



# VOLUME 1

■ COPY 1 OF 5



REQUEST FOR QUALIFICATIONS  
Response to the Request for Qualifications to

## Sherman Minton Corridor Project through a Public-Private Agreement

Submitted to:  
INDIANA FINANCE AUTHORITY

January 7, 2020

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# 1 | GENERAL



VOLUME 1

**FORM A**  
**TRANSMITTAL LETTER**

**SHERMAN MINTON CORRIDOR PROJECT**

PROPOSER: Kokosing Construction Company, Inc.

SOQ Date: January 7, 2020

Indiana Finance Authority  
Attn: Silvia Perez  
One North Capitol Avenue, Suite 900  
Indianapolis, Indiana 46204  
Telephone: (317) 234-7701  
Email: SMCPDBBV@indot.in.gov

The undersigned ("Proposer") submits this Statement of Qualifications (this "SOQ") in response to the Request for Qualifications dated October 25, 2019 (as amended, the "RFQ"), issued by the Indiana Finance Authority (IFA) 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:

**Volume 1**

- 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**;
- INDOT and KYTC Certificates of Qualification or Letter Regarding Application for Certificate;
- **Form D**;
- **Form E**; and
- **Form F**.

**Volume 2**

- Financial Materials



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 December 6, 2019

Q&A Matrix #\_1\_ issued on December 6, 2019

Q&A Matrix #2 issued on December 13, 2019

***[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 fully read the RFQ and agrees to abide by the contents and terms of the RFQ and the SOQ.

Proposer understands that IFA is not bound to shortlist any Proposer and may, in its sole discretion, reject any SOQ that IFA 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 IFA for work product, as described in Part A, Section 5.3 of the RFQ.

Proposer agrees that the Project Sponsors will not be responsible or liable 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 shortlisting thereunder.

This SOQ shall be governed by and construed in all respects according to the laws of the State of Indiana, without regard to any conflict of laws principles or provisions.

Proposer's business address:

6235	Westerville Road		
(No.)	(Street)		(Floor or Suite)
Westerville	Ohio	43081	USA
(City)	(State or Province)	(ZIP or Postal Code)	(Country)

State or Country of Incorporation/Formation/Organization: Ohio

*[insert appropriate signature block from following pages]*

1. Sample signature block for corporation or limited liability company:

*Kokosing Construction Company, Inc. is a Corporation*

By: \_\_\_\_\_

Print Name: John Householder

Title: President

2. Sample signature block for partnership or joint venture:

*Not applicable*

By: *[Insert general partner's or member's name]*

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

*[Add signatures of additional general partners or members as appropriate]*

3. Sample signature block for attorney in fact:

*Not applicable*

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

Attorney in Fact

4. Sample signature block for a Proposer not yet formed as a legal entity:

*Not Applicable*

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

**ACTION BY WRITTEN CONSENT OF THE SOLE DIRECTOR OF  
KOKOSING CONSTRUCTION COMPANY, INC.  
CORPORATE SIGNATURE AUTHORIZATION**

PURSUANT to the authority of Section 1701.54 of the Ohio Revised Code, the undersigned, being the sole duly elected director of **Kokosing Construction Company, Inc.**, an Ohio corporation (the "Corporation"), and the only person who would be entitled to notice of a meeting as the sole member of the Board of Directors of the Corporation (the "Board"), does hereby waive notice in writing of such a meeting and hereby adopt by this Action by Written Consent, the following resolutions with the same force and effect as if they had been unanimously adopted at a duly convened meeting of the Board as of the 1<sup>st</sup> day of January, 2018:

RESOLVED: That this resolution hereby replaces and supersedes any other resolutions relating to signature authority on behalf of the Corporation.

FURTHER RESOLVED: That the following individuals are hereby provided the following signature authority:

**The Chief Executive Officer**

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

**President, Executive Vice President, Senior Vice Presidents, Vice Presidents, Robert B. Bowers, Todd Lezon, Bart A Moody, and Troy Hargis**

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

**Assistant Vice Presidents and Steven E. Malone**

All contracts and contract change orders, proposals and bid documents, subcontracts, purchase orders and change orders, and other contracts or documents specifically related to construction projects up to \$30 million.

**Assistant Vice President of Equipment**

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

**Vice President of Human Resources**

All contracts in relation to purchasing of insurance on behalf of the Corporation, employment proposals, and contracts for training services.

**Treasurer**

All contracts related to bank financing, establishing bank accounts, equipment leases, credit applications, bonding agreements, and execute corporate tax returns.

**General Counsel**

All documents and contracts related to legal matters.

**Vice President Safety**

All contracts in relation to contracting of safety related services on behalf of the Corporation and regulatory filings related to safety.

**Area Managers, Project Executives, Project Managers, James Elchert, Jeff Kerst, and Dustin Fisher.**

Proposals, change orders, subcontracts, and purchase orders under \$500,000.

**Project Engineers and Estimators**

Proposals under \$50,000, and subcontracts, purchase orders and change orders under \$100,000.

Upon execution of this Action by Written Consent, the undersigned hereby direct that this Action by Written Consent be filed in the Corporation's minute book.

  
\_\_\_\_\_  
Wm. Barth Burgett

# 1 | GENERAL– Executive Summary

## OUR TEAM

### Proposer and Lead Contractor:

Kokosing Construction Company, Inc.



### Lead Engineering Firm:

Jacobs Engineering Group Inc.



### Lead Painting Firm:

North Star Painting Co., Inc.



### Engineering Subconsultant:

Modjeski and Masters, Inc.



### Engineering Subconsultant:



Kokosing Construction Company, Inc. (Kokosing) genuinely appreciates the opportunity to submit this Statement of Qualifications to design and build the Sherman Minton Corridor Project. We have assembled a team of professionals with the expertise and experience to deliver this project safely, efficiently, and cost effectively. Each of our firms is a leader in their respective industry, and together, the Kokosing Design-Build Team (DBT) will be your Proposer of choice.

## The Right Firms

FIRM/YEARS IN BUSINESS	KEY QUALIFICATIONS
<b>Kokosing</b> 68 Years	<ul style="list-style-type: none"> <li>Design-Build experience includes more than 40 projects with a combined value of more than \$2 billion</li> <li>Extensive bridge rehabilitation experience</li> <li>Leader in complex interstate maintenance of traffic</li> <li>Dedicated to partnering and early project completion</li> </ul>
<b>Jacobs</b> 72 Years	<ul style="list-style-type: none"> <li>171 highway and bridge Design-Build and P3 projects over last 15 years</li> <li>Successful completion of projects designed to increase service life of existing major and routine bridges through structural strengthening and protective coatings</li> <li>Successfully completed complex MOT for recent Ohio River Bridges Downtown Crossing project, involving interstates I-65, I-64 and I-71</li> <li>Experienced with accelerated bridge construction; and the resources to work within accelerated design schedules</li> </ul>
<b>North Star</b> 32 Years	<ul style="list-style-type: none"> <li>Local Ohio River Experience</li> <li>Dedicated project painting managers with experience painting identical bridge types assigned to Sherman Minton</li> <li>Committed to project completion on schedule as demonstrated by previous projects such as the Matthew Welsh and Bob Cummings Lincoln Trail Bridges over the Ohio River.</li> </ul>
<b>Modjeski &amp; Masters</b> 125 Years	<ul style="list-style-type: none"> <li>Recent experience in rehabilitating major truss and cable-supported bridges including multiple suspender rope replacements</li> <li>In-house design and analysis experts for complex bridges</li> <li>Extensive experience working with contractors to improve constructability</li> </ul>
<b>DLZ</b> 40 years	<ul style="list-style-type: none"> <li>Comprehensive INDOT and KYTC prequalifications with experienced local team members that understand the expectations of these agencies</li> <li>Proven working relationship with Jacobs, Kokosing, Modjeski and Masters.</li> </ul>

### Why Kokosing

Kokosing is one of the largest self-performing general contractors in the nation, employing over 3,000 skilled tradespeople and operating one of the largest heavy equipment and marine fleets in the Midwest. We bring proven leadership and expert knowledge to large, complex Design-Build projects; offering



Kokosing rehabilitation of Main Ave. Truss Cleveland, OH



**BY THE NUMBERS**  
(AS REPORTED BY  
ENR MAGAZINE)

**Kokosing**

- 64<sup>th</sup> largest contractor nationwide
- 25<sup>th</sup> largest bridge contractor
- 8<sup>th</sup> largest highway contractor

**Jacobs**

- 1<sup>st</sup> Top 500 design firms
- 2<sup>nd</sup> Top 20 in transportation
- 2<sup>nd</sup> Top 20 in highway design
- 2<sup>nd</sup> Top 20 in bridge design

**M&M**

- #367 Top 500 design firms

**DLZ**

- #127 Top 500 design firms
- #9 Top Midwest design firm

innovation and efficiency which maximizes safety, lowers project cost, and minimizes schedule. Kokosing has completed numerous major rehabilitation projects including deck replacements, steel repairs, overlays, and major painting scopes.

**Why Jacobs**

Jacobs leads the global professional services sector, with \$13 billion in revenues and solid financial performance. Our bridge practice group of 350+ staff in the Americas brings significant depth and breadth of experience. Experience relevant to Sherman-Minton includes rehabilitating the John F. Kennedy I-65 truss bridge over the Ohio River in Louisville, KY, deck replacement and protective coating for Business Loop I-90 bridge over the Missouri River in Chamberlain, SD, and our long-term service on the Chesapeake Bay Bridge and Tunnel project—from design of the 23-mile-long bridge and tunnel facility (1960s) and parallel crossing (1990s) to GEC services for superstructure and substructure rehabilitations and protective coating work. We implement creative MOT plans that focus on safety and limiting impacts to the public and local communities during construction—such as those developed for the aggressive schedule in a high volume (300,000 ADT) urban corridor on the Ohio River Bridges Project – Downtown Crossing.



*Jacobs—Ohio River Bridges, Louisville, KY*

**Why North Star**

North Star Painting is a premier regional bridge painter whose expertise, commitment to high-quality, and availability of resources highly qualify them for the Sherman Minton project. With more than 32 years of experience, they have painted many truss and other long-span river crossings over the Ohio and Mississippi Rivers. They recently completed painting rehabilitation projects on two bridges over the Ohio River immediately downstream of Sherman Minton; the Matthew Welsh and Bob Cummings Lincoln Trail Bridges.



*Bob Cummings Lincoln Trail Bridge over the Ohio River in Cannelton, Indiana*

**Why Modjeski and Masters (M&M)**

M&M has been in business for more than 125 years, perpetuated on core values of excellence, integrity, trust, innovation and service, and is well-known for major river crossings. M&M has been involved in several recent major truss and cable-supported bridge rehabilitations and understands the design and construction-related issues that are part of a major rehabilitation like the Sherman Minton Renewal. M&M also regularly works directly with contractors in the CMGC, Design-Build, and P3 environments, and tailors solutions to maximize contractors' strengths. As a supporting consultant, M&M will provide experience where it counts: on complex issues such as analysis of the structure, suspender rope replacement, and constructability.



*Modjeski and Masters Northway Twin Arches*



DLZ brings a proven working relationship with Jacobs, having delivered one of the most successful design-build projects in the Country only five miles to the east on I-64

### Why DLZ

With nearly 700 people in 26 offices, DLZ is one of the top consulting firms in the transportation engineering and surveying industry. We were ranked by Engineering News Record as Midwest Design Firm of the Year in 2016 and are currently ranked #127 for 2019 Top 500 Design Firms and #9 Top Midwest Design Firms. DLZ has comprehensive INDOT & KYTC prequalifications with experienced team members who understand the expectations of these state agencies. Our staff provides a multitude of regional resources and relevant experience with both state agencies adding significant value to the design-build team.

### The Right People

Our Key Staff and Value-Added Personnel have decades of experience delivering some of the most complicated transportation and structure rehabilitation projects throughout the region. Collaborating with a true teamwork mentality, they will be dedicated to delivering the Sherman Minton Rehabilitation Project with a focus on meeting all Project goals.



#### Project Manager | VINCE MARTINI | Kokosing

Vince brings 25 years of experience on major complex urban transportation projects. He will ensure the success of the project through active on-site management of the team during all project phases, proactive communication with the IFA and other governing agencies, and coordination with third parties. Vince's recent experience includes major interstate rehabilitation projects with significant complex structures and maintenance of traffic.



#### Design Manager | DAN MORRIS | Jacobs

Dan has more than 30 years of infrastructure project management experience and brings expertise in design-build delivery of highway and bridge projects, leading multidisciplinary design teams on these large, complex transportation infrastructure assignments. He focuses on design quality, from initial establishment of design criteria, through strict adherence to rigorous quality management practices. He understands potential inter-discipline conflicts, identifying and resolving design coordination issues. Dan excels at implementing detailed planning of design activities, executing an efficient, proactive, and cost-effective work plan that fosters inter-discipline coordination and minimizes rework.



#### Structural Design Lead | JOHN FINKE | Jacobs

John brings 30 years of experience in both bridge analysis, design and construction for bridges of all types and lengths. Specifically, he brings experience in retrofit or rehabilitation of major bridges over major rivers and waterways. Such experience includes tied arches, trusses, and plate girder bridges where the analysis, designs and/or load ratings are based on computer program development and/or using several commercially available finite element-based programs to produce structural analysis and dynamic results for designs. He also has experience leading structural bridge efforts using multi-office teams in major

design-build projects such as the Ohio River Bridges Project, I-4 Ultimate Project and California High Speed Rail.



**Construction Manager | BRAD YOUNG | Kokosing**

Brad is one of Kokosing's most experienced managers with 41 years of experience constructing challenging bridge and interstate projects with complex maintenance of traffic. Assigned to the project full time, he will actively manage project construction, and participate throughout the pursuit and design phases ensuring constructability and safety. Brad's recent experience includes a major DB rehabilitation and new interchange project on I-71 in downtown Cincinnati while maintaining high-volume interstate traffic.



**Design-Build Coordinator | MARK MADAY | Jacobs**

Mark is a senior project manager and structural engineer technologist specializing in designing highway bridges and large urban interchanges. His extensive design-build project delivery experience includes serving as design manager on the I-480 Valley View Viaduct project in Cleveland, Ohio, as well as the I-71/I-670 Columbus Crossroads Interchange in Columbus, Ohio teamed with Kokosing. While the role of DB Coordinator is more commonly served by a representative from the contractor, we have chosen Mark for his strong DB experience including co-location and coordination with the construction team during both design and construction of the two recent Ohio projects.



"We have enjoyed an excellent working relationship with Jacobs and were extremely pleased with their technical expertise and professionalism throughout the LSIORB-Downtown Crossing."

ROBERT G. HARRIS, JR., PE  
PROJECT MANAGER, KYTC

## **The Right Team**

The Kokosing DBT brings tremendous experience in all facets of the Sherman Minton Rehabilitation Project scope, including major structural steel rehabilitation, deck replacements, overlays, and bridge painting; all while safely conveying high traffic volumes through our work zones. Our members have completed multiple projects throughout southern Indiana, northern Kentucky and the surrounding states, and we are excited to deliver another high-quality success story at the Sherman Minton Bridge.

## Proven Success to Meet Your Goals

We understand the goals of this project, having worked on adjacent major projects, while also meeting similar challenges on other regional projects. The Kokosing DBT is ideally suited to exceed your expectations.

PROJECT GOAL	OUR APPROACH	SIMILAR EXPERIENCE
Rehabilitate the I-64 Sherman Minton Bridge and Approaches, extending the service life at least 30 years	We will perform a detailed assessment of the bridge and approaches; develop high-fidelity FE models to determine demand on bridge members; assess materials and concrete properties to develop best high-performance concrete and protective coating systems and application processes, and a testing program for materials and products—all to be sure we meet the minimum 30-year life.	Jacobs used this approach on the Ohio River Bridges Downtown Crossing and East End Crossing design-build projects and the Chesapeake Bay Bridge and Tunnel project, for example.
Maximize access across the Sherman Minton Bridge and Approaches during construction	We will work throughout the pursuit phase to more fully understand traffic priorities and needs and develop a traffic solution weighs user inconvenience with constructability, cost and schedule.	On the \$200M I-670/71 Columbus Crossroads DB Project, the Kokosing/Jacobs DBT developed a traffic control plan that allowed for substantial completion seven months ahead of schedule, ultimately minimizing the total traffic impact.
Minimize the overall duration of construction	Our entire team including Lead Painter North Star will coordinate via Task Force meetings throughout the pursuit phase to develop the most efficient schedule that meets the project scope.	Kokosing constructed the I-264 Watterson Expressway for KYTC, beating a 500-calendar day no excuses completion date and opening the roadway early.
Paint the I-64 EB bridge over Market Street	Kokosing and North Star will coordinate on schedule and traffic schemes to minimize disruption to local traffic.	North Star's experience ranges from high-level mega structures to simple span beam bridges.
Provide HMA overlay and maintenance work on local streets	We will work with stakeholders to minimize the impacts to the local community.	PM Vince Martini recently completed the Lick Run project in Cincinnati, requiring significant local coordination to rebuild an urban street network.
Meet DBE goals	Breaking the project scope into manageable pieces, we will identify opportunities for DBE participation and perform meaningful outreach including meeting locally with potential firms.	Kokosing has a history of meeting DBE goals on our projects, recently exceeding a 20% subcontracting goal on the \$151M OC3 DB Project in Cleveland, OH.
Develop innovative solutions for the Project	Investigate innovative solutions including: two coat system, limited coating of lower bridge up to above and including the splash zone of the upper deck, Safe Span decking for retrofit and coating work on upper deck while lower deck open to traffic, innovative arch support for hanger replacement, and innovative High Performance Concrete	North Star utilized Safe Span decking to paint and rehabilitate the upper truss of the Bob Cummings Lincoln Trail Bridge while maintaining traffic under the workzone.
Design and construct the project to meet/exceed technical, environmental, and social commitments	Develop a responsibility matrix identifying the responsible team leader for each technical, environmental and social requirement to verify compliance and completion. These team leaders are designated Discipline-Wide Leaders and represent major disciplines, i.e., bridge, traffic, utilities, etc.	Ohio River Bridges Project Downtown Crossing – Discipline Wide leaders were responsible for making sure that each project submittal met the necessary goal and was coordinated with other disciplines avoid conflicts with other groups.
Provide a safe project for workers and the travelling public	Safety is Kokosing's #1 Core Ideology. Throughout the pursuit and design phases, we will develop traffic schemes and access solutions that maximize safety and efficiency.	While averaging over 2.2 million manhours worked, Kokosing's Interstate EMR rate has been 0.64 for the last two years, well below the industry average.
Provide a high-quality, durable and maintainable facility	The DBT will provide a QC team having detailed processes to be followed by all design disciplines and independent auditor. The DBT will work with owner maintenance stakeholders to ensure designs and details meet the maintenance expectations of the owner.	On the I-670/71 Columbus Crossroads DB Project, our team achieved an Observed Quality Performance Rating by an Independent Quality Firm higher than comparable national projects. On the ORB Downtown Crossing project, the design team worked with bridge inspection and maintenance staff to develop maintainable details.

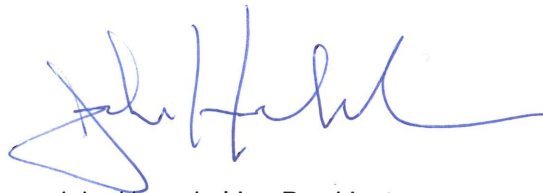
# 1

## GENERAL– Confidential Contents Index

### c. Confidential Contents Index

Kokosing Construction Company, Inc. deems the following sections of this Statement of Qualifications to be confidential, trade secret, or proprietary by the Public Records Act:

VOLUME	SECTION	PAGE NUMBER
Volume 1	2.7.1 Legal Issues	Page 18
Volume 1	2.7.2 Legal Liabilities	Page 18
Volume 1	2.7.3 Legal Proceedings	Page 19
Volume 1	Section 4, Form C	
Volume 1	Appendix-Legal Disclosures	
Volume 2	All information provided in Volume 2	



John Householder, President

Kokosing Construction Company, Inc.

# 2 | PROPOSER AND TEAM STRUCTURE AND EXPERIENCE

2. Proposer and Team  
Structure and Experience



VOLUME 1



## 2 | PROPOSER AND TEAM STRUCTURE AND EXPERIENCE

### WHY THE KOKOSING DBT?

- Region's premier Design-Builders with Key Personnel proposed having significant prior DB experience
- Kokosing is one of the largest self-performing contractors
- Proven delivery on complex bridge design-build projects
- Strong financial stability—here for the long haul

### 2.1 Proposer

**Kokosing Construction Company, Inc.** is the Proposer and sole contracting entity with the IFA, providing a single point of contact for all contractual matters.

#### Point of Contact:

Kevin Ohl, PE, DBIA

Assistant Vice President, Alternative Project Delivery

6235 Westerville Road, Westerville OH, 43081

Office: 614-228-1029

Mobile: 614-309-4073

E-mail: kao@kokosing.biz

Kokosing's Corporate Office in Westerville, Ohio will direct the work, and our Cincinnati, Ohio Regional Office will participate in providing project management support services.

#### Proposer Name/Nature:

Kokosing Construction Company, Inc. is an Ohio Corporation.

### 2.2 Equity Members

As the sole Proposer, Kokosing Construction Company, Inc. is the sole Equity Member for the purposes of this submittal.

### 2.3 Major Participants and Other Team Members

FIRM NAME	ROLE	LEGAL NATURE	STATE OF ORGANIZATION	OFFICE(S) INVOLVED
Kokosing Construction Company, Inc.	Major Participant Lead Contractor	Corporation	Ohio	Westerville, OH (Lead) Cincinnati, OH (Support)
Jacobs Engineering Group Inc.	Major Participant Lead Engineering Firm	Corporation	Delaware	St. Louis, MO (Lead)
North Star Painting Co., Inc.	Major Participant Lead Painting Firm	Corporation	Ohio	Youngstown, OH
Modjeski and Masters	Other Team Member Design Subconsultant	Corporation	Pennsylvania	Mechanicsburg, PA (Lead)
DLZ Corporation	Other Team Member Design Subconsultant	Corporation	Kentucky	Lexington, KY

### 2.4 Teaming

#### 2.4.1 Proposer and Team Structure

The Kokosing DBT is comprised of highly respected firms with a history of delivering some of the most challenging projects throughout the region. **Kokosing**





**Construction Company, Inc.** is the **Proposer** and will serve as the **Lead Contractor**. As the sole contracting entity with the IFA, Kokosing provides a single point of contact and responsibility for the entirety of the project. We will proactively manage the project with a strong on-site staff, with continuous support from all levels of Kokosing's management group. With no additional Joint Venture Partners or Equity Members, Kokosing can react quickly and decisively to the on-going decisions dictated by a major Design-Build project.

**Jacobs Engineering Group Inc.** will serve as the **Lead Engineering Firm** and be a subcontractor to Kokosing. Jacobs will be responsible for delivering the overall design, while specifically self-performing the design of the deck replacement, miscellaneous steel repairs, maintenance of traffic, and any roadway needs.

**Modjeski and Masters, Inc. and DLZ Corporation** will serve as design subconsultants, working under subcontract agreements to Jacobs.

- Modjeski and Masters will design the suspender rope replacement and miscellaneous steel repairs. They will also perform independent modeling of the bridge for global effects during construction and staging. This modeling effort, coupled with that of Jacobs, will provide dual coverage and confidence to the DBT and IFA in the stability of the structure during all construction phases and upon final completion.
- DLZ will support the design team with traffic modeling, utility coordination, and survey.

**North Star Painting Co., Inc.** will serve as the **Lead Painter** under a subcontract arrangement with Kokosing. They will work closely with Kokosing and the design team throughout the pursuit and design phases of the project to help develop maintenance of traffic and access plans that most efficiently and safely allow for the work to be completed.

Our project management structure provides continuity across all phases of the project. Each of our key personnel will be involved throughout procurement, design and into construction. This allows for seamless transitions and no additional learning curves as the project matures.

### Procurement Phase

Kokosing will actively manage the development of the cost and technical proposals, working together with Jacobs, North Star, Modjeski and Masters and DLZ to develop cost-effective solutions that meet all project requirements. The procurement will be managed by Kevin Ohl, PE, a certified Design-Build Professional by the Design-Build Institute of America. Kevin is Kokosing's Assistant Vice President of Alternative Project Delivery and is solely focused on delivering successful DB projects. **We will utilize a Task Force approach throughout the procurement, and our proposed Key Personnel will be**

On past projects, members of the Kokosing DBT have developed over 70 approved Alternative Technical Concepts (ATCs) saving our owners millions of dollars and mitigating project risks.

**directly involved, providing technical design, scheduling and constructability reviews.**

Together, our team will develop the best proposal which maximizes safety of the public and our workforce, minimizes disruption to the travelling public, exceeds the IFA's schedule expectations and strives to beat the budget.

**Design Phase**

After project award, we will transition into the Design Phase with Dan Morris leading a team of skilled professionals from Jacobs, Modjeski and Masters, and DLZ, working collaboratively to deliver a high-quality design. Dan will report to Project Manager Vince Martini, who will fully take over management of the project during this phase. Task Forces will continue, but will now include participation by IFA, INDOT, KYTC and other third parties.

