

## **PMOC MONTHLY REPORT**

### **East Side Access (MTACC-ESA) Project**

Metropolitan Transportation Authority

New York, New York

Report Period February 1 to February 28, 2014



PMOC Contract No. DTFT60-09-D-00007

Task Order No. 7, Project No. DC-27-5235, Work Order No. 1

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Length of time on project: Five years on project for Urban Engineers

## **TABLE OF CONTENTS**

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<b>TABLE OF CONTENTS .....</b>	<b>2</b>
<b>THIRD PARTY DISCLAIMER.....</b>	<b>3</b>
<b>REPORT FORMAT AND FOCUS.....</b>	<b>3</b>
<b>MONITORING REPORT .....</b>	<b>3</b>
<b>1.0 PROJECT STATUS .....</b>	<b>3</b>
a. Design .....	3
b. Procurement .....	4
c. Construction.....	5
d. Quality Assurance and Quality Control (QA/QC).....	10
<b>2.0 SCHEDULE DATA .....</b>	<b>10</b>
<b>3.0 COST DATA .....</b>	<b>11</b>
<b>4.0 RISK MANAGEMENT.....</b>	<b>12</b>
<b>5.0 ELPEP COMPLIANCE SUMMARY.....</b>	<b>12</b>
<b>6.0 SAFETY AND SECURITY .....</b>	<b>13</b>
<b>7.0 ISSUES AND RECOMMENDATIONS .....</b>	<b>13</b>

## **APPENDICES**

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### **APPENDIX A – ACRONYMS**

### **APPENDIX B – TABLES**

Table 1 – Summary of Critical Dates

Table 2 – Project Budget/Cost Table (as of January 2014)

Table 3 – Comparison of Standard Cost Categories: FFGA vs. CBB

Table 4 – Contingency Embedded in IPS #54

Table 5 – ESA Core Accountability Items

## **THIRD PARTY DISCLAIMER**

This report and all subsidiary reports are prepared solely for the Federal Transit Administration (FTA). This report should not be relied upon by any party, except FTA or the project sponsor, in accordance with the purposes as described below.

For projects funded through FTA Full Funding Grant Agreements (FFGAs) program, FTA and its Project Management Oversight Contractor (PMOC) use a risk-based assessment process to review and validate a project sponsor's budget and schedule. This risk-based assessment process is a tool for analyzing project development and management. Moreover, the assessment process is iterative in nature; any results of an FTA or PMOC risk-based assessment represent a "snapshot in time" for a particular project under the conditions known at that same point in time. The status of any assessment may be altered at any time by new information, changes in circumstances, or further developments in the project, including any specific measures a sponsor may take to mitigate the risks to project costs, budget, and schedule, or the strategy a sponsor may develop for project execution. Therefore, the information in the monthly reports will change from month to month, based on relevant factors for the month and/or previous months.

## **REPORT FORMAT AND FOCUS**

This report is submitted in compliance with the terms of the Federal Transit Administration (FTA) Contract No. DTFT60-09-D-00007, Task Order No. 007. Its purpose is to provide information and data to assist the FTA as it continually monitors the grantee's technical capability and capacity to execute a project efficiently and effectively, and hence, whether the grantee continues to be ready to receive federal funds for further project development.

This report covers the project management activities on the East Side Access (ESA) Mega-Project managed by MTA Capital Construction (MTACC) with MTA as the grantee and financed by the FTA FFGA.

## **MONITORING REPORT**

### **1.0 PROJECT STATUS**

#### **a. Design**

As of the end of January 2014, MTACC did not report the percent complete for the Engineering effort, which had previously been part of its Monthly Progress Report; during December 2013 it was reported that the design effort was 98.2% complete. A review of the ESA Cost Report shows only 92.2 % of the budgeted section titled "Design" as having been invoiced versus 91.8% the previous month, while overall EIS and Engineering Budget Category is at 92.2% versus 92.1% the previous month.

