80/94 FlexRoad Project
Construction Manager/General Contractor

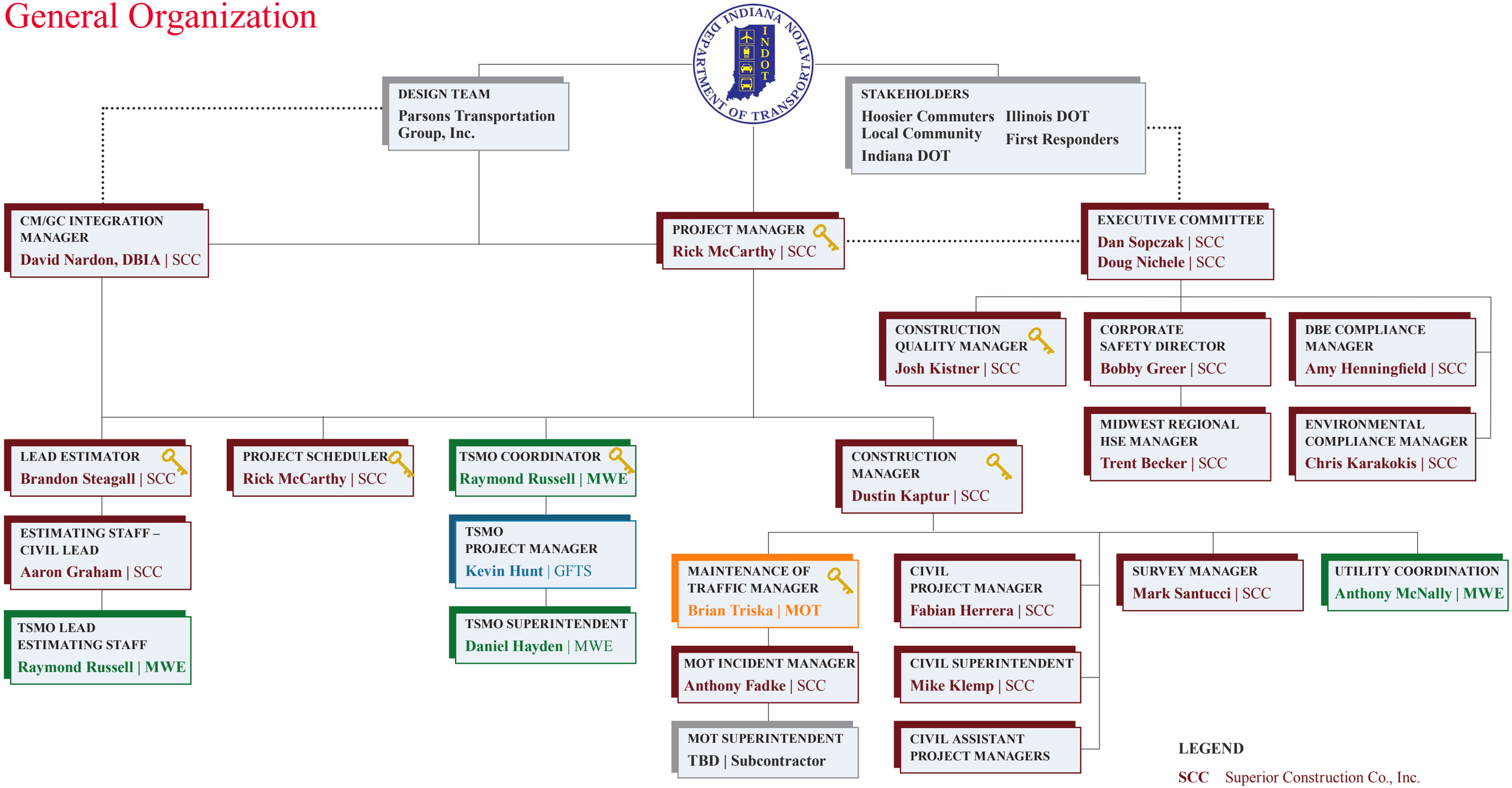
Indiana Department of Transportation
December 20, 2024

Technical Proposal

RFP Number: PD2403 | Volume II

SUPERIOR™

General Organization



LEGEND

SCC Superior Construction Co., Inc.
MWE Midwestern Electric, LLC
MOT Maintenance of Traffic, LLC
GFTS Gannet Fleming | TranSystems
Key Team Members (resumes included)

Experience of the Proposer and Identified Contractors

Superior Construction Co., Inc. (SUPERIOR) has assembled the most qualified team to provide the necessary expertise and capability to successfully complete the 80/94 FlexRoad Project using the Construction Manager/General Contractor (CM/GC) delivery process. Our team has extensive experience working collaboratively within this corridor and with the Indiana Department of Transportation (Department). Coupled with our management structure and resourcing approach, this will facilitate effective partnerships with all stakeholders to meet the established project goals. Our key personnel's in-depth knowledge of the 80/94 FlexRoad Project corridor will benefit the project by improving mobility and driver awareness, reducing severe incidents, and significantly decreasing incident response time. This alignment will enhance the likelihood of success and ensure the project budget delivers optimal value to the Department.

SUPERIOR, a family-owned enterprise in its fourth generation, has been a key player in building America's infrastructure for 86 years in Northwest Indiana, with a strong focus on safety, collaboration, and innovative project delivery.

- **Local Company Background:** SUPERIOR is known for successfully completing projects on time and within budget throughout Indiana and Illinois.
- **Project Partnership and Safety:** SUPERIOR partners with owners to enhance value and return on investment, prioritizing public and staff safety.
- **Workforce Resources:** SUPERIOR has the capacity and staff to complete the 80/94 FlexRoad Project, with a local trade staff of approximately 500 skilled union workers and additional personnel available on short notice.
- **Complex Project Experience:** SUPERIOR has extensive experience with major roadway projects, including the I-80/94 Pavement Restoration and the I-65/I-70 North Split. We are currently working on the Florida Department of Transportation's CM/GC First Coast Connector project in Clay County, as well as Progressive Design-Build projects for the Tampa Westshore Interchange, Sanibel Causeway Bridge, and SR A1A Bridge Replacements.
- **Alternative Delivery Experience:** Since entering the alternative delivery market in 2002, SUPERIOR has contracted **56 CM/GC, design-build, and alternative delivery projects valued at $4.1B**, demonstrating our ability to handle various complexities.

Capacity

SUPERIOR currently ranks 34th in ENR's Top 50 Domestic Heavy Contractors and has the available capacity and necessary staff to complete the 80/94 FlexRoad Project. The project will be staffed from SUPERIOR's local Indiana office in Portage, located only five miles from the Project.

The team's familiarity, experience, and existing relationship with the Department and this corridor suggest a minimal learning curve. All proposed team members are currently assigned to projects that will be completed before this project's agreement execution and will be available upon receipt of Notice to Proceed.

Estimating Experience

SUPERIOR conducts in-house estimating with a team of seasoned professionals who began their careers in hands-on construction. Their extensive, practical understanding of the construction process enables them to price projects with exceptional accuracy and competitiveness tailored to each market.

Our Corporate Estimating Group has successfully provided Independent Cost Estimating (ICE) Support Services for the Virginia Department of Transportation. For the 80/94 FlexRoad Project, we will allocate a team of dedicated estimators highly skilled in open-book, transparent, and collaborative Progressive Alternate Delivery methods. This approach ensures the optimization of scope, value, and quality within the project budget, ultimately delivering the best value to the Department.

WHY SUPERIOR

First-Hand Experience Working on the I-80/94 Corridor. SUPERIOR has successfully completed similar scopes of work on recent complex interchange projects and work within the I-80/94 corridor, including:

- I-80/94 Concrete Pavement Restoration, 2022 State Line to Cline Ave | $33.5M
- I-80/94 Concrete Pavement Restoration, 2023 Cline Ave to I-65 | $45.3M
- I-65/I-70 North Split – Interchange Reconstruction | $400M

SUPERIOR has completed various design-build projects throughout the I-80/94 and I-65 corridors, including the Borman Reconstruction from Cline Avenue to I-65, along with one of INDOT's first design-build projects on the I-65 corridor from I-80/94 to 53rd Avenue in 2001. We have constructed most of the overpasses along the corridor, including Colorado, I-65, I-65 Flyover Ramp, MLK, Georgia, Broadway, Harrison, Grant, Chase, Clark, Burr, Colfax, Indianapolis, and Calumet, with some being alternative delivery.

Heavy Highway/Civil Self-Performing Strategy. SUPERIOR's strength lies in its ability to self-perform all critical aspects of the project, ensuring control over the schedule and timely completion. Our expertise extends to attracting, qualifying, and managing multiple specialty subcontractors necessary for this corridor work. Additionally, we can collaborate with DBE-qualified contractors and other professionals to support these typically self-performed scopes if required.

Safe Construction Site. Safety is more than a catchphrase at SUPERIOR, it's how we conduct business, proven by our historical consistency well below the EMR industry standard. Our current EMR is 0.83 and trending downwards towards 0.68. SUPERIOR is an award-winning, nationally recognized leader in the industry for implementing advanced safety programs. We place significant importance on ensuring a safe working environment and providing ongoing employee training. Our investment in safety highlights our dedication to the well-being of our employees, ensuring they return home healthy every day. Prioritizing safety protects our workforce and safeguards all stakeholders involved in the project.

Key Experienced Partners

Midwestern Electric LLC

Midwestern Electric, LLC (MWE) has been a prominent provider of electrical services since 1971, specializing in transportation, commercial, industrial, and infrastructure across Indiana and the Chicago area. With a proven record of successful projects and a commitment to innovation, MWE stands at the forefront of the electrical contracting industry in the Midwest. MWE has a longstanding relationship and history with INDOT, installing a large portion of the Department's Intelligent Transportation Systems (ITS) Traffic Management System and fiber network within the I-80/94 corridor and throughout the entire State. Raymond Russell, Transportation Systems Management and Operations (TSMO) Manager, was the chief estimator for the ITS Traffic Management Systems on I-94 and I-65 to construct 14 communication towers with over 30 cameras and 16 miles of fiber optic cable and communications shelters.

Comprehensive Electrical Services. MWE offers a full range of electrical services, including low, medium, and high voltage work, encompassing street lighting, airport lighting, transmission lines, substations, power poles, transformers, fiber optic networks, and traffic signal coordination.