Serving as the Design-Build Coordinator, Mark Maday will coordinate between design and construction, providing oversight and making sure that all parties are aware of ball-in-court responsibilities. While this role is more commonly served by a representative from the contractor, we have chosen Mark for his strong Design-Build experience including co-location during both design and construction of major DB projects such as the \$200M I-670/71 Columbus Crossroads and \$230M I-480 Valley View Bridges. Mark co-located with Kokosing on Columbus Crossroads and has great familiarity with our processes and expectations.

**Construction Phase**

As the project progresses into the Construction Phase, Vince will continue to provide overall project management, while Construction Manager Brad Young takes a more prominent role on the project leading the field staff responsible for putting the work in place. They will both have a direct link to the design staff via the Design-Build Coordinator for RFIs and any other design-related items.

Kokosing's management philosophy is to empower our personnel to make decisions at the lowest levels. During the very first partnering meeting, we will establish communication lines and decision-making chains between construction, design, and owner personnel to make certain that items are addressed quickly and effectively.

**2.4.2 Prior Teaming**

Our firms have a strong history of working together on many past projects as shown in the tables below. These shared experiences contribute to our team approach, allowing us to be productive from day one with minimal learning curve.

**Proposer Teaming**

The table below represents projects in which Proposer DBT firms have worked together on within the last 10 years. These projects include both Design-Build and Design-Bid-Build.

Table 2.4.2.a – Proposer Teaming

PROJECT	DB or DBB	DATE	FIRMS	DESCRIPTION
I-670/71 Columbus Crossroads DB	Design-Build	2011-2014	Kokosing, Jacobs, DLZ	Kokosing Prime Contractor, Jacobs (formerly CH2M) as Lead Designer, and DLZ was the owner's Quality rep. DBT members delivered major urban interchange reconstruction of \$200M with complex long-span bridges.
Opportunity Corridor 3 DB	Design-Build	2018-Pres.	Kokosing, Jacobs	Kokosing Prime Contractor, Jacobs (formerly CH2M) as design subconsultant to the Independent Quality Firm part of the DBT delivering major urban corridor expansion of 4-lane blvd of \$150M with extensive utility relocations.
I-75/SR4 Downtown Dayton, Phase 1A	Design-Bid-Build	2007-2012	Kokosing, Jacobs	Kokosing Prime Contractor and Jacobs (formerly CH2M) as Lead Designer for owner. Reconstruction of "Malfunction Junction" interchange split into 13 phases of work.
WV Trooper Linn Memorial Bridge	Design-Bid-Build	2018-2019	Kokosing, North Star Painting	Kokosing Prime Contractor and North Star as painting subcontractor for bridge rehabilitation.
Main St. Inclined Arch Bridge – Columbus, OH	Design-Bid-Build	2007-2010	Kokosing, DLZ	Kokosing prime contractor and DLZ as owner design consultant for iconic inclined arch over the Scioto River in downtown Columbus.
Louisville Southern Indiana Ohio River Bridges Project	Design-Build	2012-2016	Jacobs, DLZ	Jacobs was prime consultant with DLZ as design subconsultant for this mega-DB project
Clinton St. Arch	Design-Bid-Build	2011	M&M, DLZ	DLZ was prime consultant with M&M as design subconsultant for this decorative bridge Arch in the City of Fort Wayne
Blue Water Bridge Anchor Link Replacement	Design-Bid-Build	2019	M&M, DLZ	M&M was prime design consultant for this complex link replacement. DLZ worked as subconsultant covering all MPT
Various MDOT Movable Bridge Rehabilitations: Cheboygan Bascule Bridge Bicentennial (I-94) Bascule Bridge Houghton Hancock Vertical Lift Bridge	Design-Bid-Build	2014-2017	M&M, DLZ	M&M was prime design consultant for this structural, mechanical and electrical rehab. DLZ worked as subconsultant covering all MPT
<b>Projects Older than 10 Years</b>				
I-70/I-75 System Interchange Reconstruction	Design-Bid-Build	2001-2006	Kokosing, Jacobs	Kokosing Prime Contractor and Jacobs (formerly CH2M) as Lead Designer for owner. Four contracts totaling \$172M for reconstruction of 6 miles of complex urban interstate.
ODOT Project (00)0004 – I-70	Design-Bid-Build	2000-2001	Kokosing, North Star Painting	Kokosing Prime Contractor and North Star as painting subcontractor for rehabilitation of 24 bridges.

## Personnel

In addition to the DBT firms' experience together, numerous individual members of our team share common experiences. In particular, Dan Morris and John Finke have collaborated on several large projects, most notably the Ohio River Bridges Downtown Crossing (2012-2016) and the I-69 Design-Build from CR 1400N to US 231 in Daviess and Greene Counties, IN (2010-2012). Our robust Organizational Chart of Key and Value-Added Personnel have substantial commonality of

projects, including the \$200 Million I-670/71 Columbus Crossroads Design-Build (2011-2014) in which several Kokosing staff worked directly with Jacobs personnel, including DBT Coordinator Mark Maday, to deliver the project under budget and ahead of schedule. One of the great strengths of our firms lies in our process and procedures developed from years of large-scale DB delivery. Our staff, following established processes and with the support of dedicated Design-Build leadership, will continue the seamless integration of individuals from varying firms into a unified Design-Build Team.

The table below demonstrates Value-Added Personnel identified below in Section 2.6, and additional team members incorporated to the Organization Chart that have worked together on similar past projects.

Table 2.4.2.b – Additional DBT Members Teaming

PROJECT	VALUE-ADDED PERSONNEL
Ohio River Bridges Downtown Crossing	Debra Herrmann, Andrew Ledbetter, Tom Juen, Adam Garms
I-670/71 Columbus Crossroads DB	Chris Watson, Glenn Keaton, Bill Clifford
I-70/I-75 System Interchange Reconstruction	Chris Watson, Glenn Keaton, Bill Clifford
WV Trooper Linn Memorial Bridge	Ryan Cocco, Jon Hoopes, Bill Clifford, Ioannis Kalouris
Main St. Inclined Arch Bridge – Columbus, OH	Chris Watson, Glenn Keaton, Bill Clifford

## 2.5 Relevant Experience

As detailed in the following section, members of the Kokosing DBT have significant relevant experience applicable to all facets of the Sherman Minton Rehabilitation Project. We have designed and constructed some of the most iconic structures in the region, managed complex maintenance of traffic in urban environments, and successfully delivered projects early and under budget.

### 2.5.1 Minimum Qualifications

Kokosing Construction Company, Inc. confirms that we have completed comparable projects, defined as complex steel bridge rehabilitation and painting projects, in North American within the last two years.

ODOT Project 170154-  
Hamilton County,  
US 50 Bridge  
Rehabilitation

Kokosing rehabilitated  
the US 50 (Columbia  
Pkwy) Bridge in  
downtown Cincinnati,  
Ohio.





Kokosing completed the rehabilitation of the 1,023-ft-long, 17 span truss structure on US-50 in Cincinnati, OH. This rehabilitation consisted of steel repairs to the gusset plates, concrete deck and substructures patches, composite fiber wraps, epoxy injection repairs, and surface prep, prime, and paint of structural steel elements with a containment system. This bridge was located over I-471, multiple interstate ramps, parking lots, and side streets where phased MOT was required to complete construction.

ODOT Project 160023-  
Lorain County,  
OH SR 611 Bridge  
Rehabilitation

Kokosing used its in-house fleet of marine equipment for work over the Black River.



Kokosing rehabilitated the SR 611 Henderson Memorial Bridge in Lorain County, Ohio including numerous steel repairs on the 1,700-ft-long truss structure. Repairs included truss gusset strengthening, stringer connections, railings, and miscellaneous substructure elements. Significant spot painting was also performed on the structure.

ODOT Project 140003-  
Cuyahoga County SR2  
Bridge Rehabilitation

Kokosing rehabilitated the SR2 (Main Avenue Bridge) in downtown Cleveland, Ohio.



The bridge consists of 2,784 feet of approach spans and 2,520 feet of main truss spans, crossing the Cuyahoga River and winding through Cleveland's city street grid. Significant steel repairs included replacement and strengthening of gusset plates, floor beams, strings; as well as upgrading of the structure drainage system, lighting and substructure repairs. New and existing steel elements were blasted and painted as part of Kokosing's contract.

WVDOH Old Hi  
Carpenter Truss Bridge  
Rehabilitation

The unique geometry of the structure required detailed construction analysis prior to deck removal.



Kokosing is finalizing the rehabilitation of this unique structure in Pleasants County, West Virginia which includes deck replacement and steel repairs to a 445-ft-long bridge that contains a 90-degree curve within the structure itself. The unique geometry of the structure required detailed construction analysis prior to deck removal and significant preplanning for all construction operations.

### 2.5.2 Experience

We provide Table 2.5.2.a, and Form E highlighting eight projects, on the following sheets as evidence of the DBT's vast relevant experience on comparable projects. Each DBT member has been included and shows our overall team's strength and diversity on projects that demonstrate our ability to complete projects similar in multiple categories to Sherman Minton. The table includes a range of projects of both Design-Build and Design-Bid-Build with many exceeding \$100M in size. Each team member has demonstrated extensive bridge experience including river crossings, complex structures, interstate bridges, and long-span structures. As project coordinators and managers, we demonstrate a great deal of familiarity working to obtain proper permitting, third-party coordination, utility relocation, and working in environmentally sensitive areas controlled which have federal, state, and local oversights. Many of the projects listed are located within urban areas where maintenance of highway traffic and pedestrians is required at all times and phased construction plans must be implemented to reduce construction impact on public thoroughfare.



Table 2.5.2.a  
Experience

			Relevancies to Sherman Minton						
			Design, Construct, Rehab Major Highways & Bridges	River Crossings, Complex, and Long-Span Structures	Design-Build Projects Delivered on/ahead of Schedule	Design-Build Project > \$100M	Utility Relocation, Permitting, and Environmentally Sensitive Projects	Interstate Highways and Interchanges in Urban Corridors	High Volume, Complex MOT Issues/Solutions
Relevant Experience			Firm	Project Name					
	Jacobs	<b>Ohio River Bridges Downtown Crossings</b> <i>Design-Build - \$860M</i>							
	KCC/ Jacobs	<b>I-670/71 Columbus Crossroads</b> <i>Design-Build - \$200M</i>							
	KCC	<b>Downtown Dayton</b> <i>Multiple Contracts - \$248M Combined Major Value Engineering Modifications</i>							
	KCC	<b>I-75 Toledo Corridor</b> <i>Multiple Contracts - \$413M Combined Major Value Engineering Modifications</i>							
	Jacobs	<b>Missouri River Bridge Rehabilitation (Chamberlain-Oacoma Bridge), Brule and Lyman Counties, SD</b>							
	M&M	<b>Ambassador Bridge-Ongoing Inspection, Rating &amp; Rehabilitation</b> <i>Design-Bid-Build &amp; Engineer-Led Design-Build - \$50M+</i>							
	M&M	<b>Suspender rope replacement at the "Northway Bridge," I-87 over the Mohawk River in NY, NYSDOT</b> <i>Design-Bid-Build - \$11M</i>							
	North Star Painting	<b>Bob Cummings Lincoln Trail Bridge</b>							
	KCC	<b>I-69 Patoka River Twin Bridges</b> <i>Design-Build - \$40M 4,400-ft-long twin bridges</i>							
	KCC	<b>Dublin Pedestrian Bridge</b> <i>Construction Manager/ General Contractor - \$22M</i>							

STATEMENT OF QUALIFICATIONS | INDIANA FINANCE AUTHORITY  
Design and Build the Sherman Minton Corridor Project through a Public-Private Agreement

	KCC	<b>Dick Henderson Bridge</b> <i>Design-Bid-Build - \$23M</i>	●	●			●		
	KCC	<b>Main St. Arch Bridge</b> <i>Design-Bid-Build - \$27M</i>	●	●			●		
	KCC	<b>Jeremiah Morrow Bridge</b> <i>Design-Bid-Build - \$81M</i> <i>Tallest Bridge in Ohio – 240 ft.</i>	●	●			●		●
	KCC	<b>I-71 MLK Interchange</b> <i>Design-Build - \$81M</i>	●		●		●	●	●
	KCC	<b>WV Corridor H1 &amp; H2</b> <i>Two Design-Build Projects - \$385M</i> <i>Combined</i>	●	●	●	●	●		
	North Star Painting	<b>Sunshine Bridge over Miss. River</b>	●	●			●		
	North Star Painting	<b>Matthew E. Welsh Bridge</b>	●	●			●		
	M&M	<b>Suspender Rope replacements as part of Cable investigations: Mid-Hudson Bridge, Bear Mtn Bridge, Wurts St. Bridge. NYSDOT</b>	●						
	Jacobs	<b>Blanchette Bridge Rehabilitation St. Louis and St. Charles Counties, MO</b> <i>Design-Bid-Build - \$63M</i>	●	●			●		●
	Jacobs	<b>Rehabilitation &amp; Restoration of the Longfellow Bridge over the Charles River, Boston/Cambridge, MA</b> <i>\$255M bridge rehabilitation</i>	●	●			●	●	●
	Jacobs	<b>Cross-Bronx Expressway, Section I-95: Alexander Hamilton Bridge, New York, NY</b> <i>\$407M bridge rehabilitation</i>	●	●			●	●	●
	Jacobs	<b>Shade-Lohman (I-474) Bridges Rehabilitation Phases I &amp; II, Peoria and Tazewell Counties, IL</b> <i>\$13.5M bridge rehabilitation</i>	●	●				●	●
	Jacobs	<b>Chesapeake Bay Bridge-Tunnel</b> <i>Structural retrofits, painting</i>	●	●					●

# 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)
Jacobs Engineering Group Inc.—Major Participant  Ohio River Bridges Downtown Crossing Design-Build	Kentucky Trans. Cabinet 200 Metro St. Frankfort, KY 40622 Andy Barber, PE 502.782.4961 andy.barber@ky.gov	Design-Build project with new and rehabilitated bridges and interchanges, and complex MOT	2012-2016	Original Contract: \$860M Final Contract: \$893M	Lead Designer (36%)	Owner requested additional scope

**Description:** Jacobs was the lead designer Ohio River Bridges Downtown Crossing located in downtown Louisville, KY, and Jeffersonville and Clarksville, IN. This project improved safety and improved level of service on the major urban interstates interchange of I-65, I-64, and I-71 and included 68 bridges, three temporary bridges, 60 retaining walls, JFK Truss Bridge rehabilitation, and a signature, three-tower, four-span, cable-stayed bridge. It also included complete full-depth pavement replacement, additional traffic lanes, and new collector-distributor systems that eliminated several weaving sections.

## Value to IFA

Jacobs worked with the contractor to overcome project challenges and expedited the design schedule **reducing substantial completion by 18 months** from the RFP. The design-build team's innovative approach to delivery identified **more than 60 Value Engineering proposals and Alternative Technical Concepts** that **saved more than \$13.7M** in construction costs. Innovations related to Segment 1 structures is estimated to have saved more than \$5.6M alone.

There were no prescribed criteria for **achieving a 100-year service life** using an empirical approach. Our team developed specific exposure zones, developed zone-specific durability criteria, and implemented improved concrete mixes, rebar coating, and corrosion inhibitors. This allowed us to show empirically that the structure has a greater than 95% probability of meeting a 100-year service life.



**Maintaining traffic during construction was key.** All design elements considered MOT; always maintaining at least two lanes in each direction for interstate to interstate movements. We realigned several roadways and


reconfigured many bridges to simplify traffic handling plans and minimize construction impacts to the traveling public. Signing regional alternate routes reduced traffic demand during construction and helped manage incidents.

**Personnel Involved:** Dan Morris, Jeff Kokal, John Finke, Andrew Ledbetter, Tom Juen, Adam Garms

DLZ staff, formerly with WMB, supported bridge design on the project.

## Awards

- No. 5 in Roads & Bridges Top 10 Bridge Awards recognizing the best in bridge construction for 2014
- 2016 America's Transportation Awards Competition:
- Abraham Lincoln Bridge winner in the Quality of Life/Community Development-Large Category

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)
<b>Kokosing Construction Company – Proposer</b>  <b>ODOT 113000 – I-670/71 Columbus Crossroads DB Columbus, OH</b>	ODOT, District 6 400 E. William Street, Delaware, OH 43015 Dave Poling, PE 740.815.4920 dave.poling@dot.ohio.gov	Design-Build urban corridor with bridges and complex interstate MOT	2011 - 2014	Original Contract: \$200.3M  Final Contract: \$200.2M	Prime Contractor, 100% responsible \$125M Self-performed	Project delivered under budget and early substantial completion
<p>In 2011, Kokosing was awarded the \$200M Design-Build complete reconstruction of the I-670/71 Columbus Crossroads Interchange. This project was only the second ODOT best-value DB project awarded and Kokosing provided the highest technical score, lowest bid cost, and shortest proposed schedule duration.</p> <p>Kokosing self-performed the construction of 22 bridges, 265,000 square feet of retaining wall, 39,000 cubic yards of structural concrete, 172,000 tons of asphalt, 27,500 linear feet of storm sewers and 800,000 cubic yards of earthwork. City street reconstruction included underground utilities and streetscaping.</p> <p>Jacobs served as the lead designer, responsible for design and oversight of the three new, curved steel I-girder structures, 29 new retaining walls, and 19 other new or rehabilitated structures. They also produced over 100 Released for Construction design packages with zero schedule delays and averaged a three-day turnaround on 433 field-related RFIs.</p> <p><b>Value to IFA</b></p> <p>Through partnering with ODOT, Kokosing detoured I-670 traffic out of the interchange, allowing for a 7-month schedule savings to substantial completion. This detour resolved MOT issues and complex geometry challenges. Additional cost reduction proposals saved ODOT over \$1M during construction. Coordination between Design and Construction staff, and ODOT and Independent Quality members, was vital to the success of this project. Communication was maximized/improved through co-location of all relevant team members and stakeholders.</p>				 <p><b>Awards</b></p> <ul style="list-style-type: none"> <li>• 2013 Don Conway Partnering Award</li> <li>• No. 7 in Roads &amp; Bridges Top 10 Bridge Awards recognizing the best in bridge construction for 2013</li> <li>• 2014 DBIA National Award of Merit</li> <li>• 2014 IRF Award for Quality Management</li> <li>• ASHE Outstanding Highway Project over \$5M, 2014</li> <li>• MASTO Best Use of Innovation Award, 2015</li> </ul> <p><b>Personnel Involved:</b> Mark Maday, Kevin Ohl, Chris Watson, Bill Clifford</p>		



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)
<b>Kokosing Construction Company – Proposer</b>  <b>ODOT 120494 – I-75 Downtown Dayton Reconstruction, Phase 2 Dayton, OH</b>	ODOT, District 7 1001 Saint Mary's Avenue, Sidney, OH 45365 Scott LeBlanc, PE, 937.497.6742 Scott.Leblanc@dot.ohio.gov	Urban corridor reconstruction, bridges, retaining walls, work over water, phased MOT	2012 - 2016	Original Contract: \$125.6M  Final Contract: \$125.4M	Prime Contractor, 100% responsible \$112M Self-performed	Project delivered under budget and 1-yr early substantial completion

The final phase of ODOT's I-75 downtown Dayton modernization effort, this project created three continuous lanes on I-75 northbound and southbound between Fifth Street and Main Street. Kokosing reconstructed approximately one mile of I-75 and self-performed the construction of seven bridges, 90,000 square feet of retaining wall, 62,000 cubic yards of structural concrete, 14,000 linear feet of storm sewers, and 388,000 cubic yards of earthwork. The city street network adjacent to I-75 was upgraded including reconstruction of Monument Avenue and First, Second, and Third streets.



### Value to IFA

Through the Value Engineering Change Proposal (VECP) process, Kokosing initiated and managed the re-design of \$76M worth of original construction value. This re-design resulted in a savings of \$1.3M to ODOT and essentially turned 60% of the contract into a Design-Build type delivery.

**Kokosing successfully met four interim completion dates and a No-Excuse Incentive completion date, earning \$4.25M in incentive, while completing the project one year ahead of schedule and under the original bid budget.**

This required an increased commitment and organization of manpower and equipment to overcome scheduling delays associated with the VECP.



Maintenance of traffic was a major concern on this project, requiring the directing of 128,000 vehicles per day through the work zone. Phasing to reduce impacts on the travelling public was therefore highly complex.

**Personnel Involved:** Kevin Ohl, Gary Obert, Chris Watson, Bill Clifford


### Awards

- Zero claims on project
- 2017 Don Conway Partnering Award Honorable Mention



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)
<b>Kokosing Construction Company – Proposer</b> <b>ODOT 140268, 140485, 140536, 160059, 178010, 190108 – I-75 Downtown Toledo Reconstruction</b>	ODOT, District 2 317 East Poe Rd. Bowling Green, Ohio 43402 Mike Gramza, 419.373.4466 Mike.Gramza@dot.ohio.gov	Urban corridor reconstruction, multiple structure reconstruction over water, RR coordination	2014 -present	Original Contract: \$413.8M  Final Contract: \$428.8M	Prime Contractor, 100% responsible \$324.8M Self-Performed	Owner revised scope due to geotechnical design errors. Construction on-going.
<p>Over 5 years, Kokosing was awarded 6 adjacent contracts totaling \$413.8M in value for the reconstruction of I-75 and local bridges and city streets through downtown Toledo from Indiana Ave to the I-75/280 Interchange. The 5 projects started construction, each about halfway through completion of the previous work. The design plans did not account for all work occurring simultaneously, but Kokosing was able to manage the schedules of each job and make sure no delays occurred between any projects.</p> <p>These projects increased highway capacity, modernized multiple interchanges, and upgraded the safety features throughout the 6-mile corridor. Work items included the reconstruction of 20 structures and construction of 3 new bridges, and construction of roundabouts, barrier walls, and retaining walls. Major quantities included 62,250 square feet of noisewall, 11,500 linear feet of concrete barrier, 12 million pounds of structural steel, and 27,500 linear feet of storm sewers.</p> <p><b>Value to IFA</b></p> <p>The centerpiece of the project was the demolition and reconstruction of the 2000-foot-long, 60-foot-tall I-75 mainline bridge spanning over Berdan Ave, the Ottawa River, the Norfolk Southern Railroad, and Detroit Ave. Kokosing proposed a Value Engineering concept that modified \$41M of contract value, while saving the Department over \$1.1M, essentially turning a major portion of the project into a Design-Build project.</p>			 <p>Additionally, we are currently constructing a new 1,949-ft-long bridge over the Maumee river and demolishing the old structure. Significant coordination with the US Army Corps of Engineers is required during reconstruction.</p> <p>Significant design errors were encountered in the vicinity of the I-75/280 Interchange which initially delayed the project for over a year. <b>By partnering with ODOT, we were able to accelerate the construction of the interchange and bring the schedule back to the original completion date.</b> In addition, all other interim completion dates on this highly phased, heavily-traveled project were attained and the project was completed on time.</p> 			



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)
<b>Jacobs Engineering Group Inc. – Major Participant</b>  <b>Missouri River Bridge Rehabilitation (Chamberlain-Oacoma Bridge)</b>	South Dakota DOT 700 East Broadway Ave. Pierre, SD 57501 Steve Johnson 605.773.3285 steve.johnson@state.sd.us	Complex rehabilitation of multi-truss span bridge over the Missouri River	2005-2008 (design)  2009-2011 (services during construct.)	Original Contract: \$14.9M  Final Contract: \$14.9M	Designer (100%)	None
<div> <div> <p>Jacobs provided preliminary and final design for rehabilitating the I-90 Loop Bridge over the Missouri River (Lake Francis Case). Earlier work included condition inspection, load analysis and rating, and rehabilitation and replacement options for the 2,004-ft-long bridge. In 2002, Jacobs updated the cost estimates and added a superstructure replacement alternate using a two - span continuous through truss. In 2005, we considered alternative deck systems. Using community input, SDDOT elected to rehabilitate the existing trusses, reuse the existing substructure to the extent possible, and replace the existing approach span girders. Our scope included inspection, truss joint evaluations, bridge and roadway PS&amp;E, scour analysis, erosion control and signing, and public meetings</p> <p><b>Major Rehabilitation Elements</b></p> <ul style="list-style-type: none"> <li>• Repair and/or replace substructure units and replace both abutments to provide at least an additional 50 years of life</li> <li>• Replace the complete superstructure on the approach spans including steel plate girders, concrete deck and barrier rail systems</li> <li>• Replace portions of the approach roadway</li> <li>• Replace the deck (steel stringers and concrete slab) on the eastbound and westbound truss spans</li> <li>• Rigorous evaluation of all truss joints, including both pinned joints and gusset plated joints</li> </ul> </div> <div>  <p>Plans, technical specifications and special provisions for repainting the existing steel bridges; paint system included three coat system to withstand wide temperature range in South Dakota.</p> <p><b>Value to IFA</b></p> <p>Jacobs worked with SDDOT to develop an approach to provide an additional 50 years of service life to this twin multi-truss span bridge spanning the Missouri River. Since the original bridges were designed and constructed over 90 years ago, conditions had changed and required fast and nimble responses to changed conditions that emerged. Jacobs supported SDDOT in answering request for information, differing conditions, and field change request promptly while maintaining the integrity of the plan for additional service life. As a result, Jacobs is confident we can assist IFA on the Sherman Minton by anticipating potential change conditions in advance of field work.</p> <p><b>Personnel Involved:</b> Mike Cronin, John Finke</p> </div> </div>						

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)
<b>Modjeski and Masters, Inc. – Major Participant</b>  <b>Ambassador Bridge</b>	Detroit Intl. Bridge Co. 12225 Stephens Rd, Warren, MI 48089 Dan Reaume, 313.989.0211 x 3054, dreaume@ambassadorbridge.com	Ongoing Inspection, Rating & Rehabilitation	2001-present	\$50M+	Designer (100%)	None

Since 2001 and even earlier, the Detroit International Bridge Company (DIBC) has relied on Modjeski and Masters to provide inspection and engineering consulting services for this international crossing that was constructed in 1929. In addition to annual inspections and maintenance-type steel repairs, M&M's work has included many major projects including:

- Developing a complete asset management plan
- Structural Rating of entire structure, abutment to abutment
- Full redecking of the main suspended span
- Railing replacements on the Canadian approaches and full deck replacement on the US approaches
- Major steel repairs on the main span, including rocker link replacements, wind tongue repairs, suspender rope replacements, main cable intrusive inspections
- Structural repairs throughout the deck truss and girder approach spans
- Ongoing construction services and general consulting

### Value to IFA

Managing a 90-year-old bridge while planning for the future is challenging. M&M has worked faithfully with the DIBC to determine best courses of action in the face of delays to their planned twinning of the Ambassador Bridge. At each changing step of the way, M&M has adjusted the plan forward as appropriate,



developing repairs and element replacements to maintain a safe and reliable structure. M&M has acted as design engineer, general contractor, resident engineer, inspector, expert witness and

general consultant. The DIBC trusts M&M to provide innovative solutions for unique issues, in a way that maximizes the effectiveness of their time and resources.



