

**EXECUTIVE SUMMARY
AWH ROADBUILDERS, LLC**

**AS REQUIRED FOR THE
REQUEST FOR PROPOSALS
TO DESIGN, CONSTRUCT AND PARTIALLY FINANCE
THE
I-285 & SR 400 RECONSTRUCTION PROJECT
THROUGH A
DESIGN BUILD FINANCE AGREEMENT**

**PROJECT NUMBER
I-285@ SR 400; INCLUDING CD LANES & ABERNATHY ROAD INTERCHANGE
P.I. NUMBER(S):0000784, 721850-, 0013546**

**GEORGIA DEPARTMENT OF TRANSPORTATION
RFP ISSUED: JULY 8, 2015
ADDENDUM NUMBER 1 ISSUED: AUGUST 14, 2015
ADDENDUM NUMBER 2 ISSUED: SEPTEMBER 11, 2015
PROPOSALS DUE: SEPTEMBER 25, 2015 AT 2:00 P.M. EDT**

**GEORGIA DEPARTMENT OF TRANSPORTATION
ONE GEORGIA CENTER
600 WEST PEACHTREE STREET, NW
ATLANTA GEORGIA 30308**



1.0 Executive Summary

The Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority's (SRTA) I-285 & SR 400 Interchange Reconstruction Project (the Project) requires a team who can meet the project objectives to:

- Deliver the Project within the programmed budget
- Deliver the Project within the proposed schedule
- Minimize and mitigate construction impacts to the traveling public

AWH ROADBUILDERS is that Team!!!!

Comprised of two of the largest transportation contractors in the southeastern United States – Archer Western Contractors, LLC (Archer Western) and Hubbard Construction Company (Hubbard) with Parsons as the lead designer and C.W. Matthews Contracting and Moreland Altobelli as exclusive subcontractors, this team's qualifications and experience in delivering design-build transportation projects in metropolitan Atlanta is second to none. Our most notable statistics include, successfully delivering over \$1 billion in GDOT design-build projects, employing over 2,000 local construction personnel and engineers, and providing over \$ 2 billion in private financing on \$2.8 billion in public projects.

Our team will meet GDOT/SRTA's goals and is committed to delivering a project that reduces traffic congestion, improves safety and provides economic benefits to the region. We understand the critical nature of this project and have experience delivering multiple high-profile design-build interstate projects including the Northwest Corridor Project.

We have focused our efforts to develop a design and a project approach that meets GDOT/SRTA's goals and objectives for the Project a reality. A summary of our key technical solutions includes the following:

- Project costs reduced by approximately \$30 million through Alternative Technical Concepts (ATCs)
- Design solutions for several utility conflicts eliminating relocation requirements providing over \$2 million in savings
- Three fewer MOT phases and traffic shifts through the approval and inclusion of our innovative ATCs
- 10% reduction in mitigation costs for wetland credits

AWH Roadbuilders BY THE NUMBERS



69 YEARS IN METRO ATLANTA

115 YEARS COMBINED COMPANY EXPERIENCE IN GEORGIA

MORE THAN

350

MILES OF GEORGIA INTERSTATE HIGHWAY DESIGN AND CONSTRUCTED

\$1.045
BILLION

IN GDOT DESIGN-BUILD CONTRACTS UNDERWAY

2,052

LOCAL DESIGN AND CONSTRUCTION PERSONNEL

9



MAJOR SYSTEM TO SYSTEM INTERCHANGES CONSTRUCTED

\$2.073
BILLION

IN PRIVATE FINANCING PROVIDED ON PUBLIC PROJECTS

ENR RANKINGS

#1 Bridge Builder

#3 Transportation Contractor

#4 Highway Engineering Firm

#5 Global Contractor

#8 Design-Build Firm

1.A PROJECT DEVELOPMENT PLAN

1.a.i Management, Decision Making, and Day-to-Day Operation

Management Structure

AWH Roadbuilders (AWHR) will use a well-defined management plan that will be implemented by experienced, quality-driven management who will co-locate to achieve success on the Project. Our organization and management, illustrated in Exhibit 1, will focus skilled and experienced resources on specific areas of the Project while promoting clear and effective lines of communication throughout our design-build team and with GDOT and SRTA.

