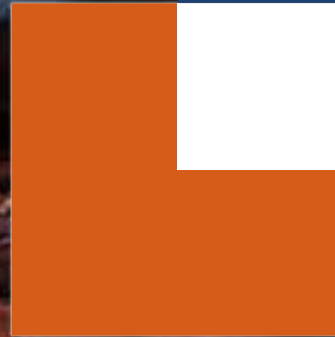


# Realising infrastructure's global ambition

Turner & Townsend



# Who we are

Through the commitment, capability and care our team brings, we build trust between clients, suppliers, governments and society. Delivering better outcomes that have a positive impact on the world around us.

We work smarter to face the challenges of the future; bringing the clarity that helps teams realise their full potential across the real estate, infrastructure and natural resources sectors.

**It's how we've made the difference** for 75 years.

Transforming performance for a green, inclusive and productive world.

People

8,481

Offices

120

Turnover

£884m

Projects

11,627

Net revenue

£779m

Operating profit

£101m

Countries

50

# Global highlights



# Our Services

### Programme management

Looking at the big picture, driving better overall outcomes, and having real confidence your programme is under control.



### Strategy and set up

Setting up for success – building the right capabilities and execution plan to drive clear programme outcomes.



### Project management

Delivering project success through effective planning, the right team, and rigorous controls.



### Cost and commercial management

Driving and safeguarding your commercial interests from start to finish.



### Driving Net Zero

Helping to build a carbon net zero future and creating a more green, inclusive and productive world.



### Procurement

Developing and delivering procurement and supply chain strategies that get the best results from the market.



### Controls and performance

Applying robust and proactive controls from a clear baseline to deliver confidence in programme and project performance.



### Safety, health and quality

Embedding the strategies and culture that support effective operations and maintain a safe and healthy environment.



### Technology and data

Unlocking the potential of technology, data and information modeling to drive performance, support great decision-making and create collaborative working environments.



### Consultancy

Independent advice to help make your business and investments a success.



# How we work



## Connect

We inform, shape and connect programmes and projects to innovation and global or regional leading practice. We do this by:

- Connecting organisations and programmes to leading best practice
- Supporting opportunities for successful infrastructure investment
- Benchmarking performance to support decision making
- Unlocking and exploring innovation opportunities and global best practice



## Strategy

We define and execute sustainable strategies for organisations that own, operate or invest in infrastructure programmes. We do this by:

- Raising capability to integrate new assets with existing and optimise operational costs
- Creating affordable business cases
- Establishing programme or organisational vision
- Managing complex change
- Supporting programmes through stakeholder approvals



## Setup

We set strong foundations with models, processes, systems and capability planning. We do this by:

- Establishing organisational operating models
- Developing integrated programme baselines (cost/schedule)
- Building client capability
- Engaging the market and procuring the supply chain
- Establishing effective digital and technology systems to control projects



## Delivery

We relentlessly drive and assure performance to deliver successful outcomes. We do this by:

- Providing you with insights to performance, giving confidence you are where you think you are
- Identifying and proposing areas of efficiency and opportunity to meet and beat your performance targets
- Maximising the use of technology to enable effective decision making within the programme.

# Our sector track record



## Aviation

Aviation is opening up global markets and **forming a key part of every nation's economic strategy**. Projects are focused on improving capacity, operational resilience and ultimately the passenger experience.

### Representative clients

- Hong Kong International Airport
- Changi International Airport
- Western Sydney Airport
- Heathrow Airport
- Schiphol Airport

### Programmes and projects

- Heathrow Expansion Programme
- Abu Dhabi Airport Midfield Terminal Complex
- Vancouver Airport CORE Program
- Lima Airport Transformation



## Rail

Fast and frequent travel is on the rise and **aviation can't meet the demand alone. More** countries than ever are investing and building networks to meet the challenges of connecting cities and getting commuters into urban areas.

### Representative clients

- MTR
- Network Rail
- New York Metropolitan Transportation Authority
- Transport for London

### Programmes and projects

- Virgin Hyperloop
- Sydney Metro
- High Speed 2
- Edinburgh Tram
- Crossrail



## Roads and highways

As our society continues to evolve, roads are enabling better transportation flow, reducing congestion and better connecting growing communities. They are key for supporting multi-modal transportation hubs and enabling ongoing growth of other infrastructure and industries.

### Representative clients

- Department for Transport
- Transport Scotland
- Highways England
- Transport for New South Wales
- Lantis Antwerp

### Programmes and projects

- Lusail City Development
- Smart Motorways Programme
- A303 – Stonehenge Tunnel

# Our sector track record



## Power and renewables

Power generation is an evolving landscape with a rapid shift towards sustainable and renewable energy generation. Nations must get the balance right so they can maintain energy security alongside consumer affordability and protecting the environment.

