

4.3.3 Project Management Plan

4.3.3.A Project Management Team Structure

The Team has four key member Firms. Cintra and Zachry are the equity partners of a Proposer that has not yet been formed. PricewaterhouseCoopers is the lead financial advisor for the CFP, JP Morgan is the lead financial advisor for any identified facility and lead financial arranger, Earth Tech is the lead planning and engineering firm for the CDP and MDP. Cintra is the Principal Firm, and will lead the Team.

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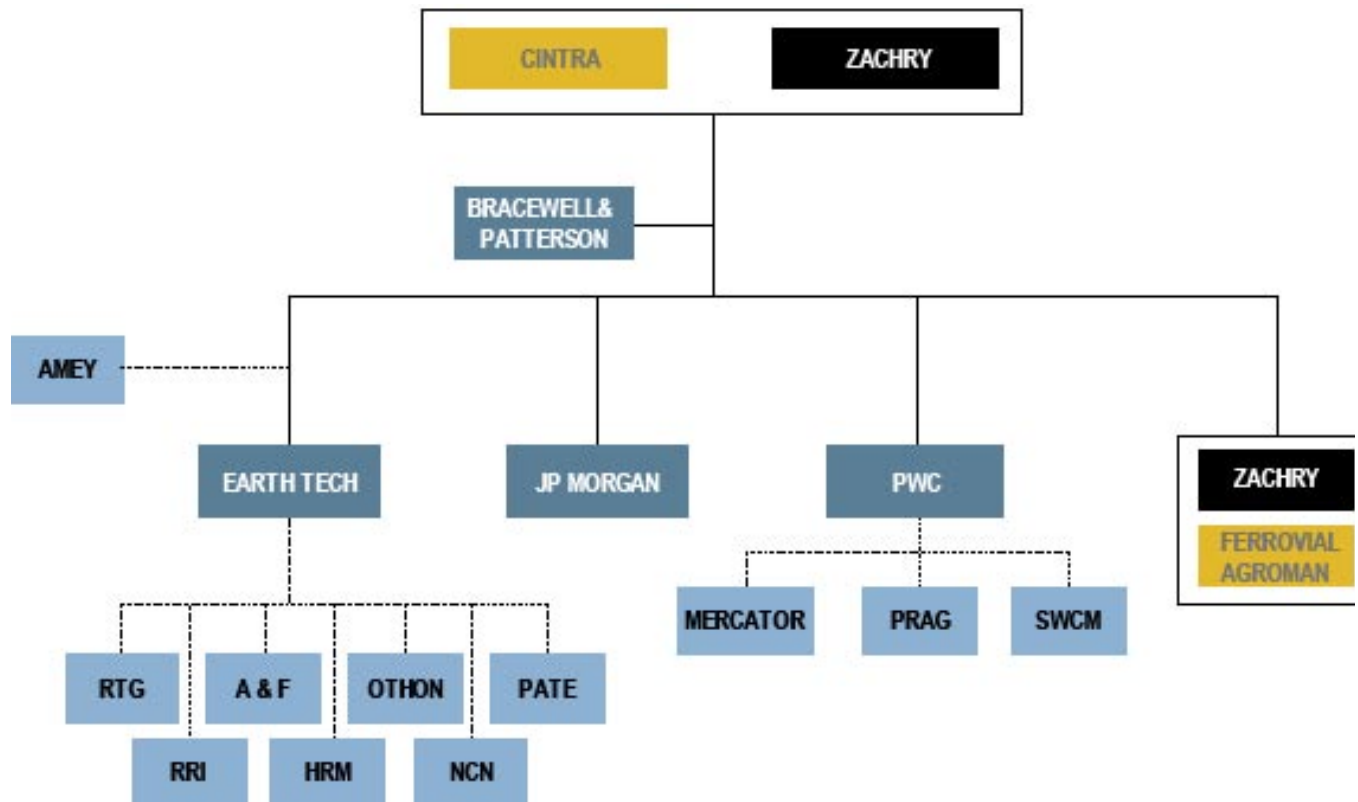
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The following organization structure outlines how each firm will interface with each other, and report up the structure to Cintra and Zachry.

