



**Metropolitan Transportation Authority**

# **Capital Program Oversight Committee Meeting**

## **February 2011**

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### **Committee Members**

J. Walder, Chair

J. Blair

A. Cappelli

D. Frasca

C. Moerdler

M. Page

M. Pally

J. Sedore

V. Tessitore

C. Wortendyke



## **MEETING AGENDA**

### **MTA CPOC COMMITTEE**

**February 17, 2011 – 1:15 pm**

347 Madison Avenue  
Fifth Floor Board Room  
New York, NY

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#### **AGENDA ITEMS**

#### **Page**

#### **PUBLIC COMMENTS PERIOD**

- |  |                         |
|--|-------------------------|
| 1. APPROVAL OF MINUTES – JANUARY 24  | TAB 1<br>1 - 1          |
| 2. COMMITTEE WORK PLAN   | 1 - 3                   |
| 3. CAPITAL CONSTRUCTION COMPANY<br>Interim Update to CPOC (Handout at Meeting)               |                         |
| 4. MTA TRACK PROGRAM REVIEW<br>(Handout at Meeting)  |                         |
| 5. MTA PROJECT GATES PROCESS<br>(Handout at Meeting)   |                         |
| 6. LONG ISLAND RAIL ROAD<br>Atlantic Avenue Viaduct<br>McKissack+Delcan Supplementary Report | TAB 2<br>2 - 1<br>2 - 8 |
| 7. CAPITAL PROGRAM STATUS  | TAB 3<br>3 - 1          |
| 8. EXECUTIVE SESSION   |                         |

**MINUTES OF MEETING**  
**MTA CAPITAL PROGRAM OVERSIGHT COMMITTEE**  
**January, 24, 2011**  
**New York, New York**  
**1:15 P.M.**

**MTA CPOC members present**

Hon. Jay Walder, Chairman  
Hon. James Blair  
Hon. Allen Cappelli  
Hon. Doreen Frasca  
Hon. Mark Page  
Hon. Mitchell Pally  
Hon. James Sedore

**MTA CPOC members not present**

Hon. Vincent Tessitore, Jr.  
Hon. Carl Wortendyke

**MTA Board members present**

Hon. Andrew Albert  
Hon. Robert Bickford  
Hon. Susan Metzger

**MTA staff present:**

Michael Garner  
Linda Kleinbaum  
Ronald Saporita

**NYCT staff present:**

Fred Smith

**MTACC staff present:**

Uday Durg  
William Goldstein  
William Goodrich  
Michael Horodniceanu  
Alan Paskoff

**McKissack + Delcan staff present**

Kurt Egger  
Kent Haggas  
Renee Leslie

\* \* \*

Chairman Walder called the January 24, 2011 meeting of the Capital Program Oversight Committee to order at approximately 1:15 P.M.

**Public Comments Period**

Jerry Gold, representing himself, provided a comment.

**Meeting Minutes**

Upon motion duly made and seconded, the CPOC members approved the minutes of the previous meeting held on December 13, 2010.

## Meeting Overview

Mr. Walder noted the meeting's full agenda and recommended that Capital Program Status, and Quarterly MWDBE participation updates, be taken up at the end of the meeting, time permitting.

## NYCT Presentation

Mr. Smith provided a discussion on NYCT's lessons learned in "Bringing New Technology into an Aged System". NYCT has experienced past challenges implementing new technology projects. The agency has focused on improvements for the future. Mr. Smith outlined a three-pronged approach focusing on policies and practices, contract language and organizational abilities. Importantly, Mr. Smith emphasized the need to move beyond a brick-and-mortar approach to a more integrated systems approach. Examples include allocating more resources for upfront planning to ensure that complex projects are phased correctly, increasing the participation of agency stake-holders for successful commissioning and ensuring that third-party contractors involve their subcontractors early on because all sub-systems are now inter-related. These same third-party contractors must also work with NYCT after substantial completion is declared to ensure the project's continued success.

Mr. Blair commended NYCT for its new approach and asked if there was a dollar and time-savings value that could be assigned to the new approach. Mr. Smith stated that there would be a times savings, even recognizing that more up-front time was required. He explained that in typical brick-and-mortar projects, for every \$1 spent upfront \$10 could be saved, whereas the rate of savings in systems projects is ten times this amount. In response to Mr. Blair's question regarding integrating the new approach into the agency consciousness, Mr. Smith stated that the agency has a new Chief Systems Engineer and has developed a new procedure, PMP 320 to document the new approach. Mr. Page noted his concerns with developing agency talent. Mr. Smith acknowledged the challenges and said that the systems approach is new to the transportation industry but has been institutionalized in the defense industry. Mr. Walder affirmed the challenges and stated that this new approach for an agency the size of the MTA would require time. Ms. Frasca stated that there were increased challenges due to the aged transportation infrastructure that has compromised the abilities of many major companies. Mr. Smith acknowledged this and said a key ingredient to success will be NYCT's ability to work in a strong partnership with newcomers. Mr. Walder closed this discussion with two points – it was imperative for NYCT to move beyond the traditional brick-and-mortar approach for these types of projects and that it is the role of CPOC to ensure that the lessons learned from the past are applied in future projects. Mr. Albert asked if the work experience on the "L" train were being applied to the "7". Mr. Smith responded affirmatively.

## MTA CC Presentation

Mr. Walder stated that MTACC was accomplishing more if its work within budget and introduced Mr. Horodniceanu to present MTACC's progress report.

