



Metropolitan Transportation Authority

Capital Program Oversight Committee Meeting

October 2011

Committee Members

A. Saul, Chair

J. Blair

A. Cappelli

F. Ferrer

M. Lebow

S. Metzger

C. Moerder

M. Page

M. Pally

J. Sedore

V. Tessitore

C. Wortendyke



MEETING AGENDA

MTA CPOC COMMITTEE

October 24, 2011 – 2:15 pm

347 Madison Avenue
Fifth Floor Board Room
New York, NY

AGENDA ITEMS

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PUBLIC COMMENTS PERIOD

- | | |
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| 1. APPROVAL OF MINUTES – SEPTEMBER 26 | 1 – 1 |
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Date of next meeting: Monday, November 14, 2011 at 1:45 PM

MINUTES OF MEETING
MTA CAPITAL PROGRAM OVERSIGHT COMMITTEE
September 25, 2011
New York, New York
1:45 P.M.

MTA CPOC members present:

Hon. Jay Walder, Chairman
Hon. James Blair
Hon. Fernando Ferrer
Hon. Susan Metzger
Hon. Charles Moerdler
Hon. Mark Page
Hon. Mitchell Pally
Hon. James Sedore
Hon. Carl Wortendyke

MTA CPOC members not present:

Hon. Vincent Tessitore, Jr.
Hon. Mark Lebow
Hon. Allen Cappelli

MTA Board members present:

Hon. Andrew Albert

MTA staff present:

Linda Kleinbaum
Ron Saporita

LIRR staff present:

Helena Williams

MTACC staff present:

Bill Goldstein
Michael Horodniceanu
Alan Paskoff

McKissack + Delcan staff present:

Joe DeVito
Kurt Egger

NYCT staff present:

Tom Prendergast
Fred Smith

* * *

Chairman Walder called the September 26, 2011 meeting of the Capital Program Oversight Committee to order at 2:35 P.M.

Public Comments Period

There were no public speakers in the public comments portion of the meeting.

Meeting Minutes

Upon motion duly made and seconded, the CPOC members approved the minutes to the previous meeting held on July 25, 2011.

Committee Work Plan

Ms. Kleinbaum stated that there were no deletions to the current Committee Work Plan. In some instances, Ms. Kleinbaum noted that there have been a few additions.

New York City Transit – Report on International CBTC Forum

Tom Prendergast and Fred Smith provided an overview of NYCT's CBTC International Forum held on July 27th – 29th with Transit Agencies, CBTC suppliers and expert facilitators. Mr. Smith noted as background that the last peer review of CBTC occurred about 10 years ago when CBTC technology was a fledgling one. NYCT is the largest investor in the relatively new technology and the forum served a significant role meeting agency goals including lessons learned, exploring different CBTC rollout strategies, addressing obsolescence issues and identifying least cost methods. Another key issue discussed was maximizing the effectiveness of an Integrated Test Facility (ITF). Consensus on a number of discussion points was obtained including NYCT's plan to standardize the interoperability of interface specifications. It was also agreed that the ITF could be used to test products efficiently and reduce the time required for track access on future contract testing. Additional cost item reduction strategies include purchasing new cars with pre-installed CBTC equipment. A suggestion was made by the major equipment suppliers that a forum be held with the signal installers to brainstorm on ways to reduce costs. The forum is scheduled for October 28th. "Out of the Box" ideas were discussed include implementing CBTC region-wide so that one contract with multiple options can be developed and NYCT's CBTC specifications becoming North America's standard for CBTC investment. As an immediate next step, NYCT will move forward with the IFT for the Culver line, facilitating increased competition. In the future, NYCT will look to equip the R163 trains with CBTC. New York City Transit's President wrapped up the discussion by noting that CBTC technology is a vital investment and that 20 years ago, after the Union Square accident, its value was recognized. However, progress has been slow – with implementation on only one line since then.

MTA CC East Access Status Report

Mr. Jay Walder began the discussion by noting that the MTA is undertaking a number of "mega-projects" like Second Avenue Subway, East Side Access, the Number 7 Line Subway Extension, and the Fulton Street Transit Center that will transform the region. Visible progress on these major complex projects is apparent. However, Mr. Walder noted that undertaking just one of these complicated projects would challenge any transit agency. Mr. Walder stated that the MTA was committed to transparency whether the news was good or bad. In that context, Mr. Walder noted that East Side Access was experiencing great challenges and that the MTA CC President was working collaboratively with the Independent Engineering Consultant (IEC) and the Long Island Railroad (LIRR) to address the challenges. Mr. Walder emphasized the importance of the role of the IEC and their responsibility to provide oversight to the CPOC members. Mr. Walder acknowledged Ms. Helena Williams presence and noted that it was critical for MTA CC and LIRR to work closely together.

Mr. Horodniceanu began the presentation with a recap of the last presentation made to CPOC in June. At that time the four "Out of the Box" options being explored included creating new access points and strategically re-sequencing critical work in Manhattan and working with the LIRR to determine the feasibility of beginning revenue service with only three of four tunnels completed. All mitigation measures were closely examined given the schedule concerns. The Manhattan mitigation efforts focused on creating more access points to overcome the linearity of the project while allowing multiple contractors to work in the tunnels and caverns simultaneously and strategically repackaging critical work. It was determined that schedule recovery could occur with the addition of multiple access points. The team also determined that a significant amount of time could be recaptured if multiple access points were provided earlier than planned. The IEC will

examine the feasibility of this in the coming months. In addition, MTA CC is working closely with the LIRR to reduce the overall schedule by starting the operational readiness work prior to completing the Integrated System Testing. The team is also looking to reduce cost risks and schedule by examining long lead items to get a jump-start.

Another key challenge is work at the Harold Interlocking. The Harold Interlocking is a very complicated location and is the busiest interchange in the Northeast. ESA project team had proposed evaluating the feasibility of beginning revenue service with only outside tunnels but all discussion has been placed on hold pending review of Amtrak's Total Track Replacement program in the East River Tunnels. This program was initiated, based on reliability concerns, as a result of the Mother's Day incident and more recent track incidents, where excessive delays occurred. The total track replacement will take up to four years to complete. Amtrak, LIRR and MTA CC have been meeting on a regular basis to develop an approach and schedule for the work and minimize the impacts on railroad operations and ESA construction. ESA will be re-baselined to capture the impacts of the Amtrak work, ongoing project delays and potential results of the mitigation strategies. The goal is to achieve a revenue service date that, at a minimum, meets the April 2018 federal date required by the amended Full Funding Grant Agreement (FFGA) and other federal funding commitments. The ESA team will report back to CPOC when the re-baselining is completed. Board discussion ensued and a question about the continued availability of federal funding. Mr. Walder emphasized that the MTA is committed, by virtue of its past agreements, to meeting the necessary project deadlines. Additional Board discussion focused on the additional schedule delays over and above those due to the Harold Interlocking. Mr. Horodniceanu acknowledged these delays, with additional discussion to occur at Executive Session.

