

Charter: The Georgia Department of Transportation, the Federal Highway Administration, and The Ray

This charter defines our full commitment to a lasting partnership focused on facilitating, executing, and promoting quality projects to make the section of I-85 from the Georgia-Alabama State Line to Mile Marker 18, dedicated by the Georgia General Assembly as the Ray C. Anderson Memorial Highway, a living laboratory -- a user-centered, open-innovation ecosystem that integrates concurrent research and innovation goals and processes -- within a partnership involving government, philanthropic, private sector and advanced technology organizations. In this way, the highway can be a platform for innovative technologies and practices and one of the models for a safe, sustainable and innovative highway system in Georgia and throughout the United States.

To fulfill this commitment, the Georgia Department of Transportation, the Federal Highway Administration, and The Ray, a non-profit philanthropic organization, agree to collaborate in a way that fosters honesty, respect, creativity, transparency, and mutual trust. While the Georgia Department of Transportation serves Georgia, the Federal Highway Administration and The Ray have a broader geographic reach. As such, the partnership acknowledges and affirms the scope of each of partner, with the aim that the Ray C. Anderson Memorial Highway propels sustainable and innovative projects across the state and nation, and even the world.

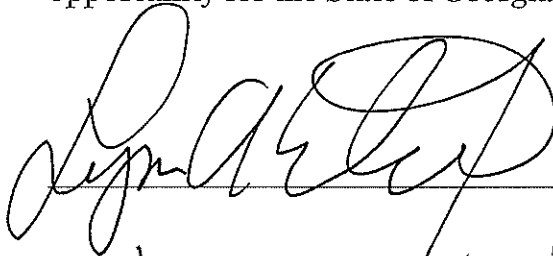
Over the past four years, our working partnership has resulted in a tremendous amount of good will and several high-profile demonstration projects. A strong foundation has been set to lead to future success. Because we share a commitment to innovation, sustainability, and safety, some of the projects potentially before us are inherently challenging and possibly require new approaches to implementation. We understand that there may be existing legal and regulatory frameworks, engineering decisions or approval processes that could limit some projects.

We therefore accept with both excitement and humility the opportunity to work together in such a complicated context, recognizing that our success will require open communication, and the development of clear methods of communication, marketing, coordination, decision-making, and accountability processes. Starting in April 2019, we commit to continuing our partnership in a strategic and deliberate way so that it enables a lasting collaboration and projects are pursued with an open mind, the utmost rigor, and with intentions of increasing the likelihood that projects will be repeated and scaled throughout the state and nation. We will balance urgency with patience, understanding that the working partnership has matured to a phase where the most challenging -- and perhaps most pressing and important -- implementation opportunities are before us.

We also acknowledge that we are uniquely positioned to demonstrate how a partnership involving both government and non-government organizations can set an example for others throughout the nation and even the world to follow, particularly in the areas of

transportation and sustainability. We are grateful for the opportunity to lead in this area. We, likewise, are mindful of our commitment to the traveling public, and will always strive to act in a timely, constructive, inclusive, and legal way that ensures that we meet our obligation to ensure public safety.

By signing this charter, we agree that these principles will inform our working partnership so that it leverages its unique philanthropic engagement, builds upon its existing successes, and sets the stage for opportunities to promote advanced transportation technologies. We therefore endeavor to facilitate, promote and develop the Ray C. Anderson Memorial Highway as a platform for advanced technology and innovation in transportation and transportation infrastructure that pioneers safe and sustainable design, reflects the shared values of safety, efficiency, and productivity, informs the highways of the future, and serves as a catalyst for economic development and opportunity for the State of Georgia.

 4/18/19, Georgia DOT Board

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