Response Page #	General Qualifications and Experience
Appendix A-1, Item 1	Detail the name, e-mail address, mailing address, telephone number, and facsimile number, if applicable, of the person the State should contact regarding the response.
Appendix A-1, Item 2	Describe the Respondent's form of business (*i.e.*, individual, sole proprietor, corporation, non-profit corporation, partnership, limited liability company) and business location (physical location or domicile).
Appendix A-1, Item 3	Briefly describe how long the Respondent has been providing the goods or services required by this RFP.
Appendix A-1, Item 4	Describe the Respondent's number of employees, client base, and location of offices.
Appendix A-1, Item 5	Provide a statement of whether there have been any mergers, acquisitions, or change of control of the Respondent within the last ten (10) years. If so, include an explanation providing relevant details.
Appendix A-1, Item 6	Provide a statement of whether the Respondent or, to the Respondent's knowledge, any of the Respondent's employees, agents, independent contractors, or subcontractors, involved in the delivery of goods or performance of services on a contract pursuant to this RFP, have been convicted of, pled guilty to, or pled *nolo contendere* to any felony. If so, include an explanation providing relevant details.
Appendix A-1, Item 7	Provide a statement of whether, in the last ten (10) years, the Respondent has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If so, include an explanation providing relevant details.
Appendix A-1, Item 8	Provide a statement of whether there is any material, pending litigation against the Respondent that the Respondent should reasonably believe could adversely affect its ability to meet contract requirements pursuant to this RFP or is likely to have a material adverse effect on the Respondent's financial condition. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it would impair the Respondent's performance in a contract pursuant to this RFP. **NOTE**: All persons, agencies, firms, or other entities that provide legal opinions regarding the Respondent must be properly licensed to render such opinions. The State may require the Respondent to submit proof of license for each person or entity that renders such opinions.
Appendix A-1, Item 9	Provide a statement of whether there are any pending or in progress Securities Exchange Commission investigations involving the Respondent. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it shall impair the Respondent's performance in a contract pursuant to this RFP. **NOTE**: All persons, agencies, firms, or other entities that provide legal opinions regarding the Respondent must be properly licensed to render such opinions. The State may require the Respondent to submit proof of license for each person or entity that renders such opinions.
Appendix A-1, Item 10	Provide a statement of whether the Respondent intends to use subcontractors to meet the Respondent's requirements of any contract awarded pursuant to this RFP, and if so, detail: (a)the names of the subcontractors along with the contact person, mailing address, telephone number, and e-mail address for each; (b)a description of the scope and portions of the goods each subcontractor involved in the delivery of goods or performance of the services each subcontractor shall perform; and (c) a statement specifying that each proposed subcontractor has expressly assented to being proposed as a subcontractor in the Respondent's response to this RFP.
Appendix A-1, Item 11	Provide a statement and any relevant details addressing whether the Respondent is any of the following: 1. is presently debarred, suspended, proposed for debarment, or voluntarily excluded from covered transactions by any federal or state department or agency; 2. has within the past three (3) years, been convicted of, or had a civil judgment rendered against the contracting party from commission of fraud, or a criminal offence in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or grant under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; 3. is presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses detailed above; and 4. has within a three (3) year period preceding the contract had one or more public transactions (federal, state, or local) terminated for cause or default.

RFP # 40100-PBMC0001 REGION 3 NORTH STATEMENT OF CERTIFICATIONS AND ASSURANCES

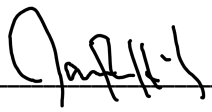
The Respondent must sign and complete the Statement of Certifications and Assurances below as required, and it must be included in the Technical Response (as required by RFP Attachment 6.2., Technical Response & Evaluation Guide, Section A, Item A.1.).

The Respondent does, hereby, expressly affirm, declare, confirm, certify, and assure ALL of the following:

1. The Respondent shall comply with all of the provisions and requirements of the RFP.
2. The Respondent shall provide all services as defined in the RFP Attachment 6.5., *Pro Forma* Contract and Scope of Services for the total Contract Term.
3. The Respondent, except as otherwise provided in this RFP, accepts and agrees to all terms and conditions set out in the RFP Attachment 6.5., *Pro Forma* Contract and Scope of Services.
4. The Respondent acknowledges and agrees that a contract resulting from the RFP shall incorporate, by reference, all proposal responses as a part of the Contract.
5. The Respondent shall comply with:
   (a) the laws of the State of Tennessee;
   (b) Title VI of the federal Civil Rights Act of 1964;
   (c) the Equal Employment Opportunity Act and the regulations issued there under by the federal government; and, (d) the Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government.
6. To the knowledge of the undersigned, the information detailed within the response submitted to this RFP is accurate.
7. The response submitted to this RFP was independently prepared, without collusion, under penalty of perjury.
8. No amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the Respondent in connection with this RFP or any resulting contract.
9. Both the Technical Response and the Cost Proposal submitted in response to this RFP shall remain valid for at least 120 days subsequent to the date of the Cost Proposal opening and thereafter in accordance with any contract pursuant to the RFP.
10. The Respondent affirms the following statement, as required by the Iran Divestment Act Tenn. Code Ann. § 12-12111: "By submission of this bid, each Respondent and each person signing on behalf of any Respondent certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each Respondent is not on the list created pursuant to §12-12-106." For reference purposes, the list is currently available online at: https://www.tn.gov/generalservices/procurement/centralprocurement-office--cpo-/library-/public-information-library.html.

By signing this Statement of Certifications and Assurances, below, the signatory also certifies legal authority to bind the proposing entity to the provisions of this RFP and any contract awarded pursuant to it. If the signatory is not the Respondent (if an individual) or the Respondent's company *President* or *Chief Executive Officer*, this document must attach evidence showing the individual's authority to bind the Respondent.

DO NOT SIGN THIS DOCUMENT IF YOU ARE NOT LEGALLY AUTHORIZED TO BIND THE RESPONDENT

SIGNATURE: 

PRINTED NAME & TITLE: Javier Rolon – President & CEO

DATE: December 1. 2023

RESPONDENT LEGAL ENTITY NAME: American Infrastructure Maintenance Management. LLC

TECHNICAL RESPONSE & EVALUATION GUIDE

SECTION A: MANDATORY REQUIREMENTS. The Respondent must address all items detailed below and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below.

The Solicitation Coordinator shall review the response to determine if the Mandatory Requirement Items are addressed as required and mark each with pass or fail. For each item that is not addressed as required, the Proposal Evaluation Team must review the response and attach a written determination. In addition to the Mandatory Requirement Items, the Solicitation Coordinator shall review each response for compliance with all RFP requirements.

RESPONDENT LEGAL ENTITY NAME:		AMERICAN INFRASTRUCTURE MAINTENANCE MANAGEMENT, LLC	
Response Page# (Respondent completes)	**Item Ref.**	**Section A— Mandatory Requirement Items**	**Pass / Fail**
Yes	A.1.	The Response must be delivered to the State no later than the Response Deadline specified in the RFP Section 2, Schedule of Events.	
Yes	A.2.	The Technical Response must NOT contain cost or pricing information of any type.	
Yes	A.3.	The Technical Response must NOT contain any restrictions of the rights of the State or other qualification of the response.	
Yes	A.4.	A Respondent must NOT submit alternate responses (refer to RFP Section 3.3.).	
Yes	A.5.	A Respondent must NOT submit multiple responses in different forms (as a prime and a subcontractor) (refer to RFP Section 3.3.).	
Page-2	A.6.	Provide the Statement of Certifications and Assurances (RFP Attachment 6.1.) completed and signed by an individual empowered to bind the Respondent to the provisions of this RFP and any resulting contract. The document must be signed without exception or qualification.	
Appendix A-2	A.7.	Provide a statement, based upon reasonable inquiry, of whether the Respondent or any individual who shall cause to deliver goods or perform services under the contract has a possible conflict of interest (*e.g.*, employment by the State of Tennessee) and, if so, the nature of that conflict.	
Appendix A-3	A.8.	Provide a statement confirming that, if awarded a contract pursuant to this RFP, the Respondent shall deliver a Payment and Performance Bond to the State in accordance with the requirements of this RFP. The statement must be signed by an individual with legal authority to bind the Respondent to the provisions of this RFP and any contract awarded pursuant to it.	
Appendix A-4	A.19	Demonstrate a bonding capability up to $125 Million current and anticipated workloads. Provide a letter for an individual project along with from a surety or insurance company stating that the Respondent is capable of obtaining a Performance and Payment Bond covering the Project. *Letters indicating "unlimited" bonding capability are not acceptable.* The surety or insurance company providing such letter must be licensed as a surety and qualified to do business in the State of Tennessee. In addition, the surety must be listed in the current United States Department of the Treasury Circular 570 financial management service list of approved bonding companies, which is published annually in the Federal Register, and the surety must be listed or approved to write a bond in the amount indicated in the letter equal to or greater than $125 Million.	
State Use – Solicitation Coordinator Signature, Printed Name & Date:			

SECTION B: TECHNICAL QUALIFICATIONS, EXPERIENCE & APPROACH. The Respondent must address all items (below) and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below.

A Proposal Evaluation Team, made up of three or more State employees, shall independently evaluate and score the response to each item. Each evaluator shall use the following whole number, raw point scale for scoring each item:

0 = little value 1 = poor 2 = fair 3 = satisfactory 4 = good 5 = excellent

The Solicitation Coordinator shall multiply the Item Score by the associated Evaluation Factor (indicating the relative emphasis of the item in the overall evaluation). The resulting product shall be the item's Raw Weighted Score for purposes of calculating the section score as indicated.

RESPONDENT LEGAL ENTITY NAME:		**AMERICAN INFRASTRUCTURE MAINTENANCE MANAGEMENT, LLC**			
Response Page #	**Item Ref.**	**Section B— Technical Qualifications, Experience & Approach Items**	**Item Score**	**Evaluation Factor**	**Raw Weighted Score**
Page-1	B.1.	Provide a narrative that illustrates the Respondent's understanding of the State's requirements and project schedule.		5	
Page-7	B.2.	Provide a narrative that illustrates how the Respondent shall complete the scope of services, accomplish required objectives, and meet the State's project schedule.		10	
Page-13	B.3.	Provide a narrative that illustrates how the Respondent shall manage the project, ensure completion of the scope of services, and accomplish required objectives within the State's project schedule. Additionally, describe how monthly accomplished work for the period will be reported including units of measure.		15	
Page-17	B.4.	Firm Experience and Performance		10	
Page-19	B.5.	Management Team		10	
Page-24	B.6	Quality Management Plan		15	
Page-27	B.7.	Customer Service, Incident, and Emergency Response		5	
Page-32	B.8.	Work Need Analysis / Preventative and Routine		12.5	
Page-39	B.9.	Maintenance of Traffic (MOT), Safety and Lane Availability		5	
Page-42	B.10.	Added Value		2.5	
Page-43	B.11.	Structures		5	
Page-45	B.12.	Scenarios & Situations		5	
Response Page # (Respondent completes)	**Item Ref.**	**Section B— Technical Qualifications, Experience & Approach Items**	**Item Score**	**Evaluation Factor**	**Raw Weighted Score**
The Solicitation Coordinator shall use this sum and the formula below to section score. All calculations shall use and result in numbers rounded to two (2) places to the right of the decimal point.				**Total Raw Weighted Score:** *calculate the (sum of Raw Weighted Scores above)*	
Total Raw Weighted Score / **Maximum Possible Raw Weighted Score**				**X 70** *(maximum possible score)*	**= SCORE:**
State Use – Evaluator Identification:					
State Use – Solicitation Coordinator Signature, Printed Name & Date:					

B.1 Requirements and Project Schedule Understanding

American Infrastructure Maintenance Management, LLC (AIMM) is honored to respond to the Tennessee Department of Transportation's (TDOT) Request for Proposal for Performance Based Maintenance Services. We are excited about the opportunity to build a long-term partnership with the TDOT organization, and it is our intent to exceed your expectations in providing superior PBMC services to the region. **AIMM is the only TDOT prequalified, performance-based maintenance contract (PBMC) contractor with an existing, local presence in Middle Tennessee.** We understand TDOT as an agency and we have staff who worked directly for TDOT under the previous 2012 PBMC pilot. We have also proactively made efforts to engage and partner with the local contracting industry over the past 12 months and fully intend to utilize these key industry partners, such as Caudill Mowing, to ensure success of the overall PBMC program. AIMM is committed to delivering consistent and reliable services for the Region 3 PBMC and has outlined our proven capabilities in this proposal.

Figure 1 - AIMM Values

AIMM recognizes the TDOT agency is at an inflection point for growth and change. With the passing of the Transportation Modernization Act earlier in 2023, TDOT now has a significant increase of new funding, initiatives, and priorities. **AIMM's highest priority is to seamlessly mobilize and deliver the PBMC services so that TDOT can focus on higher agency priorities throughout Region 3,** including Empowering People, Influence Culture (EPIC), Integrated Program Delivery (IPD), Alternative Delivery, and Choice Lanes. AIMM is committed to building a long-term partnership with TDOT through the PBMC, is committed to the long-term implementation of the program statewide and is aligned with the goals of the agency.

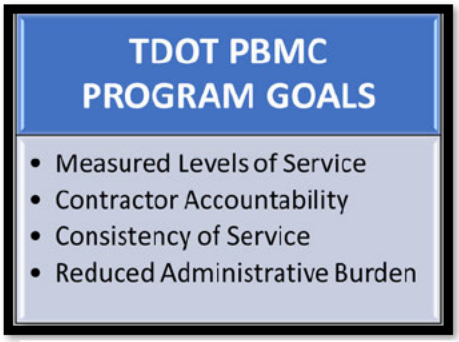


Figure 2 - TDOT PBMC Goals

TDOT is making a significant, historical shift in the way their roads and bridges are maintained with the new PBMC scope of services. Traditionally for Region 3 interstates, TDOT has used a combination of in-house work forces and push-button maintenance contracts with private contractors to deliver roadway maintenance. This new generation PBMC will shift the delivery and responsibility to one single contractor for the various interstates in the Region 3 North region as defined by the scope of services. **Although most of the physical maintenance work is the same, the work identification and planning, performance standards, level of service and reporting requirements are more elevated and demanding.** Maintenance services for the PBMC will be delivered in the following four (4) ways:

1. **Performance based** – The bulk of the services are performance based, meaning they are not prescriptive, or client directed, rather, they are driven by performance standards set by TDOT. TDOT will not direct this specific work rather, AIMM will determine the work needs, perform the work, and continually produce a quality product while keeping TDOT updated. PBMC delivery requires a higher level of skill and experience in the identification and execution of maintenance, knowing where to balance routine, preventative, and emergency services. AIMM has the experience and expertise to deliver on all PBMC requirements.

2. **Prescribed** – These types of activities are minimum requirements that must be performed to maintain assets to a minimum condition level. Prescriptive maintenance is required on these assets at regular intervals or cycles to ensure a minimum level of service. The prescribed activities and frequencies have been derived from historical experience and commonly accepted industrywide standards. Examples include mowing, litter removal, and sweeping.
3. **Unit Priced** – Unit priced items will be called out and paid for separately at TDOT's direction for various activities that require repair above and beyond the base scope of services. Unit priced items are fixed-priced work items that give TDOT the flexibility and discretion to utilize as needed. Tier 2 and 3 pavement repairs are examples of unit priced work that will be called out on a unit price basis. AIMM will work with TDOT on the work needs identification for these items.
4. **Phased** – Phased maintenance services will require an elevated work effort during the first 6 to 12 months to bring assets into an acceptable Maintenance Quality Assessment (MQA) condition. These services will require an increased and concentrated work effort above and beyond the base scope of services to bring these assets up to standard. Assets include unpaved shoulder drop-off, miscellaneous drainage structures, paved ditches, ground signs and inlets. AIMM has developed a separate work plan to provide these one-time services to be incorporated into our Work Needs Analysis (**see section B.8 for more details**).

B.1.a Project Schedule

AIMM has been meeting with TDOT staff for more than 12 months prior to advertisement to have a clear understanding of the overall project schedule for the PBMC services and the broader vision of the statewide PBMC program. Since the PBMC inception, AIMM has been committed to assisting with and facilitating program implementation. AIMM will continue in our response through the procurement period as we lean forward with our mobilization and year-one work efforts to ensure project success. Our overall understanding of the project schedule includes procurement, mobilization, base term, and renewal options.

Procurement

AIMM recognizes that TDOT is swiftly moving through the solicitation and procurement with the intent of awarding a contract in early 2024. Since the industry forum on September 14, 2023, TDOT has been working diligently to advertise and solicit these services. AIMM understands the updated RFP Schedule of Events and will comply with all milestones, dates, and cutoffs.

Mobilization

AIMM will have ninety (90) days to mobilize and begin work from the effective date of the contract. Based on the schedule of events, TDOT would like to have the contract executed by February 16, 2024 which puts the start date or NTP date at approximately May 16, 2024. We recognize mid-May is delaying the start of the standard spring mowing cycle and as such, **AIMM is prepared to mobilize and start by May 1, 2024 if requested by TDOT**. Our personnel have demonstrated experience mobilizing similar size operations in shorter time periods and are committed to the schedule. We understand the challenges created with a compressed timeframe and build contingency plans into our tactical approach and will inform TDOT of our progress throughout the mobilization.

Base Term

The contract term is 60 months. This is considered a long-term contract and AIMM has assembled a qualified and experienced management team to ensure the PBMC services are delivered for the duration of the contract

with the longer-term view of renewing the contract in 2029. **AIMM recognizes this is a 24 hours per day, seven days per week operation that requires detailed planning, scheduling, and execution of services around the clock.** Every aspect of our operation will consider the long-term nature of the work including our fleet and equipment assets, strategic real estate locations, and subcontract agreements. We recognize the transportation system needs maintenance and we fully accept the responsibility for continued asset repairs for the long-term duration. **AIMM is committed to the term of the contract and beyond, as we continue to expand our PBMC experience in the region.** The contract has two additional two (2) year renewal options for 24 months each. This makes the contract renewable up to nine (9) years. AIMM fully intends to be TDOT's service provider for the maximum duration of this contract including all renewal periods.

B.2 Scope completion, accomplish required objectives, and meet project schedule

The scope of services is all-encompassing requiring a continuous 24 hours per day, 7 days per week approach. From daily incident response to scheduling large scale repairs, the breadth and depth of the scope requires a clear understanding of the various workstreams, asset types and associated work needs, maintenance quality assessment (MQA) targets, reporting requirements and ability to manage a large work force and subcontractor base. The following gives an overview of how AIMM will implement the scope of services including our mobilization efforts, work plan development, approach to field management, maintenance crew development, subcontractor utilization and back-office corporate support.

B.2. a Mobilization

A project of this magnitude requires successful mobilization leading up to day one of the contract to ensure the proper level of response is available and ready. Our team has mobilized over 30 major asset maintenance projects in various states and regions and understands the critical aspects of ramping up and transitioning these services. AIMM is sensitive to the fact that missing critical path milestones during the mobilization can have a significant impact on the start of the operation. Please see **Appendix A-5** to view a draft of the Region 3 North mobilization schedule.

TDOT COMMUNICATION MATRIX	
District 37 Maintenance	Jay Wheeler, Louis Pisarra, Richard Dole, David Darnell
District 38 Maintenance	Dereck Prior, James Hopper
District 39 Maintenance	Dwayne Umbles, Dustin Lee, Dee Appleton, Brad Staggs
Region 3 Traffic Ops & HELP	Adam Perez, James, Wiggins, Garry Western
Region 3 Operations	Nathan Vatter
Statewide Maintenance Contracts	Tim Colvett

Figure 3 - TDOT Staff which AIMM will engage during mobilization

Communication with TDOT

Once the contract is signed, AIMM will begin regular communication with TDOT staff. As TDOT phases out internal services, communication will become more critical for the success and implementation of the PBMC. **AIMM's project manager (see section B.5 for more details) will be the main point of contact with TDOT staff and will provide real-time, transparent updates to TDOT on a reoccurring basis.** In addition to phone calls, text messages and emails, AIMM will schedule weekly in-person and/or virtual progress meetings to share mobilization efforts giving clear, real-time informational and progress updates to TDOT, as needed. As our field offices come online, we will share updated addresses, phone numbers and contact information.

Dedicated Mobilization Manager

Rodney Hollis will serve as our mobilization manager providing the link between the field operations and corporate staff, ensuring the team is achieving necessary milestones. Mr. Hollis successfully mobilized the PBMC

pilot project in 2012. All key mobilization decisions will filter through Mr. Hollis. Rodney is a local resident of Middle Tennessee and will be involved in every aspect of ramping up the operation.

Project Launch

AIMM has successfully launched over 20 projects in the 2023 calendar year. One key factor to our success is our internal "Project Launch" process. The Project Launch is a formal documented process of key action items that creates delegation, responsibility and accountability to key AIMM individuals involved in support of the project. We will continue to use this tried and proven method as an internal organizational and communication tool.

PROJECT LAUNCH CHECKLIST - Mini Mobilization scenario (existing resources)

Project:	6789-00-001
District/County:	Sample County
Start Date:	15-Dec
Project Days:	78 working days

ID Step	Activity	Owner	Status	Comments
1	Develop Project Operating Budget	BD	In Process	
2	Submit project budget to Finance	BD	Not Started	
3	Generate bid assumptions and handoffs	BD	Completed	
4	Develop preliminary project schedule for Ops	BD	Delayed	6 bridge locations in any order
5	Generate list of Sub-contractors	BD	In Process	working on sub agreements
6	Generate list of Vendors and Materials	BD	In Process	bearing pad materials; material certs for paint
7	Copy project files to Operations and Finance folders in SP	BD	In Process	
8	Collect required project documentation:	CA	In Process	confirm documentation status
	1) Bonding		Completed	
	2) Power of Attorney		Completed	
	3) Form 1295		In Process	
	4) Ownership Certificate		In Process	
	5) Certificate of Insurance		Completed	
9	Submit documentation and signed contract to client	CA	In Process	confirm documentation status
10	Apply project budget into QB reporting	FIN	Not Started	

Figure 4 - AIMM's Project Launch Checklist (partial view)

Coupled with the Project Launch will be the development of a simple mobilization schedule that tracks all key activities, dates, and durations (**see Appendix A-5 for draft schedule**). The mobilization schedule will be updated daily and weekly to monitor the progress of critical path items and identify potential risks that require intervention. Below is a sample of the AIMM project launch checklist used to prepare and mobilize for each new project. See **Appendix A-6** for the AIMM internal Project Launch process.

Mobilization Critical Path Items

From our experience, the three critical path items that will affect the day one readiness of our team – Staffing, Real Estate, and Fleet/Vehicles/Equipment. **The mobilization table** to the right depicts AIMM's critical milestones and targets for the first 30, 60 and 90 days of the mobilization, leading up to day one of the PBMC. The following details each component within the critical path timeline:

90-Day Milestone 2/1/2024	60-Day Milestone 3/1/2024	30-Day Milestone 4/1/2024
Real Estate 1 of 3 offices	**Real Estate** 2 of 3 offices	**Real Estate** 3 of 3 offices
Staffing Lead Management: - PM and PA	**Staffing** Middle Management: - Area Managers & Crew Leaders	**Staffing** Technicians: - 25-35 Technicians
Fleet PO's issued for Trucks and TMA's	**Fleet** Short Term rentals secured for trucks and TMA's	**Fleet** Finalize upfitting Arrow boards, power/hand tools, traffic control
Other - Subcontracts issued - Work needs assessment and final review	**Other** - Subcontracts finalized - Traffic control/safety training for staff and crew - 2 Month Work Plan development	**Other** - 6 to 12 month work plan development - Finalize TDOT deliverables - Go-Live final planning

1. **Staffing** – AIMM recognizes the Middle Tennessee labor market is extremely challenging due to the cost-of-living increases over recent years and large amount of construction. Even with our experience staffing up large-scale PBMC projects in other regions, **AIMM anticipates staffing to be the most critical mobilization activity that will continue into the operational phase.** To be ready for day one of the PBMC, AIMM is setting a target of 20-25 AIMM employees, minimum, to be ready for incident response, customer service complaints and third-party damages. Staff will continue

to be added into the operation to meet our total projected manpower needs. At a steady-state level, AIMM is targeting approximately 40 to 50 employees to service the PBMC.

AIMM's corporate recruiter, **Dessire Castillo**, will take the lead in recruiting, hiring and onboarding new employees. AIMM will utilize all our available forms of recruitment that include our company website, LinkedIn, Facebook, ZipRecruiter, Monster Jobs, Craigslist and Indeed. The following is list of proven recruiting strategies to be used by AIMM:

- **Existing Relationships (5-10% of staff).** One of our greatest value propositions is our Middle Tennessee residence and prior working relationships, where we have many options available for local staff to begin immediately, once the contract is signed. Some of these candidates have former experience with TDOT and will be able to seamlessly begin working through the mobilization period.
- **Rural Approach (40-50% of staff).** With many of our current staff members living in Middle Tennessee we understand that hiring is extremely difficult and historically challenging. We are aware of the challenges TDOT has had hiring maintenance technicians. We will take a rural approach by focusing our recruiting efforts in the outer-lying, rural communities including, but not limited to: **Ashland City, Springfield, White House, Gallatin, Dickson, Clarksville and Lebanon.**
- **Supplemental Crews (10-20% of staff).** AIMM has partnered with several local contractors to have them provide AIMM additional supplemental crews to service the needs of this contract and ensure reliable continuity of maintenance activities. **These partnerships were born out of strong historical working relationships and present a win-win approach to staffing the project and working with existing subcontractors.** Caudill Mowing will provide a general cleanup crew, Roy T Goodwin will provide a heavy maintenance crew.
- **Job Fairs (10-15% of staff).** Job fairs are an effective tool that AIMM has successfully used in the past for job recruitment. AIMM will host multiple job fairs leading up to the start and into the operation to bring potential candidates together for job opportunity awareness. These events will be published in newspapers, local bulletin boards, social media and other forums to raise and promote awareness.
- **Grassroots Recruiting (10-15% of staff).** Grassroots recruitment is essentially sharing job opportunities with potential candidates we meet in the community and by word of mouth with our friends, coworkers and their families. This has proven to be effective with many of our projects in Florida and Texas. AIMM current and new staff members will be encouraged to share opportunities with potential candidates and direct them to our AIMM career page. In addition, AIMM provides an employee referral bonus to existing employees when they refer candidates who are hired by AIMM.

