

# A: EXECUTIVE SUMMARY FOR BAFO

## A. PROPOSAL ORGANIZATION & CONTENTS

Webber, LLC has assembled the best Developer team to complete the US 77 Upgrade from Kingsville to Driscoll Project in a timely fashion, maintaining optimum quality and safety, while ensuring public mobility and operational life-cycle performance. This Project is significant to the regional transportation mobility system, requiring a Developer with our financial strength, technical abilities and resources, all dedicated to delivery.

The Webber Team is one of award-winning construction, design, utility, quality control/assurance, environmental, community outreach, and maintenance specialists with decades of TxDOT and national experience developing interstate highway projects. Combining expertise, in-depth knowledge and lessons learned through past accomplishments in building highway projects, this team was formed to bring together all of the elements needed to ensure that US 77 will be a project that raises the standard for future interstate quality upgrades along the US 77 corridor.

The Webber Team is comprised of:

FIRM	ROLE
Webber, LLC	Developer
H.W. Lochner, Inc.	Principal Designer
Infrastructure Services Inc.	Maintenance Services
ACI Consulting*	Environmental Services
Cobb-Fendley	Utility Services
Raba Kistner	Quality Services
AMEC	Geotechnical Services
RJ Rivera Associates*	Public Involvement Services
Gorronдона & Associates	Design Survey Services
Maldonado-Burkett*	Intelligent Transportation System Services

\*DBE Participants



### PROPOSAL CONTENTS

Our proposal is organized following the instructions presented in the Instructions to Proposers (ITP). It is sequentially numbered and presented in the same order and numbering as requested in the ITP. As such, our proposal content is presented as follows:

#### Technical Proposal

- A. Executive Summary
- B. Proposer Information, Certifications & Documents
- C. Proposal Security (Original Binder Only)
- D. Project Development Plan
- E. Appendices
  - a. Key Personnel Resumes & References
  - b. Technical Drawings, Graphs & Data (Technical Proposal and Separately-Bound 11x17 Plan Set)
  - c. Project Schedules

#### Financial Proposal

- A. Updated Financial Information (Binder A)
- B. Price Information (Binder B)

## B. SUMMARY OF CHANGES TO PROPOSER'S QS

The Webber Team's organization has undergone one subcontractor change since the Qualifications Statement (QS) submittal. Ballenger Construction Company (Ballenger) is no longer bidding or participating in construction activities and, therefore, is no longer a member of the Webber Team. We will increase the Webber, LLC participation in self-performed work to cover this loss.

## C. SUMMARY OF CHANGES TO PROPOSER'S ORGANIZATION, EQUITY MEMBERS, OTHER MAJOR PARTICIPANTS, & KEY PERSONNEL SINCE QS SUBMISSION

Regrettably, personnel move away from long-term relationships for various reasons. In our case, we have lost both Bill Hasbrook, as Executive Sponsor, and Bret Willuhn, as

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our Project Manager. Fortunately, due to the strength, depth and diversity of our staff of professionals, we have the necessary resources to more than meet these losses.

Tim Creson, Webber, LLC President and CEO, will fulfill the role of Executive Sponsor. Tim has decades of front-line TxDOT experience on both hard-bid and Design-Build work. He is recognized in the Texas infrastructure construction industry as one of its leaders. His executive abilities and knowledge of both design and construction operations and administration make him the ideal candidate. “Paco” Francisco Vique, Webber LLC Project Manager, will fulfill the Project Manager role. Paco has been a Project Manager with Webber, LLC since coming on board in 2009. Up to that time, he was a Project Manager for our parent company, Ferrovial Argomán, in Ireland. Additional information regarding Paco’s qualifications, experience and references can be found in Appendix A of the Technical Proposal.

### D. PROPOSED MANAGEMENT, DECISION MAKING, & DAY-TO-DAY OPERATION STRUCTURE; MAJOR PARTICIPANT COMMITMENT

The structure of our team and quality of our management personnel make us a well-balanced team. We have established and proven lines of direct communication within the team. The dedicated professionals who have been collaborating throughout the Proposal development stage will be the same group of individuals who will take the Project to implementation.