Advanced Infrastructure Solutions. MWE integrates cutting-edge technologies into its services, such as fiber optic cable installation, ITS, Dynamic Messaging Signs (DMS), Variable Speed Limit (VSL) systems, and other Transportation Systems Management and Operations (TSMO) strategies, adhering to Federal Highway Administration guidelines.

Intelligent Transportation Systems. MWE's ITS solutions enhance road safety and traffic efficiency through real-time data collection and analysis, integrating sensors, cameras, and data processing systems to aid transportation agencies in managing traffic effectively. MWE's ITS solutions integrate advanced technologies with the installation of sensors, cameras, and data processing systems to monitor and manage transportation networks effectively. With real-time data collection and analysis, transportation agencies are able to respond promptly to changing traffic conditions to reduce congestion and improve the overall travel experience for motorists.

Commitment to Safety and Quality. MWE prioritizes safety and quality, adhering to rigorous standards and investing in continuous training and professional development for its technicians to ensure the delivery of high-quality services based on the latest technology and industry best practices.

Innovation and Quality Commitment

Fiber Optic Cable Installation. Fiber optic technology is essential for modern telecommunications, supporting a wide range of applications from Internet services to smart city initiatives. MWE has installed hundreds of miles of fiber cable, concrete and polymer vaults, splice enclosures, and fusion splices, all delivered to the client at optimal functionality. Highly trained technicians deploy fiber optic systems for faster data transmission, improved connectivity, and enhanced overall network performance.

Dynamic Messaging Signs (DMS). DMS are vital tools for communicating real-time information to drivers. MWE specializes in installing and maintaining DMS, providing clear, concise messages about traffic conditions, construction zones, and emergency alerts. MWE is a certified contractor with DAKTRONICS. The installation of DMS is a key component of ITS, and MWE ensures these signs are strategically placed for maximum visibility and impact through close collaboration with transportation agencies to tailor DMS solutions to specific regional needs and challenges.

Variable Speed Limit (VSL) Systems. To enhance road safety and adapt to varying traffic conditions, MWE also focuses on deploying VSL systems. VSL technology allows for the adjustment of speed limits based on real-time data, such as traffic volume, weather conditions, and road incidents. This adaptive approach improves safety and contributes to more efficient traffic flow. MWE installs and calibrates VSL systems, ensuring seamless operation alongside other ITS components.

Transportation Systems Management and Operations (TSMO) Strategies. MWE actively supports the implementation of Transportation Systems Management and Operations (TSMO) strategies guided by FHWA principles. TSMO encompasses a range of strategies to optimize the performance of existing transportation systems through better management and innovative solutions. Continual training and a forward-looking approach help keep MWE informed of current and innovative technologies that will be deployed in the field to enhance operations further.

Current and Past TSMO Services

Traffic Signal Optimization. Intelligent traffic signal systems that adjust signal timings based on real-time traffic conditions, improving flow and reducing delays.

Traveler Information Systems. Provide travelers with real-time information about traffic conditions, road closures, and estimated travel times, allowing them to make informed decisions on their routes.

Data Analysis and Reporting. Assists agencies in analyzing transportation data to identify trends, measure performance, and make data-driven decisions for future improvements.

MAINTENANCE OF TRAFFIC
CONSULTING FOR SAFER ROADWAY WORK ZONES

Maintenance of Traffic, LLC was established in August 2024 by **Brian Triska**. Brian played a crucial role in the growth of Traffic Control Specialists, Inc. (TCS), solidifying its position as an industry leader in the Northern Indiana traffic maintenance market. The company was

originally founded by Tracey Triska in 2007, who subsequently brought on her husband, Barry Triska, who possessed over 25 years of experience in the industry at that time.

Brian has established himself as a respected authority in implementing Maintenance of Traffic (MOT) on the I-94 corridor through Indiana. His extensive knowledge, experience, and ability to collaborate effectively with engineers enables the team to anticipate and resolve numerous issues before executing MOT in the field.

Brian commenced his tenure with TCS as a laborer/project manager, where he was directly involved in implementing MOT plans. In collaboration with SUPERIOR, he contributed to numerous high-profile interstate projects in Northwest Indiana, including the Borman 80/94 Expressway Reconstruction Projects. TCS, SUPERIOR, and MWE have partnered on many projects within this corridor. These initiatives necessitated extensive collaboration with all stakeholders to enhance safety and improve mobility throughout the area.

Brian is currently collaborating with INDOT, ICI, and design engineers to enhance the safety of work zones for workers, owner representatives, and the motoring public. Leveraging his extensive experience in implementing MOT plans, he offers valuable insights into the complexities involved in both setting up and designing these plans. Recognizing the infrequent interactions between MOT implementers and designers, Brian established Maintenance of Traffic, LLC to bridge this gap. He aims to provide a platform for design engineers to discuss the practical aspects of MOT setup and phase transitions with contractors. Brian seeks to share his expertise with High Star Traffic and the broader MOT industry.

Sharing his extensive knowledge and relationships with design engineers before the bid process, Brian contributes to creating safer and more cost-efficient projects for the State. For current projects, the company intends to conduct thorough investigations into how MOT plans will be implemented to identify and address potential pitfalls. Facilitating open dialogue between MOT design engineers and implementers will ensure more comprehensive and safer MOT plans in future projects.

GANNETT FLEMING | TRANSYSTEMS

Gannett Fleming and TranSystems (GFTS) have united to create a preeminent force in infrastructure consulting. Recognized among the top 20 providers of transportation design services by Engineering News-Record (ENR), this partnership amplifies each company's strengths and enhances its capacity.

With a focus on smart mobility, GFTS specializes in designing and implementing systems that leverage TSMO, such as Hard Shoulder Running (HSR) and Active Transportation and Demand Management (ATDM). GFTS' vision is to create a future where transportation networks are optimized for safety, efficiency, and sustainability.

A GFTS flagship project is the development of a 7.5-mile Smart Lane facility along I-275 in Cincinnati. As the ITS Manager, GFTS oversees comprehensive engineering activities integrating advanced technologies such as VSL and HSR. GFTS' quality reviews include meticulous assessments of the Systems Engineering Analysis, ensuring every component—from Regional Architecture elements to Concept of Operations—aligns with the 11th Edition of the Manual on Uniform Traffic Control Devices (MUTCD). By carefully reevaluating HSR gantry locations, they are enhancing lane use control signals and supporting the installation of CCTV cameras and variable speed limit signs, ultimately improving traffic flow and safety.

The work performed by GFTS on the Long Island Expressway ATDM project demonstrates their ability to manage large-scale initiatives that directly impact urban mobility. This project encompasses a 3.3-mile stretch between the Queens-Midtown Tunnel and Main Street, where they are evaluating HSR for eastbound traffic. The project includes the installation of variable speed limit signs, queue warning systems, and travel time readers. By collaborating closely with design teams and conducting field inspections, optimal device placement is ensured to maximize the effectiveness of the ATM system.

GFTS serves as the QA/QC Manager for various other projects, including the design of a new fiber optic cable trunkline along I-90 near Cleveland. This project is crucial for upgrading communication systems supporting variable speed limit signage. Their design plans include detailed specifications for CCTV camera installations and innovative conduit solutions, ensuring robust and reliable connectivity.

RICK MCCARTHY

Project Manager

SUPERIOR

BENEFITS TO INDOT

- Managed eight projects within the I-80/94 and I-65 corridor
- Manged over 40 projects with INDOT's LaPorte District and IDOT's District 1
- Proven track record for delivering high-profile projects on time and on budget
- Collaborative approach to meeting project goals

Years of Experience
19 Years Experience

8 Years with SUPERIOR

EDUCATION
BS, Civil Engineering, Western Michigan University, 2006

Certifications
OSHA 30-Hour

Rick managed and oversaw construction projects in INDOT's LaPorte District and IDOT's District 1, specifically projects on I-80/94 and I-65 over the past eight years with Superior Construction as Division Manager and Senior Project Manager. Rick is involved with projects from estimating to closeout, working directly with project owners and staff, assisting as necessary to deliver projects to the owner. Projects include bridge overpass projects, pavement restoration, maintenance, and marine projects. Rick and SUPERIOR have delivered the projects on schedule, safely, and in accordance with plans and specifications. Working with different owners, Rick has worked firsthand on numerous Cost Reduction Incentive (CRI) to provide a SUPERIOR product that allows work to be performed safely and efficiently while saving costs.

Relevant Project Experience

INDOT R-43722 & R-43062 Concrete Pavement Restoration Projects | Indiana Department of Transportation | *Division Manager* | $78.8M | Design-Bid-Build

- Oversaw the project teams, providing leadership in executing the construction projects. This includes coordinating with different teams, subcontractors, and stakeholders to ensure smooth execution within set timelines and budgets. Responsibilities also involved ensuring compliance with regulations and safety standards to guarantee a successful project outcome. Communication played a crucial role in owners' interaction, providing progress updates, and tackling any project-related challenges that may arise. Additionally, his strategic leadership in risk management and problem-solving was essential in guiding the project team toward achieving goals effectively and efficiently.
- **Reference:** Karen Douthett, AE | Indiana Department of Transportation | KDouthett@indot.IN.gov | 219.363.2232

INDOT B-40120 I-65 Bridge Deck Overlays | Indiana Department of Transportation | *Senior Project Manager* | $9M | Design-Bid-Build

- The project included bridge deck overlays and pavement replacement on 13 structures on or over I-65. The project was completed ahead of schedule due to working with the Department to install a cross-over, which eliminated numerous MOT phases and allowed for work to be performed efficiently while still maintaining required travel lanes with positive protection for the workforce. Rick worked directly with INDOT PE/PS to hold a phase change coordination meeting so emergency services, schools, and the public were informed about upcoming traffic switches and changes.

