

## Executive Summary

Submittal Relating to the Development of the  
TxDOT North Tarrant Express Project, Segments 3A and 3B  
through a Facility Implementation Plan and Facility Agreement



## Overview

### Leveraging Limited State Resources

Texas can reflect with pride on the significant progress made in the last decade towards resolving its mobility needs. Given Texas' continued growth during that time, the state's infrastructure issues are more acute than in most states. While every state faces funding shortfalls, Texas is also struggling with the demands imposed on its infrastructure from growth in both its economy and population.

Rather than collapsing under the weight of its own success, Texas has instead led the nation through innovation to improve and expand its transportation network.

In the spirit of that very leadership, we at NTE Mobility Partners Segments 2-4, LLC ("NTEMP2-4") are proud to continue our partnership in offering a solution that leverages \$287.5 million of limited State resources into the production of congestion-relieving roadway benefits in excess of \$2.7 billion for the IH 35W corridor. This effort continues providing enhanced mobility solutions to the ongoing development of the North Tarrant Express and the citizens that we are all collectively honored to serve.

### Historical Background

Drawing on the success of regional toll authorities operating in Texas since the 1950s, the Texas Department of Transportation ("TxDOT") began pursuing its own system of user-financed roadways in 2000 with the pursuit of the \$3.6 billion Central Texas Turnpike Project. With the benefit of user fees, that project was advanced by decades. In 2003, Texas took the next step in finding additional sources of funds for its transportation infrastructure by establishing a framework for the pursuit of public-private partnerships (also known as comprehensive development agreements or CDAs).

The State's first public-private partnership delivered the final 40 miles of SH 130 when no other source of funding was available for this \$2 billion project. This portion of SH 130 is not only critically important for congestion relief along IH 35, it also ensures the State-operated Segments 1 through 4 of SH 130



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achieve their full potential. Since then, public-private partnerships have delivered over \$9 billion of critically needed infrastructure decades ahead of when a pay-as-you-go gas tax system would have delivered those same projects. The list of projects accomplished through a partnership between the State and the private sector is impressive:

- » SH 130 Segments 5 and 6: \$2B/40 miles (scheduled to open in 2012)
- » DFW Connector: \$1.8B/26 miles; scheduled to open in 2014)
- » North Tarrant Express Segments 1 and 2W: \$2.5B/13 miles (scheduled to open in 2015)
- » LBJ Managed Lanes: \$3B/13 miles (scheduled to open in 2016)

Just as importantly, in addition to the new facilities, CDAs have generated more than \$3 billion in payments to the State to help with other needed infrastructure. Furthermore, in each of these cases,

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TxDOT is relieved for 50 years of the immense expense of operating and maintaining these tollways and the gas tax-financed adjacent alternatives. The benefit of these partnerships to the State and the traveling public is both dramatic and undeniable.

Unfortunately, despite the relief on these specific projects, Texas is still unable to fund its growing transportation needs. Studies last year by the 2030 Committee and the Texas Association of Metropolitan Planning Organizations both put Texas' transportation funding needs at more than \$300 billion over the next 20 years and also forecasted that with current trends in spending and gas tax revenues there will be no funding for congestion relief as early as 2012. With such a massive and imminent shortfall in needed funding, it is imperative that the State leverage both user fees and private capital in an attempt close that gap. Without the use of every tool available to the State, Texas will simply not be able to fund the many needed projects to relieve congestion, improve safety and air quality, and provide well-paying jobs while also accommodating further anticipated growth.

### Mobility Needs in the State's Leading Economic Region

The significance of the Dallas/Fort Worth area to both the State and the nation cannot be overstated. The Metroplex is the fourth largest metropolitan area in the United States, the twelfth largest economy in the world and represents over one-third of the state's economy. Between 1990 and 2000 the Metroplex had the third fastest growing population



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- Tarrant County Judge Glen Whitley

adding over one million people to the region. By 2035, the Dallas/Fort Worth area will be home to 10 million people and will most likely see a doubling in vehicle miles traveled.

