



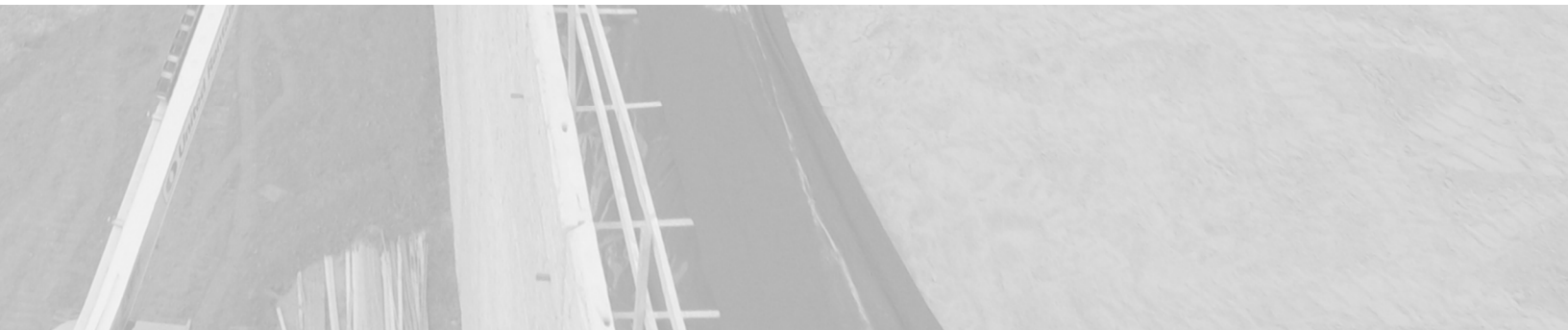
LEVELUP31

Proposal for Construction Manager/General Contractor
RFP # PD2401

Level Up 31 Project

June 3, 2024

Technical Proposal – Volume II



**Technical Proposal
Volume II
Table of Contents**

General Organization	1 - 2
Organizational Chart	3
Experience of the Firms	4 - 7
Form E – State Street Redevelopment Project	8 - 9
Form E – I-69 Section 6 Contract 4	10 - 11
Form E – Clear Path Contracts 1 & 2	12 - 13
Form F – Key Personnel Experience	14
Form F – Project Manager – Caleb Frey	15 - 18
Form F – Construction Manager – Josh Guerin	19 - 24
Form F – Construction Quality Manager – Kent Blosser	25 - 26
Form F – Maintenance of Traffic Manager – Dan Issacs	27
Form F – Lead Estimator – Eric Jordan	28 - 32
Form F – Project Scheduler – Caleb Frey	33 - 35
Pre-Construction Approach	36 - 46
Construction Approach	47 - 52

General Organization

The Rieth-Riley Construction Co., Inc., (Rieth-Riley) management structure was put in place during the RFP phase and will be implemented during the preconstruction and construction phases of the Level Up 31 Project (the Project). Rieth-Riley's Team consists of members from Rieth-Riley and Butler, Fairman & Seufert, Inc (BF&S). We have identified personnel from each organization within our Team that strategically fit into the Key Personnel listed for the Project. The contractual organization of the Team is governed by an agreement between the parties involved. Rieth-Riley and BF&S negotiated a materially complete Professional Services Agreement, which will be entered into on notice of award. The functional organization of the Project, as depicted on our organizational chart, details the various reporting relationships between the team members of the Project team, and identifies the individuals who will fill the needed roles. Although entering into certain subcontracts for delivery, Rieth-Riley is planning to self-perform most of the work and will maintain an active management presence to oversee the preconstruction and construction phases of the Project.

Included with this submittal, we have provided a graphical overview of the Rieth-Riley Team management and organizational structure, which has been built with four key components in mind:

- 1) A single point of responsibility and accountability for the Project to the Department, through its single contact with Rieth-Riley and a direct line of communication to the Project Manager during the preconstruction and construction phases.
- 2) A core team of experienced discipline leads who have primary responsibility within the Rieth-Riley Team to ensure the Project meets all objectives, who will work in tandem to deliver an integrated product, and who will lead all informal communication and coordination with the Department staff where appropriate.
- 3) Designated discipline staff leads, with short, clear lines of communication and responsibility, each focused on a specific aspect of the Project that is of critical importance to its success, and who are organized in such a way to ensure effective integration.
- 4) This Project will always have the full support and resources of the Executive Committee. Although not engaged in a full-time capacity, the Executive Committee can, and will, be involved in the Project, as necessary, to ensure all issues are resolved in a timely manner, at the lowest level possible, to maintain the proper flow of the Project.

Progressive Contractor Staffing Plan, Directory & Organization

Our Team has thoroughly reviewed the Request for Proposals (RFP), the Agreement, all Addenda, and the information posted with the RFP Reference Information Documents (RID). We understand the complexities and challenges of this Project. We understand the Department's goal's to maximize the use of the Project budget to provide the best value for the Department, minimize impacts to the natural and built environment, incorporate innovative project management processes to maximize efficiency, realize the benefits of construction manager/general contractor project delivery, Construction Phase underway no later than July 1, 2025, utilize existing structures where possible, and potentially mechanically stabilized earth (MSE) wall panels due to current minimal age, and minimize adverse impacts to existing traffic movements and design the Project with safety in mind (in coordination with emergency services). Our team strongly embraces the Department's defined goals, vision, and objectives, and is excited to roll up our sleeves and develop a strong and viable solution. In addition, the Rieth-Riley Team fully intends to set the highest standard for how these projects are to be executed now and, in the future, as Rieth-Riley has done on other projects and delivery methods for the Department.

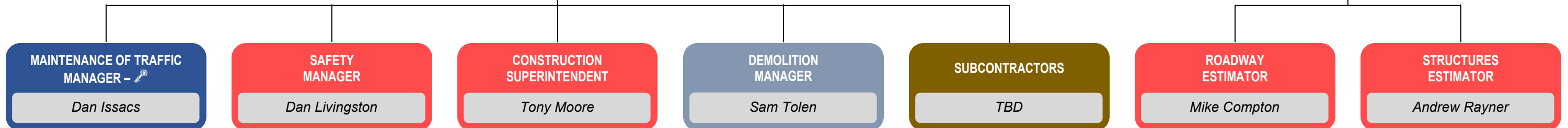
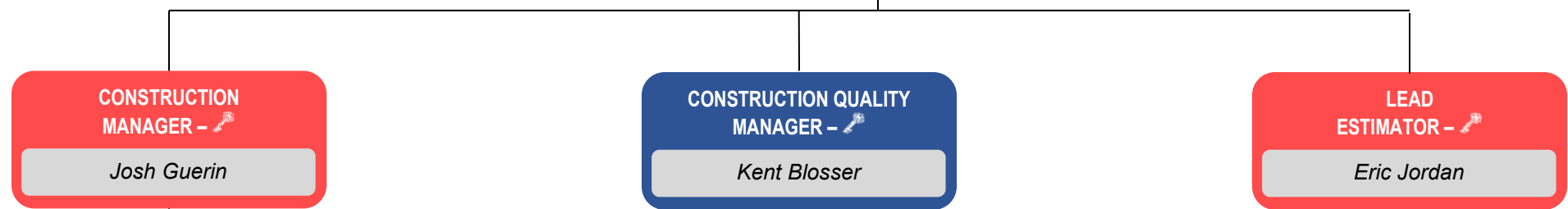
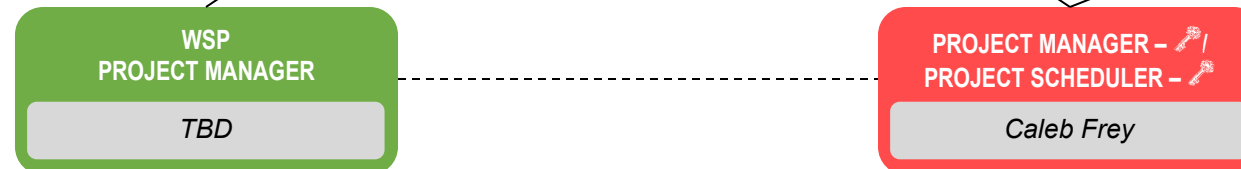
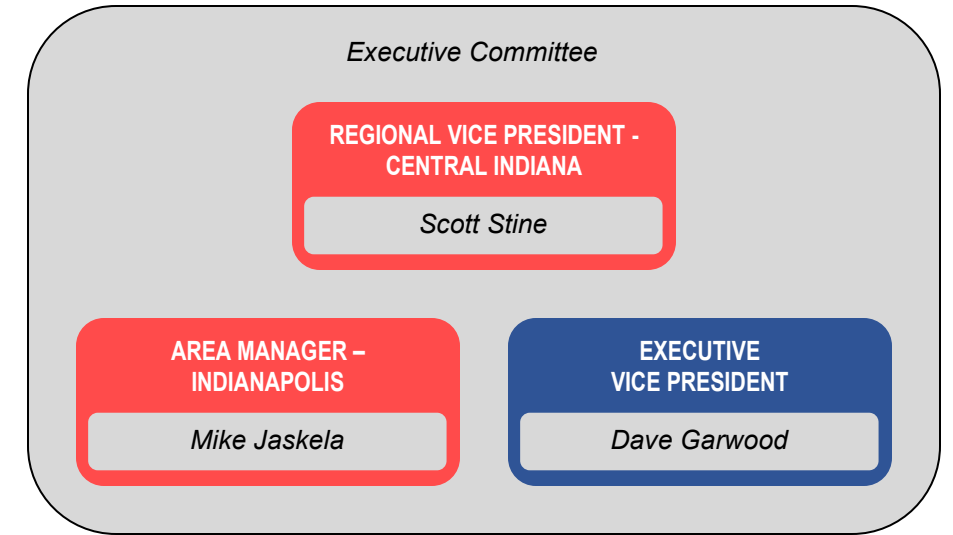
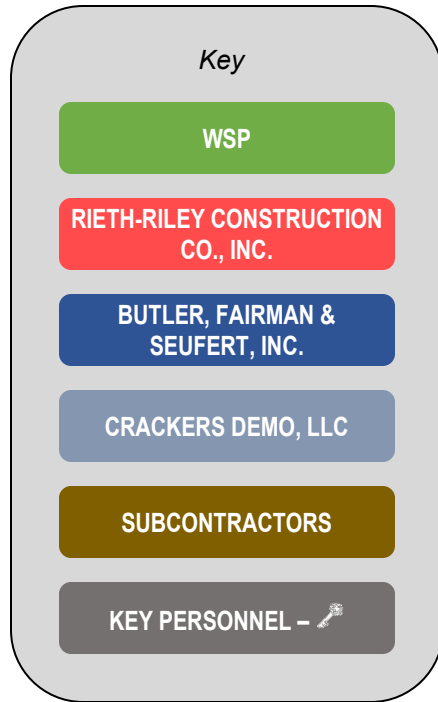
To meet these objectives and deliver the lowest "whole-of-life" cost, best value, and shortest schedule for completing the Project, the Rieth-Riley Team has specifically assembled a project management plan and team

consisting of the strongest road contractor in Indiana and one of the most experienced Indianapolis-based engineering firms along with supporting subcontractors and subconsultants.

Maintaining continuity of management staff and organizational relationships throughout the project phases has allowed the Rieth-Riley Team to:

- Quickly establish processes, techniques, structures, and working relationships that create a project environment where innovation and teamwork lead to lowest “whole-of-life” cost and highest quality.
- Implement a culture of safety and environmental stewardship and apply proven methods for safely constructing the Project through the preconstruction and construction phases.
- Retain the accumulated knowledge, team buy-in, and project background necessary to make informed decisions on a day-to-day basis.
- Bring unmatched community knowledge of the Project from day one that will help the Rieth-Riley team develop a solution that aligns with the Department’s goals.
- Enlisted key personnel familiar with entire NEPA process and its requirements.
- Senior leadership committed to the success of the project and active support of the alternative delivery method best practices.
- Key personnel include individuals that are experienced in the implementation of the alternative delivery method best practices, and whose personalities are well-suited to the collaborative nature of the process.

LEVELUP31



Experience of the Firms

Rieth-Riley Construction Co., Inc.

Rieth-Riley was established in Indiana in 1916 and has been a 100% employee-owned company since 1992. Rieth-Riley has offices in both Indiana and Michigan, serving both the public and private civil construction sectors from Central Indiana to the Upper Peninsula of Michigan. The Indianapolis area of Rieth-Riley provides our in-house crews with a full suite of civil construction services; earthwork, underground utilities, structures, site concrete, asphalt paving, and asphalt production. The Indianapolis area has also provided construction management services on large INDOT projects for more than a decade.

Rieth-Riley offers self-perform construction services in the Indianapolis Area and is staffed with over thirty construction crews. Rieth-Riley utilizes these crews on projects that range from simple parking lot construction to complex highway projects, such as US-31 Sections 5, 6, 7, & 8 in Westfield, Indiana. Rieth-Riley self-performed all the earthwork, utilities, asphalt paving, and over eighty percent of the structure work for this project. The project was divided into two separate contracts and at bid time of the first contract Rieth-Riley determined the schedule requirements necessitated additional resources to keep the structure related scope on schedule. For the US-31 projects, Rieth-Riley subcontracted worked with both local and out of state contractors, ultimately utilizing an out-of-state contractor, to provide the additional resources for structure work and maintain the owner's schedule.



