

QUARTERLY MONITORING REPORT

Fourth Quarter 2024

Hudson Tunnel Project

Project Sponsor: Gateway Development Commission

Draft Report delivered to FTA on January 17, 2025

Final Report delivered to FTA on *January 30, 2025*

PMOC Contract No.: 69319519D000016

Project No.: 69319522F30048N

Task Order No.: CLIN: 01, OP25

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REPORT FORMAT AND FOCUS

This report is submitted in compliance with the terms of the Federal Transit Administration (FTA) Contract #69319519D000016, Task Order #69319522F30048N. Its purpose is to provide information and data to assist FTA as it continually monitors the management capacity and capability of the Project Sponsor, Gateway Development Commission (GDC), to execute the Hudson Tunnel Project (HTP) efficiently and effectively, and hence, whether the Project Sponsor continues to be ready to receive federal funds for further project development. This report covers the project management activities on the HTP with GDC as the Project Sponsor, financed by the FTA Full Funding Grant Agreement (FFGA). The cost and schedule information in this report was provided by GDC, except where noted.

THIRD-PARTY DISCLAIMER

This Project Management Oversight Contractor (PMOC) report and all supporting reports and backup materials contain the findings, conclusions, professional opinions, and recommendations stemming from a risk-informed evaluation and assessment, prepared solely for FTA. This report should not be relied upon by any party, except FTA or the Sponsor (Project Sponsor), in accordance with the purposes of the evaluation and assessment as described below. For projects funded through FTA's Major Capital Investment Grant (CIG) (New Starts) Program, FTA and its PMOCs use a risk-informed assessment process to review and validate a Sponsor's scope, schedule, and cost, and to analyze the Sponsor's project development and management. This process is iterative in nature. The results represent a "snapshot in time" for a particular project under the conditions known at that point. The evaluation or assessment and related results may subsequently change due to new information, changes in circumstances, additional project development, specific measures a Sponsor may take to mitigate risks, the Sponsor's selection of strategies for project execution, etc.

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1. EXECUTIVE SUMMARY

1.1. Project Description

The Gateway Development Commission (GDC or Commission), the Port Authority of New York and New Jersey (PANYNJ), New Jersey Transit (NJT), the National Railroad Passenger Corporation (Amtrak), the State of New Jersey, and the State of New York (collectively, the Project Partners) are dedicated to focusing on, implementing, and constructing the Gateway Program in phases. The two Phase 1 projects, the Hudson Tunnel Project (HTP) and the Portal North Bridge Project, will eliminate the most significant points-of-failure in providing uninterrupted rail service along the Northeast Corridor (NEC). Because of the phased approach to the Gateway Program, the scopes and costs of projects in later phases will be evaluated in the future. Other major future elements of the Gateway Program (see Figure 1) in the later phases include the replacement of the Sawtooth Bridges in New Jersey, the construction of a rail yard and operational support facility in New Jersey, the construction of the Secaucus/Bergen Loop, the expansion of Penn Station New York (PSNY) in New York City, and improvements to Newark Penn Station and Secaucus Junction Station.

As of December 2024, the estimated total project cost remained at \$16.041 billion. A total of \$777 million worth of construction contracts have been awarded, of which \$159 million has been spent.

On July 8, 2024, GDC signed a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration (FTA) for \$6.88 billion in federal funding for the HTP and closed Railroad Rehabilitation and Improvement Financing (RRIF) loans with Build America Bureau (BAB) for a total of \$4.06 billion to fund the local share of the project.

Figure 1 – Gateway Program Map

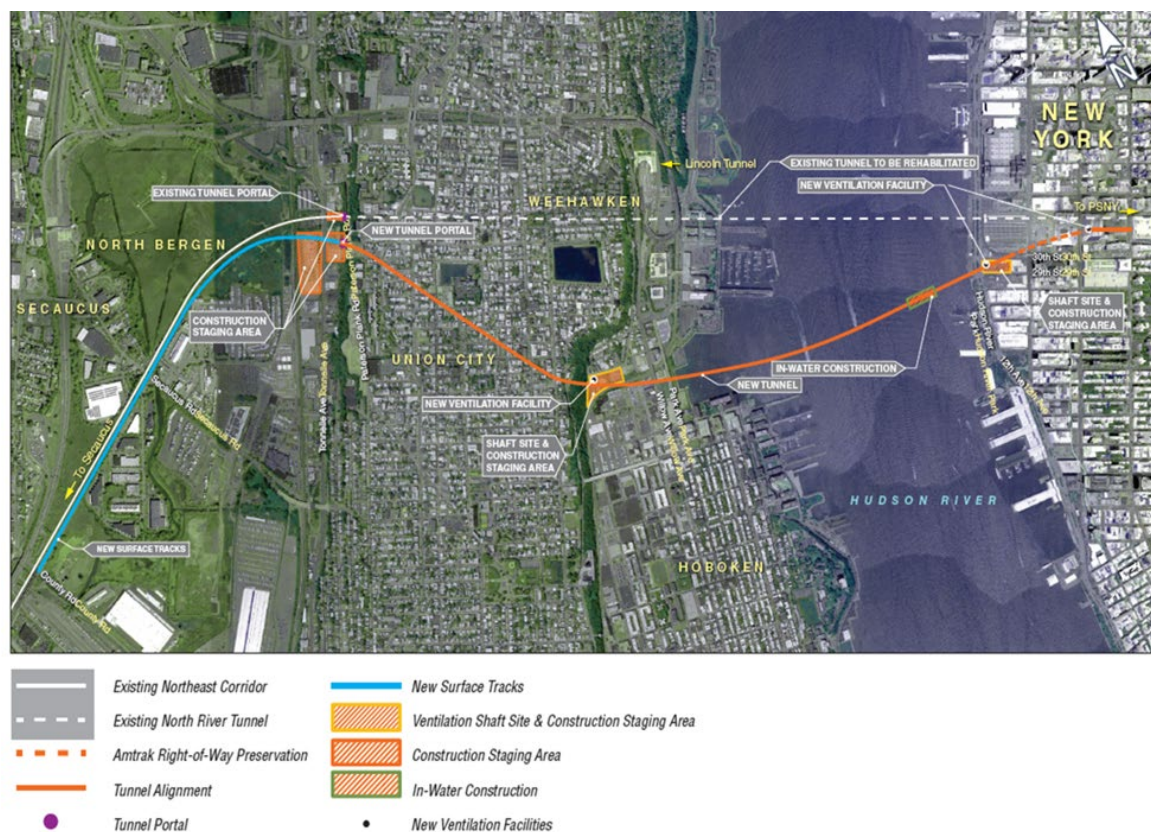


On September 30, 2024, GDC announced that the Commission has executed the \$3.8 billion Federal-State Partnership (FSP) Grant agreement with the Federal Railroad Administration (FRA), completing the \$12 billion federal contribution for the HTP. The action also immediately obligates the initial \$1.9 billion from the grant.

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As part of the Gateway Program, the HTP consists of constructing a new rail tunnel under the Hudson River between New Jersey and New York, refurbishing the existing North River Tunnel (NRT), and preserving the current functionality of the NEC Hudson River rail crossing (see Figure 2). The alignment of the new Hudson Tunnel would be parallel to and south of the existing NEC between Secaucus, New Jersey, and PSNY. The western terminus of the new tunnel and related tracks and infrastructure would be at approximately County Road in Secaucus, New Jersey. The eastern terminus would be at approximately Ninth Avenue in Manhattan, New York City. No changes to Secaucus Junction Station in New Jersey or to PSNY platforms or platform tracks in New York City are proposed as part of the HTP Preferred Alternative.

Figure 2 – Hudson Tunnel Project Map



The New Jersey (western) terminus of the new Hudson Tunnel would have two new surface tracks parallel to the south side of the NEC, beginning at a realigned Allied Interlocking in Secaucus, New Jersey, just east of the NJT Secaucus Junction Station. The new tracks would connect to the new two-track Hudson Tunnel beneath the Palisades (North Bergen and Union City) and the Hoboken waterfront area and beneath the Hudson River to connect to the tracks in the A Yard at PSNY.

Upon completion of the project, the NEC would have four tracks (two in the new Hudson Tunnel and two in the existing NRT), which would provide operational flexibility and redundancy for the Amtrak intercity rail service and NJT commuter rail operations.

The project will be delivered with the following eight major construction packages:

- Package EA-1: Hudson River Ground Stabilization (HRGS)
- Package 1A: Palisades Tunnel
- Package 1B: Manhattan Tunnel
- Package 1C: Hudson River Tunnel
- Package 2: Tunnel Fit Outs (being subpackaged into Packages 2A and 2B)
 - Package 2A: 10th Avenue Tunnel, Underpinning of 450 West 33rd Street Building, A-Yard Fan Plant Structure
 - Package 2B: Fan Plant and Surface Alignment Fit Out and Systems
- Package 3: New Jersey Surface Alignment
- Package 4: Tonnelle Avenue Bridge and Utility Relocations
- Package 5: NRT Rehabilitation

GDC is using the Design-Build (D-B) delivery method for the Manhattan Tunnel (Package 1B) and the New Jersey Surface Alignment (Package 3), and the Design-Bid-Build (D-B-B) delivery method for the Palisades Tunnel (Package 1A), the Hudson River Tunnel (Package 1C), and the Tunnel Fit Outs (Package 2A and 2B). The delivery method of the NRT Rehabilitation (Package 5) is yet to be determined.

Construction commenced in October 2023 and is expected to finish in November 2040. The project is currently in the Construction phase, and design of various packages is at different levels as detailed in the design status section.

1.2 Project Status

Notice to Proceed (NTP) for the Construction Management Services contract on Package 4: Tonnelle Avenue Bridge and Utility Relocations (D-B-B) was issued to Naik Consulting Group P.C. on October 5, 2023, and a Kick-off meeting was conducted the same day. NTP for the Construction contract was issued to Conti Civil, LLC on October 12, 2023, and the Kick-off meeting was conducted the same day. *The contractor is currently progressing concurrently on both the east (Stage 2b) and west (Stage 1) sides of Tonnelle Avenue. The pedestrian bridge was installed and placed in service in November 2024. All work under Stage 1A is expected to be completed by January 16, 2025, followed by a traffic shift for Stage 2A. Under Stage 2B, rock excavation is 98 percent complete, utility bridge fabrication is complete, and shipment is expected by February 2025. Design changes for utility bridge foundations are expected to be approved in*

January 2025, followed by construction. Gas main relocation under Stage 3 is on target to be completed in April 2025.

NTP for the D-B contract for Package EA-1: HRGS was issued to Weeks Marine, Inc. on March 13, 2024. The project Kick-off meeting was conducted on March 15, 2024. *An acoustic corer survey commenced in July 2024, all 102 scans were completed as of December 23, 2024, and the subcontractor has been demobilized. Installation of piles commenced on August 21, 2024, and as of December 2024, 100 of 100 king piles and 99 of 99 sheet piles required for the first 600-foot section of the cofferdam have been completed. Deep Soil Mixing (DSM) in the test section is complete and coring will continue through January 2025. Obstruction removal is in progress.*

Notice of Award for the Delivery Partner (DP) contract was issued to MPA Partners (Mace North America, Ltd.; Parsons Transportation Group of New York, Inc.; and Arcadis of New York, Inc.) on March 15, 2024. The DP team, consisting of 122 representatives, as well as staff from GDC and the Supporting or Executing Partners (SEPs) in various capacities, were added to the project on March 18, 2024. At the Board meeting on August 1, 2024, GDC received approval from the GDC Board for an amendment to extend the term of the DP contract for Task Orders #1, #2, #3, #6, #7, and #8 to December 31, 2024.

