



**Metropolitan Transportation Authority**

# **Capital Program Oversight Committee Meeting**

## **April 2012**

---

### **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**

**April 23, 2012 – 2:00 pm**

347 Madison Avenue  
Fifth Floor Board Room  
New York, NY 10017

---

#### **AGENDA ITEMS**

#### **Page**

#### **PUBLIC COMMENTS PERIOD**

#### **1. APPROVAL OF MINUTES – MARCH 26**

**TAB 1  
1 – 1**

#### **2. COMMITTEE WORK PLAN**

**1 – 4**

#### **3. NYCT REPORT ON MOTHER CLARA HALE DEPOT McKissack + Delcan Supplementary Report**

**TAB 2  
2 – 1  
2 – 13**

#### **4. MTA ROLLING STOCK CAPITAL INVESTMENT STRATEGY**

**TAB 3  
3 -1**

#### **5. QUARTERLY UPDATE ON MWD BE PARTICIPATION**

**TAB 4  
4 -1**

#### **6. UPDATE ON MTA SMALL BUSINESS MENTORING PROGRAM**

**4 - 2**

#### **7. CAPITAL PROGRAM STATUS**

- Commitments/Completions & Funding

**TAB 5  
5 – 1**

**Date of next meeting: Monday, May 21, 2012 at 2:00 PM**

**MINUTES OF MEETING  
MTA CAPITAL PROGRAM OVERSIGHT COMMITTEE  
March 26, 2012  
New York, New York  
2:00 P.M.**

MTA CPOC members present:

Hon. Joseph J. Lhota, Chairman  
Hon. James Blair  
Hon. Alan Capelli  
Hon. Fernando Ferrer  
Hon. Mark Lebow  
Hon. Charles Moerdler  
Hon. Mark Page  
Hon. Mitchell Pally  
Hon. James Sedore  
Hon. Carl Wortendyke

MTA CPOC members not present:

Hon. Susan Metzger  
Hon. Andrew Saul  
Hon. Vincent Tessitore, Jr.

MTA Board members present:

Hon. Andrew Albert  
Hon. Robert Bickford

MTA staff present:

Linda Kleinbaum  
Jeffrey Rosen  
Ron Saporita

LIRR staff present:

Al Cosenza  
Rich Oakley

MTACC staff present:

Bill Goldstein  
Michael Horodniceanu

McKissack + Delcan staff present:

Jim Castle  
Joe Devito

\* \* \*

Chairman Lhota called the March 26, 2012 meeting of the Capital Program Oversight Committee to order at 2:05 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 February 27, 2012.

## **Committee Work Plan**

Ms. Kleinbaum stated that there were no changes to the Work Plan.

## **Long Island Rail Road Jamaica Capacity Improvements**

Al Cosenza and Rich Oakley provided an update on the Jamaica Capacity Improvements Project. Jamaica is a hub for the LIRR and Air-Train, with connections to NYCT's subway. All branches of the LIRR, except for Port Washington, pass through Jamaica. The project area includes 4 interlockings and 155 switches. The project area, built early in the 20<sup>th</sup> century, is tightly configured, with multiple grades, structural impediments and sharp curves presenting challenges for existing operations and a need to reconfigure the space for East Side Access. There are 2 phases. Phase 1 will increase capacity through Jamaica by accommodating up to 48 trains per hour. Phase 1 also includes the development of a Brooklyn shuttle service requiring the reconfiguration of the station, Johnson Yard tracks and new platforms. The new Brooklyn shuttle service will allow for increased capacity for Manhattan-bound trains and provide more frequent and reliable service to Brooklyn. Phase 2 includes the installation of higher speed switches for 30 miles per hour (mph) routes through Jamaica and the extension of platforms to allow for 12-cars. The Request for Proposals (RFP) for Phase 1 design work was released this past December. Much of the Board discussion focused on the need to preserve the integrity of the Brooklyn service. The Board was assured that the quality of the Brooklyn-bound services could be enhanced by Phase 1 improvements and operational needs will be closely monitored given the potential impact of the Barclay Center's development on ridership patterns. In addition, the Chairman stated that the Atlantic Viaduct may be looked at to determine the potential feasibility of additional transit service. A one-seat airport access ride to JFK may be looked at as well. Board discussion also noted the future potential involvement of MTA CC given the scope of construction activities necessary to expand capacity.

## **MTA Capital Construction Company - Update on the Fulton Street Transit Center (FSTC)**

Michael Horodniceanu and Jeffrey Rosen provided an update on the FSTC, focusing on the station enhancements to make a great public space. Downtown is in the midst of a major transition with significant residential growth and tourism sparked by the WTC Memorial. The Transit Center will be an anchor for the downtown area. The facility will have direct connections to PATH and WTC and improved connectivity to 11 subway lines. It is expected that the facility will also be a retail and dining destination. A Master Lease Agreement is in the process of being developed that will include an innovative approach to leasing, maintenance and operations. Development of the Master Lease will include MTA Real Estate, MTA CC and NYCT. The public spaces will be privately maintained and operated. The Master Lessee will lease the retail and commercial spaces; monetize and program the advertising signage, maintain and operate the Transit Center from roof down to concourse level, the Dey Street Concourse and Head House as well as the Corbin Building. NYCT will maintain all platforms and mezzanines. The RFP is in the process of being developed and it is anticipated that the Master Lessee will be on board by Spring 2013. The entire project is on schedule for its June 2014 substantial completion date. In response to Board questions, it was noted that public restroom facilities will be located in restaurant areas and that the facility will comply with the American with Disabilities Act (ADA). It was also noted that it was too early to project the potential revenue stream.

## **Capital Program Commitments and Completions**

Ms. Kleinbaum noted that it was early in the year and consequently there was limited data to report on for the Capital Program Commitments and Completions. Ms. Kleinbaum noted that the current Quarterly Traffic Report has more descriptive information. Ms. Kleinbaum stated that she was available to respond to any questions.

**Adjournment**

Upon motion duly made and seconded, Chairman Lhota adjourned the March 26, 2012 CPOC meeting at 3:06 P.M.

