

September 1, 2022

Texas Department of Transportation
Mr. Mark Williams, P.E.
Executive Director
125 E. 11th St.
Austin, Texas 78701

RE: US 181 Harbor Bridge Replacement Project

Dear Mr. Williams:

Thank you for your letter of August 31, 2022. Please accept this letter in response.

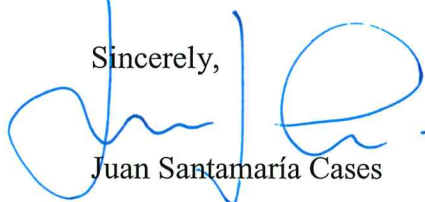
FDLLC reiterates our commitment to delivering this important project to TxDOT, state of Texas, Corpus Christi and the surrounding communities. FDLLC further acknowledges the hard work and efforts of TxDOT to solve the issues at hand. There is no doubt if we keep this positive momentum going we will deliver this spectacular project.

FDLLC ratifies the following good faith offer and commitments:

- (1) FDLLC will address, to TxDOT's satisfaction, the concerns raised in the IBT reports;
- (2) FDLLC confirms our commitment to absorb all reasonable future design and construction costs to address the concerns raised in the IBT reports;
- (3) FDLLC's commits to establish a culture change strategy to mutually improve the working relationship between TxDOT and FDLLC. In addition, FDLLC agrees that TxDOT and FDLLC shall notify both the Dispute Review Panel and the Dispute Review Board that pending matters and associated deadlines shall be paused while TxDOT and FDLLC engage in serious and sustained efforts to resolve all the open disputes between them; and
- (4) My direct outreach to you over the past days and in the future as the project progresses demonstrates our group's sincere good faith commitment to stand behind these efforts.

FDLLC is fully committed to working with the TxDOT team to immediately resolve the issues we have been discussing. I appreciate your willingness to work with us to overcome the challenges that separated FDLLC and TxDOT. I am confident that with mutual reasonableness and respect, we can, as you so correctly say, fulfill our mutual responsibility to safely and successfully complete this project that is so vital to the Corpus Christi Region and the State of Texas.

Sincerely,



Juan Santamaría Cases