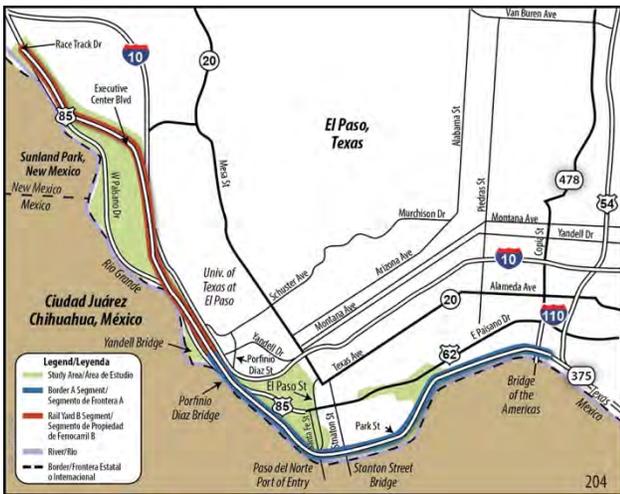


## Executive Summary

The Loop 375 Border Highway West Extension (Loop 375) is critical to improving quality of life and economic development in El Paso and the region. When completed, the capacity of the region’s transportation network will be significantly enhanced, resulting in reduced congestion and delay. Commuters and international trade traffic will have an attractive alternative to IH 10, and mobility will be better maintained, even during major incidents.



To maintain mobility and efficient movement of goods throughout El Paso, the Loop 375 Project must be expanded, safely, efficiently, and responsibly

While completing the corridor in the most expedient and cost-effective manner possible is critical to the region, constructing the corridor in a safe, efficient and responsible way that maintains the safety and mobility of the region, the project’s stakeholders, and the traveling public is also paramount.

In order for the Project to be successful, TxDOT and the region need a partner who will work with them in addressing all of the Project goals for the entire Project life. Rio Bravo Developers IS that partner.

### The Proposer



Fluor Enterprises, Inc. (Fluor), Ames Construction, Inc., (Ames) and Austin Bridge and Road, LP (Austin), have formed the consortium Rio Bravo Developers, LLC (RBD) that, together with Lead

Maintenance Firm, Rio Bravo Operators (RBO) has member firms and key participants with the expertise, experience and resources to solve the financing, design, construction and maintenance challenges of this project. This proposal demonstrates our capabilities and commitment to successful completion of the Loop 375 Project and the achievement of TxDOT’s goals:

- Complete on or ahead of schedule, delivering the highest quality our companies demand;
- Improve overall mobility and accessibility within the Project area during and after construction;
- Increase overall level of service by designing and constructing system linkages between segments;
- Increase regional/local safety by completing the project quickly, maintaining a safe environment for the public during construction and maintenance;
- Expand and sustain economic opportunities by improving mobility of persons and goods
- Minimize inconvenience during construction through active public engagement and effective maintenance of traffic

Our team and our approaches are based on three pillars for successful PPP execution:

**Structure.** An organizational structure that enables the combined team of TxDOT, project stakeholders, and the developer to identify and proactively manage project risks.

**Key Participants.** Team members and key personnel with experience to address the Project challenges.

**Life-Cycle Focus.** Our continuity of team members throughout the life-cycle of the Project means we are focused on solutions that are best for the life of the Project.

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With the experience, resources and local relationships of our partners and team members, RBD has developed and presents technical solutions and delivery methodologies which will result in improved safety, better operations and improved regional safety, and lower life-cycle costs. We are poised to deliver these results, and to partner with the region and stakeholder to complete this critical project.

## Our Team – Experience, Proven Tools, and Track Record of Performance for the Border Highway West Project

RBD brings together three of the most experienced, successful firms in alternative delivery of difficult and complex transportation projects in the country. We have completed many of these projects in partnership with each other. We have established working relationships and have developed mutual familiarity with proper procedures and practices that we have developed and perfected working together on many successful projects. As a result, we can focus fully on project goals and project risk mitigation immediately upon selection.

We have complemented this world-class team with subcontractors and consultants who bring knowledge, resources, and experience to make our team even stronger. This includes local firms like Jordan Foster Construction and Sanders Wingo, who bring local knowledge and relationships critical to making the Loop 375 Project successful.