Respectfully submitted,  
Iris Berman  
Office of Construction Oversight



## 2012-2013 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

May 2012

*Risk-Based Monitoring*

- Quarterly MTA Capital Construction Report on Mega Projects
- 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 Stations Program
- West End Line Stations Risk Assessment
- 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 & Disadvantaged Business Participation

August 2012

No CPOC

September 2012

*Risk-Based Monitoring*

- Quarterly MTA Capital Construction Report on Mega Projects
- SAS Risk Assessments
- 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
- LIRR 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)

## March 2013

### *Risk-Based Monitoring*

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

## April 2013

### *Risk-Based Monitoring*

- LIRR/MNR Update on AVPN
- Red Light project follow-up reports (if needed)

### *Program Priorities*

- Quarterly Update on Minority, Women and Disadvantaged Business Participation

**Infrastructure Division,  
Buses Program, CPM**

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

**April 2012**

**Capital Program Oversight Committee**

# Project Overview

## Project Information

Item	Status
Award Info.	<ul style="list-style-type: none"> <li>○ Awarded November 2, 2010, with a duration of 32 months and a contractual Substantial Completion (SC) date of July 2013.</li> <li>○ Current Forecast SC - August 31, 2013; NYCT is evaluating additional potential scheduling concerns.</li> <li>○ The risk assessment established a 37-month duration (SC-December 2013) with 80% confidence.</li> </ul>
Contract	\$214,000,000 (Construction Cost); 27% complete and on budget
Design Build	Contractor Silverite; Consultant STV and CCM Shaw Environmental

## Highlights

- **The facility will be constructed in 3 sections (or Buildings). They are identified as buildings "A", "B" and "C" and are built starting from West to East from Adam Clayton Powell Boulevard to Lenox Avenue. The expansion joints of the facility divides buildings A thru C in three equal parts.**
- **In order to keep the construction work ongoing, the Design-Build firm split the design for the facility into 6 packages.**
- **11 Construction Permits issued to date.**

## 180 Day Look Ahead

### Building A

- Metal Panels for Facade – Start May 2012
- Roof Concrete – Start May 2012

### Building C

- Structural Steel – Complete by July 2012
- Precast Panel Installation for Facade – Complete by October 2012
- Concrete Deck Slabs – Complete by October 2012

## Risks & Challenges





<b>Risks/ Challenges</b>	<b>Mitigations (Design)</b>
Scope changes	<p>To maximize efficiency of Design-Build, major changes are elevated to senior management of DOB and CPM.</p> <p>Change orders are minimized, there are six scope changes to be negotiated. Two have been negotiated.</p>
Design Process	<ul style="list-style-type: none"> <li>• Final package (Building envelope &amp; fit out) review ongoing</li> <li>• Collaborative effort between CPM and DOB is working well</li> </ul>



## Risks & Challenges

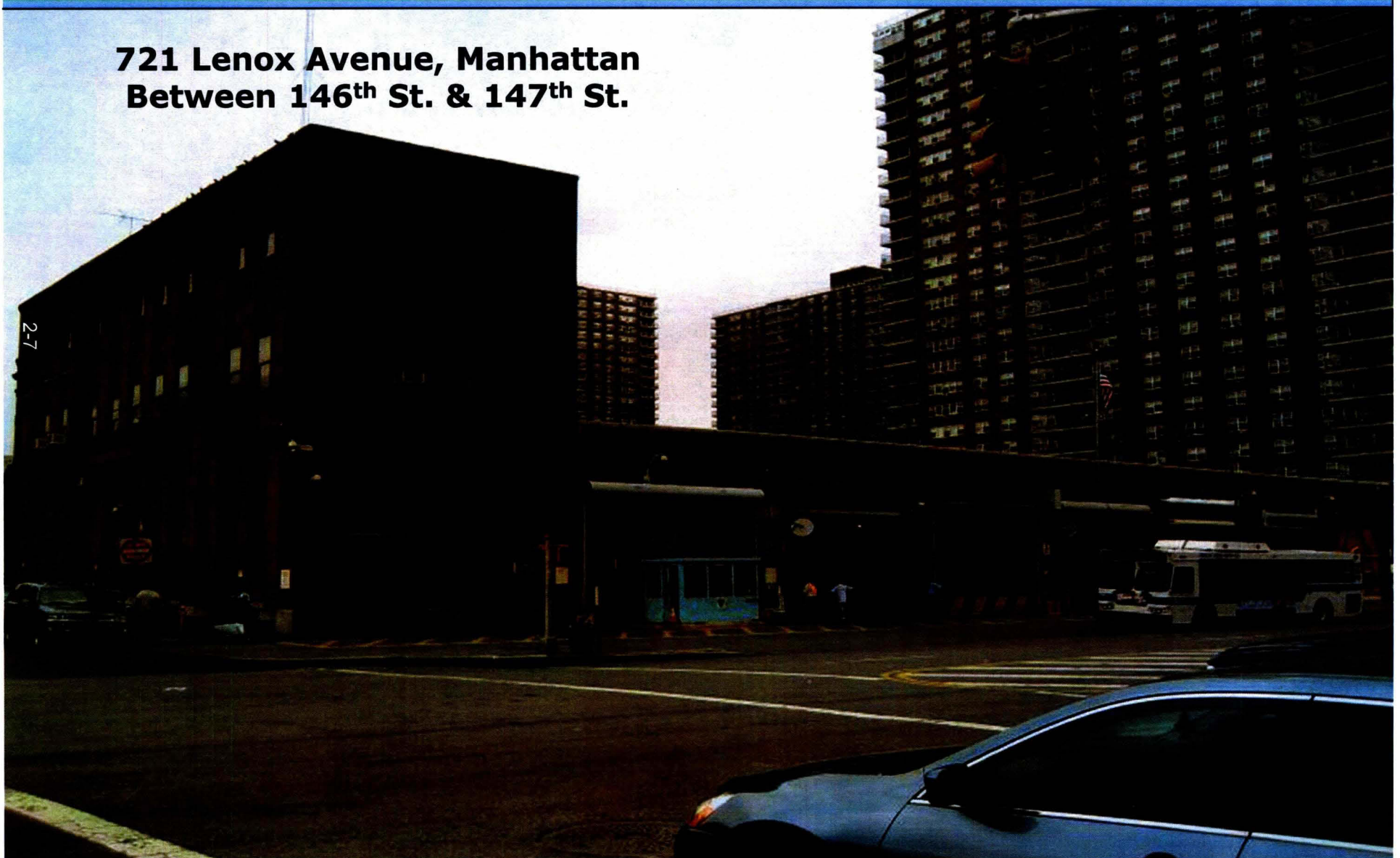
Risks / Challenges	Mitigation (Construction)
Community Issues	<ul style="list-style-type: none"><li>• Working closely with community through monthly Mother Clara Hale Task Force meetings. Community informed on forecasted construction activities and pending street and sidewalk closures.</li><li>• The community has been receptive and cooperative.</li></ul>
Commissioning, Testing & Acceptance	<ul style="list-style-type: none"><li>• Monthly commissioning meetings ongoing</li><li>• Commissioning Plan was approved on January 12, 2012</li></ul>
Project Coordination	<ul style="list-style-type: none"><li>• DOT coordination for street closures for construction phasing for 2 CPM managed projects:<ul style="list-style-type: none"><li>• The Mother Clare Hale project, and</li><li>• Installation of Duct Bank work from 141<sup>st</sup> St. to 147<sup>th</sup> St. which requires street excavation in front of the work site.</li></ul></li><li>• Received approval from Con Edison for the transformer vaults and Network Protection rooms.</li><li>• Received approval from DOT of NYC Builders Pavement plan for sidewalk work and tree planting.</li></ul>

