



EXECUTIVE SUMMARY

for the Design-Build-Finance of the I-285/I-20 East Interchange MMIP Project

East Interchange Builders (EIB)
*the right team
ready to successfully
deliver I-285 East
Interchange*

The Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority's (SRTA) I-285/I-20 East Interchange MMIP Project requires a team who can meet the project objectives of:

- Deliver the Project within the Programmed Budget
- Deliver the Project within the proposed Schedule
- Minimize and mitigate construction impacts to the traveling public

East Interchange Builders is that Team!!!!

This hometown team is comprised of two of the largest transportation contractors in Georgia — **Archer Western Construction, LLC (AWC)** and **E.R. Snell Contractor, Inc. (ERS)** with **Infrastructure Consulting & Engineering (ICE)** as the lead designer; **Arcadis, STV Inc.**, and **Raba Kistner** as exclusive subcontractors. This team's qualifications, experience, and success in delivering design-build (DB) transportation projects in metropolitan Atlanta is second to none. This is the only team to successfully deliver a GDOT mega DB project on time! Our most notable statistics include, successfully delivering over \$1B in GDOT DB projects, employing over 1,000 local construction personnel and engineers, and providing over \$2B in private financing on \$2.8B in public projects.

Local resources to deliver a mega project

We can proudly say we live and work here.

Our strong local presence enables us to dedicate resources immediately to meet GDOT's needs.

