITH PROPER FREQUENCY TO DETERMINE STRENGTH, ADEQUACY, AND MOISTURE LEVELS TO BE ANTICIPATED • ADJUST MEANS AND METHODS TO CONSTRUCT BASE CONSIDERING SOIL VARIABLES
LABOR AVAILABILITY	LOCAL UNION TRADE LABOR AVAILABILITY CHANGES DUE TO REGIONAL CONSTRUCTION PROJECTS	<ul style="list-style-type: none"> • USE LOCAL DEVELOPED CREW CONSISTENTLY AS POSSIBLE • UTILIZE SUPERIOR ROTATION TRAINING AND FOREMEN • UTILIZE LOCAL SUBCONTRACTORS • PROVIDE UNIONS EARLY NOTIFICATIONS ON NEEDS AND EMPLOY TRAINEES EARLY ON • MOBILIZE LABOR FORCES FROM OTHER AREAS



BID & PROCUREMENT RISK	DESCRIPTION OF RISK	MITIGATION MEASURES PROPOSED
DESIGN RISKS		
THIRD PARTY DESIGN APPROVALS	THIRD PARTY DESIGN APPROVAL DELAYS	<ul style="list-style-type: none"> SUPERIOR/JSE DESIGN MANAGER WILL FACILITATE TWO-WAY COMMUNICATION, DEVELOP REQUIREMENTS AND FACILITATE REVIEWS REGULAR MEETINGS AS NECESSARY TO REVIEW PROGRESS PLANS AND IDENTIFY AND RESOLVE ISSUES
GEOTECHNICAL RELIABILITY	UNANTICIPATED SUBSURFACE FEATURES OR QUALITY	<ul style="list-style-type: none"> VERIFY AND TEST THAT BEARING STRATUM ARE AS ANTICIPATED FOR BRIDGE OR WALL FOUNDATIONS HAVE PLANS FOR ANOMALIES NORMALLY ENCOUNTERED IN THIS GEOGRAPHIC REGION INCLUDE A VERIFICATION BORING PROGRAM THAT CONFIRMS ANTICIPATED SOIL STRATA
DRAINAGE FACILITIES	EXISTING UNKNOWN CONDITIONS CHANGE REQUIRED DRAINAGE SCHEME	<ul style="list-style-type: none"> VERIFY SUBSURFACE UTILITY ENGINEERING REPORT ACCURACY WITH FIELD INSPECTIONS CHECK PROJECT BOUNDARIES AND DRAINAGE AREAS AND VERIFY FLOWS
RETAINING WALL STABILITY	SUBGRADE OR ADJACENT EARTH HAS INSUFFICIENT BEARING CAPACITY	<ul style="list-style-type: none"> VERIFY AS MANY LOCATIONS AS POSSIBLE DURING EARLY BORING PROGRAM SUPERVISION DURING EXCAVATION WATCH FOR CHANGES IN GEOLOGY FIELD CHECK ALL WALL LOCATIONS WITH FREQUENCY MATCHING WALL GEOMETRY
DESIGNED MOT PHASING	CONSTRUCTION ZONES SATURATED / CHANGE UNEXPECTEDLY	<ul style="list-style-type: none"> DIVERT TRUCK TRAFFIC AWAY FROM PROJECT WHEN POSSIBLE MONITOR TRAFFIC WITH ICONE TECHNOLOGY COORDINATE TRAFFIC INFORMATION WITH INDOT
CSX RAILROAD COORDINATION	RAILROAD APPROVALS DELAY PROJECT	<ul style="list-style-type: none"> START EARLY COORDINATION MEETINGS ENSURE CSX HAS AMPLE TIME TO PREVIEW PLANS BEFORE SUBMITTALS
ENVIRONMENTAL RISKS		
PERMIT DELAYS	DELAYS IN ISSUANCE OF PERMITS MAY DELAY CONSTRUCTION ACTIVITIES	<ul style="list-style-type: none"> PROVIDE APPROPRIATE REVIEW/APPROVAL DURATION IN THE PROJECT SCHEDULE UTILIZE TEAM'S SINGLE POINT OF CONTACT WITH ESTABLISHED RELATIONSHIP FOR PERMITTING AGENCIES TO ENSURE TWO WAY COMMUNICATIONS RE-SEQUENCE WORK TO MAINTAIN CRITICAL PATH IF PERMIT CANNOT BE SECURED
HAZARDOUS MATERIALS	COST AND SCHEDULE IMPACTS DUE TO HAZARDOUS MATERIALS	<ul style="list-style-type: none"> AVOID AREAS AS MUCH AS POSSIBLE STUDY INVESTIGATIONS AND UNDERSTAND DETAILS PER INDOT REGULATIONS IMPLEMENT IDENTIFICATION, HANDLING AND TREATMENT PLAN QUICKLY IF NEEDED
CONSTRUCTION FUEL SPILLS	PROTECTION OF THE ENVIRONMENT AND PUBLIC FROM ACCIDENTAL FUEL SPILLS	<ul style="list-style-type: none"> DEVELOP CONTAINMENT PLAN WITH PRECAUTIONARY MEASURES PROVIDE CONTAINMENT WHERE POSSIBLE SPILLS COULD OCCUR REPORT ANY SPILLS TO THE AUTHORITIES
BURIED ANOMALIES	ABANDONED TANKS, BOULDERS, GARBAGE REQUIRE REMOVAL	<ul style="list-style-type: none"> PRO-ACTIVELY REVIEW PROPERTY PLATS AND IDENTIFY EXISTING AND ABANDON FEATURES PERFORM SITE INVESTIGATIONS IMMEDIATELY AFTER ROW PARCELS ARE REQUIRED
TRAFFIC NOISE ON NEW CORRIDOR	ACTUAL TRAFFIC AND RESULTING NOISE HIGHER THAN INDICATED	<ul style="list-style-type: none"> PROJECT NEPA INFORMATION AND COMPARE TO SURROUNDING PROJECT DATA VERIFY NOISE PROFILES ASSUMED AND ACTUAL
VIBRATION	VIBRATION TO ADJACENT STRUCTURES AND RESIDENCE	<ul style="list-style-type: none"> EMPLOY NOISE AND VIBRATION MONITORING PROGRAM WHILE WORKING AS REQUIRED PRO-ACTIVELY EMPLOY MEASURES TO REDUCE NOISE AND VIBRATION TO ACCEPTABLE LEVELS

Where some see risk as threats, others see them as opportunities. Superior/JSE will apply these concepts when risk occurs, to provide the best value to INDOT.



3.1 PROPOSER'S PHILOSOPHY

Coordination between INDOT, Superior/JSE and Third

Parties on a complex design-build project, particularly a multi-staged, accelerated schedule project needs to begin during the preparation of the proposal. To accurately and efficiently phase the work and schedule the project, the team needs to understand the impacts, magnitude, and scope of the utility impacts, the concerns of neighboring businesses, and the needs of the local community. To achieve a thorough understanding, the design-build proposer must:



a) study the material provided in the RFP, b) meet individually with each stakeholder as allowed, and c) provide insight and questions to INDOT for clarity and solutions. With this preparation, our team finds that working together with the stakeholders and INDOT during construction becomes much more effective and successful towards achieving the goals of the project.

SUPERIOR/JSE/INDOT/UTILITIES – WORKING TOGETHER



Superior/JSE gives extra attention to private utilities performing their own design and relocations. Schedule-critical items such as material procurement times and utility outage periods need to be discussed and understood. Upon award of the project, we will schedule a Utility Kick-off Meeting for all affected utilities, INDOT, and our appropriate management, design, and construction personnel. This will be a combination of information and partnering meetings where we will introduce our utility coordination team, present the project schedule, and explain the forthcoming coordination process. The partnering process will include listening to each utility's concerns and trying to invest them in the success of the project. After



this initial meeting, experience has proven that one-on-one meetings with each utility owner are the most effective way to address their different interests and priorities. INDOT will be invited to attend each meeting. Meeting agendas will include:

- Identifying all potential conflicts and relocations, and looking for design alternatives
- Discussing possible mitigations to expedite the design or construction schedule
- Establishing schedules and priorities for utility design and construction work
- Discussing and establishing agreements on any desired utility betterments
- Reviewing progress from previous meetings and tracking against the project schedule
- Meetings will occur on a frequent, as-needed basis for the duration of the relocations. All meetings will include updates to design and construction schedules.

Based on our extensive experience on design-build projects, we will provide a Utility Coordination Manager, who will also act full-time as the Construction Utility Coordinator whose duties will include:

- Coordinating and scheduling field activities for all relocations and monitoring the work
- Taking responsibility for locating, surveying and marking all underground utilities

- Coordinating MOT for utility relocations with other project activities to minimize public impacts
- Attending all utility meetings and providing updated information for the Utility Tracking Report

Weekly utility task force meetings will be held with our design and construction staff and INDOT. This meeting will focus on project-level utility issues and coordination items requiring the Department's input or resources. We have found that Owner/Design-Builder meetings have been instrumental in keeping third parties from positioning us against one another. It will also be a forum for discussing interdisciplinary items such as the effects of new cuts/fills with existing utilities, structure foundation conflicts and design solutions for avoiding relocations.

SUPERIOR/JSE/INDOT/THE PUBLIC/COMMUNITIES - TOGETHER



Our team will take the lead and develop a unique approach to public engagement and community outreach to achieve the following for the North Split Project:

1. Strong public relationships – This project lies near the heart of downtown Indianapolis and will impact businesses, residents, motorists and other stakeholders. We will be proactive, providing a consistent approach to relationship building, rather than simple information exchange. Strong project-stakeholder relationships will inspire public trust, help stakeholders cope with construction and enable the public to understand how a safe and high-quality project benefits them.
2. Two-way stakeholder communication – More important than informed stakeholders are invested stakeholders who believe the project team has listened to their concerns. We will use effective and accessible two-way tools (e.g., website, e-communications, face-to-face meetings, etc.) so stakeholders will develop confidence in project leaders.
3. Effective and prompt responses – Listening to stakeholders isn't enough. We will use public feedback from Context Sensitive Solutions to improve the project and its communications, respond promptly to questions and concerns and strengthen stakeholder relationships and trust.
4. Flexibility to quickly notify affected parties, the media and stakeholders – While the team will focus on proactive communications to minimize potential crises, we must be prepared to communicate at a moment's notice. We will prepare for these instances and build a communications infrastructure that enables a prompt and effective response. All media communications will be approved by or accomplished as required by the INDOT Project Manager.



PUBLIC INVOLVEMENT

A project of this size and scale will require a strategic public relations and community engagement approach that will manage resident concerns, build awareness of the project, streamline communication between the Indiana Department of Transportation (INDOT), the city of Indianapolis Department of Public Works (DPW) and Department of Metropolitan Development. While the highways are the responsibility of INDOT and city streets are managed by DPW and DMD, this project will require the city and state to work together to create cohesive messaging and maintain open lines of communication throughout all phases of the construction due to the high visibility and usage of the highway involved.

PROPOSED APPROACH TO BE IMPLEMENTED BY HERD STRATEGIES

- Create a dedicated website to serve as a repository for construction imaging, opportunities to submit feedback, FAQs and essential information about traffic patterns, safety, road closures, etc.
- Utilize video to educate the public about critical vehicle safety matters and construction updates. Video can be used on social media platforms for wider reach and engagement. Drone footage can be utilized to provide before, during and after video to show progress and serve as a benchmark of the project.
- Create a vibrant social media platform utilizing Facebook, Instagram and Twitter. Strongly encourage incorporating paid social media advertising on all three platforms throughout the construction time period. Herd Strategies will also prepare a weekly analytics report summarizing all social media engagement and summary of follower questions, responses and comments.
- Continue community engagement and stakeholder meetings with residents and businesses to foster relationships, address concerns and maintain open lines of communication.
- Traditional and streaming radio advertising. While traditional advertising is a relevant resource for reaching drivers, the increase of streaming services such as Pandora, Spotify and I Heart Radio offer an opportunity for geotargeting to reach a dedicated audience and increase audience engagement. Digital radio will also assist with providing a regional approach for informing non-Marion county residents traveling through the construction corridor.
- Regional media relations effort including opinion pieces for print outlets from thought leaders, and regular media updates to traffic and general assignment editors to ensure information is accurate and timely.
- Public safety engagement – monthly round-table updates with public safety representatives ranging from Homeland Security, Indianapolis Metro Police Department, Indianapolis Fire Department, Indiana State Police, and Emergency Medical Services.
- Legislative Updates – monthly newsletter and regular 1:1 meetings

with city and state legislators. Additional communication with Indy Chamber and Indiana Chamber to ensure their constituents and stakeholders are informed.

- With respect to environmental justice matters we recommend creating a committee of representatives from the various neighborhoods who will be impacted by the impending project. These individuals will serve as ambassadors for the project and will assist with stakeholder engagement efforts, addressing issues of gentrification and bringing to light matters involving diversity and inclusion that could cast a negative light on the project.

