

Level Up 31 Project Construction Manager/General Contractor



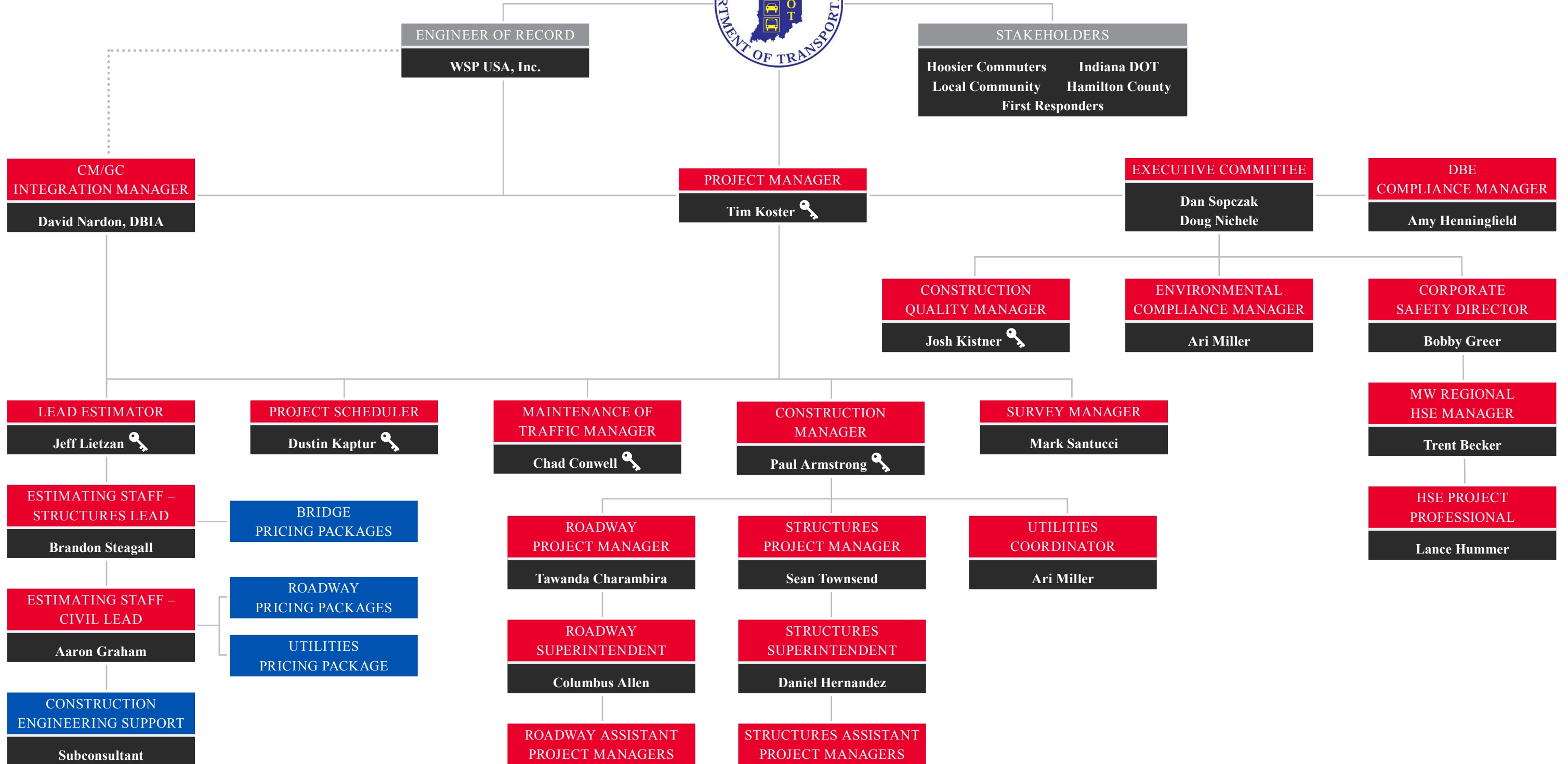
Indiana Department of Transportation
June 3, 2024

Technical Proposal

RFP Number: PD2401 | Volume II

SUPERIOR™

General Organization



Key Team Members (resumes included)

Preliminary Staffing Plan and Organizational/Staffing Approach

The SUPERIOR Team is one of Indiana’s largest and most experienced construction management and general contracting companies. Our Team has the ability to provide experience, guidance, and collaborative input that the Indiana Department of Transportation (Department) and our customers demand, while improving the interchange modifications for the Level Up 31 Project.

Lead contractor, SUPERIOR, will be responsible for the construction to modify the I-465/US-31 North interchange (MM 31) and related work on US 31 from I-465 to 116th Street as well as overall project management. With 53 alternate delivery projects valued at \$4.2B across the country, we have extensive experience in procurement/processes such as:

- Construction management/general contracting
- Construction management at risk
- Progressive Design-Build (PDB)
- Design-Build (DB)
- Performance-based
- Best value
- Alternative Technical Concepts (ATCs)

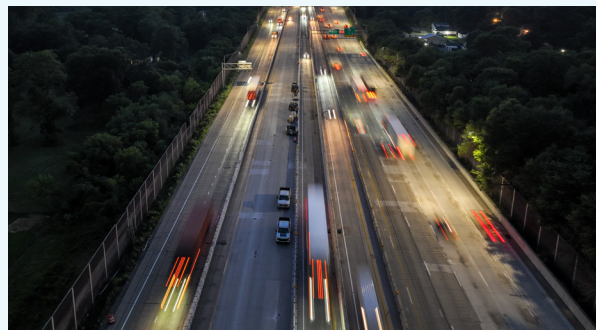
This allows us to partner with owners, stakeholders and designers during preconstruction and construction phases to provide the most economical project that meets and exceeds the project goals.

SUPERIOR, a family-owned enterprise now in its fourth generation, was founded in Indiana 86 years ago and continues to successfully execute projects for the Department throughout the state. Our recent work includes INDOT's I-65 / I-70 North Split, 146th Street and Allisonville Road Interchange, Arlington Avenue over I-465, and the I-465 Bridge over 96th Street, just a few miles west of this interchange modification.

In addition to our construction expertise, SUPERIOR, will provide insight and enthusiasm to the Department and our customers for improved, safe traffic movements throughout the interchange modification project. We understand the project goals identified by the Department are:

1. Maximize Project budget with Best Value to INDOT.
2. Minimize impacts to natural and build environment.
3. Incorporate innovative project management processes to maximize efficiency.
4. Realize the benefits of CM/GC project delivery.
5. Construction Phase underway no later than July 1, 2025.
6. Utilize existing structures and mechanically stabilized earth (MSE) wall panels.
7. Minimize adverse impacts to existing traffic movements and design the Project with safety in mind.

SUPERIOR has successfully, economically, and safely completed similar projects in some of the most congested urban areas, recently the two most heavily traveled interchanges in Indiana.



*Borman Expressway, I-80/94 and I-65
Gary, Indiana*



*North Split project, I-65 and I-70
Indianapolis, Indiana*

Completing Work Agreement

SUPERIOR will complete the Level Up 31 Project under the alternate delivery method, per the CM/GC agreement, in two phases: Preconstruction and Construction. Our experienced construction and design professional staff will work cohesively throughout both phases. Our team is structured with defined roles and responsibilities, with clear lines of communication to ensure the Department's goals are not only met but surpassed.

SUPERIOR will perform all services, and deliver all goods, materials, equipment, and labor, and do everything needed to help with design and development, to build and complete the Level Up 31 Project according to the agreement. We will reach and fulfill each milestone stated in the pricing package amendments by the respective Completion Deadlines. SUPERIOR will perform all services required to provide, install, and construct a final, complete, in-place, and fully operational project that meets all Contract Documents.

The success of any project, particularly CM/GC, requires close collaboration between the Department, Department's representatives, and progressive contractor. SUPERIOR'S well-defined company values: Family, Safety, Integrity, Innovation, Commitment, and Empowerment provide the foundation for our culture and will be an integral part of the Project Team.

The Department and its representatives will communicate with Tim Koster, Project Manager, as the sole contact person. Tim is the ideal candidate to execute this important and exciting project based on his leadership skills, practical experience, quality orientation, communication skills, and a collaborative approach to finish projects on time and within budget.

Single Point of Contact

Tim Koster

Phone: 219.508.0602

Email: tkoster@superiorconstruction.com



KEY TEAM MEMBER	SIMILAR PROJECTS
<p>Tim Koster Project Manager</p> <p>Tim has acquired substantial knowledge from years as a carpenter, foreman, superintendent, estimator, project manager, and senior project manager. A history of successfully managing projects is why Tim leads SUPERIOR's project managers in the Indianapolis Metropolitan Area.</p>	<ul style="list-style-type: none"> • INDOT Restoration and Bridge Deck Overlay I-80/94, Cline Ave. to I-65 • INDOT Bridge Replacement & Bridge Deck Overlays – US 20 Over US 31
<p>Paul Armstrong Construction Manager</p> <p>Paul has diverse experience in industrial, commercial, and heavy civil construction. He is responsible for field supervision and management of projects in a variety of business sectors including alternative delivery projects, municipal infrastructure, and transportation.</p>	<ul style="list-style-type: none"> • INDOT State Road 49 • INDOT I-65 / I-70 North Split (DB)
<p>Josh Kistner Quality Control Manager</p> <p>Josh is experienced in quality management of alternative delivery projects and QA/QC programs. He has performed as construction quality inspector, QA/QC manager, project manager, general superintendent, and environmental compliance manager.</p>	<ul style="list-style-type: none"> • INDOT I-65 / I-70 North Split (DB) • Massachusetts DOT Green Line Extension (DB)
<p>Chad Conwell Maintenance of Traffic Manager</p> <p>Chad's experience is in both interstate and urban traffic control environments. He understands the MOT process in alternative delivery projects providing the highest level of safety and quality, while maintaining cost.</p>	<ul style="list-style-type: none"> • ORX Segment 2 (DB) • I-65 Added Travel Lanes • I-75 Modernization Project Segment 2 (DB)
<p>Jeff Lietzan Lead Estimator</p> <p>Jeff specializes in complex, alternative project delivery transportation construction. Jeff will call on his working relationship with the Department and management of North Split Project to ensure an accurate estimate.</p>	<ul style="list-style-type: none"> • Portsmouth, Ohio/Texas High Speed Rail (DB) • Ohio River Bridges East End Crossing Section 6 (DB)
<p>Dustin Kaptur Project Scheduler</p> <p>Dustin is instrumental in developing, training, and implementing project schedules. His comprehensive understanding provides invaluable guidance and support throughout every stage of the construction process.</p>	<ul style="list-style-type: none"> • INDOT I-465 Bridge Over 96th Street • NCDOT I-77 Widening (DB)

Experience of the Firms

Our foundation has always been in building America’s infrastructure. SUPERIOR, a family-owned enterprise in its fourth generation, was founded and incorporated in Indiana 86 years ago and has been successfully executing projects throughout the state ever since. SUPERIOR is proud to have always completed our projects without fault.

We partner with owners to increase finished project value and return on investment. We strive to work together to connect communities, enable progress, and support growth. We provide cost-effective approaches that increase public safety as well as the safety of the most valuable assets – all project staff including SUPERIOR, the Department, outside engineers and subcontractors.

Capacity

SUPERIOR has the current available capacity and the necessary staff required to complete the Level Up 31 project and will be staffed from SUPERIOR’s local Indiana office in Indianapolis. All proposed team members are currently assigned to other projects but will be 100% available to be reassigned upon receipt of Notice to Proceed. With their familiarity, experience, and relationship working with the Department, our team will experience little to no learning curve.

SUPERIOR maintains a trade staff of approximately 500 highly skilled union

workers and, with this depth, can mobilize the required forces. With employees throughout the Midwest, we can mobilize additional personnel with equivalent expertise on short notice.

The Project Manager, Assistant Project Managers, Project Engineers, and Quality Control Manager have engineering/financial degrees or construction management degrees, professional certifications, and years of experience working on projects whose construction requirements are similar or the same as Level Up 31.

Heavy Civil/Bridge Self-Performing Strategy. SUPERIOR relies in its ability to self-perform all major aspects of the project that typically fall on the critical path. This will allow us to control the schedule and project completion. In typically self-performing up to 75% of project work, we also have the expertise and capabilities to ultimately attract, qualify, and manage the multiple subcontractors that will deliver these normally self-performed scopes, if required.

SUPERIOR will self-perform at least 30.0% of the work on the project and we can self-perform up to 75% of the work, if required. Our self-perform work on recent complex, major bridge projects includes:

- I-65/I-70 North Split – Interchange Reconstruction – Approx. 60%,
- I-65 over the Wabash River - Approx. 35%

WHY THE SUPERIOR TEAM

First-Hand Experience Working in Indianapolis: In recent years, our local SUPERIOR team has successfully completed projects including I-65/I-70 North Split, I-65/I-465 South Interchange, Ronald Reagan Parkway Extension, and Pleasant Run Parkway Bridge. SUPERIOR also has three ongoing projects in the Indianapolis area including Arlington Avenue over I-465, I-465 over 96th Street, and 146th Street and Allisonville Road Interchange.

Extensive Complex/Major Bridge Construction: SUPERIOR has recently completed I-65 over the Wabash River, State Road 52 over the Wabash River, I-65/I-70 North Split, and the Wekiva Parkway over the Wekiva River.

Experience with Alternative Delivery: SUPERIOR has completed extensive design-build projects in Indiana and throughout the Southeast. SUPERIOR has 53 alternative projects \$4.2B including 11 valued at \$1.98B in progressive design build and CM/GC Contracts.

Safe Construction Site: Safety is more than a catch phrase at SUPERIOR, it’s how we conduct business, proven by our historical consistency well below the EMR industry standard. Our current EMR is 0.83.

- State Road 52 over the Wabash River - Approx. 76%

SUPERIOR can self-perform the following:

- Earthwork
- Concrete Paving
- Structural Concrete
- Supportive Excavation
- Pile driving
- Maintenance of Traffic
- Drainage
- Bridge Demo
- MSE Walls
- Utilities

Subcontractors

To provide the Department with the most competitive, current cost proposal, SUPERIOR has not committed to including any specific subcontractors at this time. We will provide competitive pricing packages throughout the Preconstruction Phase.

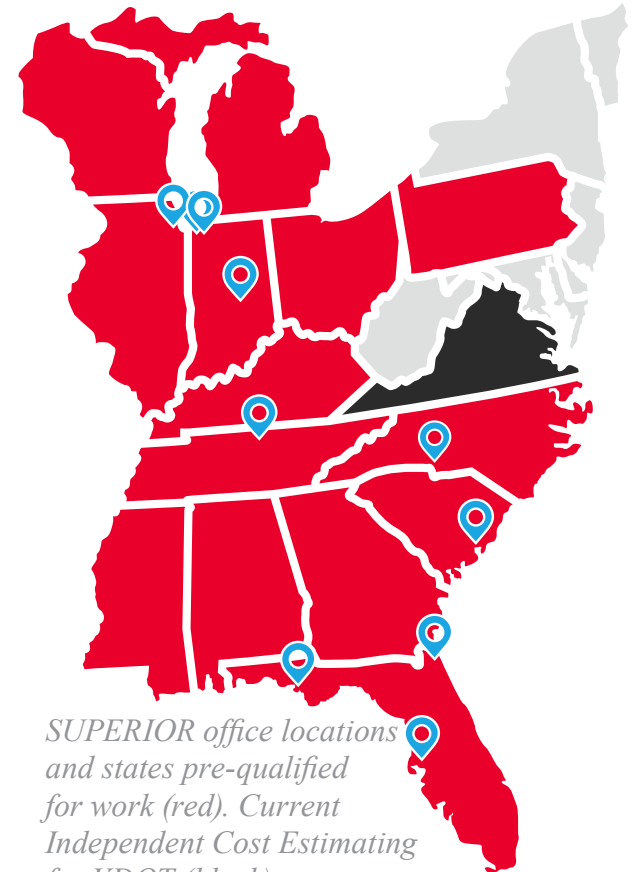
Experience

Since 1938, SUPERIOR has provided exceptional contracting services in many different markets throughout the country. SUPERIOR is a full-service contractor that self-performs the majority of our construction work, with all estimating performed in-house with a seasoned team of professionals that began their careers by building work. By understanding how the work is built, they have the knowledge and experience to price work accurately and competitively within each market.