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The Hudson Yard Concrete Casing Section 3 (Package 0) was removed from the HTP due to a change in funding source through the U.S. Department of Transportation's National Infrastructure Project Assistance (or "Mega Grant") Program, which is an FTA CIG Program.

Full Funding Grant Agreement: The Project Management Oversight Contractor (PMOC) conducted the Risk and Contingency Review Refresh from November 28, 2023, to November 30, 2023. On January 3, 2024, the PMOC submitted the Final Oversight Procedure (OP) 40 Risk and Contingency Review Report to the FTA. GDC submitted several project documents on January 31, 2024, to support the HTP Risk and Contingency Review Refresh and Readiness Review for the FFGA.

On July 8, 2024, GDC signed a FFGA with FTA for \$6.88 billion in federal funding for the HTP and closed RRIF loans with BAB for a total of \$4.06 billion to fund the local share of the project. On September 30, 2024, GDC announced that the Commission has executed the \$3.8 billion FSP Grant agreement with the FRA, completing the \$12 billion federal contribution for the HTP.

- **Scope:** As noted above, the Hudson Yard Concrete Casing Section 3 construction package was removed from the HTP. The tunnel work for HTP has been divided into four contract packages, with the early work package consisting of the HRGS (Package EA-1) and the tunnel work divided into the Palisades Tunnel (Package 1A), the Manhattan Tunnel (Package 1B), and the Hudson River Tunnel (Package 1C) packages. The division of a single tunnel package into four separate packages was to encourage competition from the contracting community. Based on a recommendation from the PMOC in the Final OP 40 report dated January 3, 2024, the GDC is adapting the plan to divide Tunnel Fit Outs (Package 2) into the subpackages listed below. GDC/Gateway Trans-Hudson Partnership (GTHP) is currently developing the detailed scope and interfaces between sub-packages.

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The remaining work packages consisting of the New Jersey Surface Alignment (Package 3), the Tonnelles Avenue Bridge and Utility Relocations (Package 4), and the NRT Rehabilitation (Package 5) are unchanged.

- **Safety:** Based on GDC's safety report, the HTP has accumulated a total of 63,566 work hours and has recorded one recordable injury and no lost time injuries as of November 30, 2024. The package-level detail is shown in Table 1 below:

Table 1 – HTP Safety Report

<i>Package</i>	<i>Total Hours Worked</i>	<i>Lost Time Injury</i>	<i>Recordable Injury</i>	<i>Safety Orientations</i>
<i>Package 4: Tonnelle Avenue</i>	<i>32,948</i>	<i>0</i>	<i>1</i>	<i>400</i>
<i>EA-1: Hudson River Ground Stabilization</i>	<i>30,618</i>	<i>0</i>	<i>0</i>	<i>195</i>
Total HTP	63,566	0	1	595

The one recordable injury occurred on Package 4 and was caused by a clamp resulting in stitches. There was no lost time due to this injury. The PMOC requested the injury report from GDC for the incident.

- **Schedule:** The HTP officially entered the Construction phase with the award of the D-B-B contract for Package 4 in October 2023, award of the D-B contract for Package EA-1 in March 2024, and award of the D-B-B contract for Package 1A in August 2024. The following is the status of different packages, which are in different stages of construction and contract procurement as noted below:
 - Package 4: Tonnelle Avenue Bridge and Utility Relocations – NTP for the Construction contract was issued to Conti Civil, LLC on October 12, 2023, and the Construction Management contract was issued to Naik Consulting Group, P.C. on October 5, 2023. The Baseline Schedule for the package was approved in March 2024. *Schedule Update #10, with a data date of December 1, 2024, was submitted and it forecasted substantial completion of the package by the end of October 2024. However, based on information shared in the biweekly progress meetings, the following changes were reported with respect to the intermediate milestones: the pedestrian bridge and pedestrian walkway were installed and placed in service on November 27, 2024, and installation of the utility bridge, which was forecast to be completed by the end of November 2024, was re-sequenced to be performed in February 2025 in order to focus on the critical path work. The gas main relocation in-service date is on schedule to be completed by April 15, 2025. Access for the Package 1A contractor was provided in November 2024.*
 - Package EA-1: HRGS – NTP for the D-B contract was issued to Weeks Marine, Inc. on March 13, 2024, and the Kick-off meeting was conducted on March 15, 2024. The Baseline Schedule was approved on May 14, 2024. NTP for Phase 2 was issued on August 22, 2024. *Installation of king soldier and sheet piles for the test section of the cofferdam, which commenced on August 21, 2024, was completed in October 2024. As of December 10, 2024, all 100 king piles and 99 sheet piles required for the first 600-foot section of the cofferdam have been installed. DSM for the test section commenced in October 2024 and is currently in progress. As of December 31, 2024, all 54 primary columns and 40 secondary*

columns of DSM within the test section have been mixed. An acoustic corer survey commenced in July 2024 and all 102 scans, throughout the entire length of the cofferdam, was completed in December 2024. Obstruction removal work, which commenced in October 2024 but was placed on hold in November 2024 due to space restrictions in the work area, resumed in December 2024.

- Package 1A: Palisades Tunnel – *Notice of Award was issued to Schiavone/Dragados/Lane JV on August 19, 2024, and NTP was issued on August 22, 2024. Clearing and grubbing, site fencing, mobilization of trailers, etc. was completed in December 2024, and construction work at the portal and Hudson shaft is expected to commence in January 2025. The TBM vendor selection was finalized, and delivery of TBMs is expected in January 2026 and March 2026. The Schedule of Values and Baseline Schedule were approved.*
- Package 1B: Manhattan Tunnel – *The RFQ for this package was issued on August 31, 2023, and two addendums were issued in September 2023. The GDC issued a shortlist of qualified firms on January 19, 2024, and a Draft RFP was issued to the shortlisted firms on January 31, 2024. The Final RFP was issued on August 1, 2024, and proposals from the shortlisted firms were received on November 22, 2024. The proposals are currently being evaluated, and the NTP issuance is planned for February 2025.*
- DP – *Notice of Award for the contract was issued to MPA Partners (Mace North America, Ltd.; Parsons Transportation Group of New York, Inc.; and Arcadis of New York, Inc.) on March 15, 2024. On August 1, 2024, the GDC Board approved extension of the DP Contract Task Orders through December 31, 2024.*
- Package 0: Hudson Yards Concrete Casing (HYCC)-3 – *NTP for the contract was issued to NY Concrete on November 17, 2023, with a contractual substantial completion date of November 17, 2026. Schedule Update #10 (data date: September 15, 2024) indicates that the substantial completion date is now 158 calendar days behind schedule. The contractor is exploring recovery measures.*
- **Cost:** The PMOC provided its recommendation in an OP 40 review report submitted to FTA on January 3, 2024. The GDC submitted the FFGA application and updated financial plan, per the PMOC's recommendations, to FTA on January 31, 2024. Based on the revised financial plan, the total project cost for the HTP is \$16.041 billion including \$1.421 billion of finance charges b(4)
[REDACTED] On November 15, 2023, GDC received a notice from the FTA that GDC had been granted eligibility to receive federal funding. On November 6, 2023, GDC was notified that HTP was selected for an up-to \$3.8 billion grant from the United States Department of Transportation FSP Grant Program. This adds up to a total of \$11 billion in federal funding, reducing the burden on the states of New York and New Jersey.

Taken together, the CIG funding, along with other federal funding components and Amtrak's contribution, means the entire project had the federal funding needed to undertake early work construction of Package 4: Tonnel Avenue Bridge and Utility

Relocations in 2023, and Package EA-1: HRGS and Package 1A: Palisades Tunnel in 2024. In addition, the states of New York and New Jersey and PANYNJ have committed to fully funding the local share of HTP.

- In July 2024, GDC executed a \$6.88 billion FFGA with the FTA; GDC also closed a total of \$4.06 billion in RRIF loans with BAB. A standby loan in the amount of \$975 million, backed by New York and New Jersey, was secured for additional costs. A \$500 million liquidity facility was closed with Bank of America, and \$57 million in cash contributions were secured from New York, New Jersey, and PANYNJ.
- On September 30, 2024, GDC announced that the Commission has executed the \$3.8 billion FSP Grant agreement with the FRA, completing the \$11 billion federal contribution for the HTP. The action also immediately obligates the initial \$1.9 billion from the grant.

With the execution of the FFGA, the closing of RRIF loan agreements, and the FSP Grant, the project has funds guaranteed until completion of the project in November 2040.

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HYCC-3: Based on the detailed cost estimate approved by the FRA on December 30, 2023, the total budget for the project is \$692.7 million, including a contingency of \$83.7 million.

Grant Drawdown Status

As of December 2024, GDC has submitted three drawdown requests from the CIG and RRIF loans. The details of the invoice requests are summarized in Table 2 below:

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The status of FTA grants, loans, and drawdowns as of December 2024 is shown in Table 3 below.

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- **Construction Status:**

- *Package 4 (D-B-B): Tonnelle Avenue Bridge*

- *As of the end of December 2024, the project is 61 percent complete in terms of time elapsed, and 58 percent complete in terms of cost.*
- *The current forecast for substantial completion of Package 4 is October 31, 2025, compared to the Baseline Schedule date of October 12, 2025.*
- *The total amount invoiced and approved by the end of November 2024 is \$17.95 million.*
- *The contractual allowance for extra work is currently expended and GDC has approved an amount of \$412,000 to cover the increased cost of changes and to fund any additional future changes.*
- *Stage 1A:*
 - *All work under Stage 1A is expected to be completed by January 16, 2025.*
 - *The traffic shift for Stage 2A is planned for January 17, 2025.*
- *Stage 2B:*
 - *Rock excavation in this stage is 98 percent complete.*
 - *Utility bridge fabrication is complete, and shipment is expected by February 2025.*
 - *Utility bridge abutments are to be moved 3 feet east to work around the high rock elevation. The design for the utility bridge foundation is under review by GDC and is expected to be finalized by January 10, 2025. Foundation work will commence after design approval.*
- *Stage 3:*

- *PSE&G submitted final design drawings on November 20, 2024, and gas main relocation work is to be completed by April 2025.*
- *HYCC-3*
 - *Per the September 2024 schedule update, with a data date of September 15, 2024, the project is 158 calendar days behind schedule.*
 - *Secant pile installation is on hold at this time due to the logistic issue, and thirty columns are now left to be drilled at the northeast quadrant.*
 - *The south access road re-route commenced, was completed, and opened to traffic use on November 20, 2024.*
 - *Jet grouting of the first half of the eastern masses was completed and the second half was placed on hold until the road re-route was finished. Jet grouting resumed on November 25, 2024, and is ongoing. Jet grouting at the utility crossings was completed on October 29, 2024. Jet grouting at the western mass was completed during the week of November 18, 2024.*
 - *Utility re-route work and installation of a temporary storm drain re-route was planned to commence in December 2024.*
 - *The concrete placement of cap beams and needle beams is in progress.*
- *Package EA-1: HRGS*
 - *As of December 2024, the project is 29 percent complete in terms of time elapsed, and 36 percent complete in terms of expenditure.*
 - *The package is on schedule to be substantially completed by January 2027.*
 - *As of end of December 2024, GDC reported that the contractor has invoiced approximately \$99.6 million, including retainage.*
 - *The acoustic corer survey that commenced in July 2024 has completed all 102 scans planned, and the subcontractor has demobilized as of December 31, 2024. Survey reports for Areas 1 through 7 were received, and GDC noticed reduction in anomalies in Areas 4 through 7 compared to Areas 1 through 3. The report for Area 8 is expected to be submitted soon.*
 - *The installation of 100 king piles and 99 sheet pile required for Season 1 (first 600' of cofferdam) have been installed.*
 - *The mobile wall is planned to be moved from the 200-foot mark to the 600-foot mark in the second week of January 2025.*
 - *The DSM activity in the test section has completed 54 primary columns and 40 secondary columns. DSM in the production sections will commence after the following tasks are completed:*
 - *Core sampling in the test section is complete and final design mixes are determined.*
 - *All open Non Conformance Reports (NCRs) from the test section are closed.*
 - *The Final DSM test report is submitted and approved. A preliminary quality test report is expected to be received soon.*
 - *The contractor has retrieved 13 of 20 cores from within the test section.*
 - *The contractor continues to sample wet grabs to obtain preliminary information before cores are available for extraction.*

