

**EXECUTIVE SUMMARY**  
**Georgia Transportation Partners, LLC**

**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**

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**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

The state of Georgia is committed to relieving the traffic congestion for the residents and businesses of metro Atlanta's Northwest Corridor (NWC). This signature road project for Georgia deserves to be built by the team that can deliver an innovative and aesthetically pleasing, yet cost-effective solution that provides a more efficient traffic corridor at the best value to its future users.

### We are that team.

Georgia Transportation Partners (GTP) will be led by its two Participating Members – Bechtel Infrastructure Corporation, part of the Bechtel group of companies (collectively "Bechtel"), and Kiewit Infrastructure South Co., part of the Kiewit group of companies (collectively "Kiewit").

Both founded more than a century ago, Bechtel and Kiewit continue to be longtime industry leaders, ranking first and third, respectively, in the 2013 recent *Engineering News-Record* list of top US contractors.

No other team can bring the legacy of relevant experience, unrivaled infrastructure expertise, and global reach to the NWC Project.

### Bechtel

Bechtel is among the most respected engineering, project management, and construction companies in the world. We stand apart for our ability to get the job done right — no matter how big, how complex, or how remote. Bechtel operates through five global business units that specialize in civil infrastructure; power generation, communications, and transmission; mining and metals; oil, gas, and chemicals; and government services. Since its founding in 1898, Bechtel has worked on more than 22,000 projects in 140 countries on all seven continents. Today, our 53,000 employees team with customers, partners, and suppliers on diverse projects in nearly 50 countries.

### Kiewit

Kiewit is one of North America's largest and most respected construction and engineering organizations. Since 1884, Kiewit and its operating subsidiaries have built some of the largest and most challenging highway and infrastructure projects in North America. This depth of expertise, coupled with an unparalleled commitment to safety and quality, and one of the largest privately owned equipment fleets in North America, make Kiewit uniquely positioned for large, complex construction projects such as the NWC Project.

### Working Together

Bechtel and Kiewit have worked together on several multi-billion-dollar mega-projects, including large projects

in transportation. Our previous experience with GDOT developing the NWC Project allowed us the opportunity to work closely with GDOT for several years in Atlanta and develop trusting relationships with local design and contracting firms.

Together, we successfully built the new Tacoma Narrows Bridge, a \$730 million design-build-finance (DBF) crossing in Gig Harbor, Washington (Figure B.2.1-1). We have also worked side-by-side on several other major projects around the globe, including the Motiva Crude Expansion Project in Texas, which brought the first new oil refining capacity to the US since 1977, and now the Wheatstone liquefied natural gas (LNG) project in Western Australia.



**Figure B.2.1-1. Tacoma Narrows Bridge, WA.** *This Bechtel-Kiewit joint venture was completed within budget, on schedule, and with an exemplary safety record, despite high winds and strong deep-water currents and tides.*

### Our Mission

GTP's mission is to develop and deliver the NWC Project through a DBF Agreement as requested by the Georgia Department of Transportation (GDOT). We share GDOT's commitment to the communities it serves, and we will strive every day to earn and maintain the public's trust as we build this signature project. We are dedicated to delivering excellence (Figure B.2.1-2).

### B.2.1.a Summary of Project Development Plan

Our Project Development Plan, included in this proposal, provides a clear explanation of GTP's project management philosophy, the plan and schedule for executing the project and any related contract administration, and how we plan to achieve and satisfy the project requirements.

Specifically, the Project Development Plan lays the foundation for how we will manage:

- Our Project Management Plan.



**Figure B.2.1-2. Shared Vision and Values.** *We will establish a common set of shared values and vision to unite us in our goal for successful project delivery.*

- Maintenance during construction.
- The design-build (D-B) process, including how we will deliver design and construction and work to ensure quality.
- The implementation of our technical solutions for designing and constructing the project.

Our overall project management approach is to focus on partnering with GDOT, fostering open and honest communication, and empowering team members to raise issues early. Safety and quality are built into everything we do, and we will never compromise either in the interest of cost and schedule. The following eight subsections provide a summary of why GTP is the contractor of choice for the NWC Project.

**B.2.1.a.i Management, Decision Making, and Day-to-Day Operational Structure**

Our management team will be integrated, combining employees from the Bechtel and Kiewit groups’ talent pools and matching their directly relevant experience and strengths with the specific needs of GDOT and the NWC Project.

Our team will be led by our Project Manager, Mike Mix, who will serve as the single point of contact for GDOT and carry the responsibility and accountability for the D-B organization. He will have ultimate decision-making authority for GTP.

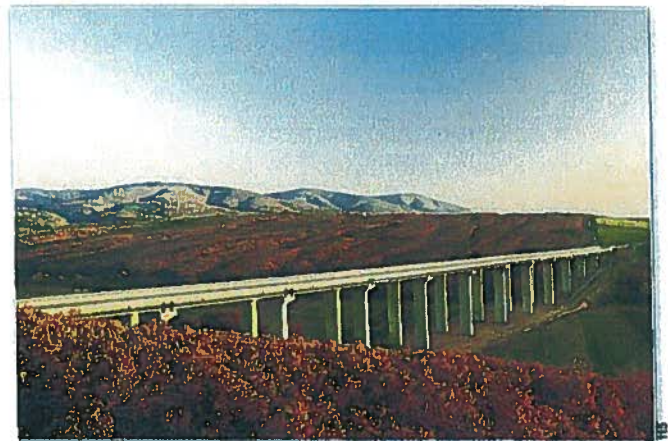
Mr. Mix brings 31 years of infrastructure development, including major roadways and bridge mega-projects in the US and Europe, including most recently as project

director on an \$860 million, 63-mile stretch of the Kosovo Motorway. In June 2013, this project won an *ENR* Global Best Projects Award for the Kosovo Motorway project. The project took the top honor in the roads and highways category (Figure B.2.1-3).

