Georgia Department of Transportation

PI NUMBER: 0018361

TECHNICAL PROPOSAL

I-20 AT CR 249/OLD MILL ROAD DESIGN-BUILD PROJECT

SEPTEMBER 21, 2023

E.R. SNELL CONTRACTOR, INC. ERS ROADS & BRIDGES

ATLAS

TRANSMITTAL LETTER

September 21, 2023

GEORGIA DEPARTMENT OF TRANSPORTATION
ATTN: Karen Oaks
Office of Innovative Delivery
One Georgia Center
600 West Peachtree Street, NW
Atlanta, Georgia 30308

RE: Proposal for Design-Build (DB) Services for I-20 at CR-249/Old Mill Road Interchange P.I. 0018361

Dear Selection Committee Members,

E.R. Snell Contractor, Inc. (ERS) and Atlas Technical Consultants, LLC (Atlas) are delighted to respond to the subject RFP. Our combined team has a strong track record in successfully delivering design-build projects for both GDOT and local governments.

Our project professionals bring expertise in construction, design, and quality management, with a proven history of handling complex interchange and bridge replacement projects.

Having thoroughly reviewed the RFP, its five amendments, and associated documents, we have a clear understanding of the Department's objectives. We recognize the project's significance for the state, county, city, and the surrounding development. Our focus is on executing this project efficiently and with minimal disruption.

ERS' experience in highway and bridge construction, paired with Atlas' extensive engineering knowledge, positions us well to ensure project success. We are enthusiastic about the opportunity to collaborate with GDOT on this important project. For any questions, please feel free to contact Randy at 770.985.0600 or Todd at 770.530.9194.

Sincerely,

Randy Griffin, PE
E.R. Snell Contractor, Inc.
Senior Vice President

Todd I. Long, PE, PTOE
Atlas Technical Consultants, LLC
Southern States Hub Leader

CONTENTS

Cover		
Transmittal Letter		1
Contents		
TECHNICAL PROPOSAL		
C.1.1	Schedule Efficiency and Early Opening Commitments	
	Proposal Schedule	NPC*
	Schedule Narrative	2-7
C.1.2	Approach to Stakeholder Involvement and Public Information and Communications Plan	8-10
C.1.3	Approach to Construction Staging and Traffic Management	11-14
C.1.4	Coordination with Developers or Contractors Engaged on Related Transportation Facilities	15
C.1.5	Form AA	NPC
C.2	Project Differences from Basic Configuration	16
C.3	Interim Completion, Substantial Completion, and Final Acceptance Proposal - Form M	NPC
C.4	Work Product Requirements	NPC
C.5	Organizational Chart	NPC

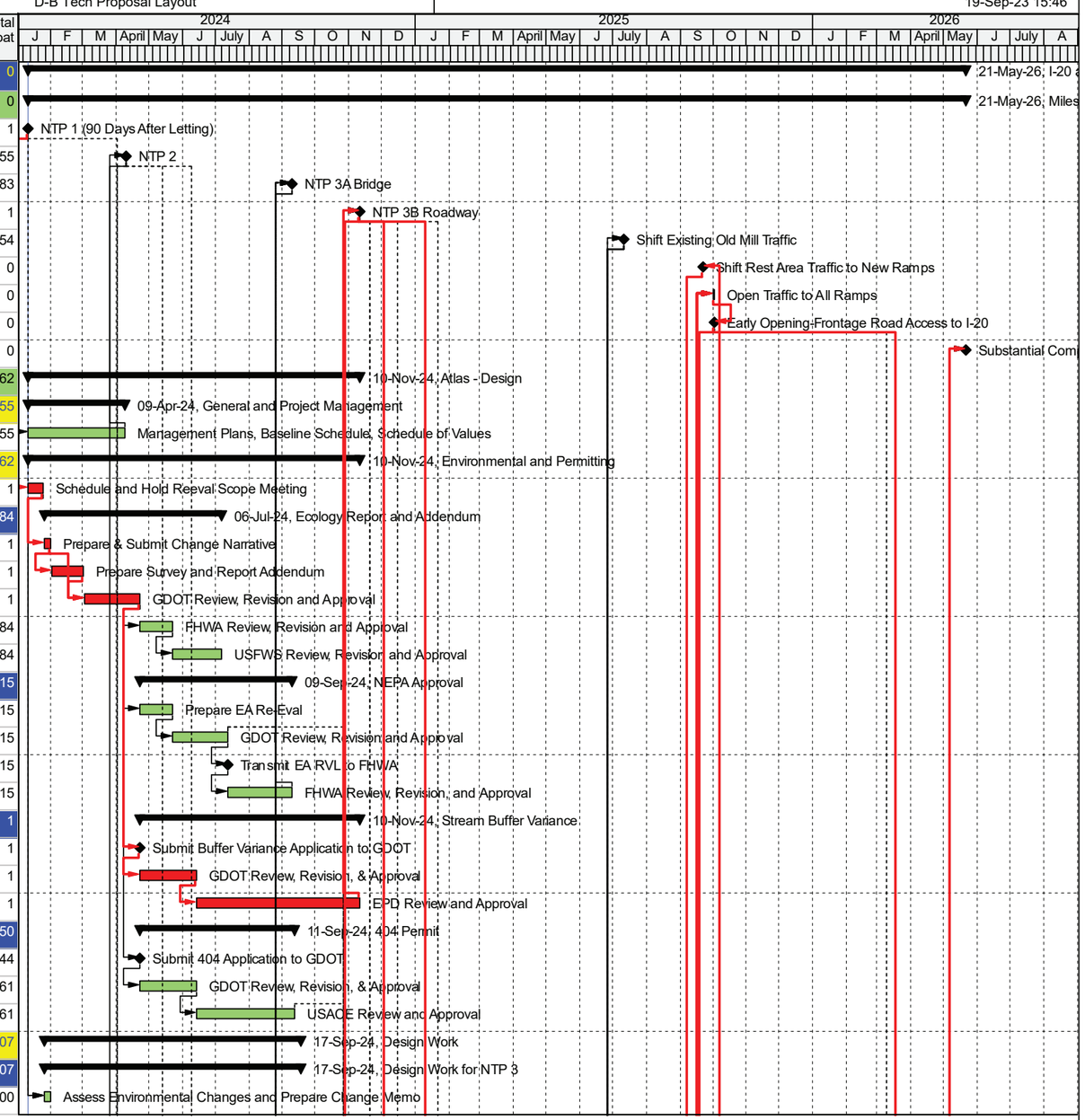
No Page Count (NPC)*

C.1.1

SCHEDULE EFFICIENCY AND EARLY OPENING COMMITMENTS

I-20 at CR 249/Old Mill Road Design-Build | D-B Tech Proposal Layout | 19-Sep-23 15:46

Activity ID	Activity Name	Original Duration	Early Start	Early Finish	Total Float
I-20 at CR 249/Old Mill Road Design-Build		717	11-Jan-24	21-May-26	0
Milestones		717	11-Jan-24	21-May-26	0
A10000	NTP 1 (90 Days After Letting)	0	11-Jan-24		1
A10010	NTP 2	0	10-Apr-24		55
A10020	NTP 3A Bridge	0	10-Sep-24		83
A10030	NTP 3B Roadway	0	11-Nov-24		1
A1200	Shift Existing Old Mill Traffic	0	11-Jul-25		54
A1960	Shift Rest Area Traffic to New Ramps	0		22-Sep-25	0
A2190	Open Traffic to All Ramps	1	01-Oct-25	02-Oct-25	0
A2200	Early Opening-Frontage Road Access to I-20	0		02-Oct-25	0
A1820	Substantial Completion	0		21-May-26	0
Atlas - Design		255	11-Jan-24	10-Nov-24	462
General and Project Management		90	11-Jan-24	09-Apr-24	55
A10040	Management Plans, Baseline Schedule, Schedule of Values	90	11-Jan-24	09-Apr-24	55
Environmental and Permitting		255	11-Jan-24	10-Nov-24	462
E10005	Schedule and Hold Reeval Scope Meeting	15	11-Jan-24	25-Jan-24	1
Ecology Report and Addendum		163	26-Jan-24	06-Jul-24	684
E20010	Prepare & Submit Change Narrative	7	26-Jan-24	01-Feb-24	1
E20020	Prepare Survey and Report Addendum	30	02-Feb-24	02-Mar-24	1
E20030	GDOT Review, Revision and Approval	51	03-Mar-24	22-Apr-24	1
E20040	FHWA Review, Revision and Approval	30	23-Apr-24	22-May-24	684
E20050	USFWS Review, Revision and Approval	45	23-May-24	06-Jul-24	684
NEPA Approval		140	23-Apr-24	09-Sep-24	115
E10010	Prepare EA Re-Eval	30	23-Apr-24	22-May-24	115
E10020	GDOT Review, Revision and Approval	51	23-May-24	12-Jul-24	115
E10025	Transmit EA RVL to FHWA	0		12-Jul-24	115
E10035	FHWA Review, Revision, and Approval	59	13-Jul-24	09-Sep-24	115
Stream Buffer Variance		202	22-Apr-24	10-Nov-24	1
E10030	Submit Buffer Variance Application to GDOT	0		22-Apr-24	1
E10040	GDOT Review, Revision, & Approval	52	23-Apr-24	13-Jun-24	1
E10050	EPD Review and Approval	150	14-Jun-24	10-Nov-24	1
404 Permit		119	23-Apr-24	11-Sep-24	50
E10060	Submit 404 Application to GDOT	0		23-Apr-24	44
E10070	GDOT Review, Revision, & Approval	52	23-Apr-24	13-Jun-24	61
E10080	USACE Review and Approval	90	14-Jun-24	11-Sep-24	61
Design Work		198	26-Jan-24	17-Sep-24	507
Design Work for NTP 3		198	26-Jan-24	17-Sep-24	507
D10010	Assess Environmental Changes and Prepare Change Memo	5	26-Jan-24	01-Feb-24	600



Actual Work | Critical Remaining Work | Summary
Remaining Work | Milestone

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Page 1 of 5

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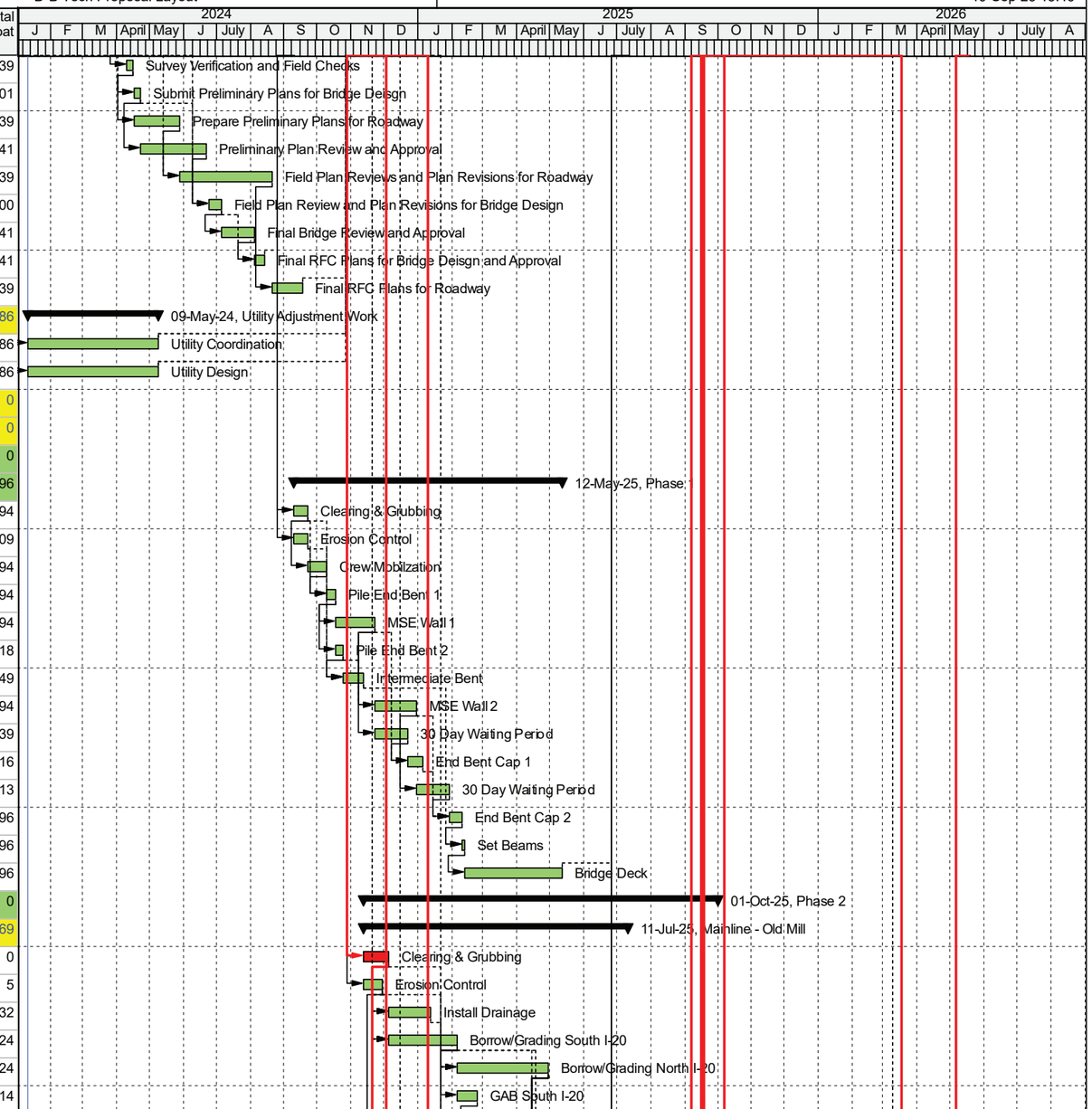
Activity ID	Activity Name	Original Duration	Early Start	Early Finish	Total Float
D10020	Survey Verification and Field Checks	5	10-Apr-24	16-Apr-24	39
D10030	Submit Preliminary Plans for Bridge Deisgn	5	17-Apr-24	23-Apr-24	101
D20030	Prepare Preliminary Plans for Roadway	30	17-Apr-24	28-May-24	39
D10035	Preliminary Plan Review and Approval	60	23-Apr-24	22-Jun-24	141
D20040	Field Plan Reviews and Plan Revisions for Roadway	60	29-May-24	20-Aug-24	39
D10040	Field Plan Review and Plan Revisions for Bridge Design	10	24-Jun-24	05-Jul-24	100
D10045	Final Bridge Review and Approval	30	05-Jul-24	04-Aug-24	141
D10050	Final RFC Plans for Bridge Deisgn and Approval	10	04-Aug-24	14-Aug-24	141
D20050	Final RFC Plans for Roadway	20	21-Aug-24	17-Sep-24	39
Utility Adjustment Work		120	11-Jan-24	09-May-24	186
U10010	Utility Coordination	120	11-Jan-24	09-May-24	186
U10020	Utility Design	120	11-Jan-24	09-May-24	186
Construction Work		0			0
Closeout		0			0
Submittals and Procurement		0			0
Phase 1		202	10-Sep-24	12-May-25	96
A2050	Clearing & Grubbing	10	10-Sep-24	22-Sep-24	94
A2060	Erosion Control	10	10-Sep-24	22-Sep-24	109
A2170	Crew Mobilzation	15	22-Sep-24	09-Oct-24	94
A1050	Pile End Bent 1	6	09-Oct-24	17-Oct-24	94
A1030	MSE Wall 1	30	17-Oct-24	22-Nov-24	94
A1060	Pile End Bent 2	6	17-Oct-24	24-Oct-24	118
A1090	Intermediate Bent	15	24-Oct-24	12-Nov-24	149
A1040	MSE Wall 2	30	22-Nov-24	30-Dec-24	94
A2400	30 Day Waiting Period	30	22-Nov-24	22-Dec-24	139
A1100	End Bent Cap 1	10	22-Dec-24	05-Jan-25	116
A2390	30 Day Waiting Period	30	30-Dec-24	29-Jan-25	113
A1110	End Bent Cap 2	10	29-Jan-25	10-Feb-25	96
A1070	Set Beams	2	10-Feb-25	12-Feb-25	96
A1080	Bridge Deck	75	12-Feb-25	12-May-25	96
Phase 2		270	12-Nov-24	01-Oct-25	0
Mainline - Old Mill		201	12-Nov-24	11-Jul-25	69
A2070	Clearing & Grubbing	20	12-Nov-24	05-Dec-24	0
A2120	Erosion Control	15	12-Nov-24	29-Nov-24	5
A1250	Install Drainage	30	05-Dec-24	12-Jan-25	132
A1770	Borrow/Grading South I-20	50	05-Dec-24	05-Feb-25	24
A1760	Borrow/Grading North I-20	70	05-Feb-25	29-Apr-25	24
A1780	GAB South I-20	15	05-Feb-25	24-Feb-25	114