- *Obstruction removal up to 80 feet is complete, and the contractor is currently progressing removals between 80 feet and 200 feet. SEP is to determine the obstructions to be removed based on the review of survey results.*
- *Application for a Nationwide Permit #3 for debris and pile removal is yet to be submitted to the U.S. Army Corps of Engineers.*
- *The contractor is not likely to meet the intermediate incentive bonus milestone to have an approved DSM test report for the test section approved by January 20, 2025.*
- Package 1A: Palisades Tunnel
 - *As of December 2024, the project is 14 percent complete in terms of time elapsed, and 10 percent complete in terms of expenditure.*
 - *The Baseline Schedule for the package was approved and progress updates are expected from the contractor starting January 2025.*
 - *As of December 2024, the contractor submitted three payment requisitions for a total amount of \$47 million to date.*
 - *Builder's risk insurance was completed and bound.*
 - *An Amtrak Permit to Enter for Dyke's Lumber and Substation #42 was approved. Per the negotiated terms, Dyke's Lumber was expected to vacate the office space by December 31, 2024, but as of the meeting date, the property was not vacated. Amtrak is addressing the issue with the property owners.*
 - *Critical submittals such as the soil sampling plan and noise and vibration control plan were approved. An environmental mitigation plan is currently under review by GDC.*
 - *The preconstruction condition survey is ongoing and a final notification letter was sent for Area 1 (North Bergen) and Area 3 (Weehawken Union City). Area 2 notification letters are to be sent in February 2025.*
 - *Tree clearing and grubbing at the North Bergen portal is complete and construction of an access road is planned to commence in February 2025.*
 - *Environmental boring at Hoboken and geotechnical boring at the North Bergen portal commenced. Permanent construction work at the portal is expected to start in May 2025.*
 - *Shop drawings for the noise wall are expected in the second week of January 2025.*
- **Design Status:**
 - Package 4: Tonnelle Avenue Bridge Replacement and Utility Relocations – The 100 percent design was completed, and construction of the project is in progress as a D-B-B project.
 - Package EA-1: HRGS – The contract was awarded as a D-B contract, and the contractor completed the 100 percent Released for Construction (RFC) design of cofferdam steel in July 2024.
 - Package 1A: Palisades Tunnel – *The 100 percent design was completed, and*

construction of the project is in progress as a D-B-B project.

- National Environmental Policy Act (NEPA) Environmental Impact Statement (EIS) Approval for Oversized Trucks to the Hudson County staging, shaft, and fan plant site was approved in September 2024.
- *Design coordination meetings with the contractor are in progress for temporary power for TBMs and construction work.*
- Package 1B: Manhattan Tunnel
 - GDC received detailed Alternative Technical Concepts (ATCs) from shortlisted firms on June 7, 2024. ATCs were reviewed and accepted for use in the contractor's final proposal.
 - The 30 percent design documents were issued to the shortlisted bidders with the Final RFP package on August 1, 2024.
 - NEPA Impacts – Due to the accepted ATCs, GDC expects changes to the bridging documents and Final EIS.
- Package 2 (D-B-B): Tunnel Fit Outs
 - *The adopted repackaging strategy is being implemented.*
 - *The 90 percent design is being developed for Packages 2A and 2B.*
 - *Design and interface coordination with Packages 1A, 1B, 1C, and 3 is ongoing.*
 - *Upcoming procurement milestones are yet to be finalized as the repackaging strategy is fully implemented.*
- Package 1C (D-B-B): Hudson River Tunnel
 - *Partner review of the 90 percent design is complete, and comments were incorporated into the 100 percent design and issued for partner review in November 2024.*
 - *The geotechnical baseline report is being updated to account for future obstruction removal at Piers 68 and 69.*
 - *An RFQ was issued on October 7, 2024, and the statements of qualifications were received in December 2024. The shortlist of qualified firms is planned to be announced in February 2025.*
 - *The RFP is expected to be issued for partner review in January 2025 and issued to shortlisted firms in March 2025.*
 - *The 90 percent design is being evaluated against NEPA requirements.*
 - *GDC is actively coordinating with North Hudson Sewerage Authority's Adam Street Outfall project.*
- Package 3 (D-B): New Jersey Surface Alignment
 - *Initial bridging documents were completed in April 2024, and the development of final bridging documents is in progress.*
 - *Interface coordination with Package 2B and Package 4 is in progress.*
 - *An RFQ for the package was issued on November 7, 2024, with responses due in January 2025.*
 - *GDC noted that, based on the industry outreach and follow-up discussions with FTA, SEP, and the PMOC, it was decided to procure Package 3 as one single package. However, having utility relocations as an early work*

item is still being considered.

- *NJT is leading Right-of-Way (ROW) agreements with properties along the alignment.*
- *There is no design update on Package 5 (procurement method is yet to be determined).*

- **Disadvantaged Business Enterprise (DBE) Status:**

- *GDC-23-001: GDC Performance of Expert Professional Construction Management and Related Technical Services for the Tonnelle Avenue Overhead Bridge and Utility Relocations*

■ *Awarded to Naik Consulting Group (certified Minority Business Enterprise and Small Business Enterprise). Naik Consulting Group will be utilizing three certified DBE firms. b(4)*

- *GDC-23-002: GDC Tonnelle Avenue Overhead Bridge and Utility Relocation*

- *Awarded to Conti Civil, LLC. Conti Civil, LLC will be utilizing eight certified DBE firms. b(4)*

- *GDC-24-004-HTP Package EA-1: Hudson River Ground Stabilization Contract*

■ *Awarded to Weeks Marine, Inc., Walsh-Traylor Bros., JV. Weeks will be utilizing five certified DBE firms. b(4)*

- *GDC-24-005-HTP: Delivery Partner*

- *Awarded to mPa. mPa will be utilizing 34 certified DBE firms. b(4)*

- *GDC-24-006-HTP Package 1A: Palisades Tunnel*

- *Awarded to Schiavone, Dragados, Lane JV, which will be utilizing 17 DBE firms. b(4)*

- **Change Order Status:**

The following major changes are currently being processed:

- Package 4: Tonnelle Avenue Bridge Replacement and Utility Relocations
 - Notice of Potential Change (NPC) #6 – Revision to Embankment and Detention Basin. This NPC includes descoping of permanent detention basin work and the addition of temporary work needed to finish the ground for the use of future tunneling contracts. This change order has been executed. The contractor completed leveling and installation of geogrid and placing stone at the structural slab demolition limits in August 2024. The access road parallel to Conrail is now complete. The Licensed Site Remediation Professional approved reuse of the exiting crushed concrete for embankment fills.
 - NPC #10 – Additional SOE Tiebacks for Stage 2/Stage 3 to Support Sequence Modification. b(4)
 - NPC #16 – Procurement and Installation of a Pedestrian Walkway and Pedestrian Bridge. Footings, assembly, and installation of the pedestrian bridge were completed, and the bridge was placed in service on November 27, 2024.
- Package 1A – Palisades Tunnel
 - No changes have been reported at this time.

1.3. Major Issues and/or Concerns

Table 4 discusses any major issues or concerns impacting the project’s scope, schedule, cost, risks, quality, safety, etc., as identified by the PMOC.

[illegible]

[illegible]

1.4. Key Indicators Dashboard

Table 5 shows the Key Indicators Dashboard, which highlights the health of the project.

Table 2 – Key Indicators Dashboard

Project Sponsor:		Gateway Development Commission			
Project Name:		Hudson Tunnel Project			
Date:		December 31, 2024			
Project Detail					
Oversight Frequency:		Monthly			
Element	Status			Prior Status	Issue or Concern
	<div></div>	<div></div>	<div></div>		
	G	Y	R		
Project Management Plan (PMP)	<div></div>			<div></div>	<div>b(4)</div>

Project Sponsor:		Gateway Development Commission			
Project Name:		Hudson Tunnel Project			
Date:		December 31, 2024			
Project Detail					
Oversight Frequency:		Monthly			
Element	Status			Prior Status	Issue or Concern
	●	●	●		
	G	Y	R		
Management Capacity and Capability (MCC)	●			●	
Cost*	●			●	The Project Sponsor will need to submit a cost breakdown of the Standard Cost Category (SCC) Workbook to reflect the contract repackaging. The PMOC presented findings and requested clarifications/additional information from the Project Sponsor during the Risk Refresh Workshop. On January 31, 2024, GDC provided an updated financial plan that revised the project estimate to match the P65 value per PMOC recommendations. The GDC provided a revised version of the SCC Workbook on April 25, 2024, which included details of funding source by year. GDC included cost reporting by SCC in the quarterly report submitted on October 30, 2024, for the period from July 1, 2024, to September 30, 2024. GDC submitted Drawdown Request #3 for a total of \$40.4 million on December 20, 2024, which is currently under review.
Schedule		●		●	The PMOC presented findings, discussed concerns, and requested clarifications/additional information on the EPS dated October 31, 2023, from the Project Sponsor during the Risk Refresh Workshop in November 2023. GDC submitted a revised EPS schedule updated with progress through November 30, 2024. The December 2024 EPS update is expected to be received in the coming weeks. A meeting is scheduled with GDC to discuss the PMOC review comments on schedule updates.

Project Sponsor:		Gateway Development Commission			
Project Name:		Hudson Tunnel Project			
Date:		December 31, 2024			
Project Detail					
Oversight Frequency:		Monthly			
Element	Status			Prior Status	Issue or Concern
	● G	● Y	● R		
Quality	●			●	The Project Sponsor submitted Version 4.0 of the QMP, dated October 31, 2023. It demonstrates the technical competency and MCC of the GDC to plan for, manage, design, construct, test, and commission the scope required to execute the HTP. The GDC submitted QMP Version 5.0 on April 19, 2024, addressing feedback from the PMOC/FTA/FRA. <i>Review of QMP Version 6.0 submitted along with the PMP on October 30, 2024, was completed, and the comments were included in the combined PMP memo dated November 27, 2024.</i>
Safety	●			●	The Project Sponsor submitted Version 4.0 of the SSMP, dated October 31, 2023, which addresses GDC’s approach to management of the project and will be updated to reflect new developments relating to the HTP, the SEPs as defined in the Project Development Agreement, contractors, and personnel. The GDC submitted SSMP Version 6.0 on April 19, 2024, addressing feedback from the PMOC/FTA/FRA. <i>Preliminary review of SSMP Version 7.0 submitted along with the PMP on October 30, 2024, was completed, and the comments were included in the combined PMP memo dated November 27, 2024. A detailed review of the SSMP to ensure its compliance with FRA safety requirements will be conducted upon Subject Matter Expert (SME) approval.</i>
Risk	●			●	The PMOC presented its findings, discussed concerns, and requested additional information from the Project Sponsor during the Risk Refresh Workshop. The findings and recommendations were detailed in the OP 40 - Risk and Contingency Review report submitted on January 3, 2024. The PMOC requested that GDC include schedule and cost contingency drawdown curves as a part of its RCMP. <i>GDC submitted the revised RCMP Version 4.0 along with the PMP on October 30, 2024. The revision included cost and schedule contingency drawdown curves. The PMOC comments on the document were included in the combined PMP memo dated November 27, 2024. A meeting with the GDC and FTA to review drawdown curves was conducted in December 2024 and a follow up meeting is scheduled in January 2025.</i>

Legend:

- Green - Satisfactory: No Corrective Action necessary.
- Yellow - Caution: Risk/Issues exist. Corrective Action may be necessary.
- Red - Elevated for immediate Corrective Action: Significant risk to the health of the project.

