

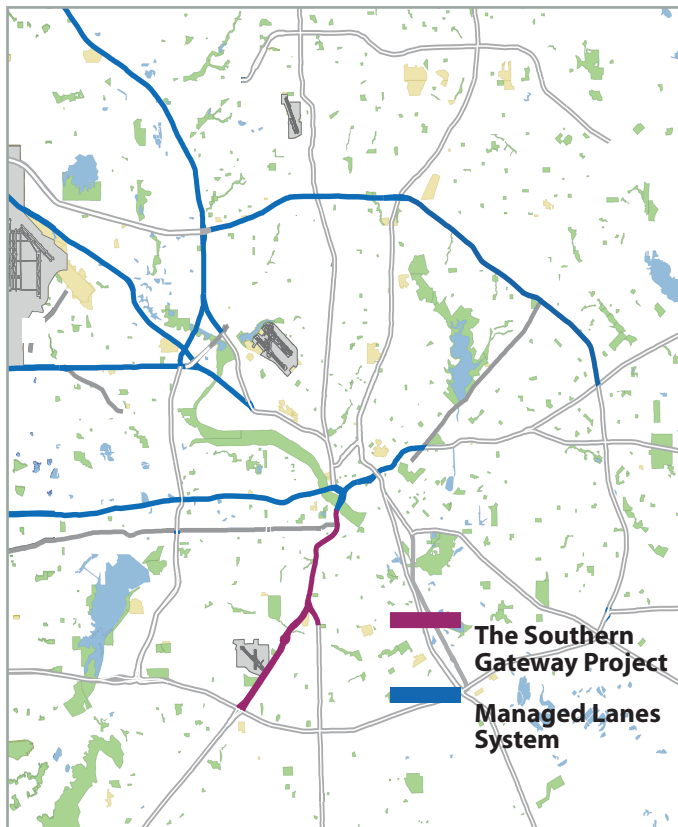


The sustained population growth in Dallas and its surrounding suburban areas has increased demand for capable transportation systems. In response, the Texas Department of Transportation (TxDOT) and the Dallas District (District) has continued to improve its systems with significant regional infrastructure projects. In building the Southern Gateway Project, Pegasus Link Constructors (PLC) will advance Dallas’s goal to safely enhance mobility in a cost-effective manner—while minimally affecting vested stakeholders along the Project’s corridor, the traveling public, the local communities, and the surrounding environment.

As illustrated in **Figure ES-1**, the Southern Gateway Project (Project) is an urgent component to the success of the District’s mobility plan, which intends to move daily, significant traffic through the downtown corridor smoothly.

Positively achieving the Project’s goals will require a focused and coordinated start—potential risks to

**Figure ES-1. The Southern Gateway Project—a critical component of the transportation system and the economic growth of the Dallas Area, helping connect the Managed Lanes System**



**PLC believes it is critically important to complete the Project in alignment with TxDOT’s commitments to its customer groups regarding safety, maintaining the flow of traffic during construction, and completing the Project and its interim phases on schedule.**

the Project’s schedule or other commitments must be identified early, mitigated, and managed from the first day and throughout the Project’s life. Therefore, TxDOT and its Design-Build (DB) Contractor must immediately harmonize as an aligned, efficient team that is focused on the Project’s goals. Working together for over 14 accomplished years, PLC has a successful record of delivering complex, critical, and complicated DB projects. Our team is presently aligned with TxDOT’s Dallas District personnel and their expectations; our most recent resume offers the successful delivery of Dallas’s Horseshoe Project, which is located adjacent to the Southern Gateway Project’s alignment. PLC is ready to address TxDOT’s and the Project’s goals as follows:

**Complete the Project on schedule and to the highest achievable quality:**

**Quick start for early completion and public use** – To deliver the benefits of improved safety, mobility, and air quality at the earliest possible date.

**Quality design and construction** – To deliver high-quality design, construction, and maintenance by combining our proven DB systems with knowledgeable and experienced personnel.

**Minimize delays to the traveling public and inconveniences to the surrounding communities while focusing on safety within the Project corridor during construction:**

**Maintenance of traffic (MOT)** – To maximize the safety and mobility of the traveling public in this congested corridor, and to meet the needs of the surrounding businesses and communities during construction.

**Facilitate participation by disadvantaged business enterprises (DBEs), women-owned business enterprises, and minority business enterprises:**

**DBE and local participation in successful completion** – To drive better solutions, increase



the skill capacity of DBEs, and promote overall local economic benefit.

