EXECUTIVE SUMMARY

1. Organization and Content of Proposal. The contents and the organization of the Proposal includes the following (each volume is a separate binder or package):

Technical Proposal, Volume 1 (Binder):
Section A – Executive Summary (Excluding Price Information)
Section B – Proposer Information, Certifications & Documents

Technical Proposal, Volume 2 (Envelope):
Section C – Proposal Security

Technical Proposal, Volume 3 (Binder):
Section D – Project Development Plan

Technical Proposal, Volume 4 (Binder):
Section E – Appendices

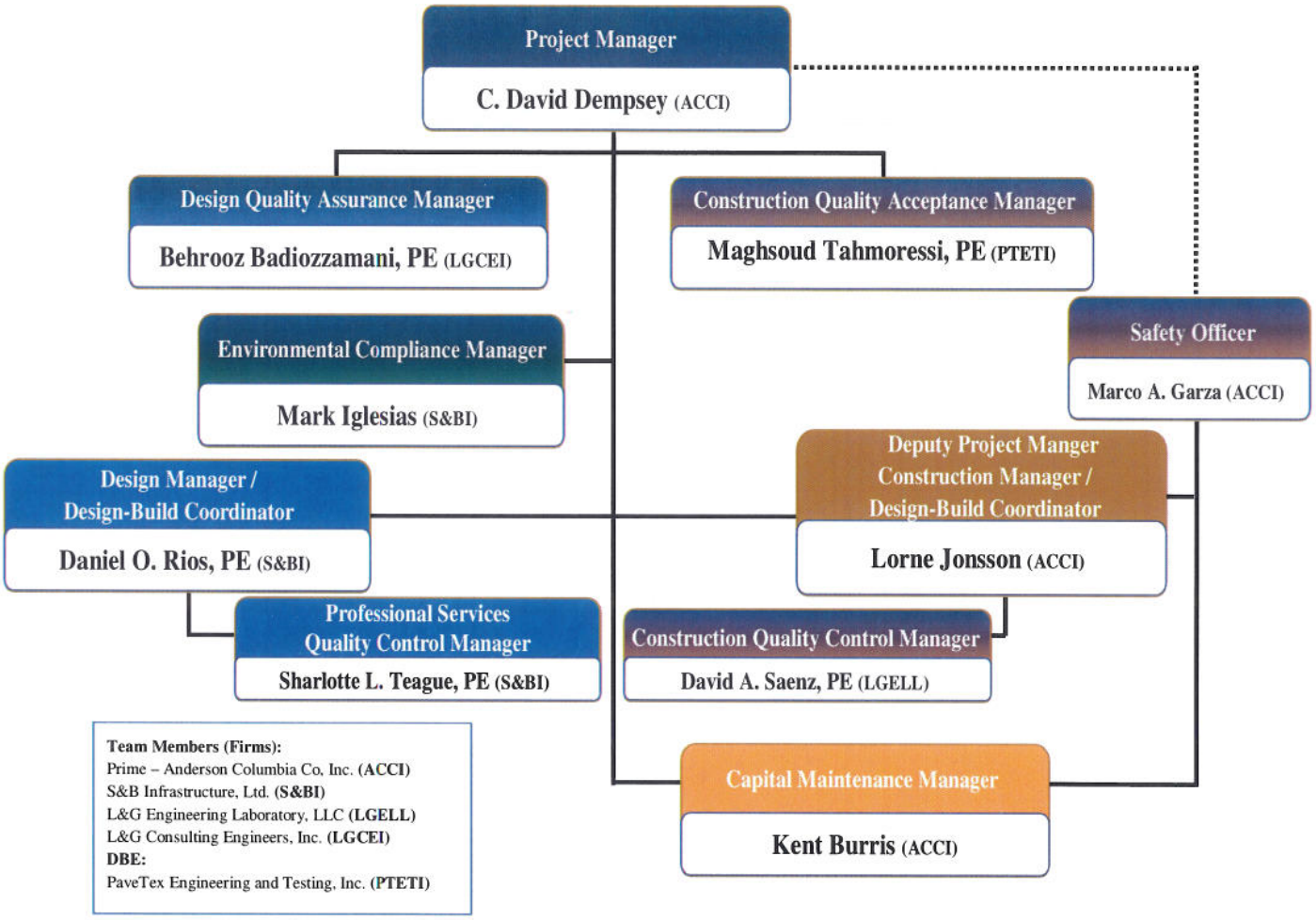
2. Summary of Any Changes to Proposer's QS. The only changes to the QS since it's submittal in June ia changes to Major Participants and Key Personnel identified in 3 below.

