

COMPREHENSIVE MONTHLY REPORT

August 2013

**Dulles Corridor Metrorail Project
Phase 2
(Wiehle Avenue Station to Route 772 Station)**

Metropolitan Washington Airports Authority
Washington, DC

October 1, 2013

PMOC Contract Number: DTFT60-09-D-00016

Task Order Number: 009, **Project Number:** DC-27-5242, **Work Order No.**01

OPs Referenced: 01, 25

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Length of Time PMOC Assigned to Project: 0.25years

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EXECUTIVE SUMMARY

The Project Management Oversight Contractor (PMOC) met with Metropolitan Washington Airports Authority (MWAA) on *September 4, 2013* to conduct the monthly progress meeting for work performed in *August 2013* on Phase 2 of the Locally Preferred Alternative (LPA) for the Dulles Corridor Metrorail Project. The Phase 2 project extends from the Wiehle Avenue Station in Fairfax County through Dulles International Airport to the Route 772 Station in Loudoun County. The PMOC plans to conduct future PMOC monthly progress meetings during the first week of each month.

1. Project Description

MWAA, in cooperation with the Washington Metropolitan Area Transit Authority (WMATA), proposes to implement a 23.1-mile rapid transit system in the Dulles Corridor of Northern Virginia. The proposed corridor follows the alignment of the Dulles International Airport Access Highway (DIAAH), the Dulles Toll Road within Fairfax County, and the Dulles Greenway, a private toll road in Loudoun County. MWAA is implementing the LPA in two phases as described below.

Phase 1 of the Project (Initial Operating Segment) undertakes the construction of the initial 11.7-miles of the rail project from the existing Metrorail Orange Line just east of the West Falls Church (WFC) Station to a station to be constructed at Wiehle Avenue with a total project cost of \$3.142 billion. Included in the Project are five new stations (Tysons East, Tysons Central 123, Tysons Central 7, Tysons West and Wiehle Avenue), improvements to the existing yard at WFC, and tail tracks beyond the Wiehle Avenue station. The procurement of sixty-four new rail cars is also included for Phase 1.

Phase 2 of the Project will provide 11.4 route miles of new track from the interim terminus at Wiehle Avenue Station through Washington Dulles International Airport ("Dulles Airport") to a terminus in eastern Loudoun County. Phase 2 includes six new stations (Reston Town Center, Herndon, Innovation Center, Dulles Airport, Route 606 and Route 772 Stations). Phase 2 also includes a maintenance and storage yard facility at Dulles Airport, five new parking facilities to provide a total of 8,900 parking spaces, wayside facilities (including traction power substations, tie-breaker stations, and storm water management ponds along the alignment), and sixty-four railcars. The Engineer's estimated year-of-expenditure capital cost of Phase 2 is \$3.153 billion, exclusive of finance costs. According to the current schedule, Phase 2 Revenue Service would begin in early 2019.

Project Status Summary

The FTA and PMOC met with MWAA on *September 4, 2013* to conduct the Phase 2 monthly progress review meeting. The information provided is as of *August 31, 2013*, unless otherwise noted.

- **National Environmental Policy Act (NEPA)/Environmental Assessment (EA)** – MWAA and FTA prepared an EA in April 2012 covering the preliminary engineering design refinements for Phase 2, which they released for public review on May 10, 2012. Subsequently, the FTA Regional Administrator issued a Finding of No Significant Impact (FONSI) on December 17, 2012.

- **Procurement Status** – A Project Management Support Services (PMSS) consultant, Jacobs Engineering, supports the MWAA management team to ensure technical capacity and capability. The contract for the PMSS was signed on July 23, 2013, and the first task order was issued to the PMSS to provide staffing support. The PMSS provided support for Phase 2 for preliminary engineering under a separate contract that expired on July 26, 2013.

Phase 2 is divided into several packages that will be procured separately: Package A includes the final design and construction of 11.4 miles of the rail line, stations and systems elements; The Advanced Earthwork Contract (Package S) is for the removal and relocation of the Phase 1 soils currently stockpiled at the Maintenance Facility site associated with Package B. Package B includes the final design and construction of the WMATA Maintenance Facility at the northwest corner of the Dulles Airport property; and Package C includes the design and construction of the five parking facilities at the stations in Fairfax and Loudoun counties. MWAA awarded the contract for Package A on May 14, 2013 and issued the Notice-to-Proceed (NTP) on July 8, 2013.

MWAA issued a solicitation for the Advanced Earthwork Contract on June 27, 2013. *Bids were received on August 12, 2013 and MWAA anticipated a contract award by August 26, 2013. However, the lowest bidder was found unresponsive because it failed to demonstrate the required experience for its lead designer, and has filed a protest. MWAA will not award the Package S Contract until the protest process is completed.*

MWAA will issue a solicitation for the Package B Contract in late 2013, with contract award by June 2014.

- **Disadvantaged Enterprise Business (DBE) Goal** – MWAA developed a DBE Project Goal of 25% of federal participation cost for Phase 2 which was reviewed and accepted by FTA. Package A has a contract goal of 14%, the PMSS Contract has a goal of 25%, the Package S Contract has a goal of 25%; the Package B goal is not yet determined. Fairfax and Loudoun Counties plan to procure the work in Package C without the use of Federal assistance; therefore, there would be no DBE requirement.
- **Third Party Agreements** – MWAA reported that there are six Intergovernmental Agreements required for Phase 2: WMATA, the Dulles Greenway, Loudoun County, Fairfax County, Virginia Department of Transportation (VDOT), and the Town of Herndon. As of August 7, 2013, four of the six Intergovernmental Agreements have been executed. The agreements with VDOT and the Dulles Greenway are pending execution. *This status was confirmed by an email dated September 17, 2013.*
- **Real Estate Acquisition** – MWAA submitted the Real Estate Acquisition Plan (RAMP) for Phase 2 on August 19, 2013. The RAMP is currently under review by the PMOC; however, the appendix listing the Phase 2 properties is still pending submittal from MWAA.
- **Design Progress** – MWAA reported that preliminary design for the Phase 2 Project is complete. The Package A contractor will complete its Final Design. MWAA has not yet decided on the procurement method for Package B. At present, Fairfax and Loudoun Counties would manage the final design of the parking facilities included in Package C. MWAA has set a deadline of December 31, 2014 for the counties to confirm that they can deliver the completed parking facilities as required. *Loudoun County has issued a solicitation through the Public-Private Transportation Act of 1995 for proposals from*

qualified private entities for the design, construction, financing, operation and maintenance of up to three parking garages in Loudoun County in conjunction with Phase 2 of the Dulles Corridor Metrorail Project. The pre-proposal conference will be held on September 23, 2013 with proposals due on October 30, 2013.

