

MTACC Quarterly Progress Report to CPOC

East Side Access

January 27, 2014

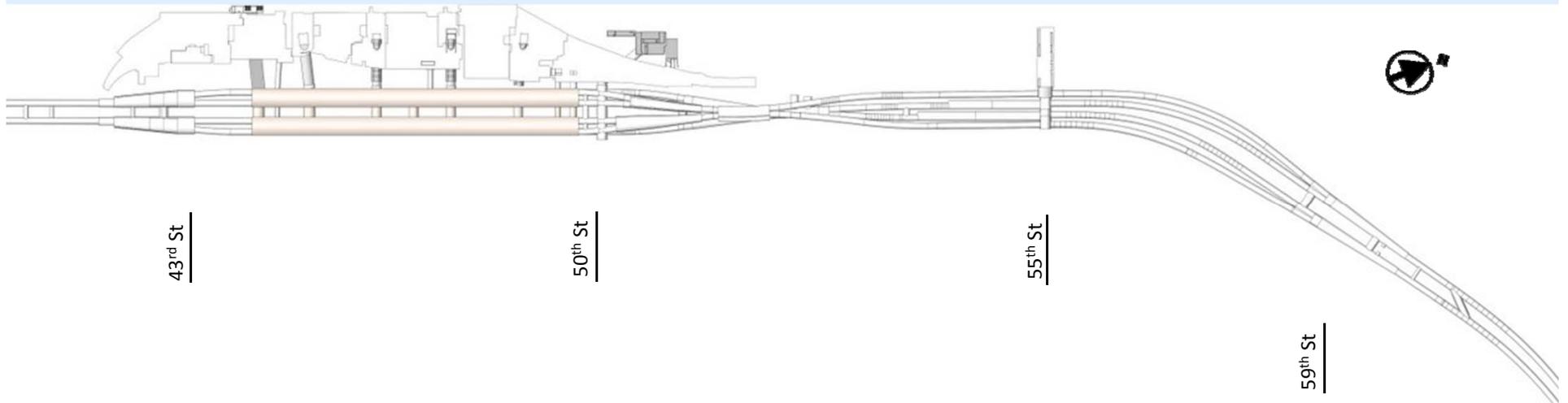


Major Construction Completed

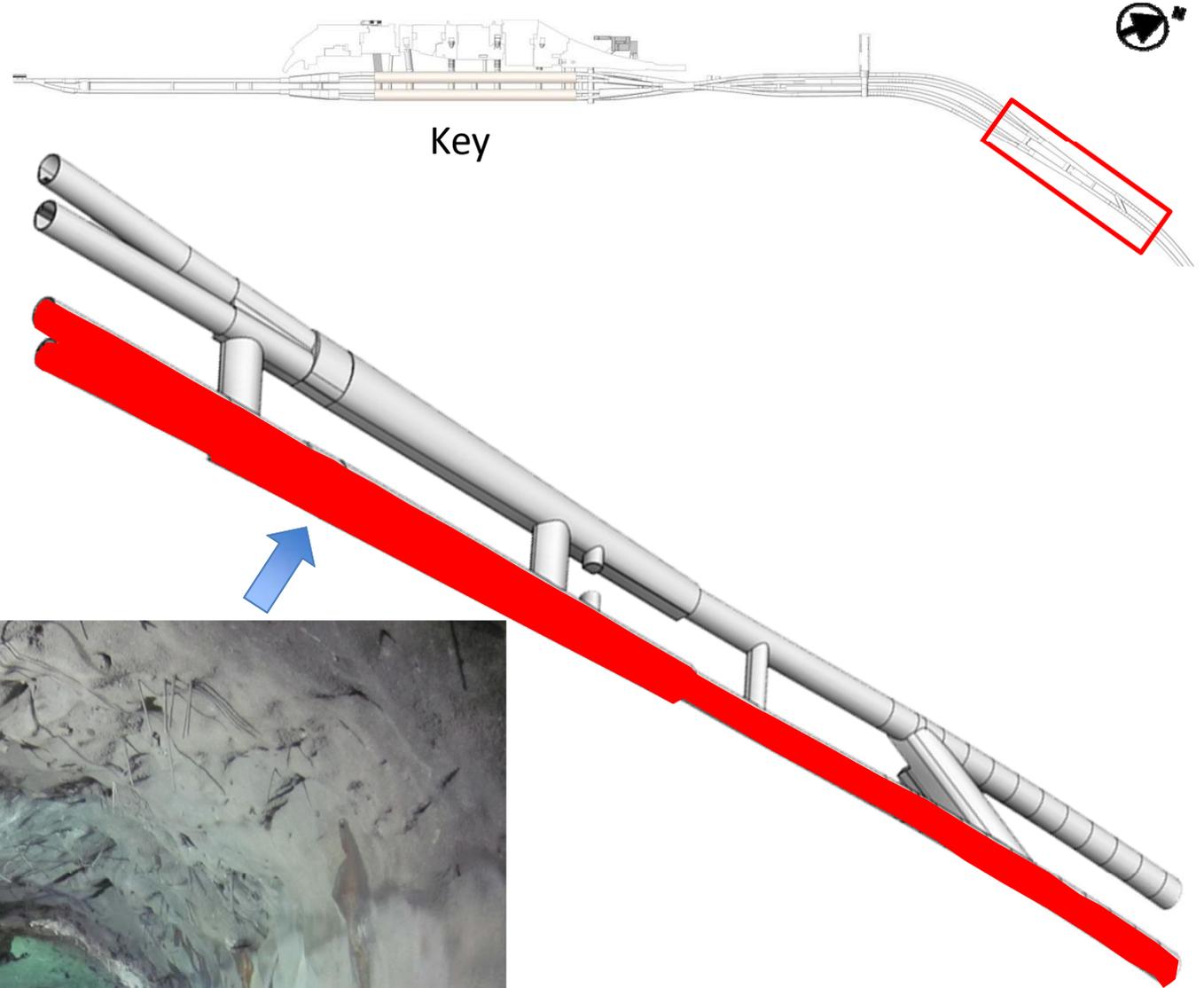
Over \$2 Billion in construction was completed in 2013 including the four major tunneling contracts in Manhattan and Queens