The 100% catenary design submittal for FHA04 was sent to Amtrak for review on December 31, 2013. The Project Management Team (PMT) arranged a meeting with Amtrak on January 24, 2014 to review the submittal. Although the catenary design is acceptable to Amtrak, a new issue was raised with respect to icing conditions at the mouth of the tunnels. Amtrak is now requesting a structural change at the top of the tunnel entrances (addition of aluminum plates) and will not approve the design until this change is made. The issue is under discussion.

The portion of the scope of work within the right of way of 48<sup>th</sup> Street – the structural box and the street utility work –was shifted from CM015 into CM014B contracts. Design has been

negotiated with GEC for the proposed new Concourse Entrances at 43<sup>rd</sup> Street and 45<sup>th</sup> Street in Manhattan. The need for a design to incorporate the infrastructure needed to support future Electronic Media into the Concourse at the 48<sup>th</sup> Street Entrance and the Cavern Station is being finalized, and will be negotiated with the GEC in early March 2014.

The 100% drawings for CH057B were forwarded to Procurement in January 2014. The PMT added some additional track work (previously planned to be done under LIRR Force Account packages). This work was taken out of the CH057 package and will be performed by an MTA on-call track contractor in early 2014. Repackaging of the remaining scope in CH057 will proceed once the change order for the GEC is approved by the MTA Board (now planned for the March 2014 Board meeting). This change order will also cover the remaining design and re-packaging work in CH058 (noted below) and is valued at approximately \$1 million.

On December 20, 2013, the Change Control Committee (CCC) approved the repackaging and alternate method for constructing the Eastbound Reroute tunnel in Contract Package CH058 to make better use of available extended track outages in the summers of 2015 and 2016. Revisions to the package will proceed once the change order for the GEC is approved by the MTA Board (now planned for the March 2014 Board meeting), with a 90% submission planned for June 2014 and completion of the design by October 2014.

The Request for Expressions of Interest (RFEI) process continued throughout the month of February 2014 for the CM007 package. The PMT conducted 9 interviews with interested parties between February 18 and 28, 2014. The PMT will meet on March 3, 2014 to discuss the outcome of the outreach session and develop common themes among the interested parties. The results from the outreach, as well as the internal wrap up session will be evaluated and incorporated in an updated package, as necessary. The repackaging submission associated with the existing precast design was scheduled for 100% design documents completed by the end of March, 2014, however due to the addition of the 45<sup>th</sup> Street elevators additional time is needed to complete the package. The target for 100% documents, without the hybrid concept is now mid-April, 2014. In addition the GCT Caverns Final Lining Study has been revised to evaluate the concept of an architectural façade for cavern side walls.

Completion of the specifications and drawings for the stand-alone Track and Signal Installation Contract package (CS284) was achieved in October 2013 (previously forecast for September 30, 2013). Contract documents remain under development and the PMT does not have a forecast date for completion.

Technical drawings and specifications for the Traction Power Contract Package (CS084) were completed in September 2013, however work on the Contract documents continues. The specifications and drawings have been reviewed by MTACC Legal. The target for advertising is now March 2014 (previously forecast for February 2014).

## **b. Procurement**

The Recommendation for Award for the CM006 (Northern Structures) Contract package was presented and approved at the January 2014 MTA Board meeting. The NTP is forecast for March 2014.

The CM007 (Caverns) Contract Package remains under development. The target date to complete the repackaging of CM007 is March 28, 2014. ESA has stated that although the award

decision was planned for the end of December 2014, due to funding constraints, a limited NTP for procurement of pre-cast concrete is forecast to be issued by July 1, 2015, with the full NTP not issued until April 2016.

The Recommendation for Award for the CS179 (Systems Package 1) Contract package was presented and approved at the January 2014 MTA Board meeting. The NTP date is forecast for March 2014.

Advertising date for CS084 (RFP) -Traction Power Substations is now forecast for March 2014; procurement dates for CS284 (track and signal installation) remains TBD.

