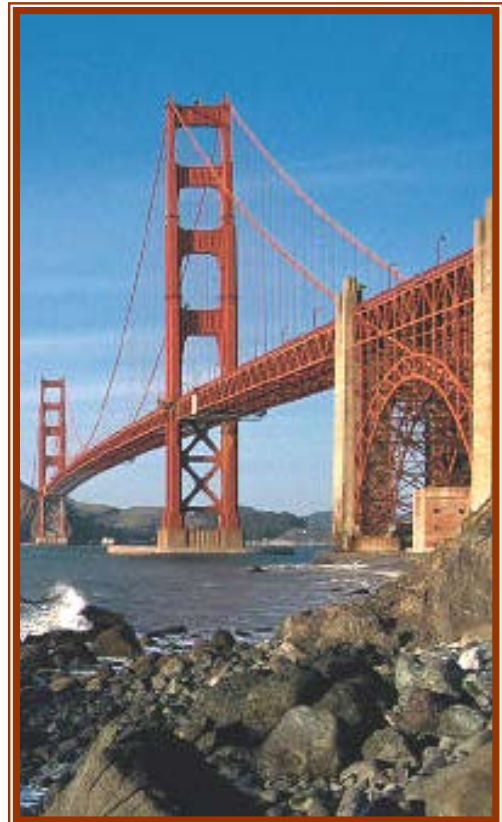


**Report to the House and Senate Committees on Appropriations**

**As requested by the House of Representatives Report 106-622  
Department of Transportation and Related Agencies Appropriations Bill, 2001**

**Annual Summary of Major Projects  
(Fiscal Year 2013)**



**Prepared by the U.S. Department of Transportation  
Federal Highway Administration**

**Federal Highway Administration  
Office of Innovative Program Delivery  
Project Delivery Team**

This annual summary reports the activities of the Federal Highway Administration (FHWA) as related to major projects for Fiscal Year (FY) 2013, as of October 1, 2013. The FHWA takes an active leadership role in advancing transportation initiatives through the stewardship and oversight of major projects, which are defined as those with a total cost greater than \$500 million. In FY 2013, there were 103 active major projects. This annual summary documents the performance of these major projects and what actions the FHWA has taken to improve their performance.

Active major projects are those that have completed National Environmental Policy Act decision documents and have begun the next stage of project development such as design or construction. In addition, 14 major projects have been completed since the FHWA first started to track such projects in 2001. One of these projects, the SH 130 Segments 5 & 6 in Texas, was completed in FY 2013.

A list showing the status of the 103 active major projects is attached. This list also includes all 14 completed major projects.

The FHWA tracks cost estimates and scheduled completion dates for projects with approved Financial Plans. In FY 2013, the FHWA evaluated the cost and schedule performance from 58 financial plan annual updates. Eighty-nine percent of the projects had total costs within 2 percent of the previous year's costs and 83 percent had completion dates within 2 percent of the previous year's scheduled completion dates.

After analyzing the schedule and cost performance data, the Project Delivery Team works with the FHWA Division Offices to respond to specific major project schedule delays and cost increases. The FHWA uses this performance data to assist in the identification of agency Projects of Corporate Interest and Projects of Division Interest. Enhanced stewardship and oversight strategies are then developed for these projects and allows the FHWA to focus its efforts to reduce major project schedule delays and cost increases. For example, to help ensure that a major project will remain on schedule, a division office is conducting an independent quality review to evaluate the effectiveness of the State department of transportation and contractor project oversight. The FHWA also uses the cost and schedule data to improve the quality of the risk assumptions made during future cost and schedule estimate reviews for major projects.

Financial Plans

The Initial Financial Plans for the following major projects were reviewed for acceptance concurrently with the applicable FHWA Division Offices.

