



RFP #PD2401

# LEVEL UP 31

PROPOSAL VOLUME 2: TECHNICAL SUBMITTAL

**SUBMITTED TO:**

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Major Project Delivery  
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**SUBMITTED BY:**

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**Authorized Representative:**  
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# 1

## GENERAL ORGANIZATION



# 1 GENERAL ORGANIZATION

The Walsh team is organized with firms and personnel who provide the resources, capacity, and experience to successfully achieve INDOT's Project Goals.

**Single Point of Responsibility:** Project Manager, Mark Hedrick, has full authority and responsibility for the Project. Mark will be INDOT's primary contact. He will oversee all Project operations and make final decisions regarding administrative, technical, and contractual matters.

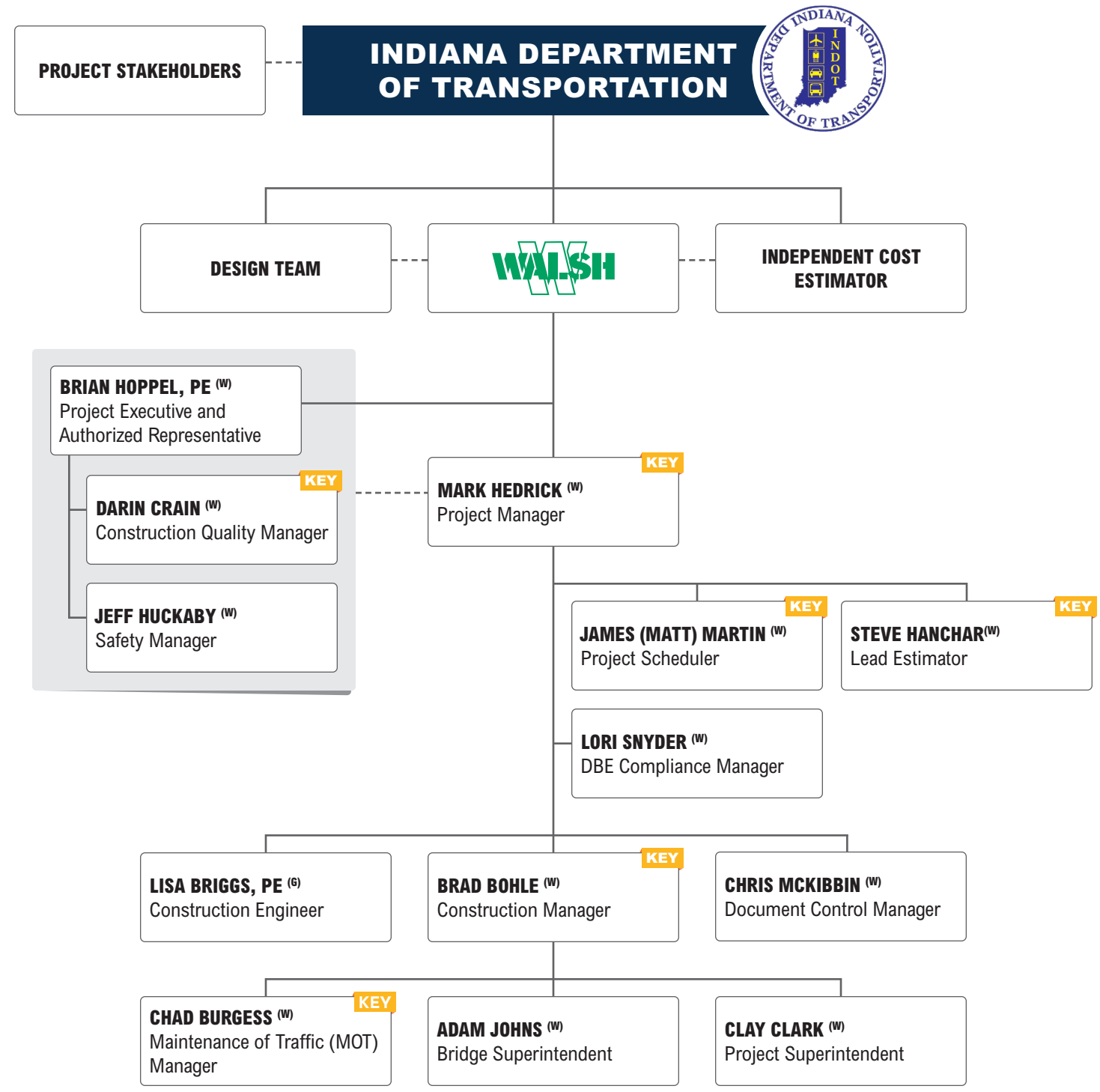
**Our team brings experience from over 100 alternative delivery projects nationwide (20 in Indiana), valued at over \$32 billion. Walsh has delivered over 70 projects on Indiana interstates, including projects on I-465 and US 31.**



**Genesis Structures has been a reliable and effective demolition partner to Walsh for 18 years and is an expert in sequential demolition plans.**

**Clear Lines of Reporting:** The Walsh team has identified individual responsibilities and authority to facilitate optimal communication and decision making. Since the Walsh team is lead by a single firm, all lines of reporting and decision-making come from one entity, thus streamlining the communication process.

**Issue Resolution:** The Walsh team believes in empowering individuals to resolve differences early and make effective decisions. Decisions are made and issues are resolved quickly at the lowest possible level where implications of the issue are best recognized. However, if these concerns cannot be resolved, issues will be escalated and resolved as expediently as possible.



LEGEND: — Reporting - - - - Communication (W) Walsh (G) Genesis Structures



# 1

## PRELIMINARY STAFFING PLAN AND ORGANIZATIONAL/ STAFFING APPROACH



# 1 PRELIMINARY STAFFING PLAN AND ORGANIZATIONAL/STAFFING APPROACH

*Our personnel have been selected for their technical skill and ability to collaborate. Our key staff have exceptional credentials, a commitment to success, and long-standing relationships from working together on similar projects. This provides INDOT with a seasoned team ready to address project challenges and achieve the Project Goals. Walsh commits to dedicating the individuals named in this Proposal, as provided on Form H.*

Key Personnel for the Level Up 31 Project will serve in critical roles during both preconstruction and construction phases. Continuity of personnel eases the transition between phases, provides efficiencies, and allows for consistent leadership to achieve INDOT's Project Goals. Our Key Personnel and additional named personnel are described in **FIGURE 1.1 ON PAGE 1-3**.

**Project Manager Mark Hedrick** will lead the project team for Walsh. Mark is a professional engineer and brings extensive technical acumen from his work on major highways, interstate interchanges, and bridges/structures, including his work on Super 70, I-480 Valley View Bridge, I-90 Westbound Innerbelt Bridge, and I-69 Section 6 Contract 5. Most recently, Mark has been involved in the preconstruction phase of the Western Hills Viaduct Replacement CMAR project in Cincinnati. With this experience from five alternative delivery projects, Mark brings a collaborative spirit to working with INDOT, the design team, and third parties on Level Up 31.

**INNOVATION THROUGH PRECONSTRUCTION.** Mark Hedrick has been working with the City of Cincinnati, its designer, the affected railroad companies, and engineering partner Genesis Structures to develop constructible solutions to the demolition of the existing, and construction of a new, Western Hills Viaduct. This earlier planning includes coordinating with the railroads to understand their needs and to tailor our approach, incorporating innovative construction methods to minimize impacts to daily railroad operations.












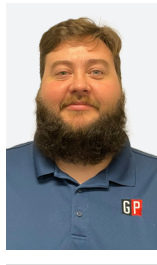


Mark has authority over the Walsh team and is responsible for the successful delivery of the Project. He will be INDOT's primary contact during both preconstruction and construction as he actively manages all project operations. He will work hand-in-hand with INDOT, the design team, and project stakeholders to finalize the project scope, assure constructability of the final design, and meet Project Goals. He will make final decisions regarding administrative, technical, and contractual matters on behalf of Walsh.

Mark will be supported by an organizational structure and approach based on successful practices used on major CM/GC and design-build projects throughout the United States. These practices include the following for the Level Up 31 Project:

- » Assigning management professionals to collaborate with INDOT and stakeholders from day one of the preconstruction phase through Project completion
- » Committing personnel with the experience and qualifications to achieve the Project Goals
- » Implementing a CM/GC project management plan that adheres to the Project requirements and that is updated based on changing conditions
- » Working hand-in-hand with INDOT's design team to ensure the project is designed to be constructed safely and efficiently

Our staff resources will be fully integrated, with employees from each team member working side-by-side. All team members will be involved as partners in developing an optimized solution that considers safety, quality, constructability, life cycle cost, and timeliness while meeting the project budget. To enhance communication and decision making, we intend to locate our key staff in an office near the Project site. This will facilitate on-the-spot communication at all levels.

FIGURE 1.1 // COMMITTED PERSONNEL.

NAME   TITLE   YEARS IN INDUSTRY	EXPERIENCE   ROLE	NAME   TITLE   YEARS IN INDUSTRY	EXPERIENCE   ROLE
 <p><b>MARK HEDRICK, PE</b>  <b>Project Manager</b>            27 Years of Experience            20 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Managed multiple design-build projects with major bridges, multiple interchanges, and challenging MOT including Super 70, Innerbelt Bridge, I-480 Valley View Bridge, and I-69 Section 6 Contract 5</li> <li>Has CM/GC experience through the Western Hills Viaduct Replacement project</li> <li>Innovative and pushes staff for creative cost-efficient solutions</li> </ul>	 <p><b>BRIAN HOPPE, PE</b>  <b>Project Executive/Authorized Representative</b>            32 Years of Experience            21 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Brings 32 years of construction experience with 21 years of experience on INDOT projects including I-69 Section 6 Contract 5, I-69 Section 5, ORB-East End Crossing, and Accelerate I-465.</li> <li>Multiple Design Build and PPP projects.</li> <li>Brian will ensure the project is properly staffed with qualified individuals and allocated the appropriate amount of resources to meet INDOT's project goals.</li> </ul>
 <p><b>BRAD BOHLE</b>  <b>Construction Manager</b>            10 Years of Experience            10 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Managed similar work on I-65 Lafayette Added Travel Lanes DB, Valley View Bridge DB, and I-69 Section 6 Contract 5 DB, among others</li> <li>Experience with concrete paving, bridge work, and roadway construction, providing a solid base for this Project's challenges</li> <li>During preconstruction, will assist with constructability reviews, work plan development, and stakeholder coordination. During construction, will lead the Walsh workforce and coordinate subcontractor work. Will ensure proper staffing with skilled craftsmen and qualified supervision.</li> </ul>	 <p><b>JEFF HUCKABY, CHST, STS</b>  <b>Safety Manager</b>            34 Years of Experience            12 Years with Walsh</p>	<ul style="list-style-type: none"> <li>22 years of experience managing public safety as a law enforcement officer and 12 years managing safety on large-scale construction projects</li> <li>Certified Construction Health and Safety Technician and Safety Trained Supervisor, with additional certifications in HAZWOPER 40 and traffic control supervision</li> <li>INDOT highway experience from I-69 Section 6 Contract 5 DB, Accelerate I-465, and I-65 Reconstruction - SR 25 to SR 38 DB</li> </ul>
 <p><b>DARIN CRAIN</b>  <b>Construction Quality Manager</b>            16 Years of Experience            3 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Currently working as the quality control manager for concrete and earthwork operations on the I-69 Section 6 Contract 5 DB and ORB East End Crossing</li> <li>Experience includes large alternative delivery projects, complex interchanges, and smaller earthwork projects</li> <li>Darrin will use his experience to ensure quality control and work plans are prepared to exceed the quality standards of the project and ensure the work is executed per the work plans</li> </ul>	 <p><b>LORI SNYDER</b>  <b>DBE Compliance Manager</b>            17 Years of Experience            17 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Lori develops and implements DBE and workforce performance plans with the project team supports</li> <li>Outreach events will be planned and organized under Lori's supervision</li> <li>Monitoring of progress toward goal achievement and any needed improvements.</li> </ul>
 <p><b>CHAD BURGESS</b>  <b>Maintenance of Traffic Manager</b>            15 Years of Experience            14 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Career-long experience working on INDOT projects</li> <li>Recent projects include the I-69 Anderson Design-Build and the I-69 Section 6 Contract 5 Design-Build, serving as the certified worksite traffic supervisor or the maintenance of traffic manager</li> <li>From design, planning, and execution Chad will balance the safe passage of the traveling public with the special needs to effectively construct the project. Priority will be given to the safety of the traveling public.</li> </ul>	 <p><b>LISA BRIGGS, PE</b>  <b>Construction Engineer</b>            15 Years of Experience            15 Years with Genesis Structures</p>	<ul style="list-style-type: none"> <li>Lisa brings 15 years of Structural Steel Erection and Demolition Engineering and will work side by side with Walsh to develop robust demolition plans</li> </ul>
 <p><b>STEVE HANCHAR</b>  <b>Lead Estimator</b>            32 Years of Experience            30 Years with Walsh</p>	<ul style="list-style-type: none"> <li>30-years of history estimating and managing INDOT projects.</li> <li>CMGC and Progressive Design Build cost estimating experience on Western Hills Viaduct and Brent Spence Bridge.</li> <li>HCSS Heavy Bid expert user.</li> </ul>	 <p><b>CHRIS MCKIBBIN</b>  <b>Document Control Manager</b>            15 Years of Experience            7 Years with Walsh</p>	<ul style="list-style-type: none"> <li>Worked on several projects through the midwest including ORB East End Crossing, I-69 Section 5, and currently on I-69 Section 6 Contract 5</li> </ul>
 <p><b>MATT MARTIN</b>  <b>Project Scheduler</b>            27 Years of Experience            23 Years with Walsh</p>	<ul style="list-style-type: none"> <li>25-year history of working on INDOT projects</li> <li>Experience from complex interstate interchange projects, including recent experience on the I-69 Section 6 Contract 2 and Contract 5 projects</li> <li>Matt has developed the necessary skills to schedule and plan out these projects and will bring them to the Level Up 31 project. He will utilize Primavera P6 scheduling software to develop a comprehensive critical path schedule and will breakdown the schedule into a 3-week detailed daily schedule for day-to-day operations.</li> </ul>	 <p><b>CLAY CLARK</b>  <b>Project Superintendent</b>            29 Years of Experience            20 Years with Walsh</p>	<ul style="list-style-type: none"> <li>30 years of construction experience on INDOT projects starting as a journeyman operator to senior superintendent.</li> <li>Worked on INDOT's most challenging projects such as Hyper-Fix, Super 70, Accelerate I-465, ORB East End Crossing, I-69Section 5, and I-69 Section 5 Contract 5.</li> <li>US Navy veteran</li> </ul>

# 2

## EXPERIENCE OF THE FIRMS



## 2 EXPERIENCE OF THE FIRMS

Walsh has been delivering projects in Indiana over the last 35 years. Working collaboratively, we have led some of INDOT's most technically complex highway, bridge, and interchange projects, including I-69 Section 6 Contract 5, Accelerate 465, and the Ohio River Bridges projects, among many others. We bring this experience to the Level Up 31 project as INDOT's collaborative partner to achieve success.

### An Experienced Team

Walsh is consistently ranked by *Engineering News-Record (ENR)* as a top U.S. bridge and highway builder. **Walsh has completed over 70 heavy highway alternative delivery projects totaling more than \$20 billion; and has delivered 22 progressive design-build and 130 CM/GC projects across all business sectors with a 100 percent success rate collaborating with owners to achieve Guaranteed Maximum Price (GMP).**

Our team brings the following benefits:

- » **A local partner you know and trust.** Walsh brings a stable, enduring commitment to Indiana. We have learned over decades of working in partnership with INDOT that honesty, integrity, and competency matter above all. Our personnel exemplify these core values and have proven experience working collaboratively with INDOT and local stakeholders.
- » **Collaborative alternative delivery leadership.** Our proposed personnel have considerable experience with alternative delivery projects that feature the extensive designer-contractor-owner teamwork, including open-book pricing processes, which will make this CM/GC project a success.
- » **Innovation through complex highway and interchange expertise.** The Walsh team brings together builders who thrive on developing smart solutions to project challenges. Walsh has experience developing cost-effective solutions in collaboration with owners through innovative design and construction engineering concepts for complex urban interchanges.
- » **Extensive resources.** As an industry leading firm, Walsh is well-positioned to incorporate the personnel, equipment, and facility resources that will be necessary to efficiently deliver this project. Walsh has over 8,000 construction professionals nationally

working more than 11 million hours annually with an equipment fleet valued at \$700 million.

To enhance our CM/GC team during preconstruction and to assist in our cost-effective construction means and methods planning, Walsh brings construction engineering partner Genesis Structures for structural steel erection and demolition engineering. The firm has worked extensively with Walsh as a trusted engineering specialist on projects including the Milton-Madison Bridge, Merchants Bridge, Kennedy Mill Bridge (SR 152 over Herrington Lake), TEXRail Commuter Rail, Commonwealth Avenue, and Whittier Bridge.

### PROJECTS SIMILAR TO I-465/US-31 (SIZE, COMPLEXITY, AND COMPOSITION)

Design and construction on large-scale highways and interstate-to-interstate interchanges has taught our team the value of a well-thought-out plan and the importance of effective maintenance of traffic. Walsh has constructed over 100 projects on Indiana's highways, with values from under \$1 million to over \$750 million. Many of these projects were similar to the Level Up 31 project in size, complexity, and composition, as described in **FIGURE 2.1 ON PAGE 2-3.**

Walsh constructed Keystone Parkway and E 136th St. under a 90 day shut down of Keystone Parkway.





## MEETING OR BEATING PROJECT SCHEDULES

To meet milestone dates and complete complex projects on time, we effectively manage and allocate resources from the start. A strength of Walsh is our ability to quickly respond with personnel, equipment, or other resources from regional and national sources to meet any schedule challenge. Walsh has experience delivering projects on time or early, including Hyperfix I-65/I-70, I-65 NWI Added Travel Lanes DB, and ORB Downtown Crossings DB. More information is described in **FIGURE 2.1 ON PAGE 2-3**.

We will build upon the processes developed and lessons learned on these and other similar projects. During preconstruction, we will develop a detailed project schedule that will be the tool used during the design and construction phases to communicate expectations to all parties and to plan critical start-up activities.

## COORDINATION WITH ADJACENT PROJECTS

Coordination with adjacent construction projects is essential to maximize public safety, promote smooth traffic flow, and prevent unnecessary issues for the Department. Our experience includes I-69 Section 6 Contract 2 and I-69 Section 6 Contract 5 DB. More details can be found in **FIGURE 2.1 ON PAGE 2-3**. Through this experience, we implement the following key approaches to successful adjacent project coordination:

- » Integrating interim milestone dates for adjacent projects in the CPM schedule
- » Allocating resources to meet critical deadlines using extensive planning and detailed CPM schedule
- » Having a thorough understanding of MOT requirements for all projects
- » Incorporating these MOT requirements into planned construction phasing

- » Encouraging open lines of communication between contract representatives
- » Communicating phase durations

## AGILE DESIGN AND CONSTRUCTION ENVIRONMENT

Walsh has well-established processes for creating and working in agile design and construction environments. These processes include:

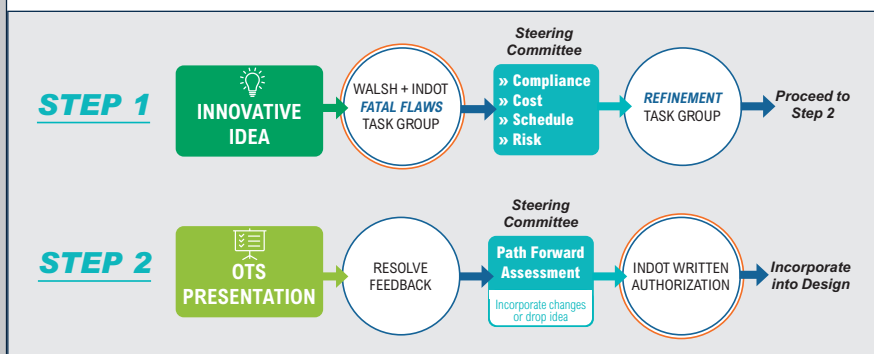
- » Open communication to encourage collaboration and communication
- » Matching our subject matter experts to our client's to collaborate, review, and comment
- » A schedule-driven approach that allows for adaptability to changes in project requirements or scope
- » Document control and software to improve quality management and performance (Autodesk)
- » Use of software such as Bluebeam Revu to expedite collaboration and review of design documents
- » An effective meeting structure and schedule
- » Frequent communication with key stakeholders and providing feedback

These elements are part of our approach for all our projects.

## INNOVATIVE METHODS AND MATERIALS

Innovation is part of the process we undertake to lower costs and provide schedule certainty. We analyze each project for cost and schedule drivers that have the potential to generate impactful innovation; typically, in changes to the profile, retaining walls, drainage, bridge type and arrangement, and traffic phasing. For this Project, the unique challenges of the MSE wall construction present a good opportunity for innovation. Innovative methods and materials were a part of many of the projects, including I-480 Valley View Bridge DB and Milton Madison Bridge DB listed in **FIGURE 2.1 ON PAGE 2-3**.

**PRECONSTRUCTION INNOVATIONS PROCESS.** On the progressive design-build Brent Spence Bridge Replacement, the Walsh team is engaged in an iterative coordination and approval process that fosters a responsible development of innovations. Along with cost, schedule impacts, and technical merit, innovation considerations include evaluation of risk, compliance, and stakeholder impacts. This process allows the team to quickly determine those innovations that have the potential to achieve project goals for further development and incorporation into the design.