Reporting to Mr. Mix will be senior project staff composed of experienced managers overseeing the business; commercial; disadvantaged business enterprise (DBE) coordination; environmental compliance; safety, health and security (SH&S); finance; public information; and other functions critical to the day-to-day execution of this project. Employees reporting to these managers typically will consist of professional and administrative staff.

Also part of this senior staff will be the Deputy Project Director/D-B Construction Manager, Travis Brilliant, who has two decades of transportation experience, including construction of highways, bridges, mass grading, automatic toll plazas, and drainage systems throughout Georgia and Florida. One of Mr. Brilliant’s signature projects is the Miami Intermodal Connector (Figure B.2.1-4), where he oversaw operations for this \$81 million project that won the Florida Transportation Builders Association’s “Major Bridge Project of the Year.” He will oversee the leaders of the design and construction groups – the Lead Design Engineer, Dave Mahoney, and the Field Construction Manager. From there, we have broken the project into five segments to better manage the work and apply a focused approach to completing each segment. This breakdown is shown in Figure B.2.1-5.

Mr. Mahoney has managed more than 15 D-B projects ranging from \$5 million to \$500 million throughout his



**Figure B.2.1-3. Kosovo Motorway: ENR Award Winner.** *This project was recognized for its fast-track execution and opening of 23.6 miles of new-build motorway within 18 months of contract signing, 7 months ahead of schedule.*



**Figure B.2.1-4. Miami Intermodal Connector.** *This project reconstructed 3 miles of roadway in front of the international airport, and included construction of 11 bridges and associated ramps.*

26-year career, and has served as design manager for many infrastructure projects featuring roadways and bridges. His direct reports and employees will come from the design joint venture (JV) of Dewberry-STV, two US companies with award-winning experience in major roadway and toll road projects, such as the new Intercounty Connector (MD-200) in Maryland and the I-85/I-485 interchange in Charlotte, North Carolina. The design JV will engage specialty design firms, many from Georgia, that will provide particular design expertise in structures, aesthetics, landscaping, geotechnical, and subsurface utility services.

We also have created a value-added position to the senior staff, the Design Coordination Manager, to handle the timely flow of information and smooth transition between the engineering and construction phases; this is intended to avoid “information silos” that can occur between divisions on projects of this size and scope. The Design Coordination Manager will report to Travis Brilliant.

### **B.2.1.a.ii Approach to Public Information and Communications**

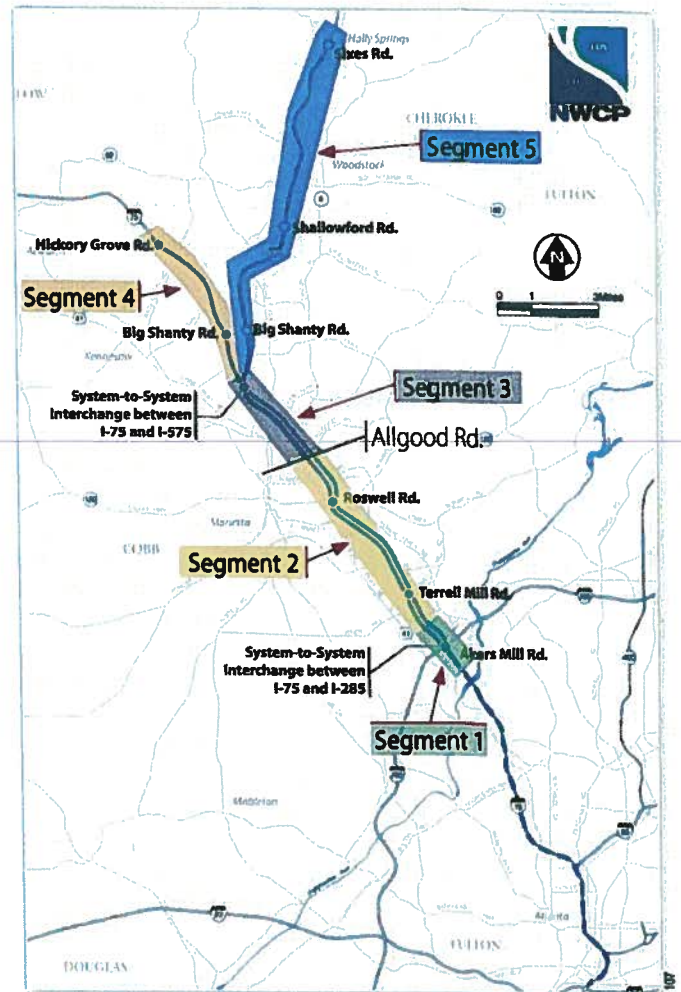
We share GDOT’s commitment to provide proactive, timely, and accurate information regarding the project’s activities and progress to public stakeholders to gain and maintain their support. We will support GDOT’s Public Information Office with our “no surprises” approach to public and business outreach. It’s an issues management strategy to stay on top of the schedule, keep a pulse on public sentiment, and mitigate issues before they can adversely impact the project’s schedule and reputation.

We will help GDOT identify stakeholder needs and integrate their concerns into design and construction

planning and execution where feasible, especially with regard to public input on the aesthetics and landscaping.

Our Project Information Coordinator will be heavily involved with GDOT in coordination meetings to assess potential public impacts, e.g. traffic coordination and utility relocation meetings, etc., and also will coordinate internally to recognize those activities well in advance. This will allow our team to have an integrated process for both developing messages for public release and managing potential issues.

The “no surprises” approach has been successful on several past projects, such as Bechtel’s Dulles Corridor Metrorail Project (Phase 1), during which we worked closely with our customer to execute a comprehensive public information and emergency media plan. Our team produced a constant flow of information to inform stakeholders about potential issues, oncoming traffic modifications, construction updates, targeted



**Figure B.2.1-5. Project Split Map.** *The project will be divided into five segments, each having its own team that will be responsible for delivery of all aspects of the segment.*

communications needs, and general information about the project. We have supported our customer with more than 1,000 public presentations to date and average a press release per day, highlighting traffic, major deliveries, and milestones. We have achieved no construction delays to the project as a result of public opposition, and public support remains high.