Kurt Egger representing the IEC provided an overview of its examination of the mitigation measures. In June, CPOC directed the IEC to evaluate the project's mitigation measures with respect to schedule. The review was undertaken prior to the current scope of the Amtrak East River Tunnel work being fully known. The IEC is continuing to evaluate the impact of the East River Tunnel work and the mitigation strategies put forth by ESA. Previously the IEC reported a delay to the Revenue Service Date of September 2016 absent mitigations due to poor performance of the Manhattan contractor, design approval and construction delays at the Harold Interlocking and access issues for systems work in the new ESA tunnels. MTA CC proposed four "Out-of-the Box" actions (discussed earlier). The IEC's initial evaluation indicated that these mitigation measures would not bring the Revenue Service Date back to September 2016. The IEC did determine that additional mitigations offered benefits – bringing the precast panels through Manhattan and enhancing Operational Readiness. Cost-savings for these measures have not yet been determined. Additional potential delays were identified during the course of evaluating the four mitigation measures including access and construction duration issues for the remaining Harold third-party work and insufficient durations for structural and systems finish-out work in the Manhattan caverns. The IEC presented its recommendations which included advancing the Westbound Bypass and Eastbound Reroute work to comply with high-speed rail grant requirements and working closely with Amtrak in the re-baselining effort. The IEC stated that prospects for achieving the revised FFGA would improve by forming a partnership between Amtrak and the MTA so that Amtrak is fully involved in the re-baselining efforts, and creating a vehicle to incentivize Amtrak. The LIRR's position should be strengthened to lead the coordination at the Harold Interlocking and find a balance between customer service and construction activity. Joe DeVito provided additional details to ensure the success of the re-baselining, highlighting the critical role of Amtrak and that agency's need to provide adequate force account resources, track outages and possibly re-sequencing tunnel work. Mr. DeVito also suggested that a document be prepared detailing this partnership between Amtrak and LIRR.

Much of the Board discussion focused on the relationship between the MTA and Amtrak and the potential for negative impacts for the LIRR customer. Ms. Williams addressed much of the Board's concerns by stating that MTA CC, LIRR and Amtrak are working closely together to minimize the operational impacts. Production schedules and commitment plans are underway and should be developed by the end of the year. Ms. Williams indicated that thus far Amtrak has met every deadline. In addition, Amtrak hired a new Deputy Chief Engineer and is evaluating its labor agreements to expedite work at the Interlocking. LIRR is leading weekly oversight meetings

with Amtrak. Additional Board discussion focused on the IEC's review of the new revenue service date. The IEC indicated that there were some concerns with the current Integrated Project Schedule and that the IEC cannot support September 2016 as the revenue service date any longer. The IEC was requested, by the Chairman, to monitor the situation, in particular the critical path at Harold Interlocking. Questions were raised by the Board on the revenue service date of September 2016. It was acknowledged, by the Chairman, that additional analysis is required and future analysis will build from this date. Commissioner Pally stated, given today's discussion, he feels that even April 2018 is a questionable revenue service date. The Board requested that a representative of Amtrak attend a CPOC meeting for a briefing. Ms. Williams stated that she will continue to meet regularly with Amtrak, but that they report to their own Board. Mr. Walder also emphasized that Amtrak is a willing and responsive partner. The meeting concluded with Mr. Walder once again acknowledging the critical oversight role of the IEC.

Executive Session

Upon motion duly made and seconded, Chairman Walder adjourned the public CPOC meeting at 3:40 PM to go into Executive Session.

Adjournment

Upon motion duly made and seconded, Chairman Walder adjourned the Executive Session, reconvened the public session and then immediately adjourned the September 25, 2011 meeting of the MTA Capital Program Oversight Committee.

Respectfully submitted,
Iris Berman
Office of Construction Oversight



2011-2012 CPOC Committee Work Plan

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

October 2011

Risk-Based Monitoring

- NYC Transit Report on Mother Clara Hale Depot
- LIRR/MNR Report on M-9 Procurement (Component of Rolling Stock Review)
- Update on Reliability Centered Maintenance Program
- Red Light project follow-up reports (if needed)

Strategic Reviews

- Update of the Bus Program (Component of Rolling Stock Review)

Program Priorities

- Update on Bus Customer Information Systems
- Quarterly Update on Minority, Women and Disadvantaged Business Participation

November 2011

Annual Review of CPOC Charter

Risk-Based Monitoring

- NYC Transit Stations Program
- Red Light project follow-up reports (if needed)

Strategic Reviews

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

December 2011

Risk-Based Monitoring

- Quarterly MTA Capital Construction Report on Mega Projects
- SAS Systems Contract Risk Assessment
- LIRR/MNR Risk Assessment on PTC
- Quarterly Traffic Light Report and Red Light project follow-up (if needed)

Strategic Reviews

- B&T update on AET

Program Priorities

- Update on New Fare Payment Systems

January 2012

Risk-Based Monitoring

- NYC Transit Report on Signals/Comms
 - PA/CIS; SONET; Flushing CBTC
- Red Light project follow-up reports (if needed)

Strategic Reviews

- Benefits of CBTC on Canarsie Line: Full Implementation

Program Priorities

- Quarterly Update on Minority, Women and Disadvantaged Business Participation

February 2012

Risk-Based Monitoring

- Quarterly MTA Capital Construction Report on Mega Projects
- SAS 96th Street Station Finishes & MEP Systems Risk Assessment
- NYCT Report on Subway Car Procurement
- Red Light project follow-up reports (if needed)

March 2012

Risk-Based Monitoring

- LIRR ESA Readiness Projects
- Quarterly Traffic Light Report and Red Light project follow-up (if needed)

Strategic Reviews

- Interplay between ESA Operating Plan & Capital Investments

April 2012

Risk-Based Monitoring

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

Program Priorities

- Quarterly update on Minority, Women & Disadvantaged Business Participation

May 2012

Risk-Based Monitoring

- Quarterly MTA Capital Construction Report on Mega Projects
- ESA Systems Packages Risk Assessment
- NYC Transit Stations Program
- Red Light project follow-up reports (if needed)

June 2012

Risk-Based Monitoring

- NYC Transit Report on Signals/Comms
 - PACIS; SONET; Flushing CBTC
- Quarterly Traffic Light Report and Red Light project follow-up (if needed)

Strategic Reviews

July 2012

Risk-Based Monitoring

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

Strategic Reviews

August 2012

No CPOC

September 2012

Risk-Based Monitoring

- Quarterly MTA Capital Construction Report on Mega Projects
- SAS 86th Street Station Finishes & MEP Systems Risk Assessment
- Red Light project follow-up reports (if needed)

Strategic Reviews

Update on Track

**Infrastructure Division,
Buses Program, CPM**

**Design & Construction of
Mother Clara Hale Depot**

October 2011

Capital Program Oversight Committee

Project Overview

Project Information

Item	Status
Award Date	November 2, 2010; on schedule for July 2013 completion
Contract	\$214,000,000 (Bid); 15% complete and on budget
Design Build	Contractor Silverite; Consultant STV and CCM Shaw Environmental

