

## A.1. Executive Summary

### A. Organization and Proposal Content

Our proposal is organized per the ITP requirements and describes SH 183 Mobility Partners’:

- ▶ Project management and organizational approach to facilitate efficient project delivery
- ▶ Plan for operations and maintenance (O&M) that will keep traffic moving safely
- ▶ Design-build approach that will deliver as much scope as possible while reducing temporary improvements and minimizing right-of-way impacts
- ▶ Plan for maintaining mobility within the project area and minimizing inconvenience to the surrounding communities and businesses during construction in an environmentally sensitive manner
- ▶ Quality program implementation plan and how it will ensure Texas Department of Transportation (TxDOT) receives the highest degree of quality possible in design, construction, operations and maintenance
- ▶ Design approach for promoting connectivity of managed lane systems in the region and improving mobility within the project area after construction
- ▶ Approach to maximizing participation of disadvantaged business enterprise (DBE) firms through a comprehensive outreach program

### B. Changes to Statement of Qualifications

Due to modifications to the SH 183 Managed Lanes Project procurement related to equity investment requirements, the Dallas Police and Fire Pension System and Meridiam Infrastructure SH 183 Mobility LLC (both Equity Members and Major Participants) withdrew from the team. In addition, changes to our organization since the qualifications submittal include the following new key personnel as approved by TxDOT:

- ▶ Design and Construction/O&M Project Manager Steven Hankins, PE
- ▶ Design and Construction/O&M Safety Manager Julio Yglesias
- ▶ Lead Quality Manager Oscar Chavez, PE
- ▶ Maintenance Quality Control Manager Carles Franch Torm
- ▶ Professional Services Quality Control Manager David Woo, PE
- ▶ Environmental Compliance Manager Christopher Tolar
- ▶ Superintendent Pablo Molla
- ▶ Design Manager Pablo del Monte
- ▶ Lead Roadway Design Engineer Larry Zamora, PE
- ▶ Lead Bridge Design Engineer Kaushal Shah, PE
- ▶ Right-of-way Acquisition Manager Dennis Sedlachek, SR/WA
- ▶ Utility Manager Pablo Fernandez
- ▶ Public Information Coordinator Brandi Bird
- ▶ Maintenance Manager John Reneau

### C. Management

Continuity across project phases is a key feature of our team and it starts at the top. Steven Hankins, PE, will serve as both our design and construction project manager and our O&M project manager, bringing continuity and qualifications that will benefit TxDOT in every phase of the contract. Steven will be supported by a management team that balances the integration of

#### VALUE-ADDED FEATURE

Our team’s extensive work to date has resulted in our ability to maximize the project’s scope and deliver Additional Scope Component 1 and 2 while also completing three months early.

#### Design-Build-Finance-Operate-Maintain Experts

- ▶ As one of the leading private developers of transportation infrastructure, Cintra has a total management investment of more than \$30 billion.
- ▶ In the last eight years, Ferrovial Agroman has been awarded six major U.S. design-build contracts totaling more than \$7 billion.
- ▶ In the past 20 years, Granite has delivered more than \$11 billion in design-build projects.
- ▶ Lockwood, Andrews & Newnam and Ferrovial Agroman teamed on the successful SH 130 Segments 5 and 6 design-build project.
- ▶ Granite and Lockwood, Andrews & Newnam are working together on the Houston METRORail Expansion design-build project.
- ▶ Webber and Ferrovial Agroman are teamed on the successful I-635 (LBJ Express) Managed Lanes and North Tarrant Express projects.
- ▶ Ferrovial Agroman and AIA are teamed on the I-635 (LBJ Express) Managed Lanes and 407 East Extension Phase 2 projects.
- ▶ Webber and CivilTech worked together on the Tomball Tollway Foundation project.
- ▶ Ferrovial Agroman and CivilTech are working together on the North Tarrant Express 3a project (I-35W Bridge over Trinity River).

design, construction and O&M to promote quality, innovation, efficiency and long-term life-cycle benefits. Other features of our team’s integrated organizational structure that will facilitate project success include:

- ▶ Design-build integrators who are cross-trained designers and constructors, and are skilled at maximizing the benefits of design-build project delivery
- ▶ Teams and staff (such as the maintenance crew and safety manager) serving during both the construction and O&M phases facilitating a seamless transition from construction to O&M
- ▶ A quality organization that brings best practices from other managed lane projects in Texas and throughout the U.S.
- ▶ A culture of safety and security driven by our zero accident goal
- ▶ Clear communication lines to facilitate optimal delivery of technical solutions, guaranteeing the lowest possible life-cycle cost is achieved and TxDOT receives the best value and efficient project delivery

## D. Project Development Plan

### Public Information and Communication

Based on the successful programs we implemented for the I-635 (LBJ Express) Managed Lanes and North Tarrant Express projects, our public information and communications program will provide proactive, effective outreach. Led by Texas transportation project public relations expert Brandi Bird, our team will work in collaboration with TxDOT to develop a comprehensive Public Information and Communication Plan that informs, educates and engages.

One strategy that has proven effective on the adjacent TxDOT projects is to link our communications and traffic management teams. Working together, these teams enhance safety by helping the traveling public clearly understand where and when to expect road/lane closures and how to navigate around them. Other features of our plan include conducting listening sessions to understand concerns, developing a crisis communication plan that prepares staff to respond appropriately and establishing a public information office to reach out to the community.

### Environmental Sensitivity and Safety

Led by Environmental Compliance Manager Christopher Tolar who is serving in this same role on the nearly complete I-635 (LBJ Express) Managed Lanes project, our team’s approach for protecting the environment will prioritize impact avoidance, minimization and last resort mitigation measures for environmental management. Our Comprehensive Environmental Protection Program will ensure compliance with environmental and cultural resource permits, laws and regulations. During design, our environmental team will help develop and refine the alignment and approach, mitigating potential environmental impacts by designing around protected areas whenever possible. We will resolve outstanding issues and any emerging issues that develop during construction through our iterative design process that will balance transportation needs with environmental sensitivity.

Providing continuity across project phases, our safety program for design, construction and O&M will be led by Julio Yglesias, who brings current experience from the I-635 (LBJ Express) Managed Lanes project. Our program’s goal is zero accidents, zero fatalities and zero delays through effective prevention. Tailored to this project, our plan considers the high traffic volumes in the Dallas-Fort Worth (DFW) Metroplex and around DFW International

The Major Participants on our team commit to delivering the key personnel they have provided (see *Section D – Appendices* for commitment letters).

### Attracting Customers

We will use our experience to deliver proactive and informational campaigns. On the I-635 (LBJ Express) Managed Lanes project, we used the slogan, “More Lanes. More Progress. More Calm.” This campaign enabled us to build a solid customer base and educate them in using the TEXpress lanes.



## SH 183 PROJECT GOALS

### Maintain a Safe Environment for Project Personnel and the Public

We will develop a safety and health plan that covers every aspect of the work from design through operations and maintenance. It will fully describe policies, plans, training programs and work site controls including:

- ▶ Safety Policy Statement
- ▶ Safety Plan Manual
- ▶ Safety Records
- ▶ Accident and Incident Reports
- ▶ Equipment Operations Manual and Policies
- ▶ Hazardous Materials Operations
- ▶ Emergency Action Response Procedures

Airport, special elements of the work (such as crane and trenching safety), access locations for staff and equipment, and performing construction under live traffic. All policies, plans, work site controls and incident response plans designed to ensure the health and safety of both the general public and our workers will be fully detailed in the plan which will be in effect for the full term of the project, including construction and the O&M period.

### Innovative Concepts and Approved Alternative Technical Concepts

Our team has provided numerous features that bring additional benefits and value to TxDOT and the public (see yellow “Value-added Features” callout boxes throughout the proposal). Examples include:

- ▶ Providing roadway widths beyond what is required in the scope of the project from the west end of the project to Station 4362+00 that accommodate a future third managed lane in each direction
- ▶ Designing the center bent and middle two spans of the managed lane and general purpose (GP) lane bridges over Loop 12 to be compatible with the Ultimate Configuration
- ▶ Widening the Trinity River structures to accommodate future additional lanes

The approved alternative technical concepts (ATC) incorporated into our design include:

- ▶ **ATC-11 – Building Only Bridge Portions to be Used in this Stage.** This ATC includes building only the portions of the Main Street bridge over SH 183 and the O’Connor bridge over SH 183 needed to accommodate the typical section (number of lanes and widths). The cost savings from this ATC contributed to our team’s ability to maximize the scope of the project.
- ▶ **ATC-13 – Allowable Potential Vertical Rise Requirements for New Pavement Structures.** This ATC allows a tolerable limit of 1.5 inches of potential vertical rise within rigid pavement section on the mainlines and 2 inches on other roadways (regardless of pavement type). This ATC enabled a more efficient comparison of the two different methods allowed and provided the most cost efficient pavement design to TxDOT.