One of the biggest risks on Dulles Phase 1 was the safety of the traveling public through work zones, and the safety of our workers as motorists drove by in close proximity. Our radio ad campaign called "We're Your Neighbor" promoted public safety using the voices and images of our craft employees, in their own words, explaining what the project meant to them (Figure B.2.1-6). We addressed topics such as cell phone use/texting while driving, getting home safely every day, and local economic benefits of the project.

The Tacoma Narrows Bridge Project also was successful in part due to the "no surprises" approach. This Bechtel-Kiewit project sponsored partnering programs with local stakeholders to identify concerns and articulate shared goals. The local and business residents on both sides of the Narrows were kept informed through a project-specific, client-owned website, a toll-free information hotline, a newsletter, public meetings, and media and local outreach – needs that are similar to those for the NWC Project.

We believe that knowing our work, understanding our audience, and being proactive and transparent with information can prevent negative outcomes and reduce project risk. That is the level of public information strategy and customer support that we will work toward on the NWC Project.

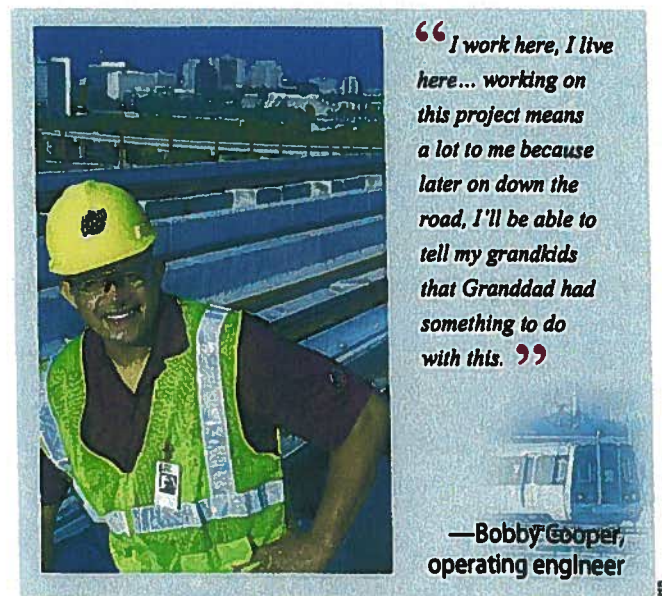
### Stewardship

Through volunteerism, philanthropy, and sustainability, we're building people who are building the future. Our commitment to science, technology, engineering, and math (STEM) education, and bettering the communities in which we work, is part of the legacy we want to leave on the NWC Project.

We will tap the passion of our people to support education, improving the quality of life through engineering, construction, and volunteerism. We will seek opportunities to be active in Atlanta-area schools, particularly through our signature programs focusing on STEM education: Engineers' Week, Engineers Without Borders, FIRST Robotics (Figure B.2.1-7), Junior Achievement, and Ocean Exploration Trust.

#### **B.2.1.a.iii Environmental Sensitivity and Safety**

Our design and construction plan focuses on reducing impacts to the environment and surrounding



**Figure B.2.1-6. Public Safety Radio Ads.** Approximately 2.67 million people in the metropolitan Washington, D.C. market heard the "We're Your Neighbor" ads. We believe similar reach is possible in the metro Atlanta market.

communities. Our environmental management plan is comprehensive and tailored for the specific environmental conditions of the metro Atlanta region. GTP fully recognizes the potential impacts to the surrounding environment, and we will take measures to reduce traffic, noise, vibration, ecological damage, and harmful emissions.

We realize that noise and vibration from construction can greatly impact neighboring businesses and residential communities and we will be sensitive to these issues when planning our operations. GTP also strives to minimize our carbon footprint by significantly reducing the amount of harmful emissions from our equipment. Our SH&S team will place strict regulations on heavy-duty vehicle idling at project sites in order to reduce emissions and wasted fuels.

In addition, GTP personnel will work with the authorities to monitor construction activities and report adverse findings, particularly with migratory birds and threatened or endangered species, such as the Indiana and Gray bats.

We will also have a certified expert on hand who will be responsible for cultural resource management. This individual will work to protect and preserve the region's historical resources during the course of the work.

Our extensive D-B experience helps us understand local sensitivities and permit conditions through all phases of the project. We have the know-how to develop the right plans and train our people in the field to mitigate environmental impacts to our neighbors.

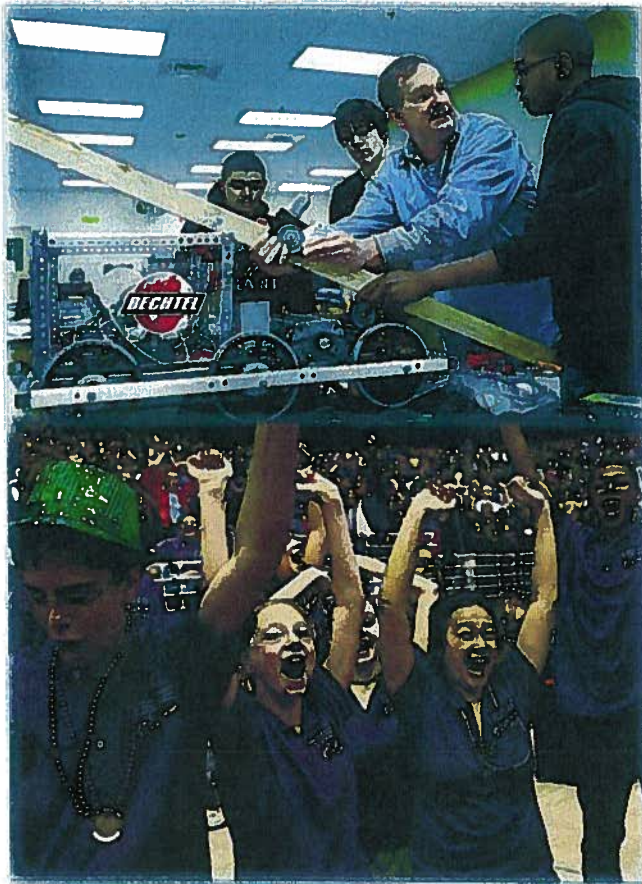


Figure B.2.1-7. FIRST Robotics. Our colleagues mentor new FIRST teams or provide expertise to existing teams at local schools, and volunteer as event judges.

