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**SECTION**  
**A**

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Executive Summary

## 360 NOW Developers - Executive Summary

### (a) A summary of any changes to Proposer's QS.

360 NOW Developers (360 NOW) has made no changes to its organization since the submission of the Qualifications Statement (QS), other than the changes related to Key Personnel identified below.

### (b) A summary of any changes in Proposer's organization, Equity Members, other Major Participants and Key Personnel since submission of the QS.

360 NOW has made no changes to its organization, Equity Member or other Major Participants since the submission of the QS other than the changes related to Key Personnel listed below.

#### TxDOT-Approved Key Personnel not required to be submitted in QS

Key Personnel	Position
Chris Brook	Environmental Compliance Manager
Rick Sulzer, PE	Maintenance Manager

After thoughtful consideration and based on needs and goals of the SH 360 project, we replaced the TxDOT-approved Key Personnel, Jim Langston, PE Design Manager bringing the added value listed below:

#### Jim Langston, PE - Design Manager Added Value Benefits

- Managed 360 NOW design throughout RFP stage
- Designed TxDOT and NTTA projects for the last 28 years
- Served as Segment Manager for more than \$350M in project design and delivery on TxDOT's DFW Connector DBM project
- Strong design leadership skills to deliver quality, consistent design exceeding project needs and goals

### (c) A summary of the proposed management, decision-making and day-to-day operation structure of Proposer, and a statement that each Major Participant has committed to provide the relevant Key Personnel.

#### Proposed Management Structure

360 NOW is a team of local DFW firms that have put 20 months of unmatched effort studying, understanding and developing approaches to deliver TxDOT's SH 360 Design-Build-Maintain (DBM) project. 360 NOW began its integration into the corridor community by our team name selection. At each public event, there was a common theme that we continued to observe. The community is ready and wants the SH 360 project built NOW and our team is prepared to deliver it in advance of TxDOT's completion schedule.



#### Early Schedule Completion 360 NOW will complete the project:

- Base scope 12 days early
- Option 1 scope 40 days early
- Option 2 scope 50 days early

360 NOW will deliver SH 360 with a focus on tried and true DBM methodology, cost effectiveness, long-term maintainability and strong community integration. Our team brings unmatched local experience, intimate understanding of the project corridor, advantages of producing a low-cost competitive bid, and

history working in the area delivering 244 projects within the Arlington/Mansfield/Grand Prairie area. Our team organization includes the right blend of experienced local design-builders with local discipline-specific subconsultants and subcontractors to deliver the best SH 360 project.

Our SH 360 corridor knowledge and proven local DBM experience and teamwork provides TxDOT with opportunities to accelerate construction and deliver this project ahead of schedule while maintaining strong community and public perception. We understand what this project requires and have conducted the following research to give our team the detailed information for us to develop the best solutions and approach for SH 360:

- Drainage and pavement independent design peer reviews
- 20 frontage road pavement cores
- 82 geotechnical test holes and borings
- Complete topographical boots on the ground survey of the entire corridor
- Wet and dry utility investigations, including meeting with 22 utility owners
- Dynamic cone penetrometer testing, falling weight deflector testing, continuous GPR survey, full IRI measurement (Northbound & Southbound), rolling straight edge reports and structural inspections of existing frontage roads

We bring local knowledge of the area and community, resources to import/export large quantities of earthwork and expertise in roadways/tollways to deliver a successful DBM project to TxDOT/NTTA. We have created a qualified team of DBM experts offering relevant background for SH 360.



360 NOW has developed a **360° approach**, where our team has explored, researched and considered



NTTA's DNT 463 project in Frisco, TX was led by our PM, Ben Withered to a successful on-time, under budget completion

all aspects of this project from design, construction and through the maintenance period. Throughout our proposal, we have highlighted our **360° approach**. With a well-defined management plan and co-located team, we have drawn from our team's experienced and quality-driven management to drive our organization and management. We will focus skilled and experienced resources on specific areas of SH 360 while promoting clear and effective lines of communication throughout our DBM team and to TxDOT to meet the SH 360 project goals of reducing congestion, improving traffic, maintaining mobility and to be a partner with all stakeholders. We will maintain safety,

address environmental requirements, facilitate HUB and SBE participation and maximize use of available funds.

