

**EXECUTIVE SUMMARY
C.W. Matthews Contracting Co., Inc.**

**AS REQUIRED FOR THE
REQUEST FOR PROPOSALS
TO DEVELOP, DESIGN, CONSTRUCT AND FINANCE
THE
NORTHWEST CORRIDOR PROJECT
THROUGH A
DESIGN BUILD FINANCE AGREEMENT
PROJECT NUMBER
CSNHS-0008-00(256), P.I. No. 0008256**

GEORGIA DEPARTMENT OF TRANSPORTATION

RFP Issued: December 7, 2012

Addendum No. 1 Issued: February 22, 2013

Addendum No. 2 Issued: April 24, 2013

Addendum No. 3 Issued: May 24, 2013

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

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

B.2.1 EXECUTIVE SUMMARY

B.2.1 (a) Summary of the Project Development Plan

B.2.1 (a)(i) MANAGEMENT SUMMARY

The Northwest Corridor Project requires a team of highly-qualified firms who can operate as a cohesive unit at a high level of efficiency and quality while successfully completing the Project in a timely manner. C.W. Matthews Contracting Co., Inc. (CWM) has organized a Design-Build Team (CWM Team) of Georgia companies and committed key managers with extensive Georgia Department of Transportation (GDOT) experience who have worked within the Project corridor and surrounding communities for decades.

CWM will serve as the primary point of contact for GDOT providing the Department with a single entity responsible for the delivery of the Northwest Corridor Project. Enhancing CWM's resources will be a strong group of major local subcontractors including the construction companies of E.R. Snell Contractor, Inc., Sunbelt Structures, Inc., and Pittman Construction Company. The Lead Engineering Firm for this Project will be Michael Baker Jr., Inc. (Baker). Baker has selected a specialized group of subconsultants to augment the Design Team, including major design subconsultants Moreland Altobelli Associates, Inc., Hatch Mott MacDonald, and Infrastructure Consulting & Engineering, LLC.

To successfully complete the Northwest Corridor Project safely, on time, and on budget will require an organization with several key characteristics:

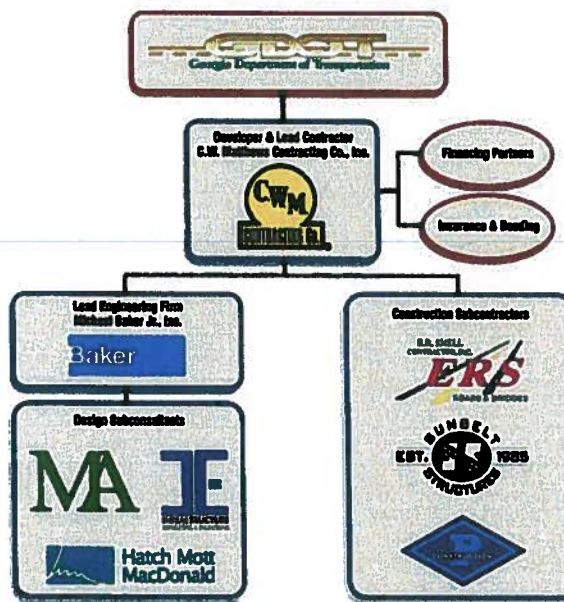
- A design-build team led by experienced managers who will recognize and have the authority to address critical issues in the early phases of the Project.
- An organization that has worked together and has established the relationships necessary to

meet challenges head on and prevent them from becoming obstacles to success.

- An organization with clear and concise communication protocols and managers that have an explicit understanding of project expectations at all levels to prevent errors, corrective work, and possible disputes.
- A team designed and staffed with key managers who will be tasked with decision-making responsibilities to assure the delivery of positive results.

The CWM Team was organized to bring together managers with these key characteristics along with the technical skills to meet the specific challenges of the Project. The CWM Team has key personnel and managers with proven experience in design-build project delivery and long-standing working relationships with one another, providing synchronization which will be critical to the Project.

From the beginning of the procurement stage of the Project, Project Development Groups were organized by discipline and managed by design and construction leads who reported to the Lead Designer. These groups worked through design optimization and estimate development for all major components of the Project. Members of these Project Development Groups will continue to work on the Project



The CWM Team

through the final design and construction phases to ensure that specific project knowledge and the reasoning behind key bidding decisions will be carried through the entire life of the Project.