**Personnel involved:** Dan McCaffrey

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)
<b>Modjeski and Masters, Inc. – Major Participant</b>  <b>Northway Twin Arch Bridges</b>	Piasecki Steel Constr. Co. 1264 Rt.9, Castleton, NY 12033 Mike Belsky, 518.732.2300 Mbelsky@piaseckisteel.com	Suspender rope replacement	2008-2009	\$16M/\$11M	Designer (100% value engineering during constr.)	\$5M decrease

The Northway Twin Arch Bridges consist of twin through-arch structures which span the Mohawk River with main spans of 550 ft. The bridges were built in 1959 and each carry three lanes of traffic in a single direction on the Northway (Interstate 87) near Albany, NY. The bridges carry a high traffic volume of approximately 110,000 vehicles per day.

Inspections of the structures revealed that many of the suspender ropes suffered from considerable section loss due to corrosion related wire breaks at the bottom sockets. The contract to replace the existing ropes involved a complex MPT plan to close the bridge, combined with a strict deadline for completion due to the severity of the deterioration.

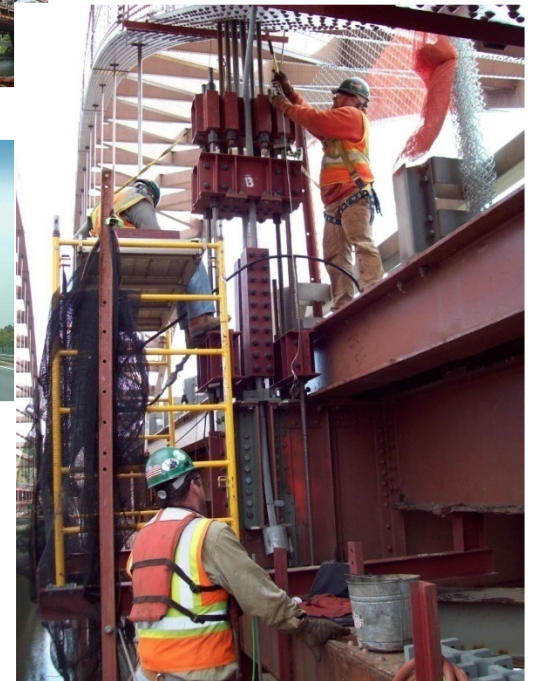
#### Value to IFA

As part of a value engineering proposal, the contractor (Piasecki Steel Construction) retained M&M to develop an alternate structural lift system that would allow replacement of the ropes under full live load, thus avoiding the costly MPT plan. M&M designed and detailed the jacking system initially proposed by the contractor, including providing the working drawings necessary for erection of the components.

Because of the team's efforts, the result was a successful suspender rope replacement project, delivered on time, and at a combined savings of over \$5 Million to the bridge owner (NYSDOT).



**Personnel involved:** Blaise Blabac





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)
<b>North Star Painting – Proposer</b>  <b>INDOT B-31998-A – Bob Cummings Lincoln Trail Bridge Perry County, IN</b>	INDOT, Vincennes District 3650 South U.S. Highway 41 Vincennes, IN 47591 Brian Malone, 812.836.2112 bmalone@indot.IN.gov	Truss bridge, SP10, Class 2A Containment, Painting	2016 - 2017	Original Contract: \$12.42M  Final Contract: \$12.36M	Prime Contractor  \$12.14M Self-Performed	None

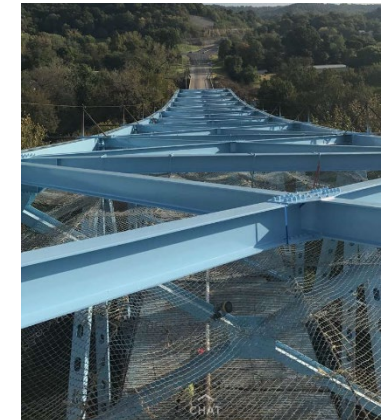
North Star Painting was the sole painting contractor for the Bob Cummings Lincoln Trail Bridge in Perry County, Indiana. The bridge spans the Ohio River connecting the towns of Cannelton, Indiana and Hawesville, Kentucky via State Road 237 in Indiana, which becomes Route 69 in Kentucky. This bridge is just down river of the Sherman Minton bridge.

The Bob Cummings is a one-pier, two-lane truss bridge with suspended cables and matches the same structure type as Sherman Minton. It spans the Ohio River at over 2,700 feet in length with a 825' main span and a truss height of near 120 feet from the bridge deck. A total of 600,000 square feet of the bridge was cleaned and prepped according to standard SP10 using a class 2A containment system, and painted via a three-coat system. This system included a Carbozinc 859 primer coat, Carboguard 890 intermediate coat, and Carbothane 134 HG finish coat.

### Value to IFA

To safely perform the work and setup the cleaning and painting containment systems, the bridge was restricted to one lane of traffic. Traffic was maintained via temporary two-way one-lane with traffic lights at both ends of the bridge. This allowed North Star to work uninterrupted and keep the project on schedule.

**Personnel involved:** Ionnis Kalouris, Michael Mihas



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 IFA’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 \$10million.
- (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 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, Volume 1, 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.

## 2.6 Form B-1 Organizational Charts and Key Personnel Resumes

The DBT's organizational chart depicting all Key Personnel along with supporting team members has been provided on page 17. This chart details the project's management staff, teaming arrangements, reporting relationships, and lines of communication. Form B-1 has been included immediately before the organization chart. The five Key Personnel identified in the RFQ are identified on the organization chart in blue and resumes for each Key Personnel team member have been included in the Appendix. Each of the designated Key Personnel are currently employed by either Kokosing or Jacobs and all Key Personnel are committed and available to serve their respective roles for the Sherman Minton Project.

### Value-Added Staff

In addition to the dedicated Key Personnel for the project we have identified the following Value-Added Personnel who are fully dedicated to the successful delivery of this project, have critical DB experience, and have worked together on similar past projects.



#### **Kevin Ohi, PE, DBIA | Executive Committee | Kokosing**

Kevin's background includes more than 20 years in the heavy construction industry. He has led Kokosing's Alternative Contracting Department since its inception. He delivers value to clients through reduced cost and schedule, this includes value engineering and alternative technical concepts. Kevin has worked with Jacobs, DLZ, and Modjeski and Masters on many past projects and his personal relationship with co-executive leader John Ferguson will make sure that IFA has executive level DBT support with strong relationships to all DBT members.



#### **John Ferguson, PE | Executive Committee | Jacobs**

John brings 26 years of experience to the team and provides leadership for strategizing, planning, and delivering design-build projects and brings lessons learned from his national background. He is active in assessing financial and commercial risks, negotiating contracts, building relationships with contractors, and mobilizing resources for alternative delivery project opportunities. John also has extensive experience managing contracts and interdisciplinary teams on transportation projects, as well as planning level studies for interstate and highway projects. Many of these projects included multiple work locations, complex staging and traffic control, crossings over environmentally sensitive waterways, and projects with compressed delivery timelines.



#### **Dan Schweiger | DBT Operations Support | Kokosing**

As Kokosing Construction's Regional Manager for Southern Indiana, Northern Kentucky, and Southwest Ohio, Dan has 24 years of experience with on-site construction and management of large complex projects, including Design-Build. His experience includes reconstruction of major interchanges, freeways, major bridge structures, and urban corridors under tight schedules while maintaining the safety of both the traveling public and the construction team. Dan will provide operational support to the DBT and ensure success of the team's performance.



**Ryan Cocco | Bridge Constructability Review | Kokosing**

Ryan has 15 years of experience in the construction industry. Ryan has been involved with some of Kokosing's most complex structure work over the past 10 years. His major responsibilities have included overseeing field operations and cost management, along with administering Kokosing's company safety policies, developing and updating project schedules, pre-planning project activities, coordinating manpower, equipment, material needs, management of subcontractors, problem solving, and conflict resolution.



**Debra Hermann, AICP | Design Quality Manager | Jacobs**

Debra brings 38 years of planning, design and QC experience on complex, large-scale transportation projects across the United States. She recently served as Design Quality Manager for the I-65 Louisville-Southern Indiana Ohio River Bridge (ORB) Downtown Crossing Design-Build and Design Quality Manager for the I-4 Ultimate Project in Florida, and currently serves as the Design Quality Manager for Segment 1 of the California High Speed Rail DB project and the DART Silver Line Regional Rail System DB in Dallas, TX.



**Ron Finley | Railroad Coordinator | Jacobs**

Ronald is a project engineer in the areas of railroad, bridge and track design and construction. He has over 11 years of experience including planning, directing and coordinating activities of railroad engineering projects to make sure that these projects are accomplished within prescribed time frame and funding parameters. He's working as public involvement project manager for various grade separation, track realignment and overhead bridge and highway design projects for Norfolk Southern. His earlier experience working for Metra in Chicago enables him to bring a railroad perspective to his assignments.



**Andrew Ledbetter | Roadway and MOT | Jacobs**

Andrew is a transportation engineer with more than 19 years of experience in highway design. During this time, he was tasked with designing roadways, interchanges, and preparing traffic control plans. He has extensive experience in Design-Build (D-B) with responsibilities including traffic control lead for multi-segmented corridors. His strong roadway background was established by working with several transportation agencies across the country which provides InDOT the opportunity to explore best practices and implement cost-effective solutions. On the ORB Downtown Crossing Project, Andrew was the MOT lead for the Indiana approaches to the Ohio River bridge crossings. We implemented innovative MOT concepts such as bifurcating lanes to eliminate temporary structures and reduce construction stages. This also allowed exits to be reconfigured providing fewer lane drops and a decrease in overall work zone length. Success of these concepts stems from numerous meetings with the owner, State Highway Patrol, and other local agencies. We applied similar principles to the MoDOT I-44 project over the Meramec River in St. Louis. Andrew designed temporary ramps that, when coordinated with adjacent projects, freed up large areas where construction could

occur in fewer stages and without the danger of working adjacent to live traffic. We believe both examples presented have relevance to the Sherman Minton project. Andrew will work with all stakeholders to deliver MOT solutions considering safety as the top priority.



#### **Tom Juen | Drainage/Permitting | Jacobs**

Tom is Tom is a senior drainage engineer with 38 years of experience in hydraulics, hydrology, river modeling, and FEMA studies for bridge, levee, and floodwall projects across the country. As a former hydraulic engineer for the USACE, he has extensive experience with various types of modeling and permitting for federal, state and local agencies. Throughout his career, Tom has managed and participated in all project types such as conceptual studies, watershed regulation, design-bid-build and D-B. He has served as project engineer on multiple InDOT D-B projects including I-69 near Washington, IN (InDOT IR-33051) and most recently as the drainage discipline lead for the Ohio River Bridge (ORB) Project in Downtown Louisville, KY. Regarding the ORB Downtown Project, Tom's role included: quality control for Ohio River hydraulic analysis, Ohio River hydraulic model for temporary construction, JFK bridge scour countermeasure plans, FEMA Letter of Map Revision, Section 3 temporary drainage, preparation of multiple Rule 5 Notice of Intent submittals for the IDEM.



#### **Jeffrey Swenson | Lighting | DLZ**

As an experienced electrical engineer, Jeffrey's 35 years of design experience includes lighting project layout and illumination level analysis, voltage drop calculations, utility coordination for service point locations, design plan preparation, and bid document preparation for roadway lighting, trail lighting, parking lot lighting, roundabout lighting, continuous highway lighting, and interchange lighting. His lighting design experience includes the US 35 Bridge Over Conrail and Washington Street, LaPorte, Indiana.



#### **Chris Fawcett | Traffic Modeling | DLZ**

Chris has 19 years of experience in civil and transportation engineering. His focus has been in traffic engineering and analysis including Traffic Impact Studies, traffic data collection and traffic modeling and simulation. His work experience includes analysis for temporary traffic signals/construction staging, pedestrian signals, work zone mobility analyses, signal optimization studies, signal timing recommendations, signal warrant analysis, left turn phasing analysis, intersection geometry improvements, crash analyses, and traffic signal plans. He's involved in traffic impact analysis of the MOT scenarios at different interchange and mainline locations as part of DLZ's design support services on I-69 Section 5 project.





**Wyatt Bower | Utilities | DLZ**

With a background in land surveying, Wyatt has been involved for the last 10 years with utility construction on various road, bridge and municipal projects including the I-69 Section 5 corridor where he was utility manager for 21 miles of new interstate construction. His earlier experience as a construction foreman makes him well versed in office and field operations.



**Dan McCaffrey | Complex Structure Rehabilitations | M&M**

Dan Brings over 19 years of experience to the team. Throughout his career, he has been involved in a wide variety of projects for both highway and rail bridges. He has recently served as Lead Engineer and/or Project Manager on several complex rehabilitation projects for suspension bridges, cable stay bridges and truss bridges, including suspender rope replacements and link replacements. In these positions, he has overseen all aspects of the structural design, as well as coordination with subconsultants and clients, including constructability reviews and design of temporary works. In his tenure with M&M, he has been involved in all aspects of the bridge engineering life-cycle process, from preliminary scoping and design to asset management to rating and rehabilitation projects. Dan will manage, coordinate, and oversee all work being performed by M&M.



**Blaise Blabac | Suspender Rope Replacement | M&M**

Blaise has worked as a design engineer and manager on bridges of all types, spans, and materials, from small bridge rehabilitations to large projects involving multiple bridges and related structures. He is responsible for developing re-decking schemes and for the design and detailing of the replacement deck for the \$85-million project RK-23 Manhattan Approach Ramps Rehabilitation. He also designed the jacking system for the suspender rope replacements on the Mid-Hudson Bridge Main Cable Inv. & Replacement in New York, and the Northway Arch Bridges in NY.



**Michael Cronin, PE | Deck Replacement | Jacobs**

Mike brings 33 years of bridge design, bridge rating, bridge condition inspection, and bridge construction inspection expertise to the team. Mike's relevant past projects having elements that match the Sherman Minton Renewal Project include: the Ohio River Bridges project, where he performed superstructure condition assessment for a 2,500-ft-long five-span cantilever truss bridge over the Ohio River that included thickness measurements of gusset plates. He used the inspection data to perform load rating and develop rehabilitation plans which included a new concrete deck and stringer system.



**Mark Schurk, PE | Indiana Deck Overlays | Jacobs**

Mark has 40 years of structural engineering experience having expertise in bridge analysis and design including bridge rating. He has designed countless bridges and structures for highway and bridge rehabilitation/ widening/strengthening. Mark has experience in both design-build and design-bid-build delivery methods involving both new bridges and bridge rehabilitation. Example projects for Mark include the I-40 over White River Bridge, Ohio River Bridge Downtown Crossing with the JFK truss rehabilitation, and the I-435 South Loop Link design-build project in Jackson County, MO which involved rehabilitating two bridges with steel superstructures.



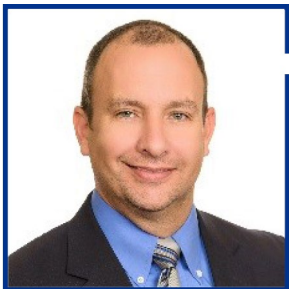
**Steve Jones, PS, CFEDS | Survey | DLZ**

Steve has 25 years of technical and project management experience in performing horizontal and vertical control surveys, boundary surveys, route surveys, hydrographic surveys, and topographical surveys. He has been responsible for the implementation and training of personnel in surveying technologies such as GPS, laser scanning (LiDAR), and Unmanned Aerial Systems. As a Certified Federal Surveyor, Steve has specialized training in the U.S. Public Land Survey System, and boundary determination.



**Lee Sears, PhD, PE | Coatings/Corrosion Engineer | Jacobs**

Lee has more than 10 years of experience in corrosion control including corrosion on bridges, coatings, crevice corrosion, dissimilar metals corrosion, general corrosion, and pitting. He is a NACE-certified corrosion engineer and Cathodic Protection Specialist experienced in cathodic protection (CP) design, installation, testing, and troubleshooting including impressed current CP, galvanic anode CP, interference testing, and rectifier troubleshooting. Lee also is a NACE-certified coatings inspector with a background in facility and bridge condition assessments. His current experience includes serving as Lead Corrosion Engineer for the Central 70 Highway Reconstruction DB project for the Colorado Department of Transportation in Denver, CO.



**Brandon Lowe, PE | Public Involvement/3<sup>rd</sup> Party Coordinator | DLZ**

Brandon brings 21 years of experience in rural and urban highway and bridge projects, with an emphasis on geometric layout, traffic analysis and public involvement. On the Ohio River Bridges Kennedy Interchange design-build, he played a significant role in the public involvement process during preliminary design including stakeholder coordination with Louisville Metro, the US Army Corps of Engineers, and representatives of Butchertown and Phoenix Hill historic districts.



**Gary Obert, PE | Schedule Manager | Kokosing**

As a Project Manager in Kokosing's southwest Ohio Regional Office with over 19 years in the industry, Gary provides significant experience in large-scale project delivery. A life-long Cincinnati area resident, Gary's construction background includes roles in Project Engineering, Project Management, Scheduling and Estimating. He is recognized within Kokosing as one of our leading Primavera CPM experts, routinely providing training to our engineering staff. He provides significant experience in cost control, material procurement, negotiating, subcontractor coordination, submittals and quantity tracking. Gary's current role as our southwest Ohio lead estimator rounds out his experience.



**Jon Hoopes, PE | Demolition/Erection Engineer | Kokosing**

As Kokosing's in-house Construction Engineer Jon is responsible for multiple engineering plans from shoring designs, demolition plans, erection plans, RR submittals, and unique structure load ratings. Jon has worked on some highly specialized projects including the a 57 hour window interstate bridge demo and roll-in on I-75 in Bowling Green, OH and the erection of a Pedestrian bridge in Dublin, OH where the cable suspended walkway threads through the single center spire support like a needle. Jon will lead the demo/erection analysis, coordinating with the design team and independent third-party reviewers.



**Bill Clifford, PS | Survey | Kokosing**

Bill has 28 years of surveying experience including the past 19 years as Kokosing's Survey Manager. He manages all survey work for Kokosing's projects including transportation, vertical and industrial work. Overseeing multiple field crews and office staff, Bill has experience with large bridge structures, underground utilities, MOT layout, mass grading, and paving. He has been involved in all of Kokosing's Design-Build projects and routinely coordinates with our design and construction partners to ensure that survey for design translates seamlessly into the construction phase.



**Chris Watson, PE | Ironworker Manager | Kokosing**

Chris has over 17 years of experience in the industry and has managed Kokosing's group of Ironworkers on the largest and most complex structural projects we have constructed. He also brings significant large Design-Build experience as he has managed the ironworkers on Kokosing's \$200M I-670/71 Columbus Crossroads project and the \$81M I-71/MLK Interchange project in Cincinnati, OH. Chris will participate throughout all project phases for Sherman Minton with a focus on constructability and safety related to structural repairs and rehabilitation.



**Glenn Keaton | Ironworker Superintendent | Kokosing**

As the Ironworker Superintendent, Glenn Keaton will oversee steel rehabilitation work including management of multiple crews working simultaneously on various portions of the structure. Glenn has performed and supervised Kokosing ironworker crews for over 25 years including bridge demolition, new beam erection and major steel rehabilitation projects. He regularly works hand-in-hand with Chris Watson and the two have a great working relationship which brings tremendous value to the steel rehabilitation of the Sherman Minton Bridge.



**Ioannis Kalouris | Painting Superintendent | North Star Painting**

As a North Star Painting Vice President, Ioannis (Yianni) will serve as the Painting Superintendent for Sherman Minton and will oversee all painting operations on-site. He is certified for traffic control through ATSSA and for paint coatings through both the Society of Protective Coatings (SSPC) and the National Association of Corrosion Engineers International. Ioannis has managed similar painting projects over the Ohio River including the Bob Cummings Lincoln Trail (Cannelton, IN), Matthew Welsh Bridge (Mauckport, IN), and the Korean War Veterans Memorial Bridge (New Martinsville, WV).



**Michael Mihas | Paint QC Manager | North Star Painting**

Michael has been a North Star Painting Quality Control and Safety Officer for 12 years with over 15 years as a safety manager at a previous employer. Michael is NACE International Coatings Inspector Program Level 1&2 certified, Quality Control Supervisor trained through the SSPC, and holds multiple OSHA training certifications. He will be responsible for implementing North Star Paintings Quality Control and Safety programs on-site for the Sherman Minton Bridge.



**FORM B-1  
PROPOSER TEAM SUMMARY**

<b>PROPOSER</b>	Kokosing Construction Company, Inc.
<b>CONTACT PERSON</b>	Kevin Ohl, PE, DBIA
<b>ADDRESS</b>	6235 Westerville Rd, Westerville, OH 43081
<b>TELEPHONE NUMBER</b>	614-228-1029
<b>E-MAIL ADDRESS</b>	kao@kokosing.biz

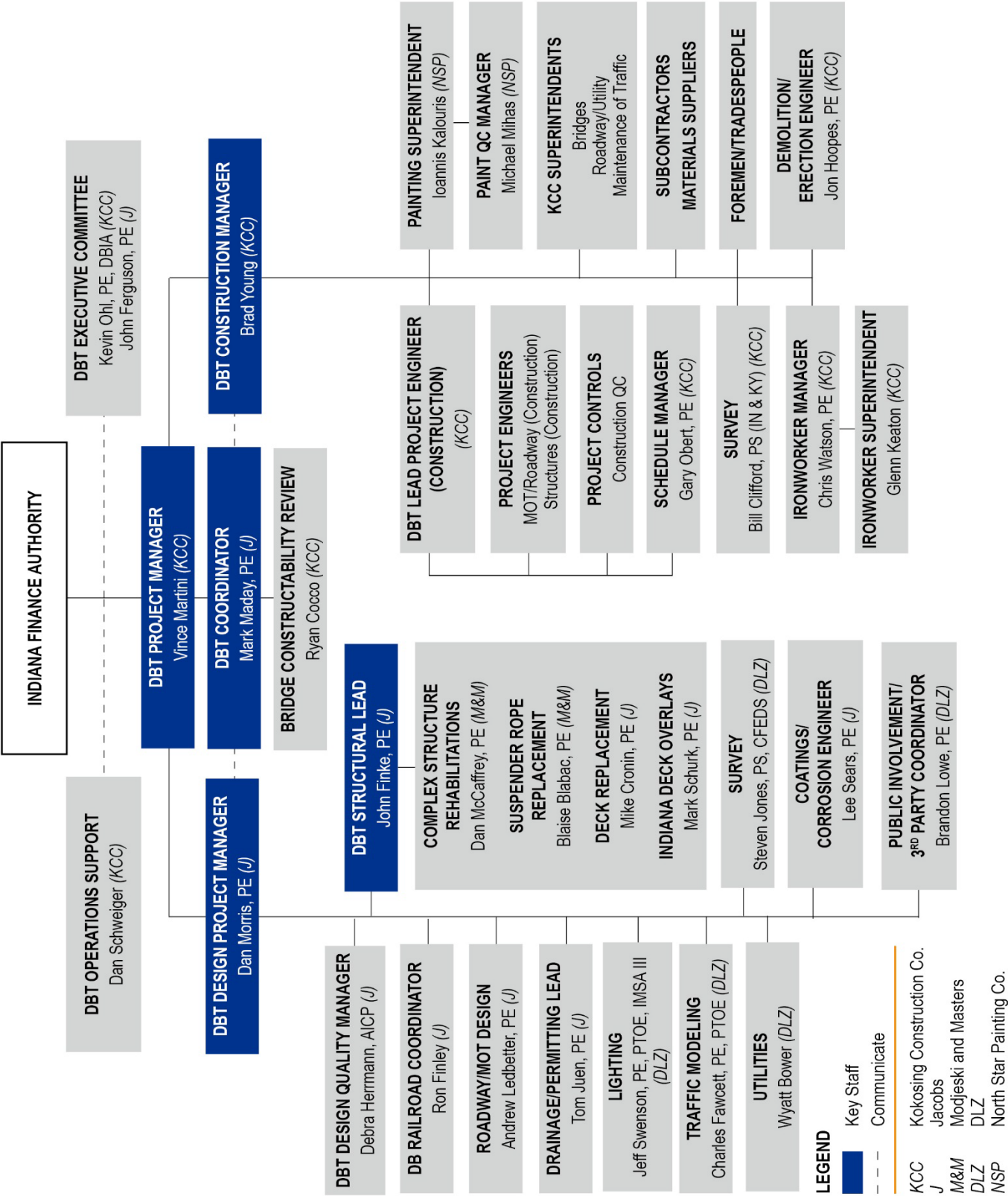
<b>EQUITY MEMBER</b> <i>(Duplicate for each Equity Member)</i>	
<b>NAME OF FIRM</b>	Kokosing Construction Company, Inc.
<b>CONTACT PERSON</b>	Kevin Ohl, PE, DBIA
<b>ADDRESS</b>	6235 Westerville Rd, Westerville, OH 43081
<b>TELEPHONE NUMBER</b>	614-228-1029
<b>E-MAIL ADDRESS</b>	kao@kokosing.biz

<b>MAJOR PARTICIPANT</b> <i>(Duplicate for each Major Participant)</i>	
<b>NAME OF FIRM</b>	Jacobs Engineering Group Inc.
<b>CONTACT PERSON</b>	Michael McCarty
<b>ADDRESS</b>	501 N. Broadway, St. Louis, MO 63102
<b>TELEPHONE NUMBER</b>	314-335-4380
<b>E-MAIL ADDRESS</b>	michael.mccarty@jacobs.com

<b>MAJOR PARTICIPANT</b> <i>(Duplicate for each Major Participant)</i>	
<b>NAME OF FIRM</b>	North Star Painting Company, Inc.
<b>CONTACT PERSON</b>	Nick Kalouris
<b>ADDRESS</b>	3526 McCartney Road, Youngstown, OH 44505
<b>TELEPHONE NUMBER</b>	330-743-2333
<b>E-MAIL ADDRESS</b>	nkalouris@northstarpaintingco.com

<b>FINANCIALLY RESPONSIBLE PARTIES</b> <i>(See <u>Part A, Section 2.9</u>)</i> <i>(Duplicate for each Financially Responsible Party)</i>	
<b>NAME OF FIRM</b>	Kokosing Construction Company, Inc.
<b>CONTACT PERSON</b>	Kevin Ohl, PE, DBIA
<b>ADDRESS</b>	6235 Westerville Rd, Westerville, OH 43081
<b>TELEPHONE NUMBER</b>	614-228-1029
<b>E-MAIL ADDRESS</b>	kao@kokosing.biz

Organization Chart



## 2.7 Proposer Legal Information

### 2.7.1 Legal Issues

Kokosing Construction Company, Inc. and North Star Painting Company, Inc. confirm that there are no significant current or anticipated federal or state legal issues that must be resolved in a favorable way to the applicable entity in order to deliver the Project and perform its obligations under a PPA.

