# EXECUTIVE SUMMARY
# Northwest Express Roadbuilders

**AS REQUIRED FOR THE**

**REQUEST FOR PROPOSALS**

**TO DEVELOP, DESIGN, CONSTRUCT AND FINANCE**

**THE**
**NORTHWEST CORRIDOR PROJECT**

**THROUGH A**

**DESIGN BUILD FINANCE AGREEMENT**

**PROJECT NUMBER**
**CSNHS-0008-00(256), P.I. No. 0008256**

**GEORGIA DEPARTMENT OF TRANSPORTATION**

**RFP Issued: December 7, 2012**

**Addendum No. 1 Issued: February 22, 2013**

**Addendum No. 2 Issued: April 24, 2013**

**Addendum No. 3 Issued: May 24, 2013**

**Proposals Due: June 10, 2013 at 2:00 p.m. EDT**

**Georgia Department of Transportation**
**One Georgia Center**
**600 West Peachtree Street, NW**
**Atlanta, Georgia 30308**

NORTHWEST EXPRESS
ROADBUILDERS


VOLUME 1 ADMINISTRATIVE INFORMATION

# NORTHWEST CORRIDOR PROJECT

## A.1 EXECUTIVE SUMMARY

### OPTIMIZED SOLUTIONS

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

- ***Construction work completed five months prior to contractual substantial completion milestone.***
- ***Project costs reduced by approximately $60 million through Alternative Technical Concepts (ATCs).***
- ***The need to acquire approximately seven acres of right-of-way (ROW) eliminated.***
- ***A design approach that avoids 206 out of 253 known utility conflicts, effectively eliminating more than 82 percent of the anticipated utility relocation cost.***
- ***A construction sequencing approach that results in more than 50 percent of the Project being constructed under only one traffic shift.***

### NORTHWEST EXPRESS ROADBUILDERS

(NWER) has assembled a team with unparalleled experience to deliver the Georgia Department of Transportation's (GDOT's) and State Road and Tollway Authority's (SRTA's) Northwest Corridor Project (Project). Our team will meet the Project goals of safety, mobility, quality, environmental compliance, budget, and schedule with superior service. Two of the largest transportation contractors in the southeastern United States — Archer Western Contractors, LLC (Archer Western), and Hubbard Construction Company (Hubbard) — comprise the NWER Joint Venture. In addition, our roster includes one of the top five nationally recognized transportation design/engineering firms, Parsons Transportation Group Inc. (Parsons). Our team is also supported by an exceptional group of subconsultants and subcontractors, including local disadvantaged business enterprises (DBEs). NWER has worked together successfully on multiple high-profile transportation design-build projects and has unmatched experience delivering challenging design-build interstate projects.

## A.1.1 PROJECT DEVELOPMENT PLAN SUMMARY

### A.1.1.1 Management, Decision Making, and Day-to-Day Operation

#### *Management Structure*

NWER 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 A.1-1**, 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 to GDOT and SRTA to meet the Project goals.

#### *Decision Making*

Our approach begins with our Design-Build Project Manager, who was specifically selected for this Project. The largest project in GDOT history deserves the leadership of a Design-Build Project Manager with proven experience with delivering projects of similar complexities and challenges.

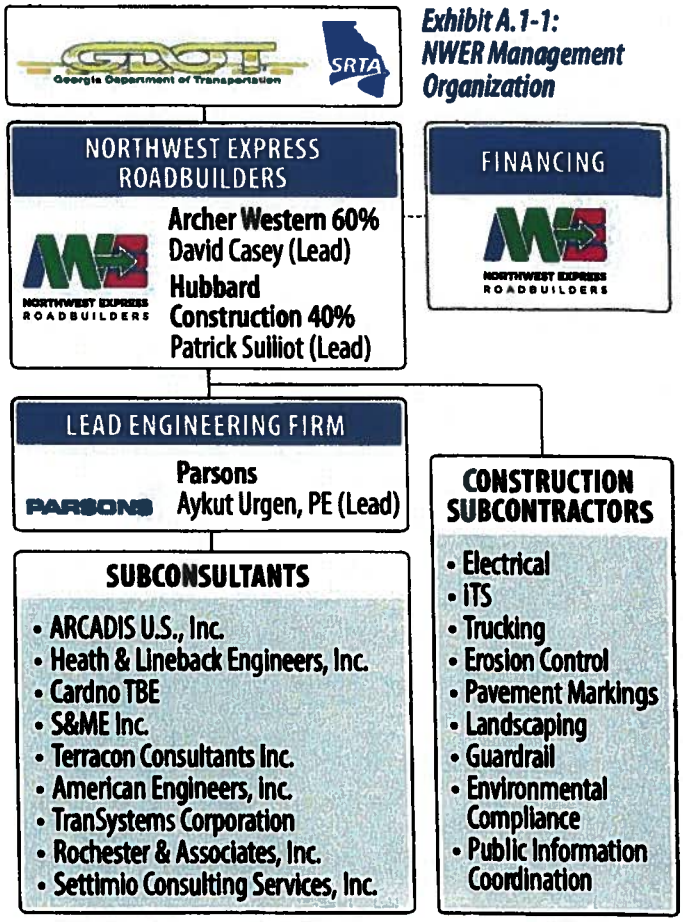



*Exhibit A.1-1: NWER Management Organization*

Design-Build Project Manager Steve Hausler will be supported by a team of seasoned industry and GDOT veterans.