We have continually referred to our Team in terms of “right-sizing for the Project”. The US 77 Upgrade undoubtedly has several exciting challenges, but is intrinsically straight-forward. Accordingly, we have tailored our team and approach to provide TxDOT with:

- Management-Doer Leads: Our project, construction, design, maintenance, environmental, and quality managers will not only oversee services being delivered under their scope of work, but also be heavily involved in their actual development.
- A developer, Webber, LLC, with the size, internal communications, resources and diversity to self-perform nearly every aspect of the construction work.
- A one-stop-shop lead designer, Lochner, highly capable of developing all major project design elements including roadway, structure, drainage, and utility design.
- Specialized firms who have honed their skills in quality assurance, capital maintenance, environmental compliance, utility investigation / coordination, geotechnical engineering, public involvement, and intelligent transportation systems

The Webber Team has:

- The resource base and capabilities needed for the Project
- Project management with the experience and knowledge to effectively organize and manage a successful design-build project
- Thorough and extensive understanding of interstate roadway design and construction
- A strong commitment to environmental sensitivity
- Extensive experience with TxDOT partnering
- An understanding and commitment to public awareness
- Demonstrable dedication to safety

#### 77 UPGRADE KEY MANAGERS

NAME / ROLE	ROLE
<b>Project Manager</b> “Paco” Francisco Vique	Authorized to make all critical project decisions. Will work closely and coordinate with the Design Manager and Construction Manager.
<b>Design Manager</b> J. Glen Cowart, PE	Responsible for managing design team and overall delivery.
<b>Construction Manager</b> Masimo “Mac” DeLaRosa	Responsible for managing construction team and overall delivery.
<b>Discipline Managers</b>	
<b>Professional Services Quality Control Manager</b> David Williams, PE, DBIA	Will manage day-to-day work tasks within their respective area and coordinate with other discipline managers to maintain continuity in design and construction.
<b>Design Quality Assurance Manager</b> Juan Villarreal, PE	
<b>Construction Quality Control Manager</b> Ron Seal, PE	
<b>Construction Quality Acceptance Manager</b> Joe Hernandez, PE	
<b>Environmental Compliance Manager</b> Stan Reece, PG, CAPM	
<b>Capital Maintenance Manager</b> Mark Browne	

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to expeditiously deliver on important schedule, third-party, and community perception drivers.

Our right-size approach also embodies a nimble decision-making organization that encourages all key team members to identify and proactively address project issues before they become liabilities.

All participants on the Webber Team are committed to providing the specified people listed in this proposal. We have verified our staffing requirements for skilled crafts people, foremen, superintendents, and designers, and are confident that we have sufficient resources with back-up capability to thoroughly meet the needs of the Project. Further, we have established contingency plans for subcontractor and vendor support.

The Webber Team's approach to the project will be to systematically integrate schedule, cost, quality, and safety into the design and construction of the project and to reduce the long-term maintenance requirements. We will use a proven meeting schedule and partnering to keep all team members focused on the key elements of the project, identify problems early, and provide solutions quickly.

The US 77 Upgrade is a fast-track, high-profile infrastructure project in Nueces and Kleberg counties and is an integral part of the interstate upgrade of the entire corridor leading into The Valley region of Texas.

The Webber Team recognizes that the success of this Project lies in the interrelation of managerial and technical tasks.

We have endeavored to organize, empower, and co-locate our staff to provide a well-integrated development process, design and construct with safety and mobility always as a primary aim, maintain the environment in a sensitive, compliant manner, and create a high life-cycle product.

## E. SUMMARY OF PROJECT DEVELOPMENT PLAN

Following is a summary of Project Development Plan content including and Webber Team approach solution highlights to meet each goal identified in the ITP.

### E.1: TECHNICAL SOLUTIONS

Addendum 7 allowed our team to take advantage of several design practices that significantly reduced project costs. We were able to move retaining walls adjacent to mainlanes out toward the frontage roads and provide for 3:1 slopes outside the clear zone down to the face of the wall. While not significantly reducing fill, this did allow for a reduction in retaining wall and expensive select fill in wall reinforcement zones. To maximize the placement of these walls next to frontage roads, our team intends to place curb and gutter on the inside of existing frontage roads.

The Webber Team will make full use of the design-build process to produce traffic control plans that allow safe passage of traffic and constructible stages of work. We will maximize the use of appropriate traffic control devices to enhance traffic flow, long distance warning, and smooth traffic transitioning through the construction area. Our plan promotes getting main lane traffic back onto the newly

constructed main lane traffic alignments as soon as possible and reducing transitioning scenarios where traffic must move back and forth between frontage roads and the main lanes. Detours have been minimized; all with the safety of the traveler and the construction personnel foremost in importance.

