

# **Appendices**

**Fernando Redondo**  
**Project Director**



**Education**

Bachelor of Science in Architecture, Specialty Urban Development  
Universidad Técnica Superior de Arquitectura de Madrid

**Experience Summary**

Mr. Redondo has a MSc degree in Architecture from Madrid University, with post-graduate financial studies at the London Business School (UK). He currently heads the Project Development Department, of Cintra, where over the past two years, he has been involved in the development of transportation infrastructure projects in the USA, Canada, Australia, Mexico, Portugal, France, United Kingdom, Italy, Austria, Germany, Ireland, The Netherlands, Greece, and Poland. His experience began in the construction industry, where from 1988 to 1993 he held different positions in Spain and continued between 1993 and 1999 working abroad heading the operations of two major construction developments in Indonesia and Malaysia.

**2002 – Present: Project Manager, Cintra Concesiones de Infraestructuras de Transporte, S.A.  
Head of Project Development**

Responsible for the project development of Cintra's international department, that comprises relationship with Authorities, Clients and Advisors during the tendering stage. All projects have individual Project Managers that report to Mr. Redondo.

**1999 - 2002: Gerens Hill International  
Operations Manager**

Responsible for the operations of the company and reporting to the CEO. Gerens Hill International is the leading Project and Construction Management company in Spain.

Responsibilities included business and project development, the operational overview of projects including relationship with clients and strategic planning for the company.

The following are the most important projects developed by Gerens Hill International during those four years:

- Endesa Headquarters in Madrid, a \$135 million US project, involving the D+C of the largest Spanish Utility company.
- Parque Norte was the first of two office buildings developed by GMP Real Estate in Madrid. Design-build value was \$42 million US.
- Castellana Norte was the second office complex developed by GMP, with a design-build value of \$22 million US.
- Telepizza Headquarters
- Inmobiliaria Colonial office complex in Arturo Soria, Madrid.
- Mall in Zaratan, Valladolid, a \$44 million US project for Riofisa.
- Nassica Mall for Neinver.
- BBVA's Headquarters refurbishment.

- Mall in Eisenhower Av. for Riofisa, a design-build PCM project estimated at \$140 million US.
- Hotel and office complex in Barcelona for APEX.

**1996 - 1999: NECSO Entrecanales Cubiertas, S.A.**  
**Project Director, Kuala Lumpur Petronas Twin Towers**

Country Manager for NECSO and Project Director for the Joint Venture with Malaysian Company Ekovest, to execute the fit-out of the Petronas Twin Towers in Kuala Lumpur, Malaysia, a \$300 million US project for Petronas owned KLCC.

The project comprised the fit-out of both towers, including the below grade area, the typical floors, the two lobbies and the conference floors and executive floors of the Petronas tower. Each tower provides about 185,000 sqm of floor area not including the 275,430 additional underground area.

**1995 - 1996: Huarte, S.A.**  
**Country Manager in Jakarta (Indonesia)**

A \$396 million US EPCM project dealing with the construction of a New Town in the rain forest of Irian Jaya for a USA based mining company Freeport McMoran. The project included the following facilities: 500 houses; 75 apartments; 2 schools; 2 mosques; 1 church; a 5,000 sqm office building; a retail and entertainment center; a complete sport complex including a 50m swimming pool; squash courts; indoor and outdoor tennis courts, softball and soccer fields. The project also included the construction of all the infrastructure and services reticulation, including a power plant, sewage treatment plan and water treatment plan and 55 km of roads. Additionally the project included the renovation of the International Airport of the City of Timika, including a new terminal, navigation aides and runway extension, the construction of a light industrial park, a river and cargo wharf and a Sheraton Hotel.

**1993 - 1995: Huarte, S.A.**  
**Design and Engineering Manager Jakarta (Indonesia)**

Design and Engineering Manager, with a total of 60 people working under his supervision, including architects, engineers, and draftsmen.

**1987 – 1993: Huarte, S.A.**  
**General Construction Manager for building projects in Madrid**

- A \$22 million US project, dealing with the construction of an office building for Aresbank and Premier Inmobiliaria in Paseo de la Castellana 257, Madrid.
- A \$15 million US project, dealing with the construction of an office building for Transfersa in Calle Basauri, La Florida, Madrid.
- A \$12 million US project, dealing with the construction of a Mall called Sexta Avenida for Seinsa in El Plantío, Madrid.
- A \$10 million US project, dealing with the construction of an apartment complex in Las Rozas, Madrid.

**Diego Marín**  
**Project Manager**



**Education**

BS, Business Administration, University of Zaragoza, Spain, 1998  
International MBA, Instituto de Empresa, Madrid, Spain, 2000  
International MBA, Manchester Business School, UK, 2000

**Experience Summary**

As Project Manager of Cintra's Business Development Division, Mr. Marín leads and coordinates Cintra's participation in bidding processes for infrastructure concessions in North America and Europe. He has been responsible for the coordination of all aspects (financial, technical and legal) related to tenders for transportation projects in USA, Canada, Finland, Ireland, UK and Spain.

