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I. PROJECT MANAGEMENT DOCUMENTATION

1. Project Management Plan

This document serves as the Project Management Plan (PMP) for the advancement of the National Environmental Protection Act (NEPA) process and preliminary engineering phase for the Dallas/Fort Worth to Houston Core Express High Speed Passenger Rail Corridor.

In 1989, the Texas legislature created the Texas High-Speed Rail Authority (THSRA) as a separate state agency to determine whether high-speed rail in Texas was feasible. THSRA awarded a 50-year franchise to a consortium of businesses in 1991. Although the franchise agreement was rescinded in 1994 due to funding issues, the initiative demonstrated the potential for high-speed rail by showing that the demand existed for high-speed train service between Texas’ largest cities.

The motivation and need that prompted the state to pursue high-speed in the 1980s and 1990s still exists. Dallas-Fort Worth and Houston are not only the largest metropolitan areas in Texas, but they are also the 4th and 6th largest in the country. Amtrak does not provide direct intercity passenger rail service between the areas of Dallas-Fort Worth and Houston. The goal of the Dallas-Fort Worth to Houston Core Express Passenger Rail project is to provide high-speed passenger rail services between these two large metropolitan areas within the state of Texas.

In November 2010, the Texas Transportation Commission approved the Texas Rail Plan that included initiatives for the Dallas-Fort Worth to Houston HSIPR project. Multiple route alternatives have been identified and conceptual engineering performed for the Dallas-Fort Worth to Houston corridor. The route alternatives include an existing rail corridor owned by UPRR, an existing BNSF corridor, and a new green field route. The analysis of the route alternatives has consisted of determining route miles; route location relative to population areas; estimated costs; and capacity of the existing freight lines and participation from the owning railroad. Conceptual engineering efforts also included an analysis of the existing infrastructure to estimate the investment needed to implement high speed rail service (e.g., improvements such as curve reductions, signal upgrades, grade separations, etc.). Preliminary planning and conceptual level engineering efforts performed by BNSF revealed that there are no fatal flaws for the
implementation of high speed intercity passenger service on the BNSF Dallas to Houston route through Teague. Ongoing conceptual engineering on the UPRR route and the new greenfield route have not identified any fatal flaws to date.

Federal funding will be used to complete necessary NEPA documentation and preliminary engineering for a new core express high-speed passenger rail service along a corridor between Dallas-Fort Worth and Houston

2. Project Description

PE/NEPA
The purpose of the NEPA document and the preliminary engineering is to further evaluate the potential alternative routes discussed in the Project Planning Documentation for this application and their potential impacts on the human and natural environment from Dallas-Fort Worth to Houston in order to determine a preferred route that meets the required service levels. It is TxDOT’s intent to complete these documents in preparation for submittal of a future Final Design and Construction application(s) contemplating a public-private partnership. The NEPA process will include an extensive public outreach effort, which will include identification of stakeholders, one-on-one meetings with affected railroads and property owners, and public meetings along the corridor. The NEPA documentation will establish the purpose and need for the passenger service and evaluate potential social, economic and environmental impacts of various alternative routes for core express high-speed rail service. The analysis of impacts will follow FRA guidelines and regulations and include project level evaluations of each of the alternatives to air quality, water quality, noise and vibration, solid waste disposal, ecological systems, wetlands, threatened and endangered species, flood hazards and floodplain management, coastal zone management, use of energy resources, use of natural resources, aesthetic and design quality impacts, impacts on other modes of transportation, barriers to the elderly and handicapped, land use, impacts on the socioeconomic environment, environmental justice, public health, public safety, recreational opportunities, historical and cultural resources, use of 4(f) protected properties, and construction period impacts. Preliminary engineering will build on the previously-completed conceptual design and includes schematic level plans, estimate, and schedule to further refine the conceptual design and to detail construction phasing, track geometry, at-grade roadway-rail crossings, maintenance and yard facilities, and potential upgrades to existing Amtrak stations in Houston and/or Dallas, the termini points of this project as shown in Route Alternatives Map listed in Section G.2, to accommodate additional core express service operations and their respective relationship with local commuter and transit operations such as TRE
and DART in Dallas, and METRO in Houston. This further capacity and optimum connectivity analysis will be made a part of the NEPA alternatives evaluation process.