## Major Milestones

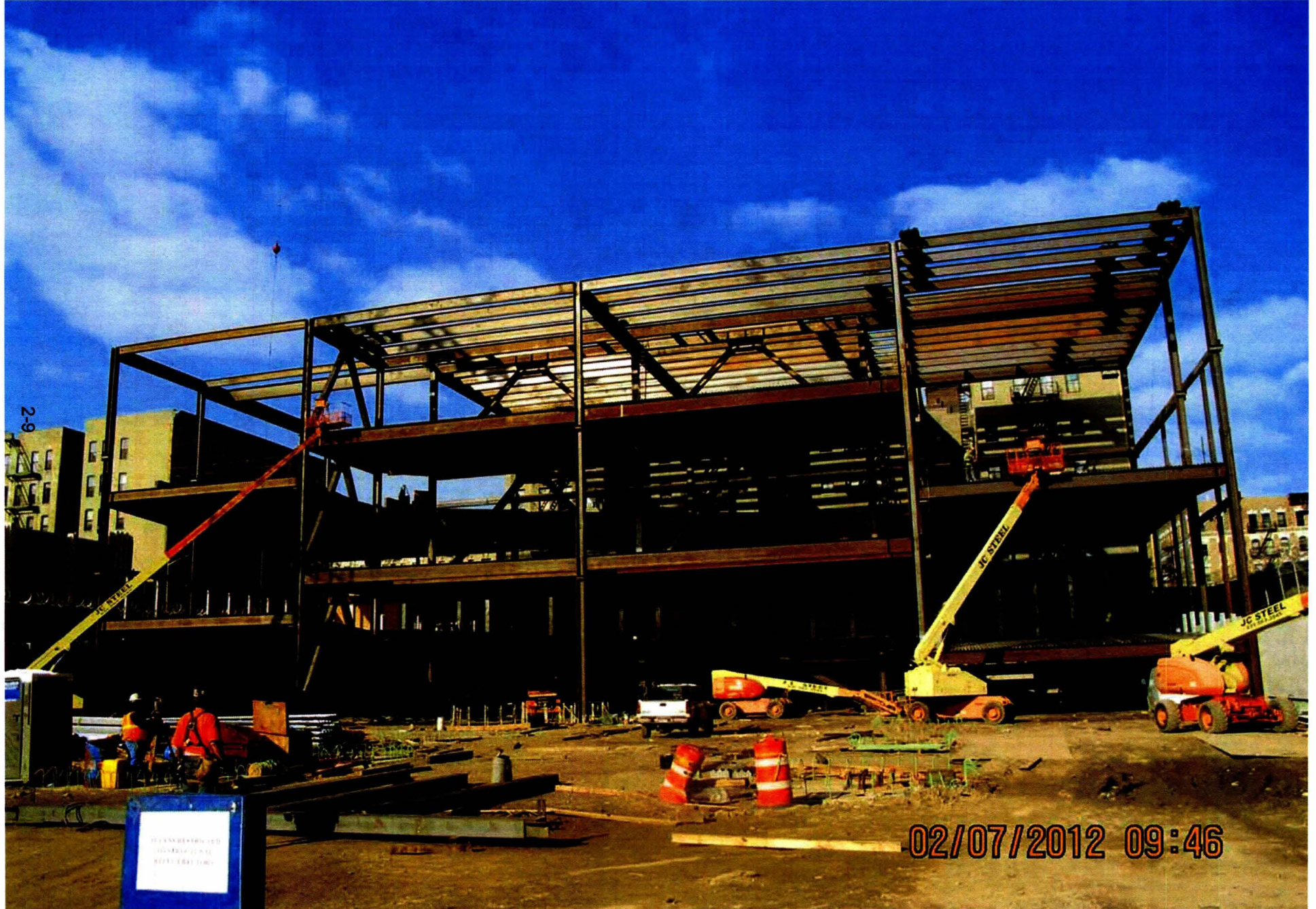
Status	Activity	Date Needed	Issues
 Yellow	100% Final Design Submission	November 2011	Final package received December 2011 Six week delay in submission (227 RFIs issued to Transit)
 Green	Pile Driving	November 2011	None – completed November 2011
 Green	Foundation Walls	February 2012	None – completed February 2012
 Yellow	Building Enclosure	November 2012	One month late – now scheduled for December 2012

## Old Bus Depot

**721 Lenox Avenue, Manhattan  
Between 146<sup>th</sup> St. & 147<sup>th</sup> St.**











2-12



03/23/2012 10:07

---

**IEC's Supplementary Report: Mother Clara Hale Bus Depot**

**Schedule Performance:** The project is 27% complete with Final Design due April 30, 2012. The Contractor's current schedule update shows the project 40-work days behind schedule with a current Substantial Completion Date of August 27, 2013 vs. the original Substantial Completion Date of July 1, 2013. The delay is due to a higher volume of buried concrete foundations than anticipated, which effected the excavation and removal process as well as subsequent pile driving activities. In addition, contributing to the delay is the Contractor's design development, review/comment period, and NYC Transit's approval of design packages. As a result, NYC Transit has recognized that the Substantial Completion date of July 1, 2013, is no longer achievable, and therefore has revised the Substantial Completion date to August 31, 2013 (*Note, the risk informed date at the 80% confidence level indicated a 37 month construction duration for a Substantial Completion date of December 2013*). The IEC's agrees with the revised schedule, however has not had an opportunity to evaluate the additional potential scheduling concerns raised by NYC Transit. Therefore, NYC Transit should evaluate the additional potential scheduling concerns as soon as possible to determine the validity of the revised Substantial Completion date. The IEC will continue to monitor and analyze all monthly update schedules for adherence to NYC Transit's reported Substantial Completion date.