*Note: Yellow = Forecast cost exceeds the project budget by up to 5%. Red = Forecast cost exceeds the project by more than 5%.

1.5. Core Accountability Items

Table 6 shows the core accountability items for the project, including the status of the project and the PMOC's assessment of the current forecast.

Table 3 – Core Accountability Items

		Grant	Current Forecast	PMOC Assessment of Current Forecast ¹
Cost ¹	Capital Cost Estimate		\$16.041 billion	Acceptable
b(4)				
Schedule ³	Revenue Service Date		11/9/2040	Acceptable
Project Progress			Amount (\$)	Percent of Total
Total Expenditures	Not Applicable (N/A)		-	-
Planned Cost to Date			-	-
Contract Status			Amount (\$)	Percent of Total
Total Contracts Awarded ¹	Value of all contracts awarded; % of total value to be awarded.		782,268,945.10	-
Construction Contracts Awarded ¹	Value of construction contracts awarded; % of total construction value to be awarded.		777,584,120.00	-
Construction Management Services Contracts Awarded	Value of construction management services contracts awarded; % of total construction management services value to be awarded.		\$4,684,825.11	
b(4)				
Next Quarterly Review Meeting Date:		To Be Determined (TBD)		

¹Source: HTP Financial Plan dated January 31, 2024. Includes Finance Charges.

²Source: HTP Financial Plan dated January 31, 2024.

³Source: HTP Risk Refresh P65 forecast completion date.

2. OBSERVATIONS AND FINDINGS

2.1. Summary of Monitoring Activities

The PMOC conducted the following monitoring activities during *the fourth quarter of 2024*:

- *Participated in the following Monthly Coordination meetings with GDC/FTA/PMOC:*
 - *Meeting #15 for the October 2024 Monthly Coordination meeting conducted on October 28, 2024 (virtual meeting).*
 - *Meeting #16 for the November 2024 Monthly Coordination meeting conducted on November 25, 2024 (virtual meeting).*
 - *Meeting #17 with GDC/FTA/PMOC was scheduled for December 23, 2024. The meeting is being rescheduled to January 6, 2024, due to the holiday season.*
- *Participated in the following programmatic meetings with FTA/FRA/BAB/GDC/PMOC:*
 - *Monthly Programmatic meeting #3 on October 29, 2024.*
 - *Quarterly Progress Review Meeting (QPRM) #1 on November 21, 2024. The boat tour planned as part of the quarterly review was cancelled due to inclement weather.*
- *Participated in the following Other Meetings:*
 - *Package 3: New Jersey Surface Alignment Updates meeting with FTA/FRA/GDC on October 9, 2024.*
 - *GDC/FTA/FRA/PMOC – 30th Street Interface meeting conducted on November 7, 2024.*
 - *PMOC site tour conducted on November 12, 2024.*
 - *Real Estate Review meeting with FTA/GDC/Amtrak conducted on November 13, 2024. A meeting with NJT is to be conducted separately.*
 - *PennX Coordination meeting with GDC/FRA/FTA/PMOC conducted on November 14, 2024.*
 - *FTA QPRM pre-brief meeting on November 14, 2024.*
 - *Cost and Schedule Contingency Drawdown Review meeting with GDC and FTA on December 6, 2024.*
 - *PMOC Real estate Status Review meeting with GDC/NJT/FTA on December 11, 2024.*
 - *Dyke's Lumber meeting with FTA/GDC/Amtrak/PMOC on December 13, 2024.*
- *Document Reviews and Reports:*
 - *Developed Package-level and Program-level monthly dashboard updates for the HTP and submitted them to FTA for the months of September 2024, October 2024, and November 2024.*
 - *Continued preparation and submittal of the weekly Project Progress Summary.*
 - *Submitted OP 25 Monthly and Quarterly Monitoring Reports.*
 - *Completed review of GDC's Drawdown Request #1 submitted on October 30, 2024. A memo with the PMOC recommendations was submitted to FTA on November 19, 2024.*
 - *Performed a detailed analysis of the interface and the planned scope transfer between HYCC-3 (30th Street Jet Grouting Scope) and Package 1B. A memo with detailed analysis was submitted to the FTA on November 22, 2024.*

- Completed review of GDC's quarterly report for the period from July 1, 2024, to September 30, 2024, submitted on October 30, 2024. The review memo was submitted to the FTA on November 25, 2024.
- Completed review of Project Management Plan (PMP) Version 5.0 and subplans – Quality Management Plan (QMP), Safety and Security Management Plan (SSMP), Risk and Contingency Management Plan (RCMP), Real Estate Acquisition and Management Plan (RAMP), and Relocation Plan. The review comments were transmitted to FTA in a memo dated November 27, 2024.
- Submitted a memo to FTA on upcoming oversight activities on November 27, 2024.
- Commenced review of Package 1C: Hudson River Tunnel 100 percent design submitted for partner review on November 18, 2024. The review memo was submitted to the FTA on December 5, 2024.
- Completed review of GDC's Drawdown Request #2 submitted on November 27, 2024. A memo with the PMOC recommendations was submitted to FTA on December 23, 2024.
- *Schedule-related Activity:*
 - Completed review of monthly Executive Project Schedule (EPS) updates for the months from August 2024 to November 2024. Per the PMOC's request, GDC scheduled a workshop to discuss the PMOC's comments and recommendations on the EPS updates.
- *Field Progress:*
 - Attended the following Project Progress meetings conducted by the Project Sponsor with its contractor and Construction Management teams for Package 4 – Tonnelle Avenue Bridge and Utility Relocations.
 - Meeting #25 on October 3, 2024
 - Meeting #26 on October 17, 2024
 - Meeting #27 on October 31, 2024
 - Meeting #28 on November 14, 2024
 - The meeting on November 28, 2024, was cancelled
 - Meeting #29 on December 12, 2024
 - Attended the following Weekly Progress meetings conducted by the SEP (PANYNJ) with the contractor for Package EA-1: HRGS.
 - Meeting #28 on October 3, 2024
 - Meeting #29 on October 10, 2024
 - Meeting #30 on October 17, 2024
 - Meeting #31 on October 24, 2024
 - Meeting #32 on October 25, 2024
 - Meeting #33 on November 7, 2024
 - Meeting #34 on November 14, 2024
 - Meeting #35 on November 21, 2024
 - Meeting #36 on December 5, 2024
 - Meeting #37 on December 12, 2024
 - Meeting #38 on December 19, 2024
 - Attended the following Weekly Progress meetings conducted by the SEP (PANYNJ) with the contractor for Package 1A: Palisades Tunnel.

- Meeting #5 on October 1, 2024
- Meeting #6 on October 8, 2024
- Meeting #7 on October 15, 2024
- Meeting #8 on October 22, 2024
- Meeting #9 on October 28, 2024
- Meeting #10 on November 5, 2024
- Meeting #11 on November 12, 2024
- Meeting #12 on November 19, 2024
- Meeting #13 on November 26, 2024
- Meeting #14 on December 3, 2024
- Meeting #15 on December 10, 2024
- Meeting #16 on December 17, 2024
- Meeting #17 on December 31, 2024

2.2. Upcoming Monitoring Activities

The PMOC will conduct the following planned monitoring activities in *the first quarter of 2025*:

- *Coordination meetings with GDC:*
 - Meeting #17 with GDC/FTA/PMOC that was scheduled for December 23, 2024. The meeting was rescheduled to January 6, 2025, due to the holiday season.
 - Meeting #18 with GDC/FTA/PMOC is scheduled for January 30, 2025.
 - Meetings for February 2025 and March 2025 (yet to be scheduled).
- *Document Reviews and Reports:*
 - Prepare Package-level and Program-level dashboards for the HTP for the month of November 2024.
 - Continue to provide a weekly Project Progress Summary.
 - Submit OP 25 Monthly and Quarterly Monitoring Reports.
 - Complete review of GDC's Drawdown Request #3 submitted on December 20, 2024, and submit a memo to FTA with recommendations.
 - Review monthly grant drawdown requests from the GDC.
- *Schedule Related:*
 - Workshop to discuss comments on EPS updates scheduled for January 14, 2025.
- *Other Meetings:*
 - Cost/schedule contingency drawdown review – Follow up meeting scheduled for January 10, 2025.
 - PMOC real estate file review – Scope of work discussion with FTA and FRA scheduled for January 14, 2025.
 - PMOC real estate file review with GDC – To be scheduled in January 2025.
 - Building Information Modeling Progress Review meeting with FTA scheduled for January 15, 2025.
- *Field Progress:*
 - Biweekly Project Progress meetings for Package 4.
 - Weekly Project Progress meetings for Package EA-1: HRGS.
 - Weekly Project Progress meetings for Package 1A: Palisades Tunnel.

2.3. Project Management Plan and Subplans

GDC is using the current version of the HTP's PMP, which is Version 4.0. GDC submitted PMP Version 5.0 and subplans on October 30, 2024, the review of which was completed and a memo submitted to the FTA on November 27, 2024. The PMOC followed the requirements outlined in OP 20 – Project Management Plan Review, dated September 15, 2023, to assess and evaluate the Project Sponsor's PMP, Version 5.0, dated October 30, 2024. The following is the summary of the PMOC's review.

- *PMP Version 5.0 spans 161 pages and consists of 18 sections, 3 appendices, 5 figures, and 9 tables. It effectively addresses the majority of the comments provided by FTA in its May 2024 review of PMP Version 4.0. In the PMOC's assessment, PMP Version 5.0, along with its subplans, is suitable for approval as the HTP transitions into the construction phase. The PMOC notes that GDC should develop further the PMP sections related to schedule, staffing, interfaces, and force account resources as the project advances, and the related changes should be reflected in subsequent versions of the PMP.*

GDC has developed an SSMP to document the HTP's approach to addressing safety and security requirements. For construction, the contractors will be required to develop a Safety and Security Plan in accordance with the Project Safety and Security Certification Plan. For operation and maintenance, GDC will implement a System Safety Program Plan and a System Security and Emergency Management Preparedness Program Plan specific to the HTP. The PMOC reviewed SSMP Version 7.0, dated October 30, 2024. The PMOC's preliminary comments were included in the combined memo dated November 27, 2024, submitted to FTA for the PMP and subplans review.