### Equity Members of the Proposer and Design-Builder

**FLUOR** Fluor Enterprises Inc., (Fluor) is a global leader in the engineering, procurement, construction, and maintenance industries and is recognized as one of the world's safest contractors. With annual revenues of \$27 billion, Fluor is ranked as one of the world's top contractors and DB firms by *Engineering News-Record (ENR)*. With its worldwide corporate headquarters in Texas, Fluor brings a commitment to the successful completion of the Project. We are committed to the ongoing success of Texas because we live and work in Texas. In addition, many of our private clients in the oil and gas industry reside and do business in El Paso. We are committed to demonstrating to them our ability to execute projects better, faster, and safer.

Fluor's track record of safely and successfully completing award-winning limited access highway projects in existing metropolitan corridors like Loop 375 give us the practices and procedures to make the Project a success. Fluor brings financial stability, demonstrated ability to use innovations to advance infrastructure projects, industry



*Fluor experience and proven tools/procedures in successfully completing projects like the award-winning 495 Express Lanes will be invaluable to the Loop 375 Project.*

leading safety record, and capability to deliver a guaranteed price and schedule on major transportation projects. With over 60 years of experience performing complex projects in Texas and more than 4,900 engineering and construction employees in the state, Fluor has the capabilities, knowledge, and experience to make the Loop 375 Project a success.



Ames Construction, Inc.\*

Ames is a full-service contractor that delivers construction solutions for a multitude of clients under all methods of project delivery, including DB and P3. For more than 50 years, public and private owners have relied on Ames to complete multifaceted heavy-civil, highway, and industrial projects on time and within budget. Ames is ranked as the 14th largest highway contractor in the United States, as reported by *ENR* in 2012, with annual revenues exceeding \$800 million. From streets, highways, toll roads, and bridges, to airports, railroads, and rail transit systems, Ames has built a solid reputation as a turnkey provider with the financial muscle, depth of service, and expert personnel to meet the growing demand for durable public infrastructure that keeps America moving.

Ames' proud history of providing a quality product is evidenced by numerous awards, including the 2011 National Partnership for Highway Quality Gold Level Award presented for the I-35W/Crosstown Commons project in Minneapolis and the 2013 DBIA National Award in the Transportation category for the I-15 CORE project in Utah (completed in partnership with Fluor).



Ames has demonstrated a record of completing projects safely, ahead of schedule, and within budget. The I-15 CORE project in Utah has been recognized by UDOT as the fastest billion-dollar design build highway project in U.S. history, and this fixed-price project was actually delivered for less than the bid amount. The I-15 CORE project achieved one million labor hours without a recordable incident and achieved one million labor hours without a lost-time incident on four separate occasions. The firm's dedication to safety has won it numerous safety awards, and its established safety culture extends through all levels of the company.



Austin Bridge & Road, LP (Austin), is a wholly-owned subsidiary of Austin Industries, a 100-percent employee-owned company with a workforce of more than 6,000 employee-owners. The company has successfully completed over \$8.4 billion in projects in the last five years. Austin's financial strength, track record of performance, and Texas history strengthens RBD's ability to deliver the most cost-effective overall solution to the Loop 375 Project.

For more than 100 years, Austin has completed more than 5,000 transportation projects throughout the southern U.S. under all methods of project delivery. Based in Texas, Austin has worked with TxDOT on successful roadway projects since the department's inception in 1917. Austin is recognized as one of the nation's premier transportation and infrastructure providers. *ENR* ranked Austin No. 33 in its "Top 400 U.S. Contractors" and No. 13 in its Transportation Sector for 2012. Austin has extensive experience with all forms of alternative delivery methodologies.

Austin has a long-standing relationship with UPRR, Kansas City Southern Railways, and Burlington Northern Santa Fe Railroad, helping to build and maintain the freight system throughout the southern United States.

Austin Bridge worked with Fluor on two of the landmark alternative delivery projects in Texas: SH 130, Segments 1-4 in Austin and SH 161 Phase 4 (PGBT-WE) in Dallas.



