

JANUARY 26, 2007

TECHNICAL
PROPOSAL
FOR THE



TXDOT
SH121
TOLL
PROJECT



D.4.4 COMMUNICATIONS PLAN

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CHAPTER A: GENERAL INFORMATION

A.1 Purpose of Plan

This Communications Plan describes the methods by which information will be communicated both internally to the Developer staff and externally to TxDOT and the wider community. The Communications Plan is a key component of our mandatory Integrated Management System (IMS) and forms part of a group of project specific plans.

The Communications Plan incorporates the Preliminary Communications Plan included in section c.1.8. of the SH121 Technical Proposal and sets the Communications Strategy and principles for the Public Information and Communications Plan to be developed after NTP1 is issued. The present document describes the processes and procedures for communication of Project information between the Developer and TxDOT. The Communications Plan describes how the Developer will respond to unexpected requests for information, communicate changes or revisions to necessary personnel and notify affected stakeholders before and after changes are made to the Comprehensive Development Agreement (CDA) Documents.

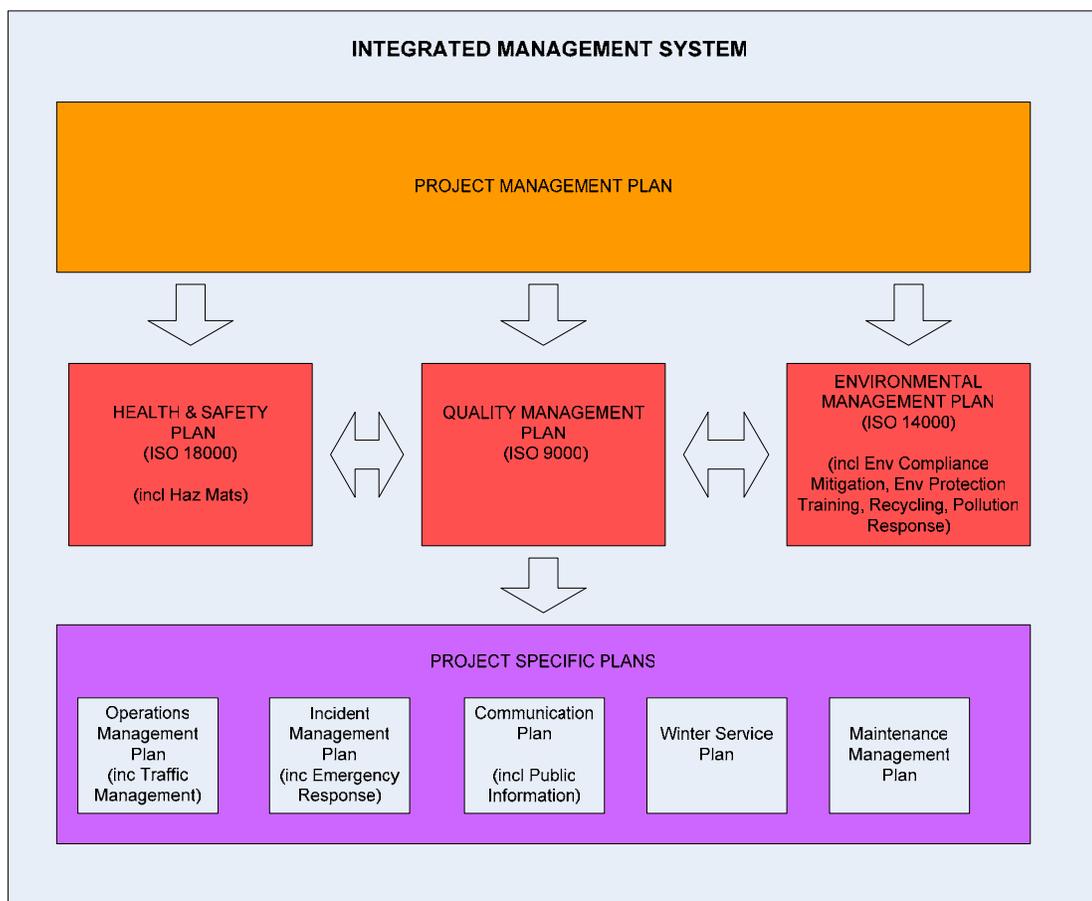


Figure 1 – Integrated Management System

The Developer is committed to constantly improving communications. We understand the importance of clear, honest, timely and relevant communications. We will undertake a planned and sustained approach to communications to support the delivery of our core business and delivering a first-class service to our client and customers in managing the SH121 Toll Road.

We understand the importance of an effective communication program, knowing that innumerable important projects have been delayed or worse because the public felt the impact was too high or did not

fully understand the project's benefits. SH121 will positively impact the quality of life and economic well being of North Texans for years to come.

Aims of the Communication Plan

- Support the aims and objectives of the business through internal communication and to gain and maintain public support through the appropriate Communications Strategy.
- To provide information to target audiences using a wide range of communication channels
- Direct communication with our key stakeholders.
- Ensure staff are aware of and share in the values, objectives and aims of the organisation and understand their contribution.
- To be regarded as a leader in the provision of support services in the community.
- To support and promote the strategic direction of the organisation and contribute to providing the best service to the client.

Objectives of the Communication Plan

- The Organization will put in place external communications structures, procedures and practices to enable a two-way flow of information. These structures, procedures and practices will be test with and signed up to by staff and regularly reviewed.
- We will respond to customer, client and Group concerns when a response or reassurance is needed and will ensure that our Organization's procedures, policies and practices are open, transparent and accountable.
- We will ensure that the Business's successes are communicated, celebrated and the lessons shared with other parts of the Business, Stakeholders and professions.
- Our communication activity will respond and react where necessary to support, deliver and promote The Developer initiatives and well as TxDOT initiatives to gain and maintain public support.
- Set the principles of the Communications Strategy to be developed in the Public Information and Communications Plan as part of the Project Management Plan to be developed by the developer as set forth in the CDA.