Prior to joining Cintra, he was Project Manager and Senior Consultant with Roland Berger Strategy Consultants, the leading European management consultancy firm, where he participated in a number of high-level strategic projects including mergers & acquisitions, strategic plans, restructuring, right-sizing and cost cutting for clients from different business sectors.

**Relevant Project Experience**

**2003 – Present. Project Manager, Cintra Concesiones de Infraestructuras de Transporte, S.A. (Ferrovial Group), Madrid SPAIN**

- TTC-35 High Priority Trans Texas Corridor, Texas (USA) – Overall responsibility for submission of the Final Proposal, negotiation of teaming arrangements and supervision of the sub-consultant and advisory team
- E-18 Muurla to Loha Project, Helsinki (FINLAND) – Overall responsibility for submission of the Prequalification Statement of an international consortium led by Cintra for a DBFO tender process
- Chicago Skyway Project, Chicago (USA) – Overall responsibility for submission of the Prequalification Statement of an international consortium led by Cintra for an acquisition process
- Sea-to-Sky Project, Vancouver, British Columbia (CANADA) – Overall responsibility for submission of the Prequalification Statement of an international consortium led by Cintra for a DBFO tender process
- Anthony Henday Drive Project, Edmonton Ring Road, Edmonton, Alberta (CANADA) – Overall responsibility for submission of the Prequalification Statement of an international consortium led by Cintra for a DBFO tender process
- Privatization of TAP AIR's Handling Division, Lisbon (PORTUGAL) - Overall responsibility for submission of the Final Bid, relationship with equity partners and supervision of sub-consultant and advisory team

**2001 – 2003, Project Manager, Roland Berger Strategy Consultants, Madrid (SPAIN)**

- Valuation of the companies included in one of the leading automotive logistics groups in Spain and analysis of the possibilities to create an independent division, identifying strategic and financing alternatives – PROJECT MANAGER

- Valuation of the renting division of one of the main Spanish insurance brokers and full analysis of a potential spin-off and sale of this division (including the main sale process: partners search, request of proposals, data-room, due-diligence, negotiation and execution of the deal) – PROJECT MANAGER
- Valuation of goodwill and intangible assets of an international jewelry firm in a debt default situation (defense of the project in front of Judge and Tax Authorities) – PROJECT MANAGER
- Optimization of the procurement strategy of a Japanese car manufacturer – PROJECT MANAGER
- Cost reduction strategy for one of the main Portuguese bank groups – PROJECT MANAGER
- Restructuring of the commercial division of one of the main German car manufacturers – PROJECT MANAGER
- Right-sizing analysis for the Spanish branch of a multinational beverage company
- Fixation of a royalty rate for a multinational consumer goods firm
- Restructuring proposal for a Spanish telecom operator
- Financial and strategic valuation of the acquisition of an Argentinean automotive company by an Spanish venture capital firm

**2000, Senior Consultant, Najeti Venures (Venture Capital), Madrid (SPAIN)**

- Responsible for the area of financial and strategic analysis
- Analysis, valuations and recommendations for business plans in the TMT, tourism and industrial sectors (including the analysis and recommendation for a €125 million tourism project)
- Creation and development of a investment valuation model
- Preparation of the 2001 financial budget and strategy plan
- Selection of financial resources and preparation of a €6 million equity issue
- Design, development and update of the firm's Intranet (Infocenter) and knowledge management system

**1999, Financial Analyst, Grupo EdP (Chemical Industrial Group), Zaragoza (SPAIN)**

- Leading a team of 10 people.
- Participation in the firm's merger process (firm valuation, due-diligence and negotiations)
- Preparation of the 2000 financial budget and monthly financial reporting to general management
- Participation in the negotiation with financial firms to get new funds
- Cash Management: cash flow budget and allocation of funds

**1998, Financial Analyst, Lear Corporation (Automotive industry), Zaragoza (SPAIN)**

- Responsibility for budget preparation and negotiation
- Management control: business and financial reporting to headquarters
- Investment analysis and feasibility studies for new projects

**Klaus M. (Sonny) Brown**  
**Deputy Project Manager**



**Education**

B.S., Civil Engineering, University of California, Berkeley, 1974

**Experience Summary**

Klaus Brown has over 29 years experience in design-build and heavy civil construction, specializing in highways, bridges, tunnels, brown coal transportation and storage facilities, docks, piers, breakwaters, dredging, heavy lift and associated back land work. He has international experience having worked in several countries for the Morrison Knudsen International firm.

**2000-Present, Zachry Construction Corporation; Austin, Texas**

As Director for Project Development, responsible for developing CDA, design/build and other infrastructure projects in the Texas market, including business development, client contact and proposal preparation for toll roads, highways, ports, and airports. Project lead for various toll road proposals in Austin area.