Decision Making

Our command structure is led by our Design-Build Project Manager, David Moyar, who was specifically selected for the Project because of his proven experience with delivering projects of similar complexities and challenges. The largest project in GDOT history requires the leadership of a highly qualified Design-Build Project Manager.

David will be the single point of contact for GDOT/SRTA. David has extensive understanding of the Project's

challenges because he has successfully delivered design-build and interstate highway projects for the last 10 years. David will execute this Project's daily operations, including design coordination, project management, safety, quality, scheduling and cost. Table 1 illustrates the depth of experience that AWHR's management team possesses. These key individuals will support David in the day-to-day decision making and operation of the Project.

Exhibit 1 depicts AWHR's organizational structure.

Exhibit 2 depicts the internal reporting relationships of AWHR. Archer Western, Hubbard (Participating Members), and Parsons (Major Non-Participating Member) have committed to providing the specified staff.

1.a.ii Public Information and Communications

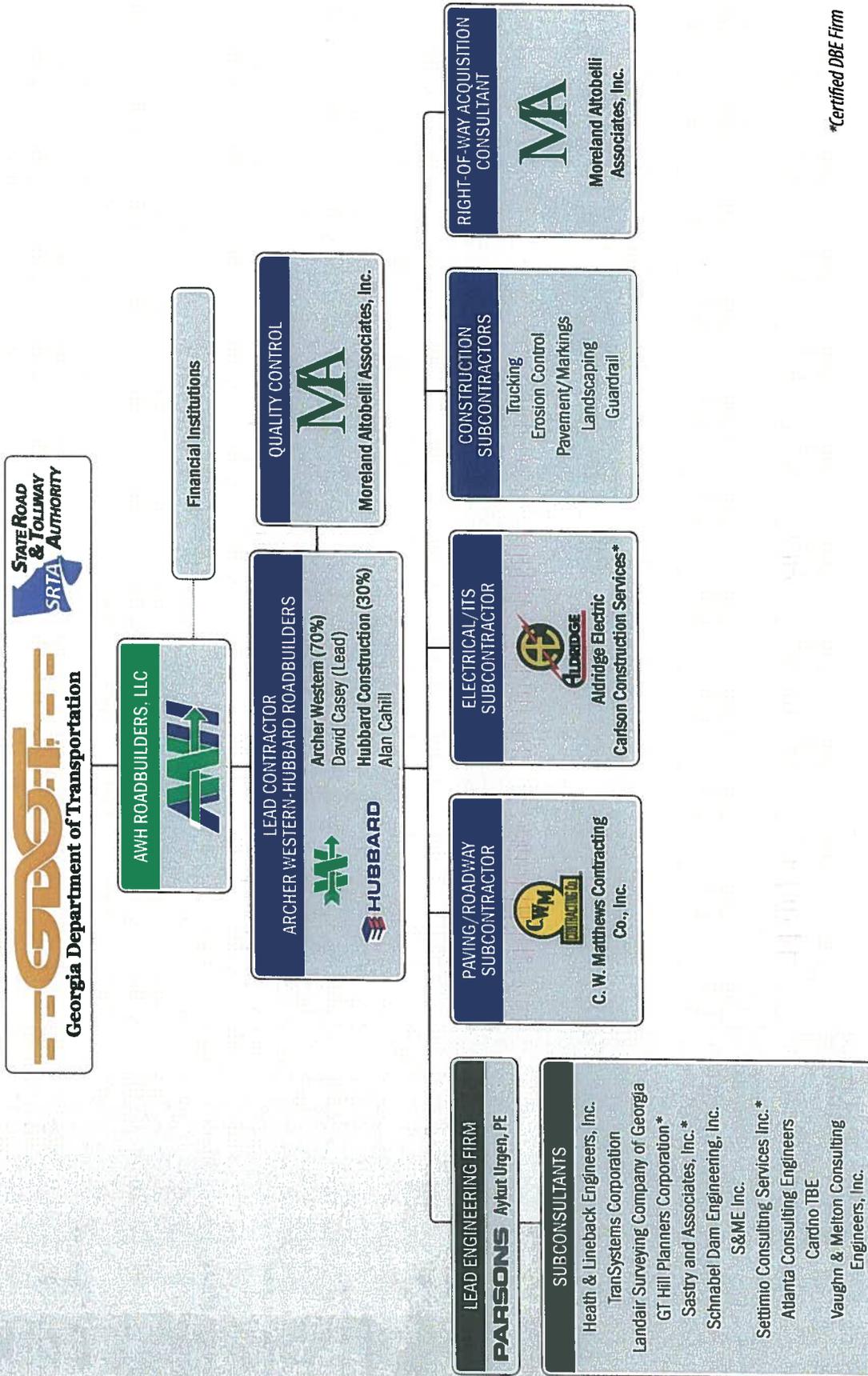
The Project will be GDOT/SRTA's most visible venture, affecting businesses, residents, and the traveling public. Therefore, public communication, early and often, with these groups is one of our team's highest priorities. Our Public Information Coordinator, Adia Harris is aware of GDOT's significant public involvement process to date for this Project and is prepared to provide complete support with any ongoing public outreach efforts; and Adia will

