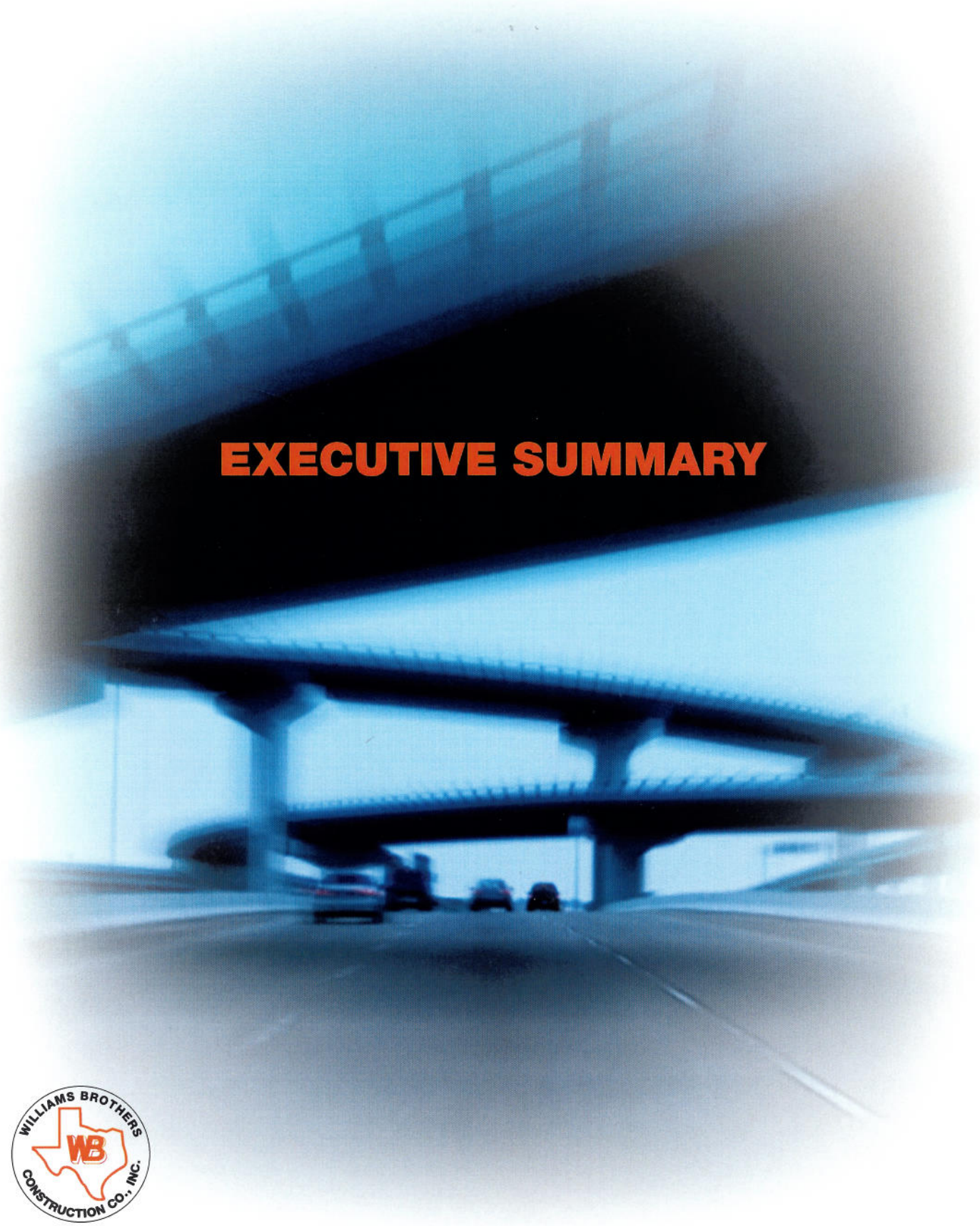

# EXECUTIVE SUMMARY

WILLIAMS BROTHERS CONSTRUCTION CO., INC.

