

## STATEMENT OF WORK

**Ardmore Development Authority**  
**Global Transportation and Industrial Park of Oklahoma - Rail**  
**Infrastructure Additions**  
**INFRA 2022**

### I. AUTHORITY

<b>Authorization</b>	INFRA is Authorized under the Nationally Significant Multimodal Freight and Highways Projects Grant Program, 23 U.S.C. 117 (Infrastructure for Rebuilding America – INFRA)
<b>Funding Authority/Appropriation</b>	INFRA Program funding under this notice is provided by the Infrastructure Investment and Jobs Act, (Public Law 117-58, November 15, 2021)
<b>Notice of Funding Opportunity</b>	Notice of Funding Opportunity for the Department of Transportation Multimodal Project Discretionary Grant Opportunity, Federal Register, Vol 87, No. 58, Friday March 25, 2022, page 17108

### II. BACKGROUND

*Instructions:* This section also provides high-level overview information regarding the project and applicant/grantee and defines the term “Project” as that term is used throughout the Agreement. Approximately 3-4 paragraph in length.

The Global Transportation and Industrial Park of Oklahoma (GTIP) is located at the Ardmore Airport. Portions of the Ardmore Municipal Airport have been developed for industrial usage and is called the Ardmore Industrial Airpark. GTIP is a re-development that is planned to include an air cargo facility on the south side of the airport (currently submitted as a RAISE Grant project) and the intermodal transload track and warehouses on the west side of the airport. This project is to install the necessary track to allow for efficient loading and unloading of freight and transloading off and onto rail from other modes.

GTIP plans to add additional modern facilities, infrastructure, and logistics to become a Global Transportation hub. These additional facilities, which are not part of the grant project, include a 100,000 square foot cold storage warehouse that will be served by truck, rail and air.

The west side of the airpark currently has industrial tenants related to and not related to aviation. For

example, one tenant, King Aerospace repairs, customizes, and refurbishes corporate aircraft including business jets. Another tenant is Dollar General. Dollar General has their largest national distribution facility on the airpark. The airpark also has rail service available connect to BNSF main line to provide multimodal transportation to businesses that may need truck, rail, or air service at various times. This project will improve rail service into the park and make it more attractive to rail served customers. Global Agribusiness Ventures will build cacao and cashew processing facilities at GTIP if this project is constructed.

### **III. OBJECTIVE**

*Instructions: The “Objective” section of the Statement of Work (SOW) is intended to provide a clear description of the underlying transportation problem that the project will address; the work that will be accomplished under the grant/cooperative agreement; the end-state of the project, and the public benefits that the project is intended to achieve.*

#### **Transportation Challenges**

The DFW area is one of most congested in the country in terms of highway traffic. It also one of the deadliest for users – the April 25, 2019 issue of the *Dallas Tribune* headline reads “Texas Leads the Nation in Traffic Deaths.”<sup>1</sup> A local NBC News report on October 3, 2019 in the Dallas Fort Worth area said that “Dallas Ranks in the Top in US for Fatal Crashes.”<sup>2</sup> While a reduction in truck traffic in the DFW and the nearby Fort Worth Alliance Airport region is an incremental improvement to crashes and congestion, it will help make the roads in the DFW area safer.

The June 20, 2021, *Dallas Morning News* published an article<sup>3</sup> on truck congestion on I-20 in Dallas near an Amazon Fulfillment facility – the article quoted truck drivers who waited 12 hours to unload. While this is a single facility – the article is an example of the congestion issues in the Dallas area.

In March 2016, the North Central Texas Council of Local Governments released the “Freight Congestion and Delay Study Final Report,”<sup>4</sup> showing that truck delays averaged more than five hours per day on major roadways in the Dallas Fort Worth area.

Given the current and likely future difficulties in recruiting truck drivers, a project that makes more efficient use of the available truck drivers will reduce the pressure on the driver workforce.

The current yard tracks located on the west side of the industrial park will be updated and expanded with the INFRA project. The purpose of the rail and air cargo projects are to develop Ardmore into a complete multimodal facility with international capabilities. The overall development plan includes the construction of several large warehouse with space for several more. Current plans are for a cross dock warehouse that is part of the 2022 RAISE Grant application, a 100,000 sq ft cold storage warehouse that will have access to airside, rail and truck transportation, and several others.

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<sup>1</sup> <https://www.texastribune.org/2019/04/25/texas-traffic-deaths-bills-safety/>

<sup>2</sup> <https://www.nbcdfw.com/news/local/dallas-ranks-among-top-in-us-for-fatal-crashes-report/273443/>

<sup>3</sup> <https://www.dallasnews.com/business/retail/2021/06/20/its-like-this-every-day-amazon-fulfillment-center-in-dallas-forces-truck-drivers-to-wait-for-hours-to-unload/>

<sup>4</sup> [https://www.nctcog.org/nctcg/media/Transportation/DocsMaps/Plan/Freight/fcds20150507MJ\\_3-14-16.pdf](https://www.nctcog.org/nctcg/media/Transportation/DocsMaps/Plan/Freight/fcds20150507MJ_3-14-16.pdf)

The objective of this project is to complete the intermodal and multimodal freight transportation options that will begin with the RAISE Grant air cargo facility. Once both projects are completed the project will offer less costly and more efficient transportation options for freight customers. Much of the project benefits will be because of the lack of truck congestion at Ardmore and the generally lower facility costs at the Ardmore Airport when compared to more urban areas in and around Dallas, Fort Worth and Oklahoma City.

