Dear Selection Committee:

Michael Baker International, Inc. (Michael Baker) is excited for the opportunity to partner with the Indiana Department of Transportation (INDOT) for Bridge Project Development Services on US 31 in Tipton County. We offer the Greenfield District:

**UNPARALLELED EXPERIENCE**
Michael Baker has been helping shape America’s highway network for over 75 years, providing comprehensive services from preliminary engineering studies through final design and construction. We have a well-established highway design practice employing over 220 highway design professionals in the Midwest. Locally, we have recently delivered challenging, high-profile projects for INDOT that have raised the bar for innovative engineering and project delivery:

- I-65 Added Travel Lanes, Clark County – Design Build Plans
- I-69 Section 5 ROD
- I-65 Worthsville Road New Interchange
- Sherman Minton Bridge (2013 ACEC Indiana Grand Project Award)

**EXPERIENCED PROJECT MANAGER**
Prior to joining Michael Baker, I worked in the private sector as a consulting engineer and spent 17 years with INDOT as a design development section manager. In that position, I was responsible for managing hundreds of projects, including all forms of highway improvements such as bridge replacements, road reconstruction and widening, and new highway construction. Additionally, I have extensive experience with Purpose and Need Statements, environmental documentation and permitting, geotechnical investigations, land acquisition and construction.

**PROACTIVE, PRACTICAL APPROACH**
Having worked with the INDOT Bridge Office, the Pavement Engineering Section, as well as all INDOT districts on previous bridge contracts, we understand the nature of these assignments. We offer INDOT a diverse consultant team with extensive resources so that any task order will be completed on schedule. We treat each assignment as unique and work to provide added value by looking for ways to propose cost and/or schedule savings to INDOT for consideration. We strive to deliver practical results.

With a record of reducing road construction times, implementing Open Roads practical design philosophies, pursuing Design Exceptions where appropriate, and finding unique structural solutions, we have delivered innovative, cost-saving solutions on some of INDOT’s most challenging and schedule-critical projects.

We take pride in our ability to provide exceptional value to the taxpayers of Indiana and are very excited for the opportunity to partner with INDOT on this project.

Mary Jo Hamman, P.E.  |  Indiana Director of Transportation

**RESPONSIBLE OFFICE**
3925 River Crossing Parkway, Suite 150
Indianapolis, IN 46240
P: 317-663-8430  F: 317-663-8410

**AUTHORIZED NEGOTIATOR & PROJECT MANAGER**
Mary Jo Hamman, P.E.
317-663-8190
MHamman@mbakerintl.com
IDENTIFICATION

We have carefully selected our teammates for this project who provide valuable skill sets and further leverage our strengths. We have secured highly-skilled partners for this project: CDM Smith (CDM), ATC Group Services LLC (ATC), Clark Dietz, Inc. (Clark Dietz), VS Engineering, Inc. (VS.), E. Valuations (EV), Hazeltine & Associates, Inc. (Hazeltine), and CPS Acquisitions, LLC (CPS).

We are committed to meeting INDOT’s 7% DBE goal for this project. Workshare has been divided by category:

<table>
<thead>
<tr>
<th>Michael Baker</th>
<th>CDM</th>
<th>ATC</th>
<th>Clark Dietz</th>
<th>VS (DBE)</th>
<th>E Valuations</th>
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CAPACITY

Michael Baker and our subconsultants have sufficient available capacity to deliver this project for INDOT. Our Indianapolis office’s annual capacity is $9.4 million, with an active and pending annualized balance of $894,000. Michael Baker has over 50 civil and structural engineers with experience working on INDOT projects. Nationally, we have over 220 engineers with highway/roadway expertise. In the last 10 years, our teams have won 105 awards for interchange projects and over 60 awards for development projects with highway and pavement components.

Given the nature of this project, we carefully selected a team that would provide numerous options if some involved in the project team have other commitments or project deadlines. While we plan on completing all work within our Indianapolis office, if necessary we can engage deep regional resources in order to meet the schedule for all task assignments.

Michael Baker is ready to work on this contract as soon as Notice-to-Proceed is received and will be dedicated to this project through its completion.