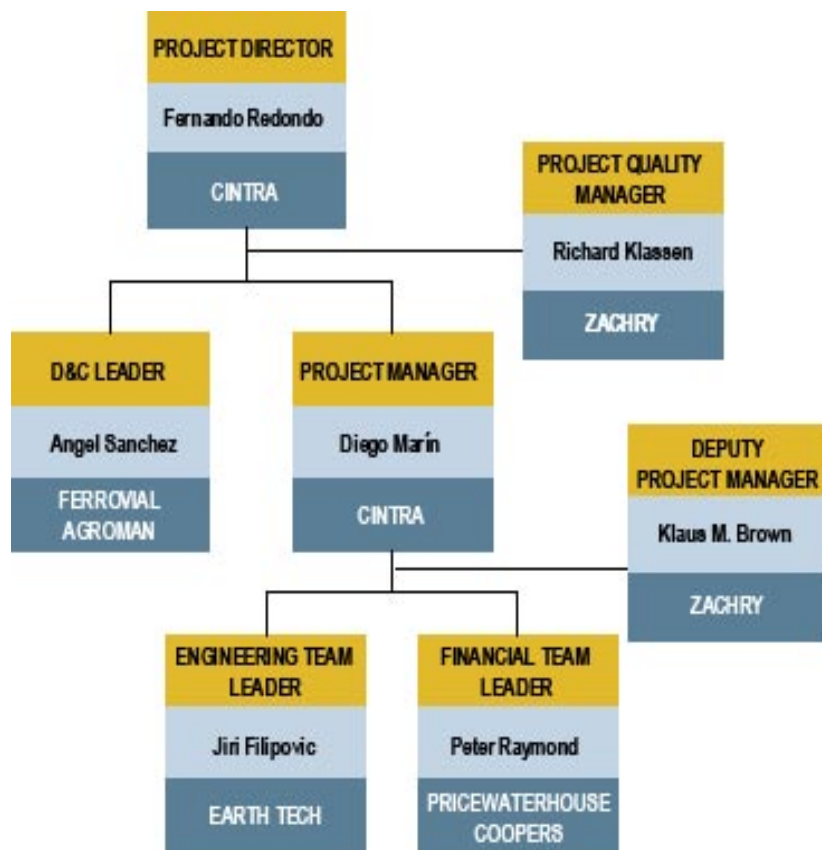


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4.3.3.B Approach, Roles and Responsibilities

i. Strategic Planning and Development - TxDOT's goal is to utilize the CDA to develop as much of the TTC-35 Project, as soon as possible to benefit the State of Texas. With this goal, the equity partners of the Team, Cintra and Zachry will strategically guide the planning and development of the Project.

The organizational chart below indicates the reporting relationships between the Key Individuals proposed for the Project:



The Developer will have a Project Director, Mr. Fernando Redondo with Cintra, who will be mainly involved in this project and will deal directly with TxDOT. The Project Director will have overall supervision of the Project.

Mr. Diego Marín with Cintra, will be the Project Manager, who will take care of the operative day-to-day decisions of the Project, and will supervise the work of the different financial and engineering advisors related to the CMP and the FMP, and also related to specific facilities. In co-

ordination with TxDOT, the Project Manager will identify the facilities that are of statewide importance.

Mr. Angel Sanchez, with Ferrovial Agroman, will be the Design & Construction Leader. He or she will support the Project Manager in the supervision of the engineering team, and will also supervise all works related to design and construction.

Mr. Richard Klassen with Zachry will be the Project Quality Manager, ensuring that each firm of the Team follows the Quality Management Plan, and supervising the quality of the Team's deliverables.

Mr. Jiri Filipovic with Earth Tech will lead the engineering team to develop preliminary estimates for each Facility. These estimates may require the use of subconsultant firms such as Aguirre & Fields, OTHON or Rodriguez Transportation Group to help develop preliminary designs. Mr. Peter Raymond with PricewaterhouseCoopers will manage the financial team to test the economic viability of each Facility. J.P. Morgan Securities may also be involved to help develop the bonding potential for the potential Facilities. Mr. Lee Johnson with Railroad Industries will manage the team negotiating arrangements with UP.

ii. Revenue Collection - After a facility has been constructed, second to safety for the traveling public, the most important aspect of operation is the accurate collection of revenue from the facility's users. For that purpose for each self-performed facility the Proposer will designate a Toll Collection Manager who will be in charge of:

who will be in charge of:

- the collection of toll revenues and user fees from toll facilities,
- the supervision of the company responsible for the institutional collection of the electronic tolls
- the preparation of monthly audited toll reports that will be presented to TxDOT.

