

3.1 Executive Summary

J.D. Abrams, L.P. (“Abrams”) and Kiewit Infrastructure South Co. (“KISC”) have formed **Abrams-Kiewit Joint Venture (“Abrams-Kiewit”)** to be the Proposer and design-builder for the Loop 375 Border Highway West Extension Project (“Loop 375 ” or the “Project”). Abrams-Kiewit is a fully integrated joint venture committed to undertaking the development, design, construction and comprehensive maintenance of Loop 375 in a manner which provides the best value for the Texas Department of Transportation (“TxDOT”). Abrams-Kiewit in addition to being the design-builder serves as the Lead Contractors and will self-perform more than 75 percent of the construction on the Project. Abrams-Kiewit’s team joins KISC’s extensive design-build experience and national resources with Abrams’ design-build and extensive local El Paso experience.

Abrams-Kiewit has selected **Kellogg Brown & Root Services, Inc. (“KBR”)** to be the Lead Engineering Firm. The fully integrated design team led by KBR includes specialists tailored for the Loop 375 engineering challenges in geotechnical, hazardous materials, Class 1 railroads and viaducts. Abrams-Kiewit has also added design-build development specialists in right-of-way, utilities, and public involvement to support the Abrams-Kiewit team. These include: for right-of-way our team includes **Universal Field Services, Inc.** one of the largest ROW acquisition and relocation firms in the nation and Texas; for utility coordination the team includes CSJ Engineering for public involvement Abrams-Kiewit has chosen **CultureSpan Marketing** (CultureSpan), an El Paso-based marketing firm with more than 33 years of local and regional experience in developing public awareness and outreach, to manage all aspects of public information and communications for the duration of the Project.

Upon opening the facility, Abrams-Kiewit is responsible for the project’s right-of-way to right-of-way routine maintenance, capital maintenance, preventative maintenance and incident management for fifteen years. **Roy Jorgensen Associates, Inc. (“RJA”)** will subcontract with Abrams-Kiewit to provide the Comprehensive Maintenance as the Lead Maintenance Firm. RJA is a national maintenance firm currently handling several large maintenance projects in Texas for TxDOT and the Harris County Toll Road Authority. The primary comprehensive maintenance goal is to provide the highest level of service to the citizens and businesses of El Paso while maximizing the safety and availability of the highway.

Our team also includes Independent Firms for the Design Quality Assurance **URS**, Construction Quality Acceptance **Professional Service Industries, Inc.**, and Environmental Compliance **aci consulting**. These firms will report above the Project Manager directly to the Abrams-Kiewit Joint Venture Management Committee and TxDOT.

(a) Proposal Contents

Abrams-Kiewit proposal is organized following Exhibit E of the Instructions to Proposers (ITP) of the Request for Proposals (RFP) and is presented in the following volumes:

- Volume 1, Technical Proposal - Executive Summary
- Volume 2A, Technical Proposal – Forms –
- Volume 2B, Technical Proposal – Forms –
- Volume 3, Technical Proposal - Project Development Plan
- Volume 4, Technical Proposal Appendices
- Volume 5, Financial Proposal
- Volume 6, Price Proposal,
- Volume 7, Proposer Security



(b & c) TxDOT Approved Personnel Changes:

Abrams-Kiewit substituted
Bruce Nipp, PE for
Jamshid Jahangiri, PE.

(d) Proposed Management, Decision Making And Day-To-Day Operation Structure -

The Abrams-Kiewit team is formed with the goal of providing TxDOT with an experienced design-build team that has the ability to immediately apply best practices and lessons learned from previous highly successful design-build projects. Our team brings experienced personnel and proven processes and procedures from more than two decades of design-build projects, including the Spur 601 in El Paso and the DFW Connector in the Metroplex, (two complex, multi-phased projects) benefitting TxDOT with a team that can successfully deliver Loop 375.

Key Personnel

Rob Anderson will serve as Project Manager and currently serves as the Project Manager on the DFW Connector. In addition, Mr. Anderson has also worked on four similar design-build projects: the \$1.2 B I-25 Transportation Expansion in Denver, CO, the \$1.0 B Houston Metro Rail, the \$1.3 B I-15 reconstruction in Salt Lake City, Utah, and the \$802 MM San Joaquin Hills Corridor, Orange County, CA.