Table 1: Key Members

Name	Role		Years of Experience	GDOT Experience	Design-Build Experience	System to System Interchange	Mega-Project	Interstate Hwy Reconstruction	Congested Urban Project	Multi-Phase MOT
David Casey	Authorized Representative	25	✓	✓	✓	✓	✓	✓	✓	✓
Aykut Urgan, PE	Design Executive Oversight	25	✓	✓	✓	✓	✓	✓	✓	✓
David Moyar	Design-Build Project Manager	33		✓	✓	✓	✓	✓	✓	✓
Rob Bird	Construction Manager	19	✓	✓	✓	✓	✓	✓	✓	✓
Tom Gandolfi, PE	Design Manager	34	✓	✓	✓	✓	✓	✓	✓	✓
Shawn Reese, PE	Roadway Design Discipline Lead	23	✓	✓	✓	✓	✓	✓	✓	✓
Dennis Haring	General Superintendent	37	✓	✓	✓	✓	✓	✓	✓	✓
Brian Martz, PE	Quality Manager	24	✓	✓	✓	✓	✓	✓	✓	✓
Conrad Lynch	Safety Manager	19	✓	✓	✓	✓	✓	✓	✓	✓
Todd Hill, P.P., AICP	Environmental Compliance Manager	26	✓	✓	✓	✓	✓	✓	✓	✓
Adia Harris	Public Information Coordinator	6	✓	✓	✓	✓	✓	✓	✓	✓
Mike Bowens	Utility Coordinator	33	✓	✓	✓	✓	✓	✓	✓	✓