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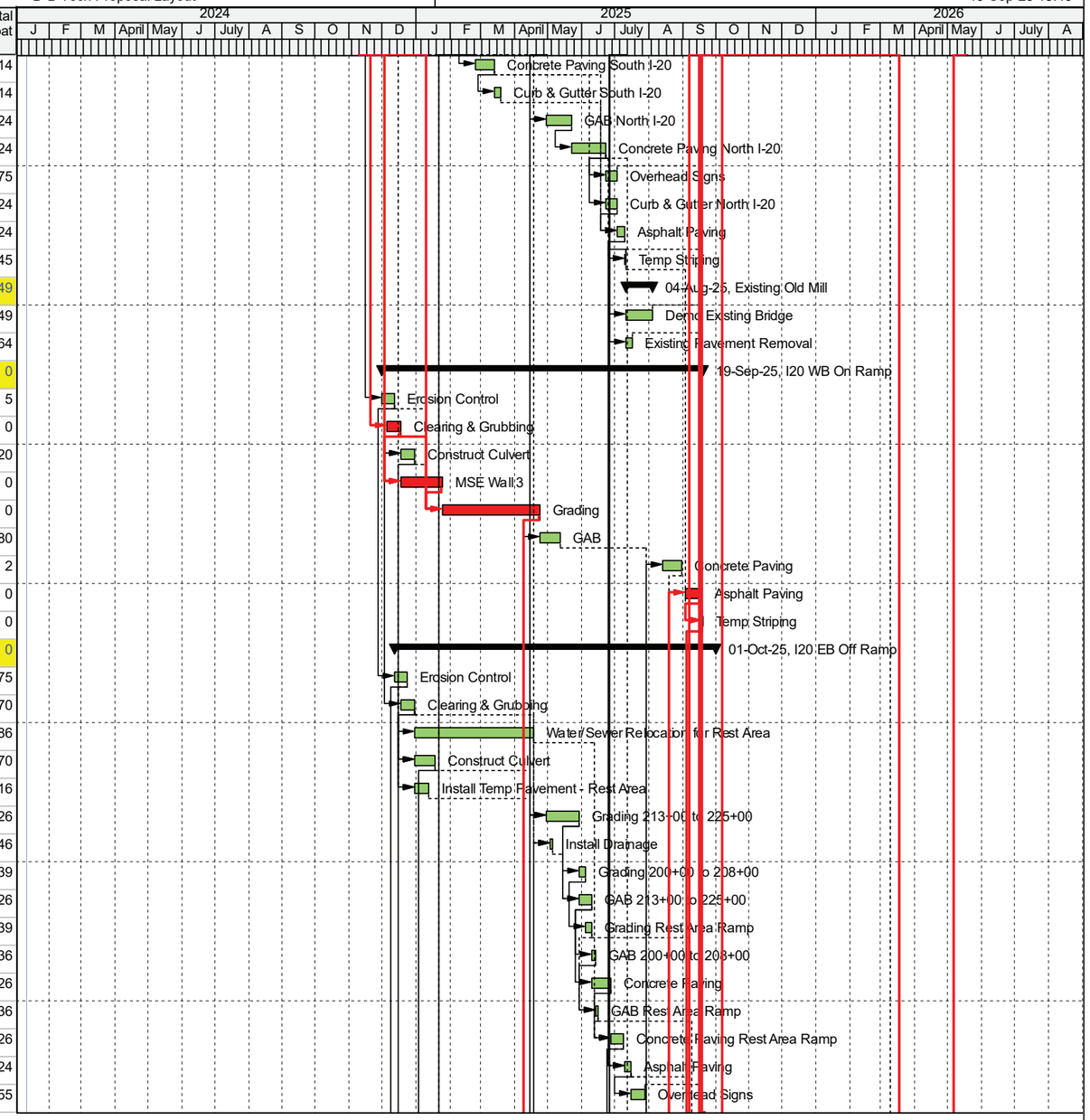
Activity ID	Activity Name	Original Duration	Early Start	Early Finish	Total Float
A1810	Concrete Paving South I-20	15	24-Feb-25	13-Mar-25	114
A1800	Curb & Gutter South I-20	5	13-Mar-25	19-Mar-25	114
A1150	GAB North I-20	20	29-Apr-25	22-May-25	24
A1170	Concrete Paving North I-20	25	22-May-25	22-Jun-25	24
A2320	Overhead Signs	10	22-Jun-25	03-Jul-25	75
A1160	Curb & Gutter North I-20	10	22-Jun-25	03-Jul-25	24
A1180	Asphalt Paving	5	03-Jul-25	10-Jul-25	24
A1190	Temp Striping	1	10-Jul-25	11-Jul-25	45
Existing Old Mill		20	11-Jul-25	04-Aug-25	49
A1210	Demo Existing Bridge	20	11-Jul-25	04-Aug-25	49
A1220	Existing Pavement Removal	5	11-Jul-25	17-Jul-25	64
I20 WB On Ramp		245	01-Dec-24	19-Sep-25	0
A2130	Erosion Control	10	01-Dec-24	11-Dec-24	5
A2080	Clearing & Grubbing	10	05-Dec-24	17-Dec-24	0
A1260	Construct Culvert	10	17-Dec-24	30-Dec-24	20
A1270	MSE Wall 3	30	17-Dec-24	24-Jan-25	0
A1230	Grading	75	24-Jan-25	23-Apr-25	0
A1240	GAB	16	23-Apr-25	12-May-25	80
A1300	Concrete Paving	15	13-Aug-25	31-Aug-25	2
A1310	Asphalt Paving	13	03-Sep-25	18-Sep-25	0
A1970	Temp Striping	1	18-Sep-25	19-Sep-25	0
I20 EB Off Ramp		245	12-Dec-24	01-Oct-25	0
A2140	Erosion Control	10	12-Dec-24	23-Dec-24	75
A2090	Clearing & Grubbing	10	17-Dec-24	30-Dec-24	70
A2410	Water/Sewer Relocation for Rest Area	90	30-Dec-24	17-Apr-25	86
A1280	Construct Culvert	15	30-Dec-24	17-Jan-25	70
A1830	Install Temp Pavement - Rest Area	10	30-Dec-24	12-Jan-25	116
A1330	Grading 213+00 to 225+00	25	29-Apr-25	29-May-25	26
A1340	Install Drainage	2	02-May-25	05-May-25	46
A1640	Grading 200+00 to 208+00	5	29-May-25	04-Jun-25	39
A1350	GAB 213+00 to 225+00	10	29-May-25	10-Jun-25	26
A1930	Grading Rest Area Ramp	5	04-Jun-25	10-Jun-25	39
A1720	GAB 200+00 to 208+00	3	10-Jun-25	13-Jun-25	36
A1370	Concrete Paving	15	10-Jun-25	27-Jun-25	26
A1940	GAB Rest Area Ramp	2	13-Jun-25	16-Jun-25	36
A1950	Concrete Paving Rest Area Ramp	8	27-Jun-25	08-Jul-25	26
A1380	Asphalt Paving	5	10-Jul-25	16-Jul-25	24
A2330	Overhead Signs	10	16-Jul-25	28-Jul-25	55



