

Project Communications Manual



September 2008

Project and Corridor Communications Manual

Revised September 23, 2008

The North Texas Tollway Authority (NTTA) has developed a **project and corridor communications manual** to enhance communication and coordination with the public. The manual establishes procedures for consistent, effective and timely communication with a variety of groups to ensure the public is aware of and can provide feedback regarding improvements to the Tollway system.

The Communications Department developed this manual to begin the process of establishing guidelines for NTTA project and corridor communications and public involvement activities. As these guidelines affect multiple areas within NTTA, they will be reviewed and discussed with all departments before implementation begins.

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Introduction

Objectives

The mission of the North Texas Tollway Authority (NTTA) is to provide a fiscally sound system of innovative toll facilities, services and solutions that improve the mobility, quality of life and economy of the North Texas region. Carrying out this mission requires careful planning, sound design practices and efficient construction activities.

Changes and additions to the system affect its customers, adjacent communities and property owners, the regional transportation network and the general public. All these audiences must be considered when preparing for and implementing improvements or expansions to the system.

A critical component of all project and corridor phases is timely, efficient and responsible communications with stakeholders and interested groups. Therefore, the objective of this project communications manual is to establish processes and guidelines that:

- Facilitate communication about project and corridor proposals and implementation;
- Ensure directly affected individuals and groups receive timely and accurate information regarding the agency's plans;
- Provide opportunities for public involvement and input;
- Foster public confidence in the NTTA;
- Build partnerships with customers and communities; and
- Streamline activities and efforts to make the project development process more cost-effective and efficient.

Project Phases and Communication Goals

The level of public interest and involvement in NTTA projects may be dependent on the type of project under consideration and its location. Projects range from routine system maintenance – to rehabilitation – to system expansion. Communication goals for each stage of the project's development will vary, and will depend on regulatory stipulations, potential project impacts, and duration of projects. It is also important to note that each phase does not completely begin and end, there is overlap between phases.

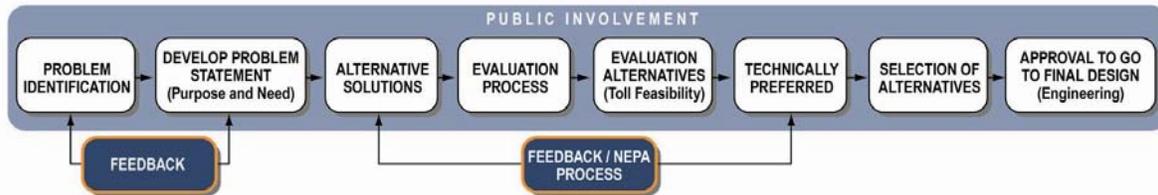
General project and corridor phases and corresponding communication goals include:



- *Planning* - Transportation planning is a collaborative process and is the first step in identifying projects that support the community's goals. Through this process, issues are identified and presented to a diverse group of stakeholders, including transportation agencies, elected officials, property owners, businesses and the public. This diverse

group is involved at various stages of the process, including initial problem identification, the environmental review process and approval. Communication goals are to provide opportunities for input from all stakeholders to facilitate timely approval of project decisions.

Planning Project Process



There are three broad categories of roadway planning projects relative to the National Environmental Policy Act (NEPA) as follows:

Categorical Exclusion (CE)

A project may be a CE if it:

- Is a maintenance or rehabilitation type of improvement
- Involves minimal public impact
- Has little or no new right-of-way requirement
- Does not require relocation of a large number of people
- Does not involve significant social, economic or environmental impacts

Environmental Assessment (EA)

A project may be an EA if:

- Improvements will require more than minor amounts of right-of-way
- Involves fewer than four lanes to be built on new location

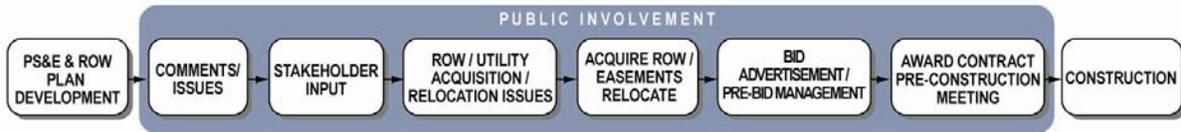
Environmental Impact Statement (EIS)

A project can be classified as an EIS if there is:

- Significant impact to the social, economic or natural environment
- Added capacity improvement
- Likelihood of changes to right-of-way
- Controversy pertinent to the project
- *Design (Final Design):* - Design is the second phase in the project development process. Although conceptual design is performed in the planning process to select a preferred alternative for the project, the actual “design” of the project begins when an alternative has been approved. The results of this process are a complete set of design

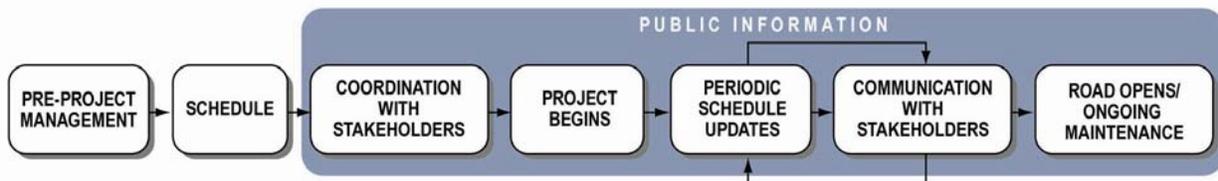
plans, specifications, and cost estimates (PS&Es) of materials to solicit construction bids for subsequent construction. Again, the primary communication goal is to gather input from affected stakeholders, which is vital to making the final design decisions involved in this process. Communicating frequently with identified project stakeholders and the public during this process can head off possible issues that could cause project delays and extra expense to the project down the road.

Design Process



- *Construction/Maintenance* - During both construction and maintenance phases the NTTA works with contractors to oversee the development of the project. Both design and construction engineers are involved in the process to monitor budgets, meet safety and structural requirements as well as make minor adjustments in the design if necessary. Depending on the complexity of the project, construction may be simple or complex and could require a few months or several years. When a project is ready to construct, or after completion and maintenance needs arise, communications are geared more toward informing the public, as compared to involving the public. Public information is a very important part of both the construction and maintenance phases, and one that is most commonly overlooked. Keeping affected property owners, elected officials and stakeholders apprised of when detours, noise, dust and other inconveniences caused by construction and ongoing maintenance are important to keeping a project on schedule.

Construction/Maintenance Process



Target Audiences

A variety of agencies, groups and other governmental agencies are typically involved, interested or affected by improvements to the Tollway system. The following matrix lists the target groups involved, and provides a **simple assessment** of their level of involvement in various project phases. The matrix is intended as a **general guide regarding the typical degree of involvement** by various groups.

- Low Degree of Interest/Involvement
- + Moderate Degree of Interest/Involvement
- ++ High Degree of Interest/Involvement

Audience Categories and Typical Degree of Involvement

Target Group	Planning	Design	Construction	Maintenance
NTTA Board of Directors	++	++	++	++
NTTA Staff	+	+	++	+
NTTA General Engineering Consultants/Other Consultants	++	++	++	++
Property Owners	+	+	++	+
Business Community	+	+	++	+
Customers	+	+	++	++
Media/General Public	+	+	+	+
Regulatory/Resource Agencies	++	++	-	-
Other Transportation Agencies	++	+	+	-
Local Governments	++	++	++	+
Elected/ Public Officials	++	++	++	+
Regional Planning Agencies	++	+	+	-
Bondholders	+	+	+	-
Visitors/Travelers in Area	-	-	++	++

Project and Corridor Communications

The project and corridor communications system is comprised of various roles. For the purposes of this document, a project is a construction project or planning initiative generated by the NTTA. A corridor is any new or current toll project. This chapter defines those roles and explains how the communication process flows.

Project and Corridor Communications Roles

The Program Management Office (PMO) is the NTTA's project delivery system. The PMO is part of the Project Delivery department and is responsible for all project initiatives from planning through construction. A major component of the PMO is the delivery of prompt, accurate and well-organized information internally and externally.

Role of NTTA Project Communications Manager

The Communications Department's Project Communications Manager (PCM) (or designee) will serve as the liaison between the PMO and the Communications Department. Since all Communications Department staff provides services to other NTTA departments, the PCM will work with appropriate public involvement representatives to obtain information, create materials for public distribution, obtain approvals of created materials, and assist with distribution of project information. To achieve these tasks, the PCM must monitor all projects through each phase. A process for facilitating this involvement is described later in this section.

The PCM will be familiar with and use the policies and procedures as outlined in the NTTA Communication Plan in the performance of all duties.

The PCM will maintain an awareness of other projects in the region that may impact any NTTA project. The PCM will contact appropriate agencies conducting projects to determine how best to obtain information. The PCM may also locate and utilize project Web sites to obtain project information.

Role of PMO Public Involvement Representative

Each corridor manager will be assisted by a Public Involvement (PI) representative. The PI representatives are part of consultant teams and are responsible for establishing communications plans for each corridor, coordinating and facilitating mandated or requested public involvement initiatives, including but not limited to, public meetings, public hearings and various stakeholder outreach initiatives during the planning stages of a project. PI representatives are part of the PMO.

The PI representatives will meet regularly with designated corridor managers to retrieve information such as milestones and project updates. This information will be compiled into monthly progress reports and provided to the Communications Department for review, approval and dissemination. This information is then provided to representatives from the NTTA Bond Counsel for review. In addition, the Project Delivery Department designates a list of employees and consultants who review the CPRs as part of the Monthly Project Delivery Report, which is distributed as a draft document to the NTTA Board of Directors. Drafts are mailed to the Board members as part of the System Projects and Operations Committee packet. A final version of the

Monthly Project Delivery Report is posted on the NTTA Web site by the PCM following each monthly Board of Directors meeting.

The PI representatives will write “after action” reports and provide post-meeting briefings in a timely manner. A brief summary will be provided within 24 hours. to the PCM, NTTA Director of Communications, the Governmental Affairs Director, the Corridor Manager and Project Delivery Department leaders.

Role of the Public Involvement Manager

The Public Involvement Manager is the team leader for PI representatives. This person serves as a link between the corridor teams and the Project Communications Manager, as well as the NTTA’s Communications Director. The PI Manager will provide weekly reports to the Communications Director and will keep the Director and the PCM abreast of project and corridor development initiatives.

Role of the Corridor Manager

The Corridor Manager is responsible for the planning, design and development of an identified corridor. Although the Corridor Manager is responsible for direct contact with stakeholders, the NTTA’s Public Information Officer (PIO) will answer all media questions. The Corridor Manager will immediately alert the designated PI representative and PIO if he or she receives a media request. The Corridor Manager will provide the reporter with the PIOs contact information and alert the PIO.

The corridor manager will work with the PI representative to design presentation materials. The PI representative will provide all external communications information to the PCM for review and approval prior to presentation and release. The PCM provides this information to the PIO.

During formal stakeholder presentations, a designated NTTA employee will accompany the corridor manager and PI representative to deliver an introduction complete with the NTTA mission and purpose.

Project Profiles Database

The PCM is responsible for ensuring all other Communications Department staff has access to accurate, timely information related to project communications. This will be accomplished through updating a master project profile database. The database will include all historical information about a project, contact information, proposed scheduling, costs, and other information that may be needed in the course of NTTA outreach and communication activities.

Only the PCM or his or her designee will be authorized to change information in the project profile database. All information placed in the database will be annotated as to the date the information is updated. Anyone with knowledge of project news or changes should contact the PCM and advise them of the update.

In addition to this database, the PMO will create and manage a dashboard system, which will serve as a database within the project delivery system. The Communications Department will have access to this information, which will be updated by corridor managers and PI representatives weekly once the electronic dashboard system is established.

Consultant Role in Project Communications

The Project Delivery Department's PMO is comprised of a large team of consultants and NTTA employees. Corridor Managers have teams, and the PMO offers a resource pool to Corridor Managers. Among the positions within the resource pool, the Program Support Department is responsible for public involvement and communications. This group will work hand-in-hand with the PCM and Communications Director to provide monthly information and information upon request.

Internal Communication for Public Meetings and Public Hearings

As part of NTTA's continuing efforts to keep internal and external stakeholders informed about various Authority projects, specifically with regard to future Public Meetings/Hearings, the following process has been established. This process takes into consideration requirements from the Texas Department of Transportation (TxDOT), the NEPA and the NTTA Project Communications Manual.

Announcement Schedule

1) Once it has been determined that a Public Meeting/Hearing will be needed, the project Corridor Manager (CM) in consultation with Project Management Office (PMO) public involvement (PI) personnel will determine a date, time and location for the event.

Before final decisions are made as to date, time and location, a PI representative will seek approval from the following to ensure that no conflict exists:

- NTTA Assistant Executive Director, Project Delivery
- Director of Project Delivery
- PMO Management
- Project Communications Manager (PCM)
- Partner agencies, including their Public Information Officers (if applicable)

2) After a venue is verified, a formal "Legal Notice" will be prepared and reviewed by the CM and PCM prior to distribution.

3) The Legal Notice will be attached to correspondence to local elected/public officials and partner agencies and distributed. The NTTA director of Government Affairs, or their designee, will also receive this information along with a listing of which organizations received notification.

In addition, the same information will be provided to members of the NTTA Board of Directors. This information will be provided as part of the monthly Corridor Progress Reports (CPR). If a meeting is established after a CPR publication date, then this information will be provided in e-mail format from AED or another member of NTTA Administration or verbally during a NTTA Board of Directors meeting.

A copy of the Legal Notice will be forwarded to NTTA Administration and department directors.

- 4) No less than calendar 30 days prior to the event, the Legal Notice will be published in local newspapers, as required by state and/or federal rules. (Depending on the demographics associated with the corridor, the Legal Notice will also be prepared and distributed in Spanish.)
- 5) At the same time, the Legal Notice will be posted through the NTTA review process and procedures for posting on the NTTA Web site and will remain on the site until the Public Meeting/Hearing is held.
- 6) Notifications will be distributed to key stakeholders/property owners and members of the general public who have notified the NTTA of the interest in the project and who have provided contact information. (This notification should be mailed or e-mailed no less than 10 days prior to the event.)
- 7) Two weeks prior to the event, an NTTA news release will be issued to local news media outlets.
- 8) No less than calendar 10 days prior to the event, the Legal Notice will be published for a second time in local newspapers, as required by state and/or federal rules.
- 9) If necessary, an NTTA Media Advisory may be issued 2-3 days prior to the event.
- 10) Depending on the significance of the project and just prior to the Public Meeting/Hearing, additional communications tools, such as newspaper display advertising and roadside message boards near the meeting/hearing site will be utilized to disseminate the message to the general public.

Obtaining, Creating, Approving and Distributing Project Information

On a weekly basis, the PCM will gather information about projects by:

- Reviewing Board packet information for project updates;
- Scheduling and attending one-on-one meetings with department directors, GEC managers or project managers;
- Attending regularly scheduled project team meetings; and
- Receiving information from NTTA staff members or consultants.

Weekly Project Updates/Events

The PI team will meet weekly with the PCM to provide timely, up-to-date corridor information. From these meetings, the PCM will create a weekly updates and events sheet for internal, executive and director distribution that contains project status and/or activity information that will directly affect customers or that has the potential for stakeholder or elected official feedback. The sheet will include basic activity information, location and anticipated audiences impacted. The sheet will be distributed on the last business day of the week. An example of the Weekly Project Updates/Events sheet is shown on Page 13.

Developing and Approving Materials

When information is obtained or received by the PCM, he or she will draft materials for use by the Communications Department (print and Web), or for direct distribution. Maps and other

project related graphics will also be developed simultaneously with narrative text. All draft text and/or materials will be subjected to an internal Communications Department quality assurance review.

Draft text or materials will be sent to the appropriate source of the information, which includes PI representatives, directors, GEC managers or corridor managers. The directors or managers will review the information for accuracy of content, make changes or edits and return to the PCM. The NTTA's Communication Plan contains specific instructions related to text and document review and approval. These procedures should be reviewed and utilized by the PCM or consultants when developing materials. A copy of this procedure is included in Appendix B to this manual.

The PCM will complete edits and forward final drafts to Bond Counsel (if appropriate).

Following bond counsel review, the PCM will make final edits, resulting in final draft copy/materials for use or production.

Copies of final draft versions will be sent to the source of the information, NTTA Administration, directors of appropriate departments (courtesy copy), and bond counsel before printing or distribution takes place.

A chart showing the flow of approval and review for project communication materials is shown on Page 14.

Printing and Distributing Information/Materials

Following final approval of materials, the following actions will occur:

The PCM will update the project profile database with the final product information. All Communication Department managers will be notified via e-mail when updated project information has been posted, or will be sent the information directly.

If the PCM is the communication manager of materials for a project, the PCM will coordinate printing and distribution of the product. This may include sending the item to an off-site printer and mail house, or it may consist of reproducing the item in-house and distributing through NTTA distribution channels (mail, delivery, etc.).

If a PI representative is responsible for production and distribution, the materials will be subject to a final review by the PCM prior to printing or distributing.

Templates

To maintain consistency of NTTA project information activities and materials, a series of templates have been created for use by the PCM and/or consultants creating such materials. The templates range from meeting notices, advertisements, newsletters and meeting handouts (printed information) to exhibit boards, meeting guidelines (for preparation and conduct) among other tools and techniques. A complete listing of templates, along with descriptions and examples are provided in the last section of this manual.

Templates for printed materials have been created to allow flexibility in placement of project information.

Construction Communications Plans

In order to provide timely and accurate information to elected/public officials, customers, stakeholders and affected citizens about ongoing construction projects, Construction Communication Plans (CCPs) will be developed and utilized.

When the project is a multi-agency controlled effort, the CCPs will be created in conjunction with representatives from each of the agencies involved. The CCPs will result in a coordinated agreed upon message and will result in advance notice to Public Information Officers/ Public Affairs Officers (PIO/PAO) and executive management of agencies in the project area.

The PCM will be responsible for the draft of the CCPs and will work with the NTTA PIO to seek comment and collaboration with the PIO/PAO's from the partner agencies prior to the start of project construction.