**Advance consistent communication and maintain our commitments to the public and stakeholders throughout project delivery:**

**Public information** – To make sure that the public and stakeholders are knowledgeable about and remain supportive of the Project, and to increase the safety of informed driving decisions.

PLC has considerable knowledge about the Project’s motivation, and we have prepared for the success of the Southern Gateway Project by:

- Performing extensive due diligence during the pre-proposal period to identify the Project’s critical success factors, which included identifying potential risks and creating plans to mitigate risks for a successful execution.
- Carrying over our systems, procedures, organizations, and plans proven on previous TxDOT DB Projects to deliver high-quality results, and to identify and resolve issues early before they impact Project goals.
- Involving experienced Key Personnel who have an in-depth understanding about the DB execution environment, particularly within TxDOT’s Dallas systems and requirements. The ‘builders’ culture, attitude, approach, and working relationships to work in effective partnership with TxDOT Dallas District.

PLC’s team offers experienced companies that hold records of accomplishment on efficiently executed DB projects. Our core team comprises companies, personnel, and Key Personnel who have worked together for over a collective 420 years—throughout TxDOT’s successful SH 130 Segment 1-4 and NTTA’s SH 161 Phase 4 Projects, and currently during Dallas’s Horseshoe and Austin’s CTRMA 183 South Projects. In addition to our unique organizational structure, and our foundational experience working together and with TxDOT in DB partnerships, our team brings:

- An innovative and focused design team that is positioned to deliver a safer highway with improved operations (both during and after construction) and better lifecycle performance. We have combined one of the nation’s most distinguished transportation designers with highly

respected local designers that have extensive experience and working knowledge about the Dallas and Fort Worth District.

- Unmatched expertise in quality management on Texas transportation projects.
- Public information and DBE outreach specialists that are deeply rooted in the Dallas-Fort Worth (DFW) region.
- Extensive experience in highway maintenance in Texas and throughout the United States.



Our team, Pegasus Link Constructors (PLC) holds the Project-specific experience, proficiency, and capability to deliver the Southern Gateway

Project’s technical requirements while overcoming the challenges and risks associated with constructing in a congested area with tight geometric constraints and numerous stakeholders. PLC will continue to provide TxDOT with the experience and resources from two of the largest, most experienced, and most successful, DB transportation firms in the world.

Fluor and BBII are PLC’s Equity Members:

**FLUOR**®

Fluor Enterprises, Inc., (Fluor) is one of the largest engineering and construction companies in Texas and across the globe. Fluor’s annual revenue is more than \$21 billion and is ranked as one of the world’s top contractors and DB firms by Engineering News-Record (ENR). With its worldwide corporate headquarters located in Dallas, Fluor offers a vested interest in the success of the Southern Gateway Project, combined with its global experience in planning, developing, and financing major highway and infrastructure projects. Fluor’s character, its financial stability, its demonstrated competence to innovatively advance infrastructure systems, and its capability to deliver major transportation projects within budget and on schedule will be a crucial contribution to the success of the Southern Gateway Project. With over 60 years of performing complex projects in Texas and more than 4,900 engineering and construction employees in Texas, Fluor has the capability, qualification, and position to make the Project a success.



**Balfour Beatty Infrastructure Inc.** Balfour Beatty Infrastructure, Inc., (BBII) is a wholly owned subsidiary of Balfour Beatty plc—a multinational engineering, construction, and services group that contributes to the international market for rail, road, utility systems, buildings, and complex structures. Balfour Beatty, with a major presence in Dallas since 1933, has worked for over 22 years with TxDOT and is a major civil and vertical contractor in the Dallas region. In executing multiple major infrastructure projects around Texas, BBII's Texas division primarily serves the highway infrastructure markets for TxDOT, the North Texas Turnpike Authority, and the Harris County Toll Road Authority.

In addition to our core team, PLC has specifically selected key subcontractors and sub-consultants with specific skills, experience, tools, and resources that are able to supplement our team's capability to address the Southern Gateway Project's technical challenges and key risk factors.

**HDR** HDR Engineering, Inc., (HDR), in its centenary year, focuses on solving project challenges with innovation and quality at the forefront of its approach to engineering solutions. With its "think global, act local" mentality, HDR will provide PLC and TxDOT with a depth of resources and subject matter experts that provide excellence in every facet of project delivery. HDR has established relationships with Fluor and BBII on noteworthy projects. These include both partners on the Eagle P3 Project in Denver, and Fluor on the Tappan Zee Replacement Bridge Project in New York; additionally, HDR has current relationships with TxDOT and Dallas District in the realm of design and right of way (ROW) services, which will serve to meet PLC's Project goals.