*Table A.1-1: Key Members*

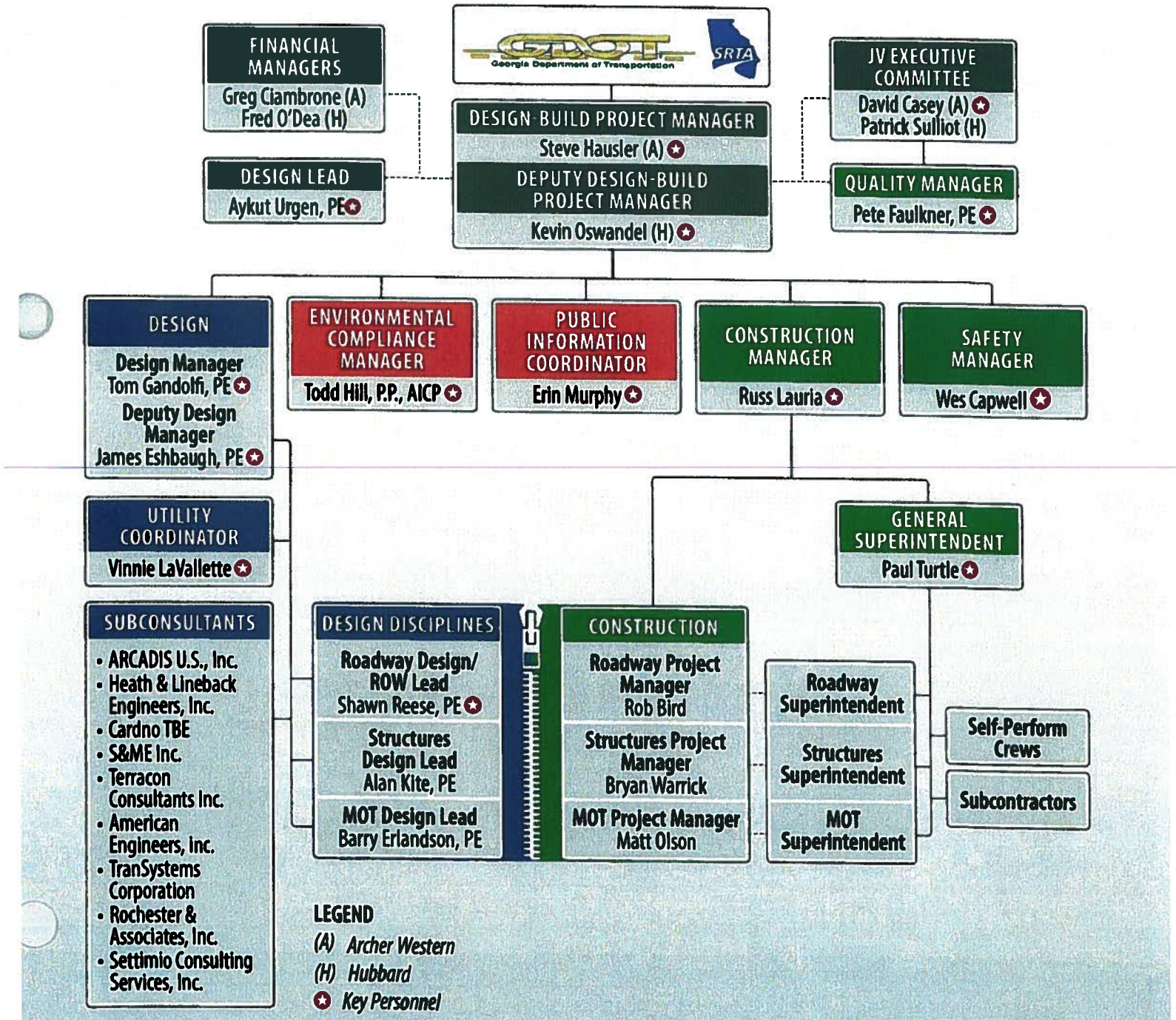
| Name | Role | Years of Experience | GDOT Experience | DB Experience | Managed Lane/Tolling | Megaproject | Interstate Highway | Multi-Phase MOT |
|---|---|---|---|---|---|---|---|---|
| DAVID CASEY | *Joint Venture Authorized Representative* | 23 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| AYKUT URGEN, PE | *Design Executive Oversight* | 23 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| STEVE HAUSLER | *Design-Build Project Manager* | 22 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| KEVIN OSWANDEL | *Deputy Design-Build Project Manager* | 26 | | ✓ | ✓ | ✓ | ✓ | ✓ |
| RUSSELL LAURIA | *Construction Manager* | 33 | ✓ | ✓ | | ✓ | ✓ | ✓ |
| TOM GANDOLFI, PE | *Design Manager* | 31 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| JIM ESHBAUGH, PE | *Deputy Design Manager* | 31 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| SHAWN REESE, PE | *Roadway Design/ROW Lead* | 21 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| PAUL TURTLE | *General Superintendent* | 40 | ✓ | ✓ | | ✓ | ✓ | ✓ |
| PETE FAULKNER, PE | *Quality Manager* | 35 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| WES CAPWELL | *Safety Manager* | 26 | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| TODD HILL, P.P., AICP | *Environmental Compliance Manager* | 24 | ✓ | ✓ | | | ✓ | ✓ |
| ERIN MURPHY | *Public Information Coordinator* | 8 | ✓ | ✓ | | | ✓ | ✓ |
| VINNIE LAVALLETTE | *Utility Coordinator* | 30 | ✓ | ✓ | | ✓ | ✓ | ✓ |