But even today, Dallas-Fort Worth is ranked the fifth most congested major urban area in the country and sections of IH 820 have once again been ranked the most congested corridors in Tarrant County. Under current funding scenarios, currently unacceptable conditions will only worsen as the North Central Texas Council of Governments (NCTCOG) estimates that peak-period travel times will triple by 2035.

Letting such a critically important region suffer the fate forecasted by these startling statistics is not an option Texas or the country can afford. Although the region will have to pursue a number of creative means of addressing its mobility needs, at a minimum it must pursue every means possible of building currently needed infrastructure.

It is for this reason that virtually every major civic organization and public entity supports the expansion of IH 35W and improvements to the IH 35W/IH 820 interchange. As local officials and residents will tell you, to delay this critical mobility project would be crippling to the local economy and the region's environment and quality of life.

### An Innovative Solution

Cognizant of the region's dire need for improvements in this corridor and the dilemma of inadequate resources facing State leaders,

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NTEMP2-4 offers this innovative submission for the rapid delivery of the improvements on IH 35W between IH 30 near Fort Worth and US 287 near the Alliance complex, including a complete overhaul of the IH 820 interchange in what is known as NTE Segments 3A and 3B according to TxDOT's original layout of the different projects within the North Tarrant Expressway (NTE) scheme.

The project involves the construction of new capacity on the IH 35W corridor in the form of managed lanes, the construction of a new interchange at IH 35W and IH 820 and a connection to/from the new managed lanes along IH 35W to/from the IH 30 corridor. This system of managed lanes will provide a fast and reliable alternative for drivers travelling north/south, along IH 35W, and east/west, on IH 820 between Dallas and Fort Worth given the minimum guaranteed speed of 50 mph, achieved through congestion pricing. This means that during congested periods the tolls will increase to maintain the level of service of the new infrastructure while in the off-peak hours tolls will decrease in accordance with demand in the corridor. This mechanism will have immediate impact on

With the benefit of innovation in the design, construction and financing of the project, it will be delivered ahead of the date stated in the original NTE proposal submitted by Cintra and Meridiam, and years ahead of when the project would otherwise be constructed relying exclusively on State funds.



congestion in the area and will keep traffic flowing even in the most congested times, with no traffic jams and therefore lower gas consumption and carbon emissions compared to other corridors suffering from stop-and-go traffic conditions.

Building on the creativity and innovation which last year earned the closing of NTE Segments 1 and 2W project the Infrastructure Journal's "Transport Deal of the Year", the members of NTEMP2-4 are once again pleased to offer the State of Texas, Tarrant County and Fort Worth — a timely and cost-effective means of delivering a project that is critical for improving mobility and boosting economic development in the region.

The innovative approach described in this submission offers a number of significant benefits to both the Metroplex and the State of Texas, including:

- » Leveraging \$287.5 million of public funds by more than nine times to deliver over 10 miles of urgently needed infrastructure and maintain the entire corridor (including both tolled and non- tolled lanes) for 52 years at a value in excess of \$2.7B;
- » After more than a decade of advocating for this critical project, Fort Worth and Tarrant County will see this important north/south thoroughfare including a new major intersection delivered at a time when virtually no State funds exist for new capacity;
- » Given there is no recourse to the State, Texas tax-payers bear none of the risk that traffic and revenues from the project fail to materialize as forecasted.
- » With the benefit of innovation in the design, construction and financing of the project, it will be delivered ahead of the date stated in the original NTE proposal submitted by Cintra and Meridiam, and years ahead of when the project would otherwise be constructed relying exclusively on State funds;
- » Through a series of cost-efficient design changes in coordination with TxDOT and NCTCOG, new options are provided to the driver in a way that the use of the

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existing roadway capacity and proposed improvements is maximized, obviating the need for certain expensive improvements. This, in turn, dramatically lowers the cost of the entire project and improves mobility and air quality in the region; additionally, the team's design significantly enhances connectivity between IH 35W and IH 30, reducing congestion at this critical bottleneck;

