



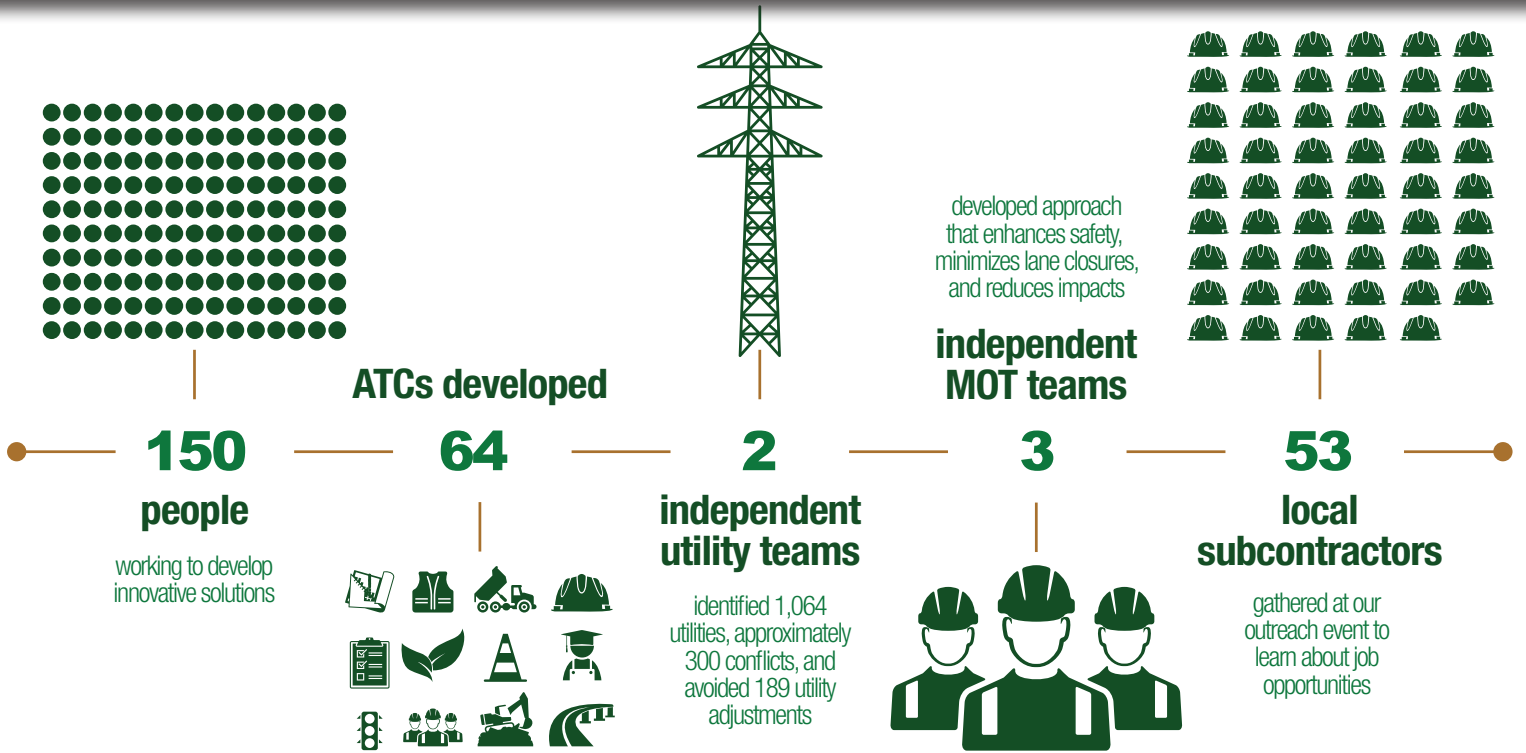
A.
**EXECUTIVE
SUMMARY**



SOUTH GATE
CORRIDOR
CONSTRUCTORS



SOUTHERN GATEWAY EXECUTIVE SUMMARY



The **Southern Gateway Project** (the Project) corridor is one of Dallas’ major arteries, connecting the Metroplex to attractions like the **Dallas Zoo** and the vibrant **Bishop Arts District**. This Project is listed as #17 on the Texas Department of Transportation’s (TxDOT) “Most Congested Roadways in Texas.” Its successful completion will bring much needed congestion relief and improved community connections.

