



## SR 32 Progressive Design-Build Project

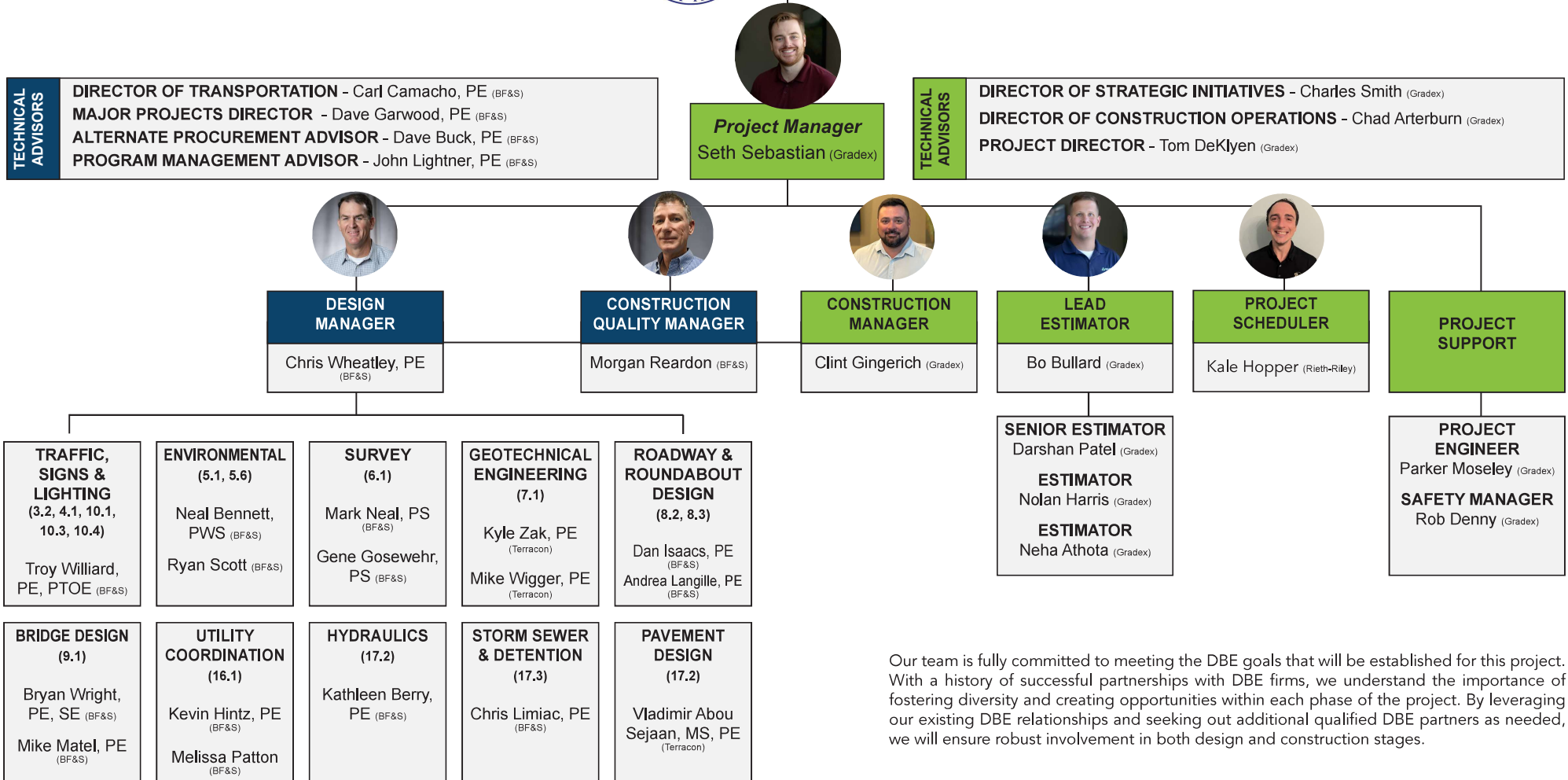
RFP# PD2402

Volume II

November 4, 2024



## TEAM LEADERSHIP AND ORGANIZATION



Our team is fully committed to meeting the DBE goals that will be established for this project. With a history of successful partnerships with DBE firms, we understand the importance of fostering diversity and creating opportunities within each phase of the project. By leveraging our existing DBE relationships and seeking out additional qualified DBE partners as needed, we will ensure robust involvement in both design and construction stages.

## EXPERIENCE OF FIRMS

At Gradex, family-oriented values are more than just part of the culture, they are the very foundation upon which 51 years of success have been built. Since Gradex's inception in 1973, family ownership and involvement have driven the company's growth. Despite this, it is the collective contributions of all involved families, consisting of employees, partners, clients, customers, and the community, that have shaped its legacy. **The name "Gradex" reflects the company's origin within the Grading and Excavating industry, born from the principle of delivering Great Expectations.** Over the past five decades, Gradex has completed thousands of projects across the state of Indiana, consistently delivering excellence.

Gradex's local family-oriented approach fosters a project culture of openness and partnership where success arises from overcoming challenges together. Trust, shared knowledge, and a sense of ownership form the foundation of teamwork, encouraging collaboration and decisive execution. On this project, the strength of the long-standing relationships between INDOT, Gradex, and Butler Fairman & Seufert (BF&S) will empower the team to work with unprecedented flexibility and cooperation, setting a new benchmark to which future projects will be judged.

When INDOT introduced Alternative Delivery Methods at the Industry Day on November 9, 2023, Gradex was immediately excited about the possibility of participating in such projects. Recognizing the transformative potential of these delivery methods to shape INDOT's future projects, Gradex immediately initiated discussions with prospective engineering partners, confident that Alternative Delivery Methods represent a great opportunity for the highway industry. At Gradex, relentless improvement is one of the core driving principles, making this opportunity a perfect alignment with the company's values. Gradex was excited when the SR 32 Progressive Design-Build (PBD) opportunity was announced, as it is local for the Gradex team and aligns perfectly with its expertise and business focus. **In Indiana, no team is more prepared or experienced in large-scale earthwork than Gradex. Our specialization in this area in both the private and public sectors has uniquely positioned us to lead this project. Our core business expertise will be invaluable for this project, where much of the scope will be earthwork and related activities. With Gradex leading the charge, no other team can match our capacity to succeed in a project of this nature.** The established, highly-skilled team at Gradex uses forward-thinking and innovative processes that are designed to excel in projects like this. Gradex is confident that partnering with BF&S and INDOT will elevate this project to a new level of success. At Gradex, the culture serves as the foundation of all operations, and the Progressive Design-Build approach naturally aligns with the company's values and the way it operates.

The following project examples demonstrate and reinforce the confidence that this team is the most qualified and experienced proposer to partner with INDOT in achieving the project goals outlined in the RFP.