- *SSMP Version 7.0 is a comprehensive 55-page document, structured into 12 main sections, each containing multiple subsections. The updated version has undergone revisions to provide more detailed information on various critical aspects, including the plan's responsibilities, development summary, committee structure, and risk assessment levels. Additionally, the SSMP document now includes more thorough lists of certifiable elements and certifiable items, as well as enhanced guidance on testing and inspection verification procedures. It also provides more details on operating hazards.*
- *While SSMP Version 7.0 is deemed suitable for the current phase of the project, the PMOC plans to designate a Subject Matter Expert (SME) to perform a thorough, in-depth review of the plan at a later date. The purpose of the review is to confirm that the plan fully complies with relevant industry standards and project management guidelines, and to verify that the safety program in place aligns with the safety requirements established for the HTP by FTA regulations. This review will verify that all safety protocols are properly integrated and adhered to throughout the project. Furthermore, the GDC should outline specific timeframes for submitting documents such as the System Integration Test (SIT), Rail Activation Plan (RAP), Safety and Security Certification Verification Report (SSCVR), and others to the FTA for review.*

Force Account Resources: GDC included a narrative in PMP Version 4.0, Section 10.1 that provides a conceptual plan for the development of the Force Account Plan in coordination with

the corresponding railroads as the project advances. The Force Account Resource Plan (FARP), which is submitted annually, addresses only the immediate needs of the program. On May 1, 2024, GDC submitted Version 1.3 of the FARP for Federal Fiscal Year 2024, which included rate provisions in addition to force account resource needs. GDC also committed to satisfying FTA's force account requirements in future revisions of the PMP as shown in the notes below:

- GDC will revise the PMP (in the main document or an appendix of the PMP, as appropriate) at the commencement of Package 2 and Package 3 RFPs to reflect the planned force account resource needs for the respective procurements.
- GDC is planning to update the force account resource utilization at the commencement of Package 2 and Package 3 RFPs as a significant change that warrants an update to the PMP and/or an appendix of the PMP.

IMP: GDC submitted an Interface Management Plan (IMP) on December 27, 2023. The PMOC recommends that GDC include this IMP as a part of the PMP. The revisions to the IMP should be in line with the current Repackaging Plan. In addition, the interface matrix should be revised to ensure that there is adequate float for the critical interfaces. *The next revision of the IMP, which is planned to be submitted in the first quarter of 2025, is expected to include interfaces between Package 2 subpackages, which are currently being adapted.*

Change Control Process: The GDC submitted Version 1.0 of the Change Management Plan (CMP) on April 19, 2024. The following is a summary of the PMOC's review.

- CMP Version 1.0 provides the necessary framework to present the process flow for various changes during the project life cycle. Although CMP Version 1.0 is acceptable for the current phase of the project, in the opinion of the PMOC, GDC should provide specific time frames for the review, approval, and closure of different types of changes.
- *The PMOC recommends that GDC submit a revised CMP addressing scope transfers between packages within the HTP and any scope transfers between HTP and external contracts. The revisions should also address any changes required to the scope, cost, and schedule due to NEPA re-evaluations.*

2.4. Environmental Commitment and Mitigation

Environmental commitment and mitigation are currently being carried out for the following packages:

Package 4: Tonnelle Avenue Bridge and Utility Relocations –

The project will provide environmental compliance to include dust control, dust suppression, diesel vehicle emission control, off-road vehicle emission control, transportation of excavated material, waste management and recycling, importation of fill, archaeological monitoring, groundwater management, and noise control of construction equipment, as are provided in the contract specifications.

- Permits are being issued for the following water quality mitigation: State of New Jersey (New Jersey Department of Environmental Protection) Hackensack Meadowlands Water

Quality Certificate, Flood Hazard Area Individual Permit, Flood Hazard Area Verification, and Freshwater Wetlands General Permit #7. The permit was issued on July 7, 2021, and expires on July 6, 2026.

- Remediation of area contamination at 2001 Tonnelle Avenue is expected. Fill material contaminated with polycyclic aromatic hydrocarbons (also referred to as PAHs) and metals (arsenic, mercury, copper, and lead) have been identified. Additional contamination includes petroleum-impacted soil and groundwater impacted by historical fill material.
- No contamination was found during testing of the concrete floor slab, the beams of the Access to the Region's Core project, and soil sampling from the detention basin area.
- Remediation of area contamination at 2100 Tonnelle Avenue has been completed, and no further action is required. Groundwater contamination due to regional historical fill, specifically arsenic and lead at this site, is above the Ground Water Quality Standard, which may limit groundwater use at this site.
- A stop work order was issued for the detention basin retaining wall, manholes, and storm pipe installation on January 30, 2024, because water was accumulating in the area. GDC notified FTA and the PMOC during the monthly coordination meeting on April 29, 2024, that GTHP has completed the re-design for the storm detention basin, and the remaining related work could potentially be transferred to Package 2: Tunnel Fit Out, which is yet to be finalized.

Package EA-1: HRGS –

With respect to open space and recreational resources, the project is committed to the following actions:

- The project will provide accommodation for river traffic (both commercial and recreational) and will protect boater safety during in-water construction. The project will install the required lighting on barges and cofferdams.

With respect to natural resources, the project is committed to the following actions:

- The Project Sponsor will use cofferdams in the low-cover area of the Hudson River where in-water construction work occurs to contain construction activities that affect the river bottom, in accordance with best management practices for minimizing silt and as recommended by the National Marine Fisheries Service (NMFS) for the protection of sturgeon.
- The project will install and remove steel sheet pile and steel pipe king piles in the Hudson River low-cover area with a vibratory hammer.
- The project will use turbidity curtains during cofferdam removal.
- The project will not remove any cofferdam until the improved soil within the cofferdam has hardened.
- The project will not install or remove sheet piles and king piles from January 21 through June 30, to avoid impacts to overwintering and migrating striped bass and other

anadromous fish. *The project has completed the installation of required king piles and sheet piles for the season.*

- The project will check the area surrounded by a cofferdam for sturgeon before conducting DSM. If the sturgeon becomes entrapped within the cofferdam area, the contractor will cease work and notify NMFS.
- In the 0.7-acre area of the river bottom where the soilcrete would extend above the existing mudline, the contractor is required to implement a five-year monitoring program following completion of construction, in consultation with the United States Army Corps of Engineers (USACE), NMFS, and the New York State Department of Environmental Conservation (NYSDEC) and to assess the recovery of the area as fish foraging for five years post-construction. The Project Sponsor will submit regular monitoring reports to the USACE, NMFS, and NYSDEC and will make them available on the project website.

With respect to contaminated material, the project is committed to the following actions:

- The Project Sponsor will manage any sediment or mixture of sediment and grout removed from the river as contaminated; this material will be characterized for potential reuse offsite or disposal at a suitably permitted facility, after dewatering.
- The Hudson River is a National Priorities List site (also known as the Superfund site) and sediment may have PCB (polychlorinated biphenyls) contamination. The Project Sponsor will require testing of material to be excavated in accordance with federal, state, and local regulations before it is excavated to determine beneficial reuse or offsite disposal options.
- The ground improvement work proposed would be conducted in stages to minimize the area of water that is disturbed at any one time. As each stage is completed, the sheet piles will be removed. Construction of the in-river work will be conducted in two stages, each 600 feet long and 110 feet wide, or a total of about 1.5 acres each. To minimize impacts to aquatic species, based on consultation with NMFS, installation and removal of cofferdams would occur only within an authorized work window from July 1 to January 20.
- The Hudson River from the New Jersey pierhead line to the New York pierhead line is part of the federal navigation channel that the USACE maintains in the Hudson River. The USACE maintains the main channel of the river to a minimum depth of 45 feet. On either side of the main channel, the USACE maintains side channels (also referred to as “wing” channels) to a minimum depth of 40 feet. Half of the ground improvement zone for the river tunnel (an area approximately 600 feet long and 110 feet wide) would be in the 45-foot-deep navigation channel, and half would be in the 40-foot-deep wing channel. Modifications to the river bottom would be in accordance with the USACE permit and will meet conditions imposed by the USACE to protect the navigation channel and maritime safety.
- The in-water work would occur in two stages to limit the area of the river affected at any one time. During construction, safety measures would be followed to protect maritime commerce. Measures would include notifications to mariners through the U.S. Coast Guard, installation of lighting on barges and the cofferdam, and automatic identification system transponders affixed to barges and cofferdams to enable electronic locating of the

cofferdam and tracking of the barges. The Project Sponsor will develop these measures in coordination with the U.S. Coast Guard as the design advances.

The soil sampling was completed in June 2024. An acoustic corer survey that commenced in July 2024 *was completed as of December 31, 2024. The obstructions plan and the survey report were submitted for the test section, and removal work that commenced in October 2024 was placed on hold due to space restrictions in the work area in November 2024, has resumed in December 2024. As of December 23, 2024, deep soil mixing within the test section is complete. Coring of the deep soil mixing in the test section will continue through January 2025.*

b(4)

b(4)

Hudson Tunnel Project - Preliminary Contract Packaging Plan		
Package	Description	Delivery Method

2.6. Design and Construction Phase Services

The overall engineering effort has advanced to the 30 percent completion stage to meet the procurement schedule for each D-B contract package, and beyond the 30 percent to final engineering for each D-B-B contract package. Key milestone dates are presented in *Table 11*.

- Package EA-1: HRGS – Final 30 percent design documents were released with the Final RFP documents on October 12, 2023. The contractor, Weeks Marine, Inc., commenced the D-B process after NTP was issued on March 13, 2024. The soil sampling was completed in June 2024. The 100 percent RFC design submitted in July 2024 was approved by GDC and NYSDEC. *Installation of king piles and sheet piles for the cofferdam has been completed for the season. DSM commenced in October 2024 and is in progress.*
- Package 1A: GDC submitted 100 percent design drawings for FTA/PMOC review on October 31, 2023. A Design Review meeting with the PMOC was conducted on November 1, 2023. FRA Design Review workshops were conducted in April 2024. NTP for the package was issued on August 22, 2024. Coordination with PSE&G for temporary and permanent power for tunneling is underway. *Subcontractor and vendor selection and on-boarding, as well as preconstruction submittals, are in progress. Site clearing, grubbing, and office setup are complete. Selection of the electrical subcontractor and TBM vendor was completed in October 2024. The TBMs are expected to be delivered in January 2026 and March 2026.*
- Package 1B: D-B bridging documents and design for early action items were completed and issued with the Draft RFP on January 31, 2024. Of the 32 ATCs received, GDC approved 25 to be advanced to a detailed stage. A second round of one-on-one meetings was conducted in May 2024. Two detailed ATCs, out of 25 shortlisted ones, were received from the shortlisted firms in June 2024, and GDC presented these concepts to FTA and the PMOC on August 15, 2024. *The Final RFP was issued on August 1, 2024, and proposals were received on November 22, 2024. The NTP is expected to be issued in February 2025.*
- Package 1C: Hudson River Tunnel – *The 100 percent design was issued for partner review on November 18, 2024.*
- Package 2: GDC/GTHP is continuing to coordinate with Amtrak design teams to minimize design changes. GDC conducted technical workshops with Brookfield Properties for the 10th Avenue/A-Yard Underpinning. Design partner review of the 60 percent design is complete, and the resulting comments are being addressed in the 90 percent design. Coordination with Amtrak design disciplines is ongoing. Coordination with ConEdison and PSE&G for permanent power is underway. *GDC is adapting the Package 2 repackaging strategy that was presented to the stakeholders on April 12, 2024. The 90 percent designs for Packages 2A and 2B are in progress.*

b(4)

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2.8. Real Estate Acquisition and Relocation

The Project Sponsor provided, at Entry to Engineering, an updated matrix/log of comprehensive ROW agreements, including those related to adjacent properties, public agencies, and other project-related entities, to track progress and ensure that the agreements are in place before they are needed.

RAMP: GDC submitted the revised RAMP Version 6.0 along with the PMP on October 30, 2024. Following is the summary review, findings and recommendations.

