

Master Development Plan for the TxDOT North Tarrant Express Project Segments 2-4

Chapter 2: Work Plan and Work Breakdown Structure



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Table of Contents

2.1. Milestone 1: June-November 2009	1
2.1.1. Deliverables:	1
2.1.2. Interaction with TxDOT:	1
2.1.3. Interaction with Third Parties:.....	1
2.2. Milestone 2: October 2009-March 2010	2
2.2.1. Deliverables:	2
2.2.2. Interaction with TxDOT:	2
2.2.3. Interaction with Third Parties:.....	2
2.3. Milestone 3: February-July 2010	3
2.3.1. Deliverables:	3
2.3.2. Interaction with TxDOT:	3
2.3.3. Interaction with Third Parties:.....	3
2.4. Milestone 4: June-November 2010	4
2.4.1. Deliverables:	4
2.4.2. Interaction with TxDOT:	4
2.4.3. Interaction with Third Parties:.....	5
2.5. Milestone 5: June-November 2010	5
2.5.1. Deliverables:	5
2.5.2. Interaction with TxDOT:	5
2.5.3. Interaction with Third Parties:.....	6
2.6. Milestone 6: August-December 2010	6
2.6.1. Deliverables:	6
2.6.2. Interaction with TxDOT:	6
2.6.3. Interaction with Third Parties:.....	6
2.7. Milestone 7: October-December 2010	6
2.7.1. Deliverables:	6
2.7.2. Interaction with TxDOT:	7
2.7.3. Interaction with Third Parties:.....	7

List of Tables

Table 2-1: Work Breakdown Structure for Initial Scope of Work	8
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2. Work Plan

An important element in advancing the Project is the Developer's early and continuous involvement with TxDOT and third-party entities affected by the Project. This Work Plan sets up a plan for interaction with TxDOT and stakeholder during the Initial Scope of Work (ISOW). The plan describes the level and scope of anticipated participation and coordination with TxDOT and stakeholders and sets out a timetable of meetings to be conducted during each milestone. The Work Plan is organized chronologically, by milestone.

Meetings with the public are not listed by milestone below, as NTEMP24 will take TxDOT's lead on the timing and extent of interaction with the public during the ISOW. Informational presentations to the public may take place in conjunction with meetings discussing the NTE Concession Facility, or at other times in coordination with TxDOT.

2.1. Milestone 1: June-November 2009

2.1.1. Deliverables:

- Project Management Plan
- Quality Management Plan
- Schedule for the Initial Scope of Work

2.1.2. Interaction with TxDOT:

During Milestone 1, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., participated in monthly status meetings and workgroup conference calls. These three parties also met on August 25 to discuss TxDOT's preliminary comments on Milestone 1 deliverables. In addition, ongoing coordination was carried out between the three parties by phone, e-mail and written Requests for Information and throughout this milestone. Comment Logs were used to communicate TxDOT's comments on each deliverable and NTEMP24's resolution of those comments.

2.1.3. Interaction with Third Parties:

During Milestone 1 NTEMP24 began to identify Third Parties in preparation for interacting with them during subsequent milestones.

TxDOT coordinated with the Federal Highway Administration (FHWA) during Milestone 1 regarding finalization of environmental clearance for Segment 2E. Further consultation between TxDOT and the FHWA regarding environmental clearance will be necessary throughout the ISOW.

Chapter 2: Work Plan and Work Breakdown Structure

Interaction with the North Central Texas Council of Governments (NCTCOG) and associated Regional Transportation Council (RTC) will be necessary throughout development of the major portions of the Master Development Plan (MDP) during Milestones 1-5 to ensure alignment of Project plans with the *Mobility 2030* plan and other initiatives. This interaction primarily occurs between TxDOT and the NCTCOG through monthly meetings. NTEMP24 may interact directly with the NCTCOG/RTC during later milestones under TxDOT's guidance.

2.2. Milestone 2: October 2009-March 2010

2.2.1. Deliverables:

- Parameters and Assumptions Report
- Work Plan and Work Breakdown Structure
- Financial Management Policies and Procedures Report
- Schedule and Progress Reporting Standards Report

2.2.2. Interaction with TxDOT:

During Milestone 2, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., will conduct monthly status meetings and workgroup conference calls. Additional meetings will be scheduled if necessary. In addition, ongoing coordination will be carried out between the three parties by phone, e-mail and written Requests for Information throughout Milestone 2. Comment Logs will be used to communicate TxDOT's comments on each deliverable and NTEMP24's resolution of those comments.

Fieldwork for geotechnical studies will begin during Milestone 2, in preparation for subsequent milestones. NTEMP24 or its subconsultants will notify TxDOT in advance of any fieldwork or excavation at the Project site. Planned excavation/drilling locations will be staked, marked and referenced in a table and overview map so that TxDOT may locate any buried electrical/fiber optic elements at the location. This fieldwork will also require coordination with utility companies and utility owners, as detailed under "Interaction with Third Parties" below.