450+
staff in Atlanta Metro

1100+
staff in Georgia

EIB BY THE NUMBERS



69 YEARS IN METRO ATLANTA

115 YEARS COMBINED COMPANY EXPERIENCE IN GEORGIA

MORE THAN **350** MILES OF GEORGIA INTERSTATE HIGHWAY DESIGN AND CONSTRUCTED

\$1.35 BILLION IN GDOT DESIGN-BUILD CONTRACTS DELIVERED

2,052 LOCAL DESIGN AND CONSTRUCTION PERSONNEL

9 MAJOR SYSTEM TO SYSTEM INTERCHANGES CONSTRUCTED

\$2.073 BILLION IN PRIVATE FINANCING PROVIDED ON PUBLIC PROJECTS

ENR RANKINGS

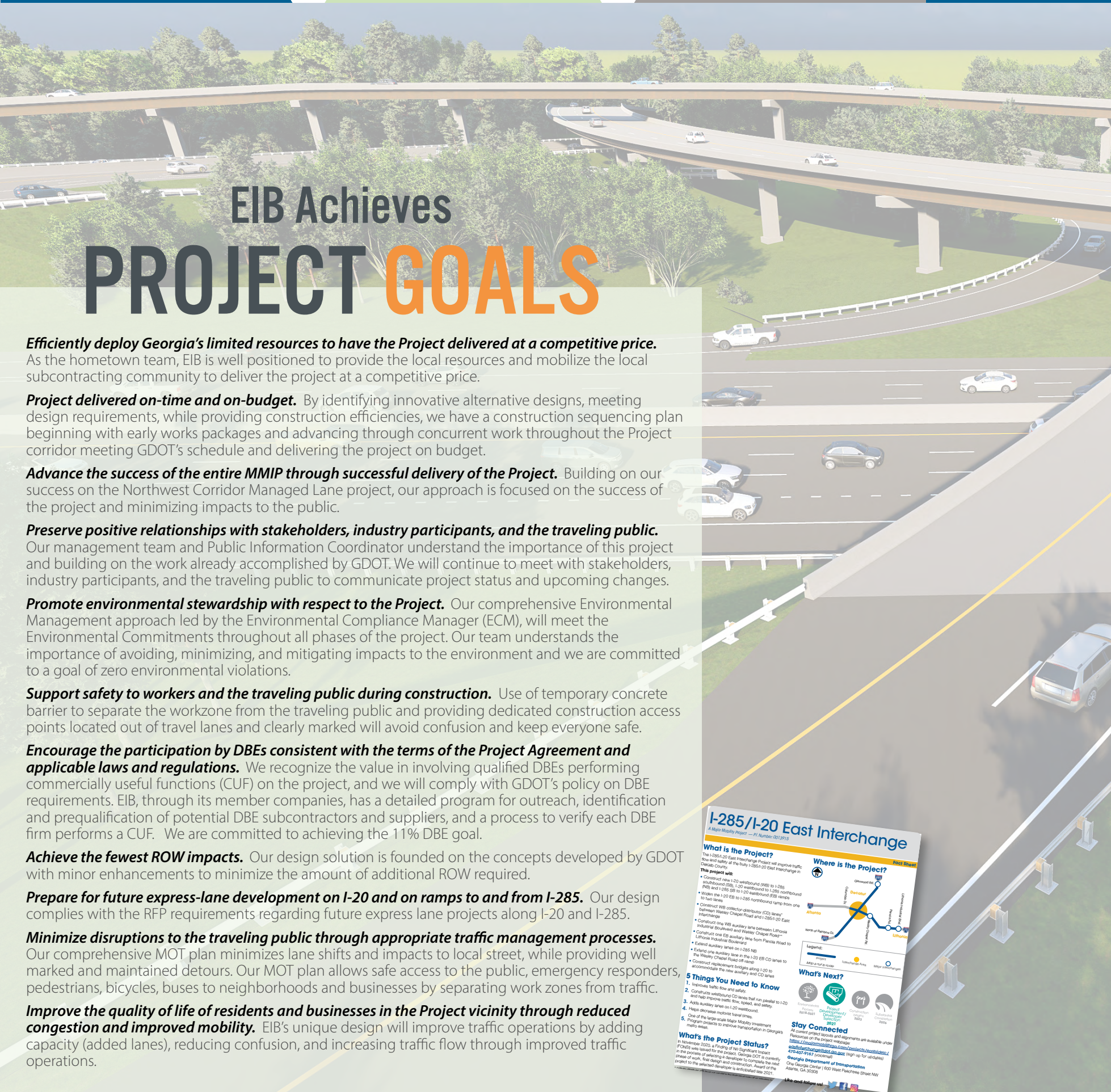
#1 Design-Builder in the Southeast

#2 Bridge Builder

#3 Transportation Contractor

#14 Top Transportation Design (Southeast)

#25 Top Design Firm (Georgia)



EIB Achieves PROJECT GOALS

Efficiently deploy Georgia's limited resources to have the Project delivered at a competitive price.

As the hometown team, EIB is well positioned to provide the local resources and mobilize the local subcontracting community to deliver the project at a competitive price.

Project delivered on-time and on-budget. By identifying innovative alternative designs, meeting design requirements, while providing construction efficiencies, we have a construction sequencing plan beginning with early works packages and advancing through concurrent work throughout the Project corridor meeting GDOT's schedule and delivering the project on budget.

Advance the success of the entire MMIP through successful delivery of the Project. Building on our success on the Northwest Corridor Managed Lane project, our approach is focused on the success of the project and minimizing impacts to the public.

Preserve positive relationships with stakeholders, industry participants, and the traveling public. Our management team and Public Information Coordinator understand the importance of this project and building on the work already accomplished by GDOT. We will continue to meet with stakeholders, industry participants, and the traveling public to communicate project status and upcoming changes.

Promote environmental stewardship with respect to the Project. Our comprehensive Environmental Management approach led by the Environmental Compliance Manager (ECM), will meet the Environmental Commitments throughout all phases of the project. Our team understands the importance of avoiding, minimizing, and mitigating impacts to the environment and we are committed to a goal of zero environmental violations.

Support safety to workers and the traveling public during construction. Use of temporary concrete barrier to separate the workzone from the traveling public and providing dedicated construction access points located out of travel lanes and clearly marked will avoid confusion and keep everyone safe.

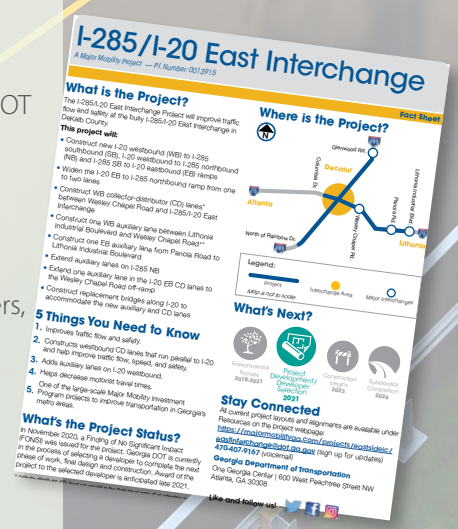
Encourage the participation by DBEs consistent with the terms of the Project Agreement and applicable laws and regulations. We recognize the value in involving qualified DBEs performing commercially useful functions (CUF) on the project, and we will comply with GDOT's policy on DBE requirements. EIB, through its member companies, has a detailed program for outreach, identification and prequalification of potential DBE subcontractors and suppliers, and a process to verify each DBE firm performs a CUF. We are committed to achieving the 11% DBE goal.

