

COMPREHENSIVE MONTHLY REPORT

April 2011

**Dulles Corridor Metrorail Project
Extension to Wiehle Avenue**
Metropolitan Washington Airports Authority
Washington, DC

May 27, 2011

PMOC Contract Number: DTFT60-09-D-00016

Task Order Number: 002, **Project Number:** DC-27-5142, **Work Order No.** 01

OPs Referenced: 01, 25

Hill International, Inc.

One Penn Square West

30 South 15th Street

Philadelphia, PA 19102

PMOC Lead: [REDACTED]

Length of Time PMOC Assigned to Project: 10.5 years

Length of Time PMOC Lead Assigned to Project: 3.0 years

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EXECUTIVE SUMMARY

The Project Management Oversight Contractor (PMOC) met with Metropolitan Washington Airports Authority (MWAA) on *May 3, 2011* to conduct a monthly progress meeting for work performed in *April 2011*. The PMOC also attended the WMATA/Kawasaki Progress Review Meeting relative to the 7K Railcar Procurement on April 14, 2011. *The PMOC met with WMATA's consultant on May 2, 2011 for an update on activities during April with regard to the 7K Railcar procurement program.* The full time on-site PMOC attended various project meetings and site tours throughout this reporting period. Additional information for this report was obtained from MWAA during the first week of *May 2011*. *The PMOC team held the monthly update meeting with MWAA on May 3, 2011.* Future PMOC monthly progress meetings are planned to occur 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) and the Dulles Toll Road within Fairfax County, and the Dulles Greenway, a private toll road in Loudoun County. 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. Sixty-four additional rail cars are required to provide service for the Project. Based on the Full Funding Grant Agreement (FFGA), the Revenue Operations Date (ROD) is December 1, 2014. The Federal New Starts share is \$900 million for the Initial Operating Segment (extension to Wiehle Avenue). Through Federal fiscal year (FY) 2010, Congress has appropriated \$441.3 million for the Project. The FTA has awarded \$126,080,890 in funding through 2010 for the Project.

2. Project Status Summary

The PMOC met with MWAA on *May 3, 2011* to conduct a monthly progress review meeting. The status information is as of *April 30, 2011*, unless otherwise noted.

- **Real estate acquisition** continues to keep ahead of construction requirements, often resorting to rights-of-entry (ROE) to gain access to required parcels.
- **Rail car Procurement** moved forward with the July 27, 2010 contract award by WMATA to Kawasaki and a Notice-To-Proceed (NTP) on August 16, 2010. The contractual requirements indicate that the 64th rail car will be conditionally accepted on January 15, 2015 as an early completion date, which does not comply with the FFGA date of December 1, 2014. MWAA continues to monitor the 7000 series railcar procurement contract closely and participates in

monthly stakeholder meetings. The March 11, 2011 Japan earthquake may impact Kawasaki's ability to meet the agreed schedule. On March 15, 2011, Kawasaki formally notified WMATA of potential delays, which they believe would be considered excusable under the terms of the contract. *Kawasaki is still investigating their suppliers' ability to meet production needs. The major impact appears to be relative to Toshiba which reports that two of their sub-suppliers for semi-conductors and capacitors have been affected and is seeking other sources for these materials. A meeting is scheduled for June 9, 2011 at which time Kawasaki will present their recovery schedule. Because the earthquake/tsunami prevented WMATA from traveling to Japan to work on the Preliminary Design Reviews (PDRs), the current expectation is that the PDRs will not be completed until the end of June 2011, two months past the baseline schedule date of May 3, 2011.*

- **Design progress** continues to lag behind the baseline schedule but currently does not affect construction progress. Anticipated overall design completion of the five stations through "Issued for Construction" (IFC) drawings has slipped to the second and third quarters of 2011. The associated pavilions and pedestrian bridge alignments are subject to coordination with adjacent developers who have requested design changes to accommodate their development plans. The PMOC anticipates that MWAA will execute agreements with the developers to reimburse the Project for these additional costs. Overall project design progressed slightly to 96% complete as of the end of April 2011. *DTP achieved completion of their first total station permit package with the DGS approval of the Tysons East Station Architectural/Mechanical/Electrical/Plumbing (AMEP) permit package. The delay in project design does not appear to have adversely impacted the schedule's critical path at this time.*

MWAA has hired an independent third party consultant to review Alstom's safety analysis of the Generation 4 track circuit modules proposed for use on the Dulles Extension. MWAA received an acceptable proposal from the Battelle Memorial Institute on January 5, 2011. MWAA issued NTP to Battelle on January 10, 2011 to begin the "Safety Analysis Review and Assessment." Battelle has proposed a six (6) month period of performance. An "ATC Safety Review Meeting" between Battelle, WMATA, DTP, Alstom and MWAA was conducted on March 9, 2011. *The Battelle safety review is progressing with the completion of the review of non-proprietary data. Battelle will continue with commencement of DTP and WMATA interviews during the month of May along with their review of proprietary data at Alstom's facilities in Rochester, New York.*

- **Construction progress** is broken into two components: utility relocation (UR), which is 99% complete, and design-build (DB) construction, which is approximately 37% complete. Significant accomplishments for April included *continued* segmental box girder installation on the Tyson East Guideway including balanced cantilever segmental erection with Truss #3; significant pier construction progress on the Tysons West Guideway; major foundation work on all five stations; mezzanine steel erection at the Tysons East and Wiehle Avenue Stations; OB NATM tunnel waterproofing, invert pouring and concrete liner pouring; *and IB NATM tunnel waterproofing and invert pouring. Brayman completed the last of the 726 drilled caissons on April 29, 2011.*

The Route 7 road shift westbound at Route 123 for the final stage (Stage 2B) of the West Cut and Cover was implemented on April 3, 2011. The final shift of the Route 7 westbound between Tyco Road and the Toll Road will be implemented *on May 20, 2011*.

The O-1 Guideway is approximately 91% complete. The Tysons East Guideway is approximately 86%. The NATM Tunnel is approximately 67% complete with the waterproofing and final liner and invert work progressing. The Tysons West Guideway is approximately 38% complete.

The pre-cast yard has cast 2,166 of 2,772 concrete box girder segments and station girders to date.

The Tysons East Station is approximately 23% complete and the Tysons Central 123 Station is approximately 21% complete. The Tysons Central 7 Station is approximately 9% complete and the Tysons West Station is approximately 15% complete. The Wiehle Avenue Station is approximately 27% complete.

- **The Schedule** with a data date of *March 25, 2011* showed a +8 day gain as compared to the -16 calendar day loss reflected in the *February 25, 2011* update. *The variance is attributable to an eight day improvement in the schedule and an eight day non-compensable time extension granted by MWAA for excusable weather delays. The March 25, 2011 schedule therefore adjusted the forecast SSCD to August 8, 2013 to reflect these adjustments. This results in a projected ROD of December 12, 2013. The FFGA ROD is December 1, 2014.*

MWAA and DTP continued to meet regularly to review and discuss DTP's recovery schedule that included a preliminary acceleration cost of \$23.7 million. MWAA continued to negotiate with the goal of reaching a mutually agreed upon recovery plan. This effort resulted in the issuance of two "Directive Letters" to DTP to conduct a constructive acceleration effective December 15, 2010 on a time and material basis not to exceed \$7 million. DTP submitted a zero loss recovery schedule on January 12, 2011. The schedule proposes a mitigation period of fourteen months, extending from January 2011 through February 2012. The Airports Authority has completed their independent estimate and *continues to evaluate* DTP's revised cost proposal for \$11.5 million submitted on March 2, 2011.

The PMOC considers the issuance of these directive letters and the agreement to a recovery schedule scope to be good first steps toward recovery of the Contract Completion Date. The *8-day loss attributable to MWAA granted excusable weather delays* reflected on the new recovery schedule in just *three* months is cause for concern and emphasizes the need to maintain momentum. *DTP has not yet submitted its April 25, 2011 schedule update; discussions regarding schedule impacts caused by WMATA's request for TPSS Remote Monitoring continue.*

The Project needs to increase its efforts to resolve differences relative to the West Falls Church Yard (WFCY) schedule. Both parties need to minimize the risk of irretrievable schedule creep leading to costly schedule compression, or at least minimize constructive acceleration costs. This need becomes increasingly critical as the WFCY yard completion date of *March 21, 2014 remains far behind schedule* as reflected in DTP's *March 25, 2011*

schedule update. MWAA is proposing to become more engaged in the management of the WFCY work to have it completed by the ROD.

- **Budget** status as of *March 25, 2011* indicates that *\$1,198,660,904 (38%)* has been expended of the *\$3,142,471,634* budget total. *MWAA reports \$180,909,318* of the available contingency for the first five contingency milestones have been utilized with a remaining *contingency* balance of *\$19,090,682* available through completion of the utility relocation work and the Aerial and Station Foundations. The contingency utilization reflects expended and obligated costs. The PMOC is concerned that remaining allowance items cost will utilize most of the remaining contingency. Slightly over forty percent of the federal allowance items remain to be bid and awarded.

MWAA's estimate of the earned value for the Project through *March 2011* is *50.66%*.

- **Risk** -- The PMOC reviewed MWAA's updated risk assessment dated April 15, 2011. *The FTA and PMOC met with MWAA on May 3, 2011 to discuss the PMOC's review comments. It was decided that the assessment needed adjustment to accurately reflect the changing realities of the Project, to include an analysis of what the potential Kawasaki 7000 series cars delay will have on the Project schedule and FFGA completion date. MWAA decided that it would do an internal revision to the Draft Risk Assessment and would communicate adjustments and progress on a bi-weekly basis with the PMOC.*

3. PMOC's Assessment of Project Status

The Full Time Equivalent (FTE) estimated total for *April* is *1,758*, which is a *decrease* of 12 from the *March* actual of *1,770* and appears to provide suitable support to the scheduled activities. The pre-casting facility continues to produce pre-cast concrete girder segments and long line station segments in advance of their erection schedule.

Piers Re-Use Testing Reports and Program Status: The DTP Inspection and Test Program Final Report for the existing pile foundations in the K-Line Tie-in area has been completed by DTP and reviewed and accepted by the Project Team. The CTI report of the monitoring of the DTP inspection and test program has also been completed. In addition, MWAA/QA conducted an audit of the associated pier design and the test findings to verify incorporation of the existing pier inspection and test program results into the final pier designs. Both final reports and the accepted audit report were submitted to the FTA, PMOC and WMATA for review on October 19, 2010. The PMOC found the report to be full and comprehensive and that the test program accomplished its mission. The PMOC is in agreement with the report's conclusion that the existing piers are suitable for re-use. The Airports Authority President and Chief Executive Officer sent a wrap-up letter to the FTA Administrator on April 8, 2011. The letter reported that the Airports Authority had complied with the FTA's direction and had accepted the DTP Inspection and Test Program Final Report for Existing Pile Foundations. It also outlined follow-up testing that will be performed and noted that it had directed DTP to follow-up with the anti-corrosion measures recommended by UTRS. The letter also reported that a plan and schedule for conducting these remaining tasks will be forwarded to the FTA upon receipt and approval by the Airports Authority. Subsequent to construction, all piers must be tested for stray currents and track to earth resistance to determine if any corrective measures are required. Upon receipt of the

schedule for the follow-up measures, the PMOC will issue a spot report with regard to the overall Inspection and Test Program. *The only information provide thus far by DTP to MWAA is regarding pier 5B-OB, which is scheduled for excavation and pile bonding starting on May 23, 2011 and completion on June 17, 2011.*

Through *March* 2011, \$305,294,501 of the \$437,278,511 Federal Allowance Items Budget had been awarded to subcontractors and suppliers. A \$44,748,673 overrun now exists for the 22 of 35 sub-contract packages awarded thus far for federally-funded allowance items. **The Airports Authority has forecast a \$39+ million increase in costs due to Station finishes and mechanical, electrical and plumbing work in the next few months.** MWAA is in the process of reviewing and analyzing the reasons for the increased costs. They submitted a partial analysis to FTA and the PMOC at the April 7th and *May 3rd meetings*. Based on our review, the PMOC concludes that MWAA needs to review what items may be betterments and can be billed to the responsible parties. In addition, mitigation measures need to be implemented to keep the scope creep and increased costs under control.

MAIN REPORT

1. Grantee's Capabilities and Approach

a. Technical Capacity and Capability

The PMOC prepared a Spot Report of Grantee Technical Capacity and Capability dated January 10, 2008 as part of the PMOC's effort to evaluate the Grantee's readiness to enter Final Design. The conclusion was that the MWAA project staff assigned to the Project was qualified. However, the MWAA direct staff was very thin with many project responsibilities assigned to MWAA's consultant team, Project Management Support Services (PMSS) team. The PMOC recommended that the Grantee add several staff positions and that reporting protocols be enhanced to ensure important project status information is shared in a timely manner with the Federal Transit Administration (FTA) and the PMOC. MWAA has adopted the recommendations and augmented their staff.