We have selected Archer Western's program manager-in-charge of regional operations, Steve Hausler, to serve as the Design-Build Project Manager and single point of contact for GDOT/SRTA. Steve was selected to lead NWER because of his extensive understanding of the Project challenges and his success with delivering design-build and GDOT projects over the last 10 years. Steve will execute this Project's daily operations, including design coordination, Project management, safety, quality, scheduling, and cost.

**Table A.1.1** illustrates the depth of experience that NWER's management team possesses. These key individuals will support Steve in the day-to-day decision making and operation of the Project. **Exhibit A.1-1** depicts NWER's internal reporting relationships.

**Exhibit A.1-2** depicts the internal reporting relationships of NWER. Archer Western, Hubbard (Participating Members), and Parsons (Major Non-Participating Member) have committed to providing the specified staff.

***Exhibit A.1-2: NWER Key Personnel Organization***



### A.1.1.2 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, Erin Murphy, 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 to actively participate in public relation activities. As illustrated in **Exhibit A.1-3**, Erin will be supported throughout the Project by members of our technical team to ensure that the Project stakeholders and all other interested parties have current and accurate information. Important aspects of our outreach plan include the following:

- Holding special maintenance-of-traffic (MOT) task-force meetings with GDOT/SRTA prior to changes in traffic movements
- Identifying opportunities to participate in community exhibits and meetings with GDOT/SRTA
- Supporting GDOT/SRTA with presentation materials and information to address media and community requests

### A.1.1.3 Environmental Sensitivity and Safety

Safety is NWER's primary priority. It will be incorporated in the design and the construction of the Project. NWER's understanding of the nature and operations of reversible managed lanes offers GDOT/SRTA a team that will provide a design that focuses on adequate sight distance and appropriate signage, striping, and barrier gates that have been used on similar projects.

> Dedication to our safety philosophy has resulted in an EMR that is 30 percent better than the industry average.

NWER will not sacrifice safety for production. Rather, safety will be an integral part of quality control, Project control, and job efficiency. Every supervisor will monitor the safety performance demonstrated by the employees under their supervision. This safety culture has led NWER 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.