Jacobs Engineering Group Inc. and its related companies and affiliates form a global organization of over 300 subsidiaries and affiliate companies, in excess of 30,000 employees worldwide and revenues approaching \$13 billion that has the technical, financial, and professional qualifications and resources to deliver the Sherman Minton Corridor Project. As a publicly-traded company, Jacobs Engineering Group Inc.'s annual reports, SEC filings, and Proxy reports can be found at <http://invest.JEG.com/investors/JEG-Filings/default.aspx>.

Due to the size and breadth of its operations, the following responses pertain only as to the parent, Jacobs Engineering Group Inc (JEG) at this time. Please feel free to contact us for further clarification. JEG has conducted a review of its internal record-keeping systems in order to provide the following responses and in an effort to include accurate and relevant information.

JEG leads the global professional services sector delivering solutions for a more connected, sustainable world. With approximately \$12 billion in fiscal 2018 revenue and a talent force of more than 50,000 (excluding the recently divested ECR business), JEG provides a full spectrum of services including scientific, technical, professional, construction, and program management for business, industrial, commercial, government, and infrastructure sectors. From time to time and in the ordinary course of its business, JEG is subject to various claims, disputes, terminations, arbitrations, and other legal proceedings. It is JEG's practice to defend itself in such actions, many of which are generally subject to insurance and none of which are expected to have a materially adverse effect on JEG's consolidated financial statements. As a publicly traded company, JEG must disclose certain legal issues in the 10-K filing. However, JEG is not aware of any significant current or anticipated federal or state legal issues related to the JEG that must be resolved in a favorable way for JEG in order to deliver the Project and perform its obligation under a PPA.

### 2.7.2 Legal Liabilities

Kokosing Construction Company, Inc. and North Star Painting Company, Inc. confirm that there are no instances in the last five years on transportation projects including those listed in Part B, Section 2.5, where Kokosing or North Star were (i) determined, pursuant to a determination in a court of law, arbitration proceeding or other dispute resolution proceeding, to be liable for a material breach of contract, or (ii) terminated for cause.



There are no significant current or anticipated federal or state legal issues that must be resolved in a favorable way to the applicable entity in order to deliver the Project and perform its obligations under a PPA.

From time to time, and in the ordinarily course of its business, JEG is subject to various terminations for conveniences, claims and disputes, including but not limited to, arbitrations and other legal proceedings. No such termination, claim or dispute, including but not limited to arbitration and other legal proceeding is expected to have a materially adverse effect on the consolidated financial statements. JEG has not been terminated for cause in the last five years.

### 2.7.3 Legal Proceedings

In the last five years, no projects constructed by Kokosing Construction Company, Inc. and North Star Painting Company, Inc. have been subject to litigation or arbitration between Kokosing or North Star and the project Owner. In the same period, there has been one instance where a Dispute Review Board was utilized for a formal resolution proceeding between Kokosing and a project owner:

<b>Project:</b>	Corridor H Section 01 DB
<b>Owner:</b>	West Virginia Division of Highways
<b>Role of Proposer in Project:</b>	Kokosing - Prime Contractor
<b>Nature of Dispute:</b>	During final design, the Owner requested revisions to the project profile in order to remove the low point of a sag vertical curve from a structure. The project scope did not specifically disallow sag vertical curves on structures, and the project Dispute Review Board was asked to rule on the validity of Kokosing's claim for extra cost and time associated with revising the plans and performing the extra work.
<b>Resolution:</b>	The Dispute Review Board ruled in Kokosing's favor and Kokosing and the WVDOH are currently in the process of amicably negotiating the change order.
<b>Owner's Representative:</b>	Tom Collins District Construction Engineer 304-637-0220 Tom.J.Collins@wv.gov

Based on the parameters of the questions, JEG is able to provide the following information: there are no relevant claims to disclose per the question for the State of Indiana within the past 5 years related to transportation projects. From time to time, and in the ordinarily course of its business, JEG is subject to various terminations for conveniences, claims and disputes, including but not limited to, arbitrations and other legal proceedings. No such termination is expected to have a materially adverse effect on the JEG's consolidated financial statements.

CONFIDENTIAL

# 3 | APPROACH TO PROJECT



VOLUME 1

# 3 | APPROACH TO PROJECT

## CLEAR LINES OF RESPONSIBILITY

The Kokosing DBT provides overall management and technical supervision of local and specialty partners:

- Central focus for each group
- Flat organization matrix
- Clear lines of responsibility
- Resolution/implementation pushed to lowest level
- Owner partnering and integration

## Design Organization

Led by **Design Manager Dan Morris**, our design team will work to seamlessly advance pre-tender work and implement the project framework in collaboration with the IFA and Kokosing DBT. The framework includes managerial structure, meetings, project procedures, project controls (schedule, budget), quality, and document control for design and construction phases. The design team will be organized in a segment and discipline manner to capitalize on the owner's organization for delivery and emphasizes involvement of the owner's team. Providing oversight and support to Dan will be **Vince Martini, as the Kokosing DBT Project Manager, and Kevin Ohl and John Ferguson of the DBT Executive committee**. In turn, Dan will direct and coordinate several project-wide design discipline and segment leads. Based on the scope for the Sherman Minton Corridor project, we anticipate having the following project-wide disciplines:

- Roadway/MOT
- Lighting
- Structures
- Drainage/Permitting
- Traffic Modeling

We also anticipate key positions for design quality, railroad coordination, public involvement and coatings/corrosion.

We identify individuals for each of these positions in the organizational chart in Section 2. Each of those individuals will direct, oversee and coordinate the work of the technical staff. Additionally, the discipline leads and key staff will also make sure we comply with the project requirements incorporating them as necessary into our plans and other project functions or documents. This approach enables each segment to work independently of other segments during production yet coordinate through the project-wide design leads. Additional benefits include:

- Multiple groups can proceed with their work simultaneously keeping the project on schedule.
- IFA has clear communication for each discipline, providing an efficient communication conduit for specific technical issues.
- Staff focus on their unique segment work only and bring innovative approaches and maintainable details for those segments.

Bridging the design and construction groups is **DB Coordinator Mark Maday**. Mark will be responsible for working with design and construction disciplines to verify the detailed product meets constructability requirements.

The Kokosing DBT will engage the owner's team in weekly meetings to make sure progress follows the schedule and that concerns are quickly disseminated and resolved through the team via the discipline leads. The discipline leads will also meet with their design groups to manage progress and promptly address challenges. Finally, the discipline leads will meet with the construction discipline leads to discuss progress, details, and to address challenges. These meetings will also include the owner's representatives to engage in over-the-shoulder reviews of the work. By organizing and meeting in this manner, we make sure to meet the project's technical, environmental and social requirements.

Bridging the design efforts from pre-tender to final design requires a robust project start-up plan. To meet this challenge, the Kokosing DBT will develop and implement a formal kick-off meeting. This meeting will include all stakeholders and project team members and will focus on partnering, "planning for success," and an early open-house for the community. Precipitating from this meeting, the design team and owner representatives will work through training sessions to articulate the processes, requirements, and goals.

The Kokosing DBT design organization is team- and goal-oriented and actively includes the owner in project development.

The Kokosing DBT will maintain the emphasis on continuity and quality into the Design Services During Construction phase. Leveraging the aggregate experience of the team in past design-build projects, we use a rigorous document control process to track all requests for information, field change requests, notices of design changes, and plan revisions. With this effort, the Kokosing DBT will generate record drawings of the cumulative construction process including issues and resolutions.

## Administration and Construction Organizations

### Project Startup

During project startup **Project Manager Vince Martini** and **DB Coordinator Mark Maday** will lead many efforts to get the project up and running. They will carry the continuity of the pre-bid effort and coordination with stakeholders into the project kickoff. This will include continued conversations and engagement with stakeholders to keep the project current in their agendas to maintain focus. Vince Martini will also work with the construction estimating staff during this period to begin the process of buyout and writing subcontracts. This will make sure that, along with self-performance work, we will be prepared for other subcontractor work during day one of construction.

During this startup period, Vince also works with **Construction Manager Brad Young** to begin the on-boarding process for labor trades at the local union halls and begins organizing and planning for equipment and resource delivery and the staggered timing of those deliveries. Brad will also begin filling out the rest of his construction staff of engineers, superintendents, and foremen and setting up for personnel to be co-located on the job site and acclimated with the project. The project startup phase will be quite short as we will push to move immediately into design.

Carrying the continuity of the pre-bid effort and coordinating with stakeholders at project kickoff enables our team to have a quick start and maintain momentum.





### Design Phase

Throughout the project's design phase, the construction staff will continue to play a key role in the job's development. The focus of the construction staff will be to work hand-in-hand with the Jacobs, Modjeski and Masters, and DLZ design team to provide thorough constructability reviews and further optimizations. DB Coordinator Mark Maday will enhance lines of communication between both the design and construction teams, and in our experience these relationships form organically on our projects due to our aligned team and corporate cultures.

The project's design phase will act as an extended project startup for the construction team and Brad will continue to stage materials and resources anticipating the first Released-for-Construction plan set. Additionally, Brad will manage and work with on-site engineers to work through the submittals and permitting processes, particularly due to the environmentally sensitive nature of the Ohio River.

On site engineers will also begin holding preconstruction meetings with each subcontractor prior to initiating their work to discuss schedule, quality control, and safety. These meetings will include DB Project Manager Vince Martini, Construction Manager Brad Young, and other DBT personnel directly involved with the subcontractor's work elements

Dedicated painting subcontractor North Star Painting will be a key participant throughout the pre-bid design process. This will provide a seamless transition into construction that minimizes schedule risks and unanticipated conflicts.

### Construction

During construction **Project Manager Vince Martini** will continue to remain responsible for the success of the entire project. Vince stays engaged, coordinates, and has daily interaction with major stakeholders such as IFA, INDOT, and KYTC. Construction Manager Brad Young will now transition into directing all construction staff and managing the day-to-day operations of the jobsite. He makes sure that sufficient equipment, material and qualified personnel are available along with properly executing all safety procedures on site.

Kokosing's onsite engineers will be assigned by discipline (structures, roadway, drainage, etc.) and be responsible for supporting field operations through time and quantity tracking, subcontractor coordination, permitting and submittals, and design RFI's. They will closely work with the discipline-specific construction superintendents who will manage multiple foreman crews, track productivity, verify jobsite safety, and provide resource support for the day-to-day activities.

Project Manager Vince Martini will lead regularly scheduled progress meetings on the project for stakeholders IFA, INDOT, and KYTC.

Throughout construction, we will continue to incorporate collaboration among all entities through the following methods:

- DB Coordinator Mark Maday will continue to remain engaged with the construction personnel after design is substantially complete. This constant engagement and point of contact provides immediate response to requests for information (RFI) and other potential design-related changes.
- Each subcontractor will be assigned to an on-site project engineer for direct coordination and schedule communication.
- To make sure that subcontractors and suppliers have the most current available plans, we will establish a Sharefile site specifically for the project, which serves as an online plan room. They will have free access to the latest documents, thereby providing immediate access for new firms as they are brought onto the project.
- Key subcontractors and material suppliers will be integrated into the task force meetings held during design and into scheduling meetings during construction.

## Approach to Design and Construction

The Kokosing DBT is comprised of highly qualified team members who have proven successful experience working in the design-build arena. Each member understands the importance of team integration, collaboration, and communication. These components will be the core foundation for our approach to addressing all aspects of design and construction throughout the project's duration between DBT members, key stakeholders, subcontractors, and the traveling public. The following sections provide our design and construction approach by discipline.

### INDEPENDENT MODELING AND ANALYSIS

Jacobs successfully worked with a separate firm for independent modeling of the Abraham Lincoln and the Lewis & Clark Bridges over the Ohio River at Louisville, KY.

### Structures

The structures group will work closely with the traffic group to develop a project approach that will maintain traffic and minimize traffic impacts while maximizing the structural work to reduce the overall project duration. Our approach to design will include:

#### Early Field Activities

The DBT will review all information concerning the condition of the existing structure to assess the articulation of the bridge and how this may be improved without adversely impacting the bridge's performance. In particular, we will also look for areas where the floor system articulation may be the source of fatigue cracking at the supports.



“

“The Blanchette Bridge (Rehab) project is extremely important to the St. Louis Region and I am confident in your findings and recommendations... I could easily recommend the St. Louis branch of Jacobs to anyone.”

Mark Croarkin, P.E.  
St. Louis Region Bridge  
Engineer, MoDOT  
(from a review letter)

- The structures team will provide a condition assessment to confirm the as-built condition. We will use this information in our structure models and to modify the capacity calculations.
- The DBT envisions an accurate survey of the bridge joints to ascertain geometry as we plan for replacement of members such as the hangers.

### Analytic Approach

- The Jacobs structures team will develop a finite element model of the existing structure(s) to ascertain the as-built loading and where actual loading response is known we'll validate our models to match that data.
- Modjeski and Masters will develop a second finite element model. Results will be compared during the analysis and design process to demonstrate a high level of confidence in the overall bridge performance as well as individual member results and performance.
- Model the bridge deck removal and replacement via the contractor's methods and staging.
- Model the bridge element (hangers, repaired members) removal and replacement including any temporary structural support conditions.
- Provide a load rating for the bridge and approach structures.
- The overlapping capabilities and capacity of Jacobs and M&M will provide confidence that all elements of analysis/design will be promptly performed and accurate.

### Design and Construction Plans

- Prepare demolition plans that are commensurate with the goals of reducing the number of traffic phase changes.
- Prepare construction plans for structural retrofits to be made within traffic constraints and using painting support or scaffolding to allow these activities to proceed without conflict. The design team has experience on several major projects where we worked with the coatings contractor to evaluate and prepare structural retrofit details following the blasting of existing steel.
- Prepare construction plans for bridge deck placement within traffic constraints and, again, using painting support or scaffolding to allow both activities to proceed without conflict.
- Develop drainage plans to minimize corrosive actions on the superstructure and to eliminate roadway drainage over and through the expansion joints.
- Develop construction plans to upgrade roadway lighting and navigation lighting, including improvements to accessing the navigation lighting as necessary.

### Construction Monitoring

During construction, the coordinates of the bridge joints will be monitored and compared with the computer model to verify bridge and member performance is following the analytical results. Differences in actual performance versus analytical results will be cause for work stoppage and review by the design and construction

team to resolve the differences and adjust the process to sustain the integrity of the bridge.

### **Traffic Modeling**

DLZ has conducted transportation modeling studies for various state departments of transportation, toll road authorities, counties and municipalities. DLZ's expertise includes traffic modeling analysis of proposed Maintenance of Traffic (MOT) staging plans including on design-build projects. They utilize a set of tools for these analyses which range from spreadsheet-based tools to microsimulation software tools like VISSIM. The use of a specific tool will depend on the type of project and situation to be analyzed.

DLZ staff has many years of project experience with VISSIM software, including large scales, detailed levels and complicated scenario modeling. Projects include planning level, design-build, construction MOT for freeways, arterials, intersections, etc. Their staff are not only proficient in using the software but also have an in-depth understanding of the theory behind it. They have an extensive understanding of the data and parameters used in the models. Therefore, when complicated scenarios occur, they can handle the problems well.

DLZ's traffic engineering group works closely with designers and public agency clients to evaluate proposed construction staging concepts and plans to understand the traffic impacts expected during construction for various alternatives. This initial analysis helps the team determine a preferred construction staging plan with traffic operations considered alongside other factors of constructability, schedule, MOT costs, etc. On design-build projects, when it is determined that a staging plan needs to change during construction, DLZ quickly analyzes the modified plan to determine any mitigation measures that may be needed to maintain traffic flow and safety within the construction zone and along detour routes.

### **Maintenance of Traffic**

Development and implementation of an effective Maintenance of Traffic (MOT) plan is critical to the success of a project that impacts the traveling public and is integral to our team's design process. Kokosing implements MOT plans that are straightforward and easily navigable for the traveling public which increases safety in the work zone for both the public and workers on the project. Safety is the highest priority and is a value ingrained in our corporate cultures. We operate with the safety philosophy that zero recordable incidents can be accomplished with proper planning, resources and follow-through. Providing a safe work zone for workers and the public during construction are absolutes, not goals. We will design a safe corridor, work zones and move traffic safely through the project.

For the Sherman Minton Corridor project, using innovative construction phasing and MOT strategies will reduce impacts to system users along this high-volume, high-speed, freight corridor. Our strategies include providing regional diversion, employing smart work zones, and staging construction to maintain traffic in each



Comprehensive MOT strategies kept traffic moving during construction on the Ohio River Bridges Downtown Crossing design-build project.





Kokosing rerouted traffic on our I-670/71 Columbus Crossroads design-build project out of the interchange, allowing for a seven-month schedule savings to substantial completion. Additional cost reduction proposals saved ODOT over \$1M during construction and the project won multiple awards, including the DBIA National Award of Merit.

direction on I-64 during peak hours. We understand the severity of traffic congestion in the region and will analyze phasing concepts to minimize traffic impacts and queue length while balancing time of construction. We have experience managing work zones through close coordination with DOT Traffic Management Centers and ITS systems that notify the traveling public of new traffic control patterns and changing traffic conditions. Mitigating impacts during construction is a focus of our public information effort and we will employ both traditional and innovative techniques to reach the public and stakeholders.

Past project concepts we have implemented that contribute to successful MOT plans include:

- Reduce travel demand within the work zone by utilizing regional diversion strategy, developing public information campaign and focusing on clear signing of local detour routes
- Reduce the number of phase changes which allows for more rapid construction, reduces regional driver confusion and ultimately saves money
- Minimize closure impacts to peak traffic volumes which promotes higher levels of service
- Coordinate MOT plan with municipalities and transportation providers
- Strategically locate message boards to communicate closures and promote regional traffic diversions
- Create “Way Finding” signs for local detours to direct traffic and facilitate local business access
- Perform surveillance of MOT plan and queue length and adjust phases as needed
- Hold daily task hazard analysis meeting where the Kokosing foremen review hazards related to the day’s planned activities and related safety procedures
- Develop and implement a Traffic Incident Response Plan with local emergency responders
- Coordinate Intelligent Transportation System (ITS) messages to improve public communication and reduce emergency response time

Our design team’s experience working in downtown Louisville on the Ohio River Bridge Downtown Crossing (ORBDTC) will be valuable in developing the project-specific Traffic Management Plan. The issue of worksite safety was of paramount importance on this project and addressed in the MOT design process and plans. Jacobs considered and designed turn-offs and work areas wherever possible to allow construction vehicles to safely access the work zone or to provide the motoring public with access to a safe refuge area in the event of a stalled vehicle incident.

Kokosing has the expertise for successfully constructing projects of high traffic volumes. Comparable to Sherman Minton's +80,000 vehicles per day. Kokosing has completed the following projects with substantial ADTs.

Project	ADT
I-670/71 Columbus Crossroads - DB	145,000
I-64 Carter Brooks Bridge Rehab-DB	132,000
I-71 MLK Interchange - DB	147,000
I-264 Rehabilitation Louisville	160,000
I-75 Downtown Toledo Projects	116,000

Another innovative safety enhancement for MOT across the ORBDTC during ORBDTC, which minimized work phases and construction duration, was to place bi-directional traffic on the new cable-stayed bridge to allow the most effective rehabilitation of the JFK Bridge. As soon as the new cable-stayed bridge was completed, three lanes of I-65 northbound traffic were placed on the new bridge and two lanes of I-65 southbound were also temporarily diverted to the new bridge. Opposing travel lanes were separated by concrete barriers with adequate barrier deflection space and five-foot shoulders. While this plan required traffic realignments and crossovers, it allowed the JFK Bridge rehabilitation to occur in two phases rather than three with less traffic impacts and a larger, safer work zone. Construction access was improved for work in all three sections resulting in a reduced construction schedule as well as an increased separation between workers and the traveled way, leading to a safer construction condition.

Maintaining traffic during construction was key to the success of the ORBDTC project, and all elements of design involved MOT considerations. At least two lanes in each direction were maintained at all time for all of the interstate-to-interstate movements. Several roadways were realigned and many bridges were reconfigured to simplify traffic handling plans and minimize construction impacts to the traveling public. Regional alternate routes were signed to reduce traffic demand during construction, which also became a valuable tool for incident management.

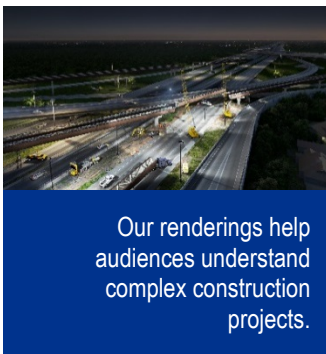
### Public Information

Public Information (PI) is critical to the success of the Sherman Minton Corridor Project. It underscores and reinforces the region's commitment to function as wise fiduciary stewards of taxpayer dollars; highlights the importance of the region's transportation system including a rehabilitated bridge; and informs motorists, communities, businesses, and stakeholders of project progress and impacts. Kokosing will continue to expand upon any previous PI and engagement efforts while maintaining a commitment to uphold the project goals and improving public perceptions of this high-profile project.

We recognize the importance of working with the community and local businesses to minimize negative impacts. With input from these entities, our team will identify concerns and develop a PI Plan focused on communicating project activities, addressing citizen concerns, and facilitating emergency response. Our communication with the public will be proactive to create positive public support. During construction, the emphasis of our approach focuses on communicating with motorists and surrounding neighborhoods to address concerns and provide multiple channels for disseminating information and receiving public feedback. Utilizing social media as an interactive tool has become a best practice, not only to provide information but also to strengthen support and learn from key audiences. Successful channels include: project website, Twitter, Facebook, Instagram and YouTube.

Objectives that provide insight to how we regularly approach PI for major projects are shown below. They create an outline for the purpose of the PI plan and when collaboratively executed, will minimize impacts to the traveling public.