- **Construction Progress** – MWAA issued a NTP for the Package A Contract on July 8, 2013. The substantial completion date is July 7, 2018.
- **Budget Status** - The Phase 2 Engineer’s Estimate was \$3,153,264,289, which included \$157,750,000 in unallocated contingency. This figure is in year-of-expenditure (YOE) dollars and excludes the finance costs. The Phase 2 Project has been broken down into the following elements:

Package A – Design and Construction of the Guideway, Track, Stations and Systems

Package B – Design and Construction of the Maintenance Facility

Package S – Advanced Earthwork at Maintenance Facility

Package C – Design and Construction of Parking Facilities

Owner Costs – Preliminary Engineering, Real Estate, Rail Vehicles, WMATA Costs, Commodity Escalation, Professional Services, and Escalation

Package A firm-fixed price contract was awarded on May 14, 2013 at \$1,177,777,000, which was below the engineer’s estimate. As a result, the MWAA adjusted the total Project Capital Cost from \$3,153,264,289 to \$2,902,000,000; *however after discussions with the PMOC, MWAA readjusted the total Project Capital Cost to \$3,126,450,757, which included \$146,211,294 for secondary mitigation as noted in their Risk and Contingency Management Plan, Revision 1b.*

Primary funding for Phase 2 comes from MWAA (7.5%), Fairfax County (21.35%), Loudoun County (14.15%), Commonwealth of Virginia (10.34%), and the Dulles Toll Road (45.66%). MWAA, Fairfax County, and Loudoun County anticipate receiving a total of \$1.9 billion in direct loans under the United States Department of Transportation (USDOT) Transportation Infrastructure Finance and Innovation Act (TIFIA) credit assistance program to assist in financing their shares.

- **Risk** – MWAA submitted the Phase 2 Risk and Contingency Management Plan (RCMP) Revision 1 dated April 2013 to FTA for approval. *On May 28, 2013, MWAA submitted their draft Standard Cost Category (SCC) Budget Workbook to the PMOC. The PMOC evaluated the Phase 2 budget, including the proposed level of contingency, and conducted a cost review workshop with MWAA on July 9, 2013. Following discussions held during the July 9, 2013 workshop and the August 8, 2013 Monthly Update meeting, regarding the Phase 2 budget, the proposed level of contingency, and the draft risk register, MWAA issued a revised draft RCMP, Revision 1b dated August 2013, for PMOC review on August 30, 2013, adjusting the total project cost to \$3,126,450,757, including base contingency of \$477,143,052 and a secondary cost contingency of \$146,211,294. The PMOC has completed its review of the RCMP and recommended acceptance with comments, to FTA.*
- **Rail Car Procurement** - On August 15, 2012, MWAA authorized WMATA to amend their contract with Kawasaki to exercise the option for an additional sixty-four 7000 Series railcars

for Phase 2. WMATA's letter of August 30, 2012 to MWAA confirmed the amendment to the Kawasaki Contract for the Phase 2 railcars. *The latest schedule from Kawasaki dated July 25, 2013 shows final delivery for the last Phase 2 vehicle no later than August 9, 2017.*

- **Personnel** – The April 2013 Draft Project Management Plan (PMP) includes a staffing plan showing the gradual transfer of the Phase 1 staff to the Phase 2 project. Currently, Patrick Nowakowski, the MWAA Executive Project Director is dedicated 50 percent to Phase 2 through February 2014; Sam Carnaggio, MWAA Project Director is dedicated 10 percent to Phase 2 through February 2014; Karl Rohrer, MWAA Deputy Project Director is dedicated 100 percent to Phase 2. With the exception of Mr. Rohrer, the key personnel are the same as those working on Phase 1. This transition plan appears to be reasonable, although it may be impacted by any delay in the substantial completion of Phase 1.

2. PMOC's Assessment of Project Status

As a result of the lessons learned and experience gained from the design and construction of the Phase 1 project, MWAA has developed a staffing plan necessary to effectively manage the Phase 2 project. FTA needs to monitor closely the transition of staff from the Phase 1 project to Phase 2 to ensure that there are adequate levels of dedicated and experienced staff on both projects through the completion of Phase 1 and the procurement activities and the start of final engineering of the Phase 2. Additionally, the effective working relationship between MWAA and WMATA during Phase 1 needs to continue for Phase 2.

MWAA incorporated into the Phase 2 project the design changes to enhance the new/improved system requested by WMATA during Phase 1. Hopefully, this will reduce the number of WMATA-requested design changes under Phase 2. Likewise, MWAA implemented lessons learned from the Phase 1 project to mitigate some of the potential risks in the Phase 2 project. Most significant of the lessons learned and implemented in Phase 2 was the elimination of Allowance Items, institution of a cost loaded schedule requirement and requiring the Design-Build (DB) Contractor to be responsible for utility relocations. These were elements that led to significant cost overruns in Phase 1. However, as the Phase 2 project progresses into bidding and construction, MWAA needs to remain proactive in identifying and mitigating potential risks.

MAIN REPORT

1. Grantee's Capabilities and Approach

a. Technical Capacity and Capability

Based on lessons learned during the Phase 1 project, Metropolitan Washington Airports Authority (MWAA) is implementing an integrated project management organization consisting of MWAA and Project Management Support Services (PMSS) staff. The Board approved the contract for the PMSS and the contract was executed on July 23, 2013. The first task order *was issued* to the PMSS, Jacobs Engineering, to provide staffing support *for Phase 2*. The PMSS provided support for Phase 2 for preliminary engineering under a separate contract that expired on July 26, 2013.

MWAA submitted a draft Project Management Plan (PMP) for Phase 2, Version 1.1, which includes project organization and staffing chart. Because most of the Phase 1 staff will be transitioning to Phase 2, labor distribution charts for each position were also provided to determine levels of staffing by month. The PMP, including the current Phase 2 staffing levels, were reviewed and comments provided to FTA for consideration on August 2, 2013.

MWAA reported that the number of full-time equivalents for Phase 2 during August 2013 is 228; an increase of 63 from July 2013. This is composed as follows: MWAA – 7, Virginia Department of Transportation (VDOT) – 4, Washington Metropolitan Area Transit Authority (WMATA) – 5, Project Management Support Services (PMSS) – 28, and CRC – 184. 127 of the CRC total represent design personnel. Of the 184 staff reported by CRC, some are located in the project office; the remainder are located in local design offices in Washington, DC and Virginia.