2.2.3. Interaction with Third Parties:

During Milestone 2 NTEMP24 is continuing to identify Third Parties in preparation for interacting with them during subsequent milestones.

Third-party data from sources such as cities, local media, chambers of commerce, transit providers, DFW Airport, AllianceTexas, etc. will be used in the development of the Key Parameters and Assumptions Report. These Third Parties will be consulted as necessary to clarify, validate or expand upon information being used in the report.

Chapter 2: Work Plan and Work Breakdown Structure

Indirect interaction with the NCTCOG/RTC will continue via monthly meetings between NCTCOG and TxDOT.

Fieldwork involving excavation or drilling will require contact with any affected utility owners. NTEMP24 or its subconsultant will contact DIGTESS (the Texas Excavation Safety System) two days prior to excavation, which will generate a request for utility owners to mark their underground lines. Separate contact will be made with city water and sewer departments and local water districts to identify their facilities.

Consultation with the U.S. Army Corps of Engineers (USACE) with regard to environmental permitting will be necessary during Milestone 2, in preparation for development of schematics for Milestone 4, and to coordinate the Milestone 4 requirement to develop a plan to comply with the mitigation and environmental requirements of Governmental Approvals. NTEMP24 and TxDOT will meet with the USACE to discuss plans for waterway crossings on the Project, so that all parties will know what to expect during the permitting process and will have an opportunity to bring up any anticipated difficulties.

2.3. Milestone 3: February-July 2010

2.3.1. Deliverables:

- Draft List of Facilities
- Draft Project Financial Plan

2.3.2. Interaction with TxDOT:

During Milestone 3, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., will conduct monthly status meetings and workgroup conference calls. Additional meetings will be scheduled if necessary. In addition, ongoing coordination will be carried out between the three parties by phone, e-mail and written Requests for Information throughout Milestone 3. Comment Logs will be used to communicate TxDOT's comments on each deliverable and NTEMP24's resolution of those comments.

Procedures for coordinating any additional fieldwork with TxDOT will be followed as detailed under Milestone 2.

2.3.3. Interaction with Third Parties:

Coordination with local governments will begin during the development of the Draft List of Facilities and continue through Milestone 5. Local governments that may be consulted include the cities of Fort Worth, Bedford, Euless, Haslet, Hurst, Irving North Richland Hills and Richland Hills; and Tarrant and Dallas Counties.

Chapter 2: Work Plan and Work Breakdown Structure

Consultation with area utility providers will become necessary during development of the Draft List of Facilities to establish utility locations and the extent of relocation necessary, and will continue during Milestone 4. Much of this consultation can be carried out by phone and e-mail, with meetings to be scheduled as needed.

Consultation with railroad companies will be necessary during Milestone 3 to establish rail facility locations and discuss the extent of relocation and/or accommodation necessary under different alternatives. Much of this consultation can be carried out by phone and e-mail, with meetings to be scheduled as needed.

Procedures for contacting utility owners in the event of any additional fieldwork will be followed as detailed under Milestone 2.

Consultation with the USACE will continue if necessary.

Indirect interaction with the NCTCOG/RTC will continue via monthly meetings between NCTCOG and TxDOT.

2.4. Milestone 4: June-November 2010

2.4.1. Deliverables:

- Draft Facilities Report
- Draft Facility Sources and Uses
- Preliminary Project Traffic and Revenue Forecasts
- Facility Cost Analysis
- Facility Proforma Analysis
- Project Risk Analysis
- Conceptual Schematics, Plans and Layouts of Facilities
- Facility Integration Plan
- Right-of-Way Chapter

2.4.2. Interaction with TxDOT:

During Milestone 4, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., will conduct monthly status meetings and workgroup conference calls. Additional meetings will be scheduled if necessary. In addition, ongoing coordination will be carried out between the three parties by phone, e-mail and written Requests for Information throughout Milestone 4. Comment Logs will be used to communicate TxDOT's comments on each deliverable and NTEMP24's resolution of those comments.

Procedures for coordinating any additional fieldwork with TxDOT will be followed as detailed under Milestone 2.

2.4.3. Interaction with Third Parties:

Coordination with local governments will continue during Milestone 4. Contact will take place to address concerns that may arise, with meetings scheduled as needed.

Consultation with area utility providers will continue during Milestone 4 to establish utility locations and the extent of relocation necessary. Much of this consultation can be carried out by phone and e-mail, with meetings to be scheduled as needed.

Procedures for contacting utility owners in the event of any additional fieldwork will be followed as detailed under Milestone 2.

