



**Walsh
Infrastructure
Management**

TENNESSEE DEPARTMENT OF TRANSPORTATION

**PERFORMANCE
BASED
MAINTENANCE
SERVICES**

TECHNICAL PROPOSAL

RFP # 40100-PBMC0002
Region 3 South



Response Deadline: December 1, 2023 @ 2:00 p.m.

Response Page #	General Qualifications and Experience
1	Detail the name, e-mail address, mailing address, telephone number, and facsimile number, if applicable, of the person the State should contact regarding the response. <i>Darrell Leigh-Manuell dleighmanuell@walshgroup.com 2839 Paces Ferry Road, Suite 1200 Atlanta, GA 30339 Tel. 470.838.5373</i>
1	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). <i>Walsh Infrastructure Management is a Limited Liability Company located at 2839 Paces Ferry Road, Suite 1200, Atlanta, GA 30339</i>
1	Briefly describe how long the Respondent has been providing the goods or services required by this RFP. <i>Walsh Infrastructure Management, LLC has been providing goods and services similar to those required by this RFP since 2014 (nine years). Walsh Infrastructure Management, LLC is part of the greater Walsh Group which also has experience providing services similar to those required by this RFP and has been in existence for over 125 years.</i>
1	Describe the Respondent's number of employees, client base, and location of offices. <i>Walsh Infrastructure Management, LLC has approximately 50 employees, with clients and offices in three states (PA, FL, and TX). Walsh Infrastructure Management, LLC is part of the greater Walsh Group which has over 8,000 employees, with nationwide clients and office locations.</i>
1	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. <i>The Respondent, Walsh Infrastructure Management, LLC ("WIM"), has not been a party to any mergers, acquisitions, or changes in control within the last ten (10) years.</i>
1	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. <i>Neither WIM, nor to WIM's knowledge, any of WIM's employees, agents, independent contractors or subcontractors, have been convicted of, pled guilty to, or pled nolo contendere to any felony.</i>
1	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. <i>In the last ten (10) years, WIM has not filed (or had filed against it) any bankruptcy or insolvency proceeding, or undergone the appointment of a receiver, trustee, or assignee for the benefit of creditors.</i>
1	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. <i>There is no material or pending litigation against WIM that could adversely affect WIM's ability to meet its contract requirements pursuant to this RFP, or that is likely to have a material adverse effect on WIM's financial condition.</i>
1	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. <i>There are no pending, or in progress, Securities Exchange Commission investigations involving WIM.</i>

Response Page #	General Qualifications and Experience
2	Provide a statement of whether the Respondent intends to use subcontractors to meet the Respondent's requirements of any contract awarded pursuant to this RFP, and if so, detail: (a) the names of the subcontractors along with the contact person, mailing address, telephone number, and e-mail address for each; (b) a description of the scope and portions of the goods each subcontractor involved in the delivery of goods or performance of the services each subcontractor shall perform; and (c) a statement specifying that each proposed subcontractor has expressly assented to being proposed as a subcontractor in the Respondent's response to this RFP. <i>Please see our subcontractor statements included in the Appendix A.</i>
2	Provide a statement and any relevant details addressing whether the Respondent is any of the following: - Is presently debarred, suspended, proposed for debarment, or voluntarily excluded from covered transactions by any federal or state department or agency; <i>WIM is not presently debarred, suspended, proposed for debarment, or voluntarily excluded from covered transactions by any federal or state department or agency.</i> - 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; <i>In the past three (3) years, WIM has not been convicted of, or had a civil judgment rendered against it for the 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.</i> - 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 <i>WIM 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.</i> - 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. <i>WIM has had no public transactions (federal, state, or local) terminated for cause or default in the three (3) year period preceding the contract.</i>

Section A

Mandatory Requirement Items

WELCOME
• TO •

SOUNDTRACK of AMERICA

TENNESSEE™

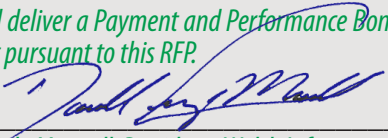


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TECHNICAL RESPONSE & EVALUATION GUIDE

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:		Walsh Infrastructure Management	
Response Page #	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.).	
3 & 4	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. <i>Please see attached, page 4.</i>	
	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. <i>Upon reasonable inquiry, there is no conflicts of interest involving WIM, and none known to WIM regarding any individuals who may deliver goods or perform services under the contract.</i>	
	A.8	Provide a statement confirming that, if awarded a contract pursuant to this RFP, the Respondent shall deliver a Payment and Performance Bond to the State in accordance with the requirements of this RFP. The statement must be signed by an individual with legal authority to bind the Respondent to the provisions of this RFP and any contract awarded pursuant to it. <i>WIM shall deliver a Payment and Performance Bond to the State in accordance with the requirements of this RFP if awarded a contract pursuant to this RFP.</i>  <i>Darrell Leigh-Manuell, President, Walsh Infrastructure Management</i>	
	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. Letters indicating “unlimited” bonding capability are not acceptable. The surety or insurance company providing such letter must be licensed as a surety and qualified to do business in the State of Tennessee. In addition, the surety must be listed in the current United States Department of the Treasury Circular 570 financial management service list of approved bonding companies, which is published annually in the Federal Register, and the surety must be listed or approved to write a bond in the amount indicated in the letter equal to or greater than \$125 Million. <i>Our letter is included in Appendix B.</i>	
State Use — Solicitation Coordinator Signature, Printed Name & Date:			

RFP ATTACHMENT 6.1.**RFP # 40100-PBMC0002 REGION 3 SOUTH 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:

Darrell Leigh-Manuell, President

DATE:

December 1, 2023

RESPONDENT LEGAL ENTITY
NAME:

Walsh Infrastructure Management, LLC

A black and white photograph of a road with a guardrail, overlaid with a green semi-transparent rectangle containing text. The road is on the left, and the guardrail is on the right. The background shows trees and a cloudy sky. The text is white and bold, set against the green background.

Section B Technical Qualifications, Experience & Approach Items

TECHNICAL RESPONSE & EVALUATION GUIDE

SECTION B: TECHNICAL QUALIFICATIONS, EXPERIENCE & APPROACH. The Respondent must address all items (below) and provide, in sequence, the information and documentation as required (referenced with the associated item references). The Respondent must also detail the response page number for each item in the appropriate space below. A Proposal Evaluation Team, made up of three or more State employees, shall independently evaluate and score the response to each item. Each evaluator shall use the following whole number, raw point scale for scoring each item:

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

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

RESPONDENT LEGAL ENTITY NAME:		Walsh Infrastructure Management			
Response Page #	Item Ref.	Section B— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
8	B.1.	Provide a narrative that illustrates the Respondent's understanding of the State's requirements and project schedule.		5	
9	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	
10	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	
14	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	
15	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	
23	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	

RESPONDENT LEGAL ENTITY NAME:		Walsh Infrastructure Management			
Response Page #	Item Ref.	Section B— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
28	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	
37	B.8.	Work Need 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	
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 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	

RESPONDENT LEGAL ENTITY NAME:		Walsh Infrastructure Management			
Response Page #	Item Ref.	Section B— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
48	B.12.	Scenarios & Situations Review and submit a response to each situation and scenario presented below.		5	
		1) Dirt and debris tend to accumulate along the safety lanes and barrier walls of the bridge deck, approach slabs, and inside the 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.			
<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: (sum of Raw Weighted Scores above)		
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 B

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

WIM has been actively anticipating the release of the Tennessee RFP and has been evaluating the project for several months, including leveraging the Nashville presence of Archer Western, a sister company to WIM within the Walsh Group. Our preparation is based on one premise – WIM will be a dedicated Caretaker for TDOT, recognizing the TDOT's role as the asset owner and the role of the contractor in caring for their assets. We do not have dozens of other O & M projects that will dilute our attention to detail, our dedication to providing the best service possible, or our willingness to meet or exceed Quality requirements. At the same time, we are part of a large, well-funded construction company with more than 125 years of experience. We have direct access to hundreds of highly experienced engineers and their collective knowledge to support our efforts in caring for your assets. Our extensive site visits, by our qualified roadway and structure assessment teams, included physical assessments of I-24, I-40, I-65, and I-840 travel lanes, ramps, shoulders, and inter-changes along with significant samples of drainage, guardrail, roadside vegetation, signage, structures, truck parking areas, rest area pavement, and other project assets as described in Exhibit A – Performance Based Maintenance Contract (PBMC) Scope of Work.

We have conducted multiple internal reviews of the draft documents published in early September, the Industry Forum presentation, and the subsequent RFP documents/addendums released on or after 10/16/2023. The scope and requirements were reviewed against our project assessments to identify key issues, establish priorities, and provide input to additional analysis. We have also evaluated historical accident data to baseline the Incident Response Requirements and assist in determining the optimal office locations and field staff quantities.

WIM recognizes and appreciates TDOT's self-awareness regarding the condition of the Project's roadways. WIM, as an extension of TDOT, will maintain the current conditions and will systematically improve the condition of the roadway and related assets in collaboration with TDOT. Full compliance with the Scope of Services is required, but WIM understands TDOT's intent is to progressively get the Project to the defined acceptable condition, as evidenced by TDOT's inclusion of the Phased Maintenance Services. WIM commends TDOT on this approach and commits to achieving these goals through constant assessments, robust work plans, and clear and accurate communications with TDOT, as required by the performance-based contract model.

WIM will inspect, manage, and consistently maintain all assets within the project limits as identified in this scope and produce end results in accordance with Contract Documents in effect at the time of the performance of any Work. We will not expect or require TDOT to direct our work, other than the specific items listed in Scope of Services, Exhibit B – Special Provisions and Prescribed Maintenance Activities, but fully expect to work collaboratively with TDOT to capitalize on TDOT's unmatched knowledge of the contract assets, customers, and local best practices, to fulfill our joint goal of delivering a successful Project.

WIM will perform EXHIBIT B activities when scheduled by TDOT on a predetermined or as needed basis. Prescribed Maintenance Activities required under this contract include but are not limited to drain cleaning, bridge, pavement, sweeping, highway mowing and litter, noise walls, rock catch areas and rock catch fence, and guardrail, cable barrier, concrete barriers, and attenuators. While current frequencies may be defined, WIM will work together with TDOT to recommend adjustments to frequencies if asset performance dictates.

WIM appreciates the scope and intent of this Contract is not to upgrade assets to meet current design standards, but if an asset requires replacement, (to include but not limited to guardrail end units, impact attenuators, sign structures) WIM will ensure the new asset meets current standards and specifications.

WIM fully understands this is a performance-based contract. We will be fully accountable for day-to-day management, delivery of services, and maintenance activities. WIM will manage and perform all maintenance and repair activities associated with pavements, bridges, traffic control devices (where applicable), drainage structures, roadside vegetation and aesthetics, traffic services, provide emergency response and other services in accordance with TDOT Standards and Specifications, current at the time of advertisement.

In performance of our delivery of services and maintenance activities, WIM commits to ensuring all materials used under this contract are included in the Materials and Tests Qualified Products List (QPL), Producer List, or pre-approved by TDOT. WIM strives to identify innovative approaches or materials and has experience assisting suppliers and producers with getting new products on DOT approved lists. WIM will work with TDOT's Materials and Tests Division to get new products or producers approved prior to use if innovative solutions are applicable for this Project, particularly if those solutions improve safety, increase lane availability, or minimize lane closures.

Considering lane availability and minimizing traffic impacts are key goals, WIM will attend TDOT Region weekly lane closure meetings to present all closures expected in up-coming weeks, review impacts those closures may have, and coordinate closures with TDOT and other TDOT contractors. Additionally, in an effort to minimize impacts to traffic and maximize lane availability, WIM commits to monitoring TDOT websites for current and upcoming projects existing within or impacting the project, maintain the surrounding interstate routes in a safe condition, and coordinate with TDOT and other Contractors outside of lane closure meetings to ensure all TDOT work can be carried out in a safe manner, while reducing lane restrictions whenever possible.

While WIM expects TDOT to systematically monitor and inspect our performance and compliance with this Contract, we will assume primary responsibility for internally tracking performance and contract compliance, and report such to TDOT, to ensure project success. WIM takes pride in our performance, our relationships with our clients, our joint success, and will continually strive to provide a high-quality transportation facility to the public that is a credit to TDOT. We will operate as a public representative of TDOT, as a Partner, and as the dedicated Caretaker of TDOT's assets.

WIM fully understands turning over the care of your assets, particularly for the first time, requires faith and involves some trepidation. We will not let you down. We will care for your project as if it belonged to us.

B.2. HOW WIM WILL COMPLETE THE SCOPE OF SERVICES, ACCOMPLISH REQUIRED OBJECTIVES, & MEET THE STATE'S PROJECT SCHEDULE

COMPLETE THE SCOPE OF SERVICES

Emergency Response Services and Incident Management, along with required response times, are the controlling elements in the design of WIM's proposed staffing structure necessary to complete the scope of services. Based on projected needs, project staffing has been defined to meet the Emergency Response Services and Incident Management requirements and then supplemented to fulfill patrol, inspection, maintenance, and operational needs. The project manager, Superintendents/ Incident Coordinators, and two assigned technicians will be responsible for Incident Response during the peak hours of 6AM to 6PM as first responders. Depending on the number and size of incidents to manage at any given time, additional resourcing will be provided for implementation of traffic control from on-call personnel or traffic control subcontractors when appropriate. Traffic control and roadway clearing subcontractors will be used when situations dictate a larger than normal traffic control implementation. Multiple vendors will be under contract with response time requirements to ensure compliance.

WIM's maintenance crews' primary responsibility will be to support all Emergency Response Services, Incident Response activities, and any associated traffic control required to Protect the Queue and maintain the free movement of the public on the roads. As a secondary responsibility, they will perform routine daily patrols, basic guardrail repairs, spot litter, and other maintenance as required by the contract. Critical or routine work activities such as major guardrail damage, mowing/litter pick-up, sweeping, and tree trimming will be subcontracted to established TDOT contractors.

ACCOMPLISH REQUIRED OBJECTIVES

WIM's proactive project approach, inclusive of both the executive and project management teams, is implemented with understanding all required objectives are accomplished. While WIM believes the asset maintenance experience held by our management and project staff is crucial to the successful implementation of our project approach, WIM also recognizes the first step in successful implementation is a full and complete understanding of the project objectives and an alignment of that understanding with our client. While many of the project objectives are clearly stated in the Scope of Services, WIM

commits to meet with TDOT during mobilization of the project and, at a minimum, annually to review the Scope of Services and other understood project objectives to identify areas requiring further clarity which will avoid misunderstandings or possible disputes. It is this commitment to partnering with TDOT toward a mutual goal of aligning our understanding of all required objectives contributing to the successful delivery of this project.

Upon WIM's understanding of all required objectives, WIM will enter those with timeliness requirements attached into our maintenance management system (AMX), which will track and report progress against the accomplishments. WIM will provide TDOT with access to AMX, which reinforces our understanding of project objectives and provides transparency in WIM's progress toward accomplishing each. WIM will leverage the power and functionality of AMX to ensure deadlines are met, objectives are achieved, and work is tracked and reported accurately. WIM commits to open and accurate communications with TDOT's which will begin with TDOT's visibility into WIM's work plan and approach through AMX.

MEET THE STATE'S PROJECT SCHEDULE

While WIM fully recognizes this project does not have a specific schedule, there are activities to be performed on a predetermined or agreed upon schedule, such as mowing cycles or drain cleaning. WIM's use of AMX as its maintenance management system will eliminate the risk of not starting activities in accordance with expected, approved, or contractually required schedules. Prior to the start of the Project, and as needed during the term, AMX will be populated with the required maintenance activities along with the required start times to allow for timely completion, including appropriate float days to account for schedule risks, such as weather or other delays. Once started, activities will be monitored and reported within AMX to track progress and continually estimate completion. The advantage to using AMX is TDOT has access to a proposed work plan, including activity start dates and monitor activity progress. Additionally, AMX is used as a notification (text and/or email) and scheduling tool informing project staff of schedule commitments to ensure activities are started on time. For sensitive activities, WIM will include in its work plan, contingencies to further ensure completion, which may include alternate subcontractors, in-house resource allocations, or other mitigation measures.

B.3. HOW WIM WILL MANAGE THE PROJECT, ENSURE COMPLETION OF THE SCOPE OF SERVICES, ACCOMPLISH REQUIRED OBJECTIVES WITHIN THE STATE'S PROJECT SCHEDULE, AND DESCRIBE HOW MONTHLY ACCOMPLISHED WORK WILL BE REPORTED

Our problem identification, work scheduling, documentation, and reporting processes; supported by our Maintenance Management System as described below, provides WIM with the ability to ensure completion of the scope of services and accomplish all required objectives within the schedule.

MAINTENANCE MANAGEMENT SYSTEM

AMX, our maintenance management system, is currently in use in North America, Europe, the Middle East, Malaysia, Asia, and Australia by asset management companies and dozens of government agencies. AMX was originally developed specifically for managing the life-cycle maintenance and rehabilitation requirements of bridges and, over the years, has been improved to include virtually all transportation-related linear and point asset types. It is a full-featured, asset-centric, GIS-integrated system with all the capabilities necessary for intelligent, proactive, and reactive asset management, work scheduling, and reporting. All inspections, work activities, defects, incidents/accidents and customer service requests are directly linked to specific assets and tracked in the system. AMX is extremely flexible and can be modified to meet project-specific and/or client requirements. AMX functionality includes:

- Inspection regimes for asset groups and individual assets, including MQA results, including the ability to specify the detailed elements to be included in the inspection and the inspection outcomes.



ASSETS - GDOT - I-20/I-285 East Interchange Structures (Entity: Assets)

Quick Asset Search

Search this data...

Configure Report

Tools

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Rout	Name	BRKEY	Client Road Nmbr	Asset Type	Sub Type	Structure ID	NBI Structure ID	County	Latitude	Longitude
I-285	Bridge 10 (I285 Ramp to I20 over abandoned Ramp)			Bridge	OVERPASS			DeKalb	33.71355	-84.23976
I-285	Bridge 11 (I285SB To I20 5SB)			Bridge	OVERPASS			DeKalb	33.71494	-84.24320
I-285	Bridge 12 (I285SB To I20EB over I285GP)			Bridge	OVERPASS			DeKalb	33.71412	-84.24179
I-285	Bridge 13 (I285SB To I20EB over I285GP)			Bridge	OVERPASS			DeKalb	33.71282	-84.24315
I-285	Bridge 14 (I285GP over I20GP)			Bridge	OVERPASS			DeKalb	33.71472	-84.24093
I-285	Bridge 15 (I285GP over I20EB-I285NB Ramp)			Bridge	OVERPASS			DeKalb	33.71442	-84.23906
I-20	Bridge 16 (Columbia Dr over I20GP)			Bridge	OVERPASS			DeKalb	33.71617	-84.25243
I-20	Bridge 17 (Rainbow Dr over I285GP)			Bridge	OVERPASS			DeKalb	33.70956	-84.24619
I-20	Bridge 18 (Wesley Chapel over I20GP)			Bridge	OVERPASS			DeKalb	33.71173	-84.21740
I-20	Bridge 19 (Columbia Dr over I20GP)			Bridge	OVERPASS			DeKalb	33.70175	-84.25215
I-20	Bridge 21 (Panola Rd over I20GP)			Bridge	OVERPASS			DeKalb	33.70347	-84.17025
I-20	Bridge 23 (I20GP over Pole Bridge Creek)			Bridge	OVERPASS			DeKalb	33.70373	-84.13227
I-20	Bridge 24 (I20GP over Lithonia Ind Blvd)			Bridge	OVERPASS			DeKalb	33.70355	-84.13085
I-20	Bridge 3 (I20EB Ramp over I20)			Bridge	OVERPASS			DeKalb	33.71362	-84.23948
I-20	Bridge 6 (I20GP over Snapfinger Creek)			Bridge	OVERPASS			DeKalb	33.70467	-84.19712
I-20	Bridge 7 (Miller Rd over I20GP)			Bridge	OVERPASS			DeKalb	33.70286	-84.18357
I-20	Bridge 8 (Fairington Rd over I20GP)			Bridge	OVERPASS			DeKalb	33.70323	-84.14635

GROUPED BY ASSET TYPE, AMX CONTAINS THE DATA FOR EACH ASSET IN THE SYSTEM FOR WHICH DEFECTS OR WORK CAN BE IDENTIFIED AND TRACKED.