MWAA negotiated and signed the lease for the Phase 2 project office on June 22, 2013. Renovations are ongoing and MWAA now plans to occupy the Phase 2 project office beginning in November 2013. *Relocation to the new Phase 2 office has been delayed due to the fact that Federal regulations require that all contracts for the office build-out be competitively advertised.* Project staff will move in two phases: November 2013 and January 2014. The address for the Phase 2 project office is 198 Van Buren Street, Herndon, Virginia.

The Package A DB Contractor, Capital Rail Constructors (CRC), and WMATA staff will be co-located with the MWAA project staff. The design team for CRC *is* located in an adjacent building.

Upon completion of the project, WMATA will become the operator of this extension to the existing Metrorail system. WMATA personnel have been active participants in the Phase 1 project, and the agency will have more staff involved on the Phase 2 project.

b. Project Controls

MWAA is developing procedures with regard to monitoring and controlling project scope, quality, schedule, cost, contingency management, and safety. MWAA has implemented lessons learned from the Phase 1 project for the Phase 2 contracts. Most significant of the lessons learned and implemented in Phase 2 was the elimination of Allowance Items, requiring the Design-Build (DB) Contractor to implement a cost loaded

schedule and to be responsible for utility relocations. These were elements that led to significant cost overruns in Phase 1. It is the PMOC's observation that MWAA continues to monitor and control the project in accordance with their draft procedures.

c. Compliance

It is the PMOC's observation that MWAA continues to follow the required statutes, regulations, and agreements.

- **DBE Goal** – MWAA has developed a DBE Project Goal of 25% *of the federal participation cost* for Phase 2, which was reviewed by the Region 3 Civil Rights Officer. FTA provided concurrence *dated August 26, 2013* that the project DBE meets the requirements set out in the Department of Transportation DBE regulations. Package A has a contract goal of 14%, the PMSS Contract has a goal of 25%, the Package S Contract has a goal of 25%; the Package B goal is not yet determined. Fairfax and Loudoun Counties plan to procure the work in Package C without the use of Federal assistance; therefore, there is no DBE requirement.

MWAA reported that a kick-off meeting and follow-up meeting were held with CRC regarding their DBE plan for Package A and to discuss procedures for internal DBE reporting.

- **Title VI** – FTA stated that Fairfax and Loudoun Counties will have to secure approved Title VI Plans because they will be recipients of TIFIA loan funds for the rest of the project. *Loudoun County reported that it had submitted their Title VI Plan to FTA and have received some comments for review and response.* Fairfax County stated that a Title VI Plan was previously submitted but rejected by FTA and questioned whether that plan just needed to be revised and resubmitted. FTA stated that Fairfax County needs to address the comments and resubmit the plan for review. *Fairfax County has hired a consultant to develop its Title VI Plan and anticipate a draft from the consultant by October 4, 2013.*

The counties will have to sign a 13c agreement with the Department of Labor. FTA will initiate the process.

2. Project Scope

Phase 2 of the Project will provide 11.4 route miles of new track from the interim terminus at Wiehle Avenue Station through Dulles Airport to a terminus in eastern Loudoun County. Phase 2 includes six new stations (Reston Town Center, Herndon, Innovation Center, Dulles Airport, Route 606 and Route 772). Phase 2 also includes a Maintenance Facility (maintenance and storage yard facility) at Dulles Airport, five new parking facilities at three stations to provide 8,900 parking spaces, and wayside facilities, including traction power substations, tie-breaker stations, and storm water management ponds, along the alignment.

a. National Environmental Policy Act (NEPA)/Environmental Assessment (EA)

MWAA prepared an Environmental Assessment covering the preliminary engineering design refinements for Phase 2, and issued it for public review on May 10, 2012. The FTA Regional Administrator issued a Finding of No significant Impact (FONSI) on December 17, 2012, that stated there were “no significant environmental or socioeconomic impacts associated with the design refinements for Phase 2 of the Dulles

Corridor Metrorail Project.” FTA cautioned that should there be any changes in the location of the parking garages by the counties, or if they need any additional property for the construction of the parking garages, MWAA must notify FTA immediately to determine if the environmental documents would need revisions.

MWAA questioned whether a NEPA review is still required if the garages are being procured with local funds, and questioned whether only local requirements should be required. The PMOC noted, however, that the garages are required by the Record of Decision. FTA is to confirm whether or not, further NEPA review would be required for changes to the garage locations.

b. Third Party Agreements

MWAA reported that there are six Intergovernmental Agreements required for Phase 2: WMATA, the Dulles Greenway, Loudoun County, Fairfax County, Virginia Department of Transportation (VDOT), and the Town of Herndon. MWAA provided a summary of the status of finalizing the six Intergovernmental Agreements below. *By email dated September 17, 2013, MWAA confirmed the status contained in the table below, noting that the VDOT and Dulles Greenway Agreements were awaiting signature. MWAA’s September 30, 2013 email noted that they had met with VDOT on that date and had reached resolution with the expectation that the amendment would be signed in the following week. The Trip II agreement was reported as having been signed and sent to MWAA.*

AGREEMENT	STATUS	NOTES
WMATA – New Agreement	<i>Executed on August 7, 2013</i>	<i>Complete</i>
VDOT – Amendment of Phase 1 Agreement	<i>Negotiations Nearly Completed – Signatures Pending</i>	<i>Meeting to resolve outstanding issues pending. (Meeting was held on September 30, 2013).</i>
Fairfax County – Amendment of Phase 1 Agreement	<i>Executed – May 28, 2013</i>	<i>Complete</i>
Loudoun County	<i>Executed – August 7, 2013</i>	<i>Complete</i>
Town of Herndon	<i>Executed – July 9, 2013</i>	<i>Complete</i>
TRIP II (Dulles Greenway)	<i>Negotiations Completed – Signed by MWAA; Signature of TRIP II Pending</i>	<i>Approved by MWAA Board 7/17/13. Approved by TRIP II Board. (Signed and being sent to MWAA.)</i>

c. Design Status

Preliminary Engineering is complete for Phase 2. Final design and construction will be performed under the DB contract for Package A. MWAA has yet to decide upon a procurement method for Package B, so it is not known who will complete final design for the yard and shops. Fairfax and Loudoun Counties will manage the final design of the parking garages included in Package C. *The Counties have been asked to confirm delivery of those elements as a condition precedent to a TIFIA loan.*

d. Bidding and Construction Status

- **New Mass Transit Line (Package A)**

In August 2012, MWAA issued a Request for Qualifications solicitation for the DB contract for Package A of the Phase 2 Dulles Corridor Metrorail Project. Five DB teams were shortlisted and a final Request for Proposals issued on February 6, 2013. At the opening of proposals on April 19, 2013, CRC, a joint venture consisting of Clark Construction Group, LLC and Kiewit Infrastructure South Company had the lowest responsible and responsive bid of \$1,177,777,000. On May 14, 2013, MWAA formally awarded the Package A Contract to CRC. NTP was issued on July 8, 2013 with a contractual duration for Package A of 1825 calendar days from NTP. Thus, the Substantial Completion Date for Package A is July 7, 2018.