### Right-of-way Acquisitions Approach

Our team will work closely with TxDOT, local officials and the Office of the Attorney General to manage the nearly 1,000 properties TxDOT has identified for possible acquisition. We have already developed our right-of-way parcel database and schedule, and, upon award, we will partner with TxDOT to establish a “critical parcels” list that accommodates both efficient construction sequencing and parcels with extended acquisition processes.

### Utility Adjustments Approach

Led by Utility Manager Pablo Fernandez and with support from subcontractor Solaray Engineering (a DBE firm), our team’s efforts during the proposal development phase played a significant role in our ability to maximize the scope we can deliver. We performed extensive preliminary investigations and research to quantify utility impacts, and to develop accurate cost estimates that reduce the need for contingency budgets. This effort will also enable our team to quickly advance the work upon notice to proceed.

### Working with TxDOT and Third Parties

Our priority is to establish proactive, timely communication with TxDOT and all stakeholders. Design and Construction/O&M Project Manager Steven Hankins, PE, will be TxDOT’s single point of contact. Design-Build Joint

### VALUE-ADDED FEATURE

Our right-of-way acquisition group is a fully integrated member of our team. By working closely with our design and construction teams, they will develop a complete understanding of the project and the manner in which it will be constructed. This results in a streamlined acquisition process and also enables them to be far more effective as they collaborate with property owners.

### TxDOT Right-of-way Acquisition Success

Right-of-way Acquisition Manager Dennis Sedlachek, SR/WA, and his team have a track record of success on TxDOT projects:

- ▶ SH 130 Segments 5 and 6 – acquired 320 parcels in 21 months
- ▶ North Tarrant Expressway Segments 1 and 2 – acquired 299 parcels in 21 months
- ▶ North Tarrant Expressway Segment 3a – currently ahead of schedule in the acquisition of 102 parcels

### Our Team is Ready to Go

Utility Manager Pablo Fernandez and his team from the I-635 (LBJ Express) Managed Lanes project will bring:

- ▶ Expertise and lessons learned from an adjacent TxDOT project with the same utility interfaces
- ▶ Continuity in coordination with utility owners
- ▶ Efficient project delivery via an expedited utility management program
- ▶ Innovative solutions to this critical aspect of the project

Venture Superintendent Pablo Molla will provide the initial contact with other third parties (providing senior-level contact that may be required for future issue escalation) while the day-to-day interface will be handled by the team. For example:

- ▶ **Utilities.** Our utility coordinators will establish relationships with every impacted utility and serve as their single point of contact with the team.
- ▶ **Counties and Cities.** Our public relations coordinator will be our point of contact for public officials and we will appoint representatives to serve as the point of contact for the public works and engineering departments.
- ▶ **Emergency Responders.** Our safety manager will work with local police and fire departments for all fire and life safety issues and drills.

We will hold regular meetings that include TxDOT and third-party personnel, and we will establish a partnering program. Informal partnering will occur daily with a formal, facilitated kick-off session and regular follow-up sessions to supplement the daily interactions and routine progress meetings. Our objective is to foster a developer/owner/stakeholder relationship of a single team based on trust and open communication so that there are no surprises.

**Schedule**

Our Preliminary Project Baseline Schedule (PBS-1) achieves substantial completion *three months early*. Our team of seasoned designers, construction professionals, design-build integrators and schedulers collaborated to prepare a reasonable construction schedule driven by anticipated right-of-way acquisitions and thoroughly scrutinized traffic control plans.

Our plan includes developing design packages that accommodate early construction activities. Our schedule’s critical path begins with NTP1 followed by right-of-way acquisition of Parcel 29 in Area 1.1. This acquisition is important because it provides space to construct the eastbound frontage road (station 5328+00 to 5335+00).