Achieve the fewest ROW impacts. Our design solution is founded on the concepts developed by GDOT with minor enhancements to minimize the amount of additional ROW required.

Prepare for future express-lane development on I-20 and on ramps to and from I-285. Our design complies with the RFP requirements regarding future express lane projects along I-20 and I-285.

Minimize disruptions to the traveling public through appropriate traffic management processes. Our comprehensive MOT plan minimizes lane shifts and impacts to local street, while providing well marked and maintained detours. Our MOT plan allows safe access to the public, emergency responders, pedestrians, bicycles, buses to neighborhoods and businesses by separating work zones from traffic.

Improve the quality of life of residents and businesses in the Project vicinity through reduced congestion and improved mobility. EIB's unique design will improve traffic operations by adding capacity (added lanes), reducing confusion, and increasing traffic flow through improved traffic operations.



Project's Commitments

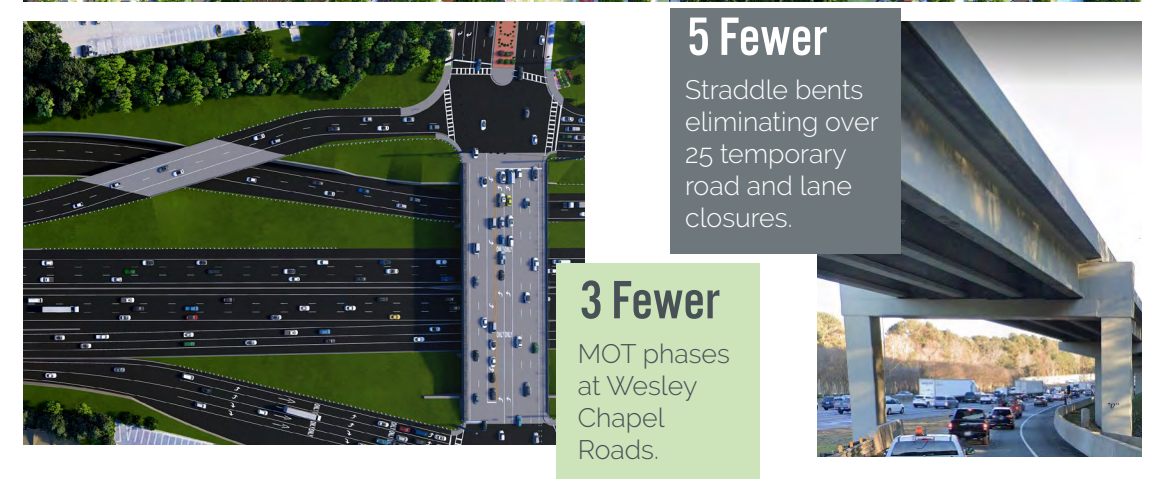
EIB will meet GDOT/SRTA's goals and is committed to delivering a project reducing traffic congestion, improving safety, and providing economic benefits to the region. We understand the critical nature of this project and have experience delivering multiple high-profile design-build interstate projects including the multi-award-winning Northwest Corridor Express Lane Project.

We have focused our efforts in developing a finance, design, and construction approach ensuring GDOT/SRTA's goals and objectives for the Project a reality.

Key Technical Solutions



15% Reduction
in utility costs through elimination of conflicts.



5 Fewer
Straddle bents eliminating over 25 temporary road and lane closures.



3 Fewer
MOT phases at Wesley Chapel Roads.

Better together,
the value of an experienced partnership

Delivering the I-285/I-20 East Interchange Project requires relevant experience and best practices in reconstructing large, heavily congested highways and interchanges that must remain in operation. This is our specialty. We understand the traffic flows and can operate efficiently bringing local resources ready to complete the 11 project objectives, on-schedule and cost-effectively.