**The Decision Makers & Day-to-Day Operation Structure**

Our approach begins with our project manager (PM), Ben Withered, who 360 NOW selected specifically for the SH 360 based on his expertise in DFW transportation/roadway projects and his top-notch qualifications to lead our DBM team while working alongside TxDOT and NTTA. Ben Withered is highly

**BEN WITHERED**  
IS 360 NOW'S KEY DECISION MAKER



- Civil Engineering degree with 27 years of transportation construction experience
- \$887 million of total projects in DFW on time and under budget in the last 15 years
- Proven ability to successfully integrate design and construction on \$500M-\$1.3B projects
- Dedicated to a "project first" mind-set
- Recognized as a Project Manager committed to safety by DART for his leadership on the LRT Green Line Project totaling 1.1 million manhours worked in a one year period with no lost time accidents

	Name	Role	Benefits to SH 360
Key Personnel	Ben Withered	Project Manager	27 years of construction experience \$887M in DFW project delivered on-time and under budget over the past 15 years
	Cliff Wright	Construction Manager	40 years providing construction expertise on Texas transportation projects Served as Senior Construction Manager for \$750M+ of construction projects and developed our 2,900-activity CPM schedule
	Jim Langston, PE	Design Manager	28 years designing TxDOT and NTTA projects Served as Segment Manager for \$350M+ in project design and delivery on TxDOT's DFW Connector DBM project
	Barrett Atkins, PE	Lead Quality Manager	40 years of experience in a variety of quality enforcement and oversight roles Managed work on \$1.2B+ of work and co-authored DART's system-wide project management plan and formalized QA/QC plans
	Mario Gomez, CHST	Safety Manager	18 years of bilingual safety manager overseeing safety performance and implementation Safety oversight on more than \$1B of heavy civil construction including Woodall Rodgers Deck Park
	Rick Sulzer, PE	Maintenance Manager	26 years in construction and maintenance-related projects Extensive experience in O&M management of toll road projects throughout Texas
	Chris Brook	Environmental Compliance Manager	20 years in conducting environmental compliance and enforcement Expertise in providing environmental oversight for TxDOT and NTTA
Added-Value Personnel	Judy Meyer	Public Information Coordinator	27 years experience facilitating the Public Involvement of large infrastructure projects throughout Texas Successful PICP development and implementation of TxDOT's DFW Connector project
	Sandra Bowen	ROW Manager	17 years of ROW experience Extensive TxDOT experience providing ROW services on projects including DFW Connector and SH 130
	Greg Czapanskiy	Utility Manager	40 years designing transportation projects Managed utilities on large heavy civil projects including TxDOT's Loop 12/SH 114 Diamond Interchange and LBJ Express
	Chase Myers, PE	Lead Roadway Design Engineer	15 years designing transportation projects Served as Lead Roadway Design Engineer on DFW Connector, LBJ Express and SH 121/US 75, Section 4A
	Lucas Kau, PE	Lead Bridge Design Engineer	16 years design experience Bridge design expertise on similar projects including IH-635 LBJ, DFW Connector and Chisholm Trail Section 2B
	Hank Amen, PE, CFM	Lead Drainage Engineer	14 years designing transportation projects Served as Lead Drainage Design Engineer on IH-635 LBJ Express DBM
	Chris Behnke, PE	Design Quality Manager	29 years of experience in design quality oversight Served as one of TxDOT's Quality Management personnel for 28 years bringing relevant knowledge of QC procedures
	Rob Mallon	Construction Quality Control Manager	36 years experience industry experience Comprehensive experience implementing and enforcing construction QC procedures on TxDOT projects
	Perry Kakara	Construction Quality Acceptance Manager	31 years of experience including his work on both TxDOT and NTTA projects Implementation of TxDOT's QA processes
	Jason Finkenbiner	Roadway/Earthwork Superintendent	25 years experience Expert roadway and major earthwork operations manager on several projects where 4 million CY of earth material moved in record time
	Glenn Larson	Structures Superintendent	16 years experience in construction Extensive background in construction operations oversight including the structural work on TxDOT's Woodall Rodgers Deck Park
	Bill Glavin, PE	UPRR Coordinator	38 years experience, with most of his career coordinating with railroad owners and operators Excellent facilitation and negotiation skills to develop agreements that benefit railroad stakeholders and project teams