In September 2009, MWAA reorganized by implementing an integrated project management organization consisting of MWAA and PMSS staff. However, the personnel involved remained the same as was evaluated in the January 2008 Technical Capacity and Capability Report. It is the PMOC's opinion that the staffing levels and technical capabilities are still adequate.

Upon completion of the project, WMATA will become the operator of this extension to their system. WMATA personnel have been active participants in the project.

b. Project Controls

MWAA has procedures in place with regard to monitoring and controlling project scope, quality, schedule, cost, risk and safety. It is the PMOC's observation that MWAA continues to monitor and control the project in accordance with their procedures.

Discussions between MWAA and DTP were concluded at the executive level with regard to a recovery schedule. This effort resulted in the issuance of two "Directive Letters" to DTP to conduct a constructive acceleration effective December 15, 2010 on a time and materials basis not to exceed \$7 million. DTP submitted a zero loss recovery schedule on January 12, 2011 that included a preliminary acceleration cost of \$23.7 million. The schedule proposes a mitigation period of fourteen months, extending from January 2011 through February 2012. A detailed review and additional discussions led to MWAA's conditional acceptance of the Recovery Schedule via letter dated February 7, 2011. Both parties have agreed to work toward a lump sum Change Order based upon the agreed Recovery Schedule scope. The Airports Authority has completed their independent estimate and *continues* evaluating DTP's revised cost proposal for \$11.5 million submitted on March 2, 2011. The FFGA ROD is December 1, 2014.

The updated project schedule with a data date of *March 25, 2011* showed a +8 day gain as compared to the -16 calendar day loss reflected in the February 25, 2011 update. The zero variance is attributable to an eight day improvement in the schedule and an eight day non-compensable time extension granted by MWAA for excusable weather delays. The March 25,

2011 schedule therefore adjusted the forecast SSCD to August 8, 2013 to reflect these adjustments. This results in a projected ROD of December 12, 2013. The FFGA ROD is December 1, 2014.

It is the PMOC's observation that MWAA continues to carefully scrutinize the schedule update submissions and meets with DTP within two weeks of the schedule submission to discuss their observations and to discuss mitigation strategies.

MWAA continues to monitor expenditures to date and to update the estimate at completion. Through March 25, 2011, MWAA has utilized \$180,909,318 of the Phase 1 through 5 allotted contingency of \$200,000,000. The contingency utilization reflects expended and obligated costs. MWAA is in the process of updating the project Risk and Contingency Management Plan. A draft Risk Analysis Report has been prepared by their consultant and forwarded to the FTA and PMOC on January 31, 2011. The PMOC requested that the Report be revised. MWAA discussed the draft Risk Analysis, a primary component of the RCMP, with the PMOC on March 2, 2011, and determined that further refinements were needed. The PMOC has provided guidance to arrive at an acceptable reformatting. *The PMOC reviewed MWAA's updated risk assessment dated April 15, 2011. The FTA and PMOC met with MWAA on May 3, 2011 to discuss the PMOC's review comments. It was decided that the assessment needed adjustment to accurately reflect the changing realities of the Project, to include an analysis of what the potential Kawasaki 7000 series cars delay will have on the Project schedule and FFGA completion date. MWAA decided that it would do an internal revision to the Draft Risk Assessment and would communicate adjustments and progress on a bi-weekly basis with the PMOC.* It is anticipated that once agreed upon, the Top Ten Risks as identified from the Risk Assessment would replace those previously reported.

The Quality Assurance (QA)/Safety group maintains an active schedule of audits and surveillances and accident data. Through April 2011, of the cumulative total of 5,909,505 hours worked, there has been one lost time accident. Revision 4 of the SCIL was issued by DTP on November 24, 2010. Comments were given to DTP on January 7, 2011. MWAA received the DTP response to the comments, along with the Revision 5 of the SCIL, on March 31, 2011 and is currently under review.

DTP submitted revisions to the System Safety/Security Management Plan and DTP Procedures PPQ 01.06.02, Development and Maintenance of the Safety/Security Certifiable Items List and PPQ 01.06.03, Design Conformance Certification on August 16, 2010. The revised plan and procedures were resubmitted on November 23, 2010. MWAA accepted these documents on December 6, 2010.

c. Compliance

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

MWAA submitted updates to the Amended Record of Decision Mitigation Report to the FTA for the 4th quarter 2010 on February 1, 2011.

2. Project Scope

a. Design Status

Work continues on the completion of station designs with permit approvals. WMATA review and approval of ATC submittals *continues and has remained current since February*. The problems with regard to stations permit approvals are due to a combination of poor quality control of the documents, submittal of incomplete packages, and code interpretation by the designer that differs from that of the AHJ on several specific issues. MWAA continues to stress to DTP the need for better quality control of their permit submittals.

Efforts are also continuing by WMATA to improve their design review cycle times. Overall, design for all five stations is complete. However, preparation of the “Issued for Permit” (IFP) and subsequent “Issued for Construction” (IFC) drawings is proving to be a protracted process. Anticipated issuance dates for IFC design packages continue to change from month to month. As of *April 25, 2011*, the completion dates for all five station design packages with issuance of *IFC* drawings have been delayed to as late as May 2011. The associated station pavilion and pedestrian bridge designs are delayed to as late as July 2011. Issuance of completed IFC design packages has not impacted the project’s critical path, due in part to DGS continuing to assist with the permitting of partial packages. However, various design packages continue to accumulate negative float on the Project schedule. *DTP/MWAA achieved completion of their first total station permit package with the DGS approval of the Tysons East Station AMEP permit package on April 20, 2011. MWAA anticipates that DGS will issue permits for the remaining four stations in short notice.*

b. Bidding and Construction Status

Through *March 2011*, \$305,294,501 of the \$437,278,511 Federal Allowance Items Budget had been awarded to subcontractors and suppliers. A \$44,748,673 overrun now exists for the 22 of 35 sub-contract packages awarded thus far for federally-funded allowance items. The Airports Authority has forecast a \$39 million increase in the costs due to Station finishes and mechanical, electrical and plumbing work in the next few months.

Utility relocation is 99% complete and DB construction is approximately 37% complete. All utility relocation efforts relating to the remaining Route 7 road shifts in the Tysons West Station area have been completed *to include the final resolution of the Verizon duct bank conflict with the drainage installation completed in April. With the Verizon duct bank conflict now resolved, the final Route 7 westbound road shift to the Toll Road is now expected to occur on May 20, 2011.* Facchina completed all temporary Route 7 eastbound road shift to the Toll Road in February 2011. The Route 7 westbound shift at Route 123 for the final stage of the West Cut & Cover was implemented on April 3, 2011.

The following are the major accomplishments of the DB contractor during *2011*:

- **Operations Areas OP-1, OP-2 and OP-3 (I-66/DCR/Laydown Area 1)** – Continued with retaining walls at the K-Line tie-in area. Continued approach walls at abutment A-IB, B-IB and B-OB. Continue storm drain and installation between the O-1 Guideway abutments and Idylwood Road. Continued constructing retaining walls in the median of the DCR west of abutments A and B for the WFCY lead track. Continued placing sub ballast between the retaining walls on the DCR between Pimmit Run and Chain Bridge Road. Continued the jack and bore ductbanks, storm drains and grounding grids to TBS #2 and TPSS #1. Completed grounding grids at TPSS #2. Completed the roof and wall pours at the first phase of the WFCY Cut and Cover tunnel and continued backfilling. Continued flash butt welding operations in the DCR median between Magarity Road and Pimmit Run.
- **Operations Area OP-4/5A (Tysons East Guideway/Station/I-495 Crossing)** – Completed pier column at pier 37-IB/OB for a total of ninety-one piers completed to date. All Tysons East Guideway pier columns are now completed. Continued segmental box girder guideway erection with Truss #1 completing spans 24-OB, 24-IB, 25-OB, 25-IB and 26-IB for a total of fifty-one spans completed to date. Completed setting station segment girders at the Tysons East Station using the ground based crane, completing spans 35-OB, 35-IB, 36-OB and 36-IB for a total of ten station spans completed to date. Completed repair work on Truss #2 and resumed operations completing spans 61-IB and 61-OB for a total of fourteen spans completed to date. Continued balanced cantilever segmental girder erection with Truss #3 on span 50-IB with a total of three spans completed to date. A grand total of 78 spans have been completed to date.
- **Operations Area OP-5 (Tysons Central 123 Station)** – Utilizing ground based crane to erect segments, completed segments at spans 66-IB, 68-IB, 68-OB, 69-OB and 69-IB for a total of ten station spans completed to date. Completed platform crossbeams at pier 70 for a total of nine platform crossbeams completed to date. Continued forming and rebar placement for structural foundation walls and interior columns.
- **Operations Area OP-6 (Laydown Area #6/NATM Tunnel/East Cut & Cover and Ventilation Structure)** – Continued pouring of base slab for the East Ventilation Structure. Continued waterproofing for the IB invert. Completed concrete placement of the OB invert slab. Continued waterproofing membrane installation for the arch section of the OB tunnel. Poured twenty-nine arch sections of the OB tunnel liner.
- **Operations Area OP-6 (West Cut and Cover Tunnel)** – Implemented the road shift to start Stage 2A and started SOE installation and excavation. Continued base slab and wall construction at the West Ventilation Structure.
- **Operations Area OP-7 (Tysons Central 7 Station)** – Continued foundation slab construction. Continued pouring foundation walls for TPSS #5. Completed pouring Abutment "A" wall for the guideway.
- **Operations Area OP-8 (Tysons West Station/Guideway)** – Final grading and paving continues between Tyco Road and the Dulles Toll Road on the WB side of Route 7 for the road shift planned in May. Water main installation along WB Route 7 continues between

Spring Hill Road and Tyco Road. Completed caissons at IB/OB piers 33, 34, 35, 36, 37, 38, 39, 40, 41 and 42-OB for a total of fifty-nine completed to date. Caissons are now 100% complete. Completed pile caps at IB/OB piers 16, 17, 18 and 31 for a total of thirty-three completed to date. Completed columns at IB/OB piers 14, 15, 16, 17, 18, 25-OB, 25-IB, 26-IB, 27-IB, 48-OB and 49-IB/OB for a total of forty-four completed to date. Repair work to correct a survey error at Tysons West Station on column dowels at Piers 25, 26 and 27 IB was completed. Continued with the installation of piles for approach walls at abutment B in the median of the DIAAH.

- **Operations Area OP-9 (DIAAH)** – *Completed the Difficult Run Bridge abutment and continued with abutment B pile cap construction. Continued with retaining walls on the OB and IB sides between Hunter Mill Road and east of Beulah Road. Storm drain installation east of Beulah Road continues in the median. Excavation at Pond 5 continues. Paving the entrances to Ponds #1, #2, #4 and #10 continues. Installation of security trackway fencing on retaining walls started in the DIAAH median east of Wiehle Avenue.*
- **Operations Area OP-10 (Wiehle Avenue Station/Laydown Area 13)** – *Placement of decking at the mezzanine is completed. Continued with barrier walls between the track way and the DIAAH. Continued installation of power conduits in the platform utility chase.*
- **Laydown Area #10 (Pre-cast Yard)** - *Continued casting of segmental box girders; completed 2,166 of 2,772 concrete box girder segments and station girders to date.*

c. Third Party Coordination & Agreement Status

All Intergovernmental Agreements and Agreements with utility companies were executed prior to the FFGA.

d. Real Estate

Real Estate Acquisition continues to keep ahead of construction requirements, often resorting to ROE to gain access to required parcels. Through *April 2011*, 73 of the 102 parcels required for the Project have been acquired. The table below summarizes acquisition activities for the Project through *April 2011*.

PARCELS ACQUIRED¹
(Number of parcel packages)

LOCATIONS	TOTAL	Period			To Date		
		Planned ²	Actual	Var	Planned ²	Actual	Var
Route 66 / Dulles Connector	1	0	0	0	1	1	0
Route 123	23	0	0	0	21	19	(2)
Route 7	51	0	0	0	47	42	(5)
DIAAH	27	0	0	0	13	11	(2)
TOTAL	102	0	0	0	82	73	(9)

Notes: 1. Parcels secured through recordation of deed/easement and filing of Certificates of Take. These values include rights obtained for another 31 parcels for which Certificates of Take have been filed.
2. Planned values are based on the March 31, 2011 Property Acquisition Status Update.