To further our experience, SUPERIOR entered the alternative delivery market in 2002. Since then, we have been awarded 53 DB projects valued at \$4.2B. We have pursued 126 DB projects valued at \$15B, all estimated by our internal staff. Our largest DB project to date in Indiana is the North Split project, valued at \$398.8M, with the smallest at \$500K, demonstrating our experience, knowledge, and ability to understand varying complexities and competitiveness for large and small DB projects.

SUPERIOR and WSP have long history of working together on design build pursuits. WSP is lead design firm for our FDOT \$967M PDB Westshore Interchange, and Ft. Walton Beach, \$171M Brooks Bridge, and the GDOT \$72M Savannah River I-20 Bridge replacement. We have also pursued, as a team, 11 other DB projects valued at \$1.34B.

Estimating. Currently, our Corporate Estimating Group has lead the Independent Cost Estimating (ICE) Support Services for VDOT. The Level Up 31 Project will have a staff of dedicated estimators to provide



SUPERIOR office locations and states pre-qualified for work (red). Current Independent Cost Estimating for VDOT (black).

95%



Repeat Customers



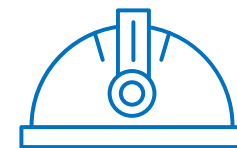
100+

Safety Awards

100%



Field Staff OSHA 10-Hour Certified



400+

Major Pieces

1,200 Pieces

In SUPERIOR's Equipment Fleet

accurate estimates. This team has estimated \$7.75B in construction costs for 300+ projects in the last five years.

Maintenance of Traffic (MOT). As a recent addition to SUPERIOR, Chad Conwell, MOT Manager, brings a wealth of experience and knowledge in both interstate and urban traffic control environments. His experience with varying project sizes and delivery methods, including alternative delivery, make him unique among his construction peers and key for this project.

This experience gives him the ability to understand the MOT process from design, implementation, monitoring, and roadway finishes to provide the public with the highest level of safety and a lasting quality product, while maintaining cost controls.

Schedule Management. Our experience on previous complex, urban system interchanges has taught us that realistic, challenging – but achievable – schedules are at the core of



*Gantry Innovation at I-65 over the Wabash River
Experience of the Firms*

a successful plan. As such, we will work with each contractor, and with all schedule stakeholders, to verify that realistic schedules using a common work breakdown structure (WBS) are produced. Individual PPP schedules will be incorporated into an integrated master schedule, forming the performance measurement baseline against which progress will be measured and controlled. The master schedule defines and controls the entire scope and schedule for the Project.

Dustin Kaptur, our Project Scheduler, will use Primavera P6 to develop a detailed, cost-loaded design, permitting, and preconstruction and construction schedule that includes all tasks necessary to complete the Project. The schedule will include all Project milestone submissions and will assign task dependencies, allowing for accurate tracking of Project progress and early identification of potential schedule impacts. All activities will also be assigned as self-performed or subcontracted, or as a material acquisition, to easily depict the entity responsible for each work item. Critical path activities and long-lead item procurement will be clearly identified and carefully monitored to avoid schedule delays.

Advancing Diversity in Construction. Superior Construction launched a Women in Construction program in 2022 to advocate for women in the construction industry and encourage workforce expansion. The program is aimed to enhance professional skills and industry knowledge for upcoming leaders at SUPERIOR.

SUPERIOR’s mission is to create a culture that advocates for and empowers women, fostering a more equitable and diverse environment to advance the construction industry. We are building and developing a self-sustaining pipeline of elite leaders and employees, revolutionizing the business and industry through our innovative educational processes.

At Superior Construction, our commitment to diversity is fundamental to our long-term success and the advancement of the construction industry. We aim to empower and advance the sector by attracting and retaining top female talent, impacting the future of women in construction, and fostering the growth of future women leaders. By increasing the visibility of women in the industry, we are dedicated to creating a future that is equitable and overflowing with potential. Our strategic partnerships are designed to secure diverse and inclusive environments, ensuring that women have the opportunities and support they need to thrive in all aspects of construction.



Empowering Women. Advancing Construction.
SUPERIOR

SUPERIOR has proven experience delivering solutions on similar projects to Level Up 31 and other governmental / municipal agencies. The following project summaries highlight our recent experience.

Project Name Location	Value	DBE Goal (%)	CM/GC	PDB	DB	Preconstruction	Value Engineering	Demolition	Roadway	Bridges/Structures	MOT	Drainage	Retaining Walls	Sound Walls
Highlighted Projects														
I-65 / I-70 North Split Indianapolis, IN	\$398.8M	9.00			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Westshore Interchange Tampa, FL	\$967M	10.65		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓
First Coast Connector Clay County, FL	\$35.4M	N/A	✓			✓	✓		✓	✓	✓	✓		
Additional Projects														
Borman Reconstruction Phase II Lake County, IN	\$86M	4.00			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FDOT SR 9B Extension Phase II Jacksonville, FL	\$95M	8.30			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FDOT SR 9B Extension Phase III Duval and St Johns Counties, FL	\$77.6M	9.00			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FDOT I-10 Widening from I-295 to I-95 Jacksonville, FL	\$176.5M	10.65			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
FDOT Wekiva Parkway Segment 6 Lake County, FL	\$240.2M	10.65			✓	✓	✓		✓	✓	✓	✓	✓	✓
Sanibel Causeway Bridge, Emergency Procurement Lee County FL	\$200M	10.65		✓		✓	✓	✓	✓	✓	✓	✓	✓	
CR 210 Widening St. Johns County, FL	\$38.4M	N/A		✓		✓	✓	✓	✓	✓	✓	✓	✓	
I-95 from SR 126 to SR 10 Duval County, FL	\$176M	10.65			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Figure 1: Project Summary Highlights

Form E

Firm Experience

Proposer: **SUPERIOR**

Name of Firm: Superior Construction Co., Inc.

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

Client Contact Information

(Name | Telephone | Email): Brian Shattuck | 317.847.3969 | bshattuck@indot.IN.gov

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



I-65 / I-70 North Split

Indianapolis, Indiana

The I-65 / I-70 North Split (North Split) project reconstructed the I-65 and I-70 interchange in downtown Indianapolis. As one of the most heavily traveled interchanges in Indiana, many structures had exceeded their service life after nearly 50 years in operation. The North Split project will reduce congestion, improve safety for the community and travelers, and provide a maintenance-free infrastructure for decades to come. Comprised of four sections – south leg, west leg, east leg, and interchange – this design-build project replaced all pavement, reconfigured the interchange into three levels, eliminated two ramp movements, replaced numerous bridge structures, installed a new

drainage system, improved local streets, replaced ITS facilities, and provided new aesthetic and landscape features. SUPERIOR and design partner, "Team Indiana," developed numerous solutions to increase cost savings, decrease construction schedules, involve and educate the community, and reduce impacts throughout the corridor.

With the challenge of Covid, the project start was delayed. SUPERIOR partnered with INDOT throughout the pandemic to accelerate schedule to keep construction moving forward. This included supporting the development of a playground and splash park in partnership with the Indianapolis Parks Foundation. Located

adjacent to the project, the park will provide recreational space and new opportunities for children and their families and allow us to improve the communities we build.

Project Status (as of Proposal Date): Final acceptance July 3, 2024

Project Delivery Method: Design-Build / PPA

Project Cost (US\$): \$398.8M

Work Performed Date (From – To): October 2021 – July of 2024

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

- **Utilities:** Designed around utilities/mitigated need for relocates.
- **Availability of craft:** Brought craft tradesman from Southeast operations region to staff up retaining wall and paving operations.
- **COVID Pandemic:** Incorporated Pandemic related safety protocols/ Virtual Meetings/Pre-Employment COVID testing. To deal with Pandemic related supply chain issue, engaged multiple vendors for MSE walls, concrete form-liners.
- **Material shortages:** Cement shortage required Superior to provide daily updates to our two week pour schedule for redi-mix concrete, increased lead times for reinforcing steel required delivery of materials typically 2-3 months prior to material being required for incorporation into the project.



North Split Straddle Bent

Experience of the Firms

Describe use of innovative methods or materials:

- E5/LFA concrete for bridge decks
- Built abutments on shore tower to help mitigate the schedule impacts resulting from the MSE wall supply chain disruption.
- Incorporating all existing pavement and subbase into the project
- Engaged the community and provided educational outreach events for high school and advanced education students
- Employed elevated partnering solutions

Structure 17 – Straddle Bent

Outside engineering was engaged to determine the correct forming system to allow for construction of the straddle bent and bridge deck. In addition to forming the cap, the forming system had to support the weight of 12, 175-ft long BT84x49 beams weighing approximately 90 tons each. During construction, we changed our approach for pouring the deck and straddle bent. The pouring sequence was altered due to excessive cracking that would have occurred in the bridge deck. The change was made rapidly with minimal disruption to schedule.

Highlight the Key Personnel and their role in referenced project:

- Jeff Lietzan | Project Manager / Design Manager
- Paul Armstrong | General Superintendent
- Josh Kistner | Construction Quality Control Manager

Provide the following information for the referenced project:

Percent of Total Work Performed by Firm (% construction): 60%

Value of Liquidated Damages and Claims: \$525,540

Any Litigation against Firm? Yes No

Form E

Firm Experience

Proposer: **SUPERIOR**

Name of Firm: Superior Construction Company Southeast, LLC and Lane Construction Corporation, Joint Venture

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

Client Contact Information

(Name | Telephone | Email): Zachary Stringer | (352) 428-1205 | zachary.stringer@dot.state.fl.us

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



Tampa's Westshore Interchange

Tampa, Florida

SUPERIOR, as the lead Joint Venture partner, is responsible for overall construction management and project execution. In the planning phase, 15% Line and Grade Plans incorporating numerous approved innovations have been submitted and are under review.

The project will completely reconstruct the four-level interchange between I-275 and SR 60 with express lanes and direct connect ramps. The updated design includes flyover ramps providing better traffic operations and replacement of the existing loop ramp from eastbound SR 60 to northbound I-275. With 250,000 vehicles per day (VPD), this

Project adds significant capacity and regional connectivity between the I-275 Howard Franklin Bridge, the Courtney Campbell Causeway, Veterans Expressway and Tampa International Airport with additional general-purpose and express lanes. The express lanes will provide connectivity between Downtown Tampa, West Tampa, and Pinellas County. Additional improvements include:

- Widening I-275 to construct two new express lanes in each direction and reconstruct the general use lanes.
- Widening SR 60 to add additional capacity.

- Constructing a new flyover ramp from Howard Franklin Bridge to westbound SR 60 towards Tampa International Airport.
- Adding a new on-ramp from Reo Street to southbound I-275.
- Reconnecting three local roadways at Reo Street, Occident Street, and Trask Street to help improve local traffic circulation.
- Aesthetic treatments and shared use path connectivity to the existing trail network and to the new shared use path currently under construction as part of the Howard Franklin Bridge project.

Project Status (as of Proposal Date): Planning Phase

Project Delivery Method: Progressive Design-Build

Project Cost (US\$): \$967M

Work Performed Date (From – To): April 2023 – September 2031

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

Currently still in the planning phase, SUPERIOR has led the innovation and startup phases of the project. Accordingly, as of now, there have been no construction challenges realized. However, we have begun risk workshops with the Owner, CEI, and ICE to begin to identify risks both qualitatively and quantitatively and develop risk mitigation strategies through design and other preconstruction approaches.

- **Innovative redesign of a partial interchange** that required additional right of way acquisition but saved significant construction cost and time and reduced impacts to the traveling public.
- Developed a design concept that accommodated the adjacent Tampa International Airport ingress and egress, as well as design and planned construction of a **four-level interchange within the runway glide zone**. We provided an efficient and economic design that met the Airport’s needs for presentation by the Owner and received swift approval.

Describe use of innovative methods or materials:

- Innovative Maintenance of Traffic Phasing by providing temporary alternative interchange entrances significantly reduced phasing and schedule.
- Relocation of a future transit corridor from the median to the south side of the interstate saved cost and time and reduced the project footprint.
- Reconfiguration of an interchange (vertical “flip-flop”) saved several traffic phase shifts and eliminated having to phase construction for an overpass, eliminating undesirable construction joints.

Highlight the Key Personnel and their role in referenced project:

- David Nardon | Progressive Design Build Proposal Manager

Provide the following information for the referenced project:

Percent of Total Work Performed by Firm (% construction): 30% - 40% (Final amount TBD)

Value of Liquidated Damages and Claims: \$0

Any Litigation against Firm? Yes No

Form E

Firm Experience

Proposer: **SUPERIOR**

Name of Firm: Superior Construction Company Southeast, LLC

Name of Client (Owner/Agency, Contractor, etc.): Clay County, Florida

Client Contact Information

(Name | Telephone | Email): Ed Dendor | 904.529.4260 | Edwin.Dendor@claycountygov.com

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



First Coast Connector 6B (Cathedral Oak)

Clay County, Florida

SUPERIOR is the prime contractor lead for the design and construction of 3.3 miles of new two-lane divided roadway from SR23 to Maryland Avenue. This project upgrades the County with urban features, including a traffic circle, multi-use paths, bike lanes, and sidewalks. The roadway will provide connectivity from the new FDOT First Coast Expressway to existing county byways to ease traffic congestion and increase the service level of the road system. Based on future traffic models and budgetary considerations, the roadway was designed with the flexibility to be widened at a later date.

The improvements include the construction of two cast-in-place, multi-barrel box culverts for large hydrological events from substantial drainage basins that will pass through the road corridor to the adjacent wetlands. This is to ensure survivability of the roadway during hurricanes and large rain events. The team is also taking advantage of the new construction to improve road geometry by removing a current 90 degree turn and install a traffic circle with traversable concrete aprons to improve durability for tractor-trailer traffic.

There is a six span bridge crossing Peters Creek, a federal retained contiguous Waters of

the United States, requiring additional length to exceed flood plain requirements. The team, using the most cost-efficient method, selected a traditional trestle bridge arrangement founded on 24-inch prestressed concrete pile with 42-inch Florida Beams while eliminating an entire bridge span from the Owner's original concept. SUPERIOR's strong relationship with United States Army Corps of Engineers (USACE) allowed us to develop and receive approval to utilize a geosynthetic reinforced earthen causeway minimizing temporary wetland impacts while also increasing production and providing safe access during construction.

