## SR 400 Peach Partners is a proven transportation infrastructure delivery partner that integrates into the communities where we work and act as partners in delivering key transportation services for the public.

The SR 400 Peach Partners (SR400-PP) team brings together the pinnacle of global highway transportation firms, both in the delivery of complex urban highway construction and in the long-term customer forward management of a highway under the public private partnership (P3) delivery model. SR400-PP brings expertise in managing roads and tolling operations and service to all users, while achieving the goals of its ultimate clients, including the Departments of Transportation.

### Enhanced Capacity

**15** Connectivity ATCs

### Optimized Construction

**19** Approved **construction ATCs** bring greater value engineering

### Long-Term Sustainability

**Sustainable long-term** strategy by optimization of Design Solution

### Proactive Community & DBE Outreach

**600+** **DBE firms connected** with and added to SR400-PP's project database

### Effective Risk Transfer & Value for Money

**0** Key bridges below deck option means **zero expenditures for GDOT**

### Advanced Safety, Mobility & Reliability

- Enhanced corridor design features enables **safer and more comfortable** journeys
- Improved accessibility and enhanced **travel time reliability** for all SR 400 users
- A maximized new rigid pavement solution: best long-term solution, **minimizing traffic** disruption

The **Guardian 400 Road Safety Solution**

- Unparalleled detection capabilities and incident response
- Cutting edge technology - digital twin and virtual crisis room

# PART 1.

## OPERATIONAL STRUCTURE

SR400-PP is a unified team of industry leaders uniquely qualified to design and deliver transportation solutions with operations, maintenance, and handback in mind. The Equity Members, Lead Operations and Maintenance Provider, and Lead Toll Operations Provider, Acciona Concesiones, ACS Infrastructure, and Meridiam, with the Lead Construction Contractor Dragados and Acciona Construction, along with Lead Engineer Parsons, and the Toll System Integration Contractor Indra USA, are each leaders in their sector. Together we bring over 25 years of experience collaborating with and integrating into our local communities, global expertise, and design and construction and the resources needed to self-perform operations and maintenance mile by mile. Our past experience combined with the unique management plan developed for the SR 400 Express Lanes MMIP Project (Project) will be implemented to deliver infrastructure as a true partner to both the Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority (SRTA), the traveling public, and local businesses. Our well-rounded team of experts are ready to distill our global experience down to a customized local partnership focused on improving SR400.

GDOT Georgia Department of Transportation
SRTA State Road & Tollway Authority

SR400 PEACH PARTNERS

**Developer, Equity Members, Lead Operations & Maintenance Provider & Lead Toll Operations Provider**

Meridiam acciona ACSINFRA

**Lead Construction Contractor**

acciona DRAGADOS

**Lead Engineer Firm**

PARSONS

**Toll System Integrator Contractor**

indra

## SR400-PP'S BOARD OF DIRECTORS

**JAVIER GUTIERREZ**
**SR400-PP DPM**

Civil Engineer with 25+ years of experience in developing and operating public infrastructure and P3s. Previously the CEO for I-66 Outside the Beltway Managed Lanes, VA. CEO for SH-130 Segments 5&6, TX, and COO at Indiana Toll Road, among others.

**STEVE DEWITT**
**BOARD OF DIRECTORS**

Over four decades delivering transportation infrastructure from public and private perspectives. Served in various leadership roles on P3s over the last 25 years. Strong tolling background started with the development of NC's first modern toll road.

**NICOLÁS RUBIO**
**BOARD OF DIRECTORS**

Meridiam's CEO Americas. 30+ years of leadership developing, building and operating P3s worldwide. His contributions and role in promoting US transportation P3s has been formally recognized by ARTBA and National Council for P3s.

**DIEGO MARIN**
**BOARD OF DIRECTORS**

Acciona Concesiones' CEO with over 2 decades of P3 project experience in the Americas and Europe. His experience includes CEO of the SH-130 Segments 5&6, TX, toll road and the development of the Trans-Texas Corridor 35 in the US.

**(a.i) Management:** Under the leadership of Developer Project Manager (DPM), Javier, our Key Personnel and other senior managers will use the approved Project Management Plan (PMP) as the blueprint for our multi-faceted approaches to design, construction, and operate and maintain the Project until the end of the Term. They will be responsible for implementing the PMP on a daily basis and effectively working as an integrated team across disciplines and with their counterparts from GDOT, SRTA, subcontractors, and major stakeholders, as appropriate.

They will be supported by **SR400-PP's Board of Directors** which will include Nicolas Rubio, Steve DeWitt, and Diego Marin.