2. **TDOT Maintenance Staff (as available).** AIMM is sensitive to the reality the PBMC creates a potential opportunity for existing TDOT staff that are working on the interstates. AIMM has previously spoken with TDOT staff members to better understand the maintenance requirements within Region 3 North. Through those conversations it has become apparent that some existing staff are open to working under the PBMC. **AIMM will not actively solicit or recruit current TDOT employees.** If a TDOT employee applies to an open position with AIMM, we will collaborate with TDOT to ensure a seamless transition.

3. **Real Estate** – AIMM understands the geography of this project requires multiple field offices to meet the scope of services and incident response time requirements. Real estate is critical to procure early in the mobilization to have a location to ship vehicles, store materials, and command base for staff. Additionally, **the availability and cost of real estate in Middle Tennessee presents a real challenge in mobilizing a project of this scale.** AIMM anticipates having three separate operating facilities as detailed in the map below with one central operating office in Williamson or Rutherford County (see **Figure-6**). We are currently working with local realtors and property managers to identify and secure potential facilities.

Figure 5 - AIMM's Field Office Locations

4. **Fleet, Vehicles and Equipment** – Procuring the necessary fleet complement for the PBMC presents another critical path aspect of the mobilization. Supply chain issues, limited inventory and unionized automobile manufacturer strikes have created purchase order and forecasting issues for suppliers across the country. Lead times on new chassis, which range from 4 to 12 months, are the longest lead item that will affect procuring new TMA trucks, dump trucks or pickup trucks. AIMM is targeting the following estimated fleet complement for the PBMC:
   - **15-18 Pickup Trucks** for Management staff and Field Crews
   - **10-12 TMA Trucks** for debris removal, traffic control, Incident/Emergency Response
   - **3-4 Skid-steers** for routine maintenance, Incident/Emergency Response
   - **Earth and Tree equipment –** mini-excavator, track hoe with mulching head, forestry mulcher
   - **Aerial access equipment –** bucket truck, man-lift

   As we move further into the PBMC, additional trucks and equipment will be added and rotated into the fleet. **AIMM will issue PO's for brand new builds of TMA trucks, pickup trucks and other equipment immediately after we sign the contract with TDOT.** This expedited approach ensures we have fleet procured for the operation as soon as possible. Upon contract execution we will have PO's ready to execute. Our preference for fleet is to purchase new, use existing fleet, rent, and purchase used fleet.

B.2.b Work Plan Development

AIMM has developed an initial work plan that incorporates our field review and condition assessment delineated into the four (4) work zones as seen in **Figure 7.** The work plan incorporates all asset elements as well customer service, incident response, third party damages, bridge maintenance and cyclical work activities. Phased maintenance services will require a higher level of work planning and coordination with dedicated work crews to meet the 6-to-12-month timelines. Work plans will be developed using roadways, counties and

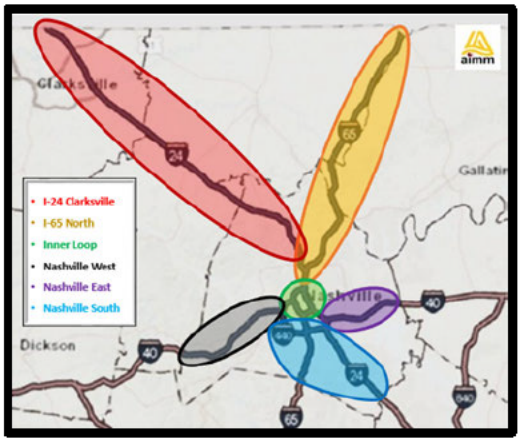


Figure 6 - AIMM's work zones

mile markers as defined in the scope (**see Appendix A-10**). These segments will be used to develop work zones for Area Managers and maintenance crews.

The PBMC work plan will continue to be refined and updated leading up to the final notice of award. Once the contract is executed. Our work planning process is our primary planning tool used to identify and properly time-phase our needs for staffing, fleet, equipment, materials, subcontractors, lane closure requests and overall maintenance programming. The work plan drives our delivery of maintenance, so we avoid a "check-the-box" mentality for this work requirement. The initial work plan will be translated into an annual work plan deliverable to meet the scope requirements. **Further detail of the annual work plan and our work needs assessment will be discussed in section B.8.**

B.2.c Field Management

AIMM recognizes a project of this size will require a heightened level of internal management, field crews and staffing to successfully deliver the services. **Section B.5 will provide a more thorough breakdown of our management team**. AIMM will have all required key staff including: Project Manager, Area Manager, Safety Officer and Incident Management Coordinator. Based on our experience, additional management staffing will be needed including multiple Area Managers, Project Engineer, QC Manager and Project Administrator. To successfully deliver the maintenance services for this project, AIMM will have multiple Area Managers covering the work zones identified in Figure 7. Each Area Manager work zone will include maintenance crews, incident response crews and subcontractor work forces.

B.2.d Local Subcontractors

AIMM understands the new generation PBMC model has created anxiety for many TDOT contractors. AIMM has engaged with the contracting community ahead of the procurement schedule to provide clarity and insight into how PBMC works. We recognize the PBMC standards are new for many of our partners and we have patiently reviewed and explained these new standards. AIMM has worked diligently to reinforce our commitment to the contracting community. During the pre-advertisement networking, AIMM solicited direct feedback on the performance of these contractors, considering their feedback as part of our vetting process.

AIMM is proud to share we have formed an exclusive partnership with Caudill Mowing to provide mowing and litter removal and supplemental services. Caudill Mowing has continuously provided these services for over 35+ years on interstates and state roads in Middle Tennessee and is widely respected by TDOT staff and the local contracting community for the quality of work performed. Like AIMM, owner Terry Caudill simply delivers on his promises. AIMM has drawn on its prior working relationships with Caudill Mowing to form an exclusive partnership that will guarantee success to TDOT for the term of the contract and beyond. AIMM is excited about this partnership and will continue to build and foster the relationship.

Figure 7 - AIMM Staff with Terry Caudill

AIMM has always used a blend of self-performance and local subcontractors to deliver maintenance services on large scale projects and anticipates utilizing subcontractors for the following Region 3 North assets. **All AIMM**

subcontractors listed below currently work directly for TDOT or provide maintenance or construction services within the Region 3 North footprint to other clients:

AIMM SUBCONTRACTORS	
Caudill Mowing	Rural mowing and litter on I-65 and I-24 outside Davidson County
Salazar Mowing	Urban mowing and litter in Davidson County
Blevins Enterprise	Sweeping, drain cleaning, shoulder repairs, heavy maintenance
R&D Construction	Guardrail, end treatments, concrete barrier wall repair
SiteSafe	Impact attenuators, signs
Roy T Goodwin	Supplemental crews, concrete pavement repair
Pavement Restorations, Inc. (PRI)	Tier 1-3 Asphalt Repairs
RAWSO	Earthwork repairs, emergency repairs, excavation
Superior Traffic Control	Lane Closures, Traffic Control, Equipment Rentals
Vulcan Materials Company	Signs, concrete pavement repairs, heavy maintenance
Bell & Associates	Emergency bridge repairs
Outdoor Solutions	Herbicide application and tree trimming
Mid-State Construction	Bridge repairs and maintenance
Rogers Group	Tier 1-3 Pavement Repairs
Jones Brothers	Tier 1-3 Pavement Repairs

Figure 8 - AIMM's Subcontract Partners

Subcontractors will be managed across the project by our Contract Manager with Area Managers overseeing scheduling, work accomplishment and performance. The QC Manager will independently provide quality control checks on all subcontractor work. **AIMM has included the required Assent Letters from all subcontractors proposed to meet the General Qualifications and Experience requirements in Appendix A-7. We have not listed any subcontractor without their permission or approval.**

B.2.e Corporate Support

AIMM is corporately based in Houston, TX and has an executive management team located in Houston and Nashville. The AIMM executive team will provide an "all-hands-on-deck" approach to supporting the mobilization and start of the PBMC. The AIMM PBMC team will be given autonomy with an expected lower amount of corporate support needed over time. Corporate support for the project will be provided in the form of operations, safety, human resources, recruiting, fleet, finance, accounting, procurement, and other support.

AIMM is dedicated to the success of the Region 3 North PBMC project and overall PBMC program statewide. **Our organizational structure is relatively flat, which allows us to be nimble in adjusting to change and addressing issues as they arise.** Our executive team has implemented a simple delegation of authority (DOA) for project level management related to hiring and purchase thresholds that creates the empowerment at the project level needed to keep the operation moving. Simply put, if a critical or time-sensitive decision needs to be made, project staff members will not have to navigate multiple layers of middle management to make a decision. Instead, at AIMM the appropriate corporate executive can be easily called upon to provide the

necessary support to keep the operation moving forward. **AIMM's executive team and corporate organizational structure will be discussed in more detail in section B.5.**

B.3 Project Management, Scope Completion, Schedule, Reporting

The Region 3 North PBMC requires a comprehensive understanding of TDOT's goals and project objectives in combination with the technical skills, leadership, and adaptability to address the unique and demanding challenges of the Region 3 North interstate system. The following is AIMM's approach to managing the project, ensuring completion of the scope of services, accomplishing objective timely and our work reporting.

B.3.a Project Management

AIMM will manage the project using the following five (5) core principles to ensure project success. By following this tried and proven approach, AIMM is setting up our PBMC team for success. All scope requirements will be met if these principles are followed and adopted.

1) Clearly Defined PBMC Objectives

The AIMM executive management team will set the tone for the overall PBMC by defining and communicating clear objectives and goals to our PBMC management team. Clearly defining expectations and priorities early in the project will ensure the correct focus and work activities. As the project begins, the PBMC team including the project manager, project administrator, incident coordinator manager and area managers will communicate the project performance objectives to their respective direct reports and maintenance crews. A project performance scorecard will be developed to track, measure, and report compliance to project requirements. Project objectives will continue to be reinforced through the mobilization and into the operations.

2) Detailed PBMC Annual Work Plan

AIMM executive management team will work directly with the PBMC management team to develop a comprehensive work plan that outlines the scope, tasks, timelines, resource allocation and other contingencies needed to successfully deliver services. The work plan forms the foundation of our overall PBMC execution providing a roadmap for success. Our year one work plan can be found in **Appendix A-8**. Our work planning incorporates 25+ years of industry experience and firsthand working knowledge of Region 3 North roadways. Reference **Appendix A-9** to view our anticipated routine bridge maintenance plan for year one of the contract required to bring bridges into compliance. This exemplifies the way we plan work and the level of detail we put into work planning. See **B.8 – Work Needs Analysis** for details on work planning development and forecasting.

3) Effective Team Communication

AIMM executive management team will foster open and transparent communication amongst our PBMC team members, TDOT and project stakeholders. AIMM's internal communication is critical to our success and occurs across all levels of management from maintenance technicians in the field to subcontractors and quality control. We encourage feedback and collaboration to solve problems and make informed decisions. One of AIMM's

guiding principles is to share **good news fast and bad news faster.** The management staff of the project will update the project manager daily and weekly on work progress, issues, changes and other relevant day-to-day occurrences that have a potential impact on meeting PBMC requirements. Our project manager will initiate monthly progress meetings with TDOT to provide real-time updates on mobilization progress, work accomplishment and general areas of concern. AIMM will proactively take this initiative to effectively communicate with TDOT. More details related to our management methodology are discussed in section **B.5 – Management Team.**

4) Risk Management

From AIMM's experience with PBMC, identifying potential risks and creating a risk management plan is critical in being proactive. Table-1 reflects potential risks and other unknown events our team have identified:

RISK		MITIGATION
Safety	- Employee injury and accidents - Safety of traveling public, secondary crashes, tort claims, etc.	- PPE protocols, safety trainings, toolbox talks, safety audits - Follow TDOT WZFM and all appicable standards
Labor Shortage	AIMM anticipates the challenges with staffing a project of this size, specifically in Davidson County	- Multi-pronged approach to recruiting employees with sign-on bonus incentives. - Subcontract partners will provide supplemental crews to complement AIMM's labor force.
Supply Chain Issues	Certain materials can have excessively long lead times or become unavailable during the operation	Stockpile or pre-supply materials known to have lead time issues including attenuator parts, sign-mounting brackets, specialized concrete forms.
Communication Gaps	Missing and incomplete or incorrect information can result in delays, missing milestones, non-complianceand general poor project performance.	- Establish communiation/escalation matrix - Weekly internal management meetings - Reoccurring two way communication with TDOT

Table 1 - AIMM's Risk Mitigation strategies

5) Quality Control and Monitoring

Implementing quality control processes is critical to ensuring the project requirements are met and exceeded. Progress and work accomplishment will continually be monitored against PBMC requirements and timeliness criteria. Adjustments in work execution will be enforced where performance is out of compliance. The Quality Management Plan will be discussed in further detail in section **B.6 Quality Management Plan**.

B.3.b Accomplish Required Objectives within Schedule

TDOT has established Timeliness Performance Criteria that are part of the overall PBMC requirements. The response timeframes drive our work planning, staffing size, field office locations and subcontractor partnerships. We view these timeliness requirements as key performance indicators (KPI) that help us monitor, track and improve our overall performance. We have built in the following strategies into our concept of operations to meet timeliness requirements:

- **Mowing & Litter** – sufficient staffing and equipment to complete prescribed cycles, see **Appendix A-12** for map of planned mowing operational plan and associated work zones.
- **Debris** – Twice weekly debris patrolling and debris removal within 2 hours, weekly truck stop cleaning
- **Customer Service** - Follow-up with customers in less than 24 hours by area managers or administrative staff.

- **Potholes and Graffiti** - Floating crews and subcontract partners for pothole repairs and graffiti removal.
- **Guardrail, Attenuators** – Area managers categorize guardrail, attenuator or cable barrier damage and order repair work by subcontractors or in-house work forces at time of discovery.
- **Signs** – Dedicated sign crew performs routine sign repair and responds to time-sensitive damage.
- **Emergency Response** - On-call subcontractors available for emergency repairs including traffic control, debris removal, hazmat cleanup, structural assessment, and earthwork repairs.
- **Incident Response** – Response crews and additional equipment strategically located for rapid deployment.
- **Bridge Maintenance** - Work order "days remaining" monitored daily by Project Engineer to ensure work is completed within Priority timeframes.
- **Homeless Encampments** - Cleanup to receive joint response by maintenance crews and subcontractors.

B.3.c Monthly Reporting

Monthly and weekly reporting are critical administrative aspects of the PBMC that are required. **Mrs. Cole Freeman, AIMM's project administrator (see section B.5 – Management Team for more details), will be responsible for ensuring the administrative requirements are met on a daily, weekly and monthly basis.** Mrs. Freeman successfully meet all administrative requirements of the 2012 pilot PBMC project.

Work Order Management

To effectively track all work required by the PBMC contract, AIMM will utilize our Infrastructure Maintenance Management System (aIMMS.) aIMMS is a cloud-based maintenance management system accessible via any device with internet access. We will capture work identification, work order progress, work completion, track quality control on all work orders, manage photos and attachments, and send communication to interested parties directly from the system in real time. This system will serve as the backbone for tracking all work activities and will be used daily to ensure project documentation is accurately captured and reported on a daily, weekly, and monthly basis. At a minimum, we will track the following data elements:

aIMMS Data Elements:

Work Creation Date	TDOT Activity Code	Roadway	Lane Closure Required
Work Identification Date	Work Description	Direction	Lane Closure Approved
Work Scheduled Date	Unit of Measurement	Mile Marker	Subcontractor
Work Completion Date	Work Accomplished	Location, Station, Offset	Crew
Quality Control Date	Before/After Pictures	Materials/Equipment	Quality Control Pass/Fail

As work items are triggered by the PBMC work plan, identified by inspection, incident management or asset damage; work orders will be generated with timeliness requirements starting immediately based on work activity. Properly tracking and managing work orders based on due dates will ensure work is completed with activity timeliness requirements. Please see **Appendix A-11** for work order screenshot from the aIMMS system.

Reporting

As work is completed, the work will be inspected for completeness and compliance. At this point, the work will be completed along with the appropriate work accomplished units, photographs of completed work, and an

email to the Project Manager notifying of work completed. Work Accomplished reports can be generated by work type, reporting period, and/or location. All data elements tracked in aIMMS can be reported on at the request of TDOT. All reports will be provided to TDOT monthly to support the monthly invoice. From our experience with TDOT in 2012, the monthly work reporting had to be entered into TDOT's reporting system, creating a duplication of effort. **To streamline this process, during the mobilization, AIMM's technology team will work with TDOT to develop a seamless method for monthly reporting to be uploaded from AIMM's MMS into TDOT's work management system.**

Once work accomplished is complete and verified in aIMMS, routine work accomplished reports can be generated by work type, reporting period, and/or location. This information can be compared against the work planned to ensure compliance with work planned. This summary report will be provided to TDOT monthly to support the monthly invoice. From our experience with TDOT in 2012, the monthly work reporting had to be entered into TDOT's reporting system, creating a duplication of effort. **To streamline this process, during the mobilization, AIMM's technology team will work with TDOT to develop a seamless method for monthly reporting to be uploaded from AIMM's MMS into TDOT's work management system.**

aIMMS Completed Work Order Report

- Reports can be easily customized to match contract reporting requirements, as shown in **Figure-9**.

Figure 9 – aIMMS Word Order dashboard screenshot

Other Monthly Reports provided by AIMM:

- **Customer Service and Third-Party –** The customer service log will be updated daily by our administrative staff using **aIMMS** to track customer service requests and complaints. (**see section B.7 for more details**) The CSR log will be provided to TDOT monthly, or as needed. Report below displays Open CSR Work Orders. All third-party damages will be associated with work order repairs. This status of repairs, amounts billed and collected will be tracked separately for collection tracking.
- **Monthly Highway Lighting Outage Report –** Prior to advertisement AIMM met with TDOT and Nashville Electric Service (NES) to understand the current reporting structure for outages. AIMM recognizes we are not dispatching or scheduling any lighting repairs to NES or their lighting contractor, Elliot. Rather, we will perform a monthly nighttime assessment of the lighting system, itemize outages and provide this report to TDOT on a monthly basis.

- **Pavement Condition Report –** A monthly condition assessment report for Tier 2 and Tier 3 pavement repairs will be provided to TDOT. This report will incorporate findings from the weekly project pothole identification report. We anticipate TDOT will use this monthly report to prioritize and authorize tier 2 and tier 3 repairs.
- **Current Employee List –** If requested, AIMM will provide TDOT a list of current employees, on a monthly basis, including name, job title, job description, crew and other pertinent information. This will be made available through **aIMMS** as needed.
- **Bridge Maintenance Tracking –** See **B.11 – Structures** for our tracking system that will be shared monthly.

B.4 Firm Experience and Performance

AIMM as a company is a relatively new maintenance contracting entity, while AIMM's executive management team possesses decades of experience in PBMC. AIMM was formed in 2017 and has experienced steady growth over the past four years in the Texas and Florida markets. Where our company looks young on paper, we make up in our executive team's experience and tenure in the PBMC industry. AIMM's executive management team is comprised of the following individuals:

Javier Rolon – President & CEO

Javier Rolon - President & CEO

Javier Rolon started AIMM in 2017 and has built a business and leadership team designed to perform at the highest level. **Javier has over 25 years of direct performance-based maintenance contracting experience** in the states of Florida, Texas, and Tennessee. Javier started working in maintenance in 2000 as a crew leader on one of the first ever asset maintenance contracts covering six counties in South Florida with Infrastructure Corporation of American (ICA). Over time, Javier worked his way up through the ranks, eventually taking on a role as statewide director for operations in Texas. Javier formed AIMM in 2017 and has systematically added bench strength to the executive team with key hires over the last two years. Middle Tennessee is a special place for Javier because his family has lived in the area for over 30 years.

Ernie Molina, P.E. – Chief Operating Officer (COO)

Ernie Molina, PE - COO

Ernie Molina began his career in transportation with the NCDOT in Raleigh, NC in 1994. Since moving to the private sector, **Ernie has provided management, oversight and leadership for 25 years to performance-based maintenance contracts** in Arizona, Florida, Georgia, Missouri, North Carolina, South Carolina, Tennessee, Texas, and Virginia. Javier and Ernie worked together at ICA for 15 years, forming a strong working relationship that has been sustained over time. Ernie joined AIMM in early 2023 and has continued to provide leadership and support to AIMM's existing and new operations. As a long-time resident of Middle Tennessee and Williamson County, Ernie will provide direct oversight of our Project Manager to ensure efficient execution of the PBMC and overall program success.

Doug Qualls, P.E. – VP of Operations


Doug Qualls, PE - VP of Operations

Doug has worked in transportation infrastructure **with a focus on construction, maintenance and operations for over 15 years**. Doug moved to Nashville in 2012 and worked many years as a construction engineering and inspection (CEI) consultant for the Nashville DOT (formerly Metro Public Works) and TDOT. Doug moved into the operations and maintenance field in 2015 and has focused on business development and responsible opportunity assessment. Doug worked with Ernie and Javier at ICA, forming a similar strong working relationship that has translated into the successes AIMM is currently experiencing. Doug will continue to provide the TDOT PBMC with leadership and support through the mobilization phase and throughout the operational phase of the project, working together with Ernie. **Doug is also a registered professional engineer in the state of Tennessee.**

B.4.b Firm Portfolio

AIMM is experienced in all three categories of maintenance contracts that transportation clients use to deliver services: PBMC, staff augmentation, and unit-priced bundled bids. We are proud to manage these contracts and take great pride in the service and value we deliver to our clients daily. See **Appendix A-13** for a full summary of our project experience.

PBMC and Asset Maintenance

AIMM's executive team has collectively worked on over 40 PBMC contracts in nine states. Currently, AIMM delivers PBMC services to the state of Florida through the Florida Department of Transportation (FDOT) District 4 Martin County Asset Maintenance contract. This is a six (6) year contract that began in October 2022. Scope for this project includes 80 centerline miles of primary roads with responsibilities including vegetation and aesthetics, drainage, traffic services, roadway and roadside features, bridge maintenance, incident response, customer service, third party damages and permit oversight. **AIMM self-performs over 70% of the work on this contract and has brought the condition of the roadway from a MRP of 77 to 85 in less than one year.**

Staff Augmentation

AIMM was one of the first Florida-based contractors to perform staff augmentation for maintenance services beginning in 2021. These contracts, commonly known as supplemental crews, are client-directed contracts to augment FDOT workforces in different operating residencies. Through this contract model we operate as an extension of FDOT, performing maintenance work on a daily basis. **AIMM currently has 11 supplemental crews** with a combination of 60 crew leaders and skilled laborers providing routine maintenance services to the state of Florida. Supplemental crews consist of crew leaders, equipment operators, maintenance technicians with a fleet and equipment complement of trucks, trailers, skid steers and mini excavators. **AIMM self-performs 100% of the work on these contracts with continued expansion of contracts and crews in the State of Florida.**

Unit-Price or Bundled Bid

The third type of contract that AIMM has are unit priced contracts. These are more standardly used across DOTs to deliver maintenance and repair services. AIMM has a high level of success with these contracts, predominantly in the state of Texas with the Texas Department of Transportation (TXDOT), Harris County, and

other local cities and municipalities. AIMM currently has over 20 bundled bid contracts for all types of maintenance work including cable barrier repair, sign repair and maintenance, debris removal, heavy bridge maintenance, joint repairs, culvert repairs, attenuator repairs and installation and maintenance during construction. **AIMM self-performs approximately 90% of our bundled bid contracts.**

B.5 Management Team

AIMM's long-term industry experience informs our understanding of what is required to successfully operate a project of this size with the diverse level of performance requirements. **AIMM is a vertically flat organization without layers of middle management or consultants directing our executive functions which makes us nimble and dynamic with the ability to make and implement decisions quickly.** AIMM has assembled a skilled and dedicated project team with direct PBMC and TDOT experience. Our hand-selected team is organized to ensure the long-term success of the PBMC project and overall program.

B.5.a Overall Management Team Plan

AIMM will meet all the key personnel positions with the following staff:

- **Project Manager (100% Dedicated, Exclusive to AIMM & Local)** – Prior to PBMC advertisement, AIMM identified a high performing TDOT maintenance operations engineer who is highly qualified to manage PBMC projects. AIMM made a contingent offer of employment to oversee the PBMC as Project Manager (PM) for AIMM. We cannot state their name but are confident this individual creates a higher level of achievable success for AIMM and TDOT in the overall PBMC program. This individual has many years of TDOT experience, is a registered engineer in Tennessee and currently meets or exceeds all the Project Manager minimum qualifications. AIMM feels strongly about this individual and wants to see the program be successful. Upon notice of the award, this individual will begin transitioning to AIMM to help support the project mobilization from the beginning. We will work with TDOT to ensure this transition is seamless. **The proposed PM currently resides within Region 3.**

  The PM will be the direct PBMC point of contact for TDOT. The PM will be responsible for ensuring the PBMC project meets all desired goals and requirements, overseeing the Area Managers, Project Engineer, Incident Management Coordinator, Safety Officer and Project Administrator. These differing disciplines will have respective managers capable of independently ensuring the goals and requirements of the PBMC are me. Mr. Molina will provide direct oversight of our PM to ensure project success.
- **Lead Area Manager (100% Dedicated, Exclusive to AIMM & Local**) – **Rodney Hollis will serve as the lead area manager for AIMM, transitioning from mobilization manager after the project officially begins.** Mr. Hollis has over 40+ years of experience in maintenance and operations with TDOT, Montgomery County Highway Department and private contractors. He has direct experience on the pilot PBMC in 2012 having filled a variety of operational roles. Mr. Hollis understands the mechanics of the PBMC model and has proven to independently develop work plans, assemble and train maintenance crews and build a network and base of subcontractor support. Mr. Hollis understands the self-directed nature of the PBMC model and will be a huge asset, reporting directing to the PM. **Mr Hollis is a resident of Montgomery County.**
- **Safety Officer (100% Dedicated & Local)** – Joe Hernandez, CHST, AIMM's corporate safety director, will act as the interim Safety Officer and is actively looking to hire a local, qualified safety officer for the PBMC project. The safety officer will be 100% dedicated to the project. This individual will work closely with the

entire PBMC management team to ensure work crews and field technicians are trained and equipped with all the necessary requirements to ensure they can perform the maintenance work safely.