A.2 Definitions

A.2.1 COMMS SPECIFIC DEFINITIONS

Communications Plan	Describes the processes and procedures for communication of Project information between the Developer's organization and TxDOT.
Organization	The Developer's organization, including any Affiliates and Contractors that have an adjacent property interest or connecting roadway.
Communications Strategy	Set of communication policies proposed by the developer to be implemented on the SH121 scheme making use of all the technology and equipment available for this purposes.
Project Intranet	Project internal site with restricted access for stakeholders in which all project related data will be posted for consultation and download.
Customer Groups	Media, Governmental Entities, General public residing or working within the general vicinity of the Project, or traveling within or across the limits of the Project, Business owners within or adjacent to the Project corridor, Utilities, railroads, transportation authorities and providers affected by the Project.
TxDOT HCR.	TxDOT Highway Conditions Report online tool, to be updated with any events occurring on the SH121 by the developer.

A.2.2 ROADWAY TECHNICAL DEFINITIONS

Access Roads	Those roadways located on the ITR that are closed to the general public and are intended only for use by maintenance, inspection or utility traffic. These are low-type pavements constructed of gravel, grindings, or earth.
Asphalt	A brown to black solid material, soluble in gasoline or naphtha.
Bleeding	An area where the Asphalt mix is too rich, causing the Asphalt material to ooze to the surface in puddles and leaving a slick and slippery area.
Bridge	A structure consisting of single or multiple spans more than 20 feet in length that provides a means of transit for vehicles and/or pedestrians above the land, water surface, roadway, rail road or other obstruction.
Debris	Litter, rubbish, vegetation, rocks, dead animals, spilled materials, brush or other items which are not part of or which impede drainage.
Litter	Trash, Debris, waste, refuse, accident and construction residue.
Heave or Settle	Displacement of rigid type pavement by a combination of vertical and horizontal stresses due to expansion or contraction of the Subgrade. When Heave or Settlement in a concrete pavement is caused by pavement expansion from excessive heat, it is also commonly referred to as a pavement blowup.
Mainline	The portion of the multi-lane ITR traveled way extending from Shoulder line to Shoulder line or from curb line to curb line.

Pothole	An area where a piece of pavement has broken free and been removed, leaving a hole.
Ramp	The portion of the traveled way that provides access between the Mainline and the local street network, extending from Shoulder line to Shoulder line or from curb line to curb line.
Raveling	The progressive loosening of the material in the courses of a road as aggregates separate from the Asphalt binding material.
Resurfacing	Placing of one or more new layers of material on an existing pavement surface.
Rutted and Shoved Pavement	Deformations in which the surface of the pavement has worn into longitudinal ruts due to repetitive passes of vehicle tires, or transverse corrugations due to vehicle deceleration and acceleration.
Shoulder	The portion of the roadway extending from edge of the Mainline or Ramp pavement to the unpaved top of earth embankment, or to the base of a barrier wall.
Subbase	An auxiliary course to furnish needed stability, usually due to poor Subgrade.
Subgrade	That portion of the roadbed on which pavement, surfacing, base, Subbase, or a layer of any other material which may be specified, is to be placed.
Wedge and Level	Pavement surface treatment which consists of milling off approximately 1 ¼ " of surface and replacing it with new Asphalt surface material. This process is used to extend the life of relatively sound pavements that are beginning to show minor to moderate surface distresses.

A.3 References and Standards

Operational Standards

Road Availability (lane closures for maintenance)	2006 Texas MUTCD: http://www.dot.state.tx.us/trf/mutcd2006.htm	X MUTCD Part 6 provides procedures for temporary traffic control (rehabilitation, maintenance, etc.).
State Obligations (safety, patrolling, emergency response)	Procedures for Establishing Speed Zones: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/szn.pdf	Provides information and procedures necessary for establishing speed zones and advisory speeds on the state highway system; required to be used by the TxDOT and cities when establishing speed zones on the state highway system.
	State Interagency Agreements with the Texas Highway Patrol (to be researched)	The Texas Highway Patrol works closely with the TxDOT which acts as the pass-through agency for funding from the National Highway Transportation Safety Administration (NHTSA) for federally funded Selective Traffic Enforcement Programs (STEP). Interagency agreements between the Department and TxDOT also provide funding for statewide overtime traffic enforcement, construction work zone enforcement, and ferry operation enforcement.
	TxDOT Maintenance Manual Chapter 7 - Emergency Management: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/mmt.pdf	Chapter 7 provides guidance for emergency response for disasters and national emergencies, the federal reimbursement programs, and oil/hazardous materials spills.
	TxDOT Maintenance Operations Manual Chapter 5 - Emergency Operations: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/ope.pdf	Chapter 5 defines procedures for snow and ice operations, emergency spill response, response to wildfires, and response to incidents and accidents.
Accident Responsibility / Claims	Hazard Elimination Program: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/tfa.pdf	Hazard Elimination (HES) Program is part of the Highway Safety Improvement Program; basic objective of the HES Program is to reduce the number and severity of crashes.