Abrams-Kiewit shall provide a full time on-the-job Safety Manager, **Gerardo "Jerry" Lopez, CHST**. Jerry is responsible for developing, implementing, monitoring, and maintaining the Project's Safety and Health Program. Jerry has worked as the Safety Manager on multiple TxDOT and U.S. Army Corps of Engineers projects in El Paso including TxDOT's design-build project, Spur 601.

Abrams-Kiewit Loop 375 Key Personnel come off of Spur 601 and the DFW Connector two highly successfully Texas design-build Projects.

Our Construction Manager, **Alfonso Fernandez** has proven success managing construction and subcontractor work in accordance with project schedules, budgets, and contractual requirements. Mr. Fernandez currently holds a role with significant responsibility, serving as Abrams' El Paso Area Manager. To demonstrate Abrams commitment to Loop 375, Mr. Fernandez will step aside from his present duties as Area Manager for Abrams and will

be dedicated to the project full time, serving as its on-site Construction Manager.

The design management team will be led by Design Manager **Jamshid "JJ" Jahangiri, P.E.** JJ is exceptionally qualified, having gained a wealth of experience on significant transportation projects that relate directly to the scope of the Loop 375. JJ has more than 31 years of design experience on major transportation facilities throughout Texas, including 16 years with TxDOT. His recent experience includes work as the design manager on Loop 49: SH 155 to US69 in Tyler, Texas.

Abrams-Kiewit Maintenance team will be led by **Charles Henningsgaard**. During the past 20 years he has focused his efforts on the development of programs and methods to improve the organization and delivery of Comprehensive Maintenance. This includes the adaptation of new technologies for operations and maintenance practices. His experience began in the early 90s with one of the first P3 projects in the United States.

Gabriel Acuña, an employee of CultureSpan and the designated public information coordinator for the Project, has more than a decade of experience in bilingual communications and campaigns.

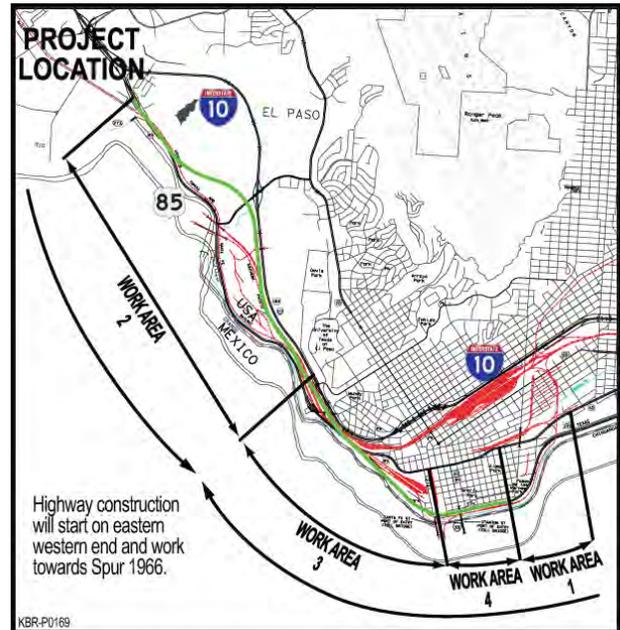
The Abrams-Kiewit Environmental Compliance Manager (ECM), **Stan Reece**, has more than 15 years of environmental compliance project management experience. He will provide consistent compliance oversight during preconstruction and construction activities. Most recently Mr. Reece served as the ECM for the State Highway 130 Segments 5 & 6 project in Travis, Caldwell and Guadalupe counties, Texas from 2007-2013.

The Project personnel identified throughout this Proposal will be 100 percent committed to the Project and are available immediately upon Notice to Proceed. Abrams-Kiewit, J.D. Abrams, L.P. and Kiewit Infrastructure South Co. commit to maintain their availability for an active involvement in the Project.