- **Incident Management Coordinator (100% Dedicated & Local)** – The AIMM incident management coordinator (IMC) will communicate directly with emergency responders, law enforcement, and Department staff to mitigate incident scenes, protect adjacent traffic, and allocate resources for scene clearance. The IMC will be the main point of contact for all Region 3 TMC staff and dispatchers and HELP operators. The IMC will also establish communications with these TDOT staff members early in the mobilization and report directly to the Project Manager. **This role is discussed in more detail in section B.7.**

B.5.b Additional Management Support

Based on our experience, the size of this project and the reporting requirements will dictate the need for additional management support staff. These positions and responsibilities include:

- **Project Administrator (100% Dedicated, Exclusive to AIMM & Local)** – **Cole Freeman will serve as the Project Administrator.** Mrs. Freeman previously served as the office manager for the 2012 PBMC pilot project, eventually progressing into the role of Corporate Contracts Manager where she gained 10 years of PBMC administrative experience. Cole will report to the project manager and oversee the office and administrative staff which includes an office administrator, third party collections specialist, contracts manager and data entry clerk. All these administrative functions require oversight for TDOT to receive the timely deliverables and reports at the required intervals. **Mrs. Freeman is a resident of Middle Tennessee.**
- **Area Managers (100% Dedicated & Local)** – AIMM will have additional area managers dedicated to the project. The expansive geography and nighttime work requires area managers to be geographically located in different zones to service the daily needs of the project. Area managers will report to the PM and will be responsible for overseeing maintenance crews, subcontractors, and interface with other disciplines.
- **Project Engineer (100% Dedicated & Exclusive to AIMM)** – **AIMM has partnered with TRC Worldwide Engineering, a local Tennessee-based engineering firm, to fill the role of project engineer. Brett Roberts, P.E.** will serve as the project engineer. The project engineer is a position AIMM has developed that will report to the PM and be responsible for the technical and engineering aspects of the project with a primary responsibility of implementing the Quality Management Program (QMP). Other responsibilities for this role include bridge maintenance program management, reporting, planning, scheduling, work plan development, interfacing with TDOT staff, subcontractor oversight, and quality control. The Project Engineer, along with the PM, will perform Quality Assurance reviews to confirm the QMP is being implemented. **Mr. Roberts will relocate to Nashville immediately upon award.**
- **Quality Control Manager (100% Dedicated & Local)** – TRC Worldwide Engineering will provide the QC Manager. The QC Manager will report to the Project Engineer and operate independently of the area managers, maintenance crews and subcontractors to provide true independent quality assessments. The QC Manager will be responsible for administering the QMP and performing daily, weekly and monthly checks on work performed and installed. **This role is discussed in more detail in section B.6 - Quality Management Plan.**
- **Contracts Manager (100% Dedicated) -** The level of subcontractor activity will merit a full-time contracts manager. This position will assist in the development and execution of subcontractor agreements, oversee the daily scheduling of subcontractor work activities and will work hand in hand with area managers, the QC manager and other staff to ensure the quality of subcontractor work performance. The contracts

manager will aid the Project Administrator in submitting weekly and monthly documentation of subcontractor work accomplishment.

- **Bridge Superintendent (100% Dedicated) –** AIMM will employ a full time bridge superintendent overseeing the bridge crew and providing daily oversight of the bridge maintenance program. The bridge superintendent will work closely with the project engineer, to meet all bridge related repair and performance requirements.

B.5.c Organizational Chart

See **Figure-10** to view an overview of our PBMC team that will be responsible for carrying out and meeting the requirements of the project. Throughout the life of the project, **should any structural or organizational changes be needed, AIMM will make any necessary adjustment to these roles and their respective responsibilities to ensure the project requirements are met.** AIMM is committed to making the necessary changes should any positions become redundant or additional positions be needed. The number of maintenance crews are forecasted and will vary depending on workload and availability.

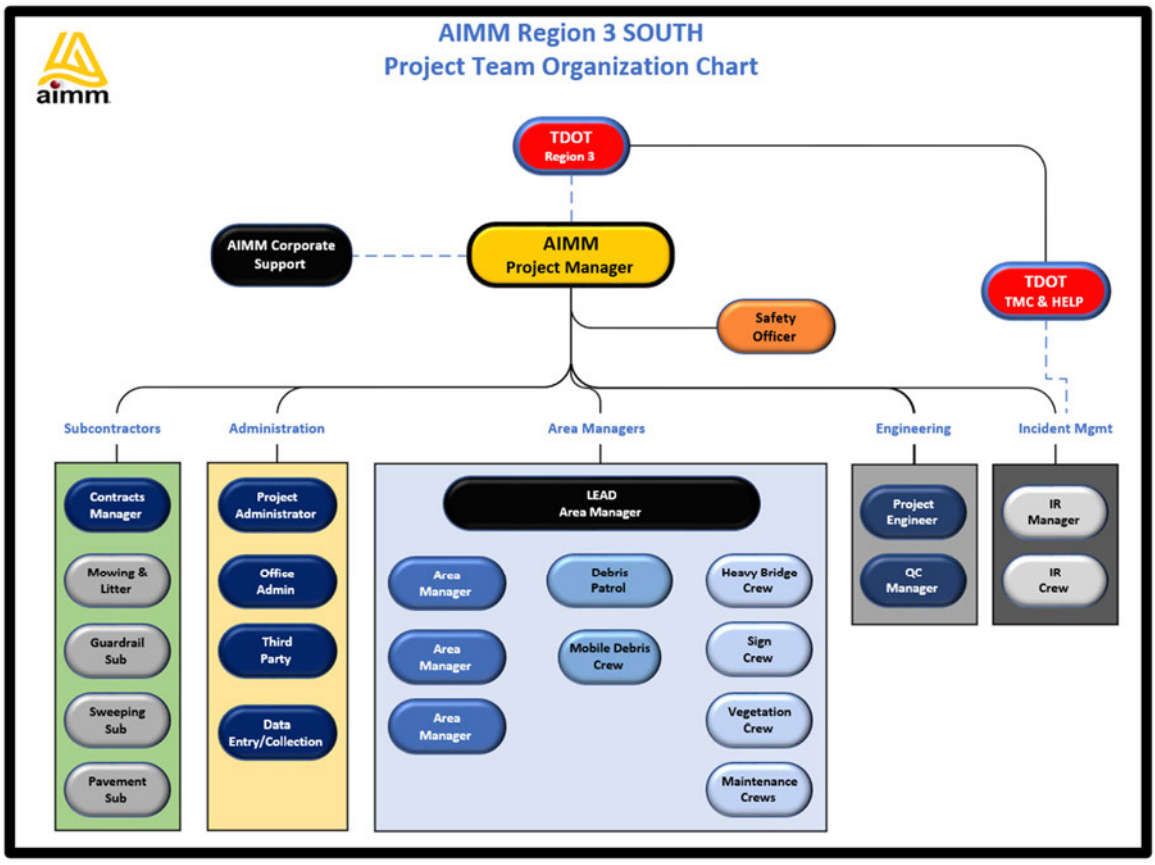


Figure 10 - PBMC North Organizational Chart

B.5.d Management Methodology

AIMM takes management of every project seriously, especially a project the scale of the PBMC. Our management style and approach are key to operational success, and we strive to implement a tried and proven approach. The core tenets of AIMM's management methodology include:

- **Clearly defining expectations for management staff.** AIMM's executive team will schedule numerous internal meetings with the PBMC team during the mobilization to educate, instruct and define the expected outcomes for the team such as performance requirements, timeliness criteria, key performance measures, and defining what overall success for the PBMC program looks like. These internal meetings will continue into the operations phase, and as long as needed, to ensure our PBMC team is set up for success.
- **Delegating responsibility to the appropriate role.** Our delegation of responsibilities is built into the organizational structure for the project with the appropriate level of responsibility being assigned to the most logical role. AIMM has built in the necessary number of staff members at the appropriate levels to allow balanced responsibilities to be delegated across the team. Staffing, roles and responsibilities will continually be reviewed and assessed, with changes to the organization structure as needed to ensure the organization can support the project objectives.
- **Resolving issues at the lowest possible level.** We firmly believe in solving problems and issues at the lowest possible level. If unable to resolve an issue at this level, the team is encouraged to escalate it to the next level in the organization. Inherent in our proposed organizational structure is a naturally occurring hierarchy of staff that allows this resolution process to take place. Additionally, AIMM will seek to establish an escalation matrix with TDOT staff to allow this same process to be followed between AIMM and TDOT.
- **Decision Making.** The skill of making decisions is a key element in managing any PBMC project. Many newer employees and those from the younger generation are hesitant to make a decision due to inexperience or fear of making a wrong decision. As a result, there is often no decision, or a decision is made to do nothing. In transportation, operations and maintenance, indecisiveness can be the difference between life and death. The AIMM executive team trains and empowers our project management staff to make critical decisions and in turn, allow their managers and staff to make decisions. We continually provide the necessary tools and training to reinforce this principle and provide our teams with the tools they need to make daily decisions at the lowest level, where the execution takes place. We recognize not every decision will be perfect or the right decision, but we believe it is more important to act and move forward. If a poor decision is made, we encourage learning from those mistakes as part of our continuous improvement journey. This approach requires the team to build trust and confidence in each other and celebrate success. We foster this mentality throughout our organization down to the project level PBMC team.

Service Reliability

AIMM is committed to providing and maintaining the highest level of service through the life of the PBMC. We will accomplish this objective in the following ways:

- **Local staff** – Members of AIMM's executive management team, including Ernie Molina, P.E. and Doug Qualls, P.E., have lived in Middle Tennessee for 10+ years and are committed to the region. AIMM proposes local management and field staff that currently live in Middle Tennessee and have direct TDOT experience. **Our project staff live in the Region 3 area and are familiar with the roadways and asset systems throughout the project.**
- **Over-Hiring Technician Level Positions** – We recognize that staffing for field technicians will be challenging and will have natural attrition. To combat this economic challenge, we will maintain open job-requisitions throughout the term of the PBMC and target to over-hire for field level positions. We will target additional positions to combat natural attrition. AIMM's dedicated corporate recruiter, **Dessire Castillo**, will work with the PBMC team to set these targets.

- **Subcontractor Redundancy** – There is currently a limited pool of qualified and experienced maintenance contractors in Middle Tennessee. We have made every effort to partner with contractors that have a proven track record of quality performance. We recognize our subcontract partners have other clients and work needs. To be prudent, we will seek to have multiple subcontracting options available as a backup for specific assets, should we start to notice any drop in level of service. This approach requires a balanced awareness of the work needs and performance level of subcontract partners.
- **Consistent execution using procedures, checklists, and templates –** AIMM's Chief Business Officer, **Kevin Mills**, will focus on assisting the operations team develop sustainable processes that translate the PBMC requirements into process maps, checklists, SOPs and other re-useable templates. Ad hoc needs will arise that merit additional support and Kevin will be instrumental in helping the project team develop the best-in-class processes so the team can continue to focus on consistently meeting the PBMC requirements.

Communication & Coordination

Good communication and coordination are more than attending a progress meeting every month or submitting a deliverable in a timely fashion. AIMM's pre-advertisement engagement with TDOT is a clear example of how we will interface with TDOT and provide confidence in our capability and commitment. We have proactively met with a variety of TDOT staff members and key stakeholders to clearly understand the PBMC model, targets for success, and provide feedback and recommendations. By setting this tone early, we will continue to work closely with TDOT during the mobilization and into the operation phase to ensure project success. AIMM will go above and beyond in meeting the minimum requirements of the PBMC while fostering a culture of communication, coordination, and transparency in the following ways:

- **Maintain accessibility** – Our PM will be the main point of contact for TDOT and will maintain constant availability by phone, text or email. As simple as this concept is, AIMM understands that any gap or delay in communication can lead to a breakdown in addressing critical issues. This approach becomes even more critical during emergencies or catastrophic weather events. During the mobilization phase AIMM will share all management contact and emergency information with TDOT staff and will maintain an active contact list as new staff come onboard.
- **Keep information flowing both ways** – TDOT has done an exceptional job during the procurement process to provide the industry with the relevant information needed for the PBMC. We anticipate that to continue into the mobilization and operation phase. AIMM recognizes this principle works both ways. AIMM will go above and beyond the minimum requirements to share needed information with TDOT and other process partners. Our Project Administrator, **Mrs. Freeman**, will be AIMM's main point of contact in providing required documentation, deliverables, and informational updates to TDOT in support of the PBMC.
- **Manage TDOT expectations preemptively –** We recognize the PBMC model is new for TDOT and there will be disagreements, misunderstandings, and differing interpretations in contract language. When these differences arise, AIMM will take the proactive initiative to work through these areas of the PBMC to ensure the goals and objectives of the project are achieved.
- **Regular TDOT check-ins for customer feedback** – Our executive management will request independent partner feedback from TDOT on a semi-annual basis to ensure our project team is meeting and exceeding

TDOT expectations. AIMM will request meetings with Jay Norris, P.E. and Ben Price, P.E. to solicit feedback and identify areas for improvement. This is a healthy practice that translates to improved levels of service, better customer service and overall more successful outcomes.

B.5.e Operational Capabilities

The following **Table-2** provides an overview of key scope of service items and our proposed management's operational capabilities. We anticipate a natural trend toward more self-performance over the course of the PBMC with crew development, training and project experience.

SOS #	SOS Item	AIMM (Varies, 40-50%)	Subcontractor (Varies, 40-50%)
18	Traffic Control Services	Develop Annual Traffic Control Plans Schedule Lane Closures Self-perform traffic control as Needed	Support with lane closures, mobile operations and other requirements as needed.
22	Emergency Response and Third-Party Damage	Respond, manage and coordinate during emergencies. Self-perform repairs as available.	Perform emergency repairs as needed Hazardous material cleanup
23/24	Claims (Third-Party, Tort/Damage)	Field staff document damage related to claims Project administrator track and manage claims	Perform repairs as required
25	Planning and Reporting	Project Manager and project engineer to develop plan deliverables Project administrator provide monthly and weekly work reporting requirements	Subcontractors assist with monthly and weekly reporting requirement as applicable
26	Maintenance Quality Assessment Program	Project engineer and QC Manager to implement Quality Management Plan and corrective actions Management staff to attend MQA field reviews	Subcontractors to perform corrective action as needed.
29	Bridge	Project Engineer and Bridge Superintendent develop work plan and schedules. Heavy bridge crews and maintenance crews to perform routine and priority maintenance.	Subcontractors to provide routine, priority and emergency repairs.
30	Drain Cleaning and Bridge Cleaning	Project management staff to identify work needs and develop work plan and schedule. Maintenance crews perform bridge cleaning. QC Manager to QC subcontractor work.	Subcontractors to perform drain cleaning
31	Pavement	Area managers to perform monthly pavement assessment with review by project engineer and project manager. QC Manager to QC subcontractor work.	Subcontractor to perform and Tier 1, 2 and 3 concrete and asphalt pavement repairs.
32	Mowing & Litter	Maintenance crews to perform debris removal and assist with spot litter removal. QC Manager to QC subcontractor work.	Subcontractors to perform routine, prescribed cyclical mowing and litter.
33	Sweeping	QC Manager to QC subcontractor work.	Subcontractors to perform routine, prescribed cyclical mowing and litter.
37	Guardrail, Cable Barrier, Concrete Barrier, Attenuators	Repair moderate damage guardrail as available Reset, clean and inspect attenuators Cable Barrier repair QC Manager to QC subcontractor work.	Emergency and non-functioning guardrail and attenuator repair
38	Ground Signs	Maintenance crews to perform Phased Maintenance Services and routine sign repairs and maintenance. QC Manager to QC subcontractor work.	Subcontractors to assist with Phased Maintenance Services and routine sign repairs and maintenance.

Table 2 – AIMM Operational Capabilities

B.6 Quality Management Plan

AIMM is committed to providing quality services to TDOT and its end users. Our project- specific Quality Management Plan (QMP) will fully outline how we will continually achieve quality results and will meet the requirements of the TDOT scope of services. Our project engineer and QC Manager will be responsible for

implementing and executing the QMP with our Project Manager providing full oversight and quality assurance. Quality Assurance (QA), Quality Control (QC), and continual process improvement will be the key to the successful execution of this project. **Our compliance system for performance measures will deliver monthly numeric data with a certification showing that the work is being completed according to the contract, while reducing the need for extensive oversight efforts from TDOT.** The QC Manager will ensure that all personnel and subcontractors working have the necessary training and credentials to perform the work assigned to them.

B.6.a QUALITY MANAGEMENT PLAN (QMP)

The purpose of the Quality Management Plan (QMP) is to provide a detailed description of the actions that we will use to ensure contract compliance at all levels. It will consist of two main parts: Quality Assurance and Quality Control. Together, these two systems, in conjunction with our everyday work efforts, provide checks and balances to ensure that the quality of service provided meets Quality Assurance Targets, ensures early identification and correction of issues, ensures penalties are properly assessed, and provides methods for improvement when deficiencies are noted. **The cornerstone of our program will be open, honest communication throughout our own organization and in our interaction with TDOT.** Patrollers will identify issues before they become customer complaints. Maintenance crews and subcontractors will take digital, time-stamped photos to document before and after conditions. Area managers will be empowered to have crews and subcontractors remove and replace poorly performed work before quality control checks are completed. All photos are digitally timestamped.

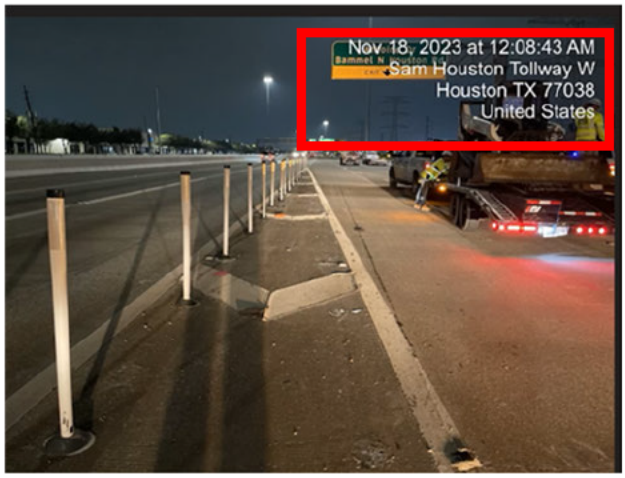


Figure 11 – Digital Time Stamp Photo

Quality Control Checks reporting by work order from aIMMS. This report can be customized to provide all quality control reporting per Client requirements.

Work Order #	Activity / Service	Date Created	Date Modified	Assigned Resource	Pass / Fail	Notes
1	Make Permanent Repairs to Guardrail Resulting from Incidents	07-25-2023 09:59 AM	07-25-2023 10:01 AM	Noah Waddell	Fail	
1	Make Permanent Repairs to Guardrail Resulting from Incidents	08-14-2023 03:22 PM	08-14-2023 03:22 PM	Noah Waddell	Pass	
1	Make Permanent Repairs to Guardrail Resulting from Incidents	09-26-2023 03:15 PM	09-26-2023 03:15 PM	Noah Waddell	Pass	
1	Routine Attenuator Inspection and Service	09-26-2023 03:40 PM	09-27-2023 06:51 AM	Patti Evans	Pass	Attenuator passed inspection.
23	465-Mitigation Area Maint	08-14-2023 06:52 PM	08-14-2023 06:52 PM	Arlhey Carmenate	Pass	Checked Mowing Ht at Ponds for MRP +6"
30	465-Mitigation Area Maint	08-14-2023 07:05 PM	09-27-2023 06:55 AM	Patti Evans	Pass	Area was mowed within MRP standards.
30	526-Guardrail	08-14-2023 07:05 PM	09-27-2023 06:52 AM	Patti Evans	Pass	Guardrail passed inspection.

Figure 12 – Screenshot from the aIMMS work order system

B.6.b QUALITY CONTROL MANAGER

The QC Manager for this project will be **a TRC Engineering employee** with a background in construction inspection and maintenance. Our QC Manager will do the following:

- Perform Quality Control Reviews (QCR). See **Figure-12** above**.**
- Operate independently of the project operations staff.

- Document and track failures.
- Make field visits to verify data, results and scores and to conduct status and performance meetings.
- Be subject to the direction of the Project Engineer who will also serve as the Quality Assurance (QA) manager.
- Empowered by AIMM's executive management to enact necessary changes to improve project quality and performance.
- Field time 60-80% / Office 20-40%.

B.6.c QUALITY CHECKS (QC)

Quality checks ensure work is done correctly, timely and in accordance with the contract requirements. Quality checks are performed by AIMM's management and supervisors. Quality checks are integrated into all aspects of performing our work from taking "before photos" to have a comparison point for completion, following inspection checklists and guidelines during work activities and reviewing all aspects of finished work prior to leaving the work site. TDOT standard specifications, standard indexes, approved repair procedures, special provisions and other agency standards will be used for QC checks.

Example in **Figure-13** of sample guardrail repair work with Quality Control criteria. Time remaining data ensures timeliness of repairs:

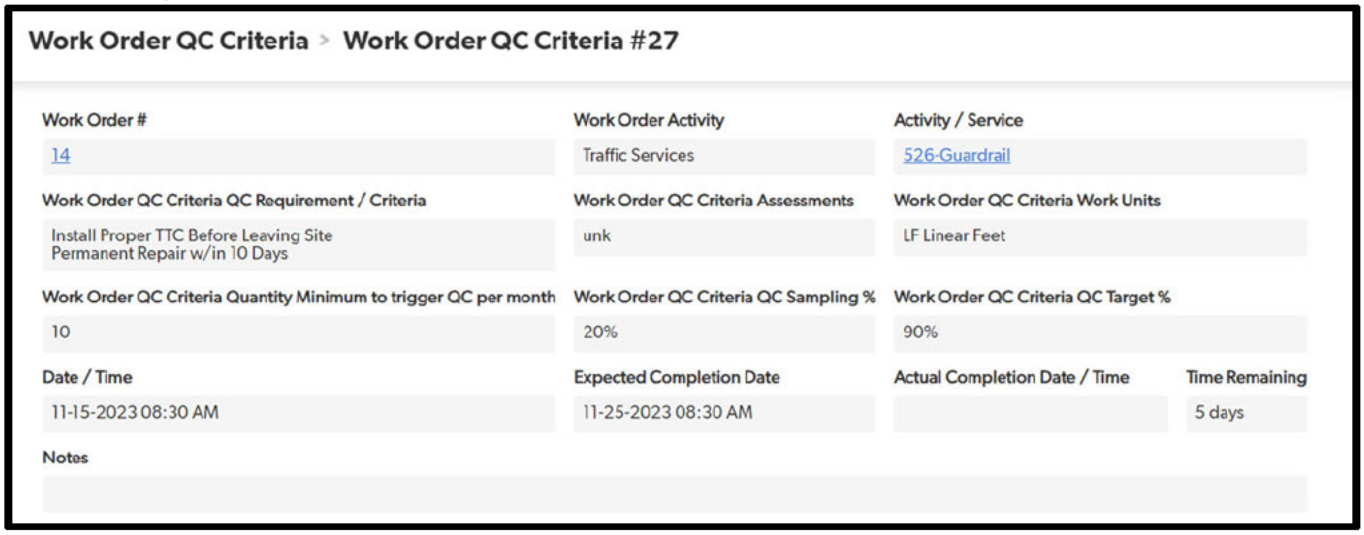


Figure 13 – Screenshot from the aIMMS work order system

B.6.d QUALITY CONTROL REVIEWS (QCR)

QCR's help detect failures to allow correction which improves quality.

- At a minimum, QCR's performed monthly and monitor work efforts throughout the month
- A sample size of the work activities will be selected.
- **Sample sizes will be adjusted with higher sample sizes used for higher previous failures.**
- QCR's help inform work planning, resource adjustments and changes in operational approaches.
- The QA Manager will ensure that QCR's have been performed.

B.6.e QUALITY ASSURANCE REVIEW (QAR)

QAR's provide an additional layer of oversight to ensure the QC Manager, quality checks and QCR's are being followed and implemented. The QA Manager is responsible for implementing QAR's on a monthly basis. A minimum number of occurrences for any particular activity must occur for reviews to be conducted and be meaningful. Under the QA Manager responsibilities, certain tasks are required as confirmation that the product meets the required guidelines. This includes the certification of the monthly invoices, ensuring the appropriate deductions are levied as necessary. The QA Manager will also communicate findings to management and supervisors, and work with the team to identify improvements to the Work Plan, QC Plan, the QMP, or staff to eliminate repeat non-compliance issues. If the minimum number of occurrences is not met during the year, the contractor shall perform a yearly QC review of all occurrences.

B.6.f CORRECTIONS AND ADJUSTMENTS

Making necessary corrections at the project level are the outcome of the QMP. AIMM will seek to identify areas where non-compliance issues are noted, especially repeat issues, and will be proactive in correcting them. We understand there is always room for improvement and it will be a continuous process of self-evaluation and adjustment. When deficiencies are noted we will do the following:

- Review all applicable procedures to determine what changes can be made to prevent reoccurrence.
- Document proposed changes and share with TDOT.
- Provide field staff necessary training to ensure they understand how to perform work activity correctly including training, coaching and general oversight.
- Review MQA criteria and requirements with staff on a quarterly basis.
- Review and update the QMP annually to reflect performance feedback on the contract, and submitted to the Department.
- Share changes to QMP with project staff, including subcontractors, as necessary.
- Remove field staff if work it still not compliant and being performed as required.

B.7 Customer Service, Incident, and Emergency Response

Customer service and incident/emergency response are hallmark services of the PBMC program. We recognize TDOT provides these services through the HELP program, in-house maintenance crews, and subcontractors. **As residents of Middle Tennessee, we have seen the burgeoning growth in Region 3 and the strain this growth has placed on the infrastructure, with higher maintenance work needs and an increase in incidents.** The interstate system creates a constant demand for all of the requirements to be met on an on-going, continual basis, often requiring after-hours or weekend response.

AIMM has extensive experience providing all levels of customer service and incident/emergency response in metro, urban and rural environments. We recognize the customer service needs of Tennessee differ from Florida or Texas, and our concept of operations accounts for these differences including heavy traffic congestion, post-winter potholes, seasonal tornadoes, and flooding events. **AIMM recognizes we are fully accountable for customer service and incident/emergency response, not TDOT,** and that TDOT is one of our primary customers.