**1999-2000, TBU Management Consulting USA, Inc.**

Vice President / Chief Financial Officer – for US subsidiary of a mid-sized German highway construction company looking to move into the American construction market. Responsible for business development and management in heavy / highway markets in U.S.A. and Europe.

**1996-1999, Morrison Knudsen International, Leipzig, Germany**

Company /Project Manager - provided construction management oversight services / representation for \$250 million in design/build contracts for state-of-the-art brown coal transportation and storage facility, and ash stabilization process plant. Work included earthwork, concrete foundations, steel erection, conveyor systems (belt and tube type), stacking and reclaiming machinery, electrical supply, and complex control systems. Oversaw contract administration, design overview, changes management, schedule control, and management reporting.

**1996, Fletcher General Construction, Long Beach and Vallejo, California**

Project Manager - start-up operations for \$25 million seismic retrofit of two large highway bridges.

**1993-1995, Dutra Group, San Rafael, California**

Increasingly responsible positions beginning with Project Manager; promoted to General Manager of Environmental / Special Projects Division; promoted to Vice President & General Manager, Dutra Construction.

**1994-1995, West Coast Division, Vice President and General Manager:** Developed strategic plan, assembled management team, and led newly formed division with 150 employees to focus on heavy marine, industrial, and environmental construction with annual revenue of \$30 million. Implemented network-based cost control system and CPM scheduling.

**1993-1994, Chevron Chemical Pond Remediation:** Project Manager for a major environmental remediation project and numerous smaller projects.

**1974-1992, Morrison Knudsen Company, Inc., Boise, Idaho**

Increasingly responsible positions from Project Engineer, Senior Contracts Administrator, and Project Manager on several projects.

**1991-1992, Kung Kuan Station, Taipei, Taiwan**

Manager of Technology Transfer. Organized cost / schedule controls, technical submittals, subcontractor coordination and contract administration procedures with Chinese joint-venture partner for \$136 million subway station / tunnel.

**1991, Navy Yard Metro Station, Washington, DC**

Project Manager for \$18 million contract to complete subway station, including cut and cover excavation, 10,000 cubic yards of concrete, electrical / HVAC systems, mechanical / dewatering systems, architectural finishes.

**1988-1991, Boise Headquarters**

Senior Contract Administrator. Prepared and negotiated change orders and claims for a variety of marine, highway and buildings projects.

**1985-1987, Treasure Island Berthing Pier, San Francisco, California**

Project Manager for a \$29 million project. 543 piles to maximum length of 175 feet, 500,000 cubic yards of dredging, 11,000 cubic yards of concrete, 12,000 linear feet of underground utilities, complete electrical, mechanical and steam plant to support "cold-iron" ship at berth.

**1983-1985, Senior Project Engineer / Estimator**

Estimated several marine construction projects.

**1981-1983, Floating Container Terminal, Valdez, Alaska**

Project Engineer for a \$50 million design/build project to construct a unique floating concrete container terminal included management of major redesign/ renegotiation, directed \$12 million in subcontracted work.

**1979-1981, Boise Headquarters**

Office Engineer: supervised training of 12 to 15 engineering graduates annually.

**1976-1978, Seed Cleaning Stations, Blida, Algeria**

Assistant Project Engineer for a \$30 million design/build project for concrete silos in 12 locations across Northern Algeria.

**1974-1976, Trans-Alaska Pipeline**

Cost Engineer / Scheduling Engineer on a \$276 million contract for 153 miles of 48-inch oil pipeline.



**Richard Klassen, P.E**  
**Project Quality Manager**



**Education**

B.S., Civil Engineering, Kansas State University

**Professional Licenses**

Professional Engineer, Kansas, #16298

**Experience Summary**

Mr. Klassen has over 10 years of Design Build, Project management and engineering experience on successful, complex and aggressive multi-million dollar highway projects and surface products.

**2003-Present, Zachry Construction Corporation; San Antonio, Texas**

Utilizing his project management and engineering experience, Mr. Klassen's responsibilities as a Materials/ Subcontractor Manager are to evaluate the entire material (aggregate, concrete, etc) value chain to provide the best value to the project. Typical owner expectations of best value are based on cost, schedule, and quality. An additional expectation in many design/build projects is life cycle cost, making material selection an even more critical component of project success. His dual role as a Subcontractor Manager involves identifying scopes of work with subcontractors with activities performed by the party best suited to manage associated risks. The effort of matching subcontractors with work activities they best control is to drive out waste and provide the best value to the project.

**1999-2002, Koch Performance Roads**

Served as Project Manager for the State Road 44 in Albuquerque, New Mexico, a 118-mile widening and reconstruction project valued at \$320 million. His responsibilities included administration of the design, construction management, and warranty contract with the State Highway & Transportation Department; Administration of both the design subcontract with CH2M Hill and the construction management subcontract with Flatiron Structures Company; Management of the quality of construction, including resolving quality control / quality assurance (QC/ QA) issues; and finally oversight of the Owner Controlled Insurance Program.