- » With the new proposed configuration, the project will result in over 1.5 million hours saved annually by moving drivers from congested roads to free-flowing lanes.
- » By coordinating the design and construction of the project through a single team consisting of numerous local firms already fully deployed on site, the project can be delivered at the lowest cost and in the shortest time possible;
- » As with previous projects, the sponsors are once again pleased to offer TxDOT a fully transparent submission and give TxDOT the opportunity to verify all cost estimates, traffic and revenue assumptions and the financial model.
- » This public-private partnership offers the benefits of innovation, private financing with no recourse to the State, rapid project delivery, and contractual arrangements that ensure the care of a valuable asset on behalf of Texas residents throughout the life of the CDA term.
- » In addition to the immediate benefits provided by the project itself, the development of the project will stimulate the local economy by creating jobs for thousands of Texans while providing local businesses the confidence and assurance that their goods and services can travel efficiently to the marketplace.

## Project Description

### The NTE Segments 2-4 CDA

In January 2009, NTEMP was competitively awarded the right to deliver Segments 1 and 2W of the North Tarrant Express based on its superior ability to maximize the leverage of public funds



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on a competitive environment and its ability to more timely and effectively deliver the project. As part of that same proposal, NTEMP2-4 was also awarded the Segments 2-4 CDA for the remaining Segments of the Project. The Segments 2-4 CDA is a 10-year agreement between TxDOT and the NTEMP2-4 to identify improvements to portions of IH 35W, State Highway 183 and IH 820 in northern and eastern Tarrant County. As envisioned, the plan is to describe current and future needs and solutions for general purpose lanes and managed toll lanes designed to keep traffic moving at 50 mph. The agreement also called for identifying funding methods for the proposed improvements.

This submission is the culmination of NTEMP2-4's preliminary work pursuant to the Segments 2-4 CDA. After having spent more than a year studying the next most appropriate phasing of the NTE system, NTEMP2-4 is proud to bring forward this innovative solution to a critical mobility need in Tarrant County. This submission describes NTEMP2-4's plans to develop Segments 3A and 3B along the IH 35W corridor of the North Tarrant Express system

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together with improvements to the IH 35W/IH 820 interchange.

NTEMP2-4, in working closely with TxDOT and NCTCOG, has proposed a solution that meets all of the State’s functionality requirements for the project while delivering Segments 3A and 3B and the IH 35W/IH 820 interchange while at the same time adding a new connection to/from the IH 30 corridor and the IH 35W corridor not envisioned in the original plan. This will be delivered sooner and requiring less public funds than originally proposed in the conceptual proposal submitted by NTEMP for Segments 2-4 as part of the overall proposal for NTE.

In addition, NTEMP2-4 brings all the qualifications of the experience acquired on the aforementioned projects and NTE in particular. For complex projects in terms of implementation such as Managed Lanes, having an operator with an up and running project with the same dynamics and problems, will be key to minimize any teething problems in the implementation of issues of vital importance such as the dynamic pricing algorithm, land acquisition, traffic management during construction, and relationship with TxDOT and NTTA among others. NTE2-4 bases its proposal in the knowledge acquired to guarantee an enhanced service to the public and provide the user with a unique reference

to whom direct any questions or concerns and with this proposal provides the best solution both in terms of design and operation.

The proposal envisions that Segments 3A and 3B will be self-performed as a toll project under a CDA contracting structure, meaning that NTEMP 2-4 will form an affiliate to serve as the developer under the CDA (the “concessionaire”) and such concessionaire will perform the design, construction, financing, operation and maintenance of the facility. Such CDA would be for a 52-year term beginning at the date of signing and containing generally the same commercial terms as the CDA for Segments 1-2W.