The SRTA/GDOT/CWM Team will establish a protocol for technical meetings combining the technical staffs of GDOT and the CWM Team to work through key design criteria to ensure that the Project is designed in

a consistent and quality manner. These meetings will be organized according to discipline, and will begin as soon as the Project is awarded.

Upon award of the Project to the CWM Team, GDOT and other stakeholders (e.g., utilities, subcontractors, and vendors) will be included in these referenced groups. The inclusion of construction managers will facilitate the coordination between design and construction and will provide insight to the designers about constructability, quality, and cost-effective solutions. Participation of Construction Field Engineers will facilitate a better understanding of the design, thus reducing the number of RFIs and potential rework issues. As a result of these integrated work sessions, the management group will have first-hand knowledge of the design and construction status, enabling them to make informed decisions; ultimately increasing the overall efficiency of the CWM Team.

Since 1946, CWM has promoted a corporate culture of dispute avoidance by employing proactive and effective communications with owners, subcontractors, vendors, and other stakeholders. When a potential issue is identified, resolution is encouraged at the lowest level possible and at the earliest possible time. If the resolution cannot be achieved at this level, the issue will then be referred to the next level of management and will be monitored by the Project Manager, who will focus the Management Team on reaching a timely resolution in order to avoid schedule or cost impacts. All levels of management will be involved including representatives from various disciplines, who will provide their perspective in resolving issues in their particular area. Issues that may affect the critical path will be given the highest priority for resolution.

Each Participating Member and Major Non-Participating Member has committed to provide the key personnel specified in the proposal.

B.2.1 (a)(ii) APPROACH TO ADDRESSING PUBLIC INFORMATION AND COMMUNICATIONS

Timely communication of information regarding the Project to the traveling public and affected stakeholders will be important in maintaining public support for the Project. The CWM Team, in collaboration with GDOT, will develop a comprehensive Project Information and Communications Plan (PICP) that will outline the communications protocol to be

utilized by the Project Management Team to keep the public informed of scheduled project activities, impacts to traffic, and emergency situations.

The CWM Project Information Coordinator (PIC) will be responsible for public outreach efforts on a day-to-day basis that will include a wide range of activities designed to ensure a high level of public participation throughout the Project corridor, and will closely coordinate with GDOT to facilitate communication among all Project stakeholders. The PIC will be part of the Project's integrated Management Team and will be involved in all aspects of the Project development so that accurate and timely information can be communicated to all stakeholders. The PIC will represent the Project at public meetings and will communicate with the public on a daily basis via telephone or other media, thereby sharing information about public concerns with the Management Team.

By utilizing the PICP in concert with public outreach activities, the impact of construction on businesses, schools, first responders, and the traveling public can be minimized. The plan will be flexible and responsive to community input by employing these key elements:

- **Traditional Media Relations** – GDOT and the CWM Team will provide continuing consistent and proactive media services including: traffic advisories, press releases, media tours, interview opportunities, and fact sheets. Traffic advisories will be issued to the media in a timely manner to allow the traveling public adequate time for planning.
- **Social Media** – If desired by GDOT, the CWM Team will provide Project updates through social media outlets to supplement the traditional media sources.
- **Mailing Lists** – The CWM Team will utilize the GDOT mailing list to keep all interested parties informed about Project meetings and construction news.
- **Newsletters** – Will be produced and mailed at key milestones on the Project providing information to those who may not have participated in the Project directly.
- **Website** – The Project website will provide detailed information as well as interactive materials that will allow interested parties to learn about the Project in their particular area.

- **Public Open Houses** – Meetings will be held in an open house format to offer the public an opportunity to discuss issues on a one-on-one basis with a member of the project team.
- **Community and Business Meetings** – Project team members will attend neighborhood and business groups meetings and will host Project specific meetings at key points in the Project Development Process.
- **Sound Barrier Voting Meeting** – Will be held during the development of the final noise study for the Project in order to receive public input in the final determination of the locations to install sound barriers.