Environmental Standards

	<p>TxDOT Environmental Manual: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/env.pdf (TxDOT ENV Division)</p>	<p>Provides procedures and practices related to environmental analysis and decision-making with TxDOT project development work; provides a guide to clearing transportation projects through the National Environmental Policy Act (NEPA) process.</p>
Water Quality Control	<p>TxDOT Environmental Manual: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/env.pdf (TxDOT ENV Division)</p>	<p>Manual details process for all related environmental documentation which includes water quality; Chapter 3 Section 8 provides content details for documentation.</p>
	<p>Texas Commission on Environmental Quality - Water Quality Management: http://www.tceq.state.tx.us/nav/eq/eq_wqmgt.html</p>	<p>Provides rules, policy, and legislation for water quality control.</p>
	<p>US Army Corps of Engineers Wetlands Delineation Manual: http://www.wetlands.com/regs/tl pge02e.htm</p>	<p>Provides users with guidelines and methods to determine whether an area is a wetland for purposes of Section 404 of the Clean Water Act.</p>
Noise	<p>TxDOT Environmental Manual: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/env.pdf (TxDOT ENV Division)</p>	<p>Section 4 describes roles and responsibilities related to noise analysis; manual details process for all related environmental documentation; Section 8 provides content details for documentation.</p>
	<p>TxDOT's Guidance for the Analysis and Abatement of Highway Traffic Noise: http://www.dot.state.tx.us/env/pdf/resources/TxDOTnoise96.pdf</p>	<p>Provides basic guidelines for performing traffic noise analyses for TxDOT highway projects and includes a discussion of the fundamentals of sound and traffic noise, the traffic noise analysis process, and associated documentation.</p>
Air Pollution	<p>TxDOT Environmental Manual: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/env.pdf (TxDOT ENV Division)</p>	<p>Section 4 describes roles and responsibilities related to air quality; manual details process for all related environmental documentation; Section 8 provides content details for documentation.</p>

	<p>TxDOT Air Quality Guidelines: http://www.dot.state.tx.us/publications/environmental_affairs/AQGuidelines0606.pdf</p>	<p>Provides background information on air quality issues and terminology to clarify the air quality analysis and documentation requirements for environmental documents; guidelines include sample language which can be used when developing environmental documentation.</p>
	<p>TxDOT Project Development Policy: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/pol.pdf</p>	<p>Describes air quality requirements with respect to project planning.</p>
	<p>TCEQ Dallas-Fort Worth Non-attainment Area: http://www.tceq.state.tx.us/implementation/air/sip/dfw.html</p>	<p>Summarizes Dallas-Fort Worth's air quality challenges, air quality plan, and control strategies; contains links to rules, agreements and State implementation Plan (SIP) revisions.</p>
Vegetation	<p>Executive Memorandum on Beneficial Landscaping and the Executive Order on Invasive Species (EO 13112): http://www.fhwa.dot.gov/environment/020399em.htm</p>	<p>Issued to prevent and control the introduction and spread of invasive species</p>
	<p>Landscape and Aesthetics manual: ftp://ftp.dot.state.tx.us/pub/txdot-info/gsd/manuals/lad.pdf</p>	<p>Provides guidance in the selection of landscape and aesthetic design criteria for highway and street project development; provides a synthesis of current information and design practices related to development of landscape and aesthetic components for different classifications of roadway facilities.</p>

Required Operations and Environmental Permits

	<p>Comprehensive Development Agreement, TxDOT Statewide Open-Road Toll Collection System, Section 6.4; however, Book 2A provides comprehensive permitting information: http://www.fhwa.dot.gov/ppp/toc.htm</p>	<p>Table 4.1 in Book 2A lists all environmental permit requirements and the name of the coordinating agency; Chapter 6 in Book 2A describes utility adjustment requirements and procedures.</p>
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Insurance Standards

	<p>Comprehensive Development Agreement, TxDOT Statewide Open-Road Toll Collection System, Section 9: http://www.fhwa.dot.gov/ppp/toc.htm</p>	<p>Section 9 provides the insurance coverage required for all CDA development, including requirements for commercial liability insurance, workers' compensation insurance, and other liability insurance.</p>
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A.4 Systems and Procedures

For systems and procedures relating to this Plan, please refer to the Quality Management Plan which includes inter alia procedures to cover the following:

- Control of quality records
- Management reviews
- Resource allocation
- Measurement of customer satisfaction
- Control of nonconforming products and services
- Internal audits
- Continual improvement

The Communications Strategy and its guidelines for implementation will be reviewed and updated regularly, and feedback and comments from members are welcomed to assist this process.

For Communications specific procedures please refer to Section B and Appendices below.

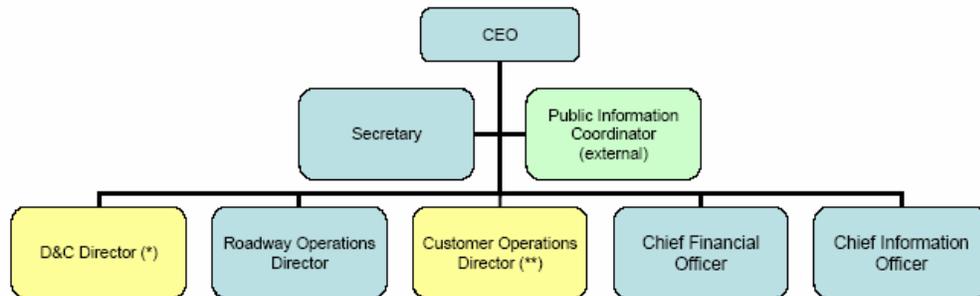
CHAPTER B: PLAN SPECIFIC INFORMATION

B.1 Roles and Responsibilities

B.1.1 Developer's Management Structure

In order to ensure the philosophies and methodologies detailed in this Project Development Plan are implemented, the Developer proposes to form an organizational structure comprising the following main sub-organizations:

- Management structure
- Public Information structure
- Financial structure
- Information Technology structure
- Design and Construction structure
- Operations and Maintenance structure
- Customer Service structure

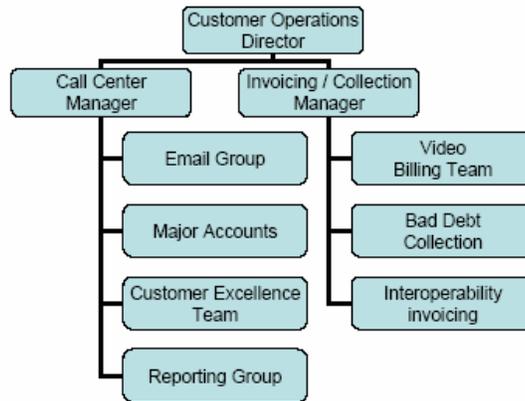


The people with specific responsibilities in respect of the Communication Strategy are the following:

- CEO
- Public Information Coordinator
- Customer Operations Director (see substructure below)
- Call Center Manager
- Roadway Public Information Representative. (see substructure below)

Their functions are described in the following sections.

