

EXHIBIT 2-E

PRELIMINARY PROJECT MANAGEMENT PLAN

[attached]

**4.1 Preliminary Project Management Plan**

**Management Philosophy**



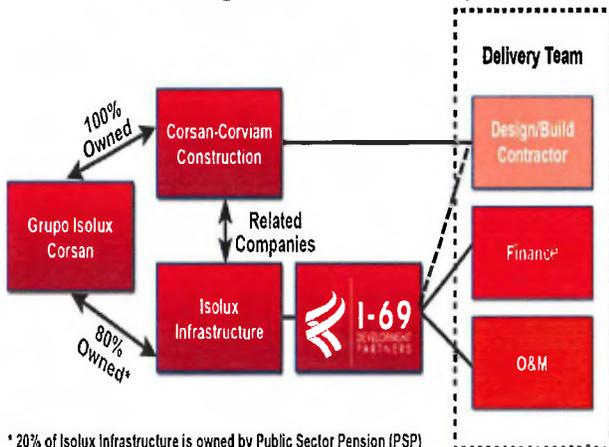
The I-69 DP Team will leverage the local knowledge of our Indiana-based team members with the international experience of Isolux, Corsan, and AZTEC-TYPSA to provide IFA/INDOT with the best value possible, while achieving and exceeding all IFA's goals.

We know how to provide a world-class, high-quality product and are committed to meeting all of the project elements through whole life asset management. The I-69 DP Team, as shown in **Figure 4.1-1** on the following page, provides a vertically integrated team through all stages of finance, design, construction and O&M.



As shown in **Figure 4.1-2**, we have developed a delivery team comprised of related companies which provides agile decision making and vertical integration that is second to none. Our organization aligns perfectly with our project management philosophy, where all team members work together as one single entity to provide the IFA, INDOT, stakeholders and the Citizens of Indiana with the best possible Project. Employing this same organizational structure, Isolux has successfully managed eight DBFOM transportation projects throughout the world. We offer the following added value features that differentiates us from the competition:

- Our Engineering Team merges the global knowledge of TYPSA (ranked 92 out of the top 200 International Design Firms in 2012 by ENR), the US knowledge of their subsidiary, AZTEC



\* 20% of Isolux Infrastructure is owned by Public Sector Pension (PSP)

**Figure 4.1-2: Related Companies Involved**

Engineering; and the local knowledge of our subconsultants:

- Burgess & Niple, Inc. (B&N)
- Professional Service Industry (PSI)
- Christopher B. Burke Engineering, LLC (CBBEL)
- Keramida Inc.
- VS Engineering Inc. (VS)
- Hardlines Design Company (HDC)
- Eco-Tech Consultants, Inc. (Eco-Tech)
- iTunnel, Inc.
- Local support services in non-technical areas
  - Barnes & Thornburg, LLP (legal)
  - The McCormick Group (Public Involvement)
- Local expertise from our contractors, who have worked extensively for INDOT:
  - Gradex, Inc.
  - Force Construction Company, Inc.
  - E&B Paving, Inc.

These firms will work under the leadership of Corsan, an International experienced Design-Build contractor and Isolux Infrastructure, an International experienced P3 developer

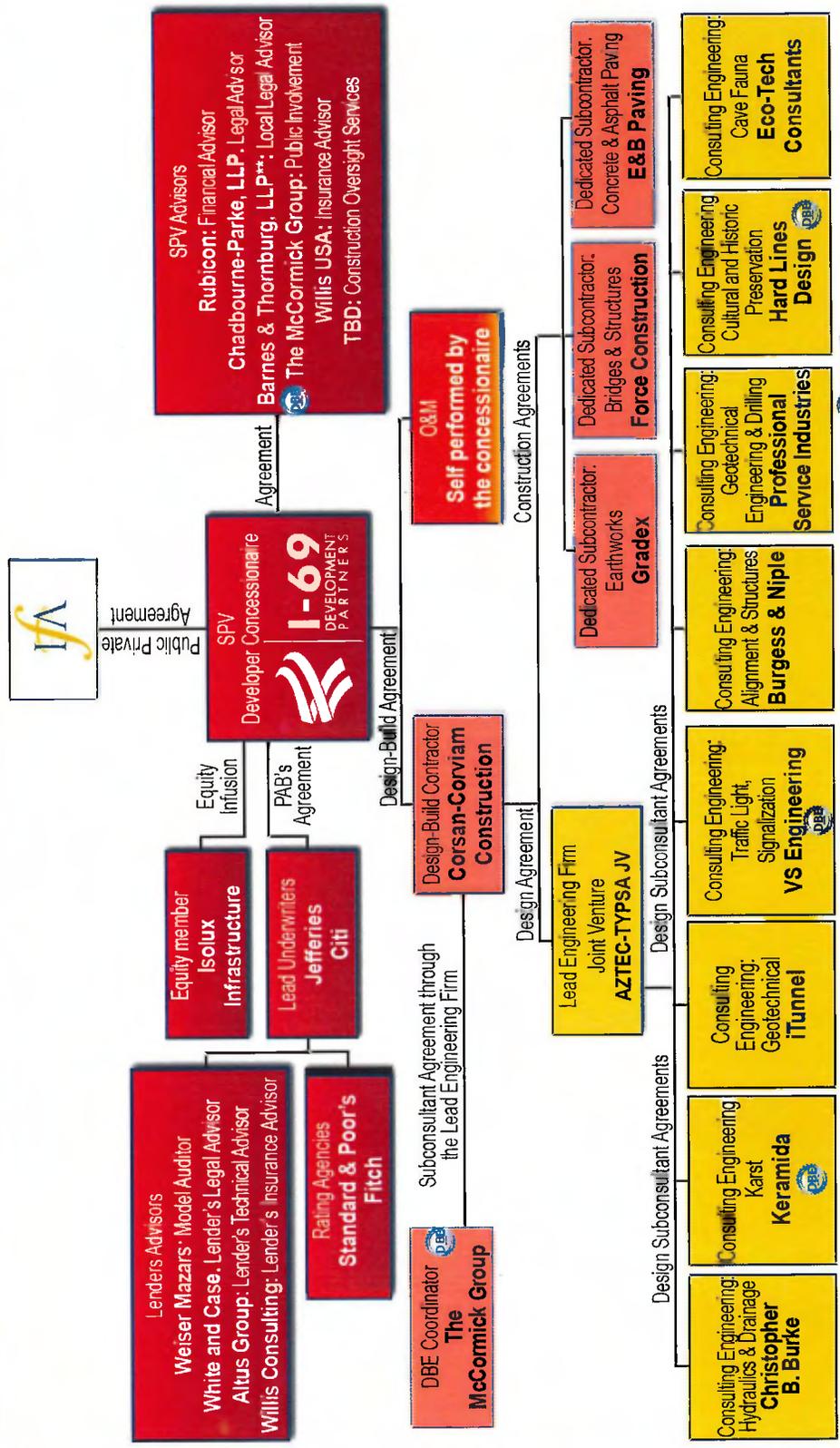
With the same organizational structure, Isolux has successfully managed eight DBFOM transportation projects around the world

**4.1.1 Project Management Approach**



In order to fully fulfill the Project Management Plan (PMP) requirements, the I-69 DP Team will use our P3 Project Management System (P3PMS). The P3PMS is built on Isolux and Corsan's experience developing P3 and Design-Build projects for more than ten years, including more than 1,000 miles of DBFOM transportation projects and 3,400 miles of power transmission line P3 projects all over the world (USA, Brazil, Spain, Mexico and India). The P3PMS accomplishes the following goals:

- Provides the I-69 DP Team management approach, philosophies, systems, processes and procedures
- Integrates local and multinational companies into a unified team, incorporating their main strengths



DBE Firm  
\*\* If allowed by IFA (as per section 19.3 of the ITP) Barnes & Thornburg will also act as Bond Counsel.