#### **B.2.1.a.iv Approach to Utility Adjustments**

Effective management of existing utility relocation and construction of new utilities is vital to the success of the NWC Project.

We know that utility adjustments will require significant contact with utility owners as well as local businesses and residential areas. It is GTP's priority to openly communicate and work cooperatively with those stakeholders to accomplish a timely project completion. GTP's extensive background and experience with similar projects have led us to develop these overarching guidelines to utility adjustments:

- All utility work must be completed safely, on time, and with minimal disruption to customers or existing utilities.
- There must be an open line of communication between GTP, GDOT, utility owners, subcontractors, and other stakeholders. This includes weekly coordination meetings with all parties.
- Identification and clear marking of all existing utility locations must be completed before excavation can begin.

- Any excavation or ground work must prioritize the safety of current utilities and personnel without exception.

This proactive approach will help us deliver a safe project that strives for zero utility delays. These practices have prevented injuries, outages, and rework, and have saved our past customers millions of dollars. Because we believe that partnerships with utility owners are paramount to success, GTP has already begun collaboration with utility owners in the area to minimize the likelihood of a negative schedule impact or disruption.

GTP will perform all utility adjustments in accordance with GDOT's Utility Accommodation Policy and Standards Manual and all requirements in the DBF documents. In order to create an open line of communication between all parties, GTP will form a Utility Adjustment Team to manage this effort and interface with GDOT's Utility Assessment Team.

As required by GDOT, we will have a Subsurface Utility Engineering (SUE) consultant. We will enlist the resources of So-Deep, the leading SUE provider in Georgia. So-Deep has led SUE efforts for GDOT and will continue in this capacity as our sub-consultant on the NWC Project. So-Deep will employ established engineering technologies, such as ground-penetrating radar (GPR), for drilling test holes to locate, identify, and verify all the utilities on the project.

Our Utility Manager and Utility Design Coordinator will lead this group of highly qualified utility personnel from GTP, our design JV, and a local subcontractor expert in subsurface utility engineering with significant GDOT experience. This structured, organized team will know what it takes to reach our goal of zero utility delays.

#### **B.2.1.a.v Preliminary Baseline Schedule**

Our overall schedule provides a realistic method to meet or exceed GDOT's schedule requirements (Figure B.2.1-8). Through our approved Alternative Technical Concepts (ATCs), our schedule and construction phasing plan for the NWC Project will minimize the impact on the traveling public and will have a higher probability of completing the project early.

Our scheduling team has in-depth knowledge in planning similar large and complex projects and is dedicated to optimizing the schedule through D-B execution.

In our plan, every date and every activity are important. We treat the master schedule as a true planning tool that drives every facet of the GTP organization, enabling a fast-track design, more seamless construction phasing, timely procurement of materials, and accurate

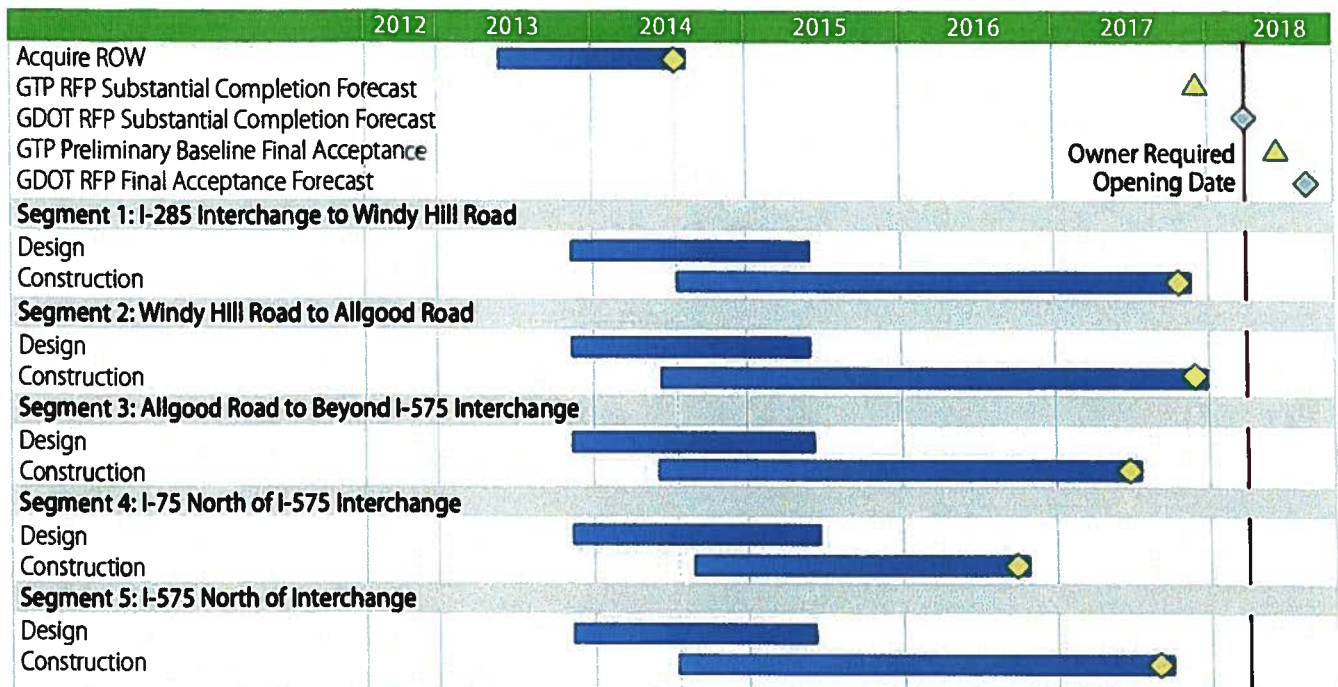


Figure B.2.1-8. Preliminary Schedule. Our preliminary baseline schedule reflects our ability to reduce the contract period between NTP 1 and NTP 2 by two months and to reduce the construction duration by 1 month providing an early completion schedule, completing 3 months prior to the contract requirements.

