



RFP #40100-PBMC0001

Region 3 North



Section 3.1.1.4 – General Qualifications and Experience

Response Page # (Respondent Completes)	General Qualifications and Experience
8	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.
8	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).
8	Briefly describe how long the Respondent has been providing the goods and services required by this RFP.
8	Describe the Respondent's number of employees, client base, and location of offices.
See Statement #1, Pg 8	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.
See Statement #2, Pg 8	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.
See Statement #3, Pg 9	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.
See Statement #4, Pg 9	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.
See Statement #5, Pg 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.
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; <u>and</u> (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.



Response Page # (Respondent Completes)	General Qualifications and Experience
See Statement #6, Pg 9	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 offense 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 Attachment 6.2 – Section A

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:		DEANGELO CONTRACTING SERVICES	
Response Page # (Respondent completes)	Item Ref.	Section A – Mandatory Requirement Items	Pass/Fail
	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.	
	A.2.	The Technical Response must NOT contain cost or pricing information of any type.	
	A.3.	The Technical Response must NOT contain any restrictions of the rights of the State or other qualification of the response.	
	A.4.	A Respondent must NOT submit alternate responses (refer to RFP Section 3.3.).	
	A.5.	A Respondent must NOT submit multiple responses in different forms (as a prime and a subcontractor) (refer to RFP Section 3.3.).	



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RESPONDENT LEGAL ENTITY NAME:		DEANGELO CONTRACTING SERVICES	
Response Page # (Respondent completes)	Item Ref.	Section A – Mandatory Requirement Items	Pass/Fail
11	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.	
12	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. NOTE: Any questions of conflict of interest shall be solely within the discretion of the State, and the State reserves the right to cancel any award.	
12	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 the legal authority to bind the Respondent to the provisions of this RFP and any contract awarded pursuant to it.	
13	A.9.	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. <i>Letters indicating "unlimited" bonding capability are not acceptable.</i> 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:			

RFP Attachment 6.2 – Section B

TECHNICAL RESPONSE & EVALUATION GUIDE

SECTION C: 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.



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RESPONDENT LEGAL ENTITY NAME:		DEANGELO CONTRACTING SERVICES			
Response Page # (Respondent completes)	Item Ref.	Section B – Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
15	B.1.	Provide a narrative that illustrates the Respondent's understanding of the State's requirements and project schedule.		5	
19	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	
21	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	
23	B.4.	Firm Experience and Performance – Describe the firm's experience with similar contracts and types of work. Contracts may be contracts with the Department or contracts with other agencies, states, or countries. Focus on how well the firm performed the work, not just the experience gained, whether by its own work force or by subcontractors. For each contract, as a minimum, report the owner, contract number, contract value, contract start date/length, general scope, name and contact information of the project manager, and a summary of all performance evaluations, accolades, or results achieved within the last three (3) contract years.		10	
27	B.5.	Management Team – Provide an overall management team plan and organizational chart. Include the management team's experience with work that is relevant to this project, and the percentage of time each team member shall be committed to project tasks, functions, and responsibilities. Provide a detailed description of the management methodology that shall be used to provide services reliably, including details on the plans to coordinate and communicate with all responsible parties. Include information on the management operational capabilities for each area of the work described in the Scope of Services.		10	
34	B.6.	Quality Management Plan – Describe the approach and methods the Respondent shall use to monitor, report, and ensure compliance with the Scope of Services. Include the measures the Respondent shall use to continually ensure that its plan is sufficiently carried out, as well as detailing the means whereby any needed corrective actions shall be made. Describe the process the Respondent shall use to analyze and communicate quality management actions and findings with operations management, supervisory personnel, and the department. Describe how the Respondent shall use their management plan to implement improvements and prompt other actions throughout the contract term. Include Respondent's plan for training and peer review processes.		15	



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RESPONDENT LEGAL ENTITY NAME:		DEANGELO CONTRACTING SERVICES			
Response Page # (Respondent completes)	Item Ref.	Section B – Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
36	B.7.	Customer Service, Incident, and Emergency Response – Describe the Respondent's plan to respond, address, and document all Customer Service issues, Incidents, and Emergencies. Include detailed plans for Emergency Response coordination with the department and other entities in responding to incidents and emergencies. Include details on the Respondent's plans to respond to all customers, including the department. Examples of non-department customers include first responders, local business communities, neighborhood associations, area Community Traffic Safety Teams, Transportation Planning Organizations, the general public, local governments, environmental groups, permit/review agencies, and other contractors.		5	
39	B.8.	Work Needs Analysis / Preventative and Routine – Describe the Respondent's overall philosophy to identify work needs and implement corrective actions in performing maintenance work needs. Include strategy for determining short term vs. long term solutions, and strategy for meeting Maintenance Quality Assessment (MQA) Criteria and non-MQA Criteria as applicable. Include information to demonstrate the Respondent's commitment to proactive work needs analysis.		12.5	
41	B.9.	Maintenance of Traffic (MOT), Safety and Lane Availability a. Maintenance of Traffic Plan – Describe how the Respondent shall create and maintain a safe work environment. Include details on the steps the Respondent shall take to ensure worker safety and safety for the traveling public. Describe innovative technologies that shall be used, including details for inspections and plans for establishing and maintaining safe work zones. b. Lane Availability – Provide and explain a lane availability plan to minimize lane closures.		5	
43	B.10.	Added Value – Explain offers of Added Value that shall be provided on this project beyond the minimum scope requirements or performance expectations, including specific actions, services, products, frequencies, efficiencies or other factors that may enhance the quality of service under this contract. Do not propose Added Value for any activity the Scope of Services expressly excluded from the scope of this contract. Note that this contract does not require any Added Value. Not proposing added value shall result in zero points awarded for this section of the Technical Proposal score. Offers of Added Value could potentially add points to the Technical Proposal score and may or may not be associated with a higher Price Proposal. All Added Value offers shall become part of the Respondent's obligations to fulfill as part of the contract.		2.5	



RESPONDENT LEGAL ENTITY NAME:		DEANGELO CONTRACTING SERVICES			
Response Page # (Respondent completes)	Item Ref.	Section B – Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
44	B.11.	Structures c. Ancillary Structure Maintenance and Repair – Describe in detail the proposed approach and methods to be used to monitor, report, and ensure compliance with all structures maintenance requirements. Include details on how the Respondent shall ensure work, of all priority types, shall be completed within the required timeframes. d. Bridge Maintenance and Repair – Describe in detail the proposed approach and methods to be used to monitor, report, and ensure compliance with all structures maintenance requirements. Include details on how the Respondent shall ensure work, of all priority types, shall be completed within required timeframes.		5	
47	B.12.	Scenarios & Situations Review and submit a response to each situation and scenario presented below. 1) Dirt and debris tend to accumulate along the safety lanes and barrier walls of the bridge deck, approach slabs, and inside expansion joints. Excessive tree and vegetation growth is also typical along wingwalls, slope protections, and under structures, especially in the warmer months. Describe how your team shall address debris and vegetation removal in a proactive manner throughout the duration of this contract. 2) An inspection report for a major bridge over water includes work orders to repair spalls in the superstructure and substructure elements. These spalls are up to 18 inches wide and contain exposed corroded steel. Describe your approach for repairing these spalls in a manner that shall ensure preservation. 3) Following a major storm event, inspectors discover severe erosion and undermining to multiple qualifying concrete box culverts and culvert wingwalls (without settlement). Describe how you shall repair the erosion and the undermined areas and include any preventative measures you shall employ that might be applicable. 4) An inspection of a cantilever sign structure revealed hairline cracks in the moment connection welds. Describe how your team shall conduct the repairs.		5	



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Response Page # (Respondent completes)	Item Ref.	Section B – Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
<i>The Solicitation Coordinator shall use this sum and the formula below to calculate the section score. All calculations shall use and result in numbers rounded to two (2) places to the right of the decimal point.</i>					Total Raw Weighted Score: <i>(sum of Raw Weighted Scores above)</i>
Total Raw Weighted Score					
Maximum Possible Raw Weighted Score <i>(i.e., 5 x the sum of item weights above)</i>			X 70 <i>(maximum possible score)</i>	= SCORE:	
<i>State Use – Evaluator Identification:</i>					
<i>State Use – Solicitation Coordinator Signature, Printed Name & Date:</i>					



Section 3.1.1.4 - DCS' General Qualifications and Experience

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.

Name: Jarrod DeAngelo, President

Email Address: jdeangelo@deangelocs.com

Mailing Address: 100 N Conahan Drive, Hazleton, PA 18201

Telephone Number: (570) 580-9100

Facsimile Number: (717) 819-9333

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).

Limited Liability Company

DeAngelo Contracting Services, LLC (DCS)

100 North Conahan Drive

Hazleton, PA

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

3 years, 8 months

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

Number of Employees	695
DCS' Client Base	• State Agencies15 • Local Government Agencies111
DCS' Office Locations	• Headquarters – Hazleton, PA • 38 field operations offices plus an additional 45 private and public storage yards and warehouses across the United States. • DCS WILL ACQUIRE A FIELD OFFICE NEAR NASHVILLE/GOODLETTSVILLE UPON CONTRACT AWARD

Statement #	Response Statement from DeAngelo Contracting Services, LLC
1	DeAngelo Contracting Services, LLC states that it has not been the subject of any mergers, acquisitions, or changes of control in the last ten (10) years.
2	DeAngelo Contracting Services, LLC states that neither DCS nor, to DCS's knowledge, any of DCS' 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.
3	DeAngelo Contracting Services, LLC states that it has not within the last ten (10) years been the subject of any bankruptcy proceeding or undergone the appointment of a receiver, trustee or assignee for the benefit of creditors.



Statement #	Response Statement from DeAngelo Contracting Services, LLC
4	DeAngelo Contracting Services, LLC states that there is no litigation pending against it that reasonably could be believed to adversely affect its ability to meet its contractual requirements or that is likely to have a materially adverse effect on its financial condition.
5	DeAngelo Contracting Services, LLC states that there are no pending or in progress Securities Exchange Commission investigations involving DeAngelo Contracting Services, LLC.
6	DeAngelo Contracting Services, LLC states as follows: 1. DCS is not presently disbarred, suspended, proposed for disbarment or voluntarily excluded from covered transactions with any federal or state department or agency; 2. DCS has not, with in the last three (3) years been convicted of, or had a civil judgment rendered against it, related to 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. DCS is not 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. DCS has not within a three (3) year period preceding the contract had one or more public transactions (federal, state, or local) terminated for cause or default.

**DeAngelo Contracting Services**

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DCS intends to use subcontractors to meet the requirements of the contract awarded pursuant to this RFP and lists the required subcontractor information below. We have specifically selected local subcontractors with good current knowledge of the system to minimize risk and maximize the probability of success of the project. Our approach also keeps this money local, which benefits the State, counties, and cities in Region 3.

Subcontractor Name & Mailing Address	Contact Person, Telephone Number, & Email	Description of the Scope and Portions of the Delivery of Goods or Performance of Services Performed	Statement Specifying Proposed Subcontractor Has Expressly Assented to Being Proposed in DCS' Response to this RFP
Salazar Contracting, LLC 165 Dry Creek Road Tellico Plains TN 37385	Josh Salazar (423) 253-3215 salazarcontllc@aol.com	Mowing and Litter	Salazar Contracting, LLC has expressly assented to being proposed in DCS' response to this RFP.
Big Al Mowing, LLC 1029 3rd Ave. South Nashville, TN 37210	Libby Phillips (615) 279-8050 Libby@BigAlMowing.com	Mowing and Litter	Big Al Mowing, LLC has expressly assented to being proposed in DCS' response to this RFP.
Sweeping Corporation of America 4141 Rockside Rd, Ste 100 Seven Hills, OH 44131	Lee Miller (216) 777-2750 lmiller@sweepingcorp.com	Sweeping and Drain Cleaning	Sweeping Corporation of America has expressly assented to being proposed in DCS' response to this RFP.
LU, Inc 429 West Kingston Springs Rd. West Kingston Springs TN 37082	Jay Cole (615) 952-5501 jay.cole@guiderail.com	Cable rail, Attenuator repair	LU, LLC has expressly assented to being proposed in DCS' response to this RFP.
R.D. Construction, LLC PO Box 95 Pikeville TN 37367	Travis Angel (423) 618-6719 tangel@rdconstruct.net	Guardrail repair	R.D. Construction, LLC has expressly assented to being proposed in DCS' response to this RFP.
Vulcan Construction Materials, LLC 3556 Hermitage Industrial Drive Hermitage, TN 37076	Van Goodall (615) 902-6287 goodallv@vmcemail.com	Concrete Pavement Repair	Vulcan Construction Materials, LLC has expressly assented to being proposed in DCS' response to this RFP.
Superior Traffic Control 114 Capital Way Christiana, TN 37037	John Morgan (615) 225-1075 jmorgan@superiortrafficcontrol.com	Traffic Control, Sign repair	Superior Traffic control has expressly assented to being proposed in DCS' response to this RFP.



A.6. STATEMENT OF CERTIFICATIONS AND ASSURANCES

06-21-23 RFP

RFP ATTACHMENT 6.1.

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. § 12-12-111: "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/central-procurement-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:

Jarrod DeAngelo, President

DATE:

10/19/2023

RESPONDENT LEGAL ENTITY

NAME:

DeAngelo Contracting Services, LLC

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40100-PBMC0001 REGION 3 NORTH



A.7. CONFLICT OF INTEREST STATEMENT

Based upon reasonable inquiry, neither DCS nor any individual on our team who shall cause to deliver goods or perform services under the contract has a possible conflict of interest.

A.8. PAYMENT AND PERFORMANCE BOND STATEMENT



DeAngelo Contracting Services, LLC
100 N Conahan Dr.
Hazleton, PA 18201
(570) 580-9100

October 27, 2023

Tennessee Department of Transportation

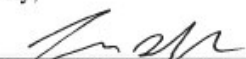
RE: RFP #40100-PBMC0001-Region 3-North (the "RFP")

To Whom it May Concern:

I am the President of DeAngelo Contracting Services, LLC ("DCS"). DCS has submitted a proposal in response to the above-referenced RFP. If DCS is awarded a contract pursuant to the RFP, DCS shall deliver a Payment and Performance Bond to the State in accordance with the requirements of the RFP.

Thank you for your consideration. Please let me know if you need any additional information.

Sincerely,


JARROD DEANGELO



A.9. SURETY BOND LETTER



APPLIED SURETY UNDERWRITERS

APPLIED SURETY UNDERWRITERS
10805 Old Mill Rd. Omaha, NE, 68154

November 27, 2023

State of Tennessee, Department of Transportation
505 Deaderick St. Ste 500
Nashville TN. 37243

Re: DeAngelo Contracting Services, LLC - RFP # 40100-PBMC0001 REGION 3 NORTH

To Whom It May Concern:

It has been the privilege of Applied Surety Underwriters ("Surety") and/or its underwriting team to have provided surety bonds for DeAngelo Contracting Services, LLC. DeAngelo Contracting Services, LLC is an account in good standing with our company. The general bonding line of credit established for or available to this firm is equal to or greater than \$125 Million. Applied Surety Underwriters has the utmost confidence in the management of DeAngelo Contracting Services, and its financial strength to support its endeavors.

If a contract is awarded to DeAngelo Contracting Services, LLC it is our present intention to become surety on the performance bond and labor and payment bond required by the contract. This is contingent upon our satisfaction with the acceptable review of the contract terms and conditions, bond forms, appropriate contract funding and DeAngelo Contracting Services, LLC meeting financial underwriting criteria at the time of the request.

Applied Surety writing partners are "Treasury Listed" by the U. S. Department of the Treasury with an underwriting limitation expressed therein of over \$125,000,000. The A.M. Best Company has assigned Applied Surety writing partners a rating of A-, XV. If you have any questions or need any additional information, please do not hesitate to contact me.