**Budget Performance:** The EAC of \$253M has remained the same since the last CPOC report in October 2011. As of March 31, 2012, contingency for this project remains the same as at award. There are six AWO's that have been identified, two AWO's have been negotiated, the remaining four AWO's have not been negotiated. NYC Transit should work to complete the negotiated cost of the AWOs to more closely track remaining contingency and the possible effect on the overall project EAC.

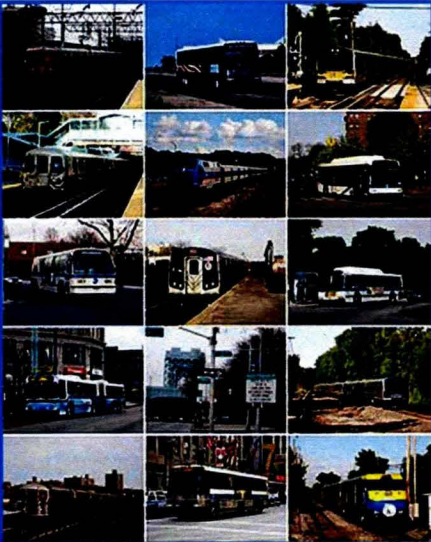
**Critical Milestones and Issues:** Scope changes were identified as a risk to the project cost and schedule. NYC Transit has mitigated this risk with a prerequisite that major scope changes require the approval of the Senior Vice Presidents of CPM, and DOB, as well as the President. This mitigation has been successfully implemented by NYC Transit resulting in a relatively small number of Additional Work Orders (AWOs) to date.

**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.



Metropolitan Transportation Authority

3 - 1



April 23, 2012

## Rolling Stock Capital Investment Strategy Project

Phase 2 Summary - CPOC

## Project goals and Phase 2 deliverables

A three phase approach to develop and implement strategies for rolling stock procurement savings

### Phase 1: Diagnostic

Initial meetings, data gathering and plan development; focus on identifying quick wins

### Phase 2: Quick wins and future planning

Monetize quick wins, develop LCC models and detail Phase 3 savings proposals

### Phase 3: Go/no go on proposals for potential saving initiatives

### Phase 2 deliverables

Implementation of **quick wins** identified in Phase 1

Development of **Life Cycle Cost models** identified in Phase 1

**Knowledge transfer** and training to promote future savings

**Proposals for Phase 3** future savings opportunities

## Phase 2 deliverables: Implementation of quick wins (1/2)

Several quick wins have been achieved

Modes		Quick Wins
Subway	▪ R179	▪ Focus on “enabling” for future savings ▪ Focused support of R179 and R188 procurements ▪ R211 support to develop objectives and target process
	▪ R188	
	▪ R211	
Bus	▪ CNG bus	▪ Active involvement and support of the negotiation process
	▪ Express bus	
Rail	▪ M-9	▪ Focus on “enabling” for future savings



## Phase 2 deliverables: Implementation of quick wins (2/2)

\$7.4 M in expected bus savings by the joint MTA / Oliver Wyman team has met the Phase 2 quick win savings target

### Bus procurement support

- Review fleet requirements
- Profile supplier economics
- Contract language refinements and additions

### Outcomes

#### CNG bus

- Negotiations and BAFO completed in November
- December Board award to Daimler Bus North America (DBNA) for 74 CNG buses at a price of \$31.8 M
- Total savings of \$3.07 M from budget

#### Express bus

- Recommendation to lower the number of buses procured by 10%
- Procurement mandate adjusted to 54 buses
- Expected reduction of approx. \$4.3 M in budget (~10%)
- Negotiations with bus builder commenced

Target savings

\$4 – 8 M

Expected savings

\$7.4 M +

## Phase 2 deliverables: Development of Life Cycle Cost models

Several Life Cycle Cost models have been created to provide cost transparency

### Developed Life Cycle Cost models

<b>Subway</b>	<ul style="list-style-type: none"><li>▪ R179</li><li>– R160</li><li>▪ R188</li><li>– R142A</li></ul>
<b>Bus</b>	<ul style="list-style-type: none"><li>▪ CNG bus</li><li>▪ Express bus</li></ul>
<b>Rail</b>	<ul style="list-style-type: none"><li>▪ M-9 LIRR</li><li>▪ M-9 MNR</li><li>▪ Loco-Coach MNR</li></ul>

### Future leverage of models

- Support product cost down (PCD) and maintenance optimization initiatives
- Inform procurements
- Support strategic decision making,
- Benchmark performance based on Key Performance Indicators
- Support additional analysis and modeling

## Phase 2 deliverables: Knowledge transfer

Knowledge transfer on savings enablers will promote savings in future procurements

### Internalized Savings Enablers

Future procurements to incorporate:

- Life Cycle Cost models
- Product Cost Down Requirements
- Negotiation playbook
- Warranty analysis
- Fleet needs analysis to be required prior to any future rolling stock procurements

### Future Procurements

Subway

▪ R211

Bus

▪ Diesel buses

▪ Articulated buses

Rail

▪ M-9

## Phase 2 deliverables: Phase 3 savings proposals

Proposals identify opportunities for future savings

### Phase 3 proposals

Subway	<ul style="list-style-type: none"><li>▪ <b>R211 support:</b> Develop new generation car requirements.</li><li>▪ <b>Fleet needs and volume optimization:</b> Diagnose subway fleet needs</li><li>▪ <b>R179 post-award Produce Cost Down:</b> Identify and reduce costs in collaboration with the car-builder</li><li>▪ <b>Also, LCC model extension, maintenance optimization</b></li></ul>
Bus	<ul style="list-style-type: none"><li>▪ <b>Diesel bus and articulated bus procurement support:</b> Test fleet evaluation, pre-award Product Cost Down &amp; procurement support</li><li>▪ <b>Bus fleet planning:</b> Develop fleet needs and priorities for improvements</li><li>▪ <b>LCC extension and fleet strategy:</b> Extend LCC models to additional bus fleets and evaluate fleet mix</li></ul>
Rail	<ul style="list-style-type: none"><li>▪ <b>M-9 procurement &amp; negotiation support:</b> Support for M-9 car procurement</li></ul>



## Next steps

- Phase 3 proposals provide opportunities for **future savings**
- Agencies **internalized good practices and lessons learned** from Phase 2
- Agencies have decided that the **preferred approach for pursuing future savings opportunities is using in-house forces, alternative consultants and support from the IEC if needed**
- Agencies will **report to CPOC on savings progress**