3. Summary of Any Changes to Proposer's Organization, Equity Members, Other Major Participants and Key Personnel Since Submission of QS. . Changes to Major Participants and Key Personnel included (1) the removal of K-Bar Services as Capital Maintenance Manager and replaced with Kent Burris of ACCI, (2) the replacement of Barbara Castille (S&BI) with Mark Iglesias (S&BI) as the Environmental Compliance Manager, and (3) Key Personnel title clarifications to match the titles in the RFP.

4. Summary of the Proposed Management and Day-to-Day Operation.
Anderson Columbia Co., Inc. has partnered with S&B Infrastructure, Ltd. desiring to design, construct, and maintain US 77 from E. Corral Avenue in the northern portion of Kingsville in Kleberg County to CR 16 south of the City of Driscoll in Nueces County, Texas. The purpose of the project is to upgrade those sections of US 77 that presently do not meet Interstate standards. Our Team offers proven design, construction, and maintenance expertise for this project, and was formed based on the distinct strengths of each team member.

- **Anderson Columbia Co., Inc. (ACCI)** - National design-build (D/B) experience, including our recently completed $458 million I-75 constructed under design-build-finance and our on-going $60 million SR 200 constructed under design-build, as well as Texas experience including the $31 million US 83 Webb County, Twin Guadalupe / Chihuahua Overpass for the KCS Railway.
- **S&B Infrastructure, Ltd. (S&BI) –** Extensive TxDOT interstate and US highway experience, including the $1.4 billion SH 130 D/B Toll Road and the $31 million US 83 – SH 359 Added Capacity / Interchange Upgrade.

Day-today management and operation is outlined in our organization chart on the next page. The ACCI Teams construction management organization has been set up to facilitate team integration, provide rapid management response, and meet an aggressive schedule while sustaining quality, safety and owner satisfaction. The ACCI Texas Division will oversee the US 77 Upgrade from Kingsville to Driscoll Project, and will have the oversight of the key personnel shown on the next page. All major participants have committed to provide the specified people.



Inset A: Organization Chart No. 1 – Senior Management and Key Personnel Team

ACCI's top management takes a hands-on approach to all of their projects, with the ownership, regional Vice-Presidents, and Area Managers all making regular inspections of on-going worksites. Everyone employed with ACCI owns a piece of our projects, and takes pride in what the public sees from start to finish. To ensure that we will be successful with the US 77 project, ACCI has developed a key management team that includes the following:

5. Summary of Project Development Plan.

a. **Summary of Technical Solutions.** ACCI DB Team developed the following technical solutions for the Proposal:

- **Refinement of vertical alignments in Design Schematic.** Refinements by the ACCI DB Team to the Schematic Design consisted of vertical geometry refinements with regards to the following:

  (1) In the full reconstruction areas to reduce retaining walls and earthwork quantities;

(2) To existing roadways and ramps to remain in place to provide smoother connections;

(3) To meet necessary free-board requirements for the south bound frontage road at San Fernando Creek and for the main lanes at the Bishop Channel.

The horizontal geometry for the entrance ramps were also revised to provide the required acceleration and taper lengths, which were deficient in the previous schematics.

Revisions to the 6th Street and FM257/4th Street interchanges involved the relocation of the turnarounds to accommodate the shorter bridge spans incorporated into the project design. The shortening of the bridge spans at the turn-around locations was made possible by incorporating retaining walls into the header banks.

