

QUARTERLY MONITORING REPORT

Second Quarter 2025

Hudson Tunnel Project

Project Sponsor: Gateway Development Commission

Draft Report delivered to FTA on July 18, 2025

Final Report (Revised) delivered to FTA on *July 31, 2025*

PMOC Contract No.: 69319524D000007

Project No.: 69319525F30043N

Task Order No.: CLIN: 01, OP 25

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REPORT FORMAT AND FOCUS

This report is submitted in compliance with the terms of the Federal Transit Administration (FTA) Contract #69319524D000007, Task Order #69319525F30043N. 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), which includes two new rail tunnels of 2.4 miles each 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.

Figure 1 – Gateway Program Map



As of June 2025, the estimated total HTP project cost remained at \$16.041 billion. A total of \$1.955 billion worth of construction contracts have been awarded, of which \$318 million has been spent.

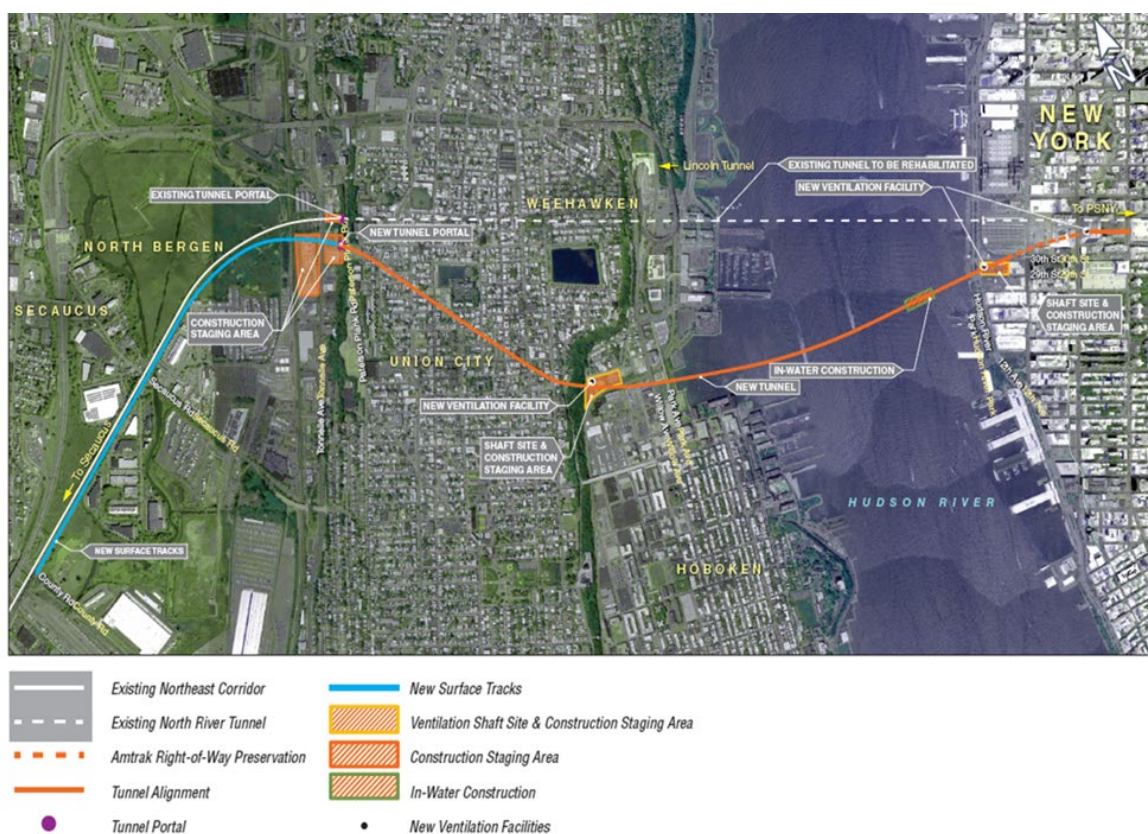
On July 8, 2024, GDC signed a Full Funding Grant Agreement (FFGA) with the Federal Transit Administration (FTA) for \$6.88 billion in federal funding for the HTP and closed Railroad Rehabilitation and Improvement Financing (RRIF) loans with Build America Bureau (BAB) for a total of \$4.06 billion to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

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.

b(4)

GDC has also provided information on a total drawdown of \$13,119,000.21 from the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant. A corresponding local match for a total of \$11,702,148.24 was provided by the New Jersey Department of Transportation. As of June 2025, a total of \$154,619,154.19 has been requested from the FSP grant from the FRA.

Figure 2 – Hudson Tunnel Project Map



As part of the Gateway Program, the HTP consists of constructing two new rail tunnels of 2.4 miles each 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.

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
 - 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 HRGS (Package EA-1), Manhattan Tunnel (Package 1B) and the New Jersey Surface Alignment (Package 3), and the Design-Bid-Build (D-B-B) delivery method for the Tonnelle Avenue Bridge and Utility Relocations (Package 4), 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. *The HYCC-3 contract, except for the Emergency Service Building, is not part of the FFGA project scope.*

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 progressed concurrently on the east (Stage 2B) and west (Stage 1) sides of Tonnelle Avenue. All work under Stage 1A was completed on January 16, 2025, and the traffic shift required for Stage 2A was completed on January 17, 2025. Under Stage 2B, the utility bridge installation was completed on March 31, 2025. *The gas main relocation under Stage 3 and tie-in connection was completed by April 24, 2025. The Stage 2A center part of Tonnelle Avenue Overpass is on target to be completed by July 7, 2025, and Stage 3 is scheduled to commence on July 8, 2025.*

NTP for the D-B contract for Package EA-1: HRGS (D-B) was issued to Weeks Marine, Inc. on March 13, 2024. The project Kick-off meeting was conducted on March 15, 2024. Deep Soil Mixing (DSM) in the production area commenced in February 2025. *As of June 2025, 28 percent of the primary columns and 23 percent of the secondary columns were completed in the test and production sections of the cofferdam.*

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. *GDC is to provide an update on when the next amendment will be sent to the GDC Board.*