# JANUARY - MARCH 2012 MWDBE AWARDS ON MTA CAPITAL PROJECTS with GOALS

FEDERALLY FUNDED	JANUARY 2012 (in millions)			FEBRUARY 2012 (in millions)			MARCH 2012 (in millions)			TOTAL (in millions)		
DBE Participation Goal: 17%	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 (%)
Construction	\$ 261.9	\$ 21.4	8.2%*	\$ 6.3	\$ 1.3	20.6%	\$ 44.0	\$ 8.7	19.8%	\$ 312.2	\$ 31.4	10.1%
Professional Services												
Other												
<b>TOTAL</b>	<b>\$ 261.9</b>	<b>\$ 21.4</b>	<b>8.2%</b>	<b>\$ 6.3</b>	<b>\$ 1.3</b>	<b>20.6%</b>	<b>\$ 44.0</b>	<b>\$ 8.7</b>	<b>19.8%</b>	<b>\$ 312.2</b>	<b>\$ 31.4</b>	<b>10.1%</b>
Additional MWBE Participation:	Total Awards	Total MWBE Awards		Total Awards	Total MWBE Awards		Total Awards	Total MWBE Awards		Total Awards	Total MWBE Awards	
Construction	\$ 261.0	\$ 13.9		\$ 6.3	\$ 4.4		\$ 44.0	\$ 0.7		\$ 311.3	\$ 19.0	
Professional Services												
Other												
<b>Total</b>	<b>\$ 261.0</b>	<b>\$ 13.9</b>		<b>\$ 6.3</b>	<b>\$ 4.4</b>		<b>\$ 44.0</b>	<b>\$ 0.7</b>		<b>\$ 311.3</b>	<b>\$ 19.0</b>	
STATE FUNDED	JANUARY 2012 (in millions)			FEBRUARY 2012 (in millions)			MARCH 2012 (in millions)			TOTAL (in millions)		
MBE Participation Goal: 10%	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 (%)
Construction	\$ 23.1	\$ 2.35	10.2%	\$ 110.7	\$ 7.4	6.7%**	\$ 12.3	\$ 1.2	10.0%	\$ 146.1	\$ 10.98	7.5%
Professional Services				\$ 0.9	\$ 0.09	10.0%	\$ 4.8	\$ 0.5	10.0%	\$ 5.7	\$ 0.58	10.0%
Other												
MBE Participation on FTA-funded projects		\$ 7.2						\$ 0.5			\$ 7.70	
<b>TOTAL</b>	<b>\$ 23.10</b>	<b>\$ 9.55</b>	<b>41.3%</b>	<b>\$ 111.6</b>	<b>\$ 7.5</b>	<b>6.7%</b>	<b>\$ 17.1</b>	<b>\$ 2.22</b>	<b>12.9%</b>	<b>\$ 151.8</b>	<b>\$ 19.26</b>	<b>12.7%</b>
WBE Participation Goal: 10%	Total Awards	Total WBE Awards	WBE Participation (%)	Total Awards	Total WBE Awards	WBE Participation (%)	Total Awards	Total WBE Awards	WBE Participation (%)	Total Awards	Total WBE Awards	WBE Participation (%)
Construction	\$ 23.1	\$ 2.4	10.4%	\$ 110.7	\$ 5.6	5.1%**	\$ 12.3	\$ 1.2	10.0%	\$ 146.1	\$ 9.2	6.3%
Professional Services				\$ 0.9	\$ 0.09	10.0%	\$ 4.8	\$ 0.5	10.0%	\$ 5.7	\$ 0.58	10.0%
Other												
WBE Participation on FTA-funded projects		\$ 6.7			\$ 4.4			\$ 0.2			\$ 11.30	
<b>TOTAL</b>	<b>\$ 23.1</b>	<b>\$ 9.1</b>	<b>39.4%</b>	<b>\$ 111.6</b>	<b>\$ 10.1</b>	<b>9.0%</b>	<b>\$ 17.1</b>	<b>\$ 1.9</b>	<b>11.2%</b>	<b>\$ 151.8</b>	<b>\$ 21.1</b>	<b>13.9%</b>
Additional DBE Participation:	Total Awards	Total DBE Awards		Total Awards	Total DBE Awards		Total Awards	Total DBE Awards		Total Awards	Total DBE Awards	
Construction				\$ 110.7	\$ 1.2		\$ 12.3	\$ 5.0		\$ 123.0	\$ 6.2	
Professional Services												
Other												
<b>Additional DBE Participation Total</b>				<b>\$ 110.7</b>	<b>\$ 1.2</b>		<b>\$ 12.3</b>	<b>\$ 5.0</b>		<b>\$ 123.0</b>	<b>\$ 6.2</b>	
* Due to specialized nature of the project involving underground track, signal, power and communication systems for NYCT contract C-2009, totaling \$261.9 million, prime contractor was required to perform a majority of the work with its own workforce. There are limited DBEs in these areas. Therefore, an 8% DBE goal was set.												
**Based on limited availability of MWBEs in communication, electrical and mechanical areas for NYCT contract W-32686R, totaling \$105 million, involving VHF radio system upgrade, a 5% MBE goal and a 5% WBE goal was set on this project.												

# SBMP

MTA Small Business Mentoring Program

## **Michael J Garner**

Chief Diversity Officer

Department of Diversity and Civil Rights

## **Amil Patel**

Small Business Mentoring Program

Program Manager

Office of Construction Oversight

**April 23, 2012**

**CPOC Committee Meeting**

# SBMP Awards

## MTA Small Business Mentoring Program

➤ Year 1	<u># Projects</u>	<u>\$ Amount</u>
▪ Awarded	25	13,976,135
▪ Substantial Completion or Closed Out	17	9,599,481

➤ Year 2	<u># Projects</u>	<u>\$ Amount</u>
▪ Awards as of 3/30/12	13	5,932,383
▪ Substantial Completion or Closed Out	1	84,000

➤ Year 1 & Year 2 Goals = \$25 Million (on target)



# SBMP Goals

## MTA Small Business Mentoring Program

➤ Performance Metrics	<u>Goal (Days)</u>	<u>Actual to date (Days)</u>
Payments	10	5.5
Awards	10	11.2
Close Outs	20	16.0
Change Orders *	15	17.7
Submittals	10	< 10
RFI's	5	< 5

