

NTTA Projects	Original Issue Date: 06/05/2008	PC-06
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Title: Schedule Management		

## 1.0 PURPOSE:

The purpose of this document is to define the procedure for preparing the Project Schedule, Master Program Schedule (MPS), Cash Flow, and Master Cash Flow documents.

## 2.0 RESPONSIBILITIES:

- 2.1 **Project Delivery (PD) Phase Manager or Designee** – shall be responsible for acceptance of the Master Cash Flow.
- 2.2 **PD Program Controls Manager** – shall be responsible for assigning the PD Program Support Staff to develop the Master Program Schedule and production schedule if applicable; and review of the Master Cash Flow.
- 2.3 **PD Program Support Staff** – shall be responsible to develop the Master Program Schedule and production schedule, if applicable; assembling and reviewing the Master Cash Flow, addressing comments to update the schedules, and assembling the cash flow. In addition, the PD Program Support Staff is responsible for distributing all approved schedules to appropriate parties and archiving all final documents.

## 3.0 SCOPE/APPLICABILITY:

This procedure shall apply to all Project Delivery (PD) corridors/projects.

## 4.0 REFERENCES:

## 5.0 DEFINITIONS & ACRONYMS:

- **Project Schedule** – The master schedule developed by the PD Program Support Staff and is used to manage the corridor.
  - **Individual Cash Flow** – Each corridor/project under construction shall have a cash flow, including contract descriptions, values, spent amount and forecasted monthly payments, prepared by the PD Program Support Staff using the MPS.
  - **Master Cash Flow** – The Project Delivery program-wide cash flow assembled by the PD Program Support Staff into one document using the individual corridor / project cash flows.
  - **Monthly Corridor/Project Detailed Report (MCPDR)** – A monthly report providing detailed contractual financial information for active, inactive, and closed contracts associated with the corridor/project. Forecast information is not included.
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- **Project Scope** - The instrument used to define the scope, budget, and schedule of the PD corridor/ project. It also identifies the responsible and contributing parties and may summarize the status of any existing contracts or agreements. It conveys any important project milestones not already noted such as public meetings and public hearings.
- **BSF Meeting** - A Budget, Schedule, Forecast meeting is held quarterly with the PD Phase Manager or Designee, PD Program Controls Manager, Program Support Staff and Subject Matter Experts (SMEs) to discuss the status of a corridor/project.

## 6.0 PROCEDURE:

- 6.1 The PD Program Support Staff may use a scheduling software to update the project schedule based on the previous month's markups. The PD Program Support Staff may progress the project schedule to the last day of the previous month.
- 6.2 The PD Program Support Staff prepares the MCPDR.
- 6.3 The PD Program Support Staff exports the MPS cash flow information into Excel and cleans-up and reviews items using Checklist PC-06-F1. The PD Program Support Staff uses the earned income forecast from the Project Delivery (PD) Phase Manager for any on-going projects.
- 6.4 The PD Program Support Staff compiles the individual corridor cash flows into one Master Cash Flow in Excel. The PD Program Support Staff performs a review using Checklist PC-06-F1.
- 6.5 Project Controls Manager shall review the Master Cash Flow for compliance using Checklist PC-06-F1 as well as other criteria, and if rejected, provide edits to the PD Program Support Staff for incorporation and re-review by the Project Controls Manager.
- 6.6 The PD Phase Manager or Designee, SMEs, and Program Support Staff shall review the Forecasts, the Project Schedule, if applicable and the Master Cash Flow. The PD Phase Manager or Designee shall accept the Master Cash Flow as is or conditionally pending small updates to be incorporated by the PD Program Support Staff.
- 6.7 The PD Program Support Staff will incorporate changes to the Master Cash Flow based on information provided by the BSF Meeting participants. The PD Program Support Staff will submit the updated Master Cash Flow to the PD Program Controls Manager for review.
- 6.8 The PD Program Controls Manager will submit the Master Cash Flow to the NTTA Finance Department.
- 6.9 Once the PD Program Controls Manager sends the accepted Master Cash Flow to the NTTA Finance Department, the PD Program Support Staff shall archive the MPS Schedule and Master Cash Flow documents. The PD Program Support Staff may also archive the Project Schedule and MPS documents in scheduling software.