## INTRODUCTION

As the San Antonio region continues its rapid growth, the Loop 1604 Western Extension Project (Project) will solve a crucial mobility need for the region as a part of its overall development. Prompt completion of this Project will improve the area's mobility, air quality, and serve as a catalyst for continued economic development in western San Antonio.

Williams Brothers Construction Co., Inc. (WB) is a Texas firm that has been doing business in San Antonio for nearly 10 years. As a corporate citizen of the area and whose employees live in the community, we understand the importance of this Project to the Texas Department of Transportation (TxDOT) and to the region.

The WB Team has been established to meet or exceed TxDOT's expectations, in the delivery of Loop 1604 Base Scope and Option. More than any other team, we are positioned to immediately form an effective partnership with TxDOT. We will use a One Team-One Goal approach. We have assembled a custom team that optimizes the best possible blend of experience and talent that will allow TxDOT to receive the maximum benefit from the Design Build (D/B) process while meeting all Project goals: 1) mobility, 2) environmental sensitivity, 3) safety, 4) quality in design and construction, 5) expediting delivery, 6) DBE participation, and 7) working with TxDOT.

These goals are challenging with critical keys to success:

- Prompt implementation of our systems, procedures, and project plans that integrate TxDOT into an overall project team that is focused on high quality results and timely resolution of issues;
- Prompt introduction of a cooperative approach to mitigate potential risks identified in the proposal stage that might hinder the achievement of Project goals;
- Prompt assembly of experienced Key Personnel whose in-depth understanding of the D/B process and familiarity with TxDOT San Antonio District; and
- Possession of a "can do" attitude and a culture of partnership.

### The Equity Member/Proposer

WB is a Houston-based firm that was founded in 1955 by J.K. Williams, C.K. Williams and Doug Pitcock. Since 1998, WB has been in the process of converting to an employee-owned corporation. We have completed over 350 projects for our principal client, TxDOT. We have been awarded $5 billion in highway work over the last 10 years making us one of the largest highway contractors in the United States. Currently, WB has the breadth and depth of financial, manpower, and equipment resources that are available for immediate deployment to the Project.

Our 58- year history of constructing TxDOT's most complex projects including a D/B project on this very corridor puts us in a position to deliver success. We will leverage established, local relationships that will be critical to the Project. We operate under a corporate philosophy of partnership that allows us to align with TxDOT to accomplish Project goals.

Four programs define the culture of WB: Safety, Quality, Environmental, and Ethics. Each program integrates four principles into its operation: 1) adequate resources; 2) relevant training; 3) accountability; and 4) continuous improvement.

WB strives hard each day to live up to our corporate motto "A Safe Company to Work For." Our safety program operates under the principle that all accidents are preventable. Our goal is Zero Accidents. We provide relevant, recurring, and documented training. We review every incident and hold personnel accountable. Forensic evaluations of any incident are used to improve the program.

Quality works in conjunction with safety. A safe work zone promotes quality. Our supervisors are empowered to make decisions necessary to support achievement of quality in all their tasks. We place emphasis on doing it right the first time, so we consistently deliver to the public quality projects that are cost-effective, safe and reliable Excellence is our goal.

Our corporate environmental program is modeled after US Environmental Protection Agency's Environmental Management System. We have been recognized for our efforts in the reduction of equipment emissions by participating in Texas Commission on Environmental Quality's (TCEQ's) Texas Emissions Reduction Plan (TERP) where we have retrofitted cleaner emitting engines in over 300 pieces of equipment. As a recycler, we are a leader in Texas by reclaiming and reusing 1 million tons of salvaged materials annually.

As a member of the Construction Industry Ethics Compliance Initiative (CIECI), we participate with other industry partners in the development and maintenance of sound and ethical corporate values. All our programs operate with the principle of continuous improvement. In all things, we strive to be better today than yesterday.