The Recommendation for Award for the VS086 (Signal Equipment) Contract package was presented and approved at the January 2014 MTA Board meeting, with award now forecast for March 2014.

An Industry Outreach for the CM014B package was held November 1, 2013, to familiarize the bidding community with the scope of work involved. Advertising of CM014B was previously forecast for mid-January 2014. Board approval was received in February 2014 to procure the package as an RFP. The Contract will be forwarded to Legal for review during the first week in March 2014 with a planned advertising date in April 2014.

A Notice to Proceed (NTP) for a limited scope of work was issued to contract CH057A on November 21, 2013 (previously forecast for October 2013). The full NTP is now anticipated in March 2014, pending resolution of funding issues with Amtrak and the Federal Railroad Administration (FRA) for the High Speed Rail (HSR) portion of the work. On September 17, 2013, the CCC approved creating a new package (CH057B) to construct the relocated LIRR tracks ML2 and ML4. This work was taken out of the CH057 package and will be performed by an MTA on-call track contractor. NTP is anticipated on or about April 15, 2014. NTP for remaining work in the CH057 package is now forecast for September 2014.

### **c. Construction**

The PMT reported in its January 2014 Monthly Progress Report that the actual construction progress was 56.0% vs. 58.8 planned. Over the last several months, progress has only been proceeding at about half the projected rate.

#### **Manhattan Contracts:**

**CM013A – 55th Street Vent Facility:** MTACC reports that through January 31, 2014 the EAC remained at \$59.2 million. Forecast Substantial Completion remains April 5, 2015. As of January 31, 2014, MTACC reports that the actual percent complete continues to track ahead of schedule at 29.3% vs.24.0% planned.

Construction Progress: Shotcrete on the Plenum walls began. The contractor completed initial shotcreting in the shaft and removed the shaft suspended work deck; mucking of shaft spoils at the cavern deck and removed from the site; and preparations for erection of the temporary access stair through the shaft from the plenum deck to the cavern deck (approx. 150’).

**CM004 – 44th Street Building Demolition and Fan Plant Structure; 245 Park Avenue Entrance:** MTACC reports that through January 31, 2014, the EAC is slightly reduced to \$55.10 million, from the previous \$55.14 million. The Forecast Substantial Completion date for the

CM004 contract continues to be April 1, 2014. Beneficial Use for the 245 Park Entrance was achieved October 21, 2013. The actual percent complete is 93.7% versus 99.8% planned.

Construction Progress: The contractor continued construction of the permanent Ground Floor structure; street utility work on the north side of 44<sup>th</sup> Street and the permanent steel stair erection from the ground floor to the Concourse. Punch list work in the shaft and Access Tunnel #1 for closeout is being finalized. The CM004 Contractor is delivering fabricated material that will not be installed to the MTACC designated location. He is preparing for Substantial Completion and turning over the site to the CM005 contractor.

The Project Office has advised the PMOC that sewer connection work under this contract will be removed from the contract and transferred to the CM005 contract. This issue came about upon discovery that the actual location of the sewer in 44<sup>th</sup> Street is different than indicated in the contract drawings. The resolution will require temporary and/or permanent relocation of the impeding utility lines so that the connection can be made.

**CM013 – 50<sup>th</sup> Street Vent Facility:** MTACC reports that through January 31, 2014, the EAC decreased slightly to \$125.0 million from the previous \$125.26 million. Forecast Substantial Completion date remains March 3, 2014. As of January 31, 2014, the actual percent complete was 96.3% vs. 96.4% planned.

Construction Progress: Painting of concrete block throughout continues and is driven by weather. The contractor continued installation of hollow metal doors & frames. Exterior cladding to the main building and Utility Chase is nearing completion along with the installation of fixed ventilation louvers. The installation of exterior building stone facing is nearing completion. These work areas have also been impacted by the inclement weather. Work in the Public Plaza continued with wiring for lights and preparation of tree planters and beginning setting of plaza granite pavers. Also, the Water Feature installation in the plaza began.