B.2.1 (a)(iii) APPROACH TO ADDRESSING ENVIRONMENTAL SENSITIVITY AND SAFETY

Managing the Project with a clear focus on environmental sensitivity will be instrumental in maintaining an aggressive schedule that will achieve timely completion of the Northwest Corridor Project. The CWM Team's approach to addressing environmental concerns will include these critical tasks:

- Review of GDOT provided approvals and environmental commitments.
- Determining if the approvals may require re-evaluation or amendment, and timely initiation of the process for obtaining revised approvals.
- Incorporating environmental commitments into the project design.
- Integrating environmental sensitivity through all stages of design and construction by formal training of the project team.

The CWM Team will develop a Comprehensive Environmental Protection Program (CEPP), which will be the core document for managing protection of the environment. The CEPP will provide guidelines for environmental compliance and will address environmental sensitivity in detail.

The first priority of all members of the CWM Team is the safety of our employees, subcontractors, and the traveling public. Safety is a primary consideration in all aspects of Project Management and the CWM Team will implement a comprehensive safety program with an established goal of zero accidents for the project personnel and the traveling public.

The CWM Safety Program is a proven program with the philosophy that all personnel have a daily responsibility for safety as its foundation. The program focuses on thorough annual training at the Supervisor and Worker level, empowering personnel who directly perform the work to have the necessary resources, and education to recognize hazards and immediately take actions to prevent accidents.

The effectiveness of the CWM Safety Program, with loss experience rates well below industry standards, is continuously validated by our formal Safety Audit Program. This program provides regularly scheduled Safety Audits of randomly selected operations. All levels of management, from senior management to craft workers, participate in the audits providing a comprehensive safety evaluation.

B.2.1 (a)(iv) APPROACH TO ADDRESSING UTILITY ADJUSTMENTS

The Northwest Corridor Project's footprint lies in an urbanized area that has been continuously developed over the past 40 years and contains extensive utility infrastructure. It is inevitable that new construction, widening, or reconstruction in such an urban environment will require the relocation of utilities or design solutions to avoid conflict with existing utilities. CWM has successfully completed numerous urban projects in the greater Atlanta area during its exponential growth since the 1970s, and recognizes the potential impact of utility adjustments to schedule and budget. The CWM Team's approach to utility adjustments is to have a proactive coordination program that identifies and develops solutions to utility conflicts with the goal of reducing the number of adjustments, thereby minimizing impacts to the public and to utility owners.

CWM has long employed a full-time staff of utility coordinators with the necessary technical background, experience in heavy construction management, and knowledge of utility infrastructure and design to successfully address and navigate the Project's utility challenges as they arise. The most senior utility coordinator, having 20 years of experience, will be the Project's designated Utility Manager and will have full authority to manage CWM's contract responsibilities for utility adjustments in conjunction with the Utility Adjustment Team.

The CWM Team's utility adjustment effort began upon shortlisting with an examination of the bid documents to determine the accuracy with which the pre-existing infrastructure has been depicted by the Project Reference Informational Documents. During this review period, every utility facility within the entire corridor was physically examined to determine if the infrastructure is at risk of disruption due to the proposed construction. A detailed matrix of each facility was developed including the following information: the utility owner, exact location, description of the facility, detail of any actual conflict, and a potential mitigation strategy (e.g., relocate, temporary outage, or redesign).

The Utility Manager communicated the information in the utility conflict matrix to the Design Team and worked with the designers to define the impact on existing facilities, and developed mitigation strategies and design solutions that will reduce adjustment impacts to the facility owner and to the Project. The Utility Manager met with every known utility owner during the course of the procurement to validate impact locations and to review mitigation strategies. The results of these pre-bid coordination efforts with the project designers and utility owners have been incorporated into the project schedule depicting a critical path of activities that will minimize the effect of utility adjustments and ensure timely completion of the Project.

B.2.1 (a)(v) PRELIMINARY BASELINE SCHEDULE/KEY MILESTONES SUMMARY

During the proposal phase, the CWM Team devoted significant resources to developing a comprehensive schedule which divides the Project into manageable segments and areas, establishes a critical path for each area, incorporates NEPA Re-Evaluation logic, ETCS integration deadlines, and contract milestones established by SRTA and GDOT. This due diligence has resulted in a preliminary schedule that gives GDOT confidence that the CWM Team will meet a very aggressive, but reliable schedule. Our schedule demonstrates our understanding of the concurrent flow of work in each stage, the relationships among phases, and the proper coordination of all activities in

design, permitting, maintenance, and construction which are fundamental to the management of fast-track project delivery.