### *Fulton Street Transit Center (FSTC)*

Mr. Horodniceanu stated that FSTC was scheduled for completion in June 2014 and its costs were trending below the current budget of \$1.4B. Mr. Walder reaffirmed that the project was moving forward in terms of budget and schedule. Ms. Frasca asked if additional funds were required to deploy any potential mitigation strategies. Mr. Horodniceanu stated that possibility existed, especially at 135 William Street, but careful consideration would be made before the expenditure of funds for any mitigation efforts. Ms. Frasca asked about causes for the reduction of General Orders (G.O.s) and MTACC staff responded that it was a strategic decision on their part to reduce the number of G.O.'s rather than NYCT's decision. The IEC was requested to respond to MTACC's assessment of cost and schedule completion. The IEC concurred with MTACC's assessment of overall cost and schedule completion and noted that with mitigations Williams Street entrance will be approximately two months late.

### *Second Avenue Subway (SAS)*

Mr. Horodniceanu stated that the project is on schedule to meet its 2016 Revenue Service Date and is on budget. Current cost estimates are being performed to validate recent changes. Mr. Horodniceanu provided highlights and stated that work is progressing, with the Tunnel Boring Machine No. 1 completion date of March 7<sup>th</sup>. Should the March 7<sup>th</sup> date not be met there is the potential for reducing schedule contingency. Ground freezing activity is on schedule as well. There is also litigation pending, despite FTA's determination that the proposed changes to the design for the 72<sup>nd</sup> Street are consistent with the filed Environmental Impact Statement. MTACC has isolated the work that might be affected by the legal action so that the schedule could be maintained. MTACC acknowledged that overall work progress is slightly behind plan. The IEC stated that if the TBM met its completion date the schedule could be maintained, but cautioned that this was a critical milestone and mitigation strategies might be necessary. Regarding project costs, the IEC stated additional information was required before they could confirm MTACC's numbers. The IEC stated that critical issues were fairly stated by MTACC. Additional information will be forthcoming and an additional assessment will be performed by both MTACC and the IEC in April. Ms. Frasca asked if the IEC's recommendations were accepted and followed. The IEC responded affirmatively.

### *East Side Access (ESA)*

Mr. Horodniceanu noted his concerns with the project's ability to meet schedule and budget targets due to the project's construction complexity, multiple stakeholders, including Amtrak, and over-lapping contracts. It was noted that schedule and budget contingencies are less than what was reported previously. Areas of concern include work progress on the GCT caverns and Harold Interlocking. The project will be carefully monitored since work has not been executed as fast as planned. While the project remains on budget, available contingency is limited. The project team is working to identify potential risks and mitigation actions. Mr. Paskoff spoke about the Risk Assessment work that was performed, with participation of the IEC, to develop appropriate mitigation strategies for the systems work. Mr. Paskoff assured CPOC that they will continue to work with the IEC on mitigation strategies. The IEC stated its concerns with the schedule and the lack of schedule contingency and believes the project will slip from its September 2016 revenue service milestone - unless mitigation strategies are developed for both systems and Harold interlocking work. The IEC agrees that the project is on budget but is concerned with the value of the remaining contingency, which it believes is less than what MTACC estimates. According to the IEC, critical issues are accurately presented, except for the GCT Concourse work. The IEC does not accept the shortening of the schedule for this work and will continue to follow this issue closely. Mr. Walder expressed his concerns with the ESA progress and stated that CPOC needs to continuously monitor the project's performance including mitigation strategies. He asked for MTACC to return, as appropriate, to address critical actions taken. Mr. Walder commended MTACC for presenting an "unvarnished" and realistic report.

Ms. Frasca asked about the status of the #7 Project, to which she was told that an update will be provided for this project after the next bid is received.

### Adjournment

Upon motion duly made and seconded, Chairman Walder adjourned the January 24, 2011 CPOC meeting at 2:38 P.M.

Respectfully submitted,  
Iris Berman  
Office of Construction Oversight



## 2011-2012 CPOC Committee Work Plan

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### I. Recurring Agenda Items

Approval of the Minutes  
Committee Work Plan  
Commitments/Completions and Funding Report  
Follow-up Items as needed

### II. Specific Agenda Items

#### February 2011

Annual Commitment/Completion and Funding Report

#### *Risk-Based Monitoring*

- Red light project follow-up reports (if needed)

#### *Strategic Reviews*

- Track Benchmarking
- Energy Reduction Initiatives
- Program Management Review: Update on best value review and operating budget savings

#### March 2011

#### *Risk-Based Monitoring*

- Red light project follow-up reports (if needed)
- NYC Transit Report on Mother Clara Hale Depot

#### *Strategic Reviews*

- Update on NYCT Stations Program
- Analytic Reviews of the Bus Program
  - Bus CIS
  - Four bus pilot program
  - SBS Service on 1<sup>st</sup> and 2<sup>nd</sup> Avenue

#### April 2011

#### *Risk-Based Monitoring*

- Quarterly MTA Capital Construction Report on Mega Projects
  - ESA Risk Assessment for Plaza structure
- NYC Transit Risk Assessment on Greenwich Vent Plant
- Red light project follow-up reports (if needed)

#### *Strategic Reviews*

- Maximizing Use of Shops and Yards
  - RCM/LCM Standardization

#### *Program Priorities*

- Quarterly update on Minority, Women and Disadvantaged Business Participation

## May 2011

### *Risk-Based Monitoring*

- B&T Risk Assessment on Bronx Whitestone Bridge Queens Approach
- Quarterly Traffic Light Report and Red Light Follow up as needed

### *Strategic Reviews*

- Update on new Fare Payment System
- Operational benefits of significant B&T 10-14 Program

