

3.1. EXECUTIVE SUMMARY

The Zachry/Parsons team is local to the Dallas/Fort Worth Metroplex (DFW). Not only do Zachry/Parsons team members design and build projects in DFW, but many of our highly experienced and dedicated employees live, work and play within and adjacent to the SH 360 Project (the Project) corridor. As a result, our team considers the Project as more than just another Project. Zachry Construction Corporation (Zachry), and Parsons Transportation Group, Inc. (Parsons) have formed a joint-venture, officially named the Zachry/Parsons team vertically integrated, with Parsons serving as the Lead Engineering Firm, and have selected a team comprised of an experienced group of industry-leading firms:

- DBi Services – Lead Capital Maintenance Firm
- Lamb-Star – Independent Quality Assurance
- Kleinfelder – Geotechnical Investigation and Engineering Support
- Criado & Associates – Design Survey and Civil Design Support
- Arias & Associates – Engineering Support
- IEA – Civil Design Support
- ETTL Engineers & Consultants – Pavement Engineering
- ARS Engineers, Design Survey – ROW and Civil Design Support
- K Strategies – Public Involvement and DBE Program Management
- Sendero – ROW Acquisition

The Zachry/Parsons team was chosen for their proven experience in delivering TxDOT design-build (DB) projects, local presence within DFW, and extensive knowledge of the SH 360 Project corridor. To ensure our team’s success, we will implement proven design-build processes and best practices to facilitate communication and foster dialogue and cooperation among all team members and stakeholders; to include our partner, TxDOT.

Our team has developed a design and construction approach that not only meets TxDOT’s goals and objectives for the Project, but in many instances, exceeds them. Zachry/Parsons’s team approach to the SH 360 Project involves the following:

- Complete the project within 810 days
- Reduce projects costs by **SXX**, by **DATE**
- Minimize impacts to the traveling public, stakeholders, residents and businesses through proactive public involvement, and aggressive progression of the Project schedule, and the continued refinement of maintenance of traffic (MOT) plans throughout construction
- Integrated design; to include Comprehensive Maintenance
- Provide Key Personnel with proven experience in the following:
 - Design-Build project delivery
 - TxDOT Design-Build project delivery

- TxDOT Fort Worth District experience
- NTTA experience / Tolling experience
- SH 360 corridor existing soils experience
- Quality acceptance/construction quality control TxDOT design-build experience
- Public Involvement/community outreach on TxDOT design-build projects

(a) Summary of any changes to Proposer’s QS

Exhibit 3.1-1: Zachry/Parsons Design-Build Team Organization



Zachry/Parsons equity members and major participants remain intact and engaged from those identified within the original qualifications statement (QS). In an effort to further bolster the Zachry/Parsons team and to add value for our partner TxDOT, we strengthened our team by adding team members and modifying our key personnel, further described in Section (b) below.

(b) Summary of any changes in Proposer's Organization, Equity Members, other Major Participants and Key Personnel since submission of the QS

Proposers Organization

Zachry/Parsons has added the following firms, exclusively committed to the Zachry/Parsons team. These firms provide additional value for our partner TxDOT, and bring relevant SH 360 Project experience, TxDOT design-build experience, and knowledge of the SH 360 corridor:

Kleinfelder – Experienced geotechnical experts, familiar with TxDOT, NTTA and expansive soil conditions in the Project area

DBi Services – Lead Maintenance Firm, experienced with TxDOT, including the DFW metroplex

K Strategies – Local PI firm, experienced with TxDOT and NTTA projects

Equity Members

Zachry/Parsons' fully integrated design-build team remains intact, as identified within the original QS submission. Equity members Zachry and Parsons remain, as identified within the original QS submission.