Figure 4.1-1: The I-69 DP Team and Lines of Agreement

- Outlines the interfaces of the I-69 DP Team with IFA/INDOT, stakeholders and the community to establish clear lines of communication
- Dedicates the resources and organization to achieve all Project objectives
- Encourages DBE and workforce diversity and fosters involvement of the community
- Provides specific, interactive plans to facilitate the on-time delivery of the Project
- Provides for effective cost control for all phases of the Project

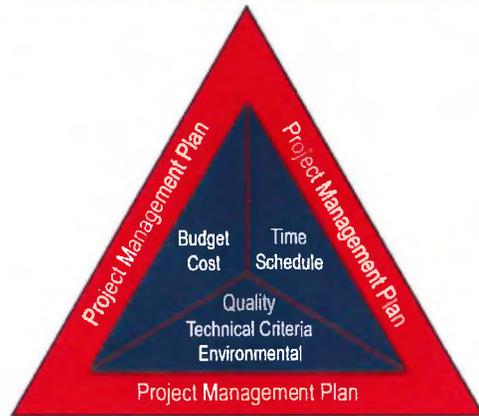
The P3PMS is a comprehensive document describing our managerial approach, strategy, safety and quality procedures to be used during the entire concession period, customized for the different activities under the PPA (such as Design-Build, O&M During Construction and O&M After Construction). It establishes the management approach and the organizational structure, including lines of responsibility, qualifications for Project personnel and the role of these personnel. It includes quality,

Global Management, Local Development  
I-69 Development Partners' main goal is to put its global know how and expertise at the service of the IFA and the people of Indiana.



safety, and sustainable management plans, which when combined will deliver the Project efficiently, cost-effectively and safely with minimal impacts on road Users, local stakeholders and the environment, in line with IFA/INDOT goals. Our key personnel and task leaders will use the P3PMS to control delivery throughout the Project.

The basis of the I-69 DP Team's management philosophy is coordination. The core of the Team is formed by related companies: Isolux as the Equity Member, Corsan as the Design-Build Contractor, and the I-69 DP as the self-performing O&M entity. This provides integrated functionality and consistency to the Team, assures agility in the decision-making process and allows for close coordination within the Team. This relationship also allows clear lines of authority and responsibility and enables the Team to work as one single entity. The I-69 DP Team will use the P3PMS during the planning, delivery and monitoring of all activities to ensure the safe,



**Figure 4.1-3: Our Project Management Plan effectively focuses and mitigates issues that affect complex**

sustainable, on-time and in-budget delivery of a high quality product.

The P3PMS provides the framework for the management approach in all Project stages. All employees, subcontractors and suppliers are required to comply with it. The inputs that enable the development and implementation of the P3PMS include stakeholder, client and I-69 DP requirements and expectations; as well as the Design-Build Contractor best practices and lessons learned. The main goal and final result is the full satisfaction of the IFA, the stakeholders and the Users.

**P3PMS Structure:** The P3PMS is based on the Guide to the Project Management Body of Knowledge ("PMBOK"), published by the Project Management Institute (PMI), certified by the American National Standards Institute (ANSI) and customized by Isolux and Corsan to DBFOM P3 transportation projects.

Under the P3PMS, the Delivery Process interacts with two other processes: the Control Process and the Support Process as described below and shown in [Figure 4.1-4](#).

**Delivery Process (Del. Pro.):** This includes the core processes that will contribute directly to the achievement of IFA and INDOT satisfaction and the fulfillment of stakeholder objectives.

- **Del. Pro.1: Finance:** This is the process of obtaining the funding needed for the Project. The Concessionaire and its financial department will be the responsible party.
- **Del. Pro. 2: Design and Build:** Includes the design and construction of the Project. The Design-Build Team (DB Team) will be the responsible party.



**69** Section 5  
L&D Development Partners

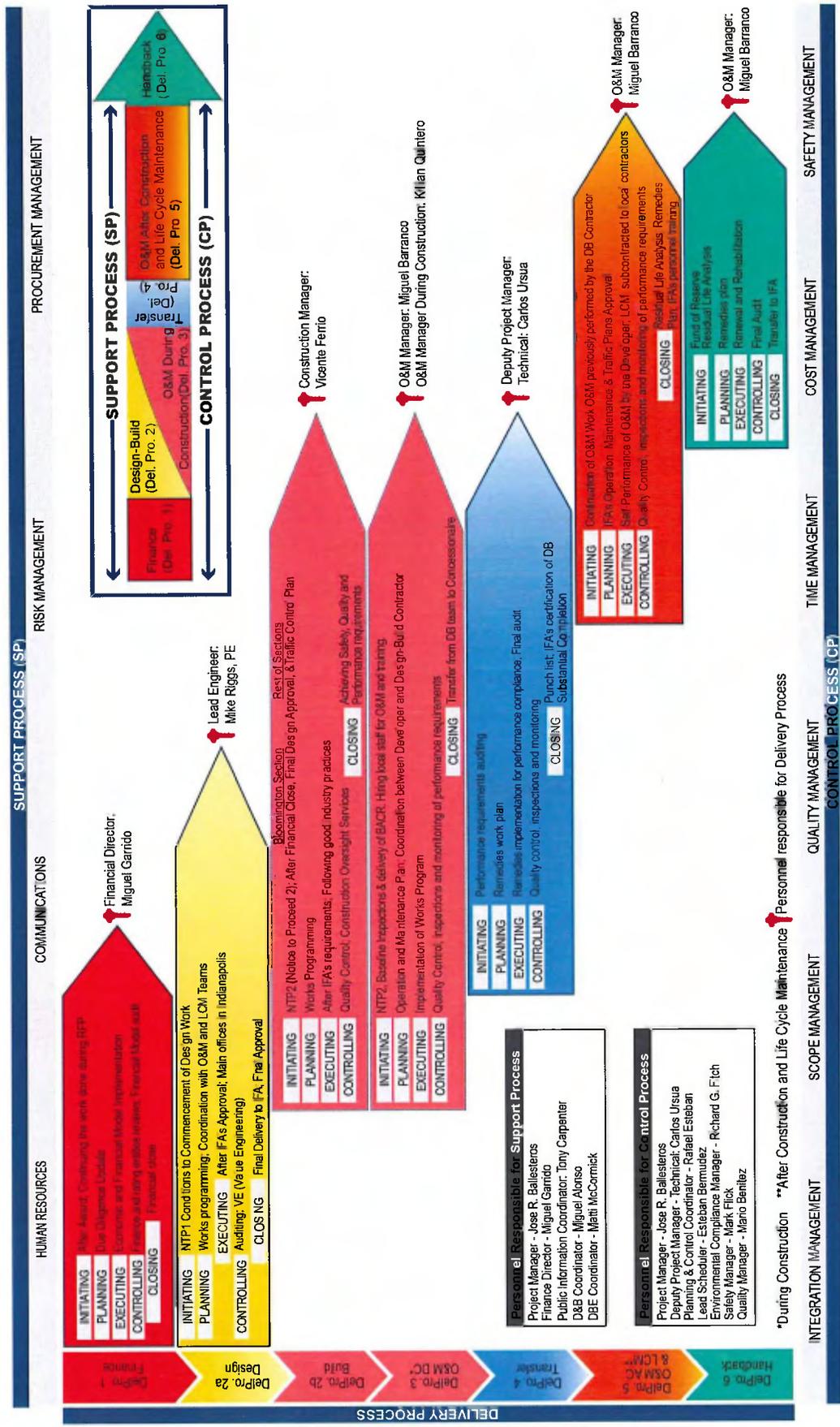


Figure 4.1-4: P3PMS Processes

- **Del. Pro. 3: O&M During Construction:** O&M Work carried out prior to commencement of the Operating Period. Its responsibility will be shared by the DB Team and the Developer.
- **Del. Pro. 4: Transfer:** This describes the process of acceptance of the facility by the Concessionaire once the DC Works are finished. As Corsan and Isolux are related companies, this interface will be a smooth transition and much easier than separate organizations.