The DB contractor, CRC, is in the second month of their contract and their primary activities include setting up their management structure, developing management plans and processes, and developing the final design documents including utility relocation design. Weekly design meetings started on July 31, 2013, and MWAA received the preliminary design package on July 23, 2013. Geotechnical borings and survey activities are ongoing at the Dulles International Airport and along the corridor by CRC. Twenty-five to thirty, 60 percent design submittal packages are due in the first six months of the CRC contract. The design of the Project is expected to take eighteen months.

CRC is forecasting submittal of the cost-loaded Baseline Schedule (which is due 180 days after NTP), by the end of September 2013. In the interim, CRC submitted a cost-loaded Proposal Schedule for the first six months with a maximum payment of \$50 million, in addition to the cost of bonds, and insurance. Formal approval of the proposal schedule is pending.

- **Dulles Maintenance Facility (Package B)**

Package B will include the final design of the Maintenance and Storage Yard. On June 6, 2013, MWAA submitted a cost validation study in response to a request from FTA. This study included updated plans and cost estimates for the redesign of the Dulles Maintenance Facility based on program reductions proposed by WMATA in late 2011. Some of the changes include: reduction in the yard storage track capacity from 250 railcars to an initial storage of 168, with the ability to expand to 228; reduction in the size of the Maintenance of Way and Warehouse buildings; and elimination of the Heavy Damage Building and inspection tracks and associated inspection pits in the Service and Inspection Maintenance Building. MWAA's evaluation shows that the reduced scope saves \$10 million. MWAA explained that they are in the process of preparing the contract documents for Package B based on the reduced scope using some of the original plan details and layouts. MWAA anticipates issuing a Request for Qualification Information for the Package B Contract in November 2013; however, the method of procurement has not been finalized. MWAA has received comments from WMATA based on their review of the Package B contract documents and MWAA is in the process of responding to

those comments. *At the September 4 monthly PMOC meeting, MWAA added that there were no major issues.*

MWAA confirmed that the not-to-exceed budget for Package B is still \$280 million. Although a method of procurement is still pending, MWAA anticipates issuing solicitation for the Package B Contract in late 2013, with final contractor selection in May 2014, contract award in June 2014 and NTP in July 2014. Substantial completion is currently scheduled for June 29, 2018.

- **Advanced Earthwork (Package S)**

The Phase 1 contractor used the site of the proposed Dulles Maintenance Facility to stockpile excavated material. To construct the new facility, it will be necessary to move most of the stockpiled material and re-grade the site. MWAA intends to award an Advanced Earthwork contract to move the stockpile to another site on Dulles Airport property. MWAA reported that the Package S contract documents were revised to ensure that the work for Package S is no longer within the Dulles Airport Air Operations Area. The same coordination procedures used during Phase 1 are already in place with the Dulles Airport staff and notices have been re-issued. The Advanced Earthwork contract will have a separate contractor, scope, DBE goal, and milestones from the Package B contract.

MWAA issued the Advanced Earthwork contract (Package S) solicitation on June 27, 2013 and held the pre-proposal conference on July 12, 2013. Ten bids were received on August 12, 2013 and a Notice of Recommended Award was sent to the lowest responsible bidder the week of August 26, 2013. However, the lowest bidder was found unresponsive because it failed to demonstrate the required experience for its lead designer. The lowest bidder filed an initial protest that was denied by MWAA. The contractor then filed an appeal with the MWAA Chief Executive Officer (CEO); a response is pending. The MWAA CEO's decision on the protest is final; there is no appeal to the MWAA Board of Directors because the contract is not subject to Board approval. MWAA will not award the Package S Contract until the protest process is completed. MWAA added that the lowest responsible bidder has done extensive work for VDOT and other federal agencies, and has previously worked with the DB Contractor, CRC.

The lowest responsible bid was \$5.87 million, well under the engineer's estimate of \$18.52 million. MWAA now anticipates a mid-September award and NTP in early October 2013.

- **Parking Garages (Package C)**

At present, Fairfax County and Loudoun County plan to procure the five required parking garages.

Fairfax County is currently responsible for two parking garages: one at the Innovation Center Station and one at the Herndon Station. *Fairfax County's existing Task Order Consultant is currently performing work to advance design concepts of both garages and the conceptual designs are currently under development for both stations;*

however, Fairfax County has not agreed on the final locations. The County's Department of Public Works and Environmental Services is the lead county agency for the design and construction of both parking facilities. Fairfax County anticipates issuing a Design-Bid-Build solicitation through the Public Works and Environmental Services Department for the construction of both of their parking garages. The County plans to design, construct, own, maintain, and operate both parking facilities. The selection of a firm to complete the final design for the parking facilities was expected in late August 2013. However, this has been delayed because the conceptual designs are not yet completed. The question with regard to whether or not a NEPA review is required is also negatively impacting the selection process for the final designs of the garages. Construction is expected to be completed in April 2018.

On July 30, 2013, Fairfax County approved a Real Estate Exchange Agreement for the site of the Innovation Center Station. The Agreement provides for the exchange of property and property acquisition necessary to implement a joint development plan.

Loudoun County is currently responsible for three parking garages: one at the Route 606 Station and two at the Route 772 Station. On November 16, 2012, Loudoun County issued a Solicitation for Conceptual Proposals through the Public-Private Transportation Act of 1995 for Loudoun County Parking Facilities. The solicitation requested the submittal of conceptual proposals from qualified private entities for the finance, design, development, construction, and operation of the parking facilities for Route 606 and 772 Stations. Following a detailed review of the proposals by Loudoun County staff, an action item was put before the Loudoun County Board of Supervisors requesting their approval to proceed with a Best and Final Offer for the three garages. At its meeting on July 17, 2013, the Board voted to reject the three initial proposals which were received through a Request for Information process. The Board voted instead to solicit new proposals through a Request for Proposals (RFP) process.