Rieth-Riley has shown a history of reviewing a project's risk and assembling a project team that best mitigates those risks for the owner and the contractor. The State Street Redevelopment Project in West Lafayette, Indiana, a Public-Private Partnership, was entirely bid as a self-performed project for Rieth-Riley's scope of work. Once the final scope was established, Rieth-Riley acted as both the General Contractor, performing all of our in-house scopes and a Construction Manager utilizing subcontractors for some earthwork and utilities packages. The actual construction of the project saw multiple contractors doing various scopes of work over the three-year project.

Rieth-Riley has worked very closely with INDOT on projects with very aggressive schedules to provide and implement innovative ideas to mitigate risk. Rieth-Riley worked with INDOT to provide an hourly based schedule for the I-465 Southwest Closure project in 2018 that saw both directional closures open ahead of schedule. The hourly schedule allowed INDOT and Rieth-Riley to coordinate materials, crews, and inspection staff working twenty-four hours a day for nine straight days. Rieth-Riley also implemented daily onsite scheduling meetings with all the project stake holders and allowed INDOT maintenance and its contractor for another contract to utilize the safety of Rieth-Riley's interstate closure.



The success of the I-465 Southwest Closure in 2018 led to an INDOT and Rieth-Riley negotiated closure of the I-465 Southeast project in 2019. The project was originally scheduled for weekend only work with barrels and lane restrictions. Due to a very large amount of scope creep, safety concerns, and the success of the previous closure, Rieth-Riley approached INDOT with a draft maintenance of traffic (MOT) design that allowed the project to be completed within the two 15-day directional closures. To expedite the MOT design change, Rieth-Riley provided a redline set of drawings for the lane restrictions, ramp closures, detour routes, and overhead signage modifications. This effort allowed INDOT's designer to focus on verifying design criteria and not having to spend time doing the field work for the MOT design.

In recent years, INDOT has begun to procure larger, more complex projects. Rieth-Riley has approached this challenge by teaming with other contractors to provide a better contracting team based on the project's requirements. The I-69 Section 6 Contract 4 project was especially challenging due to large quantities, varying pavement types, and the first-year schedule requirements. To tackle these challenges Rieth-Riley joint ventured with another contractor who handled all the utility work and earthwork, along with an additional paving competitor to share the pavement construction workload. This approach to risk sharing and mitigation lead to the project meeting all the milestone dates and being substantially complete six months early.

The I-465/I-69 ClearPath projects presented yet another challenge for the construction industry. Rieth-Riley, through our relationships within the industry, was able to assemble a Tri-Venture team that has successfully progressed both projects through three construction seasons. While the projects have experienced delays outside of the project teams' control, Rieth-Riley has been able to partially mitigate those with rephases of MOT schemes. Rieth-Riley has also worked with INDOT and the Design Team to review and trouble shoot the traffic control interactions between the I-465 work and the construction of the new I-69 interchange. Rieth-Riley has played a critical role in bringing the challenges to the forefront early in the review process so that they can be resolved before causing delays. Rieth-Riley has worked closely with the Design Team providing MOT solutions to expediate resolution timelines.

Rieth-Riley took on the role of team lead on both the I-69 Section 6.4 and ClearPath projects. Our experience with self-performing our partners' scope allows Rieth-Riley to have a detailed insight into providing construction management oversight of our partners, working with them to progress the project and be successful as a Project Team. Rieth-Riley prides itself on treating all subcontractors as if they are a Rieth-Riley crew and all parties being successful during our construction projects.

Throughout the I-69 Section 6.4 and ClearPath projects, Rieth-Riley has worked with INDOT to successfully utilize INDOT's latest Critical Path Method (CPM) scheduling specification to mutual benefit of all parties. Rieth-Riley's collaboration with INDOT has improved the success of the CPM schedule by better defining a schedule structure that can be followed by all parties and easily tracked/reviewed. This specification has allowed INDOT and Rieth-Riley to fairly track the progress of the project, along with providing foresight into coming issues and assign delays when necessary. The use of the CPM on all three projects lead to the success of I-69 Section 6.4 and is critical to the future success of the ClearPath projects. We take great pride in setting the standard for using this scheduling method.

Butler, Fairman & Seufert, Inc.

BF&S, founded in 1961, has provided professional services to our clients for over sixty years. Our understanding of design guidelines, ability to coordinate with stakeholders, and project management is unparalleled. We strive to contribute to the well-being, quality of life, and growth of the communities we serve. Our goal is to build long-term genuine relationships with our clients and foster meaningful professional development in our employees.

Full-service civil engineering capabilities include:

- Aviation
- Bridge Design
- Construction Inspection
- Right-of-Way Services
- Site Development
- Survey
- GIS/Asset Management
- Water Resources
- Roadway Design
- Traffic Engineering
- Parks and Greenway Design
- Transportation Planning
- Environmental Services

BF&S currently houses 190 employees, including 60 professional staff. Our ongoing success as a revered civil engineering company is all thanks to our ambitious team. Together, we strive to produce the best ideas and end results, ensuring the strength and balance of the company, as well as the most favorable outcomes for our clients. Our focus on team improves our performance and, as a result, increases our valued clients' satisfaction. We look forward to teaming up with Rieth-Riley by becoming a part of our management staff fulfilling the key roles of Construction Quality Manager and Maintenance of Traffic Manager.

Crackers Demo, LLC

For over 35 years Crackers Demo (Crackers) has been the leader in bridge demolition and selective removal in Central Indiana and surrounding states working as far as Florida. Most of the interstate bridges and overpasses that were replaced in Indianapolis in that time have been removed by Crackers, especially the technically difficult structures such as Concrete Arch Girders. Crackers owns multiprocessors from Trevi Benne (Italy), hydraulic hammers from Magnum (Canada) and excavators from Caterpillar (United States). Our fleet is specifically designed for bridge demolition and is sourced from the best manufacturers in the world. Our reputation for safe and efficient demolition has been cultivated for decades on major projects, where our expertise has been used to demolish bridges quickly and safely. This allows our customers to focus on replacing bridges while Crackers removes the old ones. Our removals have been completed under all types of jobsite restraints, overnight lane closures, rolling slowdowns, around the clock during weekend closures and phased construction. We have extensive experience with removals over water and over the most congested and high-profile interstates and interchanges. If it absolutely, positively has to be destroyed overnight, call Crackers – The S.W.A.T. Team of Demolition.

Teaming Approach

Rieth-Riley has chosen to work with BF&S and Crackers due to the past successes of our firms and our differing approaches to issue resolution. Rieth-Riley brings the experience and resources of a major contractor that has both self-perform and construction management capabilities. Rieth-Riley's success working with BF&S on the State Street P3 project (BF&S was the owner's representative) laid the groundwork for Rieth-Riley and BF&S to team up to provide a successful delivery of the Level Up US31 project. BF&S brings an engineering and inspection approach to the team that will be critical in our planning, reviews and quality control through the preconstruction and construction phases. Crackers experience selectively removing and completely removing numerous structures throughout the Midwest will provide the experience the team needs to safely remove the existing onsite structures. Rieth-Riley and Crackers experience working together has proven to be a successful team when careful and pre-planned demolition is required. This team's success lies in our diversified backgrounds and approach to problem solving, while also having mutual respect and an appreciation of owner considerations.

FORM E

FIRM EXPERIENCE

PROPOSER: Rieth-Riley Construction Company, Inc.

Instructions: Provide firm experience for no more than three projects for the Lead Contractor. One Form E shall be completed for each project. This form may be modified; however, the information shall be presented in the order requested and prompts shall be conspicuous to facilitate review. The page limit for each project is two pages.

Name of Firm: Rieth-Riley Construction Company, Inc.

Name of Client (Owner/Agency, Contractor, etc.): Interlocal Cooperation Board of the City of West Lafayette, Indiana and the Trustees of Purdue University

Client Contact Information:

Name: Don Peterson Telephone: (765) 894-0860 Email: drpeter@purdue.edu

Project name, location, description, and nature of work for which firm was responsible:

- State Street Redevelopment Project
- West Lafayette, IN
- The Project consists of the construction of new roundabouts, travel lanes, bicycle paths, storm sewers, and new roadway alignments in the City of West Lafayette. The general purposes of the Project include increasing safety, redeveloping gateways into the City of West Lafayette and Purdue University, enhancing community and campus resident cohesiveness, expanding transportation infrastructure, and providing opportunities for technical innovations.
- Rieth-Riley acted as the General Contractor/Construction Manager for the Development Partners, Plenary Roads State Street. In addition to our role as General Contractor/Construction Manager, we also installed all the HMA pavement, curbs, sidewalks and performed various earthwork/grading operations where we elected not to contract with various Subcontractors.

Project Status (as of Proposal Date): Completed

Project Delivery Method: Public-Private Partnership

Project Cost (US\$): \$121.7 million total project cost

Work Performed Date: From: December 2015 To: December 2018

Describe major risks or challenges encountered during construction or contractor participation in design and strategies implemented to resolve/mitigate these items:

- **Pedestrian Maintenance of Traffic**
 - We installed a pedestrian fence at the Right of Way to prevent pedestrians from walking through our active construction site. This allowed for the construction team to focus on the work being performed and not having to watch for pedestrians cutting through the work zone, while also maintaining public safety adjacent to the construction site.

- **Limited Right of Way**
 - With Purdue University owning the property adjacent to State Street and the face of buildings being at the Right of Way, there wasn't any additional Right of Way to be procured. This meant working in tight areas while adding all the required infrastructure of full roadway and sidewalk construction.
- **Construction Schedule**
 - The Joint Board allowed a full closure of a portion of State Street to be closed during the summer break for Purdue University. This meant a full reconstruction of a ¼ mile section of road that was required to be completed in a 90-day period. To add to the complexity of the already tight construction schedule, half of this section of road had businesses at the edge of sidewalk that were required to be maintained during construction.

Describe use of innovative methods or materials:

- **Construction Management Processes**
 - When the project was awarded to Plenary Roads State Street, the project had been contracted to Rieth-Riley or pre-bid subcontractors to the amount of 55%. Once the project was awarded, Rieth-Riley worked with their design firm to create the project drawings. Once the project drawings were 60% complete, Rieth-Riley advertised the different packages to the industry. This allowed the subcontractors to be working on their pricing packages, with the understanding that these are only 60% plans, while the design team was putting the finishing touches on the plans to get them to Release for Construction (RFC). Once the final RFC plans were completed, Rieth-Riley and the subcontractors could verify if any quantities changed before the issuance of the subcontract. In proceeding in this manner, Rieth-Riley was able to condense the project schedule by 3-4 months for each year of construction.
- **Suspended Sidewalks**
 - Through the downtown portion of West Lafayette on State Street, there are businesses that are adjacent to the back of sidewalk. To meet the requirements for the quantity of topsoil per tree along the roadway we were required to install sidewalks that would bridge over the topsoil to not compact the topsoil. We worked with our design team to come up with a solution creating a reinforced sidewalk that bridges the topsoil and provides a structurally sound sidewalk while also providing the required topsoil per tree.

Highlight the Key Personnel and their role in reference project:

- Caleb Frey, (Project Manager & Project Scheduler), was an integral part of the project beginning on the front end as one of the Project Estimators. Once the project was awarded to Rieth-Riley, Caleb transitioned into a Project Manager for the duration of the project, overseeing the design and construction of the project. Caleb was also the Project Scheduler for the project for the duration of the project.
- Josh Guerin, (Construction Manager), was a Project Manager on the State Street Redevelopment Project. Josh's roles included submittal coordination, change order management and subcontractor coordination. Josh also updated and managed our monthly tracking reports that would be submitted to the owner.

Provide the following information for the referenced project:

Percent of Total Work Performed by Firm (% construction): 48%

Value of Liquidated Damages and Claims: \$0

Any Litigation against Firm? Yes ___ No X

FORM E

FIRM EXPERIENCE

PROPOSER: Rieth-Riley Construction Company, Inc.

Instructions: Provide firm experience for no more than three projects for the Lead Contractor. One Form E shall be completed for each project. This form may be modified; however, the information shall be presented in the order requested and prompts shall be conspicuous to facilitate review. The page limit for each project is two pages.

Name of Firm: Rieth-Riley Construction Company, Inc.

Name of Client (Owner/Agency, Contractor, etc.): Indiana Department of Transportation

Client Contact Information:

Name: Chad Nierman **Telephone:** (317) 694-8292 **Email:** d30nier@indot.in.gov

Project name, location, description, and nature of work for which firm was responsible:

- I-69 – Section 6 Contract 4
- Martinsville, IN to Greenwood, IN
- The project consisted of upgrading the existing State Road 37 to interstate standards from Martinsville to Indianapolis. The project will eliminate the existing at-grade crossings on State Road 37, construct overpasses, build local access road connections and introduce two new interstate access points.
- Rieth-Riley was the Lead Contractor of the Joint Venture on the project that managed the overall project subcontractors as well as self-performing all maintenance of traffic, 5 miles of full depth HMA reconstruction, 6 miles of partial depth HMA overlay, constructing 6 mainline I-69 bridges and 5 ramp/overpass bridges.