Public awareness has been integrated into the Project Management Plan not just for traffic management reasons, but also physical environmental concerns. These will be actively sought out and incorporated into the community outreach program. Some of these key impact areas include:

- Implementing noise and light impact control and mitigation measures.
- Maintaining SWPPP measures during construction.
- Regularly maintaining equipment and implementing dust control measures to address construction air quality issues.
- Addressing other environmental issues such as wildlife protection, wetlands and hazardous materials

Our partnering process will provide a level of communication and coordination among the Webber Team, TxDOT and other stakeholders that will minimize rework, lower costs, and provide a quality construction product.

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Of the eight (8) Alternative Technical Concepts (ATCs) submitted, three were conditionally approved by TxDOT. After further environmental scrutiny, that number was reduced to two alternative technical concepts. Of those two, we have chosen to incorporate one into the final design that will contribute to area mobility and ultimately enhance traffic safety with the elimination of a high-speed elevated interchange. Frontage road traffic, traveling at lower speeds in smaller volumes is better suited to cross over the main lanes in this instance. If we are able to successfully complete post-award property owner consensus, we may also be able to offer TxDOT main lane access requirements without bridge widening construction.

We have developed innovations that add value to the project. These Value Added Concepts (VACs) cover a broad range of opportunities, including safety, savings, schedule and communications. Each one of them address at least one and, in more than one case, multiple aspects of the key TxDOT goals of enhanced mobility, traveler and construction safety, product quality, timely delivery, cost effectiveness, enhanced life cycle characteristics and environmental sensitivity.

Furthermore, project aesthetics have been introduced to enhance the local identity and provide focal points for that expression at key intersections, without confusing through traveler visual perception. Our proposed enhancements are cost effective, environmentally sensitive, low maintenance and right-sized for the project.

### E.2: PROJECT MANAGEMENT PLAN

The Webber Project Management Plan (PMP) introduces our integrated team of Key Personnel and other management staff and describes how we will collaborate to meet project challenges and deliver a successful project. It also outlines our approach to managing and directing Webber's substantial resources including experienced staff, management tools, and design-build processes proven to be successful on similar projects, such as the Central Texas Regional Mobility Authority's 290 East Toll Project (290E) in Manor, TX.

Our management plan includes communication and coordination strategies with TxDOT, local government officials, resource agencies, utility owners, neighborhoods, the traveling public and other key stakeholders.

Our team has in place proven, ready-to-implement PMPs



that meet your requirements and cover all facets of major management categories. Our PMP will facilitate coordination and communication during design, construction and maintenance phases between TxDOT, the project team, and third parties. These are as follows:

- Co-location and over the shoulder review process
- Weekly Discipline Task Force Meetings for construction and design teams
- SharePoint for on-line information exchange
- ProjectWise to manage all CADD files
- Primavera for Integrated Design and Construction Schedule Reviews
- Proven Public Information Program
- Proven Safety Program
- Proven Environmental Compliance Procedures

### E.3: QUALITY MANAGEMENT PLAN

Our Quality Control/Quality Assurance (QC/QA) program encompasses design development, environmental compliance, utility relocation, and construction elements of US 77. In addition to staffing this project with personnel trained in transportation methods and procedures who have performed at high standard levels on similar highway/turnpike projects, our program provides for a separation between quality control and independent quality assurance.

It is not enough just to prepare an easily constructed, cost-effective set of plans. As part of our quality program, our approach includes incorporating a reduction in the long-term maintenance requirements into the design. We will accomplish this by having Mark Browne from ISI as a part of the Webber Team involved in design coordination review. ISI will apply lessons learned from their extensive experience in

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providing maintenance services on similar projects in Texas and throughout the U.S. ISI will review every package prior to submittal to TxDOT, with comments regarding the long-term maintenance implications of certain designs.

Design quality control, under the direction of Lochner’s Professional Services Quality Control Manager, David Williams, will include training design staff on proper quality control and quality documentation procedures required for the US 77 design. This process provides that TxDOT specifications and expectations are met, the design is completed and checked promptly and accurately, and that the design addresses issues coming from outside parameters.