## EXPERIENCE OF FIRMS



### The Clear Path Projects

**Project Owner:** INDOT

**Design Method:** Design-Bid-Build

**Construction Cost:** \$471 million

**Proposed Savings:** Undetermined

**Schedule Acceleration:** 183 Days

- By incorporating the permanent CSAW ramp in Clear Path 1 and an in-depth review of pricing and quantities, a change order exceeding \$10 million was proposed - allowing Gradex to **expedite the project by six months**
- Post-Covid inflation added complexity, requiring careful auditing and justification of adjustments
- Demonstrated the value of Gradex's **commitment to partnering** with INDOT and navigating challenges collaboratively



### R-33493, I-69 Martinsville

**Project Owner:** INDOT

**Design Method:** Design-Bid-Build

**Construction Cost:** \$164.8 million

**Proposed Savings:** Undetermined

**Schedule Acceleration:** 24 Days

- Gradex submitted an innovative, unsolicited proposal to excavate suitable material from an area outside of the planned roadway
- This unplanned excavation area allowed Gradex to generate additional suitable soils that did not require lime modification and provided backfill location for unusable soils
- Approach **saved INDOT over 24 days** which significantly cut down project timeline for moving materials
- **Gradex moved over 16,000 CYD per day** compared to project average of 4,000 CYD



### R-42616, 141st & SR 37 in Hamilton County

**Project Owner:** INDOT

**Design Method:** Design-Bid-Build

**Construction Cost:** \$37.6 million

**Proposed Savings:** \$500,000

- Gradex developed innovative solution to optimize deep storm sewer installation by reducing original 425 feet of temporary shoring to just 168 feet - **resulting in substantial cost savings** for INDOT and the City of Fishers
- Gradex successfully managed a tie-in when an unexpected waterline was discovered, while safely supporting the waterline and **implementing a more cost-effective shoring method**
- Adjustment not only enhanced safety, but expedited storm trunkline work, keeping project on track



### Andretti Global Headquarters

**Project Owner:** Clark Construction

**Design Method:** Design-Build

**Construction Cost:** \$200 million

**Proposed Savings:** \$1.5 million

**Schedule Acceleration:** 20 Days

- Gradex played pivotal role in **mitigating risk and reducing costs** during site development
- Significant savings came from adjusting site elevation - **by raising just 0.4 feet would eliminate need to haul off nearly 50,000 CYD**, allowing all the excess materials to be incorporated directly on-site
- Also reduced costs by minimizing use of temporary stone by placing permanent stone in key areas, helping **optimizing the logistics plan**



# EXPERIENCE OF FIRMS

## PARK EAST BOULEVARD



**Project Owner:** City of Lafayette  
**Design Method:** Design-Bid-Build  
**Construction Cost:** \$30 million

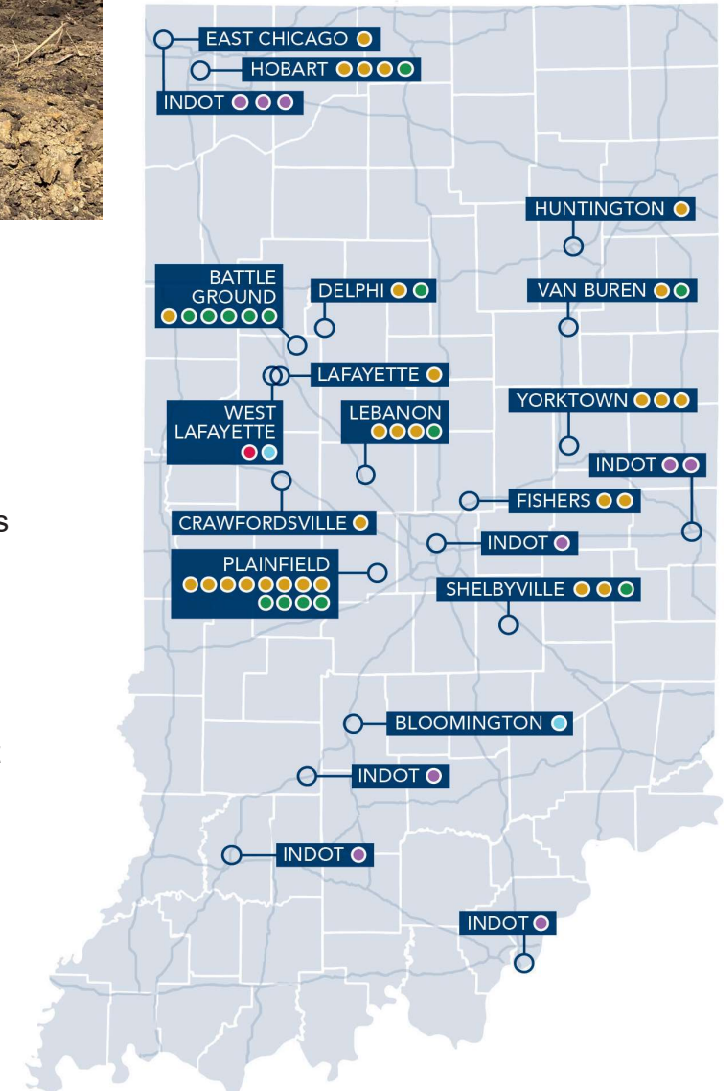
The Park East Boulevard extension on the east side of Lafayette is a locally funded project that will construct 1.5 miles of new urban, roadway alignment to open nearly 400 acres of undeveloped land to development. BF&S completed all phases of preliminary engineering, right-of-way, and design. We are currently performing construction inspection for the City. The BF&S Design Team completed the project development process in 15 months for the \$21.5 million improvement. BF&S led discussions with stakeholders and property owners to adjust the design to meet their various needs and keep progress on schedule.

### Notable features:

- 1.1-mile extension of Park East Boulevard between McCarty Lane and Haggerty Lane
- 0.4 mile extension of St. Francis Way
- Three multi-lane roundabout intersections
- Pedestrian facilities on both roadways including:
  - » Multi-use trail
  - » Sidewalk
  - » Curb ramps
  - » HAWK and RRFB signals
- Roadway and trail lighting throughout
- Storm sewer, drainage conveyance, and regional detention
- Water distribution system extension along new roadway alignments
- Landscaping
- Multiple power and gas transmission facilities in easements requiring accommodation or relocation

## BF&S ALTERNATIVE DELIVERY EXPERIENCE

- CMC
- Build-Operate-Transfer
- Design-Build
- Public Private Partnership
- Guaranteed Savings Contract



## EXPERIENCE OF FIRMS



The RFP for the SR 32 project specifies a two-year timeline for both design and construction phases. Over the past 24 months, Gradex has demonstrated its ability to manage and deliver substantial project volumes on time. The track record for Gradex reflects not only its capacity to meet the outlined schedule for this project, but also its ability to efficiently manage existing backlog and any additional future commitments. This proven performance underscores Gradex's readiness to execute the SR 32 project without compromising quality or timelines.

Gradex's extensive experience in the private sector will bring significant value to the INDOT team on this project. For decades, Gradex has worked closely with owners and engineers to proactively manage earthwork quantities, ensuring efficient and cost-effective outcomes. **The expertise that Gradex has developed in balancing cut and fill volumes will be a key advantage, minimizing the need for costly borrow materials or the removal of excess waste.** Leveraging cutting-edge technology, such as AGTEK and HCSS HeavyBid, the estimating team can precisely calculate earthwork volumes, allowing for optimization of resources and to streamline project execution. This proactive approach aligns perfectly with INDOT's goals of delivering high-quality projects on time and within budget. Gradex's proven track record in both the public and private sectors demonstrates our ability to manage complex logistics while maintaining flexibility to address unforeseen challenges, ensuring successful outcomes for all stakeholders.

### Gradex at a Glance - Past 24 Months

**\$312,600,000** Completed Contract Value



**937,000** Total Manhours



**10,139,000** CY Dirt Moved



**342,000** Equipment Hours



**450,700** LFT Pipe Installed

## OUR SUCCESSFUL PARTNERSHIP: R-33493, I-69 Martinsville



Gradex and BF&S most recently worked together on the I-69 project in Martinsville. This showcased our shared commitment to excellence. We integrated our expertise, along with other project partners, and ultimately earned the *Roads & Bridges* #1 Road Project of the Year. This achievement reflects the dedication both teams brought to the table - qualities we are excited to bring to this design-build project.