Project Status (as of Proposal Date): In-Progress – 98% Complete

Project Delivery Method: Design-Bid-Build

Project Cost (US\$): \$367 million total project cost

Work Performed Date: From: January 2021 To: Present

Describe major risks or challenges encountered during construction or contractor participation in design and strategies implemented to resolve/mitigate these items:

- **Construction Schedule**
 - The project saw a very tight schedule during the 2021 construction season. This included 5 miles of full depth HMA reconstruction, 6 miles of partial depth HMA overlay and 1 mile of full depth PCCP reconstruction. In addition to the required pavement construction, 2 million cubic yards of dirt and 8 mainline bridges were required to be constructed during this construction season. Rieth-Riley began the mitigation measures at bid time when we contracted with selective contractors who had specific experience and expertise to ensure we were able to complete the work in the first season. During the construction phase, we encountered some delays during the 5-mile full depth HMA section. To mitigate the delay on the entire 12 miles, Rieth-Riley worked with INDOT and the Design Team to construct a temporary cross over adjacent to the delayed section splitting the 12-miles allowing multiple activities and contractors to progress the work simultaneously.

Describe use of innovative methods or materials:

- **Drilled Shafts at Stotts Creek**
 - During the bidding process, Rieth-Riley identified a challenging portion of the Section 6.4 project would be the new twin I-69 Bridges over Stotts Creek. During Section 6.3 in the 2020 construction season, Rieth-Riley completed a single bridge over Stotts Creek to act as a new frontage road. The bridge in the Section 6.3 contract included cofferdams, piling, foundation seal and footing for the new piers. This single structure took the entire 2020 construction season. When we saw the I-69 Bridges over Stotts Creek were designed to be constructed in the same manner, we knew it would be a large undertaking to complete two structures in a single construction season. Once the project was awarded to Rieth-Riley, we subcontracted with our partner contractor to provide a Cost Reduction Incentive to switch from a traditional footing design to drilled shafts for the piers. This switch allowed the project to minimize the duration of work required to be completed at, or below, the water level of the White River 100 feet away. This risk identification and mitigation allowed the intermediate completion date for the 2021 construction schedule to be completed on time.
- **Temporary Left Turn MOT for Access**
 - During the bidding process, Rieth-Riley identified a challenge with the construction access during the 2021 construction season while Temporary Traffic Barrier Wall was in place separating Northbound and Southbound traffic for the entire 11.5 miles of construction in the 2021 season. Rieth-Riley identified a solution to construct access points via temporary bump outs at existing turn blisters.
- **Crown Correction in Overlay Section**
 - The middle 6-mile section of the project was designed with a profile milling operation with 5 inches of new asphalt on the existing roadway. When we began the milling operation, we noticed there was an issue with the existing grades of the roadway and INDOT's proposed profile grade. To correct this issue, we gathered the proposed design elevations, shot the existing profile grade, then compiled the information for the Department and Design Team to review before executing the revised plan in the field.

Highlight the Key Personnel and their role in reference project:

- Eric Jordan, (Lead Estimator), was involved during the procurement process of the Project as the Lead Estimator for Rieth-Riley.
- Caleb Frey, (Project Manager & Project Scheduler), was an integral part of the project beginning on the front end as one of the project estimators. Once the project was awarded, Caleb transitioned into the Project Manager for the duration of the project, overseeing the construction of the project. Caleb was also the Project Scheduler for the project for the duration of the project.

Provide the following information for the referenced project:

Percent of Total Work Performed by Firm (% construction): 50%

Value of Liquidated Damages and Claims: \$0

Any Litigation against Firm? Yes No X

FORM E

FIRM EXPERIENCE

PROPOSER: Rieth-Riley Construction Company, Inc.

Instructions: Provide firm experience for no more than three projects for the Lead Contractor. One Form E shall be completed for each project. This form may be modified; however, the information shall be presented in the order requested and prompts shall be conspicuous to facilitate review. The page limit for each project is two pages.

Name of Firm: Rieth-Riley Construction Company, Inc.

Name of Client (Owner/Agency, Contractor, etc.): Indiana Department of Transportation

Client Contact Information:

Name: Rob Goldner **Telephone:** (765) 316-1267 **Email:** rgoldner1@indot.in.gov

Project name, location, description, and nature of work for which firm was responsible:

- Clear Path 1 & 2
- Indianapolis, IN
- The projects include added travel lanes, new ramp lanes, 14 new bridges, two rehabilitated bridges, maintenance work and interchange modification.
- Rieth-Riley is a member of the Tri-Venture on the Clear Path 1 and the sponsor of the Tri-Venture on Clear Path 2. Rieth-Riley is self-performing all the MSE wall (205,000 SFT), 4 bridges and all maintenance of traffic on Clear Path 1. Rieth-Riley is self-performing 204,000 SFT of the 301,000 SFT of MSE wall, 8 of the 13 bridges and all the maintenance of traffic on Clear Path 2.

Project Status (as of Proposal Date): In-Progress – 40% Complete

Project Delivery Method: Design-Bid-Build

Project Cost (US\$): \$471 million total project cost

Work Performed Date: From: January 2022 To: Present

Describe major risks or challenges encountered during construction or contractor participation in design and strategies implemented to resolve/mitigate these items:

- **Construction Schedule**
 - Early in the construction planning prior to bid time the TV identified a very aggressive schedule to meet the contract requirements. Much of the constraints were due to bridge construction needing to be complete on new alignments before the roadway portions could get constructed. So, we began constructing piers and end bents in later phases of the project to ensure that the project could stay on schedule. This was accomplished through working with INDOT and design partners to develop innovative MOT plans that would allow ample and safe work areas for the crews.
 - Early on in our Clear Path 1 contract the TV was able to find ways to be within multiple different phases of the project at the same time. Doing so, provided opportunities to progress the project schedule in manner that enable multiple different operations taking place at the same time within different areas of the project. An example of this is being able to pave on one portion of Phase 2 while finishing removals and grade prep in Phase 3.

Describe use of innovative methods or materials:

- **Culverts Constructed in 6 Phases Changed to Horizontal Bore**
 - There were several culverts on the project that spanned the width of 465 that were to be constructed in multiple phases. The culverts were new and/or replacing existing corrugated metal pipes. Due to the skew of the culverts and maintaining drainage throughout the phases posed a constructability issue. Therefore, the TV developed a plan with INDOT and design partners to forego the original plan of a traditional culvert and install bores within the first phase of the project. This elimination of the original culvert design mitigated schedule and reduced the risk of unforeseen conditions that may have arisen with the traditional box culvert installation.
- **Combination of Phasing**
 - The 82nd street interchange was delayed by nearly a year due to utility relocations. To help mitigate some of the delays within this area of the project, Rieth-Riley worked with INDOT and its design partners to develop a plan that combined two phases of the project.

Highlight the Key Personnel and their role in reference project:

- Eric Jordan, (Lead Estimator), was involved during the procurement process of the Project as the Lead Estimator for Rieth-Riley.
- Caleb Frey, (Project Scheduler), built the project schedule for Clear Path 1 and Clear Path 2. During the first year of construction on the project he was performing the monthly updates. Since March of 2023, Caleb has stepped back from the monthly update process and into a managerial position assisting with reviewing the final update before submission.

Provide the following information for the referenced project:

Percent of Total Work Performed by Firm (% construction): 31%

Value of Liquidated Damages and Claims: \$0

Any Litigation against Firm? Yes No X

FORM F

KEY PERSONNEL EXPERIENCE

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

PROPOSER: Rieth-Riley Construction Company, Inc.

Position	Name	Years of Experience	License / Certification *
Project Manager	Caleb Frey	13	INDOT HMA Field Supervisor, ATSSA Traffic Control Supervisor, OSHA 30 HR
Construction Manager	Josh Guerin	18	INDOT HMA Field Supervisor, ATSSA Traffic Control Supervisor, INDOT Construction Storm Water, OSHA 30 HR
Construction Quality Manager	Kent Blosser	35	INDOT Certified Tech, Current Proficiency INDOT Materials Testing, INDOT Storm Water Level 1 Certified, INDOT Dr. Tom Decoster Leadership Certificate
Maintenance of Traffic (MOT) Manager	Dan Issacs	33	Indiana Professional Licensure – PE 60910078
Lead Estimator	Eric Jordan	17	OSHA 30 HR
Project Scheduler	Caleb Frey	13	Primavera P6 Professional Fundamentals Certificate
*Include professional license number where applicable.			

Caleb Frey		Project Manager
Experience #1	Project Name	I-69 Section 6 Contract 4
	Delivery Method	Design-Bid-Build
	Position Title	Estimator/Project Manager
	Time in this position	From January 2021 to Present equals total of <u>3</u> years <u>5</u> months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	<p>The project consisted of upgrading the existing State Road 37 to interstate standards from Martinsville to Indianapolis. The project will eliminate the existing at-grade crossings on State Road 37, construct overpasses, build local access road connections and introduce two new interstate access points.</p> <p>Rieth-Riley was the sponsor of the Joint Venture on the project that managed the overall project subcontractors as well as self-performing all maintenance of traffic, 5 miles of full depth HMA reconstruction, 6 miles of partial depth HMA overlay, constructing 6 mainline I-69 bridges and 5 ramp/overpass bridges.</p> <p>\$367 Million Total Project Cost</p>
	Detailed description of project responsibilities related to position title	Caleb coordinated with the owner on issues relating from scheduling crews on the project to public involvement.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb oversaw the project as the Lead Project Manager. During his time on the project, he coordinated with Rieth-Riley construction crews and subcontractor crews to complete the project 6 months ahead of schedule.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman, (317) 694-8292, d30nier@indot.in.gov
Experience #2	Project Name	I-70 Concrete Pavement Restoration
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager
	Time in this position	From March 2020 to December 2020 equals total of <u>0</u> years <u>10</u> months
	Average number of hours worked per week on Project	77
	Project Description (include construction value)	This project included a full closure of I-70 from I-465 to I-65 on the west side of Indianapolis. The first phase was a 38-day closure, completed in 33 days, that

		included a full bridge deck reconstruction, exit ramp reconstruction, bridge deck patching, concrete pavement patching, concrete joint repair and bridge deck overlays. The second phase was a 32-day closure, completed in 27 days, that included bridge deck patching, concrete pavement patching, concrete joint repair and bridge deck overlays. \$34.7 Million Total Project Cost
	Detailed description of project responsibilities related to position title	Caleb coordinated with the owner on issues relating from scheduling crews on the project to public involvement.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb oversaw the project as the Lead Project Manager. During his time on the project, he coordinated with Rieth-Riley construction crews and subcontractor crews to complete the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Rob Goldner, (765) 316-1267, rgoldner1@indot.in.gov
Experience #3	Project Name	I-465 Concrete Pavement Restoration
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager
	Time in this position	From March 2019 to December 2019 equals total of <u>0</u> years <u>10</u> months
	Average number of hours worked per week on Project	70
	Project Description (include construction value)	This project includes concrete pavement and bridge restoration on 9 miles of I-465 around the southeast side of Indianapolis. This project was completed on a tight schedule for two 15-day closures with work including partial depth joint repair, full depth concrete patching and bridge deck overlays. \$15.6 Million Total Project Cost
	Detailed description of project responsibilities related to position title	Caleb coordinated with the owner on issues relating from scheduling crews on the project to public involvement.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb oversaw the project as the Lead Project Manager. During his time on the project, he coordinated with Rieth-Riley construction crews and subcontractor crews to complete the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Andy Nahrwold, (317) 273-9010, anahrwold@indot.in.gov

Experience #4	Project Name	I-465 Asphalt Resurface
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager
	Time in this position	From March 2019 to May 2020 equals total of <u>1</u> years <u>2</u> months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	The I-465 asphalt resurface includes asphalt pavement restoration of 12 miles of I-465 around the northwest side of Indianapolis. Work was required to be completed under lane restrictions during weeknights and weekends. \$24 Million Total Project Cost
	Detailed description of project responsibilities related to position title	Caleb coordinated with the owner on issues relating from scheduling crews on the project to public involvement.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb oversaw the project as the Lead Project Manager. During his time on the project, he coordinated with Rieth-Riley construction crews and subcontractor crews to complete the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Rob Goldner, (765) 316-1267, rgoldner1@indot.in.gov
Experience #5	Project Name	State Street Redevelopment Project
	Delivery Method	Public-Private Partnership
	Position Title	Estimator/Project Manager
	Time in this position	From January 2016 to December 2018 equals total of <u>3</u> years <u>0</u> months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	The Project consists of the construction of new roundabouts, travel lanes, bicycle paths, storm sewers, and new roadway alignments in the City of West Lafayette. The general purposes of the Project include increasing safety, redeveloping gateways into the City of West Lafayette and Purdue University, enhancing community and campus resident cohesiveness, expanding transportation infrastructure, and providing opportunities for technical innovations. \$121.7 Million Total Project Cost

	Detailed description of project responsibilities related to position title	As a member of the Plenary Roads State Street (PRSS) team, Caleb was involved during the procurement and estimating process. Once the project was awarded to PRSS, he transitioned to the pre-construction phase including design development, utility coordination, utility relocation, scheduling, and public relations with representatives from Purdue University and the City of West Lafayette.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb was a Project Manager for the duration of the project, overseeing the design and construction of the project from the pre-construction phase through the construction phase. Caleb had daily communication and coordination with the owner on design and construction related items. During design, Caleb assisted in value engineering with the Design Team to assist in reducing construction time and minimizing project cost. Once the project reached the Construction Phase, Caleb was tasked with coordinating with Rieth-Riley crews and subcontractors to ensure the project was completed on time. The project had multiple design and construction seasons causing the coordination between design and construction to be challenging.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Don Peterson, (765) 894-0860, drpeter@purdue.edu
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	Purdue University, 2007-2011 Primavera P6 Fundamentals Certificate ATTSA Traffic Control Supervisor OSHA 30 Hour Certification
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	13 Years

