



**Metropolitan Transportation Authority**

# **Capital Program Oversight Committee Meeting**

## **March 2014**

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### **Committee Members**

T. Prendergast, Chair

F. Ferrer

A. Albert

R. Bickford

N. Brown

A. Cappelli

M. Lebow

S. Metzger

J. Molloy

M. Page

M. Pally

A. Saul

J. Sedore

C. Wortendyke



## MEETING AGENDA

### MTA CPOC COMMITTEE

March 24, 2014 – 2:00 pm

347 Madison Avenue  
Fifth Floor Board Room  
New York, NY

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<u>AGENDA ITEMS</u>	<u>Page</u>
PUBLIC COMMENTS PERIOD	
1. APPROVAL OF MINUTES FEBRUARY 24, 2014	TAB 1 1 – 1
2. COMMITTEE WORK PLAN	1 – 4
3. CAPITAL CONSTRUCTION COMPANY	TAB 2
• Progress Report on Fulton Center	2 – 1
<i>McKissack+Delcan Project Review</i>	2 – 7
• Progress Report on 7-Line Extension	2 – 10
<i>McKissack+Delcan Project Review</i>	2 – 18
• Progress Report on Second Avenue Subway	2 – 22
<i>McKissack+Delcan Project Review</i>	2 – 33
• Progress Report on East Side Access ( <i>materials to be distributed at meeting</i> )	
<i>McKissack+Delcan Project Review</i>	
4. CAPITAL PROGRAM STATUS	TAB 3
• Capital Program Commitments and Completions: Key Performance Indicators	3 – 1
• Commitments, Completions and Funding Report	3 – 7
5. QUARTERLY TRAFFIC LIGHT REPORT	TAB 4
6. EXECUTIVE SESSION	

**MINUTES OF MEETING  
MTA CAPITAL PROGRAM OVERSIGHT COMMITTEE  
February 24, 2014  
New York, New York  
1:45 P.M.**

MTA CPOC members present:

Hon. Thomas Prendergast, Chairman  
Hon. Fernando Ferrer  
Hon. Andrew Albert  
Hon. Robert Bickford  
Hon. Mark Lebow  
Hon. John Molloy  
Hon. Mark Page  
Hon. Mitchell Pally  
Hon. James Sedore

MTA CPOC members not present:

Hon. Norman Brown  
Hon. Alan Cappelli  
Hon. Susan Metzger  
Hon. Andrew Saul  
Hon. Carl Wortendyke

MTA staff present:

Steve Berrang  
Naomi Renek  
Craig Stewart  
Michael Wetherell

LIRR staff present:

Rich Oakley

MNR staff present:

Janek Kozlowski  
Robert Puciloski

MTACC staff present:

Michael Horodniceanu

NYCT staff present:

David Knights

\* \* \*

Chairman Prendergast called the February 24, 2014 meeting of the Capital Program Oversight Committee to order at 2:15 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 January 27, 2014.

## **Committee Work Plan**

Mr. Stewart noted that the CPOC Work Plan was changed from last month to include a presentation by Michael Horodniceanu on MTACC's safety initiatives. This presentation paralleled similar presentations by Agency Presidents to their respective Operating Committees earlier in the day.

## **MTACC Report on Construction Safety**

Mr. Horodniceanu outlined the various elements of MTACC's Safety Management System, including: Initial Contract Evaluation; Contractor Safety Planning; Evaluation of Safety Plan Execution; and Contractor Management Review. He then cited an example of lessons learned regarding construction site protection, as well as safety-related statistics on MTACC's four mega-projects. Further details of the presentation, and Committee Members' comments and questions with respect thereto are included in the video recording of the meeting maintained in MTA's records.

## **NYCT, LIRR, and MNR Report on MTA-wide Track Programs**

Mr. Knights (NYCT), Mr. Oakley (LIRR), and Mr. Puciloski and Mr. Kozlowski (MNR) provided highlights of their respective agencies' track and switch programs, including the scale of types of work at each agency over the past several capital programs, as well as proposed program goals in the coming five-year program, and innovative approaches that the agencies are bringing to bear in executing their programs. Further details of the presentations, and Committee Members' comments and questions with respect thereto are included in the video recording of the meeting maintained in MTA's records.

## **MTA Headquarters Report on MTA & Superstorm Sandy-Related**

Mr. Stewart gave a brief introduction to an MTA Headquarters presentation on broad Sandy-related efforts that are currently underway; he also stated that representatives from the operating agencies will come to the April CPOC to present on agency-specific Sandy-related initiatives. Ms. Renek provided an overview of the damage from Superstorm Sandy and the resultant recovery and resiliency efforts underway, or planned, throughout the MTA. In addition, she outlined the scope and nature of Federal Transportation Authority (FTA) and Federal Emergency Management Agency (FEMA) funding with respect to these efforts. Mr. Berrang then provided a demonstration of a new feature of the MTA Capital Program Dashboard, which will be available for public use in the coming weeks, and which will include information regarding Sandy-related projects. Further details of the presentations, and Committee Members' comments and questions with respect thereto are included in the video recording of the meeting maintained in MTA's records.

## **MTA Capital Program Commitments and Completions**

Mr. Stewart brought the Board's attention to the MTA Capital Program Commitments and Completions Report and invited Committee Members' questions, of which there was none.



**Adjournment**

Upon motion duly made and seconded, Chairman Prendergast adjourned the January 24, 2014 meeting of the MTA Capital Program Oversight Committee at 3:30 PM.

Respectfully submitted,  
Michael Jew-Geralds  
Office of Construction Oversight



## **2014 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**

April 2014

Semi-Annual Update on B & T Capital Program  
Semi-Annual Update on NYCT, LIRR & MNR New Fare Payment Initiatives  
Semi-Annual Update on MTA-wide Sandy-related Projects

May 2014

Semi-Annual Update on MNR/LIRR Infrastructure  
Semi-Annual Update on NYCT Systems, Signals, Train Control and Tech Initiatives  
Annual Update on NYCT Bus Time  
Annual Update on MNR Customer Communications  
Annual Update on LIRR Police Radio  
Quarterly Capital Change Order Report

June 2014

Quarterly MTA Capital Construction Company Update  
Semi-Annual Update by LIRR on ESA Readiness  
Semi-Annual Update on NYCT Stations Division  
Quarterly Traffic Light Report

July 2014

Annual Update on MNR/LIRR Rolling Stock  
Annual Update on NYCT Rolling Stock  
Annual Update on NYCT Bus Procurements  
Semi-Annual Update on Minority, Women and Disadvantaged Business Participation

September 2014

Quarterly MTA Capital Construction Company Update  
Semi-Annual Update on MTA-wide Sandy-related Projects  
Semi-Annual Update on Capital Program Security Projects  
Quarterly Traffic Light Report  
Quarterly Capital Change Order Report

October 2014

Annual Update on NYCT Infrastructure

Semi-Annual Update on NYCT, LIRR & MNR New Fare Payment Initiatives

Semi-Annual Update on MTA-wide Track Programs

November 2014

Semi-Annual Update on B & T Capital Program

Semi-Annual Update on NYCT Systems, Signals, Train Control and New Tech Initiatives

Semi-Annual Update on MNR/LIRR Infrastructure

Annual Review of CPOC Charter

Quarterly Capital Change Order Report

December 2014

Quarterly MTA Capital Construction Company Update

Semi-Annual Update by LIRR on ESA Readiness

Semi-Annual Update on NYCT Stations Division

Quarterly Traffic Light Report

# **MTACC Quarterly Progress Report to CPOC**

## **Fulton Center**

March 24, 2014

# Fulton Center

## Project Overview

### Overall Status (as per 2009 Plan)

Item	Comments
Schedule	Fulton Center on schedule for June 2014 opening
Cost	Trending below current budget of \$1.4 billion

### Highlights

#### Progress

- Testing for all Communications Systems has started, including fire alarm, public address (PA), and transit center area network (TCAN).
- Received authorization from the December Board to enter into a lease agreement with Master Lessee.

#### 90 Day Look Ahead

- Testing for all Communications Systems required for opening will be completed.
- Sign Master Lease Agreement by end of April.
- Opening of Fulton Complex to the public on Thursday June 26, 2014.

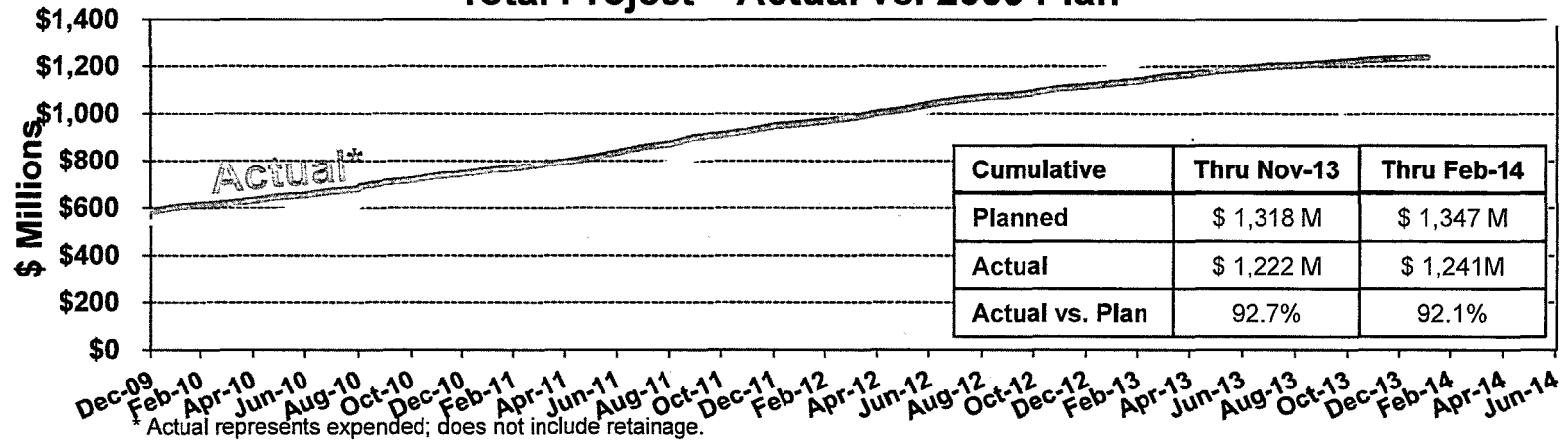
# Fulton Center



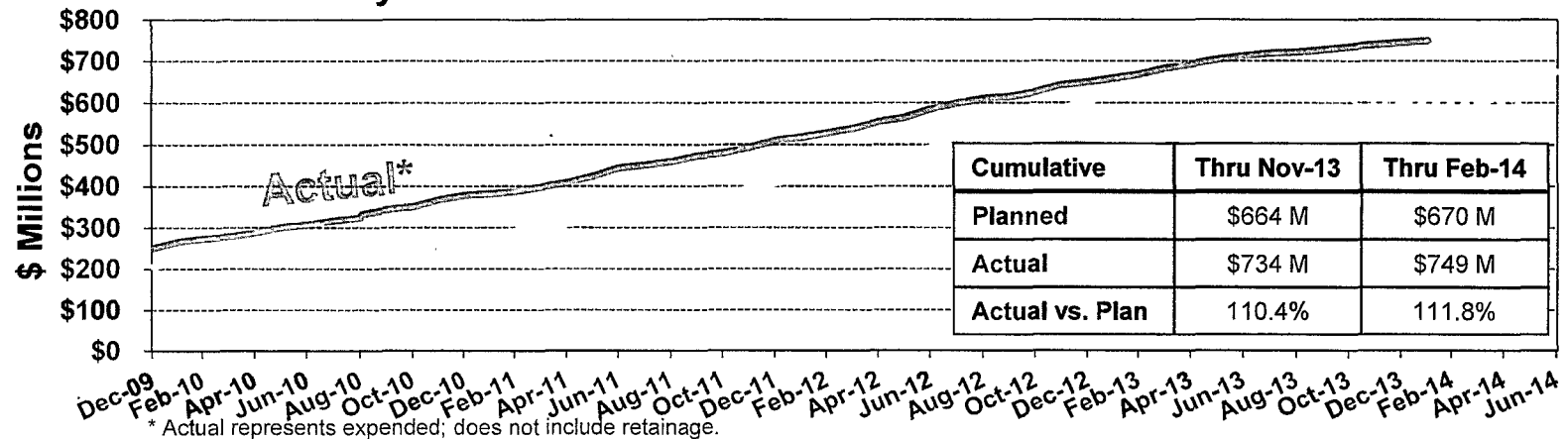
Capital Construction

## Cost & Schedule Performance

Total Project – Actual vs. 2009 Plan

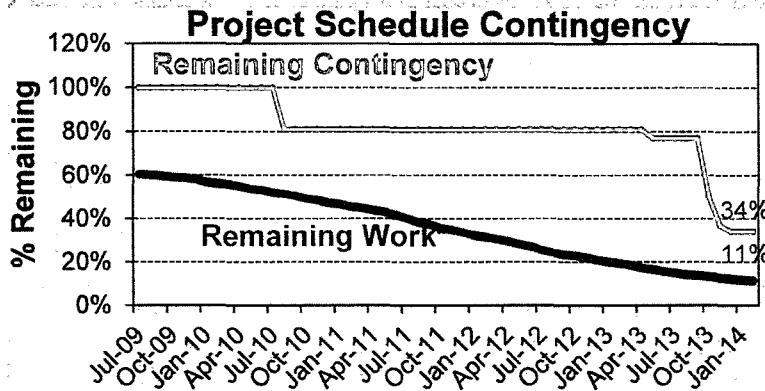


3<sup>rd</sup> Party Construction – Actual vs. 2009 Plan



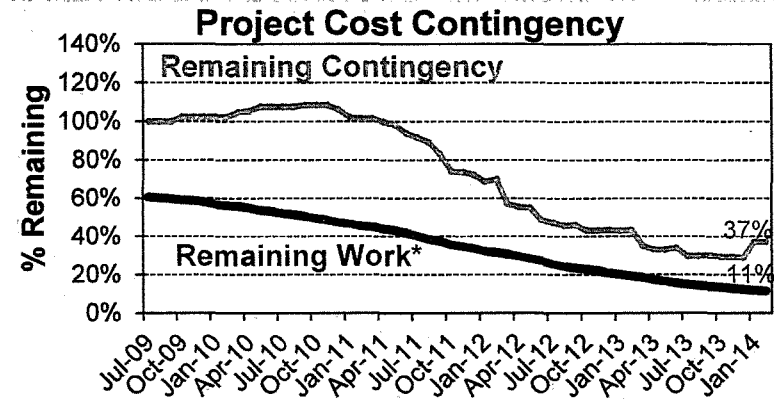
March 24, 2014

## Cost & Schedule Contingency Status



\* Remaining work starts in 2009


- 2009 schedule contingency: 180 days
- Current schedule contingency is 61 days, a decrease of 30 days from the last report (91 days) due to delay in resolution of Communications issues.






\* Remaining work starts in 2009

- 2009 budget contingency: \$124 million
- Current budget contingency is \$46 million, an increase of \$10 million from prior report (\$36 million).

## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
 <b>Green</b>	<b>Master Lease</b>	Resolved, Board Approval Received December 2013	<p><u><b>Issue:</b></u> Transitioning from construction phase to operation phase.</p> <p><u><b>Impact:</b></u> Possible delay in activating operations &amp; maintenance (O&amp;M).</p> <p><u><b>Mitigation:</b></u> Extension of interim management program.</p>

### Legend

	<b>Red</b>	Significant impacts with potential impacts on Revenue Service Date, Cost, or Customer Benefit Milestones
	<b>Yellow</b>	Impacts which can lead to cost increases or schedule delays on individual milestones or contracts.
	<b>Green</b>	No Near Term Impact for Design, Procurement & Construction. Successful management of major activity to stay on schedule or budget.




March 24, 2014



## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
Yellow	Testing & Commissioning Schedule	June 2014	<p><b>Issue:</b> Testing and commissioning of communication systems is critical to project completion.</p> <p><b>Impact:</b> Project schedule could be delayed if testing and commissioning of communications systems does not proceed as planned.</p> <p><b>Mitigation:</b> A detailed testing and commissioning schedule has been developed. MTACC and NYCT staff are meeting on a regular basis to ensure that interim milestones are met and key activities are prioritized. Opportunities for acceleration will be identified with Fulton Building contractor (4F).</p>

### Legend

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	Yellow	Impacts which can lead to cost increases or schedule delays on individual milestones or contracts.
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# **March 2014 CPOC IEC Project Review**



## **Fulton Center**

**March 24, 2014**



# Schedule & Budget Review

- Critical testing has slipped 15 days since the IEC's December report.
- 41 days of contingency remains to complete public address and fire alarm systems testing, which are critical to opening the facility. MTACC management must monitor closely.
- As per MTACC the Master Lease is in negotiation and the IEC finds it important to the Fulton Center success.
- Project is on budget.



# Recommendation

Since MTACC has established the Fulton Center opening date, it is important that the completion of outstanding critical testing work, identified as necessary for the opening, not slip further.

# **MTACC Quarterly Progress Report to CPOC**

## **Number 7 Line Extension**

March 24, 2014



## Project Overview

### Overall Status (as per 2011 Plan)

Item	Comments
Schedule	The current revenue service date (June 2014) is projected to be delayed. Currently working with Contractor and NYCT to develop mitigation measures and expect to achieve revenue service by Fall of 2014. (see issues)
Cost	<ul style="list-style-type: none"><li>• \$53 Million – PE and EIS (funded by MTA)</li><li>• \$2.1 Billion - Subway portion of Number 7 Line Construction budget.</li><li>• \$266 Million - Additional amount budgeted for Non-Subway work.</li><li>• \$2.420 Billion - Overall Project budget.</li><li>• Currently the project is forecast to be completed under budget with an estimated \$53 Million in unallocated contingency remaining.</li></ul>



## **Project Overview**

### **Overall Status (as per 2011 Plan) Highlights**

#### **Construction Required for Revenue Service**

##### ***Progress***

- Declared Substantial Completion of Site J – Main Station Entrance Contract (C-26510) on February 19, 2014
- Last contract required for revenue service, Finishes and Systems (C-26505) is 85% complete.
- 96% of Construction (\$1.8 Billion of \$1.88 Billion) required for Revenue Service has been completed.

##### ***90 Day Look Ahead***

- Commence Installation of Inclined Elevators.
- High rise escalators - Level 2 Acceptance Test will be conducted in the field (requires only one escalator at this level of testing)
- Complete Factory Acceptance Test (FAT) of Ventilation Fans for Site J and Site K
- Complete Factory Acceptance Test (FAT – Level 3A) of Transmission Backbone System (TBS)
- Complete Canopy installation at the Main Station Entrance

#### **Construction Required for Secondary Station Entrance (Not Required for Revenue Service)**

- Secondary Station Entrance at Site P (C-26512) is in progress, now 29% complete.

