A | EXECUTIVE SUMMARY

Zachry Construction Corporation (Zachry) and Parsons Transportation Group Inc. (Parsons) have formed a joint venture, o˜ cially named Zachry-Parsons Eagle Ford Infrastructure Partners (Zachry-Parsons), vertically integrated, with Parsons serving as the Lead Engineering Firm and a select group of industry-leading firms:

- The Transtec Group, providing pavement design
- Kleinfelder, providing Construction quality assurance
- Arias & Associates, providing geotechnical support and construction quality control
- Poznecki-Camarillo, Inc., providing design support

Our team has developed a design, maintenance, and construction approach that meets TxDOT's project goals and objectives and an alternative technical concept (ATC).

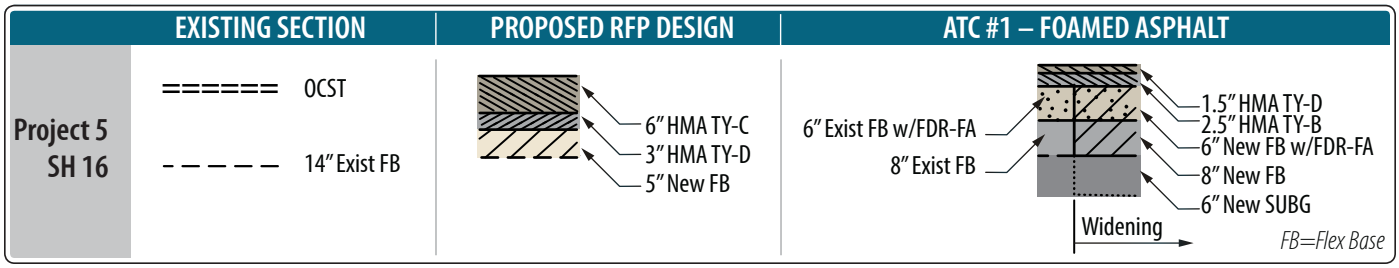
The Zachry-Parsons team has developed, through partnering on the SH 99 Grand Parkway, Segments F1, F2 and G design-build project, proven communication methods and tools that will be incorporated and tailored to the Energy Sector Roadway Repair Project.

To ensure our team's success, we will implement proven design-build processes and best practices to facilitate communication and foster dialogue and cooperation among all team members and stakeholders, at TxDOT's District and Central levels.

The Zachry-Parsons team's approach to the Energy Sector Roadway Repair Project (ESR2P) involves the following:

- Complete the Project within 526 days.
- Reduce project costs by $7 million by incorporating ATC No. 1, Full Depth Reclamation with Foamed Asphalt (FDR-FA) in the San Antonio District. See Exhibit A-1 for more detail.
- Minimize the impacts to the traveling public, stakeholders, and Eagle Ford Shale Region businesses through proactive public involvement, an aggressive progression of the project schedule, and the continued refinement of the TxDOT maintenance-of-tra˜ c (MOT) plans.
- Provide key personnel with proven experience in the following:
  - Design-build project delivery
  - TxDOT Corpus Christi, Laredo, San Antonio, and Yoakum District experience
  - Asphaltic concrete paving/roadway rehabilitation/roadway reclamation/ roadway maintenance
  - Quality acceptance/construction quality control TxDOT design-build experience
  - Public involvement/community outreach on TxDOT design-build projects

Exhibit A-1: Foamed Asphalt Typical Section vs. TxDOT



Changes to Proposer's QS

The Zachry-Parsons team is illustrated in Exhibit A-2.

Exhibit A-2: Zachry-Parsons Team Organization

Equity members and major participants remain intact and engaged from those identified within the original qualifications statement (QS). No changes to key personnel have been made. However, due to Parsons Transportation Group, Inc's prequalification with TxDOT, the Guarantor, Parsons Corporation, is not necessary.

Management and Operations

Organizational Approach

With full access to the local and national resources the Zachry-Parsons team commits the required key personnel, craft persons, equipment, materials, and financial resources to successfully deliver the ESR2P. Our management structure will have clear reporting lines of communication and authority. The Zachry-Parsons team members will interface directly at District management levels. Our team is structured to conduct planning, field operations and problem-solving activities with TxDOT District personnel; operations, safety and quality will report to a central management team responsible for the project's overall progress and assurance.