**RABA KISTNER INFRASTRUCTURE** Raba Kistner Infrastructure, Inc., (RKI) has provided local, innovative engineering solutions to the public and private sector on roadway and bridge projects throughout Texas for the past 35 years—working on all of Fluor and BBII's DB projects in Texas.

**K STRATEGIES** K Strategies (KS) is an award-winning public affairs firm demonstrating great success in creating DBE programs—

exceeding project DBE goals and increasing opportunities for DBE firms. Years of building relationships with key decision makers, supporting diverse communities, and advocating for DBEs in the North Texas Region has made KS a strong strategic partner of both Fluor and BBII.

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### Organization and Contents of the Proposal.

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Our proposal provides the information requested in the Instructions to Proposers (ITP) Exhibit B. We have organized the information and numbering structure to follow the order prescribed in the ITP Exhibit E. The Technical Proposal, Volume 1a follows the basic Exhibit E structure, and it is detailed to follow the requirements in Exhibit B, Sections 3 and 4. Because of the volume of material:

- Proposer Information, Certification, and Forms are provided in Volume 1.
- Rolled Drawings are provided as Volumes 1b.
- The preliminary Baseline Schedule is in Volume 1c.
- The proposal's text, table of contents, the executive summary, and order of proposal contents are cross-referenced for ease of connecting the multiple volumes.

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### Summary of Changes to the Proposer's Qualification Statement.

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Other than the changes described below, there have been no changes to PLC's Qualification Statement (QS).

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### Summary of Changes in PLC's Organization and Key Personnel since QS Submission.

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Since submitting our QS, PLC has designated ourselves, PLC, as the Lead Maintenance Firm. PLC will provide continuity during engineering, construction, and maintenance by providing TxDOT assurance that life-cycle cost analysis will be applied throughout the Project's development and execution. This is our only significant change since QS submittal.

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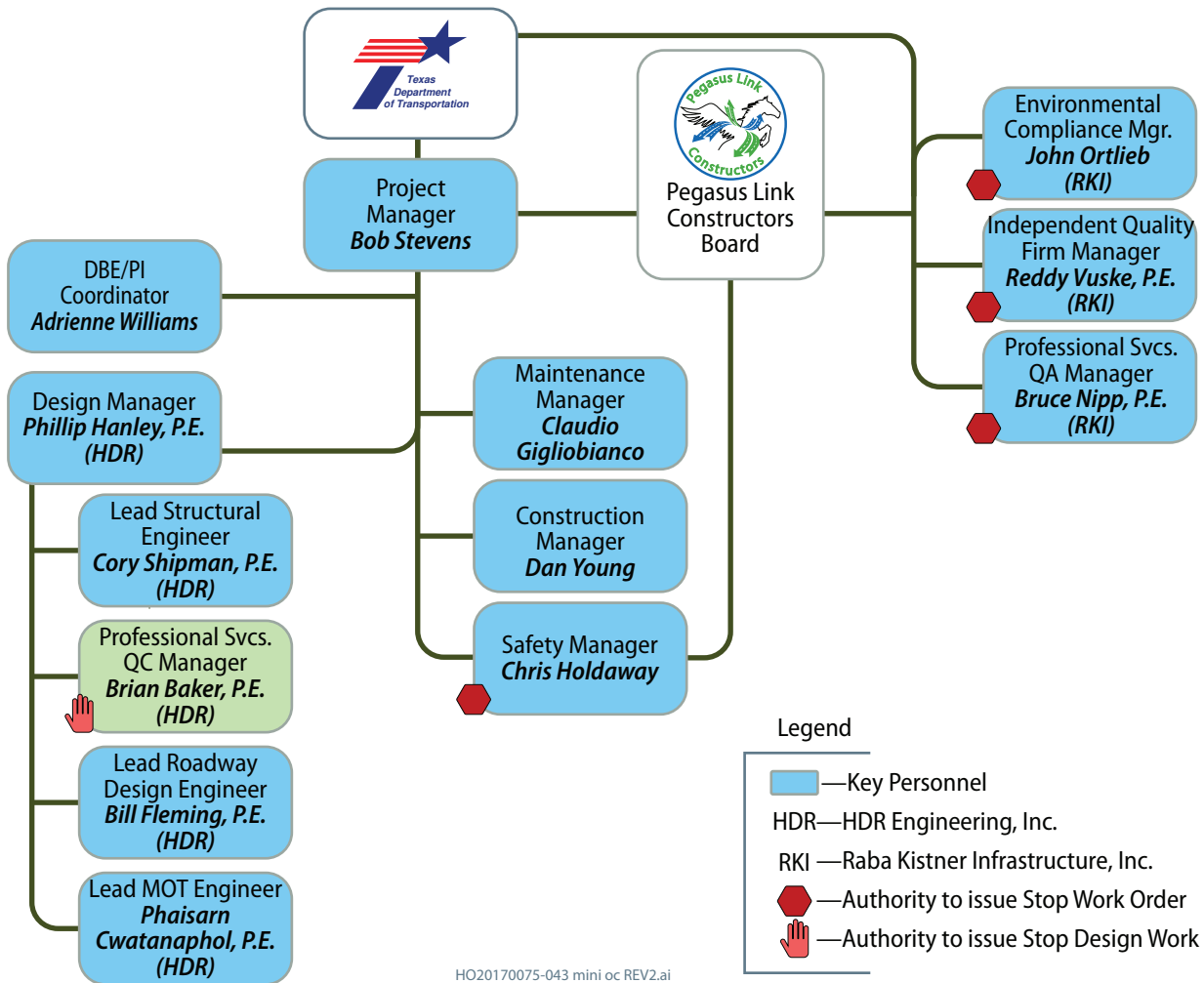
### Changes in Key Personnel.