The following are examples where Herd currently implements similar tactics and strategies here locally in Indianapolis:

TRANSPORTATION & PUBLIC POLICY

INDYGO REDLINE



Herd Strategies has been actively involved in the current RedLine construction project led by IndyGo, Indianapolis' public transportation system since 2016. Phase 1 of the Red Line will run from Broad Ripple through downtown Indy to the University of Indianapolis, connecting several neighborhoods, major employers and cultural institutions with frequent, comfortable rapid transit service. The route will come within a quarter mile of more than 50,000 residents and nearly 150,000 jobs – a quarter of all jobs in Marion County.

Herd Strategies currently serves as the liaison between IndyGo and the Indianapolis City-County council coordinating council briefing meetings, creating and distributing a three-week look ahead with updates about the construction progress, safety matters and important dates and creating key messages and FAQs for addressing community concerns. Herd Strategies also coordinates the scheduling of 1:1 conversations with councilors whose districts exist within the boundaries of the project and serves as the point of contact for addressing councilor concerns and questions.

PURPLELINE



The Purple Line is another component of the larger Marion County Transit Plan which will improve IndyGo system-wide by 70% by 2022. The 14.8 mile Purple Line will connect two separate municipalities within Marion County – the City of Indianapolis and the City of Lawrence. With any transportation project within city-limits there is the potential for design implications to have an impact on residents and businesses. This is the case of the IndyGo PurpleLine project.



**CLIENT: MAGGIE A. LEWIS,
INDIANAPOLIS CITY-COUNTY COUNCIL**



Herd Strategies serves as the public affairs agency and advisor for Councilor Maggie Lewis, the first African-American woman to serve as president of the Indianapolis City-County Council. Most recently, Councilor Lewis made history again as she was elected as the first African-American woman to serve as council majority leader. Herd Strategies attends all Indianapolis City-County Council meetings, prepares press releases, media statements and talking points/messaging; keeps reporters informed, pitches stories and manages all of Councilor Lewis' media relations efforts.

While providing public affairs support for Councilor Lewis, Herd Strategies has been involved in developing key messages on significant ordinances including:

- Complete Streets: enabling safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities.
- Transit Referendum: unique to the implementation of the Marion County Transit Plan was the incorporation of Senate Bill 317. While the bill allows counties to impose an additional local income tax rate to fund the operations of a public transportation corporation and the operations of a rural transportation assistance program, the state statute requires that the rate must be adopted by the county council.

**CLIENT: CONGRESSMEN ANDRE CARSON, SEVENTH DISTRICT
OF INDIANA, US HOUSE OF REPRESENTATIVES**



There should also be attention to communication at the federal level. Congressman Andre Carson, who serves on the Transportation and Infrastructure committee, will be essential in facilitating any federal legislative issues involving the project and can be utilized for any high-profile public relations activities should the need arise.

INDIANAPOLIS PUBLIC SCHOOLS



Herd Strategies has facilitated and provided consultation for community engagement, stakeholder analysis/engagement and public involvement/outreach for public, private and non-profit entities. Herd's experience includes creating and implementing the education and engagement efforts for Indianapolis Public Schools (IPS) associated with proposed plans to close various high schools throughout the district.

Preparation for the public meetings involved working with IPS leadership (Superintendent, IPS Board members, Director of Facilities Management) and the Facilities Utilization Task Force in the planning process to determine meeting format and manage community expectations. Herd also assisted IPS in developing a targeted community engagement strategy by identifying appropriate neighborhood associations, key stakeholders, elected officials and community groups that would be affected by the proposed school closures. Herd Strategies facilitated five community meetings, serving as the communications liaison between the district and families impacted by the proposed closings. Since IPS has a large Hispanic student population, Herd secured translation services and provided Spanish-language materials and translators at all meetings.

WHITE RIVER VISION PLAN



The White River Vision Plan is a joint effort between the City of Indianapolis and Hamilton County Tourism, Inc. in partnership with Visit Indy's philanthropic arm, Tourism Tomorrow, Inc. to develop a comprehensive and coordinated regional, community-driven plan to enhance 58 miles of the White River in Marion and Hamilton counties. The goal of the vision plan is to create an accessible, recreational, and cultural environment that encourages a unique sense of place for the community as a whole.

NATURE OF INDOT PARTICIPATION



Superior/JSE knows INDOT's participation in the task force, stakeholder, and progress meetings is vital to achieving success. Our management plans for design, construction, quality, safety, cost controls, and risk mitigation, are all developed for transparency and interaction between Owner, Designer, and Contractor. It is through this organization that we achieve the project goals and the best value for INDOT.

Superior/JSE so strongly believes in the execution of our management plans that our team will include, as a value-added position, an experienced Design/Construction Coordinator. This role will be the direct liaison between the design and construction teams. Responsibilities will include the coordination all construction information with the design team while ensuring that the design schedule continues to parallel construction activities. Our team's carefully coordinated efforts will enable us to deliver new work



packages that will be crucial to accomplishing the accelerated schedule for the project while achieving INDOT's project goals.

3.J INNOVATIVE CONSTRUCTION APPROACH





3.L CONSTRUCTION SCHEDULE



4. ADDITIONAL MATERIALS



INFORMATION REGARDING PROPOSER AND MAJOR PARTICIPANTS



FORM B-2

FORM B-2
INFORMATION REGARDING
PROPOSER, EQUITY MEMBERS, MAJOR PARTICIPANTS AND FINANCIALLY
RESPONSIBLE PARTIES

** Please do not leave any blank spaces; if not applicable, so state.*

Name of Proposer:

Superior Construction Co., Inc.

Name of Firm Completing **Form B-2**:

Superior Construction Co., Inc.

Firm's role on Proposer team (check one):

☒ Proposer; ☐ Equity Member; ☐ Major Participant; ☐ Financially Responsible Party

Year Established: 1938

Individual Contact: Jeff Lietzan

Individual's Title: Director of Pursuits

Firm's CEO/Chairman: Nick Largura

Federal Tax ID No. (if applicable): 35-1035114

Telephone No.: 219.787.0850

North American Industry Classification Code: 237310

Fax No.: 219.763.9998

Name of Official Representative (if applicable): N/A

Business Organization (check one):

☒ Corporations (If yes, then indicate the State/Country/Province and Year of Incorporation and complete Sections A-C and the Certification form (**Form C**) for the entity.)

- ☐ Partnership (If yes, complete Sections A-C and the Certification form (**Form C**) for each member.)
- ☐ Joint Venture (If yes, complete Sections A-C and the Certification form (**Form C**) for each member.)
- ☐ Limited Liability Company (If yes, complete Sections A-C and the Certification form (**Form C**) for each member.)
- ☐ Other (If yes, describe and complete Sections A-C and the Certification form (**Form C**))

A. Business Name: Superior Construction Co., Inc.

B. Business Address: 1455 Louis Sullivan Drive, Portage, Indiana 46368

Headquarters: 1455 Louis Sullivan Drive, Portage, Indiana 46368

Office Performing Work: 6402 Corporate Drive, Suite 102, Indianapolis, Indiana 46268

Contact Telephone Number: 317.218.4470

- C. If the entity is a Joint Venture, Partnership or Limited Liability Company, indicate the name and role of each member firm in the space below. Complete a separate Information form (**Form B**) for each member firm and attach it to the SOQ. Also indicate the name and role of each Financially Responsible Party and attach a separate form.

<u>Name of Firm</u>	<u>Role</u>
N/A	N/A

Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the firm's Official Representative:

By: 

Print Name: Daniel J. Sopczak

Title: President

Date: May 17, 2019

[Please make additional copies of this form as needed for each entity required to complete this form.]

FORM B-2
INFORMATION REGARDING
PROPOSER, EQUITY MEMBERS, MAJOR PARTICIPANTS AND FINANCIALLY
RESPONSIBLE PARTIES

** Please do not leave any blank spaces; if not applicable, so state.*

Name of Proposer: Superior Construction Co. Inc.

Name of Firm Completing **Form B-2**: Janssen & Spaans Engineering, Inc.

Firm's role on Proposer team (check one):

☐ Proposer; ☐ Equity Member; ☒ Major Participant; ☐ Financially Responsible Party

Year Established: 1991

Individual Contact: Abe Swidan, P.E.

Individual's Title: President

Firm's CEO/Chairman: Leo Spaans, P.E.

Federal Tax ID No. (if applicable): 35-1822431

Telephone No.: 317-254-9686

North American Industry Classification Code: 541330

Fax No.: 317-259-8262

Name of Official Representative (if applicable): Abe Swidan, P.E.

Business Organization (check one):

☒ Corporations (If yes, then indicate the State/Country/Province and Year of Incorporation and complete Sections A-C and the Certification form (**Form C**) for the entity.)

☐ Partnership (If yes, complete Sections A-C and the Certification form (**Form C**) for each member.)

- ☐ Joint Venture (If yes, complete Sections A-C and the Certification form (**Form C**) for each member.)
- ☐ Limited Liability Company (If yes, complete Sections A-C and the Certification form (**Form C**) for each member.)
- ☐ Other (If yes, describe and complete Sections A-C and the Certification form (**Form C**))

A. Business Name: Janssen & Spaans Engineering, Inc.

B. Business Address: 9120 Harrison Park Ct., Indianapolis, IN 46216

Headquarters: 9120 Harrison Park Ct., Indianapolis, IN 46216

Office Performing Work: 9120 Harrison Park Ct., Indianapolis, IN 46216

Contact Telephone Number: 317-254-9686

- C. If the entity is a Joint Venture, Partnership or Limited Liability Company, indicate the name and role of each member firm in the space below. Complete a separate Information form (**Form B**) for each member firm and attach it to the SOQ. Also indicate the name and role of each Financially Responsible Party and attach a separate form.

Name of Firm

Role

N/A

Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the firm's Official Representative:

By:  _____

Print Name: Abe Swidan

Title: President

Date: May 17, 2019

[Please make additional copies of this form as needed for each entity required to complete this form.]



FORM C

**FORM C
CERTIFICATION**

Proposer: Superior Construction Co., Inc.

Name of Firm Completing this Form: Superior Construction Co., Inc.

1. Has the firm or any affiliate,* or any current officer, director or employee of either the firm or any affiliate, been indicted or convicted of bid (i.e., fraud, bribery, collusion, conspiracy, antitrust, etc.) or other contract related crimes or violations or any other felony or serious misdemeanor within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please explain:

2. Has the firm or any affiliate* ever sought protection under any provision of any bankruptcy act within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please explain:

3. Has the firm or any affiliate* ever been disqualified, removed, debarred or suspended from performing work for the federal government, any state or local government, or any foreign governmental entity within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please explain:

4. Has the firm or any affiliate* ever been found liable in a civil suit or found guilty in a criminal action for making any false claim or other material misrepresentation to a public entity within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, as to each such inquiry, state the name of the public agency, the date of the inquiry, the grounds on which the public agency based the inquiry, and the result of the inquiry.

5. Has any construction project performed or managed by the firm or, to the knowledge of the undersigned, any affiliate* involved serious, repeated or multiple failures to comply with safety rules, regulations, or requirements within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please identify the team members and the projects, provide an explanation of the circumstances, and provide owner contact information including telephone numbers and e-mail addresses.

6. Has the firm or any affiliate* been found, adjudicated or determined by any federal or state court or agency (including, but not limited to, the Equal Employment Opportunity Commission, the Office of Federal Contract Compliance Programs and any applicable Indiana governmental agency) to have violated any laws or Executive Orders relating to employment discrimination or affirmative action within the past ten years (measured from the date of issuance of this RFQ), including but not limited to Title VII of the Civil Rights Act of 1964, as amended (42 U.S.C. Sections 2000 *et seq.*); the Equal Pay Act (29 U.S.C. Section 206(d)); and any applicable or similar Indiana law?

☐ Yes ☒ No

If yes, please explain:

7. Has the firm or any affiliate* been found, adjudicated, or determined by any state court, state administrative agency, including, but not limited to, the Indiana Department of Labor, federal court or federal agency, to have violated or failed to comply with any law or regulation of the United States or any state within the past ten years (measured from the date of issuance of this RFQ) governing any of common construction wages, (prevailing wages) (including but not limited to payment for health and welfare, pension, vacation, travel time, subsistence, apprenticeship or other training, or other fringe benefits) or overtime compensation?

☐ Yes ☒ No

If yes, please explain:

8. With respect to each of Questions 1-7 above, if not previously answered or included in a prior response on this form, is any proceeding, claim, matter, suit, indictment, etc. currently pending against the firm that could result in the firm being found liable, guilty or in violation of the matters referenced in Questions 1-7 above and/or subject to debarment, suspension, removal or disqualification by the federal government, any state or local government, or any foreign governmental entity?

☐ Yes ☒ No

If yes, please explain and provide the information requested as to such similar items set forth in Questions 1-7 above.

9. Has there been any instance where the firm or any affiliate*, or its owners, officers, or managing employees submitted a bid on a public works project and were found to be nonresponsive or were found by an awarding body not to be a responsible bidder?