Throughout the project, our Key Personnel and Task Managers control our P3PMS process, which will provide IFA/INDOT with the flexibility and responsiveness to mitigate issues

- **Del. Pro. 5: O&M After Construction:** O&M work carried out on and after commencement of the Operating Period. This will be the responsibility of the O&M Team of the Developer. This includes the Life Cycle Maintenance.
- **Del. Pro. 6: Handback:** This includes processes that ensure that the Project is delivered to the IFA in accordance with the Handback requirements and procedures established by the PPA after the termination of the concession period. This will be the responsibility of the Concessionaire.

**Control Process (CP):** To ensure that the I-69 DP Team controls every aspect of the works required to achieve the Project objectives. The CP is divided into five areas:



- **CP1: Project Integration Management:** Includes the processes and activities needed to identify, define, combine, unify and coordinate the various processes and project management activities.
- **CP2: Project Scope Management:** Ensures that all the work required to complete the Project successfully has been identified. Managing the Project scope is primarily concerned with defining and controlling what is and is not included in the Project.
- **CP3: Project Time Management:** Includes the processes required to manage timely completion of the Project, including definition, sequencing, estimation of resources and estimation of durations of the activities and the development and control of the schedule. Our objective is to minimize schedule deviations.

- **CP4: Project Cost Management:** Includes the processes involved in estimating, budgeting and controlling costs so that the Project is completed within the approved budget. Our main objective is to minimize the deviation in the cost.
- **CP5: Project Quality Management:** Includes the processes and activities of Quality management and sets forth quality policies, objectives and responsibilities needed to fulfill the Project requirements.



- **CP6: Project Safety Management:** Includes the processes and activities related to Project Safety, both for workers during and after construction as well as the road Users.



**Support Process (SP):** The intent is to ensure the proper implementation of the I-69 DP Delivery Process through the provision of all necessary resources. This includes management support, supply of qualified and experienced people, our supply chain, the input of technical experts, plants and equipment, public relations, financial support and Project documentation.

The Support Process is divided into four areas:

- **SP1: Project Human Resource Management:** Manages the Team workforce, including the recruitment, selection, training, assessment and rewarding of employees. It also oversees organizational leadership, On-The-Job training program and Workforce Diversity .
- **SP2: Project Communications Management:** Includes the processes required to ensure timely and appropriate generation, collection, distribution, storage retrieval and ultimate disposition of project information. It provides an effective liaison that ensures communication and creates a bridge between team members, IFA, INDOT and stakeholders.
- **SP3: Project Risk Management:** Includes conducting the management planning, identification, analysis, response planning, monitoring, and control of Project risk. Our objectives are to increase the probability and impact of positive events and decrease the probability and impact of negative events on the Project.

- **SP4: Project Procurement Management:**

Includes the procurement processes necessary to purchase or acquire services, materials and other commodities needed from outside I-69 DP Team. It also identifies the processes to manage and control the contracts with the suppliers and the relations with DBEs.

Each of the Delivery Processes (Finance, Design-Build, O&M During Construction, Transfer, O&M After Construction and Handback) has five Delivery Process links with the CP and the SP. These are:

1. **Initiating Phase:** Definition of a new phase of the Project by obtaining notice to proceed.
2. **Planning Phase:** Establishment of the scope of the Project, refinement of the objectives and definition of the course of action required to attain the objectives of the Project.
3. **Executing Phase:** Performance and completion of the work defined in the Project management plan to satisfy the Project specifications.
4. **Controlling Phase:** Monitoring and tracking of the progress and performance of the Project, identification of any areas in which changes to the plan are required, and the initiation of the corresponding changes.
5. **Closing Phase:** Finalization of all activities to formally closeout the Project or one of the phases of the Project.

### 4.1.1.a Management Structure and Personnel

Isolux has already executed a Design-Build Term Sheet with the Design-Build Contractor, Corsan. Corsan has executed a Design Agreement with AZTEC-TYPSA joint venture, the Lead Engineering Firm. AZTEC and TYPSA have drafted a Design Joint-Venture operating agreement. (Please refer to [Volume 1, Appendices](#) for these agreements). The Design-Build Contractor has also executed memorandums of understanding with the three main Indiana contractors (Gradex, Force Construction and E&B Paving) and AZTEC/TYPSA has also initiated Design Subconsultants agreements with several design firms (Burgess & Niple, Christopher B. Burke Engineering, Professional Service Industries, Keramida, iTunnel, Eco-Tech Consultants, Hard Lines Design, and VS Engineering). The I-69 DP Team commits that the Concessionaire will self-perform the O&M in an amount no less than 30% of the O&M Work, therefore no contract with a Lead

O&M Contractor is required. A visual depiction of the lines of agreements are shown in [Figure 4.1-1](#). I-69 DP's goal is to put the global knowledge of Isolux, Corsan, and AZTEC-TYPSA at the service of the IFA/INDOT. To provide that knowledge and to support our long-term commitment to the IFA, INDOT, and the citizens of Indiana, our Key Personnel and Task Managers have been selected to meet our strict qualification standards. Our key members are reinforced by experienced and competent support personnel assembled to deliver the Project efficiently, safely, on-time and within budget. We will provide services of the highest quality, consistent with best transportation P3 management practices and the requirements of the PPA.

#### 4.1.1.a.i Project Management Organization Chart



Since the Equity Member and the Design-Build Contractor are related companies and the O&M work is going to be self-performed by the Developer, our organization avoids conflicting interests, accelerates the decision making process and mitigates risks. This relationship also allows for key functions to benefit from clear lines of authority and responsibility and enables the Team to work in a fully integrated manner, which is essential for a successful P3 project delivery.