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Professional Services Quality Assurance Manager – Juan Villareal, P.E., has been changed to Bruce D. Nipp, P.E.



Figure ES-2. Organizational chart showing Key Personnel and their critical functions.



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## Designation of Key Personnel per the RFP.

Maintenance Manager – Claudio Gigliobianco  
Public Information Coordinator – Adrienne Williams

## Summary of Management, Decision-Making, and Day-to-Day Operations Structure.

PLC’s organizational structure, leadership, management, and personnel will distinctively provide the Southern Gateway Project and TxDOT with over 420 collective years of working together to execute DB projects in Texas.

See **Figure ES-2** for the organization chart with our key personnel.

Because we have worked together extensively, sharpening our processes and structures over the years, PLC is able to focus our energy on the Project’s necessary, critical components:

- Early start and, therefore, timely completion to improve mobility for the traveling public.
- Integrated and aligned Project execution philosophy, which prioritizes the maintenance of traffic (MOT) flow and the safety of both the traveling public and our personnel during construction.
- Established relationships and procedures for management and for controlling subcontractors as team members.
- Increased public awareness/public support of the Project by facilitating stakeholder engagement.
- Respect for the environment and commitments made to the Dallas community.
- An established, strong partnership between PLC, TxDOT Dallas District, Project stakeholders, and the residents and businesses located in the Project area.



- Ongoing commitments to local and DBE participation.
- Dedication to quality and continuous performance improvements.
- Commitment to accomplishing an aggressive, yet achievable, schedule.
- Involving maintenance personnel in design processes to make sure life-cycle cost considerations and operability/maintainability issues have been addressed.

The backbone of PLC’s management structure is designed to promote:

- Transparency and responsiveness to client concerns
- Enhanced communication to identify and resolve potential issues quickly
- Quality and safety as a priority in each stage of the Project

**Critical functions**—Professional Services (Design, Environmental Compliance, Public Information, and Independent QA), Construction Services (Construction, Safety, and Construction QC), and Maintenance—report directly to our Project Manager, Bob Stevens. We have intentionally executed an integrated, “flat” organization, which promotes rapid decision making and issue resolution at the lowest level of the Project. Bob will be TxDOT’s single point of accountability.

Each of the Equity Members and Major Participants as part of the PLC Team has committed to provide the specified people for the Project.

## PLC’s Project Development Plan.

### PLC’s Project Management Plan.

The Southern Gateway Project’s complexity, aggressive schedule, regional importance, and visibility presents project management challenges that demand established processes and procedures, relevant experience, and the stability to deliver a successful Project. The challenges include:

- Planning, staging, sequencing, and conducting construction operations in a way that does not significantly impact mobility or compromise the safety of the traveling public, communities, and businesses that depend on this critical corridor for the movement of people and goods.

- Recruiting, aligning, and effectively managing the efforts of a large labor force and the many subcontractor and sub-consultants necessary to execute a project of this magnitude and on schedule.
- Early identification, escalation, and rapid resolution of issues that will occur on a project that requires execution on multiple fronts.
- Establishing a comprehensive quality system that consistently produces high quality within each activity and Project phase, as well as facilitates timely verification by TxDOT.
- Attracting, developing, and retaining a skilled labor force, meeting TxDOT goals for diversity.
- Creating an environment that encourages transparency and partnering with TxDOT to drive innovative solutions, reducing schedule and TxDOT costs.
- Engaging with and informing the diverse set of stakeholders impacted by the Project in an effective and timely manner that maintains support for the Project and TxDOT.
- Integrating TxDOT, engineering, construction, and maintenance personnel to produce a complete facility with maximum life-cycle value.