*Fluor, Austin, and AECOM's experience on the recently completed SH 161 Phase 4 (PGBT-WE) Project in Dallas provides the knowledge relationships to make the Loop 375 Project successful.*

## Lead Designer



AECOM Technical Services, Inc. (AECOM) – RBB's lead engineering firm, AECOM, is currently ranked as *ENR's* No. 1 overall engineering design firm and the No. 1 transportation design firm since 2001. AECOM has nearly 45,000 employees worldwide serving clients in over 125 countries.

AECOM specializes in DB projects for highway/bridges, transit/rail, and aviation, as well as program and construction management, planning, and development of P3s. AECOM has 64 years of Texas operating experience and more than 34 years of experience providing design services to contractors for large transportation DB projects. AECOM has led the engineering on more major Texas DB projects than any other firm, including project and technical leadership on SH 130 Segments 1-4 and Segments 5 and 6, SH 161 Phase 4 (PGBT-WE), and North Tarrant Express Segments 1 and 2. The design personnel committed to lead the Loop 375 Project worked directly on these major projects and all bring the experience necessary to lead a project of this magnitude.

## Lead Maintenance Firm – Rio Bravo Operators, LLC



RBD's Lead Maintenance Firm, Rio Bravo Operators (RBO) is a partnership of Fluor Enterprises, Inc., and TME Enterprises, Inc. (TME). This combination of companies brings world-class expertise in the development of the most efficient, life-cycle maintenance solutions,



and provides key personnel with knowledge of capital maintenance programs in Texas. It also brings the financial strength and stability of Fluor to stand behind the maintenance obligation. Fluor was an equity partner of the private consortium responsible for the development of a capital maintenance program on TxDOT's SH 130, Segments 1-4 project in Austin, Texas, and will apply that experience and knowledge on the Loop 375 Project. Fluor's partnership with TME creates a maintenance team with critical national experience in the development and execution of successful operations and maintenance (O&M) projects. Our advanced knowledge of TxDOT's requirements and the development of a successful capital maintenance program on major DB projects will be a huge advantage for the Project. Fluor's current resume of projects providing O&M include three North American P3 joint ventures:

- 495 Express Lanes (Northern Virginia); 14 center lane miles and 200,000 AADT
- Right Honorable Herb Gray Parkway (Windsor, Ontario, Canada); seven center lane miles and 30,000 AADT
- Eagle P3 Commuter Rail Line (Colorado); 37-mile electrified commuter railway

Consistently rated as one of the world's safest contractors, Fluor's primary objective is to develop, execute, operate, and maintain capital projects on schedule, within budget, and with operational excellence.



TME Enterprises, Inc. was founded in 1992 and is now one of the country's leading Asset Maintenance contractors. With over 20 contracts and 230 employees, TME positioned to be at the forefront of the industry well into the 21st century.

Much of TME's success comes from its focus on combining time-proven methods with advancing technologies. The end result: High Quality with High Output. TME was the first maintenance provider to develop and implement a real-time, Computerized Asset Management System (CAMS), with a web based customer interface,

solely for the performance of Asset Maintenance Contracts. This approach has streamlined the execution and management of all Asset Maintenance Contracts and has single handedly changed competitiveness. In addition, this innovation allows customers to electronically monitor TME's operations from the internet anytime, anywhere, on a real-time basis.

### Key Advantages of the RBD Team

#### Life-cycle Continuity/Commitment of Team Members

Rio Bravo Developers brings team members with the financial strength, resources, and track record of performance to provide certainty and stability from design through opening of the facility and turnover to TxDOT for toll collection. In addition, Fluor is part of the maintenance phase, showing our commitment to the life-cycle success of the facility. We are fully vested in the success of the project from award through to turnover to TxDOT.

#### Track Record of Executing to the Most Demanding Schedules

We understand and fully appreciate how important it is to have Loop 375 available for public benefit at the earliest possible date. Our team members are industry leaders in developing and successfully executing the most demanding schedules for projects similar in challenges to Loop 375, including I-15, 495 Express Lanes, 95 Express Lanes, and SH 161. We will bring the same processes and procedures that led to the most innovative engineering and construction solutions to deliver those projects early, and utilize key personnel with experience on those projects.

#### Ability to Deliver Complex Projects with Superior Maintenance of Traffic

The members of our team have successfully delivered projects with some of the most complex and demanding maintenance of traffic challenges in North America, including the I-15 Core Project, the 495 Express Lanes Project, and the SH 161 Project. Many of our proposed personnel bring direct, hands-on experience from these projects and from TxDOT DB Projects. As a



result, we are in ideal position to deliver maintenance of traffic for Loop 375.