- Scheduling inspections based on defined regimes and contract requirements, including allocation of internal or external resources.
- Recording defects or work required in detail including GPS or mapping information, images, priority, severity, and descriptions, on-site using iPads or Android tablets.
- Auto-assigning timeliness criteria to defects to ensure corrective actions are completed in compliance with each contract.
- Automatically generating Performance Indicators as a critical input into our maintenance planning cycle.
- Defining the priorities and parameters for combining and allocating works, including finance and resource constraints.
- Automatically grouping and scheduling work, which can be pulled directly from internal inspection results, customer service concerns, or client inputs.
- Manually scheduling work for multiple assets, using dynamically generated, user-defined asset lists to identify relevant assets.
- Managing work at a project level for large scale work to minimize traffic interruptions and maximize efficiencies.
- Random selection of work performed for Quality Auditing or internal MQA purposes.
- Customizable client access may include, but is not limited to, inspection results, defects identified, work plans, or recorded work activities.

The AMX “Dashboard” displays contain summaries of a variety of topics, including open defects, scheduled work, and time until due.

Mobilization

During the mobilization period, we will review the project documents and create the following in AMX:

- All assets, with their GIS coordinates and pertinent specifications, required to fully represent the project scope.
- All activities required to fulfill the scope requirements are set up, with their respective Accomplishment Unit of Measure.
- Potential defects, derived from the performance targets, with any associated Timeliness restrictions.
- Work Schedules for repetitive activities i.e. mowing & sweeping.
- Inspection and Patrol Schedules with recurring timeframes.
- Work Schedule and Status Reports – e.g., Annual, Monthly, Weekly, and Daily.
- Project-specific Reports.

Using the functionality of AMX, project management is able to plan, schedule, monitor status, receive alerts, and report on all activities required to ensure completion of the scope of services, and accomplish the required objectives within the project schedule, from their office or remotely.

Work Accomplishments

Accomplishments are entered into AMX for each work activity. Multiple entries can be made over time for the same activity, if required, to monitor progress of activities with longer durations, such as mowing. This allows for management and progress tracking of long duration items to ensure each is completed on schedule and in compliance with the contract and timeliness requirements.

Asset Name	County	Asset Route	Activity Nbr	Activity	Activity Nbr from Defect	Action Type from Defect	Actual Quantity	Units	Accomplishment Date	Comments
All I-275 Pinellas County Road Sections	Pinellas	I-275	494	Chemical Weed and Grass Control			175	GALLONS	10-04-2023	
All I-275 Pinellas County Road Sections	Pinellas	I-275	494	Chemical Weed and Grass Control			175	GALLONS	10-03-2023	

Count: 2 of 2 | Search | Print | Export | Chart

The screen above displays the work accomplished. The example below shows two different entries with work completed on two successive days.

AMX Accomplishment Reports can be filtered by asset type, individual assets, date ranges, and/or the employee completing the work.

Timeliness Tracking and Reporting

Timeliness Requirements are defined as part of the performance targets and measured from discovery or notification of an asset item deficiency until Contract compliance is achieved.

Timeliness criteria for each performance target is initially set up in AMX for each performance target/defect type where timeliness applies. It is automatically calculated when a deficiency is entered, based on the Identification Date & Time of the incident, deficiency, or customer service request. Once the record is saved, the Identification Date/Time and the associated Timeliness Requirement date(s)/time(s) are locked and cannot be changed by the user.

A variety of Timeliness Reports exist in AMX and are available to any user. As response and repair times are recorded for each item having a timeliness requirement, AMX assists WIM in ensuring timely repairs. In addition, alerts can be programed to notify the Project Manager, Superintendents, and other assigned staff of due dates and timing and raise increasing awareness of response deadlines. This also provides historical information of trends and can provide reports on penalties where response times were not met.

DEFECTS - FDOT - I-4/I-275 FDOT - 220050
Closed Defects (Entity: Defects)

Guardrail - Road Sections (WB) 15-16 (GU2300133) / DGU2300765 -Guardrail Repair (Unscheduled)

Quick Asset Search | Home | Health And Safety | Print | Edit

Defect - Accomplishments

DEFECT - EDIT

ASSET AFFECTED

Reference Nbr:	DGU2300765	Asset Name:	Guardrail - Road Sections (WB) 15-16	Repair Completion Date:	09-22-2023 07:46
Date Added:	09-11-2023 07:59	Asset Type Damaged:	Guardrail Damage	Performance Requirement ID:	1003
Identified By:	Cullen Roland (Project Engineer)	Client Road Nbr:	10190000	Added By:	Cullen Roland
Route:	I-4	Travel Direction:	WB	Source Action (Inspection):	
Latitude:		Source:	Internal	Contract:	I-4/I-275 FDOT - 220050
Location Coordinates:		Mile Post:	15.00	Notification Date:	09-11-2023
Location Description:	I-4 - WB at MM 15.00	Lane Nbr/ID:			
		Minimum Action Required:			

Defect Details

Defect Type **:	Guardrail damaged - Not Functional	DETECT TYPE	Third Party Claim ?:	☒
Timeliness **:	PERM Repair (TAMPA) (Priority 1 Permanent Repair-FDOT)		Warranty Defect ?:	☐
Defect Desc **:	Guardrail Damage		Superceded ?:	☐
Completion Comments:				
Defect Definition:				

TIMELINESS IS SYSTEM-CALCULATED BASED ON THE DEFECT TYPE AND THE IDENTIFICATION DATE. ONCE SAVED, IT IS NOT EDITABLE.

TIMELINESS Actions

Temp Repair [Days]:		Required By:		Time Left [Days]:		Repair Complete:		Variance [Days]:	
Perm Repair [Days]:	10	Required By:	09-19-2023 00:00	Time Left [Days]:	-69	Repair Complete:		Variance [Days]:	

Due Dates Extended: ☐

Monthly timeliness reports can be routinely provided to identify any work orders not complying with the individual performance targets and include both “Initial Response” and “Final Repair” requirements. Additional reports are used for timeliness analysis, as part of our Executive Management and Quality oversight process, display overall adherence to performance targets. AMX calculates due dates, compares them against response or repair completion dates, and provides a variance report in the rare event any non-conformance items exist.

Reporting - General

Reports can easily be customized to meet any TDOT reporting requirement and can be exported to common formats such as MS Word, PDF, or Excel. Custom Reports can be generated and filtered by asset type, individual assets, work types, defect types, Third Party Claim status, or almost any data type in the system.

The list included in Section B.6 (Quality) provides standard reporting requirements but does not identify special circumstances where it is appropriate to engage TDOT, obtain prior approval, sign off or external verification of work performed. Prior to commencement of project operations WIM will create with TDOT a quality matrix, reporting, and approval process for special circumstances potentially occurring under the scope of this contract. This will ensure alignment of expectations and a clear understanding of how TDOT and WIM will proactively work together in the delivery of the contract objectives.

WIM fully understands the need for transparency with TDOT. WIM will provide TDOT with real-time access to AMX which will contain work plans, accomplishments, timeliness status, and corresponding quality records, including corrective action work orders. AMX access will provide TDOT with the ability to efficiently monitor our schedules and work to ensure all work, including quality functions, are being done on schedule. In addition to real-time AMX access, and in support of our goal of 100% contract compliance, including deliverables, WIM will enter each required report or plan to be tracked against defined timeliness criteria and closed upon delivery or transmission.

AMX will have dashboards indicating non-conformance and non-compliant status, average time for rectification/closure, number of open quality concerns, and customer feed-back trends. Since AMX will contain all non-conformances and non-compliant conditions, monthly reports will be generated to view trends related to asset type, frequency, and even seasonal occurrences to aid in developing process improvements.

B.4. FIRM EXPERIENCE AND PERFORMANCE

WIM, as part of the Walsh/Archer Western family, has extensive experience with total asset maintenance and has the systems and support in place to manage and develop an extensive roster of subcontractors and subconsultants. We currently maintain 557 bridges in Pennsylvania, heavily traveled interstate roads and weigh stations in FDOT District 7 (Tampa), Rest Areas and Weigh Stations in FDOT District 2 (Jacksonville) & FDOT District 5 (Orlando), and interstate highway maintenance support and inspection services in Texas for I-35E.

As a result of our confidence in our project performance and client relationships, WIM highly encourages TDOT to discuss our performance with each referenced project's DOT Project Manager. WIM prides itself on exceptional service delivery through development of a partnering relationship with our clients, not fully represented by the number of projects.

Asset Maintenance Project, Client	Contract Duration (Years)	Performance Evaluation/ Accolades/ Results	# of Performance Measures	Owner/Client Reference
REFERENCES				
I-4 and I-275 (Contract No: E7M98) Tampa, FL	5	N/A	*	FDOT District 7 Andrew Leipski Andrew.Leipski@dot.state.fl.us 813-612-3210
Scope: Performance-based contract requires the inspection, management, and performance of the maintenance of all components of the transportation facility. The contract requires WIM to independently determine the work needs, perform the work, and continually produce a quality product. Incident Response is a key part of WIM's responsibilities. Heavy traffic loads on both I-4 & I-275 through metro Tampa, similar to the volumes observed around Nashville, have required WIM to respond/manage approximately 600 traffic incidents since July 2020. During that same period of time, WIM identified and repaired 1,497 defects ranging from guardrail/attenuator impacts to light pole knockdowns, and pavement undermining to damaged drainage structures. The facility contains significant asset types, including: 114 miles of combined interstate highway, frontage roads, service/access roads and bike paths/sidewalks 553 lane miles of combined interstate highway, frontage roads, and service/access roads 218 bridges 85 miles of guardrail 2,000 std. Light poles 257 high mast light poles 96 miles of Fencing 1,370 acres of right of way – Litter/Mowing 10 full cycles per year, but a daily activity				
*Multiple accolades received from FDOT District staff and stakeholders. These can be obtained from the Project Manager above.				
Pennsylvania Rapid Bridge Replacement Program Statewide, PA	25	N/A	52	PennDOT Kim Martin kimmartin@pa.gov 814-592-3775
Scope: All Maintenance and rehabilitations of 557 bridges located throughout the Commonwealth of Pennsylvania. As the Maintenance Contractor for this Program, WIM's commitment to Act as the Caretaker has been demonstrated in our involvement in the project since the beginning, from design reviews to the 25-year term ownership for all 3rd party damage, maintenance, and rehabilitation obligations of the 557 structures. To date our services have included: 3,729 Bridge Inspections 138 Environmental Inspections 182 Repaired Bridges - damaged by impact or flooding				
IH-35E Managed Lanes (Contract No: 2158) Dallas, TX	10	N/A	86	TxDOT Diego Mingura, PE, TxDOT diego.mingura@txdot.gov 214-215-5935
Scope: As a subcontractor to Archer Western – Granite- Lane Constructors (AGL), WIM provides maintenance through a Capital Maintenance Agreement with TxDOT. Responsibilities include 76 lane miles of managed, tolled roadway, all drainage, all structures including 51 bridges, and earthen slopes. WIM conducts quarterly inspections of the project assets, identifies defects, problems, or potential problems, and executes maintenance with on-site Archer Western personnel.				

Asset Maintenance Project, Client	Contract Duration (Years)	Performance Evaluation/ Accolades/ Results	# of Performance Measures	Owner/Client Reference
Rest Areas & Weigh Stations (Contract No: E5X59) Orlando, FL	5	N/A	*	FDOT District 5 Tony Cucek Tony.Cucek@dot.state.fl.us 386-943-5341
Scope: Performance-based Operations and Maintenance contract for ten interstate rest areas and four weigh stations along Interstates 4 & 95). Responsibilities include heavy coordination of subcontractors, including >50% disadvantaged usage, in the delivery of daily operations and maintenance of the Rest Areas. Services delivered include all pavement, striping, guardrail, drainage, signage, landscaping, plumbing, electrical, restroom, picnic areas, and building structures. WIM also maintains full facilities, excluding weigh systems, and "Driver Comfort Stations" at the Weigh Stations within the district. <i>*Multiple accolades received from FDOT District staff and stakeholders. These can be obtained from the Project Manager above.</i>				
Rest Areas & Welcome Centers (Contract No: E2OV8) Jacksonville, FL	5	N/A	*	FDOT District 2 Dr. Richard M. Bame Richard.Bame@dot.state.fl.us 386-360-5615
Scope: Performance-based Operations and Maintenance contract for 13 interstate rest areas (I-75 & I-95), two welcome centers (I-75 & I-95), and 13 weigh stations (I-75 & I-95). Responsibilities include heavy coordination of subcontractors, including >50% disadvantaged usage, in the delivery of daily operations and maintenance of the Rest Areas. Services delivered include all pavement, striping, guardrail, drainage, signage, landscaping, plumbing, electrical, restroom, picnic areas, and building structures. WIM also maintains full facilities, excluding weigh systems, and "Driver Comfort Stations" at the Weigh Stations within the District. <i>*Multiple accolades received from FDOT District staff and stakeholders. These can be obtained from the Project Manager above. No formal evaluations to date.</i>				

B.5. MANAGEMENT TEAM

Management Team Plan

WIM has the unique ability to provide TDOT with a focused, involved and fully engaged executive management team, in support of the project management team, while also having the backing and support of The Walsh Group at its disposal.

The WIM executive management team's purpose is to ensure all WIM projects are operated the "Walsh Way", founded on the following four principles:

CARETAKING & ACCOUNTABILITY

WIM commits to be the caretaker for each of TDOT's assets placed in its control and be accountable for all obligations under the contract, with focus on meeting or exceeding TDOT's goals and expectations for management, asset maintenance, stakeholder relations and customer service.

FUNDAMENTALS

WIM commits to successfully and consistently delivering all basic contractual obligations (fundamentals) daily. WIM will focus on providing TDOT with exceptional services through trained personnel, implementing well developed processes and governance to ensure fundamentals meet expectations.

COMMUNITY

WIM recognizes our services support the community and we have an obligation to proactive community management and engagement. This involves resolution of customer complaints, maximizing lane availability, working with community support groups, and ensuring facilities function as intended.

SAFETY

Commitment to safety in everything we do is paramount and an ethical responsibility to our people, the community, and our customers. As part of the Walsh/Archer Western group of companies with over 8,500 employees our approach to safety is well developed and understood by the company's leadership, project personnel and subcontractors.

To our clients, WIM operates like a small boutique asset maintenance firm due to our size, commitment to the success of every project, and direct involvement of our executive team, up to and including our President. This method of operating is done with an understanding if emergencies occur or other need arises, additional support and resources are available through The Walsh Group's heavy civil construction companies, Walsh Construction and Archer Western.

This approach has been successfully used on each WIM project to ensure they operate in conformance with all project requirements, utilizing a true partnering approach at every organizational level; to provide professional, timely and accurate communications to our clients, good or bad, as they are the asset owners; all while understanding our role as the asset caretakers, ensuring each asset is cared for as if it were our own, throughout the project term. The level of commitment, direct involvement, and accountability of the WIM executive team in ensuring the success of each project remains unmatched in the asset maintenance industry. The benefit to TDOT of WIM's executive management plan is by WIM assuming full responsibility as the Caretaker of this project's assets, while maintaining full and transparent communications with TDOT, TDOT can focus their time and resources on other areas of their busy infrastructure.

Project Management Plan

WIM's project management plan begins with appropriately staffing a project with an experienced and capable project team who will provide reliable services, comply fully with the project requirements, and coordinate and communicate with TDOT using a complete partnering approach.

WIM understands the different roles we, and TDOT, will have to fill for successful delivery of this project. As the direct caretakers of the project assets, the WIM project management team will be completely accountable for the planning, scheduling, and reporting of all required maintenance services, while ensuring full preparedness for the unexpected, including Emergency Response Services and Incident Response activities. WIM also recognizes TDOT, as the asset owner, will require timely and accurate communication of completed, ongoing, and planned work activities; unusual asset or project conditions; and incidents or emergencies.

Staffing

WIM leveraged the extensive experience gained by our leadership team in designing a project management and leadership structure to ensure project compliance, while also having the ability to routinely communicate with TDOT, customers, and stakeholders. WIM relies on its project leadership to be the primary points of contact for all critical communications with external entities, leaving the superintendents and other field staff to focus on direct service delivery.

It is our field staff who critical to this Project's success. The foundation to WIM's proposed field staff structure is an understanding of the Project requirements, specifically around Incident/Emergency Response, the size of the roadway network, and the traffic volumes and patterns typical of this area. WIM has conducted multiple project assessments during the procurement process, which included both peak and off-peak rides through all project roadways to ensure a thorough and accurate understanding of the project needs. It is with that understanding WIM proposes to staff this project in three separate zones, each led by a superintendent who will also be fully trained to serve as the Incident Management Coordinator for their respective zones, while providing redundancy and overlap for neighboring zones. This approach reflects WIM's understanding of the critical function these roles will play in, not only Incident/Emergency Response, but also the planning, coordination, and communication that occurs as part of a robust Emergency Response Plan. These superintendents will know their zone's roadways, first responders, and the unique characteristics that may contribute to the number, type, or severity of incidents/emergencies better than anyone else, except our TDOT partners.

System Support and Utilization (AMX)

As described in more detail in B3, WIM commits to using AMX, an industry leading maintenance management system, in support of WIM goals which include transparent work planning and accomplishments, compliance with timeliness requirements for deliverables and performance targets, and accurate reporting, and asset performance analysis to determine the effectiveness of our maintenance program.

The use of AMX will begin with a full and accurate asset inventory. To effectively care for TDOT's assets, WIM will employ its extremely successful proactive maintenance approach which relies heavily on early defect detection and quick scheduling of repairs. To successfully employ this approach, WIM will ensure its employees are: trained in all contract requirements

and performance targets; aware of best practices for defect identification; developing and revising robust inspection and assessment schedules based on asset needs, in addition to those required; provided with appropriate technology allowing for field recording of defects, photos, and work accomplishments; and not reliant on MQA results to build work programs, but instead refine our existing program.

Transparent Work Planning

One key lesson WIM's experienced staff has learned throughout the evolution and application of asset maintenance contracting in the US, which is reinforced on WIM's current projects, is the need to rely on the owner's expertise when it comes to their assets and the historical performance of those assets. WIM will meet with TDOT during the mobilization phase to review the asset inventory, understand Project "hot spots," review current TDOT best practices, and gain other critical knowledge TDOT has of their assets. It is with this information WIM will begin developing our first work plan. WIM commits to engage TDOT in a transparent review of the draft work plan to identify efficiencies, obtain a better understanding of asset histories, and review maintenance schedules and approaches to optimize the effects of the work programs.