**(a.i) Decision Making:** To support teamwork, communication, decision-making, and issue resolution, SR400-PP will implement Technical Working Groups (TWG) for key Project disciplines and hold regularly scheduled meetings with representatives from our internal team, as well as with GDOT, SRTA, and major stakeholders, as appropriate. We will make decisions and resolve issues at the lowest organizational level and within each person's authority level and area of expertise. SR400-PP will formalize the process in an issue escalation ladder that details the decision-making authority of individuals based on their role within our organization as well as the procedures and timelines for escalating decisions and issues that go unresolved at a particular level.

**(a.i) Day-to-Day Operational Structure:** The DPM will lead our day-to-day Project operations and be your single point of contact. He will have full responsibility for all work and will be supported by a strong team of professionals who have extensive experience in the same roles on similar projects. For the D&C Period, the Project is segmented into manageable divisions, each overseen by dedicated coordinators who command discipline-specific teams. This segmentation strategy ensures that each Project segment receives the focused attention it requires, optimizes resource allocation, and ensures that the Project's milestones are met with adherence to the highest quality standards. Incorporating a matrix management structure enhances this operational model by facilitating seamless coordination across the Project's various support services and specialized work element groups, thereby bolstering efficiency and efficacy. As the Project progresses to the Operating Period, the Equity Members transition to Lead O&M Provider, ensuring the seamless transfer of knowledge and expertise from the Design and Construction (D&C) Period. This continuity is crucial for maintaining operational efficiency and mitigating risks associated with the Project's life-cycle management.

**(a.ii) Coordinating with SRTA, GDOT & Third Parties:** SR400-PP will coordinate directly and continuously with GDOT and the SRTA throughout the D&C and Operating Periods, and at regular intervals with third parties, including all the federal and state stakeholders and permit agencies, and the various local stakeholders, including Metropolitan Atlanta Rapid Transit Authority (MARTA); Utility Owners; Cities of Alpharetta, Roswell, and Sandy Springs; Forsyth, and Fulton Counties and the other adjacent local communities and groups to foster a "no surprises" approach in delivering the Project.

During the D&C Period, our approach to third-party coordination is to communicate early, before NTP (Notice to Proceed) 1, to establish expectations, criteria, and approval processes to minimize issues and delays at the time of permit or design package submission. During the Operating Period, we will maintain an active list, with established points of contact, for third parties, stakeholders, and SR400-PP O&M personnel so that efficient communication and coordination can occur when necessary responding to an incident.

**(a.iii) Satisfying the DBE Requirements:** SR400-PP is committed to an inclusive DBE Performance Plan for the D&C Period, emphasizing active engagement, development, and utilization of DBE firms. The DBE Manager (DBEM) plays a crucial role, managing the DBE Performance Plan and ensuring alignment with PA Exhibit 30 requirements. This includes maintaining communication with GDOT, and monitoring and tracking DBE progress and engagement. Drawing on SR400-PP's team members' experience with successful DBE initiatives in past projects, SR400-PP's approach to satisfying the requirements includes attracting and supporting DBE firms through targeted outreach, training, educational programs, and mentoring.

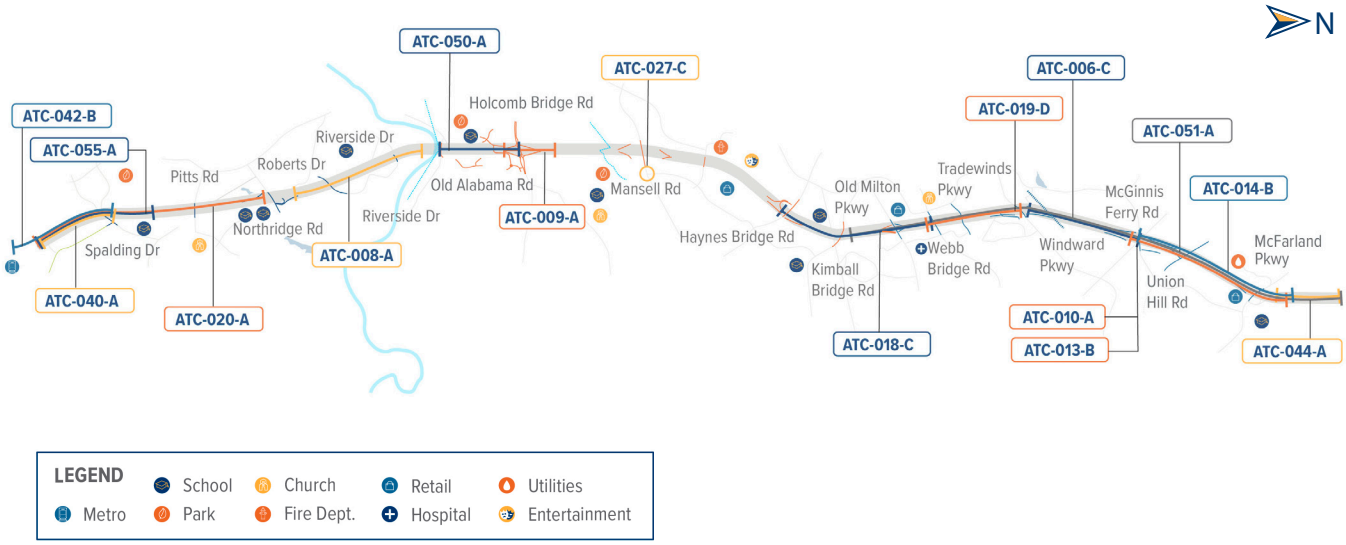
# PART 2.