Procurement of the garages in Loudoun County is on an accelerated schedule. On September 3, 2013, Loudoun County issued a Request for Proposal for the design, construction, financing, operation and maintenance of the Phase 2 parking garages. Proposals are due on October 30, 2013. After review of the proposals, the highest ranked offeror will be identified in January 2014. Negotiations with the selected offeror are expected to be undertaken in the January through July 2014 timeframe. Loudoun County intends to fully privatize the three parking facilities.

Loudoun County advised that they are in the process of changing the location of the Route 772 Station North Parking Facility due to a dispute with the current land owner.

e. Real Estate

MWAA submitted their Real Estate Acquisition Management Plan (RAMP), Revision 0, for Phase 2 on August 19, 2013. The PMOC is in the process of reviewing the RAMP; *however, the appendix listing the Phase 2 properties is still pending submittal from MWAA. Details of the required properties will be developed during the design phase of the Package A Contract. MWAA has stated their intent, but has not yet submitted a*

request, to raise the threshold for FTA review of real estate appraisals as they did for Phase 1.

MWAA awarded the contract for a Right-of-Way agent the week of August 26, 2013 and Priority 1 acquisitions are underway. MWAA added that there are several right-of-way packages and appraisals for Priority 1 acquisitions that are due to CRC by March 15, 2014. MWAA is also close to awarding the archeology recovery contract on the Yard Lead project.

f. Utility Coordination

MWAA submitted their Permit Management Plan, Revision 0, for Phase 2 on August 19, 2013. The PMOC is in the process of reviewing the Permit Management Plan. The contract with CRC states that all utility relocations are the contractor's responsibility.

g. Vehicle Procurement

On August 15, 2012, MWAA authorized WMATA to amend their contract with Kawasaki to exercise the option for an additional sixty-four 7000 Series railcars for Phase 2. WMATA's letter of August 30, 2012 confirmed the executed amendment to the Kawasaki Contract. The MWAA budget including contingency, in year of expenditure dollars, for the Phase 2 railcars is \$213.383 million. The latest schedule from Kawasaki dated July 25, 2013 shows final delivery for the last Phase 2 vehicle no later than August 9, 2017.

The original railcar award included cost escalation factors depending on when the options were exercised. *In response to FTA's request, MWAA provided the current railcar budget for Phase 2, including the cost escalation factor based on when the option was exercised to confirm the current Phase 2 railcar budget. MWAA added that it sent an explanation, via email, to FTA regarding some inconsistencies in the information provided.*

3. Project Management Plan and Sub-plans

MWAA has submitted the PMP and required sub-plans. Below is the status of each plan received by FTA through August 31, 2013.

- MWAA submitted that latest version of the draft Phase 2 **Project Management Plan** (PMP), Version 1.1 to FTA on May 16, 2013 for FTA review and approval. Version 1.1 included modifications based on the comments received from FTA to Version 1.0, dated November 2012 submitted to FTA on December 7, 2012. The résumé summaries of key personnel were received on June 21, 2013. On August 2, 2013, the PMOC recommended that FTA accept the PMP Version 1.1, *with comments*, and direct MWAA to formally issue the final PMP for this stage of the Phase 2 project for approval.
- MWAA submitted the latest revision of the Phase 2 **Quality Program Plan** (QPP), Revision 1, to the FTA on March 26, 2013 for FTA review and approval. The QPP incorporates the changes to address the PMOC comments to QPP Revision 0, dated October 24, 2012 submitted to FTA on December 12, 2012. The comments were discussed after the March 7, 2013 FTA/PMOC monthly meeting, and were addressed and closed. The PMOC recommended acceptance, *with comments*, of the QPP to FTA on May 17, 2013, *and on September 23, 2013, FTA approved the Phase 2 QPP, Revision 1, and requested that MWAA*

update it as needed as Phase 2 continues to move forward through final design and construction. In addition, FTA requested that MWAA submit the Phase 2 Project Management Procedures to FTA and the PMOC for review.

- MWAA submitted the Phase 2 **Safety and Security Management Plan (SSMP)**, Revision Draft dated February 28, 2013, to the FTA on March 27, 2013 for review and approval. On May 17, 2013, the PMOC recommended that the FTA accept the SSMP contingent upon the signature by WMATA's Chief Safety Officer. MWAA addressed the three recommendations included in the PMOC review and the SSMP, Revision 0 dated July 2013 was signed off by WMATA's Chief Safety Officer on August 6, 2013. *The PMOC recommended acceptance of the SSMP, Revision 0 to FTA on September 3, 2013.*

The Tri-state Oversight Committee (TOC) stated that they are revising the Safety and Security Oversight Management Plan for Phase 2 to clearly outline the lines of authority between the TOC, MWAA and WMATA. *On September 4, 2013, a meeting was held between the TOC and MWAA to initiate this process.*

- MWAA submitted the latest revision of the Phase 2 **Risk and Contingency Management Plan (RCMP)**, Revision 1, to the FTA on April 24, 2013 for review and approval. Revision 1 included modifications based on the comments received from FTA to Revision 0, Draft 2, dated December 2012. MWAA submitted their draft SCC Budget Workbook to the PMOC on May 28, 2013. MWAA, FTA and the PMOC met on July 9, 2013 to review MWAA's development of project costs. Based on the discussions during the review meetings, MWAA issued a revised RCMP Revision 1a for PMOC review on July 31, 2013.

The July 2013 RCMP included a lower secondary mitigation target than that recommended by the PMOC in the July 9, 2013 meeting based on MWAA's assessment that some of the beta factors assumed by the PMOC could be lowered by this stage of the project. On August 8, 2013, a subsequent meeting was held with MWAA to discuss the development of secondary contingency provided. On August 14, 2013, the PMOC completed a sensitivity analysis of the Modeled Contingency Requirement and concluded that there is still the indication that additional contingency is needed over that currently included in the project budget of \$2,902 million. The PMOC recommended that the project budget should include ample contingency for all project risks and recommended a project budget of \$3,126 million.

Upon further review of the PMOC comments and further consideration of the overall status of the Phase 2 program, MWAA issued a revised draft RCMP, revision 1b, for PMOC review on August 30, 2013, adjusting the total project cost to \$3,126,450,757, including base contingency of \$477,143,052 and a secondary cost contingency of \$146,211,294. The PMOC has completed its review of the RCMP and on September 3, 2013 recommended acceptance, with comments, to FTA.