Key Personnel

The Zachry/Parsons team has made the following Key Personnel changes / additions since the original QS submission:

- Gary Doty (Project Manager)
 - Change from Kyle Wallis, PE, who is no-longer employed by Zachry Construction Corporation
- Mark Fisher (Construction Manager)
 - Change from Abel Ortiz, who is no-longer employed by Zachry Construction Corporation
- Gary Charlton, PE (Maintenance Manager)
 - New Key Personnel. Gary Charlton's resume was submitted as an added value, Tier 2 Key Personnel within Zachry/Parsons' original QS submission
- Amber Brenzikofer (Environmental Compliance Manager)
 - New Key Personnel. Taylor Houston's resume was submitted as an added value, Tier 2 Key Personnel within Zachry/Parsons' original QS submission

The Zachry-Parsons team has developed, through partnering on the SH 99 Grand Parkway, Segments F1, F2 and G design-build project, proven communication methods and tools that will be incorporated and tailored to the SH 360 Project.

(c) 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

The Zachry/Parsons team, with a partnering approach and commitment to team building, will work closely with, and consider TxDOT a partner, in order to achieve the goals and objectives outlined throughout the RFP.

Our Key Personnel shown in Exhibit D.2-5 were carefully chosen, based on their DB experience, experience with TxDOT, experience with the NTTA, knowledge of the local area, and unique qualifications for this particular Project. The Zachry/Parsons Team commits each of these individuals to the Project. Commitment letters for the Key Personnel are found in Section B of the Technical Proposal.

Organizational Approach

With full access to local and national resources of both Zachry and Parsons, the Zachry/Parsons team commits all the required personnel, equipment, material and financial resources to successfully deliver the SH 360 Project. Zachry/Parsons will participate with TxDOT in the partnering process and will remain current on the Project's status and progress. Our management structure has clear lines of authority and communications. Our team is led by Project Manager, Gary Doty, and supported by our Design Manager, Mark Frye, PE, and Construction Manager, Mark Fisher – who all have experience with TxDOT in the DFW area and who will facilitate cross-discipline coordination, collaboration and integration. Project design discipline leads will manage discipline-specific activities, providing direction and coordination between teams to ensure consistency of delivery, and serving as liaisons with their construction counterparts. Our Construction Quality Control Manager (CQCM) will report to both TxDOT and our Project Manager, as well as to Zachry/Parsons' Executive Management team. The entire Zachry/Parsons team will be accountable for ensuring that we exceed the quality expectations of the Project. We will utilize a proven partnering approach with internal team members, TxDOT Strategic Projects Division (SPD), TxDOT Fort Worth District, NTTA, utility agencies and other stakeholders to establish key counterparts and lines of communication to address potential challenges. Our integrated project team will manage coordination of the all project elements and the wide range of disciplines involved through weekly

task force and cross-discipline workshops, and through informal daily interactions. Managers for health and safety, MOT, environmental compliance, project schedule, and controls, report directly to our Project Manager. The process for major decision-making among the team includes consultation with and guidance from Zachry/Parsons Executive Management team.

(d) Summary of the Project Development Plan

Technical Solutions

Zachry/Parsons will incorporate the following approved alternative technical concepts (ATCs) into our final design and ultimately the construction of the SH 360 Project:

ATC 6 – Identifies permanent structures and retained fills within the 67-foot future rail corridor and satisfies the requirements of Technical Provision Section 14.1. This ATC validates our preliminary design concept with respect to the placement of bridge abutments, bridge bents, retaining walls, mainline and ramp toll gantries, sign structures, and drainage structures.

ATC 10 – Allows the use of moisture treatment to mitigate the swell potential of the expansive clays found to be present on-site in lieu of other subgrade treatment methods. The depth of moisture treatment of the subgrade soils for the different roadway classifications will be developed using the procedures outlined in Section 6 of the NorthTexas Tollway Authority's (NTTA's) Pavement Design Manual. This ATC eliminates the need for a more costly approach of over-excavation of the subgrade and replacement with imported low PI embankment material.

A key strategy of our approach to construction phasing, sequencing and traffic management involves the sequential closure of individual, minor cross streets for reconstruction, using alternate cross streets and frontage roads to maintain an acceptable level of service, to expedite the overall construction process while minimizing the risk to the traveling public. A detailed traffic impact analysis will be provided to confirm the level of service during each phase of the construction.