## **Effective Communication and Public Outreach**

Because of our experience on projects like Loop 375, we have a deep understanding and appreciation of the importance of effective public communications to the success of the project. In addition to leveraging the successes our partners have enjoyed on our other projects like Loop 375, we have incorporated Sanders Wingo, a local public relations/public outreach/ public involvement consultant with national experience and established relationships with Project Stakeholders and local media. This is the perfect combination of national experience and local knowledge and relationships to deliver a world-class PI/PO Program for Loop 375.

## **Experience of Partnering with TxDOT**

In addition to the national DB experience and the strong relationships between our Lead Contractor members, we have a long and distinguished history of partnering with TxDOT to successfully execute difficult and complex projects similar to the Loop 375 Project. As a result of this experience, our consortium has an in-depth understanding of TxDOT's organization and method of executing P3A and DB projects. We have successfully integrated TxDOT into our project teams on previous projects to create a true partnership focused on project goals.

## **Track Record of Delivering the Safest and Highest Quality Projects**

The member companies of RBD and RBO individually and collectively have delivered some of the safest and highest quality transportation projects in North America. This is a direct result of our individual corporate commitments to quality and safety and the practices and procedures we have developed and used together in successfully executing these projects.

## **Ability to Deliver Project Benefits to the Local Community**

RBD and RBO believe in the benefits of utilizing local businesses and local labor in designing, constructing, and operating large infrastructure

projects. We've proven this on large jobs like 495 Express Lanes and 95 Express Lanes. Local businesses and local labor bring relationships, diversity of thought, and local knowledge critical to make these types of projects a success. We have already integrated many local and DBE/MBE firms into our team, and will continue efforts to maximize opportunities for El Paso businesses to participate in the project.

## **Organization and Contents of the Proposal**

Our proposal provides the information requested in the Instructions to Proposers (ITP) Exhibits B and C. The information is organized to precisely follow the order dictated by ITP Exhibit E. The numbering of all proposal sections is based on the Exhibit E structure. Volume 1 is the Technical Proposal as required by Exhibit B, and Volume 2 is the Financial Proposal as required by Exhibit C.

Volume 1 follows the basic Exhibit E structure and is detailed to precisely follow the requirements in Exhibit B, Sections 3 and 4. Due to the volume of material, Proposer Information, Certification, and Documents are provided in Volume 1a. Rolled Drawings are provided as Volume 1b. Project Schedule (11 x 17) is provided as Volume 1c

The proposal text, table of contents, and the Summary and Order of Proposal Contents are all referenced for ease of understanding.

Similarly, Volume 2 follows the basic Exhibit E structure and is detailed to precisely follow the requirements in Exhibit C, Sections 2 and 3.

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

The only changes to PLC's Qualification Statement (QS), are as listed below.

## **Summary of Changes in Organization and Key Personnel Since QS**

Our qualification statement was submitted when financing was potentially required as part of the scope of the project. Since financing was removed, RBD requested and received approval to remove the RBB company. RBD will self-



perform design and construction. This is the only substantive change in our organization.

The following is a summary of changes in Key Personnel since the submittal of the QS as detailed in our March 11, 2014 letter to TxDOT. TxDOT has approved these changes.

## Changes

| Position        | Name         | Change        |
|-----------------|--------------|---------------|
| Project Manager | Scott Risley | Brian Tolbert |

## Additions (as required by RFP):

| Position  | Candidate's Name |
|---|------------------|
| Construction Quality Control Manager            | Louis Bolinger   |
| Construction Quality Control Manager, Alternate | Michael Kelly    |
| Lead Roadway Design Engineer                    | Keith Wetzig     |
| Public Information Coordinator                  | Perla Maldonado  |
| Utility Manager                                 | David Dillman    |
| Maintenance QC Manager                          | Lee Pauls        |
| Utility Manager                                 | Eric McCleary    |

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

Our proposed management structure, which is based on a continual refinement and improvement over many years of the partners' successful DB and DBOM (P3) execution, is designed specifically to deliver the following benefits:

1. Integrate TxDOT and key stakeholders effectively into the Project team by providing key interface points that mirror TxDOT's Project organization, with responsibility for working and communicating with TxDOT and key stakeholders.
2. Focus the Project team and participants on the importance of safety, quality, and maintenance of traffic in established corridors and metropolitan areas like the conditions associated with the Loop 375 Project.
3. Effectively utilize the working relationships that RBD, our dedicated subcontractors, and consultant have established with each other

and with regional stakeholders to make the Project a success – both the outcome and the way it will be executed.