Project Status (as of Proposal Date): In Construction (60% Complete)

Project Delivery Method: CM/GC

Project Cost (US\$): \$35.4M

Work Performed Date (From – To): June 2022 – October 2025

Describe major risks or challenges encountered during construction or contractor participation in design and strategies implemented to resolve/mitigate these items: Providing a design that was permittable was very challenging as there were several **impacts to the surrounding wetlands**. Drawdown analysis of impacts to the piezometric surface was performed and pond liner membranes were utilized in several of the ponds to offer zero impact to the adjacent wetlands. During this process, the adjacent landowner, as a major stakeholder in the development of the surrounding area, was involved to ensure structured rapid growth of the surrounding area.

Describe use of innovative methods or materials: Construction access for the bridge consisted of earthen fill reinforced with layers of Geosynthetic Fabric to bridge over highly organic muck. This methodology minimized the impact to the wetlands but allowed for a complete removal of any foreign material creating a temporary impact to the satisfaction of the permitting agencies.

Highlight the Key Personnel and their role in referenced project:

- David Nardon | CM/GC Integration Manager

Provide the following information for the referenced project:

Percent of Total Work Performed by Firm (% construction): 70%

Value of Liquidated Damages and Claims: \$0

Any Litigation against Firm? Yes No



Key Personnel Experience

Form F

Key Personnel Experience

Proposer: Superior Construction Co., Inc.

Position	Name	Years of Experience	License/Certifications*
Project Manager	Tim Koster	20 Years	OSHA 30-Hour #36-006075965
Construction Manager	Paul Armstrong	28 Years	OSHA 30-Hour #OSHA 500 Instructor of Construction
Construction Quality Manager	Josh Kistner	22 Years	ACI Level 1 #01356035 ACI Level 2 #01356035 AWS Certified Welding Inspector #17120721 American Society for Quality Certified Manager of Quality/ Organizational Excellence #55234 OSHA 30 Hour #31108222
Maintenance of Traffic (MOT) Manager	Chad Conwell	19 Years	ATSSA Traffic Control Supervisor Certification 373314
Lead Estimator	Jeff Lietzan	33 Years	OSHA 30-Hour #34-602135570
Project Scheduler	Dustin Kaptur	11 Years	OSHA 30-Hour

Tim Koster

Project Manager



Experience #1	Project Name	INDOT Concrete Pavement Restoration and Bridge Deck Overlay I-80/94, Cline Ave. to I-65
	Delivery Method	Design-Bid-Build
	Position Title	Senior Project Manager
	Time in this position	From 2023/February to 2024/April equals total of 1 year 3 months
	Average number of hours worked per week on Project	45
	Project Description (include construction value)	Part 2 of a pavement restoration on the most heavily traveled section of interstate in the state. \$40M construction value
	Detailed description of project responsibilities related to position title	Tim oversaw the entire construction process including coordinating with different teams, subcontractors, and stakeholders to ensure smooth execution within set timelines and budgets. Responsibilities involved ensuring compliance with regulations and safety standards to guarantee a successful project outcome. Communication played a crucial role with owners’ interaction with Tim providing progress updates and tackling any project-related challenges. His strategic leadership in risk management and problem-solving was essential in guiding the team towards achieving goals effectively and efficiently.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Tim’s work on this highway project continued his relationship with INDOT. He was the point person for the Owner and facilitated all third-party involvement by being present and hands on throughout the project. Tim worked directly with INDOT and INDOT's consultants to develop ways to improve the project with respect to safety, schedule, and cost. Tim oversaw construction, maintenance, contract administration, safety, quality, and environmental compliance.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Karen Douthett 219.363.2232 KDouthett@indot.IN.gov	

Tim Koster

Project Manager

Experience #2	Project Name	INDOT Concrete Pavement Restoration I-80/94 Illinois State Line to Cline Ave.
	Delivery Method	Design-Bid-Build
	Position Title	Senior Project Manager
	Time in this position	From 2022/February to 2023/May equals total of 1 year 4 months
	Average number of hours worked per week on Project	40
	Project Description (include construction value)	Part 1 of the pavement restoration project was on the most heavily traveled section of interstate in the country for truck traffic. \$32M construction value
	Detailed description of project responsibilities related to position title	Tim oversaw the entire construction process including coordinating with different teams, subcontractors, and stakeholders to ensure smooth execution within set timelines and budgets. Responsibilities involved ensuring compliance with regulations and safety standards to guarantee a successful project outcome. Communication played a crucial role with owners’ interaction with Tim providing progress updates and tackling any project-related challenges. His strategic leadership in risk management and problem-solving was essential in guiding the team towards achieving goals effectively and efficiently.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Tim’s work on this project continued his relationship with INDOT. He was the single point of contact for the Owner and facilitated all third-party involvement by building trust with the key individuals with such as the owner’s representatives, local municipalities and subcontractors.. Tim oversaw construction, maintenance, contract administration, safety, quality, and environmental compliance.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Representative – RQAW Mike Ready 219.741.6100 mready@rqaw.com

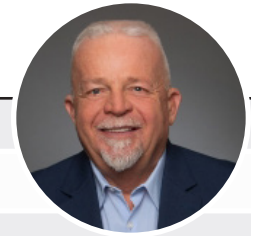
Tim Koster

Project Manager

Experience #3	Project Name	INDOT Bridge Replacement & Bridge Deck Overlays – US 20 Over US 31 Interchange
	Delivery Method	Design-Bid-Build
	Position Title	Senior Project Manager
	Time in this position	From 2022/March to 2023/September equals total of 1 year 6 months
	Average number of hours worked per week on Project	10
	Project Description (include construction value)	Bundled multiple bridge projects in South Bend, Indiana. This project consisted of three bridge deck overlays with substructure repairs and RCBA's and six thin deck overlays as part of the bundle. \$14.2M construction value
	Detailed description of project responsibilities related to position title	Tim oversaw the entire construction process including coordinating with different teams, subcontractors, and stakeholders to ensure smooth execution within set timelines and budgets. Responsibilities involved ensuring compliance with regulations and safety standards to guarantee a successful project outcome. Communication played a crucial role with owners' interaction with Tim providing progress updates and tackling any project-related challenges. His strategic leadership in risk management and problem-solving was essential in guiding the team towards achieving goals effectively and efficiently.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Tim's work on this project continued his relationship with INDOT. He was the single point of contact for the Owner and facilitated all third-party involvement. Tim oversaw construction, maintenance, contract administration, safety, quality, and environmental compliance.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Steve Hauersperger 219.363.2269 shauersperger@indot.IN.gov
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	AS, Science, South Suburban College, 1992 BS, Finance, Western Michigan University, 1994 OSHA 30-Hour ATSSA Traffic Control Supervisor
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	20 years as a Project Manager

Paul Armstrong

Construction Manager



Experience #1	Project Name	INDOT I-65 / I-70 North Split
	Delivery Method	Design-Build
	Position Title	General Superintendent
	Time in this position	From 2020/September to Present equals total of 2 years 8 months (to date)
	Average number of hours worked per week on Project	70
	Project Description (include construction value)	Reconstruction of the I-65 and I-70 interchange in downtown Indianapolis, comprised of four sections – south leg, west leg, east leg, and interchange. This project replaced all pavement, reconfigured the interchange into three levels, eliminated two ramp movements, replaced numerous bridge structures, installed a new drainage system, improved local streets, replaced ITS facilities, and provided new aesthetic and landscape features. Urban environment, accelerated schedule-driven project with many local stakeholders. \$398.8M construction value
	Detailed description of project responsibilities related to position title	Supervised all construction activities including constructing bridges, building MSE wall, prepping subgrade and base for roadway, concrete paving operations and pipe and structure installation.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Ensured the construction of this major interchange project was constructed safely and in accordance with the construction documents. He worked with the design engineers to resolve constructability issues and coordinate corrective actions.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Brian Shattuck 317.847.3969 bshattuck@indot.IN.gov	

Paul Armstrong

Construction Manager

Experience #2	Project Name	INDOT State Road 49
	Delivery Method	Design-Bid-Build
	Position Title	Superintendent
	Time in this position	From 2004/October to 2005/November equals total of 1 year 4 months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	Rebuilt roadway/drainage and replaced 14 bridges one year ahead of schedule. \$21M construction value
	Detailed description of project responsibilities related to position title	Supervised all construction activities including demolition, construction of bridges, drainage installation and preparation of roadway.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Oversaw the construction of this roadway project, which included 14 bridges, ensuring it adhered to the construction documents. He collaborated with the engineer to resolve any construction issues and managed the implementation of corrective actions.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Lara Ready (currently with RQAW) 219.741.2124 lready@rqaw.com

Paul Armstrong

Construction Manager

Experience #3	Project Name	I-94 Interchanges and Bridges at Broadway, Grant and Martin Luther King Drive Exits
	Delivery Method	Design-Build
	Position Title	Superintendent
	Time in this position	From 2005/November to 2006/December equals total of 1 year 1 month
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	Complicated bridge girder erection planning and execution \$21.4M construction value
	Detailed description of project responsibilities related to position title	Meticulously supervised a wide range of construction activities, including the construction of bridges, the undercutting and installation of roadway drainage systems, and the complete reconfiguration and rebuilding of all interstate ramps.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Ensured that the construction of these highway bridges adhered to the construction documents and maintained strict safety standards. He coordinated with the engineer to resolve construction issues and oversaw corrective actions.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Jon Kruger 219.362.6125 jkruger@indot.IN.gov
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	OSHA 30-Hour #OSHA 500 Instructor of Construction
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 of major highways, interstate-to-interstate interchanges, and bridge structure construction as a SUPERIOR employee, with two years and one month in the role of Construction Manager.

Josh Kistner

Construction Quality Manager



Experience #1	Project Name	INDOT I-65 / I-70 North Split
	Delivery Method	Design-Build
	Position Title	Construction Quality Control Manager
	Time in this position	From 2020/June to Present equals total of 2 years 11 months (to date)
	Average number of hours worked per week on Project	55
	Project Description (include construction value)	Reconstruction of the I-65 and I-70 interchange in downtown Indianapolis, comprised of four sections – south leg, west leg, east leg, and interchange. This project replaced all pavement, reconfigured the interchange into three levels, eliminated two ramp movements, replaced numerous bridge structures, installed a new drainage system, improved local streets, replaced ITS facilities, and provided new aesthetic and landscape features. Urban environment, large, accelerated schedule-driven project with many local stakeholders. \$398.8M construction value
	Detailed description of project responsibilities related to position title	Led the quality control department, consisting of four internal inspectors and six to eight external testing technicians.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Personally, developed the Construction Quality Management Plan and led team that created the quality control plans for all individual work. Led the daily activities for inspection and testing, worked with sub-consultants to provide technicians daily.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Cliff Walker 765-745-1759 cwalker@indot.IN.gov

Josh Kistner

Construction Quality Manager

Experience #2	Project Name	National Grid Commercial Point LNG Facility
	Delivery Method	Design-Build
	Position Title	Construction Quality Control Manager
	Time in this position	From 2016/January to 2018/December equals total of 2 years 11 months
	Average number of hours worked per week on Project	55
	Project Description (include construction value)	Project included approximately 30,000 cy of excavation, 15,000 cy of embankment, 15,000 cy of concrete in foundations and pedestals, drilled shafts, retaining walls, mass concrete slabs, and 850 linear feet of a 15-foot tall concrete dike wall. New WPG heaters, new LNG vaporizers with 15,000 linear feet of associated piping, all new structural steel for pipe racks, and upgraded electrical and control systems for all new equipment. Aided in managing vendors and supplier quality program, performed many audits for the suppliers of the engineered equipment and Coordinated with the client to successfully deliver all the equipment on time while exceeding all quality expectations. \$100M construction value
	Detailed description of project responsibilities related to position title	Worked with project executives to author the Project Quality Plan with scope specific work. Successfully ran the quality program for the complete upgrade of the existing facility. Led the quality control department with four internal quality inspectors and two to three external testing technicians.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Developed the Construction Quality Management Plan and led the team that created the quality control plans for all individual work. Led daily activities for inspection and testing, worked with sub-consultants to provide technicians daily.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Danielle Phillips 781-697-7054 Danielle.Phillips@nationalgrid.com

Josh Kistner

Construction Quality Manager

Experience #3	Project Name	Massachusetts DOT Green Line Extension
	Delivery Method	Gross Maximum Price/Design-Build
	Position Title	Construction Quality Control Manager
	Time in this position	From 2015/March to 2016/January equals total of 0 years 10 months
	Average number of hours worked per week on Project	55
	Project Description (include construction value)	Supervised all work associated with side road bridges and utility relocations from support of excavation to foundations to concrete to structural steel. Oversaw construction of drilled shafts, mass concrete for foundations, concrete column and pier cap construction, concrete retaining walls, large and small diameter drainage, mass excavation and embankment, track work, paving, and electrical work. \$205M construction value
	Detailed description of project responsibilities related to position title	Helped field engineers and superintendents identify requirements prior to brainstorming and completing work plans. Aided in devising construction methods and ways to complete field operations. Managed subcontract and supplier fabrication for structural steel, performed supplier audits and managed independent inspectors. Performed field inspections of work in progress and managed independent third-party field inspectors.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Led daily activities for inspection and testing, worked with sub-consultants to provide technicians daily.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Zachary Drapeau 978-361-6783 zdrapeau@united-civil.com	
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	Purdue University Bachelors of Science Building Construction Management Technology 2006 ACI Level 1 ACI Level 2 AWS Certified Welding Inspector American Society for Quality Certified Manager of Quality/Organizational Excellence OSHA 30 Hour #31108222
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	18

Chad Conwell

**Maintenance of Traffic
(MOT) Manager**



Experience #1	Project Name	ORX Segment 2
	Delivery Method	Design-Build
	Position Title	MOT Manager
	Time in this position	From 2024/January to 2024/May equals total of 0 years 5 months
	Average number of hours worked per week on Project	50
	Project Description (include construction value)	Portion of the I-69 Indiana Approach over the Ohio River and new I-69 interchange with Veterans Memorial Highway located in Evansville, Indiana. \$208M construction value
	Detailed description of project responsibilities related to position title	Responsible for any temporary traffic control for the project along with reviewing all temporary traffic control configurations for I-69, permanent striping, and other roadway finishes, along with meeting with emergency personnel.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Experience with reviewing design drawings and coordinating with design team on project cost, constructability, and feasibility.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Parsons Bob Fisher 317.319.5835 robert.fisher@parsons.com

Chad Conwell

**Maintenance of Traffic
(MOT) Manager**

Experience #2	Project Name	I-65 Added Travel Lanes
	Delivery Method	Design-Bid-Build
	Position Title	MOT Manager / Structures Lead
	Time in this position	From 2022/March through 2024/December for a total of 1 year 10 months
	Average number of hours worked per week on Project	50+
	Project Description (include construction value)	Added a third travel lane on I-65 from Wabash River to 2.5 Miles north of SR 43, including the widening and new bridge decks on existing structures, along with realignment of ramps and reconfiguration of SR 43. \$100M construction value
	Detailed description of project responsibilities related to position title	Responsible for communication, planning, inspection, traffic monitoring, traffic control coordination with other construction operations, and oversight of all traffic control operations on I-65 and local roadways.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Experience with interstate lane closures, ramp closures, detour routes and interchange traffic impacts. Including traffic signal alterations and installations, permanent striping, RPM installation and permanent reflector installation, guardrail, and attenuator installation.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	RQAW Dan Bridge 765.299.7844 dbridge@rqaw.com

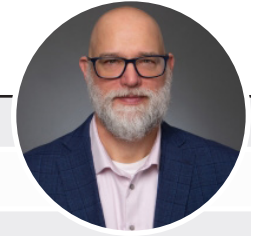
Chad Conwell

**Maintenance of Traffic
(MOT) Manager**

Experience #3	Project Name	I-75 Modernization Project Segment 2
	Delivery Method	Design-Build
	Position Title	Maintenance of Traffic Manager / Roadway Lead
	Time in this position	From 2018/November to 2020/June equals total of 1 years 7 months
	Average number of hours worked per week on Project	60+
	Project Description (include construction value)	Reconstruction of more than 8.5 miles, replaced/repared 18 structures, and built diverging diamond interchanges at Big Beaver and 14-Mile roads. \$224M construction value
	Detailed description of project responsibilities related to position title	Responsible for communication, planning, inspection, monitoring, traffic control coordination with other construction operations, and oversight of all traffic control operations on I-75 and local roadways.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Interstate lane closures, ramp closures, local road closures, detour routes in major urban environments, including pedestrian detours and safety. Reconstruction of Interstate along with constructing new diverging diamond interchanges while keeping roadways open to traffic. Also reviewed design plans for cost, constructability, and feasibility.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Michigan DOT Frank Spivey 810.650.0999 ftspivey@gmail.com
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	BS, Building Construction Management, Purdue University, West Lafayette, IN, 2006 Building Construction Management Outstanding Senior Award, 2006 ATSSA Traffic Control Supervisor Certification
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	19 years total with 15.5 years as a MOT Manager.