## June 2011

### *Risk-Based Monitoring*

- MTA Police Radio Alternatives Analysis
- NYC Transit Report on Signals/Comms
  - PA/CIS; SONET; Flushing CBTC
- Red light project follow-up reports (if needed)

### *Strategic Reviews*

- Program Management Review: In-house vs. Third Party Engineering

## July 2011

### *Risk-Based Monitoring*

- Quarterly MTA Capital Construction Report on Mega Projects
  - Risk Assessments on 86 St Cavern
- NYCT Report on Subway Car Procurement
- Red light project follow-up reports (if needed)

### *Strategic Reviews*

- Interplay between ESA Operating Plan & Capital Investments

### *Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation
- First Year Update on Mentoring Program

## September 2011

### *Risk-Based Monitoring*

- LIRR Risk Assessment on Jamaica Capacity Improvements
- LIRR/MNR Report on M-9 Procurement
- Quarterly Traffic Light Report and Red Light Follow up as needed

### *Strategic Reviews*

- Update on NYCT Stations Program
  - Agency report on progress of new strategy
- Benefits of CBTC on Canarsie Line: Full Implementation
- Update on Track

## October 2011

- Red light project follow-up reports (if needed)
- NYC Transit Report on Mother Clara Hale Depot

### *Strategic Reviews*

- Update on NYCT Stations Program
- Update of the Bus and Program
  - Bus CIS
  - Four bus pilot program
  - SBS Service on 1<sup>st</sup> and 2<sup>nd</sup> Avenue

### *Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation

#### November 2011

##### *Risk-Based Monitoring*

- Quarterly MTA Capital Construction Report on Mega Projects
- Quarterly Traffic Light Report and Red Light Follow up as needed

##### *Strategic Reviews*

#### December 2011

##### *Risk-Based Monitoring*

- Red light project follow-up reports (if needed)
- LIRR/MNR Risk Assessment on PTC

##### *Strategic Reviews*

#### January 2012

##### *Risk-Based Monitoring*

- MTA Police Radio Alternatives Analysis
- NYC Transit Report on Signals/Comms
  - PA/CIS; SONET; Flushing CBTC
- Red light project follow-up reports (if needed)

##### *Strategic Reviews*

##### *Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation





Long Island Rail Road

# ATLANTIC AVENUE VIADUCT

## CPOC Presentation

### February 17, 2011



## Project Overview

### Overall Status

Item	Comments
Schedule	<p>Overall multi-programmed phased project is on schedule for April 2016.</p> <p>Phase I (87 Spans)- B/U achieved December 2009 vs. June 2010 plan</p> <p>Phase IIa (85 Spans) - B/U achieved November 2010 vs. June 2011 plan</p> <p>Phase IIb (17 Spans and Nostrand Ave Station) - B/U plan April 2016</p>
Cost	<p>Final cost of completed work below budget.</p> <p>Phase I – Actual \$83.4 M vs. \$93.4 M budget*</p> <p>Phase IIa – Actual \$73.0 M vs. \$77.3 M budget (ARRA Funded)*</p> <p>Phase IIb - EAC \$66.7 M vs. \$66.7 M budget</p> <p>*Additional saving of \$1.8M towards MTA OCIP not included</p>

### Highlights

#### Progress

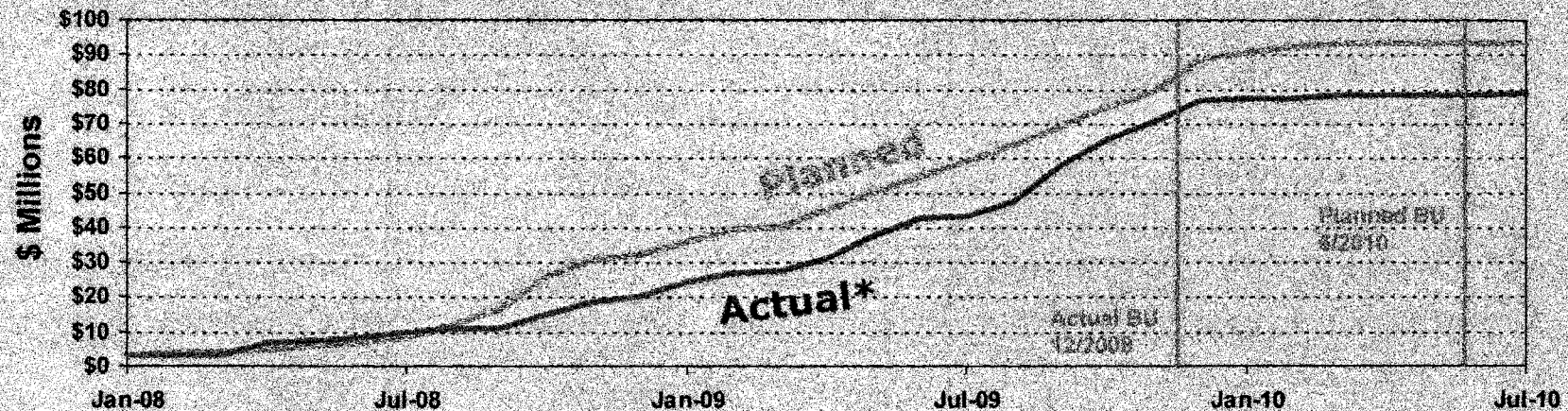
- 172 of 189 Spans Rehabilitated to date
- 50% Design Complete for 17 span replacement (PN-BF Phase IIb)