☐ Yes ☒ No

If yes, please explain:

10. Has there been any settled adverse claim, dispute or lawsuit between the owner of a public works project and the firm or any affiliate* during the last five years in which the claim, settlement or judgment exceeded fifty thousand dollars (\$50,000)?

☐ Yes ☒ No

If yes, please explain:

11. In the past five years has the firm or any affiliate* had liquidated damages assessed against it during or after completion of a contract?

☒ Yes ☐ No

If yes, please explain:

12. Has a surety for the firm or any affiliate* completed a contract on the entity's behalf or paid for completion because the entity was in default or terminated by the project owner within the last 5 years?

☐ Yes ☒ No

If yes, please explain:

13. In the past five years, has the firm or any affiliate* had any license, credential, or registration revoked or suspended?

☐ Yes ☒ No

If yes, please provide specific details including date(s), reason(s), for revocation or suspension, whether same was reinstated, and any conditions thereto:

* The term "affiliate" has the meaning set forth in Part B, Section 2.7.2 of the RFQ.

Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the firm's Official Representative:

By: 

Print Name: Daniel J. Sopczak

Title: President

Date: May 17, 2019

[Please make additional copies of this form as needed for each entity required to complete this form.]

**FORM C
CERTIFICATION**

Proposer: Superior Construction Co. Inc.

Name of Firm Completing this Form: Janssen & Spaans Engineering, Inc.

1. Has the firm or any affiliate,* or any current officer, director or employee of either the firm or any affiliate, been indicted or convicted of bid (i.e., fraud, bribery, collusion, conspiracy, antitrust, etc.) or other contract related crimes or violations or any other felony or serious misdemeanor within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please explain:

2. Has the firm or any affiliate* ever sought protection under any provision of any bankruptcy act within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please explain:

3. Has the firm or any affiliate* ever been disqualified, removed, debarred or suspended from performing work for the federal government, any state or local government, or any foreign governmental entity within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please explain:

4. Has the firm or any affiliate* ever been found liable in a civil suit or found guilty in a criminal action for making any false claim or other material misrepresentation to a public entity within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, as to each such inquiry, state the name of the public agency, the date of the inquiry, the grounds on which the public agency based the inquiry, and the result of the inquiry.

5. Has any construction project performed or managed by the firm or, to the knowledge of the undersigned, any affiliate* involved serious, repeated or multiple failures to comply with safety rules, regulations, or requirements within the past ten years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No

If yes, please identify the team members and the projects, provide an explanation of the circumstances, and provide owner contact information including telephone numbers and e-mail addresses.

6. Has the firm or any affiliate* been found, adjudicated or determined by any federal or state court or agency (including, but not limited to, the Equal Employment Opportunity Commission, the Office of Federal Contract Compliance Programs and any applicable Indiana governmental agency) to have violated any laws or Executive Orders relating to employment discrimination or affirmative action within the past ten years (measured from the date of issuance of this RFQ), including but not limited to Title VII of the Civil Rights Act of 1964, as amended (42 U.S.C. Sections 2000 *et seq.*); the Equal Pay Act (29 U.S.C. Section 206(d)); and any applicable or similar Indiana law?

☐ Yes ☒ No

If yes, please explain:

7. Has the firm or any affiliate* been found, adjudicated, or determined by any state court, state administrative agency, including, but not limited to, the Indiana Department of Labor, federal court or federal agency, to have violated or failed to comply with any law or regulation of the United States or any state within the past ten years (measured from the date of issuance of this RFQ) governing any of common construction wages, (prevailing wages) (including but not limited to payment for health and welfare, pension, vacation, travel time, subsistence, apprenticeship or other training, or other fringe benefits) or overtime compensation?

☐ Yes ☒ No

If yes, please explain:

8. With respect to each of Questions 1-7 above, if not previously answered or included in a prior response on this form, is any proceeding, claim, matter, suit, indictment, etc. currently pending against the firm that could result in the firm being found liable, guilty or in violation of the matters referenced in Questions 1-7 above and/or subject to debarment, suspension, removal or disqualification by the federal government, any state or local government, or any foreign governmental entity?

☐ Yes ☒ No

If yes, please explain and provide the information requested as to such similar items set forth in Questions 1-7 above.

9. Has there been any instance where the firm or any affiliate*, or its owners, officers, or managing employees submitted a bid on a public works project and were found to be nonresponsive or were found by an awarding body not to be a responsible bidder?

☐ Yes ☒ No

If yes, please explain:

10. Has there been any settled adverse claim, dispute or lawsuit between the owner of a public works project and the firm or any affiliate* during the last five years in which the claim, settlement or judgment exceeded fifty thousand dollars (\$50,000)?

☐ Yes ☒ No

If yes, please explain:

11. In the past five years has the firm or any affiliate* had liquidated damages assessed against it during or after completion of a contract?

☐ Yes ☒ No

If yes, please explain:

12. Has a surety for the firm or any affiliate* completed a contract on the entity's behalf or paid for completion because the entity was in default or terminated by the project owner within the last 5 years?

☐ Yes ☒ No

If yes, please explain:

13. In the past five years, has the firm or any affiliate* had any license, credential, or registration revoked or suspended?

☐ Yes ☒ No

If yes, please provide specific details including date(s), reason(s), for revocation or suspension, whether same was reinstated, and any conditions thereto:

* The term "affiliate" has the meaning set forth in Part B, Section 2.7.2 of the RFQ.

Under penalty of perjury, I certify that the foregoing is true and correct, and that I am the firm's Official Representative:

By: _____

Print Name: Abe Swidan

Title: President

Date: May 17, 2019

[Please make additional copies of this form as needed for each entity required to complete this form.]



SURETY LETTER



801 Warrenville Road
Suite 700
Lisle, Illinois 60532

May 1, 2019

Runfa Shi
Indiana Department of Transportation
100 North Senate Avenue, Room N750
Indianapolis, Indiana 46204

Re: Superior Construction Co., Inc.

**Project: Request for Qualifications
Design and Build the I-65/I-70 North Split Project through a
Public-Private Partnership Agreement**

Attn: Runfa Shi,

Continental Casualty Company is the Surety for Superior Construction Co., Inc. and Marsh USA Inc. is their surety agent that currently has the privilege of providing bonds for Superior Construction Co., Inc. Superior Construction Co., Inc.'s financial strength and management capabilities have qualified them for bonding on any project, which they have chosen to undertake. As such, Continental Casualty Company highly recommends them for your favorable consideration on your project.

Superior Construction Co., Inc. is capable of obtaining both a payment bond (or bonds) and a performance bond (or bonds) each in an aggregate stated amount of . Superior Construction Co., Inc. has been extended a bonding facility, which will support individual projects up to and an aggregate work program in the . Surety bonds are issued through the Continental Casualty Company which is rated A XV by AM Best and is listed in the Federal Register.

Continental Casualty Company holds Superior Construction Co., Inc. in the highest regard. We have read the RFQ and any addenda and evaluated Proposer's financial statements and capability backlog and work-in-progress in determining its bonding capacity. We heartily endorse their organization and will provide the requisite bonding should the project be awarded to Superior Construction Co., Inc.

This commitment is subject to acceptable contractual and underwriting terms and conditions.

Sincerely,
Continental Casualty Company

Adrienne C. Stevenson
Attorney-in-Fact



STATE OF GEORGIA
COUNTY OF FULTON

I, Karina Plis a notary Public in and for said County, do hereby certify that
Adrienne C. Stevenson as Attorney-in-Fact, who is personally known to me to
be the same person whose name is subscribed to the foregoing instrument, appeared before me
this day in person, and acknowledged that they signed, sealed, and delivered said instrument
for and on behalf of

CONTINENTAL CASUALTY COMPANY

for the uses and purposed therein set forth.

Given under my hand and notarial seal at my office in the City of Atlanta in said County,

this 1st day of May A.D. 2019

Karina Plis
Notary Public

Karina Plis
NOTARY PUBLIC
Fulton County, GEORGIA
My Comm. Expires 03/20/2020



POWER OF ATTORNEY APPOINTING INDIVIDUAL ATTORNEY-IN-FACT

Know All Men By These Presents, That Continental Casualty Company, an Illinois insurance company, National Fire Insurance Company of Hartford, an Illinois insurance company, and American Casualty Company of Reading, Pennsylvania, a Pennsylvania insurance company (herein called "the CNA Companies"), are duly organized and existing insurance companies having their principal offices in the City of Chicago, and State of Illinois, and that they do by virtue of the signatures and seals herein affixed hereby make, constitute and appoint

Adrienne C. Stevenson , Individually

of Atlanta, Georgia , their true and lawful Attorney(s)-in-Fact with full power and authority hereby conferred to sign, seal and execute for and on their behalf bonds, undertakings and other obligatory instruments of similar nature

– In Unlimited Amounts –

and to bind them thereby as fully and to the same extent as if such instruments were signed by a duly authorized officer of their insurance companies and all the acts of said Attorney, pursuant to the authority hereby given is hereby ratified and confirmed.

This Power of Attorney is made and executed pursuant to and by authority of the By-Law and Resolutions, printed on the reverse hereof, duly adopted, as indicated, by the Boards of Directors of the insurance companies.

In Witness Whereof, the CNA Companies have caused these presents to be signed by their Vice President and their corporate seals to be hereto affixed on this 3rd day of June, 2015.



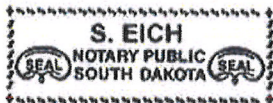
Continental Casualty Company
National Fire Insurance Company of Hartford
American Casualty Company of Reading, Pennsylvania

Paul T. Bruflat

Paul T. Bruflat Vice President

State of South Dakota, County of Minnehaha, ss:

On this 3rd day of June, 2015, before me personally came Paul T. Bruflat to me known, who, being by me duly sworn, did depose and say: that he resides in the City of Sioux Falls, State of South Dakota; that he is a Vice President of Continental Casualty Company, an Illinois insurance company, National Fire Insurance Company of Hartford, an Illinois insurance company, and American Casualty Company of Reading, Pennsylvania, a Pennsylvania insurance company described in and which executed the above instrument; that he knows the seals of said insurance companies; that the seals affixed to the said instrument are such corporate seals; that they were so affixed pursuant to authority given by the Boards of Directors of said insurance companies and that he signed his name thereto pursuant to like authority, and acknowledges same to be the act and deed of said insurance companies.



My Commission Expires February 12, 2021

S. Eich

S. Eich Notary Public

CERTIFICATE

I, D. Bult, Assistant Secretary of Continental Casualty Company, an Illinois insurance company, National Fire Insurance Company of Hartford, an Illinois insurance company, and American Casualty Company of Reading, Pennsylvania, a Pennsylvania insurance company do hereby certify that the Power of Attorney herein above set forth is still in force, and further certify that the By-Law and Resolution of the Board of Directors of the insurance companies printed on the reverse hereof is still in force. In testimony whereof I have hereunto subscribed my name and affixed the seal of the said insurance companies this 1st day of May , 2019 .



Continental Casualty Company
National Fire Insurance Company of Hartford
American Casualty Company of Reading, Pennsylvania

D. Bult

D. Bult Assistant Secretary



Authorizing By-Laws and Resolutions

ADOPTED BY THE BOARD OF DIRECTORS OF CONTINENTAL CASUALTY COMPANY:

This Power of Attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the Board of Directors of the Company at a meeting held on May 12, 1995:

“RESOLVED: That any Senior or Group Vice President may authorize an officer to sign specific documents, agreements and instruments on behalf of the Company provided that the name of such authorized officer and a description of the documents, agreements or instruments that such officer may sign will be provided in writing by the Senior or Group Vice President to the Secretary of the Company prior to such execution becoming effective.”

This Power of Attorney is signed by Paul T. Bruflat, Vice President, who has been authorized pursuant to the above resolution to execute power of attorneys on behalf of Continental Casualty Company.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 25th day of April, 2012:

“Whereas, the bylaws of the Company or specific resolution of the Board of Directors has authorized various officers (the “Authorized Officers”) to execute various policies, bonds, undertakings and other obligatory instruments of like nature; and

Whereas, from time to time, the signature of the Authorized Officers, in addition to being provided in original, hard copy format, may be provided via facsimile or otherwise in an electronic format (collectively, “Electronic Signatures”); Now therefore be it resolved: that the Electronic Signature of any Authorized Officer shall be valid and binding on the Company. “

ADOPTED BY THE BOARD OF DIRECTORS OF NATIONAL FIRE INSURANCE COMPANY OF HARTFORD:

This Power of Attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the Board of Directors of the Company by unanimous written consent dated May 10, 1995:

“RESOLVED: That any Senior or Group Vice President may authorize an officer to sign specific documents, agreements and instruments on behalf of the Company provided that the name of such authorized officer and a description of the documents, agreements or instruments that such officer may sign will be provided in writing by the Senior or Group Vice President to the Secretary of the Company prior to such execution becoming effective.”