Jeff Lietzan

Lead Estimator



Experience #1	Project Name	INDOT I-65 / I-70 North Split
	Delivery Method	Design-Build
	Position Title	Project Manager / Design Manager
	Time in this position	From 2019/June to Present equals to date total of 5 years 0 months (to date)
	Average number of hours worked per week on Project	50
	Project Description (include construction value)	Reconstruction of the I-65 and I-70 interchange in downtown Indianapolis, comprised of four sections – south leg, west leg, east leg, and interchange. This project replaced all pavement, reconfigured the interchange into three levels, eliminated two ramp movements, replaced numerous bridge structures, installed a new drainage system, improved local streets, replaced ITS facilities, and provided new aesthetic and landscape features. Urban environment, large, accelerated schedule-driven project with many local stakeholders. \$398.8M construction value
	Detailed description of project responsibilities related to position title	Responsibilities included coordination with INDOT, change order negotiations, schedule management, contract administration and overall responsibility for the project.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	This position allowed Jeff to interact with INDOT personnel regarding costing of change orders and INDOT's ICE requirements. This included providing detailed cost estimates to INDOT for change orders (open book).
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Brian Shattuck 317.847.3969 bshattuck@indot.IN.gov

Jeff Lietzan

Lead Estimator

Experience #2	Project Name	INDOT Super 70
	Delivery Method	Design-Build/Best Value
	Position Title	Design-Build Coordinator/Assistant Project Manager
	Time in this position	From 2006/April to 2007/December equals total of 1 year 8 months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	Aggressive construction schedule to complete in one construction season for the removal and reconstruction of 28 bridge decks, construction of 2 new bridges, remove and replace concrete pavement construction of 50 ft tall wire wall to facilitate MOT. \$175M construction value
	Detailed description of project responsibilities related to position title	Jeff’s responsibilities included preparation of bid using HCSS estimating software, coordination with engineering firms to provide completed design, continued development of costing information as designed progressed from Stage 1 through RFC.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Jeff prepared production-based construction costs estimates, identified and managed risk, and managed construction schedules. Jeff prepared production-based construction costs estimates, identified and managed risk, coordinated with Design firm to compete design.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Roland Fegan 855.463.6848 d30fegan@indot.IN.gov	

Jeff Lietzan

Lead Estimator

Experience #3	Project Name	Ohio River Bridges East End Crossing Section 6
	Delivery Method	Design-Build/P3
	Position Title	Design-Build Coordinator
	Time in this position	From 2015/February to 2016/December equals total of 1 year 11 months
	Average number of hours worked per week on Project	60
	Project Description (include construction value)	Construction of a new 4.1 mile extension of I-265/SR265 on the Indiana side and new river crossing and a new 3.3 mile extension of I-265 on the Kentucky side. Indiana Portion \$800M construction value
	Detailed description of project responsibilities related to position title	Responsibilities included pre-bid design coordination with engineering firm to develop cost effective design and overall leadership for bid estimate for Indiana section. Coordinated with estimators to ensure accurate and timely takeoffs and estimates to meet bid schedule. During preconstruction, incorporated several cost saving ideas into design. Continued working with designers through RFC stage of drawing release. Assisted project manager on subcontractor and vendor solicitations until completion. Performed several additional takeoff's of stage 3 and RFC drawing to assure that we didn't have any quantity creep.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Jeff prepared production-based construction costs estimates, identified and managed risk, and managed construction schedules.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Burgess & Niple Kevin Jasinski 317-775-5101 Kevin.Jasinski@burgessniple.com
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	BS, Construction Management, Purdue University, 1988 OSHA 30-hour
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	34 total with 15 years as a Lead Estimator



Dustin Kaptur

Project Scheduler

Experience #1	Project Name	INDOT I-465 Bridge Over 96th Street
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager / Scheduler
	Time in this position	From 2022/February to Present equals to date total of 2 years 3 months
	Average number of hours worked per week on Project	30
	Project Description (include construction value)	Six-phase project to complete replacement of the bridge over 96th Street and is in one of Indianapolis's most heavily congested areas. Project elements include mass earthwork, grading, realignment of 96th Street, ground improvements, aggregate columns and wick drains, 46-inch plate girders, and ITS improvements. \$23M construction value
	Detailed description of project responsibilities related to position title	Managed every aspect, guaranteeing adherence to timeline, financial limits, resource distribution, and contractual commitments. Involved directly managing contracting team and maintaining regular communication with INDOT and other relevant stakeholders to ensure unity and address any emerging challenges promptly. Dustin took on the crucial role of identifying and proactively addressing potential risks that might hinder the achievement of project goals.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Involved crafting and managing construction progress CPM schedule through Primavera P6. He regularly convened with the team to ensure a shared grasp of vital tasks and to pinpoint any looming risks or uncertainties that could disrupt the timeline. He fostered an environment where schedule was utilized to streamline resource management, coordinate submittals, and facilitate material procurement. Dustin forged a relationship with INDOT, collaborating closely to preemptively address utility conflicts prior to mobilization helping mitigate risk.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Brent Estes 765.745.1700 bestes@indot.IN.gov	

Dustin Kaptur

Project Scheduler

Experience #2	Project Name	INDOT Newton County Bridge and Culvert Replacements
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager / Scheduler
	Time in this position	From 2022/June to 2023/January equals total of 0 years 7 months
	Average number of hours worked per week on Project	40
	Project Description (include construction value)	Bundle project to replace existing structures and consisted of replacing bridges on US 41 over Chizum Ditch, replacement of a three-sided culvert on US 41 over Hambridge Ditch, replacement of a three-sided culvert on SR 14 over Gaff Ditch, and replacement of culvert on SR 114 over Haynes Tile. \$9M construction value
	Detailed description of project responsibilities related to position title	Oversaw all facets of the project, ensuring compliance with project schedule, budgetary constraints, resource allocations, and all contractual obligations. This encompassed direct supervision of the contracting team, alongside consistent communication with INDOT and other pertinent stakeholders to uphold cohesion and promptly tackle any arising issues. Dustin assumed the pivotal responsibility of identifying and preemptively mitigating potential risks that could impede the realization of project goals.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Assigned to project approximately two months after start of construction. He reviewed and updated the logic in the CPM schedule to accurately portray critical path. He regularly convened with the team to ensure a shared grasp of vital tasks and pinpoint risks or uncertainties that could disrupt timeline. He fostered an environment where schedule was utilized to streamline resource management, coordinate submittals, and facilitate material procurement. He forged a transparent, collaborative relationship with INDOT, facilitating seamless cooperation to address and mitigate conflicts, minimizing overall impact on progress.
	Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Larry Hofferth 219-809-7219 lhofferth@indot.IN.gov

Dustin Kaptur

Project Scheduler

Experience #3	Project Name	INDOT Bridge Deck Overlay (Cass, Pulaski, Fulton)
	Delivery Method	Design-Bid-Build
	Position Title	Project Manager / Scheduler
	Time in this position	From 2021/January to 2021/October equals total of 0 years 10 months
	Average number of hours worked per week on Project	40
	Project Description (include construction value)	Bundled project to rehabilitate several structures for three counties. Scope included bridge painting, polymeric concrete bridge deck overlays, silica fume modified bridge deck overlays, and structural patching. \$6.2M construction value
	Detailed description of project responsibilities related to position title	Managed every aspect, guaranteeing adherence to timeline, financial limits, resource distribution, and contractual commitments. Involved directly managing contracting team and maintaining communication with INDOT and other stakeholders to address any challenges promptly. Dustin identified and proactively addressed potential risks that might hinder the achievement of project goals.
	Explanation regarding the relevance of this experience to the minimum qualifications for the Key Personnel position	Crafted and managed progress of CPM schedule through Primavera P6. He fostered an environment where schedule was utilized to streamline resource management, coordinate submittals, and facilitate material procurement. Dustin’s work on this project continued his relationship with INDOT. He worked closely with the Owner on modifying the scopes, as needed, to ensure that the necessary work at each project location were delivered on-time and under budget. He showed the ability to remain flexible, while still delivering the project in the necessary time and budgetary constraints.
Project Representative (list name, phone number, and email address of owner representative for listed project)	Indiana Department of Transportation Kelly Nethercutt, PE 219.214.2762 knethercutt@indot.IN.gov	
Education	List all formal education, certifications, registrations, and other credentials relevant to the Key Personnel role	BS, Construction Engineering & Management, Purdue University, 2012
Summary of Experience	Total number of years and months of experience in a position relevant to experience required for the Key Personnel position	Dustin has 11 years of experience with a total 8 years, 3 months experience as a Project Scheduler.

Preconstruction Approach

Overall Approach

Our integrated CM/GC approach is centered on partnering and working with technical working groups (TWGs). The TWG meetings will bring design, construction, maintenance, INDOT, and stakeholder staff together to communicate, collaborate, and identify optimizations to expedite delivery and decrease project costs. We anticipate that during the TWG meetings, all subject matter experts will be available and present to discuss design challenges, design opportunities, and potential solutions. Prior to the commencement of design, costs will be reviewed and agreed to by all parties. SUPERIOR proposes the following breakdown for the TWG meetings.

- Maintenance of Traffic (MOT)
- Roadway (including roadway retaining walls)
- Drainage
- Geotechnical
- Structures (including bridges and bridge-retaining walls)
- ITS
- Signing
- Lighting
- Miscellaneous

Key factors of our TWG approach include:

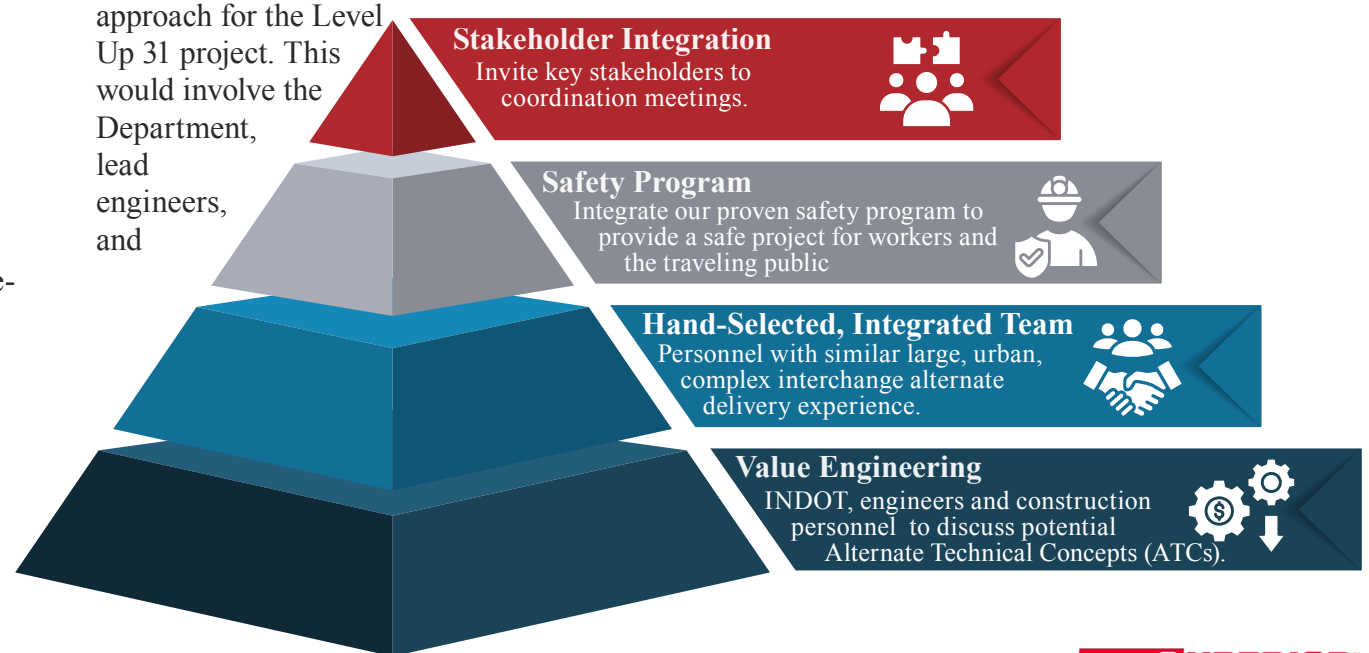
Stakeholder Integration. Invite key stakeholders to coordination meetings.

Safety Program. Integrate our proven safety program to provide workers and the traveling public with a safe project.

Hand-Selected and Integrated Team. Allocate experienced personnel with similar large, urban, complex interchange alternate delivery method projects with the necessary tools to manage stakeholder, environmental, utility, traffic, and schedule challenges.

Value Engineering. SUPERIOR recommends that INDOT adopt a Value Engineering approach for the Level Up 31 project. This would involve the Department, lead engineers, and

construction personnel from SUPERIOR conducting Value Engineering meetings to discuss potential Value Engineering/Alternate Technical Concepts (ATCs). Everything would be open for discussion, from beam type selection, Maintenance of Traffic (MOT) options, optimization of roadway and bridge profiles, foundation types, and more, to identify options for the project that would add value or quality to the bottom line. Each element selected by the team to pursue would have a champion and the appropriate number of engineers/representatives to lead the charge. At regular intervals, all members of the value engineering team would meet to present the status of each element.



Collaborative Partnership

As a leader in alternative delivery, the SUPERIOR Team is committed to transparent communication and embraces Design-Build Institute of America (DBIA) Best Practices. These practices center around a collaborative partnering approach with INDOT to deliver a final design and a complete project that exceeds your expectations.

The SUPERIOR Team appreciates the importance of strong communication and DBIA Best Practices, including the endorsement and liberal use of techniques to effectively integrate design and construction activities and implement steps to continue these processes throughout the design. Our Design Plan is integral to our Team's Project Management Plan (PMP). WSP's design group and construction team will collaborate throughout the life of the project. Our CM/GC Integration Manager, David Nardon, DBIA, will be involved in all design development processes to ensure adherence to contract requirements, allocate appropriate resources, and oversee constructability reviews. We are committed to communicating effectively among all participants and resolving issues at the lowest level.