Our team is led by Project Manager Jason Sharpe and is supported by Design Manager A.J. Widacki, PE, and Construction Manager Steven Simpson, who will facilitate cross-disciplinary coordination, collaboration, and integration in real-time communications with our partner TxDOT and stakeholders.

Our Construction Quality Acceptance Manager (CQAM), Joel Peters PE, will report directly to TxDOT. Construction Quality Control Manager (CQCM) Chris Szymzcak, PE, will report directly to the Zachry-Parsons project management team. These managers will oversee inspectors that will be resourced sufficiently to meet oversight requirements for our operations.

We will use a proven approach to partnering with the TxDOT Strategic Projects Division (SPD); TxDOT Corpus Christi, Laredo, San Antonio, and Yoakum districts; utility agencies; and other key stakeholders. These approach will establish key points of contact and named counterparts and will facilitate open lines of communication to address project issues.

As demonstrated on our successful delivery of the DFW Connector, SH 130 Segments 5 & 6, and the Loop 375 Americas Interchange TxDOT design-build projects, our integrated project team will manage the coordination of all project elements and the disciplines involved through task-force and cross-disciplinary workshops (where required) and through real-time, daily interactions with TxDOT.

Managers for health and safety, environmental compliance, and project controls will report directly to Jason Sharpe. Jason will be provided guidance for major decision-making from the Zachry-Parsons executive committee.

Project Development Plan

Project Management Plan

Partnering and communication with the TxDOT SPD and the TxDOT districts will be key to our success on the Project. We will incorporate such methods as co-location, task-force meetings (where required), document management, maintenance plans, proactive quality assurance/quality control involvement and implementation, and an aggressive public involvement/community relations component. In conjunction with other proven design-build means and methods, these strategies will promote transparency and ensure design control and the achievement of maintenance requirements and safe construction activities.

Organizational Structure and Key Personnel Roles – Zachry-Parsons will be the principal design-build contractor. Our team will be organized into two primary functions: Program Management and District Field Operations. Program Management will be responsible for developing operations, design, safety, quality and public involvement programs. Jason Sharpe will be responsible for implementing the programs, overseeing their effectiveness and responding to operational needs. District Field Operations will be segregated into four operations consistent with the District's geographic definition. Field operations will be fully supported by Superintendents, project engineering, quality and safety functions.

Interface with TxDOT– The Zachry-Parsons team will interface with the TxDOT SPD, individual TxDOT districts at multiple levels. The Zachry-Parsons team will establish a project home o˜ ce in San Antonio, Texas, and four district field o˜ ces. This approach will facilitate consistent interface and coordination with the TxDOT. Zachry-Parsons will assign superintendents specific to each TxDOT district. Additionally, our team will assign and co-locate field engineers specific to each TxDOT district, interfacing daily, in real-time, with each TxDOT district, and where appropriate, the TxDOT area o˜ ce(s).

Risk Management – The Zachry-Parsons team has developed a detailed, project-specific risk matrix, to include specific risk categories, itemized risks, potential impacts to the Project, the probability of the risk's occurrence, mitigation strategies, and the responsible party. The Project team will routinely review and add to the risk matrix as the work progresses. Our goal is to anticipate events with mitigation measures that prevent its occurrence. The preliminary ESR2P Risk Matrix is illustrated in Exhibit D-10 in Section D.1.4 (Environmental and Risk Management).

Construction and Traffic Management During Construction Period – Zachry-Parsons will use the MOT plans provided by TxDOT, within the Request for Proposal (RFP) contract documents. During the maintenance and construction scopes of the Project, our team will continue to work closely with the respective TxDOT districts in an effort to further refine and develop the existing MOT plans, accounting for real-time field conditions and necessary MOT enhancements.

Maintenance – Upon joint inspection of the Location and determination of its level of condition, the Zachry-Parsons team will proactively maintain the existing roadway Locations immediately upon the placement of barricades. We will employ

maintenance crews throughout each of the active Locations, per district, through final acceptance by TxDOT.

Schedule Management – The Zachry-Parsons team will develop a critical path method (CPM), resource-loaded schedule for the Project. The schedule will be used to manage the Project timelines and resource needs, prioritize material deliveries, and determine the overall progress of the work. The project CPM schedule will include design, maintenance, and construction activities for each of the 31 individual roadway locations. Zachry-Parsons commits to completing the ESR2P in 526 days, as shown in Exhibit A-3.

