

1 EXECUTIVE SUMMARY

Plenary Broadband Infrastructure (PBI) is ready to partner with the Georgia Department of Transportation (GDOT) and commits to perform the Operations, Maintenance and Commercialization Services as set out in the Request for Proposal dated March 28, 2024, as amended. To ensure the Project is an ultimate success, PBI has assembled an experienced team to achieve the objectives of GDOT and accelerate economic development and internet connectivity across Georgia. PBI's team members specialize in delivering, maintaining, and commercializing complex Public-Private Partnerships (P3) and fiber optic networks.

Over the course of the procurement, PBI has worked diligently to respond to the objectives set out by GDOT for the OMC Project and has incorporated each of these elements into this Proposal. PBI has developed a comprehensive approach to the GDOT Infrastructure and OMC Infrastructure Services that will meet GDOT's current and future operational goals, generate significant revenue for the GDOT, and serve as a benchmark for public-private delivery of broadband infrastructure. We are excited to partner with GDOT to execute this vision. **Table 3-1** highlights the PBI team advantage.

Table 3-1: The PBI Advantage

COMMITMENT TO PUBLIC SECTOR PARTNERSHIP	PBI's shareholders, Plenary Americas US Holdings Inc. & Tikehau Star Infra, are specialist developers and investors in public infrastructure; meeting performance goals and KPIs of public clients is in PBI's DNA. The PBI team has a significant number of DOT/transportation agency clients, including two directly comparable DOT middle-mile fiber projects. Ensuring the availability, long-term asset quality and sustainability of the GDOT Network will always be priority number one for the PBI team.
FINANCIAL STRENGTH + INVESTMENT COMMITMENT	Plenary, supported by its parent company CDPQ (with over \$300 billion in net assets and a AAA credit rating) and Tikehau Star Infra, a subsidiary of Tikehau Capital, a global alternative asset management group with over €46.1 billion of assets under management, can invest all the capital required to support and grow GDOT's middle-mile network (including future expansion routes). Effectively commercializing middle-mile fiber assets requires significant additional and complementary investments. PBI has factored these investments into its proposal and its shareholders have reserved capital to make these investments when needed.
BEST IN CLASS INDUSTRY SPECIALISTS	<p>The members of PBI are industry leaders in their respective scope areas.</p> <ul style="list-style-type: none"> • Plenary: investor and long-term manager of public infrastructure assets. • Tikehau Star Infra: a US headquartered investor, developer and manager of public and private infrastructure assets in North America. • Tilson: specialist in O&M of fiber and wireless communications infrastructure, and planning and design-build services for network expansions. <p>PBI offers this specialist experience in a single counterparty (PBI) who is responsible for the entire scope with a demonstrated track record of seamless coordination among the multiple team members.</p>
FOCUS ON MAXIMIZING REVENUE FOR THE GDOT ROUTES	Without competing network assets in the state, PBI will focus on bringing customers and revenue to the GDOT Network while also building the complementary infrastructure required to interconnect with nearby networks and data centers. PBI's Proposal accounts for the costs and development of these specifically planned interconnections.
COMMUNITY PARTNERSHIP APPROACH	PBI is committing to broadening and deepening our partnerships in Georgia, with diverse businesses and other community stakeholders. PBI has existing and will seek additional subcontracting opportunities for local and diverse businesses across O&M, design, construction, and other scope areas.
LONG-TERM VISION	<p>PBI has a long-term vision for how the GDOT middle-mile network can anchor a growing communications infrastructure network for the whole state. This includes:</p> <ul style="list-style-type: none"> • Investing in rural middle-mile and last-mile builds that are adjacent to the interstate and state routes; • Supporting expansion and densification of wireless cover through the new tower development in nearby areas served by laterals connected to the middle-mile fiber;

LONG-TERM VISION (CONTINUED)

- Coordinating with GDOT on future transportation uses including expansions of the network to additional routes, advanced ITS applications and on-roadway monitoring; and
 - Other new and emerging use cases for fiber along highway ROW, including connected and autonomous vehicles, backhaul for satellite internet, communication to support drone “flyways”, advanced fiber sensing applications, etc.
- This long-term vision is supported by PBI’s shareholders who are known long-term investors. PBI’s majority shareholder, Plenary, has remained an investor in all of the projects that they have developed and will do the same for the OMC Project. Unlike private equity and other funds, Plenary has no defined end of fund life or other requirements to sell its investments. Plenary’s parent, CDPQ seeks to continuously grow its infrastructure portfolio and hold assets and projects indefinitely.