CM/GC FIRM DESIGN COORDINATION

Our approach begins with a realistic plan implemented through effective management and coordinated with seamless communication. David will lead our design integration team working with WSP. With 47 years of

experience, 22 in alternative delivery, David's vast alternative delivery experience will aid in a smooth transition from design to construction.

As a team, we understand lingering or unresolved issues can and will derail any project. We are committed to providing positive and effective communication among all participants and resolving issues before they become problems. Our team will interface with the INDOT's Project Manager, WSP, and CEI staff on a regular basis. We understand effective communication and collaboration are necessary to maintain trust and foster a successful and lasting relationship focused on building the project, not walls.

INTERNAL COORDINATION

Design Development

We will hold weekly design coordination meetings to facilitate interdisciplinary coordination. Each task force leader, representing both design and construction, will present the status of their respective discipline action items, schedule, and quality control reviews.

We will utilize discipline-specific workshops to encourage accelerated decision-making and an interdisciplinary task force with design and construction leads to resolve conflicts early. As the CM/GC Integration Manager, David will facilitate effective communication and coordination across our Team. We will use Bluebeam's Studio feature to track internal design quality assurance and constructability

reviews. Bluebeam Studio is a cloud-based PDF tool that efficiently manages the review process - enabling each reviewer to see comments associated with a particular detail.

Our internal coordination plan includes a structured meeting process to promote team communication. We will utilize task force meetings to encourage an accelerated decision-making process.

An initial kick-off/brainstorming will be held upon project award. Design packages, including early work packages, will be determined in order to develop component GMP pricing. SUPERIOR will be working daily with WSP's design team. As the design develops, formal design review meetings will be held at 30%, 60%, and 90%, with the 60% review being a constructability review with our construction team.

Final Design Development

Once the component GMPs are established, we will work closely with the Department to design to budget as we advance the 60% designs through the 90%, Issued for Bid (IFB), and Issued for Construction (IFC) submittals. Through regular coordination meetings, we will provide a budget and schedule status report, including approved design adjustments as directed by the Department. Although overages are not anticipated, our team will manage them accordingly. Cost underruns will either be credited toward further project enhancements or provided as a cost savings.

Final designs will require detailed coordination with all ancillary items.

Throughout design development, we will utilize the risk register to manage project risks and make adjustments as needed to minimize the potential for and severity of impacts, along with other early start items, which are part of the risk mitigation strategy. Our team’s continuous attention to risk management is critical.

Retaining Wall Planning and Construction

Within the State of Indiana, SUPERIOR has completed more than 1.5M square feet of MSE wall construction. SUPERIOR has constructed every type of MSE wall, from the traditional MSE Walls at abutments built in half due to MOT phasing and MSE walls on limited access ROW (North Split) featuring Do-Not-Disturb areas. We recognize that the Department recently constructed this interchange and would like to reuse the existing MSE wall



North Split MSE wall construction.

panels as much as practical. To determine the feasibility of this, SUPERIOR recommends that the supplier of the MSE wall panels and reinforcing straps be engaged to determine what options are available for reuse of existing MSE wall components. Upon the recommendation of the MSE Walls supplier, SUPERIOR would provide two estimates, one for the removal and reuse of the existing wall and appurtenances and one for the removal and replacement with new panels and reinforcing straps.

PROOF. During the North Split Project, SUPERIOR dealt with MSE wall panel and strap supply chain delays. To mitigate the delays, SUPERIOR engaged two different MSE wall suppliers and alternate suppliers to reinforce straps/strips. We employed unique construction techniques to build the bridges without MSE wall panels or reinforcing. After verifying that piling would support the loads of the abutments and beams, SUPERIOR built the abutments on unsupported piles, set the beams, poured abutments and diaphragms, set metal decking, and tied the reinforcing steel to expedite the bridge construction. This alternative allowed the SUPERIOR Team to continue the progress of the North Split project.

Demolition of Facilities Under Load

Before demolishing the straddle bent bridge structure, SUPERIOR will provide a demolition plan to the Department for approval. The plan will address the need

for temporary shoring of the bent, removal sequence, specialty equipment, and safety



COMPLEX PHASED DEMOLITION

I-465 over 96th Street Project.

SUPERIOR has a proven track record of executing complex phased demolition activities. SUPERIOR’s current I-465 over 96th Street project has implemented engineered shoring solutions to safely and efficiently complete demolition operations within tight working conditions. Proposed phasing required crews to retrofit existing straddle bents with fabricated stiffener plates before installing temporary shoring towers below. Temporary shoring towers were fabricated and installed within low headroom conditions, requiring concise jacking to obtain a tight fit between the existing straddle bents and newly installed shoring towers.

precautions necessary for the safe demolition of this unique bridge. SUPERIOR has self-performed the demolition of numerous INDOT bridges throughout the State.

PROOF. The US 24 Bridge Replacement over the Tippencanoe River INDOT project included the demolition of the existing 450-foot, five-span bridge over the river. To accomplish this, SUPERIOR installed various barge configurations for equipment and personnel to:

- Demolish 1,400 CY of superstructure concrete, including the concrete arch supports for each of the five spans.
- Demolish 800 CY of substructure concrete, including existing piers in the river.
- Process 4,500 tons of concrete with a portable crusher.



Demolition of US 24 Bridge Replacement over the Tippencanoe River

Demolishing the existing bridge proved to be the most challenging safety aspect of the project. The utmost attention was given by onsite personnel up through senior management and the safety department. Numerous hours were spent developing the demolition plan, and a consulting engineer was used to verify the structural integrity of the existing bridge due to the required process. With environmental restrictions, the bridge could not be dropped into the river, requiring the use of barges to prevent concrete debris from falling into the river.

Once the demolition plan was approved, our workforce successfully removed the structure without incident. Demolition work is inherently one of the most dangerous aspects of construction, but utilizing our safety resources, maintaining constant communication, maintaining a high level of awareness of the surroundings, properly executing the plan, and the outstanding efforts put forth by our entire team kept everyone safe, including the traveling public whether by road or river.

Construction Activities Within Constrained or Restricted Sites

SUPERIOR experienced restricted sites and low headroom environments on the North Split project. SUPERIOR was not allowed to enter or damage numerous Do-Not-Disturb areas, as the Environmental Commitments documents called out. We had to differentiate this area from the project with an orange safety fence. Everyone hired for the project, from laborers



Low headroom was a challenge during the North Split Project.

to Project Managers, had to attend mandatory environmental training.

PROOF. Low headroom environments describe how the MSE walls were constructed on the North Split. Approximately 80-90% of all the project abutments had been completed before the MSE walls were installed. SUPERIOR had to incorporate unique construction methods to “top” out the MSE walls.

PROOF. The INDOT Borman Expressway I-80/94 project was initially intended as a pavement restoration undertaking covering an 11-mile stretch of Interstate 80/94 from the Illinois State Line to the I-65 Interchange. However, due to budget constraints and limited contractor interest, the Department decided to restructure the project, focusing only on the first 5.5 miles from the Illinois State Line to Cline Avenue. SUPERIOR emerged as the

successful low bidder and was subsequently awarded the contract.

The project posed various challenges, particularly with the MOT requirements, necessitating the maintenance of all four travel lanes during daytime hours. Various temporary safety measures, including Type 2 and Type 4 temporary zipper walls, were employed to ensure worker safety around the clock. The project encompassed significant work, such as the installation of Temporary Traffic Barrier types 1, 2, and 4, WIM station reconstructions, PCCP Full Depth Patches, Partial Depth Joint Repairs, Joint Sealing, Profiling PCCP, and other associated tasks. Noteworthy is the cost-saving MOT modification proposed and implemented by SUPERIOR in the final project phase, resulting in substantial savings for the State. The collaboration between the Department and SUPERIOR throughout the project exemplified a true partnership, culminating in the safe and successful completion of the project.

An additional piece of the Borman Expressway I-80/94 project was initiated in the subsequent year. Once again, SUPERIOR secured the bid and was awarded the contract. Building upon the previous project's scope, this project included additional tasks such as a bridge deck overlay, RCBAs, and end bent repairs, further enhancing the project's complexity, especially with the criticality of the bridge in the tightened schedule. Throughout the 2023 construction season, the Department and SUPERIOR effectively collaborated to navigate these challenges, ensuring the safe and successful completion of the project.

MOT in Complex, Integrated Existing Facilities

Our approach to staging, phasing, and sequencing MOT of a complex, integrated, major existing interchange facility can be summed up with one word – experience. Our project management team has substantial experience tackling aggressive urban

infrastructure construction projects. From our innovative staging and access schemes utilized during the construction of the North Split and Borman Expressway I-80/94 projects to our experiences with Accelerated Bridge Construction, our team thrives on overcoming complex staging and construction projects.

PROOF. During the procurement phase of the North Split Project, SUPERIOR identified the need to build the majority of the bridges and retaining walls “off-line,” constructing the work prior to traffic being diverted to the new structures to ensure maximum access to the work areas. We will work closely with the Department and INDOT’s engineer to develop the most cost-effective, least disruptive to traveling public, and safest MOT phasing for the Level Up 31 Project.

SUPERIOR is comprised of people with the local knowledge and experience to understand the partnership coordination efforts with our stakeholders that will be required. We

IMPLEMENTATION OF MICRO-PILE FOUNDATIONS FOR VARIOUS BRIDGE STRUCTURE APPLICATIONS

I-465 over 96th Street Project. SUPERIOR has been successful in the implementation of micro-pile foundations for various bridge structure applications. SUPERIOR’s current I-465 over 96th Street project elected to utilize micro-piles for temporary bridge foundations to provide sufficient structural support in a unique low headroom application. Upon completion of the micro-pile installation, tension load tests were performed to confirm that field load capacities met or exceeded those submitted in the design calculations. Before demolishing the existing structure, SUPERIOR provided design and construction for a temporary bent for the existing steel straddle bent.



also bring talented individuals with national experience to bring innovative ideas. This specific expertise will allow us to submit a comprehensive staging and logistics plan at the 60% and 90% levels of design. Each plan will contain a summary of the means and methods used to sequence and stage the work, allowing us to coordinate effectively:

- The number and duration of service impacts to our stakeholders.
- Local and expressway traffic closures.
- Anticipated work outside of typical work hours.
- Relocation and protection of utilities.

SUPERIOR recommends that the project utilize monthly TMP meetings inviting the CM/GC contractor, the Department, WSP, affected Governmental entities, law enforcement agencies, emergency response providers, and other stakeholders and agencies whose operations affect or are affected by the construction. These meetings will ensure that all stakeholders are informed of current MOT configurations. We also recommend holding TMP meetings prior to significant phase changes, providing valuable information to all stakeholders utilizing the roadway within the construction limits. To provide a safe working environment for all parties, SUPERIOR recommends that the Department utilize

its incident response requirements for other alternate procurement projects.

SUPERIOR understands that this I-465/US31 interchange modification is a lifeline for the community. Our planning will minimize environmental impacts, keep all existing traffic movements open or mitigated, and provide safe movement for all stakeholders.

Our team experience gives us the understanding that the little things matter. From employee parking to dust control to site security, we know all the little things add to the project's success. SUPERIOR will provide expertise and perspective to help the

SUPERIOR INNOVATIVE CONCEPTS ON ALTERNATE DELIVERY PROJECTS – I-65 / I-70 NORTH SPLIT

Steel Cross-Frame Diaphragms. We utilized steel cross-frame diaphragms instead of cast-in-place pier diaphragms, reusing recycled asphalt pavement (RAP) for shoulder stone and reconfiguration of the interchange, eliminating several steel beam bridges and multiple straddle bents. Constantly reviewing construction plans, SUPERIOR, with INDOT's assistance, determined that Structure #34 could be utilized for two-lane, two-way traffic, eliminating a sub-phase of MOT and allowing for continued progress.

Closures. We eliminated an allowed closure from the North Split Project. The contract allowed for the WB I-70 to NB I-65 movement to be closed for a maximum of 45 calendar days. Our MOT plan did not require this closure to complete construction, so we eliminated the closure altogether.

Maturity Method – Value Added. The two most significant benefits of using the maturity method (i.e., SmartRocks) are the ability to wirelessly monitor the strength and temperature of the concrete placement in real-time wherever you are when using the SmartHub, which we have been using on the North Split. This cuts out the wasted time waiting for strength results to be sent to proceed to the next activity. We use the Giatec 360 account along with the SmartRocks and SmartHub; this allows everyone to track, monitor, and produce reports. Anyone can be added as a user, enabling the client to view and monitor all pours.



team design a neighborhood- and customer-friendly project.

SUPERIOR intends to utilize our Virtual Design and Construction (VDC) process on the I-465/US31 interchange modification to assist during the construction phase and aid in the delivery of the preconstruction phase. The VDC process will help streamline the coordination process as a component used in conjunction with a well-formulated, ordered coordination plan. This process is built around three core elements: preconstruction investigation, field implementation, and the development of an integrated modeled facility. Our approach will incorporate the schedule with phasing, sequencing, and staging to minimize our footprint. SUPERIOR’s VDC process allows us to:

- Use 3D LiDAR scanning to input existing construction points into the proposed design model to accurately represent existing conditions.
- Virtually construct the project to detect, analyze, and solve potential conflicts before they become field issues.
- Easily substitute alternative systems or materials to confirm their value to the project.
- Efficiently coordinate multiple disciplines (utilities, civil, and structural).
- Simulate construction sequence, staging, and MOT phasing activities.

- Track RFIs and changes in scope/design documents to identify potential cost and schedule impacts.
- Create an interactive close-out package for ease of use in ongoing operations.
- Utilize drones to provide real time progress. We recommend that it be flown weekly and per-haps several times a week once construction is underway. We also recommend using Propeller Trimble Stratus software to provide real-time construction updates.

Schedule Management

To ensure all parties are working toward the same goal will require involvement and commitment to identified milestones. Many milestones will require others to stay on schedule. Determining the design critical path components early will help assign resources and track activities to achieve anticipated completion.

Our preconstruction team will work with the Department’s representatives to develop a detailed design deliverable schedule as we develop our construction CPM schedule concurrently. Once the two schedules are established, we will meet with the Department and their representatives to review, compress if necessary, and agree on a consolidated and composite schedule. We will include permitting, early work packages to accelerate construction, component packages, and detailed project phasing. This schedule will be

reviewed at our weekly design coordination meetings and adjusted to ensure both design and construction remain on track. The CPM schedule will be updated monthly and reviewed weekly in coordination meetings.

Identifying Potential Pricing Packages

In our experience, alternative procurement pursuits require establishing work groups/packages. We will develop specific packages based on our experience with similar projects for the Department. We recommend identifying long lead-time materials in conjunction with the Department and “lock-in” pricing. This will alleviate the risk associated with material price fluctuation. We envision the following subcontractor and material packages as a minimum for this project:

Subcontractors

- | | |
|---------------------------|-------------------------------------|
| • Earthwork | • Bridge Demolition |
| • Pipework | • Guardrail |
| • Asphalt/Concrete Paving | • Fence |
| • Pavement Breaking | • Subgrade Treatment Packages |
| • ITS | • Retaining Wall Packages |
| • Lighting | • Median Barrier Wall Packages |
| • Signing | • Underdrain/Slotted Drain Packages |
| • Pavement Marking | |
| • Bridge Packages | |

- Structural Coatings
- Temporary Pavement Marking
- Maintenance of Traffic Device
- Asphalt Pavement Milling
- Reinforcing Steel Installation
- Trucking
- Miscellaneous

Materials

- Precast Beams
- Structural Steel
- Reinforcing Steel
- Concrete Redi-Mix
- MSE Wall
- Aggregates
- Bearings
- Steel Piling
- Bridge Deck Joints
- SIP Metal Decking
- Drainage Structures

Participate in frequent formal and informal communication, team meetings, and site visits.