Customer Operations



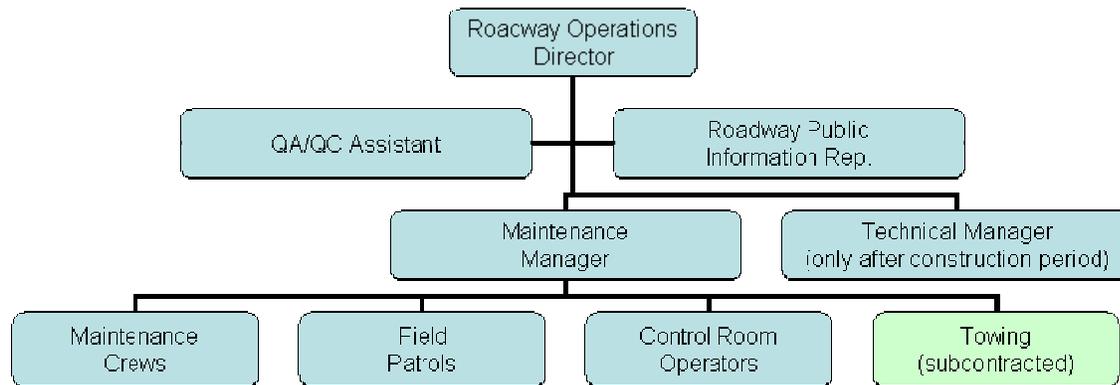
The Developer has devised an Organizational Chart whereby an independent Customer Operations division will be created should the developer need to provide Back Office and Toll Collection services (Tolling Contingency Plan) as explained in this document. Should that occur, the developer's approach will be to create a division that will report directly to the CEO and will be in charge of Public Liaison, dealing with Customer Groups and the Media in accordance with CDA requirements (section 3)

The Developer project team shall receive and review community concerns and, to the degree possible, resolve or mitigate problems and positively respond to community requests. To support these efforts, the Developer proposes to appoint a complaint resolution team consisting of the Developer Roadway Public Information Representative, the Public Information Coordinator and TxDOT PI Officer. The team will review complaints and seek ways to positively respond to suggestions made by impacted neighborhoods and residents, public officials, landowners, or other Customer Groups. The final decision on adjustments to construction, operations, and maintenance activities rests with the CEO of the Developer.

The Customer Service structure defined to provide customer services if the Tolling Contingency Plan is implemented will consist of the following essential staff employees reporting to the COD:

- Call Center Manager: role to be implemented from start of implementation of Tolling Contingency Plan to end of Term. Develops Complaint Resolution Procedure. Oversees call center for public.
- Invoicing / Collection Manager: role to be implemented from start of implementation of Tolling Contingency Plan to end of Term. Coordinates Toll policy, technology, invoicing, procurement, and manages complaints in the first instance.

Roadway Operations



Reporting to the ROD

- Roadway Public Information Representative: Liaising with the aforementioned Managers will be in charge of Communications Strategy on the field, responsible for the implementation of the Public Information measures adopted.

All Staff

It is the role and responsibility of every member of staff to communicate in an open and timely fashion. It is everyone's responsibility to pass on important and relevant information as well as taking responsibility for receiving information. All staff should be aware of communications methods and existing ways to receive and give information. Staff must be aware of confidentiality.

B.2 Internal Communication Channels

A variety of channels are available but we must always consider which medium is most appropriate for each audience.

Channels, which could be considered include:

1. Printed information
2. Document Management System
3. Intranet website
4. Team Talks
5. Mailing Lists
6. Events - conferences, workshops, meetings
7. Statistics, surveys and evaluations
8. Questionnaires and feedback
9. Press

B.2.1. IMS and Collaborator System

The Quality Management system is the main place where staff will be able to find current information about processes and procedures relating to their area of work. It must be easy to find information, so the website will need good navigational tools - index, contents, and search facility. Usage of the IMS should be regularly reviewed and staff contacted to ensure that it meets their requirements. Changes to the IMS will be administered by the IMS Co-Coordinator. Staff can complete the Change Control form to action changes after approval has been given by the appropriate line Manager.

Document Management will be used to store correspondence, storing minutes of meetings, presentations from workshops, links to other related material, and holding the results of commissioned reports and surveys.

B.2.2 Intranet Website

It will play an important part in advertising the company and its events and group activities. Each Area of the Business will maintain its own area on the website.

B.2.3 Team talks

Key successes and failures in the Group will be communicated at this meeting. These meetings will be used as a forum to communicate key changes in the Business.

B.2.4 Mailing Lists

Mailing lists should be kept up-to-date. This includes email lists/telephone lists and other contact lists.

B.2.5 Events - conferences, workshops, meetings

Planned events, conferences, workshops and meetings will be communicated to staff well in advance to help avoid clashes with other commitments.

After the event, relevant reports or presentations will be published on the website. Links to other relevant resources will also be added.

B.2.6 Statistics, surveys and evaluations

The results of commissioned and ad hoc surveys, such as those initiated via the Group if they are not confidential, will be published on the website.

B.2.7 Questionnaires and feedback

Occasional questionnaires, such as the satisfaction survey, will be emailed to contractors and professional bodies, advertised and made available online on the website. The results will be published on the website.

B.3 External Communications Channels

We will positively implement and manage community relations and governmental liaison during the construction, operations, and maintenance stages of the Project through a Public Information and Communications Plan.