This Power of Attorney is signed by Paul T. Bruflat, Vice President, who has been authorized pursuant to the above resolution to execute power of attorneys on behalf of National Fire Insurance Company of Hartford.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 25th day of April, 2012:

“Whereas, the bylaws of the Company or specific resolution of the Board of Directors has authorized various officers (the “Authorized Officers”) to execute various policies, bonds, undertakings and other obligatory instruments of like nature; and

Whereas, from time to time, the signature of the Authorized Officers, in addition to being provided in original, hard copy format, may be provided via facsimile or otherwise in an electronic format (collectively, “Electronic Signatures”); Now therefore be it resolved: that the Electronic Signature of any Authorized Officer shall be valid and binding on the Company. “

ADOPTED BY THE BOARD OF DIRECTORS OF AMERICAN CASUALTY COMPANY OF READING, PENNSYLVANIA:

This Power of Attorney is made and executed pursuant to and by authority of the following resolution duly adopted by the Board of Directors of the Company by unanimous written consent dated May 10, 1995:

“RESOLVED: That any Senior or Group Vice President may authorize an officer to sign specific documents, agreements and instruments on behalf of the Company provided that the name of such authorized officer and a description of the documents, agreements or instruments that such officer may sign will be provided in writing by the Senior or Group Vice President to the Secretary of the Company prior to such execution becoming effective.”

This Power of Attorney is signed by Paul T. Bruflat, Vice President, who has been authorized pursuant to the above resolution to execute power of attorneys on behalf of American Casualty Company of Reading, Pennsylvania.

This Power of Attorney is signed and sealed by facsimile under and by the authority of the following Resolution adopted by the Board of Directors of the Company by unanimous written consent dated the 25th day of April, 2012:

“Whereas, the bylaws of the Company or specific resolution of the Board of Directors has authorized various officers (the “Authorized Officers”) to execute various policies, bonds, undertakings and other obligatory instruments of like nature; and

Whereas, from time to time, the signature of the Authorized Officers, in addition to being provided in original, hard copy format, may be provided via facsimile or otherwise in an electronic format (collectively, “Electronic Signatures”); Now therefore be it resolved: that the Electronic Signature of any Authorized Officer shall be valid and binding on the Company. “



INDOT CERTIFICATION OF QUALIFICATION MATERIALS



Certificate of Qualification

ISSUED BY

Indiana Department of Transportation

INDIANAPOLIS, IN

June 14, 2018

TO

SUPERIOR CONSTRUCTION CO INC

PORTAGE, IN

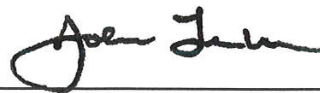
who has filed with the Department a Contractor's Statement of Experience and Financial Condition as required under Indiana Code 8-23-10, is hereby qualified to bid at any Department of Transportation letting in Classes of Work and within the amount and other limitation of each classification as listed below, for such period as the uncompleted work on hand from all sources does not exceed the Aggregate amount. Classification references by name or symbol are in accordance with the definitions in the Contractor's Statement of Experience and Financial Condition. This certificate supersedes any certificate previously issued, but is subject to revision or revocation according to the law, if and when changes in the financial condition of the contracting firm or other facts justify such revision or revocation.

Valid June 5, 2018 Thru April 30, 2019

AGGREGATE	\$UNLIMITED
A(A) CONCRETE PAVEMENT: GENERAL	\$UNLIMITED
C(A) HEAVY GRADING	\$UNLIMITED
D(A) HIGHWAY OR RAILROAD BRIDGE OVER WATER	\$UNLIMITED
D(B) HIGHWAY OR RAILROAD BRIDGE OVER HIGHWAY	\$UNLIMITED
D(C) HWY/RR BRIDGE REQ RR TRACK PROTECTION	\$UNLIMITED
E(C) BRIDGE DECK OVERLAY& MINOR BRIDGE REPAIR	\$30,000,000
E(E) SMALL STRUCTURES AND DRAINAGE ITEMS	\$30,000,000
E(F) SURFACE MASONRY AND MISC CONCRETE	\$2,000,000
E(H) DEEP SEWER AND/OR EXCAVATION	\$30,000,000
E(L) STRUCTURAL STEEL ERECTION	\$5,000,000
E(P) BRIDGE DECK SEALING	\$2,000,000
E(Q) CONCRETE PAVEMENT REPAIRS	\$2,000,000
E(T) DEMOLITION	\$UNLIMITED



PREQUALIFICATION ENGINEER



COMMISSIONER

State Form 20508 (R3 / 5-05)



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N725
Indianapolis, Indiana 46204

PHONE: (317) 232-5095
FAX: (317) 233-8862

Eric Holcomb, Governor
Joe McGuinness, Commissioner

December 14, 2018

Prequalification Section
(317) 232-5095

Abe Swidan
Janssen & Spaans Engineering, Inc.
9120 Harrison Park Court, West Drive
Indianapolis, IN 46216

Re: Consultant Prequalification

Dear Abe Swidan:

The Consultant Prequalification General/Technical Modification Application submitted on 12/13/2018 has been reviewed by this office. Your firm has been prequalified to provide consulting services to the Indiana Department of Transportation (INDOT) in the work groups listed on the attached Work Type Certification, effective 12/14/2018. This approval supersedes any previous approval for prequalification, but is subject to revision or modification in accordance with the most current edition of the INDOT Consultant Prequalification Manual. Your Financial approval will expire on 06/30/2019. Your General/Technical approval will expire on 01/31/2020.

Your Firm's annual contracting capacity for the CPA Audit Level is \$10,808,930.00 for the fiscal period that ended on 12/31/2017. Your firm was approved for this financial level as notified separately by the External Audit Section. The requested and approved financial level determines the firm's service limitations as stated in the INDOT Consultant Prequalification Manual. Consultant firms must submit their annual financial application within 180 calendar days of the end of each fiscal year.

You are required to submit a modification application in the event of any changes in firm ownership, firm address, form of business entity under which the firm operates, manpower significant enough to affect the firm's qualifications or capacity (or operations of laboratories, facilities, etc.), financial status (such as filing for bankruptcy), or any other change which affects an element INDOT considers when prequalifying a consultant. The Consultant must notify INDOT within 15 days of any change in the information provided in its Prequalification Application and to submit a modification application in a timely manner. Failure to submit a modification application within 15 days after the initial notification will result in the loss of the Consultants Prequalification Status.

Please contact Mr. John Leming, Consultant Prequalification Research Analyst at 317-234-4917 if you have any questions on this matter.

Respectfully,

Jose M. Murillo, P.E.
Prequalification Engineer

cc: Prequalification File
External Audit

www.in.gov/dot/



Prequalified Work Type Certification
Issued By
Indiana Department of Transportation

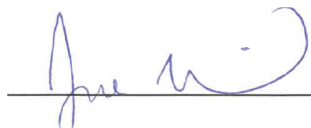
Janssen & Spaans Engineering, Inc.

Date Printed: 12/14/2018

Valid Work Groups**Effective:** 12/14/2018**Expires on:** 01/31/2020

Work Type Code	Work Type Description	Qualifying Person(s)
5.2	Environmental Document Preparation - CE	Dalal, Imtiyaz
6.1	Topographic Survey Data Collection	Ardoyn, Jeremy Foster, Josh G
8.1	Non-Complex Roadway Design	Gray, Robert M
8.2	Complex Roadway Design	Dalal, Imtiyaz Gray, Robert M
9.1	Level 1 Bridge Design	Burns, Marvin A Lu, Christine M
9.2	Level 2 Bridge Design	Gray, Robert M Lu, Christine M
10.3	Complex Roadway Sign Design	Dalal, Imtiyaz
10.4	Lighting Design	Swidan, Abe
11.1	Right of Way Plan Development	Ardoyn, Jeremy Foster, Josh G
13.1	Construction Inspection	Gray, Robert M Isaacs, Brad E
14.1	Regular Bridge Inspection	Matern, Jeff M
14.2	Complex Bridge Inspection	Matern, Jeff M
14.4	Small Structure and Miscellaneous Structure Inspections	Gray, Robert M Matern, Jeff M
14.5	Bridge Load Capacity Rating & Other Bridge Analysis/Testing	Matern, Jeff M

cc: Prequalification File

An Equal Opportunity Employer
Jose M. Murillo, P.E.
Prequalification Engineer



ENTITIES PREQUALIFIED BY INDOT FOR SPECIFIC WORK TYPES

FORM D
ENTITIES PREQUALIFIED BY INDOT FOR SPECIFIC WORK TYPES

Work Type	Prequalified Entity
A(a) Concrete Pavement – General	Superior Construction Co., Inc.
D(b) Highway or Railroad Bridges over Highway	Superior Construction Co., Inc.
8.2 Complex Roadway Design	Janssen & Spaans Engineering, Inc.
9.2 Level 2 Bridge Design	Janssen & Spaans Engineering, Inc.



INDOT FORM CR-3

FORM F**CURRENT CONTRACTUAL OBLIGATIONS**

Entries on this sheet shall include all construction work under contract or verbal performance agreement or pending award to the contractor signing, whether as principal or as subcontractor.

(Attach additional sheets as needed for each section)

LIST OF ALL UNEARNED WORK NOW UNDER CONTRACT WITH ANY OWNER, CONTRACTOR OR OTHER PARTY		
Contract Number	Contract Owner	Value of Unearned Work
N/A	BP	\$2,500,000
T3533 Job #15301 Panama City US 98	FDOT	\$12,034,181
E2T38 Job # 15724 AW-I-295	FDOT	\$1,054,514
T2591 Job #15725 I-10 @ 301	FDOT	\$20,610,883
T2579 Job #15726 SR 200 (A1A)	FDOT	\$24,137,103
B-34576	INDOT	\$415,000
R-36373	INDOT	\$300,000
T2621 Job #16733 Starke Bypass Ph II	FDOT	\$6,057,451
6931-11 Job #16734 Coastline Drive	City of Jacksonville	\$8,713,268
Job # 16737 Silverleaf @CR2209	White's Ford Timber	\$685,333
T2641 Job # 16740 Baldwin Bypass	FDOT	\$21,111,446

C004129 Job # 16903 World Drive Ext	Reedy Creek Improvement District	\$801,162
R-38632	INDOT	\$2,575,000
B-34471	INDOT	\$14,575,000
R-40170	INDOT	\$2,850,000
B-36687	INDOT	\$1,390,000
B-38391	INDOT	\$4,025,000
B-40822	INDOT	\$5,800,000
B-36679	INDOT	\$4,625,000
B-40381	INDOT	\$1,335,000
GY18004	Gary / Chicago International Airport Authority	\$7,485,000
B-39471	INDOT	\$8,810,000
<div> <div>Total of all Unearned Work Sublet</div> <div>\$ <u>151,890,341</u></div> </div>		

**LIST ALL UNEARNED WORK SUBLET AND APPROVED TO SUBCONTRACTORS ON
INDOT CONTRACTS**

Contract Number	Subcontractor	Work Type(s)	Value of Unearned Work
B-34576	Midwest Paving	D(a)	\$3,500
B-34576	Traffic Control Specialists	D(a)	\$54,800
B-34576	MDS Contractor Services	D(a)	\$35,000
B-34576	Javelina Construction, Inc.	D(a)	\$6,500
B-34576	Natural Construction	D(a)	\$2,500
B-34576	Whitehead Construction, Inc.	D(a)	\$1,500
B-34576	TC Electric, Inc.	D(a)	\$2,500
B-34576	N.I. Spanos Painting, Inc.	D(a)	\$48,700
R-36373	Wabash Valley Asphalt Company, LLC	C(b)	\$136,000
R-36373	Signal Construction	C(b)	\$9,500
R-36373	GRL Engineers	C(b)	\$12,000
R-36373	C-Tech Corporation	C(b)	\$34,250
R-36373	Earth Images	C(b)	\$37,450
R-36373	Javelina Construction, Inc.	C(b)	\$3,100
R-36373	Bridgesmith, Inc.	C(b)	\$13,500
R-36373	RoadSafe Traffic Systems, Inc.	C(b)	\$14,200
R-38632	Milestone Contractors, L.P.	D(a)	\$270,000
R-38632	R.L. McCoy	D(a)	\$6,000
R-38632	Whitehead Construction, Inc.	D(a)	\$28,000
R-38632	Hawk Enterprises, Inc.	D(a)	\$2,800