Sincerely,

William Reidinger
Senior Vice President & Practice Leader, Surety
Marsh McLennan Agency
T: +1 (847) 463-7251
Bill.Reidinger@MarshMMA.com
20 N Martingale Rd
Schaumburg, IL 60173



DeAngelo Contracting Services
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California Insurance Company · Continental Indemnity Company · Illinois Insurance Company · Pennsylvania Insurance Company

10805 Old Mill Road · Omaha, Nebraska 68154

POWER OF ATTORNEY NO. MMASCH01_0623

KNOW ALL MEN BY THESE PRESENTS: That the California Insurance Company, duly organized and existing under the laws of the State of California and having its principal office in the County of San Mateo, California, and Continental Indemnity Company, Illinois Insurance Company and Pennsylvania Insurance Company, corporations duly organized and existing under the laws of the State of New Mexico and having their principal office in the County of Santa Fe, New Mexico does hereby nominate, constitute and appoint:

Matthew Buol, Debra Kohlman, Joseph Halleran, William Reidinger

Its true and lawful agent and attorney-in-fact, to make, execute, seal and deliver for and on its behalf as surety, and its act and deed any and all bonds, contracts, agreements of indemnity and other undertakings in suretyship (NOT INCLUDING bonds without a fixed penalty or financial guarantee) provided, however, that the penal sum of any one such instrument executed hereunder shall not exceed the sum of:

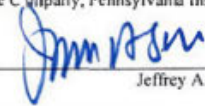
"Unlimited"

This Power of Attorney is granted and is signed and sealed under and by the authority of the following Resolution adopted by the Board of Directors of California Insurance Company, Continental Indemnity Company, Illinois Insurance Company and Pennsylvania Insurance Company.

"RESOLVED, That the President, Senior Vice President, Vice President, Assisted Vice President, Secretary, Treasurer and each of them hereby is authorized to execute powers of attorney, and such authority can be executed by use of facsimile signature, which may be attested or acknowledged by any officer or attorney of the Company, qualifying the attorney or attorneys named in given power of attorney, to execute in behalf of, and acknowledge as the act and deed of the California Insurance Company, Continental Indemnity Company, Illinois Insurance Company and Pennsylvania Insurance Company, all bond undertakings and contracts of suretyship, and to affix the corporate seal thereto."

IN WITNESS WHEREOF, California Insurance Company, Continental Indemnity Company, Illinois Insurance Company and Pennsylvania Insurance Company, has caused its official seal to be hereunto affixed and these presents to be signed by its duly authorized officer the 20th day of Dec., 20 22.

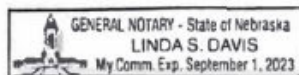
California Insurance Company, Continental Indemnity Company,
 Illinois Insurance Company, Pennsylvania Insurance Company

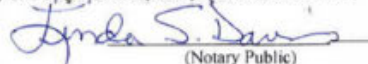
By  Jeffrey A. Silver, Secretary

STATE OF NEBRASKA
 COUNTY OF DOUGLAS SS:

On this 20th day of Dec. A.D. 2022, before me a Notary Public of the State of Nebraska, in and for the County of Douglas, duly commissioned and qualified, came THE ABOVE OFFICER OF THE COMPANY, to me personally known to be the individual and officer described in, and who executed the preceding instrument, and he acknowledged the execution of the same, and being by me duly sworn, deposed and said that he is the officer of the said Company aforesaid, and that the seal affixed to the preceding instrument is the Corporate Seal of said Company, and the said Corporate seal and his signature as officer were duly affixed and subscribed to the said instrument by the authority and direction of the said corporation, and that Resolution adopted by the Board of Directors of said Company, referred to in the preceding instrument is now in force.

IN TESTIMONY WHEREOF, I have hereunto set my hand, and affixed my Official Seal at the County of Douglas, the day and year first above written.



 (Notary Public)

I, the undersigned Officer of the California Insurance Company, a California Corporation of Foster City, California, Continental Indemnity Company, Illinois Insurance Company and Pennsylvania Insurance Company, New Mexico Corporations of Santa Fe, New Mexico, do hereby certify that the original POWER OF ATTORNEY of which the foregoing is full, true and correct copy is still in full force and effect and has not been revoked.

IN WITNESS WHEREOF, I have hereunto set my hand, and affixed the Seal of said Company, on the 27th day of November, 20 23

 Jeffrey A. Silver, Secretary

B.1. DCS' UNDERSTANDING OF THE STATE'S REQUIREMENTS AND PROJECT SCHEDULE

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Understanding of the State's Requirements	• DCS successfully performs under similar contract language and scope in Florida and Virginia. (We identify such contracts in Table 1.) • Our Management Team has successfully managed over 100 PBMCs with similar requirements in DC, Virginia, Georgia, Florida, South Carolina, Texas, Utah, Missouri, Arizona, Ontario, and Quebec. • We understand this project is about people and being proactive. We will have a dedicated recruiter to keep us staffed and will have separate crews dedicated to cyclic maintenance and customer response to get the Right of Way in Order while responding to customer requests	• Increased Adherence to Contract Requirements • Lower Risk • Increased Efficiency • Increased Quality
Understanding of the Project Schedule	• Our team successfully adheres to project schedules in Georgia, Virginia, and Florida. • We have laid out the schedule for the full project in MS Project. We have assigned an owner to each deliverable and milestone, and we show a snapshot of the schedule tasks in Appendix A.	• Increased Adherence to Contract Requirements • Higher Probability of Success • Lower Risk • Increased Innovation

TDOT's Region 3 North is a large project covering 144.32 centerline miles.

The highways in Region 3 North are traveled by millions of visitors and residents into and out of Nashville every year.

The highways cater to commuters navigating urban thoroughfares, long-haul truckers transporting goods, and families embarking on recreational journeys. Functioning as an important hub, these highways facilitate the movement of goods and services throughout the nation. They essentially form the circulatory system of regional and national connectivity.



DCS commits to maintaining these critical Interstates, crucial for sustaining the flow of commerce and ensuring the connectivity that drives our nation's economy, **through a balanced approach**. We will draw equally from our Management Team's **existing experience, processes, and partnering approach; strategic local subcontractor partnerships; and our forward vision**, including advanced technology to assure project success (see **Figure 1**).

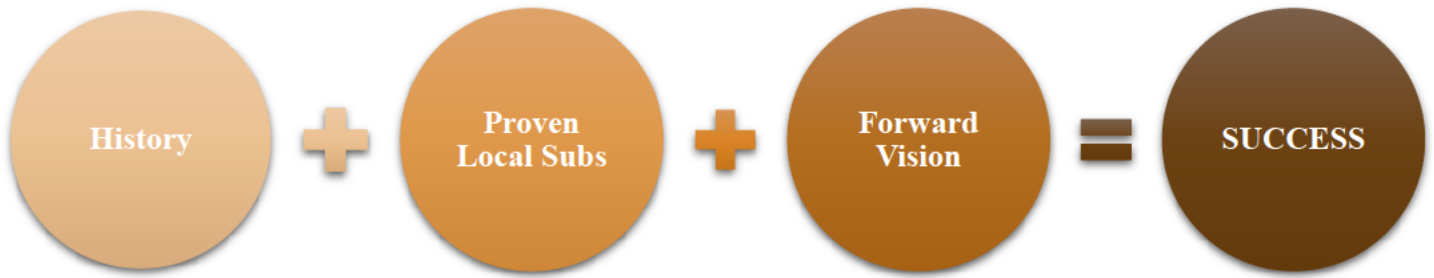


FIGURE 1. DCS WILL CAPITALIZE ON OUR HISTORY IN SUCCESSFULLY MANAGING PBMCs, PARTNERING WITH PROVEN LOCAL SUBCONTRACTORS, AND OUR FORWARD VISION TO ENSURE THE SUCCESS OF TDOT'S REGION 3 NORTH CONTRACT

Our Management Team helped pioneer the field of PBMCs and possesses over 24 years of experience in successfully managing PBMCs. We won't be spending time trying to figure out how this contract model works. We will be applying decades of PBMC and partnering experience to make the project successful. We commit to **sharing our experience and lessons learned** with TDOT to establish a high-performing PBMC in Region 3. We highlight our Management Team's PBMC experience in **Section B.5**.

We understand the complexities of large projects and how to make them great. Our Management Team knows how to **successfully transition** PBMCs from ramp up to steady state. In **Table 1**, we show 3 of our current large PBMC contracts where we have accomplished this.

We also understand that you are getting so many complaints, that the public is effectively managing the system, and you want to change to a proactive approach. We will accomplish this by:

1. Having crews and subcontractors dedicated to cyclic proactive maintenance.
2. Having crews dedicated to responding to customer complaints and incidents.
3. Having a dedicated customer service rep and holding proactive, interactive sessions with the public.

We describe our approach in **Section B.2**.

TABLE 1. OUR MANAGEMENT TEAM SUCCESSFULLY MANAGES PBMCs OF SIMILAR SIZE INCLUDING THE LARGEST PBMC IN THE UNITED STATES

Project Name	Centerline Miles	Highlights
FDOT District 1 I-75 Ultra Asset Maintenance Contract	205	• Largest PBMC in the United States • Current MRP 88 (Pass 80) • Current AMPER 93.7 (Pass 70) • 99% on-time since contract inception
FDOT District 2 I-10/I-75 Asset Maintenance	167.5	• Current MRP 83 (Pass 80) • Current AMPER 81.7 (Pass 70) • During ramp-up, we invested heavily in removing unwanted vegetation at interchanges to create a park-like setting with very positive feedback from FDOT.



Project Name	Centerline Miles	Highlights
VDOT Stanton South FAMS	134	• Current MRP 96 (<i>Pass 90</i>) • 99.4% on-time since contract inception. • Our team’s efforts resulted in an 8-pt increase in one MRP cycle with all categories passing.

We understand the project is about people. Our **Project Manager (PM), Gabriel Alonso**, is a **proven leader** with a demonstrated ability in managing **over 100+ employees**. He will work with our **dedicated HR recruiter** assigned to TDOT’s Region 3 North project to ensure the project is and remains appropriately staffed throughout the contract. We will **partner with proven local subcontractors** for services such as mowing, to enhance our local knowledge and provide a broader workforce to make the project successful. We successfully utilize a combined in-house and subcontractor approach on all our PBMC projects.

Our forward vision will drive technology and innovation on the program. DCS will supplement our “boots on the ground” work needs assessment with Artificial Intelligence (AI) to identify work needs – this is our “Eye on the Interstate” Program. We will also use Virtual Reality (VR) to assist with training and recruiting, providing a safe but realistic environment to train our personnel and attract a tech-savvy workforce.

We are committed to TDOT’s success in PBMCs and will partner with TDOT to ensure proactive management of the Region 3 North project. Our technical proposal’s format is structured to allow a smooth integration of TDOT’s RFP with our responses. Each section begins with a features and benefits table summarizing our key points based on the RFP requirements and uses subheadings that reflect the requirements.

B.1.a. DCS’ Understanding of the State’s Requirements

DCS understands and commits to meeting the State’s requirements as described in the Scope of Services for Performance Based Maintenance Services in Region 3 North.

DCS understands this is a hybrid contract, requiring both performance-based and prescribed maintenance activities. To ensure our understanding of the requirements, we:

- Rode through the highway system and documented observations, including a digital video recording of the system.
- Attended the state forum.
- Reviewed and provided feedback on draft RFP.
- Fully reviewed the contract and submitted questions.
- Attended the pre-proposal conference.
- Pulled a full inventory of the assets from TDOT’s online asset inventory.
- Reviewed the bridge inspection reports, baseline MQA and highway inventory data provided by TDOT.

We commit to partnering with TDOT to get your right of way in order proactively, as described in our **Section B.1** intro above.

DCS understands and will train our team on the MQA rating criteria, outcomes, performance targets, tolerance and criteria. We understand there is a ramp up period to reach the criteria for: unpaved shoulder edge, paved ditches, miscellaneous drainage structures, and inlets.



We understand the ground signs and overhead signs are not included until the January 2025 MQA to coordinate with the current TDOT contract for sign replacement. After January 2025, DCS will repair or replace damaged signs based on the manufacturer's retro-reflectivity warranty schedule.

DCS understands that there will be gray areas in the contract and commits to partnering with TDOT to ensure the project's success. We commit to delivering a smooth transition from the initial ramp up to steady state. We understand it's our job to schedule the work and make sure it gets done on time. We successfully manage work needs and meet timeliness requirements similar to TDOT's on our PBMCs in Florida and Virginia as shown in **Table 2**.

B.1.b. DCS' Understanding of the Project Schedule

DCS understands and commits to meeting the State's project schedule as described in the Scope of Services for Performance Based Maintenance Services in Region 3 North.

DCS understands there will be a ramp up period to transition the project to steady state. Our Management Team knows how to **successfully transition** PBMCs from ramp up to steady state. We will **use our experience and lessons learned** to implement a **high-performing PBMC** in Region 3 North. We have **laid out the schedule for the full project** in MS Project. We have **assigned an owner** to each deliverable and milestone, and we show a snapshot of the schedule tasks in **Appendix A**.

Our Management Team successfully ramped up our FDOT District 1 I-10/I-75 Lake City Asset Maintenance contract to a steady state, receiving accolades from FDOT. As an example, when we started the Lake City project, we invested heavily upfront in clearing unwanted vegetation at each interchange. This greatly improved aesthetics - giving the interchanges a park-like setting - made ongoing maintenance safer and easier and reduced homeless occupation.



DCS CAME IN AND PUT QUITE A BIT OF EFFORT AND RESOURCES IN BRINGING THE OVERALL QUALITY OF THE PROJECT UP TO AN ACCEPTABLE LEVEL. DCS FOLLOWED CONTRACT REQUIREMENTS, IN SOME CASES EXCEEDING THEM AND IN OTHERS HAVING SOME MINOR ISSUES. OVERALL, THEY DID A VERY GOOD JOB.

Remarks provided by: Maintenance Manager/Contracts – Kevin Couey, Contract Coordinator II – James Jones, and Operations Engineer – Marty Humphries regarding our team's effort during the ramp up period for our FDOT District 2 I-10/I-75 Asset Maintenance Contract



B.2. HOW DCS SHALL COMPLETE THE SCOPE OF SERVICES, ACCOMPLISH REQUIRED OBJECTIVES, AND MEET THE STATE'S PROJECT SCHEDULE

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Complete the Scope of Services and Accomplish Required Objectives	• Our team proactively assessed the condition of the system by riding the roads and documenting their observations. • Our team will reevaluate the condition of the system upon notification of contract award. • Our team created a preliminary work plan based on the Scope of Services and our initial assessment (see Appendix B.) • We will utilize a mix of proven local subcontractors and in-house resources.	• Increased Adherence to Contract Requirements • Increased Efficiency • Increased Quality • Enhanced Planning • Higher Probability of Success • Lower Risk
Meet the State's Project Schedule	• Our team developed a detailed project schedule in MS Project. We have assigned an owner to each deliverable and milestone, and we show a snapshot of the schedule tasks in Appendix A. • We will proactively look forward at upcoming deliverables and milestones to assure they are on track. • We successfully meet the project schedules on our I-10/I-75 Lake City and I-75 Ultra projects – our 2 largest PBMCs.	• Increased Adherence to Contract Requirements • Increased Efficiency • Increased Quality • Enhanced Planning • Higher Probability of Success • Lower Risk

B.2.a. How DCS Shall Complete the Scope of Services and Accomplish the Required Objectives

DCS commits to completing the Scope of Services and accomplishing the required objectives. Our team performed a preliminary assessment of the system by riding the roads and documenting our observations including a digital video recording of current conditions. We provide our preliminary work plan in **Appendix B** which is based on the Scope of Services and our observations shown in **Appendix C.**

We will execute the work utilizing in-house resources and proven local subcontractors with knowledge of the system, shown on **Page 10.** Our proposed in-house resources include:

Personnel:

- | | |
|--|---|
| ○ 1 Project Manager | ○ 1 Quality Control Manager |
| ○ 1 Assistant Project Manager, | ○ 1 Third Party Claims Administrator |
| ○ 1 Area Manager/Safety Officer | ○ 10 Lead Workers |
| ○ 1 Area Manager/Incident Response Coordinator | ○ Skilled Workers: 7 core plus 5,000 hours seasonal/part time during year 1 |
| ○ 3 Area Managers | ○ Laborers: 4 core plus 3,000 hours seasonal/part time during year 1 |
| ○ 1 Office Manager | |
| ○ 1 HR Recruiter | |
| ○ 1 Customer Service Representative | |

Our team rode the entire system to assess current conditions and documented their observations to create a preliminary work plan.