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**7.0 REGULATORY REQUIREMENTS:**

N/A

**8.0 RELATED BOARD POLICY:**

N/A

**9.0 COMPONENT DOCUMENTS:**

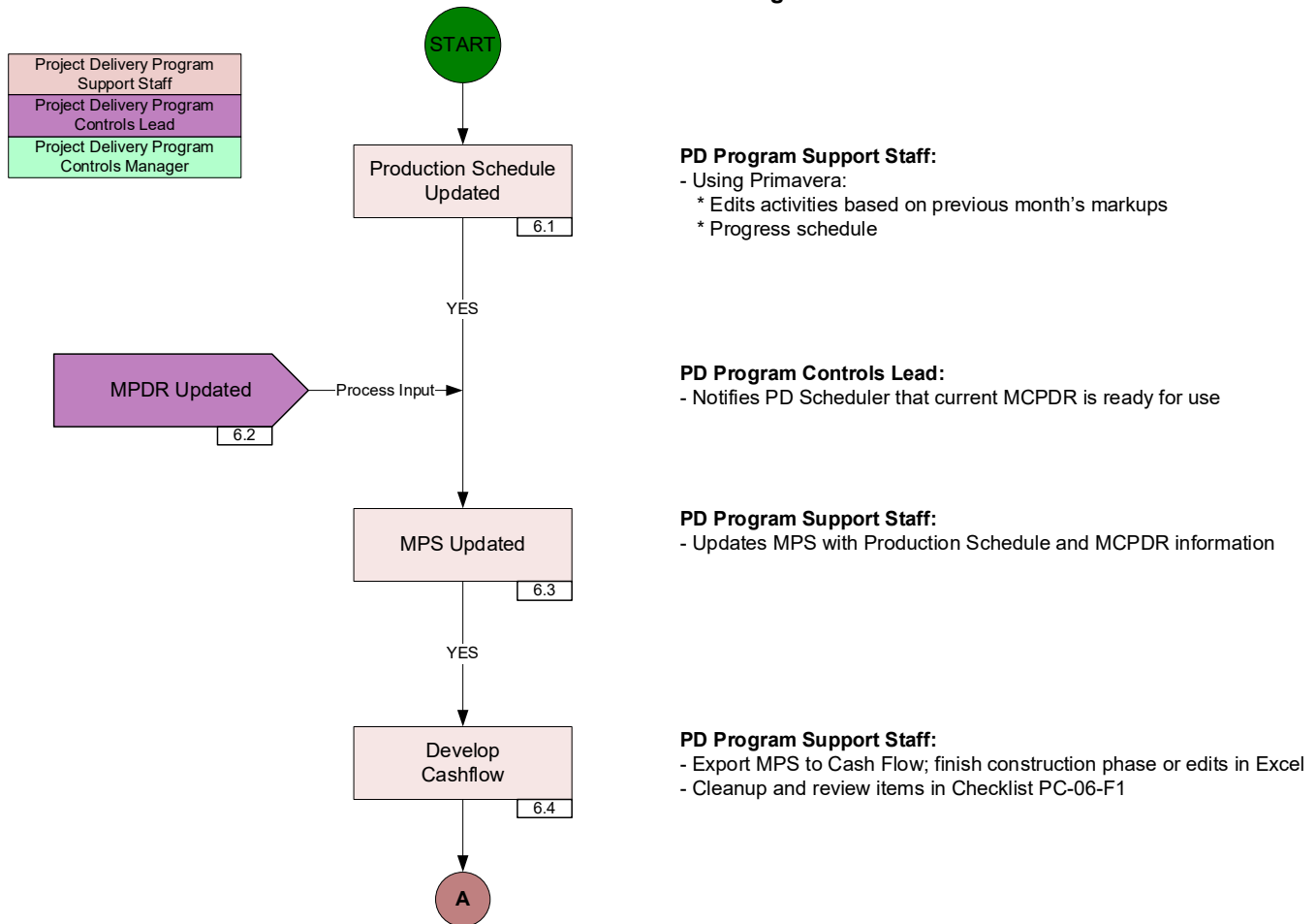
PC-06-F1 Cashflow Review Checklist

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## 10.0 FLOWCHART:

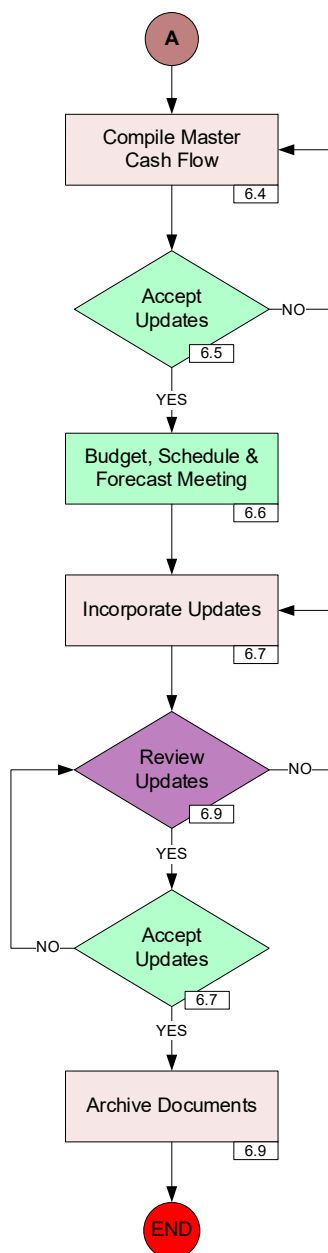
### Schedule Management Workflow Process



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### Schedule Management Workflow Process

Project Delivery Program Support Staff
Project Delivery (PD) Phase Manager or Designee
Project Delivery Program Controls Manager



**PD Program Support Staff:**

- Compiles corridor/project Cash Flows into Master Cash Flow

**PD Program Controls Manager:**

- Reviews incorporated changes using Checklist PC-06-F1 with PD Support Staff
- If not acceptable, provides comments to PD Program Support Staff
- If acceptable, proceed to next step

**PD Program Controls Manager:**

- Review Forecast/Schedule/Cash Flow with each Corridor Team
- Obtain PD Phase Manager or Designee approval (documented via meeting mark-ups)
- Conditional approval obtained for small updates

**PD Program Support Staff:**

- Incorporate updates as directed by the BSF Meeting recommendations or PD PCM

**Project Delivery (PD) Phase Manager or Designee:**

- Reviews updates for completeness and accuracy in BSF meeting
- If not acceptable, returns with edits to PD Program Support Staff
- If acceptable, proceed to next step

**PD Program Controls Manager or Designee:**

- Review for completeness and accuracy
- If not acceptable, returns to PD Program Support Staff
- If acceptable, submit to Finance

**PD Program Support Staff:**

- Archive MPS Schedule and Master Cash Flow into Content Management
- Archive Project Schedule and MPS documents into Scheduling Software Application

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## 11.0 REVISION HISTORY:

Revision	Revised by:	Date Issued	DRN	Reason for Revision
0	Lisa Thomas	06/05/2008		Original Issue
1	Lisa Thomas	06/24/2008		Modified sections 7.3, 7.6 and added 7.7
2	Lisa Thomas	09/25/2008		Modified 7.5 to delete 60% PS&E construction schedule review and changed references from PC-04 to PC-01.
3	Jason Stuart	08/04/2010	<b>10220</b>	Complete re-write of text to reflect current operating procedure and added new linear flowchart
4	Lisa Thomas	04/28/2011	<b>10279</b>	Revised Section 2.2 to change titles in response to organization chart changes. Revised Sections 6.11, 6.13, 6.14 and 6.15 revised to comply with responsibility changes listed above. Revised PC-06-F1 Cashflow Review Checklist in response to organization chart changes.
5	Lisa Thomas	10/10/2011	<b>10355</b>	Update position/department title in text and flowchart.
6	Angela Harden Kindel	07/19/2017	<b>10655</b>	Update position/department title and streamlined procedure in text and flowchart.
7	Cristina Zelaya/ Bryan Dennis	07/22/2025	<b>11120</b>	Update position/department title and streamlined procedure in text and flowchart to match with other QMS updates.