WB has the ability to self-perform most construction-related tasks particularly for roadway and structures work. This talent allows WB to rapidly respond to any issue that may occur on a project. We currently operate in the Houston, Beaumont, Dallas, Corpus Christi, and San Antonio areas. We have completed numerous critical and landmark projects for the San Antonio region: IH410/US281 Interchange at the San Antonio International Airport, IH410/IH10 Interchange, IH37 at Military Drive, Spur 421 from IH10 to IH410, and the US281/Loop

1604 Interchange D/B. WB is ready to deploy its talents, experience, and best practices to this important Project.

## Project Major Participants

PARSONS BRINCKERHOFF

Parsons Brinckerhoff, Inc. will lead the design of the Project. Parsons Brinckerhoff is a leader in the design of infrastructure to meet the needs of communities worldwide. Parsons Brinckerhoff provides transportation design for various clients throughout Texas and has full-service offices in Austin, Houston, and Dallas. Significant clients include TxDOT, Cities of San Antonio and Austin, San Antonio-Bexar County Metropolitan Planning Organization, Harris County Toll Road Authority (HCTRA), North Texas Tollway Authority (NTTA), Dallas Area Rapid Transit, and DFW International Airport. In 2012 alone, statewide projects amounted to $17.1M in revenues, representing a wide range of transportation, environmental planning and design projects.

Parsons Brinckerhoff began work in Texas in 1949 and maintained a full-service presence in Austin since 1985 supporting numerous clients such as TxDOT, the City of San Antonio, and VIA Metropolitan Transit. Parsons Brinckerhoff is also supporting the San Antonio-Bexar County Metropolitan Planning Organization in the development of the 2040 Regional Transportation Plan.

Parsons Brinckerhoff has participated in numerous D/B projects worldwide in various capacities and across multiple industries. Their most prominent projects in Texas are the SH 114/121 corridor (known as the DFW Connector CDA) and the Dallas Horseshoe D/B. In both instances, Parsons Brinckerhoff is the lead engineering design firm.

Raba Kistner

A corporation in the State of Texas, Raba Kistner Infrastructure (RKI) will manage the following assurance programs for the Project: Design, Construction, and Environmental Compliance. In Texas and in Utah, RKI is recognized as an expert in providing independent quality assurance. As a local firm, RKI is intimately familiar with the environmental constraints associated with projects along this corridor. Their local staff is recognized as environmental experts. RKI's experience resume includes:

- Owners Verification Testing (OVT) for Alamo RMA on US 281/ Loop 1604 Interchange D/B project.
- Independent Construction QA on SH130 Segments 1-4.
- Independent Engineer for SH130 Segments 5-6.
- Construction Engineering Inspection for the Fort Bend County Grand Parkway, Segment D.
- Quality Control Observation and Testing for CTRMA US 290E project in Austin. Also served as Environmental Compliance.
- Owner Verification and Independent Assurance roles for NTTA on various projects in DFW.
- Design and Construction QA for the $1.1 billion I-15 Corridor Expansion in Utah.

## Other Project Participants (Non-Major)

### CMS Engineering Group, LLC (CMS) – Pavement Design

A limited liability company in the State of Texas, CMS provides pavement design and materials solutions to both public and private agencies in the engineering and construction industry. CMS provides a group of highly respected engineers in the construction industry to find appropriate solutions. The firm provides the expertise and knowledge required to handle the increased demands being placed on today's infrastructure, including rigid and flexible pavement design. CMS provides pavement design that will satisfy the Equivalent Single Axle Loads (ESALs) and is cost effective on a life cycle basis. It implements innovative techniques to utilize recycled construction materials in both new design and rehabilitation of existing facilities.

### Structural Engineering Associates, Inc. (SEA) Design Support – Structures

SEA is a San Antonio-based engineering firm that specializes in structural engineering design services. SEA has enjoyed a professional relationship with WB for more than 20 years. SEA has been providing bridge design services for over 36 years on projects in San Antonio and throughout the State of Texas. SEA's client list consists of private firms and governmental agencies throughout Texas, including TxDOT, the City of San Antonio and Bexar County, a valuable asset to this Project. In the San Antonio area, SEA has performed bridge design on numerous local, large-scale highway improvement projects. SEA has also performed bridge design for D/B projects in Texas including TxDOT SH 130, Segment 6.2 in Guadalupe County and CRRMA Americas Interchange (LP 375/IH 10) in El Paso.