## General Description

This submission covers the construction of more than 10.2 miles of two managed lanes (ML) per direction in Segments 3A and 3B of the Project from Luella Street just north of the IH 35W/IH 30 interchange near downtown Fort Worth to North Tarrant Parkway, North of the IH 35W/US 287 interchange. The submission also incorporates the reconstruction of the IH 820/IH 35W interchange and new managed lane connectors to and from US 280 and to and from US 287. The map below shows the location of each Segment.



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NTEMP2-4's key objective in designing the project is to deliver the most additional capacity while minimizing State investment and enhancing the leverage of the State's limited resources.

In addition to constructing the Managed Lanes and IH 820 / IH 35W Interchange, the concessionaire will rebuild and improve the existing general purpose lanes and frontage roads and will be responsible for the operation and maintenance of the entire project, including tolled and non-tolled lanes, during the entire term of the CDA.

It is important to note that the timely construction of the interchange is crucial for the project as it provides connectivity between the two new segments and also with NTE Segments 1 and 2.

The combined value of the initial investment and the operations and maintenance during the term covered by the concessionaire is in excess of \$2.7 billion while at the same time requiring only \$287.5 million of public funds, according to the base case for the reconstruction of the IH 820 / IH 35W interchange. This amount is significantly lower than the price quoted in the original proposal for the construction of this interchange in 2009. Using less public funds, NTEMP2-4 has developed a solution that provides not only the interchange, but also delivers over 40 lane-miles of additional capacity (managed lanes) and an efficient solution to improve the flow of traffic along the IH 35W / I30 Interchange.

NTEMP2-4 has also defined an alternative scenario, similar to the one described above with the only exception that in this alternative, NTEMP2-4 is only responsible for the construction of the managed

lanes portion of the interchange; TxDOT will be responsible for building the non-tolled components of the interchange. Under this scenario the project would require a contribution from TxDOT of \$173.8 million.

It is anticipated that the project will be open to traffic no later than June 30, 2017.

### Cost-Efficient Design

Since being awarded the Segments 2-4 CDA for the remaining Segments of the NTE project, NTEMP2-4 has worked in collaboration with TxDOT to develop the most cost-efficient design for Segments 3A and 3B and the IH 820 interchange.

In developing the most cost-efficient design for the project, there were a number of important objectives driving the team's work. They were:

- » Deliver the most additional capacity while minimizing State investment - in order to minimize the amount of public funds required for the development of this project, every effort was made to reduce the cost and improve its revenue generation capacity. Enhancing the leverage of the State's limited resources was a key objective of the team in designing the project.

It is noteworthy that the design-build team members worked extensively to optimize the scope of the project consistent with this principle. This approach by a contractor is only evident when they are a true partner with the State, and the concessionaire has equity at risk. The significance of this aspect of P3 projects cannot be overstated – revenue generating transportation projects produce the most efficient project design possible (i.e. designed to carry the most traffic for the least cost).

- » Minimize congestion on the General Purpose Lanes - Every effort was made to enhance utilization of the managed lanes not only for the sake of revenue enhancement as described above, but also for the sake of reducing congestion on the surrounding

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general purpose lanes, thus extending their useful life and in turn further reducing the necessary investment by the State to maintain and enhance mobility in Tarrant County.

- » Improve traffic flow into and out of Fort Worth - Design modifications were sought to enhance connectivity and improve traffic flow between the major intersecting highways in this corridor. Not only does this reduce congestion on NTE itself, but, without creating new traffic, it re-routes traffic from surrounding arterials reducing congestion on those streets as well.