**FIGURE 2.1 // PROJECT EXPERIENCE.**



**I-465 at I-70 Interchange Modifications DB**

Indianapolis, IN | INDOT | \$70M

- » Similar in size, complexity, and composition
- » Alternative delivery with innovative means and methods



**I-70 "Super 70" DB**

Indianapolis, IN | INDOT | \$178M

- » Two contracts each similar in size, complexity, and composition
- » Alternative delivery with innovative means and methods
- » Fast track project completed 32 bridges and 6 miles of phased roadway in just 12 months



**Accelerate I-465**

Indianapolis, IN | INDOT | \$300M

- » Five contracts with an average value of \$63 million, including two system interchanges
- » Complex urban corridor with similar conditions and stakeholders to the Project
- » Innovative, multi-year and multi-phase MOT plans to deliver ahead of schedule



**ORB Downtown Crossing DB**

Louisville, KY | KYTC | \$860M

- » Larger, more complex project with system interchanges
- » Completed 18 months ahead of owner's original completion date
- » Genesis Structures



**ORB East End Crossing P3**

Utica, IN | INDOT | \$763M

- » Completed 6 months ahead of owner's original schedule
- » Complex design build project
- » Innovative interchange design eliminated 30,000 square yards of pavement and two bridges
- » Genesis Structures



**Hyperfix I-65/I-70**

Indianapolis, IN | INDOT | \$35M

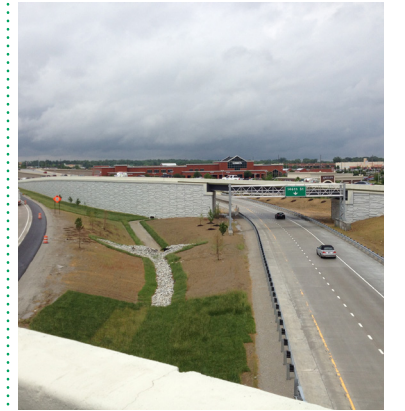
- » Completed in just 55 days—30 days ahead of schedule
- » Used extensive pre-planning and crews dedicated to working 24 hours a day, 7 days per week



**I-65 at US 30 DB**

Merrillville, IN | INDOT | \$65M

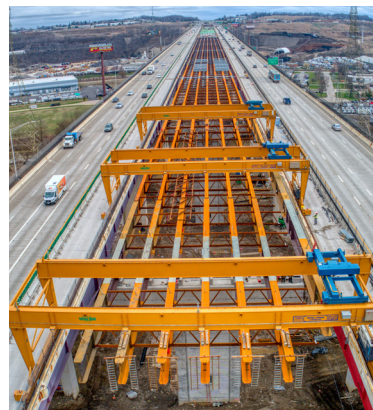
- » Similar in size and complexity.
- » Design-build contract
- » Innovative design solution for the US 30 interchange and bridge.
- » Completed 30 days early



**US 31 and Keystone Avenue**

Carmel, IN | INDOT | \$36M

- » Met 45-day schedule closures for extensive earth excavation and installation of MSE walls
- » Project included same stakeholders as for the Level Up 31 project
- » A+B Project



**I-480 Valley View Bridge DB**

Independence, OH | ODOT | \$227M

- » Coordinated with two overlapping ODOT contracts, resolving conflicts between project design and sharing work zones
- » Developed innovative three-gantry system for steel erection leading to a bid day savings of over \$10 million
- » Worked with owner to get steel erection method approved pre-bid



**I-69 Section 6 Contract 5 Design-Build**

Indianapolis, IN | INDOT | \$728M

- » Developed ATCs that saved an estimated \$24.5 million and included utility line, bridge phasing, and alignments
- » INDOT approved 18 ATCs
- » Heavy traffic
- » Detailed schedule sequencing the design packages



**I-65 NWI Added Travel Lanes DB**

Lowell, IN | INDOT | \$98M

- » Heavy traffic
- » Innovative bridge design; Kankakee River bridge to single span with no in-water piers
- » Completed the project in one construction season and 30 days ahead of schedule
- » ATC pre-bid: Multi-span to single span, eliminate piers in the river to minimize environmental impacts



**I-69 Section 5 CM**

Bloomington, IN | INDOT | \$400M

- » Construction management
- » Coordinated design completion and managed INDOT's contractors
- » 1 million cubic yards of dirt and rock
- » 20 bridges
- » 600,000 tons asphalt



**I-69 Section 6 Contract 2**

Martinsville, IN | INDOT | \$165M

- » Complete shutdown of SR 37 to construct I-69 in 11 months
- » 2 million cubic yards of dirt
- » 14 bridges
- » 276,000 square yards of PCCP



**WB I-90 Innerbelt Bridge DB**

Cleveland, OH | ODOT | \$278M

- » ATC implemented to shorten the main viaduct by constructing a fill section that reduced the bridge deck, lowered the height of the main viaduct structure, and shortened adjacent ramp bridge, ultimately providing a bid day savings to ODOT in excess of \$1 million



**Milton Madison Bridge DB**

Madison, IN | INDOT | \$103M

- » Innovative MOT scheme to construct the bridge on temporary piers and slide the completed structure into final location, eliminating 1 year of temporary ferry service
- » Genesis Structures



**Western Hills Viaduct Replacement CMAR**

Cincinnati, OH | City of Cincinnati

- » Preconstruction planning in progress
- » Worked with the Owner and ICE to establish estimating procedures and processes
- » Genesis Structures

## A Collaborative Partner to INDOT and Other Clients

Collaboration, communication, and trust are the cornerstones of success on CM/GC and progressive design-build delivery projects. With these delivery methods being newly introduced to the transportation design and construction market in the Midwest, Walsh brings current, ongoing experience to benefit the process for the Level Up 31 project. Walsh is currently in the preconstruction phase on two projects in the Midwest using these delivery models: the Brent Spence Corridor Project (progressive design-build) and the Western Hills Viaduct Replacement (CMAR). These projects demonstrate that every member of the project team—the owner, key stakeholders, design team, independent cost estimators (ICE), and construction team—has a crucial role in bringing value to the project.

Walsh's CM/GC experience is wide-ranging across project types, but all share a common thread—effective collaboration that saves money and time while achieving project goals. Examples of completed CM-related project delivery experience that will benefit the Project include:

- » **I-69 Section 5 CM:** Brought on to the project to develop an aggressive recovery CPM schedule, renegotiate subcontractor terms, and manage daily field operations. Provided the direction and leadership to create the environment to help INDOT reclaim the confidence of the public and stakeholders.
- » **TEXRail Commuter Rail CM/GC:** Used the preconstruction value engineering process to save substantial cost, improve the schedule, and mitigate impacts to the public. Established Accelerated Bridge Construction techniques during the preconstruction phase to mitigate impacts to the railroads. Walsh saved Trinity Metro \$15M during Preconstruction.
- » **I-69 Section 6 Contract 5:** Our track record with completing the most technical schedule challenging projects for INDOT on-time gives us the experience and relationship to ensure a successful project. Recent success on Section 6 Contract 5 included setting the last structural steel beam anticipating opening the new interchange in early August.
- » **DART Blue Line Extension CM/GC:** Successful partnering and collaboration with the owner and

design team to deliver GMP early and under budget. Walsh saved DART \$5M during Preconstruction.

In the past ten years, 100 percent of Walsh's CM/GC project preconstruction efforts have led to a successful GMP negotiation and construction contract award.

## Certainty of Project Success for the I-465/US-31 Interchange Modification Project

With our extensive INDOT and alternative delivery experience, a 100 percent successful history of arriving at a mutual GMP, and proven ability to deliver innovation to provide schedule certainty and stay on budget, Walsh will be a dependable partner to the Department. Our Indiana experience and relationships are invaluable for providing a reasonable budget, and we complement these experiences and relationships with superior technical competence and the ability to communicate and collaborate.

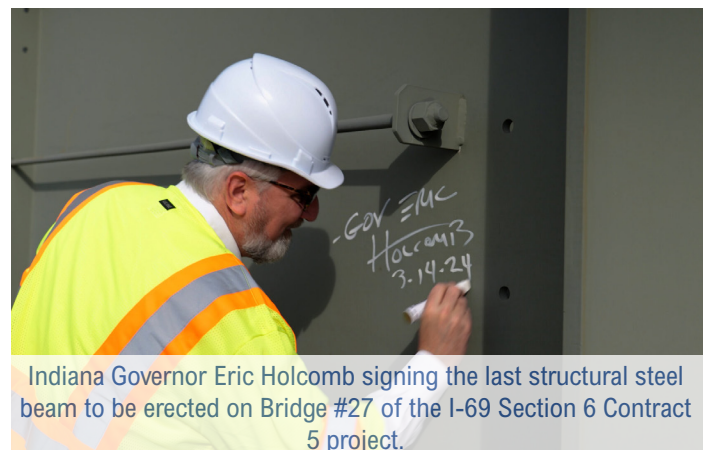
## Identified Contractors Work Capacity and Experience

At this stage, we do not have any Identified Contractors to list. During the preconstruction phase Walsh will develop a subcontracting plan to bring on the best qualified and economical subcontractors and suppliers to add value to the Project.

## Form E (Firm Experience)

On the following pages, we have provided project profiles (Form E) for the following projects:

- » I-69 Section 6 Contract 5
- » Valley View Bridge
- » I-69 Section 5



Indiana Governor Eric Holcomb signing the last structural steel beam to be erected on Bridge #27 of the I-69 Section 6 Contract 5 project.



## I-69 Section 6 Contract 5

MARION AND JOHNSON COUNTIES, IN

**Project name, location, description, and nature of work for which firm was responsible:** I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the joint venture design-build team to design and construct this best-value project in Marion and Johnson Counties, Indiana. I-69 is a nationally significant corridor, serving the Midwest and United States in two directions. The project involves full reconstruction and conversion of a portion of existing SR 37 to proposed I-69, full reconstruction and widening to provided added travel lanes on an 8 mile portion of I-465, and conversion of at-grade crossing to interchanges or overpasses, reconstruction and construction of local access roads, reconfiguring of existing interchanges, and a new system interchange for I-69 and I-465. The project will improve the safety and operations of the corridor and includes 40 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, and replacement of approximately 168 lane miles of pavement.

### **Name of Firm:**

Walsh Construction Company

### **Name of Client:**

Indiana Department of Transportation

### **Client Contact Information:**

*Name:* Sandra Flum

*Telephone:* (317) 650-9237

*Email:* [sflum@indot.in.gov](mailto:sflum@indot.in.gov)

**Project Status (as of Proposal Date):** Substantial Completion October 31, 2024

### **Project Delivery Method:**

Best Value Design-Build

### **Project Cost (US\$):**

\$723,611,111

### **Work Performed Date:**

From 11/2020 to 04/2025 (forecasted)

### **Provide the following information:**

*% of Total Work Performed by Firm:* 45%

*Value of Liquidated Damages/Claims:*

\$109,525 (Lane Closure violations, \$7,800 are Walsh's)

*Any Litigation against Firm?* No

### **Major risks or challenges and strategies implemented to resolve/mitigate these items:**

The major risks and challenges on this project are very similar to those that will be experienced on Level Up 31, schedule and maintenance of traffic. The first step to mitigating the schedule risk begins in design. Walsh mitigated this risk by utilizing three design firms to expedite the completion of the design. We also created a detailed schedule sequencing the design packages with the areas available for an early start to construction. The Walsh design managers set expectations and deadlines that were monitored weekly. Manhour burn rates along with design progress were key indicators which allowed the schedule to be monitored through these efforts the risk was affectively mitigated and the design was completed to support the construction schedule.

The Walsh team looked at the critical path work at the reconstruction of the White River Bridge. During the design coordination meetings the team revised the planned three phase construction of the White River Bridge to two phases, saving time and cost. This was accomplished by shifting the final alignment of I-465 to the south which allowed the construction of enough new bridge width to support both bounds of traffic in the next phase, effectively eliminating the need for a third phase.

**Use of innovative methods or materials:** The original design for the project included relocation of a 96” sewer line for CEG. Part of this realignment required tunnel construction under existing I465. Walsh proposed an alternate route which utilized the existing tunnel under I465 eliminating the new tunnel work and shortening the length of the new sewer and sludge lines. The lines were also re-routed away from the local neighborhood which relocated the placement of the new pipe from under the neighborhood streets eliminating the impact of construction on the residents.

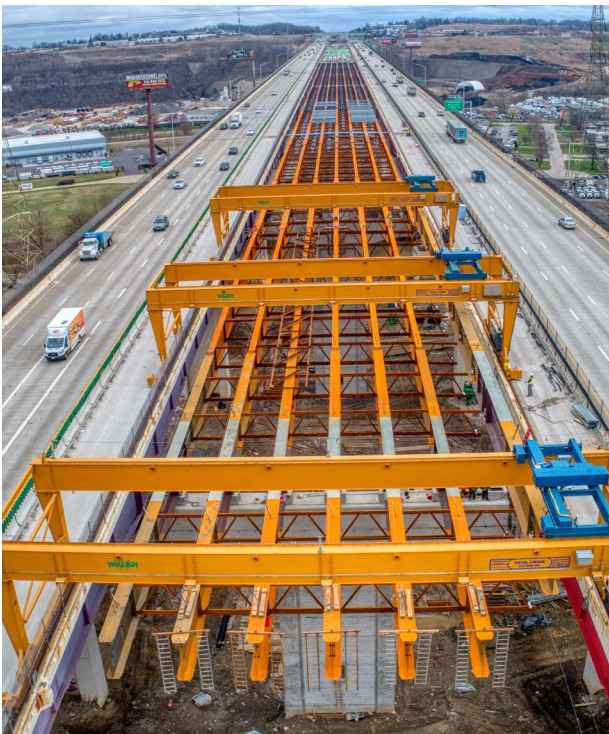
The project’s alignment and configuration of the I-69 & I-465 Interchange allowed the Walsh team to inject some innovation in the project. The original design called for I69 to bridge over Epler Avenue. The Walsh Team determined that it was more efficient to flip Epler over I69 which eliminated 1 bridge and significantly decreased the amount of earthwork. The level of the north to west ramp was switched with west to south ramp resulting in embankment savings and optimized alignment of the ramps. The entire alignment of I-465 was pushed 7’ to the south allowing the White River Bridge and I-465 mainline to be constructed in two phases instead of three.



#### **Key Personnel and role in referenced project:**

- » **Mark Hedrick**, MOT Manager
- » **Brad Bohle**, Structures Project Manager
- » **Darin Crain**, Quality Manager
- » **Matt Martin**, Schedule Manager
- » **Steve Hanchar**, Estimator/Pursuit Task Team Lead
- » **Brian Hoppel**, Project Executive





## Valley View Bridge Rehabilitation

INDEPENDENCE, OHIO

**Project name, location, description, and nature of work for which firm was responsible:** The Walsh team was selected to rehabilitate the dual-span Valley View bridge that carries I-480 traffic nearly 200 feet above the Cuyahoga River Valley and construct a new four-lane center structure increasing capacity to accommodate 180,000 vehicles that use the bridge daily.

The new center structure has 14 cast-in-place concrete piers, driven 18-inch pipe pile foundations, and the tallest over 185 feet. The bridge is over 4,000 feet long with 18 million pounds of structural steel and over 354,000 square feet of bridge deck.

The existing structures required major substructure concrete repairs, steel repairs, and drainage and concrete deck replacement. Additional improvements included an approach roadway to connect the new structure to the existing highway system, traffic control, and lighting.

**Major risks or challenges and strategies implemented to resolve/mitigate these items:** Due to the constrained space (only 90 feet) between the existing structures and the height of the new bridge (nearly 200 feet tall), conventional ground-mounted crane erection of the center bridge structural steel was nearly impossible and posed significant safety and cost impacts. To mitigate the risk, the team proposed the use of custom-made transverse gantry cranes spanning between the existing structures to erect the structural steel for the new center bridge. In collaboration with ODOT, the Walsh team developed a viable structural steel erection sequence and performed extensive analysis during the bid phase and post-award design to confirm the adequacy of the existing structures to support the gantry cranes and ensure the existing structures would not be compromised.

The analysis and approach were ultimately successful as over 18 million pounds of structural steel for the center bridge was erected without impact to the existing structures or the traveling public.

**Use of innovative methods or materials:** The Walsh team developed approximately \$10 million in cost-savings concepts while receiving input from ODOT throughout the one-on-one process. One cost-saving ATC involved an intensive test pile program during the post-award design phase. This program quantified the long-term capacity strength gain of foundation piles driven in cohesive soils. Test piles were installed at the

### Name of Firm:

Walsh Construction Company

### Name of Client:

Ohio Department of Transportation

### Client Contact Information:

Name: Kirk Gegick, PE, Former ODOT  
Project Manager/Area Engineer

Telephone: (330) 703-3461

Email: kgegick@gpinet.com

### Project Status (as of Proposal Date):

Complete

### Project Delivery Method:

Design-Build

### Project Cost (US\$):

\$229,292,000

### Work Performed Date:

From 10/2017 to 12/2023

### Provide the following information:

% of Total Work Performed by Firm: 67%

Value of Liquidated Damages/Claims: \$0

Any Litigation against Firm? No

site of each foundation, and then the capacity strength gain of those piles were measured over a period of time. Walsh worked with the ODOT Office of Geotechnical Engineering to allow for the soil to set up over a period of time to increase pile capacity.

The test pile program found significantly higher pile resistance capacities compared to usable pile capacity determined primarily on end-of-drive criteria. The test pile results enabled the team to reduce the total number and length of piles required to support the center structure foundation loads, resulting in a cost savings of approximately \$10 million and saving over 20 miles of piling on the project.

### Key Personnel and role in referenced project:

- » **Mark Hedrick**, Project Manager
- » **Brad Bohle**, Project Engineer
- » **Brian Hoppel**, Project Executive





## I-69 Section 5

MONROE AND MORGAN COUNTIES, INDIANA

**Project name, location, description, and nature of work for which firm was responsible:** The \$400 million I-69 Section 5 project involved converting a 21-mile stretch of a state road (SR 37) into an interstate (I-69). The project ran from Bloomington to Martinsville, and the scope included over a million cubic yards of dirt and rock, the placement of over 600,000 tons of asphalt, and completion of more than 20 bridges along the roadway.

This public-private partnership project was originally awarded to another developer. Throughout construction, the developer struggled with both schedule and financial issues. After terminating the contractual relationship with the original developer, INDOT selected Walsh to perform an assessment of the remaining work, based on successful partnering on the Ohio River Bridge East End Crossing P3 project. Walsh was able to identify how to successfully complete the project, and INDOT retained Walsh for construction management services.

Partnered with INDOT, the Walsh team took over constructing I-69 Section 5. Walsh mobilized 35 construction professionals in less than a month to begin working on the project. They were tasked with meeting with subcontractors to renegotiate the subcontracting terms, developing an aggressive recovery CPM project schedule, and managing daily field operations. With their service and dedication to seeing the project successfully completed, the Walsh team was able to help INDOT reclaim the confidence of the public and stakeholders.

### Major risks or challenges and strategies implemented to resolve/mitigate these items:

The major challenge on this project was to re-establish leadership and a sense of direction and organization. The Walsh staff brought the experience, systems, attitude and know-how to accomplish this task. Matt Martin led the effort to engage INDOT, the designers and major subcontractors to create a realistic project schedule. This brought all parties together and created the teamwork and organization needed to put the project back on track.

In less than two months, Walsh fully mobilized with 35 construction professionals to manage the project. The Walsh staff implemented management systems to organize the remaining work and streamline the project completion.

### Name of Firm:

Walsh Construction Company

### Name of Client:

IFA/INDOT

### Client Contact Information:

Name: Sandra Flum

Telephone: (317) 650-9237

Email: sflum@indot.in.gov

### Project Status (as of Proposal Date):

Complete

### Project Delivery Method:

P3/Construction Management

### Project Cost (US\$):

\$400,000,000

### Work Performed Date:

From 09/2017 to 12/2018

### Provide the following information:

% of Total Work Performed by Firm: 2% for General Conditions and Project Maintenance

Value of Liquidated Damages/Claims: \$0

Any Litigation against Firm? No



### Use of innovative methods or materials:

Walsh's role on this project was to provide direction and leadership. This was accomplished through the use of time-tested systems and procedures implemented by experienced personnel. The innovation on the project was the ability to create the environment for this to succeed in a very unique circumstance. These innovations included the creating of a document management system and three six week detailed schedules to supplement the CPM-Schedule.

### FDC process to expedite design changes:

Walsh utilized its design-build experience to expedite remaining design work, design changes, and MOT phasing to get work back on track that was stalled due to issues with the previous general contractor. This required close coordination with INDOT, subcontractors, suppliers, and designers throughout the project to complete the work in a timely manner and within an allotted budget. Open communication between all parties was key to this process.



### Key Personnel and role in referenced project:

- » **Matt Martin**, Project Manager
- » **Chad Burgess**, MOT Manager
- » **Brian Hoppel**, Project Executive



# 3

## KEY PERSONNEL EXPERIENCE



# 3 KEY PERSONNEL EXPERIENCE

## OFORM F KEY PERSONNEL EXPERIENCE

**Instruction:** The Proposer shall complete for each Key Personnel position indicated below.

**PROPOSER:** Walsh Construction Company II, LLC

Position	Name	Years of Experience	License / Certification*
<b>Project Manager</b>	Mark Hedrick	27	PE – IN, ME, OH IN- PE12000099
<b>Construction Manager</b>	Brad Bohle	10	OSHA-30
<b>Construction Quality Manager</b>	Darin Crain	16	OSHA-30
<b>Maintenance of Traffic (MOT) Manager</b>	Chad Burgess	15	ATSSA, OSHA-30
<b>Lead Estimator</b>	Steve Hanchar	29	OSHA-30
<b>Project Scheduler</b>	James (Matt) Martin	23	OSHA-30

\*Include professional license number where applicable.