Rick McCarthy | Project Manager (continued)

- **Reference:** Tom Stryzinski, PE/PS | Indiana Department of Transportation | tstryzinski@indot.IN.gov | 219.344.0996

INDOT B-39491 Superstructure Replacement and New Bridge 249 over US 12 | Indiana Department of Transportation | *Division Manager* | $35.5M | Design-Bid-Build

- Division Manager on new 1,093 ft 6-span bridge into the Port of Indiana includes a superstructure replacement and widening of the existing bridge structure. Rick was involved in the estimating, scheduling, and project startup of this $35.5M project over NS RR, NICTD RR, Nipsco Gas, and numerous other critical existing utilities. The project team is currently ahead of schedule due to outstanding coordination among all stakeholders.
- **Reference:** John Moran, PE/PS | Primera Engineers, Ltd. | jmoran@primeraeng.com | 708.819.0133

MoDOT 554 | Missouri Department of Transportation | *Field Engineer / Superintendent* | $487M | Design-Build

- Assisted with TSL development on full bridge reconstructions in SE Missouri, District of MoDOT, to be designed and constructed in 3 years. Continually managed the design team during construction to improve design and assist in constructability reviews. During construction, handled procurement of precast beams and steel piling for the construction of bridges. Construction began in the fall of 2009, and all 554 bridges were completed by the fall of 2012.
- **Reference:** Andrew Meyer (Retired) | Missouri Department of Transportation | Andrew.Meyer@modot.mo.gov | 573.472.5296

Dallman Unit #4 Coal Fired Power Plant | Springfield Power and Light | *Superintendent / Field Engineer* | $500M | EPC (Engineer, Procure, Construct)

- 200 MW coal-fired power plant was delivered to Springfield six months ahead of schedule, attaining the maximum $20 million available incentives. Reviewed and provided constructability comments on design drawings before the issue of RFC drawings. Supervised all civil, interior finish, and structural concrete self-perform work—contract administrator for all HVAC, painting, fireproofing, elevator, and insulation subcontracts.
- **Reference:** Mark Sauerbrunn | Black and Veatch (owners rep) | markdesa@live.com | 913.901.6909

60W43, Precast Pavement Patching IL 59 from IL 64 to I-90 | Illinois Department of Transportation | *Project Manager/ Estimator* | $4.3M | Design-Bid-Build

- Rick estimated and managed a precast patching job consisting of 10,000SY precast patches. The 950 patches were on 10 miles of highway, requiring significant coordination efforts with multiple municipalities to complete the project. Rick managed all crews, subs, and suppliers daily to ensure that 40 lane miles of highway were open back to traffic in accordance with daily lane closure times, ultimately delivering the project ahead of schedule.
- **Reference:** Dale Dippon | Illinois Department of Transportation | dale.dippon@illinois.gov | 847.846.4458

DUSTIN KAPTUR

Construction Manager

SUPERIOR™

BENEFITS TO INDOT

- Track record of meticulously overseeing all project aspects, from planning to final delivery.
- Resiliency and adaptability in high-pressure situations to navigate unforeseen challenges to stay on track.
- Leverages strategic planning and resource optimization to identify and implement cost-saving opportunities.

Years of Experience
12 Years Experience

9 Years with SUPERIOR

EDUCATION
BS, Construction Engineering & Management, Purdue University, 2012

Certifications
OSHA 30-Hour

Dustin's broad experience in heavy highway projects equips him with a unique perspective, making him an invaluable asset during both the preconstruction and construction phases. Dustin is instrumental in developing, training, and implementing project schedules. His comprehensive understanding provides invaluable guidance and support throughout every stage of the construction process.

Relevant Project Experience

INDOT R-40512 I-465/I-70 Concrete Pavement Restoration | Indiana Department of Transportation | *Project Manager* | $11M | Design-Bid-Build

- Dustin oversaw a 12-phase pavement restoration, located in one of the most heavily trafficked areas of Indianapolis, focused on essential infrastructure improvements. Key elements included full-depth patching, joint repairs, and replacement of over 4,000 square yards of PCCP pavement and bridge approaches. Dustin led the project, coordinating with subcontractors, stakeholders, and project owners to ensure that all work adhered to strict timelines and budget constraints. His proactive communication with project owners provided regular updates and promptly addressed emerging challenges. Through strategic risk management and effective problem-solving, Dustin successfully guided the team to meet all project objectives, ensuring a smooth, efficient process that prioritized quality and minimized disruptions.
- **Reference:** Trevor Weaver, PE | Indiana Department of Transportation | tweaver1@indot.in.gov | 765.745.1760

INDOT B-42569 I-465 Bridge Over 96th Street | Indiana Department of Transportation | *Project Manager / Scheduler* | $23M | Design-Bid-Build

- Six-phase project to complete replacement of the bridge over 96th Street and is in one of Indianapolis's most heavily congested areas. Project elements include mass earthwork, grading, realignment of 96th Street, ground improvements, aggregate columns and wick drains, 46-inch plate girders, and ITS improvements.
- **Reference:** Brent Estes | Indiana Department of Transportation | bestes@indot.IN.gov | 765.745.1700

INDOT B-34471 I-65 Over Wabash River | Indiana Department of Transportation | *Assistant Project Manager* | $23.8M | Design-Bid-Build

- This $23.8 million project widened the heavily traveled I-65 over the Wabash River bridge, connecting it to the existing northbound and southbound structures. The project contained

Dustin Kaptur | Construction Manager (continued)

causeway construction, in-water pier construction, and plate girder erection.

- **Reference:** Eric Felix | Indiana Department of Transportation | efelix@indot.IN.gov | 765.577.0627

Rehabilitate Runway "12-30" - Phase 3 | Gary/Chicago Regional Airport Authority | *Project Manager* | $7.5M | Design-Bid-Build

- This project replaced a portion of Runway "12-30" and its taxiway connections under a full airport shutdown of 19 calendar days. The project scope Included 63,000 SY of pavement removal, 63,000 SY of 13" PCCP Paving, and 6,000 CY of Excavation. The project was completed one-day ahead of schedule despite experiencing inclement weather in 14 of the 19 days allotted.
- **Reference:** Ken Ross, PE | NGC Aviation Consultants | kross@ngc.aero | 317.281.9949

Terminal Apron Improvements - Phases 1 & 2 | Fort Wayne-Allen County Airport Authority | *Project Manager* | $12.3M | Design-Bid-Build

- Completed upgrades to the concrete aprons and drainage systems for future terminal expansion in two phases. Included removal of existing pavement, earthwork, drainage, soil stabilization, and 45,000 SY of 16-inch concrete. Excavated 22,000 CY and installed 56 new large-diameter drainage structures.
- **Reference:** Nathan Lienhart, PE | CHA Consulting, Inc. | nlienhart@chacompanies.com | 317.407.2360

INDOT B-40608 Bridge and Culvert Replacements (Newton County) | Indiana Department of Transportation | *Project Manager / Scheduler* | $9M | Design-Bid-Build

- Bundle project to replace existing structures and consisted of replacing bridges on US 41 over Chizum Ditch, replacement of a three-sided culvert on US 41 over Hambridge Ditch, replacement of a three-sided culvert on SR 14 over Gaff Ditch, and replacement of culvert on SR 114 over Haynes Tile.
- **Reference:** Larry Hofferth | Indiana Department of Transportation | lhofferth@indot.IN.gov | 219.809.7219

INDOT B-41211 Bridge Deck Overlay | INDOT | *Project Manager / Scheduler* | $6.2M | Design-Bid-Build

- Bundled project to rehabilitate 12 structures for three counties. Scope included bridge painting, polymeric concrete bridge deck overlays, silica fume modified bridge deck overlays, and structural patching.
- **Reference:** Kelly Nethercutt, PE | Indiana Department of Transportation | knethercutt@indot.IN.gov | 219.214.2762

Howell Drive Bridge at Ribault River Bridge Replacement | Florida Department of Transportation | *Project Manager* | $11.9M | Design-Bid-Build

- The new $12 million four-span, 480-foot long Ribault River Bridge consists of two 12-foot travel lanes and 5-foot-wide protected shoulders for pedestrians and bicyclists. Nearly 9,000 vehicles travel across the bridge daily, so a temporary bridge was built next to the existing structure to maintain the traffic flow.
- **Reference:** Sid T. Howell | GAI Consultants | s.howell@gaiconsultants.com | 904.559.8055

INDOT B-31472 Ronald Reagan Parkway | Indiana Department of Transportation | *Project Manager* | $14.4M | Design-Bid-Build

- Constructed a 1.75-mile extension in Brownsburg that included a four-lane roadway and overpasses over CSX railroad and Crawfordsville Rd. Scope also included 350,000 CY of embankment, 20,000 SF of MSE Wall, and culvert installations.
- **Reference:** Bradley Thompson, PE | Indiana Department of Transportation | bthompson@indot.in.gov | 765.361.5217

RAYMOND RUSSELL

Transportation Systems Management and Operations (TSMO) Coordinator

Midwestern Electric LLC

BENEFITS TO INDOT

- Leading TSMO services ongoing INDOT projects for last 15 years
- Applies insights from past ITS Traffic Management Systems to align with FHWA's expanded requirements
- Focused on leveraging emerging technologies to enhance vehicle transit systems

Years of Experience
20 Years Experience

20 Years with Midwestern

EDUCATION
Business Studies, Construction Management, Purdue University, 2014

Certifications
IMSA II, Traffic Signal

Raymond's expertise in planning and executing contracts allows for projects with superior quality control, delivery, and efficiency. Raymond is experienced in industrial electrical applications, fiber optic networks, and the construction and operation of ITS, roadway lighting, and traffic signal systems. For over 15 years, he has focused explicitly on traffic signal systems and ITS, working with engineers and consultants at the State and Municipal levels to provide the most efficient, cost-effective systems available. Keenly focused on the ever-evolving nature of new technology, Raymond has developed his experience in all aspects of the State and local vehicle transit systems by continual learning from across the field, including IMSA, Purdue Road School, ITS Midwest, and the FHWA ITS PCB Program. His experience and past project success provides stakeholders with exceptional project outcomes. As the requirements of the FHWA have expanded into deploying TSMO, he is consistently applying the experiences learned from past ITS Traffic Management Systems to provide the most advantageous outcomes for the owners and Public.

Relevant Project Experience

INDOT T-41224 ITS Devices and Signal Maintenance | Indiana Department of Transportation, LaPorte and Fort Wayne District | *Estimator/Project Manager* | $624K | Design-Bid-Build

- Raymond was the project estimator and project manager, dealing directly with INDOT supervisors and field employees. He coordinated procurement through submittals and delivery and supervised subcontractors and their field employees in installing over 30 new camera lowering devices and all associated hardware and equipment. They provide on-call 24/7/365 (retrofitted ITS cameras, lowering devices, repaired and installed traffic system loops).
- **Reference:** Vicki Harrington | Indiana Department of Transportation | vharrington@indot.IN.gov | 260.205.3226

INDOT T-34250 ITS Traffic Management System | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $6M | Design-Bid-Build

- This project on I-94 and I-65 constructed 14 communication towers with over 30 cameras, 16 miles of fiber optic cable, and communications shelters. Raymond was the chief estimator for this project. Raymond was responsible for all aspects of project delivery, from procurement to subcontractor selection and supervision.