- I-80/I-680/SR-12 Interchange Project (Fairfield, CA)
- Moving 4 Ward (I-4), from SR 435 (Kirkman Rd) to SR 434 (Orlando, FL)
- I-75/SR 826 Managed Lanes (Broward and Miami Dade Counties, FL)

- Circle Interchange (Chicago, IL)
- Route 347 (Suffolk County, NY)
- IH 35E Managed Lanes (Dallas and Denton), Phase I (Dallas and Denton, TX)
- Project Horseshoe IH-30/IH-35E (Dallas, TX)
- Midtown Tunnel/Downtown Tunnel/Martin Luther King Extension Project (Hampton Roads, VA)
- Route 460 Corridor Improvement Project (Petersburg-Suffolk, VA)
- Zoo Interchange (I-94/I-894/US-45) (Milwaukee, WI)

The financial plan annual updates for the following major projects were reviewed for acceptance concurrently with the applicable FHWA Division Offices.

- SR 303: I-10 to US 60 (Phoenix, AZ)
- San Francisco Bay Area Rapid Transit District (BART) Seismic Retrofit Project (San Francisco and Oakland, CA)
- Doyle Drive/Presidio Parkway (San Francisco, CA)
- I-215 San Bernardino North Corridor Project (from I-10 to I-210) (San Bernardino, CA)
- I-405 Sepulveda Pass Widening and HOV Improvements (Los Angeles, CA)
- I-5 HOV North (SR 134 to SR 118) (Los Angeles, CA)
- I-805 Managed Lanes North Project, District 11 (San Diego, CA)
- Marin-Sonoma Narrows (Marin and Sonoma Counties, CA)
- SR 905, from I-805 to Otay Mesa Port of Entry (POE) (San Diego County, CA)
- SR 4 (East) Widening Project (Contra Costa County, CA)
- I-95/New Haven Harbor Crossing (New Haven, CT)
- I-4 to Lee Roy Selmon Expressway, Connector (Hillsborough County, FL)
- I-595 Corridor Improvements (Ft. Lauderdale, FL)
- Miami Intermodal Center (Miami, FL)
- Port of Miami Tunnel & Access Improvement Project (Miami, FL)
- SR 826/SR 836 Interchange Reconstruction (Palmetto 5) (Miami, FL)
- Tampa Interstate System (Tampa, FL)
- US 31 Hamilton County (Indianapolis, IN)
- Council Bluffs, IA I-29 & I-80 Interstate System (Council Bluffs, IA)
- I-10 Twin Span Structures (Slidell, LA)
- Intercounty Connector (Montgomery and Prince George's Counties, MD)
- I-95/Woodrow Wilson Bridge (MD/VA/DC)
- I-269 (DeSoto and Marshall Counties, MS)
- New Mississippi River Bridge (St. Louis, MO & IL)
- US 95 Northwest Corridor (Las Vegas, NV)
- I-93 Reconstruction, (Salem to Manchester, NH)
- Brooklyn Bridge Contract 6 (New York, NY)
- Willis Avenue Bridge (Manhattan & Bronx Counties, NY)
- Triangle Expressway, Western Wake Freeway (Raleigh, NC)
- Cleveland Innerbelt (Cleveland, OH)
- I-70/71 Columbus Crossroads Phases 1-5 (Columbus, OH)
- I-75 (HAM-75-2.30), City of Cincinnati (Mill Creek Expressway) (Cincinnati, OH)
- Portsmouth Bypass (Portsmouth, OH)

- I-40 Crosstown (Oklahoma City, OK)
- DFW Connector (Grapevine, TX)
- Eastern Extension of the President George Bush Turnpike (SH 190) (Dallas County, TX)
- LBJ Freeway (Dallas, TX)
- Loop 12/IH-35E Corridor (Dallas, TX)
- North Tarrant Express (Fort Worth, TX)
- SH 161 - President George Bush Turnpike Western Extension (Dallas County, TX)
- SH 130 Segments 5 & 6 (Central Texas/Austin and San Antonio, TX)
- Southwest Parkway (SH 121) (Fort Worth, TX)
- Capital Beltway High Occupancy Toll (HOT) Lanes (Fairfax County, VA)
- I-95 HOT/HOV Lanes, Northern Segment (Fairfax, Prince William and Stafford Counties, VA)
- SR 99: Alaskan Way Viaduct Replacement Project (Seattle, WA)
- I-94 North-South (Milwaukee, Racine, and Kenosha Counties, WI)
- US 41 Reconstruction (Winnebago and Brown Counties, WI)

#### Cost Estimate Reviews

Risk-based cost estimate reviews were conducted for the following active major projects.

