



**Metropolitan Transportation Authority**

# **Capital Program Oversight Committee Meeting**

## **February 2012**

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### **Committee Members**

J. Lhota, Chair

A. Saul

J. Blair

A. Cappelli

F. Ferrer

M. Lebow

S. Metzger

C. Moerdler

M. Page

M. Pally

J. Sedore

V. Tessitore

C. Wortendyke



## **MEETING AGENDA**

### **MTA CPOC COMMITTEE**

**February 27, 2012 – 2:00 pm**

347 Madison Avenue  
Fifth Floor Board Room  
New York, NY

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#### **AGENDA ITEMS**

#### **Page**

#### **PUBLIC COMMENTS PERIOD**

- |   |              |
|---|--------------|
|   | <b>TAB 1</b> |
| 1. APPROVAL OF MINUTES – JANUARY 23               | 1 - 1        |
| 2. COMMITTEE WORK PLAN                            | 1 - 4        |
| 3. NEW YORK CITY TRANSIT                          | <b>TAB 2</b> |
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| <i>McKissack+Delcan Supplementary Report</i>      | 2 - 7-1      |
| 4. CAPITAL CONSTRUCTION COMPANY                   | <b>TAB 3</b> |
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**MINUTES OF MEETING  
MTA CAPITAL PROGRAM OVERSIGHT COMMITTEE  
January 23, 2012  
New York, New York  
2:00 P.M.**

**MTA CPOC members present:**

Hon. Joseph J. Lhota, Chairman  
Hon. James Blair  
Hon. Fernando Ferrer  
Hon. Mark Lebow  
Hon. Susan Metzger  
Hon. Mark Page  
Hon. Mitchell Pally  
Hon. James Sedore  
Hon. Carl Wortendyke

**MTA CPOC members not present:**

Hon. Charles Moerdler  
Hon. Andrew Saul  
Hon. Vincent Tessitore, Jr.

**MTA Board members present:**

Hon. Andrew Albert

**MTA staff present:**

Michael Garner  
Linda Kleinbaum  
Ron Saporita

**NYCT staff present:**

Mark Bienstock  
Leonard Ciaccio  
Nidhish Patel  
Tom Prendergast  
Fred Smith

**McKissack + Delcan staff present:**

Kent Haggas  
Amil Patel

\* \* \*

Chairman Lhota called the January 23, 2012 meeting of the Capital Program Oversight Committee to order at 2:50 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 December 19, 2011.

## **Committee Work Plan**

Ms. Kleinbaum stated that there were no significant changes to the Work Plan; of note was a change to some of the language relative to the LIRR Jamaica Capacity Improvements presentation in March.

## **Update on B Division Train Arrival Information**

Mr. Ciaccio provided a progress report on B Division Train Arrival Information. Following the successful provision of countdown clocks on the A Division, NYCT is now pursuing the provision of countdown clocks on the B Division. Unlike the A Division, however, the B Division has neither an ATS system nor a unified PA system. To overcome these disadvantages, NYCT is piloting several technologies, which are showing promise. The Estimate at Completion for the pilots is \$4M, with completion of all pilots slated for the second quarter of 2012. A Committee member asked about the implications of a full ATS rollout on the B Division; NYCT replied that it would not only be cost prohibitive but, for a number of reasons, it would take too long. When asked if the system would provide information regarding train location as well as which train is approaching, NYCT responded that this functionality is part of the technology being piloted. In response to another question, NYCT stated that a goal for the system is that a unified level of information be available to customers throughout the B Division (the exception being CBTC-equipped territory).

## **Update on Signals and Train Control Division**

Mr. Nidhish Patel provided an update on the Signal and Train Control Division. With respect to CBTC on the Canarsie Line, as well as removal of obsolete wayside equipment, the project substantial completion is on schedule for March 2012; a budget modification is in progress to increase the budget from \$66.4M to \$72M for additional Force Account and TA Labor needs. With respect to CBTC on the Flushing Line, the project substantial completion is on schedule for November 2016 and the project is on budget at \$550M. In its supplementary comments, the IEC voiced its concurrence with NYCT's report on these projects. Mr. Patel then reported that following NYCT's International CBTC Forum in July 2011, which included transit properties that operate CBTC systems as well as CBTC suppliers, NYCT developed a cost-effective strategy for moving forward with CBTC deployment. Mr. Patel completed his presentation by outlining the recently awarded contract for the Culver Line CBTC Test Track, key tenets of which were a direct outgrowth of the International CBTC Forum. Substantial completion of the contract is scheduled for July 2015 and the project budget is \$101M. While concurring with the facts presented in NYCT's report on the Culver Line Test Track, the IEC recommended that NYCT expedite completion of its formal report on the International CBTC Forum.

## **Update on Systems**

Mr. Bienstock provided an update on two of NYCT's major communications projects. The first project, the ATM Network System, which completes the installation of the high-speed fiber-optic network in the B Division, is currently scheduled to reach substantial completion in June 2012, a delay from NYCT's earlier projection of February 2012. The current estimate at completion (EAC) is \$302.3M, up from \$301.5M last reported. Mr. Bienstock then reported on the second project in his presentation: Public Address/Customer Information System, which provides real-time audio and visual train arrival announcements at A Division Stations. Substantial completion for this project is scheduled for April 2012, a delay from the previously reported December 2011; the EAC is lower than last reported (\$225.43M vs. \$225.69). In its review of these projects, the IEC stated that it is in substantial agreement with the schedule and budget, and the presentation of issues by NYCT.



## **Updates on MWDBE Participation and the MTA Small Business Development Program**

Mr. Garner outlined the results of MWDBE participation for 2011. While the federal goal for DBE participation was 17%, 11% was achieved. This shortfall was due to a mega project (for which there was minimal DBE subcontractor availability) being among the projects counted against the goal; were this project excluded from the equation, the MTA goal performance would have improved to 18%. A video of a news account of MTA's Small Business Mentoring Program was then shown, followed by Mr. Garner's description of the program. Mr. Amil Patel provided details of the program, including the fact that 32 projects, with a total project value of \$16.7M, have been awarded to date. Mr. Garner then outlined the new Small Business Federal Program, which is designed to increase the pool of contractors available to work on MTA projects, and is slated for a June 2012 launch. Following Mr. Garner's presentation, a Committee member requested that information relative to a given contractor's performance in achieving MBE/WBE goals on previous MTA contracts be included in staff summaries in which that contractor is being considered for a new award; the Chairman agreed that this information would be included. Another member asked if some of the practices that have led to the success of the Small Business Mentoring Program could be applied more broadly to the MTA. Ms. Kleinbaum responded that the MTA, through the Chief Engineers, is looking into ways in which processes can be streamlined to gain efficiencies throughout the Capital Program.

## **Capital Program Status**

Ms. Kleinbaum provided a presentation on the Quarterly Traffic Light Report, which highlights the performance of the relatively smaller, less-complicated projects in the Capital Program that are not reported on by the agencies nor are they formally monitored by the IEC. Ms. Kleinbaum then reported on the end-of-year Capital Program Commitments and Completions.

## **Executive Session**

Upon motion duly made and seconded, Chairman Lhota adjourned the public CPOC meeting at 3:55 PM to go into Executive Session.

## **Adjournment**

Upon motion duly made and seconded, Chairman Lhota adjourned the Executive Session, reconvened the public session and then immediately adjourned the January 23, 2012 meeting of the MTA Capital Program Oversight Committee.

Respectfully submitted,  
Michael Jew-Geralds  
Office of Construction Oversight



## 2012-2013 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

#### March 2012

##### *Risk-Based Monitoring*

- LIRR Jamaica Capacity Improvements
- Update on Fulton Street Transit Center
- Quarterly Traffic Light Report and Red Light project follow-up reports (if needed)

#### April 2012

##### *Risk-Based Monitoring*

- NYC Transit Report on Mother Clara Hale Depot
- MTA Rolling Stock Capital Investment Strategy
- 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
- SAS 96<sup>th</sup> Street Station Finishes & MEP Systems Risk Assessment
- NYC Transit Stations Program
- West End Line Stations Risk Assessment
- Red Light project follow-up reports (if needed)

#### June 2012

##### *Risk-Based Monitoring*

- LIRR/MNR PTC Risk Assessment
- VN Bridge Deck Replacement Risk Assessment
- Quarterly Traffic Light Report and Red Light project follow-up reports (if needed)

##### *Strategic Reviews*

- B&T AET Update

#### July 2012

##### *Risk-Based Monitoring*

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

##### *Program Priorities*

- Quarterly update on Minority, Women & Disadvantaged Business Participation

August 2012

No CPOC

September 2012

*Risk-Based Monitoring*

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

October 2012

*Risk-Based Monitoring*

- Interagency Rolling Stock Update
  - LIRR/MNR Report on M-9 Procurement
  - NYCT Report on Subway Car Procurement
  - Update of the Bus Program
- Red Light project follow-up reports (if needed)

*Strategic Reviews*

- Update on Bus Customer Information Systems

*Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation

November 2012

Annual Review of CPOC Charter

*Risk-Based Monitoring*

- NYC Transit Report on Mother Clara Hale Depot
- Culver Line Viaduct Risk Assessment
- Red Light project follow-up reports (if needed)

December 2012

*Risk-Based Monitoring*

- Quarterly MTA Capital Construction Report on Mega Projects
- NYC Transit Stations Program
- Quarterly Traffic Light Report and Red Light project follow-up reports (if needed)

January 2013

*Risk-Based Monitoring*

- B&T Update
- ESA Readiness Projects
- Red Light project follow-up reports (if needed)

*Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation

February 2013

*Risk-Based Monitoring*

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

*Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation

# NYCT Subway Car Program Progress Update to CPOC

Michael P. Wetherell, P.E.  
Acting Chief Mechanical Officer  
Department of Subways

February 27, 2012

# Subway Car Program Update

## R188 Project Overview

### Overall Status

| Item     | Comments  |
|----------|---|
| Scope    | <u>126 New 'A' Division Cars &amp; Conversion of 380 R-142A Cars (Kawasaki)</u><br>Provides 46 11-car trains for Flushing CBTC / 7 Line Extension service<br>Base Order: 23 New Cars + Conversion of 10 R142A Cars<br>Option Order: 103 New Cars + Conversion of 370 R142A Cars |
| Schedule | Base: Awarded 05/28/2010<br>Option: Awarded 12/30/2011<br>Delivery Completion: 1 <sup>st</sup> Quarter 2016   |
| Budget   | Base: \$116.5 M<br>Option: \$497.2 M  |

2-2

### Highlights

#### Progress

- ♦ Option of 103 New Cars + Conversion of 370 R142A Cars awarded 12/30/2011.
- ♦ 10 R142A Conversion cars were delivered in December 2011

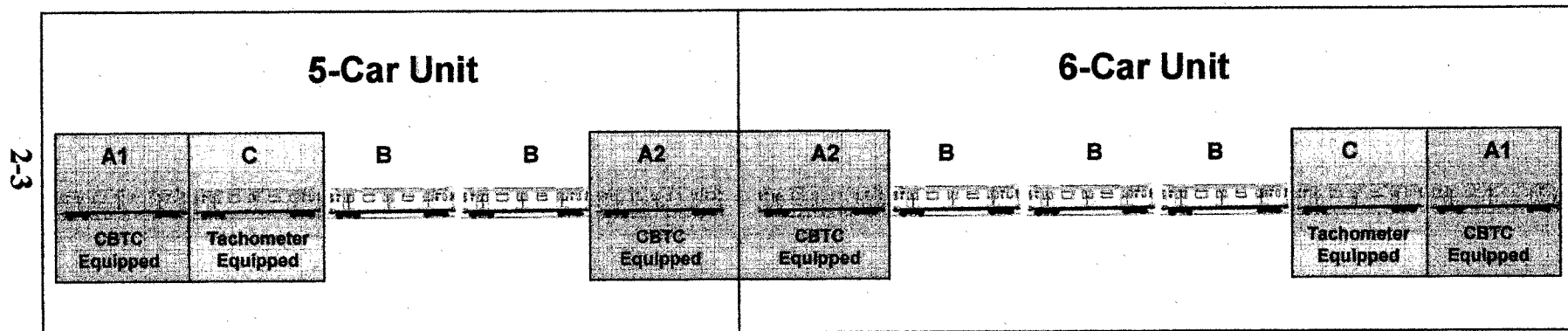
#### 180 Day Look Ahead

- ♦ Critical Design Reviews, Qualification Tests, and First Article Inspections ongoing