Design Management – The Design Manager, A.J. Widacki, PE, will work with the respective design discipline leads and design subconsultants to administer the final design plans provided by TxDOT and will organize and coordinate necessary design activities to ensure contract compliance.

Safety and Health Plan – Don Stephens, CHSO, will be the Safety Manager for the Project, and he offers his experience in managing safety programs covering large geographic areas with multiple subcontractors and subconsultants. Ultimately, Don will be responsible for the development, implementation, and management of the Project Safety Plan.

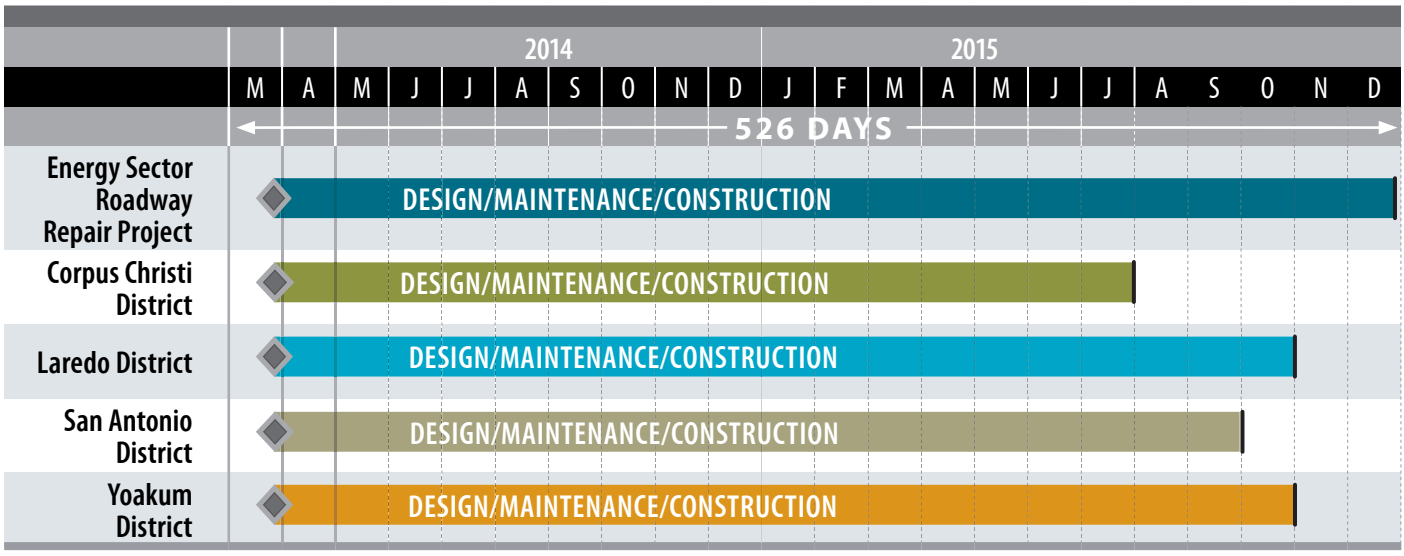
Technical Solutions

Design, Maintenance and Construction Plan

The Zachry-Parsons team developed and evaluated multiple ATCs and submitted ATC No.1 FDR-FA for review, which was conditionally approved in the San Antonio District and incorporated into our proposal. ATC No. 1 FDR-FA includes several value-added concepts for the Project, ultimately saving construction dollars and increasing the overall number of Locations to be constructed. Additionally, the Zachry-Parsons team developed construction strategies that will improve permanent construction materials logistics, address and proactively mitigate Project-specific risks, and minimize the negative impacts to the traveling public and local businesses. Notable value-added improvements for FDR-FA include the following:

- Increased use of existing in-place materials, reducing haul-out of waste material
- Minimized use of raw materials
- Achievement of the earliest possible completion of the entire Project
- Maintains safe mobility through the project locations during construction