## INNOVATIVE DESIGN, PROVEN TECHNIQUES

**SR400-PP's proposed design and technical approach builds on GDOT's well-vetted preliminary design documents and contributes valuable optimizations and innovations.**

### (b.i) Summary of Proposed Design

The design is the culmination of the efforts of SR400-PP's team members, who have crafted a design solution that is compliant with the PA, provides value for money, and considers O&M and the life-cycle of the assets through the Term. These concepts have been woven into our approach, producing a collective value greater than the parts. SR400-PP's alternative technical concepts (ATCs) improve the efficiency and effectiveness of the added Express Lanes (ELs) to improve travel time and reduce congestion in the corridor while reducing the overall Project cost for GDOT and SRTA. As detailed in **Section 4.k Enhanced Capacity**, SR400-PP's ATCs enhance capacity and improve access.




| ATC No. | Benefits | Description |
|---|---|---|
| ATC-042-B<br>ATC-040-A<br>ATC-055-A | ✔ Enhanced connectivity<br>✔ Accessibility to public transit<br>✔ Reliable trip times | These ATCs consist of a series of ramps that improve the overall connectivity at the southern section of the Project. The design of these ramps facilitates easy access to ELs users and provides a safe and reliable connection for MARTA North Spring station users as well. The specific location of these ramps was arranged to provide seamless integration of the SR 400 ELs with the I-285 connections and Abernathy Road while extending the user benefits of the ELs. |
| ATC-020-A | ✔ Enhanced capacity<br>✔ Improved access | This ATC proposes a realignment of the SB ELs and reconfiguration of ramps, providing ingress and egress between General Purpose (GP) Lanes and ELs. |

| ATC No. | Benefits | Description |
|---|---|---|
| ATC-008-A | ✓ Enhanced connectivity<br>✓ Improved commuter safety<br>✓ Reliable trip times | The slip ramp provided by this ATC allows drivers to join the ELs in the southbound direction before the southern end of the Project, allowing them to join the ELs. |
| ATC-050-A | ✓ Enhanced connectivity<br>✓ Improved commuter safety<br>✓ Reduced local traffic | Consists of a direct connection between the ELs and Holcomb Bridge Rd, allowing faster and more reliable access to the ELs. |
| ATC-009-A | ✓ Enhanced connectivity<br>✓ Improved commuter safety<br>✓ Reliable trip times | The slip ramp provided by this ATC provides a direct link from the ELs to Mansell Road. These ramps improve the overall connectivity, making it possible for users to safely join the roadway system. |
| ATC-027-C | ✓ Enhanced safety | This ATC provides a location for the O&M Facility in the right-of-way that enhanced access for incident response. |
| ATC-018-C | ✓ Improved access<br>✓ Reliable trip times | The slip ramp provided by this ATC improves the connectivity between the SR 400 ELs, Old Milton Parkway, and Haynes Bridge Rd. Alpharetta residents will benefit from shorter travel times and reliable trips provided by the ELs. |
| ATC-019-D | ✓ Enhanced connectivity<br>✓ Reliable trip times<br>✓ Access to public transit | This ATC will provide direct access to the ELs from Windward Parkway and MARTA park and ride. The design of these ramps will provide a safe and reliable connection for MARTA and ELs users. |
| ATC-006-C | ✓ Improved access<br>✓ Connection to major hub | A direct connection via braided ramps between the SR 400 ELs and McGinnis Ferry Rd. With this connection, SR 400 EL users can easily access McGinnis Ferry Road providing reliable travel times to users. |
| ATC-010-A | ✓ Improved access<br>✓ Reliable trip times | The slip ramp provided by this ATC allows users of Windward Parkway and the SR 400 GP Lanes to enter the ELs in the northbound direction. This connection improves the overall connectivity of the ELs and more reliable trips provided by the SR 400 ELs. |
| ATC-014-B & ATC-013-B | ✓ Reliable trip times<br>✓ Improved access<br>✓ Enhanced connectivity | The slip ramps provided by these two ATCs are designed to improve and enhance the connectivity of the at the northern end of the Project. |
| ATC-051-A | ✓ Increased comfort for users | This ATC introduces design improvement in a section, that allow for a higher Design Speed. |
| ATC-044-A | ✓ Enhanced connectivity | This ATC reconfigures the access of the ELs at the northern end of the Project. |