# Subway Car Program Update

## R188 Train Consist

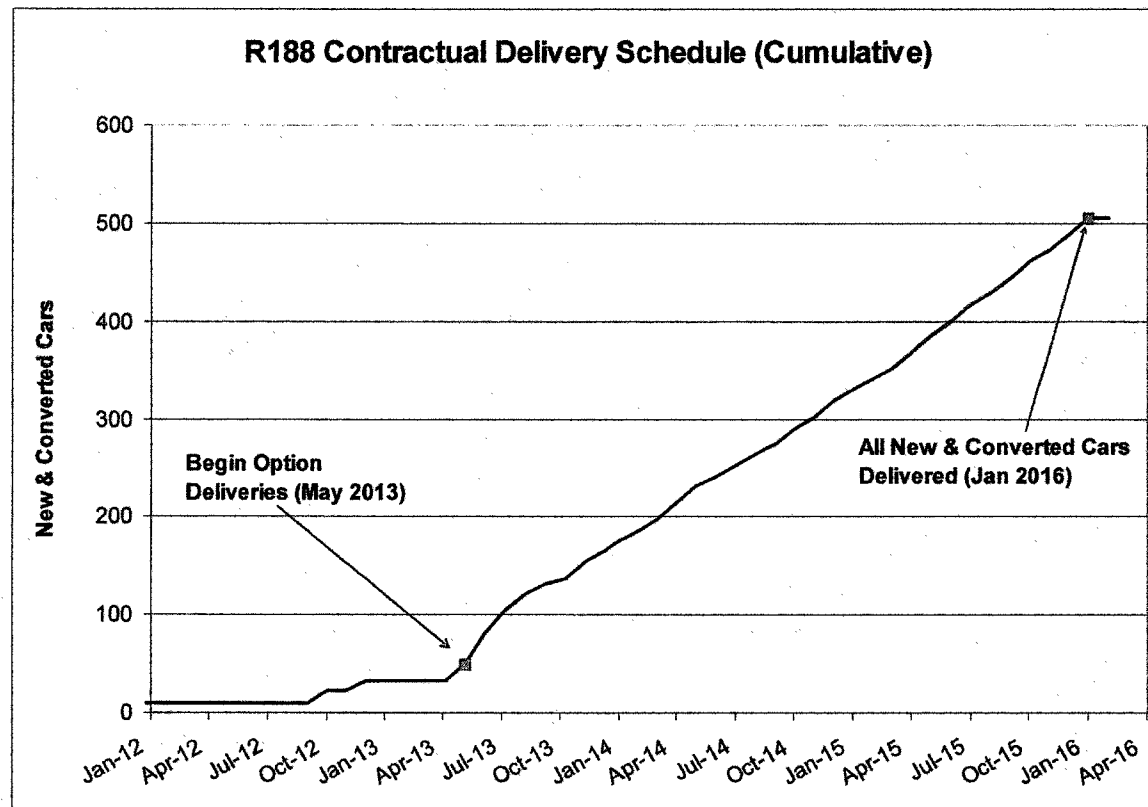
### R188 11-Car Configuration



**Note: the 7 Line is the only NYCT subway line that runs eleven car trains**

# Subway Car Program Update

## R188 Delivery Schedule




- Base deliveries complete in December 2012
- First new Option train scheduled to be delivered May 2013
- 8 new trains forecasted to be accepted in time for opening of 7 Line Extension
- Completion of delivery of all new and converted trains scheduled for January 2016




# Subway Car Program Update

## R188 Activity and Issues

2-5

| Status  | Activity                     | Date Needed | Issues             |
|---|------------------------------|-------------|--------------------|
| <br><b>Green</b>   | Delivery of new single C-car | Oct 2012    | <u>Issue:</u> None |
|   | Delivery of two new trains   | Dec 2012    |                    |
|   | Base Order Completion        | Jun 2013    |                    |
|   |                              |             |                    |
| <br><b>Green</b> | Option Order Completion      | Jan 2016    | <u>Issue:</u> None |

### Legend

-  Red- Significant impacts on Cost and/or Construction/Beneficial Date
-  Yellow- Impacts that can lead to cost increase or schedule delays
-  Green- No near-term impact on cost or schedule. Project on schedule or budget.



# Subway Car Program Update

## R160 Project Overview

### Overall Status

| Item     | Comments  |
|----------|---|
| Scope    | 1,662 60-foot 'B' Div cars built by ALSKAW to replace older 60-foot cars<br>♦ Base: 660 cars<br>♦ Option I: 620 cars<br>♦ Option II: 382 cars |
| Schedule | Final cars delivered 05/06/2010   |
| Budget   | Base: \$1,163.0 M<br>Option I: \$1,249.2 M<br>Option II: \$842.3 M  |

2-6

### Highlights

#### Progress

- ♦ December 2011 12-month MDBF- 667,753 miles
- ♦ Cars: In warranty- 172  
Off warranty- 1,490 (as of 2/15/2012)
- ♦ Assignments: **N M J Z Q E F L**

#### 180 Day Look Ahead

- ♦ All R160 cars off warranty

# Subway Car Program Update

## Future Project Overview

### Overall Status

| Item        | Comments   |
|-------------|--|
| Scope       | R211 'B' Div cars to replace R46 75-foot fleet (752 cars) <ul style="list-style-type: none"><li>▪ Additional fleet growth cars as required</li></ul> |
| Description | R211 Next Generation design to address NYCT's goals  |
| Schedule    | R211 Design Master Plan Approved in December 2011<br>R211 Purchase proposed for 2015 – 2019 Capital Program  |

February 2012

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MCKISSACK+DELCAN  
MTA Independent Engineer

**IEC's Supplementary Report: NYCT Subway Car Program R188 Cars**

***Schedule Performance:*** The IEC agrees that the base order is on target as stated. The Option order was just recently awarded and there are no concerns at this time.

***Budget Performance:*** The IEC agrees that the project is on budget.

***Critical Milestones and Issues:*** None at this time.

## Project Overview

### Overall Status (as per 2009 Re-Baseline Plan)

| Item     | Comments   |
|----------|--|
| Schedule | Overall project on schedule for June 2014 substantial completion |
| Cost     | Trending below current budget of \$1.4 billion                   |

3-1

### Highlights

#### Progress

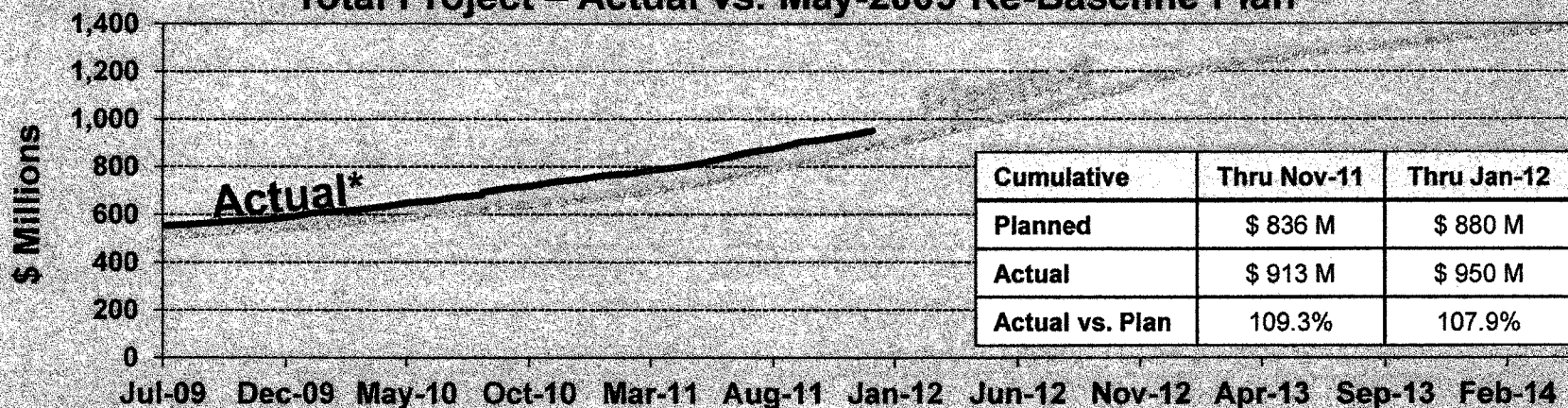
- Energized permanent power for the Transit Center, Corbin Building, and Dey Street Concourse
- Installed floor tile in the Dey Street Concourse
- Started installation of Transit Center curtain wall

#### 90 Day Look Ahead

- Continue installation of Transit Center curtain wall
- Delivery of Corbin Building escalators
- Complete installation of two elevators (out of 19 total) for 4/5 Fulton Street Station

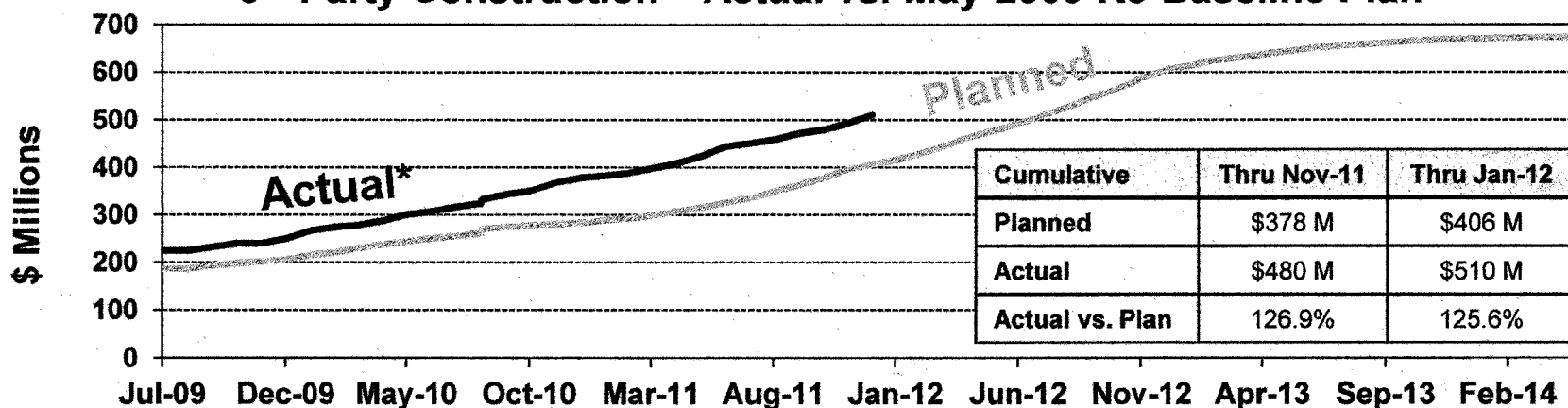
## Cost & Schedule Performance

Total Project – Actual vs. May-2009 Re-Baseline Plan



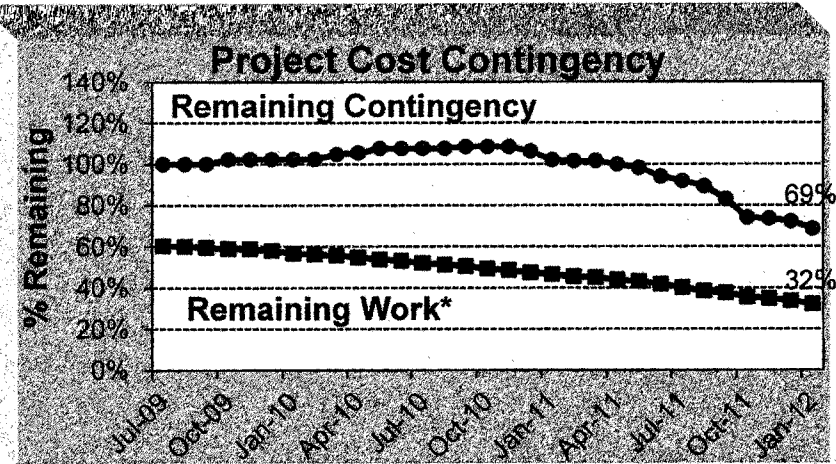
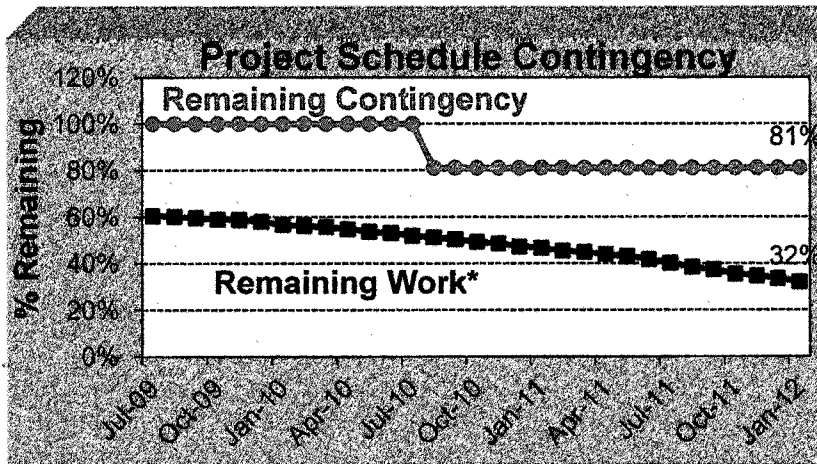
\* Actual represents expended; does not include retainage.