PART I

Management, Decision Making, Day-to-Day Operations

Management Structure: EIB will use a well-defined management plan founded on collaboration and previous successful design-build interchange projects that will be implemented by experienced, quality-driven management who are committed to achieving success on the Project. Our organization and management, illustrated in Exhibit 1, will focus skilled and experienced resources on specific areas of the Project while promoting clear and effective lines of communication throughout our design-build team and with GDOT and SRTA.

Decision Making: Our command structure is led by our Design-Build Project Manager, who was specifically selected for this Project due to his successful experience delivering the multi-award winning Northwest Corridor project. This highly visible MMIP Project deserves the leadership of a Design-Build Project Manager with proven experience with delivering projects of similar complexities and challenges.

Exhibit 1 depicts EIB's organizational structure.

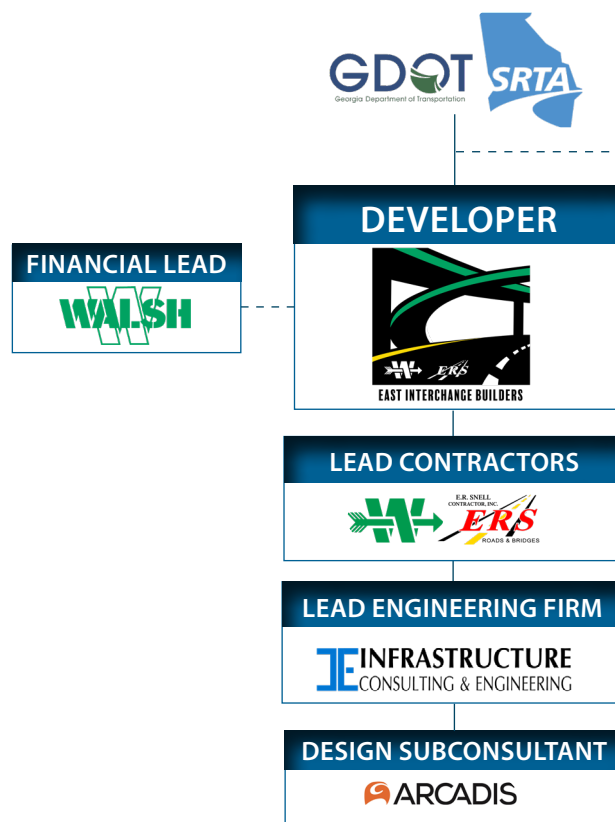


Exhibit 1: EIB Organizational Structure

Public Information and Communications

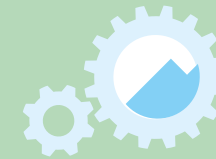
The Project will be GDOT/SRTA's most visible venture, affecting businesses, residents, and the traveling public. Therefore, public communication, early and often, with these groups is one of our team's highest priorities. Our Public Information Coordinator (PIC), understands GDOT's significant public 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. Her recent experience on the I-285 Eastside Bridge Replacements Project provides her with keen insight into the communication needs of the local community and stakeholders. Our PIC will be supported throughout the Project by members of our technical team to confirm the Project stakeholders and all other interested parties have current and accurate information. Important elements of our outreach plan include: Traditional Media Relations; Social Media – if desired by GDOT; Mailing lists; Newsletters; Project Website; Public open houses and Community and Business meetings.



Working with GDOT and Third Parties

Strong partnerships with GDOT, SRTA, third parties, associated stakeholders, commuters, and local communities is essential in effectively, designing, constructing, and maintaining the Project. Successful projects are a result of open, proactive and transparent communication with no surprises. The GDOT project team will be included in progress and planning meetings to foster a "no surprises" approach in delivering the Project, and EIB will work closely with GDOT to maintain an open dialogue with the traveling public, businesses, community groups and organizations, emergency responders, affected third parties and utilities surrounding the Project. Relevant aspects of our partnership plan includes:

- **Co-Location:** Our design, construction, and quality personnel will work interdepartmentally and with GDOT/SRTA staff throughout the Project at our co-located office. This allows the entire team to work through challenges and track Project progress under the same roof.
- **Task Working Groups (TWG):** Our TWGs will meet weekly to focus on developing specific design-build solutions with any design, construction, SRTA, and GDOT staff. TWGs are organized by discipline. Each meeting will facilitate communication and encourage real-time design reviews.
- **Partnering:** EIB embraces partnering based on the premise of important complementary opportunities exist between Project participants. From design through the maintenance, if the right people are brought together, in an open environment, with an effective organizational process, mutually beneficial relationships are established resulting in successful Project delivery. We will institute a formal partnering process to establish goals, set boundaries, and celebrate successes.



one vision

AW worked with FDOT to create the region's first Workforce Development Program to hire and train local and disadvantaged workers, becoming a model for future projects.