We will utilize detention basins to maximize the use of existing drainage infrastructure, minimize impacts to existing NB frontage road and Heritage Parkway, and eliminate the need for retaining wall and lengthy box culvert within the outer separation of the southbound lanes of SH 360 north of Holland Road.

Project Management Plan

Partnering and communication with the TxDOT SPD and the TxDOT Fort Worth District will be key to our success on the Project. We will incorporate such proven methods as co-location, task-force meetings, document management, maintenance plans, proactive quality acceptance/quality control and implementation, and an aggressive public involvement/community relations component. In conjunction with other proven design-build means and methods, these strategies

will promote transparency and ensure design control and the achievement of maintenance requirements and safe construction activities.

Organizational Structure and Key Personnel Roles – Zachry/Parsons will be the principal design-build contractor. Our team will be organized into two primary functions: Program Management and SH 360 Field Operations. Program Management will be responsible for developing operations, design, safety, quality, public involvement and comprehensive maintenance programs. Gary Doty (Project Manager) will be responsible for implementing the programs, overseeing their effectiveness and responding to operational needs. SH 360 Field Operations will be segregated into three primary fronts: SH 360 construction, frontage road construction and cross-street construction. SH 360 Field Operations will be fully supported by Superintendents, project engineering, foremen, quality and safety functions.

Interface with TxDOT – The Zachry/Parsons team will interface with TxDOT SPD, and the TxDOT Fort Worth District on multiple levels. The Zachry/Parsons team will establish a project field office within the SH 360 Project corridor. The field office will function as “home base”, with co-located team members from our partner, TxDOT, Zachry/Parsons equity members, management personnel from Zachry/Parsons subconsultants/subcontractors, Zachry/Parsons project management team, public involvement/public coordination team members, and Zachry/Parsons safety and quality team members. This approach will facilitate consistent interface and coordination with TxDOT. The Zachry/Parsons team will assign specific Superintendents to their respective TxDOT counterparts, and will leverage co-located field engineers in the interface with TxDOT.

Risk Management – Zachry/Parsons has developed a detailed, project specific risk matrix, to include specific risk categories, itemized risks, potential impacts to the Project, the probability of the risk's occurrence, mitigation strategies, and the responsible party. The Project team will routinely review and add to the risk matrix as the work progresses. Our goal is to anticipate events with mitigation measures that prevent the occurrence of the risk item. The preliminary Zachry/Parsons SH 360 Risk Management Matrix is illustrated in Exhibit D.2-10.

Construction and Traffic Management During Construction Period – Zachry/Parsons will develop integrated and comprehensive MOT plans, specific to the needs of the Project. Zachry/Parsons will coordinate with our partner, TxDOT, stakeholder groups and corridor residential areas and businesses in order to develop a comprehensive MOT effort, minimizing the impacts to the traveling public. Throughout the construction phases, Zachry/Parsons will refine the MOT plan, accounting for real-time field conditions and necessary MOT enhancements.

Schedule Management – Zachry/Parsons will develop a critical path method (CPM), resource loaded schedule for the Project. The schedule will be used to manage the Project timelines and resource needs, prioritize material deliveries, and determine the overall progress of the work. The Project CPM schedule will include design, environmental permitting/coordination, utility coordination/relocation, construction, maintenance during construction, tolling integration/coordination and comprehensive maintenance. Zachry/Parsons commits to complete the SH 360 Project in **XXXX days**.

Exhibit 3.1-2: Zachry/Parsons Summary Schedule

ACTIVITY	2015				2016				2017			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
BASE SCOPE												
NTP1												
NTP2												
Design												
Utility Coordination												
Right-of-Way												
Bridges												
Roadway												
Tolling												
OPTION 1												
Design												
Construction												
OPTION 2												
Design												
Construction												
OPTION 3												
Design												
Right-of-Way												
Utilities												
Construction												

Design Management – The Design Manager, Mark Frye, PE, will manage the design, and will have oversight of the respective design discipline leads and design subconsultants. The management of design will be fully integrated; facilitated by task-force meetings, over-the-shoulder reviews, and constructability reviews. The design activities will be organized and coordinated, ensuring contract compliance.