Should a particular facility be implemented with standard toll collection systems (manual / automatic lanes)

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the toll collection manager would also be responsible for the cash toll collection and security management. In this case there would be toll supervisors who would directly and daily report to him.

iii. Quality Management - Quality must be ensured at each step of the development of the Project. During the Initial Scope of work, the four key members, Cintra, Zachry, PricewaterhouseCoopers and Earth Tech will work with TxDOT to finalize the Quality Management Plan (QMP) that will be in place for the life of the Project. The QMP will identify the times and levels of reviews for each type of information developed for the Project. Mr. Richard Klassen, with Zachry will serve as the Project Quality Manager. Mr. Klassen will ensure that each firm follows the QMP.

Each Team member firm will also have an identified Quality Manager who will ensure the firm follows the established quality control process, and will manage the peer review of other Team member firm's product. For example, Mr. Jon Engelke will serve as Earth Tech's Quality Manager. He will manage Earth Tech's internal quality process, and will also oversee the review of other engineering team member's products prior to submittal to TxDOT. After the QMP is finalized, each Team member firms will be required to sign the Plan, signifying acceptance, and establishing accountability for the quality of their product.

iv. Project Management - This Project is of such size and duration that a solid Project Management Plan (PMP) is absolutely necessary to establish the roles, responsibilities and expectations of all involved: from the TxDOT Executive Director to the subconsultant's survey rodman in the field. The PMP will be finalized during the Initial Scope of Work, just like the Quality Management Plan. The PMP establishes reporting requirements and accountability of each firm to the Project. Each Team member firm will have internal reporting requirements, established by discipline, and in turn, each firm will have a project manager who will report to the Project Manager, Mr. Diego Marin. Mr. Marin will then report to TxDOT, either directly, or through the TTC-35 Section Engineer and TTC GEC.

v. Environmental Management, Review and Compliance - TTC-35 will be challenging as it attempts to bring together previously approved environmental documents; environmental documents currently in production, and Facilities that have had no environmental work prepared, to-date. As each Facility begins to appear to be viable, its current environmental status will be determined, and a database populated with all environmental data known. This will include planned document preparation durations, review times, review agencies, fast track approach, and previous commitments. This Project is already controversial, as evidenced by creation of opposition groups, and adverse newspaper articles. Therefore, it is likely that legal challenges to the Project as a whole, or individual Facilities, will be mounted. Usually these cases revolve around impacts to the environment, or challenges to the environmental process. Thus, it is extremely important to document the complete environmental process to help shorten the length of legal challenges.

Mr. Eddie McFalls, with Earth Tech, will serve as the Team's Environmental Manager. Mr. McFalls will be responsible for NEPA compliance of each proposed Facility. All environmental commitments and required mitigation will be noted in the database, and tracked through final construction.

vi. Contract Administration - As the Lead Developer, Cintra will develop specific procedures to manage Contract Administration during the length of the CDA. These Contract Administration procedures will include complete supervision and control of, among others:

- Official documentation between the Team and TxDOT
- Changes to the Contract documents
- Invoices and payments
- Internal communications
- External communications
- Certifications of deliverability
- Other documents

vii. Preliminary Design and Feasibility - During the Initial Scope of Work, this Proposal, competing Proposals, and work by the TTC-35 Section Engineers will all be brought together to get a good picture of the

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probable Facilities on the TTC-35 Project. All of this data will become the basis for a brainstorming session to determine the Facilities that should be studied in more detail for their feasibility. The technical aspects of this Proposal were developed utilizing the same methodology. All of the possibilities were brought together, initial conceptual designs were completed, and their feasibility studied against real world constraints such as aquifers and vertical topography.