forecasting. It is a living document that is constantly updated, yet it will maintain integrity by being highly detailed, manageable, and realistic.

We have already identified several areas as “critical path items” so that we can begin work early to mitigate possible impacts on the activities to follow, and possibly turn them into non-critical items.

With local resources at the ready, our team will be able to quickly mobilize and kick-start the project. We will establish an office in the Northwest Corridor and begin key activities for project execution.

### B.2.1.a.vi Delivery of Design and Construction

Given our successful track record in both mega-project and D-B delivery, we are confident that we will successfully support GDOT’s mission to safely and efficiently manage the NWC Project.

Our design plan will build on the existing infrastructure and enable a seamless transition from start to final design. Design, procurement, and construction teams will openly communicate with GDOT to support the project schedule. Through regular coordination meetings, we will foster a culture of open and honest communication that will contribute to a successful project.

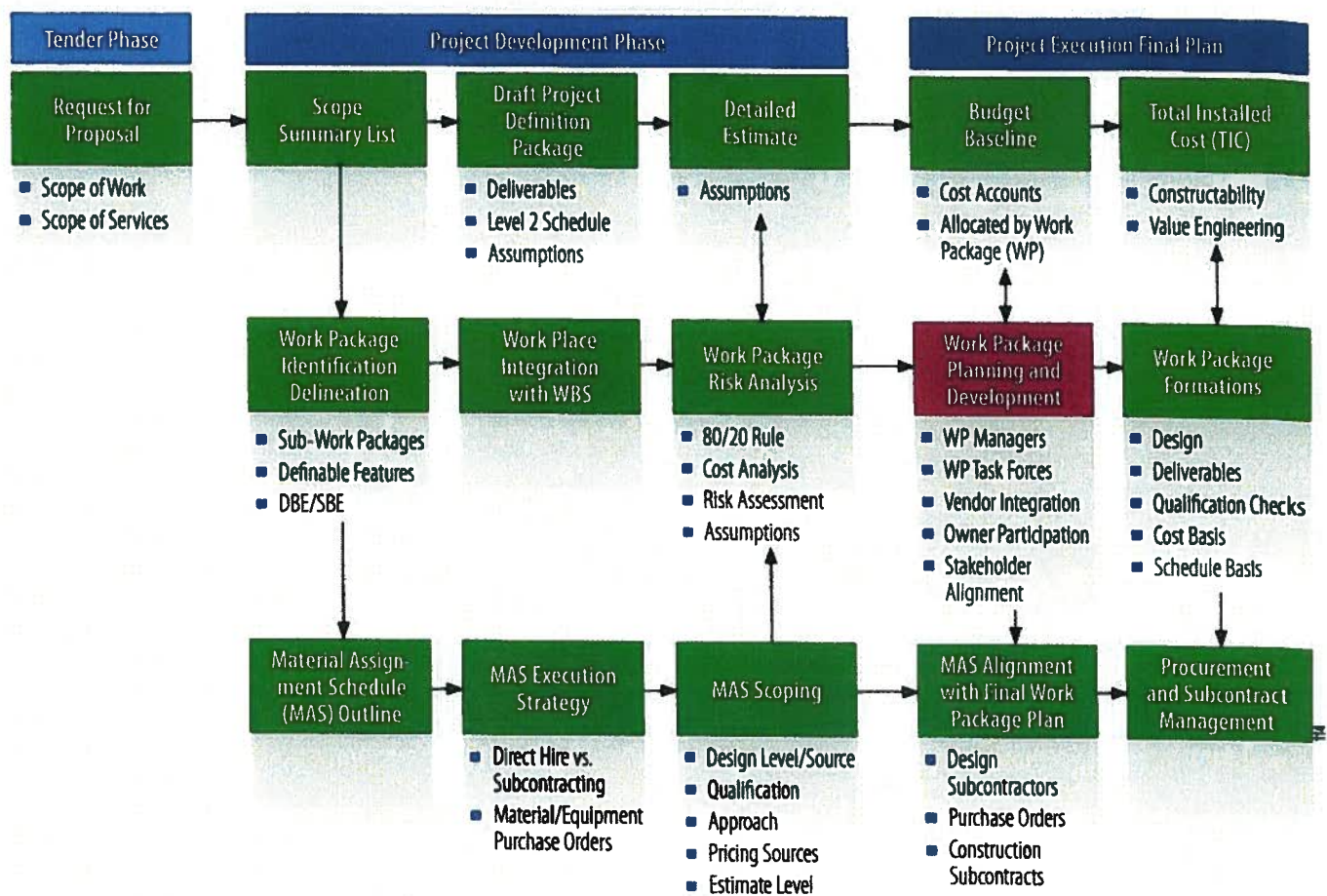
Initially, coordination meetings will discuss project management, progress reviews, and final design.

Additional coordination meetings will address traffic, utility adjustments, surveying, safety, and construction pre-activities. This is a proactive way to resolve potential conflicts to any permits, approvals, survey requirements, utility coordination, or community impacts prior to starting a particular work package. Our work package structure is outlined in Figure B.2.1-9.