**1998-1999, Koch Performance Roads**

Served as project manager for the following KPRI projects, responsibilities included managing contracts with both the owner and the design and construction contractors to ensure successful project completion. Winghaven Project for the City of O'Fallon, MO – \$10 million design/build and warrant of planned development street system; Vermont Road for Franklin Co. KS - \$1.6 million design/build and warrant for 8.8-mile county road; 21st Street for Wichita, KS - \$1 million design/build and warranty project for 3/8 mile city street reconstruction and widening.

**1991-1993**

- Project Engineer for Kansas Turnpike Authority - Wichita Kansas and Corpus Christi, Texas
- Project Engineer for Exxon Company USA: Surface Facilities Group



**Jiri Filipovic, P.Eng.**  
**Engineering Team Leader**



**Education**

Engineering Diploma in Mining and Geology, Institute of Mining Technology, Ostrava, Czech Republic, 1983

Confirmatory exams, University of New Brunswick, Canada:

86-Comm-A1, Professional Practice, 1992

86-Comm-A2, Organization and Management, 1991

**Professional Licenses**

Professional Engineer, Ontario

**Experience Summary**

Mr. Filipovic serves as Manager, Transportation Design and Construction, in Earth Tech's Toronto office. He has more than 20 years of professional engineering experience and has recently led multidisciplinary engineering teams in the design of several large, complex design-build highway projects, including the Trans Canada Highway and the Highway 407 Express Toll Route. Mr. Filipovic's experience also includes extensive liaison with clients, government agencies, the public and other stakeholders.

**Project Experience**

**Trans Canada Highway, Fredericton to Moncton.** Highway design co-coordinator for MRC in the head management office of the Maritime Road Development Corporation (MRDC) for the design/build project. Provided overall management of highway design activities, conducted grade approvals, design optimization and design reviews, work assignments, problem resolutions, scheduling, liaison with government agencies, the Independent Agent, and with up to 15 consulting firms participating on a \$600 million, 195 km design-build toll highway project in a public private partnership framework in the province of New Brunswick.

**Highway 407 ETR West – W1, Freeman Interchange to Bronte Creek.** Project manager for this 10.5km design-build project for a new six lane freeway (grading provides for 8 lanes) including three interchanges, an urban median with a concrete tall wall barrier, median storm sewer system, major underground Rambo-Hager stream diversion, storm water management facilities, high mast illumination and several new structures. Provided design scheduling, managed all highway design staff, reviewed all drawings, developed and reviewed contract documentation, provided all liaison with the SLF Joint Venture and MTO, and all quality control/quality assurance requirements (including internal reviews/checking and responding to technical design issues raised by the Independent Engineer for the project).

**Highway 407 ETR West – W3, Sixteen Mile Creek to the Oakville Link.** Project manager for this 10km design-build project for a new six lane freeway (grading provides for 8 lanes) including three interchanges, an urban median with a concrete tall wall barrier, median storm sewer system, storm water management facilities, high mast illumination and several new structures. Responsible for design scheduling, managing all highway design staff, reviewing all drawings, developing/reviewing contract documentation, all liaison with the SLF Joint Venture and MTO, and all quality control/quality assurance requirements (including internal reviews/checking and responding to technical design issues raised by the Independent Engineer for the project).

**Highway 407 ETR West – Hwy 403/407 Widening, West of Freeman Interchange.** Project manager for this 1.2km MTO/407ETR cost shared design/build project, under MTO direction. The projects involves widening of EBL

to improve the overall traffic operations (signage spacing and bullnose location) at proposed diverge to Hwy 407 and QEW. Also included is the reconstruction of existing rural median to semi-urban, installation of safety barriers/energy attenuation systems, high mast lighting, five overhead signs and removal of changeable message sign and traffic detection loops.

**Highway 407 ETR West – Oakville Link Connection.** Project manager for this 2.5km design-build project, which connects Hwy 407 with Hwy 403 East portion and South portion including partial interchange reconstruction, combining various types of barriers in the urban/rural median, existing/new drainage system, widening of existing Hwy 403 EB and WB, developing a complex staging.

**Highway 407 Express Toll Route.** Worked on reviewing and analyzing design grade and mass haul diagrams for East Partial (15 km) and East Completion (45 km) sections of this project to prepare the design-build proposal. Assessed existing design packages for the west section (24 km) of the project.

**Highway 401 Eastbound Collector Rehabilitation, Kipling Avenue to Jane Street.** Project manager for this 6km project. Rehabilitation work includes milling of existing asphalt, full depth asphalt/concrete removals, concrete pavement repairs and resurfacing on the Collector lanes and ramps at three interchanges, reconstruction of portions of Express/Collector separator barrier, curb and gutter and steel beam guide rail replacement with concrete barrier on right side of the collector lanes, replacement of damaged sewers and catch/manholes as required; upgrading of all roadside safety and end treatments to current MTO Roadside Safety Manual requirements. Included is the rehabilitation of 12 structures (two superstructures), replacement of four overhead sign structures and associated ATMS work (detector loops reinstatement). The project also includes replacement /upgrading of all existing underpass lighting as required and upgrading the existing standard illumination to high mast on Black Creek Drive from south of Hwy 401 collector lanes to Maple leaf drive including Jane Street interchange. Complex staging schemes including extensive traffic analysis (queue/delays, integration modelling) involving lane shifts in express and collector lanes and adjacent three interchanges on the busiest Canadian freeway (197,000 AADT). Managing the participating disciplines (highway design, structural, electrical, ATMS, drainage and environmental), extensive field investigations (five subconsultants), liaison with external agencies and the Ministry, scheduling.