(e) A Summary Of The Project Development Plan

Project Description

The nine mile long Loop 375 begins at US 54 and extends to Racetrack Drive near Doniphan Road. Completion of this project will provide an alternative east-west route to IH 10 to accommodate the projected growth in east-west traffic and, at the same time completing the east-west travel corridor through the El Paso Metropolitan area. The project will create a tolled expressway from downtown El Paso west to a point just south of the IH 10 near the Paisano-Sunland Park intersection. The tolled portion of the expressway will be 7.1 miles long. Executive Center Boulevard and the future Schuster Avenue extension adjacent to the University of Texas at El Paso will receive multi-ramp interchanges connecting them to Loop 375. Additionally just east of downtown a new multi-ramp interchange will connect the Loop 375 with Paisano Drive and Delta Street, providing eastbound and westbound access to the city's center. The Loop 375 alignment impacts mainline tracks and inspection/spur tracks of the Union Pacific and BNSF Railroads. The impacts will require the following track relocations:



- Approximately one mile of Union Pacific Track 3
- Union Pacific International Inspection Track.
- Union Pacific Tracks 100, 102 and 103 at the International Yard near Park Street.

The Project also includes an Option to develop an anti-icing system that automatically treats the Loop 375 bridges and Loop 375 direct connector bridges. The anti-icing system is a fixed automated spray technology system (FAST) and road weather information system (RWIS) that will be site specific for each individual bridge.

A Summary Of Technical Solutions

Alternate Technical Concepts: Our design improves the sustainability, maintainability and constructability of Loop 375 while saving more than \$40 MM by:

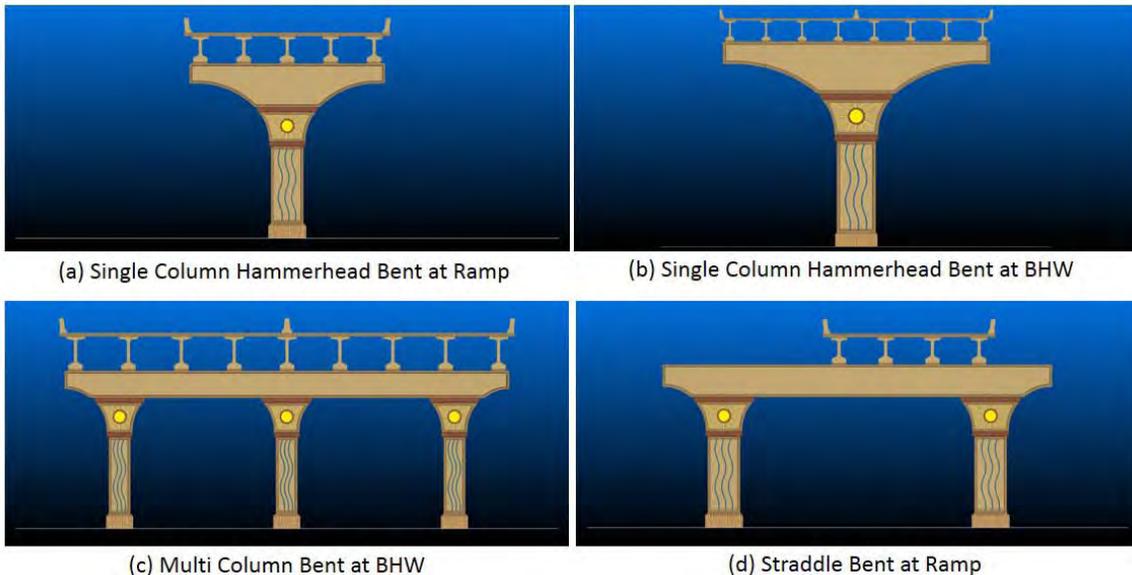
- Realigning Loop 375 to the northeast of the Burlington Northern Santa Fe railroad; thereby, allowing the Loop 375 profile to stay at grade and eliminating two railroad crossings. An added benefit of this change is the reduced complexity of the Loop 375 /US 85/NM 273 interchange and an improvement in the interchange's Level-of-Service.
- Adjusting the Loop 375 profile to go over the Wastewater Treatment Plant Access Road while going under Executive Center Blvd and under a reconstructed ASARCO Haul Bridge.
- Varying beam depths but no more than one beam size and not spaced greater than 400 feet apart.
- Combing the toll and ITS duct banks into a single trench on the same side of the roadway.
- Utilizing the existing three in. conduit from Santa Fe Street to US 54 for installing either the 144-pair fiber optic cable for ITS or the 72-pair fiber optic cable for Tolls.
- Using the existing duct bank and 72-strand fiber optic cable between US 54 and Socorro for the tolls system.
- Obtaining additional right-of-way to eliminate outside retaining walls.