The Design Quality Assurance Manager, Juan Villarreal of Raba-Kistner, is the final check of the quality and accuracy of all design activities. He and his independent staff will be involved in design task force and work group meetings to provide input on the design for US 77. All design packages will be audited and reviewed by the Design Quality Assurance Manager before being released for construction.

The Project’s Construction Quality Assurance Manager, Joe Hernandez of Raba-Kistner, will work on a daily basis, in-field

with the Webber Construction Manager, Mac DeLarosa and the Team’s Construction Quality Control Manager, Ron Seal, ensuring the construction quality control process. The intent is to provide a fully quality-compliant product, accurately quantified and in-keeping with the life-cycle standards established for sustainability and ease of maintenance.

### F: SUMMARY OF APPROACH TO SATISFYING DBE REQUIREMENTS

The Webber Team has already reached out to and secured qualifying DBE subconsultants to meet US 77 Upgrade 6% goal. We also anticipate additional opportunities for DBE subcontracting in a number of other areas or specialties. The good faith effort used during the Proposal will continue and expand as an integral part of the DBE Performance Plan, which includes dissemination of information on available business and subcontractor opportunities; development of procurement packages that encourage DBE firms to participate to the maximum extent possible; participation in business opportunity workshops, minority business enterprise seminars, and trade fairs; and hosting a Project kick-off DBE workshop.

#### WEBBER TEAM SOLUTION HIGHLIGHTS TO MEET US 77 PROJECT GOALS 1 OF 3

GOAL	SOLUTIONS TO MEET
A. Maintain mobility during construction while minimizing negative impacts.	<ul style="list-style-type: none"> <li>• Completed corridor-wide analysis to identify phasing opportunities to maximize production and traffic flow, eliminating the need for main lane or secondary (local) roadway closures.</li> <li>• Dedicated public involvement / community outreach firm, RJ Rivera Associates, to assist TxDOT in communicating timely, accurate construction activity updates.</li> <li>• Dedicated traffic control crew to perform daily maintenance of streets and driveways.</li> <li>• Nighttime operations to complete select structure work, as well as final overlay and seal coat.</li> <li>• Moving traffic to outside (frontage roads) and containing structure and other construction in the median.</li> <li>• Maintained US 77 at-grade through CR 10 and reduced overall US 77 traffic shift durations.</li> <li>• Mitigation of schedule risk by using standardized pre-cast elements.</li> </ul>
B. Improve mobility within Project area after construction period.	<ul style="list-style-type: none"> <li>• Maintained US 77 at-grade through County Road 10 post-construction.</li> <li>• Long-term value and reduced traffic impacts due to maintenance by designing bridges for 75-year service life.</li> <li>• Optimized design to achieve efficient cross sections that balance cost of reducing beam lines and maximizing span lengths against approach retaining walls.</li> <li>• New main lanes through Bishop, elimination of cross-overs, and mainlane access points to improve mobility.</li> <li>• Frequent, thorough inspections that will reveal any deterioration in performance during the maintenance period.</li> <li>• Maintenance staff involvement during DBA phases to assist with development of life-cycle costs.</li> <li>• Development of overall asset condition report and inspection program for capital maintenance elements in accordance with contract requirements.</li> <li>• Development of work plans to correct deficiencies.</li> </ul>

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## WEBBER TEAM SOLUTION HIGHLIGHTS TO MEET US 77 PROJECT GOALS 2 OF 3