AVAILABILITY

90% Firm Capacity

90% project manager availability
QUALIFICATIONS

Michael Baker’s roadway design experience includes all phases of the highway development process and projects of all sizes. We have guided many projects from the feasibility stage through preliminary and final design, then through construction. Michael Baker has performed studies and designs for roadway betterments, alignment studies for bridge approach work, and major transportation improvement projects, and is able to respond quickly to wide-ranging scopes of service to meet INDOT’s needs.

CDM Smith was established in 1947, and has worked with 30+ state departments of transportation and tolling agencies through a variety of transportation services. They are dedicated to exceptional client service and technical excellence, as they have proven during the last 30 years, successfully delivering INDOT projects since the founding of our Indianapolis office in 1985. CDM Smith offers INDOT more than 5,000 staff that provides global, multidisciplinary services in transportation, water, environment, energy, and facilities. As a full-service consulting, engineering, construction and operations firm, they deliver exceptional client service, quality results and enduring value across the entire project life-cycle.

ATC provides a comprehensive mix of Geotechnical Engineering services. They provide 24/7 access to a diverse group of one-stop resources — geotechnical engineers, LEED® accredited professionals, materials engineers, roofing professionals, and certified engineering technicians. And those resources are complemented by full-service AASHTO Certified Laboratories, a fleet of all-terrain and truck-mounted drill rigs and exploration equipment to evaluate soil and rock conditions. ATC’s team also includes Professional Engineers, Project Designers, Safety Professionals, Industrial Hygienists, Chemists, Geologists, Ecologists, Hydrologists, Hazardous Management Planners, and Trainers.

Clark Dietz is a multi-disciplined consulting engineering firm providing transportation, civil and environmental infrastructure, structural, mechanical, and electrical engineering services. Our business philosophy is built on quality service and client satisfaction. The soundness of this approach is evidenced by their long-standing and continuing success in the design and construction arena. Their professional transportation engineers serve the Indiana market from three offices distributed throughout the state. They have delivered road, bridge and trail projects through all six INDOT Districts. Clark Dietz’s qualified project managers, road and bridge designers, and utility coordinators consistently provide efficient and responsive project delivery to INDOT, on-time and under budget.

VS Engineering is a diversified engineering firm, owned and operated in Indiana, providing engineering services for all phases of civil, transportation, structural, and environmental projects. VS is highly experienced on complex assignments and is skilled in developing effective project strategies, evaluating technically feasible alternatives, and implementing cost-effective solutions.
I-65 Added Travel Lanes  |  Clark County, IN  |  Construction: $68M  
Michael Baker is providing survey, environmental and road and bridge design services necessary to produce 30% design plans and contract documents for an expansion project to add travel lanes to I-65 from Old S.R. 311 to Memphis Road. Michael Baker is also responsible for the utility coordination. A total of eight bridges will be rehabilitated in a design-build contract to expand the existing four-lane facility to six lanes by widening in the median and separating the opposing traffic with double-faced guardrail. The south end of the project will involve transitioning to match the existing six-lane section at the interchange with Old S.R. 311. The total project length is 8.05 miles.

I-69 Tier 2 Section 5 EIS  |  Bloomington, IN  |  Construction: $400M  
Michael Baker provided Tier 2 environmental and engineering services for Section 5 of the planned I-69 corridor. Section 5 runs approximately 21 miles along existing S.R. 37, from just south of Bloomington to Martinsville. Services include National Environmental Policy Act (NEPA) Environmental Impact Statement (EIS) studies and documentation, DEIS, FEIS, and ROD Submittals, Engineer’s Report, and public involvement. Michael Baker’s engineers collected and reviewed relevant background information, including all elements of the Tier 1 study. Michael Baker analyzed existing project data, including traffic generation, crash records, environmental constraints, and records of public concern, and conducted an Engineering Assessment. Project engineers developed alternatives; screened them for effectiveness, efficiency, and environmental constraints; and further refined and optimized them for impact minimization and cost savings. Throughout this process, complex matters related to traffic, hydraulics, geotechnical conditions, and structural requirements were identified.

I-65 Bridges over Central Avenue & Conrail Railroad  |  Lake County, IN  
Michael Baker is providing engineering services for the rehabilitation of the northbound and southbound lanes of the twin I-65 bridges over Central Avenue, Conrail Railroad, and a tributary to Burns Ditch. Michael Baker’s services include bridge rehabilitation design, traffic capacity and operations analyses, survey, and environmental services.