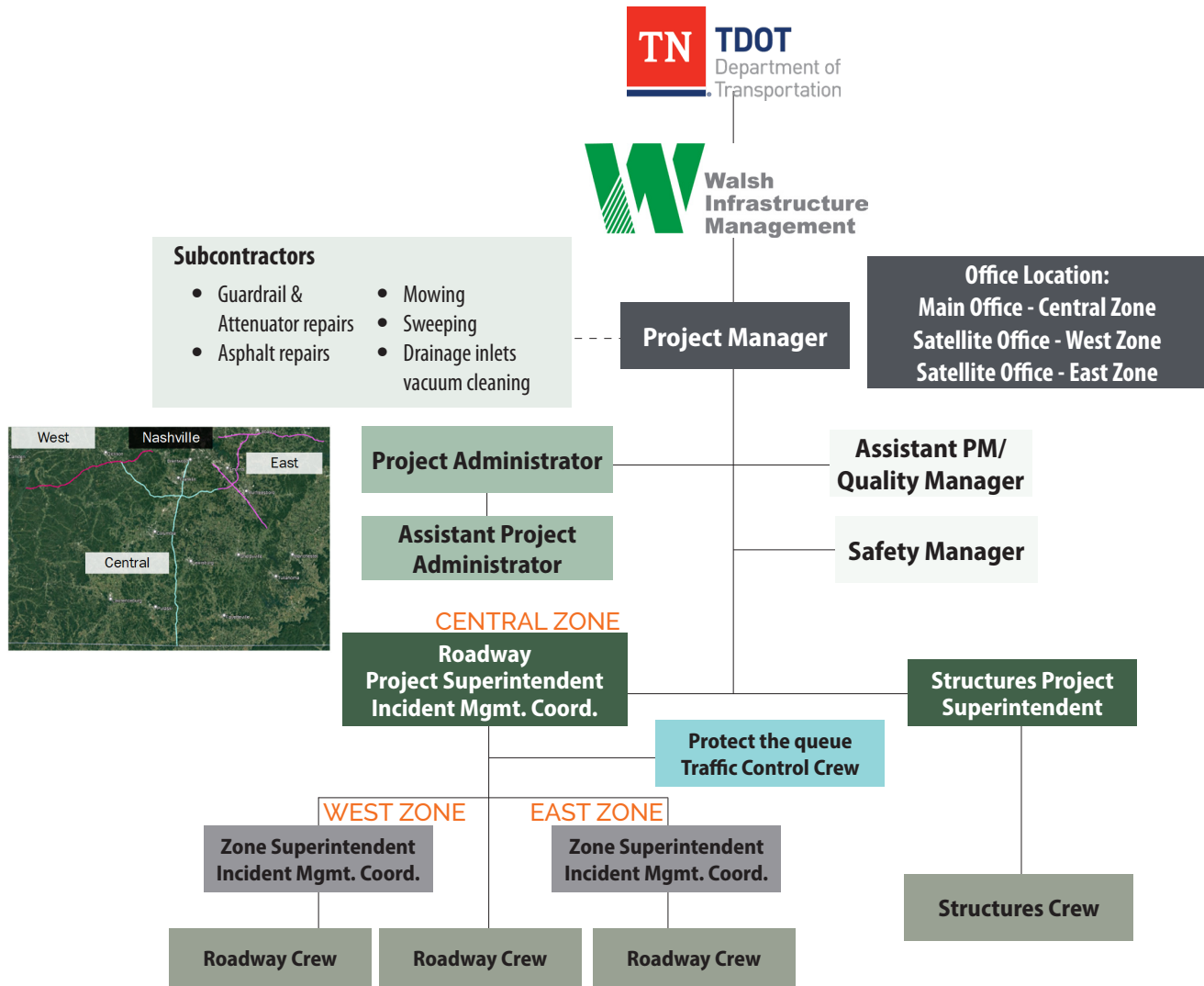
This transparent approach and collaborative effort with TDOT will continue throughout the Project, with less and less reliance on TDOT's inputs and more reliance on TDOT's reviews. WIM understands for this Project to succeed, both WIM and TDOT must work together and use our complimentary skills and knowledge. WIM brings TDOT a great understanding of best practices for roadway and bridge maintenance, while recognizing TDOT has been maintaining and managing these assets, and has local knowledge WIM needs to understand, to develop the most effective program. WIM will never discount the knowledge TDOT has and commits to incorporating that knowledge into our work planning and maintenance program.

TDOT and Stakeholder Coordination

The streamline communications and coordination WIM will develop a communication matrix during the mobilization phase to assign responsibility for communication and coordination of both TDOT and Stakeholders at various organizational levels to specific WIM representatives, from our Executive Sponsor to the zone superintendents. This matrix can be shared with TDOT and Stakeholders to allow for efficient communication and coordination protocols, allowing for fast and efficient information delivery and problem resolution. Depending upon the needs of each, WIM will schedule regular meetings to review communication and coordination protocols, discuss their effectiveness, and revise as necessary.

ORGANIZATIONAL CHART

WIM's proposed Project Organizational Structure includes:



MANAGEMENT TEAM'S RELEVANT EXPERIENCE

EXECUTIVE MANAGEMENT (% COMMITMENT)	
Darrell Leigh-Manuell, PE President and Executive Sponsor (10%)	Over 30 years of experience, 24 in asset maintenance, including providing management support and oversight of roadway, bridge, and landscaping projects in Virginia, Florida, Texas, Colorado, Ontario, and New Brunswick, Canada. Darrell has been involved in projects that were the beginning of several state's asset maintenance programs, including Virginia and Florida, and brings critical knowledge, experience, and lessons learned regarding what contributes to a successful project and an understanding of where projects can stumble to ensure they are avoided. Darrell's broad industry experience will guide WIM's approach and operational delivery to benefit TDOT and ensure this project's success.
Ev Foster Sr. Project Manager (50%)	39 years of experience, 22 years Air Force retired Senior Noncommissioned Officer; served as the Base Maintenance Structures Superintendent. 17 years in DOT roadway Asset Maintenance, served as Project Manager throughout the state of Florida and North Carolina, and Operations Manager in Texas. Ev will provide hands-on senior project support and oversight.

**EXECUTIVE MANAGEMENT
(% COMMITMENT)**

Randy Morgan System Support (20%)	12 years of operational and technical support for asset maintenance projects in Virginia, Pennsylvania, Texas and Florida, including MMIS development, with 30+ years of project management, operations, and maintenance experience in the US and internationally.
Wesley Hill, PE Structures Manager (20%)	Over 20 years of structures experience and currently serving as the Operations and Maintenance Project Manager for WIM on the PennDOT Rapid Bridge Replacement Project, providing support and direction to the group's operational projects. Wesley holds multiple structure inspection certifications, including Team Leader. He has performed bridge inspections throughout several states including work for MDTA on I-95 through and around Baltimore, MD. Wesley performed tunnel inspections for the PA Turnpike and MDTA. He provides operational management of two inspection teams and a maintenance team for the annual inspection and maintenance of 557 bridge and culvert sites throughout Pennsylvania, including biannual NBIS inspections of all structures. He will be the bridge subject matter expert and provide technical oversight to the project team during participation in the Bridge Inspection Review Committee, review of NBIS recorded maintenance recommendations, bridge maintenance program development and delivery.

**KEY PERSONNEL
(% COMMITMENT)**

Fernando Ojeda, PE Project Manager (100%)	Currently serving as a Senior Project Manager for WIM, providing management support and direction to the group's operational projects. Fernando brings 15+ years of roadway and bridge operations and maintenance project management experience. He has successfully managed large scale FDOT O&M projects consisting of 172 and 180 centerline miles. FDOT projects include Turnpike Zone II, Indian River primaries, Space Coast, and I-95 Treasure Coast. The average FDOT Asset Maintenance Contractor Performance Evaluation Report (AMPER) scores achieved under his management over a period of 15+ years was 92.01. All these projects were performance-based with scopes and requirements like those required for this PBMC project.
Virgil Wooten Superintendent & Incident Management Coordinator (100%)	Brings over 10 years of roadway operations and maintenance experience, beginning on Florida asset maintenance projects in 2012, where he was the zone superintendent, directly responsible for the delivery of roadway operations and maintenance services. Virgil served as an area manager and project superintendent responsible for planning work activities, subcontractor coordination, customer relations, asset assessments, incident response, and renewal recommendations. He is highly experienced in severe weather management and response, major and minor crashes, hazardous and non-hazardous materials spills, and other types of related activities. Virgil led WIM's Incident Response activities on our FDOT I-4/I-275 project. Understanding the importance of traffic safety, Virgil has already begun familiarizing himself with Tennessee specific manuals and programs, such as the TDOT Work Zone Field Manual (WZFM) and Protect the Queue (PTQ). He is knowledgeable of various state health and safety plans to include: Virginia Work Area Protection Manual (VWAPM), Occupational Safety and Health Administration (OSHA) regulations, Virginia Occupational Safety and Health (VOSH) regulations, and incident management. He holds multiple NIMs certifications, Advanced MOT, FEMA, OSHA, Landscape BMP, MRP Training, HazMat Level III, and First Responder SHRP2 certifications and will obtain any additional certification, as required by the contract.

**KEY PERSONNEL
(% COMMITMENT)**

James Stokling | Superintendent & Incident Management Coordinator (100%)

James brings 10 years of O&M experience. He has been WIM's Roadway Supervisor on the FDOT I-4/I-275 project in Tampa, FL since 2020 where he organizes, directs, and coordinates our maintenance crews to work as a team, ensures quality, and meets our performance-based contract requirements. He leads maintenance crews when responding to Incidents, implementing traffic control, and is experienced with pavement repairs, striping, RPM replacements, and a variety of other routine roadway maintenance activities. James oversees our Customer Service activities, communicates on a daily basis with FDOT, and is focused on building strong relationships with clients, first responders, local agencies, and the public. He is responsible for prioritizing, scheduling, and monitoring daily work for both our maintenance crews and subcontractors to meet timeliness and quality standards.

James is the WIM representative for incident response and Temporary Traffic Control (TTC) management in Pinellas County. He possesses the Florida advanced TTC certification and has been tasked with educating and training the WIM teams on how to install TTC safety devices properly during traffic incidents or extreme weather conditions. As the WIM representative and on scene supervisor, James communicates and coordinates TTC changes and adjustments with Florida Highway Patrol (FHP) and Regional Traffic Management Center/Emergency Operations Center (RTMC/EOC) during Incident/Emergency active zones. During major Storms/Hurricanes James is tasked with coordinating with FHP and FDOT the closure of Florida's Skyway Bridge to avoid motorists accessing the bridge. Additionally, James is the Emergency Shoulder Use (ESU) coordinator for the Tampa area WIM project during Governor declared emergency evacuations. As part of the ESU, James coordinates activation of the Portable Changeable Message Signs (PCMS) devices and leads a team directing traffic through a predetermined, time sensitive evacuation route throughout the I-4 corridor.

JR Huffman, SMS, CHST, STS-C | Safety Officer/QA/QC Manager (50%)

Will be responsible for oversight of WIM's Health, Safety and Environmental programs. Regularly conducts safety meetings with all project personnel, performs safety inspections, and enforces compliance to industry standards. He conducts safety training, monitors all subcontractors' insurance compliance and general liability, coordinates project safety programs with subcontractors, and is responsible for Worker's Compensation relations. Assists in planning and coordinating work to minimize risks, and aggressively manages losses involving injuries or property damages. He is a seasoned HSE professional with 30+ years of experience working with senior leadership to advance the HSE performance through the development of metric driven processes and craft-on-craft observation/feedback programs. He focuses on providing guidance and support to PMs with the implementation of HSE processes and Safety Plans at their respective job sites. JR brings extensive similar experience including: VDOT's I-81 Widening (MM 136- MM141), FDOT's I-95 Express Lanes 3C and ODOT's Portsmouth Bypass.

Professional Licenses/Certificates/Training:

- SMS 1450
- CHST 6227
- STS-C
- Causal Analysis, Tap Root
- OSHA 500 10 and 30 hour OSHA trainer
- Florida Advanced MOT
- VA Intermediate TCS
- Aerial & Scissor Lift Trainer-United Rental
- Forklift trainer- United Rental
- U.S. Army Corps of Engineers
 - Construction Quality Management
 - OSHA Inspection
 - EM-385-1
- CPR/First Aid Trainer
- Institute of Safety and Health Management-Occupational Safety and Health Professional
- FEMA Emergency Management Institute
 - Initial Ethics Orientation 2010
 - FEMA safety orientation 2010
 - Introduction to Incident Command System
 - JKO Level 1 Anti-terrorism
 - FEMA 700
 - FEMA 701
 - FEMA 200
 - FEMA HAZ Materials
 - NIH National Incident Management

MANAGEMENT METHODOLOGY, PLANS TO COORDINATE AND COMMUNICATE WITH ALL RESPONSIBLE PARTIES

WIM's management methodology is designed to assign accountability for delivery of services reliably and simplify coordination and communication with all responsible parties. WIM's project manager is ultimately responsible for all activities and actions occurring on the project, will be the single point of contact for TDOT district leadership and external stakeholders, and is provided all necessary authorities from WIM's executive leadership to make decisions and commitments at the project level.

Operational coordination and communication will be detailed in a communications matrix, outlining organizational counterparts for project staff, from WIM's project manager to the superintendents, to ensure issues are discussed and resolved at the lowest possible level within WIM's and TDOT's organizations. WIM allows superintendents to engage with District Operations Managers and Supervisors regarding operational plans, schedules, and minor concerns. WIM understands the knowledge possessed by the TDOT staff and welcomes any and all input, especially early in the project, to facilitate transfer of that knowledge.

WIM anticipates our management methodology for the delivery of reliable services will be a collaborative approach between TDOT and WIM, where WIM brings national experience in asset maintenance, including solving resource/staffing challenges, and TDOT provides the institutional knowledge of current asset performance and knowledge of successful maintenance practices within the state of Tennessee.

MANAGEMENT OPERATIONAL CAPABILITIES FOR EACH AREA OF THE SCOPE

WIM has reviewed the Project's Scope of Services and conducted an internal assessment of existing staff experience and expertise to determine the most qualified personnel to assign to this project. WIM extended this assessment to both project assigned staff and executive leadership to ensure appropriate experience was applied to various procurement activities, include bid development to increase WIM's accuracy and comfort with our commitment, and appropriate experience will be assigned to various project activities after award, including Project service delivery and plan, procedure, process development. The matrix on Page 22 defines the years of experience held by Project personnel and executive leadership in each area of the Scope of Services:

While the total experience held by WIM's management is impressive, we understand there are specific areas of the Scope of Services critical to the Project's success and/or have a greater impact on roadway availability and the traveler's experience.

Personnel, Equipment, and Materials

Each of WIM's proposed project representatives and the entire leadership team have direct experience managing resources for asset maintenance projects, to include personnel, equipment, and materials. Fernando Ojeda has more than 15 years of asset maintenance experience in management roles providing him with the skills necessary to develop a resource profile successfully delivering the project services and providing redundancy for critical functions.

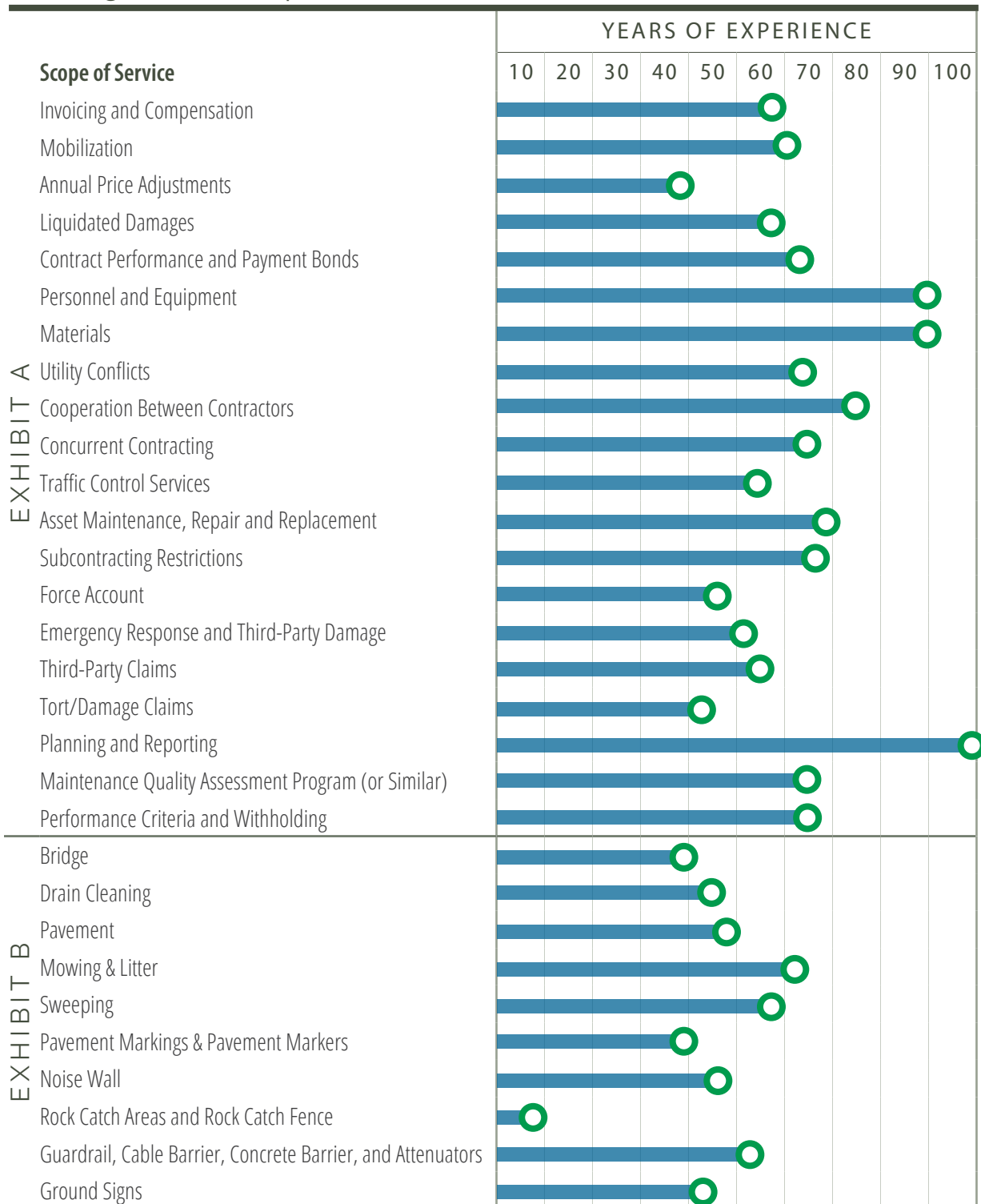
Cooperation Between Contractors

WIM staff, both project and leadership, are currently engaged in existing projects requiring close cooperation between adjacent or affected contractors, both construction and other asset maintenance contractors. WIM projects typically abut adjacent asset maintenance projects and WIM has developed solid relationships with each to ensure no gaps in services are created and appropriate coordination of work plans occurs prior to implementation to identify areas to streamline work, reduce lane closures, and avoid conflicts.

Traffic Control Services

Proper traffic control installations begin with proper training. WIM, as part of the greater Walsh Group, has access to certified traffic control trainers to ensure initial and ongoing training occurs and are tracked to prevent any lapses in certifications. WIM understands the importance of accurate traffic control, plans, implementations, and Protect the Queue requirements to ensure the safety of workers and motorists and traffic throughput is maximized.

Management Experience



Emergency Response and Third-Party Damage

WIM staff proposed for this project are some of the most experienced staff in the asset maintenance industry in responding to emergencies/incidents and recording and tracking third-party damage. On our current Florida and Pennsylvania projects, WIM has emergency/incident response responsibilities, in accordance with strict timeliness requirements in congested or large geographical areas. WIM's use of our AMX mobile allows for immediate recording of third-party damage during emergency/incident response, including responsible party information, damage photos, and detailed asset information. This allows for an increased rate of third-party damage recovery. This proven process benefits TDOT through reduced inclusion of unrecoverable third-party damage costs in our bid pricing.

Maintenance Quality Assessment Program (or equivalent)

Since the mid-1990s, WIM staff have been involved with asset maintenance projects where contractor performance was measured using a program similar to TDOT's Maintenance Quality Assessment Program. WIM staff have been involved in the development and maturation process of the various programs, often referred to as Maintenance Rating Programs, in Virginia and Florida along with their applications on various projects. WIM understands the need for a joint approach to these programs and commits to attending the assessment to ensure both TDOT and WIM are aligned on the results prior to issuance of the final reports.

Bridge, Pavement, and Related Assets and Activities

With individual staff experience exceeding 35 years in the asset maintenance industry, specifically related to transportation related assets, WIM is well positioned to provide TDOT with industry best practice approached to maintenance service delivery. While WIM's experience is crucial to project success, WIM also recognizes and respects the experience TDOT, and its workforce have in maintaining these assets to date. WIM expects to learn from TDOT and supplement its industry knowledge with the institutional knowledge TDOT has regarding specific asset performance, unique roadway and traffic characteristics or anomalies, local best practices, and subcontractor identification and vetting, among others.