The public benefits with less costly transportation of goods and less congested roads as compared to roadways in the DFW area. Highway congestion creates expenses including wasted fuel, increased crashes, time wasted in traffic, and increased pollution. A diversion to a facility that has less congestion is a benefit to both citizens in the Ardmore area (jobs and development) and those in the DFW area (less congestion).

The project meets several of the goals outlined in the February 2022 “Supply Chain Assessment of the Transportation Industrial Base: Freight and Logistics Summary. A Policy Goal is to Identify and fund freight system and capacity needs. Policy Recommendation 1 listed is: Use funds provided under the Bipartisan Infrastructure Law (BIL) to invest in projects (including identified projects of national and regional significance) that support supply chain resilience, promote domestic manufacturing, plan for future growth, and address intermodal and inland storage capacity needs while simultaneously reducing existing environmental justice issues that freight infrastructure may create on adjacent communities.

This project is of regional significance, supports supply chain resilience by offering a possible modal shift from truck to rail, addresses intermodal and inland storage capacity by providing space for intermodal warehouses to be built and by providing intermodal railroad tracks where freight can be directly transferred between truck and rail. A 100,000 sq ft cold storage facility is currently well along in planning. This facility will be located so that it can also be served by air. A project co-sponsor and project partner is the Chickasaw Nation. The Chickasaw Nation is a partner because they believe the project will benefit their members. In the nearby City of Ardmore census tracts 8926, 8928, 8930 and 8931 are Historically Disadvantaged Communities.

Under the same policy goal above, Policy Recommendation 4 is to: Coordinate with States, local governments, and port authorities, as well as Federal partners such as the Department of Defense (DoD), to identify temporary solutions to ease congestion, such as “pop-up” intermodal yards.

The project goes beyond the policy recommendation by permanently adding intermodal yard capacity.

Policy Goal: Reduce emissions and mitigate climate change impacts. Policy Recommendation 6 says: Invest in mitigating freight impacts on adjacent communities.

This project is not located adjacent to any community. It is in an existing industrial park. Having the facility located at the GTIP avoids that freight traffic potentially impacting a community in some other location.

Policy Goal: Address supply chain bottlenecks. Policy Recommendation 9: Explore the feasibility

of financial incentives to improve warehousing capabilities.

By supporting the rail portion of the project, the private sector will construct the warehousing capacity and capability. Indeed, that is the goal of the Global Transportation Industrial Park – to have a multimodal space for domestic and international warehousing and shipping of goods.

Policy Goal: Support the actions of non-federal partners through continued coordination. Policy Recommendation 62: Improve last-mile access to freight-oriented developments, use of near-dock cargo handling facilities, land-use strategies to support warehousing in appropriate locations, and goods movement integration into Smart Streets/Complete Streets development to increase safety.

This project will be constructed to have efficient access to warehouses and intermodal facilities. The location is appropriate as it is in an existing industrial park with no homes in the vicinity.

#### **IV. PROJECT LOCATION**

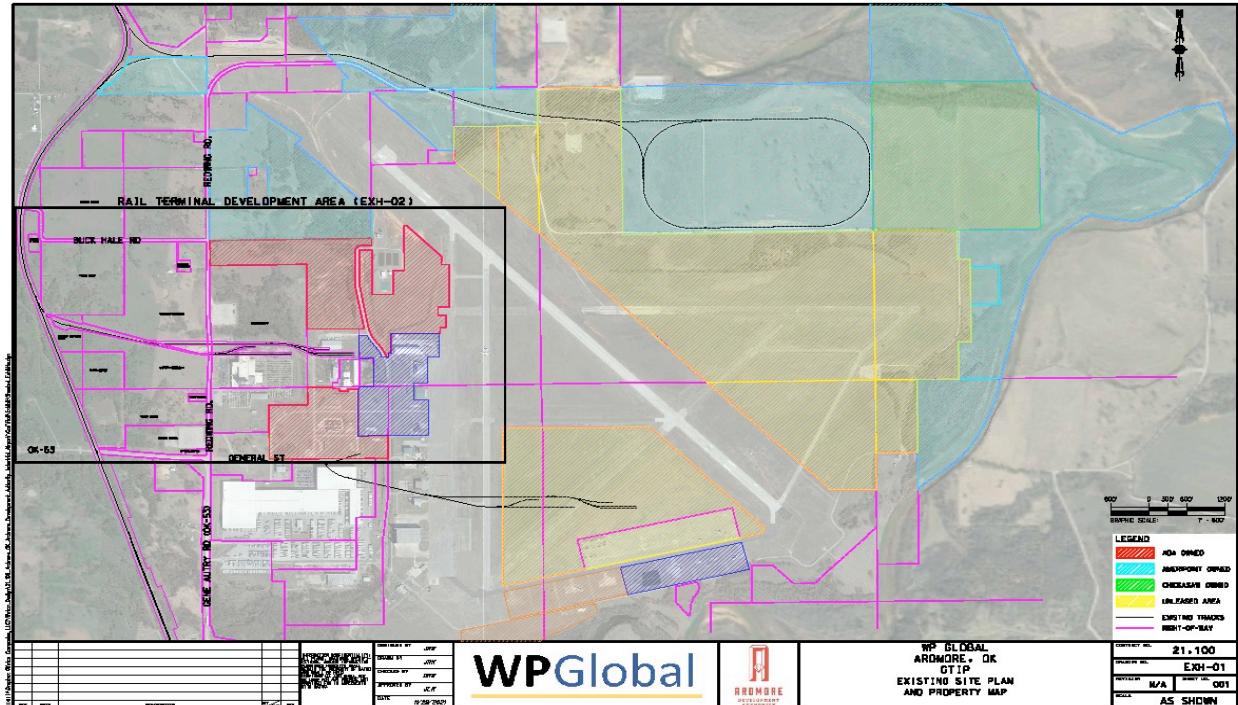
*Instructions: The “Project Location” section of the SOW is intended to provide information related to the geographic scope of the project, as well as to identify important related intercity corridors or service. The project location should be specific and detailed. Planning projects should note where the project is likely to be deployed.*