### Alliance Geotechnical Group, Inc. (AGG) – Construction Quality Control Engineer

AGG was selected to provide the Construction Quality Control Manager for the Project as well as provide internal quality control support to WB's construction operations. AGG performed the same role on the US281/Loop 1604 Interchange D/B project. AGG was established in 1999 and provides professional services in the areas of:

- Geotechnical Engineering and Drilling;
- Construction Materials Engineering and Consulting; and
- Construction Materials Testing and Quality Control

AGG is certified as a DBE firm by the North Central Texas Regional Certification Agency (NCTRCA). AGG is an ACIL certified laboratory, inspected for compliance to ASTM, TxDOT, and AASHTO testing procedures. AGG laboratory staff members are certified by the American Concrete Institute (ACI), the National Institute of Construction Engineering Technology (NICET), and by TxDOT.

### IDC Inc. (IDC) – Design Support

A Texas-based corporation, IDC is a certified DBE consulting firm with almost 10 years in business. The firm brings experience on over 300 projects around the state and offers distinctive planning and civil engineering services for transportation projects. IDC has actively worked in San Antonio since 2006 and currently maintains an office there.

### Gunda Corporation, LLC (Gunda) - Design Support

Gunda is a Texas-based limited liability company, established to provide engineering, planning, and management services in the traffic and transportation areas. A DBE consulting firm for 10 years, Gunda's staff includes planners, licensed professional engineers, and professional traffic operations engineers (PTOE) who can perform the engineering support required on this key Project. In San Antonio, the firm has worked closely with TxDOT, the City of San Antonio, and the MPO regarding traffic projections for the IH 10 improvements and on the HBGCC expansion.

### KGBTexas Marketing/ Public Relations, Inc. (KGBT) – Public Information Support

KGBT is a Texas-based corporation headquartered in San Antonio with offices in Austin and Houston. One of the largest strategic communications firms in Texas, KGBT is a DBE firm that provides clients with a goal-driven approach to successful communications. KGBT is a leader in public relations and has worked for clients in San Antonio, regionally and nationally for a variety of industries including transportation and construction. KGBT has been retained to assist the WB Team in supporting TxDOT in its public information program.

## A.1 Organization and Contents of the Proposal

WB's Proposal provides all the information requested in TxDOT's Instructions to Proposers (ITP) Exhibits B through D. The information has been organized to follow the outline dictated by ITP Exhibit E. Due to the large quantity of documents to be included in the Technical Proposal, the materials will be sub-organized as follows:

- Subsections A through F are included in a single volume, titled, Technical Proposal with the exception of:
  - Section C: Proposal Security which is included in a separate sealed envelope, along with the Original Technical Proposal, per the ITP;
  - Appendix F.2: Technical Drawings, Graphs and Data, which are 22 x 34 inch drawings submitted in separate rolls; and
  - Appendices F.3 and F.4: Preliminary Project Baseline Schedule for Base Scope and Option respectively which are in 11 x 17 binders.

An electronic DVD copy of the Technical Proposal is located on the front inside cover of the Original binder.

The Financial Proposal is submitted in two separate parts as indicated in the ITP. The electronic CD copies are located on the front inside cover of each Original binder:

- Financial Capacity Information
- Pricing Information

## A.2 Summary of Changes to the Proposer's Qualifications Statement

Addendum 1 deleted the requirement for the Capital Maintenance Agreement. This change in the RFP has caused our Proposal to reflect a change since the submittal of our QS.

## A.3 Summary of Changes and Proposer's Organization and Key Personnel since Submission of Qualifications Statement

There is only one change to our organization since the submission of our QS. Pursuant to Addendum 1, WB submitted to TxDOT a request to delete Roy Jorgensen & Associates, Inc. as our Capital Maintenance subcontractor.