Josh Guerin		Construction Manager
Experience #1	Project Name	INDOT B-38039A 38 th Street Bridge Reconstruct over CSX Railroad
	Delivery Method	Design-Bid-Build
	Position Title	Construction Manager
	Time in this position	From April 2019 to January 2021 equals total of <u>1</u> years <u>9</u> months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	The Project Consisted of demolition of superstructure and substructure to the columns of the bridge, rehabilitation of the existing columns using fiber wrap, lead removal and painting of existing beams and placement of a new deck with sidewalk and parapet wall. Total Project Cost 4.5 million
	Detailed description of project responsibilities related to position title	As construction Manager Josh was responsible for quality control, project correspondence, record keeping, tracking quantities, coordination with CSX to submit and obtain approval of a complete bridge demolition plan illustrating our procedure and protection of the railway below. Ensuring that the installation of all rehabilitation and new bridge items were installed in accordance with the project specifications. monitored quality control efforts by tracking 3 rd party testing, Monitored the removal and disposal of hazardous material to ensure compliance. Josh also tracked all SWPPP documentation and resolved any issues between subs, in house crews and resident project representatives.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	During construction, Josh was tasked with ensuring that the work being completed was in accordance with the specifications set in the contract documents. Josh had daily communication with the owner's representatives from CSX, INDOT and DPW to ensure compliance was met and to ensure issues were resolved. Josh assisted with coordinating efforts between Rieth-Riley crews and subcontractors. Josh also monitored traffic control.
Project Representative (list name, phone number, and email address of owner representative for listed project)	David Borden – Vice President – PM/CM Business Line, Indiana 317-473-2771 David.borden2@Indy.gov	

Experience #2	Project Name	INDOT B-34996-A I-74 Thin Deck Overlay
	Delivery Method	Design-Bid-Build
	Position Title	Construction Manager
	Time in this position	From April 2018 to April 2019 equals total of <u>1</u> years <u>0</u> months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	The Project consists of the Full depth and partial depth bridge deck patching, replacement of bridge railing, surface sealing, 5,622 sys of polymetric concrete bridge deck overlay. \$1.8 Million Total Project Cost
	Detailed description of project responsibilities related to position title	As construction Manager Josh was responsible for quality control, project correspondence, record keeping, tracking quantities, ensuring that the installation of all rehabilitation and new bridge items were installed in accordance with the project specifications. Josh also tracked all SWPPP documentation and resolved any issues between subs, in house crews and resident project representatives.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	During construction, Josh was tasked with ensuring that the work being completed was in accordance with the specifications set in the contract documents. Josh had daily communication with the owner's representation to ensure compliance was met and to ensure issues were resolved.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Brad Thompson, (765) 376-2440 bthompson@indot.in.gov	
Experience #3	Project Name	State Street Redevelopment Project
	Delivery Method	Public Private Partnership
	Position Title	Construction Manager
	Time in this position	From June 2016 to January 2018 equals total of <u>1</u> years <u>8</u> months
	Average number of hours worked per week on Project	60

	Project Description (include construction value)	<p>The Project consists of the construction of new roundabouts, travel lanes, bicycle paths, storm sewers, and new roadway alignments in the City of West Lafayette. The general purposes of the Project include increasing safety, redeveloping gateways into the City of West Lafayette and Purdue University, enhancing community and campus resident cohesiveness, expanding transportation infrastructure, and providing opportunities for technical innovations.</p> <p>\$121.7 Million Total Project Cost</p>
	Detailed description of project responsibilities related to position title	<p>Prior to the start of the project Josh assisted with design development of the storm sewer, utility coordination, and utility relocation. During the construction phase, Josh held an onsite safety training that was site specific for all incoming crew and staff members prior them being able to start work on the project. Assisted with the relocation of existing utilities, the installation of new utilities, installation of the new storm sewer, sidewalk, curb, box culverts, landscaping items for the park, placement of HMA pavement, monitored quality control efforts and tracked 3rd party testing, traffic control of both student foot traffic and motorized vehicles during each phase of construction. Josh also tracked all SWPPP documentation and resolved any issues between subs, in house crews and resident project representatives related to both construction and quality control.</p>
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	<p>During construction, Josh was tasked with ensuring that the work being completed was in accordance with the specifications set in the contract documents. Josh had daily communication with the owner's representation to ensure compliance was met and to ensure issues were resolved. Josh assisted with coordinating efforts between Rieth-Riley crews and subcontractors. Josh also monitored traffic control and assisted</p>
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Don Peterson, (765) 894-0860, drpeter@purdue.edu

Experience #4	Project Name	I-244 NHIPPY Bridge, Federal aid Project No NHIPPY-0244-2(505), Tulsa County, Oklahoma, ODOT DIV 08
	Delivery Method	A+B+C (price + time + time)
	Position Title	Resident Project Representative

Time in this position	From April 2013 to June 2016 equals total of <u>3</u> years <u>3</u> months
Average number of hours worked per week on Project	60
Project Description (include construction value)	Multi-modal bridge to accommodate interstate highway traffic, bicycle, and pedestrian traffic. 50 million total project cost
Detailed description of project responsibilities related to position title	Resident Project Representative (RPR); Work duties and responsibilities include but are not limited to: All inspection responsibilities including a detailed daily report of the days site activity, assisting with all project management responsibilities, attend weekly morning manager's meeting with the ODOT Resident Engineer. Act as the liaison between my Client, GC, FHWA, Core of Engineers, Engineer of record and all other Environmental agencies. Checked and approved submittals by contractor for payment requests for materials on hand. Generate all progressive mid-month and end of month pay estimates that accurately reflect the production levels of the GC and their subs to ensure timely payments are made to all parties involved as the project progresses. Review Shop drawings, Contract schedules, compose project change orders, answer RFI's and attend all weekly progress meetings between my client, contractors, and other governing agencies. Coordinate and direct third parties hired by the client to address contract material testing/quality control, surveying and environmental testing required by the project and then review submitted reports of findings by said parties for accuracy and record keeping. In addition, accurately complete all as-builds and back check previous quantities/monies paid to the contractor for accuracy and submission when requested by the client for periodic audits at the Residency level as well as at the Division level. Compose and ensure completion of a preliminary and final punch list before project completion. Due to the complexity of the project and our findings on the TIGR(497) project we experimented with new methods of curing deck spans and parapet walls utilizing a zinc based curing compound as opposed to more traditional hydration curing methods. This was also the first project the DOT required the implementation of a SID monitoring device with recording capability for visual documentation of drilled shafts before concrete placement.

	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Working as a Resident project representative gives Josh first-hand experience ensuring a project is constructed in accordance with the project specifications surrounding all aspects of the of the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Bruce Arnold P.E. – Tulsa Resident Engineer Oklahoma DOT, 918-857-5068, barnold@odot.org
Experience #5	Project Name	I-244 TIGR Bridge, Federal aid Project No IM-TIGR(497)SS, STATE JOB PIECE NO. 26604(404), Multi Modal Bridge, Tulsa County, Oklahoma, ODOT DIV 08
	Delivery Method	A+B+C (price + time + time)
	Position Title	Resident Project Representative
	Time in this position	From April 2010 to April 2013 equals total of <u>3</u> years <u>0</u> months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	The multi-modal design is the first of its kind for Oklahoma. The “TIGR” is a multi-modal bridge that accommodates interstate highway traffic, high-speed intercity passenger rail, light transit or commuter rail, and bicycle / pedestrian traffic connecting the Tulsa River trails. Total project cost 78 million.
	Detailed description of project responsibilities related to position title	Resident Project Representative (RPR) for the first multi-modal/double decker bridge ever constructed in the state of Oklahoma. Work duties and responsibilities include but are not limited to: All inspection responsibilities, detailed reports of the days completed activities and any other pertinent information for the life of the project. Assisting with all project management responsibilities, attend weekly manager meeting with the ODOT Resident Engineer. Act as the liaison between my Client, GC, FHWA, Core of Engineers, Engineer of Record and all other environmental agencies. Checked and approved submittals by contractor for payment requests for materials on hand. Generate all progressive mid-month and end of month pay estimates that accurately reflect the production levels of the GC and their subs to ensure timely payments are made to all parties involved as the project progresses. Review Shop drawings, compose project change orders, answer RFI's and attend all weekly progress meetings between my client, contractors, and other governing agencies. Coordinate and direct third parties hired by the DOT to

		address contract material testing, survey and environmental testing required by the project. Review submitted reports of findings by said companies for accuracy and file for project record keeping. In addition, accurately complete all as-builds of work installed and back check previous quantities/monies paid to the contractor for accuracy to be submitted upon request for periodic audits at the Residency level as well as at the Division level. Due to the complexity of this project new technologies to the State of Oklahoma where used, i.e. Cross Hole Sonic Logging (nondestructive testing of drilled shafts), Soil nail decorative walls, stay in place deck forms and a beam tensioning system. In addition, we experimented with alternative curing methods of deck spans and parapet walls to try and maximize the hydration process to minimize cracking
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Working as a Resident project representative gives Josh first-hand experience ensuring a project is constructed in accordance with the project specifications surrounding all aspects of the of the project.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Bruce Arnold P.E. – Tulsa Resident Engineer Oklahoma DOT, 918-857-5068, barnold@odot.org
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	Eastern Michigan University – 2005, B.S. Construction Management.
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	18 years

Kent Blosser		Construction Quality Manager
Experience #1	Project Name	I70 Pavement Rehabilitation
	Delivery Method	Design Bid Build
	Position Title	Project Supervisor
	Time in this position	From June 2021 to May 2024 equals total of <u>2</u> years <u>11</u> months
	Average number of hours worked per week on Project	50
	Project Description (include construction value)	\$50,000,000+- I70 Road Rehabilitation and added travel lanes from Ronald Reagan Pkwy. to SR267.
	Detailed description of project responsibilities related to position title	PEMS, Progress Meeting facilitator, Pay Estimates, Change Orders, Payroll Review, Erosion Control Review, Purchase Orders, Material Records, Final Records, Managing Inspection Staff, Facilitating/Correspondence of RFI's and Pay discrepancies between INDOT and Contractor, QCM implementation, Contactor Quality Reviews
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Managing a multimillion-dollar Interstate Project with joint funding and oversight from FHWA and INDOT. This experience allows me to assist the contractor in managing their day-to-day activities with the goals of providing the end product desired by INDOT.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Ben Leege (AE) 765-366-7444 BLeege@indot.in.gov
Experience #2	Project Name	Interchange Modification (Diverging Diamond) on I65 @ SR237 and CR550
	Delivery Method	Design-Bid-Build
	Position Title	Project Supervisor
	Time in this position	From February 2022 to May 2024 equals total of <u>2</u> years <u>3</u> months
	Average number of hours worked per week on Project	50
	Project Description (include construction value)	\$70,000,000+- Interchange Modification (Diverging Diamond) at both intersections of I65/SR267 and I65/CR550. New Bridges with MSE Wall at CR550/I65, Indianapolis Rd., and SR267/I65. HMA Resurfacing on I65.