2-2

Highlights

- The project is registered with Green Building Council and will be the first depot to be LEED certified with green features
- Partnering Sessions implemented
- Implementation of electronic project management tool (Constructware)
- Implementation of BIM (Building Information Modeling)

Risks & Challenges

Risks/ Challenges	Mitigations (Design)
Scope changes	To maximize efficiency of Design-Build, major changes are elevated to senior management. This process is working well.
Design Process	<ul style="list-style-type: none"> • Focused meetings being held with the CPM's Engineering and DOB to resolve any issues and discuss upcoming milestones • Coordination between design and construction personnel ongoing

Risks & Challenges

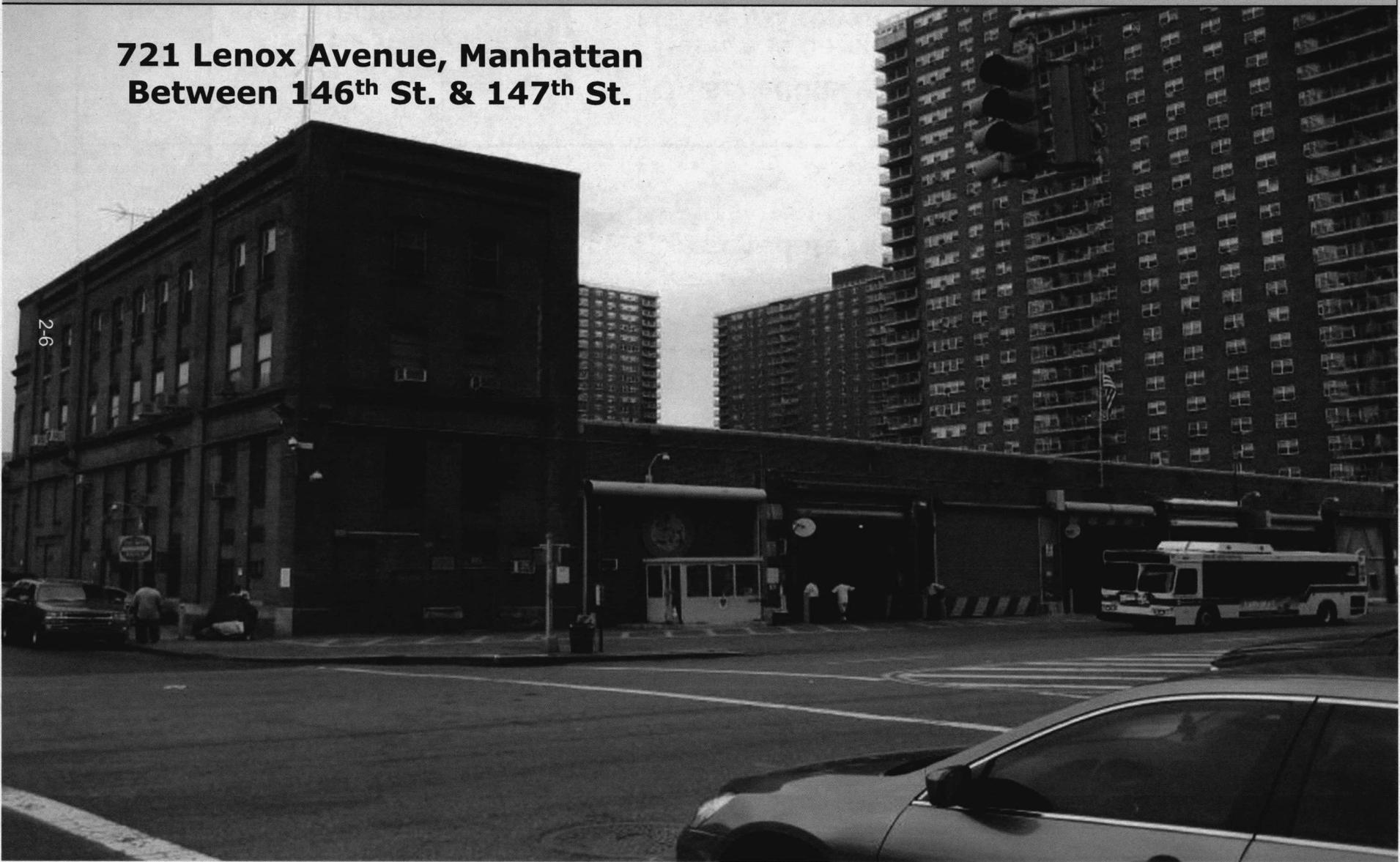
Risks / Challenges	Mitigation (Construction)
Community Issues	<ul style="list-style-type: none"> • Working closely with community through monthly Mother Clara Hale Task Force meetings. This process is working well. • The hiring of qualified local workers has been encouraged. • The contractor has engaged a consultant to find qualified MBE/WBE firms from the local area.
Commissioning, Testing & Acceptance	<ul style="list-style-type: none"> • Commissioning agent retained; commissioning implemented early in design process • Final Commissioning Plan on schedule for end of October 2011
Project Coordination	<p>Timely coordination with outside agencies e.g. NYCDOT, NYCDEP and Con Edison were provided with pertinent design drawings for applicable permits and power supply</p>

Major Milestones

Status	Activity	Date Needed	Issues
 Green	60% Design Development submission	August 15, 2011	Design Development package received on August 10, 2011.
 Green	Final Design submission	January 15, 2012	On schedule for submission
 Green	Start of structural steel erection	January 3, 2012	On schedule. Design is complete. Construction permit is issued. Shop drawings are being prepared. Steel rolling started in September 2011

Old Bus Depot

**721 Lenox Avenue, Manhattan
Between 146th St. & 147th St.**



2-6

Construction Site After Old Bus Depot Demolition



2-7

January 2011

Driven Piles



Pile Caps and Foundations



2-9

Rendering of New Bus Depot

2-10



IEC's Supplementary Report: Mother Clara Hale Bus Depot

Schedule Performance: The contractor has submitted a full baseline schedule that recovers earlier delays in the project through steel erection activities beginning in January 2012 and shows the project on schedule. The IEC will monitor this early construction activity and further project progress against the contractor's baseline schedule for adherence to the July 2013 completion date.

Budget Performance: The IEC substantially agrees with the project's current budget, pending resolution of a claim that is associated with early excavation work. The IEC notes that there are also several Additional Work Orders in progress that may affect budgeted contingency.

Critical Milestones and Issues:

Scope Changes: The IEC believes NYC Transit's prerequisite that major scope changes require the approval of the Senior Vice Presidents of CPM, and DOB, as well as the President, will be effective in containing cost growth and maintaining schedule.

Design Process: The IEC is in agreement that design is progressing on schedule, but emphasizes the importance of NYC Transit finalizing the Building Information Management (BIM) Implementation Plan with the Design Team.

Commissioning/Testing & Acceptance: A February 2010 risk assessment determined that a main risk driver that affects project duration is Commissioning/Testing & Acceptance. A key mitigation to this risk is the Commissioning Plan. It is important that NYC Transit continues its effort to finalize the plan with the Commissioning Agent by the end of October 2011.