Completion of the frontage road allows construction of other elements of the project to start including construction of the GP lane bridge over N. Ector Drive and the on-grade GP lane construction between stations 3361+00 and 4330+00. Upon completion of the GP lanes, the traffic is switched to the newly constructed GP lanes, allowing managed lane construction to commence in Area 1.1. After the managed lanes are complete, the longest path terminates with Substantial Completion, the punch list and the final acceptance of the project. O&M activities during construction will begin at NTP and maintenance for the O&M period will begin at Substantial Completion.

**Design and Construction Approach**

Our fast-track design approach includes releasing advance design packages within six months of NTP1 for early construction elements such as traffic control, geotechnical work, retaining walls, pavements and bridge foundations. Other strategies that will support this approach include:

- ▶ Integrating right-of-way acquisition and design and construction schedules
- ▶ Coordinating our development of the design with early action items such as survey, utility relocations and structure foundations work

**Maintaining Flexibility**

Change during an ongoing project is often difficult to incorporate. Our strategy is to remain flexible and constantly seek win-win solutions that benefit TxDOT, the community and our production. For example, on North Tarrant Express Segment 3a, we noted that the ultimate configuration showed an I-35/downtown Fort Worth connection. We are working with TxDOT to determine whether we can expedite a change and include it in the current project, reducing the overall cost of the interchange and delivering the optimal solution years ahead of schedule.

**VALUE-ADDED FEATURE**

**Important Schedule Dates from PBS-1**

- ▶ Anticipated Conditional Award . . . . 29-May-14
- ▶ NTP1 . . . . . As Determined by TxDOT
- ▶ Substantial Completion  
PBS-1 . . . . . NTP1+48 months  
*(Our completion is estimated three months earlier than TxDOT’s planned completion)*
- ▶ Final Completion  
PBS-1 . . . . Substantial Completion+4.5 months  
*(Our completion is estimated three months earlier than TxDOT’s planned completion)*

- ▶ Facilitating collaboration between the design and environmental teams to balance transportation needs with environmental sensitivity
- ▶ Facilitating communication and collaboration between our public information and design teams to develop a holistic program that provides outreach to the community well before construction starts

Our construction approach includes dividing the project into two segments and five areas within those segments. In general, we will construct the project from the outside toward the median. We will start with utility relocation work in areas where the right-of-way has been acquired while expediting the right-of-way acquisition process in areas where it is still pending. Exceptions to this approach occur in areas where right-of-way is not available (in Area 1.1 for example) and at the SH 183/Loop 12 and SH 183/SH 114 interchanges where the phasing is more complex.

### Quality Management

A differentiating factor for our team, our quality program fully integrates design management, construction and O&M responsibilities, all performed by subsidiaries of one company (Ferrovial, S.A.). We use proven techniques for carrying out work, complying with project requirements and achieving continuous improvement. Quality is fundamental to our overall delivery of safe, efficient and reliable design, construction and maintenance services, and we build our quality process into every activity. Most importantly, we integrate our quality and environmental management programs to establish and maintain a consistent approach to safeguarding the environment and meeting the environmental commitments.

Proven effective on previous TxDOT projects, our quality approach includes comprehensive quality control and acceptance functions that are independent of each other, through TxDOT acceptance:

- ▶ **Quality Commitment** – establishes the overall commitment to quality, customer satisfaction and fundamental values
- ▶ **Quality Plans and Procedures** – delineates the implementation approach to quality and customer satisfaction for management, design, construction, O&M and quality assurance
- ▶ **Records and Audits** – defines document management and control procedures for quality records, audit methodology, reporting to TxDOT and the Federal Highway Administration, and noncompliance recording and resolution
- ▶ **Measurement, Analysis and Improvement** – identifies requirements for analyzing trends and evaluating TxDOT and customer satisfaction, and establishes initiatives to achieve continual improvement

### Construction Sequencing, Traffic Management and Mobility

Our construction sequencing, traffic control and sequencing of work balances efficient work zone constructability with worker and traveling public safety, and minimizes inconvenience to the public while maximizing construction limits. It includes features and benefits that respond to the corridor's specific challenges, and supports achievement of the goal to maintain mobility through the project area during construction.

Our details within the traffic management plan will be further developed in close collaboration with local agencies and interest groups, and is designed to maximize safety for workers and the traveling public. During construction

## SH 183 PROJECT GOALS

### Achieve the Highest Degree of Quality

We integrate our quality and environmental management programs. This approach, also used for the ISO-compliant quality management programs on the I-635 (LBJ Express) Managed Lanes, North Tarrant Express and SH 130 Segments 5 and 6 projects, results in a consistent strategy for implementing and documenting compliance with the storm water pollution prevention plan and other environmental requirements and governmental approvals.