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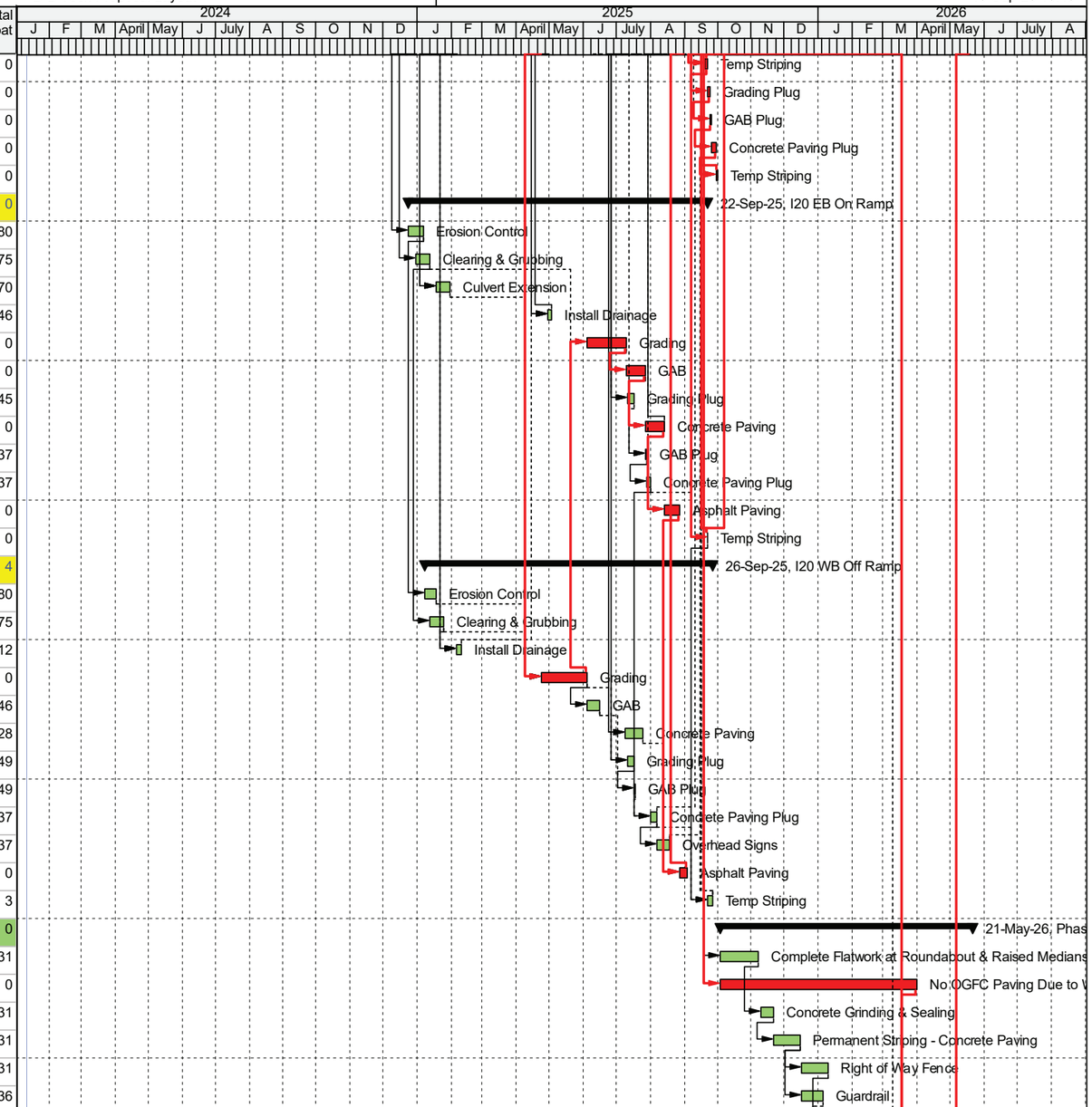
Activity ID	Activity Name	Original Duration	Early Start	Early Finish	Total Float
A1980	Temp Striping	1	19-Sep-25	21-Sep-25	0
A2010	Grading Plug	2	22-Sep-25	24-Sep-25	0
A2030	GAB Plug	1	24-Sep-25	25-Sep-25	0
A2020	Concrete Paving Plug	4	25-Sep-25	30-Sep-25	0
A2040	Temp Striping	1	30-Sep-25	01-Oct-25	0
I20 EB On Ramp		227	24-Dec-24	22-Sep-25	0
A2150	Erosion Control	10	24-Dec-24	06-Jan-25	80
A2100	Clearing & Grubbing	10	30-Dec-24	12-Jan-25	75
A1630	Culvert Extension	10	17-Jan-25	30-Jan-25	70
A1520	Install Drainage	3	29-Apr-25	02-May-25	46
A1450	Grading	30	04-Jun-25	10-Jul-25	0
A1530	GAB	14	10-Jul-25	27-Jul-25	0
A1900	Grading Plug	5	11-Jul-25	17-Jul-25	45
A1540	Concrete Paving	15	27-Jul-25	13-Aug-25	0
A1910	GAB Plug	1	27-Jul-25	28-Jul-25	37
A1920	Concrete Paving Plug	4	28-Jul-25	01-Aug-25	37
A1550	Asphalt Paving	12	13-Aug-25	27-Aug-25	0
A1990	Temp Striping	1	21-Sep-25	22-Sep-25	0
I20 WB Off Ramp		221	07-Jan-25	26-Sep-25	4
A2160	Erosion Control	10	07-Jan-25	17-Jan-25	80
A2110	Clearing & Grubbing	10	12-Jan-25	24-Jan-25	75
A1580	Install Drainage	4	05-Feb-25	10-Feb-25	112
A1570	Grading	35	23-Apr-25	04-Jun-25	0
A1590	GAB	10	04-Jun-25	16-Jun-25	46
A1610	Concrete Paving	15	08-Jul-25	25-Jul-25	28
A1840	Grading Plug	5	11-Jul-25	17-Jul-25	49
A1850	GAB Plug	1	17-Jul-25	18-Jul-25	49
A1860	Concrete Paving Plug	4	01-Aug-25	06-Aug-25	37
A2340	Overhead Signs	10	06-Aug-25	18-Aug-25	37
A1620	Asphalt Paving	5	27-Aug-25	03-Sep-25	0
A2000	Temp Striping	4	22-Sep-25	26-Sep-25	3
Phase 3		191	03-Oct-25	21-May-26	0
A1790	Complete Flatwork at Roundabout & Raised Medians	30	03-Oct-25	07-Nov-25	31
A2370	No OGFC Paving Due to Winter	180	03-Oct-25	31-Mar-26	0
A2360	Concrete Grinding & Sealing	10	09-Nov-25	20-Nov-25	31
A2300	Permanent Striping - Concrete Paving	20	21-Nov-25	15-Dec-25	31
A2350	Right of Way Fence	20	16-Dec-25	09-Jan-26	31
A2290	Guardrail	15	16-Dec-25	04-Jan-26	36



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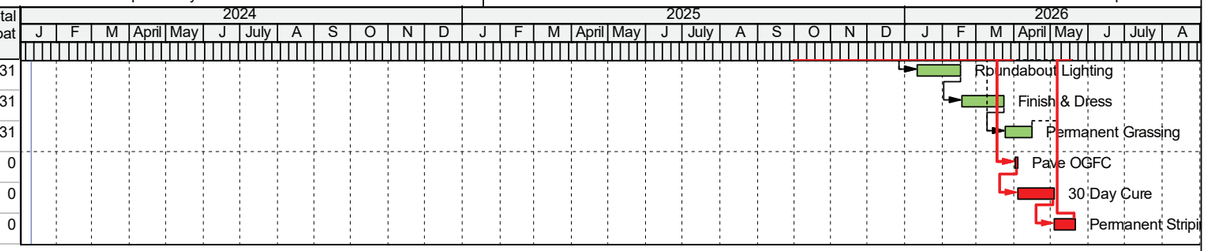
19-Sep-23 15:46

Activity ID	Activity Name	Original Duration	Early Start	Early Finish	Total Float
A2230	Roundabout Lighting	30	11-Jan-26	15-Feb-26	31
A2380	Finish & Dress	30	17-Feb-26	23-Mar-26	31
A2270	Permanent Grassing	20	24-Mar-26	15-Apr-26	31
A2210	Pave OGFC	3	01-Apr-26	03-Apr-26	0
A2240	30 Day Cure	30	04-Apr-26	03-May-26	0
A2250	Permanent Striping - OGFC	16	04-May-26	21-May-26	0



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C.1.1

SCHEDULE NARRATIVE

PLANNED RESOURCING AND STAFFING LEVELS

Upon issuance of NTP 1, the ERS-Atlas design-build team will split their design resources into two teams. The first team will work towards an early NTP 3 for the new Old Mill Road Bridge over I-20 and MSE walls. Our team will use this early NTP 3 to start bridge construction inside the existing GDOT ROW. The second design team will work to complete a full NTP 3 for the project to start all other construction activities on the parcel availability date of June 15, 2024. We plan on having 3-6 crews on site at varying times throughout the project duration. However, we remain committed to deploying additional crews as necessary to ensure we maintain our stipulated schedule.

CRITICAL PATHS

The formulation of the Critical Path Method (CPM) schedule necessitates comprehensive collaboration between the project scheduler, design team, construction team, and utility manager. This coordination encompasses defining critical activities, determining activity durations, and establishing logical relationships among activities. ERS will allocate resources in the schedule to ensure an optimized workflow for each operational crew. The project scheduler will collaboratively develop the CPM schedule, incorporating iterative input from team members to ensure comprehensive consideration of all aspects.

Subsequently, the project scheduler, design manager, and project manager will collaboratively review each monthly schedule update. This review is designed to ensure the accuracy of completion dates and to implement any necessary logic adjustments that may arise as construction progresses. The project scheduler will communicate with the design manager and construction team monthly to update the start, completion, and percent complete of each activity. The project scheduler will incorporate the GDOT submittal list and review periods when developing the design schedules to reach all our NTP 3 submittals. Throughout design reviews, ERS is committed to prioritizing the resolution of any comments received from GDOT to sustain the project's fluid progress.

The critical path for the design of this project is the environmental approvals process and all the documents and review periods required to achieve the approval. Once construction begins, the critical path to early opening and, ultimately, substantial completion lies in the grading placement of GAB and PCC paving for all four ramps. Currently, the grading and completion of the plugs on the WB Off-Ramp and EB On-Ramp will determine the date of early opening of the Frontage Road to I-20, but any delay in the bridge construction or one of the other two ramps could force them onto the critical path.

IDENTIFICATION OF NON-WORK PERIODS AND IMPOSED SCHEDULE CONSTRAINTS

In relation to the baseline project schedule, we wish to clarify that we have not incorporated any specific non-work periods, specialized starts, or completions. Our approach maintains a consistent six-day work schedule, free from any unique calendars or constraints. Any potential deviations or adjustments will be communicated in a timely manner to ensure project alignment and coordination.

LAG IDENTIFICATION

ERS-Atlas confirms there will be no lags in the design or the construction schedule.

PLANNING AND SCHEDULING TEAM

John White | Scheduler - Construction

Mr. White's role will be to ensure schedules are well-structured, align with project requirements, and comply with plans. He will conduct thorough reviews to confirm logical activity sequencing, proper resource allocation, and alignment with project timelines. Collaborating and facilitating communication among stakeholders, Mr. White will address discrepancies, promote realistic progress, and ensure effective communication among all involved. His efforts will significantly contribute to the project's smooth execution and ultimate success.

Sam Allen | Scheduler - Design

Mr. Allen's role will be to ensure design schedules are well-structured, align with project requirements, and comply with plans. He will conduct thorough reviews to confirm logical activity sequencing, proper resource allocation, and alignment with project timelines. Collaborating and facilitating communication among stakeholders, Mr. Allen will address discrepancies, promote realistic progress, and ensure effective communication among all involved.

Randy Griffin, PE | Lead Contractor Project Manager
Mr. Griffin will oversee and coordinate all construction activities. He will ensure that the work is carried out according to the project plans, specifications, and timeline. Mr. Griffin will collaborate closely with subcontractors and the construction team to monitor progress, manage resources, and address any challenges that arise. His leadership will be essential in delivering the project on time and within scope.

Brad Hale, PE | Lead Design Consultant Project Manager
Mr. Hale will coordinate with the internal design-build team to help develop and maintain the design schedule. His role will contribute to delivering a well-designed project that meets the GDOT's specifications and is delivered on schedule.

Jason Quinn | Contractor Superintendent
Mr. Quinn will oversee the day-to-day operations of the construction site. He will manage work crews, monitor progress, and ensure that construction activities are executed safely and efficiently. Mr. Quinn will collaborate with various teams to address logistical challenges, implement safety protocols, and maintain a productive work environment on-site.

Joey Martin | Utility Construction Manager
Mr. Martin will manage all aspects related to utilities and infrastructure. He will coordinate the installation, relocation, and maintenance of utility systems, ensuring that they align with project plans and timelines. Mr. Martin will collaborate with utility companies, oversee excavation activities, and address any utility-related challenges that arise during the project.

Bijay Niraula | Environmental Compliance
Mr. Niraula will play a critical role in safeguarding the project's environmental integrity. His duties encompass regulatory compliance, environmental assessments, monitoring, stakeholder engagement, emergency response planning, record-keeping, collaboration, training, auditing, and driving continuous improvement in environmental practices.

Troy Byers | ROW Manager
While GDOT is acquiring all of the Right of Way (ROW) for this project, to meet the requirements, we propose including Mr. Byers to remain available if needed.

BASELINE SCHEDULE COORDINATION ACTIVITIES

The initial construction activities will commence with the construction of MSE walls on both end bents of the I-20 overpass and the intermediate bent at the center of I-20, once NTP 3A is approved. This construction can be executed without causing disruption to existing traffic. While awaiting the approval of the full NTP 3, ERS will continue the bridge construction over I-20. Upon the approval of NTP 3B, ERS will initiate the construction of the newly relocated Old Mill Road and the associated roundabouts that are interconnected with the I-20 overpass already under construction. Once the overpass and roundabouts reach completion, ERS will redirect traffic onto the new Old Mill Road. This alteration in the traffic flow will facilitate the removal of the existing Old Mill Road and bridge structures.

Construction of all four ramps will commence upon the issuance of NTP 3B. The removal of the existing Old Mill roadway and bridge will pave the way for the ramps' completion and the smooth integration of traffic into the interchange. ERS anticipates meeting the stipulated early opening of Frontage Road access to I-20 date by October 2, 2025. Subsequently, following the achievement of early opening, ERS will diligently work towards concluding the project by the substantial completion date of May 21, 2026.

PROJECT SCHEDULE PROGRESS UPDATES

We are committed to maintaining a transparent and accurate representation of project performed during the invoice period. Our process ensures that stakeholders, including GDOT, are kept well-informed and that the project remains on track. To achieve this, we have established a structured process that encompasses the following:

Alignment with Invoicing: Our project schedule updates are also aligned with our invoicing process. The progress percent complete for each activity informs the accurate assessment of work completed during the invoice period, which supports precise and fair invoicing.

Activity Tracking and Monitoring: Our project management team closely monitors the progress of each activity with project management software. We track the actual work completed against the planned milestones and timelines. This tracking allows us to determine the percentage of work completed for each activity and the overall progress of the project.

Regular Project Schedule Updates: Our team generates regular project schedule updates that provide a snapshot of the project's current status. These updates include details such as completed tasks, in-progress activities, and any potential delays or challenges encountered. The updates also reflect the percentage of completion for each activity.

Incorporation of Progress Percent Complete: Within each project schedule update, we incorporate the progress percent complete for all scopes of work performed during the invoice period. This allows stakeholders, including GDOT, to have a clear understanding of the project's advancement.

Transparency and Communication: We maintain open lines of communication with GDOT and other relevant stakeholders. Our project schedule updates are shared regularly, providing stakeholders with visibility into the project's progress. Additionally, we promptly communicate any significant changes, deviations, or adjustments to the project schedule to ensure alignment and informed decision-making.

By following this systematic approach, we ensure that activity status information and progress percent complete are consistently integrated into each project schedule update. This approach facilitates effective communication, enhances collaboration, and enables stakeholders to make informed decisions regarding the project's trajectory. We recognize the importance of keeping GDOT informed and engaged at every step, and our commitment to accuracy and transparency remains unwavering throughout the project lifecycle.