Truck and Equipment:

- 10 ¾ ton crew pick ups
- 6 Truck Mounted Attenuators
- 1 Dump Truck
- 2 Skid Steers
- 1 Post Pounder
- 1 Guardrail Trailer
- 1 Asphalt Spray Injection Patch Truck
- 1 Bucket Truck
- 1 Air Compressor
- 1 Concrete Mixer
- 2 Tow Behind Arrow Board
- 2 Programmable Changeable Message Boards
- 1 Manager Truck
- 7 ½ Ton Trucks

We show our proposed local subcontractors and the work they will perform on **Page 10**.

We commit to meeting response times and timeliness requirements. We will hire and have resources staged in key locations:

- **Main office** in/near Nashville/Goodlettsville
- **Satellite locations** in/near Clarksville/Pleasant View, White House, Bellevue, Berry Hill.

Upon notification of contract award, our team will:

- Reevaluate the condition of the system.
- Adjust the work plan shown in **Appendix B** as necessary.
- Procure materials and equipment.
- Execute subcontractor agreements.
- Be ready to respond to incidents at 12:01am on May 1, 2024.

DCS understands it is our responsibility to determine what, when, and how work will get done. We will first focus on getting the assets to a passing level and then work to keep them there, as shown by the black line in **Figure 2**. We will do this by having crews and subs dedicated to cyclic, proactive maintenance, along with crews focused on responding to customer complaints.

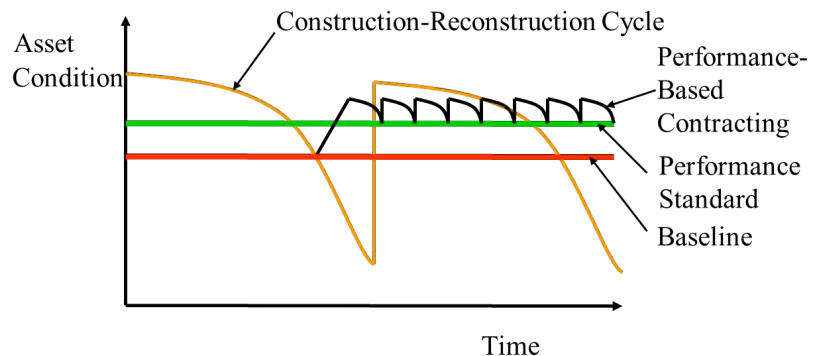


FIGURE 2. DCS' PROVEN APPROACH TO SUCCESSFULLY TRANSITIONING A PROJECT FROM RAMP UP TO STEADY STATE

B.2.b. How DCS will Meet the State's Project Schedule

We commit to meeting the State's Project Schedule.

- We **developed a detailed schedule** of all requirements, milestones, and deliverables.
- We **assigned an owner** who is responsible for each requirement, milestone, and deliverable.
- **Each month**, we will take a **quarterly look forward** at deliverables and milestones.
- Our Project Management Team will **check in with the deliverable's owner** to determine the status of the deliverable and make sure it is on track.
- PM Alonso will **adjust resources** as needed to achieve the deliverable.
- PM Alonso will **follow up with TDOT** to ensure the work accomplishment meets their needs.

We have successfully implemented this process on both FDOT District 2 I-10/I-75 Lake City and FDOT District 1 I-75 Ultra, achieving timeliness requirements from ramp up through execution.



B.3. HOW DCS SHALL MANAGE THE PROJECT, ENSURE COMPLETION OF THE SCOPE OF SERVICES, AND ACCOMPLISH REQUIRED OBJECTIVES WITHIN THE STATE'S PROJECT SCHEDULE

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Manage the Project	• Our Project Team will be 100% dedicated to TDOT's Region 3 North project. • We will have a dedicated HR recruiter to ensure the project is and remains appropriately staffed throughout the contract. • We will partner with proven local subcontractors. • We will have a dedicated Customer Service Representative. • We successfully utilize a combined in-house and subcontractor approach on all our PBMC projects, and we will use that here as well.	• Improved Stakeholder Engagement • Lower Risk • Increased Efficiency • Increased Collaboration • Increased Community Engagement • Increased Quality
Ensure Completion of the Scope of Services and Accomplish Required Objectives within the State's Project Schedule	• We train our team to proactively perform 360-degree inspections of work areas. • We will perform monthly in-house MQA inspections. • We will use our proven After-Action Review process for continuous improvement.	• Increased Efficiency • Increased Quality • Lower Risk
Monthly Reporting of Accomplished Work for the Period Including Units of Measure	• We will create customized reports to meet TDOT's needs. • We will submit monthly reports within 7 calendar days of month end.	• Increased Efficiency • Improved Communication

B.3.a. How DCS Shall Manage the Project

DCS commits to managing the project to ensure completion of the scope of services and accomplish the required objectives within the State's project schedule. Our project team, shown in **Section B.5.b**, will be 100% dedicated to TDOT's Region 3 North project. Our PM, Gabriel, will partner with our **dedicated HR Recruiter** to recruit, hire, and retain top talent to ensure the project is and remains appropriately staffed throughout the entire contract term.

We will:

- Use our Quality Management Plan (QMP) in **Section B.6** to effectively manage the project and meet contract requirements.
- Use **Key Performance Indicators (KPIs)**, for the focus areas shown in **Figure 3**, to measure project success.
- Utilize iDCS, our proprietary MMS, to **track, monitor, and report** work needs, work-in-progress, and work accomplishments.
- Incorporate AI "Eye on the Interstate" tool to enhance our work needs assessment in **Section B.8.a**.

We successfully utilize our QMP, KPIs, and 4-E process to manage all our projects in Florida, Georgia, and Virginia

- **Strategically position crews** within the project limits to meet timeliness requirements.
- Employ a **dedicated Customer Service Representative** to receive, assign, and follow-up on all CSRs.
- **Proactively** interact with the Public through “Coffee with the Contractor” sessions described in **Section B.7.e**.
- **Cultivate employee buy-in** and improve overall performance by utilizing our **proven 4-E process** shown in **Figure 4**.
- **Provide Executive Team and full corporate department** (HR, IT, Safety, Risk, Legal, etc.) **support** to the project team.
- **Empower PM Alonso** with decision-making authority at the project level.
- **Communicate with TDOT daily** and hold **quarterly partnership meetings** to discuss what is going well, what needs improvement, and any changes in TDOT’s priorities.
- **Partner with TDOT** to work through gray areas in the contract.
- **Innovate** throughout the contract to gain efficiency.



FIGURE 3. DCS USES FOUR KPIs TO MEASURE PROJECT SUCCESS

B.3.b. How DCS Shall Ensure Completion of the Scope of Services Accomplish Required Objectives Within the State’s Project Schedule



FIGURE 4. DCS’ 4-E PROCESS CULTIVATES EMPLOYEE BUY-IN AND IMPROVES OVERALL PERFORMANCE

DCS utilizes our comprehensive, systematic quality control and self-inspection process to track, monitor, and ensure compliance with contract requirements shown in **Figure 5**.

We train our team to **proactively perform 360-degree inspections** during routine patrols and when performing work to **identify** work needs. Our team will use iDCS to **document and report** identified work needs. PM Alonso will **review and implement** identified work needs into the work plan.

We will perform in-house MQA inspections monthly to assess, measure, and monitor performance and quality of work. **Our Quality Manager** will inspect at least 5% of the system monthly. We will provide results to PM Alonso and review with VP Pedigo. We will use the results to adjust work plans, implement corrective action, and provide training as needed.

Our Project Management Team will use our **proven After-Action Review (AAR) process**, described in **Section B.6.d**, to identify lessons learned, provide training, improve processes, and implement best practices for **continuous improvement**.

We successfully use this approach on all our projects in Florida, Georgia, and Virginia.

B.3.c. How DCS Shall Report Monthly Accomplished Work for the Period Including Units of Measure

We understand and commit to providing the annual, monthly, and weekly planning and reporting as outlined in RFP #40100-PBMC00001 Region 3 North.

All our PBMCs in Florida and Virginia are reporting on-time and have 100% acceptance rate for our reporting.

DCS will create a customized template for monthly reporting tailored to TDOT's needs within our iDCS MMS, as we do for all of our PBMC customers. We will submit the draft template to TDOT for review and approval prior to the submission of our first required monthly report. We will adjust the format and content of the draft template based on feedback from TDOT personnel. We will use this template for all monthly reporting throughout the contract. We will work with TDOT to enter info in their maintenance management system or provide our data in matching format. We will submit the required monthly report within 7 calendar days of the month end.

B.4. DCS' EXPERIENCE AND PERFORMANCE

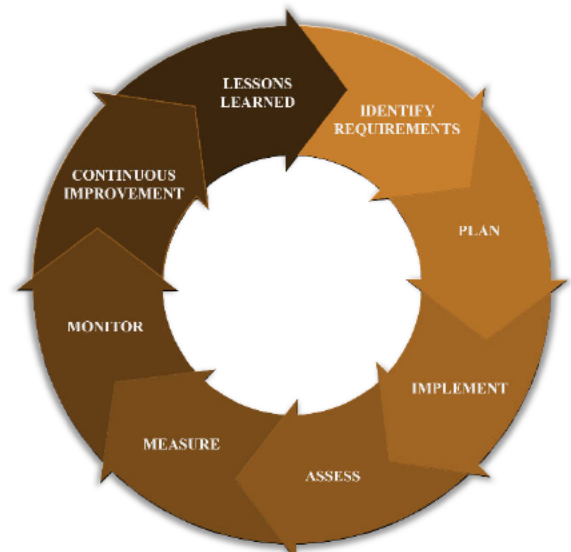


FIGURE 5. WE WILL IMPLEMENT OUR PROVEN QUALITY MANAGEMENT AND WORK PLANNING PROCESS FOR TDOT'S REGION 3 NORTH PROJECT

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Firm's Experience with Similar Contracts and Types of Work	• Our Management Team possesses 24 years of experience in successfully managing PBMC – we helped pioneer the field. • DCS successfully performs under similar contract language and scope in other states like Virginia and Florida. • We have gotten the Rights of Way in order for these contracts – bringing them up from initially failing conditions – while effectively managing customer requests.	• Reduced Risk and Higher Probability of Success • Increased Adherence to Contract Requirements • Increased Customer Satisfaction • Increased Efficiency • Increased Quality • Increased Innovation

Our Management Team possesses **24 years of experience** in successfully managing PBMCs under similar contract language. We successfully transitioned our current projects from the ramp-up period into steady state as described in Section B.1.b while successfully handling all customer complaints and requests. We also kept these projects staffed, even in the recent difficult staffing environment.

We commit to providing high-quality asset maintenance services and adapting to project specific needs through innovation. Within and throughout our experience in managing PBMCs, our Management Team has implemented multiple innovations including:

- **Automatic bridge washing truck** - improves safety and efficiency by replacing multiple on-foot workers with power washers.
- **Autonomous Truck Mounted Attenuator** - Developed in conjunction with VA Tech, VDOT, and Transurban - gets the driver out of the rear-most TMA (the one most likely to be hit).



- **Spray patching trucks** - workers don't need to exit the vehicle to patch a pothole, and it produces a very durable, smooth, patch.
- **Innovative pavement seal products on Staunton South** - brings increased longevity to aged pavements.
- **Work zone/work space coordination** with long term construction contractor (cable painting) on the Sunshine Skyway Bridge
- **Samsara System** - combines advanced telematics with driver behavior monitoring to enhance safety.
- **iCone technology** – notifies motorists through Waze and other apps of the incident/work zone ahead, increasing the awareness of the traveling public and reducing secondary crashes, congestion, and work zone intrusions.

Passing Requirements:
VDOT MRP – 90
FDOT MRP -80
FDOT AMPER - 70

We provide the details of DCS' firm experience and performance in **Table 2**.

TABLE 2. DCS' MANAGEMENT TEAM POSSESSES 24 YEARS OF EXPERIENCE IN SUCCESSFULLY MANAGING PBMCs

CONTRACT INFORMATION	DESCRIPTION
VDOT Staunton South FAMS Number: Cardinal Contract #49946 and #49945 Value: \$ Contract Start Date: 04/2022 Contract Length: 3 years & 3 months Performance Ratings: <i>2023 Cycle 1 – MRP 96</i> <i>2022 Cycle 1 – MRP 88</i> <i>(Initial Informational MRP</i>	General Scope of Services: Flexible asset maintenance services including operations and maintenance for roadway, roadside, structures, and emergency response along I-81 and I-64 within the southern portion of VDOT's Staunton District. PROJECT MANAGER: Guy Tyrrell PHONE: (540) 332-9882 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: We took the project from a failing condition to a level that got praise across VDOT while addressing VDOT's priorities and customer complaints. Incident response is a critical part of this contract, and DCS has met and exceeded expectations including handling a closure of both I64 and I81 due to a 2022 Thanksgiving major incident. We successfully handle an average of 75 customer service requests (CSRs) per month and manage an average of 44 Interstate incidents per month. We demonstrate our commitment to quality with our pavement patching program, reducing continual pothole repairs.
FDOT District 1 I-75 Ultra Asset Maintenance Number: E1U67-R0 Value: \$ Contract Start Date: 04/2022 Contract Length: 8 years Performance Ratings: <i>1st FY 2023/24 – MRP 88</i> <i>3rd FY 2022/23 – MRP 90</i> <i>2nd FY 2022/23 – MRP 88</i> <i>1st FY 2022/23 – MRP 89</i> <i>04/22-09/22 – AMPER 93.7</i>	General Scope of Services: Comprehensive management, operations, and maintenance of roadway and facility transportation components along the limited-access right-of-way in FDOT District 1. The scope also includes 7 rest areas and two weigh stations. PROJECT MANAGER: Brian Bird PHONE: (239) 985-7824 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: We received customer accolades regarding responsiveness, follow-up, & work completed for CSRs. FDOT commended our project team for aesthetics. We demonstrate our commitment to quality with our pavement patching program which reduces continual pothole repairs. When we took on this project, the north section was not in acceptable condition. We got the ROW in order & it is now the best looking/performing section of the project.