Mr. Jiri Filipovic, with Earth Tech, will manage this brainstorming session, the resulting preliminary designs and feasibility analysis of each Facility studied. The technical feasibility will then be tested against the State's desires, and the financial constraints to developing the Facility.

viii. Transportation Planning - The TTC-35 Project is becoming a reality just as new Regional Mobility Authorities (RMAs) are forming, and older tolling authorities are expanding their reach. These authorities, the urban area's Metropolitan Planning Organizations (MPOs), and TxDOT all have historical and projected traffic data. Just as was done for this Proposal, the Team will collect all available traffic data to use as the basis for predicting when and where TTC-35 Facilities will be justified. The Statewide Analysis Model (SAM) is used as the focus for transportation planning, and it is supplemented with other data from TxDOT, RMAs and MPOs.

Mr. Ravi Girdhar, with Earth Tech, will manage the Team's transportation planning efforts. Mr. Girdhar will be responsible for testing the traffic viability for each of the Facilities that enter the preliminary design and feasibility studies.

ix. Financial Advisors - A large team of financial advisors is required for a Project the ultimate size of TTC-35. The multi-billion dollar potential size of TTC-35, and the interrelationships of the State, quasi-governmental and private entities require the careful management of financial planning. Each Facility's development, construction, operation and maintenance costs must be balanced against the potential tolling revenue streams over the term of the Facility.

Mr. Peter Raymond, with PricewaterhouseCoopers, will lead the financial analysis for the Project. Mr. Raymond will be responsible for determining financial feasibility, preparing financing plans, and each Facility's Official Statement.

Mr. Don Henderson, with J.P. Morgan, will lead the financial analysis for the specific facilities identified in the project, and will support the Team with knowledge and expertise about innovative financing techniques and instruments.

x. Engineering - A significant force of engineers will be required for the TTC-35 Project. Even during the preliminary design phase of developing potential Facilities, many engineers will be involved. This includes many diverse disciplines including; roadway geometry, structural, hydrology and hydraulics and traffic engineering. As the lead engineer, Earth Tech will provide a task leader for each distinct discipline. Lower-tier engineering firms will provide some of the work required for each of these disciplines, but Earth Tech will have the ultimate responsibility for the delivery of the engineering products. Mr. Jiri Filipovic, with Earth Tech, will manage all engineering task leaders.

xi. Rail and Logistics Advisors - The UP railroad differs from the other stakeholders due to its somewhat unique rights and obligations as a common carrier railroad. It is essential to the Project's success that UP's willing support be obtained early in the process. It will ultimately be necessary for the Team to negotiate with the UP definitive and mutually satisfactory agreements delineating the detailed arrangements between the parties covering economic, commercial and operational issues.

Mr. Lee Johnson with Railroad Industries will manage the Team's efforts to reach satisfactory arrangements with UP enabling implementation of several Facilities.

4.3.3.C Project Management and Organization Approach

i. General Philosophy - The key to advancing the Project is based on the simple philosophy of early and continuous involvement. Identification of the key stakeholders inside and outside TxDOT and involving each one is critical to timely Project development. Some of the key stakeholders include, but not limited to, the Texas Legislature, the Texas Transportation Commission, the TxDOT Administration, the Texas Turnpike Authority Division, cities, counties and the appropriate Metropolitan Planning Organizations (MPOs). As it is evidenced by recent political statements by elected officials, it is important to ensure the Project is accurately described at all times.

ii. Work Breakdown Structure - The Team's proposed Work Breakdown Structure follows the basic requirements and flow identified in the RFDP. The key is the use of individual components that can be brought on-line multiple times, as Facilities progress.

1. Develop and submit request for TxDOT approval to develop a Facility.

TxDOT Determines Facility is Ready for Development

2. Develop Facility Implementation Plan (FIP) Preparation Agreement.

TxDOT Issue Facility NTP1

3. Develop FIP
 - a. Scope of work
 - b. Schedule of work
 - c. Budget

TxDOT Issue Facility NTP2

4. Begin Facility Development Work
 - a. Preliminary design (Alternatives analysis)
 - b. Design schematic
 - c. Environmental process support
 - d. Traffic and revenue studies

- e. Public involvement support
- f. Facility Financial Plan

TxDOT Issue Facility NTP3

5. Close of Finance
6. Develop PS&E
7. Right of way services and acquisition

TxDOT Issue Construct NTP

8. Construct Facility

Substantial Completion Operation and Maintenance

iii. Liaison with TxDOT and external Parties - The Team will coordinate with TxDOT, the TTC GEC, and TTC-35 Section Engineers on a continuous basis. Having a significant component of the Team co-located with TxDOT will ensure that TxDOT's issues are our Team's issues.

