Tennessee Department of Transportation

Performance Based Maintenance Contract

RFP # 40100-PBMC0001 Region 3 North

Technical Proposal

webber
infra

webber
infra

GENERAL QUALIFICATIONS AND EXPERIENCE

Response Page #	General Qualifications and Experience
2	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.
2	Describe the Respondent's form of business (i.e., individual, sole proprietor, corporation, non-profit corporation, partnership, limited liability company) and business location (physical location or domicile).
2	Briefly describe how long the Respondent has been providing the goods or services required by this RFP.
2	Describe the Respondent's number of employees, client base, and location of offices.
2	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.
2	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.
2	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.
2	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.
2	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.
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.
3	Provide a statement and any relevant details addressing whether the Respondent is any of the following: 1. is presently debarred, suspended, proposed for debarment, or voluntarily excluded from covered transactions by any federal or state department or agency; 2. has within the past three (3) years, been convicted of, or had a civil judgment rendered against the contracting party from commission of fraud, or a criminal offence in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or grant under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property; 3. is presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses detailed above; and 4. has within a three (3) year period preceding the contract had one or more public transactions (federal, state, or local) terminated for cause or default.

- Responder Name: Webber Infrastructure Management, Inc. (Webber)
- Email: bidding.infra@wwebber.com
- Mailing Address: 10415 Morado Circle, Building 2, Suite 200, Austin, TX 78759
- Phone Number: 305.450.5868
- Fax Number: N/A
- Contact: Patrick Cotter, Commercial Director
- Form of Business: Corporation
- Business Location: 10415 Morado Circle, Building 2, Suite 200, Austin, TX 78759
- Webber has been providing the services required by this RFP for 28 years.
- Number of US Employees: 827
- Client Base: Kentucky Transportation Cabinet (KYTC), Virginia Department of Transportation (VDOT), District Department of Transportation (DDOT), Florida Department of Transportation (FDOT), Georgia Department of Transportation (GDOT), Alaska Department of Transportation and Public Facilities (AKDOT&PF), Harris County Toll Road Authority (HCTRA), North Texas Tollway Authority (NTTA), Tampa Hillsborough Expressway Authority (THEA), Osceola County, and three separate Concessionaires through strategic long term Public Private Partnership (P3) contracts
- Location of US Offices: Texas, Kentucky, Virginia, Washington D.C., Florida, Georgia, Colorado, California, and Alaska
- Webber attests to the following:
  - There have been no mergers, acquisitions, or change of control of Webber within the last ten (10) years.
  - None of Webber'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.
  - In the last ten (10) years, Webber has not 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.
  - There is no material, pending litigation against Webber that we should reasonably believe could adversely affect our ability to meet contract requirements pursuant to this RFP or is likely to have a material adverse effect on our financial condition.
  - There are no pending or in progress Securities Exchange Commission investigations involving Webber.
  - Webber intends to use subcontractors in performance of this contract, tentatively including the following:

Subcontractor	Contact Information	Description of Services
Smith Seckman Reid, Inc.	Contact: David Donaho, PE Address: 2995 Sidcon Drive, Nashville, TN 37204 Phone: 615.289.4531 Email: ddonoho@ssr-inc.com	Structural/Civil Engineering
Bass Mowing	Contact: Joey Bass Address: 5559 Bass Road, Prospect, TN 38477 Phone: 931.580.9464 Email: jbass4020@gmail.com	Litter, Mowing, Sweeping
Salazar Contracting LLC	Contact: Josh Salazar Address: 165 Dry Creek Road, Tellico Plains, TN 37385 Phone: 423-253-3215 Email: salazarcontllc@aol.com	Litter, Mowing
Sweeping Corp. of America	Contact: Lee Miller Address: 4141 Rockside Road, Suite 100, Seven Hills, OH 44131 Phone: 760.802.2286 Email: lmiller@sweepingcorp.com	Drain Cleaning, Vacuum Services
Vulcan Construction	Contact: David Layhew Address: 3552 Hermitage Industrial Drive, Hermitage TN 37076 Phone: 615-572-7874 Email: layhewd@vmcmail.com	Signs, Concrete Repair

Jones Brothers	Contact: Kirby Reed Address: 1010 Pleasant Grove Pl. Ste. 300 Mt. Juliet, TN 37122 Phone: 615-864-7388 Email: kreed@jonesbroscont.com	Asphalt Repair (Tier 2 and 3)
RD Construction	Contact: Travis Angel Address: 1924 Main Street Pikeville, TN 37367 Phone: 423-618-6719 Email: tangel@rdconstruct.net	Guardrail
Lu, Inc.	Contact: Jay Cole Address: 429 W. Kingston Springs Rd. Kingston Springs, TN 37082 Phone: 615-289-9827 Email: jay.cole@guiderail.com	Cable Barriers, Attenuators

All subcontractors identified have expressly assented to being proposed in our response to this RFP.

- Webber is not presently debarred, suspended, proposed for debarment, or voluntarily excluded from covered transactions by any federal or state department or agency;
- Webber has not within the past three (3) years, been convicted of, or had a civil judgment rendered against the contracting party from commission of fraud, or a criminal offence in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or grant under a public transaction; violation of federal or state antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- Webber is not presently indicted or otherwise criminally or civilly charged by a government entity (federal, state, or local) with commission of any of the offenses detailed above; and
- Webber has not within a three (3) year period preceding the contract had one or more public transactions (federal, state, or local) terminated for cause or default.

RFP ATTACHMENT 6.1.

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

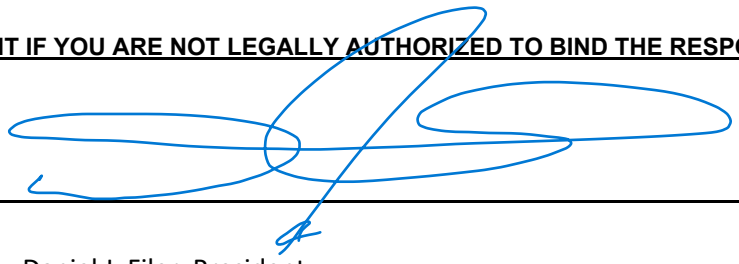
The Respondent must sign and complete the Statement of Certifications and Assurances below as required, and it must be included in the Technical Response (as required by RFP Attachment 6.2., Technical Response & Evaluation Guide, Section A, Item A.1.).

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

1. The Respondent shall comply with all of the provisions and requirements of the RFP.
2. The Respondent shall provide all services as defined in the RFP Attachment 6.5., *Pro Forma* Contract and Scope of Services for the total Contract Term.
3. The Respondent, except as otherwise provided in this RFP, accepts and agrees to all terms and conditions set out in the RFP Attachment 6.5., *Pro Forma* Contract and Scope of Services.
4. The Respondent acknowledges and agrees that a contract resulting from the RFP shall incorporate, by reference, all proposal responses as a part of the Contract.
5. The Respondent shall comply with:
   (a) the laws of the State of Tennessee;
   (b) Title VI of the federal Civil Rights Act of 1964;
   (c) the Equal Employment Opportunity Act and the regulations issued there under by the federal government; and,
   (d) the Americans with Disabilities Act of 1990 and the regulations issued there under by the federal government.
6. To the knowledge of the undersigned, the information detailed within the response submitted to this RFP is accurate.
7. The response submitted to this RFP was independently prepared, without collusion, under penalty of perjury.
8. No amount shall be paid directly or indirectly to an employee or official of the State of Tennessee as wages, compensation, or gifts in exchange for acting as an officer, agent, employee, subcontractor, or consultant to the Respondent in connection with this RFP or any resulting contract.
9. Both the Technical Response and the Cost Proposal submitted in response to this RFP shall remain valid for at least 120 days subsequent to the date of the Cost Proposal opening and thereafter in accordance with any contract pursuant to the RFP.
10. The Respondent affirms the following statement, as required by the Iran Divestment Act Tenn. Code Ann. § 12-12-111: "By submission of this bid, each Respondent and each person signing on behalf of any Respondent certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each Respondent is not on the list created pursuant to §12-12-106." For reference purposes, the list is currently available online at: https://www.tn.gov/generalservices/procurement/central-procurement-office--cpo-/library-/public-information-library.html.

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

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

SIGNATURE: 

PRINTED NAME & TITLE: Daniel J. Filer, President

DATE: 12/01/2023

RESPONDENT LEGAL ENTITY NAME: Webber Infrastructure Management, Inc.

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:	Webber Infrastructure Management, Inc.

Response Page # (Respondent completes)	**Item Ref.**	**Section A— Mandatory Requirement Items**	**Pass/Fail**
Noted	**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.	
Requirement removed per Amendment 4	**A.2.**	The Technical Response and the Cost Proposal documentation must be packaged separately as required (refer to RFP Section 3.2., *et. seq.*).	
Noted	**A.3.**	The Technical Response must NOT contain cost or pricing information of any type.	
Noted	**A.4.**	The Technical Response must NOT contain any restrictions of the rights of the State or other qualification of the response.	
Noted	**A.5.**	A Respondent must NOT submit alternate responses (refer to RFP Section 3.3.).	
Noted	**A.6.**	A Respondent must NOT submit multiple responses in different forms (as a prime and a subcontractor) (refer to RFP Section 3.3.).	
4	**A.7.**	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.	
7	**A.8.**	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.	
7	**A.9.**	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.	
Requirement removed per Amendment 4	**A.10**	Provide a letter confirming the Respondent's has submitted a Bid Bond to the State as part of the proposal submission in accordance with the requirements of this RFP.	

RFP ATTACHMENT 6.2. — SECTION B (continued)

RESPONDENT LEGAL ENTITY NAME:		Webber Infrastructure Management, Inc.	
Response Page # (Respondent completes)	**Item Ref.**	**Section A— Mandatory Requirement Items**	**Pass/Fail**
8-9	**A.11.**	Demonstrate a bonding capability up to $125 Million current and anticipated workloads. Provide a letter for an individual project along with from a surety or insurance company stating that the Respondent is capable of obtaining a Performance and Payment Bond covering the Project. *Letters indicating "unlimited" bonding capability are not acceptable.* The surety or insurance company providing such letter must be licensed as a surety and qualified to do business in the State of Tennessee. In addition, the surety must be listed in the current United States Department of the Treasury Circular 570 financial management service list of approved bonding companies, which is published annually in the Federal Register, and the surety must be listed or approved to write a bond in the amount indicated in the letter equal to or greater than $125 Million.	
State Use – Solicitation Coordinator Signature, Printed Name & Date:			

Webber attests to the following:

- **A.8**: Webber is unaware of any conflicts of interest in delivering goods or services under this contract.
- **A.9**: If awarded a contract pursuant to this RFP, Webber shall deliver a Payment and Performance Bond to the State in accordance with the requirements of this RFP.

Signature: _____ Date: 12/01/2023

Daniel J. Filer, President

MARSH

Gicelle Pajon
Vice President - Surety
Senior Fulfillment Specialist

Marsh USA LLC
1560 Sawgrass Corporate Pkwy., # 300
Sunrise, FL 33323
+1 305-588-5875
Gicelle.Pajon@marsh.com
www.marsh.com

October 26, 2023

Tennessee Department of Transportation
Procurement and Contracts Division
505 Deadrick St., Suite 500
Nashville, TN 37243

Subject: **Webber Infrastructure Management, Inc.**
Tennessee Department of Transportation
Contractor Pre-qualification Statement
Project: Performance Based Maintenance Services RFP # 40100-PBMC0001 Region 3 North

To Whom It May Concern:

The undersigned surety company is pleased to execute surety bonds on behalf of Webber Infrastructure Management, Inc., and is rated at least A or better and Class XV or better by A.M. Best and Company, is duly authorized in the State of Tennessee, and appear on the current list of U.S. Treasury Department Circular 570.

Webber Infrastructure Management, Inc. has been extended a bonding facility, which will support individual projects up to $3,500,000,000.00 and an aggregate work program of $7,000,000,000.00. Webber Infrastructure Management, Inc. currently has in excess of $3,500,000,000.00 in available bonding capacity.

The undersigned surety holds Webber Infrastructure Management, Inc. in the highest regard. The undersigned surety hereby certifies that, if Webber Infrastructure Management, Inc. selected as a contractor for a project and subject to the review and approval of the final terms and conditions of the associated project agreement, it intends to issue on behalf of Webber Infrastructure Management, Inc. as security for the performance of Webber Infrastructure Management, Inc.'s obligations under the project agreement, performance and payment bonds for the benefit of the Tennessee Department of Transportation (TDOT), as beneficiary.

Liberty Mutual Insurance Company

By: _____
Gicelle Pajon, Attorney-in-fact

Liberty Mutual. SURETY

This Power of Attorney limits the acts of those named herein, and they have no authority to bind the Company except in the manner and to the extent herein stated.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

Certificate No: 8204866

POWER OF ATTORNEY

KNOWN ALL PERSONS BY THESE PRESENTS: That The Ohio Casualty Insurance Company is a corporation duly organized under the laws of the State of New Hampshire, that Liberty Mutual Insurance Company is a corporation duly organized under the laws of the State of Massachusetts, and West American Insurance Company is a corporation duly organized under the laws of the State of Indiana (herein collectively called the "Companies"), pursuant to and by authority herein set forth, does hereby name, constitute and appoint, Gicelle Pajon

all of the city of Sunrise, state of Florida each individually if there be more than one named, its true and lawful attorney-in-fact to make, execute, seal, acknowledge and deliver, for and on its behalf as surety and as its act and deed, any and all undertakings, bonds, recognizances and other surety obligations, in pursuance of these presents and shall be as binding upon the Companies as if they have been duly signed by the president and attested by the secretary of the Companies in their own proper persons.

IN WITNESS WHEREOF, this Power of Attorney has been subscribed by an authorized officer or official of the Companies and the corporate seals of the Companies have been affixed thereto this 15th day of February, 2021.

Liberty Mutual Insurance Company
The Ohio Casualty Insurance Company
West American Insurance Company

By: _____
David M. Carey, Assistant Secretary

STATE OF PENNSYLVANIA ss
COUNTY OF MONTGOMERY

On this 15th day of February, 2021, before me personally appeared David M. Carey, who acknowledged himself to be the Assistant Secretary of Liberty Mutual Insurance Company, The Ohio Casualty Company, and West American Insurance Company, and that he, as such, being authorized so to do, execute the foregoing instrument for the purposes therein contained by signing on behalf of the corporations by himself as a duly authorized officer.

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my notarial seal at King of Prussia, Pennsylvania, on the day and year first above written.

Commonwealth of Pennsylvania - Notary Seal
Teresa Pastella, Notary Public
Montgomery County
My commission expires March 28, 2025
Commission number 1126044
Member, Pennsylvania Association of Notaries

By: _____
Teresa Pastella, Notary Public

This Power of Attorney is made and executed pursuant to and by authority of the following By-laws and Authorizations of The Ohio Casualty Insurance Company, Liberty Mutual Insurance Company, and West American Insurance Company which resolutions are now in full force and effect reading as follows:

ARTICLE IV – OFFICERS: Section 12. Power of Attorney.
Any officer or other official of the Corporation authorized for that purpose in writing by the Chairman or the President, and subject to such limitation as the Chairman or the President may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Corporation to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Corporation by their signature and execution of any such instruments and to attach thereto the seal of the Corporation. When so executed, such instruments shall be as binding as if signed by the President and attested to by the Secretary. Any power or authority granted to any representative or attorney-in-fact under the provisions of this article may be revoked at any time by the Board, the Chairman, the President or by the officer or officers granting such power or authority.

ARTICLE XIII - Execution of Contracts: Section 5. Surety Bonds and Undertakings.
Any officer of the Company authorized for that purpose in writing by the chairman or the president, and subject to such limitations as the chairman or the president may prescribe, shall appoint such attorneys-in-fact, as may be necessary to act in behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations. Such attorneys-in-fact, subject to the limitations set forth in their respective powers of attorney, shall have full power to bind the Company by their signature and execution of any such instruments and to attach thereto the seal of the Company. When so executed such instruments shall be as binding as if signed by the president and attested by the secretary.

Certificate of Designation – The President of the Company, acting pursuant to the Bylaws of the Company, authorizes David M. Carey, Assistant Secretary to appoint such attorneys-infact as may be necessary to act on behalf of the Company to make, execute, seal, acknowledge and deliver as surety any and all undertakings, bonds, recognizances and other surety obligations.

Authorization – By unanimous consent of the Company's Board of Directors, the Company consents that facsimile or mechanically reproduced signature of any assistant secretary of the Company, wherever appearing upon a certified copy of any power of attorney issued by the Company in connection with surety bonds, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

I, Renee C. Llewellyn, the undersigned, Assistant Secretary, of Liberty Mutual Insurance Company, The Ohio Casualty Insurance Company, and West American Insurance Company do hereby certify that this power of attorney executed by said Companies is in full force and effect and has not been revoked.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed the seals of said Companies this 26th day of October 2023

By: _____
Renee C. Llewellyn, Assistant Secretary

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:	Webber Infrastructure Management, Inc.

Response Page # (Respondent completes)	Item Ref.	Section B— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
14	**B.1.**	Provide a narrative that illustrates the Respondent's understanding of the State's requirements and project schedule.		**5**	
16	**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**	
19	**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**	
24	**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 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**	
28	**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**	
32	**B.6**	Quality Management Plan - Describe the approach and methods the Respondent shall use to monitor, report, and		**15**	

RESPONDENT LEGAL ENTITY NAME:	Webber Infrastructure Management, Inc.

Response Page # (Respondent completes)	Item Ref.	Section B— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
		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.			
35	**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**	
38	**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		**2.5**	

RESPONDENT LEGAL ENTITY NAME:	Webber Infrastructure Management, Inc.

Response Page # (Respondent completes)	Item Ref.	Section B— Technical Qualifications, Experience & Approach Items	Item Score	Evaluation Factor	Raw Weighted Score
		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.			
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**	
47	**B.12.**	Scenarios & Situations Review and submit a response to each situation and scenario presented below. 1) Dirt and debris tend to accumulate along the safety lanes and barrier walls of the bridge deck, approach slabs, and inside 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.		**5**	

RFP ATTACHMENT 6.2. — SECTION B (continued)

RESPONDENT LEGAL ENTITY NAME:	Webber Infrastructure Management, Inc.

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

B.1. PROJECT UNDERSTANDING

Webber Infrastructure Management, Inc. (Webber) is eager to deliver Performance Based Maintenance Services to the Tennessee Department of Transportation (TDOT; the Department) for its Region 3 North network. Assets to be maintained and services to be provided include highway, drainage, structures, roadside, vegetation, traffic services, specialty items, emergency response, and incident management activities in accordance with the Contract, its Scope of Services, and performance criteria. Service locations include Cheatham, Davidson, Montgomery, Robertson, and Sumner Counties.

We understand that we will be responsible for the day-to-day management, delivery of services and maintenance activities, oversight, direction, inspection, and ensuring the quality of work at all times. This means providing all personnel, engineering, equipment, services, and materials necessary. Our team will perform maintenance and repair services with sufficient frequency and speed to ensure consistent results in line with performance measures and timeliness requirements. We commit to proactively monitoring all routes and assets on a daily basis to identify, document, report, plan, and repair deficiencies. Some critical attributes that our experience has shown is important for the selected contractor to embrace, and our specific solutions for each are included in *Table 1*, below:

Critical Provider Attributes	Webber Solutions
The selected contractor should have a proven technological solution that will allow for effective management of services.	Our team will utilize Survey123 to manage this Contract, as we do for all of our contracts. Survey123 is a customizable, GIS-enabled, Computer Maintenance Management System (CMMS), which we have already, proactively tailored specifically to this Contract.
The selected contractor should have the competency and ability to proactively design and execute work plans that will fulfill all performance and timeliness requirements.	A preliminary annual work schedule has been developed based on Contract requirements (*Appendix C*). The schedule will be refined on an ongoing basis by our Maintenance Planning Team who will be dedicated to this project. The Maintenance Planning Team includes a Maintenance Planner and two inspectors who will support our team in ensuring that condition assessment and deficiencies are captured, work plans and schedules are established and met, and that work performed meets requirements. Work plans will be managed through Survey123, introduced above.
The selected contractor should be visible on the network and have sufficient incident and emergency response staffing and tools to respond quickly when needed for increased safety and security of the public.	We will utilize a zone-based approach for incident response services, including five response zones with three incident responders assigned to each zone. This solution will enable fast and reliable services, delivered by highly trained and competent staff. Vehicles will be fully equipped to meet incident response needs, and will be outfitted with Geotab vehicle tracking technology which will enable us to see which personnel are closest to reported incidents. Incident response and maintenance vehicles, as well as traffic control trailers, will also be equipped with iCone technology to alert drivers to the existence of active work zones and incidents.
The selected contractor should plan for a high level of customer service requests and have a plan in place to transition from a reactive to proactive mode of providing services.	We will provide a dedicated Customer Service Specialist, whose focus will help our team stay in proactive response mode rather than slipping into reactive response mode, supporting increased productivity and reduced customer service requests. Customer service issues, actions, and resolutions will be tracked in Survey123, with quick access for the Department provided via the Client Portal, described below.
The selected contractor should be transparent in the status of work activities and accomplishments.	Our Survey123 Client Portal will give TDOT 24/7 access to data and reports related to work activities. This portal will serve as an easily accessible "dashboard" for Department personnel to quickly access critical data when needed.

Table 1: Critical provider attributes and proposed solutions

Understanding of the MQA Program, Performance, and Timeliness Requirements

Webber currently provides services for dozens of similar contracts for DOT customers as detailed in *Section B.4*. We fully understand:

- That our performance will be measured under a Maintenance Quality Assessment (MQA) rating using criteria established in 'TDOT MQA Manual V. 1.4'. The Department will perform a complete MQA rating four times per year, randomly generating (0.10 mile) locations to be rated. Five business days in advance of scheduled MQA evaluation, the Department will invite our team (two employees maximum) to accompany the Department MQA team in their review.
- The stipulations in regard to contesting scores, dispute resolution, and the decision hierarchy as defined in the *RFP's Scope of Services Section 26*.
- Requirements regarding performance criteria, evaluation procedures, target ratings, and non-performance withholdings reflected in the *RFP's Scope of Services Section 27 and Tables 1 – 7*.
- The liquidated damages associated with failure to meet timeliness requirements and our responsibilities regarding logging data related to the start and completion of tasks, and mandatory timeliness criteria as defined in the *RFP's Scope of Services Section 28, Table 8*.

We commit to meeting or exceeding all performance specifications as defined in the RFP documents. As described throughout this proposal, our proactive approach to ensuring service delivery conforms to contractual and MQA criteria requirements includes a comprehensive work needs analysis program, close coordination with TDOT, daily patrols, routine inspections, as well as quarterly MQA inspections performed alongside the Department.

Webber's understanding of PBMCs is validated by our documented history of performance excellence. Our average Asset Maintenance Contractor Performance Evaluation Report (AMPER) score over the last 3 years on Florida Department of Transportation (FDOT) contracts (their standardized method of evaluating contractor performance) should assure the Department that we are not only a dependable industry partner, but the best suited contractor to manage the Region 3 North network.

Source: https://www.fdot.gov/maintenance/asset.shtm (AMPER Grades Report)

Potential Bidders for this Contract	Experience		Performance
	Total Active FDOT Contracts	Total # AMPERS (2021-2023)	3 YR Avg. AMPER (2021-2023)
Webber	**22**	**87**	**92.69**
AIMM	1	1	77.60
DCS	3	6	81.35
Walsh	3	8	81.03
LB / Versar	9	39	86.13
RJA	8	33	87.38
TPC Corp	3	6	90.75

Understanding of Project Schedule

Webber understands that we are required to mobilize and begin work 90 days from the effective date of the Contract. A draft mobilization schedule which outlines our general activities and milestones has been included as *Appendix B*.

Throughout the 60-month contract term plus potential renewals, it will be our responsibility to schedule services at the right frequencies to meet or exceed performance requirements, including for the initial Phased Maintenance Services. This will be achieved through the inclusion of a dedicated Maintenance Planning Team, a suite of technology that will streamline our operations, and a proactive maintenance strategy which all Region 3 North personnel will be thoroughly trained and knowledgeable of.

Understanding the Importance of Becoming a Trusted Partner to TDOT

Finally, we understand that the Department is not seeking just a contractor, but rather a partner to help lead this new program as the state of TN embraces a new Performance Based Contracting model for maintenance of Region 3 interstates. We commit to designing, implementing, and continually improving our service delivery model to align with the goals, objectives, and expectations of the Department. Our commitments include:

- Taking pride in the delivery of services and managing asset services with an owner's mindset. We will treat these roads as if they were our own.
- Close, continuous, and transparent communication with TDOT beginning at Contract execution to ensure alignment of goals and expectations. This service delivery model includes giving TDOT access to a customized Client Portal for 24/7

access to work planning, progress, customer service issues, actions, resolutions and more.
- Completing Phased Maintenance Services within the nominated time frames to achieve MQA compliance following the phase-in period.
- Responding to and clearing incidents safely and quickly to reduce the chance of secondary crashes.
- Not just promising, but delivering a proactive maintenance approach and services for the term of the project.
- Continued research and implementation of innovations to drive value for the Department and motorists.

B.2. PROJECT APPROACH

Performance Based Maintenance Contracts (PBMCs) make up the majority of our contract portfolio, and we are highly experienced in designing and executing work plans to meet client-specific performance and timeliness requirements.

The goal is consistent across all our contracts: to deliver services safely, efficiently, and proactively while maximizing the availability of the facility and extending the longevity of assets. We believe a successful work plan starts before the contract does, and even the best work plan is no use without the right team, resource location and allocation, mobilization, training, and preparation.

Webber has decades of experience working with clients throughout North America on PBMCs similar to this one, allowing us to identify and understand what is truly important in the delivery of services. Particularly important factors in successful delivery of the Region 3 North PBMC will include:

- Maximizing the safety and experience of everyone present on the network.
- Close coordination with the Department, engaging proactively regarding expectations and operational performance.
- Utilizing proven subcontractors for specialty services who are knowledgeable of TDOT performance expectations, and establishing subcontractor agreements that are extremely clear in performance expectations.
- Delivery of tailored weekly, monthly, and annual work plans based on thorough and ongoing work needs analyses, strategic resource management, and efficient maintenance planning.
- Performing services in line with overarching standards, specifications, and timeliness requirements.
- Providing daily patrols throughout the network to identify deficiencies and help ensure the safety of motorists.
- Remaining vigilant in identifying system deficiencies that may impact Department assets and reporting or repairing them proactively.
- Safe, effective, and timely incident and emergency response.
- Proactive stakeholder communications and engagement.
- Prioritizing customer service including courteous communication, timely response, and coordinated action to resolve customer requests.
- Performance of root cause analysis for issues identified on the network and developing solutions that address underlying

Proven ability to Mobilize in New Markets for New Clients and New Programs

In the first half of 2023, Webber successfully managed three simultaneous PBMC mobilizations in three different markets, two of which were for new clients. The contracts listed below required the hiring of approximately 70 staff and procurement of over 120 pieces of fleet and equipment in total.

- Staunton North FAMS Interstate Maintenance (I-81 and I-66) in northwestern Virginia for VDOT.
- Total Routine Maintenance of the President George Bush Turnpike East in Dallas, Texas for the North Texas Tollway Authority (NTTA). This is a new client and a new geographic market for Webber.
- Operations and Maintenance (O&M) of the East End Crossing Tunnel in Louisville, Kentucky for the Kentucky Transportation Cabinet (KYTC). This is also a new client and new geographic market for Webber.

  Similar to TDOT's Region 3 North PBMC network, this is the first time that KYTC had bundled the maintenance of this asset under a single contract.

WE EXPECT TO SELF-PERFORM APPROXIMATELY 60% OF SERVICES, SUBCONTRACTING ROUGHLY 40% OF SERVICES TO SPECIALTY PROVIDERS.

factors, thus providing permanent answers, not temporary solutions.
- Continuous pursuit of ways to innovate and improve service delivery.

We will continually work to determine and prioritize maintenance needs and adjust our strategies accordingly. Having flexibility will allow us to optimize operational efficiency, remain focused on safety iniatives and best practices, provide exceptional customer support, and ensure quick and effective incident management. We will achieve expectations through the commitment of skilled and well-trained resources, proven best practices, and a proven quality program.

Through effectively managing these key drivers, TDOT will find a transparent, productive, and trustworthy partner in Webber.

Contract Mobilization – Meeting TDOT's Schedule

We know how critical mobilization is to a contract's success, and TDOT can rest assured that should we be awarded this Contract, we have the necessary resources in place to hit the ground running within the 90-day mobilization window.

A draft mobilization schedule illustrating how we will approach the requisite 90-day timeline has been included as *Appendix B*.

To ensure that our contracts get off to the best possible start, we have established a formal mobilization structure, process, and toolkit. We call this approach, which covers all aspects of mobilization, "Project GO". Our approach ensures that roles and responsibilities are clear, that each stakeholder understands their importance to the overall outcome, and leadership oversight and a continuous improvement feedback loop is critical.