#### 90 Day Look Ahead (Phase IIb)

- 90% Design for 17 span replacement
- Structural steel fabrication to commence

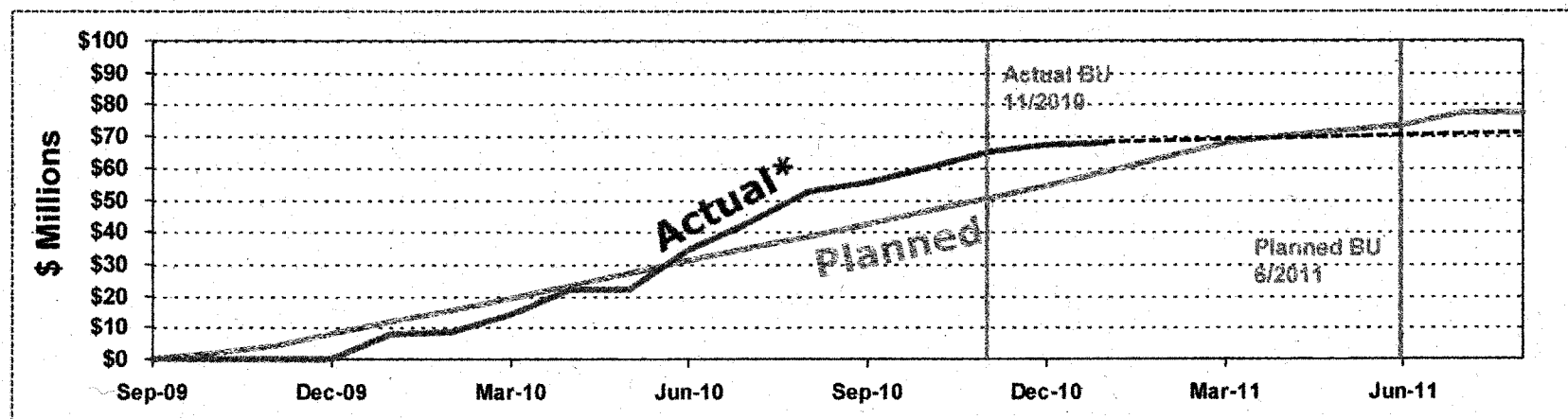
## Cost &amp; Schedule Performance

## AAV Phase I- Actual vs. Plan



\* Actual represents expended; does not include retainage.

## AAV Phase IIa- Actual vs. Plan

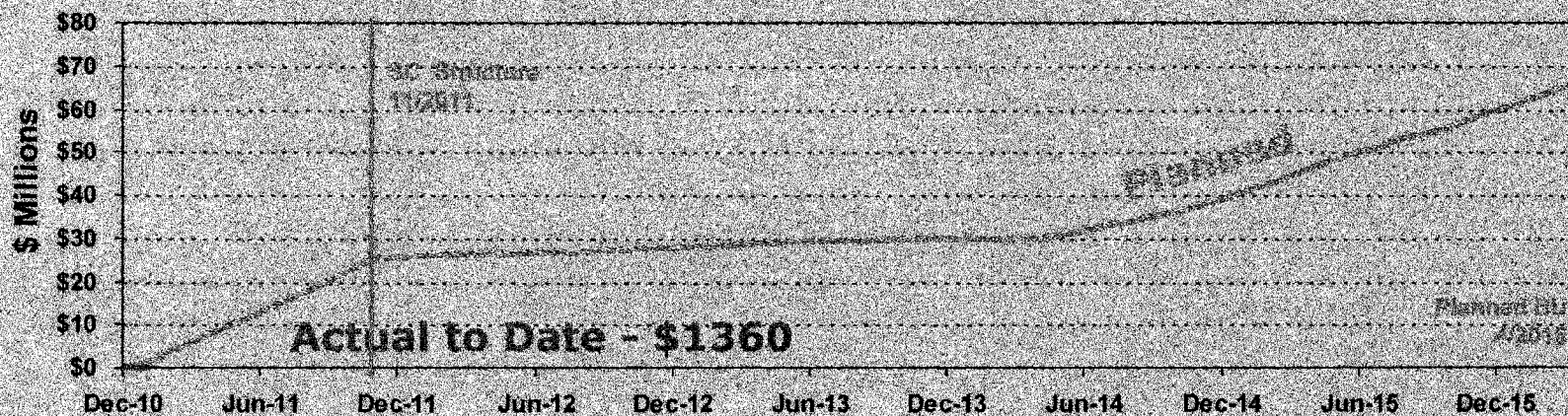


\* Actual represents expended; does not include retainage.



## Cost &amp; Schedule Performance





## AAV Phase IIb- Actual vs. Plan






\* Actual represents expended; does not include retainage.