	Detailed description of project responsibilities related to position title	PEMS, Progress Meeting facilitator, Pay Estimates, Change Orders, Payroll Review, Erosion Control Review, Purchase Orders, Material Records, Final Records, Managing Inspection Staff, Facilitating/Correspondence of RFI's and Pay discrepancies between INDOT and Contractor, QCM implementation, Contactor Quality Reviews
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Managing a multimillion-dollar Interstate Project with joint funding and oversight from FHWA and INDOT. This experience allows me to assist the contractor in managing their day-to-day activities with the goals of providing the end product desired by INDOT.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Gary Fox (AE), (317) 719-6284, gafox@indot.in.gov
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	Associate of Science in Construction Management, INDOT Certified Tech, Current Proficiency INDOT Materials Testing, INDOT Storm Water Level 1 Certified, INDOT Dr. Tom Decoster Leadership Certificate, 2019 INDOT Commissioners Excellence in Public Service Award for ProjectWise development.
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	35 years 3 months

Dan Issacs		Maintenance of Traffic Manager
Experience #1	Project Name	I-65/I-70 North Split
	Delivery Method	Design Build
	Position Title	Maintenance of Traffic Manager
	Time in this position	From April 2020 to December 2023 equals total of <u>3</u> years <u>4</u> months
	Average number of hours worked per week on Project	40+
	Project Description (include construction value)	\$400 million INDOT project was to reconstruct and realign the I-65 and I-70 interchanges. The project scope included the full reconstruction of mainline pavement and bridges to bring the corridor up to current design standards and improve safety.
	Detailed description of project responsibilities related to position title	Key responsibilities were to design, manage, and modify the Maintenance of Traffic plans for the entire corridor to suit the schedule as indicated by the design build lead. Leading a team of designer and contractor personnel to insure the safe movements of the traveling public thru the entire duration of the project.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	The I-65/I-70 North Split was a highly complex MOT planning project that required competencies in communication, coordination, scheduling, and issue mitigation. Dan managed and oversaw the required plan and design computations for each phase of the project to facilitate project schedule, safety, and constructability. He participated in over the shoulder review meetings with INDOT and meetings for resolution of review comments. He was responsible to prepare and submit any requested design deviations implemented for approval.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Erica Johnson – HNTB – Vice President, (317) 917-5337, ejohnson@hntb.com	
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	BS – Civil Engineering, Purdue University Indiana Professional Licensure – PE60910078
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	33 years

Eric Jordan		Lead Estimator
Experience #1	Project Name	R-38526-A & R-43518-A Clear Path I & II
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator
	Time in this position	Clear Path I – From November 2021 to Current - equals total of <u>2</u> years <u>6</u> months Clear Path II – From November 2022 to Current - equals total of <u>1</u> years <u>6</u> months
	Average number of hours worked per week on Project	Bid Process – 30 HRS Construction Phase – 0 to 5 HRS
	Project Description (include construction value)	Clear Path I – \$174 million Added travel lanes along I-465 at I- 69 Northeast Clear Path II - \$297 million Added travel lanes along I-69 at I-465 Northeast
	Detailed description of project responsibilities related to position title	Lead the estimating pursuit of both projects for Rieth-Riley. Acted in the Lead Contractor role on Clear Path II. Coordinated with other lead estimators from our Tri-Venture partners.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Complex maintenance of traffic projects in high volume traffic areas. MSE wall intensive projects. Rieth-Riley self-performed many of the same scopes as Level Up US 31. Managed a large-scale change order shifting I-69 ramp from contract II to I to expedite construction.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Rob Goldner, (765) 316-1267, rgoldner1@indot.in.gov
Experience #2	Project Name	R-41542-A; I-69 Section 6 Contract 4
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator
	Time in this position	From October 2020 to December 2023 equals total of <u>3</u> years <u>3</u> months

	Average number of hours worked per week on Project	<p>Bid Process – 30 HRS</p> <p>Managing all aspects of the bid process for our team for the 8 weeks leading up to the bid. Oversaw multiple estimators working on various scopes of work. Engaged subcontractors and suppliers to best position us to be successful.</p> <p>Construction Phase – 0 to 5 HRS</p> <p>Assisted our Operations team with any change order pricing that came up during construction.</p>
	Project Description (include construction value)	<p>The project consisted of upgrading the existing State Road 37 to interstate standards from Martinsville to Indianapolis. The project will eliminate the existing at-grade crossings on State Road 37, construct overpasses, build local access road connections and introduce two new interstate access points.</p> <p>Rieth-Riley was the sponsor of the Joint Venture on the project that managed the overall project subcontractors as well as self-performing all maintenance of traffic, 5 miles of full depth HMA reconstruction, 6 miles of partial depth HMA overlay, constructing 6 mainline I-69 bridges and 5 ramp/overpass bridges.</p> <p>\$367 Million Total Project Cost</p>
	Detailed description of project responsibilities related to position title	<p>Lead the pursuit of this contract with our joint-venture partner. Managed the item split between joint venture partners. Analyzed bid documents to ensure complete scope coverage. Established risk matrix for review by upper management. Issued bid solicitations to various subcontractors and suppliers.</p>
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	<p>Large scale, complex project with aggressive construction schedule. Prepared production-based construction cost estimates for all self-performed scopes. Heavy risk related to extreme pricing volatility. On schedule and budget completion validated preconstruction process. Involvement with change order pricing throughout construction resembles CMGC requirements of Lead Estimator position.</p>
	Project Representative (list name, phone number, and email address of owner representative for listed project)	<p>Chad Nierman, (317) 694-8292, d30nier@indot.in.gov</p>
Experience #3	Project Name	R-42188-A 276 th and US 31 Interchange
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator

	Time in this position	From April 2022 to May 2022 equals total of <u>0</u> years <u>2</u> months
	Average number of hours worked per week on Project	30 HRS
	Project Description (include construction value)	New interchange at US 31 and 276 th street. \$36,153,124.68
	Detailed description of project responsibilities related to position title	Lead estimator overseeing all pre-bid activities.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	New interchange along US 31 corridor. Experienced utility relocation delays that Rieth-Riley helped mitigate.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Trevor Weaver, (765) 745-1760, tweaver1@indot.in.gov

Experience #4	Project Name	R-33541-A I-69 Section 6 Contract 3
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator/Project Manager
	Time in this position	From December 2019 to March 2021 equals total of <u>1</u> years <u>4</u> months
	Average number of hours worked per week on Project	40 HRS
	Project Description (include construction value)	7 new bridges over and around new I-69 in Morgan County completed for Prime contractor. \$12,952,457.39
	Detailed description of project responsibilities related to position title	Lead estimator overseeing all pre-bid activities for Prime bid and subcontractor quote.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Following lead estimator responsibilities, became project manager for duration of project. Completed seven bridge replacements in a single season.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman, (317) 694-8292, d30nier@indot.in.gov

Experience #5	Project Name	IndyGo Red Line Bus Rapid Transit (BRT) Phase 1 / Civil Package A - IFB No. 17-07-264
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator
	Time in this position	From November 2017 to July 2019 equals total of <u>1</u> years <u>9</u> months
	Average number of hours worked per week on Project	Bid Process - 30 HRS Construction Phase – As Needed
	Project Description (include construction value)	New rapid transit bus line which included 24 bus stations and dedicated bus lanes. Project stretched from Beech Grove to Broad Ripple. \$30,299,355.71
	Detailed description of project responsibilities related to position title	Lead estimator coordinated all pre-bid activities including reviewing all cost estimates.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	This bid involved working for an Owner we had little previous relationship with. Due to this, the contract was very different than what we were accustomed to. More time was required to understand the contract pre-bid. Extensive early utility relocation delays required Rieth-Riley cooperation with the Owner to meet the project's completion date.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Jennifer Pyrz, (317) 224-9529, Jennifer.Pyrz@IndyGo.net
Experience #6	Project Name	City of Carmel - 96 th & Keystone Interchange 16-ENG-05
	Delivery Method	Design-Bid-Build
	Position Title	Lead Estimator
	Time in this position	From May 2017 to June 2017 equals total of <u>0</u> years <u>2</u> months
	Average number of hours worked per week on Project	30 HRS
	Project Description (include construction value)	Converting at grade intersection at 96 th and Keystone Ave to full interchange. \$28,793,000.00
	Detailed description of project responsibilities related to position title	Lead estimator, coordinating all estimator, subcontractors and suppliers' costs related to project.

	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Project nearby and similar components of Level Up US 31. Project location was in high traffic area with several MOT phases.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Jeremy Kashman, (317) 281-1379, jkashman@carmel.in.gov
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	B.S. Building Construction Management Purdue University 2003-2007 30 Hour OSHA Certified
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	9 Years – Sales Manager, Indianapolis Area

Caleb Frey		Project Scheduler
Experience #1	Project Name	I-69 Section 6 Contract 4
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager
	Time in this position	From November 2021 to Present equals total of <u>2</u> years <u>7</u> months
	Average number of hours worked per week on Project	10
	Project Description (include construction value)	Clear Path I – \$174 million Added travel lanes along I-465 at I- 69 Northeast Clear Path II - \$297 million Added travel lanes along I-69 at I-465 Northeast
	Detailed description of project responsibilities related to position title	Caleb created the baseline project schedules for both contracts following the INDOT CPM specification. After the baseline project schedule was created, Caleb transitioned into performing monthly progress updates for the owner. As of April 2023, Caleb has transitioned into a training role to develop additional scheduling professionals on the project.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb understands the order of operations for our construction operations, so he understands our processes and what the project needs to be completed on time. During his time on the project, Caleb has also coordinated with Rieth-Riley construction crews and subcontractor crews.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Rob Goldner, (765) 316-1267, rgoldner1@indot.in.gov	
Experience #2	Project Name	I-69 Section 6 Contract 4
	Delivery Method	Design-Bid-Build
	Position Title	Estimator/Project Manager
	Time in this position	From 2021 / January to Present equals total of <u>3</u> years <u>5</u> months
	Average number of hours worked per week on Project	10
	Project Description (include construction value)	The project consisted of upgrading the existing State Road 37 to interstate standards from Martinsville to Indianapolis. The project will eliminate the existing

		<p>at-grade crossings on State Road 37, construct overpasses, build local access road connections and introduce two new interstate access points.</p> <p>Rieth-Riley was the sponsor of the Joint Venture on the project that managed the overall project subcontractors as well as self-performing all maintenance of traffic, 5 miles of full depth HMA reconstruction, 6 miles of partial depth HMA overlay, constructing 6 mainline I-69 bridges and 5 ramp/overpass bridges.</p> <p>\$367 Million Total Project Cost</p>
	Detailed description of project responsibilities related to position title	Caleb created the baseline project schedule following the INDOT CPM specification. After the baseline project schedule was created, Caleb transitioned into performing monthly progress updates for the owner.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb oversaw the project as the Lead Project Manager. As the Lead Project Manager, Caleb had the most extensive knowledge of the progress of the project and could update the schedule accordingly. During his time on the project, he coordinated with Rieth-Riley construction crews and subcontractor crews to complete the project 6 months ahead of schedule.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Chad Nierman, (317) 694-8292, d30nier@indot.in.gov
Experience #3	Project Name	State Street Redevelopment Project
	Delivery Method	Public-Private Partnership
	Position Title	Estimator/Project Manager
	Time in this position	From January 2016 to December 2018 equals total of <u>3</u> years <u>0</u> months
	Average number of hours worked per week on Project	10
	Project Description (include construction value)	<p>The Project consists of the construction of, among other things, new roundabouts, travel lanes, bicycle paths, storm sewers, and new roadway alignments in the City of West Lafayette. The general purposes of the Project include increasing safety, redeveloping gateways into the City of West Lafayette and Purdue University, enhancing community and campus resident cohesiveness, expanding transportation infrastructure, and providing opportunities for technical innovations.</p> <p>\$121.7 Million Total Project Cost</p>

	Detailed description of project responsibilities related to position title	Caleb constructed and maintained the project schedule for the duration of the project. The State Street Redevelopment Project schedule was a Cost Loaded schedule in addition to providing monthly progress updates to the owner. During the monthly updates, Caleb would provide the monthly billing statements to the Bank's lender for monthly verification.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Caleb has experience over multiple projects in constructing and maintaining project schedules following the INDOT CPM schedule specification.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Don Peterson, (765) 894-0860, drpeter@purdue.edu
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	Purdue University, 2007-2011 Primavera P6 Professional Fundamentals Certificate
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	13 Years

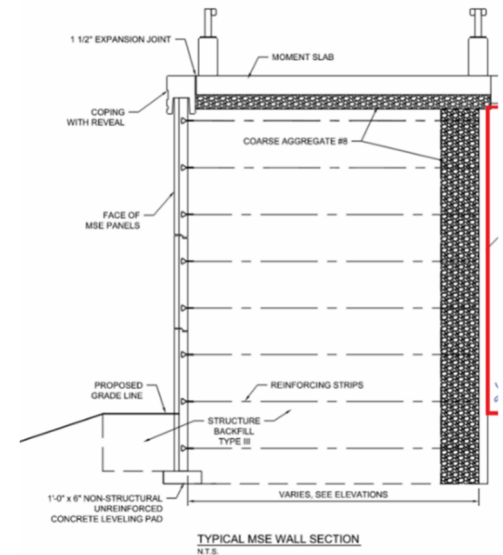
Preconstruction Phase Approach

Introduction

The following pages address specific concerns or questions that are listed in the RFP. The Rieth-Riley key personnel have developed these responses as a collective group. However, it should be known that our key personnel on this project will not operate in a vacuum or a silo. Our team has an immense number of resources at the Indianapolis Area and the corporate level. The key positions will have an immediate response from the company Safety Department, Risk, QC, Legal and Executive Management staff when required. The Rieth-Riley Team is committed to this project and process.

Bin-Type Retaining Walls

Using Bin-Type retaining walls presents itself as the best option to widen the existing ramps. This will allow traffic to be maintained on existing ramps in current traffic patterns, using the existing concrete railing as a barrier between traffic and construction. Rieth-Riley has used a similar method for widening 146th Street at US 31 during construction of the US 31 corridor in Westfield, IR-35563-A. The 146th Street bridge over US 31 was less than 10 years old at that time and had lengthy MSE walls leading up to the bridge. The goal of the project was to add a walking path directly adjacent to the MSE walls without disrupting traffic along 146th Street. The adjacent detail shows how new MSE panels were attached to the existing wall allowing for the new path. Special attention was paid to address the structural integrity of the existing retaining walls during construction. MSE panels were cast with the same form liner used for the existing walls to give a seamless appearance between new and old.



Retaining Wall Planning and Construction

The selected MSE supplier is going to be crucial to the success of this project. Factors such as familiarity with Department submittal approval process, other project commitments, previous manufacturer of existing walls, and selected panel manufacturer will be part of our supplier evaluation criteria. Unfortunately, our options for



finding a supplier for the MSE system are extremely limited. To mitigate risk, Rieth-Riley will work to determine a supplier immediately upon award of the Project. From there Rieth-Riley can tailor our subcontract to provide protection that extends to the Department. More importantly, our prior relationships and proven performance on large scale MSE wall projects position us well to make this portion of the project a success.