**CM014A– Concourse and Facilities Fit-Out:** MTACC reports that through January 31, 2014, the EAC remained \$54.70 million. Forecast Substantial Completion date has been extended to December 15, 2014 from the previous June 1, 2014. The June 1 date was previously an extension from a former April 1, 2014 substantial completion date.

Through January 31, 2014, the actual percent complete reported was 57.5% versus 86.0% planned. The large gap between percent complete versus planned continues to be largely attributed to the Supervisory Control and Data Acquisition (SCADA) system redesign (based on LIRR requirements), which resulted in a hold being placed on fabrication and delivery of all power system equipment until the redesign is completed. The delay also reflects scope transfer to this contract from the CM014-B contract.

Construction Progress:

#### Concourse

Surveying and layout is ongoing. Continued block wall erection, seismic clip installation, door frames and branch feeder conduit installation. Block wall painting continues but is intermittent due to weather and difficulty in maintaining consistent ambient temperatures. Slab-on-grade placement is being completed in Zone 2.

### Concourse (Scope Transfer from CM014-B)

For the ramp temporary protection and existing platform saw-cutting is complete. Crash wall & column saw-cutting is continued. The Construction Work Plan (CWP) is under review for installation of the roll-up door at the UA Wall. Work on the ramp is on hold.

**CM005- Manhattan South Structures:** The contractor was given Notice to Proceed on September 9, 2013. MTACC reports that the Estimate at Completion (EAC) is \$225.3 million. Forecast Substantial Completion date is set for February 6, 2016. Cumulative progress through January 31, 2014 was 11.2% actual versus 7.9% planned. MTACC has discontinued providing actual monthly progress, beginning with the January 2014 report. MTACC reported concern about the slow progress of waterproofing and rebar installation in East Cavern pits, although this has not impacted the forecast substantial completion date.

Construction Progress: The contractor continued to prepare submittals, to receive material and equipment deliveries, and to inspect for takeover of existing facilities. At the East Cavern the contractor completed waterproofing installation (walls and pits) and continued rebar installation in the pits. At the West Cavern the contractor continued smoothing shotcrete operation, and continued waterproofing installation on the west wall and at the pits. Waterproofing installation also continued in the GCT 1 & 2 Wye Cavern EB. The smoothing shotcrete operation at the GCT 1 & 2 Wye Cavern WB continued. At the Tail Track South Tunnel L402, the installation of track drainage (pipe & manholes) continued along with the installation of invert rebar; Invert concrete placement began this month.

### **Queens Contracts:**

**CQ031 – Queens Bored Tunnels and Structures:** All construction for the CQ031 contract was completed in November 2013 and the contractor has since demobilized and left the project site. The MTACC no longer includes CQ031 in its monthly progress reports, although some commercial issues remain and Final Completion has not yet been attained. As a result, unless directed otherwise, this will be the last status report that the PMOC will report on CQ031.

Construction Progress: All construction for CQ031 was completed in November 2013. There was no further progress in February 2014.

**CQ032 – Plaza Substation and Queens Structures:** The Estimate at Completion remained at \$223.7M as of January 31, 2014. The MTACC forecast Substantial Completion date slipped by 2 months to October 7, 2015. The MTACC no longer reports monthly construction progress in its reports, but reports on total progress to date. Cumulative contract progress through January 31, 2014, was 46.7% actual versus 75.5% planned. The CQ032 contractor has submitted a re-baseline schedule which the MTACC is presently reviewing. If approved, this schedule will incorporate not only prior access delays, but also time to perform additional work in the 63<sup>rd</sup> St. Tunnel and time to revise the design for the Early Access Chamber.