3<sup>rd</sup> Party Construction – Actual vs. May-2009 Re-Baseline Plan



\* Actual represents expended; does not include retainage.

## Cost & Schedule Contingency Status



\* Remaining work is from start of project, which was re-baselined in May 2009

- May 2009 baseline schedule contingency: 180 days
- Current schedule contingency is 146 days, the same as the prior report

\* Remaining work is from start of project, which was re-baselined in May 2009

- May 2009 baseline budget contingency: \$124 million
- Current budget contingency is \$85 million, \$6 million less than last report (\$91 million)
- Enhancement and retail development work (see issues) is estimated to cost \$35 million. Currently, \$8 million of this cost is reflected in the contingency drawdown.

## Critical Milestones and Issues

| Status | Activity   | Date Needed   | Issues  |
|--------|--|---|---|
| Yellow | <b>Design/Construction:</b><br>Enhance public experience and fully integrate new and emerging technology in the Transit Center Complex | <b>Design work completed; Negotiate Change Orders by Mar 2012</b> | <p><b>Issue:</b> Timely negotiations of Enhancement change orders.</p> <p><b>Impact:</b> Delay in negotiations could reduce the schedule contingency and might delay the project overall schedule.</p> <p><b>Mitigation:</b> MTACC has directed the contractor to proceed on critical Enhancement work to mitigate schedule impact. The change orders related to this work will be brought to the Board for retroactive approval.</p> |

3 - 4

### 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     | Completion Dates Committed to Board in May 2009 |      |      |      |      |
|--------------------------------------|------------|---|------|------|------|------|
|                                      |            | 2009  | 2011 | 2012 | 2013 | 2014 |
| Northbound Platform R Cortlandt      | √ (Nov-09) | Dec   |      |      |      |      |
| New 135 William Street Entrance      | √ (Jul-11) |   | May  |      |      |      |
| New Fulton A/C to 4/5 Connection     | √ (Oct-11) |   | Aug  |      |      |      |
| Southbound Platform R Cortlandt      | √ (Sep-11) |   | Sep  |      |      |      |
| 4/5 Fulton St Station Rehab          | ●<br>Green |   |      | Jul  |      |      |
| New Dey St Entrance to 4/5 Fulton    | ●<br>Green |   |      | Jul  |      |      |
| Opening of Dey Street Concourse      | ●<br>Green |   |      | Nov  |      |      |
| New Escalator to John Street         | ●<br>Green |   |      | Nov  |      |      |
| Corbin Restoration & First FI Retail | ●<br>Green |   |      | Dec  |      |      |
| Opening of A/C Mezzanine             | ●<br>Green |   |      |      | Mar  |      |
| Opening of Transit Center Building   | ●<br>Green |   |      |      |      | Jun  |

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

February 27, 2012



**IEC's Supplementary Report: Fulton Street Transit Center**

**Schedule Performance:** The IEC agrees that the project will meet the proposed completion date of June 2014. When available the IEC will analyze and comment on the schedule review which includes the Station Enhancements that is being performed by MTACC.

**Budget Performance:** The IEC agrees that the project is on budget, and the remaining contingency is \$85M. FSTC is trending to be complete under the budget of \$1.4B. The remaining contingency includes \$47.8M of local funds; which is available to fund the station enhancements (Mod 54). The current estimates show the cost for the enhancements is approximately \$35M, which does not include all schedule impact costs.

**Critical Milestones and Issues:** The IEC agrees that the critical issue in the next three months is getting the Transit Center & Station Enhancements change orders approved and initiated as related to the station enhancements.

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

**Follow-up on IEC Recommendations for December 2011:**

| Recommendation   | Agency Action  | Status |
|--|--|--------|
| Work with NYCT to resource-load all commissioning activities for MTACC and NYCT projects in order to provide early confirmation of adequacy or deficiency in planned test support. | The Office of Construction Oversight has taken on responsibility for assembling the NYCT testing & commissioning staffing plans for both MTACC and NYCT projects and, then working with both agencies to identify potential resource issues. | OPEN   |

## Project Overview

### Overall Status (as per 2009 Re-Baseline Plan)

| Item     | Comments   |
|----------|--|
| Schedule | On schedule to meet the December 2016 revenue service date |
| Cost     | On budget  |

3-6

### Highlights

#### Progress

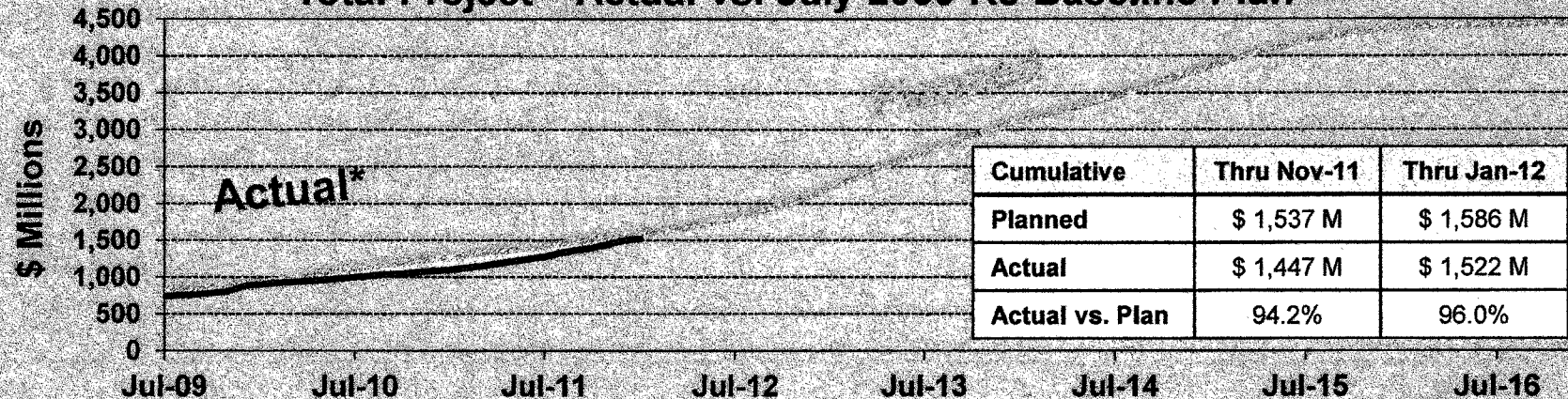
- Shifted traffic north of 97<sup>th</sup> Street to prepare for the east side slurry wall work
- Excavation continuing on 72<sup>nd</sup> Street Station Cavern, with about 70 percent completed
- Started foundations for the muck house enclosure for 86<sup>th</sup> Street Station Mining contract
- Completed concrete lining in west TBM tunnel
- Systems contract was awarded on January 18

#### 90 Day Look Ahead

- Begin east side slurry wall of the 96<sup>th</sup> Street Station in April
- Substantial completion of the Running Tunnels Contract
- Bids for 96<sup>th</sup> Street Station Finishes Contract due March 28 (award subject to State Capital Program Review Board funding approval)
- Begin controlled blasting operations at 86<sup>th</sup> Street Station Cavern

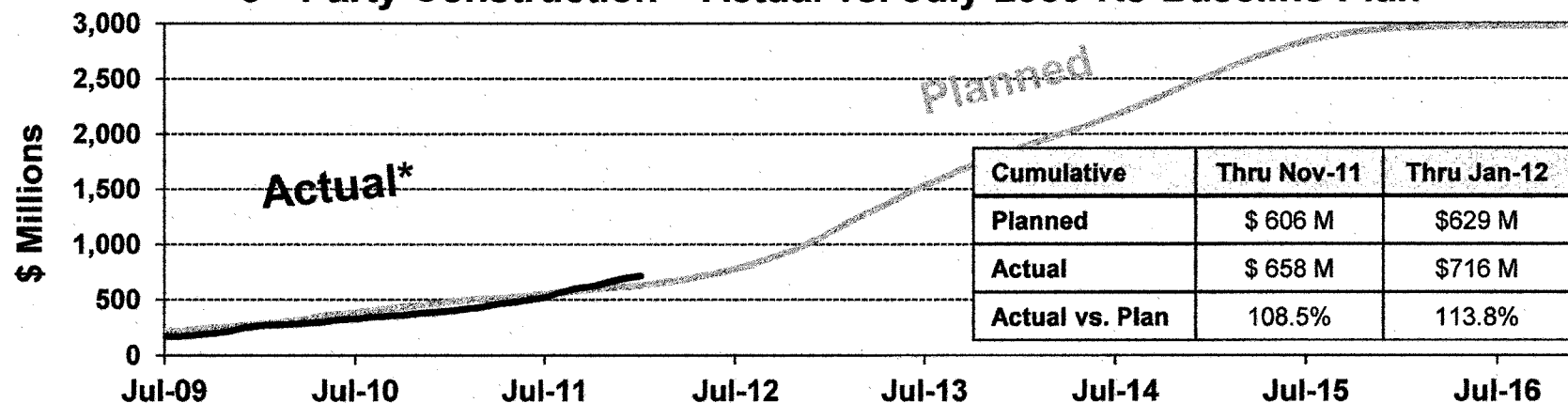
## Cost & Schedule Performance

**Total Project – Actual vs. July-2009 Re-Baseline Plan**



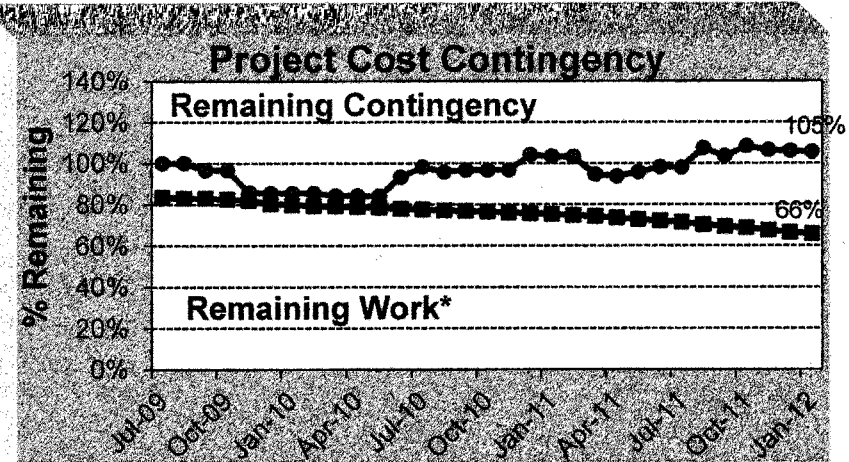
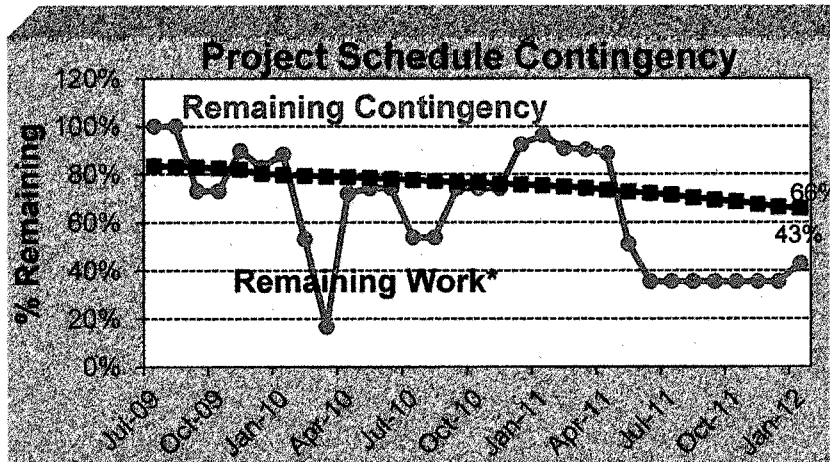
\* Actual represents expended; does not include retainage.