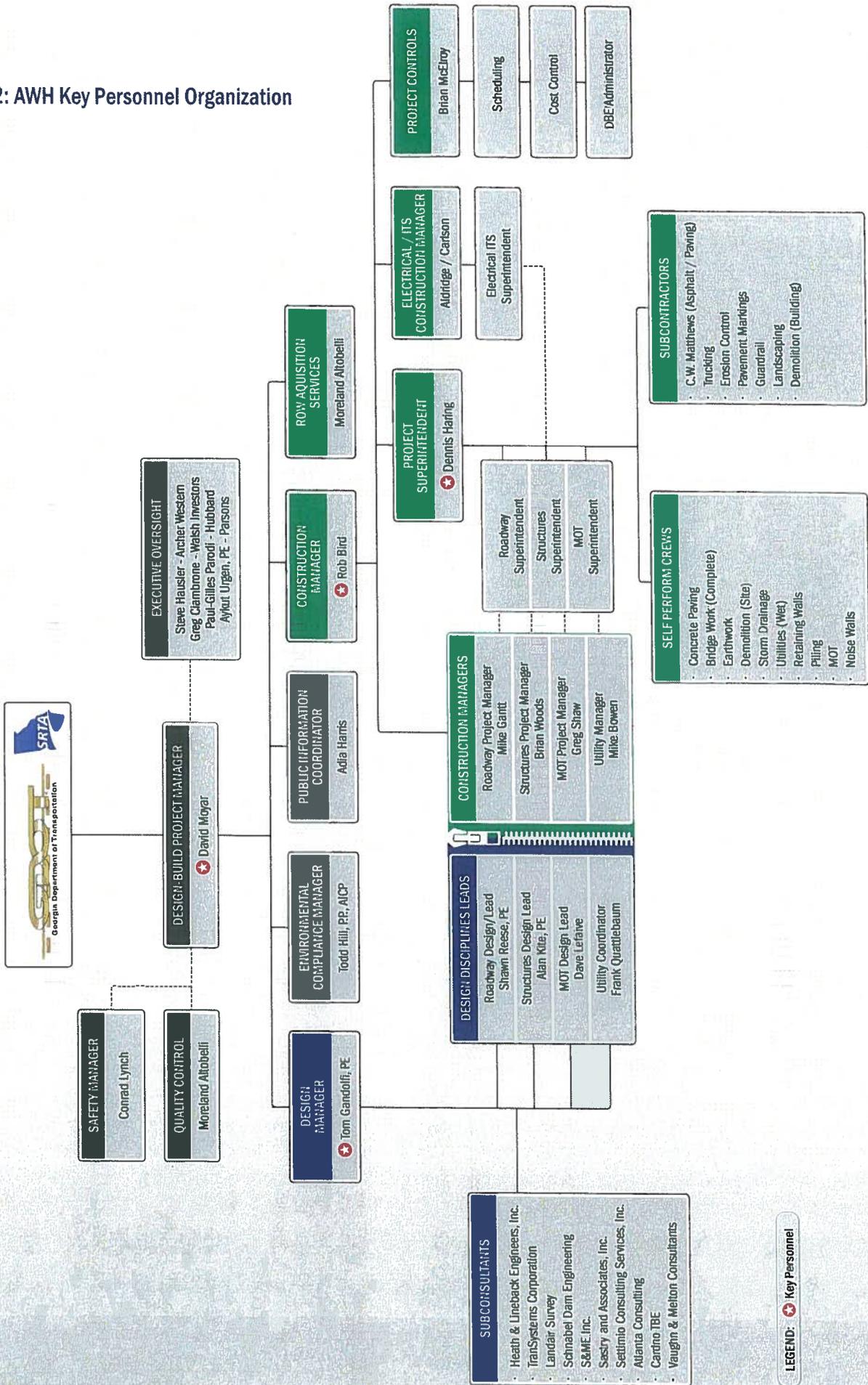


Exhibit 1: AWHR Management Organization



*Certified DBE Firm

Exhibit 2: AWH Key Personnel Organization



actively participate in public relation activities. As illustrated in Exhibit 3, Adia will be supported throughout the Project by members of our technical team to confirm that the Project stakeholders and all other interested parties have current and accurate information. Important elements of our outreach plan include the following:

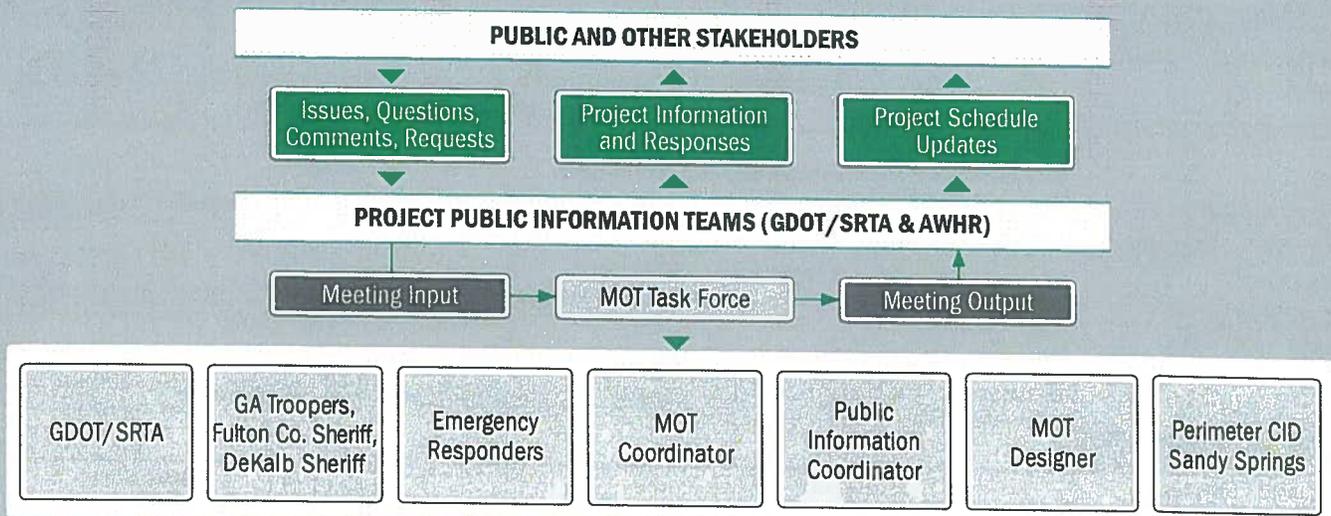
- **Traditional Media Relations** - GDOT and AWHR will provide continuing consistent and proactive media services including: traffic advisories, press releases, media tours, interview opportunities, and fact sheets
- **Social Media** - if desired by GDOT, AWHR will provide project updates through social media outlets to supplement the traditional media sources
- **Mailing lists** - AWHR will use the GDOT mailing lists to keep all interested parties informed about upcoming meetings and news
- **Newsletters** - AWHR will produce and mail at regular intervals providing information to those not directly involved with the project
- **Website** - The project's website will provide detailed information and interactive material that allow interested parties to learn about the Project
- **Public open houses** - Meetings will be held in this format to offer the public an opportunity to discuss issues on a one-on-one basis with a member of the project team
- **Community and Business meetings** - Project team members will attend neighborhood and business group meetings and will host project specific meetings at key milestones in the project development process