### Representative clients

- Scottish and Southern Energy
- New York Power Authority
- EDF
- National Renewable Energy Centre

### Programmes and projects

- Hinkley Point C
- Magnox
- Sellafield
- Snowy Hydro



## Utilities and environment

From telecommunications to water and power distribution, governments and the private sector are driving innovation to generate the extra efficiencies and return on investment they need while maintaining a high quality of service

### Representative clients

- Environment Agency
- Department for Water Affairs South Africa
- Northumbrian Water
- Welsh Water
- MBNL

### Programmes and projects

- Thames Tideway Tunnel
- Boston Barrier Flood Alleviation



## Defence

Governments and private organisations continue to deliver mega scale defence programmes which must deliver value, respond to changing pressures and maximise new skills and innovation.

### Representative clients

- BAE
- Ministry of Defence – DE&S
- Ministry of Defence – DIO

### Programmes and projects

- ASTUTE Submarine Programme
- Type 26 programme
- Explosive Ordnance Logistics
- Reform Program

# Our global experience



A world map is centered on the slide, with colored circles indicating project locations. Lines connect these circles to various project names and small photographs. The projects are distributed across North America, Europe, Africa, Asia, and Australia.

Project Name	Location	Image Description
Metrolinx	Canada	Green train
Toronto Airport	Canada	Aerial view of airport terminal
Heathrow Airport	UK	Interior of airport terminal
Smart Motorways	UK	Construction site with workers
TenneT	Netherlands & Germany	Yellow offshore wind turbine
Schiphol Airport	Netherlands	Aerial view of airport
Virgin Hyperloop	India	Hyperloop tube in landscape
MTR	Hong Kong	Green elevated rail line
Changi Airport	Singapore	View of airport terminal
High Speed 2	UK	Blue circle on map
Hinkley Point C	UK	View of power plant
Irish Water	Ireland	Large water pipes
Metropolitan Transport Authority	USA	Water fountain
Houston Airport	USA	Night view of airport
Gautrain Rapid Rail Link	RSA	Rail tracks
King Shaka International Airport	RSA	Aerial view of airport
Ashghal	Qatar	Construction site
Abu Dhabi Airport	UAE	Aerial view of airport
Jeddah Metro	Saudi Arabia	Modern building
Sydney Metro	Australia	Construction site
Transgrid	Australia	Power lines
New York Power Authority	USA	Power plant
Lima Airport	Peru	Night view of airport
Sydney Water	Australia	Waterfalls
Melbourne Airport	Australia	Aerial view of airport



# Case studies

## Q6 Programme

- Full delivery support across 400+ projects in the 5-year regulatory cycle including a Flight Connection Centre (£50m) and District Heating Upgrade (£40m).
- 90% of completed projects fully closed within three months including benefits realisation. On time and on budget performance through wide-ranging and deep assurance processes.



Heathrow Airport

Virgin Hyperloop

## Inland Rail Programme

- Leading the development and deployment of a PMO framework, systems and resource.
- By implementing a robust mechanism of gate controls we helped ensure that the project information was accurate, complete and fully informed. This supported alignment of scope, budget, schedule risk, approvals and forecast activities.



Turner & Townsend | Global Infrastructure

Australia Rail Track Corporation

Snowy Hydro

## Cost estimating and feasibility

- Cost estimating support by leveraging our experience on other transportation schemes, such as high-speed rail, and derive cost benchmarks.
- Local market engagement which provided insight into the local supply chain, capabilities and constraints to assess the feasibility of the project.



## Programme advisory

- Supporting Australia's global climate change commitments by advising on the feasibility study, procurement, contract, controls and cost requirements.
- EPBC approval was received in 2020; the final green light for commencement of main works construction.

# Case studies

## Midfield Terminal Complex

- Delivery of the integrated Programme Management Office (PMO) covering cost, commercial, schedule, risk and reporting. This included launch of the 'Schedule Review Toolkit', use of a BIM environment to assure the business case benefits were realised and ORAT support to prepare assets for operation and passenger use.



Northumbrian Water

## Commercial and programme delivery partners

- Providing a trusted commercial and programme management capability into DE&S as part of delivery partnerships Equinox and Paragon.
- Advisory includes the identification, maturing and delivery of innovation proposals to improve the efficiency and effectiveness across DE&S, and mobilising expertise that brings innovation to the delivery of projects and programmes and building capability within DE&S.



Abu Dhabi Airport Company



## Capital delivery and asset management programme

- Supporting the successful delivery of capital expenditure programmes whilst delivering against efficiency targets of 26 percent. We have identified £12+ million savings to date and developed the first asset framework to support value based decision making.

Ministry of Defence - DE&S



Ashghal

## Programme and cost management

- Working as part of an integrated programme management team providing procurement, post-contract administration, commercial and claims management support across 800km of highways and 200 major interchanges.

# Case studies

## Asset management

Developing an asset management framework based on the GFMAM 39 Subjects of Asset Management and ISO 55000 to support New York Power Authority's delivery of 25 percent of New York State's electricity.