**Highway 403 Widening, Winston Churchill Boulevard to Highway 407 ETR.** Project manager for this 2.6km project. This project addresses the currently substandard weaving condition. It involves widening of Hwy 403 in the median and on the outside to accommodate the realignment of two Winston Churchill Blvd ramps, installation of two safety barriers and associated drainage sewers, crown correction and developing complex staging schemes. Due to the urgent situation, the project is on an extremely aggressive design schedule (two months). Managed the participating disciplines (highway design, structural, electrical, ATMS, drainage and environmental), liaison with external agencies, the Ministry, 407ETR and the independent auditor.

**Province of New Brunswick.** Participated in a team to compile construction and design cost estimates for Trans-Canada Highway - Fredericton to Moncton (195 km, est. construction cost \$600 million) project for Public-Private options.

**Miscou Bridge Approaches.** Highway design engineer and designated project manager for grading and paving.

**Route No. 2 - Trans Canada Highway.** Highway design engineer and designated project manager for a rural arterial divided.

**Jon P. Engelke, P.E.**  
**Design Quality Manager**



**Education**

BS, Civil Engineering, Texas A&M University, 1992

**Professional Licenses**

Professional Engineer, Texas, #81932, 1997

Professional Engineer, Oklahoma, #18950, 1998

**Experience Summary**

As manager of Earth Tech's Texas transportation operations, Mr. Engelke leads design offices in Dallas and Austin and serves as an active project manager on several large TxDOT highway projects. He has performed design and impact analysis related to transportation engineering for 16 years. Mr. Engelke's experience includes two previous IH 35 corridor projects through Austin and Waco. His technical specialties include traffic engineering and transportation planning, schematic and final roadway design, PS&E development, computer simulation and animation, traffic signal design, vehicular capacity and level of service analysis, traffic impact studies, automatic vehicle identification systems, and intelligent transportation systems.

Mr. Engelke has completed numerous training courses including the FAA's training course for Airport and Airspace Simulation Model, SIMMOD and the Traffic Signal System Design Course presented by the Texas Engineering Extension Service. Mr. Engelke worked for the Texas Transportation Institute (TTI) while attending Texas A&M and was involved in traffic research for multiple TxDOT districts.

**Project Experience**

**Texas Department of Transportation - Waco District, IH 35 Reconstruction, Waco, Texas.** Project manager for the schematic development of reconstructing eight miles of IH 35 through Waco from a four-to-six-lane freeway to an eight-to-ten-lane freeway. Responsible for analyzing existing conditions, and determining proposed highway configuration through brainstorming alternatives and value engineering sessions. Coordinated preparation of an Environmental Assessment.

**Texas Department of Transportation - Waco District, US 84 (President George W. Bush Freeway), McLennan County, Texas.** Project manager for the schematic development of reconstructing 12 miles of the four-lane divided highway to a fully controlled-access six-lane freeway with continuous frontage roads and grade separations. This highway serves traffic between Waco and McGregor, near President Bush's ranch.

**Texas Department of Transportation - Austin District, IH 35 Major Investment Study, Austin, Texas.** Task manager responsible for operational analysis and Intelligent Transportation System (ITS) planning for this Major Investment Study aimed at relieving congestion and improving safety on this 40-mile section of interstate, which is considered a "choke point" between Mexico and Canada. The project scope includes schematic development, public involvement, a comprehensive ITS plan, traffic projections, CORSIM analysis and an environmental impact statement.

**Texas Turnpike Authority, SH 130, Segment B Corridor Study, Austin, Texas.** Task manager in charge of developing and evaluating traffic data for this corridor study and developing alternative route alignments for a 29-mile multi-modal transportation corridor on new location. SH 130 is a proposed 89-mile freeway/parkway east of IH 35.

**Texas Department of Transportation - TTA, US 183, Austin, Texas.** Task manager responsible for traffic engineering, signing, pavement markings and traffic signals as part of a complete schematic and PS&E package. This project involves a 1.4-mile, eight-lane section of US 183, which includes three major interchanges and connects to a directional interchange of SH 45.

**Texas Department of Transportation, IH 35W (IH 820 to Northside Drive) & IH 820 (IH 35W to Texas SH 26), Fort Worth, Texas.** Responsible for traffic data and the analysis of the new designs with respect to number of lanes, configuration and location of entrance and exit ramps. The Highway Capacity Software, TRANSYT-7F and TRAF-NETSIM were all used to analyze the mainlanes, ramps and cross streets along the freeways. The project included a HOV design and analysis as well as a Single Occupancy Vehicle (SOV) analysis.