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



3-1

Bus Customer Information Systems

Presentation to
Capital Program Oversight Committee
October 24, 2011



Metropolitan Transportation Authority

MTA Bus Time - summary

- High level of customer satisfaction with *MTA Bus Time* on the pilot B63 route
- On schedule to activate 830 Staten Island buses by end of 2011
- Project is being delivered within allocated budget*
- City-wide rollout planned over 2012 - 2013

3-2

* Budget: \$31 Million



B63 customer feedback very positive

- 1500 requests to *MTA Bus Time* per day
- 94% of Bus Time users want to see *MTA Bus Time* available on all routes in city
- Small percentage find text messaging or website difficult to use

33

Staten Island deployment on schedule

- 3 contracts awarded
 - On-bus hardware
 - Back-office software
 - Text messaging services
- On-bus installation began October 1
- Installations scheduled to end 2nd week of December
- Software development proceeding on schedule

3-4



Staten Island bus riders will know *MTA Bus Time* is coming!

- Exterior bus ads announcing *MTA Bus Time*
- “Teaser” poster one week prior to launch
- Brochure explaining program/how to use
- New *Guide-a-Ride* bus schedule inserts (Jan/Feb)
- YouTube video

3-5



Project is within budget

- On-bus hardware contract costs \$1.2M*
 - 1000 units (includes spares)
 - Installation of 830 buses
 - Warranty and maintenance for 3 years
- Software contract costs \$7.5M
 - Supports *MTA Bus Time* for all buses in all boroughs
 - Development, 6 yr. hosting and maintenance
- Text messaging services:
 - 1.35¢ to 0.5¢/message (price decreases with usage)
 - Operating expense

*Total contract : \$6.9M. Remaining amount allocated to New Fare Payment Systems



Moving forward

- Complete all 830 Staten Island buses, by end 2011
- Deploy Bus CIS to all 6000 buses by April 2013

3-7





Metropolitan Transportation Authority

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October 24, 2011

Rolling Stock Capital Investment Strategy Project

Phase 1 Summary - CPOC



MTA Rolling Stock Review Project

Oliver Wyman (OW) was contracted to develop strategies for cost savings in planned rolling stock purchases in the 2010 - 2014 Capital Plan.

Savings of \$350 million are targeted from the \$3.5 billion of remaining subway car, bus and rail car purchases.

Phase I (Complete) was an information gathering exercise at all properties to inform a strategic path forward.

Phase II (Underway) consists of targeted quick wins or analytics for on-going or imminent purchases, life cycle cost model and knowledge transfer.

Phase III (Future) will be a series of targeted specialized task orders for on-going or future MTA rolling stock purchases.

Key Phase 1 findings

Oliver Wyman identified various improvement levers in planning, engineering, operations, maintenance, and procurement across and within agencies.

Improvement levers

- Analyze **fleet demand** to confirm capital requirements
- Identify the **lifecycle tradeoffs** (CAPEX vs. OPEX) around **key cost drivers** (e.g., design, manufacturing, maintainability)
- **Broaden supplier base** to improve competition and decrease supplier risk
- Enhance specification and procurement processes including **bid/negotiation strategies, analyses and support**
- Increase **responsibility of suppliers** to contribute ideas that lead towards reductions in CAPEX and lifecycle costs (e.g., Product Cost Down projects)

Phase 2 activities

Application of Improvement Levers to upcoming and ongoing procurements

Subway

- **R179 (\$748M):** Far along in negotiation. Limited opportunities for levers.
- **R188(\$291M):** Purchase option. Levers include negotiation support and Life Cycle Cost Model

Bus

- **CNG Bus (\$46.3M):** In active negotiation. Levers include BAFO and negotiation support
- **Express Bus (\$43M):** Procurement not yet underway. All levers will be applied.

Rail

- **M9 (\$986.2M):** In early stage (pre-RFP). Levers include specification review, Life Cycle Cost Model, BAFO & negotiation support, cost savings ideas and knowledge transfer.

Phase 2 Deliverables

- **BAFO support** (language insertions, background analysis, evaluation support)
- Develop customized **lifecycle cost models** by mode to identify cost drivers and derive savings opportunities
- **Support procurement process:** negotiation preparation and bid evaluation
- Cost savings generators (i.e. **specification review, contributions of ideas from suppliers to reduce Capex**)
- **Knowledge transfer plan** to embed best practices across all agencies.

**MWDBE AWARDS ON MTA CAPITAL PROJECTS with GOALS
JANUARY-SEPTEMBER 2011**

FEDERALLY FUNDED	FIRST QUARTER (JANUARY-MARCH) (in millions)			SECOND QUARTER (APRIL-JUNE) (in millions)			TOTAL (JULY-SEPTEMBER) (in millions)			CUMULATIVE (JANUARY-SEPTEMBER 2011) (in millions)		
	Total Awards	Total DBE Awards	DBE Participation (%)	Total Awards	Total DBE Awards	DBE Participation (%)	Total Awards	Total DBE Awards	DBE Participation (%)	Total Awards	Total DBE Awards	DBE Participation (%)
DBE Participation Goal: 17%												
Construction	\$ 189.7	\$ 34.4	18%	\$ 38.5	\$ 6.0	16%	\$ 489.0	\$ 39.4	8%	\$ 717.2	\$ 79.8	11%
Professional Services	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%
Other	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL	\$ 189.7	\$ 34.4	18%	\$ 38.5	\$ 6.0	16%*	\$ 489.0	\$ 39.4	8%**	\$ 717.2	\$ 79.8	11%
Additional MWBE Participation:	Total Awards	Total MWBE Awards		Total Awards	Total MWBE Awards		Total Awards	Total MWBE Awards		Total Awards	Total MWBE Awards	
Construction	\$ 189.7	\$ 1.4		\$ -	\$ -		\$ 479.1	\$ 5.7		\$ 668.8	\$ 7.1	
Professional Services	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	
Other	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	
Total	\$ 189.7	\$ 1.4		\$ -	\$ -		\$ 479.1	\$ 5.7		\$ 668.8	\$ 7.1	