Generally, the Team will utilize local public relations firms in the different regions in Texas to build community support. These local firms can be used to supplement the State's efforts to promote the TTC-35 Project. The Team will develop exhibits and displays for public meetings and hearings, as required.

One unique aspect that the Team can bring to TxDOT is the Internet domain names www.transtexascorridor.com and www.transtexascorridor.org. These domain names were registered soon after the governor announced his plans for the Trans Texas Corridor. Because these domain names are in the private sector, they can be utilized for more direct and aggressive marketing of TTC than the State is allowed.

iv. Resource Allocation - The Team has significant depth of resources available to TxDOT for this Project. The key is to have the correct person working in their area of expertise. There will be a continuous presence of Team management personnel co-located with TxDOT for this project, and there will be an additional Team of specialists working at their own locations in support of TTC-35. This additional staff can include any of the disciplines required for the Project, from schematic design,

to ROW services, to environmental mitigation. The engineering and planning firms on this Team include more than 10,000 employees – a vast array of experience that can be brought to bear on this Project. In addition, the Team is committed to supplementing any required staff through the HUB-certified temporary staffing firm that is on the Team.

v. Contract Administration and Subconsultant Procurement - As mentioned in Section 4.3.3.C.vi, specific procedures will be developed to manage contract administration and procurement procedures.

The Team members manage their own contract administration and subcontracting procedures under their internal quality system. The close and direct relationship between the Project Management Plan and the quality systems is reflected in the Quality Management Plan. The QMP will include specific guidelines for contract administration and procurement procedures.

Specific procurement procedures will include the following:

- At least three different firms will be solicited for quotations, in an open and transparent way.
- All proposals will be filed, and key communications (such as the acceptance confirmation and proposal price) will be written and filed.
- The subsequent contracts will be double filed both as part of the quality files and the contract administration system
- A database will be created where all subcontractors and service suppliers will be evaluated and registered. This database will be accessible to TxDOT.

vi. Information and Communications Systems - The Team is compatible with TxDOT's e-mail, document, scheduling, estimating and graphics systems. The Team is committed to establishing any required networking necessary for the co-located facility. The Team has successfully been coordinating and communicating internally for the production of this Proposal for more than eight months, utilizing an internet-based file collaboration system that ensures all relevant Team members are aware of modifications made by others.

vii. Co-located Facility - The Team commits to co-locate Team personnel with TxDOT, and its consultants at a location in Austin. The Team understands the benefits of having staff from both sides of the fence working side by side on the Project. The Team's co-located key personnel will be responsible for coordinating the external staff that is working on the Project. The Team is experienced with this type of coordination. This Proposal preparation was coordinated from Austin, with components being prepared in Dallas, Denver, CO, Raleigh, NC, San Francisco, Toronto, Canada and Madrid, Spain.

viii. Monitoring Environment Commitments - As previously described an Environmental Manager will be established and tasked with monitoring environmental commitments. A key tool to be used for monitoring the commitments will be a database that is also referenced to the GIS database and mapping. Sensitive areas or resources will identified in the GIS database so that design changes can be easily tracked and checked to see if the change impacts a sensitive receptor. Additionally, the database will track time sensitive commitments to ensure that appropriate permits and/or mitigation are obtained when needed.

4.3.3.D General Resource Plan

i. Preliminary and supplementary site and materials investigations - As the Project progresses and as Facilities are implemented, it will be necessary to collect field data for the preliminary design and cost estimating and to identify the ROW to be acquired. The following describes the Team's approach to providing the information for geotechnical, environmental, and surveying and mapping needs.