- Since WMATA, rather than MWAA, will be the operator of the completed project, the WMATA **Rail Fleet Management Plan (RFMP)** is the applicable document. WMATA submitted RFMP, Revision J, on August 1, 2013 and FTA accepted it on August 8, 2013.

4. Project Schedule

Phase 2 is currently in the procurement phase. Construction is expected to begin in *February 2014 with the start of utility relocation and with the commencement of revenue service on*

January 2, 2019. The table below shows the Phase 2 milestones, as provided by MWAA in the latest schedule dated August 28, 2013 and updated during the September 4, 2013 meeting.

DULLES CORRIDOR PHASE 2 MILESTONES	
MILESTONE	DATE
Package A Design-Build Contract Award	05/14/2013 (A)
Package S Advanced Earthwork Contract IFB	06/27/2013 (A)
Package A Contract NTP	07/08/2013 (A)
Package S Advanced Earthwork Contract Award	08/30/2013
Package S Advanced Earthwork Contract NTP	09/16/2013
Package B Contract RFQ	10/15/2013
Package B Contract RFP	01/15/2014
Package B Contract Award	05/28/2014
Package B Contract NTP	07/01/2014
Package S Advanced Earthwork Contract Substantial Completion	10/01/2014
Deadline for Fairfax and Loudoun Counties' decision to construct the Parking Facilities	12/31/2014
Construction of Parking Facilities Complete	06/29/2018
Package B Contract Substantial Completion	06/29/2018
Package A Contract Substantial Completion	07/07/2018
Begin Operations Readiness Testing	07/07/2018
Complete Operations Readiness Testing	09/04/2018
Project Final Acceptance	09/04/2018
Begin Revenue Operations Acceptance Testing	09/05/2018
Complete Revenue Operations Acceptance Testing	01/02/2019
Revenue Service Date	01/02/2019

a. Important Activities – 90-Day Look Ahead

- *Resolve bid protest and issue award and NTP for Advanced Earthwork Contract (Package S).*
- *Execute third-party agreement for the Dulles Greenway.*
- *Fairfax County to select a firm to complete the final design for the Innovation Center and Herndon parking facilities.*

5. Project Cost

MWAA’s current Phase 2 project budget is \$3,126,450,757, including the cost of the parking garages to be funded by Fairfax and Loudoun Counties. This figure is in year-of-expenditure dollars and excludes the finance costs. Below is the breakdown of that budget:

ESTIMATED CAPITAL COSTS (\$MILLIONS)	
SCOPE AND FTA COST CATEGORIES	PHASE 2
Guidway and Track Elements	\$ 410
Stations and Parking	\$ 263
Support Facilities: Yards and Shops	\$ 283
Sitework and Utilities	\$ 426
Train Systems	\$ 215
Right-of-Way and Property Acquisition	\$ 62
Rail Cars and Support Vehicles	\$ 219
Design and Engineering Services	\$ 616
Unallocated Contingency	\$ 317
Baseline Project Cost Estimate	\$ 2,811
Phase 2 County-Funded Elements	\$ 315
TOTAL PROJECT CAPITAL COST	\$ 3,126

Primary funding for Phase 2 comes from MWAA (7.5%), Fairfax County (21.35%), Loudoun County (14.15%), Commonwealth of Virginia (10.34%), and the Dulles Toll Road (45.66%). MWAA, Fairfax County, and Loudoun County anticipate receiving a total of \$1.9 billion in direct loans under the United States Department of Transportation (USDOT) Transportation Infrastructure Finance and Innovation Act (TIFIA) credit assistance program to assist in financing their shares.

SOURCES OF CAPITAL FUNDING (\$Millions)				
	Multi-funded Elements	County-Funded Elements	Phase 2 Total	% of Total
Commonwealth of Virginia	\$ 323	\$ 0	\$ 323	10.34%
Fairfax County	\$ 520	\$ 147	\$ 667	21.35%
Loudoun County	\$ 274	\$ 168	\$ 442	14.15%
MWAA (Aviation Funds)	\$ 234	\$ 0	\$ 234	7.50%
MWAA (Dulles Toll Road)	\$ 1,459	\$ 0	\$ 1,459	46.66%
Total Sources of Funding	\$ 2,811	\$ 315	\$ 3,126	100.00%

On April 11, 2013, MWAA provided the financial feasibility study to the TIFIA Joint Program Office. On May 9, 2013, MWAA submitted its initial plan of finance and financial model, and indicative rating to the TIFIA Joint Program Office. The TIFIA Joint Program Office is in the process of reviewing the credit ratings for the Counties of Loudoun and Fairfax, and based upon ongoing conversations and meetings with TIFIA Joint Program Office, supporting documentation is being requested of and received from the counties and the Airports Authority. *All of the project funding partners participated on a conference call with the TIFIA Joint Program Office and FTA scheduled for every Thursday. MWAA hopes to the TIFIA loan by the end of the year.*

Fairfax County submitted its initial plan of finance and financial model, indicative rating, and feasibility study to the TIFIA Joint Program Office on June 5, 2013. The initial submittal from Loudoun County is pending receipt of its indicative rating from Standard & Poor's which was expected in mid-June 2013. Once the rating is received, Loudoun County will forward its initial plan of finance and financial model, indicative rating, and feasibility study to the TIFIA Joint

Program Office. MWAA, and Fairfax and Loudoun Counties presented the financial plans for the project to the USDOT TIFIA staff and consultants on June 21, 2013.

Fairfax and Loudoun Counties have agreed to remove the parking garages from the TIFIA loan and construct the garages with their own funds. In exchange for removing the funds from the TIFIA loan, the Counties will agree to deliver the garages without requesting funding from the Phase 2 project budget. This agreement is pending completion.