TOP ROAD #1

### HELPING A COMMUNITY

The I-69 Finish Line was involved in the community

► THE I-69 FINISH LINE WAS 75-YEARS IN THE MAKING TO CONNECT EVANSVILLE TO INDIANAPOLIS, INDIANA THROUGH OVER 142 MILES OF INTERSTATE. THE FINAL 20-MILE SECTION WAS DIVIDED UP BY THE INDIANA DEPARTMENT OF TRANSPORTATION INTO SIX CONTRACTS, WITH THE SECOND CONTRACT FOCUSING ON 6 MILES OF STATE ROAD 32 IN MARTINSVILLE. THE SECOND CONTRACT WAS THE ONLY CONTRACT THAT HAD TO REMOVE AN EXISTING HIGHWAY THAT PASSED THROUGH A CITY AND REPLACE IT WITH AN INTERSTATE.

## KEY PERSONNEL - PROJECT MANAGER



**SETH SEBASTIAN**

**7**  
YEARS OF  
EXPERIENCE

**EDUCATION**  
BA -  
Communication  
and Marketing,  
Saint Louis  
University

### WHY SETH?

- Proven problem-solving skills
- Leadership with a team-oriented approach, fostering a collaborative environment
- Known for forward-thinking solutions that improve project outcomes
- Keen ability to navigate complex project dynamics
- Background in acquisitions and mergers, gives strong skills in risk assessment

Seth brings seven years of professional experience, beginning his career in the dynamic field of Mergers and Acquisitions (M&A). His M&A background laid the groundwork for a **robust skill set in negotiation, due diligence, interpersonal communication, and financial analysis, all of which translate effectively into his project management work.** His ability to evaluate potential risks and opportunities with precision has proven invaluable when coordinating large-scale projects with multiple moving parts.

In M&A, **Seth developed a unique perspective on strategic decision-making and stakeholder engagement,** which he now applies to his role as a Project Manager. This background has given him a solid foundation for managing complex projects and driving them forward efficiently. Over the past three years in project management, Seth has skillfully navigated the complexities of partnering with INDOT, collaborating closely with Gradex's internal teams, and interfacing with a range of design and engineering partners. These collaborations have fostered stronger relationships that are instrumental to meeting project timelines and objectives.

Seth is known for his **proactive, solutions-driven approach and adaptability.** His innovative strategies have consistently resulted in projects that are both efficient and aligned with quality standards. This **blend of skills enables him to manage the expectations of diverse stakeholders while balancing priorities such as time, cost, and quality.** He is deeply committed to delivering projects on schedule and within budget, and his dedication to fostering a collaborative environment creates a foundation for seamless project execution. **Seth's vision for every project centers on finding optimal, high-quality solutions that benefit all parties involved, showcasing his ability to lead design-build projects to successful outcomes.**

### ROLE RESPONSIBILITIES

- Oversee and manage all aspects of the project construction and design, ensuring compliance with contract specifications and client requirements
- Will lead the full project cycle, working part-time during the Preconstruction phase and full-time during the Construction phase
- Act as the primary point of contact for all project matters and facilitate third-party involvement
- Ensure project quality, safety, and environmental standards are met consistently throughout the project duration
- Serve as an authoritative decision-maker within the Contractor's organization, empowered to make timely adjustments to meet project goals
- Maintain strong communication with all stakeholders, including subcontractors, suppliers, and regulatory bodies



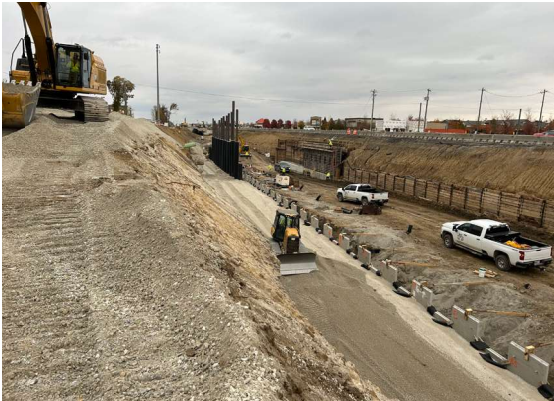
## KEY PERSONNEL - PROJECT MANAGER



### CLEAR PATH 1 & 2

Seth's robust experience was significantly honed on the Clear Path projects. He demonstrated his adeptness at managing intricate logistics and fostering teamwork across various stakeholders including INDOT, the design team, and the Tri-Venture group. A notable instance was during the utility delays at 82nd Street, where **Seth's leadership in devising alternative traffic management strategies effectively mitigated potential setbacks**, exemplifying his capacity to implement innovative solutions under pressure.

- **Reference:** Robert Goldner, INDOT, 765-316-1267



### 141ST STREET AND SR 37

As the 141st Street and State Road 37 project commenced, Seth encountered and overcame severe utility conflicts that posed a risk to our tight schedule. His quick thinking and strategic problem-solving facilitated effective collaborations with Gradex and other contractors to develop workarounds, allowing construction to continue despite these significant challenges. **His proactive measures not only averted potential delays, but also minimized financial impacts**, underscoring his crucial role in maintaining project momentum.

- **Reference:** Scott Sipes, INDOT, 317-315-0213



### FISHERS LIFE SCIENCES PARK

Seth's pivotal management role extended to the Life Sciences Park project in Fishers, where he adeptly addressed challenges stemming from delays by the previous contracting team and material quality issues exacerbated by approaching winter conditions. His decision to implement lime stabilization was a key factor in keeping the project on schedule. This solution not only prevented cost overruns, but also avoided the environmental and logistical downsides of disposing of subpar materials. **Seth's forward-thinking approach in these high-stakes scenarios ensured that the project remained on track**, reflecting his ability to navigate complex challenges and deliver consistent results.

- **Reference:** Matt Witham, Pepper Construction, 260-450-9037

## KEY PERSONNEL - CONSTRUCTION MANAGER



**CLINT GINGERICH**

**21**  
YEARS OF  
EXPERIENCE

**TRAINING**  
• OSHA 30  
• MSHA  
• CPR/First Aid

### WHY CLINT?

- Extensive experience, working on over 100 projects of varying sizes and complexities
- Diverse career progression, providing a well-rounded perspective
- Strong supervisory skills
- Comprehensive knowledge of trades
- Local knowledge after working on I-65 Added Travel Lanes near this project area

Clint commenced his professional journey with Gradex at just 18 years of age, marking the beginning of a fruitful 21-year tenure, where he has thoroughly honed his craft. His involvement in **over 100 projects of various magnitudes and complexities has seen him advance through roles such as laborer, operator, foreman, and currently, Construction Manager.** Clint's depth of supervisory experience, combined with his critical thinking skills, have solidified his esteemed reputation within the heavy highway contracting industry.

Clint's extensive knowledge and expertise, developed through each stage of his career, provide him with **a keen attention to detail and an innovative approach that consistently leads to project success.** His in-depth understanding of both his and subcontractors' trades is essential to his effective project management and scheduling throughout their life-cycle. Furthermore, **his significant involvement in the I-65 Added Travel Lanes project not only enhances his proficiency, but also provides him with comprehensive knowledge of the area and key stakeholders.** This makes him an exceptional candidate for the Construction Manager position on the SR 32 Progressive Design-Build project.



I had the pleasure of collaborating with Clint Gingerich on the R-41841 I-65 ATL project, and I was continually impressed by his honesty and professionalism. The entire Gradex team, from project management to field staff, exemplified excellence and commitment. I look forward to the opportunity to work with Gradex again in the future.