Worthsville Road/ I-65 Interchange Improvements  |  Greenwood, IN  |  Construction: N/A  
As a subconsultant, Michael Baker was part of a team selected to develop plan documents to support a new I-65 Interchange at Worthsville Road, a new interstate access interchange near Greenwood in Johnson County, Indiana. The project consists of traffic and environmental analysis to prepare an Interchange Justification Report (by others) and Environmental Assessment for the proposed improvements which directed the interchange type selection and final detailed design. The existing overpass will be reconstructed and adjacent county roads will be relocated to support the expected traffic along Worthsville Road. Michael Baker was also responsible for the roadway design of Graham Road including the hydraulic calculations for this local road.

U.S. 41 Bridge over Conrail Railroad Rehabilitation  |  Lake County, IN  |  Construction: N/A  
Michael Baker is providing engineering services for the rehabilitation of the bridge that carries U.S. 41 over the Conrail Railroad, IHB Railroad, and four streets. Michael Baker’s services include survey, environmental services, and bridge rehabilitation design.

ATC Project Highlight: SR 14 Reconstruction  |  Allen County, IN  
ATC assisted INDOT in the evaluation of cost effective measures for the reconstruction of SR 14 over a deep peat and marl deposit (“muck”) on the west side of Fort Wayne in Allen County. Due to the unique circumstances that existed at this location, ATC evaluated the conceptual approach for the use of a “muck trestle” (a structural slab-at-grade supported on deep foundations) to carry the SR 14 pavement over the peat and marl deposit. Further advancement of the muck trestle concept was developed by ATC and a preliminary design of a muck trestle system was developed. The proposed muck trestle would consist of auger-cast-in-place concrete piles installed on a grid pattern of approximately 8 to 10 feet, with piles extending to depths required to develop capacity in the underlying stiff loam. A structural pavement slab would then be constructed upon the auger-cast-in-place concrete piles to support the pavement structurally as the soil below the pavement slab continued to settle.
Airport Road Grade Separation Design  I  Gary, IN  I  Construction: $11.5M
Michael Baker provided preliminary and final design engineering services for a grade separation at Airport Road (Industrial Highway) over a pair of existing CSX tracks and the relocated CN/EJ&E tracks. The grade separation is a key element of the airport’s Runway Extension Program, a proposed $93 million phased project to be implemented over a multi-year period. The structure, Lake County Bridge No. 390, is a two-span continuous composite steel plate girder bridge. The structure is supported with full height concrete abutments and a center frame bent pier. Spans are approximately 164 feet, and the bridge is on a 48-degree skew. The bridge provides a 64-foot clear roadway width allowing for four 12-foot lanes and 8-foot shoulders. The combination of a deep clay layer and the short construction window led to the use of expanded polystyrene (EPS) embankments with precast panel walls. The project also involved roadway approach construction and the reconstruction of the Airport Road and Chicago Avenue intersection, requiring full-depth pavement replacement, storm sewer design, utility coordination, signing and pavement marking replacement, lighting, and signal design. The project also included construction of new entrances for an interstate trucking facility.

Sherman Minton Fracture Critical Inspection   I     New Albany, IN     I    Construction: N/A
Michael Baker provided Routine and Fracture Critical bridge inspection services for this major Ohio River Bridge. Work included planning the inspection, performing the inspection, and providing inspection reports based on INDOT and NBIS requirements. This six lane double deck bridge crosses the Ohio River between New Albany, Indiana and Louisville, Kentucky and features multi-girder approach structures at both banks, a three-span through/deck truss unit, and two through tied arch spans of 800’ each. The traffic control plan for this work involved a high degree of coordination with INDOT and an Interstate Highways Congestion Policy (IHCP) exception. The inspection field work utilized single lane flagger controlled lane closures, and inspector access was provided by underbridge cranes, two man-lifts, a bucket truck, and limited climbing.

Lincoln Trail Bridge Fracture Critical Inspection   I     Cannelton, IN    I    Construction: N/A
Michael Baker provided Routine and Fracture Critical bridge inspection services for this major Ohio River Bridge. Work included planning the inspection, performing the inspection, and providing inspection reports based on INDOT and NBIS requirements. This two lane bridge crosses the Ohio River between Cannelton, IN and Hawesville, Kentucky and features multi-girder approach structures at both banks and a three-span through arch/truss unit with an 825’ navigation span. The inspection field work utilized single lane flagger controlled lane closures, and inspector access was provided by underbridge cranes, a man-lift, and limited climbing.

