EXECUTIVE SUMMARY
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The Dragados Team is pleased to submit its Statement of Qualifications to the Chesapeake Bay Bridge Tunnel District ("CBBT") for the design and construction of a bored Parallel Thimble Tunnel Project ("PTST"). *A Joint Venture of Dragados USA and Schiavone Construction ("The Dragados Team"),* both firms will be the Lead Contractor for the PTST. *Hatch Mott MacDonald ("HMM") will be the Lead Designer.*

Our team brings to the PTST successful national and international construction and design experience in tunnel, highway, and bridge projects similar to the PTST. Dragados has seventy-four years of successful worldwide tunneling and bridge experience and is joined by Schiavone having thirty five years of successful USA tunneling and bridge experience. HMM has over nineteen years of successful experience as a premier tunnel and bridge designer in the USA and overseas. The Dragados Team has the financial capacity to satisfy the financial requirements of the PTST.

Dragados is a member of the construction arm of the ACS Group, which was ranked by ENR as the No. 1 Top 2013 & 2014 International Contractor.

Dragados is currently implementing ISO 31000. Seeking continuous improvement and a technological edge, Dragados’ R&D Department spearheads the development and usage of innovative construction methods and materials. Our in-house Technical and Engineering Services Division develops innovative solutions, disseminates lessons learned throughout the company, and provides technical support on all of our projects.

Dragados Worldwide Experience

- Over 200 Design-Build Projects
- 810 Miles of Tunnels
- 1,500 Bridges
- 5,300 Miles of Highways
- 3,100 Miles of Roads
- 130 Dams
- 523 Miles of Railways

We thrive on the design and construction of bored tunnels. *Since 1994 we have completed 78 TBM-bored tunnel projects, including 47 EPB TBM bored tunnel projects. Of those, two of our projects completed in the last ten years - the 8-mile, 40′-6″ diameter Barcelona Subway and the 1.4-mile, 49′-3″ diameter M-30 urban highway tunnel in Madrid - featured world record size EPB TBMs at the time of construction.*

Founded in 1941, Dragados has unmatched international experience in infrastructure, tunnel, bridge, highway, dam, and marine projects and is a leader in alternative project delivery, *having built more than 200 design-build projects worldwide, including more than 100 P3 projects.* Dragados had 2014 revenues of $4.2 billion and more than 7,000 employees worldwide.

Our worldwide experience includes more than 810 miles of tunnels; 1,500 bridges; 5,300 miles of highways; 3,100 miles of roads; 130 dams; and 523 miles of railways and mass transit, as well as numerous rail facilities and airports. A certified ISO 9000, ISO 14000 and OSHA 18000 company.
Today, we are working on EPB TBM tunnels in London (23’-3” dia.); Sidney (23’-10” dia.); Toronto (21’-4” dia.); and Lima, Peru (33’-6”). Through our Dragados USA subsidiary we are designing and constructing the Alaska Way Viaduct Replacement Bored Tunnel project in Seattle, which is being excavated with a 57.5-foot diameter EPB TBM, the largest TBM in the world today. Risk analysis, identification, assessment, mitigation and management are the keystone of our growth and our success.

Established in 2005, Dragados USA has grown steadily, successfully performing transportation, tunnel, highway, mass transit, dam, building, and water projects. In 2014, the company had revenues of over $300 million, and its current backlog exceeds $2.2 billion.

Our major infrastructure, high speed rail, marine, and dam construction projects today include highway, bridge and dam reconstruction in New York, the bridge/highway entry road to the Camp Lejeune USMC base and two highway/bridge projects in North Carolina for a combined construction cost of $371 million, the $501 million Calaveras Dam in San Francisco, California, and four highway/bridge design-build projects in Florida for a combined cost of $326 million. In addition, we are currently at work on four major design-build projects, namely the $429-million Portsmouth Bypass (P3) in Ohio, the $816-million SH 288 P3 and the $845-million Harbor Bridge projects in Texas, and the $1.23-billion, second section of the High Speed Rail project in California.