Condemnation Status

Thirty-one parcel packages have been obtained with the filing of twenty-seven Certificates of Take. In *April 2011*, no new cases were assigned, one case was scheduled for trial (Parcel 56, Andreas/HBL), and one case was finalized with the entering of the Final Order (Parcel 073, Bector) and two other cases are close to having the Final Order entered for Agreements After Certificate (Parcel 035, Embassy Suites and Parcel 30, Best Buy/Whisper Capital, LLC). The Virginia Supreme Court did not make a decision in *April* on rehearing the case that went to trial in June 2010 (Parcel 23, Pike 7) for which an appeal was previously denied in January 2011. In *April*, one trial was held (Parcel 032, CDC/8500 Building) with a judgment for more than the certificate amount. Two cases currently scheduled for trial as of *April 30, 2011* are:

Parcel 36, Container Store – May 16, 2011

Parcel 56, HBL Mercedes/George C. Andreas, Tr, et al – December 13, 2011

e. Utility Coordination

The various utility companies continue to relocate their facilities for the project. Utility coordination meetings are held with the various utilities to schedule and coordinate work. Specific utility relocation work completed in *February 2011* includes the following:

- **Along Route 7 (123 Overpass to Marshall’s)** – All work completed.
- **Along Route 7 (Marshall’s to Gosnell/Westpark)** – All work completed.
- **Along Route 7 (Gosnell/Westpark to Spring Hill Road)** – No remaining conflicts.
- **Along Route 7 (Spring Hill Road to Tyco/Westwood)** – AboveNet continues splicing and cutover work on the north side of Route 7.

- **Along Route 7 (Tyco/Westwood to Route 267/Toll Road)** – *AboveNet continues to schedule splicing with customers on the north side of Route 7 at Koon’s Toyota. Verizon completed with lowering conduits on the north side of Route 7 near Koon’s Toyota due to storm drain conflict.*
- **Along Route 123 (Route 7 to the Route 267 Connector Road)** AboveNet continues relocation work at Route 123 and Scotts Crossing.
- **The DIAAH/Dulles Toll Road/Dulles Connector Road (Route 7 to Route 267 – DIAAH West)** – DTP/Lane continues the installation of the traction power ductbank *and manholes for bridge crossings*. Washington Gas continues *relocation* work at the TPSS #10 site.
- **Route 123 to K-Line – DCR East** – *Completed* installation of traction power ductbank tie-in work to manholes in the DCR median at DCR/Chain Bridge Road. Continue installation of ductbanks and manholes to bridge crossings at Magarity Road and Pimmit Run. Splicing and cutover of utility company relocated fiber cables continues at the K-Line. Removal of abandoned third party utility cables *completed*.

f. Vehicle Procurement

WMATA is procuring the 64 rail cars required for the project. WMATA is also procuring 300 replacement rail cars under the same contract. The WMATA Board approved the award of a contract and a sharing of development costs with MWAA at its May 27, 2010 meeting. The MWAA Board agreed at its June 2, 2010 meeting to share the development costs associated with the railcar procurement equally with WMATA.

Rail car procurement moved forward with the July 27, 2010 contract award by WMATA to Kawasaki. The manufacturer’s proposed schedule showed the 64th car would be delivered by September 12, 2014 based on a July 12, 2010 notice to proceed (NTP). WMATA issued Notice-To-Proceed (NTP) on August 16, 2010. The contractual requirements indicate that the 64th rail car will be conditionally accepted on January 15, 2015 as an early completion date, which does not comply with the FFGA date of December 1, 2014. The contractual milestones for this procurement are:

Activity	Planned Date	Actual Date
Notice to Proceed		August 16, 2010
Preliminary Design Review Submission	March 31, 2011	
Final Design Review Submission	October 31, 2011	
Delivery of first 4 pilot cars	September 16, 2013	
Conditional acceptance of 4 pilot cars	March 16, 2014	
Conditional acceptance of 64 th car	January 15, 2015	

WMATA, MWAA, and the PMOC held a kick-off progress status meeting on October 28, 2010 to begin monitoring this procurement. The PMOC also attended the Monthly Progress Review meetings held between WMATA and Kawasaki on February 10, 2011, March 3, 2011 and April 14, 2011.

These progress status meetings are a concerted effort by the PMOC to ensure either that the new railcar procurement schedule is improved or that arrangements are made in advance to support the Project's Operational Readiness Date with existing fleet cars. On December 3, 2010, WMATA confirmed in a letter to MWAA "sufficient resources, including railcars, will be available to support dynamic testing and initial revenue service in accordance with the Project's current schedule". WMATA went on to say that cars from the existing fleet will be made available for dynamic testing. If there is a gap in the delivery of the 7000 Series Rail Car delivery and the revenue service date, WMATA outlined its strategies for being able to support initial revenue service using the existing WMATA fleet. The PMOC will continue to monitor both the progress of the procurement and WMATA's support of the project.

The Conceptual Design Review phase was completed on January 31, 2011 and the program is in the Preliminary Design Review phase. This is slightly behind WMATA's original schedule, however WMATA has noted that the submittals are more detailed than expected, being closer to what is expected for Preliminary Design Review (PDR). As a result, some level of PDR work has already taken place and the design development is proceeding at the expected rate. At the March 3, 2011 WMATA/Kawasaki Progress Meeting it was reported that Kawasaki anticipated completing PDR submittals on May 3, 2011 which is two days behind the accepted schedule completion date for PDRs. However, the latest Kawasaki schedule update reflects an 80 CD delay. It appears to MWAA, FTA and the PMOC that WMATA and Kawasaki need to give more attention to the Dulles Metro Rail Project schedule needs. In addition, Kawasaki is still investigating possible supplier impacts to the schedule resulting from the March 11, 2011 earthquake/tsunami in northern Japan.

On March 15, 2011, Kawasaki formally notified WMATA of potential delays that they believe would be considered excusable under the terms of the contract *due to the earthquake/tsunami of March 11, 2011*. The major impact appears to be relative to Toshiba, which is located in a zone that is only receiving power for half a day. This loss of production is exacerbated by the fact that Toshiba must recalibrate their equipment after each outage, which further reduces productive time. *Toshiba reports that two of their suppliers for semi-conductors and capacitors have been affected and is seeking other sources for these materials.* Toshiba is attempting to relocate key personnel to Houston, Texas. The software delays may have a trickle down effect on other manufacturers that are reliant on the Toshiba software. *Kawasaki and Toshiba were to present a recovery schedule to WMATA during the week of April 18, 2011 that a three to six month delay was expected. That meeting did not take place until the night of April 27, 2011. A mitigation schedule was not presented at that meeting, but rather another meeting was scheduled to occur in the following thirty to forty-five days when the full impact of the disaster can be quantified. This meeting has been scheduled for June 9, 2011. Kawasaki plans to present mitigation measures at the June 9, 2011 meeting. Because the earthquake/tsunami prevented WMATA from traveling to Japan to work on the PDRs, the current expectation is that they will not be completed until the end*

of June 2011. Previously it had been expected that the PDR process would be completed on May 3, 2011.

g. Safety and Quality Status

The Airports Authority participated in *four* safety walk downs with DTP during the month of *April*. All were related to Design-Build work. As of *April 30, 2011*, DTP had logged 5.909 million project man-hours with 208 first aid cases and one lost time case. There have been a total of 357 incident investigation reports, 80 utility hits and 15 vehicular accidents.

Revision 4 to the SCIL was submitted on November 24, 2010. Comments on Revision 4 were transmitted to DTP on January 7, 2011. The DTP response to the comments along with Revision 5 of the SCIL was received by MWAA on March 31, 2011 and is currently under review.

DTP and the Airports Authority continue to meet every two weeks to review the status of issued for construction designs (including subcontractor designs) and to determine the status of sign-offs of the Design Conformance Checklist (DCC) and Construction/Procurement/Installation Conformance Checklist (CCC) items related to all issued for construction designs.

A DCC was submitted for MWAA's review on September 2, 2010 with seventy items signed off. Its review was completed with forty-nine items accepted. The acceptance of another eleven items was deferred pending issuance of "Issued for Construction" associated design drawings and ten items were not accepted. DTP submitted a DCC for MWAA's review on December 2, 2010 with forty-eight items signed off. Its review was completed with thirty-eight items accepted. DTP submitted another DCC on March 2, 2011. Of the eight items submitted that had been signed off on this update, six were accepted, one accepted as noted and one item was not accepted. The next submittal will occur on June 2, 2011; however, sign-offs must be associated with "Issued for Construction Drawings" which are expected to be issued in the second quarter of 2011 when large numbers of (DCC) sign-offs are expected to be submitted. *Over 400 signed-off items have been made by DTP and will be included in the submission.*

A Construction/Procurement/Installation Conformance Checklist (CCC) was received on October 4, 2010 with six items signed off. MWAA transmitted final comments on this checklist to DTP on January 3, 2011. MWAA and DTP resolved disagreements related to the acceptability of the six items on February 25, 2011. *The next submittal of signed-off items is currently scheduled for July 1, 2011.* WMATA is also currently conducting a 100% review of the submitted DCC and CCC items.

Regular weekly visits to work sites by safety representatives from DTP, the Airports Authority and WMATA continue. The Tri-State Oversight (TOC) and the FTA's on-site PMO representative continue to meet monthly with the Safety/Security Certification Working Group (SCWG) and continue ongoing involvement in the certification process. A SCWG meeting was held on *April 19, 2011*.

Revision 5 of the DTP System Safety/Security Certification Management Plan was transmitted to the FTA on December 8, 2010. The Airports Authority Safety and Security Management Plan, Revision 8 was submitted to the FTA on February 17, 2011. *An FTA/PMOC Safety/Security Program Review Meeting was conducted with all stakeholders on April 29, 2011. FTA explained the requirement for a complete SSMP for the Dulles Corridor project -- not just for the MWAA portion. MWAA and WMATA agreed to develop a revised SSMP that will cover the roles and responsibilities of both MWAA and WMATA for this project -- including the vehicles, the approach for integrated testing and interface management, joint safety and security certification activities and hand-offs, and pre-revenue operations. WMATA will also determine how it will manage its role in the safety and security certification and identify and develop whatever plans or procedures are required. MWAA and WMATA plan on bi-weekly meetings to address these issues. Another meeting will be held with FTA at the end of September 2011 to present the approach they developed and also to clarify what documentation FTA will need. It was productive meeting, and in the PMOC's opinion, both MWAA and WMATA appreciate the importance of resolving these issues and are on the right track to having a meaningful proposed approach ready for presentation by the end of September 2011.*

At the Tysons West Station, a survey error caused the column dowels to be 4'-0" offline for Piers 25, 26 and 27 IB. A Deficiency Report (DR-396) was approved by MWAA and DGS and the corrective work was completed during the month of April. DTP convened an "Incident Review Board" that conducted a "Root Cause Meeting" with MWAA/QA on Thursday, February 10, 2011. DTP has put new measures in place to eliminate the potential for repeat of such costly survey errors.

During April 2011, MWAA performed the following QA audits/surveillances:

- *CTI Consultants (Special Inspection): An audit was conducted on April 13, 2011. There were no issues. A report was issued and the audit was closed on April 29, 2011.*
- *Facchina Test and Inspection Records: An audit was conducted on April 26, 2011. There five issues. An audit report is under preparation.*

The MWAA QA Audit and Surveillance Schedule through June 2011

Tentative Date	Audit (A) Surveillance (S)	Organization/Activity	Joint Audit/Surv.	Lead
<i>To be determined</i>	A	DTP QA, Document Control, and Training	N	MWAA
5/4-5/11	A	DTP System Safety and Security	N	MWAA
5/11-12/11	A	Turner Construction (Shell Enclosure Trades)	Y	DTP
5/24-25/11	A	DTP Engineering	N	MWAA
6/8-9/11	A	Delta Railroad (Rail)	Y	DTP
6/15-16/11	A	DTP Subcontractor Safety Program	N	MWAA

3. Project Management Plan and Sub-plans

The FTA accepted MWAA's Project Management Plan (PMP), Version 6.0 dated September 26, 2008. The PMOC did a review of MWAA's compliance with the PMP and issued a Spot Report on December 8, 2009. MWAA updated its PMP based on the PMOC's observations and the recent MWAA reorganization to an integrated MWAA and PMSS organization. MWAA submitted its draft PMP update of Version 7.0 on September 3, 2010. This plan was reviewed by the PMOC and six recommendations were made for inclusion in the PMP. FTA forwarded the PMOC's comments to MWAA for them to address in Version 7.0 Final. Dialogue continued between MWAA and the PMOC with regard to MWAA's proposed revisions relative to the six recommendations and the revised PMP was submitted to the FTA on January 25, 2011. On February 11, 2011, the PMOC recommended that the FTA approve PMP Version 7.0 Final dated January 2011. The FTA accepted the PMP Version 7.0 Final on February 14, 2011.