<b>Mark Hedrick, Project Manager</b>		
<b>Experience #1</b>	<b>Project Name</b>	<b>I-69 Section 6, Contract 5   Marion and Johnson Counties, IN</b>
	Delivery Method	Design-Build
	Position Title	MOT / Design Project Manager
	Time in this position	From <b>2020 / December</b> to <b>Present</b> equals total of <b>3 years 6 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the design-build team to design and construct this \$723 million best-value project in Marion and Johnson Counties, Indiana. The project will improve the safety and operations of the corridor and includes approximately 42 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, 4 million cubic yards of earthwork, and replacement of approximately 168 lane miles of pavement.
	Detailed description of project responsibilities related to position title	Mark oversees the design and implementation of traffic phases and coordinates with outside agencies. He oversees incident management and ensures that traffic facilities are up to standard. In addition to MOT and incident management Mark coordinates with the designers and Owner's representatives to process FDC/NDC documentation and finalize red-line documents.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark has developed an in-depth understanding of the traffic conditions on the I-465 beltway and the the surrounding Indianapolis area. This will be an integral part of the Project, and Mark will make sound recommendations and work with the MOT manager to develop and implement the necessary MOT phases. Mark has been working with the design team for more than 3 years on this project and will bring that experience with him to optimize the overall design on this project.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman, PE INDOT Greenfield District District Area Engineer 317-694-8292 <a href="mailto:cnierman@indot.in.gov">cnierman@indot.in.gov</a>	
<b>Experience #2</b>	<b>Project Name</b>	<b>I-480 Valley View Bridge Rehabilitation   Independence, OH</b>
	Delivery Method	Design-Build
	Position Title	Project Manager
	Time in this position	From <b>2017 / October</b> to <b>2020 / December</b> equals total of <b>3 years 3 months</b>

<b>Mark Hedrick, Project Manager</b>		
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	The \$229 million project included rehabilitation of the dual span Valley View bridge that carries I-480 traffic nearly 200 feet above the Cuyahoga River Valley and a new four-lane center structure to increase capacity. During the project pursuit, Walsh coordinated closely with designers, construction engineers, and gantry crane manufacturers to develop an erection plan to tackle the project's unique challenges. This innovation involved using custom-built transverse gantry cranes to construct the new center structure. This center structure was used to migrate vehicles while repairs were made on the existing bridges. The concept allowed bridge re-decking to be performed in phases and eliminated traffic congestion and delay. The new structure provides two additional permanent lanes of traffic in each direction, improves access and mobility, and minimizes future maintenance costs. Walsh also coordinated closely with geotechnical engineers to develop a pile setup ATC, saving over 20 miles of piling during construction. Both efforts resulted in significant savings on construction costs and a low bid well under ODOT's estimate.
	Detailed description of project responsibilities related to position title	As Roadway Project Manager, Mark coordinated and worked with ODOT to ensure daily coordination of all roadway activities and ensured a safe, quality project. Mark oversaw drainage and earthwork activities, utility coordination and assisted with maintenance of traffic operational issues and design changes, as needed. He was heavily involved in the design process from award of the project through release for construction. His design responsibilities included roadway, drainage, maintenance of traffic, lighting, SWPPP, utilities, and railroads.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark will continue to use his diverse experience on the US 31 Project. He has a solid understanding of the design process and combines that knowledge with the ability to analyze the constructability of the various design items.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Kirk Gegick, PE Former Project Manager/Area Engineer for ODOT (330) 703-3461 <a href="mailto:kgegick@pignet.com">kgegick@pignet.com</a>
<b>Experience #3</b>	<b>Project Name</b>	<b>Black River Tunnel Project   Lorain, OH</b>
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager

**Mark Hedrick, Project Manager**

Time in this position	From <b>2012 / February</b> to <b>2017 / October</b> equals total of <b>5 years 8 months</b>
Average number of hours worked per week on Project	40 hours
Project Description (include construction value)	<p>The \$58 million Black River Tunnel project was a sewage storage and conveyance project located in Lorain, Ohio. The project consisted of two deep shafts connected via a tunnel, a screenings facility and a pump station control building. The deep shafts serve as the drop structure and pump station for the Tunnel. Shaft 1 is located at the south end of the project and serves as the pump shaft. Shaft 1 is 180 feet deep and 36 feet in diameter. It contains four submersible pumps with room for expansion of up to six pumps. Shaft 3 is located over 1 mile north of shaft 1 and serves as the tunnel drop structure. Shaft 3 is 116 feet deep and 30 feet in diameter. It contains two vortex drop structures to control the flow of sewage into the tunnel. The primary liner of the shafts consists of liner plate and ring beams in the soil and rock bolts, mesh, and shot-crete in the rock. Both shafts were completed with cast-in-place concrete floors, walls, and covers.</p> <p>The Tunnel has a length of 5,550 feet and connects shafts 1 and 3 (there is no shaft 2). The tunnel was excavated by a Tunnel Boring Machine (TBM) to a diameter of 23 feet. The primary liner of the tunnel is ring beams and timber lagging. Upon completion of the tunnel excavation, the tunnel was lined to a final diameter of 19 feet with a cast-in-place concrete liner. The tunnel system is supported by a screenings facility at shaft 3 to prevent excess debris from entering the system. The pump station control building, located at Shaft 1, monitors the water levels in the system and controls the operation of the pumps for discharge back into the sewer system. A minor site work package finished off the site with revised contours, drainage, roadway paving and sidewalks.</p>
Detailed description of project responsibilities related to position title	Mark was the project manager on the Black River Tunnel project. He was responsible for all day-to-day operations. Some of his responsibilities included managing the project team, procuring equipment, materials and subcontractors, maintaining the project schedule, tracking change orders, contractor safety and compliance, final commissioning, and invoicing.
Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark will use his management skills to manage the project team, coordinate subcontractors, and implement the plan to successfully deliver the project in a timely manner. Mark will coordinate and manage several types of work simultaneously. He will also maintain strong relationships with all members of the project team and resolve issues at the lowest level possible level.

<b>Mark Hedrick, Project Manager</b>		
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Alexander Berki Superintendent Black River WWTP (440) 204-2040 <a href="mailto:alex_berki@cityoflorain.org">alex_berki@cityoflorain.org</a>
<b>Experience #4</b>	<b>Project Name</b>	<b>Westbound I-90 Innerbelt Bridge   Cleveland, OH</b>
	Delivery Method	Design-Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2010 / July</b> to <b>2012 / February</b> equals total of <b>1 year 8 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	Walsh constructed a 3,000-foot-long steel delta girder bridge with 16 other non-viaduct structures. Located on a major interstate highway, the project involved several heavily traveled local streets that required numerous maintenance of traffic phases.
	Detailed description of project responsibilities related to position title	Extensive rail and utility coordination was required for this project. Mark was responsible for coordination with the Greater Cleveland Regional Transit Authority, Norfolk Southern, and CSX. He also handled coordination for the demolition of 16 buildings, working with ODOT and the demolition contractor to develop demolition plans, inspect buildings, disconnect utilities, and coordinate road closures.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark will use his knowledge working with the utility companies to coordinate locates and any necessary utility relocations. Mark will also use his demolition experience to ensure safe and orderly demolition of the structures throughout the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Kirk Gegick, PE Former Project Manager/Area Engineer for ODOT (330) 703-3461 <a href="mailto:kgegick@gpinet.com">kgegick@gpinet.com</a>
<b>Experience #5</b>	<b>Project Name</b>	<b>VA C.A.R.E.S. Bed Tower   Cleveland, OH</b>
	Delivery Method	Design-Bid-Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2008 / July</b> to <b>2010 / July</b> equals total of <b>2 years 0 months</b>

**Mark Hedrick, Project Manager**

Average number of hours worked per week on Project	40 hours
Project Description (include construction value)	Walsh Construction and DeMaria Building Company worked as a Joint Venture to complete the \$86 million Louis Stokes VA Medical Center in Cleveland, Ohio. The addition was an eight-story, 268,000 SF bed tower addition at the existing Louis Stokes VA Medical Center and represented the single largest piece of a master plan to consolidate two medical centers. The bed tower includes cast-in-place concrete construction of eight levels with a structural steel mechanical penthouse. The renovation works necessary to tie in the new addition occurred in multiple locations on each floor. Demolition of existing rooms made way for new corridors. These areas were updated with architectural finish work, as well as MEP tie-ins. Elements of the existing MEP piping and ductwork were extended through existing spaces and new air handlers were installed in the existing hospital's basement. The various stages of progress and individual complexity of each project required a high level of coordination by Walsh and clear communication with our VA team members to ensure that our presence did not adversely affect daily operations for the hospital or the other projects. Our construction team imposed strict rules regarding hot work permits, equipment deliveries, equipment usage adjacent to air intake wells and critical departments, worker foot traffic in active hospital corridors, modifications to existing MEP equipment to facilitate our bed tower energy needs and general utility tie-ins.
Detailed description of project responsibilities related to position title	Mark was responsible for the site work and structural construction and enclosure of the building. This work included: mass excavation, shoring to support the existing structure, caisson foundation installation, grade beam construction, high rise cast-in-place concrete, structural steel erection, masonry construction, glass and glazing, site concrete and drainage, and landscaping.
Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark will apply his experience from the VA CARES Bed Tower to coordinate multiple disciplines of work, including structural excavation, earth retention, cast-in-place concrete, drainage, and final grading.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Jason Lambie Sr. Resident Engineer (202) 658-8088 Jason.Lambie@va.gov



<b>Mark Hedrick, Project Manager</b>		
<b>Experience #6</b>	<b>Project Name</b>	<b>Michigan City, IN – Blue Chip Casino Hotel and Conference Center</b>
	Delivery Method	CM/GC with a GMP
	Position Title	Assistant Project Manager
	Time in this position	From <b>2007 / November</b> to <b>2008 / July</b> equals total of <b>0 years 9 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This \$99M hotel project included a 22-story, 300 room luxury hotel with an attached 35,000 square foot convention center and meeting rooms, a 10,000 square foot spa and fitness area, 20,000 square feet of additional restaurant and public space, and a new 20,000 square feet concourse connecting the new hotel with the existing pavilion and parking garage. The project also included a 12,000 square foot porte cochere and complete reconstruction of the parking lot and main entry. The project was a fast-tracked project where Walsh provided preconstruction services to work with the owner and architect to provide best value. The design was fast-tracked to allow packages to be designed and then built while design was still progressing.
	Detailed description of project responsibilities related to position title	Mark was responsible for overseeing pile driving operations, concrete foundation construction, site concrete, drainage, water and gas line installations, asphalt paving and modifications to local roads. Mark was successful working with the Engineer to make necessary changes in the field while having the work progress continuously.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark will use his technical background the work with the project design team to incorporate the existing field conditions into the final plans.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	No Reference Available.
<b>Experience #7</b>	<b>Project Name</b>	<b>“Super 70” Design-Build   Marion County, IN</b>
	Delivery Method	Design- Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2007/ February</b> to <b>2007 / November</b> equals total of <b>1 years 0 months</b>

<b>Mark Hedrick, Project Manager</b>		
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This project consisted of two concurrent contracts to reconstruct and widen six miles of I-70. Walsh widened and increased vertical clearances of 28 bridges, constructed two new bridges, reconstructed ramps, and removed and replaced existing pipe and drainage structures. This was accomplished by working closely with INDOT personnel to create a fast-tracked schedule that enabled the team to quickly complete the projects—one of the contracts 30 days ahead of schedule— minimizing the duration of traffic impacts.
	Detailed description of project responsibilities related to position title	Mark was responsible for construction of bridges and railroad coordination with Norfolk Southern Railroad. He was also responsible for scheduling, subcontractor coordination, construction submittals, utility coordination, maintenance of traffic, and assisting in the management of self-performed work and survey crews.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Mark will use his experience from working on a fast-tracked project to complete the US 31 project in a timely manner without delay. He will partner with the INDOT project team so information flows smoothly and all parties are communicating. Mark understands the amount of resources needed to complete a fast paced project and how to properly deploy them to efficiently complete the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Elsadig Ibrahim Transportation Engineer (317) 226-5323 <a href="mailto:Elsadig.Ibrahim@dot.gov">Elsadig.Ibrahim@dot.gov</a>
<b>Education</b>	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	Bachelor of Civil Engineering, Cleveland State University Professional Engineer – IN, OH, ME Safety Trained Supervisor Construction, Board of Certified Safety Professionals Workzone Traffic Control Supervisor, ATSSA OSHA 30 Hour CPR/First-Aid/AED
<b>Summary of Experience</b>	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	Mark brings experience from three design-build projects to this role. With his engineering education and background and experience managing MOT on large-scale projects, Mark is well-suited to this role to work with the design team to produce constructible MOT solutions that he will then oversee during construction.



**City of Lorain**  
**Water Pollution Control**  
440-288-0281  
440-204-2534 fax

**Black River Wastewater  
Treatment Plant**  
100 Alabama Avenue  
Lorain, OH 44052

**May 21, 2024**

To Whom it may concern,

I am writing to provide a glowing recommendation for Walsh Construction, and Mark Hedrick who completed the construction of a 12-million-gallon storage tunnel for us. Throughout the entirety of the project, the Walsh team led by Mark and his staff demonstrated an exceptional level of professionalism, expertise, and dedication, resulting in the successful completion of a complex and critical infrastructure project.

From the initial planning stages to the final execution, Walsh Construction exhibited a profound understanding of the intricate requirements of the project. Their team worked closely with the design engineering firm to meticulously plan and execute each phase of the construction process, ensuring that every aspect adhered to the highest standards of quality and safety.

One of the most impressive aspects of working with the Walsh Construction Company was their unwavering commitment to meeting deadlines and staying within budget. Despite the inherent challenges associated with a project of this magnitude, they managed to deliver the storage tunnel on time and within the agreed-upon budget, demonstrating their exceptional project management skills and ability to overcome obstacles effectively.

Furthermore, Walsh Construction consistently maintained open lines of communication throughout the project, keeping us informed of progress, addressing any concerns promptly, and providing valuable insights and recommendations along the way. Their proactive approach to problem-solving and their willingness to collaborate ensured that the project proceeded smoothly and efficiently.

The quality of workmanship exhibited by Walsh Construction is truly commendable. The finished storage tunnel not only meets but exceeds our expectations in terms of functionality, durability, and aesthetics. It stands as a testament to their expertise and commitment to excellence.

In conclusion, I wholeheartedly recommend Walsh Construction and Mark Hedrick for any construction project requiring precision, expertise, and reliability. Their exceptional performance on the construction of our 12 MG storage tunnel has earned them our highest regard and gratitude.

Should you require any further information or have any questions, please do not hesitate to contact me.

Sincerely,

Berki, Alexander Superintendent  
Black River WWTP  
Lorain, OH 44052  
440-204-2040

<b>Brad Bohle, Construction Manager</b>		
<b>Experience #1</b>	<b>Project Name</b>	<b>I-69 Section 6 Contract 5 Design-Build   Marion and Johnson Counties, IN</b>
	Delivery Method	Design-Build
	Position Title	Structures Lead Project Manager
	Time in this position	From <b>2023 / August</b> to <b>Present</b> equals total of <b>10 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the design-build team to design and construct this \$723 million best-value project in Marion and Johnson Counties, Indiana. The project will improve the safety and operations of the corridor and includes approximately 42 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, 4 million cubic yards of earthwork, and replacement of approximately 168 lane miles of pavement.
	Detailed description of project responsibilities related to position title	As the Structures Manager, Brad managed daily operations, ensuring timely completion of all tasks. His oversight encompassed the construction of 40 new or replacement bridges, the rehabilitation or preventative maintenance of seven (7) additional bridges, and the replacement of approximately 168 lane miles of pavement. Brad effectively led the structures project team, including Bridge, MSE, and Soundwall divisions, while managing critical owner meetings and overseeing self-perform quantity and cost tracking. His attention to detail in creating look-ahead schedules and managing subcontractor costs ensured project success and adherence to the project milestones.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Brad will be able to take his experience leading a larger team through construction to keep the US 31 Project on schedule and be able to foresee and mitigate potential issues as they arise in the field. His experiences will be utilized to ensure the design is constructable during the preconstruction phase of the project. Brad's experience will allow him to properly manage and staff the field operations while working simultaneously in multiple locations.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Contact Name: Chad Nierman, PE Title: District Area Engineer (317) 694-8292 Cnierman@indot.in.gov	
<b>Experience #2</b>	<b>Project Name</b>	<b>FedEx INDH Wide Body Aircraft Apron Expansion</b>
	Delivery Method	Lump-Sum

<b>Brad Bohle, Construction Manager</b>		
	Position Title	Assistant Project Manager – Project Manager
	Time in this position	From <b>2019 / April</b> to <b>2023 / July</b> equals total of <b>4 years 4 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This \$93 million, lump-sum project consists of 260,000 square yards of concrete paving and the installation of fuel and electrical systems for 19 new aircraft gates. The project also includes the construction of an electrical substation, aircraft maintenance building and a breakroom/restroom facility. Fuel systems included 10,000 LF of Fuel Transmission Line, 10 Isolation vaults, 8,000 LF of Fuel Hydrant Line, 25 Hydrant pits and associated cathodic protection system.
	Detailed description of project responsibilities related to position title	Brad was responsible for the daily coordination and management of field operations. His duties included leading the project team, conducting owner meetings, tracking self-perform quantities and costs, overseeing the project schedule, preparing construction estimates, and managing subcontractor costs and schedules.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Brad will use his management skills to coordinate and manage several scopes of work simultaneously. He will also be able to contribute to the design process, giving input on potential constructability issues and how to mitigate them.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Contact Name: Arvell Harris Title: Project Manager (917) 604-9606 Arvell.harris@christmanco.com
<b>Experience #3</b>	<b>Project Name</b>	<b>I-480 Valley View Bridge Rehabilitation   Independence, OH</b>
	Delivery Method	Design-Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2017 / December</b> to <b>2019 / March</b> equals total of <b>1 year 4 months</b>
	Average number of hours worked per week on Project	40 hours

**Brad Bohle, Construction Manager**

	<p>Project Description (include construction value)</p>	<p>The \$229 million project included rehabilitation of the dual span Valley View bridge that carries I-480 traffic nearly 200 feet above the Cuyahoga River Valley and a new four-lane center structure to increase capacity. During the project pursuit, Walsh coordinated closely with designers, construction engineers, and gantry crane manufacturers to develop an erection plan to tackle the project’s unique challenges. This innovation involved using custom-built transverse gantry cranes to construct the new center structure. This center structure was used to migrate vehicles while repairs were made on the existing bridges. The concept allowed bridge re-decking to be performed in phases and eliminated traffic congestion and delay. The new structure provides two additional permanent lanes of traffic in each direction, improves access and mobility, and minimizes future maintenance costs. Walsh also coordinated closely with geotechnical engineers to develop a pile setup ATC, saving over 20 miles of piling during construction. Both efforts resulted in significant savings on construction costs and a low bid well under ODOT’s estimate.</p>
	<p>Detailed description of project responsibilities related to position title</p>	<p>Brad managed maintenance of traffic, self-perform quantity and cost tracking, and subcontractor cost and schedule. He collaborated with designers, construction engineers, and gantry crane manufacturers to develop an innovative erection plan using custom-built transverse gantry cranes. This approach facilitated the construction of a new center structure to redirect vehicles during bridge repairs, effectively addressing the project’s unique challenges.</p>
	<p>Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position</p>	<p>Brad will leverage his extensive experience with maintenance of traffic on major interstate thoroughfares to manage this section of I-465 and US-31. The I-480 Valley View Bridge spans 4,155 ft. and carries 180,000 vehicles a day during peak travel times. His expertise in ensuring smooth traffic flow, minimizing disruptions, and maintaining safety on active interstates will be crucial to the success of this project.</p>
	<p>Project Representative (list name, phone number, and email address of owner representative for listed project)</p>	<p>Contact Name: Kirk Gegick, PE Former Project Manager/Area Engineer for ODOT (330) 703-3461 kgegick@gpinet.com</p>
<p><b>Experience #4</b></p>	<p><b>Project Name</b></p> <p>Delivery Method</p> <p>Position Title</p> <p>Time in this position</p>	<p><b>I-65 Reconstruction, SR 25 to SR 38   Lafayette, IN</b></p> <p>Design-Build</p> <p>Project Engineer</p> <p>From <b>2015 / May</b> to <b>2017 / November</b> equals total of <b>2 year 7 months</b></p>

**Brad Bohle, Construction Manager**

Average number of hours worked per week on Project	40 hours
Project Description (include construction value)	<p>This \$88 million project reconstructed an 8.1-mile section of I-65 between the SR 38 and SR 25 interchanges with all concrete pavement on stone subbase and cement stabilized subgrade. Added travel lanes and shoulders were constructed on the inside of the northbound and southbound lanes for the entire length of the project. The median was reconstructed to accommodate the added travel lanes and shoulders with double-faced guardrail were installed at the edge of shoulder in each direction. Soundwall was installed outside of northbound and southbound shoulders north of SR 26. The project also included replacement of an ITS Weigh-in-Motion (WIM) station and replacement of the existing WIM station equipment, including reinforced concrete pavement and loops and weight sensors. Along with the roadwork, several bridges were widened and/or maintained. Major bridge work on the project included bridge deck replacement and widening of the I-65 bridges over SR 26 and Wildcat Creek and polymeric overlay and widening of the I-65 bridges over SR 25. Walsh managed the design of the project through regular design meetings and conference calls between Walsh and its designer, and also the design-build team, INDOT's representative for design, and INDOT. Throughout the duration of construction, weekly progress meetings were attended by the design-build team, INDOT's representative for construction, INDOT, and subcontractors as needed.</p>
Detailed description of project responsibilities related to position title	<p>Brad was responsible for survey and construction layout, including advanced string-less concrete paving for the 8.1-mile section of I-65 between the SR 38 and SR 25 interchanges with all concrete pavement on stone subbase and cement stabilized subgrade. He managed quantity take-offs and tracking, material management, and concrete operations. Brad also coordinated with the designer, the design-build team, INDOT's representative for design, and INDOT. Additionally, he was responsible for subcontractor management, ensuring seamless coordination and project execution.</p>
Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	<p>Brad will leverage his extensive experience in highways, bridges, surveying, and layout to ensure project success. He will be responsible for coordinating with the Department's professional services consultant and resolving any issues that arise during construction. By participating in preconstruction activities and accurately surveying existing conditions, he will identify and address potential issues early, preventing future problems and ensuring a smooth project execution.</p>

<b>Brad Bohle, Construction Manager</b>		
<b>Experience #5</b>	Project Representative (list name, phone number, and email address of owner representative for listed project)	Contact Name: Robert Fisher, PE PMC Title: Program Director (317) 319-5835 Robert.fisher@parsons.com
	<b>Project Name</b>	<b>Walsh Indiana Regional Office - Estimating</b>
	Delivery Method	Estimator
	Position Title	Estimator
	Time in this position	From <b>2014 / May</b> to <b>2015 / April</b> equals total of <b>1 year 0 months</b>
	Average number of hours worked per week on Project	40
	Project Description (include construction value)	Brad worked on various DOT bids ranging from \$30 to \$90 million. Primally on the successful bid of the I-65 Reconstruction from SR 25 to SR 38 in Lafayette, IN. (Project Referenced Above)
	Detailed description of project responsibilities related to position title	Brad was responsible for quantity take-offs and obtained quotes from subcontractors and suppliers. This highlights his attention to detail and comprehensive approach to project management. Additionally, he performed take-offs for self-perform concrete paving activities.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Brad will use his estimating experience to price work quickly and accurately throughout the design and construction process.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Contact Name: Marc Arena Title: Senior Project Manager (219) 661-2462 Marena@walshgroup.com	
<b>Education</b>	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	B.S., Construction Management, Ferris State University ATSSA Traffic Control Supervisor OSHA 30 Hour



**Brad Bohle, Construction Manager**

**Summary of Experience**

Total number of years and months of experience in a position relevant to experience required for the Key Personnel position

Brad has worked with Walsh for 10 years serving in project management roles. His experience includes work on three alternative delivery projects that, like the I-465/US-31 project, included major highway projects under heavy traffic in or near urban areas, system interchanges, and bridge structure construction. He has worked across self-perform construction scopes, such as MSE, soundwall, paving, bridge, earthwork, and drainage, as well as performed subcontractor coordination and management. Brad has worked closely with owner teams, third parties, and communities to ensure projects are completed on schedule and to the safety and quality expected by project stakeholders.