**Jacob Cunningham**  
Parsons

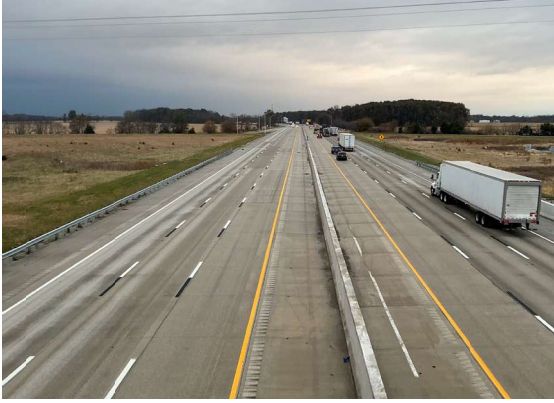


### ROLE RESPONSIBILITIES

- Ensure construction meets all specifications in the contract documents
- Oversee and supervise the design team's technical work, reviewing plans, and design submissions for constructability
- Ensure the design documents are accurately communicated and ready for the Construction Phase
- Coordinate with INDOT's professional services consultant to resolve any issues that arise
- Manage all construction activities from Preconstruction, working part-time, through full-time involvement in the Construction phase
- Serve as a key advisor for constructability, offering solutions to improve efficiency and project outcomes
- Facilitate effective communication between the design and construction teams



## KEY PERSONNEL - CONSTRUCTION MANAGER



### I-65 ADDED TRAVEL LANES

Among Clint's recent projects was the I-65 Added Travel Lanes in Boone County, where he excelled as the Construction Manager while representing Gradex. His aptitude for innovative thinking, adaptability to dynamic environments, and effective communication distinguished him as an integral member of the project team. **Clint's proactive management not only met but surpassed the project's demanding schedule by pioneering creative strategies that kept site preparation activities ahead of the initial projections.** His collaboration with various stakeholders led to significant modifications in the planned MOT and sequencing, greatly enhancing the project's efficiency and overall success.

- **Reference:** Jim Bauer, Parsons, 317-437-3708



### NUCOR TOWER AND STRUCTURES

In another significant undertaking, Gradex was contracted for the site work of a design-build facility with Nucor Tower and Structures. Initiated without a detailed geotechnical assessment, the project faced substantial challenges due to water and unsuitable materials. As Site Superintendent, Clint leveraged his vast experience and innovative mindset to lead discussions on corrective measures. **His effective coordination between Gradex operations and estimating teams played a crucial role in addressing these issues,** allowing for real-time updates and strategic pricing that culminated in optimal project outcomes.

- **Reference:** Jason Herbert, ARCO, 765-425-2827



### US 50 RECONSTRUCTION IN WASHINGTON, INDIANA

Clint is presently the Site Superintendent for INDOT's comprehensive reconstruction of US 50 in Washington, IN. This project poses a plethora of challenges, including an aggressive schedule, aging infrastructure, unknown utility locations, 12 MOT phases, extensive pedestrian MOT requirements, and significant water, sanitary, and storm installation. **Clint's leadership in merging multiple phases to expedite construction and identifying essential pre-winter activities has crucially advanced the project schedule.**

- **Reference:** Andrew Pinkstaff, INDOT, 812-821-6980



## KEY PERSONNEL - CONSTRUCTION QUALITY MANAGER



**MORGAN REARDON**

**36**  
YEARS OF  
EXPERIENCE

**EDUCATION**  
BS - Geology,  
Indiana  
University

### WHY MORGAN?

- Known for his ability to identify quality improvements early, preventing costly delays and enhancing project outcomes
- Excels on large, high-profile projects
- High caliber problem-solving skills
- Well-organized manner
- One of the most requested of our inspection staff

With 36 years of experience on high-profile construction projects, Morgan brings unparalleled expertise to the role of Construction Quality Manager. **Known for his meticulous oversight and commitment to quality, Morgan has consistently ensured that projects meet and exceed required standards.** As one of the most requested inspection staff at BF&S, he **excels at implementing and managing rigorous quality assurance programs, maintaining safety and compliance on all job sites, and proactively identifying improvements.**

Morgan's experience gives him the insight to make critical quality-related decisions, including the authority to halt work if standards are at risk, ensuring only the highest level of work is delivered. **His effective communication and leadership skills will facilitate seamless collaboration with project teams, stakeholders, and regulatory consultants, making him an invaluable asset for achieving project success.**



Morgan performed excellently on this contract. The quality of the project was of the highest order. Morgan was well organized, communicated well, and held informative progress meetings. Providing a monitor with pictures at the meetings was a nice touch.

**INDOT Greenfield Project Manager**



### ROLE RESPONSIBILITIES

- Manage and oversee the progressive contractor's construction quality programs, ensuring all project work meets required quality standards
- Supervise quality assurance efforts across all phases of the project, identifying areas for improvement in construction practices
- Exercise authority to implement quality improvements, including suspending work if necessary to maintain project standards
- Collaborate with the project team to integrate quality control measures during both the Preconstruction and Construction phases
- Maintain part-time involvement throughout the project, with heightened availability during critical periods for oversight
- Ensure effective communication of quality standards and actions

## KEY PERSONNEL - CONSTRUCTION QUALITY MANAGER



### 236th Street Rehabilitation Deming Rd to Tollgate Rd

**Reference:** Joel Thurman, Hamilton County Engineer, 317-773-7770

As Project Supervisor, Morgan successfully managed a crew of inspectors from multiple consulting firms. **Morgan kept the project on schedule despite critical delays** for Frontier's utility relocations. There were multiple phases to the construction with changing detour routes and road closures for pipe installations. Morgan communicated frequently with area police and fire departments to keep them current on the available routes. Multiple box culverts of various sizes were also installed in this contract.



### 236th Street Rehabilitation 2.2 miles W US 32 to US 31

**Reference:** Joel Thurman, Hamilton County Engineer, 317-773-7770

As Project Supervisor, Morgan was able to manage this project to completion within the contract time and budget parameters. He was able to concurrently supervise the Deming Road to Tollgate Road project. Morgan was able to **recognize unsuitable subgrade conditions** under the existing pavement and found a solution that allowed a large portion of the pavement to remain in place, **which resulted in a savings to the contract of \$180,000** and avoided a potential change order of \$100,000 to address the poor subgrade.



### Huntington Etna Avenue Stormwater Improvements

**Reference:** Anthony Goodnight, former City Engineer, 260-494-1901

Morgan lead the inspection for the reconstruction and widening of Eta Avenue in Huntington County, which enhanced connectivity and safety through new road alignment and intersection improvements. The project included a full-length installation of a new water main and storm sewer system, along with a multi-use path on the north side of the street. Coordinating closely with local agencies, **Morgan successfully managed conflicts and completed the project on time and under budget.**



### Hamilton County Logan St. Bridge over White River

**Reference:** Joel Thurman, Hamilton County Engineer, 317-773-7770

Morgan worked as the Project Supervisor for this bridge rehabilitation project, which widened the existing structure to accommodate a pedestrian path and overlook. Achieving project success required a partnership approach focused on identifying community needs, fostering buy-in, and aligning outcomes. BF&S initiated collaboration early in the process, ensuring every critical perspective was heard. Building on this experience, Morgan **recognizes that ongoing coordination and active stakeholder involvement will be essential to delivering a successful project that fully addresses community expectation and needs.**

## KEY PERSONNEL - LEAD ESTIMATOR



**BO BULLARD**

**6**  
YEARS OF  
EXPERIENCE

**EDUCATION**  
BS -  
Construction  
Management,  
Purdue  
University

### WHY BO?

- Has estimated over 150 projects of varying scope and complexity
- Strong technical expertise
- Proficient in industry-leading technologies
- Analytical mindset, providing insightful analysis of project constraints, risks, and value engineering alternatives
- Excellent communication and critical thinking

Bo Bullard earned his Bachelor of Science in Construction Management from Purdue University in December 2018. Shortly after graduating, he joined Gradex in January 2019 as a Project Engineer. Identified early on as a future leader, Bo rapidly advanced through the project management and estimating departments. His **exposure to a wide range of complex projects, coupled with his keen attention to detail, strong communication skills, and critical thinking**, enabled him to deliver precise cost estimates and provide insightful analysis on project constraints, risks, and value engineering alternatives.