Construction Sequencing: Abrams-Kiewit has broken the project into four work areas to sequence the construction of the project. As shown in the project location map on the previous page, the approximate limits of these work areas are as follows:

- Work Area #1 - Coles-Paisano Interchange
- Work Area #2 – Race Track to Northwest of Spur 1966
- Work Area #3 - Northwest of Spur 1966 to Downtown
- Work Area #4 - Downtown Loop 375 reconstruction

Abrams-Kiewit will start highway construction in Work Areas 1 and 2 plus the railroad relocations in Work Area 3 and 4 simultaneously. Highway construction in Work Area 3 will progress after the railroad relocation is complete. Highway construction will proceed in Work Area 4 after the railroad relocation is complete and Coles-Paisano Interchange is open.

Bridges: Loop 375 bridges employ prestressed concrete TX Girder and steel girder shapes with a concrete barrier down the middle of the structure and an F-shape barrier along the slab edge. The substructure uses a rectangular bent cap shape, referred to as “Typical TxDOT Bents” in the Context Sensitive Solutions Master Plan. The column shapes are rectangular and incorporate a pedestal and capitol, providing more area to apply the selected aesthetic theme. All concrete surfaces will be painted using earth tones. Examples of how this aesthetic will be implemented on the bridge are illustrated below.



Right-of-Way: A critical part of the success and quality of this project will be the early identification of critical right-of-way parcels and issues that affect the program. At the onset of the project, our staff will meet with TxDOT and other Project personnel to review and transfer all on-going right-of-way activities and schedules. With TxDOT’s advance purchase of the Cemex property our team will be able to quickly setup of the project office. As part of our project office, we will have a dedicated right-of-way office that will be open five and a half days throughout the week. The right-of-way office will allow property owners, lessees, licensees and other occupants to meet the ROW team at their convenience. Every person affected by the project will be provided with the assistance necessary to ensure they fully understand the project and how it affects them.

Utilities: The Abrams-Kiewit team has worked with all El Paso’s utility companies before on Spur 601 project. Abrams-Kiewit will meet with the individual utility owners to develop their utility agreements, relocation plans, construction activities, cost, schedule and quality control requirements.

Drainage: The proposed stormwater management system for this project consists of a combination of storm sewers, drainage ditches, detention ponding areas, and river outfall structures. Where the proposed alignment is adjacent to the Rio Grande River, the proposed storm sewer trunklines would connect to existing drainage structures that outfall to the Rio Grande River. To offset the project's potential runoff increases, existing runoff will be captured upstream of the proposed project and sent to new detention ponds.

Environmental: Abrams-Kiewit will develop an effective Comprehensive Environmental Protection Program (CEPP) to ensure consistent environmental oversight throughout the life of the project. Four of the main components of the CEPP are the Environmental Protection Training Program (EPTP), the Environmental Compliance and Mitigation Plan (ECMP), the Construction Monitoring Plan (CMP) and the Hazardous Materials Management Plan (HMMP). Information and protocols defined in each of these plans will provide direction for the Abrams-Kiewit team to maintain project compliance while utilizing effective training, mitigation, monitoring and hazardous materials handling and disposal. The Environmental Compliance Manager (ECM) will have the overall responsibility to maintain environmental compliance for the project during the performance of the Work. The ECM will coordinate all issues directly with TxDOT and the Abrams-Kiewit Project Manager. This also includes reporting any violation or non-compliance along with appropriate recommendations for corrective action, including stoppage of Work.

Roadway: Abrams-Kiewit will use continually reinforced concrete pavement (CRCP) for the construction of the Loop 375 main lanes and ramps, Loop 375-Coles Interchange direct connectors, and the Loop 375-Executive Center Drive Interchange. Abrams-Kiewit will use a flexible pavement on all the other roadways. **Exhibit 1 below** details our proposed new pavement sections for the Project:

Exhibit 1, Pavement Designs

Loop 375 Main Lanes and Ramps Loop 375-Coles Interchange Direct Connectors Loop 375-Executive Center Drive Interchange		Arterial Streets (High Speed and Low Speed)		Collectors	
Material	Thickness (Inches)	Material	Thickness (Inches)	Material	Thickness (Inches)
<u>CRCP</u>	<u>10</u>	<u>HMAC (Surface) PFC</u>	<u>2.5</u>	<u>HMAC (Surface) PFC</u>	<u>2.5</u>
HMAC (Base) Type B	3	Flexible Base	10	Flexible Base	8
Prepare Subgrade	6	Prepare Subgrade	12	Prepare Subgrade	10
Total	19	Total	24.5	Total	20.5

Comprehensive Maintenance Plan (COMA): To support the COMA component of the project, Kiewit-Abrams will be employing Roy Jorgensen Associates, Inc. Jorgensen is an industry leader in roadway infrastructure operation and maintenance. With more than 50 years of experience, Jorgensen has adapted key methodologies that allow the development of a program customized for the specific needs of each highway network. Jorgensen will work closely with the Kiewit-Abrams team to create an approach that combines the proven practices of current projects with innovative methodologies allowing for effective management of the financial and performance expectations of the project. The key strategy we will implement is "Proactive" COMA. Unplanned COMA events disrupt the daily fluidity of the project and increase project costs resulting from the additional resources needed to respond to the unexpected event. The proactive concept focuses on defining key objectives within each requirement of the project and developing technical solutions that will allow us to anticipate the needs and requirements of the network to limit unplanned events and ensure the performance of the network and network assets.

A Summary of the Project Management Plan

Safety: The entire Abrams-Kiewit team including management, employees and subcontractors, will be responsible for each other's safety, as well as the safety of the public. Our team will be proactive regarding safety. All employees will be trained to never walk by an unsafe act or condition, as well as to monitor and assist each other in working safely. All employees will be actively engaged in safety and lead by example.. Our Safety Manager, *Jerry Lopez, CHST* will develop and implement a Project-Specific Safety Program, guidelines to verify Project compliance and will provide resources and training support. Managers, Superintendents and Foremen will lead by example and verify that the Safety Program is implemented.

Communication: Abrams-Kiewit will co-locate all key management, design construction and maintenance personnel alongside TxDOT and its representatives in the proposed Project Office located on the extra Cemex property to be acquired by TxDOT as an advance acquisition. These offices will also provide space for subcontractors, utility companies, and local governmental personnel, if they elect to occupy it. Co-location is a tremendous technique for facilitating the exchange of information. Its advantages include: (1) Integration of team members and coordination of resources (2) Decision making, coordination, communication, and cooperation among team members (3) Interface with the TxDOT and all project stakeholders (4) Coordination with utility owners.

The design, construction and maintenance of Loop 375 will impact the citizens and businesses of El Paso as they work and travel around the project. We will provide constant communication via social media, websites, media, etc., and signage, regarding traffic changes and project updates. The Abrams-Kiewit team specializes in a technique known as "Transcreation." This term describes the transformative processes used to take complex messages initially developed for English-speaking audiences and make them more culturally appropriate for Hispanic audiences. This unique approach to developing bilingual and bicultural messaging goes far beyond mere translation and involves everything from imagery and language to cultural considerations and emotional receptiveness.



Schedule and Cost Control Management: The Abrams-Kiewit team will prepare and maintain a detailed CPM schedule, utilizing Primavera P6, encompassing all tasks required (including TxDOT's reviews) to complete right-of-way acquisition, utility accommodations, design and construction of the Project based on a proposed sequence of work for each of the five work areas. The schedule will identify the Project's critical path including critical milestones and relationship of work activities. The project schedule engineer will coordinate with the design and construction leaders on early release design packages, shop drawings, material purchases and track activities. Managers, design discipline managers and construction superintendents will utilize the Project schedule to develop 90 day, three week and daily schedules to plan and execute their work. Each discipline design and construction manager will provide progress status, completion percentages and projected completion dates for their discipline tasks for incorporation into the progress schedule. The schedule will be updated monthly and submitted to TxDOT for approval. Abrams-Kiewit will utilize the approved updated schedule to meet the Project's milestones and completion date.