The design-construction interface is one of the most important aspects of the project, yet is often overlooked or undervalued. To avoid issues like incomplete designs, change orders, rework, and construction delays, we will emphasize the importance of interaction among design, construction, and specialists. A successful design-construction interface offers a great potential for improvements in project schedule and cost, as eliminating rework significantly reduces man-hours and money.

It is important for the design phase to produce quality designs that are complete, clear, and consistent. The GTP design team will also consider constructability and efficiency while creating quality designs.

To maintain consistency and clarity in the design-construction interface, we will retain personnel on site. Figure B.2.1-10 generally depicts how we will handle that transition from design to construction. When transitioning from design phase to construction phase, GTP



**Figure B.2.1-9. Work Package Process.** Our project execution planning is organized around work packages and task forces that correspond to how the project will be constructed.

will relocate key design engineers into field engineering positions. The GTP construction team will then take the designs and safely build the project.

**B.2.1.a.vii Approach to Quality Management**

GTP’s goal for the NWC Project is to “build it right the first time” and eliminate rework. We also instill in our employees that everyone is responsible for quality in his or her work. We aim to accomplish this through our Quality Management Plan (QMP), which will focus on continually improving the quality of our work. This plan will describe the policies and procedures that the Quality Manager will lead and implement.

Quality starts during the design phase and its evidence continues through the service life of the facility. During the design phase, GTP will implement quality through preliminary, interim, and final design reviews. During construction, our quality team will oversee both supervisors and craft personnel so that they produce high quality work in the field. Superintendents will discuss work plans with craft personnel to show step-by-step

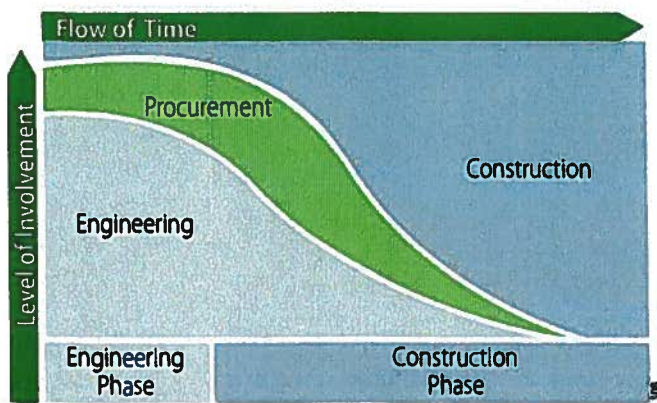
procedures for construction, while the Quality Manager will be responsible for checking the overall quality of the work, as well as compliance to the QMP and any GDOT quality standards.

If potential deficiencies in design drawings or field work are found, the quality team has the authority to stop the work, notify the Quality Manager and GDOT, and conduct a root-cause analysis, using a deficiency log to document all issues. Once the issues have been corrected and approved by GDOT, the issue can be closed.

The Quality Manager will be the primary point of contact with GDOT/State Road and Tollway Authority (SRTA) regarding documentation of quality issues.

GTP will enlist the services of Volkert, Inc. to serve as the construction engineering inspector (CEI) on the project. Volkert will report to GTP’s Quality Manager for coordinating day-to-day activities but will report any quality issues and performance overviews to GDOT. Volkert’s Project Liaison Manager will serve as the point of contact between GTP, Volkert, GDOT, and GDOT’s CEI





**Figure B.2.1-10. Project Resources.** *We will appropriately staff the project with qualified resources as it evolves from engineering to construction.*

for implementation of the administrative processes and conformance of the work and GTP's QMP. Volkert's major responsibilities will include:

- Checking, verifying, and documenting the work with conformance to the DBF documents.
- Keeping daily records and measurements of quantities.
- Monitoring and reporting monthly to GDOT on contractor schedule progress.
- Processing all documentation – i.e. submittals, RFIs, correspondence, disadvantaged business enterprise goal attainment, and meeting minutes.
- Keeping logs, records, and documentation of all activities relevant to administration of the work.
- Performing all on-site and off-site testing of all construction materials as required by the DBF documents.
- Monitoring and coordinating utility and railroad work.
- Monitoring, verifying, and documenting the maintenance of traffic plan.
- Checking and documenting environmental conformance.

### **B.2.1.a.viii Approach to Construction Sequencing, Traffic Management, and Mobility**

Our team's engineers and construction personnel have years of experience with D-B projects and the traffic challenges that come with them. Because of this, GTP has created a comprehensive Traffic Management Plan that focuses on maximizing safety and minimizing travel delays during construction.

GTP will work with GDOT to write site-specific, detailed plans for each stage of construction. These operations plans, in conjunction with the Traffic Management Plan, will allow construction to proceed safely while minimizing the impact to traffic in the community.

Our team also strives to maximize mobility and will implement several strategies to accomplish our goals. Some of these include maintaining existing interstate travel lanes, maintaining paved shoulders, and staging construction to avoid concurrent work along both sides of a roadway.

Temporary lane closures during off-peak hours will also help to maintain current traffic patterns on I-75, I-285, and I-575 during peak hours. We will incorporate sequencing to maximize construction efficiency and safety and avoid causing serious congestion. By working in a linear fashion in the direction of traffic, we will increase safety for construction workers and reduce travel impacts on drivers.

### **B.2.1.b Approach to Satisfying DBE Requirements**

On every project, we are dedicated to providing DBEs and small business enterprises (SBEs) with fair and reasonable opportunities for meaningful and substantial participation. It's not just to meet requirements – we simply believe it's the right thing to do.

We have the capability, capacity, and knowledge to provide DBEs/SBEs with multiple opportunities to participate in the NWC Project, and we will work in good faith to meet or exceed the established 14% DBE goal.

Our strategic approach to engaging DBEs/SBEs identifies contract opportunities early, monitors work performance and compliance management, and promotes growth and prosperity for those businesses. This three-pronged approach is illustrated in Figure B.2.1-11.