The project is located at the Ardmore Industrial Railpark on the northwest side of the airport. The Ardmore Municipal Airport is a former military airport located 16 miles northeast of Ardmore, Oklahoma (Fig. 5). De-commissioned in the 1960s, the airport and surrounding land has been developed by various investors and is currently operating in a public-private relationship as an airport, an industrial park with warehousing, air, truck, and privately-owned rail facilities.

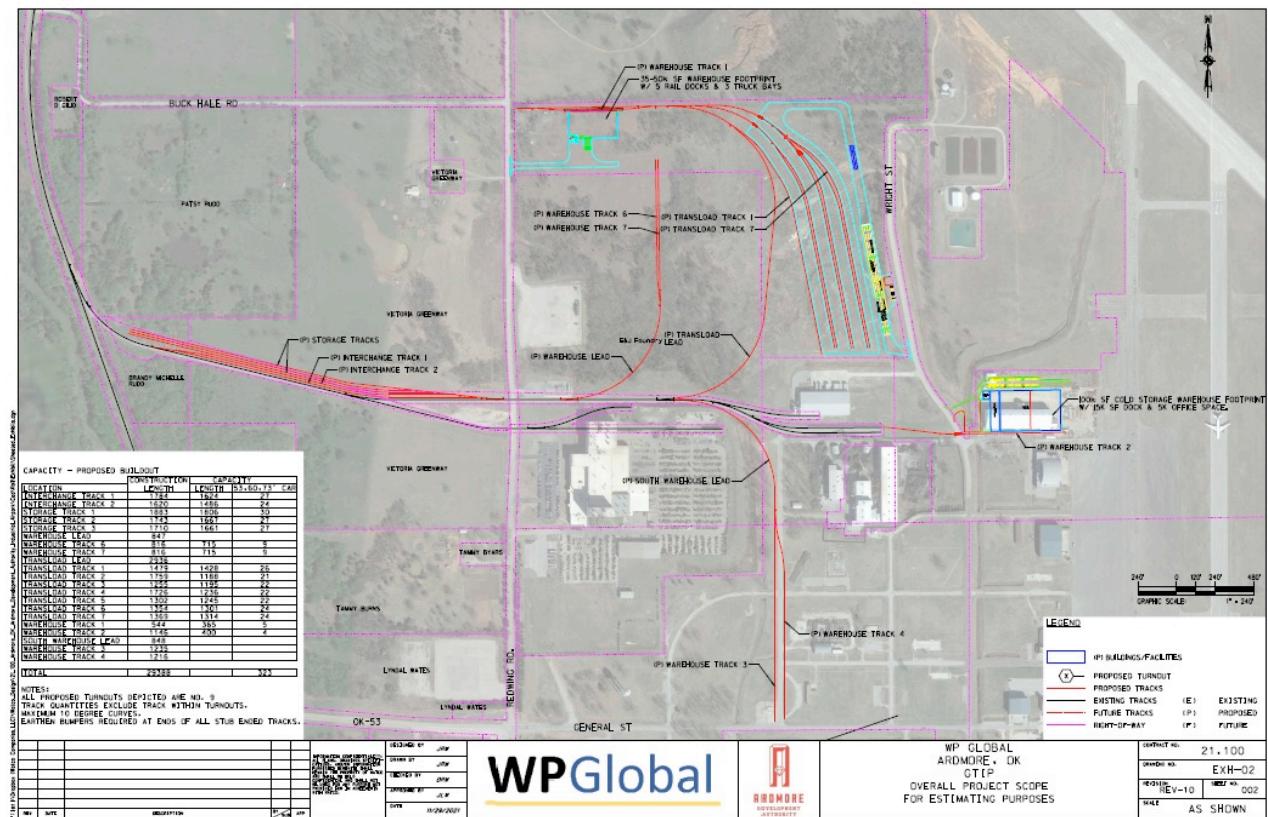
The rail park is served via a spur line off the BNSF mainline. Watco provides the switching and yard movements. The relationship between BNSF and Watco is currently in place and will continue with the new trackage.

The Ardmore Industrial Airpark is centrally located on the I-35 corridor at the midpoint between Oklahoma City and Dallas, within 500 miles of approximately 20 percent of the U.S. mainland population and a one-day trucking time to approximately 60 million people. Eighty-five percent of the U.S. can be reached within two days by truck. The Airpark is eight miles east of I-35.