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

***Exhibit A.1-3: Public Interaction Communications Flow Chart***

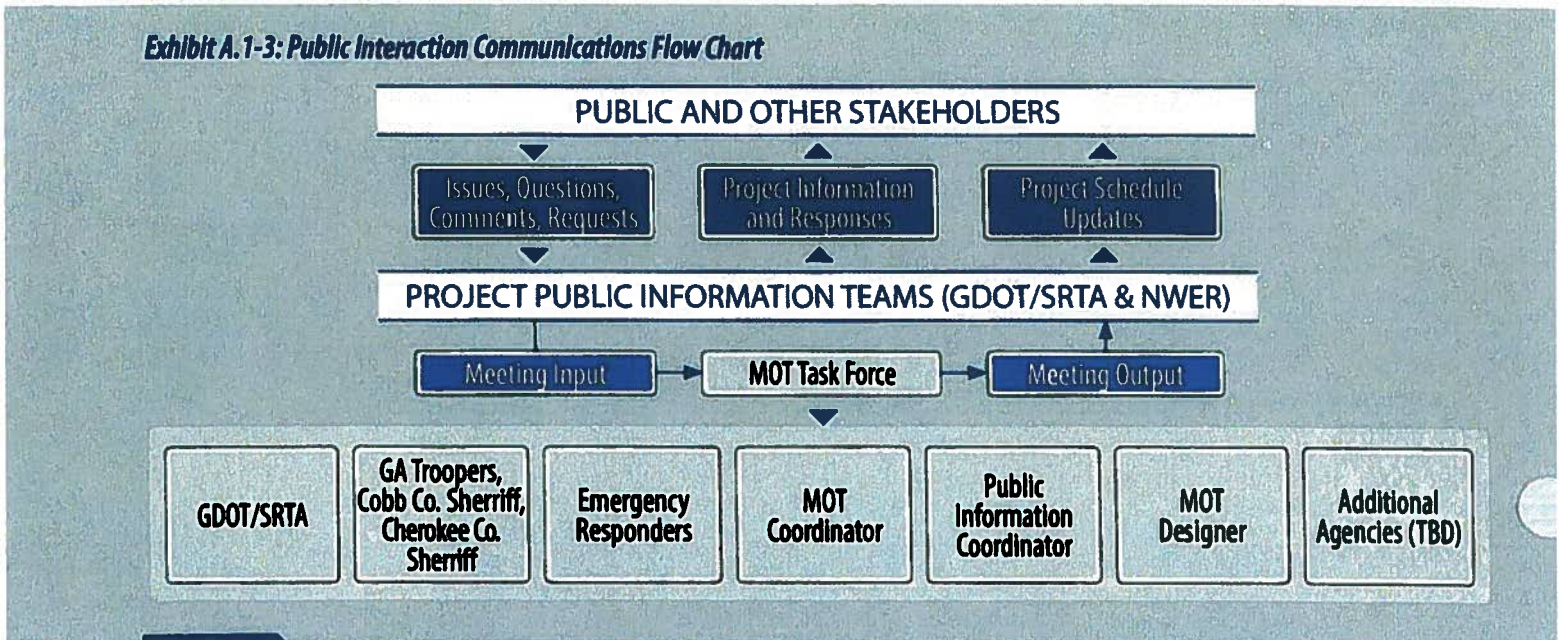
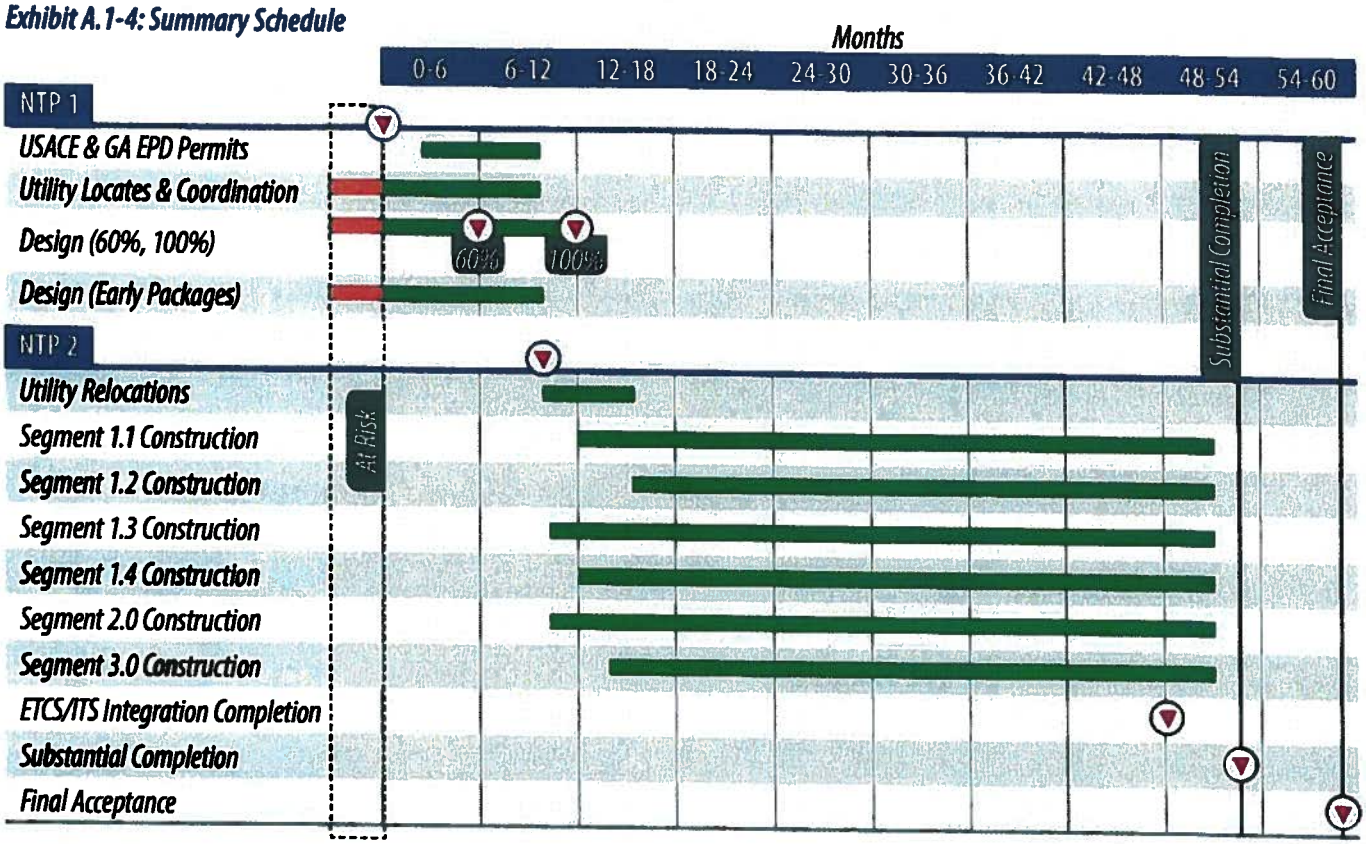