<b>Darin Crain, Construction Quality Manager</b>		
<b>Experience #1</b>	<b>Project Name</b>	<b>I-69 Section 6 Contract 5 Design-Build   Marion and Johnson Counties, IN</b>
	Delivery Method	Design-Build
	Position Title	Quality Manager
	Time in this position	From <b>2022 / June</b> to <b>Present</b> equals total of <b>2 years 0 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the design-build team to design and construct this \$723 million best-value project in Marion and Johnson Counties, Indiana. The project will improve the safety and operations of the corridor and includes approximately 42 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, 4 million cubic yards of earthwork, and replacement of approximately 168 lane miles of pavement.
	Detailed description of project responsibilities related to position title	Overall management and supervision of the embankment testing and DBE testing technicians. Reviewing DBE testing results and daily reports. Sorting out testing issues with the INDOT representatives.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	In his role as the quality manager, Darin's contributions to this project expanded his understanding of the quality standards required for INDOT projects, as well as the associated communication channels and procedures. With expertise in developing and overseeing construction quality and assurance programs, Darin brings valuable experience to the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman, PE District Area Engineer (317) 694-8292 cnierman@indot.in.gov
<b>Experience #2</b>	<b>Project Name</b>	<b>Seymour District Projects</b>
	Delivery Method	Design-Build
	Position Title	Resident Project Representative
	Time in this position	From <b>2018</b> to <b>2022 / June</b> equals total of <b>4 year 0 months</b>
	Average number of hours worked per week on Project	40+ hours during construction seasons

<b>Darin Crain, Construction Quality Manager</b>		
	Project Description (include construction value)	Multiple seasonal projects: US 50 Slide Repair and Resurface, IN RT 1 Slide Repair, I-74 Multi-Bridge Rehabilitations and Replacement, and I-74 Multi-Bridge Paint Recoating. Resource International, Darin's employer, worked as a DBE on the project working for American Structurepoint, INDOT's representative.
	Detailed description of project responsibilities related to position title	Provided testing, inspections, and daily observation reports as field inspector on behalf of INDOT to ensure the contractor met projection specification.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Darin's work on this project provided him with direct experience with INDOT personnel, processes, procedures, and expectations.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Tom Carrow – American Structurepoint INDOT's Representative, Area Engineer (317) 504-7405 tcarrow@americanstructurepoint.com
<b>Experience #3</b>	<b>Project Name</b>	<b>I-74/I-75 Mill Creek Expressway Phase 5A   Cincinnati, OH</b>
	Delivery Method	Design-Build
	Position Title	QA/QC Supervisor
	Time in this position	From <b>2015 / April</b> to <b>2019 / Month</b> equals total of 4 year <b>0 months</b>
	Average number of hours worked per week on Project	40+ hours; on-call role
	Project Description (include construction value)	The projects volume was \$88M and includes adding both a northbound and southbound I-75 thru-lane, replacing the I-75 mainline pavement south of Ludlow Avenue, resurfacing the pavement north of Ludlow Avenue, and separating the combined sewer system within the Ohio Department of Transportation (ODOT) right-of-way. This work includes two conduits constructed under the existing railroad tracks by jack and bore methods. Work also includes adding a second exit lane on the southbound exit to Hopple Street and the reconstruction of the I-74 EB Hopple Street ramps to I-75 to improve the ramp connectivity and level of service (LOS), as well as rehabilitation and replacement of several structures.

<b>Darin Crain, Construction Quality Manager</b>		
	Detailed description of project responsibilities related to position title	Provided testing, inspections, and daily observation reports as field inspector for embankment and concrete testing. Darin worked for Resource International, a DBE firm for this project, subcontracted to Walsh Construction.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	As the QA/QC for this project, Darin oversaw all inspections, provided testing, and delivered daily observation reports as the field inspector for embankment and concrete testing. This experience solidifies his background in direct inspection and reporting requirements for similar projects like the Level Up 31 Project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Walsh Construction Dan Kleinhenz (812)-841-2142 dkleinhenz@walshgroup.com
<b>Experience #4</b>	<b>Project Name</b>	<b>Ohio River Bridges East End Crossing   Utica, IN</b>
	Delivery Method	Public-Private Partnership
	Position Title	QA/QC Supervisor
	Time in this position	From <b>2013 / July</b> to <b>2017 / January</b> equals total of <b>3 years 6 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	The Indiana Finance Authority and Indiana Department of Transportation selected the Walsh team to finance, design, construct, operate, and maintain this complex project that extended I-265 from its interchange with I-65 in Utica, Indiana, to I-71 in Prospect, Kentucky. The \$792 million project featured a 2,510-foot (1,200-foot main span), twin tower, cable-stayed bridge across the Ohio River; an 1,800-foot-long twin bore tunnel under a historic property in Kentucky; and greenfield interstate construction on the Indiana approach that included 19 bridges, and associated roadway improvements and infrastructure work. The project team's transparent approach to quality management fostered a trusting relationship between multiple stakeholders, allowing this complex public-private partnership design-build project to finish on time and under budget.
	Detailed description of project responsibilities related to position title	Provided material testing, reinforcing steel inspections, PTI inspection, daily observation reports, and other special testing and inspection to ensure compliance with site specifications.

<b>Darin Crain, Construction Quality Manager</b>		
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Darin's experience as a QA/QC inspector, overseeing inspections for embankment, drainage, (19) bridges, and other special inspections, will be invaluable. He fostered a transparent approach to quality management within the team, creating a trusting relationship among multiple stakeholders. With this experience, he will effectively oversee all management and supervision of the construction quality and assurance programs for the Level Up 31 Project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Luke Wilson Regional Quality Manager, Walsh Construction (812) 989-3469 lwilson@walshgroup.com
<b>Education</b>	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	USACE CQM-C; INDOT Certified Technician Program - Bridge Construction & Deck Repair, Construction Earthworks, Construction Procedures 1; ACI - Concrete Laboratory Testing Technician Level One, Concrete Field Testing Grade One, Concrete Strength Testing Technician, Aggregate Testing Technician Level One; PTI - Level 1 Bonded PT
<b>Summary of Experience</b>	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	Darin has served in quality management roles for 16 years. Darin has served in quality manager / lead roles on complex transportation projects throughout Indiana, including major highways, interstate-to-interstate interchanges, and bridge structures with demanding quality standards. He has served in a quality role on three alternative delivery projects, including the I-69 Section 6 Contract 5 Design-Build, with the directive to develop, implement, and improve construction quality to maximize overall project quality.

**Chad Burgess, Maintenance of Traffic Manager**

<b>Experience #1</b>	<b>Project Name</b>	<b>I-69 Section 6 Contract 5 Design-Build   Marion and Johnson Counties, IN</b>
	Delivery Method	Design-Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2020 / November</b> to <b>Present</b> equals total of <b>3 years 7 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the design-build team to design and construct this \$723 million best-value project in Marion and Johnson Counties, Indiana. The project will improve the safety and operations of the corridor and includes approximately 42 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, 4 million cubic yards of earthwork, and replacement of approximately 168 lane miles of pavement. The current value of the Project is \$754 million.
	Detailed description of project responsibilities related to position title	Chad is responsible for managing the Citizens Energy Group sanitary sewer relocations including ATC26A, soundwalls, soil nail walls, self-performed quantity and cost tracking, schedules, and management of subcontractors cost and schedule. Chad worked with designers to improve and optimize the MOT phasing during Stage 1 & 3 design preparation.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Chad's experience managing multiple scopes of work successfully will be a great asset to the project. He will utilize his experience coordinating with subcontractors and suppliers to ensure a successful project and optimize the overall design.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman, PE District Area Engineer (317) 694-8292 cnierman@indot.in.gov	
<b>Experience #2</b>	<b>Project Name</b>	<b>FedEx INDH Wide Body Aircraft Apron Expansion</b>
	Delivery Method	Lump-Sum
	Position Title	Assistant Project Manager
	Time in this position	From 2019 / December to 2020 / November equals total of 1 years 0 months
	Average number of hours worked per week on Project	40 hours

<b>Chad Burgess, Maintenance of Traffic Manager</b>		
	Project Description (include construction value)	The \$98 million project consisted of 260,000 square yards of concrete paving and the installation of fuel and electrical systems for 19 new aircraft gates. The project also includes the construction of an electrical substation, aircraft maintenance building and a breakroom/restroom facility. Fuel systems included 10,000 LF of Fuel Transmission Line, 10 Isolation vaults, 8,000 LF of Fuel Hydrant Line, 25 Hydrant pits and associated cathodic protection system.
	Detailed description of project responsibilities related to position title	Chad was the construction manager for the aircraft maintenance building and breakroom/restroom facility. Chad also managed all self-performed carpenter activities as well all directional drilling activities. Chad was responsible for self-performed quantity and cost tracking, schedules, and management of subcontractors cost and schedule.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Chad successfully coordinated activities within apron closures in an active airport, demonstrating his understanding of client needs and public safety. He will apply this expertise to lead MOT efforts on US 31. Additionally, his experience managing tradesmen and subcontractors will ensure the MOT plan is effective for all trades.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Arvell Harris Project Manager (917) 604-9606 Arvell.harris@christmanco.com
<b>Experience #3</b>	<b>Project Name</b>	<b>I-69 Added Travel Lanes and Maintenance Design-Build: Delaware and Madison Counties - Anderson, Indiana</b>
	Delivery Method	Design – Build
	Position Title	MOT Manager / Assistant Project Manager
	Time in this position	From 2018 / October to 2019 / December equals total of 1 years 2 months
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This Walsh-led \$79 million design-build project involved adding travel lanes and completing maintenance work on I-69, as well as rehabilitating 20 bridges. The project added 8.4 miles of additional travel lanes inside the median, while more than 6.5 miles involved a mill and overlay pavement maintenance. The project required 325,000 tons of asphalt performed by Walsh’s joint venture partner.
	Detailed description of project responsibilities related to position title	Chad was responsible for incident management, traffic control. self-performed quantity and cost tracking, schedules, and management of subcontractors cost and schedule.

<b>Chad Burgess, Maintenance of Traffic Manager</b>		
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Chad will utilize his experience of high traffic volumes, multiple phase with sub-phase traffic switches, and tracking incidents with the project team. Chad learned the importance of early and concise notifications to the traveling public to ensure seamless traffic switches. In addition, the proper set up of MOT is devices paramount to have a safe work zone.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Steve Lindway Construction Project Manager (317) 315-0740 slindway@indot.in.gov
<b>Experience #4</b>	<b>Project Name</b>	<b>I-69 Section 5 - Bloomington, Indiana</b>
	Delivery Method	Public-Private Partnership
	Position Title	Assistant Project Manager
	Time in this position	From <b>2018 / February</b> to <b>2018 / October</b> equals total of <b>0 years 8 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	After terminating the contractual relationship with the original developer on this P3 project, INDOT selected Walsh to perform construction management services to successfully complete the 21-mile section of interstate running from Bloomington to Martinsville, Indiana. Walsh's contract value was approximately \$400 million. Partnered with INDOT, the Walsh team was tasked with challenges including renegotiation of subcontracting terms, development and implementation of an aggressive recovery schedule, and reclaiming the confidence of the public and stakeholders.
	Detailed description of project responsibilities related to position title	Chad was responsible for managing roadway field operations that required coordination of MOT phasing, changes, and lane closures. Careful coordination and understating of the MOT plan ensured the scope was completed efficiently and minimized disruptions to traffic.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Chad played a pivotal role in this project, contributing to the renegotiation of subcontracting terms and implementing an aggressive recovery schedule to meet the owner's needs. With a schedule leaving no room for error, Chad managed the project's operations and MOT phasing. His attention to detail and exceptional communication skills will be invaluable in the planning and execution of MOT procedures.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Sandra Flum INDOT Senior Project Manager (317) 650-9237 sflum@indot.in.gov



**Chad Burgess, Maintenance of Traffic Manager**

<b>Experience #5</b>	<b>Project Name</b>	<b>I-65 Reconstruction, SR 25 to SR 38 Design-Build - Lafayette, Indiana</b>
	Delivery Method	Design – Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2017 / June</b> to <b>2018 / February</b> equals total of <b>0 years 9 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This \$88 million project reconstructed an 8.1-mile section of I-65 between the SR 38 and SR 25 interchanges with all concrete pavement on stone subbase and cement stabilized subgrade. Added travel lanes and shoulders were constructed on the inside of the northbound and southbound lanes for the entire length of the project. The median was reconstructed to accommodate the added travel lanes and shoulders with double-faced guardrail were installed at the edge of shoulder in each direction. Soundwall was installed outside of northbound and southbound shoulders north of SR 26. The project also included replacement of an ITS Weigh-in-Motion (WIM) station and replacement of the existing WIM station equipment, including reinforced concrete pavement and loops and weight sensors. Along with the roadwork, several bridges were widened and/or maintained. Major bridge work on the project included bridge deck replacement and widening of the I-65 bridges over SR 26 and Wildcat Creek and polymeric overlay and widening of the I-65 bridges over SR 25. Walsh managed the design of the project through regular design meetings and conference calls between Walsh and its designer, and also the design-build team, INDOT’s representative for design, and INDOT. Throughout the duration of construction, weekly progress meetings were attended by the design-build team, INDOT’s representative for construction, INDOT, and subcontractors as needed.
	Detailed description of project responsibilities related to position title	Chad oversaw the roadway team and handled MOT, self-perform quantity and cost tracking, and the roadway schedule. He prepared construction estimates, implemented erosion control measures, and managed subcontractor costs and schedules. His comprehensive management ensured smooth project execution and effective team coordination.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Based on his extensive experience in managing phased roadway construction and alternative delivery projects, Chad will ensure the successful completion of the Level Up 31 project.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Robert Fisher, PE PMC, Program Director (317) 319-5835 Robert.fisher@parsons.com	

<b>Chad Burgess, Maintenance of Traffic Manager</b>		
<b>Experience #6</b>	<b>Project Name</b>	<b>SR 641 Terre Haute Bypass (Phase 3 Feree Road to Riley Road) - Terre Haute, Indiana</b>
	Delivery Method	Bid – Build
	Position Title	Assistant Project Manager
	Time in this position	From <b>2014 / February</b> to <b>2017 / June</b> equals total of <b>3 years 4 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This \$33 million project in Vigo County, Indiana consisted of 2.5 miles of new 4 lane divided highway SR 641 with 5 bridges, 6 box culverts, MSE walls, and a roundabout interchange. All bridges utilized precast beams. Each bridge was multiple-span over SR-641 or waterways.
	Detailed description of project responsibilities related to position title	Chad was responsible for managing the project team, self-perform quantity and cost tracking, project schedule, construction estimates, design – build erosion control, and management of subcontractors, including the MOT subcontractor, cost and schedule.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Chad's experience in managing phased roadway construction, particularly in high-traffic areas like the 2.5-mile SR 641 project, highlights his ability to prioritize safety for both the public and the project team. He understands the importance of aligning project goals with the needs of stakeholders, ensuring transparent communication and successful outcomes.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Benjamin Leege Area Engineer (765) 366-7444 bleege@indot.in.gov	
<b>Education</b>	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	B.S., Building Construction Management, Purdue University A.S., Organizational Leadership and Supervision, Purdue University OSHA 30 Hour
<b>Summary of Experience</b>	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	Chad brings the experience of multiple projects using alternative delivery methods: three design – build and one 3-P to his position of MOT manager. With his experience on interstate projects and familiarity with the project team Chad will be an asset to the successful implementation of the project.

<b>Steve Hanchar, Lead Estimator</b>		
<b>Experience #1</b>	<b>Project Name</b>	<b>I-69 Section 6 Contract 5 Design-Build   Indianapolis, IN</b>
	Delivery Method	Design-Build
	Position Title	Estimator / Pursuit Task Team Lead
	Time in this position	From <b>2020 / April</b> to <b>2020 / December</b> equals total of <b>0 years 6 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the design-build team to design and construct this best-value project in Marion and Johnson Counties, Indiana. The project will improve the safety and operations of the corridor and includes approximately 42 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, 4 million cubic yards of earthwork, and replacement of approximately 168 lane miles of pavement. The current value of the Project is \$754 million.
	Detailed description of project responsibilities related to position title	Steve was the lead estimator for the procurement of the project. His responsibilities were setting up the estimate, reviewing the contract documents, quantity reconciliation and estimating select portions of the work to submit a price proposal. Steve worked closely with Mike Coplen on the proposal and Walsh's joint venture partner through the design coordination and costing. Steve worked with the design team to take the owner-supplied concept drawings to a level where the project team was able to estimate the project, analyze risk, and submit pricing. Steve was also involved during one-on-one meetings with the owner.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Being the lead estimator for the project allowed Steve to be hands on with the preliminary design, set-up the estimate and analyze and minimize the risk associated with design and cost. Steve assisted in the coordination between our three designers throughout the bidding phase allowing for a complete project scope. Understanding the various phases of the project and the cost allowed us to divide the project between our partners and maximize the strengths of each company.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Andrew Pangallo INDOT I-69 Section 6 Construction Manager (317) 946-9855 apangallo@indot.in.gov	
<b>Experience #2</b>	<b>Project Name</b>	<b>I-480 Valley View Bridge Rehabilitation   Independence, Ohio</b>

<b>Steve Hanchar, Lead Estimator</b>		
	Delivery Method	Design-Build
	Position Title	Lead Estimator
	Time in this position	From <b>2017 / April</b> to <b>2017 / September</b> equals total of <b>0 years 6 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This project improved the I-480 Valley View Bridge over the Cuyahoga River Valley. Improvements included deck replacement on the existing twin, four-lane structures, and construction of a new four-lane structure in the median. The completed bridge carries 12 lanes of traffic. The scope included constructing a new four lane bridge in between two existing bridges. The new center structure has 14 cast-in-place concrete piers, most on driven 18-inch pipe pile foundations and the tallest over 185 feet. The bridge is 4,150 feet long with 18 million pounds of structural steel and has over 354,000 square feet of bridge deck. The scope for the two existing structures included major substructure concrete repairs, steel repairs, bridge drainage replacement, and concrete deck replacement. The value of this project was \$227 million.
	Detailed description of project responsibilities related to position title	Steve was the lead estimator for the procurement of the project. His responsibilities were setting up the estimate, reviewing the contract documents and estimating select portions of the work to submit a price proposal. Steve worked with our designers to take the owner supplied concept drawings to a level that the project team was able to estimate the project, analyze risk and submit pricing. Steve was also involved during one-on-one meetings with the owner.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Being the lead estimator for the project allowed Steve to be hands on with the preliminary design, estimate schedule, set-up the estimate and analyze and minimize the risk associated with design and cost.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Kirk Gegick, PE Former Project Manager/Area Manager for ODOT (330) 703-3461 kgegick@gpinet.com
<b>Experience #3</b>	<b>Project Name</b>	<b>NICTD Double Track Project 1   Northwest Indiana</b>
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator / Project Manager

<b>Steve Hanchar, Lead Estimator</b>		
	Time in this position	From <b>2021 / February</b> to <b>2023 / March</b> equals total of <b>2 years 1 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	The project scope included construction of a new second railroad track and other improvements within a 26.6-mile section of NICTD's existing South Shore Line (SSL) between Gary and Michigan City, Indiana. Construction elements included a new separated two-track right-of-way in Michigan City, replacing the current street-running tracks, a new overhead contact system, new or modified railroad signals and control systems, reconstruction of at-grade crossings including new and modified grade crossing warning equipment, culvert replacements, passenger platform upgrades at five stations, and additional surface parking lots. Four new railroad bridges were constructed for the new second track. Three types of retaining wall systems were constructed. Roadways were reconstructed, as well as permanent street closures in Michigan City. Traffic signals were replaced or newly installed in various locations. The construction value was \$375 million.
	Detailed description of project responsibilities related to position title	Steve was the Lead Estimator for the procurement of the project. His responsibilities were setting up the estimate, reviewing the contract documents and estimating select portions of the work to submit a price proposal. Steve also facilitated one-on-one meetings with the owner. Upon award of the job, Steve transitioned to a project manager role on the project. Steve managed bridge and wall work, including temporary support of excavation. Steve also managed the change order pricing on the project.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Steve's estimating experience along with hands on project management and change order pricing are relevant to the role of lead estimator for the I-465/US-31 Project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Michael Rowe, NICTD Project Development Engineer (219) 926-5744, Extension 316 Michael.Rowe@nictd.com
<b>Experience #4</b>	<b>Project Name</b>	<b>I-275 / Graves Road Interchange Pursuit</b>
	Delivery Method	Delivery Method
	Position Title	Lead Estimator

<b>Steve Hanchar, Lead Estimator</b>		
	Time in this position	From 2019/ March to 2019 / August equals total of 0 years 6 months
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	A new interchange at I-275 and Graves Road including the loop ramp design and the eastbound 275 combination of ramps separated by barrier wall. Widening of the Graves Road corridor. The widening shall extend from KY 20 and Bullittsville Road northward to KY 237, and including signalized intersections at KY 20, both exit ramp termini and Worldwide Boulevard. In addition, Graves Road / KY 237 roundabout shall be widened from a single lane to two lanes. A modified tie-in of Williams Road to Graves Road. The extension of the westbound I-275 mainline, three-lane typical section from just west of the KY 237 Interchange to just west of the proposed Graves Road Interchange with concrete pavement. The addition of an eastbound auxiliary lane along I-275 between the Graves Road and KY 237 Interchanges with concrete pavement. Minor adjustments to the I-275/KY 237 interchange ramps and the addition of a dual left turning movement from northbound KY 237 to westbound I-275. (Construction Value: \$74,000,000)
	Detailed description of project responsibilities related to position title	Steve was the Lead Estimator for the procurement phase of the project. His responsibilities included setting up the estimate, reviewing the contract documents, quantity reconciliation, preliminary schedule for estimate and estimating select portions of the work to submit a price proposal. Steve collaborated with the designers to take the owner-supplied concept drawings to a level where the project team could estimate the project, analyze risk and submit pricing. Steve also facilitated one-on-one meetings with the owner. Steve was required to coordinate roles with all the estimators on the project.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Being the lead estimator for the project allowed Steve to be hands on with the preliminary design, set-up the estimate and analyze and minimize the risk associated with design, schedule and cost.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Brandon Seiter, PE, District Construction Coordinator Brandon.Seiter@ky.gov (859) 341-2700
<b>Experience #5</b>	<b>Project Name</b>	<b>I-74/I-75 Mill Creek Expressway Phase 5A</b>
	Delivery Method	Design-Build
	Position Title	Lead Estimator / Project Manager

**Steve Hanchar, Lead Estimator**

Time in this position	From 2020 / January to 2020 / November equals total of 0 years 10 months
Average number of hours worked per week on Project	40 hours
Project Description (include construction value)	The scope of work includes adding both a northbound and southbound I-75 thru-lane, replacing the I-75 mainline pavement south of Ludlow Avenue, resurfacing the pavement north of Ludlow Avenue, and separating the combined sewer system within the Ohio Department of Transportation (ODOT) right-of-way. This work includes two conduits constructed under the existing railroad tracks by jack and bore methods. Work also includes adding a second exit lane on the southbound exit to Hopple Street and the reconstruction of the I-74 EB Hopple Street ramps to I-75 to improve the ramp connectivity and level of service (LOS), as well as rehabilitation and replacement of several structures. (Construction Value: \$87,564,724.00)
Detailed description of project responsibilities related to position title	Steve was the Lead Estimator for the procurement of the project. His responsibilities were setting up the estimate, reviewing the contract documents, quantity reconciliation and estimating select portions of the work to submit a price proposal. Steve worked alongside our designers to take the owner supplied concept drawings to a level that the project team was able to estimate the project, analyze risk and submit pricing. Steve was also involved during one-on-one meetings with the owner. Once the project was awarded Steve was involved with the project set-up. He was responsible with project buy-out, Scheduling and reviewing final construction drawings.
Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Being the lead estimator for the project allowed Steve to be hands on with the preliminary design, set-up the estimate and analyze and minimize the risk associated with design and cost. Once on site his knowledge of the design and estimate proved to be an asset getting the project started and working on the project schedule.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Eric Kahlig Eric.Kahlig@dot.ohio.gov (614) 738-1111

**Steve Hanchar, Lead Estimator**

<b>Education</b>	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	B.S., Education, Purdue University 20 years of HCSS HeavyBid Estimating Software Experience
<b>Summary of Experience</b>	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	Steve has worked with Walsh for 29 years serving in both estimating and project management roles. He has been involved with design-build projects for 8 years. Inclusive of the years of 2014 through 2022, Steve worked in our Crown Point office estimating projects throughout the Midwest.