**3<sup>rd</sup> Party Construction – Actual vs. July-2009 Re-Baseline Plan**



\* Actual represents expended; does not include retainage.

## Cost & Schedule Contingency Status




\* Remaining work is from start of project, which was re-baselined in July 2009

- July 2009 baseline schedule contingency: 186 days
- Current schedule contingency is 80 days, an increase of 14 days over the last reported 66 days due to the award of the Systems contract
- Project has initiated a schedule recovery effort, with a target of restoring 40 to 60 days of schedule contingency. The effort will focus on:
  - 86<sup>th</sup> St Station Cavern contract
  - Three Station Systems/Finishes contracts
  - Systems contract-Integrated Testing




\* Remaining work is from start of project, which was re-baselined in July 2009

- July 2009 baseline budget contingency: \$322 million
  - Did not include \$189 million in design development contingency (AFI)
- Remaining budget contingency is \$339 million, a decrease of \$3 million since last report. Net decrease is the result of an increase in forecasted Future AWOs partially offset by the favorable bid received for the now-awarded Systems Contract.
  - Does not include \$43 million in remaining design development contingency (AFI) for not-yet-awarded contracts.

## Critical Milestones and Issues




| Status  | Activity  | Date Needed               | Issues   |
|---|---|---------------------------|--|
| <br><b>Green</b> | <b>Dust/Smoke Construction Impacts at 72<sup>nd</sup> St (Contract 4B)</b>      | <b>Mitigation ongoing</b> | <p><b>Issue:</b> Blasting for the 72<sup>nd</sup> Street Cavern has resulted in community concerns related to air quality (dust and smoke).</p> <p><b>Impact:</b> MTACC suspended blasting for the week of November 28 to implement additional mitigations. Restrictions related to blasting activities may impact cost and schedule of contract.</p> <p><b>Mitigation:</b> In January 26 presentation of the Air Quality Study findings to Community Board 8, MTACC reported that SAS construction poses no threat to public health, resolving the issue. Project is implementing the Air Quality Report recommendations.</p> |
| <b>Yellow</b>   | <b>Noise/Vibration Construction Impacts at 72<sup>nd</sup> St (Contract 4B)</b> | <b>Ongoing</b>            | <p><b>Issue:</b> Overnight drilling for the 72<sup>nd</sup> Street Cavern has resulted in community concerns related to noise and vibration.</p> <p><b>Impact:</b> May impact contract cost and schedule.</p> <p><b>Mitigation:</b> MTACC is working with contractor to re-sequence work to avoid as much overnight drilling as possible.</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. |

## Critical Milestones and Issues

3 - 10

| Status  | Activity  | Date Needed           | Issues  |
|---|---|-----------------------|---|
| <br><b>Green</b> | <b>Litigation<br/>86<sup>th</sup> Street<br/>Station<br/>(Contract<br/>5B/5C)</b>         | <b>Ongoing</b>        | <p><b>Issue:</b> Yorkshire Tower residents have initiated a lawsuit against the project, claiming the entrance planned for 86<sup>th</sup> Street violates the Environmental Assessment (EA) that was completed on October 29, 2009.</p> <p><b>Impact:</b> If successful, this action could delay Entrance 2 work on 86<sup>th</sup> Street Cavern contract and the overall project.</p> <p><b>Mitigation:</b> The court ruled against Yorkshire's action on December 1. Plaintiff filed a notice of appeal on Feb 2, 2012. Construction activity continues in support of current plans.</p>  |
| <br><b>Green</b> | <b>96<sup>th</sup> Street<br/>Station<br/>(Contract 2A)<br/>is near<br/>critical path</b> | <b>Resolved</b>       | <p><b>Issue:</b> Due to previously reported delays, the 96<sup>th</sup> Street Station Structures contract was near the project critical path.</p> <p><b>Impact:</b> If the contract were delayed further, the overall Second Avenue Subway project could have been delayed.</p> <p><b>Mitigation:</b> MTACC recovered some contract delay with better-than-planned west side slurry wall production. In addition, the project team has developed and implemented a plan with the contractor to start east side slurry wall work ahead of schedule and eliminate much of the remaining impact on the contract's key milestones. By splitting the work zone and shifting traffic north of 97<sup>th</sup> St from the east to the west side, the contractor is able to proceed on critical east side utility work and then slurry wall work ahead of when the full length of the east side of the work site will be available. Risks remain, but MTACC is closely monitoring progress.</p> |
| <br><b>Red</b> | <b>86<sup>th</sup> Street<br/>Station<br/>Cavern<br/>Schedule<br/>(Contract 5B)</b>       | <b>April<br/>2012</b> | <p><b>Issue:</b> The 86<sup>th</sup> St Station Structures contract includes critical path work for the overall project.</p> <p><b>Impact:</b> Delay in award has resulted in the loss of four months of project schedule contingency.</p> <p><b>Mitigation:</b> MTACC and the Contractor have a mitigation plan to recover 45 days, moving the contract access date for blasting from June to April. This is being implemented and will be closely monitored.</p>  |

**IEC's Supplementary Report: Second Avenue Subway**

**Schedule Performance:** MTACC reports that the Project's Schedule Contingency is 80 days, an increase of 14 days since last reported in December 2011. The IEC has completed an independent analysis and does not agree with MTACC's schedule contingency. The IEC is concerned that the schedule contingency has been reduced due to overly aggressive compression of future station finish and equipment installation work. MTACC is now re-assessing critical assumptions for the sequencing of future station finish work.

**Budget Performance:** MTACC reports that the Project's Budget Contingency is \$339M, a decrease of \$3M since their last report in December 2011. The IEC agrees with MTACC's contingency assessment and their statement that the project is on budget.

**Critical Milestones and Issues:** MTACC's CPOC report has identified all current critical milestones and issues of the project.

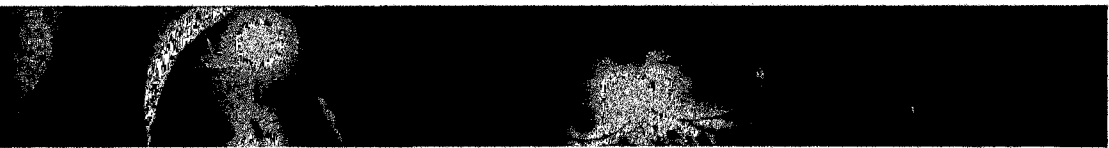
**All-Agency Evaluation Findings:** The Overall Contractor Performance rating for the last available All-Agency Contractor Evaluation (ACE) report for this project is consistent with the IEC's observation of project performance during that period.

**Follow-up on IEC Recommendations for December 2011:**

| Recommendation  | Agency Action  | Status |
|---|--|--------|
| Re-assess significant risks of delay to project completion posed by the recent compression of station construction and equipment installation activities in the 86 <sup>th</sup> St Station cavern and by the addition of pre-revenue activities. | Risks of delay to project completion from the 86 <sup>th</sup> Street Station cavern contract are part of a three element "Schedule Recovery Task Force". First, the Project expects to accept the cavern contractor's baseline schedule submission in mid February 2012. Project plans to commence formal mitigation meetings with the contractor to jointly develop schedule mitigation plans for this contract. Initial findings are expected by mid-April 2012. Second, we plan to review the station construction and equipment installation activities in the follow-on contract for schedule recovery opportunities. Third, we will review the Integrated Testing and Commissioning Schedule in the Systems contract for similar recovery opportunities upon receipt of that contractor's schedule. | OPEN   |
| Work with NYCT to resource-load all commissioning activities for MTACC and NYCT projects in order to provide early confirmation of adequacy or deficiency in planned test support.  | The Office of Construction Oversight has taken on responsibility for assembling the NYCT testing & commissioning staffing plans for both MTACC and NYCT projects and, then working with both agencies to identify potential resource issues.   | OPEN   |



Capital Construction



# **ESA Presentation to CPOC**

*February 2012*

11-8

MTACC EAST SIDE ACCESS



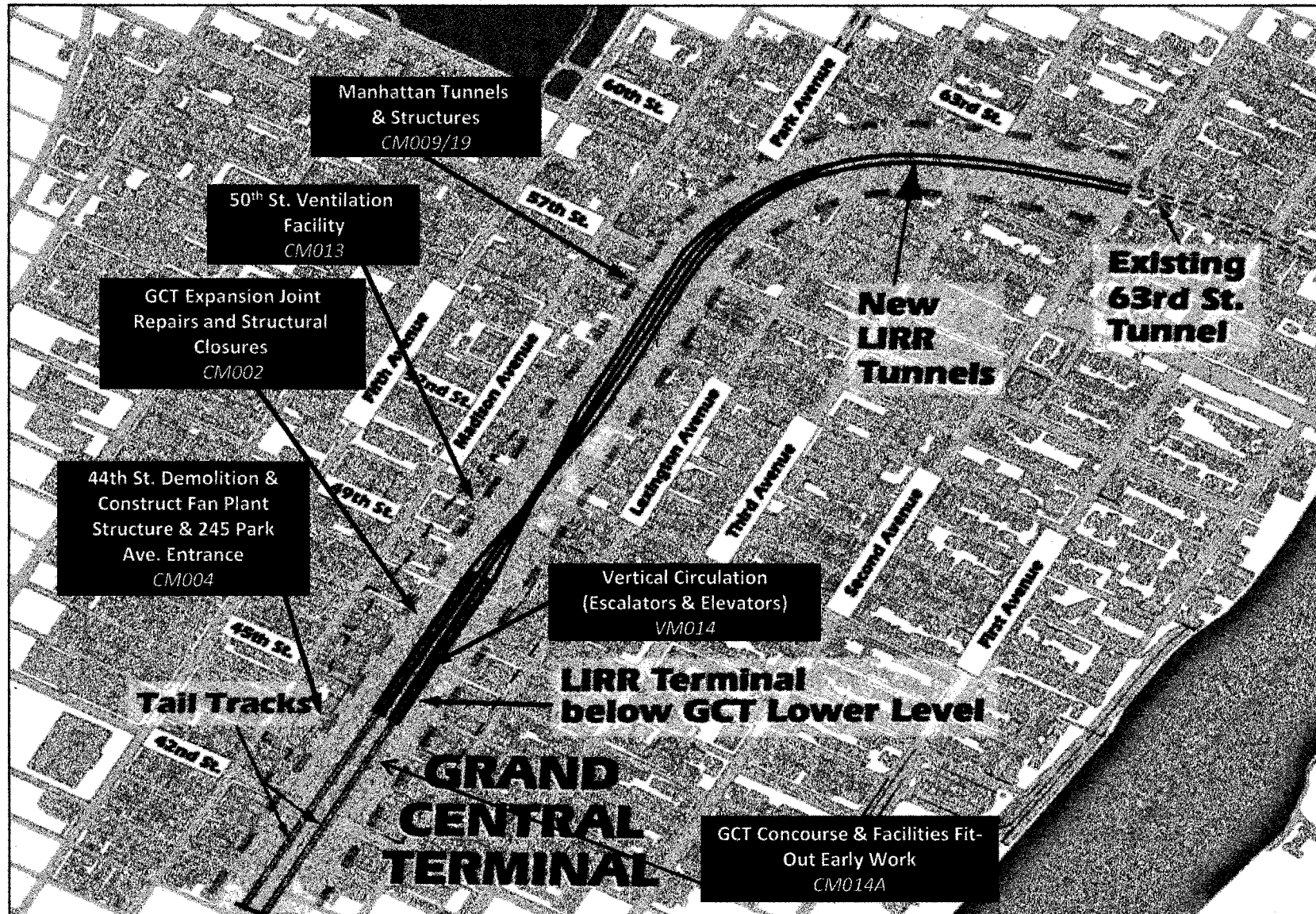
- Last full update to CPOC was in April 2011
- Since then, CPOC updates have focused on:
  - Contractor performance in Manhattan
  - Construction delays in Harold due to design issues
  - Impact of the East River Tunnels Rehab
  - Railroads' resources to support ESA
- In recognition of above issues, MTACC has also reported to Board on need to adjust project plan
- The reforecast project plan and associated risk review will be presented to CPOC in May 2012