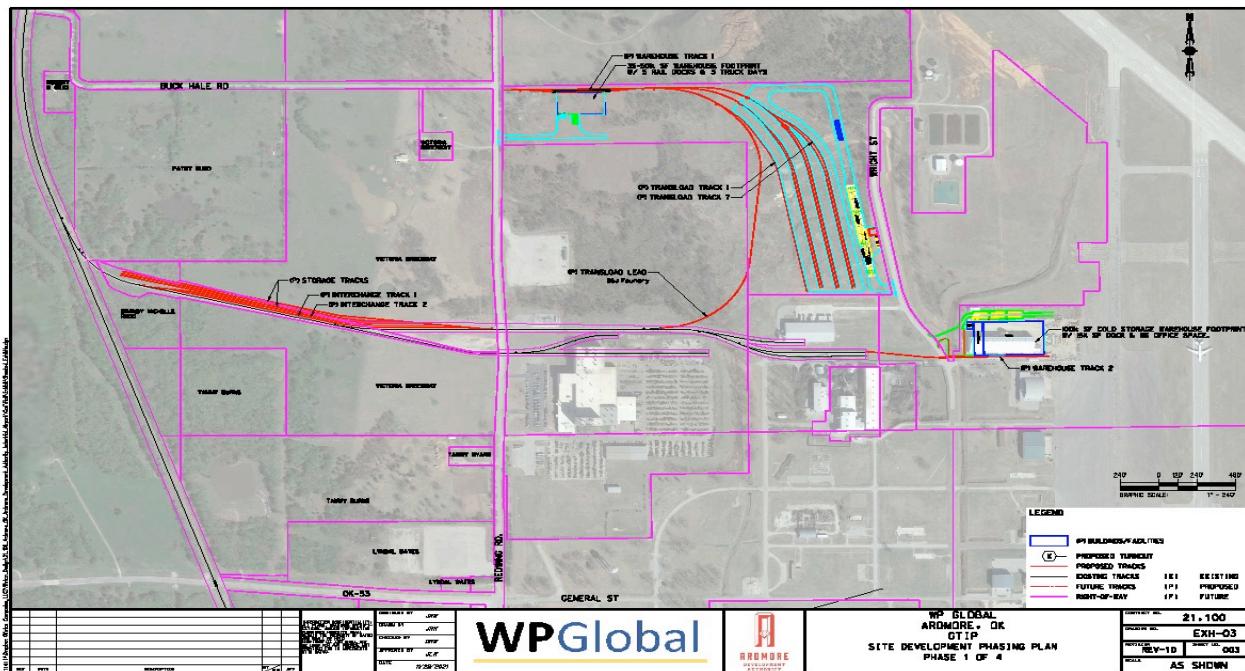
The project is located at 34° 17' 34.21" N, 97° 01' 08.57" W. The area is wholly within a rural area, and within the boundaries of the Chickasaw Nation