familiar with TxDOT and NTTA work. Over his 27-year career he has delivered almost one dozen TxDOT or NTTA project including NTTA’s Dallas North Tollway (DNT) 463 project in Frisco, TX and the SH 360 segment north of SH 183, which are very relevant to this SH 360 project.

Working alongside Ben Withered as part of the Key Decision Makers and Day-to-Day Operation, will be our Design Manager (DM), Jim Langston, PE and our Construction Manager (CM), Cliff Wright. Both Jim Langston and Cliff Wright bring recent, relevant DB, TxDOT and NTTA roadway experience. Jim served as Segment Manager for a \$350M project design on the highly successful DFW Connector DBM project and has been designing TxDOT and NTTA projects for the last 28 years. Jim Langston has led 360 NOW’s pursuit design from the QS through RFP completion.

Cliff Wright has been providing construction expertise on Texas infrastructure projects for more than 40 years and he has worked with Beth Withered for more than 15 years. His most recent leadership involves the successful completion of TxDOT’s North Tarrant Express (NTE) DBM project, where Archer Western (AW) served as a major subcontractor to the Developer, which involved the construction of 14 bridges, 500,000 CY of excavation and MSE walls under tight access and heavy, live traffic highway conditions.

We have built a strong support team around Ben Withered, Cliff Wright and Jim Langston that will all work in a co-located atmosphere that embraces partnering at every level to successfully complete SH 360. An organization chart showing our day-to-day reporting structure is included in Section 4.2 Project Management Plan, Exhibit 4.2-06. We have summarized our key and added value personnel benefits to SH 360 project on the previous page.

**Key Personnel Availability**

All key personnel, in the table on the previous page are committed by their perspective Major Participant firms for the SH 360 project.

**(d) A summary of the Project Development Plan including:**

**A summary of the Technical Solutions**

The emphasis of 360 NOW’s technical solutions revolve around the following elements:

- Existing Frontage Road Rehabilitation
- Earthwork Material Utilization & Movement
- Efficient Drainage Solutions
- Durable Pavement Design Selection
- Maintenance of Traffic (MOT) Analysis that maintains mobility

360 NOW was active in seeking value-driven cost savings that maximized the project scope by **submitting 30 ATCs for consideration**. The following table includes our approved ATCs or conditionally approved ATCs included in our proposal:

**360 NOW Approved ATCs & Exceeding TxDOT Requirements**

ATC #	Description	Value
ATC 03	Full height abutment walls	Eliminated riprap slope in the typical sections, reducing 68,000 SF of bridge deck and will be applied to all bridges while maintaining safety and reduced bridge/riprap maintenance.
ATC 12	2.5% cross-slope on main lanes	Changed cross slope to 2.5% constant for a uniform paving surface that eliminates a paving pass, an additional 20,000 LF of construction joint and a pavement break, reducing construction schedule and maintenance cost.
ATC 15	Heritage Parkway wetland mitigation	Impacts to the adjoining wetlands were reduced through an innovative alignment shift that preserved the wetlands and maintained the future railroad corridor.
ATC 20	Center columns in Matlock Road median	This ATC eliminates a long steel superstructure that carries higher initial and long-term maintenance cost compared to our typical TxDOT concrete design.
ATC 21	Frontage road alignment shift at UPRR bridge	Shifts the frontage road horizontal alignment towards the centerline of SH 360. Significant work directly in front of the UPRR abutment is eliminated to lower project costs, reduce railroad concerns, eliminate retaining walls and tie backs to improve schedule and cost.
ATC 24	EC-30 primer in lieu of underseal	EC-30 provides the same or better surface protection, but also will: penetrate crushed rock, cure and evaporate faster; require less material since no blotter is needed; reduces energy costs; substantially reduces environmental concerns with air pollution.
ATC 25	Noise barrier relocation	Avoids 11,600 LF utility relocation costs and time while reducing construction disruption to residences.
ATC 26	Frontage road speed reduction to 40 MPH during construction	Matches the design speed planned after substantial completion. With the reduced speed related to congestion, much of the daytime hours have a reduced speed of travel already and night driver improvements occur resulting from the reduced speed in a construction zone.