CONTRACT INFORMATION	DESCRIPTION
FDOT District 2 I-10/75 Asset Maintenance Number: E20W0 Value: \$ Contract Start Date: 11/2022 Contract Length: 7 years Performance Ratings: <i>1st FY 2023/24 – MRP 83</i> <i>11/22-04/23 – AMPER 81.7</i> <i>3rd FY 2022/23 – MRP 81</i> <i>2nd FY 2022/23 – MRP 79</i> <i>07/22-10/22 – AMPER 87.5</i>	General Scope of Services: Comprehensive management, operations and maintenance for roadway, roadside, structures, and emergency response along I-10 and I-75 within FDOT District 2. PROJECT MANAGER: Marty Humphries PHONE: (386) 438-7941 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: Contract commenced 11/2022 and is receiving compliments from both Department Project and District Leadership. When we started the Lake City project, we invested heavily upfront in clearing unwanted vegetation at each interchange. This greatly improved aesthetics - giving the interchanges a park-like setting - made ongoing maintenance safer and easier and reduced homeless occupation. Our team also received multiple accolades from the community in 2023 for the improvement of I-75 aesthetics. In FY24, we will stripe the full project with thermos (except areas under resurfacing contracts.)
FDOT District 7 Skyway Asset Maintenance Number: E7P34 Value: \$ Contract Start Date: 07/2022 Contract Length: 6 years Performance Ratings: <i>01/23-06/23 – AMPER 86.7</i> <i>06/22-12/22 – AMPER 74.6</i>	General Scope of Services: Asset maintenance contract that requires the inspection, management, and maintenance of all components throughout the I-275 Skyway Bridge corridor including Emergency Response. PROJECT MANAGER: Vincent (Seth) Collie PHONE: (813) 981-4673 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: DCS has been performing extensive inspections for this signature structure and its surrounding structures while performing the required maintenance and incident management. DCS' Project Manager and Superintendent increased performance ratings by 9 points since project commencement in July 2022.
FDOT District 2 I-10/75 Asset Maintenance – <i>Interim Contract</i> Number: E20Z3 Value: \$ Contract Start Date: 07/2022 Contract Length: 3 months Performance Ratings: <i>Not Rated During Contract Period</i>	General Scope of Services: This was a short-term contract to cover a gap until the long-term contract could begin. The scope includes comprehensive management, operations and maintenance for roadway, roadside, and emergency response along I-10 and I-75 within FDOT District 2. PROJECT MANAGER: Marty Humphries PHONE: (386) 438-7941 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: Commended by customer for roadside assistance provided by staff ensuring safety of motorist.



CONTRACT INFORMATION	DESCRIPTION
FDOT District 2 I-10/75 Asset Maintenance Number: E2Z70 Value: \$ Contract Start Date: 01/2022 Contract Length: 5 months Performance Ratings: <i>Not Rated During Contract Period</i>	General Scope of Services: Comprehensive management, operations and maintenance for roadway, roadside, structures, and emergency response along I-10 and I-75 within FDOT District 2. PROJECT MANAGER: Marty Humphries PHONE: (386) 438-7941 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: We were recognized by FDOT for our efforts and progress in resolving work needs on I-75 in Alachua. We successfully handled an average of 45 CSRs per month and managed an average of 40 interstate incidents per month.
City of Pembroke Pines Asset Maintenance Number: PSPW-13-10 Value: \$ Contract Start Date: 11/2021 Contract Length: 2 years & 6 months Performance Ratings: <i>06/2023 – MRP 95</i> <i>11/2022 – MRP 85</i> <i>05/2022 – MRP 90</i>	General Scope of Services: Asset Maintenance, including Arterial, Roadway and Sidewalk maintenance; Mechanical Sweeping; Litter and Debris Removal; Emergency Response; Drainage Cleaning and Repair; Guardrail Repair. PROJECT MANAGER: Steve Buckland PHONE: (954) 214-8530 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: We are meeting all expectations and assist customer with work needs beyond contract requirements as needed (i.e., storm drain repairs, concrete repairs/installations). The City Manager is very happy with our work, and we regularly get compliments from the City Commissioners.
FDOT District 1 Structures Asset Maintenance Number: E1U95 Value: \$ Contract Start Date: 11/2021 Contract Length: 1 year Performance Ratings: <i>11/21-05/22 – AMPER 96.3</i>	General Scope of Services: National Bridge Inspection Standard (NBIS) inspection and maintenance of FDOT owned structures (bridges, high mast light poles, over lane sign structures, and steel camera poles). NBIS inspection of local government owned bridges, traffic signal mast arms and other State agency owned bridges. PROJECT MANAGER: Jim Jacobsen, P.E. PHONE: (813) 612-3390 Summary of Performance Evaluations, Accolades, or Results Achieved Within the Last 3 Contract Years: We met all performance criteria for accurate and on-time inspection of bridges, incidental structures, and over-lane sign structures, while performing extensive maintenance and repairs to the structures. We were recognized by FDOT for providing immediate access and technical assistance on post-tensioning failure issues.



B.5. DCS' MANAGEMENT TEAM

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Management Team Plan	• DCS' organizational structure facilitates open communication and collaboration throughout the organization. • Our Executive Leadership team is actively involved and possesses 24 years of experience in managing PBMCs. • We empower our project teams by giving them decision-making authority at the project level.	• Enhanced Efficiency • Increased Innovation • Increased Collaboration • Increased Responsiveness • Expertise in Navigating Complexities • Proactive Mitigation of Risks • Enhanced Performance Management
Management Team's Experience with Relevant Work and Percentage of Time Each Team Member Shall Be Committed to the Project Tasks, Functions, and Responsibilities	• Our Management Team possesses 24 years of experience in managing PBMCs. • Our Management Team has successfully managed over 100 PBMCs under similar contract language in DC, Virginia, Georgia, Florida, South Carolina, Texas, Utah, Missouri, Arizona, Ontario, and Quebec. • Our project team is 100% committed to project tasks, functions, and responsibilities.	• Proactive Mitigation of Risks • Enhanced Performance Management • A True Partnering Atmosphere
Management Methodology	• DCS will use our proven agile total quality management methodology to provide services reliably and meet requirements. • We use our proven quality management methodology on all four of our PBMCs and we are currently exceeding passing requirements on performance ratings.	• Enhanced Efficiency • Improved Quality • Enhanced Customer Satisfaction • Enhanced Performance Management
Plans to Coordinate and Communicate with All Responsible Parties	• We will provide project team cellphone numbers to TDOT for 24/7 access. • We have a dedicated customer service representative assigned to the project. • We will hold quarterly "informal" partnering sessions with TDOT to learn what is going well and areas to improve. • We will hold "Coffee with the Contractor" sessions to provide information to and get feedback directly from the public.	• Increased Collaboration • Increased Responsiveness



RFP Requirement	Features of Our Proposal	Benefit to TDOT
Management Operational Capabilities	Our team possesses management capabilities in all work areas included in the Scope of Services.	• Enhanced Efficiency • Improved Quality • Enhanced Performance Management

DCS is a family owned and operated business whose core values are looking after our customers and treating our employees like family. Our field employees drive the heart of our business by **providing innovative, safe, and high-quality infrastructure/maintenance contracting services** to State DOTs, railroads, and other commercial/residential customers across the United States. **Our teams, led by industry experts, maintain transportation infrastructure, extending the life of valuable assets and assuring their safety and reliability for the traveling public.**

DCS' organizational structure facilitates open communication and collaboration throughout the organization. Paul DeAngelo, Sr., CEO, and Jarrod DeAngelo, President, are **actively involved** in business operations and **spearhead DCS' strategic execution of business initiatives**. DCS capitalizes on Paul's tenure of over 40 years of experience in maintenance to develop operational objectives and systems that are **innovative, cost-effective, and deliver high-quality service**. Jarrod meets with his executive team from all functional departments monthly (and daily as needed) to review current operations, discuss strategic initiatives, and devise plans for implementation.

DCS' executive management team communicates company objectives to our regional support and project teams to assure all team members are in alignment with and able to execute our defined strategies. DCS' functional departments cultivate collaboration with our Operations team through two-way communication and regular meetings to ensure our projects are receiving the support needed.

B.5.a. DCS' Overall Management Team Plan and Organizational Chart

Our Operations team, led by **Sal Napoli, Chief Operating Officer**, offers executive and regional support to all our project teams. Sal possesses **over 30 years of experience in operations and management** with a proven background in **enhancing operational efficiency and increasing customer satisfaction**. His vision, leadership skills, and commitment to excellence will guide our Executive Leadership team members who will be directly involved with TDOT's Region 3 North project.



Dr. Mark Robinson serves as DCS' Asset Management Business Unit (AMBU) Lead and possesses over 29 years of experience in the transportation industry, 24 years of which have been focused on the asset maintenance industry and performance-based maintenance contracting. He has managed PBMC projects in DC, Virginia, Georgia, Florida, South Carolina, Texas, Utah, Missouri, Arizona, Ontario, and Quebec. He helped pioneer the PBMC field starting in 1999 and has spent his career fostering its development, enhancement, and execution. Mark offers diverse expertise encompassing asset maintenance initiatives and innovations at the Federal, State, local and international levels.

Mark brings a partnering atmosphere and approach to AM projects, and he has a solid reputation of working with customers and project teams to meet goals, celebrate successes, innovate, and solve problems. He served for 6 years as the Chair of the Transportation Research Board's Maintenance and Operations Management Committee and has served on several Boards of Directors. Mark is a licensed Professional Engineer, a Project Management



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Professional, and holds a B.Sc.Eng., M.Sc., and Ph.D. in Civil Engineering from Queen's University in Kingston, Canada. **Mark will provide executive level support for TDOT's Region 3 North project.**



Jim Conroy, CHST, serves as our Director of Safety and possesses 16 years of experience overseeing and managing safety and compliance programs. Jim is responsible for all DCS safety and compliance programs and safety training initiatives.

He is knowledgeable of Occupational Safety and Health Administration (OSHA) regulations, Tennessee Occupational Safety and Health (TOSH) regulations, incident management, severe weather management and response, major and minor crashes, hazardous and non-hazardous materials spills, temporary traffic control, and DOT compliance. He is an ATSSA Traffic Control Supervisor and Technician Instructor; Florida Advanced and Intermediate Instructor; and Flagger Instructor. He has completed National Incident Management Systems (NIMS) 100, 200, and 700 training. He coordinates and conducts annual safety training for all DCS employees including incident management, temporary traffic control, and OSHA safety standards. **Jim will provide executive level support to the project, identify areas of improvement, adjust protocols and procedures, and provide training.**



Scott Pedigo possesses over 32 years of experience in the transportation industry and currently serves as Vice President of Tennessee, Virginia, & Georgia Operations. He possesses extensive experience in managing Asset Management Projects, including performance-based and on-call contracts, throughout Virginia, Georgia, Texas, and Canada since March of 2011. Scott has managed standard primary roadway to complex interstate roadway contracts related to facility operations and maintenance (including all assets in the right of way), incident response, and snow and ice removal.

Scott managed County Maintenance Crews, District Traffic and Permits Programs, and the State's Highway Safety Improvement Program during his 21-year tenure with the State of Kentucky. Scott has a Bachelor of Science Degree in Civil Engineering from the University of Kentucky and is a Licensed Professional Engineer in Tennessee. **Scott will provide regional support and oversight for TDOT's Region 3 North Project.**



Gabriel Alonso will serve as our Project Manager for TDOT Region 3 North. He **managed 5 PBMC contracts** in Northern VA for VDOT (including urban and rural) as District Manager. He also served as Project Engineer for I-45 Tx DOT PBMC in Houston. He possesses a B.S. in Civil Engineering and has successfully managed 100+ employees.

Our Executive Leadership team empowers our project teams by giving them decision-making authority at the project level. Our Project Manager (PM), Gabriel Alonso, is authorized to act on behalf of DCS to execute all responsibilities contemplated by the contract. PM Alonso will have full management and financial authority to develop plans, adjust plans, execute orders and directions without delay and supply promptly such materials, equipment, tools, labor, incidentals, and subcontracts as required at all times to comply with the contract.

PM Alonso will oversee and manage TDOT's Region 3 North project operations with the support of our Assistant Project Manager (APM) Joe Hildreth and Area Managers. We provide our organizational chart including both our Executive Leadership and Project Team in **Figure 6**. Scott Pedigo and PM Alonso will work with our recruiter (dedicated to this project) to recruit, hire, and train the field operations team. Our Project Management Team will utilize our peer review process, described in **Section B.6.e**, to ensure that we are performing effectively and adhering to contract requirement.



B.5.b. DCS' Management Team's Experience with Work that is Relevant to RFP #40100-PBMC0001 Region 3 North and Percentage of Time Each Team Member Shall Be Committed to Project Tasks, Functions, and Responsibilities

We identify our Management Team's experience with work relevant to RFP #40100-PBMC0001 Region 3 North and the percentage of time each team member will be committed to the project in **Table 3**.

Our Office Manager, Customer Service Representative, and 3rd Party Claims Administrator will be **100% dedicated to providing administrative support** for our project team. Project team members on our **maintenance crews will be 100% dedicated to performing maintenance activities** on TDOT's Region 3 North project.

DCS successfully manages three PBMCs similar in size to TDOT's Region 3 North project – FDOT District 1 I-75 Ultra covering 205 centerline miles, FDOT District 2 I-10/75 Asset Maintenance covering 167.5 centerline miles, and VDOT Staunton South FAMS covering 134 centerline miles.

TABLE 3. OUR MANAGEMENT TEAM POSSESSES EXTENSIVE EXPERIENCE IN MANAGING PBMCs AND PERFORMING WORK RELEVANT TO RFP#40100-PBMC0001 REGION 3 NORTH

Team Member	% of Time Committed	Relevant Experience
Dr. Mark Robinson <i>AMBU Lead</i>	5%	<i>See Section B.5.a</i>
Jim Conroy, CHST <i>Director of Safety</i>	5%	<i>See Section B.5.a</i>
Scott Pedigo, P.E. <i>Vice President of Tennessee, Virginia, and Georgia Operations</i>	20%	<i>See Section B.5.a</i>
TBD <i>Quality Manager</i>	100%	<i>Will be provided upon contract award</i>
Gabriel Alonso <i>Project Manager</i>	100%	<i>See Section B.5.a</i>
Joe Hildreth <i>Assistant Project Manager</i>	100%	• 30 years of Supervisory Experience. • 15 years of Interstate Maintenance Experience. • Joe brings diverse experience in managing weather-related events and natural disasters to this project including responding to the blizzard of 2016, the earthquake in 2011, Hurricane Irene in 2011, and Hurricane Michael in 2018



Team Member	% of Time Committed	Relevant Experience
Guy Mamac <i>Area Manager/ Incident Management Coordinator</i>	100%	• 10 years of Supervisory Experience. • 6 years of experience as Transportation Operations and Maintenance Manager for ODOT • 3 years of experience as a Engineer Equipment Chief for the United States Marine Corp, responsible for the management of 18 instructors and 100 Marine students. • 9 years of experience as Engineer Equipment Operator for the United States Marine Corp operating heavy equipment.
Jaroslav Markiewicz <i>Area Manager/ Safety Officer</i>	100%	• 20 years of Supervisory Experience • 10 years of experience as a Division Engineer Operations Manager for the United States Army • Jaroslav demonstrates expertise in managing complex projects and operations.
TBD <i>Area Manager</i>	100%	• <i>Will be provided upon contract award</i>
TBD <i>Area Manager</i>	100%	• <i>Will be provided upon contract award</i>
TBD <i>Area Manager</i>	100%	<i>Will be provided upon contract award</i>

B.5.c. DCS' Description of Management Methodology that We Will Use to Provide Services Reliably

DCS uses an agile total quality management methodology to provide services reliably and meet contract requirements. PM Alonso will work collaboratively with TDOT to respond to changes in priorities and adjust the work plan to meet TDOT's priorities quickly and effectively. Our **comprehensive approach to quality management** involves a **cyclical process** of training, implementation, inspection, accountability, corrective actions, process improvement, and subsequent inspection to assure we are providing services reliably and in adherence to contract requirements. We describe our Quality Management Plan (QMP) in **Section B.6**. We successfully use our proven quality management methodology on all four of our PBMCs.

As noted in **Sections B.2 and B.3**, we will have crews dedicated to cyclic maintenance and crew dedicated to responding to customer complaints and incidents. This, combined with our use of local subcontractors for services such as mowing, litter, sweeping and asphalt will provide a balanced, proactive program to get and keep the right of way in order, and avoid the program being "run by the public".