Corridor Progress Reports

Corridor Progress Reports (CPRs) are developed monthly by the public involvement consultants and approved by the NTTA Project Communications Manager (PCM), Communications Director, NTTA bond counsel and NTTA executives. The reports provide a monthly update for each corridor and are distributed to the NTTA Board of Directors, as well as elected officials and members of the public who register to receive copies of the items.

Each month, the Public Involvement Manager (consultant) creates a schedule that contains dates and times for which the CPRs are to be developed, edited and approved.

CPR Preparation Process and Schedule

PMO Public Involvement staff gathers updated information and prepares draft approximately one month before NTTA System Projects & Operations Committee meeting (Committee). In the event no Committee meeting is scheduled for a particular month, this process begins approximately one month before the NTTA System Projects & Operations Committee meeting.

Corridor Managers review the CPR for their assigned corridor and offer edits. NTTA Project Communications Manager and Communications Director then review the documents.

Copies for regional projects are sent to the North Central Texas Council of Governments (NCTCOG) and TxDOT-Dallas District and TxDOT-Forth Worth District PIOs for comment.

Final edits on the CPRs are then completed. The documents are then inserted into the Monthly Project Delivery Report (MPDR). The MPDR is a booklet of information related to NTTA transportation projects.

The MPDRs, including the CPRs, are reviewed extensively by Project Delivery Department personnel, including PMO and CIP consultants, Project Evaluation Department staff, Communications Department and bond counsel before final copies are prepared.

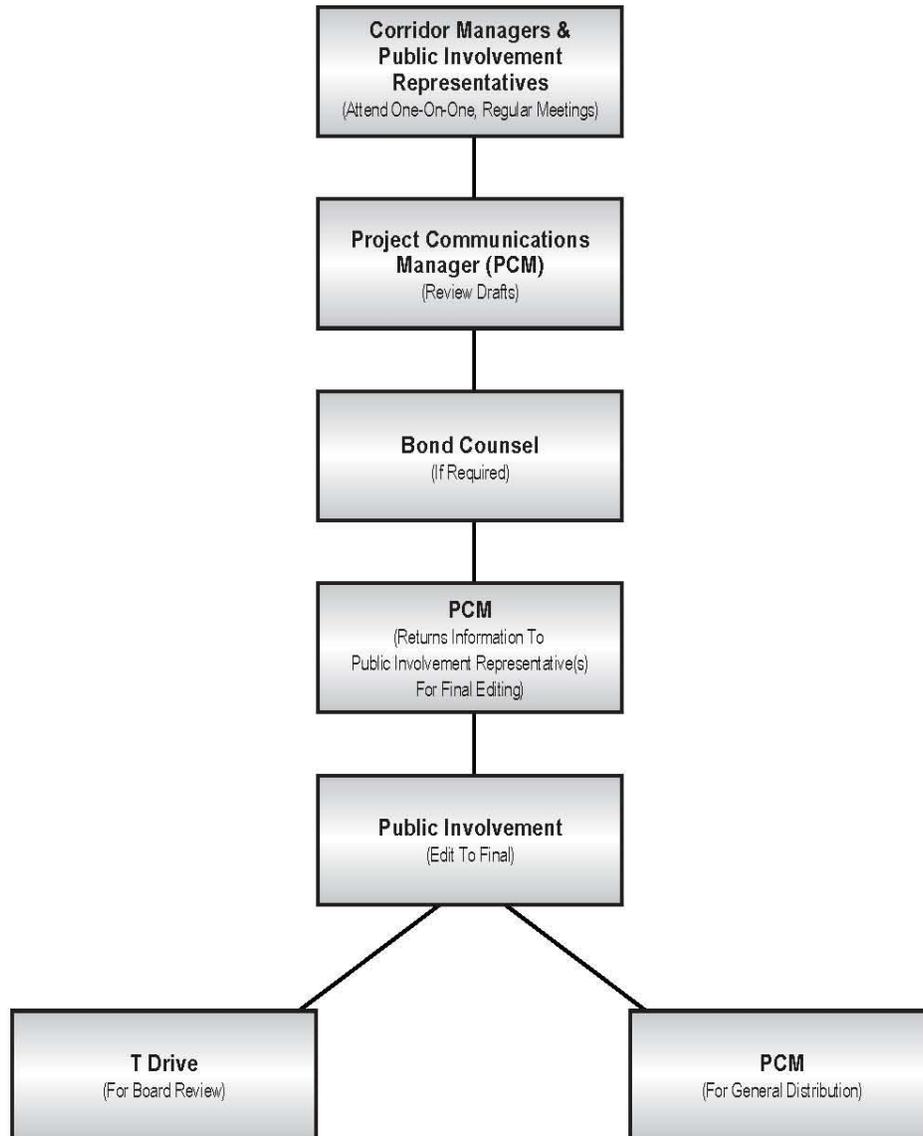
Copies are distributed prior to the NTTA System Projects & Operations Committee meetings. In the event there is no Committee meeting held, the MPDRs are delivered prior to the monthly NTTA Board of Directors meeting.

Once the Committee meeting is held *and* the subsequent Board meeting, electronic versions of the MPDR are posted on the NTTA Web site and Intranet for viewing by interested individuals.

The individual CPRs are also posted on the NTTA Web site following the monthly Board meeting. In addition, the CPRs are e-mailed to elected/ public officials and citizens who have requested copies.

An MPDR “Summary” is prepared and distributed at the monthly meeting of the Regional Transportation Council (RTC). The documents includes information on how the RTC member may access the MPDR.

Corridor Information/Approval Flow Chart



Project Communication Requirements

Much can be achieved when project development staff, communication practitioners, and the community understand the process from design to construction. There is always an education component to any project development program. The program should not only share project details and offer opportunities for input but it should also set expectations regarding the often long-term timeframes necessary for projects. When a community gains greater awareness of a process, the likelihood for events that might create project delays or even abandonment is reduced.

The NTTA has established standard requirements for all agency communications, and there are federal and state communication and public participation requirements that must be fulfilled for various aspects of project development. The following describes those requirements.

NTTA Communication Requirements

In its agency Communication Plan, the NTTA has identified key messages that should be included in all NTTA communications. Primary messages, along with sub-messages that support the primary message include:

Customer

NTTA places the highest priority on its customers' experience by:

- (1) Providing the highest level of customer service to all customers throughout the metroplex
- (2) Improving the quality of life for residents and visitors via enhanced mobility options
- (3) Involving the public in toll road development and improvement;

Mobility

NTTA improves mobility in North Texas by:

- (1) Expediting and delivering projects throughout the four-county region.
- (2) Utilizing all available tools to advance and deliver toll projects in the most timely and cost effective way.
- (3) Increasing mobility efficiency through expanded services, including electronic toll collection and tolling products and options.

Economy

NTTA contributes to the economies of North Texas by:

- (1) Operating in a fiscally responsible manner to maximize transportation financial resources.
- (2) Leveraging the NTTA System to increase transportation funding for toll and non-toll projects in North Texas.
- (3) Fostering residential and commercial development to contribute to local tax revenue.

Safety

NTTA will enhance safety throughout the system through:

- (1) Employing the latest road construction technology to guarantee the highest level of construction and maintenance of NTTA toll roads.
- (2) Providing technology solutions for customers for a safer driving experience.
- (3) Monitoring, responding and communicating with drivers and first responders to increase roadway safety.

Partnerships

NTTA works in partnership with the communities it serves and other North Texas transportation providers.

- (1) Partnering with transportation agencies (public and private) to provide transportation solutions.
- (2) Integrating transportation solutions with local municipalities. Working with cities and counties to streamline the transportation process and provide needed mobility solutions.
- (3) Working with all stakeholders from elected officials to the business community to be responsible stewards of resources.

NTTA Communication Objectives

The NTTA's Communication Plan includes one overall, two external and two internal communication objectives designed to fulfill the communication objectives included in the NTTA's five-year Strategic Plan. The objectives are accompanied by a set of strategies for achieving the objectives and are as follows:

All communications between the NTTA and any audience should be:

- Clear – any information distributed should be accurate, leave no question about meaning or intent, and should leave the recipient of the information with no confusion about whom to contact for more information;
- Consistent – all information distributed should be consistent with NTTA policy or information distributed by any other NTTA department;
- Complete – all information distributed should help the recipient to understand the communication or take desired action;
- Convenient – all information distributed should be easily accessible to recipients and should provide recipients with convenient methods for following up;
- Courteous – all information distributed should include appropriate language to foster good relations with both internal and external audiences;
- Collaborative – all information should consider the impact on any internal department or external entity and should incorporate input from that department or entity; and
- Current – information will be released on a timely basis, and all efforts will be made to respond to inquiries or requests by telephone within two business days of receiving the inquiry or request, and to inquiries or requests through correspondence or e-mail within five business days.

External Objectives

1. Communicate with elected and appointed officials, other transportation agencies and the media to ensure information is available for informed decision-making.

- Ensure appropriate information is distributed frequently to all appropriate elected officials, transportation agency executives, county, municipal and transportation agency staff and the media.
- Provide frequent and consistent information about NTTA projects.
- Distribute appropriate information about NTTA Board of Directors' meetings prior to and following each meeting.
- Establish and maintain a partnership with TxDOT, NCTCOG, other transportation agencies and project partners, as appropriate to collaborate on joint communications.
- Facilitate access to NTTA management by elected officials, transportation agencies and the news media.
- Incorporate mechanisms to obtain input from transportation agencies, elected and appointed officials and the media.
- Utilize professional communication principles and practices to establish effective communications.

2. Communicate with customers, potential customers, and the general public to achieve an informed and supportive constituent base.

- Ensure information is distributed to anyone with a TollTag, individuals and organizations with the potential to be TollTag account holders and the general population of the DFW metroplex and beyond.
- Distribute regular and frequent messages about basic NTTA processes, projects and facilities, such as TollTag accounts, traffic lane closures, traffic flow and maintenance activities.
- Provide regular and frequent information about the NTTA's role and mission and ensure Strategic Plan objectives are incorporated into communications.
- Educate visitors, travelers and non-users of toll roads about using NTTA facilities.
- Promote the use of NTTA facilities through a wide variety of marketing techniques.
- Involve stakeholders and the public in the planning of NTTA projects.
- Incorporate mechanisms to obtain input from customers, potential customers and the general public.
- Utilize professional communication principles and practices to establish effective communications.

3. When necessary, NTTA will prepare communications materials in multiple languages.

- North Texas includes a diverse population. In some situations, it will be necessary to prepare some materials for customers, potential customers, and the general public in languages other than English

- At present, Spanish-language materials will be needed for some NTTA projects based on the demographics for those areas where Spanish-speaking residents live or frequent. The decision to prepare bilingual materials will be made on a project-by-project basis.

Internal Objectives

1. Ensure the NTTA's workforce is informed about agency functions, policies and procedures.

- Increase access to information for all employees and consultants.
- Establish a base of knowledge and provide ongoing information to employees and consultants about the function of NTTA departments.
- Increase the frequency of information distributed to employees and consultants.
- Increase the level of knowledge among employees and consultants about NTTA policies and procedures.

2. Ensure the NTTA's employees and consultants have the information needed to execute initiatives that are important to stakeholders.

- Establish and maintain awareness and support for the NTTA's Mission and Strategic Plan among all NTTA employees and consultants.
- Enhance the knowledge of Board of Directors' and Administration's activities and decisions among all NTTA employees and consultants.
- Provide frequent and consistent information about NTTA projects.
- Establish and maintain a system for involving all appropriate employees and consultants in implementation of projects and initiatives.
- Incorporate mechanisms to obtain input from employees and consultants.
- Define stakeholder expectations in context of employees' and consultants' sphere of influence.

All NTTA project-specific communication and outreach plans should comply with the key message and communication goals and objectives contained in the NTTA's Communication Plan.

Federal Requirements

The NTTA works in partnership with both federal and state agencies to develop and implement roadway projects intended to improve mobility in the North Texas region. As part of that partnership, NTTA often must comply with federal and/or state regulations governing project development. Generally speaking, the NTTA must comply with the requirements of federal and state regulations regarding public involvement for planning projects. There are no federal or state regulatory requirements for conducting public involvement or public information for design, construction or maintenance projects, with the exception that public input must be obtained on some design issues, such as noise barriers.

Public involvement for planning includes complying with the requirements for environmental documents that may be necessary, such as conforming to the public involvement standards for NEPA. Most often, this will occur when the NTTA is expecting to complete a complex Environmental Assessment (EA) or an Environmental Impact Statement (EIS) for a project.

Each state must have procedures in place that are approved by the U.S. Department of Transportation's Federal Highway Administration (FHWA) to carry out public involvement programs for both EAs and EISs. The approved procedures must meet the federal requirements for public involvement pursuant to 23 U.S.C. and 40 C.F.R. parts 1500 through 1508. According to the federal government, the procedures developed by each state must provide for:

- Coordination of public involvement activities and public hearings with the entire NEPA process;
- Early and continuing opportunities during a project development for the public to be involved in the identification of social, economic, and environmental impacts as well as impacts associated with relations of individuals, groups or institutions;
- One or more public hearings or the opportunity for hearings to be held by the State highway agency at a convenient time and place for any project which requires significant amounts of right-of-way, substantially changes the layout or functions of connecting roadways or of the facility being improved, has a substantial adverse impact on abutting property, otherwise has a significant social, economic, environmental, or other effect, or for which the FHWA determines that a public hearing is in the public interest;
- Reasonable notice to the public of either a public hearing or the opportunity for a public hearing. Such notice will indicate the availability of explanatory information. The notice shall also provide information required to comply with public involvement requirements of other laws, Executive Orders, and regulations.

Copies of 23 U.S.C. Section 128 regarding public hearings and 40 CFR Parts 1500 through 1508 are included in Appendix C to this manual.

State Requirements

TxDOT has approved procedures for implementing public involvement. TxDOT's procedures, in some areas, are more stringent than those required by the federal government. When developing projects, the NTTA typically follows the procedures outlined in the TxDOT Environmental Manual, Chapter 4, and/or Title 43, Part 1, Chapter 2, Subchapter A, Rules 2.5 through 2.9 of the Texas Administrative Code. Copies of TxDOT's Environmental Manual, Chapter 4 and applicable Administrative Code rules are included in Appendix C to this manual.

Although many different tools and techniques may be implemented for any project, public meetings or public hearings form the basis for Texas public involvement standards. The following outlines the standard actions recommended for public involvement by TxDOT.

If Changes are:	Type of public involvement suggested is:
Minor or cosmetic	None
Small change in right-of-way requirements	Meetings with Affected Property Owners
Larger changes to right-of-way requirements (typically an EA)	Public meeting or hearing (whichever is appropriate)
Changes in access (ramp configuration) (typically an EA)	Public meeting
Major changes to design, scope, or anticipated environmental effects (new location, etc.)	Formal public hearing(s)

The federal Safe, Accountable, Flexible, Efficient, Transportation, Equity Act: A Legacy for Users (SAFETEA-LU), passed in 2005, created some specific provisions for the EIS. This includes creating a coordination plan to ensure agencies, local partners, and citizens are involved in the transportation planning process, and conducting a second scoping meeting to obtain input on the coordination plan. The outline of these requirements is included in Appendix C to this manual.

Project Communication Activities

As stated in its Communication Policies and Procedures Manual, the NTTA believes that engaging the public in the project development process is critical to the success of every project. Implementation of standard communication activities for every project undertaken by the NTTA will not only ensure regulatory requirements are met, but it will help build community trust and over time reduce the buy-in effort necessary for future projects.

A basic set of information will be gathered and documented for each project undertaken by the NTTA. This information will help the NTTA better understand the project, and the community in which the project is being developed. The activities required to be completed to establish the basic set of information include:

1. Develop a community profile;
2. Identify all audiences that must be included or may have an interest in the project and create a database of names, addresses and other contact information for the audiences;
3. Develop a profile for the project that includes the background and history of the project; including any communications about the project that have been disseminated previously.

Community Profile

Developing a community profile for each project assists in providing decision-makers the background they need to plan the most effective public involvement program. Funding is more effectively used on programs that have a high return. The following information should be obtained for each project community profile.

- Demographics
- An understanding of languages for materials and Limited English Proficiency (LEP) requirements
- A determination of community values – churches, informal grapevine. Age levels, what's the best way to get information out to these people?
- Identification of hot buttons/political controversy/displacements/community issues

Planning Projects

There are a variety of types of planning projects, including toll feasibility and corridor studies, CEs, EAs and EISs. The following describes the standard communication activities that will be implemented for each of these types of project. A description and details about the activities listed can be found in the Tools and Templates section of this manual.

A list of optional activities also is provided and should be considered when a project:

- May impact communities of concern such as a low-income or high-minority community or a community with Limited English Proficiency;
- Is sensitive in terms of public perception or political climate; or
- Is controversial.

Toll Feasibility Studies

Standard Communications

- Elected/public officials updates
- Posting study information and results on www.ntta.org
- Updates in regular NTTA eNewsletters or “special alert” e-mail notices
- Media releases

Optional Communications

- Meetings with elected/public officials and/or stakeholders

Corridor Studies

Standard Communications

- Fact sheet
- Media releases
- Updates included in regular NTTA eNewsletters or “special alert” e-mail notices
- Posting study information on www.ntta.org
- Public meeting(s)

Optional Communications:

- Visualization techniques such as 3-D imagery, drawings, sketches or renderings of alternatives, alignments or potential project impacts, improvements or mitigation options
- Conferences, workshops, small group/neighborhood meetings, focus groups or charrettes
- Advisory committees
- Toll-free hotlines and Web sites with the option to provide feedback
- Interactive materials, such as link on a Web site that allows the user to see how the corridor location is chosen and identify potential designs
- Traveling exhibits/displays located outside a grocery store or community facility frequented by potential project stakeholders
- Newsletter(s) or other print media communication
- Speakers’ bureau
- Surveys or key person interviews
- Contacting community leaders and organizations (religious and non-religious) to assist in distributing project information and encouraging input
- Use of non-traditional meeting places and events

Categorical Exclusion (CE)

Standard Communications

- Meetings with affected property owners (MAPOs)
- Elected/public officials updates
- Posting information to www.ntta.org

Optional Communications

- Fact sheets
- Media releases
- Public meeting(s)/open house(s)

Environmental Assessment (EA)

Standard Communications

- “Special alert” e-mail notices
- Media releases
- Updates included in regular NTTA eNewsletters
- Posting study information on www.ntta.org
- Public meeting(s)/hearing(s)

Optional Communications

- Visualization techniques such as 3-D imagery, drawings, sketches or renderings of alternatives, alignments or potential project impacts, improvements or mitigation options
- Conferences, workshops, small group/neighborhood meetings, focus groups, or charrettes
- Advisory committees
- Toll-free hotlines and Web sites with the option to provide feedback
- Interactive materials, such as link on a Web site that allows the user to see how the corridor location is chosen and identify potential designs
- Traveling exhibits/displays located outside a grocery store or community facility frequented by potential project stakeholders
- Newsletter(s) or other print media communication
- Speakers’ bureau
- Surveys or key person interviews
- Contacting community leaders and organizations (religious and non-religious) to assist in distributing project information and encouraging input
- Use of non-traditional meeting places and events

Occasionally, an EA may require a comprehensive, project-specific plan developed. This should be considered when the project is in a sensitive area or could be highly controversial.