**Added Value to TxDOT and the Public Design Refinements (DR)**

Added Value	Benefit to TxDOT and the Public
360° approach	360 NOW has developed a comprehensive design, construction and maintenance plan for the successful completion of SH 360, paying close attention to all aspects of the project with a 360° perspective.
Maintenance of Traffic (MOT)	Our traffic control plan shifts traffic onto temporary pavement allowing the bridges to be built without phasing for better construction quality while reducing impacts and traffic shifts.
Roadway in lieu of overhead sign structures	Meeting the MUTCD and TxDOT sign guides and using available corridor features, 27 signs were designed as LRSSs in lieu of COSS reducing costs and achieving project needs.
Sidewalk Width Adjustment	Reduced 1’ of sidewalk as allowed by TxDOT design criteria, over the span of approximately 18 miles throughout the SH 360 project corridor.
Combined U-Turn Bridges	Reduced 2,100 SF of deck width
Ramp Realignment onto RCB	Reduced ROW, eliminated new headwall and approximate 380 LF of 10’x10’ RCB. Avoids traffic impacts to northbound ramp.
Optimizing on-site dirt material	Conducted 82 soil borings to maximize use of on-site material achieving the effective modules for paving and eliminate 400,000 CY of export compared to TxDOT schematic.

<b>Hydraulic modeling</b>	Two independent sets of models that corrected the current FEMA effective models. This will ensure the 360 NOW hydraulic design meets City, USACE and TxDOT project requirements with no adverse impacts.
<b>Detention ponds in lieu of RCB</b>	Detention ponds were utilized to eliminate 1,100' of 10'x 6' RCB at Fish Creek and 2,100 LF. of 8'x 6' RCB at Holland.
<b>Drainage and Earthwork</b>	Efficient and optimized drainage design with a holistic approach, provides detention basins at strategic locations. These basins enabled replacing two, 8'x 6' box culverts with a 48" RCP to help mitigate fill near Walnut Creek and provided low PI material for fill locations.

**Existing Frontage Road Staging.** Our construction staging plan will focus on minimizing negative impacts to the traveling public. 360 NOW has extensively analyzed the existing pavement condition during the RFP phase to ensure that the design and performance requirements set forth in the TP's are achieved. Furthermore, our approach incorporates the necessary treatments that will be the least invasive to the traveling public, provides the shortest duration, and is the most cost effective solution for TxDOT. **Our plan utilizes the proprietary Uretek Deep Injection process (UDI) during off peak hours for all locations that have been identified as potential subsurface failures as well as the areas visually identified to have surface distresses.** The UDI process is a technique for stabilizing weak and/or poorly compacted soils by injecting high-density polyurethane into the soils. The low viscosity polymer flows easily into the voids and weak zones and reacts, expanding the polymer while compacting the surrounding soils. **Uretek is an exclusive team member to 360 NOW.** In addition to treating the subsurface conditions, our team will selectively remove and replace and/or grind concrete pavement, re-seal existing joints and provide a full width one-course surface treatment underseal prior to placing an asphalt overlay.