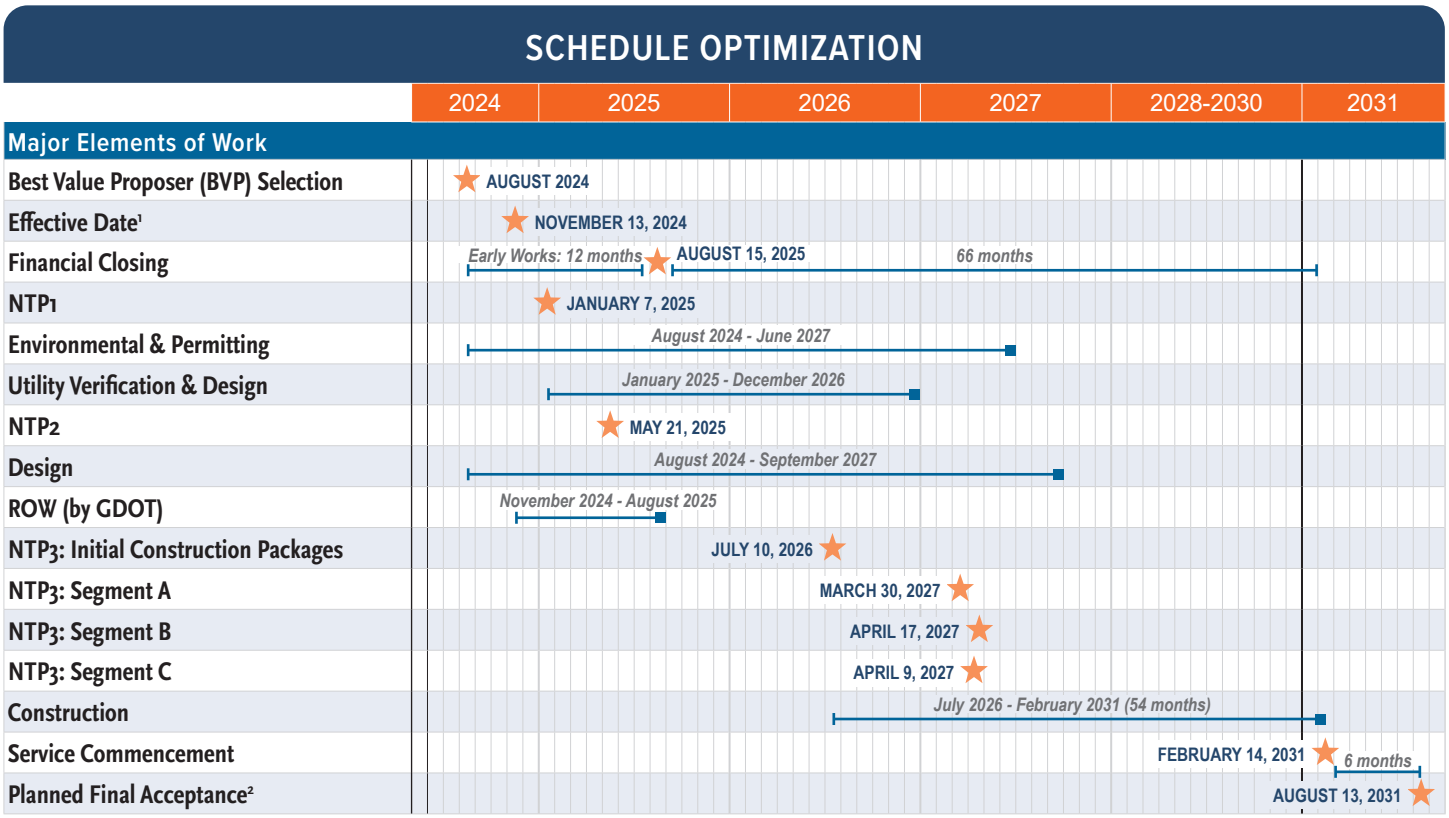

Holcomb Bridge Road


Transit View at Holcomb Bridge Road


ATC-050-A: ELs and Holcomb Bridge Road

## (b.ii.A) Design & Construction Approach – Schedule

SR400-PP has used the team's in-depth understanding of the Project requirements to achieve all key project milestones safely and efficiently, with minimal inconvenience to the traveling public. Our schedule reflects a practical and achievable plan that provides the required certainty to deliver the Project on time. SR400-PP's design and construction approach divides the Project into three main Segments, as shown on page 7. SR400-PP strategically established the design Segments to allow for concurrent and overlapping design and construction among Segments, resulting in more efficient resourcing and on-time project completion. As a strategic approach to optimize resources, delivery, and quality and to minimize construction impacts, our schedule allows for multiple NTP3 packages which drives the construction activities and allows for flexibility in starting some construction work early. By staggering the D&C work, SR400-PP can ensure the most efficient, logical, and low-risk path forward to benefit GDOT and the Project.




[1] 90 days after Best Value Proposer Selection [2] 180 days after Services Commencement Date

## (b.iii.A) Approach to Meeting Performance Requirements of the Operating Period

SR400-PP will meet and exceed performance requirements during the Operating Period by resourcing a well-trained, well equipped field staff overseen by experienced highway managers. The careful selection of durable materials for construction and life-cycle replacements combined with continually monitoring the condition of each asset will minimize the occurrence of defects. Preventative and Minor Maintenance will be scheduled and tracked through the OMMS Elements XS. Defects related to accidents and Incident Response will be resolved through robust equipment and staffing levels as well as continual training and procedural improvements in the case of Incident Response and TMC Operators.

## (b.iii.B) Summary of Planned Major Maintenance Activities

**Improving Asset Life-Cycle Performance:** SR400 will implement planned Major Maintenance activities for all assets based through Life-Cycle Cost Analysis (LCCA) based on anticipated useful life and continually updated to reflect actual asset condition. Preventative maintenance will prolong asset life minimizing impacts to users. Rigid pavement