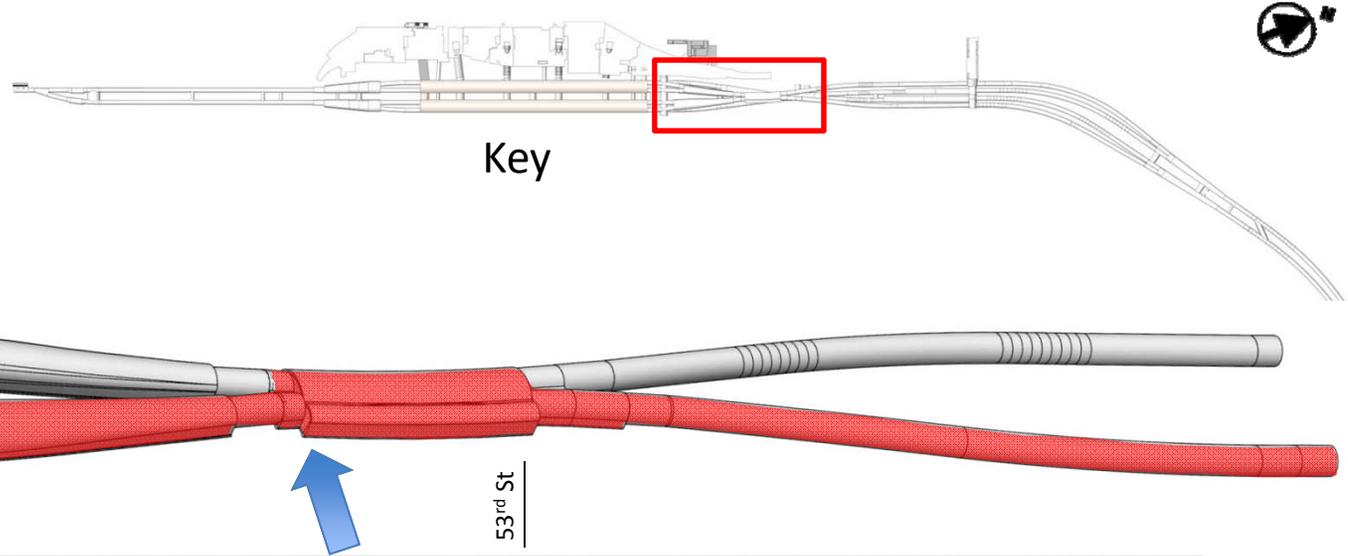
Manhattan Caverns and Tunnels Overview



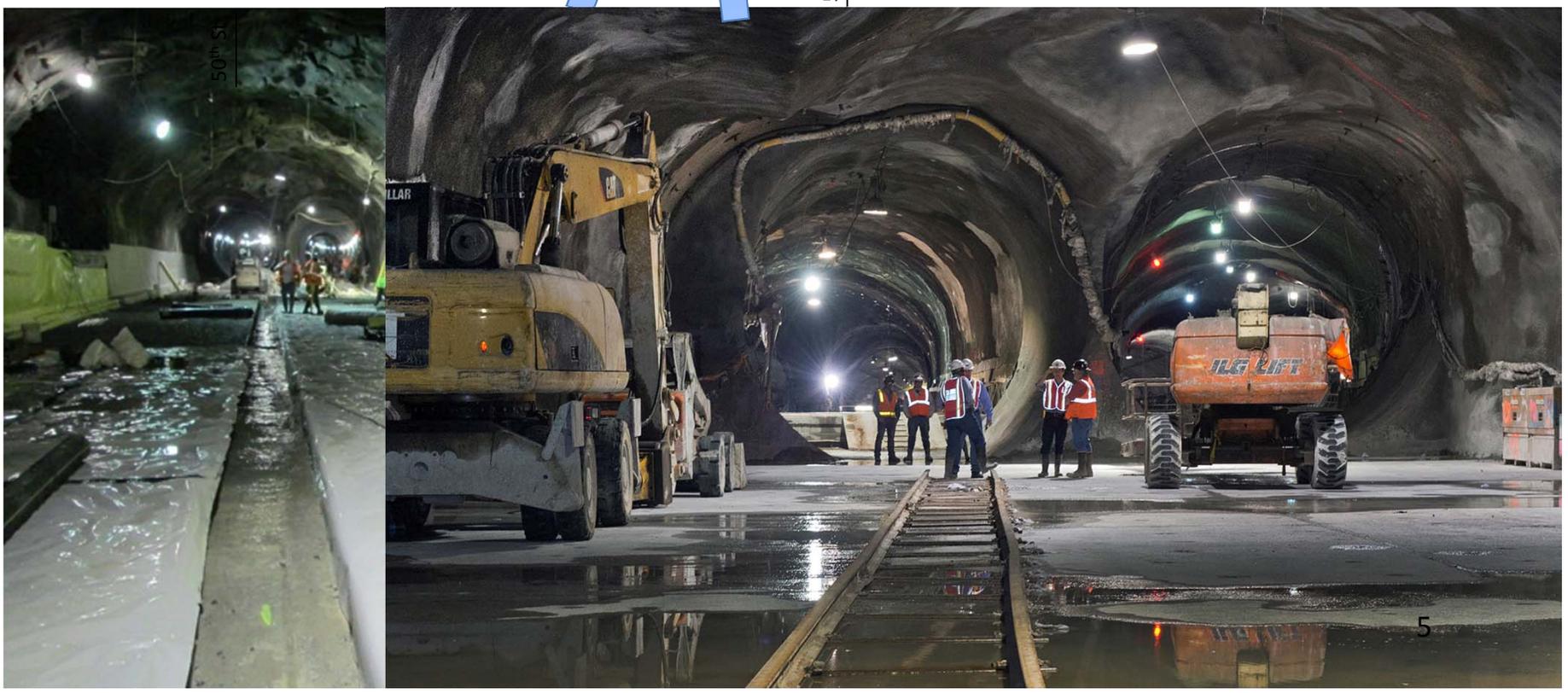
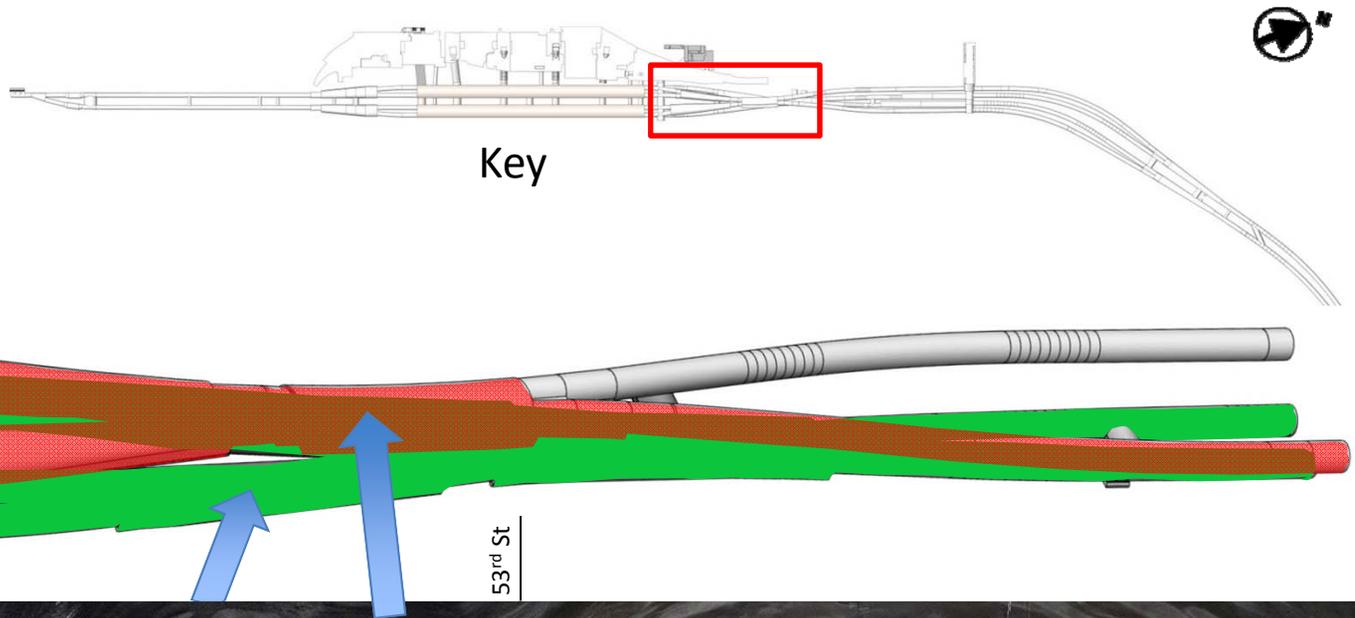
59th St Transition