I-69 DP has developed an integrated organizational structure, shown in [Figure 4.1-5](#), to span the entire project period with four sub-organizations

- Concessionaire
- Design-Build
- Operations & Maintenance
- Independent Sub-organizations (Quality, Safety, and Environmental Compliance)

José R. Ballesteros (Project Manager) will apply the same leadership as he did on the \$130M A-4 Expressway, including O&M During Construction

The I-69 DP integrated organization in [Figure 4.1-5](#) identifies the sub-organizations, team member firms, key personnel and task managers that are assigned to critical responsibilities. The organization chart also illustrates the interrelationships of the sub-organizations and the formal lines of authority and

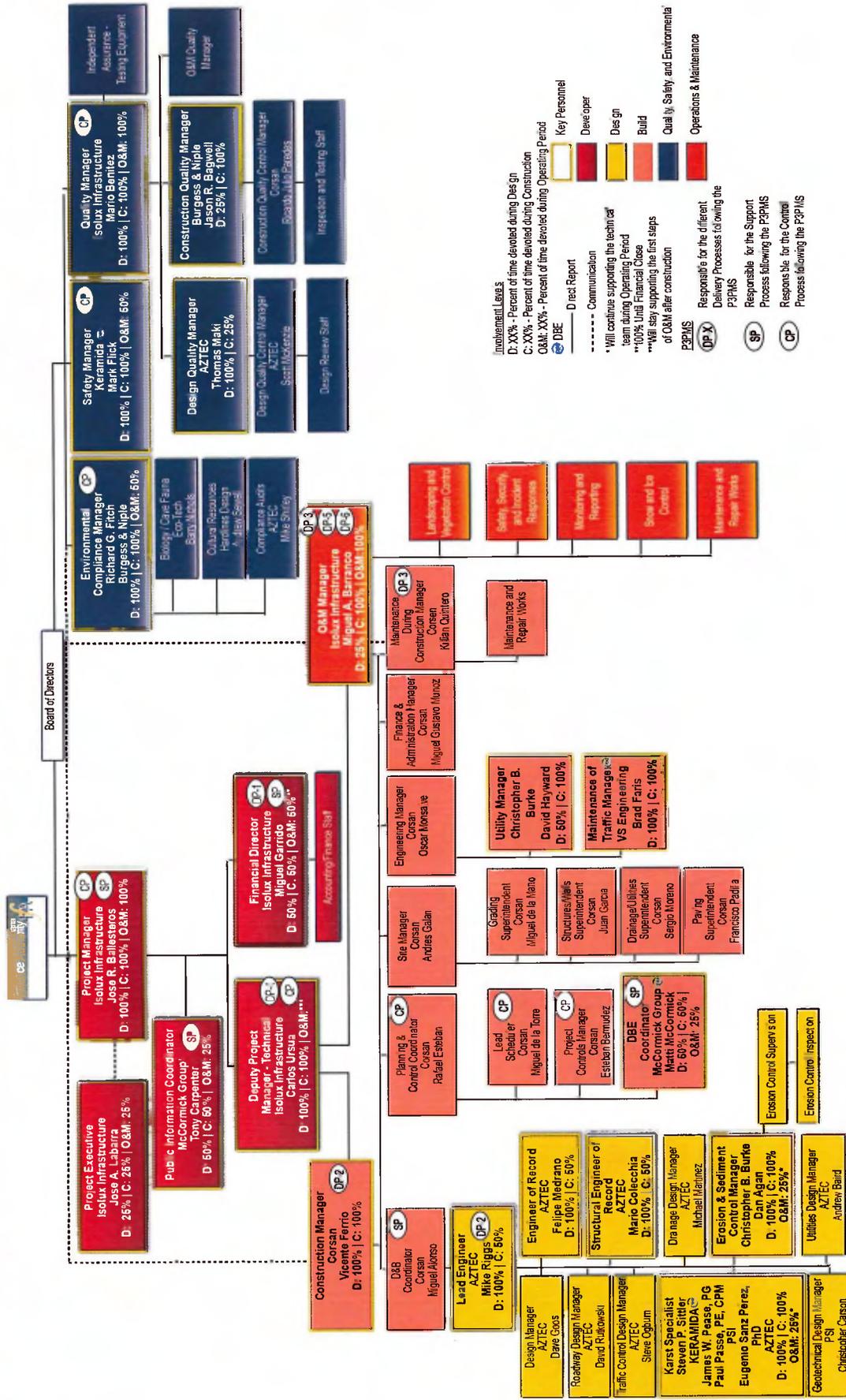


Figure 4.1-5: I-69 DP Team Organization Chart

functional interfaces within our integrated organization. These lines of authority and functional interfaces are structured to facilitate the working relationships critical to a successful design-build effort, project finance and long-term O&M process. Each sub-organization and the interrelationships are described in further detail below:

### Concessionaire

I-69 DP (the Concessionaire) will manage, be responsible for the project’s success; and ensure efficient and effective communication, coordination and collaboration within the team (Please refer to **Volume 1, Appendix H-1** for resumes).

The Concessionaire lead and the single point of contact for IFA is José R. Ballesteros (Project Manager).



**Jose R. Ballesteros**

José is a senior project manager with experience operating high profile and complex highways. Jose’s experience in the US market includes serving as the lead for several procurement processes. He has also been the I-69 DP Project Manager and Proposer’s Representative since the earliest stages of this PPA process. This continuity ensures consistency during transition from the procurement to project delivery.

Under our management approach, José is responsible for all facets of the concession, including finance, design-build, and O&M. He will report to the board of directors and will benefit from the advice of Jose A. Labarra, our Project Executive and former CEO of a \$1 billion DBFOM transportation project in Texas.



**Jose A. Labarra**

The Concessionaire will oversee all the D&C Work. A strong technical department, led by Carlos Ursua, Deputy Project Manager - Technical, will be responsible for monitoring the Design-Build activities and will ensure that the Team is fully compliant with all requirements of the PPA and the Design-Build contract.



**Carlos Ursua**

Carlos will also oversee the O&M During Construction and will ensure coordination of main activities and tasks involved. Once the construction has been completed, Carlos will lead the transfer of the facility from the Design-Build Team to the Concessionaire and then remain for a short

Carlos will ensure a smooth transition for O&M from the Construction Period to the Operating Period



duration as the Deputy Project Manager –Technical supporting the first steps of the O&M After Construction.

The Financial department will be led by Miguel Garrido, Financial Director. . External advisors will assist in Project auditing and accounting.

The Concessionaire will develop and implement a final Public Involvement Plan (PIP), including public involvement outreach and education strategies designed to gain community understanding and acceptance of the project and its impacts. Our Public Information Coordinator, Tony Carpenter will work closely with the D-B Team and will be our liaison with the representatives of IFA, INDOT and local stakeholders, ensuring consistent messaging. He will coordinate public meetings, conduct outreach with relevant stakeholders and maintain communication materials including a project website, hotline and information brochures. The Concessionaire will also be responsible for:

- Management of the PPA and other contracts such as the Design-Build contract and the financing contract
- Oversight of the Design-Build Team
- Management of insurances

### Design-Build



**Vicente Ferrio**

Managed by Vicente Ferrio (Construction Manager) and overseen by Carlos Ursúa (Deputy Project Manager – Technical), the Design-Build Team is responsible for meeting the all the Project’s technical requirements and the on-time delivery of the Project. Vicente’s team is a fully integrated Design-Build Team with a strong local component that understands the project goals and has been involved in the Project during the proposal phase. This will be the fourth major P3 project for Vicente and the fifth major P3 project for Carlos.

Miguel Alonso will serve as the Design-Build Coordinator. He will act as the liaison between design and construction to ensure that designs are constructible and compliant with the PPA requirements.



Our four Karst specialists, Steven P. Sittler, James W. Pease, Paul Passe and Eugenio Sanz and Dan Agan, our Erosion and Sediment Control Manager will continue supporting the technical team after the Construction Period, working directly for our O&M Manager.

The Erosion and Sediment Control Manager and a Karst Specialist will continue to serve the Team through the Operating Period



**Operations and Maintenance**



**Miguel Barranco**

The O&M Team will be led by the O&M Manager, Miguel A. Barranco. I-69 DP's approach to O&M is tailored to successfully conduct the services and obligations specified in the PPA. Most of the tasks will be self-performed by the Concessionaire who will hire the best

professionals in the local market to fill key O&M roles. Some specific tasks which involve workload peaks, such as landscaping activities, pavement marking, and snow and ice control activities will be subcontracted to local specialized subcontractors. This approach is further detailed in [Section 4.3, Preliminary Operations and Maintenance Plan](#).