In NYC, under a $1.2 billion double contract and with our sister company, Schiavone, as our main subcontractor, we bored 32,000 feet of twin subway tunnel from East 63rd Street to East 37th Street in Manhattan with two 22-foot diameter tunnel boring machines - a double shield TBM and a main beam TBM - including the bored tunnel excavation necessary for the construction of two massive 67-foot high, 58-foot wide, 1,143-foot long station caverns fifty feet below the existing Metro North Railroad track platforms at Grand Central Terminal (each of the caverns is longer than the USS Enterprise aircraft carrier, the longest naval ship in the world.

Our bored tunnel experience in the United States includes two projects in New York City for the emblematic East Side Access project, and the SR 99 Bored Tunnel project in Seattle.

In Seattle, we are the lead contractor for the SR 99 Bored Tunnel design-build project. The project includes the construction of an approximately 9,100-foot long, 57’-5” diameter EPB TBM-bored tunnel which will upon completion become a four-lane, two-level highway replacement for the old Alaskan Way Viaduct. The project has a sophisticated muck removal system with an on-site muck treatment plant and an enclosed conveyance system that brings the
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Our experience includes tunnel, highway, bridge, and water projects, design-build, and construction of bridges over tidal waters. We generally work on highway/road/bridge and tunnel projects in New York, New Jersey and Connecticut. The ongoing $103 million Pulaski Skyway Contract #2 highway-bridge project is an example of our ability to work in constricted areas with difficult access and logistical issues.

Our experienced in-house engineering staff allows us to re-design and improve our projects for the benefit of our clients, as we did on the NYCDEP CRO-313 project, which we changed from a single drill-and-blast, double high horseshoe Treated Water tunnel into two 13’-6” diameter TBM-bored parallel tunnels, resulting in $6 million in cost savings, reduced construction period, elimination of noise, dust, and vibration levels normally associated with a drill-and-blast operation, increased the level of safety within the tunnel, and reduced ground disturbance.

Our experience in bridges over water includes projects

spoils right up to barges for transport to their final disposal area 33 nautical miles away.

The TBM, the largest in the world today - nicknamed Bertha, had to stop operations last year because of unforeseen site conditions after having just completed some 1,000 feet of tunnel. The TBM is currently being repaired on site. Our response on the face of adversity was swift and comprehensive: keep working, bring the TBM designer and the design-builder together, assess TBM damage, design TBM fix, construct a 116-ft diameter extraction shaft to remove and fix the TBM cutting head, replace the TBM main bearing, re-assemble the TBM, and go back to bore the tunnel. This project is a testament to our resolve and commitment to overcome adversity.

Schiavone Construction Co. LLC was established in 1956, and became a Dragados company in 2007. Since its inception, Schiavone grew steadily to become one of the premier tunnel and heavy construction contractors in the Northeast. Extending its reach from Canada and down the eastern seaboard to the Commonwealth of Virginia, Schiavone was also a member of the joint venture that in the late 1980’s completed the Elizabeth River Tunnel 1 & 2 project - which included tunnel finishes and existing tunnel leak repairs, a ventilation building, repairs to the Portsmouth seawall, a traffic control system, and a vehicle inspection station - and the 2nd Downtown Tunnel project, a 3,800 linear feet two-lane immersed tunnel under the Elizabeth River and its two roadway approaches.
at the Newark-Bay Bridge, the Edison Bridge, the Bayonne Bridge, the Macombs Dam Bridge over the Harlem River, the Navesink River Bridge, the Walt Whitman Bridge, the 9th Street Bridge over the Gowanus Canal, and the Route 18th Raritan River Bridge. And, for the New Jersey Department of Transportation we are currently constructing the new $90 million, 2,450 feet long, 52.75 feet wide, seventeen-span, four-lane Manahawkin Bay Bridge in Stafford Township, which features a concrete deck on pre-stressed concrete beams, cast in place concrete piers, and abutments supported by drilled shaft foundations of varying length, as well as electrical, utility and drainage work, and an Intelligent Transportation System (ITS) with new traffic control and information devices along Rt. 72.