PLC’s Project Management Plan (PMP) has been appropriately developed, refined, and applied to deliver DB projects in Texas, and it has been specifically adapted to address the challenges of the Southern Gateway Project.

### PLC’s Maintenance Management Plan.

As the lead maintenance firm, PLC has developed the Maintenance Management Plan (MMP) for the Capital Maintenance phase of the Project. The MMP outlines the processes and procedures in place to meet performance requirements, responses times, and required asset service life. It includes our managerial approach to strategy, safety, and quality that we have implemented in the PMP that

*PLC’s integrated, consistent approaches drive high quality in each activity and Project component, while verifying that results are checked, validated, and, when necessary, corrected in a timely manner.*



gives TxDOT and the Project the continuity and transparency essential for a seamless transition from construction to the maintenance phase of the Project.

## PLC's Quality Management Plan.

DB is a highly integrated and fast-paced process involving the activities of distinctly different disciplines, working separately and together, to complete a project in the fastest and most cost-effective manner possible. Achieving a high level of quality that is readily verifiable is critical to avoiding rework and keeping the DB project on schedule and within budget. This has been the cornerstone of PLC's approach to project execution with both TxDOT and RKI, our Independent Quality Assurance Firm.

Instead of simply providing separate and independent quality management plans, PLC will provide an all-encompassing quality management program that integrates each of the Project's components. This program is designed to provide a singular, core system of consistent procedures, reporting, and documentation that creates an ingrained expectation of high quality at each stage of the Project. This will allow TxDOT to readily confirm the quality of each activity and component, and to initiate corrective action when necessary.

PLC's Quality Management Program is based on five core procedures, each recognized by the International Organization for Standardization (ISO) as a requirement for the establishment of quality management systems:

1. Control of Documents
2. Control of Records
3. Opportunity for Improvement (containing provisions for corrective and preventive actions)
4. Control of Non-conformance
5. Internal Audit Program

We have woven these core procedures into our overall quality management program and into each of the four individual quality management plans that maintain superior quality at the discipline level:

- Professional Services Quality Management Plan

- Construction Quality Management Plan
- Comprehensive Environmental Protection Plan
- Maintenance Services Quality Management Plan (within the Maintenance Management Plan)

## PLC's Technical Solutions.

The Technical Solutions contained in our proposal demonstrate our approach to designing and executing the Southern Gateway Project. They reflect the combination of PLC's in-depth local knowledge and DB project experience. Key to developing our Technical Solutions was managing the traveling public's mobility, and safely maintaining access to local business owners, residents, and South Dallas attractions.

### Construction Staging, Sequencing, and Traffic Management.

Throughout the Project's corridor, we developed our MOT approach with an emphasis on staging, optimizing work zone capacity, providing safe free-flowing entrances and exits, and innovative interchange solutions.

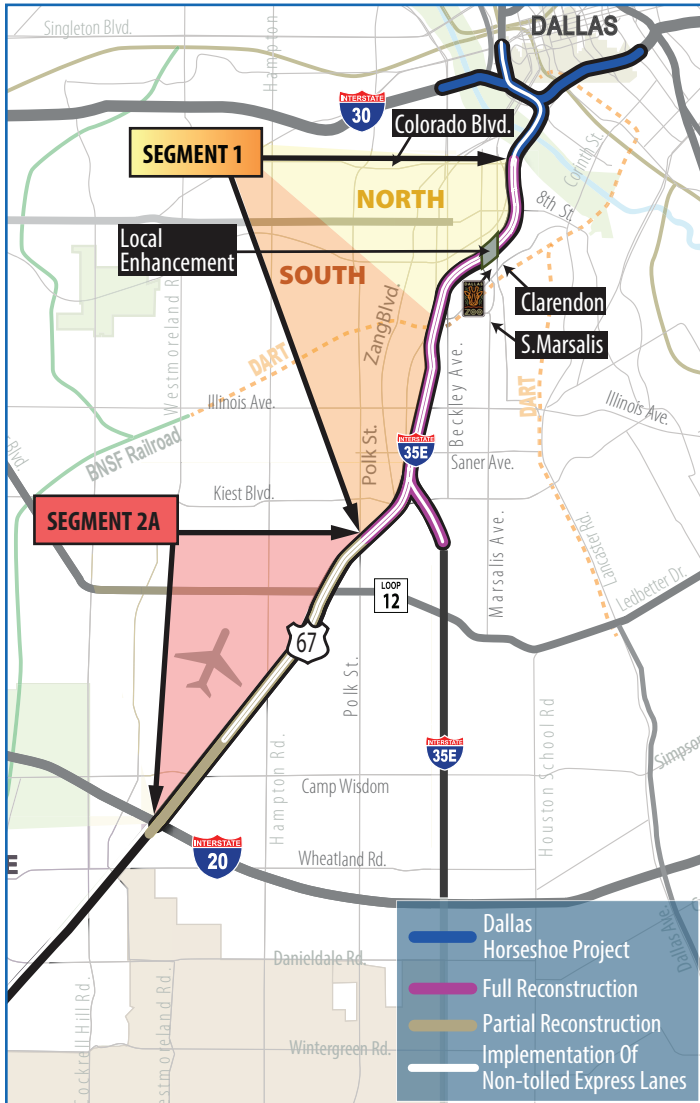
The Project is based on two segments following the natural division between the I-35E and US 67 (Segment 2A) roadways. The corridor's existing conditions lend itself to further segmenting I-35E, which we have defined as Segment 1 North and Segment 1 South. See [Figure ES-3](#) for illustration.