B.7.a Customer Service

Prior to advertisement, AIMM met with the District 37 and 38 TDOT staff to better understand the customer service demands within the Region 3 project limits. It was clear from our discussions that Davidson County creates the highest customer service demand with an average of over 2,000 customer complaints per year. **The Statewide Work Request tracker provided by TDOT from 10/1/21 to 10/23/23 confirms these metrics with over 60% of all customer complaints being related to potholes.** These metrics provide a benchmark for our concept of operations with the **majority of complaints relate to potholes, debris, sweeping, and highway lighting.** This is consistent with our experience in other metro areas.

CSR Communication

The Customer Service Resolution Plan will be provided sixty (60) days prior to the project start date. This plan will outline the mechanics and processes of our customer service approach as depicted in **Figure-14**. AIMM understands that TDOT has an existing, email and phone-based customer service request form where the traveling public can initiate and report maintenance issues either online through the TDOT website or by calling 833-TDOTFIX. These requests come to TDOT maintenance staff via email. Upon award and during the mobilization, **AIMM's technology staff will work with TDOT maintenance and IT staff to develop a filtering method for interstate specific TDOT FIX requests to be automatically routed to the AIMM PBMC team.** We recognize this process will be new for TDOT and we will work patiently through the implementation to ensure all CSR's are appropriately directed towards AIMM. We will schedule follow-up meetings into the operations to ensure a seamless transition is made from TDOT to AIMM and that no CSR's are lost in translation from the shift to the PBMC. AIMM will establish a project-dedicated call number where all calls will be triaged using a 24/7 virtual phone system, such as Grasshopper. Whether received by phone, email or text, all CSR's will be tracked and logged using TDOT's work request system. Our customer service log will be made available to TDOT as needed.

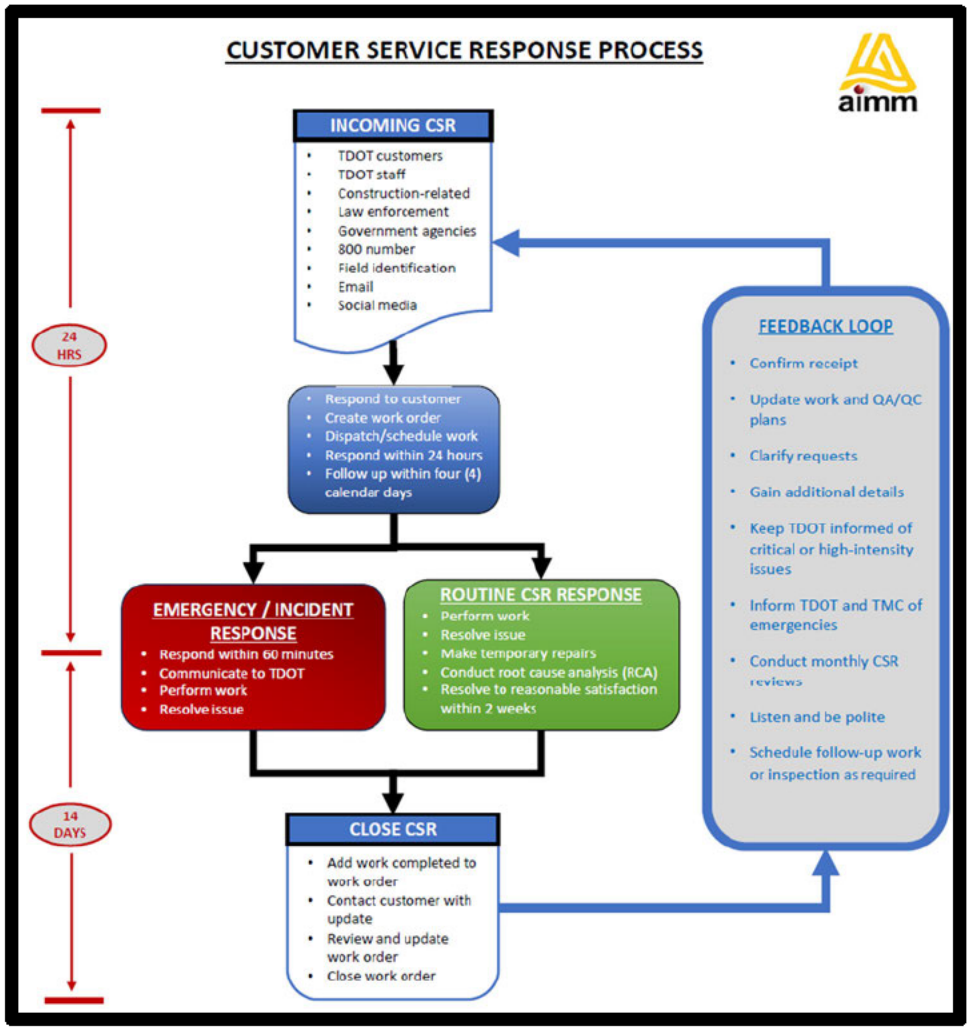


Figure 14 – AIMM's Customer Service Response Process

Customer Response

Once a customer service request is received, customers will be contacted within 24 hours or sooner by our administrative staff or Area Managers, with follow-up contact within four (4) calendar days or sooner. CSR's will be resolved in two (2) weeks, unless otherwise agreed to by the Department. CSR's that cannot be resolved in two (2) weeks for reasons outside our control will be communicated to TDOT. From a resourcing and geographical standpoint, AIMM will have three (3) separate field offices to dispatch maintenance crews to facilitate prompt CSR response. AIMM recognizes that CSR's require varying levels of urgency and response and as such, we take the following approach:

- Response to routine, less urgent CSR's will be incorporated into our work plan, meeting all required timeframes. Work orders will be generated to dispatch maintenance crews or subcontractors as soon as feasibly possible. **AIMM will have a dedicated floating night crew to support CSR's for Tier 1 pothole repairs, debris removal and other CSR's that can be easily resolved.**
- **Emergency CSR's will be addressed immediately** (see **section B.7.3**). Emergencies and safety-related items such as emergency guardrail damage, a bridge hit, or regulatory sign damage require immediate response and crews or subcontractors will be dispatched once received.
- CSR's involving Tier 2 or 3 pavement repairs will require TDOT approval prior to commencement of work and resolution. **We anticipate a large percentage of pothole complaints to fall into the Tier 2 and Tier 3 category and we will use the weekly pothole identification and monthly pavement assessment to proactively identify these issues before they become CSR's.**

Before and after photos within **aIMMS** will be taken to document CSR resolution. Once the CSR is resolved, the customer service log will be updated to reflect the work performed and to formally close out the CSR. The AIMM project engineer and PM will perform monthly reviews of the customer service log to audit for compliance, identify any reoccurring issues and detect any potential CSR trends or patterns that may influence our resolution strategy. Should any significant CSR trends be apparent such as a high frequency of occurrence or repeated callout in a specific geography, we will make the necessary adjustments in our staffing or subcontractor workflow to proactively get ahead of these issues. Area managers will investigate to determine if there are any root causes to the reoccurring CSR.

B.7.b Incident Response

Incident response is a critical service requirement of the PBMC with the primary objective of maintaining safety for system drivers and workers and maintaining mobility and quick clearance to reduce secondary crashes and avoid unnecessary delays. The State of Tennessee Open Roads Policy forms the foundation between of our incident response efforts. The Opens Road Policy is an inter-agency agreement between TDOT and other state agencies with primary objectives including:

- **Public safety is the highest priority.**
- **Response and deployment to major traffic incidents 24 hours a day, 7 days a week.**
- **Initial traffic control shall be deployed with a goal of 60 minutes, or less.**
- **Roadways will be cleared as soon as possible with a goal of 90 minutes, or less.**

Region 3 Interstate Incident Management Plan (2023)

AIMM recognizes the goals of the Open Roads Policy will continue to apply with AIMM acting in the place and in coordination with TDOT through the PBMC. TDOT has developed and published a formal incident response

plan that is a living and breathing document, constantly evolving, and improving year over year. Table-3 reflects where AIMM will take the following actions with respect to TDOT's regional incident response plan:

Table 3 – AIMM's Region 3 Interstate Incident Management Plan Coordination

During mobilization period:	During Operations:
• Provide emergency contact information to TDOT for 2024 plan updates. • Schedule multiple coordination meetings with Adam Perez, Garry Western and James Wiggins to review 2023 Incident Plan, discuss protocols and establish communication and escalation matrices. • Support TDOT outreach initiatives • Initiate contact with all listed agency contacts in Region 3 specific counties • Coordinate with Region 3 North PBMC contractor to share AIMM office locations, personnel, contact information, etc.	• Incident Management Coordinator responsible for implementation of 2023 Incident Plan and future updates. • Provide quarterly feedback to TDOT staff for annual updates of the plan including best practices, lessons learned, etc. • Review Incident Management Plan with key subcontractors potentially performing detours for interstate closures. • Maintain regional contact with stakeholders and other neighboring agencies on a regular basis.

Regional Partnerships & Coordination

AIMM recognizes it is imperative for partnership to be formed on multiple levels, between TDOT and AIMM, with constant coordination and communication. AIMM works as a team player with all agencies, especially regarding incident response. **To proactively develop these partnerships, AIMM met with Adam Perez, James Wiggins and Garry Western ahead of the procurement to establish a precedent and desire for good partnership, communication and coordination.** AIMM takes the following approaches for our partnerships:

TDOT HELP

HELP is TDOT's metro/urban highway incident response program that predominantly operates within the Region 3 North project and provides assistance to Region 3 North in a limited capacity. HELP trucks and operators patrol established routes or beats assisting stranded motorists and responding to emergency events. **AIMM's Incident Management Coordinator will coordinate directly with Garry Western and other HELP operators, working side by to ensure a strong partnership is formed.**

TDOT Traffic Management Center (TMC)

Based on our discussions with James Wiggins, the Region 3 TMC operators will notify AIMM of incidents providing incident and dispatch details. AIMM incident response crews will maintain a constant line of communication with the TMC, at a minimum, providing updates every thirty (30) minutes. **Constant communication between AIMM and the TMC operators is critical.** Once the incident is over and the road is re-opened, AIMM will provide the TMC with any necessary information needed to close out the event.

TDOT Maintenance

AIMM recognizes our delineation of responsibilities relative to existing TDOT workforces who will resume maintaining state routes. AIMM's team will establish points of contact with the District 37 and 38 maintenance staff during the mobilization and maintain regular communication. Some incidents will require detours off the interstate, onto state roads, requiring further coordination with TDOT maintenance staff.

Tennessee Highway Patrol (THP) – District 3
THP District 3 is actively involved with incidents and emergencies on the interstates across the Region 3 project limits. AIMM will work to foster positive working relationships with THP District 3 officers and develop clear lines of communication. Our proposed staff have prior and existing relationships with THP and will build on these relationships to ensure close coordination through incidents and emergencies. Our area managers will establish direct contact with THP, as needed, for incidents, emergencies and other special events.

PBMC Region 3 South Contractor
As TDOT transitions to the PBMC, AIMM will closely coordinate with the Region 3 South's PBMC Incident Management Coordinator. Although the two PBMC contracts have distinct project limits and responsibilities, we recognize that incident and emergency response can affect the entire region. **AIMM will take the initiative to ensure we are closely coordinated on incidents that cross PBMC boundaries (Davidson/Williamson, Davidson/Rutherford, Davidson/Wilson, etc.) or that have an effect from the North to South or vice versa.** We believe that fostering a partnering spirit with the PBMC Region 3 South contractor will help improve overall performance, reduce delays, and provide better regional mobility for Middle Tennessee.

Incident Response Management and Staffing
AIMM's Incident Management Coordinator (IMC) will be responsible for implementing and overseeing the incident response for the Region 3 North PBMC. **One of the primary responsibilities of this role is to establish command of any incident response scene.** The IMC will directly report to the PM and will oversee and direct AIMM's incident response crews, patrollers, and maintenance crews. The IMC will triage all incident response callouts, using his experience and judgment to right-size the response effort, depending on the level of severity. The IMC coordinates and dispatches internal crews to ensure the timeliness requirements are met on a consistent basis. The IMC will also respond to all major events. The IMC will be the primary point of contact to interface with TMC, HELP, THP, Region 3 PBMC South IMC, first responders, and other local agencies.

All AIMM incident responders, area managers, crew leaders, and patrollers will be trained and cross-trained with the appropriate level of incident response training, including but not limited to Intermediate Work Zone Traffic Control, National Incident Management System (NIMS) Level 1, OSHA, MOT, first-aid, and CPR. All AIMM work trucks will be upfitted with arrow boards, temporary traffic control (TTC) devices, oil absorbents, cleanup kits, first aid kits and hand tools. To support more severe incidents requiring heavier cleanup and response, **AIMM will have three (3) strategically staged and dedicated incident response trailers upfitted with a skid-steer, towable arrow board, additional traffic cones, barrels, barricades and signage.** From our experience, this level of standby equipment is required for severe incidents in metro and urban regions.

B.7.c Emergency Response

AIMM understands and is committed to assuming all interstate emergency response responsibilities for TDOT. This includes but is not limited to both weather and non-weather emergency related highway hazards, emergency incidents, damage to infrastructure by flooding, tornadoes, major and minor crashes, hazardous materials releases, abandonment of hazardous materials, terrorist attacks, objects on highways, and downed signs. Our existing Region 3 presence provides us with a better understanding of the types of emergencies that are likely to occur and the resulting types of damage:

- **Excessive rain leads to flooding** which can damage drainage systems, culverts and cause major downstream washouts, erosion and scour.
- **High winds and tornadoes** cause large hardwood trees to fall within the travel lanes or damage to large ground mounted or overhead signs.
- **Tractor trailer crashes, wrecks or overturns** can cause hazardous material release and major interstate closures with large scale response efforts needed.
- **Rockslides** in cut sections of roadway can deposit rocks, boulders and debris on travel lanes.
- **Bridge hits and impact damage** that affects the structural integrity of columns, beams or steel girders.

Our crews will provide the needed support for any emergencies including debris removal, tree removal, cable barrier repair, sign repairs, additional traffic control or other general repairs. Depending on the type of emergency and severity of damage, AIMM will dispatch the following subcontractors:

- **Traffic Control** – AIMM will dispatch **STC** or other MOT providers to set up and implement detours for major interstate closures to re-route traffic off the interstate and maintain regional mobility.
- **Structural Damage Assessment** – For any bridge hits or structural damage, **Philip Nelson, P.E. with CONSOR** will immediately be notified and respond to the scene to perform structural assessment. **TDOT Bridge Engineering staff will also be notified immediately for any bridge hits.** Mr. Nelson will bring in additional engineers based on the severity of damage. AIMM will provide man-lifts and/or bucket trucks for CONSOR to perform the necessary post-damage structural inspections. Once damage is assessed and it is safe for traffic to resume, CONSOR will develop emergency repair plans with repairs being made as soon as possible.
- **Hazmat Response** – When a hazardous material is released, **Dad's Towing Service or Bass Waste Removal** will be contacted to provide fuel or oil cleanup, site remediation, or hazardous waste removal.
- **Emergency Guardrail or Attenuator Damage** – **R&D Construction** or **SiteSafe** will be immediately dispatched or have working crews re-routed to make needed repairs.
- **Earthwork or roadway failures** – Should any flooding lead to lost roadway or major earthwork failure, AIMM will bring in **RAWSO** to perform heavy civil work. **PRI, Rogers Group or Jones Brothers** will mobilize to perform pavement repair and remediation.

B.8 Work Need Analysis / Preventative and Routine

AIMM understands that performance-based contracts may be easy to comprehend but difficult and complex to execute. AIMM leadership and team members have successfully executed performance-based contracts for over 25 years. AIMM employs a simple process for continual improvement: **1) develop a work plan, 2) execute the work plan, 3) measure and track performance** and **4) improve the work plan**, applying lessons learned. Our work plan development below illustrates the proactive nature in which we approach analyzing the work needs for the PBMC in Region 3 North.

B.8.1 Develop Work Plan

Local Tennessee Presence

AIMM recognizes the work needs of the interstate system in Middle Tennessee because we are local residents and use these roads every day for commuting in and around town. We have seen the influx of growth over the past 10+ years and how that has contributed to additional work needs on the interstate: **more guardrail damage, more litter and debris, more potholes**. Because we live here, every day we see the challenges, pressure points, choke points and hot spots. This translates to our overall work needs and planning efforts to responsibly and effectively meet the PBMC requirements.

Pilot PBMC Experience

AIMM has direct experience maintaining TDOT interstate roadways with several of our staff having direct involvement with the pilot PBMC in 2012. We learned the following from this 5-year pilot PBMC program:

- Depending on **local qualified subcontractors** is critical to understanding and executing the overall PBMC program. Our subcontractors are critical in AIMM achieving project objectives.
- **Guardrail repair and maintenance** is a much heavier work effort than other states because of specialized equipment needed to drill through solid rock.
- The **cold winter season** creates different work needs that require the ability of management to shift resources and pivot work needs to maintain staff utilization and retention.
- **Stricter traffic control requirements** compared with other states, creating a higher demand for TMA trucks and advanced planning for lane closures.

All this experience and understanding correlates to a more robust and thorough work plan that can be sustainably executed over the 5-year term of the contract and throughout renewals.

Pre-Advertisement Assessment

AIMM spent considerable time with TDOT state and regional staff from maintenance to traffic ops to Region 3 and statewide leadership. We conducted interviews and asked questions about existing work needs in District 37 and 38 and more broadly statewide. This informed our initial work plan development and understanding of the level of effort required. AIMM conducted visual inspections of all the interstate main lines, ramps, interchanges and intersections as well as field reviews at specific locations. Additionally, current MQA data provided during the procurement process was used as a baseline to help establish benchmarks of the current roadway condition with random field verification performed by AIMM staff.

Mobilization Work Planning

Upon execution of the contract, the AIMM PBMC team will immediately begin fine-tuning and refining the work plan assumptions during the mobilization period through continued field review, visual inspections, discussions with TDOT and TDOT subcontractors, and analysis of updated data such as customer service logs. We will provide TDOT our annual work plan no less than thirty (30) days before the contract starts. We will take advantage of this 90-day mobilization window to perform additional field inspections and assessments. As we move towards the T-minus - 60 and 30 day mark we will focus our inspection efforts on **day-one safety issues that require immediate attention** once the contract begins including:

- Damaged or missing warning or regulatory signs
- Emergency or non-functioning guardrail, attenuator or cable barrier damage
- Trees that are encroaching or have grown over travel lanes

- Potholes or asphalt repair locations that are failing MQA standards

TDOT MQA Inspection

TDOT performed an internal MQA baseline assessment in July and August of 2023 to determine the existing MQA condition. Overall, the system is in fair condition with Drainage showing a slight element failure. Miscellaneous Drainage Structures and Paved Ditches had the lowest overall characteristic scores with failures shown throughout the system. The Phased Maintenance Services period will allow time to bring these assets into compliance.

Element Name	Characteristic Name	Characteristic Weight	Characteristic Score	Minimum Score	Element Score	Minimum Score
Paved Lanes	Paved Lanes - Asphalt	0.8	88.75%	70.00%	87.60%	75%
	Paved Lanes - Concrete	0.1	74.07%	70.00%		
	Paved Shoulders (Rigid or Flexible)	0.1	91.95%	70.00%		
Unpaved Shoulder and Ditches	Unpaved Shoulder Edge	0.5	88.75%	70.00%	84.27%	75%
	Front / Back Slope	0.1	86.14%	70.00%		
	Lateral and Outfall Ditches	0.3	94.92%	70.00%		
	Paved Ditches	0.1	28.00%	70.00%		
Drainage Structures	Curb and Gutter	0.0	0.00%	70.00%	72.39%	75%
	Pipes	0.7	82.35%	70.00%		
	Miscellaneous Drainage Structures	0.1	19.23%	70.00%		
	Inlets	0.2	64.10%	70.00%		
Roadside & Vegetation / Aesthetics	Brush and Trees	0.5	85.29%	70.00%	77.68%	75%
	Guardrail / Cable Rail / Concrete Barrier	0.4	68.83%	70.00%		
	Impact Attenuators	0.0	0.00%	70.00%		
	Control Access Fence	0.1	75.00%	70.00%		
	Noise and Retaining walls	0.0	0.00%	70.00%		
	Graffiti	0.0	0.00%	100.00%		
Traffic Services	Ground Signs & Overhead Signs	0.8	74.65%	70.00%	74.27%	75%
	Pavement Markings	0.0	0.00%	70.00%		
	Words and Symbols	0.0	92.59%	70.00%		
	Object Markers and Delineators	0.2	72.73%	70.00%		

Figure 15 - TDOT Initial MQA Assessment

Identification, Assessment, Inspection

AIMM uses the following in identifying additional work needs and continual refinement of our annual work plan:

1. **AIMM performs field inspections** daily, weekly, and monthly to identify work needs. Area managers, quality control, and field crews provide real-time feedback based on field conditions.
2. **Daily patrollers are the eyes and ears of the operation** reporting:
    - Daily debris in the travel lanes and on the shoulders
    - Weekly pothole repairs and guardrail damage
    - Other work needs as identified
3. The **annual lane blockage summary report** provided by TDOT will be used to help forecast staffing and equipment needs for incident response efforts.
4. **Post-storm and heavy rain event inspections** determine areas prone to flooding.
5. **Customer Service Log –** Data before the PBMC and during will be reviewed constantly to inform work needs.
6. **NBIS bridge inspection reports** – AIMM will request historical and ongoing bridge inspection reports to gain an understanding of the bridge maintenance needs, looking for systemic issues.
7. **Internal MQA inspections** – Our Project engineer and QC manager will perform random, monthly, independent MQA inspections to identify areas of improvement.

PBMC Requirements

The scope of services helps AIMM develop a baseline work plan by providing minimum requirements. Performance requirements, timeliness criteria, key performance indicators, prescriptive work cycles and special provisions all inform our work plan development. Table-4 lists key performance requirements of the PBMC that have the greatest impact on our work needs analysis and concept of operations include:

Table 4 – Elevated Work Effort PBMC Requirements

SOS #	Requirement	Work Needs Development
19.5.1	60 Minute response time for all incidents and emergencies, 24/7	• Night crews and on-call staff available after-hours and on weekends • Cross-training of maintenance crews and subcontractors to assist with incident and emergency response

28.1	Resolution of customer service requests within two (2) weeks of the initial inquiry.	• Administrative staff with knowledge and understanding to receive, track and coordinate with field staff in a timely, expeditious fashion. • Proper staffing to respond in a timely manner, without neglecting routine work needs.
32.3	Weekly litter removal cycle in Davidson County	• Salazar mowing or other subcontractors to provide weekly service
32.4	Twice weekly debris patrolling and removal	• Requires 1-2 patrollers, 2-days per week • Requires minimum of one (1) debris crews for pickup
33.2	24 Bi-weekly sweeping cycles	• Local, qualified subcontractor with existing staffing and required equipment needed to respond accordingly.
37.2	3-day, 14-day and 30-day guardrail, cable barrier and attenuator repair timeframes	• Local, qualified subcontractor with existing staffing, required equipment and stockpiled materials needed for response. • Redundancy with additional subcontractors and in-house capabilities.

These are representative samples of activities that will drive our work needs analysis, planning efforts, and manpower and equipment needs, with the full scope of services incorporated into our project work plans. **These routine maintenance activities will be incorporated into our work plan as scheduled, steady-state activities, not delinquent or reactive.**

Phased Maintenance Services

AIMM understands the direct impact the phased maintenance services will have on the daily, routine operation of the PBMC and we have the foresight and experience to realize we need subcontract partners (in addition to our in-house work forces) to help with all aspects of this work. Without local, qualified subcontract partners, the daily, routine PBMC operation will be strained of resources and suffer as a result. We have identified the following work needs for phased maintenance services:

- **Unpaved Shoulder Dropoff (12 months)** – **Blevins Enterprise and Jones Brothers** will perform shoulder repairs as itemized by AIMM. Blevins currently sweeps these roadways and understands where critical drop-off issues are located through the project. This work effort will require up to 12 months due to the nature of the work and associated traffic control requirements.
- **Miscellaneous Drainage Structures (6 months)** – AIMM will direct **our supplemental litter crew, Caudill Mowing,** to systematically address miscellaneous drainage structure repairs including vegetation, litter and blockage removal. Any significant concrete damage will be itemized and scheduled for repair accordingly.
- **Paved Ditches (6 months)** – Paved ditches will require a diligent work effort to clean out trash, litter, debris, silt, sand, vegetation and other items. Our **supplemental cleanup crew** will assist with these work efforts with removal of silt, debris or ditch pavement repairs being performed by AIMM or other subcontractors.
- **Ground Signs (6 months)** – Ground sign improvement will be one of the heaviest work loads because of the backlog and short time allotted. AIMM will use a three-fold strategy for ground sign improvements:
  1. AIMM to develop and prioritize work needs, initiate utility locates and provide panels, posts, sign assemblies and hardware.
  2. **Roy T Goodwin supplemental crew** to perform minor ground sign repairs including post straightening, vegetation and weed removal, cutting back tree limbs and brush for visibility and removing sign obstructions (daylighting), hand-cleaning of sign panels, tightening hardware and repairing foundations.

3. **Superior Traffic Control** to perform larger sign repairs requiring heavier equipment, foundation repairs and larger-scale lane closures.

- **Inlets (6 months)** – **Blevins Enterprise** will perform inlet cleaning throughout the system to bring drainage inlets back into compliance. AIMM heavy bridge crews will assist with inlet cleaning on bridges using vacuum trailers and hand tools. **Inlet cleaning will require a large number of static lane closures.**

B.8.2 Execute Work Plan

Once our work plan is developed we will schedule the respective in-house work forces to perform the work. Maintaining an active work schedule is critical to executing the work plan. Our project manager will work with area managers to monitor the work plan, making minor adjustments and adding resources, as needed, to ensure our work plan is executed. See **Appendix A-8** provides a snapshot of our year one work plan with a breakdown of key maintenance elements and characteristics. Philosophically and operationally, AIMM does not manipulate the numbers with regard to deductions or penalties in lieu of performing work: **we perform the work!**

B.8.3 Measure and Track Key Performance Indicators (KPI's)

As our work plan is executed, we measure and track work progress and KPI's using our **aIMMS** system. As our area managers and crew leaders enter in work accomplished in our MMS system, our PM, project engineer and other management staff review data trends from a macro level. This allows us to identify potential performance and timeliness issues before they occur. Similarly, we review the customer service log, bridge maintenance tracking system and incident response data from the TMC to understand what level of service we are operating at. Performance standards requiring a higher level of service such as customer service and incident response are reviewed more frequently (daily or weekly) to maintain a tighter pulse on our performance. Our project engineer and QC Manager jointly perform internal MQA inspections to review and audit the field conditions.