1.a.iii Environmental Sensitivity and Safety

Our team is committed to protecting the environment, especially environmentally sensitive species and areas that exist within the limits of the Project. Our environmental design team is led by Todd Hill, P.P., AICP, of G.T. Hill Planners Corporation (GT Hill), who is an expert in environmental planning, environmental regulations, and the federal and state environmental permitting process. Todd will also serve as our Environmental Compliance Manager during the construction phase and will confirm that the Project is constructed in accordance with federal and state regulations. He will actively participate in the implementation of best management practices throughout the duration of the Project.

AWHR will not sacrifice safety for production. Rather, safety will be an integral part of quality control, project controls and job efficiency. Every supervisor will monitor the safety performance demonstrated by the employees under their supervision. This safety culture has led AWHR members to achieve a high level of safety consciousness and incident prevention. Our program is extended to protect our work force and the public, at all times. All members of management and field supervision are continuously trained to identify and prevent unsafe acts or conditions that could lead to occupational injuries or illnesses. While the ultimate success of a health and safety program depends upon the full cooperation of each individual employee, it is our management's responsibility to see that health and safety work practices and procedures are followed, and that craft workers have proper training and education.

Exhibit 3: Public Interaction Communications Flow Chart



design-build experience of our three major U.S. construction and engineering firms' personnel make it possible for us to deliver the Project to GDOT/SRTA while achieving the highest-quality standards in the industry. This experience, as well as our similar corporate philosophies creates collaborative innovative thinking, which will result in a continued integration of cost-saving elements and partnering with GDOT/SRTA throughout the design and construction of the Project.

Our team's experience, gained from working on projects such as GDOT's Northwest Corridor Project, the SR 400/I-85 Connector Ramps and the I-75 Managed Lanes Project has resulted in an ability to recognize opportunities in the Project to increase value and decrease cost, schedule, and risk through the ATC process. A summary of the approved ATCs included in our proposal is included in Table 2.

1.a.vii Quality Management

AWHR has been implementing design-build quality programs for more than three decades and has established what we consider the industry standard for excellence in design-build. We will refine and implement our design quality plan (DQP) for the Project to confirm plans and specifications are prepared on schedule and in accordance with the design intent of the Project. This ISO 9001-compliant DQP will confirm that the Project design is of the utmost quality and delivery. While we embrace the concept and responsibility of self-inspection and expect each member of our team to perform at a high level, we recognize GDOT's quality control requirements of having an independent quality control firm employed for the duration of the Project to confirm that the Project is delivered at or

above the level of expectation. This firm, Moreland Altobelli Associates, Inc (MAAI), will have no responsibilities for the production of the work. MAAI will designate a Quality Manager to be the primary quality and CEI contact with GDOT. MAAI will also assign a CEI Manager to have day-to-day responsibilities for the construction inspection program and a Materials Testing Manager who will manage the material testing program. These independent managers will have the authority to stop the work activities while any issues of quality are addressed. The CQMP will outline policies and protocols for inspecting construction work, onsite material sampling and testing, and strategies for integrating and coordinating with GDOT's quality program.

Our proposal is in full compliance with Section 2.2 and Attachment 2-4 (Construction Engineering and Inspection Services I-285 & SR 400 Reconstruction Project) of the Request for Proposal (RFP).