Minor changes have occurred in Key Personnel since the submittal of the QS. A summary of the changes are shown below:

- Capital Maintenance Manager – Mr. Douglas Stephens, PE; deleted per Addendum 1
- Environmental Compliance Manager – Mr. Marcus Anderson, PE changed to Ms. Mary Kelly, PE
- Construction Quality Control Manager – Mr. Aaron Allen, PE; new position added in Final RFP
- Construction Quality Acceptance Manager – Mr. Joe Hernandez, PE changed to Mr. Ronald Seal, PE

An affirmation was submitted to TxDOT acknowledging that our nominated Safety Manager, Mr. John Fleck, would be able to secure the required certifications prior to execution of the Design Build Agreement.

## A.4 Summary of Proposed Management, Decision-Making, and Day-To-Day Operations Structure

This WB Team is led by Mr. Leon Wright, our Project Manager, who will be TxDOT's single point of contact for the Project. Leon will be supported by Mr. Mac Qualls, our Deputy Project Manager. This leadership team would have recently completed our D/B project at US281/Loop 1604 Interchange. Leon and Mac will make the critical day- to-day decisions necessary to advance the Project. TxDOT benefits from a Project leadership that can apply ideas, lessons learned, and best practices, with zero learning curve.

WB executive management will provide Project support in the areas of legal services, subcontract and purchase order execution, major procurements, and payroll processing. Executive management is also a technical resource available to the Project.

We have assembled a specially tailored Project Team who brings a long-standing history working together. With multiple shared successes on various statewide infrastructure projects, we offer TxDOT the benefit of a team forged on mutual trust with the expertise to deliver this Project. Each Team member will have clearly defined roles and responsibilities as outlined in our Organizational Chart.

The Proposer as well as each Major Participant has committed the required Key Personnel stipulated by the contract documents.

## A.5 Summary of Project Development Plan

### Summary of Technical Solutions

***Communication*** - A key component of any project is effective communication. Prior to the issuance of NTP 1, we will conduct a workshop that will include TxDOT in which we will establish communication protocols, both internal and external, that will facilitate timely decision making and advance the Project in compliance with the DBA. The workshop will also include discussions on our approach to the Project; address the ultimate design criteria; and the identified risks and necessary team approach to mitigate them.

***Quality*** - Work will begin immediately upon the development of the Design Quality Management Plan (DQMP). All design personnel will be trained in that process. The Design Manager is responsible and accountable to ensure all quality control procedures in every aspect of the design. The Professional Services Quality Control Manager (PSQCM) has the responsibility to oversee and audit the processes for conformance to the DQMP in concert with the Design Quality Acceptance Manager.

***Environment*** – Commitments will be incorporated into the design and verified through the quality and environmental review process. Permits associated with the final design will be identified and executed with the appropriate resource agency. EPIC sheets will be incorporated in the design plans. Stormwater best management practices will be designed and integrated into each Project phase.

***MOT/Sequencing*** – We have developed a MOT approach that will minimize impacts to the traveling public and adjacent property owners, while protecting the construction forces as well as the system users. The following mitigation strategies will be deployed:

- Maintain ingress/egress using these approaches: 1) one-half at a time; or 2) total closure with alternate routes;
- Restrict construction work to focused areas;
- Prohibit concurrent closures of consecutive cross roads ;
- Use temporary pavement to maintain access; and
- Use accelerated schedules and materials as appropriate.

### Base Scope

- **Phase 1** – Construct all new-location Northbound (NB) and Southbound (SB) frontage roads to substantial completion.
- **Phase 2** – Shift all traffic and construct new mainlanes. The final element will consist of performing milling and overlay within the defined limits.

### Option Work

- **Phase 1** - Construct all roadways outside of the existing travel ways and construct temporary ramps to facilitate traffic changes.
- **Phase 2** - Construct the west and eastbound bridge structures for SH 151 over Loop 1604 and construct the portion of the SB-EB Direct Connector structure over Loop 1604 during off-peak hours.
- **Phase 3** - Constructing leave-out sections along the south side of SH 151. Use temporary pavement to facilitate traffic shifts. Remove decommissioned roadways. The final element will consist of performing milling and overlay within the defined limits.