Raymond Russell | Transportation Systems Management and Operations (TSMO) Coordinator (continued)

- **Reference:** Mohammed M. Ali | Indiana Department of Transportation | mali@indot.IN.gov | 317.518.3287

INDOT T-33899 ITS Traveler Monitoring Systems | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $5M | Design-Bid-Build

- Raymond was responsible for all aspects of project delivery, from procurement to subcontractor selection and supervision. He was also the chief estimator for this project. The project installed DMS signs on new gantries and communication towers and 20 miles of fiber optic cable and associated splicing.
- **Reference:** Carter Vravis | Indiana Department of Transportation | CVravis@indot.IN.gov | 219.221.6961

INDOT T-41233 ITS Management Systems | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $5.5M | Design-Bid-Build

- This project constructed DMS signs, 26 cameras, camera towers, and fiber optic cable. The successful deployment and integration of wireless vehicle detection systems added to this project's scope.
- **Reference:** Keith J. Pepenella | Indiana Department of Transportation | kepepenella@indot.IN.gov | 765.891.9072

INDOT T-41761 ITS Traffic Management Systems | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $2M | Design-Bid-Build

- This project updated the cellular modems and controller modules for over 260 traffic signal locations, in additions to installing 34 CCTV assemblies.
- **Reference:** Brandon Wright | American Structurepoint | bwright@structurepoint.com | 765.421.2527

INDOT T-41288 ITS Traffic Management Systems | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $1.6M | Design-Bid-Build

- This project updated the cellular modems and controller modules for over 210 traffic signal locations, in additions to installing 22 CCTV assemblies.
- **Reference:** Nidal Rabie | Indiana Department of Transportation | nrabie@indot.IN.gov | 219.221.0891

INDOT T-41755 ITS Communications Systems | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $2.4M | Design-Bid-Build

- This project is installing 15 miles of fiber optic cable, replacing the old communications fiber.
- **Reference:** Nidal Rabie | Indiana Department of Transportation | nrabie@indot.IN.gov | 219.221.0891

INDOT T-41284 and T-41766 ITS Devices and Traffic Signal Maintenance | Indiana Department of Transportation | *Chief Estimator/Project Manager* | $2M | Design-Bid-Build

- The team performed on-call and scheduled maintenance on fiber optic networks, ITS towers, cameras, WIM stations, and RWIS stations.
- **Reference:** Robert Schmidkunz | Indiana Department of Transportation | rschmidkunz@indot.IN.gov | 219.214.2992

JOSH KISTNER

Construction Quality Manager

SUPERIOR

BENEFITS TO INDOT

- Quality Management experience on alternative delivery projects
- Extensive experience creating and overseeing quality control program

Years of Experience
22 Years Experience

6 Years with SUPERIOR

EDUCATION
BS, Building Construction Management Technology, Purdue University, 2006

Certifications
ACI Level 1 | #01356035

ACI Level 2 | #01356035

AWS Certified Welding Inspector | #17120721

American Society for Quality Certified Manager of Quality/Organizational Excellence | #55234

OSHA 30 Hour

Josh is experienced in quality management of alternative delivery projects and QA/QC programs. He has performed as construction quality inspector, QA/QC manager, project manager, general superintendent, and environmental compliance manager.

Relevant Project Experience

INDOT I-65 / I-70 North Split | Indiana Department of Transportation | *Construction Quality Control Manager* | $400M | Design-Build

- Reconstruction of I-65 / I-70 interchange in downtown Indianapolis, comprised of four sections (south, west, and east legs, and interchange). Replaced all pavement, reconfigured interchange into three levels, eliminated two ramp movements, replaced numerous bridge structures, installed new drainage system, improved local streets, replaced ITS facilities, and provided new aesthetic and landscape features on an accelerated schedule-driven project with many local stakeholders.
- **Reference:** Cliff Walker | Indiana Department of Transportation | cwalker@indot.IN.gov | 765.745.1759

Commercial Point LNG Facility | National Grid | *Construction Quality Control Manager* | $100M | Design-Build

- Approximately 30,000 CY of excavation, 15,000 CY of embankment, 15,000 CY of concrete in foundations and pedestals, drilled shafts, retaining walls, mass concrete slabs, and 850 LF of a 15-foot tall concrete dike wall. New WPG heaters, new LNG vaporizers with 15,000 LF of piping, new structural steel for pipe racks, and upgraded electrical / control systems for new equipment. Aided in managing vendors and supplier quality program, performed audits for equipment, and coordinated with the client to deliver all equipment on time while exceeding all quality expectations.
- **Reference:** Danielle Phillips | National Grid | Danielle.Phillips@nationalgrid.com | 781.697.7054

Green Line Extension | Massachusetts Department of Transportation | *Construction Quality Control Manager* | $205M | Gross Maximum Price / Design-Build

- Supervised construction of side road bridges and utility relocations. Oversaw drilled shafts, mass concrete for foundations, concrete column and pier cap construction, concrete retaining walls, large and small diameter drainage, mass excavation and embankment, track work, paving, and electrical.
- **Reference:** Zachary Drapeau | Massachusetts Department of Transportation | zdrapeau@united-civil.com | 978.361.6783

Josh Kistner | Construction Quality Manager (continued)

INDOT B-41313 146th St & Allisonville Road | Indiana Department of Transportation | *Senior Project Manager* | $44M | Design-Bid-Build

- Led a team of five to complete two bridges on the road reconstruction project that included rehabilitation / widening of a bridge over the White River and a new bridge on 146th over Allisonville Road. Major scope included 27,000 SF of MSE walls, 4,500 LF of driven pile, 6,600 CY structural concrete, 720,000 lbs of reinforcing steel, 35,500 tons of asphalt, 54,000 CY of excavation/ embankment, and 10,600 LF of storm drain.
- **Reference:** Matt Lee | Hamilton County Highway Department | matt.lee@hamiltoncounty.in.gov | 317.773.7770

Brooklyn Bridge Security Project | U. S. Army Corps of Engineers | *General Superintendent* | $4M | Negotiated Lump Sum

- Security change order to a larger contract included installing electric bollard on the Brooklyn Bridge Promenade. Oversaw all field operations including scheduling, planning, and coordination. Challenges included the site being in the middle of a 10-foot-wide sidewalk and between four lanes of live traffic, neither could be closed permanently. Options to allow pedestrians to cross the work zone while still excavating 10 feet below grade during the lane closure window were developed.
- **Reference:** David Austin | Kiewit Infrastructure | david.austin@kiewit.com

Susquehanna – Roseland Transmission Line, Sparta, NJ | Public Service Electric & Gas New Jersey | *Environmental Manager* | $250M | Negotiated Lump Sum

- Spanned 43 miles of transmission line ROW through northwest New Jersey. State and federally endangered species impacted work sequencing, site, and type of construction utilized. Managed three erosion and sediment control inspectors and was liaison between owner's environmental department, state and local agencies, and project team. Was involved with quality control inspectors for concrete and rebar for drilled shafts, including 650+ foundations with mostly drilled shafts, but also micro-pile and drill and shoot and rock anchors. Cold and hot weather concrete from the plant were an issue to ensure no cold joints, dimensional control for anchor bolt cages and dimensional control for the shafts themselves, weak soil conditions, and differing types and strengths of rock in each foundation location. Delayed by Hurricane Sandy, the project never missed any of the four outage milestones and project completed approximately six months early.
- **Reference:** Mark Harrison | Kiewit Infrastructure | mark.harrison@kiewit.com

Inter County Connector Contract B | Maryland State Highway Administration | *Asphalt Superintendent* | $560M | Design-Build

- Supervised planning and startup for $30M asphalt package with re-writing and approval of specifications to meet intentions at bid time. Worked with designers on 17-inch section of pavement to find best performing section and corresponding mixes. Engaged subcontractor, wrote contract, and installed process controls. Scheduled and led weekly QA/QC meetings with owner's representatives to discuss past work, checklists, and work plans for upcoming work. Supervised 495,000 tons of asphalt placement, coordinated, and directed third party QC inspectors. Scheduled regular meetings with owner QA in field to observe operations and brainstorm ways to adapt to changing conditions. Responsible for trouble shooting quality issues with testing of asphalt mix and understanding issues that came with not obtaining quality incentive for each individual lot and subsequently making changes in the next. After performing root cause analysis' and understanding issues with QC consultants' lab results, the contractor successfully obtained quality incentive for every single lot of asphalt.
- **Reference:** Gwyon Nelson | Kiewit Infrastructure | gwyon.nelson@kiewit.com

BRIAN TRISKA

Maintenance of Traffic Manager

MAINTENANCE OF TRAFFIC
CONSULTING FOR SAFER ROADWAY WORK ZONES

BENEFITS TO INDOT

- Managed/participated in maintaining traffic for all major projects on the Borman Expressway over the last 10 years
- Has built a trusting and confident relationship with the La Porte District
- Dedicated to highway infrastructure projects throughout Indiana for 17 years

Years of Experience
19 Years Experience

1 Years with Maintenance of Traffic, LLC

EDUCATION
BS, Landscape Architecture, Purdue University, 2005

Certifications
ATSSA Certified Traffic Control Supervisor

Brian was a second-generation traffic control laborer when he first experienced working on the Frank Borman Expressway in the mid-1990s. While attending Purdue University, he worked summers at United Rentals (formally WLI) under his father, Barry Triska, as a traffic control laborer for various projects along the I-94 corridor and I-65 interchange. After graduation and two years in Florida as an associate Landscape Architect, where he performed maintenance of traffic plans on streetscape and interstate beautification projects, he joined his parents at Traffic Control Specialists, Inc (TCS), founded by Tracey Triska. During his 17 years at TCS, the company grew from six to over 240 employees and went from one to four branch offices in Indiana. In 2022, TCS merged with two other companies in Illinois and Wisconsin to form High Star Traffic (HST), in which Brian now sits as minority owner, board member, and advisor. Brian has built a reputation as a leader in the maintenance of traffic industry and earned the trust of many of his peers. In early 2024, he founded Maintenance of Traffic, LLC (MOT) to create a new approach to the industry. Brian intends to take the in-depth, in-the-moment approach he has with contractors during a project and apply it to the design process with engineers from the perspective of a maintenance of traffic implementer, leading to safer and more cost-efficient projects before the bid process.