The Notice of Award for Package 1A Palisades Tunnel (D-B-B) was issued to Schiavone/Dragados/Lane Joint Venture (JV) on August 19, 2024, and NTP was issued on August 22, 2024. *Tunnel Boring Machines (TBMs) are in procurement and are expected to be received in March 2026 and April 2026. At the Hudson County shaft, geotechnical borings were completed; the haul/access road was completed; noise wall foundations work commenced (five tested successfully with no sinking issue and are ongoing); work platform construction for the guiderail commenced using layers of 6-inch-thick stones filled with coarse aggregate to build the platform; concrete pads for the slurry plant and water treatment plant were placed; at the Bergen Count shaft, access ramp construction for the secant piles began at the end of April 2025 and is ongoing; rock excavation using horizontal and vertical drilling is ongoing; excavation of the foundation and installation of electrical conduits for the temporary power substation are ongoing.*

The Notice of Award for Package 1B Manhattan Tunnel (D-B) was issued to Frontier Kemper Tutor Perini (FKTP) JV on February 20, 2025, and NTP was issued on February 24, 2025. **(b)(4)**

(b)(4) *Geotechnical boring activities are in progress at Lot 675 and the Hudson River Park Trust (HRPT). GDC has submitted the National Environmental Policy Act (NEPA) Re-evaluation #7 for review.* **(b)(4)**

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Under Package 0, except the Emergency Service Building, the Hudson Yards Concrete Casing Section 3 (HYCC-3) scope 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 an 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 had 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 under Package 0, HYCC-3 construction scope 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 adopting 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.
 - Package 2 – Repackaging:
 - 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
 - Internal Tunnel Concrete Fit Out – GDC decided to move this scope to the Package 1C: Hudson River Tunnel package scope.

The remaining work packages consisting of the New Jersey Surface Alignment (Package 3), the Tonnetle 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 132,179 work hours and has recorded two recordable injuries and no lost time injuries as of May 30, 2025. 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: Tonnetle Avenue</i>	<i>51,177</i>	<i>0</i>	<i>3</i>	<i>667</i>
<i>EA-1: Hudson River Ground Stabilization</i>	<i>58,973</i>	<i>0</i>	<i>0</i>	<i>316</i>
<i>Package 1A: Palisades Tunnel</i>	<i>22,029</i>	<i>0</i>	<i>0</i>	<i>228</i>

Total HTP	132,179	0	3	1,211
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The last recordable injury on Package 4 occurred in March 2025, when a worker was removing steel from a concrete-filled pipe. An oxy-acetylene torch popped, and slag entered the worker's right ear. The worker was examined by an ENT, with no hearing loss reported, and returned to work the same day. There was no lost time associated with this injury.

- **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. Access to the Package 1A contractor on the east side was provided in November 2024. *The contractor is currently forecasting the package substantial completion date to be October 31, 2025. GDC is actively engaging with the contractor to ensure mitigation measures are implemented to keep progress on track. GDC noted that the critical driver for completion of the package is rock excavation in Stage 3. The forecasted completion date for Stage 2a is July 7, 2025. Access to the underpass for the Package 1A contractor is planned to be provided at beneficial use on October 31, 2025.*
 - 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. DSM in the production area commenced as planned on February 12, 2025. *As of June 30, 2025, 28 percent of the primary columns and 23 percent of the secondary columns were completed in the test and production sections of the cofferdam. Quality control coring continues in the production section. Phasing of the cofferdam containment for Season 2 will begin on July 1, 2025. The substantial completion date stays at January 20, 2027.*
 - 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. An Amtrak Permit to Enter for Dykes Lumber and Substation #42 was approved. *The procurement of TBMs is ongoing, and the delivery is projected for March 2026 and April 2026. The contractor is working on the Hudson County shaft and the Bergen County shaft simultaneously. At the Hudson County shaft, work platform construction for the guide wall is ongoing, noise foundations are being completed, and concrete pads for slurry and water treatment plants are being completed. At the Bergen County portal, excavation and installation of electrical pipe for the temporary power substation are*

ongoing, rock excavation is ongoing, and access ramp construction for the secant piles is ongoing. Forecasted dates for Package 1A are: beneficial use June 4, 2027, substantial completion by September 2, 2027, and final completion by December 1, 2027.

- 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. NTP for the package was issued on February 24, 2025. *The contractor has submitted all permit requests for areas involved with the 12th Avenue shaft. DEP is currently reviewing shaft redesigns and once approved, the contractor can initiate guide wall trenching.*
- 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. GDC will provide an update on when the next amendment will be sent to the GDC Board.

Package 0: 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. b(4)

- **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). On November 15, 2023, GDC received 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: Tonnelle 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.









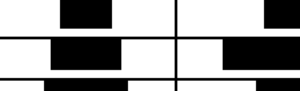









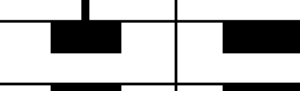








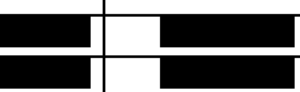
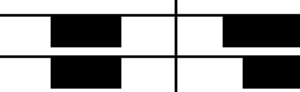




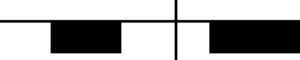

Grant Drawdown Status

As of June 2025, GDC submitted nine drawdown requests from the CIG and RRIF loans. The details of the invoice requests are summarized in Table 2 below:

b(4)

The status of FTA grants, loans, and drawdowns as of June 2025 is shown in Table 3 below.

b(4)

- **Construction Status:**

- Package 4 (D-B-B): Tonnelle Avenue Bridge and Utility Relocations

- *As of the end of June 2025, the project is 83.6 percent complete in terms of time elapsed and 78.9 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 at the end of June 2025 was \$23.4 million.*
- *The contractual allowance for extra work is currently expended, and GDC has approved a total amount of \$1,119,500 to cover the increased cost of changes and to fund any additional future changes.*
- *Stage 2A:*
 - *The contractor completed the Stage 2A bridge deck on June 23, 2025. The forecasted completion date for Stage 2A is July 7, 2025.*
- *Stage 3:*
 - *The Public Service Electric & Gas (PSE&G) gas main relocation work and the gas main tie-in connection was completed on April 24, 2025. Construction of the east end of the Tonnelle Avenue overpass is scheduled to commence on July 8, 2025*

- HYCC-3

- *The recovery schedule/acceleration schedule is currently being finalized by GDC's Executive and Legal teams. The latest re-baseline update with a data date of June 1, 2025, based on the recovery schedule indicates a substantial completion date of November 23, 2026, which is six calendar days beyond the contractual completion date.*