STATE FUNDED	TOTAL (JANUARY-MARCH) (in millions)			TOTAL (APRIL-JUNE) (in millions)			TOTAL (JULY-SEPTEMBER) (in millions)			TOTAL (JANUARY-JUNE) (in millions)		
	Total Awards	Total MBE Awards	MBE Participation (%)	Total Awards	Total MBE Awards	MBE Participation (%)	Total Awards	Total MBE Awards	MBE Participation (%)	Total Awards	Total MBE Awards	MBE Participation (%)
MBE Participation Goal: 10%												
Construction	\$ 68.0	\$ 6.1	9%	\$ 78.9	\$ 12.5	16%	\$ 741.2	\$ 97.5	13%	\$ 888.1	\$ 116.1	13%
Professional Services	\$ 16.1	\$ 1.5	9%	\$ 7.2	\$ 0.7	10%	\$ 10.5	\$ 1.3	12%	\$ 33.8	\$ 3.5	10%
Other	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL	\$ 84.1	\$ 7.6	9%	\$ 86.1	\$ 13.2	15%	\$ 751.7	\$ 98.8	13%	\$ 921.9	\$ 119.6	13%
WBE Participation Goal: 5%												
Construction	\$ 68.0	\$ 3.2	5%	\$ 78.9	\$ 5.9	7%	\$ 741.2	\$ 53.6	7%	\$ 888.1	\$ 62.7	7%
Professional Services	\$ 16.1	\$ 1.1	7%	\$ 7.2	\$ 0.8	11%	\$ 10.5	\$ 0.8	8%	\$ 33.8	\$ 2.7	0%
Other	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%	\$ -	\$ -	0%
TOTAL	\$ 84.1	\$ 4.3	5%	\$ 86.1	\$ 6.7	8%	\$ 751.7	\$ 54.4	7%	\$ 921.9	\$ 65.4	7%
Additional DBE Participation:	Total Awards	Total DBE Awards		Total Awards	Total DBE Awards		Total Awards	Total DBE Awards		Total Awards	Total DBE Awards	
Construction	\$ 68.0	\$ 0.1		\$ -	\$ -		\$ 741.2	\$ 2.3		\$ 809.2	\$ 2.4	
Professional Services	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	
Other	\$ -	\$ -		\$ -	\$ -		\$ -	\$ -		\$ -	\$ -	
Additional DBE Participation Total	\$ 68.0	\$ 0.1		\$ -	\$ -		\$ 741.2	\$ 2.3		\$ 809.2	\$ 2.4	

* This percentage includes a prime contract awarded to John P. Picone, Inc, in the amount of \$13.8 million. Due to the scope of work and limited opportunities for DBEs, the 17% DBE goal was reduced to 6.2%.

**Due to the scope of work consisting of underground tunneling and limited opportunities for DBEs, the 17% DBE goal was reduced to 9% on NYCTA contract C-26008 awarded to Skanska/Taylor JV, totaling \$301.7 Million.

**MTA Capital Program
Commitments & Completions**

through

September 30, 2011

6 - 1

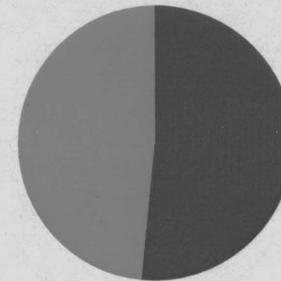
Capital Projects – Major Commitments – September 2011

Through the end of September, 33 major commitments remain on or close to goal. Since last month there are 4 new commitment delays beyond 2 months of goal. All delays are discussed on the following pages.

To date, the agencies have committed \$3,619 million. The \$3 billion lag between the actual commitments and the YTD goal is mainly due to delays in a few large projects including: the NYCT 'B' Division subway car purchase (\$638 million), NYCT's 123 A-division and R-142 Car Conversion purchase (\$493 million), the VHF Radio System Upgrade (\$256 million), a contract for East Side Access (\$322 million) and the 2nd Ave Subway's Track, Signals, Power and Communications contract (\$303 million). Agencies forecast that 81% of the \$8.2 billion 2011 annual goal will be committed by the end of the year.

Actual commitments have saved nearly \$600 million from budget with over \$250 million alone resulting from good bid savings at B&T.

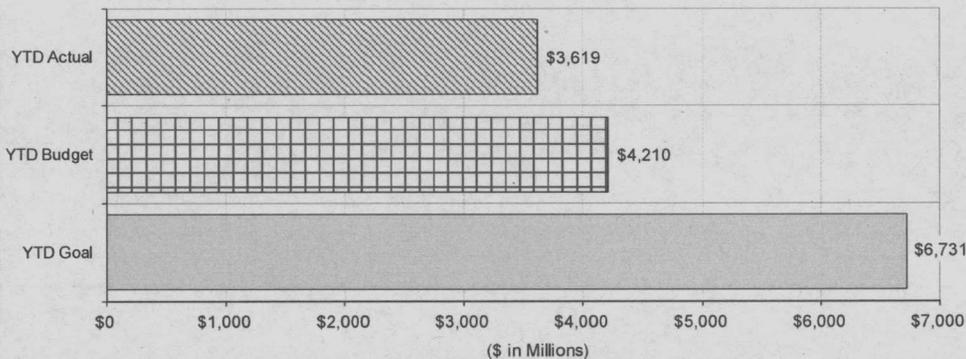
Year-to-Date Major Commitments



	Year-to-Date Change		
Green = Commitments made within 2 months of Goal	33	52%	↑ 2
Red = Commitments delayed beyond 2 months of Goal	31	48%	↑ 4
	64	100%	

Budget Analysis

2011 Annual Goal	\$8,195	
2011 Annual Forecast	81%	of Annual Goal
YTD Goal	82%	
YTD Actual	44%	
Left to Complete	46%	(\$3,030)



Year-to-Date Agency Breakdown

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

Capital Projects – Major Commitments – September 2011 – Schedule Variances

Project	Commitment	Goal	Forecast
31 All-Agency Red Commitments (4 new this month)			
New York City Transit			
<i>Subway Cars</i>			
Purchase 290 'B' Division Subway Cars	Purchase Award	Mar-11 \$637.8M	Dec-11 \$637.8M
More time needed for additional negotiations and a re-assessment of car quantities required.			
Purchase 123 A-Division Cars & R-142 Conversions	Purchase Award	May-11 \$493.4M	Dec-11 \$493.4M
The option award goal has been changed due to ongoing negotiations.			
<i>Buses</i>			
Purchase 90 Articulated Buses	Purchase Award	Apr-11 \$78.1M	Feb-12 \$70.6M
Award delayed pending successful completion of the pre-qualifying shaker table test, completed in September. Results are now under review by the Project Office. Cost decrease due to the exclusion of cameras and other items that will be procured separately.			
Purchase 90 Diesel Buses - New Flyer Pilot	Purchase Award	Mar-11 \$46.2M	Jun-11 (A) \$44.2M
Award was delayed several months pending final agreement on terms and conditions.			
Purchase 171 Standard CNG Buses	Purchase Award	Mar-11 \$133.1M	Jun-11 (A) \$87.1M
Project cost decreased reflecting savings from changing the type of buses from Hybrid to CNG and the exclusion of cameras, radios and other items that will be procured separately.			
<i>Signals & Communications</i>			
VHF Radio System Upgrade	Construction	Jun-11 \$255.8M	Dec-11 \$287.7M
Proposals review, negotiations and selection will extend the award schedule to December. Project cost reflects revised estimate based on re-advertisement.			
PA/CIS: 43 Stations Install Cables (New Item)	Construction	Sep-11 \$55.6M	Dec-11 \$55.6M
Award was re-scheduled pending approval of budget modification and agreement on cost estimates.			
<i>Stations</i>			
ADA: Forest Hills- 71 Avenue Queens Boulevard	Construction	May-11 \$33.4M	Sep-11 (A) \$19.2M
Delay partly due to utility issues. Cost decreased due to lower allowance for structural work, upgrade of electrical systems and improved market conditions.			