PROPOSED MANAGEMENT, DECISION-MAKING, AND DAY-TO-DAY OPERATIONAL STRUCTURE OF THE PROPOSER

PBI will enter into the OMC Agreement with GDOT and assume responsibility for all required OMC Contractor obligations thereunder, including comprehensive maintenance of the GDOT Infrastructure, management of the O&M and Commercial Activities for the OMC Infrastructure, and a minimum guaranteed revenue share with GDOT. PBI’s Project Management Organization has been developed and refined through our experience delivering operations, maintenance, and commercialization services on similar public private partnership middle-mile fiber infrastructure projects. As reflected in **Figure 3-1**, the PBI team is streamlined and specialized, ensuring GDOT will benefit from a single point of accountability in PBI, while leveraging the technical, financial, and project management expertise of the various team members. PBI’s sole focus is managing publicly-owned OMC projects which provides for quick and efficient decision making. Both project management and executive leadership will be available to GDOT at all times to ensure quality service and collaborative decision making.

Key Parties

Since 1996, **TILSON** is on a mission to build America’s information infrastructure, providing network deployment and information system professional services to telecom, construction, utility, and government clients. A leading network design, build, and operating firm, Tilson builds high-performing teams who take on the largest and most impactful information infrastructure projects in the country. Tilson has more than 1,400 employees and has been operating in Georgia for the past 10 years, where it is licensed as an Electrical Contractor, Unrestricted (EN216012), a Low Voltage Contractor, Telecommunications, (LVT305530), and a Professional Engineering Firm (PEF007159). Tilson services as an OMC contractor on similar projects with this team on the North Carolina Department of Transportation (NCDOT) and Pennsylvania Turnpike Commission (PTC) systems.