- *Safety:*
 - *A near miss incident with rigging of a tieback casing occurred on April 18, 2025. Stand downs were held with each shift to emphasize proper rigging procedures and proper working around elements being lifted.*
 - *On June 16, 2025, a serious injury occurred during tieback testing when a bolt securing the tiebacks failed and struck the testing inspector in the head. The inspector was hospitalized and reported to be in stable condition. As a result, tieback and toe pin operations have been suspended pending Amtrak's approval to resume. A Non-Conformance Report (NCR) was issued, and comments on the contractor's response were provided on June 23, 2025.*
- *Installation of struts and walers and excavation is currently progressing along the full length of the tunnel at Levels 1, 2, and 3.*
- *The tieback rig was mobilized on March 31, 2025, and drilling started on April 7, 2025. The second drill rig was delivered on April 23, 2025. The performance test will take place on April 29, 2025.*
- *Erection of walers and struts and excavation within the support of excavation wall continues across the full length of the tunnel at Levels 2, 3, 4, and 5. 1, All tiebacks for Level 2 and 3 have been completed. Tieback drilling and grouting at the Level 4 walers were paused due to an incident of which investigation and resolution are pending with Amtrak. Four tiebacks remain to be drilled and grouted at that location.*
- *Rock line drilling commenced during the week of June 9, 2025.*
- *Package EA-1: HRGS*
 - *As of June 2025, the project is 46 percent complete in terms of time elapsed, and as of May 2025, the project is 46 percent complete in terms of expenditure.*
 - *The package is on schedule to be substantially completed by January 2027.*
 - *The contractor has performed 500 linear feet of obstruction removal as of June 30, 2025.*
 - *The contractor commenced DSM in the production area on February 12, 2025. As of end of June 2025, a total of 248 primary columns out of 900 and 180 secondary columns out of 792 have been mixed in the test and production sections.*
 - *Coring in the test section continued in the production section through June 30, 2025. Allowance Drawdown Requests (ADRs) for unknown obstruction removal have been submitted during this quarter: ADR #3 Obstruction Removal from 200 feet to 600 feet and ADR #4 Disposal of Additional Obstructions found between 200 feet and 600 feet.*
 - *GDC reported that as of end of June 2025, there are 137 NCRs, of which, 125 are closed and 12 are open and under review. The primary issues associated with these NCRs involve low strength, continuity, verticality, and lateral offset.*

- *The Field Demonstration Report for the test section was approved in June 2025.*
- *On June 30, 2025, the fish moratorium for Season 1 ended and the contractor will begin phasing the cofferdam containment for Season 2, beginning with the removal of the west mobile wall.*
- **Package 1A: Palisades Tunnel**
 - *As of June 2025, the project is 26 percent complete in terms of time elapsed and approximately 17 percent complete in terms of expenditure.*

At Hudson County Shaft:

- *All geotechnical borings have been completed.*
- *The construction of a working platform for the guide wall using layers of 6-inch-thick stone filled with coarse aggregates started and is ongoing.*
- *Construction of the noise wall is ongoing. Foundations are being completed and five foundations were successfully tested for the sinking issue. Air shipments for the noise wall panels are expected in late July 2025.*
- *The concrete pads for the slurry and water treatment plants have been placed.*

At Bergen County Shaft:

- *Rock excavation using horizontal and vertical drilling is ongoing.*
- *The access ramp is being constructed for the secant piles and the guide wall. Pre-trenching for the guide wall has commenced.*
- *The excavation and installation of electrical conduits for the temporary power substation is underway.*
- *Office trailers have been set up and utilities such as the internet, water, electrical, and sanitary systems have been provided. Furniture for GDC's trailer is being ordered.*

- **Package 1B: Manhattan Tunnel**
 - *As of June 30, 2025, the project is 10 percent complete in terms of time elapse and 10 percent complete in terms of expenditure.*
 - *The baseline schedule submitted by FKTP has been approved.*
 - *DEP is currently reviewing the permit application for demolition of the 12th Avenue median.*
 - *Demolition of the Quonset hut was completed.*
 - *DEP is reviewing the detailed design submittal for jet grouting at the 12th Avenue shaft.*
 - *The Con Edison agreement remains in draft form.*
 - *Con Edison is reviewing the proposed methods for work near the oil static line.*
 - *FKTP is developing a Construction Work Plan for the removal of underground storage tanks.*
 - *Geotechnical boring has commenced in Lot 675 and HRPT.*
 - *GDC has submitted design plans for NEPA Re-evaluation #7.*

- **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.
 - NEPA Re-evaluation #4 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. Preliminary one-line drawings for TBM temporary power have been approved.
- 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 Re-evaluation #7 Impacts – Due to the accepted ATCs, GDC expects changes to the bridging documents and Final Environmental Impact Statement (EIS).
- Packages 2A (D-B-B): 10th Avenue Cut and Cover A-Yard
 - The 90 percent design is being developed and the forecast completion date is October 9, 2025.
 - Design and interface coordination with Packages 1A, 1B, 1C, 2B, and 3 is ongoing.
- *Packages 2B (D-B-B): Tunnel Fit Outs*
 - The 90 percent design is being developed and the forecast completion date is September 25, 2025.
 - Design and interface coordination with Packages 1A, 1B, 1C, 2A and 3 is ongoing.
- Package 1C (D-B-B): Hudson River Tunnel
 - The 100 percent design is being finalized.
 - The geotechnical baseline report is being updated to account for future obstruction removal at Piers 68 and 69.
 - The shortlist of qualified firms was finalized and announced in February 2025.
 - The Draft RFP was issued to the shortlisted firms on February 12, 2025.
 - *The final RFP, which was anticipated to be issued in June 2025, is now*

planned to be issued in July 2025.

- 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, and responses were received in January 2025.
 - The shortlist of qualified firms was finalized and announced in February 2025.
 - *The Draft RFP was issued in February 2025, and the final RFP is planned to be issued in August 2025.*
 - *GDC is coordinating with Amtrak to determine force account needs for the package.*
- There is no design update on Package 5 (procurement method is yet to be determined).