slab replacements are projected for each lane in each Performance Section based on pavement layers and traffic loading in each lane. Bridge components including joints and bearings, sign panels, lighting fixtures, EL buffer delineators, and line striping are programmed based on specific manufacturer warranties, projected useful life, and SR 400 experience. Available products and technologies will be evaluated to allow for continuous improvement.

**Life-Cycle Cost Analysis:** SR400-PP performed a LCCA to determine the optimal approach and strategy for each asset and material to avoid Defects. The Major Maintenance Plan will reinforce a sustained strategy to provide cost-effective and reliable service to SR 400 users.

**Minimized User Impacts:** SR400-PP's strategies, based on lessons learned from similar complex projects, include scheduling maintenance during non-peak hours and performing multiple maintenance activities during scheduled Lane Closures to minimize impacts on users.

**Digital Twin Technology:** SR400-PP will use digital twin technology to schedule Major Maintenance work, leveraging real-time data to analyze scenarios in advance and enabling a comprehensive understanding of optimal timing and potential consequences, resulting in safer maintenance operations.

**Continuous Improvement:** SR400-PP's O&M strategy will evolve throughout the Term to incorporate real-time feedback from GDOT and other stakeholders, input from management and employees, and data-driven systems to update and refine the overall O&M strategy as needed.

### STRATEGIES TO REDUCE MAINTENANCE NEEDS

- Using high-quality materials and design and construction methods to reduce maintenance
- Reducing Major Maintenance through preventive maintenance to extend the asset's useful life
- Plan Major Maintenance in concert with Minor Maintenance

## (b.iv) TOLLING APPROACH

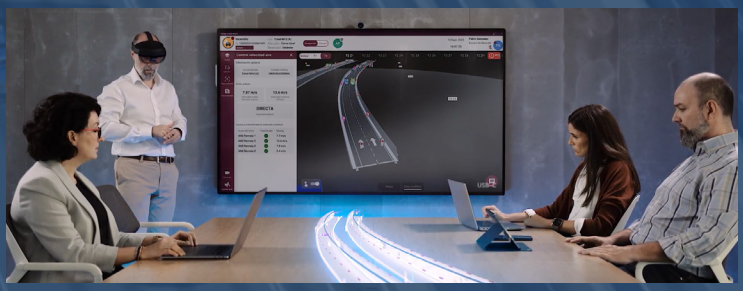
**SR400-PP will provide commuters with a seamless, predictable service. Harnessing an innovative system design and state-of-the-art technology, SR400-PP will create an efficient, reliable, and flexible future-ready Electronic Toll Collection System (ETCS) along with a robust, holistic safety solution.**

**CUSTOMER-FIRST APPROACH.** SR400-PP has designed its tolling scheme so that customers can easily understand how to access the ELs and correctly assess the expected toll. This extends from gantry and signage layouts, and extensive transaction validations through to the collections process.