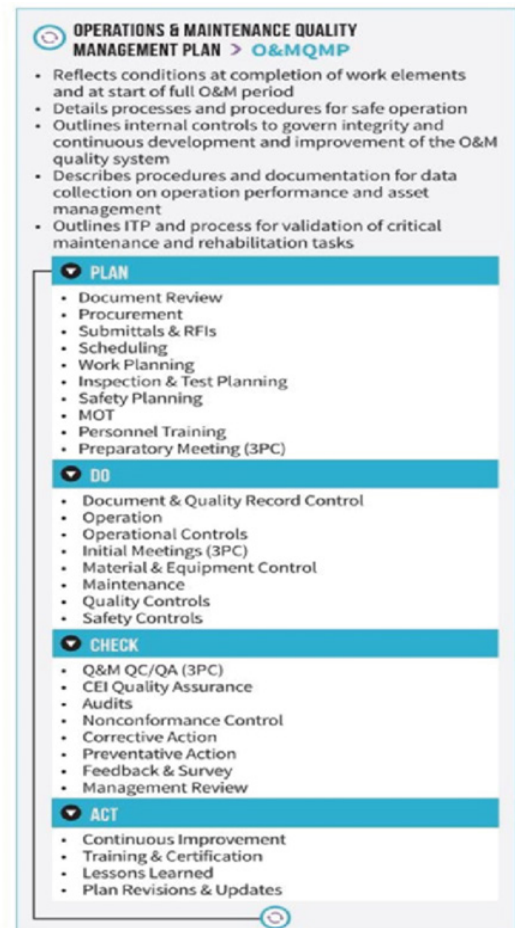
B.6. QUALITY MANAGEMENT PLAN

APPROACH & METHODS TO MONITOR, REPORT, AND ENSURE COMPLIANCE WITH SCOPE OF SERVICES

WIM's commitment to quality is a daily management process, scheduled and executed every day. WIM meets our corporate mission of "setting the highest standard for quality," through the application of our Quality Management Plan (QMP), derived from the Walsh Group's corporate QMP and Archer Western's proven Quality Management System (QMS). We integrate Quality Assurance (QA) and Quality Control (QC) into daily work activities, while ensuring full documentation of quality requirements, client visibility, and continuous improvement. The QMS is the principal guidance for all personnel and is based on current ISO principles and International Standards, updated as these principles and standards evolve.

Self-Inspection and Monitoring

WIM understands TDOT expects the contractor to self-monitor and self-report non-conformances and believes these are critical components to a successful and effective QMP, and necessary to serve as TDOT's Caretaker of the project. WIM's maintenance management system, AMX, is a critical component of our successful work order and quality management systems. All information associated to work needs, asset conditions, assessment scores and trends, and customer service requests will be recorded, tracked, and managed in AMX and will be available in real time to project staff, WIM's upper management, and appropriate TDOT personnel.



To ensure accurate self-inspection, WIM will rely on the proven AMX system and support from corporate quality managers to monitor the effectiveness of the QMP implementation by the Project Quality Manager (PQM), report findings, and ensure compliance. AMX provides historical trends, reports, logs, plans, specifications, and procedures supporting our management and quality plans. AMX is unbiased and set to select random assets, inspections, and/or repairs for monthly Quality Audits.

WIM believes quality, like safety, is everyone's responsibility, although WIM understands the need for an organizational structure providing reporting line isolation between quality staff and field staff. This is critical to ensure quality functions remain independent of field technicians and their supervisors.

WIM's QMP was developed with a recognition of QA and QC being closely related and having the same objective --- to deliver a defect-free product or service. Both processes are designed to complement each other. Applied together, they provide WIM and TDOT high-quality results, elimination of waste and re-work, and improved operational efficiency.

Reporting

Proactive is how we describe WIM's quality approach, which is built upon WIM's understanding of the need to provide proactive quality inspections, audits, and reviews to ensure all Contract performance measures are met or exceeded, including reporting procedures. WIM's dedicated PQM will be assigned responsibility for inspection and audit of field maintenance and operations for compliance with Project requirements. These inspections and audits will occur each business day. WIM's workflow process relies on the creation of work orders for internal and external work activities. Through the work process, work orders are created within AMX for routine, planned, scheduled, and reactive maintenance and operations. Upon completion of each work order, the AMX system is updated to reflect the closed, or completed, status of each work order, including the date and time of completion. Using the existing closed work order reports from AMX, the Quality Manager will randomly select representative work order samples for internal and subcontractor staff and inspect outcomes for compliance with all Project requirements, including quality, workmanship, and timeliness. Any failures will be logged into AMX as new work orders requiring attention and noted in a quality failure report, available for real-time review by TDOT, and submitted monthly.

To ensure successful implementation of the full QMP, including the self-inspection component, WIM's Project Manager will audit quality reports monthly, perform independent inspections weekly, and continuously verify accurately reporting, both in AMX and to TDOT. Additional reviews, including review of follow-up actions and PM effectiveness will be completed by WIM Senior Project Managers through verification audits to ensure both the PQM and PM are meeting their respective quality responsibilities.

WIM fully understands the need for transparency with TDOT, particularly with QMP results. WIM will provide TDOT with real-time access to AMX which will contain work plans and corresponding quality records, including corrective action work orders. AMX will provide TDOT with unmatched access to quality data, quality reports, and continuous timeliness reports ensuring all work, including quality functions, are being done on schedule. In addition to real-time AMX access, WIM will enter each required report or plan as a work order to be tracked against defined timeliness criteria and closed upon delivery or transmission. WIM prioritizes work based on safety, functionality and aesthetics; thus, critical components including, but are not limited to guardrail, attenuators, sign reflectivity, pavement condition and markings are highlighted with greater emphasis placed on their general condition, improvement plans and scheduled maintenance for continued upkeep.

TDOT BRIDGE FIELD VIEW

STRUCTURE ID 60100650009, ROUTE 65, Maury County, PARALLEL STRUCTURE R

GPS COORDINATES 35.564852999999999, -86.906313999999995

LOCATION I65 ON/OVER DUCK RIVER

YEAR BUILT 1962, STRUCTURE TYPE Stringer/Multi-beam or girder

#MAIN SPANS 4 #APPR SPANS 0 #LANES ON 2 #LANES OVER 0

DECK CONDITION 5, SUPERSTRUCTURE CONDITION 6, SUBSTRUCTURE CONDITION 7

ACCESS REQUIREMENTS

Snooper

UTILITY / LIGHTING CONNECTIONS

—

JOINTS

Type	Quantity	Condition
Compression	70	Failed in Travel lanes

BEARINGS

Type	Quantity	Condition
4 Rocker Brgs @ Each Pier	12	Appear OK From Ground
1 Steel plate @ Each Pier	3	Good

PAINT

Type	Quantity	Condition
Yes		Good

ESTIMATED CONCRETE REPAIRS

DECK: Approx 500 S.F. Underside	BARRIER: 20 S.F.
SUPERSTRUCTURE: —	SUBSTRUCTURE: Mostly Veg. Covered

COMMENTS

Barrier end failed @ BR Conn.

PHOTOGRAPHS

PHOTO #	DESCRIPTION	PHOTO #	DESCRIPTION
51	Typ. JT	56	Typ. Abut
52	Typ. T.O.D.		
53	North Barrier end failure		
54	Typ. Pier		
55	Typ. Under		

Compliance with Scope of Services

Compliance begins with knowing and understanding policies, procedures, contractual obligations, and client expectations. WIM prides itself on educating and training our people; thorough knowledge and understanding of the Maintenance Quality Assessment will be paramount. Project employees will provide WIM's first line of quality in the delivery of all contractual requirements. If there is a deviation from procedure or standards, a corrective action plan will be developed to negate the potential for repeat occurrences. Our mobile AMX feature allows all employees to enter and track information from start to finish. AMX will have dashboards indicating non-conformance and non-compliant status, average time for rectification/closure, number of open quality concerns, and customer feed-back trends. Since AMX will contain all non-conformances and non-compliant conditions, monthly reports will be generated to view trends related to asset type, frequency, and even seasonal occurrences to aid in developing process improvements. Weekly defects and maintenance review will be conducted to ensure timeliness criteria are met before they are due.

The specific reports to be provided, scheduled, and delivered to TDOT, include, but are not limited to, those listed in scope document sections 25 -1, 25-2, and 25-3:

REPORT	DELIVERY	TDOT APPROVAL	QUALITY COMPONENT
Annual Work Plan	Not later than 30 Days before the Contract Start Date, and by July 1st of every year thereafter.	- TDOT approval required - Form and content satisfactory to TDOT	- QMP review and reissue schedule - Quality audit and inspection schedules
Emergency Response Plan	Not later than 30 Days before the Contract Start Date, and by July 1st of every year thereafter.	- TDOT approval required - Form and content satisfactory to TDOT	At a minimum, annual Quality review of processes to ensure required outcomes are achieved. More frequent if recurring non-conformances occur.
Annual Traffic Control Plan	Not later than 30 Days before the Contract Start Date, and by July 1st of every year thereafter.	- TDOT approval required - Form and content satisfactory to TDOT	At a minimum, annual Quality review of processes to ensure required outcomes are achieved. More frequent if recurring non-conformances occur.
Traffic Control Plan	Submit a traffic control plan 14 Days prior to commencing any scheduled specific activity not covered in the TCP which will require restriction or diversion of traffic.	TDOT approval required	At a minimum, annual Quality review of processes to ensure required outcomes are achieved. More frequent if recurring non-conformances occur.
Notification Planned Lane Closure	Notify the Project Engineer at least 8 hours before planned closure and 30 minutes after planned lane closure is removed.	Form and content satisfactory to TDOT	- Quality reviewed for accuracy - Weekly review of processes to ensure required outcomes are achieved
Customer Service Resolution Plan	Not later than 60 Days before the Contract Start Date, and by July 1st of every year thereafter.	- TDOT approval required - Form and content satisfactory to TDOT	At a minimum, annual Quality review of processes to ensure required outcomes are achieved. More frequent if recurring non-conformances occur.
Public Information Plan	Not later than 30 Days before the Contract Start Date, and update as needed.	- TDOT approval required - Form and content satisfactory to TDOT	At a minimum, annual Quality review of processes to ensure required outcomes are achieved. More frequent if recurring non-conformances occur.
Training Program Plan	Not later than 30 Days before the Contract Start Date, and by July 1st of every year thereafter.	- TDOT approval required - Form and content satisfactory to TDOT	At a minimum, annual Quality review of processes to ensure required outcomes are achieved. Quality training included and adjusted to support continuous improvement.

REPORT	DELIVERY	TDOT APPROVAL	QUALITY COMPONENT
Tort/Damage Claims Process Plan	Before the Contract Start Date, and by July 1st of every year thereafter.	- TDOT approval required - Form and content satisfactory to TDOT	At a minimum, annual Quality review of processes to ensure claim processes are efficient and effective.
Activities, Accomplishments and Expenditures (if TDOT requested)	Monthly	Form and content satisfactory to TDOT	- Non-conformance/deficiency status reports for items in the weekly plans not completed - Quality reviewed for accuracy
Customer Service and Incidental Services Report	Monthly	Form and content satisfactory to TDOT	Quality review between the field daily log and the weekly reports to ensure the accuracy and accountability of information as well as consistency in the Contractor's reporting
Third Party Damage Reporting	The first report within 60 Days of the Contract Start Date and update the report by the 10th Day of every month thereafter.	Form and content satisfactory to TDOT	Quality reviewed for accuracy
Weekly Work Plan	No later than 5:00 pm on the Wednesday prior to the start of the following week.	Form and content satisfactory to TDOT	Quality reviewed for accuracy and compliance with timeliness requirements
Weekly Work Accomplishments	No later than 5:00 pm on the Thursday prior to the start of the following week.	Form and content satisfactory to TDOT	- Non-conformance in the quality of the work performed either self-reported or issued by TDOT - Deficiencies noted concerning related aspects of the work such as failure to follow safety measures, traffic control plan, quality inspection process, verification of proper treatment activity by monitor, etc.
Additional sweeping Daily Logs	Verify the completion of the Contractor's work with the Engineer upon completion of a cycle.	- Maintain daily log of completed work - Form and content satisfactory to TDOT	- Quality reviewed for accuracy with weekly reports - Include notable deficiencies, monitoring, time elapsed from deficiency notification to completion of correction, copies of the proactive daily monitoring reports

MEASURES USED TO CONTINUALLY ENSURE THE PLAN IS CARRIED OUT

The QMP will be monitored for effectiveness by both the PQM and PM. Where effectiveness is not achieved, or the quality objectives are not met, analyses shall be conducted to ascertain trends or lapses contributing to the deficiency of our QMP. Corrective actions may include program changes, updates, or other measures necessary to achieve the goals and objectives of the Quality Management System. Non-performance issues or ineffective processes will be identified, and actions taken to eliminate the cause of the condition and to prevent its recurrence or negative trends. When non-performance issues are identified, the PM will assess not only the corrective action proposed by the PQM, but also verify the appropriate quality system was available and properly implemented. The PQM will ensure timely actions are taken to address the nonconforming work and the underlying cause of the non-performance issues. Corrective and preventive actions taken in response to monitoring results and non-performance issues are tracked in AMX until each action is verified as complete and compliant before the action is closed. Standard procedure on each WIM project is to establish a dashboard of performance metrics providing visibility to not only project personnel, but to senior management of project performance objectives and non-conformances. Additionally, if thresholds are breached for minimum levels of performance, this will automatically trigger senior management involvement and review of project operations e.g. unacceptable level of non-performance issues or penalties. Trends in non-compliant work will be documented and assessed as part of the internal audit system.

Non-compliant conditions or ineffective processes are identified, analyses are conducted, and process improvements and/or additional training is conducted to eliminate the condition and prevent recurrence.

PROCESS TO ANALYZE AND COMMUNICATE QUALITY MANAGEMENT ACTIONS AND FINDINGS WITH OPERATIONS MANAGEMENT, SUPERVISORY PERSONNEL, AND TDOT

Our QMP aims to prevent defects with a focus on the process used to deliver maintenance services. It is a proactive quality process that improves service delivery and tests maintenance processes so non-compliance issues are identified and mitigated prior to impacting service delivery. Integration of our daily Task Hazard Analysis (THA), which outlines steps taken to complete a task while identifying and accounting for hazards prior to executing work, is intertwined with our QMP. Both play a key role in analyzing and, establishing processes and procedure; follows and detects failures, and institute corrections as soon as possible including back-checking of operational plans at all phases of work. Administrative reviews of non-compliant processes or procedures immediately triggers management interface with the operational teams with a focus on eliminating failures, and improving quality of maintenance services. Technical requirements for the work are determined, including acceptance criteria. References will be made to TDOT Specifications, and if appropriate to task, specific design and/or task specific standards.

- The project management team will determine issues affecting the delivery of specified requirements.
- The process of executing the work is developed in accordance with the quality system document. The result of this is a sequential description of the planned execution of the works.
- Inspection and test points are inserted into this process. This will minimize the effect a deficiency, detected by inspection or testing, may have on the task.
- The process sequence includes the inspection and test points entered on the inspection and test plan form and issued with the work order authorizing the work.

MANAGEMENT PLAN TO IMPLEMENT IMPROVEMENTS AND PROMPT OTHER ACTIONS

AMX is critical to our approach to improvements, while it also serves as the repository of WIM's management plan. AMX is an impartial reporter of quality trends, which will be used by the PM and PQM to identify areas requiring improvement. Scheduled and unscheduled field inspections will be conducted to review established processes and procedures. The sampling process will be initiated monthly on many activities, issues and processes, with a focus towards identifying and correcting problems or potential problems in their initial stages. The results of those inspections must be accurate and entered into AMX in a timely manner. The information entered is essential to validating the outcome of the evaluation. If thresholds are breached for minimum levels of performance, AMX will notify and require the PQM to record follow-up actions. When non-compliant conditions are identified, the PQM, will develop the corrective actions, verify the appropriate quality system was properly used, and ensure timely actions are taken to address non-compliant work and underlying causes of the non-compliance. Actions taken in response to assessment results and non-compliances are monitored until verified as complete and compliant.

TRAINING AND PEER REVIEW PROCESSES

To ensure WIM employees are reaching their potential and delivering the highest level of service, a comprehensive recurring training program will be implemented to ensure successful delivery of project requirements. WIM's commitment to training will primarily focus on technical skills, problem-solving skills, Interpersonal skills and attention to details to ensure proper maintenance and repair of the varied components and customers they are expected to encountered daily.

Personnel will be selected for tasks based on individual's education, experience, and training. Responsible managers will define the educational, experience and skill requirements for technical personnel based on professional or legal convention, specific project / organizational needs, and / or the potential to mitigate significant environmental impacts.

All employees will then be trained, based on their respective responsibilities, per the requirements of Sections 11.5.3. 11.5.4 and 25.1.6 and coordinated with our internal WIM training schedules.

Specifically, any employee designated to respond to an Accident/Incident/Emergency Response, including the Project Manager, Supervisors, and Incident Management Coordinator shall have completed the following courses within one month of employment:

- Intermediate Work Zone Traffic Control
- National Incident Management System (NIMS) 100, 200, 700 and 800
- TDOT Level 1 Incident Commander Training

Safety Officer shall also have completed the following additional courses within one month of assuming this role:

- 40HR HAZWOPER Training
- ATSSA Traffic Control Supervisor Training
- 30HR OSHA Construction Training

WIM provides opportunities to meet these needs, such as in-house or external training courses or presentations, professional seminars and on-site/on-the-job training. The effectiveness of this training is evaluated through annual employee performance evaluations, proficiency testing for select in-house or on-line training, client feedback, and analysis of trends associated with executed work. Records of education, training, skills and experience will be maintained by the Director of Training. WIM will ensure personnel are aware of the relevance and importance of their efforts and how these efforts contribute to the achievement of quality objectives through various means, including feedback during annual employee reviews, periodic project reviews, and internal/external audits.

WIM also commits to conducting annual internal peer reviews, where local personnel will visit another project to transfer knowledge and collaborate on lessons learned.

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

PLAN TO RESPOND, ADDRESS, AND DOCUMENT ALL CUSTOMER SERVICE ISSUES, INCIDENTS, AND EMERGENCIES

WIM's success is measured through the satisfaction of our customers. Through our experience we have learned superior service is an investment in the safety and quality of the roads and facilities we manage. Investing in quality, and ensuring our team has the skills, training, and tools, enables us to provide superior customer service and central to excellence. To truly act as Caretakers, we must become the face of TDOT for every customer. WIM will manage every customer interaction through due diligence, with the intent to resolve all issues in accordance with the performance targets without TDOT's involvement, unless directed otherwise by TDOT. WIM's goal is to assume complete responsibility and accountability for the Customer Service Program while providing TDOT with full transparent access to customer service records to allow for a full detailed review of the monthly Customer Service Logs which will confirm WIM's full compliance. All customer service activities will be recorded and available to TDOT in real-time through WIM's computerized maintenance management system, AMX. Excellent customer service comes from coordination and communication with TDOT and key stakeholders, customer awareness of how to contact WIM and our responsiveness to the calls and concerns of our customers/stakeholders.

Customer Service is focused either on a problem or an opportunity. We evaluate and plan work resulting from Customer Service Requests with a repeatable process to ensure we address the request appropriately and consistently. Our goal is to serve our customers by constantly working to improve the overall project through positive results and relationships.

To meet that goal, we will be proactive, we will listen, we will communicate, and act in ways supporting our customer-oriented philosophy.

Key elements of our plan include:

- Reference document(s)
- Baseline Assumptions
- Proactive identification and elimination of deficiencies

- Ensuring customer requests are appropriately received
- Accurate recording of requests
- Timely response to customer service requests
- Proactive work needs schedule
- Efficient work action
- Timely response and follow through
- Through reporting and transparency

Our AMX system enables us to process customer service requests from creation through resolution and provides transparency in status tracking, reporting, and adherence to timeliness requirements. We will use AMX to plan the appropriate response to resolve any issue. Timeliness criteria for each performance target is automatically calculated when the incident, customer service, or defect record is entered into AMX. On-going alerts notify Project Managers and other assigned staff of due dates and timing.