B.8.4 Self-Improvement

AIMM's overall attitude towards the PBMC is that **regardless how well we are performing we can always improve!** From our team's experience, there will be micro-adjustments we can make in our approaches to improve efficiency, performance and overall execution. Continuous review of performance and KPI's allows us to make the necessary adjustments to our field operations. As we learn and understand how we are performing, this informs our work planning, staffing levels, crew deployment and overall execution strategies. From experience we may need to use different tools or stage incident response crews in different locations or re-allocate maintenance workers to right-size differing maintenance activities. As we meet with TDOT on a regular basis we will share our operational adjustments.

B.8.5 Strategy for meeting MQA Criteria

The following are highlights of our strategies for meeting MQA requirements for the MQA elements and associated characteristics:

ELEMENT	PAVED LANES	CURRENT MQA ELEMENT SCORE	87.6

- Develop GIS-based pothole inventory during mobilization, prioritizing repairs based on size, location, and Tier group 1, 2 or 3.
- Perform Tier 1 pothole repairs on routine basis based on visual field inspections and CSR's.
- Winter freezing and thawing can cause pop outs in isolated areas. **Anticipate peak work effort for pot-hole repairs during early spring period (April and May) after snow and ice season.**
- Utilize weekly and monthly pavement assessment to quantify and program Tier 2 and 3 repairs. Work with TDOT to prioritize these repairs.
- On and off ramps historically need the most concrete pavement repair.
- Combination of in-house floating crews and on-call partners able to perform repairs concurrently throughout the system, as needed.
- **Long-term Strategy** – Initiate long term joint sealing program for asphalt cracks or concrete pavement longitudinal and transverse joints.

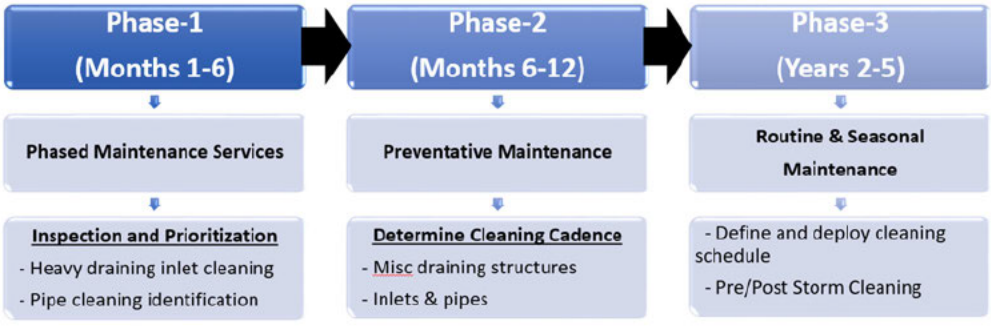
Figure 16 - Concrete Pavement damage on Ramp

ELEMENT	UNPAVED SHOULDER AND DITCHES	CURRENT MQA ELEMENT SCORE	84.3

- Bring unpaved shoulder and paved ditches into compliance during Phased Services period.
- Identify areas prone to needing re-work, such as low points in roadways or narrow shoulders, and build these locations into the annual routine maintenance plan.
- Develop routine schedule for cleaning outfall ditches using supplemental labor crews.
- **Long term strategy** – Restore shoulders and ditch lines and maintain with preventative and routine maintenance cycles.

ELEMENT	DRAINAGE	CURRENT MQA ELEMENT SCORE	72.4

- **Miscellaneous Structures showed the largest characteristic failure from MQA assessment. Concentrated work effort Year 1 to increase service level.**
- Bring inlets and miscellaneous drainage structures into compliance during Phased Maintenance period. Inspect pipes and culverts during these repairs, identifying areas that have excessive buildup requiring pipe cleaning.



- Debris patrollers or area managers perform post-storm/heavy-rain event inspections of drainage systems identifying areas with flooding, water backing up or ponding. Perform repairs and cleanup, as needed, at these locations.
- Implement higher frequency inlet and structure cleaning at low points or known areas prone to buildup.

- Dedicated **supplemental litter crew** to routinely remove litter and trash.
- Heavy maintenance crews or subcontractors perform heavy debris and silt removal with specialized equipment including vacuum trucks.
- **Long term strategy** – Develop cycle-based, prioritized schedule for inspection, debris and trash removal, cleaning and vac removal, vegetation removal, erosion control and repairs and maintenance of drainage structures, inlets and pipes. **Clean slotted drains along barrier wall on I-24 through Murfreesboro as needed.**

ELEMENT	ROADSIDE	CURRENT MQA ELEMENT SCORE	77.7

- Subcontract routine, cyclical activities to local subcontractors currently performing the work.
- **Ensure 1st and 2nd mowing cycles are completed before Memorial Day and July 4th holidays, respectively.**
- Establish dedicated litter crews to assist with debris removal, litter removal, vegetation removal and general cleaning within the ROW limits.
- Sweep bridges outside of the prescribed sweeping limits on a periodic basis.
- Subcontractors fix majority of guardrail and attenuator damage with AIMM specialized crews able to assist with moderate damage repairs, attenuator re-sets and cable barrier repairs.
- Stockpile attenuator units with high frequency of damage with repeated hits to allow quicker response time.
- For trees and brush, focus initial efforts on safety issues related to sight distance, obstructions and encroachment of roadway.
- Use daily debris patrols to identify guardrail and attenuator hits and damage proactively with immediate notification to guardrail subcontract partner.
- Graffiti removal performed by in-house floating debris and pothole crew.
- **Long Term Strategy** – Cut back vegetation line for trees and brush at right of way line, on top of noise and sound walls and around bridges. Maintain a steady-state condition in following years.

ELEMENT	TRAFFIC SERVICES	CURRENT MQA ELEMENT SCORE	74.3

- Ground signs brought into compliance during phased period with in-house workforces and subs.
- After phased maintenance, dedicated sign crews to service signs on routine basis.
- Overhead sign maintenance prioritized through the Bridge Inspection Review Committee.
- If systemic issues are discovered across overhead sign structure inventory, apply routine maintenance and repairs initiative systemwide as best practice.
- Field crews keep delineators and glare screens stockpiled on crew trucks for quick installation.
- **Long Term Strategy** – Dedicated sign crew and push-button contract with local subcontractors.

B.8.6 Strategy for Meeting Non-MQA Criteria

Debris Patrolling & Removal

Large debris in the travel lanes or shoulders is a major, reoccurring work need within the corridor. **AIMM will have two (2) debris patrols patrolling twice weekly**, to ensure debris is identified and reported in a timely manner and that all roadways are monitored. Debris patrollers are critical to the operation and will work seamlessly with our debris crew, area managers and maintenance crews electronically reporting debris as it is discovered. **AIMM will have a full-time, dedicated debris crew.** This crew will operate continuously to ensure

the roads within this project are kept safe and clean. During peak periods surrounding holidays, special events or after tornado damage, additional debris crews will be assembled to assist with higher volumes of debris.

Bridge Cleaning

Figure 17 - Birds underneath I-40 at Fairfield Ave and bird excrement on sidewalk

AIMM will annually clean all identified structures on I-40 removing bird excrement and buildup of other accumulated waste. From our field review (see **Figure 17**), we noticed many areas where birds, pigeons specifically, are congregating and perching on substructure caps, wires, non-functioning hangers and other apparatus'. **From our field reviews, AIMM noticed several non-functioning hangers that birds were collecting on. AIMM will request from the TDOT bridge division to remove any non-functioning attachments as a long-term measure to reduce bird waste accumulation.** AIMM crews or subcontractors will hand remove waste, treating the material as hazardous waste. Pressure cleaning will then be used to provide a final cleaning of the concrete surfaces and bridge elements.

Homeless Encampments

AIMM recognizes homeless encampments are problematic along certain areas of the interstate. AIMM is experienced with homeless encampment cleanup and currently provides this type of service through our supplemental crew contracts in Miami-Dade County. Our maintenance crews will be equipped with the proper tools, equipment and PPE to safely remove debris, trash and other hazardous materials. We will coordinate with TDOT, Metro Nashville and local law enforcement when cleanup and removal is performed.

Rock Catch Areas and Fence

Within the first month and every six months thereafter, AIMM will provide a certified condition inspection report detailing all rock catch areas. Rock catch areas and rock catch fences will be cleaned of vegetation and rock debris on a routine basis. An initial cleanup will be completed in the first year of the contract to bring these areas into compliance with routine monitoring, inspection and maintenance performed. **We recognize I-840 has many areas prone to rock fall and will perform increased safety inspections along this corridor.**

B.9 Maintenance of Traffic (MOT), Safety and Lane Availability

Maintenance of Traffic (MOT), safety and lane availability are all core components of delivering the PBMC and are inherent to the work activities performed. AIMM is committed to maintaining safety for the traveling public and providing our services in a safe working environment that meets or exceeds TDOT specifications, Manual of Uniform Traffic Control Devices (MUTCD), TDOT Work Zone Field Manual (WZFM) and Section 18 of the scope of services. We will make every reasonable effort to minimize traffic impacts due to our MOT operations and lane closures with an emphasis on proactive planning and regional coordination. We never cut corners with safety and ensure that our team and subcontractors are properly trained to safely perform their duties.

B.9.a PBMC Safety Plan & Training

Safety is everyone's responsibility from the Project Manager to the field technician level. Jose Hernandez, our corporate safety director, will work with our project dedicated Safety Officer to develop a PBMC specific safety

plan. The core components of the plan will include worker safety, PPE requirements, hazardous material handling and removal, MOT and traffic control standards, MUTCD standards, flagging operations and other safety related items. Our project safety officer will be responsible for implementing the PBMC safety plan with Jose Hernandez performing quarterly audits of the PBMC. A safe work environment is maintained by ensuring all staff members are properly trained before entering the field, reinforcing safety requirements prior to performance of work, safety inspections and reviews by the management team during and after maintenance activities, post-incident reviews and overall team collaboration.

The safety officer, area managers, and crew leaders will lead daily toolbox talks with field crews to reinforce worker safety and safety requirements specific to the tasks being performed. Additional training, above and beyond minimum requirements, for equipment, tools, materials and other potential safety hazards will be offered and administered to employees and at a regular cadence. Should any major safety issue occur, Jose Hernandez and other corporate staff will initiate a safety stand down for the project, a planned, temporary pause in regular work activities to focus and reinforce safety practices and procedures. PBMC staff, subcontractors and TDOT staff will be invited to attend the stand downs.

B.9.b Details steps to ensure worker safety and safety for traveling public

To illustrate the level of planning and preparation that AIMM uses when implementing traffic control we have developed a real life example with detailed steps outlining our internal processes. See Table-5 which illustrates a bridge deck repair was used as a case-study that represents all aspects of traffic control implementation.

Table 5 – Traffic Control Planning Approach

Step	AIMM Process	Responsible AIMM Party	Timeframe	Example
1	Determine Work Need	Project Manager or Project Engineer	60 days prior	• Bridge deck spall repair
2	Determine Location of Work	Project Manager or Project Engineer	60 days prior	• I-65 Northbound, Right lane, on bridge, Repair is in the middle of the lane
3	Determine Time Requirement	Bridge Superintendent	30 days prior	• Work will take between 4-6 working hours
4	Determine Size of Operation	Bridge Superintendent	30 days prior	• Heavy bridge crew – 6x FTE's, 3x Work Vehicles
5	Determine Traffic Control	Bridge Superintendent and/or Safety Officer	30 days prior	• Single static lane closure for Right Lane • If non-standard lane closure required, provide signed and sealed drawings
5	Select proper TDOT WZFM closure	Bridge Superintendent and/or Safety Officer	30 days prior	• (29) Lane Closure – Occupied Nighttime Workspace Multi-Lane, Divided
6	Review Lane Restrictions	Bridge Superintendent and/or Safety Officer	30 days prior	• I-65 – 5:00am to 8:00pm, Monday through Sunday
7	Schedule Work	Project Engineer or Area Manager	21 days prior	• Place work on AIMM internal PBMC work schedule calendar
8	Determine Traffic Control Equipment Requirements	Project Engineer	21 days prior	• 1x PCMS • 2x Arrow Boards • Multiple work zone signs • Channelizing Devices • 2x TMA trucks • Law Enforcement Officer (optional)

Step	AIMM Process	Responsible AIMM Party	Timeframe	Example
9	Determine In-House Capability	Project Engineer	21 days prior	• If additional crew and equipment availability, self-perform traffic control • If not, subcontract lane closure
10	Additional Scheduling	Project Engineer	21 days prior	• Traffic control subcontractor • Law enforcement officer (optional)
11	Schedule Lane Closure with TDOT	Project Engineer	14 days prior	• Notify TDOT fourteen (14) calendar days in advance of
12	Review work plan and traffic control requirements	Bridge Superintendent	7 days prior	• Heavy bridge crew reviews work plan with in-house work forces or traffic control subcontractor
13	Advance Warning Notification	PBMC Crews or Subcontractor	7 days prior	• Install notification as needed: signs, PCMS and other
14	Notify TDOT	Project Engineer or Area Manager	Day of Work 8 hours prior	• Notify TDOT PBMC representative or TDOT TMC of lane closure prior to work commencing
15	Internal Safety Meeting	Bridge Superintendent and Area Manager	Day of Work First 30 minutes	• Conduct safety toolbox talk and review work plan for night including traffic control setup • Review traffic control layout with traffic control sub (if using) prior to implementation.
16	Implement Traffic Control	PBMC Crews or Subcontractor	Day of Work 0-1 hours	• Implement single lane closure for work crews to begin bridge repairs. • Immediately notify TDOT if any deviations or significant changes occur.
17	Execute Work	Heavy bridge crew	Day of Work 1-8 hours	• Repair bridge spall • Maintain communication with traffic control subcontractor as needed
18	Notify TDOT	Bridge Superintendent	Day of Work 30 minutes after work finished	• Notify TDOT PBMC representative or TDOT TMC lane closure is removed and bridge crew has demobilized

B.9.c Innovative Technologies Used

AIMM is a proponent of utilizing technology that increases safety, maximizes efficiency, and drives innovation. AIMM would like to be involved with TDOT's Region 3 Safety Committee to provide real-time feedback on innovative technologies in the market. We recognize the industry will only continue to trend towards more innovative technologies at the field level. AIMM's IT and Technology team, led by **Ashley Rivera** and **Kelley Baranuk**, will assist the PBMC in harnessing, implementing and utilizing innovative technologies.

- **In-Vehicle Dash Cams** – AIMM utilizes **Samsara**, a cloud-based telematics and GPS tracking camera system to capture activity inside the cab of our vehicles and monitor driver activity. Dash cams have proven to reduce speeding, accident rates, texting while driving and increase overall driver awareness, seatbelt usage and safety compliance.
- **Digital Equipment Tracking** – All AIMM equipment will be capable of automatically providing digital alerts of locations to motorists and commercial vehicles via consumer phone applications, vehicle OEM navigation systems, and commercial vehicle automated data logging systems. Digital alerting shall be activated whenever the contractor's equipment is encroaching either a lane or roadway shoulder and shall reflect the location/movement in real time.
- **Smart Cones** – Smart cones equipped with sensors and lights provide real-time information about traffic conditions and guide drivers can be used with lane closures and traffic control setups.

- **Artificial Intelligence** – AIMM is working with a handful of consultants and subcontractors to help pilot AI technology that uses dash cam footage and machine learning to assess roadway conditions and detect deficiencies. This type of technology is still being developed.

Lane Availability & Reporting

Our proactive work planning ensures we request lane closures in advance of required work to avoid delinquency of repairs or excessive lane closures. AIMM's IMC will attend all Region 3 weekly lane closure meetings, as required. Planned lane closures will be requested in the weekly work plan submitted to TDOT on a weekly basis, by 1pm on Monday, for the following Thursday through Wednesday. TDOT will be notified of lane closures 8 hours before implementation and 30 minutes after once removed. We recognize lane closures need TDOT approval and liquidated damages can apply. We understand the following lane closure restrictions:

Table 6 – Lane Closure Restrictions

Roadway	Type of Closure	Time Restriction	Day Restriction
I-65, I-40, I-24, I-440	Lane	5:00am to 8:00pm	Mon through Sun
I-65, I-40, I-24, I-440	Shoulder	6:00am to 9:00am 4:00pm to 7:00pm	Mon through Fri

AIMM will plan and schedule work activities to minimize the number of needed mobile operations or lane closures. AIMM uses the following strategies:

- **Maintain constant communication with TMC** to understand upcoming closures and events.
- When possible, **schedule work in conjunction with other regional lane closures** and coordinate with TDOT and other contractors on closure details.
- Where possible, **schedule multiple similar asset consecutive repairs** under one, extended lane closure. Examples would include bridge work on multiple bridges in close proximity or multiple guardrail repairs.
- **Tandem scheduling of multiple activities** under same lane closure such as barrier wall repair and drain cleaning with static lane closure.
- If needed due to an emergency, **rapidly deploy detours**, to maintain regional mobility
- **Apply additional manpower and resources to emergency events** to reduce closure time

B.10 - Added Value

AIMM proposes the following value add items:

1. **Local Presence** – AIMM is the only PBMC contractor with an existing, local presence in Tennessee. This provides TDOT a level of confidence, trust and customer service
2. **Community Service and Volunteering** - AIMM is committed to the community of Middle Tennessee and will actively engage by participating in annual volunteering opportunities such as Living Lands & Water – Cumberland River cleanup, Nobody Trashes Tennessee – Adopt-a-Highway or Tennessee Environmental Council – Davidson County Litter Cleanup
3. **Barrier Wall Painting** – AIMM will clean and coat up to 150,000 SF of barrier walls within the project limits per year. AIMM will work with TDOT to prioritize areas to be painted.
4. **Limited Start** – AIMM is prepared to start May 1, 2024 or earlier for mowing cycles to begin at normally anticipated mowing timeframes in mid to late April. AIMM will work closely with TDOT on these dates.

B.11 - Ancillary Structure and Bridge Maintenance and Repair

AIMM management staff has extensive experience executing structures and bridge maintenance programs. We understand this type of maintenance is typically driven by biennial National Bridge Inspection Standards (NBIS) inspections. These inspections generate bridge work orders or prompt action requests that must be prioritized based on routine or priority maintenance and the nature of the work. Bridge maintenance or repairs are then performed following standard specifications or approved repair techniques. **AIMM has estimated over 240 bridges that are included in the Region 3 North inventory.**

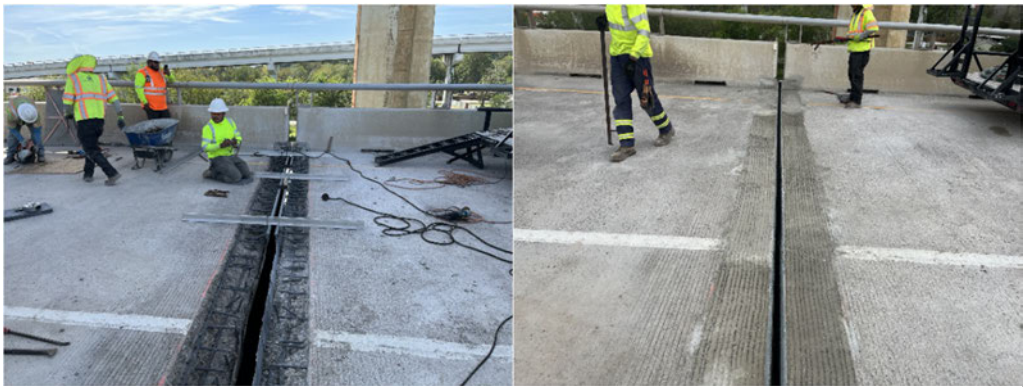


Figure 18 - AIMM's bridge crews replacing sealed expansion joints

AIMM has bridge crews performing daily maintenance repairs including joint cleaning and sealing, deck spall repairs, expansion and armor joint repairs, substructure repairs, erosion and scour mitigation and emergency repairs. We bring the same level of expertise, talent and know-how to TDOT for the PBMC project. The physical repairs for ancillary structures differ from bridges, but the same work methodology and approach is employed by our team in the overall execution of maintenance and repairs.

For our bridge maintenance program, AIMM's strategy is to identify work needs and develop an overall plan, while our tactics include individual repairs and maintenance work. AIMM will implement a simple process for managing the bridge maintenance for the Region 3 North PBMC:

1. **Identify Work Needs** – The project engineer will work directly with TDOT bridge engineering staff during the mobilization and Bridge Inspection Review Committee meetings to identify work needs for routine maintenance, priority maintenance and to delineate critical findings, major maintenance repairs, and rehabilitation. Relevant, available data will be used to identify work needs including historical inspection reports, work order reports, as-built plans and interviews with TDOT bridge maintenance crews. Additionally, field inspections by our Bridge Superintendent and Area Managers will be used to inform our work need development.
2. **Plan and Schedule** – The project engineer will use the prompt action requests and identified work needs to develop a bridge maintenance work plan. The work plan will be dynamic, constantly evolving as new work is identified, additional prompt action requests are generated, and field conditions change. Repairs and maintenance must be prioritized based on categorization, bridge maintenance element ratings, and timeliness performance criteria. The project engineer will work with the bridge superintendent to develop a feasible work plan that can be executed by the team with constant review and scheduling look-ahead.
3. **Perform maintenance repairs –** AIMM's heavy bridge crew will perform the routine maintenance, priority maintenance and other repairs, as needed, to promptly address and systematically work through the backlog of bridge maintenance.
4. **Ensure Quality Work** – AIMM will ensure bridge repairs receive the same level of quality control and quality assurance in the review, inspection and closeout of work orders and prompt action requests.

Monitor – AIMM's project engineer will be responsible for monitoring the bridge maintenance program. **AIMM will develop a non-proprietary cloud-based SharePoint Region 3 North structures database that will serve as the primary monitoring mechanism for the bridge maintenance program.** The database will include, at a minimum, the full bridge inventory, basic bridge information (number, county, route, log miles, featured intersection, lat/long, etc.), prompt action requests incorporated through the Bridge Inspection Review Committee, historical inspection reports, historical work orders, as-builts and digital photos. This bridge database will be updated daily with reporting made available to AIMM or TDOT bridge engineering staff. The SharePoint database will have restricted access given the sensitivity of bridge information.

Report – As field repairs and maintenance are completed, the work performed will be documented using our **aIMMS**, before and after photos and filling out daily and weekly work accomplishment reports. The project engineer will use this information to update SharePoint bridge database and make available to TDOT. At the Bridge Inspection Review Committee Meetings, the project engineer and PM will update TDOT with a focus on work accomplished over the past month, time sensitive repairs and any new critical findings. The data will be filtered and summarized in different reporting formats as needed or requested by TDOT.

Compliance – AIMM will perform all bridge repairs and maintenance following all applicable prompt action requests, standard specifications or details, shop drawings, approved repair methods and material data sheets. All final materials incorporated will be sourced from the TDOT QPL. Digital photos will be taken before, during and after repairs are complete to provide an added layer of documentation for review. AIMM will ensure our subcontractors are following the same protocols when directed to perform bridge maintenance repairs by discussing repair procedures and techniques prior to the maintenance being performed.

AIMM's QC Manager will perform quality control reviews based on our Quality Management Plan for all prompt action request repairs, whether performed in-house or by one of our subcontractors. Quality control reviews will be tracked separately with documentation being incorporated into the SharePoint bridge database.

Ensuring Timeliness – Once AIMM receives prompt action requests from TDOT they will be prioritized and scheduled. Prompt action requests that are more critical or sensitive will be given a higher priority or an earlier start date in the schedule. Scheduling the repairs transfers the ownership, accountability, and responsibility to the PBMC team to ensure the work is performed. **Priority work orders shall be completed in 180 days and routine work orders shall be completed within one year.** The project engineer will monitor the SharePoint bridge database on a daily, weekly and monthly basis to ensure all timeliness criteria are met. The SharePoint bridge database will send auto-generated email reminders for prompt action requests triggered at 90-, 60- and 30-day intervals. These emails will go to the PM and project engineer, at a minimum. The SharePoint bridge database will be reviewed during the monthly Bridge Inspection Review Committee meetings.

Critical Findings

Based on the most current Tennessee Highway Bridge Report, there are a total of 13 bridges on the interstates in Region 3 North identified as structurally deficient. During the mobilization, our project engineer will discuss these bridges with TDOT bridge engineering staff to gain a historical understanding of the types of issues exhibited by these bridges. These bridges will receive visual inspections on a annual basis to confirm no additional issues have surfaced. AIMM staff, including Area Managers, will be trained to identify issues

categorized as "critical findings" (29.2.3.1). AIMM's project engineer will work with TDOT bridge engineering staff to track all critical finding issues that become known to help with the overall prioritization of repairs for TDOT. Should any AIMM staff members discover critical findings during field reviews or while bridge maintenance work is being performed, these findings will promptly be reported to TDOT bridge engineering staff with AIMM taking the necessary mitigation and traffic control measures, as needed.

Ancillary Structures

AIMM understands ancillary structures to be overhead, cantilever or butterfly sign structures. We use the same methodology for these structures as bridges when it comes to monitoring, reporting, and meeting compliance. We recognize these structures are inspected less frequently than bridges, every 5 years as opposed to every 2 years, however, AIMM still has the same level of responsibility in maintaining these ancillary structures.

Above routine maintenance, we anticipate our most vital work need for ancillary structures being related to overhead or cantilever signs that are damaged or hit by the traveling public. **From our conversations with TDOT and local subcontractors, we anticipate approximately two (2) of these emergency events every year.** This type of damage requires immediate response to assess the structural integrity of the structure and ensure the safety of the traveling public. Our engineering partner, CONSOR, will respond immediately upon notification of a hit sign. Depending on the severity of the damage, a full interstate closure may be required to safely remove the damaged sign. Emergency response and third-party damage caps will be followed and adhered to with these types of hits typically exceeding the contractual threshold caps. Once repair caps are met, AIMM will have TDOT determine next steps for repair and/or replacement of the damaged signs. AIMM will work with local subcontractors such as Vulcan Materials Company or Superior Traffic Control to perform the necessary repairs.