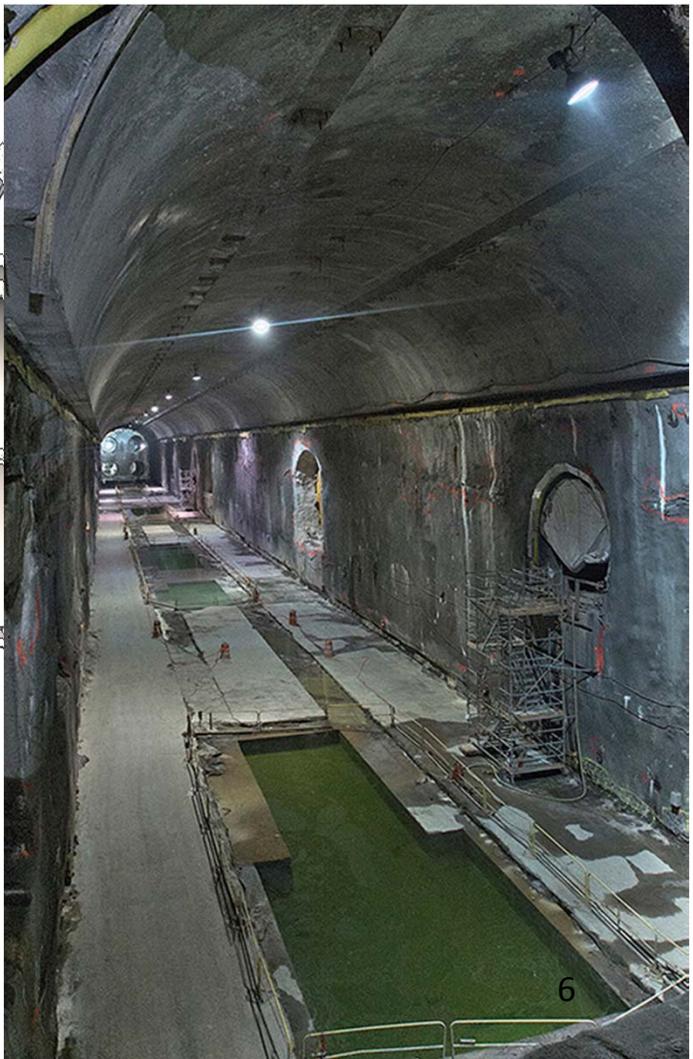
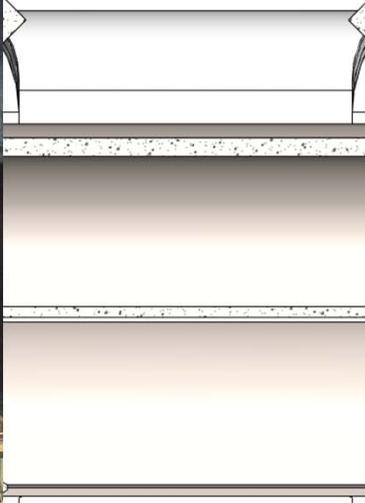
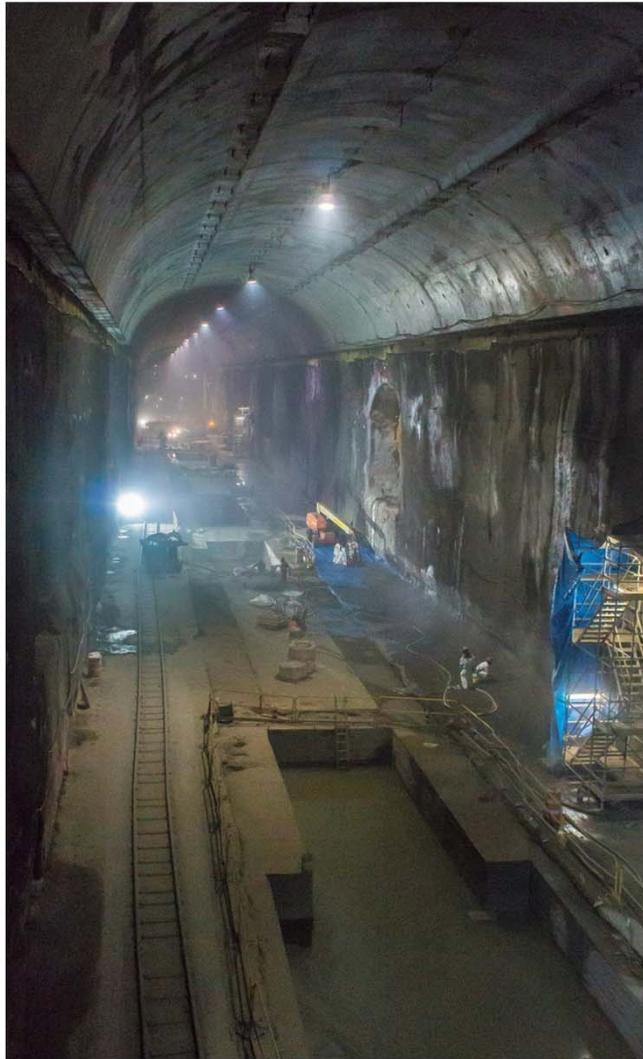
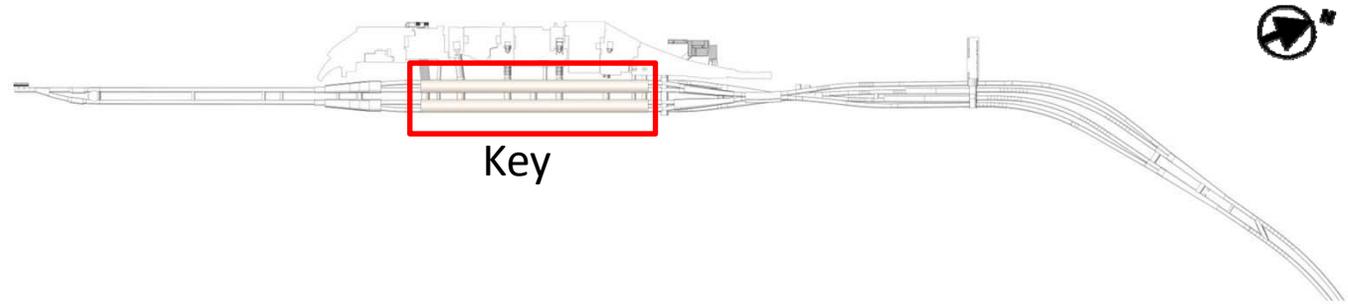
53rd St Transition