<b>James (Matt) Martin, Project Scheduler</b>		
<b>Experience #1</b>	<b>Project Name</b>	<b>I-69 Section 6 Contract 5 Design-Build   Marion and Johnson Counties, IN</b>
	Delivery Method	Design-Build
	Position Title	Project Scheduling Manager
	Time in this position	From <b>2020 / December</b> to <b>Present</b> equals total of <b>3 years 6 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	I-69 Section 6 Contract 5 is the pivotal, last connecting piece of the I-69 Evansville to Indianapolis program. Walsh is leading the design-build team to design and construct this best-value project in Marion and Johnson Counties, Indiana. The project will improve the safety and operations of the corridor and includes approximately 42 new or replacement bridges, 7 rehabilitation or preventative maintenance bridges, 2 million cubic yards of earthwork, and replacement of approximately 168 lane miles of pavement. The current value of the Project is \$723 million.
	Detailed description of project responsibilities related to position title	Matt was responsible for creating and updating the overall project schedule, creating and maintaining weekly project schedules, and managing subcontractors, contracts, financial, and day-to-day operations.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Created and updated the project schedule using Primavera P6 with monthly submittals to IFA/INDOT for review and approval.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman District Area Engineer (317) 694-8292 Cnierman@indot.in.gov
<b>Experience #2</b>	<b>Project Name</b>	<b>I-69 Section 6, Contract 2   Martinsville, IN</b>
	Delivery Method	Bid-Build
	Position Title	Project Scheduler
	Time in this position	From <b>2019 / December</b> to <b>2020 / December</b> equals total of <b>1 year 0 months</b>
	Average number of hours worked per week on Project	40 hours

<b>James (Matt) Martin, Project Scheduler</b>		
	Project Description (include construction value)	The \$196 million project consisted of the construction of four miles of new I-69 mainline from SR 39 to Morgan Street, and interchanges at SR 252 and SR 44. This contract is part of the I-69 Section 6 new interstate program that upgrades the existing SR 37 facility to interstate standards from south of Martinsville to I-465 in Indianapolis. The contract includes construction of 13 bridge structures, 1.2 million cubic yards of cut, 700,000 cubic yards of embankment, 75,000 square feet of soundwall, 165,000 tons of asphalt, 273,000 square yards of concrete paving and all appurtenances.
	Detailed description of project responsibilities related to position title	Matt was responsible for creating and updating the overall project schedule, creating and maintaining weekly project schedules, and assisting with managing financials. After terminating the contractual relationship with the original developer, INDOT selected Walsh to perform construction management services. Matt ensured that the new schedule met the required milestone dates for the new aggressive schedule.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Created and updated the project schedule using Primavera P6 with monthly submittals to INDOT for review and approval.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Tyler Kovacs INDOT Seymour District Project Engineer (812) 525-9215 tkovacs@indot.in.gov
<b>Experience #3</b>	<b>Project Name</b>	<b>I-69 Section 5   Bloomington, IN</b>
	Delivery Method	Public-Private Partnership
	Position Title	Project Manager
	Time in this position	From <b>2017 / May</b> to <b>2018 / December</b> equals total of <b>1 year 7 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	After terminating the contractual relationship with the original developer on this P3 project, INDOT selected Walsh to perform construction management services to successfully complete the 21-mile section of interstate running from Bloomington to Martinsville, Indiana. Walsh's contract value was approximately \$400 million. Partnered with INDOT, the Walsh team was tasked with challenges including renegotiation of subcontracting terms, development and implementation of an aggressive recovery schedule, and reclaiming the confidence of the public and stakeholders.

<b>James (Matt) Martin, Project Scheduler</b>		
	Detailed description of project responsibilities related to position title	Matt was responsible for creating and updating the overall project schedule, creating and maintaining weekly project schedules, and assisting with managing financials.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Created and updated the project schedule using Primavera P6 with monthly submittals to INDOT for review.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Sandra Flum INDOT Senior Project Manager (317) 650-9237 sflum@indot.in.gov
<b>Experience #4</b>	<b>Project Name</b>	<b>Ohio River Bridges East End Crossing   Utica, IN</b>
	Delivery Method	Public-Private Partnership
	Position Title	Section 6 Project Controls Manager
	Time in this position	From <b>2015 / March</b> to <b>2017 / May</b> equals total of <b>2 years 2 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	The Indiana Finance Authority and Indiana Department of Transportation selected the Walsh team to finance, design, construct, operate, and maintain this complex project that extended I-265 from its interchange with I-65 in Utica, Indiana, to I-71 in Prospect, Kentucky. The \$792 million project featured a 2,510-foot (1,200-foot main span), twin tower, cable-stayed bridge across the Ohio River; an 1,800-foot-long twin bore tunnel under a historic property in Kentucky; and greenfield interstate construction on the Indiana approach that included 19 bridges, and associated roadway improvements and infrastructure work. The project team's transparent approach to quality management fostered a trusting relationship between multiple stakeholders, allowing this complex public-private partnership design-build project to finish on time and under budget.
	Detailed description of project responsibilities related to position title	Matt managed project controls and issue resolution, material testing analysis, overall documentation auditing, as-built drawings, and quality assurance for the Indiana roadway and paving work.

<b>James (Matt) Martin, Project Scheduler</b>		
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Experience with construction of a major highway and bridges.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Ron Heustis Senior Project Manager - INDOT Retired
<b>Experience #5</b>	<b>Project Name</b>	<b>Cannelton Hydroelectric Project   Hawesville, KY</b>
	Delivery Method	Bid-Build
	Position Title	Project Scheduler / Project Manager
	Time in this position	From <b>2010 / October</b> to <b>2015 / March</b> equals total of <b>4 years 5 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This \$243 million complex hydroelectric project diverts water from the locks and dam through a new powerhouse. Construction included 950,000 cubic yards of underwater excavation, 450,000 cubic yards of earth excavation, 100,000 cubic yards of structural concrete, and 6,700 tons of reinforcing steel, as well as mechanical, electrical, and turbine assembly. Work was coordinated with the US Army Corps of Engineers to maintain navigable traffic on the Ohio River, as well as to maintain the integrity and operational status of the dam.
	Detailed description of project responsibilities related to position title	Matt was responsible for setting up and maintaining the baseline schedule, incorporating thousands of activities including major subcontractor work and fabricator timelines. Matt was also responsible for managing financials and owner correspondence.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Matt has extensive experience in maintaining baseline schedules, managing thousands of activities that include major subcontractor tasks and fabricator timelines. His expertise ensures that projects are completed on time and within budget.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Pete Crusse VP of Hydroelectric Construction (Retired) (614) 361-3417

<b>James (Matt) Martin, Project Scheduler</b>		
<b>Experience #6</b>	<b>Project Name</b>	<b>SR-62 at Fulton Ave.   Evansville, IN</b>
	Delivery Method	Bid-Build
	Position Title	Project Manager
	Time in this position	From <b>2008 / April</b> to <b>2010 / October</b> equals total of <b>2 years 6 months</b>
	Average number of hours worked per week on Project	40 hours
	Project Description (include construction value)	This project involved the .5 mile construction of two, three-lane bridges over Fulton Avenue to replace a stoplight in addition to a westbound off-ramp from SR 62 to Fulton. Work began with the demolition of six buildings and warehouses to make way for the new ramps and roadway. The bridges are single span bulb tee and the project required 60,000 square yards of 9 to 11-inch PCCP, 76,000 square feet of MSE wall, 13,000 linear feet of pipe ranging from 12 inches to 36 inches, and 120,000 cubic yards of borrow material. A new removable flood protection system was installed. The project also involved CSO Gatewell, pipe lining, and a slider-rail system for deep structure installation. Working next to an internet service provider for Southern Indiana created the need for unique vibration monitoring during pile driving and pavement breaking activities to ensure there was no damage to servers and computer equipment. Working within a close distance to historical buildings also prompted careful planning to ensure no buildings were damaged. Working with INDOT, Walsh was able to eliminate two phases of the project to allow on-time completion with minimal overtime costs.
	Detailed description of project responsibilities related to position title	Matt was responsible for coordinating day to day activities, managing subcontractors, updating the schedule, and managing financials on the project.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Using P6 for project scheduling. Experience with construction of major highway interchange and bridges.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Patrick Craig INDOT Vincennes District Area Engineer (812) 895-7425 pcraig@indot.in.gov

<b>James (Matt) Martin, Project Scheduler</b>		
<b>Education</b>	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	B.S., Civil Engineering, University of Evansville EIT OSHA 30 Hour
<b>Summary of Experience</b>	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	Matt has worked with Walsh for 23 years serving in project management and project scheduling roles. His experience includes developing and managing complex schedules for large-scale projects involving thousands of activities. He led in the creation of the effective recovery schedule for the I-69 Section 5 project and led project controls on INDOT's largest-ever project, the Ohio River Bridges East End Crossing P3. A long-time resident of Indianapolis, Matt has experience working on I-465 and other major interstates in the area.

# 4

## PRECONSTRUCTION PHASE APPROACH



# 4 PRECONSTRUCTION PHASE APPROACH

*Effective CM/GC project delivery relies on open and honest communication, mutual accountability, and innovative thinking. Walsh leadership will promote these principles at every decision point through a collaborative approach that draws from our history of successfully executed complex transportation projects.*

## 1. Delivery of the Work During Each Project Phase, Participation and Integration During the Preconstruction Phase

Our Project Management Plan (PMP) will serve as a how-to guide for a successful Project delivery (FIGURE 4.1). The PMP will guide and facilitate the team's efforts during preconstruction to set the stage for successful construction and delivery of the Department's Project Goals. Within the plan, we address team organization, staffing, processes and procedures, and the necessary internal and external coordination to succeed. We will take the lessons learned from previous and current CM/GC pursuits and implement them on the Level Up 31 Project.

### INSTITUTIONAL OPERATIONS

Walsh provides the Department a team with well-developed internal management and operational procedures. This includes our ability to effectively integrate with project owners using the CM/GC delivery method. We have developed a detailed plan for all roles and responsibilities, placing an emphasis on internal and external communications, clear lines of authority and responsibility, and collaboration across all levels of the project organization.

### PLANS AND PROCESSES

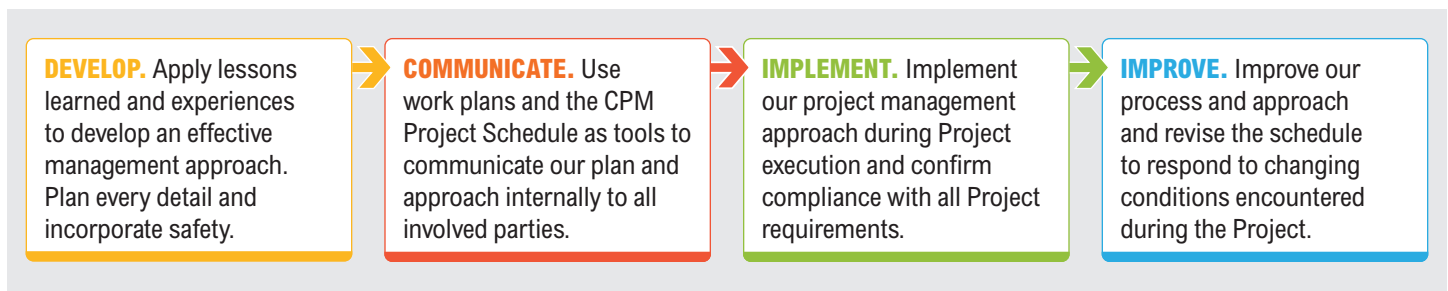
Our PMP will include subplans for managing all elements of the work, including site-specific safety, quality, risk management, subcontracting and procurement, DBE outreach and performance, and project controls. Walsh will coordinate with the Department after award to establish communication processes to fully engage throughout the CM/GC process. These protocols include:

- » Electronic Management System (Document Control, Autodesk)
- » Structured Meeting Schedule
- » Formal Workshops
- » Over-the-Shoulder Reviews
- » Issue Escalation/Resolution
- » Cost and Schedule Reporting

### COOPERATIVE SPIRIT

Our PMP will address coordination approaches to maintain the Project's cooperative spirit. Our Key Personnel were selected in part for their ability to effectively communicate and collaborate. Our personnel bring relationships with INDOT, stakeholders, affected utilities, and local vendors and labor unions.

**FIGURE 4.1 // PMP IMPLEMENTATION AND CONTINUOUS IMPROVEMENT.**



### KEY COMPONENTS OF OUR INTEGRATED TEAM



Team partnering



Subcontractor integration



INDOT/  
stakeholder  
involvement



Integrated  
schedule



Face-to-face  
interaction



Coordination  
meetings



Task groups by  
discipline



Tools and  
technology



Risk register  
and committee



## COLLABORATION WITH THE DESIGNER

Walsh will collaborate with INDOT and WSP in finalizing the design. Led by Project Manager Mark Hedrick, we use the following, proven approach to design collaboration that promotes an environment of trust, teamwork, and innovative problem solving (FIGURE 4.2). Mark has worked on alternative delivery projects for over 27 years and has successfully implemented these methods of design collaboration on multiple alternative delivery projects. With our team’s cooperative spirit, ideas will be mutually developed by all project team members and stakeholders so INDOT can count on a “no surprises” approach.

### Design Partnering Workshop

The Project requires a team-first approach and seamless engagement among team members at the outset of preconstruction. A Kickoff Design Partnering Workshop will establish trust among participants, create a shared vision of design success, and set the stage for accomplishing the Project Goals. During this initial workshop, we will present our methods of conceptual design cost estimating, prompt budgetary estimates, and innovative value engineering to help maintain the project budget.

The focus of the Kickoff Workshop will be discussion of the Project Goals and the early design efforts on MOT plans, retaining walls, structures phased construction, and long-lead items. These represent the more complicated aspects of the Project and also the areas where we

can combine the experience and knowledge of all members of the team to generate potential innovative ideas.

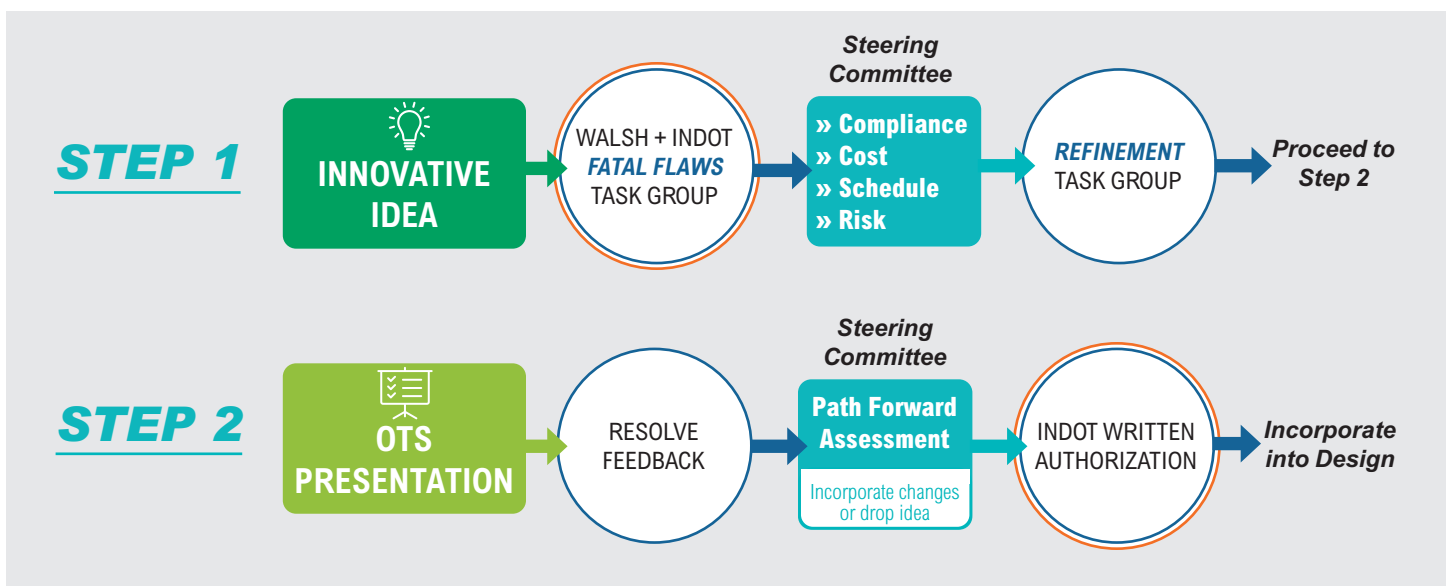
### Interactive Design Sessions

Walsh proposes conducting a series of Interactive Design Sessions to review design concepts and share our assessment of the RFP preliminary plans. A primary topic of these sessions will be follow-up discussion and the development of potential innovations. Walsh’s ability to self-perform nearly every aspect of the scope provides the advantage of having in-house expertise to drive these conversations. Our demolition and steel erection engineering partner, Genesis Structures, will offer expertise on the demolition of the eastbound and westbound I-465 to northbound US 31 and 106<sup>th</sup> Street ramp bridge. The straddle bent used on this bridge will require engineering analysis to develop a phased demolition sequence.

### Design Collaboration Tools

Walsh draws from a deep set of alternative delivery experiences. Our library of project management plans and design coordination processes will be available to tailor and implement during preconstruction, and our constructability reviews will be informed by an archive of similar projects. Walsh will host focused design comment resolution meetings to achieve consensus, and archive comments in the event a design decision requires revisiting.

FIGURE 4.2 // INNOVATIONS PROCESS.



## Approach to Innovation

Walsh has a vested interest in the Project and the communities it impacts. We have a long history of working with INDOT and will work hard to maintain and build that relationship. Additionally, we are motivated to maximize innovation to reduce costs so that the project remains within budget and viable. We will continually focus on innovation, working to generate value for INDOT that culminates in a successful CM/GC project.

Our innovation process starts with brainstorming sessions to bring all ideas to the table. The team will then evaluate the merit of these solutions and present INDOT with the advantages and disadvantages of the innovations alongside their cost and schedule impacts to determine which ideas bring the most value to the Project.

This iterative process will be a significant focus in the first 60 days as it is one of the foundations for the ultimate success of the Project. The iterative coordination and approval process will foster the responsible development of innovations.

Along with cost, schedule impacts, and technical merit, other innovation considerations will include:

- » Impact on project risk
- » Potential impacts to right-of-way or utility relocations
- » Long-term maintenance and operations considerations
- » Review of potential impacts to existing permits or environmental commitments

Walsh brings extensive experience to the innovation process through our long resume of successful alternative delivery projects. We analyze each project for the elements that are the cost and schedule drivers that are likely to generate impactful innovation. Typically, this is in profile, retaining walls, drainage, bridge type and arrangement, and traffic phasing. For this Project, the unique challenges of the MSE wall construction present a good opportunity for innovation.

The original design for the project included relocation of a 96" sewer line for CEG. Part of this realignment required tunnel construction under existing I-465. Walsh proposed an alternate route which utilized the existing tunnel under I-465, eliminating the new tunnel work and shortening the length of the new sewer and sludge lines. The lines were also re-routed away from the local neighborhood which relocated the placement of the new

pipe from under the streets eliminating the impact of construction to the residents. This can be seen below in **FIGURE 4.3**.

**FIGURE 4.3 // INNOVATIVE IDEA IMPLEMENTED ON I-69 SECTION 6 CONTRACT 5.**



## Design Changes During Construction

Collaboration with the designer will continue in construction. Our experience in alternative delivery projects and for managing post-design submittal approvals by the Engineer of Record offers a ready-to-use system that can be tailored to any document management platform. Revisions will be efficiently incorporated electronically into a conformed plan set, and design hold points and versioning control will provide assurance that field crews can only access the most up-to-date information.

## ELECTRONIC MANAGEMENT SYSTEMS

The Electronic Management System (EMS) Walsh uses frequently for alternative delivery projects, and recommends for the Project, is the cloud-based Autodesk BUILD software platform (a part of Autodesk Construction Cloud). This platform features user-friendly connectivity of field and project management modules for ease of connecting the project team through all phases of delivery. It provides workflow functionality that allows users to efficiently manage their tasks and identify responsibilities for further action. It also offers versioning control of conformed plan sheets to ensure the field receives only the latest available information.

Other features of the Autodesk BUILD platform include 24/7 access to plan sets and approved documents, from either workstations or mobile devices; unlimited users with a project-wide license; and access and permissions easily and immediately granted or removed by the system administrator.

The value of the EMS depends on its initial setup and ongoing maintenance of the information. Our Document Controls Manager will develop and maintain document storage and workflow hierarchy, in collaboration with INDOT, the design engineer, and other stakeholders.