During the proposal phase, we participated in DBE/SBE outreach events to interface with potential subcontractors and suppliers and continue to build our database of interested firms in the area.

Historically, we have consistently met or exceeded the DBE/SBE goals on domestic projects and local content goals on international projects. The Intercounty Connector and Dulles Phase 1 projects are the latest examples of how we exceeded the DBE goals set forth by our customers. On Segment B of the ICC, the Kiewit-led project team achieved 26.59% DBE participation, exceeding the goal of 20%. The team used more than 65 local subcontractors on the project, doubling the projected participation. On Dulles Phase 1, Bechtel's team used hundreds of local companies, including more than 180 small, disadvantaged, and minority-owned businesses. To date, we have achieved 14% DBE participation, exceeding the customer's goal by 40%, and the project is near completion.

### III PILLARS OF SUCCESS for Disadvantaged Business Enterprises

<b>IDENTIFYING OPPORTUNITIES</b> <i>"Removing barriers to participation"</i>	<b>PERFORMANCE AND COMPLIANCE MANAGEMENT</b> <i>"Performance, progression, and success"</i>	<b>GROWTH AND PROSPERITY</b> <i>"Promoting economic growth for expansion and success"</i>
<b>Pre-Proposal</b>	<b>Pre-Award/Post-Award</b>	<b>Work Completion</b>
Community Outreach, Networking, and Agency Coordination	Equity in Acquisitions, Procurement, and Contracts	Enhanced Ethics, Safety, and Quality Plans
Certification and Bonding Assistance	Flow-down of DBE Goals and Procedures to Subcontractors	Opportunities on Future Contracts
Understanding Regulatory Procedures	Monthly Reporting and Monitoring of DBE Commitments and Attainments	Business Development
Breaking Down Complex Work Packages into More Manageable Scopes	Compliance Program Plan	Sustainability
Mentoring and Training	Onsite Audits and Payment Tracking	Mentor-Protégé Relationships
Due Diligence	Regular Coordination and Communication	DBE Program Graduation

Figure B.2.1-11. Success Factors for DBE/SB. Bechtel designed and built the foundation to deliver three pillars of success for DBEs and Small Business: Identifying Opportunities, Performance and Compliance Management, and Growth and Prosperity.

#### Mentoring: Success Stories

To us, mentoring DBEs/SBEs is not just a project requirement or goal, but a fundamental obligation to support communities, foster relationships and help grow local economies.

When Kiewit brought RGG – a newly formed small business – on board to perform concrete work on a large project. Though capable of performing excellent work, RGG had limited resources and was unable to bond the scope of work in its entirety. Kiewit worked with RGG to waive bonding requirements by dissecting the scope into multiple packages. Kiewit also expedited payment of RGG invoices to help keep the company’s cash flow positive, thereby fostering RGG’s relationships with suppliers. RGG staff was also included in all scheduling, safety and quality meetings, which allowed RGG personnel to interface directly with owners and municipalities.

At the start of the partnership, RGG was not certified as a DBE. Kiewit worked with RGG to help the company obtain DBE certification, which it achieved during the course of the project. RGG also secured a larger bonding capacity and is now successfully bidding on public jobs.

Similarly, Cheshil Consultants, Inc. (CCI) was awarded a \$4 million contract to provide staff on Dulles Phase 1 (Figure B.2.1-12). CCI staff were embedded in the project trainings and career development programs. The firm then expanded to 23 employees and is now better positioned to win future work.

#### B.2.1.c Summary of Project Management Plan

Our Project Management Plan specifically outlines our organizational structure and management approach to coordination of all activities in all phases of the work, including but not limited to:

- Design.
- Construction.
- Maintenance during construction.
- Quality.
- Documentation.
- Scheduling.
- Testing and auditing/reporting for the project.
- Risk analysis and mitigation.
- Assisting in GDOT community outreach.

The Project Management Plan in Section C.3.1 of our proposal provides a thorough understanding of our management structure and personnel, how we will work together as a team and interface with GDOT, provide a safe work environment for all employees, manage and minimize risks to the project, and perform our work in an environmentally compliant and responsible way.

#### B.2.1.d Approach to GDOT and Third-Party Interfacing

Bechtel and Kiewit have years of experience with large, fast-paced projects similar in nature to the NWC Project. Therefore, we understand that the importance of communication and collaboration between all parties is immeasurable. Whether we are discussing community



Figure B.2.1-12. Positive Media Messaging. In coordination with our customers, we highlight project successes, such as DBE firms that have thrived on our projects.

outreach or engineering technicalities, we want and strongly encourage GDOT, SRTA, subcontractors, and any third-party stakeholders to be involved.

We are dedicated to establishing and nurturing a positive working relationship between stakeholders. Our project management team has already planned to implement partnering sessions, regular senior management meetings, and special task forces that will encourage collaboration and input from all parties.

Per our Project Development Plan, Project Manager Mike Mix will be the primary interface for GDOT, among other stakeholders. He will work with the GTP team to verify our cost, schedule, and quality objectives; specifically, he will verify that our work is in accordance with GDOT's requirements and standards. Mr. Mix will then communicate this information to GDOT and act as GTP's formal point of contact.

One part of the project that demands extensive collaboration from all parties is our public outreach team. GTP will assume responsibility for supporting GDOT's Public Information Office in planning, managing, and implementing community awareness and a public information plan. Community outreach will be directed by GDOT and requires input from all parties working on the project.

Right-of-way (ROW) acquisition and utility relocation will also require collaboration and coordination with subcontractors, utility owners, and various third parties. ROW acquisition meetings with all necessary parties will allow GTP to support GDOT in quickly identifying ROW and easements. Utility meetings will be held as needed to discuss access to utilities, changes to existing utilities, and other issues that arise.

GTP's approach to interfacing with GDOT and third parties is clear; we practice early, proactive, and effective communication and expect it in return. We have created

the project schedule with this philosophy in mind. If GTP, GDOT, and all third parties agree to open and clear communication, the NWC Project will be a success.