Relevant Project Experience

INDOT B-41865 Bridge Thin Deck Overlay on I-80/94 at Various Locations | Indiana Department of Transportation | *Maintenance of Traffic Supervisor* | $4.8M | Design-Bid-Build

- Brian was the lead person in estimating, organizing, scheduling, and implementing traffic maintenance for all phases of the project. Before implementing the project drawings, he coordinated and discussed added safety features to improve the safety of the work zone and motorists. The project was a fast-paced bridge thin deck overlay with a very demanding schedule and coordination with the Illinois DOT.
- **Reference:** John Moran, PE/PS | Primera Engineers, Ltd. | jmoran@primeraeng.com | 708.819.0133

INDOT R-43062 Concrete Pavement Restoration on I-80/94 from Stateline to SR 912 | Indiana Department of Transportation | *Maintenance of Traffic Supervisor* | $33.5M | Design-Bid-Build

- Brian was the lead person in estimating, organizing, scheduling, and implementing the maintenance of traffic for all project phases. Before implementing the project drawings, he coordinated and discussed added safety features for the project to improve the safety of the work zone and the

Brian Triska | Maintenance of Traffic Manager (continued)

motoring public. The project was concrete restoration for approximately seven miles and split traffic throughout the job, with multiple phases. It was a very complicated MOT design that required extensive coordination within the time frames allowed.

- **Reference:** Mike Ready | RQAW | mready@rqaw.com | 219.741.6100

PUSH I, II & III Indiana Toll Road Reconstruction | ITRCC | *Maintenance of Traffic Supervisor* | $400M | Design-Build

- All three projects were a design-build and maintenance package for seven years after completion. The three jobs consisted of 111 miles of the Indiana Toll Road, asphalt reconstruction, bridge deck approaches, bridge decks, concrete repair, and IT infrastructure installation. Brian worked with ITRCC in the design process for initial safety enhancements to add to the project to maintain traffic. The first PUSH job was 70 miles long and required setting up multiple six-mile sections. Once they completed the roadway work, Brian had to schedule and execute the final grooving, striping, and corrugations to complete all permanent markings.
- **Reference:** Scot Spoljaric | ITRCC | sspoljaric@indianatollroad.org | 219.741.6100

INDOT R-36016 Concrete Pavement Restoration on I-65 from US 30 to I-80/94 | Indiana Department of Transportation | *Maintenance of Traffic Supervisor* | $9.5M | Design-Bid-Build

- Brian was the lead person in organizing, scheduling, and implementing the maintenance of traffic for all project phases. Before implementing the project drawings, Brian coordinated and discussed added safety features to improve the safety of the work zone and the motoring public. The project was concrete restoration for approximately 8 miles of a heavily traveled and excessive speed area of I-65, with multiple phases. This project also included the I-65 and I-80/94 interchange, which required careful detail when setting up the maintenance of traffic in that area. It was a very complicated MOT design with multiple phases, ramp closures and time frame restrictions. Due to the many phases and ramp closures, it was very important to be organized and ready to get the proper message out to motorists and ensure they were prepared for all the closures.
- **Reference:** Joe Dubyel | American Structurepoint | jdubyel@structurepoint.com | 219.688.9739

R-43722, INDOT Concrete Pavement Restoration on I-80/94 from SR 912 to I-65 | Indiana Department of Transportation | *Maintenance of Traffic Supervisor* | $45.3M | Design-Bid-Build

- Brian was the lead person in estimating, organizing, scheduling and implementing the maintenance of traffic for all phases of the project. Prior to implementing the project drawings, Brian coordinated and discussed added safety features for the project to improve the safety of the work zone and the motoring public. The project was concrete restoration for approximately seven miles and split traffic throughout the job, with multiple phases. It was a very complicated MOT design that required extensive coordination within the time frames allowed.
- **Reference:** Mike Ready | RQAW | mready@rqaw.com | 219.741.6100

BRANDON STEAGALL

Lead Estimator

SUPERIOR

BENEFITS TO INDOT

- Communicates well with owners, project designers, and consultants on a consistent basis
- Identifies and mitigates project risks during preconstruction
- Brings cost-effective alternatives to estimating through comprehensive heavy civil construction process experience
- Strong foundation in diverse project delivery methods

Years of Experience
21 Years Experience

15 Years with SUPERIOR

EDUCATION
BS, Construction Management, Purdue University, 2002

Certifications
OSHA 10-Hour

USACE CQM-C

Brandon has a variety of experience from project management to estimating in the public and private sector. Focused on heavy civil construction, he has managed and estimated projects for various DOTs / municipalities, industrial clients, and railroads. Early career involvement in complex projects including Design-Build and EPC contracts along with traditional design-bid-build for various owners has provided him the knowledge and experience of the entire process to successfully complete projects. His successes in project management have been a key factor in developing his role and continued successes in estimating.

Relevant Project Experience

White River Innovation District Infrastructure Project - Henry Street over the White River | Indianapolis Department of Public Works | *Senior Estimator* | $100M | Build-Operate-Transfer

- Developed pay item list and work packages for self-perform and subcontractor scopes for bridge and road proposals. Led coordination with subcontractor partners and assisting estimators. Responsible for self-perform costs for bridge proposal including a five-span bridge over the White River and new public roads / infrastructure. New bridge substructure included four piers with drilled shaft foundations and two abutments on piling. Superstructure included precast bulb-T beams, reinforced concrete bridge deck, and six 100-feet diameter architectural CIP arches, 7,000 CY of concrete, 4,000 LF of precast bulb-T beams, and 1.5 million lbs. of reinforcing steel.
- **Reference:** Ericka Miller | Indianapolis Department of Public Works | Ericka.Miller@indy.gov | 317.327.4000

INDOT B-41853-A New Bridge Construction – Colorado Street over CN RR | Indiana Department of Transportation | *Senior Estimator* | $11M | Design-Bid-Build

- Responsible for all estimating functions for this bid. The project included a two-span bridge over the CN railroad tracks. Approximately 1,200 CY of concrete, 3,200 LF of piling, 24,000 SF of MSE wall, 4,000 SF of T-Wall, 88,000 CY of structure backfill, B-Borrow, and Borrow.
- **Reference:** Jon Kruger | Indiana Department of Transportation | JKruger@indot.in.gov | 219.325.7562

ITR BiFrost Package A - I-90 over US 41, 108th Street, and IHB Railroad | Indiana Toll Road Concession Company | *Senior Estimator / Preconstruction Manager* | $40M | CM at Risk (Early Contractor Involvement)

- On an accelerated schedule, was responsible for overall estimate and coordinating with

Brandon Steagall | Lead Estimator (continued)

estimator assisting. Developed pay item list and work packages for self-perform and subcontractor scopes. Coordinated engineering, subcontractors, and vendors. Responsible for self-perform costs and analyzing subcontractor scopes and pricing for complete scope coverage. Managed preconstruction including contract review / execution, design / constructability review, and scope / estimate finalization. The project included partial demolition and reconstruction of bridge decks with structural steel repairs, bearing replacements, PPC bridge deck overlays, new approach pavement. Approximately 4,600 CY of concrete and over 16,000 SY of bridge deck overlay.

- **Reference:** Brian Cherry | Indiana Toll Road | bcherry@indianatollroad.org | 574.904.3643

ITR BiFrost Package B - I-90 at Cline Avenue Interchange and Gary Road | Indiana Toll Road Concession Company | *Senior Estimator* | $18M | CM at Risk (Early Contractor Involvement)

- Responsible for overall estimate and coordinating with estimator assisting on the rehabilitation of 12 bridges on I-90 in Gary, IN, on an accelerated schedule. Developed the pay item list and work packages for self-perform and subcontractor scopes of work. Led coordination with engineering, subcontractors and vendors. Responsible for self-perform costs and analyzing subcontractor scopes / pricing for complete scope coverage. The project included partial demolition and reconstruction of the bridge decks with structural steel repairs, bearing replacements, PPC bridge deck overlays, new approach pavement. Approximately 2,000 CY of concrete and over 16,000 SY of bridge deck overlay.
- **Reference:** Brian Cherry | Indiana Toll Road | bcherry@indianatollroad.org | 574.904.3643

INDOT B-39491 New Bridge Construction & Bridge Rehabilitation – SR 249 over NS RR, NICTD & US 12 | Indiana Department of Transportation | *Senior Estimator* | $35.5M | Design-Bid-Build

- Responsible for overall estimate and coordinating with estimator assisting for a new bridge and superstructure replacement/ widening of the existing bridge into the Port of Indiana in Portage, IN. The project included constructing a new six span steel plate girder bridge and reconstructing / widening the existing ten span precast beam bridge. Approximately 7,500 CY of concrete, 2.4 million lbs. of structural steel, 4,900 LF of precast concrete beams, 1.5 million lbs. of reinforcing steel, and 32,000 LF of piling.

- **Reference:** John Moran, PE/PS |Primera Engineers, Ltd | jmoran@primeaeng.com | 708.819.0133

INDOT B-42569 Bridge Replacement – I-465 over 96th Street | Indiana Department of Transportation | *Senior Estimator* | $22M | Design-Bid-Build

- Responsible for overall estimate and coordinating with estimator assisting for a bridge replacement on I-465 in Indianapolis. The project included the replacement of an existing four span bridge with a new three span steel plate girder bridge and the realignment of 96th Street. Approximately 2,800 CY of concrete, 1 million lbs. of structural steel, 700,000 lbs. of reinforcing steel, and 9,000 LF of piling.
- **Reference:** Jonathan Wallace | Indiana Department of Transportation | JWallace@indot.in.gov | 317.467.3977

RICK MCCARTHY

Scheduler

BENEFITS TO INDOT

- Successfully scheduled and managed projects for eight years throughout the INDOT LaPorte District and IDOT District 1
- Schedule proficiency in developing Primavera P6 schedules for projects
- Comprehensive active involvement in all projects phases and a client-centric approach ensures accurate schedule implementation

Years of Experience
19 Years Experience

8 Years with SUPERIOR

EDUCATION
BS, Civil Engineering, Western Michigan University, 2006

Certifications
OSHA 30-Hour

Rick scheduled and managed construction projects in INDOT's LaPorte District and IDOT's District 1, specifically projects on I-80/94 and I-65 over the past eight years with Superior Construction as Division Manager and Senior Project Manager. Rick is involved with projects from estimating to closeout, working directly with project owners and staff and assisting as necessary to deliver projects to the owner. Projects include bridge overpass projects, pavement restoration, maintenance, and marine projects. Working with different owners, Rick has worked firsthand on numerous CRI's to provide a SUPERIOR product that allows work to be performed safely and efficiently while saving costs. Rick continues to develop Primavera P6 schedules for projects, while working with Superior's Corporate scheduler to develop and provide training to project managers across the company.