U.S. 50 Pavement Project  I  Seymour District, IN  I  Construction: $1.9M (est.)
Michael Baker was selected to provide survey, environmental and design services for this INDOT Seymour District Pavement Project (Non-Interstate) on US 50. The total project length is 1.35 miles in an urban setting with numerous commercial drives, traffic signals and turn lanes. In addition to the pavement improvement portion of the project, turn lanes will be added to the signalized intersection of US 50 and US 31 to provide an increased level of service. Additionally, Baker will also be responsible for the pavement design, utility coordination, and securing any necessary permits.
PROJECT MANAGER
Mary Jo Hamman, P.E.
Experience: 30+ years
Registration: Professional Engineer (IN, IL & OH)
Education: BS, Civil Engineering (Purdue University)

Prior to joining Michael Baker, Ms. Hamman worked in the private sector as a consulting engineer and spent 17 years with INDOT as a design development section manager. In that position, she was responsible for managing hundreds of projects, including all forms of highway improvements such as bridge replacements, road reconstruction and widening, and new highway construction. Additionally, she has extensive experience with Purpose and Need Statements, environmental documentation and permitting, geotechnical investigations, land acquisition and construction.

Worthsville Road/I-65 Interchange, Greenwood, IN.  I  Assistant Program Manager
Responsible for client interaction, assistance with project management and oversight of environmental documentation (Environmental Assessment). As a subconsultant, Michael Baker was part of a team selected to develop plan documents to support a new I-65 Interchange at Worthsville Road, a new interstate access interchange near Greenwood in Johnson County, IN. The project consists of traffic and environmental analysis to prepare an Interchange Justification Report (by others) and Environmental Assessment for the proposed improvements which directed the interchange type selection and final detailed design.

I-69, Section 5, Tier 2 EIS, Monroe & Morgan Counties, IN.  I  Project Manager
Mary Jo was responsible for all facets of the Tier 2 environmental and engineering services for Section 5 of the planned I-69 corridor. Section 5 runs approximately 21 miles along existing S.R. 37, from just south of Bloomington to Martinsville. Services included DEIS, FEIS, and ROD Submittals, Engineer's Report, and public involvement. Michael Baker analyzed existing project data, including traffic generation, crash records, environmental constraints, and records of public concern, and conducted an Engineering Assessment. Project engineers developed alternatives; screened them for effectiveness, efficiency, and environmental constraints; and further refined and optimized them for impact minimization and cost savings. Throughout this process, complex matters related to traffic, hydraulics, geotechnical conditions, and structural requirements were identified.

Sherman Minton Bridge, New Albany, IN and Louisville, KY.  I  Client Services Manager
Responsible for client interaction, assistance with project management and engineering efforts including preparation of bridge rehabilitation plans and contract documents. Michael Baker conducted a fracture-critical inspection and provided construction management and inspection services for the rehabilitation of the 2,053-foot-long Sherman Minton Bridge, a double-deck tied-arch structure that carries I-64 and U.S. 150 over the Ohio River and connects Louisville, Kentucky, with downtown New Albany, Indiana.

Airport Road Grade Separation Design, Gary, IN.  I  Project Manager
Responsible for overall management of project, including staffing, schedule and budget control, quality assurance, and client interaction, and oversight of engineering efforts, including design features and preparation of construction plans and specifications.

County Road 61 over Conrail Railroad, New Bridge Construction, DeKalb County, IN.  I  Project Manager
Responsible for a new grade separation bridge on County Road 61 (old S.R. 206) over Conrail Railroad in DeKalb County, Indiana. Structure was designed by the design team supervised by Ms. Hamman. The project consisted of a three-span continuous prestressed concrete I-beam bridge (46 feet-6 – 68 feet-0, – 46 feet-6) built with open-frame bents supported on footings with piles. Fly ash was used as embankment fill.