**STRONG RELATIONSHIP WITH SRTA.** This will ensure both parties are aligned in the nuances of the transaction process and customer service to ensure drivers move seamlessly through the region regardless of whether the system is recording and processing transactions or performing collections.

**SEAMLESS COLLECTION PROCESSING.** SR400-PP will contract a third-party familiar with performing collections in Georgia and nationally, for the initial operational years to ensure a seamless transition into the collections processing.

**NEXT GENERATION OF TECHNOLOGY SOLUTIONS.** SR400-PP understands its vital role in protecting commuters as they move through the corridor and will launch a revolutionary safety solution called Guardian 400 Road Safety Solution (Guardian Solution). The Guardian Solution maintains a digital twin—a virtual replica—to understand traffic conditions over time, including anticipating queuing patterns and incident solution strategies.



- This state-of-the-art radar solution will provide advanced **Automated Incident Detection (AID)** across 90% of the roadway, identifying incidents and raising alerts within seconds of their occurrence.
- **The Virtual Crisis Room** allows all stakeholders (operators and first responders such as the police, fire departments) that need to be involved in responding to interact and work collaboratively in a virtual room. This enhanced coordination improves response times so traffic can return to normal conditions.

## (b.v) Construction Sequencing & Traffic Management Approach

SR400-PP's construction sequencing and phasing reflects our planned means and methods of construction. From Segments A, B, and C, SR400-PP has developed Initial Construction Packages (ICPs), chosen for their minimal environmental and Right-of-Way (ROW) impact, and are strategically distributed across these locations to facilitate a smooth ramp-up phase. This strategy is designed to achieve schedule certainty and work continuity, allowing for resource reallocation without delays, thereby accelerating the construction process.

Construction will progress through each Segment as dictated by the Management of Traffic (MOT) Stages, from widening general-purpose lanes and constructing express lanes to installing Intelligent Transportation Systems (ITS) and tolling infrastructure. Special attention will be given to constructing bridge elements and overhead signs to minimize traffic disruptions, employing innovative techniques and materials to expedite construction and reduce environmental impacts.

During the Operating Period, SR400-PP will minimize lane closures and traffic disruption by executing during night hours and planning with the Digital Twin.

### SCHEDULE & SEQUENCE CONSTRUCTION WHILE MINIMIZING IMPACTS

**ENVIRONMENTAL**
- Avoid environmental impacts
- Continuously monitor construction progress and ensure environmental compliance

**LOCAL COMMUNITY**
- Reduce overall design and construction duration with use of ICPs
- Avoids any long-term Lane Closures

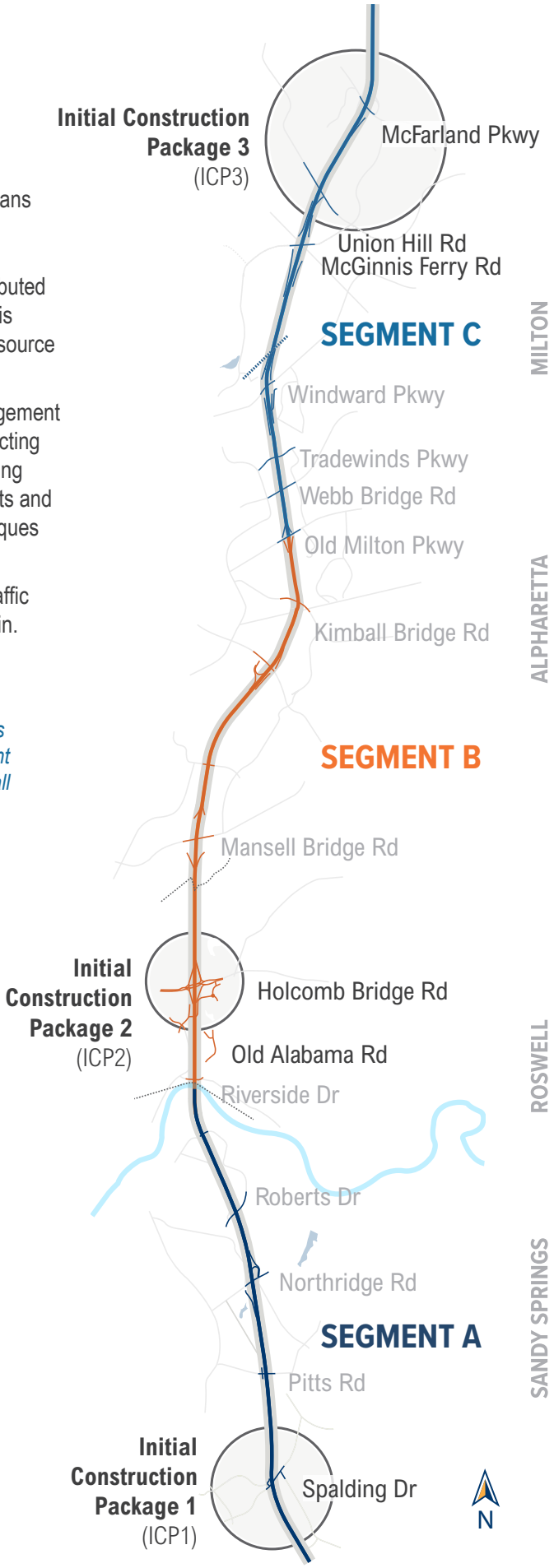
**TRAVELING PUBLIC**
- Minimizes the number of traffic shifts and delays to users and provides a safe roadside
- Proactively communicates short-term Lane Closures to the public