\*Needs Improvement

# **SBMP Best Practices**

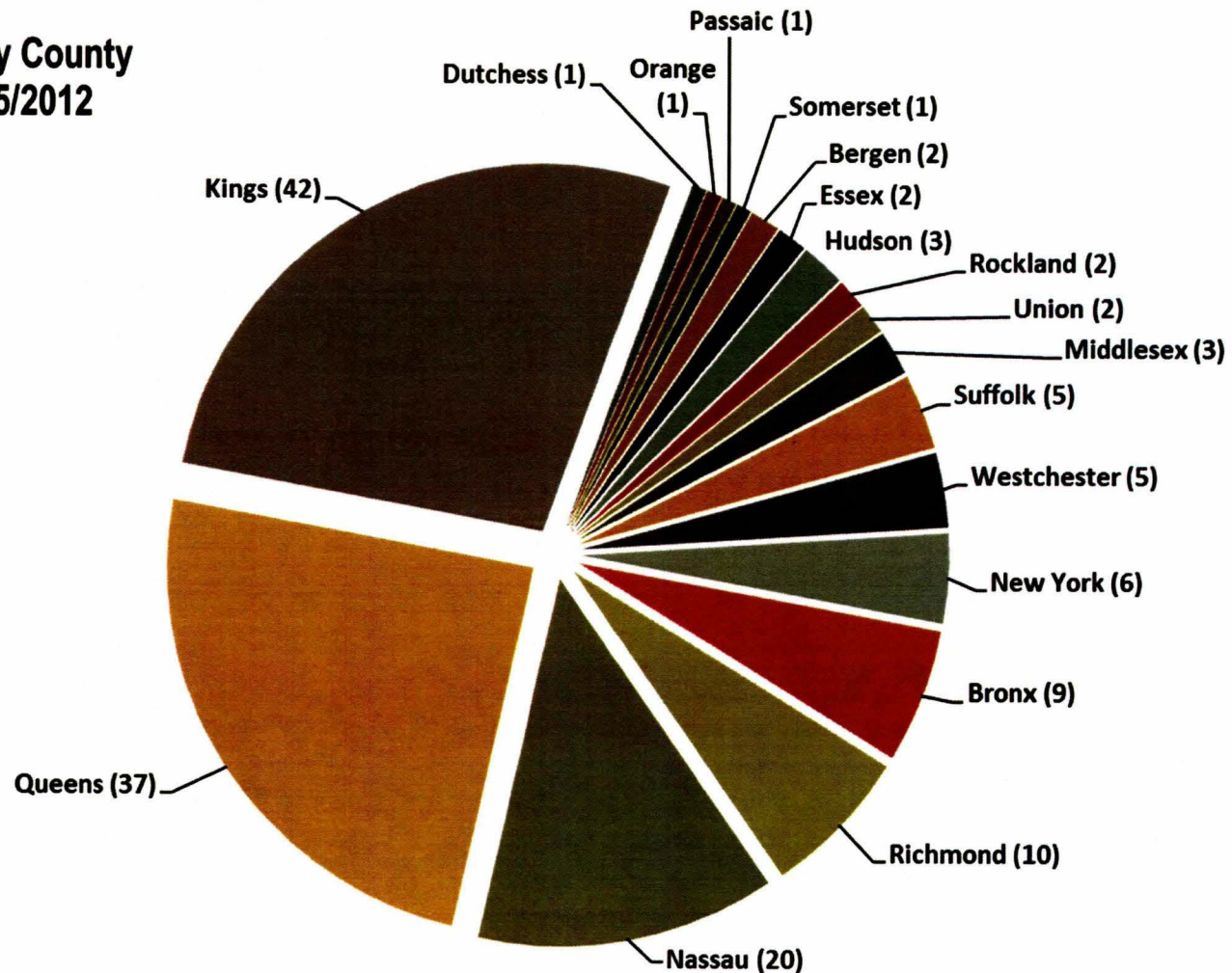
**MTA Small Business Mentoring Program**

- **Use of Constructware® Project Management Software on 18 current SBMP Projects and all future SBMP Projects**
- **First Time Use of Constructware® by B&T, MNR & LIRR on Construction Projects**
- **Active Use of Risk Management Process**
- **Payment Controls**

# SBMP Pre-Qualified Firms

MTA Small Business Mentoring Program

**Prequalified Firms by County**  
**152 Firms as of 4/5/2012**



# SBMP Status

## MTA Small Business Mentoring Program

### ➤ Opportunity for Small Businesses

- 82 firms completed the MTA training
- Loans approved - 4
- Loans satisfied - 1
- Loan applications pending review - 2

### ➤ Prequalified firms MWDBE Certification Status breakdown:

- MBE - 107
- WBE - 18
- DBE - 42

---

**MTA Capital Program  
Commitments & Completions**

**through**

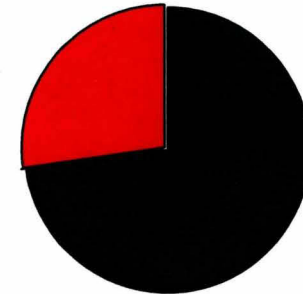
**March 31, 2012**

### Capital Projects – Major Commitments – March 2012

Through March, MTA agencies planned a total of 11 major commitments, of which 8 were achieved on or close to goal. The East Side Access project has committed \$48 million year to date which was not in the original MTA goal but has since been added to both the goal and actuals. Since last month, five new commitments were made on time and one--MTA Bus' Emergency Generators Project at various bus depots--is now forecast for June instead of March. All delays are discussed on the following page.

To date, agencies have committed \$1,188 million for projects that were budgeted for \$1,253 million, saving \$65 million. By year-end, Agencies forecast committing the full value of the \$6.2 billion annual goal.

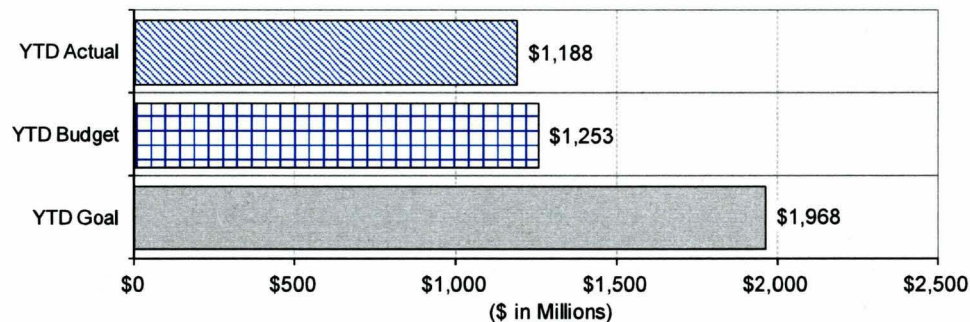
### Year-to-Date Major Commitments



		Change from Prior Month
GREEN = Commitments made within 2 months of Goal	8	73% ↑ 5
YELLOW = Commitments delayed beyond 2 months of Goal (already made)	0	- -
RED = Commitments delayed beyond 2 months of Goal (not yet made)	3	27% ↑ 1
	11	100% ↑ 6