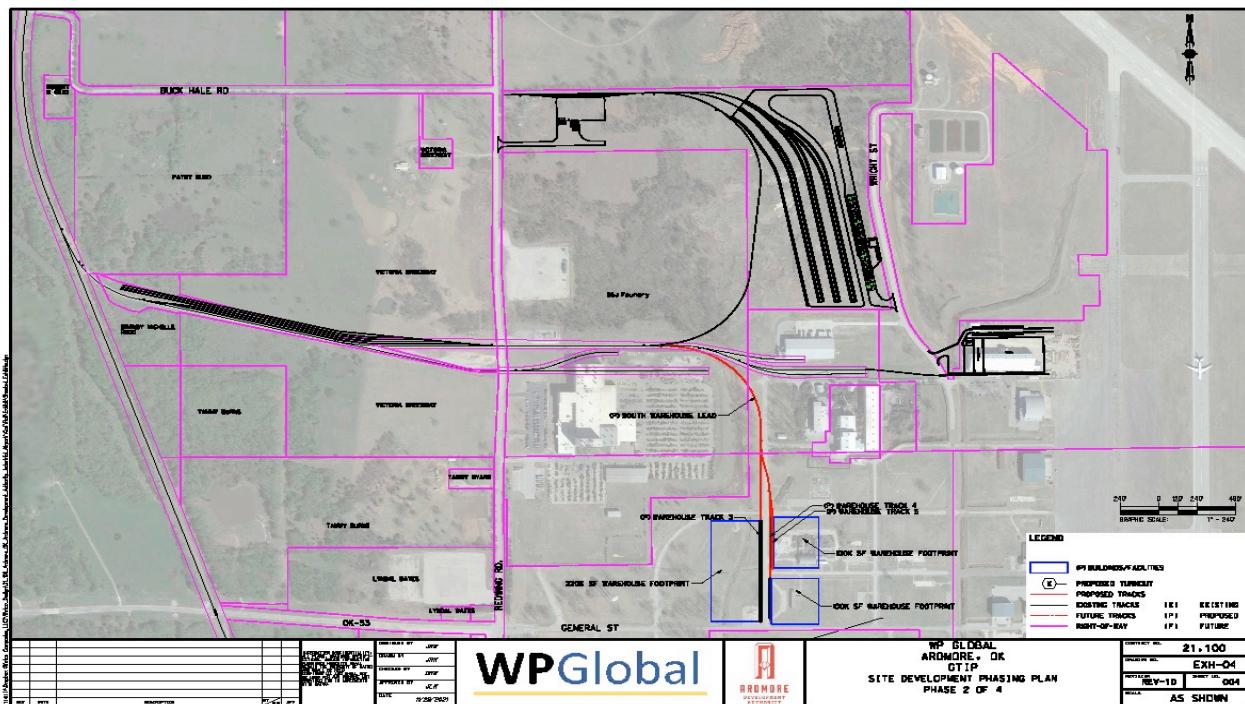
## Project location



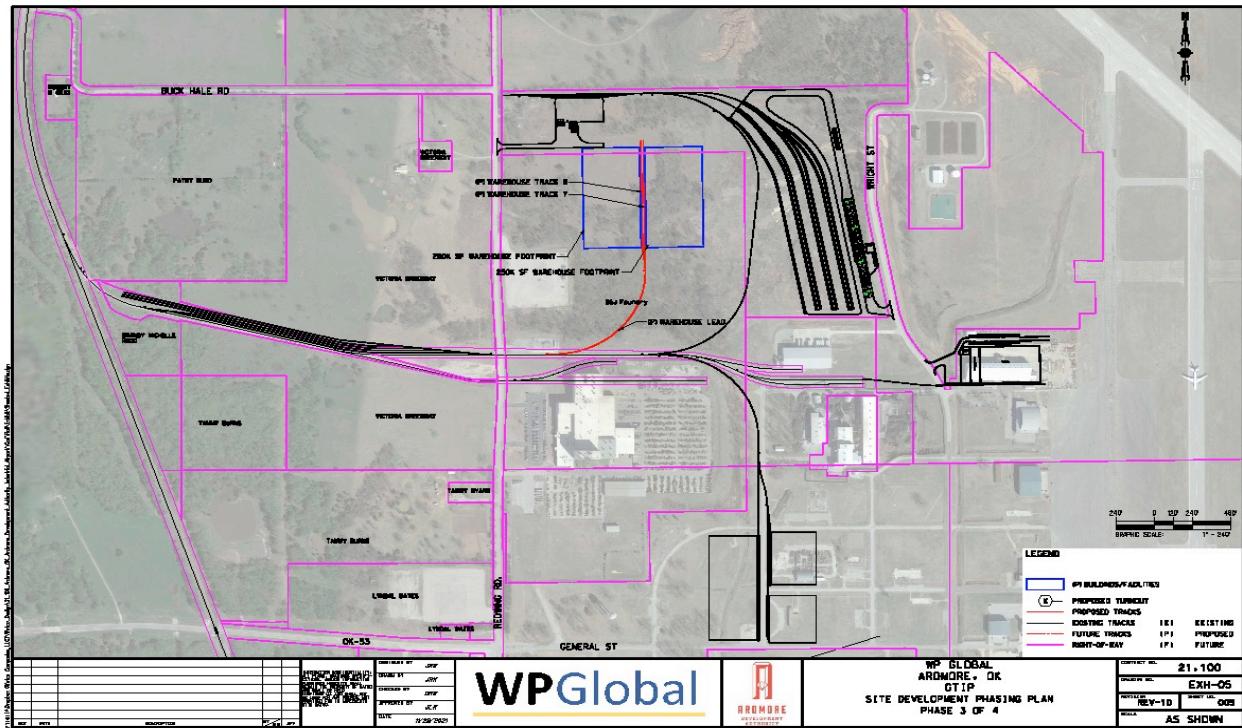
## Overall Project Scope



Receiving and Departure Track, Transload Lead and Track, Warehouse Track

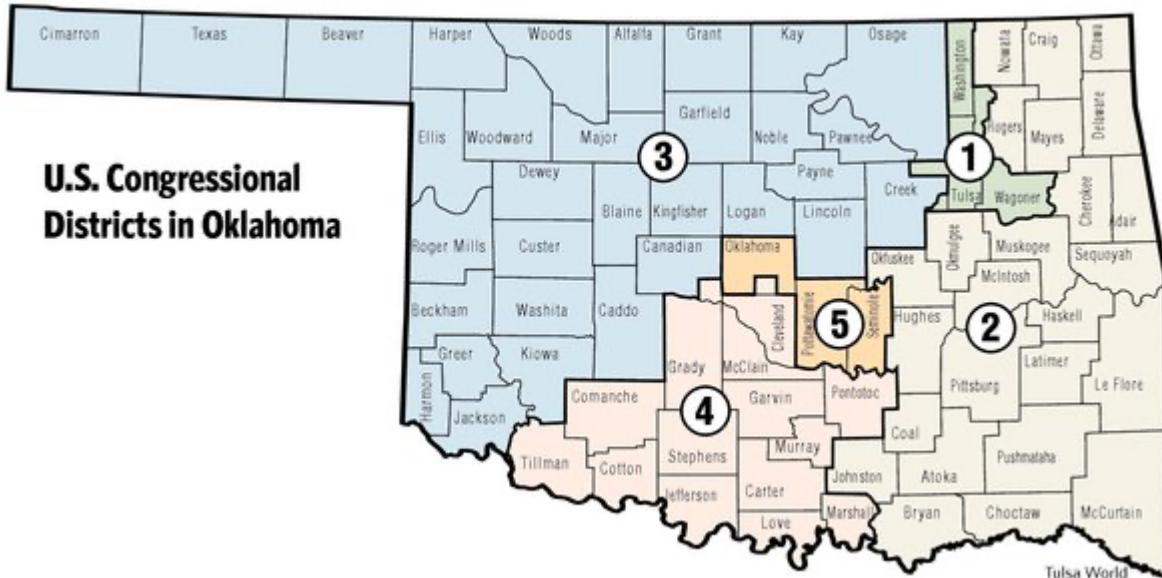


South Warehouse Track



### North Warehouse Track

The entire project area falls within the Oklahoma 4th Congressional District as indicated in the map below.



#### **IV. DESCRIPTION OF WORK**

*Instructions:* The “Description of Work” section breaks the scope of work for the project into discrete and delineable tasks. If the INFRA funded-project is part of a larger effort, describe that larger effort, but link tasks specifically to the INFRA funded portion of the project. Be clear regarding the work to be done in each task and be sure tasks can be linked to deliverables and timelines. Use the guidance below to develop this section.