Exhibit A-3: Summary Bar Chart Schedule

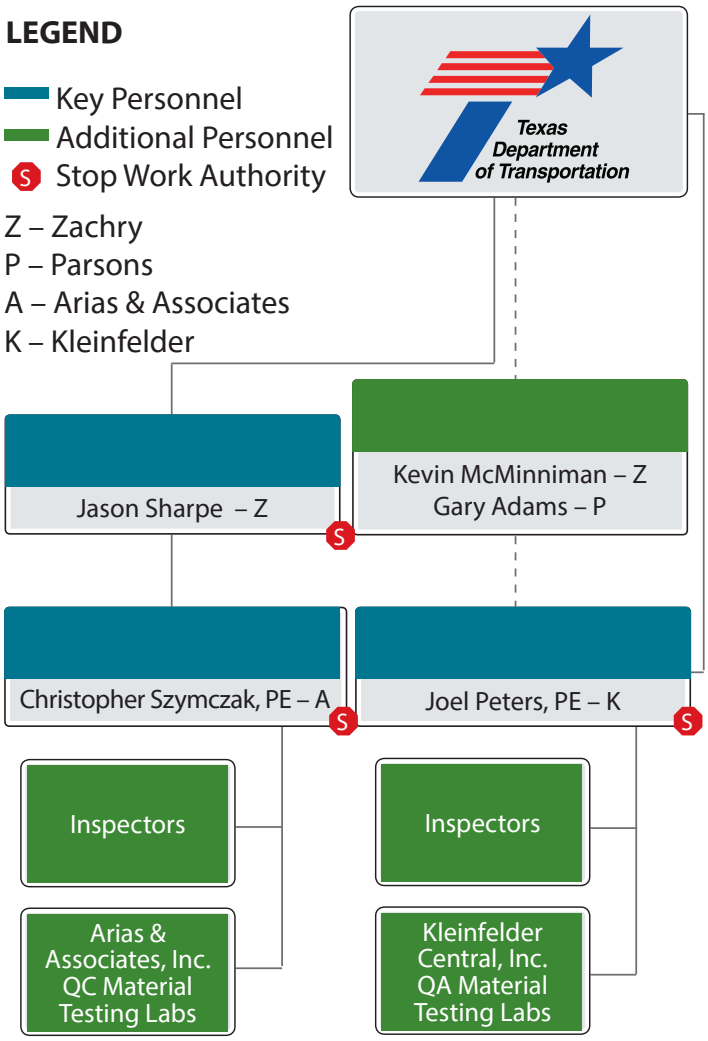


- Reduced construction durations
- Reduction in life-cycle costs of future maintenance

Quality Management Plan

The Zachry-Parsons team is committed to an independent team to implement and manage the quality program. Kleinfelder will be responsible for implementing the Quality Assurance Program and Arias & Associates will provide construction quality control functions. Both firms are highly experienced with capable resources to support the Project. Our team has structured the quality organization to manage the process with separate teams dedicated to each District operations with reporting functions up to the Program Management level.

Exhibit A-4: Zachry-Parsons Quality Organizational Chart



Construction Quality – The Project Construction Quality Management Plan (CQMP) will focus on design plan adherence and will prevent deficient and noncompliant work within the maintenance and construction phases of the Project. The CQMP will include detailed preventative processes based on planning and proactive communication to promote immediate action so deficiencies are avoided. In the event deficiencies or nonconformance reports are issued, the CQMP will contain formal documented processes for immediate corrective action, issue tracking and reporting, and process changes to prevent repeat deficient, noncompliant, or defective work.

Design Quality – The Design Quality Management Plan will define the design review, submittal, and revision processes and technical requirements for all outstanding design efforts remaining on the Project. When required, the Zachry-Parsons team will engage in a series of formal and informal design reviews to ensure compliance with the contract. Zachry-Parsons will review any design changes that may be required for compliance, constructability, usability, reliability, maintainability, operability, and safety. Our team will control and track any design changes of the final designs provided by TxDOT in the event a change is warranted.

A.4 Approach to Satisfying the DBE Requirements

The Zachry-Parsons team will meet the 7% disadvantaged business enterprise (DBE) participation goal. Both Zachry and Parsons have consistently demonstrated an unwavering commitment to the growth and development of DBEs. The Zachry-Parsons team will conduct outreach events within each of the respective TxDOT districts and commits to actively engage prequalified DBE subcontractors within the Project.