March 24, 2014

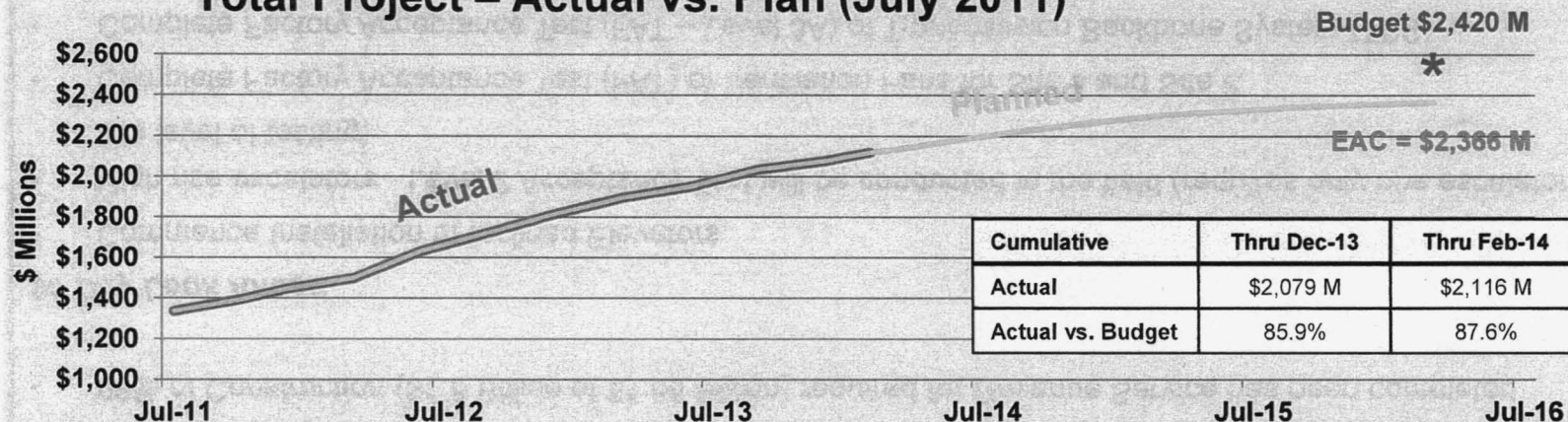
## Number 7 Line Ext.



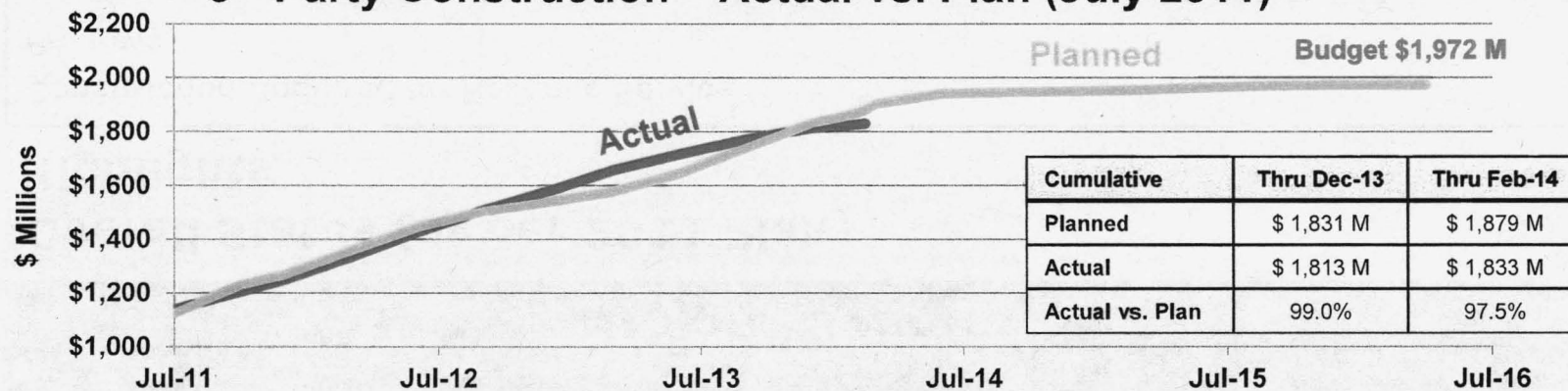
Capital Construction

### Cost & Schedule Performance

**Total Project – Actual vs. Plan (July 2011)**



**3<sup>rd</sup> Party Construction – Actual vs. Plan (July 2011)**



March 24, 2014

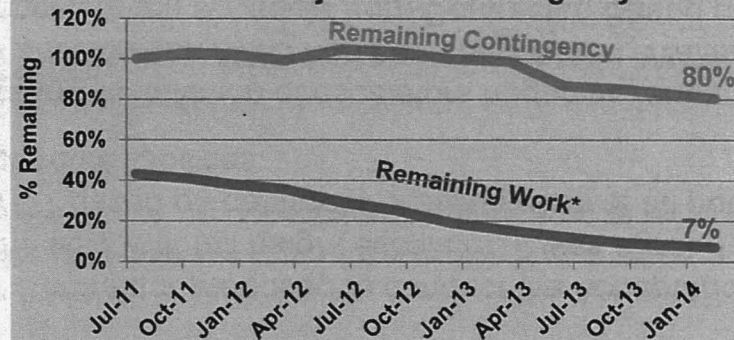


## Cost & Schedule Contingency Status

### Project Schedule Contingency

- As requested by HYDC, the Project schedule was developed with ZERO allocated schedule contingency.
- The current revenue service date (June 2014) is projected to be delayed. MTACC is working with the Contractor and NYCT to develop mitigation/acceleration measures and expect to achieve revenue service by Fall of 2014.

### Project Cost Contingency



\* Remaining work starts in July 2011


- Original project budget of \$2.1 Billion included \$100M (5%) allocated contingency.
- In 2011, HYDC added additional scope of \$266M. The revised project budget of \$2.366 Billion includes \$104.6M (4.5%) re-allocated contingency.
- Currently project has \$84.2M (80.4%) in contingency remaining, a decrease of \$2M from the last report (\$85.9M).
- Currently Forecast: 51% (\$53M) unallocated contingency balance will be remaining at completion.

March 24, 2014




**Number 7  
Line Ext.**



**Critical Milestones and Issues**


Status	Activity	Date Needed	Issues
 Red	<b>Testing &amp; Acceptance of High Rise Escalators at 34<sup>th</sup> Street Station Entrance</b>  (Contract C-26505)	<b>June 2014</b>	<p><b>Issue:</b> Initial Factory Acceptance Test (FAT) failed (June 21, 2013). Contractor's method to rectify factory testing procedures was not acceptable to MTACC/NYCT.</p> <p><b>Impact:</b> Contractor forecasts delay to Substantial Completion by 8 months.</p> <p><b>Mitigation:</b> Contractor proposed to conduct the Acceptance Testing in the field with full height escalator. It was agreed by MTACC/NYCT based on contractor's assumption of all potential cost and schedule liabilities.</p> <p><b>Current Status:</b> Installation of escalators began in January. Two weeks acceleration AWO has been negotiated. Waiting for a detailed acceleration schedule from Contractor. Based on current progress, Contractor is trending ahead of the high rise escalator installation schedule. Acceptance Testing is tentatively projected for June 2014 which will support Fall 2014 Revenue service.</p>

**Legend**




	<b>Red</b>	Significant impacts with potential impacts on Revenue Service Date, Cost, or Customer Benefit Milestones
	<b>Yellow</b>	Impacts which can lead to cost increases or schedule delays on individual milestones or contracts.
	<b>Green</b>	No Near Term Impact for Design, Procurement & Construction. Successful management of major activity to stay on schedule or budget.

March 24, 2014

## Critical Milestones and Issues

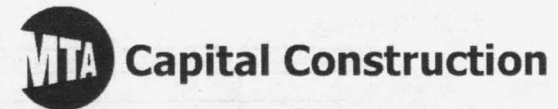
Status	Activity	Date Needed	Issues
 Red	<b>Testing &amp; Acceptance of Transmission Backbone System (TBS)</b> (Contract C-26505)	<b>March 2014</b>	<p><b>Issue:</b> Delay in timely submission of various testing procedures by the contractor delayed the Factory Acceptance Test (FAT) of the TBS.</p> <p><b>Impact:</b> Integration (Level 5) testing of all systems depends upon completion of TBS. Delay in testing of TBS will impact all major systems such as escalators, elevators, fire alarm, fans, HVAC system, etc.</p> <p><b>Mitigation:</b> Contractor has submitted testing procedures. MTACC/NYCT will expedite the review. Contractor is also expediting testing in factory.</p> <p><b>Current Status:</b> Level 2 FAT completed. Contractor submitted amended Level 3A test procedure, which is currently under review. FAT Level 3A is scheduled to begin on March 24, 2014 which will support Fall 2014 Revenue service.</p>

### Legend

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March 24, 2014

## Number 7 Line Ext.



## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
Yellow	<p>Testing &amp; Acceptance of Inclined Elevators at 34<sup>th</sup> Street Station Entrance</p> <p>(Contract C-26505)</p>	July 2014	<p><b>Issue:</b> Factory Acceptance Test (FAT) for inclined elevator failed twice.</p> <p><b>Impact:</b> Ongoing delay in FAT has put inclined elevators on the near critical path. In addition, installation logistics and access through Site P shaft may become an issue.</p> <p><b>Mitigation:</b> Contractor proposed to conduct Acceptance Testing in the field. It was agreed by MTACC/NYCT based on contractor's assumption of all potential cost and schedule liabilities. Contractor has reduced installation duration to 3 months from original duration of 6 months.</p> <p><b>Current Status:</b> Contractor has shipped the elevators to field. Expected to be delivered by end of March 2014. Acceptance Testing is tentatively projected on July 15, 2014.</p>

### Legend

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●	Green	No Near Term Impact for Design, Procurement & Construction. Successful management of major activity to stay on schedule or budget.

March 24, 2014



# **March 2014 IEC Project Review**



## **Number 7 Line Extension**



**March 24, 2014**

# Budget Review

- The overall project budget remains at \$2.42B, which includes \$266M to cover HYDC funded non-subway work.
- IEC currently forecasts an estimate at completion of \$2.36B, with \$53.0M in unallocated contingency remaining, this does not include any contract allocated contingency available.
- Potential acceleration costs may reduce this reserve.



# Schedule Review

- MTACC expects to achieve revenue service by Fall of 2014. The IEC forecasts a December 2014 RSD if the mitigations proposed by the contractor and MTACC are realized.
- MTACC has mitigated some of the delays to the Factory Acceptance Tests for both the high rise escalators and the inclined elevators by allowing the contractor to perform the tests on site assigning liability to the Contractor, however significant schedule risk remains
- A detailed schedule to support the revised RSD has yet to be received and accepted. Once a schedule is accepted, the IEC will monitor to the revised RSD.
- MTACC is working with NYCT to ensure planned staffing and training will support a December 2014 RSD.

# Recommendation

- Closely monitor remaining schedule risks to ensure timely mitigations are implemented.



# **MTACC Quarterly Progress Report to CPOC**

## **Second Avenue Subway**

March 24, 2014

## Project Overview

### Overall Status (as per 2009 Plan)

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

### Highlights

#### Progress

- All mezzanine slab in the main line as well as in ancillaries at 96<sup>th</sup> St Station are complete .
- Continued casting of roof slab work at 96<sup>th</sup> St Station.
- Placement of all the structural invert slab has been completed at 86<sup>th</sup> St Station.
- Started arch concrete for 86<sup>th</sup> St. Station.
- Achieved Substantial Completion of 72nd St Station Heavy Civil/Structural contract on January 14, 2014
- Removal of the 69th St. Muck House (72nd Street Station) completed.
- Started structural steel installation for underpinning at Entrance 1 at 63<sup>rd</sup> Street.
- Started structural steel installation for underpinning at 301 E 69<sup>th</sup> Street.
- Started delivery of Low Vibration Track (LVT) in tunnels between 99<sup>th</sup> and 105<sup>th</sup> Streets.

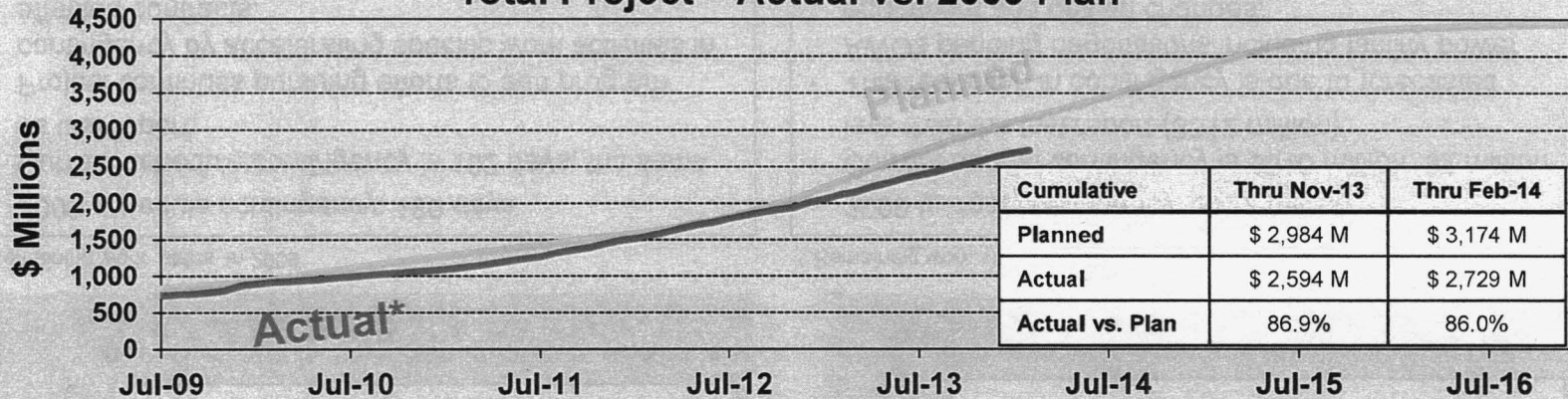
#### 90 Day Look Ahead

- Start fabrication of facilities power equipment for 96<sup>th</sup> Street Station.
- Complete roof placement for 96th Street Station.
- Continue placement of mezzanine slab for 72nd Street Station.
- Provide access to 86<sup>th</sup> Street Finishes contractor to begin construction

March 24, 2014

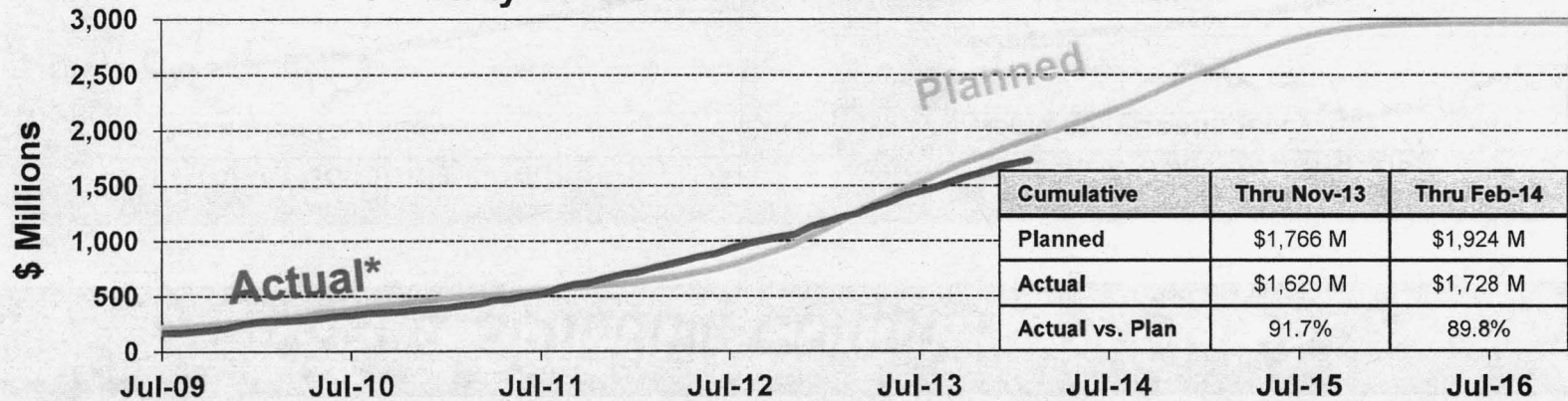
## Cost & Schedule Performance

**Total Project – Actual vs. 2009 Plan**



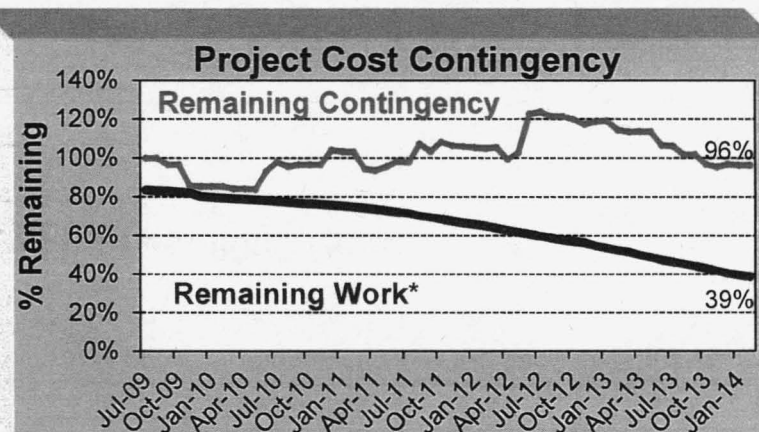
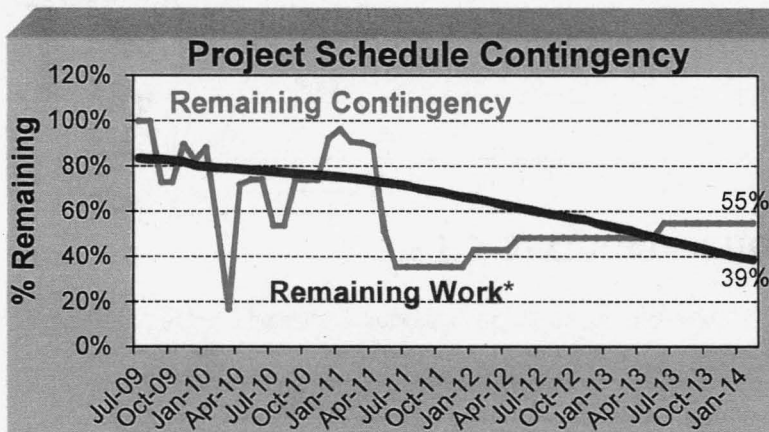
\* Actual represents expended; does not include retainage.

**3rd Party Construction – Actual vs. 2009 Plan**



\* Actual represents expended; does not include retainage.

## Cost & Schedule Contingency Status




\* Remaining work starts in 2009

- 2009 schedule contingency: 186 days
- Current schedule contingency is 102 days, the same as last report.
- Project continues pursuing efforts to add program contingency by accelerating specific work activities in affected contracts.




\* Remaining work starts in 2009

- 2009 budget contingency: \$322 million
- Current budget contingency is \$310 million, \$2 million less than the last report (\$312 million).
- This reduction in contingency is due to forecasted AWOs pending negotiations including facility power equipment and design changes.

## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
 <b>Green</b>	<b>86<sup>th</sup> Street Station Entrance 2 Schedule Delay</b> (Contract 5B)	<b>Resolved</b>	<p><b>Issue:</b> A sidewalk shed installed by Yorkshire Towers as part of Local Law 11 work is interfering with Entrance 2 construction in the north sidewalk area. NYCDOB is requiring MTACC to maintain the shed while the support of excavation (SOE) wall is constructed beneath it in order for both the Building's work and MTACC's work to proceed concurrently.</p> <p><b>Impact:</b> Ongoing delay in construction of Entrance 2 is delaying contract substantial completion; current impact is 5 months. However, this work is not on project critical path.</p> <p><b>Mitigation:</b> Blasting and rock excavation has been completed. In September, STJV proposed a schedule mitigation plan to recover 16 weeks of delay to the MTA. MTACC reviewed the proposal and negotiated with STJV. Direction to proceed was given to STJV on 2/28/14 with negotiations on cost to follow.</p>


### Legend

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March 24, 2014



## Critical Milestones and Issues


Status	Activity	Date Needed	Issues
 Green	Excavation of Entrance #1 (at 69 <sup>th</sup> Street) of 72 <sup>nd</sup> St. Station is currently delayed (Contract 4C)	Resolved	<p><b>Issue:</b> Building owner needed to approve utility relocation design and grant access to areas beyond easements by agreement to complete the work.</p> <p><b>Impact:</b> Possible delay for Contract 4C completion; however, Entrance #1 is not on project critical path.</p> <p><b>Mitigation:</b> Project has completed the final design and has all the agreements with Co-op, McArthur Properties and Alliance Parking. Access to garage became available on December 2. All agreements necessary to start work have been executed and the work started week of February 3<sup>rd</sup>.</p>

### Legend




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March 24, 2014

## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
 <b>Yellow</b>	<b>Construction of Entrance #1 (at 69<sup>th</sup> Street) of 72<sup>nd</sup> St. Station is currently delayed (Contract 4C)</b>	<b>Mitigation Ongoing</b>	<p><b>Issue:</b> There is an increase in the duration of Entrance #1 work due to re-design of the entrance from inside the building to the sidewalk in order to address owners concern.</p> <p><b>Impact:</b> Possible delay for Contract 4C completion; however, Entrance #1 is not on project critical path.</p> <p><b>Mitigation:</b> An agreement has been reached with DOT on a revised MPT Plan that allows the Contractor to work on Entrance #1 and Ancillary #2 concurrently. The project is also working with the Contractor to identify additional means to minimize the schedule impact. Timely negotiations of outstanding change orders will be crucial.</p>

### Legend

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March 24, 2014

### Critical Milestones and Issues

Status	Activity	Date Needed	Issues
 Yellow	63rd Street/ Lexington Avenue Station Reconstruction Milestone #3 & Milestone #4 (Contract 3)	Milestone #3 June 30, 2014  Milestone #4 September 30, 2014	<p><b>Issue:</b> Turnover of systems areas from Contract 3 to Systems contract (Contract 6) did not happen as scheduled.</p> <p><b>Impact:</b> Possible access delay to Systems Contract; however, the 63<sup>rd</sup> St Station portion of Systems contract is not on Systems contract critical path.</p> <p><b>Mitigation:</b> An alternate plan was implemented to allow Systems contract to get into key areas to mitigate the forecasted delays to both contracts. Joint inspection of additional Communications room and conduits was conducted in November. Current plan is to complete MS#3 (Mezzanine Levels, Communication Rooms, and Station Service Center) by end of June 2014 and MS#4 (Lower and Upper Platforms and Signal Rooms) by September 2014.</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.




March 24, 2014



## Critical Milestones and Issues


Status	Activity	Date Needed	Issues
 Red	Installation of Low Vibration Track (LVT) (Contract 6)	Nov 26, 2013	<p><b>Issue:</b> The specified LVT Pad and Boot has been determined by FTA to be non-compliant with Buy-America standard. MTA performed outreach and determined that acceptable products are not currently available domestically. MTA needs FTA to issue a non-availability waiver.</p> <p><b>Impact:</b> Potential of up to 14 calendar day (10 work day) delay to project critical path. As a result of mitigation plan, there is no further delay expected.</p> <p><b>Mitigation:</b> On September 11, 2013, the MTA sent a letter to FTA requesting a Buy America non-availability waiver for the LVT Pad and Boot. In order to mitigate schedule and cost impact MTA proceeded with work at MTA's risk.</p> <p>MTACC was notified by the FTA that the waiver request has been granted.</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.

March 24, 2014

### Critical Milestones and Issues


Status	Activity	Date Needed	Issues
 Red	Impact of Surveys on Track Installation (Contract 6)	Mitigation Ongoing	<p><b>Issue:</b> The start of track installation was delayed due to the resolution of the clearance issues in the existing tunnel north of 96<sup>th</sup> Street.</p> <p><b>Impact:</b> Potential delay of up to 53 calendar days (40 work days) to project critical path.</p> <p><b>Mitigation:</b> Systems contractor will be working at multiple locations to significantly reduce potential delay. In addition, an acceleration plan is being discussed with the contractor.</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.

March 24, 2014

## Critical Milestones and Issues

Status	Activity	Date Needed	Issues
 <b>Red</b>	<b>Delivery of Station Facility Power Equipment</b> (Contract 2B, 4C and 5C)	<b>October 2014</b>	<p><b>Issue:</b> Station Facility Power may not be available in time to support planned Testing and Commissioning Activities.</p> <p><b>Impact:</b> Critical Path float could be reduced, if not mitigated.</p> <p><b>Mitigation:</b> Expedite design and shop drawing approval process in order to procure equipment:</p> <ul style="list-style-type: none"> <li>Con Ed comments have been made on the 30% design submittal and revised drawings have been provided to 96th and 72nd Street station contractors.</li> <li>The 96<sup>th</sup> Street contractor has submitted the 60% shop drawing package. Both 86<sup>th</sup> and 72<sup>nd</sup> St. contractors are preparing their 60% packages.</li> </ul>

### Legend

	<b>Red</b>	Significant impacts with potential impacts on Revenue Service Date, Cost, or Customer Benefit Milestones
	<b>Yellow</b>	Impacts which can lead to cost increases or schedule delays on individual milestones or contracts.
	<b>Green</b>	No Near Term Impact for Design, Procurement & Construction. Successful management of major activity to stay on schedule or budget.

March 24, 2014

# **March 2014 CPOC IEC Project Review**



## **Second Avenue Subway**



**March 24, 2014**



# Schedule & Budget Review

- **SCHEDULE** - The IEC believes the Project has lost over 50 days of the reported 102 calendar days of schedule contingency due to the delay to the start of trackwork installation.

The Project Team has not determined the impact on schedule contingency of the substantial delay to the provision of permanent power to all stations.

- **BUDGET** - Project is on budget and cost contingency is consistent with remaining risks.



# Recommendation

**Expedite current efforts to resolve key schedule variances with contractors and complete a full update of the Integrated Project Schedule, including:**

- Full logical representation of activities
  - necessary to provide permanent power
  - dependent upon timely provision of permanent power
- Review and verify prerequisites for systems turnover milestones



# Recommendations

Recommendation	Agency Action	Status
<b>September 2012</b>  Formalize a program to incorporate lessons learned from the 7 Line Extension Project into SAS systems management.	MTACC concurs with the IEC's recommendation. Program Executives have met and agreed to a commitment to share lessons learned and information knowledge. Meetings have occurred and will continue to expand this effort.	CLOSED
<b>December 2012</b>  Address E/O issues and resolve with Designer.	MTACC continues to work with NYCT Procurement on E/O issues.	OPEN
<b>March 2013</b>  Improve contract turnover management	In March 2013, MTACC held the first of several meetings to develop a more specific process for handling "access turnovers" between the MEP/Finishes contracts and the Systems Contract. Key issues needing further adjustment include (i) the submittal coordination process, (ii) identification of support staff, and (iii) development and adoption of a formal process.	IN-PROGRESS
<b>September 2013</b>  Consider issuing partial substantial completion as a means to standardize turnovers of station areas to the Systems Contractor.	Recommendation not being considered further.	CLOSED



# Updated Capital Program Commitment and Completion Key Performance Indicators

March 24, 2014  
CPOC Update





# Overview

MTA has updated its Capital Program Commitment and Completion Key Performance Indicators (KPIs)

## Schedule KPIs:

- **Old rules** afforded two (2) month “on time” leeway and allowed slips out of a calendar year to be re-baselined
- **New rules** calculate all slips as late and do not allow re-baselining

## Budget KPIs:

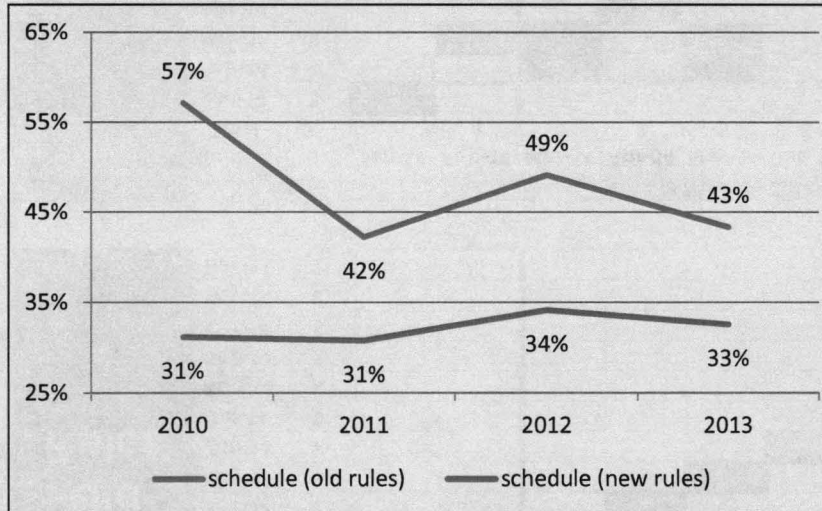
- **Old rules** did not include a project based “on budget” KPI; instead an MTA-wide aggregate KPI that allowed for re-baselining was calculated
- **New rules** are project based and do not allow for re-baselining

In most instances, new rules result in diminished performance against schedule and budget KPIs



# Historic Major Commitment KPIs

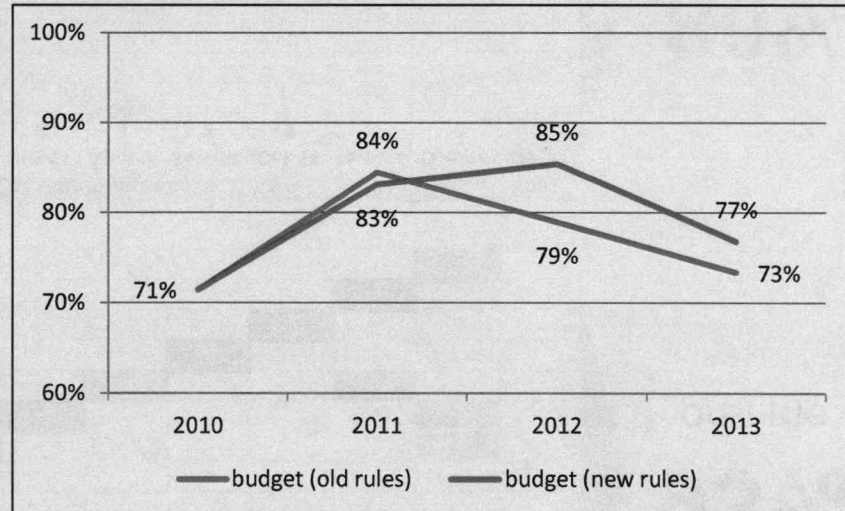
## Schedule



**Old rules** exhibit declining performance in recent years

**New rules** show a flat trend

## Budget



**Old rules** exhibit declining performance since 2011

**New rules** *improve* performance, with MTA achieving generally good results in 70-80% range

# 2014 Major Commitments: Schedule

Data as of February 2014

Old Rules

Actual		MTA-wide 2014 Major Commitments													Post
		Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	2014	
Goal	Total	55	3	1	5	2	5	5	5	4	2	5	8	10	0
Jan-14	3	3													
Feb-14	4			3		1									
Mar-14	5		1	2		2									
Apr-14	2				2										
May-14	2					2									
Jun-14	7						5		1					1	
Jul-14	6							5						1	
Aug-14	4								3				1		
Sep-14	2									2					
Oct-14	5										5				
Nov-14	8											7	1		
Dec-14	7													7	

Old Rules

93%  
on-time

New Rules

Goal	Actual	MTA-wide 2014 Major Commitments													Post 2014
		Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	2014	
Total	55	3	1	5	2	5	5	5	4	2	5	8	10	0	
Jan-14	3	3													
Feb-14	4			3		1									
Mar-14	5		1	2		2									
Apr-14	2				2										
May-14	2					2									
Jun-14	7						5		1				1		
Jul-14	6							5					1		
Aug-14	4								3			1			
Sep-14	2									2					
Oct-14	5										5				
Nov-14	8											7	1		
Dec-14	7												7		

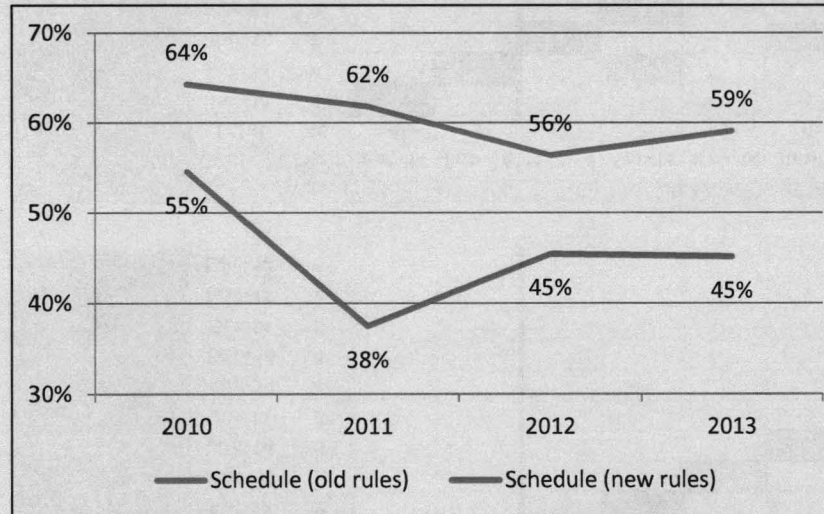
New Rules

80%  
on-time



# Historic Major Completion KPIs

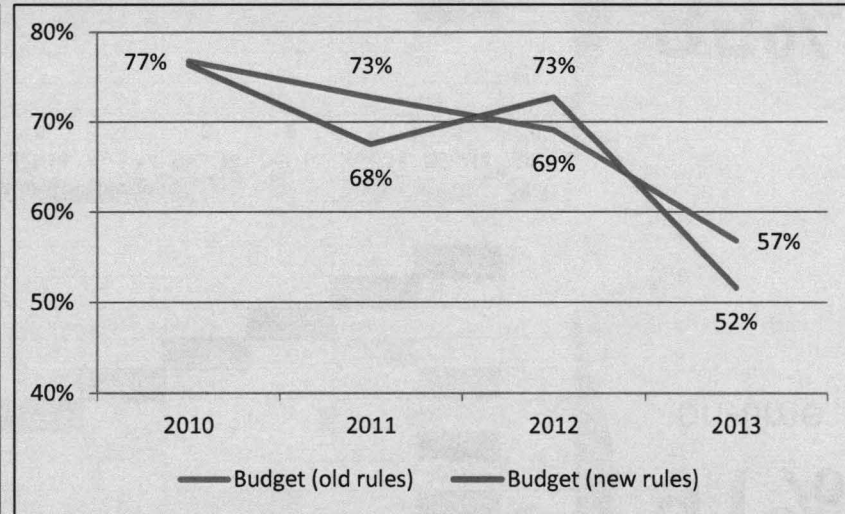
## Schedule



**Old rules** more consistent performance in recent years

**New rules** show improvement since 2011

## Budget



**Old rules** exhibit declining performance since 2010

**New rules** also exhibit declining performance since 2010

# 2014 Major Completions: Schedule

Data as of February 2014

Old  
Rules

		Actual	MTA-wide 2014 Major Completions												Post
Goal		Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	2014	
Total	46	4	3	1	2	2	4	5	4	3	5	5	8	0	
Jan-14	4	4													
Feb-14	4		3		1										
Mar-14	2			1			1								
Apr-14	2				1								1		
May-14	2					2									
Jun-14	5						3		1				1		
Jul-14	5							5							
Aug-14	4								3				1		
Sep-14	4									3		1			
Oct-14	5										5				
Nov-14	4											4			
Dec-14	5												5		

**91%**  
on-time

New  
Rules

Actual		MTA-wide 2014 Major Completions													Post 2014
		Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14		
Goal	46	4	3	1	2	2	4	5	4	3	5	5	8	0	
Total	46	4	3	1	2	2	4	5	4	3	5	5	8	0	
Jan-14	4	4													
Feb-14	4		3		1										
Mar-14	2			1			1								
Apr-14	2				1								1		
May-14	2					2									
Jun-14	5						3		1				1		
Jul-14	5							5							
Aug-14	4								3				1		
Sep-14	4									3		1			
Oct-14	5										5				
Nov-14	4											4			
Dec-14	5												5		

**85%**  
on-time

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# **MTA Capital Program Commitments & Completions**

## **through February 28, 2014**



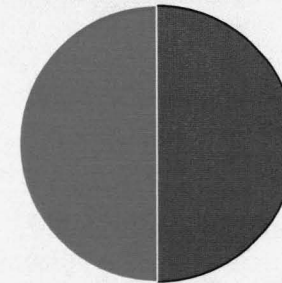


### Capital Projects – Major Commitments – February 2014

55 major commitments are planned for 2014 and eight are being reported on through February. There are four slips through February. These include NYCT's 34<sup>th</sup> Street Interlocking, two East Side Access systems package awards and the LIRR's Johnson Yard project. All slips are discussed on the following page.

Agencies have committed a total of \$755 million through February versus a \$1.2 billion goal. The year to date shortfall is primarily due to the abovementioned slips which represent a combined \$672 million in goal value. This shortfall is partly offset by the early commitment of a B&T facility substation. At this time the MTA forecasts that it will achieve 104% of its \$6.5 billion commitment goal.

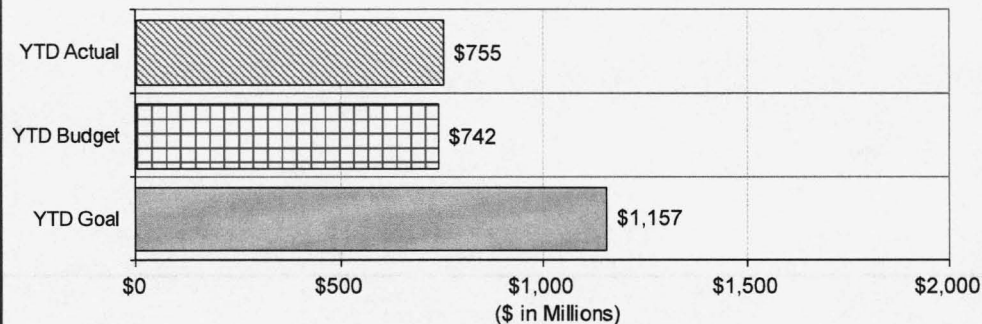
### Year-to-Date Major Commitments



	Count	Percent	Change from Prior Month
<b>GREEN</b> = Commitments made/forecast within Goal	4	50%	↑ 1
<b>YELLOW</b> = Commitments delayed beyond Goal (already achieved)	0	-	-
<b>RED</b> = Commitments delayed beyond Goal (not yet achieved)	4	50%	↑ 4
	8	100%	↑ 5

### Budget Analysis

2014 Annual Goal	\$6,545	(\$ in millions)
2014 Annual Forecast	104%	of Annual Goal
Left to Complete	89%	(\$6,038)



### Year-to-Date Agency Breakdown

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

## Capital Projects – Major Commitments – February 2014 – Schedule Variances

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

### 4 All-Agency Red Commitments (4 new this month)

#### NYCT

##### Signals & Communication

34th Street Interlocking/ 6th Ave (New Item)	Construction Award	Feb-14 \$226.9M	Mar-14 \$171.0M
--	--------------------	--------------------	--------------------

Delay due to time needed to resolve a statement of adverse information (SAI) finding with a signals supplier. The budget variance is favorable due to a low bid.