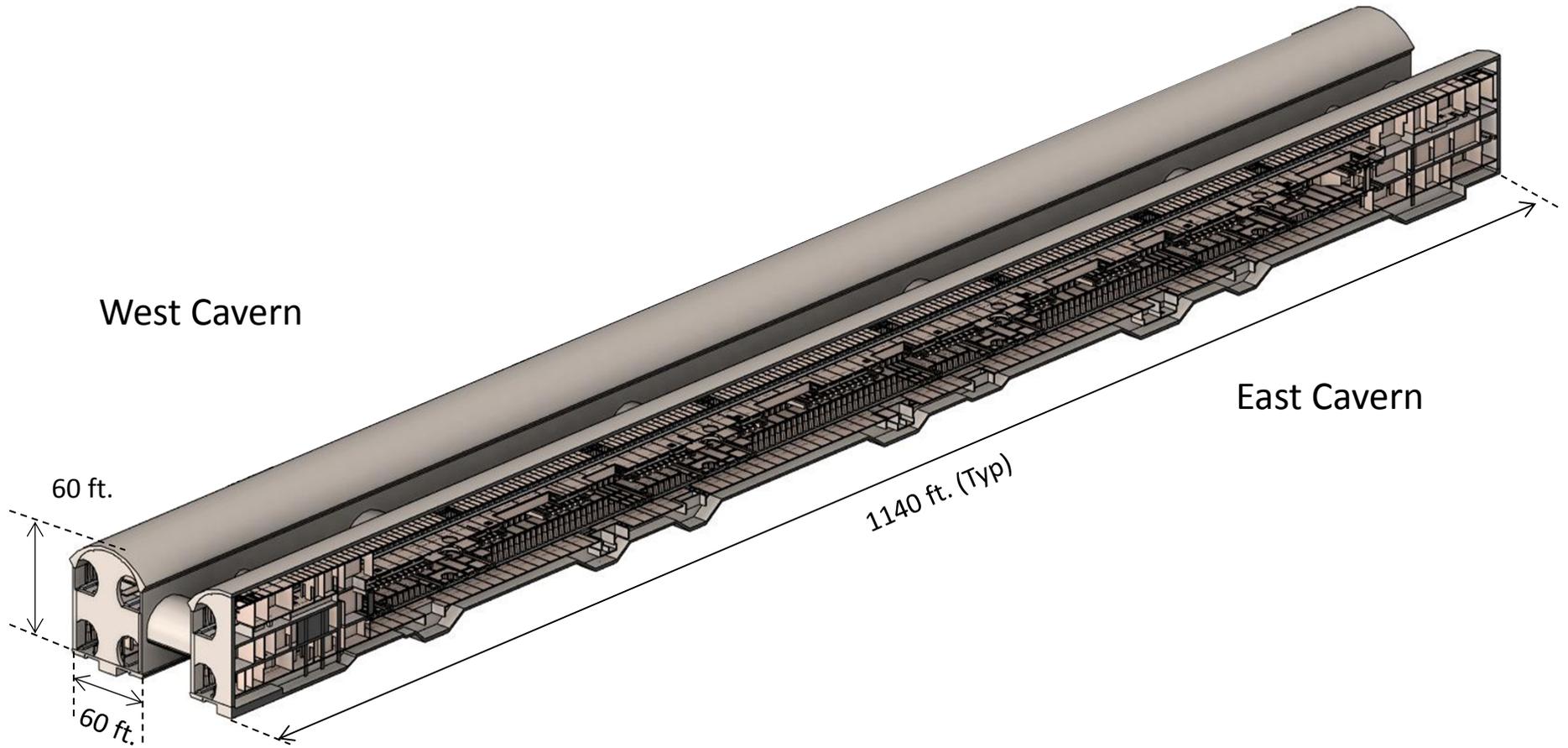
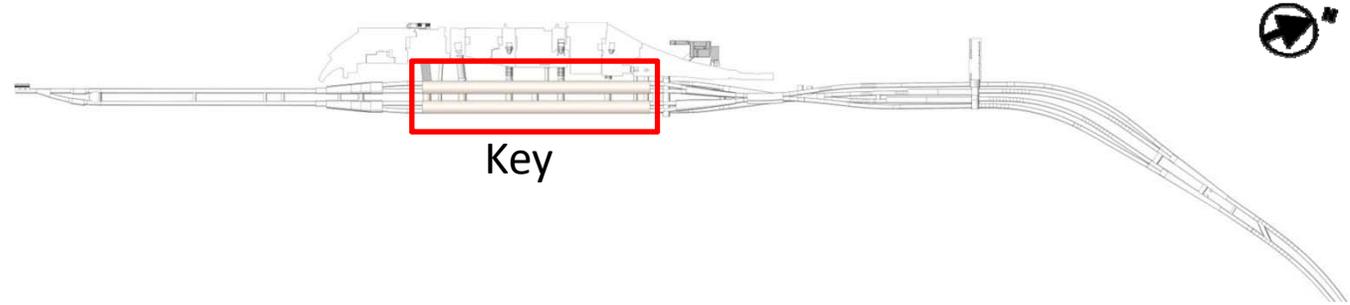
53rd St Crossover