### Quality Management Programs

In 1994, Ferrovia Agroman was one of the first construction companies to achieve ISO 9001 certification. Ferrovia Agroman has implemented quality systems that comply with ISO standards on all of their projects, based upon ISO 9001:2000.

Granite attained ISO 14001:2004 certification for projects including:

- ▶ North Texas Tollway Authority Chisholm Trail Parkway, Section 6
- ▶ Folsom Dam, Phase III
- ▶ SR 520 Eastside Transit

and the O&M period, our safety team will review and approve all plans, and provide continuous verification that the traveling public and workers are safe. Strategies we will implement to safely guide the traveling public include use of variable message signs, raised pavement markings, signage notifying drivers of unusual traffic patterns, and concrete barriers to separate eastbound and westbound traffic.

### Operations, Maintenance, Renewal Work and Handback

As operators of more than 12,000 lane-miles of roadway globally and 59 miles of successful multi-lane and managed lanes projects in the Dallas Fort-Worth Metroplex, we are skilled at planning and implementing effective O&M programs that are preventative, proactive and focused on the user-experience. Our approach for this project is based on our successful operations throughout Texas and the U.S., and will incorporate details that support handback of assets in the condition required.

Our operations management plan will apply best practices, establish optimal communication with TxDOT and the North Texas Tollway Authority, manage risks resulting in rapid response to unexpected operational situation, and integrate design, construction and O&M. We will self-perform the management of the routine maintenance and rehabilitation of all assets—roadways and maintenance equipment and others—with a team of seasoned maintenance managers, maintenance personnel, equipment operators, mechanics, patrollers and traffic management center personnel. Our maintenance management plan will establish performance requirements, measurement procedures, threshold triggers for maintenance, inspection procedures and frequencies, and corrective and preventative maintenance.

Our renewal work plan will be tailored to reflect our clear understanding of the local industry standard. Our objective is to ensure the long-term performance of the infrastructure elements—pavement network, bridge structures, road assets and intelligent transportation system—and meet or exceed the applicable handback requirements.

### E. Disadvantaged Business Enterprise Participation Approach

Our team will achieve at least seven percent disadvantage business enterprise (DBE) participation and have set our internal target at 12 percent. Led by our TxDOT DBE program expert Angela Berry-Roberson, our program will include extensive outreach to TxDOT-certified firms and proven techniques for maximizing DBE participation. Strategies we will implement include:

- ▶ Actively soliciting the DBE community
- ▶ Developing economically feasible, DBE firm-specific work packages
- ▶ Providing mentoring and training
- ▶ Partnering with minority and female business owner associations and industry associations, and advertising in statewide newspapers
- ▶ Hosting DBE network sessions (similar to the one we conducted in March)
- ▶ Serving as an information center by providing links on our project website to the Texas Unified Certification Program and distributing information about certification
- ▶ Conducting educational workshops on topics including contract administration procedures, technical disciplines, bonding and insurance

***SH 183 Mobility Partners—TxDOT’s choice for maximum scope, a quality project and efficient delivery.***

### SH 183 PROJECT GOALS

#### Maintain Mobility and Minimize Inconvenience

Our approach to traffic management starts during design where we identify construction methods that maintain mobility and safety for the traveling public.

A key element of our traffic management approach will be weekly task force meetings including TxDOT, agency representatives, emergency service providers, city traffic personnel and our personnel, including the public involvement and community relations team representatives.

### SH 183 PROJECT GOALS

#### Maximize DBE Firm Participation

We commit to meeting the seven percent and plan to exceed it with an internal target of 12 percent. Our seven-step plan for doing so includes:

1. Solicit, through all reasonable and available means, the interest of certified, qualified DBE firms and allow sufficient time for response
2. Follow up with all solicited firms to understand and document reasons for no response
3. Package work in sizes that foster opportunities for DBE firms
4. Provide interested firms adequate information to facilitate their response
5. Negotiate in good faith with interested DBE firms
6. Conduct thorough investigations of capabilities before determining a firm is unqualified
7. Actively participate with federal, state and local efforts in the recruiting/training of DBE firms