SUPERIOR will initiate an initial design review kick-off meeting with the Department and its consultant. Following this initial kick-off meeting, there will be an internal brainstorming meeting with SUPERIOR, followed by a follow-up meeting with the Department and WSP to share the outcome and assumptions. From this meeting, we suggest, at a minimum, monthly follow-up meetings to ensure the scope and intent are maintained, and questions and/or concerns are addressed.

Routine site visits will be scheduled with our team, the Department, and WSP. The first site visit will occur prior to the initial kick-off

meeting referenced above to prepare for the meeting.

SUPERIOR will also schedule, at a minimum, bi-weekly progress meetings to provide project updates to the Department and follow-up questions for concerns or findings that may be relevant to the progress of the project.

Pricing and Subcontracting

Fostering an open and transparent process creates and sustains collaborative momentum. This type of culture is one of the best ways to consistently identify and develop the most efficient, constructable, and safest solutions. This is a leadership issue, and our leadership team has a history of fostering open team dialogue to reduce impacts to safety, cost, risk, and schedule. Our estimating process is depicted in Figure 2.

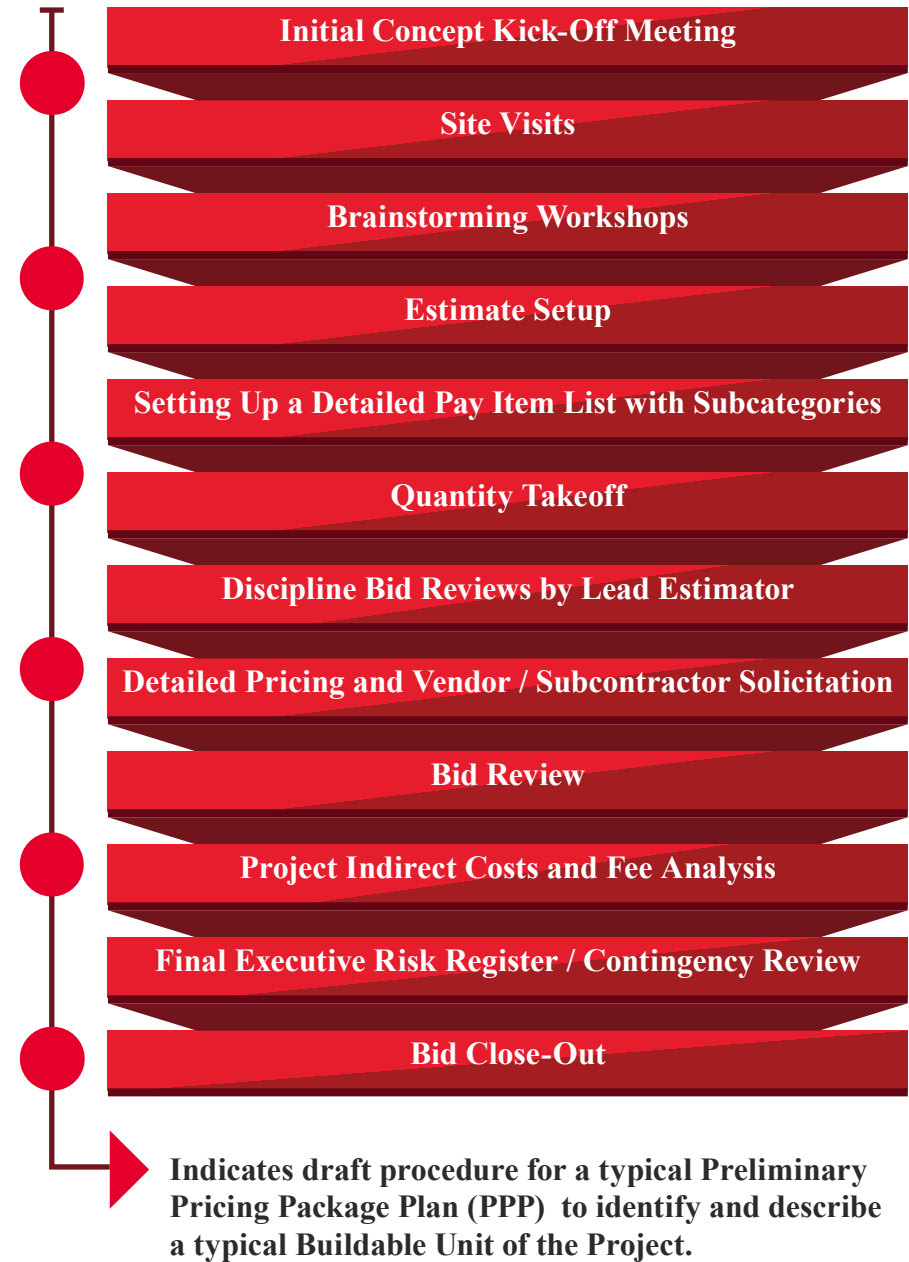


Figure 2: Estimating Process

Our Team will develop a project-specific dashboard to provide the Department with transparent and "open-book" insight throughout the project duration. The dashboard illustrates clear expectations and milestones, manages team assignments to facilitate timely decision-making, renders a master schedule, tracks work packages, and yields a complete understanding of all financial facets of the Project, including Opinion of Probable Construction Cost (OPCC) and GMP.

Ensure Fair, Competitive Pricing

SUPERIOR's Team of seasoned estimators will provide detailed cost estimates for all scopes of work previously noted, providing the team and the Department a high degree of confidence that subcontractor pricing is competitive, reliable, and aligned with market pricing. In addition, SUPERIOR is capable of self-performing major critical items of work—such as deep foundations, structural concrete, earthwork and grading, roadway base course, traffic control, storm drain installation, underground utilities, and concrete paving—offering the advantage of validating the absence or presence of market competitive pricing. To allow for the highest degree of transparency, the cost estimates provided by SUPERIOR to self-perform certain scopes of work will be completed at least 48 hours before the receipt of subcontractor pricing.

Our vast experience has shown that communication and collaboration are keys to enabling the subcontracting community

to provide competitive pricing. To achieve this goal, the SUPERIOR Team will utilize our four-step process and engage with key subcontractors during the design process to allow input into critical aspects of the project, such as phasing, scheduling, material selection, and design concepts. This collaborative approach has proven successful in helping the subcontracting community become more familiar with the scope of work, risk profile, and expectations. SUPERIOR maintains a corporate policy to solicit a minimum of three bids from subcontractors for all subcontracted scope items.

Competitive Solicitation

All proposals will be thoroughly reviewed and analyzed to validate the proposed cost is adequate, fair, and reasonable for the work contemplated.

SUPERIOR has more than 86 years of experience managing risks associated with heavy civil construction and 22 years in understanding, identifying, and managing risks associated with alternative delivery projects. SUPERIOR is known for our innovative approach and “out-of-the-box” thinking. We have saved our clients tens of millions of dollars in direct cost savings from innovative means and methods, schedule reduction, and design enhancements resulting from innovative solutions.

From the initial kick-off meeting, SUPERIOR identifies and tracks risks and develops solutions to eliminate, minimize, or mitigate

those risks. This is accomplished through constructability review meetings and alternative designs, including proposed redesigns. Leaving risk unidentified and unaddressed severely impacts project cost, schedule, and potential claims to the Owner.

Ensure Equal Employment Opportunities

SUPERIOR applies equal employment opportunities (EEO) to all matters relating to hiring, promotion, demotion, transfer, recruiting and recruitment advertising, layoff or termination, rate of pay, or other forms of compensation and selection for training, including apprenticeship, pre-apprenticeship, and/or on-the-job training. The actions include covering all salaried and hourly paid positions in offices, shops, and jobsites and all job classifications within the respective trades.

In addition to the EEO practices, SUPERIOR is committed to hiring minorities, females, disabled, and veteran applicants. We will not use goals, timetables, or affirmative action standards to discriminate against any person on the basis of race, color, religion, national origin, age, physical or mental disability, sex, gender, gender identity, or expression (including transgender status), sexual orientation, marital status, veteran status, genetic information, or any other characteristic protected by applicable federal, state, or local laws.

SUPERIOR's Subcontractor Selection and Integration Plan

SUPERIOR places great importance on the selection of subcontractors for all projects. We value each subcontractor not only as a key team member, but also an extension of our own forces. The success of the project relies largely on the success of the subcontractors and we have established a process that focuses on reliability, quality, and competitiveness. This process is customized for each project.

SOLICITING RELIABLE BIDS AND MAKING A SELECTION

1 Identification. SUPERIOR leverages relationships with subcontractors on current and past projects. These relationships and experiences will assist the team in identifying subcontractors that have proven to be reliable and successful on past projects. In addition, our team will utilize our databases from various Owners and surrounding municipalities to expand the pool of potential subcontracting partners.

2 Prequalification. Identified subcontracting firms will be required to complete a prequalification questionnaire (Figure 3) that includes company history, three-year safety history, and references for performance, insurance, banking, and bonding. During this process, special emphasis will be placed on obtaining honest assessments of the quality of workmanship provided on past projects. This prequalification process will be designed to be as flexible as possible so as not to exclude potential subcontractors.

3 Notification. To the greatest extent possible, we will utilize SmartBid technology to provide bid notices to subcontractors that have been identified and

approved through the prequalification process. SmartBid is a cloud-based tool designed to provide notifications, plans, and specifications to potential key business partners and subcontractors. This digital tool will be used to supplement more traditional notification outlets like newspapers and trade associations.

4 Selection. The final selection of subcontractors will evaluate several factors, including the following:

- **Health & Safety:** At a minimum, the subcontractor must have a written health and safety policy. Potential partners with a safety record that exceeds industry averages will require a detailed explanation of their history.
- **Reputation/Past Performance:** At least two references must be provided and verified prior to award of a subcontract.
- **Cost:** The cost will be a factor in the selection process, but it will not be the primary selection factor. All proposals will be thoroughly reviewed and analyzed by SUPERIOR and the Department to validate the proposed cost is adequate, fair,

The image shows a screenshot of a 'SUBCONTRACTOR PREQUALIFICATION QUESTIONNAIRE' form. At the top right is the 'SUPERIOR CONSTRUCTION' logo. Below the title is a red banner with white text: 'Thank you for your interest in working with Superior Construction. In order to best match your capabilities with upcoming opportunities, please complete our subcontractor prequalification form and return to our Estimating Department at esd@superior.com.' The form is divided into three main sections: 'GENERAL INFORMATION', 'SAFETY INFORMATION', and 'WORK EXPERIENCE'. Each section contains several questions with checkboxes for 'Yes', 'No', or 'Other'. The 'GENERAL INFORMATION' section includes questions about company name, federal tax ID, mailing address, business phone, contact name, Mo/Yr established, form of business, and number of employees. The 'SAFETY INFORMATION' section asks about OSHA certification for 10-hour and 30-hour courses. The 'WORK EXPERIENCE' section asks about experience in various construction disciplines like General Requirements, Site Development, Concrete, Masonry, Metals, Carpentry, Finished, Equipment, Special Construction, Elevators/Lifts, Mechanical, Electrical, Earthwork, Utilities, and Other. The page number 'PAGE 1' is visible at the bottom right of the form.

Figure 3: Questionnaire Example

and reasonable for the work contemplated. Additional scope reviews will be conducted for those proposals that deviate from the median pricing for a given discipline by more than 10%. Our four-step process provides assurance/confidence that we will receive reliable and accurate bids that are driven by a safety and quality culture, confidence our subcontractors are financially sound and honor their commitment to complete the work on time and within budget – reducing the risk of subcontractor default.

Risk Management

SUPERIOR performs risk mitigation analysis on all our projects, whether design-bid-build or alternative delivery, such as design-build and CM/GC. Early during the preconstruction phase, while working with the design consultant, we develop a project-specific Risk Register that becomes a living document throughout design phase to identify and mitigate potential project risks.

Typical general items of design risk are geotechnical/subsurface conditions and foundation types, third-party utilities, right-of-way, design creep, long lead time materials, and material types (steel versus precast beams). We then look at project-specific items that could become risk. We prefer to begin this risk analysis early in the design development...30% plan stage. We continue to identify and mitigate through the final design.

Once the risks are identified, SUPERIOR will work with the design consultant to mitigate or eliminate these risks early in design development using innovation, different constructability methods, or alternative designs. Other risks identified outside of design are schedule, quantity overruns, labor shortages/escalation, subcontractors, market conditions, and material shortages/escalation, to name a few. Once developed, the Risk Register looks at the probability of occurrence, and we assign a percent of probability to each item. As items are identified, they are quantified and priced. We then assign a value

to the quantified item, and the risk value is then calculated for the project. The overall value becomes project contingency.

Risk management is experience, evaluation, mitigation, and execution. Through the CM/GC, SUPERIOR will rely on our 86 years of experience to identify risks. Each phase will be broken down into tasks and evaluated for potential risks. These risks are identified through 40% and 60% constructability reviews, cost estimates, material availability, and schedule impact.

Our key to risk mitigation and avoidance includes a CM/GC Integration Manager to coordinate design and construction. David will facilitate and manage disciplines critical to preconstruction, such as design integration, procurement, risk mitigation, schedule, estimating, and cost certainty.

Assist the project team in identifying and managing risks and suggesting solutions that eliminate, minimize, or mitigate those risks.

We begin with an initial workshop to align expectations and discuss the challenges, risks, and processes this proposal identifies. We will expand on those items to build consensus around challenges and risks. A risk register will prioritize and allocate costs and mitigation strategies. Weekly meetings will identify each risk, associated probable cost, status, and mitigation strategy. Once identified, each risk will be quantified and evaluated by our Lead Estimator, Jeff Lietzan. Each risk will

be assigned a mitigation plan, and options will be presented to the Department for evaluation before execution.

Mitigation plan execution will be according to our predetermined process, and approved by the Department. SUPERIOR has carefully reviewed and analyzed this project. It summarizes how we plan to reduce the risk for INDOT and increase our ability to provide a high-quality project. Understanding risks will shorten project duration (schedule impacts) and reduce cost impacts. The model identifies risks early and mitigates them before the final design.

As the design develops, component GMPs will be established. SUPERIOR will work with the Department to “design to budget” as we advance design through submittal packages.

We will provide a status report weekly, including approved design adjustments as directed by the Department to keep risk at bay. Although overages are not anticipated, our team will manage them accordingly. Cost underruns will be credited toward further project enhancements or provided as cost savings to INDOT. SUPERIOR commits to working with the Department to align the final designs, construction, schedule, and overall budget with the Department’s vision and goals.

Throughout the design, we will utilize the risk register to manage project risks and adjust to minimize the severity of impacts. Adhering to the Design Deliverable Schedule, permitting,

geotechnical investigations, survey, material escalations and price uncertainty, labor and equipment uncertainty/ availability, and other early work items as part of our risk mitigation strategy.

Our Risk Register is developed early in the design development process and remains a living document through the GMP. SUPERIOR will be transparent with the design consultant and the Department throughout this process. The items assigned to the risk register will be discussed in detail, as well as the quantity and price development, and probability factor to ensure the team agrees on the results.