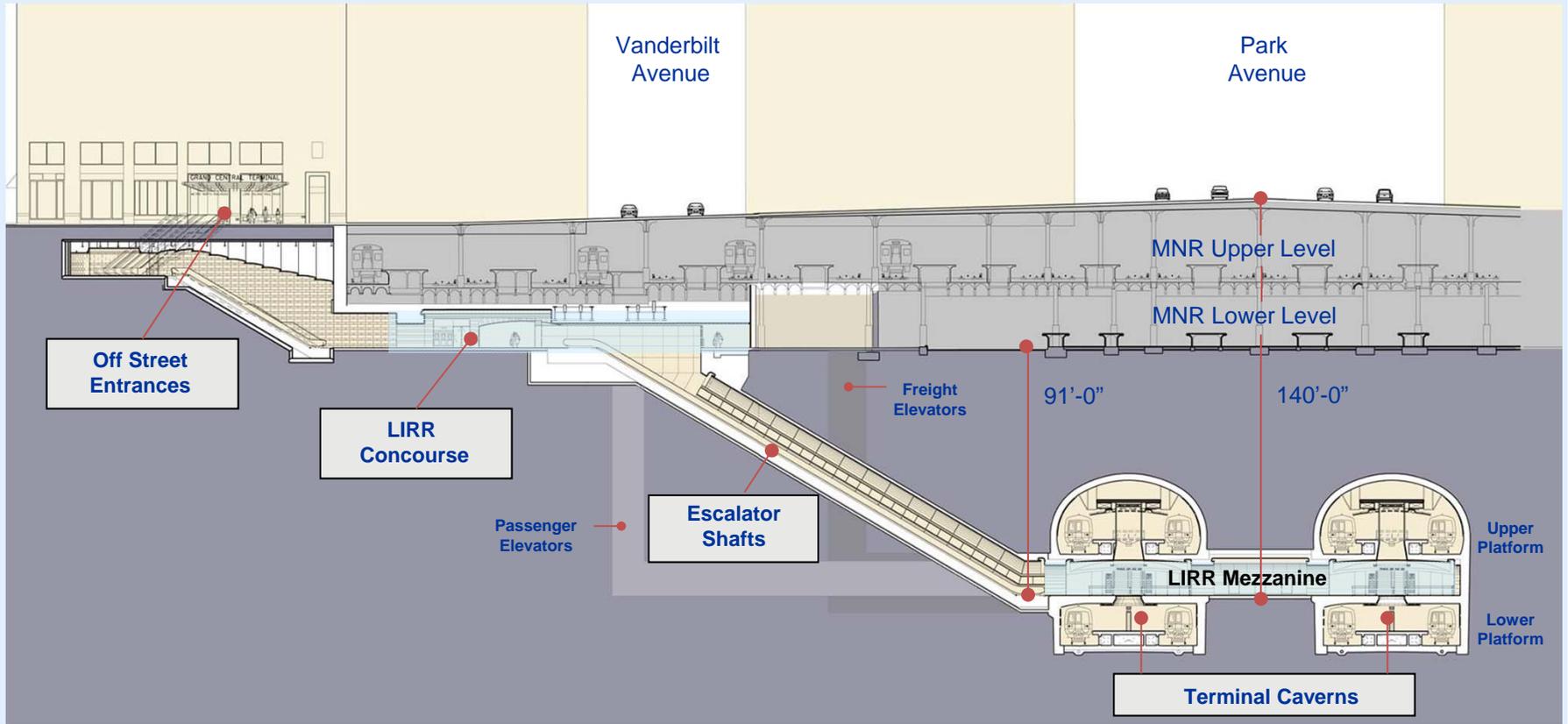
Caverns



Caverns



Mined Caverns and Shafts Below Grand Central

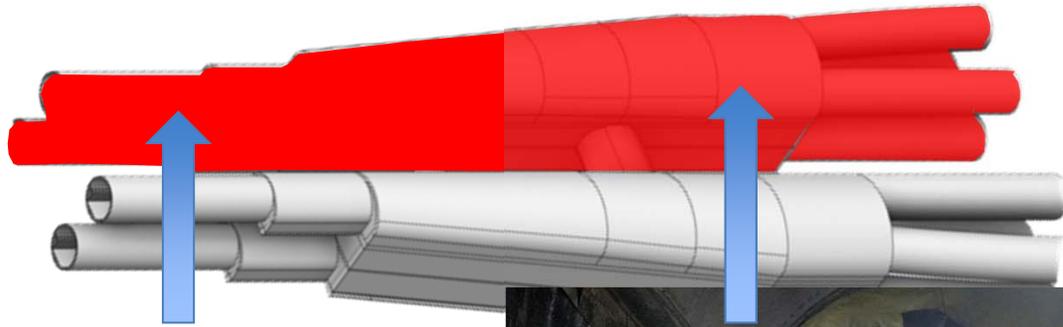
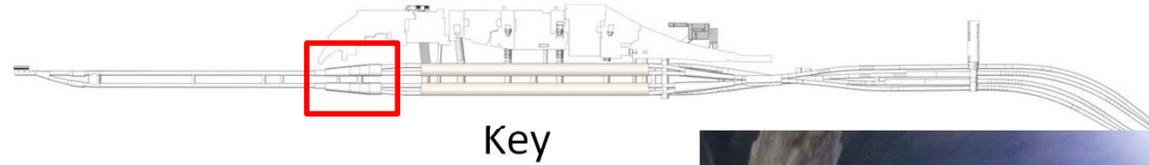


19 Elevators and 50 Escalators

Section Looking North



43rd St Transition



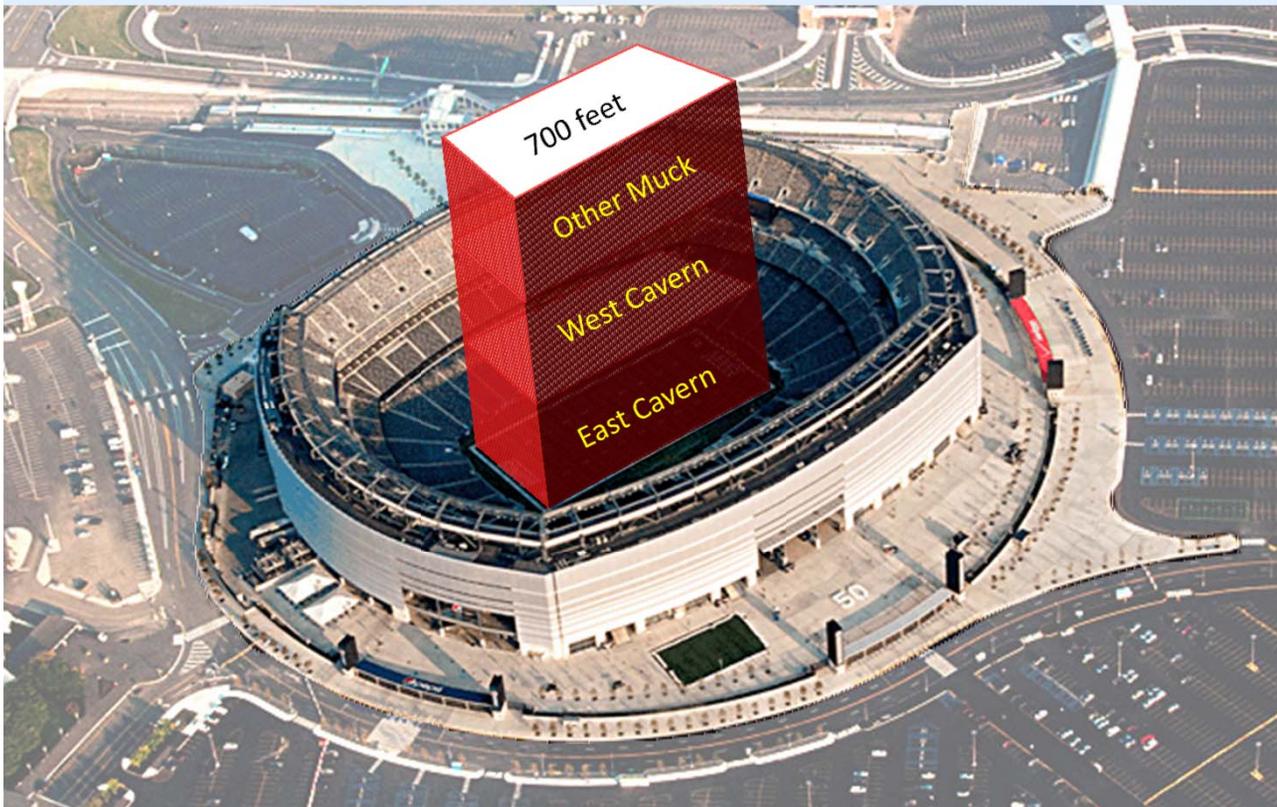
Muck Removal

- Muck traveled 3.5 miles to Queens



1.5 Million Cubic Yards of Muck Removed

75,000 Trucks = 700+ miles (NYC to Indianapolis)