GOAL	SOLUTIONS TO MEET
C. Environmental sensitivity.	<ul style="list-style-type: none"> <li><del>Training sessions, including program for construction / field personnel, as part of the Environmental Protection Training Program (EPTP).</del></li> <li>Participate in Environmental Protection Training Program (EPTP).</li> <li>Already-completed, detailed field investigation of environmentally-sensitive areas including potential staging, stockpiling, and laydown areas, as well as borrow source locations.</li> <li>Keeping all design (with the exception of ATC #004) within the cleared environmental footprint.</li> <li>SWPPP erosion control techniques.</li> <li>Strict compliance with construction environmental protection best practices, including clear delineation measures, while working within sensitive areas.</li> <li><del>Use of driven piles, instead of more invasive drilled shafts, to reduce construction footprint and duration.</del></li> <li>Tailored bridge span lengths to avoid placing columns in environmentally sensitive areas.</li> </ul>
D. Secure quality design, construction, and capital maintenance services that optimize operational life cycle performance of Project.	<ul style="list-style-type: none"> <li>Maintenance Manager involvement in design and construction operations.</li> <li>Application of maintenance lessons learned by integrating ISI's prior experience into construction staging plan.</li> <li>Selection of most efficient superstructure at each bridge, taking into account both available span lengths and superstructure depths to minimize the cost of the substructure while also limiting the amount of intensive approach work and reducing the length and number of retaining walls.</li> <li>Consistent superstructure depths throughout bridge lengths to create a uniform appearance at each structure and reduce the use of various crane sizes, which, in turn, will lower equipment costs.</li> <li>Construction of standalone ramp bridge structure for the SB access ramp south of CR 4, across Carreta Creek; this concept will support traffic control and provide additional lane use across Carreta Creek.</li> <li>Incorporation of a rural flush median design meeting design requirements from CR 4 to FM 70 maintains interim mobility, reduces earthwork (construction costs and schedule), and reduces future widening costs.</li> </ul>
E. Safe construction.	<ul style="list-style-type: none"> <li>Use of barrier, message boards, and law enforcement to protect and inform the public.</li> <li>Staging and stockpiling outside of ROW to minimize driver distraction and limit dust, noise and debris conflicts.</li> <li>Temporary construction measures to protect cross street and driveways.</li> <li>Traffic control plan that reduces the number of lane shifts and relocations, and includes provisions for facilitating driver expectancy.</li> </ul>
F. Expedited delivery of Project improvements.	<ul style="list-style-type: none"> <li>Optional concept, pending property owner consensus, that maintains mainlane access requirements without bridge widening construction, resulting in a schedule reduction of 6 to 8 weeks.</li> <li>Efficient, cost-effective earthwork hauling operation that expedites project delivery by 6 weeks.</li> <li>Extended bridge structures to reduce the amount of embankment and retaining walls, which in turn reduces phase construction schedule by 6 weeks.</li> <li>Optimized roadway profile and embankment slopes to reduce amount and time for importing grading material.</li> <li>Extensive local design and construction resources to meet schedule commitments.</li> <li>Use of Tx46 girder on the majority of bridges, as well as pile foundations, to reduce construction time by simplifying and standardizing equipment and materials.</li> <li>Completion of early, at-risk design including roadway, drainage, and standard TxDOT structures, as well as geotechnical and SUE investigations.</li> <li>Already identified high risk impacts that have been taken into account in proposed design, construction sequencing, and overall project schedule. These risks have been documented and will continue to be monitored in a comprehensive Utility Tracking Report that has already been developed for the US 77 Upgrade.</li> </ul>
G. Facilitated participation by DBE's.	<ul style="list-style-type: none"> <li>Retained the following DBE firms: ACI Consulting (Environmental Compliance), Maldonado-Burkett (Illumination, Signal, and ITS), RJ Rivera (Public Involvement).</li> <li>Overall DBE involvement will meet or exceed the RFP 6% goal.</li> </ul>

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### WEBBER TEAM SOLUTION HIGHLIGHTS TO MEET US 77 PROJECT GOALS 3 OF 3

GOAL	SOLUTIONS TO MEET
H. Cooperate and coordinate with TxDOT	<ul style="list-style-type: none"><li>• Effective communication amongst Webber Team and TxDOT aided by co-location of staff.</li><li>• Design team will prepare plans at all stages including Released for Construction, interim, revised, and final, that meet TxDOT requirements and look and feel like Corpus Christi District-prepared plans.</li><li>• Traffic control supervisor who will notify TxDOT and local authorities of anticipated changes in traffic patterns, and obtain their approval in advance of modifications.</li><li>• Dedicated Environmental Compliance Manager that will service as liaison to TxDOT environmental division.</li><li>• Use of TxDOT-compatible software for document and cost control reporting.</li><li>• Coordination to integrate US 77 maintenance with TxDOT-scheduled services.</li><li>• Commitment to following TxDOT's Three C's: Communication, Cooperation, and Coordination in all utility interactions.</li><li>• Utility Coordination Kick-Off Meeting and monthly task workshops.</li></ul>

We recognize the unique and challenging components of the US 77 Project, are highly-motivated to continue to develop and construct proposed concepts, and are organized and staffed with the required experience and resources to meet or exceed TxDOT's requirements and expectations.