DBE Performance Plan

EIB 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 11% DBE goal for design and construction, we will foster meaningful DBE participation throughout the life of this Project and across multiple disciplines and scopes of work. We will continue to seek additional opportunities for DBE firms through the following:

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

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

EIB Collaboration for Success

We will apply a transparent and collaborative approach to our partnership with GDOT.

MORE THAN **\$10** BILLION
in collaborative delivery and Design-Build

200 transportation COLLABORATIVE DELIVERY PROJECTS nationwide winning a total of **seventeen** DBIA awards



PART II

Proposed Design

The design team consists of strong design firms with significant available resources in Atlanta. ICE, as Lead Engineer will lead EIB's design efforts. Freddy Kicklighter, III, PE is co-founder and principal with ICE will be the Team's Chief Engineer. Freddy's expertise includes managing and designing complex freeways and interchanges, major urban and rural bypass or widening projects, and railroad and roadway bridges for over 33 years throughout the Southeast and Texas.

He will report directly to Zach Folmar (Design-Build Project Manager) and has full authority to commit all personnel, equipment, and financial resources required to complete the design effectively. ICE will perform overall design management, will perform roadway, drainage and structures design for the main interchange and mainline work west of Wesley Chapel Road as well as geotechnical engineering services for the entire project. ICE has partnered with Arcadis for the design of roadway, structures, and drainage design for the portion of the Project east of Wesley Chapel Road, and Arcadis will provide environmental and engineering services for the entire Project scope. Maldonado & Burkett, a GDOT-certified DBE Firm, will be used for the design of the ITS and lighting system, as well as host of specialty firms for 3D visualization, surveying and SUE services.

The ICE/Arcadis Design Team worked closely with EIB's Construction Team to optimize the design and receive approval on numerous ATCs. The implementation of the approved ATCs will allow EIB to deliver the Project in a more cost effective and timely manner with less environmental impacts.

Our design approach segments the project into two segments – West and East. Each design segment includes local roads and select structures and are further split into shorter sections of roadway defined by stationing and individual bridges which correlate to proposed traffic construction segmentation by EIB. The design segments were strategically established to provide sufficient design resources to meet the proposed schedule and with special considerations given for utility conflicts, MOT/Traffic Staging, fill balancing, drainage and scope of work for structures.



Proposed Schedule

EIB 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 administrative work includes the refinement of the management plan, baseline schedules, and critical design elements. Preparing these critical deliverables at our own risk will allow EIB to submit them immediately following (notice to proceed) NTP 1 with the anticipation of receiving NTP 2 and beginning the EA/ FONSI re-evaluation process as soon as possible leading to the critical NTP 3 date to begin construction activities. This approach will allow EIB to provide GDOT/SRTA with an on-time completion of construction activities, as illustrated in our summary schedule.

Activity	2022				2023				2024				2025				2026				2027			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Milestones																								
Award																								
D-B Agreement Executed																								
Financial Close																								
NTP 1																								
NTP 2																								
NTP 3 (start Construction)																								
Substantial Completion																								
Final Acceptance																								
Segment 1																								
Design	R/W																							
Utility Coordination & Design																								
Bridges																								
Noise Walls																								
Roadway																								
Segment 2																								
Design	R/W																							
Utility Coordination & Design																								
Bridges																								
Roadway																								
Noise Walls																								

Safety

Safety will be an integral part of our Management Plan, project control, and job efficiency. Our proactive approach to safety involves considering all aspects of a project and includes workers, traveling public, jobsite visitors, GDOT/SRTA and its designated representatives, and our design professionals. EIB will use a Job-Specific Safety Plan blending Corporate Safety Plans, local site, weather conditions, work force, traffic conditions, project design, and schedule. Our Job-Specific Safety Plan will incorporate established policies, procedures, and best practices.

Safety is everyone's responsibility and responsibility and accountability in our culture is driven down from ownership to the craft people. This safety culture has led EIB members to achieve a high level of safety consciousness and incident prevention. 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.