A plan will be implemented and adhered to that notifies the community in advance of upcoming construction activities through the use of radio, newspapers and local authorities. The Project will also implement an innovative communication method to the public. The plan will include a web site that will relate important traffic information that will be available to anyone. The web site will offer an option to sign up for e-mail alerts which will automatically notify them of upcoming traffic issues and important project information. Additionally we are pursuing the possibility of setting up the web site with remote access to on-site cameras (Live Cams) for the public to have the ability to monitor the construction of their new Toll Road. The plan will also include notifying the traveling public through the use of message boards in advance of any upcoming traffic changes. An extensive Traffic Control Plan will be in place as a guide to make these notifications. Communication is another key element to a safe and successful project.

When at all possible, work will always be scheduled for daylight hours to minimize any disturbance to the communities. There will be no loud / noisy work scheduled at night such as pile driving. The number of detours in close proximity will be minimized. Lane closures and traffic switches will be scheduled during off-peak hours when at all possible. In our many years of experience we have found that a well informed community and an amicable relationship with the community is another key element to a successful project.

B.3.1 Customer Groups

The SH 121 Project impacts a broad audience and impacts many Customer Groups. The 11 mile toll road transects multiple counties, cities, and neighborhoods including Denton and Collin counties, Lewisville, The Colony, and the Coppell Greens and Magnolia Park subdivisions. The project is important to elected leaders in these communities, land owners, business owners adjacent to the project corridor, other transportation providers, utility providers, and a host of other specific groups and individuals. TxDOT, as owner of the project, is a critical stakeholder. The Developer team shall continue identifying interested and effected Customer Groups, include them in a project database, and use a variety of communication strategies to keep these stakeholders abreast of activities, solicit their questions and concerns, and resolve project related issues in a proactive manner.

Customer Groups will better support the project if they are provided timely information, notified in advance of construction activities and possible impacts, alerted to impacts on travel and offered alternative routes, and provided an opportunity to work directly with project staff. The Developer plan focuses on continuous communications and collaborative problem-solving. Our approach to collaboratively working with Customer Groups to solve problems is not only wise, but necessary to keeping the project on-time and on-budget. to provide input on issues and recommend solutions.

The Developer shall use the following strategies to successfully communicate with Customer Groups:

- Media
- Governmental Entities, including regulatory and law enforcement agencies
- General public residing or working within the general vicinity of the Project, or traveling within or across the limits of the Project
- Business owners within or adjacent to the Project corridor
- Utilities, railroads, transportation authorities and providers (such as local airports, transit operators, toll authorities, and other highway concessionaires) affected by the Project

- Project Website

Within 45 days of the issuance of NTP1, the Developer shall establish a project website that is visually appealing and written in a customer-friendly manner. The Developer establishes this aggressive schedule because of the importance to the public of immediate, accurate information.

As information becomes available, the Developer shall post content that includes, but is not limited to,

- Project information on design, construction, maintenance, and operations; maps;
- The timing of street and ramp closures and openings; recommended route alternatives during closures;
- Frequently asked questions;
- A list of public meetings, briefings, and other opportunities to meet with project staff;
- Information on Toll Tags and a toll calculator;
- Rest areas and services along SH121;
- Location of the project information office,
- Job opportunities;
- Links to the TxDOT HCR and other websites deemed appropriate by TxDOT.
- A Real-time travel speed map
- Traffic accident, construction flooding, special event information
- Closed Circuit Television images
- Dynamic Message Sign messages
- Incident notification (via fax, email or pager) subscription service
- Dynamic routing application
- Project Intranet

The website will also allow visitors to email questions directly to the Public Involvement Coordinator. the Developer will furnish all materials in Spanish upon request and will assess with TxDOT the need for communications in other languages or other demographic adaptations where appropriate.

- Public meetings

The Developer considers meetings with Customer Groups to be a crucial part of a successful PICP. These meetings will take the form of neighborhood specific meetings, large community-wide gatherings, or meetings to discuss a specific topic (e.g., such as sound walls). the Developer shall adhere to TxDOT requirements regarding public meetings, such as prior notification of Developer-called meetings and participation by the Developer in support of TxDOT-sponsored meetings. the Developer will exceed expectations of a "typical" public meeting by providing high-quality displays and state-of-the-art visuals such as an animated "Virtual Tour" of the Project alignment. the Developer will be prepared to answer issues raised at meetings and through other channels. Topics will include design and construction issues affecting any adjacent residential areas and businesses, such as frontage road configuration and noise and retaining walls.

- Briefings and Updates

The Developer acknowledges its responsibility to keep elected officials and public agencies updated on project developments. Briefings will be scheduled on a semi-annual basis, or whenever pertinent developments warrant, for commissioners' courts in Collin, Denton, and Dallas counties and for the city councils of Lewisville, Carrollton, The Colony, Plano, Frisco, Allen, and McKinney. Briefings will also be held for appropriate entities such as the North Central Texas Council of Governments (NCTCOG). Quarterly written updates will be prepared and provided to elected officials and public agencies requesting them.

- Project Hotline

A 24 hour project hotline shall be established to allow Customer Groups to call with questions or to register complaints. The hotline shall be answered during normal business hours. After hours, a voice mailbox will

allow callers to relay inquiries and complaints. Emergency inquiries received after hours will be routed to the Developer's designated manager on call. Non-emergency calls received after hours will be returned on the next business day.

- Public Information Office

The Developer shall maintain a Public Information Office for the Term of Agreement in accordance with TxDOT specifications. In addition to providing maps and other needed information, customers can expect to find the Developer team members available to answer questions and help resolve their concerns. The proposed Public Information office covers a floor area of 1000 square feet, will be located adjacent to the Administration, Maintenance and TxDOT buildings, and will be easily accessible. Office hours shall meet, or exceed, those specified by TxDOT. Under the Tolling Contingency Plan, we have anticipated the need for more space for the PI Office, and arrangements have been made for an expansion of these facilities up to 1900 sqf should all Back Office and Customer Services activities need to be carried out by the Developer.