Relevant Project Experience

INDOT R-43722 & R-43062 Concrete Pavement Restoration Projects | Indiana Department of Transportation | *Division Manager* | $78.8M | Design-Bid-Build

- Pavement restoration project on the most heavily traveled section of interstate in the state from MM 0.0 to MM 10.4 on I-80/94, including 223,800 LF of barrier wall with 84,000 LF type 4 zipper wall, 21,750 SF partial depth patches and 19,500 SY of full depth patches. Rick was involved from estimating through project completion. Primavera P6 was used to develop the bid (estimating) schedules for estimating teams to understand resource requirements for these high paced projects. On contract award, the bid schedules were revised with the teams to become baseline schedules and to become the roadmap for successful projects. Rick assisted the teams in utilizing P6 for the four-week lookahead and weekly schedule updates. Monthly baseline schedule updates were completed and reviewed to ensure milestone completion dates. Contract award was delayed on R-43062, yet P6 CPM schedule was utilized to ensure all major milestones were met with double shifts and seven days a week on all critical path activities to deliver on time.
- **Reference:** Karen Douthett, AE | Indiana Department of Transportation | KDouthett@indot.IN.gov | 219.363.2232

INDOT B-40120 I-65 Bridge Deck Overlays | Indiana Department of Transportation | *Senior Project Manager* | $9M | Design-Bid-Build

- Included bridge deck overlays and pavement replacement where Rick developed the P6 CPM

Rick McCarthy | Scheduler (continued)

schedule that included work on 13 structures on or over I-65. The project was completed ahead of schedule by working with the Department to install a cross-over which eliminated numerous MOT phases. The CPM schedule was utilized to highlight time savings benefit by accepting the MOT CRI.

- **Reference:** Tom Stryzinski, PE/PS | Indiana Department of Transportation | tstryzinski@indot.IN.gov | 219.344.0996

INDOT B-39491 Superstructure Replacement and New Bridge 249 over US 12 | Indiana Department of Transportation | *Division Manager* | $35.5M | Design-Bid-Build

- New 1,093-feet, six span bridge into the Port of Indiana includes a superstructure replacement and widening of the existing structure. Rick was involved in estimating, scheduling, and project startup of this $35.5M project over NS RR, NICTD RR, Nipsco Gas, and numerous other critical existing utilities. Rick developed the bid (estimating), schedule, and the baseline schedule highlighting each activity of every stakeholder and their involvement in the construction project. He created activities for every submittal, review and approval for all utility and railroad coordination activities and their relationship with the construction activities. The project is currently ahead of schedule after south bound bridge completion as a result of utilizing the CPM schedule as the road map to success.
- **Reference:** John Moran, PE/PS | Primera Engineers, Ltd. | jmoran@primeraeng.com | 708.819.0133

60W43, Precast Pavement Patching IL 59 from IL 64 to I-90 | Illinois Department of Transportation | *Estimator* | $4.3M | Design-Bid-Build

- Estimated and managed a precast patching job consisting of 10,000SY precast patches. The 950 patches were on 10 miles of highway, requiring significant coordination efforts with multiple municipalities to complete the project. Rick managed all crews, subs, and suppliers daily to ensure that 40 lane miles of highway were open back to traffic in accordance with daily lane closure times, ultimately delivering the project ahead of schedule.
- **Reference:** Dale Dippon | Illinois Department of Transportation | dale.dippon@illinois.gov | 847.846.4458

ISTHA I-18-4722, IL 390 Ramp at I-490 Interchange | Illinois State Highway Toll Authority | *Senior Project Manager* | $8M | Design-Bid-Build

- Was involved in project from estimate to closeout. Rick developed and managed CPM schedule, including monthly updates and revised baseline schedules due to owner initiated construction changes. The project included 60,000 CY furnished excavation, 8,000 LF pile driving, 13,000 SF MSE wall, 1,300 CY structural concrete, and 440 tons of new structural steel plate girders. The CPM schedule was utilized to coordinate with adjacent ISTHA contractors as part of the overall Elgin-O'Hare expressway construction project.
- **Reference:** John Szabo | Illinois State Highway Toll Authority | jszabo@getipass.com | 331.481.0547

Chicago Harbor Locks – North Pier Stabilization | U.S. Army Corp of Engineers, Chicago, IL | *Senior Project Manager* | $8M | Design-Bid-Build

- A pier stabilization project that consisted of 28,000 SF of new sheet pile wall driven in Lake Michigan that consisted of a structural waler, tie-rods, under tunnel void grouting, and structural concrete. Rick developed and maintained the primavera P6 critical path schedule that was submitted to USACE. The schedule was utilized to manage all utility conflicts, subcontractors and self-perform work to ensure service and access to the Chicago Harbor Locks was uninterrupted.
- **Reference:** Mike Shaughnessy | U.S. Army Corp of Engineers | Michael.Shaughnessy@usace.army.mil | 815.592.3396

Project Understanding and Approach

Overall Approach

SUPERIOR, with our identified contractors, will meet all the Request for Proposal requirements. We will deliver the Project using the Construction Manager/General Contractor (CM/GC) method and agreement, working with the Department, Department Design Engineer, and all stakeholders on Indiana's busiest interstate corridor.

The 80/94 FlexRoad Project is in Lake County, Indiana, and Cook County, Illinois, along the I-80/I-94/I-294 corridor. It aims to implement integrated active traffic management (ATM) and intelligent transportation system (ITS) solutions, including enhanced digital message signs (DMS), variable speed limits, dynamic lane control, dynamic shoulder lanes, queue warning systems, and ramp metering. Other improvements entail installing redundant fiber optics across the corridor, modifications to the I-65 and Broadway interchanges with I-80/I-94, concrete pavement restoration, erection of gantry structures over I-80/I-94, and necessary drainage enhancements.

SUPERIOR has assembled a team of key personnel, along with identified contractors, who have past project experience and are familiar with this right-of-way. This team will provide a comprehensive, task-oriented project development approach using the CM/GC procurement model.

As a leader in alternative delivery, SUPERIOR and our Team is committed to transparent communication and following the Design-Build Institute of America (DBIA) Best Practices. We bring a collaborative approach, partnering with INDOT, aiming to enhance final design through preconstruction and construction phases to meet expectations and align with the 80/94 FlexRoad Project goals to:

- ✓ Maximize use of the Project budget to provide the best value to the Department
- ✓ Minimize impacts to the natural and built environment
- ✓ Incorporate innovative project management processes to maximize efficiency
- ✓ Realize the benefits of CM/GC project delivery
- ✓ Improve mobility throughout the corridor
- ✓ Increase driver awareness, reduce severe crashes, and reduce response time to incidents

Preconstruction Approach

SUPERIOR's integrated CM/GC approach is centered on partnering and interfacing with the Department and the Department Design Engineer. Reoccurring and consistent meetings will bring design, construction, maintenance, INDOT, and stakeholders together to communicate, collaborate, and identify optimizations to expedite delivery and decrease costs. We anticipate all subject matter experts will be available and present at these meetings to discuss design challenges, opportunities, and potential solutions. Key factors of our Preconstruction Approach include:

- **Stakeholder Integration.** Invite key stakeholders to coordination workshops.
- **Safety Program.** Integrate our proven program and knowledge of the I-80/94 corridor to provide workers and the traveling public with improved mobility.
- **Value Engineering.** SUPERIOR plans to provide an innovative project management approach for the 80/94 FlexRoad Project. Everything is open for discussion including Maintenance of Traffic (MOT) options, optimization of Transportation Systems Management and Operations (TSMO) technology, roadway profiles, foundation types, future scalability, and more, to identify options that maximize value for the Department.
- **Risk Register Management.** Develop a comprehensive risk register, categorize events within the risk register, maintain and update the register through risk workshops. Evaluate and price the risks, establish pricing milestones, define effective mitigation strategies, share identified risks with relevant stakeholders, and incorporate these risks into the final agreement.

The Preconstruction Approach will involve collaborative meetings and workshops. This will include the development and maintenance of risk registers, innovation logs, reconciliation meetings, as well as other specified meetings such as cost estimating, pricing process, construction phase amendments, and pricing package amendments among others. Progress will be monitored based on the following task-oriented scope.

Task 1. Project Management

Following execution of the Agreement, SUPERIOR will submit to the Department an organization chart for the following positions and/or functions:

- Key Personnel
- All Quality Control positions
- Environmental compliance
- Subcontracts and procurement
- Coordination lead for each Third-Party
- Safety positions
- Project controls

SUPERIOR will provide contact information for the personnel listed on the organization chart and will maintain and update it throughout preconstruction. We will coordinate with the Department to schedule and conduct a kickoff meeting. Additionally, we will identify a preconstruction Project Office to ensure availability and equip it within 30 days after the Effective Date. Meetings for each task item will be held at regular intervals as outlined in the Preconstruction Schedule.

Task 2. Project Development

In this critical task, SUPERIOR will review design submittals provided by the Department at Stage 2 Documents, Stage 3 Documents, and RFC Documents. We will provide comments that include:

- Input on staging, phasing, materials, constructability, traffic control, storm water management, permitting, utilities, TSMO hardware, software, and equipment installation and integration, and right of way (ROW)
- Identification of any long lead items (e.g., DMS Signage, DMS Gantries, Fiber Optic Cable, etc.) that may cause delay
- Developing Preconstruction Phase Quality Plan

The Construction Phase Amendment, each Pricing Package Amendment, and any Preconstruction Phase Change Orders stating that SUPERIOR will perform any on-site or physical Preconstruction Work will specify standards applicable to the performance of the required work. The Department may approve contractor-requested modifications, in accordance with Section 101.71 of the unamended Standard Specifications referred to as Unique Special Provisions. A detailed submittal schedule will be provided for the Department's review and comment.

SUPERIOR will advance the current design to optimize the work to provide input on constructability and other suggestions for optimization. Providing innovation through preconstruction phase innovation workshops, Task 4, to assist potential cost and time savings and prioritize implementation of innovations.