- *The PMOC's SME completed an OP 23 review of the RAMP Version 6.0. The review identified sufficient sections, including Introduction, Property Management Plan, and Disposition Plan. However, revisions are required in areas such as regulatory updates, task duration documentation, acquisition forms, and cost estimate methodology.*
 - *Sufficient Sections:*
 - *Introduction*
 - *Lines of Authority*
 - *Property Management Plan*

- *Disposition Plan*
- *Ownership and Title Information*
- *Appraisals*
- *Property Contamination*
- *Closing/Escrows*
- *Condemnation*
- *Areas/Topics Requiring Revision:*
 - *Regulatory Updates (Uniform Relocation Assistance and Real Property Acquisition Policies Act and FTA Grant Management Circular)*
 - *Task Duration Documentation*
 - *Acquisition Forms*
 - *Cost Estimate Methodology*
 - *Parcel-by-Parcel Real Estate Cost Estimates*

Relocation Plan: GDC submitted the revised Relocation Plan Version 2.0 along with the PMP on October 30, 2024. Following is the summary review, findings and recommendations.

- *The PMOC's SME completed an OP 23 review of Relocation Plan Version 2.0. The review assessed the sufficiency of various sections, including Introduction and Program Staffing and Management. Although updates on the Heliport tenants indicate compliance with relocation regulations, the review identified concerns regarding plan deletions and the relocation assistance provided to Dyke's Lumber.*
 - *Key Findings:*
 - *Sufficient sections are Introduction, Program Staffing and Management, and Relocation Notice Templates.*
 - *Concerns:*
 - *Deletions made to the plan.*
 - *Relocation assistance provided to Dyke's Lumber. (The PMOC/FTA requested a memo detailing the process followed during the acquisition. A dedicated meeting to discuss the process is being scheduled.)*
 - *Assumptions about project-driven displacements.*

Per FTA's advice, the PMOC requested that GDC provide monthly updates on progress made on Real Estate Acquisitions and Relocations. After submission of the RAMP and Relocation Plan, a Real Estate Meeting with GDC/Amtrak/FTA to discuss the detailed status of parcels being acquired by Amtrak was conducted on November 13, 2024. A separate meeting to discuss the status of parcels pursued by NJT was conducted on December 11, 2024. An in-person PMOC real estate file review is being planned and is expected to be conducted in January 2025.

2.9. Third-party Agreements and Utilities

The Project Sponsor provided, at Entry to Engineering, an updated matrix/log of comprehensive third-party agreements, permits, and utility agreements, including those related to public agencies and other project-related entities, to track progress and ensure that the agreements and permits are in place before they are needed. As of July 31, 2024, GDC executed all 47 of 47 critical third-party agreements.

The PMOC recommended that GDC define criticality of the remaining agreements based on the construction need-by dates for each package. GDC submitted an updated Master Criticality Agreement Matrix to FTA and the PMOC in August 2024. *The PMOC has requested that GDC send it copies of all third-party agreements executed since July 2024 including executed versions of the FFGA, RRIF Loan agreements, and FSP Grant agreement.*

2.10. Sources of Funds

Table 8 shows the sources of funds for the project as currently committed, budgeted, and planned.

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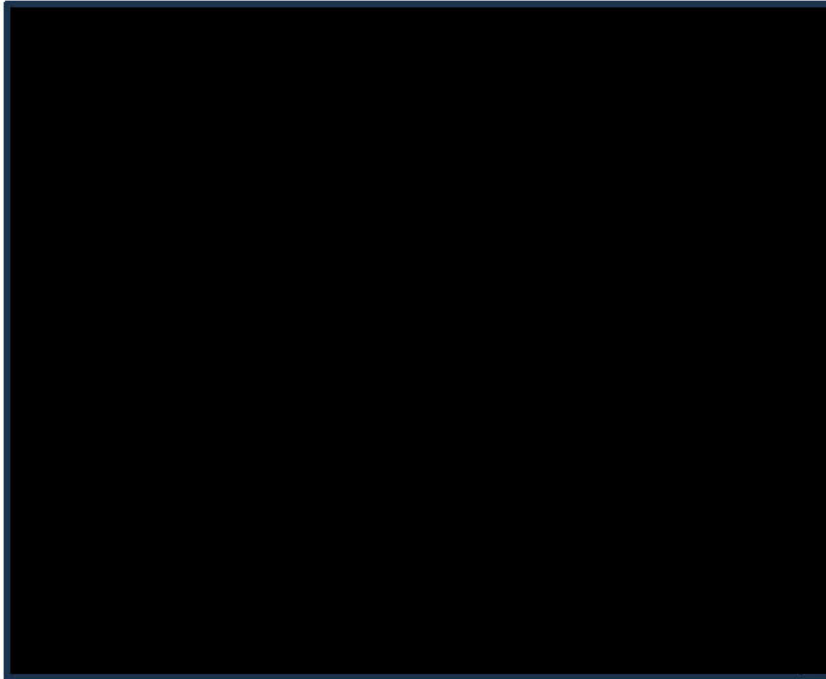
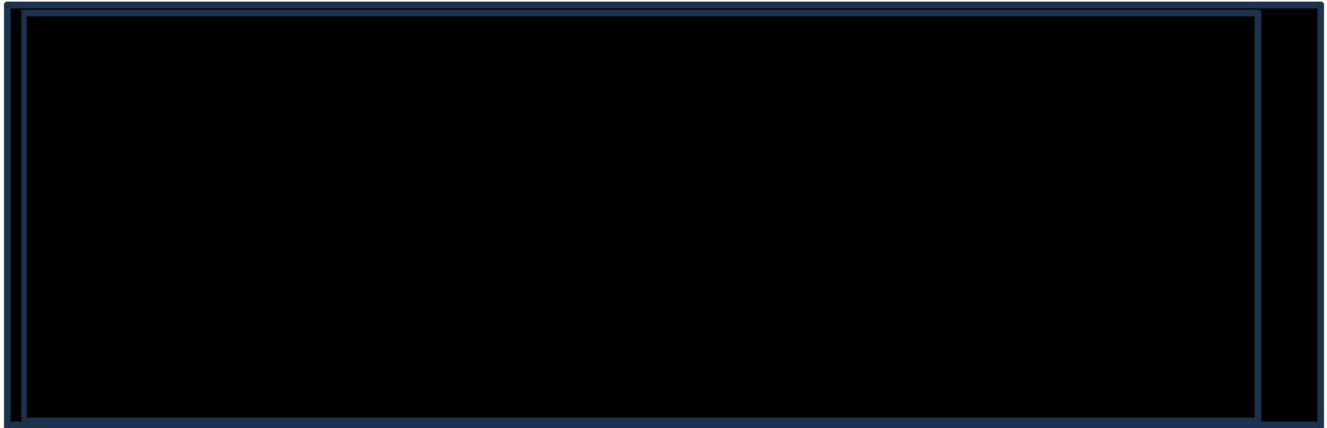


2.11. Project Cost

GDC is forecasting a cost at completion for the project of \$14.620 billion (excluding financing costs). Table 9 shows the project's current budgeted cost by FTA Standard Cost Category (SCC).

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2.11.1. Contingency

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A large rectangular area of text is completely blacked out, indicating redacted content. It is bordered by a thin blue line.

GDC included its cost and schedule contingency drawdown curves in the latest RCMP submitted on October 30, 2024, and as a part of its quarterly report. GDC conducted a review meeting with the PMOC to finalize the minimum drawdown curves in December 2024 and a follow up meeting is scheduled in January 2025.

Based on the schedule submitted with the data date of November 30, 2024, HTP has withdrawn a schedule contingency of three and a half months to account for the delay in procurement of Package 1B. The total remaining schedule contingency as of December 2024 is 1571 calendar days.

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2.12. Project Schedule

The basis for the schedule information presented in this report is provided in the project’s EPS with the data date of September 30, 2024. Table 11 summarizes the start dates and completion dates by contract package for the key construction schedule milestones. The summarized project schedule is included as Attachment F.

Table 8 – HTP Key Construction Schedule Milestones by Phase and Package

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[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

2.13. Quality Assurance/Quality Control

The PMOC reviewed GDC's QMP, and the following is a summary of recommendations.

QMP: GDC submitted the revised QMP Version 6.0 along with the PMP on October 30, 2024. The following is the summary of review and recommendations:

- *QMP Version 6.0 is a 30-page document organized into four sections with multiple subsections. It has been revised to provide more detailed descriptions of the roles and responsibilities of key staff such as the CEO, Quality Manager, Construction Manager, and SEPs. Significant improvements have also been made in areas such as document control, quality oversight, and process management. Additionally, enhancements to the QMP document were made in discussions of the management of purchasing, inspection and testing, and contract equipment.*

- *QMP Version 6.0 is deemed appropriate for the current phase of the project. However, as the project progresses into multiple construction packages, GDC should consider the recommendations outlined in the PMOC's review memo dated November 27, 2024, to ensure ongoing compliance with quality standards and effective project execution.*

2.14. Safety and Security

The PMOC reviewed GDC's SSMP and the following is a summary of recommendations.

SSMP: The PMOC reviewed SSMP Version 7.0, dated October 30, 2024. The preliminary comments were included in the combined memo dated November 27, 2024, submitted to the FTA for the PMP and subplans review.

- *SSMP Version 7.0 is a comprehensive 55-page document, structured into 12 main sections, each containing multiple subsections. The updated version has undergone revisions to provide more detailed information on various critical aspects including the plan's responsibilities, development summary, committee structure, and risk assessment levels. Additionally, the SSMP document now includes more thorough lists of certifiable elements and certifiable items, as well as enhanced guidance on testing and inspection verification procedures. It also provides more details on operating hazards.*
- *While SSMP Version 7.0 is deemed suitable for the current phase of the project, the PMOC will designate an SME to perform a thorough, in-depth review of the plan by the end of 2024. The purpose of the review is to confirm that the plan fully complies with relevant industry standards and project management guidelines, and to verify that the safety program in place aligns with the safety requirements established for the HTP by the FTA regulations. This review will verify that all safety protocols are properly integrated and adhered to throughout the project. Furthermore, the GDC should outline specific timeframes for submitting documents such as the SIT, RAP, SSCVR, and others to the FTA for review.*

2.15. Americans with Disabilities Act

The project design is planned to be fully compliant with Americans with Disabilities Act Accessibility Guidelines.

2.16. Buy America

Responsibility for compliance with the Buy America requirements of 49 Code of Federal Regulations (CFR) Part 661 rests with the Engineer of Record (EOR), construction manager, construction contractors, SEP, DP, and GDC. When specified products cannot meet Buy America requirements as identified by contractors during the bidding process, the EOR will timely identify materials and equipment that meet Buy America requirements or assist the Project Sponsor with an application to FTA for a waiver from the Buy America requirements. When the last resort is to apply for a waiver from Buy America requirements, the EOR will assist the Project Sponsor in mitigating the impact of the Buy America issue. The contract documents require the bidders to acknowledge compliance with Buy America for the FRA and FTA by submitting signed certificates of compliance. Reference GDC Contract GDC23-001 Tonnel Avenue Bridge and

Utility Relocations Contract Book Chapter VII – FRA Requirements Part 1, Section 110 and Chapter VII – FTA Requirements Part 2, Section 139.

2.17. Start-Up, Commissioning, Testing

The requirements of this phase of transit projects are typically underestimated. The actual duration can be far longer than anticipated. The PMOC will continue to monitor the schedule development for this phase closely to confirm the adequacy of the level of detail and activity durations.