PROJECT SCHEDULE THIRD-PARTY INVOLVEMENT

Seamless coordination and integration with various stakeholders, including GDOT, Rivian officials, the traveling public, adjacent GDOT contractors, property owners, government staff, elected officials, emergency response teams, environmental groups, rest area staff, and the Department of Economic Development, is paramount. Our strategy relies on meticulous planning, effective communication, and collaboration.

We establish open lines of communication with each stakeholder, understanding their activities, timelines, and contributions. These insights guide us in synchronizing efforts and integrating their inputs into the baseline project schedule, accurately reflecting their impact on timelines. Interfaces with other entities, localities, and government bodies are also carefully factored into the schedule, preempting disruptions and promoting collaboration. Transparent communication is maintained through regular updates and reporting, ensuring all stakeholders are informed of progress and changes. In essence, our approach ensures a cohesive, integrated project involving diverse stakeholders.

ERS-Atlas will coordinate with GDOT regarding major events or other conditions that place restrictions on work hours, lane closures, lane pacing, or other aspects of the project. ERS-Atlas will also communicate with C.W. Matthews, the contractor for the Frontage Road project, to coordinate work activities as needed. For example, at Old Mill Road, lane closures will be synchronized among all parties. This approach provides the opportunity to consolidate construction activities during lane closures, minimizing both their number and duration.

A key stakeholder in the area is Rivian. ERS-Atlas will collaborate with the Rivian construction teams to account for construction traffic entering and exiting the construction site, whether via Old Mill Road or the newly constructed Frontage Road. Much of this traffic will also utilize I-20, and traffic approaching from the east will pass through our project site. We will carefully coordinate construction activities within the I-20 corridor, taking into consideration the increased traffic flow.

PROJECT SCHEDULE QUALITY PROCESS

Mr. White's role as scheduler involves ensuring schedules match project needs and plans. He will review schedules for logical activity sequences, proper resource allocation, and alignment with timelines. Collaborating with stakeholders, he will address issues, promote realistic progress, and ensure clear communication. This process includes applying

the quality review process outlined in TP Section 3, confirming compliance with design-build documents and the accepted PMP.

Each completed version of the schedule will go through the ERS-Atlas quality control process before submission to GDOT. Sam Allen, our Project Controller, will oversee Quality Control (QC) for the design phase of the schedule, while John White, Scheduler from ERS, will manage the construction portion. This division of responsibilities ensures a comprehensive QC process for both phases of the project schedule. After each review, GDOT's comments will be addressed, questions will be answered, and all necessary changes will be made. The revised schedule will then undergo the QC process once more before being resubmitted to GDOT.

COORDINATION AND REVIEW RESOLUTION APPROACH

ERS-Atlas has a comprehensive approach to coordinate with GDOT and facilitate GDOT's reviews while efficiently resolving comments. Our strategy emphasizes effective communication, collaborative reviews, and proactive resolution to ensure the project's smooth progress.

A critical component of our approach involves regular collaboration among key stakeholders. The project scheduler, Mr. White, plays a pivotal role in this coordination effort. He works closely with the design manager and construction team to ensure accurate and up-to-date information is incorporated into the schedule. Through monthly communications, Mr. White updates the start, completion, and percent complete of each activity, thereby reflecting the most current project status.

As part of the review process, Mr. White, along with Mr. Griffin and Mr. Hale, engages in collaborative assessments of each monthly schedule update. This multifaceted review ensures that completion dates are accurate and that logic adjustments are made to accommodate the evolving construction process. It serves as a mechanism to maintain alignment between project requirements and the evolving schedule.

To facilitate GDOT's involvement, ERS-Atlas proactively integrates GDOT's submittal list and review periods into the design schedules. This approach ensures that all necessary activities are accounted for and that GDOT's input is seamlessly integrated. We are committed to addressing any comments or feedback received from GDOT promptly, enhancing the efficiency of the review process and sustaining project momentum.

Incorporating these elements, our strategy encompasses ongoing communication, collaborative reviews, and proactive adjustments, creating an environment conducive to effective coordination with GDOT, efficient review processes, and the timely resolution of comments. This approach ensures that the project progresses smoothly while maintaining alignment with GDOT's requirements and expectations.

WORK BREAKDOWN STRUCTURE

The baseline schedule will be structured within a Work Breakdown Structure (WBS) framework, encompassing milestones, preliminary design activities, utility design, environmental permitting, final design activities, material procurement, utility relocations, and construction phases. The construction-focused WBS will be organized according to our NTP 3 design submittals. These include the Bridge over I-20 and MSE walls, as well as the broader project design. ERS intends to adopt a comprehensive approach in capturing various work scenarios within the schedule, encompassing six-day work, weekend-only work, weather contingencies, calendar day reviews, asphalt paving seasons, and design workdays.

The ER Snell-Atlas team is resolutely committed to achieving the stipulated early opening of Frontage Road access to I-20 by October 2, 2025, followed by the substantial completion of the entire project by May 21, 2026. This commitment is grounded in the recognition of I-20's status as a heavily utilized thoroughfare, further intensified by the increased traffic inflow expected due to the establishment of multiple new industrial sites.

APPROACH TO KEY SCHEDULE COMPONENTS

ERS-Atlas has structured a baseline project schedule to effectively address and accommodate the various project requirements and constraints. This encompasses:

Utilization of Weekly Workdays, Shifts, Hours, and Holidays: Our schedule incorporates workdays per

week, number of shifts per day, hours per shift, and holiday observances to ensure optimal resource allocation and project progress.

Incorporation of Anticipated Adverse Weather Days: Monthly projections for adverse weather days are factored in to allow flexibility in scheduling, ensuring realistic timeframes for completion.

Seasonal Work Allocation: The schedule allocates work activities to different seasons, aligning with the project's seasonal requirements and minimizing weather-related disruptions.

Effective Maintenance of Traffic Management: The schedule outlines comprehensive plans for managing traffic during construction, considering safety, and minimizing disruptions to roadway users.

Coordination of Lane Closures and Travel Restrictions: Precise periods of lane closure and travel restrictions are scheduled to minimize impacts on traffic flow and ensure efficient construction activities.

Compliance with Environmental and Regulatory Restrictions: Non-work periods mandated by regulatory and environmental factors are considered, enabling compliance while optimizing project timelines.

Consideration of All Other Non-Work Periods: The schedule accommodates any additional non-work periods to address unforeseen constraints, thus ensuring accurate time allocation.

Adherence to Design-Build Documents' Time Restrictions: The schedule takes into account all time restrictions stipulated by the Design-Build Documents, aligning activities with contractual obligations.

The Baseline Project Schedule includes a comprehensive compilation of proposed calendars and constraints, accompanied by a thorough explanation of their utilization. This meticulous approach ensures that the schedule effectively navigates project complexities and maintains a clear path to successful project completion.

PROJECT EXECUTION

The successful fulfillment of date commitments necessitates a structured phasing strategy that seamlessly integrates design and construction considerations. This approach emphasizes the adoption of phased design submittals and NTP 3 releases, optimizing the project's forward momentum. The outline of this strategic plan is as follows:

- ERS-Atlas will begin NTP 1 work, at risk, upon notification of the winning proposal.
- ERS-Atlas will complete all environmental and design documents necessary for the construction of Bridge 1.
- ERS-Atlas will request NTP 3A for construction of Bridge 1.
- ERS will work towards completion of Bridge 1 on existing ROW.
- ERS-Atlas will complete all design documents necessary for NTP 3B, while waiting for the release of other required parcels.
- Once NTP 3B is issued and all parcels are acquired, ERS will construct the remainder of the project in the stages noted in Section C.1.3.C.

One key factor significantly influences the achievement of the project's schedule commitment, and that is the critical commitment from GDOT of the following:

Multiple NTP 3s: A phased release of work packages is critical to our project strategy. This will require a GDOT commitment to allow multiple design submittals and multiple NTP 3s as outlined above.

The ERS-Atlas team has successfully used multiple NTP 3s to initiate early construction and maintain project schedules. This success is evident in two instances: the SR 53 WB Bridge Replacement over Chattahoochee River and the I-285 at Peachtree Industrial Boulevard (PIB) design-build projects. In the SR 53 project, ERS-Atlas employed an early NTP 3 for the bridge superstructure, enabling the procurement of structural steel girders. Similarly, on the I-285 at PIB project, ERS-Atlas used an early NTP 3 to commence pipe encasement work at the Colonial Pipeline.

Each NTP 3 will entail varying plans, calculations, and reports. ERS-Atlas is committed to providing these essential documents to uphold the project schedule. With a spirit of collaboration, we kindly request GDOT's commitment to timely review and approval of these documents, facilitating the possibility of multiple NTP 3s and enabling early construction.

The ERS-Atlas team proposed four ATCs to modify the basic design of the project. GDOT did not accept three of these ATCs. However, the fourth ATC was accepted but was ultimately integrated into the basic project approach in Amendment 3. The accepted ATC aimed to modify the requirements of Table 13-1 – Bridge Requirements – Bridge 2 – I-20 at Hunnicut Creek. This involved eliminating the proposed culvert extension. Additionally, the proposed retaining wall will be relocated to the new shoulder offset. A 14-foot-wide shoulder will be provided from STA 95+64.24 to STA 104+91.91. This modification will result in a shorter project construction time and reduced project cost.

C.1.2

APPROACH TO STAKEHOLDER INVOLVEMENT PUBLIC INFORMATION AND COMMUNICATIONS PLAN

In accordance with the requirements in TP Attachment 2-3: (Public Information and Communications), the ERS-Atlas team is dedicated to supporting GDOT facilitating public information, communications, and education with various stakeholders, including media, governmental entities, project users, business owners, and other organizations interested in the project.

APPROACH TO STAKEHOLDER INVOLVEMENT, PUBLIC INFORMATION, AND PUBLIC OUTREACH

Our approach to stakeholder involvement, public information, and public outreach during the design-build construction phase is rooted in proactive engagement, transparent communication, and fostering positive relationships with identified local stakeholders. We recognize the significance of keeping stakeholders informed and engaged throughout the construction process. Our proposed strategies of engagement include:

Stakeholder Identification and Analysis: Through a stakeholder identification and analysis process, we have identified key stakeholders associated with the project, ranging from neighboring projects and residents to government agencies and other interested parties. This comprehensive analysis will form the basis for tailored engagement strategies to effectively address the unique needs of each stakeholder group.

- Rivian officials
- GDOT
- Traveling public (via changeable signs & 511 updates)
- C.W. Matthews on adjacent Frontage Rd. project
- Impacted property owners
- Government staff
- Elected officials
- Incident/emergency response teams
- Environmental groups
- Rest area staff
- Department of Economic Development

Communications Plan Development: We will develop a detailed communications plan that outlines how we will share project information and updates with stakeholder groups. This plan will identify the most suitable communication channels, frequency of communication, and the types of information to be shared. Most important, this plan will be in coordination with GDOT's Strategic and District Communications Office. This will ensure a consistent message and the proper cadence of information to keep the public informed. It will ensure that stakeholders receive timely and accurate information throughout the construction phase with GDOT's approval.

Crisis Communication Plan: We have a plan in place that outlines the procedures, protocols, and responsibilities to ensure timely and accurate communication with project stakeholders, the public, and relevant authorities in the event of a crisis situation.

Our crisis communication plan plays a pivotal role in managing unforeseen challenges that can arise during a project in a rural area. Such situations demand a strategic approach to ensure the safety of workers, travelers, and the effective continuation of the project. Here are some scenarios in which a crisis communication plan would be essential:

Unforeseen Traffic Disruptions: Construction projects can lead to unexpected traffic congestion or detours. If an unplanned disruption occurs due to project-related issues or equipment failures, the crisis communication plan would guide the project team in promptly communicating with local law enforcement and traffic management authorities. Public announcements and real-time updates on digital platforms would help motorists navigate the situation and adjust travel plans.

Public Perception and Concerns: In rural areas, construction projects can significantly impact local communities. If the public raises concerns about noise, dust, or access to amenities, the **communication plan** would outline strategies for addressing these issues. Regular community engagement, public meetings, and transparent communication would foster positive relationships and ease concerns.

Supply Chain Interruptions: Rural projects may face challenges in procuring necessary materials or equipment due to limited local resources. A crisis communication plan would outline strategies for communicating with suppliers, project managers,

and subcontractors in the event of material shortages or delivery delays. Timely communication would help mitigate project delays and explore alternative solutions.

Environmental Concerns: A crisis communication plan would be crucial to address environmental concerns such as chemical spills, soil erosion, or water contamination. Effective communication would ensure prompt response, containment, and cleanup efforts. The plan would also detail procedures for notifying environmental agencies, local communities, and media outlets while assuring them of the measures taken to mitigate any potential harm.

Accidents and Injuries: Accidents involving construction equipment or workers can occur unexpectedly. The **communication plan** would provide guidelines for promptly notifying emergency services and local law enforcement. It would outline procedures for informing project stakeholders, subcontractors, and families of affected individuals. Regular updates would help manage public concerns and maintain transparency regarding the steps being taken to address the situation and prevent similar incidents.

Natural Disasters: Rural areas are susceptible to natural disasters like severe storms, flooding, and wildfires. In the event of a sudden weather-related crisis that threatens project progress, the **communication plan** would come into action. Updates would be disseminated to alert workers, subcontractors, and local authorities about project delays, evacuations, and safety measures. The plan would also include communication channels to inform the public about road closures, alternate routes, and any potential hazards.