The CWM Team critical path, resource and cost loaded schedules, will be an instrumental part of the Project Management Plan and will be utilized on a daily basis for managing the Project's progress. The preliminary schedule presented in the Technical Proposal meets all Project milestones and presents an accelerated schedule that reduces the duration between construction start and Substantial Completion by 126 calendar days.

B.2.1 (a)(vi) APPROACH FOR DELIVERING THE DESIGN AND CONSTRUCTION COMPONENTS

The CWM management approach is based upon dividing the Project into four distinct geographic areas, as illustrated in the figure to the left, with a unique subset of design and construction managers responsible for each area. After Project award, the core Management Team will expand with the addition of design production staff, construction managers, and field superintendents, as well as safety, traffic control, quality, and environmental managers. Key personnel that worked during the procurement stage will transition to the design-build stage facilitating continuity of project management. Design and construction will be segmented and advanced in the



Project Management Areas

four management areas and then by technical discipline – roadway design, structures design, drainage design, traffic engineering, ITS, tolling, environmental, utilities, landscape, lighting, and support functions, such as survey and geotechnical.

The project office will house the Lead Design Engineer, roadway and structure design leads, and Construction Team leads, providing convenient access to the project site so that the Team can quickly visit project areas when questions arise. The co-locating of the design and construction staff also ensures immediate communication, team integration over-the-shoulder constructability reviews during design, and a collaborative approach to issue resolution during the construction period.

Design production will be performed in the Atlanta offices of each design firm. All members of the Design Team have offices located in close proximity to the Project. This allows the various task managers to conveniently participate in the Project meetings where standards for consistency in design will be communicated, and will further facilitate the flow of information from all of the related disciplines that will be integrated into the design.

Beyond the project office, an effective communication plan among the Design Team is critical for maintaining design consistency, quality, and schedule. The Design Team will continue the use of Bentley's ProjectWise content management software for CAD file management, Microsoft SharePoint for document sharing internal to the Design and Construction Team, and will add the GDOT project web-based management software system for electronic submittals and day-to-day communications with GDOT/SRTA.

The Design Team will be joined by a Construction Team comprised of construction managers with decades of collective experience in managing GDOT projects. The senior construction managers have participated in the Project Development Groups from the start of procurement and were instrumental in developing the staging plan, project schedule, and constructability enhancements presented in this proposal. Participation in these groups gives the managers, who are familiar with GDOT's construction standards, policies, and procedures, invaluable first-hand knowledge of the Northwest Corridor Project that will expedite the transition from design to construction and minimize any learning curves.

CWM's strategy for ensuring that adequate resources are employed to maintain the project schedule is to have a balance of self-performed and subcontracted work. CWM recognizes the value which comes with the flexibility and control of self-performed work, and will retain key portions of the critical path work scope to control the project schedule. Other significant portions of the work will be subcontracted to our dedicated local subcontractors; E.R. Snell Contractor, Inc., Pittman Construction Company, and Sunbelt Structures, Inc.

Approach to Life Cycle Innovation

With the release of the draft Request for Proposals, the CWM Team began developing Alternative Technical Concepts (ATCs) with the goal of

introducing concepts and designs that will provide value to the public by reducing project life cycle costs, increasing toll revenues, and improving operations and user safety, while increasing the overall Project asset value. A secondary objective was to utilize design solutions or materials that would reduce the initial capital cost of the Project without reducing quality or project function. The internal brainstorming process started with two ATC workshops involving over 50 participants representing designers, operations personnel, and construction managers with the goal of sharing potential ideas for ATCs. The raw output of ideas from these forums were vetted and refined through weekly meetings held by the Project Development Groups.

A primary focus of the CWM Team's development of ATCs was to reduce elements of the Project that require frequent repetitive maintenance, such as painting of structural steel, repair or replacement of bridge deck joints, and replacement of light elements in highway lighting. Concepts that introduced alternate designs to reduce initial capital cost and enhance operations and safety were also developed.

By fully embracing the GDOT concept of ATCs, CWM obtained approval of several ATCs that provide a significant reduction in maintenance and user delay costs, which will be realized by GDOT and the traveling public over the 75-year life of this Project.