The **SouthGate Corridor Constructors** (SGCC) team has evaluated the Project’s challenges and risks, and developed solutions that enhance user safety, alleviate public impact, and emphasize transparent and proactive communication within the community. Our commitment to **exceeding TxDOT’s project requirements** is demonstrated by our extensive pre-proposal efforts and dedication of resources, highlighted above.

SGCC’s history of design-build experience in the DFW Metroplex provides an in-depth understanding of the community and its priorities. Our integrated team members and personnel have successfully worked with TxDOT, the City of Dallas, Oak Cliff, Dallas Area Rapid Transit (DART), Dallas Water Utilities, and the Dallas Executive Airport, among others. **We are prepared and ready to deliver improvements that keep Dallas moving.**

TECHNICAL PROPOSAL CONTENTS

- A. EXECUTIVE SUMMARY
- B. PROPOSER INFORMATION, CERTIFICATIONS & DOCUMENTS
- C. PROJECT DEVELOPMENT PLAN
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SUMMARY OF CHANGES

Since submission of our Qualifications Statement (QS), we have designated SGCC as the Lead Maintenance Firm, Tom Ross as the Maintenance Manager, and Selma Santin as the Public Information Coordinator.

SGCC remains the same integrated organization presented to TxDOT in the QS. Over the last seven months, Equity Members Kiewit Infrastructure South Co. (Kiewit) and Austin Bridge & Road, L.P. (ABR), Lead Designer AECOM Technical Services, Inc. (AECOM), and our specialized subcontractors have collaboratively developed a Project Development Plan that achieves all of TxDOT’s goals.



Jay Knez
PROJECT MANAGER

- 34 years experience
- Midtown Express, DFW Connector, Hartfield-Jackson Airport 8R/26L



Gordon Peterson, PE
QUALITY MANAGER

- 35 years experience
- Midtown Express, DFW Connector, Coors/I-40 Interchange



Rob Anderson
DEPUTY PROJECT MGR.

- 30 years experience
- Midtown Express, DFW Connector, I-25/I-225 T-REX



Ryan Smith, PE
IND. QUALITY FIRM MGR.

- 18 years experience
- Midtown Express, LBJ Express Managed Lanes Seg. 2 and 3



Steve Weaver
SAFETY MANAGER

- 23 years experience
- Trunk Highway 53, I-25 Paseo Del Norte



Shane Wade, PE
PSQAM

- 20 years experience
- Johnson County Gateway Phase 2, Chisolm Trail Pkwy Section 6



Tom Grim
CONSTRUCTION MGR.

- 14 years experience
- FM 2499, DFW Connector, San Francisco Oakland Bay Bridge



Brian Dodson, PE
DESIGN MANAGER

- 30 years experience
- SH 161 Phase 4 PGBT-WE, SH 130 Segments 1-4



John Gage
ENV. COMPLIANCE MGR.

- 7 years experience
- Midtown Express, DFW Connector, SR 520 Floating Bridge



Matthew Anderson, PE
LEAD RDWY DESIGN ENG.

- 19 years experience
- US 183 South, SH 161 Phase 4 PGBT-WE



Tom Ross
MAINTENANCE MGR.

- 45 years experience
- Midtown Express, DFW Connector, I-25/I-225 T-REX



Patrick Hays, PE
LEAD STRUCTURAL ENG.

- 34 years experience
- Dallas Horseshoe, US 183 South, SH 161 Phase 4 PGBT-WE



Selma Santin
PI COORDINATOR

- 15 years experience
- Midtown Express, DFW Connector, DART Orange Line Extension



Scott Huffman, PE
LEAD MOT ENGINEER

- 31 years experience
- NTE - Segments 3AN and 1W, I-35 at William Cannon

OPERATION STRUCTURE

We empower our people with the authority to make timely and informed decisions that achieve project goals.