Instructions for developing comprehensive, project-specific plans are provided in the next section of this manual.

Environmental Impact Statements (EIS)

Projects requiring completion of an EIS should have a project-specific public involvement plan developed that provides detailed task and schedule information. Instructions for developing comprehensive, project-specific plans are provided in the next section of this manual.

Design Projects

During the design phase of projects, it is important to keep key stakeholders informed and may be necessary to obtain community input on various aspects of the design, including sound walls, bridge abutments or structural elements. The NTTA has developed a set of System-Wide Design Guidelines that were subject to public input, and typically would be used for most design efforts of the NTTA. However, there may be instances when additional public input is needed.

The following presents standard and optional communications for design projects. Similar to planning projects, optional activities should be considered when a project:

- May impact communities of concern such as a low-income or high-minority community or a community with Limited English Proficiency;
- Is sensitive in terms of public perception or political climate; or
- Is controversial.

Standard Communications

- Interactive workshops or charrettes involving community stakeholders;
- Visualization techniques such as 3D imagery, drawings, sketches or renderings of design alternatives
- Elected/public officials updates;
- NTTA System Projects and Operations Committee and NTTA Board of Directors updates.

Optional Communications

- Public meeting(s)
- Media releases
- Toll-free hotlines and Web sites with the option to provide feedback
- Interactive materials, such as link on a Web site that allows the user to see design options and functions
- Interactive displays or kiosks located outside a grocery store or community facility frequented by potential project stakeholders
- Interactive television
- Newsletter(s), eNewsletters or other print media communication
- Speakers' bureau
- Visual preference surveys

- Contacting community leaders and organizations (religious and non-religious) to assist in distributing project information and encouraging input
- Use of non-traditional meeting places and events

Construction/Maintenance Projects

Public communications are not complete once the designs are selected. Continued communication throughout construction of the project is critical in addressing the continued interest of many stakeholders beyond the planning process. Changes to the plans, schedule delays, or even traffic control changes all present risks that effective communication can curtail. This is true for maintenance of NTTA facilities, during which stakeholders and motorists may experience traffic delays or detours as with a construction project. Project “milestone” communication will also be beneficial as progress continues.

Short-Term Projects

Short-term construction or maintenance projects are defined as those that will be complete within 90 days. Standard communications during short-term project for each audience potentially impacted include:

Standard Communications for Short-Term Projects

Customers

- Updated information on the NTTA Information Line- 214-224-3030
- Updated information on the NTTA Web site
- Updates and changes distributed to the media
- Signage notification along roadways

Elected/Public Officials

- One-on-one meetings prior to construction
- Notify them of any communication going out to the community
- Meet or talk with them continually throughout the project
- Provide notice and updates in elected/public official regular communications

Stakeholders

- Notice to residential and business property owners in the project area before the project begins and as needed to update on any change in schedule.

Media

- Media releases and alerts distributed as needed before and during project. Media includes, TV, radio and print notifications.

Optional Communications for Short-Term Projects

- Flyers or fact sheets for distribution to residents or businesses
- Neighborhood/business/organization meeting presentations
- One-on-one meetings with property owners.
- Banners at main lane or ramp plazas

Long-Term Projects

Long-term projects are defined as those projects that will take more than 90 days to complete. Long-term projects will utilize the same communications tools and tactics as short-term projects; however, the level and length of the communication plan will vary. All long-term projects should have a project-specific public involvement plan developed that provides detailed task and schedule information. Instructions for developing this Public Involvement Plan are provided in the next section of this manual.

Lane Closure Request/Notification Process

To ensure full communication occurs among all external and internal audiences of the NTTA, procedures for processing lane, shoulder and ramp closures, and in some cases, main lane or ramp plaza closures, have been developed. These procedures will apply to all regular and usual construction and maintenance activities conducted by the NTTA. In addition, the procedures will be used for emergency/short notice closures, but the timeframes will be condensed for approvals.

All closures will comply with official NTTA guidelines, and these procedures are not intended to conflict with those requirements. Timeframes for submitting closure requests will be modified in the official NTTA contractor guidelines to match these communication procedures.

Levels of Closure and Request Processing Time

Closures are categorized into primary and secondary levels as shown below. Desired processing times for closure requests also are indicated for each level.

Emergency

These are closures related to accidents, incidents, natural disasters or other events that pose safety risks to motorists. Closure requests or information about closures related to emergency events should be initiated and processed within one hour of the incident.

Short-Term

Unanticipated closures required for activities such as fatality investigations or unplanned maintenance is considered short-term. These closure requests should be initiated and processed within 24 hours.

Complete or Long-Term

These closures will either close completely a lane, ramp, main lane or ramp plaza or other facility, or a close any type of facility for longer than three days. Request for these types of closures should be initiated and processed at least 30 days prior to the anticipated closure.

Standard

This is a closure that is expected to last no more than three days, and that will not result in complete inability of motorists to use facilities. Requests for closures of this type should be initiated and processed at least 10 days prior to the anticipated closure.

Submission of Original Requests

A closure request form will be completed for each proposed closure. A separate form has been created for emergency closures and for short-term or ongoing closures. Draft copies of these forms are attached.

The forms will provide all pertinent information in one place to allow Information about the closure to be communicated efficiently both internally and externally. The forms request basic information about the closure (i.e., location, times, direction, etc.) in addition to asking where and when signing for motorists will occur, and what signage will say.

All emergency closure request forms will be submitted via e-mail by the Command Center to the Traffic Engineer and the PCM immediately. Follow-up phone calls also should occur.

All short-term and ongoing closure request forms will be submitted to the NTTA's Construction GEC, Maintenance GEC or Command Center, whichever is responsible for oversight of the contractor or operations. A contractor working on a maintenance project will submit the request form to the Maintenance GEC, an engineering project contractor will submit the request form to the Construction GEC, and Department of Public Safety personnel will submit a request to the Command Center. GEC or Command Center staff will review the request form and ensure all fields are completed correctly. Completed request forms will then be forwarded to the Traffic Engineer. Follow-up phone calls should be made to the Traffic Engineer.

Processing Closure Requests

As indicated above, timelines have been established for initiating and processing closure requests. The following describes the responsibilities of the traffic engineer and PCM once a request is received. These procedures should be accomplished within the timeframes noted. Generally speaking, one hour is allowed to process emergency requests, four hours is allowed for each step of the process for short-term requests, and one working day is allowed for each step of the process for ongoing closure requests.

Traffic Engineer Procedures

The Traffic Engineer will review the request forms and ensure the request complies with NTTA closure regulations, and forward to the following:

- NTTA Deputy Executive Director
- Directors of Planning, Engineering, Maintenance, Customer Service and Toll Collections
- Command Center

- Director of Communications (or Project Communication Manager)
- Department of Public Safety

PCM Procedures

- On receipt of a closure request, the PCM will create the following informational items in draft form: Media bulletin (or entry for media lane closure report)
- Written informational item for Internet, Intranet or printed distribution use
 - Information included in the weekly *Board Communique* eNewsletter

The PCM also will provide comment on the motorist signing plan submitted on the request, if appropriate.

On completion of draft materials, a quality assurance review will take place within the Communications Department.

On completion of draft materials quality assurance review, the PCM will send the draft informational materials to the following for comments/edits:

- Bond counsel
- Traffic engineer
- Originating GEC or Command Center

The PCM will incorporate edits/comments and subject the final draft materials to a final internal quality assurance review within the Communications Department.

Verification of Closure

At least 24 hours prior to distribution of any materials related to short-term or ongoing closures, the PCM will verify the closure still will occur. This verification may be made via e-mail or telephone.

Final Distribution

The PCM will forward communication products to appropriate NTTA staff for distribution or posting. At a minimum, this includes the Public Information Officer, the Internal Communication Manager and the NTTA Department of Governmental Affairs.

Ideally, distribution of public information about closures will occur as follows:

- Emergency – within one hour of incident
- Short-term – 24 hours following submission of closure request
- Ongoing
 - Complete or long-term – at least three weeks following submission of closure request
 - Standard – at least one week following submission of closure request

Project-Specific Comprehensive Communication Plans

Certain projects will require a structured and detailed approach to public communication and community outreach. Complex projects such as system expansion involving significant right of way impacts, socioeconomic or environmental effects will require opportunities for public engagement. In addition, NTTA projects that require action by regulatory agencies may require prescribed opportunities and forums for public input.

A decision on if a project-specific communication and outreach plan is required should be made early. Guidelines to help make the decision are presented below:

- *Planning Projects* – A project-specific communication and outreach plan should be developed for any planning project expected to occur over a period of one year or more, projects for which federal or state requirements exist related to environmental clearance (such as complying with NEPA), or projects expected to experience controversy.
- *Design Projects* – Only those projects that are expected to be in the design phase for one year or more AND that has design decisions on which the public can provide meaningful input will be required to have a project-specific communication and outreach plan developed and implemented. It is anticipated that few design projects of the NTTA will require this level of outreach, and primarily will be subject to implementation of standard communications as described in the previous section.
- *Construction and Maintenance Projects* – Construction or maintenance projects that are expected to take more than 90 days to complete, are anticipated to impact existing roadways or will have substantial activities designed to address environmental issues will require the development and implementation of a project-specific communication and outreach plan.

Plan Preparation

Document Contents

All project-specific plans will include the following:

- An introduction section that includes a project description and a list of project team members, along with their contact information. Because multiple departments are involved in implementing a project, there is a shared responsibility for ensuring that the public is effectively informed of and/or involved in NTTA improvements. Similarly, with many internal and external team members involved with NTTA projects, a detailed explanation of responsibilities should be included.
- Background information that includes details about any previous outreach activity, and the project's relationship to other regional projects;
- A section that identifies issues related to any proposed project communication and outreach activities;
- A list and description of all audiences that must be included in the communication and outreach plan;
- Goals and objectives of the project-specific plan;

- Activities, tools and techniques, and processes anticipated to occur as part of the communication and outreach plan, and a proposed schedule for implementation of activities; and
- Evaluation methods for determining the success of the outreach program.

Standard Activities

The following activities will be implemented for each project-specific communication effort undertaken by the NTTA. Projects are categorized by anticipated type. Descriptions, purposes and other information about each activity are available in the Template section of this manual.

Environmental Assessments (if project-specific plan required)

- Database development
- Open houses
- Local officials notice
- Public meeting(s)
- Public hearing(s)
- Notices of public meetings/hearings by mail to database and newspaper display advertising;
 - Include American with Disabilities Act (ADA) notice requirements
- Property owners notice
- Newsletters or fact sheets
- Media releases
- Web site information on www.ntta.org
- Comment forms
- Public involvement report for inclusion in the EA
- E-mail monthly corridor progress reports

Environmental Impact Statements

- Database development
- Local official briefings/presentations
- Public meeting(s) (including required scoping meetings)
- Public hearing(s)
- Notices of public meetings/hearings (by mail to database or newspaper display advertising; include ADA notice requirements)
- Property owners notice
- Legal notices
- Newsletters or fact sheets
- Third-party notices and information (such as chambers, major employers, etc.)

- Media releases
- Web site information allowing comment receipt
- Comment forms
- Public involvement reports and DEIS chapter on public involvement
- E-mail monthly Corridor Progress Reports

Design Projects

- Database development
- Local officials notice
- Open houses
- Workshops or meetings with stakeholders or affected property owners
- Notices of public meetings by mail
 - Include ADA notice requirements
- Fact sheets
- Web site information on www.ntta.org
- Comment forms
- E-mail monthly Corridor Progress Reports

In addition to the above activities, the PCM or consultant also will obtain information about how traffic will be maintained during construction (Maintenance of Traffic (MOT) plan). This information will be used to develop a tentative schedule of construction activities that will impact motorists when a construction communication plan is developed.

Construction and Maintenance Projects

- Database development
- Local officials notice
- Stakeholder and property owner notice
- Fact sheets
- Media releases and bulletins for motorist notification
- Insertion of construction/maintenance updates in regularly distributed NTTA eNewsletters
- Third-party notices and information (such as chambers, major employers, etc.)
- Web site information
- Lane closure schedule development
- Issuance via e-mail of monthly CPRs for those who sign-up for them

Tools and Techniques

A variety of tools are available to disseminate information and to involve the public. Following is a description of public outreach tools, activities, techniques and materials. Sample templates indicated for items can be found in Appendix A of this manual.

Project Audience Database

A contact information database, including federal, state and local officials, agencies, neighborhood or special interest groups, chambers of commerce, economic development officials, local community leaders, property owners, major employers, project team members, and anyone else having an interest in the project. The database will be developed, maintained, and updated by the PCM, his or her designee or consultants who may be responsible for project communications. Databases developed by consultants will be subject to review by the PCM or his/her designee.

Following each public meeting or event involving sign-in sheets, names and addresses of attendees who are not already in the database will be added within one week after the meeting. Following each information mail out, any returns will be logged and new/corrected addresses will be sought. Once a new address is found, the piece will be re-sent and the address will be updated in the database. Individuals who submit written comment forms, letters, e-mails, call or request information from the Web site will be added to the database following receipt of information.

Templates

- Sample project audience database

Notices

Notification of public meetings or workshops and public hearings can take several different forms, although providing notice of meetings or hearings is required for all projects. Types of notices and anticipated recipients of each are as follows:

- *Elected/ Public official notice* – This usually is a letter sent to all elected and appointed officials in a project area. The letter should include some basic information about the project, and provide meeting dates, times and locations. Consideration should be given to sending additional materials with the letter, such as legal notice, eNewsletter, fact sheet or other project items.
- *Postcard notice* – All persons on the project mailing database can be sent a postcard notifying them of meetings or hearings. Postcards often are sent as a reminder after recipients are mailed a newsletter or other notice. Postcards also may be sent if there is insufficient project information to develop a newsletter that includes notice, and recipients simply need to be notified of meeting dates, times and locations.
- *Property owners notice* – All property owners within the project area should be sent notice about public meetings and hearings. Coordination with technical staff is required to determine the catchment area of property owners within the project area who should be sent notice. This notice can take the form of a letter mailed with first-class postage, a letter mailed certified, or an eNewsletter or postcard. Discussion with technical staff and review of state and federal requirements can help determine which type of distribution would best serve the project.

- *Legal notice* – Prior to public hearings, publication is required of a legal notice in the newspaper of record in the county in which the project area lies. The legal notice is required to include a project description, meeting dates, locations and times, and methods for obtaining project informational materials and making comments. For roadway projects in Texas, legal notices are required to be published at 30 days and 10 days in advance of meetings or hearings.
- *Newspaper display advertisements* – Although not required, newspaper display advertisements provide the general public with notice of meetings or hearings. Newspaper display advertising can vary in size and content. The specifics of newspaper advertising will depend on the budget available for publishing such display ads. As with legal notices, newspaper advertising should be published at 30 days and 10 days in advance of meetings or hearings.

Templates:

- Public officials notice
- Postcard notice
- Property owners notice
- Legal notice
- Newspaper display advertisement

Public Meetings/Hearings

Public meetings are community forums, conducted in easily accessible locations within a project's affected area. Public meetings may take the form of an open-house, a formal public meeting or a formal public hearing.

- *Open House* – Open house meetings are relatively unstructured gatherings. Displays of project information are made available for public viewing, and project staff is available to assist members of the public with understanding the displays and answering questions. A meeting may be conducted entirely in an open-house format, or an open-house may be held prior to a formal public meeting format. Comments are accepted verbally and in writing at an open-house meeting. An open house typically is conducted for projects that do not have formal meeting requirements, are considered non-controversial, or that have less complex information to transmit to participants. Open-house meetings also should be considered for projects in which the potential audiences need flexibility for attending and participating.
- *Formal Public Meeting* – Formal public meetings have a structured format that includes an introduction, a presentation about the project, and a question-and-answer period to allow attendees to make comments or ask questions. Public meetings may be recorded, although standard procedure is to take meeting notes and create a meeting summary following the meeting. Comments are accepted verbally and in writing at an open-house meeting. Formal public meetings usually are conducted for projects when required by regulations, or for projects that may be controversial and crowd control is desired. Formal public meetings should also be considered when the audience is anticipated to prefer a presentation and traditional meeting format.
- *Formal Public Hearing* – Formal public hearings fulfill the requirements of NEPA, and are accompanied by strict notice requirements and hearing format structure. As with a formal public meeting, a hearing includes an introduction, and a presentation about the

project. Public comments are taken following the presentation, and are transcribed verbatim for the record. Typically, there is no official response made to comments or questions asked during the comment period. In rare circumstances, exceptions are made. These are to be addressed on a case by case basis. Formal public hearings are required when completing a complex EA or an EIS.

Templates:

- Exhibits
- Agenda
- Sign-in sheets
- PPT Presentation
- Speaker cards
- Comment cards/forms

Workshops

Workshops are working sessions in which attendees participate more in discussions than a public meeting, and typically, facilitation or interactive formats are used. Workshops usually involve small-group activity, and usually are conducted to ferret out details about a project, such as identifying problems, or discussing detailed options. The time needed for a workshop can often exceed the time generally required for a public meeting, as workshops sometimes are conducted in half-day or full-day sessions.