In his estimating tenure, Bo has **proficiently estimated over 150 projects, varying in scope and complexity**. He is adept at providing detailed cost analyses for complete site work scopes—from dirt balancing to utilities, paving, erosion control, and landscaping—leveraging industry-leading technologies and Gradex processes. **His professional skills, combined with his effective communication and critical thinking, make him an excellent candidate for the estimator role** on the SR 32 progressive design-build project.



Gradex has been a valued partner with Pepper Construction for many years. Bo's site work expertise has greatly contributed to successful projects by providing insight when bringing projects from conceptual to final design that help maximize project goals.

**Leon Champine**  
Pepper Construction



### ROLE RESPONSIBILITIES

- Identify and manage potential project risks, incorporating them into cost projections and project schedules
- Maintain project schedule management, aligning costs estimates with construction timelines
- Collaborate closely with INDOT's professional services consultant to reconcile cost and quantity differences
- Facilitate the open-book process, providing transparent cost data and justifications for each pricing milestone estimate
- Establish and agree on guaranteed maximum prices for the project and each pricing package
- Maintain part-time involvement throughout the project life cycle, with increased availability during critical Preconstruction and Construction phases



## KEY PERSONNEL - LEAD ESTIMATOR



### I-65 ADDED TRAVEL LANES

Bo excelled as the Lead Project Manager on the I-65 Added Travel Lanes project in Boone County. His effective adaptation to various challenges—including a CRI proposal, significant material shortages, Covid-19 impacts, Management of Traffic (MOT) and safety risks, schedule adjustments, and critical design changes like the elimination of slotted drains—underscored his capability to manage complex scenarios. **His collaborative approach and commitment to creating a positive work environment played a pivotal role in the project's success.**

- **Reference:** Jim Bauer, Parsons, 317-437-3708



### CLEAR PATH 1

Following his impactful role in contract R-41841-A, Bo was selected to lead the Gradex team on their first Clear Path contract. He applied a team-first mentality to tackle the redesign and phased installation of four large diameter culverts, addressing constructability and safety concerns effectively. Through close collaboration with Tri-Venture, INDOT, and the design team, they collectively **navigated constraints, risks, and budget considerations, achieving a solution that substantially mitigated potential project disruptions.**

- **Reference:** Robert Goldner, INDOT, 765-316-1267



### ENTEK LITHIUM BATTERY MANUFACTURING PLANT

Bo transitioned into an estimating role, bringing his project management expertise to bear on leading the estimating team for a significant \$25 million design-build project for a battery plant in Terre Haute, IN. This project includes over 800,000 cubic yards of excavation and extensive utility installations. Tasked with refining Gradex's assumptions based on preliminary designs, Bo played a **crucial role in iterating design changes and providing cost, schedule, and risk evaluations**, continually seeking value engineering opportunities to enhance project outcomes.

- **Reference:** Gregg Ernst, Clayco, 314-581-0352

## KEY PERSONNEL - PROJECT SCHEDULER



**KALE HOPPER**

**10**  
YEARS OF  
EXPERIENCE

**EDUCATION**  
BS - Building  
Construction  
Management,  
Purdue  
University

### WHY KALE?

- Served in a variety of roles, bring versatility
- Strong background in material sciences, ensuring in-depth knowledge of materials and processes
- Dedicated to quality, efficiency, and safety
- Collaborative mindset
- Known for addressing challenges proactively
- Successfully managed projects with innovation solutions

Kale Hopper has built a distinguished ten-year career in Central Indiana's construction industry, **excelling in various roles that highlight his dedication to quality, efficiency, and safety**—key principles in highway construction. Starting in construction inspection, Kale developed a strong commitment to these values, which later drove his interest in material sciences. His work at a **Geotechnical Engineering firm and a Construction Materials Research Group** gave him a **deep technical understanding of construction materials**, vital for ensuring project success.

This technical foundation proved invaluable when Kale transitioned to Project Manager and Estimator at Rieth-Riley Construction. In this role, he combined his industry expertise and technical knowledge to streamline project execution, solving challenges with innovative, forward-thinking solutions. His versatile background and commitment to high standards have positioned him as a leader in the industry, **known for advancing project goals while maintaining a strong focus on safety and quality.**

What sets Kale apart is his comprehensive technical background and diverse project experience, enabling him to preempt potential issues and collaborate with project partners to develop innovative solutions. **His specialized expertise in large-scale highway project scheduling uniquely qualifies him to contribute significantly to the SR 32 progressive design-build project.** Kale's command of P6 Primavera and his proven track record in construction scheduling would be pivotal in increasing workload efficiency and reducing delays. His **collaborative engagement with designers and his focus on constructability issues make him exceptionally suited** for this project. Kale's blend of technical skills, communication prowess, and innovative problem-solving capabilities make him the ideal candidate for this responsibility.

### ROLE RESPONSIBILITIES

- Develop, maintain, and regularly update the project schedule, including each baseline pricing package schedule
- Prepare and manage all schedule-related submittals, ensuring timely and accurate delivery
- Track and manage necessary changes to the project schedule, adjusting timelines as needed
- Utilize Primavera project management software to build and update schedules
- Coordinate schedule updates with the project team to ensure alignment with project phases and milestones
- Maintain part-time involvement throughout both the Preconstruction and Construction phases, providing focused schedule management during critical project periods



## KEY PERSONNEL - PROJECT SCHEDULER



### CLEAR PATH 1 & 2

In his role for the expansive Clear Path 1 & 2 projects, Kale managed significant coordination among Tri-Venture team partners, INDOT, and design engineers, acting as the Chief Project Scheduler. His strategic application of P6 Primavera scheduling software allowed for the modification of original construction sequences, which **accelerated work activities and advanced later construction phase areas, ahead of schedule**. His understanding of geotechnical aspects and temporary traffic configurations in highly trafficked corridors was crucial in expediting construction phases, improving and widening roadways for subsequent heavy traffic loads while avoiding delays to the critical project timeline.

- **Clear Path 1 Reference:** Farid Bozordi, INDOT, 317-467-3964
- **Clear Path 2 Reference:** Jason Deering, Resolution Group, 317-362-8861



### IDIQ CONTRACT, INDOT CRAWFORDSVILLE DISTRICT

Kale also demonstrated his adeptness in design-build project delivery managing the IDIQ contract with INDOT's Crawfordsville District, focused on bridge maintenance. His technical expertise and knowledge of efficient construction methods were critical in creating and approving design-build work orders, adhering to stringent schedule, and budget constraints. **His role required constant communication with INDOT to navigate design changes and update project schedules effectively, showcasing his planning and logistics skills.**

- **Reference:** Chris Wheeler, PE, INDOT, 765-361-5238



## KEY PERSONNEL - DESIGN MANAGER

Chris has an industry reputation of being able to adjust course when altering situations arise and arrives at rational, justifiable solutions. *He recently delivered the Park East Boulevard Extension, a new-terrain roadway through a developing industrial/commercial development, very similar to this SR 32 project.*



**CHRIS WHEATLEY, PE**

**29**  
YEARS OF  
EXPERIENCE

**EDUCATION**  
BS - Civil  
Engineering,  
Rose-Hulman  
Institute of  
Technology

### WHY CHRIS?

- Ample capacity to focus on delivering SR 32 LEAP
- Collaborative leadership - **ADDED VALUE** for multiple stakeholders
- Nimble and flexible - **ADDED VALUE** for project likely to evolve as new industries move in

### RELEVANT PROJECT EXPERIENCE

#### Sagamore Parkway Phases II & III - Lafayette, IN

Mayor Tony Roswarski, City of Lafayette, 765-807-1002

- Two miles of divided four-lane urban roadway reconstruction (old US 52)
- Six intersection improvements
- Included multi-use facilities, landscaping, and green infrastructure
- Railroad coordination for at-grade crossing
- \$23.5 million in construction costs

#### US 20 Auxiliary Two-Way Left Turn Lane, INDOT LaPorte

Amber Thomas, INDOT, 219-344-0046

- 7.2 miles of added center turn lane and pavement widening
- Profile improvements and access point reduction
- Strategic, early planning to determine footprint that minimized impacts
- \$41.7 million in construction costs

### ROLE RESPONSIBILITIES

- Oversee and manage the complete design process, ensuring all project design requirements are met
- Lead the Preconstruction Phase, directing activities and making authoritative design decisions as needed
- Utilize engineering expertise to guide the design decisions and project outcomes
- Maintain full-time presence during the Preconstruction phase to oversee the design activities, transitioning to part-time during the Construction phase



Chris did a great job delivering this contract. He responded quickly to a number of design changes INDOT requested of him and still delivered ahead of schedule.