1.a.viii Construction Sequencing, Traffic Management, and Mobility

Our approach includes phased construction within the various segments of the Project, with an emphasis on key traffic movements, such as the SR 400 south bound to I-285 eastbound and the I-285 west bound to SR 400 south bound, that are critical to providing a timely project completion. Exhibit 5 line segment graphic found on the following page explains our project segments and work areas.

Our execution plan revolves around four distinctive work areas with limits that were delineated by natural geographical areas with unique work scopes or changes in MOT sequencing. This subdivision of work results in work areas that our team can construct independently of one another, with opportunities to optimize the use of resources while providing the maximum

Table 2: ATC table

ATC No.	Description/Use	Advantage
AWH-001A	Geometric Compliance	<ul style="list-style-type: none"> • Reduces cost, schedule, and maintenance • Eliminates need for numerous design exceptions
AWH-002A	Alignment Modifications to 285/400	<ul style="list-style-type: none"> • Reduces cost, schedule, and maintenance • Significant operational improvements
AWH-006A	Soil Nails	<ul style="list-style-type: none"> • Reduces costs and maintenance • Produces more efficient retaining wall design
AWH-008A	Full Depth Precast Panels	<ul style="list-style-type: none"> • Reduces costs and schedule
AWH-009A	PSC Beam Spacing	<ul style="list-style-type: none"> • Reduces costs, schedule, and maintenance
AWH-010A	Use of Tension Piles	<ul style="list-style-type: none"> • Reduces costs and schedule • Produces more efficient bridge design
AWH-012A	Alternate Select backfill	<ul style="list-style-type: none"> • Reduces costs and schedule • Produces more efficient retaining wall construction

flexibility for increased continuity and mobility. A detailed design and construction schedule was developed for each of these areas, then integrated into the overall schedule. This provides multiple concurrent work zones to facilitate the accelerated completion of the Project.

Minimizing impacts and maintaining mobility throughout the project life is a critical goal for GDOT and AWHR. With safety to the traveling public and our workers as the primary driver, AWHR's traffic management plan was developed with the following key tactics:

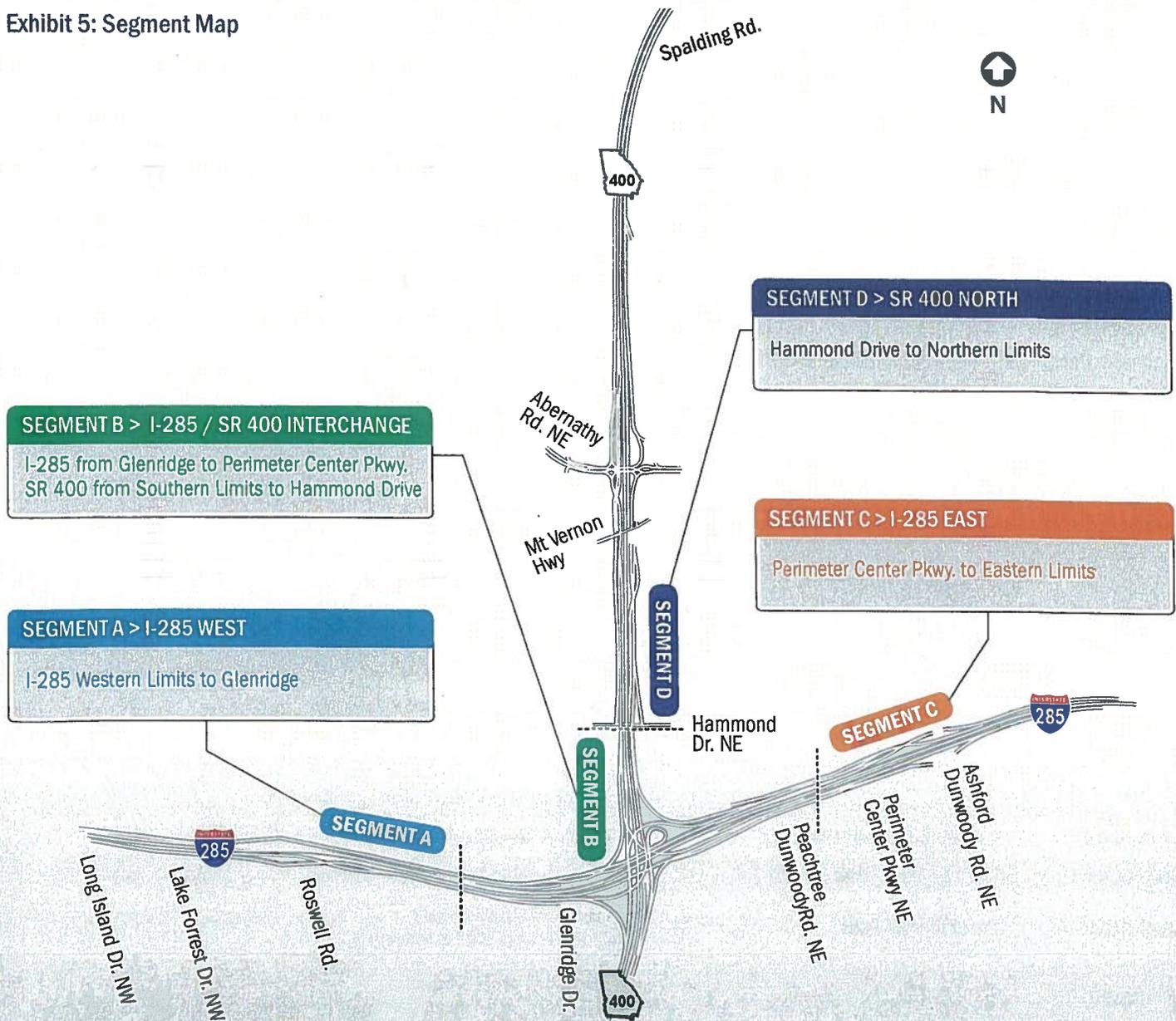
- Scheduling disrupting activities during off-peak hours
- Dedicating a Traffic Operations Manager for the construction period