WIM Customer Service is a customer satisfaction-oriented approach governing our customer interactions and relationships. It requires we behave as the asset caretakers by embracing the responsibility for the maintenance of the project's assets and supporting the needs of our customers. Our goal is to resolve 100% of the Customer Service issues internally and not escalate a Customer Service issue to TDOT unless it is beyond our ability to resolve without TDOT assistance. To meet that goal, we will listen, communicate, and act in ways supporting our customer-oriented philosophy.

Earning the respect of our customers and building trust in our integrity is one of WIM's highest priorities. WIM's approach to Customer Service is to take total responsibility for the needs of the customer, including TDOT, as the caretaker, embracing the responsibility for the maintenance of the Project assets. We will respond to customer inquiries and issues immediately, supporting customer needs and best representing TDOT.

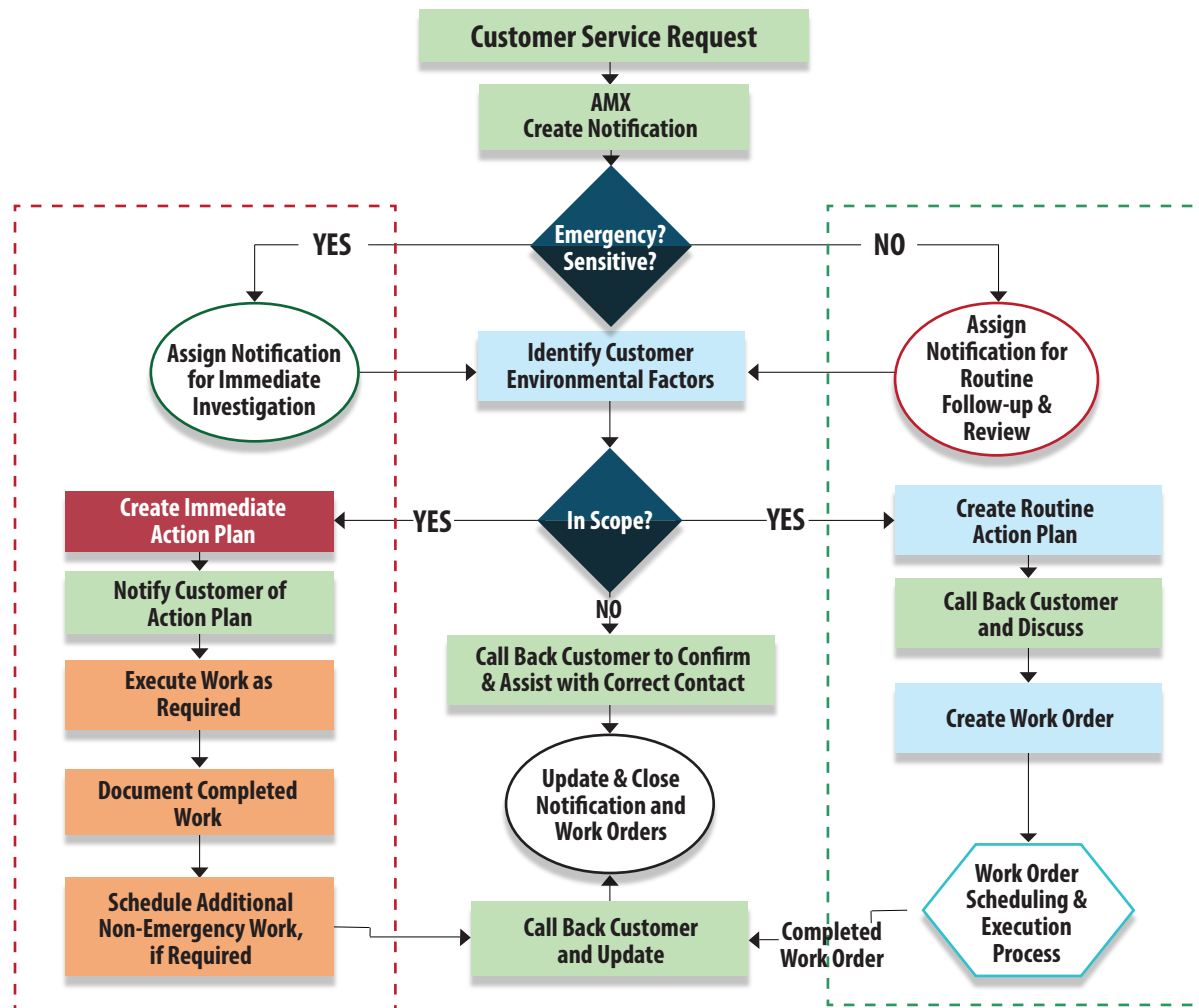
Customer Information

To honor our customer service agreements, we will first understand the agencies, entities, and customers affected by the project. This understanding will enable us to anticipate customer needs so we can resolve 100% of Customer Service issues internally and without escalating a Customer Service issue to TDOT unless it is clearly beyond our ability to resolve without assistance. Meeting these goals begins by aligning with TDOT, acting as an Owner, and doing our due diligence.

Immediately after being awarded the contract, WIM will launch our "Project Due Diligence" process, which includes meeting with TDOT personnel to create a comprehensive list of partnering entities, affected parties, and frequent customers. It also includes the development of a detailed Stakeholder Registry, which contains identifying characteristics used for logging, tracking, response planning, follow-up. We identify two equally-important types of customers/customer groups: Organizational & Independent. Organizational customers will be part of the project throughout the contract duration.

Organizational Customers include TDOT and its employees, Traffic Operations Center (TOC) personnel, State Police, first responders, local business communities, neighborhood associations, Transportation Planning Organizations, local governments, environmental groups, permit and review agencies, other contractors, and any other group impacted by, or associated with our maintenance functions.

Independent customers, such as the general public, are comprised of individuals not usually identified as part of a discrete, definable organization. Independent customers are identifiable when they submit a comment or request. When they do, they are added to our Stakeholder Registry and Communication Plan.



Customer Service Flow Diagram

DETAILED PLANS FOR EMERGENCY RESPONSE COORDINATION WITH TDOT AND OTHER ENTITIES IN RESPONDING TO INCIDENTS AND EMERGENCIES

Communication Plan

Our Communication Plan will define the communication requirements for each entry in the Stakeholder Registry, such as the “when,” “how,” “by whom,” “situational requirements,” and “timing.” The communication plan helps us convey messages to the right people, at the right time, in the right circumstances, and in the right way.

Communication Plan Coordination

The Stakeholder Registry will be kept comprehensive and current by anticipating potential customers and exchanging contact information whenever possible before a customer need arises. For example, customer service is not limited to the boundaries of the project limits; occasionally, there might be a need to coordinate and support entities outside of the project limits (i.e.: incident response at the project limits), in which case we will reach out to asset maintenance firms working in projects adjacent to our project limits, applicable State Police and first responders, and local governments, to exchange all necessary emergency contact information after contract award.

An annual Stakeholder review updates the Registry and the related Communication Management plan entries. Where the Stakeholder Registry is a list of organizations and independent customers, the Communication Plan defines the communication requirements for each entry in the Registry. It describes when, how, by who, communication methods, situational requirements, and timing. AMX is configured with links to the communication plan to ensure we communicate with the right people, at the right time, in the right circumstances, in the right way.

Issue Resolution – Customer Response

WIM's proven customer service response and issue resolution process can be relied upon by TDOT. We view all communications from customers as opportunities to improve the overall project with positive follow-through and improved relationships.

Regardless of the source, whether the public, TDOT, O&M personnel, or other Project stakeholders, every Customer Request will be recorded and tracked in AMX through its notification and service request modules. AMX will be used to plan the appropriate response to resolve the issue. Timeliness criteria, based on the time/date of notification for each performance target is automatically calculated when the incident, customer service, or defect record is entered into the system and on-going alerts notify the managers and assigned staff when alert thresholds are met without the resolution of an issue. Through the AMX inventory module, the characteristics and history of a particular asset will be available. Reports of these requests and complaints, including information such as the source, contact information, nature of the request or complaint, date generated, location, actions taken, dates when the actions were taken, and current status will be generated monthly.



When O&M personnel receive customer requests either directly from a citizen or through the client, the citizen input, customer name, and contact information will be logged in AMX and assigned to a member of the project team for investigation.

Once the investigation takes place, a determination will be made as to whether the request warrants corrective maintenance actions or if the resolution falls under a different jurisdiction or agency. If actions must be taken to correct the situation, depending on the nature of the activity to be performed and the availability of resources, WIM will take the necessary action either by self-performing the work or using subcontractors. In either case, the County Maintenance Supervisor will coordinate, supervise the work, and keep the agency or individual originating the complaint informed of the status until work is completed.

WIM shall undertake appropriate actions to investigate citizen requests and complaints and to provide an expedient process to address them. Prior to starting work, the Project Manager will meet with TDOT to establish appropriate notification and response procedures. Complaints will be individually logged, remedial actions identified and tracked against performance targets and monthly reports available for TDOT review.

Customers will be contacted: (1) immediately if it is safety critical or politically sensitive; (2) within 48-hours of receiving the service request; (3) after it is determined how and when the issue will be resolved but always within three days; and (4) after the issue is resolved. We commit to resolve customer service requests within one week but expect the majority of issues will be resolved within hours or just a few days. Issue resolution will be followed by sending a Customer Satisfaction Survey to the customer.

Where a customer request falls outside the scope of our contractual obligations, we will identify the appropriate party to address the customer's needs and provide the contact information to the customer and facilitate contact. For example, if a customer calls to report a pothole outside of the project limits, we will contact the applicable TDOT to report the pothole and provide the customer's information for follow up, as well as provide the responsible party's contact information to the customer, and we will follow up with the customer to see if their need has been resolved.

Customer service requests are processed from start to end in AMX, where all information is recorded, tracked, and reported. When entered, they are prioritized, scheduled, and alerts are sent to project team members. AMX assigns and locks the key dates & times of any action with time-based performance targets to maintain the integrity of the data; if Time Allowed/Criteria is not met, applicable deductions are calculated until resolution, and logged in the monthly maintenance report submitted to TDOT with the invoice.

Scheduled Work

When scheduling maintenance work, affected or potentially affected stakeholders will be contacted to inform them of the work plan and gather any pre-work concerns they might have; so we can address them in a proactive manner and avoid customer complaints.

Customer Service Training

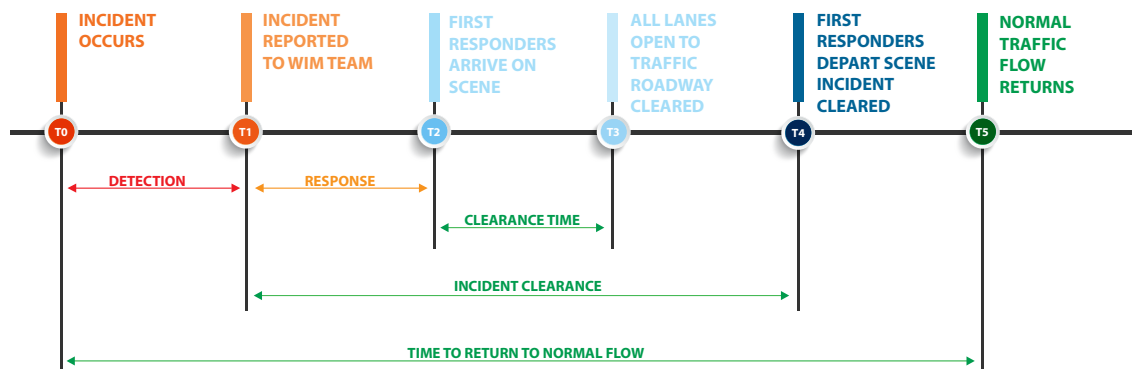
WIM's commitment to customer service means we will train all internal staff and major subcontractor staff in customer service upon employment or engagement, to ensure they conduct themselves in a professional manner, understand the importance of customer service, and treat each encounter with TDOT, public, stakeholder, or potential stakeholder as a customer service experience. The training will focus on the skills needed to serve customers by applying a consistent set of processes for correctly engaging with customers, managing customer complaints, and interacting with disgruntled customers. When customers know what to expect from us it is much easier for us all to work together. Making our customers comfortable and confident in seeing us as a “go-to” entity for their needs will be accomplished by listening to their concerns, making them feel their concerns are important and appreciated, explaining how and when their issue will be resolved, and following through on our commitments.

Our vehicles, uniforms, tools, equipment, safety devices, and work sites will always be kept neat, clean, safe, and in functional condition. We will expect the same from our subcontractors.

A customer service refresher course will take place every other year throughout the Contract Term. The Project Manager or delegate will provide all associated customer service training. Customer service training will be performed by WIM utilizing training manuals developed internally specifically for maintenance projects and the unique customer service interactions experienced on these projects. The training will focus on providing a positive experience for all inquiring customers by addressing customer interactions, dealing with customer complaints, and interaction with disgruntled customers.

RESPONDING TO INCIDENTS AND EMERGENCIES

In general, an incident response is executed to mitigate the impact of a dangerous situation to the traveling public, facilities and or the environment. Unplanned incidents, accidents or damage causing disruption to the normal flow of traffic, can occur at any time. Occasionally other sources will identify the safety hazard before project staff members, in which case project staff must be prepared to respond appropriately to the nature of the incident. To ensure the 90-minute Open Road time requirement is met, the overall sequence of time intervals is depicted here with varying time within each segment. WIM's goal is 60-minutes clearance time.



Project Staff Roles

Project Manager: Coordinate and manage multi-agency resources in accordance with the EMP and annexed documents. They will:

- Represent TDOT when not present.
- Plan, schedule, and implement corrective actions for damaged assets.
- Record emergency response actions taken by all parties.
- Reestablish safe functionality of facility, full or partial.
- Support WIM's in managing incidents.

Superintendent (Incident Response Manager): Will act as the Incident Commander until relieved by other first responders; then transition to the Traffic Incident Manager to ensure proper traffic control and further coordinate with the Incident Commander to include:

- Assess damages to assets within the Project.
- Provide information to TDOT on progress of cleanup and completion time.
- Partner with TDOT and entities involved in designating site as safe to reopen.

Traffic Control Technicians/Maintenance Crew: Will act as first responders and assume initial Incident Command if first on site. Incident Command will transition to more senior personnel upon their arrival and will:

- Provide initial temporary traffic control.
- Implement detours, when applicable.
- Install permanent traffic control for long term repairs/remedies.
- Reestablish safe functionality of facility by mitigating damage.



Responsibilities During An Emergency/Incident

WIM will provide a response to all Incident/Accident and Weather Events by providing staff, equipment, materials and subcontractor availability on a 24/7/365 basis. Due to the criticality of the corridor, WIM will employ a unique approach to incident management outside of the 6AM-6PM (Monday to Friday) periods. During weekdays and outside of business hours, WIM on-call personnel will be available to respond to achieve a 60-minute response time during these periods. WIM has several responsibilities during an emergency/incident including:

- Responding to both weather and non-weather emergency-related highway hazards, and any other emergency incidents, including flooding, hurricanes, snow and ice support, major and minor crashes, hazardous materials releases, abandonment of hazardous materials.
- Providing management, qualified personnel, equipment, materials, and other resources to be utilized to provide a timely response to each emergency response incident in order to restore full services of the highway.
- Mitigating any emergency condition which may become a safety hazard to the traveling public, including objects on the highway and downed signs, or signs not visible from the highway considered imperative to maintaining the safety of the traveling public.
- Providing notification to TDOT of any emergency response service activities involving incident management measures ensuring the safety of motorists, spill mitigation and cleanup, and the handling and disposal of hazardous and non-hazardous waste.
- Utilizing and following the TDOT Emergency Response Command and Control Standard Operating Procedure (SOP), with utilization of the Incident Process Map and Weather Process Map, including any supplementary documents.
- Conducting an on-scene assessment, develop an incident action plan to support quick clearance, participate in the on-scene incident management team, and communicate information to the Traffic Operations Center, and other TDOT personnel, as necessary.
- Coordinating with the TMC, TDOT, the State Police, and any other emergency personnel with respect to emergency incidents and/or occurrences, the submission of Incident reports, the establishment and maintenance of detour routes off the

highway, and the return to the highway when needed for closure of the interstate and/or limited access primaries, emergency repairs, removal of debris, and evacuation response.

- Complying with TDOT Region-3 Interstate Incident Management Plan 2021 REV.
- Establishing appropriate traffic control measures and eventual safe operation of the roadway in a timely manner requires pre-planned coordination to avoid causing secondary incidents, avoid conflicting responsibilities, and duplication of services during incident response. For this reason, the Project Manager will engage law enforcement, first responders, local governments, and all other agencies with interests within the O&M limits to establish relationships facilitating coordinated and safe incident management, and the exchange of information necessary for all agencies to perform their duties in preparation for, during the response, and in the aftermath of an incident.
- WIM will provide Incident Response personnel and procedures in accordance with TDOT Scope of Services 19.5 and TDOT Region-3 Interstate Incident Management Plan 2021 Rev-Weather Process, Incident Response, and Emergency Response SOP.

Staffing: Supervisors and technicians will take turns on the “On-Call Rotation Schedule” as the dedicated response person. They will be issued a fully equipped company vehicle to take home. This person must stay near the roadway corridor and will respond at any time (6pm-6am) to provide services on the roadway within the 60-minute requirement. If not “on Call”, personnel will be required to report within 2-hours when notified by the Project Manager. The On-Call roster will be updated weekly, with staff being on call approximately 1-2 times per month.

Notifications: The “Hot Phone” is a designated Project Office phone number, which will be provided to TDOT, TMC staff, and all relevant first responders (Fire, State and Local law enforcement, etc.). The phone will be forwarded nightly to the designated On-Call Manager. The phone will be answered after regular business hours by an On-Call Manager (OCM: WIM or the Project Manager). The OCM will receive the call, assess the situation with the provided information, and dispatch the appropriate crew(s) and/or subcontractors to provide service. The OCM will inform the Project Manager if any major incidents occur such as a Hazardous Material spill, lane closure involving major asset damage, or death investigation. The OCM will advise TMC or other initial notifying agency (if not TMC) of the field assessment of the incident, any necessary traffic control or immediate repairs or mitigation necessary. After the first responding Technician arrives on-site, they will inform the OCM if additional resources are needed; the OCM will dispatch additional resources as required.

Approach

WIM's approach includes:

- Providing a WIM representative who is authorized and capable of making decisions and assessing the full scope of the incident including the necessary resources to provide an expedited and efficient emergency response.
- Providing enough resources to implement traffic control appropriate to the Incident Level, including Truck Mounted Attenuator (TMA); Supporting subcontractors with specialty equipment or expertise related to the nature of the incident and TDOT Traffic Incident Levels as noted in the Section. The following are general steps taken to ensure site mitigation:
- Arriving on site as soon as possible – immediately (within 60 minutes); responding crew will notify WIM dispatcher upon arrival. If first on-site, identify hazards, secure the site and protect public safety by implementing traffic control. If the site is already secured, make contact with law enforcement, fire rescue or other first responders to provide support and assistance. On-site supervisor will communicate with WIM dispatch and law enforcement to agree on maximum flow of traffic to be maintained and general steps to be taken by each entity for a safe and expedited remediation.
- Identifying hazards / deploying resources; after securing incident location, report to WIM dispatch an in-depth assessment with a plan to mitigate and begin support and or repair activities. Dispatch will inform TMC & TDOT of the current situation with updates every 30 minutes or less. If additional resources are required, dispatch will deploy support equipment and personnel as directed by the on-scene supervisor.