Construction Progress: Continued to remove temporary struts in Open Cut, erect structural steel and place concrete in the C06 and C07 substation levels, place concrete for the Yard Lead Tunnel invert, and install electrical conduits, as well as continued to make punch list repairs in the Roosevelt Island, Vernon Blvd., and 29<sup>th</sup>, 23<sup>rd</sup>, and 12<sup>th</sup> St. vent facilities.

**CQ039 – Northern Boulevard Crossing:** All construction for CQ039 was completed and Substantial Completion was achieved on September 30, 2013, although compensation grout

placement behind the tunnel liner continued into December 2013 (the PMT explained that this work was always intended to be completed between Substantial and Final Completions). Some commercial issues continue to remain, however, and the MTACC no longer includes construction progress in its monthly reports. As a result, unless directed otherwise, this will be the last status report that the PMOC will prepare for CQ039.

Construction Progress: All of the construction work for CQ039 was completed in December 2013.

**Harold Interlocking: CH053 Contract – Harold Structures Part 1 and G.0.2 Substation:**

As of January 31, 2014, the Estimate at Completion (EAC) for CH053 increased slightly to \$249.30M. The MTACC forecast for Substantial Completion was shortened to September 7, 2014. As noted above, the MTACC has re-formatted its monthly progress reports and no longer includes monthly construction progress. Cumulative construction progress through January 31, 2014, was 85.5% actual versus 100.0% planned (contract was supposed to be complete). ).

Construction Progress: CH053 construction during February 2014 was hampered by inclement weather and inconsistent Amtrak Force Account support, although the contractor was able to make limited progress with the installation and splicing of 12kV cable, continued micro-tunnel and manhole installation, continued steel installation at the 48<sup>th</sup> St. bridge, and continued construction of the 43-S2 retaining wall.

**CH054A – Harold Structures Part 2A:** As of January 31, 2014, the Estimate at Completion for CH054A remained at \$56.43M. The MTACC forecast for Substantial Completion slipped a month to August 4, 2014. Cumulative construction progress through January 31, 2014, was 67.3% actual versus 100.0% planned (contract was supposed to be complete).

Construction Progress: As with all construction during February, CH054A progress was hampered by severe weather. When able to work, however, the CH054A contractor continued construction of micro-tunnel run #s 13, 14, 15, and 16, and construction of the foundation for signal power pole HP1.

**CH057A – Part 3 Westbound Bypass:** As of January 31, 2014, the Estimate at Completion for contract CH057A was \$113,630,000. The MTACC forecast for Substantial Completion remained the same in January 29, 2016. The MTACC did not report any cumulative construction progress as of January 31, 2014.

Construction Progress: There was no significant construction progress to report as of February 28, 2014. The contractor continues to prepare submittals, apply for permits, mobilize, and perform preliminary surveys.

**Railroad Force Account:**

**FHA01 – Harold Stage 1 Amtrak:** As of January 31, 2014, the Estimate at Completion for FHA01 remained at \$16,82M. The MTACC's forecast for Substantial Completion was extended to February 4, 2016, an increase of 14 months (based on the preliminary information received about the Harold re-schedule, the PMOC is not overly concerned about this shift in Substantial Completion date). There are elements in Stage 1 which may logically be delayed to provide a better overall "fit" with the new schedule). Cumulative construction progress through January 31, 2014, was 94.8% actual versus 97.0% planned.



Construction Progress: Although all Force Account construction was severely hampered by the inclement weather in February, Amtrak Electric Traction personnel continued limited catenary structure modifications and wire transfers in Harold Interlocking when weather permitted.

**FHA02 – Harold Stage 2 Amtrak:** As of January 31, 2014, the Estimate at Completion for FHA02 remained at \$41.7M. The MTACC’s forecast for Substantial Completion was extended to August 15, 2017, an increase of 28 months (the PMOC is not overly concerned about this shift for the same reason as noted in FHA01, above). Cumulative construction progress through January 31, 2014, was 77.6% actual versus 80.6% planned.