*Exhibit A.1-4: Summary Schedule*




ARCADIS U.S. Inc.'s (ARCADIS') Bonnie Bynum, who is an expert in environmental engineering, environmental regulations, and the federal and state environmental permitting process. Todd Hill, P.P., AICP, of GT Hill Planners Corporation (GT Hill), will serve as our Environmental Compliance Manager during the construction phase and will ensure that the Project is constructed in accordance with federal and state regulations. Todd will actively participate in the implementation of best management practices throughout the duration of the Project.

### A.1.1.4 Utility Adjustments

Through careful attention to detail and the use of innovative design solutions (approved ATCs), NWER has developed a design approach to avoid the majority of known utility conflicts and has effectively eliminated more than 82 percent of the anticipated utility relocation cost. Our team has been in contact with each of the utility owners. Where relocations cannot be avoided, coordination efforts have begun, and the process is understood to expedite the relocations and minimize the impact to the utilities during relocation and to the construction cost and schedule.

### A.1.1.5 Preliminary Baseline Schedule

NWER has developed our preliminary baseline schedule to ensure that all GDOT/SRTA milestone dates and goals are met throughout the duration of the Project. These goals include maximizing scope delivery, maintaining mobility, minimizing inconvenience, and completing the Project as quickly as possible. At our own risk, we intend to begin administrative and design efforts on critical tasks as soon as we are notified of conditional award. This work includes the development of the management plan, baseline schedules, and critical design elements. Preparing these critical deliverables at our own risk will allow NWER to submit them immediately following (notice to proceed) NTP 1 with the anticipation of meeting the critical NTP 2 date to begin construction activities. Our team has met with GDOT/SRTA on multiple occasions regarding our innovative designs concepts, and while a National Environmental Policy Act (NEPA) Re-evaluation is anticipated in three areas, we will use a phased construction start of the Project to ensure a timely start at NTP 2. This approach will allow NWER to provide GDOT/SRTA with an early completion of construction activities, as illustrated in **Exhibit A.1-4.**

## A.1.1.6 Design and Construction Components

NWER has been in pursuit of this Project for more than three years and has been dedicated to developing an optimal design solution that includes ATCs and innovations to streamline phasing and minimize disruptions to the traveling public.

Our continued dedication to the Project and the combined 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 and setting a new standard for managed lanes in Georgia. This experience as well as our similar corporate philosophies create 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 the TxDOT $849 million IH-35E Design-Build Managed Lane project and the VDOT $55 million I-395 Design-Build High-Occupancy Vehicle (HOV) Ramp 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 A.1-2**.

## A.1.1.7 Quality Management

NWER 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.

***Table A.1-2: ATCs included in our Proposal***

| ATC # | Description/Use | Advantage |
|---|---|---|
| NWER-002a | Alternative alignments for managed lane split at I-575 | • Reduces costs, schedule, maintenance, and impacts to existing traffic<br>• Eliminates the need for numerous shoulder-width design exceptions<br>• Designed to a 65-mile-per-hour design speed<br>• Operationally more effective than NEPA schematic |
| NWER-003a | Alternative alignment between Windy Hill and Delk Road | • Reduces costs, schedule, and maintenance<br>• Managed-lane design maximizes the use of the existing ROW<br>• Significantly reduces required ROW acquisition<br>• Reduces visual impacts to The Exchange business complexes |
| NWER-004 | Alternative bridge design Software | • Reduces costs<br>• Produces more efficient bridge design |
| NWER-005 | Alternative bridge deck design | • Reduces costs and maintenance<br>• Produces more efficient bridge design |
| NWER-006 | Bolted field splices | • Reduces costs and schedule and impacts to existing traffic<br>• Simplifies the erection of long, multispan continuous curved steel girder bridges |
| NWER-007 | Use weathering steel | • Reduces costs, schedule, and maintenance<br>• Improves aesthetic qualities |
| NWER-008 | Use steel cross frames | • Reduces costs, schedule, and impacts to existing traffic |
| NWER-009 | Reduced thickness of MSE wall panel | • Reduces costs and schedule<br>• Produces more efficient retaining wall design<br>• Improves environmental friendliness; each panel uses 20 percent less concrete |
| NWER-013 | Dismiss VE item #2 (B3-Spliced Girders at Bridge 13) | • Reduces costs and schedule |
| NWER-014a | Alternative alignment at North Marietta | • Reduces costs, schedule, and maintenance<br>• Eliminates utility relocation of overhead power lines |
| NWER-015a | Alternative concrete barrier standard | • Reduces costs and schedule<br>• Produces more efficient drainage design<br>• Results in small footprint |
| NWER-017a | Alternative alignments at Windy Hill | • Reduces costs, schedule, and maintenance<br>• Reduction in ROW acquisition<br>• Eliminates utility relocations |
| NWER-018 | Alternative alignment for managed lane at I-75/I-285 Interchange | • Reduces costs and schedule, as well as maintenance and impacts to existing traffic<br>• Reduces visual impacts to the Boy Scouts of America facility<br>• Maximizes flexibility for future improvements on I-285<br>• Operationally more effective than NEPA schematic |