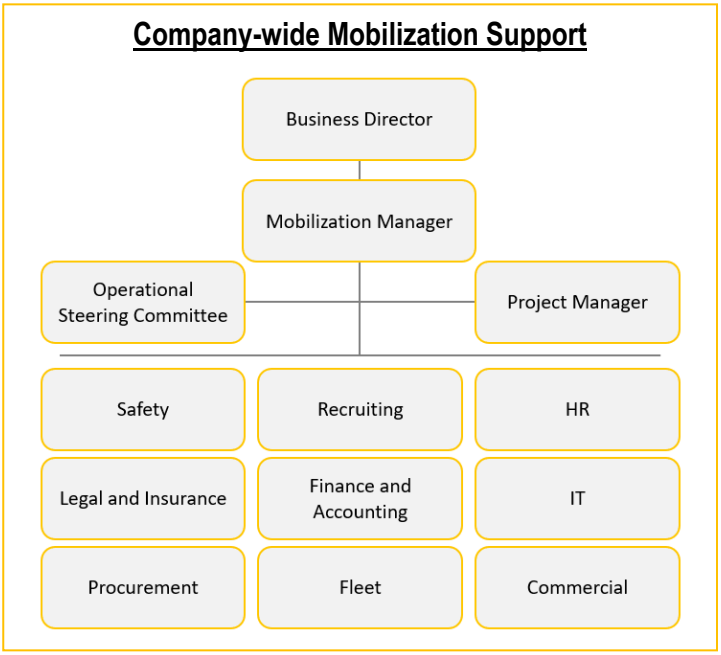


Figure 1: Webber will assign resources from across the company to support the Region 3 North mobilization.

Our mobilization toolkit includes:

- A task specific, consistent, and editable mobilization plan ready for Day 1 of the mobilization period - this drives consistency in how we mobilize our contracts.
- A standard document management site, where the mobilization team stores critical information that will become the knowledge base for contract delivery.
- A task management site, where standard "to do" items across any mobilization are pre-loaded, and new tasks that are unique to the contract are added and tracked by the Mobilization Manager.
- A communications plan, based on the needs of the contract, including weekly meetings, reports and reviews.

We deploy subject matter experts from across our organization, with experience participating in multiple mobilizations, to form a dedicated Mobilization Team. The Mobilization Team will remain in place for at least 30 days following the start of operations, to ensure continuity and provide support to the Region 3 North operations team throughout this critical initial stage.

When all mobilization tasks have been completed, including lessons learned captured, the mobilization-dedicated document repository will be transitioned into an operations document system and the mobilization phase will be officially closed. The Mobilization Team then incorporates lessons learned into future mobilizations, so that the whole business – and our customers – benefit from the experience of each mobilization.

Coordination with the Department During Mobilization

We look forward to working with the Department to develop a mobilization plan that is agreeable to all parties involved but provide the following recommendations as a potential starting point:

- Official Contract Kick Off: We respectfully request key Department personnel and Contract stakeholders meet with

Webber to ensure:

- Alignment of Contract goals, objectives, and expectations specific to operational performance, safety, and customer service.
- Informational updates regarding new or "in progress" scope items.
- Complete understanding of current roles and responsibilities of the Department's contract administration staff and key stakeholders.

– Submission and Approval of Plans
  - We respectfully request the Department review and approve all submitted plans within a reasonable time frame including our Annual Work Plan, Emergency Response Plan, Annual Traffic Control Plan, Customer Service Resolution Plan, Public Information Plan, Training Program Plan, and Tort/Damage Claims Process Plan.
– Submission and Approval of Reporting
  - We respectfully request the Department review and approve format and structure of all required reporting prior to commencement of services.

Communications during the mobilization period will include weekly internal meetings inclusive of the entire mobilization team. In addition, frequent and productive client meetings will allow us to engage proactively regarding operational expectations. We welcome an open and transparent environment to ensure we are serving the Department in accordance with expectations and remain committed to continuous improvement.

Data Management through Survey123

The backbone of our approach, Survey123, will be used to build and maintain work plans including outstanding, in-progress, and completed work needs, timeliness metrics, and to track the activities of our crews in the field. Survey123 will enable our maintenance crews to upload field data and photos efficiently and securely. The GIS-enabled system then integrates the data and provides analysis, mapping, reporting, and visualizations to bring efficiency and transparency to field operations.

The system allows for "smart management" by providing visibility into daily progress, outstanding needs, and recurring issues. Data input functionality includes automatic location documentation coupled with informational fields, drop-down menus, and supplemental photo uploads. In addition, information uploaded from crew smartphones and tablets is automatically sent to the platform, recorded, and plotted geospatially by category and priority. Survey123 also ensures time-critical components of the Contract are scheduled and delivered as required. It serves the following essential functions:

- Monitors status of maintenance needs.
- Tracks specific issues by location, due dates for completion, and days remaining until the deadline.
- Captures and delineates between discovery and notification of deficiencies.
- Streamlines the work plan.
- Highlights withholdings associated with non-compliance.

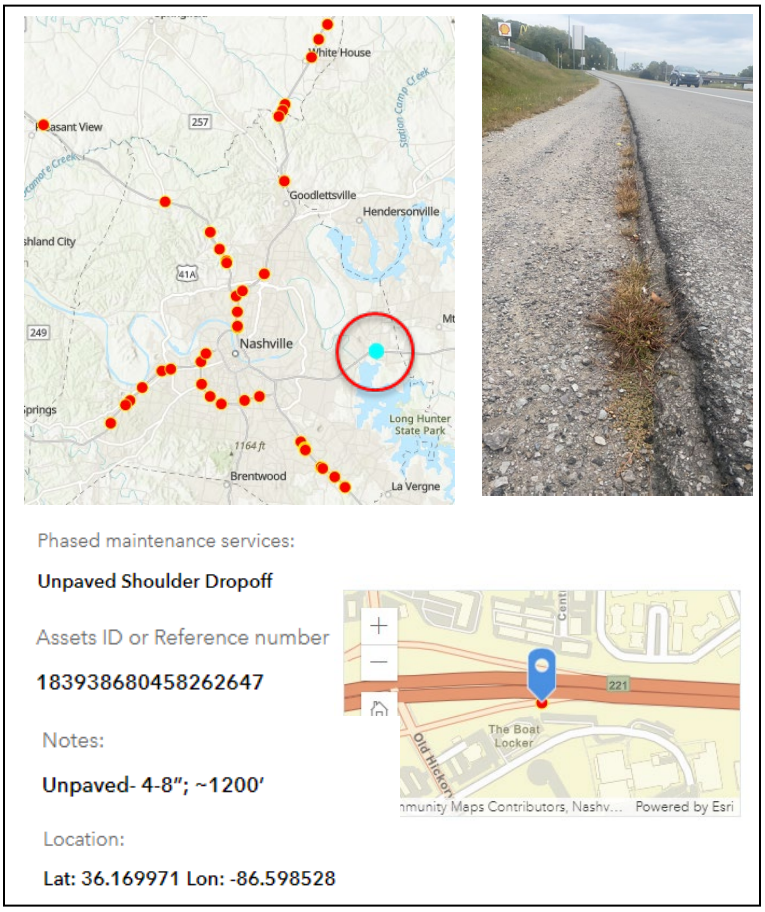


Figure 2: Our team has been proactively surveying the Region 3 North network, populating Survey123 with work needs identified. The system ties the deficiency to the TDOT Asset ID and is mapped using GIS technology, making it easy for maintenance crews and inspectors to locate each deficiency. Photos are taken before, during, and after repairs are completed.

- Houses an archive of all completed deliverables over the term of the Contract.

As Webber is very excited about the potential of managing this important Contract for the Department, our executive team made the decision to invest in the customization of our Survey123 application specifically for this network during the bid phase instead of waiting until mobilization. We knew this was an important commitment in order for us to validate deficiencies on the network, analyze resources that will be required, and to develop a preliminary annual work schedule (*Appendix C*).

Our team has been proactively surveying Region 3 North roadways and logging deficiencies in Survey123 (*Figure 2*) for a comprehensive understanding of current conditions, including general and Phased Maintenance needs. Data collection will continue into the mobilization phase, allowing schedules and resources to be streamlined prior to the start of operations.

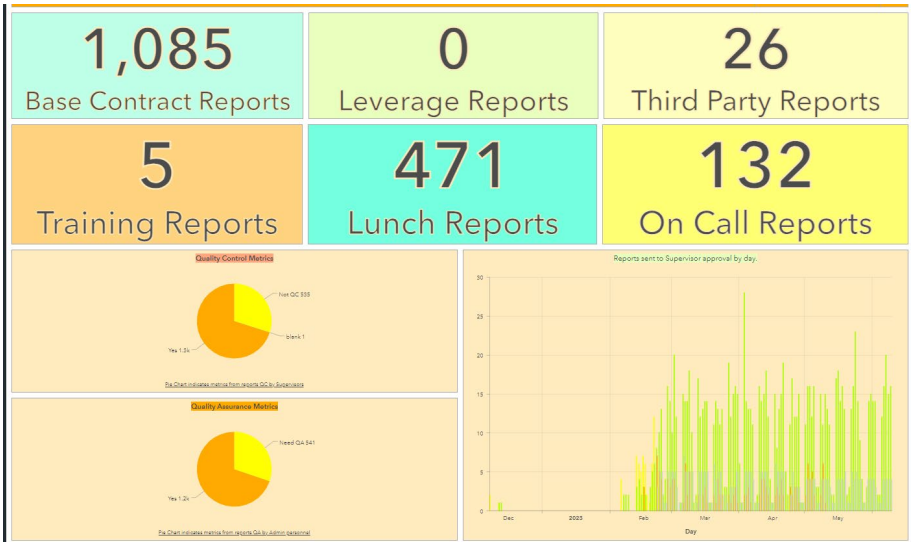


Figure 3: Example of a Survey123 Client Dashboard. Webber will customize a Survey123 dashboard based on the preferences of TDOT upon Contract award.

For full transparency of performance, we commit to implementing a cloud-based Client Portal (*Figure 3*) to grant TDOT 24/7 access to data and reports related to maintenance work performed (and corresponding photographic evidence), customer service issues, actions, and resolutions. This Portal will serve as an easily accessible "dashboard" for TDOT personnel to quickly access important data as needed from a phone, tablet, or computer.

Zone-Based Approach for Rapid Incident Response and Service Consistency Across the Network

We will use a zone-based coverage approach for incident response resulting in improved efficiency, faster response capabilities, and familiarity of assets which will allow crews to more easily identify changes to asset conditions in their zone.

Each of the five zones shown in *Figure 4* will have three dedicated incident responders assigned (one of whom will be designated as a zone lead). We feel this is an optimal balance, allowing one crew member to respond and the other two crew members to be dispatched to pick up zone-dedicated TMAs (or other equipment) if and when necessary, or to respond to a concurrent incident should it occur within their zone or a neighboring zone.

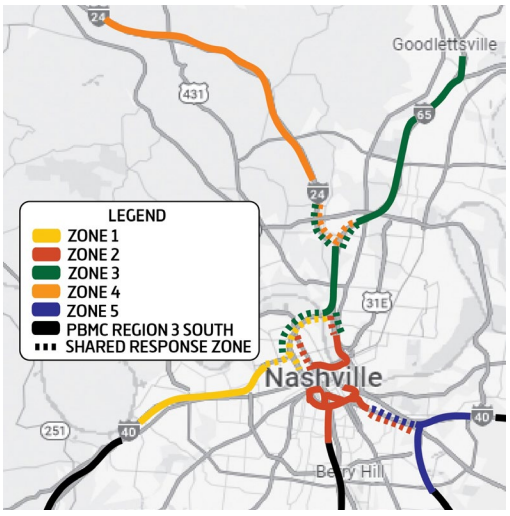


Figure 4: Webber will manage incident response using a zone-based approach.

Note: The configuration of these zones is preliminary only, and will be reviewed on a quarterly basis at minimum and adjusted as necessary to improve efficiency.

B.3. MANAGEMENT AND REPORTING

As described throughout this proposal, our proactive management approach to ensuring service delivery conforms to contractual criteria includes a powerful and proven CMMS (Survey123) that will enable data driven decisions, comprehensive plans to guide our trained and experienced team, a multi-faceted work needs analysis program, a robust planning and quality program led by a dedicated Maintenance Planner and inspectors, geographically dispersed incident response resources and maintenance crews, a wide-variety of in-house equipment for the benefit of self reliability and flexibility, and other valuable components that will allow us to effectively deliver on the Scope of Services and accomplish required objectives.

We have identified a Project Manager, Joel Scott, who has an intimate understanding of this network, TDOT, and local stakeholders. His knowledge and experience will allow us to establish alignment with TDOT early and maintain it throughout the Contract term. The leadership and direction of our project management team and supporting resources will ensure we remain ready and prepared to execute under any circumstances, which will be vital to managing the Contract successfully.

Coordination and Communication

We commit to ongoing communications with the Department regarding issues, progress, and safety concerns. Proposed meeting frequency is as follows:

- Face to face meetings with the Department to discuss Contract progress, including work completed, scheduled work, open issues, performance KPIs, and other topics, will include the following staff and frequencies:
  - Webber Project Manager: monthly or more frequently if deemed necessary
  - Webber Business Director: quarterly or more frequently if deemed necessary
  - Webber President: annually
  - Community and stakeholder meetings: quarterly
  - Emergency preparedness meetings (internal): semiannually in spring and winter
  - Reporting: as required

Additional communication regarding general progress and conditions will include:

- Day to day updates as necessary, such as:
  - Discussing the previous day's activities and the work plan for the current day.
  - Task status and unanticipated activities (e.g., responding to incidents, repairing damaged assets) not included in daily work plans.
- Monthly progress meetings, which consist of:
  - Reviewing monthly progress and performance and discussing upcoming actions and work items that are scheduled for the following month and additional focus areas as applicable.
- The Client Portal will be available to TDOT 24/7 for immediate access to reports, activities, accomplishments, outstanding issues, and other information.

Construction Coordination

Webber is well aware that capital improvement projects are vital to TDOT and the Region 3 interstate network, and that maximizing investments to infrastructure is of the utmost importance. We volunteer to participate in plans review during the development stage and offer recommendations to design teams. We will also commit to participating in preconstruction meetings as well as in milestone walkthroughs. Once our walkthroughs are complete, we will document our findings and provide a summary report, inclusive of pictures, to the Department.

Post-construction and upon approval from TDOT, we offer our services to participate in warranty field reviews and actively monitor newly constructed assets for warranty and/or construction defects. Any issues identified will be recorded with supporting details and submitted to the Department.

Community and Stakeholder Engagement

Dynamic community and stakeholder engagement is vital to delivering well-managed services under this Contract. We commit to instituting a Quarterly Stakeholder Forum for stakeholders, including coordination and facilitation of this important communication channel.

Important topics of discussion during the meeting will include customer service issues, lane closures, and any and other topics of concern to participants. We also commit to close collaboration with stakeholders regarding pre- and post-event support services for special events such as Nashville Predators, Tennessee Titans, and Vanderbilt University games, local college homecoming festivities, CMA Fest, and a multitude of other concerts and events that will impact traffic on the network.

Required Plans

We recognize the Department's requirement for the following plans to be delivered within the time frames outlined below, as they are critical to the management of this Contract. We commit to mobilizing our extensive suite of highly trained and dedicated resources to develop and submit these plans as quickly as possible. Beyond initial submittals, we commit to submitting updated versions on an ongoing basis as required:

- **Annual Work Plan**: No later than 30 days prior to Contract Start, and by July 1st of every year thereafter.
  - The plan shall include a spreadsheet of proposed quantities to be performed, reported week by week, and organized by month. The Work Plan shall include each activity for each asset to be performed. The activities will be detailed in the unit of measurement provided by the Department. The Work Plan shall include the appropriate level of staffing per work activity.
  - Projected work activities will at a minimum be reported by asset type, activities, start and end location (lane/route/mile marker), unit of measure, quantities, county, and district. The list of assets and time periods of the year for work in the scheduled work plan will include, but not be limited to, (1) reshaping, and restoring material losses of paved surfaces and edge of pavement drop offs, (2) repairing, patching, joint sealing, crack sealing, repairing slides and slope failures, drainage channels and side slopes, (3) repair of curb, gutter, underdrains, drop/curb inlets, storm water facilities, culverts, and (4) repair of bridge rails, bearing assemblies, deck components, signs, guardrails, etc. We will develop an associated budget to ensure the desired maintenance outcome is achieved and include it as part of the work plan submissions.
  - A preliminary annual work schedule has been included as *Appendix C*.

Figure 5: Each plan will be aligned with the others to ensure a consistent and efficient overall approach to services.

- **Emergency Response Plan**: No later than 30 days prior to Contract Start and by July 1st of every year thereafter.
  - The Emergency Response Plan will detail how we will respond to both weather and non-weather emergency-related incidents that include, but are not limited to, response to infrastructure damage by any flooding, tornadoes, rockslide, any major and minor vehicle crashes, hazardous materials releases, etc.
  - The Emergency Response Plan will also include our management structure, response time, equipment, and other resources that will be utilized for each emergency response scenario required. The Plan will include a detailed account of our planned public and Department notifications, incident management, measures to ensure the safety of motorists, spill mitigation and cleanup, handling and disposal of hazardous and non-hazardous waste, coordination with the Department, the Tennessee Highway Patrol and other emergency personnel with respect to emergency incidents and/or occurrences, submission of incident reports, establishment and maintenance of detour routes for closure of the interstate, emergency repairs, removal of debris, and evacuation response.
- **Annual Traffic Control Plan**: No later than 30 days prior to Contract Start and by July 1st of every year thereafter.
  - The Annual Traffic Control Plan will outline the methods we intend to use for traffic control while carrying out services. Traffic Control Services provided will be in accordance with the Manual of Uniform Traffic Control Devices (MUTCD), the TDOT Work Zone Field Manual (WZFM), and the provisions of the *Scope of Services Section 18*. We will include any anticipated increased volume of traffic during holiday and planned events and shall provide a full explanation of how any increase in traffic will be handled.

- **Customer Service Resolution Plan**: 60 days prior to Contract Start and by July 1st of every year thereafter.
  - The Customer Service Resolution Plan will outline the best methods and approach for dealing with the public and incident response.

    Our Customer Service Resolution Plan, which will be tailored to the needs of this Contract, will include processes and procedures that clearly outline the steps required to address the needs of customers successfully. Our proactive approach integrates operational transparency, customer feedback, and minimal Department involvement. The Plan will ensure that:

    - Customers are responded to within the required time frame.
    - Response actions are documented, tracked, and reported, both to the individual initiating the comment and to the Department.
    - Complaints are resolved and communicated back to all relevant parties for customer service request close-out.

    Beyond immediate response efforts, we will perform an in-depth review of any repeated complaints underlying cause(s) and identify proactive solutions to prevent similar complaints in the future.

Figure 6: Customer Service Resolution Process

- **Public Information Plan**: Within 30 days of Contract Start and updated as needed.

  The Public Information Plan shall prescribe roles,
- **Public Information Plan**: Within 30 days of Contract Start and updated as needed.
  - The Public Information Plan shall prescribe roles, responsibilities and procedures regarding public communications. This will include the dissemination of information regarding our contracting approach, providing information to the TDOT Engineer, and the issuance of activity update bulletins. Webber will develop the first draft of this plan and then work with TDOT to develop it fully.
- **Training Program Plan**: No later than 30 days prior to Contract start, and by July 1st of every year thereafter.
  - The Training Program Plan will consist at a minimum of OSHA and VOSH safety standards, Traffic Control training, and Incident-First Response training.
- **Tort/Damage Claims Process Plan**: Prior to Contract Start and by July 1st of every year thereafter.
  - The Tort/Damage Claims Process Plan will outline the method, approach, detailed processes and procedures for dealing with any claims of negligence. The plan will provide our processes from the time Webber receives a claim until final resolution of the claim. The Plan will include standard forms and letters that are used to receive information from the claimant, and for the resolution of the claim. These procedures shall include all of the requirements of the *Scope of Services Section 24, Tort/Damage Claims*.

We see these plans all being part of our overall Maintenance Plan for this Contract. Each will be aligned with the others to ensure a consistent and efficient overall approach. We know intimately that the delivery and performance in one facet of service delivery directly impacts the others.

Contract Dedicated Equipment for Reliability of Services

To efficiently manage a PBMC, contractors need reliable fleet and equipment on hand to ensure on time completion of services. Therefore, Webber commits to purchasing all new fleet and equipment for this contract. Fleet will be equipped with strobe lights/rotating hazard beacons, reverse gear warning devices, and Geotab. Incident response vehicles will be equipped with Variable Message Boards (VMB), providing advanced notice and clarity in messaging to motorists.

A major equipment list has been included as *Appendix E*. Additionally, we have agreements in place with rental providers and local subcontractors should additional equipment be required.

Contract-Dedicated Specialty Equipment

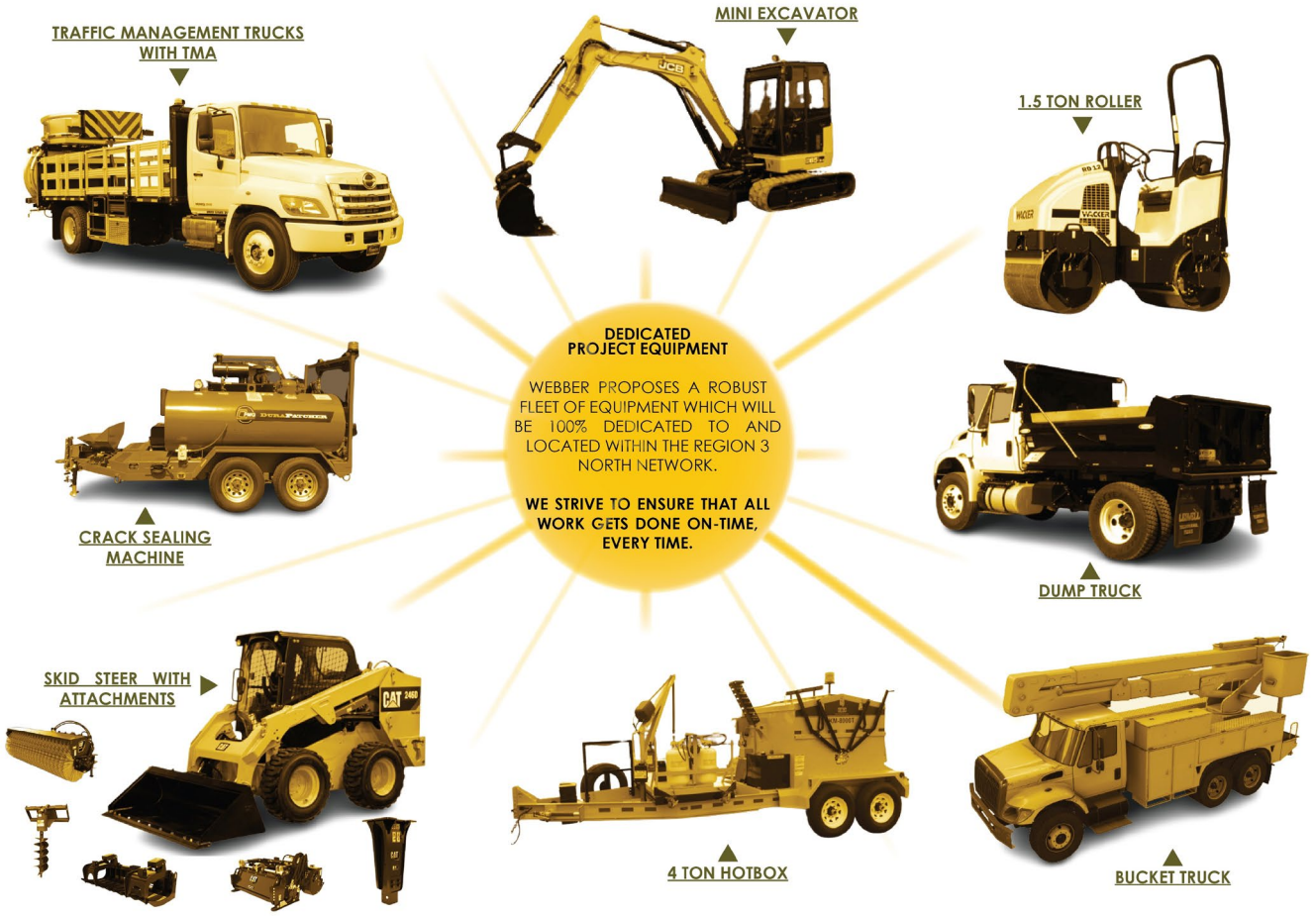


Figure 7: Dedicated specialty equipment will allow our team to deliver a high level of service quickly and efficiently.

Inspections and Patrolling

Efficient and proactive maintenance practices rely on understanding the actual condition of the assets being managed. Daily patrolling of roadways will be conducted by our Maintenance Planning Team and incident response crews. Patrolling will involve driving the system to check for safety concerns, traffic accidents, and maintenance needs. Crews and inspectors will be trained to identify and record observations in Survey123, which will automatically geo-reference location and add the potential deficiency to the work plan. Crews will be equipped with both smart devices and handheld radios. The inclusion of radios is an additional safety measure that we implement, as it enables crews to not have to handle phones while driving, in compliance with the TN Hands Free Law and Webber company policy.

Beyond daily patrols, we will develop an inspection program for all element and characteristic groups, to build a repository of asset condition data that can be used both for work planning and compliance reporting. During mobilization, operational experts from across our company, in collaboration with TDOT, will work to refine and finalize optimal inspection frequency and sample size to ensure that our maintenance planning and execution is meeting performance expectations as intended. Assets directly related to safety, or those prone to failure will be inspected at a higher frequency than other assets. Our Maintenance Planner will schedule inspections of work completed and will also perform unplanned inspections throughout the network. Additionally, scheduled and unscheduled work zone (focused on operational safety onsite) and worksite (focused on maintenance office, yard, and storage facility practices) safety inspections will be performed by our Safety Officer and US Director of Safety.

Traffic Services and safety items such as guardrail, attenuators, regulatory signs, object markers/delineators, pavement defects, and presence of hazardous debris will be monitored through our daily patrols. Signs will be reviewed through an annual reflectivity inspection and quarterly night-time drive throughs to ensure any issues with poor reflectivity are scheduled for

replacement in our work plan, or immediately if assets present a safety concern. Potholes and road surface condition will be monitored during the weekly pothole location ride as well as on a daily basis using the Visual Defence Rover System described in *Section B.10*. Results of all inspections will be recorded in Survey123, for scheduling purposes and reporting.

Reporting

Webber understands the reporting requirements of this Contract. Our internal Quality Management Plan (QMP) and CMMS will guide us in delivering accurate reporting as scheduled, as well as ad hoc reporting requested by the Department. Reporting frequencies will be delivered in line with *Table 2* and will meet the requirements defined in *Scope of Services Sections 25.2 and 25.3*.

Reporting of monthly work accomplishments will utilize the Units of Measure defined in the *Scope of Services Section 19.4.2 – Chart 1*.

We will maintain reports and other Contract records for a period of not less than three years from the date of the end of the original Contract period or subsequent renewal periods, unless a longer minimum period is otherwise specified. Upon request, we will make records available to the Department or its representative(s).

Weekly Reporting
Weekly Work Plan (including planned lane closures)
Total Project Guardrail Damage Location Ride Findings
Monthly Reporting
Activities, Accomplishments, and Expenditures
Customer Service and Incidental Services
Third Party Damage
Monthly Highway Lighting Outage Report
Monthly Pavement Condition Assessment Report
*Total Project Pothole Location Ride Findings

*Table 2: Reporting Frequencies will be verified with TDOT during the mobilization period. *The required frequency of the Total Project Pothole Location Ride Findings Report conflicted between the SOS language and Q&A. We are prepared to provide it either weekly or monthly.*

B.4. FIRM EXPERIENCE AND PERFORMANCE

Webber has been providing roadway, structures, and incident management services in North America for almost 30 years. Currently, in the US, we have maintenance contracts in place in Virginia, Washington DC, Kentucky, Florida, Texas, Georgia, Alaska, California, and Colorado.