Utility Adjustments

Due to the size and complexity of the Project and the known existing utility conflicts, proactive and efficient utility coordination with multiple utility owners and stakeholders is paramount. To address the utility challenges, fulfill its contractual obligations, and to mitigate both cost and schedule risks, EIB has assembled a utility coordination team with unmatched experience and technical expertise. Open lines of communication among all parties will be established, with utility owners engaged from the early project development so they are fully informed of the Project schedule, means of construction and how the Project may affect their facilities. Experience has proven engaging utility owners and other affected stakeholders in parallel with the design development yields substantial benefits, such as further minimizing utility impacts and enhancing coordination and schedule performance during the construction phase.

Design and Construction Components

EIB has been dedicated to developing an optimal design solution including 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 hometown construction and engineering firms' personnel make it possible for us to deliver the Project to GDOT/SRTA while achieving the highest-quality standards in the industry. This experience, as well as our similar corporate philosophies, 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 GDOT's Northwest Corridor Project, the I-285 Eastside Bridge Replacements, and the I-85 Managed Lanes Project, has resulted in an ability to recognize opportunities in the Project to increase value and decrease cost, schedule, and risk through the ATC process.

Quality Management

A key cornerstone of any successful project is the QUALITY of the finished product, which is achieved by a well-designed, systematic approach to quality at all levels. The EIB Team will instill a mindset of attention to quality at all levels, and both office and field staff will be expected to assume responsibility for quality performance through "checks and balances"

throughout the Project. EIB defines its quality organization based on where QA and QC functions fit within the D&C process and on the principle, as with safety, quality is everyone's responsibility. These key tenets of a successful quality control are:

- Quality is everyone's responsibility;
- Engage independent quality firms at the Developer level with well-defined communication lines with the CJV to ensure the Independent Quality Firm has authority and credibility on our team;
- Establish clear lines of reporting to the Developer and GDOT and between the Quality Assurance Manager (QAM), Design QAM and Construction QAM; and
- IQF will work with GDOT to discuss and address quality concerns.

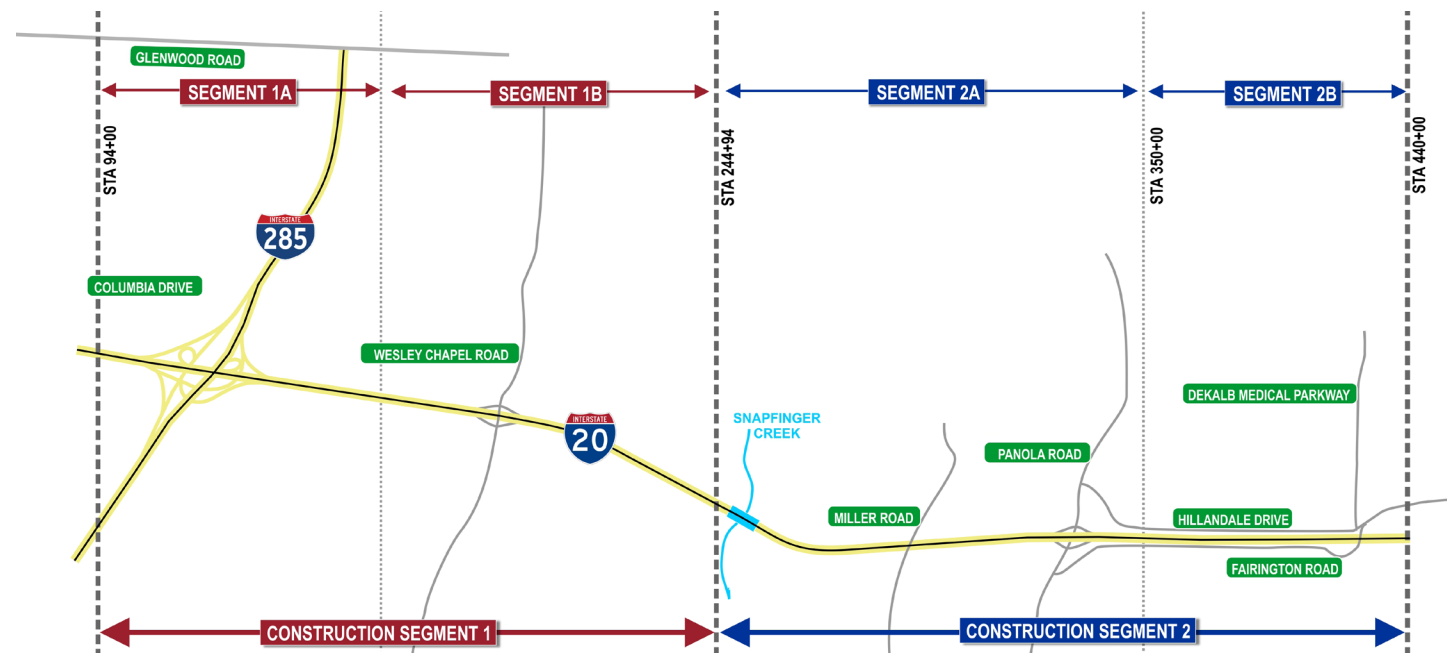
Right of Way Acquisition (ROW)