The O&M Team will be responsible for all O&M work upon receiving NTP2 with some of the routine maintenance tasks during construction undertaken by the Design-Build Contractor ([see Section 4.3.1.2.e](#))

Our O&M Team will also be in charge of Life Cycle Maintenance. When needed, a transparent, fair and compliant procurement process will be used to procure capable local contractors interested in performing the specialized work. Compliance with IFA/INDOT's requirements in terms of quality and safety will be the key drivers of the procurement process.

**Quality, Safety and Environmental Compliance**

A Sub-Organization, independent of the Design-Build and Concessionaire teams, will manage quality, safety and environmental compliance. This autonomy ensures that quality, safety and environmental compliance are not compromised due to production demands of the other team members.



**Mario Benitez**



**Jason R. Bagwell**



**Tom Maki**



**Mark Flick**



**Richard Fitch**

Our Quality Team will develop and enforce procedures, conduct audits and impose corrective actions that ensure all phases of the Project adhere to our Quality Management Plan. Mario Benitez, our Quality Manager, Jason R. Bagwell, PE, our Construction Quality Manager, and Tom Maki, our Design Quality Manager, will consult regularly with Jose R. Ballesteros and Carlos Ursua, informing them of quality conformance and easing continuous improvements. Once the construction has been completed, Mario will remain as Quality Manager for O&M.

Mark Flick (Safety Manager) will conduct safety trainings and audits; enforce our Safety Plan, safety regulations and requirements; and enforce safety-related corrective actions. Richard Fitch, AICP, (Environmental Compliance Manager) is responsible for all elements of our Environmental Compliance Plan, including ensuring that the design meets all environmental commitments, that monitoring during construction occurs and that all required mitigations are implemented.

**Implementation of Greenroads™ Rating System**



I-69 DP plans on submitting the I-69 Section 5 project for a Greenroads™ designation. Greenroads™ recognizes the sustainable attributes of a roadway project considering that sustainability is a system characteristic that reflects its capacity to support natural laws and human values. A Greenroads™ project is quantified by:

- Defining the features that contribute to sustainability on the project
- Providing accountability for sustainability
- Measuring and tracking specific sustainability goals over time
- Managing and improving roadway sustainability
- Encouraging new and innovative practices
- Promoting competitive advantage and other economic or market incentives for sustainability

- Communicating sustainable features to stakeholders in an understandable way, especially to the general public

More information can be found in [Appendix H-6](#).

**4.1.1.a.ii Key Personnel Involvement**

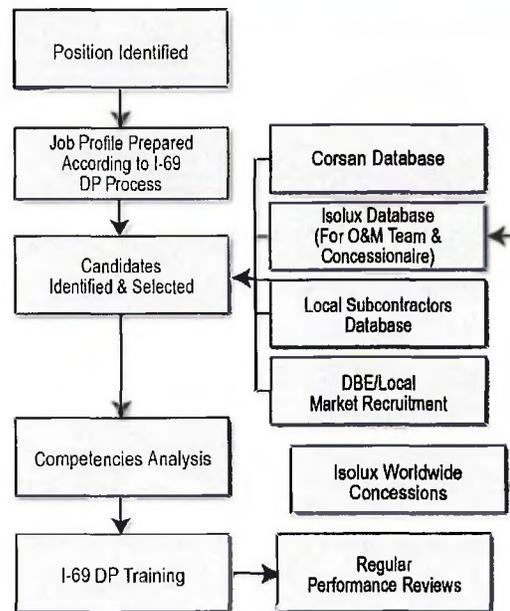
The I-69 DP Team organization chart was presented in [Figure 4.1-5](#). In this section we will further introduce our Key Personnel and their involvement in this project. The I-69 DP Key Personnel have been approved by the IFA and their relevant information is presented in [Figure 4.1-6](#). Detailed resumes are included in [Appendix H-1](#).

**4.1.1.a.iii Qualifications and Experience of Task Managers**

The I-69 DP Team will staff the Project using the I-69 DP Staff Selection Process establishes qualifications, responsibilities and required experience for each position.

Candidates will be recruited and selected based on the criteria shown in [Figure 4.1-7](#). Examples of specific qualifications and experience required for selected Task Managers is shown in [Figure 4.1-8](#).

Project-specific training will provided to ensure Task Managers exceed standards and keep developing and improving their skills.



**Figure 4.1-7: I-69 DP Team Project Staff Selection**

Position	Qualifications	Experience	Name
DB Coordinators	Civil Engineer degree or equivalent	>8 years in construction/engineering including DB projects	Miguel Alonso
Design Managers	Registered Professional Engineer in Indiana	>8 years in construction/engineering in relation to specific area of activity	Dave Goos, David Rutkowski Michael Martinez, Steve Ogburn, Christopher Carson Andrew Baird
Site Manager	Civil Engineer degree or equivalent	>8 years in construction	Andrés Galan
Superintendents	Adequate experience and training	>8 years in construction >5 years in their area of responsibility (Grading, Paving, Structures, Drainage/Utilities)	Miguel de la Mano, Juan Garcia, Sergio Moreno, Francisco Padilla
Planning & Control Coordinator	Civil Engineer degree or equivalent	8 years in Project Controls Management and scheduling management	Rafael Esteban
Project Controls Manager	Civil Engineer degree or equivalent	>8 years in Project Controls Management	Esteban Bermudez
Lead Scheduler	Civil Engineer degree or equivalent	>8 years in Scheduling Management	Miguel de la Torre
Design QC Manager	Registered Professional Engineer in Indiana	>8 years In Design QC management	Thomas Maki
Construction QC Manager	Civil Engineer degree or equivalent	>8 years in Construction QC management	Jason R. Bagwell
Maintenance During Construction Manager	Civil Engineer degree or equivalent	>8 years in maintenance of highways and at least 2 projects maintained during construction	Killian Quintero
Engineering Manager	Civil Engineer degree or equivalent MOT Training	>8 years in utilities management and MOT	Oscar Monsalve
Finance & Administration Manager	B.S. Economics or Business Management	>5 years in financing and administration of construction projects including P3 projects	Miguel Gustavo