Once an MSE supplier is selected, we will dictate a schedule of submittals they are required to meet. The priority order for MSE submittals will mirror the order the panels will be needed for construction. Rieth-Riley's key personnel will actively work with the MSE supplier during the shop drawing

phase to identify strap conflicts, coordinate undercuts, provide feedback on access and anything else that will facilitate single submission approvals.

Our experience on MSE intensive projects has taught us the panel fabricator is equally as important as the MSE supplier. Rieth-Riley has established relationships with these fabricators and can leverage those relationships to ensure clear communication is occurring. Rieth-Riley will periodically visit the MSE panel plant to visually inspect production progress. Past facility visits have directly mitigated potential delays due to schedule priorities that were not being properly communicated to the facility manager. Improper investments in forms and/or form liners or delayed material deliveries to the fabricator are all matters outside their control that can be detected by plant site visits.

Laydown areas will be created where MSE panels can be stored, and panel deliveries will begin as soon as possible. Rieth-Riley will request payment for stored materials for MSE panels to keep payment flowing to our suppliers. Strap and hardware deliveries will also begin well in advance of installation to mitigate potential delivery delays during peak season.

Demolition of Facilities Under Load

When addressing the removal of a Post-Tensioned Straddle Bent structure there are several stability concerns that must be addressed. First, a consultant engineer will be used to help understand and account for situations that could cause an unbalanced load, which could lead to a sudden failure of the structure during removal. Ensuring stability from unbalanced loads with symmetrical removal, or temporary support, is the key to successful and safe removal. The bridge rail and deck can be removed by conventional methods. Starting with the removal of the bridge rail while equipment is sitting on the old deck. Once the bridge rail has been removed, crews will start on one end of the bridge and work towards the other end by removing the deck with hydraulic hammers and concrete processors. The curved steel girder and associated diaphragm removal will need to be sequenced to eliminate overturning forces for the curved steel girder itself including engineered lifting points. A singular curved girder on a conventional structure cap is not stable as a single unit. A pair must be tied together via diaphragms for it not to topple. This situation presents differently since the beams pass through and are cast into the straddle bent cap.

An evaluation of the forces will be performed by a consultant engineer to develop a removal plan for the curved girders and other structural steel components. Also, an evaluation of the stability of the Straddle Bent Cap after the beams are removed will need to be completed. The Straddle Bent Cap rests on two Pot Bearings. These bearings may not provide enough support to prevent toppling by themselves during removal. A temporary support plan will be developed to ensure its safe removal. This could be as simple as H-piling driven on either side of the cap at a couple locations to provide lateral support. If this stability is of concern after the evaluation, the temporary support for cap removal will be put in place before all the beams are removed. This element will also be reviewed by a consultant



engineer prior to removal. Since the post tensioning strands were grouted after tensioning there is no threat of sudden energy release since they are now fully bonded to the grout.

Maintenance of Traffic in Complex, Integrated Existing Facilities and Construction Activities within Constrained or Restricted Sites

Rieth-Riley has experience with complex Maintenance of Traffic plans on various interstates and roadways throughout Indiana. An example of complex Maintenance of Traffic was the State Street Redevelopment Project (State Street) and I-69 Section 6 Contract 4 (Section 6.4).

On State Street, Rieth-Riley was challenged with maintaining traffic, both vehicular and pedestrian, during construction for a road that split Purdue University in half and was adjacent to local businesses. Vehicular traffic was maintained through a few key crossing locations of State Street and for access to Memorial Mall on the center of campus. This traffic pattern allowed vehicular traffic to be maintained during construction.

Pedestrian traffic was a different challenge Rieth-Riley was not accustomed to handling. With the project being located on a Big Ten College campus, we were tasked with protecting the students and staff on the campus from the hazards of an active construction site but also preventing them from inadvertently wandering into our site. To prevent any unwanted personnel from entering our site we lined the Right of Way with 6-foot chain link fence. At our access points, we created gates that would be secured when not in use during the day and at night. These security measures provided positive protection from any unwanted personnel but at the same time created an added challenge of another device that was required to be moved and relocated when finishing the amenities on the project.

On Section 6.4, Rieth-Riley was challenged with Maintenance of Traffic for construction access to build the project during the first two phases during the 2021 construction season. The project was designed with a continuous run of median barrier wall separating the Northbound and Southbound traffic for 12 miles during the first and second phases. During the bidding process, Rieth-Riley, and our partners, identified the challenge with the construction access and worked to create a solution that would allow the project to be constructed during the 2021 construction season and minimize construction costs for the Department. Rieth-Riley identified a solution to construct construction access points via temporary bump outs at existing turn blisters. We worked with the Department to create a design that was agreeable with all project stakeholders. Once the design was approved,

Rieth-Riley implemented the approved plan. This plan included installing temporary pavement for the access points, temporary barrier wall and temporary construction attenuators in a manner that would still provide positive protection for the traveling public on the roadway but would also grant space for construction traffic to make a protected left turn into, or out of, the construction site.



In addition to the full reconstruction portions of the project, Rieth-Riley also identified the portions of the project that required weekend and nightly lane restrictions to complete the work. Successfully completing this project demonstrates our approach and experience with performing and managing the weekend and nightly phased construction work required to complete the remaining portions of the project.

Identifying Potential Pricing Packages

Rieth-Riley's top priority, if selected, will be to establish a mutually agreeable CPM schedule for the Preconstruction Phase and begin preliminary cost estimating on the current project plans. The schedule would provide clear direction to each stakeholder on how to prioritize their responsibilities. The schedule will be completed in Primavera P6 that will evolve into the overall CPM construction schedule for the Project. The primary goal of the preconstruction schedule would be to set witness/hold points for design and deadlines for deliverables. Buy-in across all stakeholders will be critical to keep the desired July 1, 2025, construction start date.

Once the preconstruction schedule is established, Rieth-Riley will begin pricing all aspects of the projects based off the current state of the bid documents upon an executed agreement with the Department. Rieth-Riley will then move to determine pricing packages as agreed with the Department. The breakdown of pricing packages will be heavily reliant on the previously agreed upon schedule. It is Rieth-Riley's overall intent to minimize the packages as much as possible. Rieth-Riley believes all parties are best served if we can agree to a Guaranteed Maximum Price before the start of construction.

Based on past Design-Build procurements, the establishment of unit prices for most of the items can be done when the plans are less than 100% complete. Rieth-Riley believes working with the ICE early in the design process to agree to unit prices while quantities are still being finalized can greatly expedite the GMP delivery timeline. Our experience is that although the quantities do change during the finalization of the design process, the average costs to perform the quantities do not significantly change.

Rieth-Riley will enlist the help of multiple in-house estimators to begin developing pricing for the roadway and structure work simultaneously. The intent is that no portion of the estimating process will be delayed due to unknowns related to other bid packages. Our lead estimator will work with our structures and roadway estimators to bid on the project with the information we have at the time. The extensive estimating experience of our team allows us to proceed with pricing without having all the details finalized. Logical assumptions will be documented, and shared with the Department, then pricing will be adjusted as the design documents are developed. Our team is accustomed to bidding on a project of this size and complexity in 6 to 8 weeks. If Stage 2 Plans are received on November 8th, 2024, our staff could produce a GMP by the end of the following May. The typical hard bid date mentality our estimators operate under demands deadline driven results. This will be an advantage displayed by our ability to produce a GMP as early as possible in the preconstruction process.

Throughout the pricing process, Rieth-Riley's key personnel will make recommendations to the Department and Design Team to optimize the design of the project. These Value Engineering (VE) dialogs will be enhanced by our estimating team's ability to quickly turnaround pricing options to determine the best path forward. Other key personnel, specifically the Project Scheduler, will evaluate time impact on various VE options.

Approach to Pricing and Subcontracting

Rieth-Riley is purposefully limiting the number of identified contractors in our proposal. This will give us maximum flexibility in soliciting subcontractor pricing, providing an overall better value for the Department. Our well-established network of Central Indiana subcontractors allows us to obtain as many, or as few, quotes as

deemed necessary to meet the project needs. BF&S is an identified contractor because of their vast experience in design and project management on large, complex projects. Crackers Demo is an identified subcontractor because of their expertise in complex bridge demolition. Rieth-Riley has experience with similar procurement methods where we were required to solicit subcontractors for work to be performed during a construction year. Utilizing our network, we can approach subcontractors during any stage of the Pre-Construction Phase to provide early solicitation and pricing package scopes. In doing so, the Department will not only have a good understanding of the contractors that have shown interest, but also, a good understanding of the project pricing at an early stage in the Pre-Construction Phase. We can draw on this knowledge and experience to provide the best outcome for the Department and the Project.

Setting the GMP

Rieth-Riley has worked with clients to establish a Guaranteed Maximum Price (GMP) at various stages of projects to meet the needs of our owners. For owners that want to maximize the total project budget, we would recommend establishing our GMP from 100% construction documents that are bid in a competitive and transparent manner.

Our estimating team works to provide detailed estimates at 30%, 60%, 90% and Released for Construction (RFC) construction documents. We have a successful track record of working with clients with very restrictive budgets. These owners sometimes have gifting limitations for fundraising or have limits set due to other financing requirements. The team provides a detailed estimate and a series of options to balance scope, quality, life cycle, and budget.

As the Department has laid out in this procurement, setting the GMP when bid documents are at the RFC stage will reduce risk for all parties since it reduces the design risk, contingency and can be more clearly defined in the Risk Register. This allows our GMP to be more accurate and based upon more accurate bids.

The biggest advantage is that Rieth-Riley can drive more competition and better bids if we work together with the Engineer of Record to create a better set of bid documents. Developing a GMP after bidding the RFC construction documents is the most competitive and transparent process. It maximizes the construction budget while still allowing the project team to fast-track a schedule if necessary.

Open-Book Pricing Process

Rieth-Riley is committed to engaging in an open-book pricing process. This will involve agreeing to labor, burden, equipment rates and any other specialty items with the Department to ensure an effective price evaluation process by the Independent Cost Estimator (ICE) before the production estimating process starts. Rieth-Riley will share union contract wage determinations as labor justification. Third party equipment rates will be provided as justification for hourly equipment rates. The Department will be provided with all supplier and subcontractor quotes. Rieth-Riley will provide cost breakdowns per standard INDOT pay items. Our team is flexible and will be responsive to how this information is formatted and presented to best suit the Department's and ICE's needs.

Agreeing to quantities of pay items will be equally as important to establishing a GMP. Due to the requirements to have a GMP agreed to prior to starting construction, quantity over/under runs will be a major risk item that will be included on the Risk Register. Comparing quantities independently determined by the three parties, the designer, ICE and contractor will minimize the risk in quantity over/underruns. The Risk Register will determine which party is responsible for quantity discrepancies and to what magnitude.

Preconstruction Phase Schedule Management and Approach

After reviewing the Agreement and the RFP, we have developed a Work Breakdown Structure (WBS) Preliminary Project Baseline Schedule that allows users to analyze the schedule for each element of work at various levels of detail. Best practices are followed to ensure that 100% of the work for each WBS item is included in the next level. This ensures the schedule is comprehensive, considers all aspects of work, and will enable it to be utilized as the basis of our post-award Project Baseline Schedule submittal with relatively quick and minor adjustments.

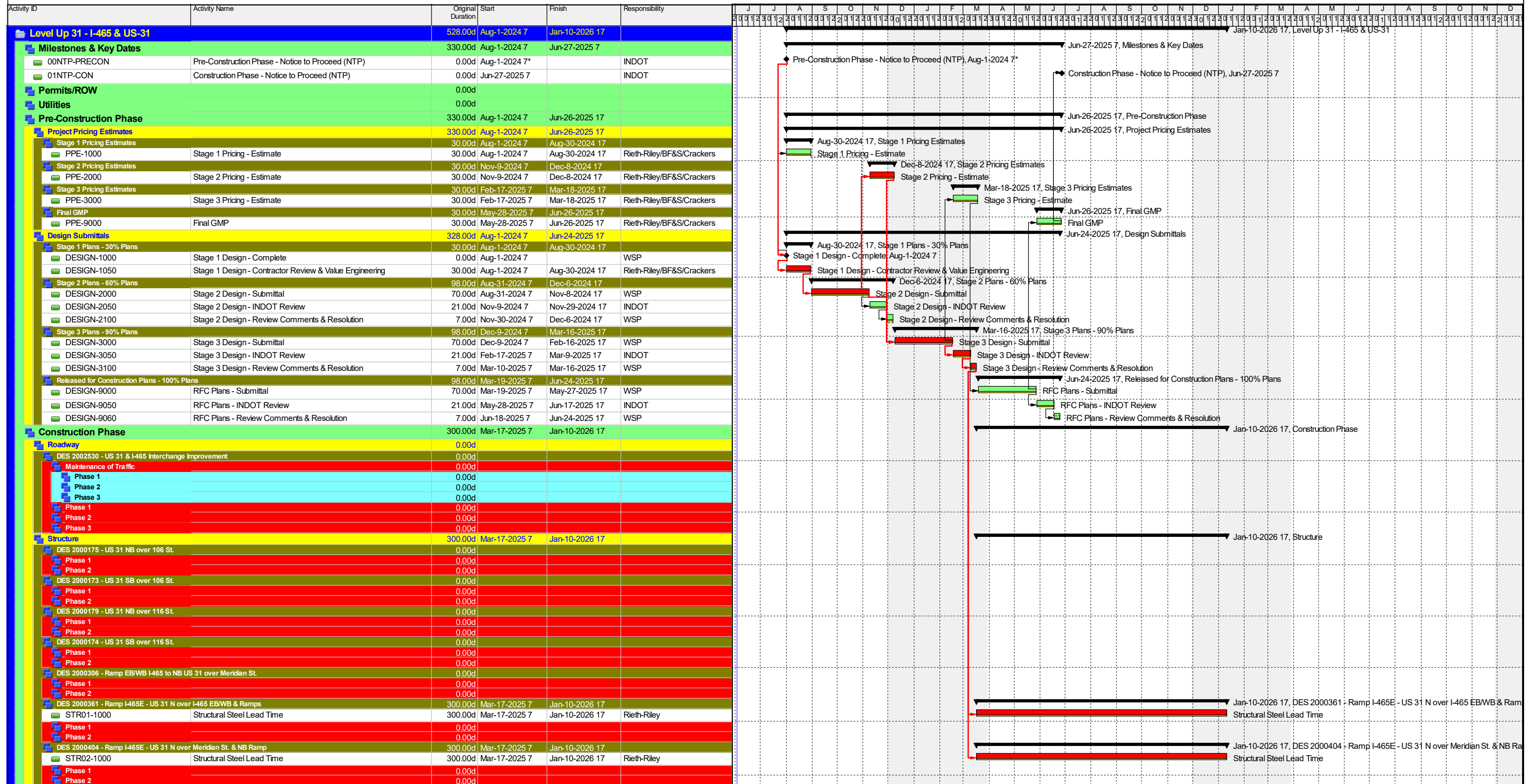
The Preliminary Project Baseline Schedule included herein is a direct result of our experience providing a project procurement schedule. This schedule was developed by:

- Identifying schedule activities for each task corresponding with a discrete element of work
- Organizing these activities by section, phase and responsibility, allowing us to breakdown a single, complex project into more manageable “sub-projects”
- Optimizing the sequence between activities to ensure efficient construction operations while maintaining public access, safety, and mobility
- Applying historical productions to accurate quantities to determine realistic duration for each work activity
- Identifying the major crew resources for each activity and then analyzing the required peak and average usage to ensure we have the people and equipment necessary to meet our goals
- Including appropriate schedule contingency to mitigate the risk of delays for which we are responsible

Our schedule takes full advantage of the design-build method to accelerate the project pricing packages and start of construction, while design continues on the remaining elements. For critical work or long lead items, we will work with the Department and Design Team to identify and breakout early work packages to allow construction to order materials that will have a long lead time for delivery, begin on items like utility relocation or the installation of erosion and sediment controls while the final design of the remainder of the roadway and structures continue. By identifying and scheduling these early work packages, we can effectively work with the Department and the Design Team to ensure we meet contract requirements.

The schedule will be updated monthly to reflect actual progress, update remaining durations, and make any adjustments as necessary to reflect changing conditions, methods, or productions. These updates will be compared to our baseline schedule to identify any performance trends that may necessitate changes to stay on schedule. A narrative report will be submitted along with the monthly schedule update to provide further description and explanation of differences between the baseline schedule and actual progress, changes taken to mitigate or avoid delays, and to highlight upcoming work and any concerns. The goal of these monthly updates is to provide full disclosure and transparency so that all the project stakeholders have a thorough understanding of the project schedule and can work together to mitigate schedule risks and achieve an on-time completion.

In addition to the formal monthly updates, our team utilizes additional processes to ensure we continually track progress and make any adjustments as necessary to stay on schedule. The monthly updates form the basis of our three-week lookahead schedules. These schedules provide a more detailed look at the immediate, upcoming work activities and are utilized at our weekly crew meetings to guide coordination of crews, equipment, and material resources. Beyond this, our crews hold daily afternoon meetings to develop detailed plans for the next day’s activities and, again, make any adjustments necessary to stay on schedule.



Equal Employment Opportunities

Rieth-Riley has a long-established reputation of maximizing disadvantaged business enterprise (DBE) participation on our projects. During the preconstruction phase, Rieth-Riley will host a DBE outreach to generate interest from DBE firms in the project. We will use our standard DBE solicitation process to generate as much interest in that meeting as possible. Our outreach meeting will provide a general overview of the project, detail our thoughts on DBE participation, then provide an opportunity for DBEs to comment on how they feel their firms' involvement could be incorporated. Following the session, there will be time dedicated for DBE firms to interact with the Rieth-Riley personnel to answer any questions they might have. We will encourage in-person attendance at our DBE outreach event, but a virtual option will be open to any firms that cannot attend.

The DBE outreach event will be used to help our team identify how best to maximize DBE participation on the project. Then Rieth-Riley will work with the Department to form scope packages that will increase the likelihood of DBE subcontractor participation. In the past, Rieth-Riley has taken packages we typically self-perform, like concrete flatwork, and subcontract portions of that work to subcontractors that fit the need for the Project. Likely avenues of DBE participation for this project include concrete flatwork, erosion control, milling, hauling, bridge railing, SWQCP, miscellaneous steel supply and bridge coatings.

Risk Management

Risk management will be at the forefront of everything we do during the Project. As contractors, we are always evaluating risk as we prepare pricing for projects. Being able to participate in the design of the project will enable us to limit the cost of this risk as much as possible. As we know, no project comes without some level of risk. The risk register will be our tool to track and manage such risk. It is Rieth-Riley's understanding that the only payment we will be eligible to receive in addition to the GMP, is what is detailed on the Risk Register. Our approach will be to take financial responsibility for items on the Risk Register we have under our control. One example of this could be temporary traffic barrier overruns. This is an item that is always difficult to quantify at bid time but as contractors we are best suited to determine temporary traffic barrier needs. Conversely, the contractor has minimal control over a utility company's timeliness of relocation. That is an item we would assume is in the Department's risk section of the register. Rieth-Riley will do everything in its power to minimize this type of delay including key personnel dedicating time to help ensure the utility company's understanding of preconstruction and construction activities.

Proactive risk management is a key component of every successfully delivered project. In our experience, risks that are identified early, openly discussed, communicated, and assigned to the party best able to manage that risk, are the ones that have the least negative impact in the long run. Rieth-Riley's management systems will track individual risk elements, responsibility, budget, schedule impacts and planned mitigation efforts, keeping all team members informed. All members of the Rieth-Riley team will be tasked to focus on the early identification, assessment, reporting, and tracking of Project risks.

Our approach to risk management will also be dynamic, allowing the team to respond to changes in all phases of the Project, changes to the scope of work, or changes to the team's approach to completing the scope of work. This approach will involve the Department and Project stakeholders as active participants in our identification of risks and plans to proactively respond, while recognizing full ownership of contractual risks assigned under the Agreement.

Rieth-Riley’s risk management approach uses a continuous process that began during work on the RFP documents and will continue throughout the design, construction, and this process includes a consistent and continuous cycle of activities:

- Risk Management Planning – Develop a systematic process to approach, plan, and execute risk management activities throughout the life of a project.
- Risk Identification – Determine which risks might affect the project.
- Qualitative Risk Analysis – Assess the impact and likelihood of the risk occurring.
- Quantitative Risk Analysis – Assess the cost and time impact of the risk.
- Risk Response – Identify an “owner” for each risk and actions to mitigate the risk.
- Risk Monitoring and Control – An ongoing process to track risks and the effectiveness of steps taken to mitigate them.

Risk Identification

Risk identification began during the development of this proposal and will continue through the preconstruction and construction phases of the project. As projects evolve, the risk profile also evolves which results in previously identified risks changing or being eliminated, and new risks being discovered. Rieth-Riley’s risk management plan will recognize this and include scheduled events for risk identification throughout the entire life cycle of the project. After establishing both a time and cost threshold for risks to be considered significant, a variety of tools and techniques will then be utilized to identify risks that need to be managed. Lessons learned from previous public-private partnerships, design-build and design-bid-build projects will also be utilized to aid in the identification of project risks. The collective experience of our team members on similar projects provides an extensive database of both normal and unexpected risk items that might occur on the Project.

Below are a few of anticipated risks associated with the Project and their risk consequence and risk mitigation strategy:

Risk	Potential Consequence	Risk-Mitigation Strategies
Maintenance of Traffic During Construction	Restrictions for lane impacts during construction.	1. Incorporate lane restriction limitations into schedule activities to determine required durations and resources.
Limitations on Access to Certain Portions of the ROW	Parcels must be acquired before starting construction on the property and delays in acquisition may delay project completion and, therefore, cost.	1. Redesign portions of project to eliminate need for ROW acquisition. 2. Request right-of-entries from property owners. 3. Delay construction in areas that require ROW
Geological Conditions	Encountering differing geological conditions may require changes in design that will affect both schedule and cost.	1. Early site investigations. 2. Early Response Plan incorporated in Project Management Plan. 3. Identify design changes or re-sequencing that may mitigate the delay.
Design	Design elements that are not completed as per schedule may cause delays to the schedule’s critical path.	1. Identify critical design packages 2. Schedule resources to complete needed utility and early roadway packages early.

Risk	Potential Consequence	Risk-Mitigation Strategies
Utility Coordination	Delays in obtaining Project Utility Adjustment Agreements may cause delays to the schedule's critical path.	1. Extensive pre-bid coordination with Utilities.
Site Limitations	Unsafe conditions, schedule, and MOT impacts	Development of detailed site logistics plan, utilizing phasing, and setting out access routes and laydown areas and strategies.

Qualitative & Quantitative Risk Analysis

Once risks have been identified, a risk-quantification methodology will be applied that will address the Project requirements. For those risks that are determined to have a medium or high probability and consequence of occurring, further analysis will be performed. Quantitative risk analysis will be utilized to numerically estimate the probability that the project will meet its cost and time objectives. For this step, Rieth-Riley will estimate the minimum, maximum, and most likely cost and time impacts for each risk along with the numeric probability of the risk occurring. Screening risks in this manner allows Rieth-Riley to focus mitigation efforts on those risks that have the highest potential effect on project cost or time.

Risk Allocation

Effective risk management depends upon allocating risks to the party that is in the best position to control them and positively affect the outcome of those risks but also, reduces the overlap in risk coverage. As the Progressive Contractor for the Project, Rieth-Riley recognizes we have substantial responsibility for the performance of the work and, therefore, will shoulder the responsibility for many of the risks associated with the job. Clearly identifying the organization that is responsible for managing each risk and who owns the provincial sum for each risk item is a vital step in our risk management plan.

Risk Response, Mitigation & Control

Following identification and analysis of risks, Rieth-Riley will continue to work with the Department to act in response to those risks, focusing on risks of most significance to ensure the Project is a success. If possible, the preferred response will be to avoid those risks that may negatively affect the Project.

Office Co-Location

Rieth-Riley would prefer to conduct as many pre-construction meetings in-person as possible. Following the execution of an agreement, a shared construction office will be set up where project staff can collaborate and meet to plan the project. The office will have virtual meeting capabilities, but the intent will be for key personnel from all parties to be present as much as possible. A meeting schedule will be established that promotes involvement from all parties while still trying to maximize everyone's time. Like how traditional design-build procurements operate, meetings will be broken down by scope of work. There will be task force meetings for identified scopes of work, including, but not limited to, bridge construction, road construction, MSE wall construction and maintenance of traffic. The pre-construction office will be in the general vicinity of the jobsite and will eventually become the field office. Site visits will be conducted as necessary to provide visual clarity to all parties. Rieth-Riley's key personnel will lead all meetings and will make a conscious effort to promote a collaborative environment.

Closing Statement

Through successful completion of past projects and this thoughtfully detailed proposal, Rieth-Riley is clearly demonstrating that we are the right team to collaborate with the Department and successfully complete this project. Our team intently listens and understands design challenges and will work diligently to marry those challenges with a construction approach that eliminates risks for a favorable outcome for all parties. We will offer potential solutions to issues and actively discuss with the Department and Designer how to mitigate them. With our environment of transparent, respectful, and open communication, Rieth-Riley is the right team to choose as your Progressive Contractor.



Construction Phase Approach

Introduction

Rieth-Riley as a company has many relationships with contractors, subcontractors, suppliers, and equipment vendors. The Indianapolis area has worked diligently to develop these relationships built on trust, integrity, and good business practices. We believe we are the preferred partner in Indianapolis because of the way we lead our projects and how we treat our partners. These relationships will benefit the Department from a pricing, execution, quality, and on-time performance standpoint. We will lead our team to success.

Construction Management

Our management approach emphasizes face-to-face interaction whenever possible, taking full advantage of the proximity of all our team members. All lead personnel will have cell phones, laptops connected to a project server, and e-mail capability. Minutes will be issued to all meeting participants and all electronic and hard copy communications will be managed by an on-site document control organization software. A 'Point-of-Contact' list will be developed and maintained that identifies all project personnel, their organization, their function, and counterparts.

Regardless of company affiliation, all staff are members of the Rieth-Riley team and will adopt the Rieth-Riley objectives, identity, and culture. We will train all staff in project objectives; workplace rules and procedures including our approach to quality, safety, environmental compliance, project controls and reporting. A detailed communication plan will maintain open channels among all team members. We use formal procedures to control documents at all stages of design and construction to include work products, constructability reviews, value engineering, review comments, meeting minutes, reports, invoices, spreadsheets, design tables, and any other deliverables.