Interaction with railroads will be necessary during Milestone 4 to develop conceptual schematics of alternatives that, without compromising the roadway design, produce the least impact on the normal course of business of the railroad company. The extent of anticipated railroad coordination or relocation will also affect the phasing, sequencing and prioritization of Segments as well as the construction cost estimates. Coordination during this phase will consist of building upon the communication established during Milestone 3 with more in-depth discussions of the accommodation measures required under various alternatives and laying the groundwork for future railroad agreements. Meetings will be scheduled as needed.

Consultation with the USACE will continue if necessary.

Indirect interaction with the NCTCOG/RTC will continue via monthly meetings between NCTCOG and TxDOT.

2.5. Milestone 5: June-November 2010

2.5.1. Deliverables:

- Phasing and Sequencing Report

2.5.2. Interaction with TxDOT:

During Milestone 5, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., will conduct monthly status meetings and workgroup conference calls. Additional meetings will be scheduled if necessary. In addition, ongoing coordination will be carried out between the three parties by phone, e-mail and written Requests for Information throughout Milestone 5. Comment Logs will be used to communicate TxDOT's

Chapter 2: Work Plan and Work Breakdown Structure

comments on the Phasing and Sequencing Report and NTEMP24's resolution of those comments.

2.5.3. Interaction with Third Parties:

Coordination with local governments will continue during Milestone 5. Contact will take place to address concerns that may arise, with meetings scheduled as needed.

Because permitting and railroad relocation/coordination will effect the phasing and sequencing of Segments, coordination with railroad companies and USACE may be necessary during Milestone 5, if questions remain following the interaction taking place during Milestone 4. Meetings will be scheduled as needed.

Indirect interaction with the NCTCOG/RTC will continue via monthly meetings between NCTCOG and TxDOT.

2.6. Milestone 6: August-December 2010

2.6.1. Deliverables:

- Master Development Plan
- Master Financial Plan

2.6.2. Interaction with TxDOT:

During Milestone 6, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., will conduct monthly status meetings and workgroup conference calls. Additional meetings will be scheduled if necessary. In addition, ongoing coordination will be carried out between the three parties by phone, e-mail and written Requests for Information throughout Milestone 6. Comment Logs will be used to communicate TxDOT's comments on each deliverable and NTEMP24's resolution of those comments.

2.6.3. Interaction with Third Parties:

Milestone 6 consists primarily of the refinement and presentation of concepts already developed during previous milestones. Coordination with Third Parties for the purpose of developing Milestone 6 is expected to be limited to minor questions and clarifications.

2.7. Milestone 7: October-December 2010

2.7.1. Deliverables:

- MDP and MFP Update Methodology Report



2.7.2. Interaction with TxDOT:

During Milestone 7, NTEMP 24, TxDOT and TxDOT's consultant, HDR, Inc., will conduct monthly status meetings and workgroup conference calls. Additional meetings will be scheduled if necessary. In addition, ongoing coordination will be carried out between the three parties by phone, e-mail and written Requests for Information throughout Milestone 7. Comment Logs will be used to communicate TxDOT's comments on the Update Methodology Report and NTEMP24's resolution of those comments.

2.7.3. Interaction with Third Parties:

During Milestone 7, interaction with Third Parties is not anticipated.

2.8. Work Breakdown Structure

A Work Breakdown Structure for the Initial Scope of Work is included as Table 2-1.

Table 2-1: Work Breakdown Structure for Initial Scope of Work

WBS Element	Title	Budgeted Total Cost*
02.03	Milestone 3	\$ 175,000
02.03.01	Draft List of Facilities	\$ 125,000
02.03.01.01	Prepare Preliminary Draft	\$ 93,750
02.03.01.02	Address TxDOT Preliminary Review Comments	\$ 18,750
02.03.01.03	QA/QC - Mgmt Review	\$ 6,250
02.03.01.04	Address TxDOT Draft Review Comments	\$ 6,250
02.03.02	Draft Financial Plan	\$ 50,000
02.03.02.01	Prepare Preliminary Draft	\$ 37,500
02.03.02.02	Address TxDOT Preliminary Review Comments	\$ 7,500
02.03.02.03	QA/QC - Mgmt Review	\$ 2,500
02.03.02.04	Address TxDOT Draft Review Comments	\$ 2,500
02.04	Milestone 4	\$ 1,425,000
02.04.01	Draft Facilities Report	\$ 109,615
02.04.01.01	Prepare Preliminary Draft	\$ 82,212
02.04.01.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.01.03	QA/QC - Mgmt Review	\$ 5,481
02.04.01.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.02	Draft Facility Funding Sources & Uses	\$ 109,615
02.04.02.01	Prepare Preliminary Draft	\$ 82,212
02.04.02.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.02.03	QA/QC - Mgmt Review	\$ 5,481
02.04.02.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.03	Preliminary T&R	\$ 109,615
02.04.03.01	Prepare Preliminary Draft	\$ 82,212
02.04.03.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.03.03	QA/QC - Mgmt Review	\$ 5,481
02.04.03.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.04	Facility Cost Analysis	\$ 109,615
02.04.04.01	Prepare Preliminary Draft	\$ 82,212
02.04.04.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.04.03	QA/QC - Mgmt Review	\$ 5,481
02.04.04.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.05	Facility Proforma Analysis	\$ 109,615
02.04.05.01	Prepare Preliminary Draft	\$ 82,212
02.04.05.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.05.03	QA/QC - Mgmt Review	\$ 5,481
02.04.05.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.06	Project Risk Analysis	\$ 109,615
02.04.06.01	Prepare Preliminary Draft	\$ 82,212
02.04.06.02	Address TxDOT Preliminary Review Comments	\$ 16,442