New York Power Authority



High Speed 2

## Commercial and controls advisory

- Fully-de-badged and working alongside HS2 from senior Board level to delivery to embed excellence in commercial, controls, collaboration, innovation, and contractual processes. This approach, and the corresponding processes and capability we have enabled, have enabled key milestones to be achieved.

## Transformation programme

- As trusted delivery partner, we provide a combination of local market knowledge and global aviation best practice to manage all commercial and controls aspects of across the complex transformation programme.
- Supported transformation through the review and development of an Operating Model which would allow the organisation to transform from an operating to a capital delivery group.



Schiphol Airport



Sydney Metro

## Programme management office

- Prepared the capital cost for inclusion in the business case submission in addition to commercial, controls and project office function development.
- Sydney Metro Northwest commenced operation on time, under budget and to plan.

Turner & Townsend | Budget and to plan.

# Case study

Constructing a pioneering new railway to transform travel across London

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## Client challenge

London's population is set to reach 10 million by 2030, and its transport system must be ready to service this increasing demand. The introduction of a new east-west railway, called the Elizabeth line, delivered by the Crossrail project is a key part of the UK's plan to maintain the capital's place as a world-class city by supporting economic growth and maintaining the highest standards in urban transportation.

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## Where we added value

We played a key role helping Crossrail Ltd to set up the delivery organisation and achieve support from sponsors to deliver the programme. We were also instrumental in re-building Crossrail's Programme Controls capability when the programme obtained new leadership in late 2018.

Crossrail provides a rich source of learning for other major infrastructure programmes. Since the construction of the new railway began in 2009, it has generated a huge pool of talent and skills with over 1,000 apprenticeships delivered by the Crossrail programme. An estimated 75,000 people have helped deliver the Elizabeth line.

## Crossrail Ltd

### Role on project

- Controls and performance
- Cost and commercial management
- Risk management
- Programme management
- Programme strategy and set-up
- Project management



# Case study

Empowering communities with improved water supply in Africa

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## Client challenge

Nexus Green is a UK based renewable energy contractor, commissioned to develop up to 687 water supply systems for both domestic use and irrigation countrywide, utilising financing from UK Export Finance. The project is being implemented through the Ugandan Ministry of Water and Environment (MWE) over three years.

This project is pioneering a new model of implementing green initiatives in Uganda and when successfully delivered has the potential to be rolled out on a larger scale which will steer the country towards achieving a more sustainable economy and environment.

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## Where we added value

Our role as a PMO (project management office) across the projects, working with an evolving organisation, requires us to go beyond our traditional advisory role and become fully integrated with the main contractor and work hand in hand to implement the work.

We have provided support throughout the initial project phases from concept to financial close, through the preparation of bankable reports and documentation, such as the project execution plan.

We continue to coordinate the procurement of design and supervision subcontractors, civil subcontractors, and suppliers in preparation for project implementation.



## Nexus Green Ltd

### Role on project

- Project controls
- Cost and commercial management
- Procurement
- Programme management
- Programme strategy and set-up
- Project management

# Case study

Denver International Airport reaching new heights

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## Client challenge

Denver International Airport (DEN) is embarking on an ambitious strategic plan over the next 10 years, Vision 100, that will enable the airport to prepare for and reach 100 million passengers annually - a target it plans to hit in the next 8-10 years.

DEN's Vision 100 is centred around four key pillars: 'powering our people' which is about looking after staff, partners and neighbouring communities; 'growing our infrastructure' which is about accommodating more passengers; 'maintaining what we have' which focuses on taking care of existing assets; and 'expanding global connections', that is, using the location and extensive land parcels around the airport to expand the air service network and grow cargo operations.

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## Where we added value

We are engaged in this next phase as the sole provider of programme and project controls. We are supporting the enhancement of the Project Management Office (PMO) service delivery by helping DEN put robust controls in place, as well as effective and timely performance measurement.

We are proud to involve several local minority or women-owned businesses who are supporting us in delivering project controls at DEN, and which will ultimately make up 35 percent of revenue participation.

## Denver International Airport

### Role on project

- Controls and performance
- Procurement



# Case study

Enabling the transition to a renewable energy future

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## Client challenge

As the transmission system operator in the Netherlands and North Germany, one of **TenneT's current projects is the high voltage grid connection for the HKZ offshore wind farm**, made up of two 700MW circuits. The offshore connections rely on two 66kv to 220kv transformer platforms known as Alpha and Beta.

Maintaining programme milestones to support wind farm development and installation is a huge challenge. This is due to the complex requirements and risks involved when building and installing large infrastructure and electrical equipment at sea. Major threats to progress include low productivity during fabrication, and quality issues that could potentially delay connection of the wind farm to the grid.

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## Where we added value

Collaborating with TenneT's Engineer, Procure, Construct and Install (EPCI) contractor, we rapidly mobilised and led an independent Joint Task Force comprising planning, project controls and quantity surveying specialists at the fabrication site in Dubai. At the Dubai Drydocks, we delivered our industry best practice solutions for construction progress measurement.