SGCC's management structure promotes decision authority at all levels of the organization through the establishment of clear and defined lines of responsibility, communication, and reporting. Project Manager Jay Knez will serve as the primary point of contact for TxDOT. Jay and Deputy Project Manager Rob Anderson are responsible for communicating established goals to discipline management. This communication hierarchy continues throughout all levels of the team to enable informed daily decision making. An Executive Committee will provide project oversight to ensure contractual obligations are met and project commitments are fulfilled.

Key management and added-value personnel share a common thread of success working together on previous TxDOT projects. Each person was selected for their specialized experience and demonstrated commitment to working safely, and to the highest quality standards. Our management structure and personnel offer many added-value benefits that promote unified design, construction, and maintenance, and proactively manage the Project's most challenging aspects. These benefits include:

- An official Design Quality Review Board comprised of former TxDOT executives
- A dedicated Maintenance During Construction Manager to ensure that maintenance issues are handled efficiently and safely
- An experienced Design-Build Coordinator to effectively integrate all phases of the Project
- An expert Deck Plaza Manager to develop and manage Local Enhancements solutions
- A locally-established Outreach Coordinator to facilitate DBE participation and engage Oak Cliff and south Dallas organizations

Each Major Participant commits to provide specified people for the Project. These people have invested the last seven months of their lives to developing a management structure and technical solutions approach that benefits TxDOT and the community. We live here, we work here, and we are committed to delivering a Project that improves mobility, stimulates economic opportunity, and enhances quality of life for our fellow Texans.



PROJECT DEVELOPMENT PLAN

TxDOT, Stakeholders, commuters, and the surrounding communities will benefit from the more than 50 added-value components we bring to the Project. Each and every component will offer TxDOT additional confidence in our team's commitment to achieving goals, and our ability to successfully deliver the Project.

RISK MANAGEMENT

Our approach to the Work incorporates risk elimination strategies developed from three independent teams, two independent utility teams, and an independent schedule team. This above-and-beyond effort led to a comprehensive understanding of the Project's risks, and has shaped our discipline-specific approach for risk management. During the Project, all project managers will take ownership of all risks, identify potential impacts, and develop mitigation solutions that facilitate achievement.

3RD PARTY APPROVALS

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SAFETY

sets us apart. The "Zero Deaths and Injuries" goal is a commitment, employee responsibility, and a daily accountable goal. Every employee is authorized – and encouraged – to stop work if they see an unsafe condition. Through our Safety Program, all employees and Job Hazard Analysis (JHA) teams will take an active role in ensuring safety in the workplace.

DESIGN

All design elements of this Project will be designed to enhance safety, minimize risk, and provide assurance for schedule completion. We will deliver the highest quality Project. Our design team's experience and lessons learned from previous projects will inform the project's structural, geotechnical, and utility design. To design this Project's major components, our design team will coordinate with TxDOT, our consultants, and our design team will continue to refine design and maintenance considerations throughout the project to ensure conformance with design and construction requirements.

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COMPLETE TEAM INTEGRATION

TxDOT & SGCC

PARTNERING THROUGHOUT

The foundation of our integrated team is built upon common values and a shared commitment to delivering quality work through safe operations.

As an invested partner, SGCC will work alongside TxDOT to share risks and rewards, just as our team members have on previous TxDOT projects.

PROJECT MANAGEMENT PLAN

INTEGRATED TEAM

SGCC offers an experienced, motivated, and proven local team who will closely collaborate with TxDOT to safely design, build, and maintain this critical Project. Our team members' successful experience working together is exemplified on projects like DFW Connector and Midtown Express. Through our experience, we have learned that integration throughout the entire team is essential to success, which is why we emphasize complete integration of all involved, including TxDOT, subcontractors, and subconsultants.

Our many communication and documentation methods facilitate team integration by enabling effective and consistent communication across all disciplines, management levels, and phases of the Project. Proven communication methods, such as co-location, Play-of-the-Day meetings, and subcontractor monitors, will allow us to effectively track, manage, and coordinate multi-disciplinary operations throughout the 11-mile project corridor.