Approach to Aesthetics

Visual appearance of the Northwest Corridor is an important concern of SRTA, GDOT, and the surrounding communities, and development of a Project Aesthetic and Landscape plan has been a high priority of the CWM Team. Through a series of meetings among construction, design, and architectural personnel on the Team, an appealing aesthetic and landscape approach has been developed which will be distinctly recognizable and prominent in the corridor while blending in with the native landscaping and architecture in the area.

The CWM Team has selected an architectural style that is prominent in the region and can be attractively incorporated into the Project structures. Neo-Classical architecture is prominent in many significant structures in Georgia, including the Georgia State Capitol building. The columns which are a dominant feature of this architectural style naturally exist in the bridges,

sound wall, and tolling structures required for the Project.



Typical Bridge Features

An important element in selecting a theme that represents the State of Georgia is selecting materials that are prominent in the region. A consistent theme in the aesthetics plan is the use of Georgia granite as a feature in the hardscape elements. Georgia granite has been used for architectural elements throughout the world since the first granite quarry opened in Elberton, Georgia in 1882, and remains a popular choice for signature projects today.

At various locations throughout the Project, repeating identity logos will be added to hardscape enhancements to tie the corridor together from north to south. The Northwest Corridor Project Logo will be used as a unifying feature on the managed lanes and will be repeated on bridge caps, toll gantry columns, gate way columns, and sound barrier walls. The Kennesaw Mountain Logo will be used as a repeating pattern on sound barrier walls along the length of the Project.



Kennesaw Mountain Logo on Sound Barrier Wall

B.2.1 (a)(vii) APPROACH TO QUALITY MANAGEMENT

The foundation of CWM's quality management approach is development and implementation of the Quality Management Plan (QMP) which will apply to all

aspects of the Project. Comprised of the Design Quality Management Plan (DQMP) and the Construction Quality Management Plan (CQMP), the QMP will define the specific system, policies, and procedures by which the CWM Team will manage the quality control process to ensure the project quality meets the requirements of the DBF agreement. As evidenced by the quality policy statement to be included in the QMP, CWM's senior Management Team is committed to implementing a quality program that exceeds the expectations of all stakeholders and to continuously seek ways to improve the quality of the completed work product.

The Lead Design Engineer will designate a Design Quality Assurance/Quality Control Manager who will assume day-to-day responsibility for Design Quality Control. Together they will manage the design quality process and provide oversight to all members of the Design Team including all subconsultants. Task Managers will be appointed in every design discipline and will be responsible for implementing the DQMP in their respective areas. The DQMP will include policies and procedures related to design quality control review, independent design review, integration of GDOT, SRTA, and the Utility Adjustment Team into the design process, and the Independent Quality Audit Program.

The foundation of the CWM construction quality assurance program will be the implementation and oversight of the construction inspection, testing, and certification of materials programs by an independent consultant with no organizational affiliation with CWM. This firm, Moreland Altobelli Associates, Inc. (MAAI) will have no responsibilities for production of the work. MAAI will designate a Project Liaison Manager who will be the primary quality and CEI contact with GDOT. The Project Liaison Manager will report results of the quality assurance program to the CWM Project Manager, CWM Executive Committee, and GDOT. MAAI will also designate a CEI Manager who will have day-to-day responsibilities for the construction inspection program, and a Materials Testing Manager who will manage the materials testing program. These independent managers and CWM's Quality Manager will have the authority to stop work activities while any issues of quality are addressed. The CQMP will outline policies and procedures for inspecting construction work, onsite material sampling and testing, techniques

for integrating and coordinating with GDOT's quality confirmation program, procedures for managing a Nonconformance Report system, and plans for conducting independent reviews of construction quality processes.

B.2.1 (a)(viii) APPROACH TO CONSTRUCTION SEQUENCING, TRAFFIC MANAGEMENT, AND MOBILITY

An efficient Construction Sequencing Plan and Maintenance of Traffic Plan are critical to the success of the Project. The management of these plans will have a direct effect on the project schedule and the level of public support for the Project. CWM has a long history of successfully completing projects on the major interstate corridors in the metro-Atlanta area and partially attributes its success to the emphasis placed on traffic management and continuous mobility for the traveling public. During the procurement period, CWM dedicated a specific Project Development Group to review traffic management and construction sequencing issues, particularly in the most complicated areas of the Project. This group of traffic design professionals and operations personnel collaborated to develop the project traffic and sequencing plans and detailed narratives of the Maintenance of Traffic Plan to give the Management Team the tools necessary to address these issues upon award of the Project.