We continue to work closely with TenneT to identify opportunities to improve project set up and delivery of future grid connection developments.

## TenneT

### Role on project

- Advisory
- Controls and Performance



# Case study

Building a world-class supply chain to connect rural and urban Australia

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## Client challenge

The Inland Rail project will transform the way freight is moved around Australia, connecting regional towns to commercial markets more efficiently, driving substantial cost savings for producers and consumers, and delivering significant economic benefits.

Comprising 13 individual projects and spanning more than 1,700km, Inland Rail is

the largest freight rail infrastructure project in Australia and one of the most significant infrastructure projects in the world.

It will take 262,000 tonnes of steel and 745,000 cubic metres of concrete to build and will include the largest diameter diesel freight tunnel in the Southern Hemisphere.

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## Where we added value

We were appointed by ARTC as programme management office (PMO) provider, to enhance project and programme controls, governance processes and to support effective decision-making. We are operating in a large integrated team environment with ARTC to provide a PMO offering for the entire Inland Rail programme.

We developed the 'Inland Rail way', working closely with the ARTC team. This focuses on creating an environment of continuous improvement, active engagement and a dynamic approach to project innovation.

Turner & Townsend

## Inland Rail

### Role on project

- Controls and performance
- Cost and commercial management
- Programme management
- Programme strategy and set-up





# Case study

## Addressing capacity and connectivity challenges within the UK's national rail infrastructure

### Client challenge

The new line will take intercity trains off the existing rail network, freeing up more space for commuter and freight services, to relieve overcrowding and take lorries off the road. It will also bring more investment to the Midlands and the north of England, helping to level up the economy.

Moreover, HS2 will be the low carbon option for long distance travel, emitting 17 times less carbon than the equivalent domestic flight and seven times less carbon than the equivalent car journey.

### Where we added value

We have been involved with the programme since 2014 undertaking a variety of roles and activities. These included developing confidence in cost and schedule envelopes and supporting the development and assurance of the baseline schedule and pricing.

We rapidly mobilised a high performing team to support the successful award of the main works civils contractors (MWCC) stage 1 contracts on time with no challenges and supported the successful procurement of the stations design services contracts for all Phase One stations and the construction partner contracts for Euston and Old Oak Common stations. The team subsequently supported the negotiation and execution of the MWCC stage 2 contracts with a total value of £12bn+.

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## HS2 Ltd

### Role on project

- Advisory
- Controls and performance
- Cost and commercial management
- Procurement
- Programme strategy and set up
- Project management



# Case study

Pushing forward with a world-class metro system for Sydney

## Client challenge

Sydney Metro is Australia's biggest public transport project, and by 2030, the metro network will be expanded to include 46 stations and more than 113 kilometres of track. With the capacity for a train every two minutes under the centre of Sydney, the new metro can carry 40,000 customers per hour, a level of service never before seen in Sydney.

In May 2019, the first phase of the project, Sydney Metro Northwest, opened its doors for the first time, on time and under budget.

In its first year, the Metro North West Line carried almost 20 million customers.