***Execution*** - Design priorities will be established based on our preliminary MOT Plan. After these priorities are established, design packages will be programmed accordingly to support an early construction start. Utility coordination will be executed based on MOT priorities and on the lead time required to effect the relocation. Design refinements identified in the Proposal phase will be finalized on all roadway and bridge elements. Opportunities for other refinements will be evaluated as well as candidates for value engineering.

We have a plan to execute and deliver a design that meets TxDOT's requirements for quality while advancing the Project to a timely completion.

## Summary of Project Management Plan

A successful project management structure has clearly defined roles and responsibilities; efficient reporting and communicating protocols; effective work processes; and integration of the client into the team.

Our organizational chart emphasizes the functions necessary to achieve success and meet TxDOT goals. Our structure is efficient and effective. It assigns responsibility and provides an unambiguous decision making matrix. It illustrates communication flow and supervision. It is populated by Key Personnel committed from our respective team members. Each has impeccable credentials that will contribute to success. It supports the Project goal of including TxDOT as a Team Member.

Management structure supports success and recognizes that it is a function of the processes and protocols that the structure facilitates. Partnering is one crucial element. Partnering is more than just a process; it is a philosophy of conducting business. An attitude of cooperation must permeate the team. It promotes singleness of purpose and alignment of goals. It will be implemented in a vigorous fashion.

A thorough risk evaluation was performed during the Proposal phase. Our risk management approach will thrive on the effective implementation of our mitigation strategies. A team approach will be critical. Each team member including TxDOT will be asked to do their part to ensure mitigation strategies are as effective as possible.

Safety is Priority #1 at WB. It is a part of our corporate culture. Our Safety and Health Plan will meet the standards stipulated in the Technical Provisions. Our culture will be reflected in that plan. Safety will be a consideration in our Project approach not only for our employees but for the traveling public as well.

Adequate resources are essential to effective execution. WB has a plethora of resources, equipment and personnel, ready to apply to this Project. With an organizational structure that is developed around specialty crews, we are prepared to address any task at any time. Remaining available and responsive is vital to meeting the schedule.

We have been utilizing the Critical Path Method of scheduling for over 20 years. We have many subject matter experts in schedule development. The schedule is simply a tool to assist us in identifying critical activities that will drive project completion. External constraints can affect this each and every month. This tool will be utilized by project leadership to help us plan ahead and remain focused on priority activities while maximizing labor efficiencies.

Cost control procedures are necessary to keep a project at or under budget. As a 58 year old construction company, we have mastered the processes and perfected the systems essential to controlling cost. Our systems manage cost in these four key areas: 1) risk, 2) labor, 3) materials, and 4) subcontractors.

Effective cost and schedule management begins with an efficient, high quality, and timely delivered design. Effective design management will set the tone for Project success. Our past history of working together with Parsons Brinckerhoff, the existence of great working relationships, and similarities in our corporate cultures will enable us to continue bonding into an effective and prolific team quickly. We will collaborate on our design's efficiency and constructability. Parsons Brinckerhoff's D/B experience melded with our experienced D/B leadership team will create a structure to deliver designs that meet TxDOT's technical requirements, exceed quality expectations, and support the Project schedule.

WB has experience on this corridor. We understand the environmental concerns that exist through the region. This experience coupled with our corporate culture of environmental stewardship and the success of our proven processes will allow this team to execute the project while meeting TxDOT environmental goals.

Traffic management is the key to maintaining public support as well as providing for the safety of the traveling public and the craft workers on the jobsite. We have devised a very straightforward sequencing approach that effectively manages driver expectancy. It will improve traffic flow of which in turn, enhances safety and the efficiency of our construction operations.

The job is not finished until the paperwork is done. We utilize e-Builder, a proprietary web based document management system, with Microsoft compatibility. Our Document Manager will supervise the "tagging" of electronic records and the upload into our standard file structure. All team members will be users with their own unique username and password which is issued based on their role and function in the Project. Security settings are set commensurately.