We commit to innovating throughout the program to address challenges that arise and to drive improved safety and efficiency. We also commit to applying lessons learned in our work across 45 States to this project, so you are always receiving the latest, most refined approach that we offer.

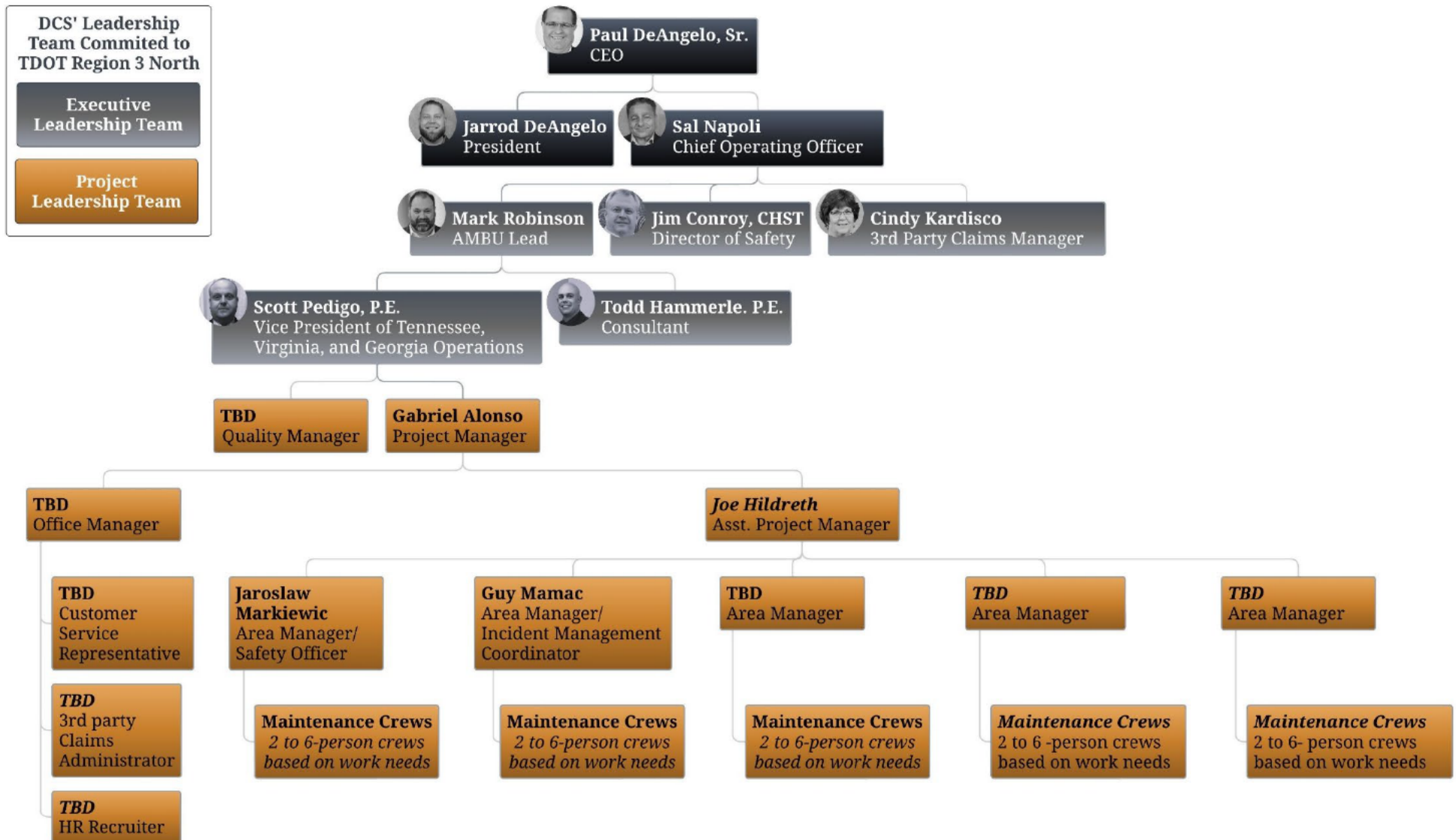


FIGURE 6. DCS' ORGANIZATIONAL CHART FOR TDOT'S REGION 3 NORTH



B.5.d. DCS' Plans to Coordinate and Communicate with All Responsible Parties

DCS will:

- **Provide** Region 3 North project team **cellphone numbers to TDOT** and **respond to calls from TDOT personnel by the end of the business day & emails within 24 hours.**
- **Provide a 24-hour hotline specific to Region 3 North** for customers to report concerns, **responding with urgency to emergency calls and responding to non-emergency CSRs within 12-24 hours** to gather information, disseminate the concern, and dispatch the appropriate response.
- **Follow-up** with customers regarding the status of the CSR and upon resolution.
- **Provide a dedicated customer service representative** to assist with communications and CSRs.
- **Coordinate monthly check-ins** with TDOT personnel to discuss what is going well, areas where improvement is needed, and identify any changes to TDOT's priorities.
- **Coordinate with other contractors** during ongoing construction projects and with other contract services being provided along the highway to limit the impact of traffic disruptions.
- **Coordinate with TDOT, the State Police, and other emergency personnel** with respect to emergency incidents.
- **Hold "Coffee with the Contractor" sessions** to provide information to and receive feedback from the public.
- **Hold quarterly "informal partnering" sessions** where DCS' Executive Team will meet with the TDOT Region 3 Management and Executive Team to get feedback on what is going well, where we need to improve, and any changing priorities that we need to be aware of.

DCS successfully performs similar monthly check-ins on our PBMCs in Florida and Virginia.

B.5.e. DCS' Management Operational Capabilities for Each Area of the Work Described in the Scope of Services

DCS' management operational capabilities for each area of work described in the Scope of Services for RFP #40100-PBMC0001 Region 3 North in **Table 4 – We have deep experience in all of these areas.**

TABLE 4. WE POSSESS MANAGEMENT OPERATIONAL CAPABILITIES FOR EACH AREA OF WORK DESCRIBED IN THE RFP

	Traffic Control Services	Asset Maintenance, Repair and	Force Account	Emergency Response and Third-Party	Third Party Claims	Tort/Damage Claims	Planning and Reporting	Maintenance Quality Assessment	Bridge
Dr. Mark Robinson	•	•	•	•	•	•	•	•	•
Scott Pedigo, P.E.	•	•	•	•	•	•	•	•	•
Gabriel Alonso	•	•	•	•	•	•	•	•	•
Joe Hildreth	•	•	•	•	•	•	•	•	•

	Drain Cleaning and Bridge Cleaning	Pavement	Mowing and Litter	Sweeping	Pavement Markings and Pavement Markers	Noise Wall	Rock Catch Areas and Rock Catch Fence	Guardrail, Cable Barrier, Concrete Barrier, and Attenuators	Ground Signs
Dr. Mark Robinson	•	•	•	•	•	•	•	•	•
Scott Pedigo, P.E.	•	•	•	•	•	•	•	•	•
Gabriel Alonso	•	•	•	•	•	•	•	•	•
Joe Hildreth	•	•	•	•	•	•	•	•	•



B.6. DCS' QUALITY MANAGEMENT PLAN

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Approach and Methods to Monitor, Report, and Ensure Compliance with the Scope of Services	• Our proven QMP accurately monitors, reports, and ensures compliance with the Scope of Services. • We will perform internal MQAs monthly to keep track of progress. • We use iDCS to track timeliness and deliverables. • We will use our AI “Eye on the Interstate” approach to supplement our boots on the ground inspections.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management
Measures to Ensure the Plan is Sufficiently Carried Out and Means by Which Corrective Actions Shall Be Made	• Our MOP is an agile plan. • Our project management team will adjust our plan as new work needs are discovered.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management
Process to Analyze and Communicate Quality Management Actions and Findings	• Our Quality Manager (QM) will perform reviews on random samplings of work-in-progress and completed work monthly. • Our PM will communicate our findings with TDOT as part of our daily communications.	• Increased Quality • Enhanced Performance Management
Use of Management Plan to Implement Improvements and Prompt Other Actions	• We will utilize our proven After-Action Review (AAR) process to implement improvements, identify lessons learned, and provide training.	• Enhanced Performance Management • Reduced Risk • Increased Quality
Training and Peer Review Plan	• We will use our proven 4-E process for our training and peer review process. • Jim Conroy will provide required safety and MOT training to all employees • We teach every employee what an MQA pass looks like	• Increased Quality • Enhanced Performance Management

B.6.a. DCS' Approach and Methods to Monitor, Report, and Ensure Compliance with the Scope of Services

We commit to utilizing our **Maintenance Operations Plan (MOP)** and **QMP**, as shown in **Appendix D**, to monitor, report and ensure compliance with the Scope of Services. Our MOP and QMP provide a feedback loop for monitoring, reporting, adjusting, and implementing changes to our MOP to facilitate continuous improvement.

We will:

- **Train** our field personnel on proper, safe, and efficient work methods and required outcomes.
- **Proactively patrol** within the project limits, **inspect** all completed work orders, **identify** any deficiencies, **implement** corrective action, and **reinspect** to ensure compliance.



- **Document, actively monitor, and report** all work needs, inspections, and work accomplishments in iDCS **daily**.
- **Track and actively monitor** inspection scoring trends, report/inspection due dates, deliverable quality/accuracy, and timeliness trends in iDCS to ensure compliance with the Scope of Services.

We currently use our proven QMP process and iDCS to manage all our PBMCs in Virginia and Florida.

We **commit to performing monthly internal MQA inspections** to keep track of progress and proactively identify areas that need attention. We will supplement this and our regular daily inspections by our area managers with our **new AI-based “Eye on the Interstate” approach**. This approach analyzes video from shipping company dash cameras to identify work needs. We will run this analysis weekly on the full system and use the resulting info to modify our work plans as needed. We are currently piloting this system on our I-75 Ultra project.

B.6.b. DCS’ Measures to Continually Ensure that Our Plan is Sufficiently Carried Out and Means Whereby Any Needed Corrective Actions Shall Be Made

We commit to using our MOP and QMP, shown in **Appendix D**, to ensure our plan is sufficiently carried out and as the means whereby any needed corrections shall be made.

Our MOP is an **agile plan** that our project management team will **adjust** as new work needs are discovered through **proactive daily patrols, site inspections, “Eye on the Interstate” analyses and CSRs**. Area Managers will **implement** new work needs identified by our crews and CSRs into the MOP and **create** work orders to address the work needs in iDCS **weekly**.

We **document** initial and subsequent work orders for corrective action in iDCS, allowing our project management team to **track trends** and **reduce** the reoccurrence of defects. **iDCS will track MQA scoring trends, report/inspection due dates, deliverable quality/accuracy, and timeliness trends to ensure compliance with the scope of services.**

B.6.c. DCS’ Process to Analyze and Communicate Quality Management Actions and Findings with Operations Management, Supervisory Personnel, and the Department

We commit to utilizing our QMP in **Appendix D** as our process to analyze and communicate quality management actions and findings with operations management, supervisory personnel, and TDOT.

DCS successfully uses our QMP on our four PBMCs in Florida and Virginia.

Our QM will perform Quality Assurance (QA) reviews on a random sampling of work in progress to assure crews are following established procedures and adhering to contract requirements. Our QM will provide immediate feedback to our team, implement corrective actions, and identify training opportunities. Our QM will inform PM Gabriel Alonso, APM Joe Hildreth, and our Area Managers of the results of the QA review and our Area Managers will provide the training needed to increase the effectiveness of our team.

Our QM will perform a QC review on a random sampling of completed work every month and more frequently if the project trends toward low inspection scores or increased customer complaints. Our QM will evaluate the performance of our QMP and will meet monthly with PM Alonso and APM Joe Hildreth to review all related data from the Work-In-Progress Inspections, Work Completed Inspections, Department Maintenance Standards reports, and Maintenance Standards reports to determine areas requiring improvement. PM Alonso and APM Joe Hildreth will **adjust plans, processes, and/or implement corrective actions** to remedy any deficiencies and improve performance. **PM Alonso will communicate with TDOT daily.**

B.6.d. How DCS Shall Use Our Management Plan to Implement Improvements and Prompt Other Actions Throughout the Contract Term

We commit to using our **MOP, QMP, and proven AAR process** to implement improvements and prompt other actions throughout the contract term. Our MOP and QMP, shown in **Appendix D**, and our AAR process, shown in **Figure 7**, provide a **feedback loop for continuous improvement** and allows us to provide comprehensive training to prepare our team to perform duties safely, efficiently, and in a timely manner.

Our Area Managers perform AARs with our team to identify lessons learned, improve processes, implement best practices, and provide training. Our team performed an AAR on an overturned tanker in Virginia with VDOT and first responders to identify lessons learned and best practices.

B.6.e. DCS' Plan for Training and Peer Review Process

We commit to our plan for training and peer review process including:

- Using our **4-E process** (shown in **Figure 5**) to assure **quality, workmanship, & accountability** of all in-house staff & subcontractors for the entire Region 3 North contract term.
- Jim Conroy training all project staff on safety and MOT.
- **Engaging & educating** our project team & subcontractors on Region 3 North **contract requirements, MQA requirements, and proactively identifying work needs** and methods for **performing work safely and efficiently** on all Region 3 North roadways. We **teach all of our team members what an MQA pass looks like for every asset** so they can identify areas that need attention and know what “fixed” looks like.
- **Encouraging** our team through individual and group awards/recognition/lunches for exceptional performance.
- **Enforce adherence to safety** rules, protocols, procedures, contract requirements, and established processes to safely & consistently deliver high quality work. We use progressive discipline - ranging from coaching & write-ups to termination, **to address & correct any subpar Region 3 north performance.**

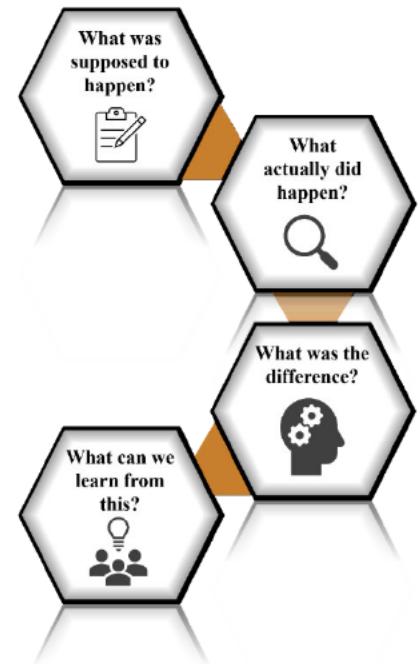


FIGURE 7. DCS' PROVEN AAR PROCESS IDENTIFIES LESSONS LEARNED AND BEST PRACTICES

B.7. DCS' CUSTOMER SERVICE, INCIDENT, AND EMERGENCY RESPONSE

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Plan to Respond, Address, and Document All Customer Service Issues	• We will have a dedicated Customer Service Representative to receive, assign, and follow-up on all Customer Service Requests (CSRs). • We will use iDCS to document, track, monitor, and report on all CSRs.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management
Plan to Respond, Address, and Document All Incidents	• We will follow our proven Incident Response Plan shown in Appendix E.	• Increased Efficiency



RFP Requirement	Features of Our Proposal	Benefit to TDOT
Plan to Respond, Address, and Document All Emergencies	• We will communicate with TDOT before, throughout, and after the event. • We will create a video file documenting project condition before and after the event.	• Increased Collaboration • Increased Communication
Plan for Emergency Response Coordination with the Department and Other Entities	• We will use our proven emergency response coordination plan, shown in Figure 8, to communicate with TDOT and other entities	• Increased Communication • Increased Coordination • Increased Collaboration
Plans to Respond to All Customers	• We will provide cellphone numbers for our project team to TDOT. • We will host monthly “Coffee with the Contractor” meetings. • We will hold quarterly partnering sessions with TDOT as described in Section B.5.	• Enhanced Communication • Enhanced Collaboration

B.7.a. DCS’ Plan to Respond, Address, and Document All Customer Service Issues

We commit to responding to, addressing, and documenting all customer service issues. **We will:**

- Have a **dedicated Customer Service Representative** to receive, assign, and follow-up on all CSRs.
- **Acknowledge Region 3 North CSRs with the customer within 12-24 hours**, provide an estimated timeframe for response, and offer to follow up with the customer regarding the status of the request.
- **Dispatch crews within 72 hours to inspect & document the findings of Region 3 North CSRs** in iDCS, resolving work needs immediately as applicable or entering the work need into iDCS for implementation into the work plan for resolution within 2 weeks.
- **Analyze Region 3 North CSRS to identify trends** and patterns of non-conformance, **implement corrective actions**, and **monitor** future performance.