- The FTA accepted MWAA's Quality Program Plan (QPP), Revision 6, dated June 25, 2008 on September 19, 2008. MWAA submitted a revised QPP, Revision 7 to FTA on January 7, 2010. MWAA awaits FTA's comments on the revised plan or an indication that no comments will be forthcoming. MWAA reported that three Project Management Procedures were updated in the period from March through May 2010.
- MWAA's Real Estate Acquisition Management Plan (RAMP), Revision 2, dated September 15, 2009, has been reviewed by the PMOC with a recommendation that the FTA concur, with comments, with the revised RAMP. On January 21, 2010, the FTA provided comments to MWAA, and MWAA staff has revised Procedure PM-3.01 (Monitoring the Design-Build Contractor Property Acquisition Services) and has requested DTP to revise their Procedure PIQ-5.1.
- MWAA's Risk Management Plan (RMP) dated October 2008 was reviewed and accepted by the FTA. The PMOC requested MWAA to begin the process to update the RMP by the end of the summer 2010 with a meeting to discuss the update to be scheduled after MWAA completes their risk plan update. A consultant submitted a draft of the Risk Analysis, a primary component of the RMP, to MWAA in December 2010. MWAA and

the PMOC discussed the draft on January 26, 2011 and determined that some refinements were needed. MWAA submitted a hard copy draft Risk Assessment (Analysis) Report on January 31, 2011 and an electronic copy for review on February 24, 2011. The FTA and PMOC requested that the Report be revised. The PMOC provided guidance to arrive at an acceptable reformatting. The PMOC reviewed MWAA's updated risk assessment dated April 15, 2011. *The FTA and PMOC met with MWAA on May 3, 2011 to discuss the PMOC's review comments. It was decided that the assessment needed adjustment to accurately reflect the changing realities of the Project, to include an analysis of what the potential Kawasaki 7000 series cars delay will have on the Project schedule and FFGA completion date. MWAA decided that it would do an internal revision to the Draft Risk Assessment and would communicate adjustments and progress on a bi-weekly basis with the PMOC.* It is anticipated that once agreed upon, the Top Ten Risks as identified from the Risk Assessment would replace those previously reported. Upon incorporation of PMOC review comments, if any, MWAA will complete the RCMP. MWAA continues to monitor the risk status and reports this information on a monthly basis.

- Since WMATA, rather than MWAA, will be the operator of the completed project, the WMATA Rail Fleet Management Plan (RFMP) is the applicable document. The FTA accepted the WMATA RFMP on September 25, 2007. However, WMATA updated the RFMP to reflect the 7000 Series Rail Car procurement and submitted a draft copy dated February 26, 2010 to the FTA for review and comment. The PMOC issued its Spot Report on its review of the draft RFMP on March 11, 2010, finding the plan to be deficient in many areas. The FTA provided comments to WMATA on March 15, 2010 based on the PMOC's Spot Report. The PMOC met with WMATA on April 6, 2010 to review the comments on the draft RFMP. The PMOC again met with WMATA on June 2, 2010, at WMATA's request, to further discuss the comments. WMATA submitted the revised draft RFMP on September 17, 2010 and a draft Spot Report summarizing the PMOC's review findings was issued to the FTA on November 8, 2010. The PMOC held a meeting with WMATA on November 15, 2010 to review the findings. A follow-up meeting will need to be scheduled in the near future after WMATA submits the revised RFMP. The PMOC reviewed the RFMP dated January 31, 2011 and recommended that the FTA not accept the document. On March 1, 2011, the FTA Regional Administrator requested that WMATA revise and resubmit the RFMP.
- MWAA's Safety and Security Management Plan, Revision No. 6 dated January 2009 was accepted by the FTA on January 27, 2009. MWAA submitted the SSMP, Revision 7, to the FTA on September 23, 2009. The changes in Revision 7 were minor in nature and reflected changes in personnel assignments, integration of the Fire/Life Safety Working Group with the Safety/Security Certification Working Group, and updates to schedules. Due to the minor nature of the changes, no response is expected from the FTA. SSMP, Revision 8 was provided to the PMOC on February 28, 2011 and is under review. A meeting was conducted on April 29, 2011 between the PMOC, MWAA, WMATA, DTP and TOC to review the SSMP, Safety Certification Program and other issues. *MWAA and WMATA agreed to develop a revised SSMP that will cover the roles and responsibilities of both MWAA and WMATA for this project -- including the vehicles, the approach for integrated testing and interface management, joint safety and security certification activities and hand-offs, and pre-revenue operations. WMATA will also determine how it*

will manage its role in the safety and security certification and identify and develop whatever plans or procedures are required. MWAA and WMATA plan on bi-weekly meetings to address these issues. Another meeting will be held with FTA at the end of September 2011 to present the approach they developed and also to clarify what documentation FTA will need.

- FTA requested an update to the Appendices in the Permitting Plan on June 17, 2010. MWAA provided that information on December 21, 2010.

4. Project Schedule

The most recent MWAA analyzed project schedule update has a data date of *March 25, 2011*. The primary critical path identified by DTP reflects a +8 calendar day variance from *February 25, 2010* schedule update. *The variance is attributable to an eight day improvement in the schedule and an eight day non-compensable time extension granted by MWAA for excusable weather delays and yields a zero float for the Project. The March 25, 2011 schedule therefore adjusted the forecast SSCD to August 8, 2013 to reflect these adjustments.* This results in a projected ROD of *December 12, 2013*. The FFGA ROD is December 1, 2014.

On February 12, 2011, Launching Gantry No. 2 (LG2) suffered structural damage during the launching operation to the next pier. A preliminary analysis has shown that one section element of the truss was assembled in the reverse position. New parts were manufactured and delivered to the project on March 9, 2011. To help mitigate delays, the Contractor sent the LG2 crew to the LG1 operations to operate a second shift. In addition, the contractor mobilized a crane and assembled segments on the ground for ground crane lifting for some of the shorter spans. Load testing after seven weeks of repair took place on Saturday, April 2 and the gantry crane was back in operation on April 4. Overall schedule impacts are not yet known. *The DTP April schedule update has not yet been submitted.*

With regard to the new 7000 series railcar delivery, Kawasaki's schedule with WMATA does not call for "conditional acceptance" of the 64th DCMP rail car until January 15, 2015. On December 3, 2010, WMATA sent a letter to MWAA confirming WMATA will provide sufficient cars to support dynamic testing and initial revenue service for the Dulles Project. WMATA will use cars from the existing fleet for dynamic testing. If there is a gap between the delivery of the 7000 Series cars and revenue service date, WMATA will make sufficient cars available from within the existing WMATA fleet to support initial revenue service. However, this contingency plan does not meet the FFGA scope of work requirement that the 64th car be accepted by December 1, 2014. In a letter to WMATA dated February 2, 2011 MWAA requested "that WMATA expedite their efforts to complete Conditional Acceptance of the 64 railcars for the Project and return to the original Conditional Acceptance date of the third quarter of 2014." WMATA has not yet responded to the letter. However, the January 15, 2015 conditional acceptance date was confirmed at the March 3, 2011 "7K Progress Meeting." The Airports Authority CEO plans to address the matter directly with WMATA's General Manager. *Kawasaki and Toshiba reported to WMATA during the week of April 18, 2011 that a three to six month delay was expected. That meeting did not take place until the night of April 27, 2011. A mitigation schedule was not presented at that meeting, but rather another meeting was scheduled to occur in the following thirty to forty-five days when the full impact of the disaster can be*

quantified. This meeting has been scheduled for June 9, 2011. Kawasaki plans to present mitigation measures at the June 9, 2011 meeting. Toshiba reports that two of their suppliers for semi-conductors and capacitors have been affected and is seeking other sources for these materials. Because the earthquake/tsunami prevented WMATA from traveling to Japan to work on the PDRs, the current expectation is that they will not be completed until the end of June 2011. Previously it had been expected that the PDR process would be completed on May 3, 2011.

The WFC Yard upgrade work schedule continues to drop further behind, with a completion of the full facility now expected in March 21, 2014 according to the *March 25* schedule update. The WFC Yard schedule needs to be incorporated into the overall project schedule. DTP stated in its May 2010 schedule narrative that this date “incorporates a number of assumptions with regards to permitting and access to perform the work. DTP continues to finalize the WFCY schedule, which will be provided in a revised RFC-065 proposal.” The WFCY work is still disconnected from the schedule’s critical path. DTP’s reason was stated in response to MWAA’s review comment on the February schedule as follows: “DTP has previously advised MWAA that the WFCY schedule will be excluded from the Project SSCD due to the delay imposed on the WFCY work. Until design progression allows for a firm schedule for this work and resolution of the commercial issues surrounding the WFCY, DTP’s position remains unchanged. Therefore, the MWAA/PMSS suggestion that the WFCY is the primary critical path is not valid.” MWAA continues to state its disagreement with DTP’s completion date in light of the incomplete WFCY scope. DTP anticipates that a new and separate contractual completion date for the WFCY will be established independent of the Project SSCD.” It is the PMOC’s opinion that the ‘independent contractual completion date’ must still support the Project Operational Readiness Date”. MWAA reported that during the December monthly meeting it had issued a “Directive Letter” to DTP to continue the design and phase planning effort. During the *March* monthly meeting, MWAA reported that the schedule and costs presented by DTP are still being reviewed and that they are confident that the schedule can be adjusted to support the Project’s Operational Readiness Date. MWAA reported that they have proposed managing the work and the interface activities with WMATA. DTP was in favor of the proposal and the details are being worked out.

DTP has made numerous presentations of its West Falls Church Yard Tie-In *Execution* Plan to MWAA and WMATA. The last presentation was on November 16, 2010. A very detailed and informative presentation helped to involve more key WMATA personnel who will be needed to support the tie-in and integration process. The plan outlined the necessary track outage schedule for 2011 and detailed the activities for the special trackwork installation (#10 double crossover and the two #15 turnouts) along with the automatic train control installation. DTP provided a good overview of its plan and a tentative track outage schedule was officially submitted to MWAA in October 2010. DTP awarded a subcontract to Lane Construction Company in December 2010 for early Civil Sitework and work began in mid-January 2011. Clearing and grubbing operations were shut down on February 14, 2011 for site safety issues that were being addressed. That work resumed on March 1, 2011 and the work is nearing completion. In addition, *MWAA has issued a change order to Lane Construction for the WFCY early utility work. The scope has been agreed and the price is being negotiated.*

The WFCY Civil/Sitework final design was completed and issued for permit in October 2010. The S&I Building *Issued for Permit (IFP) drawings were submitted for permitting to DGS on May 2, 2011.* The Sound Cover Box *IFP drawing submission to DGS for permitting is anticipated for the last week in May 2011.* A *Request for Proposal (RFP) for both the Annex and Sound Box are currently in final sign off within DTP with plans to issue to bidders in mid May.* DTP has obtained the federal permit for the necessary stream restoration. DTP also submitted its 30% Tie-in Plan to MWAA in October 2010 to include its proposed track outage plan. Discussion with MWAA and WMATA are ongoing.

Bi-weekly meetings held between MWAA and DTP with regard to the schedule and schedule mitigation efforts continue to yield work-arounds and some increased work shifts, VDOT MOT approvals and design package reviews. It remains the PMOC's opinion that MWAA is maintaining control over the Project master schedule, with the exception of the WFCY schedule that continues to be of concern relative to meeting the scheduled Project Operational Readiness Date (ORD). The critical path, weather delays and schedule logic issues through December 25, 2010 have been resolved with the approval of a zero loss recovery schedule with a data date of December 25, 2010. *However, eight days have already been lost to excusable weather delays during January through March 2011.* Also, MWAA and DTP continue to voice concern with WMATA's, VDOT's and DGS' abilities to provide timely design review comments and to issue timely permits. Improvement with VDOT's turnaround time continues to be observed. WMATA ATC design submittal reviews were caught up in late February 2011. DGS continues to lag with its reviews and building permit issuance. MWAA has repeatedly requested WMATA to improve its support to the Project and DTP has repeatedly requested MWAA and DGS to improve its support of the Project. In addition, MWAA, WMATA and DGS continue to voice concern about the quality of the DTP design packages without substantial improvement by DTP. It *continues to be* the PMOC's opinion that improvement is being made but more could and should be done by MWAA, DTP, WMATA and DGS to overcome these potentially costly delays. In October 2010, WMATA dedicated an ATC Engineer and a Communications Engineer to the DCMP Phase 1 and an Assistant Project Manager to handle DCMP Phase 2 issues. *In April 2011 WMATA assigned a dedicated "Start-up Manager".* The additional staff has become an asset to the Project.