- Other Communication Strategies

Other tools that may be used to communicate with the public during construction and other phases include, but are not limited to, construction updates, door hangers, signage, newsletters, videos, public service announcements, advisory groups and email notifications.

B.3.2 Stakeholder needs

The Developer believes communication strategies should be tailored to fit particular Customer Groups. Residents living near proposed sound walls will need specific information on the voting process. Elected officials must receive timely Project updates to be responsive to their constituents. Commuters will have a special interest in road closures and detours, and utilities often need information of a more technical nature.

B.3.3 Multiple Outreach and Communication Strategies

The Developer's approach uses diverse strategies to communicate with diverse Customer Groups. Regularly scheduled briefings and written updates provide elected officials and leaders of public agencies with information at anticipated junctures and puts information at their fingertips. Public and community meetings afford those adjacent to the project, and those with an interest, the opportunity to meet with project staff to discuss the project and address common goals. The project website and media advisories will provide the driving public the latest information on construction and travel impacts. Immediate access to project personnel is possible using the project hotline, email, or a visit to the public information office. And for those wanting to celebrate project milestones, block parties and open house events are planned.

B.3.4 Qualifications and experience of proposed key staff members who will be engaged for purposes of community outreach

The Developer has appointed Group Solutions RJW, a public involvement firm with 14 years of experience developing and implementing communication and stakeholder involvement strategies for highway and other infrastructure projects. Group Solutions RJW also brings to the project expertise in the areas of meeting facilitation, consensus building, and media relations. Group Solutions RJW has worked with cities and elected officials across Texas, including city councils in Ft. Worth and Greenville, and is currently working on projects for the North Central Texas Council of Government and Dallas Area Rapid Transit.

TxDOT has approved Rhonda Price, Group Solutions RJW Senior Consultant, as Public Information Coordinator for the project. Ms. Price has more than 20 years of communications experience, including ten years as an on-air media personality and 11 years as a public information officer in the public and private sectors. Most recently, Ms. Price served as Public Involvement Coordinator for the \$238 million dollar 183A



Toll Road Project in Central Texas. She worked in this role from the beginning of toll road construction through the successful completion of the roadway, was responsible for all project communications (to the public and elected officials), and worked directly with those neighborhoods and individuals impacted by construction activities. Ms. Price also spearheaded the sound wall voting process for residents living adjacent to the 183A Toll Road, experience that will prove advantageous as sound walls are proposed in several neighborhoods along SH 121. Ms. Price's direct, personal, and prompt response to residents' and elected leaders' concerns helped the 183A contractor maintain a positive relationship with residents even in the midst of hardships related to the construction. The Developer proposes the same approach of responsiveness and diligence for the SH121 Project.

In addition to the Public Information Coordinator, the Developer shall appoint a Roadway Public Information Representative and other necessary personnel to assist in the preparation of meetings and in the liaison with stakeholders. By assigning multiple individuals to these important tasks, the Developer exceeds TxDOT's requirement and ensures the public continuous access to individuals highly capable of responding to their needs.

B.3.5 Documentation and Response

An effective project means conducting meetings and activities that solicit public input and document input and response. The Developer will use an electronic comment management system or specific methods such as a complaint and inquiry form that will be made available to any citizen, governmental entity, or other Customer Group upon request. Comment cards will be available at all meetings. Questions and complaints will be carefully documented and distributed to appropriate personnel so that issues can be thoroughly reviewed and effectively resolved.

All meetings with the public will be minuted, documented and distributed to TxDOT within five Business Days. The minutes will include a full list of attendees including their affiliations and contact details, documentation of discussed issues and their solutions and description of remaining open issues with associated actions with the responsible individual(s) identified. These notes will be passed to TxDOT for approval before being sent to the appropriate Customer Groups.

B.3.6 Interfacing with TxDOT

Project success is predicated on the Developer's ability to work with TxDOT toward common goals. Our relationship with TxDOT will be built on consistent, proactive, and clear communications on project issues and solutions. TxDOT involvement in issues will be facilitated through monthly meetings, written updates, immediate notification on high priority issues, and a review process on public communications. High priority issues and publications review procedures will be defined in consultation with TxDOT.

The TxDOT Project Manager and the the Developer PI Officer will be the central points of contact, coordination, and communication for the project. Direct communications between the respective TxDOT and the Developer communications task leaders is encouraged. However, the Project Managers shall be kept informed of the results of these communications (e.g., verbally, email, meeting summaries, cc's, etc.)

TxDOT's involvement in communication issues will be facilitated on a monthly basis through project meetings, monthly reports, and participation as a member of the complaint resolution team.

B.3.7 Preliminary Public Information and Communications Plan (PICP)

Within 30 days of issuance of NTP1, the Developer shall submit to TxDOT a complete Public Involvement and Communications Plan (PICP) based on the preliminary plan set forth in this document. Once approved

by TxDOT, the comprehensive plan shall guide the Developer's communications during the construction, operation, and maintenance phases of the SH 121 Toll Road Project. The PICP is meant to be flexible and responsive to changing needs and conditions. the Developer shall be mindful of the local environment and cooperate with TxDOT to amend the PICP as required to suit circumstances as yet unknown, including public reaction to impacts from the work, increasing information needs, and revisions required to meet findings of any audits or reviews.

B.3.8 Adjustments to construction, operations, and maintenance activities in response to community concerns

The Developer has devised an Organizational Chart whereby an independent Customer Service division will be created should the developer need to provide Back Office and Toll Collection services (Tolling Contingency Plan) as explained in this document. Should that occur, the developer's approach will be to create a division that will report directly to the CEO and will be in charge of Public Liaison, dealing with Customer Groups and the Media in accordance with CDA requirements (section 3)

The Developer project team shall receive and review community concerns and, to the degree possible, resolve or mitigate problems and positively respond to community requests. To support these efforts, the Developer proposes to appoint a complaint resolution team consisting of the Developer Roadway Public Information Representative, the Call Center Manager, the Public Information Coordinator and TxDOT PI Officer. The team will review complaints and seek ways to positively respond to suggestions made by impacted neighborhoods and residents, public officials, landowners, or other Customer Groups. The final decision on adjustments to construction, operations, and maintenance activities rests with the CEO of the Developer.