B.7.b. DCS’ Plan to Respond, Address, and Document All Incidents

We commit to responding to, addressing, and documenting all incidents. **We will:**

- **Provide a Region 3 North Incident Management Coordinator, Guy Mamac**, who will notify TDOT & proper entities of reported incidents, act as **TDOT’s primary point of contact** during emergencies, including Governor-Declared Emergencies, and **provide updates to TDOT** during and after incident/emergency response scenarios.
- **Dispatch primary responder(s)** and resources to the scene of the incident **immediately** and secondary responders and/or subcontractors with additional resources as necessary.
- **Perform an active scene review**, **install** temporary traffic control (TTC), and follow our plan for incident/emergency response shown in **Figure 8**.
- **Clear the roadway as soon as safely possible to provide lane availability.**

Our I-75 Ultra team successfully responded to and coordinated with FDOT and other entities during Hurricane Ian.

B.7.c. DCS’ Plan to Respond, Address, and Document All Emergencies

We commit to responding to, addressing, and documenting all emergencies. **We will:**

- **Contact TDOT to determine immediate needs**, ensure our crews **perform all pre- and post-event activities** for Governor-Declared emergencies, and **dispatch crews to clear roadways** of obstructions and debris.
- **Create video files documenting pre- and post-event** Region 3 North roadway and ROW conditions.
- **Provide a detailed report** of incident/emergency response activities to TDOT **within 72 hours post-event**.

B.7.d. DCS Plan for Emergency Response Coordination with the Department and Other Entities

We commit to our plan for emergency response coordination with the Department and other entities as shown in Figure 8.

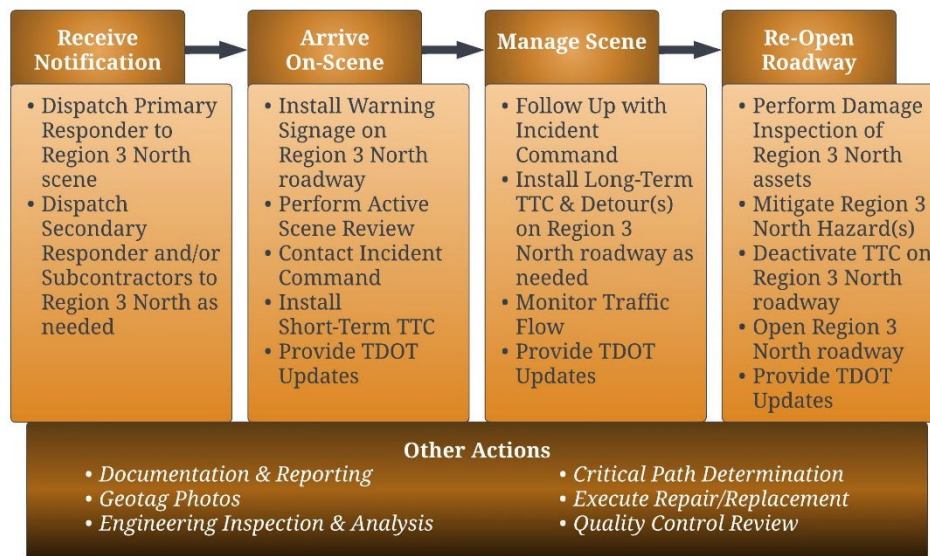


FIGURE 8. DCS' PROVEN PLAN FOR EMERGENCY RESPONSE COORDINATION WITH THE DEPARTMENT AND OTHER ENTITIES

B.7.e. DCS' Plan to Respond to All Customers Including the Department

We commit to responding to all customers including the Department. **We will:**

- **Provide** Region 3 North project team **cellphone numbers** and **respond to calls from TDOT personnel by the end of the business day & emails within 24 hours**.
- **Provide a 24-hour Region 3 North-specific hotline** within 30 days of notification of contract award for customers to report concerns, **responding with urgency to emergency calls** and **responding to non-emergency CSRs within 12-24 hours** to gather information, disseminate the concern, and dispatch the appropriate response.
- Have a **dedicated Customer Service Representative** to **proactively reach out** to vocal citizens and **follow-up** with Region 3 North customers regarding the status of the CSR and upon resolution.
- Host **monthly "Coffee with the Contractor" meetings** held strategically throughout Region 3 North for the first year of the contract. We will move to quarterly or twice a year in the remaining years of the contract, depending on continued demand.
- Hold **quarterly partnering sessions with TDOT** to discuss what is going right, what needs improvement, and to stay informed of TDOT's changing priorities.

On our FDOT District 7 Skyway project, we hold informal partnering sessions with FDOT every 3 months.



B.8. DCS' WORK NEEDS ANALYSIS / PREVENTATIVE AND ROUTINE

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Philosophy to Identify Work Needs and Implement Corrective Actions in Performing Maintenance Work Needs	• We will train our team to observe project conditions during daily commutes and routine patrols to identify and report work needs. • Our Project Management Team will proactively patrol the project limits. • We will use our “Eye on the Interstate” AI approach weekly to supplement our proactive patrols.	• Increased Efficiency • Increased Performance Management
Strategy for Determining Short Term vs Long Term Solutions	• We will address safety issues immediately. • Wherever possible, we will implement a long-term repair. • Where the repair is beyond the scope of the contract, we will partner with TDOT on the solution.	• Increased Efficiency • Increased System Uniformity
Strategy for Meeting Maintenance Quality Assessment (MQA) Criteria and Non-MQA Criteria	• We will train our team on MQA and contract requirements. • We will perform in-house MQAs to proactively identify work needs and plan work to meet contract requirements.	• Increased Efficiency • Increased Quality • Increased Adherence to Contract Requirements
Commitment to Proactive Work Needs Analysis	• We commit to being proactive as well as to responding to CSRs. • Our Project Management Team will proactively patrol the project limits.	• Increased Efficiency • Increased Quality • Increased System Uniformity • Increased Communication

B.8.a. DCS' Overall Philosophy to Identify Work Needs and Implement Corrective Actions in Performing Maintenance Work Needs

We commit to identifying work needs and implementing corrective actions in performing maintenance work needs.

- We will **train team members** to **observe** project conditions during **daily commutes and routine patrols**, **identify** work needs, and **report** Region 3 North work needs in iDCS.
- Our **Area Managers** will **proactively patrol all of the Region 3 North roadways daily** to assess project conditions and identify work needs for implementation into the work plan.
- Our **Area Managers** will **rotate areas one day per month** to perform “fresh eyes” Quality Checks, assess project conditions and identify work needs in their non-assigned area to **assure consistency of work & standard of excellence** across the project.
- Our **APM and PM** will **individually patrol the entire Region 3 North project weekly** to assess project conditions, monitor consistency of work performance across areas, and identify work needs.



- Our **PM and APM will review identified work needs daily**, devise solutions, implement corrective actions, and schedule follow-up inspections by Area Managers to assure performance meets contract requirements
- We will run our **“Eye on the Interstate” AI analysis** on the full project weekly to supplement our driving and boots on the ground inspections. See **Section B.6**.

B.8.b. DCS’ Strategy for Determining Short Term Versus Long Term Solutions

We commit to our strategy for determining short term versus long term needs. We will:

- **Address safety issues immediately to make the area safe.**
- **Assign separate crews** for performing cyclical work needs and performing reported work needs.
- **Maintain consistency and focus** in performing cyclical work needs.
- **Proactively communicate** with TDOT to prioritize and accomplish work.
- **Consider** planned construction projects, resurfacing projects, and any other rehab work when implanting solutions for identified work needs.
- **Implement** short term solutions to quickly mitigate any concerns while permanent repair work is planned/scheduled. For example:
 - Mitigate Guardrail Damage
 - *Short-term* – Install temporary traffic control drums and remove damaged rail from roadway.
 - *Long-term* – make the repair and remove mitigation.
 - Fallen Trees
 - *Short-term* – Remove fallen trees from roadway and emergency lane, out of clear zone if possible.
 - *Long-term* – Plan to haul the fallen tree off right of way.
- **Partner with TDOT** on repairs that are outside the scope of the contract through notification, joint solutioning, temporary repairs, etc.

B.8.c. DCS’ Strategy for Meeting Maintenance Quality Assessment (MQA) Criteria and Non-MQA Criteria as applicable

We commit to our strategy for meeting MQA and Non-MQA criteria as applicable. We will:

- **Train** team members on MQA and contract requirements.
- **Use the baseline MQA** provided by TDOT identifying areas that are not meeting MQA requirements.
- **Focus** on areas not meeting MQA requirements during our ramp up to target scores.
- **Perform and use monthly in-house MQAs** to identify work needs and proactively plan work.
- **Track and adhere to** timeliness requirements.
- **Allocate** appropriate resources for needed work as shown in **Section B.5.b**.
- **Maximize efficiency** in our cyclical work plan by performing multiple tasks while at work locations.
- **Use checklists** with crew lead to check these items at any work location.
- **Empower** crews to identify work needs by performing 360-degree inspections during routine patrols and while performing work.
- **Document, monitor, track, and report** work needs in iDCS.



- **Update work plans monthly** to ensure schedule updates are realistic and to add items identified during daily work operations.
- **Prioritize** work plan based on safety, season, weather, and MQA.
- **Allocate additional** resources during the ramp up period to establish a steady state.
- **Perform internal contract compliance reviews quarterly** to make sure we stay in compliance.
- **Partner** with TDOT staff to ensure priorities and timelines for completion agree.
- **Perform quarterly information partnering sessions** to learn what is going well, where we need to improve, and learn about any changing priorities.

B.8.d. DCS' Commitment to Proactive Work Needs Analysis

We commit to proactive work needs analysis.

- **Our management team will proactively patrol** the project area and **meet weekly** to discuss project conditions, devise solutions, and implement corrective actions.
- **Our management team will use site assessment data and activity levels to prepare the work plan** for the upcoming contract year based on current conditions versus the known asset life cycle, changing priorities, and TDOT's initiatives.
- **Our PM will conduct a quarterly informal partnering session with TDOT** to assess the current and future work plans versus TDOT's expectations and needs.
- **Our Area Managers will coordinate monthly training sessions** to review contract requirements and disseminate the tactical changes to our project team.
- **We will use our Eye on the Interstate approach to proactively supplement our inspections.**

B.9. DCS' MAINTENANCE OF TRAFFIC (MOT), SAFETY AND LANE AVAILABILITY

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Create and Maintain a Safe Work Environment	• We will train our team members in Intermediate Work Zone Traffic Control. • We will utilize the latest technology to enhance safety.	• Increased Uniformity of Work Zone Setups • Increased Safety • Reduced Risk
Steps to Ensure Worker Safety and Safety for the Traveling Public	• We will train all team members to the appropriate level in temporary traffic control through partnership with ATSSA. • We will provide P.A.C.E. Driver training for all team members. • We will provide annual training with table-top work zone setups.	• Increased Safety • Increased Efficiency • Reduced Risk
Use of Innovative Technologies	• We equip our trucks with Samsara dual-facing AI dashcams. • We utilize iCone technology. • We use electronic inspection reports with geotag photos. • We will demo our Automated Truck Mounted Attenuator on the project with TDOT's permission. • We will equip several of our trucks with LaneBlades.	• Increased Safety • Increased Efficiency



RFP Requirement	Features of Our Proposal	Benefit to TDOT
Inspections and Plans for Establishing and Maintaining Safe Work Zones	• Our Area Managers will perform drive-through inspections of lane closures. • We electronically record work-in-progress inspections for review and training.	• Increased Safety • Decreased Risk
Lane Availability Plan	• We will estimate and manage queues using TDOT's Lane Closure Decision Support System (LCDSS).	• Increased Efficiency

B.9.a. Maintenance of Traffic Plan

We commit to **uniformity of compliant work zone setups** throughout the state of Tennessee that earn the respect of motorists and lead to a quicker response from the traveling public as they approach the work zones. **We will:**

- **Train all team members** who perform maintenance of traffic in Intermediate Work Zone Traffic Control.
- **Provide annual safety training to all employees**, conducted by our Director of Safety, Jim Conroy, CHST, who is an ATSSA Florida Intermediate & Advanced TTC Instructor & a SHRP2 National TIM trainer.
- **Equip vehicles with safety equipment** including personal protective equipment, flashers/amber lights, conspicuous markings, and arrow boards/message boards. Each truck will have the Samsara system, which monitors driver behavior and provides warnings to both the driver and their manager of any unsafe behavior. Our managers follow up those warnings with coaching and discipline as appropriate.
- **Utilize iCone technology** on all our trucks to notify motorists through Waze and other apps of the incident/work zone ahead, increasing the awareness of the traveling public and reducing secondary crashes, congestion, and work zone intrusions.
- **Adhere** to the Tennessee Work Zone Field Manual for Maintenance Operations and the Federal Manual on Uniform Traffic Control Devices.

B.9.a.1 How DCS Shall Create and Maintain a Safe Work Environment

DCS will train all workers to the appropriate level in temporary traffic control through partnership with ATSSA. We will conduct an Annual Training with table-top work zone setups. We will provide a skilled work force setting up and maintaining work zones during maintenance operations. We use our 4-E process (See **Section B.3.b**) to instill our safety culture in our employees.

B.9.a.2 How DCS Shall Ensure Worker Safety and Safety for the Traveling Public

DCS commits to ensuring worker safety and safety for the traveling public. Our **proprietary behavioral driving program, P.A.C.E.**, shown in **Figure 9**, reduces overall risks faced by employees and the traveling public. DCS understands that our workers face unique challenges as they perform maintenance activities along major transportation corridors. Our P.A.C.E. Driving Improvement Program enhances the driving skills and safety of our employees. Our comprehensive program, with an easy-to-remember acronym shown in **Figure 9**, encompasses various



FIGURE 9. DCS' P.A.C.E. BEHAVIORAL DRIVING PROGRAM IS BASED ON FOUR EASY-TO-REMEMBER CATEGORIES



components including knowledge building, skill development, practical assessments, and coaching, and establishes consistent standards and training protocols for our team.

B.9.a.3 DCS' Use of Innovative Technologies

We commit to using innovative technologies. Our trucks are equipped with Samsara dual-facing AI dashcams that capture retrievable digital video recording and pictures of work zone setups. We maintain electronic inspection reports with digital geotag photos in iDCS. We will also use iCone to notify drivers of work zones. **We will equip several trucks with J-Tech's LaneBlade.** The LaneBlade is designed to quickly clear debris from roadways and push disables vehicles off the highways while keeping the operator safe in the cab of the truck.

B.9.a.4 DCS' Inspections and Plans for Establishing and Maintaining Safe Work Zones

We commit to establishing and maintaining safe work zones. Our Area Managers will perform drive-through inspections of lane closures and document compliance of work zone setups in iDCS. Our Area Managers electronically record work-in-progress inspections for review and training in iDCS. We perform corrective actions and do after action reviews as needed.

