

FOREST CITY – COUSINS – INTEGRAL have assembled a world class team that combines global experience in successfully developing large-scale urban transportation oriented projects with an intimate understanding of Atlanta. Our goal and focus will be singular – to make the MMPT a transportation and financial success that GDOT, Atlanta and the entire State of Georgia can be proud of.

Below are very brief descriptions of our Equity Members and Major Technical Subconsultants.

Forest City Enterprises Inc. (NYSE: FCEA & FCEB) is an \$11+ billion publicly traded company with a 90-year legacy as a real estate investor, developer and owner, community-builder, and creator of economic growth. With projects such as Central Station in Chicago, University Park at MIT, Waterfront in Washington DC, Stapleton in Denver, Atlantic Yards in Brooklyn and others, Forest City's large scale urban development and TOD experience is unmatched in the industry.

Cousins Properties Incorporated (NYSE: CUZ) is Atlanta's leading diversified real estate company with years of experience developing in downtown Atlanta, including the original Omni, Omni Center (now CNN) and the Georgia Dome. Cousins has also been actively involved in the development of the College Football Hall of Fame and the Center for Civil and Human Rights. Cousins' knowledge of and commitment to Atlanta is unrivaled and will allow the team to hit the ground running.

Headquartered in Atlanta, The Integral Group specializes in real estate development, investment management, program and construction management, property management and human development. With projects such as Centennial Place, Auburn Pointe, and Capital Gateway, Integral has consistently demonstrated that it understands what it takes to successfully

plan, develop and operate a project that transforms the identity of a community.

Atlanta-based Cooper Carry is one of the nation's most dynamic, context-driven design firms. The Cooper Carry Transit Group has extensive knowledge of the Atlanta and state-wide transit system. Cooper Carry, in partnership with Urban Collage, will bring a deep history of working on TOD related work in Atlanta and mixed use projects nationally, to the urban planning aspects of the MMPT.

FXFOWLE Architects is an international, award winning architectural, planning, and urban design firm committed to design excellence, social responsibility, and sustainability. With extensive experience in transit and TOD projects all over the world, FXFOWLE marries international design leadership with functional transit planning and operations.

With over a century of experience, and a major office in Atlanta, Parsons Brinckerhoff (PB) is a world renowned rail and transit engineering firm with unmatched knowledge and experience in Atlanta's transit, freight and passenger rail issues. PB is a leader in the development and operation of all forms of multi-modal rail and transit infrastructure.

Kimley-Horn is Atlanta's most experienced and knowledgeable civil engineering, planning, and environmental consulting firm. With its experience in the Green Line Study, and nationwide TOD projects, Kimley-Horn is unrivaled in their understanding of the infrastructure and transportation systems in the project site and surrounding areas.

THE VISION - SUMMARY

A vision has begun to coalesce around the area known as the Gulch, an area within the MMPT's 119-acre area bounded by Peachtree, Marietta and Peters/Trinity streets and Centennial Olympic Park Drive.

"Below the street" is a central transit hub, a connecting point. "Above" is a vibrant, mixed-use urban environment, driven by the market, linking downtown Atlanta neighborhoods and activity centers with reconnected street grids and green spaces. The transportation connectivity below drives the Region and the State, while the development above creates new linkages that reconnect the City.

The Vision that the Forest City/Cousins/Integral team will create in partnership with GDOT and the MMPT Stakeholders will be based on a complete understanding of the Atlanta Downtown MMPT and its mission, grounded in a robust body of research and advanced by the ongoing work of GDOT's MMPT Technical Committee. We will use our Team's "Briefing Book" containing summaries of more than 30 previous plans, reports and market studies conducted around the MMPT as a working document during the MMPT's Phase 1.

The State and Region, City, and Site lead the Vision for the MMPT's Ultimate Build-out. It will improve the transportation network connecting cities and activity centers across the region and state, reduce congestion, create new linkages that enhance accessibility, and generate economic development. It will go beyond transportation by:

- Creating a gateway to Hartsfield-Jackson Atlanta International Airport, and the world beyond.
- Establishing an iconic destination in downtown Atlanta and reimagining the Gulch and Five Points MARTA Station areas.
- Enhancing the transit experience by building a "meeting place" where modes connect.