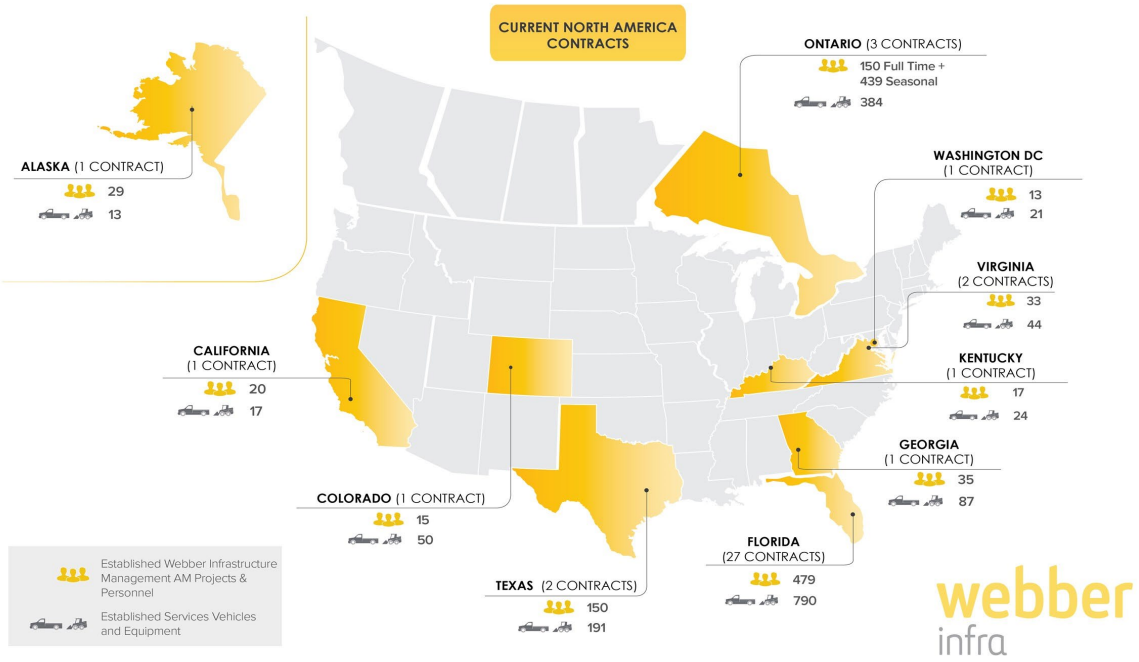


Figure 8: Webber's North American PBMC Footprint and Resources

Our parent company, Ferrovial S.A., founded in 1952, is one of the world's leading infrastructure operators and municipal services companies. The company has more than 24,000 employees and earns over $12B in annual revenue through operations spanning nine countries. This international presence and experience drives best practices and consistency of delivery across all of our contracts, and our customers in the US feel the benefit of continuous improvement of operational and business service delivery.

Webber has been directly involved in the pioneering and evolution of outsourced roadway maintenance programs in the US and Canada since their inception in the 1990s when we began working with VDOT on the implementation of its first contracted maintenance program, the first of its kind in the nation. Amongst others, we have also been working closely alongside FDOT and the MTO on the implementation and ongoing development of their programs for almost two decades. During this time, we have seen several iterations of performance based maintenance contracts and ultimately have reached a point where appropriate risk allocation and performance criteria have been achieved for DOTs and maintenance contractors. Our current North American PBMC portfolio includes over 13,000 lane miles of roadway, over 2,000 fixed and 29 movable bridges, over 6,000 ancillary structures, and 27 tunnels. A summary of our portfolio is included in *Table 3* below.

Contract Owner	Contract No.	Classifications of Work Performed/Summary	Term	Contact Info	Performance Results
FDOT	E1T20	Roadway, roadside, structures, drainage, traffic, vegetation and incident/emergency response management for 364 lane miles of state roads in Polk County.	2020-2027	Martin Smith 863-519-2761	**AMPER Scores** 2023: 95.6 2022: 94.7; 98.6 2021: 96; 99
FDOT	E1S36	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 142 center line miles and 416 lanes miles of state roads in Collier County. Network spans high profile beach communities and requires significant stakeholder management with various state and other agencies including wildlife preservation groups as the area is home to the endangered Florida Panther.	2019-2026	Ray De Giovanni 239-872-8279	**AMPER Scores** 2023: 97.8 2022: 98; 89.9 2021: 98.3; 90.2
FDOT	E1T80	This performance-based contract requires the inspection, management and performance of the maintenance of all primary state roads within Charlotte County. Services include roadway, roadside, structures, drainage, traffic control, vegetation, and incident/emergency response management.	2021-2028	Ray De Giovanni 239-872-8279	**AMPER Scores** 2023: 98 2022: 98; 96.1 2021: 88.3; 98
FDOT	E1U59	This performance-based contract requires diligent inspection, effective management, and efficient performance of maintenance on all primary state roads within Sarasota County. Services include roadway, roadside, structures, drainage, traffic control, vegetation, and incident/emergency response management.	2022-2028	Carlos Cabrera 941-465-0778	**AMPER Scores** 2023: 98.5 2022: 87.5 2021: N/A
FDOT	E1U60	Performance of storm water pond maintenance for Lee County. Services include general upkeep of the ponds, removal of debris, and vegetation control.	2021-2024	Zachary Heston 239-738-6676	N/A
FDOT	E1U99	This contract includes inspection and maintenance of all National Bridge Inspection Standards (NBIS) qualifying bridges, state-owned pedestrian bridges, over lane sign structures (including ITS, weigh station, and PrePass structures), high mast light poles, and steel camera poles.	2022-2027	Seth Collie 813-981-4673	**AMPER Scores** 2023: 77.8 2022: N/A 2021: N/A
FDOT	E2R44	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 118 center line miles and 220 lanes miles of state roads in Madison County.	2020-2027	Cynthia Nelson 850-838-5802	**AMPER Scores** 2023: 99.1 2022: 98; 84.9 2021: 97.3; 97.4
FDOT	E2V97	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 339 center line miles and 1,302 lanes miles of primary state roadways in Duval County.	2018-2028	Justin Savage 904-360-5627	**AMPER Scores** 2023: 77.2 2022: 54.4; 60.5 2021: 70.5; 68.4
FDOT	E2Y74	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 99 center line miles and 328 lanes miles of state roads in Nassau County.	2019-2026	Preston Franklin 904-360-5274	**AMPER Scores** 2023: 87 2022: 83.6; 90.9 2021: 91.2; 93.6
FDOT	E2Y86	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 114 center line miles and 372 lanes miles of state roads in Clay County.	2019-2026	Pattie Yakaboski 904-825-5085	**AMPER Scores** 2023: 94.3 2022: 89.1; 94.9 2021: 95; 95.3
FDOT	E3R56	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 234 center line miles and 755 lanes miles of state roads in Okaloosa and Walton Counties. Assets include 43 bridge structures and more than 80 outfall ditches and canals.	2018-2025	Cheryl Ratcliff 850-981-2726	**AMPER Scores** 2023: 98.8; 96.2 2022: 98.4 2021:92.2; 100.2

FDOT	E3O40	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 432 center line miles and 971 lanes miles of state roads in FDOT District 3. Assets include 271 bridges, streets, sidewalks, and landscaping in cities in Gulf, Franklin, Jefferson, Liberty and Wakulla Counties located in Florida's Panhandle region.	2015-2025	James Joyner 850-245-7938	**AMPER Scores** 2023: 99.6 2022: 98.7; 99.9 2021: 99.9; 98
FDOT	E3S98	Roadside maintenance services including turf management, litter removal, mowing, edging and sweeping, and tree trimming in Jackson and Washington Counties.	2020-2024	Jason Jones 850-260-4856	N/A
FDOT	E3V71	Performance-based asset maintenance for state roads, over-lane signs, and structures for the counties of Bay and Calhoun. Services include roadway, roadside, structures, drainage, traffic control, vegetation, and incident/emergency response management.	2022-2027	Jason Jones 850-260-4056	**AMPER Scores** 2023: 94.1 2022: 95.8 2021: -
FDOT	E3V79	Maintenance of D3 Rest Areas, Welcome Centers, and WIM/truck comfort stations. Services include managing, operating, and performing maintenance/janitorial services on all facilities previously listed, ensuring that all facilities are operational 24 hours per day, seven days a week.	2022-2027	Travis Hinson 850-330-1254	**AMPER Scores** 2023: 92 2022: N/A 2021: N/A
FDOT	E3W02	Performance-based asset maintenance for state roads, over-lane signs, and structures for Escambia County. Maintenance of the I-10 gateway structures (I-10 eastbound "Florida Welcomes You" and I-10 westbound "Thank You for Visiting Florida") and complementary gateway landscaping at the Florida/Alabama state line are included in the scope of services.	2023-2027	Cheryl Ratcliff 850-981-2726	**AMPER Scores** 2023: 91 2022: N/A 2021: N/A
FDOT	E3W29	Maintenance of all State agency owned National Bridge Inspection Standards (NBIS) qualifying bridge structures, bridge culverts, state owned pedestrian bridges, and overlane sign structures and their associated appurtenances (i.e., sign panels, hardware, etc.) in Santa Rosa, Walton, Holmes, Washington, Jackson, Gadsden, and Leon Counties.	2023-2030	Jason Gentry 850-330-1608	N/A New Contract
FDOT	E5U43	Maintenance of eight (8) movable bridges, 22 fender systems and 4 navigation lighting/ gage systems located throughout Volusia, Flagler, Seminole, Lake & Brevard Counties.	2017-2024	Doug Shockley 386-740-3463	**AMPER Scores** 2023: 98.5 2022: 98.8; 97.8 2021: 98.5
FDOT	E6M77	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for SR5/US-1 and A1A in Monroe County.	2020-2025	Simon Gutierrez 305-640-7219	**AMPER Scores** 2023: 76.9 2022: 91.5; 92.6 2021: 83.7; 80.4
FDOT	E7I95	Roadway, roadside, structures, drainage, traffic, vegetation, and incident/emergency response management for 216 center line miles and 1,137 lanes miles of state roads in Pinellas County. Network spans high profile beach communities and requires significant stakeholder management.	2021-2027	Philip Fletcher 727-575-8300	**AMPER Scores** 2023: 82.5 2022: 90.4; 90.1 2021: 94.2; 90.3
FDOT	E7M59	Routine maintenance services for roadway, structures, drainage, roadside, vegetation and aesthetics, traffic services, structure inspection, incident management and shared use paths for 88 center line miles 318 lane miles in Citrus County.	2020-2029	Vicki Hines 352-848-2613	**AMPER Scores** 2023: 94 2022: 94.4; 94.6 2021: 91.4; 92
FDOT	E7P33	Asset Maintenance of Bridge Structures in Hillsborough, Pinellas, Pasco, Hernando, and Citrus Counties. Services include inspecting all publicly owned bridges, including off-system local bridges and other State Agency bridges and removing debris from all bridge services, including sweeping and as needed on sidewalks.	2022-2027	Tara Rodrigues 813-612-3381	**AMPER Scores** 2023: 89.4 2022: N/A 2021: N/A
FDOT	E8Q56	Asset maintenance services for the First Coast Expressway (FCE) / State Road 23 (SR 23). FCE Section 1 is a 15-mile, four-lane, divided limited access toll facility that features seven interchanges and five mainline gantries. Services include maintenance of the Toll Equipment Buildings supporting the Express Lanes along I-295 in Duval Co.	2019-2024	Robert Wierz 407-470-6983	**AMPER Scores** 2023: 99.3 2022: 98; 97.9 2021: 99.1; 99.1
FDOT	E8T37	Inspection, management, and maintenance of Florida Turnpike Enterprise (District 8) BOLD landscape and wildflower sites at various locations on Florida Turnpike's Mainline (SR 91), Western Beltway (SR 429), and Polk Parkway (SR 570).	2022-2025	Guy Murtonen 407-832-4274	N/A
VDOT	49670/49671	Performance Based and Requirements Based Maintenance Services for 43 center line miles (318 lane miles) of the I-66 and SR267 in the NOVA District.	2022-2027	Albert Rollins 703-366-1961	**MRP Scores** Req: 90 2023 Period 1:

					Roadway: 93.9 Roadside: 87.6 Drainage: 88.8 Traffic: 83.2 Bridge: 94.8 Services B: 95.3
VDOT	50628/50629	Performance Based and Requirements Based Maintenance Services for 214 center line miles of the I-81 and I-66 in the Staunton District.	2023-2028	Guy Tyrrell 540-332-9882	N/A New Contract
Tampa-Hillsborough Expressway Authority (THEA)	O-00617	Routine maintenance services for roadway, structures, drainage, roadside, vegetation and aesthetics, traffic services, structure inspection, and incident management for 117 lane miles and 70 bridges for THEA. Level of service is governed by a requirement of 90 on the MRP, which we have exceeded for the duration of the Contract.	2017-2024	David May 813-272-6740	N/A
Osceola County	RFP-18-10157-TP	Landscape, vegetation, aesthetics, and incident/emergency response services for the West 192 corridor in Osceola County.	2018-2023	David Buchheit 407-742-0620	N/A
District of Department of Transportation (DDOT)	DCKA-2015-C-0080	Operations and Maintenance (O&M) for 17 tunnels on the National Highway System in Washington, D.C. Scope includes structural, mechanical, electrical, and ITS maintenance and rehabilitation services.	2017-2023	Amal Azzam 202-391-8192	**Performance Scores** Req: 80 Y7 Average: 87.47 Y6 Average: 88.72 Y5 Average: 86.70
Kentucky Transportation Cabinet (KYTC)	22-9001	Operations and Maintenance for the East End Crossing Tunnel as well as all roadway, bridge, drainage, and select ITS systems.	2023-2030	Blake Nelson 502-751-8374	N/A
North Texas Tollway Authority (NTTA)	05771-PGB-00-CN-MA	Performance-based total routine maintenance services of President George Bush Turnpike East. Work includes routine maintenance (e.g. sweeping and litter/debris removal, mowing, landscape, and irrigation maintenance), preventive maintenance (e.g. joint and crack sealing), minor repairs (e.g. pavement and bridges), traffic operations (e.g. signs and pavement markings), buildings/facilities (e.g. janitorial), incident management (e.g. HAZMAT clean-up), and snow and ice control.	2023-2029	Amitis Meshkani 214-224-2316	**MRP Scores** Req: 90 Sept 23: 95.2 Aug 23: 95 Jul 23: 96.1 Jun 23: 98.7 May 23: 95.6
Harris County Toll Road Authority (HCTRA)	20040	Roadway and facility management, inspection, and maintenance for Section II or the HCTRA network in Houston, TX. Assets include approximately 60 centerline miles of HCTRA Tollway network (including Sam Houston, Westpark and Fort Bend Tollways), 48,636 square feet of toll plaza and equipment facilities and surroundings, and the iconic and critical Sidney Sherman Bridge, Washburn Tunnel and Lynchburg Ferry Terminal.	2020-2025	Leilany Theilen 713-587-7767	N/A
Plenary Roads Denver	N/A	Asset maintenance services, including snow removal and rehabilitation services, for the entire US 36 corridor between I-25 and Table Mesa and for the I-25 Express Lanes between downtown Denver and US 36. The network covers 137 lane miles.	2013-2035	Simon Stachnik 303-905-1340	N/A
Alaska Department of Transportation and Public Facilities (AKDOT&PF)	2520H023	O&M service for the Anton Anderson Memorial Tunnel and its supporting facilities. In addition to maintenance services, other aspects of service include provision of a Fire Brigade, Emergency Response Team, Control Center operations crew and technical support, toll collection plan and operation, and administrative staff.	2020-2025	Gordon Burton 907-441-6268	N/A
Golden Link Concessionaire	N/A	Asset maintenance for 3.2-mile, 6-lane parkway and southbound auxiliary lane, four (4) cut-and-cover tunnels, two (2) high viaducts, a low causeway and landscaped medians located in a highly congested area of San Francisco. Scope includes tunnel and bridge inspections and maintenance, ITS systems maintenance, and traffic incident management.	2013-2045	Peter Waart 415-921-1867	N/A
MAT-Concessionaire	N/A	O&M services for twin 4,200-foot undersea bored tunnels. The Port of Miami Tunnel (POMT) is built under the ship channel connecting the Port of Miami (Dodge Island) to the Interstate Highway. Scope includes all routine, preventive, and rehabilitative maintenance, as well as complete operations of the tunnel and approaches, including equipment, incident response, and capital upgrades.	2009-2044	Chris Hodgkins, chris.hodgkins@mat-tunnel.com	N/A

Table 3: Webber's current US contract portfolio

B.5. MANAGEMENT TEAM

The quality of the management team will be vital to the success of this Contract. Our goal is to provide the Department with a highly qualified, reliable, and experienced team, coupled with strategic resources, to ensure that we maintain the levels of performance that the Department expects and network motorists deserve. Our Key Personnel, who will be available 24/7, have a wide array of valuable experience that will result in a well-rounded and capable team to manage this important Contract. We will remain committed to continually improving our project management model to align with the goals, objectives, and expectations of the Department throughout the Contract term.

Key Personnel Qualifications

Joel Scott, Project Manager (100% Dedicated)

Joel Scott has been working with Webber as a consultant during the bid period, lending his network specific knowledge and expertise to the development of our operational approach. He has 17 years of roadway maintenance and construction experience in TN, TX, SC, FL, and GA, and is highly knowledgeable of highway maintenance principles and practices. His experience includes serving as Project Manager for a contractor serving TDOT's I-65, I-24, SR 840 maintenance project, and Project Manager for NTTA's Chisolm Trail PBMC in Texas. He has also served as Project Manager and Project Scheduler for TN-based construction companies, delivering multiple projects for TDOT.

Joel has a strong foundation of knowledge and understanding of OSHA compliance, employee and subcontractor supervision, quality program implementation, and best practice development. He is competent with regard to all guardrail manufacturers that are listed on the Qualified Products List (QPL).

Joel has a BS in Construction Management with a minor in Business Administration from Georgia Southern University.

Marlon Lawrence, Supervisor (100% Dedicated)

Marlon Lawrence has 10 years of supervisory experience in roadway maintenance and construction. Highly relatable experience to the role of Region 3 North Supervisor includes serving for five years as Supervisor for NTTA's Segment 2 PBMC, overseeing 20 roadway maintenance staff from 2017 to 2022.

Marlon is currently serving as an Engineer for TxDOT and previously served as Construction Superintendent for Webber from 2013 to 2015, giving us firsthand knowledge of his abilities and commitment to delivering high quality services to our clients. Marlon is excited about the opportunity to relocate to Tennessee and to serve TDOT on this important contract.

Yader Zelaya, Incident Management Coordinator (IMC)/Safety Officer (100% Dedicated)

Yader Zelaya has over 10 years of experience in safety, traffic control, incident command and scene management, severe weather response, and other related activities. He currently serves as a Health Safety Environmental and Quality (HSEQ) Manager for Webber with duties including reporting and compliance related to safety plans.

Prior to working with Webber, he served as a Police Officer for seven years and a State Trooper for four years. Responsibilities associated with these roles included maintenance of traffic, emergency lane and road closures, material spills and clean-up, accident investigations, and collaboration with diverse stakeholders.

Yader has a BS in Emergency Management from Utah Valley University. His active certifications include NIMS 100, 200, 700, 800, T.C.O.L.E Master Peace Officer, VDOT Advanced Work Zone Traffic Control Training, VDOT Flagging Operations, Smiths Systems Driver Trainer, American Red Cross First aid, CPR & AED Instructor, and Confined Space Entry.

Additional Contract-Dedicated Resources

Maintenance Planner (100% Dedicated)

Scheduling and planning throughout this contract will be vital to its success, and is worthy of a dedicated resource. The Maintenance Planner will be critical in ensuring our weekly, monthly, and annual plans and schedules are established and met. Our Maintenance Planner will be responsible for generating weekly and monthly operational reports as well as ongoing development and management of the Survey123 platform.

Maintenance Inspectors x 2 (100% Dedicated)

Given our strong focus on a proactive maintenance approach, our maintenance inspectors will serve as our primary eyes and ears in terms of asset condition and deficiency identification. Through a range of scheduled and unscheduled inspections they will help to ensure that our plans are executed and work is completed to the required standards and specifications. Reporting to the Maintenance Planner directly, rather than the Supervisor or Project Manager, will allow for objectivity.

Project Administrator (100% Dedicated)

We regard our Project Administrators as exceptionally valuable members of our operational teams. The relationship between this role and all others ensures efficient coordination, communication, and compliance. The Project Administrator will have the knowledge, experience, and training to handle the following support tasks as required by this Contract. Duties will include:

- Maintaining all correspondence, records, documents, contracts, and approvals.
- Providing administrative, financial, and payroll support to the team.
- Coordinating internally and with third parties to schedule meetings.
- Preparing monthly reports.
- Performing other administrative tasks.

Customer Support Specialist (100% Dedicated)

The Customer Service Specialist will work under the supervision of the Project Administrator and will have ample knowledge, experience, and training to handle the following support tasks:

- Recording and managing all customer requests and complaints within our Customer Service Log housed in Survey123 and available to TDOT via the Client Portal; track all initiated work orders to ensure satisfactory completion.
- Coordinating the third party claims and tort processes.
- Interfacing with TDOT's Public Involvement and Community Relations Office.
- Conducting outreach meetings and developing relationships with local stakeholders.
- Assisting the Project Administrator in performing office administrative duties.

Crew Responsibilities

Incident Response Crews x5 (15 FTEs in Total) (100% Dedicated)

Reporting to the IMC/Safety Officer, our trained and well-equipped Incident Response Crews, who will all have their own vehicles, will be available 24/7 to respond to incidents occurring on the network. Upon receiving notification of an incident, crews, who will be divided into five zones of operation, will be dispatched to secure the site, coordinate with TDOT, law enforcement, and other emergency responders, set up TTC, and clear the area.

Crews will be available to perform minor preventive maintenance tasks when not responding to incidents, including litter and debris removal, and sign straightening, however, their primary focus will remain on incident response.

Maintenance Crews x3 (12 FTEs in Total) (100% Dedicated)

Maintenance Crews will be responsible for completing both scheduled and unscheduled maintenance activities. This includes temporary pothole repair, low-shoulder repair, drain inlet cleaning and repair, paved and unpaved ditch clearing and repair, culvert and outfall cleaning, clearing, and repair, minor/aesthetic vegetation control, tree trimming, guardrail repairs, litter and debris removal (outside of litter cycles), fence repair, graffiti removal, sign repair, and other services as necessary.

Oversight and Support

The Region 3 North team's abilities will be complemented and enhanced by our breadth of experienced resources serving similar contracts throughout North America, who will remain available to the team to confer on solutions and advance best practices on an ongoing basis.

Stuart Brohaska, Business Director

Stuart is responsible for Webber's US (non-Florida/Georgia) infrastructure maintenance portfolio, including roadway and tunnel maintenance contracts in Virginia, Washington D.C., Kentucky, Texas, Colorado, California, and Alaska. He has 18 years of

experience in performance based maintenance service strategy, and his extensive knowledge and understanding of best practices facilitate vital support to the operational teams who deliver our contracts.

Stuart will provide financial and operational guidance and support to the Project Manager and team. Ranking above the Project Manager in the established chain of command, he will serve as the Department's point of contact should any requests or concerns require escalation. He will actively support the Region 3 North team to ensure operations are established correctly and efficiently from the start and continually assessed and improved throughout the Contract term. Furthermore, to ensure we are providing the caliber of performance and level of involvement that the Department should expect from our project management team, Stuart commits to regularly engaging in discussions with the Department to assess performance satisfaction. He will remain available for client and other stakeholder interaction as necessary.

Jamika Solomon, HR Business Partner (HRBP)

Jamika is the regional HRBP supporting this Contract. In her role, she will conduct weekly meetings with the Project Manager to provide guidance on human resources issues. Matters including employee relations investigations (coaching, disciplinary actions and terminations), recruiting initiatives, employee growth, succession planning, HR compliance, and providing policy guidance and interpretation. Jamika has over 20 years' experience in HR and holds a Juris master's degree from Emory University School of Law.

Nate Haynes, US Director of Safety

Nate is a Certified Safety Professional with over 20 years of safety leadership and risk management in public and private environments. He has demonstrable and quantifiable success in culture management resulting in reduced incident and severity rates, improved case management, and voluntary HSE program compliance over multiple contracts and expansive geographical areas.

Sherry Taijeron, Fleet Manager

Sherry has nine years of experience in fleet operations and manages both fleet procurement and fleet operations in the US and Canada for Webber. She holds responsibility for more than 4,000 pieces of equipment throughout North America. Sherry has a talent for delivering specialty-built units, turnkey ready. Her relationships and techniques in building trucks from OEMs has resulted in millions of dollars of savings for our clients.

Additional Expertise

Engineer of Record (On Call)

David Donoho, P.E. will serve as our Engineer of Record. David is a Senior Principal with SSR leading its Transportation group and has 43 years of experience in the industry. He is a licensed engineer in Tennessee (No. 18005) and joined SSR in 2008 after retiring from TDOT, serving as the Director of Construction from 1998 to 2008. David's knowledge of TDOT processes and procedures has helped SSR secure CEI, Roadway/Structural Design, Utility Coordination and Asset Management services to assist TDOT. SSR has been part of the TDOT Asset Management Contract since 2011 and provided services ranging from facility/structural design, building envelopes, fire suppression, wastewater design, pavement condition reviews and Maintenance Quality Assessments.

Webber and SSR have established a partnership in Tennessee to ensure that if further engineering expertise is required within the network, SSR will provide it expeditiously.

Operational Steering Committee

Our Operational Steering Committee consists of subject-matter experts from across our organization who have proven successful in both the mobilization and operational periods of similar contracts. These resources will assist our Key Personnel in establishing operations, including developing plans, recruiting personnel, securing subcontractor and supplier agreements, establishing stakeholder relationships, and acquiring necessary materials and equipment. They will also serve as a knowledge hub for any operational challenges throughout the term of the Contract. Subject Matter Experts who have committed to supporting this Contract are introduced in *Appendix A*.

Organizational Chart

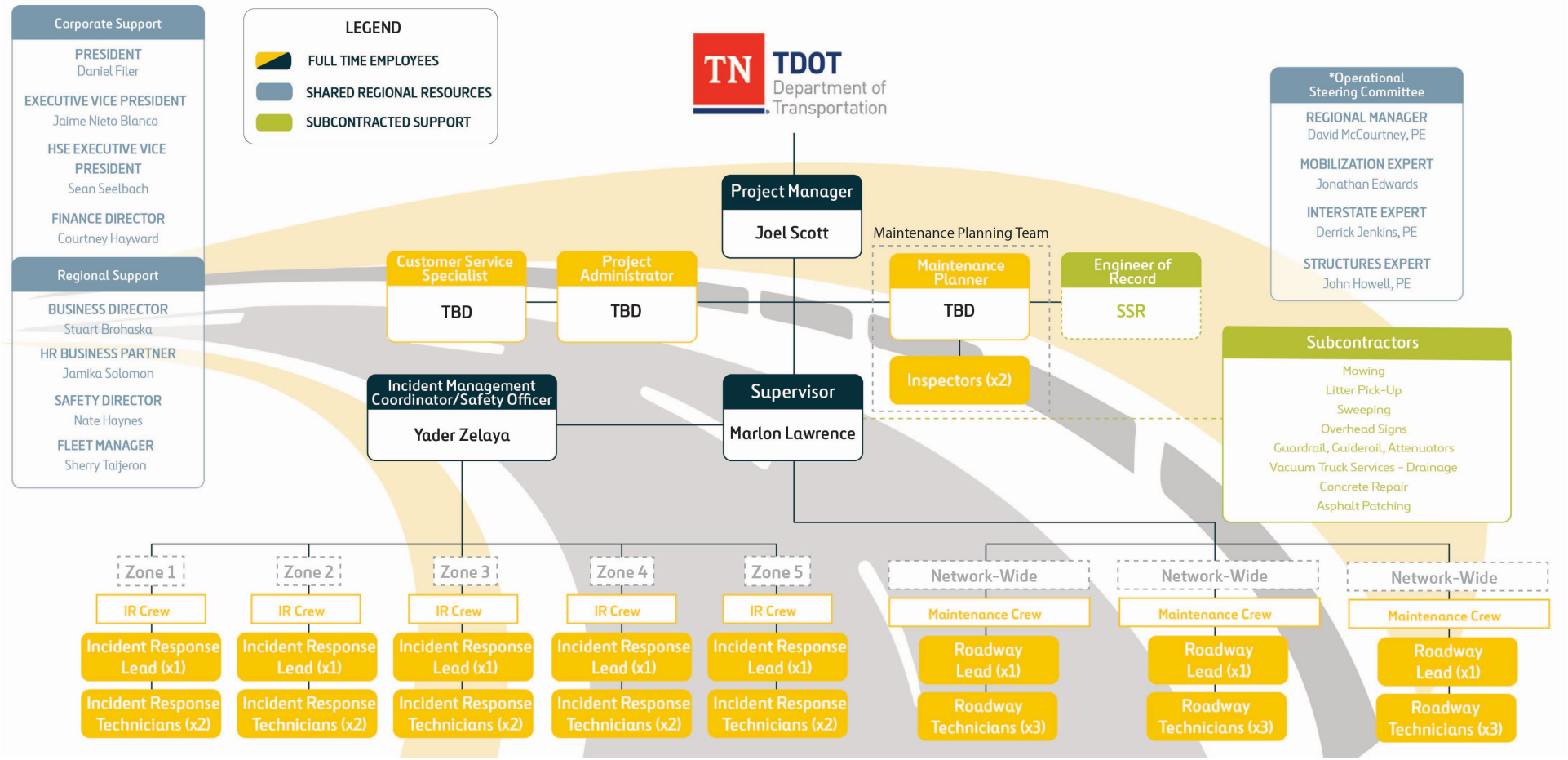


Figure 9: Our management structure will ensure high performance through knowledgeable, well-trained staff and quality oversight.
**The Operational Steering Committee will be regularly reviewed and modified as needed throughout the term of the Contract to ensure value to our team and TDOT is continually optimized.*

B.6 QUALITY MANAGEMENT PLAN

Webber's commitment to high quality and continuous improvement will be supported by a tailored, self-policing QMP for this Contract. Our QMP will ensure planned activities are monitored and executed in accordance with intended objectives and contractual requirements. On such a large network, it isn't feasible to depend on one Supervisor and crews to adequately verify quality standards, monitor timeliness, and identify deficiencies. This is why we have included a Maintenance Planning Team in our organizational structure, who will be responsible for leading inspection and quality verification efforts and ongoing refinement of work plans.