As was discussed earlier, the CWM Team has divided the Project into four distinct geographical management areas, developing a specific staging plan for each area. This approach, validated by our past experience on large multi-staged projects, has demonstrated that dividing the Project into segments will facilitate maintenance of an aggressive schedule and minimize the duration of impacts to the traveling public that utilize the corridor.

Maintaining mobility through the Project in the early stages will be critical to garnering public support for the Project. With maximum mobility and the safety of our workers and the traveling public as a primary goal, CWM has developed traffic management and sequencing plans that will safely maintain traffic flow

through the Project at acceptable levels. An example of key strategies outlined in the plans includes:

- Scheduling traffic disrupting activities during off peak hours.
- Continuous monitoring of traffic operations by the Traffic Control Manager.
- Utilization of the Public Information and Communication Plan to provide early warning and accurate information regarding closures, detours, or lane shifts.
- One-on-One Meetings with business owners to address specific ingress and egress concerns of the business.
- Sustained emphasis on highway signage and communicating information to the driver in the clearest manner.
- The use of police officers and patrol cars to assist with traffic.
- Installing temporary barriers to cordon off construction areas from the traveling public.
- Constructing temporary detours to maintain traffic flow.

B.2.1 (b) Approach to Satisfying DBE Requirements

The CWM Team is committed to meeting or exceeding the Project's DBE participation goal of 14%. Our approach to achieving the goal will be to engage in a continuing effort to educate and inform the DBE community as to the subcontracting opportunities on the Project.

In anticipation of meeting the goal, the CWM Team began its outreach program during the proposal period beginning with two DBE Subcontractor Opportunity Meetings held on February 13, 2013. The meeting defined the



DBE Outreach Meeting - February 13, 2013

Project scope, management approach, quantities, schedule, and contract requirements. Participants received information regarding registration for document access and a single point of contact for questions. Numerous follow up meetings have been held with individual firms to further define specific opportunities for participation.

Upon award, CWM will develop a DBE Performance Plan that will maximize participation of DBE firms by:

- Developing protocols for confirming the acceptability of DBE firms for work performed on this contract.
- Identifying specific categories of services and work tailored for DBE firms.
- Continuing outreach to firms providing timely information about the plans, specifications, and contract requirements for solicitation response.
- Providing assistance in the procurement process and good faith contract negotiations.
- Developing bid packages into economically feasible units.
- Categorizing work opportunities by discipline to allow opportunities at all tiers.
- Providing assistance in obtaining bonding and material and equipment resources.
- Utilizing the services of available minority organizations to provide assistance in the recruitment and placement of DBE firms.

B.2.1 (c) Summary of the Project Management Plan

CWM has assembled a Team of dedicated professionals with extensive design-build experience, along with direct experience with GDOT policies and procedures, to manage the Northwest Corridor Project. The blueprint that will guide this Management Team to success is the Project Management Plan (PMP). The PMP is a comprehensive document that defines the Project goals and defines the roles, responsibilities, procedures, and processes that will be the basis for management decisions.

The PMP will formalize CWM's management approach in a series of management plans that collectively outline our strategies for quality procedures for designing and building the Project. The PMP is a "work in progress" and will be integrated with GDOT's PMP to form the core document that defines the policies and procedures that the Management Team will utilize to efficiently manage the scope, quality, schedule, budget, communications, FHWA requirements, and environmental commitments in delivering a Project that exceeds the expectations of all stakeholders.

At a minimum the comprehensive PMP will contain plans that will address the following:

- Project scope including goals and objectives, project organization, project phases, and project reporting.
- Project schedule including procedures for updating and tracking of milestones.
- Project cost including cost forecasting and monthly cost reporting.
- Project quality including the Quality Management Plan, the Design Quality Management Plan, and the Construction Quality Management Plan.
- Environmental monitoring including the Comprehensive Environmental Protection Plan.
- Internal and stakeholder communications including the Public Information and Communications Plan and the GDOT-Developer Communications Plan for internal communication policies.
- Project Risk including a risk matrix and risk analysis methods.
- Traffic Management including the Transportation Management Plan and traffic control plans for each phase.
- Safety including the project specific Safety Plan and training program outlines.
- DBE goals including the DBE Performance Plan for meeting and exceeding the Project goal.