## Focus of Today's Presentation

- Review significant construction progress since June
- Mitigations of delays

# Manhattan— Six Major Contracts at \$1.4 B





# Manhattan Tunnels and Caverns Contract

- Delays impacted ability to award subsequent contracts
- Last month, Board approved restructuring of contract to mitigate these delays
- Significant improvement in contractor performance over last three months



Capital Construction

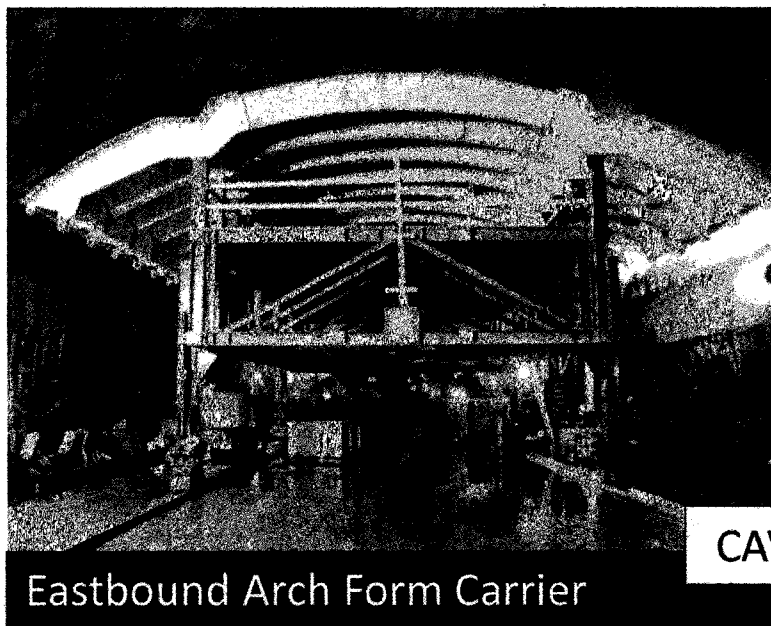
# Significant Progress Has Been Made In Caverns