- **Proposed Pavement Design by Tom Scullion, PE.**
- **Retaining Wall Layouts**
- **Bridge Layouts.**
- **Geotechnical Reports**

b. **Summary of Project Management Plan.** ACCI's top management will take a hands-on approach to all of their projects, with the ownership, regional Vice-Presidents, and Area Managers all making regular inspections of on-going worksites. Everyone employed with ACCI owns a piece of our projects, and takes pride in what the public sees from start to finish. To ensure that we will be successful with the US 77 project, ACCI has developed a key management team that includes the following

The ACCI Senior Management / Key Personnel Team (shown in Inset A above) will be led by the Project Manager (C. David Dempsey (ACCI)) who will be supported by the Deputy Project Manager / Construction Manager (Lorne Jonsson (ACCI)). These two individuals will have the primary responsibility for executing and coordinating all aspects of the US 77 Project. The Project Manager, David Dempsey, will be responsible for all aspects of project delivery, and act as the primary point of contact with TxDOT once the DBA agreement is executed. Lorne Jonsson will report to David, and will be the primary coordinator with the Design Manager (Daniel "Danny" O. Rios, PE (S&BI), and will assist in all aspects of project delivery. Danny Rios will be directly responsible for all aspects of design development of the Project. Within S&B, Danny has the authority to allocate resources and assign staff for projects to meet accelerated schedules or address tasks that require extra manpower effort. He will work with Lorne to develop production schedules and ensure that activities are completed to meet the deadlines that are necessary for a cost-effective and efficient project.

As identified in the RFP, but also as with all projects that are developed by ACCI, quality of the work product is paramount, and the Quality Assurance / Acceptance Managers are considered a part of the Key Management Team. Design Quality Assurance will be managed by Behrooz "Beh" Badiozzamani, PE (L&G), while Construction Quality Acceptance will be managed by Maghsoud Tahmorressi, PE (PTETI). The Quality Assurance / Acceptance Managers will report directly to the Project Manager, David Dempsey and will provide direction to the Design Manager and Construction Manager regarding their deliverables and products. The Quality Assurance / Acceptance Managers will develop Quality Assurance / Acceptance Programs for their respective disciplines, which will be provided to the Design and Construction Teams. As shown above, both the Design Manager and the Construction

Manager, each have a Quality Control Lead who will be directly responsible for ensuring deliverables and products adhere to the program prior to being submitted for assurance review

c. **Summary of Quality Management Plan.** ACCI's overall Project Quality Management Program (PQMP) will enhance the design, construction, and quality control and assurances processes. Essentially, the PQMP outlines an approach that includes planning, control, acceptance, and improvement (lessons-learned). The PQMP incorporates the ISO 9001:2000 standards for quality management, including management responsibilities, management of resources, training resources, objectives, evaluation and measurement. Procedures will include document control, record control, non-conformance control, auditing, corrective action, and preventative action. These are applicable to all activities of the project (design, construction, and maintenance), as well as oversight activities for TxDOT and federal programs.

In summary, the PQMP commitments include the following:

- Weekly project meetings through final construction;
- Open forum of sharing ideas and techniques to ensure the best and safest facility is constructed;
- Continuous monitoring and maintenance of erosion control measures to ensure effectiveness;
- QC / QA of all designs, plans, and specifications to ensure design standards are met and that high quality and accurate plans are produced;
- Proactive engaged ACCI staff to affect and improve quality rather than just measuring / documenting quality;
- Participation by design, construction, and ACCI managers in interdisciplinary reviews;
- Full transparent responsibility and accountability to TxDOT and project stakeholders; and,
- Implementing an effective partnering program.

5. Summary of Proposer's Approach in Satisfying the DBE Requirements. ACCI will continue the process of evaluating and screening other potential team members for the next phases of the procurement. This level of due-diligence is necessary due to the "stressed" market conditions in Texas in the engineering and construction transportation industry. Careful investigation must be made in evaluating potential teaming partners to determine whether they are just saying that they have the resources to deliver the project or that they actually have the capacity to deliver the project in accordance with the ACCI Team's strict schedule and quality standards. Potential team member will be evaluated regarding on-hand personnel and equipment, current and future workload, etc. Additionally, ACCI will prepare a comprehensive subcontracting plan to ensure that the 6% DBE goal will be met or exceeded. Some of the other areas that are needed for project development include, but are not limited to:

- **Local Construction Subcontractors**
- **Trades Craft Subcontractors**
- **Public Relations and Community Involvement Specialists**
- **Landscape Architect**
- **Vendors and Suppliers**

Several ancillary design and geotechnical firms have also been selected by the Design Manager and will complete the design team, performing services including field surveying, traffic and pavement design, aerial mapping, geotechnical and subsurface utility engineering. All but two firms are regionally based, benefiting the local economy, and three firms qualify towards the projects DBE goal, demonstrating our commitment to have DBE participation throughout the project process