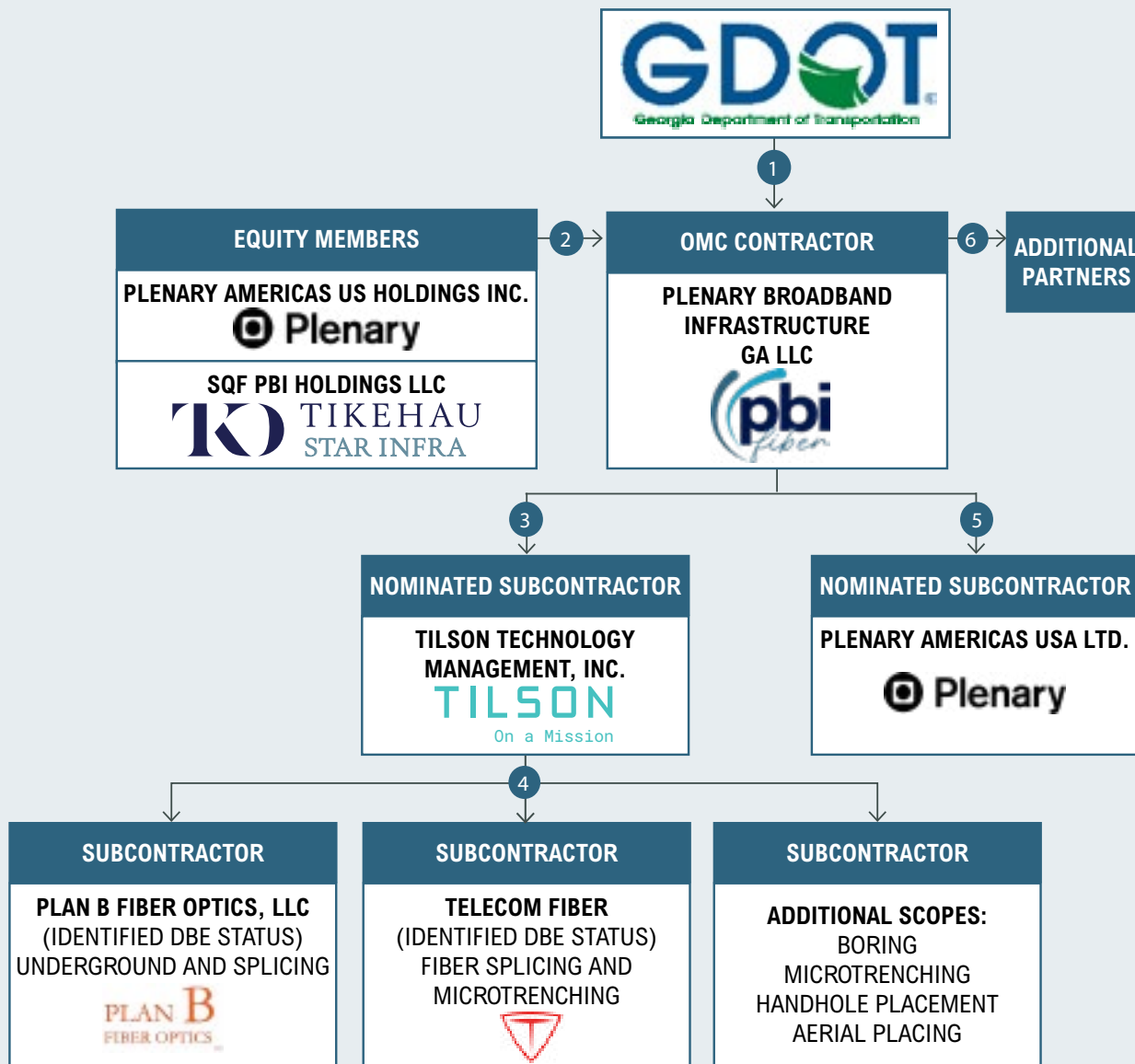
PLENARY is one of the most experienced developers and long-term investors in public infrastructure in North America, with a portfolio of more than 61 DBFOM P3 projects worth more than \$27 billion. Spanning asset types from bridges and highways to high-security mental health institutions and mission-critical accommodation facilities, GDOT will benefit from P3 best practices and lessons learned offered by a team with diverse and extensive expertise and experience. Plenary’s track record of serving as major equity investor for P3 projects is demonstrated through more than \$937 million in equity and more than \$9.4 billion raised in project debt for its North American projects. Importantly, Plenary stands apart from other market participants in its commitment to remaining invested in its equity positions through to the expiry of each project. This long-term focus and hands-on approach can provide GDOT with confidence that the Project will be well-managed for the full 25+ year term.

TIKEHAU STAR INFRA, previously known as Star America, a subsidiary of Tikehau Capital, a global alternative asset management group, is a U.S. headquartered developer and manager of infrastructure assets in North America. With an investor base that includes large institutional investors such as insurance companies and pension funds, Tikehau Star Infra has access to hundreds of millions in capital. Their focus is primarily delivering infrastructure projects across the transportation, social, environmental and telecommunications sectors. With investments in projects of which have a total project cost valued at greater than \$10 billion (as of December 31, 2022), Tikehau Star Infra is one of the leading infrastructure developers in the U.S.

Key Personnel

PBI combines expertise in fiber deployment, maintenance and operations in limited access ROWs, network commercialization, capital investment decision-making, and P3 execution.