R-38632	Slusser's Green Thumb, Inc.	D(a)	\$41,300
R-38632	C-Tech Corporation	D(a)	\$48,400
R-38632	Surface Preparation Technologies, LLC	D(a)	\$1,000
R-38632	Javelina Construction, Inc.	D(a)	\$20,000
R-38632	Traffic Control Specialists, Inc.	D(a)	\$190,000
R-38632	FWR Midwest	D(a)	\$35,000
R-38632	K&S Markers	D(a)	\$5,000
R-38632	Bibbs Hauling, LLC	D(a)	\$92,500
B-34471	Milestone Contractors, L.P.	D(b)	\$406,000
B-34471	E&B Paving, Inc.	D(b)	\$1,993,300
B-34471	Whitehead Construction, Inc.	D(b)	\$237,500
B-34471	Signal Construction, Inc.	D(b)	\$43,900
B-34471	Specialties Company, LLC	D(b)	\$178,800
B-34471	Roudebush Grading, Inc.	D(b)	\$80,920
B-34471	Mid-America Milling Co, LLC	D(b)	\$7,200
B-34471	Javelina Construction, Inc.	D(b)	\$24,250
B-34471	Central Painting, Inc.	D(b)	\$2,007,200
B-34471	K&S Markers	D(b)	\$22,300
B-34471	Midwest Mole	D(b)	\$47,250
B-34471	Bunn Enterprises, Inc.	D(b)	\$116,700
B-34471	Fort Wayne Reinforcing, Inc.	D(b)	\$465,800
B-34471	K&S Markers, Inc.	D(b)	\$10,300
B-34471	Sawcut for Demo - TBD	D(b)	\$112,000

B-34471	Stabilization - TBD	D(b)	\$228,000
B-34471	Harmon Steel, Inc.	D(b)	\$218,000
B-34471	DJ Denger Co	D(b)	\$73,600
B-34471	USI Consultants	D(b)	\$92,200
B-34471	Mag Particel Testing - TBD	D(b)	\$74,200
B-34471	Traffic Control Specialists, Inc.	D(b)	\$70,600
R-40170	Walsh & Kelly, Inc.	D(a)	\$188,900
R-40170	Ward & Associates, Inc.	D(a)	\$122,100
R-40170	Hawk Enterprises, Inc.	D(a)	\$61,000
R-40170	Apex Consulting & Surveying, Inc.	D(a)	\$36,000
R-40170	Specialties Company, LLC	D(a)	\$187,200
R-40170	Surface Preparation Technologies, LLC	D(a)	\$9,750
R-40170	Central Painting, Inc.	D(a)	\$520,000
R-40170	Traffic Control Specialists, Inc.	D(a)	\$48,500
R-40170	R&R Excavating	D(a)	\$80,300
R-40170	Bunn Enterprises, Inc.	D(a)	\$49,800
R-40170	3D Company, Inc.	D(a)	\$10,200
R-40170	Fort Wayne Reinforcing, Inc.	D(a)	\$51,800
R-40170	Diamond Coring Co., Inc.	D(a)	\$28,800
R-40170	Mt. Carmel Stabilization Group	D(a)	\$45,700
B-36687	Walsh & Kelly, Inc.	Dc	\$40,300
B-36687	Blakley Corporation	Dc	\$21,720
B-36687	CRI Construction Services, Inc.	Dc	\$1,600

B-36687	Traffic Control Specialists, Inc.	Dc	\$55,000
B-36687	C-Tech Corporation	Dc	\$82,000
B-36687	Slusser's Green Thumb, Inc.	Dc	\$18,500
B-36687	Javelina Construction, Inc.	Dc	\$21,800
B-36687	N.I. Spanos Painting, Inc.	Dc	\$400,000
B-36687	Harmon Steel, Inc.	Dc	\$203,500
B-38391	Walsh & Kelly, Inc.	D(a)	\$49,000
B-38391	Clearing Sub?	D(a)	\$15,000
B-38391	Dynamic Surface Applications, Ltd.	D(a)	\$14,400
B-38391	Ward & Associates, Inc.	D(a)	\$64,775
B-38391	Concrete Pumping - TBD	D(a)	\$5,800
B-38391	CRI Construction Services, Inc.	D(a)	\$143,000
B-38391	Hawk Enterprises, Inc.	D(a)	\$42,900
B-38391	Crane Rental – Operated	D(a)	\$150,000
B-38391	C-Tech Corporation	D(a)	\$328,800
B-38391	Slusser's Green Thumb, Inc.	D(a)	\$3,600
B-38391	Mathew Milling Co., Inc.	D(a)	\$11,100
B-38391	The Airmarking Company, Inc.	D(a)	\$16,200
B-38391	Fort Wayne Reinforcing, Inc.	D(a)	\$111,200
B-38391	K&S Markers, Inc.	D(a)	\$2,500
B-38391	Diamond Coring Co., Inc.	D(a)	\$25,000
B-38391	Bertsch, Frank & Associates, LLC	D(a)	\$6,500
B-38391	State Barricading, Inc.	D(a)	\$87,500

B-38391	Trucking - TBD	D(a)	\$30,000
B-40822	Walsh & Kelly, Inc.	Dc	\$337,700
B-40822	AC Iron	Dc	\$75,250
B-40822	Whitehead Construction, Inc.	Dc	\$418,300
B-40822	Hawk Enterprises, Inc.	Dc	\$24,600
B-40822	Engineering - TBD	Dc	\$12,600
B-40822	Gatewood Crane Service, Inc.	Dc	\$32,900
B-40822	Specialties Company, LLC	Dc	\$216,900
B-40822	Slusser's Green Thumb, Inc.	Dc	\$35,600
B-40822	Javelina Construction, Inc.	Dc	\$8,200
B-40822	N.I. Spanos Painting, Inc.	Dc	\$415,000
B-40822	FWR Midwest	Dc	\$301,500
B-40822	K&S Markers, Inc.	Dc	\$13,100
B-40822	Diamond Coring	Dc	\$58,750
B-40822	DLZ Industrial, LLC	Dc	\$7,100
B-40822	Traffic Control Specialists, Inc.	Dc	\$206,300
B-36679	Walsh & Kelly, Inc.	D(b)	\$175,000
B-36679	Dynamic Surface Applications, Ltd.	D(b)	\$30,000
B-36679	RAM Construction Services	D(b)	\$15,500
B-36679	Ward & Associates, Inc.	D(b)	\$119,700
B-36679	Whitehead Construction, Inc.	D(b)	\$40,000
B-36679	Hawk Enterprises, Inc.	D(b)	\$21,100
B-36679	K&S Markers, Inc.	D(b)	\$1,200

B-36679	James H. Drew Corporation	D(b)	\$55,500
B-36679	Hydro-Technologies, Inc.	D(b)	\$29,200
B-36679	American Contracting	D(b)	\$35,500
B-36679	Slusser's Green Thumb, Inc.	D(b)	\$6,200
B-36679	Mid-America Milling Co., LLC	D(b)	\$44,000
B-36679	Central Painting	D(b)	\$1,201,400
B-36679	The Airmarking Company, Inc.	D(b)	\$21,800
B-36679	Fort Wayne Reinforcing, Inc.	D(b)	\$52,100
B-36679	Diamond Coring Co., Inc.	D(b)	\$15,500
B-36679	Dan R. Dalton, Inc.	D(b)	\$88,000
B-36679	Bertsch, Frank & Associates, LLC	D(b)	\$8,900
B-36679	State Barricading, Inc.	D(b)	\$102,000
B-36679	Trucking - TBD	D(b)	\$47,000
B-40381	Walsh & Kelly, Inc.	D(b)	\$19,000
B-40381	Clearing - TBD	D(b)	\$4,500
B-40381	Deep South Companies	D(b)	\$4,800
B-40381	Hawk Enterprises, Inc.	D(b)	\$10,000
B-40381	Resolution Group, Inc.	D(b)	\$14,000
B-40381	James H. Drew Corporation	D(b)	\$7,500
B-40381	Slusser's Green Thumb, Inc.	D(b)	\$2,500
B-40381	Javelina Construction, Inc.	D(b)	\$3,600
B-40381	N.I. Spanos Painting, Inc.	D(b)	\$49,540
B-40381	FWR Midwest	D(b)	\$52,100

B-40381	Diamond Coring	D(b)	\$15,600
B-40381	Traffic Control Specialists, Inc.	D(b)	\$86,000
B-39471	Walsh & Kelly, Inc.	Dc	\$638,000
B-39471	Whitehead Construction, Inc.	Dc	\$563,600
B-39471	Ward & Assoc, Inc.	Dc	\$65,000
B-39471	Crackers Demo, LLC	Dc	\$450,000
B-39471	Hawk Enterprises, Inc.	Dc	\$262,000
B-39471	James H. Drew Corporation	Dc	\$296,000
B-39471	Slusser's Green Thumb, Inc.	Dc	\$1,400
B-39471	Central Painting, Inc.	Dc	\$1,490,000
B-39471	Antigo Construction, Inc.	Dc	\$10,100
B-39471	Bunn Enterprises, Inc.	Dc	\$51,100
B-39471	3D Company, Inc.	Dc	\$3,280
B-39471	FWR Midwest	Dc	\$305,800
B-39471	JEM Concrete Drilling & Sawing, Inc.	Dc	\$1,600
B-39471	Engineered Soils, Inc.	Dc	\$82,000
B-39471	Bertsch, Frank & Associates, LLC	Dc	\$68,700
B-39471	Traffic Control Specialists, Inc.	Dc	\$52,000
<p style="text-align: center;">Total of all Unearned Work Sublet</p> <p><u>\$ 19,939,885</u></p>			

LIST ALL UNEARNED WORK NOW UNDER CONTRACT WITH ANY OWNER, CONTRACTOR, OR OTHER PARTY IN THE PREQUALIFICATION WORK TYPE(S) ASSIGNED TO THIS CONTRACT AND USED FOR BIDDING CAPACITY BY THE PROPOSER

Contract Number	Contract Entered Into With	Work Type(s)	Value of Unearned Work
B-34471	Indiana Department of Transportation	D(b)	\$14,575,000
B-36679	Indiana Department of Transportation	D(b)	\$4,625,000
B-40381	Indiana Department of Transportation	D(b)	\$1,335,000
<p align="center">Total of Unearned Work by Work Type(s)</p> <p>\$ <u>20,535,000</u></p>			

**LIST THE TOTAL OF ALL UNEARNED WORK SUBLET AND APPROVED TO
SUBCONTRACTORS ON INDOT CONTRACTS IN THE PREQUALIFICATION WORK
TYPE(S) ASSIGNED TO THIS CONTRACT AND USED FOR BIDDING CAPACITY BY
THE PROPOSER**

Contract Number	Subcontractor	Work Type(s)	Value of Unearned Work
B-34471	Milestone Contractors, L.P.	D(b)	\$406,000
B-34471	E&B Paving, Inc.	D(b)	\$1,993,300
B-34471	Whitehead Construction, Inc.	D(b)	\$237,500
B-34471	Signal Construction, Inc.	D(b)	\$43,900
B-34471	Specialties Company, LLC	D(b)	\$178,800
B-34471	Roudebush Grading, Inc.	D(b)	\$80,920
B-34471	Mid-America Milling Co, LLC	D(b)	\$7,200
B-34471	Javelina Construction, Inc.	D(b)	\$24,250
B-34471	Central Painting, Inc.	D(b)	\$2,007,200
B-34471	K&S Markers	D(b)	\$22,300
B-34471	Midwest Mole	D(b)	\$47,250
B-34471	Bunn Enterprises, Inc.	D(b)	\$116,700
B-34471	Fort Wayne Reinforcing, Inc.	D(b)	\$465,800
B-34471	K&S Markers, Inc.	D(b)	\$10,300
B-34471	Sawcut for Demo - TBD	D(b)	\$112,000
B-34471	Stabilization - TBD	D(b)	\$228,000
B-34471	Harmon Steel, Inc.	D(b)	\$218,000
B-34471	DJ Denger Co	D(b)	\$73,600
B-34471	USI Consultants	D(b)	\$92,200
B-34471	Mag Particel Testing - TBD	D(b)	\$74,200

B-34471	Traffic Control Specialists, Inc.	D(b)	\$70,600
B-36679	Walsh & Kelly, Inc.	D(b)	\$175,000
B-36679	Dynamic Surface Applications, Ltd.	D(b)	\$30,000
B-36679	RAM Construction Services	D(b)	\$15,500
B-36679	Ward & Associates, Inc.	D(b)	\$119,700
B-36679	Whitehead Construction, Inc.	D(b)	\$40,000
B-36679	Hawk Enterprises, Inc.	D(b)	\$21,100
B-36679	K&S Markers, Inc.	D(b)	\$1,200
B-36679	James H. Drew Corporation	D(b)	\$55,500
B-36679	Hydro-Technologies, Inc.	D(b)	\$29,200
B-36679	American Contracting	D(b)	\$35,500
B-36679	Slusser's Green Thumb, Inc.	D(b)	\$6,200
B-36679	Mid-America Milling Co., LLC	D(b)	\$44,000
B-36679	Central Painting	D(b)	\$1,201,400
B-36679	The Airmarking Company, Inc.	D(b)	\$21,800
B-36679	Fort Wayne Reinforcing, Inc.	D(b)	\$52,100
B-36679	Diamond Coring Co., Inc.	D(b)	\$15,500
B-36679	Dan R. Dalton, Inc.	D(b)	\$88,000
B-36679	Bertsch, Frank & Associates, LLC	D(b)	\$8,900
B-36679	State Barricading, Inc.	D(b)	\$102,000
B-36679	Trucking - TBD	D(b)	\$47,000
B-40381	Walsh & Kelly, Inc.	D(b)	\$19,000
B-40381	Clearing - TBD	D(b)	\$4,500
B-40381	Deep South Companies	D(b)	\$4,800

B-40381	Hawk Enterprises, Inc.	D(b)	\$10,000
B-40381	Resolution Group, Inc.	D(b)	\$14,000
B-40381	James H. Drew Corporation	D(b)	\$7,500
B-40381	Slusser's Green Thumb, Inc.	D(b)	\$2,500
B-40381	Javelina Construction, Inc.	D(b)	\$3,600
B-40381	N.I. Spanos Painting, Inc.	D(b)	\$49,540
B-40381	FWR Midwest	D(b)	\$52,100
B-40381	Diamond Coring	D(b)	\$15,600
B-40381	Traffic Control Specialists, Inc.	D(b)	\$86,000
Total of all Unearned Work Sublet by Work Type(s) <u>\$8,888,760</u>			

**LIST ALL LOW BIDS SUBMITTED, OPENED, AND PENDING AWARD WITH AN
OWNER OR OTHER PARTY**

Contract Number	Subcontractor	Work Type(s)	Value of Unearned Work
None			
(This Item Does Not Affect Bidding Capacity) Total of Bids Pending Award \$ <u>0.00</u>			

I hereby certify that to the best of my knowledge and belief, the above tabulations are true and complete and that my latest financial statement on file with the Indiana Department of Transportation continues to represent fairly and substantially my financial position as of this date.