The Grantee acknowledges that work on subsequent tasks will not commence until the Detailed Project Work Plan, Budget, and Schedule have been completed, submitted to USDOT, and the Grantee has received approval in writing from USDOT (unless such work is permitted by pre-award authority provided by USDOT). The USDOT will not reimburse the Grantee for costs incurred in contravention of this requirement.

The following is a **sources and uses table** that outlines the INFRA funded portions of the project, as well as the portion funded by the Global Transportation Industrial Park (GTIP).

Component Name	Federal Share INFRA – 60%	Non-Federal GTIP match– 40%	Component total cost	Percent of total
Receiving and Departure Track	\$1,218,952.18	\$812,634.78	\$2,031,586.96	6.83%
South Warehouse Track	\$1,336,839.82	\$891,226.54	\$2,228,066.36	7.49%
North Warehouse Track	\$1,425,052.06	\$950,034.71	\$2,375,086.77	7.98%
Ardmore Intermodal Yard	\$10,293,712.69	\$6,862,475.13	\$17,156,187.82	57.70%
Indirect Costs, Engineering, Project Management, Contingency, Tax	\$3,568,639.19	\$2,379,092.79	\$5,947,731.98	20.00%
Project Total Cost	\$17,843,195.93	\$11,895,463.96	\$29,738,659.89	100%
Contribution by percent of total	60%	40%		

Percent in rural area	100%			

Tasks 1-6 outlined below are each closely aligned with each other with overlapping activities between them.

#### **Initial Tasks Upon Award Announcement:**

- Conduct kick-off meeting between USDOT, ADA, Sovereign Properties Holdco, LLC and WP Global, LLC.
- Assemble Project Management Team (PMT).
- Develop grant/cooperative agreement(s) with ADA and USDOT.
- Continue Preliminary Engineering as needed.
- Begin Final Design.
- Review scope of work and propose necessary changes due to regular maintenance-of-way activities on the current ADA industry tracks prior to project kickoff meeting.
- Achieve all necessary project approvals for initiating any project tasks or deliverables, including but not limited to any NEPA-required permitting identified through categorical exclusion process.
- File a Section 106 letter with the Oklahoma State Historic Preservation Office.
- Start the development of a NEPA document.
- From start to finish (once all cooperative/grant agreements are executed and precluding any unforeseen circumstances) GTIP expects this project to take 13 months to complete, including procurement, mobilization, and completion of construction.

In an effort to save space, the following are **a list of deliverables** that will be required for each task:

- Project Management Team will locate the material, identify contractors and suppliers to initiate and execute contracts for each task through the required competitive bidding process.
- Distribute and stage materials and track equipment.
- Dispose of all removed project materials: rail, ties, turnouts and other track materials.
- Final inspection and reporting.

In a second effort to save space, the following are **a list of specific details required for each Task's Detailed Work Plan condensed** into one list to avoid repetitive language:

1. Coordinate with operations for track time and equipment staging.
2. Coordinate with Class I interchange partner and Customers regarding any anticipated service changes or interruptions.
  - a. Principals Involved: BNSF operations, dispatch and PMT,

- including engineering.
3. Execute agreements with material suppliers and third-party construction contractors.
  4. Construction crews will be supervised by the Employee In Charge (EIC).
  5. Daily inspections and productivity reports will be completed by the EIC.
  6. Flagging and railway worker protection provided by WP Global.
  7. Disposal of any replaced material.
  8. Final inspection conducted by WP Global, Watco and ADA personnel.

## **Task 1: Receiving and Departure Tracks**

### **Deliverables:**

- Complete final design and engineering work by Watco.
- The key component of this project: Construct new receiving and departure tracks.

### **Detailed Project Work Plan:**

- Complete surveying and engineering work to determine proper grading, drainage and final materials needed construct Receiving and Departure track parallel to the existing ADA track.
- Begin construction of new 8740 feet of track and 7 turnouts using third party contractor.
- Ensure proper drainage along new yard track.
- Install necessary ties, rail, ballast and OTM.
- Surface, align and dress the new yard track.
- Install Road crossing

## **Task 2: North Warehouse Tracks**

### **Deliverables:**

- Complete final design and engineering work.
- The key component of this project: Construct North Warehouse Tracks.

### **Detailed Project Work Plan:**

- Complete surveying and engineering work to determine proper grading, drainage and final materials needed to construct 2 turnouts and 2479 feet of track in the North Warehouse Area
- Begin construction of new yard track using third party contractor.
- Ensure proper drainage along new yard track.
- Install necessary ties, rail, ballast and OTM.
- Surface, align and dress the new yard track.

## **Task 3 Construct south Warehouse Tracks**

### **Deliverables:**

- Complete final design and engineering work.
- The key component of this project: Construct South Warehouse Tracks.

**Detailed Project Work Plan:**

- Complete surveying and engineering work to determine proper grading, drainage and final materials needed to construct 2 turnouts and 3299 feet of track in the South Warehouse Area
- Begin construction of new yard track using third party contractor.
- Ensure proper drainage along new yard track.
- Install necessary ties, rail, ballast and OTM.
- Surface, align and dress the new yard track.

**Task 4: Intermodal Yard****Deliverables:**

- Complete final design and engineering for 9 switches and 14,870 ft. transload track.
- Construction of transload.

**Detailed Project Work Plan:**

- Complete surveying and engineering work to determine proper grading, drainage and final materials needed to additional unit train side.
- Begin construction of transload using third party contractor.
- Ensure proper drainage along new track.
- Order ties and required OTM.
- Distribution of the ties and OTM delivered in work trains then staged before construction crews arrive.
- Install necessary ties and OTM.
- Surface, align and dress the new track.
- Surface alignment and dress – ballast regulator, fills crib (portion between ties).