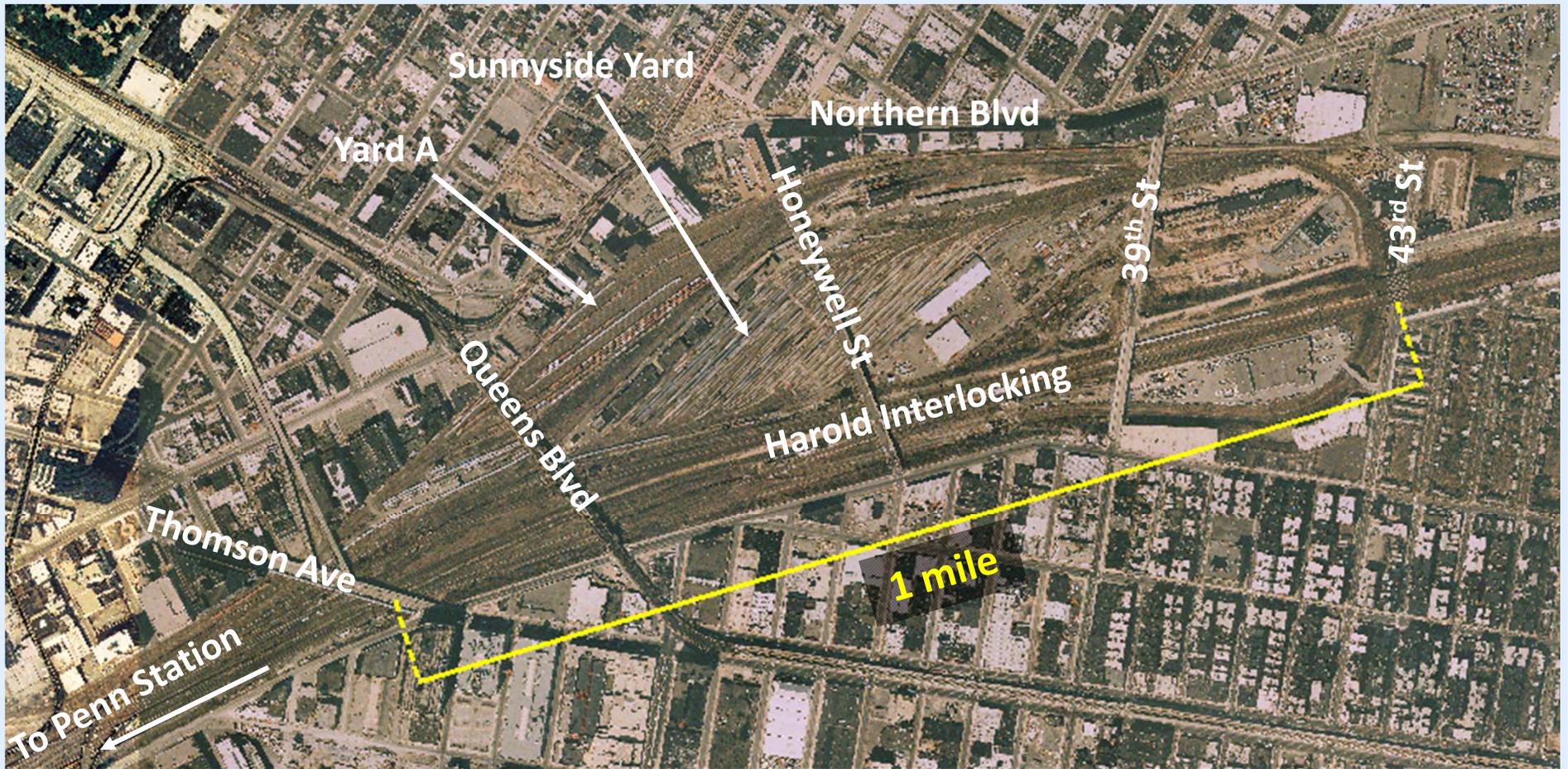


Other Construction in Manhattan

- Ventilation Plants:
 - Facilities at 44th Street and 50th Street, worth in excess of \$110M, are on target for completion during the first quarter 2014
 - Facility at 55th Street is progressing on schedule, with all excavation to be completed by the end of January
- Manhattan South Structures (CM005) was awarded in September and construction is progressing ahead of schedule.



Queens – Existing Site



Queens – Harold Interlocking

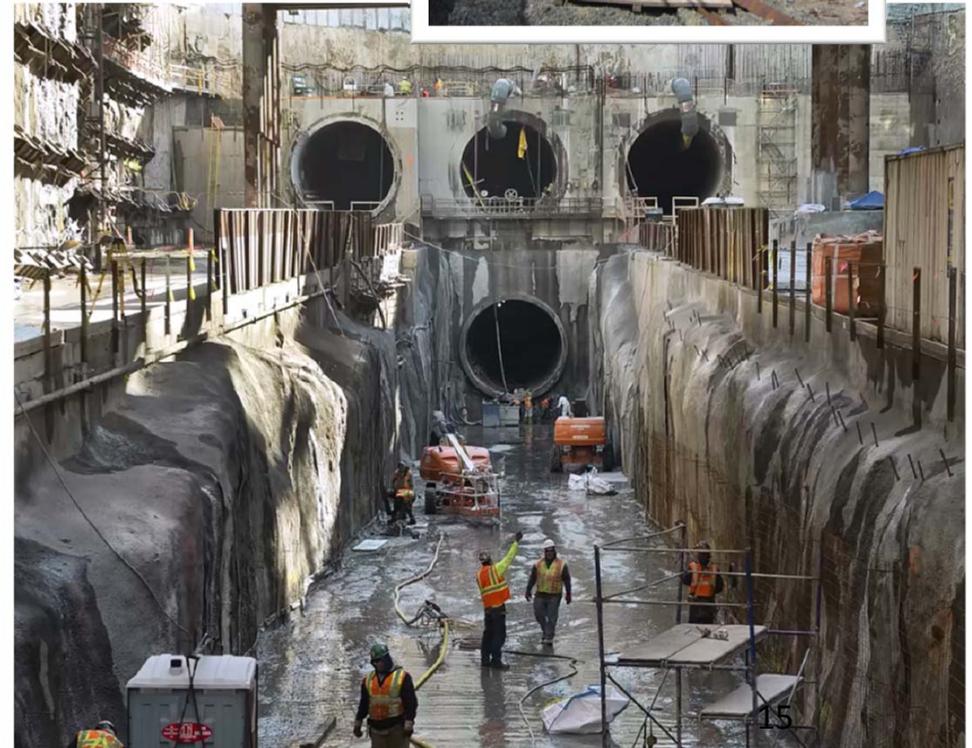
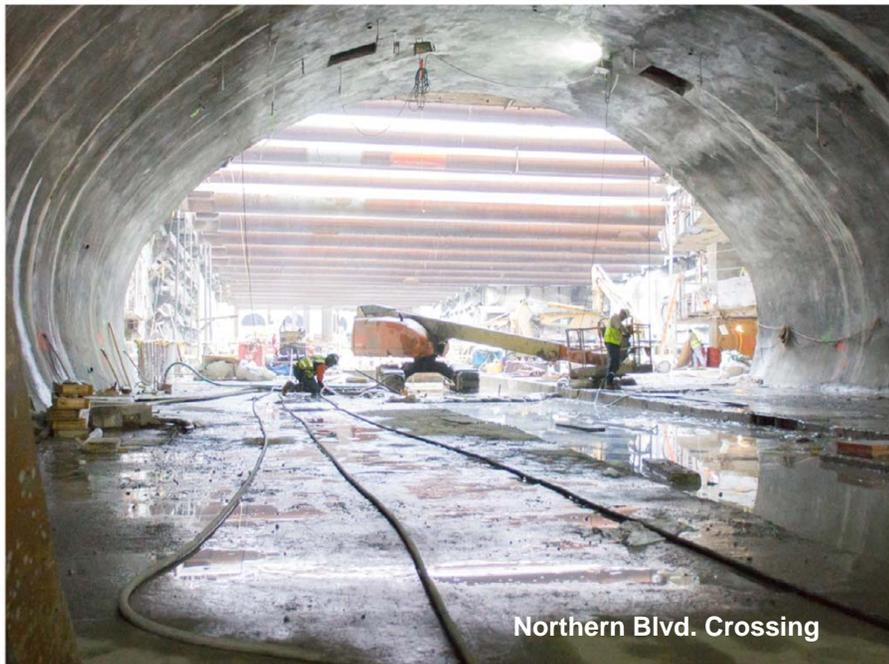
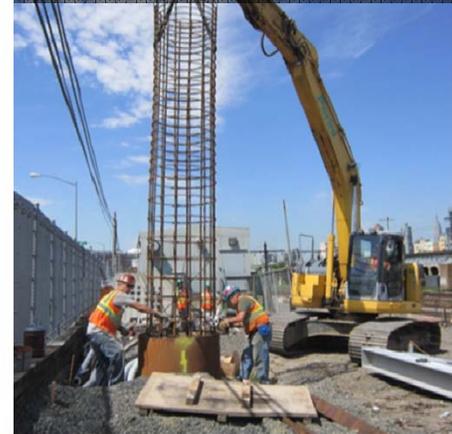
- 2 miles of tunneling under the busiest passenger train interlocking in the United States (~750 trains through Harold)
- Four different Railroads impacted (LIRR, Amtrak, NJ Transit and NY Atlantic)