Webber commits to meeting or exceeding all performance specifications as defined in the RFP documents. Our proactive approach to ensuring service delivery conforms to contractual and MQA criteria requirements includes a comprehensive work needs identification and analysis program which is reliant on close coordination with TDOT, daily network patrols, routine inspections, participation in quarterly MQA inspections performed by TDOT, and integration of subsequent results.

We are experienced in deploying and maintaining comprehensive (and proven effective) QMPs for all our contracts, including self-assessment for compliance with all performance measures. Successes and lessons learned from our other contracts will be integrated into this Contract's QMP.

Webber knows that Quality Management is an integral principle in the delivery of maintenance services. We are committed to implementing a comprehensive QMP to ensure delivery of exceptional services in line with TDOT performance requirements, quality standards, and expectations. The QMP will include Quality Control (QC) and Quality Assurance (QA) measures, processes, and functions that will enable a clear and priority-driven approach to effectively deliver this important Contract. Webber's QMP will be designed to support the following outcomes:

- All employees and subcontractors are trained to understand, maintain, and execute all maintenance activities to the standards and specifications established by TDOT.
- The work performed meets or exceeds prescribed performance measures.
- The sample size of reviewed work is statistically significant.
- The work is performed safely, efficiently, and in its entirety, and the work site is left in a clean and orderly manner.

The key drivers of the work plan(s) and related schedules will be the Maintenance Planning Team. The team will analyze real time network data obtained through varied patrols and inspections and ensure we remain in compliance with our contractual obligations at all times. They will confirm sound execution of work tasks through observation of in-process work, post-work inspections, and documentation review of both in-house and subcontracted services. Additionally, they will conduct in-depth reviews of performance inspection results to identify trends and areas in need of improvement. Furthermore, on a monthly schedule, interim inspections will help validate our work plan as well as drive the proactive identification of opportunities for continuous improvement. This approach ensures an impartial view of our operations and ensures the work plan is executed as planned and TDOT assets are kept to standard.

Quality Control and Quality Assurance

Our QMP consists of two complementary self-monitoring components:

- Quality Control (QC) - Includes the inspection of individual work elements to quality standards.
- Quality Assurance (QA) - Ensures that processes and procedures yield consistent quality performance across Contract functions and ensures that completed QC reviews are performed in alignment with the QA Plan.

Quality Control

Our QC Plan ensures that inspections are thorough, consistent, and documented, which is accomplished by structuring and tailoring each review to meet specific customer-defined processes, procedures, and performance standards for all relevant Contract deliverables. Consistent QC inspections will ensure that items of concern are detected and corrected as early as possible.

A STATISTICALLY SIGNIFICANT SAMPLE SIZE OF REPAIRS WILL BE QUALITY CONTROLLED BY A WEBBER INSPECTOR PRIOR TO WORK ORDERS BEING CLOSED.

Each inspection is structured to capture the nature of any failure, identify required

corrective action, communicate the failed item, and advance the item for re-inspection. Our review procedures are structured to react to, meet, and reflect changes associated with revisions in customer-defined processes and standards, the introduction of revised management best practices, and historic deliverable performance data.

QC inspections are tracked via Survey123 (*Appendix D*). Work completed is designated in red on a network map, indicating that a QC inspection is required. Once an inspector completes the QC inspection, the color changes to either green or black, indicating that the repair has passed QC or not passed QC, respectively.

In the event an inspection results in findings that an asset's condition or action taken does not conform to the timeliness or performance requirements described in the *Scope of Services*, our Supervisor will assign a maintenance crew or subcontracting partner to remedy the work immediately. The Project Manager will determine the corrective action to be taken and calculate the appropriate deduction amount to be submitted to TDOT in the monthly invoice.

Quality Assurance

Following QC inspections, QA activities are also tracked via a separate application within Survey123 (*Appendix D*). The QA application includes:

- A description of each Contract deliverable, targeted levels of performance, including Department-defined QA targets, and related quality standards for all components of contractual deliverables identified in the RFP documents.
- Non-conformance withholdings by areas of performance and reporting responsibility for both operations and QC for each deliverable.
- Frequency of reviews, sample sizes, and selection criteria for each deliverable.
- A tag identifying the operational source document used in the process of candidate selection for QC reviews and a determination of timeliness satisfaction.

Results and findings from inspections will be analyzed and communicated to all operations personnel for understanding and action. When appropriate, communications will include specific findings related to deficiencies, corrective actions required, if necessary, and recommendations for modifying existing operational work plans or procedures.

QA initiatives may take the form of changes to our approach, which could include retraining personnel in performance standards, adjustments to crew size, changes in equipment or materials, retraining in traffic control operations, or reassignment of personnel.

		Project Manager	Supervisor	Safety Officer/IMC	Incident Responders	Maintenance Planning Team	All Other Field Staff
TDOT Mandated Training	Intermediate* Work Zone Traffic Control	X	X	X	X	X	X
	NIMS 100	X	X	X	X	X	X
	NIMS 200	X	X	X	X	X	
	NIMS 700	X	X	X	X	X	X
	NIMS 800	X	X	X	X	X	
	Erosion Control – Installer & Inspector (TDEC)	X	X			X	
	GRIT	X	X			X	
	40HR HAZWOPER			X		X	
	ATSSA Traffic Control Supervisor			X	X	X	
	30HR OSHA			X		X	
	Confined Space (OSHA & TOSHA)	X	X	X		X	
Webber Mandated Training	MQA Requirements	X	X	X	X	X	X
	Overview of the Emergency Response Plan (ERP) and Quality Management Plan (QMP)	X	X	X	X	X	X
	Approach to injuries, First Aid, and on-site care	X	X	X	X	X	X
	Review of Traffic Control Plans	X	X	X	X	X	X
	Minimum standards for Personal Protective Equipment (PPE)	X	X	X	X	X	X
	Housekeeping requirements for jobsites, offices, and vehicles/equipment	X	X	X	X	X	X
	Tool and ladder safety	X	X	X	X	X	X
	Fall protection and electrical hazard training	X	X	X	X	X	X
	Safety when working near water	X	X	X	X	X	X
	Plant and animal hazards (specific to Contract area)	X	X	X	X	X	X

Table 4: Staff will undergo comprehensive training programs mandated by TDOT and Webber. Required trainings will be verified with TDOT during mobilization.

Training

Webber recognizes the importance of our

employees' skills as one of our greatest assets. To facilitate skills development, we establish a clear set of critical business competencies, and a training matrix (*Table 4*) to ensure we have the right mix of people and skills, to meet each contract's current and perceived future needs. All training programs employ a mix of classroom time, on-the-job training plus skills assessments and competency tests. We place great importance on ensuring consistent, high performing staff on our teams and understand that a robust training plan is instrumental in being a trusted partner to the Department.

We commit to training the entire team to QMP, ERP, MQA, and other standards, including undergoing initial training upon hire and ongoing refresher training thereafter. All employees will be fully trained and ready for work within three months of hire or assignment to this project, except key personnel who will be trained within one month of assuming their roles.

We will provide the Department with a detailed Training Plan no later than 30 Days prior to the Contract Start Date and by July 1st of every year of the Contract. We will also submit certifications of training to the Department as each employee/subcontractor completes mandatory safety courses.

Peer Review Processes

The success of our QMPs is to a great extent the end product of Peer Review processes involving our Project Managers and Quality staff. In conjunction with the ongoing analytical processes of our QA program, Peer Reviews offer a dynamic platform for ongoing performance improvement in the delivery of services. When convened, Quality Team Peer Review items may include issues associated with the adoption of perceived best practices, as well as both universal and localized refinements to QMPs. We commit to a Regional Quality Manager performing Quality Peer Reviews on a bi-annual basis.

We also commit to completing a Project Management Peer Review on an annual basis to be performed by the Operational Steering Committee. Reports detailing findings and suggestions for improvement from Peer Reviews will be shared with the Department.

Commitment to Continuous Improvement

Our Continuous Improvement Plan, which is part of our QMP, consists of ongoing, dynamic adjustments to our service approach that will deliver increased benefits to TDOT and the users of this network. These adjustments most often focus on operational efficiency, or improved safety or performance. The Continuous Improvement Plan will address, but is not limited to, the following areas:

- Improvement in organization, management and workforce capabilities, including organizational structure, staff capacity, development and retention.
- Innovation in the delivery of services to optimize the performance of existing infrastructure through the implementation of new systems, emerging technologies and services that preserve capacity and improve reliability and safety.
- Monitoring trends to identify improvements to the overall operational efficiencies, performance, reliability of services, and consistent maintenance.

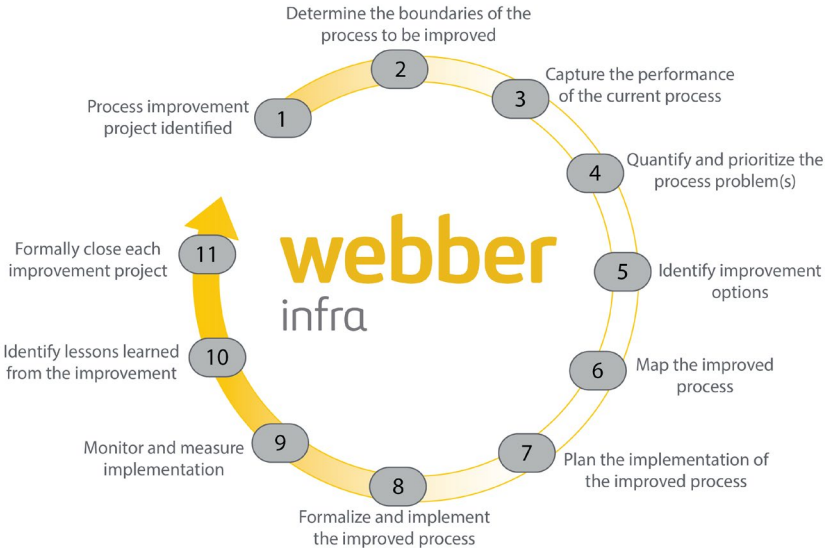


Figure 10: Results of our ongoing commitment to continuous improvement include improved service delivery, including reliability and longevity of assets.

Our Continuous Improvement Plan provides assurance that reviews of ongoing operations are thorough and consistent. This is accomplished by structuring and tailoring each review to meet specific customer-defined processes, procedures, and

performance standards for every deliverable targeted for review, based on the frequency, sample size, and selection criteria of scheduled reviews as identified in our QMP.

The Operational Steering Committee will drive operational reviews at the request of the Business Director. Members of the Committee have been selected based on specific skills sets, which includes expertise in areas such as operational management, mobilization, interstates complexity and best practices, structures maintenance, and other important aspects of this PBMC. These highly-experienced individuals will review and provide guidance on improving practices and techniques, driving value for TDOT and its customers through improved safety, compliance, efficiency, and other facets of service delivery. Results of reviews will be used by the Project Manager to realign operations as necessary for improved performance and service delivery.

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

Customer Service

Customer Service is a key aspect of our overall approach and planning, and it will remain a high priority for us, as it has always been in every one of our contracts. We understand the importance of good customer service as well as the benefits of quick response and performance accountability. We also understand that the shift the Department is making to PBMC could potentially lead to increased scrutiny, so exceptional customer service is an absolute must. Our objective is to be a true partner to TDOT and ensure customers are completely satisfied under this new model. Finetuning our approach to customer service will be a key aspect of our mobilization focus, including a thorough review of our approach and training for our team administered by our corporate Project Support and Community Relations Specialist, Mickie Salter.

OUR PREVENTIVE MAINTENANCE ACTIVITIES, DAILY PATROLS, AND QUALITY INITIATIVES WILL NOT ONLY MINIMIZE BUT PROACTIVELY ADDRESS CUSTOMER SERVICE NEEDS.

The most effective means for proactive management of customer service issues is through a well-planned preventive maintenance program, including multi-faceted work needs analysis, daily patrols, continuous inspections, and effective work planning. For this Contract, we will partner with the Department and other stakeholders to incorporate our long-established and proven service delivery model designed to minimize recurring issues. Courteous communication, timely response, and coordinated action to resolve customer requests will be critical to this Contract's success.

We are well-versed in handling customer service requests and bring experience from dozens of contracts where we have provided exceptional customer service for many years. To ensure all crew members are proficient with the processes, procedures, and tools used in our Customer Service Resolution Plan, we provide training for each employee during onboarding. In addition, we continue to conduct customer service training on an ongoing basis, at least annually for the entire team, to capture and incorporate any lessons learned from our time serving the network.

For this Contract, our dedicated Customer Service Specialist will be responsible for ensuring that all customer concerns are handled quickly and efficiently by our team.

Responding to and Tracking Customer Service Requests

As any comments, complaints or requests are received, we will record each one in our Customer Service Log (housed within Survey123) as well as TDOT's work request system, and create, assign, and closeout work orders. Our Customer Service Specialist will provide an initial response to the customer within one business day, coordinating with the team to ensure work resulting from customer requests is added to the work plan and resolved within required time frames. Follow up to the initial inquiry will be made within four business days, and the issue will be resolved within two weeks of the inquiry unless otherwise agreed to by the Department. Any reported safety issues will be scheduled for immediate repair.

"A review of sample calls from the Response Log revealed that the customers are very pleased with the initial call and can't believe how fast the response time is to solve their issue."

- AMPER Report FDOT Contract E3O40 (5-County Asset Maintenance)

Our Customer Service Log, to be maintained and updated continually by our Customer Service Specialist, will detail customer name, contact information, nature of the call, actions, responsible team member, resolution, close-out information, and all applicable dates. The Department will have full access to the data via the Client Portal for total operational and performance transparency. We will also submit a copy of the Customer Service Log monthly to the Department for review.

Incident and Emergency Response

Over the last 28 years of performing incident and emergency response in North America, we have been able to continuously improve our tactical response based on the experience gained from the numerous situations we have encountered, including accidents and weather events. Incident and emergency response and management is critical to the safety of the users of this network and safety is our number one priority. A few important aspects of providing incident and emergency response services include:

- Zone-based approach to limit response time and expedite required resources.
- Trained and competent staff.
- Fit for purpose equipment.
  - Having a variety of incident and emergency response equipment is key to quick and effective response capabilities. Additionally, it is important to have agreements in place with rental providers should additional equipment be required.
- Effective communications with TMC.
  - We have learned valuable lessons in how to effectively communicate with TMC so that nothing is missed. This means being exceedingly proactive in the questions we ask in order to ensure we arrive onsite with the tools and equipment necessary to get the job done right the first time.

Emergency Response Plan

Our ERP will serve to maximize public safety and meet the following objectives:

- Minimizing response times and maximizing lane availability.
- Ensuring accurate, consistent, and timely communication with stakeholders.
- Maintaining positive working relationships with public officials, emergency response agencies, and other pertinent stakeholders.
- Acting in accordance with approved plans and procedures to minimize secondary incidents, but if they occur, responding to and managing them appropriately.

At a minimum, the ERP will include policies related to the following:

- Procedures for incident and emergency management.
- Coordination with the Department, Law Enforcement and other agencies.
- Identifying and completing emergency repairs.
- Debris removal.
- Evacuation protocols and designated routes.
- Detailed organizational structure with the functions, qualifications, experience level, and contact information of staff assigned to respond to incidents and events.
- Submission of incident and emergency response reports.

The ERP will address specific challenges and requirements for mitigation, preparedness, response, and recovery and all our staff will be comprehensively trained and tested on its specifics. Webber's complete ERP will be submitted to the Department 30 days prior to the commencement of Contract operations and by July 1st of every year thereafter. The ERP will be reviewed and revised annually to include updated processes and procedures based upon lessons learned from the previous year of operations.

Initial Response Efforts

Webber will arrive at the scene with the necessary personnel, material, equipment, and services prepared to take action as directed by the TDOT Engineer, or designee, and in compliance with the TDOT WZFM and the MUTCD to include utilizing an advance warning vehicle for advising motorists of the emergency scene ahead. The advance warning vehicle shall be equipped with cones,

a VMB, and other equipment necessary to operate in a safe manner and facilitate quick clearance. Queue protection, including equipment requirements and procedures, will be delivered in accordance with TDOT Special Provision 712PTQ.

Upon arriving, our team will immediately conduct an assessment, participate in the on-scene Incident Management Team, develop an incident action plan to support quick clearance, and notify the TMC. We understand we will have an additional 60 minutes after completing the assessment to provide any other additional resources necessary to support incident response, such as additional traffic control as directed by the WZFM/MUTCD or by the Incident Commander, debris removal, removal of vehicle(s) from travel lanes (as directed by the Tennessee Highway Patrol), or to mitigate environmental spills on the roadside. If no Incident Commander is identified, we will install traffic control devices in accordance with the WZFM/MUTCD. Our team will actively participate until the incident scene is cleared and traffic is restored and will support the TMC at all times by providing 30-minute updates or as otherwise directed for every incident.

Our IMC/Safety Officer will be present at all major events per the Region 3 Interstate Incident Management Plan.

Incident and Emergency Response Equipment and Resources

Our strategically located operational locations will be appropriately stocked with all necessary incident and emergency response materials and supplies, including but not limited to additional fire extinguishers, spill kits, flares, cones, barrels, barricades, emergency and advance warning signage, and industrial absorbent.

We will have equipment and resources positioned throughout the network to ensure efficient response abilities and to assist the Department, state police and local authorities with lane closures. In the event that we do not have specialty equipment in-house, such as for less frequently used equipment like cranes as an example, we have established relationships with rental suppliers including United Rentals, Sunbelt Rentals, local providers, as well as a list of subcontractors to engage as required.

Case Study: Stakeholder Communication and Coordination Put to the Test

On Christmas Eve at 5:00 am, Webber was called to respond to a roadway incident on I-95 NB North of Palm Coast Parkway in Florida. A tanker hauling 12,000 gallons of jet fuel had crashed and ignited, burning all three (3) lanes of the NB roadway and shoulders. Upon our arrival, the road was burnt to the base course at a length of 148' and width of 60'.

Coordination and Communication

Our Project Manager notified FDOT and other relevant parties explaining the roadway was shut down. Detour routes were established immediately, and NB traffic was being detoured at Palm Coast Parkway to RT 1 North then back onto I-95 at St. Johns County line.

Our Project Manager explained the severity to FDOT and continued to provide updates as additional info was received. He then contacted multiple asphalt contractors that we have relationships with for assistance with the response.

Overcoming Challenges

The fact that it was Christmas Eve presented quite a challenge. Asphalt plant and milling companies were closed for the holiday. Through our relationships, we were able to negotiate bringing staff back in to mobilize an asphalt crew. The team milled the entire area, paved, striped, and opened the road at 5:00 pm – only 12 hours after the initial incident.

FDOT and key stakeholders were kept abreast of all information throughout and were pleased with the result after what could have been an extended period of closed traffic lanes on a major interstate.

Hazardous Materials

Our ERP will provide for the timely response and coordination of the handling and disposal of hazardous materials within the ROW in accordance with the terms outlined in the TDOT, Tennessee Department of Environment and Conservation (TDEC), Tennessee Emergency Management Agency (TEMA), interim agreement for emergency response (executed by TDOT May 12, 2005), and any other subsequent agreements that substantially reflect any of the terms outlined in the interim agreement. We will coordinate with any hazardous materials mitigation efforts deployed by any responsible party or responding agency or organization to protect the Department's interest, also re-establishing any areas damaged by any hazardous materials clean-up operations not otherwise re-established by the responsible party or responding agency or organization.

Post Incident Analysis

In addition to providing the necessary incident reports to TDOT, we will conduct post incident review sessions for major or complex emergencies, incorporating all responding or interested parties. Accident reports will be obtained from investigating

agencies and analyzed to determine how similar occurrences can be mitigated in the future. Any findings and lessons learned will be shared in these post incident reviews as another method to promote our commitment to continual improvement.

Assisting in Reporting to the Federal Highway Administration

Webber is experienced in the processes, reporting requirements, and requisite time frames for submitting reimbursement requests to the Federal Highway Administration (FHWA), having done so after a number of hurricanes that damaged assets that we maintain under our contracts with other DOTs. We have experience invoicing these agencies directly through our contracts, as well as meeting with agency representatives to expedite signatures on Detailed Damage Inspection Reports (DDIR).

We fully understand the importance of accurate documentation and reporting. Our ERP will include direction for the documentation process for all types of events, from vehicle incidents to complex emergencies, as well as associated timelines for submission.

B.8. WORK NEEDS ANALYSIS / PREVENTIVE AND ROUTINE

We understand that as the PBMC contractor, it is us, not the Department, who is responsible for performing proactive, routine work needs analysis of all assets within the Scope of Services. Our plan is to deliver this critical component of the Contract with our experienced team whose primary objective is to deliver a consistent, quality product through proven preventive maintenance programs. Our process for needs identification, planning, execution, measurement and continuous improvement is summarized in *Figure 11*. This process guides us in identifying, scheduling, delivering, and monitoring completion of services and their efficacy.

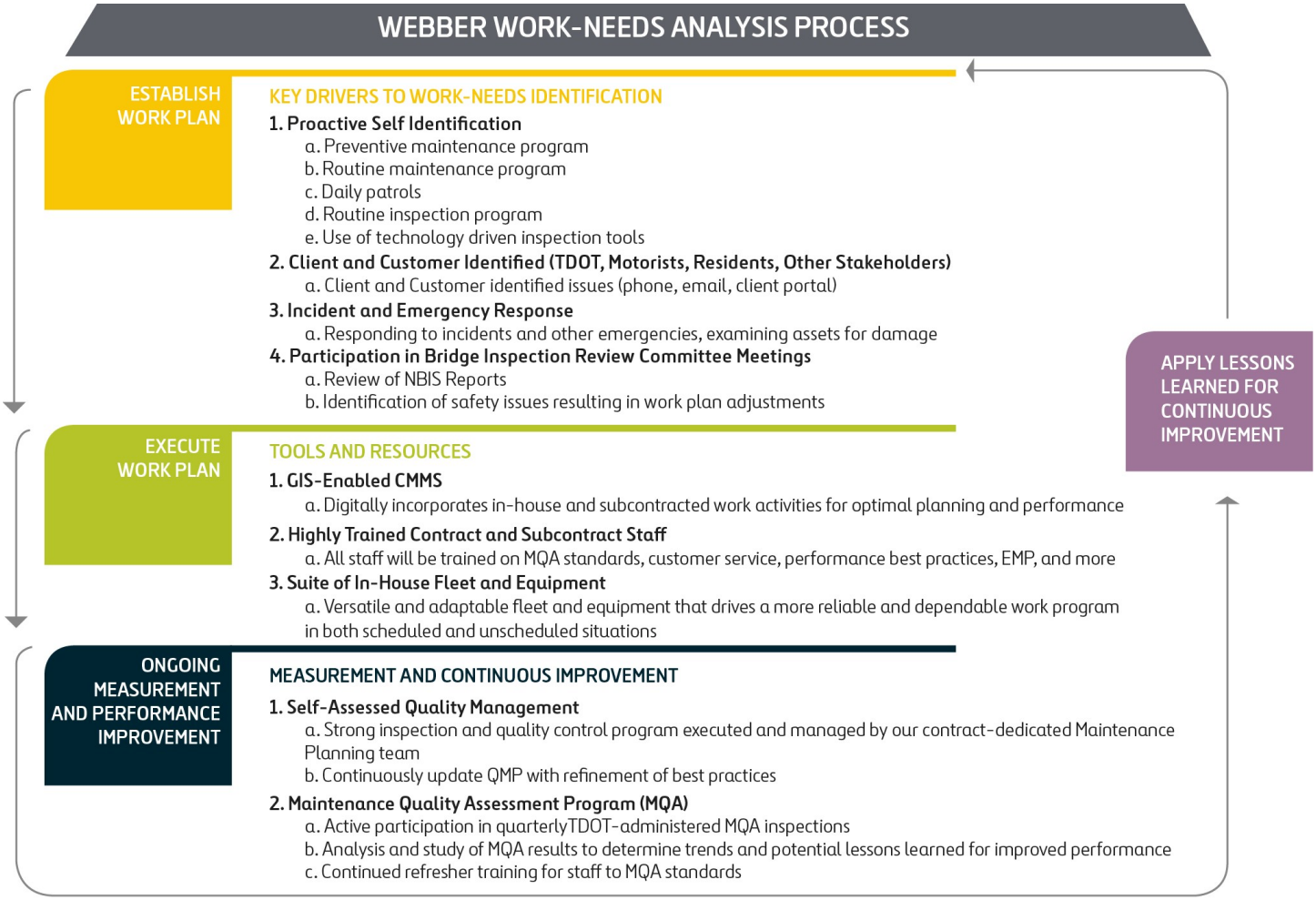


Figure 11: Webber's proactive work needs process guides us in identification of needs, execution, and continual improvement.

OUR WORK NEEDS PHILOSOPHY IS TO PERFORM AS A TRUE "EXTENSION" OF THE DEPARTMENT, HANDLING ISSUES RIGHT THE FIRST TIME, AND RELIEVING DEPARTMENT STAFF OF THE NEED TO MANAGE OUR PERFORMANCE.

Our crews will be trained, equipped, and empowered to perform preventive maintenance, inspections, and patrolling in accordance with our work plan to ensure assets are safe and in consistent working order, and to optimize their lifecycle. Should safety concerns be observed, crews will mitigate the immediate hazards, and schedule the issue for the soonest possible repair. The safety of everyone present on the network is of the utmost concern and any safety hazards that can be repaired by our crews at the time of observance will be done so immediately. If planning or procurement is required to perform the repair, the issue will be given the highest priority in our work plan.

We will review service requests received from the Department, motorists, residents, and network stakeholders and prioritize them in terms of safety, asset integrity, established timeliness criteria, and impact of maintenance needs on traffic flow. We will assess probable causes of failure and deterioration for each asset type and use the information to improve our work plan, which details how we manage assets in a manner that enhances both the quality and efficiency of our performance.

Our comprehensive work plans, combined with frequent inspections and patrols, will ensure early identification of maintenance needs, as well as their timely correction, to prevent small deteriorations from becoming larger and more complex problems.

As previously mentioned, we are committed to meeting and exceeding required MQA performance standards and have designed our team structure, work plan, and quality program to meet these and all other required performance requirements of this Contract.

MQA Program

PBMCs make up the majority of our contract portfolio and we are experienced designing our work plans to meet customer specific performance requirements. Through our long-standing history with multiple state DOTs throughout within the US, we have fully supported performance rating systems similar to MQA becoming the predominant method for measuring contractor performance.

We have read, analyzed and understand the MQA procedures and methodologies provided for this Contract and are committed to meeting and exceeding required performance standards. We know that a comprehensive preventive work plan, inclusive of a disciplined inspection program, is imperative to successful performance under an MQA program. We have designed our team structure, preliminary annual work schedule, and quality program to meet these and all other required performance requirements of this Contract. MQA evaluations and results will be used to validate, refine, and optimize our initial assumptions. However, we will not just focus on struggling elements or characteristics but rather, commit to tracking and analyzing trends to remain in proactive rather than reactive delivery mode.

MQA results will serve as a training tool throughout the Contract term. It will be mandatory for all staff to understand the purpose and requirements of the MQA as well as the potential impacts of performance shortcomings. We will develop a training program that clearly defines and details various asset condition stages and the necessary maintenance techniques to implement in order to not only avoid MQA non-compliance, but also to increase the lifecycle of assets.

While the scheduled Department-led MQA is critical for validating, and potentially adjusting, our Annual Work Plan, we will not sit idly in-between TDOT MQA assessments. We commit to:

- Training our team to MQA and other standards. Crews will undergo initial training upon hire and annual refresher training to fully understand MQA performance standards, including how to use Department reference materials
- Performing daily patrols and random inspections of points across the network for hands-on comparison against MQA standards. This practice helps validate our work plan as well as drives the proactive identification of any areas in need of improvement.

Any trending element or characteristic deteriorations identified will be examined to determine the root cause. Failing or borderline assets will be reviewed, and timely actions will be undertaken to improve performance for the next MQA inspection. This approach allows for the development of an effective work plan to consistently meet or exceed TDOT expectations. We

commit to remaining vigilant in our identification of system deficiencies that may impact TDOT assets and reporting or repairing them proactively.