4. Proactively identify and manage project risks and issues, and resolve them at the earliest possible date.

Key management personnel for RBD and RBO, will be seconded from the respective equity members, and committed to project goals established during our structured alignment/partnering process. During early partnering sessions, key personnel from each entity will be matched with a TxDOT counterpart with whom they are to coordinate and communicate. Expectations for method and frequency of communication will be established. During the construction phase of the Project, the fast-paced nature of DB further accentuates the need to communicate and identify and resolve issues early. Through our successful experience on DB and DBOM projects, we have found this is best accomplished when there is frequent and proactive communication between the Developer, the Lead Maintenance Firm, team members, and our public sector client.

The backbone of the RBD management structure is designed to promote:

- Responsiveness to client concerns
- Enhanced communication to identify and resolve potential issues quickly
- Superior quality in each stage of the Project

Critical functions that report directly to our Project Manager, Brian Tolbert include: Professional Services (Design, Environmental Compliance, Public Information, and Independent QA), Construction Services (Construction, Safety and Construction QC), Business Services, and Railroad Coordination. We have intentionally designed a more flat organization to promote rapid decision making and issue resolution at the lowest level of the Project. Mr. Tolbert will be the single point-of-accountability to TxDOT.

Overlaying this backbone is our proven Technical Work Group (TWG) structure. This matrix



approach to project execution creates specific focus groups to address each of the main components of the Project (Roadways, Structures, Drainage, Maintenance of Traffic Utilities, Environmental, ROW, and Geotechnical). TWGs integrate professionals from design, construction, maintenance, quality, safety, and public outreach to support early issue resolution, life-cycle cost focus, and an environment that promotes the development of innovative ideas to reduce cost and schedule.

We have also customized our traditional DB backbone to account for the unique aspects of the Loop 375 Project. We have divided the Project into three major areas. This breakdown allows us to focus on key challenges and leverage the depth of resources our three member companies offer and complete design and construction at the earliest date possible with minimum disruption and inconvenience to the public and stakeholders. Each area has a dedicated management team, all reporting to the umbrella organization to drive consistency, quality, and control.

To make this organization structure a success for all project participants, we have identified key personnel with specific skills and experience to address the critical success factors. **Each of the equity members and major participants on the RBD Team has committed to provide the specified people for the Project.**

One distinguishing factor in RBD's superior ability to facilitate rapid decisions in the best interest of TxDOT and the Loop 375 Project is our experience in working together on similar complex project. No other bidding team is positioned as well to get a rapid start and achieve early completion of the Project.

## Summary of Project Development Plan

### Summary of the Technical Solutions

The Technical Solutions contained in our proposal demonstrate our approach to designing and executing the Loop 375 Project and reflect our combination of in-depth local knowledge and international experience on DBOM Projects. Our Technical Solutions are a result of the efforts of our multi-disciplinary TWGs. By organizing our

planning, preliminary engineering, and construction staging efforts in this way, we were able to maintain focus on project goals and critical success factors. We placed enhanced emphasis on life-cycle cost and operations issues in all areas of the Project, including long-term maintenance requirements in the design.

In addition, we strategically planned our proposal efforts and worked diligently so we could communicate our approaches and results with TxDOT early in the industry review process. Our goal was to identify TxDOT concerns regarding planning, construction sequencing, maintenance, and operations that could be addressed at this early stage. Early and open communication with TxDOT will be our approach throughout the Project. We know from DBOM experience with TxDOT that this communication will pay great dividends throughout the life of the Project.