**THIRD PARTIES**
- Continues strong partnerships with GDOT, regulatory agencies, stakeholders, and the local communities
- Transparent communication with planning and progress meetings

*Traffic management is a cornerstone of SR400-PP's strategy, with a commitment to safety and maintaining all existing lanes during peak hours, minimizing Lane Closures, and ensuring clear communication with the public about construction activities.*

**15**
**SR400-PP ATCs**
enhance connectivity and improve access

**NEARLY**
**50%**
**OF CONSTRUCTION**
is planned to occur "offline" to minimize disruptions to current traffic patterns.



### (b.vi) Quality Management Approach

SR400-PP will deliver a high-quality project, designing, constructing, operating and maintaining according to a Quality Management Plan (QMP). SR400-PP's QMP will serve as the foundation for continuous improvement in all aspects of the Project. In support of this, SR400-PP is committed to the following:

- Providing qualified and experienced quality staff, including the IQF team, to develop processes, tools, and plans early.
- Establishing a culture of quality from the outset by communicating expectations that quality is everyone's responsibility and implementing our quality assurance and quality control (QA/QC) processes, procedures, and approach based on our experience successfully delivering and operating similar large-scale P3 projects.
- Implementing robust and consistent QA/QC functions Project-wide.
- Measuring and monitoring quality processes and results to identify areas for improvement.
- During the Operating Period, a special focus will be placed on detailed quality for tolling operations, incident response, Minor and Major Maintenance.

### (b.vii) Approach to Safety

SR400-PP prioritizes safety for the public and Project team during the D&C and Operating Periods by integrating safety elements across all Project phases. The Safety Plan embodies our commitment to safety, outlining detailed strategies for incident management, emergency response coordination, and continuous safety improvements. This plan is supported by strict compliance with traffic management protocols, heavy equipment operation policies, and regular safety audits, ensuring a comprehensive and effective safety management system, all within the framework provided by the ISO 45001 Safety Management System. By implementing the requirements in the Safety Plan, SR400-PP will:

- Achieve 100% safe behaviors by our employees.
- Achieve continuous improvement of the safety process.
- Work each day with zero incidents.

SR400-PP will implement innovative proprietary solutions, the Guardian 400 Road Safety Solution, for a higher level of safety.

*A key part of our strategic approach to managing safety is to efficiently organize resources across the Project to ensure every aspect of the Work has safety built in rather than tacked on.*

**GUARDIAN 400 ROAD SAFETY SOLUTION**

| PROACTIVE SAFETY SOLUTIONS FOR DRIVERS | ADVANCED ANALYTICS TOOLS | RAPID COORDINATED INCIDENT RESPONSE SOLUTIONS |
|---|---|---|
| **Advanced Radar Technology**<br>Enhanced safety through early incident detection and more effective response. Future-ready solution compatible with CAV technology providing seamless operations and reliable corridor ecosystem. | **Traffic Predictive Modeling**<br>Employing Advanced AI and Big Data tools to predict traffic mobility patterns, manage congestion, and enhance incident response management. | **Virtual Crisis Room**<br>Improved incident response times through enhanced coordination and management, reducing impacts. |

### (b.viii) Utility Coordination & Adjustments Approach

During the procurement phase, SR400-PP has been coordinating with GDOT and Utility Owners to establish points of contact, identify long-lead relocation items, and explore schedule acceleration opportunities. SR400-PP will use a Utility Impact Analysis Matrix to list all utilities affecting the Project to track coordination efforts better.

Our goal is to avoid utility impacts. SR400-PP has identified potential areas of challenges with utility relocation and has proactively recognized opportunities to improve utility management during the D&C Period. For example, the multiple bridge attachments make the coordination of these sites a priority. Construction phasing has been developed to ensure those attached utilities remain on the old structure until the new facilities are placed, tested, and activated.