Proposer Superior Construction Co., Inc. (Printed OR Typed)

Signature  Title President

Date May 17, 2019



5. APPENDIX



RESUMES



LEGAL INFORMATION



LEGAL PROCEEDINGS



CLARIFICATIONS



CLARIFICATION #1



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N601
Indianapolis, IN 46204
Phone: 317-233-2072

Eric Holcomb, Governor
Joe McGuinness,
Commissioner

May 22, 2019

VIA E-MAIL

Superior Construction Co., Inc.
Mr. Jeff Lietzan – Director of Pursuits
1455 Louis Sullivan Drive
Portage, IN 46368
jlietzan@superiorconstruction.com

Re: I-65/I-70 North Split Project
Statement of Qualifications – Clarification Request No. 1

Dear Mr. Lietzan:

We received the Statement of Qualifications (“SOQ”) submitted by Superior Construction Co., Inc. (“Proposer”) on or before the due date of May 17, 2019.

The Indiana Department of Transportation (“INDOT”) has commenced evaluation of the SOQ and has identified the questions and clarification requests set forth in Attachment 1. Please note that INDOT has not completed its review of the SOQ and, accordingly, reserves the right to issue further communications posing additional questions or requesting additional clarifications or materials.

To the extent the clarifications or materials sought by this request relate to SOQ responsiveness or pass/fail criteria, submission of responsive information and clarifying materials by Proposer in response to this letter will not automatically result in a finding of responsiveness or that the pass/fail criteria have been satisfied. INDOT reserves the right to complete its responsiveness and pass/fail assessment in its entirety before making such determinations.

INDOT asks that responses and/or clarifying materials be submitted by Proposer to INDOT no later than **noon** (Eastern Time) on **Friday, May 24, 2019** to the following address:

I-65/I-70 North Split Project
Attn: Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204
E-mail: NorthSplitDBBV@indot.in.gov

Unless otherwise specified in Attachment 1, please submit an email, one hard copy original, five copies, and a flash drive in searchable and printable format. Materials shall be submitted by e-mail, with hard copies and the flash drive sent by overnight U.S. mail or courier. If the responsive materials are voluminous making email impractical, please e-mail, by the stated deadline, a statement to that effect indicating that the responsive materials have been shipped by overnight U.S. mail or courier for delivery by the stated deadline. Failure to comply with this deadline may result in the completion of the responsiveness/pass-fail and/or substantive technical review without regard to such materials.

All materials submitted in response to this set of clarifications shall be clearly labeled **"[Proposer] Responses to Clarification Request No. 1."**

Nothing in this letter modifies or alters the terms of the RFQ, including INDOT's reserved rights under the RFQ, and such terms shall remain in full force and effect.

Sincerely,

A handwritten signature in black ink, appearing to read "Cat Schoenherr", with a stylized flourish at the end.

Cat Schoenherr

ATTACHMENT 1

QUESTIONS AND CLARIFICATION REQUESTS

No.	RFQ Reference	Question/Clarification
1.	<u>Form A</u>	Please confirm that prior to submission of its SOQ Proposer had access to and reviewed the Q&A Matrices located on the Procurement Website at these two links: https://www.in.gov/dot/div/contracts/NorthSplit/documents/N_S_RFQ_QA%20Matrix.pdf https://www.in.gov/dot/div/contracts/NorthSplit/documents/N_S_QA%20Matrix_2.pdf
2.	<u>Part B, Section 1(c)</u>	Please provide an <u>executed</u> Confidential Contents Index.
3.	<u>Part B, Section 4.3</u>	Please provide a letter from Proposer's chief executive officer, president, managing partner or equivalent certifying that Proposer has submitted a complete Form CR-1 and required prequalification documentation to INDOT. The letter shall also state the date that the Form CR-1 was submitted to INDOT.
4.	<u>Part B, Section 2.7.2</u>	Please confirm Proposer and the Major Participant have no matters to report in response to <u>Part B, Section 2.7.2</u> of the SOQ. If there are matters to report, please provide the information requested in <u>Part B, Section 2.7.2</u> of the SOQ.

No.	RFQ Reference	Question/Clarification
5.	<u>Part B, Section 2.7.3</u>	<p>For Superior Construction, please provide a list and a brief description (including the contract value, amount at issue and resolution) of each arbitration, litigation, dispute review board and other formal dispute resolution proceeding occurring during the last five years (measured from the date of issuance of this RFQ) related to all projects included in the response to <u>Part B, Section 2.5</u> of the SOQ involving an amount in excess of \$100,000, regardless of the contract value. Include items that were subject to arbitration, litigation, dispute review board or other formal dispute resolution proceedings even if settled without completion of the proceeding. State the original amount in dispute and the ultimate resolution and amount recovered or paid, if any. For each instance, identify an owner's representative with a current telephone number (and e-mail address if available).</p> <p>If there are no such matters to report, provide an affirmative statement to that effect.</p>
6.	<u>Part B, Section 2.7.3</u>	<p>Please provide a response to <u>Part B, Section 2.7.3</u> of the SOQ from Janssen & Spaans Engineering, Inc.</p> <p>If there are no such matters to report, provide an affirmative statement to that effect.</p>
7.	<u>Part B, Section 4.1, Form C</u>	<p>With respect to Superior Construction's response to <u>Form C</u>, Question 11, the referenced projects do not appear to include claims for liquidated damages. Please provide the required details regarding the liquidated damages assessed on the projects.</p> <p>If there are no such matters to report, provide an affirmative statement to that effect.</p>



May 24, 2019

Superior Construction Co., Inc. Responses to Clarification Request No. 1

Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204

Dear Ms. Schoenherr:

Thank you for giving us the opportunity to respond to your requests regarding our SOQ. The information you requested is outlined below, with supporting documentation attached.

No.	RFQ Reference	Response
1.	Form A	We confirm that we had access to and reviewed the two Q&A Matrices located on the Procurement Website prior to submission of our SOQ. See attached Page C-3.
2.	Part B Section 1(c)	Please see the attached executed Confidential Contents Index.
3.	Part B Section 4.3	Please see the attached letter from Superior Construction Co., Inc.'s president regarding the Form CR-1 and prequalification documents submittal.
4.	Part B Section 2.7.2	We confirm our statements on page 20 of the SOQ document that we have no matters to report in response to Part B., Section 2.7.2. The page indicating this is attached for your convenience.
5.	Part B Section 2.7.3	A list and description of formal dispute resolution proceedings is provided on page 121 of the SOQ document (.pdf format) submitted on May 17, 2019. The Legal Proceedings document is also attached for your convenience.
6.	Part B Section 2.7.3	The response to Part B, Section 2.7.3 provided by Janssen & Spaans Engineering is attached.
7.	Part B Section 4.1 Form C	Please see attached Form C Page C-12, item 11 for requested information.

We trust you will find our resolutions address all your concerns. Please feel free to contact me should you have any further questions at 219.787.0850 or by e-mail at jlietzan@superiorconstruction.com.

We look forward to hearing from you.

Sincerely,

Jeff Lietzan
Director of Pursuits

Form E, and

Form F.

Proposer acknowledges access to all materials posted on the Procurement Website and the following addenda and sets of questions and answers to the RFQ:

Addendum #1 issued on April 22, 2019

Q&A Matrix #1 issued on April 22, 2019

Addendum #2 issued on April 30, 2019

Q&A Matrix #2 issued on April 30, 2019

Addendum # __ issued on

Q&A Matrix # __ issued on

[Proposer to list any other addenda to this RFQ and sets of questions and answers by dates and numbers prior to executing **Form A**]

Proposer represents and warrants that it has read the RFQ and agrees to abide by the contents and terms of the RFQ and the SOQ.

Proposer understands that INDOT is not bound to short-list any Proposer and may reject each SOQ that INDOT may receive.

Proposer further understands that all costs and expenses incurred by it in preparing this SOQ and participating in the Project procurement process will be borne solely by Proposer, except, to the extent of any payment offered by INDOT for work product, as described in Part A, Section 5.3 of the RFQ.

Proposer agrees that INDOT will not be responsible for any errors, omissions, inaccuracies or incomplete statements in the RFQ.

Proposer acknowledges and agrees to the protest provisions and understands that it limits Proposer's rights and remedies to protest or challenge the RFQ or any determination or short-listing thereunder.

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

Proposer's business address:

Page C-3

Indiana Department of Transportation
Request for Qualifications
I-65/I-70 North Split Project
Error! Unknown document property name.

PART C
Form A
April 30, 2019



1.c CONFIDENTIAL CONTENTS INDEX

The Design-Build Team has identified the following items with which we deem to be confidential information protected by the Public Records Act:

SECTION	PAGE NUMBER(S)	DESCRIPTION
Executive Summary	4 of Executive Summary	Our Team
2.d – Proposer and Team Structure	19-20	Team organizational chart Project manager, construction manager, design manager, structural lead engineer, and public involvement manager names
3.g – Resource Assurance	30	Superior – backlog, bonding capacity, and INDOT prequalification amounts
3.g – Resource Assurance	31	Janssen & Spaans Engineering – backlog, firm capacity, and INDOT prequalification amounts
3.j – Innovative Construction Approach	36-37	Superior's innovative construction approaches to the North Split project
3.k – Sustainability	37	Superior's approach to sustainability for the North Split project
3.l – Construction Schedule	38	Superior's construction schedule for the North Split project
Form C	Page C-12	Superior Construction Co, Inc. – Question 11 details
Surety Letter	39	Superior's bonding capacity – individual projects and aggregate work program amounts
Appendix – Resumes	NA	Key Personnel Resumes
Legal Information	NA	Legal Proceedings in reference to Section 2.g (iii)
Clarification #1	NA	Janssen & Spaans Engineering legal claims and liquidated damages detailed information



Signature

Daniel J. Sopczak, President

Title

May 24, 2019

Date



Superior Construction - General Contractor
1455 Louis Sullivan Drive
Portage, Indiana / 46368
219-787-0850 / (Fax) 219-763-9998

Superior Construction Co., Inc. Responses to Clarification Request No. 1

May 24, 2019

Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204

RE: INDOT North Split SOQ, Questions and Clarification Requests - Part B, Section 4.3

Dear Ms. Schoenherr:

I certify that Superior Construction Co., Inc. submitted the following qualification renewal documentation to INDOT on April 24, 2019:

- Complete form CR-1
- Required prequalification documentation

The documents were added successfully into the ERMS system by user AHENNIN01.

Sincerely,

Daniel J. Sopczak
President

Superior Construction Co., Inc. Responses to Clarification Request No. 1

From: MfutUploads@indot.in.gov
To: Amy Henningfield
Subject: Multiple File Upload Tool (MFUT) Confirmation
Date: Wednesday, April 24, 2019 10:49:55 AM

Please do not respond to this email. It is automatically generated.

The following files were added successfully into the ERMS system for user AHENNIN01:

Superior Construction Prequalification Renewal 4-24-19.pdf as document type of Contractor Prequalification Documents.		
	UCM Title:	Superior Construction Prequalification Renewal 4-24-19.pdf
	Content ID:	DOT_5125845
HSE Manual with Forms.pdf as document type of Contractor Prequalification Documents.		
	UCM Title:	HSE Manual with Forms.pdf
	Content ID:	DOT_5125846

Thank you for using the Multiple File Upload Tool (MFUT).



RESUMES

Resumes for Key Personnel are located in the Appendix.