Task 3. Preconstruction Phase Schedule

SUPERIOR will develop an initial Preconstruction Phase Project Schedule with a planning horizon agreed on by the parties and submit to the Department for review and approval within 30 days following the effective date. This schedule will encompass a timeline of preconstruction key milestones and other significant milestones related to the construction work. This includes specifically geotechnical-related activities, potholing, notable utility involvement, significant ROW activities, task force meetings, notable cost model/estimating activities, risk workshops, project-wide completion of all pricing packages, completion deadlines, and incorporate construction work activities through final acceptance.

Updates to the Preconstruction Phase Project Schedule will be made monthly by SUPERIOR, with each update submitted to the Department for review and approval. We will attend monthly meetings to review the Preconstruction Phase Project Schedule.

Task 4. Risk and Innovation Management

Risk Management

SUPERIOR will collaborate with the Department and the design team to develop and maintain the risk register. We will participate in risk workshops during preconstruction to:

- Identify risks
- Consolidate risks identified in other meetings
- Assess probability and impact of risks
- Prioritize risks
- Discuss possible risk mitigation strategies
- Explore risk sharing concepts
- Update the Risk Register

Risk workshops will address risk mitigation and their impact on bid items. For high-priority risks, related bid items, and affected pricing components, such as production rates, labor, and materials cost, will be summarized by SUPERIOR.

Innovation Management

Collaboration will continue in the development and maintenance of the Innovation Log. SUPERIOR will coordinate with the Department to schedule and conduct one or more innovation workshops during the preconstruction phase to:

- Identify innovations
- Assess potential cost savings
- Assess potential time savings
- Prioritize innovations to implement
- Update the innovation log

Innovation workshops will focus on innovation tracking and how innovations may affect bid items. SUPERIOR will participate in meetings for the collaboration and progression of the risk and innovation workshops. These workshops will be scheduled to provide the Department with maintenance and updates, aiming to maximize the project budget and efficiencies.

Task 5. Cost Estimating

SUPERIOR will work with the Department to optimize scope, value, and quality within the Project budget. Together we will prioritize collaboration and transparency, ensuring adherence to principles such as integrity, fairness, accountability, innovation, and risk management. Our objective is to maintain a deviation of less than 5% from the estimates developed in conjunction with the Department at the time the Total Construction Guaranteed Maximum Price (GMP) is determined.

Cost Estimating Principles

During preconstruction, SUPERIOR will implement the following processes and principles in the development of cost estimates:

- A collaborative team environment that fosters communication, accountability, and trust
- Collaborate with the Independent Cost Estimate (ICE) consultant to familiarize them with the scope, schedule, and risks of the project. Additionally, we will involve them in key team meetings and keep them informed of decisions.
- Effective risk and opportunity/innovation workshops
- Interactive design process to incorporate mitigation strategies and innovations
- Plan and specification reviews and quantity reconciliation meetings at major milestones
- Pre-estimating meetings to discuss and document assumptions for bid items and measurement and payment
- Pricing Milestone Estimates (PMEs) at various milestones where the ICE may be blinded, and a range established to identify items that are in discrepancy
- Reconciliation meetings to review differences in assumptions of those items
- Protect and maintain the independent estimate of the ICE

Preliminary and Final Pricing Package Plan

SUPERIOR will prepare and submit the Preliminary Pricing Package Plan (PPP) to the Department for approval. We will submit a revised Preliminary PPP prior to implementing any material changes to the previously submitted plan.

As a condition precedent to the issuance of the Construction Phase Amendment, SUPERIOR will prepare and submit for approval a Final PPP to include:

- Proposed Pricing Package GMP for each Package and Total Construction GMP
- Schedule durations
- Summary of any ROW, utility relocation, permits, Third-Party Agreements, or other items needed to obtain authorization of construction for each Pricing Package

Preparing the Preliminary PPP is vital to identify any long lead time procurements with possible delays, which could included fiber, gantry structures, digital message signs, prefab shelters, and core switches.

Cost Model and Pricing Process Meeting

Before any pricing of the construction work begins, SUPERIOR will meet with the Department and advisors to discuss and agree on how to develop and evaluate price for the purpose Pricing Packages. In addition to reviewing the overall strategy, SUPERIOR and the Department will seek agreement on how certain elements of price will be handled. We will discuss the following issues:

- Definition of fair market price
- Acceptable percentage of price difference between SUPERIOR and the Department, using an estimate prepared by an ICE procured by the Department
- Expectation of design-build cost versus low bid
- SUPERIOR's Fee
- Labor and equipment rates
- Subcontractor quotes and self-performed work
- Number of pricing milestones

Cost Model

SUPERIOR will develop a cost model on an open book basis. We will submit the cost model to the Department for review and comment at least 30 Days prior to the first PME. The cost model will address:

- Quantity take-offs
- Material costs, subcontracted work costs, equipment rates, labor rates, crew sizes, shifts per day, hours per shift, and production rates for direct costs
- Risk assumptions, assignment of risks, and schedule and cost contingencies associated with each risk
- Costs to mobilize equipment and materials to construct the Project and other facility related costs necessary for the proper execution of the work
- Copies of quotations from subcontractors and suppliers
- Field indirect costs, bonds, taxes, and insurance

Construction Cost Estimate Development

In accordance with the cost model, SUPERIOR will develop and submit a PME to the Department for any pricing packages. An updated PME will also be provided with each proposed Pricing Package GMP.

Construction Cost Estimate Review

SUPERIOR will compare costs for each item in our PME and work with the ICE Consultant to develop a PME comparison report that identifies items that vary from the independent cost estimate by more than the agreed divergence percentage. Additionally, we will compare the cost of each PME against the Project budget.

Construction Cost Reconciliation Meetings

SUPERIOR will meet with the Department to discuss the assumptions for items, as agreed to by the parties, that may contribute to a discrepancy in the total cost of each PME. The factors that contribute to costs will be shared and discussed. The purpose of the cost reconciliation meeting is to clarify and resolve differences, where possible, between estimates. The goal is the cost of the construction work for the pricing package be consistent with the principles described in the cost estimate principles at the time the Pricing Package GMP is determined. SUPERIOR will take part in meetings concerning the cost model and pricing process, as well as quantity and cost reconciliations. The scheduling of the cost model and pricing process will occur before any pricing of construction work.

We will submit packages for the Preliminary Pricing Plan, Final Pricing Plan, Cost Model, and PME. The Final PPP will be submitted 30 days before the Construction Amendment execution date. The cost model will be submitted 30 days before the first PME, as agreed on in the cost model and pricing process meeting. All these submissions will be subject to the Department's review, comment, or approval.

Task 6. Safety Management Plan

SUPERIOR will prepare and submit its Safety Management Plan, which includes the Incident Management Plan, to the Department for Approval prior to commencement of any work that requires a physical presence on the Project site. The Safety Management Plan will address safety in connection with the project, all laws, and contract documents. We will participate in weekly safety management meetings and submit the plan for the Department's approval.

A comprehensive Emergency Action Plan will be formulated in collaboration with the team to delineate expectations during emergencies. This plan will identify potential scenarios and prescribe appropriate responses to ensure safe and efficient management. It is essential to maintain a secure work environment and uninterrupted traffic flow. Prompt responses to incidents or adverse weather conditions are critical to prevent escalation.

During our weekly safety management meetings, we will develop, maintain, and continuously improve the Incident Management Plan that will encompass both the Preconstruction and Construction Phases. It aims to minimize environmental impacts, ensure the continuity or mitigation of all existing traffic movements, and provide safe movement for all stakeholders.

Task 7. Subcontracting Plan

General Subcontracting Plan Requirements

SUPERIOR will prepare and submit to for Department approval a subcontracting plan to include:

- Details of SUPERIOR's contracting plans and subcontractor plans, including DBE Subcontracting Plan
- Competitive selection process
- Approach to advertising subcontracting opportunities
- Procurement process

- Information regarding subcontractor availability and local economic conditions

The subcontracting plan will satisfy the requirements of Section 4.2 (NEPA) and Section 5.5 (Identified Contractors) to Section 5.10 (General Responsibility for Work by Others) of the Agreement.

DBE Performance Plan

SUPERIOR will prepare and submit to the Department for approval a DBE Performance Plan pursuant to Section 4.3.3 DBE Performance Plan of the Agreement.

CAP Report

SUPERIOR will prepare, submit, and maintain a CAP Report.

Task 8. Construction Phase Amendment

SUPERIOR will collaborate with and support the Department in the development of the construction phase amendment, which will include Construction Phase Requirements that apply to the construction work authorized by all Pricing Package Amendments, and the following:

- Final Pricing Package Plan
- Project Management Plan
- Construction Quality Plan
- Schedule Coordination Plan
- Safety Management Plan
- Subcontracting Plan
- DBE Performance Plan
- Permitting and Environmental Mitigation Plan
- Transportation Management Plan
- Utility and Third-Party Coordination Plan
- Other plans as the Department may require

Task 9. Pricing Package Amendments

SUPERIOR will collaborate with and support the Department to development any Pricing Package Amendments, including:

- The Pricing Package GMP
- The Risk Register
- The estimated cost of additional construction work required to reach Final Acceptance (Project) not accounted for in currently executed Pricing Package Amendments
- A schedule of values allocating the applicable Pricing Package GMP
- Current baseline pricing package schedule
- Design documents
- Description of agreed liquidated damages, if any
- Any increase to the Surety Bonds' penal sums, policy limits, additional endorsements, or additional insurance as required by the Agreement
- The Basis of Construction
- Any updates to the Construction Phase Requirements
- Any other documentation and information required by the Department

Meetings and Submittals

SUPERIOR will hold meetings on each task item mentioned above to provide details and status updates to the Department, ensuring progress is maintained according to the Preconstruction Phase Schedule. The Department will receive appropriate submittals for review, approval, and integration into the Construction Phase and Pricing Package Amendments.

Construction Approach

Construction Phase / Pricing Package Amendments

SUPERIOR will begin the construction phase on execution of the Construction Phase Amendment (CPA). The development of the CPA will be a critical aspect of preconstruction phase and will be carried out promptly and efficiently in collaboration with the Department.

The construction work will be authorized via the execution of one or more Pricing Package Amendments. The execution of the CPA will be required before the execution of a Pricing Phase Amendment (PPA). For long-lead material acquisitions, such as gantry structures, CMS Boards, fiber, and other necessary items needed to alleviate schedule constraints, the Department may consider waiving this requirement.