During Operating Period SR00-PP will maintain contact with Utility Owners within the corridor to coordinate Major Maintenance work and infrastructure upgrade.

**MULTI-FACETED UTILITY APPROACH**

- **Utility Identification & Verification**
- **Stakeholder Communication**
- **Conflict Minimization & Management**
- **Utility Relocation & Protection**

### (b.ix) Environmental Approach

Environmental impacts are a primary area of focus for SR400-PP, with comprehensive measures planned to mitigate noise, vibration, light, dust, and erosion. SR400-PP's environmental compliance strategy is proactive, with a dedicated Environmental Compliance Manager (ECM) overseeing all phases to ensure adherence to environmental commitments and minimize ecological footprints.

One of the key components of SR400-PP's strategy for environmental compliance during the D&C Period includes preconstruction environmental briefing/coordination meetings between environmental compliance and construction personnel to ensure all understand that the environmental issues and the construction activities will not cause unplanned adverse environmental effects. During the Operating Period, these strategies also include planning, performing daily inspections, monitoring operation and maintenance work activities to confirm compliance with environmental requirements, and training personnel on environmental processes.

Highlights of our overall strategy for environmental **compliance**, **monitoring, mitigation**, and **hazardous material management** during the Term the following.

#### COMPLIANCE

Our ECM will develop the Comprehensive Environmental Protection Plan (CEPP), the overarching system by which SR400-PP will apply resources, monitor Work activities, provide documentation, obtain permit approvals, and track environmental commitments made during the environmental approval and permitting processes.

#### MONITORING & MITIGATION

Our environmental team will develop the Environmental Compliance and Mitigation Plan (ECMP) and associated subplans to facilitate the team's environmental compliance based on the ISO:14001 principles of "Plan, Do, Check and Act." It will incorporate the Environmental Commitments Table (ECT) and track progress monthly and quarterly for each commitment.

#### HAZARDOUS MATERIAL MANAGEMENT

SR400-PP will provide hazardous material operation, safety, and compliance training and information to the personnel working on the Project. The Hazardous Material Management Plan (HMMP) ensures proper management of hazardous materials brought onto the Project by SR400-PP or third parties and proper management of site environmental impacts encountered during the Term.

**(b.x) Acquisition of Developer Proposed/Developer Acquired Right-of-Way**

SR400-PP's approach to acquiring ROW is to obtain a clear title in a timely manner to provide the construction team with sufficient time to build the Project while remaining sensitive to the needs of each affected property owner. The Project will benefit from 15 ATC design improvements, which require the acquisition of 12 additional parcels necessary to enhance connectivity and capacity in the corridor, improving the RFP design. SR400-PP will closely coordinate with GDOT during the acquisition process and ensure ROW activities are incorporated into the schedule for efficient construction sequencing.


# PART 3.

## FINANCIAL PROPOSAL SUMMARY

**A sound and executable Financial Plan tailored for a true long-term partnership maximizing upfront value to GDOT, SRTA, and the public.**

Bringing proven, comprehensive experience and expertise on complex P3 transportation projects in the US, SR400-PP provides GDOT and SRTA with certainty of delivery, a true long-term partnership, and the maximum upfront value. The goal when tailoring our financing was to develop a robust solution that maximizes value to GDOT and SRTA and that is achievable by Financial Close. SR400-PP's Financial Plan offers robust, efficient solutions that considers today's unpredictable market and mitigate risks against future volatilities. Our thoughtful Financial Plan maximizes the value of the TIFIA loan program, which provides long-term resiliency to the financing structure while optimizing the tax-exempt allocation provided by the USDOT to the benefit of GDOT and SRTA. All the debt financing is long-term fixed rate that minimizes financial risks, allowing SR400-PP to focus on achieving GDOT and SRTA's objectives for the Project.

During the procurement phase, we engaged with industry leading underwriters, banks, and rating agencies to provide confidence to GDOT and SRTA in the debt requirements and ratings at Financial Close. Our Financial Plan includes investment-grade ratings from two of the "Big Three" rating agencies, Moody's and Fitch, to provide execution certainty for a large amount of debt. Additionally, our team is comprised of two major underwriters, J.P. Morgan Securities, LLC and RBC Capital Markets, LLC, who have worked closely with SR400-PP and provided commitment letters that are illustrative of the robustness of our plan and financial structure. SR400-PP's Equity Members have raised more TIFIA loans for P3 projects than any other private developer ($7+ billion) since program inception and TIFIA can bring tremendous value to GDOT, SRTA, and the Project. Our unparalleled TIFIA experience will be critical when closing a TIFIA loan of this size on time.