Construction Progress: Although all Force Account construction was severely hampered by the weather in February, Amtrak C&S personnel continued to make limited progress on the assembly of the E34 signal bridge and continued to support LIRR Signal personnel in their preparations for the Point Interlocking cutover.

**FHA03 – Harold Stage 3 Amtrak:** As of January 31, 2014, the Estimate at Completion for FHA03 was increased to \$9.63M due to the 3 Project Initiations (PIs) that were recently authorized by MTACC for additional Stage 3 construction. The initial phase of Stage 3 was completed during the summer of 2013 when Amtrak forces reconstructed parts of Lines 2 and 4 in Harold Interlocking to allow the installation of a concrete slab by the CQ031 contractor. This slab was installed early to allow the CH057 contractor to construct the Westbound Bypass Tunnel under the tracks at a later date. Cumulative construction progress for phase 1 of Stage 3 through January 31, 2014, was 100.0% actual versus 100.0% planned.

Construction Progress: No actual construction has taken place for FHA03 since phase 1 was completed in August 2013.

**FHL01 – Harold Stage 1 LIRR:** As of January 31, 2014, the Estimate at Completion for FHL01 was reduced slightly from \$22M to \$20.8M. The MTACC’s forecast for Substantial Completion was extended to April 9, 2015, an increase of 2 months. Cumulative construction progress through January 31, 2014, was 77.4% actual versus 84.9% planned.

Construction Progress: Due to severe weather in February 2014, LIRR Traction Power personnel were only able to make limited progress with re-location of the signal power separation system.

**FHL02 – Harold Stage 2 LIRR:** As of January 31, 2014, the Estimate at Completion for FHL02 increased to \$71.2M from \$69.3M. The MTACC’s forecast for Substantial Completion was extended to November 25, 2016, an increase of 8 months. Cumulative construction progress through January 31, 2014, was 32.3% actual versus 44.8% planned.

Construction Progress: LIRR C&S personnel continued to make signal revisions and pre-test for the cutover of Point Interlocking (presently scheduled for the weekend of April 11-13, 2014) and continued construction for the H3 and H4 Central Instrument Locations (CILs), although progress was limited due to the severe weather during February.

**FHL03 – Harold Stage 3 LIRR:** As of January 31, 2014, the Estimate at Completion for FHL03 was increased from \$2.7M to \$10.3M due to the execution of an MOU for the remainder of Stage 3 construction. The initial phase of Stage 3 was completed during the summer outage of 2013 when the LIRR personnel reconstructed portions of Lines 2 and 4 and installed 3 turnouts in Harold Interlocking at the same time the concrete slab for the Westbound Bypass Tunnel was

installed. A new Substantial Completion date for the additional work included in the MOU has not been established yet. Cumulative construction progress for the current scope of work through January 31, 2014, was 100.0% actual versus 100.0% planned.

Construction Progress: No actual construction has taken place on FHL03 since phase 1 was completed in September 2013.

#### **d. Quality Assurance and Quality Control (QA/QC)**

**ESA Project Quality Manual (PQM):** The PMOC has received a Draft copy of Revision 7 to the PQM and is reviewing it. Comments are expected to be returned to the ESA Quality Manager in March 2014.

**Submission of As-Builts:** The construction contractor working on the CH053, CH054A, and CQ032 contracts continues to be late in submitting As-Built drawings. The contractor started to submit a limited number of As-Builts but they are not in the correct format. As a result, the GEC had to convert the files, a task that was not in their scope. Additionally, the As-Builts submitted are not up to date. MTACC's Chief of Quality, Safety and Site Security has requested that the ESA Quality Manager convene a meeting with ESA management to resolve this issue.