**Figure 4.1-8: Task Manager Qualifications and Experience Requirements**

I-69 DP TEAM KEY PERSONNEL		Key Responsabilities	Relevant Experience
<b>Concessionaire</b>			
<b>Name and Role</b>	Advise the Project Manager, Ensure that adequate resources are devoted to the Project		
José A. Labarra Project Executive	Overall lead and management of the Project. Point of contact with IFA and INDOT. Manages the I-69 DP Team. Responsible for fulfillment of the PPA contract and management of the Concessionaire's contracts. Reports Project progress and performance to IFA, lenders and shareholders		
José R. Ballesteros Project Manager	Oversees the DB Team and the O&M Department during the Construction Period, Coordinate O&M and Construction activities, integrate O&M into construction. Monitor the fulfillment of the contractual schedule and the other Design-Build contract requirements by the DB Team		
Carlos Ursula Deputy PM – Technical	Hires the O&M staff in the local market and lead the Lifecycle process in coordination with José R. Ballesteros		
Miguel A. Barranco O&M Manager	Main objective: Reach of the financial close, Manage financial model, lenders and underwriters expectations and reporting, Control the concession finances and coordinate and manage financial accounting and reporting		
Miguel Garrido Financial Director	Provide ongoing information to the public concerning the development, construction, operation and maintenance of the Project		
Anthony Carpenter Public Information Coordinator	<b>Independent</b>		
Mario Benitez Quality Manager	Ensures that the overall quality system is established, implemented, and maintained. Produces regular performance reports on the quality system to I-69 DP Team's management for review and improvement. Supervises directly the efforts of the Design, Quality Manager and Construction Quality Manager.		
Jason R. Bagwell, PE Construction Quality Manager	Lead the quality assurance, surveillance and auditing, and continuously improve quality management. Manage IFA QA feedback, Assess, monitor and report compliance with relevant law and Conson policies and objectives. Manage and coordinate the QA reporting process		
Thomas Mekki, PE Design Quality Manager	Manage design quality compliance, Coordinate design quality with construction team, Conduct project, Report to the Quality Manager and be functionally independent from the production of the Design Documents, Identify and report Nonconforming Work, track, monitor, and report on the status of outstanding design-related nonconformance reports		
Mark Flick Safety Manager	Develop, maintain and manage health and safety activities. Ensure safety exceeds expectations of IFA, and the Concessionaire, Audit, inspect, train, manage, and continuously improve in all aspects of safety. Responsible for the approval of the Safety Plan and Safety Standards		
Richard Fitch, AICP Environmental Compliance Manager	Develop, deploy and review and maintain environment protection and sustainability activities for I-69 DP. Deliver environmental standards exceed expectations of IFA, stakeholder and environmental bodies. Provide advice, training, and guidance on environment and sustainability issues during design and construction. Responsible for Developer's compliance with all the environmental commitments and conditions of Environmental Approvals required for the Project		
<b>Design Build Team</b>	<b>Accountable for delivery of the DB Contract, project management and team direction, singe point of contact for the Concessionaire, Deliver Conson Construction Manager</b>		
Vicente Ferrito Construction Manager	Oversee the development of the design and compliance with PPA and technical requirements, Ensure timely flow of design information and resolve design issues, Coordinate construction team input through Design-Build Coordinator		
Mike Riggs, PE Lead Engineer	Provide design, engineering or construction certifications with respect to the Project		
Felipe Medrano, PE Construction Engineer of Record	Provide Structural certifications with respect to the Project		
Mario Colechia, PE Structural Engineer of Record	Principal contact for all Utility-related Project activities. Coordinate and work with Utility Owners. Information of construction schedules, changes to the Utility Adjustment Plans. Ensure Utility Owners are involved in making the decisions that affect their own Utilities.		
David Hayward, PE Utility Manager	Responsible for Reasonable Investigation karst features, Responsible for the preparation of design scenarios dependent upon karst location		
Steven Stiller, Eugenio Sanz, Paul Passee, James Pease Karst Specialists	Comply with all environmental/erosion and sediment control, Established Quality control checkpoints at stages of the construction progress. Responsible for developing Erosion Control Plans		
Don Agan, CPESC, CESSWI Erosion and Sediment Control Manager	Coordinate all MOT activities and changes to access with emergency service providers, school transportation officials, and all affected local public agencies. Coordinate all construction traffic impacts with IFA's PIP Manager and TMP team, as well as Developer's Certified Worksite Traffic Supervisor (CWTS) who is responsible to monitor daily MOT activities, identify and receive approval for all necessary temporary traffic signals.		
Matti McCormick OBE Coordinator	Lead liaison with Disadvantaged Business Enterprises (DBEs) Ensure national goals are exceeded, Lead liaison to coordinate diversity and SBE issues with IFA, and the community		

Figure 1.1-6: I-69 DP Key Personnel Function and Responsibilities (SUMMARY) Find the complete table in Appendix H1

I-69 DP Team Member	Current Workload (Annual Capacity)	Current Backlog Projected Workload Compromised (2014)	Available Annual Capacity (2014)
AZTEC-TYPSA JV			\$58M
Corsan			\$300M
Gradex			\$70M
Force Construction			\$120M
E&B Paving			\$188M

Figure 4.1-9: I-69 DP Team Current and Projected Workload and Backlog

### 4.1.1.a.iv Project Team Current and Projected Workload and Backlog

Isolux, Corsan, and AZTEC-TYPSA have significant experience working on very large projects simultaneously. Combining the Team’s international experience and local resources of personnel and equipment, the I-69 DP Team is fully prepared for safe, on-time delivery of the project. The I-69 DP Team’s current and projected workload and backlog is detailed in [Figure 4.1-9](#).



One of the main points of our proposal is a strong local presence. Our three major subcontractors (Gradex, Force Construction, and E&B Paving) are based

in Indiana and have extensive experience working with INDOT as well as with each other on various other highway projects throughout Indiana. Through these three firms and other local subcontractors to be added as the Project progresses, our Team brings an important local component including labor, equipment, plants and materials. Relevant information is shown in [Figure 4.1-10](#).

Additionally, seven of our design consultants (B&N, CBBEL, VS Engineering, KERMIDA, PSI, The McCormick Group, and Eco-Tech) have offices in Indiana, employing well over 175 people.

### 4.1.1.b Internal Organization Systems

To guarantee the successful delivery of the Project, our Internal Organization Systems combine:

- An agile decision-making process
- Clear lines of communication within I-69 DP Team
- Proactive and harmonious communications with IFA/INDOT and other stakeholders
- An experienced and recognized Public Information Coordinator
- A robust Public Involvement Plan

### 4.1.1.b.i Team Decision-Making Process



As previously described in [Section 4.1.1.a](#), the I-69 DP Team organization is simple and clear. Experienced personnel have been assigned to the various Project tasks and elements.

Local Contractor	N. Offices in Indiana	Total Employees and Employees Available for this Project	Pieces of Owned Heavy Equipment	Access to Local Suppliers and Quarries
Gradex	1 office with numerous temporary project field offices	Total: more than 400 For this Project: As needed	<ul style="list-style-type: none"> <li>• More than 300</li> <li>• 45 – Dozers , 40 – Excavators</li> <li>• 40 – Scrapers</li> <li>• 14 – Loaders</li> <li>• 13 – Backhoes</li> <li>• 10 – End Dumps</li> <li>• 27 – Compactors</li> </ul> Plus over 100 other misc. pieces	Access to all local quarries and borrow pits as a customer. Close relationships with many local suppliers and material companies.
Force Construction	1 office with numerous temporary project field offices	Total: more than 250 For this Project: As needed	More than 100 including mass earthmoving, hoisting, hauling, paving, soil compaction, material handling, fine grading as well as hundreds of small-engine pieces of equipment.	Close relationships with many local suppliers and material companies.
E&B Paving	10 offices	Total: more than 750 For this Project: As needed	13 permanent asphalt plants, 5 portable asphalt and concrete plants strategically located throughout Indiana	Close relationships with many local suppliers and material companies.

Figure 4.1-10: I-69 DP Team Local Contractor Capabilities

In addition, many of the main companies forming the Team have experience working together. Most important, the Equity Member (Isolux) and the Design-Build Contractor (Corsan) are related companies and the O&M work will be self-performed by the concessionaire. This tight organization avoids conflicting interests within the Team, accelerates the decision-making process and mitigates the risk of dispute.