Harold – Summary of Infrastructure

- 4 Tunnels totaling 10,500 linear ft.
- 313 catenary poles – 60 ft. tall with 40 ft. hand dug foundations
- 10.7 miles of new track
- 95 new switches
- 5 new railroad bridges
- 26 signal towers for high tension power
- 15 signal bridges
- 15 new Signal CILs (Central Instrument Locations)
- 13,500 linear ft. of LIRR signal trough

Hand digging foundations & rebar for catenary structure



Construction Highlights in Queens & Harold

- Plaza Substation and Queens Structures
 - includes work on the B10 Substation and in the 63rd Street tunnel in preparation for immediate turnover to the Systems contract
- Active Harold Construction contracts to be completed by summer of 2014
- Westbound Bypass (CH057A)
 - The first High Speed Rail funded contract was awarded in November, with NTP in December
- Extended Track Outages
 - Under review with inputs from LIRR and Amtrak



Next Phase of Construction is Underway

Project is transitioning from underground excavation construction to Civil/Systems construction which is MTA's core competency



Three Month Look Ahead

- Contract awards valued at \$850M following January Board meeting
 - Manhattan North (CM006), Systems Facilities (CS179) and Signal Equipment procurement (VS086)
- Advertise three contracts worth approximately \$500M by end of first quarter 2014
 - GCT Concourse and Finishes (CM014B) following an industry outreach which occurred in November
 - Traction Power procurement (CS084)
 - LIRR Track installation (CH057B)
- Continue the Request for Expression of Interest (RFEI) for the GCT Caverns (CM007)
 - Contractor submissions and interviews scheduled for February



SUPPLEMENTAL INDEPENDENT REVIEW

UPDATE TO CPOC



SUPPLEMENTAL INDEPENDENT REVIEW

Background

- **Project Budget and Revenue Service Date as established in 2012:**
 - \$8.245 billion
 - September 2019
- **January 2013 – Contract repackaging (CM005, CM006 & CM007) due to CM012R (Manhattan Structures) over budget**
- **March 2013 – MTA Chairman/CEO calls for Supplemental Independent Review**
 - Review ESA Management/Organizational Structure
 - Evaluate constructability issues (access) in Manhattan for civil and systems work
 - Check Estimate on schedule and cost projections
- **April 2013 – FTA/PMOC cites preliminary cost and Revenue Service Date ranges**
- **June 2013 to January 2014 – Supplemental Independent Review Activities**
 - Organizational review
 - Constructability review for Manhattan and Harold
 - Participation in Risk Assessments
 - Project wide and Contract level analyses of schedule and budget



SUPPLEMENTAL INDEPENDENT REVIEW

Initial Findings/Recommendations

- **Risk Profile Change**
 - Transition from tunnel boring & mining to systems/finishes
 - Organizational changes to reflect transition from civil finish out to systems work
- **Informed Repackaging Plan for Manhattan Structures Finish Out Work**
- **Manhattan & Harold Constructability Assessment**
 - Overall base schedule forecast beyond 2019
 - Overall project cost forecast above \$8.245B
 - Critical issues with Harold operations informed schedule – ongoing review



MANAGEMENT/ORGANIZATIONAL CHANGES

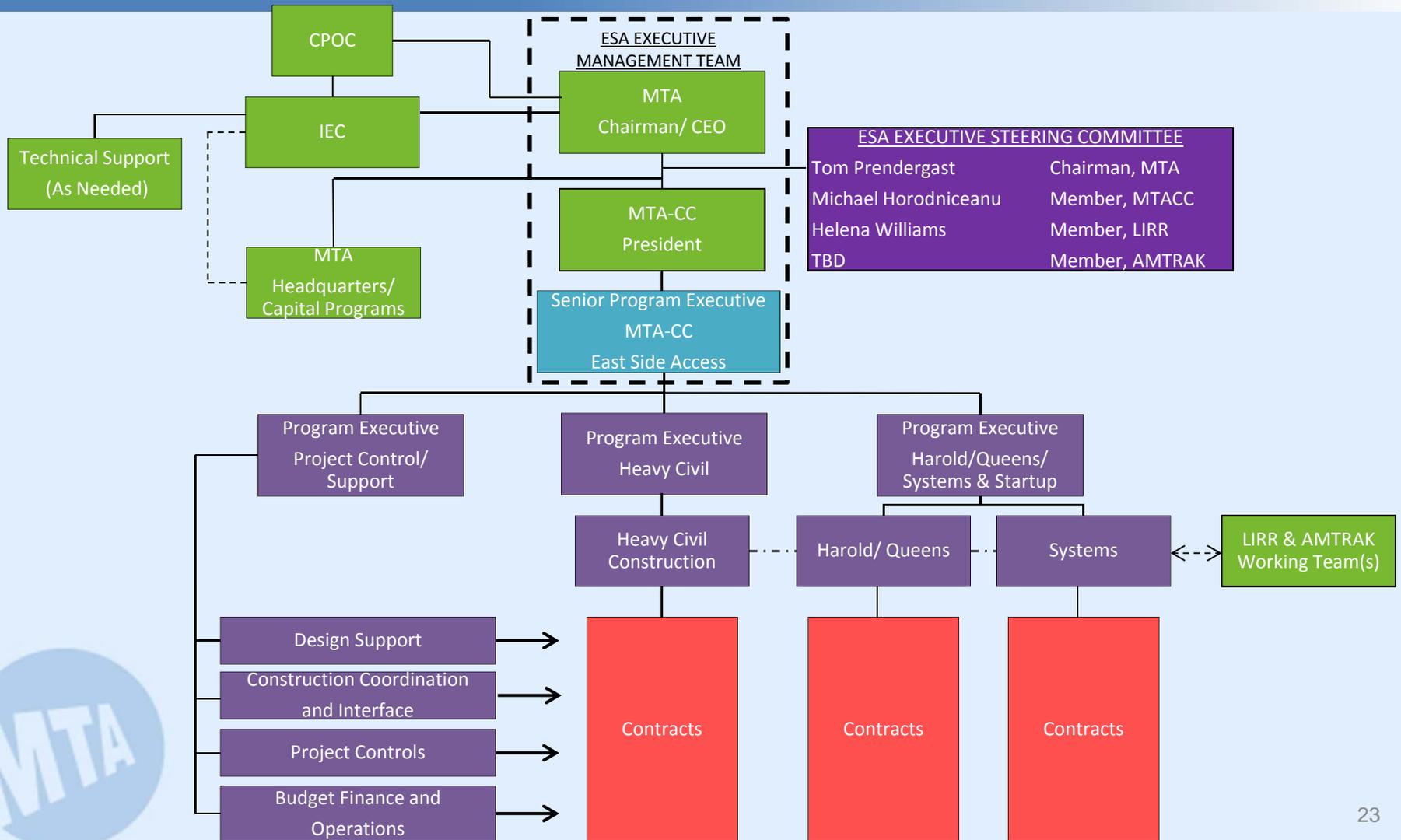
Tone at the Top - MTAHQ is prompting change at East Side Access and endorses the following:

- 'Executive Steering Committee'
- ESA Executive Management Team
- ESA management structure changes
- ESA reporting lines simplified
- Business Processes (Change Control, Procurement, Estimating, Scheduling) strengthened



PROPOSED ESA ORGANIZATIONAL CHART

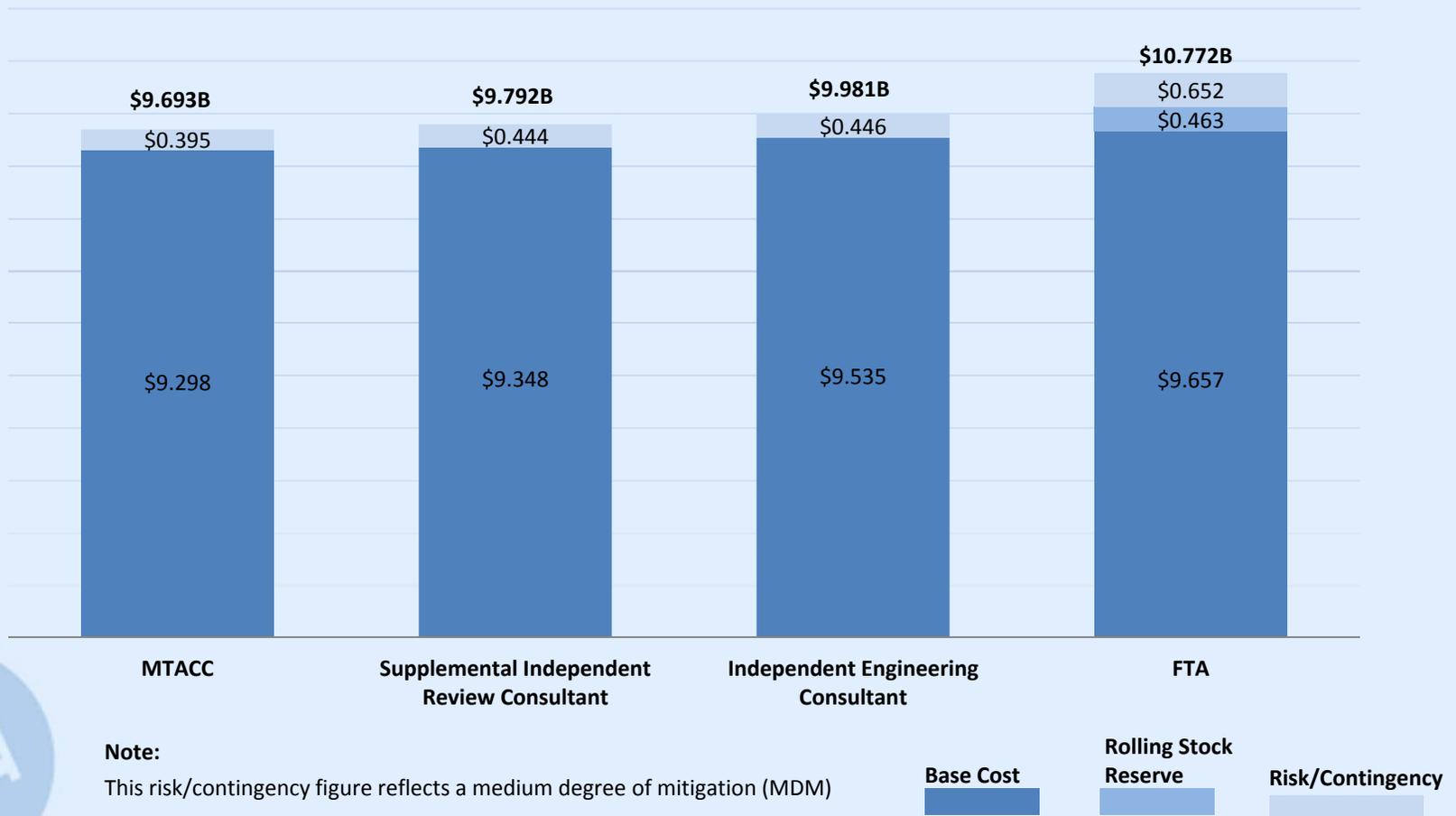
(INCLUDING CAPITAL PROGRAM OVERSIGHT)



BUDGET FORECAST COMPARISONS

Budget Forecast Status January 2014

ESA Budget Forecast



SCHEDULE FORECAST COMPARISONS

Schedule Forecast Status January 2014

ESA Schedule Forecast



Note:

Supplemental Independent Review, Independent Engineering Consultant, and FTA risk/contingency number represents a medium degree of mitigation (MDM).
 MTACC risk/contingency is based on 'bottom-up' approach to establishing project schedule.

Base Schedule Risk/Contingency



RECENT AND UPCOMING ACTIVITIES

- **Management and Organizational Changes:**
 - Senior Program Executive has recently been appointed
 - Project Controls and Heavy Civil Program Executives have recently been appointed
 - Appoint Harold/Queens Systems Program Executive
 - Realize Executive Steering Committee
- **Issue final Supplemental Independent Review reports on remaining tasks by end of March 2014:**
 - Refinement of Project Schedule and Budget
- **Complete project wide and contract specific risk assessments:**
 - Manhattan – Systems & Harold Interlocking