Identify, Mitigate, and Price Risk

Risk mitigation is considered essential to all successful alternative delivery projects and should be addressed during the design and construction phases. SUPERIOR has reviewed the Risk Register provided in the RFP documents and concurs with the Department's initial assessment of the risk and anticipates working closely with the Department to minimize/eliminate risk items. Our experience shows that mitigating Utility impacts is a prudent starting point. Whether that mitigation is designing the project to avoid the utilities or as-built the utility to ensure you have accurately captured its impact on the design of the project. SUPERIOR would recommend during the initial design phase, risk mitigation be incorporated into each of the weekly TWG



Office Co-Location during the Westshore Interchange Project in Tampa, Florida

meetings. Means and Methods to mitigate the cost and schedule impact will be explored during these meetings. We will also look at the probability of the risk occurring. SUPERIOR will perform detailed cost estimates for each risk item. After the team's review, we will present the cost estimates to the stakeholders and make agreed changes.

Office Co-Location

Our experience has shown that face-to-face communication is the most effective approach during those critical months when innovation and team building are essential for success. We will co-locate our team for the planning and preconstruction phases soon after contract award. By immediately co-locating, we will be able to establish the communication and collaboration backbone of the project. It is

critical to have the Department's involvement at the project meetings. This co-located space will foster an environment of team building, problem-solving, and team thinking through the challenges together, all available for the Department's participation.

SUPERIOR will locate commercial real-estate property within range of the project location. With the Department's input, we will rent space appropriate to the project's requirements. The space will also be equipped as agreed to by all parties.

Construction Phase Approach

Overall Management Approach

Project Management Plan (PMP)

Our Project Management Plan (PMP) is developed during the estimate phase specifically for each project. The PMP identifies our approach, safety plan, schedule, budget, means and methods, risks and opportunities, potential hazards, our Work Activity Plan program, and other ideas to help the project's success. This is not only the project's road map but the road map that defines the estimate approach. Our approach leaves nothing off the table for discussion.

During the Preconstruction Phase, we identify the more challenging items of work and solutions and the more traditional items of work for continual improvement in our means and methods. These meetings include senior estimate team leaders, project managers with project-specific experience relative to the project, senior leadership, and superintendents who build the work. We also include engineering firms specializing in construction engineering for their insight into innovative approaches. We also discuss, and have, a preliminary outline for Plan B; as we have learned from experience, a roadblock may occur well into the development of Plan A. The Risk Register/Mitigation Matrix is expanded from the estimate and further developed.

Our Project Controls approach is to bring a robust system that provides live data and is easily customizable to meet the needs of the Department, ICE, and our team. To effectively deliver the Level Up 31 Project, we will establish a realistic schedule, identify a clear critical path, strive for minimal complexity, maintain the appropriate project controls to produce reliable management information, and build a capable and informed Team.

Our project controls tools provide the following benefits:

- Begins in the Preconstruction Phase to track and develop the Construction Phase Amendments for each Buildable Unit.
- Provide a single source for project control data to enable centralized knowledge sharing and collaboration.
- Easily scalable to meet the Project needs.
- Hosts the live project data.
- Integrates smoothly into the estimating and scheduling software.
- Augments the Department's processes or systems to provide Project tracking, accountability, and transparency.

Our dashboard provides full access to project data through customizable tabs and access for all Department leadership levels (executive, design, construction, project delivery, work program, and CEI).

These tools have been utilized and tailored by our Team over many years on past projects to help organize the delivery of major programs and can be deployed quickly for this Project.

Environmental Considerations

One of the first buildable units of the project will be addressing the project size to minimize impacts to the natural and built environment. This will include clearing operations based upon the availability of parcels to be cleared and all fish spawning, Indiana bat, or swallow limitations. If necessary, mitigating efforts will be performed to remove any protected species from the project limits. Before the removal of existing structures, testing will be performed to determine if any hazardous materials are present. Any necessary disposal will be handled in compliance with City and State regulations. All reporting documents will be provided to the Department. SUPERIOR will also consider Indianapolis's commitments to Historic Properties as indicated in the final plans/specifications.

Utilities

SUPERIOR will continue the process of identifying all utilities at the project location, further develop the utility matrix to determine if any conflicts are anticipated. SUPERIOR will assign Ari Miller as Utility Coordinator. Ari has been in a similar role on the North Split Project and will leverage his working

relationship with both AES and CEG towards facilitating timely and cost-effective utility relocations required for the project.

Bridge Construction

SUPERIOR's extensive experience in construction of complex bridges includes its recent work on the I-65 / I-70 North Split in Indianapolis. This project presented SUPERIOR with many challenges, namely labor and material shortages. SUPERIOR mitigated the labor shortages by importing craftworkers from our Northwest Indiana and Florida operations. We utilized local bridge builders within the City to supplement SUPERIOR crews when needed.

SUPERIOR will further evaluate the Stage 1 Documents provided by WSP USA and EMCS for the project. This includes the bridge work associated with the modifications of the I-465 at US31 North Interchange (MM31) and related work on US31 from I-465 to 116th Street in Carmel, Hamilton County, to address insufficient west to north and east to north movement traffic capacity. Also, rehabilitation of seven bridge thin deck overlays within the project limits of the interchange modification.

The two main structures on the project were reconstructed in 2016 and have an overall condition rating from very good to excellent. These continuous composite curved steel plate girders structures are similar and consist of an 8" thick deck with an out-to-out width of 36'-2". They both include 45" Conc Bridge Railing Type FT Modified and RCBA slabs at both

ends meeting up with existing HMA pavement. Further details include:

- Ramp I-465 to US31N over I-465 EB/WB Ramps (pictured below, left)
 - » 3 Spans, 171', 194', 176' for a total of 545'-5-1/2" long
 - » 2 concrete end bents- HP12x74 piles behind MSE Wall
 - » 2 interior hammerhead piers- footing with HP12x74 piles
- Ramp I-465 to US31N over I-465 over Meridian Street and NB Ramp (pictured below, right)
 - » 2 Spans, 109'-6", 141'-6" for a total of 253'-7-5/8" long
 - » 2 concrete end bents- HP12x74 piles behind MSE Wall
 - » 2 interior hammerhead piers- footing with HP12x74 piles

These ramp structures will need to be widened approximately 10 feet to the inside and an additional beam line added with a shallower girder to be used to maintain vertical clearance. This will allow to utilize the existing four curved, 80" weathering steel plate girders.

MSE wall panels will be analyzed at each concrete bent to determine potential reuse. We will coordinate with the various manufacturers and their designers to evaluate the feasibility of reuse.

Maintenance and protection of traffic during construction will be analyzed and most likely will require a phased construction approach to maintain traffic flow to minimize adverse impacts to existing traffic movements. A temporary concrete barrier will be provided for the safety and protection of our workforce, the Department's, and our stakeholders.



Ramp I-465 to US31N over I-465 EB/WB Ramps



Ramp I-465 to US31N over I-465 over Meridian Street and NB Ramp

Safety

As a family-owned company, the monuments we construct are always secondary to a safe work culture. SUPERIOR is known as an industry-leader in progressive safety programs. We place a high value on providing a safe work environment and continual training for our employees, and we maintain and build these standards by leveraging our Health, Safety, and Environmental (HSE) group, implementing best-in-class technology solutions, and providing high-quality training. We invest in safety because we care that each of our employees goes home healthy at the end of each day.

Each SUPERIOR employee is held accountable for safety. Our HSE professionals work side-by-side with our operations professionals. This helps ensure we implement current technologies and HSE protocols on every job and task. Our Work Activity Plans begin with a safety section. Our HSE program



Project safety meeting

Construction Phase Approach

begins with each employee, from the top down — empowering them to make safe decisions and speak up as necessary. Keeping safety at the forefront protects our employees while ensuring the safety of the communities we serve.

SUPERIOR SAFETY STATISTICS

- Midwest OSHA Log: 1,092,613.65 total hours worked for 2023
- Total Recordable Incident Rate (TRIR): 0.89 for 2023 (Industry standard is 3.1)
- Current EMR Rating: 0.83 (0.90 for 2023)
- Lost Time Incident Rate over the last four years: 0

Cost Containment Practices

Prompt execution of subcontracts and purchase orders will help establish pricing and actualize expected costs. Reducing material escalations and overruns is crucial in the current industry climate.

We will work with our trusted business partners to identify long lead time materials, specialty products, and potential conflicts within the project. This will allow us to align the construction schedule with material availability at the lowest possible price point, and best delivery time. SUPERIOR maintains relationships with many local vendors, material suppliers, and subcontractors that will aid in lowering the project cost.

Material availability constraints, delivery uncertainty, and price escalations are being

experienced on many projects with the potential to impact cost, schedule, and design considerations. During procurement, we will consider and propose materials with less impact on availability and price escalations and incorporate these where practical.

Internally, SUPERIOR uses project management software that is utilized across the industry. This software allows for precise documentation of accrued costs, installed quantities, and expended man hours. SUPERIOR's process helps keep healthy relationships with our business partners, which sheds a quality light on the project and the project team.

Innovative Ideas

Automated Machine Control. SUPERIOR has extensive experience in the development and implementation of 3D models design optimization and construction efficiency. Our Automated Machine Control (AMC) experience allows GPS-controlled equipment to operate more efficiently and safely, saving time and money. SUPERIOR pioneered AMC in 2012 and has since used this technology on 50 major highway projects. The use of AMC increases quality by reducing the chances of survey error. Automated Machine Control (AMC) for Grading, Aggregate Base, and Surfacing: enhances efficiency, schedule, safety, and quality, and avoids utilities. The use of AMC minimizes the opportunity for translational errors between design and survey field operations. Our AMC technology also

has the benefit of using as-builts to locate the existing utilities.

Drone Videos. SUPERIOR utilizes videos and images from weekly drone flights to help track progress. This allows SUPERIOR's management to understand and convey the status of each activity and help illustrate what is remaining. SUPERIOR utilizes FAA certified drone pilots to ensure no issues when documenting the roadway alignment. Drone flights allow almost instantaneous, bird's eye views of the project to help coordinate and sequence work.

Propeller. SUPERIOR utilizes Propeller software to track and maintain as-built images of the project. The key difference between Propeller and our weekly drone flight videos is Propeller follows the job with geospatially correct orthophoto data. The spatial data acquired allows the project team to track and map the job as progress is made. This information helps understand the earthwork

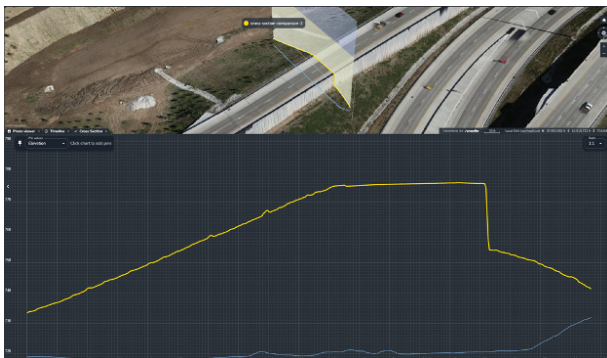


Figure 4: Cross-Section Comparison from Propeller Survey

Construction Phase Approach

movement on the project in terms of cut and fill, helping to identify the amount of haul-in or haul-out for the project. In planning access or haul routes, Propeller's cross-sectional analysis helps identify what area is available based on the existing conditions compared to the intended design. Collectively, the flights last just under two hours, and the drone takes about 3,500 high-resolution images. Those images are then uploaded into Propeller's proprietary software platform and stitched together into 3D maps of the site. This tool allows SUPERIOR to coordinate and sequence work, like drone flights, and it empowers us to use data and real-time, quantitative values to solidify our approach.

4D Modeling. Our team will use the latest technology to evaluate constructability, estimate material quantities, and increase accuracy during construction.

PROOF. SUPERIOR utilized 4D project modeling and planning on the I-65/I-70 North Split project. This tool combines 3D renderings of the project tied to the project schedule from Primavera 6 (P6). As the animation plays, the viewer can see the dates and sequence of construction on a project level or narrow it down to critical areas. These animations help our planning and sequencing of projects to know what work is being performed while simultaneously understanding our resource and material needs. We can update the 4D models during specific project schedule updates to match the revised timeline and updated logic ties. The ability to see the new sequence helps

catch potential conflicts not easily identified in a 2D frame of reference.

Schedule Management

Dustin Kaptur, Project Scheduler, is a highly skilled construction professional who will lead the schedule management. Dustin has been dedicated to ensuring the success of his clients by consistently delivering safe, on-time, and under-budget construction projects. His extensive experience encompasses a wide range of specialties, including Primavera P6 project scheduling.

Dustin has been instrumental in developing, training, and implementing the keys to project scheduling throughout his career. This comprehensive understanding allows him to provide invaluable guidance and support to his clients throughout every stage of the construction process. This includes project management, risk analysis, opportunity management, resource management, and collaboration, all with control capabilities in mind.

Phasing Plan. Our approach to management of this Project construction phasing will focus on providing the most efficient way to achieve cost reductions by decreasing overall construction time, traffic impacts, and “throwaway” temporary work. Pricing Package Plans (PPPs) will be developed to group work elements in an efficient and schedule-conscious manner and identified as such in the project schedule. PPPs will be further identified as self-performing or

as subcontract opportunities. For subcontracted work items, solicitation and procurement time frames will be denoted in the schedule. DBE firms will be identified to clearly show progress towards meeting utilization goals.

Planning Phase. The initial phase will be critical to providing a foundation for Project success. During this phase, we will collaborate with the Department and Team to optimize the overall project design and provide early design deliverables, along with project execution documents and the initial Construction Phase Amendment (CPA). To meet and exceed the schedule, we anticipate using innovative solutions to develop and submit the required deliverables. Additionally, a Project cost estimate will be provided to help the Department and the Team understand how this estimate compares with the ICE, and provide guidance to how and where innovation should be focused to align the cost.

Early Work Packages. We will develop early work packages to accelerate critical elements, purchase long-lead materials early, or provide early temporary traffic control plan phases. Benefits provided by early work packages include reductions in project costs and risks as well as improvements to schedule, safety, and traffic operations.

Preconstruction Phase. We will continue to assess innovations using our 3D/4D/5D process to reduce Project schedule and costs. The master schedule will be updated and evaluated with “what-if” scenarios for alternative design

and construction approaches. PPPs will be developed to coordinate their individual construction phasing within the overall phasing plan for the Project.

Construction Phase

The master schedule will be updated throughout construction to include new innovations, PPP revisions, and critical path modifications. Subcontractor solicitation will occur in accordance with our Subcontracting Plan. Subcontractors and vendors will be identified in the schedule for the work procured, and the percentages of self-performance and subcontracting will be monitored and updated.

Once the design progresses enough to assemble preliminary pricing packages, SUPERIOR begins the process of developing detailed work plan packages. These packages are an extra step in ensuring the construction work goes as planned and minimizes changes in the field. This work plan begins during the 60% constructability review/page turn developing in the preconstruction phase.

Our **work plan packages** are a written, step-by-step process of work activity by which the following components of the activity are outlined in detail including:

- Safety Plan (JHA – Job Hazard Analysis and THA – Task Hazard Analysis)
- Planned production and budget
- The Schedule

- Access and material delivery
- Laydown area
- Equipment staging
- Crew size
- Equipment needs
- Hoisting plan and rigging
- Pre-pour plan for inspection and concrete placement
- Automated Machine Control (AMC) System
- Materials, permanent, and incidental
- Subcontractors
- Quality control, inspection, and testing needs
- Step-by-step procedure for execution of the plan
- A Plan "B"

The work activity plan is developed by the superintendent, project engineer, foreman, and key subcontractors of the crew. Once developed, the plan is shared with the crew for final buy-in. We have learned by pre-planning and coordinating the work activity; the construction changes are minimized.