Templates:

- Sample agenda
- Sample meeting minutes
- Sample exhibits

Comment Cards/Forms

Written comment cards or forms allow anyone interested in a project to document their comments for the record. Comment forms should be made available at all public meetings, workshops, hearings, and other events at which project information is provided. Comment forms may request specific, targeted information, or they may simply ask for general comments on a project. Citizens wishing to use this method may return during the meeting/hearing or may mail back the form to the NTTA within a specific time period.

Templates:

- Comment card

Newsletters

Newsletters are multiple-page publications that provide recipients with maps, project information, notice of meetings, hearings or workshops, Frequently-Asked-Questions and other pertinent facts. This communication piece generally is mailed to all people on the project database, or distributed at meetings and other venues. Newsletters should be used when there is a lot of information to be transmitted to audiences, and when there is a need to help educate audiences about project processes, purposes or other similar issues.

Templates:

- Sample newsletter
- eNewsletter

Fact Sheets

Information in fact sheets is similar to that found in a newsletter, with the exception that a fact sheet typically contains only project facts (and does not include information about processes, notices, etc.). Fact sheets usually are only one page (possibly both front and back), and are distributed at meetings, presentations, and other events.

Templates:

- Sample fact sheet

Brochures and Flyers

- *Brochures* - essentially are fact sheets printed in a different format – usually on one sheet of paper which is folded into thirds. The most common uses of brochures for transportation projects is at the end of a project phase, when a brief summary of a final report is desired for distribution, or for including in literature racks or libraries.
- *Flyers* - typically are one page in length and typically are used for providing notice of meetings, hearings or workshops. Flyers also can be used to alert people about impending project activities, such as facility or plaza closures. Use of art design on flyers is highly desired to capture attention. Flyers are most often posted on bulletin boards in public places, placed on windshields of motor vehicles in strategic project area locations, placed in door hangers on property owner residences adjacent to a project, or made available for hand distribution through third parties, such as neighborhood organizations or other groups that meet regularly.

Templates:

- Sample brochure
- Sample flyer

Media

- *Media Releases/Media Kits* -Information distributed to the media takes the form of a media release, which is a printed or electronic document containing newsworthy information about projects or other subjects. Media kits are typically a number of documents or materials that are packaged together to provide additional information to reporters and editors. Media releases typically are distributed by the NTTA electronically to all area print and broadcast media.

Templates:

- Sample media release
 - Sample media notice
- *Television and Radio Appearances* - Television appearances and radio broadcasts may either be related to the news media, or they may be talk shows or other longer-length interviews. Television and radio interviews related to the news media typically are to alert the public to newsworthy NTTA business. Talk show appearances and broadcasts typically are sought for projects or issues for which more explanation and understanding is desired.

Field Trips –

Field trips are visits to NTTA roadways or other facilities to provide audiences with real-time exposure to NTTA operations. Field trips usually are taken by internal audiences, such as the NTTA Board of Directors, or for specific, targeted external audiences, such as the media. Field trips are reserved for use when it is important for audiences to see a particular facility to help facilitate understanding.

Speakers Bureau/Presentations

There are a number of audiences with whom the NTTA provides briefings on projects or other items of interest. These can include neighborhood groups, chambers of commerce, local governing bodies, major employers, professional societies, environmental groups, and civic or other organizations. A Speakers Bureau is a cadre of NTTA staff or consultants who are designed as presenters at such briefings. However, a NTTA staff member or consultant may be asked to present information even if they are not a designated Speakers Bureau member. Presentations typically are created by the Communications Department, but may also originate in another NTTA department. Presentations usually are made to audiences that are considered sensitive, or on request.

Community Events and Committees

- *Community Events* - Festivals, fairs, expos, or other events expected to attract large numbers of people are community events. The NTTA often is asked to be present at community events to either offer toll education or making TollTags available to those who wish to acquire one. A community event may also be used to gather comments on NTTA projects.
- *Community-based Committees* - Community-based committees are panels comprised of various community representatives who come together to discuss a project and offer comments on proposed plans or designs. Groups and organizations with an interest in mobility, local communities, institutions, businesses, and residences in the corridor can provide a wealth of information about the study area's cultural, historical, social and economic characteristics. These groups can help identify potential environmental impacts, and help develop potential environmental mitigation measures.

Typically, at least two separate committees are formed for a project. One group is formed with representation from municipal and county public works/transportation/planning officials, other transportation agencies such as Dallas Area Rapid Transit (DART) and the Texas Department of Transportation (TxDOT), the North Central Texas County of Governments (NCTCOG), and other technical interests. The second group is formed with representation from neighborhoods, business, local governments, educational institutions, commuters, environmental groups, law enforcement, major employers and others with an interest.

Third-Party Communications

Third-party groups and organizations, such as chambers of commerce, neighborhood associations, historic preservation groups, professional societies, and others, often will distribute information on behalf of the NTTA in the interest of keeping their membership informed. These groups often have newsletters or other communications with their members, in which they will include NTTA project information or updates. Third party assistance may be utilized by the NTTA with any communications.

Communications with Internal Audiences

The NTTA has several different methods for providing information to internal audiences, such as the NTTA Board of Directors, NTTA staff and consultants. These include Board packets, weekly progress reports, the Intranet, staff meetings, e-mails, and other communiqués. It is the intent of the NTTA to keep the Board and staff informed at all times about projects to help ensure they are knowledgeable and aware of project activity.

Web site Information

Basic information about NTTA projects is available at www.ntta.org. Stand-alone site or Web pages on the existing site are appropriate for major efforts that require large amounts of information to be made available, or when mechanisms to gather public comments online are desired.

Templates:

- Web page

Appendix A

Legal Notice (Public Meetings/Hearings)

Description: – Prior to public hearings, publication is required of a legal notice in the newspaper of record in the county in which the project area lies. The legal notice is required to include a project description, meeting dates, locations and times, and methods for obtaining project informational materials and making comments. For roadway projects in Texas, legal notices are required to be published at 30 days and 15 days in advance of meetings or hearings. Legal notices are optional for public meetings, MAPOs and other public forums, but if they are run, should follow the requirements of a public hearing notice.

Finish Size: Depends on length of content

Color: Black & White

Fonts: Times New Roman or Arial

Programs: Microsoft Word

Quantities: Specified in scope

Additional Versions: Spanish

NOTICE OF PUBLIC HEARING

On Tuesday, May 10, 2005, the North Texas Tollway Authority (NTTA) will conduct a public hearing and open house to discuss the proposed construction improvements to Oak Lawn Avenue and the Dallas North Tollway (DNT). The purpose of the hearing is to discuss the proposed project, project alternatives, location, design, and environmental analysis conducted for it. The open house will be held from 6:00 p.m. to 7:00 p.m. with the public hearing beginning at 7:00 p.m. at Scottish Rite Hospital.

The open house will provide interested citizens an opportunity to view project exhibits and ask questions. The public hearing is for the express purpose of soliciting written and/or verbal comments regarding the project for inclusion in the public hearing transcript. To be included in the official record of the public hearing, written comments must be postmarked by Friday, May 20, 2005. Written comments should be mailed to: Mr. Christopher Anderson, North Texas Tollway Authority, 5900 W. Plano Pkwy., Ste. 100, Plano, Texas 75093.

The project limits extend along Oak Lawn Avenue between IH 35E and Maple Avenue and along the DNT between Maple Avenue and Harry Hines Boulevard in the City of Dallas, Dallas County, Texas. The proposed improvements include:

- Widening and improving Oak Lawn Avenue from IH-35E to Maple Avenue from four lanes to six lanes;
- Replacement of the DNT bridge over Oak Lawn Avenue;
- Widening and improving the DNT between Maple Avenue on the north and Harry Hines Boulevard on the south. Reconstruction of the main lanes would include three 12' to 13' lanes, 0' to 13' outside shoulders, 2' inside shoulders in each direction and concrete wall barriers separating traffic by direction. The existing configuration has three 12' lanes, 3' to 9' outside shoulders, 2' inside shoulders and concrete wall barriers separating traffic by direction; and
- Construction of a half-diamond interchange connecting the DNT to Oak Lawn Avenue.

The purpose of the proposed improvements is to reduce existing and forecasted congestion levels, improve mobility and correct existing safety and roadway deficiencies in the project area.

The right-of-way requirement for the build alternative is 0.69 acre, which is primarily for the construction of the proposed northbound entrance ramp from Oak Lawn Avenue to the DNT. No displacements or relocations will occur as a result of the roadway widening and improvements. The proposed improvements have the potential to impact land use, noise effects, trees and cultural resources. Approximately 0.523 acre of land from the Old Parkland Hospital property will be required for right-of-way acquisition. A Programmatic Section 4(f) Evaluation addressing the proposed use of the Old Parkland Hospital property is included in the Environmental Assessment (EA).

Copies of the EA and other information about the project may also be obtained at the NTTA office located at 5900 W. Plano Pkwy., Ste. 100, Plano, Texas 75093. Printed copies of the EA are available for \$20 (actual cost of reproduction).

Persons with disabilities who plan to attend the public hearing and who may need auxiliary aids or services, such as interpreters for persons who are hearing impaired, readers, large print, or Braille, are requested to contact Alexi Griffin at (214) 559-7825 at least two business days prior to the hearing so that appropriate arrangements can be made.

Public Hearing Information — points to the first paragraph of the notice.

Project Description — points to the paragraph describing the project limits and improvements.

Need and Purpose — points to the paragraph explaining the purpose of the improvements.

ROW Information — points to the paragraph detailing right-of-way requirements.

Document Review Information — points to the paragraph about obtaining EA and other information.

Special Needs/Contact Information — points to the final paragraph regarding accessibility.

Stakeholder Official Letter (Project Kickoff and Stakeholder Meetings)

Description: This usually is a letter sent to all elected and appointed officials in a project area at the beginning of the stakeholder outreach process. In certain cases, a postcard may be distributed in lieu of a letter. Please refer to page A5 The letter should include some basic information about the project, and provide meeting dates, times and locations. Only NTTA staff is authorized to sign the letter. Consideration should be given to sending additional materials with the letter, such as newsletter, fact sheet or other project items.

Finish Size: 8.5" x 11"

Color: Black & White

Fonts: Times New Roman or Arial

Programs: Microsoft Word

Quantities: Specified in scope

NTTA
NORTH TEXAS TOLLWAY AUTHORITY

Date — Paul N. Wageman
Chairman
January 17, 2007

To: — Jack Miller
Vice Chairman
Gary Base
Director
David R. Denison
Director
William W. Headows
Director
Robert Shepard
Director
Alan E. Sims
Director

Mr. Leonard Martin
City Manager
City of Carrollton
1945 E. Jackson Rd.
Carrollton, TX 75011-0535

RE: North Texas Tollway Authority Invitation

Salutation — Dear Mr. Martin,

Meeting/Hearing Information — You are invited to attend a meeting on Tuesday, February 6, 2007, 1:00 p.m., at the North Texas Tollway Authority (the Authority) Board Room, 5900 West Plano Parkway, Suite 200, Plano, Texas to learn about the Authority's continuing efforts to improve aesthetics along the President George Bush Turnpike (PGBT).

Contact Information — Jerry Hiebert
Interim Executive Director
Rick Herrington
Interim Deputy Executive Director
Susan A. Buse
Chief Financial Officer
Debbie Smith
Secretary

Please confirm your attendance, and any additional members of your team, by contacting Elizabeth Mow at (214) 224-2157 or emow@ntta.org.

I look forward to visiting with you and discussing the progress on this project.

Sincerely,

Signature — J.C. Wood, Jr., P.E.
Director of Maintenance
North Texas Tollway Authority

P.O. Box 260729
Plano, TX 75026
5900 W. Plano Parkway
Suite 100
Plano, TX 75093
214-461-2000
214-528-4826 (Fax)
www.ntta.org

Newspaper Legal Notice (Public Meetings/Hearings)

Description: – Newspaper display advertisements provide the general public with notice of meetings or hearings. Newspaper display advertising can vary in size and content. The specifics of newspaper advertising will depend on the budget available for publishing such display ads. Newspaper advertising should be published one week or less in advance of meetings or hearings.

Finish Size: Specified in scope

Color: Black & White

Fonts: Arial or Times New Roman

Programs: Microsoft Word

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

Notice of Public Hearing Dallas North Tollway Extension from U.S. 380 to FM 428 in Collin County, Texas

The North Texas Tollway Authority (NTTA) will hold a public hearing to discuss the proposed six-mile extension of the Dallas North Tollway (DNT) Phase 4A from United States Highway (U.S.) 380 to Farm to Market (FM) 428 in the town of Prosper and the city of Celina in Collin County, Texas. The hearing will be conducted as follows:

**Thursday, July 24, 2008
6:30 p.m. – Open House
7 p.m. – Public Hearing
Prosper High School Cafeteria
300 Eagle Lane, Prosper, Texas 75078**

The purpose of this hearing is to present the proposed schematic and results of the environmental assessment for DNT Phase 4A. As proposed, the tollway would extend from U.S. 380 northward to FM 428. This approximate six-mile extension has been designed as a controlled access tollway with a design speed of 70 miles per hour. The toll road would have six mainlanes with three lanes in each direction, all of which would be tolled. The design would also accommodate non-tolled three lane service roads in each direction. Minimum right-of-way (ROW) width for the project is typically 360 feet, with a maximum ROW width of 400 feet to allow for cross-street interchanges and ramps. No residents, businesses, or organizations would be displaced as a result of the proposed project.

Individuals knowledgeable about the project will be available at the Prosper High School Cafeteria from 6:30 p.m. to 7 p.m. during the open house. The public hearing will begin promptly at 7 p.m. For those unable to attend the meeting or who would like to view information before the meeting, the schematic layout showing the location and design, environmental assessment, and other project-related items will be available before the meeting. These items may be viewed at the administrative offices of the town of Prosper, 121 W. Broadway, Prosper, Texas 75078; city of Celina, 302 W. Walnut Street, Celina, Texas 75009; the Collin County Engineering Department, 825 N. McDonald Street, McKinney, TX 75069 and the NTTA, 5900 W. Plano Parkway, Plano, TX 75093. In addition, the schematic will be available on the NTTA Web site, www.ntta.org.

Individuals interested in attending the hearing who have special communication or accommodation needs are encouraged to contact the NTTA at 972-628-3163 at least 72 hours prior to the hearing. Since the hearing will be conducted in English, any requests for language interpreters or other special communication needs should also be made at least 72 hours prior to the public hearing. The NTTA will make every reasonable effort to accommodate these needs.

Verbal and written comments relative to the proposed project may be presented at the hearing or written comments may be submitted to Corridor Manager, Re: DNT Phase 4A, NTTA, 5900 W. Plano Parkway, Plano, Texas 75093. Comments will also be accepted by e-mail at DNT45@ntta.org. All comments must be postmarked by August 7, 2008 to be included in the public hearing record.

Postcard Notice (Public Meetings/Hearings)

Description: All persons on the project mailing database can be sent a post card notifying them of meetings or hearings. Post cards often are sent as a reminder after recipients are mailed a newsletter or other notice. Post cards also may be sent if there is insufficient project information to develop a newsletter that includes notice, and recipients simply need to be notified of meeting dates, times and locations.

Finish Size: 8.5" x 5.5"

Color: Black & White

Fonts: Times New Roman or Arial

Programs: In-Design

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope



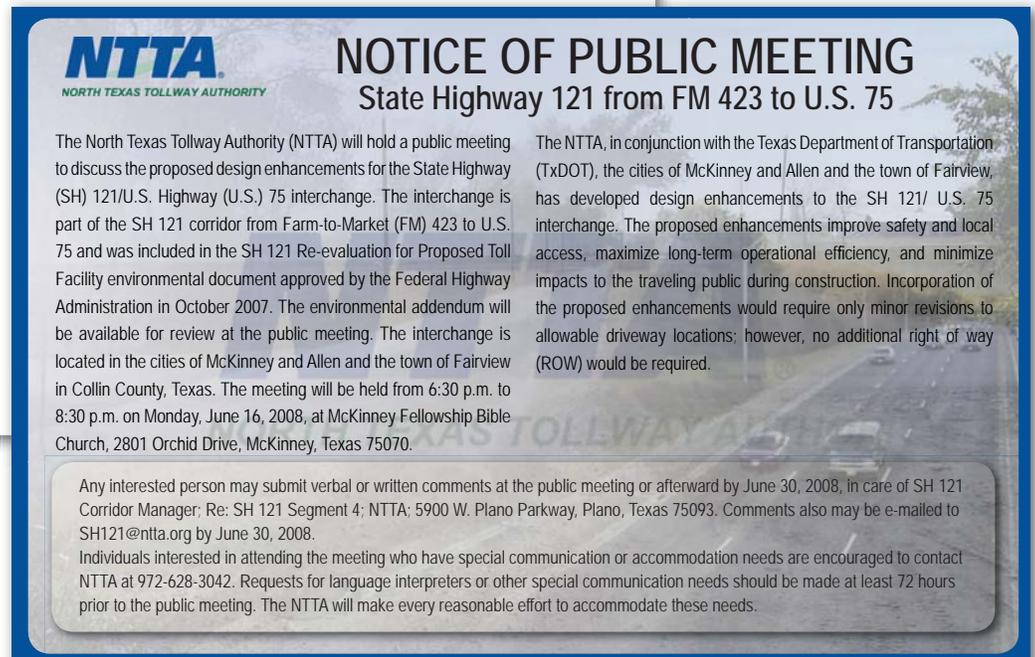
**ECONOMY
CUSTOMER**

The North Texas Tollway Authority provides a fiscally sound system of innovative toll facilities, services and solutions that improves the mobility, quality of life and economy of the North Texas region.