Temporary Remedial Work

When the severity of damages to an asset is such that it cannot be immediately restored to its full integrity as it was designed or manufactured, Project Staff must perform temporary remedial work to ensure the asset does not impose unsafe conditions

to the Users until permanent repairs can be done. Temporary measures could include:

- Ensuring no parts of the asset encroach into traffic.
- Installation of an TDOT accepted temporary replacement, such as:
 - Temporary traffic control sign in place of permanent regulatory or warning traffic sign.
 - Message board in place of permanent guide traffic sign.
 - TMA in place of a permanent impact attenuator.

Permanent remedial work: If permanent repair is possible, we will request permission from TDOT to extend closure and execute actions to make permanent repairs if permission is granted. As soon as practical during or after the incident response, Project Staff will schedule the execution of permanent repairs to damaged assets to take place within the contractual cure periods. The process for scheduling and executing permanent work will be outlined in the OMP.

Cleanup and Recovery of Site

Project Staff on site will ensure cleanup of the site takes place as soon as safe and practical and in parallel with all other remedial actions taking place, with the goal of being completed before all entities are ready to allow the restoration of traffic flow. Unless otherwise specified in the agreement with TDOT, the following site cleanup responsibilities will apply:

- Towing companies are responsible for the removal of motor-vehicle debris.
- WIM is responsible for the removal of debris from damaged assets.
- WIM shall coordinate with Hazmat firms for the removal of hazmat waste.

Restoration of Traffic Flow

Project Staff will ensure TDOT, law enforcement, and fire department are in agreement to declare the controlled site safe for reopening. As soon as safe and practical, when all other entities have removed their equipment and personnel from the site, Project Staff will perform a final walk-through of the controlled site to ensure there are no remaining hazards to the Users before removing the traffic control. WIM will be the last entity to leave the site and a Project Staff supervisor will remain on site for at least ten minutes to monitor the flow of traffic and ensure no secondary incidents develop.

Project Staff will thoroughly and accurately document the incident response operation in real time, for purposes of safety audits, post-event debriefs and analyses, and submittal of claims for reimbursement from insurance companies or TDOT, whichever is contractually applicable. All documentation related to incident response operations will be stored following the document management procedures established in the Quality Management Plan (QMP). In general, this documentation consists of WIM's Emergency Response Form, police reports, and photographic records.

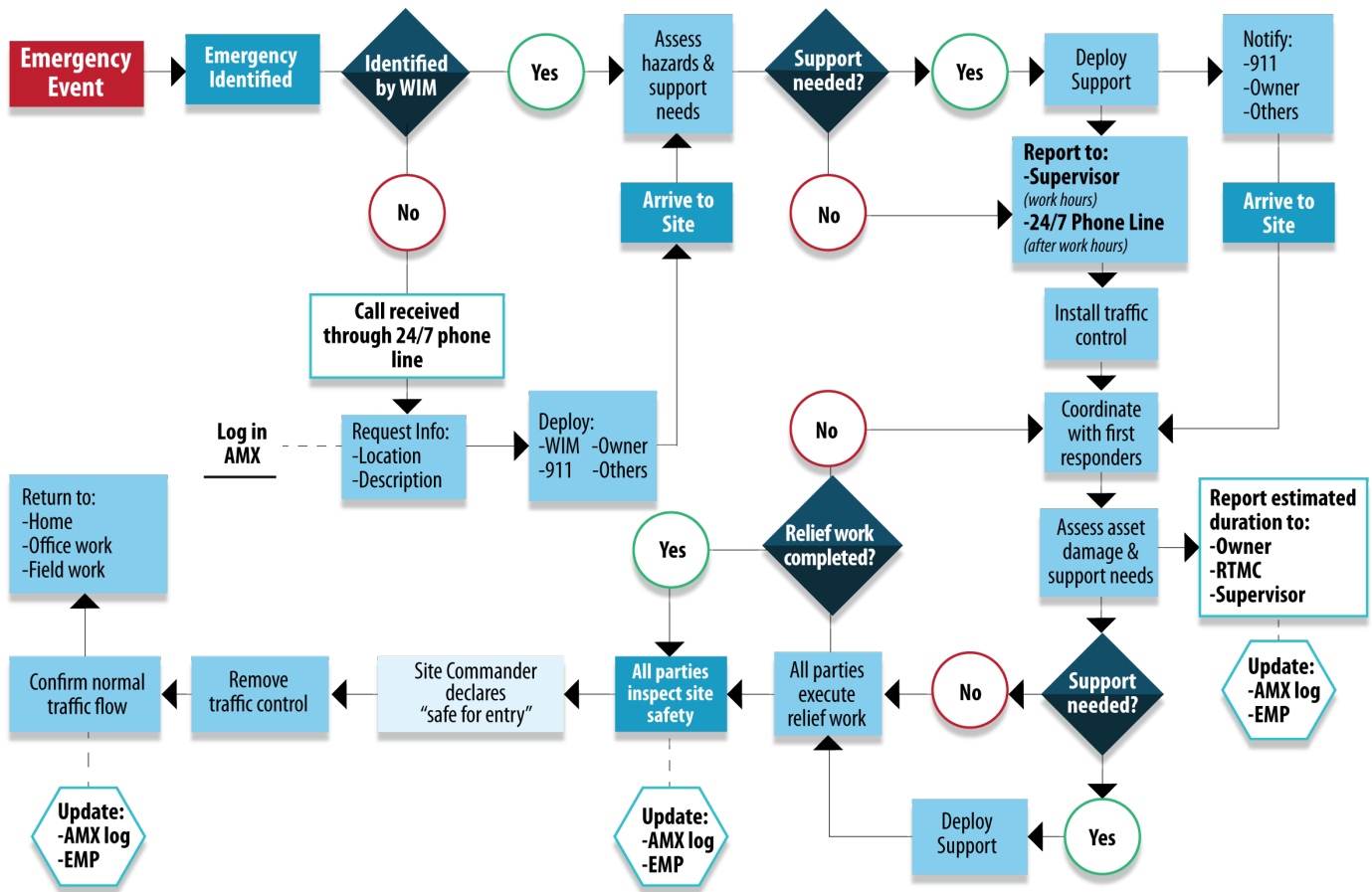
After action notifications and incident reports will be completed and submitted to TDOT within 24 hours.

Post-Incident

After the incident response has concluded, the Project Manager will take several steps for a post-incident evaluation, including:

- Completing the ERF with any information not available on site, or by compiling information collected by multiple Project Staff members (e.g., photographs, police report, Engineer evaluations).
- Providing a copy of the complete ERF to TDOT, Safety Manager, and WIM executive management.
- Obtaining feedback from the Safety Manager and WIM Management and provide answers to any questions posed.
- Submitting a summary of lane closure and incident response, within 24 hours after the incident took place.
- Scheduling a debrief meeting with TDOT and other agencies, at TDOT's discretion.
- Scheduling an internal debrief meeting with Project Staff to take place after the debrief meeting with TDOT and other agencies. Reviews with Project Staff may be done during regular staff meetings, monthly safety meetings, toolbox talks, or other venues.

The following graphic depicts our emergency response plan.



Communication

Communication with the media will be handled by TDOT, law enforcement, or TDOT. Project Staff will not communicate with the media regarding the incident. If necessary, the Corporate Communications Coordinator will provide information through TDOT for release to the media. Project Staff will follow the guidelines shown here when communicating during incident response.

Third Party Damage

Derived from the experiences of WIM personnel over many years, we have developed a mature, robust management process for the recovery of costs associated with third party damage.

Initial Responsibility: Upon arrival at an accident site the safety of the traveling public and all other parties from unsafe conditions is paramount. No effort will be expended to collect data or third-party information until the proper and necessary Incident Response actions have been completed and the site is secure. Following the securing of the incident site in a safe manner the responder shall:

- Notify the police (911) if they have not already been notified.
- Notify the owner if they have not already been notified.
- Commence gathering information about the incident (photo's, location, police report, re-sources used, etc.), assisting in the recovery of costs incurred and to keep an accurate record.

Damage done to:

- | | |
|---|--|
| ▪ Roadway pavement, including shoulders | ▪ Bridge pavement, including shoulders |
| ▪ Guardrail | ▪ Regulatory signs |
| ▪ Pavement makings/stripping | ▪ Ditches |
| ▪ Raised pavement markers | ▪ Fences |
| ▪ Barrier walls | ▪ Landscaping |

3rd Party Damage Recovery Process Overview

WIM will use its existing processes and customized AMX application, based on our significant experience with the recovery of monetary amounts due to 3rd party damages, to maximize identification, documentation, repair, and recovery efforts. Upon initial identification, WIM will record all property damage caused by third parties in AMX, which will include all available details and photographic evidence. Upon entry of third-party damage, AMX will automatically send notification emails where required.

Following the identification of the nature and extent of damages, WIM shall plan and schedule repairs, if intended to be self-performed, or engage subcontractors to determine the estimated costs and schedule to repair, which will be communicated to TDOT, including any necessary lane closure requests. Upon the completion of the repairs, WIM shall inform TDOT that the repairs are completed, including final estimated costs.

Concurrent with repair planning, scheduling, cost estimating, and final repair completion, WIM will communicate with the identified claimant, identified by the accident report, as well as the insurance company identified, seeking reimbursement for the costs of repair.

B.8. WORK NEED ANALYSIS / PREVENTATIVE AND ROUTINE

WORK NEEDS

Approach

WIM's initial approach is to utilize the Corrective, Preventive, and Routine (CPR) maintenance approach. Based on our initial roadway assessment, characteristics not meeting standards and identified as having safety and or functional concerns will be prioritized. Preventative maintenance will be scheduled, and performed on functioning characteristics meeting standards, but are displaying correctable deterioration. Regularly scheduled maintenance shifts our maintenance program from reactive to proactive. Reaching the reoccurring maintenance phase is our goal.

GOAL

% DISTRIBUTION	TYPE OF MAINTENANCE
80%	Programmed / Scheduled maintenance (routine, seasonal, preventive, minor)
20%	Reactive maintenance (guardrail, signs, damage, safety)

Contract required deliverables are attained through properly trained, knowledgeable, and professional staff:

DESIRED OUTCOMES

Increased Productivity	Decreased cost
Increased client satisfaction	Meet contract requirements
Increased safety	Work smarter, not harder

At the Beginning

During mobilization, the Project Manager and Supervisors will perform detailed inspections of areas of concern identified prior to award to validate earlier findings and build a comprehensive list of work needs. If possible, the Project Manager will meet with TDOT's maintenance supervisor to identify any work to be transferred to WIM, and internal baseline inspections of statistically under-represented characteristics (such as ramps and overpasses) will be conducted. Following the early collection of the pre-start work needs, the activities will be evaluated to determine the best mix of self-perform vs. Subcontractors work execution. Starting on day one project staff will begin execution of the Routine Inspection Program, which is designed to monitor and inspect the asset conditions at given frequencies allowing for early work needs identification and resolution.

On-Going Work Needs Development

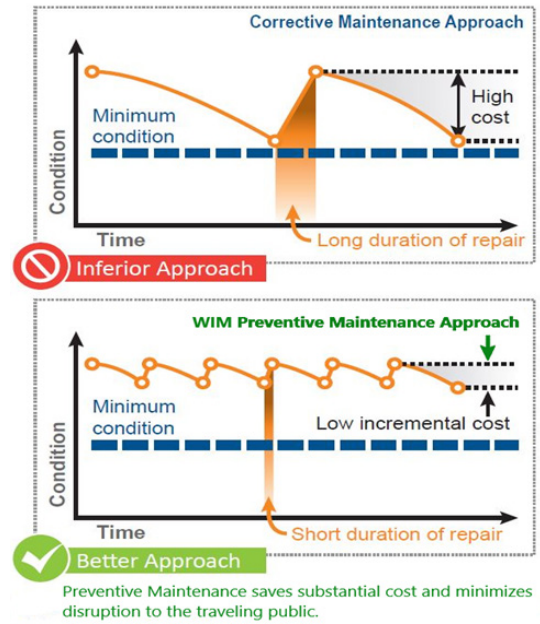
As with any asset, preventive maintenance is the single most important factor in controlling costs and preserving an asset. Preventive maintenance is a proactive mindset employed to ensure the asset will provide acceptable performance throughout its prescribed lifecycle. WIM initially conducted an in-depth project-wide condition assessment. The results of our assessments are entered into AMX, which aids in developing our work needs. This data will be continually analyzed to ensure Road Maintenance and Improvement operations can be focused on where they will provide the most benefit to the roadway system. WIM is keenly aware of the varying conditions between winter and summer. Our maintenance plans include provisions taking these conditions into account.

Strategy for Determining Short Term vs. Long Term Solutions

Trend Analysis

As all inspections, scheduled work, and associated maintenance or repair are recorded in AMX, WIM has the capability to report on historical maintenance activities and identify trends or problem areas having required recurring maintenance activities. Asset trends will be reviewed, at a minimum bi-annually, to assist in identifying increases or declines in incident rates, increases or decreases in asset conditions, accelerated deterioration or potential failures.

Each review will be conducted with the goal of minimizing recurring maintenance activities, resulting in lower maintenance costs, decreased impacts to traffic, and a reduced possibility for more significant asset deterioration to TDOT's assets.



DESIRED OUTCOMES

Increased productivity
Increased client satisfaction
Increased safety
Decreased cost
Meet contract requirements
Work smarter, not harder

WORK NEEDS DEVELOPMENT

Inspector drive-by
Scheduled inspections
Client request
Vehicle damage
Weather damage
Contract requirements

PRIORITIES

Safety
Contract requirements
Asset failing and causing additional damage
Assets needing minor maintenance

RESOURCES

In-house crews
Subcontractors
Spares on hand
Purchase Orders pre-approved with specialty material vendors

Asset Management & Lifecycle Planning

WIM will develop an asset management model for all elements of the project. This model will endeavor to maximize the life and reliability of each element, while minimizing long term costs. Capital expenditures for renewal/replacement, made at the right time in the life of the element, can minimize the overall long term project budget. Renewal or replacement of an element becomes necessary when ongoing routine maintenance costs outweigh the renewal/replacement cost. Another factor regarding renewal/replacement decision making is when an element has begun to fail and is causing undo stress on neighboring elements, thus causing them to fail as well.

WIM Asset Management

- Develop inventory list of all assets.
- Inspect all assets for conformance with the quality specifications.
- Develop list of maintenance needs.
- Prioritize the maintenance needs; based on safety, criticality, timeliness requirements, and resources required.
- Develop costs required for each maintenance activity, compare needs to budget.
- Schedule and plan the maintenance work.

WIM Life Cycle Planning

Develop design life expectancy list for each inventory element.

- Following each condition inspection, determine the life remaining for each element.
- Determine routine maintenance needs and accomplish this work.
- Re-evaluate each element for a revised life remaining, following any maintenance work.
- Develop forecast of future maintenance costs vs. future renewal/replacement cost. Re-evaluate the cost projections following each maintenance work or annually.
- Develop long term plan for renewal/replacement while maximizing remaining life and minimizing long term costs to TDOT.

This combination of asset management and life cycle planning will be presented to TDOT annually. Each presentation will include recommended renewal/replacement actions for the next five years. Routine maintenance costs vs. renewal/replacement costs will be included in the presentation. These recommendations will include a plan for disposal of unneeded assets.

As we operate the roadway facility, we are always looking for ways to improve efficiency, both for ourselves and for the overall project. As WIM identifies a process, procedure, or asset potentially improving and subsequently reducing costs and resources needed, we will develop a plan and budget for presentation to TDOT for review and approval.

WIM can also provide “what if” budget scenarios, such as the potential decrease in routine maintenance costs if a recommended renewal/replacement is accomplished, or the opposite; the potential increase in routine maintenance costs if a recommended renewal/replacement needs to be delayed.

Strategy for meeting Maintenance Quality Assessment (MQA) Criteria and non- MQA Criteria

MQA Assessments

TDOT will conduct and maintain a Maintenance Quality Assessment (MQA) rating as required for all elements and characteristics. TDOT will use the criteria established in ‘TDOT MQA Manual V. 1.4’ to evaluate the level of maintenance attained by WIM.

WIM has extensive experience operating projects assessed using some form of Maintenance Quality Assessment Program (MQA). Most importantly, WIM understands the MQA evaluation is not intended to be a means to generate our work program or identify deficiencies. The MQA will be the method both WIM and TDOT use to validate the effectiveness of WIM’s systems, processes, work planning, and management in delivering services to meet project requirements.

MQA requirements will be integrated into our Inspection and Maintenance procedures with the goal of always meeting those requirements. Our preventive maintenance mindset does not allow for “fix it quick – the MQA is tomorrow”. Given MQA road segments are randomly generated, we plan, prioritize, and schedule our work based on the idea we will be prepared for a randomly-selected MQA every single day of the year.

WIM commits to coordinating and cooperating with TDOT in its MQA evaluation process. To ensure a thorough understanding of the MQA process, WIM shall have the entire project management team attend a TDOT MQA training session as soon as possible after the award. This attendance will be used to foster a greater and unified understanding of the MQA process and align TDOT and WIM goals with respect to MQA targets and maintaining TDOT’s assets, both aesthetically and functionally in a consistent condition.

WIM will accompany the TDOT evaluators during the MQA evaluation, not to dispute results, but to understand the field application of the MQA Training and expedite the subsequent MQA results and deduction reviews.

Although not expected, WIM will use our presence during the MQA evaluation to aid in the development of corrective action plans for any Asset Group(s) whose rating falls below the minimum. WIM’s attendance during evaluations will also minimize or eliminate Contractor Disputes of TDOT MQA Evaluations, further expediting the finalization of the MQA; although we do understand we can only dispute characteristic ratings only.

Demonstration of Commitment to Proactive Work Needs Analysis

Inspections

WIM will establish a schedule of proactive condition inspections to be conducted daily, weekly, monthly, quarterly, biannual, annual, 2-year, 3-year and 5-year to conform to requirements. In addition, WIM will have work crews drive the project daily and following any major weather events to look for deficiencies. In the case of any asset or element showing signs of deterioration, an increased frequency of inspections will take place until the element is repaired/renewed/replaced.

If inspections reveal deficiencies, we will search for the root cause. This root cause analysis may be able to mitigate future deterioration of other similar assets/elements or reveal a change in process or procedure potentially mitigating further deterioration.

Project patrols will be conducted daily with a broad, general scope to identify work needs for all assets within the project limits; where needed, detailed inspections will be conducted by qualified staff to assess the performance of specific assets.

All inspection activities and results will be recorded in AMX. All inspection forms are in a digital format in AMX, available to all project team members on computers or tablets; allowing geolocation of assets inspected, real-time recording of deficiencies, assessment of performance measures, Time Allowed/Criteria, on-site definition of priority, and automatic feed into work scheduling. Past assessment results and work history will be available through AMX reporting for evaluation of trending asset conditions.