- **Disadvantaged Business Enterprise 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 Disadvantaged Business Enterprise (DBE) firms. b(4)
[REDACTED]
- GDC-23-002: GDC Tonnelle Avenue Overhead Bridge and Utility Relocations
 - Awarded to Conti Civil, LLC. Conti Civil, LLC will be utilizing eight certified DBE firms. b(4)
[REDACTED]
- GDC-24-004-HTP EA-1: HRGS
 - Awarded to Weeks Marine, Inc. Weeks will be utilizing five certified DBE firms. b(4)
[REDACTED]
- GDC-24-005-HTP: Delivery Partner

[REDACTED] Awarded to mPa. mPa will be utilizing 34 certified DBE firms. b(4)

- GDC-24-006-HTP P1A: Palisades Tunnel

[REDACTED] Awarded to Schiavone, Dragados, Lane, JV, which will be utilizing 17 DBE firms. b(4)

- GDC-24-00x P1B: Manhattan Tunnel

[REDACTED] Awarded to FKTP JV, and the b(4)

b(4)

b(4)












[illegible]

[illegible]

1.4. Key Indicators Dashboard

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

Table 5 – Key Indicators Dashboard

Project Sponsor:		Gateway Development Commission			
Project Name:		Hudson Tunnel Project			
Date:		June 30, 2025			
Project Detail					
Oversight Frequency:		Monthly			
Element	Status			Prior Status	Issue or Concern
					
	G	Y	R		
Project Management Plan (PMP)					b(4)
Management Capacity and Capability (MCC)					The PMOC has assessed the Project Sponsor’s MCC to successfully implement, manage, and complete a major federally funded capital project as well as its ability to recognize and manage project risk throughout the entire project delivery process. GDC has received a significant boost to its MCC with the execution of SEP agreements with PANYNJ, Amtrak, and NJT. The Project Sponsor has also filled many key internal positions. GDC awarded the DP Contract to MPA Partners on March 15, 2024, and 122 personnel joined the team in various technical capacities with GDC and SEPs on March 18, 2024. GDC is currently experiencing key staffing movements and is working on reorganizing its organization structure to transition into the Project Execution Phase. GDC submitted updated organization charts as an appendix to PMP Version 5.0. Thomas F. Prendergast, former President of MTA, was appointed by the Board as the GDC Chief Executive Officer (CEO) in January 2025. GDC should continue providing updates on any major staffing changes.
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. <i>GDC included cost reporting by SCC in the HTP Monthly Report submitted on June 30, 2025, for the month of May 2025. GDC submitted Drawdown Request #9 for a total of \$7.6 million on June 27, 2025, which is currently under review.</i>
Schedule					GDC submitted a revised EPS schedule updated with progress through May 31, 2025. GDC is yet to share the baseline schedule for Package 1B.

Project Sponsor:		Gateway Development Commission			
Project Name:		Hudson Tunnel Project			
Date:		June 30, 2025			
Project Detail					
Oversight Frequency:		Monthly			
Element	Status			Prior Status	Issue or Concern
	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>		
	G	Y	R		
Quality	<div><div></div></div>			<div><div></div></div>	<div><div>b(4)</div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></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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 6 – Core Accountability Items

		Grant	Current Forecast	PMOC Assessment of Current Forecast ¹
Cost¹	Capital Cost Estimate	\$16.041 billion	\$16.041 billion	Acceptable
b(4)				
Schedule³	Revenue Service Date	11/9/2040	11/9/2040	Acceptable
Project Progress			Amount (\$)	*Percent of Total
Total Expenditures			\$1.289 billion	8.0%
Planned Cost to Date⁵			\$1.500 billion	9.4%
Contract Status			Amount (\$)	Percent of Total
Total Contracts Awarded¹	Value of all contracts awarded; % of total value to be awarded.		\$1,959,968,945	16.0%
Construction Contracts Awarded¹	Value of construction contracts awarded; % of total construction value to be awarded.		\$1,955,284,120	20.7%
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	0.2%
b(4)				
Next Quarterly Review Meeting Date:				
August 20, 2025				

*The total expenditure per May 2025 Monthly Report from GDC.

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.

⁴Source: Contractor invoice details reported in Field Meetings/Monthly Coordination Meeting.

⁵Source: HTP SCC workbook dated April 24, 2024.

2. OBSERVATIONS AND FINDINGS

2.1. Summary of Monitoring Activities

The PMOC conducted the following monitoring activities during *the second quarter of 2025*:

- *Participated in the following Coordination meetings with GDC/FTA/PMOC:*
 - *Meeting #21 with GDC/FTA/PMOC was conducted on April 30, 2025.*
 - *Meeting #22 with GDC/FTA/PMOC was conducted on May 29, 2025.*
 - *United States Department of Transportation (USDOT) Quarterly Progress Review Meeting (QPRM) with GDC/FTA/FRA/BAB was conducted on May 21, 2025. (In-person and virtual meeting).*
 - *Meeting #23 with GDC/FTA/PMOC was conducted on June 30, 2025.*
- *Participated in the following Other Meetings:*
 - *A meeting on May 2, 2025, with GDC was conducted to review the PMOC's Quarterly Monitoring Report and GDC's feedback on the same.*
- *Document Reviews and Reports:*
 - *Developed package-level and program-level monthly dashboard updates for HTP and submitted them to FTA for the months of April 2025, May 2025, and June 2025.*
 - *Submitted OP 25 HTP Quarterly Monitoring Report for the first quarter of 2025.*
 - *Completed review of GDC's Drawdown Requests #6, #7, and #8 and submitted review memos to FTA. Drawdown Request #9 is currently under review.*
 - *Completed the review of Interface Management Plan (IMP) Version 02 received on May 21, 2025.*
 - *Completed the review of Real Estate Acquisition and Management Plan (RAMP) Version 7.0 and Relocation Assistance Plan, Version 3.0 received in April 2025.*
- *Schedule-related Activity:*
 - *Completed review of Executive Project Schedule (EPS) updates for the months of February 2025, March 2025, and April 2025 submitted in the second quarter of 2025. The May 2025 EPS is currently under review.*
- *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 #36 on April 3, 2025*
 - *Meeting #37 on April 17, 2025*
 - *Meeting #38 on May 1, 2025*
 - *Meeting #39 on May 15, 2025*
 - *Meeting #40 on May 29, 2025*
 - *Meeting #41 on June 12, 2025*
 - *Meeting #42 on June 26, 2025*