**Task 5: Project Coordination**

*Instructions: The “Project Coordination” section identifies all the project partners, funding recipients and sub-recipients, and other entities that possess responsibility for the implementation of the project. Per Task 1 guidance, the coordination strategy may evolve and require updating over time. Use the format below to discuss project coordination:*

ADA shall perform all tasks required for the Project through a coordinated process, which will involve applicable railroad and funding partners. The following plan outlines staffing requirement for this project.

Project Coordination Entities	
Agency	Responsibility

<b>Federal Railroad Administration</b>	<ul style="list-style-type: none"> <li>• FRA Anticipated Modal Agency</li> <li>• Grant Administration</li> <li>• Federal Match Source</li> <li>• Progress and Final Inspection</li> <li>• Authorized Disbursements</li> </ul>
<b>ADA AWARD RECIPIENT</b>	<ul style="list-style-type: none"> <li>• Grant Applicant and Signatory to Grant Agreement</li> <li>• Grant Manager and Liaison to Federal Railroad Administration</li> <li>• Drawdown Request Preparation</li> <li>• Project Oversight and Review</li> <li>• Stakeholder Coordination</li> <li>• Performance Reports</li> <li>• Enforcement of Standards and Specifications.</li> <li>• Authorization and Disbursement of INFRA Matching Funds</li> <li>• Project Oversight and Review</li> <li>• Disbursement and Accounting for Non-Federal Matching Funds</li> </ul>

Project Coordination Entities	
Agency	Responsibility
<b>WP Global</b>	<ul style="list-style-type: none"> <li>• Project Partner</li> <li>• Non-Federal Match Funding Source</li> <li>• Disbursement and Accounting for Non-Federal Matching Funds</li> <li>• Federal Grant Administration Advisor</li> <li>• Operator/Owner of Infrastructure</li> <li>• Project Execution, Oversight and Inspection</li> <li>• Contractor Coordination</li> <li>• Materials Management and Auditing</li> <li>• Project Quality Assurance and Control</li> <li>• Work Train Coordination</li> <li>• Job Letting Notification</li> </ul>

## Task 6: Project Management

*Instructions:* The “Project Management” section identifies all actions the applicant/grantee will perform to ensure the effective management and oversight of the project. Use the guidance below to develop a project management approach.

The ADA is the applicant on the grant, but the administration of the program will be done in coordination with the City staff that specializes in grant administration. Ardmore Development Authority (ADA) is a Public Trust of the City of Ardmore, Oklahoma. The City provides the administration and oversight of grant activities for its public bodies. The City has the staff and expertise to manage and administer a wide variety of grants and funding requirements. The City has administered many FAA grants, a EDA grant and many others. The person in charge of grant administration has been in this position for 18 years.

WP Global is responsible for facilitating the coordination of all activities necessary for implementation of the project. Watco is a partner of WP Global and has extensive experience with railroad construction and federal grant projects. The following is a detailed breakdown of the requirements by role, including the railroad’s team member names,<sup>4</sup> needed to achieve the project objectives and execute the project:

WP Global Staff Management Plan	
Role	Responsibility
Project Manager: Garrett Bolyard	<p>Project Management:</p> <ul style="list-style-type: none"> <li>Creates and executes project work.</li> <li>Identifies resources needed and assigns individual responsibilities.</li> <li>Manages day-to-day operational aspects of the project.</li> <li>Enforces project standards.</li> <li>Ensures project documents are complete and current.</li> </ul> <p>Project accounting:</p> <ul style="list-style-type: none"> <li>Tracks reports and team hours.</li> <li>Manages project budget.</li> <li>Monitors receivables for project.</li> </ul>

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<sup>4</sup> Subject to change.

WP Global Staff Management Plan	
Role	Responsibility
Purchasing Manager: Alicia Stimpson	Responsible for bid package preparation and project letting. Coordinates and oversees the purchase of project materials and services.
Project Engineer: Scott Adams	Responsible for project schedules and forecasts. Coordinates and communicates project status through technical reports.
Division Engineer: Damien Williams	Coordinates inspection schedules and reports. Coordinates materials distributions with operating departments and contractors. Assigns employee in charge for establishing roadway worker protection and work windows for contractors.
Inspector: Track Inspectors	Inspects work for standards, specifications and safety. Determines remedial action for defects and substandard work. Prepares reports of findings.
Roadmaster: Cody Tracy	Assist in establishing roadway worker protection and manages work windows for contractors.

The following is an overview of the project management team that will carry out this project's final design and engineering:

- The Project Management Team consists of qualified experts in Civil Engineering and Construction Management to lead projects from concept through design and final

- construction.
- In the previous six years, this team developed 625 projects, including 109 international projects in countries, including: Columbia, Mexico, Canada, and Saudi Arabia.

The following is an overview of the WP Global team who will have varying degrees of oversight for the successful implementation of the proposed CRISI project.

**Steven J. Coomes, SVP, Operations** – Steve has over 30 years of freight railroad operations experience with current responsibility for the continued development and improvement of safety, service, growth, people, asset utilization, and efficiency in all areas of Watco Transportation Services, including railroad and switching sites. He began his career as a Car Repairman at the Kyle Railroad Company in Phillipsburg, Kansas then served as General Manager for six railroads nationwide for RailAmerica. Steve joined the Watco Team in March 2013 as East Region Director of Mechanical, was promoted to Vice President of Operations, Transportation Services then to his current position as Senior Vice President of Operations.