B.3.9 Proposed methodology for dealing with the news media

The Developer will establish a working relationship with the media. the Developer shall provide accurate and timely information to the media. In turn, the Developer will utilize the media to disseminate project news to interested audiences.

The Developer is committed to providing the media with immediate and on-going access. Upon issuance of NTP 1, the Public Information Coordinator will enter appropriate local, state and national media into the project database, and within two weeks, the Public Information Coordinator will prepare an information package that includes daytime and after-hours contact information for the media. The Public Information Coordinator will serve as the Developer's media liaison, facilitating easy access to information and allowing reporters to meet deadlines. News releases concerning closures and detours will be sent to television, radio, and print media for use during early morning newscasts, afternoon drive time broadcasting, and newspaper publication.

The Public Information Coordinator will proactively arrange interviews and editorial board meetings and suggest photo opportunities and story ideas that will keep the Project in a positive public light. The Developer will work cooperatively with TxDOT and obtain TxDOT approval on media materials, as requested.

B.3.10 Proposed approach to Project marketing and advertising

The Developer's marketing push will precede milestones such as segments of the Project opening to traffic. The anticipated schedule is as follows:

- Segment One and Two - 2008
- Segment Three - 2009
- Segment Four - 2010
- Segment Five - 2011

The Developer will develop six to eight-week advertising campaigns including television, radio, and newspaper ads placed in media vehicles with high circulation and viewers. Because SH 121 transects several communities, special attention will be paid to placing information in smaller, community newspapers. Information will also be sent to neighborhood associations for their websites and newsletters. The Public Information Coordinator will be persistent in seeking “target audience” publications such as transportation-related magazines.

The Developer shall set and adhere to professional presentation and communication standards. High quality graphics, a project logo, and accompanying materials are important to the credibility and branding of the project. Adhering to TxDOT standards, and in consultation with TxDOT, the Developer shall develop project design standards and produce all materials in line with these standards. The Developer will coordinate marketing messages with TxDOT to promote SH 121 as part of the statewide toll road system.

A preliminary marketing work has been carried out to promote the SH121 in order to pursue public support and build confidence in the high standards applied to the project. Logos and slogans have been studied and will be put forward for TxDOT approval in due course. Most of the work can be reviewed in the DVD attached to the proposal as Technical Highlights DVD. Some designs include:



B.3.11 Emergency Event Communications

The Public Information Coordinator will take timely and appropriate action when informing TxDOT and the relevant Customer Groups in response to all emergency events. These may include such events as extreme winter conditions (ice / snow), vehicle collisions and Hazardous Material spills. The information will be

disseminated through the appropriate mediums and will continue to be appropriately communicated until the emergency situation no longer exists.

In all instances of unforeseen emergencies (i.e. without available advance warning), the Public Information Coordinator shall inform TxDOT and the relevant Customer Groups within one hour of their occurrence. This notification will be given in a timely manner and as soon as is practicable. The same will apply to emergencies where advanced warning is available. In both cases information will be appropriately communicated until the emergency situation no longer exists.

B.3.12 Lane Closures

At a minimum of two weeks prior to lane closures and / or traffic switches planned to be in effect for more than 24 hours the Developer will provide TxDOT and appropriate Customer Groups with relating information. For closures or switches less than 24 hours in duration, a minimum of 24 hours prior notice will be given. This information will be communicated via the appropriate methods. The Public Information Coordinator will input all lane closure events into the TxDOT HCR.

The proposed Traffic Management Plan includes details of the overall approach that can be summarized as follows in terms of temporary lane closures and/or temporary road closures due to emergencies:

- Temporary Lane Closures

For temporary lane closures, the following procedures apply:

- When the Developer must close a lane for maintenance or an emergency, the Developer contacts TxDOT at least two weeks prior to the closure or when the emergency occurs.
- Maintenance lane closures are set after rush hours, and should not disrupt traffic. Lane closures that require more than one lane to be closed are performed at night when traffic is at a minimum.

- Temporary Road Closures

When an emergency occurs, the Developer will notify all local authorities of the situation, making it clear that the road is closed due to the emergency. The Developer will divert traffic from the Facility property and will advise local authorities on the reopening of the road. The Developer will use all available resources to expedite the reopening of the road and will advise local authorities of the actions taken and their results.