Project	Commitment	Goal	Forecast
Metro- North Railroad			
<i>Track & Structures</i>			
2011 Cyclical Track Program	Construction	Mar-11 \$13.0M	Jun-11 (A) \$13.0M
Commencement of work slightly delayed due to an extended review process.			
Replace/Repair Undergrade Bridges Program	Construction	Aug-11 \$4.8M	Mar-12 \$4.8M
Further analysis of the project to ensure the best value scope was advanced has slightly delayed the commitment date from the plan.			
<i>Power</i>			
Harlem & Hudson Substations - Force Account	Force Account	Jul-11 \$2.9M	Mar-12 \$2.9M
Further analysis of the project to ensure that the best value scope was advanced delayed the commitment date from the plan.			
Harlem/Hudson Substations - Cyclical DC Switchgear	Construction	Jul-11 \$11.1M	Dec-11 \$11.1M
Further analysis of the project to ensure that the best value scope was advanced delayed the commitment date from the plan.			
Harlem/Hudson Substations - Material	Material	Jul-11 \$4.6M	Dec-11 \$4.6M
Further analysis of the project to ensure that the best value scope was advanced delayed the commitment date from the plan.			
<i>Stations</i>			
New Haven Line Station Ph. 2	Construction	Jul-11 \$33.2M	Dec-11 \$33.2M
A longer review of scope and awaiting final project approvals to proceed has delayed the award of construction.			
Fordham Station Improvements (New Item)	Construction	Sep-11 \$11.3M	Jun-12 \$11.3M
Code compliance issue with existing egress raised during design has resulted in additional scope and additional review with NYS code compliance office.			

Capital Projects – Major Commitments – September 2011 – Schedule Variances

Project	Commitment	Goal	Forecast
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Metro- North Railroad (continued)

Communications and Signals

PTC Rolling Stock Signals Onboard Design / Radio Spectrum Procurement	Construction	Jun-11 \$5.3M	Nov-11 \$5.3M
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Purchase is delayed due to issues with procurement, the FCC and legal issues. The portion planned for West of Hudson territory will be a contract option and delayed until 2012.

Shops and Yards

Harmon Shop Improvements Construction Ph.IV Stage 1 (New Item)	Construction	Jul-11 \$20.3M	Oct-11 \$20.3M
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A longer review of project scope and awaiting for final project approvals to proceed has delayed the award of construction. An award is in process.

MTA Capital Construction

East Side Access

Plaza Substation & Queens Structure Construction	Construction	Apr-11 \$225.8M	Aug-11 (A) \$162.1M
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Budget decrease due to scope transfer and favorable bids. Delay in award due to extension of bid period and extended qualification review after bids received. Project rebaselining underway, as reported to Board in Sept-2011, therefore schedule subject to change.

GCT Concourse Finishes Early Work	Construction	Jun-11 \$30.0M	Oct-11 \$46.5M
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At the time goal was set, scope and estimate were in process; budget now reflects the bid result, which is favorable to the revised forecast of \$47.6 M based on the estimate for the completed package. Award pending completion of qualification review. Project rebaselining underway, as reported to Board in Sept-2011, therefore schedule subject to change.

Manhattan Structures Part 2 & Cavern MEP & Finishes (CM012)	Construction	Jul-11 \$321.9M	Feb-12 \$325.9M
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Repackaging contract as part of an effort to recover and/or minimize delays in turnover from prior contract. Budget increase represents net impact of scope transfers. Project rebaselining underway, as reported to Board in Sept-2011, therefore schedule subject to change.

Project	Commitment	Goal	Forecast
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MTA Capital Construction

East Side Access (continued)

55th Street Vent Plan (New Item)	Construction	Sep-11 \$225.8M	Feb-12 \$162.1M
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Some delays were encountered in completing the entire package for advertising. Budget decrease reflects a revised contract estimate. Project rebaselining underway, as reported to Board in Sept-2011, therefore schedule subject to change.

Second Avenue Subway

Track, Signals Power and Communication Systems	Construction	Jul-11 \$303.4M	Dec-11 \$303.4M
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Systems contract forecast award date moved to October from July to not conflict with the upcoming multiple systems contracts for MTACC projects, including the 7 Line Extension and East Side Access, planned for procurement. Award since moved to December due to extended RFP procurement process.

86th St Station Structure	Construction	Mar-11 \$422.4M	Aug-11 (A) \$349.4M
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Award delayed due to a federal certification requirement that has now been resolved.

MTA Bus

Bus Company Projects

Security Upgrade - CP ECH YONKERS	Construction	May-11 \$2.8M	Oct-11 \$2.4M
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Award delayed because lowest bidder requires additional review process.

Electric Upgrade of Emergency Generators at 6 Depots	Construction	Jul-11 \$7.9M	Nov-11 \$7.9M
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Procurement procedure changes to the Con Ed contract caused a delay to this project.

Service Vehicles	Purchase Award	Jul-11 \$4.0M	Dec-11 \$4.0M
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Delayed because additional time is needed to ensure that all vehicle specifications are competitive to the market.

Fire Protection (LaGuardia and Baisley Park)	Construction	Jul-11 \$6.5M	Nov-11 \$6.5M
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Design had to be revised because of new information that was received from the Department of Environmental Protection. Existing water pressure would be insufficient to provide flow to furthest sprinkler heads

Capital Projects – Major Commitments – September 2011 – Schedule Variances

Project	Commitment	Goal	Forecast	Project	Commitment	Goal	Forecast
MTA Bus (continued)							
Depot Equipment	Construction	Apr-11 \$7.2M	Nov-11 \$7.2M				
Design revisions for the College Point depot caused a delay to this project. Two of the contracts, chassis wash lifts at Spring Creek and College Point, were committed in September.							
Relocate Tanks/Washer - Eastchester	Construction	Jun-11 \$10.0M	Dec-11 \$12.5M				
Slipped due to FDNY variance delay. Increased scope of work at the Eastchester facility.							
Purchase 79 Standard CNG Buses	Purchase Award	Mar-11 \$50.9M	Jun-11 (A) \$42.5M				
The procurement package was rescheduled from the Feb. Board to the May Board. Project cost decreased reflecting savings from changing the type of buses from Hybrid to CNG and the exclusion of cameras, radios and other items that will be procured separately.							
Fueling Lane and Bus Washer (La Guardia)	Construction	Mar-11 \$6.7M	Jul-11 (A) \$2.4M				
Award delayed due to potential issues with the low bidder. The bid was lower- than-budget.							

Capital Projects – Major Commitments – September 2011 – Budget Only* Variances

*for variances of more than \$5 million or 10%

Project	Commitment	Goal	Forecast
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14 All-Agency Budget only variances (1 new this month)

New York City Transit

Bus Purchases

		Jul-11	Jun-11 (A)
Purchase 328 Articulated Buses	Purchase Award	\$284.4M	\$251.9M
Project cost decrease due to improved market conditions and exclusion of the bus cameras (planned to be awarded separately).			