B.12.1 - Scenarios & Situations – Bridge Cleaning

Excessive dirt, debris and vegetation commonly affect the longevity of bridges and concrete structures. If left unmaintained, these naturally occurring elements can lead to deterioration and ultimately failure of certain structural assets. Dirt and debris naturally accumulate on bridge decks along the barrier wall and in the bridge joints. If not routinely removed, excessive dirt and debris can lead to bridge drainage systems or scupper pans getting clogged up which can lead to ponding of water on the bridge deck, which ultimately creates safety issues for the traveling public.

Figure 19 - Briley Parkway off-ramp from I-40 West-bound with overgrown vines and vegetation

Dirt, sand, silt, and gravel are naturally abrasive. Over time, these materials, in combination with vehicular traffic and weather, can cause sectional loss to the rubber or epoxy bridge joint seals. Once the seals break down water can penetrate the bridge deck and slowly corrode and weather concrete caps, abutments and bearing systems. Additionally, excessive water that leaks from the bridge deck leads to erosion and scour of the bridge slope pavement, rip rap systems, wing walls or other slope protections. Uncontrolled growth of vegetation, bushes, trees, vines, ivies, and organic plant material can affect bridges in the following ways:

- Roots can grow through slope pavement joints leaving gaps and openings for water to penetrate and erode the underlying soil, causing stabilization issues.
- Trees and bushes can grow out of control and limit sight distance for the traveling public and obstruct safety or warning signs.
- Vegetation at wing walls can affect drainage and compromise the slope integrity leading to erosion and/or scour damage.
- Vines and ivies growing on concrete elements will draw out moisture from the concrete overtime which can eventually lead to strength loss.

Ultimately, overgrown vegetation is not aesthetically appealing and from a visual standpoint creates an appearance of delinquency or "lack of maintenance".

From our pre-bid field reviews we recognize dirt and debris accumulation and uncontrolled vegetation need to be addressed throughout the bridge inventory. AIMM recognizes that a strong routine maintenance program is essential in maintaining these assets. AIMM understands the problems these issues can create with bridges, approach slabs, box culverts and other concrete structures and will incorporate the following into our maintenance work plans.

Pre-NTP Mobilization Assessment

Prior to NTP, AIMM will perform a systemwide assessment of the bridges to detail, quantify and prioritize the needed cleaning and repairs throughout the structures inventory. This data will be translated into an initial 12-month work plan (**see Figure-20**) and a longer-term routine maintenance plan. The assessment will be a visual field inspection that will help us rate and prioritize where the most upfront work is needed. Bridges with potential safety issues will be addressed first.

Figure 20 - AIMM's Bridge cleanup approach

Vegetation Removal and Cleanup

AIMM will utilize in-house maintenance crews and our supplemental litter crew to perform vegetation removal and cleanup of the bridges. We will systematically work through the bridge inventory beginning in early Fall through Winter. We anticipate this work to take anywhere between 1 to 5 days per bridge location. The following pictures in **Figure-22** show current bridge conditions along the Region 3 North corridor:

Figure 21 - Common bridge issues: overgrown vegetation, clogged scupper pan from lack of sweeping, joints filled with dirt and silt

Sweeping & Drain Cleaning

A thorough cleaning of all bridge decks by hand sweeping will be conducted in the first six months of the contract. Hand sweeping is more thorough than mechanical sweeping and will allow our crews to remove larger debris that has accumulated and remove dirt and silt that a mechanical sweeper often misses. Many bridges outside of the sweeping limits have not had shoulder cleaning in years. Once all bridges have been cleaned, the shoulders on each barrier wall will be swept periodically if dirt and debris are accumulating more rapidly.

During this initial reset period, drainage systems, scupper pans and downspouts will be cleaned to remove buildup or silt and dirt and any vegetation or debris. Any drainage failures and/or repairs needed will be noted for further attention.

Joint Cleaning & Sealing (Bridge Decks)

During the initial cleanup period, bridge expansion joints throughout the system will be cleaned out concurrently with the sweeping and drain cleaning operation. During this process, a list of bridge joints that are failing, have lost adhesion, or are altogether missing will be generated. Our project engineer will work with our bridge superintendent to develop and implement a joint cleaning and sealing program. Bridge joints on average need re-sealing every 4-5 years and we anticipate re-sealing a percentage of the bridge inventory on an annual basis.

Joint Cleaning & Sealing (Slope Pavement)

Many of the joints underneath the bridges in the slope pavement have roots and weeds growing out of them, many having no epoxy seal remaining. It is critical that these joints receive the same inspection and treatment as bridge joints on the deck. AIMM will remove all vegetation from the slope pavement first, then incorporate re-sealing of slope pavement joints into the re-sealing program. These types of failures are less frequent but require the same level of attention.

B.12.2 - Scenarios & Situations – Spall Repair

If not repaired correctly, major spalls with corroded steel can lead to severe failure of concrete superstructure or substructure elements due to continued weathering, salt brine application from de-icing operations or other cumulative effects. AIMM assumes the work order in this scenario to be a Priority Maintenance Work Order as defined by 29.2.3 in the scope of services. Priority Maintenance work orders have 180 days to complete, however, if any of the spalling presents safety issues, the repairs will be expedited accordingly. **The I-65 or I-24 bridges over the Cumberland River are Davidson County bridges where this scenario could occur.**

Our general approach for any priority maintenance work order would be:

- PM and/or project engineer review inspection reports, work order and recommended repair procedures and discuss with TDOT during the Bridge Inspection Review Committee.
- **Request as-built bridge plans to confirm rebar size, spacing and cover dimensions.**
- Discuss with TDOT bridge engineering and maintenance staff if further clarification is needed.
- Follow all recommended repair procedures, current TDOT Specifications, TDOT Standard drawings for Bridge Repairs, and construction plans or shop drawings for repair.

- Schedule heavy bridge crew or subcontractors, schedule lane closures, order materials and rent any specialized equipment needed to carry out repairs. **For bridge repairs over water, anticipate renting a snooper truck or under-bridge working platform for aerial access.**
- All repair materials shall comply with section 12 – Materials of the scope of services.

Figure 22 – Interstate bridges over Cumberland River in downtown Nashville

AIMM would use the following repair techniques for this type of spall repair:

Safety and containment:

- Ensure the safety equipment is right-sized to the operation including PPE, fall protection and any specialty requirements.
- Install appropriate containment or debris safety netting to ensure loose concrete, rebar or other materials are retained and do not fall in the water.
- Install any needed forms underneath bridge deck prior to performing work.

Surface preparation:

- Remove any damaged or loose concrete prior to proceeding.
- Avoid damage to sound concrete that is to remain in place. Use hand tools or power-driven chipping hammers to remove concrete and avoid excessive surface damage.
- In general, if more than ½ the perimeter of any reinforcement is exposed or if the exposed bar exhibits significant corrosion, remove the concrete from around the entire bar.
- If needed, coat or apply corrosion inhibitor to exposed reinforcing steel that is not corroded using products found on the Qualified Products List – Approved Products (QPL)
- Square the patch perimeters to eliminate feathered edges. Use handheld grinders or saws being careful not to overcut at the corners.
- Roughen the substrate to ensure a strong mechanical bond between the patching material and parent concrete.

Final surface preparation

- Substrates must be cleaned and sound. Remove any contaminants, oil, dust, debris or other foreign particles.
- Prior to final patching, blast area with high-pressure air compressor.
- Install final formwork, ensuring forms are tight enough to prevent grout leakage.

Mixing and concrete application

- Ensure ambient temperature is in the appropriate range to pour concrete.
- Ensure material used is on QPL, Section 13 – Patching Materials or Section 43 – Closure Pour Material. Follow all manufacturer recommendations and product data sheet specifications.
- Using concrete mixer, mix minimum quantity required to achieve workable and consistent concrete mix, ensuring concrete is not over-mixed.
- Pour concrete material over repair area, ensuring consistent delivery and application.
- Consolidate by rodding, vibrating or hammering forms being careful not to over-vibrate the mix.
- If required, make test cylinders for quality control testing.

Finishing concrete

- Screed off excess concrete to ensure uniform finish that matches existing superstructure or substructure thicknesses.
- Hand finish concrete with screed, trowel and broom, as necessary.

- Follow TDOT Specifications **604.21 Finishing Concrete Surfaces** to final surface finishing.

Curing

- Allow concrete to cure based on recommended cure period, depending on type of application, location of repair and setting timeframes. **Anticipate using rapid set concrete for major spall repairs on bridge decks.**
- Remove underdeck bridge forms once concrete has finished curing.

Close out and documentation

- Perform final cleanup of materials and de-mobilization of equipment.
- Document repairs before, during and after with digital pictures.
- Close out work order and upload documentation to TDOT as required.
- Perform Quality Control review as needed.

B.12.3 - Scenarios & Situations – Box Culvert Erosion Repairs

Upon inspection, confirm the erosion and undermining are not compromising the roadway. If the roadway is compromised, schedule necessary shoulder or lane closures (possibly detour) and mobilize emergency workforces to expedite repair. Assuming the roadway is not compromised, and the repair procedures aren't emergency in nature, AIMM would do the following:

- Implement temporary erosion control measures to prevent further soil erosion including silt fences, erosion control blankets or sediment basins.
- Expose damaged sections of culvert or wingwall by excavating carefully, removing loose or unstable soil.
- Once exposed, perform any concrete repairs on the culvert including patching or crack sealing. Replace in-kind any compromised wingwall sections to restore proper drainage flow and prevent future erosion.
- Stabilize the foundation beneath or around the culvert or wingwalls. Where space is limited to compact fill, use flowable fill or other self-consolidating materials that meet TDOT specifications.
- Backfill excavated areas ensuring proper compaction. Install geogrids, filter fabric and/or rip rap as needed, to match original design and construction of culvert or wingwall.
- Remove temporary erosion control measures and fully document repairs.

Once repaired, this box culvert would receive inspections on a regular basis, specifically after major storm events. Should any reoccurring issues present themselves, AIMM would work with TDOT drainage to further investigate and review potential drainage improvements.

B.12.4 - Scenarios & Situations – Cantilever Sign Structure Repair

Hairline cracks in moment connections for cantilever sign structures are common maintenance issues that need to be addressed for safety of the traveling public. If major cracking is evidenced, a more immediate response may be required including removal of the cantilever arm for off-site repairs. This type of repair is a simple repair that requires comprehensive planning of traffic control, arm support, access equipment and qualified welding. AIMM will follow all design plans, shop drawings, TDOT standard specification **602.19 Welds** and FHWA Guidelines for the Installation, Inspection, Maintenance and Repair of Structural Supports for Highway Signs, Luminaires, and Traffic Signals. AIMM would conduct the repairs in the following manner:

1. **Traffic Control** – Upon receipt of the inspection report, AIMM will develop a repair schedule. Because this is a cantilever sign structure, the cantilevered end of the sign needs to be supported during the repair to unload the welded moment connection. To properly do this, a multi-lane interstate lane closure will be needed.
2. **Cantilever Support** – Once traffic control has been implemented, the sign structure needs to be temporarily supported to relieve the load on the moment connection. A crane will be mobilized to safely provide support.
3. **Grinding** – Once the sign structure is safely supported by the crane our welder will access the moment connection and grind out the compromised welds. Grind weld at a 10-15 degree angle.
4. **Surface Preparation** – Once compromised weld has been removed, adequately prepare the surface areas adjacent to the weld. Preparing the surface for welding is essential to ensure a strong and reliable weld. Remove any dirt, rust, paint, oil or other contaminants from the surface. Use a wire brush, grinder, or sand paper to clean the area to be welded.
5. **Perform Welding** – Once the surface has been adequately prep, commence with welding the cracked area. Use proper welding techniques, maintaining a steady hand and consistent travel speed. Avoid excessive weaving or stopping and starting, which can lead to defects. Once complete, inspect the weld for any defects, such as porosity, cracks or incomplete fusion. Clean the weld and surrounding area to remove and slag or spatter using a wire brush.
6. **Prime and Recoat** – Apply coating materials meeting all structural steel coating application and QPL requirements including primer and topcoat. Allow sufficient time for curing and drying of coating materials.
7. **Demobilization** – Once repair is complete, slowly release sign structure and demobilize bucket trucks, cranes and safely remove all traffic control.

Once the repair is complete, ensure proper close-out documentation is retained including material product data sheets, before and after photos and any other pertinent information. The repair will be incorporated into our weekly accomplishment reporting with details made available to TDOT as requested. Perform Quality Control checks as needed to ensure repairs are performed correctly.

The AIMM advantage!

There are several factors that give the AIMM Team a distinct advantage:

- Safety is the foundation of our culture and will always come first!
- AIMM understands the shift in strategy for TDOT and the importance of seamlessly mobilizing and delivering the PBMC services.
- We are Middle Tennessee residents.
- Our leadership has deep PBMC experience.
- We are committed to providing effective management, timely response, and proactive communication on this contract.
- We possess a QMP that ensures reliable contract compliance and exceed the customer expectations.
- Recognize our customers include the traveling public, TDOT, THP, government agencies, and other related organizations within the region.

Figure 23 - AIMM Executive Team at Region 3 HQ

We truly appreciate the opportunity to showcase our professional abilities with a highly effective, proactive team to TDOT Region 3.

APPENDIX for Proposal for RFP # 40100-PBMC0001

TENNESSEE DEPARTMENT OF TRANSPORTATION

Procurement & Contracts Division
505 Deaderick St. Ste 500
Nashville TN. 37243

AMERICAN INFRASTRUCTURE MAINTENANCE MANAGEMENT

APPENDIX A-1: General Qualifications & Experience

Item 1:

Detail the name, e-mail address, mailing address, telephone number, and facsimile number, if applicable, of the person the State should contact regarding the response.

Doug Qualls

doug.qualls@aimmus.com

1776 Yorktown St.

Suite 325

Houston, TX 77056

Cell: (813) 507-2809

Fax: N/A

Item 2:

Describe the Respondent's form of business (*i.e.*, individual, sole proprietor, corporation, non-profit corporation, partnership, limited liability company) and business location (physical location or domicile).

American Infrastructure Maintenance Management, LLC is a limited liability corporation based in Houston, TX.

Our corporate address is:

1776 Yorktown St.

Suite 325

Houston, TX 77056

Item 3:

Briefly describe how long the Respondent has been providing the goods or services required by this RFP.

American Infrastructure Maintenance Management, LLC has been providing maintenance services since 2017. The owner and members of the executive have been providing performance based maintenance services for over 25+ years.

Item 4:

Describe the Respondent's number of employees, client base, and location of offices.

Number of Employees: Approximately 100

Client Base: Florida Department of Transportation, Texas Department of Transportation, Harris County, Various Prime Contractors

Location of Offices:

Corporate Office is in Houston, Texas at 1776 Yorktown St., Suite 325, Houston, TX 77056

Texas Regional Office is located at 2111 Aldine Bender Road, Houston, TX 77032

Florida Regional Office is located at 12054 Northwest 98th Avenue, Hialeah, FL 33018

Item 5:

Provide a statement of whether there have been any mergers, acquisitions, or change of control of the Respondent within the last ten (10) years. If so, include an explanation providing relevant details.

American Infrastructure Maintenance Management, LLC has been solely owned by President and CEO, Javier Rolon, since the company's inception in 2017. The company has not been purchased by any company and has not made any purchases. The company has not been any part of a merger or acquisition. The company has had no change of control from the sole owner, Javier Rolon.

Item 6:

Provide a statement of whether, in the last ten (10) years, the Respondent has filed (or had filed against it) any bankruptcy or insolvency proceeding, whether voluntary or involuntary, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors. If so, include an explanation providing relevant details.

Since the companies inception in 2017, American Infrastructure Maintenance Management, LLC has not filed for any voluntary or involuntary bankruptcy or insolvency proceedings and has not undergone appointing a receiver, trustee, or assignee for the benefit of creditors.

Item 7:

Provide a statement of whether the Respondent or, to the Respondent's knowledge, any of the Respondent's employees, agents, independent contractors, or subcontractors, involved in the delivery of goods or performance of services on a contract pursuant to this RFP, have been convicted of, pled guilty to, or pled *nolo contendere* to any felony. If so, include an explanation providing relevant details.

To the knowledge of American Infrastructure Maintenance Management, LLC, no employees, agents, independent contractors or subcontractors involved in the delivery of goods or performance of services for this contract have been convicted of, pled guilty to, or pled *nolo contendere* to any felony.

Item 8:

Provide a statement of whether there is any material, pending litigation against the Respondent that the Respondent should reasonably believe could adversely affect its ability to meet contract requirements pursuant to this RFP or is likely to have a material adverse effect on the Respondent's financial condition. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it would impair the Respondent's performance in a contract pursuant to this RFP.

American Infrastructure Maintenance Management, LLC has no pending litigation that would adversely affect the companies ability to meet the contract requirements or financial condition.

Item 9:

Provide a statement of whether there are any pending or in progress Securities Exchange Commission investigations involving the Respondent. If such exists, list each separately, explain the relevant details, and attach the opinion of counsel addressing whether and to what extent it shall impair the Respondent's performance in a contract pursuant to this RFP.

American Infrastructure Maintenance Management, LLC has no pending or in progress Securities Exchange Commission investigations.

Item 10:

Provide a statement of whether the Respondent intends to use subcontractors to meet the Respondent's requirements of any contract awarded pursuant to this RFP, and if so, detail:

(a)the names of the subcontractors along with the contact person, mailing address, telephone number, and e-mail address for each;

(b)a description of the scope and portions of the goods each subcontractor involved in the delivery of goods or performance of the services each subcontractor shall perform; and

(c) a statement specifying that each proposed subcontractor has expressly assented to being proposed as a subcontractor in the Respondent's response to this RFP.

American Infrastructure Maintenance Management, LLC intends to use the following subcontractors:

Name	Contact Person	Mailing Address	Telephone Number	E-Mail	Scope	Assented
Bell & Associates Construction, LLC	Steve Hoover	1000 Heath Park Drive, Suite 150 Brentwood, TN 37027	(615) 373-4343	shoover@bellconstructioncompany.com	Bridge repairs	Yes
Blevins Enterprises, Inc.	Zack Blevins	P.O. Box - 734 Main Street Altamont, TN 37301	(931) 692-3830	blevinsent@aol.com	Sweeping, Drainage	Yes
Caudill Mowing	Terry Caudill	4201 Midland-Fosterville Rd. Bell Buckle, TN 37020	(615) 390-5667	Terry.caudill64@gmail.com	Mowing and Litter	Yes
Consor	Philip Nelson	101 Westpark Drive, Suite 300 Brentwood, TN 37027	(615) 385-7892	Philip.nelson@consoreng.com	Engineering Support	Yes
Jones Brothers	Kirby Reed	1010 Pleasant Grove Place Suite 300 Mt. Juliet, TN 37122	(615) 349-5288	kreed@jonesbroscont.com	Pavement & Shoulder Repairs	Yes
Mid-State Construction	Nick Davis	9190 Bradford Hicks Drive Livingston, TN 38570	(931) 239-0887	nick@mid-stateconstruction.com	Bridge maintenance	Yes
Outdoor Solutions	Dayton Ward	1715 Halls Mill Rd.	(615) 713-6311	Dayton1836@gmail.com	Herbicide	Yes

		Unionville, TN 37180				
Pavement Restorations	T.J. Dixon	555 Airport Road Gallatin, TN 37066	(615) 394-1011	tj@gotpotholes.net	Pavement Repairs	Yes
RD Construction	Travis Angel	P.O. Box 95 Pikeville, TN 37267	(423) 618-6719	tangel@rdconstruct.net	Guardrail	Yes
RAWSO	Shawn Hampton	125 Manson Ct. Murfreesboro, TN 37129	(931) 619-3328	s.hampton@rawso.com	Earthwork	Yes
Rogers Group	Tyler Norris	2124 Nashville Pike Gallatin, TN 37066	(615) 207-9488	Tyler.norris@rogersgroupinc.com	Pavement Repairs	Yes
Roy T Goodwin	Brandon Rogers	2620 Locust Street Nashville, TN 37027	(615) 587-0284	BRogers@rtgcontractors.com	Supplemental Crew Heavy maintenance	Yes
Salazar Contracting	Julie Salazar	165 Dry Creek Road Tellico Plains, TN 37385	(423) 253-3215	salazarcontllc@aol.com	Mowing and Litter	Yes
Site-Safe	Tony Parks	200 Judge Kenneth H. Goff Drive Leitchfield, KY 42754	(270) 230-0115	tparks@sitesafeonline.com	Impact Attenuators, Signs	Yes
Superior Traffic Control	Steve Harrelson	116 Capital Way Christiana, TN 37037	(615) 225-1075	Steve.harrelson@superiortrafficontrol.com	Traffic Control	Yes
Sweeping Corporation of America	Lee Miller	4141 Rockside Rd. Suite 100 Seven Hills, OH 44131	(216) 393-0619	lmiller@sweepingcorp.com	Drain cleaning	Yes
TRC Worldwide Engineering	Brady Griggs	217 Ward Circle Brentwood, TN 37027-2314	(615) 661-1170	bgriggs@trcww.com	Quality Control	Yes

Vulcan Construction Materials	David Layhew	3552 Hermitage Industrial Drive Hermitage, TN 37076	(615) 572-7874	layhewd@vmcmail.com	Pavement Repairs	Yes

Item 11:

Provide a statement and any relevant details addressing whether the Respondent is any of the following:

1. **is presently debarred, suspended, proposed for debarment, or voluntarily excluded from covered transactions by any federal or state department or agency;**
2. **has within the past three (3) years, been convicted of, or had a civil judgment rendered against the contracting party from commission of fraud, or a criminal offence in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or grant under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;**
3. **is presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses detailed above; and**
4. **has within a three (3) year period preceding the contract had one or more public transactions (federal, state, or local) terminated for cause or default.**

None of the above statements apply to American Infrastructure Maintenance Management as a company or individually.

APPENDIX A-2: RFP Attachment 6.2 Section A, Item A.7

aimm

aimm

DATE:

December 1, 2023

TO:
Daniel Leeson, Assistant Director
Tennessee Department of Transportation
Procurement and Contracts Division
505 Deadrick St., Suite 500
Nashville, TN 37243

Dear Mr. Leeson,

American Infrastructure Maintenance Management, LLC has no conflicts of interest associated with our response to and pursuit of **RFP 40100-PBMC0001 REGION 3 NORTH.** This letter is being submitted in accordance with **Section A – Mandatory Requirements, Item A.7.**

Please contact me directly if your office has any additional questions.

Sincerely,

Javier Rolon | President & CEO
P: (954) 540-7516
E: Javier.rolon@aimmus.com

WWW.AIMMUS.COM

APPENDIX A-3: RFP Attachment 6.2 Section A, Item A.8

DATE:
December 1, 2023

TO:
Daniel Leeson, Assistant Director
Tennessee Department of Transportation
Procurement and Contracts Division
505 Deadrick St., Suite 500
Nashville, TN 37243

Dear Mr. Leeson,

If awarded a contract pursuant to **RFP 40100-PBMC0001 REGION 3 NORTH,** American Infrastructure Maintenance Management has the ability and will deliver a Payment and Performance Bond to the Tennessee Department of Transportation in accordance with the requirements of the RFP. This letter is being submitted in accordance with **Section A – Mandatory Requirements, Item A.8.**

Please contact me directly if your office has any additional questions.

Sincerely,

Javier Rolon | President & CEO
P: (954) 540-7516
E: Javier.rolon@aimmus.com

WWW.AIMMUS.COM

APPENDIX A-4: Surety Letter

FCCI INSURANCE GROUP

More than a policy. A promise.

December 1, 2023

Re: American Infrastructure Maintenance Management, LLC (AIMM)
RFP 40100-PBMC0001 Region North & RFP 40100-PBMC0002 Region South

To Whom It May Concern:

This letter is provided at the request of our valued client American Infrastructure Maintenance Management, LLC (**AIMM**). Based upon the financial strength, experience, and strong management team, FCCI Insurance Company, through its agent, MarshMcLennan Insurance Agency, provides surety credit to AIMM.

FCCI Insurance Company is rated "A" (Excellent) with a financial size category of X (750,000,000.00) by A.M. Best.

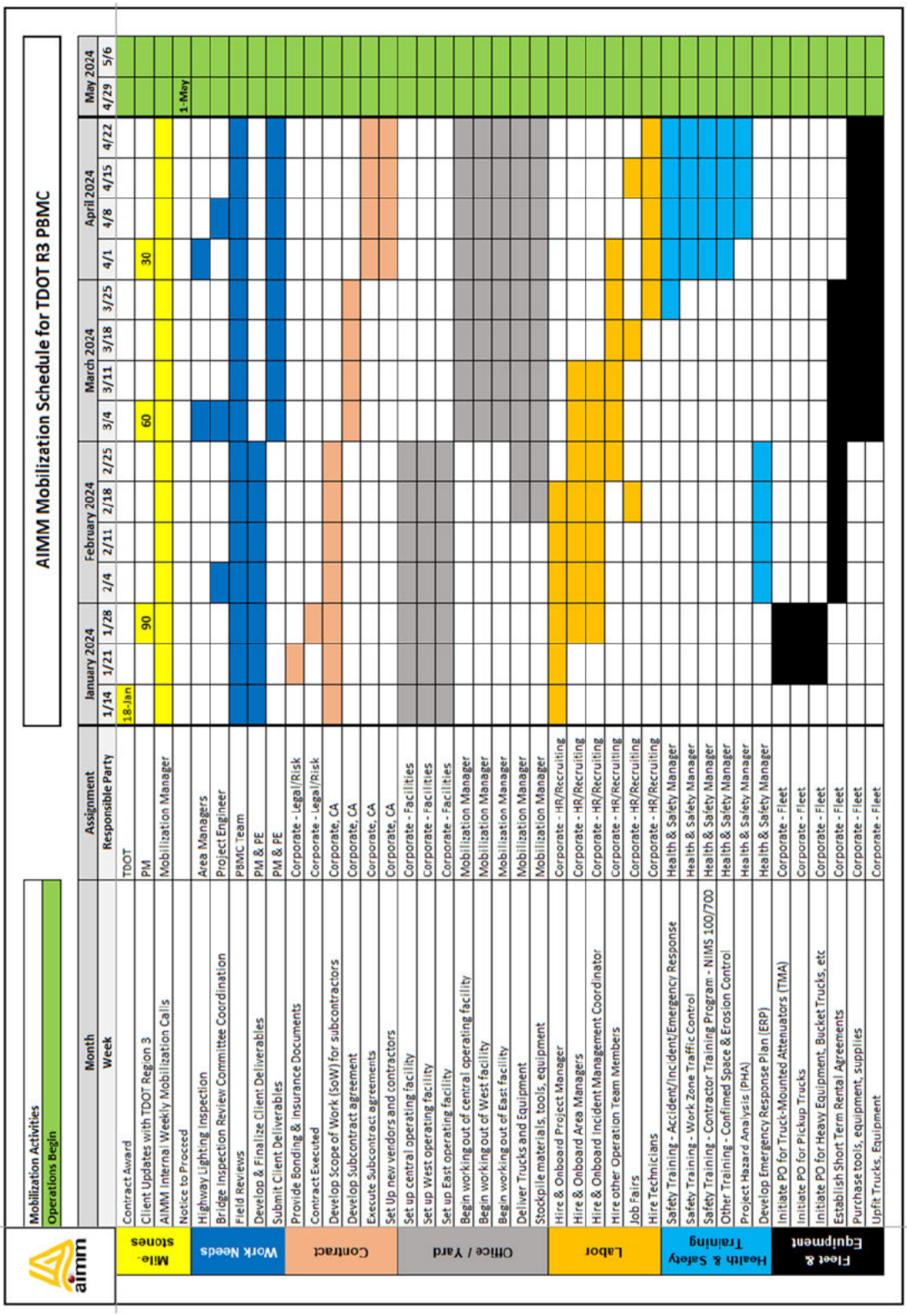
This letter is offered as an indication of our past experience and confidence in **AIMM**. If **AIMM** is awarded any projects for the TDOT Highway Maintenance Programs and requests that we provide the necessary performance and payment bonds, we will be prepared to execute the bonds on a one (1) year annual renewable basis subject to our acceptable review of the contract terms and conditions, bond forms, appropriate contract funding, and any other underwriting considerations at the time of the request.