Other problem areas with potential delays identified by MWAA include the following:

- Potential conflict with Launching Girder #3 erecting segmental box girders over I-495 and the on-going Hot Lanes work in the area.
- Re-casting of damaged or otherwise unacceptable segments.
- Time required correcting misaligned dowels at Tysons West Station Piers 25, 26 and 27.
- WFCY design, construction and commissioning.
- Inability of DTP to achieve design finalizations.
- *Implementing the Remote Monitoring and Control (RMC) modifications pursuant to Directive Letter 27.*
- A potential systemwide upgrade program by WMATA could have numerous technical scope changes impacting Traction Power, Automatic Train Control and Communications.
- The quality of the first 360 LF of the OB NATM Tunnel Arch concrete is not in compliance with Contract Specifications.

- *Remaining or new property acquisitions resulting from design finalization or changes in support of Station Pavilions, DVP duct banks and detention ponds.*
- *As construction progresses discovering additional Utility conflicts requiring relocation.*
- *Discovery of hazardous materials requiring removal.*
- *Obtaining required weekend outages from WMATA for K-Line Tie-in work.*

a. Critical Path Evaluation

The PMOC agrees with MWAA's assessment regarding the critical path. The Project will need to continue its efforts to resolve disagreements relative to the WFC yard, critical path, logic and delay issues in order to minimize the risk of irretrievable schedule creep leading to costly schedule compression or constructive acceleration. DTP's early roadwork subcontractor, Facchina, Inc. continues to pursue the remaining Route 7 road shifts expected to be completed on May 20, 2011. The schedule update with a data date of March 25, 2011 was again not agreed to by MWAA. Although MWAA and DTP have agreed to a zero loss time recovery schedule with a data date of December 25, 2010, new disagreements continue to mount with the February 25 and March 25 schedule updates.

MWAA reviewed and reported that in DTP's March 2011 Schedule Update, the primary critical path has zero float achieving SSCD on August 8, 2013. The Critical Path, as described by DTP, originates with its subcontractor's, M.C. Dean, preparation of Stations Switchgear catalog Cuts modified to incorporate revised scope associated with the Remote Monitoring and Control (RMC) change requested by MWAA through Directive Letter 27. This leads to the modified Switchgear assembly design review and approval process followed by procurement over the next six months driving the Switchboard Room equipment installation, electrical and HVAC installations at the Tysons East Station. Installation of TCR equipment at the Tysons East Station commences after HVAC installations. This drives the linear ATC testing process leading to full system performance demonstration and Project completion. MWAA disagrees with DTP's Critical Path because DTP acknowledged in the update narrative that full extent of the scope and potential impact due to the RMC change cannot be reflected in this update as it is currently being reviewed and subject to change. MWAA further disagreed with this critical path for the following technical reasons:

Addition of new critical activities which placed the Airports Authority as the responsible party without any prior coordination to mitigate the resulting delays:

- *Use of rough order-of-magnitude (ROM) durations on construction activities performed by DTP in addition to the subcontracted activities.*
- *Unexplained and unlisted logic changes involving lags without MWAA's agreement.*
- *Sequencing the work linearly based on crew deployment when the activities can be performed concurrently, irrespective of representation that the activities negatively impact the Project's critical path.*

MWAA's analysis of the March 2011 Schedule Update considers DTP's Critical Path No. 2, originating with Launching Girder (LG) #1 operations in the Tysons East Guideway, as the Project's Critical Path No. 1. This sequence of activities begins with the segmental erection of

box girders for spans 22 through 31 at Tysons East Guideway, continues through Tysons East Station spans and segmental erection on spans 36 through 49 and moves on to Tysons West Guideway segmental erection for spans 55 through 44. This is followed by trackwork, installation of wayside equipment and testing, and commissioning activities leading to full system demonstration. In addition, MWAA continues to disagree with DTP's scheduling of the WFC Yard. As submitted, *DTP's schedule now* reflects a completion date of March 12, 2014, a variance of -57 calendar days from DTP's proposed plans and still does not accurately reflect the scope of Final Design Submittal for the Service and Inspection (S&I) Annex Building. In June 2010, DTP resubmitted RFC-065 for the WFCY which included a schedule showing completion of the full facility in January 2014. MWAA's position has been that DTP's completion date is incorrect in light of the questionable portrayal of WFCY scope. A schedule developed by MWAA indicates that completion of the WFC yard is feasible by the original SCCD of July 31, 2013. A large portion of the WFC Yard construction is being accomplished as Allowance Items which presents the opportunity to make Recovery Schedule scheduled completion a requirement for prospective bidders. The allowance items C-3 for the WFCY sound box and C-12 for the WFCY S&I Building are scheduled for advertisement *in mid May 2011*. The PMOC agrees with this assessment.

MWAA completed negotiations with the goal of reaching a mutually agreed recovery plan. This effort resulted in the issuance of two "Directive Letters" to DTP to conduct a constructive acceleration effective December 15, 2010 on a time and material basis not to exceed seven million dollars. DTP submitted a zero loss recovery schedule on January 12, 2011. The schedule proposes a mitigation period of fourteen months, extending from January 2011 through February 2012. A detailed review and additional discussions led to MWAA's conditional acceptance of the Recovery Schedule via letter dated February 7, 2011. Both have agreed to work toward a lump sum Change Order based upon the agreed Recovery Schedule scope. The Airports Authority has completed an independent cost estimate and plans to enter cost negotiations in the near future. MWAA is currently reviewing a revised acceleration proposal from DTP.

The PMOC considers the issuance of these directive letters and agreement on the recovery schedule scope to be a good first step toward recovery of the Contract Completion Date. However, the Project will need to reach a timely agreement on the acceleration costs and maintain this forward momentum in order to recover the -113 day mainline construction loss accrued through December 25, 2010. MWAA has completed their estimate of the acceleration cost and will start negotiations with the contractor on the cost of the recovery schedule. In addition, the Project needs to increase its efforts to resolve disagreements relative to the West Falls Church Yard (WFCY) schedule in order to minimize the risk of irretrievable schedule creep leading to costly schedule compression or at least to minimize constructive acceleration costs. This need becomes increasingly critical as the *current* WFCY yard completion date of March 21, 2014 as reflected in DTP's *March 25, 2011* schedule update *is far later than the original SCCD of July 31, 2013*. Some progress has apparently been made since the DTP March 25, 2011 schedule update reflected an 8-day gain for the mainline construction and four days for the WFCY construction. *However, eight calendar days have been lost to excusable weather delays in the last three months since agreement on a zero loss recovery schedule.*

It is the PMOC's opinion that the majority of the design related permit issues will be resolved within the second quarter of 2011. However, confidence that schedule recovery will begin and

be sustained remains tentative until MWAA and DTP agree upon the mainline recovery schedule costs and the WFC Yard recovery schedule and costs.

The following table compares the milestone dates relative to the approved baseline schedule. The PMOC concurs with MWAA's assessment of the updated schedule.

MILESTONE	June 2008 Baseline Schedule	December 2010 RECOVERY SCHEDULE	February 2011	March 2011
Receipt of FFGA	03/03/09¹	03/10/09 ^A	03/10/09 ^A	03/10/09 ^A
Station Design Complete	10/21/09	02/18/11	07/15/11	07/29/11
Utility Relocation Complete	03/05/10	09/13/11	11/08/11	11/15/11
Aerial and Station Foundations Complete	3/4/11	09/01/11	08/15/11	08/22/11
NATM Tunnels Mined	01/29/11	12/03/10 ^A	12/03/10 ^A	12/03/10 ^A
K-Line Tie-In	12/23/11	03/28/12	03/29/12	03/29/12
Guideway Complete	2/12/12	09/13/12	07/17/12	07/25/12
Train Control Complete	10/26/12	10/29/12	11/09/12	11/08/12
Substantial Completion	07/31/13	07/31/13	08/16/13	08/08/13
Revenue Operations - Target	11/27/13	01/20/14	12/24/13	12/16/13
FFGA Revenue Operations	12/01/14	12/01/14	12/01/14	12/01/14

^A Actual Date

¹ Date was not met.

b. Important Activities – 90-Day Look Ahead

The important milestones scheduled for the next 90 days include:

- Completion of stations design with issuance of IFC Drawings.
- Completion of utility relocation.
- Property acquisitions for the Tysons West Aerial Guideway (OP-8).

5. Project Cost

The SCC Budget and Expenditures summary for the period ending *March 25, 2011* is as follows. Overall, approximately 38.1 % of the budget has been expended through *March 25, 2011*.

FTA SCC CODE	DESCRIPTION	BASELINE BUDGET	CURRENT BUDGET ¹	EXPENDED TO DATE	ESTIMATE AT COMPLETION
10	Guideway and Track Elements	\$ 666,500,284	\$ 649,477,849	\$ 302,579,705	\$ 649,477,849
20	Stations	\$ 317,023,979	\$ 325,105,786	\$ 57,562,853	\$ 325,105,786
30	West Falls Church Yard	\$ 51,789,539	\$ 49,928,014	\$ 2,821,035	\$ 49,856,383
40	Site Work & Utility Relocation	\$ 232,936,987	\$ 233,288,500	\$ 162,343,138	\$ 254,596,792
50	Systems	\$ 278,157,645	\$ 284,991,068	\$ 46,554,669	\$ 282,252,537
60	Right of Way Acquisition	\$ 45,953,303	\$ 67,631,026	\$ 52,251,474	\$ 67,795,262
70	Vehicles	\$ 211,629,775	\$ 211,629,775	\$ 20,825,600	\$ 210,926,012
80	Professional Service	\$ 698,471,472	\$ 719,451,955	\$ 523,922,350	\$ 767,214,117
90	Contingency Mgmt. Reserve	\$ 130,000,075	\$ 90,983,051	\$ -	\$ 25,262,325
100	Finance Charge	\$ 509,984,571	\$ 509,984,571	\$ 29,800,079	\$ 509,984,571
TOTAL (Federal portion)		\$ 3,142,471,634	\$ 3,142,471,634	\$ 1,198,660,904	\$ 3,142,471,634

Current budget equals FFGA amount plus approved Change Orders CO-001-063, 065,067 & 069, Directive Letters 001-021 and 025-026, and UR-CO-001-033. Estimate at Completion (EAC) for Contingency reflects the amount approved for utilization per PM-5.07.

a. Explanation of Variances

The major variances in the project budget are associated in four categories as noted below:

1. SCC10 – Guideway and Track Elements has been reduced approximately \$17 million due to the decision by the DB contractor to self perform the NATM tunnel work. In so doing, \$29.2 million was transferred out of the direct account to other accounts including predominantly SCC-80 for the professional services portion of the subcontract budget. This was offset by scope additions and other budget transfers, the most notable being the adjustment for the revised federal/non-federal split, the addition of the directive letter for crossing the Beltway during construction of the HOT Lanes Project by VDOT and the addition of sales tax to permanent materials.
2. SCC20 – Stations has increased by \$5.87 million due to a combination of add and subtract change orders, the most notable additions being the transfer from the tunnel subcontract and the recent award of the station MEP package which was over budget.
3. SCC40 – Site work and Utility Relocation has been increased by approximately \$22.39 million as a result of a combination of change events (change orders, directive letters and scope transfers) and forecasted overruns. The forecast adjustments are predominantly due to cost overruns in utility relocations.
4. SCC60 – Right of Way Acquisition experienced nearly \$21.84 million increase in the right-of-way (ROW) acquisition that was primarily due to the adjustment of project cost for the revised federal/non-federal split of \$21.68 million.