Public Involvement Liaison: Karlene Barron, drawing upon her extensive experience as a retired GDOT Communications Director, will serve as the dedicated **public involvement liaison** facilitating communication between GDOT, our project team, and stakeholders. Her role will involve immediately implementing our communication and crisis management plans should the need arise

For instance, during the critical event of the I-85 at Piedmont Bridge's fire-induced collapse in March 2017, Ms. Barron played a pivotal role within the strategic communications team. Her leadership was instrumental in messaging and maintaining continuous community engagement. Collaborating effectively with partners, she encouraged the public to explore alternative transportation modes while ensuring the media remained well-informed through daily press briefings. As a result of these concerted efforts, we achieved the favorable outcome of minimal traffic disruption during the period when the bridge was out of service.

Our communication plan incorporates Standard Operating Procedures (SOPs) designed to address various weather emergencies, such as the 2014 "Snowpocalypse." During this challenging period, Ms. Barron took the reins, overseeing a 20-member communications team in the traffic management center's war room. For a full seven days, she adeptly managed strategy, messaging, and media coordination, ensuring the continuous delivery of round-the-clock information. This strategic approach facilitated safe travel across metro Atlanta throughout the duration of the weather-related crisis.

Notably, Ms. Barron's recent accomplishments on the I-285/I-20 West Interchange project make her an invaluable asset to the I-20 at CR 249/Old Mill Road project. Her innovative virtual outreach strategies have successfully engaged stakeholders, and her adept management of communication materials, presentations, and stakeholder meetings has been crucial in sustaining effective communication throughout the project.

Project Updates and Notifications: We will use Georgia 511 for regular project updates and notifications. Additionally, upon GDOT's request, we will provide timely information for newsletters, emails, or GDOT's District 2 social media platforms regarding construction milestones, schedule changes, and any relevant updates related to the project. In close coordination with the District 2 Communications Officer, we will provide timely and relevant press releases to inform the media and the public of upcoming construction activities.

Open Dialogue and Feedback Mechanisms: At the request of GDOT, we will establish open lines of communication to foster dialogue and receive feedback from stakeholders. This could involve the ERS-Atlas Team participating in community meetings, project tours, or town hall sessions, enabling stakeholders to pose questions, voice concerns, and provide input on construction activities. The team will implement a method for documenting and addressing stakeholder inquiries, concerns, and questions. Additionally, we will introduce a **"Know B4 You Go"** e-blast, featuring forthcoming construction closures, potential detours (if applicable), and whenever feasible, recommended alternatives.

Construction Impact Mitigation: We will develop strategies to mitigate the potential impacts of the construction activities on local stakeholders. This will involve creating clear signage, implementing traffic management, and minimizing disruption to the nearby rest area. We will ensure that stakeholders are informed about these mitigation measures via Georgia 511.

STRATEGIES, TOOLS, AND METHODS TO EDUCATE, INFORM, AND ENGAGE STAKEHOLDERS

To effectively educate, inform, and engage stakeholders throughout the construction term for the project, we will implement the following strategies:

Clear and Comprehensive Project Information: Upon GDOT's request, we will develop concise and accessible materials that provide stakeholders with a clear understanding of the project activities, including construction schedules, activities, closures, detours, and any other potential impositions. These materials will be presented in a user-friendly format, using plain language and visual aids to enhance comprehension.

Project Website and Online Portals: We will assist GDOT with content for project websites or online portals where stakeholders can access up-to-date information about the construction activities.

Informational Meetings and Workshops: Upon GDOT's request we will organize and/or attend regular informational meetings and workshops for stakeholders to learn about the construction plans, progress, and potential impacts. If approved and appropriate, we will work with elected officials to leverage local townhall meetings and to provide project information.

Direct Mail and Newsletters: We understand this community's rural nature and potential limited digital access. If GDOT requires it, we are prepared to create content for direct mail and newsletters. This ensures information reaches those who prefer traditional communication methods. We will cover project updates, construction schedules, and other relevant details to keep stakeholders well-informed.

Social Media Engagement: Upon GDOT's request, we will provide content for the District 2 social media platforms to reach a wider audience and engage stakeholders in real-time discussions.

Public Information Hotline: To support GDOT with Public Information Requests (PIR) within five business days, we can establish a dedicated public information hotline to provide a direct point of contact for stakeholders seeking information or clarification. The hotline will be staffed by knowledgeable representatives who can address inquiries, provide updates, and address any concerns or issues raised by stakeholders.

Project Signage and Notifications: We will strategically position informative signs at critical points near the project site to keep stakeholders informed about construction activities, detours, and any alterations to traffic routes. We will employ digital message boards and electronic signage to provide real-time updates regarding closures, alternate routes, and other essential information. This will be complemented by leveraging GDOT's existing 511 and CMS systems, along with temporary CMS boards. The closest overhead CMS structures are located at the Dekalb/Rockdale County line (eastbound) and Columbia County (westbound).

C.1.3

APPROACH TO CONSTRUCTION STAGING AND TRAFFIC MANAGEMENT

Our construction staging and transportation management plan for the GDOT I-20 at Old Mill Road project is designed to minimize disruptions to traffic and create a safe and predictable traveling environment. By carefully staging and sequencing the construction activities, we aim to minimize disruptions to traffic flow, ensure the safety of motorists, and maintain access for adjacent property owners.

APPROACH

Work Areas, Sequencing, and Urban Environment

Minimizing Impacts through staging and laydown yard locations: ERS-Atlas has strategically selected staging and laydown yard locations to minimize impacts to the traveling public. With a large majority of the project being constructed in new locations, ERS-Atlas plans to use laydown areas in the mainline construction zone when needed. By staging materials in the footprint of the new construction, we can minimize the access required from current roadways. Additionally, the separation between the new roadway and existing roadway will provide screening and buffer zones from the traveling public and active construction activities. **Figure 1** displays potential laydown locations. As depicted, all these locations are situated away from the traveling public, and each of them is easily accessible with minimal traffic disruptions and impacts.

Mitigating impacts on public and stakeholders from noise, vibration, dust, and erosion: We will implement measures to mitigate noise, vibration, dust, and erosion to minimize impacts on the traveling public, public recreational users, and other stakeholders. While noise, vibration and dust cannot be eliminated in construction activities, ERS will plan construction activities for times during the day that provide the least amount of nuisance to the traveling public, local stakeholders, and homeowners. Additionally, ERS will use active prevention measures such as active water use and flocculants for dust control, along with a robust EC&S plan, and implementation for erosion prevention.

Ensuring safe ingress and egress, material delivery, and storage: We have a plan in place for safe ingress and egress to and from the work zone during construction, including efficient methods for material delivery and storage. Construction ingress and egress will adhere to the Manual of Uniform Traffic Control Devices (MUTCD) and will be clearly marked. The layout of this project will allow most of the required access to occur from just a few access points. We plan to maintain the same access points for the entirety of the project. These access points will be delineated by signs on the project and mapped out on an Internal Traffic Control Plan (ITCP). This ITCP will be prominently displayed in visible locations and distributed to all project workers and crews.

Figure 1: *Potential Laydown Locations: Strategic sites away from traffic for efficient project operations*

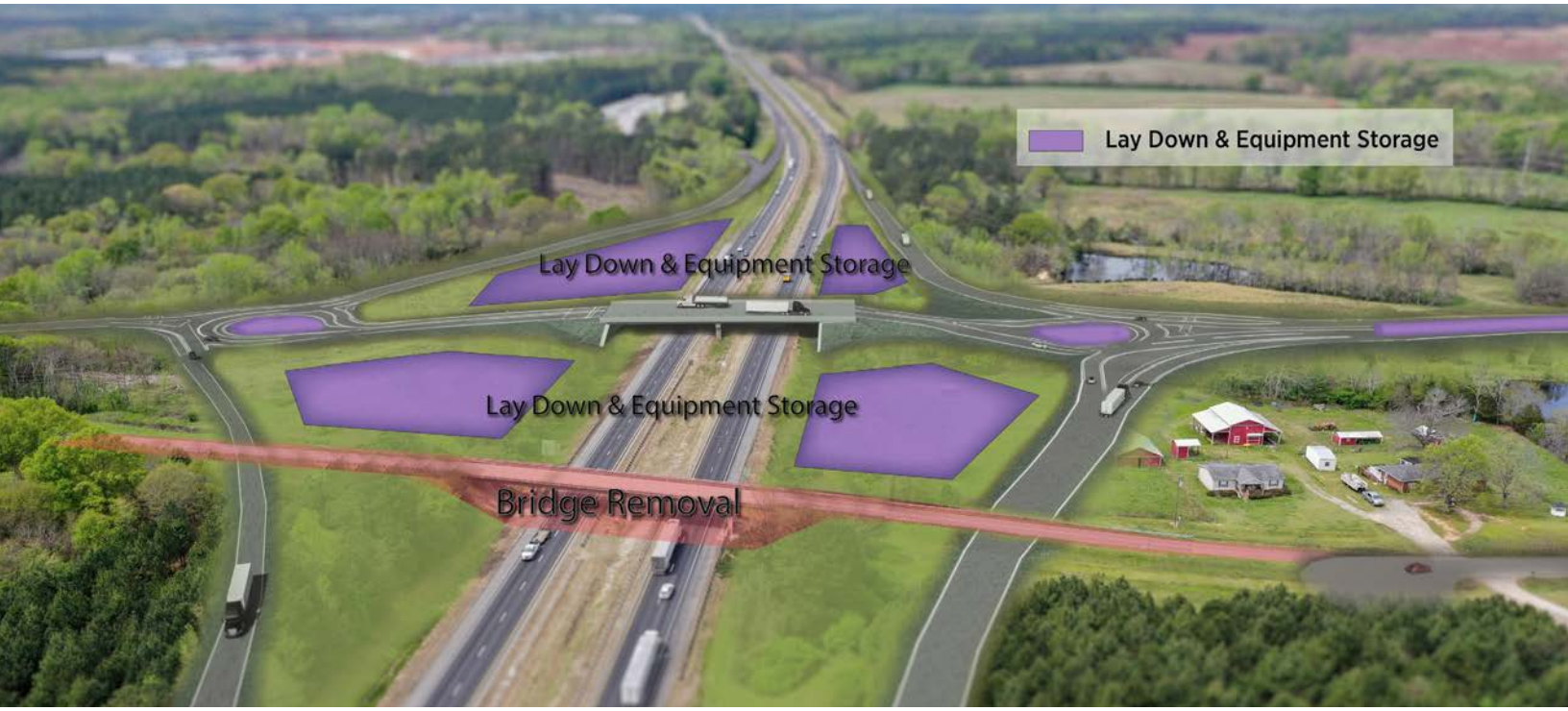


Figure 2: *Example ITCP: The SR 316 at SR 53 project moved over 900,000 cy of dirt.*

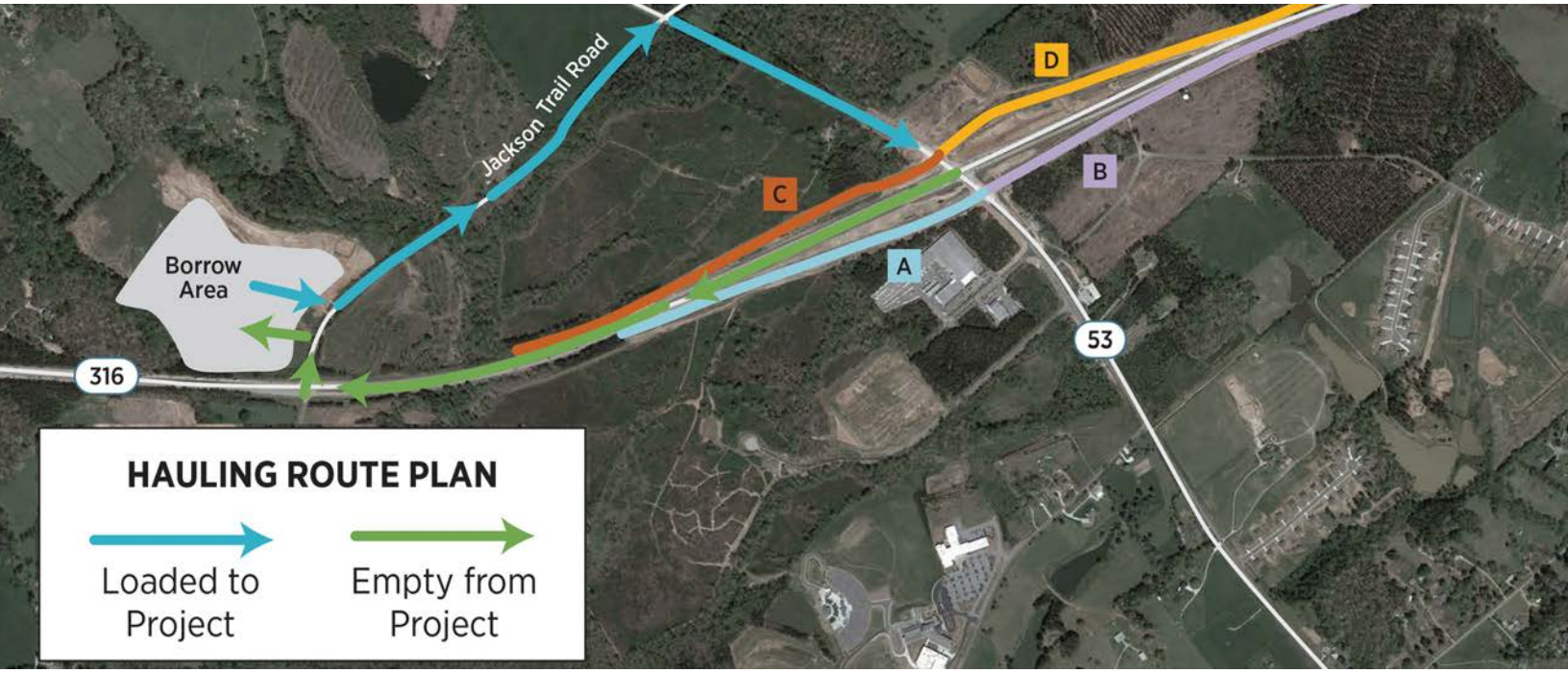


Figure 2 is an ITCP example for the SR 316 at SR 53 Interchange project (PI #0008431) borrow area to access points (A-D). Once borrow areas are established, ERS-Atlas will set up similar routes for the I-20 at Old Mill Road project.