**Project Coordination**
The Grantee shall perform all tasks required for the project through a coordinated process, including, as appropriate, all railroad owners, operators, and funding partners within the project area. Under the cooperative agreement, FRA will participate in the project, as described in this statement of work. Below are stakeholders for the Dallas-Fort Worth to Houston core express high-speed rail project:

- FRA
- Texas DOT
- Union Pacific Railroad
- BNSF Railway
- National Railroad Passenger Corporation (Amtrak)
- Houston Metro
- Gulf Coast Rail District (GCRD)
- Trinity Railway Express (TRE)
- Dallas Area Rapid Transit (DART)
- North Central Texas Council of Governments (NCTCOG)
- Houston-Galveston Area Council (HGAC)

TxDOT is authorized to enter into a Comprehensive Development Agreement (CDA) for rail projects. Although this authority expires August 31, 2011, the Texas Legislature, which is currently in session, is considering the potential to extend that authority for 2 years. TxDOT is also investigating opportunities to pursue a long term Public-Private Partnership for operation of the Dallas-Fort Worth to Houston Core Express High-Speed Rail project. The US-Japan HSR Corporation is a potential candidate for this P3, having recently announced its interest, via discussions with the region’s business leaders, in building a HSR route between Houston and Dallas. The company is a subsidiary of JR Central, the operator of the highest passenger volume HSR in the world.

**Project Management**
The Dallas-Fort Worth to Houston Core Express High-Speed Passenger Rail project will be managed by TxDOT personnel utilizing a procured consultant team with expertise in high-speed intercity passenger rail services. TxDOT will manage the program implementation and provide oversight to accomplish the goals of the program. Initiation of the program will not require agreements with
any other key partners in the planning effort; those partners will be involved in the stakeholder groups.

3. Project Organization

Largely as a result of the launching of the Strategic Vision for High Speed Rail in America by the federal government in 2009, Texas has taken steps to organize and accelerate the advancement of HSIPR in the State. To that end, TxDOT established the TxDOT Rail Division that is responsible for implementing intercity passenger rail programs in December 2009. This specific Project Management Plan is to conduct the NEPA process and preliminary engineering phase for the Dallas-Fort Worth to Houston core express high speed rail corridor. This work shall fall under the overall management structure in place for passenger rail in the TxDOT Rail Division, with the addition of a consultant team responsible for advancing the NEPA process and preliminary engineering (See Figure 1 – Project Organization Chart). As shown on the chart, the major entities responsible for managing and implementing the NEPA process for the Dallas-Fort Worth to Houston corridor are as follows:

- Texas Department of Transportation – Rail Division and Environmental Division, as well as the affected Districts
- Environmental/NEPA and Preliminary Engineering Consultant

A brief description, roles, and responsibilities for each entity as it relates to the execution of the project follow:

TEXAS DEPARTMENT OF TRANSPORTATION

The TxDOT Rail Division has available to it the full resources of TxDOT to accomplish the implementation of the Dallas-Fort Worth to Houston core express high speed rail project. Most notably, the assistance and expertise of the Environmental Division which has assisted the Rail Division with achieving environmental clearance on several rail projects. TxDOT has substantial experience advancing major transportation projects with federal funding. The affected Districts have extensive public outreach networks established. The Rail Division will coordinate with the Districts extensively throughout the public involvement portion of the NEPA process to ensure a widespread outreach effort.
ENVIRONMENTAL/NEPA AND PRELIMINARY ENGINEERING CONSULTANT

Upon a successful outcome of the FRA HSIPR Funding Application to advance the PE/NEPA for the Dallas-Fort Worth to Houston corridor, the TxDOT Rail Division will procure a consultant team responsible for managing and implementing the PE/NEPA study.

4. Project Monitoring, Progress and Reporting

Tools that will be used to manage and monitor the progress of this work will be included in the overall Project Management structure currently being put into place to monitor the overall progress of the work. The following items will be set up and used to report progress:

1. **Detailed Work Plan**: Listing of individual tasks identified for the execution of each Phase of the work as identified in Part II Statement of Work of this application. The Work Plan will be monitored weekly, with work progress updates provided monthly.

2. **Detailed Schedule**: A detailed project schedule will be developed to monitor progress of individual tasks and milestones. The schedule will be submitted concurrently with the Work Plan. The schedule will also be monitored weekly, with monthly updates provided (See Figure 2 for preliminary project schedule).

3. **Program Budget**: A detailed Project Budget will be developed, monitored weekly and an update will be provided monthly. Project Billings and reimbursement from FRA will be processed monthly.