- *Attended the following Weekly Progress meetings conducted by the SEP (PANYNJ) with the contractor for Package EA-1: HRGS.*
 - *Meeting #51 on April 3, 2025*
 - *Meeting #52 on April 10, 2025*
 - *Meeting #53 on April 17, 2025*
 - *Meeting #54 on April 29, 2025*
 - *Meeting #55 on May 6, 2025*
 - *Meeting #56 on May 13, 2025*
 - *Meeting #57 on May 20, 2025*
 - *Meeting #58 on May 27, 2025*
 - *Meeting #59 on June 3, 2025*
 - *Meeting #60 on June 10, 2025*
 - *Meeting #61 on June 17, 2025*
 - *Meeting #62 on June 24, 2025*
- *Attended the following Weekly Progress meetings conducted by the SEP (PANYNJ) with the contractor for Package 1A: Palisades Tunnel.*
 - *Meeting #30 on April 1, 2025*
 - *Meeting #31 on April 8, 2025*
 - *Meeting #32 on April 15, 2025*
 - *Meeting #33 on April 22, 2025*
 - *Meeting #34 on April 29, 2025*
 - *Meeting #35 on May 6, 2025*
 - *Meeting #36 on May 13, 2025*
 - *Meeting #38 on May 20, 2025*
 - *Meeting #39 on May 27, 2025*
 - *Meeting #40 on June 3, 2025*
 - *Meeting #41 on June 10, 2025*
 - *Meeting #42 on June 17, 2025*
 - *Meeting #43 on June 24, 2025*
- *Attended the following Weekly Progress meetings conducted by the SEP (PANYNJ) with the contractor for Package 1B: Manhattan Tunnel.*
 - *Meeting #5 on April 2, 2025*
 - *Meeting #6 on April 9, 2025*
 - *Meeting #7 on April 16, 2025*
 - *Meeting #8 on April 23, 2025*
 - *Meeting #9 on April 29, 2025*
 - *Meeting #10 on May 6, 2025*
 - *Meeting #11 on May 13, 2025*
 - *Meeting #12 on May 20, 2025*
 - *Meeting #13 on May 27, 2025*
 - *Meeting #14 on June 3, 2025*
 - *Meeting #15 on June 10, 2025*
 - *Meeting #16 on June 17, 2025*
 - *Meeting #17 on June 24, 2025*

2.2. Upcoming Monitoring Activities

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

- Coordination Meetings with GDC:
 - *Meeting #24 with GDC/FTA/PMOC is scheduled for July 30, 2025.*
 - *USDOT QPRM with GDC/FTA/FRA/BAB is scheduled for August 20, 2025. (in-person and virtual meeting).*
 - *Meeting #25 with GDC/FTA/PMOC is scheduled for August 28, 2025.*
 - *Meeting #26 with GDC/FTA/PMOC is scheduled for September 30, 2025.*
- Document Reviews and Reports:
 - Prepare monthly package-level and program-level dashboards for HTP.
 - Continue to provide the weekly/bi-weekly Project Progress Summary.
 - *Submit OP 25 HTP Quarterly Monitoring Report for the second quarter of 2025.*
 - *Submit OP 25 HTP Monthly progress summaries for August 2025 and September 2025.*
 - *Complete review of GDC's Drawdown Request #9 received on June 27, 2025, and submit a memo to FTA with recommendations.*
 - *Review GDC's drawdown requests expected in the third quarter.*
- Schedule Related:
 - *Review the EPS updates for June 2025, July 2025, and August 2025 upon receipt.*
 - Review revised cost/schedule contingency drawdown curves when presented or submitted.
- Other Meetings:
 - *GDC Board meetings in the third quarter – schedule is yet to be finalized.*
- 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.
 - Weekly Project Progress meetings for Package 1B: Manhattan Tunnel.

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[REDACTED]

[REDACTED]

[REDACTED]



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 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. Removal work that commenced in October 2024, and then was placed on hold in November 2024 due to space restrictions

in the work area, resumed in December 2024. As of December 23, 2024, DSM within the test section is complete. Coring of the DSM in the test section was completed in February 2025.

2.5. Project Delivery Method and Procurement

The project is being delivered through both a traditional D-B-B process and a D-B process, including numerous design, construction, and construction management contracts as well as force account agreements with Amtrak. Table 7 is the Contract Packaging Plan as presented on April 26, 2023.

Table 7 – Contract Packaging Plan

Hudson Tunnel Project - Preliminary Contract Packaging Plan		
Package	Description	Delivery Method
EA-1	Hudson River Ground Stabilization	Design-Build
1A	Palisades Tunnel Internal Concrete	Design-Bid-Build
1B	Manhattan Tunnel	Design-Build
1C	Hudson River Tunnel	Design-Bid-Build
2	Palisades Tunnel Internal Concrete Hudson River Tunnel Internal Concrete 12th Ave. Fan Plant & Manhattan Tunnel Internal Concrete A Yard Work & 10 th Ave. Cut & Cover Tunnel Railroad Systems & NJ Surface Trackwork Fan Plan MEP & Electrical Substation Installation	Design-Bid-Build
3	NJ Surface Alignment	Design-Build
4	Tonnelle Ave. Overhead Bridge & Utility Relocation	Design-Bid-Build
5	North River Tunnel Rehabilitation	TBD

Based on a recommendation from the PMOC in the OP 40 review report for Risk Refresh, the Project Sponsor is planning to subdivide Package 2 into subpackages:

- Package 2 – Repackaging:
 - 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
 - Internal Tunnel Concrete Fit Out – GDC decided to move this scope to the Package 1C: Hudson River Tunnel package scope.

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. Soil sampling was completed in June 2024, and the 100 percent RFC design submitted in July 2024 was approved by GDC and NYSDEC. DSM for the production area commenced in February 2025.
- 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. Key subcontractor and vendor selection and on-boarding are complete. Site clearing, grubbing, and office setup are complete. The TBMs are expected to be delivered in January 2026 and March 2026. The contractor is coordinating with PSE&G to obtain temporary power for the TBMs.
- 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. NTP was issued in February 2025. The weekly progress meetings for Package 1B began in February 2025.
- Package 1C: The partner review of the 100 percent design was completed, and the design was included in the Draft RFP issued February 12, 2025. The final RFP is anticipated to be issued in July 2025.
- 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 Con Edison 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 design development for Packages 2A and 2B is in progress.

2.7. Procurement

- GDC issued NTPs for Construction and Construction Management Services contracts for Package 4: Tonnet Avenue Bridge and Utility Relocations on October 12, 2023, and October 5, 2023, respectively.
- The Final RFP for Package EA-1: HRGS was issued on October 12, 2023. Bids from the shortlisted firms were received on January 8, 2024. NTP for the package was issued on March 13, 2024.