2.18. Before-and-After Study Reporting

As a part of the October 31, 2023, submittal for FTA’s Risk Refresh workshop, GDC submitted Before and After Study Plan, Version 3.0. As noted in the plan, the study will focus on the five project outcomes identified in federal law: physical scope, capital costs, transit service levels (including capacity), Operating and Maintenance (O&M) costs, and ridership.

The study is planned to be performed in the following six tasks:

- Task 1. Archive Predictions at Entry into Engineering: Document and archive predictions of project scope, capital costs, and other outcomes at Entry into Engineering.
- Task 2. Archive Predictions at the FFGA: Document and archive predictions of project scope, capital costs, and other outcomes at FFGA.
- Task 3. Collect and Archive Data on Conditions Before Project Opening: Collect, document, and archive data on actual transit service levels, O&M costs, and transit ridership before implementation of the project disrupts these conditions.
- Task 4. Collect and Archive Data on Conditions After Project Opening: Collect, document, and archive data on the actual as-built project scope and as-built capital costs outcomes within several months of project opening. Collect, document, and archive data on actual transit service levels, O&M costs, and transit ridership approximately two years after project opening.
- Task 5. Document Actual Project Outcomes and the Accuracy of Predicted Outcomes: Analyze and document actual project outcomes and accuracy of the predicted outcomes. Initiate analyses of project scope and capital costs as soon after project opening as possible. Initiate analyses of transit service, O&M costs, and ridership when information becomes available for the after-data milestone (Task 4).
- Task 6. Prepare the Final Report: Prepare final report, documenting the actual outcomes of the project and examine the accuracy of predictions of those outcomes within 36 months of project opening.

Status: Task 1 has been completed and was submitted as part of the October 31, 2023, submittal.

2.19. Lessons Learned

The PMOC will report on lessons learned in future quarterly reports.

3. **RECOMMENDATIONS**

- **Real Estate Acquisitions and Relocations:** *Based on review of the RAMP and Relocation Plan submitted on October 30, 2024, and the Real Estate meeting conducted on November 13, 2024, the PMOC recommends that GDC/Amtrak submit a detailed memo on the process followed during the acquisition of the Dyke's Lumber parcel. GDC is to provide a forecast date for the memo submittal.*
- **Third-party Agreements:** *The PMOC recommends that GDC provide copies to FTA and the PMOC of any third-party agreements executed since July 2024 including the FFGA, RRIF Loan agreements, and FSP Grant agreement.*
- **EPS:** *The PMOC recommends that GDC submit a narrative with future revisions of the EPS identifying changes made or details added in the revision.*
- **Package 4:** *Package 4 has more than 23 NPCs to date, which are at different stages of negotiations. Per the PMOC's request, GDC should provide an NPC log including details such as scope, funding source, cost, schedule impacts (if any), and provide an update on remaining allowance moving forward. The PMOC also recommends that GDC expedite negotiations and execution of change orders.*

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ATTACHMENT A – LIST OF ACRONYMS

Amtrak	National Railroad Passenger Corporation	GTHP	Gateway Trans-Hudson Partnership
ATC	Alternative Technical Concepts	HRGS	Hudson River Ground Stabilization
BAB	Build America Bureau	HTP	Hudson Tunnel Project
BRT	Bus Rapid Transit	HYCC	Hudson Yards Concrete Casing
CEO	Chief Executive Officer	IMP	Interface Management Plan
CFO	Chief Financial Officer	JV	Joint Venture
CFR	Code of Federal Regulations	MCC	Management Capacity and Capability
CIG	Capital Investment Grants	MEP	Mechanical, Electrical, and Plumbing
CMGC	Construction Manager General Contractor	N/A	Not Applicable
CMP	Change Management Plan	NCR	Non Conformance Report
CSSP	Construction Safety and Security Plan	NEC	Northeast Corridor
D-B	Design-Build	NEPA	National Environmental Policy Act
D-B-B	Design-Bid-Build	NMFS	National Marine Fisheries Service
DBE	Disadvantaged Business Enterprise	NJ	New Jersey
DBOM	Design, Build, Operate, and Maintain	NJT	New Jersey Transit
DF	Designated Function	NPC	Notice of Proposed Change
DP	Delivery Partner	NRT	North River Tunnel
DSM	Deep Soil Mixing	NTP	Notice to Proceed
EIS	Environmental Impact Statement	NYS	New York State
EOR	Engineer of Record	NYSDEC	New York State Department of Environmental Conservation
EPS	Executive Project Schedule	O&M	Operation and Maintenance
FARP	Force Account Resource Plan	OP	Oversight Procedure
FFGA	Full Funding Grant Agreement	OSHA	Occupational Safety and Health Administration
FRA	Federal Railroad Administration	PAH	Polycyclic Aromatic Hydrocarbons
FSP	Federal-State Partnership	PANYNJ	Port Authority of New York and New Jersey
FTA	Federal Transit Administration		
GDC	Gateway Development Commission		

PCB	Polychlorinated Biphenyls	SSCVR	Safety and Security Certification Verification Report
PMOC	Project Management Oversight Contractor (David Evans and Associates, Inc.)	SSMP	Safety and Security Management Plan
PMP	Project Management Plan	SSPP	System Safety Program Plan
PSE&G	Public Service Electric & Gas	TBD	To Be Determined
PSNY	Pennsylvania Station in New York City	TBM	Tunnel Boring Machine
QMP	Quality Management Plan	USACE	United States Army Corps of Engineers
QPRM	Quarterly Progress Review Meeting	YOE	Year of Expenditure
RAISE	Rebuilding American Infrastructure with Sustainability and Equity		
RAMP	Real Estate Acquisition and Management Plan		
RAP	Rail Activation Plan		
RCMP	Risk and Contingency Management Plan		
RFC	Release for Construction		
RFP	Request for Proposal		
RFQ	Request for Qualifications		
ROW	Right-of-Way		
RRIF	Railroad Rehabilitation and Improvement Financing		
SCC	Standard Cost Category		
SEP	Supporting or Executing Partner		
SEPP	Security and Emergency Preparedness Plan		
SIT	System Integration Test		
SITP	Systems Integration Test Plan		
SME	Subject Matter Expert		
SOE	Support of Excavation		
SSCP	Safety and Security Certification Plan		

ATTACHMENT B – SAFETY AND SECURITY CHECKLIST

The Project Management Oversight Contractor notes that the Federal Railroad Administration (FRA) provides safety oversight of the National Railroad Passenger Corporation (Amtrak), which will be the operator of the Hudson Tunnel Project.

Project Overview			
Project Mode (Rail, Bus, BRT, Multimode)	Rail		
Project Phase (Project Development, Engineering, Construction, Start-Up)	Construction		
Project Delivery Method (Design/Build, DBOM, CMGC, etc.)	Design-Bid-Build and Design-Build		
Project Plans	Version	Review by FRA/FTA	Status
Safety and Security Management Plan (SSMP)		Federal Transit Administration (FTA)	
Safety and Security Certification Plan (SSCP)			
System Safety Program Plan (SSPP)	TBD		
System Security Plan or Security and Emergency Preparedness Plan (SEPP)	TBD		
Construction Safety and Security Plan (CSSP)	By contract	N/A	
Area of Focus	Y/N	Notes/Status	
Safety and Security Authority			
Is the project sponsor subject to 49 Code of Federal Regulations (CFR) Part 659 state safety oversight requirements?			
Has the state designated an oversight agency as per 49 CFR Part 659.9?			
Has the oversight agency reviewed and approved the project sponsor's Security Plan or SSPP as per 49 CFR Part 659.17?			
Did the oversight agency participate in the last Quarterly Review Meeting?			
Has the project sponsor submitted its safety certification plan to the oversight agency?			
Has the project sponsor implemented security directives issues by the Department Homeland Security and/or Transportation Security Administration?			
Is the SSMP project-specific, clearly demonstrating the scope of safety and security activities for this project?			
Does the project sponsor review the SSMP and related project plans to determine if updates are necessary?			

Does the project sponsor implement a process through which the Designated Function (DF) for Safety and DF for Security are integrated into the overall project management team? Please specify.		
Does the project sponsor maintain a regularly scheduled report on the status of safety and security activities?		
Has the project sponsor established staffing requirements, procedures, and authority for safety and security activities throughout all project phases?		
Does the project sponsor update the safety and security responsibility matrix/organizational chart as necessary?		
Has the project sponsor allocated sufficient resources to oversee or carry out safety and security activities?		
Has the project sponsor developed hazard and vulnerability analysis techniques, including specific types of analysis to be performed during different project phases?		
Does the project sponsor implement regularly scheduled meetings to track to resolution any identified hazards and/or vulnerabilities?		
Does the project sponsor monitor the progress of safety and security activities throughout all project phases? Please describe briefly.		
Does the project sponsor ensure the conduct of preliminary hazard and vulnerability analyses? Please specify the analyses conducted.		
Has the project sponsor ensured the development of safety design criteria?		
Has the project sponsor ensured the development of security design criteria?		
Has the project sponsor ensured conformance with safety and security requirements in design?		
Has the project sponsor verified construction specifications conformance?		
Has the project sponsor identified safety and security critical tests to be performed prior to passenger operations?		
Has the project sponsor verified conformance with safety and security requirements during testing, inspection, and start-up phases?		
Has the project sponsor evaluated change orders, design waivers, or test variances for potential hazards and/or vulnerabilities?		
Has the project sponsor ensured the performance of safety and security analyses for proposed workarounds?		

Has the project sponsor demonstrated through meetings or other methods, the integration of safety and security in the following? <ul style="list-style-type: none"> • Activation Plan and Procedures • Integrated Test Plan and Procedures • Operations and Maintenance Plan • Emergency Operations Plan 		
Has the project sponsor issued final safety and security certification?		
Has the project sponsor issued the final safety and security verification report?		
Does the project sponsor have a documented/implemented Contractor Safety Program with which it expects to comply?		
Does the project sponsor's contractor(s) have a documented companywide safety and security program plan?		
Does the project sponsor's contractor(s) have a site-specific safety and security program plan?		
How do the project sponsor's Occupational Safety and Health Administration (OSHA) statistics compare to the national average for the same type of work?		
If the comparison is not favorable, what actions are being taken by the project sponsor to improve its safety record?		
If shared track, has the project sponsor submitted its waiver request application to FRA? (Please identify specific regulations for which waivers are being requested.)		
If shared corridor: has the project sponsor specified specific measures to address shared corridor safety concerns?		
Track Inspection: Has the FRA Track Safety Inspection Been Scheduled/Completed?		
Have all required remedial repairs been completed?		
Has the required reinspection been scheduled/completed?		
Signal and Train Control Inspection: Has the FRA Track Safety Inspection Been Scheduled/Completed?		
Have all required remedial repairs been completed?		
Has the required reinspection been scheduled/completed?		
Railroad Workplace Safety Inspection: Have the required workplace safety inspections been completed?		
Have all required remedial repairs been completed?		

Has the required reinspection been scheduled/completed?		
Other required FRA inspections/approvals		
Is the Collision Hazard Analysis underway?		
Other FRA required Hazard Analysis – Fencing, etc.?		
Does the project have Quiet Zones?		
Does FRA attend the Quarterly Review Meetings?		