### B.2.1.e Approach to Environmental Compliance and Commitments

GTP has identified Sheila Davis as our Environmental Compliance Manager (ECM). She is an experienced professional who has led environmental compliance on two similar projects and brings her expertise and field experience to the NWC Project. Sheila will develop, implement, and lead a project-wide environmental compliance program that helps workers and personnel to follow all federal, state, and local environmental regulations.

GTP will also employ an environmental training staff that, under the direction of Sheila, will conduct environmental awareness and compliance training for all GTP personnel. This staff will include environmental compliance inspectors who will be responsible for onsite monitoring, stopping unsafe work, and recommending corrective action.

In addition to the staff members discussed above, GTP will have personnel experienced in National Environmental Policy Act (NEPA) compliance and management of hazardous materials. Our NEPA Specialist will have substantial experience in NEPA laws and regulations and will work closely with GDOT to incorporate environmental issues into the D-B process. Our Hazardous Materials Manager will also have significant experience with hazardous materials that may be relevant to complete the project.

GTP commits to developing and implementing a Comprehensive Environmental Protection Program that establishes the approach, requirements, and procedures that are necessary to protect the environment. This program includes the Environmental Compliance and Mitigation Plan, which allows GTP to document mitigation plan efforts, and will be available to all GTP personnel, GDOT, and the Federal Highway Administration.

In addition, GTP has created a preliminary environmental compliance matrix that outlines the stages of the project (preconstruction, during construction, post construction, and public outreach) and states all actions that must be taken in order to be in compliance with environmental regulations. This forward thinking is a proactive way to address possible risks that may arise.

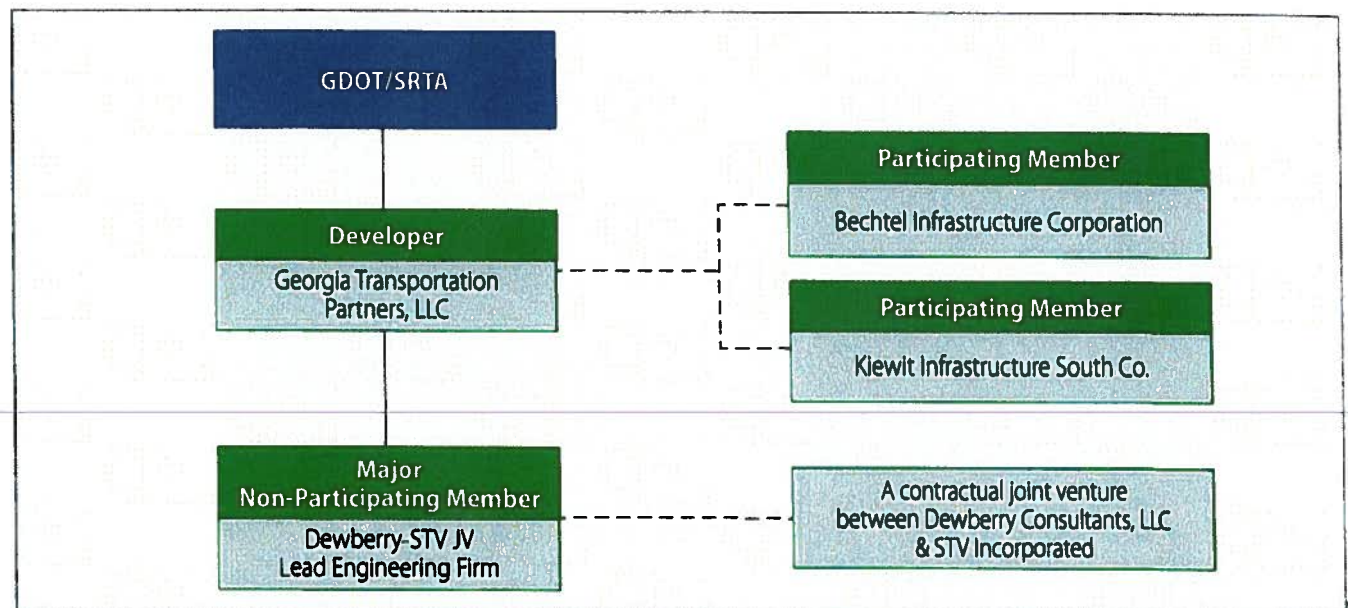
We strive to be stewards of our environment. GTP makes strict environmental compliance a serious priority on this project, and our commitment to addressing those risks and mitigating potential impacts makes us the right team for the job.

# Executive Summary Attachment

## Organizational Table

Role	Entity(ies)	Legal and Organizational Structure
Proposer	Bechtel Infrastructure Corporation	Bechtel Infrastructure Corporation ("Blnfra"): company incorporated in the State of Nevada
	Kiewit Infrastructure South Co.	Kiewit Infrastructure South Co. ("Kiewit"): company incorporated in the State of Delaware
Developer	Georgia Transportation Partners, LLC	A limited liability company formed under the laws of the State of Delaware. Blnfra and Kiewit will be the members of the LLC, each <b>holding a 50 percent interest</b> . Per ITP Section 1.12, Blnfra and Kiewit will form the LLC if SRTA and GDOT select this Proposal as the Best Value Proposal.
Lead Contractor	Georgia Transportation Partners, LLC	As above.
Lead Engineering Firm	Dewberry-STV JV	A contractual joint venture between Dewberry Consultants, LLC (a Virginia limited liability company) and STV Incorporated (a New York corporation). Dewberry and STV are each 50 percent participants in the Dewberry-STV JV.

**Roles and Structure.** This table indicates the roles of the Participating Members and Major Non-Participating Members and their shares of ownership of any joint venture entities.



**Relationships.** This chart depicts the relationship between of the Participating Members (Blnfra and Kiewit), and the Major Non-Participating Member (Dewberry-STV JV), and Guarantors (not applicable).