SCOTT JAMIESON will be PBI’s Project Manager with overall responsibility for directing and managing the performance of the OMC Contractor’s scope and serving as the point of contact for GDOT. Scott brings highly relevant expertise from his oversight of the Pennsylvania Turnpike Commission and



- 1 PBI will enter into the OMC Agreement with GDOT and will assume ultimate responsibility for the successful performance of both the GDOT Infrastructure Services and the OMC Infrastructure Services.
- 2 PBI’s capital needs will be supported by its Equity Members and Financially Responsible Parties, Plenary Americas US Holdings Inc. (60%) and SQF PBI Holdings LLC (40%). The members of PBI operate under an established LLC Agreement that is working effectively in practice on existing projects.
- 3 PBI will subcontract the GDOT Infrastructure Services and the OMC Infrastructure O&M Services to Tilson Technology Management, Inc. (Tilson) via a Master Services Agreement that flows down all applicable obligations from the OMC Agreement on a back-to-back arrangement.
- 4 To the extent they are not self-performing scope, Tilson will subcontract certain Services to specialized and local firms under various subcontractor agreements. Tilson will retain accountability to PBI for the performance of these Services and will closely manage all subcontractors accordingly.
- 5 PBI will enter into a Management and Financial Services Agreement (the MFSA) with Plenary Americas USA Ltd. (PAUL), under which PAUL will be responsible for general project management, administration, and ongoing financial services.
- 6 PBI will enter into various agreements with additional team members during the Term to facilitate the performance of the OMC Infrastructure Services, including the design and construction of infrastructure, and the implementation of equipment and systems, to support the Commercial Activities.

Figure 3-1: The PBI Team

**PBI
EXECUTIVE
COMMITTEE &
INVESTORS**

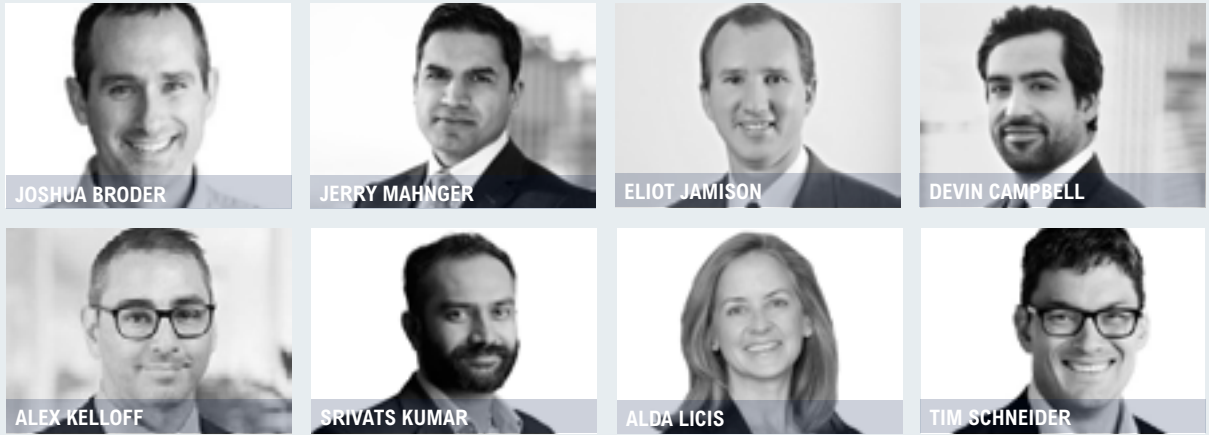


Figure 3-2: PBI Executive Committee & Investors

NCDOT middle-mile P3 projects. Scott has more than 26 years of experience in telecommunications sector and combines an ability to negotiate at the c-suite level with hands-on technical expertise and a problem-solving mindset.

ED DICE, PBI’s O&M Manager, will oversee and manage Tilson’s performance and coordination of the GDOT Infrastructure Services and the OMC Infrastructure Services, including ensuring compliance with the OMC Agreement and Commercial Agreements. Ed reports directly to Scott, and will leverage his extensive experience delivering complex P3 projects and PBI’s existing middle-mile OMC projects to provide day-to-day oversight of the O&M scope.