I-65, New Interchange Construction, Johnson & Marion Counties, IN.  I  Project Manager
Responsible for the first new interchange constructed in the state of Indiana since the initial Interstate System was built. Interchange included a rehabilitated bridge and full access control for the new facility. There was also coordination with the Cities of Indianapolis and Greenwood as those entities developed added travel lanes to County Line Road.
PROCESS ASSURANCE MANAGER  I  Michelle Gottschalk, P.E.
Ms. Gottschalk has a broad base of experience in the civil engineering industry from private sector consulting to project management in a state transportation agency. She brings valuable perspective and insight to the relationship between client and consultant. Her career experiences have included several high profile transportation projects with challenges in all aspects of the projects including design, construction, and public outreach. Her projects have been awarded many industry honors on state, regional and national levels, including the AASHTO “Top Ten Projects of 2013” award for the I-465 and Allisonville Road Single Point Urban Interchange (SPUI) project.

ENVIRONMENTAL DOCUMENTATION  I  Ken McMullen, CHMM
Mr. McMullen is an Environmental Scientist with several years of transportation experience in Indiana. He spent 11 years with INDOT as an Environmental Manager responsible for managing hundreds of environmental projects, including all forms of environmental investigations and documentation.

TRANSPORTATION LEAD  I  Julie Thurman, P.E.
Ms. Thurman is a Professional Engineer and Project Manager with experience in design and management of transportation projects including major design-build projects in urban environments. She has experience in civil and highway projects and is responsible for the production of preliminary designs as well as detailed construction plans. Her experience includes managing, detailed design, plan and specification preparation, and cost estimating of rural and urban interstates, arterials, collector and local roads and streets, including storm water drainage systems.

ROADWAY DESIGN  I  Robin Thompson, P.E.
Mr. Thompson is a Senior Project Manager with 35 years of experience in roadway design specializing in interchanges, urban/rural highways and traffic maintenance. He has served on high profile design projects that have multi-faceted exposure, which has provided him with extensive project development expertise. Bolstered by his 35-year career, and as a trusted INDOT partner, Robin’s engineering experience is comprehensive: he has provided critical input on a wide range of assignments and worked on several of the largest projects in INDOT’s portfolio. His experience benefits INDOT because he understands your design expectations, submittal processes, and the Open Roads program. In fact, Robin served on the Constructability Policy Advisory Team to help implement the Open Roads initiative. Robin provides technical solutions that save money. He recently led the design of a new interchange project in Tipton, IN, just south of this grade separation, which saved INDOT an estimated $4.2 million (33%) of the original design budget.

BRIDGE DESIGN  I  Patrick Duncan, P.E.
Mr. Duncan is a bridge engineer with over 20 years of experience that includes analysis, load rating, design, and project management. He is proficient in new bridge, bridge replacement, and bridge rehabilitation design projects. Patrick has managed or directly performed all aspects of a project from proposal to construction; including shop plan review and design review. Mr. Duncan possesses proven leadership abilities in managing INDOT, Local Public Agency, and local projects including fast-track and Design-Build projects. He was the designer of record for the Airport Road Grade Separation which utilized expanded polystyrene in the embankment, to address expedited construction and settlement concerns.

GEOTECHNICAL ENGINEERING  I  Tom Streuwing, P.E.
Tom Streuwing, PE from Cardno will be performing Geotechnical Engineering services for this project. Mr. Streuwing has more than 32 years’ experience in geotechnical investigations for a wide variety of projects. His experience includes technical direction of subsurface investigation design teams consisting of engineers, geologists, drill crews, and laboratory technicians.

UTILITY COORDINATOR  I  Deborah Porter, P.E.
Ms. Porter from Clark Dietz has extensive experience both managing and performing utility coordination services or INDOT. She is certified through INDOT to perform Utility Coordination services and is an instructor for the INDOT Utility Coordinator Training and Certification Program. She is a long-time member of INDOT’s Team Indiana Utility Task Group and was a key contributor to the specification used by INDOT for the contractor being responsible for utility relocation layout during construction.
PROJECT APPROACH

Our project team offers INDOT a seasoned project manager backed by a team with a “think outside of the box” mentality to propose schedule and budget-saving ideas for INDOT’s consideration for any project assignment. In addition to our determination to meet or surpass each project’s schedule and budget parameters, our team will utilize INDOT’s Open Roads program to incorporate innovative, yet practical, cost saving ideas to provide the best overall value given the context of the US 31 project.