Similarly to Dragados, we thrive on the design and construction of tunnels and have completed seventeen TBM-bored tunnels to date. Two of our recent tunnel projects for MTACC in New York City, as members of the construction joint ventures, include the $1.1 billion, 22.5′ diameter, 13,000-ft long, TBM-bored twin subway tunnels with concrete segment lining for the Number 7 Line Extension, which was completed last year - ahead of schedule - with a double shield TBM, and the $337 million, 14,951-foot, 22-foot diameter, TBM-bored twin subway tunnels with cast-in-place concrete lining from 63rd Street to 93rd Street for the Second Avenue Subway project.

Also, we are currently at work on the $208 million, 86th Street Station, Second Avenue Subway Fit-Out project, which includes all internal civil and architectural station finishes, as well as access areas, stairs, escalators, and mechanical, electrical, fire and safety, communications, and fare collection systems. This project is a testament to our ability to work in congested city areas and to manage a large number of subcontractors and suppliers to meet the project schedule.

Our success on design-build experience includes tunnel, subway station, and bridge projects. Our success has been the result of our ability to innovate and to seek the best solutions for our clients. Examples of our design-build projects include Six Bridges over the Franklin Avenue Shuttle Line; the award-winning NJDOT Route 133, Section 1A Hightstown Bypass; and the $267.4 million South Ferry Terminal, which included design and construction of a 1,600-foot long underground structural box for the new South Ferry subway station under three active subway tunnels in downtown Manhattan that had to be underpinned, as well as the approach tunnel connection to the existing N-R subway Whitehall Street station and modifications to the existing 1/9 tunnel under Battery Place.

Hatch Mott MacDonald (HMM), is a leading North American consulting engineering firm with a century of worldwide experience. With a parent lineage stretching over a century involving the design and construction of some of the most ambitious underground infrastructure projects, and having collaborated as a joint venture since 1976, Hatch Ltd and Mott MacDonald created HMM in 1996. HMM has designed and managed some of the world’s most prominent projects. Proud of our role in major ventures across North America, we provide comprehensive design engineering program and construction management services, in all areas of transportation, tunnels, water, wastewater, environmental, pipeline, and utility markets. HMM comprises 2,700 staff working from 77 offices through North America, and also has the ability to draw on additional technical resources from the more than 25,000 staff of its parent companies.
At the forefront on HMM’s engineering expertise is our tunnel and fire / life safety practices. *With over 200 dedicated tunnel professionals and 500 tunneling support staff in North America*, HMM has been at the cutting edge of pressurized face tunneling and at the forefront of the industry in the development of segmental tunnel linings for many decades worldwide. They bring global expertise and resources to deliver all design aspects of the PTST.

HMM’s collective experience incorporates some of the most challenging technical designs and innovations for *landmark subaqueous projects including: the Channel Tunnel linking the United Kingdom and France; the Storebælt Tunnel in Denmark; and the St Clair Rail Tunnel linking the USA and Canada*.

Each one of these projects was at the forefront of design and construction industry innovation, generating many world firsts in uncharted tunneling territory and facilitated the development of next generation projects, tunneling technologies, and raising the industry bar, including: pushing the envelope on tunnel lining design, pressurized face tunnel boring machines and tunnel ventilation.

As a subconsultant to HMM, Intecsa will provide design support utilizing their past experience working with Dragados.

**HMM’s SMART Tunnel in Malaysia was the world’s first double decker highway tunnel and doubles up as the world’s largest flood relief tunnel.**

This summary provides a glimpse of who we are as The Dragados Team and the successful and solid experience that we bring to the PTST. While personnel and experience are necessary to succeed, we bring unique knowledge, approach, and superior project delivery, distinguishing our team from the rest.

We have studied the PTST in great detail and have met with you; heard your concerns; listened to your needs; understand your goals; and shared your interests and dedication to the PTST. As a result we are responding to your goals and your needs with a team that breathes bored tunnels; understands difficulties; knows how to overcome adversity; and has the ability to communicate with you. Working with you our approach will collaborate, understand, propose, and deliver the PTST to successful completion.

**Based on our experience, we will develop an approach and solutions that will result in a cost effective and successful project.**