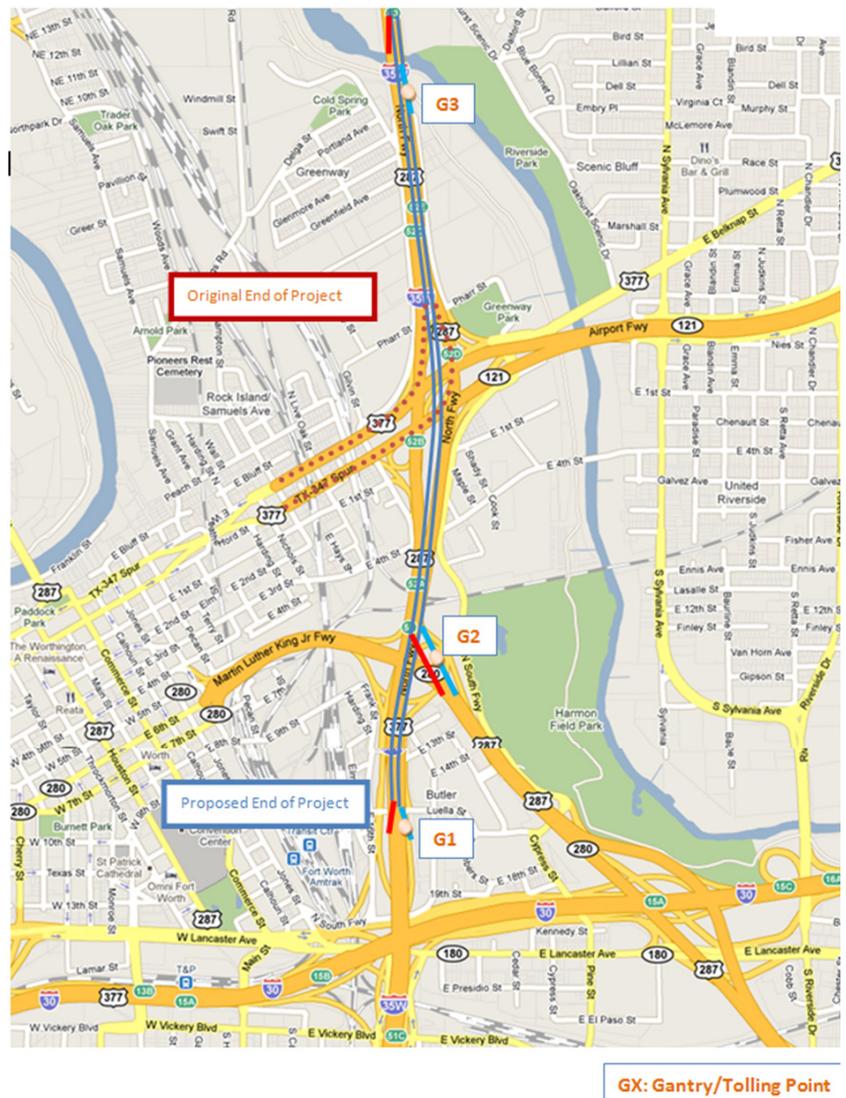
Bearing these overarching principles in mind, NTEMP2-4, including the design-build team and together with important input from TxDOT and NCTCOG, are proposing the following project enhancements to the southern terminus of the managed lanes:

In the original configuration of the project, the southern terminus of the managed manes was just north of the SH 121 interchange. However, most of the congestion in the area stems from the large number of interchanges and connectors in the area south of that point which lead to constantly weaving traffic and frequent incidents. As a result, the observed capacity in that section is actually lower than what could generally be expected given the available number of traffic lanes. This dynamic has resulted in a proportion of north-south traffic diverting to alternative local roads which provide lower speed but a more reliable and safe journey.

As proposed, the new managed lanes would connect to the IH 35W two miles further south than originally conceived, now running past SH 121 and Spur 280, as shown in the map at right. With these connectivity improvements, a portion of the north-south through-traffic using

IH 35W is channelized onto the new project, which provides drivers with greater reliability and safety, consequently reducing congestion on the existing lanes and thus optimizing overall throughput in this area and improved air quality. This solution moves more people faster.

In addition, the new configuration provides an enhanced connectivity to IH 30 through the new managed lane connectors to SH 280. This design alternative will divert a portion of the traffic on IH 35W that currently needs to access IH 30 at the IH 35W/IH 30 Interchange, hence improving the overall efficiency of the existing infrastructure without adding new capacity.



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With the proposed changes, the interference between through and local traffic is eliminated in this densely populated area with various interchanges and weaving sections.