## Where we added value

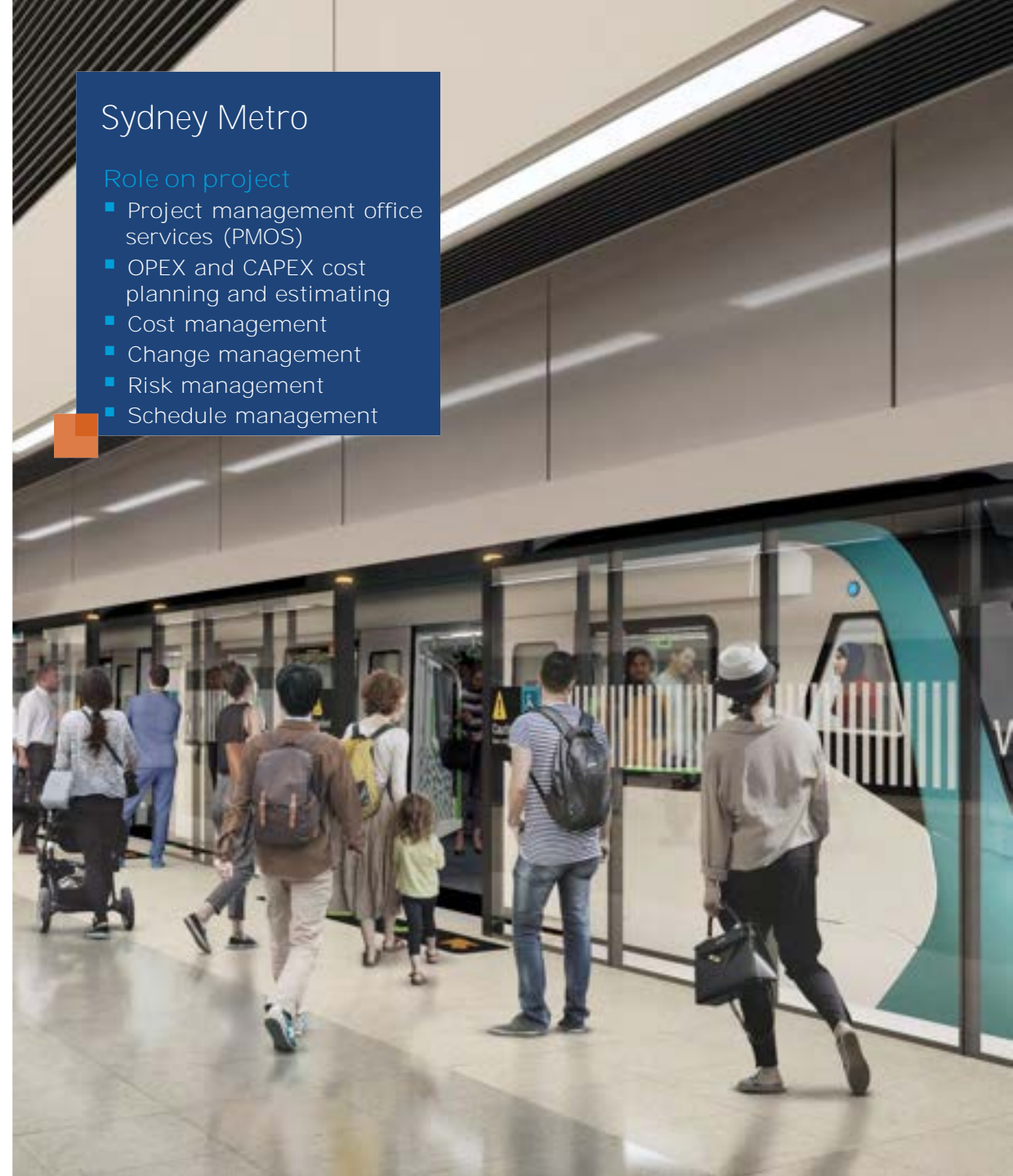
After supporting the initial phase, we have recently been awarded a long-term, portfolio-wide contract to support further maturing a world-class and digitally enabled Project Management Office service (PMO-S).

This once-in-a-generation scheme will deliver benefits for the communities it serves by improving liveability, enhancing productivity and promoting connectivity across the region.

## Sydney Metro

### Role on project

- Project management office services (PMOS)
- OPEX and CAPEX cost planning and estimating
- Cost management
- Change management
- Risk management
- Schedule management



# Case study

Providing renewable power to help Australia meet its global climate change commitments

---

## Client challenge

As a complex project within a national park, an environmental impact statement was **required to comply with Australia's national environmental law**, developed to protect the natural world from any negative impacts of developments.

During the development of the environmental impact statement over a two-year period, Snowy Hydro worked with the NSW National Parks and Wildlife Service to ensure that the long-term

management objectives for the Kosciusko National Park were considered during the Snowy 2.0 project, acknowledging the need to minimise the impact on the values and biodiversity of the park. This culminated in the receipt of the EPBC approval from the Federal Government on 30 June 2020; a significant milestone for the project and the final green light for commencement of the construction of the main works

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## Where we added value

We have been involved from the early stages of the project, appointed by Snowy Hydro Limited to work on the feasibility study to provide cost estimation, scheduling and risk management to set the baseline. Once the final investment decision was granted in December 2018, we worked with the tenderers to provide updates to the cost and schedule.

We have also provided procurement and contract support for the exploratory works and enabling works civil packages as well project control services across cost and schedule **management and document control for the owner's team.**



## Snowy Hydro Limited

### Role on project

- Project Controls
- Cost Estimating
- Scheduling
- Risk Management
- Commercial Management

# Case study

Working to review and improve the way the MTR Corporation manages its railway infrastructure projects

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## Client challenge

The MTR Corporation's Capital Works Committee wanted to review the way the Corporation's management and delivery of railway infrastructure projects, including the most recent work on the 17km new Shatin to Central Link Project.

By benchmarking its process and procedures against other well-respected project management organisations across the world, the Corporation would be able to operate more efficiently, providing better value for money and a simpler process throughout its improvement plans.

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## Where we added value

We have offered an improvement route map of project management process and procedure which has been endorsed by senior executives.

Our work has supported MTR Corporation to set a clear framework for improvements to transform how its programme of works will be delivered in order to achieve better time, cost and quality results. Ultimately, the Corporation will have a modernised programme management systems and framework for delivering best in class major metro system capital works in the region.

## MTR Corporation

### Role on project

- Advisory
- Controls and performance
- Programme strategy and set up
- Technology and data



# Case study

Delivering a step-change in Auckland's public transport

## Client challenge

New rail transport growth statistics suggest that by 2035, City Rail Link (CRL) stations will need to cope with 54,000 passengers an hour at peak travel times, rather than a previous estimate of 36,000. The project will change the way public transport operates in Auckland, allowing the rail network to at least double its capacity.