#### LIRR

##### Other Track

Jamaica Capacity Improvements - Johnson Yard (New Item)	Design-Build Award	Feb-14 \$56.6M	May-14 \$56.6M
---	--------------------	-------------------	-------------------

The procurement process has been extended due to contract addenda, requests for extensions from vendors, evaluation of Means and Methods and Value Engineering opportunities.

#### MTACC

##### East Side Access

System Package 1 (CS179) (New Item)	Construction Award	Feb-14 \$366.9M	Mar-14 \$366.9M
-------------------------------------	--------------------	--------------------	--------------------

One month delay due to additional time needed to finalize contract award documentation.

System Package 3 (VS086) (New Item)	Construction Award	Feb-14 \$21.8M	Mar-14 \$21.8M
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One month delay due to additional time needed to finalize contract award documentation.

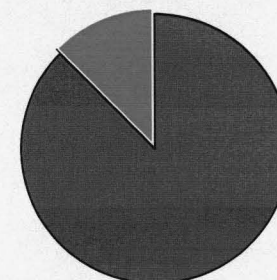


## Capital Projects – Major Completions – February 2014

46 major completions are planned for 2014 and eight are being reported on through February. One project is being forecast as late: an East Side Access vent plant project. This major completion variance is explained on the next page. In addition, there has been a delay in the acceptance of NYCT's R188 subway cars for both January and February and acceptance of these months' cars is forecast for March.

Agencies have completed a total of \$1.2 billion through February with a year-end goal of \$5.7 billion. The year to date shortfall of \$44 million is mostly due to the vent plant slip. By year-end the MTA forecasts meeting its overall \$5.7 billion goal.

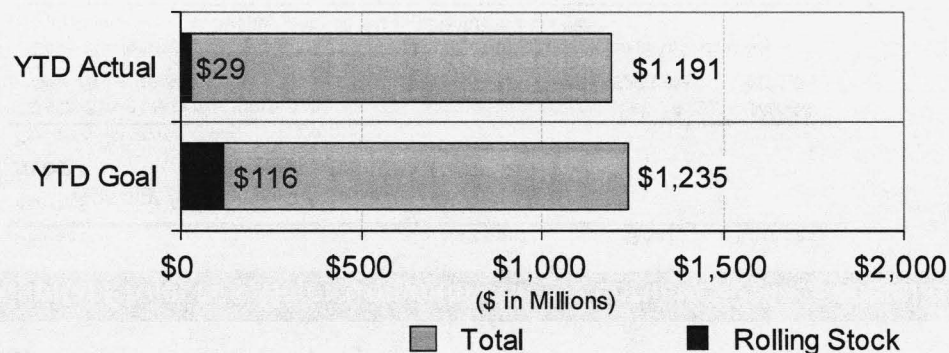
## Year-to-Date Major Completions



	Count	Percent	Change from Prior Month
<b>GREEN</b> = Completions made/forecast within Goal	7	88%	↑ 3
<b>YELLOW</b> = Completions delayed beyond Goal (already achieved)	0	-	-
<b>RED</b> = Completions delayed beyond Goal (not yet achieved)	1	13%	↑ 1
<b>Total</b>	8	100%	↑ 4

## Budget Analysis

2014 Annual Goal	\$5,721	(\$ in millions)
2014 Annual Forecast	101%	of Annual Goal
Left to Complete	79%	(\$4,564)



## Year-to-Date Agency Breakdown

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



## Capital Projects – Major Completions – February 2014 – Schedule Variances

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

### 1 All-Agency Red Completions (1 new this month)

#### MTA CC

##### East Side Access

44th Street Fan Plant and 245 Park Ave Entrance (CM004) - (New Item)	Construction	Feb-14 \$55.5M	Apr-14 \$55.5M
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The completion is delayed due to adverse conditions resulting from weather impacts.

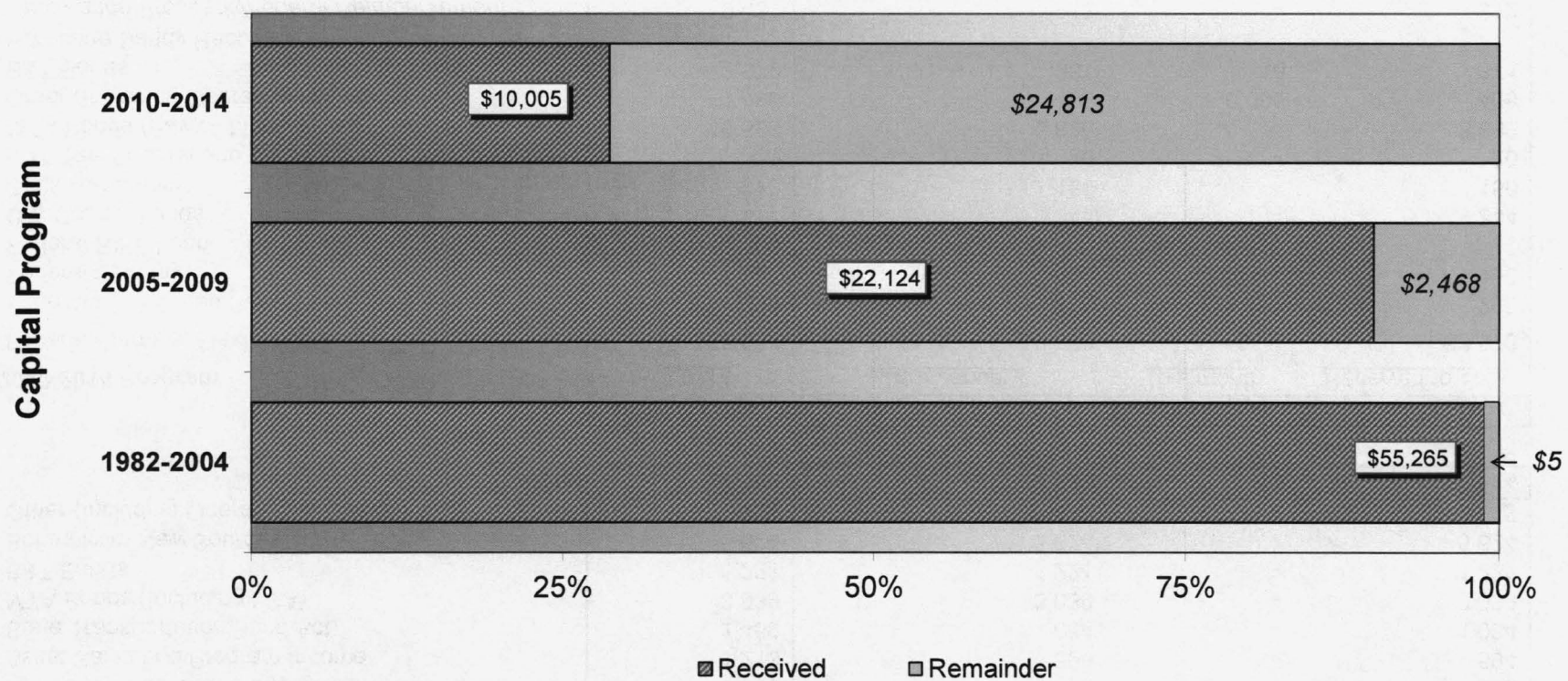
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## Status of MTA Capital Program Funding



## Capital Funding (February 28, 2014)

\$ in millions





## Capital Funding Detail (February 28, 2014)

\$ in millions

### 2005-2009 Program

	Funding Plan	Receipts		
	Current	Thru January	This month	Received to date
Federal Formula and Flexible Funds	\$5,186	\$5,186	\$ -	\$5,186
Federal New Start	2,810	1,832	-	1,832
Federal Security	322	242	-	242
Federal Other	11	11	-	11
Federal ARRA - Stimulus	654	654	-	654
City of New York	418	409	-	409
City #7 Line Extension Funds	2,367	1,980	15	1,996
MTA Bus Federal and City Match	149	142	-	142
Asset Sales and Program Income	1,213	594	-	594
State Transportation Bond Act	1,450	1,064	-	1,064
MTA Bonds (Including LGA)	3,039	3,039	-	3,039
B&T Bonds	1,221	1,221	-	1,221
Bonds from New Sources	5,624	5,624	-	5,624
Other (Including Operating to Capital)	128	112	-	112
<b>Total</b>	<b>24,592</b>	<b>22,109</b>	<b>15</b>	<b>22,124</b>

### 2010-2014 Program

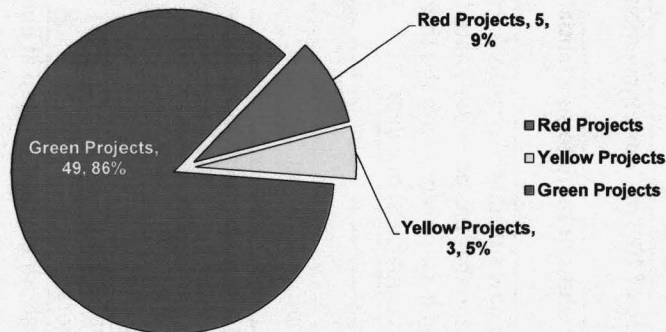
	Funding Plan	Receipts		
	Current	Thru January	This month	Received to date
Federal Formula, Flexible, Misc	\$5,834	\$3,570	\$ -	\$3,570
Federal High Speed Rail	295	295	-	295
Federal Security	207	100	-	100
Federal RIFF Loan	2,200	-	-	-
City Capital Funds	777	344	-	344
State Assistance	770	150	-	150
MTA Bus Federal and City Match	132	20	-	20
MTA Bonds (Payroll Mobility Tax)	10,503	3,836	-	3,836
Other (Including Operating to Capital)	1,496	408	0.005	408
B&T Bonds	2,079	361	10	371
Hurricane Sandy Recovery				
Insurance Proceeds/Federal Reimbursement	9,431	912	-	912
PAYGO	160	-	-	-
Sandy Recovery MTA Bonds	758	-	-	-
Sandy Recovery B&T Bonds	175	-	-	-
<b>Total</b>	<b>34,818</b>	<b>9,995</b>	<b>10</b>	<b>10,005</b>



#### 4<sup>th</sup> Quarter 2013 Traffic Light Report on MTA Capital Program Projects

A total of 253 Projects were Reviewed for the 4<sup>th</sup> Quarter 2013

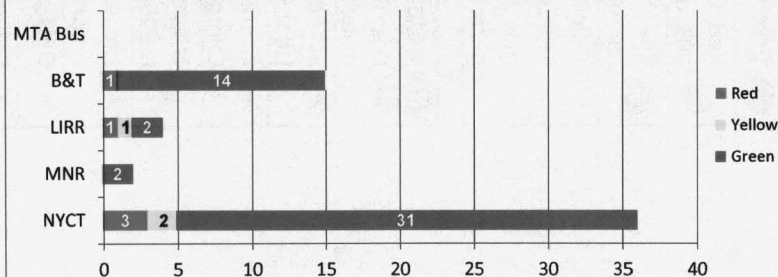
57 Projects in Design



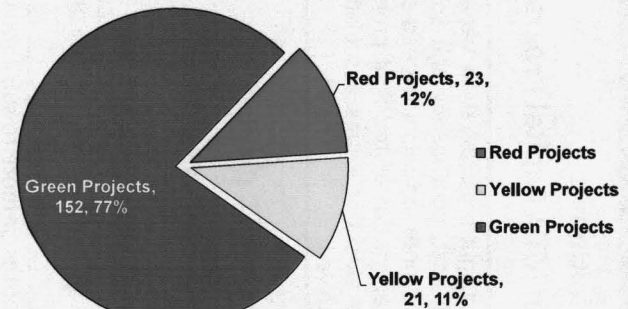
**Projects in Design:** 57 projects were reviewed in the design phase with 49 (86%) designated green, 3 (5%) yellow, and 5 (9%) were red. This is an increase of 2 red projects from the 3rd quarter 2013. All of the 5 projects designated red this quarter were for a schedule variance. The schedule variances ranged from 3 to 5 months, and were due to repackaging of the construction contracts, additional scope, and design changes.

**Last Quarter:** 49 projects were reviewed in the design phase with 42 (86%) designated green, 3 (6%) yellow, and 4 (8%) were red.

57 Projects in Design



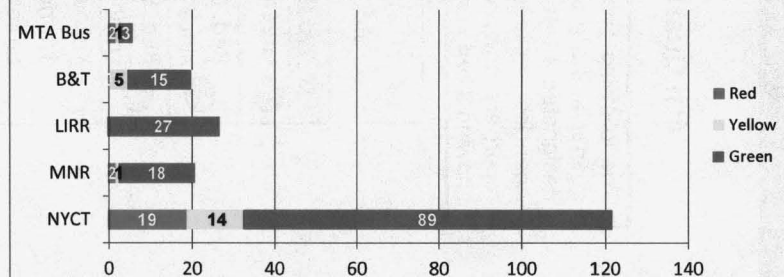
196 Projects in Construction



**Projects in Construction:** 196 projects were reviewed in the construction phase with 152 (77%) designated green, 21 (11%) yellow and 23 (12%) red. Of the 24 projects designated red, 20 (83%) were for a schedule variance, 3 for a cost variance, and 1 was for both a cost and schedule variance. For the 20 projects designated red for schedule, the variances ranged from 3 months to 30 months. The schedule variances were due to ConEd issues, weather related issues, Sandy related work, reprioritization of track work, and additional scope.

**Last Quarter:** 157 projects were reviewed in the construction phase with 115 (73%) designated green, 33 (21%) yellow and 9 (6%) red.

196 Projects in Construction



**Terms and Definitions****4th Quarter 2013 Traffic Light Report on MTA Capital Program Projects**

The following Terms and Definitions used to identify "red light projects" show variances from quarter to quarter and are based on three performance indicators: cost, contingency and schedule. A project is designated a "red light project" when one or more of the three indicators exceed a specified threshold. Agencies are required to produce follow-up one-page reports for all red light projects. Included in this report are one-page agency summaries (on pink paper stock) of issues associated with each project showing a red indicator and how the issues are being resolved.

**Traffic Light Report Project Terms and Definitions****Projects in Design: 57**

- ☒ Green: No indices 115% or more and no index movement 15% or more
- ☒ Red: Cost Index: An EAC increase of 15% (or index movement of 15% or more since last Traffic Light Report)
- ☒ Red: Schedule Variance: An increase of 3 months or more to substantial completion since last Traffic Light Report
- ☐ Yellow: Previously indicated as red with no new substantial change since last Traffic Light Report / A project in design that has been designated Yellow may be returned to Green when it has been in compliance with the three performance indicators for (four consecutive quarters) one year.

**Projects in Construction: 196**

- ☒ Green: No indices 110% or more and no index movement 10% or more
- ☒ Red: Cost or Contingency Index: An increase of 10% (or index movement of 10% or more since last Traffic Light Report)
- ☒ Red: Schedule Variance: An increase of 3 months or more to substantial completion since last Traffic Light Report
- ☐ Yellow: Previously indicated as red with no new substantial change since last Traffic Light Report / A project in construction that has been designated Yellow may be returned to Green when it has been in compliance with the three performance indicators for (four consecutive quarters) one year.

**Report Index Formulas and Criteria:**

- Cost Index = Total Project EAC / Current Approved Budget  
(Note: Current Budget is not Budget at Award)
- Schedule Variance = Number of months of change in schedule since last Traffic Light Report
- Contingency Index = % Contingency used / % 3rd Party Contract Completion (contingency used includes expended & pending AWOs). Triggered when project has reached 50% or higher. Threshold for NYCT is \$15M or more, other agencies \$5M or more.
- Excludes projects in CPOC's Risk-Based Monitoring Program listed at end of report
- Only projects with budgets of \$5M or greater are included in the report
- Projects in design must be at a 30% level or greater





#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

▲ = Index increase: Trending indicates condition worsening since last quarterly report  
▼ = Index decrease: Trending indicates condition improving since last quarterly report  
— = No Change since last quarterly report

Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
NYCT - New York City Transit Program											
Overcoat Whitlock Avenue Portal to Pelham Bay Park - Pelham Line	05 - 09	Construction	\$28,158,438	95	.00	—	1.00	—	8	▲	R
Signal Key-By Circuit Modifications Phase 2	05 - 09	Construction	\$29,841,020	84	.00	—	1.00	▼	0	—	G
Antenna Cable Replacement Phase 2	05 - 09	Construction	\$62,679,026	100	1.03	▼	1.00	—	-1	▼	Y
Public Address / Customer Information Screens - Phase 3	05 - 09	Construction	\$87,787,616	79	.00	—	1.19	—	0	—	G
Stn Comm Room HVAC Ph 1	05 - 09	Construction	\$45,236,107	63	1.38	▼	1.38	▲	0	—	Y
Cable Cranberry Tube, Ducts	05 - 09	Construction	\$33,761,630	71	.22	—	.99	—	11	▲	R
Repl Negative Cables RKY	05 - 09	Construction	\$13,117,490	97	.00	—	1.00	—	0	—	G
Manhole Repairs 2 Locs	05 - 09	Construction	\$7,412,912	94	1.04	—	1.00	—	3	▲	R
East New York Depot Repairs	05 - 09	Construction	\$17,192,000	63	.00	—	1.00	—	0	—	G
Bus Lifts Various Locations	05 - 09	Construction	\$8,800,030	82	.00	—	1.00	—	0	—	G
Depot Equipment	05 - 09	Construction	\$9,880,197	18	.00	—	1.00	—	20	▲	R
Priority Repairs: 3 Depots	05 - 09	Construction	\$18,433,289	48	.18	—	.98	▼	0	—	G
Purchase 2 Ballast Regulators	05 - 09	Construction	\$7,736,048	80	.00	—	1.00	—	0	—	Y
Replace Canopies 5 Stns BW7	05 - 09	Construction	\$14,195,147	100	.33	—	1.00	—	0	—	Y
Purchase Bus Cameras	10 - 14	Construction	\$24,871,000	85	.00	—	1.00	—	0	—	G
Replacement of MetroCard Electronic Components	10 - 14	Construction	\$30,000,000	15	.00	—	.41	—	0	—	G
Passenger Station Local Area Network at 4 Stations	10 - 14	Construction	\$7,547,891	74	.00	—	1.43	▲	-1	▼	R
Replace 3 Escalators in Southern Manhattan	10 - 14	Construction	\$14,244,202	94	.56	▼	1.13	▲	4	▲	R
Replace 2 Escalators at Roosevelt Av on the Queens Blvd Line	10 - 14	Construction	\$9,906,056	10	.00	—	1.00	—	0	—	G
Replace 11 Hydraulic Elevators	10 - 14	Construction	\$26,303,933	8	.00	—	1.00	—	0	—	G
Station Work at Pelham Bay Park on the Pelham Line	10 - 14	Construction	\$5,829,888	10	.56	▲	1.01	—	0	—	G
Renewal of Buhre Avenue Station on the Pelham Line	10 - 14	Construction	\$22,273,793	4	.34	▲	.99	—	0	—	G
Renewal of Middletown Rd. Station on the Pelham Line	10 - 14	Construction	\$26,443,420	26	.05	▲	1.00	—	0	—	G



# 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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— = No Change since last quarterly report

Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
NYCT - New York City Transit Program											
Renewal of Zerega Avenue on the Pelham Line	10 - 14	Construction	\$20,999,979	4	.36	▲	1.00	—	0	—	G
Renewal of Castle Hill Avenue Station on the Pelham Line	10 - 14	Construction	\$24,828,176	27	.04	—	.99	—	0	—	G
Improvements at the Dyckman Street Station on the Broadway/7th Avenue Line	10 - 14	Construction	\$45,829,727	35	.70	—	.99	—	0	—	Y
Ceiling Repair at 181 St and 168 St on the Broadway-7th Av Line	10 - 14	Construction	\$60,672,946	17	.00	—	1.00	—	0	—	G
Renewal of Central Avenue Station on the Myrtle Line	10 - 14	Construction	\$9,756,797	98	.75	▲	.92	—	0	—	G
Renewal of Seneca Avenue Station on the Myrtle Line	10 - 14	Construction	\$7,863,315	98	.75	▲	1.04	—	0	—	G
Renewal of Forest Avenue Station on the Myrtle Line	10 - 14	Construction	\$6,941,594	98	1.17	▲	1.00	—	0	—	G
Renewal of Knickerbocker Avenue Station on the Myrtle Line	10 - 14	Construction	\$10,287,645	98	.09	—	.99	—	0	—	G
Renewal of Fresh Pond Avenue Station on the Myrtle Line	10 - 14	Construction	\$9,082,673	98	2.60	▼	1.00	—	0	—	G
Renewal of 104 Street Station on the Liberty Line	10 - 14	Construction	\$13,948,770	0	.00	—	1.00	▲	0	—	G
Renewal of 111 Street Station on the Liberty Line	10 - 14	Construction	\$13,439,382	0	.00	—	1.00	▲	0	—	G
Renewal of Rockaway Blvd Station on the Liberty Line	10 - 14	Construction	\$14,232,778	0	.00	—	.99	▲	0	—	G
Renewal of 88 Street Station on the Liberty Line	10 - 14	Construction	\$13,843,083	0	.00	—	1.00	▲	0	—	G
Renewal of 80 Street Station on the Liberty Line	10 - 14	Construction	\$14,188,927	0	.00	—	1.00	▲	0	—	G
Component Repairs at 5 Stations on the Brighton Line	10 - 14	Construction	\$6,915,730	35	1.14	▼	.82	—	0	—	G
Ventilator Repairs at 4 Locations in Queens, Manhattan and Brooklyn	10 - 14	Construction	\$5,499,803	20	.00	—	1.00	—	0	—	G
Component Repairs at 21st Street Station on the Crosstown Line	10 - 14	Construction	\$6,439,032	0	.00	—	1.02	—	0	—	G
Component Repairs at 3 Stations on the Broadway Line	10 - 14	Construction	\$9,907,413	0	.00	—	1.03	▼	0	—	G
Component Repairs at 2 Stations on the Broadway Line	10 - 14	Construction	\$7,212,342	0	.00	—	1.04	▼	0	—	G
ADA Accessibility at Forest Hills-71 Av Station on the Queens Blvd Line	10 - 14	Construction	\$21,798,619	85	.32	▼	1.00	—	2	▲	G



#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
NYCT - New York City Transit Program											
ADA Accessibility at Kingsbridge Rd Station on the Concourse Line	10 - 14	Construction	\$20,305,233	81	.46	▼	1.00	—	0	—	G
ADA Accessibility at Utica Ave Station on the Fulton Line	10 - 14	Construction	\$14,125,330	90	.75	▼	1.00	—	2	▲	G
ADA Accessibility at Hunts Point Ave Station on the Pelham Line	10 - 14	Construction	\$14,251,216	76	.91	▲	1.00	—	2	▲	Y
ADA Accessibility at Dyckman Street Station on the Broadway-7th Avenue Line	10 - 14	Construction	\$13,248,106	35	1.73	▼	1.00	—	0	—	Y
Water Condition Remedy	10 - 14	Construction	\$6,241,520	62	1.35	▲	.94	▼	0	—	G
2012 Welded Rail Installation	10 - 14	Construction	\$9,049,206	24	.00	—	1.00	—	0	—	Y
2014 Mainline Track Replacement: Design and Support Costs	10 - 14	Construction	\$6,043,078	100	.00	—	1.00	▲	0	—	G
2012 Mainline Track Replacement on the Myrtle Line	10 - 14	Construction	\$12,172,185	90	.00	—	1.00	▲	6	▲	R
2012 Mainline Track Replacement on the 6 Avenue Line	10 - 14	Construction	\$18,480,434	84	.00	—	1.00	▲	0	—	G
2012 Mainline Track Replacement on the Concourse Line	10 - 14	Construction	\$14,128,000	92	.00	—	1.00	▲	0	—	G
2012 Mainline Track Replacement on the Rockaway	10 - 14	Construction	\$10,614,269	25	.00	—	1.00	—	0	—	G
2013 Mainline Track Replacement on the 6th Avenue Line	10 - 14	Construction	\$18,096,000	88	.00	—	1.00	—	-3	▼	Y
2013 Mainline Track Replacement on the Broadway-7th Avenue Line	10 - 14	Construction	\$6,700,000	98	.00	—	1.02	▲	0	—	Y
2013 Mainline Track Replacement on the 8th Avenue Line	10 - 14	Construction	\$11,307,010	89	.00	—	1.00	—	0	—	G
2013 Mainline Track Replacement on the Sea Beach Line	10 - 14	Construction	\$12,305,493	95	.00	—	1.02	—	0	—	G
2013 Mainline Track Replacement on the Jamaica Line	10 - 14	Construction	\$16,754,059	85	.00	—	1.00	—	0	—	G
2013 Mainline Track Replacement on the 8th Avenue Line	10 - 14	Construction	\$14,037,147	60	.00	—	1.00	—	0	—	G
2013 Mainline Track Replacement on the Lenox-White Plains Road Line	10 - 14	Construction	\$5,586,001	86	.00	—	1.00	—	6	▲	R
2013 Mainline Track Replacement on the Canarsie Line	10 - 14	Construction	\$19,091,140	70	.00	—	1.00	—	0	—	G



#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
NYCT - New York City Transit Program											
2013 Mainline Track Replacement on the Liberty Avenue Line	10 - 14	Construction	\$9,500,000	95	.00	—	1.09	—	0	—	G
2013 Mainline Track Replacement on the Jerome Line	10 - 14	Construction	\$6,700,000	95	.00	—	1.04	—	0	—	G
2013 Mainline Track Replacement on the White Plains Road Line	10 - 14	Construction	\$7,079,603	95	.00	—	1.00	—	-5	▼	Y
2013 Mainline Track Replacement on the 8th Avenue Line	10 - 14	Construction	\$6,890,611	62	.00	—	1.00	—	0	—	G
2013 Mainline Track Replacement on the 8th Avenue Line	10 - 14	Construction	\$10,788,965	90	.00	—	1.01	—	0	—	G
2013 Mainline Track Replacement on the Flushing Line	10 - 14	Construction	\$19,081,154	20	.00	—	1.00	—	0	—	G
2013 Mainline Switch Replacement: Design and Support Costs	10 - 14	Construction	\$6,892,513	92	.00	—	1.00	—	0	—	G
2014 Mainline Switch Replacement: Design and Support Costs	10 - 14	Construction	\$7,592,900	100	.00	—	1.01	▲	0	—	G
2013 Mainline Switch Replacement on the Queens Boulevard Line	10 - 14	Construction	\$15,325,787	93	.00	—	1.00	—	0	—	Y
2013 Mainline Switch Replacement on the Jamaica Line	10 - 14	Construction	\$10,865,150	50	.00	—	.78	—	7	▲	R
Replace Tunnel Lighting from Roosevelt Av-36 St on the Queens Blvd Line	10 - 14	Construction	\$52,436,729	8	.00	—	1.00	—	0	—	G
New Vent Plant at Mulry Square on the 8th Av Line	10 - 14	Construction	\$60,908,428	42	.01	—	1.00	—	0	—	G
New Vent Plant at 46 St on the Queens Blvd Line	10 - 14	Construction	\$82,757,198	4	.00	—	1.02	—	0	—	G
Rehabilitate Emergency Exits at 125 Locations	10 - 14	Construction	\$29,072,428	60	.00	—	.99	—	0	—	G
Rehabilitation of the Culver Viaduct (Underside) - Phase 3	10 - 14	Construction	\$40,381,843	83	.00	—	1.00	—	10	▲	R
Viaduct Repair on the Far Rockaway and Rockaway Lines	10 - 14	Construction	\$39,766,541	71	1.01	▲	1.00	—	0	—	G
Demolish Abandoned Structures	10 - 14	Construction	\$10,320,496	32	.00	—	.68	—	12	▲	R
Overcoat Painting from Portal-E 180 St on the White Plains Road Line	10 - 14	Construction	\$30,425,245	27	.00	—	1.00	—	0	—	G
Overcoat Painting from Broadway Junction-Cypress Hills on the Jamaica Line	10 - 14	Construction	\$19,011,173	89	.50	▼	1.00	—	3	▲	R



**4th Quarter 2013 Traffic Light Report  
Projects in Design and Construction**

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>NYCT - New York City Transit Program</b>											
Overcoat Painting from Dyckman St-215 St on the Broadway-7th Av Line	10 - 14	Construction	\$13,908,803	15	.00	—	1.00	—	0	—	G
Steinway Tube Rehabilitation	10 - 14	Construction	\$10,583,199	39	2.57	▼	.54	—	3	▲	R
Portal Repairs on the Broadway-7 Avenue Line	10 - 14	Construction	\$20,330,826	23	.00	—	1.20	—	0	—	Y
Modification of Signal Control Lines - Phase 4	10 - 14	Construction	\$25,334,078	87	.00	—	1.00	—	0	—	G
Modernize Signal Interlocking at Church Avenue on the Culver Line	10 - 14	Construction	\$202,387,500	89	.45	—	1.00	—	0	—	G
Replace Solid State Signal Equipment at 13 Locations	10 - 14	Construction	\$16,679,555	31	.58	—	.99	—	0	—	G
Install Station Time Signal Enhancements on the Lexington Avenue Line - Phase 2	10 - 14	Construction	\$28,905,461	88	.19	—	.99	—	2	▲	G
Modernize Signal Interlockings at 71st Avenue and Union Turnpike on the Queens Boulevard Line	10 - 14	Construction	\$310,836,263	11	.16	▼	1.00	—	0	—	G
Modifications to Signal Control Lines - Phase 5	10 - 14	Construction	\$10,000,000	0	.00	—	1.00	—	0	—	G
Modernize Signals and Interlockings on the Dyre Avenue Line	10 - 14	Construction	\$226,192,103	10	.00	—	1.00	—	0	—	G
Modernize Signal Interlocking at Roosevelt Avenue on the Queens Boulevard Line	10 - 14	Construction	\$101,405,148	17	.52	▲	1.00	—	0	—	G
Rehabilitation of Ducts and Cables, Steinway Tube	10 - 14	Construction	\$47,592,791	73	.75	▼	1.00	—	3	▲	R
Police Radio Time Domain Interference and Enhancement	10 - 14	Construction	\$28,018,800	100	.00	—	1.00	—	-1	▼	G
Install Public Address/Customer Info Screen Systems at 43 Stations	10 - 14	Construction	\$88,978,264	27	.00	—	1.16	—	0	—	G
Replacement of Subway Radio Portable Units	10 - 14	Construction	\$6,719,210	50	.00	—	1.00	—	4	▲	R
Waterproofing of Communication Rooms	10 - 14	Construction	\$10,232,399	6	.00	—	.72	—	0	—	G
Help Point at 93 Stations	10 - 14	Construction	\$27,093,149	0	.00	—	.88	—	0	—	G



#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
NYCT - New York City Transit Program											
Repair/Replace Underground Substation Hatchways - Phase 2	10 - 14	Construction	\$15,612,000	38	2.83	▼	1.08	—	0	—	G
Cabling Central Substation - 6th Avenue Line	10 - 14	Construction	\$14,050,027	26	.00	—	.99	—	0	—	G
Rehabilitate Substation Roofs/Enclosures	10 - 14	Construction	\$2,898,970	0	.00	—	.48	▼	0	—	G
Rehab Circuit Breaker Houses #74/74A on the Jamaica Line	10 - 14	Construction	\$18,934,340	0	.00	—	.99	▲	0	—	G
Rehab Circuit Breaker House #146 on the Brighton Line	10 - 14	Construction	\$6,630,988	4	.00	—	1.00	—	0	—	G
Upgrade 207 St Overhaul Shop Electrical System	10 - 14	Construction	\$20,899,771	40	.77	—	1.00	—	0	—	G
Upgrade 207 St Maintenance Shop DC Power	10 - 14	Construction	\$14,734,347	22	.48	▲	1.00	—	0	—	G
Yard Lighting at Jerome and Pelham Yards	10 - 14	Construction	\$15,458,258	0	.00	—	1.05	▼	0	—	G
2013 Yard Track Replacement	10 - 14	Construction	\$5,635,467	35	.00	—	1.00	—	6	▲	R
2013 Yard Switch Replacement	10 - 14	Construction	\$7,157,966	50	.00	—	1.00	—	6	▲	R
Bus Rapid Transit - 3 Routes	10 - 14	Construction	\$20,710,285	55	.00	—	.82	—	0	—	G
Replacement of Bus Radio System	10 - 14	Construction	\$309,068,412	3	.01	▼	1.37	—	0	—	G
Upgrade Heating, Ventilation, Air Condition Systems at 4 Depots	10 - 14	Construction	\$17,111,799	9	.00	—	1.00	—	0	—	G
Bus Washers at 5 Depots	10 - 14	Construction	\$10,127,938	0	.00	—	1.00	▲	0	—	G
Purchase 110 Non-Revenue Vehicles	10 - 14	Construction	\$13,415,775	90	.00	—	1.00	—	0	—	G
Purchase 118 Non-Revenue Vehicles	10 - 14	Construction	\$12,931,704	0	.00	—	.92	—	0	—	G
Fire Sprinkler/Alarm Systems at 11 Employee Facilities	10 - 14	Construction	\$28,218,580	31	.49	▼	.93	—	2	▲	G
Disposition of Jay Street Systems Phase 1	10 - 14	Construction	\$14,821,741	76	.00	—	1.46	▲	0	—	R
Maspeth Warehouse Repairs	10 - 14	Construction	\$9,969,840	83	.00	—	1.00	—	2	▲	G
Facility Roof Repair/Replacement Phase 3	10 - 14	Construction	\$12,672,803	0	.00	—	1.00	▼	0	—	G
Rehabilitation of Employee Facility at 207th Street on the 8th Av Line	10 - 14	Construction	\$6,650,000	72	.00	—	1.00	—	0	—	Y

**4th Quarter 2013 Traffic Light Report  
Projects in Design and Construction**

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>NYCT - New York City Transit Program</b>											
Replace 7 Hydraulic Elevators	10 - 14	Design	\$2,931,000	40	.00	—	.12	▼	0	—	G
Rehabilitation of 20 Avenue Station on the Sea Beach Line	10 - 14	Design	\$41,504,570	70	.00	—	1.00	—	1	▲	G
Rehabilitation of 8 Avenue Station on the Sea Beach Line	10 - 14	Design	\$36,056,247	70	.00	—	1.00	—	1	▲	G
Rehabilitation of Fort Hamilton Parkway Station on the Sea Beach Line	10 - 14	Design	\$36,000,000	70	.00	—	1.00	—	1	▲	G
Rehabilitation of 18th Avenue Station on the Sea Beach Line	10 - 14	Design	\$40,000,000	70	.00	—	1.00	—	1	▲	G
Rehabilitation of Kings Highway Station on the Sea Beach Line	10 - 14	Design	\$40,000,000	70	.00	—	1.00	—	1	▲	G
Rehabilitation of New Utrecht Avenue Station on the Sea Beach Line	10 - 14	Design	\$36,600,000	70	.00	—	1.00	—	1	▲	G
Rehabilitation of Bay Parkway Station on the Sea Beach Line	10 - 14	Design	\$40,000,000	70	.00	—	1.00	—	1	▲	G
Rehabilitation of Avenue U Station on the Sea Beach Line	10 - 14	Design	\$40,000,000	70	.00	—	1.00	—	1	▲	G
Rehabilitation of 86 St Station on the Sea Beach Line	10 - 14	Design	\$40,000,000	70	.00	—	1.00	—	1	▲	G
Renewal of Avenue X Station on the Culver Line	10 - 14	Design	\$15,009,511	90	.00	—	1.00	▲	2	▲	G
Renewal of Avenue U Station on the Culver Line	10 - 14	Design	\$16,597,268	90	.00	—	1.00	▲	2	▲	G
Renewal of Avenue P Station on the Culver Line	10 - 14	Design	\$12,804,541	90	.00	—	1.00	▲	2	▲	G
Renewal of Bay Parkway Station on the Culver Line	10 - 14	Design	\$13,015,854	90	.00	—	1.00	▲	2	▲	G
Renewal of 18 Avenue Station on the Culver Line	10 - 14	Design	\$19,353,355	90	.00	—	1.00	▲	2	▲	G
Renewal of Ditmas Avenue Station on the Culver Line	10 - 14	Design	\$19,260,598	90	.00	—	1.00	—	2	▲	G
Renewal of Avenue I Station on the Culver Line	10 - 14	Design	\$15,985,614	90	.00	—	1.00	▲	2	▲	G
Component Repairs at 6 Stations on the Jamaica Line	10 - 14	Design	\$39,823,160	35	.00	—	1.00	—	0	—	G
Component Repairs at 2 Stations on the Culver Line	10 - 14	Design	\$13,431,813	90	.00	—	1.00	—	5	▲	R
Components Repairs at 4 Stations on the Broadway Line	10 - 14	Design	\$12,123,674	30	.00	—	1.00	▲	0	—	G





#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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NYCT - New York City Transit Program											
Component Repairs at 3 Stations on the Lexington Line	10 - 14	Design	\$6,707,800	90	.00	—	1.00	—	2	▲	G
Component Repairs at 2 Stations on the Queens Boulevard Line	10 - 14	Design	\$10,957,400	90	.00	—	1.00	▲	0	—	G
Component Repairs at 6 Stations on the Canarsie Line	10 - 14	Design	\$15,763,000	50	.00	—	1.00	—	5	▲	R
Access Improvements at Grand Central Station	10 - 14	Design	\$20,010,954	99	.00	—	.98	—	4	▲	G
Rehabilitation of Retaining Wall on the Sea Beach Line	10 - 14	Design	\$41,003,846	70	.00	—	1.00	—	1	▲	G
Priority Structure Repairs on the 4th Av Line	10 - 14	Design	\$4,571,131	50	.00	—	.30	—	0	—	G
Overcoat Painting from Church Ave Portal-W 8 St on the Culver Line	10 - 14	Design	\$51,430,000	80	.00	—	1.00	▲	3	▲	R
Overcoat Painting from Broadway Junction-New Lots Ave on the Canarsie Line	10 - 14	Design	\$25,594,698	90	.00	—	1.00	—	2	▲	G
Upgrade Ventilation Systems in 19 Communication Rooms	10 - 14	Design	\$5,723,288	70	.00	—	.90	—	2	▲	Y
Rehab Circuit Breaker House #275 on the Clark St Line	10 - 14	Design	\$7,900,932	65	.00	—	1.00	▲	2	▲	G
Rehab 3 Car Washers at 3 Yards	10 - 14	Design	\$13,285,683	75	.00	—	.93	—	0	—	G
Rehab 1 Car Washer at Coney Island Yard	10 - 14	Design	\$8,274,931	75	.00	—	1.28	—	0	—	G
New Bus Command Center Building	10 - 14	Design	\$51,589,285	30	.00	—	1.00	—	1	▲	G
Perimeter Hardening at the Rail Control Center and 130 Livingston Plaza	10 - 14	Design	\$5,431,600	87	.00	—	.45	▼	1	▲	Y
Livingston Plaza Repairs	10 - 14	Design	\$21,678,270	92	.00	—	1.00	—	2	▲	G
Rapid Transit Operations Facilities Hardening Phase 2	10 - 14	Design	\$10,000,000	45	.00	—	1.00	▲	0	—	G
Structural Repairs at Eight Staten Island Railway Stations	10 - 14	Construction	\$12,135,559	72	.50	▼	1.00	—	6	▲	R
Rehabilitation of 8 Bridges and 1 Culvert on the Staten Island Railway	10 - 14	Construction	\$20,832,954	70	.24	—	.95	—	2	▲	G