Bridge construction access and equipment handling plan: Our plan incorporates specific areas for bridge construction access, along with proposed equipment and material handling locations and staging. These access points and material handling locations will be identified on the project-wide ITCP. Temporary concrete barriers will protect bridge pier construction, and cranes for setting bridge beams will be positioned behind concrete barriers—both in the median of I-20 and outside I-20 near each abutment.

Ensuring safe bridge access and demolition plan: ERS-Atlas has developed a comprehensive plan for effective and safe bridge access and demolition. Beams will be set at night utilizing traffic pacing to control traffic during beam erection operations safely. We will submit a bridge demolition plan for removing the existing bridge. All bridge removal work over I-20 will employ protective platforms, traffic pacing, and temporary lane closures during off-peak hours. All beam lifts and bridge demolition activities are pre-planned and reviewed by ERS structures managers and ERS safety.

OPTIMIZING DRIVING CONDITIONS

Maintaining clear, easily identified temporary pavement markings: ERS-Atlas is committed to maintaining clear, easily identified temporary pavement markings. By following the "Blank Canvas" doctrine when shifting traffic, ERS-Atlas will provide a new mat of clean asphalt for each lane movement with temporary striping. Additionally, ERS-Atlas acknowledges that some striping will wear over time and will re-coat any faded stripes prior to their end of use.

Minimizing degradation of pavement conditions from removal of existing pavement markings: ERS-Atlas will ensure that pavement conditions remain viable and easily maintained during construction by using fresh lifts of asphalt in each temporary striping movement.

Minimizing the need for narrowed lanes and shoulders: ERS-Atlas' staging plan indicates that most of the project can be completed without impacting traffic. ERS-Atlas has devised movement of traffic plans and staging that will allow for the maintenance of 12' lanes in all temporary staging and lane shifts. Also, ERS will maximize the use of nighttime lane closures, such as when setting bridge beams. Existing I-20 lane and shoulder widths will be maintained, and all work along I-20 will be situated behind barrier walls to facilitate the free movement of traffic during peak congestion hours.

Smooth, consistent transitions between temporary and permanent pavement: By using new lifts of asphalt to prepare a blank canvas for all traffic movements, ERS will repave each new lane in its new position. If traffic is split between new typical and existing paving, ERS will place a new lift of asphalt overtop of both, thereby creating a smooth, joint-free transition.

MAINTAINING ACCESS FOR ADJACENT PROPERTY OWNERS

Traffic on the existing Old Mill Road will be maintained throughout the project. The existing road will remain open until the construction of the new bridge and proposed Old Mill Road is completed and open to traffic. Similarly, all existing driveway access points to Old Mill Road will be maintained throughout the project. Once the new Old Mill Road and bridge are open to traffic, the proposed cul-de-sac will be constructed to provide a turnaround area for property owners. All existing driveways will be connected to the proposed cul-de-sac. We are dedicated to maintaining access for adjacent property owners who may be affected. We will work closely with these property owners to address any concerns and ensure their access is maintained to the best extent possible.

By implementing these strategies and adhering to our commitments, we are confident that we will successfully manage construction impacts, maintain a high level of service for travelers, and minimize disruptions to adjacent property owners.

PROJECT STAGING PLAN

As shown in Form M, ERS-Atlas commits to achieving Early Opening – Frontage Road Access to I-20 within 630 days after the date GDOT issues NTP 1. Using our staging plan, most of the project can be completed without impacting traffic. **Our construction staging and sequencing of work for the GDOT I-20 at Old Mill Road project is presented in Figure 3.**

STAGE 1

- Maintain existing Old Mill Road and rest area/I-20 eastbound on-ramp traffic.
- Construct proposed Old Mill Road from STA 705+00+/- to STA 813+70+/-, including roundabouts and bridge over I-20.
- Construct the proposed I-20 eastbound off-ramp from STA 506+00+/- to proposed Old Mill Road.
- Construct temporary pavement adjacent to the left (north) side of the existing rest area/I-20 eastbound on-ramp.
- Construct the proposed I-20 eastbound on-ramp from proposed Old Mill Road to STA 403+50+/- and STA 404+75+/- to I-20 eastbound.
- Construct the proposed I-20 westbound off-ramp from the existing I-20 westbound to STA 308+00+/- and 307+00+/- to the proposed I-Old Mill Road.
- Construct the proposed I-20 westbound on-ramp from proposed Old Mill Road to the existing I-20 westbound.
- Revise typical section #15 Old Mill Road STA 700+00 to STA 703+00, involving full depth/full width pavement to mill, inlay, and widening. Construction of Old Mill Road widening from STA 700+00 to STA 703+00 LT and full-depth pavement from STA 703+00 to STA 705+00 LT using MUTCD Figure 6H-10 lane closure using flagger.

STAGE 2

- Open proposed Old Mill Road to traffic restricting one-lane traffic between STA 700+00 to 705+00 on the proposed pavement constructed in Stage 1.
- Construct Old Mill Road widening from STA 700+00 to STA 703+00 RT and full-depth pavement from STA 703+00 to STA 705+00 RT using MUTCD Figure 6H-10 lane closure using a flagger.
- Open proposed Old Mill Road between STA 700+00 to 705+00 to two-way traffic.
- Construct the proposed I-20 eastbound on-ramp from STA 403+50+/- to STA 404+75+/-.
- Construct the proposed I-20 westbound off-ramp from STA 308+00+/- to 307+00+/-.
- Shift existing rest area/I-20 eastbound on-ramp traffic onto temporary pavement constructed in Stage 1.
- Construct the proposed rest area ramp to the proposed I-20 eastbound off-ramp.

STAGE 3

- Open the proposed I-20 eastbound on-ramp, I-20 westbound off-ramp, and on-ramp to traffic.
- Construct the proposed I-20 eastbound off-ramp from the existing I-20 eastbound to STA 212+40+/-, including the remaining left side of the proposed rest area on-ramp.

STAGE 4

- Open the proposed I-20 eastbound off-ramp to traffic, including the left side of the proposed rest area on-ramp.
- A more detailed presentation of the rest area and I-20 eastbound off-ramp juncture staging is provided in the work product.

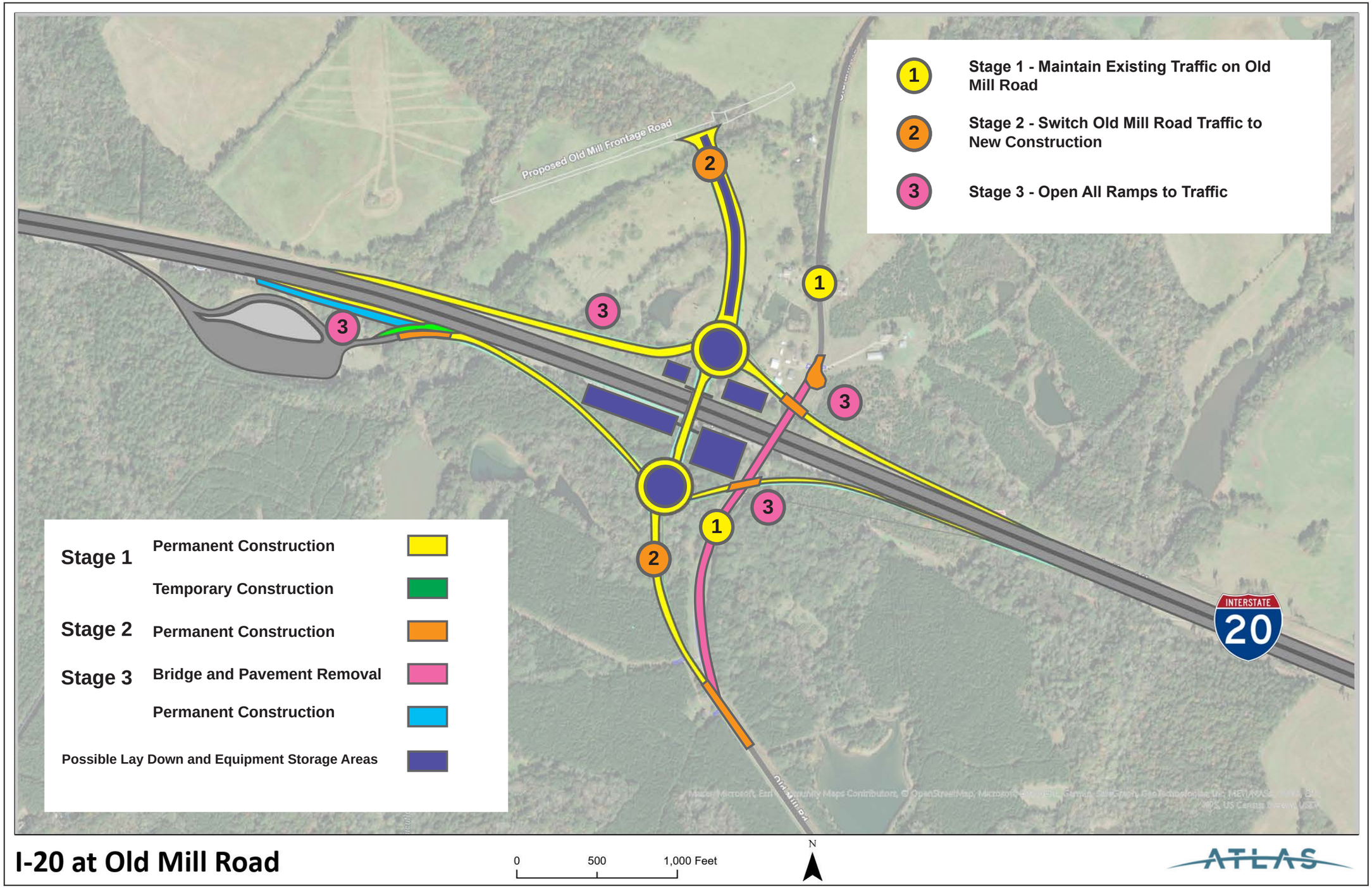


Figure 3: *Graphical representation of the project staging plan on page 13.*

C.1.4

COORDINATION WITH DEVELOPERS OR CONTRACTORS ENGAGED ON RELATED TRANSPORTATION FACILITIES

HOW THE DESIGN-BUILD TEAM WILL APPROACH COORDINATION WITH CONTRACTORS ON ANY RELATED TRANSPORTATION FACILITIES, OR OTHER IDENTIFIED ADJACENT PROJECTS

ERS-Atlas will coordinate the design of the I-20 at Old Mill Road project, integrating it with project PI 0018363 at the proposed location of the new Frontage Road. This coordination encompasses designs and details for grading, drainage, pavement, lighting, and right-of-way fencing, as well as collaboration with utilities as needed.

For Old Mill Road, lane closures will be synchronized with all relevant parties. This approach provides the opportunity to consolidate construction activities during lane closures, reducing both their number and duration.

E.R. Snell Contractor is a seasoned roadway contractor with a century-long presence in Georgia. Over this extensive history, ERS has partnered with numerous prime contractors in the state, establishing robust relationships through collaborative projects and active participation in the Georgia Highway Contractor Association. ERS leverages these connections when the need arises to coordinate between multiple projects. Effective coordination with multiple prime contractors is best achieved when project managers from each endeavor communicate directly, allowing them to compare schedules and minimize traffic disruptions. To facilitate this communication, ERS hosts monthly meetings between the project managers of both projects and GDOT. Furthermore, ERS actively fosters direct relationships among project leadership, encouraging information exchange through one-on-one interactions such as phone calls and emails. ERS has successfully implemented this coordination strategy on various projects. Two recent examples underscore our company-wide commitment to inter-project coordination.

Currently, ERS is in the final stages of the I-75 at I-16 Interchange Phase 2 & Phase 3 project (PI 0012700, 311410) in Bibb County, a $157,200,000 venture involving the reconstruction of sections of the interchange. During the initial stages of construction, ERS coordinated with C.W. Matthews, who was responsible for Phase 1 of the project. As ERS nears completion of our project, we are now in close coordination with Webber, the contractor for Phase 4 of the project.

In addition, ERS is actively involved in the I-85 Widening Phase III Design-Build Project (PI 0015245) in Jackson & Banks Counties, a $142,900,000 endeavor encompassing the widening of 13 miles of I-85. ERS has diligently coordinated our design, construction, and traffic staging with CW Matthews, the contractor who recently completed I-85 Widening Phase II, connecting seamlessly to our project.