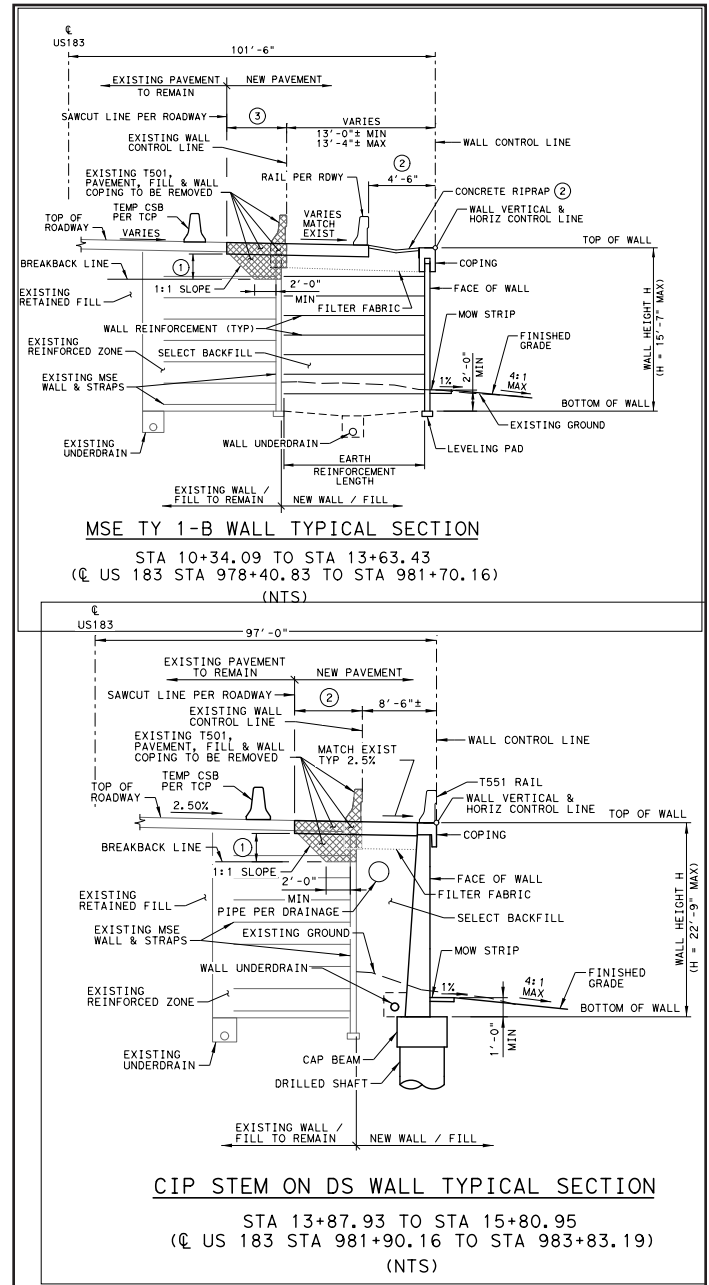
Autodesk BUILD will be a valuable tool for effective communication between Walsh and INDOT. In addition to hosting a collaborative training session on the program, the Document Controls Manager and team will create a Process Manual for all users outlining the functions, user responsibilities and permissions, process flows, naming conventions, organization, and troubleshooting information. Autodesk BUILD will house documents from other pertinent Walsh internal systems, such as schedule and cost control systems, and transmit these documents to INDOT and designer representatives for approval, reference, and input, as applicable.

## A. RETAINING WALL PLANNING AND CONSTRUCTION

Retaining wall construction on the Level Up 31 Project is unique in terms of constructing new, widened MSE wall faces within the strap zones of the new walls and potentially attaching to existing MSE wall faces. This will take close coordination between MSE wall suppliers and the design engineers to understand the details of construction. Walsh has strong relationships with all the potential wall suppliers and has made preliminary contact to discuss the potential details for the project with RECO.

Walsh has previous experience with this detail and will provide alternate retaining wall options for this situation such as drilled shaft stem walls, bin walls, and soldier pile and lagging walls. A previous example from a current ongoing project in Austin, Texas can be found in **FIGURE 4.4**. Working with INDOT and WSP, we will evaluate options that will best fit the unique conditions encountered on the Project. This evaluation will include review of the condition of the existing wall, remaining life expectancy, movement experienced to date, and global stability.

**FIGURE 4.4 // RETAINING WALL EXAMPLE FROM 183N MOBILITY PROJECT DB IN AUSTIN, TX.**



## B. DEMOLITION OF FACILITIES UNDER LOAD

The eastbound and westbound I-465 to northbound US 31 and 106<sup>th</sup> Street ramp will require engineered sequencing to demolish an existing bridge with a straddle bent while maintaining traffic during construction. Walsh has completed many complex demolition projects with the design help of Genesis Structures. Genesis Structures is available to work with the Level Up 31 Project Team should their expertise be required. Walsh has the ability to self-perform structures demolition, but will also evaluate if a specialty demolition contractor may offer

expertise or cost effectiveness to benefit the Project. All structures will be evaluated separately, considering bridge design, traffic requirements, and demolition techniques.

Most existing bridges that carry traffic are commonly demolished in phases. Through design and maintenance of traffic sequencing, Walsh will work with INDOT and WSP to eliminate phase line construction. This will help to reduce costs and produce a better final product.

### C. CONSTRUCTION ACTIVITIES WITHIN CONSTRAINED OR RESTRICTED SITES

Walsh is used to working in tight constraints or areas of restrictions, such as environmentally restricted sites or areas limiting access and room for construction equipment. One of the early focuses of our coordination with the design engineers will be discussion of phasing and access to construction zones. Through our experience on numerous design-build projects, we know that for the project to be successful in this area it must be evaluated and considered from the beginning of design. Walsh brings vast experience and lessons learned for this work to the project team.

On the I-65 at Washington Street project in downtown Indianapolis, Walsh demolished the existing bridge under tight constraints in between two historic buildings.



### D. MAINTENANCE OF TRAFFIC IN COMPLEX, INTEGRATED EXISTING FACILITIES

The preliminary drawings indicate up to five traffic phases to complete the Project. Walsh will work with the designers to optimize the design to minimize adverse impacts to existing traffic patterns and improve construction phasing details with the safety of the traveling public, emergency services, and construction workers in mind. This will be accomplished through constructability reviews to determine room for construction equipment while maintaining appropriate travel ways for the public. Walsh has successfully worked with INDOT on some of the most MOT complex projects with high traffic counts. We will bring this experience to the Level Up 31 team.

On the I-465 6.5 project, Walsh team looked at the critical path work at the reconstruction of the White River Bridge. During the design coordination meetings the team revised the planned three phase construction of the bridge to two phases, saving time and cost. This was accomplished by shifting the final alignment of I-465 to the south which allowed the construction of enough new bridge width to support both bounds of traffic in the next phase, effectively eliminating the need for a third phase.

Innovative design and MOT solution to build the new Milton Madison Bridge adjacent to the existing bridge before sliding into its final alignment, eliminating one year of closure and ferry boat service.



## 2. Schedule Management and Methods of Optimization

To meet the Project Goal to start construction before July 1, 2025, Walsh will organize a workshop with INDOT and key stakeholders after the Project Kickoff Meeting to discuss the controlling factors of both the preconstruction and construction phase schedules and identify a path forward to executing early work packages.

### INTEGRATION OF DESIGN SCHEDULE INTO CONSTRUCTION SCHEDULE

The value of alternative delivery allows tasks to occur in parallel and overlap. The opportunity to construct utilizing buildable units will expedite the completion of the project in alignment with the Project Goals. Walsh has utilized this methodology on many projects. Our strategy to develop buildable units centers around the schedule. These packages will be broken up into smaller design packages to start construction as early as possible and to keep construction moving.

Walsh will collaborate with the Department, WSP design team, and key stakeholders to vet the final buildable unit plan. Project Scheduler Matt Martin will create an initial baseline critical-path method (CPM) schedule that fully integrates both design and construction in alignment with our buildable unit sequence using Primavera P6, an industry standard scheduling software that will simplify the process of collaborating with INDOT and the stakeholders during schedule reviews and monthly update meetings. Each buildable unit may have more

than one design package, which will require careful integration of the design milestones into the schedule.

As each package progresses through 30, 60, and 90 percent design, we will be identifying work activities, quantities, and activity durations. Beginning this process at 30 percent design will allow Matt to build the framework for construction work early in the design process, allowing for efficient updating of the CPM at design milestones. Collaboration with the design team during schedule development will also limit our risk when the work starts, as the durations and productions have already been thoroughly vetted by the team of experts who will be building the job.

### IDENTIFYING CONTROLLING FACTORS

Walsh has identified several components critical to expediting the preconstruction schedule. Each of the following controlling factors will be critical to the successful execution of our preliminary buildable unit sequence. Walsh will collaborate with INDOT to agree on areas of focus to quickly start the design process:

- » Widening of existing flyover structures
- » Phased construction of complex bridge structures
- » MSE wall widenings adjacent to existing MSE walls
- » MOT in a highly congested area
- » Permits
- » NEPA
- » Long Lead Time Items such as structural steel, bearings, and expansion joints

The ORB Downtown Crossing cable-stayed bridge was opened to traffic a month early (and 18 months ahead of the owner's RFP completion date) and was celebrated by the community with the "Walk the Bridge" event.



### 3. Identifying Potential Pricing Packages

Our approach to identifying potential pricing packages will be integrated with the buildable unit design schedule discussed above. Walsh will collaborate with the Department, and key stakeholders to structure pricing deliverables based on the anticipated earliest availability of design while reviewing schedule constraints like right-of-way, permitting, and long-lead material procurement. Walsh will provide contemporaneous pricing information during design development to help the Department maintain the proposed budget.

Specifically for this project, curved steel beams, MSE wall materials, bearings, and expansion joints are potential long lead items that we will discuss issuing early pricing packages. To maintain the requested start of construction by July 1, 2025, we will also discuss issuing an early works package for the temporary paving to be completed in Phase 1.

### 4. Pricing and Subcontracting

A principal benefit of the CM/GC process over traditional design-bid-build is earlier cost certainty. Walsh is committed to an open-book approach that provides transparency and trust in the best use of available funds.

Early in preconstruction, Walsh will collaborate with the project team and ICE through an initial estimate coordination workshop to develop and align a bid package structure, item list, and format for progressive cost estimates. The control estimate will form the basis of all future estimates.

To assist the project team in tracking and monetizing the control estimate, we will maintain a Cost and Schedule Event Tracker. This Microsoft Excel based tool is easy to use and is refreshed at each design milestone submission. The Cost and Schedule Event Tracker catalogs shifts in design concepts, tabulating and analyzing cost, schedule, and risk impact, and ultimately shows development of the design as it relates to the baseline. This tool gives all parties the opportunity to evaluate the direction of the overall project or a specific design decision. This information is maintained throughout the preconstruction process, to show the Project's evolution at any time.

FIGURE 4.5 // PRICING PACKAGE PLAN



Self-performed work has a direct and positive impact on the project schedule, quality, and cost when considering the complexity of work, availability of the subcontractor market, and the capabilities of our skilled workforce. We have leveraged our ability to self-perform with our extensive local resources to deliver many competitively bid projects in the Indianapolis market and will use those experiences to INDOT's benefit on this Project.

Walsh routinely self-performs all major scopes of work required on the Project.

- » Sitework
- » Excavation
- » Retaining walls
- » Pile foundations
- » Structural concrete
- » Steel erection
- » Demolition
- » Concrete paving

Self-performance decisions are ultimately made in conjunction with our Subcontracting Plan.

Strategic subcontract work packaging is critical to reducing total cost, mitigating risks, and maximizing participation from local and DBE subcontractors. Walsh has relationships with all major subcontractors, specialty subcontractors, and major material suppliers required to deliver the Project. We know the subcontractors in the Indianapolis area, and we will use our existing experience and relationships to maximize participation from the subcontracting community and align with Project Goals.

We look to the Project Goals to advise in subcontracting and self-perform decisions. For example, if the scope is schedule critical, our ability to leverage in-house resources may guide us to self-performance. For scopes requiring specialized equipment, it may be in the best interest to competitively bid the work to subcontractors equipped to perform. For some scopes of work, we may also price self-performance for comparison to subcontractors' pricing. The Risk Register will be used to identify critical items on the Project and evaluate the impact on cost, schedule, and other factors to place the scope of work with those best suited to mitigate risk events and maximize Project Goals.

## **A. OPEN-BOOK PRICING PROCESSES, ORGANIZATION, DISCLOSURES TO PROJECT PARTICIPANTS**

Our estimators use HCSS HeavyBid software to create standardized activities of work and estimate details, solicit quotes, and analyze subcontractors. HeavyBid is customized for each project, which allows estimators to create a project-specific workflow in real time.

Walsh will submit detailed open-book cost estimates via Autodesk Build at 30, 60, and 90 percent design submissions, accompanied with prepared estimate narratives that include our assumptions and clarifications. Estimates generated in HeavyBid will include:

- » Bid package group, item list, subcontractor package
- » Material quantity take-off
- » Unit prices
- » Crew size and make-up
- » Labor and equipment rates
- » Labor manhours and equipment hours
- » Labor and equipment production rates
- » Subcontractor cost

Our cost estimating approach is built around continuous feedback between the INDOT, the design engineer, stakeholders, and the construction delivery team. This provides transparency of project costs as the design evolves and allows a true design-to-budget approach.

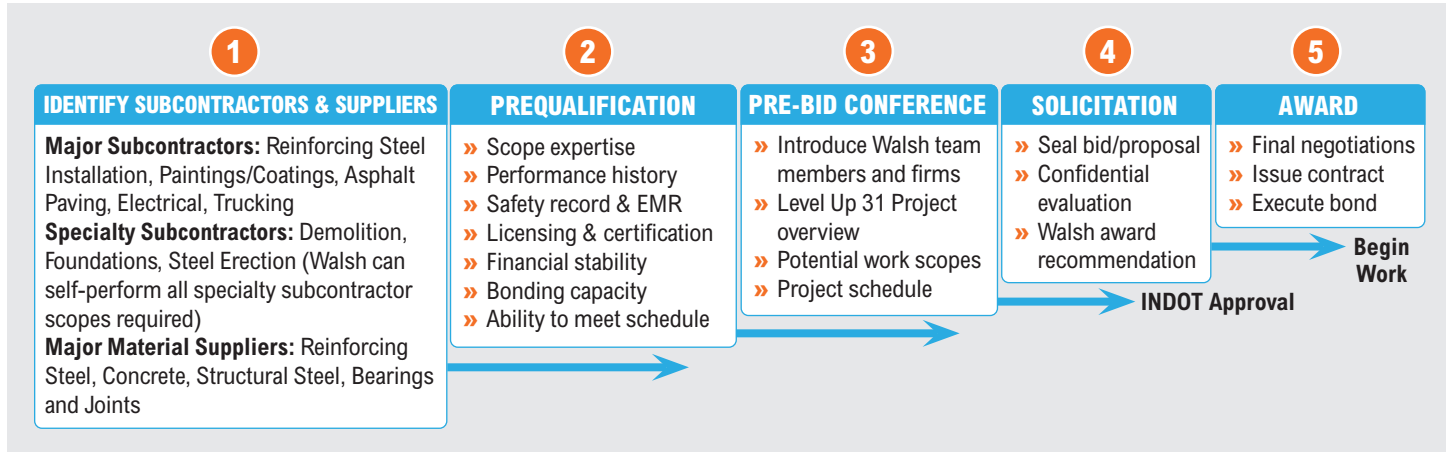
## **B. FAIR AND COMPETITIVE PRICING DURING OPEN-BOOK NEGOTIATIONS**

Walsh commits to following the guidance provided in Exhibit B Section 6 – Cost Estimating. We will work with the Department and the ICE in a collaborative environment to establish the processes and documentation needed to establish a fair market price. As the documents provide for an independent estimate from the ICE (the ICE is blinded), Walsh will provide thorough narratives describing assumptions regarding scope, schedule, and risk assessment. This information will be critical to provide an apple-to-apple comparison for the Price Facilitator.

## **C. COMPETITIVE SOLICITATION**

Our subcontracting philosophy is to maximize opportunities for local and disadvantaged firms and integrate them into the project team. We will identify critical, specialty, and long lead time subcontractors and suppliers early in preconstruction and engage them throughout the subcontracting process (**FIGURE 4.6**) to inform project

**FIGURE 4.6 // WALSH'S SUBCONTRACTING PROCESS.**



decisions. For example, curved steel beams have a long lead time and will require a lengthy procurement process.

Our staff will utilize existing strong relationships to obtain open and transparent feedback from subcontractors and suppliers during the design phase. This early buy-in from key subcontractors and suppliers allows our team to evaluate and eliminate design risk and provide potential value engineering suggestions.

To facilitate open competition, Walsh will select subcontractors and vendors competitively consistent with contract requirements. We will solicit at least three (when available in the marketplace) subcontractors/vendors for competitive pricing for each work package. We will solicit bids through multiple methods including:

- » Publicly posted invitations to bid
- » Email blast to vendor database
- » Individual contact

**D. EQUAL EMPLOYMENT OPPORTUNITIES**

Walsh is committed to achieving the Project’s DBE and EEO goals and bringing economic opportunities to local businesses and communities. We have a proven record of exceeding DBE and diverse workforce goals on INDOT projects. Walsh brings the advantage of knowing and working with the local market’s qualified subcontractors, vendors, and diverse local workforce.

Diversity and Inclusion Manager Lori Snyder will play a key role in meeting diversity and inclusion goals, backed by the full support of our project management team. Lori will work with INDOT, the local community, and

stakeholders to develop and implement DBE utilization and workforce plans.

**Workforce Diversity**

Walsh is committed to investing in the communities where we work and live. The Project will provide employment and training for the community and open the door for many in the trades and construction management fields. We are dedicated to ensuring that community residents, minorities, and females gain opportunities from this Project that lead to successful careers.

Walsh provides training through our successful on-the-job training (OJT) program. These programs are designed to grow a workforce, not just for the current project, but also for sustainable careers in the construction industry. Union training is reinforced through on-site training such as safety, rigging, crane awareness, and traffic control. Project staff consistently work with local unions and their apprenticeship programs to fulfill minority and female apprenticeship goals.

As an union employer, Walsh works closely with local labor unions to recruit minority and female craft workers from the respective trades. We meet with unions in advance of project start-ups to communicate contract EEO provisions. Lori Snyder and Mark Hedrick will review EEO reports each month on the Project to make sure we are on track to meet contract requirements. We often work with community-based organizations to communicate opportunities to residents, improve entry into the unions, and encourage a more diverse workforce. To build interest in the construction industry, our staff participate in outreach at high schools, vocational schools, and colleges.



## Encouraging DBE Participation

Walsh will use our proven DBE subcontracting process to encourage participation of DBE firms on the Project and achieve Project Goals. This process draws from our experience achieving diversity and inclusion goals and includes proven strategies in maximizing DBE participation. Additionally, our subcontract agreements will hold major subcontractors accountable to the Project’s expectations for DBE participation.

Walsh’s history of work in the Indianapolis area has resulted in an extensive database of subcontractors and suppliers. This database, coupled with relationships from recently completed projects and contacts made through project-specific outreach events, will provide the foundation of our subcontractor solicitation.

We will develop and distribute bid packages to maximize local subcontractor involvement, and tailor packages to optimize DBE participation. DBE participation is a critical element of our subcontracting process. As the DBE goal is being established, we will provide input on specific work types and market capacity applicable to the Project. Additionally, we will:

- » Identify contracting opportunities, creating right-sized packages to optimize participation
- » Hold pre-bid meetings clarifying bid package scope and technical requirements

- » Provide technical assistance related to scope and specifications
- » Advertise business opportunities

## 5. Risk Management During the Preconstruction Phase

The CM/GC delivery creates the opportunity to identify risks during preconstruction, and for Walsh to collaborate with INDOT to determine the best way to mitigate risk. At the kick-off meeting, we will review the Risk Register provided in the bid documents and draw on the combined expertise of Walsh, INDOT, and the ICE to further its development. Walsh has included a list of potential risks and mitigation strategies in **FIGURE 4.7**.

Each category identified in the risk register will be paired with a severity level regarding its impact to the Project, whether schedule or cost. For known risks in categories with a medium or high severity level, we will generate relevant activities to include in our Baseline Schedule paired with predecessor and successor design activities. At weekly Progress Meetings, we will discuss the status of our high severity risk items to keep INDOT informed of any active or potential impacts to the schedule.

Detailed risk analysis, management, and mitigation plays a critical role in achieving overall cost and schedule objectives. Walsh will develop and implement a Risk Management Plan, which outlines our risk management

**FIGURE 4.7 // TOP PROJECT RISKS.**

POTENTIAL RISK	PROPOSED MITIGATION
<b>New Procurement method for INDOT</b>	Walsh and INDOT long standing relationship to resolve procurement issues and Walsh's experience from past CMGC. Walsh has pre-established procedures and plans that can be easily utilized for this Project.
<b>Construction in a heavily congested area</b>	Experienced designer, contractor, and INDOT working through the CMGC process
<b>Unknown Utilities</b>	Early utility investigation during the design process.
<b>Current Labor Market</b>	Walsh will draw resources from other projects to overcome issues as well as selective subcontracting of work.
<b>Long Lead Material</b>	Early design packages to start procurement process.
<b>Design of MSE Wall</b>	Early design evaluation of multiple types of retaining walls.
<b>Demolition of Bridges</b>	Involve Genesis Structures for evaluation of phased demolition.
<b>Maintenance of Traffic (MOT)</b>	Work through MOT plans to minimize phasing, working behind barrier wall, and utilize traffic calming techniques.

process (**FIGURE 4.8**) that is fundamental in all projects we manage, developed from years of experience managing risks similar to those on this Project. Risks that cannot be overcome through design innovation will be addressed during construction, using methods developed and implemented successfully on our past projects.

