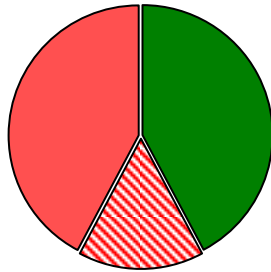




# Capital Program 2011 Commitments and Completions – Year End Review

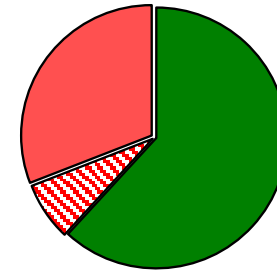
## Year End Major Commitments



Green = Commitments made within 2 months of Goal  
 Red (Hatched) = Commitments delayed beyond 2 months of Goal, but made in 2011  
 Red = Commitments delayed beyond 2 months of Goal and into 2012 or beyond

Change from Prior Month  
 38 42% ↓ 2  
 14 16% ↓ 2  
 38 42% ↑ 16  
 90 100% ↑ 12

## Year End Major Completions



Green = Completions made within 2 months of Goal  
 Red (Hatched) = Completions delayed beyond 2 months of Goal, but made in 2011  
 Red = Completions delayed beyond 2 months of Goal and into 2012 or beyond

Year-to-Date Change  
 34 62% ↑ 6  
 4 7% -  
 17 31% ↑ 8  
 55 100% ↑ 14

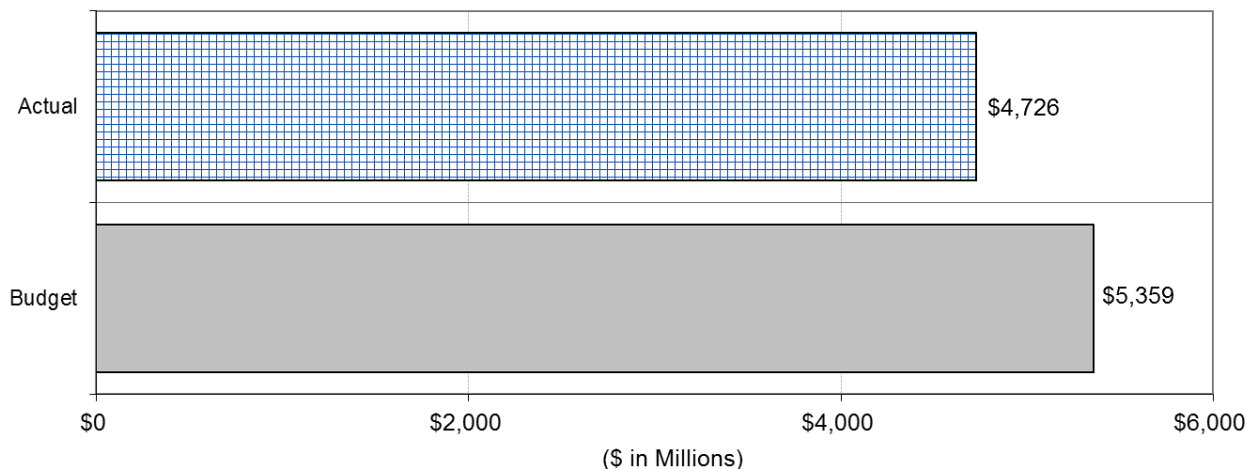
## Year End Agency Breakdown

	Prior month variance		
	GREEN	RED HATCHED	RED
New York City Transit	7	4	8
Long Island Rail Road	5		
Metro-North Railroad	8	4	18
Bridges and Tunnels	10	1	
Capital Construction Company	3	3	4
MTA Bus Company	5	3	7
MTA Police Department			

## Year End Agency Breakdown

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

## Savings on Commitments Made



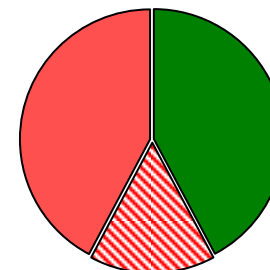
Actual Commitments of \$4.7 billion were \$633 million below budget, primarily due to good bid savings and other project efficiencies:

- Almost \$260 million in B&T good bid savings for facilities contracts
- Nearly \$80 million in NYCT good bid savings for bus procurements
- Approximately \$178 million in MTACC awards:
  - Second Avenue Subway's 86<sup>th</sup> Street Station Structure (\$84 million)
  - East Side Access Plaza Substation and Queens Structure Construction (\$64 million)
  - #7 Extension Site K (\$30 million)

- Commitment Accomplishments: \$4.7b Committed (58%)

- Rolling Stock, Structures, Expansion

- NYCT A Division Subway Cars: \$497m
- Various Bus Purchases: \$568m
- NYCT/CRR Annual Track & Switch Program: \$349m
- MNR M8 Railcars: \$196m
- B&T Bronx Whitestone Deck Replacement: \$114m
- LIRR Bridge Renewals on the Main Line and Montauk Branch: \$30m
- Flushing Line Extension Systems: \$579m
- Second Avenue Subway Stations (63<sup>rd</sup> St and 86<sup>th</sup> St): \$541m
- East Side Access Plaza Substation in Queens / Early GCT Finishes: \$209m

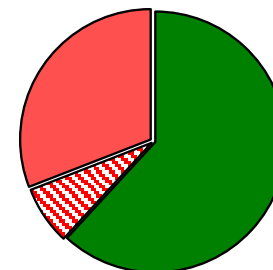


- Commitment Delays: \$2.8b Slipped out of 2011 (35%)

- Rolling Stock, Signals and Communications, Expansion

- NYCT B Division Subway Cars: \$638m
- NYCT VHF Radio System Upgrade: \$211m
- NYCT B-Division Real-Time Train Arrival: \$80m
- MNR West of Hudson Signal Improvements - Cab Signal and PTC: \$64m
- Second Avenue Subway Systems: \$325m
- East Side Access Manhattan Structures Part 2 & Cavern MEP & Finishes: \$326m
- East Side Access Harold Structures 3 - Westbound Bypass: \$234m

- Completion Accomplishments: \$2.8b Completed (68%)
  - Signals, Stations, Structures, Expansion
    - NYCT Signals at 180<sup>th</sup> St / White Plains Road: \$305m
    - NYCT Station Projects at Columbus Circle and Jay St-Lawrence Complexes: \$276m
    - NYCT Charleston Annex Bus Depot: \$147m
    - NYCT Five Brighton Line Stations: \$223m
    - NYCT Five Pelham Line Stations: \$131m
    - CRR/NYCT Annual Track & Switch Program: \$194m
    - B&T Throgs Neck Concrete Deck Replacement: \$77m
    - Various Mega projects - East Side Access, Second Avenue, South Ferry and Fulton St: \$148m
- Completion Delays: \$1.3b Slipped out of 2011 (32%)
  - Predominantly large, complex projects
    - NYCT Data Network – B Division: \$295m
    - NYCT PA/CIS at 156 Stations: \$209m
    - NYCT Annual Track & Switch Program: \$201m
    - NYCT CBTC Canarsie Fleet Modifications: \$61m
    - NYCT Purchase of 90 Low-Floor CNG Buses: \$46m
    - Various Bus Purchases: \$154m



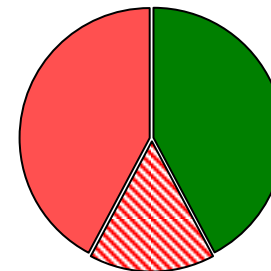
- Commitment Delays:

- Main Causes:

- Tend to be large, complex projects
    - Extended Procurement Process
    - Additional Scope Analysis
    - Re-Sequencing to Better Coordinate with other work

- Corrective Actions:

- Include more time for procurement process for large, complex projects
    - Strengthen Scope and Alternatives Analysis earlier through Project Gates
    - Improved coordination of interrelated projects
    - Secure Plan Amendment to stabilize funding streams



- Completion Delays:

- Main Causes:

- ROW and Resource Availability
    - Contractor Performance

- Corrective Actions:

- Continue Programmatic Reviews
    - Improve work coordination / access
    - Capture Lessons Learned at project conclusion