- Bids from the shortlisted proposers for the DP contract were received on December 15, 2023. GDC awarded the contract to MPA Partners on March 15, 2024.
- The Final RFP for Package 1A: Palisades Tunnel was issued on February 6, 2024. The final addendum to the RFP was issued on May 29, 2024, and the proposals were received on June 13, 2024. NTP for the package was issued on August 22, 2024.
- GDC issued a shortlist of qualified firms for Package 1B: Manhattan Tunnel on January 19, 2024. The Draft RFP and D-B documents were issued to the shortlisted firms on January 31, 2024. The first round of one-on-one meetings was conducted in March 2024. ATCs were received on March 18, 2024. A second round of one-on-one meetings was conducted in May 2024. NTP was issued on February 24, 2025.
- Package 3 (D-B): New Jersey Surface Alignment RFQ was issued on November 7, 2024, and responses were received in January 2025. The roster of shortlisted firms was announced on February 25, 2025. The Draft RFP was issued on February 28, 2025. The Final RFP is anticipated to be issued on August 29, 2025.
- Package 1C (D-B-B): Hudson River Tunnel RFQ was issued on October 4, 2024, and responses were received in December 2024. The roster of shortlisted firms was announced in February 2025. The Draft RFP was issued February 12, 2025. *The Final RFP, which was anticipated to be issued in June 2025, is now planned to be issued in July 2025.*
- Package 2: Systems Fit Out, the procurement schedule is being finalized for subpackages 2A and 2B.
- Procurement methodology for Package 5: North River Tunnels Rehabilitation is yet to be determined.

2.8. Real Estate Acquisition and Relocation

The Project Sponsor provided, at Entry to Engineering, an updated matrix/log of comprehensive Right-of-Way (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: On March 31, 2025, GDC submitted its revised version of the RAMP (Version 7.0) based on PMOC comments.

GDC has made substantive updates in response to the PMOC's previous comments on RAMP Version 6. These enhancements include:

- *Updated Regulatory References: The plan now reflects current authorities, citing the Uniform Relocation Assistance and Real Property Acquisition Policies Act (Uniform Act) final rule published on May 3, 2024, (superseding the 2005 version), and the updated FTA Award Management Requirements Circular 5010.1F.*

- *Clarified Roles and Responsibilities:* Additional clarity was provided regarding the SEP Agreement between NJT and Amtrak under Section 7.02(a) of the HTP Project Development Agreement. Notably, GDC clarified that NJT—not Amtrak—will handle acquisitions for newly identified New Jersey warehouse properties and provide relocation assistance to affected tenant businesses.
- *Exhibit H – Real Estate Report:* A revised real estate report now presents a more complete view of individual parcel acquisition activities including tasks, timelines, and current status.
- *Enhanced Tracking and Documentation:*
 - A more detailed parcel-by-parcel acquisition schedule, including alignment with critical path activities for both Amtrak and NJT.
 - Improved information on task durations and relevant acquisition forms.
 - Clear references to the locations of pre- and post-NEPA Record of Decision executed agreements with real estate third parties.

While significant progress has been made, the following elements require further development:

- *Package 3 Delays:* The RAMP should incorporate a narrative explaining forecasted delays associated with Package 3, including any planned mitigation or recovery strategies. Although NEPA Re-Evaluations #10 and #12 are ongoing, more detail is needed on the schedule and budget impacts of these delays.

Cost and Schedule Details: The following items remain incomplete or missing:

- A comprehensive real estate cost estimate methodology
- Parcel-level real estate cost breakdowns
- A standalone milestone tracking schedule at the parcel level

Relocation Plan: GDC submitted the revised Relocation Plan Version 3.0 for review on March 31, 2025, based on PMOC comments. The following are the key findings from the review:

- *Compliance with Regulations:* Relocation assistance efforts for heliport tenant entities appear to be proceeding in accordance with relevant requirements.
- *Expanded Coverage:* Section 3.3 has been updated to account for additional relocations tied to New Jersey (NJ) warehouse properties, with an explanation of services currently being delivered.
- *Assignment of Responsibility:* The Relocation Assistance Plan confirms NJT's lead role in acquiring NJ warehouse properties and executing relocation activities, with support from its relocation consultant, OR Colan.
- *Recommended Enhancement:* It is recommended that a relocation status report be prepared to document the final stages of the Dyke's Lumber relocation following Amtrak's acquisition. This report should include details about the business's new location and an overview of the settlement funds used for the move and re-establishment.

This documentation will support transparency and assist in addressing any future FTA/PMOC inquiries.

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 April 2025 and is also submitting copies of executed third-party agreements monthly.*

2.10. Sources of Funds

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

Table 8 – Committed/Budgeted/Planned Project Capital Sources of Funds (dollar amounts in millions of Year of Expenditure [YOE] dollars)



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).

Table 9 – Project Costs by SCC

[illegible]

¹Per the GDC HTP Quarterly Progress Report (for the period from January 1, 2025, to March 31, 2025).

Table 10 shows the project's cost by contract package, comparing the 2024 PMOC's P65 budgets and GDC's updated budgets per the January 2024 financial plan.

Table 10 – Project Cost by Contract Package

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2.11.1. Contingency

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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 occurred in January 2025. *The cost and schedule contingency drawdown curves in Figures 3 and 4 were submitted by GDC in the Q1 2025 Quarterly Report. GDC reported that the curves have been revised to reflect a forecast line per the PMOC's request. The revised curves are planned to be included in the Q2 2025 Quarterly Report due in July 2025.*

The remaining cost contingency level, as shown in Figure 3, is at \$5,903 million. This is a decrease of \$234 million from the last quarter; \$199 million of the drawdown was for increased Bonds and Insurance on Package 1B and \$35 million was for costs of obstruction clearance on HRGS. The current cost contingency level is \$3,450 million higher than the warning line.

Figure 3 – FTA HTP Cost Contingency Drawdown Curve



Based on the schedule submitted with the data date of May 31, 2025, HTP has withdrawn a schedule contingency of three and a half months to account for the delay in procurement of Package 1B. As shown in Figure 4, the total remaining schedule contingency as of March 2025 is 53 months, which is 29 months above the warning line. No schedule contingency drawdowns were reported in Q1 2025.