PROJECT OUTCOMES

Our approach and commitment begins with our research, preparation, and project understanding to develop the LOI with as much detail and insight as possible. Staff from both Michael Baker and CDM Smith have visited the site and have coordinated to create a preliminary project management plan specific to this project.

We offer you the right people to get this job done. Our team provides depth of knowledge and experience on similar projects at all levels and specifically projects in close vicinity to this one. With Mary Jo Hamman, a 30-year veteran of INDOT bridge/grade separation projects and Robin Thompson, a roadway guru and MOT expert, we provide the expertise to keep ahead of all project tasks. In addition to her bridge design background, Mary Jo has extensive experience with access control concerns, gained during her tenure with INDOT and as part of the I-69, Section 5 EIS. Robin is very familiar with the project area as he led the road design efforts for the US 31 / SR 28 new interchange project just south of this proposed grade separation project. Deborah Porter has been intimately involved with the Utility Coordination and relocations at the new US 31 / SR 28 interchange and will provide the same level of continuity for this grade separation.

PROJECT UNDERSTANDING AND SCOPE

This project will entail Project Development Services and contract documents for the grade separation project on US 31 in Tipton County. We understand that the primary objective of this project is to eliminate the at-grade railroad crossing and construct a new bridge to carry US 31 over the railroad and County Road W 100 S. With the US 31 corridor between Indianapolis and South Bend being upgraded to freeway standards, the elimination of the at-grade railroad crossing is imperative. Currently, seven trains cross US 31 each day causing significant traffic backups and safety concerns. This area of Tipton County is experiencing economic growth with the development of the new Chrysler facility just south of the project. Much of the farm land adjacent to and near the project site is being developed into industrial parks. This grade separation project is clearly in line with INDOT’s mission to enhance safety, mobility and economic growth.

We have evaluated the mini scope, visited the project site, researched existing plans, and investigated the presence of existing utilities to develop our initial ideas for this project. We have identified a number of cost-saving ideas and project challenges for the proposed grade separation. The Michael Baker team strives to be strong stewards of precious Indiana taxpayer funds. In the engineering assessment phase, we will work to refine each of these cost saving ideas and seek out additional opportunities to identify potential cost-savings ideas for INDOT’s consideration.

PROJECT OBJECTIVES

GOAL: reduce traffic backups and increase safety on this section of US 31

- Eliminate at-grade railroad crossing
- Construct new bridge to carry US 31 over the railroad and CR W 100 S
COST SAVING IDEA 1 – Utilize MSE retaining walls to minimize the project footprint.
- Reduces the quantity of fill material required
- Minimizes impacts to residences nearby
- Eliminates the need for some utility relocations including the major AT&T line along the west side of US 31

COST SAVING IDEA 2 – Shift the traffic lanes into the median to allow for the construction of a more economical, single structure.
- Allows for the construction of one bridge foundation and pier on each bent eliminating at least one beam line
- Reduces the length of MSE walls needed
- Reduces the number of construction phases to allow a shorter construction period

COST SAVING IDEA 3 – Design a crash wall in conjunction with the north bridge abutment.
- Allows for the construction of a shorter length bridge
- Reduces the quantity of fill material required
- Reduces the length of MSE walls needed
- Reduces the number of construction phases to allow a shorter construction period

PROJECT CHALLENGE — There are two residences north of the crossing and two residences south of the crossing that will be landlocked by the proposed construction.
SOLUTION — Construct a local access road for the residences south of the crossing within the existing right of way. Investigate a “cost to cure” for local access road construction through a field for the residences north of the crossing as it is unlikely that a grade separation for local access would be authorized by Norfolk Southern.

PROJECT CHALLENGE — There is an existing buried bridge in the northbound lanes spanning a peat area. The exact location and condition of the buried structure are unknown. INDOT has anticipated that a rehabilitation of the structure will be needed.
SOLUTION — It may be in the Department’s best interest to remove the existing structure to prevent maintenance issues in the future. A light-weight polystyrene fill can be investigated for its suitability to be used in the embankment. Both Michael Baker and CDM Smith have demonstrated experience in utilizing this expanded polystyrene as fill material.
**Maintenance of Traffic**

Safely maintaining traffic through a construction site is of primary importance while providing the least disruption to the motoring public. The US 31 corridor serves a very high volume of traffic each day. The objective would be to construct the new grade separation while minimizing traffic delay and disruption to the motoring public. Our proposal to construct a single bridge over the railroad crossing by shifting traffic into the median will also simplify the traffic control plan by allowing the contractor to construct the new structure in one phase of construction. We will further evaluate all of the MOT alternatives so that the options that best serve the needs of INDOT, the railroad, property owners, and motorists can be implemented.