- Position safety as the primary driver of all communications to be reflected in messaging and outreach efforts
- Minimize and mitigate impacts to customers through innovation
- Link community members to project information so they can make informed decisions related to travel choices
- Communicate clearly and simply across multiple channels so the public can understand and use this information to promote safe behaviors and choices while using the corridor
- Build a creative and proactive Kokosing, INDOT, KYTC public information team, leaning on best practices from past experiences
- Maintain active and direct lines of communication among all members of the project team to provide the best and most relevant information to the public



We look forward to connecting with audiences through strategic thinking and developing insightful savvy press materials. Our capabilities consist of supporting the lead agency with necessary materials and data; or leading the entire PI effort if required by the Owner and Request for Proposal. Jacobs' Visual Media Group (VMG) offers a comprehensive set of design visualization services. From a simple 2D illustration to 3D animation composited into live video to interactive online custom software and mobile applications, VMG provides the highest quality and most cost-effective solutions. Using 3D/4D/5D models, animation, photo simulation, and infographics, our visualization experts create engaging, compelling imagery that provides a window into the future and allows clients to envision how a project or process will occur over time. Visualization provides an accurate method of examining alternatives at the planning and design stages, when concepts are still in development and options are indefinite. Early communication of design alternatives, made possible by design visualization, helps identify, explore, and resolve issues so projects can effectively move forward. These visual communications strategies allow target audiences to grasp project scale and intent more accurately. Graphics and visualization services are particularly valuable for public involvement and information programs, where the goal is to build consensus and communicate design intent.

### Utility Coordination

Utility coordination is always a very important aspect of the design of any project. A review of the Indiana 811 listing for Indiana portion indicate utility facilities from Duke Energy, AT&T Distribution, Indiana American Water, Level 3/Centurylink and City of New Albany. A review of the Kentucky 811 listing for Kentucky work areas indicate utility facilities AT&T Distribution, Louisville Gas, Electric and Water Company and MSD.

Early coordination with all utilities is critical in meeting the project schedule. From determining what utilities exist within the project limits, to determining if they are in conflict with the proposed improvements to working with utilities to develop relocation plans, and finally, to following the utility relocations through construction.

The DBT will implement the INDOT Utility Coordination Process for the project, performing this work in accordance with Indiana Department of Transportation Design Manual – Part I Project Development and will include: notifying all affected utilities in the project corridor, coordination and meetings with affected utilities, reviewing relocation plans, and preparation of utility status reports.

DLZ has 10 certified utility coordinators and has successfully worked with utility representatives from utilities in the past. DLZ will coordinate with all utilities at the onset of the project and continue through the execution of utility relocation.

The DBT takes a proactive approach to utility coordination by:

- Holding individual meetings, as needed.
- Obtaining existing location information.
- Coordinating with all utilities during preliminary design, starting with surveying.
- Holding utility coordination meetings.
- Obtaining relocation plans from utilities, if necessary.



### Surveying and Data Collection Mapping

DLZ's survey crews, combine years of experience and modern equipment to provide fast and accurate survey data. The types of survey assignments include topographic, utility, right of way, property and location surveys, cross-sectioning, mapping, and construction surveys. DLZ maintains state-of-the-art equipment and has the capacity and resources to take on any project. Resources include:

- 12 Professional IN Surveyors
- 35 IN/KY Survey Crews
- 4 (LiDAR) laser scanners
- 35 Robotic Total Stations
- 4 Professional KY Surveyors
- 7 Unmanned Aircraft Systems
- 15 GPS Systems
- 7 Hydrographic Survey Vessels and Echosounders





- DLZ surveyors are on the cutting edge of technology and have the knowledge and expertise to combine ortho-photos, 3D models, point clouds, and hydrographic echosounder data together with traditional on-the ground techniques into one seamless base map.
- GPS receivers are used to establish horizontal control networks to easily calibrate project control to the National Datum and control system.
- Digital levels are used for establishing vertical control networks, providing higher accuracy.
- Robotic total stations are used for data collection
- Laser scanners are used to obtain accurate details of bridges, where safety is an issue.
- Small Unmanned Aerial Systems obtain high resolution aerial photography used in creating orthomosaics and topographic maps
- Hydrographic Surveys are performed using both manned and unmanned vessels, including:
  - Bottom Contouring for Water Bodies
  - Ship Clearance / Navigation Surveys

### Timely Delivery of High-Quality Project

Our approach to timely project delivery from initiation to project close out begins during the pre-bid procurement phase. The project Design Leads manage the pre-bid design effort and then transition directly into post-bid design. Project Manager Vince Martini will be involved throughout all phases of the project including the qualifications and procurement. Construction Manager Brad Young and Bridge Constructability Review Manager Ryan Cocco will perform constructability reviews during procurement. This continuity of personnel verifies a seamless project initiation and eliminates any “learning-curve” or wasted time.



Stakeholders attended Task Force meetings on the Kokosing and Jacobs I-670/71 Columbus Crossroads design-build project keeping lines of communication open.

Upon contract award, we will build upon our pre-bid coordination with IFA, INDOT, KYTC, the utilities, and railroads as well as local government agencies. Representatives from all stakeholder groups will be encouraged to attend Task Force meetings. In our experience, the sooner stakeholders are involved and more active participation role that is played allows for mitigation of more risks and smoother transition into construction due to open lines of communication.

Our primary initial design tasks will include development of the Traffic Management Plan (TMP) in conjunction with analysis of structure stability. Establishing the TMP and structure analysis early allows us to expedite the development of future Buildable Units with confidence. This also allows our construction crews to begin work shifting traffic into the correct pattern and opening up early work areas. These early work areas in turn help us level out our resources over the life of the project and focus more resources on critical activities later, all leading to a more risk averse project schedule.

Another tool we utilize to verify a seamless progression from project start to completion is developing an integrated design and construction schedule during the bidding phase and expand it into the baseline CPM. We identify early Buildable Units allowing prioritization of design activities that facilitate initial construction including those requiring railroad or utility reviews. We monitor resources by three-week and three-month look-ahead schedules which identify upcoming design and construction personnel and equipment, material and subcontractor needs well in advance. This give us the opportunity to crew up or bring in those additional subcontractors and equipment before work is expected to occur therefore avoiding potential project delays and negative schedule impacts.

## Understanding of the Project Goals

We understand that this project has numerous goals, each of which are championed by various project stakeholders. Through our experience delivering multi-discipline mega-projects, we understand that each stakeholder may have varying priorities and criteria for deeming this project successful. Our team will work collaboratively with all parties to make sure that we understand and are responsive to the needs and priorities of the collective project.

(a) Rehabilitate the deteriorating I-64 Sherman Minton Bridge over the Ohio River and the associated Indiana and Kentucky approach bridges with the goal of extending the service life of the structures by at least 30 years

### Extending Service Life of Structures by 30+ Years

The centerpiece of this project is rehabilitating the Sherman Minton Bridge and its approaches to extend the useful service life at least 30 years. This will be accomplished through a variety of strengthening, rehabilitation, and preventative maintenance features including:

- Deck replacement of the main bridge and Kentucky approaches
- Overlay of the Indiana approach decks
- Structural steel repairs on the main bridge including hanger rope replacements
- Painting of the main bridge and Kentucky approaches
- Rehabilitation of drainage systems

Our structures design team of Jacobs and Modjeski and Masters will perform a detailed assessment of the bridge structural conditions, develop high-fidelity finite element models to determine demand in various bridge members, and assess materials and concrete properties to develop rehabilitation procedures. The inclusion of two world-class long-span bridge design firms on our team makes sure that we have experts available to address any deficiency in the existing structures and provide solutions for future bridge longevity.

(b) Maintain and maximize access across the I-64 Sherman Minton Bridge and the associated approach bridges in both directions throughout construction. Minimize impacts, minimize ramp closures, and maintain access to the communities on the east side of the river.

(c) Minimize the overall duration of construction.

(d) Paint the structure carrying I-64 eastbound over Market Street in New Albany, Indiana.

(e) Provide HMA overlay and preventative maintenance work on West 5<sup>th</sup> Street, West Spring Street and West Elm Street near the I-64 ramps, all in New Albany, Indiana.

### Maintaining Access Throughout Construction

A project of this size and scope will inevitably impact traffic throughout the region. Our team's experience on the Ohio River Bridges projects, and during rehabilitation of I-264 on Louisville's west side provide us first-hand experience of the network functionality of local transportation system. Although the addition of the new Downtown Crossing (Abraham Lincoln Bridge) has increased lane capacity across the Ohio River, lane closures on Sherman Minton Bridge will still impact many thousands of commuters and thru-travelers every day.

We will work with the IFA and other stakeholders during the RFP period to more fully understand the needs and wants of each affected entity. Our approach will balance the impacts of any closures with the schedule and cost of such, so that we can arrive at the best solution for the project and local communities.

### Minimizing Construction Duration

Minimizing construction duration, and thereby limiting our exposure to the traveling public, is the goal of every project. All of our team members will participate throughout the pursuit phase and into design to collectively arrive at a solution that minimizes the physical construction period. Key to this will be involvement and active participation of Lead Painter North Star during this process. Kokosing and North Star will develop an access plan and schedule that allows our work to be performed integrally, rather than separate and linear, ultimately reducing construction time and impacts.



On our I-75 Downtown Dayton project we proposed a VECP to re-design \$76M worth of original contract value. Turning 60% of the contract into a Design-Build type delivery. We were able to successfully meet our four interim completion dates and complete the project one year ahead of schedule and under the original bid budget.

### Paint the Market Street Structure

Market Street is an important local connection for the community and residents in New Albany. Our approach will be to minimize any impacts that painting of the structure has on this local connection. We will work closely with local organizations to make sure that we provide sufficient notice for any traffic restrictions and provide adequate alternate routes for both vehicular and pedestrian traffic.

### Overlay and Preventative Maintenance

Kokosing has constructed urban street rehabilitation in nearly every major city throughout the region. Through self-performance of earthwork, heavy underground utilities, concrete flatwork and paving, we are able to control schedule, cost and quality. We understand that local stakeholder and community outreach is crucial to maintaining public support for the project. Our staff will keep the local community well informed through early notice of upcoming work and continual status updates.

(f) Meet federal Disadvantaged Business Enterprise (DBE) goals.

(g) Develop solutions for the Project, including life-cycle considerations, pavement, bridges, traffic operations, safety, construction sequencing and maintenance of traffic during construction.

We will be sensitive to local events which may be detrimentally impacted by our operations and schedule our work to minimize such impacts.

### **Meet Federal Disadvantaged Business Enterprise Goals**

As one of the largest general contractors in the Midwest, Kokosing has a history of meeting and exceeding DBE goals on major transportation infrastructure projects. We accomplish this through early outreach to the local contracting and supply community during the pursuit phase, including project-specific outreach meetings and workshops. We will organize work packages into manageable pieces in order to facilitate as much participation by DBE contractors as possible. On Kokosing's \$151 Million Opportunity Corridor Section 3 Design-Build project in Cleveland, Ohio, we have exceeded a 20% subcontracting goal.

### **Develop Innovative Solutions**

Innovation is an imperative for Jacobs, they continually seek ways to deliver better outcomes for clients. To support this imperative they empower employees at all levels of the organization fostering a culture that actively solicits new ideas and approaches to solving clients most difficult problems both old and new. They work in fundamentally different ways, harnessing the power of innovative thinking, emerging technologies and data analytics to enhance decision-making on what to build, where to build it, and how to build it. This transformation to client-based innovation solutions means they're no longer just an infrastructure company and now, more than ever, Jacobs is a digital engineering company driven to discover insights from data to deliver better, sustainable solutions for our connected world.

Example of Jacobs' recent innovation in the infrastructure industry include:

#### **Jacobs Vision – Augmented Reality for Mobile Stakeholder Engagement.**

Downloadable app envisioned as the new cornerstone of effective public engagement developed for major highway clients to deliver clear easily understood information supported with diagrams and multi-media to facilitate the understanding of projects on communities.

#### **Connected Transportation Solutions – Ramp Metering Assessment.**

Developed an innovative analytical model leveraging the large and different data sets available (e.g. speed-flow and flow density) via a team of experts who created an innovative set of algorithms to analyze the data and build a visualization model to understand the model outputs.

**Driving Savings through Digital Twinning.** Jacobs has developed simulation platforms for various industries to allow for rapid development of replica digital models (digital twins) thus permitting our clients to improve operational performance while minimizing cost, maintenance and energy. With the system dynamics understood on a much deeper level, improvements could be vetted prior to final implementation.

For the Sherman Minton project the Kokosing DBT believes there are many innovative solutions available for rehabilitation of the bridge and other associated



work. We will investigate and fully vet these innovative solutions before bringing them to the IFA for consideration, but feel that we can bring tremendous value to the project by using engineered solutions. The Kokosing DBT considers the following concepts as a few of the candidates for innovative solutions on the project:

- High Performance Concrete
- Full Depth, Precast Deck Panels
- Permanent Aluminum “Jersey” Barrier
- Strutting for Hanger Replacement
- Safe Span for retrofit and coating work
- Gantry Cranes
- Full Bridge Closure

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

### Design and Construct the Project to Meet or Exceed Commitments

The Kokosing DBT has optimized the design and construction methods to exceed the technical, environmental and social requirements and commitments. The combined breadth and depth of our design and construction experience means that IFA will receive a higher quality product constructed to minimize future maintenance needs.

### Technical

With more than 230 years in combined experience in major bridge design and rehabilitation, the Jacobs-led design team has the necessary personnel and technical resources to deliver the rehabilitation, preventative maintenance, and painting of the bridges in this project. The depth and breadth of experience for the design team, also brings maintenance of traffic experience gained on several mega design-build projects including the recent local Louisville Southern Indiana Ohio River Bridges Projects, Downtown Crossing (ORBDTC) and East End (ORBEEC). This team is uniquely able to surpass IFA’s expectations by:

- Exemplary and uniquely qualified staff to work with contractor and IFA to produce complete, correct project documents. Leaders in their respective industries, the key staff are experienced in developing, vetting and implementing innovative solutions.
- Key staff having direct experience in major bridge deck replacements, assessing structural stability for arch bridge hanger placements, structural bridge retrofits and providing optimal protective coatings.

Our team has experience with service life considerations of bridge decks and protective coating and for this project will consider high performance concrete, corrosion inhibitor, full depth precast concrete deck slabs, crashworthy aluminum safety barrier curb, and reinforcing arrangements conducive to reducing construction staging impacts.

- Key staff led design teams in similarly scoped mega DB projects in the Southern Indiana area and across the country. Our design team is



“Strutting” of the Page Avenue Tied Arch

knowledgeable of the area, the events in Southern Indiana and Louisville metro area, and traffic options for this location.

- Key MOT staff bring expertise and innovation for construction staging and maintenance of traffic coordination, advanced signing, and measurably reducing public impact. Examples include ORBDTC (300,000 vpd); MoDOT I-70 over the Missouri River (120,000 vpd); MoDOT I-44 over the Meramec River (120,000 vpd). To meet the technical requirements for MOT, our team will:
  - Comply with lane widths, shoulder widths, cross slopes, grades, vertical clearances, and superelevations
  - Focus on coordination and communication
  - Develop MOT task force, temporary intelligent transportation system (ITS) and continually identify areas needing improvement and determine corrective action
- The Kokosing DBT brings together the combined skill sets of a corrosion, protective coating design expert and hands-on experts from the industry proven leader, North Star Painting. To meet or exceed the requirements, the DBT brings:
  - Certified Corrosion/Coatings Expert with recent DB experience involving many roadway steel bridges
  - Recent experience working with structural steel retrofits following blast cleaning of existing structural bridge steel
  - Collaborative environment between Design and Painting Contractor
- Design team members have worked together under the same Quality control and quality assurance systems. A robust QA/QC is integral to exceeding IFA's expectations. Our past experience will reduce coordination and training efforts so that overall the team is able to start working toward milestones immediately.



*Our similar environmental experience includes the Chester, IL bridge over the Mississippi River.*

## Environmental

The design team has a strong background in EA/NEPA projects having a major bridge as the focus of the project. Our experience includes owner's representative responsible for developing EA/NEPA documents and requirements as well as the contractor's consultant where we are completing applications for permits and verifying compliance throughout the project. Thus, we have strong familiarity with the various regulatory agencies, documentation and overall applications process. Jacobs successfully guided the ORBDTC team through a similar but more extensive process on that project. In addition to ORBDTC, our similar experience includes the Chester, IL bridge over the Mississippi River for which we're currently completing the EA/NEPA document process for MoDOT; preparing EA/NEPA documentation for the new I-74 Bridge over the Mississippi River and developing the EA documents for the new Clinton, Iowa Railroad Bridge for UPRR. IFA will benefit from our experience with such documentation and permitting as we thoroughly review all applicable environmental documents, plans, and reports as

we note that the final environmental approvals and related commitments have not yet been secured. While it is our intention to work within the project footprint noted in the EA documents, we have a team experienced in the processes required should it be necessary to amend based on our project approach. To meet or exceed the project commitments, the Kokosing DBT anticipates employing an Environmental Management System. This system will have at its core a strong communication focus and a single point of contact as the Environmental Compliance Manager. This Environmental Management System will include:

- Environmental Compliance and Mitigation Plan
  - Identify and track all environmental commitments, permits and other environmental requirements throughout the course of work.
  - Track all issues, including compliances and non-compliances and actions required or taken to address any non-compliance.
- Contaminated Materials Management Plan
  - We understand that for this project there may be both Lead-based paint and or asbestos.
  - We anticipate drafting a formal contaminated materials management plan that will make sure the project commitments are honored as final design work is completed.
- Construction Monitoring Plan
  - This plan will provide for the monitoring methods and guidelines as appropriate, timely reporting procedures, documentation protocols and procedures for corrective actions.

### **Social**

Highways directly affect the places around them and are themselves a significant part of the local communities and metro areas. As such, these facilities impact the social function and connections of the people in the local or metro communities. Key design staff for the Kokosing DBT are uniquely qualified to provide clear, consistent and timely communication that is so crucial to the communities. With key design staff in the area, our team can continue with strong relationships to make sure the project commitments are being met. We anticipate the following to aid in meeting or exceeding IFA's requirements:

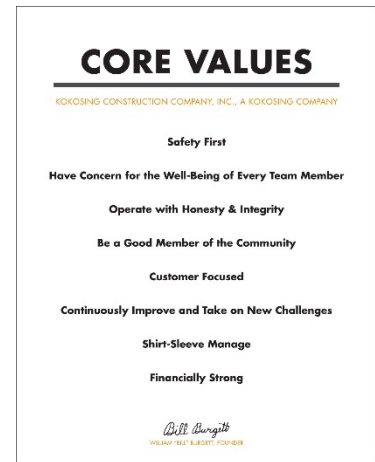
- Maximize positive public involvement throughout all phases of the project through participation in general outreach, special focus committees, and special events.
- Minimize inconvenience to the public through comprehensive, inclusive communication efforts that inform and prepare those directly affected by construction activities.
- Provide IFA PI team with high quality support, including written and illustrative materials that are ready to publish.

- Communication that complies with IFA, INDOT and KYTC messaging standards.
- Coordinate communication efforts with construction activities.
- Public Stakeholder Outreach—working with local travelers, commuters, local and regional businesses.
- Work hand-in-hand with the MOT team

i) Provide a safe project for workers and the traveling public.

### Safety for Workers and Traveling Public

Safety is Kokosing's #1 Core Ideology, and everything we do is reflective of that. Throughout the pursuit and design phases, we will develop traffic schemes and access solutions that maximize safety and efficiency. This will be done as a collaborative group that includes our Project Manager, Construction Manager, Design Team and key Superintendents who are involved in pre-bid constructability workshops. North Star painting will be a key component of these workshops so that both the structure rehabilitation elements and painting schemes are developed with collaborative and safe access in mind.



We have worked on nearly every major interstate in the region, commonly maintaining roadways with over 100,000 vehicles per day.

j) Provide a high-quality, durable and maintainable facility.

### High-Quality, Durable and Maintainable Facility

The DBT will provide a QC plan having detailed processes to be followed by all design disciplines and independent auditor. The DBT will work with owner maintenance stakeholders to make sure designs and details meet the maintenance expectations of the owner. As **Design Quality Manager, Debra Herrmann** is responsible for implementing all aspects of the Design Quality Plan for the Sherman Minton Corridor project. This includes verifying QA/QC plan implementation for each design discipline and design subconsultant. Debra leads the audit team and performs audits on design submittal packages, reviewing design records to verify conformance with the written DQP, and provides training to design QC and QA staff. On the I-670/71 Columbus Crossroads DB Project, our team achieved an Observed Quality Performance Rating by an Independent Quality Firm higher than comparable national projects. On the ORBDTC project, the design team worked with bridge inspection and maintenance staff to develop maintainable details.

The most effective mitigation method for the risks associated with durable and maintainable facilities comes from engagement and contribution of parties experienced and knowledgeable in similar design-build projects, including INDOT's and KYTC's maintenance staffs, area material producers, and product suppliers. Combining recent similar project experience and investigation of key



structural areas will drive the team's design and construction details resulting in delivering durable, maintainable structures. The following are items that our team believes are candidates for increased quality, durability and maintainability:

- Bridge deck concrete properties
- Increased clearance to reinforcing in new concrete bridge deck
- Adding corrosion inhibitor for the new concrete bridge deck
- Potential elimination of joints in the bridge deck
- Modifying bearings for better articulation of the bridge deck
- Differing coating requirements for structural steel exposed to variable levels of corrosion
- Improved hanger specifications for new hanger rods/ropes
- Potential use of lightweight concrete or manufactured barrier curb to reduce weight on the existing bridge
- Reduce drainage to expansion joint locations and upgrade expansion joints to use nonferrous collection systems
- Extend new drains well below the low steel of the bridge superstructure
- Reduce potential construction joints in the new bridge deck

### **Approach to Quality Control/Quality Assurance**

Quality is embedded in our member firms' corporate cultures and is the responsibility of each DBT member. All personnel are empowered with immediate stop-work authority for both safety and quality.

#### **Design Quality Control**

Immediately upon project award, Jacobs will develop a project-specific Design Quality Management Plan (DQMP) which will detail processes for successful quality design, including:

- Internal peer reviews, independent process audits, cross-discipline coordination and reviews, and constructability reviews; key to this effort is the dedicated DB Coordinator, which verifies all parties within the DBT are promptly and effectively communicating with each other.
- IFA, INDOT, KYTC, and third-party involvement in the design development through over-the-shoulder reviews, Task Force participation, and reviewing weekly design snapshots.
- Design development performed in a live, ProjectWise platform, a collaborative tool that will allow Kokosing, Jacobs, and Modjeski and Masters access to real-time files.
- Internal and constructability reviews using Bluebeam software to facilitate stringent version control and timely resolution of conflict points while reducing the risk of re-work.
- Our DBT Design Quality Manager Debra Herrmann was the Design Quality Manager on the ORBDTC project, completing the design phase on schedule

and conducting hundreds of quality audits. She will apply the experience gained on that project, as well as her understanding of ISO standards, to the Sherman Minton Corridor project. Jacobs' Quality Management system is compliant with 9001:2015.

### Construction Quality Control

As a regional contractor, Kokosing understands the expectations that various owners have with respect to quality control and we regularly work with key stakeholders such as NSRR, US Coast Guard, and the US Army Corps of Engineers. **Construction Manager Brad Young** recently completed construction of the 1,020' long Dick Henderson bridge over the Kanawha River. He coordinated and implemented agency standards during construction with both the US Coast Guard and Army Corps of Engineers over the navigable waterway. We will make sure that each project element is constructed to the standards of the ultimate reviewing agency or stakeholder. The process flowchart outlined in Figure 3-1 demonstrates the steps used to verify quality construction of each project element:



Dick Henderson Bridge,  
450-ft river span over  
navigable waterway  
requiring coordination with  
US Coast Guard and US  
Army Corps of Engineers.  
Truss removal and new  
steel girder erection shown.

1. Identify the specifications, inspection requirements, and reviewing/inspection agencies for the upcoming work element.
2. Plan the work to incorporate necessary specifications, testing and Hold Points. Preplanning meetings will incorporate inspection and field testing personnel and third parties.
3. Execute the work while observing/tracking quality by using Quality Checklists and Hold Points. Implement course correction if any potential quality issues are identified.
4. Share the results with all parties using effective QC documentation and dissemination.
5. Celebrate successes among all those involved, encouraging continued use of best practices.

Figure 3-1 Quality Process



During construction, the following integrated approaches will be used to monitor quality control:

- Construction QC Manager handles daily monitoring and implementation of the Construction Quality Management Plan. This plan empowers all employees with stop-work authority if they encounter a quality issue and initiates a thorough review by supervisory staff prior to work proceeding on the suspect work element.
- Pre-activity planning meetings that outline the sequence of work and potential quality and safety issues.
- Maintenance of conformed plans and specifications in real-time on tablet computers used by project foremen.
- Using Quality Check Points with Quality/Pre-activity checklists completed prior to work proceeding.
- Quality-specific training for supervision, craftspeople, and subcontractors
- 3D CAD files developed by Jacobs and transferred into Kokosing survey and machine control, saving time and minimizing risks of data corruption.



### Painting Quality Control

- North Star Painting's quality control program will be run by Value-Added team member **Paint QC Manager Michael Mihas**. Michael has been with North Star for 12 years and has experience implementing safety and quality control programs on similar bridge types to Sherman Minton. North Star Painting implements a very detailed QC/QA program and Michael will be responsible implementing the following tasks as part of the program:
- All materials and supplies that arrive on the job site are inspected, documented and logged in a journal.
- Sandblasting and painting containments being erected, in use, or being deconstructed are inspected for proper installation and checked daily before productions for any safety hazards. This is documented and logged in the journal.
- Sand blasting and painting is done in a series of hold points to check for quality of cleaning and painting. All hold points and inspection findings are documented and logged in a daily journal.
- Quality control inspectors' daily logs are inspected and signed off weekly by Quality Assurance inspector.