Figure 4 – FTA HTP Schedule Contingency Drawdown Curve

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 *May 31, 2025*. 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 11 – HTP Key Construction Schedule Milestones by Phase and Package

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	T	T	T	I	T		
	T	T	T	I	T		
	T	T			T		
		T	T				
		T					

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A = Actual

Note: On the design packages, the start and end dates do not include the procurement for each package.

Note: On the construction packages, the start date includes the procurement for each package.

The schedule submittal did not include a schedule narrative. EPS updates for the month of June 2025 are expected in the coming weeks.

2.13. Project Risk

The top five HTP Program Schedule and Cost Risks are as follows:

Schedule Risks:

- **Construction Risk:** Availability of Amtrak force account resources to support HTP capital project work of private contractors and construction of certain elements of HTP capital project work. This risk has an impact on Packages 2a, 2b and 3. *GDC is yet to provide an update on the preparation of detailed Force Account Plan for the program.*
- **Construction Risk:** Amtrak Track Outages. This risk refers to the risk of availability of Amtrak Track Outages to support HTP capital project work of private contractors and to construct certain elements of HTP capital project work. This risk has an impact on Packages 2A, 2B, and 3.
- **Scope/Requirements Risk – Property:** Agreement B.1.6 – Parcel E359 (Ogden) / Temporary and Permanent Easements. This risk refers to the risk of not obtaining certain temporary and permanent easements, and associated mitigation by the Package 3 NTP date. This risk includes the uncertainty of the size of the temporary and permanent easements, and associated mitigation (cost to cure).
- **Requirements/Construction Risk – Schedule Interfaces:** 30th Street Interface Package 1B and HYCC-3. This risk refers to the risk of the Package 1B D-B contractor not being able

to close the southern lane of West 30th Street that is required to conduct Package 1B construction due to an existing lane closure required for Package 0. This would prevent the Package 1B D-B contractor from closing the southern lane of West 30th Street until the completion of Package 0: HYCC-3.

- Requirements Risk: HTP NEPA Re-evaluation #7 – Manhattan Tunnel Construction Modifications. This risk refers to the risk of not receiving approval of NEPA Re-evaluation #7 and associated regulatory permits from FRA, FTA, USACE, and NYSDEC by September 30, 2025. This could prevent the Package 1B contractor from working in the Hudson River and utilizing certain means and methods in Hudson River Park and Route 9A.

Cost Risks:

- Scope/Requirements Risk – Property: Agreement B.1.6 – Parcel E359 (Ogden) / Temporary and Permanent Easements. This risk refers to the risk of not obtaining certain temporary and permanent easements and associated mitigation by the Package 3 NTP date. This risk includes the uncertainty of the size of the temporary and permanent easements, and associated mitigation (cost to cure).
- *Market Risk: High Bid Price/Adverse Market Conditions. This risk refers to the risk of procuring construction services for Package 2B, reflecting the effects of the open-market supply and demand of services in the local area. FTA describes this type of risk as a “Micro ‘Heated Market’ Climate” where competing developments may limit the availability of contractors.*
- Market Risk: High Bid Price/Adverse Market Conditions. This risk refers to the risk of procuring construction services for Package 1C, reflecting the effects of the open-market supply and demand of services in the local area. FTA describes this type of risk as a “Micro ‘Heated Market’ Climate” where competing developments may limit the availability of contractors.
- Construction Risk: Unknown Pile Foundations and Other Obstructions in the Hudson River (HRGS to Manhattan Bulkhead). This risk refers to the risk of unexpected geotechnical hazards that may be encountered and have the potential to cause budget impacts. This risk does not refer to the risk of known obstructions that are identified in the Geotechnical Baseline Report.

The GDC included the top five cost and schedule risks in the quarterly report received on April 30, 2025. However, the revised complete risk register was not included.

2.14. Quality Assurance/Quality Control

The PMOC reviewed GDC’s Quality Management Plan (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 Chief Executive Officer (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.

2.15. 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 when the next revision is received in October 2025.* 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.

2.16. Americans with Disabilities Act

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

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

In January 2025, GDC presented its interpretation of Build America, Buy America (BABA) compliance for tunnel liner gaskets to be used on Packages 1A and 1C. Per the FTA's request, *the PMOC conducted an independent review of the item by a BABA SME and found GDC's interpretation BABA compliant.*

2.18. 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.

2.19. 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.

2.20. Lessons Learned

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

3. *RECOMMENDATIONS*

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ATTACHMENT A – LIST OF ACRONYMS

ADR	Allowance Drawdown Request	FRA	Federal Railroad Administration
Amtrak	National Railroad Passenger Corporation	FSP	Federal-State Partnership
ATC	Alternative Technical Concepts	FTA	Federal Transit Administration
BAB	Build America Bureau	GDC	Gateway Development Commission
BABA	Build America, Buy America Act	GTHP	Gateway Trans-Hudson Partnership
BRT	Bus Rapid Transit	HRGS	Hudson River Ground Stabilization
CEO	Chief Executive Officer	H RTP	Hudson River Park Trust
CFR	Code of Federal Regulations	HTP	Hudson Tunnel Project
CIG	Capital Investment Grants	HYCC-3	Hudson Yards Concrete Casing Section 3
CMGC	Construction Manager General Contractor	IMP	Interface Management Plan
CMP	Change Management Plan	JV	Joint Venture
CSSP	Construction Safety and Security Plan	MCC	Management Capacity and Capability
D-B	Design-Build	MEP	Mechanical, Electrical, and Plumbing
D-B-B	Design-Bid-Build	N/A	Not Applicable
DBE	Disadvantaged Business Enterprise	NCR	Non Conformance Report
DBOM	Design, Build, Operate, and Maintain	NEC	Northeast Corridor
DEP	Department of Environmental Protection	NEPA	National Environmental Policy Act
DF	Designated Function	NMFS	National Marine Fisheries Service
DP	Delivery Partner	NJ	New Jersey
DSM	Deep Soil Mixing	NJT	New Jersey Transit
EIS	Environmental Impact Statement	NPC	Notice of Proposed Change
EOR	Engineer of Record	NRT	North River Tunnel
EPS	Executive Project Schedule	NTP	Notice to Proceed
FARP	Force Account Resource Plan	NYSDEC	New York State Department of Environmental Conservation
FFGA	Full Funding Grant Agreement	NYSDOT	New York State Department of Transportation
FKTP	Frontier Kemper Tutor Perini		