MWAA added that the TIFIA Joint Program Office has requested a traffic and revenue analysis *from the Dulles Toll Road in response to its line of credit. MWAA also reported that Fairfax and Loudoun Counties have provided a check for the cost of legal fees for each of the Counties.*

The SCC Project Cost Summary by SCC Code as provided in the August 2013 RCMP:

Contract Package	SCC Code	SCC Category	YOE Estimate including Contingency	YOE Estimate total without Contingency
A	10	Guideway	\$ 340,953	\$ 340,953
	20	Stations, Stops, Terminals, Intermodals	\$ 224,433	\$ 224,433
	30	Support Facilities: Yards, Shops and Admin Bldgs	\$ 377	\$ 377
	40	Sitework and Special Conditions	\$ 352,760	\$ 352,760
	50	Systems	\$ 172,044	\$ 172,044
	60	ROW, Land and existing improvements	\$ -	\$ -
	70	Vehicles	\$ -	\$ -
	80	Professional services and Agency costs	\$ 87,210	\$ 87,210
	90	Unallocated Contingency	\$ -	\$ -
			Package A Total	\$ 1,177,777
B + S	10	Guideway	\$ -	\$ -
	20	Stations, Stops, Terminals, Intermodals	\$ -	\$ -
	30	Support Facilities: Yards, Shops and Admin Bldgs	\$ 247,207	\$ 222,194
	40	Sitework and Special Conditions	\$ 29,513	\$ 26,300
	50	Systems	\$ -	\$ -
	60	ROW, Land and existing improvements	\$ -	\$ -
	70	Vehicles	\$ -	\$ -
	80	Professional services and Agency costs	\$ 23,280	\$ 20,786
	90	Unallocated Contingency	\$ -	\$ -
			Package B + S Total	\$ 300,000
C	10	Guideway	\$ -	\$ -
	20	Stations, Stops, Terminals, Intermodals	\$ 227,737	\$ 198,564
	30	Support Facilities: Yards, Shops and Admin Bldgs	\$ -	\$ -
	40	Sitework and Special Conditions	\$ 3,957	\$ 3,445
	50	Systems	\$ 6,823	\$ 5,952
	60	ROW, Land and existing improvements	\$ 10,825	\$ 9,832
	70	Vehicles	\$ -	\$ -
	80	Professional services and Agency costs	\$ 65,794	\$ 58,518
	90	Unallocated Contingency	\$ -	\$ -
			Package C Total	\$ 315,136
D	10	Guideway	\$ 67,552	\$ 3,993
	20	Stations, Stops, Terminals, Intermodals	\$ 36,299	\$ 3,992
	30	Support Facilities: Yards, Shops and Admin Bldgs	\$ 36,996	\$ 7,286
	40	Sitework and Special Conditions	\$ 55,981	\$ 15,016
	50	Systems	\$ 38,009	\$ 21,750
	60	ROW, Land and existing improvements	\$ 63,646	\$ 58,523
	70	Vehicles	\$ 213,383	\$ 212,765
	80	Professional services and Agency costs	\$ 412,939	\$ 456,403
	90	Unallocated Contingency	\$ 408,733	\$ -
			Package D Owner Cost Total	\$ 1,333,538
Project Total			\$ 3,126,451	\$ 2,503,097

(Cost in the table above are shown in thousands)

On May 14, 2013, MWAA awarded the Package A Contract for final design and construction of the line and stations in the amount of \$1,177,777,000. This was \$307.6 million below the engineer's estimate, which did not take into account the Insurance line item that was deleted

from the contract award amount; MWAA will now issue an Owner Controlled Insurance Program (OCIP), *estimated to cost \$50 million, and will transfer this item from Package A to the Owner Cost.* Thus, the net savings realized is approximately \$258 million.

6. Project Risks

MWAA submitted the latest revision of the Phase 2 Risk and Contingency Management Plan (RCMP), *Revision 1b*, to the FTA on *August 30, 2013*, including MWAA's proposed Top Ten Risks to FTA for review and approval. MWAA has identified four primary mitigation strategies; however, MWAA and the PMOC agree that the primary and secondary mitigation measures should be developed in more detail following the award of all the DB contracts.

- **Budget Risks:** MWAA has allocated \$623 million in contingency for the overall project. Contingency is further broken down by Package as follows: \$289 million for Package A, \$109 million for Package B, and \$72 million for Package C. A contingency management plan has been established for the release of contingency based on contract milestones. The Phase 2 budget of \$3,126,450,757 includes *a base contingency of \$477,143,052 and a secondary cost contingency of \$146,211,294.*
- **Schedule Risks:** The result from MWAA's schedule risk analysis shows that there is less than 5 percent chance that the Schedule Substantial Completion Date (SSCD) will take place on July 7, 2018. The 80% confidence level date for the SSCD is December 6, 2018, indicating a hypothetical delay of 152 calendar days. The schedule risk analysis performed by the project team was limited to the SSCD. For the Revenue Service Date the project team has accepted the recommendation by PMOC to include a time contingency of 14 months in the overall program schedule. Overall, the schedule contingency including the WMATA testing through the Revenue Service Date is 14 months.
- **Top Ten Risks:** In its *August 2013 RCMP, Revision 1b*, MWAA provided a summary of the Top Ten Risks for review and approval. Below is the MWAA proposed Top Ten Risks submitted to FTA in the RCMP.