Long Island Rail Road

Bridges

		Oct-11	Sep-11 (A)
Construct 3 Montauk Branch Bridges (New Item)	Construction	\$25.0M	\$19.0M
Revised EAC reflects favorable bid.			

MTA Capital Construction

7 West Extension

		Mar-11	Feb-11 (A)
Site K - Vent Building for 34th Street Station	Construction	\$92.3M	\$62.5M
Budget change reflects the results of a favorable bid.			
Systems, Finishes, and Core & Shell of Site A Vent Building	Construction	\$586.2M	\$517.3M

To ensure the most competitive bidding, MTACC changed the bid opening date from March to June as requested by prospective bidders. Actual / Forecast reflects contract value and some support costs, but excludes contract contingency and remaining support costs which will be added once funding becomes available from a few funding agreement with the City and Hudson Yards Development Corporation.

MTA Bus

Bus Company Projects

		Feb-11	Apr-11 (A)
Additional Fueling Capacity BP, JFK, LG	Construction	\$8.7M	\$3.6M
Forecast reflects the results of a favorable bid. 2 month delay due to multiple addendums.			
Fire Projection JFK, LG, BP, ECH	Construction	\$5.3M	\$4.0M
Estimate at Completion reduced due to favorable bids.			

Project	Commitment	Goal	Forecast
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Bridges & Tunnels

Bronx- Whitestone Bridge

		Feb-11	Feb-11 (A)
Deck Replacement - Queens Approaches	Construction Admin.	\$16.0M	\$12.6M
Selected consultant's negotiated contract was less than budget.			
Deck Replacement - Elevated and On Grade Queens Approach	Construction	\$240.0M	\$114.0M

Favorable variance due mainly to pre-award mitigations made by the agency, a low bid and lower- than- estimated commodity prices. Date changed to accommodate related NYC Department of Parks & Recreation mitigation work.

RFK Bridge

		Sep-11	May-11 (A)
Deck Replacement - Bronx/Manhattan Ramps and Toll Plaza Utility Relocation	Construction	\$32.8M	\$11.2M

\$10M of the favorable variance is due to scope and quantity reductions as well as elimination of allowances and contingencies. The remaining \$10M of the variance due mainly to the favorable market and low bid.

Throgs Neck Bridge

		Jun-11	Jun-11 (A)
Suspended Span Repairs	Construction	\$46.6M	\$21.2M
Low bid reflects a continuing favorable bid market.			
Rehabilitate Orthotropic Deck Phase B	Construction	\$40.0M	\$14.9M
Low bid reflects a continuing favorable bid market.			
Paint Bronx and Queens Approach Spans	Painting Contract	\$50.0M	\$34.8M

Low bid reflects a continuing favorable bid market.

Verrazano Bridge

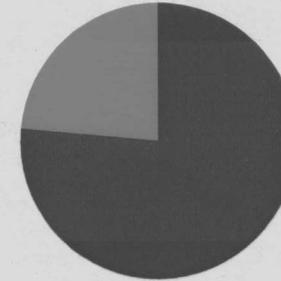
		Jul-11	Jul-11 (A)
Toll Plaza - East and West Bound Ramp Improvements	Construction Admin.	\$7.2M	\$5.0M
Reflects a continuing favorable bid market.			
Toll Plaza - East and West Bound Ramp Improvements	Construction	\$83.0M	\$52.4M
Reflects a continuing favorable bid market.			

Capital Projects – Major Completions – September 2011

Through the end of September, MTA agencies were on or close to goal for 26 of 34 major anticipated completions. There have been 2 recent completion delay beyond 2 months of goal. These and the other delays are discussed on the following page.

Through September, agencies completed \$1,416 million in capital projects which is \$354 million less than goal partly due to delays at NYCT (\$240 million). By year-end, agencies are on track to complete \$3.6 billion (88%) of the 2011 Annual Goal of \$4.1 billion.

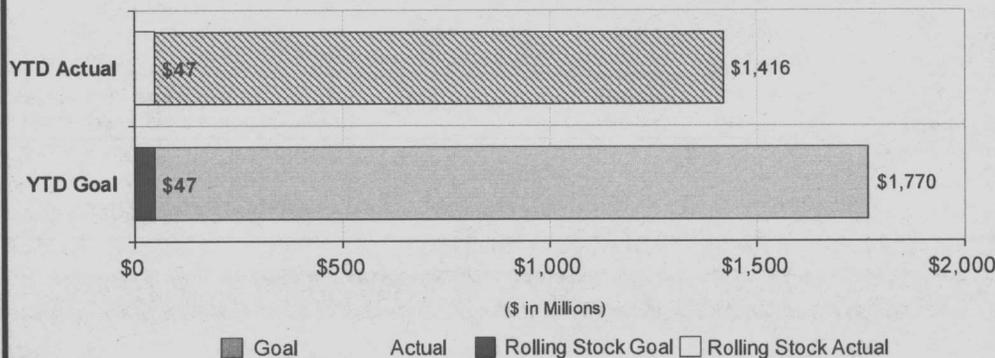
Year-to-Date Major Completions



	Year-to-Date Change
Green = Completions made within 2 months of Goal	26 76% ↑ 4
Red = Completions delayed beyond 2 months of Goal	8 24% ↑ 2
Total	34 100%

Budget Analysis

2011 Annual Goal	\$4,081	
2011 Annual Forecast	88%	of Annual Goal
YTD Goal	43%	
YTD Actual	35%	
Left to Complete	61%	(\$2,188)



Year-to-Date Agency Breakdown

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

Capital Projects – Major Completions – September 2011 – Schedule Variances

Project	Completion	Goal	Forecast
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8 All-Agency Red Completions (2 new this month)
New York City Transit
Stations

Project	Completion	Goal	Forecast
Rockaway Line Statins (3 Stations) - (New Item)	Construction	Sep-11 \$54.2M	Dec-11 \$54.2M

Delay due to Long Island Power Authority power turn-offs during the Summer due to higher demands for electric power. LIPA cable relocations, necessary for construction, will resume at the end of September.

Long Island Rail Road
Line Structures

Project	Completion	Goal	Forecast
Port Washington Branch Abutment & Walls	Construction	Jun-11 \$19.0M	Nov-11 \$30.2M

Revised budget and schedule reflect recent award options of the Port Washington Branch.

Metro- North Railroad
Track

Project	Completion	Goal	Forecast
2010 Cyclical Track Program	Construction	Mar-11 \$13.0M	Jun-11 (A) \$13.0M

Equipment repairs and crew reassignments throughout the maintenance period delayed the 2010 surfacing work.

Grand Central Terminal

Project	Completion	Goal	Forecast
Vital Processor System (GCT)	Construction	Aug-11 \$6.5M	Dec-11 \$6.5M

Installation of HVAC units. Given to operational needs and difficulty getting track outage to perform work, the completion is delayed until December 2011.

Power

Project	Completion	Goal	Forecast
Substation Retrofit H&H - Tagging Relays	Construction	Aug-11 \$12.7M	Dec-11 \$12.7M

Scheduled deliveries are now expected to be completed by October. This is due to MNR approved configuration changes and additional indication relays.