### Budget Analysis

2012 Annual Goal	\$6,155	
2012 Annual Forecast	100%	of Annual Goal
Left to Complete	81%	(\$4,962)



### Year-to-Date Agency Breakdown

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

**Capital Projects – Major Commitments – March 2012– Schedule Variances**
*Actuals Results Shaded*

Project	Commitment	Goal	Forecast	Project	Commitment	Goal	Forecast
---------	------------	------	----------	---------	------------	------	----------

**3 All-Agency Red Commitments (1 new this month)**
**NYCT**
**Track**

2012 Track & Switch Program (27 Projects) - 1st Quarter	Construction Award	Feb-12 \$35.7M	Jun-12 \$39.1M
---	--------------------	-------------------	-------------------

The majority of Track & Switch projects (representing \$211M out of a goal of \$246M) were committed in the first quarter. 4 projects were rescheduled to the 2nd quarter due to track scheduling conflicts that include GOs which were cancelled by another contract resulting in losing piggybacking opportunities. The value for these delayed projects is now forecast to be \$39M. The continuous welded rail value increased to \$9.1M from \$5.7M.

**MTA Bus**
**MTA Bus Projects**

Fuel Tanks and Bus Wash: Eastchester Depot	Construction Award	Jan-12 \$12.5M	Dec-12 \$12.9M
---	--------------------	-------------------	-------------------

Project delayed due to additional addendums required as a result of bidder questions and also due to lease issues.

Emergency Generators: 6 Depots (New Item)	Construction Award	Mar-12 \$7.7M	Jun-12 \$7.7M
---	--------------------	------------------	------------------

Project slipped because the installation was switched from in-house forces to an outside contractor.

**Capital Projects – Major Commitments – March 2012 – Budget Only\* Variances**
*Actuals Results Shaded*
*\*for variances of more than \$5 million or 10%*

Project	Commitment	Goal	Forecast
---------	------------	------	----------

**3 All-Agency Budget only variance (2 new this month)**
**NYCT**
*Signals & Communications*

VHF Radio System Upgrade	Construction Award	Feb-12 \$210.7M	Feb-12 (A) \$197.4M
--------------------------	--------------------	--------------------	------------------------

The project was awarded in February.

*Subway Cars*

300 'B' Division Subway Car Purchase (New Item)	Purchase Award	Mar-12 \$637.8M	May-12 \$729.2M
--	----------------	--------------------	--------------------

MTA Board approved the award to Bombardier Transit Corp at the March 2012 Board Meeting. Subsequently, a protest was received from another bidder. Award is on hold pending resolution of the protest. Forecast award amount is higher than goal because the goal reflected a base award while the forecast now includes the base and the option. Both the base and option have funding provided for in the capital program.

**LIRR**
*Line Structures*

ERT Tunnel Rehabilitation (New Item)		Mar-12 \$25.0M	Mar-12 (A) \$9.2M
---	--	-------------------	----------------------

The LIRR committed less than was originally planned. \$9.2M represents the 2012 portion of the overall project, the remaining portion will be committed in future years.

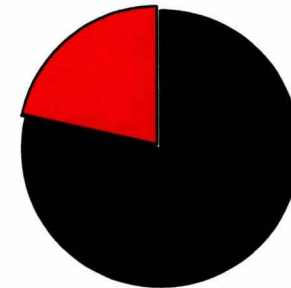
Project	Commitment	Goal	Forecast
---------	------------	------	----------

### Capital Projects – Major Completions – March 2012

Through March, MTA agencies had 14 planned major completions. Of these, 11 are on or close to Goal while 3 are delayed beyond 2 months of Goal. Since last month, there are 6 new timely completions and 2 new delays. All delays are explained on the following page.

To date, agencies have completed \$1,269 million in capital projects versus a goal of \$1,192 million. The greater-than-goal result is primarily due to the early completion of NYCT's PA/CIS 156 Stations (A Division) project which had an April Goal for completion.

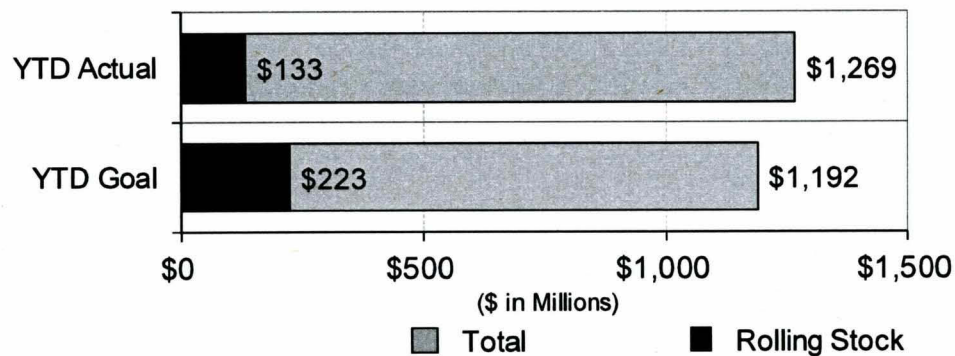
### Year-to-Date Major Completions



		Change from Prior Month
GREEN = Completions made within 2 months of Goal	11 79%	↑ 6
YELLOW = Completions delayed beyond 2 months of Goal (already made)	0 -	-
RED = Completions delayed beyond 2 months of Goal (not yet made)	3 21%	↑ 2
	14 100%	↑ 8

### Budget Analysis

2012 Annual Goal \$5,827  
 2012 Annual Forecast 99% of Annual Goal  
 Left to Complete 78% (\$4,495)



### Year-to-Date Agency Breakdown

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

**Capital Projects – Major Completions – March 2012 – Schedule Variances**
*Actual Results Shaded*

Project	Completion	Goal	Forecast
---------	------------	------	----------

**3 All-Agency Red Completion (2 new this month)**
**NYCT**
**Stations**

<b>Rockaway Line Stations (3 Stations) (New Item)</b>	Construction Award	Feb-12 \$54.2M	May-12 \$57.4M
---	--------------------	-------------------	-------------------

Additional delay is due to subcontractor work for repairing the spalled concrete on the underside of the structure. The work is weather-dependent once the subcontractor is mobilized at the site. Prior delays due to an adjacent property owner who stopped giving NYCT and its contractor the use of portion of his parking lot to access the platform canopy.