B.9.b. DCS' Lane Availability Plan to Minimize Lane Closures

We commit to minimizing lane closures. We will use TDOT's Lane Closure Decision Support System (LCDSS) to estimate and manage queues based on work duration and the number of lane closures. We will plan and schedule work based on traffic patterns and volumes, including off-peak and nighttime hours when appropriate.

We will coordinate with subcontractors to complete multiple activities simultaneously, when possible, to minimize repeat lane closures. Our PM Alonso will attend weekly lane closure meetings and adjust/reschedule planned work based on information provided and propose any opportunities to TDOT.

We will work with TDOT Headquarters and Regional Safety Office as additional information is expected to be provided as detailed operational guidance is developed (this is stated in scope of service).

B.10. DCS' ADDED VALUE

DCS commits to providing TDOT with the added value items listed in **Table 5**.

TABLE 5. WE WILL USE OUR EXTENSIVE EXPERIENCE TO PROVIDE TDOT WITH INNOVATIVE ADDED VALUE SOLUTIONS

Added Value	Stakeholder Benefits
Samsara – Advanced Telematics and Safety AI System – to improve safety	• Increased Efficiency • Lower Risk
iCone Technology on all of our trucks - to proactively inform the public about the locations of our work zones.	• Lower Risk • Increased Safety
LaneBlade – for safe removal of debris in live traffic lanes	• Increased Safety • Lower Risk
24-Hour Initial Response to CSRs – to keep the customer informed and happy with progress.	• Increased Customer Satisfaction
Dedicated Customer Service Representative – to keep customers happy and informed while we work proactively to get the right of way in order.	• Increased Customer Satisfaction • Increased Efficiency
Dedicated HR Recruiter – to keep the project staffed. We recognize that project success depends on people, and we recognize the challenges of the hiring environment. Our dedicated recruiter will help.	• Increased Efficiency • Increased Performance Management



Added Value	Stakeholder Benefits
“Coffee with the Contractor” sessions – to proactively inform the public of upcoming schedules and provide customers a chance to give us feedback directly and discuss priorities and needs.	• Increased Customer Satisfaction • Fewer CSRs/customer complaints.
Enhanced Timeliness on Structures Prompt Action Requests – we will complete 80% of priority and routine work orders early (see Section B.11.d.)	• Increased Asset Life

B.11. STRUCTURES

RFP Requirement	Features of Our Proposal	Benefit to TDOT
Approach and Methods to Monitor, Report, and Ensure Compliance with all Ancillary Structures Maintenance Requirements	• We successfully maintained numerous ancillary structures in our other similar PBMC contracts. • We will apply our proven processes and techniques to this project.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management
Plan to Complete Ancillary Structure Maintenance and Repair Within Required Timeframes	• We will have dedicated in-house structures crews to perform the majority of the repairs. • We track all work orders in iDCS to ensure we complete them on time.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management
Approach and Methods to Monitor, Report, and Ensure Compliance with all Bridge Maintenance Requirements	• We will partner with TDOT on determining which repairs will be performed within the contract scope. • We will proactively monitor bridge health as we perform our daily routine patrols. • We will quality check every repair before reporting it as complete to TDOT.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management
Plan to Complete Bridge Maintenance and Repair Within Required Timeframes	• We will have dedicated in-house structures crews to perform the majority of the repairs. • We have specialty subcontractor partners such as Dement and Mid-State to perform complex repairs. • We track all work orders in iDCS to ensure we complete them on time.	• Enhanced Efficiency • Increased Quality • Enhanced Performance Management

B.11.c. Ancillary Structure Maintenance and Repair

DCS understands and commits to performing the maintenance and repair of ancillary structures as defined by TDOT such as guardrail, barrier walls and signs. We include these items within our work plan as noted in **Appendix B**. We understand the majority of maintenance needs come from vehicle damage. We further understand the typical corrective action required on overhead sign structures are loose or missing nuts, caps in connections, corrosion, and unwanted vegetation.

B.11.c.1 DCS' Approach and Methods to Monitor, Report, and Ensure Compliance with All Structures Maintenance Requirements

We commit to using our approach and methods described in **Section B.6.a** and in **Appendix D** to monitor, report, and ensure compliance with all ancillary structures maintenance requirements. We currently use this approach to successfully manage and maintain numerous ancillary structures in our other similar PBMC contracts.

B.11.c.2 How DCS Shall Ensure Work, of All Priority Types, Shall Be Completed Within Required Timeframes

We commit to using our proven MOP and QMP process shown in **Appendix D** to ensure work shall be completed within the required timeframes. We currently meet the timeliness requirements in our existing contracts over 99% of the time. We track all work orders in iDCS to ensure we complete them on time.

B.11.d. Bridge Maintenance and Repair

DCS understands and commits to performing the maintenance and repair of structures in compliance with the contract. Our team possesses experience in maintaining multiple structure types, including complex structures such as the Sunshine Skyway Bridge, a cable stay bridge main span with precast segmental box girder approach spans. Our team performed a cursory review of the bridge inventory and noted that overall, the bridges appear to be mostly in good condition with 238 (66%) of them with a sufficiency rating of 80 or greater. 82 (32%) of

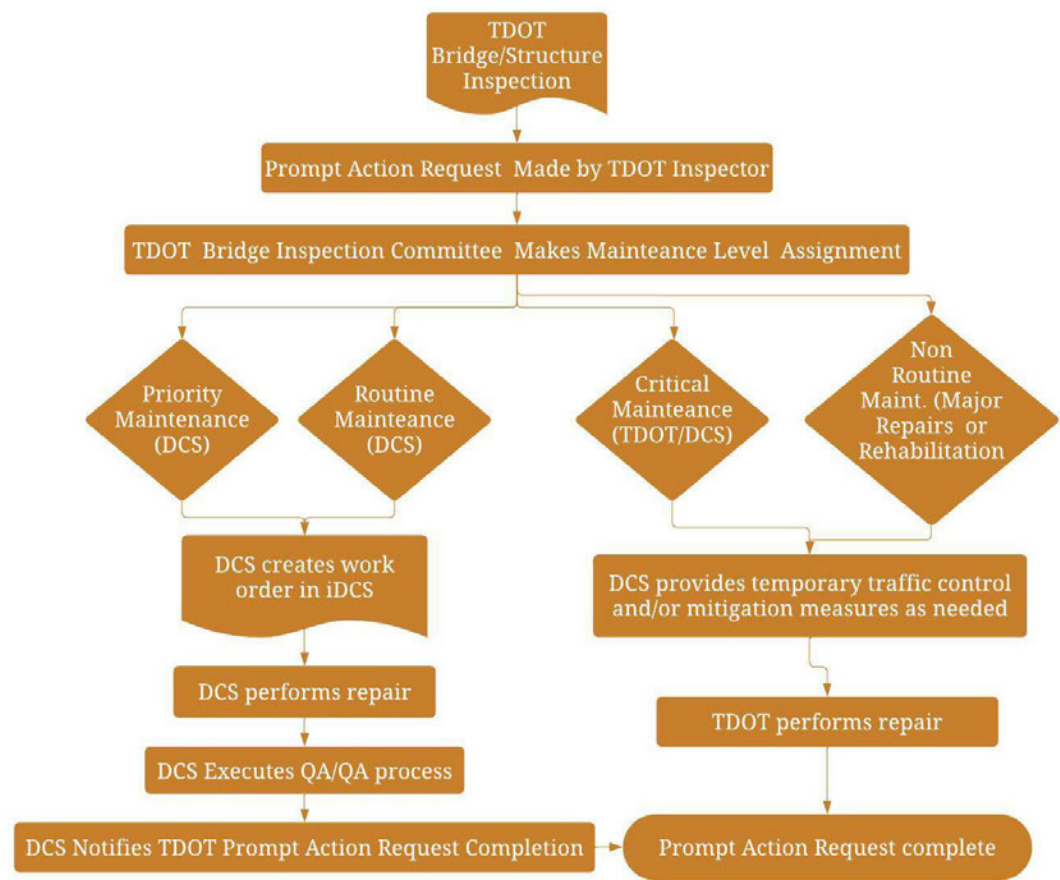


FIGURE 10. DCS' PROVEN PROCESS FLOW FOR BRIDGE WORK ORDERS



the bridges are rated between 50 and 80 and only 5 bridges below 50.

We have successfully maintained thousands of bridges in our FDOT D1 SAM contract, our Sunshine Skyway contract, and our initial Lake City contract with FDOT.

B.11.d.1 DCS' Approach and Methods to Monitor, Report, and Ensure Compliance with All Structures Maintenance Requirements

We commit to using our approach and methods described in **Section B.6.a** and in **Figure 10** to monitor, report, and ensure compliance with all structures maintenance requirements.

We will:

- **Proactively evaluate** existing deficient bridges to identify work needs.
- **Monitor bridges** during our routine patrols and maintenance activities.
- **Document and report** findings in iDCS.
- **Communicate** concerns, identified work needs, and potential solutions to TDOT.
- **Partner** with TDOT to establish a frequency to monitor specific item(s) and the overall performance of the bridge.
- **Participate in the Bridge Inspection Review Committee** with TDOT for each structure, assisting as needed in identifying priorities of the Prompt Action requested by the inspection team.
- **Evaluate** bridges individually, accounting for the variations in function, superstructure type, year built, bearings, substructure, goals for the longevity of the structure, etc.

We currently use this approach to successfully manage structures maintenance requirements on our FDOT District 7 Skyway project.

Our QM will quality check each repair to be sure it was done properly before reporting it as complete to TDOT.

B.11.d.2 How DCS Shall Ensure Work, of All Priority Types, Shall Be Completed Within Required Timeframes

We commit to using our proven MOP and QMP process shown in **Appendix D** to ensure work, of all priority types, shall be completed within the required timeframes. We currently complete work of all priority types within the required timeframes on our FDOT District 7 Skyway project.

We will have dedicated in-house structures crews to perform the majority of the repairs. We have specialty subcontractor partners such as Dement Construction and Mid-State Construction to perform more complex repairs.

We track all work orders in iDCS to ensure we meet our enhanced timeliness commitments shown in **Table 6**.

TABLE 6. DCS COMMITS TO MEETING OUR ENHANCED TIMELINESS COMMITMENTS BASED ON MAINTENANCE LEVEL

Maintenance Level	TDOT Timeliness Requirements	DCS' Enhanced Timeliness Commitment
Priority	180 Days	We will complete 80% of work orders issued within 90 days and the rest within 180 days.
Routine	365 Days	We will complete 80% of work orders issued within 180 days and the rest within 365 days.



B.12. SCENARIOS & SITUATIONS

SCENARIO 1

DCS understands dirt and debris tend to accumulate along the safety lanes and barrier walls of the bridge deck, approach slabs, and inside the expansion joints. We further understand that **excessive tree and vegetation growth is typical** along wingwalls, slope protections, and under structures, especially in the warmer months. We will:

- Perform **proactive vegetation management** and **timely removal** of dirt and debris.
- Utilize methods including both **pre- and post-emergent herbicides** to achieve maximum control.
- Use **alternate treatment methods**, such as selective trimming and application of growth regulators, where removal is not desired.
- Perform **mechanical or manual sweeping** to address dirt and debris accumulation.
- Perform an **annual cleaning** of bridge joints.
- **Develop site-specific plans** to address the unique conditions at locations with abnormal accumulation of dirt and debris **within the first contract year**.
- **Evaluate and monitor** the dirt and debris accumulation on longer, more highly traveled structures.
- **Communicate** our findings, work accomplishments, and future work plan to TDOT **weekly**.

We currently perform bi-weekly dedicated debris runs on our FDOT Skyway Bridge project.

SCENARIO 2

DCS understands the critical nature of repairing large spalls with exposed corroded steel on a major bridge to ensure structural integrity and preservation. We will perform a site visit to visually inspect and assess the severity and location of the needed repairs. Our team will **gather critical information** to determine:

- Root cause of the corrosion.
- Appropriate method for safely accessing the work needs (boat, barge, snoopers, Harcon, etc.)
- Need for MOT and/or lane closures to complete the work.
- Any environmental concerns and appropriate countermeasures for the repair (sandblasting, painting, etc.)

Our team will **document findings in iDCS** for integration into our work plan. Our PM will **create a plan** to perform the spall repairs using products from TDOT's Qualified Products List (QPL) and **communicate our plan to TDOT**. Generally, our crew performs typical spall repairs by:

- 1) Sounding (with hammers) the concrete around the spalled area to find the extent of failing concrete.
- 2) Using various hand power tools to remove the loose, deteriorated, delaminated, and unsound concrete to the point at which uncorroded rebar is exposed on all sides of the repair.
- 3) Saw cutting a $\frac{3}{4}$ inch deep square perimeter around the final repair area.
- 4) Removing concrete within the square area to a depth of $\frac{3}{4}$ of an inch minimum.
- 5) Using wire brushes or other tool(s) and methods, such as sandblasting, to remove corrosion from the exposed rebar.
- 6) Coating the rebar with a corrosion inhibiting treatment and allowing the coating to dry per manufacturer's specifications.

- 7) Preparing the rough concrete surfaces with an epoxy bonding agent based on the material specifications, installing the necessary forms, and pouring back the concrete.
- 8) Removing the forms after the proper curing time.
- 9) Cleaning/smoothing the repair patch to blend in with the surrounding concrete.
- 10) Documenting each step of the process, including geotag photos of work-in-progress, in iDCS.

Our DCS crew performed a spall repair, shown in Figure 11, on our FDOT District 7 Skyway project. Our crew identified the spall during a routine patrol, took geotag photos of the work need, and documented the findings in iDCS. Our crew sawcut the area to create perpendicular edges, applied FDOT Approved Product List (APL) bonding agent, patched back with FDOT APL mortar, and painted the area to blend in with the bridge.



FIGURE 11. SPALL REPAIR ON SUNSHINE SKYWAY CORRIDOR IN FLORIDA

SCENARIO 3

DCS will **dispatch** crews to **immediately secure** the area and **set up MOT**, diverting traffic safely away from the impacted areas, including a detour if necessary. Our team will partner with TDOT inspectors to **visually inspect** and **assess the severity** of the erosion and undermining of the culverts and wingwalls. **We will:**

- 1) **Dewater the area**, redirecting/rerouting flow if necessary to reduce the potential of further erosion.
- 2) **Assess the extent of erosion**, removing any loose debris and sediment.
- 3) **Shore up the structures** with temporary bracing to prevent structural settling.
- 4) **Determine the depth of the voids** under the box culvert, **drilling port holes** to outline the void limits.
- 5) **Adjust MOT** to accommodate the impacted area while minimizing unnecessary impacts to traffic.
- 6) **Locate utilities** to ensure the safety of our team and the integrity of the utilities during the repairs.
- 7) **Evaluate and procure materials** needed for the repairs, including:
 - Geo-textiles and Rock
 - Fill Dirt (some may be recoverable downstream, depending on the severity of the event)
 - Limestone/ Road base /Flowable fill (for under the structure where it is not practical or feasible to reach or take any necessary density readings)
- 8) **Repair the undermined box culverts**, prioritizing based upon impact to traffic flow, by:
 - a. Drilling 4" diameter core holes in multiple areas of the culvert's base foundation.
 - b. Installing a form system on the exterior side of the void.
 - c. Pumping a TDOT QPL high-strength structural grout from the interior of the void outwards, monitoring the port holes for appropriate seepage to ensure the void is thoroughly filled.
 - d. Removing the forms after curing time and inspecting grout to ensure voids are filled properly.
- 9) **Repair wingwalls**, specifically the footers, in a similar manner to the box culverts, prioritizing based upon impact to traffic flow.