JOHN GARY, PBI’s Commercialization Manager, will assume the direct responsibility for engaging with I Commercial Customers and marketing the OMC Infrastructure and the complementary network assets of PBI and its strategic partners. John will work closely with and report directly to Scott, ensuring full coordination between customer needs and PBI’s commitments to GDOT.

In addition to the personnel described above, PBI will benefit from the strategic direction of an Executive Committee that holds executive level decision-making authority and brings direct experience managing O&M and commercialization activities on other publicly owned middle-mile P3 projects. The Committee meets monthly (or more frequently as needed) with the management team to track performance and provide input into all aspects of project delivery, and can be available as a resource to GDOT, where needed.

Executive Committee Members

JOSHUA BRODER is the CEO of Tilson Infrastructure, and chairs the board of Tilson Technology Management, Inc., the O&M contractor for the OMC Project. Beginning his career

as a network engineer and unit leader as an Army signal officer, Joshua has been leading network deployment, operations, and commercialization for the past 20 years. Joshua is an investor in PBI.

JERRY MAHNGER is the Commercial Group Head at Plenary Americas and a member of several Plenary project company Boards of Directors. Prior to joining Plenary, Jerry was a Partner at PwC providing advisory services to clients, including structuring and M&A opportunities.

ELIOT JAMISON is a Senior Vice President at Plenary Americas, leading the development, financing, and implementation of digital infrastructure and transportation projects. Eliot has over 15 years of experience in the development and financing of infrastructure P3s. His prior experience includes private equity investing, investment banking, and social enterprise consulting.

DEVIN CAMPBELL is a Vice President at Plenary Americas, serving as the bid director on all of PBI’s middle-mile OMC P3 projects and leading the coordination and management of the PBI team during the RFQ and RFP pursuit phases. Since 2010, Devin has successfully led the diligence, development, structuring, and financial close process on P3 projects totaling ~\$4 billion.

KAMIL SEIDL is a Managing Director and Co-CIO of Tikehau Star Infra. Over the past 15 years, Kamil has been involved in numerous P3 and other infrastructure projects and investment ventures in the US and abroad, including representing investors as a board member of various project companies. Kamil began his career at construction and concession company, Vinci.

In addition to the direction provided by the above Executive Committee members, PBI will also leverage the valuable experience of the following individuals who are investors in PBI through SQF PBI Holdings LLC:

ALEX KELLOFF is a digital infrastructure investor. Earlier in his career, he was a private equity partner at SDC Capital Partners, and led global telecom investment banking at Jefferies. Alex began his career as a network engineer and consultant at Coopers & Lybrand Consulting and then at Booz Allen Hamilton. Alex is a PBI investor.

SRIVATS KUMAR is an Executive Vice President of Corporate Development at Tilson Infrastructure and Tilson Technology Management, Inc. He previously led the Regional Network Investments division at Meta / Facebook, investing approximately \$3 billion in various forms of digital infrastructure assets including long haul fiber and datacenter developments. Srivats is an accomplished private equity professional in the digital infrastructure space and is a PBI investor.

ALDA LICIS is the COO of Tilson Infrastructure and was the original Commercialization Manager for the PTC and NCDOT projects. Her prior leadership roles of dark fiber product oversight and metro and long-haul project implementation at the Zayo Group provide a strong background in fiber pricing, competition, contracts, outside plant and operations and maintenance. Over 30 years ago, she began her career as an electrical engineer, transitioning to the telecommunications industry through designing mission critical data centers for HP-EYP Mission Critical Facilities. Alda is a PBI investor.

TIM SCHNEIDER is the Chief Legal Officer at Tilson Technology Management, Inc. and was a key architect of the project structures in the PBI ventures with the NCDOT and PTC. Prior to joining Tilson, Tim served as a consumer counsel for the State of Maine, where broadband was part of his policy portfolio. Tim currently is the board chair of the Maine Connectivity Authority. Tim is a PBI investor.

Decision Making

PBI facilitates an effective decision-making process through: (a) a culture of open and transparent dialogue; (b) clear decision-making authority; and (c) documented structural mechanisms that can be used as a last resort.