In particular, our Technical Solutions demonstrate:

- In-depth knowledge of TxDOT DB procedures for design, quality, and Maintenance of Traffic
- The incorporation of key local suppliers and subcontractor with relationships with local agencies and municipalities which to facilitate approvals and improve quality
- A proven organization structure and TWG approach, which create an innovative collaborative and project environment, creating opportunities to work with TxDOT to further reduce cost and schedule
- Project planning and construction sequencing which minimizes impact on traffic, adds additional capacity early on this corridor and maximizes safety and minimizes disruption of the traveling public
- Our extensive, early work with utility companies and other impacted stakeholders, which created a better understanding of the challenges this may present
- Alternative Technical Concepts, which decrease the cost, improve operations, and/or mitigate risk to completing the Project on schedule



Our technical proposal is an early demonstration of the value we will bring to TxDOT as a true partner in the design, construction, and maintenance of the Project. Our focus on achieving project goals, reducing the life-cycle cost, and identifying and mitigating risks to Project schedule does not end at proposal submittal, but will continue for the duration of the Project. We have demonstrated our ability to work with TxDOT, FHWA, and stakeholders to bring ideas to fruition when we see opportunities to maintain quality while reducing cost and schedule.

## Project Management Plan Summary

The Loop 375 Project's size, aggressive schedule, regional importance, and high visibility, presents project management challenges that make it one of the most demanding DB highway projects undertaken in Texas. Challenges include:

- Planning, staging, sequencing, and conducting construction operations in a way that does not significantly impact the mobility or compromise the safety of the traveling public, communities, and businesses
- Recruiting, aligning, and effectively managing the efforts of a large labor force and the many subcontractor and subconsultants necessary to execute a project of this magnitude on this timetable
- Early identification, escalation, and rapid resolution of issues that will occur on a project that requires work to progress on multiple fronts
- Establishing a comprehensive quality system that consistently produces high quality within each activity and facilitates timely verification of quality by TxDOT
- Attracting, developing, and retaining a skilled labor work force meeting TxDOT goals for local benefits from the Project
- Creating a partnering environment with TxDOT to drive innovative solutions to reduce schedule and TxDOT costs
- Proactively engaging and informing the diverse set of stakeholders impacted by the

project in an effective and timely way that maintains support for the Project

- Integrating TxDOT, engineering, construction, and maintenance personnel to produce a completed facility with maximum life-cycle value

RBD's Project Management Plan (PMP) addresses these challenges with a structure, proven procedures, depth of local resources, and key personnel experienced in working with each other and TxDOT on CDA projects.

## Summary of the Quality Management Plan

Design-build is a highly integrated and fast-paced process involving the activities of distinctly different disciplines, working separately and together to complete a project in the fastest and most cost-effective manner possible. Achieving a high level of quality that is readily verifiable in a timely manner is critical to avoiding rework and keeping DB projects on schedule and on budget. A single, integrated, consistent approach to quality is required to drive high quality in all activities and components, while assuring that the results are checked, validated, and (where necessary) corrected in a timely manner.

As opposed to simply providing separate and independent quality management plans for the various critical components of the Project, RBD will provide an overarching quality management program to integrate the various components. This quality management program is designed to provide a backbone of consistent procedures, reporting, and documentation that creates an ingrained culture and expectation of high quality in each stage and activity of the Project. This will allow TxDOT to readily validate and confirm the quality of each activity and component and initiate corrective action when necessary.

More importantly, RBD's quality management program brings the plans and systems PROVEN on other TxDOT DB projects. In addition, RBD's quality management firm, Raba-Kistner, has served in the role of Independent Engineer for TxDOT on CDA projects and, therefore, has a keen understanding and appreciation for TxDOT's requirements, systems, and needs.



RBD's Quality Management Program is based on five core procedures, recognized by ISO as a requirement for the establishment of quality management systems:

- Control of documents
- Control of records
- Opportunity for improvement provisions for corrective and preventive actions)
- Control of non conformance
- Internal Audit Program

These core procedures are woven into our overall quality management program and into each of the individual quality management plans that maintain superior quality at the discipline level:

- Design Quality Management Plan
- Construction Quality Management Plan
- Environmental Protection Plan
- Maintenance Quality Management Plan

## Summary of the Proposer's Approach to Satisfying the DBE Requirements

RBD is committed to TxDOT's DBE participation goal and to meeting the other objectives for DBE participation and development outlined in the RFP. As established members of the Texas business community, we understand the importance of these goals to the Project's overall success and the success of the Region. Beyond that, we firmly believe DBE firms bring local knowledge and diversity of thought that leads to better solutions. Our member firms have won awards for our efforts working with the DBE business community.