INTEGRATED PHASES

Beginning in the pursuit phase, our technical task forces coordinated design, construction, and life-cycle considerations to meet and exceed the Project's requirements. Our TxDOT one-on-one meetings provided a valuable opportunity

for us to understand TxDOT's priorities and strategies for the Project. This collaboration will continue upon Project award with additional input solicited from TxDOT, utility owners, and other project Stakeholders, such as the City of Dallas, DART, and the Dallas Zoo. Our dedicated Design-Build Coordinator will work closely with our Design Manager, Construction Manager, and Maintenance Manager to unify design, construction, and maintenance considerations into our decision-making, and promote a seamless and efficient transition of phases.

INTEGRATED PARTNERSHIP

Over the last eight years, Project Manager Jay Knez has demonstrated his commitment to partnering through transparent, fair, and cooperative interface with TxDOT. Under his leadership, SGCC will emphasize collaboration and integration with TxDOT, and others, in an effort to deliver a Project that is recognized for its success in management and execution. We will provide formal and informal opportunities to promote and strengthen the TxDOT-SGCC partnership. These opportunities, including partnering meetings, brown bag lunches, and owner quality tours, allow TxDOT and SGCC to proactively and collaboratively agree upon the most appropriate methods to manage risk, schedule, and cost. We will use our evolving project risk matrix, resource- and cost-loaded schedule, task forces, and reviews to facilitate these discussions.

COMMUNITY COMMITMENTS

SGCC approaches public information (PI) with the mission of providing the highest level of customer service through three commitments: positive outreach, transparent “one voice” communication, and solutions-focused responses. Each of these commitments serves as an integral part of our award-winning PI approach and ensures only the highest level of customer service is provided throughout the design, construction, and maintenance phases of the Project. In addition to broad communication tools like our mobile application, project-specific awareness campaigns, and public appreciation days, we have tailored our approach to address key Stakeholders along the alignment. For example:

- The **Dallas Zoo** is the largest in Texas, with more than one million annual visitors. Our team is committed to timely and transparent communication to limit impacts to business, visitors, and animals. We also recognize that many visitors utilize DART services to visit the zoo. Our team will proactively coordinate with both the zoo and DART on upcoming work.
- The **Methodist Dallas Medical Center** has been identified as one of the major medical centers serving the area, and only one of three emergency departments in Dallas that provides adult trauma care. Our PI team will coordinate early with the medical center to determine the best ways to provide their staff, emergency responders, and patients information about potential traffic impacts and minimize delay.
- **Wynnewood North** is one of the largest Oak Cliff neighborhoods affected by the Project. We will engage the neighborhood homeowners’ association to provide monthly updates and scheduled presentations on project progress. Outreach Coordinator Huelon “Hugh” Harrison is a resident of Oak Cliff and a valuable member of the SGCC team. Hugh has an intricate understanding of the impacted communities and established relationships to facilitate open dialogue and ensure concerns are addressed.

ENVIRONMENTAL COMMITMENTS

Just as we are stewards of the community, we are stewards of the environment. Our people live and work here, and hold each other accountable for strict regulatory compliance and responsible business practices. The Project will be modeled after the DFW Connector, an ISO-compliant project that received zero environmental citations over seven years. We will enforce our environmental commitments through continuous monitoring, training, and auditing, using several innovative tools to enhance our environmental efforts. For instance, FiveCubits is a truck tracking software that enables us to establish boundaries for construction traffic and keep vehicles out of sensitive areas. Telematics equipment technology will also be used to provide real-time data to manage our equipment fleet efficiently. This technology alerts management of equipment idling for more than five minutes, allowing us to monitor and minimize the impact to air quality in the surrounding communities.



Maintaining Environmental Commitments:

- Proven Success of Achieving Zero Citations
- Equipment Technologies to Monitor and Minimize Impact
- Extensive Environmental Audit Program

Working in Partnership with Stakeholders, Communities, and Adjacent Projects:

- Daily MOT and PI team coordination to communicate accurate and timely information to the public
- Locally-established Outreach Coordinator to engage Oak Cliff and south Dallas organizations
- Encourages Stakeholder and adjacent project representative participation at task force meetings
- Dedicated coordinator to liaise with adjacent projects and minimize conflicts

MOTORIST SAFETY

Commuter impact is an undesirable side effect of urban construction projects. SGCC will effectively minimize commuter impacts, as well as provide a well-maintained and safe Project corridor throughout construction. In coordination with TxDOT and the City of Dallas, we are committed to developing scheduling, sequencing, and traffic management plans that limit commuter delay. To achieve this, we have developed solutions that maximize the amount of work conducted during each closure, resulting in fewer lane closures over the life of the Project. Additionally, SGCC's dedicated Maintenance During Construction Manager will work closely with our MOT and PI teams to ensure that maintenance issues are handled efficiently and safely.