ATTACHMENT C – AWARDED CONTRACTS

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Package EA-1, Hudson River Ground Stabilization Phase 1						
Package EA-1, Palisades Tunnel						
Delivery Partner (DP)						

CONTRACT CLOSEOUTS SUMMARY (\$ in millions)

Project Description/Contractor	Original Contract Award	Final Value	NTP	Substantial Completion Date
None				

CONSULTANT AND FORCE ACCOUNT CONTRACTS (\$ in millions)

Description/Entity	Original Contract Award	Invoiced	Committed
Environmental Impact Statement (EIS) and Engineering/Design			
EIS and Engineering/Environmental			
EIS and Engineering/Force Account			
Amtrak			
New Jersey Transit			

Description/Entity	Original Contract Award	Invoiced	Committed
General Conditions			
Construction Management			
Program Management			
Rolling Stock			

ATTACHMENT D – ROADMAP TO REVENUE OPERATIONS

Oversight Procedure 54 Readiness for Revenue Operations

PRE-REVENUE ASSESSMENT WORKSHEET							
Dates of Reviews: Oversight Procedure (OP) 54 Part 2 March 2022	Project Name: Hudson Tunnel Project Gateway Development Commission		Evaluation				Readiness Review Rating Legend 1= Poor, Action Required 2= Adequate, Comments Provided 3= Acceptable, No Comments N/A = Not Applicable or Not Reviewed
Reference OP 54 Section	Checklist Item	Document Reference	1	2	3	N/A	Comments
6.1	System Integration Testing						
6.1.1	Systems to Be Tested						
6.1.2	Plan for Systems/Facilities Integration and Coordination for Testing						
6.1.3	Systems Integration Test Plan (SITP)						
6.1.4	Schedule for Testing						
6.1.5	Test Procedures						
6.1.6	Test Reports						
6.1.7	Completion and Recording						
6.2	Project System Safety and Security Validation						
6.2.1	Safety and Security Organization						
6.2.2	Review of Safety and Security Planning						
6.2.2a	System Safety Program Plan						
6.2.2b	Safety and Security Management Plan						
6.2.2c	Preliminary Hazard Analysis						
6.2.2d	Threat and Vulnerability Analysis						
6.2.2e	Operation Hazard Analysis						
6.2.2f	Grade Crossing Analysis/Report						
6.2.2g	Safety and Security Certification Plan						
6.2.2h	Certifiable Items Lists						
6.2.2i	Construction Punch Lists						
6.2.3	Review of Risks and Mitigation						

PRE-REVENUE ASSESSMENT WORKSHEET							
Dates of Reviews: Oversight Procedure (OP) 54 Part 2 March 2022	Project Name: Hudson Tunnel Project Gateway Development Commission		Evaluation				Readiness Review Rating Legend 1= Poor, Action Required 2= Adequate, Comments Provided 3= Acceptable, No Comments N/A = Not Applicable or Not Reviewed
Reference OP 54 Section	Checklist Item	Document Reference	1	2	3	N/A	Comments
6.3	Pre-revenue Operation						
6.3.1	Pre-revenue Operation Planning						
6.3.2	Completed Rulebook and Standard Operating Procedures						
6.3.3	Operator and Maintenance Staff Training						
6.3.4	Emergency Preparedness						
6.3.5	Security System						
6.3.6	Public Education and Safety Awareness						
6.3.7	Spare Parts Requirements and Inventory						
6.4	Management Capacity and Capability						
6.4a	Project Management Plan						
6.4b	Operations/Maintenance Plan						
6.4c	Rail/Bus Fleet Management Plans						
6.4d	Safety and Security Plans, Signed Third-Party Agreements with Railroads, Utilities, Other Third Parties						
6.4e	Quality Management Plan						
6.4.1	Project Management Plan						
6.4.2	Third-party Agreements						
6.4.3	Quality Management						
7.0	Coordination with Other Reviews						
7.0a	Interviews with State Safety Oversight Agency or Federal Railroad Administration (if applicable)						
7.0b	Review of External Agency Readiness Reports (if applicable)						
7.0c	Review of OP 22 or OP 24 reports (if applicable)						

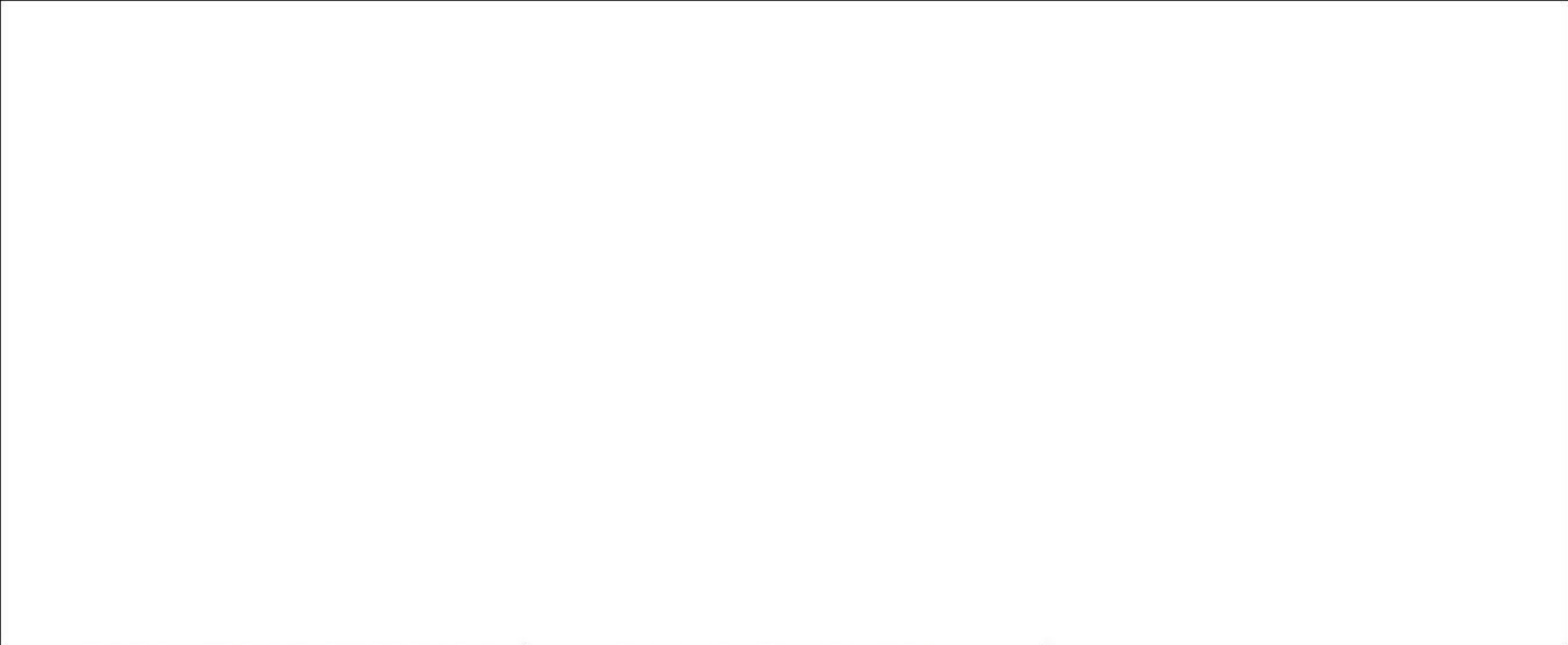
PRE-REVENUE ASSESSMENT WORKSHEET							
Dates of Reviews: Oversight Procedure (OP) 54 Part 2 March 2022	Project Name: Hudson Tunnel Project Gateway Development Commission		Evaluation				<u>Readiness Review Rating Legend</u> 1= Poor, Action Required 2= Adequate, Comments Provided 3= Acceptable, No Comments N/A = Not Applicable or Not Reviewed
Reference OP 54 Section	Checklist Item	Document Reference	1	2	3	N/A	Comments
Appendix C	Rail Activation Plan (RAP)						

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Country	Year	Age Group	Population (Millions)	Population (Millions)
Algeria	2010	0-14	10.5	10.5
Algeria	2010	15-64	24.5	24.5
Algeria	2010	65+	1.5	1.5
Algeria	2010	Total	26.5	26.5
Algeria	2015	0-14	10.5	10.5
Algeria	2015	15-64	24.5	24.5
Algeria	2015	65+	1.5	1.5
Algeria	2015	Total	26.5	26.5
Algeria	2020	0-14	10.5	10.5
Algeria	2020	15-64	24.5	24.5
Algeria	2020	65+	1.5	1.5
Algeria	2020	Total	26.5	26.5
Algeria	2025	0-14	10.5	10.5
Algeria	2025	15-64	24.5	24.5
Algeria	2025	65+	1.5	1.5
Algeria	2025	Total	26.5	26.5
Algeria	2030	0-14	10.5	10.5
Algeria	2030	15-64	24.5	24.5
Algeria	2030	65+	1.5	1.5
Algeria	2030	Total	26.5	26.5
Algeria	2035	0-14	10.5	10.5
Algeria	2035	15-64	24.5	24.5
Algeria	2035	65+	1.5	1.5
Algeria	2035	Total	26.5	26.5
Algeria	2040	0-14	10.5	10.5
Algeria	2040	15-64	24.5	24.5
Algeria	2040	65+	1.5	1.5
Algeria	2040	Total	26.5	26.5
Algeria	2045	0-14	10.5	10.5
Algeria	2045	15-64	24.5	24.5
Algeria	2045	65+	1.5	1.5
Algeria	2045	Total	26.5	26.5
Algeria	2050	0-14	10.5	10.5
Algeria	2050	15-64	24.5	24.5
Algeria	2050	65+	1.5	1.5
Algeria	2050	Total	26.5	26.5
Algeria	2055	0-14	10.5	10.5
Algeria	2055	15-64	24.5	24.5
Algeria	2055	65+	1.5	1.5
Algeria	2055	Total	26.5	26.5
Algeria	2060	0-14	10.5	10.5
Algeria	2060	15-64	24.5	24.5
Algeria	2060	65+	1.5	1.5
Algeria	2060	Total	26.5	26.5
Algeria	2065	0-14	10.5	10.5
Algeria	2065	15-64	24.5	24.5
Algeria	2065	65+	1.5	1.5
Algeria	2065	Total	26.5	26.5
Algeria	2070	0-14	10.5	10.5
Algeria	2070	15-64	24.5	24.5
Algeria	2070	65+	1.5	1.5
Algeria	2070	Total	26.5	26.5
Algeria	2075	0-14	10.5	10.5
Algeria	2075	15-64	24.5	24.5
Algeria	2075	65+	1.5	1.5
Algeria	2075	Total	26.5	26.5
Algeria	2080	0-14	10.5	10.5
Algeria	2080	15-64	24.5	24.5
Algeria	2080	65+	1.5	1.5
Algeria	2080	Total	26.5	26.5
Algeria	2085	0-14	10.5	10.5
Algeria	2085	15-64	24.5	24.5
Algeria	2085	65+	1.5	1.5
Algeria	2085	Total	26.5	26.5
Algeria	2090	0-14	10.5	10.5
Algeria	2090	15-64	24.5	24.5
Algeria	2090	65+	1.5	1.5
Algeria	2090	Total	26.5	26.5
Algeria	2095	0-14	10.5	10.5
Algeria	2095	15-64	24.5	24.5
Algeria	2095	65+	1.5	1.5
Algeria	2095	Total	26.5	26.5
Algeria	2100	0-14	10.5	10.5
Algeria	2100	15-64	24.5	24.5
Algeria	2100	65+	1.5	1.5
Algeria	2100	Total	26.5	26.5

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<div><div>Remaining Level of Effort</div><div>Actual Work</div><div>Critical Remaining Work</div><div>Actual Level of Effort</div><div>Remaining Work</div><div>Milestone</div></div>	<div>Hudson Tunnel Project_Executive Project Schedule</div>	<div>TASK filter: All Activities</div>	<div>© Oracle Corporation</div>
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