Our consideration and issuance of bonds is a matter solely between AIMM and ourselves, and we assume no liability to third parties or to you by the issuance of this letter. We trust that this information meets with your satisfaction. If you have any questions, please feel free to contact me.

Sincerely,

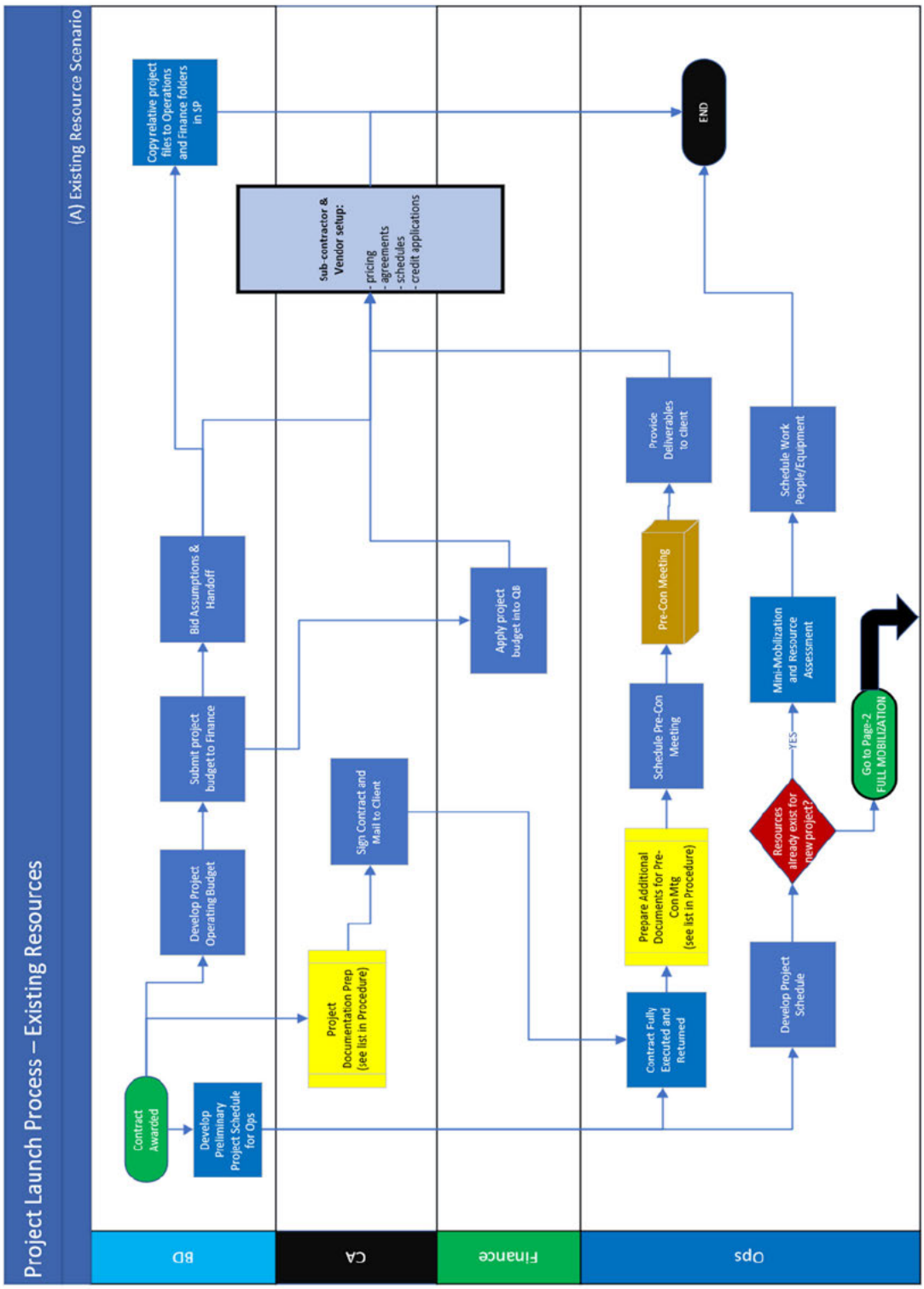
Erveis Cortez, III
Surety Director, Southwest Region
FCCI Insurance Group
972-979-4106

APPENDIX A-5: Mobilization Schedule (draft)

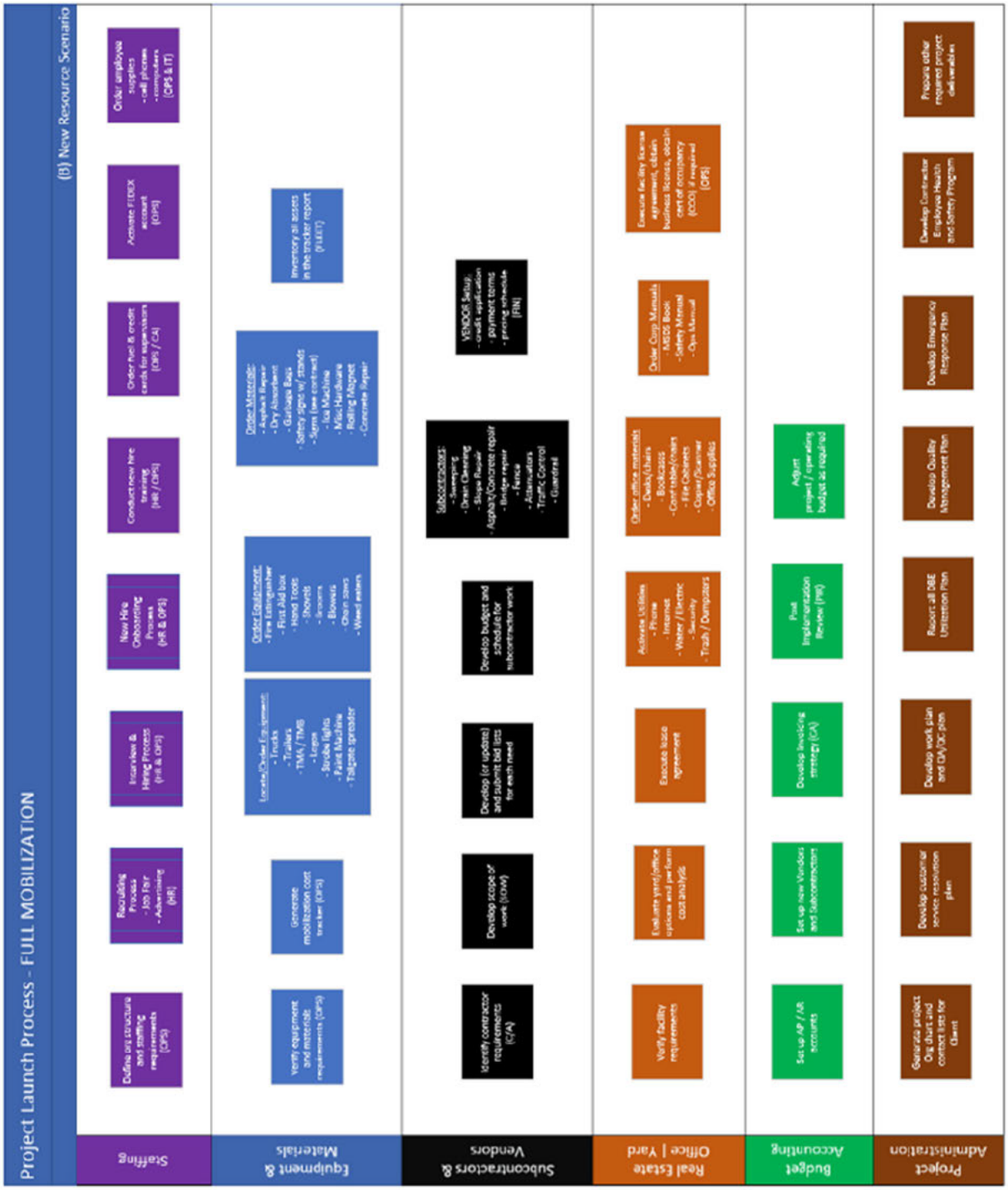


APPENDIX A-6: Project Launch Procedure

Process Flow Diagram:



Process Flow Diagram (page-2):



Project Launch Checklist (sample):

PROJECT LAUNCH CHECKLIST - Mini Mobilization scenario (existing resources)

Project:	6789-00-001
District/County:	Sample County
Start Date:	15-Dec
Project Days:	78 working days

ID Step	Activity	Owner	Status	Comments
1	Develop Project Operating Budget	BD	In Process	
2	Submit project budget to Finance	BD	Not Started	
3	Generate bid assumptions and handoffs	BD	Completed	
4	Develop preliminary project schedule for Ops	BD	Delayed	6 bridge locations in any order
5	Generate list of Sub-contractors	BD	In Process	working on sub agreements
6	Generate list of Vendors and Materials	BD	In Process	bearing pad materials; material certs for paint
7	Copy project files to Operations and Finance folders in SP	BD	In Process	
8	Collect required project documentation:	CA	In Process	confirm documentation status
	1) Bonding		Completed	
	2) Power of Attorney		Completed	
	3) Form 1295		In Process	
	4) Ownership Certificate		In Process	
	5) Certificate of Insurance		Completed	
9	Submit documentation and signed contract to client	CA	In Process	confirm documentation status
10	Apply project budget into QB reporting	FIN	Not Started	
11	Confirm contract has been fully executed and returned by the client	OPS	In Process	
12	Prepare additional documents for Pre-Con Meeting:	OPS	Not Started	
	- Escalation List		Not Started	
	- Key Personnel Contacts		Not Started	
	- Work Schedule		Not Started	
	- Subcontract List		Not Started	
13	Schedule Pre-Con Meeting with client	OPS	Completed	meeting scheduled for 11/1/2023
14	Conduct Pre-Con Meeting	OPS	Not Started	
15	Provide remaining deliverables to client	OPS	Not Started	
16	Develop project schedule for client	OPS	In Process	pending pre-con meeting
17	Conduct mini-mobilization and resource assessment	OPS	Not Started	
18	Schedule work - people and equipment	OPS	Not Started	
19	Identify asset requirements to purchase	OPS	N/A	
20	Project Hazard Analysis (PHA)	SD	In Process	

APPENDIX A-7: Subcontractor Assent Letters

Doug Qualls

From: Steve Hoover <shoover@bellconstructioncompany.com>
Sent: Tuesday, November 14, 2023 2:48 PM
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent

Yes

STEVE HOOVER
PROJECT EXECUTIVE/MEMBER
shoover@bellconstructioncompany.com
Phone: 615.371.5542 | Cell: 615 202 1258

Building better... One relationship at a time.

Please note my new email address and add to your approved senders or whitelist with your IT department

---

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Friday, November 10, 2023 10:45 AM
To: Steve Hoover <shoover@bellconstructioncompany.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

External email: This email was sent from a source outside of Bell and Associates.

Steve,

Please confirm AIMM has permission from Bell & Associates to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

Doug Qualls, PE
VP Operations

813-507-2809
1776 Yorktown St. Suite 325
Houston Texas 77056

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FLORIDA.
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TEXAS.
Corporate Offices.
1776 Yorktown St. Suite 325. Houston, TX 77056.

Doug Qualls

From: blevinsent@aol.com
Sent: Tuesday, November 21, 2023 3:44 PM
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent

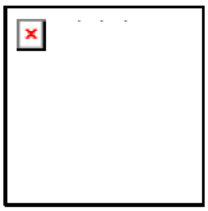
Yes

On Tuesday, November 21, 2023 at 03:41:17 PM CST, Doug Qualls <doug.qualls@aimmus.com> wrote:

Zack,

Please confirm AIMM has permission from Blevins Enterprises to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.



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VP Operations
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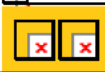

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TEXAS.
Corporate Offices.
1776 Yorktown St. Suite 325. Houston, TX 77056.

Doug Qualls

From: Ronda Hardwick <hardwick07@hotmail.com>
Sent: Wednesday, November 22, 2023 1:03 PM
To: Doug Qualls
Cc: Terry Caudill
Subject: Re: TDOT PBMC - Subcontractor Assent

Yes you have permission to use Caudill Mowing in your proposal. Thanks Terry

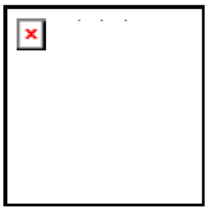
Sent from my iPad

On Nov 22, 2023, at 12:55 PM, Doug Qualls <doug.qualls@aimmus.com> wrote:

Terry or Ronda,

Please confirm AIMM has permission from Caudill Mowing to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating "Yes".



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VP Operations

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Houston Texas 77056

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Doug Qualls

From: Philip Nelson <Philip.Nelson@consoreng.com>
Sent: Saturday, November 18, 2023 6:20 PM
To: Doug Qualls
Cc: Michael A. Flatt
Subject: Re: TDOT PBMC - Subcontractor Assent

Yes, you have permission.

Get Outlook for iOS

Philip Nelson, PE
VICE PRESIDENT/DISTRICT MANAGER, TENNESSEE
o: +1.615.425.2000 Ext. 17418
d: +1.615.385.7892
m: +1.615.456.2798

consor

consoreng.com

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Saturday, November 18, 2023 3:16:28 PM
To: Philip Nelson <Philip.Nelson@consoreng.com>
Cc: Michael A. Flatt <mike.flatt@consoreng.com>
Subject: RE: TDOT PBMC - Subcontractor Assent

Just following up on this, we need formal permission to list CONSOR in our proposal.

Thanks,

Doug Qualls, PE
VP Operations

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From: Doug Qualls
Sent: Wednesday, November 8, 2023 2:10 PM
To: Philip Nelson <Philip.Nelson@consoreng.com>
Cc: Michael A. Flatt <mike.flatt@consoreng.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

Philip,

Please confirm AIMM has permission from Consor to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

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VP Operations

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TEXAS.
Corporate Offices.
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Doug Qualls

From: Kirby Reed <kreed@jonesbroscont.com>
Sent: Friday, November 10, 2023 2:53 PM
To: Doug Qualls
Subject: RE: [EXTERNAL] - TDOT PBMC - Subcontractor Assent

Yes.

I will be the contact person for your proposal.

Thank you,

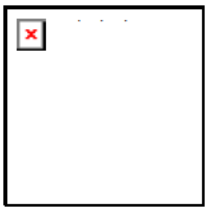
Kirby Reed
Jones Bros. Contractors, LLC
1010 Pleasant Grove Place
Suite 300
Mt. Juliet, TN 37122
Phone 615-864-7388
Fax 615-864-7389
Mobile 615-349-5288
kreed@jonesbroscont.com

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Friday, November 10, 2023 2:32 PM
To: Kirby Reed <kreed@jonesbroscont.com>
Subject: [EXTERNAL] - TDOT PBMC - Subcontractor Assent
Importance: High

Kirby,

Please confirm AIMM has permission from Jones Brothers to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.



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TEXAS.
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Doug Qualls

From: Nick Davis <nick@mid-stateconstruction.com>
Sent: Monday, November 13, 2023 10:53 AM
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent

Yes

Nick Davis
Mid-State Construction Co., Inc.
931-239-0887

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Thursday, November 9, 2023 8:45 AM
To: Nick Davis <nick@mid-stateconstruction.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

Nick,

Please confirm AIMM has permission from Mid-State Construction to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

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VP Operations

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Doug Qualls

From: Dayton Ward <dayton1836@gmail.com>
Sent: Friday, November 10, 2023 6:49 PM
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent

Yes, thank you.

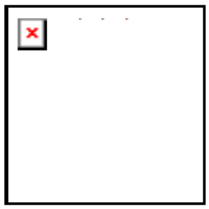
Dayton Ward
Outdoor Solutions
TN Charter #4260
615-713-6311

On Nov 10, 2023, at 10:40 AM, Doug Qualls <doug.qualls@aimmus.com> wrote:

Dayton,

Please confirm AIMM has permission from Outdoor Solutions to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.



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Corporate Offices.
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From: T.J. Dixon
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent
Date: Wednesday, November 22, 2023 1:39:56 PM

Doug, Yes.

Thanks, T.J.

T.J. DIXON
PAVEMENT RESTORATIONS INCORPORATED
Construction Operations Manager – Middle Tennessee
555 Airport Road
Gallatin, TN 37066
Mobile 615-394-1001
Office 615-575-8518
tj@gotpotholes.net

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Wednesday, November 22, 2023 12:44 PM
To: T.J. Dixon <tj@gotpotholes.net>
Subject: TDOT PBMC - Subcontractor Assent

T.J.,

Please confirm AIMM has permission from Pavement Restorations, Inc. to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

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VP Operations

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Corporate Offices.
1776 Yorktown St. Suite 325. Houston, TX 77056.

From: Travis Angel
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent
Date: Tuesday, November 14, 2023 5:23:11 PM

YES

Travis Dale Angel,
President

RD CONSTRUCTION
P.O. Box 95
Pikeville, TN 37367
C: 423-618-6719
tangel@rdconstruct.net
"ITS HARD TO BEAT A PERSON THAT NEVER GIVES UP" - BABE RUTH

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Tuesday, November 14, 2023 5:17 PM
To: Travis Angel <tangel@rdconstruct.net>
Subject: Re: TDOT PBMC - Subcontractor Assent

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VP Operations

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Houston Texas 77056

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TEXAS.
Corporate Offices.
1776 Yorktown St. Suite 325 Houston, TX 77056.

From: Travis Angel <tangel@rdconstruct.net>
Sent: Tuesday, November 14, 2023 6:04:42 PM
To: Doug Qualls <doug.qualls@aimmus.com>
Subject: Re: TDOT PBMC - Subcontractor Assent

Got it , for some reason it was going to my junk box

Sent from my iPhone

> On Nov 14, 2023, at 5:03 PM, Doug Qualls <doug.qualls@aimmus.com> wrote:
>
> Get Outlook for iOS

Doug Qualls, PE
VP Operations

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TEXAS.
Corporate Offices.
1776 Yorktown St. Suite 325 Houston, TX 77056.

From: Doug Qualls
Sent: Monday, November 6, 2023 8:16:05 AM
To: tangel@rdconstruct.net <tangel@rdconstruct.net>
Subject: TDOT PBMC - Subcontractor Assent

Travis,

Please confirm AIMM has permission from RD Construction to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

Doug Qualls, PE
VP Operations

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TEXAS.
Corporate Offices.
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Doug Qualls

From: Shawn Hampton <s.hampton@rawso.com>
Sent: Friday, November 10, 2023 9:43 AM
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent

Yes.

Shawn Hampton
Vice President of Preconstruction

931.619.3328 rawso.com
s.hampton@rawso.com
125 Manson Ct. Murfreesboro, TN 37129

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Wednesday, November 8, 2023 2:09 PM
To: Shawn Hampton <s.hampton@rawso.com>
Subject: TDOT PBMC - Subcontractor Assent

Shawn,

Please confirm AIMM has permission from RAWSO to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

Doug Qualls, PE
VP Operations

813-507-2809
1776 Yorktown St. Suite 325
Houston Texas 77056

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TEXAS.
Corporate Offices.
1776 Yorktown St. Suite 325. Houston, TX 77056.

From: Tyler Norris
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent
Date: Wednesday, November 22, 2023 1:20:33 PM

Doug,

Yes.

Tyler Norris
Estimating Manager

ROGERS GROUP INC.

2124 Nashville Pike
Gallatin, Tennessee 37066
Phone: (615) 207-9488
rogersgroupinc.com
tyler.norris@rogersgroupinc.com

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Wednesday, November 22, 2023 12:42 PM
To: Tyler Norris <tyler.norris@rogersgroupinc.com>
Subject: TDOT PBMC - Subcontractor Assent

Terry,
Please confirm AIMM has permission from Rogers Group to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).
Please respond to this email stating “Yes”.

Doug Qualls, PE
VP Operations

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TEXAS.
Corporate Offices.
1776 Yorktown St. Suite 325. Houston, TX 77056.

Doug Qualls

From: Brandon Rogers <brogers@rtgcontractors.com>
Sent: Monday, November 13, 2023 2:32 PM
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent

Yes.

Thanks,

Brandon Rogers
Vice President of Operations
www.rtgcontractors.com

Mobile: 615.587.0284 **Email :** BRogers@rtgcontractors.com

Office: 615.242-5448 2620 Locust Street, Nashville, TN 37207

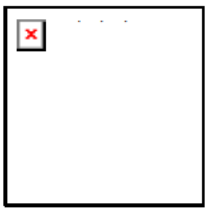
Celebrating 50 years serving Middle Tennessee

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Monday, November 6, 2023 7:19 AM
To: Brandon Rogers <brogers@rtgcontractors.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

Brandon,

Please confirm AIMM has permission from Roy T Goodwin to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.



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Corporate Offices.
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From: Julie Salazar
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent
Date: Thursday, November 9, 2023 3:55:22 PM

Yes

Salazar Contracting LLC
Tellico Plains TN

On Monday, November 6, 2023 at 12:21:27 PM EST, Doug Qualls <doug.qualls@aimmus.com> wrote:

Julie,

Please confirm AIMM has permission from Salazar Contracting to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

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VP Operations
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Doug Qualls

From: Lee Miller <lmiller@sweepingcorp.com>
Sent: Wednesday, November 8, 2023 4:41 PM
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent

Yes.

Thank You,

LEE MILLER
Vice President
Sweeping Corp of America
4141 Rockside Rd, Suite 100
Seven Hills, OH 44131
Direct: 216-393-0619
Mobile: 760-802-2286
sweepingcorp.com

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Wednesday, November 8, 2023 5:33 PM
To: Lee Miller <lmiller@sweepingcorp.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

Lee,

Please confirm AIMM has permission from Sweeping Corporation of America to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

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TEXAS.
Corporate Offices.
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Doug Qualls

From: Tony Parks <tparks@sitesafeonline.com>
Sent: Monday, November 6, 2023 10:50 AM
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent

Good afternoon, Doug. Absolutely. Please include us.

Sent from my iPhone

On Nov 6, 2023, at 8:23 AM, Doug Qualls <doug.qualls@aimmus.com> wrote:

Tony,

Please confirm AIMM has permission from SiteSafe to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating "Yes".

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Doug Qualls

From: Steve Harrelson <Steve.Harrelson@superiortrafficcontrol.com>
Sent: Monday, November 6, 2023 8:30 AM
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent

Yes

Steve Harrelson
Director of Business Development
Superior Traffic Control, LLC
A Helix Family Company
Office: (615)225-1075
Cell: (615)691-1639
www.superiortrafficcontrol.com

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Monday, November 6, 2023 7:32 AM
To: Steve Harrelson <Steve.Harrelson@superiortrafficcontrol.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

Steve,

Please confirm AIMM has permission from Superior Traffic Control to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

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VP Operations

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TEXAS.
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Doug Qualls

From: Brady Griggs <bgriggs@trcww.com>
Sent: Wednesday, November 8, 2023 2:12 PM
To: Doug Qualls
Subject: RE: TDOT PBMC - Subcontractor Assent

Yes.

Mark Brady Griggs, P.E.
Transportation Manager
TRC Worldwide Engineering, Inc.
217 Ward Circle
Brentwood, TN 37027-2314

Phone - 615.661.1170
Cell-615.479.0205
Fax - 615.661.0644

bgriggs@trcww.com
http://www.trcww.com

From: Doug Qualls <doug.qualls@aimmus.com>
Sent: Wednesday, November 08, 2023 2:10 PM
To: Brady Griggs <bgriggs@trcww.com>
Subject: TDOT PBMC - Subcontractor Assent
Importance: High

Brady,

Please confirm AIMM has permission from TRC to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).

Please respond to this email stating “Yes”.

Doug Qualls, PE
VP Operations

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Doug Qualls

From: Layhew, David <layhewd@vmcmail.com>
Sent: Thursday, November 9, 2023 9:32 AM
To: Doug Qualls
Subject: Re: TDOT PBMC - Subcontractor Assent

Yes

David W. Layhew, P.E.
Vulcan Construction Materials, LLC
3552 Hermitage Industrial Drive
Hermitage, TN 37076
Mobile: (615) 572-7874

On Thu, Nov 9, 2023 at 8:56 AM Doug Qualls <doug.qualls@aimmus.com> wrote:

> David,
>
> Please confirm AIMM has permission from Vulcan to incorporate your company into our RFP response to TDOT for both the PBMC North and South projects (RFP 40100-PBMC001 & RFP 40100-PBMC002).
>
> Please respond to this email stating “Yes”.