5. SCC80 – Professional Services increased approximately \$65.24 million due to a combination of change events (\$17.8 million) and forecast adjustments (\$47.44 million). The change events are numerous with the most significant being the transfer from the tunnel subcontract and the addition of design for the HOT Lanes and WFCY. The forecast adjustment is predominantly a forecasted cost overrun of soft costs including MWAA, PMSS and VDOT. In addition, WMATA budget transfers are treated as forecast adjustments.
6. SCC90 – Contingency Management Reserve estimate at completion of \$25,108,674 is available for future use. Of the original \$130,000,075 in unallocated contingency, the Project has utilized \$104,891,401 to fund scope changes and forecasts. The difference between the baseline budget and current budget for this item is \$39,170,675 which is the unallocated contingency utilized to fund scope changes through change orders, task orders, procurement requests and price adjustment for allowance item overruns. The \$65,720,725 which is the difference between the current budget and estimate at completion for SCC90 is the unallocated contingency utilized for funding the forecast increases only.

b. Monthly Cost Report, March 2011

DESCRIPTION	FFGA AMOUNT (Original)	EXPENDITURE TO DATE ¹	ESTIMATE TO COMPLETE	ESTIMATE AT COMPLETION
FEDERAL (FFGA SCOPE)				
Design-Build				
Firm Fixed Price	\$ 1,112,052,172	\$ 706,083,525	\$ 774,591,351	\$ 1,480,674,876
Firm Fixed Price Insurance and Bonds	\$ 65,109,408	\$ 64,772,070	\$ 4,631,684	\$ 69,403,754
Firm Fixed Price Subtotal	\$ 1,177,161,580	\$ 770,855,596	\$ 779,223,035	\$ 1,550,078,630
Subcontract Allowance	\$ 430,199,817		\$ 190,115,612	\$ 190,115,612
Design-Build Contract Prices	\$ 1,607,361,397	\$ 770,855,596	\$ 969,338,647	\$ 1,740,194,242
Indexed Commodity Escalation	\$ 77,469,926	\$ -	\$ 57,907,009	\$ 57,907,009
Design-Build Contract Total	\$ 1,684,831,324	\$ 770,855,596	\$ 1,027,245,656	\$ 1,798,101,251
Utility Relocation				
Utility Work	\$ 84,312,807	\$ 90,541,984	\$ 11,668,520	\$ 102,210,504
Terf Tax		\$ -	\$ 0	\$ 0
Project Management and Final Design	\$ 8,423,426	\$ 17,282,558	\$ 1,413,852	\$ 18,696,411
Utility Relocation Total	\$ 92,736,233	\$ 107,824,542	\$ 13,082,373	\$ 120,906,915
Right of Way				
Right Of Way Total	\$ 42,443,132	\$ 52,503,173	\$ 15,917,089	\$ 68,420,262
WMATA Agreement				
Vehicles	\$ 195,138,329	\$ 20,825,600	\$ 173,608,966	\$ 194,434,567
Construction and Procurement	\$ 31,484,799	\$ 1,794,832	\$ 26,833,038	\$ 28,627,870
WMATA Force Account Startup	\$ 13,777,100	\$ 1,265,653	\$ 12,139,368	\$ 13,405,021
Project Management and Final Design	\$ 31,235,400	\$ 12,779,930	\$ 22,388,241	\$ 35,168,171
WMATA Agreement Total	\$ 271,635,628	\$ 36,666,016	\$ 234,969,613	\$ 271,635,628
Preliminary Engineering^{2,3}				
Preliminary Engineering Total	\$ 100,968,646	\$ 100,730,999	\$ -	\$ 100,730,999
Airports Authority Services				
General Conditions ⁴	\$ 28,879,153	\$ 5,443,485	\$ 22,260,798	\$ 27,704,283
Airports Authority Project Management and Wiehle Ave Garage	\$ 23,225,717	\$ 20,190,148	\$ 25,850,646	\$ 46,040,793
Project Management Support	\$ 90,004,649	\$ 74,646,866	\$ 42,759,747	\$ 117,406,613
Airports Authority Services Total	\$ 142,109,519	\$ 100,280,499	\$ 90,871,191	\$ 191,151,690
Contingency⁵				
Contingency Total	\$ 297,762,579	\$ -	\$ 81,540,317	\$ 81,540,317
Finance Costs				
Finance Costs Total	\$ 509,984,571	\$ 29,800,079	\$ 480,184,492	\$ 509,984,571
Total Federal (FFGA Scope)	\$ 3,142,471,634	\$ 1,198,660,904	\$ 1,943,810,730	\$ 3,142,471,634
INTERRELATED HIGHWAY IMPROVEMENTS				
Design-Build				
Firm Fixed Price - Engineering	\$ 5,929,082	\$ 4,429,266	\$ 23,434,002	\$ 27,863,268
Firm Fixed Price Insurance and Bonds	\$ 2,889,450	\$ 942,966	\$ 147,112	\$ 1,090,078
Firm Fixed Price Subtotal	\$ 8,818,532	\$ 5,372,231	\$ 23,581,114	\$ 28,953,346
Subcontract Allowance	\$ 18,854,682	\$ -	\$ 18,854,682	\$ 18,854,682
Design-Build Contract Total	\$ 27,673,214	\$ 5,372,231	\$ 42,435,796	\$ 47,808,027
Utility Relocation				
Utility Work	\$ 31,552,369	\$ 35,844,506	\$ 4,190,266	\$ 40,034,772
Terf Tax		\$ -		
Project Management and Final Design	\$ 4,727,549	\$ 7,703,855	\$ 836,256	\$ 8,540,111
Utility Relocation Total	\$ 36,279,918	\$ 43,548,361	\$ 5,026,522	\$ 48,574,883
Right of Way				
Right Of Way Total	\$ 44,772,663	\$ 17,449,369	\$ 2,450,509	\$ 19,899,879
Airports Authority Services				
General Conditions ⁴		\$ 1,306,585	\$ 356,444	\$ 1,663,029
Airports Authority Services Total	\$ -	\$ 1,306,585	\$ 356,444	\$ 1,663,029
Contingency⁵				
Contingency Total	\$ 14,482,435	\$ -	\$ 5,262,410	\$ 5,262,410
Total Interrelated Highway Improvements	\$ 123,208,229	\$ 67,676,546	\$ 55,531,683	\$ 123,208,229
TOTAL PROJECT COST	\$ 3,265,679,863	\$ 1,266,337,450	\$ 1,999,342,413	\$ 3,265,679,863

¹ Reflects Paid costs through March 25, 2011.

² Preliminary Engineering Period (PE) - Prior to August 1, 2007.

³ Preliminary Engineering actuals have been agreed to be \$100,730,999. This is \$237,646 under the original budget of \$100,968,646. The under run is transferred to unallocated contingency.

⁴ The line item marked General Conditions includes Temporary Facilities Development, Hazardous Material Remediation, Miscellaneous Access Roads and Wiehle Ave Garage.

⁵ Estimate at Completion for Contingency reflects the amount approved for utilization per PM-5.07.

c. Project Funding Sources: March 2011

SOURCES OF CAPITAL FUNDING	GRANT ID	PERCENT AT COMPLETE	TOTAL	EXPENDED TO DATE ¹	PERCENT FUND SOURCE EXPENDED TO DATE	REMAINING
Sec 5309 New Starts Federal Funds						
Preliminary Engineering Grants			\$ 54,412,526	\$ 54,412,526	100.00%	\$ -
Final Design Grant	VA-03-0113-00		\$ 159,001,838	\$ 159,001,838	100.00%	\$ -
ARRA Construction Grant	VA-36-0001-00		\$ 77,260,000	\$ 77,260,000	100.00%	\$ -
FFGA Construction Grant	VA-03-0113-02		\$ 28,809,000	\$ 28,809,000	100.00%	\$ -
FFGA Construction Grant	VA-03-0113-03		\$ 85,000,000	\$ 82,888,987	97.52%	\$ 2,111,013
FFGA Construction Grant (amendment for FTA review)	VA-03-0113-04		\$ 19,799,000		0.00%	\$ 19,799,000
FFGA Balance	Planned		\$ 475,717,636	\$ -	0.00%	\$ 475,717,636
Subtotal - New Starts		28.64%	\$ 900,000,000	\$ 402,372,351	44.71%	\$ 497,627,649
Other Federal Funds						
Sec 5307 Surface Transportation Program						
Construction Grant	VA-95-X056-01		\$ 47,218,109	\$ 47,218,109	100.00%	\$ -
Construction Grant	VA-95-X056-02		\$ 21,281,890	\$ -	0.00%	\$ 21,281,890
STP Balance	Planned		\$ 6,500,001	\$ -	0.00%	\$ 6,500,001
STP/Sec. 5307		2.39%	\$ 75,000,000	\$ 47,218,109	63%	\$ 27,781,891
Local Funds						
VTA 2000			\$ 51,700,000	\$ 51,700,000	100.00%	\$ -
Commonwealth Transportation Bonds ²			\$ 125,000,000	\$ 113,433,213	90.75%	\$ 11,566,787
Fairfax County Funds ³			\$ 523,750,000	\$ 94,000,000	17.95%	\$ 429,750,000
Dulles Toll Road Revenues ^{2,4}			\$1,467,021,634	\$ 489,937,231	33.40%	\$ 977,084,403
Subtotal - Local Funds		68.97%	\$2,167,471,634	\$ 749,070,444	34.56%	\$ 1,418,401,190
Total Project Budget		100%	\$3,142,471,634	\$ 1,198,660,904	38.14%	\$ 1,943,810,730
Interrelated Highway Activities						
DTR Revenues/Commonwealth Funds³			\$ 123,208,229	\$ 67,676,546	54.93%	\$ 55,531,683
TOTAL			\$3,265,679,863	\$ 1,266,337,450	38.78%	\$ 1,999,342,413

1 Reflects costs through March 2011

2 In January 2010, \$23.6M previously identified as pay-go Dulles Toll Road (DTR) Revenues were reclassified as Commonwealth Transportation Board (CTB) funds, reducing the contribution from DTR revenues and increasing the contribution from CTB funds

3 Includes Tax District Revenues (\$400M) plus debt service costs allocated to Project Budget

4 Includes pay-as-you-go revenues and bond proceeds

6. Project Risks

The PMOC commenced the risk assessment process with the first workshop held April 4-7, 2006. Risk Assessment Workshops were held on June 12-14, 2007 and July 10-12, 2007 at the Project offices.

In August 2008, the PMOC was directed by the FTA to resume the risk process and to prepare a report that combines the requirements of PG-40: Subtasks PG-40E, PG-40F, and PG-40G. These subtasks are to identify the framework for primary and secondary mitigation of project cost and schedule. A draft PG-40EFG report was prepared and the Risk Register was updated. The documents were shared with MWAA and a workshop was held on August 26-27, 2008 to review the Risk Register, reach a consensus on the top ten costs and schedule risks and to identify MWAA's cost, schedule and secondary mitigation procedures. The PMOC issued the Final PG-40EFG spot report on October 6, 2008.

Through March 25, 2011, MWAA reports that it has utilized \$180,909,318 of the available authorized federal contingency of \$200,000,000 for Contingency Phases 1 through 5. The

contingency utilization reflects expended and obligated costs. Phases 1 and 2 were to carry the Project through the completion of stations design, which was anticipated to have been completed by the end of the third quarter of 2009. The completion of stations design is now anticipated during the second quarter of 2011. Phase 3 would complete the Utility Relocation Program now anticipated to be fully complete in the third quarter of 2011. MWAA reports that it has \$35,312,946 obligated from Phase 6 through 10 monies. Of the total project contingency of \$297,762,579, the project has \$81,540,315 available.

MWAA has been following their Risk Management Plan dated October 2008. The PMOC requested that MWAA update the Risk Management Plan. The Project Team has engaged the Risk Consultant used to prepare the original Risk Analysis to prepare the update to the Risk and Contingency Management Plan (RCMP). The consultant submitted a draft of the Risk Assessment (Analysis), a primary component of the RMP, to MWAA in December 2010. MWAA and the PMOC discussed the draft on January 26, 2011 and determined that some refinements were needed. MWAA submitted a hard copy draft report on January 31, 2011 and an electronic copy for review on February 24, 2011. The FTA and PMOC requested that the Report be revised. The PMOC provided guidance to arrive at an acceptable reformatting. *The PMOC reviewed MWAA's updated risk assessment dated April 15, 2011. The FTA and PMOC met with MWAA on May 3, 2011 to discuss the PMOC's review comments. It was decided that the assessment needed adjustment to accurately reflect the changing realities of the Project, to include an analysis of what the potential Kawasaki 7000 series cars delay will have on the Project schedule and FFGA completion date. MWAA decided that it would do an internal revision to the Draft Risk Assessment and would communicate adjustments and progress on a bi-weekly basis with the PMOC.* It is anticipated that once agreed upon, the Top Ten Risks as identified from the Risk Analysis would replace those previously reported. MWAA will complete the RCMP upon incorporation of PMOC review comments, if any.

With regard to Schedule Contingency, the Project has agreed to a zero loss recovery schedule with a data date of December 25, 2010. This conditionally approved recovery schedule has a mitigation period of fourteen months, extending from January 2011 through February 2012 to recover 113 calendar days of the total of 510 calendar days. Schedule contingency is 502 calendar days, based upon the *March 25* schedule update.

The following are the Project's current top 10 cost and schedule risks, along with their status.