SGCC will take many steps to assure motorist safety throughout the Project. This begins by integrating safety into the design elements during the Project's early stages. Designers will work with construction staff to maximize work zones while minimizing traffic switches and lane closures. We commit to daily monitoring of traffic control channelizing devices and signage, as well as evaluating the effectiveness of detours and traffic signal timing. If an area of concern is identified, we will evaluate and rectify the situation. Initial and continuous coordination with local emergency services, including project tours and development of alternative routes, will keep them informed of our phasing plans and upcoming closures.

EMPLOYEE SAFETY

The establishment of a people-based safety culture sets us apart from the competition. Our unwavering commitment to safety is evident through a clear focus on managing and planning safe operations. Safety proceedings are inclusive of all project personnel, including TxDOT, subcontractors, and site visitors, and we require all operations to have pre-planning meetings that identify and mitigate hazards. Our employee-engagement safety management program, Craft Voice in Safety, encourages the craft to take ownership of their safety and voice their ideas on how to make the job safer.

The safety of our people is of utmost importance. We take great pride in the fact that our commitment to safety has and will continue to lead the industry in our safety practices, programs, and results.

MAINTENANCE MANAGEMENT PLAN



Our Maintenance Manager will continue to use the “watch list” developed during construction of the Project. This is a list of maintenance items that could potentially become out of compliance. This list will be tracked and regularly reviewed with TxDOT to stay ahead of maintenance issues during the CMA.

As the Lead Maintenance Firm, SGCC will take the lead in performing all maintenance activities during the maintenance phase of the Project. Our team brings strong Capital Maintenance Agreement (CMA) and maintenance experience from the DFW Connector and Midtown Express projects. We understand what it takes to

execute a well-maintained Project in compliance with all aspects of the Technical Provisions. We will implement a planned and systematic approach to maintenance based on a proactive self-monitoring and reporting process.

The core of our maintenance reporting program is a robust computer-based Maintenance Management Information System (MMIS) with reporting capabilities that meet the CMA requirements and TxDOT's MMIS. We will keep track of every single detail — inspections, defects, repairs, and status will be marked in the MMIS. The system allows the team to look at how many maintenance Records were submitted, along with the time it took to remedy/repair. We will incorporate this information into look-ahead schedules to ensure critical repairs/replacements are completed on time.

QUALITY MANAGEMENT PLAN

We commit to meeting or exceeding TxDOT’s quality goals for all phases of the Project. SGCC’s Quality Management Plan (QMP) fully outlines our quality management processes for design and construction through the Professional Services Quality Management Plan (PSQMP) and the Construction Quality Management Plan (CQMP). The plans underscore our commitment to quality and quality improvement for all elements of the Work. Procedures within the PSQMP and CQMP will be integrated to provide consistent processes for submittals, correcting design deficiencies and tracking changes. The QMP will meet the requirements of ISO 9001:2015 certification. AECOM has ISO 9001:2008-certified procedures that will form the basis of our design quality management approach.



QUALITY CONTROL

Our approach to quality control (QC) procedures follows four phases: **Plan the Work** using proven procedures tailored to the requirements; **Implement the Plan** by ensuring the design team is working closely with construction personnel through continuous discussion and information exchange; **Check the Work** using QC procedures so that each process meets the requirements before moving to the next process; and finally **Verification and Corrective Action** to ensure that all requirements of the PSQMP and CQMP have been met and documented.