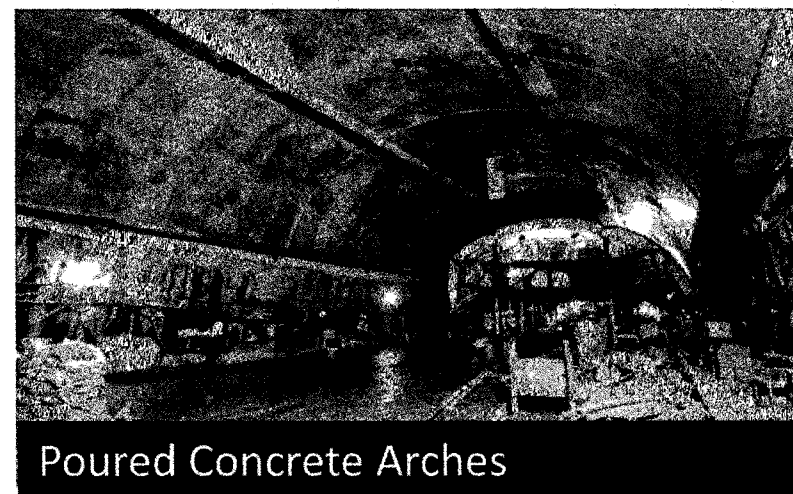
Waterproofing



Installing Rebar Cage

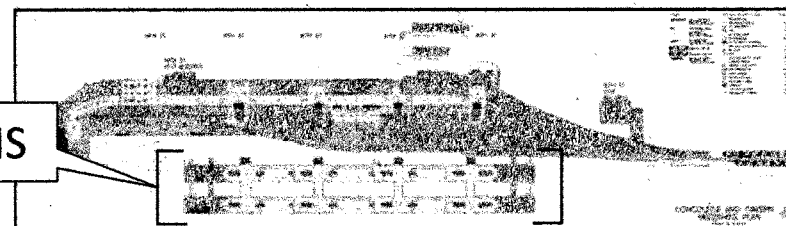


Eastbound Arch Form Carrier



Poured Concrete Arches

CAVERNS



91-E

MTACC EAST SIDE ACCESS

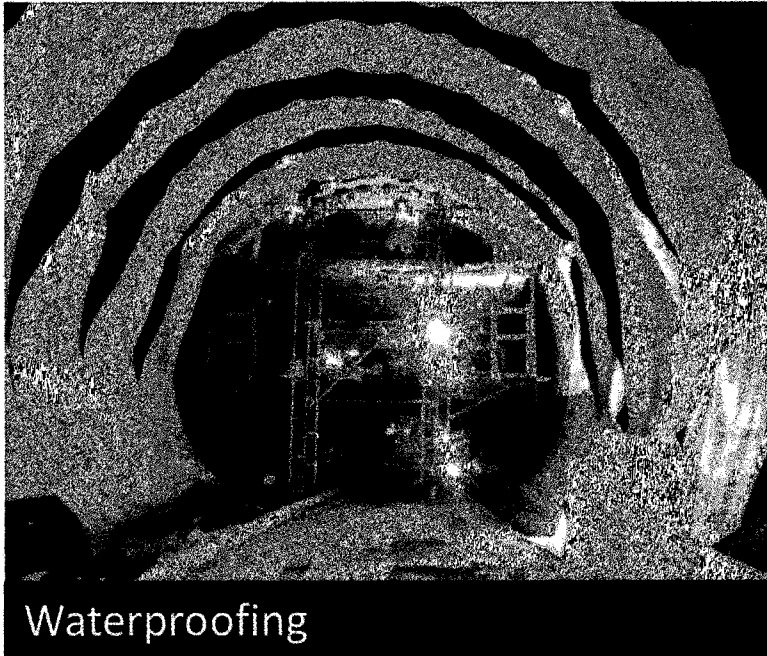


Capital Construction

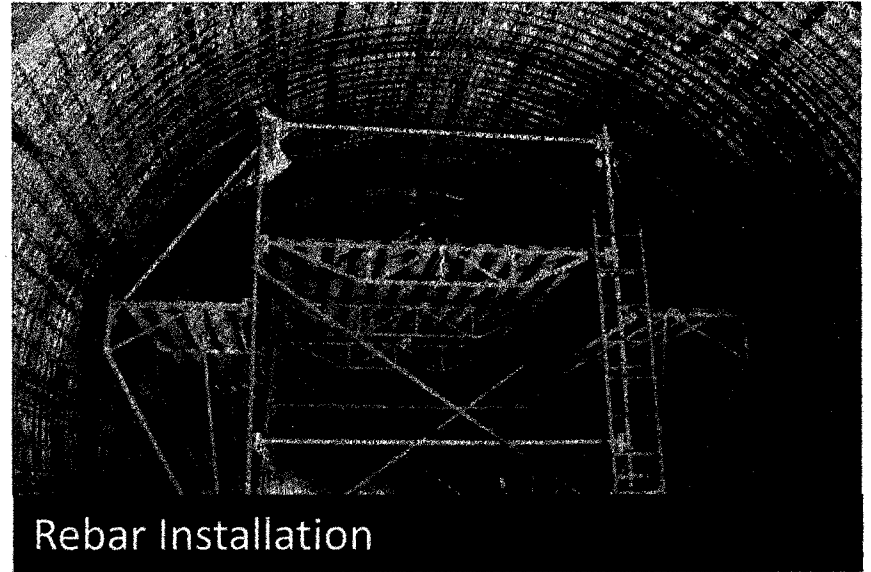
# In Tunnels

3-17

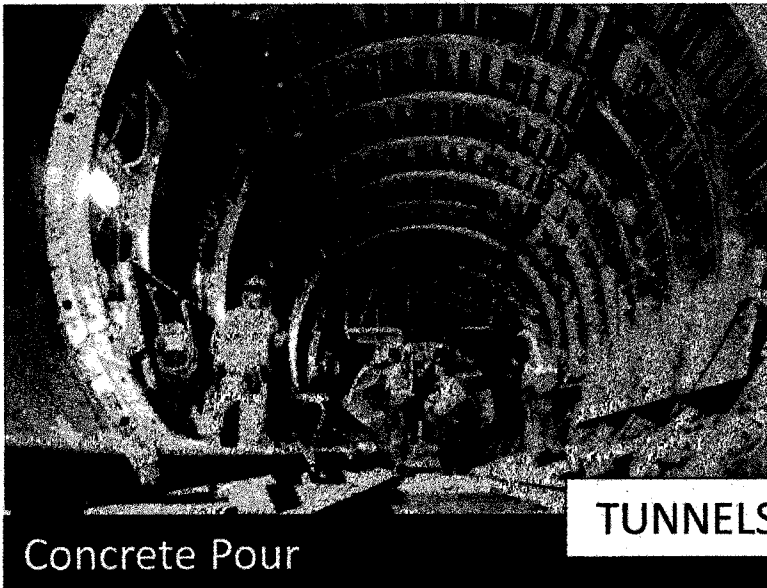
MTACC EAST SIDE ACCESS



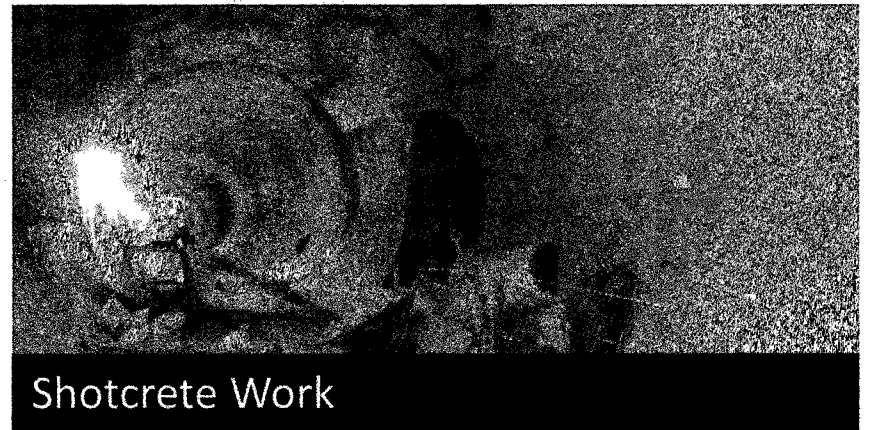
Waterproofing



Rebar Installation

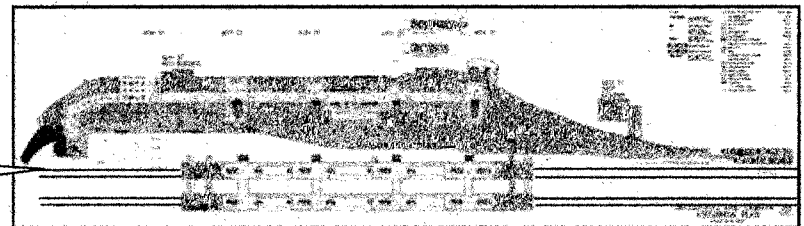


Concrete Pour



Shotcrete Work

TUNNELS





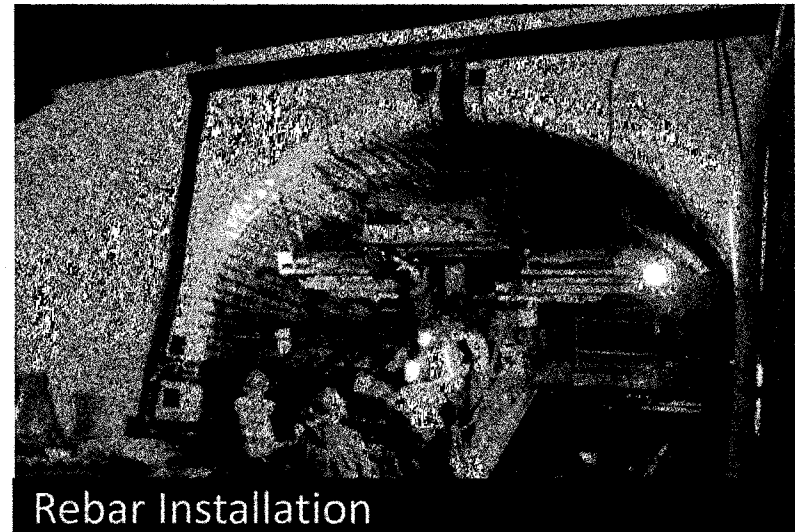


Capital Construction

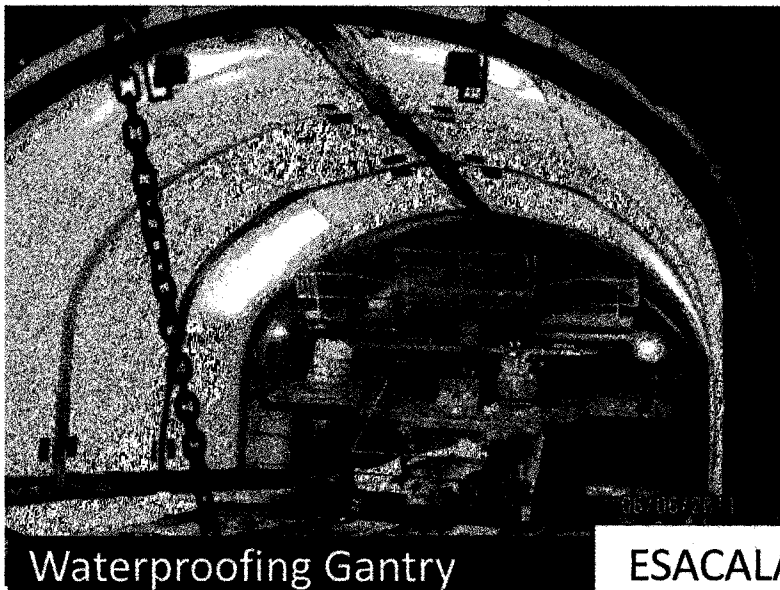
# Finishing Shafts for 17 Escalators



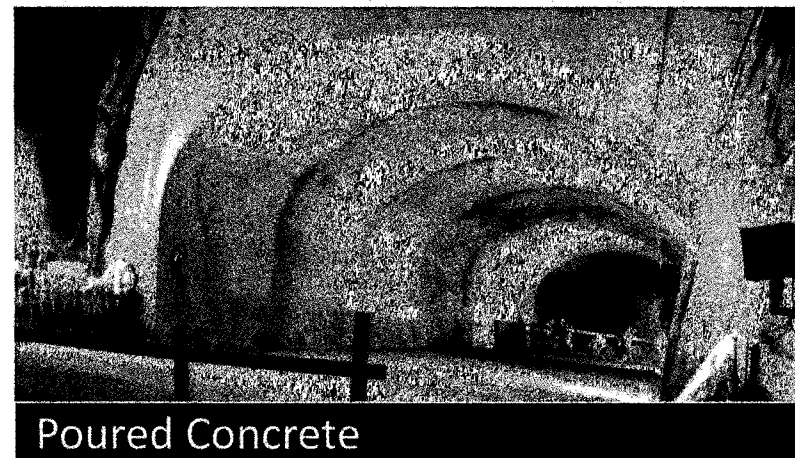
Bushing Shotcrete



Rebar Installation

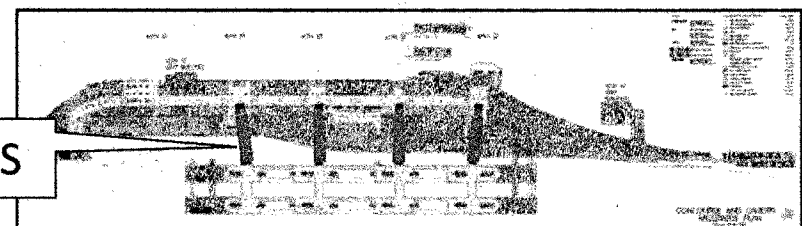


Waterproofing Gantry



Poured Concrete

ESACALATORS



81 E

MTACC EAST SIDE ACCESS







Capital Construction

## A New Entrance At 245 Park Avenue Will Open In June

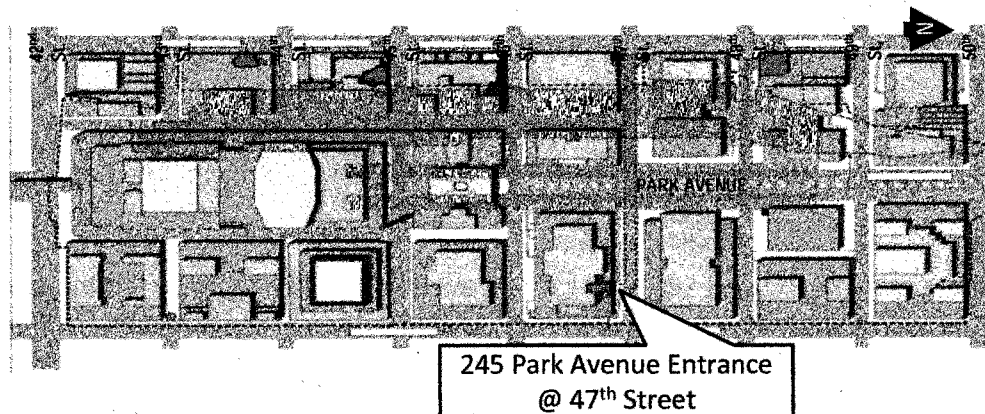
January 2012



Artists Rendering



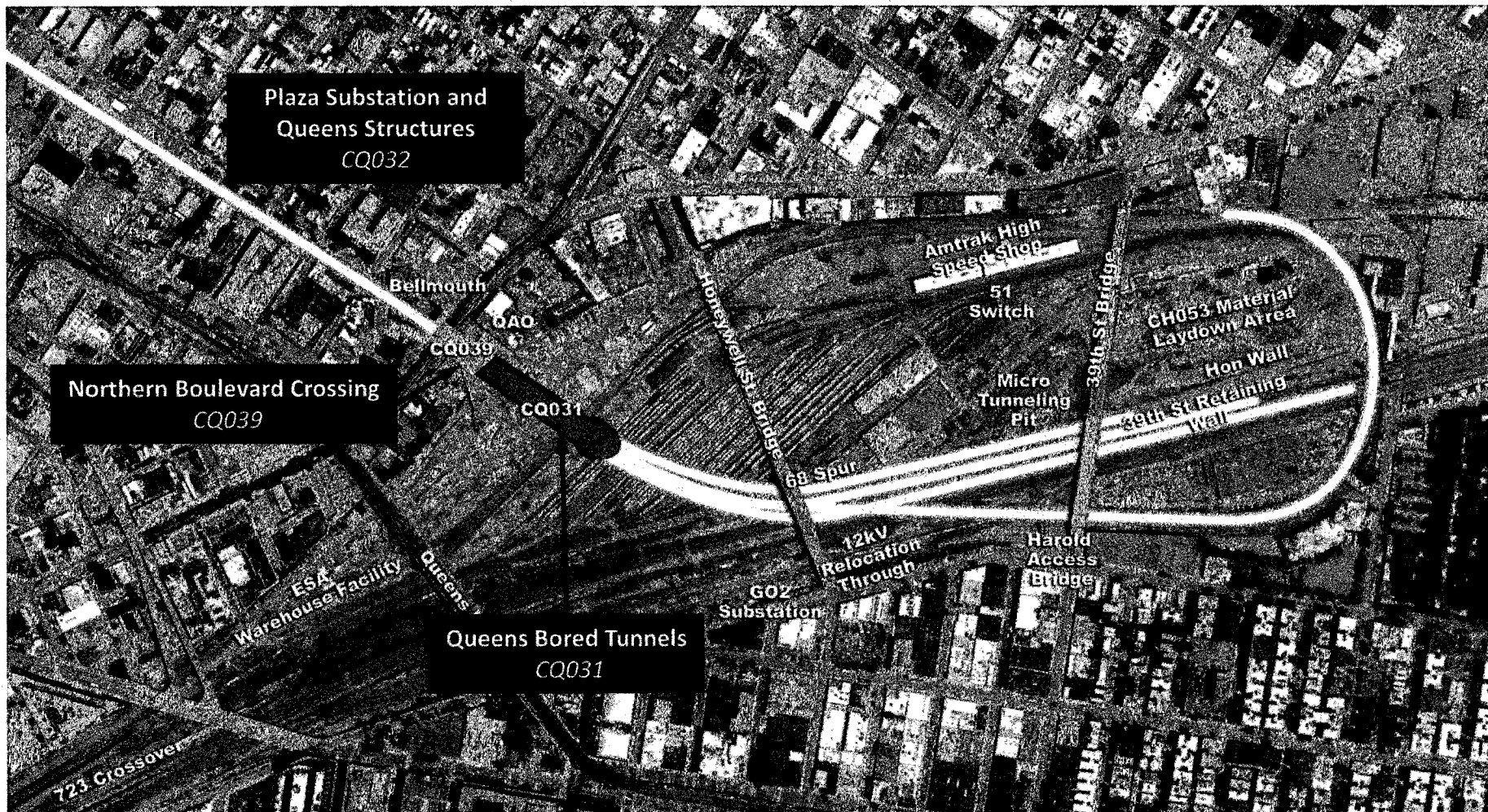
Initial use for MNR's customers until ESA open





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# In Queens - Three Active Contracts at \$1 B +



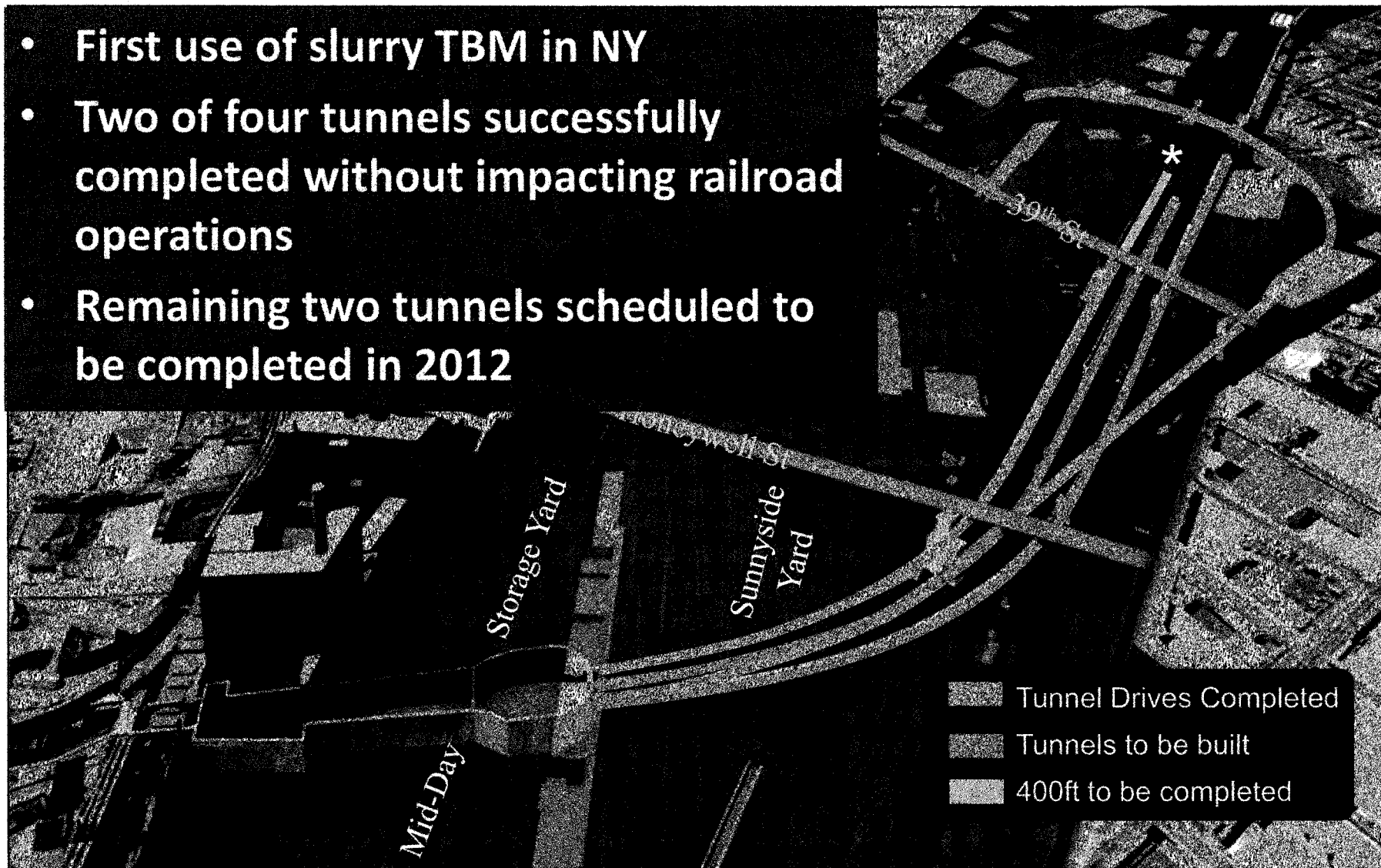
17-3

MTACC EAST SIDE ACCESS



# Queens Tunnels

- First use of slurry TBM in NY
- Two of four tunnels successfully completed without impacting railroad operations
- Remaining two tunnels scheduled to be completed in 2012



\* Tunnel A – Last 400ft not completed; will be done as open-cut later.