Top 10 Project Risks

Risk No.	Risk Description	SCC Reference	Risk Category		Status (Change from Previous Month)
			Cost	Sched	
M-21	Allowance items- a substantial part of the contract price is tied to "Allowance Subcontracts." There is potential risk for increased project cost and schedule if the actual subcontracts exceed the allocated cost and schedule components in the contract.	10, 20, 30, 40, 50	X	X	<i>Unchanged.</i> Twenty-two of thirty-five sub-contract packages have been awarded to date. The variance of the awarded cost versus allowance budget is \$74.97 million. A sharp increase is expected in the coming quarter.
C-8	NATM tunnel—there are a limited number of qualified tunneling contractors, unforeseen conditions, tunnel collapse, production rate slower than anticipated, and possible critical path delay.	10.07	X	X	Closed. The contractor self-performed this work. Mining construction was completed with 1,670-feet of excavation complete on the outbound tunnel and 1,686-feet of excavation complete on the inbound tunnel.
C-29	Soils Management – risk that costs for disposal of soil (clean and contaminated) may exceed budget.	40.1	X	X	Unchanged. Agreements with MWAA allow "clean" soils, which represent about 90% of all project soils to be transferred to Laydown Area #11, and management of contaminated soils is being mitigated as schedule progresses.
D-29	WFCY maintenance annex – Design constraints and WMATA requirements may erode the cost reductions anticipated.	30	X		Unchanged.
C-34	Utility companies performing utility relocation are not performing in accordance with the durations incorporated in the project schedule.	40.02	X	X	Schedule risk closed. Cost risk remains. (Replaced risk C-14.) Utility contractors have completed all critical relocation work in October 2010. However, the cost and schedule impacts are not yet known and forecast completion dates remain behind schedule as the roadwork contractor works toward regaining schedule losses.

Risk No.	Risk Description	SCC Reference	Risk Category Cost Sched		Status (Change from Previous Month)
M-16	Cost risk for vehicle procurement – size and timing of base order and options could change the car manufacturer’s interest in project and proposal pricing; vehicles may not be available in time for revenue operations.	20.01 20.02	X	X	Cost risk closed. Schedule risk remains. Bids were received on June 19, 2009. The WMATA Board approved an award recommendation to Kawasaki on May 27, 2010. The WMATA Board awarded the contract to Kawasaki on July 27, 2010. NTP was issued on August 16, 2010. However, the conditional acceptance of the 64 th car for the Project, as contained in the bid, is not scheduled until January 15, 2015, which does not support Project needs. <i>In addition, the earthquake/tsunami may delay the procurement further.</i> PMOC requested MWAA to include a schedule risk since the schedule does not currently meet the FFGA date.
M-12	Unpredictability of ROW settlement costs.	10.04	X		Unchanged. Use of condemnation has increased the ROW costs.
C-20	WMATA scope of work, including site access support, technical support and WMATA construction elements may exceed the budget and schedule. In addition, there is the risk that WMATA will have difficulty supporting the DB contractor’s requirements.	10.00 20.00 50.00	X	X	Unchanged. Technical support for design has been generally provided in a timely manner. SSWPs required to access WMATA property are lengthy. There is potential risk with WMATA directing systems design upgrades for ATC, Traction Power and Communications systems.
D-19	Cost of Dominion Virginia Power (DVP) 34.5 kV distribution – Level of design is not typical of 100% PE design.	50.04	X		Unchanged. Design of ductbank that will contain 34.5 kV power the length of project has been completed and the ductbank construction continues. Design by DVP to bring power to project has not been completed.

Risk No.	Risk Description	SCC Reference	Risk Category Cost Sched		Status (Change from Previous Month)
D-27	Permit Approvals – Potential delays due to the Virginia Department of Transportation (VDOT) requiring their review/approval of final design plans prior to Issued for Proposal (IFP) submittals. Potential delays due to the Department of General Services (DGS) making design-related comments rather than strictly permit/code comments.	10.00 20.00 40.00	X	X	Unchanged. The issuance of construction permits is taking longer than anticipated and the contractor is claiming that its costs are increasing. The Six Sigma process improved turn-around time with VDOT. The VDOT requirement for final design plans prior to IFP submittals may increase the risk. In addition, DGS is making design-related comments rather than strictly code/permit evaluations.

7. Action Items

MWAA – DULLES CORRIDOR METRORAIL PROJECT - Items for Grantee Action

PR	ITEM	IDENTIFICATION	NATURE of PROBLEM	D	A	I	COMMENTS	STATUS
1	2B.01	Final Testing Plan for Re-used Piers (Feb. 2010)	MWAA approved the final testing plan (Rev 0) proposed by DTP for the Re-used Piers on March 30, 2010.	Y	Y	Y	DTP and CTI Final Reports and MWAA's audit of the findings and pier designs were submitted to the FTA, PMOC and WMATA on October 19, 2010 for review. The PMOC recommended that continuity testing data be submitted for all eleven newly constructed piers on existing pier foundations. Corrective action <i>planning</i> was on-going in <i>April</i> on Pier 5B-OB. Three interim reports covering the acceptable continuity testing on ten of eleven piers were transmitted to the FTA by letters dated November 24, 2010, December 17, 2010 and January 24, 2011. The Airports Authority President and Chief Executive Officer sent a wrap-up letter to the FTA Administrator on April 8, 2011. The letter reported that the Airports Authority had complied with the FTA's direction and had accepted the DTP Inspection and Test Program Final Report for Existing Pile Foundations. It also outlined follow-up testing that will be performed and noted that it had directed DTP to follow-up with the anti-corrosion measures recommended by UTRS. The letter also reported that a plan and schedule for conducting these remaining tasks will be forwarded to the FTA upon receipt and approval by the Airports Authority.	R

4	2A.03	Update Risk and Contingency Management Plan (RCMP) (October 2010)	The original Risk Management Plan was prepared in October 2008 and needs to be updated to reflect the current Project Status.	N	N	N	MWAA has engaged their Risk Management Consultant who has prepared a draft revised Risk Assessment (Analysis). The analysis was submitted to the FTA and PMOC on January 31, 2011. The FTA and PMOC requested that the Report be revised. The PMOC provided guidance to arrive at an acceptable reformatting. It is anticipated that once agreed upon, the Top Ten Risks as identified from the Risk Analysis will replace those previously reported. MWAA submitted the revised Risk Assessment dated April 15, 2011 to the FTA and PMOC on April 19, 2011. <i>The PMOC reviewed MWAA's updated risk assessment dated April 15, 2011. The FTA and PMOC met with MWAA on May 3, 2011 to discuss the PMOC's review comments. It was decided that the assessment needed adjustment to accurately reflect the changing realities of the Project, to include an analysis of what the potential Kawasaki 7000 series cars delay will have on the Project schedule and FFGA completion date. MWAA decided that it would do an internal revision to the Draft Risk Assessment and would communicate adjustments and progress on a bi-weekly basis with the PMOC. Upon incorporation of PMOC review comments, if any, the RCMP will be completed by MWAA.</i>	R
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KEY ITEM

Subtask 2A
Subtask 2B

CLIN 0002A – PMP Review
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

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

APPENDICES

APPENDIX A – LIST OF ACRONYMS

AAC	Agreement After Certificate
AMEP	<i>Architectural/Mechanical/Electrical/Plumbing</i>
ARRA	American Reinvestment and Recovery Act
ASSHTO	American Association of State Highway and Transportation Officials
BFMP	Bus Fleet Management Plan
CAR	Corrective Action Request
CCC	Construction/Procurement/Installation Conformance Checklist
CD	Calendar Days
CPM	Critical Path Method
CTI	CTI Consultants, Inc.
CY	Calendar Year
DB	Design-Build
DCC	Design Conformance Checklist
DCN	Design Change Notice
DGS	(Virginia) Department of General Services
DIAAH	Dulles International Airport Access Highway
DR	Deficiency Report
DTP	Dulles Transit Partners, LLC
DTR	Dulles Toll Road
DVP	Dominion Virginia Power
FFGA	Full Funding Grant Agreement
FTA	Federal Transit Administration
FTE	Full Time Equivalent
FY	Fiscal Year
HOT	High Occupancy Toll
IFC	Issued For Construction
IFP	Issued for Proposal
IRR	Issue Requiring Resolution
KSA	KSA, INC – Producer of Concrete Crossties
MH	Manhole
MCI	A communication company now owned by Verizon
MEP	Mechanical, Electrical and Plumbing
MOT	Maintenance of Traffic
MWAA	Metropolitan Washington Airports Authority
NATM	New Austrian Tunneling Method
ORD	Operational Readiness Date
PDA	Pile Driving Analysis
<i>PDR</i>	<i>Preliminary Design Review (7K Railcars)</i>
PE	Preliminary Engineering
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
RMP	Risk Management Plan
ROD	Revenue Operations Date
ROE	Right-of-Entry
ROW	Right-of-Way
SAIC	Scientific Applications International Corporation
SCC	Standard Cost Category
SCIL	Safety and Security Certifiable Items List
SOE	Support of Excavation
SSCD	Scheduled Substantial Completion Date
SSMP	Safety and Security Management Plan
SSWP	Site Specific Work Plan
STP	Surface Transportation Program
TBD	To Be Determined
TOC	Tri-state Oversight Committee
TPSS	Traction Power Substation
UR	Utility Relocation
VDOT	Virginia Department of Transportation
W&OD	Washington and Old Dominion
WFC	West Falls Church
WFCY	West Falls Church Yard
WMATA	Washington Metropolitan Area Transit Authority
XO	Executive Officer

APPENDIX B -- PROJECT OVERVIEW AND MAP

Project Overview

Date: May 27, 2011 (*reporting current through April 2011*)

Project Name: Dulles Corridor Metrorail Project – Extension to Wiehle Avenue

Grantee: Metropolitan Washington Airports Authority (MWAA)

FTA Regional Contact: Brian Glenn, P.E.

FTA Headquarters Contact: Dale Wegner, P.E.

Scope

- **Description:** MWAA The Project is the initial 11.7-miles of the LPA, which will run from the current Metrorail Orange Line near the West Falls Church (WFC) station to Wiehle Avenue in Reston, providing direct service to the commercial and office center of Tysons Corner. The Project will be constructed in or parallel to the Dulles Connector Road, Routes 123 and 7 through Tysons Corner, and the Dulles International Airport Access Highway (DIAAH). It will include five new passenger stations, one 2,300-car parking facility (provided through a joint development agreement at Wiehle Avenue Station), improvements to the existing WFC Service and Inspection Yard, tail tracks outbound of the interim terminus station at Wiehle Avenue, and the procurement of 64 rail cars.
- **Guideway:** Phase 1 is approximately 11.7 miles in length consisting of two tracks.
- **Stations:** There are five stations in Phase 1. Each station will include a kiss-n-ride area; bus drop-off facilities; station platforms with benches, canopies, ticket vending machines; and other amenities.
- **Support Facilities:** There will be a modification to the West Falls Church Yard and service building. A tail track will be constructed beyond the Wiehle Avenue Station.
- **Vehicles:** The Project will include the purchase of sixty-four vehicles for Phase 1 that will be procured by WMATA.

Ridership

The Project is estimated to carry 69,700 average weekday riders during opening year.