1. **Geotechnical.** Because of the large scale and the diversity of conditions, a team approach will be employed with a lead geotechnical firm directing the data collection efforts and QA/QC. Under this lead firm, there will be up to four firms collecting the data and reporting to the lead firm. The subordinate firms will be selected from the local area as much as possible to minimize mobilization and maximize familiarity with the area being investigated. Capacity for geotechnical investigations can negatively impact

the development schedule. The Team will ensure this does not happen by choosing firms that own their own drilling equipment, and thus have more control over their scheduling.

2. Environmental. A team of environmental specialists will be utilized to gather information concerning archaeological sites, historic structures, wetlands delineation, and other natural environment concerns. The team will also be responsible for the environmental permitting process and monitoring field activities. The team will consist of major task leaders to direct staff in the information gathering process.

3. Survey and mapping. Just as with geotechnical investigations, a team approach will be utilized for surveying activities. The lead surveyor will set up the coordinate system(s) and other base information in consultation with TxDOT and will direct the subordinate surveying firms in the collection of data, document preparation and QA/QC. Again, the subordinate firms will be selected from the local area as much as possible to minimize mobilization and maximize familiarity with the area being investigated. The lead surveyor will also direct the mapping efforts. It is anticipated that there will only be a need for one firm to provide the mapping and they do not need to be from the local area.

ii. Preliminary design and feasibility - As stated previously, the large scale of the Project will dictate the use of several resources, including several engineering firms. Earth Tech will serve as the lead engineering firm, with several subordinate firms, as identified previously in this Proposal, providing design teams. The Engineering Project Manager will oversee all aspects of the design. Task leaders will be identified to lead each discipline area (e.g. roadway, structures, drainage, traffic control) and report to the Project Manager. Each Task Leader will have a team of engineers and technicians to produce the preliminary design.

iii. Right-of-way acquisition - A team approach will also be utilized for ROW services. Earth Tech will lead the ROW acquisition effort, supported by HRM, and other ROW service providers. For Facilities that are self-performed, Ferrovial Agroman also has extensive ROW service resources that will be utilized. ROW acquisition

will be on the critical path, and the Team will ensure adequate resources are brought to work exclusively on acquiring ROW for the TTC-35 Facilities.

iv. Traffic and revenue modeling - The Team will retain a transportation-planning firm, which is accredited to conduct investment grade traffic and revenue forecasting studies. The Team will work closely with this firm so that all assumptions related to toll facilities, their timing of implementation and project phasing are properly coordinated. Also, the Team will ensure that all of the current travel/revenue forecasting work is handed over with full knowledge of the underlying assumptions. The Team and the traffic/revenue forecasting firm will also work closely with TxDOT, and MPOs to ensure that these studies employ a consistent set of assumptions on such factors as future demographics, transportation network, information on other modes and economic activity levels.

The Team understands there has been significant amount of work done recently on traffic forecasting in the area by various agencies. Other than the TxDOT traffic model (SAM), significant studies include the Traffic and Revenue Forecast Study for Central Texas Turnpike System, Austin-San Antonio Super Regional Model, and Urban Transportation Studies by various MPO's. The Team will thoroughly review and build upon this work in a coordinated manner. Similarly, the methodology and results of the recent stated preference survey completed in the Austin area would be reviewed, and based on this information; the process for supplementary stated preference surveys will be developed.

The Team will retain an independent firm/individual who would undertake a peer review for some of the key assumptions such as the value for travel time for both auto and trucks, since these greatly impact assignments on toll facilities. The Team will ensure that there are adequate controls built throughout the process at key points to avoid any errors in the process.

v. Operations and maintenance models - The Team will develop operation and maintenance models based on Cintra's vast worldwide experience in operating and maintaining highways. The models will be refined with current Texas labor and equipment rates, and meet all required maintenance standards.

These models will be built for each of the Facilities studied and will include synergy assumptions when two or more facilities are to be operated by the same Concessionaire.

The key variables utilized by the models include: lighting, paving, crack sealing, structural crack sealing, joint replacement, equipment and vehicles, ITS systems, tolling systems, personnel, concessionaire managing staff and environmental monitoring. These items demand technical and cost inputs from many different advisors that will be reviewed by the Cintra O&M manager in Madrid in close coordination with TxDOT engineers.

Our financial partners and advisors will make assumptions regarding staff wages and supply price inflation that will be thoroughly reviewed in close coordination with TxDOT.