**PARTNERSHIP
MOBILITY
SAFETY**

NTTA
NORTH TEXAS TOLLWAY AUTHORITY

North Texas Tollway Authority
Communications Department
5900 W. Plano Parkway
Plano, Texas 75093



NTTA
NORTH TEXAS TOLLWAY AUTHORITY

NOTICE OF PUBLIC MEETING

State Highway 121 from FM 423 to U.S. 75

The North Texas Tollway Authority (NTTA) will hold a public meeting to discuss the proposed design enhancements for the State Highway (SH) 121/U.S. Highway (U.S.) 75 interchange. The interchange is part of the SH 121 corridor from Farm-to-Market (FM) 423 to U.S. 75 and was included in the SH 121 Re-evaluation for Proposed Toll Facility environmental document approved by the Federal Highway Administration in October 2007. The environmental addendum will be available for review at the public meeting. The interchange is located in the cities of McKinney and Allen and the town of Fairview in Collin County, Texas. The meeting will be held from 6:30 p.m. to 8:30 p.m. on Monday, June 16, 2008, at McKinney Fellowship Bible Church, 2801 Orchid Drive, McKinney, Texas 75070.

The NTTA, in conjunction with the Texas Department of Transportation (TxDOT), the cities of McKinney and Allen and the town of Fairview, has developed design enhancements to the SH 121/ U.S. 75 interchange. The proposed enhancements improve safety and local access, maximize long-term operational efficiency, and minimize impacts to the traveling public during construction. Incorporation of the proposed enhancements would require only minor revisions to allowable driveway locations; however, no additional right of way (ROW) would be required.

Any interested person may submit verbal or written comments at the public meeting or afterward by June 30, 2008, in care of SH 121 Corridor Manager; Re: SH 121 Segment 4; NNTA; 5900 W. Plano Parkway, Plano, Texas 75093. Comments also may be e-mailed to SH121@ntta.org by June 30, 2008.

Individuals interested in attending the meeting who have special communication or accommodation needs are encouraged to contact NNTA at 972-628-3042. Requests for language interpreters or other special communication needs should be made at least 72 hours prior to the public meeting. The NNTA will make every reasonable effort to accommodate these needs.

Exhibits (Public Meetings/Hearings)

Description: Exhibit boards are one of the key ways to convey information to the public. Using exhibit boards to display project maps, simulations stills, timelines or other graphics make it easy for complex information to be shown to the public in a large display format.

Finish Size: 34" x 44" is standard, however sizes may vary

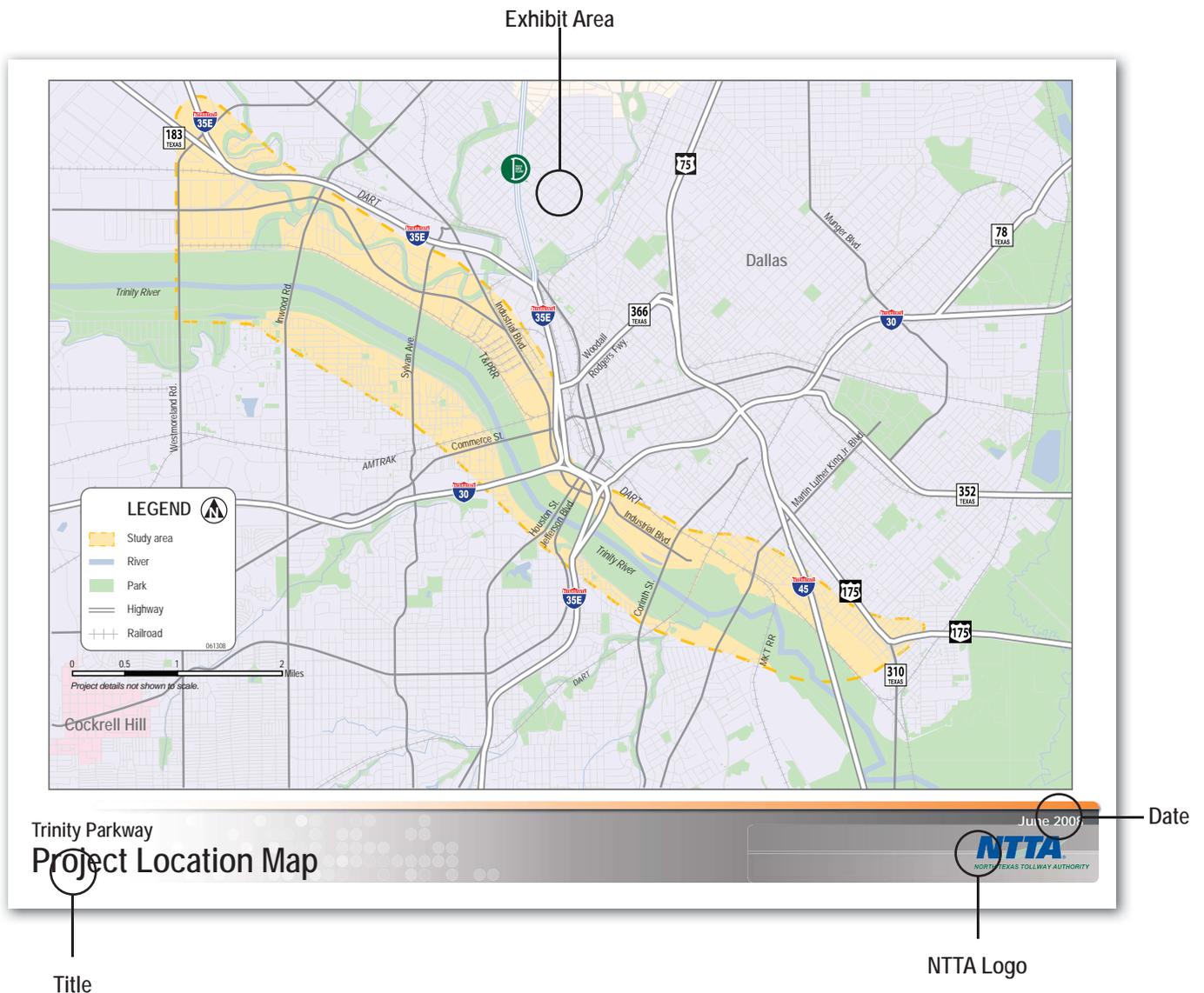
Color: One color, two color or four color

Fonts: Varies depending on project specifications

Programs: Archmap, Illustrator or equivalent

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope



Title

NTTA Logo

Date

Agenda (Public Meetings/Hearings)

Description: Agendas are prepared and distributed prior to a public meeting/hearing to help prepare attendees and presenters to the meeting, as well as to keep the meeting on track and cover the intended material in the allotted amount of meeting time.

Finish Size: 8.5" x 11"

Color: Black & White

Fonts: Arial and Eurostile

Programs: Microsoft Word or InDesign CS2

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

Public Meeting - Agenda

SH 121 from FM 423 to U.S. 75

Public Meeting Focus Area: SH 121/U.S. 75 Interchange

8.5" x 11"

Date:

Monday, June 16, 2008

Time:

6:30 p.m. to 8:30 p.m.

Location:

McKinney Fellowship Bible Church
2801 Orchid Drive
McKinney, Texas 75070

Purpose:

To discuss proposed design enhancements to the State Highway (SH) 121/ U.S. Highway (U.S.) 75 interchange in the cities of McKinney and Allen and town of Fairview in Collin County, Texas.

Agenda:

6:30 p.m. to 7 p.m. - Open House

Attendees are invited to review exhibits of the proposed design enhancements, which will improve safety and local access, maximize long-term operational efficiency and minimize impacts to the traveling public during construction. The proposed enhancements would require only minor revision to allowable driveway locations; however, no additional right-of-way (ROW) would be required. Our staff is available tonight to answer your questions.

7 p.m. - Presentation

Speakers:

Steve Hankins, P.E.
SH 121 Corridor Manager, NTTA

Michael J. Bauer, P.E., S.E.
SH 121/U.S. 75 Interchange Design Engineer
JACOBS, North American Infrastructure

Intermission

Comments/Q&A and Closing Remarks

**Any interested person may submit verbal or written comments for the public record during tonight's public meeting or afterward by June 30, 2008, in care of SH 121 Corridor Manager, Re: SH 121 Segment 4; NTTA; 5900 W. Plano Parkway, Suite 100, Plano, Texas 75093. Comments also may be e-mailed to SH121@ntta.org by June 30, 2008, to be included as part of the official public record.*

Powerpoint Presentation (Public Meetings/Hearings)

Description: Powerpoint presentations are useful to present information for a variety of meetings, including public meetings and hearings, workshops, MAPOs, trainings and other venues where information is shared with a group.

Design Elements: Overall design and typography consistent with gradients, screens, colors and photography currently used within the template and project. Custom animation and use of other effects such as action button should be used as needed to increase the dynamics of the presentation.

Photography/Graphics: import no higher than 100 dpi and set at RGB format as a jpg file

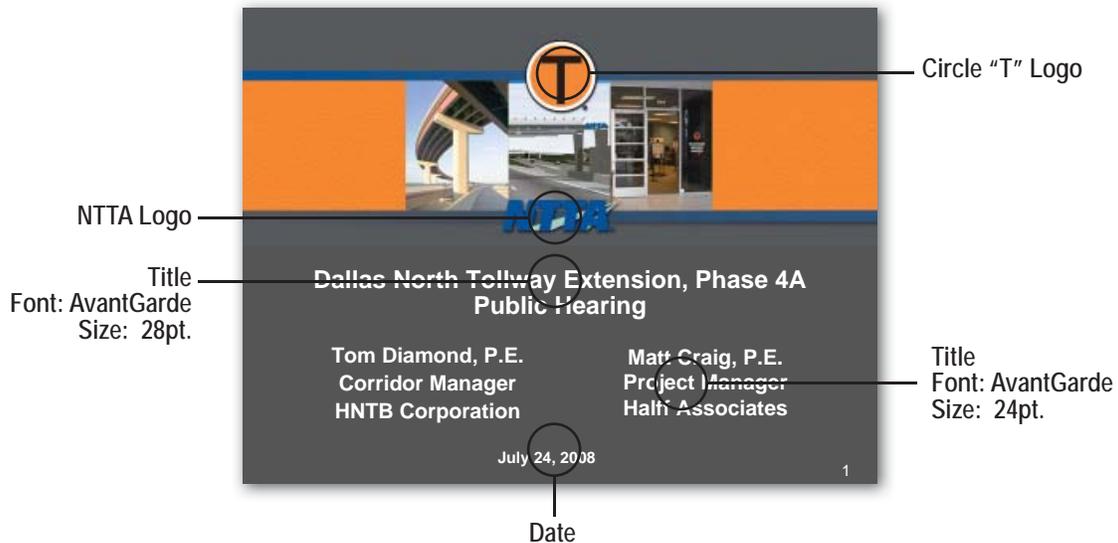
Layout Applications: PowerPoint. Photoshop CS and Illustrator CS may also be used to create the template.

Fonts: AvantGarde or equivalent serif font to closely match all other graphic collateral. Font sizes may vary due to the amount of information given for each frame.

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

COVER SLIDE TEMPLATE

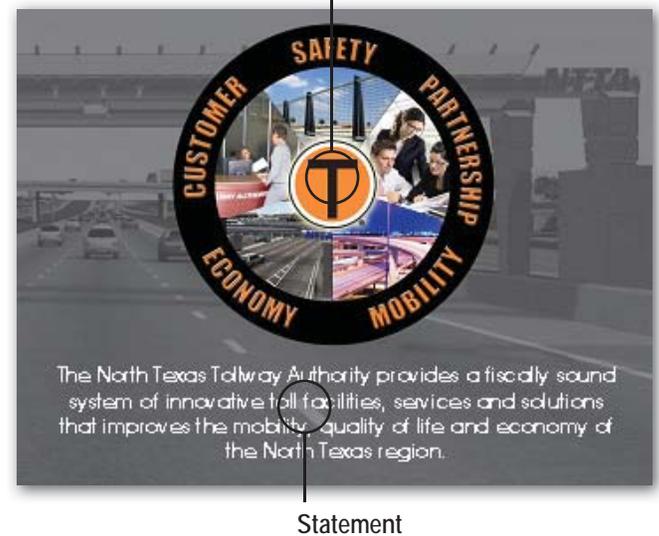


Title of Slide
Font: Arial Bold
Size: 26pt. - 30pt.

CONTENT TEMPLATE



FINAL SLIDE TEMPLATE



Agenda (Workshops)

Description: Agendas are prepared and distributed prior to a workshop to help prepare attendees and presenters to the meeting, as well as to keep the meeting on track and cover the intended material in the allotted amount of meeting time.

Finish Size: 8.5" x 5.5"

Color: Black & White

Fonts: Arial and Eurostile

Programs: Microsoft Word

Quantities: Depends on number of meeting attendees

Additional Versions: Spanish if specified in scope

NOISE WORKSHOP

South End Toll Plaza

Dallas, Texas

April 2007

Exhibit viewing at 5:30 pm
Presentation at 6:00 pm

NTTA
NORTH TEXAS TOLLWAY AUTHORITY

Noise Workshop Agenda

5:30 pm _____ Noise Workshop

6:00 pm
Introduction _____ NTTA, Plano

6:15 pm
Noise Presentation _____ Consultant,
HNTB Corporation

7:00 pm
Question and Answer _____ Consultant,
HNTB Corporation Session

*Questionnaires may be completed this evening or submitted to Jane Doe, W. Plano Parkway, Plano, TX, 75093. Questionnaires must be postmarked by March 14, 2007.

A schematic plan showing the proposed roadway improvements are on file and available for inspection at the NTTA, W. Plano Parkway, Plano, TX, 75093.

Database

Description: A contact information database, including federal, state and local officials, agencies, neighborhood or special interest groups, chambers of commerce, economic development officials, local community leaders, etc. will be developed, maintained and updated using the template created by NTTA or its consultants. This database will be made available to the PCM or his/her designee.

Finish Size: 11" x 17"

Color: Black & White

Fonts: Arial or Times New Roman

Programs: Microsoft Excel

Quantities: One master document

Additional Versions: Elected officials, adjacent property owners, coordinating and participating agencies, etc. need to be created depending on the scope of the project.

Regional Five in Five State Officials													
NTTA Staff	NTTA Board	Salutation	First Name	Last Name	Agency Name	Title	Phone No.	E-mail/Web site	Address 1	Address 2	City	State	Zip
Dallas State Officials													
Hiebert		Chairman West Representative	Royce	West	Texas Senate	State Senator	214-467-0123	Royce.West@senate.state.tx.us	5787 South Hampton	Suite 385	Dallas	TX	75232
		Anchia Representative	Rafael	Anchia	Texas House of Representatives	State Representative	214-651-5035	rafael.anchia@house.state.tx.us	901 Main St.	Suite 3100	Dallas	TX	75202
		Branch Representative	Dan	Branch	Texas House of Representatives	State Representative	214-745-5825	dbranch@winstlead.com	2100 McKinney Avenue	Suite 1501	Dallas	TX	75201
		Caraway Representative	Barbara	Caraway	Texas House of Representatives	State Senator		barbara.caraway@house.state.tx.us			Dallas	TX	75204
	Hodge Representative	Terri	Hodge	Texas House of Representatives	State Representative	214-824-1996	Terri.Hodge@house.state.tx.us	4032 Swiss Avenue			Dallas	TX	75204
SH 170 Area State Officials													
Hiebert		The Honorable	Jane	Nelson	Texas Senate	State Senator	817-424-3446	Jane.Nelson@senate.state.tx.us	1235 S. Main St., Suite 280		Grapevine	TX	76051
		The Honorable	Charlie	Gerren	Texas House of Representatives	State Representative	817-738-8333	Charlie.Gerren@house.state.tx.us	1011 Robert's Cutoff		River Oaks	TX	76114
		The Honorable	Vicki	Truitt	Texas House of Representatives	State Representative	817-488-4098	Vicki.Truitt@house.state.tx.us	1256 Main St., Suite 248		Southlake	TX	76092
		The Honorable	Tan	Parker	Texas House of Representatives	State Representative		tan.parker@house.state.tx.us			Flower Mound	TX	75027
		The Honorable	Phil	King	Texas House of Representatives	State Representative	817-596-4796	phil.king@house.state.tx.us	P.O. Box 271741		TX	76086	
		The Honorable	Bob	Duell	Texas Senate	State Senator	972-279-1800	bob.duell@senate.state.tx.us	2110 Fort Worth Hwy. 18601 LBJ Freeway	Suite 400	Weatherford	TX	75150
SH 121 and SH 360 Area State Officials													
Hiebert		The Honorable	Kip	Averitt	Texas Senate	State Senator	817-573-9622	kip.averitt@senate.state.tx.us	1100 E. Highway 377, Suite 103		Granbury	TX	76048
		The Honorable	Lon	Burnam	Texas House of Representatives	State Representative	817-924-1997	Lon.Burnam@house.state.tx.us	1305 W. Magnolia, Suite C		Fort Worth	TX	76104
		The Honorable	Anna	Mowery	Texas House of Representatives	State Representative	817-732-1372	Anna.Mowery@house.state.tx.us	6421 Camp Bowie Blvd, Suite 310		Fort Worth	TX	76116
		The Honorable	Rob	Orr	Texas House of Representatives	State Representative	817-295-5158		201 W. Ellison, Ste 201		Burleson	TX	76028
SH 190 and PGBT EE Area State Officials													
Hiebert		The Honorable	Florence	Shapiro	Texas Senate	State Senator	972-403-3404	Florence.Shapiro@senate.state.tx.us	5000 Legacy Drive	Suite 494	Plano	TX	75024
		The Honorable	Chris	Harris	Texas Senate	State Senator	972-436-1001	chris.harris@senate.state.tx.us	522 S. Edmond Lane	#200	Lewisville	TX	75067
		The Honorable	Craig	Estes	Texas Senate	State Senator	940-689-0191	craig.estes@senate.state.tx.us	2716 Commerce St.	Suite 101	Wichita Falls	TX	76301
		The Honorable	Kirk	England	Texas House of Representatives	State Representative	972-264-4231	Kirk.England@house.state.tx.us	801 West Freeway, Suite 280		Grand Prairie	TX	75051
		The Honorable	Linda	Harper-Brown	Texas House of Representatives	State Representative	903-675-9500	erin.sanders@house.state.tx.us	125 E John W Carpenter Freeway, Suite 250		Irving	TX	75062
	The Honorable	Betty	Brown	Texas House of Representatives	State Representative	972-401-8825	betty.brown@house.state.tx.us	Henderson County Office		108 S. Pinkerton, Ste 105	Athens	TX	75751
SH 360 State Officials													
Hiebert		The Honorable	Kim	Brimer	Texas Senate	State Senator	817-332-8269	Kim.Brimer@senate.state.tx.us	1600 W. 7th St., Suite 650		Fort Worth	TX	76102
		The Honorable	Rob	Orr	Texas House of Representatives	State Representative	817-295-5158	rob.orr@house.state.tx.us	201 W. Ellison, Ste 201		Burleson	TX	76028
		The Honorable	Jim	Pitts	Texas House of Representatives	State Representative	972-938-9392	Jim.Pitts@house.state.tx.us	200 North Rogers		Waxahachie	TX	75165
		The Honorable	Paula	Hightower	Texas House of Representatives	State Representative					TX		
		The Honorable	Bill	Zedler	Texas House of Representatives	State Representative	817-361-7855	Bill.Zedler@house.state.tx.us	7000 S. Cooper St., Suites K & L		Arlington	TX	76001

Memorandum of Meeting

Description: “Memorandum of Meeting” is the document that summarizes the public meeting activities and is circulated to all appropriate parties to document the meeting.