**Texas Department of Transportation, US 190, Killeen, Texas.** Deputy project manager for schematic design of US 190 ramps and cross street intersections. Managed the traffic analysis and simulation of five diamond interchanges, ten signalized intersections and alternative ramp designs.

**Texas Department of Transportation - Fort Worth District, US 67, Johnson County, Texas.** Project manager for the preparation of construction documents required to widen 10km of a 4-lane undivided rural roadway to a 4-lane divided rural highway. Managed the design of six bridges, and preparing right-of-way documents for approximately 140 parcels.

**Texas Department of Transportation, FM 720, Dallas, Texas.** Project manager for schematic design and construction documents for the rehabilitation and widening of approximately three miles of FM 720 from a 2-lane rural section to a 2- and 3-lane rural section with full shoulders. Project included extension of three bridge class structures and construction of a new 2-lane, 1,000-foot bridge.

**Wellborn Road Corridor Major Investment Study, Brazos County, Texas.** Provided transportation planning and analysis of alternatives for a north-south Bryan/College Station bypass route. Performed TRANPLAN and NETSIM computer simulation to aid in the alignment studies.

**Wellborn Road/Villa Maria Interchange, Bryan, Texas.** Conducted traffic analysis and simulation of seven alternatives for an underpass of Villa Maria with two rail lines of the Union Pacific Railroad and two signalized intersections.

**Texas A&M University Underpasses, College Station, Texas.** Conducted a traffic analysis of five alternative roadway configurations at the campus. Produced future traffic demand projections and analyzed 12 intersections on the impacted roadway network for capacity limitations. Prepared a report summarizing and presenting recommendations.

**City of Round Rock, Transportation Plan, Round Rock, Texas.** Performed travel demand modeling for existing conditions, three future years and twelve roadway development scenarios. Conducted level of service analysis for 40 intersections and the development of phased improvement projects for existing and proposed arterials within Round Rock.



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**Peter D. Raymond**  
**Financial Team Leader**

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**Education**

MSFS, International Business, Georgetown University, 1990  
Honors in International Business, Weintel Scholar, Fellowship in Diplomacy

Political Science, Honors, Union College, 1980

**Experience Summary**

Peter Raymond leads PwC's Infrastructure, Government & Utilities practice in the US with responsibility for the firm's work on PPP projects. Peter has more than 20 years experience in US and internationally with public private partnerships and infrastructure finance – particularly in the transportation sector.

In the US, Peter has advised on the E-470 toll road project in Denver, the Dulles Greenway toll road project in Virginia, the Triangle Transit Authority transit rail project in North Carolina and on the Inner-Belt highway in Ohio, a \$1 billion highway development project, among others. Peter led the development and successful financing of Canada's first privately financed toll-road, Highway 104, and he has advised governments and investors extensively on projects around the world—including China, Korea, Thailand, Argentina, Mexico, and Chile.

Mr. Raymond has served as advisor to national and provincial governments, transportation authorities, the World Bank and international lenders in the design of public private partnership programs. For example, he led the team in the design of the legal, financial and procurement processes for public private partnerships in Thailand, including development of analytical tools, model documentation, legal agreements and negotiation protocols. This included multiple toll roads, the skytrain, the Bangkok metro and bus systems and the State Railway of Thailand.

Mr. Raymond has been frequently quoted in the press and has authored a number of publications on public/private partnerships and sectoral reform. He holds degrees from Georgetown University in Washington, DC and Union College in New York.

**Experience Summary**

***Present , PricewaterhouseCoopers LLP, Infrastructure, Government and Utilities Group***  
***US Leader***

Mr. Raymond serves as the US leader of PwC's Infrastructure, Government and Utilities Group where he has responsibility for financial advisory services to state, local and federal government and to private clients in the US marketplace on the development and financing of public private partnerships, particularly in the transportation sector. Mr. Raymond also serves as the lead for PwC's work with the World Bank and US based International Financial Institutions such as OPIC, EXIM and the Inter-American Development Bank.

***2001 - 2002, Andersen Corporate Finance, Global Mergers & Acquisitions***  
***Partner, Global Leadership Team***

Andersen's M&A Solutions was a global structure of more than 100 partners, with centers of excellence in Europe, North America and Asia, providing advisory services on all aspects of mergers, acquisitions, privatizations and public/private partnerships. Teams provided business planning and deal structuring, overall deal management, corporate finance, tax, legal and merger integration and divestiture services. Mr. Raymond served on the global leader-



ship team with responsibilities for leading the design of integrated services for public and private sector clients, organization of the centers of excellence and industry leadership in the telecommunications and energy sectors.