**INDOT LaPorte Project Manager**  
Project Delivery for SR 933



### INDOT PERFORMANCE SCORES

#### Chris's Project Management Scores

Quality	<b>1.0</b>	0.54
Responsiveness	<b>1.45</b>	0.74
Budget	<b>1.46</b>	1.22

General Consultant Average

### CHRIS WHEATLEY'S ALTERNATIVE PROJECT DELIVERY EXPERIENCE



#### STATE STREET CORRIDOR REDEVELOPMENT

- Goal of project was to redistribute through traffic away from State Street, in the heart of Purdue University's campus, to safer and more efficient outlying areas
- Key elements included more pedestrian and bike friendly corridors through campus and interior one-way streets converted back to two-way streets
- **Project was procured using the BOT delivery method**
- Our extensive P3 experience eased the burden of the City Staff in managing this type of unique project, while dealing with the daily demands of their department

**Reference:** Don Peterson, Purdue University, 765-894-0860



#### SHELBYVILLE DOWNTOWN REDEVELOPMENT

- Goal of project was to stir development, promote community connection, enhance historical significance, and prioritize pedestrian usage
- Traffic patterns were reimaged, infrastructure was replaced, overall parking increased, historical features were given center stage, and attractive public spaces were maximized to enhance use and promote commerce
- **Project was procured using the BOT delivery method** - promoting collaboration of many professional disciplines and optimizing the final design in less than a year

**Reference:** Adam Rude, City of Shelbyville, 317-392-5102



#### DURKEES RUN INTERCEPTOR & EARL AVENUE RECONSTRUCTION

- Goal of project was to divert stormwater from their wastewater treatment plant, improve drainage and roadway conditions, and manage stormwater sustainability
- Over two miles of storm sewers were constructed to provide separation of combined sewers and allowed for over 100 million gallons of stormwater to be diverted
- **Project was procured using the Guaranteed Savings Contract (GSC) method** - optimizing speed, quality, and cost control through a collaborative process

**Reference:** Mayor Tony Roswarski, City of Lafayette, 765-807-1002

# PROJECT UNDERSTANDING & APPROACH

## INTRODUCTION

Gradex, Inc., in partnership with Butler, Fairman & Seufert (BF&S), is honored to submit this proposal for the SR 32 Progressive Design-Build project in partnership with the Indiana Department of Transportation (INDOT). With over fifty years of specialized experience in heavy earthwork and utility construction, Gradex is successfully delivering landmark projects such as the I-69 Finish Line, Clear Path 465/69 Interchange, and the US 31 Hamilton County Expansion, all of which involve extensive earthmoving and complex utility relocations. **Our proven track record in delivering high-quality, sustainable, and cost-effective infrastructure projects uniquely positions us to meet the ambitious goals set forth by INDOT for this transformative initiative.**

## OUR VISION FOR SR 32

Our vision for SR 32 is to create a robust and resilient transportation corridor that not only meets today's demands, but also anticipates future needs. Leveraging our experience from the Clear Path 465/69 Interchange project, where we enhanced traffic flow and safety through innovative design and construction techniques, we aim to apply similar strategies to SR 32 to set a new benchmark for infrastructure projects in Indiana. This approach aligns with our corporate culture of continuous improvement in technology and project management, doing the right thing for the benefit of the team, and communicating openly and honestly with all stakeholders.

## UNDERSTANDING PROJECT GOALS

Gradex understands that the SR 32 project is critical for enhancing transportation infrastructure within the LEAP District, addressing traffic efficiency, safety, and community connectivity. This project aligns with Gradex's long-standing mission to deliver high-quality infrastructure projects that meet and exceed environmental and community standards, as demonstrated by our past successes.

### INDOT'S GOALS FOR SR 32 PROGRESSIVE DESIGN-BUILD PROJECT



1. Maximize project value within the budget by leveraging cost-efficient solutions



2. Minimize environmental & community impacts through sustainable practices



3. Incorporate innovative project management techniques to maximize efficiency



4. Realize the benefits of PDB for a flexible, adaptable, design and construction process



5. Remain flexible to evolving demands during the Preconstruction and Construction Phases



6. Ensure SR 32 is open by October 1, 2026



# PROJECT APPROACH



## 1. Maximize Project Value Within the Budget

Gradex employs rigorous cost-modeling and iterative design adjustments to ensure maximum value. Our detailed cost analysis methods, proven in recent large-scale projects, enable precise budget tracking and cost-effective decision-making. For example, when working closely with Clark Construction on value engineering options at the Andretti World Headquarters project, Gradex utilized 3D modeling and iterative pricing options to allow the team to evaluate how each option would impact the design, cost, and schedule. By optimizing the construction sequence and utilizing cost-effective materials, we delivered the project under budget and ahead of schedule. **Bo Bullard, Gradex's Lead Estimator who has bid hundreds of projects**, will be pivotal in keeping costs within the approved limits while exploring opportunities for cost savings and value enhancement.



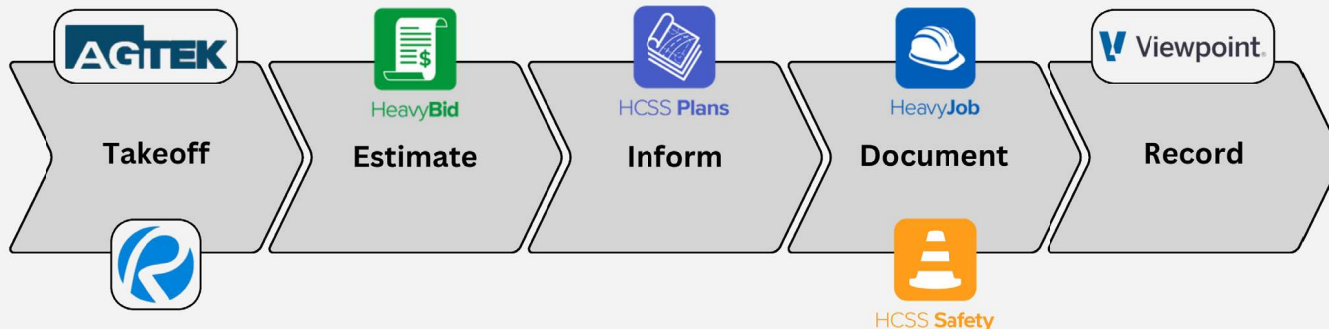
## 2. Minimize Environmental and Community Impacts

Our approach to minimizing environmental impact incorporates proven sustainable practices and proactive engagement with the community. On the I-69 Martinsville project, Gradex proposed an unsolicited value engineering idea to INDOT to utilize existing right-of-way as a borrow source for a required surcharge - therefore eliminating the need to disturb other off site areas to obtain required materials. This illustrates how innovative ideas can lessen impacts on the environment and the community, reduce the cost of a project, and accelerate the schedule.