**CH053/CH054A Special Inspector Certifications:** The MTACC Code Compliance Officer stated that the CH053/CH054A contractor is using uncertified inspectors on Special Inspections for the bridges it has installed. He also noted that there is a difference between local special inspection requirements and New York State requirements. He informed the contractor's Quality Manager that New York State requirements take precedence. The contractor's Quality Manager stated that he did not agree with this but the MTACC Code Compliance Officer advised him that the contractor must follow the New York State requirements. MTACC's Code Compliance Officer met with the ESA Construction Manager and the Special Inspection Agency. The ESA Construction Manager must resolve how they will handle the compaction test results which the MTACC Code Compliance Officer rejected.

**ESA General Engineering Consultant (GEC) Quality Manager:** The GEC Quality Manager resigned effective February 28, 2014. The PMOC has been informed that the function will be divided among several different members of the GEC. The PMOC will monitor the effectiveness of this decision.

## **2.0 SCHEDULE DATA**

ESA submitted its IPS #54 data date February 1, 2014 and its variance report. It should be noted that this IPS not have an official RSD.

### **Project Critical Path**

The project critical path goes through contracts CM005, CM007, CS179 (IST), then operation readiness. Additionally, the PMT integrated its baseline Harold schedule into the IPS. Harold critical path goes through contracts CH058, FHL03, FHL04. The longest path in Harold is being driven by the 2016 long term outage; the H1/H2 CIL cutover is also important to overall progress in Harold.

**Schedule Contingency:**

Table 4 in Appendix B shows the imbedded contingency (individual activity contingencies, and hand-offs) in IPS#54. The PMOC recommends that the PMT produce a contingency draw-down plan to show how the contingency will be managed, as required by the SMP.

**3.0 COST DATA**

**Funding:** MTACC announced at the May 2012 Capital Program Oversight Committee (CPOC) meeting that an additional \$720 million will need to be identified in the MTA 2015 – 2019 Capital Plan to cover the new project baseline budget. The funding request for the 2015 – 2019 Capital Program will be submitted to the NYS Capital Program Review Board (CPRB) in September 2014. ESA projects the need to delay Full NTP on CM007 and to delay Options work on CM014B due to lack of funding availability. In January 2014, MTACC presented a tentative Budget/Schedule Re-Plan to the MTA CPOC along with forecasts from the IEC and PMOC. The ESA stated value is approximately \$1.5B greater than the 2012 Rebaseline value of \$8.708B, and the IEC and PMOC values range between \$250M and \$600M respectively above the \$1.5B increase.

**Budget/Cost:** The ESA January 2014 Progress Report shows the total project progress was 59.7% vs. 63.8% planned, against the Current Baseline Budget (CBB) and the construction progress as 56.0% vs. 58.8% planned, based on invoiced amount. The ESA chart of planned progress had shown no change over the previous month.

As of January 31, 2014, the CBB remains at the baseline value of \$8.708 billion and there was virtually no change in any of the SCCs. Although this reflects the structured cost database ESA uses for the SCCs, there is a lack of transparency in how Contingencies are assigned and why the de-budgeting of scope (an additional problem) to Contingency should impact the SCC allocation. The PMOC has recommended that ESA re-evaluate its SCC structure going forward and establish a more properly aligned structure at the Re-Plan to avoid such discrepancies.

In October 2012, the low bid for CM012R was rejected as too high. Since that time, CM012R has been re-packaged and 2 of the 3 major packages have been bid which has resulted in an approximate \$500-550M overrun of the original budget, however, the PMT has not officially adjusted the original budget and only now has begun the process to identify the re-plan \$1.5B increase in their expected budget. The PMT presented its re-planned Project Cost Estimate in a meeting convened by the MTA Office of Construction Oversight (OCO) in December 2013, which also included the Independent Engineering Consultant (IEC) and a Supplemental Independent Reviewer (SIR). At that meeting, ESA showed projected budgets of \$10,068M, which was later changed to \$10,156M [REDACTED], with a projected RSD of March 2020. These forecasts were publicly presented to the MTA CPOC in January 2014. Despite those publicly identified increases, ESA continues to issue its Project Working Budget (PWB) (even as an attachment to the Monthly Report) still showing the \$8.708B budget and has not shown any projected over runs or negative contingency balances in its budget, even though that is allowed for under ELPEP procedures. The PMT committed to officially begin reporting on its new budget projection in its next monthly progress report.