**2000-2001, Andersen Corporate Finance, TMC Europe**

**Partner, Technology, Media and Communications (TMC), Europe/Asia**

Andersen's M&A Solutions was a global structure of more than 100 partners, with centers of excellence in Europe, North America and Asia, providing advisory services on all aspects of mergers, acquisitions, privatizations and public/private partnerships. Teams provided business planning and deal structuring, overall deal management, corporate finance, tax, legal and merger integration and divestiture services. Mr. Raymond served on the global leadership team with responsibilities for leading the design of integrated services for public and private sector clients, organization of the centers of excellence and industry leadership in the telecommunications and energy sectors.

**1999-2000, Andersen Global Corporate Finance, Privatization and Emerging Markets**

**Partner, Privatization Services, Telecoms, Energy, Transport, Water**

The Privatization and Emerging Markets practice focused on projects in financial services, corporate restructuring and privatization in the emerging markets. Mr. Raymond's responsibilities included leading development and delivery of restructuring, privatization and public private partnership business in emerging markets worldwide in the telecoms, energy, transport, water and industrial sectors.

**1997-1998, Andersen Global Corporate Finance, Privatization and Emerging Markets**

**Director, Privatization and Emerging Markets**

Joined the Privatization and Emerging Markets practice to manage US operations and lead key global initiatives. Led design and development of World Bank's first global client survey. Advised on bank sector reforms in Indonesia and a range of privatization related activities worldwide.

**1996-1997, Office of Government Services, Washington, DC**

**Senior Manager, Business Consulting**

The Office of Government Services was a newly established Business Consulting practice dedicated to delivering Andersen solutions to federal, state and local government clients. Mr. Raymond was asked to identify, develop and lead commercialization, privatization, outsourcing and public private partnership business for Andersen.

**1994-1996, Global Infrastructure Privatization Practice**

**Manager**

The Global Infrastructure Privatization practice focused on project financing of road, rail and airport deals. Responsibilities included identifying, developing and leading engagements including structuring of consortia (legal, investment banks, specialized consultants). Project financing engagements in toll roads, rail and airport infrastructure in Canada, US, China, Korea and Latin America, including the design and financing of Canada's first ever privately financed toll road (Highway 104).

**1990-1994, Chemonics International**

**Consultant, Regional Manager, Project Supervisor**

Chemonics International is one of the largest US economic consultancy firms, with an annual turnover of some US\$100 million. Mr. Raymond co-led the firm's development of the Central and Eastern European markets and of its privatization practice. He established offices in Poland and Hungary and led more than more than US\$50 million in business.



**Richard Abadie**  
**Finance Quality Manager**

**Education**

Bachelors, Commerce, Witwatersrand University, South Africa  
Bachelors, Accounting, Witwatersrand University, South Africa

**Professional Licenses**

Certified Public Accountant, Colorado  
Chartered Accountant, South Africa  
Chartered Financial Analyst, South Africa

**Experience Summary**

Richard Abadie currently leads PwC's Global Road and Light Rail Project Finance Advisory Business, based out of London. Richard has over 15 years of transportation financing structuring and auditing experience, both as a consultant and as a infrastructure developer in the private sector. His experience includes leading or advising on project financing issues for over 35 road/rail/other infrastructure-related projects.

For the private sector, Richard directed privately financed infrastructure projects, and led the project finance function in a multi-disciplinary team of infrastructure developers. Richard also served as an executive director of Intertoll, an international toll-road developer and operator. In these roles, he worked on privately financed PPP projects in the transport and water sectors.

Richard is a regular presenter on local and international infrastructure and project finance seminars. He holds degrees in commerce and accounting from Witwatersrand University in South Africa, and is a Chartered Accountant in South Africa, a Certificated Public Accountant in the US, and a Chartered Financial Analyst.

**Experience Summary**

**1999-Present , PwC Infrastructure, Government and Utilities Group**  
**Global Road/Light Rail Project Finance Advisory Leader, United Kingdom/South Africa**

Mr. Abadie serves as PwC's global leader for Road and Light Rail Project Finance projects. The role of the Project Finance team is to advise both public sector and private sector clients on the origination, structuring and arranging of limited-recourse infrastructure funding. In this role, he leads teams executing complex financial modeling, including sensitivity analysis to ascertain the optimal financial structure for projects or businesses and extensive interaction and negotiation with providers of long term debt and equity funding to facilitate their funding of the projects.

**1996-1998, Group Five Limited (South Africa)**  
**Director of Project Finance, Infrastructure Developments; Divisional Financial Director of Group Five Infrastructure**

Mr. Abadie had functional responsibility for all limited-recourse project and infrastructure finance required by Group Five group. He directed project and business risk assessments, including determining optimum risk allocation strategy and negotiation those strategies with contractual parties. He led complex financial modelling and analysis of results and sensitivities, and comprehensive analyses of financial instruments to assess best fit with project cash flows and investor profiles and risk.