B.4 Communication Principles

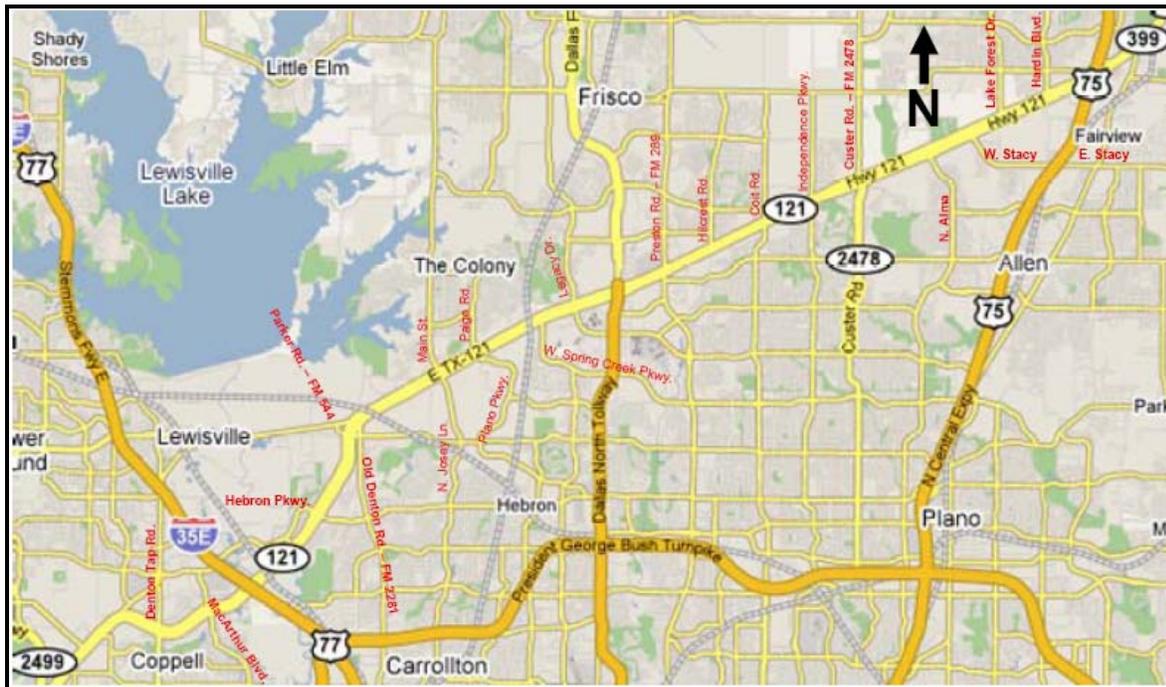
- Speaking and writing in plain English. Plain English means that we use language that everyone understands.
- Whilst we acknowledge English as the primary language we recognize the use of Spanish as a second language given the importance of the Spanish speaking community in Texas.
- When talking to colleagues or anyone else avoid using jargon or if we do we will explain the technical or management language we are using.
- Not speaking in acronyms or initials without explaining them first.
- Be aware of our body language and how it might communicate to those we are talking or listening to.
- Trying to actively listen and hold eye contact when involved in face-to-face communication.

- Recognizing that people do not always absorb information completely at first hearing. Giving people the opportunity to ask questions there and then or on another occasion if they need to.
- Feeling comfortable about telling people when we do not understand what they are saying or what they have written.
- Being comfortable with challenging others and being challenged ourselves and as a learning organization welcoming feedback and constructive criticism.
- Always trying to put ourselves in the position of those we are communicating with and treating people how we would like to be treated through both face-to-face and written communications.

APPENDICES: ROAD SPECIFIC APPENDICES

APPENDIX 1

Extent of Network



State Highway 121 (SH 121) is situated in North Central Texas. It is Collin County's principal route to the Dallas-Fort Worth International Airport, as well as an essential east-west link between US 75 in McKinney and Denton County.

The Texas Department of Transportation (TxDOT) has issued a Request for Proposals to develop, design, construct, finance, operate and maintain the SH-121 Toll Road Project through a comprehensive development agreement (Concession Agreement).

The major construction activity will take place in Collin County (Segments 3 and 4). In this section of SH 121 the Concessionaire will improve the existing SH 121 by constructing 3 + 3 main lanes between the 3 + 3 frontage roads that are currently under construction in both sides. This will affect the last 9 miles of SH 121 from Hillcrest intersection up to the interchange with US 75.

There are 7 interchanges along this section: Colt Road, Independence Parkway, FM2478 - Custer Road (Currently under construction), Alma Drive, Stacey Road, Lake Forest Drive and Watters Road. All of them have the same typology with the main lanes crossing over the secondary roads.

The second main construction site will be locate at the SH 121/US 75 five-level interchange (Segment 5). This new fully directional interchange will replace the existing one, which dates back to 1959. A careful study of the traffic detours and phasing will be necessary to demolish the existing structure, construct the new ones while maintaining the traffic flow.

The Concessionaire will also have the obligation to provide finance, design and construct certain additional improvements, along each of the relevant sections, as well as the maintenance and renewal activities for the entire project.

APPENDIX 2

Proposed Index of contents for the PICP

Proposed Index of contents for the PICP covering the index of contents set forth in the SH121 CDA Project Management Plan:

- 1. PURPOSE**
- 2. SCOPE**
- 3. REFERENCE DOCUMENTS**
- 4. ORGANIZATION. Developer Presentation**
- 5. PERSONNEL**
 - 5.1 ASSIGNED DEVELOPER PERSONNEL FOR PUBLIC RELATIONS**
 - 5.1.1. Developer'S Nominated PI Coordinator**
 - 5.1.1a. Qualifications**
 - 5.1.2.b Responsibility and Authority**
- 6. OFFICES AND EQUIPMENT**
- 7. CONTRACTORS. DESIGN & CONSTRUCTION PRESENTATION**
- 8. INTERFACES**
- 9. PROCEDURES. COMMUNICATIONS PLAN**

INCLUDING:

 - CONTINGENCY PLAN FOR ADDRESSING EMERGENCY SITUATIONS DURING CONSTRUCTION STAGE**
 - MANAGEMENT OF INQUIRIES AND COMPLAINTS**
 - CONTINGENCY PLAN FOR ADDRESSING ADVERSE PUBLICITY**

IDENTIFICATION OF RISKS

 - MANAGEMENT OF CRISIS SITUATIONS / POTENTIAL CRISIS BY THE DEVELOPER**
- 10. QUALITY CONTROL**
- 11. THIRD PARTIES CONTACT DETAILS DATABASE**
- 12. AUDIT**
- 13. DOCUMENT MANAGEMENT**

ANNEXES

- ANNEX 01. DEVELOPER PUBLIC COMMUNICATIONS POLICY**
- ANNEX 02. RELEVANT AUTHORITIES**
- ANNEX 03. LANDOWNERS**
- ANNEX 04. INTERESTED PARTIES**
- ANNEX 05. COMMUNICATION MEDIA**
- ANNEX 06. QUERY/COMPLAINT REPORT FORM**