Finish Size: 8.5” x 11”

Color: Black & White

Fonts: Arial

Programs: Microsoft Word

Quantities: Depends on number of attendees

MEMORANDUM OF MEETING

SUBJECT : **Doc. No.**

DATE :
:

PLACE :

ATTENDING :

<u>NAME</u>	<u>ORGANIZATION</u>	<u>E-Mail</u>

DISCUSSION:

PREPARED BY: PLACE NAME AND ORGANIZATION HERE

These meeting notes represent the subjects and data as discussed and understood by the transcriber. Should it be determined that any of the information has been misinterpreted or is in error, please provide corrections before [DEADLINE].”

Meeting Minutes

Description:

Finish Size: 8.5" x 11"

Color: Black & White

Fonts: Arial or Times New Roman

Programs: Microsoft Word

Quantities: Depends on number of attendees


DRAFT

Meeting Notes

Page 1 of 3

Date: March 28, 2008
(3:00pm-5:00pm)

Location: North Central Texas
Council of Governments

Subject: SH 170 and SH 360 Corridor
Agency Coordination Meeting 1

Attendees: NTTA (including HNTB, HDR, J-CB,
Open Channels Group), TxDOT Fort
Worth, TxDOT Dallas, NCTCOG

Discussion Items:

1. **Introductions** *(See Attached List for individual attendees)*
2. **Opening Agency Remarks**

Jeff Dailey (NTTA) opened stating that NTTA's intent for this meeting was to initiate a dialogue with TxDOT and NCTCOG to better coordinate the development of the SH 170 and SH 360 corridors as a team prior to market valuation on both corridors.

Dan Lamers (NCTCOG) stated that NCTCOG is willing to provide assistance to obtain available funding for the projects, but noted that both corridors were well down the list of regional priorities.

Curtis Hanan (TxDOT Fort Worth) stated TxDOT Fort Worth's goal for these two corridors is to ensure they fit within the regional plan. Curtis said he views TxDOT's role in these coordination meetings as technical support.

3. Meeting Goals

Kevin Feldt (NTTA) added to Jeff Dailey's opening by identifying this coordination meeting as an initial meeting of a potentially broader multi-tiered, multi agency meeting structure to address regional corridor planning needs at various levels of project development including technical, action item, and decision-making. This group would function at the staff and action item level where as Maribel Chavez (TxDOT), Bill Hale (TxDOT), Michael Morris (NCTCOG), and Jorge Figueredo (NTTA) would function as the ultimate decision makers.

Elizabeth Mow (HNTB) noted that another meeting goal noted was the establishment of primary agency contacts and to define the roles the various consultants have. Jeff Dailey and Elizabeth Mow (NTTA) committed to providing a simplified org chart for each project, outlining lead contacts and project responsibilities. Jeff noted that NTTA's Corridor Managers for SH 170 and SH 360, Chris Bergeron and Bo Cung, would be NTTA's lead contacts at a staff level.

The other meeting goal identified was to obtain regional concurrence to initiate Public Involvement efforts as part of corridor planning on both corridors. This issue is addressed below in Item 6.

4. MTP Regional Goals

Dan Lamers noted that both SH 170 and SH 360 have elements of Trans-Texas Corridor (TTC) in them: SH 360 as part of regional outer loop corridor under study coming up from the south, and SH 170 as part of a regional outer loop

Action Items:

NTTA:

- Create a list of Agency Contacts for both SH 170 and SH 360

TxDOT Fort Worth:

- Curtis Hanan will initiate a meeting with Judy Anderson, Maribel Chavez, Anita Wilson (FHWA), etc to discuss FHWA's expectations on these corridors moving forward
- Curtis Hanan: will check on whether moving forward with a Stakeholder's meeting is OK.

NCTCOG:

- NCTCOG agreed to host meetings of the coordination team on the 4th Wednesday of each month. The next meeting is set on Wed Apr 23rd, at 2:00pm at NCTCOG.

Exhibit(s)

Description: Exhibit boards are one of the key ways to convey information to the public. Using exhibit boards to display project maps, simulations stills, timelines or other graphics make it easy for complex information to be shown to the public in a large display format.

Finish Size: Standard size is 36" x 48", however size may vary

Color: 4-color

Fonts: Depends on project graphics guidelines

Programs: Adobe Illustrator/Photoshop

Quantities: Specified in scope



MLG 1

ETC Gantry

Exhibit Title

August 2001



NTTA Logo

Print Date

A14

Newsletter (Mailer)

Description: Newsletters are multiple-page publications that provide recipients with maps, project information, notice of meetings, hearings or workshops, Frequently-Asked-Questions and other pertinent facts. This communication piece generally is mailed to all people on the project database, or distributed at meetings and other venues. Newsletters should be used when there is a great deal of information to be transmitted to audiences, and when there is a need to help educate audiences about project processes, purposes or other similar issues.

Flat Size: 11"x17"

Finish Size: folded in half and again in thirds for mailing purposes

Bindery: after fold, clear tab used to seal for mailing

Paper: House Stock - white 80# uncoated text or equivalent (no ink bleed through printed two-sided)

Design Elements: contains full bleed, gradients, screens and photography

Color: Four-color; converted to CMYK

Layout Applications: InDesign CS, Photoshop CS and Illustrator CS, Publisher

Fonts: Eurostile and Times New Roman (included with collected InDesign CS file)

Any fonts used in Illustrator will be outlined first and imported into InDesign CS.

File Delivery: provided on CD or zipped and uploaded to ftp site

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

The image shows a sample newsletter layout for 'TOLLtalk'. The masthead features the title 'TOLLtalk' in large, bold letters. Below the masthead, there is a date and year label, the NTTA logo, and a subtitle 'The Official Newsletter of the NTTA Toll Collection Department'. The main content area includes a title 'Lorem ipsum dolor sit amet, consectetur adipiscing elit' in a large font, followed by several paragraphs of body copy. A photograph of a road is included, with a note to convert it to CMYK. A table of contents is located at the bottom right, listing items like 'Service Anniversaries', 'Employees of the Month', 'Main Events', 'New Employees', and 'HR Reminders'. A page number label is also present at the bottom right.

Masthead — Masthead

Date and Year — Date and Year

NTTA Logo — NTTA Logo

Title Size: 18pt. — Title Size: 18pt.

Body Copy 11 - 12 pts. — Body Copy 11 - 12 pts.

Photography/ Graphics Convert to CMYK — Photography/ Graphics Convert to CMYK

Table of Contents — Table of Contents

Page Number — Page Number

Masthead — Masthead

Newsletter Title Size: 14pt. — Newsletter Title Size: 14pt.

Volume & Issue Size: 14pt. — Volume & Issue Size: 14pt.

Fact Sheet

Description: Information in fact sheets is similar to that found in a newsletter, with the exception that a fact sheet typically contains only project facts (and does not include information about processes, notices, etc.). Fact sheets usually are only one page (possibly both front and back), and are distributed at meetings, presentations, and other events.

Finish Size: 8.5" x 11"

Paper: white 80# uncoated text or equivalent

Design Elements: contains gradients and screens

Color: Black and white, two color or four color

Layout Applications: InDesign CS, Photoshop CS and Illustrator CS

Fonts: Times New Roman, Arial, Eurostile, Arial Narrow and AvantGarde

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

Masthead — North Texas Tollway Authority Overview

Date — August 2008

Title
Size: 12pt. — Lewisville Lake Toll Bridge (LLTB)

Body Copy
Size: 11-12pt. — The Lewisville Lake Corridor is approximately 13.8 miles long and will connect Interstate Highway (IH) 35E at Swisher Road to the Dallas North Tollway (DNT) at Eldorado Parkway. The NTTA is constructing the 1.7-mile toll bridge. Construction began in January 2007, and the bridge is anticipated to open to traffic in summer 2009 with an estimated project cost of \$220 million and an NTTA cost of \$122 million.

SH 121
The SH 121 corridor, from Business 121 to U.S. 75, is approximately 26 miles long and will be a six-lane, all-electronic toll collection (all-ETC) facility. The NTTA and Texas Department of Transportation (TxDOT) finalized an agreement in October 2007 authorizing the NTTA to design, build, finance, operate and maintain SH 121 in Collin, Dallas and Denton counties for approximately 50 years, beginning with the completion of Segments 1 and 2 in fall 2008. The estimated project cost is \$639 million and the corridor will open in stages, with the full route expected to open by 2012.

Southwest Parkway
Southwest Parkway is a six-lane, all-ETC facility being designed from IH 30 to Allamesa Boulevard. The estimated cost for the 8.4-mile project is \$1 billion to \$1.2 billion. A proposed continuation of the Southwest Parkway (TxDOT)/Chisholm Trail will begin at Allamesa Boulevard and end at U.S. 67. The corridor, an estimated 19 miles, would provide a continuous facility from Fort Worth to Cleburne. The Southwest Parkway (TxDOT)/Chisholm Trail section of the project is subject to market valuation.

PGBT Eastern Extension (PGBT EE)
The PGBT EE is a proposed 9.9-mile, six-lane, all-ETC toll road with a one-mile bridge over Dallas' Lake Ray Hubbard. Work is continuing with neighboring communities for right-of-way acquisition and with TxDOT for the construction of the major interchange at IH 30. A bid on the first section was awarded in mid-2008, with construction to begin by late summer. All sections are scheduled to be under construction by the end of 2008. The estimated project cost is \$1 billion with an estimated opening date of late 2011.

DNT Phases 4 & 5
The DNT Extension Phases 4 & 5, from U.S. 380 north to Farm-to-Market Road (FM) 121, is approximately 17.5 miles. Five stakeholder meetings have been conducted for Phase 4A since January 10, 2008. An open house public meeting was held on January 24, 2008 to provide information regarding the development of proposed alternatives and to receive input and comments from the public. A public hearing for Phase 4A is scheduled for July 24, 2008. Opening dates and estimated costs have not been finalized.

SH 161
The SH 161 project is an 11.5-mile, limited-access roadway connecting IH 20 in the City of Grand Prairie to SH 183 in the City of Irving. The proposed toll facility is six main lanes from SH 183 to IH 30 and four main lanes from IH 30 to IH 20 with three-lane frontage roads. Construction is under way on Phases 2 and 3, which are located north of IH 30 and south of SH 183. The NTTA and TxDOT have agreed to a negotiated value for the project, and the NTTA is scheduled to announce this summer whether it will accept or waive its rights to the SH 161 project.

SH 170
SH 170 is a limited-access roadway in southern Denton and northern Tarrant counties that will provide connectivity between SH 114 and IH 35W. The SH 170 project has been proposed to continue west from IH 35W to U.S. 287, and eventually continue further west to SH 199. This project is subject to market valuation.

SH 360
SH 360 is a limited-access roadway in southeast Tarrant County, northwest Ellis County and northeast Johnson County that will improve connectivity between Green Oaks Boulevard and U.S. 287. The SH 360 project is expected to eventually extend from Green Oaks Boulevard to U.S. 67. This project is subject to market valuation.

Trinity Parkway
The Trinity Parkway is a proposed nine-mile, limited-access reliever route from the SH 183/IH 35E interchange to U.S. 175/Spur 310. Funding for planning and environmental studies has been provided by Dallas voters, who approved \$84 million for the Trinity Parkway Project in a 1998 bond election. Various corridor alternatives are being evaluated. This project is subject to market valuation. A "Beat 2014" strategy has been endorsed, calling for completion of the project in late 2013.

Contact Information
Contact: Jorge F. Jerez, Executive Director, 214.461.2022

Project Logo — NNTA NORTH TEXAS TOLLWAY AUTHORITY

5900 W. Plano Parkway, Suite 100 | Plano, Texas 75093 | Web site: www.ntta.org

Brochures

Description: Brochures essentially are fact sheets printed in a different format – usually on one sheet of paper which is folded into thirds. The most common uses of brochures for transportation projects is at the end of a project phase, when a brief summary of a final report is desired for distribution, or for including in literature racks or libraries.

Finish Size: 8.5” x 11”

Paper: white 80# uncoated text or equivalent

Design Elements: contains gradients and screens

Color: Black and white, two color or four color

Layout Applications: InDesign CS, Photoshop CS and Illustrator CS

Fonts: Times New Roman, Eurostile, Arial and Times New Roman

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

Mailing Label — [Circular icon]

Masthead — [Top section with image and text: "We're bringing the future one step closer."]

NTTA Logo — [NTTA Logo]

Body Copy Size: 11-12pt. — [Text area: "going for the big win...risco?"]

NTTA Logo — [NTTA Logo]

Diagram: INTERIM LANE CONFIGURATION FOR WYCLIFF TOLL PLAZA. Shows lane closures and changes for southbound and northbound traffic.

Text: "We're bringing the future one step closer." "Artist's rendering of future Wycliff Toll Plaza on Dallas North Tollway" "As part of the North Texas Tollway Authority's continuing improvements at the south end of the Dallas North Tollway, it has become necessary to reduce the number of lanes available to motorists at the Wycliff Toll Plaza." "Beginning at 8 p.m. on Sunday, January 14, north bound lanes will be reduced to two express lanes for TollTag customers and two cash lanes. Similar lane reductions occurred on the south bound lanes in December. Motorists can expect delays and may choose to seek alternate routes." "Upon completion, the improvements will provide a state-of-the-art toll plaza, streamlined traffic flow, additional safety enhancements and will relieve traffic congestion." "The reconstruction of the Dallas North Tollway south of Lemmon Avenue comes about because the facility is nearly 40 years old, and it's time to replace pavement, improve bridges, widen nearby Oak Lawn Avenue and replace the toll plaza at Wycliff Avenue." "The Tollway improvements are expected to be completed in late 2008." "Please check our Web site, www.ntta.org, for frequent updates."

CONTACT INFORMATION
 Project Information Line: 214-224-3030
 Project Update and Lane Closures Online: www.ntta.org
 Comments/Concerns: websupport@ntta.org

NTTA
 NORTH TEXAS TOLLWAY AUTHORITY

Flyers

Description: Flyers typically are one page in length and are almost exclusively used for providing notice of meetings, hearings or workshops. Use of art design on flyers is highly desired to capture attention. Flyers are most often posted on bulletin boards in public places, placed on windshields of motor vehicles in strategic project area locations, placed in door hangars on property owner residences adjacent to a project, or made available for hand distribution through third parties, such as neighborhood organizations or other groups that meet regularly.

Finish Size: 8.5" x 5.5"

Paper: white 80# uncoated text or equivalent

Design Elements: contains gradients and screens

Color: Four color or Black and white

Layout Applications: InDesign CS, Photoshop CS and Illustrator CS

Fonts: Eurostile, Arial and Times New Roman

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope

English Version

Title
Size: Varies

Body Copy
Size: 11-12pt.

Masthead

Map

Spanish Version

South End Tollway Closure!
Friday Night - April 6 at midnight through Sunday, April 8 at noon.

- South bound traffic must exit at Northwest Highway or before.
 - Closed south bound entrance ramps include:
 - Northwest Highway
 - Lovers Lane
 - Mockingbird Lane
 - Lemmon Avenue
- North bound traffic may enter at Mockingbird Lane.
 - Closed north bound entrance ramps include:
 - IH-35E
 - Harry Hines Boulevard/McKinnon Street
 - Wycliff Avenue
- Cedar Springs Bridge will be closed.
- Loud noise may be heard due to construction activity.
- Closure will be delayed for inclement weather.
- Check www.ntta.org for the latest information or call the project hotline, 214-224-3030.
- Please Seek Alternate Routes.

NTTA plans closures during times of lowest traffic volume.

NTTA
NORTH TEXAS TOLLWAY AUTHORITY

Cierre del Sector Sur del Tollway!
Viernes por la noche 6 de abril a medianoche hasta el domingo, 8 de abril a mediodía.

- Tráfico en dirección al sur tienen que salir en Northwest Highway o antes.
 - Entradas cerradas en dirección al sur incluyen:
 - Northwest Highway
 - Lovers Lane
 - Mockingbird Lane
 - Lemmon Avenue
- Tráfico en dirección al norte pueden volver a entrar en Mockingbird Lane.
 - Entradas cerradas en dirección al norte incluyen:
 - IH-35E
 - Harry Hines Boulevard/McKinnon Street
 - Wycliff Avenue
- Puente de Cedar Springs estará cerrado.
- Quizás habrá ruido fuerte por las actividades de construcción.
- Cierre será demorado por mal tiempo.
- Para recibir última información ve a www.ntta.org o puede llamar a la línea del proyecto 214-224-3030.
- Por favor busca rutas alternas.

NTTA planea cerrar cuando hay menos volumen de tráfico.

NTTA
NORTH TEXAS TOLLWAY AUTHORITY

Web site

Description: NTTA has an existing public Web site that provides a range of information about the agency, and that allows customers to manage their TollTag accounts. For project purposes, the NTTA Web site is updated with project information, and includes mechanisms for the public to comment on various planning projects. The NTTA Web site allows people to access information or make comments 24 hours a day, seven days a week.