Post-Inspection Actions

All levels of staff will continuously monitor network assets in order to stay on top of ever-changing conditions. The Maintenance Planner will provide updates to the Project Manager on condition and severity of MQA deficiencies on a continuing basis. Our structured reviews will be conducted as follows:

- Recording and mapping every MQA deficiency after an evaluation to support trend identification.
- The Maintenance Planning Team will perform weekly reviews to indicate areas of accelerated deficiencies and adjust work schedules to fine tune our approach to services.
- The Project Manager, Maintenance Planning Team, and Supervisor will perform a monthly review of assets to verify trending assumptions, further adjusting the work schedule to address deficiencies, and developing specific action items for crews based on deficiency trends and self-analysis.

Status Reporting

All issues, deficiencies, trend analyses, and statuses as to whether they were completed, scheduled for work or in procurement will be reported to TDOT via weekly progress reports and at monthly operations meetings. Urgent issues will be reported immediately upon identification and completion.

All deficiency-driven activities will be reviewed for timeliness and whether or not there are criteria specific timelines for completion. Upon discovery or notification of a deficiency, timeliness metrics will be recorded and measured until the asset is returned to a compliant condition.

Network Ride-Alongs

In addition to taking part in the quarterly MQA evaluations, our Project Manager (or designee) and Maintenance Planner will conduct weekly ride-throughs of the network. This time will be used to review and validate deficiencies logged by inspectors throughout the week to and confirm that the proposed work plans reflect identified needs and requisite timelines for completion. We invite TDOT to join any of these weekly ride-alongs at the Department's discretion.

MQA vs Non-MQA Service Delivery

We will not categorize services as being either MQA or non-MQA related. The level of service the Department can expect from us is consistent across the board, and we will continue to analyze maintenance work needs, including root cause analysis of recurring issues, to ensure that our innovative maintenance initiatives and operational performance objectives are routinely and reliably met.

IT IS OUR MINDSET THAT OUR CLIENTS SHOULD NOT BE RESPONSIBLE FOR HOLDING US ACCOUNTABLE FOR PERFORMANCE, IT IS OUR RESPONSIBILITY TO HOLD OURSELVES TO A HIGHER STANDARD AND THIS BELIEF IS INGRAINED IN OUR CULTURE.

We are committed to ensuring our team provides exceptional customer service to TDOT and all individuals, organizations, and other stakeholders that we will interact with.

Corrective Actions

Our management team will use the results of the work needs analysis process to realign operations as necessary. Examples of corrective actions that could be made include but are not limited to:

- Fleet and equipment adjustments.
- Changes to positioning and location of crews.
- Work plan adjustments including potential methodology and/or frequency.
- Clarifying our expectations of subcontractors.
- Retraining of performance requirements and expectations.

- Potential reassignment or replacement of resources.

Finally, in the event that element rating falls below 75 or a characteristic score falls below 70, we will develop and submit a written corrective action plan within 30 days, detailing how we will improve asset conditions back to acceptable performance levels.

Short Term vs Long Term Solutions

Short to Medium Term Solutions (Day to Day and Month to Month Operations)

Under the direction of our Maintenance Planning Team, we will maintain weekly, monthly, and annual work plans, which will guide us in providing solutions to short to medium term maintenance needs.

Medium to Long Term Solutions (Influencing Failure Trends, Improving Efficiencies, and Extending Asset Life Cycles)

With a slightly longer term view on needs and solutions, we will actively assess probable modes of failure and deterioration for asset types and use the information gathered to improve our work plans and increase asset longevity. Our comprehensive work plans, combined with frequent inspections and patrols, ensures early identification of maintenance needs, as well as their quick correction, to ideally prevent small deteriorations from becoming larger problems.

Long Term Solutions (Using Data to Influence TDOT's Plans for the Future)

Through continuously analyzing the maintenance needs of network assets and collating data specific to performance, we will present and discuss findings with the Department regarding current maintenance initiatives, and more specifically, how they can be incorporated into future capital improvement plans.

Long term initiatives will be prioritized in terms of safety, asset integrity, and impact on traffic flow.

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

a. Maintenance of Traffic Plan

We will provide work zone traffic control and traffic control devices according to the requirements of the Scope of Services, the State of Tennessee's currently adopted edition of the WZFM and the MUTCD defined under the Rules of TDOT Chapter 1680-3-1, TDOT Work Zone Standard Drawings and Standard Specifications.

Prior to setting up traffic control in a work zone, the applicable standards will be determined by Contract leadership including the Project Manager, Supervisor, and IMC/Safety Officer, and reviewed with all staff involved in the operation. We consider the MUTCD, TDOT Standards, and the WZFM as minimum requirements and depending on site-specific conditions, will go above and beyond standards as necessary to elevate the protection of both our crews and the traveling public.

Examples of our proactive measures and technologies to ensure a safe environment for our workers and the travelling public include:

- Providing mandatory training on dangers of working within the ROW and safe equipment operation.
- Providing PPE and temporary illumination for all roadway workers.
- Performing job hazard analysis for all work zones and high-risk activities.

Checklist: Establishing a Temporary Traffic Control Zone

- ☐ Determine the activity being performed.
- ☐ Determine the type of roadway.
- ☐ Determine the duration of work.
- ☐ Select the appropriate layout(s) using the WZFM.
- ☐ Determine internal traffic control plan and select hours of work to avoid peak periods.
- ☐ Determine any modifications to typical layout(s).
- ☐ Check decision sight distance.
- ☐ Check advance signing distance.
- ☐ If possible, maintain access to intersections, parking areas, and driveways (public and private).
- ☐ Allow for Buffer Space free of obstructions.
- ☐ Contact the proper road authority if the work zone interferes with normal signal operation in the area.
- ☐ Check the condition of devices.
- ☐ Install devices beginning with the first device the driver will see.
- ☐ Conduct a drive thru to check for problems.
- ☐ Document temporary traffic control zone, problems, and major modifications to the layouts.
- ☐ Traffic should be observed to see if the taper is working correctly.
- ☐ Remove the devices as soon as work is completed, beginning with the last device seen by the motorist.

Figure 12: Webber will utilize checklists similar to those provided in the WZFM to promote a safe work environment.

- Equipping all incident response vehicles with VMBs
- Having designated 'spotters' in all work zones to guide backing vehicles and moving machinery.
- Law enforcement officers ("blue lights") will be provided for Temporary Traffic Control (TTC) configurations that require their presence as well as in optional configurations should our team conclude their services will improve situational safety.
- Using iCone technology to alert and update drivers in real time to the existence of active work zones and incident response activities.

Crews will be well versed in coordination and communication procedures as well as the WZFM and MUTCD, including typical applications of lane and shoulder closures, and TDOT initiatives such as Protect the Queue (PTQ), its requirements, and other important best practices to ensure the safety of motorists.

Our nominated Project Manager, Joel Scott, has 15 years of experience managing TTC, including on TN roadways specifically. He will lead the way in ensuring compliance with all relevant standards and specifications, as well as ensuring crews have the training and competency necessary to perform these critical services safely. Our IMC/Safety Officer and network inspectors will work alongside the TDOT Engineer or TDOT Incident Response Commander to ensure TTC setups meet required specifications and are appropriately and positively affecting the traffic flow.

b. Lane Availability

We understand that the *Scope of Services* includes activities that often require lane closures, and we will evaluate, continually update, and modify our operating policies and procedures to remain in compliance with the State of Tennessee's Open Roads Policy. Our objective will be to maximize lane availability and provide a smooth, predictable traffic pattern through our worksites. We will communicate intentions early to inform stakeholders and motorists, and will only schedule pre-planned activities during off-peak traffic hours - not during defined holidays or scheduled community events. Our intent is to limit exposure and ensure both our safety and the safety of the traveling public. We are capable and accustomed to operating at night in order to reduce impact on the flow of traffic.

Planned lane closures will be provided to the Department with the Weekly Work Plan.

We understand that no road closures are allowed unless authorized by the TDOT Engineer. Our team will notify the Project Engineer at least 8 hours before a planned lane closure is installed and provide notification within 30 minutes after the planned lane closure is removed. All lane closure will be submitted to the Department by Monday at 1pm for the following Thursday through Wednesday's work.

Webber will make entries into SWIFT/TDOT Smartway regarding all planned lane and shoulder closures in the weekly work plans and shall follow the Department's most current guidelines for submission of the same.

A summary of any lane closures, and any incident responses by our team will be submitted to the Department within 24 hours of any occurrence.

Restrictions for Region 3 North

We understand that we are not to install, maintain, or remove any traffic control device required for narrowing or closing a lane or shoulder during the times listed below. Lane closures for emergency response are not subject to the following time restrictions.

Lane Closures	Time Restrictions
I-65, I-40, I-24, I-440	5:00am to 8:00pm, Monday through Sunday

Shoulder Closures	Time Restrictions
I-65, I-40, I-24, I-440	6:00am to 9:00am and 4:00pm to 7:00pm, Monday through Friday

Table 5: Time restrictions for lane and shoulder closures

B.10. ADDED VALUE

We have designed our Added Value offerings to reflect what we believe to be important to the Department. Our commitment is to consistently improve operations, safety, technology, and innovation for this Contract, including continuing to identify and deliver Added Value throughout the Contract term.

Impact Sensors on Attenuators for Safety

Webber will install and maintain Sentinel™ Impact Tracker technology on all network attenuators. This 24/7 monitoring system detects strikes to these critical safety assets. The system includes cameras for monitoring and recording, providing real-time impact confirmation via a web-based portal and instant alert notifications.

Crews will be dispatched immediately upon notification of a potential impact in order to assess and mitigate safety concerns. Responding personnel will also be prompted to file a report with findings to clear the alarm.

Artificial Intelligence for Objective Road Surface Inspection

We commit to installing the Visual Defence Rover System within our inspector's vehicles to monitor changes to the network's road surface. The system detects defects using Artificial Intelligence (AI).

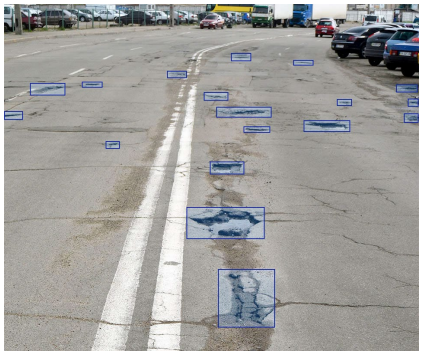


Figure 13: Road surface defects recorded through the Visual Defence Rover System

The system can accurately and reliably detect potholes in the road surface at speeds up to 62 mph. When a defect is found, its GPS location and size are automatically logged in the system, along with imagery of the defect. This removes the need for the driver to input any data manually, as well as improves traffic safety, as the surveying vehicle can move at the prevailing traffic speed, with no need to make stops to record findings.

Implementing AI inspection of roadway conditions can provide several benefits, including:

- Improved roadway safety by minimizing disruptions and reducing the risk of accidents caused by stationary surveying vehicles.
- Accurate and objective evaluation.
- Improved asset management by providing a comprehensive overview of the condition of roadway assets.
- Enhanced data-driven decision making.

As part of this commitment, we will also run a pilot of the system to track its efficacy in monitoring downed, leaning, or otherwise damaged signs. If the system proves effective in monitoring the condition of these assets, we will continue its use in this capacity as well throughout the Contract's term.

Aspen Aerial A-62 Bridge Inspection Cranes for Structures

Webber owns a small fleet of Aspen Aerial A-62 Bridge Inspection Cranes (Snoopers) in the southeastern US. As these trucks carry a hefty price tag, they are often hard to find and rent from third parties when they are needed.

Webber commits that should the need for a Snooper arise and no local rentals are available, a Webber-owned Snooper will be made available to the Region 3 North team, pending availability, on a pre-scheduled basis.

Figure 14: Our privately-owned Snoopers allow our teams to work above, below, or alongside structures safely, have a horizontal reach of 62 ft., and require no outriggers to operate.

Electric Vehicles for Environmental Conscientiousness

In support of TDOT's Transportation Modernization Act's Electric Vehicle (EV) Parity initiative, we will provide EVs for our inspectors, as well as install an EV charging station at our primary Contract office. This commitment also aligns with Webber's own initiative to adapt to evolving global energy and environmental sustainability goals.

EVs produce zero tailpipe emissions and can work in zero emission zones. As per an MIT University report, on average, gasoline vehicles emit more than 210 grams of CO2 per km, whereas EVs emit 120 grams of CO2 per km driven. Our use of EVs provides another small contribution to a cleaner tomorrow.

Maximizing Investments for Performance Excellence

Dedicated Maintenance Planning Team for Enhanced Performance

With a goal of providing TDOT confidence in launching this important and exciting PBMC in Region 3, we are making an increased investment in personnel for service excellence. On such a large network, it isn't feasible to depend on one Supervisor and crews to adequately plan maintenance, verify quality standards, monitor timeliness, and identify deficiencies. This is why we are proposing a Maintenance Planning Team in our organizational structure, who will be responsible for proactively leading inspection and quality verification efforts and related refining of weekly and annual work plans.

The Maintenance Planning Team, which includes a Maintenance Planner and two inspectors, will not only be responsible for post-work inspections, but also for proactively patrolling the network for any areas or issues of concern. The inspectors will work closely with the Maintenance Planner to build and optimize our work plans and schedules, promoting a proactive and preventive service delivery model.

Dedicated Customer Service Specialist for Service Excellence

It is our understanding that as the PBMC contractor for this network, we should expect to receive a high volume of customer service requests in our performance of this contract. To help ensure that we are adequately resourced to manage incoming requests successfully, we are proposing a fully dedicated Customer Service Specialist who will be responsible for handling the customer requests and complaints process, coordinating third party claims, interfacing with TDOT's Public Involvement and Community Relations Office, and fulfilling other duties as required.

iCone and GeoTab Technology for Visibility

iCone safety technology provides motorists with real-time information regarding upcoming maintenance work and IR/ER activities along the interstate. For this Contract, our incident response and maintenance vehicles, as well as our towable traffic control devices, will be outfitted with iCone's ConnectedTech technology. Whenever the system is activated, it will automatically transmit the GPS location of the work zone or incident to navigation systems (e.g., Waze, Google Maps, etc.). Once activated or deactivated, the status is updated within seconds. This technology is proven to keep PBMC crews and motorists safer.

Our fleet and major equipment will also be outfitted with GeoTab to allow for real-time GPS tracking of equipment and crew location.

Figure 15: iCone tech will provide visibility of our crews on the network.

B.11. STRUCTURES

Our approach to structures maintenance will emphasize innovative and proactive maintenance strategies, and include frequency based preventive maintenance and routine repairs of deficiencies identified after structure inspections are performed. We understand that it is our responsibility to maintain the safety, integrity, and aesthetics of structures and perform routine maintenance activities as necessary. Services delivered will be in line with TDOT parameters and schedules as specified by current Department standards and specifications.

Through our partnership with SSR Engineering, we have access to the Structural Engineers required to conduct engineering analysis as necessary. Additionally, due to the nature of these works, a Signed & Sealed repair plan may be necessary, and our partnership affords us this invaluable service upon request.

Our work plan will include both routine and periodic maintenance activities that will lead to fewer operational failures, improved reliability, and increased lifecycle expectations of key assets within the contract scope. Repairs will be performed in accordance with applicable TDOT and AASHTO standards. Further, in order to minimize traffic impact, we will make every practical effort to quickly and efficiently complete maintenance and repairs that require any closure of a lane within the lane closure guidelines.

Daily Patrols and Inspections

Our team will patrol network limits daily and perform windshield assessments of all network structures. Any immediate hazards to the traveling public, such as large debris on the bridge deck, will be mitigated while on site. If any non-hazardous issues are identified, they will be recorded in Survey123 and scheduled for repair by the Maintenance Planning Team. We also commit to performing random inspections of structural elements within the network limits. This will help to verify the efficacy of our work plan, making adjustments to our approach as necessary.

Proven Performance in Structures Maintenance

Webber currently maintains over 2,000 fixed and 29 movable bridges, and over 6,000 ancillary structures (HMLPs and overhead signs) in the US.

An example of our successful approach to structures maintenance is our performance on our FDOT District 3 Structures Maintenance Contract, for which we provide maintenance of 535 structures across seven counties. We are proud to say that **we have had zero non-compliances in completion of 4,189 work orders over seven years**.

This contract was just re-awarded to Webber per a competitive bid as Contract E3W29 (2023-2030), following completion of Contract E3P16 from (2016-2023).

AMPERs for E3P16 are shown on the right.

Rating Date	AMPER Score
7/1/2016	98
6/1/2017	98
12/1/2017	100
6/1/2018	100
12/1/2018	99.3
6/1/2019	99.3
12/1/2019	98.6
6/30/2020	97.9
12/31/2020	95.8
6/30/2021	96.5
12/31/2021	96.5
6/30/2022	97.2
12/31/2022	98.6
6/30/2023	98.6

Prompt Action Requests

We understand that Prompt Action requests will be assigned to one of the following three categories: Critical, Priority, or Routine.

Critical Findings

For Prompt Action requests categorized as Critical Findings, we will provide immediate TTC and safety mitigation until permanent repairs are initiated.

Priority Maintenance

We understand that Priority Maintenance work orders are to be completed by our team within 180 days of issuance.

Routine Maintenance

Webber will perform routine and minor repairs to all structural elements of bridges and ancillary structures. Our routine maintenance and minor repair plan is typically work order driven from the results of inspection reports, however, we strive to minimize these repairs through well planned preventive maintenance scheduling and delivery, as described in the following two sections.

Webber's Experience with DOT Structures Maintenance Processes

Webber is highly experienced in processes and requirements similar to those used by TDOT and its Bridge Inspection Review Committee, including inspections, work order issuance / prioritization of repairs, and requisite repair completion time frames. As an example, we have worked with FDOT's Feasible Action Review Committee (FARC) for over 20 years, attending meetings and offering input on how we believe work orders should be prioritized.

We completely understand the tremendous value in alignment of work order prioritization and also understand our responsibility to complete work within required timelines mandated by work order category and specific deficiency type.

We commit to completing a QC review on all completed Priority Maintenance and Routine Maintenance work orders to ensure repairs are compliant with overarching TDOT and AASHTO standards. Work orders will be managed in Survey123 to ensure they are completed on schedule. This process will be executed under the oversight of our Maintenance Planning Team. Should the work not meet the desired level of quality, crews will immediately return to the site to correct all deficiencies, and our management team will implement corrective actions, as necessary.

Upon a successful QC review, the work order will be closed and we will notify the Department of successful completion.

C. Ancillary Structure Maintenance and Repair

Our routine maintenance program specific to overhead signs will ensure the following:

- Structure columns, trusses, structural connections and attachment hardware are maintained through effective cleaning and spot painting.
- Structural fasteners are tight.
- Panels are securely fastened to the structure.
- Panel lighting is functioning as required.
- Foundations are clear of dirt and debris.
- Panel information is legible.
- Structures are properly grounded.
- Critter screens, truss caps, and column caps are in place and undamaged.
- Grout pads are intact with weep holes clear of debris.
- Anchor bolts are tight and in good overall condition.

We will maintain the overhead truss using protected climbing techniques. Maintenance crews will carry tools tethered to their tool belts or harnesses. When the overhead truss is not accessible by climbing from the ground, the maintenance crew will use our bucket truck, usually placed behind the guardrail or outside the clear zone. When we cannot park the truck outside the clear zone, we will set up a shoulder closure following applicable standards.

Maintenance of barrier walls will include debris removal (including visual verification that drains are clear), vegetation control, and removal/cover of graffiti.

For guardrail, if during visual inspection it appears that any bolts or other components may be loose or damaged, they will be inspected and replaced or tightened to specification. Rails and other functional components associated with crash attenuators will be inspected, cleaned, and lubricated (if applicable) to ensure full functionality.

As with all services provided under this contract, ancillary structures maintenance activities and corresponding timeliness requirements will be input and programmed into Survey123 to ensure work is completed within required time frames.

D. Bridge Maintenance and Repair

Bridge structures can be broken into three main components, the deck, the superstructure and the substructure. An overview of our approach to maintenance for these three elements is described below.

Bridge Decks

Moisture penetration is one of the leading mechanisms for bridge deterioration, which can be observed through concrete cracking, rebar corrosion, and failure of exposed steel coating systems. We understand that sealing problematic cracks will help prevent spalling, prolonging the structure's life. Additionally, we will swiftly address deck spalls, as if left untreated, these issues can lead to advanced deterioration of the deck. Furthermore, we will proactively monitor expansion joints and apply appropriate preventive maintenance to ensure joint functionality and prevent deterioration of other structural elements, such as beams and bearings.

Superstructure

Superstructure elements are critical in the lifecycle performance of the structure; as such, effective maintenance and repair are imperative. We understand that concrete is susceptible to cracking and spalling due to moisture penetration or cyclical overloading.

Through experience, we are dedicated to maintaining pre-stressed concrete girders through epoxy injection to prevent further moisture penetration. This action can help prevent rebar and pre-stressing strands from corrosion and further deterioration. These maintenance activities also apply to segmental bridges and other bridge types with a concrete superstructure.

We also understand that spot painting in areas of active corrosion or otherwise exposed steel (totaling less than 25 square feet) is our responsibility and is imperative to effectively maintaining steep components, as well as the importance of color-matching our repairs to the existing coatings system.

Substructure

Scour is a leading cause of bridge failure worldwide and active scour management is essential in assessing bridges after a significant rain event. Webber has extensive experience in scour countermeasure installation, such as riprap or gabion mattresses. Additionally, we are experienced in providing alternative repairs to mitigate and control the effects of advanced structural deterioration of both superstructure and substructure elements, such as cathodic protection and Fiberglass Reinforced Polymer (FRP) wraps. Should such a need arise, we will coordinate with the Materials & Tests Division or Traffic Operations Division to ensure that all current guidelines and policies are followed.

B.12. SCENARIOS & SITUATIONS

Scenario 1.

Excessive litter, debris, and vegetation growth can present serious issues related to safety and structure integrity. Sweeping will be performed a minimum of 12 times annually for ramps and shoulders and 24 times for medians. Throughout the Contract term, we will monitor the network for areas of recurring debris buildup and add additional sweeping services to our work plan, should it be approved by TDOT.

Bridge Joints and Structures Drainage

Bridge joints are a critical aspect of long-term serviceability of a bridge, and as such, we understand that failed, seized, or leaking joints can cause spalling, cracking, and a multitude of other issues including deterioration of bearings and/or other superstructure and substructure elements. To ensure these issues do not occur, quarterly cleaning of the joints will be included as part of our proactive maintenance plan. Additionally, as part of our proactive maintenance plan, we will ensure that drains, scuppers, and troughs are functioning properly and are free of vegetation and debris. We will dedicate extra hours towards drainage maintenance ahead of known periods of heavy rainfall.

Vegetation Management

We understand that encroaching vegetation can create a multitude of issues for structures and can obstruct critical elements during inspections. To overcome this, we will implement a stringent herbicide application and tree trimming program.

Encroaching vegetation along wing and barrier walls, on slope protection, or on pile caps will be mechanically removed, and herbicide will be applied to prevent regrowth. Vegetation that presents safety hazards will be addressed immediately, and any areas where inspection access is obstructed will be addressed by clearing brush and trees underneath and spanning 25 feet from the structure.

Herbicide treatment will be applied under the oversight and guidance of a licensed technician, trained in best practices, and application logs will be maintained in Survey123. The system is pre-programmed with data input selections which minimize common reporting errors by technicians, such as citing incorrect spray angle or wind direction. Herbicides used shall be in compliance with the Environmental Protection Agency's (EPA) Integrated Vegetation Management Fact Sheet. We commit to routinely conducting QA/QC reviews to ensure that this environmentally critical process is performed safely while maximizing its effectiveness.

Scenario 2.

Determining and addressing the root cause of the issue is our preferred starting point to ensure asset preservation. To prevent the spall from recurring or worsening further, we ensure that all chloride contaminated concrete is removed and corroded rebar cleaned and coated before the spall is patched. For permanent patching, an in-depth inspection and sound repair techniques are required to accurately identify the extent of the deterioration and affect a lasting repair.

Figure 16: FRP repairs on Garcon Point Bridge in FL.

Permanent repairs will begin with square cutting the concrete to ensure a seamless repair finish. Then, crews will remove all unsound and delaminated concrete and expose the corroded steel, ensuring that adequate clearance behind the rebar is obtained to create a proper bond. Next, crews will clean the corroded steel utilizing tools such as needle scalers, grinders, wire brushes or sandblasters, as applicable, and coat the rebar with a corrosive inhibitor product compliant with the TDOT approved materials list.

In severe cases of section loss, the unsound rebar will be removed completely, and new rebar tied in by overlapping, welding, or mechanically connecting with the deteriorated bar.

Finally, the spall will be thoroughly cleaned with compressed air, a bonding agent applied, plywood forms anchored in place, and concrete poured. Crews will return once the repair has cured (the period will vary depending on the product used), remove the forms, and sponge finish the concrete, which, in addition to filling any minor surface defects and sealing the anchor holes, leaves the repair with a natural appearance.

Cathodic Protection and FRP

We are passionate about implementing proven alternative solutions that we know mitigate and control this, such as cathodic protection and FRP. Cathodic protection is used frequently to mitigate or control the effects of corrosion on metal surfaces.

Alternatively, an FRP wrap can be applied to strengthen concrete structures and reduce the effects of damage or deterioration. We have applied these solutions to several assets for our clients.

Webber Experience with Cathodic Protection Systems

Our team is experienced working with specialty consultants to install cathodic protection on DOT assets. Cathodic protection can be implemented in two distinct ways; one is by connecting two dissimilar metals, one to be protected and another to be sacrificed, allowing a corrosion cell to setup such that corrosion on the metal to be protected, is mitigated. This method is widely used by our clients to mitigate corrosion on reinforced concrete elements. It is generally known as sacrificial or galvanic cathodic protection. On marine pilings, zinc mesh is used inside a concrete jacket with a stay-in-place fiberglass form (CP Jacket) in conjunction with a bulk pure zinc anode installed below the waterline. Arc sprayed zinc is used as an anode at higher elevations where it is not impacted by direct water spray. Zinc is sprayed on the concrete surface to serve as an anode material.

The other method is to apply sufficient impressed electrical current on the metal to be protected to mitigate corrosion. This method is used on reinforced concrete elements in very aggressive environments and are heavily contaminated with chloride ions. Titanium mesh anode in a concrete jacket is often used on marine piles and a slotted titanium ribbon anode system is used on pile caps. This method has a higher capacity for mitigating corrosion, however, requires an electrical power source to provide the impressed current. The electrical source needs a higher level of maintenance compared to the galvanic cathodic protection system; thus it is used judiciously.

Scenario 3.

Erosion after major storm events is a situation that we have encountered and successfully mitigated many times. Upon notification of severe erosion and undermining of several box culverts/wingwalls, we will deploy crews to the location(s). Responding crews will immediately setup TTC, diverting traffic safely away from the impacted areas (possible detour), allowing for TDOT inspectors and our team members to better assess the damage and determine how far back the voids extend under the box culvert. We will dewater if needed and drill port holes to accurately survey and outline the limits of the void. Once determined, TTC will be adjusted to accommodate for the hazard in conjunction with minimizing unnecessary impacts to traffic.

Unless the impacted area is outside of the clear zone, or the culvert is subject to the Aquatic Organism Passage (AOP) program and related permitting requirements, we will begin repair efforts immediately, communicating our intentions with Department staff every step of the way (repair methods, forecasted durations, etc.). An initial step will be to locate utilities, and with this occurring immediately after a storm with traffic impacted, hand digging/probing will most likely be required. Subsequently, if outstanding water bodies are in proximity, coordination and effort will be made to install erosion control devices such as silt fence and turbidity barrier to mitigate environmental impacts of our repairs. For AOPs, we will file permits with TDEC prior to commencement of repair activities.

Our initial focus will be repairing the undermined box culverts. Priority will be given based upon greatest traffic interruption in regard to responding Local Emergency Management services. The team will core 4" holes in multiple areas of the culverts base foundation, frame up the exterior side of the void, and pump structural grout systematically from the interior working our way out, while monitoring the port holes for appropriate seepage to ensure the void is thoroughly filled. It's important to note that we always stock multiple pallets of grout in case of emergencies like this one where vendor operations may be impacted by the storm. After adequate cure time, forms will be removed, and grout will be inspected to ensure all voids have been filled properly. TTC will be adjusted to accommodate repairs of the wingwalls, with the plan to restore traffic to its semi-normal pattern.

Assuming no settlement, repairs to wingwalls, more specifically their footers, will be accomplished in a similar fashion as the box culverts, with the absence of coring replaced by probing. Wingwalls will again be given priority based upon greatest impact to traffic.

To proactively ensure preservation of these repairs and mitigate future instances of undermining occurring, the toes of the box culverts and wingwalls will be heavily reinforced with rock rubble.