### Approach to Adequate Materials, Equipment and Qualified Personnel Resources

Kokosing is one of the largest self-performing general contractors in Ohio and the surrounding states, employing over 3,000 skilled tradespeople and operating one of the largest heavy equipment fleets in the Midwest with over 2,500 pieces of equipment valued at more than \$275 million. **Construction Manager Brad Young** has access to all equipment and personnel and can draw from these resources as



WVDOH Carter Brooks Design-Build Bridge Rehabilitation performed by Kokosing implemented the first ever contra-flow traffic configuration in WV to reduce lane closures.

As some of the nation's largest highway and bridge design and construction firms in the United States, our team has the backing and resources to deliver an efficient and successful project on schedule.

needed. With Brad's over 30 years of tenure at Kokosing he's had personal relationships with everyone in the company and knows of all the best people to handle each situation. Brad will leverage our personnel resources along with Kokosing's vast equipment fleet to deliver a successful project.

Our organization and individual personnel expertise includes demolition, erection and rehabilitation of complex structures. Kokosing is a leader in bridge rehabilitation including deck replacement and miscellaneous steel, bearing and joint repairs. Recent rehabilitation experience includes I-71 over Eggleston Ave, Martin Luther King over I-71 in Cincinnati and multiple I-75/US35 Ramp Bridges in Dayton, OH.

Painting will be one of the final components to completing the Sherman Minton Bridge rehabilitation and we endeavored to identify a dedicated painting subcontractor who was well suited to provide the project with the necessary means to complete the job on schedule. We conducted personal interviews with three highly qualified painting firms and established that North Star Painting was the most qualified, well managed, and properly equipped painting subcontractor to bring on as a DBT member.

North Star Painting is one of the largest bridge painting firms in the United States and own and maintain a large fleet of specialized bridge painting equipment ready to complete a project of the scope and magnitude that Sherman Minton Bridge presents. Their personnel have already completed other similar bridge painting projects in the state of Indiana and are familiar with the regulations of the state and have multiple employees who have worked previously on this type of bridge painting project.

Jacobs brings a large contingent of staff in the lower Ohio River Valley region all having the breadth and depth of experience necessary to execute the scope of work anticipated for this project. The Jacobs' St. Louis office will be the primary office engaged in this project and brings more than 65 civil, structural, and environmental engineers with availability to work on this project. Regionally, Jacobs can provide additional staff, bringing the capacity to provide 230 civil, structural, and environmental engineers along with 28 utility engineer and 22 electrical/lighting engineers. In the technical resources realm, Jacobs has a wealth of applicable technical software to complete the scope of this project, including state of the practice visual software to effectively and efficiently produce public information scenarios.

Modjeski and Masters has more than 150 highly-skilled engineers and technicians, with a structural section that regularly uses finite element modeling for complex bridge structures. Engineers in multiple offices have participated in suspender rope replacement projects, and nearly every engineer employed has experience in bridge rehabilitation.



### Current Backlog

In accordance with the Request for Qualifications, we provide Form F in Section 4, listing current backlog for Kokosing Construction and North Star Painting. As the Proposer and Lead Contractor, Kokosing maintains prequalification with INDOT for the required work types. With annual corporate revenues exceeding \$1.5 billion, Kokosing has the capabilities to deliver nearly any project, and maintains the highest level of confidence and support from our Surety partners.

### Capability to Perform Design-Build Work

As the Project's Proposer and a leading contractor throughout the Midwest region, Kokosing has the capacity and commits to the performance of the design-build work as outlined in the RFQ for the Sherman Minton Corridor project. We have selectively chosen our Design-Build Team as well based on firm capacities, available resources throughout the region and nation, and discipline strengths to make sure that we are supported by each Major Participant proposed. As a group we are confident that we will be able to mitigate the projects challenges and risks with our combined collective experience, resources, and aspirations for a successful and innovative design-build project delivery.

### Understanding of the Most Significant Risks

The Kokosing DBT will start identifying and mitigating project risks from Day 1 of procurement and carry this approach through to project completion. This includes the qualifications phase in which we have our first formal opportunity to understand the Department's concerns. We will develop a formalized Risk Register during this early phase and carry it through procurement and ultimately through design and construction. The Risk Register is categorized by work type and project location, allowing for easy summarization and sorting. Risks are evaluated as a team and assigned a factor (high, medium, low), which is identified through color coding. Mitigation efforts for each risk are included on the register with a champion assigned to each item.

Throughout our preliminary breakdown of the Sherman Minton Corridor we have identified the following items in Table 3-1 on the next page as significant risks to the project and will work to mitigate these risks with the associated processes and procedures.

**Table 3-1 Risks and Mitigation**



RISK	MITIGATION
<b>1. Structure Repair Quantities</b>	
<ul style="list-style-type: none"> <li>Schedule creep</li> <li>Quantity growth</li> <li>Unplanned repairs</li> </ul>	<ul style="list-style-type: none"> <li>CPM schedule includes appropriate time for in-depth inspection and design of all repair areas.</li> <li>Routine briefings of design team of findings in the field by our construction QC Manager to verify that the repairs are going as planned and to update the as-built design as necessary.</li> <li>Efficient management by integrating our construction inspection and design inspection teams.</li> <li>Our team brings experience working with contractors to install structural steel retrofits following blast cleaning of the existing structural steel. We can provide details that the contractor is able to use while maintaining schedule milestones.</li> </ul>
<b>Schedule</b>	
<ul style="list-style-type: none"> <li>Meeting Completion Date</li> <li>Weather Impacts</li> <li>Utility Relocations</li> <li>RR Review Times</li> <li>Permit Review Times</li> </ul>	<ul style="list-style-type: none"> <li>Dedicated Schedule Manager Gary Obert brings 20 years of scheduling experience and will provide consistency to the CPM as he will create the project schedule during project procurement and provide regular updates throughout construction.</li> <li>Account for monthly weather impacts in the schedule including winter shut-down periods.</li> <li>Discuss in depth relocation plans with utility entities pre-bid to fully understand relocation durations and areas of work affected on site.</li> <li>Incorporate appropriate review times and account for comment periods during railroad reviews.</li> </ul>
<b>2. Structure Stability Throughout Construction</b>	
<ul style="list-style-type: none"> <li>Construction loading</li> <li>Overstressed Structure Elements</li> <li>Load rating</li> <li>Member fatigue and fracture</li> </ul>	<ul style="list-style-type: none"> <li>Use of FEA programs for analysis of structure during each phasing sequence.</li> <li>Redundant structure analysis performed by both Jacobs and M&amp;M to maintain QA.</li> <li>The team will be able to provide both verification of existing load rating and the final load rating.</li> <li>Team experience on the Missouri Route 364 Tied Arch strutting and stabilizing the tied arch bridge prior to hanger installation.</li> </ul>
<b>3. Structure Painting</b>	
<ul style="list-style-type: none"> <li>Proper Containment</li> <li>Safety on Unique Structure</li> <li>Paint Duration</li> </ul>	<ul style="list-style-type: none"> <li>Based on previous work on the Ohio River including on identical structures types, North Star understands the equipment setup and measures that must be taken in order to safely establish a working containment and paint system for Sherman Minton.</li> <li>North Star Painting has the material, painting equipment, and specialized personnel on hand to successfully implement a thorough painting procedure on schedule.</li> </ul>
<b>4. Maintenance of Traffic and Outreach Effort</b>	
<ul style="list-style-type: none"> <li>Traffic congestion</li> <li>Safety of the workforce and traveling public</li> <li>Cohesive traffic pattern throughout the corridor</li> <li>Impact of allowable lane closures to project schedule</li> </ul>	<ul style="list-style-type: none"> <li>Thorough investigation and schedule analysis of all six MOT options proposed by the IFA.</li> <li>A traffic safety plan which identifies safe work zone access points and coordinates with emergency response personnel to allow for safe worksite navigation will be implemented.</li> <li>We will use constant coordination with public information officers to effectively communicate news and future events with the traveling public.</li> <li>Dedicated ATSSA-certified MOT superintendent to provide single point of contact for MOT.</li> <li>Reduced traffic incidents and delays through use of a vehicle incident removal/recovery plan.</li> </ul>



Kokosing has won ODOT's Don Conaway Partnering Award five of the last seven years, including two design-build projects.



“

Jacobs consistently exceeded our needs throughout the phases of this critical project.”

Robert G. Harris, Jr., PE  
Project Manager, KYTC

## Philosophy on Working Together During Project Design and Construction

We understand the significant role that efficient communication between the design team, construction personnel, and the project owner plays in a project's success. Having an open dialogue with all team members and stakeholders allows collaborative decision making and keeps the project progressing. The key owner stakeholders will be encouraged to attend and actively participate in all Task Force Meetings and the weekly Design Coordination Meetings. Additionally, the Kokosing DBT will coordinate project items with owner stakeholders at progress meetings that will include key subcontractors and other project stakeholders.

The Kokosing DBT members have worked on past design-build projects with a formal facilitated partnering structure with great success. The initial partnering meeting is a forum that establishes formal lines of communication and chains of command at various management levels, and outlines the goals of each party. In addition to the formal setting, we will have daily communication with IFA, INDOT, and KYTC on site. **DB Project Manager Vince Martini will reinforce a project open-door policy that encourages members of the DBT, IFA, INDOT, KYTC, and other stakeholders to collaboratively communicate with each other throughout the life of the project.**

Key personnel will carry forward lessons learned from numerous DB projects and build on existing relationships from the Ohio River Bridges Downtown Crossing project. We anticipate interacting with owner personnel at all levels of the project, from inspectors to senior management. We will keep IFA well-informed throughout all project stages, and our communication structure and task force organization encourages frequent, meaningful, two-way discussions between IFA and the DBT. Identifying project issues with IFA upfront leads to an integrated, fluid design process. We handle construction submittals and field documentation with similar transparency.

Additionally, we have proposed a DBT Executive Committee in the organizational chart and as value added personnel who will be available for Executive Management Meetings at IFA's request. These meetings would be among the senior levels of the Kokosing DBT and IFA and will review the status of the project, support partnering efforts, and promote timely resolution of any issues.

On the Ohio River Bridges Downtown Crossing, for example, innovations of the design-build team resulted in substantial completion of the project in 2016 with the major cable-stayed bridge opening in December of 2015, just 32 months after starting work in the Ohio River and **five months faster than originally scheduled**. By developing a true partnership, effective communication, and trust throughout the project, the Kentucky Transportation Cabinet along with their reviewers and staff from the Contractor and Jacobs, persevered through challenges and met project milestones without contention, stoppage, or litigation.



# 4 | ADDITIONAL MATERIALS



VOLUME 1



**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:

Kokosing Construction Company, Inc.

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

Kokosing Construction Company, Inc.

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

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

Year Established: 1951

Individual Contact: Kevin Ohl, PE, DBIA

Individual's Title: Assistant Vice President – Alternative Project Delivery

Firm's CEO/Chairman: Wm. Brian Burgett

Federal Tax ID No. (if applicable): XXXXXXXXXX

Telephone No.: 614-228-1029

North American Industry Classification Code: 237310

Fax No.: 740-957-9239

Name of Official Representative (if applicable): Not Applicable

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.) **Ohio/USA, 1981**

☐ 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: Kokosing Construction Company, Inc.

B. Business Address: 6235 Westerville Rd, Westerville, OH 43081

Headquarters: 6235 Westerville Rd, Westerville, OH 43081

Office Performing Work: 6235 Westerville Rd, Westerville, OH 43081

Contact Telephone Number: 614-228-1029

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-2**) 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

Not Applicable

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

By:                     KOH                    

Print Name: Kevin Ohl

Title: Assistant Vice President – Alternative Project Delivery

Date: 1/6/2020

*[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: Kokosing Construction Company, Inc.

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Name of Firm Completing **Form B-2**: Jacobs Engineering Group Inc.

---

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

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

Year Established: 1987

Individual Contact: Michael McCarty

Individual's Title: Division VP, Missouri Operations Leader

Firm's CEO/Chairman: Steve Demetriou

Federal Tax ID No. (if applicable): [REDACTED]

Telephone No.: 314.335.4380

North American Industry Classification Code: 541330

Fax No.: 314.335.5104

Name of Official Representative (if applicable): Not Applicable

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.) (Delaware/USA, 1987)

☐ 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: Jacobs Engineering Group Inc.

B. Business Address: 501 N. Broadway, St. Louis, MO 63102

Headquarters: 1999 Bryan Street, Suite 1200, Dallas, TX 75201

Office Performing Work: St. Louis, MO

Contact Telephone Number: 314.335.4380

- 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-2**) 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>
NA	

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: Michael McCarty

Title: Division VP, Missouri Operations Leader

Date: 12-17-19

*[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: KOKOSING CONSTRUCTION COMPANY

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Name of Firm Completing **Form B-2**: NORTH STAR PAINTING COMPANY, INC.

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

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

Year Established: 1987

Individual Contact: NICK KALOURIS

Individual's Title: OWNER-SECRETARY-TREASURER

Firm's CEO/Chairman: IRENE N. KALOURIS-PRESIDENT

Federal Tax ID No. (if applicable): XXXXXXXXXX

Telephone No.: 330-743-2333

North American Industry Classification Code: 238320

Fax No.: 330-743-3434

Name of Official Representative (if applicable): IRENE N. KALOURIS

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.) OHIO/UNITED STATES OF AMERICA-INCORPORATED ON 9/3/1987

☐ 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: NORTH STAR PAINTING COMPANY, INC.

B. Business Address: 3526 MCCARTNEY ROAD YOUNGSTOWN, OH 44505

Headquarters: SAME AS ABOVE

Office Performing Work: SAME AS ABOVE

Contact Telephone Number: 330-743-2333

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-2**) 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: Irene N Kalouris

Print Name: IRENE N. KALOURIS

Title: PRESIDENT

Date: 12/17/2019

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

**FORM C  
CERTIFICATION**

**Proposer:** Kokosing Construction Company, Inc.

**Name of Firm Completing this Form:** Kokosing Construction Company, 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 10 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 10 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 10 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 10 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 10 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 10 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 10 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:

Kokosing was found to be non-responsive on a City of Columbus, Ohio bid submitted in 2010 due to submittal of only the required executed bid form documents in lieu of the full bid proposal book.

Kokosing was deemed not to be a responsible bidder on ODOT Project 163000 due to the actions of a sub-contractor, who unbeknownst to Kokosing at the time was in dispute with ODOT in a matter related to the project.

Kokosing was found to be non-responsive on a bid submitted electronically to the City of Columbus, Ohio, in 2019. Kokosing submitted all required documents to the City of Columbus electronic bidding system. However, failed to also submit a duplicate copy of the Disadvantaged Business Enterprise Utilization Plan electronically to the Ohio Department of Transportation's website, prior to the bid opening, in accordance with a requirement in the proposal.

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 (and include the amount of the claim, settlement, or judgment and other relevant details):

As a general course of business, and due to the size of scope of projects the Kokosing and its affiliates construct, we occasionally encounter claims and disputes with public owners which are amicably resolved through the owner's established processes. In the past five years, we have not had a claim or dispute with a public owner escalate to a lawsuit.

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:

ODOT Project 160500 Ottawa County SR53 has been assessed \$113,200 in liquidated damages due to subcontractor Velotta Bridge Company's failure to complete its work within the original contract completion date, through no fault of Kokosing. Kokosing completed the remainder of the project three months before the project completion date.

ODOT Project 120599 Hamilton I-75 (Hopple Street) was assessed \$630,621 in liquidated damages.

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 five 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, Volume 1, 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: KE

Print Name: Kevin Ohl

Title: Assistant Vice President – Alternative Project Delivery

Date: 1/6/2020

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

**FORM C  
CERTIFICATION**

**Proposer:** Kokosing Construction Company, Inc.

**Name of Firm Completing this Form:** Jacobs Engineering Group 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 10 years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No See Attachment A in the Appendix

If yes, please explain:

2. Has the firm or any affiliate\* ever sought protection under any provision of any bankruptcy act within the past 10 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 10 years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No See Attachment A in the Appendix

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 10 years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No See Attachment A in the Appendix

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 10 years (measured from the date of issuance of this RFQ)?

☐ Yes ☒ No See Attachment A in the Appendix

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 10 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 See Attachment A in the Appendix

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 10 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 See Attachment A in the Appendix

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 See Attachment A in the Appendix

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 See Attachment A in the Appendix

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 See Attachment A in the Appendix

If yes, please explain (and include the amount of the claim, settlement, or judgment and other relevant details):

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 See Attachment A in the Appendix

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 five 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

See Attachment A in the Appendix

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, Volume 1, 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: Michael McCarty

Title: Division VP, Missouri Operations Leader

Date: 12-17-19

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



**FORM C  
CERTIFICATION**

**Proposer:** KOKOSING CONSTRUCTION COMPANY

**Name of Firm Completing this Form:** NORTH STAR PAINTING COMPANY, 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 10 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 10 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 10 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 10 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 10 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 10 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 10 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 (and include the amount of the claim, settlement, or judgment and other relevant details):

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 five 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, Volume 1, 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: Irene N. Kalouris

Print Name: IRENE N. KALOURIS

Title: PRESIDENT

Date: 12/17/2019

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

**FORM D**  
**ENTITIES PREQUALIFIED FOR SPECIFIC WORK TYPES**

<b>Work Type</b>	<b>Prequalified Entity</b>
D(a) Highway or Railroad Bridges over Water	Kokosing Construction Company, Inc.*
D(c) Bridge Involving Protection of Railroad Tracks	Kokosing Construction Company, Inc.*
8.2 Complex Roadway Design	Jacobs Engineering Group Inc.
9.1 Level 1 Bridge Design	Jacobs Engineering Group Inc.
9.2 Level 2 Bridge Design	Jacobs Engineering Group Inc.
14.5 Bridge Load Capacity Rating & Other Bridge Analysis/Testing	Jacobs Engineering Group Inc.
[Bridge] Spans Less Than 500 Feet (Including Culvert Design)	Jacobs Engineering Group Inc. (KYTC)
Level 3 Design Elements (INDOT) OR [Bridge] Spans Greater Than 500 Feet (KYTC)	Jacobs Engineering Group Inc. (KYTC)

\*Kokosing is currently prequalified for D(a) and D(c) for \$50,000,000 per Work Type, and has submitted the proper paperwork to increase the limits to "Unlimited".



January 6, 2020

Indiana Finance Authority  
One North Capitol Avenue, Suite 900  
Indianapolis, Indiana 46024  
(317) 234-7701

Attention Silvia Perez

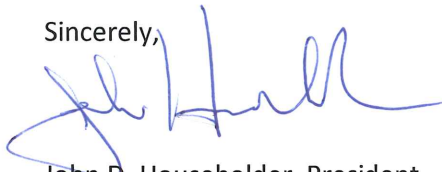
Kokosing Construction Company, Inc. ("Kokosing") has been prequalified by the Kentucky Transportation Cabinet and the Indiana Department of Transportation ("INDOT") with an aggregate amount rating of 'Unlimited'; however, the rating received from INDOT on the Certificate of Prequalification dated December 20, 2019 for the following categories was \$50,000,000:

- D(A) Highway or Railroad Bridge Over Water
- D(C) Hwy/RR Bridge Req RR Track Protection

A copy of the current Certificate of Qualification is attached. Kokosing has submitted additional documentation to the INDOT Prequalification Engineer on December 30, 2019 to have the rating for these two categories reassessed and believes that the ratings will be revised to 'Unlimited'. This revised documentation, as well as the original submittal, contained a completed Form CR-1 as required, a confidential copy of which can be provided to the IFA upon request. The Prequalification Engineer responded to Kokosing's request for reassessment on December 31, 2019 that they have received the additional documentation and are currently reviewing.

Kokosing has been prequalified with an 'Unlimited' rating by INDOT in all individual categories in previous years and we are confident that the current prequalification limits will be increased to 'Unlimited' within the timeframe required by the RFQ.

Sincerely,



John D. Householder, President  
Kokosing Construction Company, Inc.

# Certificate of Qualification

ISSUED BY

## Indiana Department of Transportation

INDIANAPOLIS, IN

December 20, 2019

TO


KOKOSING CONSTRUCTION CO INC

WESTERVILLE, OH

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 December 10, 2019 Thru July 31, 2020

AGGREGATE .....	\$UNLIMITED
A(A) CONCRETE PAVEMENT: GENERAL .....	\$UNLIMITED
C(A) HEAVY GRADING .....	\$UNLIMITED
D(A) HIGHWAY OR RAILROAD BRIDGE OVER WATER .....	\$50,000,000
D(B) HIGHWAY OR RAILROAD BRIDGE OVER HIGHWAY .....	\$UNLIMITED
D(C) HWY/RR BRIDGE REQ RR TRACK PROTECTION .....	\$50,000,000
E(B) ASPHALT PVMT: W/O INDOT CERT HMA PLANT .....	\$UNLIMITED
E(C) BRIDGE DECK OVERLAY& MINOR BRIDGE REPAIR .....	\$UNLIMITED
E(E) SMALL STRUCTURES AND DRAINAGE ITEMS .....	\$UNLIMITED
E(F) SURFACE MASONRY AND MISC CONCRETE .....	\$10,000,000
E(H) DEEP SEWER AND/OR EXCAVATION .....	\$UNLIMITED
E(I) PERMANENT SEEDING, SODDING, AND TOP SOIL .....	\$UNLIMITED

  
PREQUALIFICATION ENGINEER

  
COMMISSIONER



# 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

April 25, 2019

Prequalification Section  
(317) 232-5095

Roshanna Tokh  
Jacobs Engineering Group, Inc.  
525 W. Monroe, Ste. 1600  
Chicago, IL 60661

Re: Consultant Prequalification

Dear Roshanna Tokh:

The Consultant Prequalification Financial Update Application submitted on 3/28/2019 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 4/23/2019. 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 03/28/2020. Your General/Technical approval will expire on 05/31/2020.

Your Firm's annual contracting capacity for the CPA Audit Level is \$2,417,767,046.00 for the fiscal period that ended on 9/28/2018. 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

**Prequalified Work Type Certification**  
Issued By  
**Indiana Department of Transportation**

Date Printed: 04/25/2019

**Jacobs Engineering Group, Inc.**

**Valid Work Groups**

**Effective:** 04/23/2019

**Expires on:** 05/31/2020

<b>Work Type Code</b>	<b>Work Type Description</b>	<b>Qualifying Person(s)</b>
1.1	Systems Planning	Culter, Paul
2.2	Traffic Forecasting	Perez-Bravo, Dante
3.1	Non-Complex Traffic Capacity and Operations Analysis	Hammerl, Chad
3.2	Complex Traffic Capacity and Operations Analysis	Danczyk, Adam
4.1	Traffic Safety Analysis	Hammerl, Chad
5.1	Environmental Document Preparation - EAEIS	Frantz, Jeff
5.2	Environmental Document Preparation - CE	Frantz, Jeff
5.3	Environmental Document Preparation - Section 4(f)	Frantz, Jeff
8.1	Non-Complex Roadway Design	Morris, Daniel M
8.2	Complex Roadway Design	Morris, Daniel M Pettit, Tom
9.1	Level 1 Bridge Design	Cronin, Michael J Finke, John E
9.2	Level 2 Bridge Design	Cronin, Michael J Finke, John E
10.1	Traffic Signal Design	Hammerl, Chad
10.2	Traffic Signal System Design	Hammerl, Chad

Work Type Code	Work Type Description	Qualifying Person(s)
13.1	Construction Inspection	Catalanotte, AJ Schlegel, Nate
14.5	Bridge Load Capacity Rating & Other Bridge Analysis/Testing	Loureiro, Marco

cc: Prequalification File

An Equal Opportunity Employer




---

Jose M. Murillo, P.E.  
Prequalification Engineer





**Matthew G. Bevin**  
Governor

**COMMONWEALTH OF KENTUCKY  
TRANSPORTATION CABINET**

Frankfort, Kentucky 40622  
[www.transportation.ky.gov/](http://www.transportation.ky.gov/)

**Greg Thomas**  
Secretary

November 12, 2019

Mr. Mitchell Braun  
Jacobs Engineering Group, Inc.  
401 W. Main Street  
Louisville, KY 40202

Dear Mr. Braun:

The Cabinet's Consultant Prequalification Committee wishes to inform you that your qualifications to perform services for the Kentucky Transportation Cabinet have been updated to include the following:

- Rural Roadway Design
- Urban Roadway Design
- Utility Design: Water & Sewer Level 1 & 2
- Structure Design Spans Under 500'
- Structure Design Spans Over 500'
- Electrical Engineering Roadway Lighting Services
- ITS Architecture Development
- ITS System Design, Deployment & Integration
- ITS Technology, Systems Evaluation
- Geotechnical Engineering Services
- In-depth Structure Inspection
- Underwater Structure Inspection
- Tunnel Inspection
- Highway Noise
- EIS Writing and Coordination

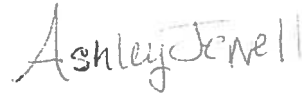
Your firm remains eligible to be considered for contract negotiations whenever the Cabinet's needs required consulting engineering services of the type for which your firm has been prequalified to perform.



An Equal Opportunity Employer M/F/D

Please note that December 1, 2020 is the Anniversary Date of your firm's qualifications. It will be your responsibility to renew your firm's qualifications on your anniversary date. This letter will be the only notification by this agency of the need for your firm to renew its qualifications.

Sincerely,

A handwritten signature in cursive script that reads "Ashley Jewell". The ink is dark and the signature is written in a fluid, connected style.