Finish Size: 800 x600 pixels

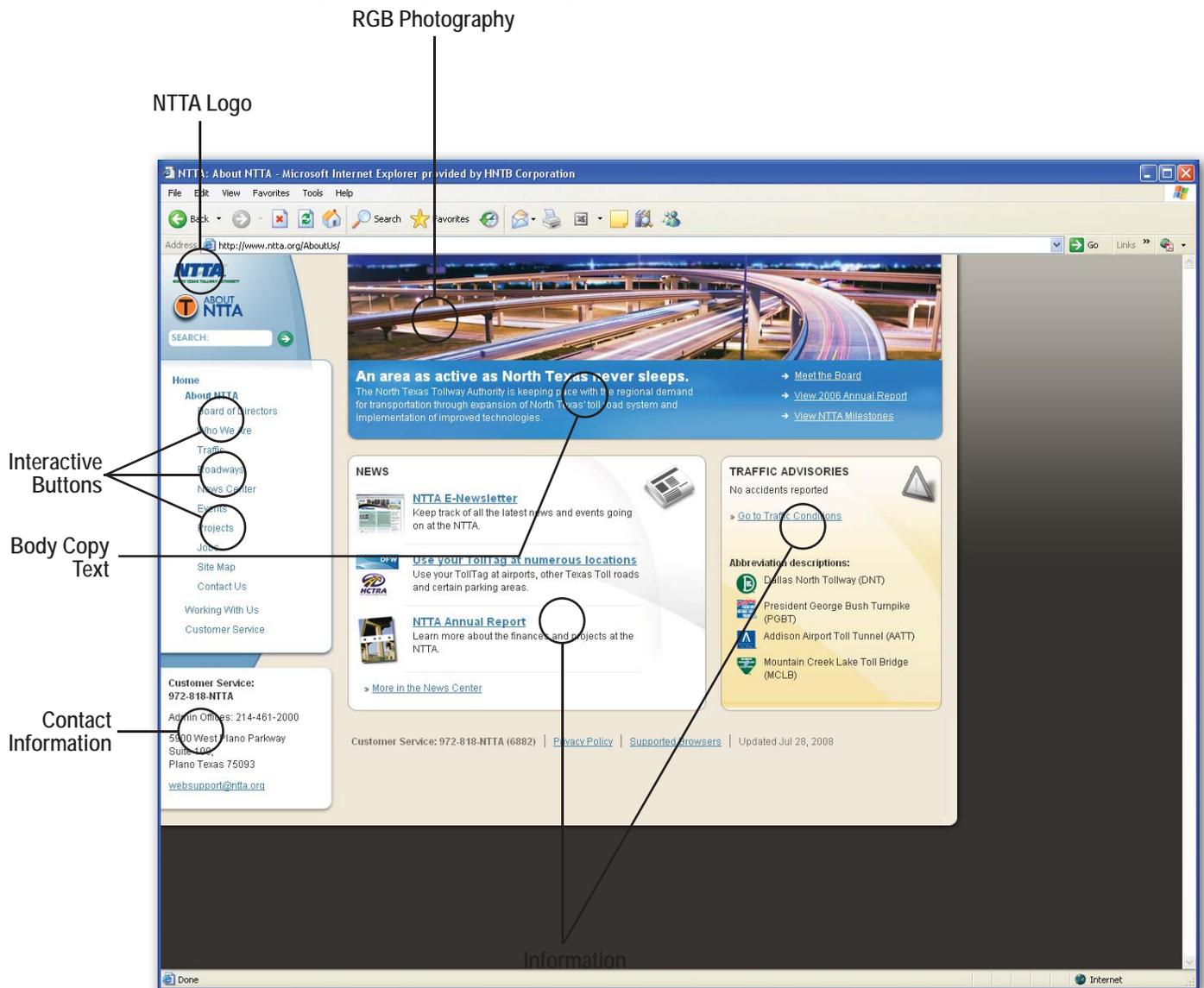
Color: full color

Fonts: Arial and Times New Roman

Programs: Photoshop, Dreamweaver (or equivalent web development software)

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope



Media Release (Media Relations)

Description: Media releases are created to inform the media of public meetings, hearings, or other project related activities to assist in alerting the public of the events.

Finish Size: 8.5" x 11"

Color: Black & White on Letterhead

Fonts: Arial

Programs: Microsoft Word

Distribution: Word Document and PDF files

Additional Versions: Spanish if specified in scope



5900 West Plano Parkway, Suite 100, Plano, Texas 75093

FOR IMMEDIATE RELEASE:

April 11, 2007

FOR MORE INFORMATION CONTACT:

Sherita Coffelt
Public Information Officer
214-461-2065 (O)
214-264-6630 (C)
slopez@ntta.org

North Texas Tollway Authority Responds to Request from Regional Transportation Council

Plano, TX – Today the North Texas Tollway Authority (NTTA) took the first step that could lead to its submission of a proposal for the State Highway (S. H.) 121 tolling project in Collin and Denton counties. At a special called meeting of the NTTA Board of Directors, Paul Wageman, Chairman, stated "Based on the clear consensus expressed by the Board today and absent any objection, I am directing staff to prepare a proposal for the NTTA's construction and operation of SH 121, with the understanding that the proposal staff prepares will not be delivered or released to any party unless and until the Board subsequently reviews, approves and authorizes its delivery."

This action is in response to a written request from the North Texas Regional Transportation Council dated March 26, 2007 offering to the NTTA Board of Directors the opportunity to "Submit a Binding Commitment for the S.H. 121 Project in Denton/Collin Counties to the Regional Transportation Council." The RTC asked that the NTTA's proposal be submitted no later than 5 pm on May 25, 2007.

Based on preliminary analysis by key financial consultants and staff, an NTTA proposal to acquire and develop S.H. 121 is expected to generate a positive net financial impact. Jerry Hiebert, the NTTA Acting Executive Director, stated that "the NTTA's undertaking of S.H. 121 is not expected to adversely affect the NTTA's project delivery capabilities on existing and future projects."

Attached is a chronology of the SH 121 project as they relate to the NTTA.

-more-

Comment Card

Description: Written comment forms allow anyone interested in a project to document his or her comments for the record. Comment forms should be made available at all public meetings, workshops, hearings, and other events at which project information is provided. Comment forms may request specific, targeted information, or they may simply ask for general comments on a project.

Finish Size: Standard size is 8.5" x 5.5"

Color: Black & White

Fonts: Depends on project graphic guidelines

Programs: Microsoft Word

Distribution: Word Document and PDF files

Additional Versions: Spanish if specified in scope

Project

QUESTIONS OR COMMENTS	Dallas North Tollway (DNT) Extension, Phase 4A Public Hearing Focus Area: U.S. 380 to FM 428
The NTTA is seeking your comments on the proposed construction of the Dallas North Tollway (DNT) Extension, Phase 4A, from U.S. 380 to FM 428. All comments must be postmarked on or before August 7, 2008.	
<hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	
<input type="checkbox"/> Please add me to your mailing list.	
Name _____	
Organization _____	
Address _____	
City, State _____ ZIP Code _____	
Phone _____ E-mail _____	
To learn more about the proposed construction of the Dallas North Tollway (DNT) Extension, Phase 4A, contact: Corridor Manager, Re: DNT Phase 4, NTTA, 5900 W. Plano Parkway, Suite 100, Plano Texas 75093, or go to www.NTTA.org .	
5900 W. Plano Parkway Suite 100 Plano, Texas 75093	

Public Meeting
NTTA Communications
5900 W. Plano Parkway
Suite 200
Plano, Texas 75093

Return Address Contact

Media Notice (Media Relations)

Description: Media notices are brief information announcements for the media to alert the media of specific project information.

Finish Size: 8.5" x 11"

Color: Black & White on Letterhead

Fonts: Times New Roman or Arial

Programs: Microsoft Word

Distribution: PDF file

Additional Versions: Spanish if specified in scope



5900 West Plano Parkway, Suite 100, Plano, Texas 75093

MEDIA NOTICE

The northbound IH-35E entrance ramp to the Dallas North Tollway will be closed on Thursday, April 19, 2007 from 8 p.m. until 5 a.m. on Friday, April 20.

Motorists wanting to travel north on the Tollway may enter the facility via McKinnon Street, Harry Hines Boulevard, Wycliff Avenue, Mockingbird Lane, or any other entrance ramps north of those locations. The entrance ramp closure is needed so that construction crews may place a concrete beam for a new bridge at Oak Lawn Avenue.

The southbound exit ramp at IH-35E will not be affected.

In advance, thank you for your help in sharing this information with the motoring public. If you have any questions, please call me.

Sherita Coffelt
North Texas Tollway Authority
Public Information Officer
(214) 461-2065
(214) 264-6630—Cell phone

Project Notebook Cover and Spine

Description: Notebook covers and spines are created for various workgroup notebooks or project manuals. Specific creative helps to identify each project specifically.

Finish Size: Depends on notebook size

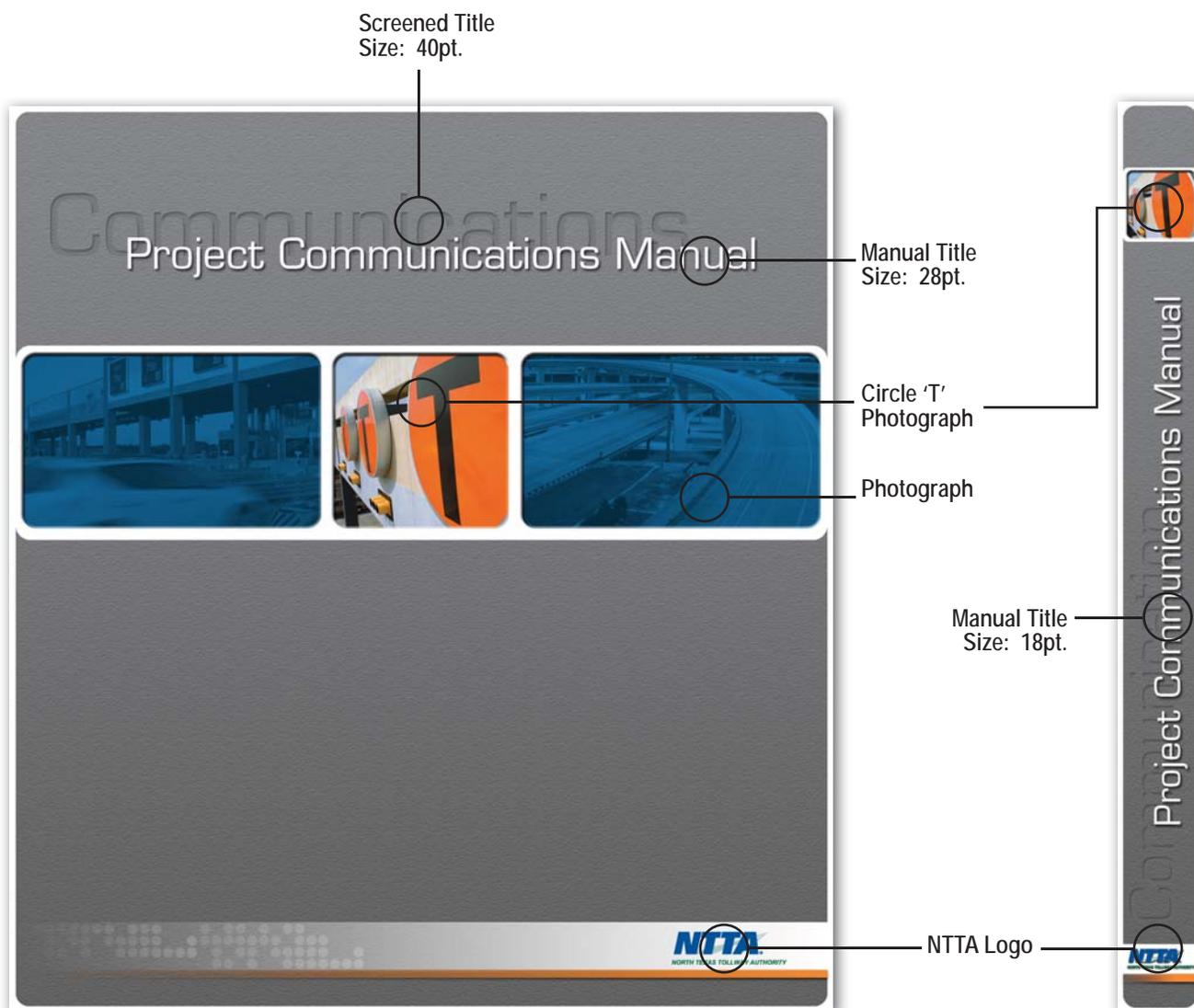
Color: Four color

Fonts: Depends on project specific graphics guidelines

Programs: Photoshop, Illustrator and InDesign

Quantities: Specified in scope

Additional Versions: Spanish if specified in scope



Corridor Progress Report (CPR)

Description:

Finish Size: 8.5 x 11

Color: 4 color

Fonts: Eurostile LT Standard and Arial Narrow

Programs: Photoshop, Illustrator and InDesign

Quantities: Specified in scope

Title — Southwest Parkway Progress Report

Date — August 2008

Arial Narrow Size: 11 pt — The Southwest Parkway is a new, limited-access toll road in southwest Tarrant County that is expected to extend from the Fort Worth central business district to southwest Fort Worth. A proposed continuation of the roadway to the south is under design by the Texas Department of Transportation (TxDOT) and is expected to provide a continuous route from Fort Worth to Cleburne. The projects are being expedited with cooperative toll financing. Construction on the approximately 8.4-mile initial segment is scheduled to begin in early 2009. The parkway is expected to open to traffic in 2011.

Project Location Map — Map showing the project route through Westover Hills, Fort Worth, Benbrook, and Overton Ridge Blvd.

Corridor Details

- Project limits: Interstate Highway 30 to Altamesa Boulevard (NTTA portion)
- Project length: Approximately 8.4 miles
- Estimated project cost: \$1 billion to \$1.2 billion (includes UPRR-related construction)
- Estimated NTTA cost: \$565 million
- Anticipated opening dates:
 - Section 1 (from Interstate 30 near Summit Avenue to Rogers Road): December 2012;
 - Section 2 (from Rogers Road to near Arborlawn Drive [except UPRR crossing]): December 2012;
 - Section 2B (At Hulen Street and UPRR Davidson Yard): December 2012;
 - Section 3 (from Arborlawn Drive to south of Overton Ridge Boulevard): December 2011
 - Section 4 (from south of Overton Ridge Boulevard to Altamesa)

Milestones

- A record of decision for environmental clearance was received in June 2005.
- Design is under way for the five roadway sections, with section plans from 60 to 100 percent complete.
- Coordination concerning revisions to Trinity River crossings with TxDOT, Tarrant Regional Water District (TRWD) and the City of Fort Worth is complete.

Corridor Updates

- A draft of the Final Environmental Impact Statement re-evaluation was submitted to TxDOT in early February 2008 for reviewing and comments have been received. Approval is expected in late 2008.
- Project management and financial plans, Federal Highway Administration requirements, are in development for the Southwest Parkway.
- Negotiations continue with the Union Pacific Railroad (UPRR) concerning the crossing of UPRR Davidson Yard to resolve outstanding design element and right-of-way acquisition issues.
- The engineering firm and utility owners are nearing completion of a resolution of outstanding issues related to utility relocations.
- Coordination of funding agreement continues among project partners.

Project Partners

- TxDOT
- NTTA
- Tarrant County
- Fort Worth

Corridor Manager

Darrell Thompson
5900 W. Plano Parkway, Suite 100 Plano, TX 75093
Email: southwestparkway@ntta.org Phone: (817) 288-6131

Next Steps

- Reach a resolution with UPRR regarding Davidson Yard.
- Complete project funding agreement.
- Determine letting dates for the first project sections scheduled for late 2008/early 2009.

Eurostile LT Std Size: 14pt — NTTA

Title — Southwest Parkway Progress Report

NTTA Logo — NTTA NORTH TEXAS TOLLWAY AUTHORITY

5900 W. Plano Parkway, Suite 100, Plano, TX 75093 Email: SouthwestParkway@ntta.org Web site: www.ntta.org

Monthly Project Delivery Report (MPDR)

Description:

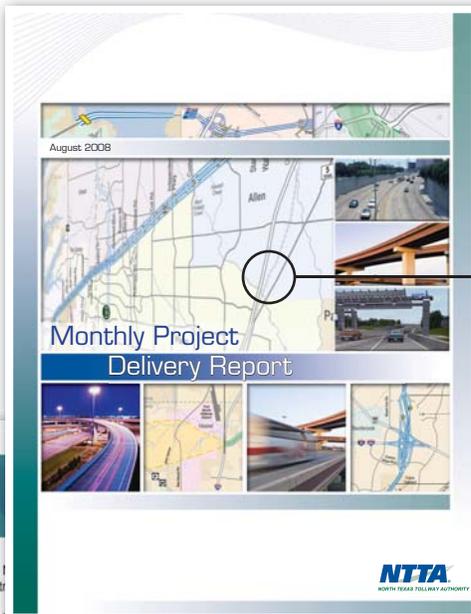
Finish Size: 8.5 x 11

Color: 3 color

Fonts:

Programs: Photoshop, Illustrator and InDesign

Quantities: Specified in scope



8.5" x 11" inch cover

The I
the tr

The I
econ

roads, bridges and tunnels in Collin, Dallas and Denton counties. The NTTA system and other projects include the Dallas North Tollway (DNT), the President George Bush Turnpike (PGBT), the Lewisville Lake Toll Bridge (LLTB), the Addison Airport Toll Tunnel (AATT), the Mountain Creek Lake Bridge (MCLB), Southwest Parkway, and State Highway (SH) 121.

The NTTA's widespread impact is noticeable on windshields across the region. To date, the agency has issued more than 1,477,131 active TollTags on 816,360 separate accounts.

the west, Dallas County to the east and Johnson and Ellis counties to the south.