- ✓ **Inspect & Identify**
 - WIM staff patrol the roadway and perform inspections to check for the obvious, routine and urgent safety defects
 - Third party defect notifications
 - ✓ **Classify & record**
 - All WIM staff records observations and references by mile marker, direction, and geographic coordinates.
 - Defects are classified and marked to indicate identification and to help crews locate the asset.
 - ✓ **Plan**
 - Urgent and safety items are addressed immediately – other work is prioritized and scheduled.
 - ✓ **Work Order**
 - Work order is created in AMX for in-house or subcontractor crews, to initiate work and to track progress.
 - ✓ **Execute Work**
 - Work is scheduled and completed to meet contract performance requirements.
 - ✓ **Inspect Work**
 - Project Manager reviews progress of maintenance activities, checks quality of work, documents the repair, and reports.
 - ✓ **Logs & Reports**
 - Date of repair entered into AMX and work order is closed.
 - Inspection report is filed as proof of compliance
- Successful Asset Maintenance Program**
- Timely, proactive identification of maintenance issues
 - Proper scheduling
 - Robust Quality Program
 - Adequate reporting and documentation of completion
 - Timely resolution of each issue

Work Needs Example

Deficiency	Location	TDOT Activity number	WIM's approach
Asphalt cracking and potholes	I-40 EB @ MM 261.2	401 - Manual Spot Patching/402 - Crack Repair	Upon receiving the award, WIM will perform a thorough asset condition assessment to quantify and classify the existing deficiencies. Based on the contract requirements and safety to the traveling public, WIM will set priorities to schedule immediate repairs and delineate the Annual Work Plan in the form and content satisfactory to TDOT covering the initial 12 months from the Contract Start Date. The Annual Work Plan will describe the initial and proposed work efforts as well as the manner in which WIM will achieve the work. Work activities will at a minimum be reported by asset type, activities, and location/ lane/route/mile marker, unit of measure, quantities, county, and district.
Asphalt damage	I-840 EB @ MM 64.9 Right Lane	401 - Manual Spot Patching	
Asphalt damage	I-24 WB @ MM 89.0	401 - Manual Spot Patching	
Asphalt damage	I-24 WB @ MM 80.0	401 - Manual Spot Patching	
Asphalt damage	I-65 NB @ MM 59.2	401 - Manual Spot Patching	
Shoulder drop offs	I-840 EB @ MM 8.6	425 - Grading Unpaved Surfaces	
Shoulder drop offs	I-40 EB @ MM 246.4	425 - Grading Unpaved Surfaces	
Shoulder drop offs	I-40 WB @ MM 185.73	425 - Grading Unpaved Surfaces	
Clogged Drainage _ pipe cleaning	I-40 WB @ MM 246.2	432 - Repair Linear Drainage Structure	
Clogged Drainage_ concrete box culvert	I-24 WB @ MM 92.8	433 - Repair Linear Drainage Structure _each	
Paved ditches blocked by vegetation	I-40 WB @ MM 157	430 - Clean & Reshape Ditches	
Paved ditches blocked by vegetation	I-65 NB @ SR50 Interchange	430 - Clean & Reshape Ditches	
Large sign blocked by vegetation	I-65 SB @ Exit 69	448 - Mechanical Brush Control	
Leaning / damaged signs	I-40 @ I-840 Interchange	472 - Sign Repair Replace	
Sound wall covered by vegetation	I-24 NB @ MM 5.7	448 - Mechanical Brush Control	
OVH sign structure partially covered by vegetation	I-40 EB @ I-840 Interchange	448 - Mechanical Brush Control	



Shoulder drop-off



Clogged Drain



Paved ditch blocked by vegetation

CORRIDOR REVIEW/INSPECTION SCHEDULE

Asset type	Contract Requirement	WIM's Commitment	DAILY	WEEKLY	MONTHLY	6 MONTHS	ANNUAL
Scheduled Patrols/Inspections - Entire Project (all assets)	100% each week (daytime inspection)	100% each week (daytime inspection)		●			
Scheduled Patrols/Inspections - Entire Project (all assets)	No specific requirement	100% once a month (nighttime inspection)			●		
Random Patrols/Inspections - Random Assets	No specific requirement	Daily	●				
Guardrail/Cable Barrier & Attenuator Damage	Guardrail damage location ride_ 100% weekly	Guardrail/Cable Barrier & Attenuator Damage location ride_ 100% weekly		●			
Lighting	100% once a month (outage report)	100% once a month (nighttime inspection)			●		
High Mast Light Poles	100% once a month (outage report)	100% once a month (nighttime inspection)			●		
Sound Walls	No specific requirement	100% each year					●
Asphalt & Concrete pavement	Condition assessment_ 100% each month	Condition assessment_ 100% each month			●		
Asphalt & Concrete pavement	Pothole location ride_ 100% each week	Pothole location ride_ 100% each week		●			
Ramps & Crossovers	No specific requirement	100% each week		●			

B.9. MAINTENANCE OF TRAFFIC (MOT), SAFETY AND LANE AVAILABILITY**CREATING AND MAINTAINING A SAFE WORK ENVIRONMENT**

Providing and maintaining a safe working environment is important in any situation but is critical in the Maintenance of Traffic. Traffic Control is one of the few instances when the traveling public will have direct interaction with WIM staff. There are many times Traffic Control is required, but the two main times are for planned maintenance activities and during incident/emergency responses. WIM staff will be trained and certified in all required Traffic Control courses, along with First Aid and other pertinent procedures. All WIM staff will work in safe, courteous and professional manners, which is even more important when dealing with interactions with the public. WIM will provide all necessary reporting of planned traffic control and lane closures in accordance with the Contract through the AMX system. Unplanned traffic control and lane closures (due to traffic incidents) will be reported through weekly, monthly and annual project reports.

WIM will hold daily and weekly safety meetings, during which TDOT will be invited to attend. Employee engagement during these meetings is critical to ensure complacency is minimized and a complete focus on safety is maintained. Engagement strategies include involvement of field staff in presenting safety topics, researching innovative safety ideas, or review of hazard analysis for frequent tasks.

WIM project managers have full authority to ensure all appropriate safety and PPE equipment is purchased and available on our project sites.

STEPS TO ENSURE WORKER SAFETY AND SAFETY FOR THE TRAVELING PUBLIC

The primary role of the WIM staff is the management of the of assets required in the Contract, however, a major role will also be traffic control when necessary. During incident response the focus shifts from routine work to incident response and ensuring incidents are managed in a safe, and proficient manner to remove any traffic impacts or restrictions in a timely manner. The goals directly follow the TDOT Interstate Incident Management Plan, which include:

- A decreased response time for the reaction to roadway closures.
- Pre-determined, detailed work zone traffic control plans familiar to the Maintenance staff through training and review.
- Utilization of planned detour and alternate routes with signing where necessary.
- Keeping the traveling public safe and moving along to their destinations with as limited interruption as possible.



DETAILS FOR INSPECTIONS AND PLANS FOR ESTABLISHING AND MAINTAINING SAFE WORK ZONES

During incident management and planned maintenance activities, WIM will work to ensure the traveling public is safe and the Maintenance Crews are safe while incorporating several methods and processes. The TDOT Work Zone Field Manual for Maintenance Operations (TDOT WZFM), the Manual on Uniform Traffic Control Devices (MUTCD) and the TDOT District 3 Interstate Incident Management Plan will be the primary sources of developing the pre-determined traffic control plans. Additionally, WIM understands TDOT's approach to "Quick Clearance" is an important aspect of incident response to avoid secondary incidents and reducing the hazards to both the traveling public and incident responders. WIM will incorporate the TDOT program Protect the Queue so we align our methods with other TDOT response groups. Providing a unified approach to incident response is important to the traveling public so there is a sense of continuity between WIM and other TDOT responders. In addition to following the same methods as TDOT, WIM will provide specific incident response vehicles mimicking the appearance of the HELP Program vehicles. WIM will have company specific identification on the vehicles; however, the overall appearance and capabilities of the vehicle will be similar to the HELP vehicles so the public is at ease with the responders. During some incident responses it may be necessary to provide redundant means of protecting the public, maintenance crews and first responders. In those cases WIM will evaluate the situation and, with the approval of the Engineer, provide additional measures which may include additional signing and additional attenuator vehicles. WIM will provide Queue Protection Vehicles in accordance with requirements.



INNOVATIVE TECHNOLOGIES

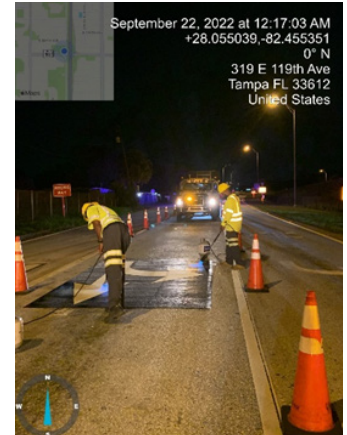
Utilizing new technologies can bring cost savings and efficiency to traffic control. Clear and concise messaging to the public is critical to the drivers to avoid confusion and provide safe travel. Notification of lane closures through the means of variable message boards and public press



releases will be applied. Additionally, as new technologies arise WIM is dedicated to working those systems into the program, with the approval of TDOT. Currently, the use of on-site GPS connected devices during traffic control operations can inform the traveling public of closures and incidents along their path and reroute travelers to a safer or faster route. WIM will utilize devices, both in-vehicle and on the ground, that will interact with typical GPS systems to provide real-time notice to drivers of traffic restrictions; both planned and unplanned. Lane intrusion warning systems will be used to assist with keeping the work zone safe for the Maintenance staff and first responders. Intrusion warning systems will be implemented in both incident response and planned work zones.

LANE AVAILABILITY

Providing open lane availability is important because the likelihood of traffic incidents increases when traffic lanes and the free flow of traffic is restricted. WIM will work with TDOT contractors that require maintenance of traffic so that, if at all possible, WIM can complete planned maintenance activities within a single lane closure. Using single restrictions for multiple activities will help to keep lane restrictions to a minimum. Additionally, when WIM requires routine maintenance activities WIM will group activities to be as efficient as possible, reducing both the number of lane restrictions and the time restrictions are in place. WIM will follow all time restrictions set by TDOT and all planned activities will be reported in advance as defined by the contract requirements. Traffic control for closures will follow the prescribed TDOT, MUTCD, and PTQ typical applications. Detailed traffic control plans will be developed for each work area, if standard traffic control plans are insufficient, and we will attempt to incorporate all anticipated activities. If needed, WIM will provide the Engineer with modified plans in advance to avoid delaying work activities.



Coordination between WIM and TDOT will be critical to ensure that planned activities do not interfere with planned work by others. WIM will attend TDOT Region 3 weekly lane closure meetings to review planned closures. Additionally, WIM will work with the Traffic Management Centers (TMC) to provide updates to incidents and traffic control. As conditions change, WIM will provide the TMC with relevant information. Using the technology available to provide real-time traffic management operations to all relevant parties will help to speed the process time from restricting traffic to full lane availability.



B.10. ADDED VALUE

3M Impact Detection System Units

WIM commits to purchasing, installing, and monitoring a minimum of one hundred (100) 3M Impact Detection System nodes in collaboration with TDOT within the first two years of the contract. 3M Impact Monitoring System nodes are normally installed on safety assets and provides real time notifications of impacts to speed response times, expedite identification and repair of damaged assets, and improves third party recovery.



Understanding the fact TDOT is currently in the process of testing these, or similar units, WIM will work with TDOT to identify additional locations, within the project right of way, that would benefit from installation of these monitoring nodes and provide all impact information with TDOT to supplement your trial data.

Geocell Shoulder Stabilization

During our multiple site assessments, WIM identified several shoulder areas appearing to have drop off conditions due to truck parking. Many of these locations appeared on ramps where continued truck parking may cause conventional shoulder repairs, using compacted aggregate or millings, to only provide a short-term solution. WIM has experience successfully correcting shoulder drop offs due to truck parking, with an innovative application of the geocell soil stabilization geocells.

For this project WIM commits to investing \$500,000, over the 5-year term, in shoulder repair upgrades using an approved geocell system, such as Typar's GeoCell GS. This investment will cover costs to upgrade from conventional shoulder repairs to the geocell system. WIM commits to working with TDOT to identify the most suitable locations for these applications and conducting the work with an "open book" to ensure TDOT is getting the full investment in this upgrade, in addition to the cost of conventional repairs.



Three Incident Response Coordinators

Understanding the critical nature of the role each Incident Response Coordinator will play in understanding the Project's roadways, including access points, hot spots, and specific asset types; rapidly responding to incidents/emergencies; and building and maintaining solid relationships with first responders; WIM commits to providing TDOT with three Incident Response Coordinators. Aligning with WIM's geographic office and roadway delineation into three zones, WIM will train each superintendent, responsible for the operations within their respective zones, to be that zone's Incident Response Coordinator. The strategic rationale for this structure is based on the fact the superintendents for each zone will know those roadways and assets better than any other project staff. Each superintendent will build relationships with local first responders as a daily course of business to support roadway operations and incident/emergency response. Each superintendent will also know how to navigate their roadway system the best to respond to incidents/emergencies most rapidly. All of these advantages will expedite incident/emergency response and lead to faster clearance times, resulting in increased lane availability.

An added benefit to the three Incident Response Coordinator approach is the increased redundancy to cover for time off, staff turnover, or other unavailability of a single or even a single and backup Incident Response Coordinator.

B.11. STRUCTURES

Structures are broken down into two categories: ancillary structures and bridges. In order to properly maintain the ancillary structures and bridges reliably and consistently, a specialized structures maintenance crew will be utilized to ensure familiarity with TDOT standards of repair and maintenance requirements. This will also allow for increased review of high value assets within the project limits.

WIM has the unique ability to provide additional benefits to TDOT through the use of multiple NBIS certified bridge inspection teams and Team Leaders in the event an ancillary structure or bridge requires a more detailed inspection or review of past or current bridge inspection reports are required. While assigned to other projects, these resources will be made available to our WIM Project Team, as needed, to provide appropriate subject matter expertise for more complex bridge defects or conditions.

ANCILLARY STRUCTURES

During mobilization of the Project an inventory of all ancillary structures within the Project Limits will be created and entered into WIM's MMIS system, AMX. During this time the baseline conditions of the structures will be entered, along with photos and locations. Ancillary structures are a unique element within the highway system because they are generally not required to be inspected on a routine basis. An inspection cycle of ancillary structures will be generated to ensure the structures are reviewed for maintenance issues on a regular basis. WIM's structures maintenance crew will complete assessments of the ancillary structures on a routine basis and enter the conditions into the AMX system.

The AMX system is capable of providing a report of all open condition defects requiring maintenance attention, along with obligated timeframes for repair completions. Those timeframes are generated from the Project requirements and are specific to both the Project and structure type and condition. The reports can be generated at any time and will be utilized by the structures maintenance crew to prioritize repairs based on severity, need and timeliness. The assessment schedule will be available for review and provided to TDOT on an agreed upon basis, or on request. Assessments of ancillary structures will be conducted alongside the assessment of bridges and culverts since they are similar in nature.



How WIM will Ensure All Priority Types of Work and Completed Within Required Timeframes

In cases where an ancillary structure is found to be compromised and is a potential hazard for the public, WIM, in accordance with the Scope of Services, will either take temporary measures to support the element or delineate the hazard. If the element is in danger of imminent failure WIM will remove the structure from the area until repairs can be made to safely replace the element. In the event an ancillary structure needs to be removed a temporary solution may be necessary. An example of this condition would be utilizing variable message boards to convey the missing message to the traveling public. Other conditions may be present requiring only mitigation of the condition until permanent repairs can be made. An example would be the temporary support of a sign structure attached to an overpass bridge. In this case, WIM would ensure the structure is sound and temporary mitigation is approved by the Engineer. All conditions, repairs and intermediate steps of the process will be entered into AMX for historical record and review. Any repair or replacement of ancillary structures will be in accordance with TDOT and MUTCD standards for height and placement.



Ancillary Structure Maintenance

Ancillary structure maintenance may include:

- Sign cleaning
- Clearing obstructions such as trees or brush
- Sign repair/reset from impact damage
- Replacement of hardware, nuts, and bolts
- Repair of walls from damage, removal of vegetation
- Replacement of non-functional lights as required

BRIDGE MAINTENANCE AND REPAIR

For the purposes of this Project, there are two types of bridges: on-system bridges and overpass bridges. Further, on-system bridges include both traditional bridges and culverts. Both on-system bridges and overpass bridges will require attention and assessment by the structures maintenance crew. Similar to ancillary structures, an inventory of bridges and culverts will be developed and entered into AMX for all documentation and reporting. AMX will generate a schedule of bridge assessments so routine reviews of the elements can be made regardless of condition. Separate from ancillary structures, NBIS qualified bridges will be inspected by TDOT and conditions and maintenance requirements will be submitted to WIM upon completion of NBIS inspections. NBIS reports for both on-system and overpass bridges will be internally reviewed by WIM staff who are NBIS certified Bridge Inspection Program Managers and Team Leaders. Identified and agreed upon maintenance recommendations will be entered into AMX and completed within the Project timeliness requirements. Non-NBIS structures, those under 20' in length, will be part of a routine assessment schedule to ensure all elements are assessed on a regular basis, similar to the ancillary structure inventory and assessment schedule.

How WIM will Ensure All Priority Types of Work and Completed Within Required Timeframes

AMX will be utilized to report and track all open maintenance and defect actions on all asset types. AMX can provide granular reports of assets having defects and the time required to make repairs. The system can provide notice of upcoming timeliness requirements on a structure specific basis. All Project bridges and culverts will be tracked for open defects and maintenance items to be completed in a timely manner as required by the contract. Specific observations of the different structure types for this contract are provided below.

OVERPASS BRIDGES

The NBIS inspection documentation of overpass bridges will be provided to WIM by TDOT as soon as possible following the completed NBIS inspection to provide WIM with information relevant to the project. WIM understands only bridge substructure and slope protection elements of overpass bridges are included in the project. On a pre-determined schedule and during routine driving assessments of the roadway WIM will complete cursory assessments of the overpass substructure elements to ensure no major problems are present potentially endangering the traveling public. Following WIM's request and receipt of the NBIS inspection records, WIM will internally review the records for maintenance requirements. WIM will also review the reports for any potential concerns that may present themselves as maintenance obligations in the future or have worsened since the previous inspection. Reviews of the NBIS inspection reports will be completed by WIM staff with NBIS bridge inspection experience and certifications. In addition to the routine maintenance of bridge substructure and slope protection elements, WIM will be available for emergency repairs, as a result of incidents or accidents.



Overpass Bridge Maintenance

Maintenance may include:

- Spall repair
- Removal of debris from bridge seats
- Cleaning and washing the substructure elements
- Slope Protection repairs to areas of erosion, undercutting or settlement and removal of any vegetation or debris
- Graffiti removal
- Weep hole cleaning

CULVERTS

WIM expects to request the NBIS inspection documentation of pipes and box culverts from TDOT as soon as possible following the completed NBIS inspection to provide WIM with information relevant to the project. On a pre-determined schedule and during routine driving assessments of the roadway WIM will complete cursory assessments of the drainage areas of the inlets and outlets of the pipes and culverts to ensure water is flowing as intended. Upon receipt of the NBIS inspection records, WIM will internally review the records for maintenance recommendations. WIM will also review the reports for any potential concerns that may present themselves as maintenance obligations in the future or are worsened since the previous inspection. Reviews of the NBIS inspection reports will be completed by WIM staff with NBIS bridge inspection experience and certifications.



Pipes & Box Culvert Maintenance

Maintenance may include:

- Debris/deposition removal to allow flow (>75% open)
- Vegetation removal
- Weep hole cleaning
- Joint repairs to ensure no missing joint material or separated joints
- Scour repair at the inlet/outlet
- End wall repairs

ON-SYSTEM BRIDGES

The NBIS inspection documentation of on-system bridges will be requested by WIM from the TDOT as soon as possible following the completed NBIS inspection to provide WIM with information relevant to the project. WIM will track the NBIS inspections schedules in AMX to ensure timely requests are made to TDOT. WIM understands all elements, although not all deficiencies, of the on-system bridges are included in the Project's Scope of Services. On a pre-determined schedule and during routine driving assessments of the roadway, WIM will complete cursory assessments of the on-system bridge elements to ensure no major problems are present potentially endangering the traveling public. Upon receipt of the NBIS inspection records WIM will internally review the records for maintenance recommendations. WIM will also review the reports for any potential concerns that may present themselves as maintenance obligations in the future or are worsened since the previous inspection. Reviews of the NBIS inspection reports will be completed by WIM staff with NBIS bridge inspection experience and certifications.



On-System Bridge Maintenance

Maintenance may include:

- Structure mounted sign cleaning/repair.
- Replacement or repair of damaged or non-functional lighting.
- Deck cleaning including joints; replacement of damaged bridge joints; removal of foreign objects when observed.
- Deck, barrier, or substructure spall repair.
- Spot painting (< 25sf)
- Flushing or unclogging of drainage systems.
- Clean and wash the substructure elements including removal of debris on the bridge seats.
- Clean and wash end zones of beams (end 10 feet) from each bearing, clean and wash bearings.
- Repair or replace any damaged or missing bearing parts.
- Vegetation removal.
- Slope Protection erosion, undercutting or settlement and removal of any vegetation or debris.
- Resetting of settled approach slabs

B.12. SCENARIOS & SITUATIONS

1. **Dirt and debris tend to accumulate along the safety lanes and barrier walls of the bridge deck, approach slabs, and inside the 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.**

The accumulation of debris and vegetation overgrowth present both a safety concern and a negative perception; these items pollute the environment, reduce the effectiveness of drainage systems, impact the safety requirements of clear zones, and potentially damage bridge/structural components.