Ashley Jewell  
Consultant Prequalification Committee

**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)**

<b>LIST OF ALL UNEARNED WORK NOW UNDER CONTRACT WITH ANY OWNER, CONTRACTOR OR OTHER PARTY</b>		
<b>Contract Number</b>	<b>Contract Owner</b>	<b>Value of Unearned Work</b>
120599	Ohio DOT	\$604,100
148015	Ohio DOT	\$241,332
170004	Ohio DOT	\$892,463
16-015.0-CIP	City of Dublin, Ohio	\$3,638,631
170268	Ohio DOT	\$2,843,192
OSU-120059	The Ohio State University	\$1,144,958
189001	Ohio DOT	\$132,566
183006	Ohio DOT	\$25,481,398
180608	Ohio DOT	\$59,200
190158	Ohio DOT	\$10,657
190037	Ohio DOT	\$63,567,718
BUT-75-0177	Butler County, Ohio	\$1,782,635
590105-100083	City of Columbus, Ohio	\$3,683,252
190546	Ohio DOT	\$5,408,741
11240000	City of Cincinnati, MSD	\$7,332,393
140485	Ohio DOT	\$2,726,262
160218	Ohio DOT	\$15,023,693
173001	Ohio DOT	\$562,288
178010	Ohio DOT	\$192,124
180089	Ohio DOT	\$140,537
39-18-02	Ohio Turnpike Commission	\$18,205,556
43-17-04	Ohio Turnpike Commission	\$855,859
173000	Ohio DOT	\$118,236,896
43-18-02	Ohio Turnpike Commission	\$8,035
2909 OD-18-192	Sandusky County, Ohio	\$4,462,835
43-19-03	Ohio Turnpike Commission	\$1,223,835
43-19-02	Ohio Turnpike Commission	\$5,307,729
59-19-01	Ohio Turnpike Commission	\$138,771

LIST OF ALL UNEARNED WORK NOW UNDER CONTRACT WITH ANY OWNER, CONTRACTOR OR OTHER PARTY		
Contract Number	Contract Owner	Value of Unearned Work
190108	Ohio DOT	\$160,808,363
1322506R2	West Virginia Division of Highways	\$98,450,764
1717426	West Virginia Division of Highways	\$3,094,416
1134826	West Virginia Division of Highways	\$2,320,382
0718048	West Virginia Division of Highways	\$908,304
1725699R1	West Virginia Division of Highways	\$9,166,684
1607451R1	West Virginia Division of Highways	\$44,780,982
2408052	West Virginia Division of Highways	\$175,651,989
180516	Ohio DOT	\$156,290
00118100	Amazon Fulfillment	
4725796241	Amazon Fulfillment	
210001-31A	Amazon Fulfillment	
199005	Ohio DOT	\$1
180422	Ohio DOT	\$4,094
K201849	Dollar Tree	
170273.01	Knox Community Hospital	
180551	Ohio DOT	\$46,051
190032	Ohio DOT	\$16,391
190008	Ohio DOT	\$1,119,430
190115	Ohio DOT	\$7,110
190160	Ohio DOT	\$79,113
N/A	Richland County, Ohio	\$6,183
190165	Ohio DOT	\$254,040
N/A	City of Mansfield, Ohio	\$291,458
190162	Ohio DOT	\$95,505
N/A	Dollar Tree	
N/A	City of Bucyrus, Ohio	\$8,880
203000-00196	City of Lexington, Ohio	\$3,682
190307	Ohio DOT	\$599,784
N/A	Madison Township, Richland County, Ohio	\$244
190330	Ohio DOT	\$214,158
190379	Ohio DOT	\$1,371,296
190294	Ohio DOT	\$508,416
190420	Ohio DOT	\$4,417,690
N/A	Wayne County, Ohio	\$5,484
N/A	Dunham's	
190495	Ohio DOT	\$3,259,649
35453	Knox County Airport	\$3,108,907

<b>LIST OF ALL UNEARNED WORK NOW UNDER CONTRACT WITH ANY OWNER, CONTRACTOR OR OTHER PARTY</b>		
<b>Contract Number</b>	<b>Contract Owner</b>	<b>Value of Unearned Work</b>
190542	Ohio DOT	\$3,965,094
190478	Ohio DOT	\$1,550,246
530282-932018	City of Columbus, Ohio	\$603,648
180355	Ohio DOT	\$244,810
190059	Ohio DOT	\$46,107
180634	Lorain County Regional Airport Auth.	\$4,918
19-001.0-CIP	City of Dublin, Ohio	\$224,628
26-19	Franklin County, Ohio	\$603,169
N/A	Private	
119710	Etna Twp., Licking County, Ohio	\$688,414
91980305	City of Pickerington, Ohio	\$96,219
193003	Ohio DOT	\$6,266,401
315140	Columbus Metro Parks	\$31,798
190016-106	Carvana (Private)	
180090	Ohio DOT	\$7,639
180122	Ohio DOT	\$40,490
CE#-18-41613	Cuyahoga County, Ohio	\$198,556
N/A	Cleveland Hopkins Int'l Airport	\$538
N/A	Huron County, Ohio	\$3,243
190128	Ohio DOT	\$194,868
N/A	Huron County, Ohio	\$103
190169	Ohio DOT	\$1,057,576
CE#-19-45102	Cuyahoga County, Ohio	\$460,169
190316	Ohio DOT	\$382,015
190399	Ohio DOT	\$94,850
19-14	City of Elyria, Ohio	\$40,765
190541	Ohio DOT	\$2,157,324
Total of all Unearned Work Sublet		
<b>\$874,637,692</b>		



LIST ALL UNEARNED WORK SUBLET AND APPROVED TO SUBCONTRACTORS ON INDOT CONTRACTS			
Contract Number	Subcontractor	Work Type(s)	Value of Unearned Work
Total of all Unearned Work Sublet \$ <u>    N/A    </u>			

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
180608	Ohio DOT	D(a)	\$59,200
190158	Ohio DOT	D(a)	\$10,657
590105-100083	City of Columbus, Ohio	D(c)	\$3,683,252
190546	Ohio DOT	D(a)	\$5,408,741
140485	Ohio DOT	D(c)	\$2,726,262
160218	Ohio DOT	A(a), D(c )	\$15,023,693
173000	Ohio DOT	D(c)	\$118,236,896
190108	Ohio DOT	D(a), D(c )	\$160,808,363
1134826	West Virginia Division of Highways	D(a)	\$2,320,382
1725699R1	West Virginia Division of Highways	A(a)	\$9,166,684
1607451R1	West Virginia Division of Highways	D(a), D(c )	\$44,780,982
180516	Ohio DOT	D(a)	\$156,290
Total of Unearned Work by Work Type(s)			<b>\$362,381,402</b>

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
Total of all Unearned Work Sublet by Work Type(s) \$ <u>N/A</u>			

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

<b>Contract Number</b>	<b>Subcontractor</b>	<b>Work Type(s)</b>	<b>Value of Unearned Work</b>
RQ-47064	Cuyahoga Co, OH	D(b)	\$ 4,115,506
190625	Ohio Dept. of Transportation	D(a)	\$18,073,893
59-20-01	Ohio Turnpike Commission	E(b)	\$14,247,279
<b>(This Item Does Not Affect Bidding Capacity)</b>			
<b>Total of Bids Pending Award \$ <u>36,436,678</u></b>			

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 Kokosing Construction Company, Inc. (Printed OR Typed)

Signature 

Title Assistant Vice President – Alternative Project Delivery

Date 1/6/2020

## 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
107288	PENNSYLVANIA DEPARTMENT OF TRANSPORTATION	\$341,00.00
100756	PENNSYLVANIA DEPARTMENT OF TRANSPORTATION	\$1,220,500.00
PTC: A-095.00R 003-3.02	PENNSYLVANIA TURNPIKE	\$1,405,231.00
ID: 1628026R4	WEST VIRGINIA DOT	\$26,911,106.00
2018001173	WEST VIRGINIA DOT	\$533,934.30
Total of all Unearned Work Sublet		
<b><u>\$30,411,771.30</u></b>		



LIST ALL UNEARNED WORK SUBLET AND APPROVED TO SUBCONTRACTORS ON INDOT CONTRACTS			
Contract Number	Subcontractor	Work Type(s)	Value of Unearned Work
N/A			
Total of all Unearned Work Sublet \$ _____			

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
107288	PENNSYLVANIA DOT	BRIDGE CLEANING & PAINTING	\$341,00.00
100756	PENNSYLVANIA DOT	BRIDGE CLEANING & PAINTING	\$1,220,500.00
PTC: A-095.00R 003-3.02	PENNSYLVANIA TURNPIKE	BRIDGE CLEANING & PAINTING	\$1,405,231.00
2018001173	WEST VIRGINIA DOT		\$533,934.30
1628026R4	WEST VIRGINIA DOT	BRIDGE CLEANING & PAINTING	\$26,911,106.00
Total of Unearned Work by Work Type(s) <b><u>\$30,411,771.30</u></b>			

**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
N/A			
Total of all Unearned Work Sublet by Work Type(s) \$ _____			

<p align="center"><b>LIST ALL LOW BIDS SUBMITTED, OPENED, AND PENDING AWARD WITH AN OWNER OR OTHER PARTY</b></p>
--

Contract Number	Subcontractor	Work Type(s)	Value of Unearned Work
N/A			

**(This Item Does Not Affect Bidding Capacity)**

**Total of Bids Pending Award \$** \_\_\_\_\_

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 NORTH STAR PAINTING COMPANY, INC. (Printed OR Typed)

Signature

*Gene M. Kalousos*

Title PRESIDENT

Date

12/17/2019

APPENDIX



VOLUME 1



## Vince Martini

### PROJECT MANAGER

*With more than 25 years of construction experience, Vince provides expert contract management, subcontractor and supplier relations, CPM schedule development, quality and cost control. His project experience ranges from heavy-grading to urban reconstruction through both the design-bid-build and construction management/design-build delivery methods. Vince works closely with multiple stakeholders to build consensus and ensure that all parties are highly informed throughout the project.*

#### EDUCATION

BS, Civil Engineering,  
University of Cincinnati

#### LENGTH OF SERVICE

26 years

#### REGISTRATIONS/ CERTIFICATIONS

CESSWI Certified

Over 15 discipline-specific training certifications including Trench Safety and Traffic Safety

#### UNIQUE QUALIFICATIONS

Local Southeast Indiana Resident

Phased Interstate MOT Experience

Coordination with RR Entities

Work throughout Urban Corridors

Previous Work with Construction Manager Brad Young

#### RELEVANT PROJECT EXPERIENCE

- **Amazon CVG Hub, Cincinnati/Northern Kentucky International Airport, Hebron, KY. 3/2019 – Current** Project Manager for Kokosing. Vince is a lead Project Manager on this \$900 Million construction of a new sortation facility at the CVG Airport. This project is being delivered as a Construction Management/Progressive Design Build arrangement between the Owner, Contractor, and Design Team. Vince serves as the Project Manager for the site/civil component of the Construction Management Team, an approximately \$250 Million piece of the overall project. Design has been ongoing throughout the first year of Kokosing's contract, and Vince coordinates between the design and construction teams, manages changes and additional work packages, and ensures that the project schedule is maintained. The physical sitework entails over 7 million cubic yards of mass excavation including significant rock blasting, 75 miles of underground utilities including major storm trunk lines, water, sanitary, electric and fuel, and 500,000 sy of heavy-duty concrete pavement.

This project is being constructed adjacent to, and in some cases within the boundary, of the CVG airport, requiring daily coordination with multiple airport entities, adjacent property owners, and local government agencies.



- **Project 11260000, Lick Run Valley Conveyance, Metropolitan Sewer District of Greater Cincinnati (MSDGC) Cincinnati, OH. 7/2018 – 3/2019** Project Manager for Kokosing. Vince served as a Project Manager on this \$90M sewer separation project within the Lick Run watershed which is part of the combined sewer overflow reduction strategy to comply with EPA mandated consent decree. Complete separation of all storm sewer flow from the combined sewer system was achieved by installation of a new 1.5-mile box conduit conveyance and replacement of 45 existing storm sewer systems. Major elements include a flood channel, hybrid urban waterway, forebay, utility

## VINCE MARTINI

*continued*

### CLIENT REFERENCES

#### Amazon CVG Hub

Jeremy Smart  
Regional Construction  
Manager - Amazon  
Owner: Amazon  
2111 7th Ave.  
Seattle, WA 98121  
jersmart@amazon.com  
317.258.3113

#### Lick Run Valley Conveyance Project

Don Lythburg  
Project Manager - MWH  
MWH Constructors  
CM Owners Rep for City  
of Cincinnati  
370 Interlocken Blvd.  
Suite 400  
Broomfield, CO 80021  
Donald.Lythberg@cincinnati-oh.gov  
239.896.5095

#### I-275 Reconstruction ODOT (060414)

Kelly Wessels, PE  
Project Engineer-ODOT  
Owner: Ohio Dept. of  
Transportation  
505 S. State Route 741  
Lebanon, Ohio 45036  
Kelly.Wessels@dot.ohio.gov  
513.520.2925

relocations, vehicular bridges at 5 road crossings, street signals, pedestrian lighting, roadway reconstruction, and urban public space elements. Vince managed the site/civil construction team, coordinating with multiple local stakeholders and performed outreach to ensure community buy-in while working on this urban street network.

- **I-75 Reconstruction (120599), ODOT D8, Cincinnati, OH. 12/2012 - 6/2018**  
Project Manager for Kokosing. Vince served as the Project Manager/Lead Field Engineer on this \$91M complex project that included realignment of 1.61 miles of I-75. Major work included retaining walls, lighting, traffic control, signals, deep underground storm sewers and bridges. Mainline I-75 utilized full-depth asphalt pavement while new and reconstructed ramps were finished with concrete pavement. Major quantities of work included 25,902 lf drainage, 5 bridges, 19 retaining walls, (9 MSE, 6 CIP, 2 SPL w/tiebacks), 1,000 lf of box culvert, 4 junction chambers, and 3,500 lf of waterline.



- **I-275 Reconstruction (060414), ODOT D8, Cincinnati, OH. 3/2007 – 9/2011**  
Senior Project Engineer for Kokosing. Vince served as the Senior Project Engineer on this \$139M major reconstruction of seven miles of I-275 on the north side of Cincinnati carrying over 150,000 vehicles per day. The project was split into four phases. The scope of work included 28 bridges, 172,000 cy of excavation, 41,000 lf concrete barrier, 16,000 lf of drainage, 543,000 tons of asphalt, 31,000 sy of concrete pavement, 3,000 lf of waterline, multiple retaining walls totaling 80,000 sf, 325,000 sf of noisewall, and 27,000 cy of structural concrete. Multiple Value Engineering proposals were implemented saving the project over \$1.25M. Kokosing received both available \$1M incentive payments for meeting project milestone dates.
- **I-70/75 Interchange Reconstruction, ODOT D7, Dayton, OH. 2001 – 2016**  
Senior Project Engineer for Kokosing. Vince served in this role on a series of adjacent and overlapping projects to completely reconstruct the I-70 and I-75 system interchange on the north side of Dayton. This \$169M high-visibility, complex urban project known as the “Crossroads of America” increased traffic capacity and improved safety throughout the corridor. Traffic was maintained using intricate MOT patterns that required continual coordination between the contracts. The project constructed 45 retaining walls and 19 bridges, including the 2,400-foot-long Ramp C Flyover Bridge. Multiple incentives were earned for beating allowable bridge closure durations.

## Daniel M. Morris, PE

### DESIGN MANAGER

*Dan has more than 30 years of project management, infrastructure design, highway and site development engineering experience with an extensive background in roadway alignments, hydrology and hydraulics, right of way, erosion and sediment control, maintenance of traffic, signing, pavement marking, quantities, and cost estimates. He brings particular expertise in project management of alternative (Design-Build, P3) delivery of highway and bridge design projects, leading multidisciplinary design teams on large, complex transportation infrastructure projects. He exhibits commitment to quality of design, from initial establishment of design criteria, through strict adherence to rigorous quality management practices. He has a broad background in transportation engineering, understanding potential inter-discipline conflicts, and identifying and proactively resolving design coordination issues. Dan excels at implementing detailed planning of design activities, executing an efficient, proactive, and cost-effective work plan that fosters inter-discipline coordination and minimizes rework.*

#### EDUCATION

MS and BS, Civil  
Engineering, Missouri  
University of Science &  
Technology

#### LENGTH OF SERVICE

34 years

#### REGISTRATIONS/ CERTIFICATIONS

Registered Professional  
Engineer: MO, 1991  
(#24485); IN, 2007  
(#PE10707463); KY,  
2014 (#30355)

PMAP Certificate #0408

#### UNIQUE QUALIFICATIONS

Relevant DB mgt.  
experience, especially  
ORBDC/JFK Truss  
Rehab

Longstanding work with  
John Finke, incl. DB for  
INDOT and KYTC

Work through urban  
corridors, MOT phasing,  
and RR

Multidisc. Team Leader  
(structures, MOT,  
drainage, roadway)

#### RELEVANT PROJECT EXPERIENCE

##### **Ohio River Bridges, Downtown Crossing Design-Build, Louisville, KY.**

**2012-2015** Jacobs was the lead designer of the design-build team for the Ohio River Bridges Downtown Crossing to improve traffic movement across the Ohio River on the vital I-65 North South Corridor and provide congestion relief and safety improvement within the interchange of I-65, I-64, and I-71 in downtown Louisville. The project included the Kentucky approaches to the downtown Ohio River Bridges, the new I-65 northbound Ohio River Bridge and existing JFK Bridge and the Indiana approaches to the downtown Ohio River Bridges. The new I-65 Ohio River Bridge crossing carries northbound I-65 traffic across the river and extends from the northern end of the Kennedy Interchange from the south in Kentucky to the newly constructed approach spans in Indiana. The new main structure, the Abraham Lincoln Bridge is a three-tower cable stay bridge located parallel and just upstream of the existing JFK Bridge and carries six, 12-foot lanes and two, 12-foot shoulders. **(Employer: Jacobs)**

Dan served as the Design Manager for the overall design team, providing direct Owner and Contractor coordination interface with the Jacobs design engineers and eleven design subconsultant companies. Previous to his role as Design Manager, Dan served as the Section 3 Design Manager, for the Indiana approach of the project, extending I-65 northward improving local access to the City of Jeffersonville and the Town of Clarksville. Dan excelled in this design leadership role in part due to his broad engineering background in multi-discipline design, enabling him the ability to understand the potential for inter-discipline effects and conflicts that may result from any given technical decision. By participating in all task force meetings and by facilitating all inter-discipline design checks, and subconsultant management, he verified that the appropriate coordination took place and that conflicts were identified and resolved before plans were released for construction. The Indiana approach included 1.5 miles of I-65 and US 31 mainline reconstruction, 20 bridges, 40 MSE retaining walls, storm sewer network, erosion control (INDNR Rule 5 permits), and maintenance of traffic for six construction stages.



**DANIEL M.  
MORRIS, PE**  
*continued*

## CLIENT REFERENCES

### Ohio River Bridges Downtown Crossing

Andy Barber, PE  
State Highway Engineer  
Owner: Kentucky  
Transportation Cabinet  
200 Metro Street  
Frankfort, KY 40622  
andy.barber@ky.gov  
502.782.4961

### California High-Speed Rail

Jorge Granados  
Design and  
Construction Manager  
Owner: California High-  
Speed Rail Authority  
1111 H Street  
Fresno, CA 93721  
jorge.granados@hsr.ca.  
gov  
559.283.1177

### I-69, from CR 1400N to US 231

David Butts, PE  
Pavement Asset  
Management Engineer  
Owner: Indiana  
Department of  
Transportation  
100 N. Senate Ave.,  
Room #N642-PV  
Indianapolis, IN 46204  
dbutts@indot.in.gov  
317.232.3767

- **Interstate 69 Design-Build, From CR 1400N to US 231, Indiana DOT/Fred Weber Inc., Daviess and Greene Counties, IN. 2010-2012** Deputy Project Manager and Civil/Roadway Lead for 10.5 miles of new interstate in Daviess and Greene counties as the lead design-build consultant teamed with Weber Construction. Dan assisted the Project Manager with facilitating client meetings, design oversight, financial reviews, and schedule adherence for this design-build project; while also leading the roadway and drainage technical disciplines, design, and plan production. Design for Segments 12 & 13 of this new corridor included 26 bridges, mainline highway, interchanges, and extensive embankment and drainage features. Major stream crossings included First Creek, Doan's Creek, Weaver Ditch, Vertrees Ditch, and several smaller tributaries. Additional scope included the preparation of erosion control plans, SWPPP, and INDNR Rule No. 5 permit. **(Employer: Jacobs)**
- **California High-Speed Rail Design-Build, CP 2-3 Fresno to Bakersfield, Sacramento, CA. 2015-2016** Jacobs is the lead designer of the design-build team for the California High-Speed Rail project to provide 65 of the first 95 miles of test track infrastructure to set the standards for future statewide high-speed rail integration. To achieve enhanced project oversight and resource efficiency, we organized the alignment into three linear segments of similar scope and complexity. Our three segments permit more efficient coordination of reviews and permitting, greater ability to monitor and control work, quicker response times, optimal use of resources, and more flexibility to work around third-party delays and ROW acquisition needs, all of which mitigate schedule risk. Dan served as the Segment 1 Design Manager for the project, providing Owner and Contractor coordination interface and directing the Jacobs design engineers and geotechnical subconsultant for the northern 20 miles. This segment includes nine bridges carrying the high-speed rail line over local roadways, Caltrans SR-43, BNSF rail, and the Kings River complex. Also included are eleven grade separation structures maintaining connectivity of Fresno County local collectors over the new high-speed rail tracks. **(Employer: Jacobs)**
- **DART Cotton Belt Line Design-Build, Dallas, TX. 3/2019-12/2019** The Cotton Belt Regional Design is a Dallas Area Rapid Transit (DART) Design-Build project being delivered by the Archer Western Herzog (AWH) Joint Venture with Jacobs Engineering as the lead designer. The 26-mile Cotton Belt Corridor extends between DFW airport and Shiloh Road in Plano. The project will provide passenger rail connections and service that will improve mobility, accessibility and system linkage to major employment, population and activity centers in the northern part of the DART service area. Dan serves the Jacobs design team in a management and leadership role in Project Controls and Scheduling, providing oversight of earned value method (EVM) financial monitoring and design package delivery schedule adherence and reporting to AWH. Dan evaluates the review cycle and submittal process to streamline functionality and improve efficiencies; coordinating with Segment Managers, Discipline Leads, designers, reviewers, and quality auditors to maintain the design schedule and mitigate schedule risk. **(Employer: Jacobs)**

## John Finke, D.Engr., PE, SE, F.SEI

### STRUCTURAL DESIGN LEAD ENGINEER

*John is experienced in structures and bridges comprised of steel and reinforced concrete, pretensioned and post-tensioned concrete designs. Bridge analysis and design scope includes seismic analysis and design, strengthening, widening, and rehabilitating, bridge condition inspections and evaluations, computer development for structural analysis and designs, and finite element analysis and structural dynamics. Bridge structures include all manner of bridges having short, medium and long spans. As a designer, he has experience with concept design, bridge type studies and final design of numerous long span bridge types including steel cable stayed, steel truss, steel tied arch and reinforced and post tensioned concrete.*

#### EDUCATION

Doctorate of Engineering, Structural Engineering, Missouri University of Science & Technology

MS, Structural Engineering, Washington University

BS, Civil Engineering, Missouri University of Science & Technology

#### YEARS OF EXPERIENCE

29 years

#### REGISTRATIONS/ CERTIFICATIONS

Professional Engineer: MO, 1994, #026588; IN, 2011, PE11100226; KY, 2012, 28920

#### UNIQUE QUALIFICATIONS

Major bridge design and construction experience

Bridge re-decking for SB John F. Kennedy Truss Bridge

Doctorate dissertation on Static and Dynamic Characteristics of Tied Arch Bridges

Previous work with Dan Morris

#### RELEVANT PROJECT EXPERIENCE

- **I-40 over the White River, Arkansas Highways and Transportation Department, Prairie County, AR. 1/2014-12/2014** Engineer of Record for the analysis, design, plan development, and specifications for the five-unit structure, total length of 2,842 feet and carrying EB/WB I-40 over the White River. Each unit is a continuous, composite, steel plate girder with spans ranging from 120 to 148 feet for the approach spans while the main river unit has spans of 265 to 330 feet. The substructure units are open, round column bents founded on 18- to 24-inch concrete filled shell pile. The bridge is located in seismic site class B having an unfactored 1.0 period spectral acceleration coefficient of 0.119 based on a 7 percent chance of exceedance in 75 years. We completed a site-specific seismic analysis yielding a 1.0 period spectral acceleration coefficient of 0.29. The AASHTO seismic site class is D. **(Employer: Jacobs)**
- **I-435 South Link Loop Design-Build Project, Radmacher Brothers Excavation, Kansas City, MO. 1/2018-5/2018** Project engineer for the development of TS&L and final Bridge plans for seven bridges spanning both EB and WB I-435 over local roads (two locations), UPRR, and the Blue River. Bridge work included new bridge design and construction as well as rehabilitation and widening of existing structure. Superstructures include prestressed concrete NU girders, steel wide flange and steel plate girder. All substructure units are comprised of open, round column bents founded on steel H-pile or drilled shafts. All work completed in five-month time period. Value of the DB contract is \$75M. **(Employer: Jacobs)**
- **I-4 PPP, Downtown Orlando, FL, Skanska, Granite, Lane (SGL), Orlando, FL. 2015-2019** Engineer of Record for the analysis, design, load rating, plan development, and specifications for 8 bridges on the I-4 corridor. Bridges included prestressed concrete FL girders up to 98-inch depths in Section 3 and curved structural steel spans in Section 4. Additional structures include five bridges over Rio Grande Avenue located over a relic sink hole with poor soil conditions and pile lengths up to 400 feet. Bridge foundations include pipe pile design and consideration for a consultant developed, FDOT approved, extreme event for sink holes. **(Employer: Jacobs)**