February 17, 2011

## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
 Green	Customer and Public Impacts During Construction	Ongoing	<p><b>Issue:</b> Adverse customer and public impacts during the span rehabilitation construction phase. Full road closure of Atlantic Avenue in one direction required over 6 span replacement weekends.</p> <p><b>Impact:</b> If not properly managed, customers and public will be inconvenienced.</p> <p><b>Mitigation:</b> A work plan and service plan was carefully developed to support weekend track outages. NYCDOT provided stipulations permitting full road closures. Formal permitting process commenced. Active public outreach has commenced.</p>
 Green	Construction: (Span Replacement) Steel Delivery	Beginning May-2011	<p><b>Issue:</b> Structure Rehabilitation - Steel fabrication and delivery for 17 span replacement is critical for meeting upcoming schedule milestone.</p> <p><b>Impact:</b> Late delivery of steel will delay span replacement.</p> <p><b>Mitigation:</b> On time; 6 weekend outages required with 14 available May through September 2011. No mitigation is required at this time.</p>
 Yellow	Construction: Condition of Existing Platform	April 2011	<p><b>Issue:</b> Condition of existing platform concrete exhibits degradation and hollow locations.</p> <p><b>Impact:</b> Potential damage to concrete slabs during temporary span support and replacement operations. Could impact ability to return platform to service at end of outage.</p> <p><b>Mitigation:</b> Alternative possibilities being considered during design.</p>
 Yellow	Design and Installation of New Elevator for the Station	Jan 2014	<p><b>Issue:</b> Spec constraints (narrow sidewalk) limits our ability to design an elevator.</p> <p><b>Impact:</b> Project delay and additional cost to construct an elevator.</p> <p><b>Mitigation:</b> Potential purchase of real estate adjacent to sidewalk.</p>

### Legend

	Red	Significant impacts with potential impacts on Revenue Service Date, Cost, or Customer Benefit Milestones
	Yellow	Impacts which can lead to cost increases or schedule delays on individual milestones or contracts.
	Green	No Near Term Impact for Design, Procurement & Construction. Successful management of major activity to stay on schedule or budget.

# Progressive Roll-out of Customer Benefits

Benefit	Status	Dates Planned				
		2010	2011	2014	2015	2016
Phase I (87 Spans) Overall 87 of 189 Spans Completed	√ (Dec-09)	Jun				
Phase IIa (85 Spans) Overall 172 of 189 Spans Completed	√ (Nov-10)		Jun			
Phase IIb Structure (17 Spans) Overall 189 of 189 Spans Completed	● Green		Sep			
Phase IIb Station Nostrand Ave. Station Rehabilitation	● Green					Apr

●	Red	Milestone not on track to meet target date
●	Yellow	Milestone trending behind schedule/Mitigation under review
●	Green	Milestone on schedule
√		Milestone achieved

## Best Value and Innovation

### Highlights

#### ***Best Value and Innovation***

- Kiewit was awarded each of 3 Design Build contracts under a competitive RFP process.
  - Kiewit's final price proposal for Phase I was \$9M higher than another design-build team (\$73.2M vs. \$63.9M).
  - Kiewit's post-proposal price was reduced to \$69.1M.
  - Kiewit's price was well below LIRR's estimate.
- Kiewit was selected on Best Value.
  - Kiewit contractually agreed to complete the work six months with less weekend outages resulting in greatly reduced (i) Force Account and Project Management cost and (ii) inconvenience to riding public and community (36 proposed weekends vs. 60 planned).
    - Actual Project Cost was \$10M less than estimate based on Final Contract Price.
    - Work was completed seven months earlier than the post award project plan.
  - Kiewit not only addressed constructability issues much more comprehensively but also proposed innovative concepts such as replacing the existing bracket and column caps to reduce the number of infrastructure connections.
    - This innovation, in turn, reduced the risk of connecting new and old infrastructure, extended the design life to 50 years, and reduced future maintenance cost.
  - Kiewit had a much better Safety Plan and Safety Record
    - Critical in connection with doing work on a viaduct with the adjacent track active and a street below.
    - Since LIRR uses OCIP, accident costs would be a project expense.
  - Kiewit alone had recent experience with a viaduct rehabilitation similar in scope on an operating railroad (Chicago Transit Authority)

**IEC's Supplementary Report: Atlantic Avenue Viaduct – Phases 1, 2a & 2b**

***Schedule Performance:*** The IEC agrees with the actual beneficial use dates for Phases 1 and 2a and with the forecast beneficial use date for Phase 2b.

***Budget Performance:*** The IEC agrees with the financial data for all three phases of the project.

***Critical Milestones and Issues:*** The project has accurately identified the progress achieved and forecast noted. M+D congratulates the project team for an extremely successful project. Phase 1 and 2a were each completed approximately seven months ahead of schedule while maintaining an exemplary safety record and consistently returning the closed track to service earlier than required in time for the Monday morning peak service. The rehabilitation of the Atlantic Avenue Viaduct, Phases 1 and 2a should be used as a guideline for future MTA design/build projects. The IEC also agrees with the description of the issues and potential impacts associated with the Nostrand Avenue station work.

***All-Agency Evaluation Findings:*** The Overall Contractor Performance rating for the current All-Agency Contractor Evaluation (ACE) report for this project is consistent with IEC's observation of project performance during this reporting period.



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**MTA Capital Program  
Commitments & Completions**

**through**

**January 31, 2011**

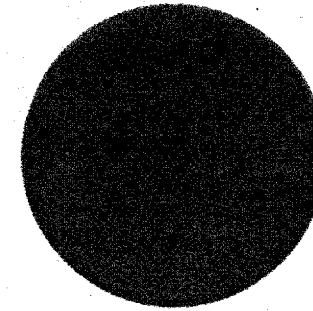
## Capital Projects – Major Commitments – January 2011

In 2011, MTA Agencies plan a total of \$8.2 billion in capital project commitments and will report on 84 "major" commitments, including 27 which slipped from 2010.

For January, MTA agencies planned a total of 5 major commitments, of which all were committed on or close to goal. These commitments include the Second Avenue Subway's 63<sup>rd</sup> Street Station Upgrade, MNR's Bronx Stations/Capacity Improvements, NYCT's 2011 Track program and purchase of 90 Express Buses and MTA Bus' Roof and Ventilation project at the JFK depot, which was committed in advance of the February goal.

To date, the agencies have committed \$414 million.