Capital Construction

# Repositioning TBMs for Final Two Tunnel Drives



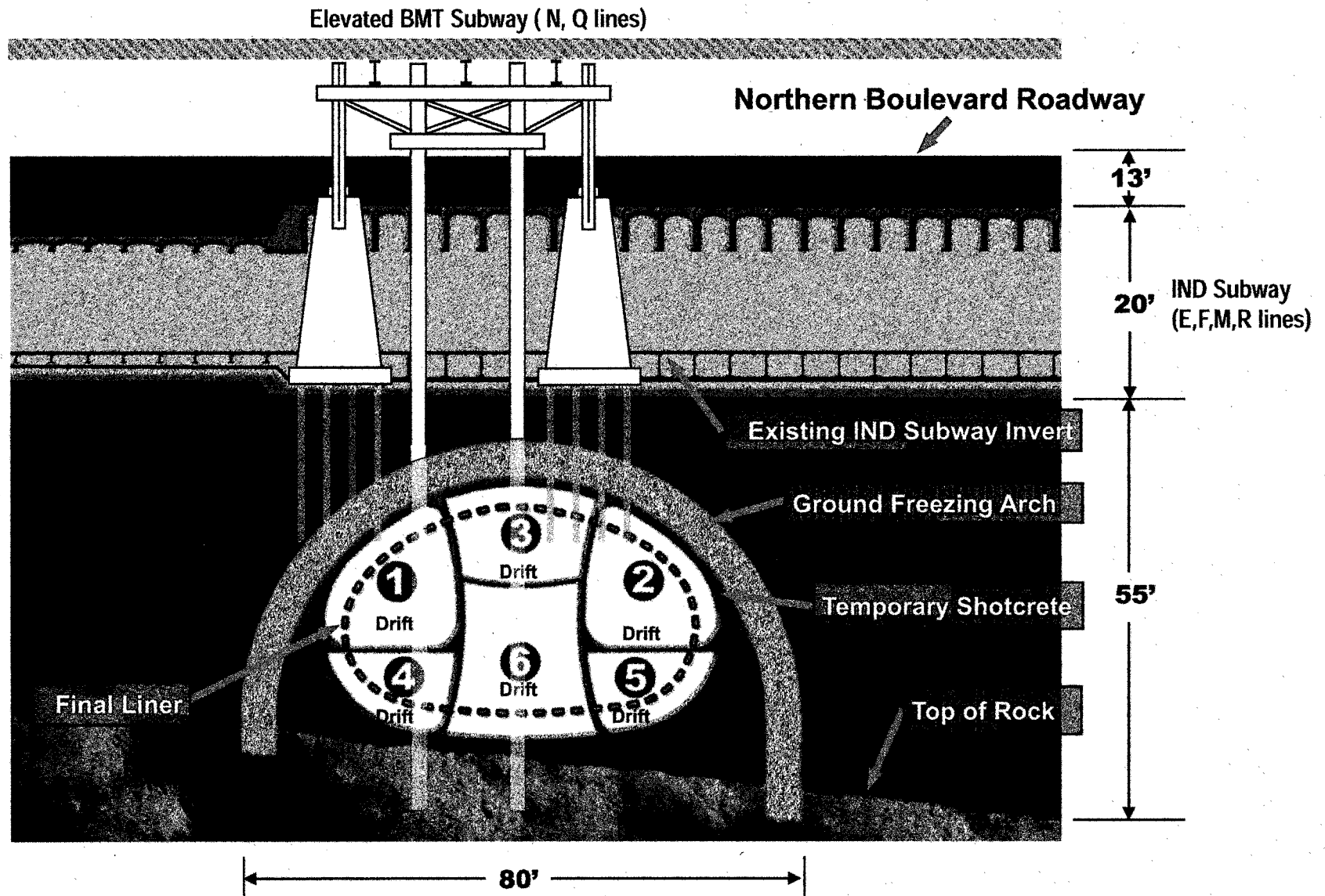


# Remaining Challenges for Queens Tunnels

- Completion of 400 feet of Tunnel A by Open-cut
- Completing B/C Tunnel Extension minimizing impact on Railroad operations
- Completion of Northern Blvd. Excavation



# Northern Boulevard Crossing



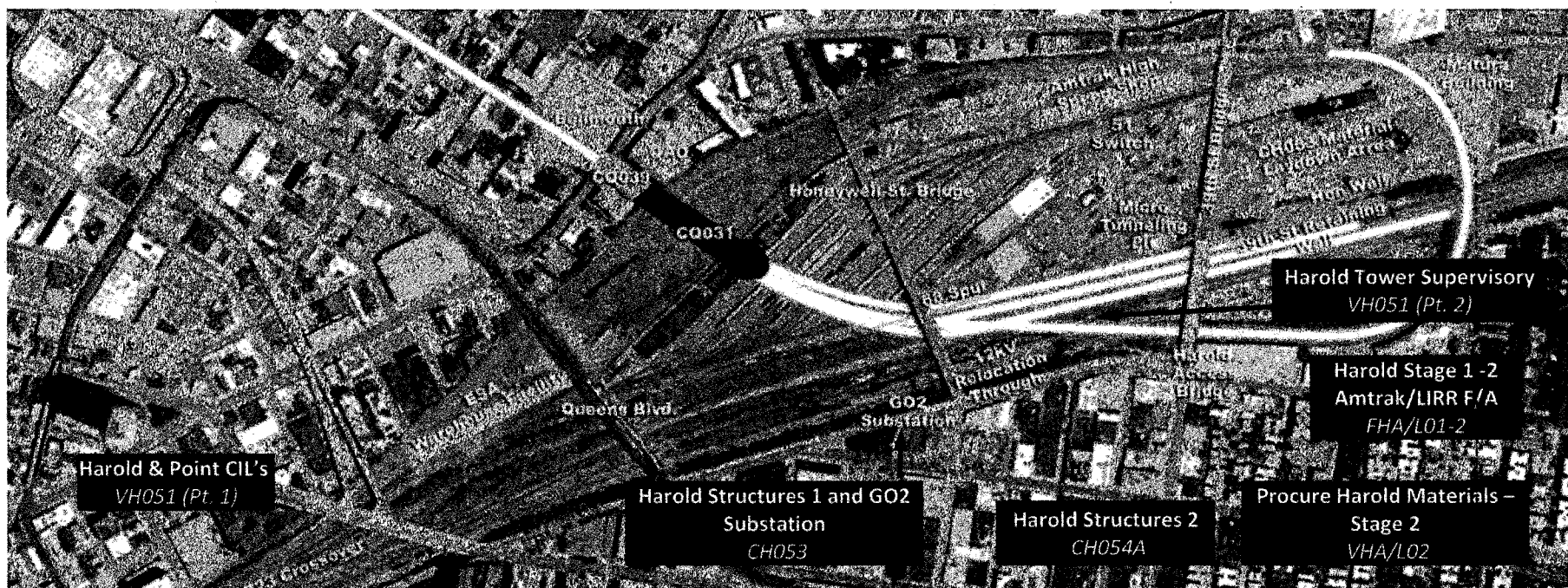
**Final connection of Manhattan tunnels with Queens tunnels; Must be completed by 1<sup>st</sup> Qtr of 2013 to avoid access issues for Manhattan work**



Capital Construction

# Harold- Six Active Contracts over \$500 M

- Significant direct construction work being done by LIRR/AMTRAK forces





# Rebuilding Harold

- Significant work has been accomplished & significant work remains
- Major effort by LIRR and AMTRAK Direct Forces
- Design issues have impacted progress
- Must be scheduled in coordination with RR Operations and East River Tunnel Work

| <i>Infrastructure Element</i>    | <i>Total</i> | <i>To Date</i> | <i>Remaining Work</i> |
|----------------------------------|--------------|----------------|-----------------------|
| New Switches                     | 92           | 23             | 69                    |
| Linear Ft of New Track           | 56,850       | 19,350         | 37,500                |
| New Railroad Bridges             | 5            | 1              | 4                     |
| Catenary Poles/Signal Towers     | 313          | 52             | 261                   |
| Aerial Utility Bridges           | 3            | 1              | 2                     |
| Retaining Walls                  | 15           | 7              | 8                     |
| Signal Bridges/Huts              | 29           | 7              | 22                    |
| LIRR/AMTRAK Signal Trough (Feet) | 33,700       | 18,200         | 15,500                |
| By-Pass Tunnels                  | 2            | 0              | 2                     |
| Railroad Bridges                 | 3            | 1              | 2                     |



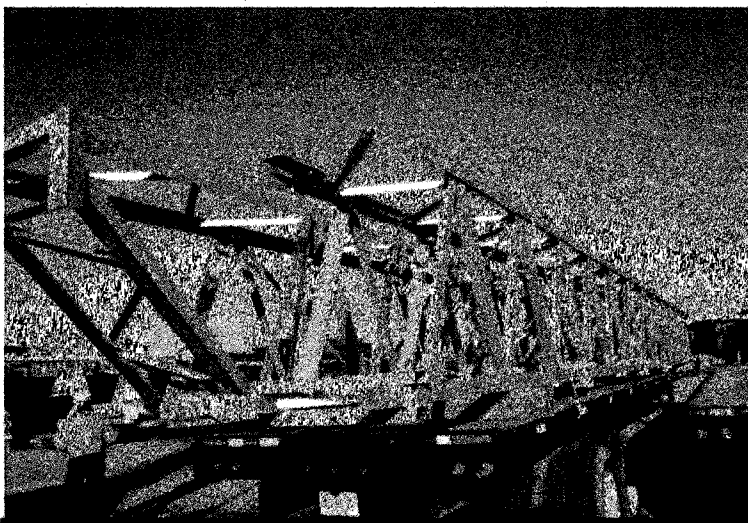


Capital Construction

# Third Party Civil Work



43rd Street WBX Bridge Steel Installation (9-22-2011)



Catenary B930W Truss Structure Delivered (01-12-2012)



43rd Street ML4 Bridge Pier Foundation Piles (01-05-2012)