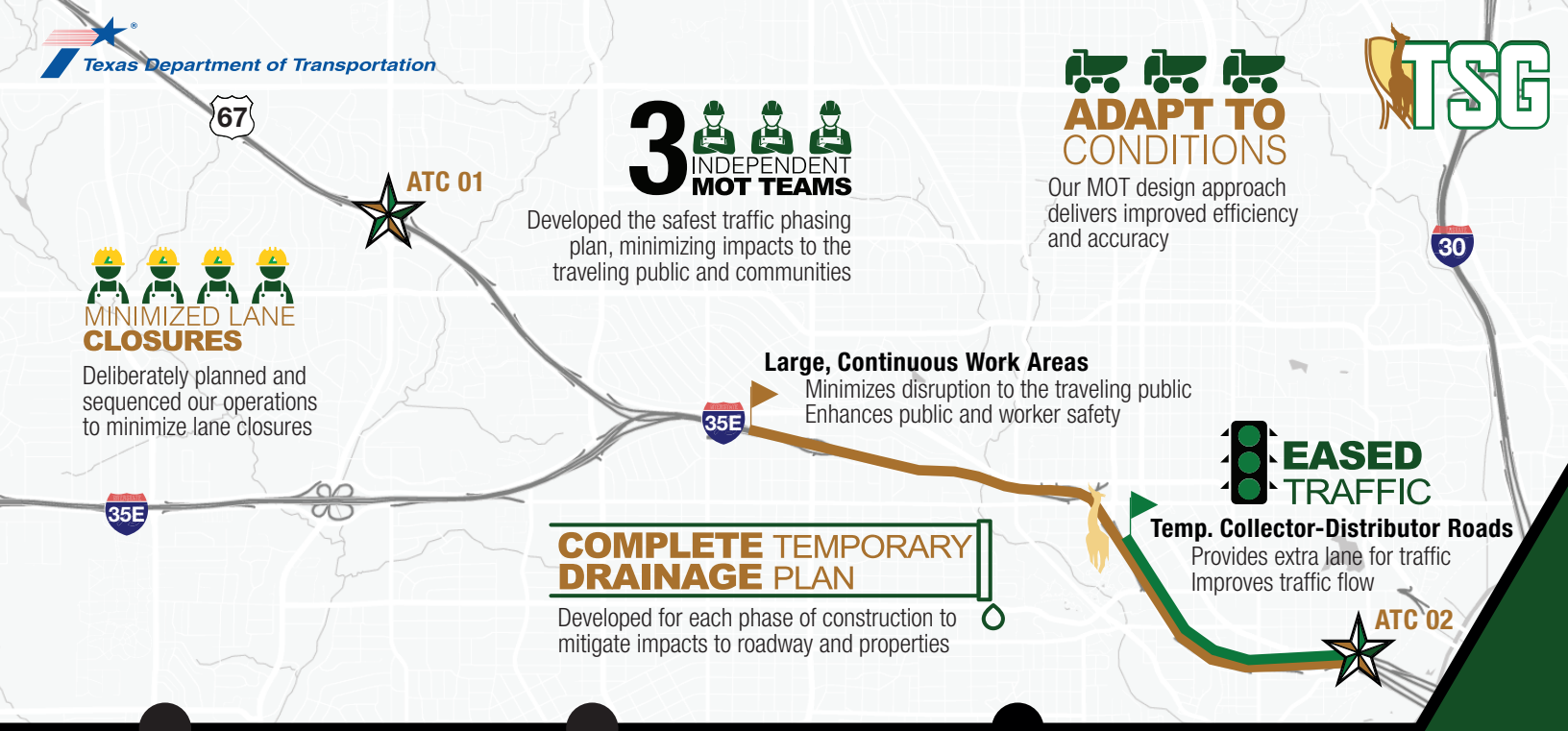
We will routinely schedule and conduct quality audits of internal operations. This includes internal oversight and formal independent audits to review the effectiveness of our quality systems and procedures, and ensure compliance. To enhance design quality, we’ve also incorporated a Design Review Board consisting of former TxDOT executives familiar with TxDOT’s design standards and expectations. We will call upon their familiarity with TxDOT’s quality standards and expectations to help develop a quality design.



QUALITY COMMITMENT

SGCC will provide the resources needed to deliver quality work and services. We have a proven organization of highly-qualified and well-trained quality management professionals. Our trusted quality organization will remain independent of production, but will co-locate and collaborate with the production staff through daily interaction.