WBS Element	Title	Budgeted Total Cost*
02.04.06.03	QA/QC - Mgmt Review	\$ 5,481
02.04.06.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.07	Conceptual Schematics	\$ 548,077
02.04.07.01	Schematic Development	\$ 109,615
02.04.07.01.01	Horizontal & Vertical Alignments	\$ 82,212
02.04.07.01.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.07.01.03	QA/QC - Mgmt Review	\$ 5,481
02.04.07.01.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.07.02	Misc Roadway	\$ 109,615
02.04.07.02.01	MDP Asset Inventory	\$ 82,212
02.04.07.02.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.07.02.03	QA/QC - Mgmt Review	\$ 5,481
02.04.07.02.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.07.03	Drainage	\$ 109,615
02.04.07.03.01	FEMA HEC-RAS Models	\$ 82,212
02.04.07.03.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.07.03.03	QA/QC - Mgmt Review	\$ 5,481
02.04.07.03.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.07.04	Geotechnical	\$ 109,615
02.04.07.04.01	Submit Boring Plan & Agreement	\$ 82,212
02.04.07.04.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.07.04.03	QA/QC - Mgmt Review	\$ 5,481
02.04.07.04.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.07.05	Utilities	\$ 109,615
02.04.07.05.01	Prepare Utility Facility Plan and Major Utility ...	\$ 82,212
02.04.07.05.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.07.05.03	QA/QC - Mgmt Review	\$ 5,481
02.04.07.05.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.08	Facility Integration Plan	\$ 109,615
02.04.08.01	Prepare Preliminary Draft	\$ 82,212
02.04.08.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.08.03	QA/QC - Mgmt Review	\$ 5,481
02.04.08.04	Address TxDOT Draft Review Comments	\$ 5,481
02.04.09	ROW	\$ 109,615
02.04.09.01	Prepare Preliminary Draft	\$ 82,212
02.04.09.02	Address TxDOT Preliminary Review Comments	\$ 16,442
02.04.09.03	QA/QC - Mgmt Review	\$ 5,481
02.04.09.04	Address TxDOT Draft Review Comments	\$ 5,481
02.05	Milestone 5	\$ 62,500
02.05.01	Phasing & Sequencing Report	\$ 62,500

WBS Element		Title	Budgeted Total Cost*	
	02.05.01.01		Prepare Preliminary Draft	\$ 46,875
	02.05.01.02		Address TxDOT Preliminary Review Comments	\$ 9,375
	02.05.01.03		QA/QC - Mgmt Review	\$ 3,125
	02.05.01.04		Address TxDOT Draft Review Comments	\$ 3,125
02.06		Milestone 6		\$ 75,000
	02.06.01	Master Financial Plan		\$ 55,000
	02.06.01.01		Prepare Preliminary Draft	\$ 41,250
	02.06.01.02		Address TxDOT Preliminary Review Comments	\$ 8,250
	02.06.01.03		QA/QC - Mgmt Review	\$ 2,750
	02.06.01.04		Address TxDOT Draft Review Comments	\$ 2,750
	02.06.02	Master Development Plan		\$ 20,000
	02.06.02.01		Prepare Preliminary Draft	\$ 15,000
	02.06.02.02		Address TxDOT Preliminary Review Comments	\$ 3,000
	02.06.02.03		QA/QC - Mgmt Review	\$ 1,000
	02.06.02.04		Address TxDOT Draft Review Comments	\$ 1,000
02.07		Milestone 7		\$ 25,000
	02.07.01	MDP/MFP Update Methodology Report		\$ 25,000
	02.07.01.01		Prepare Preliminary Draft	\$ 18,750
	02.07.01.02		QA/QC - Mgmt Review	\$ 1,250
	02.07.01.03		Address TxDOT Draft Review Comments	\$ 5,000