Overall, these measures result in a more efficient way (with improved travel times and fewer congestion hours) to cope with the current and future demand for north-south movements in the area using the existing infrastructure on Segment 3A of NTE.

The following table summarizes the significant mobility improvements in Tarrant County due specifically to the proposed changes to NTE Segments 3A and 3B. The table quantifies the additional distance that commuters and through traffic will be able to travel in the free-flowing managed lanes under the proposed configuration.

Movement From	To	Direction	Reduction in congested miles traveled (approx.)
IH 35W – thru traffic	South IH 35	SB	1.8
IH 35W– thru traffic	North IH 35	NB	1.8
IH 35W	I30 (East)	SB	2.0
I30 (East)	IH 35W	NB	1.7
IH 35W	US280	SB	2.0
US280	IH 35W	NB	1.7

## The Team

NTEMP2-4 is keenly aware of economic dynamics and the growing the transportation needs and the dilemma this situation imposes on State and national leaders. At the same time, they applaud Texas’ refusal to let growth and factors beyond its control undermine its position as a leading economy in the United States. Not only has Texas

already begun to reap the immense rewards of public-private partnerships, it is taking advantage of an infrastructure delivery model that has been successfully employed around the world for centuries.

Cintra and Meridiam are proud of their role in partnering with the public sector to deliver critical infrastructure in many countries worldwide, including several projects in the U.S. Most importantly, Cintra and Meridiam take pride in their current partnerships with the State of Texas and looks forward to the prospect of both the State and the Metroplex realizing the immense benefits described in the following submission.

## NTE Mobility Partners Segments 2 – 4, LLC (NTEMP 2 – 4)

NTEMP 2-4 is a special purpose entity comprised of affiliates of Cintra Infraestructuras SA (“Cintra”) and Meridiam Infrastructure Finance (“Meridiam”). This company is currently managing the CDA and preparing the Master Development Plan for NTE Segments 2–4 pursuant to the comprehensive development agreement for NTE Segments 2-4 (“the Segments 2-4 CDA”). Although NTEMP 2-4 currently consists only of Cintra and Meridiam, the company has granted the Dallas Police and Fire Pension System (DPFPS) an option to join the team with a stake of up to 10% on the same conditions as the option granted to the DPFPS for NTE Mobility Partners LLC, the consortium that is currently developing Segments 1 and 2W of the NTE managed lanes system.

NTEMP2-4 is an affiliate of NTE Mobility Partners LLC. The region will benefit from a developer that understands the particularities of this region through its direct and extensive experience. Some of the benefits of developing this project with an affiliate of NTEMP are described below:

- » From an operational point of view Managed Lanes projects are new and complex for both users and operators. The proposed tolling regime will be technically complex to implement and will definitely imply a certain learning curve from the operator to fine tune. As segments 1 and 2 are expected to be in

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operation before segments 3a and 3b are open to traffic, the experience gained by the operator will avoid start up errors and will definitely improve the quality of the service to the users.

- » Similarly, by managing the two project simultaneously, our team will be able to streamline traffic management. The experienced gained on traffic management issues during construction of Segments 1 and 2W can be applied to Segments 3A and 3B, making life easier for drivers.
- » The same can be said with regards to the ROW acquisition process and relocation issues. Having the same team working in both projects will ease the process avoiding delays and cost overruns.
- » The relationship with NTTA will be clearly established and that experience will be used to elaborate procedures on how to solve the main questions that can arise for Managed Lanes users from a customer service point of view.

In summary, we strongly believe that partnering with NTEMP2-4, or an affiliate, is the most efficient way to develop these additional segments of the NTE system. Not only cost savings can be realized (no mobilization cost, no learning curve, etc.) but also the experienced acquired during the implementation of Segments 1 and 2W will be applied for the benefit of the users.