The CRL is a 3.45km twin-tunnel underground rail link up to 42 metres below the city centre,

transforming the downtown Britomart Transport Centre into a two-way through-station, and linking up with the redeveloped Mount Eden station, allowing improved **connectivity to Auckland's wider rail network**.

The new route also includes the construction of two new stations within the central business district, improving access to public transport, and transforming part of the historic city.

## Where we added value

We joined the CRL project as cost managers and advisors following our support in a major budget exercise. We have implemented a robust cost management system, providing effective cost control and reporting. This has driven efficiencies in cost reporting across the programme, and allowed for more effective scrutiny of project costs, and in turn confidence in the respective project budgets.

## City Rail Link Ltd

### Role on project

- Controls and performance
- Cost management
- Commercial management



# Case study

## Working with London's transport network to improve maintenance performance

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### Client challenge

UK transport local government body, **Transport for London's (TfL) maintenance** modernisation programme was established in 2017 to set-up and optimise the asset operations directorate, which performs **most of London Underground's** maintenance.

With a focus on operational excellence, we were engaged in 2018 as the Lean delivery **partner to help transform TfL's front-line** maintenance activities - improving productivity and cost performance by building improvement capability and removing inefficiencies in resources and time.

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### Where we added value

Delivering business transformation services, we brought 'Lean thinking' to life by engaging at all levels and providing hands-on support, as well as being pragmatic in helping the teams in pinpointing opportunities and keeping a relentless focus on benefits.

We helped the front-line maintenance teams deliver multi-million-pound repeatable year-on-year against their savings targets. In addition, we have upskilled more than 80 managers through our Lean leadership training linked to individual improvement projects typically expected to deliver between £100,000 and £150,000 of benefits each.



### Transport for London (TfL)

#### Role on project

- Advisory
- Operational excellence

# Case study

Supporting vital air links for remote communities in Scotland

## Client challenge

Working with its partners and stakeholders, HIAL is committed to supporting the essential socio-economic role of aviation in Scotland by maintaining and developing its airports and the vital lifeline services and connections they provide for some of the **country's more remote communities.**

**The company's airports support remote towns and villages** which are heavily reliant on air travel, as a means of connecting communities and transporting goods and services, and play a vital role supporting the social and economic welfare of the areas they serve. The airports provide key services including general connectivity between the islands and the mainland and housing the local Coastguard search and rescue teams.

## Where we added value

We were appointed as project management consultants in 2017, providing project management and site supervision support to manage all major capital projects across the portfolio. These include overseeing major runway rehabilitation and renewal works, terminal expansion, drainage improvement works and the development of a state-of-the-art remote tower air traffic control centre all to support the growing use of the airports for work and tourism.

Since 2017, we have steadily built up our capacity from managing a few projects to now managing almost 30 projects with a total capital value of £72m.

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## Highlands and Islands Airports Ltd

### Role on project

- Advisory
- Controls and performance
- Project and commercial



# Case study

## Improving connectivity and reducing car use in Scotland's capital

---

### Client challenge

Since launching in 2014, Edinburgh Trams has become an essential part of **Edinburgh's transport network** and completing the 4.69km route to Newhaven will provide a direct link for the people of Leith to the city centre and out to the airport, and connect residents and visitors to major employment and travel hubs.

The route includes two new sub-stations, eight new tram stops and a tram stabling, and the completed line will serve one of the most densely populated areas of the city, providing high-capacity public transport and unlocking a large swathe of the city for housing development and employment opportunities.