- Using our Public Information Coordinator to disseminate information
- Daily inspections of temporary signage and barriers
- Use of police officers during lane closures
- Use of temporary barriers to segregate traffic from our work zone



The most significant aspect of our construction sequencing is that we will not shift traffic until equal or greater capacity is available

Exhibit 5: Segment Map



1.B DBE PERFORMANCE PLAN

AWHR affirms a strong demonstrated commitment to goals for the Project's DBE program and we realize that a community's economic development comes from having a strong business base. To meet the 17 percent DBE goal for design and construction, we will foster meaningful DBE participation throughout the life of this Project and across multiple disciplines and scopes of work. We will continue to seek additional opportunities for DBE firms through the following:

- Additional workshops to the series of five that were previously held
- Having a pre-bid qualification process to identify the capabilities and qualifications of DBE firms and other subcontractors
- Ensuring that procurement packages are structured to maximize DBE participation
- Ensuring the inclusion of DBE firms in all solicitations for products or services that they can provide
- Providing extra aid and support by sending DBEs requested copies of drawings, specifications, and quantities that were not readily available to these organizations

We will track the progress of our DBE participation through monthly reports and keep proper documentation of the additional opportunities that we have provided. Management will meet quarterly to review DBE goal status, monitor progress, and discuss strategies to increase participation.

1.C PROJECT MANAGEMENT PLAN

AWHR uses a well-defined management plan that is implemented by experienced and quality-driven management, who we will co-locate to achieve success on the Project. Our organization and management will focus skilled and experienced resources on specific areas of the Project, while promoting clear and effective lines of communication throughout our design-build team and to GDOT/SRTA to meet the Project goals of safety, mobility, quality, environmental compliance, budget, and schedule. Strategies embedded in our plan include the following:

- Conducting over-the-shoulder reviews by multidisciplinary, environmental, and construction personnel to ensure constructability and environmental compliance and to eliminate conflicts
- Utilizing GDOT's E-Builder website for document management and Project coordination
- Implementing our zipper strategy, which pairs designers with their construction counterparts

- Establishing task-force teams composed of representatives from AWHR, Parsons, GDOT/ SRTA, and third parties to expedite the resolution of issues, enhance plan development, and improve coordination
- Conducting construction pre-task planning and activity work plan development that will involve the design team, the construction staff, and quality control personnel



Our project management plan is ultimately a collection of several more detailed component plans which are discussed in greater detail throughout the technical proposal. These include our Project Schedule, Cost Monitoring Plan, Quality Management Plan, Environmental Management Plan, Public Communication Plan, Risk Management Plan, Traffic Management Plan, Safety Plan, Maintenance Plan, and DBE Utilization Plan.