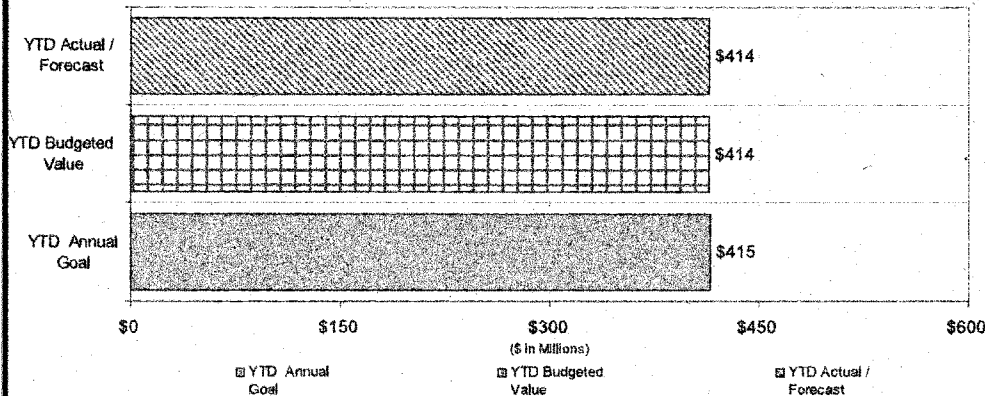
## Year-to-Date Major Commitments



	Year-to-Date Change		
Green = Commitments made within 2 months of Goal	\$	100%	N/A
Red = Commitments delayed beyond 2 months of Goal	0	0%	N/A
	5	100%	

## Budget Analysis

2011 Annual Goal	\$8,195	
2011 Annual Forecast	100%	of Annual Goal
YTD Goal	5%	
YTD Actual	5%	
Left to Complete	95%	(\$7,771)



## Year-to-Date Agency Breakdown

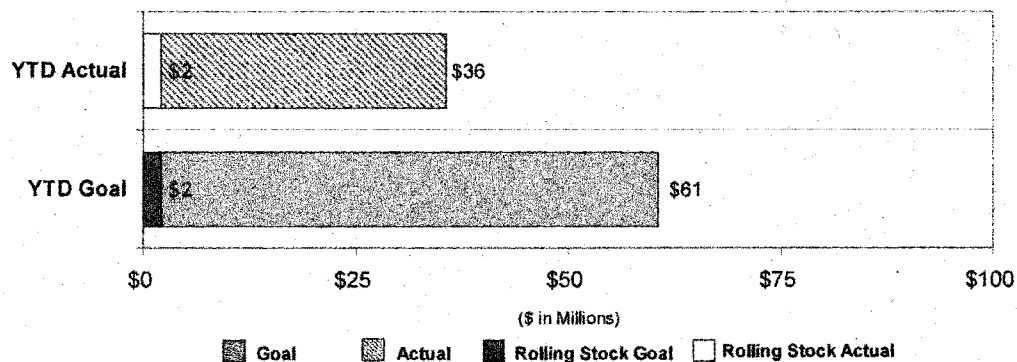
	Prior month variance	
	RED	GREEN
<b>New York City Transit</b>		
2	---	---
<b>Long Island Rail Road</b>		
	---	---
<b>Metro-North Railroad</b>		
1	---	---
<b>Bridges and Tunnels</b>		
	---	---
<b>Capital Construction Company</b>		
1	---	---
<b>MTA Bus Company</b>		
1	---	---
<b>MTA Police Department</b>		
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## Capital Projects – Major Completions – January 2011

In 2011, MTA Agencies plan a total of \$4.1 billion in capital project completions and will report on the status of 55 “major” completions including 16 that slipped from 2010.

For January, while the MTA agencies had no planned **major** completions and there are no budget variances to be reported, they completed \$36 million in total capital projects.

## Budget Analysis



2011 Annual Goal	\$4,081	
2011 Annual Forecast	101%	of Annual Goal
YTD Goal	1%	
YTD Actual	1%	
Left to Complete	99%	(\$4,104)

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# **MTA Capital Program Commitments & Completions**

## **2010 Year-End**



## Major Commitments – 2010 Year End

Of the 66 major construction commitments planned this year, 41 (62%) were made on or close to goal. The budgeted value of commitments made accounted for 77% of the annual goal.

All major construction commitments at LIRR, B&T, MTAPD were made timely. At the other agencies, most slippages occurred on more complex projects, including signal/communications projects at MNR and NYCT as well as mega project commitments. Reasons typically involve extended bidding time and negotiations or other contract related issues. Moving forward, a focus on ensuring comprehensive scopes for these more complex projects may improve timeliness. MTA Bus had 8 bus facility project delays, slipping for various reasons including scope changes, project repackaging, and other administrative issues. The agency is focusing on better defining project scopes and strengthening project management activities to improve future performance.

Rolling stock data is not included here because these projects are typically large with uniquely structured contracts which often involve prolonged procurement schedules. Of the 11 rolling stock commitments planned, which include nine bus and two subway car purchases, one subway car purchase and five bus purchases were on or close to goal, with \$238 M of the \$1.26 B goal committed. These complex procurements slipped to allow additional time for specification review, procurement, testing and negotiations.