**Utility Coordination Services — SUE**

In addition to providing defined locations through the use of subsurface utility exploration, early coordination with each utility involved will be important for this project. Through early identification, frequent communication, and diligent documentation, we are committed to engaging INDOT Certified Utility Coordinators in order to maintain the schedule and avoid “big surprises” that delay letting or construction. Early and continued coordination to ensure that “everyone knows where everyone goes” is key. Deborah Porter, PE recently provided utility coordination services for the US 31 at SR 28 interchange project just south of the proposed grade separation project. Deborah will draw on her experience working with the utility companies in the area which include: Duke Energy, AT&T, Tipton Electric, TDS Telecom, and Smithville Communications. With Deborah’s utility coordination experience, our team will be one step ahead with regard to utility coordination.

**Environmental**

The proposed grade separation project on US 31 offers many opportunities to interact with the natural and built environments. Michael Baker project team’s experience with complex environmental reports and investigations will allow us to provide timely solutions to potentially time-consuming situations, including noise and air quality analyses associated with the elevated roadway, the potential to impact wetlands or jurisdictional waters and other right-of-way acquisitions.

We will provide an in-depth analysis, using all available resources, to prepare the environmental document while meeting INDOT and Federal Highway Administration’s requirements. Our experience with complex road project design and environmental projects will allow for expedited development of the environmental document.

Our expertise in NEPA, Environmental Site Assessments, Noise analysis, wetland delineation and mitigation, and permitting will allow for flexibility and sensitivity to the needs of the project. Our staff provides an extensive knowledge and history with transportation projects in Indiana, such as on the complex I-69 Section 5 EIS. We understand the importance of meeting the deliverables and our reputable staff members are all dedicated to meet each project milestone. The capacity and availability of our team members was carefully evaluated to provide the resources needed for this assignment.
Schedule
We understand the importance of meeting the deliverables and our reputable staff members are all dedicated to meet each project milestone. The capacity and availability of our team members was carefully evaluated to provide the resources needed for this assignment. Our commitment to deliver projects on time even at accelerated, aggressive schedules has been demonstrated by several of our past assignments with INDOT. Specifically, the Sherman-Minton Bridge Emergency Repair Project, where the I-64 bridge was closed due to structural concerns. INDOT and Michael Baker worked together under an extremely aggressive schedule to generate a repair solution so that the bridge was able to return to service ahead of schedule.

Communication
Communication is the key to this project’s success. The Michael Baker team knows the INDOT project management systems, submittals, and nuances that will make the INDOT Project Manager’s job easier. The Michael Baker team will be proactive and submit reports, cost estimates, schedules, etc., to allow the INDOT Project Manager to review and enter all necessary data into their system with minimal revisions.

Quality Control
We are accustomed to providing the best quality project by assuring that all plans and calculations have undergone a detailed internal review before any submission is made. This is accomplished not only by an independent check, but also considering a constructability perspective. Our resources allow those with field experience to review the plans in order to reduce construction change orders.

WE MAKE A DIFFERENCE
Michael Baker is focused on creating value by delivering innovative and sustainable solutions for infrastructure and the environment. A primary example of Michael Baker’s engineering excellence and capacity to deliver under a very aggressive timeline is our proven record on the I-69 Section 5 Tier 2 EIS. We delivered what many thought was impossible given the timeline presented. The alternatives explored throughout the process from the project inception to the final report, evolved from total reconstruction to reuse of as much of the existing facility as possible resulting in $152 million of cost-savings! Our accomplishments on the I-69 Section 5, FEIS/ROD demonstrate our unwavering commitment to INDOT.

The Michael Baker Team has the knowledge, flexibility and capacity to a partner with INDOT in its mission to plan, build, maintain, and operate a superior transportation system enhancing safety, mobility and economic growth. We thank you for your consideration.