A Summary of the Quality Management Plan

The Abrams-Kiewit quality organization was designed to achieve the highest degree of quality possible by establishing clear lines of responsibility and maintaining functional independence of all quality acceptance personnel. All quality key personnel will be co-located in El Paso. Transparent and continuous communication throughout the quality team, discipline leads and TxDOT begins early in the process to define roles and expectations. Our QMP is founded upon Abrams' and KISC's corporate emphasis on quality, which focuses on four key principles:

KBR maintains an ISO-9001 certified Quality Management System, which will be the basis for the Loop 375 DQMP.

- Know and meet the requirements
- Exceed TxDOT's expectations
- Strive to perform work "right the first time"
- Continuous improvement

The team has developed a QMP that fully documents our quality management process and approach. The plan includes quality management activities for design, construction, and maintenance. The activities document and verify the Project adheres to requirements and enables TxDOT to monitor, audit and measure performance at a moment's notice. The quality system procedures contain the components necessary to achieve compliance with ISO standards including:

- Document Control
- Internal Auditing
- Control of Records
- Corrective Action
- Control of Nonconformance
- Preventative Action

These procedures are applicable to all of the work and describe how to fulfill the QMP requirements to achieve quality and assign responsibility for the process.

Functional Independence: The Abrams-Kiewit team maintains that project quality is achieved and maintained by those who have been assigned responsibility for performing work, and that quality achievement is verified by persons or organizations not directly responsible for performing the work. Under the QMP, the quality managers are functionally independent from production and have direct interface with design, construction and maintenance activities. Since the design quality manager (DQM) and the construction quality acceptance manager (CQAM) are required to sign and seal each draw request certifying design and construction conforms to the requirements of the construction documents, they are the ultimate decision makers as to conformance or nonconformance in conjunction with TxDOT for design and construction.

All quality managers have the authority to affect changes in production procedures in the event of any failure to comply with the requirements of the Technical Provisions or the processes described in the QMP. The quality managers also have the obligation to issue nonconformance reports and to stop work for quality related issues, if warranted.

Design: Every design team member is responsible for their work, and the Profession Services Quality Control Manager will have access to every aspect of the design process. The Abrams-Kiewit design QC/QA program details our internal processes for design reviews/quality control including the independent quality assurance program. The program details reporting procedures, responsibilities, documentation and correcting design deficiencies. These processes will verify the final design is comprehensive, meets contract requirements and is ready for TxDOT concurrence and Release for Construction.

Construction: Our motto "Know-It, Build-It, Check-It" is applicable to our workforce as they are ultimately responsible for quality performance. Detailed work plans are reviewed at the start of every shift and specify quality requirements, tolerance checks and hold points for the day's planned operations. Workforce quality is reinforced through various meetings, outlined below.

Play-of-the-Day meetings - communication testing and inspection needs are coordinated daily in the Play-of-the-Day meeting. Production leads discuss the next day's activities with regards to operations, resource



schedules, special inspection needs, proctor and sulfate testing needs, and when deficient items will be repaired per approved dispositions so corrective measures may be verified.

Pre-activity meetings - TxDOT representatives, project management, quality staff and construction personnel meet to review TxDOT specifications for major operations before they begin. The meetings provide an opportunity to resolve issues and address TxDOT concerns before progressing to the next stage.

Progress meetings - progress meetings will be held with TxDOT to review outstanding action items, discuss significant issues, identify any new construction issues and provide project updates.

Maintenance: The goal is to ensure the COMA program is consistently producing quality work, and that continuous improvements are made to the COMA program to ensure the highest level of services of the network is achieved. To accomplish this we will utilize a quality management system (QMS). A QMS is a systematic process that has defined stages of verification, monitoring, and project systems reviews to; confirm compliance with the contract, identify areas of program success, and identify areas where program improvements can be made to maximize the quality of the COMA program. In addition to the common quality functions of QC and QA, our QMS has a value added function, that enhance verification and expedite mitigations where needed.