Our commitment to maximize DBE project opportunities for DBE businesses entails:

- Packaging work into units which present opportunities for DBE vendors, consultants, and suppliers competitively to bid
- Categorizing work opportunities by trade
- Updating the DBE database in order to learn of new certifications and additional abilities of already certified businesses



*I-15 Reconstruction in the most congested corridor in Salt Lake City, Utah – Completed 4 months early the project's public approval rating increased from 51% at project start to 76% at completion.*

- Communicate opportunities through the El Paso Texas Business Opportunity and Development Initiative Program
- Mailing or faxing bid solicitation letters with sufficient time to allow for response

We have already begun extensive efforts to set the stage for the Project's success and have proactively identified qualified DBE firms.

Providing opportunities to qualified firms result when: Project information is readily available to the DBEs as they bid on work, negotiating fairly with successful bidders, and providing business mentoring to maximize the success of the DBEs. The basic steps are:

**Bid Information**—RBD will provide DBEs with adequate information about plans, specifications, and requirements of the contract in a timely manner.

**Good Faith Negotiation**—RBD will negotiate in good faith with all firms. Evaluation of all pertinent background will enable RBD to determine the appropriate scope for the DBE's participation. If negotiations reveal barriers for a DBE to participate, we will provide support as needed.

**Assistance in Contract Execution**—RBD will brief new contractors training in project procedures and requirements. We monitor ongoing activity and provide mentoring/assistance in meeting requirements

**Flowdown**—RBD will flow goals for DBE participation to all tiers of consultants, contractors, and suppliers to maximize opportunities for DBEs.

We have already made substantial progress toward meeting these goals. The following DBE firms confirmed to the team during the proposal phase and assisted us in the development of our solutions and proposal:

- Maldonado-Burkett Intelligent Transportation Systems, LLP
- Sanders/Wingo Advertising, Inc.
- Pinnacle Consulting Management Group
- GRV Integrated Engineering Solutions LLC
- Aguirre & Fields, LP
- Villaverde Inc.
- The Transtec Group, Inc.
- PE Structural Consultants, Inc

## Summary of Proposer's Approach to Satisfying the On-The-Job Requirements

RBD will select and implement either the AGC or TxDOT OJT Program. RTD anticipates training 34 persons on this project, all on-site. Key components of this program include:

- Providing craft training and mentoring for project employees;
- Providing mentoring that matches minority and women craft with senior craft to provide guidance and advice
- Working with local construction education programs (high school, community college, trade associations) to increase job training and employment opportunities for minorities and women and participating in career day programs to promote trade careers.

The OJT Program will be coupled with our employment outreach associated with the Affirmative Action Program. RBD. Large subcontractors will be required to participate in the OJT program.

## Conclusion

RBD has assembled a team with the right skills, tools, resources, experience, and relationships to address the key success factors for the Project.

Our companies and key personnel have the experience and established working relationships with TxDOT, the stakeholders, and municipalities that will be crucial to on-time completion and support for the Project.

Key personnel with decades of experience on DBOM projects performed more than 30,000 hours of due diligence during the proposal period to make sure we've identified and mitigated risks to achieving Project goals, particularly the on-time completion of the Project and interim milestones.

Our plans are based on the lessons learned from other Texas DB Projects. We customized these plans to address the critical technical and logistical challenges of the Loop 375 Project.

With RBD as the developer of the Project, TxDOT will have the advantage of a team that can deliver:

- A guaranteed schedule and price for all project phases completing the Project to improve mobility and quality of life
- Knowledge and experience with TxDOT and the corridor to facilitate early project completion
- Consistency in management and performance by providing a single point-of-responsibility for the life of the Project
- Demonstrated ability to gain public confidence and support of the communities served by the corridor

More importantly, we are prepared more than any other team to quickly form a partnership with TxDOT and focus on achieving project goals and completing the Loop 375 Project in a manner that engenders and maintains support for the Project. **RBD stands eager and ready to partner with TxDOT and utilize our skills and experience to make the Loop 375 Project a regional success and a model project for the District.**