**Segment 1 North.** In this segment, we have intensely focused our efforts on minimizing impacts to the cross-street traffic, as well as the extensive stakeholder coordination that will be necessary to maintain business access. Additionally, this segment requires considerable ROW and utility coordination, including coordination with prominent utility owners such as the Dallas Water Utility.

Segment 1 North also brings the majority of the geometric challenges from both horizontal and vertical constraints. This is particularly challenging when building the new cross streets while maintaining existing access. In response, PLC focused on these challenges and developed innovative Alternative Technical Concepts (ATCs) to meet the challenges at both 8th and 10th streets, which will maximize constructability and mitigate potential impacts to the overall Project schedule.



Figure ES-3. PLC's segmentation of the Southern Gateway Project.



**Segment 1 South.** The southern segment of I-35E is somewhat simpler than the northern, as it involves the overall widening of the facility. TxDOT's early ROW parcel acquisition allows PLC to progress both early design and early construction. With the majority of the utilities already moved off the Project's alignment, PLC will progress considerable work areas offline from the main lane traffic—minimizing phasing and impacts to the traveling public and the stakeholders along this segment.

**Segment 2A.** With no main lane grade changes and matching geometrics from the existing to the new roadway, the US 67 section of the Project allows for a more conventional "outside-in" approach to construction and phasing. This allows PLC to

maximize our work capacity within the construction zones, without major traffic shifts, while maintaining the main lane access throughout this segment. PLC will focus on maintaining access to the Executive Airport. In developing our construction sequencing plan, we created an ATC innovation at the Loop 12 interchange, which will allow PLC to expand on the constructability of the Project and minimize impacts to the Project's schedule.

### Bridges and Retaining Walls.

Bridge and retaining wall phasing has driven the primary construction activities on the Project. At each bridge within Segment 1, we will optimize span arrangements, bent types, and beam sizes to limit traffic interruptions due to hauling and erection operations. In turn, this will minimize maintenance costs. To maintain vertical clearances in Segment 2A bridge widenings, as defined by the Technical Provisions (TPs), we have evaluated existing conditions and will utilize multiple concrete beam and steel girder options to accommodate each of the vertical clearances.

Widening a roadway in a congested area requires retaining walls, and the Southern Gateway Project is no exception. With a finished fill wall area of over 450,000 sq. ft., PLC has identified 88 necessary retaining walls. Similar to the bridges on this Project, we will use a variety of wall types to best optimize our design.

### Roadway and Pavement.

We have largely advanced our geometric refinements, modified roadways, and structures to accommodate early construction of general purpose and main-lane travel, as well as to provide increased safety. Specifically, we made refinements under the Local Enhancement to facilitate Fire, Life, and Safety measures.

Continually focused on optimization, PLC's ATC-08 will offer streamlined construction in Segment 2A by using a consistent pavement subgrade thickness.

### Drainage and Environmental.

Integrating the existing drainage facilities throughout the Project will require significant phasing to maintain the existing, positive drainage.



We simultaneously developed our drainage plan solutions with the construction phasing plan, which will lead to a seamless drainage system design.