### Cintra



With four decades of experience, more than 4,000 employees worldwide, and \$15 billion invested in working concessions, Cintra is one of the world's largest and most successful private developers of transportation infrastructure. Cintra currently operates and maintains of over 1,900 miles of highways and has developed and is operating 25 concessions in seven countries, including five in the U.S. Cintra is also proud to note that it is the only concessionaire to ever hand back a toll road (the Bilbao-Behovia toll road in Spain) to the public sector after successfully operating the roadway for the full term of the 35-year concession.

Cintra has participated in almost every P3 procurement in North America since the introduction of the concept in the early 2000s. With subsidiaries in three continents, including its headquarters for the development of North American operations in Austin, Texas, and a project finance office in New York, Cintra is firmly committed to furthering this model of infrastructure delivery in the U.S.

Cintra's first North American concession was in 1999 when it led a consortium that entered into a 99-year concession agreement for Ontario's 407 ETR – a \$3.5B, 110-mile all-electronic, free-flow, urban tolled highway. Other projects expanding Cintra's scope and experience in North America include leases of the Chicago Skyway, the Indiana Toll Road, and Texas SH 130 Segments 5 & 6. Cintra reached financial close on SH 130 Segments 5 & 6 in 2008 and NTE Segments 1 and 2W in 2009. Financial close for the LBJ Managed Lanes project is anticipated as early as June 2010. Both the SH 130 and NTE projects earned national recognition as transport funding deals of the year. All three of those projects are currently on schedule and SH 130 is set to be open to traffic by 2012.

The groundbreaking managed lane projects in the Metroplex (NTE and LBJ) will ensure free-flowing traffic through innovative variable pricing and represent a combined investment by Cintra and its partners of nearly \$5.5B. Segments 1 and 2W of the NTE project encompass the much-needed expansion of 13 miles of the IH 820 / SH 183 corridor and its connection to IH 35W.

### Meridiam

Meridiam North America is a long-term investment, development, and asset

management fund designed for investment exclusively in public-private partnerships. Meridiam's unique 25-year family of funds has access to more than \$1 billion of capital.



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Meridiam's investments in North America include the NTE managed lanes, LBJ Express managed lanes, the University of Montreal Medical Research Center and the Port of Miami Tunnel (\$900M, closed 10/09). Meridiam has also invested in several European highway projects, including the Limerick Tunnel (Ireland), the A5 Ypsilon Motorway (Poland) and A5 Motorway (Germany).

### Dallas Police & Fire Pension System

Created by the City of Dallas in 1916, The Dallas Police



and Fire Pension System (DPFPS) provides benefits to more than 3,000 pensioners, spouses, and their dependents, and covers some 4,500 active members. The System's assets are maintained for the exclusive benefit of the members and their qualified beneficiaries. DPFPS's funding comes from three sources: member contributions, city contributions, and investment returns. The DPFPS provides benefits for retired City of Dallas police officers and firefighters, and upon the members' death, for their qualified survivors.

Discussions are currently underway regarding DPFPS' possible participation in the financing of the project. The potential inclusion of the DPFPS not only represents the team's commitment to ensuring the local community reaps financial rewards from the region's growth, it also demonstrates the solid working relationship that was formed between NTE and DPFPS in their partnering on the first phase of the NTE project.

### Ferrovial Agomán

In business since 1929, Ferrovial Agomán, S.A. (Ferrovial) is a world-leading construction company with

a presence in more than 50 countries, 15,000 employees and annual revenues in excess of \$4B. Ferrovial has over 40 years and approximately 1,500 miles of experience in design-build highway construction, often teamed with its affiliate



company, Cintra. Key projects include SH 130, Segments 5 and 6 (\$650M, Texas), NTE (\$2B, Texas) and LBJ Managed Lanes (\$2.7B, Texas), M-45 (\$172M, Spain), Radial 4 (\$780M, Spain), Ruta 5 (\$972M, Chile), and N4-N6 (\$402M, Ireland).

### W.W. Webber

W.W. Webber, LLC (Webber) is a leading Texas construction company with over 40 years of experience that includes some of TxDOT's largest projects.