Safety and Health Plan – Randy Henson, CHSO, will be the Safety Manager for the SH 360 Project, and offers his experience in managing design-build safety programs with multiple subcontractors and subconsultants. Ultimately, Randy Henson will be responsible for the development, implementation and management of the Project Safety Plan.

Maintenance – During the construction period, DBi Services will support the Project with appropriate levels of personnel and resources. Gary Charlton, PE, will serve as the Maintenance Manager, and will have general oversight of the Maintenance during construction. Zachry/Parsons will subdivide Maintenance into two categories, planned and unplanned works. Planned works will occur on a scheduled basis in order to remain compliant with Performance Requirements. Unplanned works will be performed as required, based upon the multiple daily SH 360 Project corridor patrols by our maintenance team.

Comprehensive Maintenance – Gary Charlton, PE, will serve as the Maintenance Manager, and will have general oversight of the Comprehensive Maintenance of the SH 360 Project, should TxDOT elect to exercise one, or each of the respective five – year comprehensive maintenance terms. Zachry/Parsons Comprehensive Maintenance program efforts will be fully integrated and comprehensive; specifically addressing planned/unplanned works; responding to emergencies and working with emergency services; identifying and mitigating defect hazards and construction violation events during construction; identifying and mitigating defect hazard events and maintenance noncompliant events during the COMA term; thorough procedures for managing records and reporting; fully developed, implemented and maintained approach to quality control processes and procedures; and the communication of project information between DBi Services, and our partner, TxDOT.

Quality Management Plan

The Zachry/Parsons team is committed to an independent team to implement and manage the quality program. Lamb Star will be responsible for implementing the Quality Assurance Program and Parsons will provide construction quality control functions. Both firms are highly experienced with capable resources to support the Project. Zachry/Parsons has structured the quality organization to manage the process with reporting functions up to the Program Management level.

Construction Quality – The Project Construction Quality Management Plan (CQMP) will focus on design plan adherence and will prevent deficient and noncompliant work within the maintenance and construction phases of the Project. The CQMP will include detailed preventative processes based on planning and proactive communication to promote immediate action so deficiencies are avoided. In the event deficiencies or nonconformance reports are issued, the CQMP will contain formal documented processes for immediate corrective action, issue tracking and reporting, and process changes to prevent repeat deficient, noncompliant, or defective work.

Design Quality – The Design Quality Management Plan (DQMP) will define the design review, submittal, and revision processes and technical requirements for all outstanding design efforts remaining on the Project. When required, the Zachry/Parsons team will engage in a series of formal and informal design reviews to ensure compliance

with the contract. Zachry/Parsons will review any design changes that may be required for compliance, constructability, usability, reliability, maintainability, operability, and safety. Our team will control and track any design changes of the final designs provided by TxDOT in the event a change is warranted.

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

Zachry/Parsons commits to meeting the 23.7% HUB subcontracting goal for the portion of the Work consisting of Professional Services. Additionally, our team commits to meeting the 11% SBE subcontracting goal for the Work consisting of Construction Work. Zachry/Parsons will provide opportunities to, and will assist and

encourage qualified and certified HUBs and SBEs to participate to the level of their expertise, experience and qualifications. Our team has identified opportunities in specific work areas and scopes where HUB/SBE participation will complement the team. Zachry/Parsons will proactively reach-out to qualified firms through electronic and written communication means, will conduct formal subcontracting / subconsulting outreach events, will formally advertise opportunities through the Zachry/Parsons Project website, and will solicit opportunities through recognized industry HUB/SBE organizations, such as IEA Inc., ARS Engineers, ETTL Engineering and Consultants, and Criado and Associates. Zachry/Parsons will implement an on-the-job training program sponsored by the Texas AGC Chapter, and will utilize Zachry’s formal Mentor Protégé program.

Exhibit 3.1-3: Zachry/Parsons Quality Organizational Chart