In addition, the NTTA and the Texas Department of Transportation (TxDOT) are working together on critical regional projects that are in various stages of development. These projects are expected to go through a valuation process, as outlined in Senate Bill 792, which was approved in 2007 by the 80th Texas Legislature. These joint efforts include Southwest Parkway (TxDOT)/Chisholm Trail, SH 161, SH 170, SH 360, SH 190 East Branch and Trinity Parkway.



Monthly Project Delivery Report - August 2008



Dallas North Tollway Extension, Phase 4A

The NTTA held a public hearing for the Dallas North Tollway extension, Phase 4A project on July 24 at Prosper High School in Prosper. About 400 people attended. Details are on page 4.

State Highway (SH) 161

As shown on page 16, design consultants for the phase from north of Interstate (IH) 30 to IH 20 were selected July 7. Those contracts are pending Board action.

President George Bush Turnpike Eastern Extension (PGBT EE)

The Federal Highway Administration (FHWA) approved the Final Environmental Impact Statement on July 1. Additional information is provided on page 8.

Trinity Parkway

The project has been elevated to the No. 1 review priority by the Texas Department of Transportation (TxDOT) Dallas District. Additional project details and developments are on page 22.

Lewisville Lake Toll Bridge

As shown on page 6, construction is 58 percent complete as of June 25.

SH 170

A work plan is being developed for the Section 1 planning process, a joint effort with regional partners, and environmental clearance is anticipated by fall 2009. Information is provided on page 18.

SH 360

As presented on page 20, the NTTA staff continues to meet with project partners, NCTCOG and TxDOT Dallas and Fort Worth districts to discuss agency responsibilities and corridor planning, including a work plan for joint Section 1 planning efforts.

SH 121

On June 14, the NTTA opened one main lane in each direction of SH 121 at Preston Road as an intersection bypass. No tolls will be charged there until September 2008.

In addition, a public meeting was held June 16 to discuss NTTA proposed enhancements to the interchange at U.S. 75. Project information is provided on page 12.

Electronic Toll Collection (ETC)

The NTTA Human Resources Department has helped transition 87 toll collection employees to other jobs through June. Comprehensive schedules detailing dates for all ramp and main lane plaza conversions were completed in July. The all-ETC progress report is on pages 24-25.

PGBT EE construction services

The NTTA authorized Zachry Construction Corporation to provide construction services for Section 30 for an estimated amount of \$121,867,756. Details are on page 32.

SH 121 change orders

Two change orders for Segment 3N totaling \$8,318,819 include one for the construction of the Exchange Parkway interchange. Details are on page 34.

PGBT EE mitigation credits

As shown on page 32, a contract for \$1,128,600 has been executed to procure mitigation credits on the PGBT EE.



DNT 4A public hearing

Monthly Project Delivery Report - August 2008

Appendix B



**North Texas Tollway Authority
Communication Policies and Procedures Manual**

Communications Department

February 2, 2007

Communication Policies and Procedures Manual Table of Contents

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North Texas Tollway Authority Communication Policies and Procedures Manual

I. INTRODUCTION

A key component of the North Texas Tollway Authority's (NTTA) ability to achieve its mission is its ability to communicate effectively with both internal and external audiences. The establishment of communication policies and procedures will provide consistent protocols for handling communications, and will help clarify who has responsibility for initiating and distributing communications.

This manual should be considered a "how-to" guide for all NTTA employees to help them process both internal and external information. In addition, this manual provides the quality control procedures to be used by the Communications Department for all communication tools used by the NTTA.

The Communication Policies and Procedures Manual is a "living" document and will be subject to change as circumstances, staffing or other changes take place at the NTTA. The Communications Department will serve as the owners of the manual, and will be responsible for reviewing it periodically and editing as appropriate.

Subsequent updates or changes to these policies require review and approval by the Director of Communications, as well as any pertinent Department Directors and other staff, prior to becoming final. Ample time should be allowed for intra-agency review of updated policies prior to adoption. Prior to adoption, any updates or changes shall be distinguished from the existing policy using track changes or some other method that enables reviewers and others to determine what is being changed or added to a policy.

II. THE CONTEXT

A. STRATEGIC PLAN GOALS AND STRATEGIES

The Communication Policies and Procedures were developed in conjunction with the NTTA's comprehensive Communication Plan. The Communication Plan is based on three broad goals and strategies, which also are contained in the NTTA's Strategic Plan. The Strategic Plan was adopted by the Board of Directors in June 2006. The goals and strategies included in the plan are:

- 1. Partner with TxDOT to conduct a joint customer-focused public relations campaign and outreach plan that positions the NTTA and TxDOT as partners in providing mobility in North Texas.**
 - *Educate the public about the benefits of an NTTA/TxDOT partnership and communicate the value-added benefits such a partnership provides to our customers, partners and investors, by freeing up gas taxes for other needed, non-toll improvements within North Texas.*
 - *Link key messages to NTTA's enabling legislation and NTTA's positive impact on economic development.*
- 2. Establish targeted two-way communications with all stakeholders to ensure the timely and accurate exchanges of information needed for informed decision making.**
 - *At the Board, committee and staff levels, build a clear understanding of mutual needs and goals in order to structure appropriate relationships with key local, regional, state and national partners, including:*
 - *TxDOT/TTA*
 - *The counties we serve*
 - *Other counties in North Texas*
 - *NCTCOG/DRMC/RTC/TRTC*
 - *Other transportation providers*
 - *NTTA employees, consultants and vendor/partners*
 - *Other regional toll authorities in Texas*
 - *Opinion leaders in business*
 - *Clearly communicate our project evaluation rationale to our customers and stakeholders.*
 - *Actively and effectively communicate the status of NTTA projects with all stake in a consistent and timely manner.*
- 3. Build a culture of a learning organization with a focus on the customer experience, learning from others in the industry and striving for continuous improvement.**
 - *Establish two-way communication channels to ensure that NTTA employees have the information they need to execute strategic initiatives that are important to our stakeholders.*

III. KEY MESSAGES

Based on the research conducted for the Communication Plan, it is critical that the NTTA identify and communicate a set of specific messages. The messages will provide a foundation for developing communication materials as well as bring consistency to communication products. Every effort undertaken by the Communications Department should include these messages, and also should fulfill the intent of the messages. Primary key messages that should be incorporated into appropriate communication materials, along with sub-messages that support the primary message include:

NTTA improves mobility by

- Building and operating tollways that are safe, smooth and smart; and
- Working in partnership with other transportation agencies to provide transportation options.

NTTA enriches the economies of North Texas by

- Fostering residential and commercial development, which increases local tax revenues;
- Enhancing employment growth; and
- Operating in a fiscally responsible manner so that transportation financial resources in the region can be more effectively used.

NTTA places the highest priority on its customers by

- Providing information that allows motorists to easily access its facilities;
- Involving the public in toll road decisions; and
- Improving the quality of life for residents and visitors.

IV. COMMUNICATION OBJECTIVES

In order to meet the stated goals and strategies, the Communication Plan contains one overall, two external and two internal communication objectives. The overall objectives apply to all communications between any NTTA employee or consultant serving the NTTA and any audience. External objectives are those that apply to communications with audiences outside of the agency. Internal objectives apply to communications within the NTTA or between the NTTA and its consultants. The external and internal objectives are accompanied by a set of strategies for achieving the objectives.

A. OVERALL OBJECTIVES

All communications between the NTTA and any audience should be:

- Clear – any information distributed should be accurate, leave no question about meaning or intent, and should leave the recipient of the information with no confusion about who to contact for more information;
- Consistent – all information distributed should not conflict with any NTTA policy or information distributed by any other NTTA department;
- Complete – all information distributed should include all necessary information for the recipient to understand the communication or take desired action;
- Convenient – all information distributed should be easily accessible to recipients and will provide recipients with convenient methods for following up;
- Courteous – all information distributed should include appropriate language to foster good relations with both internal and external audiences;
- Collaborative – all information should consider the impact on any internal department or external entity and will incorporate input from that department or entity; and
- Current – information will be released on a timely basis, and all efforts will be made to respond to inquiries or requests within two working days of receiving the inquiry or request.

It is the responsibility of every NTTA employee to develop communications that adhere to the communication objectives described.

B. EXTERNAL OBJECTIVES

1. Communicate with other transportation agencies, elected and appointed officials and the media to ensure information is available for informed decision-making.

- Ensure information is distributed frequently to all appropriate elected officials, transportation agency executives, county, municipal and transportation agency staff and the media.
- Provide frequent and consistent information about NTTA projects.
- Distribute information about Board of Directors' meetings prior to and following each meeting.

- Establish and maintain a partnership with TxDOT, NCTCOG and other transportation agencies as appropriate to collaborate on joint communications.
- Facilitate access to NTTA management by elected officials, transportation agencies and the media.
- Incorporate mechanisms to obtain feedback from transportation agencies, elected and appointed officials and the media.
- Utilize professional communication principles and practices to establish effective communications.

2. Communicate with customers, potential customers, and the general public to achieve an informed and supportive constituent base.

- Ensure information is distributed to anyone with a TollTag in a motor vehicle, individuals and organizations with the potential to be TollTag account holders and the general population of the DFW Metroplex and beyond.
- Distribute regular and frequent messages about basic NTTA processes, projects and facilities, such as TollTag accounts, traffic lane closures, traffic flow and maintenance activities.
- Provide regular and frequent information about the NTTA's role and mission and ensure Strategic Plan objectives are incorporated into communications.
- Educate visitors, travelers and non-users of toll roads about using NTTA facilities.
- Promote the use of NTTA facilities through a wide variety of marketing techniques.
- Involve stakeholders and the public in the planning of NTTA projects.
- Incorporate mechanisms to obtain feedback from customers, potential customers and the general public.
- Utilize professional communication principles and practices to establish effective communications.

C. INTERNAL OBJECTIVES

1. Ensure the NTTA's workforce is fully informed about agency functions, policies and procedures.

- Increase access to information for all employees and consultants.
- Establish a base of knowledge and provide ongoing information to employees and consultants about the function of NTTA departments.
- Increase the frequency of information distributed to employees and consultants.
- Increase the level of knowledge among employees and consultants about NTTA policies and procedures.

2. Ensure the NTTA's employees and consultants have the information needed to execute initiatives that are important to stakeholders.

- Establish and maintain awareness and support for the NTTA's Mission and Strategic Plan among all NTTA employees and consultants.
- Enhance the knowledge of Board of Directors' and Executive Management's activities and decisions among all NTTA employees and consultants.

- Provide frequent and consistent information about NTTA projects.
- Establish and maintain a system for involving all appropriate employees and consultants in implementation of projects and initiatives.
- Incorporate mechanisms to obtain feedback from employees and consultants.

V. COMMUNICATIONS DEPARTMENT INTERACTIONS

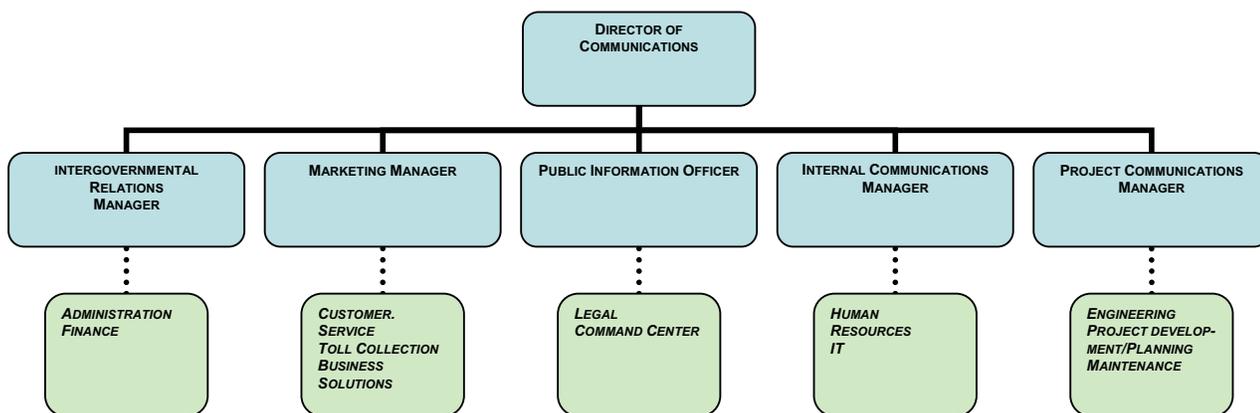
A. PURPOSE

Considering the volume of complex technical, financial and specialty information generated by NTTA departments, it is the intent of agency leadership that the Communications Department be involved in communications distributed by all departments. This involvement will help maintain clarity, consistency and quality control. Involvement by the Communications Department also will provide an opportunity for key messages to be incorporated into all communications. These messages will enhance understanding of the NTTA and encourage support for the agency.

B. SERVICE-ORIENTED ORGANIZATION

Rather than consider the relationship with the Communications Department to be a top-down organization, other departments should consider the Communications Department as a service-bureau. Manager liaisons within the Communications Department are assigned to work collaboratively toward achievement of the NTTA’s communication objectives. The intention is for other NTTA departments to have one point of entry into the Communications Department to fulfill their communication needs. The chart which follows identifies manager liaisons assigned to each NTTA department.

Communications Department Liaison Assignments



C. LEVELS OF COMMUNICATION

There are different levels of communication within every department, which will require different levels of service from the Communications Department. The chart below describes the

three levels, provides some examples and identifies anticipated services to be provided by the Communications Department for each level.

Communication Levels and Services

Communication Level	Description	Examples	Communications Department Services
Routine	Communications with no immediate impacts to traffic flow or toll road use; day-to-day efforts to maintain operations, collections and customer service	Letters, emails, traffic flow information	Periodic review of common products to offer suggestions/additions
Short-term	Communications with some type of immediate impact to traffic flow and/or toll road users that is not expected to last for more than 90 days	Incidents, maintenance work, special events, targeted campaigns	Establish procedures for timely and appropriate distribution of information; facilitate distribution of information
Long-term	Communications that have long-term impacts to traffic flow and/or toll road users	Planning new facilities, construction of new facilities, policy changes, toll increases	Plan, develop and implement communication and/or public involvement programs

D. LIAISON PROCESS

Communications Department liaisons will coordinate with appropriate NTTA departments to develop an agreed-upon process for review of communications. The process will include identification of responsibilities and deadlines for review. The following are suggested minimums for Communications Department interactions.

1. ROUTINE COMMUNICATIONS

Day-to-day communications between NTTA departments and either internal or external audiences will be subject to a periodic review by the appropriate Communications Department liaison. A quarterly or semi-annual review is suggested. The review will be for the purposes of ensuring:

- Key messages are included;
- Communications follow the overall guiding principles; and
- Grammar, punctuation and spelling are correct.

2. SHORT-TERM COMMUNICATIONS

The processes developed by the Communications Department and other NTTA departments generally will dictate how short-term communications should be handled. The process used will largely depend on the duration of the short-term impact but with consideration of the severity and the community context.

For example, communications for a maintenance project that is expected to have an impact on toll road users for one to two days would not be generally expected to undergo a lengthy review process. For this type of situation, it is anticipated that standard procedures for such communications would be established collaboratively with the manager liaison and the appropriate department. The same would be true for incidents on a toll road that impact motorists for a few hours. However, if the activity could result in major re-routing of traffic that could affect a community or neighborhood, then additional planning and review could be required.

A communication review process for activities expected to have an impact for up to 90 days, should include frequent, regular distribution of information about the activity to both internal and external audiences. It is suggested that the process include development of a format for information distribution, in addition to allowing for Communications Department review.

3. LONG-TERM COMMUNICATIONS

Longer term projects undertaken by the NTTA will require a plan for external and internal communications to be developed. The plan will include all aspects of communication to be addressed throughout the duration of the project, such as:

- Conduct an analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) for each communication plan;
- Developing and maintaining a database of individuals and organizations to receive information;
- Printed products such as newsletters, flyers, bulletins or other publications;
- Updates on project status for Board meetings, the Internet and Intranet or other communications;
- Media coverage anticipated to occur;
- Advertising, legal notices or other media that may be required;
- Public meetings or hearings; and
- Development of presentations to elected officials, civic groups or transportation groups.

Communications Department liaisons will work with other NTTA departments to develop the communication plan for each long-term project. The plans also will identify the responsibilities of each department.

E. COORDINATION WITHIN COMMUNICATIONS DEPARTMENT

The manager-liaison system will rely heavily on the continuation of regular and frequent communications between Communications Department managers, particularly since each manager-liaison will serve as the single point of entry into the Communications Department for other NTTA departments and directors. Communications Department managers will obtain information in their roles as liaisons that will be critical for other managers to have for completing various communication products.

For example, a short-term improvement project on a toll facility will require the Project Communications Manager (PCM) to share information and work in close collaboration with all other managers to ensure information about the project is disseminated through the communication activities managed by those individuals. Another example is the need for the Intergovernmental Relations Manager to share information about Board meeting decisions or executive administration activities so that the other managers may pass the information to the audiences they serve.

It is recommended that the Communications Department establish a mechanism for regular and frequent discussions to ensure all managers are aware of activities taking place, and are able to obtain information on a timely basis.

VI. COMMUNICATION PROCEDURES

A series of procedural guidelines have been developed to assist the Communications Department and all NTTA departments in developing and distributing information to both internal and external audiences. The procedures will help maintain consistency and make communication flow more efficient. The Director of Communications and Communications Department managers will work with other department leaders to refine the guidelines in order to incorporate any circumstances specific to NTTA departments.

Procedures included in this manual apply to:

- A. Board Communications and Packets;
- B. Bond Counsel and Disclosure Review Requirements;
- C. Elected and Appointed Officials' Communications;
- D. Emergency Communications;
- E. Intranet Postings;
- F. Internet Postings;
- G. Media Relations;
- H. Open Records Requests;
- I. Public Complaints;
- J. Public Involvement;
- K. Quality Control;
- L. Sponsorships and Events Participation;
- M. Style and Reference;
- N. Logo and Graphics;
- O. Print Production Requests; and
- P. Promotional Item Requests.
- Q. Database
- R. Speakers Bureau
- S. Web Support
- T. Inclement Weather
- U. Event Checklist