We will refine and implement our design quality plan (DQP) for the Project to ensure plans and specifications are prepared on schedule and in accordance with the design intent of the Project. This ISO 9001-compliant DQP will ensure 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 ensure that the Project is delivered at or above the level of expectation. Our proposal is in full compliance with Specification 2.3.17 and Attachment 2-5 of the Request For Proposal (RFP).

### A.1.1.8 Construction Sequencing, Traffic Management, and Mobility

Our approach includes a phased mobilization into the various segments of the Project, with an emphasis on key areas, such as the I-75/I-285 interchange, that are critical to ensuring a timely Project completion. **Exhibit A.1-5** found on the following page illustrates the Project segments and work areas.

> The most significant aspect of our construction sequencing is that more than **50 PERCENT** of the Project will be constructed without shifting traffic, the balance of which will see traffic shifted only once.

Our execution plan revolves around six 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 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 along the corridor to facilitate the accelerated completion of the Project. The most significant aspect of our construction sequencing is that more than 50 percent of the Project will be constructed without shifting traffic, the balance of which will see traffic shifted only once. The work done by our design and construction professionals to achieve this approach demonstrates our commitment to GDOT/SRTA to meet the mobility goals on this Project.

## A.1.2 DBE REQUIREMENTS

NWER 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 or exceed the 14 percent DBE goal for design and construction, we will foster meaningful DBE participation throughout the life of this Project and through our longstanding relationships with local DBE companies. We will continue to seek additional opportunities for DBE firms through the following:

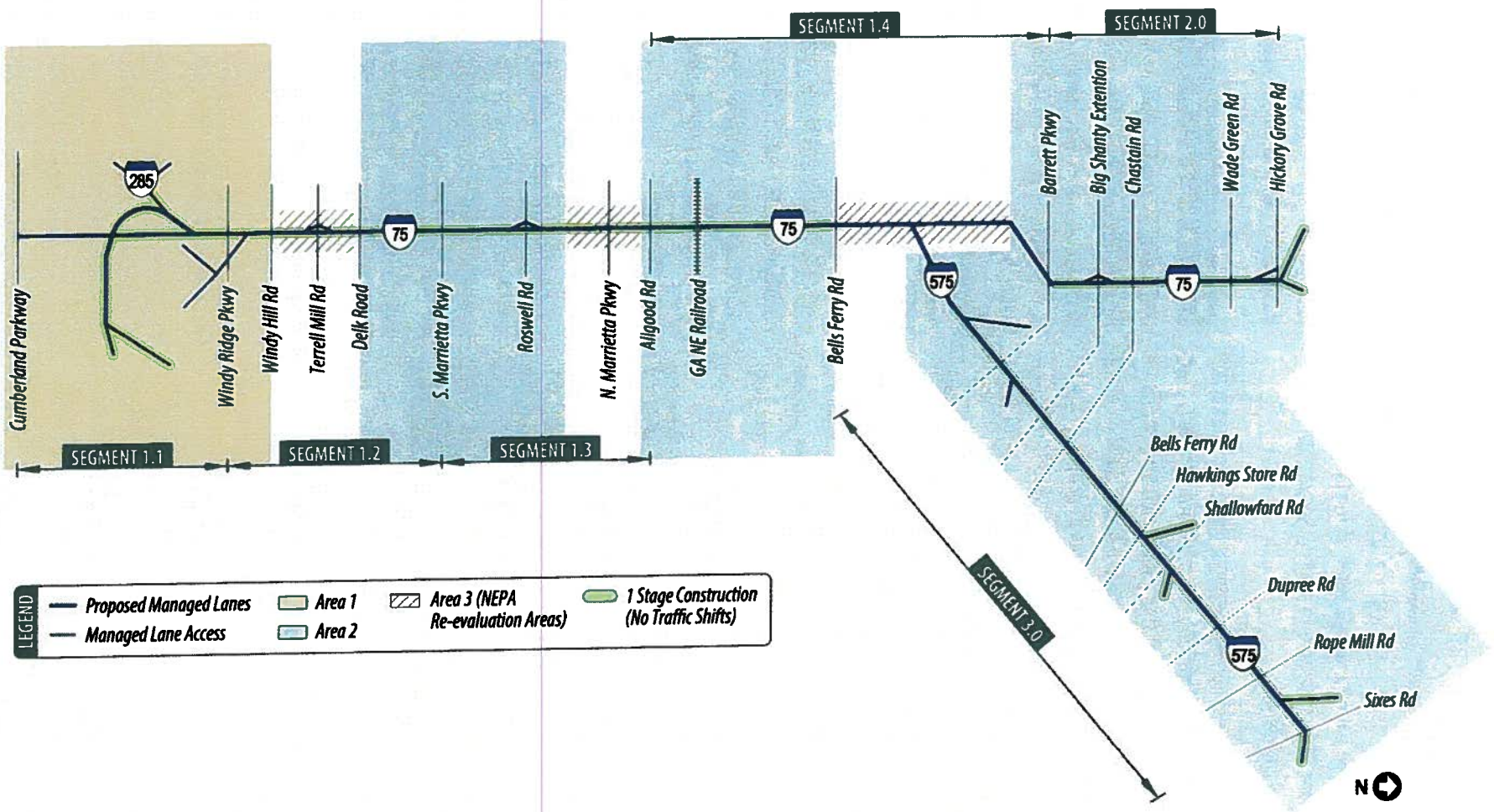
- Holding meet-and-greet gatherings to continue to generate interest in the Project by the subcontracting community
- Having a pre-bid qualification process to identify the capabilities and qualifications of DBE firms and other subcontractors
- Ensuring that procurement packages are structured to maximize 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.