While all personnel have responsibility for quality, Gordon Peterson, PE will serve as Quality Manager, an added-value position. He will be responsible for implementation and management of the QMP. Gordon has 35 years of experience in QC on major highway projects, including DFW Connector and Midtown Express. We will provide ongoing training for our workers in quality management processes and stress the importance of meeting statutory, industry, regulatory, and project requirements.



3 INDEPENDENT MOT TEAMS

Developed the safest traffic phasing plan, minimizing impacts to the traveling public and communities

ADAPT TO CONDITIONS

Our MOT design approach delivers improved efficiency and accuracy

MINIMIZED LANE CLOSURES

Deliberately planned and sequenced our operations to minimize lane closures

Large, Continuous Work Areas

Minimizes disruption to the traveling public
Enhances public and worker safety

EASED TRAFFIC

Temp. Collector-Distributor Roads
Provides extra lane for traffic
Improves traffic flow

COMPLETE TEMPORARY DRAINAGE PLAN

Developed for each phase of construction to mitigate impacts to roadway and properties

TECHNICAL SOLUTIONS

MINIMIZING TRAFFIC IMPACT AND DISRUPTION

TxDOT and the community will benefit from SGCC's developed technical solutions, and commitment to deliver the Project on time, with:

- Increased user safety
- Increased capacity and reduced congestion
- Improved mobility, including improved access to major destinations such as the Dallas Zoo, Bishop Arts District, and others
- Improved system linkage between facilities and communities

To achieve this, we challenged three independent teams to develop MOT and phasing plans that prioritized safety, facilitated mobility, and minimized residential, commuter, and business impacts. We selected the best, most innovative solutions from each team's plan to create a solutions-oriented approach that incorporates design, construction, and maintenance considerations, and exceeds TxDOT's requirements.

Our MOT design approach readily adapts to conditions that develop throughout the life of the Project, such as major Stakeholder events, extreme weather conditions, or adjacent project conflicts. This approach adds flexibility in our operations, minimizes rework, and expedites construction. During construction, the three primary causes of traffic impacts are lane closures, construction traffic entering and exiting work areas, and traffic switches. SGCC will minimize these impacts by creating large, continuous work areas. This solution maximizes the amount of work that can be completed at one time, thereby minimizing the number of lane closures throughout construction, and reducing construction exit and entrance points. Our final major traffic switch allows for nearly a year of construction in one large work area which enhances safety for the traveling public and our workforce. Placing traffic in this configuration almost a year before the Project is complete results in fewer traffic switches, familiarizes drivers with the route, and minimizes confusion. Large work areas also place additional space between employees and live traffic, offering our people more protection from errant vehicles and promoting our goal of "Nobody Gets Hurt." Further, we will construct temporary collector-distributor roads north of 12th St. to reduce merging and weaving on the mainlanes and provide an extra lane to ease traffic flow. SGCC's developed solutions, along with our extreme housekeeping, equipment tracking technologies, and dedicated maintenance during construction team, will successfully minimize delays to the traveling public while maximizing safety in the project corridor.

EFFICIENTLY COORDINATING DESIGN AND RELOCATION OF UTILITIES

2 independent utility teams ↗ utility tracking report ↗ utility avoidance reviews ↗ 3D analysis at critical areas
identified 1,064 utilities ↗ avoided 189 utility adjustments ↗ improved schedule certainty

MINIMIZING CHALLENGES, MAXIMIZING RESULTS

Our design, construction, and maintenance technical solutions prevent small challenges from escalating into large ones, and large challenges from escalating into unmanageable ones.

The **bridge, retaining wall, and geotechnical** plans were developed to improve cost-efficiency, minimize impact, and optimize long-term maintenance.

- Constructing noise walls at an early stage mitigates highway noise impacts to the Dallas Zoo and surrounding communities
- Integrating temporary walls at certain locations with permanent walls reduces throwaway work

The **roadway** plan was developed to maximize traveler and pedestrian safety, facilitate constructability, and minimize utility conflicts.