**1. Identify Project Risks.** Walsh will develop a comprehensive list of potential risks identified through a detailed analysis of contract documents, lessons learned from previous projects, discussions during constructability reviews, and other input from INDOT and stakeholders. Activities related to identifying project risks include:

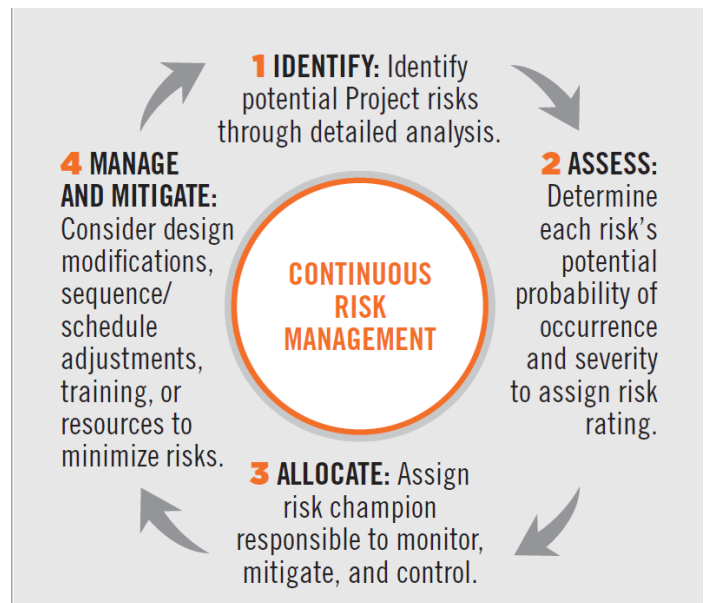
- » Conducting an initial Risk Review meeting to discuss the preliminary Risk Register
- » Identifying subject matter experts, such as critical material suppliers, specialized subcontractors, or construction design consultants
- » Providing input on design, specifications, and Utility Agreements
- » Engaging key suppliers and subcontractors through plan reviews and discussions
- » Updating and maintaining the Risk Register
- » Conducting regular Risk Management meetings

**2. Assess Consequences and Probability.** Walsh will use the Risk Register to rate the probability of occurrence and its potential severity, including potential cost and schedule impacts. Our team uses this analysis to focus mitigation efforts on those risks that have the highest potential to negatively impact the Project schedule or cost. Activities include:

- » Collaboratively assessing risk severity/probability
- » Coordinating efforts of estimating, scheduling, and other staff to quantify risk value/probability of occurrence
- » Discussing and updating relevant parts of the Risk Register at other review meetings

**3. Allocate Risk.** Effective risk management depends upon allocating risks to the party that is best positioned to control the individual risk and positively affect outcomes. As each risk is identified, an individual manager will be assigned, based on his or her expertise and responsibility, to champion that risk and be responsible for making sure it is monitored, mitigated, and controlled. As the design is finalized, the risk champion recommends updates to the Risk Register.

**FIGURE 4.8 // WALSH'S RISK MANAGEMENT PROCESS FROM PRECONSTRUCTION THROUGH CONSTRUCTION.**



Cost-related risk will be clearly identified in the estimates provided at all stages, with the associated bid items and affected pricing components summarized for each risk. These details will facilitate collaborative discussion about how best to manage risk, and the possible impacts of a triggering event.

**4. Manage and Mitigate.** Walsh will proactively manage and mitigate risks. Depending on the risk, we will evaluate alternatives for design and specifications, adjust sequence and schedule, modify means and methods, or add resources to minimize the probability and severity. Specific activities include:

- » Conducting monthly risk design review meetings to review the most significant risks and mobilize the collective knowledge of the entire Project team to develop a mitigation plan, as necessary.
- » Maintaining and reviewing a weekly “Hot Topics” log focused on schedule, risk, and cost mitigation.

## 6. Approach to Office Co-Location

For a CM/GC to be successful, all parties must participate as a team. We support co-location and have a strong belief, through experience, that in-person communication promotes teamwork and is a major driver for project success. Through proven, standardized procedures, structured meetings, and sound decision-making processes, our team will work alongside INDOT and WSP to make key decisions. Our team will co-locate Key Personnel to increase the flow of ideas and eliminate communication hurdles (FIGURE 4.9).

Ideally, co-location will begin as soon as possible after the selection of the CM/GC. On past projects, we have started the activities of co-located preconstruction in established owner, designer, or contractor offices as the co-located office is being set-up. Walsh has an existing office available on 82<sup>nd</sup> Street if needed and most convenient for all parties. We envision establishing a co-located office near the project site that will be used for both the preconstruction and construction phases.

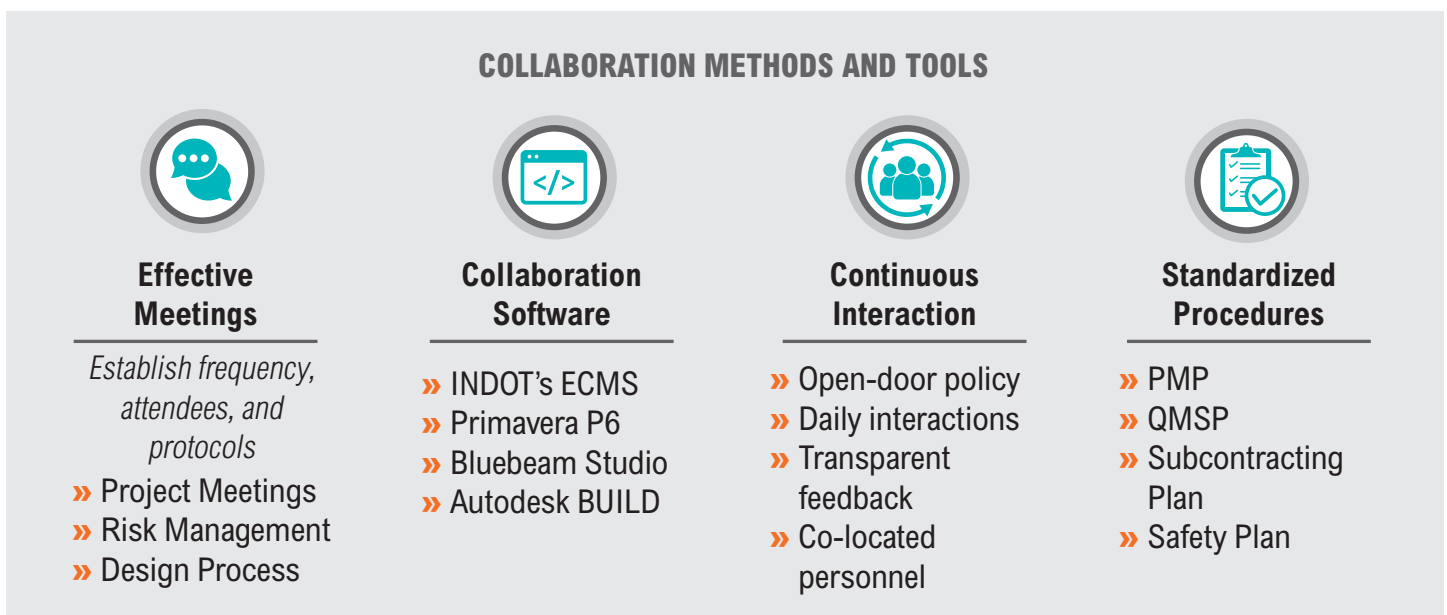
Beyond the formal meeting structure and process, there will be continual interaction between Walsh and INDOT. Our approach is to be as integrated as possible, with an open-door policy, daily interaction, spontaneous discussions, and open and honest feedback.

During the design phase of successful alternative delivery projects, our experience indicates the best weekly rhythm is for full-time co-location of the owner and contractor and part-time for the designers. This provides for the interaction needed for the entire team while also allowing the designers time to work in their regular environment where they are most productive.

Some projects where Walsh have successfully co-located in the past include:

- » Innerbelt
- » I-69 Section 5
- » ORB East End Crossing
- » ORB Downtown Crossing
- » I-69 Section 6 Contract 5

FIGURE 4.9 // COLLABORATION METHODS AND TOOLS.



# 5

## CONSTRUCTION PHASE APPROACH



# 5 CONSTRUCTION PHASE APPROACH

Walsh's construction team has extensive knowledge and experience constructing the most challenging bridge and road widening projects throughout Indiana. Through the CM/GC delivery method and working closely with INDOT and the design team, Walsh is confident in building the most cost efficient and quality project, meeting or exceeding the schedule, and mitigating risks while maintaining a positive safety culture.

## 1. Construction Management

The goals for this project center around maintenance of traffic and public safety, meeting or exceeding the schedule, accurate cost control, minimizing impacts to the environment, maximizing efficiency, utilizing existing structures and MSE wall where feasible, and collaboration among the team members. Continuing to work closely with WSP, the design engineer, and with INDOT's oversight, will be necessary to quickly resolve any issues during construction. Walsh will combine people, experience, proven processes, and extensive planning to develop a custom management plan that focuses on open and honest communication, mutual accountability, and innovative thinking. Implemented in the preconstruction phase and continuing into the construction phase, this plan will provide Walsh with the tools necessary to build the project correctly, safely, on time, and within budget. The CM/GC delivery model allows the Project to begin the Construction Phase with minimal risk, maintain and control the schedule, and communicate openly with INDOT on construction progress.

### EXPERIENCED AND QUALIFIED CONSTRUCTION TEAM

Walsh has assembled a team of highly qualified personnel with knowledge and experience that have been involved in the Preconstruction Phase to ensure the development of the most economical, constructible solution. Construction Manager Brad Bohle will lead our construction team. With 10 years of relevant highway and bridge construction and management experience, Brad has managed work on transportation projects of varying sizes and complexity. Most recently, he brings experience from the I-69 Section 6 Contract 5 project.

The CM/GC delivery method allows early collaboration of Brad and his team with INDOT's design team. Constructability reviews will occur for each design package during the Preconstruction Phase where superintendents, field management staff, safety, and quality staff

members will provide input on the feasibility of the design. This process will set the team up for a successful Construction Phase.

### COMMITMENT TO SAFETY

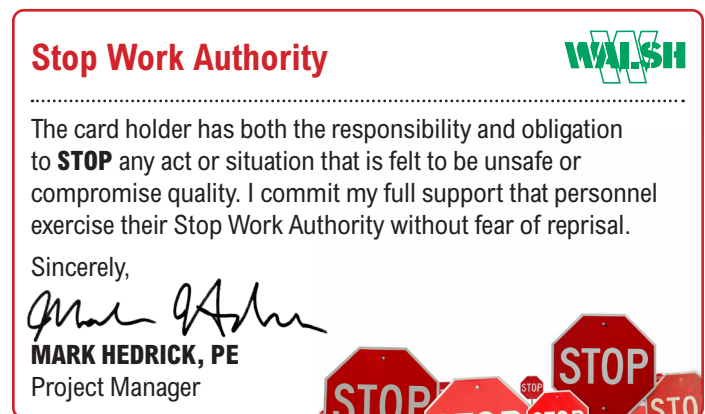
Safety is a core value of Walsh, and our commitment starts at the top and flows to all members of our team. Maintaining traffic during construction presents a unique challenge that our team is prepared to address with a proven safety record and programs we have implemented on past projects.

### Safety Culture

At Walsh, we have developed a safety culture surrounding the idea that "no one gets hurt." This Project will use practices and programs in place to prioritize the public and our people's safety. The Stop Work Authority program gives every member of our crews and management the authority to stop an operation when an unsafe act or condition is observed. Walsh will issue cards to our crews (**FIGURE 5.1**) empowering employees to speak up when observing operations if a person, the environment, or equipment is in imminent danger.

Our Craft Leadership in Safety program keeps our crews constantly engaged in our safety culture and allows them

**FIGURE 5.1 // STOP WORK AUTHORITY**



more opportunities to speak up about new ideas, changes to work practices, or opportunities for improvement. This program will have selected crew members on a rotation where they will participate in weekly safety walks with our Safety and Executive teams and take an active role in observing and improving project safety.

Finally, we will participate in National Safety Week where our entire team is dedicated to receiving training on new tools and equipment in the market. During National Safety Week our team also takes time to recognize and reward everyone's safety efforts throughout the project.

These are just a sample of practices we have in place to maintain and improve the safety culture at Walsh, and these practices have been successfully implemented in Indiana. Our Indiana projects have achieved success in safety, as exemplified in **FIGURE 5.2**. Our safety professionals are heavily involved in our work planning processes to facilitate open communication and maintain compliance. We will invite INDOT to participate in our training and meetings and encourage our participants to share what safety means to them and their families, reminding ourselves of our dedication to the “no one gets hurt” culture.

### Site Specific Safety Plan

Walsh's experience modification rate of 0.60 is significantly better than the industry standard of 1.0, and our safety record is a direct result of our approach to safety. This starts with the creation of a Site-Specific Safety Plan

**FIGURE 5.2 // CELEBRATING SAFETY DURING SAFETY WEEK, YET SAFETY IS A PRIORITY YEAR ROUND**



(SSSP) that will define work practices that will keep our crews and the public safe, such as:

- » Safety meeting attendance expectations, including Tuesday Toolbox Talks and Daily Task Hazard Analyses (THAs)
- » Site-specific training programs, such as working adjacent to traffic, available to crews and management
- » PPE requirements for hard hats, gloves, vests, glasses, and task-specific PPE
- » Requirements for monitoring and maintaining site traffic control devices
- » Specific fall protection requirements beyond those mandated by OSHA

All field personnel, including subcontractors, must attend a project-specific safety orientation prior to working on the jobsite that will summarize key topics of the SSSP. In this orientation, Walsh's Safety Manager will discuss the importance of public safety, safely entering the site, Stop Work Authority, the emergency access plan, chain of command, and training requirements, among other items. We will encourage our own staff, crews, and INDOT to provide feedback on our safety processes, and we are prepared to adapt and improve the SSSP during construction.

### COMMITMENT TO QUALITY

Like safety, quality is one of the core values of Walsh. We take pride in the work we build and want to construct a final product that the community and INDOT will also take pride in. Embracing a culture that drives quality will allow the construction team to build trust, maintain integrity, and support open communication throughout the construction phase.

### DESIGN COORDINATION DURING CONSTRUCTION

Walsh will collaborate closely with INDOT and WSP during the Preconstruction Phase to limit the amount of design changes required during the construction phase. We will have a process in place to efficiently work through Field Design Changes (FDCs) to minimize impacts to the cost and schedule. Our document management system, Autodesk Build, uses a feature called an “Issue” that can be customized to a workflow such as an FDC. The FDC workflow will start with a Walsh team member drafting a brief narrative of the necessary change that can be quickly routed to the designer for review and comment. With concurrence from the designer an RFI can be generated

directly from the FDC Issue, which will be shared with INDOT, as the FDC may require impacts to the GMP or the schedule. Having this process in place will foster open communication between all parties and allow us to quickly implement design changes during construction.

### PROJECT CONTROLS AND DOCUMENT MANAGEMENT

Organization and clear communication workflows are key to success in project delivery. Lead Estimator Steve Hanchar will lead the effort of estimating the project cost. Steve will also organize and implement Autodesk Build as our document control system during the Preconstruction Phase to allow for a smooth transition when construction begins (FIGURE 5.3).

#### Document Management

Autodesk Build will serve as Walsh’s document management system for the Project. This cloud-based program organizes documents for efficient project communication. The program will house contract documents and processes for submittals, RFIs, specification changes,

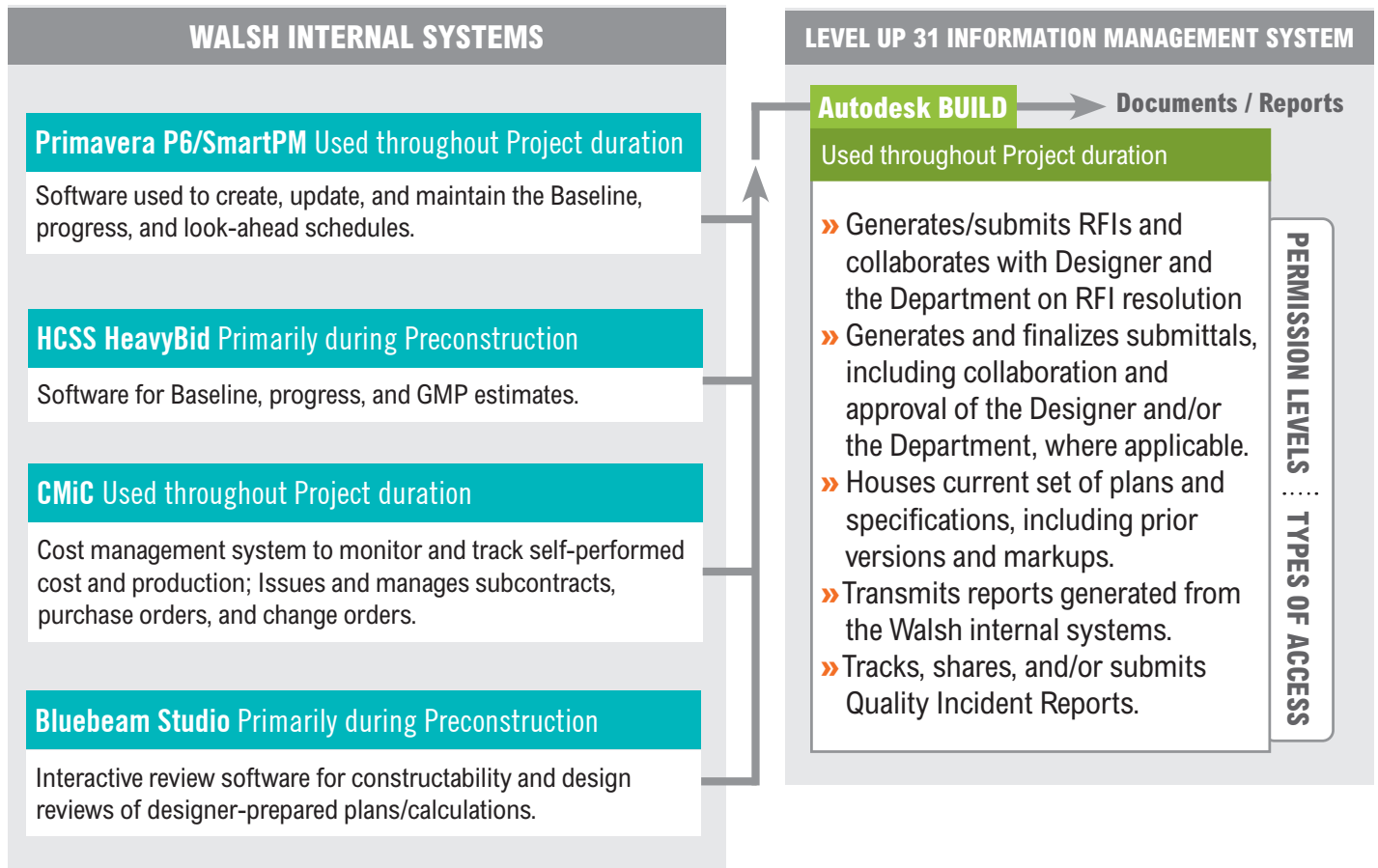
and updating lookahead schedules. Autodesk Build allows our superintendents, managers, engineers, WSP, and INDOT to have access to any document at any time.

Our construction team will use Autodesk Build to read and markup plans, generate field reports, draft submittals, and coordinate RFIs with WSP and INDOT. The integrated plan sheets tool is set up for simple version control of plan sheets so that any design changes during construction are quickly made available to the field staff. Autodesk Build will send an automatic notification when these changes are made, so the field team members can synchronize their device and get the updates in a matter of minutes.

#### Cost Control During Construction

CM/GC affords better control of changes during construction by utilizing the Risk Register that was developed during Preconstruction. Risks related to construction work will have been identified and agreed upon prior to construction. Walsh will assist INDOT in understanding the scope, magnitude, or likelihood of these risks, which will allow for transparent management of the Risk

**FIGURE 5.3 // WALSH DOCUMENT MANAGEMENT WORKFLOW**



Register during construction. Walsh’s project controls team will maintain a detailed tracking log of change orders and monitor the status of billing against the Project status. Our dedicated controls team will have a system in place for efficient invoice processing between Walsh and INDOT. This process is a key benefit of the CM/GC model, allowing for better certainty of project costs during construction.

### Managing the Construction Schedule

Proper schedule management during construction will be key to achieving the milestones set in our baseline schedule. The CM/GC delivery model provides many advantages that can provide more certainty for both INDOT and the Progressive Contractor in the Construction Phase, and this applies to the project schedule. The construction team will implement the tools and processes that are standard across our projects to confirm we are meeting our deadlines during construction. Daily, weekly, and monthly meetings and updates will focus on the project schedule as outlined in **FIGURE 5.4**.

## 2. Construction Phasing

Walsh understands the importance of keeping traffic movements open or mitigated while also reviewing the safety of the construction team and traveling public, concurrently reviewing how the phasing will impact the budget. Construction Manager Brad Bohle along with MOT Manager Chad Burgess will collaborate closely with the Department and its Designer during the Preconstruction Phase to help optimize the MOT Phasing

of the project. An example of recent MOT phasing from I-69 Section 6.5 can be found in **FIGURE 5.5**.

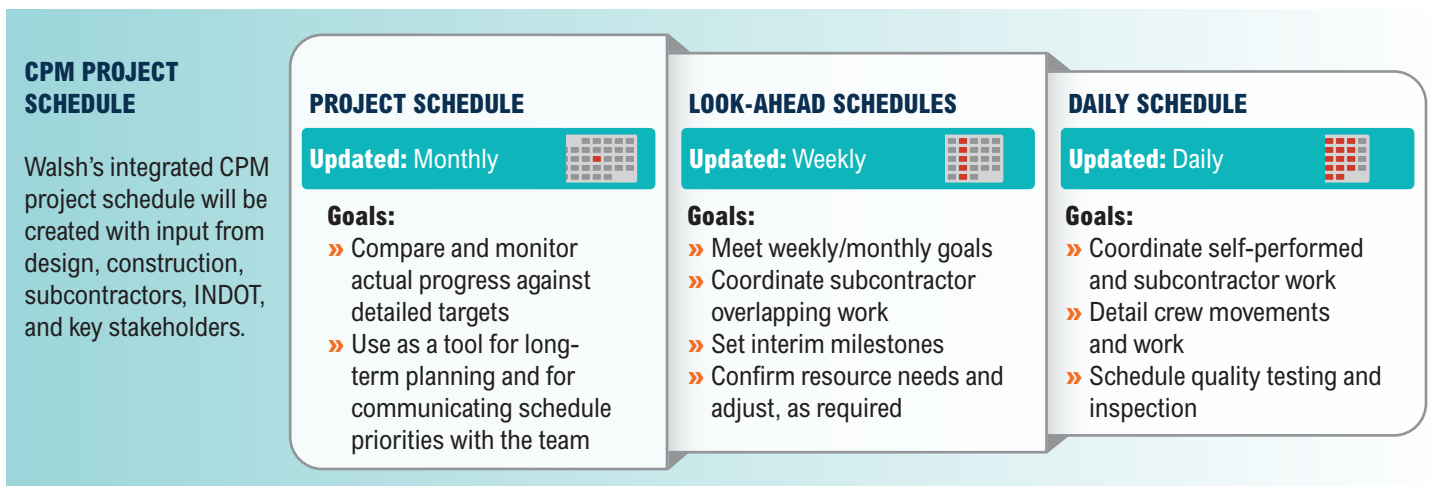
Below is a summary of the work to be completed by Phase in the current MOT plans. During each phase temporary concrete barrier (TCB) will be utilized to separate the traveling public from the construction. Construction ingress/egress points will be installed in the TCB in strategic locations to limit the impacts to traffic as much as possible.

Phase 1 MOT consists of temporary and permanent construction of pavement along ramps and US-31 to prepare for Phase 2 MOT.