Initially, decisions are made at the operational level, where team members collaborate to identify and analyze issues. This stage leverages the collective expertise and perspectives of PBI and its subcontractors, to build a comprehensive understanding of the problem at hand. Key decisions are approved by the Project Manager based on consensus of the relevant personnel, with the use of structured decision-making tools such as decision matrices or SWOT analyses to ensure that all factors are considered. Regular meetings and documentation of discussions and outcomes maintain transparency and accountability.

In the event of internal disputes, PBI can quickly and efficiently escalate internally to avoid adverse cost, schedule, or quality impacts from delayed decisions. The first level of escalation involves mediation by the Project Manager, who facilitates dialogue between conflicting parties to achieve a mutually acceptable solution. If the dispute remains unresolved, it is escalated to the PBI Executive Committee, where representatives of the Equity Members hold ultimate decision-making authority. The Executive Committee assembles quickly to assess facts and provide binding decisions.

DOCUMENTATION AND COMMUNICATION PROCEDURES

PBI's Equity Members are some of North America's most successful P3 developers, with significant experience managing contract compliance and public sector communication. PBI will enter into a Management and Financial Services Agreement with Plenary, whereby Plenary will provide corporate resources and services to support PBI's compliance with the OMC Agreement, including all submittals, deadlines, meetings, and other contractual obligations. PBI has successfully engaged Plenary to serve in this role on its other middle-mile OMC projects.

Recordkeeping

PBI understands and commits to the ongoing reporting and meeting requirements in the OMC Agreement. PBI uses Microsoft SharePoint as its primary collaboration and document storage tool. PBI will store all OMC Project documents (including Submittals) within SharePoint, and use SharePoint access rights to ensure full control and security. PBI will also implement the VETRO FiberMap fiber management system. VETRO FiberMap is known for simplifying complex fiber network GIS, giving PBI and GDOT users' the ability to create and share data, massively increasing efficiency and transparency of projects, and increasing speed to market for the commercialization of the fiber. With a comprehensive digital inventory modeling the physical layer of the internet, coupled with Open APIs, PBI and GDOT will be able to know where fiber is to improve damage prevention, understand what physical and logical resources are available on the network for future ITS and commercialization use, and increase reliability of the network to more quickly resolve outages. PBI will also bring its IT Service Management (ITSM) to GDOT network operations, capturing key trouble ticket data to prevent outages and to more quickly resolve network outages when they occur. PBI will use this data to drive continuous operational improvement across GDOT network operations.

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Tracking and Compliance

PBI has reviewed all Submittals required under the OMC Agreement, including the associated submission frequencies and GDOT review process contemplated thereunder. Based on this, we created an internal database to track all corresponding deadlines and allocated responsibility to the various team members for preparation, review, and feedback. SharePoint provides visibility across multiple versions of all Submittals, including updates resulting from Compliance Comments or Preference Comments.

Communications

Formal communications and other key written correspondence with GDOT, stakeholders, and public agencies will be stored electronically on SharePoint by the PBI Project Coordinator to facilitate access to relevant stakeholders. PBI will copy GDOT on any notice, correspondence or other information provided to an Interface Third Party, as well as promptly provide similar information received from such parties. PBI will also document internal communication within its organization and between suborganizations through meeting minutes stored on SharePoint. PBI will employ the following best practices pertaining to communications on the OMC Project:

- Establish monthly PBI Executive Committee Meetings, whereby the PBI Equity Members and Senior Advisors can provide strategic direction to Scott and the PBI management team on a regular basis, including matters related to governance, investment approval, business case analysis, commercial customer relationships, issues resolution, and resourcing.
- Establish informal Weekly Management 'Touch-Base' Meetings between the OMC Contractor Representative and the GDOT Representative (and additional attendees, when required) with any outcomes or actions documented in writing and communicated to all relevant stakeholders.
- Manage defined and repeatable processes, such as the meetings set out in the OMC Agreement, via a shared Microsoft Outlook calendar. PBI's Project Coordinator is responsible for maintaining the calendar and monitoring compliance across all stakeholder obligations.
- Tilson's Network Operations Center (NOC) manages many communication flows with a diverse set of stakeholders. These processes are regularly documented and reviewed by PBI management. The data that is tracked becomes more fulsome over time as processes improve.