The firm has constructed 35 miles of toll roads, 750 miles of new highways and has participated in the construction of more than 1,600 TxDOT projects. Webber offers longstanding relationships with TxDOT and local suppliers and subcontractors. Webber owns and operates a sand quarry, 15 high-capacity concrete plants and two hot mix asphalt plants as well as a precast concrete traffic barrier production facility already operating in the Dallas area. Webber also controls Southern Crushed Concrete, which is believed to be Texas' largest recycler of construction aggregates.



### AECOM

Lead Engineering Firm AECOM is a global provider of technical and management

support services to the transportation, facilities, environmental and energy markets. With 44,000 employees, \$30 billion in projects underway and \$6 billion in annual revenues, AECOM is able to undertake the world's largest and most complex projects. AECOM is ranked #1 overall and #1 in transportation in ENR's Top 500 Design Firms.



AECOM has provided planning and engineering services for more than 20 transportation design-build and public-private partnership projects, and has worked with Cintra and Ferrovial on three of them: Trans-Texas Corridor, NTE managed lanes and Texas SH 130 Segments 5 and 6. AECOM played a key role in the work under the CDAs for both TTC-35

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and NTE Segments 2-4. As lead engineer, AECOM provided traffic analysis and preliminary design, and assisted in the prioritization of potential facilities for the development of the Master Development Plan.

Further, the developer is committed to work with the local community during all the different stages of this project, realizing how private investment in infrastructure results in a tremendous economic stimulus for the region. Based on other projects currently under development in the U.S. lead by members of NTEMP2-4, the participation of local firms will be significant as exemplified by the more than 150 Texas-based companies already working for .SH 130 and NTE including construction companies acting as subcontractors for the design-build team, utilities, environmental services, engineering firms, suppliers and many others.

### The Public-Private Partnership Model

Tarrant County Judge Glen Whitley summed up the benefits of public-private partnerships best when he said, “This public-private partnership is a tool that the region and TxDOT have supported to put the long-awaited North Tarrant Express improvements on a fast track. Not only will the project bring thousands of jobs to the region, the reliable mobility will keep the North Texas economy viable and attractive to businesses staying here and relocating here.”

Judge Whitley’s assessment of the benefits achieved when the public and private sector partner to deliver infrastructure is already bearing itself out in Tarrant County. In early work on Segments 1 and 2W, NTE Mobility Partners LLC has already employed over 2,000 Texans. In just a short period of time over 100 Dallas-Fort Worth and Texas companies will be put to work on the project. These numbers will be even more dramatic for Segments 3A and 3B. But even more important than those directly employed to build NTE are the number of individuals and companies that will benefit for decades from this project given its critical role in maintaining the region’s economic and environmental health.

In this way, ensuring society’s ongoing mobility is a core responsibility of the public sector. Doing so in a manner that gives society the greatest benefit for its tax dollars is equally at the heart of the public sector’s mission. Public-private partnerships allow the State to maximize the benefit delivered to society for each public dollar spent. In fact, this submission allows the State to extract \$9 of benefit for each public dollar invested in the project – a dramatic return.

This submission also demonstrates the value of appropriately applying private sector solutions to public sector projects. This can be seen in the innovative design of NTE that provides the greatest mobility for the least cost. Furthermore, the members of NTEMP2-4 have consistently demonstrated their ability to direct private capital to resolve mobility problems throughout Texas.

NTEMP2-4 and its entire team are confident this submission represents a partnership between the public and private sectors in the truest sense of the word. Each comes to the table with the common interest of maximizing mobility in Tarrant County for the smallest amount of public investment. We look forward to the prospect of TxDOT accepting this submission so that Tarrant County and the entire state can begin reaping the benefits of this exceptional project.

NTEMP2-4 remains committed to the development of the entire North Tarrant Express managed lanes system and will further analyze solutions for the most efficient implementation of Segments 2E, 3C and 4 as we continue working with TxDOT in the preparation of the Master Development Plan.