**Bus Program**

Purchase 90 Standard Diesel Buses - New Flyer Pilot	Procurement Award	Feb-12 \$46.2M	Aug-12 \$44.2M
---	-------------------	-------------------	-------------------

87 of the 90 bus order were accepted. 1 of the remaining 3 buses will be equipped with a different engine and is not scheduled for delivery until August.

**MNR**
**Communication & Signals**

<b>Tagging Relays Harlem &amp; Hudson Lines (New Item)</b>	Construction Award	Mar-12 \$12.7M	Jun-12 \$12.7M
--	--------------------	-------------------	-------------------

Fabricator delayed in delivery of three remaining Remote Terminal Units as a result of additional time needed for customization.

Project	Completion	Goal	Forecast
---------	------------	------	----------

**Capital Projects – Major Completions – March 2012 – Budget\* Variances**
*Actual Results Shaded*
*\*for variances of more than \$5 million or 10%*

Project	Completion	Goal	Forecast
---------	------------	------	----------

**2 All-Agency Budget only variances (2 new this month)**
**New York City Transit**
*Signals & Comm*

<b>CBTC Canarsie: Equip 64 R-160 Cars (New Item)</b>	Mar-12	Mar-12 (A)
	\$61.2M	\$67.9M

Project cost increases by \$5.6 million which is comprised of \$4.5 million for TA Labor and \$2.1 million for In-house Construction Administration with a savings of \$1.0 million in project's construction contingency. The cost increase is for additional support costs due to extended contract duration and higher than anticipated actual GO/diversion costs associated with rerouting of the M Train and multiple supplements.

<b>PA/CIS Phase 2: 156 Stations (IRT) (New Item)</b>	Apr-12	Mar-12 (A)
	\$183.6M	\$208.8M

Project cost increased due to the addition of training facility and extended project duration requiring additional support costs.

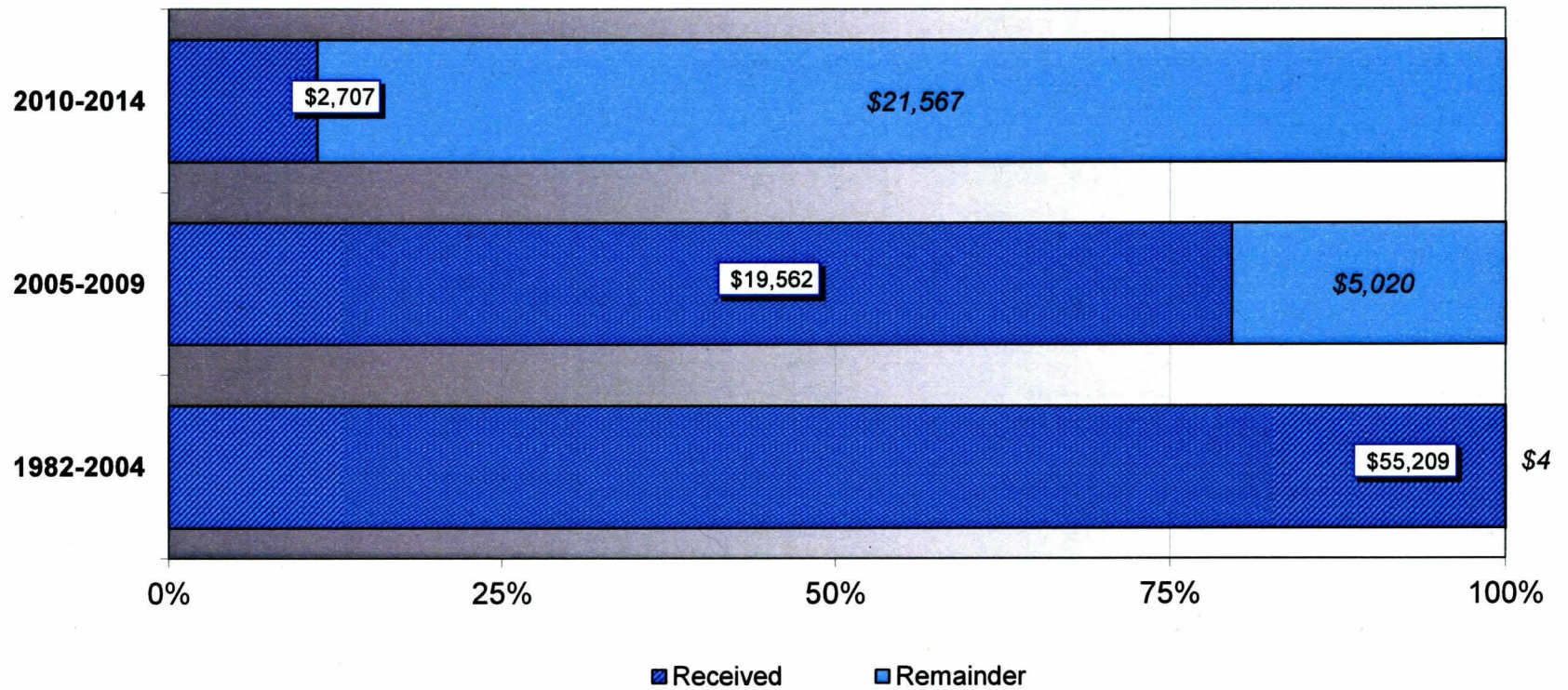
---

## Status of MTA Capital Program Funding

5 - 8

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

Capital Program



## Capital Funding Detail (March 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 February	This month	Received to date
	\$5,207	\$5,191	-	\$5,191
	2,795	1,483	-	1,483
	336	222	-	222
	7	7	-	7
	654	654	-	654
	405	405	-	405
	2,367	1,378	17	1,395
	152	143	-	143
	914	379	-	379
	1,450	881	-	881
	3,243	3,039	-	3,039
	1,284	1,049	-	1,049
	5,569	4,327	280	4,607
	198	95	11	107
<b>Total</b>	<b>\$24,582</b>	<b>\$19,253</b>	<b>\$308</b>	<b>\$19,562</b>

### 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 February	This month	Received to date
	\$5,783	\$1,667	-	\$1,667
	295	295	-	295
	225	52	-	52
	2,200	-	-	-
	762	180	-	180
	770	0	-	-
	167	-	-	-
	10,503	368	122	490
	1,490	23	0.1	23
	2,079	-	-	-
<b>Total</b>	<b>\$24,274</b>	<b>\$2,584</b>	<b>\$122</b>	<b>\$2,707</b>