SUPERIOR strives to minimize the usage of PPAs. However, if more than one PPA is necessary, approval of the Final PPP will be required before executing the CPA. The objective of both the Preliminary and Final PPPs will be to ensure that the Department has confidence that the project can be completed within the available budget.

SUPERIOR will implement the Construction Phase using the well thought out and structured plans as detailed in Task 8, Construction Phase Amendment, of the Preconstruction Phase. We will then develop detailed work plan packages on our self-performed scope. These packages are an extra step in ensuring the construction work goes as planned and minimizes changes

in the field. Our work plans are written and include some of the following components:

- Job Hazard Analysis and Task Hazard Analysis
- Planned procedure, production, and budgets
- Access, laydown, and staging areas
- Equipment and material required
- Pre-pour plan for inspection and concrete placement
- QC, inspection, and testing requirements
- A Plan "B"

Work plan packages are developed by the construction team with buy-in from the crews actually performing the work. We have learned this pre-planning and coordination of the work activities results in a high quality, safe working environment for the Project.

Risk Register

During the Preconstruction Phase, a comprehensive risk register was developed collaboratively by SUPERIOR and the Department, or its designated representative, for the entire project. This risk register will be updated during risk workshops at each pricing milestone and periodically throughout the Construction Phase. The Department will be responsible for maintaining and updating the risk register. The risk register will identify potential risk issues associated with construction work. These risks, referred to as Risk Register Events, are not intended to be classified as relief events. All Risk Register Events will be categorized as a Department, Provisional, or SUPERIOR Risk.

The risk register will document the dates when the Department approved specific Risk Register Events, along with the associated relief. These events will be effective and eligible for the agreed and approved relief from the date of approval forward. All PPAs will incorporate the most current risk register as of the PPA effective date and updated with all Risk Register Events reasonably anticipated to be applicable with provisional sums to the pricing package.

The risk register will detail mitigation strategies for identified risk events and evaluate potential cost and time impacts on the

SEQUENCING THE CONSTRUCTION WORK

SUPERIOR's comprehensive knowledge of the I-80/94 Corridor will improve the **optimization of construction sequencing**. During Preconstruction Task 2, Project Development Phase, we will review design submittals provided by the Department and offer comments leveraging our key personnel's understanding of the corridor. These insights will align with Project objectives to enhance mobility throughout the corridor while prioritizing reduced response times to incidents, both in the final configuration and throughout construction operations.

A key component of the 80/94 FlexRoad is to install **fiber optic network infrastructure**. Our identified contractor, Midwestern Electric, LLC (MWE), with a longstanding relationship with INDOT, holds detailed knowledge of the fiber optic network in the I-80/94 corridor and throughout the state. MWE currently provides maintenance assistance within the corridor for existing fiber network, including locations in the ROW, and will conduct their own locate services to mitigate and prevent potential damage to the current network with minimal impact. MWE will leverage their local knowledge to facilitate optimal and timely construction phasing.

SUPERIOR's recent **concrete pavement restoration (CPR) in the I-80/94 Corridor** will improve efficiency with the CM/GC process for the 80/94 FlexRoad Project. This partnership resulted in the addition of a travel lane at Calumet Avenue, providing a through lane during CPR activities, allowing more flexibility for traffic movement and increasing the work zone. Additionally, our use of the Lindsey Zipper Wall facilitated movement of the Type 4 Barrier Wall, reducing traffic congestion and improving mobility. We expect these insights to shorten the time frame for concrete repairs from the State Line up to Cline Avenue at IN MM 5.5.

The construction of the **median shoulder, concrete median barrier, and gantry foundations will be coordinated with the CPR work** from IL MM 163.0 to 5.5. As outlined in the preliminary reference documents, the work from Cline, MM 5.5, to the east at MM 11.0, will be executed in subsequent phases. SUPERIOR intends to integrate this work with earlier phases, including the widening from Broadway to I-65 South, to optimize the sequencing of the civil and TSMO scopes. This method will reduce traffic disruption and ensure success through the CM/GC delivery method.

Project. It will comply with the contract documents and be incorporated into them.

Schedule Management

SUPERIOR is committed to executing the construction work as outlined in the pricing packages, with a strong focus on meeting the deadlines specified in each Baseline Pricing Package Schedule, as detailed in the contract documents. We will carry out all construction tasks in alignment with the Baseline schedules for each pricing package. Timeliness is critical for notices, submittals, schedule updates, and milestones outlined in these schedules. Every project will be completed by the agreed-upon deadline, ensuring final acceptance by the specified date, while meeting all other milestones within the allocated time frames.

Each Baseline Pricing Package Schedule will be developed using Primavera P6 and the Critical Path Method (CPM), incorporating activities for both work tasks and potential risks. A detailed Work Breakdown Structure (WBS), featuring definable activities and logical sequencing, will be created as part of each Baseline Schedule. This structure, which includes tasks related to submittals, utility coordination, material procurement, fabrication, and construction work, will enable the project team to monitor progress on a daily basis.

Regular updates and ongoing monitoring of the CPM schedule will allow any issues to be identified and addressed promptly, facilitating quick resolution. Effective management, clear communication, and a thorough understanding of the schedule's progress and expectations will help ensure the schedule remains a key tool for the success of the project. Monthly schedule updates will be provided along with each request for progress payment.

Quality Management

SUPERIOR will perform quality management to ensure that the construction work adheres to the construction phase requirements and the approved Construction Quality

TRAFFIC CONTROL AND PHASING

Traffic control phasing and mobility enhancement throughout the project corridor are top priorities. SUPERIOR's approach to staging and sequencing MOT for complex urban corridors is built on one word: EXPERIENCE. Our team's expertise shines in tackling aggressive urban infrastructure projects, demonstrated through innovative staging and access strategies on projects like the North Split and Borman 80/94 Expressway Reconstruction. With a strong track record in accelerated construction, we excel in managing complex staging challenges.

SUPERIOR's local knowledge and experience enable us to effectively coordinate with our stakeholders. This expertise will be leveraged during Task 2, Project Development, to review preliminary traffic control and phasing design submittals, provide comments, and innovate the sequence and staging of the work for effective coordination.

We will evaluate service impacts, traffic restrictions, off-hour work, and clear communication with stakeholders, motorists, and municipalities about major traffic phases. Our objective is to optimize resources, minimize public disruptions, mitigate incidents, and align with community activities.

Due to the long length of the project, we intend to implement an automated **work zone information system** that utilizes new technology to manage worker and motorist safety. Combining a partnership with Purdue University, we will use data to consistently improve the work zone queues and safety.

By uniting top experts, we deliver exceptional value to the Department. In the Preconstruction Phase, our team's deep corridor knowledge ensures resource optimization and seamless coordination. Our team's comprehensive knowledge, from the fiber optic network to the civil scope, is further strengthened by our key MOT Manager, Brian Triska.

SUPERIOR recommends holding monthly TMP meetings with the CM/GC contractor, the Department, Parsons, governmental entities, law enforcement, emergency responders, and other stakeholders affected by construction. These meetings will keep stakeholders informed about current MOT configurations and should occur before major phase changes to provide critical roadway information. Additionally, we recommend implementing an Incident Management Plan, shared with all stakeholders, to ensure timely updates on incidents and phase changes for a safer work environment.

Control Plan (CQCP) for the construction phase, complying with all contract documents. The team will work with the construction inspection consultant to minimize QC incidents, improve productivity, and complete the project according to the Department's standards in a safety-oriented, quality-focused environment. This will be a seamless transition as SUPERIOR has worked with the Project Construction Inspector for several years, successfully completing all previous similar scopes of work within the corridor.

Safety Management Plan

SUPERIOR will prepare and submit its Safety Management Plan with the Incident Management Plan to the Department for approval before beginning any physical work at the project site. The Safety Management Plan will address safety in relation to the project, all applicable laws, and the contract documents. We will ensure continuous compliance with the Approved Safety Management Plan.

Everyone at SUPERIOR is accountable for the safety of their colleagues, stakeholders, and traveling public.

Safety First in Everything We Do is our guiding value. SUPERIOR is committed to keeping workers and road users safe while optimizing mobility and efficiency. SUPERIOR's Health, Safety, & Environmental (HSE) Manager will lead the efforts in creating the Safety Management & Incident Management Plans. This plan will identify all project-related health and safety hazards, environmental hazards, and means to avoid and mitigate them. Preplanning is a core element of our safety program.

Our commitment to maintaining and enhancing our company safety standards is supported by our HSE group deploying the best-in-class technological solutions and delivering high-quality training. This will be accomplished with the following:

- A full-time, on-site HSE Manager
- Daily Safety Meetings
- A project-specific Health Safety & Environmental Plan (HSEP)
- Emergency Response Plan
- Fall Prevention and Rescue Plan
- Spill Prevention, Control, & Countermeasures Plan

TSMO STRATEGIES AND INNOVATION FOR MODERNIZING TRANSPORTATION SYSTEMS

SUPERIOR's Lead Contractor, Midwest Electric, LLC (MWE), has experience in providing support and installation for the TSMO System's implementation and integration. They have a proven track record of successfully collaborating with system lead integration engineers to ensure the optimal placement of field equipment, thereby facilitating seamless project integration.

AI-Driven Demand Management and Ramp Metering enhance demand management programs by optimizing ramp metering to adjust traffic flow to balance demand with system capacity. Making real-time decisions to manage bottlenecks to reduce environmental impacts, improve traffic flow, and support FHWA's goals to minimize delays and reduce fuel consumption.

Collaboration with DOTs on lessons learned brings the full experience of **Gannet Fleming | Trans Systems** to bear from previous TSMO projects in Ohio, New York, and Pennsylvania. Collaborating with other state DOTs offers valuable insights into similar TSMO projects. This helps identify best practices, avoid potential pitfalls, and refine implementation strategies for project efficiency. Introducing new and innovative processes, improving the overall scalability of the system, and providing allowances for future system build-outs, such as Open Road Tolling.

Software Integration. Working with the designer, we will fully optimize systems in the field to provide the most accurate data available. Commissioning of the information systems and detection hardware will be critical to successful project completion.

FHWA's Vision Zero and Smart City Initiatives have considerable grants available for local authorities with TSMO strategies that align with their initiatives to eliminate traffic-related fatalities and serious injuries to create sustainable, innovative, and efficient transportation systems. Integrating V2X, AI, and predictive analytics brings the 80/94 FlexRoad Project the potential to drive significant improvements in safety and mobility.