#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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<b>NYCT - New York City Transit Program</b>											
Construction of New Station: Arthur Kill	10 - 14	Construction	\$22,707,687	3	.00	■	1.00	■	0	■	G
<b>LIRR - Long Island Rail Road Program</b>											
Improved Radio Coverage/Infras	05 - 09	Construction	\$15,287,704	85	.00	■	1.00	■	0	■	G
Wheel Spur Yard	05 - 09	Construction	\$13,357,000	0	.00	■	1.00	■	0	■	G
Shea Yard Improvements	05 - 09	Construction	\$18,300,000	40	.00	■	1.00	■	0	■	G
Substations Environmental Reme	05 - 09	Construction	\$10,285,164	72	.00	■	1.00	■	0	■	G
New Elevators -Flushing-MainSt	05 - 09	Design	\$16,444,834	50	.00	■	1.00	■	0	■	Y
Main Line Corridor Improvements -Ellison Avenue Bridge	05 - 09	Design	\$39,200,000	40	.00	■	1.00	■	0	■	G
Massapequa Station Platform Replacement	10 - 14	Construction	\$20,520,000	23	.00	▼	1.00	■	0	■	G
Wyandanch Parking Facility	10 - 14	Construction	\$29,000,000	0	.00	■	.72	▼	0	■	G
2013 Annual Track Program	10 - 14	Construction	\$68,004,665	98	.00	■	1.00	■	0	■	G
Construction equipment purchase used for track program	10 - 14	Construction	\$7,000,000	82	.00	■	1.00	■	0	■	G
Right of Way - Fencing installation	10 - 14	Construction	\$8,000,000	88	.00	■	1.00	■	0	■	G
East River Tunnel Track Replacement	10 - 14	Construction	\$28,000,000	31	.00	■	1.00	■	0	■	G
Bridge Painting Program	10 - 14	Construction	\$5,409,500	91	.00	■	1.00	■	0	■	G
150th Street - Jamaica Bridge Rehabilitation	10 - 14	Construction	\$24,949,404	6	.00	■	1.00	■	0	■	G
Fiber Optic Network Investments system wide	10 - 14	Construction	\$10,000,000	39	.00	■	1.00	■	0	■	G
Private Branch Exchange / Wayside Phone systems replacement - Phase 1	10 - 14	Construction	\$10,500,000	39	.00	■	1.00	■	0	■	G
Communication Pole / Copper Plant Replacement system wide	10 - 14	Construction	\$7,000,000	81	.00	■	1.00	■	0	■	G
Radio Coverage Improvements	10 - 14	Construction	\$10,300,000	40	.00	■	1.00	■	0	■	G
Atlantic Avenue Tunnel Cable Replacement	10 - 14	Construction	\$5,100,000	39	.00	■	1.00	■	0	■	G

**4th Quarter 2013 Traffic Light Report  
Projects in Design and Construction**

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>LIRR - Long Island Rail Road Program</b>											
Signal Normal Replacement Program	10 - 14	Construction	\$15,000,000	69	.00	—	1.00	—	0	—	G
Hillside Facility Roof Renewals	10 - 14	Construction	\$6,000,000	0	.00	—	1.00	—	0	—	G
Employee Facilities Renewals	10 - 14	Construction	\$9,369,343	68	.00	—	1.00	—	0	—	G
Replacement of Hillside & Kew Garden Substations	10 - 14	Construction	\$25,522,757	37	.00	—	1.00	—	2	▲	G
3rd Rail - Protection Board replacement	10 - 14	Construction	\$9,200,000	46	.00	—	1.00	—	0	—	G
3rd Rail - Aluminum Rail replacement	10 - 14	Construction	\$10,900,000	78	.00	—	1.00	—	0	—	G
Atlantic Avenue Tunnel Lighting replacement	10 - 14	Construction	\$7,000,000	42	.00	—	1.00	—	0	—	G
Replacement of Port Washington Substation	10 - 14	Construction	\$22,459,452	12	.00	—	1.00	—	0	—	G
Bridge Rehabilitation Program	10 - 14	Construction	\$24,600,000	43	.00	—	1.00	—	0	—	G
Woodhaven Boulevard Bridge rehabilitation	10 - 14	Construction	\$11,000,000	87	.00	—	1.00	—	1	▲	G
Atlantic Branch Half tie replacement	10 - 14	Design	\$14,000,000	82	.00	—	1.00	—	3	▲	R
Atlantic Avenue Viaduct - Phase IIb	10 - 14	Design	\$26,355,114	85	.00	—	1.00	—	0	—	G
<b>MNR - Metro-North Railroad Program</b>											
Overhead Bridge Program-E of H	05 - 09	Construction	\$19,115,019	32	.00	—	2.81	▼	-11	▼	G
Signal System Replacement	05 - 09	Construction	\$54,505,069	65	1.00	—	1.55	—	0	—	G
Park Avenue Tunnel Renewal	10 - 14	Construction	\$7,373,335	90	.05	—	.91	—	-3	▼	G
Grand Central Terminal Leaks Remediation	10 - 14	Construction	\$17,369,116	0	.00	—	.93	▼	0	—	G
Grand Central Terminal Utility System Improvements	10 - 14	Construction	\$23,536,406	10	10.00	▲	.85	—	0	—	G
Fordham Station Improvements	10 - 14	Construction	\$12,648,360	0	.00	—	.97	—	0	—	G
New Haven Line Stations Component Renewals	10 - 14	Construction	\$34,436,267	64	.00	—	.94	—	0	—	G
Mainline/High Speed Turnout Replacement	10 - 14	Construction	\$52,713,284	52	.00	—	.81	—	30	▲	R

**4th Quarter 2013 Traffic Light Report  
Projects in Design and Construction**

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>MNR - Metro-North Railroad Program</b>											
Grand Central Terminal Turnout / Switch Renewal	10 - 14	Construction	\$13,524,438	75	.00	—	.99	—	0	—	G
Rock Slope Remediation -Priority Sites Along the Right-of-Way	10 - 14	Construction	\$6,805,291	35	2.25	—	.97	—	0	—	G
Drainage and Undercutting Improvements Along the Right-of-Way	10 - 14	Construction	\$12,171,317	5	.00	—	1.21	—	0	—	G
Rebuild Retaining Walls	10 - 14	Construction	\$9,118,706	95	1.03	▲	.99	—	0	—	G
Annual Track Program (2013)	10 - 14	Construction	\$12,666,000	14	.00	—	1.00	—	0	—	G
Employee Welfare and Storage Facility Rehabilitations	10 - 14	Construction	\$6,765,672	30	1.00	▲	.67	▼	1	▲	G
Repair/Replacement of Undergrade Bridges	10 - 14	Construction	\$20,892,680	31	.00	—	.96	—	1	▲	G
Harlem River Lift Bridge Cable Replacement	10 - 14	Construction	\$40,466,964	9	.00	—	3.85	—	-1	▼	G
West of Hudson Annual Track Program	10 - 14	Construction	\$19,402,794	56	.00	—	.91	—	0	—	G
Moodna and Woodbury Viaduct Rehabilitation	10 - 14	Construction	\$8,168,174	60	.00	—	.90	▲	0	—	Y
Upgrade West of Hudson Signal System	10 - 14	Construction	\$64,776,738	35	.33	▼	.95	—	0	—	G
Replace and Upgrade Substation Bridge 23	10 - 14	Construction	\$30,138,496	69	.00	—	.98	▼	12	▲	R
Renewal of Harlem and Hudson Substation Switchgear	10 - 14	Construction	\$18,705,227	75	.00	—	2.33	—	0	—	G
Grand Central Trainshed and Park Avenue Tunnel Structure Rehabilitation	10 - 14	Design	\$28,925,289	90	.00	—	.99	—	0	—	G
Grand Central Terminal Elevator Rehabilitation - Phase 4	10 - 14	Design	\$4,357,410	70	.00	—	.58	▼	0	—	G
<b>B&amp;T - Bridges and Tunnels Program</b>											
Structural steel repairs at the suspended spans and tower spans of the Throgs Neck Bridge.	05 - 09	Construction	\$40,400,752	97	.69	▼	1.00	—	0	—	Y
Cable and Anchorage Investigat	05 - 09	Design	\$8,178,426	96	.00	—	1.00	—	0	—	G





#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>B&amp;T - Bridges and Tunnels Program</b>											
Upper Level Toll Plaza Deck	05 - 09	Design	\$5,664,310	99	.00	—	1.00	—	0	—	G
Concrete repairs at the Bronx anchorage of the Bronx-Whitestone Bridge	10 - 14	Construction	\$8,036,223	52	.00	—	1.00	—	0	—	G
Structural Rehabilitation - Phase I - Henry Hudson Bridge	10 - 14	Construction	\$8,578,850	100	1.00	—	1.00	—	0	—	G
Substructure and underwater scour protection - Marine Parkway Bridge	10 - 14	Construction	\$27,624,571	5	2.30	▲	.99	—	0	—	G
Miscellaneous structural rehabilitation - Throgs Neck Bridge	10 - 14	Construction	\$22,043,388	99	.22	▼	1.00	—	0	—	Y
Steel repairs, concrete rehabilitation and repair/rehabilitation of drainage systems - Verrazano-Narrows Bridge	10 - 14	Construction	\$19,088,774	0	.00	—	1.00	—	0	—	G
Deck Replacement - the Queens Elevated and on-grade approach of the Bronx-Whitestone Bridge	10 - 14	Construction	\$160,309,318	65	.32	—	1.00	—	0	—	G
Demolition and reconstruction of the Manhattan to Queens ramp of the Robert F Kennedy Bridge	10 - 14	Construction	\$63,589,165	70	.30	▼	1.00	—	0	—	G
Phase B of the rehabilitation of the Orthotropic Deck - Throgs Neck Bridge	10 - 14	Construction	\$25,368,124	79	.00	—	1.00	—	0	—	Y
Toll Plaza improvements at eastbound and westbound ramps of Verrazano Narrows Bridge Eastbound mainline rehabilitation at Verrazano-Narrows Bridge	10 - 14	Construction	\$70,584,446	54	.45	—	1.00	—	0	—	G
Replacement of the upper level suspended span deck - Verrazano-Narrows Bridge	10 - 14	Construction	\$370,274,863	15	.02	—	1.00	—	0	—	G
Installation of Closed Circuit TV and Fiber Optic Cable Networks	10 - 14	Construction	\$22,417,869	8	.00	—	1.00	—	0	—	G



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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>B&amp;T - Bridges and Tunnels Program</b>											
Replacement of the electrical switchgear and equipment at Brooklyn-Battery Tunnel	10 - 14	Construction	\$56,736,825	83	.69	▼	1.00	—	0	—	Y
Installation of New Necklace Lighting System and Acoustic Monitoring System - Bronx-Whitestone Bridge	10 - 14	Construction	\$12,035,096	5	.00	—	1.00	—	0	—	G
Tunnel Ventilation Building Electrical Upgrade Replace electrical switchgear and fan motor control Equipment - Queens Midtown Tunnel	10 - 14	Construction	\$56,178,852	7	.50	▲	1.00	—	0	—	G
Miscellaneous repairs at the Battery Parking Garage	10 - 14	Construction	\$6,268,238	100	.00	—	1.00	—	0	—	G
Paint Bronx approach of Throgs Neck Bridge	10 - 14	Construction	\$46,240,750	79	.15	—	1.00	—	0	—	Y
Paint - Steel Members of the Suspended Span Deck - Throgs Neck Bridge	10 - 14	Construction	\$6,238,747	97	.00	—	1.00	—	0	—	G
Paint Brooklyn and Staten Island lower level ramps at Verrazano Narrows Bridge	10 - 14	Construction	\$19,609,512	0	.00	—	1.00	—	0	—	G
Paint - Upper Level Superstructure - Verrazano-Narrows Bridge	10 - 14	Construction	\$32,908,184	15	.00	—	1.00	—	0	—	G
Rehabilitation of tunnel walls Roadway drainage and fire line repair at Brooklyn-Battery Tunnel	10 - 14	Design	\$78,571,795	60	.00	—	1.00	—	0	—	G
Miscellaneous structural rehabilitation: steel and concrete repairs - Bronx Whitestone Bridge	10 - 14	Design	\$13,514,929	5	.00	—	1.00	—	0	—	G
Monitoring, inspection, and testing of the Bronx-Whitestone Bridge's main cable and cable wires	10 - 14	Design	\$9,236,537	5	.00	—	1.00	—	0	—	G
Skewbacks retrofit - Henry Hudson Bridge	10 - 14	Design	\$5,730,000	3	.00	—	1.00	—	0	—	G



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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
<b>B&amp;T - Bridges and Tunnels Program</b>											
Structural Rehabilitation of the Entrance and Exit Plazas - Queens Midtown Tunnel	10 - 14	Design	\$20,593,747	79	.00	—	1.00	—	0	—	G
Rehabilitation of Tunnel Walls, Ceiling Repair and Leak Control - Queens Midtown Tunnel	10 - 14	Design	\$23,026,879	90	.00	—	1.00	—	0	—	G
Miscellaneous steel and concrete rehabilitation - Manhattan approach ramps of the Robert F Kennedy Bridge	10 - 14	Design	\$97,828,720	45	.00	—	1.00	—	0	—	G
Replacement of Brooklyn Plaza structural slab - Brooklyn-Battery Tunnel	10 - 14	Design	\$22,334,375	95	.00	—	1.00	—	2	▲	G
Replacement of the Upper and Lower Level Toll Plaza and Southbound Approach - Henry Hudson Bridge	10 - 14	Design	\$49,437,562	30	.00	—	1.00	—	0	—	G
Rehabilitation of the Rockaway Point Boulevard and Jacob Riis Park pedestrian bridges	10 - 14	Design	\$7,605,606	40	.00	—	1.00	—	2	▲	G
Replacement of the Bronx and Manhattan Toll Plaza deck area, utility relocation, personnel and facilities relocation - Robert F Kennedy Bridge	10 - 14	Design	\$317,852,251	85	.00	—	1.00	—	0	—	G
Interim Deck Repairs - Manhattan Toll Plaza Deck - Robert F Kennedy Bridge	10 - 14	Design	\$47,777,887	50	.00	—	1.00	—	0	—	G
Rehabilitation of the Programmable Logic Controller and electrical and mechanical systems of the Marine Parkway Bridge Lift Span	10 - 14	Design	\$24,028,701	60	.00	—	1.00	—	5	▲	R
<b>MTA Bus Program</b>											
Elec Upgrd/Emer Gens 6 Depots	05 - 09	Construction	\$14,746,173	35	.21	—	1.06	—	7	▲	R





#### 4th Quarter 2013 Traffic Light Report Projects in Design and Construction

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Description	Capital Plan	Phase	Total Project EAC	% Phase Complete	Contingency Index	Cont. Trend	Cost Index	Cost Trend	Schedule Variance (Months)	Sched. Trend	Traffic Light
MTA Bus Program											
Relo. Tanks/Washers-Eastchester	05 - 09	Construction	\$12,881,518	33	2.59	▼	.95	—	0	—	G
Upgrade Parking - JFK & BP	05 - 09	Construction	\$9,200,469	86	1.07	▼	1.00	—	4	▲	R
Roof/Ventilation JFK	05 - 09	Construction	\$9,542,474	92	.39	—	1.00	—	0	—	G
Fire Protection JFK LG BP ECH	05 - 09	Construction	\$8,624,855	78	1.51	▲	1.00	—	1	▲	Y
Security Upgrade 5 Locs.	05 - 09	Construction	\$6,767,354	9	.00	—	1.00	—	0	—	G



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Overcoat Whitlock Ave. Portal to Pelham Bay Park, Pelham line</b>	<b>Current Budget: \$28.2 M</b>
	<b>Project EAC: \$28.2 M</b>
	<b>Substantial Completion Date at Award: Apr 2011</b>
<b>Project No: T5070317</b>	<b>Current Substantial Completion Date: Jun 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 95%</b>

<b>Project Description</b>
<p>This project includes the removal from the elevated steel structure of all loose lead based paint (to refusal), dirt, grease and grime, according to the methods and specifications of the Society of Protective Coatings (SSPC) for Hand Tools (SSPC-SP2 and for Power Tool Cleaning (SSPC-SP3). with HEPA vacuum attachments. Following this is the application of three coats of alkyd paint on all steel surfaces. All lead chips and debris are to be captured using an SSPC Guide 6, Class 2P containment system and will be disposed of classified as hazardous waste.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<p><b>Schedule:</b> During the fourth quarter 2013, the contractor experienced delays in completing their work due to limited access caused by conflicting capital work which delayed and postponed General Orders (GO's) needed to access the work area. This will result in an additional 8 month delay to Substantial Completion from October 2013 to June 014.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> The contractor continues to do repair work on bents at track level and perform both repair and warranty work on the bents at street level. There are approximately 75 bents left for repair work at track level and approximately 60 bents for punchlist/touch up at street level. NYCT anticipates the contractor will resume work in April 2014 and based on the amount of bents remaining means Substantial Completion will be obtained in September 2014.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.</p>



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Duct Reconstruction: Fulton Street from Ryder Alley to Manhattan Shaft</b>	<b>Current Budget: \$23.1 M</b>
	<b>Project EAC: \$21.3 M</b>
	<b>Substantial Completion Date at Award: Sept 2011</b>
<b>Project No: T5090402</b>	<b>Current Substantial Completion Date: Nov 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 68%</b>

**Project Description**

The project will provide new power ducts from the Cliff Street Substation to the Cranberry Tube.

**Problem Since Last Quarterly Report****Index Trigger(s): Schedule**

**Schedule:** During the 4th Quarter 2013, Substantial Completion slipped 11 months, from December 2013 to November 2014 due to the following reasons.

- Access was denied to the site by the South Street Seaport from November 2013 to March 2014.
- The unexpected restrictions on lane closures by NYCDOT on Water St. & Fulton St.
- The complexity of constructing ducts with the unexpected interferences from Con Edison Gas Lines and Electric ducts found upon excavation.
- Asbestos was found in the existing ducts when they were exposed which required abatement.

**What is Being Done****Schedule:**

- NYCT will closely monitor the progress of work.
- A schedule extension has been initiated to adjust the Substantial Completion date to November 2014.

**IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.

<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Cathodic Protection Manhole Relocation at Queensbridge Park</b>	<b>Current Budget: \$7.4 M</b>
	<b>Project EAC: \$7.4 M</b>
	<b>Substantial Completion Date at Award: Jan 2015</b>
<b>Project No: T5090414</b>	<b>Current Substantial Completion Date: Apr 2015</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 94%</b>

<b>Project Description</b>
<p>The 63<sup>rd</sup> St. Tube Cathodic Protection manhole system in Queensbridge Park is being replaced. This is for the 6<sup>th</sup> Avenue Line.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<p><b>Schedule:</b> During the 4th Quarter 2013, substantial completion slipped three months, from January 2015 to April 2015.</p> <p>This project, which is part of the Contract for the Steinway Tube Duct Rehabilitation, was delayed due to the loss of three planned weekend GO's due to inclement weather.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> The Substantial Completion date has been adjusted to April 2015.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency with the Agency's overall contractor's performance rating this reporting period.</p>



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Depot Equipment and Machinery</b>	<b>Current Budget: \$9.9 M</b>
	<b>Project EAC: \$9.9 M</b>
	<b>Substantial Completion Date at Award: Jun 2009</b>
<b>Project No: T5120413</b>	<b>Current Substantial Completion Date: Feb 2016</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 18%</b>

**Project Description**

This project will replace existing depot equipment that has exceeded its useful life. The scope of work includes the replacement of emergency generators at Casey Stengel and Yukon. This project will also install Diesel Exhaust Fluid (DEF) equipment at all NYCT depots.

**Problem Since Last Quarterly Report****Index Trigger(s): Schedule**

**Schedule:** During the 4<sup>th</sup> quarter 2013 Substantial Completion slipped 20 months from June 2014 to February 2016. Project design completion slipped from June 2013 to June 2014.

**CASEY STENGEL:** The design for the emergency generator replacement at Casey Stengel Bus Depot was initially completed up to 90% level. However, as a result of Hurricane Sandy the design is being revisited. Based on the New York City-Office of Emergency Management's Hurricane Evacuation Zones, Casey Stengel Bus Depot is located in flood zone B. As a result, the final design is being reevaluated and modified to protect the new equipment and ensure that they remain operational during future natural calamities.

**YUKON:** The Yukon generator upgrade is now a New York Power Authority (NYPA) project. One reason for the delay is that NYPA had to develop a report and cost estimates for the project. Another reason for the delay is the time it will take to prepare a budget modification separating the Casey Stengel project from the Yukon project. To do this will require that the design for the Casey Stengel project be finalized and a cost estimate prepared.

**What is Being Done**

**Schedule:** CASEY STENGEL The final construction schedule is still being developed as a result of design changes, but it appears that the current design completion date of June 2014 will be met. Some of the existing panelboards, including the new generator and automatic transfer switches in the generator room will be raised to a sufficient working height that will allow them to continue operating in the event of a flood. Moreover, the emergency generator specification was also revised to match current Environmental Protection Agency (EPA) mandated emissions standards.

**YUKON:** Once the \$1.6 million funding for the Yukon project is clearly identified then the project will proceed.

**IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.





<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Passenger Station Local Area Network (LAN) 8 Stations</b>	<b>Current Budget: \$5.2M</b>
	<b>Project EAC: \$7.5M</b>
	<b>Substantial Completion Date at Award: Sep 2014</b>
<b>Project No: T6040406</b>	<b>Current Substantial Completion Date: Apr 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 74%</b>

<b>Project Description</b>
<p>This project will provide a fiber-based network infrastructure deployed in a ring configuration (originating from the main Communication Room, passing around the station areas and back to the Communication Room) with strategically-placed access nodes throughout (enclosures housing Ethernet switches for future IP connectivity); specifically for local transport of all current and near future applications. The work will be performed by In-House forces at eight stations.</p>
<b>Problem Since Last Quarterly Report</b>
<p><b>Index Trigger(s): Cost</b></p> <p><b>Cost:</b> During the 4<sup>th</sup> Quarter 2013, the project budget was reduced from \$30M to \$5.2M. Originally this project was assigned to cover 31 stations (Under a Full PS LAN, now reduced to 8 Stations). The overall EAC of \$7.5M was based in part on an In-House Force Account (FA) estimate for 31 Stations. However, the reduction of this project to 8 Stations has required a re-evaluation of (FA) services.</p>
<b>What is Being Done</b>
<p><b>Cost:</b> The 31 original Stations have been segmented and repackaged under different/separate Project Numbers. This Project Number covers only 8 Stations with a budget of \$5.2M. NYCT is currently working on restructuring the budget estimate for the revised FA requirements at 8 Stations. This process should eliminate the project's high cost variance.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.</p>

<b>MTA Agency:</b> New York City Transit	<b>Status as of December 31, 2013</b>
<b>Project Name:</b> Replace 3 Escalators, Borough of Manhattan	<b>Current Budget:</b> \$14.56M
	<b>Project EAC:</b> \$16.21M
	<b>Substantial Completion Date at Award:</b> Oct 2013
<b>Project No:</b> T6040701	<b>Current Substantial Completion Date:</b> Feb 2014 (A)
<b>Project Phase:</b> Construction	<b>Phase Complete:</b> 94%

<b>Project Description</b>
<p>This project will replace three escalators at three stations in the borough of Manhattan, including one at the Whitehall Street Station on the BMT Broadway Line, one at the Bowery Station on the BMT Nassau Loop, and one at the East Broadway Station on the IND 6<sup>th</sup> Avenue Line.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Cost and Schedule</b>
<p><b>Schedule:</b> During the 4<sup>th</sup> Quarter 2013, Substantial Completion slipped four months from October 2013 to February 2014 due to two issues:</p> <ol style="list-style-type: none"> <li>1) Con-Edison mandated the replacement of the existing transformers in the station, and</li> <li>2) Problems with the configuration of the escalator inverter, which varies the speed of the escalator, were uncovered during the testing of the escalator at the East Broadway Station.</li> </ol> <p><b>Cost:</b> During the 4<sup>th</sup> Quarter 2013, the budget increased by \$1.65M due to the increase in construction duration caused by issues described in No. 1 and 2 noted above.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> The transformer replacement was completed in December 2013, and both the contractor and the inverter manufacturer worked to resolve the issue and the escalator was successfully tested and placed in operation. Subsequent to the end of the 4<sup>th</sup> Quarter 2013, Substantial Completion was achieved on February 20, 2014.</p> <p><b>Cost:</b> A budget modification is proceeding through the approval process.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.</p>



MTA Agency: New York City Transit	Status as of December 31, 2013
Project Name: 2012 Mainline Track Replacement on the Myrtle Line	Current Budget: \$12.2M
	Project EAC: \$12.2M
	Substantial Completion Date at Award: Dec 2013
Project No: T6050233	Current Substantial Completion Date: Jun 2014
Project Phase: Construction	Phase Complete: 90%

<b>Project Description</b>
The installation of 143 track panels located south of Wyckoff to south of Central Ave. and 18 panels at the Bushwick Cut. (Type VI track panels - Ballasted Track Panels without concrete invert).
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, Substantial Completion slipped six months, from December 2013 to June 2014. 138 of 143 track panels have been installed to date south of Wyckoff to Central Avenue however, due to structural issues at the Bushwick Cut, the decision was made to defer the installation of 18 panels at this location until such issues are resolved.
<b>What is Being Done</b>
<b>Schedule:</b> Remaining panels and completion work will be done with upcoming planned switch work currently scheduled in April-May of 2014. The 18 deferred panels at the Bushwick Cut will become part of the next Infrastructure Capital Program in 2015-19.
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency
<b>All Agency Contractor Evaluation:</b> The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: 2013 Mainline Track Replacement on the Lenox-White Plains Road Line</b>	<b>Current Budget: \$5.59M</b>
	<b>Project EAC: \$5.59M</b>
	<b>Substantial Completion Date at Award: Sept 2013</b>
<b>Project No: T6050266</b>	<b>Current Substantial Completion Date: Jun 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 86%</b>

**Project Description**

Reconstruction of 703 track feet of Scheduled Component Replacement Program (SCRCP) track, north of 96<sup>th</sup> St. Track F-2, and 17 Type III panels, north of Freeman St. Track F-2 and south of Prospect Ave. Track F-M.

**Problem Since Last Quarterly Report****Index Trigger(s): Schedule**

**Schedule:** During the 4<sup>th</sup> Quarter 2013, the forecast Substantial Completion date slipped six months from December 2013 to June 2014. Two of the work locations were originally scheduled concurrently, but due to excessive bus support costs to take two tracks out of service simultaneously it was decided that the track outage would be done one at a time. In addition, there were further conflicts with a project at Burnside Ave. on Track J-M.

**What is Being Done**

**Schedule:** The delay has postponed the switch work south of Prospect on F-M track and the work is now scheduled concurrently with switch work that is planned in the 2014 Track Program on the Lenox White Plains Road Line.

**IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.



MTA Agency: New York City Transit	Status as of December 31, 2013
Project Name: 2013 Mainline Switch Replacement on the Jamaica Line	Current Budget: \$13.8M
	Project EAC: \$10.8M
	Substantial Completion Date at Award: Nov 2013
Project No: T6050318	Current Substantial Completion Date: Jun 2014
Project Phase: Construction	Phase Complete: 50%

<b>Project Description</b>
The replacement of eight Type III switches at north of Broadway - Myrtle Avenue, Tracks J-1/2/3/4, on the Jamaica Line.
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, Substantial Completion slipped seven months, from November 2013 to June 2014 due to the disruption in service required on both the Jamaica and Myrtle lines and due to a combination of Sandy work in the Montague and Greenpoint tubes which caused the re-assignment of work crews.
<b>What is Being Done</b>
<b>Schedule:</b> The remaining work is now scheduled for April-May of 2014 and will be completed by May 26, 2014, Memorial Day.
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.
<b>All Agency Contractor Evaluation:</b> The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.





<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Culver Viaduct Rehabilitation Phase III - Underside</b>	<b>Current Budget: \$40.4 M</b>
	<b>Project EAC: \$40.4 M</b>
	<b>Substantial Completion Date at Award: May 2013</b>
<b>Project No: T6070303</b>	<b>Current Substantial Completion Date: Oct 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 83%</b>

**Project Description**

The project will rehabilitate the underside of the IND Culver Line Viaduct deck and columns. The Culver Line Viaduct starts at the 4<sup>th</sup> Avenue Station portal and ends at the Carroll Street Station portal in the Borough of Brooklyn. Work includes the removal of safety netting which was installed at the beginning of the project, concrete rehabilitation, steel repair and wrapping of the columns, bracing, truss members, floor beams and girders with Fiber Reinforced Polymer (FRP).

**Problem Since Last Quarterly Report****Index Trigger(s): Schedule**

**Schedule:** During the 4th Quarter 2013, Substantial Completion slipped 10 months, from December 2013 to October 2014.

Delays are due to the lack of contractor access to the Smith/9<sup>th</sup> Street Station since another contractor is currently renovating that site under a different contract. This made the site unavailable for the Culver Viaduct contractor to perform needed work, thereby delaying the project.

In addition, the estimated quantities in the contract documents for concrete encasement removal, lead abatement, spalled concrete repairs and steel painting were exceeded due to field conditions which also led to delays in the project.

**What is Being Done**

**Schedule** A 10 month schedule extension has been initiated to adjust the contractor's Substantial Completion date to October 2014.

**IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Demolition of Abandoned Structures</b>	<b>Current Budget: \$15.2 M</b>
	<b>Project EAC: \$10.3 M</b>
	<b>Substantial Completion Date at Award: Dec 2014</b>
<b>Project No: T6070306</b>	<b>Current Substantial Completion Date: Dec 2015</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 32%</b>

<b>Project Description</b>
<p>This project will demolish a variety of abandoned structures along the right-of-way at various locations system-wide. Items to be removed may include circuit breaker houses, signal towers, and compressor rooms. Fifty (50) structures system-wide have been identified as abandoned and were surveyed and designed.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<p><b>Schedule:</b> During the 4<sup>th</sup> Quarter 2013, Substantial Completion slipped 12 months from December 2014 to December 2015, due to prioritizing Hurricane Sandy emergency related work. All resources were diverted to Sandy emergency related work with very minimal resources allocated to this project.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> The project is 32% complete and is projected to attain another 30% completion by December 2014. The scope of work has been increased with the addition of 13 structures, which will negatively impact the schedule and budget. An evaluation of the impact is currently underway. In addition, some locations may be removed from this project and deferred to the next Capital Program. These locations will be addressed in future phases depending on funding availability.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.</p>

<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Overcoat Painting from Broadway Junction-Cypress Hills on the Jamaica Line</b>	<b>Current Budget: \$19.0M</b>
	<b>Project EAC: \$19.0M</b>
	<b>Substantial Completion Date at Award: Mar 2014</b>
<b>Project No: T6070314</b>	<b>Current Substantial Completion Date: Jun 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 89%</b>

<b>Project Description</b>
The work for this project includes surface preparation, structural steel painting and the removal from the elevated steel structure of all loose lead based paint (to refusal), dirt, grease and grime using hand and power tools. Three coats of alkyd paint will be applied on all steel surfaces. All lead paint chips and debris are to be captured using a Society of Protective Coatings (SSPC) containment system and will be disposed of as hazardous waste.
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, Substantial Completion slipped three months from March 2014 to June 2014 caused by unusual inclement weather conditions through the duration of the contract. The work being done under this contract is weather sensitive and cannot be conducted in wet conditions, in exterior air temperatures over 90°F and under 40°F, and thus cannot be done during the winter months.
<b>What is Being Done</b>
<b>Schedule:</b> A schedule extension has been initiated to adjust the contractor's Substantial Completion date to June 2014.
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.
<b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.

<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Steinway Structural Tunnel Repairs and Tube Duct Rehabilitation and Circuit Breaker House</b>	<b>Current Budget: \$19.3M &amp; \$47.6M</b>
	<b>Project EAC: \$10.6M &amp; \$47.6M</b>
	<b>Substantial Completion Date at Award: Jan 2015</b>
<b>Project No: T6070321, T6080322</b>	<b>Current Substantial Completion Date: Apr 2015</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 39% and 73%</b>

<b>Project Description</b>
The two projects will perform structural tunnel repairs (T6070321) and construct new outer wall duct banks (T6080322) in the Steinway Tube under the East River and build a new Circuit Breaker House at Vernon-Jackson Station, just North of Main Street Station, all on the Flushing Line.
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, substantial completion for both projects slipped three months, from January 2015 to April 2015, due to the loss of three planned weekend General Orders (G.O.'s) in January 2014 which were attributed to inclement weather in late 2013. The loss of the G.O.'s, prevented scheduled repair work from taking place in the tube.
<b>What is Being Done</b>
<b>Schedule:</b> Attempts to recover the schedule are ongoing by compressing and re-sequencing the track work on the reduced number of 2014 General Orders.
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.
<b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency with the Agency's overall contractor's performance rating this reporting period.



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: RTO Portable Units Radio Replacement</b>	<b>Current Budget: \$6.6 M</b>
	<b>Project EAC: \$6.8 M</b>
	<b>Substantial Completion Date at Award: Mar 2011</b>
<b>Project No: T6080606</b>	<b>Current Substantial Completion Date: Jan 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 50%</b>

<b>Project Description</b>
<p>This project will replace approximately 8000 portable radios with accessories and ancillary equipment system-wide for use with the NYCT subway radio system.</p> <p>In addition, this project will provide identification of the radio operator and display his/her name on a display at the Rail Control Center dispatcher's desk by decoding the Automatic Number Identification feature. To accomplish this, design effort is needed to modify both the hardware interface and the software decoding system.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<p><b>Schedule:</b> In April of 2012, the project was expanded to include the reprogramming of all RTO radios to comply with the Federal Communication Commission (FCC) mandate and also to provide the new radios with the capability to operate wide band on the existing base stations. Currently, NYCT is in the process of reprogramming the nearly 9000 RTO radios and base stations so that they will be able to comply with the FCC mandate and also operate in the wide band mode until the installation of new base stations which is permitted with the recently obtained FCC waiver.</p> <p>During the 4th Quarter 2013, substantial completion slipped four months from September 2013 to January 2014 due to reallocation of resources to Sandy-related emergency work and to 7 West support.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> To date, approximately 7000 radios have been reprogrammed.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency in the Agency's ACE evaluations of the overall contractor's performance rating for this reporting period.</p>





<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: 2013 Yard Track and Yard Switch Replacement</b>	<b>Current Budget: \$5.6M &amp; \$7.2M</b>
	<b>Project EAC: \$5.6M &amp; \$7.2M</b>
	<b>Substantial Completion Date at Award: Dec 2013</b>
<b>Project No: T6100414, T6100420</b>	<b>Current Substantial Completion Date: Jun 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 35% and 50%</b>

<b>Project Description</b>
<p>The 2013 Yard Track project involves the installation of 120 track panels at various yard locations system-wide. The 2013 Yard Switch project involves the installation of 6 yard switches at various yard locations system-wide.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<p><b>Schedule:</b> During the 4th Quarter 2013, Substantial Completion for both projects slipped six months, from December 2013 to June 2014.</p> <p>Yard Track: Due to the higher priority of main line track work, the installation of 54 track panels at the 207<sup>th</sup> Street yard was delayed to the 2<sup>nd</sup> Quarter of 2014.</p> <p>Yard Switches: Due to higher priority of main line track work, the installation of 3 yard switches at Pitkin Yard was delayed to the 2<sup>nd</sup> Quarter of 2014.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> Yard Track: 54 panels at 207<sup>th</sup> Street yard will be installed during the 2<sup>nd</sup> Quarter of 2014. Yard Switches: 3 switches at Pitkin Yard will be installed in the 2<sup>nd</sup> Quarter of 2014.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.</p>



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Jay Street Systems Phase 1: New PBX Room</b>	<b>Current Budget: \$10.1 M</b>
	<b>Project EAC: \$14.8 M</b>
	<b>Substantial Completion Date at Award: Dec 2014</b>
<b>Project No: T6160702</b>	<b>Current Substantial Completion Date: Dec 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 76%</b>

**Project Description**

This project will construct a new communications Public Branch Exchange (PBX) Room at 370 Jay Street, Mezzanine Level as a sub-project of Jay Street Systems which will migrate all NYCT Communication Systems out of the building and into the Subway Station Level so as to vacate equipment for the new building pursuant to a Relocation Agreement between the City of New York, MTA/NYCT and New York University (NYU). NYCT will relocate their operations and equipment from the building. Per the agreement, the work is structured on a 42 month schedule in which after 24 months NYU becomes the lessee of the building and stages its development work around final completion of NYCT's relocation work. The agreement stipulates that NYU will make payments to NYCT totaling \$50M for the relocation work. This contract is being constructed by in-house forces of Infrastructure Capital Construction (ICC, Subways).

**Problem Since Last Quarterly Report****Index Trigger(s): Cost**

**Cost:** During the 4th Quarter 2013, the EAC increased \$4.6 M, summarized as follows: TA Labor estimates were increased due to additional work, design changes, bulletins and General Order's. Engineering Force Account increased due to unanticipated Additional Work Order (AWO) including the processing and ordering of parts as well as support for design revisions and support for as-built drawings. In house construction increased due to additional work required by design changes and unforeseen field conditions.

**What is Being Done**

**Cost:** The budget discrepancy of \$4.6M is temporary and will be resolved once the adjustment is made to direct reimbursement from NYU funding.

**IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The construction work has been performed by in-house labor. Agency ACE evaluation is not applicable.