EIB will commence ROW acquisition services for all State Proposed/ Developer Acquired and Developer Proposed/Developer Acquired (as necessary) ROW parcels required. EIB has extensive experience in providing these services and will support GDOT through timely provision of specialty reports, appraisals, relocation packages and advancing negotiations and settlement discussions. Our detailed Acquisition Plan will track all critical tasks and report milestones to ensure the required components of needed reports are assembled in a highly efficient manner and made available to appropriate parties. Our team's goal is to have a professional, well organized ROW acquisition process minimizing community impact.

Construction Sequencing, Traffic Management and Mobility

Design and construction risk represents the most complex, interconnected component of project delivery and is the focus of the questions related to Project Development Approach. Our construction strategy divides the Project into two distinct segments, based on common design elements and features, ease of construction, maintenance of traffic (MOT) requirements, and geographical considerations. The project segments are:

- Segment 1 – I-20/I-285 Interchange to just west of the Snappfinger Creek Bridge – 3.0 Miles Total Length of I-20
- Segment 2 – Just west of the Snappfinger Creek Bridge to just east of the Fairington Road overpass – 3.5 Miles Total Length of I-20



Our team knows the importance of minimizing disruptions to the public during construction. Members of our team implemented a detailed maintenance traffic plan for heavily traveled corridors in a constrained ROW adjacent to residential neighborhoods, similar in scope to the Project.

Environmental Compliance, Monitoring, and Mitigation

Our team will treat environmental compliance equal to safety and quality. To demonstrate our commitment to protect the environment and our philosophy of minimizing impact, we seek ways to avoid or reduce impacts to the regulatory floodplains along the project area using structures, reduced slopes, or other applicable design techniques.

EIB will have a full-time Environmental Compliance Manager to audit construction and operations to ensure environmental compliance. Our team will have environmental staff to monitor construction activities in the vicinity of streams, parks, and other environmentally sensitive areas. Our Environmental Compliance Manager will monitor activities to ensure commitments made within the combined Final Environmental Impact Statement and Record of Decision (ROD) are met and treated in accordance with the Environmental

Commitments Sheet and/or Environmental Resource Impact Table.

Our Commitment

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



PART III

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

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

Our Financial Plan funds the project through an innovative structure in which a highly rated financial institution headquartered in the United States will fund a gross funded, fixed rate, tax-exempt loan to the Public Finance Authority (PFA). The PFA will transfer all of its rights and obligations under the loan financing agreements to a trustee, who will in turn purchase from EIB each Approved Project Certificate. Funds to purchase the Approved Project Certificates will come from the proceeds of the tax-exempt loan.



AW constructed GDOT's
1st large scale design-build Northwest Corridor Project, winning
6 national awards including #1 Overall Project by Roads and Bridges



EIB's award-winning, self-performing construction team

This team has a track record of constructing heavily congested major infrastructure throughout the US.

We have resources available on the ground to deliver schedule and quality commitments.

nation's largest SELF-PERFORMING CONTRACTORS in GA's heavy civil sector

8,200 pieces OF CONSTRUCTION EQUIPMENT available for mobilization

Experience together

Design and construction firms have a long, continuous partnership, aligned corporate cultures, integrity in how we operate, and strong desire to serve our clients.

We will work effectively to implement project-tested best practices to the I-285/I-20 East Interchange MMIP Project.

8 years Design & Construction partnership

30 highway/interstate PROJECTS (AWC + ERS)