**1996-1998, Intertoll International Holdings and Intertoll Africa  
Executive Director**

Intertoll is an international toll road operator generating 80% of revenue from non-African base. Mr. Abadie was a key member of the team leading a leveraged buy-in of Intertoll. He negotiated USD-denominated comprehensive long term financing facility to allow for the settlement of the acquisition debt and the extension of guarantee and overdraft facilities. This acquisition was complicated by excon. requirements and the internationally diverse nature of the group. He negotiated the contentious recapitalization of the Intertoll via equity issue to settle acquisition finance. He was also responsible for long term financial model required to assess the sustainable level of leverage, complicated by diverse foreign currencies.

**1988-1996, Deloitte & Touche  
Senior Audit Manager, South Africa/USA**

As Senior Audit Manager, Mr. Abadie was responsible for directing audit teams, leading financial statement analysis and preparation, and risk analysis and management for a wide variety of industries. Specific experience includes:

- Due diligence reviews on behalf of Duracell Incorporated (USA) of Eveready South Africa (purchase consideration of R525m)
- Due diligence for Murray and Roberts acquisition of a mining equipment manufacturer
- Due diligence for a Barlow's acquisition in Zaire
- Assisting Unihold subsidiaries with an anti-dumping claim brought by the European Union

**Rita L. Phillip**  
**DBE / Civil Rights Compliance Manager**



**Education**

Florida A&M University

**Associations**

Institute of Supply Chain Management (ISM) Member  
Alamo Chamber of Commerce  
East Central Rotary Member  
Junior Achievement

**Experience Summary**

**2003 - present: Zachry Construction Corporation, San Antonio, Texas**  
**Procurement Manager / Small Business Liaison Officer**

Supervise the work of Procurement Coordinators on Highway, Bridge, Civil, Commercial and Mission Critical projects. Estimate and forecast personnel needs and assign work to meet completion dates in accordance with established schedules and performance goals. Oversee contract management through the Oracle Purchasing System. Manage procurement and contract services and activities for all field projects. Communicate and train field and in-house employees on policies, procedures and company objectives. Develop, negotiate and administer contracts with vendors throughout the U.S. Assist with vendor exceptions and negotiate terms and conditions of contract. Notify appropriate internal procurement coordinators and buyers of small business and small disadvantaged business sources; encourage project personnel to utilize SBEs whenever feasible throughout the course of the project's execution; review small and disadvantaged goal status with on-site subcontracting personnel; Provide training/education as needed to facilitate the SBE process; Monitor efforts to achieve the goals of SBE Performance Plans.

**2001 - 2003: Zachry Construction Corporation, San Antonio, Texas**  
**Central Procurement and Contract Supervisor**

Supervised the work of eight Procurement/Contract Specialists. Estimated and forecasted personnel requirements and assigned work to meet completion dates in accordance with established schedules and performance goals. Oversaw contract management through the Oracle Purchasing System. Managed procurement and contract services and activities for all field projects. Communicated with and trained field and in-house employees on policies, procedures and company objectives. Developed, negotiated and administered contracts with vendors throughout the U.S. Assisted with vendor exceptions and negotiated terms and conditions of contracts. Sourced vendors through reverse auction and strategic sourcing through price analysis. Conducted site visits and audits. Conducted performance evaluations for assigned staff. Attended project support meetings to present new initiatives, annual plans and departmental goals.

**2000 - 2001: City Public Service, San Antonio, Texas**  
**Contract Analyst**

Developed, reviewed, negotiated and administered contracts. Developed standard contracts, addenda to vendor supplied contracts and other legal documents when requested by field areas within CPS. Developed scopes of work, specifications and commercial and regulatory considerations. Provided assistance to user areas in drafting and evaluating contract considerations and disseminating information as necessary regarding issues that may be of critical importance in the contract review and development process. Coordinated the review of vendor excep-



tions and assisted in negotiating terms and conditions of contract. Provided support for questions arising from the preparation and negotiation of contract documents. Monitored contracts during their term.

**1995 - 1999: Alamo Workforce Development, Inc., San Antonio, Texas**  
**Purchasing Agent**

Approved and qualified vendors and authorized Purchase Orders. Analyzed development in materials and supply to reduce cost and improve quality. Purchased and negotiated materials, equipment and supplies from vendors. Evaluated vendor quotes and services to determine most qualified suppliers. Enhanced product workflow by analyzing and developing logistics plans that affected production, distribution and inventory. Provided extensive coordination with internal customers required to keep functional areas informed of the procurement process status and contract performance. Conducted bidder conferences, assisted supply chain management, trained staff members on internal procedures and ensured compliance with local, state and federal laws and regulations.

**1991 - 1994: Army and Air Force Exchange Services (AAFES), Germany**  
**Executive Liaison**

Managed procurement functions for total AAFES base facilities through General Manager. Served as liaison between General Manager, military personnel and suppliers. Purchased supplies and materials for all AAFES facilities. Maintained and controlled property records and inventory.

**1987 - 1991: Federal Bureau of Investigation (FBI), Miami, Florida**  
**Investigative Assistant**

Provided support to Special Agents on various cases. Assisted with interrogations and presented investigative case notes for court appearance. Secret Clearance.