WIM's proactive process identifies and mitigates issues or concerns before they impact service delivery or cause damage. WIM has implemented this proven, successful process on our projects through identification, prioritization, preventive & continuous maintenance.

WIM has evidence of proactively addressing the conditions laid out in this scenario on our Florida DOT Tampa Project. The roadway network is similar to this project, in traffic volumes, age, and known vegetation and debris issues. By applying this method items of concern were drastically reduced, and in many cases, they eliminated the amount of debris buildup and vegetation overgrowth along the entire project which yielded a more positive outlook from the community and the traveling public. We invite you to contact Florida DOT, Tampa Operations division for verification.

Identification: Using our original assessments as the baseline, WIM will conduct routine, scheduled inspection to identify and map areas of major concerns related to safety, maintenance and repeated customer complaints needing daily/continuous attention.

As presented above, WIM will generate routine inspection and condition assessment schedules, with frequencies based on observed conditions, TDOT feedback, or previous WIM experience. WIM will maintain a dedicated structures crew to address all structure related issues, whether identified in NBIS reports or self-identified through routine inspections/assessments. Although the structures crew will be responsible for structure repairs, all WIM crews will be trained in all contract requirements and to identify all Project defects, roadway or structures, increasing the number of assigned personnel responsible for defect identification.

Prioritization: By identifying these Hi-visibility areas, we are better able to focusing on the why and how to address concerns related to safety, functionality & aesthetics. When scheduling work, the Project staff will prioritize areas where safety may be impacted, followed by areas with frequently recurring debris or vegetation issues to avoid further build up or growth from becoming a safety concern.

Preventive & Continuous maintenance: WIM will dispatch crews to various locations daily paying close attention to those Hi-Vis locations known for accumulating debris leading to increased customer complaints and presenting additional problems, such as clogged inlets, which can lead to flooding of the travel lanes. Dispatched crews are augmented by crews traveling to job sites who are required to remove these items or make safe for a dispatched crews to remove. Vegetation will be controlled mechanically, and chemically in accordance with the TDOT vegetation management guidelines through scheduled and continuous application by certified personnel. Care will be taken when applying chemicals to not affect vegetation aiding in slope protection or prevent erosion. Concrete or rock protected slope areas will be sprayed and unwanted vegetation removed by hand so as not to disturb the structure. WIM will deploy in-house crews as well as subcontractors to ensure our contractual obligations are met. WIM commits to the following:

Dirt and Debris accumulation:

- Litter and debris removal within the right of way (from fence-line to fence-line) in accordance with Scope of Service, Table 13 (at a minimum).
- Scheduled removal of unsightly litter and debris in Hi-Vis concentrated locations.
- Directed mechanical sweeping of safety lanes and barrier walls. If problem areas are identified, those areas will be recommended to TDOT for additional cycles.
- Expansion joints cleaned and inspected by our structure's staff to ensure functionality. Repairs will be scheduled accordingly.

Vegetation control:

- Removal of trees and herbicide application to vegetation along wingwalls, slope protections, and under structures posing safety concerns identified during initial field assessment. This will be completed within the first 90 days.
- Removal of vegetation and seal joints of structures where their integrity may be compromised. This will be completed within the first 120 days.
- Scheduled application of herbicide in accordance to TDOT Integrated Vegetation Management Program Guidelines to include pre- and post-emergent.
- Scheduled tree trimming and removal twice annually, at a minimum.
- Pre-storm and post-storm inspections and removal of potential hazardous trees and erosion.

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.

During the review of a work order, it is determined maintenance work is necessary to repair spalls in both the superstructure and substructure of a major bridge over water. An assessment of the type, size and location of the repairs will be completed and reviewed with the Engineer to ensure all areas are properly identified. Next, access to the area will be reviewed. Efforts will be made to reduce the amount of time necessary for on-system traffic control. Access considerations may include working off temporary platforms from below, man-lifts on barges or other similar systems. If none of those options are viable, an under-bridge snooper or MOOG truck will be utilized with traffic control on the roadway. Care will be taken throughout the process to avoid additional damage to the surrounding concrete and reinforcing steel, containment and disposal of the removed concrete and protection of all surrounding properties.

Repairs for the spalls would follow all TDOT standard methods and procedures with the following general process:

- Prior to repair, while on-site, the general area will be sounded to determine if any extensions of the repair area are required.
- Saw cut the area in clean, straight lines beyond the area of deterioration in all directions, careful to avoid damaging the reinforcing steel.
- Remove all delaminated, spalled, and loose concrete, using methods approved by the Engineer.
- Remove the deteriorated concrete to an approximate minimum depth of 4" and ¾" below the reinforcing steel or enough for proper working access.
- Clean and/or replace the corroded steel as necessary.
- Form the new concrete to be flush with the adjacent concrete using high early strength concrete.
- Cover the repaired areas with fiber reinforcement wrap to ensure long term 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.

Severe erosion and undermining are common occurrences following major storm events. WIM has firsthand experience in addressing such concerns in our Florida and Pennsylvania projects. In the event of such an occurrence, the internal process used will depend upon the location of the scour, erosion and/or undermining of the box culvert. In each case, WIM will use AMX to generate a report of the drainage structures in the immediate area to ensure all possible affected assets are assessed during our investigation.

For undermining of multiple box culverts and wingwalls:

- Inspection soil and pavement of surrounding drainage structures to identify the extent of the issue. Specifically, look for fine sediment inside box culverts and cracking or settlement of the roadway above the culvert.
- Use a sounding rod, probe, or ground penetrating radar, if possible, to help identify the extent of all voids. For areas difficult to access, use a remote camera/scope to visually inspect identified void areas and surrounding drainage structures, specifically the joints to ensure no separation has occurred.
- Remove any loose material adjacent to the culverts and wingwalls
- Repair any open joints in the culvert allowing material intrusion.
- Using a TDOT approved mix design, place flowable fill in void areas and provide temporary support of any areas undermined.
- Reestablish vegetation used to control/mitigate erosion and install rock protection in areas prone to additional scour.
- Backfill scoured, eroded, and undermined areas with rock protection.

Preventive Maintenance measures:

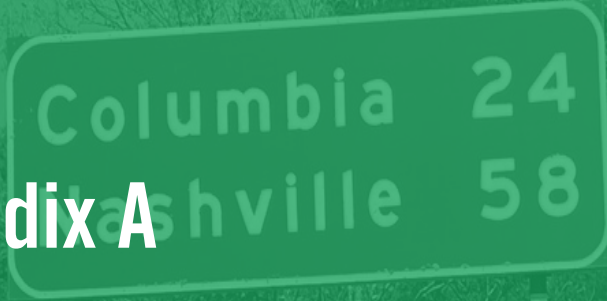
- Review historical data of sites that have recurring problems and regularly reevaluate these areas on a case-by-case basis.
- Conduct annual inspections of erosion, undermining, or scour prone box culverts to monitor and repair as needed before major storm event season.
- Directly after any major storm event, ensure all systems are functioning as intended.
- Remove any items which may cause channeling of water in the roadway slope area or adjacent to culverts.
- Stabilize slopes through installation of an approved geocell system, such as Typar's GeoCell GS, at locations identified as prone to run-off erosion.
- Ensure proper growth of vegetation to control erosion.

4. An inspection of a cantilever sign structure revealed hairline cracks in the moment connection welds. Describe how your team shall conduct the repairs.

Following inspection of a cantilever sign structure, which revealed hairline cracks in the moment connection welds, WIM would, upon notification, immediately dispatch internal or subconsultant crews with expertise to determine if there is an immediate safety hazard to the public. If the area is over the roadway the lane directly below would be closed along with providing temporary support and a redundant catch system to avoid impacting other lanes. WIM will contact an inspector certified in non-destructive testing to complete an appropriate NDT inspection on the weld and all similar welds on the sign structure. This information will be provided to the Engineer and if it is determined repairs are necessary WIM will provide more permanent support or redundancy to the system, if possible, while permanent repairs are developed and completed. If a temporary support condition is not possible removal of the segment of the sign structure over the roadway would be completed until a permanent repair could be implemented. The general workflow of a condition like that proposed is as follows:

- Identify public safety concerns and mitigate or eliminate as many as possible.
- Provide a detailed inspection of the area by a certified inspector to determine the extent and nature of the defect. Inspect areas subject to the same or similar loads and construction methods.
- Provide short term solution to allowing normal traffic and usage while permanent solutions are developed.
- Provide all details to the Engineer for approval.
- Implement any recommendations and return to service within the Contract timeliness requirements.

Appendix A



Attestation form

RFP 40100-PBMC 0002 Region 3 South

11-14-23

By signing this attestation, SITESAFE certifies that has expressly assented to being a proposed as a subcontractor in the Respondent's response to this RFP.

Company Name: SITESAFE

Scope of services and goods:

- Full-service supplier of attenuators and attenuator parts, including labor and installation services
- Traffic Control
- Portable Queue Warning Systems
- Queue Protection Vehicles and TMA Trucks
- Inspection Services

Mailing address: PO Box 4309, Leitchfield, KY 42755

Telephone: 270-200-0848

e-mail address: tparks@sitesafeonline.com

Signature:

DocuSigned by:

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Nov-16-2023 | 5:13 AM PST

Name:

Tony Parks

Title: Senior Sales Manager

Attestation form

RFP 40100-PBMC 0002 Region 3 South

11-15-23

By signing this attestation, Bass Mowing certifies that has expressly assented to being a proposed as a subcontractor in the Respondent's response to this RFP.

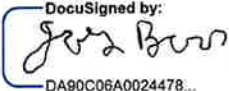
Company Name: Bass Mowing

Scope of services and goods: Mowing and litter pickup Services

Mailing address: 559 Bass Rd.

Telephone: 931-580 9464

e-mail address: jbass4020@gmail.com

Signature:  Nov-18-2023 | 2:22 PM CST
DA90C06A0024478...

Name: Joey Bass

Title: Owner

Attestation form

RFP 40100-PBMC 0002 Region 3 South

11-17-23

By signing this attestation, Superior Traffic Control, LLC certifies that has expressly assented to being a proposed as a subcontractor in the Respondent's response to this RFP.

Company Name: Superior Traffic Control, LLC

Scope of services and goods: Traffic Control Services

Mailing address: 114 Capital Way, Christiana, TN 37037

Telephone: 615-225-1075

e-mail address: jmorgan@superiortrafficcontrol.com

Signature:  -21-2023 | 8:41 AM CST
907200D8B3E8413...

Name: John Morgan

Title: Chief Estimator

Attestation form

RFP 40100-PBMC 0002 Region 3 South

11-15-23

By signing this attestation, Sweeping Corp of America (SCA), certifies that has expressly assented to being a proposed as a subcontractor in the Respondent's response to this RFP.

Company Name: Sweeping Corp of America (SCA),

Scope of services and goods: Street Sweeping and Jet Vac Drain Cleaning

Mailing address: 4141 Rockside Rd, Suite 100, 4141 Rockside Rd, Suite 100
Seven Hills, OH 44131

Telephone: 216-393 0619

e-mail address: lmillersweepingcorp.com

Signature:

DocuSigned by:

591EDC54D1D5412... Nov-16-2023 | 11:03 AM EST

Name: Lee Miller

Title: Vice President

Attestation form

RFP 40100-PBMC 0002 Region 3 South

11-17-23

By signing this attestation, Treeline Forestry, LLC certifies that has expressly assented to being proposed as a subcontractor in the Respondent's response to this RFP.

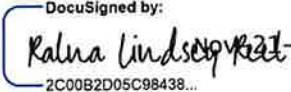
Company Name: Treeline Forestry, LLC

Scope of services and goods: Right-of-way vegetation maintenance services; tree trimming, brush removal, and tree removal

Mailing address: 6505 12th Street, Vero Beach, FL 32966

Telephone: (772) 473-9335

e-mail address: ralna.treeline@outlook.com

Signature:  Nov 21-2023 | 8:55 AM CST
2C00B2D05C98438...

Name: Ralna Lindsey Reel

Title: President

Attestation form

RFP 40100-PBMC 0002 Region 3 South

By signing this attestation, Jones Bros Contractors, LLC certifies that has expressly assented to being a proposed as a subcontractor in the Respondent's response to this RFP.

Company Name: Jones Bros Contractors, LLC

Scope of services and goods: Unpaved Shoulder Drop-Off Repair; Tier 2 & Tier 3
Permanent Asphalt Repairs

Mailing address: 1010 Pleasant Grove Pl, Ste 300. Mt Juliet, TN 37122

Telephone: Main Office: 615-864-7389 or Kirby Reed Mobile: 615-349-5288

e-mail address: kreed@jonesbroscont.com

Signature: 

Name: Kirby Reed

Title: Group Manager

Date: 11/17/2023

Attestation form

RFP 40100-PBMC 0002 Region 3 South

11-17-23

By signing this attestation, Lu, Inc. certifies that has expressly assented to being a proposed as a subcontractor in the Respondent's response to this RFP.

Company Name: Lu, Inc.

Scope of services and goods: Attenuator & Cable guard rail repair and replacement

Mailing address: 429 West Kingston Springs Road, Kingston Springs, TN 37082

Telephone (615) 952-5501 ext. 112:

e-mail address: jay.cole@guiderail.com

Signature:  Nov-18-2023 | 9:13 AM PST
D477DEFFCC254A5...

Name: Jay Cole

Title: Project Manager

Appendix B





Travelers Bond
215 Shuman Blvd.
Naperville, IL 60563
Telephone: (630) 961-7052
Fax: (630) 961-7020

December 1, 2023

Tennessee Department of Transportation
Procurement & Contracts Division
505 Deaderick Street, Suite 700
Nashville, TN 37243

**RE: Performance Based Services in Region 3 South
RFP # 40100-PBMC0002 Region 3 South**

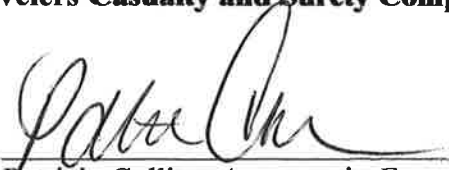
To Whom It May Concern:

Travelers Casualty and Surety Company of America is the surety company for **Walsh Infrastructure Management, LLC**. We are very familiar with their operations and qualifications and are pleased to recommend them as a professional, well-financed construction company.

Travelers Casualty and Surety Company of America is currently providing **Walsh Infrastructure Management, LLC** with bonding support of \$400 million dollars on single contracts and \$8 billion dollars for an aggregate work program. We have reviewed the current and anticipated workload of **Walsh Infrastructure Management, LLC** and they are capable of obtaining a performance and payment bond covering the project equal to or greater than \$125 million. Please be advised that any issuance of bonds is subject to the review and approval of all contract terms, conditions and bond forms.

Travelers Casualty and Surety Company of America is authorized to transact business in all fifty (50) states with a Treasury Listing of \$224,944,000 and is rated A++ XV by A.M. Best Company. **Travelers Casualty and Surety Company of America** is included in the U.S. Department of the Treasury's Listing of Approved Sureties (Circular 570).

Yours truly,
Travelers Casualty and Surety Company of America

By: 
Patricia Collins, Attorney-in-Fact



Travelers Casualty and Surety Company of America
Travelers Casualty and Surety Company
St. Paul Fire and Marine Insurance Company

POWER OF ATTORNEY

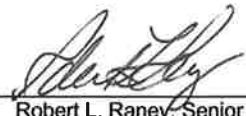
KNOW ALL MEN BY THESE PRESENTS: That Travelers Casualty and Surety Company of America, Travelers Casualty and Surety Company, and St. Paul Fire and Marine Insurance Company are corporations duly organized under the laws of the State of Connecticut (herein collectively called the "Companies"), and that the Companies do hereby make, constitute and appoint **Patricia Collins** of **SARASOTA, Florida**, their true and lawful Attorney(s)-in-Fact to sign, execute, seal and acknowledge any and all bonds, recognizances, conditional undertakings and other writings obligatory in the nature thereof on behalf of the Companies in their business of guaranteeing the fidelity of persons, guaranteeing the performance of contracts and executing or guaranteeing bonds and undertakings required or permitted in any actions or proceedings allowed by law.

IN WITNESS WHEREOF, the Companies have caused this instrument to be signed, and their corporate seals to be hereto affixed, this **21st** day of **April**, 2021.



State of Connecticut

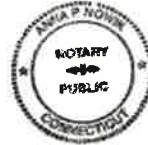
City of Hartford ss.

By: 
Robert L. Raney, Senior Vice President

On this the **21st** day of **April**, 2021, before me personally appeared **Robert L. Raney**, who acknowledged himself to be the Senior Vice President of each of the Companies, and that he, as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained by signing on behalf of said Companies by himself as a duly authorized officer.

IN WITNESS WHEREOF, I hereunto set my hand and official seal.

My Commission expires the **30th** day of **June**, 2026




Anna P. Nowik, Notary Public

This Power of Attorney is granted under and by the authority of the following resolutions adopted by the Boards of Directors of each of the Companies, which resolutions are now in full force and effect, reading as follows:

RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President, any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary may appoint Attorneys-in-Fact and Agents to act for and on behalf of the Company and may give such appointee such authority as his or her certificate of authority may prescribe to sign with the Company's name and seal with the Company's seal bonds, recognizances, contracts of indemnity, and other writings obligatory in the nature of a bond, recognizance, or conditional undertaking, and any of said officers or the Board of Directors at any time may remove any such appointee and revoke the power given him or her; and it is

FURTHER RESOLVED, that the Chairman, the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President may delegate all or any part of the foregoing authority to one or more officers or employees of this Company, provided that each such delegation is in writing and a copy thereof is filed in the office of the Secretary; and it is

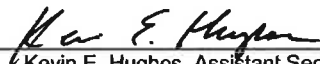
FURTHER RESOLVED, that any bond, recognizance, contract of indemnity, or writing obligatory in the nature of a bond, recognizance, or conditional undertaking shall be valid and binding upon the Company when (a) signed by the President, any Vice Chairman, any Executive Vice President, any Senior Vice President or any Vice President, any Second Vice President, the Treasurer, any Assistant Treasurer, the Corporate Secretary or any Assistant Secretary and duly attested and sealed with the Company's seal by a Secretary or Assistant Secretary; or (b) duly executed (under seal, if required) by one or more Attorneys-in-Fact and Agents pursuant to the power prescribed in his or her certificate or their certificates of authority or by one or more Company officers pursuant to a written delegation of authority; and it is

FURTHER RESOLVED, that the signature of each of the following officers: President, any Executive Vice President, any Senior Vice President, any Vice President, any Assistant Vice President, any Secretary, any Assistant Secretary, and the seal of the Company may be affixed by facsimile to any Power of Attorney or to any certificate relating thereto appointing Resident Vice Presidents, Resident Assistant Secretaries or Attorneys-in-Fact for purposes only of executing and attesting bonds and undertakings and other writings obligatory in the nature thereof, and any such Power of Attorney or certificate bearing such facsimile signature or facsimile seal shall be valid and binding upon the Company and any such power so executed and certified by such facsimile signature and facsimile seal shall be valid and binding on the Company in the future with respect to any bond or understanding to which it is attached.

I, **Kevin E. Hughes**, the undersigned, Assistant Secretary of each of the Companies, do hereby certify that the above and foregoing is a true and correct copy of the Power of Attorney executed by said Companies, which remains in full force and effect.

Dated this **1st** day of **December**, 2023




Kevin E. Hughes, Assistant Secretary

To verify the authenticity of this Power of Attorney, please call us at 1-800-421-3880.

Please refer to the above-named Attorney(s)-in-Fact and the details of the bond to which this Power of Attorney is attached.