From inception to the delivery of the completed Project records, we have a plan to manage this Project for success.

## Summary of Quality Management Plan

Quality is a significant goal of TxDOT and it is equally important to WB. We are in the service business. Our ability to provide a product that meets our client's expectations reflects directly on our organization's talent and character. We know what it takes to deliver a quality Project. We understand materials, workmanship processes, and quality verification systems that work collectively to deliver quality.

We have assembled a team of experts that are intimately familiar with ISO quality systems. We will implement a Quality Management Plan (QMP) that meets the requirements of the Technical Provisions and that will institute a system of checks and controls for the design and construction of the Project. San Antonio is the home of Raba Kistner Infrastructure (RKI), one of the industry's most experienced D/B quality assurance firms. The Project will benefit from that expertise. Our QMP will incorporate the Plan-Do-Check-Act circular process model. Great planning eliminates mistakes. Accurate execution prevents rework. Checking provides independent verification of the results. Action is necessary when the results are determined to be deficient and a response is warranted. The process circle revisits planning where the plan is modified so that intelligent changes are made to the process to effect improved results.

Communication is critical in all aspects of the Project Development Plan especially in the area of quality management. The Project Communication Plan will incorporate how the design team and construction team will interact with the quality acceptance team so that checking, inspection, and testing will be performed timely and at the frequencies required.

Independent quality acceptance is not complete without the generation of the appropriate documentation of each inspection activity. All activities will be documented on forms included in our QMP. Within the time frames required, our inspection forms will be uploaded into ELVIS, the quality record system.

Audit procedures are required in all ISO equivalent programs. RKI will conduct periodic audits of the Project quality systems to verify that they are functioning in accordance with the QMP. Reports will be generated to support the audit including any recommended corrective measures. The audits will be provided to TxDOT and Project leadership for review, discussion, and the implementation of any corrective actions.

## A.6 Summary of Approach to DBE Participation

WB in association with its partners is committed to fully integrating meaningful Disadvantaged Business Enterprises (DBE) participation into our team and to provide opportunities for growth to emerging firms. WB will institute a program that draws upon its heritage and its past successful performance. We will incorporate our proven and field-tested DBE Participation Plan into this Project. Our plan details our messages for achieving success.
Some major aspects of the program are:

- Partnership with its TxDOT Office of Civil Rights DBE Program;
- Defining categories of service for professional firms;
- Outlining scope of work for the construction community;
- Guiding DBE firms through the procurement process;
- Encouraging partnerships with other subcontractors; and
- Monitoring performance and progress throughout the Project.

A comprehensive outreach program is crucial to developing Project awareness and existing contracting opportunities by DBE firms. Upon conditional award, our team will conduct its first outreach effort in collaboration with TxDOT. The goal of the first outreach effort is to familiarize interested participants with the character and nature the work associated with the Project and to create a networking environment. A second outreach effort will be conducted approximately 90 days after commencement of design. At this point, the various scopes of work will begin to coalesce. Our community outreach programs in partnership with TxDOT will include as appropriate:

- DBE Project information meetings and networking;
- Provide TxDOT information to disseminate through the its DBE and Small Business outreach programs;
- Project and contracting advertisements in major newspapers, magazine and minority publications;
- Advertise in minority chamber, contractor associations, and related organizations' newsletters;
- Collaboration with chambers and contractor associations to provide Project information and engage DBE firms on the Project;
- Include email, telephone, and fax contact information in all Project advertisements;
- Participation at DBE-related events and conferences; and
- Provision of project plans.

## Conclusion

We have assembled a team with the right stuff. We have a readily implementable plan, demonstrable expertise, capable resources, and a highly motivated team to help TxDOT exceed the public's expectations on this Project. We are ready to get started. The WB Team can successfully deliver the Project and meet each and every TxDOT goal. We stand eager and ready to partner with TxDOT to make the Loop 1604 Western Extension Design Build Project a model for the region.