Approach to the O&M Services

As a proven partner to the public sector, PBI is uniquely positioned to understand and successfully achieve GDOT's objectives for the OMC Project and, more broadly, the goals of the State of Georgia with respect to expanded broadband access and economic benefits for the region. Leveraging our ongoing experience operating, maintaining, and commercializing publicly owned middle-mile networks along highway rights-of-way in Pennsylvania and North Carolina, PBI has the necessary expertise to successfully maintain a Statewide communication network capable of supporting GDOT's traffic operations.

PBI will provide all operations and maintenance (O&M) services required to maintain fully functional GDOT Infrastructure, in accordance with the Project Documents, including all labor, consumables, spare parts, repair, rebuild, and replacement costs for all planned and unplanned services. O&M scope will include all regular service as required and recommended by the manufacturers of the systems and components provided by PBI, including preventive maintenance. Maintenance work will also include handling and on-site storage of all waste generated during O&M activities in full compliance with all federal, state, and local laws.

At the core of PBI's O&M program is a deep understanding of networks. Reliable operations are the result of an ongoing maintenance program that includes both preventative maintenance and critical updates. PBI's preventative maintenance operation takes a proactive approach towards maintenance and involves four key action items: inspection, detection, correction, and prevention. Comprehensively addressing each item below is fundamental to a successful preventative maintenance program.

- **Inspection:** Inspections are a necessary part of preventative maintenance as they continually ensure that all assets and equipment are safe to use and are installed and functioning in accordance with manufacturer specifications, preventing issues before they arise. Tilson Field Technicians will routinely monitor the Project Site and, at a minimum, inspect the assets outlined in the OMC Agreement.
- **Detection:** Supported by the inspection process, PBI's 24/7/365 NOC will monitor the performance of the GDOT Infrastructure and the OMC Infrastructure, automatically detecting any performance issues and allowing the Tilson O&M team to detect problems early when issues are still relatively easy and inexpensive to fix.
- **Correction:** Preventative maintenance encourages all parties to take a proactive approach towards equipment

care and correct issues before they occur. If an issue (or potential issue) is detected, PBI will work with GDOT to take steps, including Corrective Maintenance Services, to promptly address the problem before it worsens or impacts operations.

- **Prevention:** PBI will combine inspection records and maintenance notes to learn from past experience and implement revised processes to address any repeated issues. Additional investment in time and resources to prevent future maintenance issues will ultimately result in a better outcome for all project stakeholders.

APPROACH TO THE SERVICES AND MAXIMIZING VALUE FOR GDOT

Approach to the Commercialization Activities

PBI is laser-focused on maximizing revenues generated on the OMC Infrastructure to provide a meaningful revenue share to GDOT with the goal of fully offsetting GDOT's maintenance costs over the long term. Unlike some of our competitors, PBI does not have competing routes/priorities but instead brings complementary routes in North Carolina and network partnerships to Richmond, Virginia Beach, and Ashburn, which it can use to pull interstate traffic on to GDOT's middle-mile network.

Our Commercialization Manager, John Gary, has already solicited initial feedback on the GDOT Network from most of the active players in the region, in the context of their near- and long-term needs. Based on this feedback, PBI developed a detailed capex plan and budget to reach the places where the demand is and the places these entities want to go. PBI is fully prepared to invest the capital required to commercialize GDOT's middle-mile fiber infrastructure, bringing critical connections to existing and new data centers across Georgia and areas with available power for future data center investment.