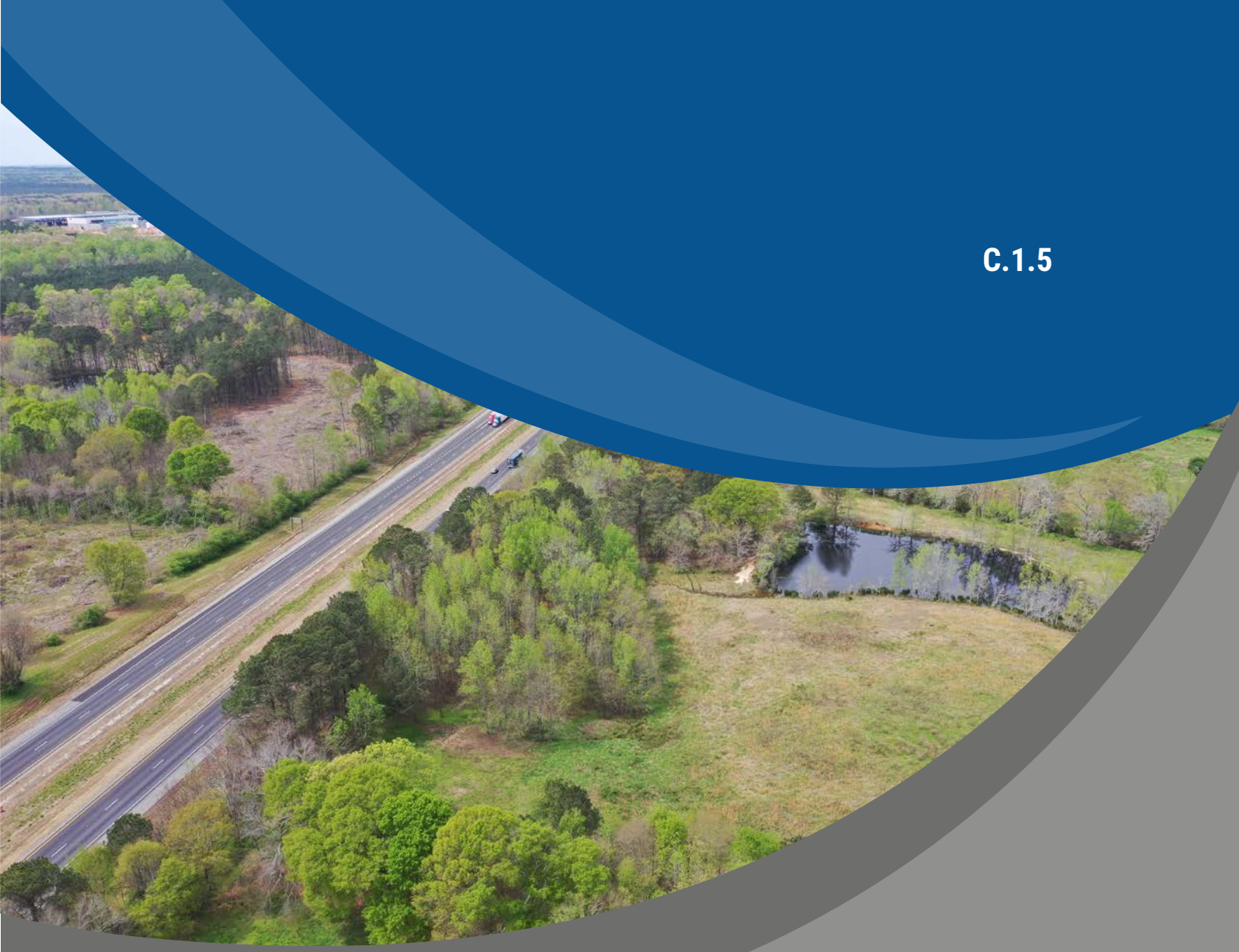
APPROACH TO COORDINATING CONSTRUCTION SCHEDULE TO MINIMIZE DISRUPTION TO LOCAL STAKEHOLDERS

We are committed to scheduling lane closures in accordance with the RFP's requirements. Moreover, we place a high premium on effective collaboration to mitigate any potential disruptions to our local stakeholders. Our approach revolves around meticulous identification, strategic planning, and maintaining open lines of communication with all relevant parties.

NOTIFYING AND COORDINATING WITH ANY IDENTIFIED THIRD-PARTY GOVERNMENTAL STAKEHOLDERS

One prominent stakeholder in the vicinity is Rivian. ERS-Atlas is committed to closely coordinating with the Rivian construction teams to accommodate construction-related traffic entering and exiting the construction site, whether it utilizes Old Mill Road or the newly constructed Frontage Road. It's worth noting that a significant portion of this traffic will also utilize I-20 traffic passing through our project site. Our construction activities within the I-20 corridor will be meticulously planned to accommodate this increased traffic flow.

C.1.5



FORM AA
INDICATIVE PROPOSAL QUANTITIES

FORM AA
INDICATIVE PROPOSAL QUANTITIES

INSTRUCTIONS:

(a) Submit one completed copy of Form AA for the Proposer.

(b) Populate the Indicative Proposal Quantity column for each Base Material item on the unit basis indicated. If electing to opt out of participating in Indicative Proposal Quantity, Proposer shall insert 'N/A' in lieu of a quantity.

Base Material	Indicative Proposal Quantity	Unit	Base Index Value[1]
Asphalt Cement	**1,520**	Ton	$612.00
Fuel (Regular)	**N/A**	Gallon	$3.609
Fuel (Diesel)	**N/A**	Gallon	$4.309
Semi-Finished Steel Mill Products	**N/A**	CWT	$99.13
Portland Cement	**N/A**	Ton	$166.86

Indicative Proposal Quantities shall be true estimates based on the Proposer's design and construction plan. They shall be supported by calculations either attached to this form or contained in the Escrowed Documents showing how the amounts are derived from the Proposer's design and construction plan and assumptions.

[1] Base Index Values to be included in this column will be provided by GDOT to the Proposers through a notice to the Proposers on September 15, 2023

C.2

PROJECT DIFFERENCES FROM THE BASIC CONFIGURATION

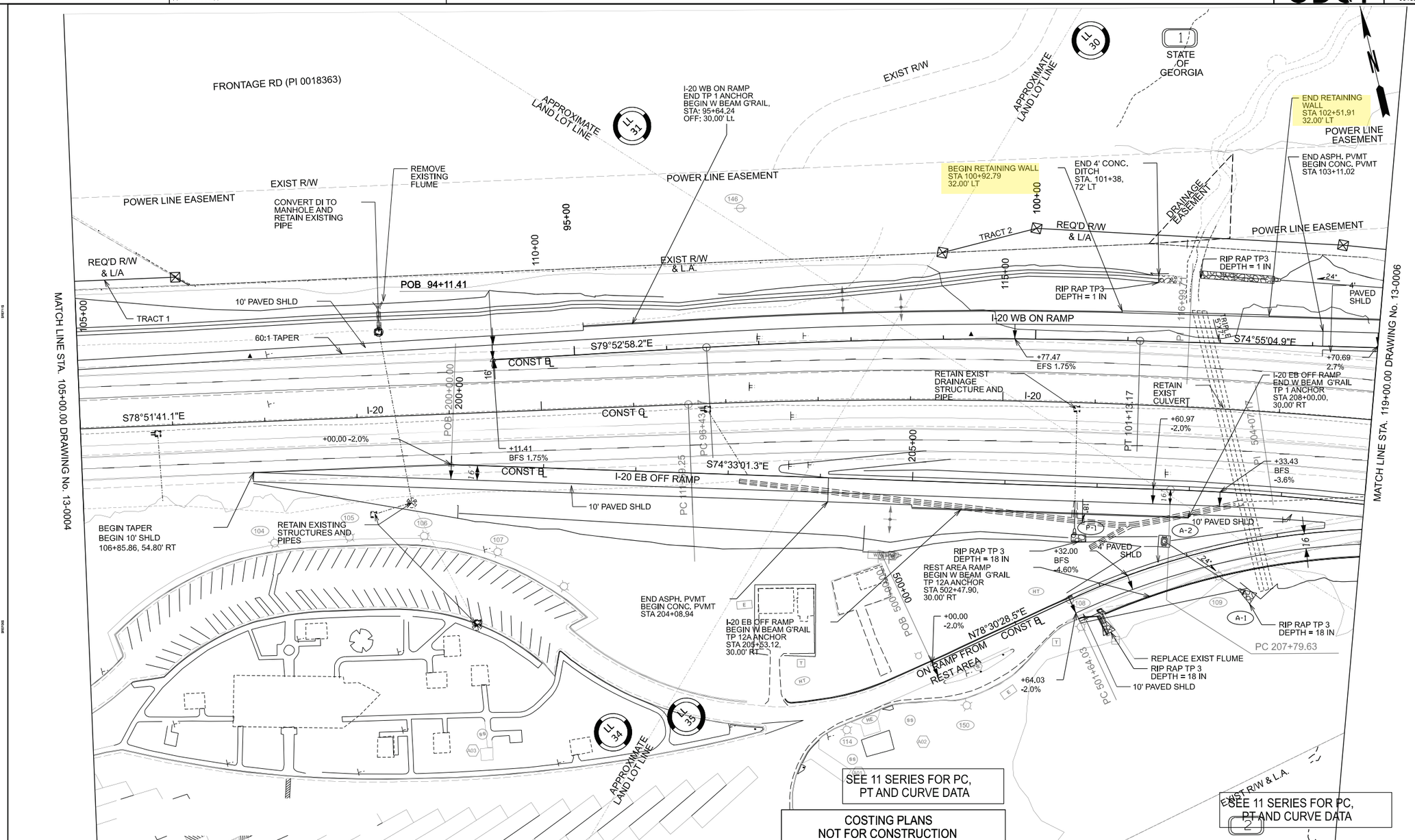
The ERS-Atlas approach to the project differs from the basic approach in several ways. First ERS-Atlas proposes two NTP 3s for construction. NTP 3A initiates the construction of the bridge and abutment walls, while NTP 3B handles the construction of the remainder of the project.

Second, ERS-Atlas has devised a project staging plan that allows for the construction of almost the entire project without disrupting existing Old Mill Road traffic. After completing the new bridge and the realigned portion of Old Mill Road, traffic will be shifted to this new section. Portions of the existing road will then be removed to facilitate the completion of the I-20 ramps and establish access to I-20. A detailed description of our staging plan can be found in **Section C.1.3**.

Third, ERS-Atlas proposes modifying the profile of the rest area on/off ramp. This modification involves changing the proposed I-20 EB off-ramp's vertical curve from 1350' to 1265'. This revision aligns the proposed pavement elevation with the existing ramp elevation at STA 210+00. Consequently, it eliminates any significant elevation difference between the proposed I-20 EB off-ramp and the temporary tie to the existing rest area on-ramp for Stage 3 crossover traffic. The proposed rest area on-ramp will also be adjusted to align with the revised I-20 EB off-ramp traffic.

In addition, ERS-Atlas put forth four ATCs to modify the project's basic design. GDOT did not accept three of these ATCs, but the fourth one was accepted and subsequently integrated into the basic project approach in Amendment 3. This accepted ATC proposed modifications to Table 13-1 – Bridge Requirements – Bridge 2 – I-20 at Hunnicut Creek. Specifically, it aimed to replace/rebuild the inlet and wingwall while eliminating the need for the proposed culvert extension The proposed retaining wall will also be relocated to the new shoulder offset. This adjustment will provide a 14-foot-wide shoulder from STA 95+64.24 to STA 104+91.91, ultimately reducing project construction time and cost.

DATE$$$ TIME$$$ $PRF8$ DGN P.I. No. 0018361
$USER$ $$PENTABLE$$



COSTING PLANS
NOT FOR CONSTRUCTION

PROPERTY AND EXISTING R/W LINE	BEGIN LIMIT OF ACCESS.....BLA
REQUIRED R/W LINE	END LIMIT OF ACCESS.....ELA
CONSTRUCTION LIMITS	EXISTING LIMIT OF ACCESS
EASEMENT FOR CONSTR & MAINTENANCE OF SLOPES	REQ'D LIMIT OF ACCESS
EASEMENT FOR CONSTR OF SLOPES	EXISTING LIMIT OF ACCESS & R/W
EASEMENT FOR CONSTR OF DRIVES	REQ'D LIMIT OF ACCESS & R/W
	ORANGE BARRIER FENCE
	ESA - ENV. SENSITIVE AREA