**Garrett Bolyard, VP of Operations** – Garrett joined Watco Companies 12 years ago, serving as Assistant General Manager on the EIRR. He was then promoted to General Manager overseeing 60 team members. Today, he serves as Vice President of Operations supporting Watco's largest and busiest short line railroads.

**Darin Price, General Manager** – Darin began his railroad career in operations as a conductor and engineer for Kansas City Southern in Pittsburg, KS. He moved into a management position at Genesee & Wyoming before joining Watco as the Assistant General Manager of the Stillwater Central Railroad. In continuing his growing responsibility, Darin today runs the Eastern Idaho Railroad as General Manager and has 63 team members in operations and maintenance-of-way reporting up to him.

**Scott Adams, VP, Engineering** – Scott has over 40 years in freight railroad maintenance of way experience with progressive and advanced complexity beginning as a track laborer on a Class I railroad. Today, Scott serves as VP of Engineering with responsibility over Watco's largest and busiest short line railroads, totaling 4,300 miles of track and approximately 267 team members.

**Caleb Dellasega, Finance Director** – Caleb began his railroad career five years ago as an Operations Accountant overseeing the accounting for over 100 profit centers, including 43 short line railroads. Today Caleb serves as the Financial Director of Transportation and is a key financial partner to the senior leaders of Watco's largest short lines, focusing on support of capital deployment, growth project review, and business strategy.

**Angela M. Schaefer, Accounting Manager** – Angela has over 10 years of accounting and finance experience, beginning her career with the Watco accounting team seven years ago, where she now serves as Accounting Manager. Angela is heavily focused on understanding all operating units, including capital/infrastructure needs and related benefits. She has prior experience with federal grants, completing the BCA for the 2018 PTC CRISI grant application and for previous Tiger grant submissions.

**Laura McNichol, SVP, Government and Industry Relations** – Laura, with over 20 years of

government relations experience, helps the Watco team navigate relationships with its 43 short line railroads and local, state and the Federal government. She played a critical role in the development of a TIGER VIII project at her previous company. Understanding the complex responsibilities of a federal grant recipient, Laura expects to help the EIRR successfully manage this CRISI grant if awarded.

**Damien Williams, Division Engineer** – Damien started on the EIRR in 2010 as a track laborer. Today, he oversees 16 team members in the maintenance-of-way department taking care of 384 miles of track as Roadmaster.

**Alicia Stimpson, Project Management Analyst** – Alicia joined Watco Companies 13 years ago, working in the purchasing/procurement department. Four years ago, Alicia joined the Project Management Team, where she keeps track of the spend for capital improvement/new build projects and helps with competitive pricing for maintenance-of-way material.

**Third Parties<sup>5</sup>** – While this plan does not address the exact requirements of contractors that will perform work on behalf of the project whose requirement would be captured in a contract-level management plan, the following is an example describing the roles and responsibilities of third parties associated with the project:

Role	Responsibility
Track Construction Contractor	<ul style="list-style-type: none"><li>• Material Distribution</li><li>• Tie Installation</li><li>• Switch Installation</li><li>• Crossing Installation</li><li>• Rail Installation</li><li>• Track Surfacing and Alignment</li><li>• Signal Wiring</li><li>• Scrap Recovery and Clean Up</li></ul>

## Quality Control and Assurances

Watco and WP Global Holdings will implement a quality control process that assures clear focus on the project goals, implementation within the timeframe and parameters set forth in the cooperative/grant agreement should this project be selected for a FY2022 INFRA award.

The management structure for the project will allow for proper documentation of grant requirements, including by not limited to stakeholder coordination, performance reporting, standards enforcement, contractor coordination, materials management, and auditing.

Safety is the Watco's number one priority. As the project applicant the ADA, Watco, WP Global Holdings and Sovereign Properties Holdco assures all safety measures will be implemented in the execution of the grant project.

Upon award of the project, Watco, ADA, Sovereign Properties Holco and the WP Global Holdings team will monitor and evaluate the project's progress through regular meetings

scheduled throughout the Project Performance Period. Watco, WP Global Holdings, ADA and Sovereign Properties Holdco will:

- Participate in a project kickoff meeting with FRA.
- Complete necessary steps to hire a qualified consultant/contractor to perform required project work, as necessary.
- Hold regularly scheduled project meetings with FRA.
- Inspect and approve work as it is completed.

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<sup>5</sup> This plan only addresses the staffing requirements for the team that will be part of the project management office or team that directly reports to the project manager. This plan does not capture the detailed staffing requirements for development work performed by a contractor where the day-to-day activities are managed by a project manager (PM) at the contracting company. In those situations, the PM is monitoring the project through agreed upon deliverables and has requirements in the contract for the contractor to ensure appropriate staffing.

- Review and approve invoices as appropriate for completed work.
- Perform project close-out audit to ensure contractual compliance and issue close-out report.
- Submit to FRA all required project deliverables and documentation on-time and according to schedule, including periodic receipts and invoices.
- Comply with all FRA project reporting requirements, including, but not limited to:
  - a. Status of project by task breakdown and percent complete.
  - b. Changes and reason for changes in and updated versions of Detailed Project Work Plan, Budget, and Schedule.
  - c. Description of unanticipated problems and any resolution since the immediately preceding progress report.
  - d. Summary of work scheduled for the next progress period.
- Read and understand the Terms and Conditions of the grant Agreement.