Doug Qualls, PE
VP Operations

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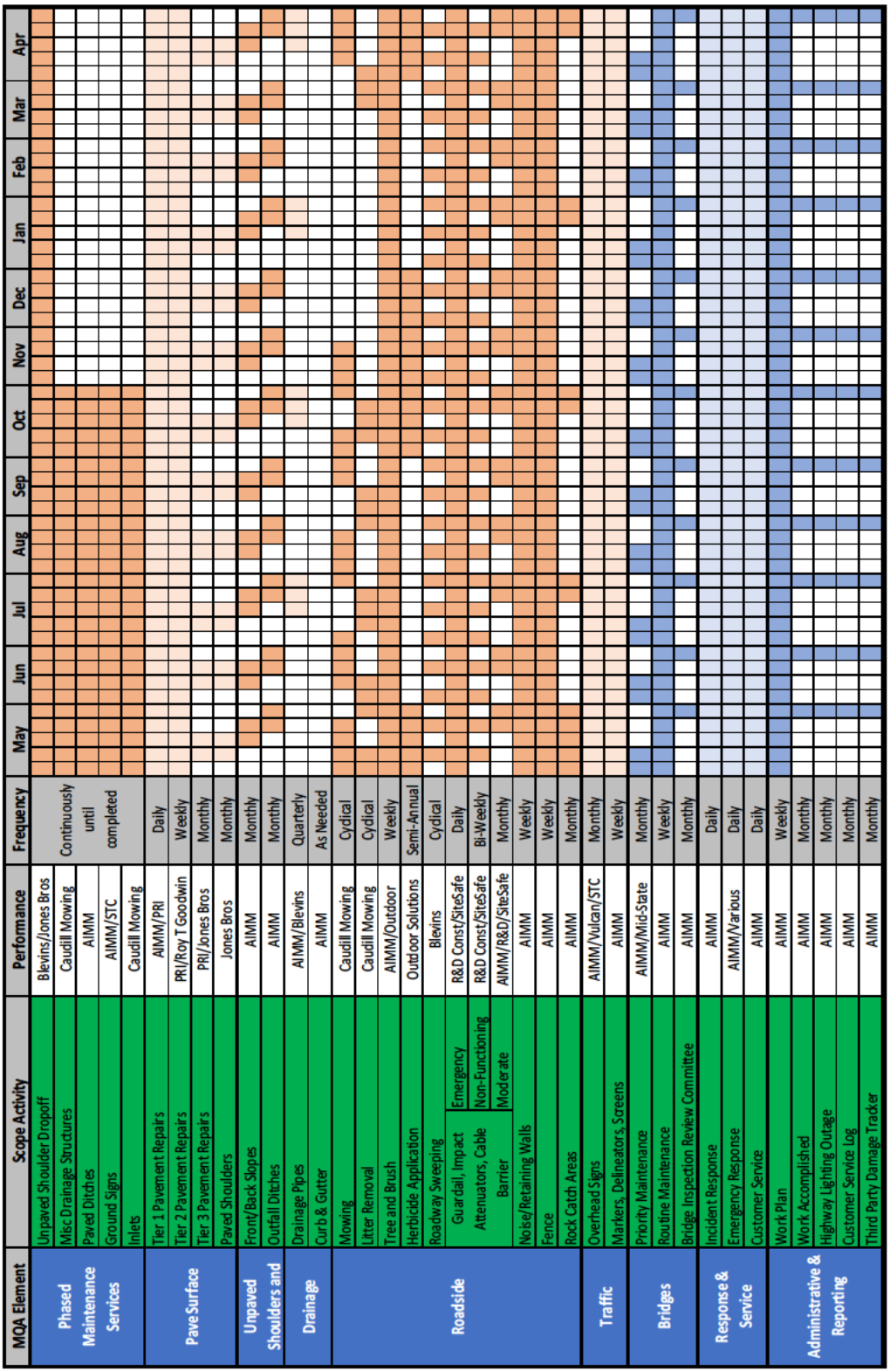
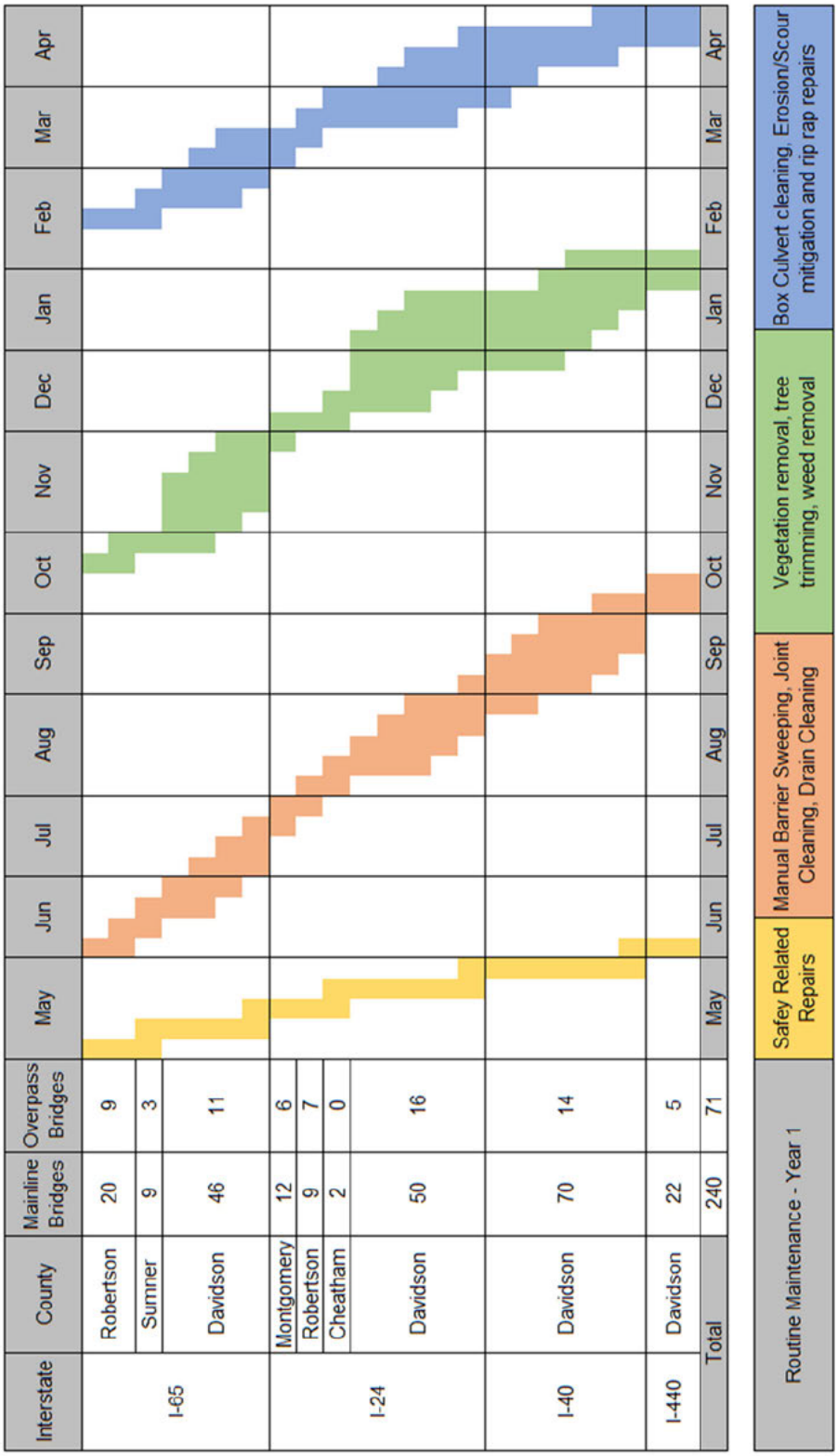
APPENDIX A-8: Annual Work Plan



MQA Element	Scope Activity		Performance	Frequency
Phased Maintenance Services	Unpaved Shoulder Dropoff		Blevins/Jones Bros	Continuously until completed
	Misc Drainage Structures		Caudill Mowing	
	Paved Ditches		AIMM	
	Ground Signs		AIMM/STC	
	Inlets		Caudill Mowing	
Pave Surface	Tier 1 Pavement Repairs		AIMM/PRI	Daily
	Tier 2 Pavement Repairs		PRI/Roy T Goodwin	Weekly
	Tier 3 Pavement Repairs		PRI/Jones Bros	Monthly
	Paved Shoulders		Jones Bros	Monthly
Unpaved Shoulders and	Front/Back Slopes		AIMM	Monthly
	Outfall Ditches		AIMM	Monthly
Drainage	Drainage Pipes		AIMM/Blevins	Quarterly
	Curb & Gutter		AIMM	As Needed
Roadside	Mowing		Caudill Mowing	Cydical
	Litter Removal		Caudill Mowing	Cydical
	Tree and Brush		AIMM/Outdoor	Weekly
	Herbicide Application		Outdoor Solutions	Semi-Annual
	Roadway Sweeping		Blevins	Cydical
	Guardrail, Impact Attenuators, Cable Barrier	Emergency	R&D Const/SiteSafe	Daily
		Non-Functioning	R&D Const/SiteSafe	Bi-Weekly
		Moderate	AIMM/R&D/SiteSafe	Monthly
	Noise/Retaining Walls		AIMM	Weekly
	Fence		AIMM	Weekly
	Rock Catch Areas		AIMM	Monthly
Traffic	Overhead Signs		AIMM/Vulcan/STC	Monthly
	Markers, Delineators, Screens		AIMM	Weekly
Bridges	Priority Maintenance		AIMM/Mid-State	Monthly
	Routine Maintenance		AIMM	Weekly
	Bridge Inspection Review Committee		AIMM	Monthly
Response & Service	Incident Response		AIMM	Daily
	Emergency Response		AIMM/Various	Daily
	Customer Service		AIMM	Daily
Administrative & Reporting	Work Plan		AIMM	Weekly
	Work Accomplished		AIMM	Monthly
	Highway Lighting Outage		AIMM	Monthly
	Customer Service Log		AIMM	Monthly
	Third Party Damage Tracker		AIMM	Monthly

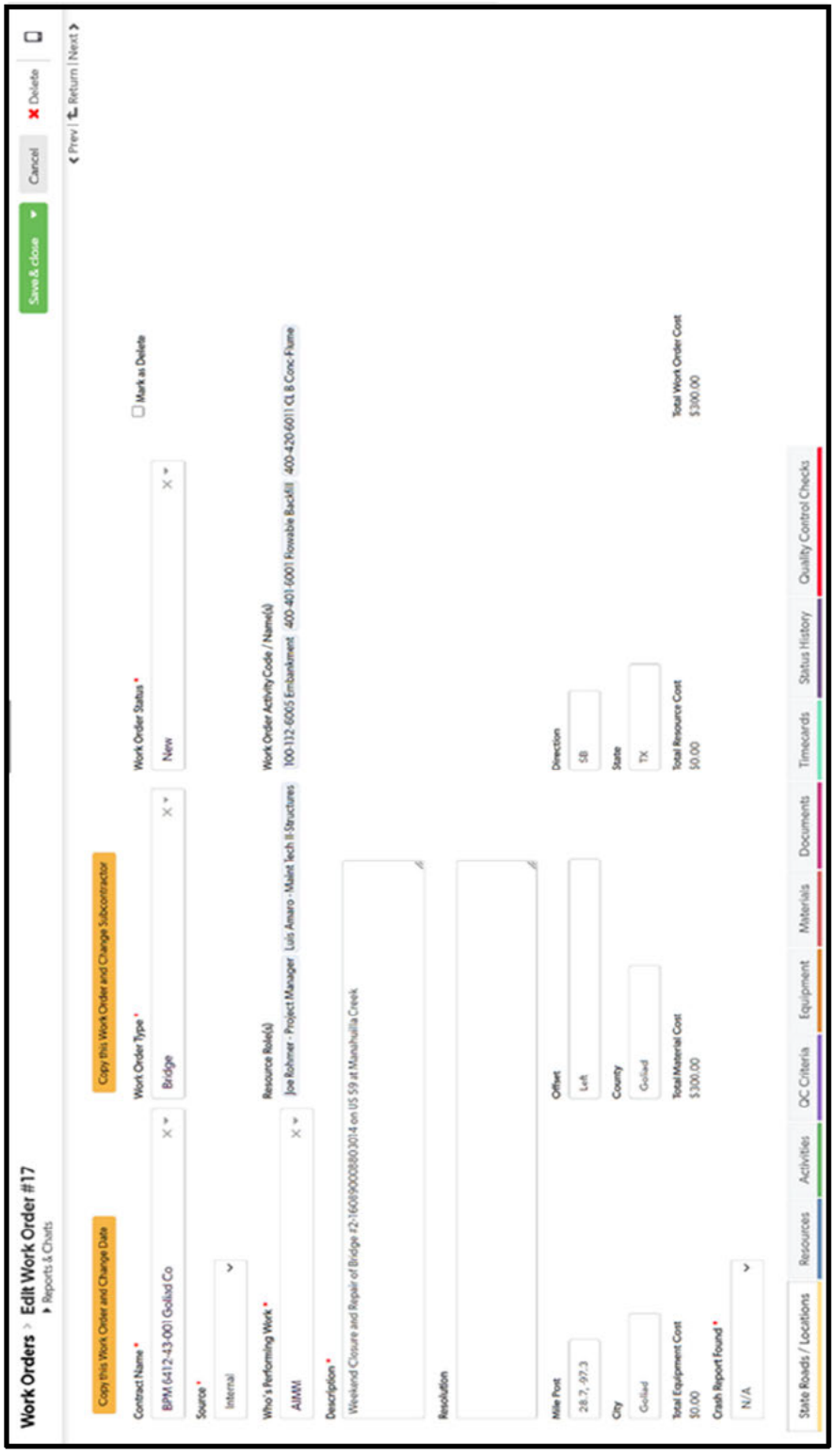
APPENDIX A-9: Year 1 Routine Maintenance Bridge Schedule



APPENDIX A-10: Roadway Segment Breakdown Structure

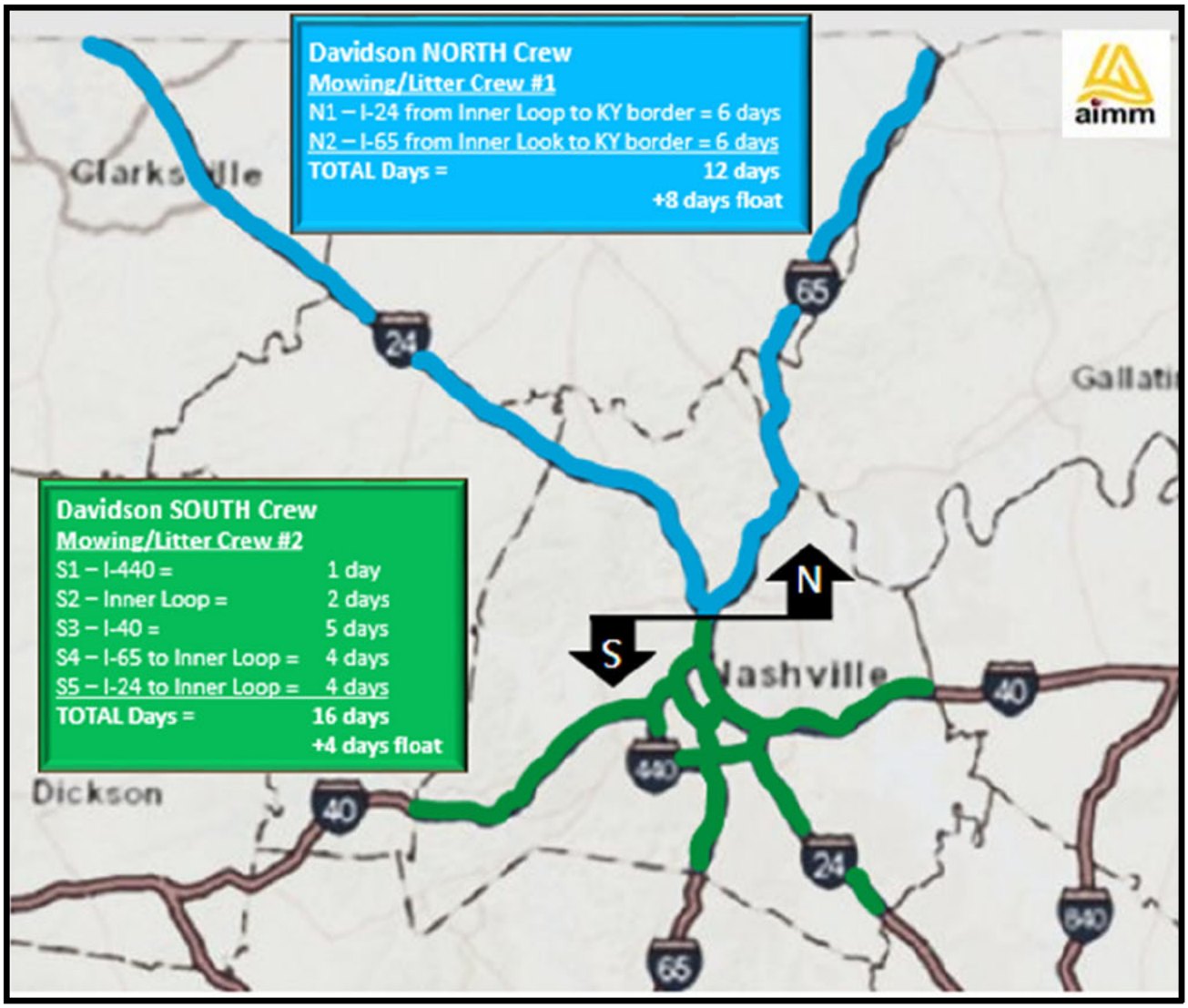
Interstate	County	MM	Work Zone
I-24	Montgomery	0.00 to 17.20	I-24 Clarksville
	Robertson	17.20 to 28.40	
	Cheatham	28.40 to 31.99	
	Davidson	31.99 to Downtown Loop	I-65 North
		Downtown Loop	Inner Loop
		Downtown Loop to 63.14	Nashville South
I-440	Davidson	Begin to end	Nashville South
I-40	Davidson	191.60 to Downtown Loop	Nashville West
		Downtown Loop	Inner Loop
		Downtown Loop to 222.67	Nashville East
I-65	Davidson	74.39 to Downtown Loop	Nashville South
		Downtown Loop	Inner Loop
		Downtown Loop to 97.79	I-65 North
	Sumner	97.79 to 103.57	
	Robertson	103.57 to 121.4	

APPENDIX A-11: Screenshot from aIMMS program



APPENDIX A-12

AIMM Region 3 NORTH Mowing & Litter Operation Plan



APPENDIX A-13: AIMM Project Experience

Owner	Contract #	Project	Value ($)	Start	Length (yrs)	PM Contact	Performance Evaluations
TXDOT Lufkin District	RMC 6454-11-001	Routine Maintenance Contract Angelina Debris Removal	$[redacted]	Feb-24	1 year + 1 year	Jeremy King (936) 208-9890 Jeremy.King@txdot.gov	Final Contractor Grading: Work begins 2024
TXDOT Lufkin District	RMC 6456-19-001	Bridge Preventative Maintenance Polk County	$[redacted]	Jan-24	6 months	Jeremy King (936) 208-9890 Jeremy.King@txdot.gov	Final Contractor Grading: Work begins 2024
TXDOT Houston District	RMC 6434-72-001	Routine Maintenance Contract Montgomery County Bridge Repairs	$[redacted]	Jan-24	2 years	Lynn Champagne (936) 538-3350 Lynn.champagne@txdot.gov	Final Contractor Grading: Work begins 2024
Harris County Precinct 3	23/0060	On Call Bridge Maintenance Bridge Painting and Repairs	$[redacted]	Dec-23	5 years	Brandon Thomas (713) 274-3810 Brandon.thomas@harriscountytx.gov	Final Contractor Grading: Work begins 2024
TXDOT Austin District	BPM 6379-32-001	Bridge Preventative Maintenance Travis County	$[redacted]	Dec-23	3 months	Joe Muck (512) 715-3716 Joe.Muck@txdot.gov	Final Contractor Grading: Work in Progress
TXDOT Austin District	CSJ 0914-00-471	Site Specific Bridge Repairs Mason, Llano Burnet County	$[redacted]	Oct-23	6 months	Joe Muck (512) 715-3716 Joe.Muck@txdot.gov	Final Contractor Grading: Work in Progress
TXDOT Houston District	BPM 6418-77-001	Bridge Preventative Maintenance Armor Joint Repair	$[redacted]	Jun-23	6 months	Ray Castillo (281) 464-5544 Ray.Castillo@txdot.gov	Final Contractor Grading: Work in Progress
TXDOT Houston District	BPM 6433-62-001	Bridge Preventative Maintenance Concrete Repairs	$[redacted]	Jun-23	6 months	Ray Castillo (281) 464-5544 Ray.Castillo@txdot.gov	Final Contractor Grading: Work in Progress
Harris County Precinct 2	23/0043	Armor Joint Repairs and Joint Sealing on Various Bridges	$[redacted]	Jul-23	5 years	Ashwaq Alhammami (713) 274-1567 Ashwaq.alhammami@harriscountytx.gov	Final Contractor Grading: Work in Progress
Harris County Precinct 3	23/0060	Armor Joint Repairs and Joint Sealing on Various Bridges	$[redacted]	Jun-23	5 years	Brandon Thomas (713) 274-3810 Brandon.thomas@harriscountytx.gov	Final Contractor Grading: Work in Progress
FDOT D4 Broward County Ops	BEF53	Supplemental Crews Routine Maintenance Services	$[redacted]	Jun-23	4 years	Sanjay Singh (954) 815-0494 Sanjay.Singh@dot.state.fl.us	Final Contractor Grading: Work in Progress
TXDOT Corpus Christi District	BPM 6412-45-001	Bridge Preventative Maintenance Goliad County	$[redacted]	Oct-23	3 months	Colin Dlugosh (830) 360-4794 Colin.Dlugosh@txdot.gov	Final Contractor Grading: Work in Progress
TXDOT Corpus Christi District	BPM 6412-43-001	Bridge Preventative Maintenance Goliad County	$[redacted]	Apr-23	6 months	Colin Dlugosh (830) 360-4794 Colin.Dlugosh@txdot.gov	Final Contractor Grading: Work in Progress
Central Texas Regional Mobility Authority	23183A24601M	Small Sign Replacements	$[redacted]	Mar-23	3 months	Zane Reid (325) 201-2102 Zane.Reid@atkinsglobal.com	Final Contractor Grading: Work in Progress
FDOT D6 South Miami-Dade Ops	BEE83	Supplemental Crews Routine Maintenance Services	$[redacted]	Mar-23	4 years	Eddie Taylor (786) 229-5115 Eddie.Taylor@dot.state.fl.us	Final Contractor Grading: Work in Progress
TXDOT Beaumont District	BPM 6411-77-001	Bridge Preventative Maintenance Jefferson County	$[redacted]	Feb-23	5 months	Mark Kelly (409) 679-3234 John.kelly1@txdot.gov	Final Contractor Grading: 2.5 of 3
TXDOT Lufkin District	RMC 6424-90-001	Routine Maintenance Contract Angelina Debris Removal	$[redacted]	Feb-23	1 year	Jeremy King (936) 208-9890 Jeremy.King@txdot.gov	Final Contractor Grading: Work in Progress
TXDOT Lufkin District	RMC 6424-92-001	Routine Maintenance Contract Polk Debris Removal	$[redacted]	Feb-23	1 year	Jeremy King (936) 208-9890 Jeremy.King@txdot.gov	Final Contractor Grading: Work in Progress
FDOT D4 Treasure Coast	E4V95	Asset Maintenance Martin County Primary Roads	$[redacted]	10/22/2022	6 years	John Deemer (954) 777-4450 John.deemer@dot.state.fl.us	Contract begins February 2023
TXDOT Lufkin District	RMC 6411-53-001	Routine maintenance contract Cable Barrier	$[redacted]	10/1/2022	1 year	Chris Windsor (936) 635-4389 Christopher.windsor@txdot.gov	Final Contractor Grading: Work in Progress
FDOT D6 North Miami-Dade Ops	BED18	Supplemental Crews Routine Maintenance Services	$[redacted]	6/1/2022	4 years	Nadja Wallace (305) 640-7133 Nadja.wallace@dot.state.fl.us	Staff Augmentation / Client Directed
FDOT D1 Manatee Ops	BED48	Supplemental Crews Routine Maintenance Services	$[redacted]	5/1/2022	4 years	Joey Sites (941) 708-4403 joey.sites@dot.state.fl.us	Staff Augmentation / Client Directed
TXDOT Lufkin District	RMC 6377-05-001	Routine maintenance contract Cable Barrier	$[redacted]	10/1/2021	2 years	Chris Windsor (936) 635-4389 Christopher.windsor@txdot.gov	Final Contractor Grading: Work in Progress
FDOT D1 Bartow Ops	BEC60	Supplemental Crews Routine Maintenance Services	$[redacted]	10/1/2021	4 years	Joshua Joyner (863) 272-5421 Joshua.joyner@dot.state.fl.us	Staff Augmentation / Client Directed
TXDOT Austin District	RMC 6368-96-001	Routine Maintenance Contract Sign repair and maintenance	$[redacted]	9/8/2021	2 years	David Goldstein (512) 629-5469 David.goldstein@txdot.gov	Final Contractor Grading: Work in Progress
FDOT D1 Fort Myers Ops	BEC49	Supplemental Crews Routine Maintenance Services	$[redacted]	9/1/2021	4 years	Chuck Parish (239) 985-7829 Charles.parish@dot.state.fl.us	Staff Augmentation / Client Directed
TXDOT Houston District	RMC6353-24-001	Routine Maintenance Contract Large/Small Sign Replacement	$[redacted]	6/1/2021	1 year	Ray Castillo (281) 464-5544 Ray.Castillo@txdot.gov	Final Contractor Grading: 2.5 of 3
City of Sugarland	2020-09	Routine Maintenance Contract Sign Maintenance		9/1/2020	1 year	James Turner, PE (281) 275-2473	Final Contractor Grading: N/A