Summary Status of the Top Ten Project Risks, August 2013 RCMP

RCMP Revision 1b - August 2013			
Risk ID	Event Description	(Proposed Primary) Risk Mitigation	Risk Rating
80.R.1	Project Team and various Agencies add new design requirements not currently included in the PE documents.	Project Team earliest possible exploration and identification of politically based/influenced issues from any and all sources and the timely implementation of a solution that minimizes cost and schedule impact to the Project.	32
40.C.98	Utility Companies involved in the utility relocation delay the DB.	DB to establish agreements with utility companies to start relocations work in advance of construction and complete by earliest need date in DB schedule for timely Project Completion.	27
20.C.103	PE Design for the Dulles Airport Station mezzanine construction on either or both sides of North Garage Walk-back Tunnel proves challenging due to extent of as-built conditions and construction alterations required to the existing tunnel.	DB to undertake early exploration and verification of existing conditions and provide, as required, alternative solutions. Project Team to allow maximum flexibility in design parameters for Dulles Airport Station to encourage DB to achieve optimum final design-construction solutions to lower cost & simplify construction and accommodate patron interface.	27
80.D.70	Loudoun and Fairfax Counties interfering with the design process of the parking garages and do not complete design documents in a timely manner.	Project Team to coordinate with Loudoun and Fairfax Counties to ensure timely issuance of DB packages for Garages and completion of designs.	27
20.R.124	Fairfax and Loudoun Counties, when assigned responsibility, do not complete procurement and construction of parking facilities in timely manner.	Project Team to develop a plan as to how it would build parking facilities in the event of failure by either Fairfax or Loudoun County, and identify and allocate funding sources, enforce deadlines for timely decisions and actions by Fairfax and Loudoun Counties.	27
80.D.39	Fairfax and Loudoun Counties, VDOT, Reston and Town of Herndon require local roadway improvements & traffic signal integration not currently planned or represented in the PE design.	DB to undertake early coordination with the Project Team, Loudoun and Fairfax Counties, Reston and Town of Herndon, VDOT and the owners/developers of congruous and adjacent real property..	24
80.D.43	Initial PE design addressing issues of real property acquisition is incomplete, vague or ambiguous.	Project Team to perform advance supplemental analysis of PE design and real estate requirements; Project Team include pessimistic availability dates in DB Contract Documents.	24
40.R.96	VDOT, Loudoun County, Fairfax County, Reston, and/or Town of Herndon do not provide new roadways or alteration connecting existing roadways to Project station and parking facility access points.	The Project Team is to coordinate and clarify the responsibilities and obligations of Loudoun and Fairfax Counties, the Town of Herndon, Reston, and VDOT, in the IGA and engage the above named counties and local authorities to solidify buy-in from owners and developers of contiguous and adjacent properties for completing access roadways availability to meet the DB schedule for Project Completion.	21
80.C.193	DB does not issue complete and coordinated documents for use in design, construction and the permitting process.	The Project Team is to coordinate the clear articulation in the DB RFP documents the expectations for DB early establishment of submissions procedures and compliance therewith during design and construction, to include establishment of interim milestones during the design phase that are enforceable. Furthermore, the Project Team has to ensure that the DB Contract Documents clearly articulate the DB responsibilities and obligations to provide full and complete submissions to include the work scope of all disciplines required to complete construction and that submittals are staggered to prevent overloading of the review systems.	18
60.R.22	Project Team or DB does not make timely acquisition of right-of-way permanent and temporary easements.	The Project Team shall coordinate the early acquisition of right-of-way and easements so as to not impact the DB design and construction process and progress.	18

7. Action Items

MWAA – DULLES CORRIDOR METRORAIL PROJECT PHASE 2- Items for Grantee Action

PR	ITEM	IDENTIFICATION	NATURE of PROBLEM	D	A	I	COMMENTS	STATUS
1	2A	MWAA needs to submit an updated RCMP	The RCMP must take into account the PMOC recommended contingency levels for each contract package	Y	Y	N	MWAA submitted RCMP, revision 1b on August 30, 2013. The PMOC has completed its review of the RCMP and recommended acceptance, with comments, to FTA.	C
2	2B	MWAA needs to address questions raised by FTA Civil Rights Division regard the overall DBE project goal for Phase 2.	FTA Civil Rights Division questioned part of the methodology used in developing the goal, MWAA must address the questions.	Y	Y	Y	MWAA has developed a DBE Project Goal of 25% of the federal participation cost for Phase 2, which was reviewed by the Region 3 Civil Rights Officer. On August 26, 2013, FTA provided concurrence that the project DBE meets the requirements set out in the Department of Transportation DBE regulations.	C
1	2A	Fairfax and Loudoun need to submit Title VI Plan for FTA review and approval.	Any project receiving federal funds needs to submit a Title VI Plan for review and approval by FTA.	Y	N	N	Loudoun County submitted its Title VI Plan to FTA and received some comments for review and response. Fairfax County has hired a consultant to develop its Title VI Plan and anticipate a draft from the consultant by October 4, 2013.	R
2	2B	MWAA to confirm and provide railcar budget with cost escalation factors based on when the railcar option was exercised.	The current railcar budget for Phase 2 is needed to confirm that the current Phase 2 railcar budget is sufficient.	Y	Y	Y	On August 22, 2013, MWAA provided FTA with the current railcar budget for Phase 2, including the cost escalation factor based on when the option was exercised to confirm the current Phase 2 railcar budget.	C
3	2B	MWAA to provide the execution dates for the Agreements with the Partners.		Y	Y	Y	Execution dates provided by MWAA via email on September 17, 2013.	C
3	2B	FTA to approve MWAA management plans	PMOC recommended acceptance with comments of the PMP, QPP, SSMP and RCMP to FTA. FTA to provide response to MWAA.	Y	N	N	FTA approved QPP on September 23, 2013.	R

PR	ITEM	IDENTIFICATION	NATURE of PROBLEM	D	A	I	COMMENTS	STATUS
<i>1</i>	<i>2B</i>	<i>FTA to confirm whether further NEPA review will be required for changes to the Loudoun and Fairfax garage locations.</i>	<i>The garages being procured by Loudoun and Fairfax Counties are being procured with local funds only.</i>	<i>N</i>	<i>N</i>	<i>N</i>		<i>R</i>

KEY ITEM Note– Items marked with a ‘C’ in the ‘PMO Contractor Status’ column will be dropped from future reports.

Subtask 2A CLIN 0002A – PMP Review
Subtask 2B CLIN 0002 – On-Site Monitoring

LEGEND

PRIORITY (PR)

- 1- Most Critical
- 2- Critical
- 3- Least Critical

GRANTEE ACTION

- D – Remedial Action Developed
- A – Remedial Action Approved
- I – Action Implemented

PMO CONTRACTOR STATUS

- R – Review On-going
- C – Completed – No further review required

APPENDICES

APPENDIX A – LIST OF ACRONYMS

Board	MWAA Board of Directors
CRC	Capital Rail Constructors
DB	Design-Build
DBE	Disadvantaged Business Enterprise
DIAAH	Dulles International Airport Access Highway
EA	Environmental Assessment
FONSI	Finding of No Significant Impact
FTA	Federal Transit Administration
LPA	Locally Preferred Alternative
MWAA	Metropolitan Washington Airports Authority
NEPA	National Environmental Policy Act
NTP	Notice to Proceed
OCIP	Owner Controlled Insurance Program
PMOC	Project Management Oversight Contractor
PMSS	Project Management Support Services
PMP	Project Management Plan
QA	Quality Assurance
QC	Quality Control
QPP	Quality Program Plan
RAMP	Real Estate Acquisition Management Plan
RCMP	Risk and Contingency Management Plan
RFMP	Rail Fleet Management Plan
SCC	Standard Cost Category
SSCD	Schedule Substantial Completion Date
SSMP	Safety and Security Management Plan
TBD	To Be Determined
TOC	Tri-state Oversight Committee
TIFIA	Transportation Infrastructure Finance and Innovation Act
USDOT	United States Department of Transportation
VDOT	Virginia Department of Transportation
WFC	West Falls Church
WMATA	Washington Metropolitan Area Transit Authority

APPENDIX B – PROJECT MAP