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### Where we added value

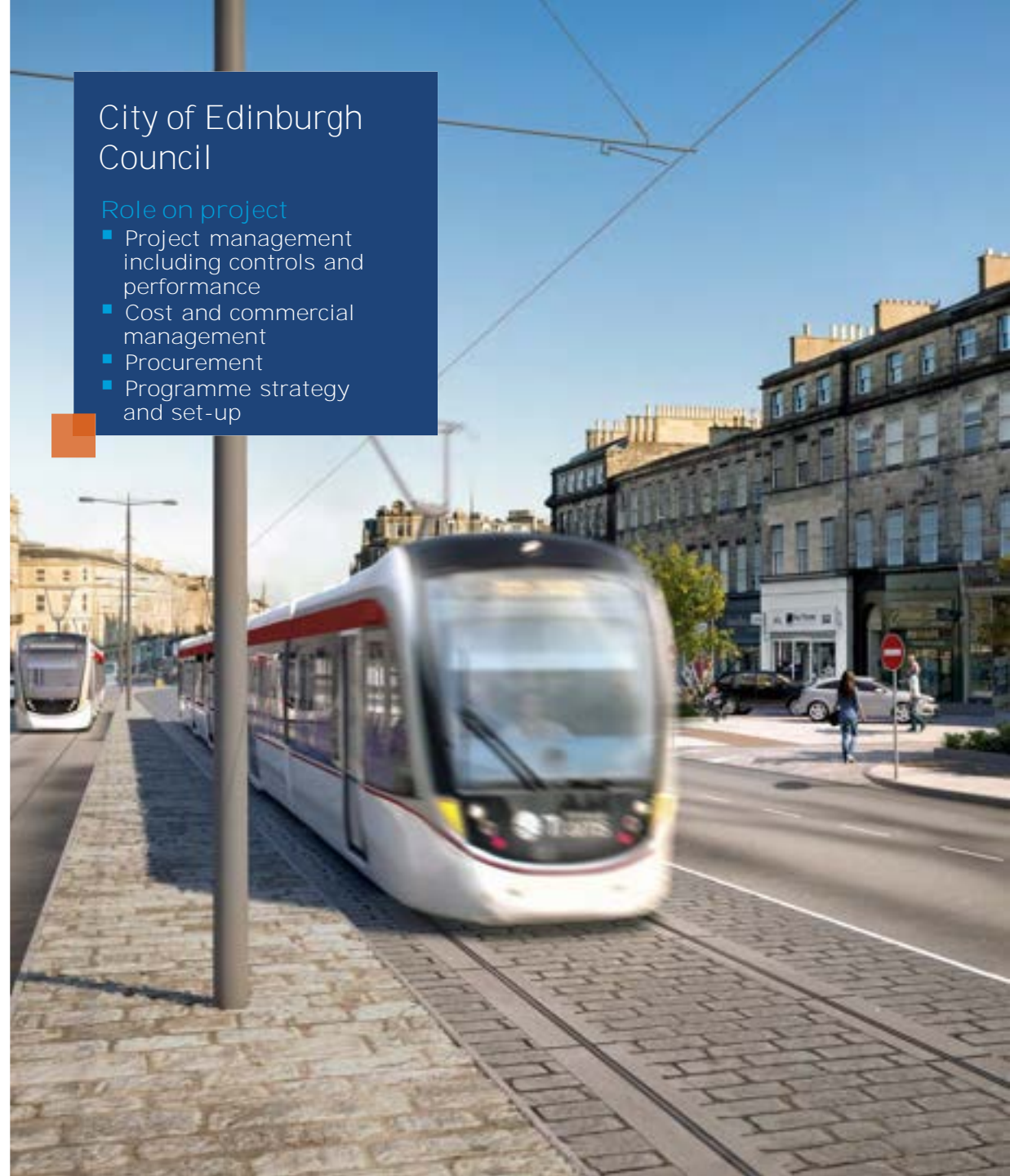
We are providing a multi-disciplinary managed delivery unit comprising project management, construction management, controls and performance management and **cost management, working closely with the Council's project sponsor, finance and procurement teams** in the development of a contracting and delivery strategy, development of the contracts through procurement and the ongoing construction stage.

The tram project has significant strategic and economic benefits for the city, including linking key investment zones, connecting employment destinations, reducing reliance on cars, and improving access to the city centre.

## City of Edinburgh Council

### Role on project

- Project management including controls and performance
- Cost and commercial management
- Procurement
- Programme strategy and set-up





# Case study

Delivery key equipment to the UK Armed Forces

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## Client challenge

Over the last four years, DE&S has undergone a major transformation programme to become a best-in-class delivery organisation, of equipment and services for the Armed Forces and now intends to spend £186bn before 2028.

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## Where we added value

Equinox, a 50/50 joint venture between us and Jacobs, is DE&S's programme delivery partner. Through it, we have mobilised defence and infrastructure expertise that brings new ideas and innovation to the delivery of projects and programmes. We have also led and delivered project management and project controls masterclasses, upskilling DE&S delivery teams.

Through Equinox, we have managed the mobilisation of 745 people into over 1,140 roles over the initial 18 months of the contract, injecting much needed extra capacity and experience across the business and providing jobs for the local economy. Equinox has also delivered over 40 specific tasks with 100 percent client satisfaction scores.

Paragon, meanwhile, has bought 150 suitably qualified and experienced people to date into DE&S.

Turner & Townsend



Ministry of Defence,  
Defence Equipment  
& Support (DE&S)

# Case study

Rebuilding communities after a devastating wildfire

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## Client challenge

The immediate objective was to stabilise the situation, organise and commence debris and hazardous tree removal operations and clear properties and Right of Ways (ROWs) so rebuilding operations could begin and Oregonian's lives could begin to return to normal.

Our team is working with multiple Oregon State agencies and the Federal Emergency Management Agency (FEMA) to develop the Debris Removal Operations Plan (DROP) that will be the playbook to implement and manage work with contractors.

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## Where we added value

Through the veil of tragedy, the wildfire debris removal monitoring program has positively impacted thousands of lives throughout the state of Oregon over the past year, and has provided hope for the state's residents, particularly during the global pandemic.