The first step is identifying risks and hazards. The team develops a JHA. The team will develop a program to identify general project safety hazards. This program will include morning crew meetings identifying each activity for that day; communicating the THA, work zone safety, utility awareness, fall protection requirements, detailed activity

plan, subcontractors, material deliveries, and an action plan to re-communicate the daily activities that may change; equipment and material staging, access, and egress points; and special events relative to the project.

The next step is developing the THA. Once the project is in the construction phase, crews will participate in THA daily to address task-specific safety hazards.

Scope of Work to Self-Perform vs. Subcontract

The Project Manager, Assistant Project Managers, Project Engineers, and Quality Control Manager have years of experience working on projects whose construction requirements are similar or the same as this contract.

SUPERIOR has the ability to self-perform the following:

- Earthwork
- Concrete
- Pile driving
- Drainage
- MSE Walls
- Utilities
- Concrete Paving
- Supportive Excavation
- Maintenance of Traffic
- Bridge Demo

We intend to solicit competitive bid from subcontractors for the following scopes of work:

- Earthwork
- Pipework
- Asphalt/Concrete Paving

- ITS
- Lighting and Signing
- Pavement Marking
- Retaining Wall Packages
- Median Barrier Wall Packages
- Underdrain/Slotted Drain Packages
- Subgrade Treatment Packages
- Pavement Breaking
- Structural Coatings
- Trucking
- Miscellaneous

Manage Subcontracting and Subcontractor Performance

Soliciting Reliable Bids and Making a Selection. SUPERIOR will utilize local contractors for their expertise and any non-local companies we feel would provide innovation and cost savings. Contractors will be identified using the Department’s approved contractor list, our internal subcontractor software (SmartBid), solicitations through advertising, and holding project workshops for local contractors to provide project information and encourage bid participation.

Ensuring Selection of High-Quality Subcontractors. SUPERIOR evaluates and prequalifies each subcontractor, ensuring they meet our standards. We will confirm each is INDOT prequalified, review their company safety record, past project history, and overall quality of work.

Bringing Market Competitive Pricing. The first step is getting competitive bids. We

will receive at least three quotes for each scope of work. These bids will be verified for completeness and checked against State averages. The second is to estimate the work to ensure the low bidder submitted a complete package and a competitive price.

Identifying and Developing Quality Small Business Opportunities. We will evaluate opportunities within the scope to be subcontracted including items we normally self-perform to enhance schedule and cost and to mentor to small business. We will issue a Request for Quote (RFQ) and send to small businesses. We will hold informative scope meetings with each to familiarize them with project goals and select opportunities best suited for their firms.

Track, Document, and Ensure EEO and DBE Requirements

SUPERIOR will investigate ways to carve out work to provide a greater opportunity for DBEs to bid and ensure this work. SUPERIOR will issue a Request for Quote (RFQ) and send to qualifying businesses. We will hold informative scope meetings with each to familiarize them with project goals and select opportunities best suited for their firms.

Commitment and Good Faith Efforts

We are committed to meet or exceed the minimum DBE participation requirements set by the Department. As part of our commitment, we will hold outreach events

during the procurement process. Figure 5 is an example of a flyer from SUPERIOR’s outreach event for the North Split.

Amy Henningfield will serve as our DBE compliance manager and will monitor the progress of our DBE plan. Amy will be responsible for identifying and tracking all communications with DBE subcontractors and vendors. She will maintain a record-keeping system for contract awards, progress towards achieving goals, and other good faith efforts. The records will include:

- Procedures to identify and assess contract awards



- Progress made in achieving goals
- Amounts awarded, paid, and claimed
- Good faith efforts documentation
- Copy of monthly submitted DBE participation reports

Amy will be an advocate for DBEs so that they have maximum practical opportunities available to meet and/or exceed the established participation goals. In addition to utilizing DBE firms, the plan will outline the following:

- Methods to achieve the participation goals or demonstrate good faith efforts
- Methods for compliance with DBE, Equal Employment Opportunity, and labor laws
- Approach to maximize participation
- Outline personnel, roles, and responsibilities
- Strategy for contracting with and managing subcontractors
- Plan for developing and implementing a mentor/protege program
- Outreach program to encourage participation
- Framework for identifying and training
- Reporting requirements
- Regular updates on the progress in meeting requirements
- Tracking efforts

Achieving maximum DBE participation on the project will take consistent oversight, a targeted effort, and a focus on varying the opportunities

and minimizing barriers that small businesses face on large-scale public works projects. The Team will follow a consistent set of best practices and engagement procedures during all phases of the project including:

- Conducting routine training for all project personnel
- Meeting periodically with INDOT Economic Opportunity Division (EOD), DBE consultants, and other DBE representatives
- Reviewing monthly / quarterly / annual reports, procurement opportunities, and strategic outreach meetings
- Developing strategies to overcome participation barriers
- Quarterly updating of the DBE plan to monitor consistent progress toward participation goals
- Advertising and communicating in minority trade publications
- Gathering bids at each phase, ensuring the solicitation of certified, qualified firms to participate in the bid process
- Providing ongoing oversight throughout the project to ensure fair treatment of all firms involved

Partnering Success with DBE Firms

Partnering is a core philosophy among our entire team. Figure 6 highlights SUPERIOR’s recent success utilizing DBE firms and

Figure 5: North Split Outreach Flyer Construction Phase Approach

exceeding contractual responsibilities with public entities.

Approach to DBE Goals

Monitor and Document Status. The Team is fully committed to meet and/or exceed

Year	Contr. #	Goal	Final	Exceeded
2023	B-36910-A	9%	13.79%	4.79%
2023	B-39491-B	2%	2.17%	0.17%
2023	B-40602-C	12%	12.12%	0.12%
2023	B-41440-A	0.12	12.66%	0.66%
2023	B-41512-B	0.08	8.14%	0.14%
2023	B-45206-A	0	1.82%	1.82%
2023	R-41313-A	12%	12.58%	0.58%
2023	R-43722-A	7%	8.20%	1.20%
2022	B-40600-A	5%	13.94%	8.94%
2022	R-43062-C	5%	19.17%	14.17%
2022	B-40608-A	10%	10.03%	0.03%
2022	B-42498-A	7%	10.46%	3.46%
2022	B-42569-A	7%	7.28%	0.28%
2021	B-39807-A	7%	23.09%	16.09%
2021	B-42496-A	7%	7.02%	0.02%
2020	B-36677-B	9%	9.00%	0.00%
2020	B-39886-A	5%	5.47%	0.47%
2020	B-41211-A	14%	36.00%	22.00%
2020	B-33036-A	14%	20.71%	6.71%
2019	B-41020-A	7%	7.17%	0.17%
2019	B-39578-A	7%	15.02%	8.02%
2018	B-36672-A	2%	4.74%	2.74%
2018	RS-39975-A	5%	11.47%	6.47%
2018	B-40381-A	9%	10.88%	1.88%
2018	B-39471-A	12%	12.42%	0.42%
2017	B-35492-A	5%	5.04%	0.04%
2017	B-38291-A	8%	8.05%	0.05%
2016	R-36373-A	10%	12.24%	2.24%
2016	B-28990-A	9%	11.21%	2.21%
2016	B-32043-A	10%	14.66%	4.66%
2015	B-36406-A	9%	13.29%	4.29%
2015	R-33926-A	11%	13.11%	2.11%
2015	B-31192-A	7%	15.47%	8.47%
2015	B-34576-A	11%	11.23%	0.23%

Figure 6: DBE Success

the DBE goals as part of our subcontracting and supplier opportunities. We place DBE subcontractors and consultants as a fundamental component to a successful project because they add valuable skills, expertise, and local resources to our team.

Our approach to meeting the participation goal includes a system of reporting and procedures. Amy will track the method for identifying, soliciting, documenting, selecting, and managing DBEs for contract and subcontract opportunities throughout the duration of the I-465 & US 31 Interchange project.

Approach to Encourage DBE Participation

Pre-Bid Efforts. During the procurement phase, Amy will provide outreach to Enterprise Search’s website. After identifying subcontracting opportunities, we will divide the work into packages and solicit bids from prequalified bidders, enabling the marketplace to dictate price. Subcontractors will create value by proposing the advantages for their respective scopes of work. We will make final selection based on best value. This method of competitive bidding will assure that the project receives the most economical price from qualified subcontractors.

In order to **maximize opportunities**, we:

- Explore subcontracting items that we typically self-perform, including bridge demolition, beam erection, roadway work, stone base, and retaining walls

- Negotiate with non-DBE subcontractors to include DBE participation as a portion of their work
- Separate scopes of subcontracts into packages, as needed, so that subcontractors do not exceed their prequalification limits or bonding capacities

Post-Bid Efforts. Our DBE outreach efforts will not end once we are selected for this project. Throughout the project, we will continue our pre-bid efforts to:

- Support the development of potential firms into INDOT approved DBEs
- Continue to solicit additional DBE participation as portions of work become available
- Prepare annual revised subcontracting plans and affidavits
- Prepare monthly participation reports
- Coordinate future outreach events
- Report progress quarterly
- Encourage participation through our public outreach campaign

Risk Management

Risk identification, allocation, and mitigation is a major driver in reducing project costs to meet programmed funding amounts. Robust risk identification and management benefits all members of the Project Team: the Department and its consultants, the progressive contractor, subconsultants, and subcontractors.

Our Risk Management Team will consist of our Key Personnel, Jeff Lietzan and Tim Koster, along with our Estimating Team and Executive Committee. We will assist and collaborate with the Department and your representatives in the development and maintenance of the Risk Register. We will participate in multiple Risk Workshops during the Preconstruction Phase through the final Construction Phase Amendment.

Identify/Quantify/Monitor/ Mitigate/Manage Risks

We will develop and implement a Project-specific risk management strategy with the Department focused on critical items that can impact the Project schedule and budget. Our risk management process follows a five-step approach.

We will collaborate with the Department to develop a comprehensive Risk Register through our Risk Workshop meetings which will include risk assessments and opportunities discussions, identifying where risks are best allocated, and reviewing these at each meeting.

As part of the monitoring process, we will maintain the Risk Register to track those risks that may become a threat, so that we can be prepared or take action to avoid project impacts. By proactively planning for risk, we have a much better chance of resolving the issue before it becomes a problem for the project.

Risks adversely affecting the project scope, schedule, budget, quality, and safety will be identified and recorded. The log is a combination of qualitative and quantitative risk data and will help determine priorities and formulate mitigation measures. This approach to risk mitigation helps our team members focus their time and efforts on the highest risk items affecting the project. Risk management is not merely a pre-project exercise, but an ongoing effort during Risk Workshop meetings.

Risk Assessment and Opportunity Meetings.

Our risk management process begins with risk assessment and opportunity meetings and development of the Risk Register. As previously noted, each risk is identified, and a detailed analysis is performed to understand the probability and severity of the potential impact. This results in the creation of avoidance and mitigation strategies that can be incorporated into the project plan. As a result, the Risk Register will be updated by listing each risk, potential impacts, quantifiable risk factors based on probability and severity of impact, and strategies for managing the risk. In collaboration with the Department, we will determine if the risk item belongs in the Risk Reserve or be held as an Allowance and

explore any potential risk sharing concepts. We will also identify lead/responsible parties for each risk item and establish deadlines and review dates for action tasks.

Construction Phase. The Risk Register and Allowances will continue to be updated in partnership with the Department. We will use technology, such as our AMC, for improved quality and efficiency. Foremen will use iPads for cost and quantity tracking and to receive real-time plan updates. Audits will be conducted to ensure the project is progressing as planned.

Throughout all project phases, we will monitor and track Project risks, implement mitigation measures where necessary, and update the Risk Register as part of our continuous coordination with the Department. As new risks are identified, they will be added to the Risk Register for future response planning. As risks are resolved, they will be noted as such on the Risk Register.

Risk Sharing, Use of Contingency, and Shared Savings. As part of the initial Risk Workshops, potential risk items will be identified and collaboratively determined who is best to mitigate the risk – the Department

Figure 7: Risk Management

	Identify Risk	Quantify Risk	Analyze & Prioritize Risk	Planning for Risk	Monitoring & Control of Risk
Planning	✓	✓	✓	✓	
Preconstruction	✓	✓	✓	✓	✓
Construction			✓	✓	✓

or progressive contractor. This will provide the best opportunity to reduce overall project cost and schedule by eliminating unnecessary or overlapping contingency costs. The goal is to better allocate the risk to the party best equipped to manage and mitigate the risk. If we jointly determine that neither party fully controls the risk, we will work with the Department to develop ways to share the risk, to incentivize all project participants to manage the risk effectively. Additionally, it will be collaboratively determined what risk items go to the Risk Reserve (for proper reimbursable costs) or to the Allowance (unexpected events out of our control).

Early identification and resolution of potential design or construction issues will significantly reduce cost and/or schedule impacts. By identifying potential issues as soon as they are discovered, mitigation strategies can be developed and employed to reduce or eliminate impacts.

As described above, the Risk Reserve and Allowance will be submitted and approved as part of the GMP for each PPP. During final design and construction, any innovations approved by the Department will be added to the Risk Reserve.

At the completion of each PPP, the remaining Risk Reserve will be allocated as determined per the risk sharing concepts as negotiated between the Department and the progressive contractor, with the remaining allowance allocated to the Department.

Quality Management

Our Team, lead by Josh Kistner, Construction Quality Manager, will take responsibility for the quality of the work and all QC activities, including construction inspection, materials testing, and reporting required by the contract. Through the development and implementation of a project-specific Construction Quality Control Plan (CQCP), we will verify adherence to the standards set forth in the contract and systematically evaluate the adequacy and appropriateness of our work. The CQCP will contain the project standards and measurable goals, along with the established policies and procedures. The CQCP will also require staff training and continuous review of data associated with the project standards. The CQCP will contain a quality assurance component to act as a system of checks and balances for the life of the project.

Construction QC Program

A well-structured QC management system is essential to the smooth and efficient handling of any construction project. As projects increase in size and sophistication, the need to maintain consistent oversight of QC operations is of the utmost importance. SUPERIOR's QC Department is tasked with minimizing the number and severity of quality incidents.

QC GOALS ARE MET THROUGH

- Compliance with specified standards as a minimum when more stringent tolerances, codes, or specified requirements

indicate higher standards or more precise workmanship

- A designated Construction QC Manager (CQCM), Josh Kistner, will have full authority to act as SUPERIOR's agent to institute all actions necessary for the successful implementation of all QC activities. The CQCM will be on-site daily to administer QC activities, including executing, scheduling, monitoring, and, as necessary, adjusting the processes to verify compliance with contract documents
- Developing standardized work plans for each major type of construction activity
- Inspecting through independent consultants
- Evaluating and certifying subcontractors and suppliers
- Timely reporting of QC issues
- Prompt problem / incident remediation
- A qualified independent testing firm to perform all laboratory and field testing as identified by standard specifications

SUPERIOR's QC Department remains current on the latest trends and methods of QC. Our program verifies the highest standard of testing and QC are achieved. Each of our projects is supervised by our company QC Manager. Through strict adherence to QC guidelines, SUPERIOR strives to minimize and eliminate QC incidents, increase productivity, and deliver a project with maximum customer satisfaction in a Safety First – Quality First environment.