GDOT Georgia Department of Transportation

ARCADIS Design & Consultancy for natural and built assets

SCALE IN FEET 0 50 100 200

REVISION DATES

CONSTRUCTION PLAN
OLD MILL RD
INTERCHANGE & WIDENING
WALTON/MORGAN COUNTY

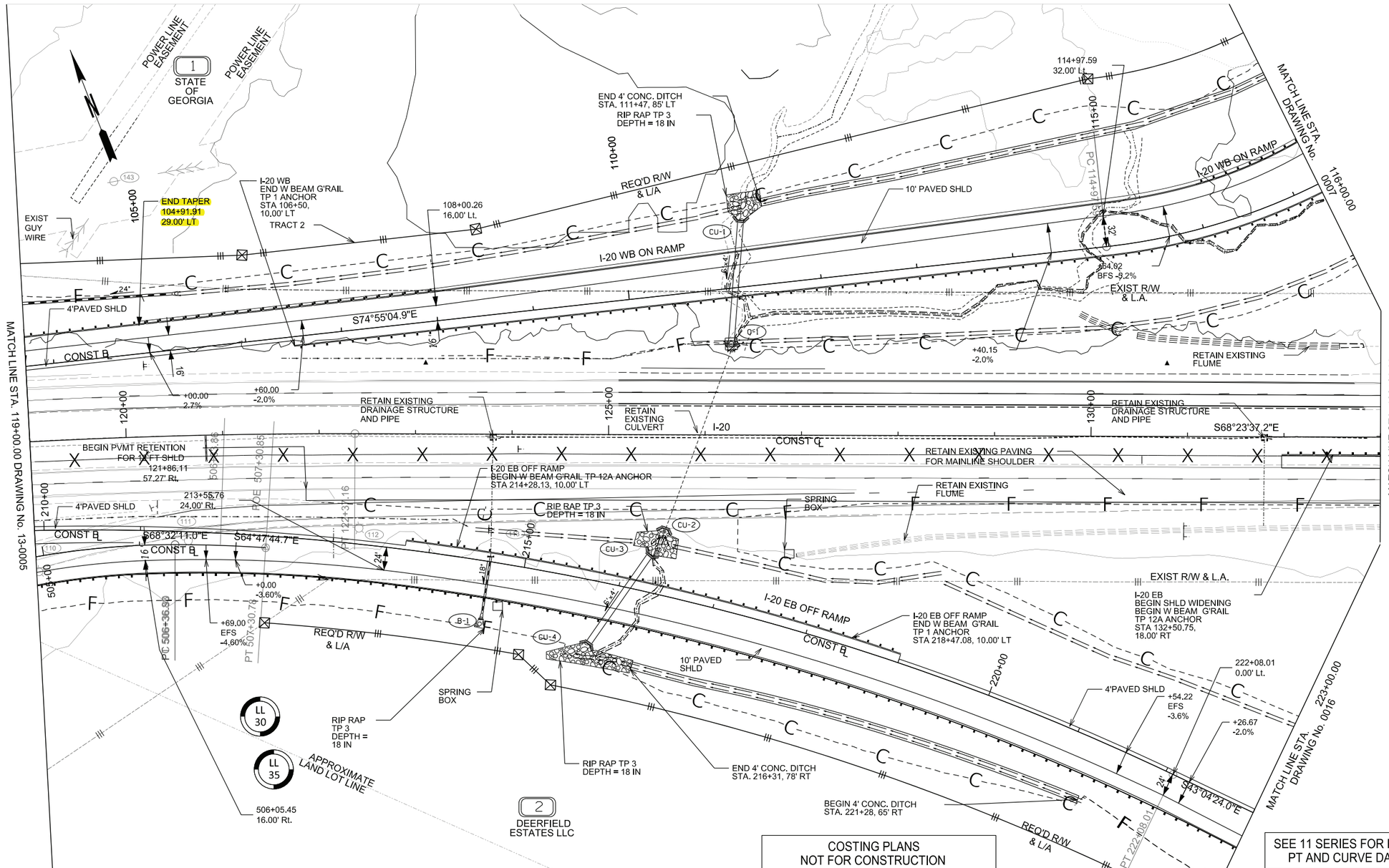
CHECKED: DATE:
BACKCHECKED: DATE:
CORRECTED: DATE:
VERIFIED: DATE:

DRAWING No. 13-0005

GPLN-CE

DATE$$$ TIME$$$ $PRF8$ DGN
$USER$ $$PENTABLE$$

GDOT P.I. No. 0018361



SEE 11 SERIES FOR PC, PT AND CURVE DATA

COSTING PLANS
NOT FOR CONSTRUCTION

PROPERTY AND EXISTING R/W LINE	
REQUIRED R/W LINE	
CONSTRUCTION LIMITS	
EASEMENT FOR CONSTR & MAINTENANCE OF SLOPES	
EASEMENT FOR CONSTR OF SLOPES	
EASEMENT FOR CONSTR OF DRIVES	
BEGIN LIMIT OF ACCESS.....BLA	
END LIMIT OF ACCESS.....ELA	
EXISTING LIMIT OF ACCESS	
REQ'D LIMIT OF ACCESS	
EXISTING LIMIT OF ACCESS & R/W	
REQ'D LIMIT OF ACCESS & R/W	
ORANGE BARRIER FENCE	
ESA - ENV. SENSITIVE AREA	

GDOT Georgia Department of Transportation

ARCADIS Design & Consultancy for natural and built assets

SCALE IN FEET 0 50 100 200

REVISION DATES

CONSTRUCTION PLAN
OLD MILL RD
INTERCHANGE & WIDENING
WALTON/MORGAN COUNTY

CHECKED: DATE:
BACKCHECKED: DATE:
CORRECTED: DATE:
VERIFIED: DATE:

DRAWING No. 13-0006

GPLN-CE

FORM P
APPROVED ATCS

List all ATCs approved by GDOT that are included in Proposal:

	No Approved ATC's are used in this Proposal.	

C.3

INTERIM COMPLETION, SUBSTANTIAL COMPLETION, AND FINAL ACCEPTANCE PROPOSAL, FORM M

FORM M
INTERIM COMPLETION, SUBSTANTIAL COMPLETION, AND FINAL ACCEPTANCE PROPOSAL

Proposer Name: **E.R. Snell Contractor, Inc.**

The Proposer shall complete the fields below for each portion (segment) of the Work for which the Proposer will commit to the Milestone Deadlines as set forth below. All days are calendar days.

Table M-1: Milestone Deadlines

Milestones	Deadlines
NTP2 Conditions Deadline	Not later than 90 Days after the date GDOT issues NTP1
Interim Milestone Deadlines	
Early Opening – Frontage Road Access to I-20	**630** Days after the date GDOT issues NTP1 (not to exceed 630 Days)
Substantial Completion Deadline	**861** Days after the date GDOT issues NTP1
Final Acceptance Deadline	90 Days after the Substantial Completion Date

Date: **September 21, 2023**

Proposer: **E.R. Snell Contractor, Inc.**

Signature: TRWC

Title: **Vice President**

C.4

WORK PRODUCT REQUIREMENTS

THE FOLLOWING WORK PRODUCT PACKAGES WILL BE UPLOADED TO THE PDMS SITE:

1. ER Snell_I-20 @ Old Mill Rd_Work Product – Design.pdf
2. ER Snell_I-20 @ Old Mill Rd_Work Product – Design.zip
3. ER Snell_I-20 @ Old Mill Rd_Work Product – Takeoff.pdf
4. ER Snell_I-20 @ Old Mill Rd_Work Product – Takeoff.zip

C.5

ORGANIZATIONAL CHART

GDOT
Georgia Department of Transportation

PROJECT CONTROLS
Sam Allen, PMP

SCHEDULING
John White

LEAD CONTRACTOR PROJECT MANAGER
Randy Griffin, PE

QUALITY CONTROL MANAGER
Roger Mealor

PUBLIC INVOLVEMENT
Karlene Barron

LEAD DESIGN CONSULTANT PROJECT MANAGER | ENGINEER OF RECORD
Brad Hale, PE

CONTRACTOR SUPERINTENDENT
Jason Quinn

DEPUTY DESIGN PROJECT MANAGER
Mark Hanson, PE

DESIGN QUALITY ASSURANCE MANAGER
Todd Long, PE, PTOE
Barry Brown, PE, SE (Bridge)

SAFETY MANAGER
Doug Wooten

TRAFFIC CONTROL SUPERINTENDENT
Hunter Warr

CONSTRUCTION EROSION CONTROL SUPERINTENDENT
Tony Campbell

ROADWAY SUPERINTENDENT
Dustin Daniel

DBE SUBCONTRACTORS
Various Disciplines

UTILITY CONSTRUCTION MANAGER
Joey Martin

BRIDGE & STRUCTURES SUPERINTENDENT
Matt Wiley

BRIDGE DESIGN LEAD
Bill DuVall, PE, SE

BRIDGE DESIGN
Kevin Dascall, PE, PMP
Steve Wyche

BRIDGE FOUNDATION INVESTIGATION
MATERIALS MANAGERS AND ENGINEERS, INC (DBE)

ROADWAY DESIGN
Ben Morden, PE
Jason O'Neal, PE
Nebiat Abraham
Lance Johnson

SURVEY
Don Jones, PLS

UTILITY COORDINATION
Jason Walton

SUE
LONG ENGINEERING

DRAINAGE
AULICK ENGINEERING (DBE)
Eric Brown, PE, PLS

EROSION CONTROL
Eric Brown, PE, PLS

SOIL SURVEY/PAVEMENT EVALUATION
MATERIALS MANAGERS AND ENGINEERS, INC (DBE)

ENVIRONMENTAL COMPLIANCE
Bijay Niraula

NEPA/ENVIRONMENTAL MANAGER
Bijay Niraula

NEPA ANALYST
Alexandra Davis

HISTORY
Dean Baker, AICP

AIR QUALITY & NOISE
Rob Whitesides, PE

ECOLOGY
Matt Sudderth

ARCHAEOLOGY
Lauren Cook, RPA
Hillary Burt, RPA

RIGHT OF WAY
Troy Byers

TRAFFIC DESIGN LEAD
Robinson Nicol, PE, PTOE

TRAFFIC STUDIES
David Fairlie, PE

TRAFFIC DESIGN AND SIGNALS
Jim Pohlman, PE
Dino Pampolina

SIGNING AND MARKING
Rob Whitesides, PE

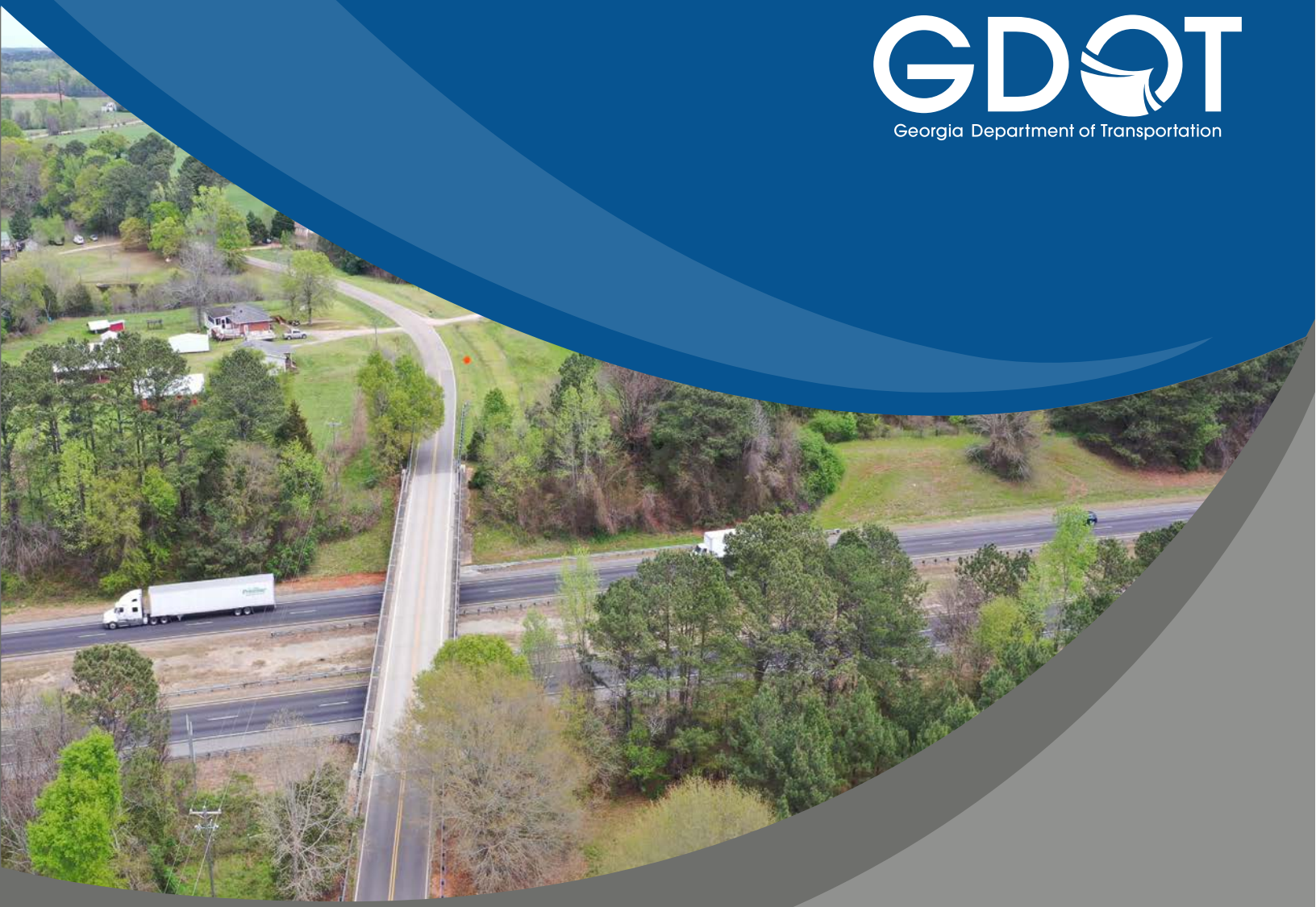
LIGHTING DESIGN
BOOKER ENGINEERING (DBE)

LEGEND
- Key Personnel
- E.R. Snell Contractor, Inc. ERS
- Atlas Technical Consultants
- DBE Subcontractors

SUBCONSULTANTS
- Aulick Engineering (DBE)
- Long Engineering
- Materials Managers and Engineers, Inc. (DBE)
- Booker Engineering (DBE)

GDOT

Georgia Department of Transportation



ERS | ATLAS