## Year End Major Construction Commitments

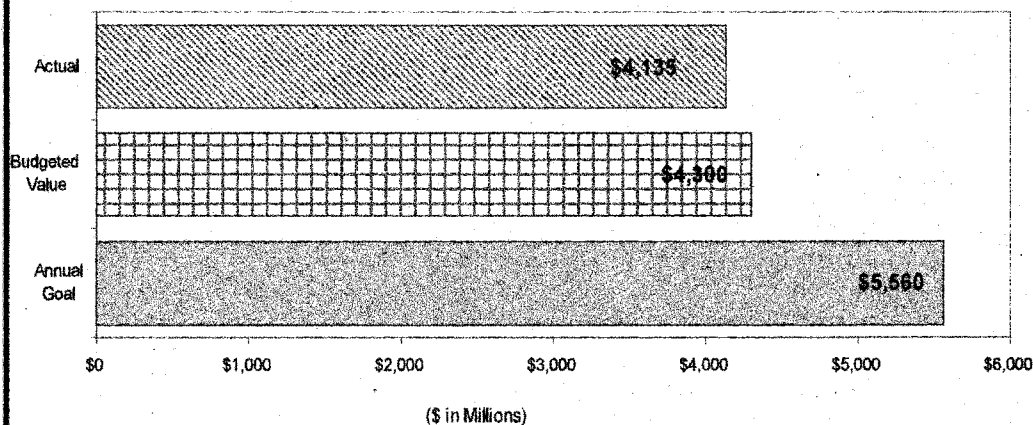
Type of Project	On Time	Late	Total
Signals & Communications	5	6	11
Expansion	6	5	11
Facilities	8	8	16
Power	2	2	4
ROW Improvements	6	2	8
Stations	4		4
Structures	10	2	12
<b>Total</b>	<b>41</b>	<b>25</b>	<b>66</b>
	<b>62%</b>	<b>38%</b>	<b>100%</b>

Change from  
Prior Month

Green = Commitments made within 2 months of Goal  
Red = Commitments delayed beyond 2 months of Goal

↑ 9

## Commitments Budget Analysis (Construction only)



## Major Construction Commitments Breakdown

		Prior month variance	
		RED	GREEN
<b>New York City Transit</b>			
11	3	---	-1 GREEN
<b>Long Island Rail Road</b>			
6		---	+1 GREEN
<b>Metro-North Railroad</b>			
4	9	+4 RED	---
<b>Bridges and Tunnels</b>			
7		---	---
<b>Capital Construction Company</b>			
6	5	+2 RED	-2 GREEN
<b>MTA Bus Company</b>			
4	8	+3 RED	+1 GREEN
<b>MTA Police Department</b>			
3		---	+1 GREEN

## Major Completions – 2010 Year End

Of the 49 major construction completions planned this year, 31 (63%) were made on or close to goal.

All major completions were made timely at B&T and MTA Police. At the other agencies, delays occurred mainly at vent plant and depot projects for NYCT and MTA Bus, communications/signals, power and structures projects for the commuter railroads, and projects for the megas. Some reasons for delays included issues with commissioning projects and coordination with outside agencies. Improved commissioning practices, as discussed at CPOC, as well as enhanced focus on coordinating with outside agencies, should improve performance.

Rolling stock data is not included here because these projects are typically large with uniquely structured contracts which often involve prolonged delivery schedules. Of the 6 rolling stock completions (4 bus, 1 subway, and 1 commuter railroad coach purchase), 4 completions were on or close to goal, with \$1.07 B of the \$1.15 B goal completed (93%). Once committed, these projects tend to be delivered on or near schedule.

## Year End Major Construction Completions

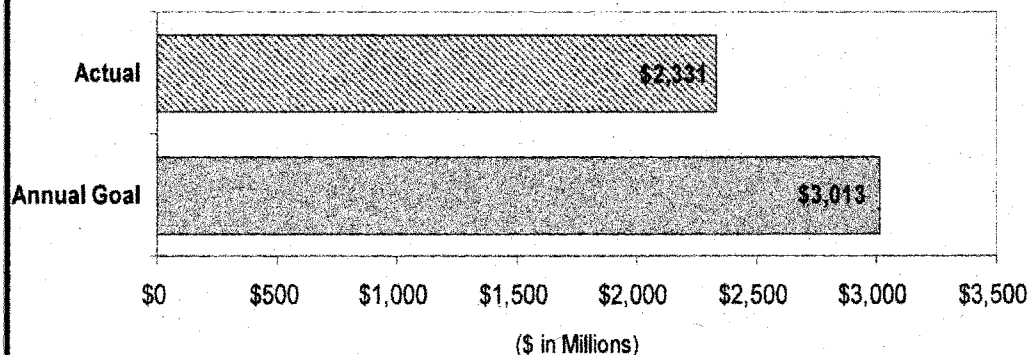
Type of Project	On Time	Late	Total
Signals & Communications	6	3	9
Expansion	1	5	6
Facilities	6	4	10
Power	2	2	4
ROW Improvements	7	1	8
Stations	3	1	4
Structures	6	2	8
<b>Total</b>	<b>31</b>	<b>18</b>	<b>49</b>
	<b>63%</b>	<b>37%</b>	<b>100%</b>

Change from  
Prior Month

Green = Completions made within 2 months of Goal  
Red = Completions delayed beyond 2 months of Goal

↑ 3  
↑ 8

## Completions Budget Analysis (Construction only)



## Major Construction Completions Breakdown

	Prior month variance	
	RED	GREEN
<b>New York City Transit</b>		
6 3	---	+1 GREEN
<b>Long Island Rail Road</b>		
8 5	+3 RED	---
<b>Metro-North Railroad</b>		
8 3	+2 RED	+1 GREEN
<b>Bridges and Tunnels</b>		
5	---	---
<b>Capital Construction Company</b>		
2 5	+2 RED	---
<b>MTA Bus Company</b>		
2	+1 RED	---
<b>MTA Police Department</b>		
2	---	+1 GREEN