1.D FINANCIAL PLAN

AWHR's Financial Plan was developed with the primary goal of providing the lowest overall all-in cost of financing (including fees and interest expense), thus providing the best value for money to GDOT/SRTA while achieving the following main objectives:

- Providing certainty of achieving Financial Close in a timely manner with committed financing from a single financing source;
- Implementing a robust and secure financial structure to ensure completion of the Project;
- Sizing the financing so that the total amount needed to fund 100% of the design and construction costs is available through a combination of payments from GDOT/SRTA during the Construction Period and AWHR's financing; and
- Utilizing a financing structure with a fixed credit spread component, thereby mitigating AWHR's financing risk.

Our Financial Plan funds the project through an innovative structure in which a highly rated financial institution headquartered in the United States will fund a gross funded, fixed rate, tax-exempt loan to the Public Finance Authority (PFA). The PFA will transfer all of its rights and obligations under

the loan financing agreements to a trustee, who will in turn purchase from AWHR each Approved Project Certificate. Funds to purchase the Approved Project Certificates will come from the proceeds of the tax-exempt loan.

1.E WORKING WITH GDOT AND THIRD PARTIES

AWHR emphasizes coordinated communication and collaboration to deliver projects with superior quality within budget and within our schedule. Our method for working with GDOT, SRТА, permitting agencies, and other third parties encompasses the following approach:

Co-Location

Our design, construction, and maintenance personnel will work interdepartmentally and with GDOT/SRTA staff throughout the Project at our co-located office. Our Project Executives, Design-Build Project Manager, Construction Managers, key design, construction, and maintenance personnel, and corresponding GDOT/SRTA staff will work through challenges and track Project progress under the same roof.

Task Forces

Our task-force teams will meet weekly to focus on developing specific design-build solutions with any design, construction, SRТА, and GDOT staff. Task-force teams are broken down by discipline. Each meeting will facilitate communication and encourage real-time design reviews. GDOT/SRTA, utility owners, and all other stakeholders will be actively involved with any task force relating to their interests.

Partnering

AWHR embraces partnering based on the premise that important, complementary opportunities exist between Project participants. We will institute a formal partnering process that establishes goals, sets boundaries, and celebrates successes.

The process will include AWHR team members, GDOT/SRTA, and other stakeholders as appropriate.

As a value-added procedure we will also institute an Executive Partnering Session which includes the senior leadership from AWHR, Parsons, GDOT, SRТА, and GDOT's CEI. This additional interaction is focused on keeping the key decision makers for every organization apprised of the project status and fosters accountability among the team.

We will establish a specific Project charter similar to the one developed on the Northwest Corridor Project that includes a mission statement and common goals and objectives to successfully execute the plan. The jointly developed project charter is a symbol of our commitment.

1.F ENVIRONMENTAL COMPLIANCE, MONITORING, AND MITIGATION

Todd Hill, P.P., AICP, will serve as the Environmental Compliance Manager for the Project. Todd has more than 26 years of extensive experience as an environmental project manager, including permitting, the preparation of NEPA documents, and ensuring compliance with environmental approvals during the construction of large infrastructure and transportation projects. He will develop our Comprehensive Environmental Protection Program (CEPP), which is a key document that guides the implementation of the environmental components of the Project. The CEPP will include the following components:

- ✔ Environmental Management System
- ✔ Environmental Compliance and Mitigation Plan
- ✔ Environmental Protection Training Plan
- ✔ Hazardous Materials Management Plan
- ✔ Communication/Monitoring Plan
- ✔ Recycling Plan

Our Commitment

AWH Roadbuilders is dedicated to meeting your goals and objectives through the assembly of a Best in Class team that desires and is committed to being your partner for the successful delivery of this vitally important project. Delivering projects is about people, and we are committing our most technically competent design, construction, and management personnel that are enthusiastic about meeting and exceeding your expectations in every aspect of your Project. This team with unmatched and proven local design-build transportation project experience, currently delivering the Northwest Corridor Project, has demonstrated they stand by their commitments and are dedicated to continuing their successful relationship with GDOT/SRTA. We look forward to partnering with GDOT/SRTA on this regionally important transportation project that will meet the overall objective of reducing traffic congestion, improving safety, and generating economic benefits.