Superior commits that the individuals designated in the SOQ for the Key Personnel positions shall be available to serve the role so identified in connection with the Project. Key Personnel working for Superior:



JSE commits that the individuals designated in the SOQ for the Key Personnel positions shall be available to serve the role so identified in connection with the Project. Key Personnel working for Superior:

Superior Construction Co., Inc. Responses to Clarification Request No. 1

herd.

Herd commits that the individuals designated in the SOQ for the Key Personnel positions shall be available to serve the role so identified in connection with the Project. Key Personnel working for Herd:

2.G LEGAL INFORMATION

2.G.I LEGAL ISSUES

The Proposer and Major Participants have no legal issues which must be resolved in order to deliver the Project and perform it's obligations under a PPA.

2.G.II LEGAL LIABILITIES

The Proposer and Major Participants have no legal liabilities.

2.G.III LEGAL PROCEEDINGS

Please see Appendix for further details.





LEGAL PROCEEDINGS

Superior Construction Co., Inc.
Responses to Clarification Request
No. 1



ISO 9001:2008 CERTIFIED

May 23, 2019

Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204

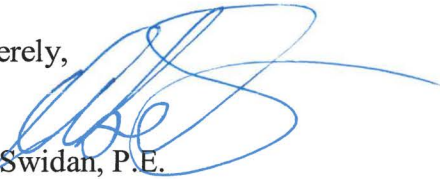
Re: Design and Build the I-65/I-70 North Split Project

As per Part B of Section 2.7.3 of the RFQ on the North Split project, we provide the following responses:

- 1.) There are no losses or claims under Janssen & Spaans Engineering, Inc.'s Practice Design Professional Liability Insurance Policy which meets the criteria set out in above referenced section.
- 2.) There are two claims still in-process under Project-Specific Design Professional Liability Policies of which Janssen & Spaans Engineering, Inc. is listed as a named insured. These two project-specific claims do not include claims from any Owner's or Owner's Reps. Details:

Cat Schoenherr
May 23, 2019
Re: North Split DB
Page 2 of 2

Sincerely,

A handwritten signature in blue ink, appearing to read 'Abe Swidan', with a long horizontal flourish extending to the right.

Abe Swidan, P.E.

President

Janssen and Spaans Engineering, Inc.

8. With respect to each of Questions 1-7 above, if not previously answered or included in a prior response on this form, is any proceeding, claim, matter, suit, indictment, etc. currently pending against the firm that could result in the firm being found liable, guilty or in violation of the matters referenced in Questions 1-7 above and/or subject to debarment, suspension, removal or disqualification by the federal government, any state or local government, or any foreign governmental entity?

☐ Yes ☒ No

If yes, please explain and provide the information requested as to such similar items set forth in Questions 1-7 above.

9. Has there been any instance where the firm or any affiliate*, or its owners, officers, or managing employees submitted a bid on a public works project and were found to be nonresponsive or were found by an awarding body not to be a responsible bidder?

☐ Yes ☒ No

If yes, please explain:

10. Has there been any settled adverse claim, dispute or lawsuit between the owner of a public works project and the firm or any affiliate* during the last five years in which the claim, settlement or judgment exceeded fifty thousand dollars (\$50,000)?

☐ Yes ☒ No

If yes, please explain:

11. In the past five years has the firm or any affiliate* had liquidated damages assessed against it during or after completion of a contract?

☒ Yes ☐ No

If yes, please explain:



CLARIFICATION #2



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N601
Indianapolis, IN 46204
Phone; 317-233-2072

Eric Holcomb, Governor
Joe McGuinness, Commissioner

May 28, 2019

VIA E-MAIL

Superior Construction Co., Inc.
Mr. Jeff Lietzan – Director of Pursuits
1455 Louis Sullivan Drive
Portage, IN 46368
jlietzan@superiorconstruction.com

Re: I-65/I-70 North Split Project Statement of Qualifications – Clarification Request No. 2

Dear Mr. Lietzan:

We received the Statement of Qualifications (“SOQ”) submitted by Superior Construction Co., Inc. (“Proposer”) on or before the due date of May 17, 2019.

The Indiana Department of Transportation (“INDOT”) has commenced evaluation of the SOQ and has identified potential conflicts of interest associated with two of the Proposer’s team members.

Butler, Fairman & Seufert Inc. (“BFS”) and Beam, Longest & Neff, Inc. (“BLN”) (each a “Consultant” and collectively “Consultants”) are identified as “Major Support Design Team” members in Proposer’s SOQ. Both are currently under contract with INDOT: BFS is contracted to perform preliminary engineering services on the I-69 Segment 6.4 Project, a portion of which may be associated with the I-69 Section 6.5 Project (a design-build best value procurement) and BLN is contracted as the Technical Procurement Advisor on the I-65 SE Project (also a design-build best value procurement).

Under INDOT rules and policies, including the Public-Private Partnership (PPA) Program Implementation Guidelines (located at https://www.in.gov/indot/files/P3_Implementation_Guidelines.pdf) and INDOT’s Consultant Conflict of Interest Policy (Ver. 5/20/19)(located at https://www.in.gov/indot/files/Conflict%20of%20Interest%20Policy%20v%205_20_19.pdf), these contracting relationships would create a conflict of interest or potential conflict of interest were either or both Consultants to continue to be a member of the Proposer’s team. Accordingly, absent a waiver by INDOT Contracts, these policies preclude such participation by either Consultant on the Proposer’s team.

In order for a Consultant to participate as a member of the Proposer’s team, the

Consultant must report this potential conflict to INDOT, fully explaining the conflict or potential conflict and providing any recommendations or protocol to remedy the conflict, and request a waiver then permitting the Consultant to participate.

Accordingly, Proposer has three options at this time with respect to each Consultant:

1. (A) Have the Consultant file a request for a waiver from INDOT Contracts by emailing contractsrfp@indot.in.gov in accordance with INDOT's Consultant Conflict of Interest Policy (Ver. 5/20/19), (B) advise INDOT **by 2:00 p.m. (Eastern Time) on Wednesday, May 29, 2019** that the request for a waiver has been or will be filed, and (C) if the waiver is granted, provide a copy of the waiver in response to the letter no later than **2:00 p.m. (Eastern Time) on Friday, May 31, 2019**, stating that such Consultant may participate on Proposer's team.

2. Remove the Consultant from the Proposer's team and confirm that the Consultant will not be part of the team. In such case, any references to or qualifications of the Consultant in the Proposer's SOQ will be disregarded in the SOQ evaluation.

3. Remove the Consultant from the Proposer's team and confirm that the Consultant will not be part of the team at this time. In such case, any references to or qualifications of the Consultant in the Proposer's SOQ will be disregarded in the SOQ evaluation. If the Proposer is shortlisted, Proposer may, prior to the Proposal Due Date, have the Consultant file a request for a waiver from INDOT Contracts by emailing contractsrfp@indot.in.gov in accordance with INDOT's Consultant Conflict of Interest Policy (Ver. 5/20/19) and, if the waiver is granted, provide a copy of the waiver, stating that the Consultant may participate on Proposer's team; provided, however, that if the Consultant will be a Major Participant, the waiver must be obtained and submitted to INDOT prior to the deadline for the addition of Major Participants as provided in the Instructions to Proposers. Note that if this option is utilized, the Consultant may not participate in any procurement activities, including one on one meetings, until such time as a ruling allowing participation has been obtained.

INDOT asks that responses and/or materials be submitted by Proposer to INDOT at the following address:

I-65/I-70 North Split Project
Attn: Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204
E-mail: NorthSplitDBBV@indot.in.gov

Materials shall be submitted by e-mail, with hard copies sent by overnight U.S. mail or courier.

All materials submitted in response to this set of clarifications shall be clearly labeled

“[Proposer] Responses to Clarification Request No. 2.”

Nothing in this letter modifies or alters the terms of the RFQ, including INDOT's reserved rights under the RFQ, and such terms shall remain in full force and effect.

Sincerely,

A handwritten signature in black ink, appearing to read "Cat Schoenherr", with a stylized flourish at the end.

Cat Schoenherr

Superior Construction Co., Inc. Responses to Clarification Request No. 2

May 29, 2019

Ms. Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204

**Re: I-65/I-70 North Split Project
Statement of Qualifications – Clarification Request No. 2**

Dear Ms. Schoenherr:

We received your Statement of Qualifications ("SOQ") – Clarification Request No. 2 dated May 28, 2019 regarding potential conflicts of interest associated with two of the consultants/team members we included in our SOQ – Butler, Fairman & Seufert Inc. ("BFS") and Beam, Longest & Neff, Inc. ("BLN"). Both BFS and BLN are currently under contract with INDOT, thus creating potential conflicts of interest.

To remedy the potential conflicts of interest, both BFS and BLN have elected to file requests for waivers from INDOT Contracts in accordance with INDOT's Consultant Conflict of Interest Policy (Ver. 5/20/19). The waiver requests for both Butler, Fairman & Seufert Inc. and Beam, Longest & Neff, Inc. have been filed, and we are awaiting the responses.

If granted, we will provide copies of the waivers to you no later than 2:00 p.m. (Eastern Time) on Friday, May 31, 2019, and will affirm that the consultants/team members may participate on our team.

Sincerely,



Jeff Lietzan
Director of Pursuits

May 29, 2019



Ms. Catherine Schoenherr
Indiana Department of Transportation
100 North Senate Avenue
Room 601
Indianapolis, Indiana 46204

Re: Waiver for Conflict of Interest; I-65/I-70 North Split Project

Dear Ms. Schoenherr:

Butler, Fairman & Seufert has reviewed the information in the Code of Federal Regulations Title 23 Section 636 regarding organizational conflict of interest, the Indiana Department of Transportation Consultant Conflict of Interest Policy Version 5/20/19, and the Indiana Finance Authority Implementation Guidelines Section 1.3.2 and Appendix B dated September 2013.

To date, Butler, Fairman & Seufert has had no involvement with the Technical Procurement Activities related to the I-65/I-70 North Split Project. Per your letter dated May 28, 2019, we have had or currently have involvement with the I-69 Section 6.5 Project. Our involvement includes:

1. In 2018, Butler, Fairman & Seufert performed non-procurement surveying services for HNTB for I-69 Section 6.5. This work is complete, did not involve any procurement activities, and has or will be made available to all potential construction contract teams.
2. Butler, Fairman & Seufert is part of the Lochmueller team performing design services for I-69 Segment 6.4. This segment includes work along SR37/I-69 from approximately 7000 feet south of SR 144 to approximately 4000 feet south of Southport Road. Our specific subsegment that we are providing design services for includes mainline and S-line roadways and bridges from approximately 7000 feet south of SR 144 to approximately 4500 feet north of SR 144, including the interchange at SR 144. This subsegment is to be procured as a Design-Bid-Build project and is not part of I-69 Section 6.5.

In addition to the projects listed above, Butler, Fairman & Seufert was selected for RFP 1901 Item 9 – Keystone Avenue Bridge over I-465. This RFP was advertised as a design and project development project to produce construction documents under Contract B-40509. The scope has subsequently changed to be included in the I-69 Section 5 Project. Our specific activities include providing scoping documents to Parsons Transportation. We have no involvement with the procurement process including evaluations of ATC, or technical proposal scoring setup and evaluation.

Based on this information, Butler, Fairman & Seufert believes it does not have any potential conflicts of interest as we know today.

Very truly yours,

BUTLER, FAIRMAN & SEUFERT, INC.

A handwritten signature in black ink that reads 'Michael D. Eichenauer'.

Michael D. Eichenauer, P.E.
Executive Vice-President

Headquarters:

8450 Westfield Blvd., Suite 300
Indianapolis, IN 46240-5920
T 317.713.4615
F 317.713.4616
E bfs@BFSEngr.com
www.BFSEngr.com

Branch Locations:

Fort Wayne
Jeffersonville
Lafayette
Merrillville
Plainfield

Founded 1961





55 Monument Circle, Suite 819
Indianapolis, IN 46204-2951
(317) 637-3563
Fax (317) 637-9968
Web www.acecindiana.org
E-mail staff@acecindiana.org

May 15, 2019

Travis Underhill, P.E., Deputy Commissioner
Indiana Department of Transportation (INDOT)
100 N Senate Ave
Indianapolis, IN 46204

Subject: ACEC Response to Design-Build Best Value (DBBV) Conflict of Interest Policy

Dear Travis,

ACEC appreciates the opportunity to provide comments on the current Conflict of Interest Policy for the DBBV project delivery method. Our membership understands that with the current robust program of DBBV projects, there will be overlap of the timing of these types of projects. Furthermore, many of our member firms are involved in these projects providing services on both the front and back ends of the projects; for example, a large number of members are associated with the front end services on the I-69 Section 6 corridor and that many project discussions are happening at the corridor wide level where all involved have knowledge of information pertaining to the DBBV portion of the corridor (Segment 6.5). Being involved in these discussions may be perceived as a COI and a waiver would need to be filed if they desire to work on the back end of the DBBV portion of the project. Therefore, we understand INDOT desires to lower the number of waiver requests due to the current policy.