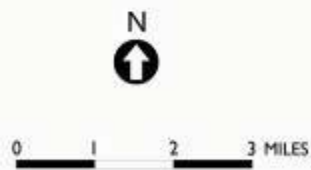
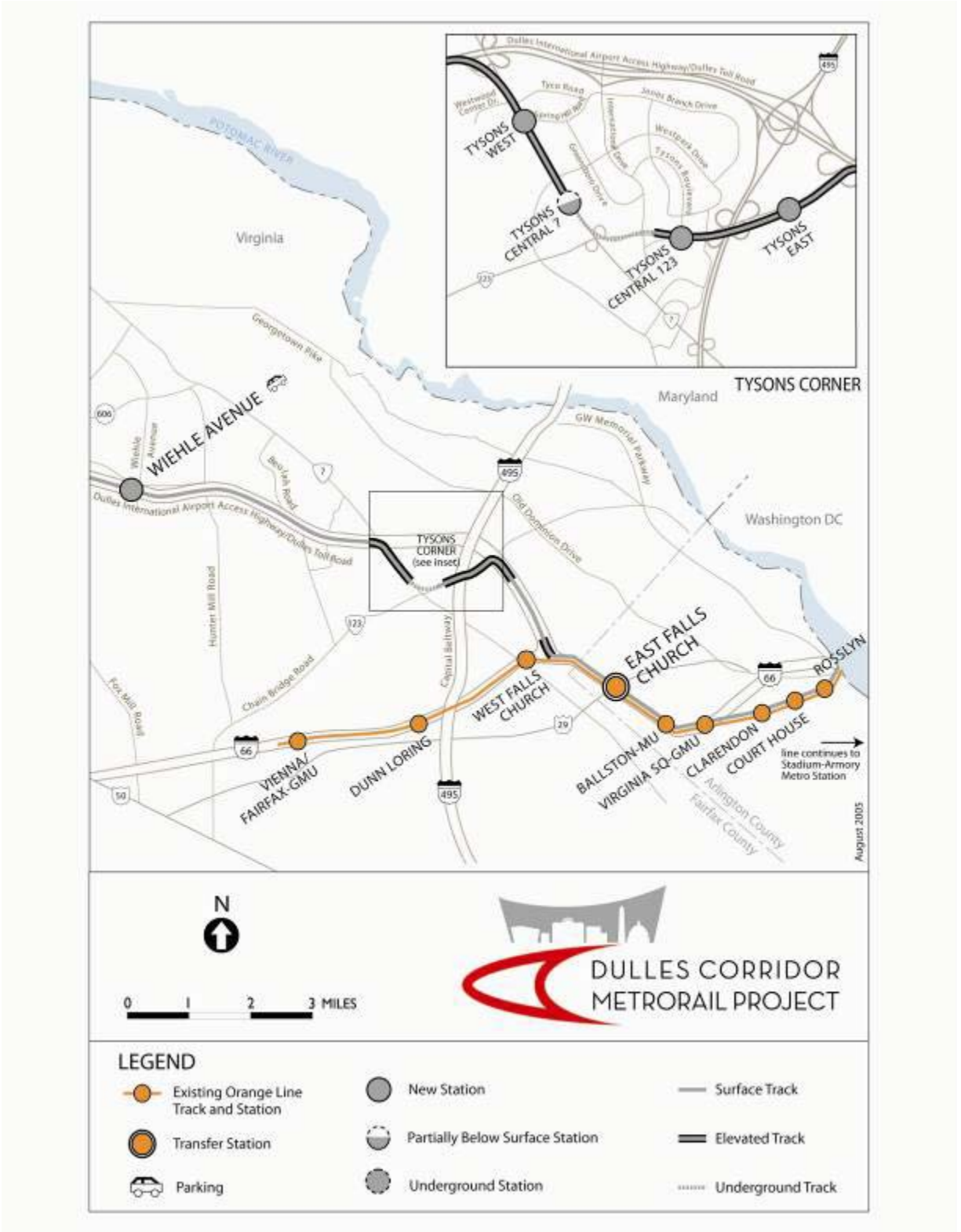
Schedule

06/10/04	Approval to Enter PE	2011	Estimated Rev Ops at Entry to PE
05/12/08	Approval to Enter FD	12/04/13	Estimated Rev Ops at Entry to FD
03/10/09	FFGA signed	12/01/14	Estimated Rev Ops at FFGA
12/12/13	Revenue Operations Date (ROD) <i>as of March 25, 2011</i>		
37.0%	Percent Complete Construction <i>as of April 30, 2011.</i>		
37.5%	Percent Complete Time based on ROD of December 1, 2014 (based on FFGA)		
50.66%	MWAA's Estimate of Project Earned Value through <i>March 2010</i>		

Cost

\$1.490 billion	Total Project Cost (\$YOE) at Approval to Enter PE
\$2.961 billion	Total Project Cost (\$YOE) at Approval to Enter Final Design
\$3.142 billion	Total Project Cost at date of report including \$510 million in Finance Costs
<i>\$1.198 billion</i>	Expenditures through <i>March 2010</i> from total project budget of \$3.142 billion
<i>38.0%</i>	Percent complete based on <i>federal</i> expenditures through <i>March 2011</i> .
<i>\$81.540 million</i>	Total project contingency remaining (allocated and unallocated) through <i>March 2011</i> .

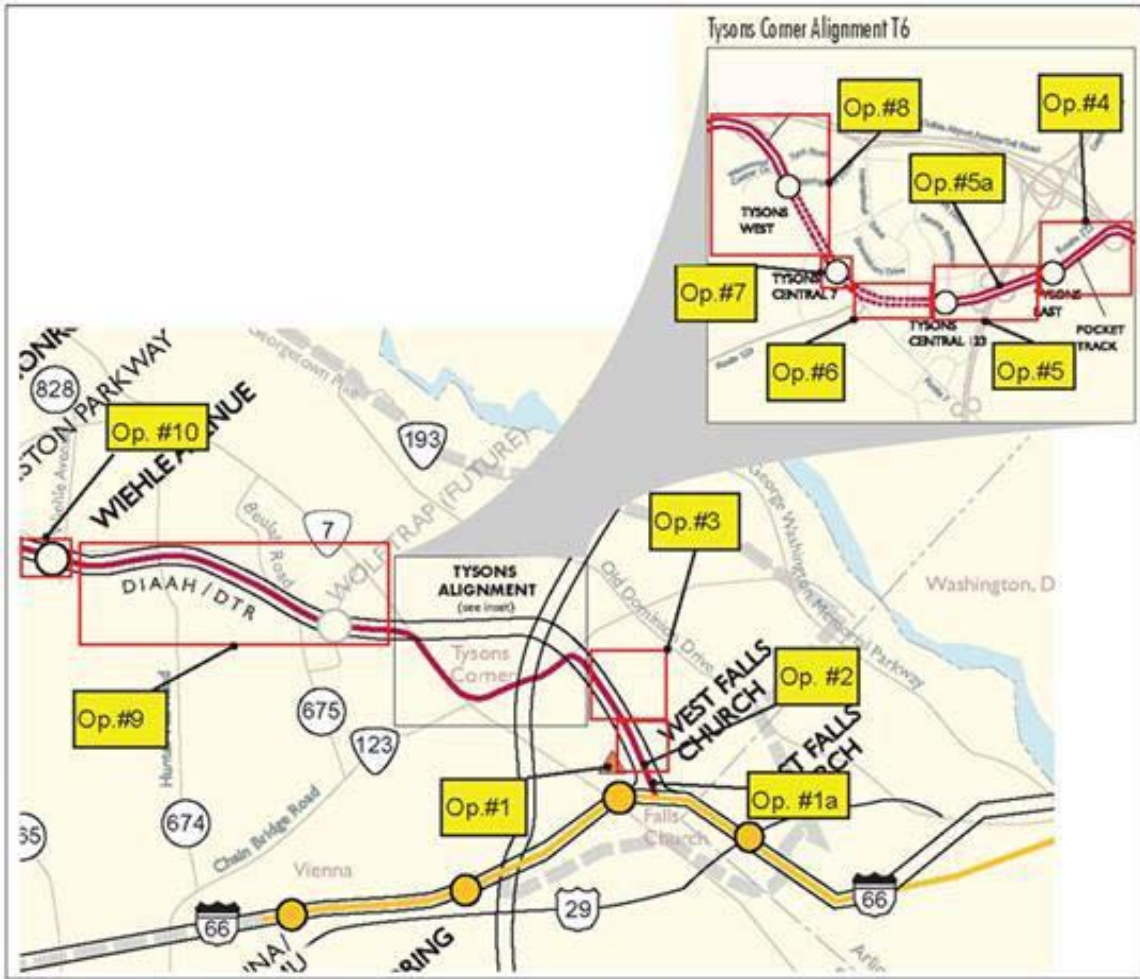
Project Map



LEGEND

Existing Orange Line Track and Station	New Station	Surface Track
Transfer Station	Partially Below Surface Station	Elevated Track
Parking	Underground Station	Underground Track

Construction Operational Areas



APPENDIX C – MWAA SAFETY AND SECURITY CHECKLIST

Project Overview	Dulles Corridor Metrorail Project		
Project Mode (Rail, Bus, BRT, multimode)	Rail		
Project Phase (Preliminary Engineering, Design, Construction, or Start-up)	Design and Construction		
Project Delivery Method (Design/Build, Design/Build/Operate/Maintain, CMGG, etc)	Design/Build		
Project Plans	<i>Version</i>	<i>Review By FTA</i>	Status
Safety and Security Management Plan	9/2009		Accepted
Safety and Security Certification Plan			Under development; 98% complete
System Safety Program Plan	1/20/2011		In response to FTA’s Safety and Security Oversight Audit of TOC/WMATA and TOC Triennial Review findings, WMATA submitted an updated SSPP dated January 20, 2011, which was approved by TOC on February 22, 2011 with minor comments to be addressed in the next revision.
System Security Plan or Security and Emergency Preparedness Plan (SEPP)			WMATA submitted a revised SEPP to TOC in March 2010. TOC approved the SEPP on August 2, 2010.
Construction Safety and Security Plan			Addressed in PMP, which is under revision.

Safety and Security Authority	Y/N	Notes/Status
Is the grantee subject to 49 CFR Part 659 State Safety Oversight requirements?	Y	Tri-State Oversight Committee (TOC)
Has the State designated an oversight agency as per Part 659.9?	Y	Tri-State Oversight Committee (TOC)
Has the oversight agency reviewed and approved the grantee’s SSPP as per 659.17?	N	An updated WMATA SSPP dated January 20, 2011 was approved by TOC on February 22, 2011.

Has the oversight agency reviewed and approved the grantee's Security Plan or SEPP as per Part 659.21?	Y	Approved on August 2, 2010
Did the oversight agency participate in the last Quarterly Program Review Meeting?	Y	TOC had two representatives at the January 26, 2011 QPRM.
Has the grantee submitted its safety certification plan to the oversight agency?	N	Plan in progress. TOC participates in monthly meetings.
Has the grantee implemented security directives issues by the Department Homeland Security, Transportation Security Administration?	N	WMATA will be operator.

SSMP Monitoring	Y/N	Notes/Status
Is the SSMP project-specific, clearly demonstrating the scope of safety and security activities for this project?	Y	
Grantee reviews the SSMP and related project plans to determine if updates are necessary?	Y	
Does the grantee implement a process through which the Designated Function (DF) for Safety and DF for Security are integrated into the overall project management team? Please specify.	N	WMATA
Does the grantee maintain a regularly scheduled report on the status of safety and security activities?	N	WMATA
Has the grantee established staffing requirements, procedures and authority for safety and security activities throughout all project phases?	N	WMATA
Does the grantee update the safety and security responsibility matrix/organizational chart as necessary?	N	WMATA
Has the grantee allocated sufficient resources to oversee or carry out safety and security activities?	N	WMATA
Has the grantee developed hazard and vulnerability analysis techniques, including specific types of analysis to be performed during different project phases?	Y	
Does the grantee implement regularly scheduled meetings to track to resolution any identified hazards and/or vulnerabilities?	Y	
Does the grantee monitor the progress of safety and security activities throughout all project phases? Please describe briefly.	Y	Design and Construction only. WMATA participates
Does the grantee ensure the conduct of preliminary hazard and vulnerability analyses? Please specify analyses conducted.		

Has the grantee ensured the development of safety design criteria?	Y	
Has the grantee ensured the development of security design criteria?	Y	
Has the grantee ensured conformance with safety and security requirements in design?	Y	
Has the grantee verified conformance with safety and security requirements in equipment and materials procurement?	Y	
Has the grantee verified construction specification conformance?	Y	
Has the grantee identified safety and security critical tests to be performed prior to passenger operations?	Y	In progress, 98% complete.
Has the grantee verified conformance with safety and security requirements during testing, inspection and start-up phases?	N	After SSCD
Does the grantee evaluated change orders, design waivers, or test variances for potential hazards and /or vulnerabilities?	Y	
Has the grantee ensured the performance of safety and security analyses for proposed work-arounds?	Y	
Has the grantee demonstrated through meetings or other methods, the integration of safety and security in the following: • Activation Plan and Procedures • Integrated Test Plan and Procedures • Operations and Maintenance Plan • Emergency Operations Plan	Y	
Has the grantee issued final safety and security certification?	N	
Has the grantee issued the final safety and security verification report?	N	

Construction Safety	Y/N	Notes/Status
Does the grantee have a documented/implemented Contractor Safety Program with which it expects contractors to comply?	Y	
Does the grantee's contractor(s) have a documented company-wide safety and security program plan?	Y	DTP's Construction Safety, Health and Security Plan accepted on January 6, 2009.
Does the grantee's contractor(s) have a site-specific safety and security program plan?	Y	
Provide the grantee's OSHA statistics compared to the national average for the same type of work?	N	

If the comparison is not favorable, what actions are being taken by the grantee to improve its safety record?		
Does the grantee conduct site audits of the contractor's performance versus required safety/security procedures?	Y	

Federal Railroad Administration	Y/N	Notes/Status
If shared track: has grantee submitted its waiver request application to FRA? (Please identify specific regulations for which waivers are being requested)	N/A	Heavy Rail Transit Project. No FRA involvement.
If shared corridor: has grantee specified specific measures to address shared corridor safety concerns?	N/A	
Is the Collision Hazard Analysis underway?	N/A	
Other FRA required Hazard Analysis – Fencing, etc.?	N/A	
Does the project have Quiet Zones?	N/A	
Does FRA attend the Quarterly Review Meetings?	N/A	

APPENDIX D - PMOC TEAM PERFORMING THIS REVIEW

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