4. **Quality Control Program**: A QA/QC plan for the execution of this work will be provided within 60 calendar days of initiation.

5. **Document Control**: the NEPA/PE consultant will be responsible for Document Control and providing an information exchange web application.

6. **Communications and Outreach Program**: the NEPA/PE consultant will develop a Outreach and Communications program and will be responsible for providing relevant progress information for the project that is required as part of NEPA.
Figure 1: Project Organizational Chart

Figure 2: Preliminary Project Schedule: Total time: 36 months (May 2011 to April 2014)
II. FINANCIAL PLANNING DOCUMENTATION

1. TxDOT legal authority to accept and spend Federal and non-federal funds

Texas Transportation Code, Sec. 91.036.

EXPENDITURE OF FUNDS. Subject to Section 91.071(b), the department may receive, accept, and expend funds from this state, a federal agency, or other public or private source for:

(1) rail planning;

(2) studies to determine the viability of a rail facility for rail transportation service;

(3) studies to determine the necessity for the department's acquisition or construction of a rail facility; and

(4) the acquisition, construction, maintenance, or operation of a rail facility under this chapter, including the assessment and remediation of environmental contamination existing in or on a rail facility.

Added by Acts 2003, 78th Leg., ch. 1325, Sec. 4.01, eff. June 21, 2003.

2. TxDOT recent and forecasted financial condition.

See the TxDOT Annual Financial Report 2010 and the TxDOT 2011 – Financial Forecast listed in G2 of the application.

3. Commitment regarding non-HSIPR program funding

There are no non-HSIPR program funds anticipated to be expended for this project, as the application being submitted is intended to fund the Dallas/Fort Worth to Houston Core Express High-Speed passenger rail PE/NEPA project at the 100% level.

4. Project financing risks and mitigation/risk management

For the overall project, in terms of implementation, risks generally are classified into 5 categories: Construction Risk, Technology and Operations Risk, Legislative Risk, Ridership Risk, and Completion Risk. TxDOT is authorized to
enter into a Comprehensive Development Agreement (CDA) for rail projects. Although this authority expires August 31, 2011, the Texas Legislature, which is currently in session, is considering the potential to extend that authority for 2 years. TxDOT is also investigating opportunities to pursue a long term Public-Private Partnership for operation of the Dallas-Fort Worth to Houston Core Express High-Speed Rail project. The US-Japan HSR Corporation is a potential candidate for this P3, having recently announced its interest, via discussions with the region’s business leaders, in building a HSR route between Houston and Dallas. The company is a subsidiary of JR Central, the operator of the highest passenger volume HSR in the world. Ultimately, these risks will be further defined and addressed during the PE/NEPA portion of this project, which is the basis of this application.

In terms of risk and risk mitigation/management for the PE/NEPA project, the main risk centers on project funding, in terms that the PE/NEPA work product may exceed those funds as allocated by the FRA for expenditure. In the unlikely event this would occur, the Texas Department of Transportation is committed to expending any additional funds that may be required above those received from the FRA to complete the project.

Other risks (and preliminary mitigation measures) associated with the Dallas/Fort Worth Core Express High-Speed Passenger Rail Project is as follows:

a. Railroad operating agreements/financial exposure for potential use of existing railroad alignments (to be vetted with the respective operating railroads during the PE/NEPA project).

b. Ridership forecast/revenue projection potential during the PE/NEPA phase may not support private funding (risks can be mitigated by promoting policies that encourage high-speed rail ridership, stations that provide cohesive connectivity to other modes of transit/transportation, and determining realistic rates of return on investment so fares can be competitively set).

c. Upon completion of the PE/NEPA phase Private funding does not materialize to the level anticipated and/or required for overall project completion. There has already been significant private interest in developing this corridor. It is anticipated that an appropriate agreement can be structured to secure investment and minimize public risk.

d. Public support (risk is mitigated by obtaining support from local, city, state, and federal leaders who’s constituents would benefit from this project).
5. Cash flow forecast of project funding

See SF 424A

Year 1: $352,000  
Total: $18,051,250

Year 2: $5,732,175

Year 3: $9,352,350

Year 4: $2,614,725

III. RAILROAD AND PROJECT SPONSOR AGREEMENTS

Agreements are pending based on the results of the Preliminary Engineering and NEPA studies to be funded by this application. See table G.2 for letters of support.