**JOHN FINKE,  
D. ENGR PE, SE,  
F. SEI**

## CLIENT REFERENCES

### Ohio River Bridges Downtown Crossing

Andy Barber, PE  
State Highway Engineer  
Owner: Kentucky  
Transportation Cabinet  
200 Metro Street  
Frankfort, KY 40622  
andy.barber@ky.gov  
502.782.4961

### I-435 South Link Loop

Perry J. Allen, Jr., PE  
Asst. District Engineer  
Owner: Missouri DOT  
600 NE Colbern Road  
Lee's Summit, MO  
64086  
perry.allen@modot.mo.  
gov  
816.607.2283

### I-69, from CR 1400N to US 231

Mark Fligor  
Construction Office  
Area Engineer  
Owner: Indiana  
Department of  
Transportation  
60 North Commercial  
Park Drive  
Washington, IN 47501  
mfligor@indot.in.gov  
812.895.7342

- **Ohio River Bridges Design-Build, Downtown Crossing, Louisville, KY. 2012-2014** Section Design Manager responsible for the execution, performance, coordination, schedule and quality for design and plan development for two main river bridge structures over the Ohio River at Louisville. Responsibilities includes leading coordination and execution of design build pursuit plans and upon win, the final design effort. Coordination and scheduling of multiple offices for Jacobs structural design team and subconsultants for the design of a four-span cable stay bridge (303'-750'-750'-303') and a five-span north approach span which includes geotechnical, seismic, wind, electrical, security, ITS, and structural bridge and peer review services. Engineer of Record for the rehabilitation of existing five-span JFK truss bridge (300'-700'-500'-700'-300') and adjacent north approach spans. **(Employer: Jacobs)**
- **I-69 Design-Build from CR1400N to US 231 Interchange, Indiana DOT/Fred Weber Inc., Daviess and Greene Counties, IN. 2010-2012** Structural Project Manager for design of 10.5 miles of new interstate highway, including 26 bridges and associated access roads and improvements. Responsibilities include project management for development of technical proposal and final engineering calculations, quality, bridge and MSE wall plans preparations, structural cost proposal, coordination of multi-offices Jacobs structural design team, coordination with surveying and geotechnical subconsultants, coordination with design-build contractor project team, and coordination with INDOT project team. Bridges are precast, prestressed I-girders supporting an 8-inch CIP deck. Foundations include extended pile bents, multi-round column bents, and integral endbents. All structures located in a high seismic area where liquefaction issues and poor soil conditions are project wide. **(Employer: Jacobs)**
- **Page-Olive Connector Design-Build, St. Louis County Department of Highways and Traffic, St. Louis County, MO. 2009-2011** Structural Lead for a design-build to extend Rte. 141 north of Olive Blvd to Page Avenue. Originally involved two bridges for a total length of 3,300 feet. The Jacobs team reconfigured the watershed area to reduce the amount of structure necessary to about 1,100 feet, resulting in significant savings. Four bridges resulted for the 1,100 feet; all bridges were typical Missouri DOT precast, prestressed, girders with slabs on precast panels. The substructure consisted mainly of pile bents, which greatly reduced the amount of work necessary in a sensitive environment. **(Employer: Jacobs)**
- **MO Route 141 from St. Luke's Hospital to Route 340 (Olive Blvd), Missouri DOT, St. Louis County, MO. 1/2009-12/2009** Deputy Structural Project Manager for the preliminary and final design, plans, specifications and estimates for eight bridge structures. Two bridges were Single Point Urban Interchanges with single spans of about 95 feet and widths exceeding 200 feet. A single span (125 ft) over existing Route. 141 and Maryville Creek and several multi-span bridges over Creve Coeur Creek were also included. The multi-span bridges varied in spans and lengths from four to seven spans with the typical span of 85 feet. The project was greatly accelerated and eight bridges were delivered within a five-month period. The project required overseeing staff in multiple offices. **(Employer: Jacobs)**

## Brad Young

### CONSTRUCTION MANAGER

*Brad has over 41 years of experience in the construction industry as one of Kokosing's top managers. He has operated in positions of management in both DB and traditional projects - including Twelvepole Creek, Dick Henderson Bridge, and the Hamilton I-71-1.59 Bridge. He brings physical construction expertise in complex bridges, demolition, piling, structural concrete, and beam erection to this project, as well as interpersonal experience in schedule management, substantial phasing, and structure replacement. As construction manager, he will oversee all project construction and have the authority to leverage Kokosing's personnel and equipment resources, ensuring the project is built safely to plans and specifications and on schedule.*

#### LENGTH OF SERVICE

41 years

#### REGISTRATIONS/ CERTIFICATIONS

More than 20 work-type specific certifications, including ODOT-Approved Traffic Control Training, Certified OSHA 30-hour and Supervisory Teambuilding

#### UNIQUE QUALIFICATIONS

Design Build Experience

Multiple Urban Interstate Highway Structures

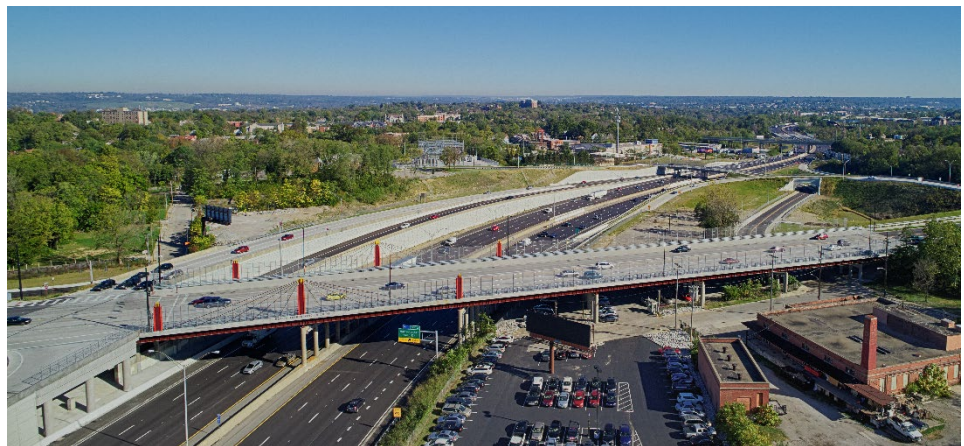
Marine Construction Experience

Previous Work with US Coast Guard

Previous Work with Project Manager Vince Martini

#### RELEVANT PROJECT EXPERIENCE

- **Martin Luther King Interchange Design-Build (133026), ODOT D8, Cincinnati, OH. 6/2014 – 8/2016** Structures Superintendent for Kokosing. This \$80M project involved the design and construction of a new full interchange at MLK Drive and I-71. Construction included rehabilitation and widening of I-71, new entrance and exit ramps from MLK Drive, and reconstruction of local city streets. All overpass crossings of I-71 through the heavily traveled "Uptown" community remained open during construction. Brad directly oversaw the construction of several bridges on this project. Major items of work included 100,000 sf of retaining walls, 475,000 cy of earthwork, 18,000 lf of drainage and waterline, and concrete and asphalt paving. Brad was 100% committed to this project for the entire construction period as the Structures Superintendent.



- **I-275 Reconstruction (060414), ODOT D8, Cincinnati, OH. 3/2007 – 10/2009** Structures Superintendent for Kokosing. Brad served as a Structures Superintendent on this \$139M major four-phase reconstruction of seven miles of I-275 on the north side of Cincinnati carrying over 150,000 vehicles per day. He oversaw the construction of 6 mainline structures of the twin bridges, and one overhead structure. The scope of work included: 28 bridges, 172,000 cy of excavation, 41,000 lf of concrete barrier, 16,000 lf of drainage, 543,000 tons of asphalt, 31,000 sy of concrete pavement, 3,000 lf of waterline, multiple retaining walls totaling 80,000 sf, 325,000 sf of noisewall, and 27,000 cy of structural concrete. Kokosing implemented multiple VE proposals, saving the

**BRAD YOUNG**  
*continued*

**CLIENT  
REFERENCES**

**MLK Interchange DB**  
Kristen Haus, PE  
Project Engineer-ODOT  
Owner: Ohio Dept. of  
Transportation  
505 S. State Route 741  
Lebanon, Ohio 45036  
Kristen.haus@dot.ohio.  
gov  
513.564.6106

**Dick Henderson  
Bridge - WVDOH**  
Jason Hamilton, PE  
Area Engineer-WVDOH  
Owner: WV Dept. of  
Highways  
1340 Smith Street  
Charleston, WV 25301  
Jason.G.Hamilton@wv.  
gov  
304.356.3816

**I-275 Reconstruction  
ODOT (060414)**  
Kelly Wessels, PE  
Project Engineer-ODOT  
Owner: Ohio Dept. of  
Transportation  
505 S. State Route 741  
Lebanon, Ohio 45036  
Kelly.Wessels@dot.ohio.  
gov  
513.520.2925

project over \$1.25M. The company also received both available \$1M incentive payments for meeting project milestone dates.

- **Dick Henderson Bridge, Project S320-P25-0.05 00, West Virginia Division of Highways, Nitro, WV. 1/2012 – 10/2013** Construction Project Manager for Kokosing: Brad managed all aspects of this \$24M project which replaced an existing three-span truss bridge over the Kanawha River near Charleston. The project scope included the demolition of an existing 1,400-foot-long structure, including three truss spans over the river totaling 900 lf, and construction of 400 lf of MSE wall. New abutments were constructed, and existing piers strengthened to allow the erection of new 11-ft tall plate girders and superstructure. The demolition and construction of the new superstructure was completed during an aggressive 10-month closure window.



- **Hamilton I-71-1.59 Bridge Rehabilitation (160392), ODOT D8, Cincinnati, OH. 8/2016 – 9/2018** Construction Project Manager for Kokosing: Brad served as Project Manager during this \$10M two-phase replacement of the bridge deck and parapet walls on the NB and SB I-71 bridges over Eggleston Avenue. Additional major rehabilitation work on the structure included the addition of shear studs, replacement of expansion joints, patching, and painting. An additional ramp bridge was overlaid with super-dense concrete. Associated tie-in work at each end of the bridge was also performed, including electrical, signing, and pavement markings. Some major quantities of work were: 3,700 cy of concrete, 1,000 sy of overlay and over 1.2 million lbs of rebar.
- **I-64 Twelvepole Creek Bridge Replacement, Huntington, WV 10/2009 – 1/2012** Construction Project Manager for Kokosing: Brad managed all aspects of this \$12M project which replaced existing twin bridges on I-64 over Twelvepole Creek and multiple surface streets. The existing bridges were demolished in phases to allow for construction of new 10-span, 2,125 ft-long concrete I-beam structures. Over 5,000 cy of structural concrete and 5.5 million pounds of rebar were placed on this project. Traffic was maintained on I-64 at all times by using a face-on-face traffic configuration in one bridge while demolishing and reconstructing the other.
- **US 35 Ramp Reconstructions at MOT-75-11.75 (140353), ODOT D7, Dayton, OH. 2014** Structures Superintendent for Kokosing: Brad managed this \$4M project which improved ramps for 2 bridges crossing Norfolk Southern railroad at the I-75 and US 35 Interchange. This project included structure rehabilitation of MOT-75-11.75 and deck replacement of MOT-75-11.80, as well as roadway improvements on ramps. Traffic was maintained at all times. Major quantities included: 533,000 lbs of rebar, 17,000 welded shear studs, and 1650 cy of deck concrete.



## Mark Maday, PE

### DESIGN-BUILD COORDINATOR

*Mark is a senior project manager and structural engineer technologist specializing in the design of highway bridges and large urban interchanges. His project design and construction experience include bridges, highways, retaining structures, as well as industrial facilities. Mark has successfully performed a variety of roles in all phases of highway and bridge projects including project management and technical leadership; conceptual and environmental studies; execution and coordination of preliminary and final design work; the preparation of contract plans, specifications, and estimates; and providing services during construction. Mark's design-build project delivery experience includes completing his current work as the Design Manager (DM) on the I-480 Valley View Viaduct project in Cleveland Ohio. Other significant DB project experience includes the Virginia Route VA 288 bypass project in Richmond Virginia, the I-670/71 Columbus Crossroads Interchange in Columbus, Ohio and the I-5 HOV lane expansion project in Everett, Washington.*

#### EDUCATION

MS, Civil Engineering,  
University of Colorado

BS, Civil Engineering,  
University of Illinois

#### LENGTH OF SERVICE

30 years

#### REGISTRATIONS/ CERTIFICATIONS

Professional Engineer in  
Seven States

Structural Engineer:  
Illinois, 1990, #081-  
004860

#### UNIQUE QUALIFICATIONS

Previous DB Experience  
on \$200M Project with  
Kokosing

Previous Project  
Manager / Design-Build  
Design Manager

Experience on large,  
geometrically complex,  
multi-level urban  
interchanges

#### RELEVANT PROJECT EXPERIENCE

- **I-480 Valley View Viaduct Design-Build, Cleveland, OH 2017-2020** Deputy Design Manager. This \$228M project involves the design and construction of a new steel girder bridge in the median of I-480 across the Cuyahoga River Valley between the existing EB and WB bridges. All three bridges are approximately 4,100 feet long. After construction of the new center bridge is complete, traffic will be staged to facilitate re-decking of the existing EB and WB bridges along with structural steel and substructure repairs. As the DM, Mark was involved throughout the project pursuit phase and played a key role during the prebid design phase. He attended and presented structural design information at three pre-bid Proprietary Technical Information meetings to the Ohio DOT. Working and coordinating with Walsh construction, Mark managed a team of engineers to create, evaluate and quantify alternatives, developed and created submittals for ATC alternatives, and provided cross discipline coordination among roadway, geotechnical and other technical disciplines. After submission and acceptance of the successful bid proposal by the Walsh DBT, Mark continues as the DM on the I-480 project currently in the final design and construction phases. Specific tasks include daily management and coordination of the DB design team, developing, coordinating and monitoring the project design schedule, managing a large multi-discipline team of design engineers, leading task force meetings, coordinating design activities and details, and coordinating multiple technical disciplines, including roadway, geotechnical, drainage, and MOT. **(Employer: Jacobs)**
- **I-670/71 Columbus Crossroads Interchange Reconstruction Design-Build, Ohio DOT, Columbus, OH, 2010-2012.** Mark served as the structures task lead for the redesign and reconstruction of the I-70 / I-670 system interchange in Columbus, Ohio. The \$200 million project included 22 bridges and the redesign of 26 retaining walls. the project was awarded to Kokosing Construction with CH2M HILL (now Jacobs) designated as Kokosing's lead engineering design partner. Design and construction began in 2011. Design was completed in 2013 and construction was completed in 2014. Mark was co-located with the Kokosing project team and the Ohio DOT in a dedicated

## MARK MADAY

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## CLIENT REFERENCES

### **I-480 Valley View DB**

Kirk Gegick, PE  
Project Manager-  
ODOT  
Owner: Ohio Dept. of  
Transportation  
5633 Brecksville Road  
Independence, OH  
44131  
Kirk.Gegick@dot.ohio.gov  
216.584.4032

### **I-670/71 Columbus Crossroads DB**

Eric Kahlig, PE  
Alt. Project Delivery  
Administrator - ODOT  
Owner: Ohio Dept. of  
Transportation  
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### **Zoo Interchange Reconstruction**

Roberto Gutierrez, PE  
Project Manager  
Owner: Wisconsin  
Dept. of Transportation  
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project office and led a project structure design team consisting of CH2M HILL and subconsultant design staff. His responsibilities included directing design and plan production work, coordinating design work with other design disciplines, adhering to project QC requirements, providing QC reviews, coordination with the contractor, and providing coordination and interaction with the Ohio DOT. **(Employer: Jacobs)**

- **Zoo Interchange Reconstruction, Wisconsin DOT, Milwaukee, WI, 2011-2013.** The Zoo System Interchange in Milwaukee connects I-94 / USH 45 / I-894 and is the busiest interchange in Wisconsin serving 300,000 vehicles per day. The project included 65 bridge structures with over 1,000,000 square feet of bridge deck and over 10 miles of retaining walls. As a Senior Project Manager and Senior Bridge Technologist, Mark led the bridge design team and served as the bridge design team Quality Manager. He provided bridge design coordination with WisDOT, technical direction to the bridge project team, cross discipline design coordination, design reviews and verification, construction specifications, and subconsultant management. **(Employer: Jacobs)**
- **Mitchell Interchange Reconstruction/I-94 North-South Coord; WisDOT; Milwaukee, WI; October 2008 – March 2010.** Bridge Design Lead and Task Manager. This \$300 million project included the design of numerous bridge types including, pre-stressed I-girders, tangent and horizontally curved steel I-girders, and tangent and horizontally curved steel box girders. **(Employer: Jacobs)**
- **I-5 HOV Lanes Design-Build; Washington State Department of Transportation (WSDOT); Everett, WA, December 2005 – June 2006.** Bridge Design Task Lead. Directed design and plan production, coordinated design work with other design disciplines, provided QC reviews, and coordinated with the contractor and WSDOT. Maintained traffic while designing a single point urban interchange, which is more efficient and takes up less space than standard interchanges. The \$224 million project included the widening or replacement of more than 20 bridge structures and numerous retaining walls, all completed within 3 years. Structure types were predominately pre-stressed I-girders but include a horizontally curved steel I-girder flyover and a cast-in-place concrete box bridge that was widened with precast U-shaped girders. Project received the 2007 Excellence in Design Award Safety/Mobility from WSDOT. **(Employer: Jacobs)**
- **Marquette Interchange Redesign; WisDOT; Milwaukee, WI; January 2001 – September 2004.** Deputy Project Manager. This elevated complex system interchange located in Milwaukee's downtown business district, connects I-43, I-94 and I-794 and also includes major service interchanges to downtown Milwaukee. Led a large team of structural designers from numerous firms to design 50 bridges and 5 miles of complex retaining walls located in cut sections. The elevated complex system interchange comprised more than 2 million square feet of new bridge deck situated on five levels in the core of the interchange. At \$800M, this project was designated by the Federal Highway Association (FHWA) as one of the top ten transportation improvement projects in the country and includes special oversight by the FHWA. **(Employer: Jacobs)**



## Attachment A

Jacobs Engineering Group Inc. and its related companies and affiliates form a global organization of over 300 subsidiaries and affiliate companies, in excess of 30,000 employees worldwide and revenues approaching \$13 billion that has the technical, financial, and professional qualifications and resources to deliver the Sherman Minton Corridor Project. As a publicly traded company, Jacobs Engineering Group Inc.'s annual reports, SEC filings, and Proxy reports can be found at <http://invest.JEG.com/investors/JEG-Filings/default.aspx>.

Due to the size and breadth of its operations, the following responses pertain only as to the parent, Jacobs Engineering Group Inc., ("JEG") at this time. Please feel free to contact us for further clarification. JEG has conducted a review of its internal record-keeping systems in order to provide the following responses and in an effort to include accurate and relevant information:

### **Supplemental Response to RFP 2.7.1, Legal Issues:**

JEG leads the global professional services sector delivering solutions for a more connected, sustainable world. With approximately \$12 billion in fiscal 2018 revenue and a talent force of more than 50,000 (excluding the recently divested ECR business), JEG provides a full spectrum of services including scientific, technical, professional, construction, and program management for business, industrial, commercial, government, and infrastructure sectors. From time to time and in the ordinary course of its business, JEG is subject to various claims, disputes, terminations, arbitrations, and other legal proceedings. It is JEG's practice to defend itself in such actions, many of which are generally subject to insurance and none of which are expected to have a materially adverse effect on JEG's consolidated financial statements. As a publicly traded company, JEG must disclose certain legal issues in the 10-K filing. However, JEG is not aware of any significant current or anticipated federal or state legal issues related to the JEG that must be resolved in a favorable way for JEG in order to deliver the Project and perform its obligation under a PPA.

### **Supplemental Response to RFP 2.7.2, Legal Liabilities:**

From time to time, and in the ordinary course of its business, JEG is subject to various terminations for conveniences, claims and disputes, including but not limited to, arbitrations and other legal proceedings. No such termination, claim or dispute, including but not limited to arbitration and other legal proceeding is expected to have a materially adverse effect on the consolidated financial statements. JEG has not been terminated for cause in the last five years.

### **Supplemental Response to RFP 2.7.3, Legal Proceedings:**

- A. Based on the parameters of the questions, JEG is able to provide the following information: there are no relevant claims to disclose per the question for the State of Indiana within the past 5 years related to transportation projects. From time to time, and in the ordinary course of its business, JEG is subject to various terminations for conveniences, claims and disputes, including but not limited to, arbitrations and other legal proceedings. No such termination is expected to have a materially adverse effect on the JEG's consolidated financial statements.
- B. Same as A. above.

## **Form C Supplemental Response**

### **Question 1:**

**NO**

Based on information and belief, JEG, nor any of its officers or directors, has been indicted or convicted of bid or other contract related crimes or violations or any other felony or serious misdemeanor within the past

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ten years. JEG does not have records to answer as to its employees but does conduct background checks prior to employment.

**Question 2:**

**NO**

**Question 3:**

**NO**

From time to time in the ordinary course of business, clients will cancel or suspend projects, based on reasons that do not involve or are caused by JEG. JEG has not been debarred in the last ten years.

**Question 4:**

**NO**

JEG leads the global professional services sector delivering solutions for a more connected, sustainable world. With approximately \$12 billion in fiscal 2018 revenue and a talent force of more than 50,000 (excluding the recently divested ECR business), JEG provides a full spectrum of services including scientific, technical, professional, construction, and program management for business, industrial, commercial, government, and infrastructure sectors. From time to time and in the ordinary course of its business, JEG is subject to various claims, disputes, terminations, arbitrations, and other legal proceedings. It is JEG's practice to defend itself in such actions, many of which are generally subject to insurance and none of which are expected to have a materially adverse effect on JEG's consolidated financial statements.

**Question 5:**

**NO**

JEG will provide professional services on this Project and will not be responsible for construction site safety. JEG has not, within the past 10 years, received an OSHA citation classified as willful. To the best of its knowledge and belief, any citations classified as serious have been settled or will likely settle as other than serious.

**Question 6:**

**NO**

From time to time and in the ordinary course of business, JEG is subject to various claims and disputes, including, but not limited to arbitrations, EEOC matters and other legal proceedings. It is JEG's practice to vigorously defend itself in such actions, many of which are generally subject to insurance and none of which are expected to have a materially adverse effect on the company's consolidated financial statement. Based on information and belief, JEG has not been found, adjudicated or determined by any federal or state court or agency to have violated any laws or Executive Orders relating to employment discrimination of affirmative action within the past 10 years.

**Question 7:**

**NO**

From time to time and in the ordinary course of business, JEG is subject to various claims and disputes, including, but not limited to arbitrations, EEOC matters and other legal proceedings. It is JEG's practice to vigorously defend itself in such actions, many of which are generally subject to insurance and none of which are expected to have a materially adverse effect on the company's consolidated financial statements. Based on information and belief, JEG has not 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 10 years 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.

**Question 8:****NO**

No proceeding, claim, matter, suit, indictment currently pending against JEG and reported in Questions 1-7 above will result in the firm being found liable, guilty or in violation of the matters referenced in Question 1-7 above and/or subject to debarment, suspension, removal or disqualification by federal government, any state or local government, or any foreign governmental entity.

**Question 9:**

This question asks for information without a timeframe. The information required to answer this question would be on the basis of "ever" and since JEG began conducting business. JEG does not have information responsive to answer the question based on the timeframe. Based on information and belief, JEG has not been found to be nonresponsive nor found by an awarding body not to be a responsible bidder, on a bid on a public works project in North America during the past 10 years. As a publicly traded corporation, JEG does not have information as to its owners.

**Question 10:****NO**

From time to time, and in the ordinary course of its business, JEG is subject to various terminations for conveniences, claims and disputes, including but not limited to, arbitrations and other legal proceedings. No such termination is expected to have a materially adverse effect on the Company's consolidated financial statements. During the past five years JEG has not settled any adverse claim, dispute or lawsuit between the owner of a public works project in Indiana and JEG in which the claim, settlement or judgment exceed fifty thousand dollars (\$50,000).

**Question 11:**

As is common in the industry, JEG participates in projects where JEG may under certain circumstances be required to pay financial penalties or liquidated damages, provide additional services, or make additional investments to ensure adequate performance and delivery of the contracted services. If any liquidated damages were assessed against JEG, such liquidated damages would not have a materially adverse effect on the Company's consolidated financial statements. JEG does not track the information requested by this question.

**Question 12:****NO****Question 13:****NO**

Based on information and belief, during the past five years JEG is not aware of having had any license or credential or registration revoked or suspended for cause. From time to time and in the ordinary course of business, JEG may have had a license suspended due to administrative reasons.