ACEC would like to provide the following short-term recommendations for the I-69 Section 6 corridor to ensure the program can be delivered while best being able to utilize the State's resources and would look forward to further discussions with INDOT on long term policy changes for future procurements of this nature.

- **Flexibility Currently Exists:** We believe there is flexibility in the current policy to allow INDOT to make determinations for individual company waivers, so long as all contract services have been fulfilled and all work products are made available to all potential construction contract teams. Additionally, the Technical Procurement Advisor (TPA) could be charged with developing a draft list of conflicted firms for INDOT's review and approval. This seems appropriate since the TPA would be responsible for what work products are shared with the potential construction contract teams. All other firms could be provided a blanket waiver.
- **Clearly Define Sensitive Activities:** We recommend INDOT identify those specific tasks within the procurement process that are of sensitive nature; for example, the evaluations of ATC's, technical proposal scoring

EXECUTIVE DIRECTOR
Beth Bauer, CAE

PRESIDENT
Shelby A. Swango, P.E.
WSP
Indianapolis

**VICE PRESIDENT / TREASURER /
ACEC NATIONAL DIRECTOR**
Richard D. Olson, P.E.
Earth Exploration
Indianapolis

SECRETARY
Michael A. Rowe, P.E.
United Consulting
Indianapolis

DIRECTORS
William L. Bailey, Jr., P.E., S.E.
Crawford, Murphy & Tilly
Indianapolis

Andrew L. Bender, P.E.
VS Engineering
Indianapolis

Cash E. Canfield, P.E.
American Structurepoint
Indianapolis

Daniel R. Cutshaw, P.E.
ms consultants
Indianapolis

Christopher B. Gale, P.E.
HNTB
Indianapolis

Trent E. Newport, P.E., L.S.
CrossRoad Engineers
Beech Grove

Michael J. Obergfell, P.E.
USI Consultants
Indianapolis

Hans J. Peterson, P.E.
Clark Dietz, Inc.
Indianapolis

Gary L. Pohl, P.E.
Butler, Fairman & Seufert
Indianapolis

Jon D. Stolz, P.E.
Christopher B. Burke Engineering
Indianapolis

John D. Taylor, P.E.
CE Solutions
Carmel

ASSOCIATE MEMBER REP.
Scott Sutton, CPA, CDA, MSA
Somerset CPAs, P.C.
Indianapolis

setup and evaluation. The current policy is conservative and considers the entire procurement process as sensitive.

- **Wavier for Non-Procurement Services:** Companies that are providing non-procurement services, for example environmental, permitting, public outreach, surveying and certain geotechnical services, may be allowed to provide services on both front and back end of DBBV projects.
- **Mitigation Strategies:** Allow for mitigation strategies to be implemented. Potential conflict of interest can be mitigated with appropriate strategies. We request to work with INDOT to provide examples of strategies consultants can use to reduce or eliminate perceived or actual conflicts. This is allowed and practiced in other State DOTs.

ACEC believes that if these short-term recommendations are implemented, at least to some extent, INDOT can mitigate risks associated with the Conflict of Interest policy and its implication on the industry. Our membership would also like to note that providing more waivers to Indiana companies will hopefully in turn keep the work here in Indiana.

Again, we appreciate the opportunity to comment on the current policy and look forward to future discussions to make the policy better.

Sincerely,

A handwritten signature in black ink that reads "Shelby Swango". The signature is fluid and cursive, with the first name "Shelby" being more prominent than the last name "Swango".

Shelby Swango, P.E., President
ACEC Indiana

A handwritten signature in black ink that reads "Beth Bauer". The signature is fluid and cursive, with the first name "Beth" being more prominent than the last name "Bauer".

Beth Bauer, Executive Director
ACEC Indiana



CLARIFICATION #3



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N601
Indianapolis, IN 46204
Phone; 317-233-2072

Eric Holcomb, Governor
Joe McGuinness, Commissioner

May 28, 2019

VIA E-MAIL

Superior Construction Co., Inc.
Mr. Jeff Lietzan – Director of Pursuits
1455 Louis Sullivan Drive
Portage, IN 46368
jlietzan@superiorconstruction.com

Re: I-65/I-70 North Split Project Statement of Qualifications – Clarification Request No. 3

Dear Mr. Lietzan:

We received the Statement of Qualifications (“SOQ”) submitted by Superior Construction Co., Inc. (“Proposer”) on or before the due date of May 17, 2019 and Proposer’s responses to Clarification Request No. 1 received on May 24, 2019.

The Indiana Department of Transportation (“INDOT”) has commenced evaluation of the SOQ and Proposer’s responses and has identified the questions and clarification requests set forth in Attachment 1. Please note that INDOT has not completed its review of the SOQ and, accordingly, reserves the right to issue further communications posing additional questions or requesting additional clarifications or materials.

To the extent the clarifications or materials sought by this request relate to SOQ responsiveness or pass/fail criteria, submission of responsive information and clarifying materials by Proposer in response to this letter will not automatically result in a finding of responsiveness or that the pass/fail criteria have been satisfied. INDOT reserves the right to complete its responsiveness and pass/fail assessment in its entirety before making such determinations.

INDOT asks that responses and/or clarifying materials be submitted by Proposer to INDOT no later than **noon** (Eastern Time) on **Thursday, May 30, 2019** to the following address:

I-65/I-70 North Split Project
Attn: Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204
E-mail: NorthSplitDBBV@indot.in.gov

Unless otherwise specified in Attachment 1, please submit an email, one hard copy original, five copies, and a flash drive in searchable and printable format.

Materials shall be submitted by e-mail, with hard copies and the flash drive sent by overnight U.S. mail or courier. If the responsive materials are voluminous making email impractical, please e-mail, by the stated deadline, a statement to that effect indicating that the responsive materials have been shipped by overnight U.S. mail or courier for delivery by the stated deadline. Failure to comply with this deadline may result in the completion of the responsiveness/pass-fail and/or substantive technical review without regard to such materials.

All materials submitted in response to this set of clarifications shall be clearly labeled “[Proposer] Responses to Clarification Request No. 3.”

Nothing in this letter modifies or alters the terms of the RFQ, including INDOT’s reserved rights under the RFQ, and such terms shall remain in full force and effect.

Sincerely,

A handwritten signature in black ink, appearing to read "Cat Schoenherr", with a stylized flourish at the end.

Cat Schoenherr

ATTACHMENT 1

QUESTIONS AND CLARIFICATION REQUESTS

No.	RFQ Reference	Question/Clarification
1.	<u>Part B,</u> <u>Section 2.7.3</u>	<p>The response provided pertains to the first paragraph of <u>Part B, Section 2.7.3</u>. Please provide the information requested under paragraphs 2 and 3 of <u>Part B, Section 2.7.3</u>.</p> <p>Specifically, this clarification request seeks information about any claims or disputes regarding (a) Wekiva Parkway, Section 6; (b) SR 9B, Phase 2; (c) SR 23 First Coast Expressway; and (d) I-295 Interchange at Collins Road.</p> <p>If there are no such matters to report, please provide an affirmative statement to that effect.</p>

Superior Construction Co., Inc. Responses to Clarification Request No. 3

May 29, 2019

Ms. Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204

Re: I-65/I-70 North Split Project
Statement of Qualifications – Clarification Request No. 3


Dear Ms. Schoenherr:

We received your Statement of Qualifications ("SOQ") – Clarification Request No. 3 dated May 28, 2019 requesting the information provided below.

No.	RFQ Reference	Question/Clarification
1.	<u>Part B,</u> <u>Section</u> <u>2.7.3</u>	<p>This clarification request seeks information about any claims or disputes regarding (a) Wekiva Parkway, Section 6; (b) SR 9B, Phase 2; (c) SR 23 First Coast Expressway; and (d) I-295 Interchange at Collins Road.</p> <p>We affirm there is no arbitration, litigation, dispute review board nor other formal dispute resolution proceeding occurring during the last five years to report for any of the projects listed above.</p>

Please feel free to contact me should you have any further questions or concerns at 219.787.0850 or by e-mail at jlietzan@superiorconstruction.com.

Sincerely,


Jeff Lietzan
Director of Pursuits



Superior Construction - General Contractor
1455 Louis Sullivan Drive
Portage, Indiana / 46368
219-787-0850 / (Fax) 219-763-9998

Superior Construction Co., Inc. Responses to Clarification Request No. 2

May 31, 2019

Ms. Cat Schoenherr
Indiana Department of Transportation
100 North Senate Avenue, Room N601
Indianapolis, Indiana 46204

**Re: I-65/I-70 North Split Project
Statement of Qualifications – Clarification Request No. 2
Conflict of Interest Resolution – Waivers Enclosed**

Dear Ms. Schoenherr:

We received your Statement of Qualifications ("SOQ") – Clarification Request No. 2 dated May 28, 2019 regarding potential conflicts of interest associated with two of the consultants/team members we included in our SOQ – Butler, Fairman & Seufert Inc. ("BFS") and Beam, Longest & Neff, Inc. ("BLN"). Both BFS and BLN are currently under contract with INDOT, thus creating potential conflicts of interest.

To remedy the potential conflicts of interest, both BFS and BLN have elected to file requests for waivers from INDOT Contracts in accordance with INDOT's Consultant Conflict of Interest Policy (Ver. 5/20/19). The waiver requests for both Butler, Fairman & Seufert Inc. and Beam, Longest & Neff, Inc. have been approved, and the documentation is attached.

Please contact me should you have any further questions or concerns at 219.787.0850 or by e-mail at jlletzan@superiorconstruction.com.

Sincerely,

Jeff Lietzan

Jeff Lietzan
Director of Pursuits

Enclosures (2)
ike



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N725
Indianapolis, Indiana 46204

PHONE: (317) 232-4198

Eric Holcomb, Governor
Joe McGuinness, Commissioner

May 30, 2019

Michael D. Eichenauer, P.E.
Bridge Department Manager
Butler, Fairman & Seufert, Inc.
8450 Westfield Blvd., Suite 300
Indianapolis, IN 46240-8302

RE: Potential Conflict of Interest Disclosure and Determination Request for the I-65/70 North Split Design and Build Reconstruction Project (Des. No.: 1592385)

Dear Mr. Eichenauer:

We have reviewed your firm's potential conflict of interest disclosure dated May 29, 2019 for your interest in pursuing the I-65/70 North Split Design and Build Reconstruction Project. INDOT has determined Butler, Fairman and Seufert, Inc. may participate on a team for the I-65/70 North Split Project so long as Butler, Fairman and Seufert, Inc. recuses themselves from any future participation in procurement communications and activities related to I-69 Section 6. INDOT's position is supported by P3 Program Implementation Guidelines, Appendix B Conflict of Interest Policy, specifically, Section H.1.d.

Sincerely:

A handwritten signature in black ink that reads "Jeffrey B. Clanton". The signature is written in a cursive, flowing style.

Jeffrey B. Clanton, P.E.
Consultant Contracting Manager

cc: FHWA
file



INDIANA DEPARTMENT OF TRANSPORTATION

100 North Senate Avenue
Room N725
Indianapolis, Indiana 46204

PHONE: (317) 232-4198

Eric Holcomb, Governor
Joe McGuinness, Commissioner

May 30, 2019

James B. Longest
President
Beam, Longest and Neff, LLC.
8320 Craig Street
Indianapolis, IN 46250

RE: Potential Conflict of Interest Disclosure and Determination Request for the I-65/70 North Split Design and Build Reconstruction Project (Des. No.: 1592385)

Dear Mr. Longest:

We have reviewed your firm's potential conflict of interest disclosure dated May 29, 2019 for your interest in pursuing the I-65/70 North Split Design and Build Reconstruction Project. INDOT has determined Beam, Longest and Neff, LLC may participate on a team for the I-65/70 North Split Project so long as Beam, Longest and Neff, LLC recuses themselves from any future participation in procurement communications and activities related to I-69 Section 6.

Sincerely:

A handwritten signature in black ink that reads "Jeffrey B. Clanton". The signature is written in a cursive, flowing style.

Jeffrey B. Clanton, P.E.
Consultant Contracting Manager

cc: FHWA
file

May 28, 2019

INDOT Consultant Selection Review Committee

Re: Waiver Request

To Whom It May Concern:

Beam Longest & Neff (BLN) was recently approached by Superior Construction Co. to join their team as a subconsultant to Janssen and Spaans for the pursuit of the upcoming North Split Reconstruction Design/Build project.

To date, BLN is under contract with INDOT to perform the Real Estate Services for I-69 Section 6. BLN is not on any of the design teams throughout this section. BLN is requesting that INDOT grant a waiver for conflict of interest and allow us to join Superior's team to pursue the Design/Build project.

Should INDOT decide that there is a potential conflict of interest in the situation outlined above, please let us know what we can do to mitigate your concerns. Thank you for your consideration in this matter and we look forward to working with INDOT towards the successful completion of this project.

Very truly yours,

BEAM, LONGEST AND NEFF, L.L.C.

James B Longest

James B. Longest
President