PBI understands GDOT's role in the Georgia Broadband Deployment Initiative (as a result of Senate Bill 402 and Governor Kemp's 2019 Broadband Plan) and the potential of GDOT's network to help reach homes with limited internet connectivity. PBI plans to deploy regeneration and colocation huts across the entirety of the network to facilitate interconnection and integration with new and existing last mile networks. PBI is already in advanced partnership discussions and has secured letters of support from several fiber network providers to maximize the reach of GDOT's Network.

PBI intends to provide the following Commercialization Services:

- **Dark Fiber Services:** Dark fiber services will initially include the monetization of one 288 strands of fiber cable in one micro-duct on a wholesale basis. This offering may expand to include installation of additional fiber in the four empty micro-ducts over time as necessary to meet demand.
- **Micro-Duct Services:** In addition to sales of dark fiber, PBI's offering may include the marketing of one or more of the empty micro-ducts, if appropriate pricing can be realized, and there is enough remaining capacity for dark fiber sales.
- **New Cell Towers:** PBI will install and service new towers and poles, including macro towers. PBI conducted an RF study to identify areas where multiple wireless carriers have coverage or capacity issues and determined that there are 58 potential tower site options in total with a total of 173 likely operator tenancies on these towers.
- **Lit Services:** PBI's recent experience shows that there will be demand for both dark fiber and lit services, and the capital plan includes the infrastructure and costs associated with providing lit services. The specific timing for these services will depend on ongoing evaluation of market conditions and the demand for dark vs. lit fiber.

PBI's target commercial customer segments includes Carriers, Cable Wireless, Hyperscalers, Enterprise, Government and Education Utility, and Data centers. PBI has identified major players under each segment and has developed targeted action plan to market and sell various products. Additionally, along with direct sales, PBI will extensively market its platform in trade shows, social media, publications etc.

PBI's flexible business plan and active management model will be responsive to opportunities as they arise, and the business planning will be dynamic to meet the commercial needs of an evolving broadband industry.

1.0 EXECUTIVE SUMMARY

APPROACH TO INTEGRATING NETWORKS AND COORDINATING WITH OTHER CONTRACTORS

PBI's approach to the Commercial Activities for the OMC Project reflects a fundamental understanding of the unique opportunities and nuanced constraints associated with commercializing networks under a long-term P3 concession framework. In addition to the specific objectives that directly pertain to PBI and GDOT, we are committed to bridging the digital divide in Georgia by investing and expanding this fundamental middle-mile infrastructure to reach more Georgians and reduce the cost of broadband backhaul for internet service providers – ultimately benefitting end customers. PBI aims to strengthen Georgia's economy by enabling open access to digital infrastructure that will support economic growth areas in advanced manufacturing, automotive, aerospace, and food processing— sectors that have driven 75% of new job creation in the state, and 84% of new investment.

PBI is currently executing on a plan to build a more valuable regional network through acquisitions, builds, and partnerships. The Northern Virginia to Georgia portion of the regional network plan includes PBI's network in North Carolina on the NCDOT ROW.

GDOT can be confident that PBI will be a true, long-term partner and leverage its successful experience working with DOTs and other transportation agencies on middle-mile OMC projects, along with its significant public-sector experience more broadly. Understanding the critical nature of the highway right-of-way (ROW) environment, where multiple contractors will concurrently be working adjacent to the travelling public, it will be critical that PBI establishes a rigorous coordination process to ensure seamless communication with GDOT and its contractors. In addition to the Minimum Required Meetings set out in the OMC Agreement, which includes the bi-weekly meeting focused on the GDOT Infrastructure Services, PBI proposes to establish additional coordination meetings as described in the Proposal, including a monthly (or more frequent, as required) Commercialization Management meeting. PBI has instituted this meeting successfully on our other middle-mile OMC projects and provides a forum to review the historical and upcoming Commercialization Activities, address any concerns, review upcoming maintenance and construction work in the ROW (including both PBI and other contractors) and provide overall updates on the OMC Infrastructure status. By doing so, we aim to align our operational activities with GDOT's strategic and tactical objectives, ensuring that all work within ROW adheres to regulatory standards and minimizes disruption to the traveling public.