The Team will ensure that the models apply the previously agreed O&M strategy to all parties involved.

vi. Financial modeling and reports - PricewaterhouseCoopers will lead and coordinate the work on financial modeling and reports. JP Morgan will provide specific inputs on US bond market and rating agency matters, Southwest Capital Markets will provide research on local market conditions, local financing options (as needed) and real estate and ancillary revenue generation possibilities.

vii. Marketing of financial resources - PricewaterhouseCoopers will coordinate and manage the marketing/pursuit efforts for all financial resources, drawing on the specific expertise of Team members for different resources and different markets. PwC's Washington, DC office will work in coordination with JP Morgan and Mercator Advisors to identify and help secure approvals on federal funding sources including TIFIA, RRIF, and FTA FFGA, among others. JP Morgan will conduct direct marketing in US capital markets. PwC, JP Morgan and Cintra itself will jointly market European markets. JP Morgan and Southwest Capital Markets will conduct marketing of local private financial resources, while marketing public sector resources will be coordinated by PwC and conducted by Team members most appropriate to that resource.

viii. Quality control and assurance - As described in the Quality Management Plan, the Team will provide a single Quality Manager to lead the entire Project quality process. Each company included in the Team will provide a Firm Quality Manager who will be responsible for their deliverables. In addition, each multi-discipline firm will identify Task Specific Quality Managers for the tasks under their responsibility.

ix. Context Sensitive Design - The Team will provide best practices in Context Sensitive Solutions (CSS) during the planning, development, and implementation of the proposed project and facilities. Achieving a context-sensitive solution requires that the project team be multidisciplinary, and that the project be executed in a true team environment. The fundamental philosophy of CSS is that communities neither can nor should be shaped to the requirements of multi-modal transportation. CSS rejects the assumption that traffic flow is more important than its surroundings. This shift in thinking contends that stakeholders of area communities and the natural environment should be the focal point that drives transportation decisions, not the other way around.

A key component of CSS is context sensitive design (CSD) – a collaborative, interdisciplinary approach that takes into consideration the total context within which a transportation improvement project will exist. CSD involves all stakeholders to develop a transportation facility that best fits its physical setting and preserves scenic, aesthetic, historic, and environmental resources, while maintaining safety and mobility.

The Team will use the guidelines documented in NCHRP Report 480 – A Guide to Best Practices for Achieving Context Sensitive Solutions to incorporate context sensitivity into the proposed transportation project. Essential activities of the project development process will include: a multi-disciplinary approach to context sensitive design; effective decision making; reflecting community values; achieving environmental sensitivity; ensuring safe and feasible solutions and organizational needs. Each of these activities will consider, as appropriate, best practices information that need to be addressed in order to achieve context sensitivity. These may incorporate management structure, problem definition, alternative devel-

opment, alternatives screening, evaluation, and selection and implementation.

The Team will also incorporate the following principles, presented at the 1998 workshop, *Thinking Beyond the Pavement: A National Workshop on Integrating Highway Development with Communities and the Environment*, from the project initiation stage throughout the project development life cycle.

Qualities of Excellence in Transportation Design

- The project satisfies the purpose and needs as agreed to by a full range of stakeholders. This agreement is forged in the earliest phase of the project and amended as warranted as the project develops.
- The project is a safe facility for both the user and the community.
- The project is in harmony with the community, and it preserves environmental, scenic, aesthetic, historic, and natural resource values of the area, (i.e., exhibits context sensitive design).
- The project exceeds the expectations of both designers and stakeholders and achieves a level of excellence in people's minds.
- The project involves efficient and effective use of the resources (time, budget, community) of all involved parties.
- The project is designed and built with minimal disruption to the community.
- The project is seen as having added lasting value to the community.

Characteristics of the Process Contributing to Excellence

- Communication with all stakeholders is open, honest, early, and continuous.
- A multidisciplinary team is established early, with disciplines based on the needs of the specific project, and with the inclusion of the public.
- A full range of stakeholders is involved with transportation officials in the scoping phase. The purposes of the project are clearly defined, and consensus on the scope is forged before proceeding.
- The highway development process is tailored to

meet the circumstances. This process should examine multiple alternatives that will result in a consensus of approach methods.