If the structures have been impacted by roadside erosion, crews will pump grout in voids immediately around the backside/sides of the structures and fill other areas with sand. Material will be compacted in lifts, graded and restored to its pre-existing condition. We will then apply topsoil, seed/hay or sod to regenerate vegetation development and mitigate future erosion. Inspections of the impacted area would then be conducted weekly to verify that our corrective actions have resolved the deficiency and revegetation has occurred. If the topography of the site concentrates roadside stormwater to the backside/sides of the structure, crews will install asphalt, concrete or riprap flumes to redirect water runoff and prevent future washouts. These areas will be added to Survey123 and assigned for routine monitoring during and following rain events.

Case Studies: Repairing Undermined Areas and Erosion

Ten Mile Creek

In 2021, Webber was contracted to make repairs to Bridge #470035 (County Rd 274 over Ten Mile Creek). This repair consisted of cleaning/sealing cracks in deck, patching core holes and spalls, building steel reinforced rebar cage around piles (both horizontally and vertically), pumping 5,000 PSI of structural concrete, placing pile jackets on five piles and stabilizing erosion at the abutment slope.

Lake Grove Road

We were contacted by Gulf County Public works to conduct repairs on two culverts in Gulf County and mitigate erosion at the toe of the box culverts. Our crews dewatered the structure, and drilled a port hole to locate scour under the floor of the box. Once scoured areas were outlined, the team cored four-inch holes in multiple areas of foundation and pumped structural grout under the floor of the structure. They then lined the toe of the structures with class 2 riprap to prevent further scour.

"[Webber] employees go to great lengths to deliver a quality product to their customers. Focusing on commitment, cooperation and communication as their work ethic."

-AMPER Report for FDOT Contract E1S36 Asset Maintenance in Collier County

Scenario 4.

Upon notification of the hairline cracks, the Supervisor will dispatch a maintenance crew to determine whether a quick repair is achievable or if an emergency solution, including potentially closing traffic lanes, is required. Our engineering partner, SSR, will be utilized as needed to support in identifying potential solutions and providing inspections when required.

*Figure 17: **Repair of overhead sign structure hairline crack (before & after).***

Repairs often include the following steps, with slight variations depending on the exact situation:

- Using an angle grinder to completely remove the cracked portion of the weld. For cracks leading onto the frame, drill a stress-relieving hole at the frame end of the crack.
- Vigorously brushing the area to be welded using a stainless-steel wire brush. This brush should be dedicated to aluminum-use only to avoid weld contamination. The aluminum should appear bright and shiny indicating that the dull oxide layer is completely removed.
- For cracks that extend into the structure, begin welding at the drilled end of the crack where restraint is greatest and move forward. Horizontal welds can be started from either side, while vertical welds should be started from the bottom.
- Use the wire brush to polish the weld or blend-grind the bead for a seamless appearance.
- Lastly, after welding the impacted section, crews will complete the repair by cleaning the weld to remove slag and applying a non-corrosive inhibitor, if required by the metal type.

While, under these circumstances, a complete replacement of the structure is sometimes considered, we have found that proper remediation of the moment connection welds can permanently fix the problem, adding years of additional life to the asset.

Case Studies: Repairing Hairline Cracks in Moment Connection Welds

West Navy Blvd and North W Street

We received a notification from the FDOT Structures Department regarding a crack in the base of a mast arm on structure 48M016. The Department was considering a full removal of the structure. Our personnel discussed the issue with the Department and agreed to conduct a site visit to determine the extent of the damage. Upon inspection, we concluded that a repair was achievable by cleaning and welding the vertical crack in the mast arm. Our crews then coordinated with FDOT and completed the repair successfully.

State Road 289 and Highway 90

We received an email from the FDOT inspection team suggesting that we remove the cantilever arm on structure 48S509 due to a crack in the moment connection. After a thorough inspection of the issue and discussions with the Department, our crews were able to repair the cantilever arm without removing the component.

"Just want to say you guys and your team have been absolutely phenomenal. I don't know what I personally would do without you. Please pass my sincere appreciation on to your team. Let those boys get some rest."

-April Williams, FDOT Consultant Project Management Engineer

Appendix A

Operational Steering Committee

Operational Steering Committee

Role	Resource / Qualifications
Regional Manager	David McCourtney, PE, oversees Webber's western region portfolio including contracts in Alaska, Colorado, and California. He is highly skilled in managing resources, budgets, and finding opportunities to deliver value to large Public-Private Partnership and governmental clients. With his previous design and construction experience in transportation projects as a licensed professional civil engineer and program manager, he has outstanding qualifications to provide valuable insights to this Contract.
Mobilization Expert	Jonathan Edwards has over a decade of experience in infrastructure maintenance and landscaping services for public clients. He has been with Webber for four years, as a Project Manager, Senior Estimator, and Mobilization Manager. As an experienced liaison between the bid and operations teams, Jonathan has served as Mobilization Manager for our US Other region, when needed, over the last three years, mobilizing all contracts awarded in the region during that time including contracts for the Kentucky Transportation Cabinet (KYTC) (new client, new region, new program), Virginia Department of Transportation (VDOT) NOVA BIMS (new client, new region) and Staunton FAMS (new region), Harris County Toll Road Authority (HCTRA) (new client, new region), and the North Texas Tollway Authority (NTTA) (new client, new region).
Interstates Expert	Derrick Jenkins, PE, has been involved with the maintenance of interstate or limited access highways most of his 37-year career. His career started working with FDOT District Three as Tallahassee Maintenance Engineer. In this role he was responsible for the day-to-day maintenance and incident response for a stretch of I-10 through Jefferson, Leon and Gadsden counties from 1990 through 2000. When he entered the privatization of roadway maintenance his oversight as Project Manager, Regional Manager and Regional Director included gear up, mobilization, assessment, work schedule planning, action items and budgeting with the project managers for a multitude of interstate maintenance contracts to include I-95 through Miami-Dade counties to include expressway lane maintenance, I-4, I-75 and I-275 through Hillsborough and Polk Counties, I-75 through Sumter and Marion Counties and Interstate rest areas along the I-10 corridor in FDOT Districts 2 and 3.
Structures Expert	John Howell, PE, is a Regional Manager for Webber in Florida. He oversees 1,802 structures in FDOT's District 3, including repairs, maintenance, and operations of these assets. He has over 20 years of infrastructure maintenance, construction, and engineering experience, including 12 years of experience specific to structures maintenance.

Table 6: Operational Steering Committee

Appendix B

Draft Mobilization Schedule

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Draft Mobilization Plan

Mobilization Start: Fri, 2/2/2024

Display Week: 1

TASK	PROGRESS	START	END	DAYS
A. Bidding & Commercial		2/2/24	2/16/24	15
Receive Notice of Award: Update CRM; Inform INFRA EVP & Business Director	0%	2/2/24	2/3/24	2
Receive/Seek confirmation of Mobilization Manager	0%	2/2/24	2/3/24	1
Create Mobilization SharePoint Site and load relevant documentation	0%	2/2/24	2/3/24	1
Schedule & run Bid-to-Mobilization handover meeting	0%	2/2/24	2/4/24	3
Complete contract execution	0%	2/16/24	2/16/24	1
B. Mob. Mgmt. incl. Administration		2/2/24	7/11/24	161
Receive notice of new project win and assignment to Mobilization Manager role	0%	2/2/24	2/3/24	2
Review Mobilization Documentation & prepare for Bid-to-Mobilization Handover Meetin	0%	2/2/24	2/7/24	
Prepare Briefing Pack & Mobilization Kick-Off Meeting with Workstream Leads	0%	2/2/24	2/7/24	
Reivew & edit standard mobilization schedule/checklist	0%	2/2/24	2/7/24	
Create contract deliverables matrix	0%	2/7/24	2/12/24	
Schedule & run Kick-Off Meeting using template presentation	0%	2/7/24	2/12/24	
Carry out 1-2-1 meetings with critical action owners (HR, F&E, PROC, Admin, IT)	0%	2/12/24	6/11/24	
Schedule & run mobilization meetings using Mobilization Checklist/schedule as agenda	0%	2/12/24	6/11/24	
Secure project property (office/depot/yard)	0%	2/12/24	4/12/24	
Secure project property furniture	0%	4/12/24	5/12/24	31
Secure project property utility connections; onboard vendors as needed	0%	4/12/24	4/27/24	16
Manage Client Relationship & Ensure Contract Compliance (incl. Documentation, Billing	0%	2/12/24	6/11/24	121
Identify and deliver CMMS requirements	0%	2/12/24	4/12/24	61
Identify any 3rd Party Recovery requirements	0%	4/13/24	4/18/24	6
Complete AAR, lessons learned capture & mobilization completion	0%	6/11/24	7/11/24	31

Figure 18: Webber has extensive experience mobilizing PBMCs. Personnel from every Department within the company are assigned to assist in each contract's mobilization, including Safety, Legal, Fleet & Equipment, Human Resources, Finance & Accounting, IT, and Insurance. A list of standard mobilization activities and tentative timelines are shown here. Part 1 of 4.

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Draft Mobilization Plan

Mobilization Start: Fri, 2/2/2024

Display Week: 1

TASK	PROGRESS	START	END	DAYS
C. Safety		2/12/24	5/11/24	90
Safety Management_Planning	0%	2/12/24	2/26/24	15
Safety Management_Set-Up	0%	2/26/24	3/27/24	31
Safety Systems & Training	0%	3/27/24	5/11/24	46
D. Legal & Insurance		2/16/24	4/12/24	57
Contract execution_support contract execution incl. bonds	0%	2/16/24	2/16/24	1
Property_review and support execution of property lease agreements	0%	2/12/24	4/12/24	
Claims_set up clinic for at-work injuries/illnesses	0%	2/12/24	4/4/24	
Claims_send Workers Compensation poster(s) to property	0%	4/12/24	5/11/24	
Insurance_complete property checklist and return to Insurance	0%	2/12/24	5/12/24	
Insurance_set up project-specific insurance	0%	2/12/24	4/12/24	
E. Fleet & Equipment		2/12/24	5/10/24	
Review F&E section of IP; discuss F&E needs with Mob Mgr; create bid tab	0%	2/12/24	2/19/24	
Negotiate with vendors; gather quotes; complete bid tabs; obtain bid tab approval	0%	2/19/24	3/4/24	
Vendor onboarding (if needed) and raise POs	0%	3/4/24	3/11/24	
Monitor & manage suppliers until items are delivered:	0%	3/11/24	4/20/24	
Initiate Internal Procurement Processes - White/Green/Yellow Fleet & Equipment	0%	2/19/24	2/26/24	
Ensure F&E registrations, taxes and titles are available for Day 1	0%	3/11/24	4/30/24	
Receive units at project; inform Procurement and F&E team; confirm acceptance of units	0%	4/12/24	5/3/24	
Update Element inventory records	0%	5/3/24	5/10/24	
Update SAP inventory records	0%	5/3/24	5/10/24	

Figure 19: Preliminary Mobilization Schedule. Part 2 of 4.

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Draft Mobilization Plan

Mobilization Start: Fri, 2/2/2024

Display Week: 1

TASK	PROGRESS	START	END	DAYS
F. Procurement incl. Administration		2/12/24	7/18/24	
Assess non-F&E procurement needs with Mob Mgr & Mob Admin/ID vendors/Create C	0%	2/12/24	2/19/24	
Initiate, track, and record procurement processes - PPE & Safety Supplies	0%	2/19/24	5/4/24	
Initiate, track, and record procurement processes - Materials (Local Vendors?)	0%	2/19/24	5/4/24	
Initiate, track, and record procurement processes; develop agreement documents - Subc	0%	2/19/24	5/4/24	
Initiate, track, and record procurement processes - Equipment (Local Vendors)	0%	2/19/24	5/4/24	
Initiate, track, and record procurement processes - Office Supplies	0%	2/19/24	5/4/24	
Initiate, track, and record procurement processes - Yard/Field Supplies	0%	2/19/24	5/4/24	
Initiate, track, and record procurement processes - Other Supplies	0%	2/19/24	5/4/24	
GR/Accrue and complete InSite process	0%	5/4/24	7/18/24	
G. HR incl. Recruitment & Administration		2/12/24	5/15/24	
Review Organization Chart with Mob Mgr & confirm recruitment needs	0%	2/12/24	2/19/24	
Talent Acquisition Manager - Contract Management Level - JD's approved and posted; c	0%	2/19/24	2/26/24	
Talent Acquisition Manager - Supervisory Level - JD's approved and posted; other intern	0%	2/19/24	2/26/24	
Regional Recruiting Team - Technician Level - JD's approved and posted; other internal t	0%	2/19/24	2/26/24	
Provide candidate information to Mob Mgr, RBD, PM (if onboard)	0%	2/26/24	5/6/24	
Advertise/post openings and arrange recruitment events as appropriate	0%	2/26/24	3/11/24	
Engage with incumbent contractor as appropriate	0%	2/26/24	3/27/24	
Schedule and conduct interviews	0%	3/11/24	4/25/24	
Complete employee onboarding incl. orientations & related paperwork	0%	4/25/24	5/5/24	
Complete PIN forms to set employees up in HR Information Systems	0%	4/25/24	5/5/24	
Complete employee-specific equipment requirements	0%	4/25/24	5/5/24	
Deliver HR Training Suite to ALL staff	0%	5/5/24	5/15/24	

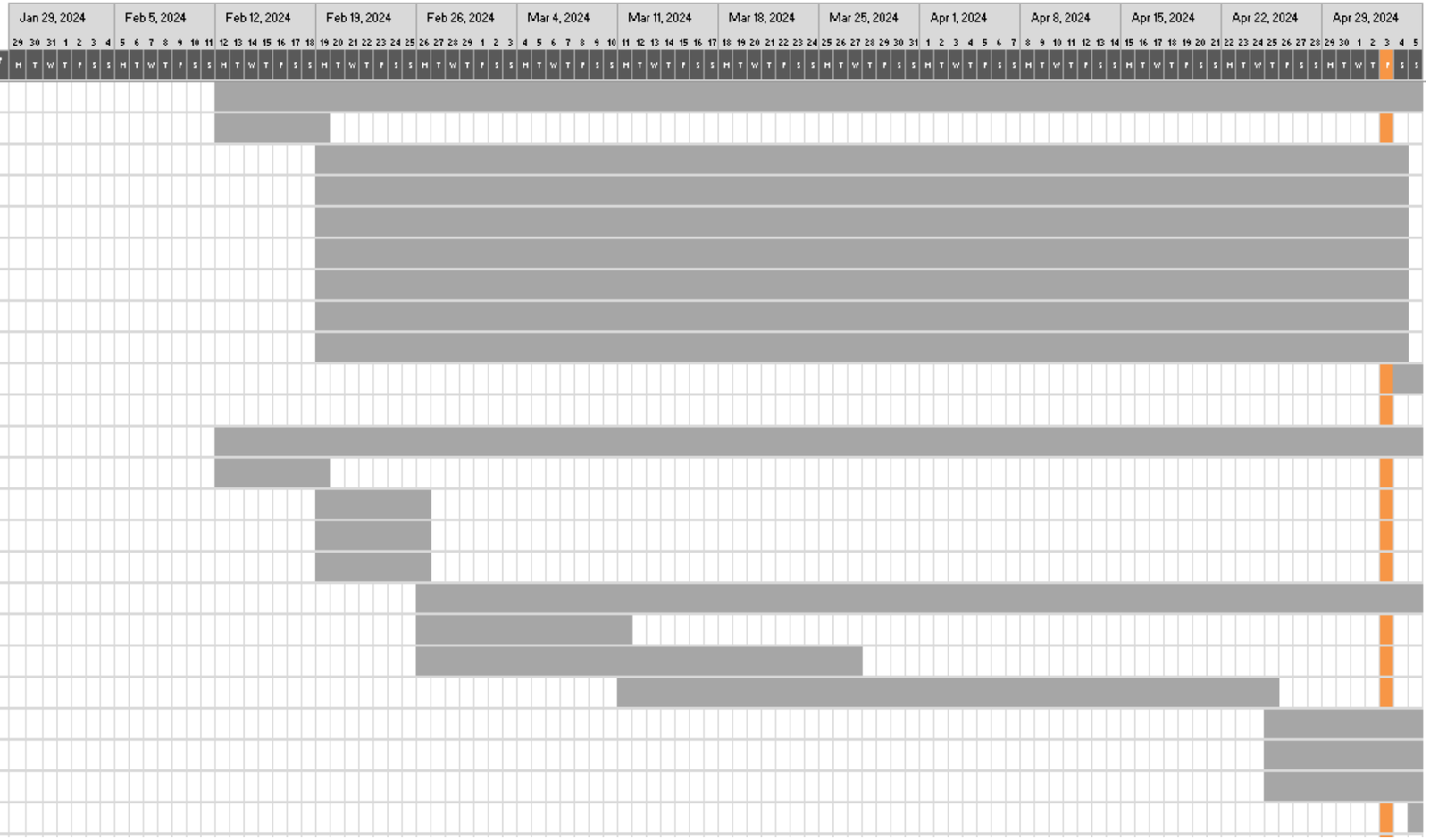


Figure 20: Preliminary Mobilization Schedule. Part 3 of 4.

webber
infra

Draft Mobilization Plan

Mobilization Start: Fri, 2/2/2024

Display Week: 1

TASK	PROGRESS	START	END	DAYS
H. Finance incl. Administration		2/12/24	5/4/24	
Create Profit Center then Labor & Equipment Cost Centers in InSite	0%	2/12/24	3/13/24	
Create Purchasing Group in InSite	0%	2/12/24	3/13/24	
Create Storage Location for Inventory Management	0%	2/12/24	3/13/24	
Create Planner Group - Master Data for projects to create SOs	0%	2/12/24	3/13/24	
Create Asset Location for Property Management	0%	2/12/24	3/13/24	
Create Project Structure	0%	2/12/24	3/13/24	
Create New Customer	0%	2/12/24	3/28/24	
Create Billing Structure (based on Contract)	0%	2/12/24	3/28/24	
Raise SO's	0%	3/28/24	4/18/24	
Provide initial support/training to project team (where required)	0%	4/18/24	5/4/24	
I. Information Technology		2/2/24	5/5/24	
Inform IT of Property Address(es) at earliest opportunity	0%	2/2/24	4/12/24	
Complete IT requirement checklist	0%	2/12/24	2/26/24	
Use IT standard forms to make CELL PHONES requests for Day 1	0%	2/12/24	2/26/24	
Initiate, track, complete process - Cell Phones	0%	2/12/24	5/5/24	
Initiate, track, complete process - Landlines	0%	2/12/24	5/5/24	
Initiate, track, complete process - Office Printer(s)	0%	2/12/24	5/5/24	
Use IT standard forms to make TABLETS requests for Day 1	0%	2/12/24	5/5/24	
Initiate, track, complete process - Internet	0%	2/12/24	5/5/24	
Initiate, track, complete process - Applications	0%	2/12/24	5/5/24	
Ensure access and integration with Client CMMS/S123 "portal"	0%	3/28/24	5/12/24	
Onsite presence for IT installation, testing, verififcation etc.	0%	5/5/24	5/10/24	

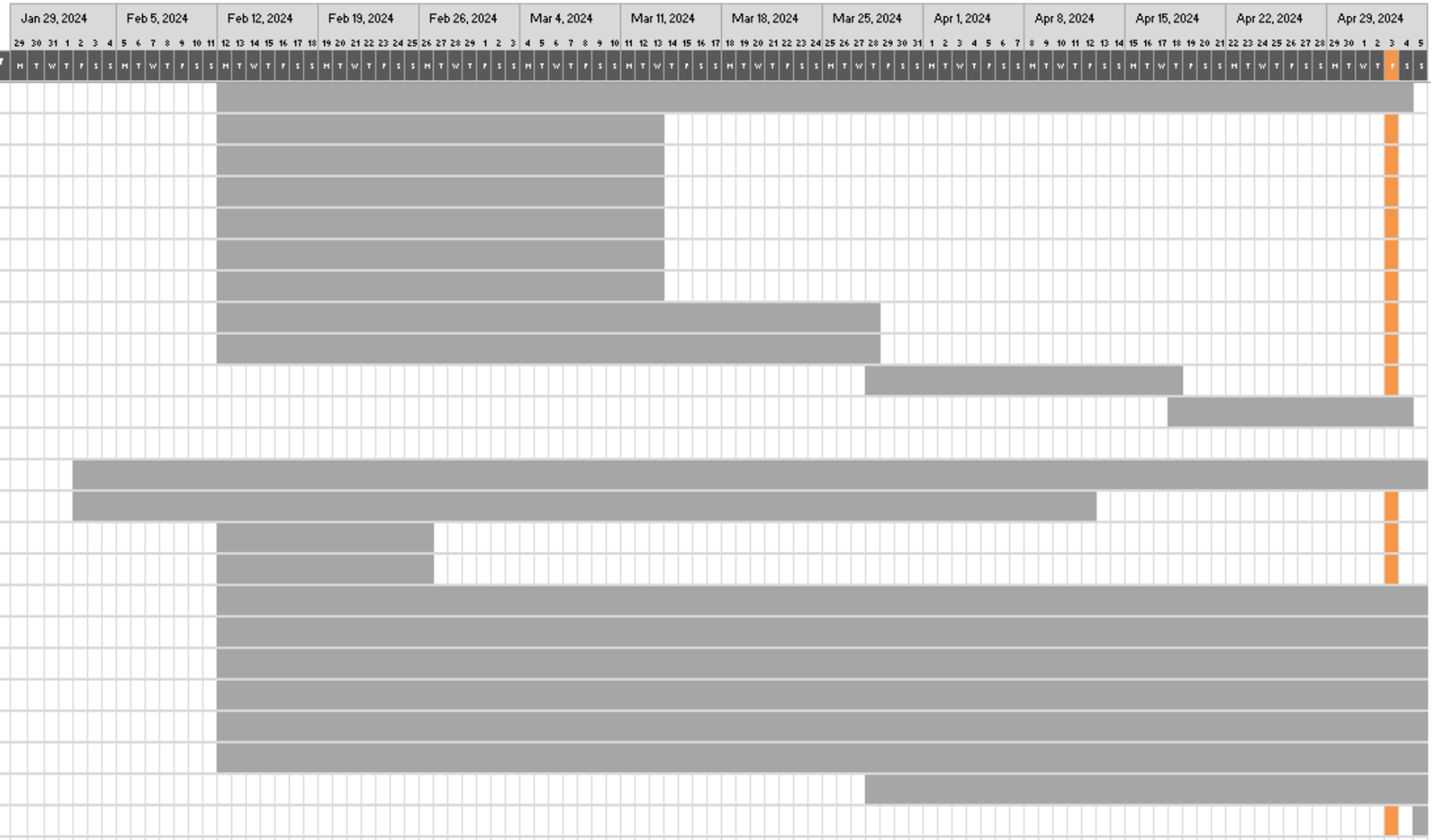


Figure 21: Preliminary Mobilization Schedule. Part 4 of 4.

Appendix C

Preliminary Annual Work Schedule

Preliminary Annual Work Schedule

It is important to note that the below schedule represents a preliminary approach developed through analysis of data provided by TDOT, our surveys of the network, and integration of our best practices. We intend to validate this approach with TDOT during the mobilization period and prior to the commencement of services. Actual quantities will continue to be verified during the first year of services.

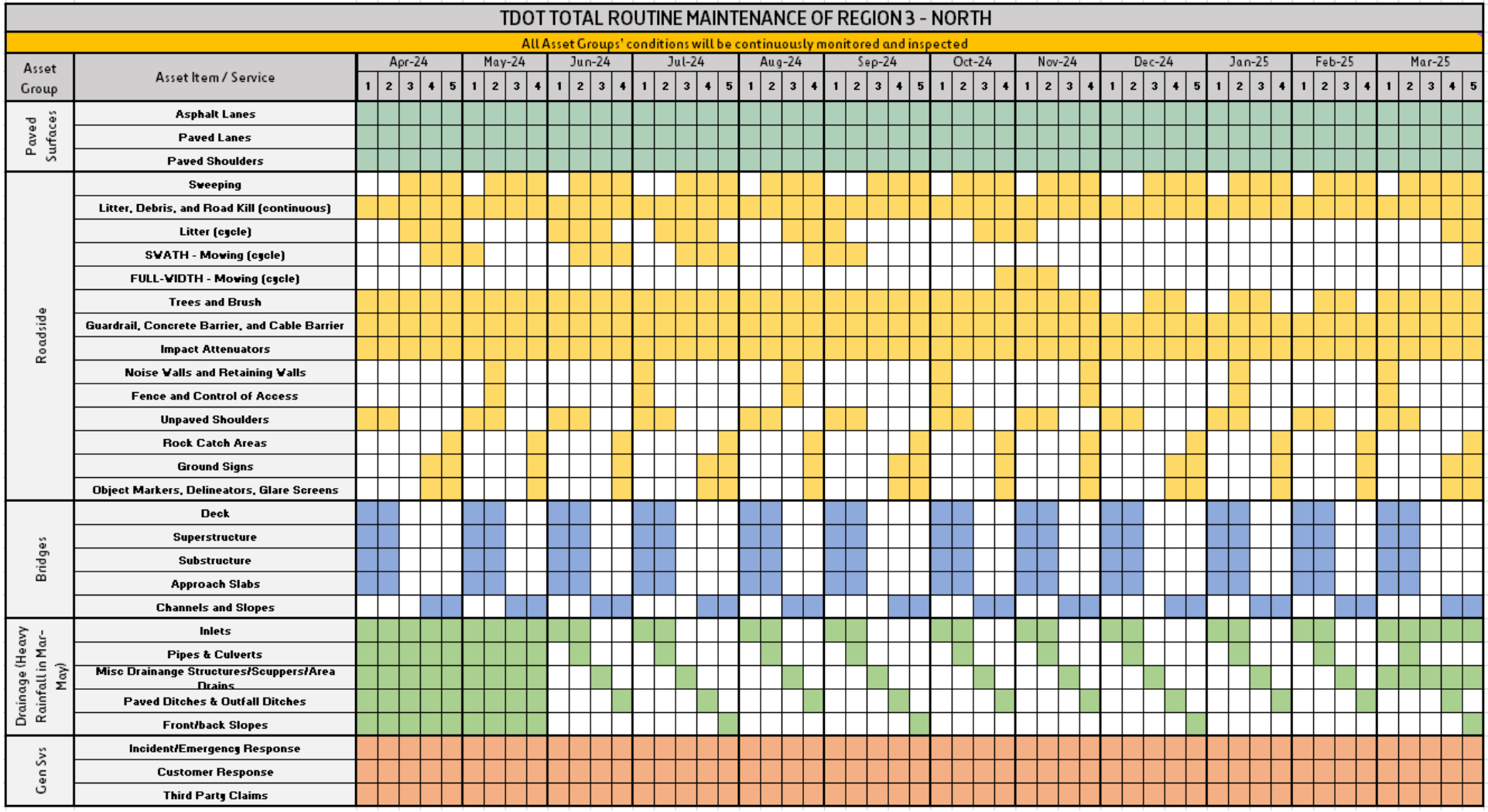


Figure 22: Preliminary Annual Work Schedule

Appendix D

Survey123 Quality Applications

The following images illustrate the next phase of Survey123 development. All applicable Survey123 applications will be further customized and populated for Region 3 North upon contract award, as they were for the contract shown.

Suvey123 - Quality Control Application

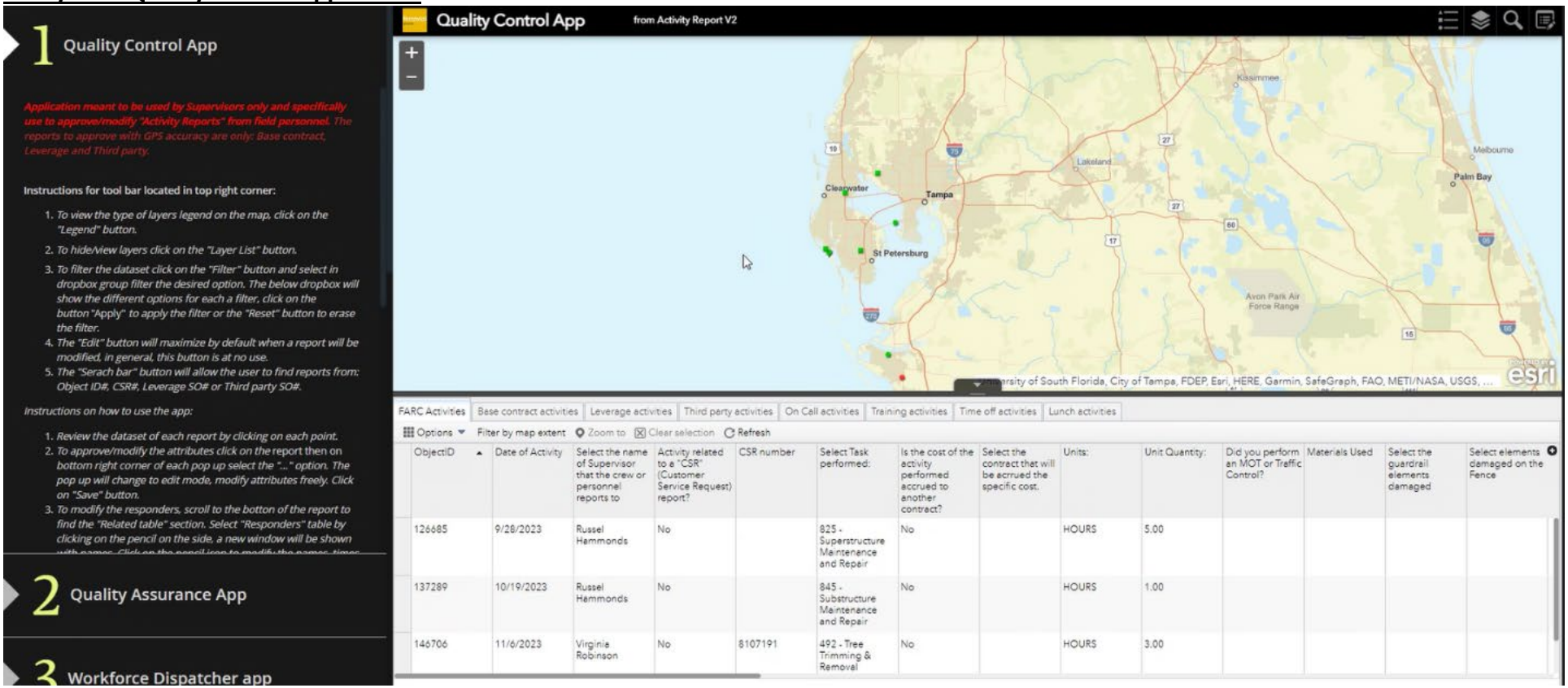


Figure 23: This application is used to track Quality Control activities and results.