DCS successfully mitigated 11 washouts on our FDOT I-75 Ultra project following Hurricane Ian



- 10) **Replace remaining missing material around affected area in lifts** to ensure proper density of compacted material per the spec until desired grade is achieved, leaving room for surface treatment.
- 11) **Reinforce the repairs** with a TDOT QPL proactive maintenance hardened erosion deterrent surface treatment (*i.e.*, geotextile fabric, gabions, sand cement bags, pour in place concrete with baffles, rubble rip rap, etc.) to preserve repairs and mitigate future occurrences of erosion and undermining.
- 12) Perform repairs to driving surface and sod, seed, and mulch the area as needed.

SCENARIO 4

DCS recognizes the moment connection is the **most critical structural assessment point** of the horizontal member of a cantilever sign structure. **DCS will take any deficiencies found in this connection point seriously to avoid further structural damage and assure the safety of the public.**

We will **dispatch** a crew to **inspect** the structure and **assess** the severity of the situation based on the location, length, depth, and amount of hairline cracks found. Our crew will **document** and **report** findings in iDCS, including **geotag photos**, for integration into our work plan. Our crew will **determine** if the situation presents an **imminent risk** to the public and **mitigate immediately**, removing the structure if necessary.

We will **investigate 3 options, shown in Table 7, based on the severity** of the situation and other factors such as the age of existing structure, prior repair history, alternative signing options, etc.

TABLE 7. OUR TEAM WILL DETERMINE THE APPROPRIATE OPTION FOR REPAIR AND PRESENT OUR RECOMMENDATION TO TDOT'S PROJECT ENGINEER FOR DISCUSSION AND DIRECTION

OPTION	CONSIDERATIONS	ADVANTAGES	DISADVANTAGES
Repair Structure in Place	• Cracking found is on the compression side, • Crack has not reached the base material, <i>and/or</i> • Structure is relatively new and the remaining elements such as the upright and foundation are in good shape.	• Cost Effective	• Presents Safety Risks to crew and public. • Weather Conditions/ Environmental Factors can impact the quality of the weld.
Remove, Repair, and Reinstall Structure	• Cracking found is on the tension side of the connection, • Crack extends to the base material, <i>and/or</i> • Structure is relatively new and the remaining elements such as the upright and foundation are in good shape.	• Controlled Environment • Enhanced Safety • Efficient Workflow	• Logistics • Dismantling & Reassemble • Time Constraints
Remove Damaged Structure and Replace with New Structure	• Cracking found is on the tension side of the connection, • Crack extends to the base material, <i>and/or</i> • Structure is older and there are additional concerns with the other elements of the structure.	• Enhanced Safety • Long-Term Reliability	• Logistics • Expensive

We will discuss our findings and recommendations with TDOT's Project Engineer immediately. We will carry out the agreed upon option with appropriate notices, traffic control, equipment, personnel, and materials,



completing the repair/replacement of the structure **within 5 days** when possible. When the agreed upon option involves removal of the damaged structure, we will discuss alternatives for signing in both the interim repair period and the permanent repair period with TDOT's Project Engineer and Traffic Operations Division.

We will work with certified welding professionals to complete the agreed upon repairs.

Our crews will reinstall the structure upon completion of the repair and coat the repair area with a TDOT QPL galvanizing compound to provide corrosion protection. We will document the work accomplishment in iDCS.

OVERALL SUMMARY

- **We will work with you as partners to proactively** get your right of way in order.
- **We will use our experience** in successfully performing PBMCs, combined with **local subcontractor knowledge**, combined with **forward vision and innovation** to drive success on the project.
- **People are key** on this project, and we will have a **dedicated recruiter** to keep us staffed.
- For controlling public complaints, we will have a **dedicated customer service rep** on the project, will hold **"Coffee with the Contractor"** sessions, and **commit to initially responding to all customer requests in 24 hrs.** We will **proactively** drive this program together – not the public.
- We will have crews and subcontractors **dedicated to cyclic work** and separate crews dedicated to resolving customer complaints and responding to incidents.
- **We will innovate throughout the project** and use technology such as our AI-based "Eye on the Interstate" program to improve safety, efficiency, and effectiveness.
- Our management team has **successfully managed more than 100 PBMCs**, and we will bring that experience and our company's experience of performing maintenance work in 45 states to make this project successful.
- **We successfully perform some of the largest PBMCs in the country**, which increases the probability of success for this program. We took them from failing conditions and **got the rights of way in order while keeping the public and DOT customers happy.** We will do the same here with you as partners.



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Appendix A A Snapshot of Scheduled Tasks from Our Full Project Schedule in MS Project

TN PBMC 1				
ID	Task Name	Start	Finish	Resource Names
1	Contract Notice of Intent to Award and Contractor Receives Contract for Signature	Fri 2/2/24	Fri 2/2/24	
3	Execute the necessary agreements to enter into a Contract with the Department and return the Contract along with a satisfactory and documentation evidencing all required bonds and insurance to the Department's Contracts Office that awarded the Contract	Fri 2/16/24	Fri 2/16/24	VP
10	Provide the Department with a detailed Organizational Chart identifying all essential project personnel.	Thu 3/7/24	Thu 3/7/24	VP
365	Provide a Customer Service Resolution Plan outlining the best method and approach for dealing with the public and Incident responses	Fri 3/15/24	Fri 3/15/24	VP
1857	Submit Monthly Condition Assessment Report for Permanent Pavement Repairs	Wed 4/10/24	Tue 4/10/29	PM
1919	Submit Monthly Condition Assessment Report for Permanent Pavement Repairs	Wed 4/10/24	Tue 4/10/29	PM
72	Provide to the Department a detailed plan/report of its employee training program.	Tue 4/16/24	Tue 4/16/24	VP
344	Deliver to the Department an Annual Work Plan covering the initial twelve (12) months from the Contract Start Date	Tue 4/16/24	Tue 4/16/24	VP
351	Develop and submit an Emergency Response Plan	Tue 4/16/24	Tue 4/16/24	VP
358	Submit a Traffic Control Plan that outlines the methods to be used	Tue 4/16/24	Tue 4/16/24	VP
373	Provide a Tort/Damage Claims Process Plan outlining the method, approach, detailed processes and procedures for dealing with any claims of negligence of the Contractor performing the Contract	Tue 4/16/24	Tue 4/16/24	VP
80	Attend TDOT Region weekly lane closure meeting to review the following week's closures, and present any closures planned for the following week(s)	Wed 4/17/24	Wed 4/25/29	PM
1008	Perform the Weekly Total Project Pothole Location Ride	Tue 5/7/24	Tue 4/24/29	AM
79	Training for NIMS 100 and 700, OSHA, TDOT, DCS and WZTC	Wed 5/8/24	Wed 5/15/24	VP
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TN PBMC 1				
ID	Task Name	Start	Finish	Resource Names
745	Submit Weekly Work Plan no later than 5 PM	Wed 5/8/24	Wed 4/25/29	PM
1269	Total Project Guardrail Damage Location Ride	Thu 5/9/24	Thu 4/26/29	AM
11	If requested by the Department, the Contractor shall provide a list of current employees monthly	Fri 5/10/24	Mon 4/9/29	OM
2	Contract Start Date	Thu 5/16/24	Thu 5/16/24	
372	The Department and the Contractor shall jointly develop and implement a Public Information Plan	Thu 5/16/24	Fri 6/14/24	PM,VP
1532	Submit Weekly Total Project Guardrail Damage Location Ride	Fri 5/17/24	Fri 5/4/29	OM
684	Inspect Highway Lighting for Outages	Mon 5/27/24	Sun 4/29/29	AM
380	The contractor shall prepare a monthly summary report on the Contractor's accomplishments in TDOT work units and expenditures in a spreadsheet, and any nonconformance/deficiency status reports for items in the month	Mon 6/10/24	Thu 5/10/29	PM
441	Submit Service Log which details complaints or requests from TDOT and the disposition of such complaints or requests.	Mon 6/10/24	Thu 5/10/29	PM
502	Submit Customer Service Log for all other (not TDOT) complaints or requests	Mon 6/10/24	Thu 5/10/29	CSR
623	Submit Monthly Highway Lighting Outage Report	Mon 6/10/24	Thu 5/10/29	OM
1796	Submit Monthly Log for Weekly Total Project Pothole Location Ride Findings	Mon 6/10/24	Thu 5/10/29	OM
1991	Provide a certified condition inspection report of all rock catch areas	Fri 6/14/24	Fri 6/14/24	PM
4	Provide the Department with a detailed Organizational Chart identifying all essential project personnel	Mon 7/1/24	Sat 7/1/28	OM
73	Provide the Department a detailed plan/report of its employee training program	Mon 7/1/24	Sat 7/1/28	PM
345	Deliver to the Department an Annual Work Plan	Mon 7/1/24	Sat 7/1/28	PM
352	Develop and Submit Emergency Response Plan	Mon 7/1/24	Sat 7/1/28	PM
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Appendix B DCS' Initial Work Plan for TDOT's RFP # 40100-PBMC0001 Region 3 North

[illegible]



Appendix C DCS' Observations of Current Conditions in TDOT's Region 3 North

Route	County	MM Location	Observations
I-24	Montgomery	0 to 17.2	• Asphalt Pavement Distress: potholes • Dead and Downed Trees and branches • Pavement Symbols need replacing • Guardrail Damaged • Ground mounted signs downed/leaning, posts with no sign, posts damaged • Graffiti and Garbage on Overpass Abutment • Erosion/Wash Out • Bridge Rail Damaged • Vegetation on/around structures • Congestion at Truck Climbing Lane
I-24	Robertson	17.2 to 28.4	• Ground mounted signs: Damaged, missing, leaning, • Flexible Pavement Distress: Potholes, Longitudinal Joint is damp and has failures, • Dead and Downed trees •
I-24	Cheatham	28.4 to 31.99	• Ground mounted signs: damaged, leaning • Pavement Distress: damp longitudinal joint with failure, raveling, potholes • Guardrail damage • Downed trees • Bridge deck surface distress
I-24	Davidson	31.99 to 63.14	• Ground mounted signs: damaged, • Downed trees, • Cable Rail and guardrail Damage • Pavement Distress: Surface layer missing, base failures, damp longitudinal joint with failure • Rock Falls – rock in ditch • Vegetation over guardrail and blocking sign visibility • Repaired land slide



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Route	County	MM Location	Observations
I-40	Davidson	191.6 to 222.67	• Flexible and Rigid Pavement Distress on mainline and shoulders ○ Potholes • Vegetation encroaching on interchanges, soundwalls, over roadway, overpasses/flyovers • Homeless Camps • Guardrail and Attenuator Damage • Ground mounted sign damage including on most loop ramps • Downed Trees • Median Barrier Wall damaged • Rock slides • Merge signs beyond useful life • Median Barrier Drain Inlet Blockage • Graffiti on Overpass • Bridge joints: paved over, distress on ramp to I-65 S • Roadway Lighting Pole Damaged • Paved ditches have blockage • Pavement symbols: route shields worn
I-65	Davidson	74.39 to 97.79	• Vegetation: blocking sign visibility, tree branches over paved shoulder, on soundwalls, • Light poles: leaning and missing from median barrier wall • Downed trees • Graffiti on OH sign • Vegetation – • Ground mounted sign damage including on most loop ramps • Guardrail Damage • Bridge joints failed • Flexible and Rigid Pavement Distress including joint failures, potholes



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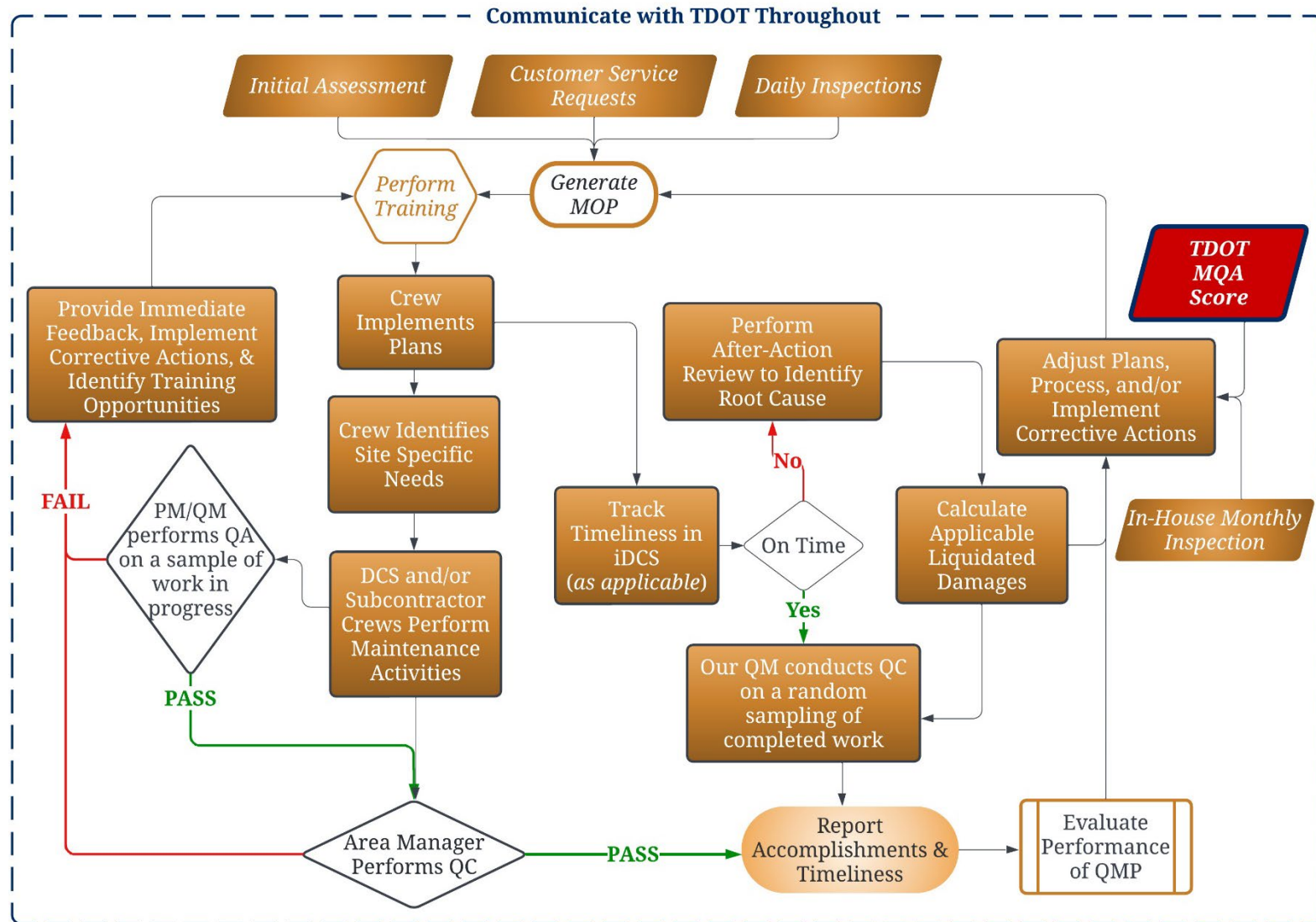
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Tennessee Department of Transportation Technical Proposal

Route	County	MM Location	Observations
I-65	Sumner	97.79 to 103.57	• Ground mounted signs leaning, downed and damaged, missing from guardrail heads • Guardrail Damage and height appears low • Paved shouldlers distress due to vehicle fire • Vegetation blocking visibility of ground mounted signs, saplings in median • Bridge Hand rail damaged
I-65	Robertson	103.57 to 121.4	• Vegetation: limbs over lanes and trees leaning • Construction Project has no shoulders in either direction • Heavy debris including tires
I-440	Davidson	0 to 7.66	• Concrete pavement distress • Graffiti • Vegetation on/around Structures, median barrier and soundwall, and rock fence



Appendix D DCS' Comprehensive, Systematic Quality Control and Self-Inspection Process to Track, Monitor, and Ensure Compliance with All Contract Requirements





Appendix E DCS' Proven Incident Response Plan