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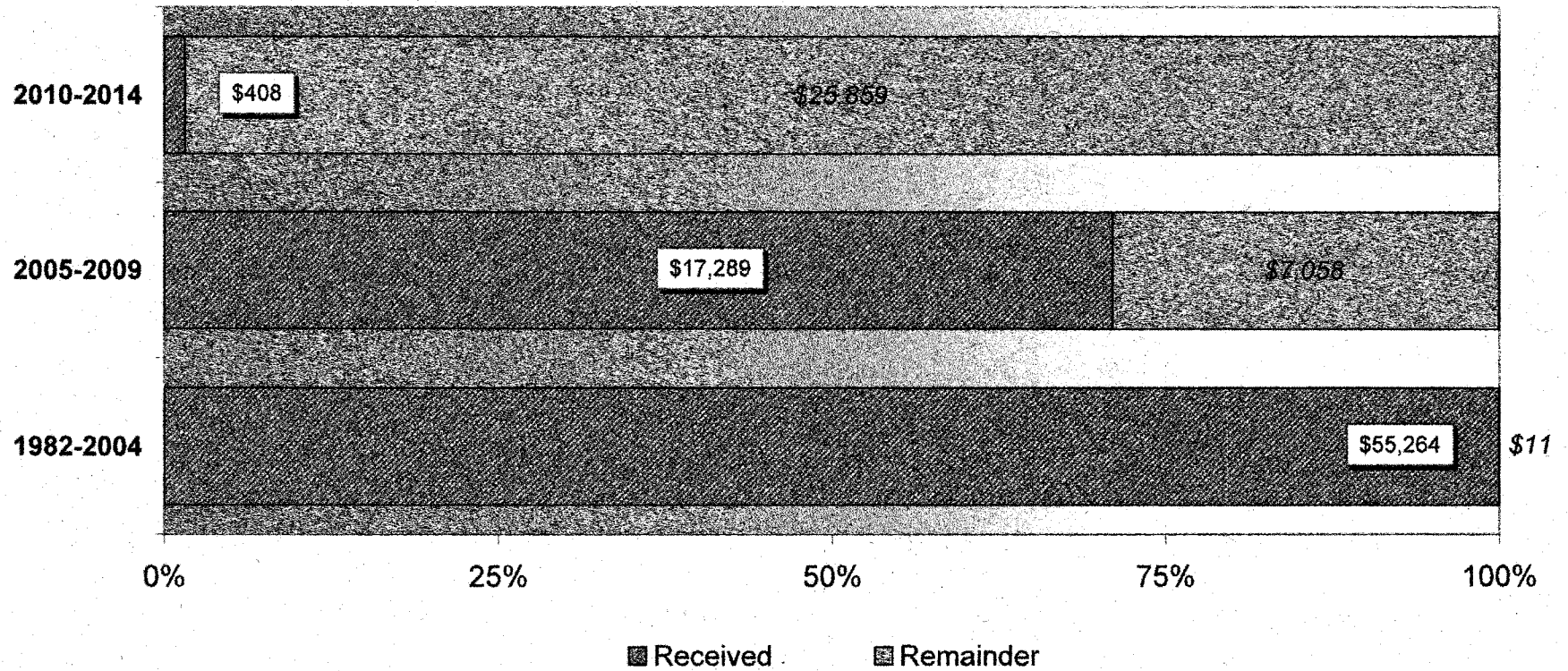
## Status of MTA Capital Program Funding



# Capital Funding (January 31, 2011)

\$ in millions

8 - 8  
Capital Program





## Capital Funding Detail (January 31, 2011)

\$ in millions

### 2005-2009 Program

	<u>Funding Plan</u>	<u>Receipts</u>		
	<u>Current</u>	<u>Receipts thru December</u>	<u>This month</u>	<u>Received to date</u>
Federal Formula and Flexible Funds	\$5,207	\$5,190	-	\$5,190
Federal New Start	3,286	1,483	-	1,483
Federal Security	342	222	-	222
Federal Other	7	7	-	7
Federal ARRA - Stimulus	654	654	-	654
City of New York	405	405	-	405
City #7 Line Extension Funds	2,100	1,022	27	1,048
MTA Bus Federal and City Match	141	117	-	117
Asset Sales and Program Income	1,042	371	-	371
State Transportation Bond Act	1,450	480	-	480
MTA Bonds	3,243	3,039	-	3,039
B&T Bonds	1,262	846	-	846
Bonds from New Sources	5,100	2,660	686	3,346
Other (Including Operating to Capital)	109	79	0	79
<b>Total</b>	<b>\$24,347</b>	<b>\$16,576</b>	<b>\$712</b>	<b>\$17,289</b>

### 2010-2014 Program

	<u>Funding Plan</u>	<u>Receipts</u>		
	<u>Current</u>	<u>Receipts thru December</u>	<u>This month</u>	<u>Received to date</u>
Federal Formula and Flexible Funds	\$6,415	\$232	-	\$232
Federal Other	43	37	-	37
Federal Security	225	-	-	-
City Capital Funds	500	80	-	80
MTA Bus Federal and City Match	206	-	-	-
MTA Bonds (Payroll Mobility Tax)	6,000	-	59	59
B&T Bonds	2,453	-	-	-
Other (Including Operating to Capital)	513	-	-	-
<b>Future State and Local Funding</b>	<b>9,912</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total</b>	<b>\$26,267</b>	<b>\$349</b>	<b>\$59</b>	<b>\$408</b>