- Gerald Desmond Bridge Replacement (Long Beach, CA)
- Goethals Bridge Replacement (Staten Island, NY)
- SR 11 and Otay Mesa 'East' Port of Entry (OME-POE) (San Diego County, CA)
- IH 35E Managed Lanes (Dallas and Denton), Phase I (Dallas and Denton, TX)
- I-80/I-680/SR-12 Interchange Project (Fairfield, CA)
- Route 347 (Suffolk County, NY)
- I-39/90 (Rock and Dane Counties, WI)
- SH 288 (Brazoria and Harris Counties, TX)
- North Tarrant Express 3A & 3B (NTE 3A & 3B) (Fort Worth, TX)
- I-69 SIU 3, Section 5 (Bloomington and Martinsville, IN)
- Portsmouth Bypass (Portsmouth, OH)

Additionally, risk-based cost reviews were conducted on the following projects expected to be added to the active major project list in the future.

- Illiana Corridor (Will and Kankakee Counties, IL and Lake County, IN)
- MD 4 Thomas Johnson Bridge (St. Mary's and Calvert Counties, MD)
- I-395 (Miami, FL)
- US 50 over Sinepuxent Bay (Ocean City, MD)
- O'Hare Con-RAC (Chicago, IL)
- I-5 North Coast Corridor Project (I-5 Express Lanes) (San Diego County, CA)
- Circle Interchange (Chicago, IL)
- I-77 HOT Lanes (Charlotte, NC)

#### Project Management Plans

The Project Management Plans for the following major projects were reviewed for acceptance concurrently with the applicable FHWA Division Offices.

- I-80/I-680/SR-12 Interchange Project (Fairfield, CA)

- I-75/SR 826 Managed Lanes (Broward and Miami Dade Counties, FL)
- Northwest Corridor Project (I-75/I-575) (Cherokee and Cobb Counties, GA)
- O'Hare Con-RAC (Chicago, IL)
- Circle Interchange (Chicago, IL)
- Tappan Zee Hudson River Crossing/New NY Bridge Project (South Nyack, Rockland, Tarrytown and Westchester Counties, NY)
- Brooklyn Bridge Contract 6 (New York, NY)
- IH 35E Managed Lanes (Dallas and Denton), Phase I (Dallas and Denton, TX)
- Zoo Interchange (I-94/I-894/US-45) (Milwaukee, WI)

### Awareness and Capacity Building

The Project Delivery Team participated in the following activities to promote the oversight and stewardship of major projects to the FHWA partners and Division Office staff.

- Ongoing in FY 2013 – The Project Delivery Team and the National Highway Institute offered a 2-day National Highway Institute Course called “Addressing Uncertainty in Cost Estimating.”
- October 9-12, 2012 – The Project Delivery Team participated in the American Association of State Highway and Transportation Officials Technical Committee on Cost Estimating and Transportation Estimators Association Annual Meetings in Columbus, Ohio.
- January 13-17, 2013 – The Project Delivery Team staffed an exhibit booth at the Transportation Research Board’s annual meeting in Washington, DC. The current status and the latest guidance for the management of major projects were available.
- March/August 2013 – The Project Delivery Team continued coordinating the project management certificate program with the FHWA Human Resources Office to train current and potential major project oversight managers in the FHWA Division Offices. As of the end of FY 2013, 209 FHWA employees have received their Associate Certificates in Project Management and 51 FHWA employees have received their Masters Certificates. In FY 2013, 37 FHWA employees received their Associates Certificates and 16 received their Master Certificates in Project Management.
- June 20, 2013 – The Project Delivery Team gave a major projects presentation at the FHWA Construction and Project Management Technical Services Team Annual Meeting in Baltimore, Maryland.
- Ongoing in FY 2013 – The Project Delivery Team continued a series of quarterly Webinars for the FHWA Project Oversight Managers on November 1, February 7, May 1, and August 6. Topics have included information on changes to major project oversight due to the passage of the Moving Ahead for Progress in the 21<sup>st</sup> Century Act, current issues related to the development and delivery of major projects, and upcoming training opportunities.