## A.1.3 PROJECT MANAGEMENT PLAN

NWER 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 as reflected in **Exhibit A.1-6**. 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

## Exhibit A.1-5: Project Segments



our design-build team and to GDOT/SRTA to meet the Project goals of safety, mobility, quality, environmental compliance, budget, and schedule. Elements of our plan include the following:

- Conducting over-the-shoulder reviews by multidisciplinary, environmental, and construction personnel to ensure constructibility and environmental compliance and to eliminate conflicts
- Setting up a collaborative, secure 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 NWER, 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

*Exhibit A.1-6: Co-Location Concept*


## A.1.4 WORKING WITH GDOT AND THIRD PARTIES

NWER emphasizes coordinated communication and collaboration to deliver projects with superior quality — within budget and on or ahead of schedule. Our method for working with GDOT, SRTA, permitting agencies, and other third parties encompasses the following approach:

GDOT personnel, SRTA, consultants, and other relevant federal, state, and local agency representatives will be invited to attend any necessary task-force meetings that may affect their areas of work. Additionally, dedicated quarterly meetings with the NWER Joint Venture Executive Committee will be established for any agency that desires to meet with our team's executive leadership.

### WORKING TOGETHER

***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 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, SRTA, 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.

## A.1.5 ENVIRONMENTAL COMPLIANCE, MONITORING, AND MITIGATION

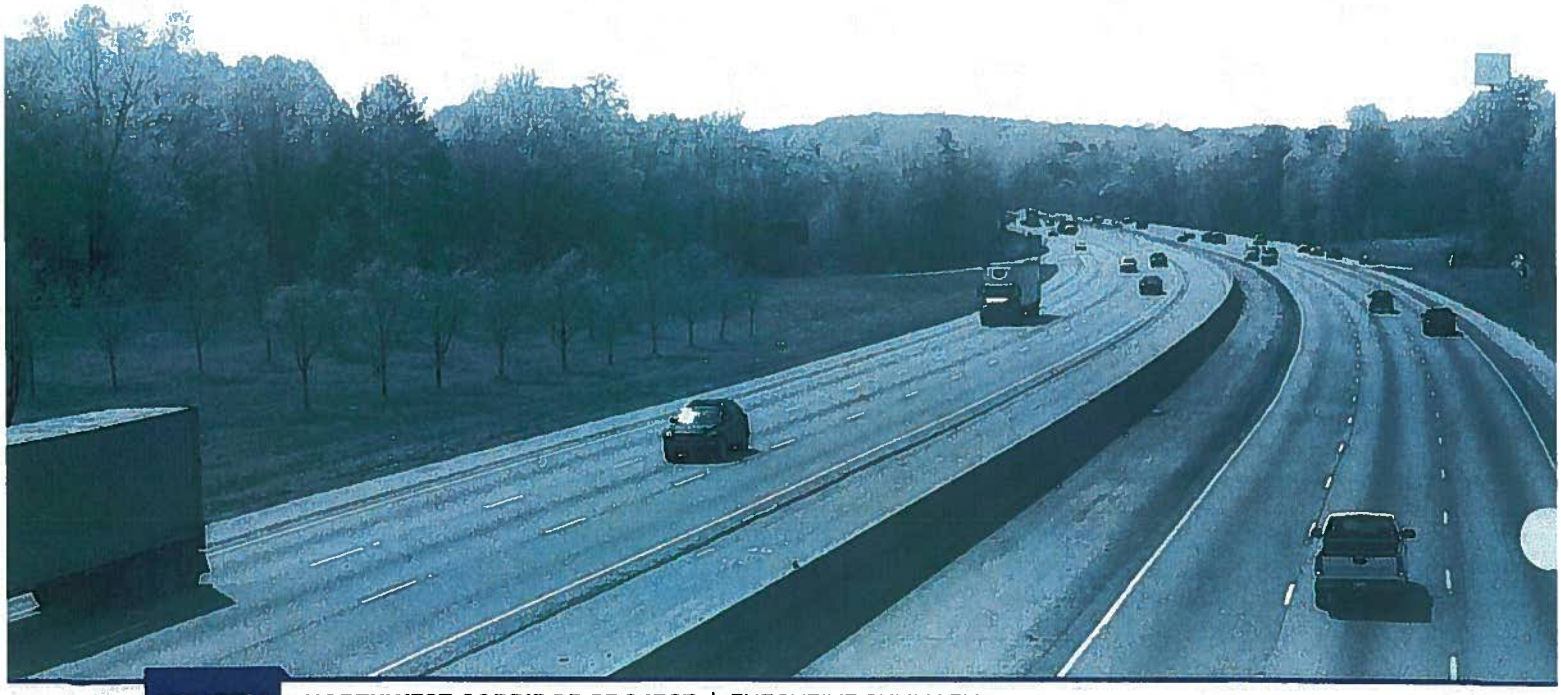
Todd Hill, P.P., AICP, will serve as the Environmental Compliance Manager for the Project. Todd has been working in the environmental compliance field for more than 24 years and has extensive experience as an environmental project manager, including with permitting and the preparation of NEPA documents, and ensuring compliance

with environmental approvals during the construction process. Todd also has extensive construction monitoring experience, verifying compliance with environmental permits and proposed mitigation plans on 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 is designed to satisfy applicable laws, rules, and regulations governing the Project, most notably as detailed in commitments within the environmental approvals. In accordance with the spirit of NEPA and related regulations, the CEPP will be devised to first avoid impacts, then to minimize unavoidable impacts, and finally to offer compensatory mitigations as a last resort. The CEPP will include the following components:

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

## CONCLUSION

NWER has provided GDOT/SRTA with a team of organizations and individuals who can think outside of the box, save GDOT/SRTA money, reduce the Project schedule, and provide a smooth transition for all key stakeholders throughout the Project. Our locally based management team is trustworthy, dedicated, and committed to meeting GDOT/SRTA's goals. Our team and our work force are immediately available to provide GDOT/SRTA with unmatched and proven national design-build transportation project experience. We look forward to partnering with you and expanding this vital artery through the northwestern metropolitan Atlanta community.



# A.2 ORGANIZATIONAL TABLES

## A.2.2 ROLES OF PARTICIPATING MEMBERS AND MAJOR NON-PARTICIPATING MEMBERS

**Table A.2-1** indicates the roles of the Participating Members and Major Non-Participating Members and their shares of ownership of the NWER Joint Venture.

*Table A.2-1: Roles of Participating Members and Major Non-Participating Members*

| Firm Name | Role | Share of Ownership of any Joint Venture |
|---|---|---|
| **Participating Members** | | |
| Archer Western Contractors, LLC | Lead Contractor, Joint Venture Member | 60% |
| Hubbard Construction Company | Joint Venture Member | 40% |
| **Major Non-Participating Member** | | |
| Parsons Transportation Group Inc. | Lead Engineering Firm | N/A |

## A.2.2 RELATIONSHIP BETWEEN PARTICIPATING MEMBERS, MAJOR NON-PARTICIPATING MEMBERS, AND ANY GUARANTORS

**Table A.2-2** shows the relationship between NWER's Participating Members, Major Non-Participating Members, and Guarantors.

*Table A.2-2: Relationship Between Participating Members, Major Non-Participating Members, and any Guarantors*

| Firm Name | Relationship Between Any Participating Member, Major Non-Participating Member, or Guarantor |
|---|---|
| **Participating Members** | |
| Archer Western Contractors, LLC | Subsidiary of The Walsh Group, Ltd. |
| Hubbard Construction Company | Subsidiary of The Hubbard Group, Inc. |
| **Major Non-Participating Member** | |
| Parsons Transportation Group Inc. | N/A |
| **Guarantors** | |
| The Walsh Group, Ltd. | Parent company of Archer Western Contractors, LLC<br>Guarantor of Archer Western Contractors, LLC |
| The Hubbard Group, Inc. | Parent company of Hubbard Construction Company<br>Guarantor of Hubbard Construction Company |