B.2.1 (d) Approach to Working with GDOT and Third Parties in Conjunction with the Project Development Plan

The CWM Team believes that an atmosphere that promotes cooperation, understanding, and mutual respect will evolve into a true partnership among all stakeholders and will provide a solid foundation for a successful Project. The most critical relationship for the success of the Northwest Corridor Project is between GDOT and the CWM Management Team. These two entities will be co-located allowing for the opportunity to conveniently meet as necessary to develop working relationships that will foster a cooperative environment, open communications, daily coordination, and rapid resolution of issues that may arise, ultimately resulting in timely achievement of the Project goals.

CWM recognizes the importance of SRTA, FHWA, and other stakeholders and welcomes their participation and involvement in the Project. Immediately after Project award, kickoff meetings will be held with GDOT and

other third parties. These meetings will serve as a forum for candid discussions about protocols for working together, and to establish a game plan for achieving the Project goals.

As the Project develops, utilities, subcontractors, and other stakeholders will be invited to participate in Technical and Project Development Group meetings. Involvement of all affected stakeholders will promote communication and the early identification and resolution of issues before they impact the schedule and threaten timely completion of the Project.

B.2.1 (e) Strategy for Environmental Compliance, Monitoring, and Mitigation to Support GDOT

CWM appreciates the environmental sensitivity of the Project area and pledges to be good stewards of the environment by establishing a zero-tolerance policy for violation of regulatory requirements. CWM will execute the Environmental Commitments required by the contract documents, environmental laws, Governmental Entities, Governmental Approvals, and applicable federal and state laws and regulations. Compliance with applicable laws and permits will be guaranteed by development and implementation of the Comprehensive Environmental Protection Program (CEPP). The CEPP will describe the processes to be followed during the course of the work to assure compliance with environmental requirements, including the preparation of documentation to support said compliance.

The Environmental Team, led by the Environmental Compliance Manager, will have a complete understanding of all NEPA commitments and will be trained to proactively recognize potential non-compliance issues, so that prevention and control can eliminate the need for mitigation. Every worker will receive training which will emphasize the overall importance of environmental issues and their responsibilities regarding GDOT's and CWM's commitment to zero tolerance for violations. Monitoring and reporting activities will be concise and consistent throughout the term of the contract with all documentation of monitoring efforts available to FHWA and GDOT for review at any time.

Summary

C.W. Matthews Contracting Co., Inc. has organized a Team of Georgia companies who have devoted three and one half years to due diligence and development of this proposal for the Northwest Corridor Project. This Team, with an intimate knowledge of the corridor, unparalleled availability and commitment of local resources, and first-hand experience with GDOT policies and procedures, is uniquely qualified to deliver an exceptional transportation facility to the citizens of the State of Georgia. The CWM Team's approach to project management of promoting cooperation, understanding, and mutual respect among all stakeholders evolving into a true partnership, provides a sound basis for constructing a high quality, environmentally conscious project, completed on time and offering the best possible value to SRTA and GDOT.

B.2.1 Executive Summary - Attachments

Following is a table indicating the roles of the Participating Members and Major Non-Participating Members and their shares of ownership of any joint venture entities:

Name	Organization Position	Joint Venture % Ownership	Project Role
C.W. Matthews Contracting Co., Inc.	Participating Member	Not Applicable	Developer
Michael Baker Jr., Inc.	Major Non-Participating Member	Not Applicable	Lead Engineering Firm

Following is a table showing the relationship between any of the Participating Members and Major Non-Participating Members and any Guarantors:

Name	Organization Position	Relationship
C.W. Matthews Contracting Co., Inc.	Participating Member	CW Matthews is the sole Participating Member and will be the contracting entity with SRTA.
Michael Baker Jr., Inc.	Major Non-Participating Member	Michael Baker Jr., Inc. is the sole Major Non-Participating Member and will operate under a subcontract agreement with CW Matthews.