## 3. Incorporate Innovative Project Management Techniques

To maximize efficiency, Gradex will utilize cutting-edge project management technologies, such as AGTEK Gramework and Highway, Trimble Business Center, and HCSS HeavyJob and Plans, alongside Lean Construction principles. On the Terre Haute Battery Plant project, Gradex utilized AGTEK to coordinate complex utility installations and earthwork operations, improving efficiency and reducing conflicts during construction. **Seth Sebastian, Gradex's Project Manager with expertise in complex logistics and collaborative environments**, will ensure these innovative project management techniques are effectively implemented on SR 32.



# PROJECT APPROACH



## 4. Realize the Benefits of the Progressive Design-Build Model

The flexibility inherent in the Progressive Design-Build model allows for ongoing adjustments and refinements throughout the project life cycle. Our successful delivery of the Andretti Global Headquarters using a Design-Build model underscores our capability to collaborate effectively with all stakeholders. By involving the client and designers early in the process, we accommodated design changes seamlessly and delivered a state-of-the-art facility that exceeded expectations. We will apply the same collaborative approach to the SR 32 project, ensuring adaptability to evolving project needs.



## 5. Flexibility to React to Developmental Demands

Flexibility and adaptability are core to our project management approach, enabling us to efficiently handle unforeseen changes, such as utility relocations or adjustments in traffic patterns. On the I-69 Martinsville Corridor project, unforeseen utility conflicts required immediate adjustments. Gradex's flexible project management approach allowed us to re-sequence activities and coordinate with utility companies promptly, preventing delays and keeping the project on schedule. Gradex will employ similar strategies on SR 32 to respond swiftly to new requirements without disrupting the project timeline or budget.

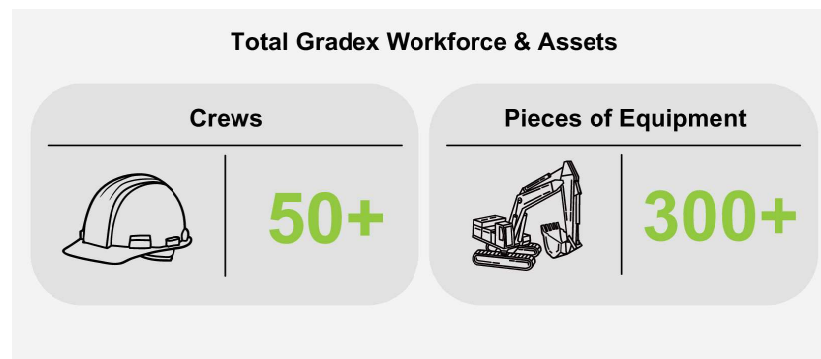


## 6. Ensure SR 32 is Open by October 1, 2026

Gradex recognizes the importance of meeting the October 1, 2026, deadline. To ensure this deadline is met, we will implement the following:

- **Phased Construction Approach:** We will implement a phased construction strategy, allowing certain portions of SR 32 to open incrementally, thereby reducing traffic disruptions and ensuring early completion of key segments.
- **Contingency Planning:** We will incorporate contingency plans for weather delays, utility conflicts, and unforeseen site conditions to avoid disruptions.
- **Continuous Monitoring and Adjustment:** Regular schedule updates and proactive risk management will ensure we meet all milestones. Progress will be tracked through real-time project management tools, allowing for immediate adjustments as necessary.

Gradex's performance on the Clear Path 1 & 2 projects, where the CSAW ramp was completed three months ahead of schedule, showcases the ability of Gradex to deliver complex projects on time. **Kale Hopper, Project Scheduler, with extensive experience in project scheduling, will develop and maintain a comprehensive project timeline that accommodates all critical milestones for SR 32.**



# PROJECT APPROACH

## PRECONSTRUCTION & DESIGN COLLABORATION

In the early stages, Gradex, together with BF&S, will leverage Early Contractor Involvement (ECI) to ensure that the project design is optimized for constructability and cost-efficiency. The ECI of Gradex on the Andretti World Headquarters Design-Build project with the designer led to innovative solutions that improved constructability and reduced costs and schedule impacts. By participating in design development from the earliest stages of the project, we identified opportunities to streamline construction and mitigate potential risks. This collaborative approach reduces rework, speeds up project delivery, and ensures that the project adheres to budget, scope, and timeline.

- **Budget Maximization:** The team will utilize a detailed cost model approach. Gradex, in close coordination with BF&S, will track costs through iterative design phases, ensuring every dollar is spent wisely. Regular cost analyses will ensure that savings in one area can be reinvested to enhance project value in other areas.
- **Value Engineering & Cost Control:** To maximize value, continuous value engineering workshops will be held. These workshops will analyze materials, methods, and designs to ensure cost-efficient delivery without compromising quality.

## STAKEHOLDER & COMMUNITY ENGAGEMENT

Community and stakeholder engagement is a cornerstone of our project approach. Gradex has a proven track record of effective community outreach programs that inform, engage, and address the concerns of local residents and businesses. We will work closely with INDOT's Public Relations team to keep local businesses and residents informed about the project's progress, road closures, and construction impacts.

Our team understands the need to provide support to the Department's existing outreach efforts that will be continuing for the project by delivering timely information to continue transparent and relevant communications to the public and project stakeholders. ***A project that showcased our outreach efforts was the Sagamore Parkway Phase II and III projects in Lafayette.*** The heavily developed corridor, old US 52, through Lafayette required constant updates to the traveling public, retail and commercial businesses, as well as major manufacturers along the length of both phases of the project. BF&S utilized multiple methods to keep the public and businesses apprised of up to the minute project information:

- Developed project branding - Restore Sagamore
- Created and maintained the Restore Sagamore project website containing project schedule, MOT updates and detours, live webcam of the project site, and completed project renderings and flythroughs
- Project social media presence with public comment and BF&S/ City generated responses
- Public information meetings
- Multiple group and individual property owner meetings





# PROJECT APPROACH

## RISK MANAGEMENT & MITIGATION

Our risk management framework is designed to proactively identify and mitigate potential risks throughout the project life cycle. Gradex oversaw the re-design and installation of four large-diameter culverts initially planned to be installed across I-465 in seven phases. Due to safety and constructability concerns, the team opted for a tunneling solution. The complexity of this operation involved key factors such as high traffic volumes, restricted work areas, installation depth (over 30 feet), shoring requirements, MSE wall penetrations, and more. Gradex navigated multiple design iterations and commenced installation before the design was finalized. Throughout the process, Gradex collaborated closely with INDOT, offering insights on constraints, risks, budget considerations, and value engineering options.



- **Proactive Risk Assessment:** Early identification of potential risks will allow the team to develop mitigation strategies before they impact the project.
- **Contingency Planning:** Pre-developed contingency plans for various scenarios will ensure that unforeseen events do not derail the project schedule or budget.

## Gradex Risk Management



# PROJECT APPROACH

## INNOVATIVE & CONTINUOUS IMPROVEMENT

Continuous improvement is embedded in Gradex's project delivery philosophy and culture as a Company. **Gradex consistently seeks to innovate and enhance its project delivery methods through lessons learned, best practices, and technological advancements.** Gradex is always looking for improvement. For example on the Clear Path 2 Project, adjustments were made in the I-69 South to I-465 South phase which eliminated the need for a phase and redirected traffic onto the future Binford Boulevard. Similarly, dividing phases in the Clear Path 1 project, with a mid-project crossover, allowed separate construction on the project's west and south sections, accelerating completion. **By collaborating closely with stakeholders, Gradex reduces delays and streamlines execution.**

Gradex has built a strong reputation for innovation and a commitment to continuous improvement in highway construction. While our progress is best seen on-site, the following advancements highlight our pioneering efforts:

### Dual Surface File Production:

Gradex stands alone in producing a secondary surface file for its projects, detailing final earthwork elevations in addition to final pavement elevations. This approach improves accuracy and eliminates rework, ensuring precise subgrade elevations.