Phase 2 MOT is when most of the work on the project will be constructed. The major portions of work consist of the following:

- » Ramp I-465 E to US-31 N over Meridian St. and NB Ramp – Widen the structure 10 feet to the north and construct MSE Walls and Railing
- » Ramp I-465 E to US-31 N over I-465 EB & WB and Ramps – Widen the structure 10 feet to the west and construct MSE Walls and railing
- » Ramp I-465 EB/WB to US-31 NB over 106th St. Exit – Construct half of the new structure, MSE walls, and railing to the west of the existing structure
- » US 31 NB/SB over 106th St. – Widen US-31 NB by 24 feet to the median, construct MSE walls and railing, and perform minor work on US-31 SB railing

**FIGURE 5.4 // SCHEDULE MANAGEMENT APPROACH**





- » Construct Added Travel Lanes on US-31 NB and SB and construct median barrier wall

Phase 3 MOT consists of the following:

- » Ramp I-465 EB/WB to US-31 NB over 106th St. Exit – Shift traffic to the newly constructed portion of the bridge, demo the existing bridge and straddle bent, and construct the second half of the new structure and associated MSE walls and railing.
- » Construct northern ramps to and from US-31 at 106th St. and construct southern ramps to and from US-31 at 116th St under specified ramp closures/restrictions.

Phases 4 and 5 MOT consists of milling and overlaying the remaining lanes on US-31 NB and SB completing polymeric overlays on seven existing and widened bridges throughout the project and completing tie-ins in various locations. Ramp lane closures will be utilized as specified for overlay operations.

Signing, Lighting, and Fiber installation will follow the MOT sequence above. Most of this work will take place during Phase 2 in the median of US-31.

There are many factors that are reviewed when evaluating the phasing of a project. One aspect that is taken into careful consideration is the safety of the work zone for the construction workers and for the traveling public. Walsh

**FIGURE 5.5 // ON I-69 SECTION 6.5, WALSH REDUCED 3 PHASES TO 2 BY ADJUSTING THE ALIGNMENT ON I-465. SAVED TIME, COST, AND MINIMIZED IMPACT ON THE PUBLIC.**



wants to ensure that the work zone is as safe as possible to minimize the likelihood of an accident through the work zone. Some examples of recent additions to help driver awareness that we have utilized are a more frequent use of Portable Changeable Message Signs (PCMS) to notify drivers of a traffic change, wider temporary pavement markings, temporary RPM's, and the use of temporary buzz strips across the lane.

Another aspect of the phasing that Walsh looks to innovate and improve upon is the number of phases required to complete a project. Reducing the number of MOT phases reduces the phase lines required, therefore helping to build a more quality product. It also reduces the number of traffic shifts making it safer, and the constructability of the project is improved, helping manage the cost and schedule on the project.

One of the more complex areas of the project that Walsh believes the phasing can be improved upon is the I-465 EB and WB Bridge over the US 31 NB exit ramp to 106<sup>th</sup> St. To help alleviate the concern of maintaining traffic underneath the existing structure during demolition, a temporary connection carrying US 31 NB traffic through the existing median to the west of the newly constructed bridge might be a viable option. This, along with a potential closure of the 106<sup>th</sup> street exit ramp, could greatly reduce the phasing and increase safety through this area of construction. This is shown in **FIGURE 5.6**.

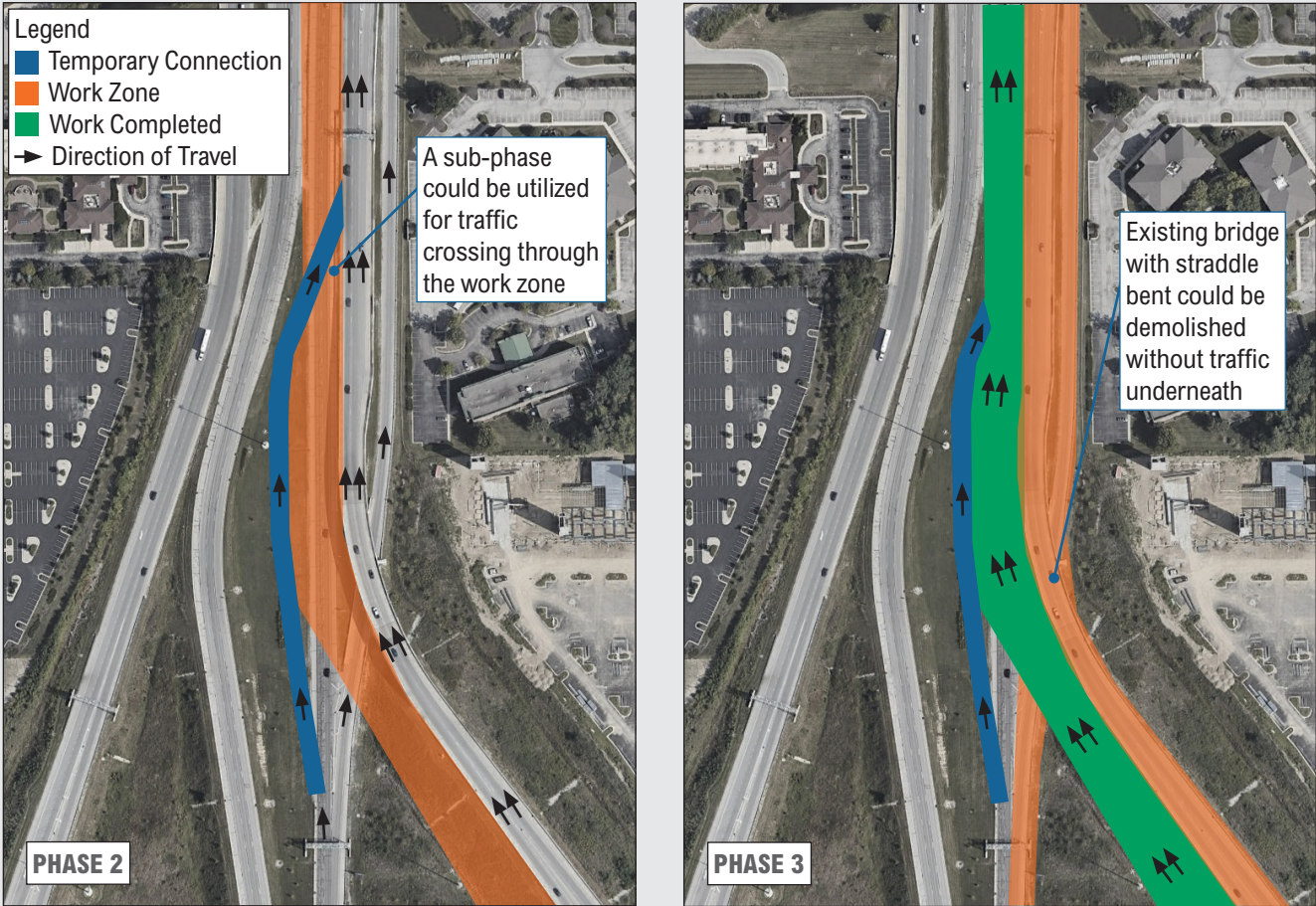
With extensive collaboration between Walsh, INDOT, and WSP, we are confident that we can improve upon the current phasing of the project and build the project to the highest quality, constructing it safely and within the budget and schedule requirements.

### 3. Self-Performance and Subcontracting

Self-performed work has a direct and positive impact on the project schedule, quality, and cost when considering the complexity of work, availability of the subcontractor market, and the capabilities of our skilled workforce. We have leveraged our ability to self-perform with our extensive local resources to deliver many competitively bid projects in Central Indiana and will use those experiences to INDOT's benefit on the Level Up 31 Project.

Walsh routinely self-performs the major and specialty scopes of work required to build the Project. Self-perfor-

**FIGURE 5.6 // CONSTRUCTION PHASE APPROACH**



Possible temporary connection to be utilized in Phase 2 for US 31 NB traffic and Phase 3 for US 31 NB traffic and exit ramp traffic to 106th St. With the addition of this temporary connection, the temporary widening currently shown in Phase 1 on the outside of the ramp to 106th St. would not be needed. The permanent construction of the ramp to 106th St. and the new US 31 NB lanes would take place in Phase 3.

mance decisions are made in conjunction with our subcontracting and DBE plans. We intend to self-perform:

- » Sitework
- » Excavation
- » Retaining walls
- » Drilled shaft and driven pile foundations
- » Structural steel (AISC-certified erector)
- » Structural concrete
- » Post-tensioning
- » Demolition
- » Survey
- » Roadway subgrade
- » Drainage and storm sewer

Walsh has strong relationships with subcontractors in Central Indiana and will leverage our working relationships and work experience to maximize value on this Project. Strategic work packaging will be critical

to reducing total cost while maximizing small business and DBE participation. Walsh will strive to provide the best value by balancing work that we can self-perform against work that can be subcontracted by considering labor and resource risk, schedule, safety, and quality. Walsh will perform a check estimate to verify that the subcontractor quote represents fair market pricing. Walsh intends to subcontract the following scopes of work:

- » Reinforcing steel
- » Micro-Piles
- » Asphalt paving
- » Striping
- » Electrical/ITS/ Lighting/Signals
- » Signage
- » Trucking
- » Landscaping
- » Painting

## 4. Management of Subcontracting and Subcontractor Performance

Walsh’s subcontractor management begins by identifying scopes of work that can be outsourced to subcontractors. This could include specialized tasks, additional workforce requirements, or parts of the project that fall outside of Walsh’s core competencies.

Once scopes are identified Walsh will request proposals from select subcontractors based on prequalification’s and previous work experience. Walsh then evaluates and compares each proposal to select our preferred subcontractors. Once preferred subcontractors have been selected Walsh negotiates clear and comprehensive contracts that outline the scope of work, deliverables, timelines, payment terms, quality standards, contract specific standards, and any relevant terms and conditions; to best ensure both parties have a clear understanding of their roles and responsibilities.

Walsh maintains open lines of communication with subcontractors to address any issues or concerns that may arise during construction. Regular meetings, progress reports, schedule and quality reviews, and site visits are utilized to help ensure everyone is working towards the same goal. If discrepancies from agreed upon standards, issues, or disputes are identified, a corrective action plan is established. The goal is to be proactive and find mutually beneficial solutions to ensure the project remains on schedule and within budget.

Periodically throughout the project Walsh reviews each subcontractor’s performance based on their safety, quality, and adherence to schedule. Feedback is provided on successes and areas of improvement are identified and discussed.

At project completion Walsh performs an evaluation of each subcontractor. The evaluation reviews and confirms all contract obligations have been fulfilled, finalizes outstanding payments, identifies lessons learned and best practices that can be applied to future projects.

## 5. Equal Employment Opportunity and DBE Compliance

Walsh is committed to achieving the Project’s equal employment opportunity (EEO) and DBE goals by bringing opportunities to local businesses and communities. DBE Compliance Manager Lori Snyder will actively lead and administer our DBE Performance and Subcontracting Plan and EEO program. Lori has over 17 years of experience

building positive relationships with government agencies, suppliers, and subcontractors, and has supported dozens of INDOT projects that have met or exceeded EEO and DBE goals. Lori will be responsible for managing:

- » Training jobsite staff on our DBE subcontracting process (**FIGURE 5.7**)
- » Coordinating with project staff and local unions on workforce diversity and on-the-job training opportunities
- » Coordinating and communicating EEO/DBE efforts with the project team and INDOT
- » Facilitating outreach and community engagement and work with community-based organizations to encourage recruitment
- » Tracking, documenting, and monitoring compliance

**FIGURE 5.7 // DBE UTILIZATION PROCESS**



## TRACKING AND DOCUMENTING

As part of our DBE Performance Plan, Walsh will monitor and verify work committed to and performed by DBE subcontractors and suppliers. This information will be reported to INDOT by Walsh’s DBE/Workforce Progress Report. In addition, Lori will prepare and distribute to the project staff and INDOT a monthly DBE Utilization Report. This report supplies the following information:

- » Procurement information, including summaries of procurement strategies and results to date, outreach events, and communication with the DBE community
- » Status of our DBE Performance Plan, including details of current DBE commitments and open contract opportunities, laying out a path to meet or exceed the DBE goal
- » Payment details for each subcontracted DBE firm, including scope and estimated value of work, original contract amount, change orders, and amounts paid

As a union employer, Walsh will work closely with local labor unions to recruit minority and female craft workers from the respective trades. Walsh will meet with the unions in advance of work startup to communicate the needs of the Project and provide the unions with a Workforce Request Form and job opportunity letters. Once the field work has started, Lori will prepare a monthly Workforce Tracking Report based on monthly certified payrolls for Walsh and subcontractor craft personnel. This report provides the following information:

- » Workhours by trade and employer
- » Workhours by ethnicity and sex
- » Percentage of minority and female hours versus goal

## ENSURING COMPLIANCE

Lori will manage our DBE and EEO process to ensure compliance with the regulations found in 49 CFR Part 26 and provisions of Title VI of the Civil Rights Act. As part of this process, Walsh will maintain an OFCCP 16-Step Compliance Binder electronically on our Project server, documenting our EEO training and efforts. DBE firm solicitation and follow-up, advertisements, and union requests will be logged to document Good Faith Efforts.

Walsh will perform Commercially Useful Function (CUF) research in advance of subcontracting and perform a CUF audit shortly after a DBE subcontractor

mobilizes on-site. Additional CUF audits will be performed periodically during the Project’s lifespan. Our focus on DBE goals is proven by our achievements on similar projects **FIGURE 5.8**.

**FIGURE 5.8 // DBE UTILIZATION SUCCESS**

PROJECT	GOAL	ACHIEVED
<b>NICTD Double Track</b> Northwest Indiana   \$375M   Walsh	12.46%	14.5%
<b>LSIORB Downtown Crossing DB</b> Louisville, KY   \$894M   Walsh	8%	9%
<b>LSIORB East End Crossing P3</b> Utica, IN   \$763M   Walsh	9%	10%
<b>I-69 ATL and Maintenance DB</b> Anderson, IN   \$79M   Walsh	12%	17.51%
<b>I-69 Reconstruction (White River to CSX)</b> Washington, IN   \$110M   Walsh	6%	6.38%
<b>I-60 Section 6 Contract 2</b> Martinsville, Indiana   \$165M   Walsh	12%	16.5%
<b>US 50 Roadway Rehabilitation</b> Dillsboro, IN   \$23M   Walsh	9%	12.69%
<b>Milton-Madison Bridge DB</b> Madison, IN   \$103M   Walsh	3%	4.95%

## 6. Risk Management During the Construction Phase

Detailed risk analysis, management, and mitigation plays an important role in achieving overall cost and schedule objectives. Walsh has extensive experience managing risk on projects similar in nature to the Level Up 31 Project that allows our team to proactively anticipate potential issues and to avoid surprises.

Our approach to risk management during the construction phase will continue the work that was started in the preconstruction phase of the Project and identified as owned by INDOT or Walsh in the Risk Register. An advantage of the CM/GC delivery method is that potential project risks are identified, assessed, prioritized and

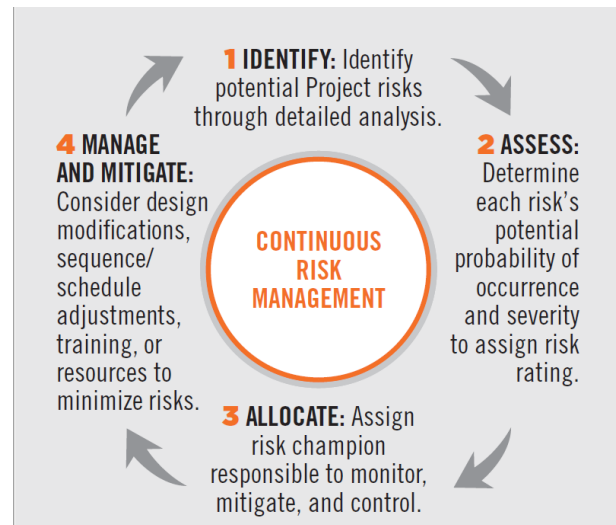
mitigation plans are created by the individuals who will continue through the construction efforts. Once construction has started, Walsh will expedite the work required by the Risk Management Action Plan to minimize exposure to schedule and cost impacts. The individual identified as the Risk Champion for a particular risk event will lead this effort and will be responsible for the following:

- » Informing project staff and INDOT when the risk event occurs
- » Following through with the Risk Management Action Plan
- » Coordinating subject matter experts, key stakeholders, and affected third parties
- » Tracking schedule and cost of the risk event to completion
- » Providing cost information for affected pricing packages
- » Providing change order documentation, if allowed
- » Providing input for the Utility and Third Party, Permitting and Environmental, and Materials Sourcing Plans as necessary

Risk review meetings will be held at least monthly, with INDOT to review the Risk Register. These meetings are critical since the Risk Register is a dynamic document and risk assessment and priorities will change during the project's lifespan. These meetings will mobilize the collective team knowledge when updating the Risk Register. We will update, review, and document the status of ongoing risk mitigation events. Strategy discussions will be held to improve ongoing risk mitigation and potential future events. Designers may be engaged if a design solution and revision may provide a better solution than the current plan.

Open and transparent discussion of identified potential new risks will determine if items need to be added to the Risk Register. If a new risk is identified, we will follow an approach like that used in the preconstruction phase where we assess the probability of occurrence, prioritize, assign ownership, develop Risk Management Action Plan, implement the plan, and monitor our strategy for effectiveness as illustrated in **FIGURE 5.9**.

**FIGURE 5.9 // RISK MANAGEMENT ACTION PLAN**



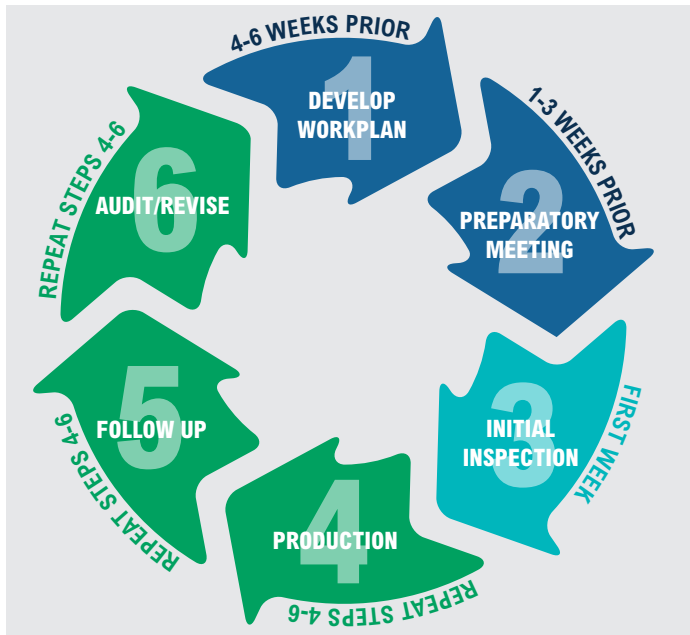
## 7. Construction Quality Management

Walsh's strong quality culture starts with our people, who are the single most important asset in achieving the required standard of quality. For this reason, Walsh's quality culture makes fulfilling quality expectations the responsibility of everyone on the project team. Our project teams perform detailed work and activity planning that begins well before the first shovel.

Construction Quality Manager (CQM) Darin Crain will champion quality throughout the project. He will promote our quality culture, raise awareness, recognize and reward good practices, take initiative, support our work planning, share lessons, and be visible to the field, office, and INDOT. Jobsite expectations will be clearly and consistently communicated, and a Project Quality Kick-Off will be conducted at the start of the project.

Darin will develop Walsh's project-specific Construction Phase Quality Management Plan (CPQMP) in collaboration with the project team and INDOT. The CPQMP will be predicated on the principles listed in **FIGURE 5.10**. It will conform with the requirements of the contract documents and describe all significant actions required to guide our quality effort and confirm compliance with technical requirements and the Released for Construction documents. The CPQMP will provide the basis for management and delivery of QC activities, including requirements for materials, products, completed construction, testing, monitoring, supervision, inspection, documentation, and correcting non-conforming work.

**FIGURE 5.10 // CPQMP PRINCIPLES**



The CPQMP will be managed as a dynamic document because elements of it, such as task-specific work plans, quality hold points, and QC plans are constantly being developed and improved throughout the Project. In addition, more programmatic information may be added as it becomes available. For example, this could include more detail on material identification methods or the document control system. These changes will be woven into the CPQMP using the existing CPQMP structure.

Internal Project Quality Evaluations will be conducted periodically by Walsh’s regional or corporate quality leadership, as an independent confirmation that quality expectations are being met. Such evaluations serve as a leading indicator in our efforts for ongoing improvement. An initial Project Quality Evaluation is conducted near the start of a project (about 10% completion), at substantial completion, and at least annually in between.

**WORK PLANNING**

Effective work planning (**FIGURE 5.11**) is the best way to ensure works are performed safely, correctly, and efficiently. Work planning, for each Definable Feature of Work (DFOW), prepares project management staff, self-perform crews, and subcontract partners for the tasks ahead.

**Work Plan Elements**

Elements that make up a comprehensive work plan include:

- » Installation steps
- » Progression of work on the jobsite

- » Safety and quality hazards and mitigation controls
- » Identification of preceding works and works to follow
- » Installation tolerances
- » Inspection hold points and tests
- » Layout control lines required
- » Required materials and lay-down areas
- » Required tools and equipment
- » Required task or material training/certifications
- » Verification of most recent drawings/specifications
- » Review of approved submittals and answered RFIs
- » Verification of adjacent material compatibility
- » Protection of adjacent works
- » Lessons learned from past experiences
- » Pre-Excavation Checklist
- » Pre-Pour Checklist
- » Pre-Pour Sequence

Work plans will be communicated to our field teams with initial inspections held during the beginning of work activities. Work will be routinely reviewed during follow-up self-inspections, with work plans updated as needed for continual improvement.

**FIGURE 5.11 // EFFECTIVE WORK PLANNING**

	<b>UNDERSTAND AND COMMUNICATE.</b> Understand and communicate INDOT’s requirements and Walsh’s experience.
	<b>PLAN ALL WORK.</b> Plan all work activities so that work is done right the first time with the most up-to-date information.
	<b>LESSONS LEARNED.</b> Review Quality Incident Reports from previous projects for lessons learned.
	<b>DO IT RIGHT.</b> Walsh’s approach to doing it “Right the First Time” ensures limited re-work.
	<b>STOP WORK AUTHORITY.</b> Empower all employees to stop work when something is perceived as incorrect or not compliant with the work plan.
	<b>INSPECT AND DOCUMENT.</b> Inspect and document all construction work is in accordance with the work plan.
	<b>MONITOR.</b> Monitor quality through audits, oversight, and certification.
	<b>IMPROVE.</b> Continuously improve through training, both on-the-job and in the classroom.