We developed our construction staging and sequencing plan with five basic goals in mind, while looking at all aspects of the project in our **360° approach:**

- Safety** – ensure the safety of the traveling public and workers through carefully planned work zone management
- Access** – maintain access to affected properties at all times and designed work areas and haul roads
- Cost and Schedule Efficiency** – maximize traffic flow on existing roadways while maintaining construction productivity
- Communication** – provide accurate and timely traffic management and construction schedule information to the public
- Environmental Mitigation** -reduce wetland impacts and improved drainage

**Reducing Cost for Future Ultimate Project.** Our overall approach is to minimize temporary pavement by building road, bridge and drainage to one side of the ultimate facility while keeping traffic on the existing pavement.

360 NOW will design cross streets to minimize construction cost by building cross street in two stages. Shift traffic on to temporary pavement and build the interim bridge to include crossing and U-turn to one side of the ultimate design footprint.

This allows ultimate design to be built in one phase. **This concept greatly exceeds the project requirements and will reduce construction cost and time impacts as well as reduced impacts to traffic flows in the construction of the ultimate design.**

**Earthwork Operations.** One of the project's biggest cost drivers is the dirt operations. Team member, Sinacola, along with our designers have **developed a comprehensive plan based on our extensive RFP investigations including 770 hours of site survey and 82 soil borings to optimize the cut/fill requirements on the project with suitable and available on site material.** This research provided an economical and efficient movement of earthen material on the project to achieve the effective modulus pavement requirements. **Our controlled sequencing of earth movement along with astute design principles will save the project over 1 million CY of off-site disposal.** The movement of the earthwork on the this project will be maximized to off-road usage as far as possible to avoid frontage road impacts, ensuring that all entrance and egress points meet the required construction entrance specifications. Our team will ensure that any dust and contamination of the street surfaces from earthwork is mitigated. A dedicated vacuum truck will be used to keep all roads clean.

**Mainlane Paving.** Our team determined that the concrete paving solution is the most cost effective, durable and least disruptive long-term solution for the traveling public. Team member Sinacola, is the premier concrete paving company in North Texas having placed more than 2 million SY of concrete paving for TxDOT, NTTA and many local cities. **Most recently, Sinacola self-performed 180,000 SY of concrete paving on Section 6 of NTTA's Southwest Parkway project achieving an IRI of 65, which is 14% better than that required for SH 360. Our team will meet or exceed the IRI requirements for SH 360.** This commitment proves our level of confidence in our thorough design and construction analysis of the subsurface conditions and our proven ability to provide a quality roadway ride to TxDOT and NTTA.

**Utilities.** Thorough investigations and analyses on the impacted utilities throughout the project corridor was another step 360 NOW took to develop the correct approach to the SH 360 project operations and sequencing. We identified 68 potential utility owner conflicts and developed a comprehensive plan to mitigate those conflicts, which we have reflected in our Baseline Schedule and overall sequencing of the project.

**Drainage.** The significance of drainage on SH 360 has lead us to the following drainage approach. Our team has been active in our efforts to reduce cost and put more mobility in this corridor. One example is our efforts with ATCs to avoid utility work, cost and delays. Our team also has carefully worked to identify mitigation strategies to maintain the flowage easement capacity for the 100-year event. Careful design of special ditch grading and ponds near Holland provide both mitigation and useful fill material.



**360 NOW's Extensive Evaluation of Existing Storm Drainage**

- 360 NOW used as-built information to build a Geopak Drainage model of the existing system
- Independent engineer checks were performed to confirm the storm sewer design also functions as originally designed
- Constructability reviews validated and improved the design
- Independent engineer peer reviews verified and checked the models for accuracy and compliance with the TPs

**Summary of the Project Management Plan**



360 NOW is a local team. We are deeply rooted in the SH 360 corridor. We have offices, equipment yards and facilities within minutes of the project site and will use these resources to efficiently deliver SH 360.