(f) Approach To Satisfying The DBE Requirements

Abrams-Kiewit is committed to providing both design and construction opportunities for Disadvantaged Business Enterprises and Historically Underutilized Business on the Project. All of the members of our team take great pride in the relationships that have formed over the years with these firms and as a result, we all have strong individual histories of meeting or exceeding past participation goals. For this project, we will exceed TxDOT’s DBE participation requirements and comply fully with the requirements that TxDOT set forth in the Request for Detailed Proposals. Our team already includes the following Texas-based, certified minority firms:

Firm (DBE and HUB)	Items of Work
aci consulting	Environmental Compliance
CultureSpan Marketing	Public Involvement
Frank X. Spencer & Associates, Inc.	SUE/Survey
Hicks & Company Environmental/Archeological	Environmental Design
Omega Engineers, Inc.	Drainage Design
RODS Surveying, Inc.	Survey
Structural Engineering Associates, Inc.	Bridge Design

Abrams-Kiewit will continue to include additional firms to exceed the project requirements. Abrams-Kiewit has also requested price quotes for the Project from DBEs that our companies have done business with in the past. Additionally, we have contacted El Paso District and statewide DBEs listed in TxDOT’s Texas Unified Certification Program to solicit interest in receiving pricing for the Project. During the design, construction and maintenance of the Project we will continue to include additional firms to exceed the project requirements, and we will use a “Two Step” Subcontracting and Purchasing Plan to proactively promote subcontractor and supplier participation for this Project.

The **First Step:** Advertisements are placed in various local and community-based papers along with direct-mail letters inviting subcontractors (including DBE firms) to bid on elements of the project. Our team members frequently attend local DBE events.

The **Second Step:** Abrams will follow up the first step using telephone inquiries and by providing bidding documents. We will also help DBE/HUB firms determine quantities and develop a scope of work during the bidding process. Subcontractors and material suppliers will be selected based on a review by our team’s

management staff. The selection process will specifically address the firms' qualifications, their knowledge of the project, their commitment to working with other contractors and other DBE firms, their quoted price, their staff and available resources to perform the work, and the current status of their DBE certification.

In order to effectively manage Abrams-Kiewit Disadvantaged Business Enterprise Program, a number of methods will be implemented, including:

- Designation of a project DBE coordinator
- Developing and maintaining bidders lists of DBEs from all possible sources, including the Texas Unified Certification Program directory, Local, State and National Minority Trade Associations, etc.
- Structuring procurement packages so that DBEs are allowed to participate to the maximum extent possible.
- Verifying inclusion of DBEs in all solicitations for products or services that they are capable of providing.
- Reviewing solicitations to remove statements, clauses, etc., which tend to restrict or prohibit DBE participation. Attending (or arranging for attendance) of a company representative at Business Opportunity Workshops, Minority Business Enterprise Seminars, Trade Fairs, etc.
- Conducting educational workshops for subcontractors who are interested in additional training.

(g) Approach To Satisfying The On-The-Job Training Requirements

Abrams-Kiewit will implement an on-the-job training program. The objective of this program is to provide opportunities for the development of women, African-Americans, Hispanics and others, in the skilled construction trades. The program will use TxDOT's On-The-Job Training Manual and Special Provision 000-1676 of the 2004 Specifications as a guideline. Some important components of the program are listed below:

- Program to meet the requirements of the Federal-Aid Highway Act of 1968 and 23 CFR (Code of Federal Regulations) Part 230, Subpart A
- Abrams-Kiewit will train at a minimum, the number of trainees required by TxDOT's annual estimate of trainees based on the actual contract value (not including design work). Based on this total amount, an annual amount will be estimated for each year work is performed on the contract
- Abrams-Kiewit will advise employees and applicants for employment of available programs and the requirements for each program
- Abrams-Kiewit will compensate the trainee at least 60 percent of the appropriate minimum journeyman's rate specified in the contract for the first half of the training period, 75 percent for the third quarter of the training period and 90 percent for the last quarter of the training period

Project Management Plan

Our Project Development Plan is the Loop 375 roadmap to success. The strengths of our team are designed to:

- Partner with the TxDOT, third parties and the general public
- Provide the experienced personnel, equipment and facilities to safely design, construct and maintain the **Project**
- Control, coordinate, and manage subcontractors, subconsultants, suppliers and other resources
- Control and manage the costs and schedules of the **Project**
- Implement a quality control and environmental control program that report independently from the field operations
- Work with TxDOT to keep the public informed

Our proposal includes the following icons to identify key parts of our Project Development Plan.

Icon Legend	
	Key Management staff
	Personnel with Previous design-build Experience
	Incorporation of a pre-approved alternative technical concept
	Value added component or innovation
	This individual having no responsibility in the production of work can stop work to allow time to make a corrective actions