- Reconnecting Downtown streets and neighborhoods in a positive, regenerative way.
- Designing open spaces for people, linking them to the broader public environment.

The Key Challenges and Opportunities Anticipated in Realizing the MMPT are financing and managing this complex, multi-phase project. We point to our Team's Innovative, Unique Technical Skills and prior collaborative experiences that have resulted in proven successes on previous-such projects. For example:

- Equity partner Forest City is the most experienced TOD developer in the country.
- Equity partner Cousins Properties is a land owner in the MMPT site whose priorities align with GDOT and the MMPT Stakeholders.
- Equity partner The Integral Group has successfully transformed a number of Atlanta's most blighted neighborhoods into healthy, vibrant communities.
- McKenna Long & Aldridge has identified and secured innovative revenue and financing sources and incentives for complex mixed-use public-private partnerships.
- Cooper Carry and Parsons Brinckerhoff have designed and engineered the only TOD in the Southeast, Lindbergh City Center; PB and Thornton Tomasetti are unmatched in Transit and Structural Engineering on Transit projects nationally.
- FXFOWLE, Cooper Carry and Urban Collage bring award-winning design leadership, local design knowledge and neighborhood-based collaboration to urban planning and design.

The Forest City/Cousins/Integral team has developed TOD and redevelopment projects that prove our experience uniquely qualifies us to meet the goals for the MMPT as put forth by GDOT and the MMPT Stakeholders in the RFP.

SUMMARY OF PROJECT & TEAM MANAGEMENT FOR PHASE I

By any measure, planning and implementing the MMPT Project is an ambitious and complex undertaking due to the many issues that must be addressed. The complexities arise out of the challenges – technical, financial, political, social, administrative, etc. - that must be overcome in a relatively short period of time to achieve a single, clearly stated vision.

In other parts of this submission, we have addressed the unparalleled qualifications and experience of each team member, many of whom have worked together on past projects, a factor that will reduce the challenge of integrating multiple firms, and will help unify the team.

There are four (4) important aspects that, taken together, provide the framework for effective management of the team. They are:

1. Oversight by the Equity Executive Team

An Equity Executive Team (“EET”), comprised of a Principal from the three (3) equity members, forms the operating framework and provides policy guidance and direction to the Project Management Team (“PMT”). This EET ensures that the skills, experience and resources of the three firms are brought to bear on the Project. The EET will meet at least monthly, and will receive regular updates from the PMT, take action on policy matters, discuss and debate issues, and evaluate the PMT.

2. Project Management Team Organization

The Project Management Team (“PMT”) is responsible for the day-to-day execution of the work outlined in Phase One. The PMT, totaling seven (7) individuals, is led by a Project Director from one of the equity members, and includes one (1) part time and two (2) full time employees of the equity members, as well as a senior employee from each of the national and local engineering and design consultants.

The core participants of the PMT will draw on the

resources that exist within each equity member and consultant organization. In each of the engineering and design components, our local consultant will capitalize on its local knowledge to coordinate with local agencies and organizations on planning, design and approval matters.

3. Major Technical Subconsultants and Other Technical Subconsultants

Complementing the EET and PMT, and supporting the goal of producing an implementation ready plan at the end of Phase One, are a number of other essential consultants (i.e. Major Technical Subconsultants and Other Technical Subconsultants) that provide assistance with a variety of issues that relate to Community Engagement, Legal and Public Policy, Costing & Scheduling, Market & Financial Analysis, and Land Acquisition.

4. Project Reporting

A well designed calendar of meetings is critical to the management of communication, given the large number of constituents, the complexities of the project, and the varying levels of engagement required to build and maintain consensus.

Some of the planned meetings include, at a minimum:

- Client/Public Stakeholders – Master Developer (i.e. EET and PMT) meetings to reaffirm the vision, review the overall project direction and schedule, and discuss and resolve open Client – Master Developer matters
- EET – PMT internal meetings to update project progress, address policy concerns and discuss direction
- PMT, Major Technical Subconsultants and Other Technical Subconsultants meetings to surface, discuss and resolve project issues
- Community/neighborhood wide meetings to obtain and provide general input and feedback, and to vet options as they are developed.