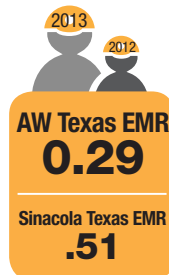
**Experienced Personnel.** 360 NOW team members live, work and play in the SH 360 corridor, which gives us a vested interest in the successful and timely completion of this project. Upon award, our key and added-value personnel will begin implementing the approved and planned work for SH 360. The experience of our Key Personnel bring the DBM knowledge and lessons-learned to successfully complete SH 360. **Together, 360 NOW employs more than 1,600 local experienced Texas personnel who are prepared to provide the “boots on the ground” work for SH 360.**

**Partnering, Co-Location & Technology.** 360 NOW commits to working together in a partnered, co-located environment. Quality, safety, budget and schedule in addition to owner satisfaction are our performance indicators. To fulfill TxDOT’s project goals, we will apply the following project management approach, processes and tools throughout the life of the project: co-location, task forces and state-of-the-art technology. Consistent, reliable communication and documentation is vital to the successful project management and coordination of DBM projects. Schedule, cost management, electronic documentation, submittals and e-communication will all be managed as described in our Project Management Plan using some of the industry’s latest technologies.

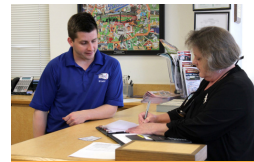
**Safety. 360 NOW integrates a “Safety First” culture into all aspects of the project.**

Safety will not be sacrificed for production and is considered an integral part of quality control, cost control and job efficiency, from the beginning of the project through the O&M term. **Our #1 priority is No One Gets Hurt.** 360 NOW understands the potential hazards of the project and the expectations to make every day safe for anyone on or near the project. Thinking proactively with strong safety implementation and best practices are the foundation to maintaining a “Safety First” culture. Our firms’ industry-leading safety EMRs prove our commitment.

**Strong Public Information Plan.** We understand TxDOT wishes to maintain support and positive public perception throughout



the duration of the SH 360 project. Our PI approach is based on the TxDOT TP requirements. **360 NOW met with 31 stakeholders over the course of the last 20 months to gain feedback and input on the SH 360 project.**



Our PIC, Judy Meyer discusses SH 360 with Big League Dreams sports park staff

A PI task force will meet regularly and be comprised of representatives from TxDOT, NTTA and our PI team working together to develop and implement a project-specific PI and Communications Plan (PICP). Primary objectives of the PICP will be to inform the public about project status, establish

positive relationships, foster support for the project and minimize inconvenience. The PICP will be developed using feedback from key Customer Groups as listed within our proposal.

**Incorporating Maintenance into the Project Early.** Walsh Infrastructure, LLC and its maintenance contractor, Roy Jorgensen Associates, Inc. (RJA) were integrated into the RFP phase as we developed ATCs and innovations to implement on the project. They will continue to be involved in task force meetings and provide input as we continue with design and construction. We will implement an O&M program consisting of four units: **Routine/ Preventative Maintenance, Inspection and Monitoring, Operational Works, and Capital Maintenance.**

These units work collaboratively to ensure each asset and the overall network performance meets or exceeds performance requirements, while minimizing the duplication of work.

**Summary of the Quality Management Plan**

Our QMP will be fully compliant for all systems, plans, and audits, per ISO 9001. Our Lead Quality Manager (LQM), Barrett Atkins, PE has the expertise to deliver a high-quality, ISO-compliant SH 360 project will seeing to it that his QMP is fully compliant with TxDOT’s Technical Provisions. The QMP will establish the foundation for continuous improvement in every aspect of SH 360, focusing on the result and the end user.

**(e) A summary of the Proposer’s approach to satisfying the HUB and SBE requirements**

**360 NOW has already established 43% HUB professional services participation.**

Through our long standing relationships with local DBE/ SBE/HUB firms, we will exceed the 11% SBE goal during construction just as we have done consistently on other recent transportation projects.



IH 35E Managed Lanes Design Build (IH 635 to US 380)

HDR

As lead CJV partner, on the \$1B IH-35E DBM project, AW participates in the CIP program and delivered a presentation in May 2013 to encourage participation for the project.