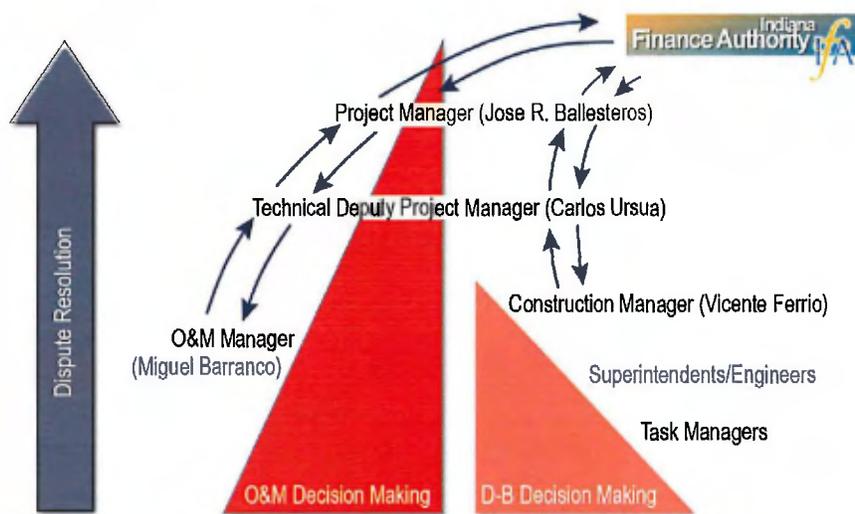
Having a single Design-Build Contractor supported by local subcontractors gives the I-69 DP Team a clear advantage, due to the absence of conflicting interest. Our decision-making process is more agile, concise and precise. The I-69 DP Team Task Managers at every level are aware of their autonomy to make decisions. Decisions are made and issues are resolved quickly at the lowest possible level where implications of the issue are best recognized. Only if these concerns cannot be resolved are they escalated to the next level. This system ensures that issues are addressed quickly, thereby minimizing the risk adverse impacts on cost, schedule and quality. We use a formal, Project-specific dispute resolution process that anticipates the potential impacts that can occur between disciplines regarding such elements as safety, cost and schedule. All decisions related to design and construction work will be made within the DB Team. The Concessionaire's staff, principally Carlos Ursúa (Deputy Project Manager - Technical), will be in charge of overseeing and supervising the Design-Build Team but will not get involved in the decisions related to Design-Build except in the

unlikely event of Change Orders or Change Requests. In regards to O&M decision-making, while most of the decisions will be resolved at or below the O&M Manager level, those that cannot be resolved will be escalated to Jose. In the event an internal dispute occurs, our simple vertical dispute process will be used to resolve the matter at the lowest level possible using our dispute resolution and decision-making hierarchy process. The I-69 DP Team's dispute resolution and decision-making hierarchy process is illustrated in **Figure 4.1-11**.

**4.1.1.b.ii Internal Communications**

The I-69 DP Team's internal communication process is designed to encourage a continuous flow of information with clear and open lines providing both lateral and vertical organizational communications. Formal lines of communication and direct reports between management personnel within the I-69 DP Team are established by our Team organization. These lines of reporting and communication apply both across and within sub-organizations facilitating effective communication throughout the entire Team.

Key personnel are responsible for implementing effective lines of communication within their specific task group. Cross-discipline and cross-organizational communications are encouraged for the task groups and other integrated activities. The vast majority of the Team will be co-located which facilitates communication, coordination and efficiency. The I-69 DP Team Project Office in Bloomington will be the center of operations and production.



**Figure 4.1-11: I-69 DP Dispute Resolution and Decision-Making Hierarchy**

**Figure 4.1-12** provides a listing of the key internal meetings. Our protocols require that all meetings have clear agendas and conclude with recording and assignment of action items (with due dates) to responsible parties. Minutes of meeting will be posted in our Digital Central Library (DCL).

**4.1.1.b.iii Interfacing with IFA**

The I-69 DP Team will continually interface with IFA and INDOT, their consultants and any other stakeholder such as federal, state and local agencies, the Bloomington MPO, City of Bloomington, Morgan County,

Monroe County, Town of Ellettsville, City of Martinsville and local police and fire departments. The I-69 DP Team commits to maintain transparency and clarity of communications with all stakeholders throughout the entire term of the Project. Periodic meetings will be conducted with stakeholders and I-69 DP management personnel will be open to any meeting or communication requested by IFA/INDOT or other stakeholders. Our main goal is to develop proactive and harmonious communications that will benefit the Project. **Figure 4.1-13** shows how we will interface with the IFA for this project.

For efficient Project delivery, I-69 DP Team will provide facilities as required in Section 1 of the Technical Provisions for IFA and INDOT in the Project and Field Offices.



**4.1.1.b.iv Public Information and Community Outreach Qualifications and Experience**

Public Information and Community Outreach will be provided by The McCormick Group which is a certified Indiana DBE firm with over two decades of experience. They have extensive experience in community relations and public involvement project leadership for transportation projects, including work on other Sections of the I-69 corridor. The qualifications of The McCormick Group are outlined in **Appendix H-4**.

In the execution of this Project, The McCormick Group will allocate the necessary resources to meet the proposed schedule, budget and client expectations. The McCormick Group has assigned Tony Carpenter to lead the PIP effort. He has worked on multiple transportation projects leading and providing a full range of public involvement services.

Of note, The McCormick Group planned and executed an Accelerate 465 Information Fair which received over one million free media exposures, in a two day period. McCormick Group has also served in I-69 Section 6 Tier II



**4.1.1.b.v Public Involvement Plan (PIP)**

Among the factors most critical to the success of this project will be the ability to work with, receive input and foster cooperation through consensus-building among a large and diverse group of stakeholders. Our approach will be a proactive, structured, yet fluid process of public involvement.

In a project with diverse stakeholder groups, it is critical that an execution protocol for public involvement be established and consistently followed. From our experience, public involvement has evolved from single meeting management to an integrated discipline, requiring an understanding of local markets and synergistic management of public involvement techniques. We understand from experience that effective meetings, clear and concise information materials and continual information flow are required for successful PIP execution.

Our technical approach will be multidimensional. With IFA input and approval, we will finalize the PIP. With stakeholder/ target audiences identified, an information fact sheet will be developed for public information and placed on a website link for public access. The specifics of our approach are as follows:

- We will identify target audiences by categories of responsibility.
- We will develop communication tools, including web based and print as a definition of the project’s goals, scope, timeline, expected outcomes, FAQs and contact follow-up.
- We will plan and execute public meetings as required, in the initial launch phase to educate and receive input regarding public perceptions and Project goals and later in the Project to receive feedback on the progress.
- We will establish an ongoing presentation service to participate in neighborhood and special stakeholder meetings throughout the duration of the Project.
- We will develop a monthly information update through an e-distribution to deliver a central message and keep the public pro-actively engaged. PI representatives will serve as resource contacts to maximize information exchange.
- We will identify key stakeholders) and utilize them as information sources for outreach to their respective constituencies.