Based on our experience, when designers and construction staff communicate freely, coordination occurs in a timely and efficient manner. Identified issues are quickly resolved or elevated to the discipline task-force leads, while constructability requirements are proactively included in the design, safety is enhanced, and the Project schedule is optimized.

Task-force meetings will continue from the Pre-Construction Phase to ensure constructability requirements continue to be addressed during construction. We will implement the task-force meetings immediately following the receipt of the Notice to Proceed (NTP). The task-force groups are a structured forum for coordination between the design and construction organizations. They are co-led and attended by counterparts from both design and construction organizations. Schedule, early construction needs, pricing packages, constructability, sequencing, and stages are regularly discussed at these weekly meetings.

By integrating design and construction activities into a single critical path method (CPM) schedule, the critical path identified incorporates both design and construction needs. We have phased the design packages to meet submittal guidelines, support long-lead procurement items, and meet deadlines for critical construction work elements. Design coordinators will assist construction personnel in evaluating design changes, accepting construction work, and interpreting specifications or needed changes. By utilizing an integrated design and construction CPM schedule, changes in activities will be recognized and accounted for quickly to allow the team to mitigate potential schedule issues.

Management of Construction Phasing

Overall construction sequencing will be staged in such a manner to create a linear approach allowing for maximum efficiencies. This will allow consistency with crews and skilled personnel to be involved across all phases of the Project, carrying with them the detailed Project knowledge and lessons learned. Rieth-Riley's Key Personnel will also be constant throughout the delivery of all sections, providing further continuity to the Department and key stakeholders.

Each portion of the project will be broken up by section and given its own designation and then managed as its own smaller project. Each phase will be placed into the project schedule within their own WBS phase and coordinated between specific lead personnel and team members by utilizing Rieth-Riley's face-to-face interaction with the Department in conjunction with the master schedule. Utilizing this approach, we can better identify, as well as minimize project potential risk areas while maximizing the value and quality of the product being returned to the Department.



Incident Management

The Rieth-Riley incident management plan consists of two parts: (1) coordinated advanced planning and (2) immediate response and hazard mitigation.

Prior to commencing any work, Rieth-Riley will work with the Department and emergency responders to establish communication protocols. Rieth-Riley will identify a primary contact, Project Manager Caleb Frey, to receive notification of any hazards or incidents affecting the Project. Contact information will also be provided for alternate personnel, ensuring that Rieth-Riley personnel with jobsite authority are always available. In addition, Rieth-Riley will establish direct communication lines with first responders and the Department.

As a part of the Project, Rieth-Riley will hold recurring monthly incident management meetings with the Department and all Project stakeholders. This meeting will provide the Project staff with an understanding of upcoming traffic switches and their impacts on the traveling public. Rieth-Riley has also had great success with weekly maintenance of traffic meetings with the Department's Public Information Outreach group to have a weekly breakdown of what impacts the Project will have on the traveling public.

If an incident occurs, Rieth-Riley's priority will be to secure the site and mitigate the hazard. Rieth-Riley will communicate with first responders and the Department to ensure the appropriate resources are deployed to manage the situation alongside Rieth-Riley. Once the immediate hazard has been addressed, Rieth-Riley will develop a permanent mitigation plan, which will both address remediation of the actual hazard, but also implement any actions to prevent a recurrence.

Work to be Self Performed

The Rieth-Riley team generally chooses to self-perform any trade work activity that aligns with our standard business operations, including, but not limited to, asphalt paving, concrete paving, miscellaneous concrete, earthwork, structures over highway or water, sound barrier installation, MSE retention systems, storm utilities, sanitary utilities, and water utilities. While we can self-perform these tasks, we also understand the value we can provide to the Department in the Construction Manager role for this Project. By subcontracting more work activities, the Department sees the advantage of having more competitive bids to evaluate the overall value of the Project. As a Construction Manager who can self-perform most activities throughout the Project, we can evaluate the quotes received from subcontractors against our own takeoff and pricing to verify the Department receives the best value for the Project.

Subcontractor Performance and Coordination

Subcontractor management will be integral to the success of this complex interchange reconstruction. Subcontractors, along with any of Rieth-Riley's crews, will provide Rieth-Riley with daily planned work activities. These plans will be combined into a daily



work schedule so that inspection and progress can be properly planned and monitored. All this communication will need to happen in real time so that all parties involved can be provided with adequate time to plan for the next day's scopes. Rieth-Riley will hold weekly internal progress meetings and subcontractor progress meetings. On a complex job such as an interchange reconstruction project, multiple scheduling meetings (one with internal crews and one with the subcontractors' supervisors) keeps the meeting small enough to be productive. Rieth-Riley's project management team provides continuity between the meetings.

Progress meetings will focus on success and improvements that can be summarized from the previous week's work and a look ahead at what activities are planned for the coming weeks. These meetings allow all parties to discuss and plan for the success of upcoming challenges and as a team improve from each parties individual learning experiences.

Daily Management & Supervision

Caleb Frey, full-time on-site Rieth-Riley Project Manager, will serve as the Department's single point of responsibility for safety, schedule, and quality throughout the construction on the Project. Caleb will communicate with the Department daily, discussing status, upcoming work, and any issues or concerns, while maintaining a quality work environment during the construction activities. Rieth-Riley will assign Project Managers/Project Engineers and/or Project Superintendents as required by the makeup of the contractor/subcontractor team. These personnel will report to Josh Guerin, full-time on-site Rieth-Riley Construction Manager, acting as a liaison between field crews/subcontractors and Caleb Frey.

Tracking, Documenting and Ensuring Compliance with Equal Employment Opportunity Requirements

To ensure that the EEO policies are being met, Josh Guerin will work closely with the Department's representatives to ensure that the onsite wage rate interviews are being conducted timely and routinely from a wide variety of onsite crew members, from all companies on site completing work. These interviews and their frequency will be tracked in a spreadsheet to better help illustrate the thoroughness in which they are being completed. In addition, certified payrolls from all companies on site will be submitted and audited by the Department to ensure that, in the event even the smallest of issues are found, they are remedied immediately to ensure compliance with Federal and State guidelines. Also, anytime a change of scope presents itself where new task items are being introduced to the project, Rieth-Riley will make a concerted effort to utilize disadvantaged businesses to complete said work to boost DBE participation on the job as much as possible. A comprehensive spreadsheet, as utilized on Section 6.4, will be updated, and submitted to INDOT to track both timely DBE subcontractor payments and employee onsite hours utilizations.

Communication & Document Management

We understand owners don't like surprises or confusion, so our approach is to be open, accessible, and transparent in managing communications. We operate as an extension of your administrative team. Caleb Frey and Josh Guerin will update the Department frequently via personnel communication and regular correspondence. They will attend design and planning meetings to stay informed about the design process and will prepare monthly administrative reports throughout the pre-construction and construction phases of the project.

All project correspondence is documented through our user-friendly, web-based, Rieth-Riley Viewpoint Team platform. This provides the Department and the design team with instant, real-time project information accessible on your smart phone, tablet, or computer. A sample of the project information includes:

- Contact Information
- Submittals & Shop Drawings
- Request for Information
- Daily Field Reports
- Construction Progress Meeting Reports
- Special Meeting Reports
- Testing & Inspection Reports
- Punch Lists
- Schedule Updates
- Close-Out Process
- As-Built Documents

If the Department elects to use a different document management system, the Rieth-Riley team is familiar with the Department's software and is willing to adapt our processes to your systems.

Cost Control

The value proposition at the core value engineering and life cycle costing holds true throughout the construction process. The transition out to the field can be difficult with so many decisions made during the design stage for a variety of reasons.

To provide continuity, our standard operating procedures allow our Project Manager and Construction Manager to remain with the project through construction. Just as decisions made during the design process are reviewed for their value and life cycle cost impact, the same holds true for field decisions during the construction process. Information and solutions presented will be reviewed by the team to ensure maximum value, life-cycle cost, and project intent are still achieved, as well as any schedule or quality impact. Rieth-Riley's project and site managers average over 15 years of experience, combined with the experiences of BF&S. Our team is well-positioned to generate creative and impactful solutions as well as proactively address any potential issues.

Schedule Management

The Rieth-Riley project team uses the CPM scheduling methodology, our scheduling tools and software (Primavera P6) to create a schedule that incorporates all activities for all phases of the Project. A Preliminary Project Baseline Schedule is created and included in the bid documents so that contractors have a clear understanding of the Department's goals and objectives before they submit a bid. The activities in the schedule consider long lead items, installation of sensitive equipment and material, and weather. The Preliminary Project Baseline Schedule we have created shows enough information to clearly identify how the project will progress, allowing for the most competitive bids possible.

Prior to the project beginning, Rieth-Riley will discuss manpower with all project contractors and identify any potential conflicts early to ensure the availability of the appropriate workforce.

Daily monitoring of the schedule by our on-site team and analysis at each weekly construction progress meeting provides Rieth-Riley with the ability to recognize schedule issues, manpower difficulties, weather impacts, labor shortages and out-of-sequence work quickly. Early detection allows our team to take immediate steps to prevent a situation from having a negative impact on the schedule. This ensures that the well-planned schedule drives the project and that the project does not drive the schedule.

In the event of a slipping schedule, we will begin to implement longer workdays or double shifts, as available. With proper management, good communication, and a clear overall understanding of the schedule expectations, all contractors will work together to achieve a successful completion.

Vendor Coordination

Josh Guerin will be a single point of responsibility for coordination and scheduling subcontractor and vendor activities. All activities will be coordinated with the same end results in mind and scheduled in accordance with the Department's activities.

Safety Management Plan

With this Project being located at the intersection of I-465 and the US 31 Highway Corridor, highly traveled urban environment, the Rieth-Riley Team understands the needs and importance of providing safety for the public and the construction workers. Our approach will be to proactively identify potential project risks in the earliest possible stages and apply the safest and most cost-effective plan to mitigate and resolve risks before they become an issue.

Safety Staff Roles and Responsibilities

The entire Rieth-Riley Team is focused on and dedicated to project safety, health, and incident management, not only through the Preconstruction Phase, but also through the completion of the Construction Phase. Our dedicated Construction Safety Team will work with the entire Rieth-Riley Team to ensure all aspects of the Project are constructed in accordance with the Indiana Department of Transportation Standard Specifications and all applicable City, Federal and State safety standards. Rieth-Riley will implement a comprehensive and proactive project-specific Health and Safety Program; one that will address the safety of employees, the traveling public, general emergency response procedures, weather-related incidents, and traffic incidents. Internal audits of safety practices will be conducted on a routine basis. Thorough inspections of the jobsite will be conducted routinely. Any safety related issues will be corrected immediately. Daily task hazard analysis reports and weekly toolbox talks will be required for all Rieth-Riley crews. Safety will be a top priority for Rieth-Riley and subcontractors. All requirements set forth in the RFP documents will be strictly enforced.

Dan Livingston, our project safety manager, will have primary oversight responsibility, coordinating with Josh Guerin on a day-to-day basis. In addition, all employees are empowered to stop work for any perceived safety risks. Dan will conduct periodic corporate safety inspections and he will also investigate all the incidents on the Project.

Safety is a focus point at Rieth-Riley. We strive for zero accidents and zero workplace time loss events. With this focus, safety is stressed at all levels. From upper management to the paver operator, to the quality control technician, any member of our team can stop work due to an unsafe condition.

Once an unsafe condition is identified, the entire Rieth-Riley Safety Team will work together to develop a plan for minimizing or eliminating the condition in the future. Once the plan is developed and implemented, the Safety Team will conduct a post-incident investigation to learn from the experience and create a teachable moment. This emphasis and dedication to safety has made us an industry leader.

Prior to a crew commencing any construction activity, a safety review of the activity will be completed. In this review we look for potential hazards. If a hazard is identified the entire Safety Team will be deployed to mitigate identified safety risks.

Construction Quality Management

Rieth-Riley will strictly adhere to all project standards and specifications. Internal quality assurance methods will be used throughout the duration of the Project. All aspects of the RFP and Standard Specifications relating to testing, inspection, and monitoring of construction activities will be achieved.

Like any transportation improvement project, Rieth-Riley will utilize our proven internal Quality Control (QC) along with the Department's Quality Assurance (QA) methods on this project. Rieth-Riley will lean on our team's dedication to QC/QA, led by Josh Guerin, to provide the Department with an exceptional product.

Description of the approach of integrating with design

Design and construction teams will need to work together throughout the pre-construction and construction phases of the Project. Rieth-Riley discipline leads will commit to meeting on a weekly basis with the Department and Design counterparts to discuss the status of design and any key issues.

Project Closeout

How well a project finishes is likely the number one measure of how our clients evaluate the success of the project delivery. Successfully managing the construction activities every day allows a quality project close-out. For us, close-out requirements begin on the first day of our involvement during the pre-construction and construction phases to ensure a smooth project from the first day to our last.

Closing Statement

Rieth-Riley has demonstrated consistent success on multiple large scale complex projects of all varieties. This project is the dead center of our wheelhouse in previous experience, ability, scope, type, and size. Our ability to recognize, adjust and resolve field issues in a timely and cost-effective manner will benefit all stakeholders for this project. We have proven we are fully capable of delivering this project in a high quality, customer focused, budget conscience and on time manner. We are the right choice.