- Configuring Loop 12 to a diamond interchange improves traffic flow and safety (ATC 01)
- Shifting I-35E mainlane horizontal alignments at 8th St. improves constructability and decreases traffic impacts
- Refining cross streets at Illinois Ave., 12th St., Marsalis Ave., Ewing Ave., and 10th St. improves sight distance, truck turning movements, and pedestrian safety at intersections
- Providing necessary vertical and horizontal clearances enables construction of the Ultimate Deck Plaza

The **drainage** plan was developed to maintain adequate and positive drainage through all phases of construction and existing drainage patterns without any adverse impacts to downstream or upstream conditions.

- Dedicating a temporary drainage task force during the final design mitigates potential temporary drainage issues
- Developing a complete temporary drainage plan for each phase of construction ensures that our staging plan will not adversely impact the traveling public
- Performing detailed analysis of connections to existing drainage systems ensures that issues are identified early, and solutions that mitigate impacts to adjacent properties are incorporated

The **environmental** plan was developed to maintain environmental and community sensitives and commitments and ensure strict regulatory compliance throughout the teams.

- Performing regular, comprehensive audits helps to assess effectiveness of program and identify potential challenges
- Integrating permit acquisition and approval time into the overall schedule assures that approval requests are submitted in a timely fashion
- Developing a preliminary environmental commitments and permit matrix provides continuity of environmental information throughout the life of the Project and enhances our understanding of environmental requirements

The **utilities** plan was developed to efficiently coordinate design and relocation of utilities and avoid utility relocations.

- Incorporating utility avoidance reviews in our construction staging, roadway, and drainage design minimizes utility relocations
- Developing a 3D design in utility dense areas streamlines construction

The **right-of-way (ROW)** plan was developed to efficiently manage and progress the ROW acquisition process and prevent schedule delay.

- Engaging in early planning and coordination with TxDOT and property owners ensures all parties understand their roles and responsibilities
- Providing advisory assistance services helps affected property owners understand the process, benefits, and timeline
- Integrating ROW acquisition activities into the overall schedule assures schedule certainty



SATISFYING THE DBE REQUIREMENTS

SGCC understands the value of providing meaningful opportunities to DBE firms and is committed to meeting the Project's 12.5% DBE participation goals. We are well on our way to meeting this requirement with four DBE design firm agreements in place. Our team's proven process to DBE success includes:

- 1 Extensive community outreach about the Project's opportunities
- 2 Helping the interested DBE firms through the process by providing tailored bid packages to meet their capabilities
- 3 Fully integrating the DBEs into the Project by assigning a subcontract monitor to mentor and train from day one
- 4 Providing continuous improvement and training opportunities throughout the life of the Project

EXTENSIVE OUTREACH

We will look to our relationships and connections, leveraging organizations such as the Regional Hispanic Contractors Association, National Association of Minority Contractors, Regional Black Contractors Association, and Women's Transportation Seminar, as well as using an extensive database of DBEs from previous local projects and outreach events to complement our efforts. We will also partner with Hugh Harrison, a resident and community leader in Oak Cliff, to bring his firsthand knowledge of the DBE and small business community to the Project. On February 16, 2017, we hosted an outreach event to share project information and details on upcoming project opportunities. The successful event attracted more than 100 people, representing 53 companies, from a wide range of services.

DEVELOPING DBEs

SGCC will work diligently with potential DBEs to define the scope of work, understand plans and specifications, and adjust packages to meet the firm's capabilities when possible. We commit to working collaboratively with interested DBEs through the bidding process by meeting with them, verifying pricing, and helping them understand scope. SGCC will develop subcontracting methods and procedures that are compliant with the guidelines set forth in 49 CFR Part 26. Once selected for the Project, SGCC will implement a project-specific Subcontracting Management Plan with methods to effectively manage subcontractor performance.

We place a premium on embracing and supporting inclusion and are dedicated to growing multiple DBEs within the local community. All DBE subcontractors are fully integrated into the SGCC team, and key subcontractors will co-locate. SGCC will implement its strategically designed Mentor Protégé Program for this Project, to help DBEs and small businesses advance their initiatives through best practices and networking. Our team will enable DBEs to successfully complete their work on time and on budget, while meeting the Project's quality standards. We commit to providing continuous mentoring and continuing education and training opportunities that will enable them to grow their businesses and gain new skills.