MTA Agency: New York City Transit	Status as of December 31, 2013
Project Name: Component Repairs at Avenue N and Kings Highway, Culver Line, Brooklyn	Current Budget: \$13.3 M
	Project EAC: \$13.4 M
	Original Design Completion Date: Aug 2013
Project No: T6041281	Current Design Completion Date: May 2014
Project Phase: Design	Phase Complete: 90%

<b>Project Description</b>
<p>This is a Station Components project. Work included under this project includes repair of elevated street stairs; platform edges, floors, columns, windscreens and canopies; mezzanine walls, ceilings, painting of the entire station, and signal work at two stations on the Culver Line.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger (s) : Schedule</b>
<p><b>Schedule:</b> During the 4<sup>th</sup> Quarter 2014, design completion slipped five months from December 2013 to May 2014 due to; 1) NYCT's decision to award the street stair repair portion of the work as a separate contract; 2) to save Transit Authority (TA) Labor, the project duration was changed to piggyback other projects on same line.</p> <p>Cost of this project has increased due to additional steel repair, repair of windscreens and painting work under this project</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> The original contract is being repackaged into two separate projects to remove some of the scope of work for a separate contract, as well as incorporating the additional steel repair work. NYCT will evaluate any impact to the current budget once the repackaging is complete.</p>
<b>Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The design work has been performed by in-house labor. Agency ACE evaluation is not applicable.</p>



<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Station Component Repairs 6 Stations, Canarsie Line</b>	<b>Current Budget: \$16.0M</b>
	<b>Project EAC: \$16.0M</b>
	<b>Original Design Completion Date: Nov 2013</b>
<b>Project No: T6041294</b>	<b>Current Design Completion Date: Apr 2014</b>
<b>Project Phase: Design</b>	<b>Phase Complete: 50%</b>

<b>Project Description</b>
<p>This project will repair deteriorated components identified in the Station Condition Survey. The six stations are Graham Ave., Grand St., Montrose Ave., Morgan Ave., Wilson Ave., and Atlantic Ave. Repairs include street stairs, sidewalk roof structures, facades, platforms, and structural steel.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<p><b>Schedule:</b> During the 4<sup>th</sup> Quarter 2013, design completion slipped five months from November 2013 to April 2014 due to the process of dividing the project into three separate construction contracts:</p> <ol style="list-style-type: none"><li>1) A36909: Station Components: 5 Locations / Canarsie includes platform work at various stations and Wilson Ave. head house (historic)</li><li>2) A36911: Street Stairs Repair at Grand St. Station</li><li>3) A36912: Mezzanine/Ceiling Walls Repair at Morgan Ave. Station</li></ol> <p>Additional time was required to prepare contract documents for the separate contracts.</p>
<b>What is Being Done</b>
<p><b>Schedule:</b> The designs for two of the projects were completed in December 2013 and the design for the remaining project is scheduled for completion in April 2014.</p> <p>The construction award for project A36912: Mezzanine/Ceiling at Morgan Ave. Station is scheduled for April 2014. A36911: Street Stairs at Grand St. Station is forecast to be awarded in August 2014. A36909: Station Component repair work at 5 stations is forecast for award in July 2014.</p>
<b>IEC Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.</p>
<p><b>All Agency Contractor Evaluation:</b> The design work has been performed by in-house labor. Agency ACE evaluation is not applicable.</p>

<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Overcoat Painting, Portal-W. 8<sup>th</sup> St., Culver Line, Brooklyn</b>	<b>Current Budget: \$51.4M</b>
	<b>Project EAC: \$51.4M</b>
	<b>Original Design Completion Date: Nov 2013</b>
<b>Project No: T6070317</b>	<b>Current Design Completion Date: Feb 2014</b>
<b>Project Phase: Design</b>	<b>Phase Complete: 80%</b>

<b>Project Description</b>
The project provides for overcoat painting of the elevated structure on the Culver Line from the portal south of Church St. Station to West 8 <sup>th</sup> St. Station. It also includes painting of Coney Island Yard leads. In addition, limited structural steel repairs are also included in this contract.
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, design completion slipped three months from November 2013 to February 2014 due to the inclusion of additional structural steel repairs to this overcoat painting contract.
<b>What is Being Done</b>
<b>Schedule:</b> Design is being completed and is scheduled to be signed-off at the end of February 2014.
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.
<b>All Agency Contractor Evaluation:</b> The design work has been performed by in-house labor. Agency ACE evaluation is not applicable.





<b>MTA Agency: New York City Transit</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Station House and Structural Rehabilitation at 8 Staten Island Railway Locations</b>	<b>Current Budget: \$12.0M</b>
	<b>Project EAC: \$12.1M</b>
	<b>Substantial Completion Date at Award: Sep 2013</b>
<b>Project No: S6070101</b>	<b>Current Substantial Completion Date: Jul 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 72%</b>

**Project Description**

The objective of this project is to rehabilitate and correct structural deficiencies identified within stations on the Staten Island Railway (SIR). Major repairs will be done at three stations (Stapleton, Grasmere, and Dongan Hills) and more minor repair work will be done at five stations (Great Kills, Annandale, Huguenot, Grant City, and Tompkinsville Stations).

**Problem Since Last Quarterly Report****Index Trigger(s): Schedule**

**Schedule:** During the 4<sup>th</sup> Quarter 2013 Substantial Completion slipped six months from January 2014 to July 2014 due to the following:

1. The process to obtain a New York City Department of Transportation (NYCDOT) permit for steel erection at Grasmere Station started on January 4, 2013. DOT did not allow crane set up on Clove Road Bridge. The contractor investigated alternate ways to perform the work however a waiver from the DOT to place a crane on the bridge was the only solution. The project team and NYCT met with DOT to discuss the plan. A DOT permit was issued on June 27, 2013. The contractor could not commence steel erection work as it required complete railroad shut down. SIR issued two track shut down General Orders at Grasmere on the weekend of July 13, 2013. Although this work has been completed, the project has been severely impacted in order to erect the steel at Grasmere Station.
2. NYCT issued a change order for changes to the stair and canopy design at Grasmere Station. The changes involved were extensive, but ultimately cost effective to address additional deteriorated conditions, while the contractor was performing other major work at the station. The change order prevented the contractor from proceeding with the placement of the station house concrete slab and electrical and communication work. A Request for Proposal for this retroactive change order was issued on April 18, 2013. Subsequent to the 4<sup>th</sup> Quarter reporting period, a Notice to Proceed for the Additional Work Order was received on January 23, 2014.
3. The design for the sanitary installation at Annandale Station was changed. New site survey and revised drawings were submitted to NYCDEP. A DEP Permit was obtained on October 23, 2013.

**What is Being Done**

**Schedule:** All the issues to the project explained in this report are resolved, but they have resulted in a six month delay in Substantial Completion. The contractor has not submitted an official request for any cost impact to date.

**IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.



<b>MTA Agency: Long Island Rail Road</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Atlantic Branch Half -Tie Replacement</b>	<b>Current Budget: \$14.0M</b>
	<b>Project EAC: \$14.0M</b>
	<b>Original Design Completion Date: May 2013</b>
<b>Project No: L60301TG</b>	<b>Current Design Completion Date: Oct 2014</b>
<b>Project Phase: Design</b>	<b>Phase Complete: 72%</b>

<b>Project Description</b>
The design portion of the project consists of a study, lab testing, recommendations and the design of a new half tie replacement system to be installed in the Atlantic Branch Tunnel.
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, design completion slipped three months from November 2013 to February 2014. Subsequent to the end of the reporting period, the design contract completion date was extended an additional seven months to October 2014 due to; A) failure of the initially chosen half-tie replacement system during lab testing, B) Task G, which provides Design-Build documents for a third party contractor was delayed since the half-tie replacement was initially going to be performed by LRR Force Account, however LIRR may elect to utilize a third party, thus requiring Task G documents, C) the issuance of a change order for additional work including Task I-prioritization of air vent re-work, Task J-downspout repair details/cost estimate and Task K-additional electrical resistance testing of the new half-tie replacement system.
<b>What is Being Done</b>
<b>Schedule:</b> <ol style="list-style-type: none"> <li>A second half-tie system had to be reviewed, approved and lab tested before LIRR could procure the new system and install a test section in the track.</li> <li>In December 2013 LIRR directed the design consultant to start Task G Design-Build documents for the replacement of the half ties.</li> <li>The issuance of the change order is underway for three additional tasks (Task I, J and K) to be added to the initial Contract.</li> </ol>
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.
<b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency with the Agency's overall design contractor's performance rating this reporting period.



<b>MTA Agency: Metro-North Railroad</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Turnouts: Mainline/High Speed</b>	<b>Current Budget: \$64.9M</b>
	<b>Project EAC: \$55.7M</b>
	<b>Substantial Completion Date at Award: Jun 2014</b>
<b>Project No: M6030102</b>	<b>Current Substantial Completion Date: Dec 2016</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 52%</b>

<b>Project Description</b>
<p>This project provides for the replacement of interlocking switches throughout the entire Metro-North Railroad (MNR) territory in New York State, as they reach the end of their useful life. The project maintains MNR's switches in a constant state of good repair ensuring that interlockings do not deteriorate. This project continues the rehabilitation program undertaken in the 2005-2009 Capital Program. The scope of work for this project includes for some locations turnout replacement in kind and other locations improving existing standard turnouts with high speed turnouts.</p>
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger (s) : Schedule</b>
<p>In the 4<sup>th</sup> Quarter 2013, the work at one Control Point (CP-109 in Fordham, Bronx) slipped 30 months, from June 2014 to December 2016. The delay to the project is due to the reprioritization of the MNR track maintenance program. Because of the higher priority of the Bronx Infrastructure Improvement Project elsewhere in the Bronx, track outages were not available, and will not be available for another year, for the Track Department to complete installing the CP-109 interlocking crossovers.</p>
<b>What is Being Done</b>
<p>Since track outages are required for all MNR track projects, the Track Department is currently working with the Operating Services Department, and the Capital Department to develop a track outage plan that will meet both the Operations and the Capital Department's need.</p>
<b>Comment</b>
<p><b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency</p>
<p><b>All Agency Contractor Evaluation:</b> The IEC has reviewed the project performance for consistency in the Agency's ACE evaluation of the overall contractor's performance rating for this reporting period.</p>



<b>MTA Agency: Metro-North Railroad</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Replace and Upgrade Substation - Bridge 23</b>	<b>Current Budget: \$30.5M</b>
	<b>Project EAC: \$30.1M</b>
	<b>Substantial Completion Date at Award: Jul 2014</b>
<b>Project No: M6050101</b>	<b>Current Substantial Completion Date: Jul 2015</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 37%</b>

#### **Project Description**

The project involves a joint agreement between Metro-North Railroad (MNR) and the New York Power Authority (NYPA) to design and construct a replacement of the existing Bridge-23 substation. The new design will also include a new breaker house at Pelham, new 27 kV feeders, and new switchgear at New Rochelle, and a new signal power supply station (MA Set) at the C-14 substation.

#### **Problem Since Last Quarterly Report**

##### **Index Trigger (s) : Schedule**

**Schedule:** During the 4<sup>th</sup> Quarter 2013, Substantial Completion slipped 12 months, from July 2014 to July 2015. The schedule slippage was attributed to delays in implementing the cutover of the first section of the substation. A late arrival of switchgear fabricated off site along with some GIS components that had to be manufactured overseas caused the project team to miss an April 2013 start date. As a result the cutover was postponed until September 2013 since Con Edison does not permit extended feeder outages during the summer peak load season. While other project related work was accomplished during this six month delay, the net effect will delay final project completion until July 2015. Major cutover tasks that were not completed until October 2013 have resulted in having to expedite the next phases of the project in order to be ready for the next phase to be done in April 2104.

#### **What is Being Done**

In order to meet the time constraints to get the Phase 2 cutover complete before the May 15 cut-off date, MNR has directed NYPA and its contractors to work six days a week ten hours per day. Extreme winter conditions and some delays in receiving major equipment from overseas have further constrained the project. In moving forward, MNR directed the project team to parallel work activities when possible using multiple crews on the remaining phases of the construction, instead of a sequential approach as experienced earlier. Daily updates to the CPM schedule are reviewed with eyes toward efficiencies in an effort to complete Phase 2 Spring 2014. MNR will continue to evaluate any cost impact to the project.

#### **Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problem and the actions taken by the Agency

**All Agency Contractor Evaluation:** The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.



## Bridges and Tunnels

<b>MTA Agency: Bridges and Tunnels</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Programmable Logic Controller &amp; Mechanical Rehab – Marine Parkway Bridge</b>	<b>Current Budget: \$24.0M</b>
	<b>Project EAC: \$24.0M</b>
	<b>Original Design Completion Date: Apr 2014</b>
<b>Project No: D604MP03</b>	<b>Current Design Completion Date: Sep 2014</b>
<b>Project Phase: Design</b>	<b>Phase Complete: 60%</b>

<b>Project Description</b>
Rehabilitation of the Programmable Logic Controller, plus the electrical and mechanical systems of the Marine Parkway Bridge Lift Span.
<b>Problem Since Last Quarterly Report</b>
<b>Index Trigger(s): Schedule</b>
<b>Schedule:</b> During the 4 <sup>th</sup> Quarter 2013, design completion slipped five months, from April 2014 to September 2014, primarily due to an increase in the project's scope of work, which resulted in a corresponding increase in the duration of the project.
<b>What is Being Done</b>
<p><b>Schedule:</b> The project scope was adjusted via change order, primarily for the following issues:</p> <ul style="list-style-type: none"><li>• Initial investigations under MP-03 indicated a significant imbalance of loads on the lift span in the transverse direction. Additional investigations and analyses are necessary to determine whether there is a greater transverse distribution of load on the west side of bridge, the cause, and to make recommendations for corrective measures.</li><li>• After Hurricane Sandy, there was a need to repackage some of the design work to address storm related considerations, such as relocating and replacing damaged electrical and mechanical equipment, plus relocating the replacements to safer less vulnerable areas.</li></ul> <p>Amendment No. 1, incorporating the scope changes, was reviewed and approved by the MTA on April 12, 2013 authorizing the above work. The additional work is reflected in the current EAC.</p> <p>Project management will continue to mitigate cost and schedule growth, while delivering a quality product and value to the MTA and its customers.</p>
<b>IEC Comment</b>
<b>Budget and Schedule Performance:</b> The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.
<b>All Agency Contractor Evaluation:</b> The design work has been performed by in-house labor. Agency ACE evaluation is not applicable.



<b>MTA Agency: MTA Bus</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: Electrical Upgrade/Emergency Generators at 6 Depots</b>	<b>Current Budget: \$13.8M</b>
	<b>Project EAC: \$14.7M</b>
	<b>Substantial Completion Date at Award: Aug 2014</b>
<b>Project No: U5030204</b>	<b>Current Substantial Completion Date: Oct 2015</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 35%</b>

#### **Project Description**

This project will replace the existing electrical system at JFK, LaGuardia, and Baisley Park depots. New emergency generators will be installed at JFK, LaGuardia, Baisley Park and Far Rockaway depots. The project consists of four task orders: Task No. 1 LaGuardia Power Upgrade, Task No. 2 JFK Power Upgrade, Task No. 3 Baisley Power Upgrade, and Task No. 4 Emergency Generators.

Originally, Task Order No. 4 was one project, but was subdivided into two separate packages: procurement and installation. After Hurricane Sandy, MTA Bus requested Procurement to cancel the bids for the emergency generator purchase. The intention was to mitigate damages from future flooding by changing the generator type from fixed to portable. However, due to bidding regulations such a change was impermissible and the bids were cancelled.

Currently, Task Order No. 4 will purchase two portable generators in one bid and purchase and install fixed generators in the other.

#### **Problem Since Last Quarterly Report**

##### **Index Trigger(s): Schedule**

**Schedule:** The 4<sup>th</sup> Quarter 2013 Traffic Light Report identifies a seven month schedule variance, with Substantial Completion slipping from March 2015 to October 2015. The variance in schedule was triggered by the time required to receive approvals from the landlord of the properties (several of the generators will be installed on leased properties).

#### **What is Being Done**

**Schedule:** The approvals from the landlord of the properties are pending. The MTA Bus Legal Department will also approve after the notification period to the landlord has expired. The result is a no cost extension of time to the schedule. The Substantial Completion date has been revised to October 2015 during the fourth quarter.

#### **IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.

<b>MTA Agency: MTA Bus</b>	<b>Status as of December 31, 2013</b>
<b>Project Name: New Bus/Employee Parking Lot at Baisley Park &amp; JFK Depots</b>	<b>Current Budget: \$9.2M</b>
	<b>Project EAC: \$9.2M</b>
	<b>Substantial Completion Date at Award: Aug 2011</b>
<b>Project No: U5030209</b>	<b>Current Substantial Completion Date: Mar 2014</b>
<b>Project Phase: Construction</b>	<b>Phase Complete: 86%</b>

#### **Project Description**

This project will replace the existing deteriorated parking lots at Baisley Park and JFK Depots. Additionally, new storm water retention systems with connections to the City of New York storm sewer system will replace the existing systems at the depots.

**JFK Depot:** A formerly unpaved lot located across from the depot will be rebuilt to provide an additional 58,776 sq.ft. of bus parking space. This new parking lot will include a new storm water retention system, new paving, security booth, security fencing, and area lighting.

**Baisley Depot:** The outdoor parking area will be upgraded to alleviate the existing drainage problem in the parking area. This new parking lot will include a new storm water retention system, new paving, landscaping, area lighting, and a new oil-water separator.

#### **Problem Since Last Quarterly Report**

##### **Index Trigger(s): Schedule**

**Schedule:** The 4<sup>th</sup> Quarter 2013 Traffic Light Report identifies a four month schedule variance, slipping from November 2013 to March 2014. The variance in schedule was triggered by a pending permit from the New York City Department of Environmental Protection, (NYCDEP), for connection to the existing City of New York storm sewer system, resulting in an extension to the schedule.

#### **What is Being Done**

**Schedule:** The permit from NYCDEP is pending. As a result, the contractor requested a no cost time extension for this project. The Substantial Completion date has been revised to March 2014.

#### **IEC Comment**

**Budget and Schedule Performance:** The IEC substantially agrees with the material presented in this report, including the stated problems and the actions taken by the Agency.

**All Agency Contractor Evaluation:** The IEC has reviewed the project performance for consistency in the Agency's overall contractor's performance rating this reporting period.



## **Projects in CPOC's Risk-Based Monitoring Program (Fourth Quarter 2013 Traffic Light Report – Ending December 31, 2013)**

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The following programs/projects are currently reported on by the responsible agency in risk-based monitoring reports in accordance with the CPOC Work Plan schedule and are continually monitored by the Independent Engineering Consultant. Monitored Capital Program projects are not included in the Quarterly Capital Traffic Light Report. Select Sandy Projects are also monitored as listed below. The program/project list is subject to periodic review and adjustment by MTA.

### **2010-14 Capital Program**

- **Second Avenue Subway**
- **East Side Access & Regional Investments**
- **East Side Access Readiness**
- **No.7 Line Extension**
- **Fulton Center**
- **Signals & Communications**
  - Positive Train Control
  - CBTC- Flushing Line
  - VHF Radio
- **New Subway Car Procurement**
- **New Bus Procurement**
- **CRR Rolling Stock / Procurement**
- **Bus Depots**
  - Mother Clara Hale
- **MNR Shops and Yards**
  - Harmon Shop Replacement Phase V, Stage 1
- **LIRR Infrastructure**
  - Main Line Double Track – Phase I, Farmingdale to Ronkonkoma
- **Bridges & Tunnels**
  - Verrazano-Narrows Bridge Upper Level Deck Replacement
  - RFK Bridge Bronx Toll Plaza Structure Reconstruction

### **Sandy Program**

- **South Ferry Station Restoration**
- **Montague Tube Rehabilitation**
- **LIRR Double Track South Shore Resiliency – Phase II**