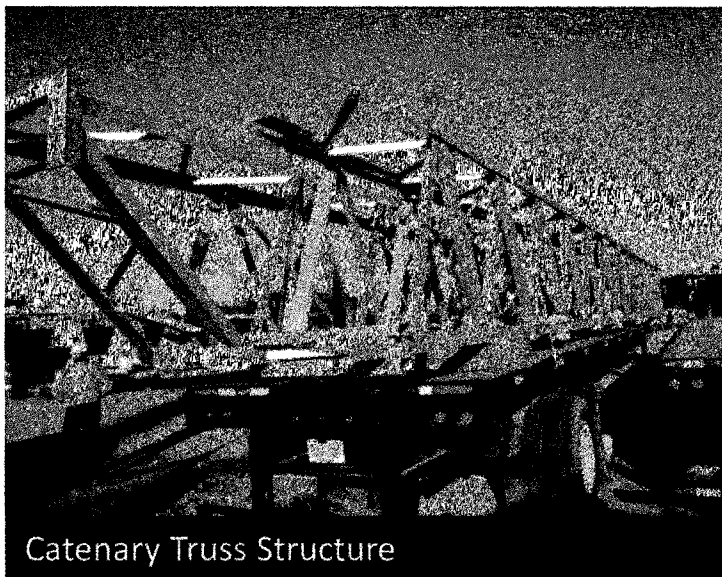
82-3

MTACC EAST SIDE ACCESS

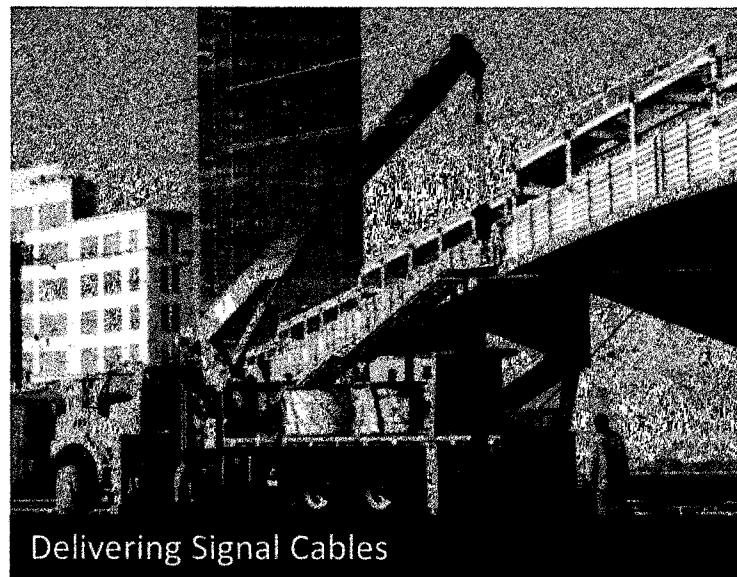


Capital Construction

# Work Performed by LIRR and AMTRAK



Catenary Truss Structure



Delivering Signal Cables



Install Track Panels



Splicing Loops on Signal Tower



## Continuing Challenges in Harold

- Coordination of railroads' resources with construction needs
- Finding balance between aggressive construction schedule and railroad operations
- Coordinating schedule with East River Tunnel work

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# **MTA Capital Program Commitments & Completions**

**through**

**January 31, 2012**

4-1

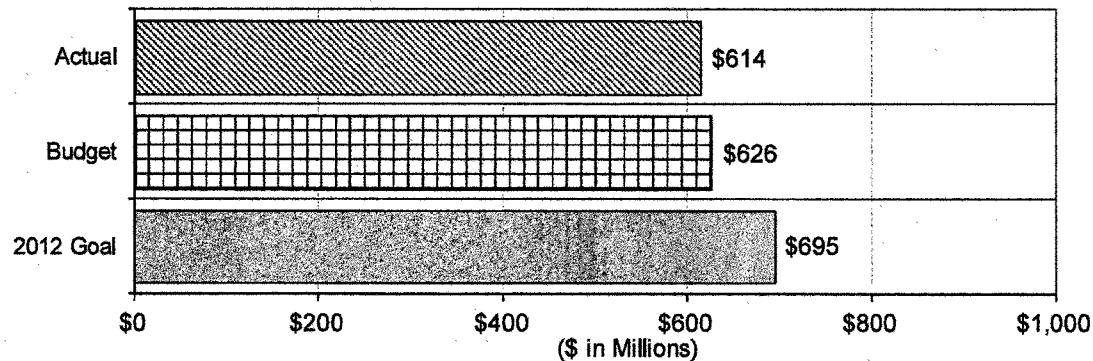
## Capital Projects – Major Commitments – January 2012

In 2012, MTA Agencies plan a total of \$6.1 billion in capital project commitments. During the course of 2012, agencies plan to report on 58 “major” commitments.

In January, MTA agencies planned a total of 3 major commitments, all of which were achieved on or remain close to goal. To date, the agencies have committed \$614 million of the \$6.1 billion annual goal.

At this time, East Side Access is not included in the 2012 commitments goal data due to the ongoing review effort being conducted by the MTA Capital Construction Company.

## Budget Analysis



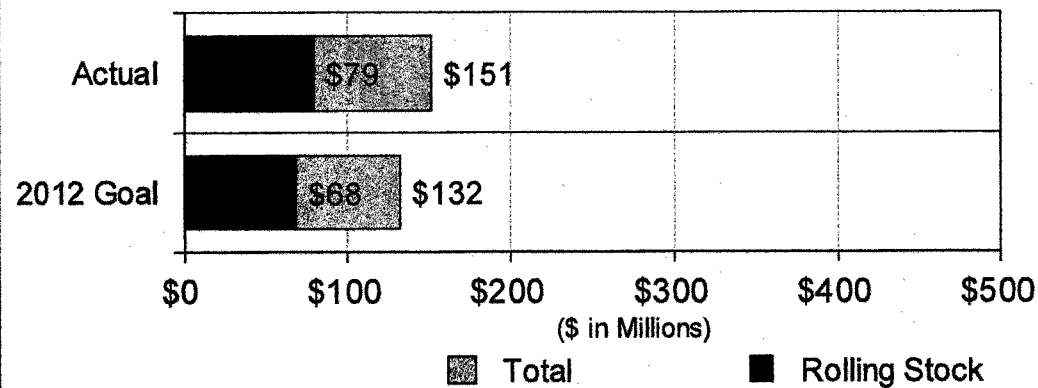
|                      |         |                |
|----------------------|---------|----------------|
| 2012 Annual Goal     | \$6,107 |                |
| 2012 Annual Forecast | 100%    | of Annual Goal |
| Left to Complete     | 90%     | (\$5,486)      |

## Capital Projects – Major Completions – January 2012

In 2011, MTA Agencies plan a total of \$5.8 billion in capital project completions. During the course of 2012, agencies will report on the status of 55 “major” completions.

In January, MTA agencies had 3 planned major completions and there are no budget variances to be reported this month. In January, agencies completed \$151 million in capital projects vs. a goal of \$132 million.

## Budget Analysis



|                      |         |                |
|----------------------|---------|----------------|
| 2012 Annual Goal     | \$5,827 |                |
| 2012 Annual Forecast | 99%     | of Annual Goal |
| Left to Complete     | 97%     | (\$5,614)      |

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## **Status of MTA Capital Program Funding**

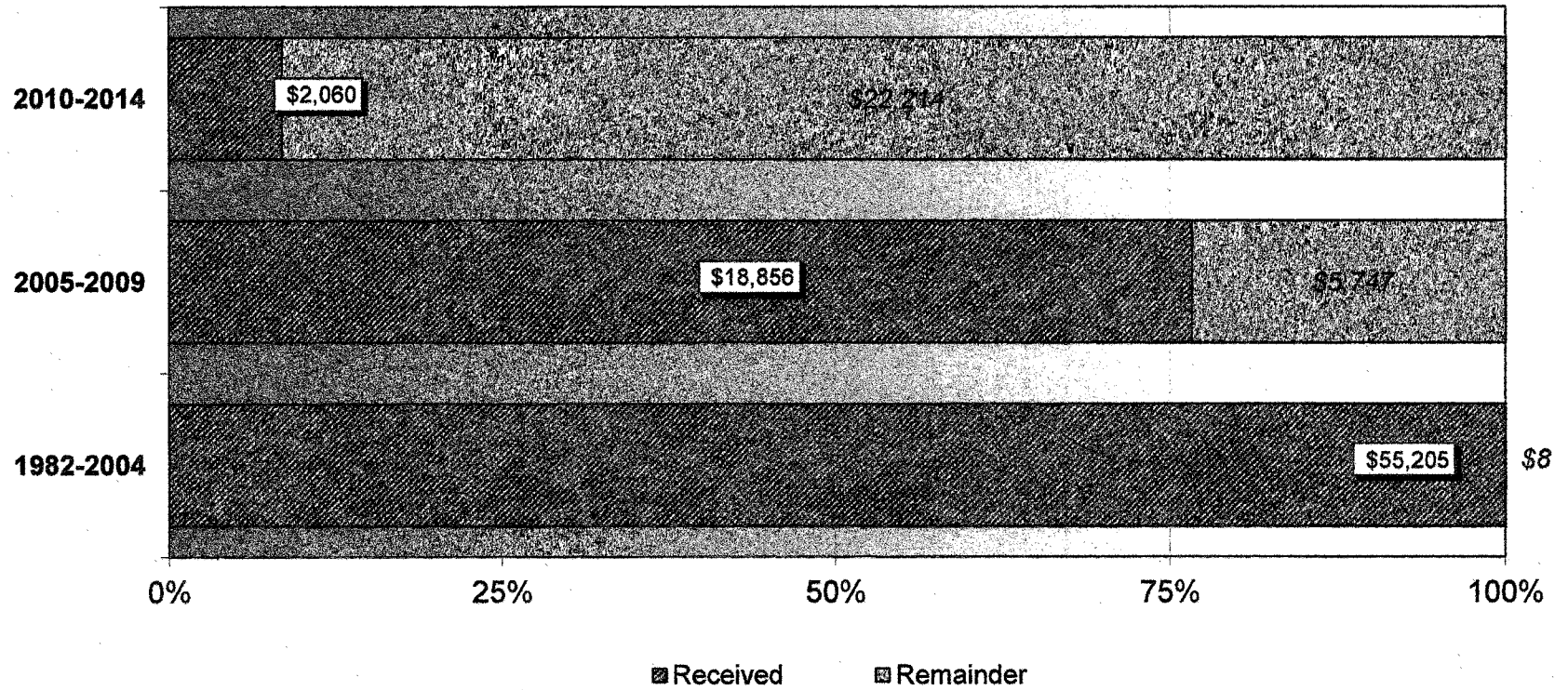
4-4



**Metropolitan Transportation Authority**

**Capital Funding (January 31, 2012)**  
\$ in millions

Capital Program





## Capital Funding Detail (January 31, 2012)

\$ in millions

### 2005-2009 Program

Federal Formula and Flexible Funds  
Federal New Start  
Federal Security  
Federal Other  
Federal ARRA - Stimulus  
City of New York  
City #7 Line Extension Funds  
MTA Bus Federal and City Match  
Asset Sales and Program Income  
State Transportation Bond Act  
MTA Bonds  
B&T Bonds  
Bonds from New Sources  
Other (Including Operating to Capital)

| Funding Plan | Receipts               |            |                  |          |
|--------------|------------------------|------------|------------------|----------|
| Current      | Receipts thru December | This month | Received to date |          |
| \$5,207      | \$5,191                | -          | \$5,191          |          |
| 3,286        | 1,483                  | -          | 1,483            |          |
| 336          | 222                    | -          | 222              |          |
| 7            | 7                      | -          | 7                |          |
| 654          | 654                    | -          | 654              |          |
| 405          | 405                    | -          | 405              |          |
| 2,367        | 1,346                  | 20         | 1,366            |          |
| 152          | 143                    | -          | 143              |          |
| 1,038        | 370                    | -          | 370              |          |
| 1,450        | 480                    | -          | 480              |          |
| 3,243        | 3,039                  | -          | 3,039            |          |
| 1,262        | 1,049                  | -          | 1,049            |          |
| 5,078        | 4,373                  | (15)       | 4,358            |          |
| 117          | 89                     | -          | 89               |          |
| Total        | \$24,603               | \$18,850   | \$5              | \$18,856 |

### 2010-2014 Program

Federal Formula, Flexible, Misc  
Federal High Speed Rail  
Federal Security  
Federal RIFF Loan  
City Capital Funds  
State Assistance  
MTA Bus Federal and City Match  
MTA Bonds (Payroll Mobility Tax)  
Other (Including Operating to Capital)  
B&T Bonds

| Funding Plan | Receipts               |            |                  |         |
|--------------|------------------------|------------|------------------|---------|
| Current      | Receipts thru December | This month | Received to date |         |
| \$5,783      | \$1,180                | -          | \$1,180          |         |
| 295          | 295                    | -          | 295              |         |
| 225          | 52                     | -          | 52               |         |
| 2,200        | -                      | -          | -                |         |
| 762          | 180                    | -          | 180              |         |
| 770          | 0                      | -          | -                |         |
| 167          | -                      | -          | -                |         |
| 10,503       | 320                    | 10         | 330              |         |
| 1,490        | 23                     | 0.3        | 23               |         |
| 2,079        | -                      | -          | -                |         |
| Total        | \$24,274               | \$2,050    | \$10             | \$2,060 |