The programme has generated thousands of jobs across the state and resulted in an environmentally responsible and conscious response to the recovery of people, land and resources. **The State of Oregon's response, in cooperation with all the many stakeholders,** has been respectful to the local indigenous people, waters of the state, endangered animals and the environment.

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## Oregon Department of Transportation

### Role on project

- Advisory
- Controls and performance
- Programme management
- Programme strategy and set up

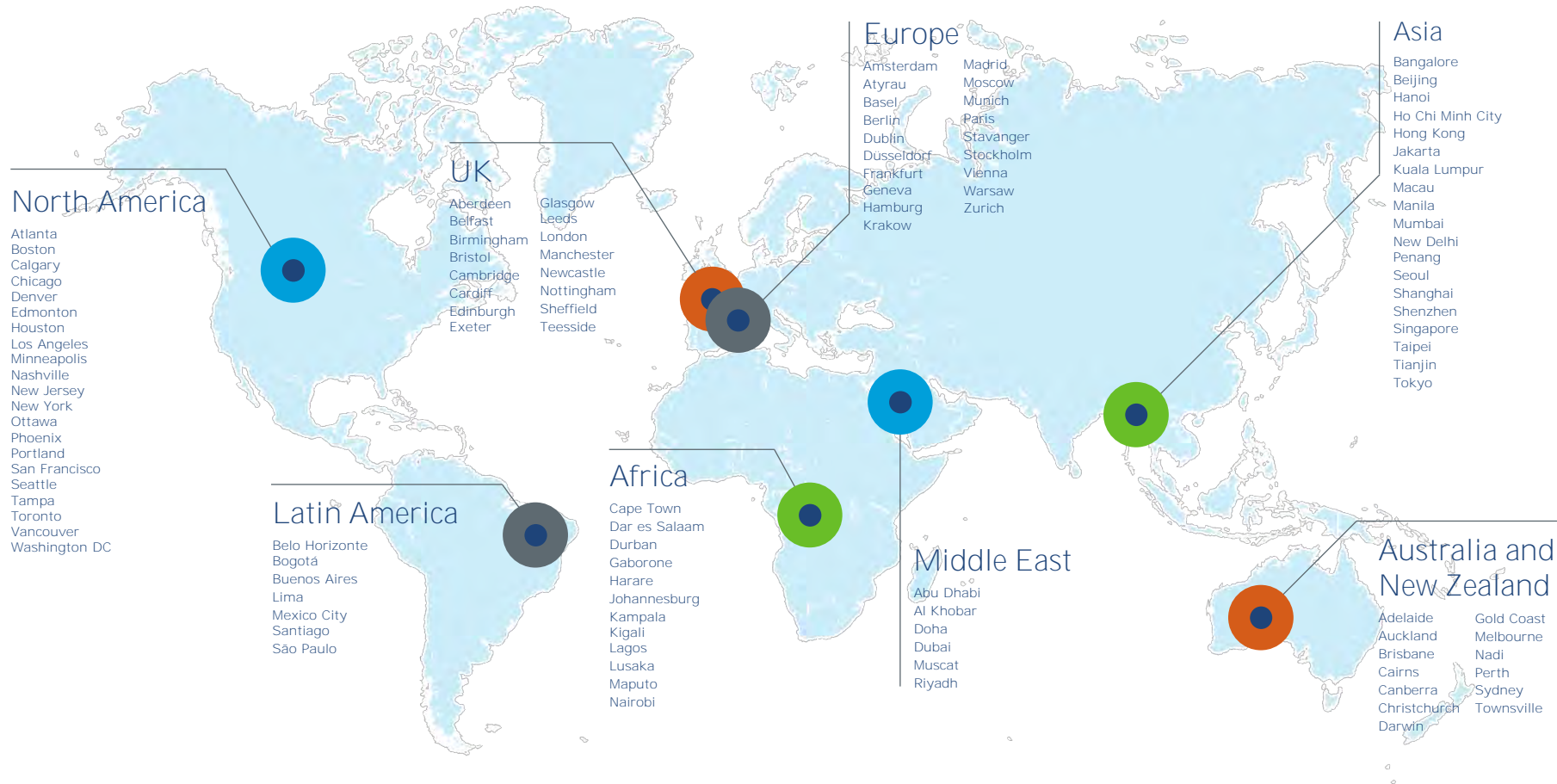
# Where we work

112  
Offices

46  
Countries

99  
Nationalities

12,406  
Projects





## Our team



Jiajin Wang

Associate Director, Switzerland

t: +41 78 832 0350

e: [Jiajin.Wang@turntown.com](mailto:Jiajin.Wang@turntown.com)



Mark Utting

Managing Director, Switzerland

t: +41 (0) 78 954 4641

e: [Mark.Utting@turntown.com](mailto:Mark.Utting@turntown.com)



Gary Easton

Infrastructure Sector Lead, Ireland

t: +44 (0) 7736 622951

e: [gary.easton@turntown.com](mailto:gary.easton@turntown.com)

[www.turnerandtownsend.com](http://www.turnerandtownsend.com)

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