Survey123 – Quality Assurance Application

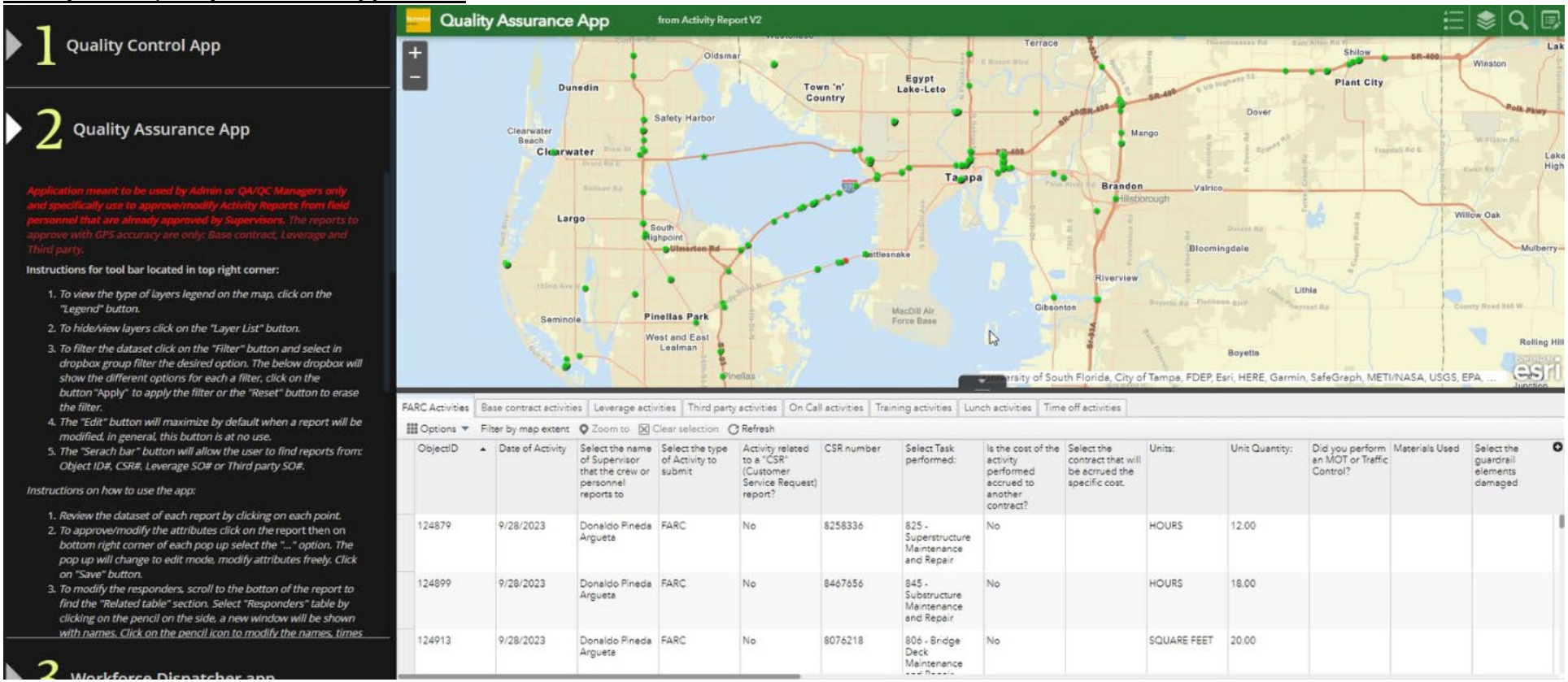


Figure 24: This application is used to track Quality Assurance activities and results.

Survey123 – Workforce Dispatcher Application

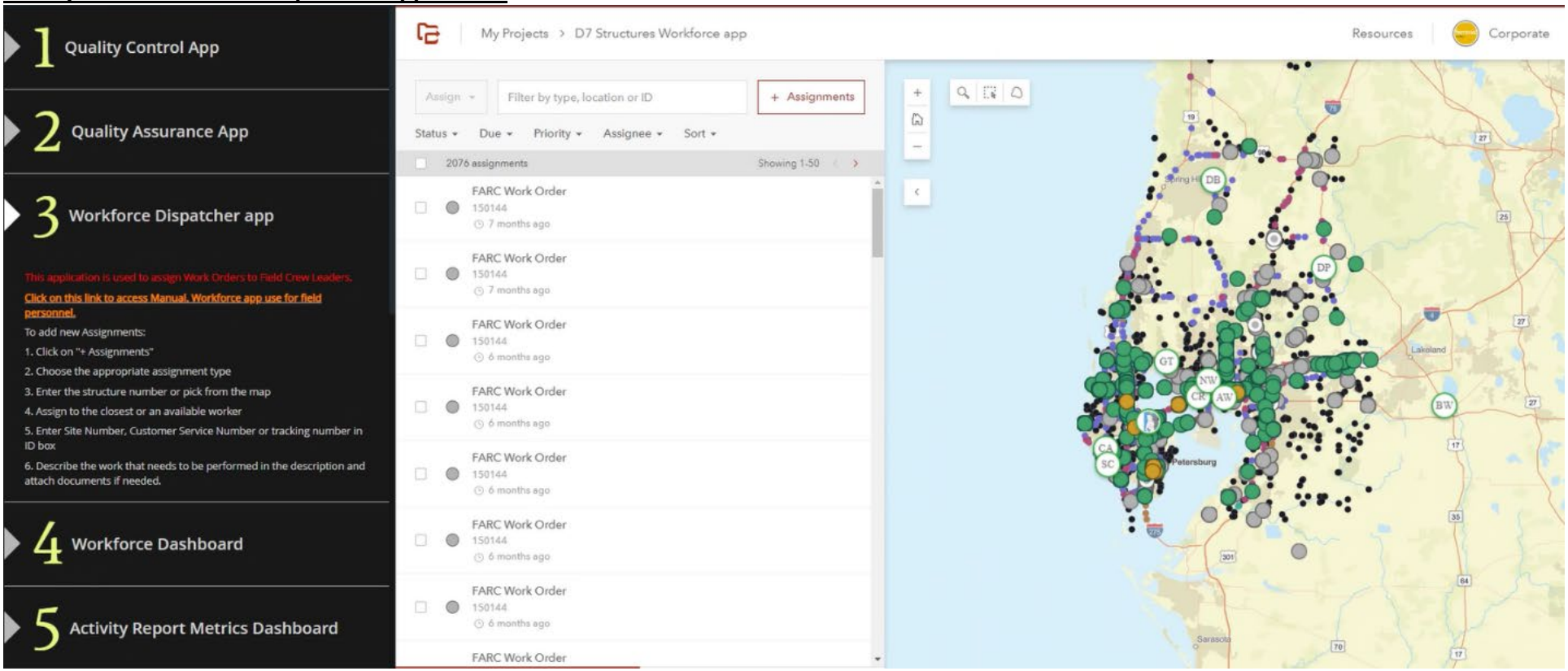


Figure 25: This application is used to assign work orders to crew leads.

Survey123 – Workforce Dashboard

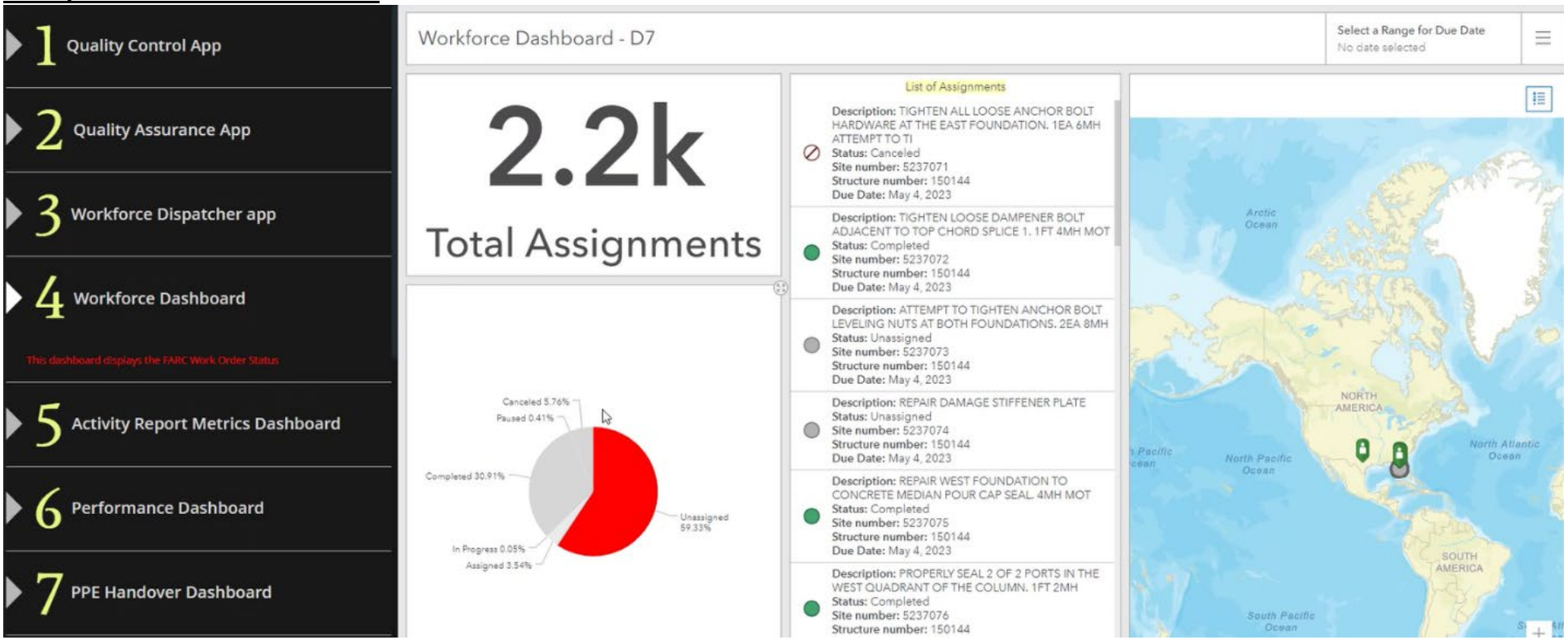


Figure 26: This dashboard shows the status of work orders.

Survey123 – Activity Report Metrics Dashboard (Client Dashboard)

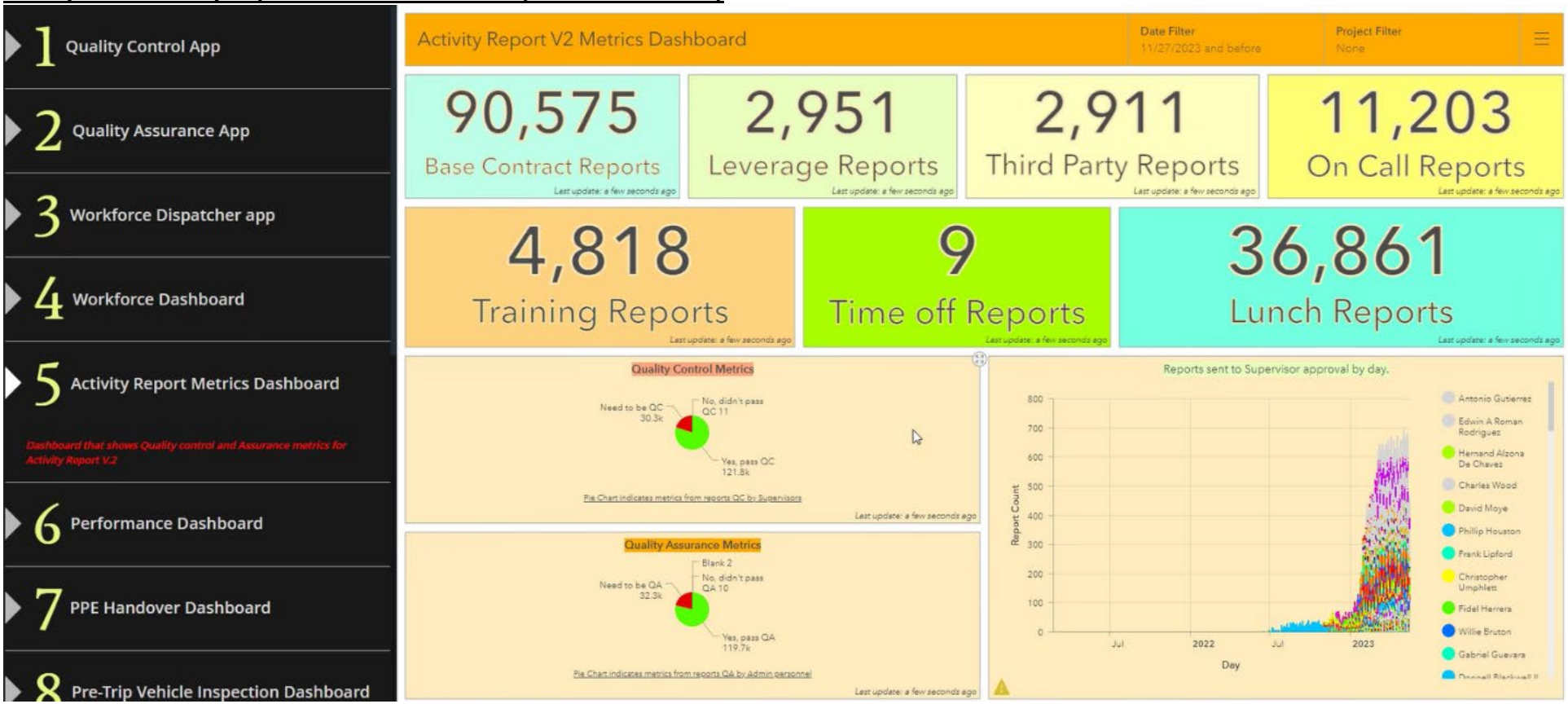


Figure 27: This is an example of the Client Portal, which can be customized to show a variety of data, depending on the preferences of TDOT.

Survey123 – Performance Dashboard

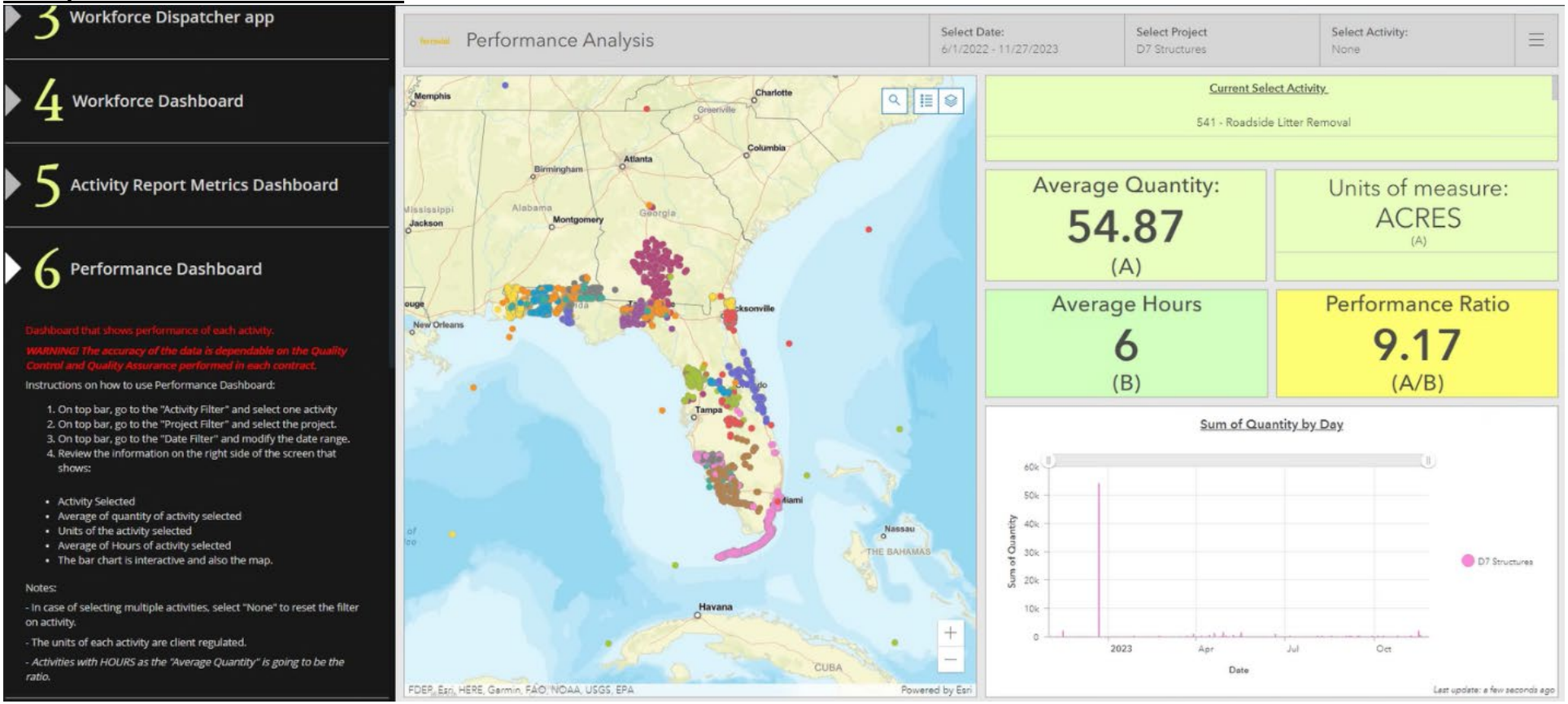


Figure 28: This dashboard provides a variety of data filters to show performance related to each activity.

Survey123 – PPE Handover Dashboard

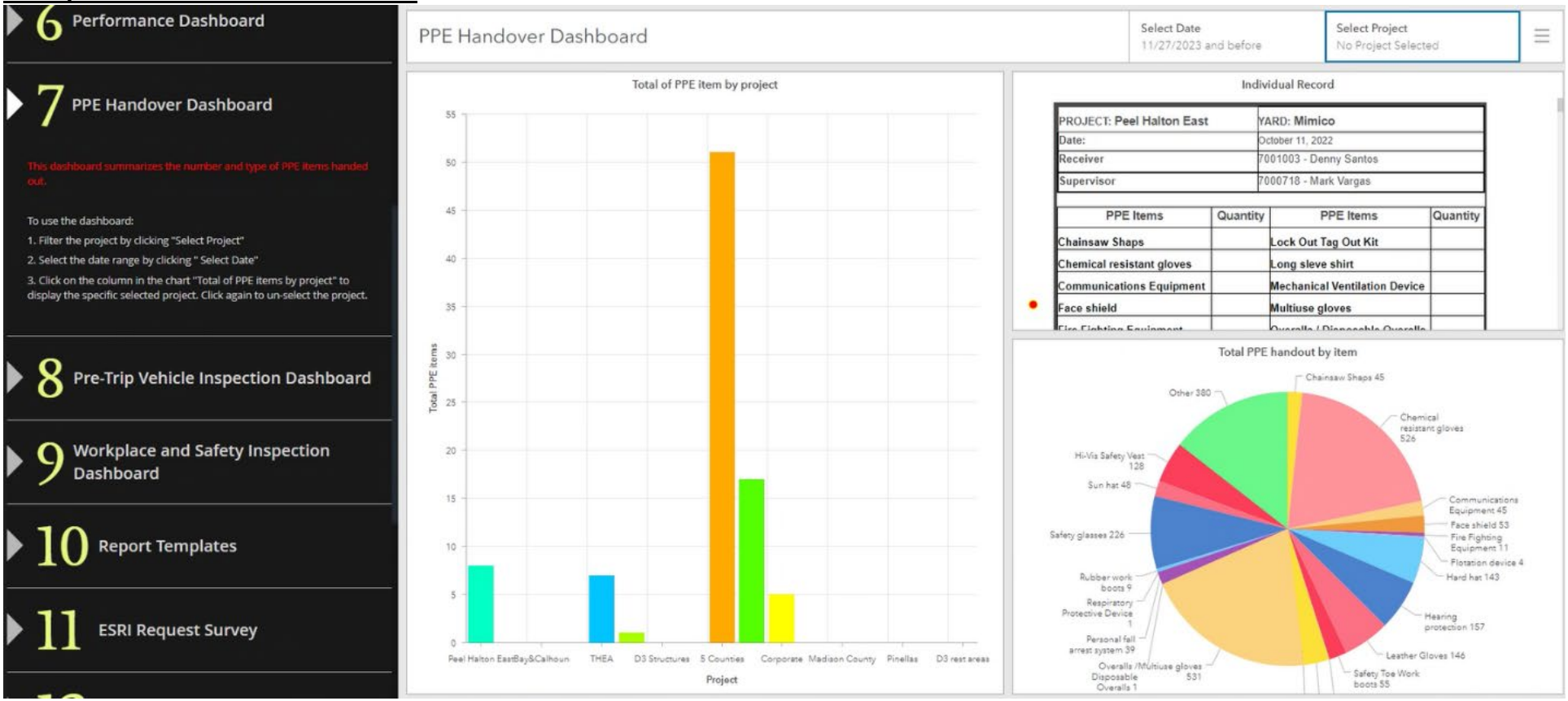


Figure 29: This dashboard summarizes the types and quantity of PPE distributed.

Survey123 – Pre-Trip Vehicle Inspection Dashboard

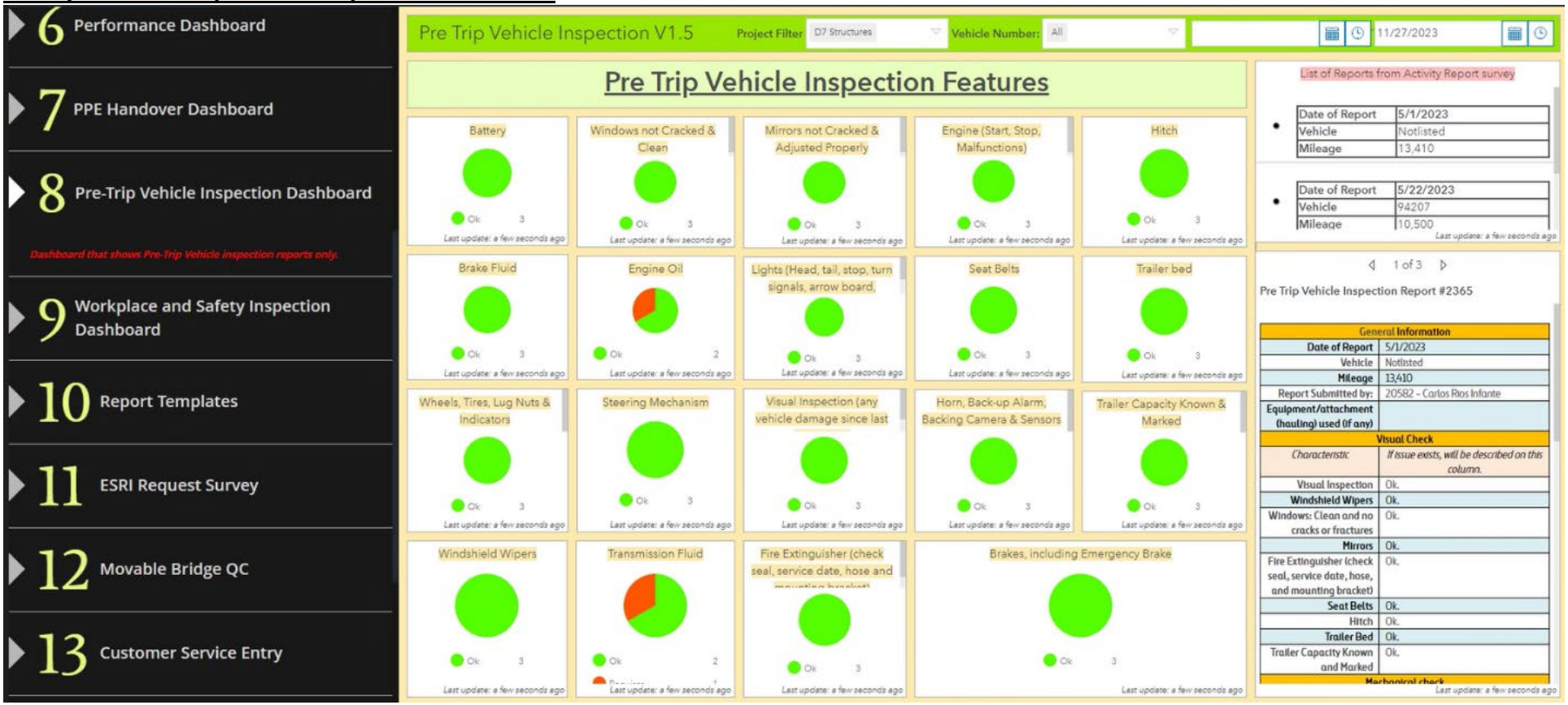


Figure 30: This dashboard shows the results of Pre-Trip Inspection reports.

Survey123 – Workplace and Safety Inspection Dashboard

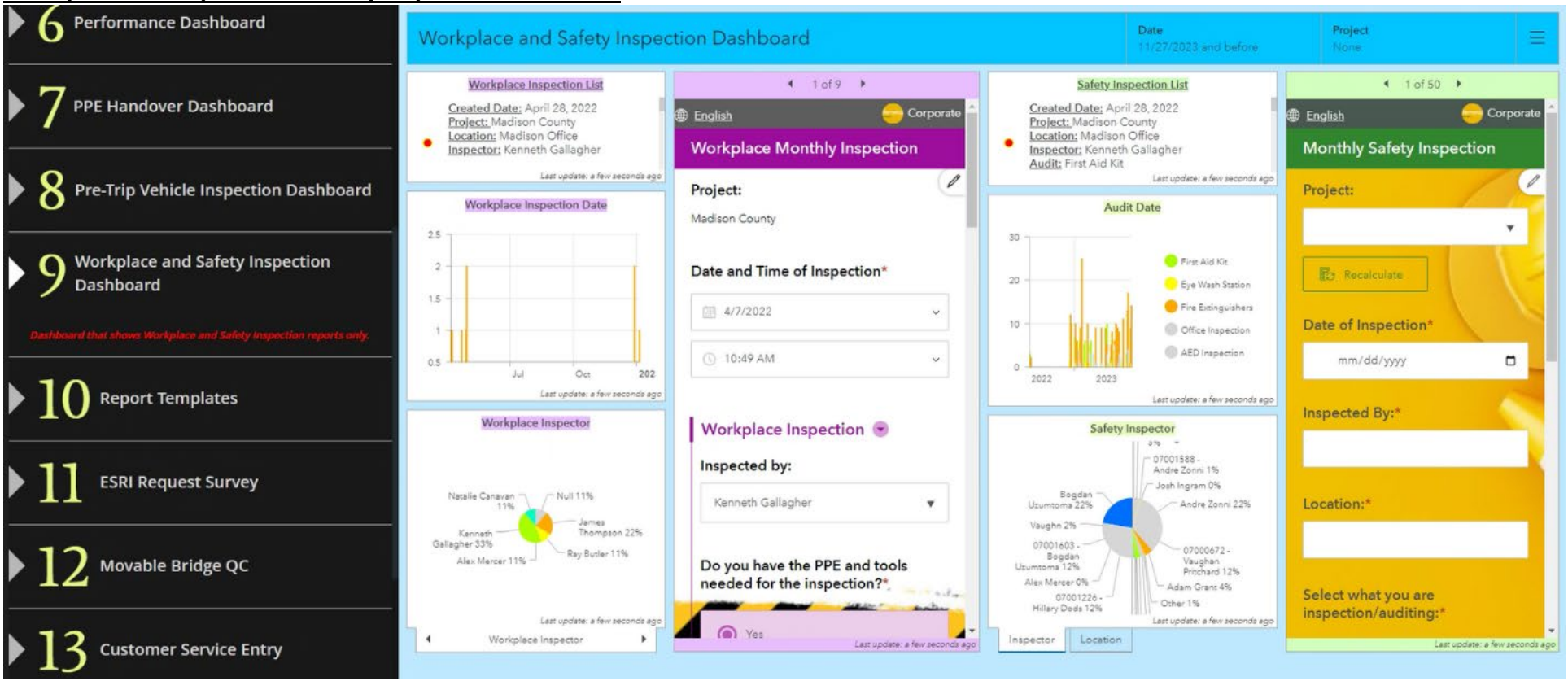


Figure 31: This dashboard shows workplace and safety inspection data.