Hand-in-hand with our strategic drainage design is environmental compliance. One of our key approaches to keeping the Southern Gateway Project on schedule, and to maintain high public and stakeholder support, is to identify opportunities for environmental permitting and sensitive environmental issues as early as possible. PLC has performed comprehensive due diligence during the pre-proposal stage; we have extensively considered the permitting requirements and any potential impacts on our design and proposed construction methods.

### Utilities and Right-of-Way.

The needs of a high-volume of residents, business owners, and important attractions along the alignment are best addressed through a boots-on-the-ground approach. PLC whole-heartedly embraces the concerns of the community, and we will communicate early and consistently to address these issues. Relationships require effort—our dedicated team will be on-site early, and they will be a continuous presence on the Project through completion.

PLC has already-established relationships with utility owners that we anticipate to be in conflict with the Southern Gateway Project. We meet with willing utility owners during our design process, and we stay in touch via regular emails and phone calls throughout construction to maintain communication. In addition, we openly communicate through Utility Interdisciplinary Reviews and Technical Work Groups across proposal, design, and field operations teams. Furthermore, we make sure that our field operations utility team is the same team that interfaces with the local community. By offering utility owners a knowledgeable, single point of contact, we simplify communications and maintain our responsibilities to each utility owner.

We anticipate that a significant amount of ROW parcels will be secured by NTP1; however, PLC is prepared to complete the acquisition process for remaining parcels. Our ROW team embraces a holistic, forward-thinking approach to DB projects.

Our ultimate vision is not simply to complete an acquisition package; rather, it is looking months and years into the future and striving to achieve solutions that get cars on the road quickly and safely.

### Preliminary Project Baseline Schedule.

Consistent with our construction staging,

*PLC's mindset—always progress forward—is key to the success of executing the project schedule. This means having contingency plans ready, making adjustments, and remaining flexible.*

sequencing, and traffic management plan, our Project Baseline Schedule is divided into four summary groups, as shown in [Figure ES-4](#). The staggered, yet concurrent, scheduling of these activities is critical to supporting the aggressive and phasing-dependent construction schedule.

### PLC's Approach to Satisfying the DBE Requirements.

PLC is committed to achieving TxDOT's DBE-focused goals and meeting the objectives for DBE participation and development on the Project. As established members of the Dallas business community, we understand the importance of these goals to both the Project and the overall growth of the DFW region. Beyond that, we firmly believe DBE firms bring local knowledge and the diversity necessary to create better project solutions.

Our commitment to DBE participation entails:

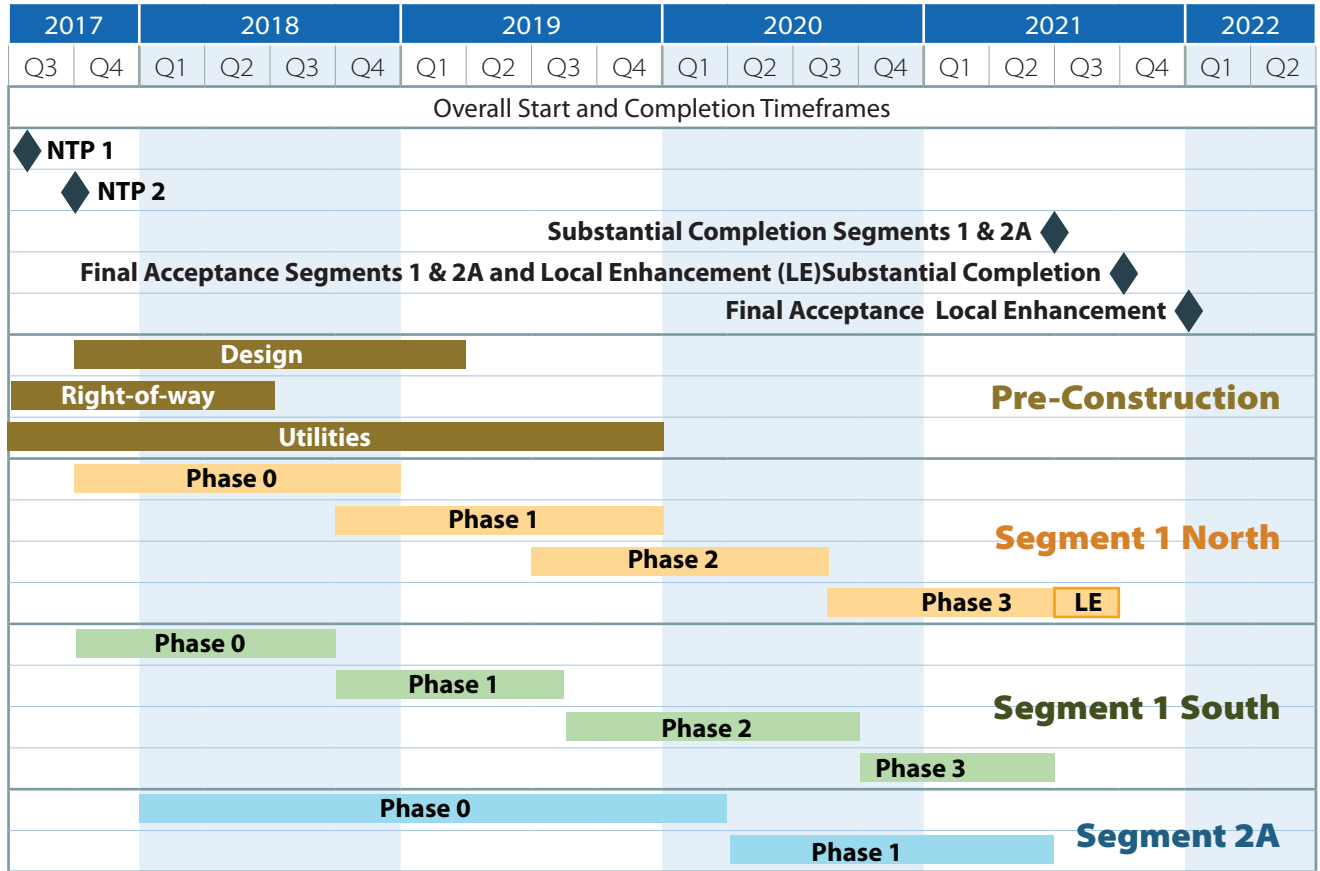
- Packaging work into feasible units that present opportunities for DBE vendors, consultants, and suppliers to competitively bid their work.
- Categorizing work opportunities by trade.
- Continually updating PLC's living, real-time DBE database to learn about new certifications and additional abilities of certified businesses.
- Regularly meeting with local business associations to raise awareness of Project subcontracting opportunities.
- Mailing bid solicitation letters with sufficient time to allow for response.