Project	Completion	Goal	Forecast
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MTA Capital Construction
East Side Access

Project	Completion	Goal	Forecast
Harold Supervisory Control System (New Item)	Construction	Sep-11 \$7.1M	Dec-12 \$8.1M

Delay due to the additional modification work and the late submittal of control lines which impacted the cut-over work. Budget increased to include additional sequential software modifications to the supervisory control system in support of construction and the purchase of additional servers.

MTA Bus
Bus Company Projects

Project	Completion	Goal	Forecast
Power Upgrade- LaGuardia	Construction	May-11 \$2.1M	Jan-12 \$2.3M

Project completion pushed back due to additional work that will be needed for this project.

Project	Completion	Goal	Forecast
New Roof and Ventilation System- LaGuardia	Construction	Jul-11 \$7.0M	Nov-11 \$7.0M

Project delayed because contractor installed heat recovery units (HRU's) with incorrect dimensions.

Capital Projects – Major Completions – September 2011 – Budget* Variances

**for variances of more than \$5 million or 10%*

Project	Completion	Goal	Forecast
3 All-Agency Budget only variances (1 new this month)			
<i>Long Island Rail Road</i>			
<i>Track</i>			
ACL Direct Fixation Replacement	Construction	May-11 \$61.5M	May-11 (A) \$53.5M
Revised EAC to reflect estimated final costs of project.			
2010 Annual Track Program	Construction	Jun-11 \$62.4M	Jun-11 (A) \$57.4M
Revised EAC to reflect estimated final costs of project.			
MTA Capital Construction			
<i>Fulton Street Transit Center</i>			
R Southbound Platform (New Item)	Construction	Sep-11 \$17.0M	Sep-11 (A) \$18.9M
Increase due to additional work including a new staircase to be constructed at the Brookfield Entrance.			

Status of MTA Capital Program Funding

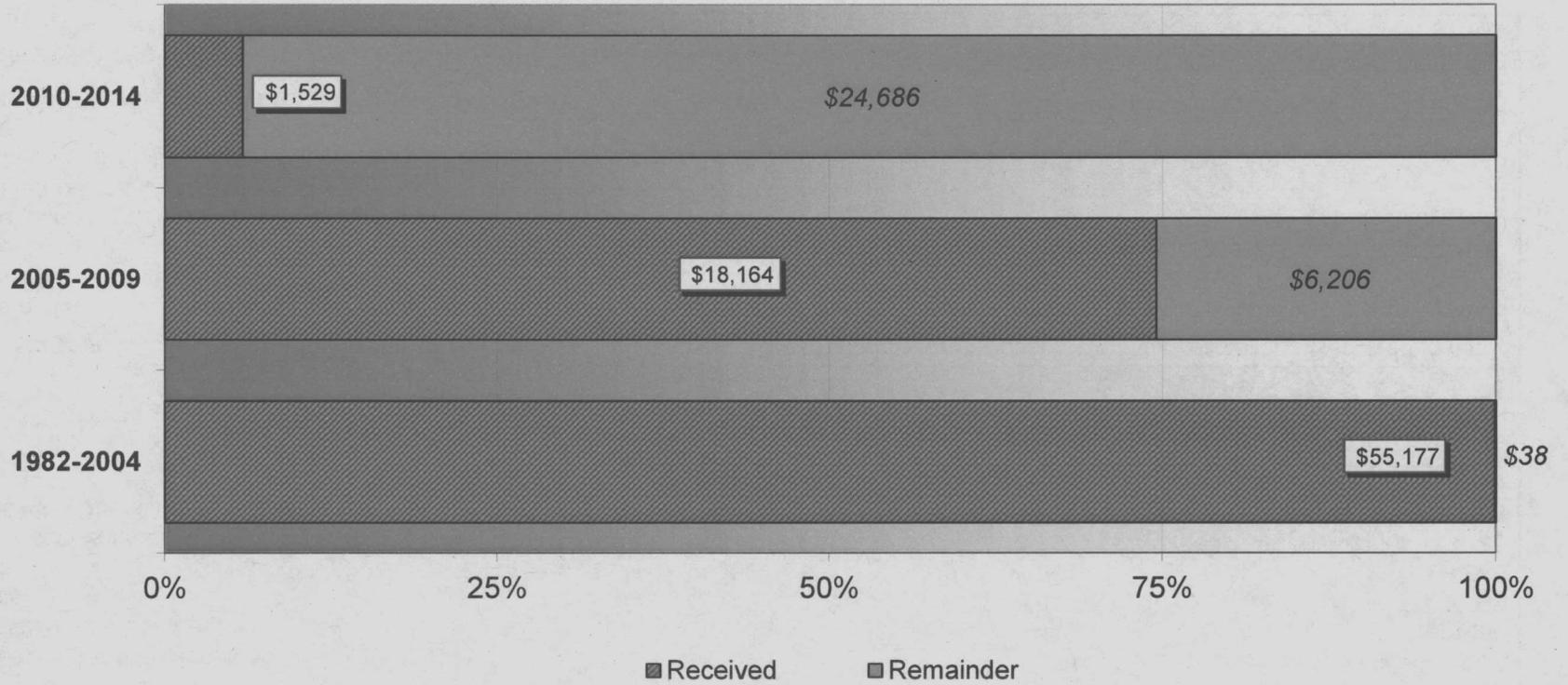
6 - 10

Capital Funding (September 30, 2011)

\$ in millions

Capital Program

6 - 11



Capital Funding Detail (September 30, 2011)

\$ in millions

	Funding Plan	Receipts		
	Current	Receipts thru August	This month	Received to date
2005-2009 Program				
Federal Formula and Flexible Funds	\$5,207	\$5,190	-	\$5,190
Federal New Start	3,286	1,483	-	1,483
Federal Security	336	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	2,133	1,260	-	1,260
MTA Bus Federal and City Match	141	132	-	132
Asset Sales and Program Income	1,052	370	-	370
State Transportation Bond Act	1,450	480	-	480
MTA Bonds	3,243	3,039	-	3,039
B&T Bonds	1,262	1,049	-	1,049
Bonds from New Sources	5,078	3,750	35	3,785
Other (Including Operating to Capital)	117	87	1	88
Total	\$24,370	\$18,128	\$36	\$18,164

	Funding Plan	Receipts		
	Current	Receipts thru August	This month	Received to date
2010-2014 Program				
Federal Formula	\$6,415	\$460	615	\$1,075
Federal Flexible and Other	435	37	6	43
Federal Security	225	52	-	52
City Capital Funds	500	140	40	180
MTA Bus Federal and City Match	210	34	-	34
MTA Bonds (Payroll Mobility Tax)	6,070	130	15	145
B&T Bonds	2,453	-	-	-
Other (Including Operating to Capital)	343	-	0	0
<i>Future State and Local Funding</i>	<i>9,564</i>	<i>-</i>	<i>-</i>	<i>0</i>
Total	\$26,215	\$853	\$676	\$1,529