- August 1-2, 2013 – The Project Delivery Team delivered major project management training to the California Division Office in Sacramento, California. Representatives from the Nevada and Texas Divisions were also present for portions of this training.
- Ongoing in FY 2013 – The Project Delivery Team developed and implemented a new risk-based deployment and management model for the FHWA’s 18 Specially Designated Project Oversight Managers (sdPOMs) for major projects. The model included developing an annual risk assessment for all major projects that will help prioritize sdPOM placement.
- August 13-14, 2013 – The Project Delivery Team held a workshop for the Specially Designated Project Oversight Managers (sdPOMs). The purpose was to provide advanced major project training and introduce the new sdPOM management model.
- September 6, 2013 – The Project Delivery Team published updated Major Project Financial Plan Guidance in the Federal Register for public comment.
- September 23-27, 2013 – A member of the Project Delivery Team participated in AASHTO’s Technical Committee on Cost Estimating and Transportation Estimators Association Annual Meetings in Oklahoma City, Oklahoma. The member gave a presentation on market conditions in cost estimating, and participated on a panel for incorporating risk into estimates.

**Key to Acronyms:**

ARRA=American Recovery and Reinvestment Act

DOT=Department of Transportation

EIS=Environmental Impact Statement

FONSI=Finding of No Significant Impact

GARVEE=Grant Anticipation Revenue Vehicles

HOV=High Occupancy Vehicle

HOT=High Occupancy Toll

RABA=Revenue Aligned Budget Authority

RFP=Request for Proposals

ROD=Record of Decision

TIFIA=Transportation Infrastructure Finance and Innovation Act

TIGER= Transportation Investment Generating Economic Recovery

TBD=To Be Determined

**FHWA Annual Summary of Major Projects**

**October 1, 2013**

<b>Project Name</b>	<b>Project Location</b>	<b>Total Cost (Billions)</b>	<b>Status</b>	<b>Project Description</b>	<b>Cost Trend in Fiscal Year '13</b>	<b>Project Sponsor (State)</b>	<b>Funding Sources</b>	<b>Remarks</b>
Birmingham Northern Beltline – BNB (Corridor X-1, AHS).	Birmingham, AL.	\$5.5  Baseline = \$5.5 in Initial Financial Plan 4/2012.	Final EIS approved 6/1997.  Baseline completion = 12/2048.	Construction of 52 miles of freeway on new location from I-59/20 west of Birmingham to I-59 east of Birmingham.	Total project cost remained constant at \$5.5 billion.	Alabama DOT.	Federal and State funds.	None.
Knik Arm Crossing.	Anchorage, AK.	\$1.6 (preliminary)  Baseline = TBD when Initial Financial Plan is prepared.	ROD issued 12/2010.	Construction of toll bridge and associated road connections across the Knik Arm between the Municipality of Anchorage and the Matanuska-Susitna Borough.	Total project cost remained constant at \$1.6 billion.	Knik Arm Bridge and Toll Authority and Alaska Department of Transportation and Public Facilities.	TBD.	None.
SR 303: I-10 to US 60.	Phoenix, AZ.	\$0.87  Baseline = \$1.2 in Initial Financial Plan 10/2010.	Under construction. Current completion date is 10/2015.  Baseline completion = 10/2015.	Construction of 21-miles of new freeway.	Total project cost decreased from \$0.95 billion based on Financial Plan Annual Update.	Arizona DOT.	Federal and State funds.	None.





























































