Survey123 – Report Templates

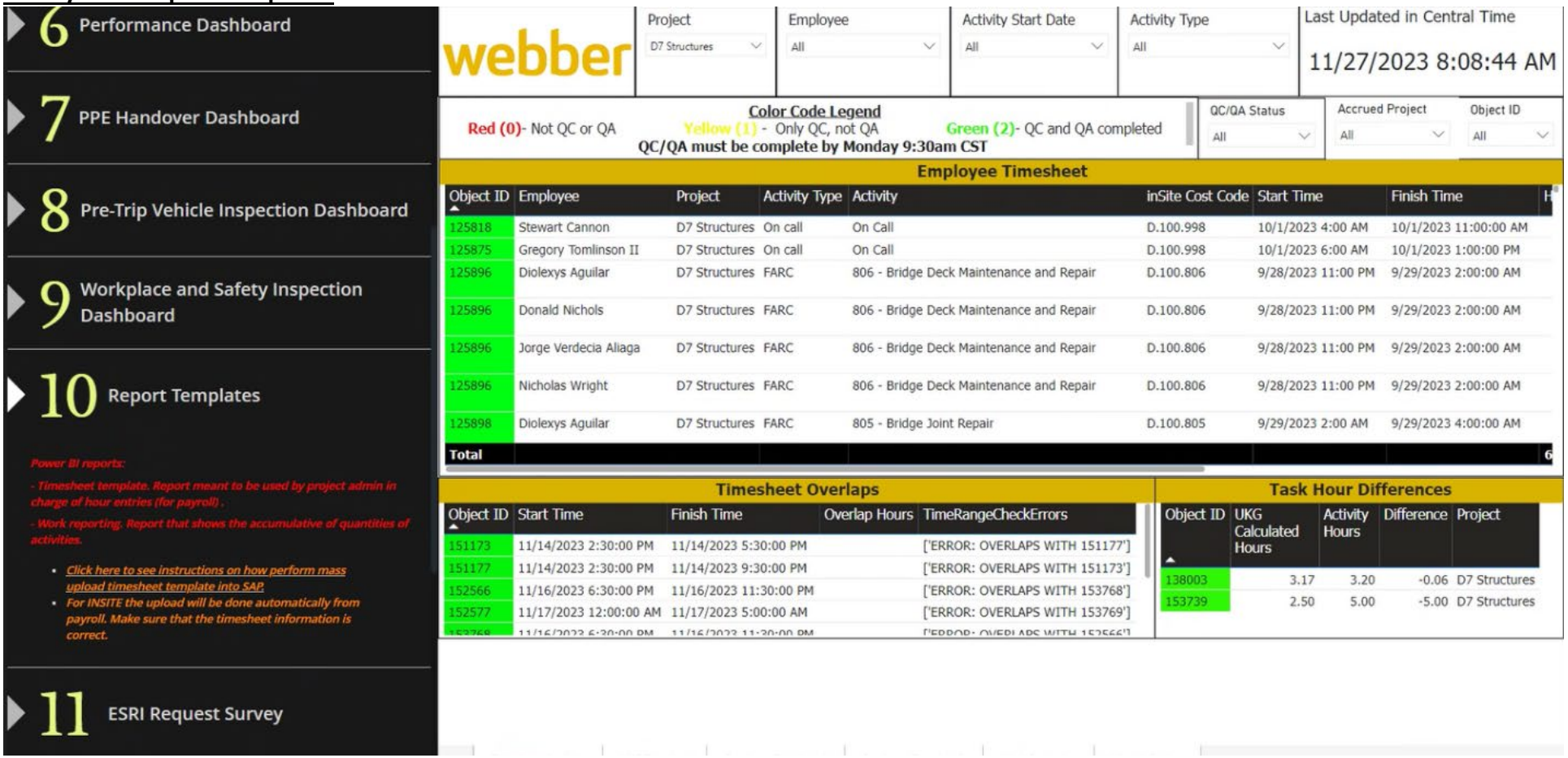


Figure 32: This application is used for work activities reporting including time and quantity tracking.

Survey123 – ESRI Request Survey

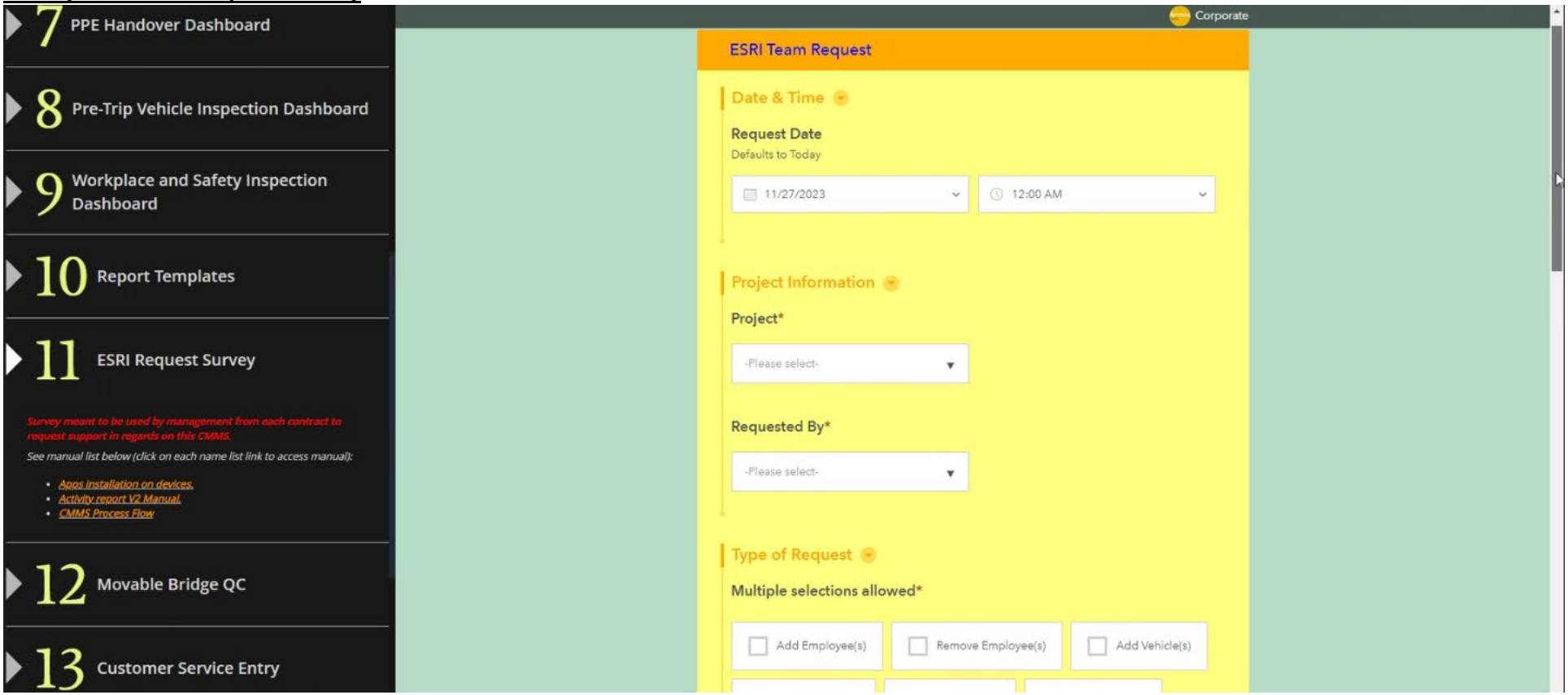


Figure 33: This form is used internally by project leadership to request modifications to Survey123.

Survey123 – Customer Service Entry

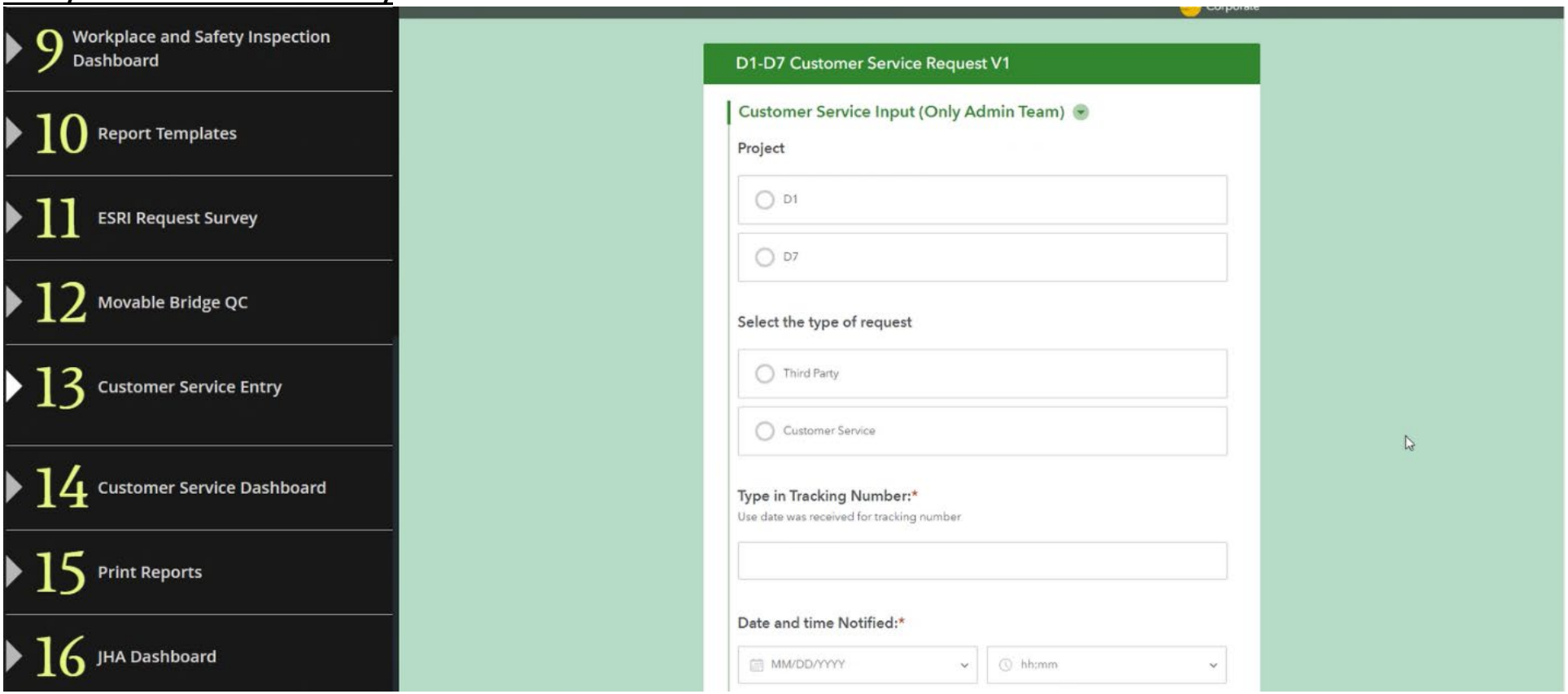


Figure 34: This application is used to record customer service requests.

Survey123 – Customer Service Dashboard

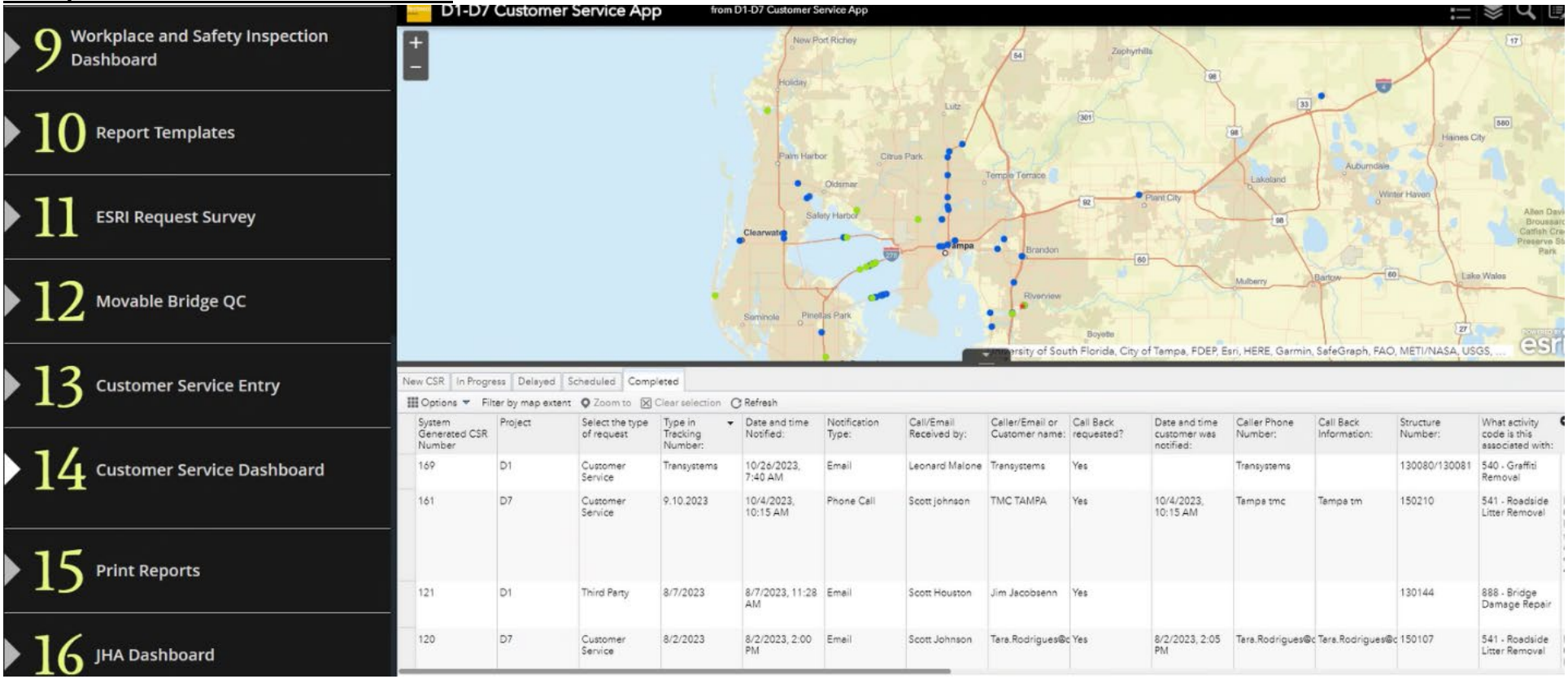


Figure 35: This dashboard is used to track the status of customer service requests.

Survey123 – Print Reports

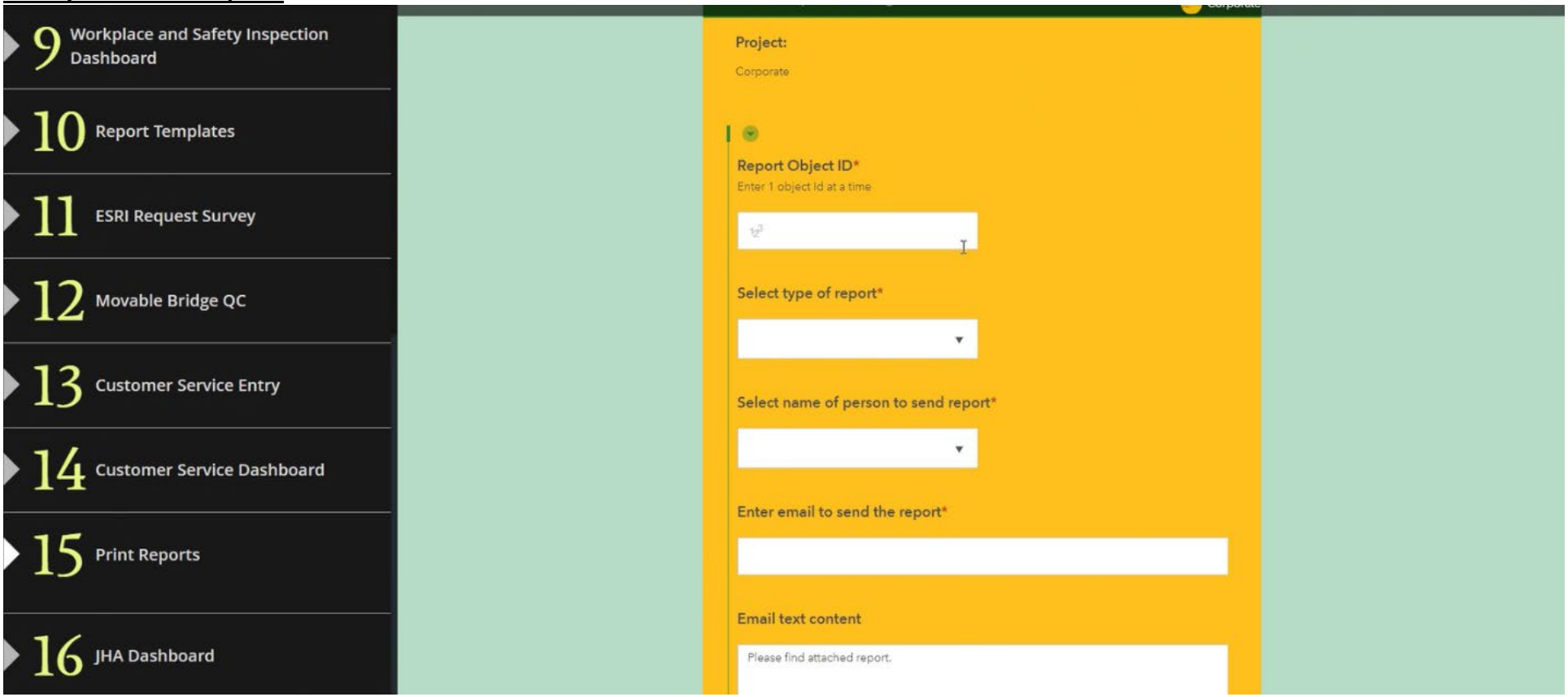


Figure 36: This application is used to issue and send reports.

Survey123 – JHA Dashboard

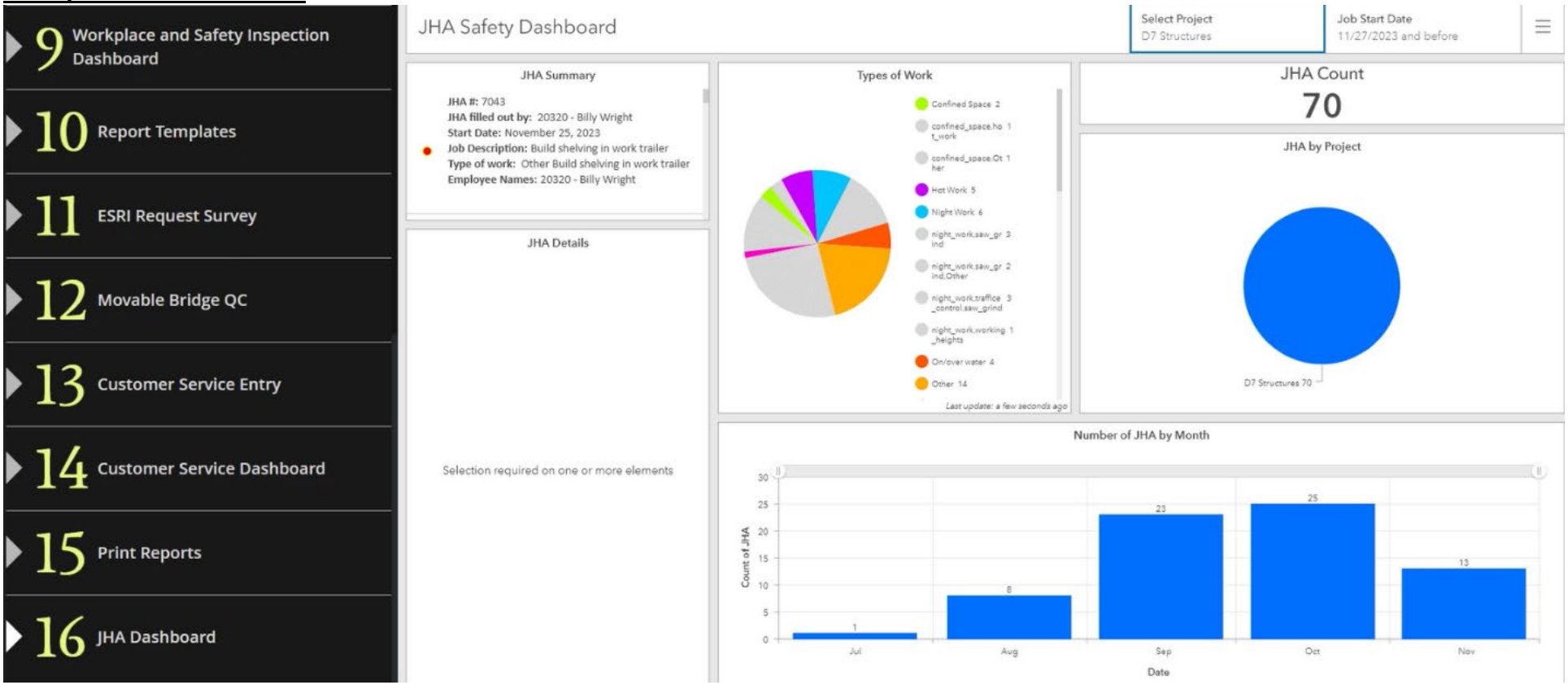


Figure 37: This dashboard summarizes Job Hazard Analysis (JHA) data.

Appendix E

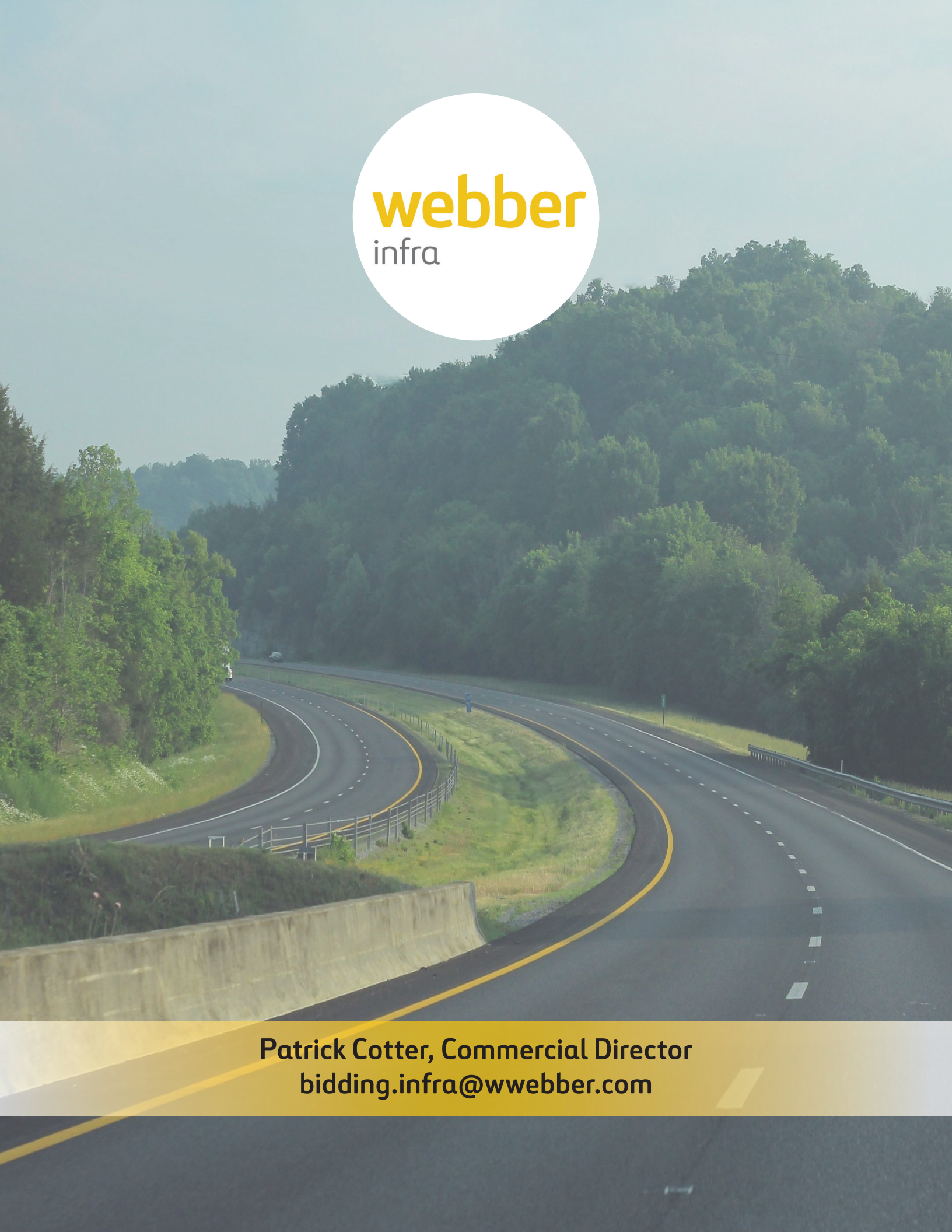
Contract-Dedicated Equipment

Contract Dedicated Equipment

Dedicated, new, fleet and equipment we will purchase for this Contract to optimize the in-house capabilities of our team, includes:

Type	Quantity	Purpose
Pick-up Trucks (½ ton, ¾ ton, 1 ton, 1 and ½ ton)	7	Operations team vehicles with varying towing capacities.
Incident Response Vehicles	15	Specially equipped response vehicles with VMBs used to respond to incidents and accidents. VMBs provide an enhanced ability to communicate with drivers in comparison to arrow boards, providing clarity in messaging.
Electric Vehicles	2	Our inspectors will be assigned electric vehicles for reduced environmental impacts, which also coincides with TDOT's Transportation Modernization Act's Electric Vehicle (EV) Parity initiative.
Bucket Truck	1	Used to safely reach overhead signs and tree limbs that are obstructing the traveling public's view of roadway signage.
Dump Truck	1	Used to haul heavy materials with the capability to offload materials on the job site or into a hotbox machine. Allows our team to quickly respond to materials spills.
TMA	8	Provides advance warning to motorists of lane closures, providing opportunity for them to utilize a different route and minimizing probability of secondary incidents.
Message Board Trailer	1	Customizable warning sign to the traveling public for critical or hazardous road conditions ahead.
Arrow Board Trailer	1	Advance warning sign to the traveling public for critical or hazardous road conditions ahead, allowing for effective tapering and merging of traffic.
Skid Steer	1	Used for removal of large debris, repair of shoulders, and guardrail repairs. Attachments will include box broom, guardrail post pounder, rock bit, drill head, hoe ram, forks, and milling head.
Utility Trailer	2	Used for litter and debris removal and to haul small equipment and materials to work sites.
Dump Trailer (2' sides and 4' sides)	2	Used to haul materials to and from jobsites. Example: The box broom is unloaded into a trailer like this when full.
Pressure Wash Trailer	1	Portable, self-contained water supply with a heating element, used to remove unwanted markings on roadway surfaces, walls, and other structures. Also used to prep surfaces prior to re-painting (barrier walls).
Pintle Hitch Trailer	1	Used to haul skid steer, other medium duty pieces of equipment, and heavy loads of material to areas of operation.
Crack Seal Machine	1	Used to fill cracks in asphalt and rigid pavement.
1.5 Ton Roller	1	Used for asphalt patches larger than a typical pothole and temporary repairs before long-line asphalt overlays. Typically used for areas over 25'x3'.
Chipper	1	Used to chip trimmed tree limbs onsite without having to load a trailer and haul away trimmed branches.
Mini X and Flail-Head Mower Attachment	1	Used to clean outfall ditches and channel drains efficiently. Attachment allows us to cut and remove saplings growing in hard-to-reach areas that could be hindering drainage.
Towable Air Compressor	1	Used for drain and scupper cleaning by blowing highly concentrated bursts of air to clear drains, barrier wall cutouts, and scuppers of silt, dirt, and debris.

Table 7: Region 3 North dedicated equipment. Webber also has agreements in place with rental providers and local contractors should additional equipment be required.



Patrick Cotter, Commercial Director
bidding.infra@wwebber.com