We have started extensive efforts to set the stage





Figure ES-4. An illustration of PLC's schedule approach.



HO20170075-032 schedule REV3.indd

for the Project's success by identifying qualified DBE firms. We have already integrated them into our team and execution approach. We have based this plan on the information available to the DBEs as they bid work, negotiating fairly with successful bidders, and providing business mentoring to enhance DBE success.

The following DBE firms were confirmed to our team during the proposal phase, and they have assisted us in the development of our solutions and proposal:

- Aguirre & Fields, LP
- Hayden Consultants, Inc.
- K Strategies, Inc.
- The Rios Group, Inc.
- SE3, LLC
- Salcedo Group, Inc.

PLC's established relationships with existing DBE partners, and our reputation as an established business in the DFW region, allows us to focus on developing new opportunities for DBEs to work jointly with us—and to provide the economic benefits to the local communities that only a Project of this caliber can provide.

### Conclusion.

PLC presents an established team with the requisite skills, tools, resources, experience, and relationships to address the key success factors of the Southern Gateway Project. PLC provides firm resources of their representative Equity Members, Fluor and Balfour Beatty, in addition to key personnel that have local experience and established working relationships with TxDOT's Dallas District, stakeholders, and contracting community. These relationships will be crucial to on-time completion and local support for the Project.

# Executive Summary



Our team with decades of Dallas-based experience performed more than 20,000 hours of due diligence during the proposal period to make sure that we've identified and mitigated risks to achieving Project goals—particularly those that influence the on-time completion of the Project while maintaining local support.

With PLC as the developer of the Southern Gateway Project, TxDOT will have the advantage of a team that is fully capable of delivering:

- A known, transparent, and successful Design-Build team, who is focused on delivering results through a solutions-based “builder’s approach” to Project execution.
- A guaranteed schedule and price for each Project phase to improve mobility and quality of life with dependency.
- Knowledge and experience with TxDOT’s Dallas District and the Project’s corridor to provide reliable project completion.

- Consistency in management and performance by providing a single point-of-responsibility for the life of the Project—design, construction and maintenance.
- Established relationships and a proven track record to promote public confidence and support the communities served by the corridor.

Above all, we are more able and prepared than any other team to continue our successful partnership with TxDOT. Together, let’s focus on achieving Project goals and completing the Southern Gateway Project in a manner that generates and maintains support for the Project.

Using our skills and experience, PLC stands eager and ready to partner with TxDOT to make the Southern Gateway Project a regional success and another model project for the Dallas District.