### Innovative Intelligent Compaction:

We are one of only 13 contractors nationally, and the first in Indiana, to utilize a semi-autonomous vibratory sheepsfoot roller capable of intelligent compaction, advancing the precision of soil compaction efforts.

### First Autonomous 352 Excavator in Indiana:



Gradex was the first contractor in Indiana to deploy a semi-autonomous 352-sized excavator. This technology significantly enhances excavation accuracy, minimizing human error and optimizing performance on-site.

### Early GPS Adoption:

Gradex was among the first contractors in Indiana to adopt GPS technology for heavy equipment. This early investment has delivered unmatched precision, efficiency, and safety, making Gradex one of Indiana's largest users of GPS in construction.

### Survey-Grade GPS for Superintendents:

We were also one of the first contractors to equip our superintendents' trucks with on-board, survey-grade GPS technology. This enables superintendents to verify grades and alignments across project sites in real time, ensuring quality control.

### Collaborative Equipment Development:

Gradex actively collaborates with equipment manufacturers, conducting field trials to develop and refine new technologies. This partnership helps us stay at the forefront of innovation and bring cutting-edge solutions to our projects.



## PROJECT APPROACH

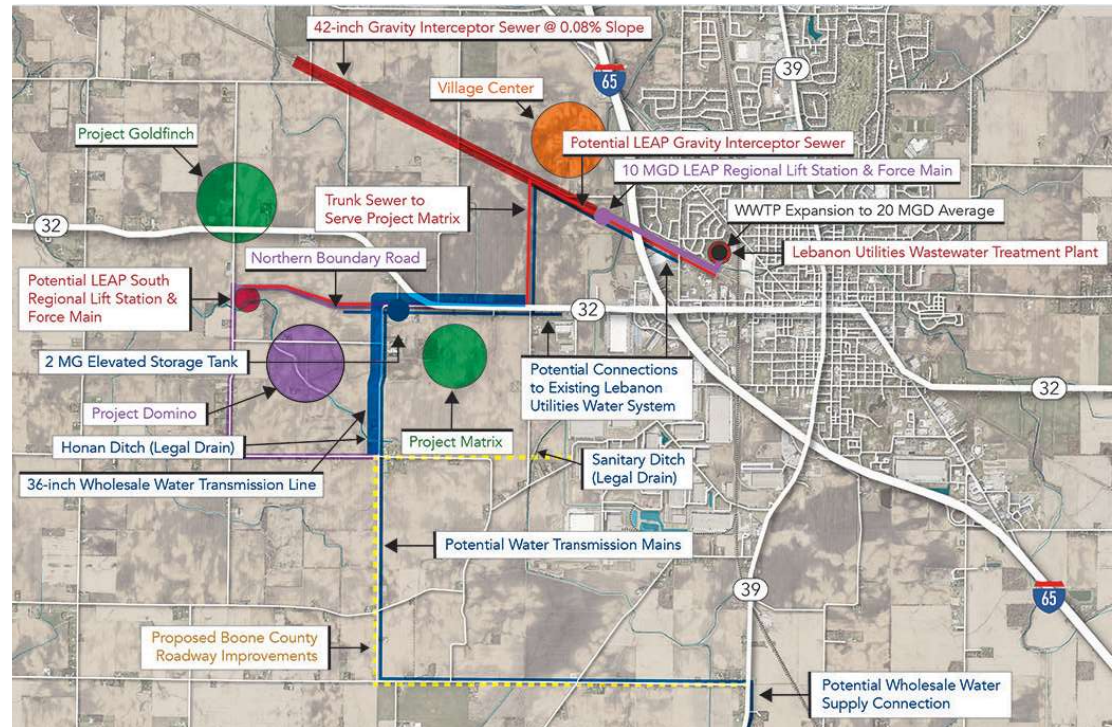
### ADDRESSING POTENTIAL CHALLENGES:

Recognizing the potential for utility conflicts along SR 32, we will engage in early and continuous coordination with utility companies to facilitate timely relocations. The Gradex team successfully managed similar challenges on the I-69 Martinsville project, where proactive utility coordination prevented delays.

We will develop a flexible traffic management plan to accommodate real-time traffic demands, ensuring minimal impact on commuters.

Identifying and addressing potential challenges early allowed BF&S to successfully deliver the Purple Line and Blue Line bus rapid transit (BRT) projects for IndyGo. In leading the Construction Management Team for both BRT projects, during the Preconstruction Phase, BF&S focused on identifying potential underground utility conflicts with proposed storm sewer and resolving them through redesign or early utility relocations.

New development demands being responsive to temporary access during construction and permanent access for completion. New opportunities in the LEAP District that arise during Preconstruction and Construction of SR 32 will require rapid collaboration between site designers, developers, the PDB team, and INDOT to balance access needs, public safety, and overall project goals. ***Our team has the capacity and creativity to react quickly to development, while also maintaining the overall project schedule and goals.***



### HIGHLIGHTING LOCAL KNOWLEDGE

Our extensive work in Boone County has given us deep insight into the local regulatory landscape, community expectations, and anticipated in-situ materials. We have established relationships with local officials, utility companies, and subcontractors, which will facilitate smooth project execution.

Our past work with water and wastewater utilities in the Lebanon and LEAP area gives us an unparalleled understanding of current infrastructure locations, limitations, and needs. This knowledge, coupled with our ability to seamlessly adapt to changes in development within the LEAP District, will be an added value for coordination of current and potential future water and wastewater utilities within the vicinity of the SR 32 project.



## PROJECT UNDERSTANDING & APPROACH

### COMMITMENT TO SAFETY

Safety is at the forefront of all our operations. Gradex maintains rigorous safety protocols and has an outstanding safety record, reflecting its uncompromising commitment to workplace safety. Gradex's safety performance has been recognized with industry awards, and we consistently maintain an Experience Modification Rate (EMR) below industry average.



- **Safety Awards:** We have received the Associated General Contractors (AGC) and Indiana Constructors Inc. (ICI) Safety Leadership Award for the past five years. Gradex has also received the Vice-Presidents Award for Safety from the Foundation Group (captive insurance group with 42 member companies) for the past six years.
- **Safety Protocols:** Our comprehensive safety program includes regular training, site inspections, and a culture that encourages every employee to prioritize safety. Every employee of Gradex completes a half-day long safety orientation upon being hired and all crews perform Task Hazard Analysis along with job safety huddles at the beginning of every day.

### CONCLUSION

In conclusion, Gradex, Inc., together with BF&S, is fully prepared to undertake the challenges and opportunities presented by the SR 32 Progressive Design-Build project. When the details for this specific project were released, our team was energized by the possibilities that the Progressive Design-Build approach offers for SR 32. **In Indiana, no team is more prepared or experienced in large scale earthwork than Gradex.** Gradex's specialization in this area has forged an exceptional group of dynamic, enthusiastic, and seasoned professionals who consistently deliver success, even in the face of challenging circumstances. This expertise will be invaluable for this project, where much of the scope will be earthwork and related activities. With Gradex leading the charge, no other team can match our capacity to succeed in a project of this nature. Partnering with the exceptional design team at BF&S ensures that INDOT will achieve outstanding project value with flawless execution.

By choosing Gradex and BF&S for this project, INDOT will engage partners who are dedicated to excellence and driven by the values of integrity, collaboration, and innovation. We look forward to the opportunity to contribute to Indiana's infrastructure legacy and are ready to mobilize resources, expertise, and passion to make the SR 32 project a model of successful progressive design-build execution.