O&M	Operation and Maintenance	SEPP	Security and Emergency Preparedness Plan
OP	Oversight Procedure		
OSHA	Occupational Safety and Health Administration	SIT	System Integration Test
		SITP	Systems Integration Test Plan
PAH	Polycyclic Aromatic Hydrocarbons	SME	Subject Matter Expert
		SOE	Support of Excavation
PANYNJ	Port Authority of New York and New Jersey	SSCP	Safety and Security Certification Plan
PCB	Polychlorinated Biphenyls	SSCVR	Safety and Security Certification Verification Report
PMOC	Project Management Oversight Contractor (David Evans and Associates, Inc.)		
PMP	Project Management Plan	SSMP	Safety and Security Management Plan
PSE&G	Public Service Electric & Gas	SSPP	System Safety Program Plan
PSNY	Pennsylvania Station in New York City	TBD	To Be Determined
		TBM	Tunnel Boring Machine
QMP	Quality Management Plan	URA	Uniform Relocation Assistance
QPRM	Quarterly Progress Review Meeting	USACE	United States Army Corps of Engineers
RAISE	Rebuilding American Infrastructure with Sustainability and Equity	USDOT	United States Department of Transportation
RAMP	Real Estate Acquisition and Management Plan	YOE	Year of Expenditure
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		

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

Project Description/Contractor	Original Contract Award	Current Value (Budget)	Invoiced	Forecast	Notice to Proceed (NTP)	Forecast Substantial Completion
ACTIVE CONSTRUCTION CONTRACTS SUMMARY (\$ in millions)						
Package 4 – Tonnelle Avenue Bridge Replacement and Relocation of Utilities	October 12, 2023	\$29,703,620	\$22,427,068.06	\$29,703,620	October 12, 2023	October 31, 2025
Package 4 – Construction Management Services	October 5, 2023	4,684,825.11	\$1,969,000	\$4,684,825	October 5, 2023	
Package EA-1: Hudson River Ground Stabilization (Phase-1)	March 13, 2024	\$284,000,000	\$105,173,888.83	\$284,000,000	March 13, 2024	January 20, 2027
Package 1A – Palisades Tunnel	August 19, 2024	\$465,000,000	\$70,179,716	\$465,000,000	August 22, 2024	June 4, 2027
Package 1B – Manhattan Tunnel	February 24, 2025	\$1,177,700,000	\$118,397,782.84	\$1,177,700	February 24, 2025	November 18, 2028
Delivery Partner (DP)	March 15, 2024	\$26,823,778			March 15, 2024	

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
Appendix C	Rail Activation Plan (RAP)					

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Country	Year	Population (millions)	Population (millions)
Algeria	2010	34.0	34.0
Algeria	2011	34.2	34.2
Algeria	2012	34.4	34.4
Algeria	2013	34.6	34.6
Algeria	2014	34.8	34.8
Algeria	2015	35.0	35.0
Algeria	2016	35.2	35.2
Algeria	2017	35.4	35.4
Algeria	2018	35.6	35.6
Algeria	2019	35.8	35.8
Algeria	2020	36.0	36.0
Algeria	2021	36.2	36.2
Algeria	2022	36.4	36.4
Algeria	2023	36.6	36.6
Algeria	2024	36.8	36.8
Algeria	2025	37.0	37.0
Algeria	2026	37.2	37.2
Algeria	2027	37.4	37.4
Algeria	2028	37.6	37.6
Algeria	2029	37.8	37.8
Algeria	2030	38.0	38.0
Algeria	2031	38.2	38.2
Algeria	2032	38.4	38.4
Algeria	2033	38.6	38.6
Algeria	2034	38.8	38.8
Algeria	2035	39.0	39.0
Algeria	2036	39.2	39.2
Algeria	2037	39.4	39.4
Algeria	2038	39.6	39.6
Algeria	2039	39.8	39.8
Algeria	2040	40.0	40.0
Algeria	2041	40.2	40.2
Algeria	2042	40.4	40.4
Algeria	2043	40.6	40.6
Algeria	2044	40.8	40.8
Algeria	2045	41.0	41.0
Algeria	2046	41.2	41.2
Algeria	2047	41.4	41.4
Algeria	2048	41.6	41.6
Algeria	2049	41.8	41.8
Algeria	2050	42.0	42.0
Algeria	2051	42.2	42.2
Algeria	2052	42.4	42.4
Algeria	2053	42.6	42.6
Algeria	2054	42.8	42.8
Algeria	2055	43.0	43.0
Algeria	2056	43.2	43.2
Algeria	2057	43.4	43.4
Algeria	2058	43.6	43.6
Algeria	2059	43.8	43.8
Algeria	2060	44.0	44.0
Algeria	2061	44.2	44.2
Algeria	2062	44.4	44.4
Algeria	2063	44.6	44.6
Algeria	2064	44.8	44.8
Algeria	2065	45.0	45.0
Algeria	2066	45.2	45.2
Algeria	2067	45.4	45.4
Algeria	2068	45.6	45.6
Algeria	2069	45.8	45.8
Algeria	2070	46.0	46.0
Algeria	2071	46.2	46.2
Algeria	2072	46.4	46.4
Algeria	2073	46.6	46.6
Algeria	2074	46.8	46.8
Algeria	2075	47.0	47.0
Algeria	2076	47.2	47.2
Algeria	2077	47.4	47.4
Algeria	2078	47.6	47.6
Algeria	2079	47.8	47.8
Algeria	2080	48.0	48.0
Algeria	2081	48.2	48.2
Algeria	2082	48.4	48.4
Algeria	2083	48.6	48.6
Algeria	2084	48.8	48.8
Algeria	2085	49.0	49.0
Algeria	2086	49.2	49.2
Algeria	2087	49.4	49.4
Algeria	2088	49.6	49.6
Algeria	2089	49.8	49.8
Algeria	2090	50.0	50.0
Algeria	2091	50.2	50.2
Algeria	2092	50.4	50.4
Algeria	2093	50.6	50.6
Algeria	2094	50.8	50.8
Algeria	2095	51.0	51.0
Algeria	2096	51.2	51.2
Algeria	2097	51.4	51.4
Algeria	2098	51.6	51.6
Algeria	2099	51.8	51.8
Algeria	2100	52.0	52.0

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ATTACHMENT F – HTP INTEGRATED MASTER SCHEDULE (Data Date: May 31, 2025)