Meeting	Key Attendees	Purpose/Focus	Frequency
Play-of-the-day Pre-activity	Construction Management Staff/workforce Management Staff/workforce	Five minute recap by foreman to crew of day's activities and important features and safety concerns. Before starting a construction activity, the work plan will be thoroughly presented to crew performing the work. Emphasizing work procedures, QC elements and safety into account the whole life of the project.	Daily/ During construction As needed
Task Force	Deputy Project Manager - Technical, Construction Manager, O&M Manager and Lead Engineer	DB Team and O&M Department to integrate and build constructability into the design. Ensure the design takes into account the whole life of the project.	Weekly during design
Design Coordination Construction Coordination	Lead Engineer, Engineer-of-Record, Design Unit Managers, DB Coordinator, Construction Manager, Construction Superintendents, DB Coordinator, Quality Manager, Lead Engineer, Engineer-of-Record	Coordination, Communication of construction progress. Resolution of potential conflicts between various disciplines. Discussion of schedule, safety and quality issues	Weekly during design Weekly during construction
DB Integrated Schedule	Construction Manager, Lead Engineer, DB Coordinator and other relevant DB Team Members	Coordination of all DB Work, including sub-contractor activities. Review overall schedule, cost and compliance with project goals.	Weekly during construction
Quality management	Quality Manager and quality team	Ensure that all the components of the quality services team are communicating on project issues, schedule and re-working requirements associated with the overall quality plan and sub-plans	Weekly during design and construction Monthly during Operating Period
O&M During Construction Coordination	Deputy Project Manager - Technical, O&M During Construction Manager and O&M Manager	Manage interfaces and coordinate O&M in sections under construction and in sections not under construction.	Weekly during construction
O&M Planning Progress Review	Project Manager, O&M Manager and O&M task managers Project Manager, Deputy Project Manager - Technical, Construction Manager, Lead Engineer	Schedule of O&M Activities and interfaces between workforces Monitor overall progress versus schedule, project objectives and targets; address/escalate any issues as necessary	Weekly during Operating Period and construction Every Two Weeks during construction
Risk Management	Project Manager, Construction Manager, Lead Engineer, O&M During Construction Manager and O&M Manager	Identify new risks, follow risk evolution and update the risk matrix	Weekly during design and construction Monthly during Operating Period
Meeting after Incident Board of Directors	Project Manager, Construction Manager, Safety Manager and O&M Manager Project Manager, members of the Board of Directors from Isotex	Review incident, lessons learned and to make changes to incident response procedures as needed Review of the overall project performance, compliance metrics and reports from the Project Manager and the Quality Manager. Strategic decisions making	Within 2 days of any incident Monthly during construction, Quarterly during Operating Period

Figure 4-1-12: I-69 DP Team Key Internal Meetings

Stakeholder	I-69 Key Personnel	Meetings/ Communications Methods
IFA	Project Manager Quality Manager	I-69 DP will provide a written report on progress and performance every two months, and meetings with IFA to gain feedback. To reinforce the independence of the quality team, Luis J. Leon, our Quality Manager, will be the primary point of contact to IFA for all issues relating to our Quality Management Plan.
Traffic Incident Management Meetings	Project Manager, Safety Manager Construction Manager, Lead Engineer	Quarterly meetings held by IFA/NDOT. To discuss traffic incidents, resolutions and procedures coordinated review process
The Department/ Consultants for DB Issues	Deputy Project Manager - Technical, O&M Manager, O&M During Construction Manager	The Department and consultants will have the option to be included in relevant design review and workshops to ensure a closely coordinated review process
The Department for O&M Issues During and After Construction	Public Information Coordinator	I-69 DP will establish monthly meetings with the appropriate Department representatives to discuss O&M During Construction and O&M After Construction, including future lane Closures; the maintenance activities of the previous month, Planned Maintenance, incidents and any other pertinent information.
Residents near the construction site	Environmental Compliance Manager Safety Manager	Early consultation meetings to ensure potentially affected parties are identified and aware of the risks. Advanced warnings provided via the Project Website, local media and on site notice boards. A phone number and email address is provided to which queries, concerns or complaints can be addressed
Environmental Agencies Emergency Services	MOT Manager	Interface with environmental agencies to ensure all requirements, including testing and permanent approvals are met
Transportation Agencies	Utilities Manager, Lead Engineer, Design Unit Managers	Establish key points and methods of contact; develop and obtain approval for all project emergency plans. Monthly updates communicate potential risks
Utilities	Public Information Coordinator	I-69 DP uses ongoing communication through informal contact and weekly meetings to mitigate impacts on the traveling public, and ensure safety
Third Parties		Identify and manage all interfaces and eliminate risk of impact on utilities. Communication is particularly important where any services are relocated
		Consultation activities, regular meetings, third-party contact details, and inform public of upcoming service disruption

Figure 4-1-13: I-69 DP Team Communication Methods

The combination of proactive grass roots, web based, key stakeholder and message continuity through multiple outreach will define our efforts. We will work to create and maximize opportunities to inform, educate and build a successful public involvement effort. The PIP is further described in [Appendix H-5](#).

### 4.1.1.b.vi Approach to Project Documents and Information

A significant volume of data will be generated, processed and shared within the Team and with the IFA/INDOT on a daily basis over the life of the Project. The Project information management approach includes the processes required to ensure the appropriate and on time generation, collection, distribution, storage and the final disposition of the project information necessary for success. The I-69 DP Team will control this information in our electronic document management system known as the Digital Central Library (DCL).

#### Medium for Maintaining Documents

All records and documentation produced during the project including but not limited to memos, reports, minutes of meetings, letters, drawings, diagrams, and contracts will



**Figure 4.1-14** The McCormick Group is experienced in conducting public general meetings.

be securely stored and controlled digitally until the final acceptance of the project. The DCL will be organized and assembled to store all the information produced on digital media, and will be updated with any changes made. Information will be also stored in paper format. All the documentation generated by the project will be coded and maintained in storage where it can be accurately searched and easily.

A record of changes during the Project will be used so their impact in terms of time, costs and risks will be communicated to appropriate parties. A record of incidents will also be used to document and monitor the resolution thereof. Lessons learned on the resolution of incidents will be documented and distributed so that they become part of the historical database for both the Project and the I-69 DP Team members. Records of entry/exit of all documents will be maintained. At all stages of construction, records will be available to the IFA. Upon the start of the

Operating Period all documents will be transferred to the I-69 DP O&M Team.

#### Electronic Format

Documents to be distributed for information and review only will be stored as PDF files, preventing unauthorized changes. Original and editable versions of documents are accessible only by authorized personnel. Documents are stored in the most relevant format including Microsoft Office, Primavera P6, MicroStation or other formats, as appropriate.

#### Security and Backup

The I-69 DP DCL shall comply with the following security and backup for project documentation:

- Secure access to dedicated documents, procedures and forms for each project management process will be provided online via a fully interactive version of the P3PMS, linked to the DCL
- Specific authorization of access will be implemented only to authorized personnel
- User registration and changes
- Firewall
- Access via Internet and/or VPN
- Data will be backed up to a secure cloud provider, where it is encrypted
- Secure and redundant off-site data storage location to allow for disaster recovery.

### 4.1.2 Preliminary Baseline Schedule

#### *Design and Construction Baseline Schedule*

The I-69 DP Team has developed a Preliminary Baseline Schedule through an iterative process. Alternative Work Breakdown Structures (WBS) were developed and reviewed to create a preliminary outline that would accurately reflect the entire project scope and provide a sensible and accurate tool for planning the project through completion.

The IFA has provided a detailed outline of requirements that will meet the expectations of all local stakeholders. Our schedule incorporates critical requirements to essentially provide a summary checklist for IFA and I-69 DP Team as we meet each of the requirements for obtaining Commencement of Design Work, NTP 1, Financial Close, NTP2, Commencement of Construction, Substantial Completion, and Final Acceptance. These significant deadlines are shown on [Figure 4.1-15](#) and listed on [Form N](#).