- A commitment to the process from top agency officials and local leaders is secured.
- The public involvement process, which includes informal meetings, is tailored to the project.
- The landscape, the community, and valued resources are understood before engineering design is started.
- A full range of tools for communication about project alternatives is used (e.g., visualization).

x. CAD Standards (Hardware and Software) - The Team will employ an aggressive technical QA/QC campaign throughout the project development process to ensure strict adherence to TxDOT's Core Technology, Engineering/CADD, and Geographic Information Systems (GIS) Architectures and Standards. The team will make certain the technical deliverables of the Project are consistent with the overall technical strategy of TxDOT. Team members will meet with TxDOT representatives to validate the Project's conformity to TxDOT's infrastructure.

xi. Public Liaison and Communications - In following the CSD philosophy, community outreach and building public consensus will be a cornerstone of the Team's project development strategy. Early stakeholder buy-in will be key to the Facility advancement. Effectively obtaining and incorporating public input will entail the following key steps:

- Identify all stakeholders
- Actively listen and commit to integrate suggestions into the Facility
- Maintain timely and coordinated contact with stakeholders throughout the project
- Commit to an open and creative approach to solving problems

The public involvement program will work with TxDOT, the TTC GEC and TTC-35 Section Engineers to include work group and community advisory group meetings, public meetings and hearings. It will consider the purpose and need of the project and balance those with the

different, and often competing, interests and concerns of the stakeholders. The environmental and ecological sensitivities of the area will also be considered from the very beginning of the project. Public involvement tools may include workshops, newsletters, flyers, mailings, community presentations, telephone hotlines and project web sites. These tools will afford various stakeholders the opportunity to share perspectives and identify common concerns or interests. Based on all of the findings, the Team will develop a satisfying and viable solution. Public involvement activities will be closely coordinated with the project's technical findings.

The Team's Public Liaison will be responsible for providing timely and accurate two-way communication with the public and the media. Support materials will be developed to aid in addressing community and media comments and concerns. Specific tasks include:

- Researching and responding to public and media inquiries
- Developing external publications (e.g. news releases, newsletters, fact sheets, brochures)
- Conducting public information meetings
- Coordinating and placing advertising in newspapers, radio, TV and other media
- Conducting community outreach and education
- Coordination of media events and news conferences

xii. Coordination with Utility Providers - As the utility requirements of TTC-35 are defined in the early design stages, the Team will contact each "local" utility and possible provider of bulk utility service to determine the level of interest and ability to participate in providing service to TTC-35. Other possible providers may also be contacted, consistent with Texas utility regulation and law.

Operators of utilities and/or bulk utility providers (e.g. oil and gas pipelines that cross the proposed ROW) currently within the boundaries of TTC-35 will be contacted very early to determine and evaluate any constraints or conditions that require specific coordination and agreements.

As the construction of each Facility progresses, coordination and agreements with utilities along the TTC-35 alignment will be required to provide temporary services during construction.

4.3.3.E Project Management Plan Benefits to the State

The Team's Project Management Plan (PMP) ultimate goal is to successfully develop the TTC-35 Project over the life of the CDA. The Plan's management organization and structure is geared toward reaching NTP3, Close of Finance, and then constructing, operating and maintaining the individual Facilities.

The PMP benefits the State because it optimizes three items: Scope, Schedule and Budget. These three components are optimized when the Team maintains close control over its subconsultants, subcontractors and advisors. Close communication with TxDOT, the TTC GEC and TTC-35 Section Engineers help

- **Scope** – The PMP will require a clear, concise scope for each required task. This will limit "interpretation" of the scope as the Facility progresses, and thus possible conflict between the Parties that may impact the schedule or budget. The clear, concise scope benefits the State by ensuring it gets exactly what is contracted.
- **Schedule** – The schedule for each process will be detailed, and agreed to by all involved. It will be developed on a calendar-day basis, eliminating weather related issues. The closely tracked schedule benefits the State by being able to accurately verify how the Facility is progressing.
- **Budget** – The detailed budget is required for the financial community as well as TxDOT. It must clearly indicate costs for each WBS item. The PMP ensures the budget is continuously tracked.