[REDACTED]

**Change Orders/Budget Adjustments:** The PMT reported that during January 2014, there were four (4) change orders executed over \$100K, with a net value of \$841K.

#### **4.0 RISK MANAGEMENT**

The PMT had initially committed to holding Monthly Risk Review Meetings but has not held a Risk Review meeting since July 31, 2013. It was announced by the PMT that there would be a change in senior project management to be effective in early spring 2014. The PMOC believes that there is a risk in establishing new project parameters prior to new management commencing.

Funding availability continues to be a major risk on the ESA project, and as mentioned in the cost section of this report, the current budget forecast for the project put forth by ESA is significantly lower than the forecasts of the IEC and PMOC, which exacerbates the funding risk.

The Risk Assessment Workshop held on January 14-16, 2014 for the remaining Manhattan civil construction and the systems installation, testing and overall integrated testing noted that the Harold re-plan was not completed, but represented the highest level of Risk. The Harold re-plan must also be integrated into the systems schedule (for integrated systems testing). The PMOC believes that the integration could affect the schedule. In February 2014, the MTACC produced a stand-alone Harold Revised Schedule which was produced with resource allowances, work calendars and shows a November 2018 completion for this work. MTACC is planning to conduct a risk workshop for the Harold work in March 2014 using this schedule as a basis.

#### **5.0 ELPEP COMPLIANCE SUMMARY**

The current status of each of the remaining main ELPEP components is summarized as follows:

- **Technical Capacity and Capability (TCC).** The FTA is currently evaluating how the updated TCC Plan will be incorporated into the revised ELPEP. The PMOC had previously noted that a TCC review might be warranted given the significant personnel changes to many key upper management level positions that occurred in 4Q-2013. With the MTACC's announcement in January 2014 about changing the ESA Program Executive in April 2014, the PMOC's recommendation is further strengthened.
- **Continuing ELPEP Compliance:** The following ELPEP components continue to need improvement or are deficient: Management Decision; Design Development; CCC Process and Results; Stakeholder Management; Issues Management; Procurement; Timely Decision Making; Risk-Informed Decision Making.

The PMOC notes that since June 2013, the ESA project has continued to be non-compliant with ELPEP, and is not meeting some of the more important requirements of the SMP and CMP sub-plans to the PMP. The PMOC's opinion is that this is a serious deficiency and needs to be resolved immediately.

The PMOC's major areas of concern include:

- **ELPEP:** MTACC is not forecasting and trending either cost or schedule contingency accurately because it has not included the significant cost, schedule and contingency impacts of the CM012R bids over budget event and subsequent cancellation of the procurement in 4Q2012, in its official monthly schedule and cost reporting to the FTA.
- **Schedule Management Plan:** The ESA project is non-compliant with requirements for IPS Updating, Forecasting, and Schedule Contingency Management.
- **Cost Management Plan:** The ESA project is non-compliant with requirements for Cost Estimating, Contract Level EAC Forecasting, Project Level EAC Forecasting, Project Level EAC Forecast Validation, Monthly Update Process and MTACC Cost Contingency Management and Secondary Mitigation.

A workshop was held on February 27, 2014 to address the FTA and PMOC's concerns. MTACC acknowledged the need for more transparency and clarity in documenting the cost and schedule management processes to support traceability in the decision making process. MTACC noted also that both the Cost and Schedule Management Plans are currently being revised to improve the management processes and reporting. They believe that these changes will address most of the PMOC's concerns. The PMOC will continue to work with MTACC at the monthly cost and schedule review meetings to advance progress in this area.

**Revisions to the ELPEP Document:** On March 19, 2013, MTACC provided the FTA and the PMOC with its proposed revisions to the ELPEP. The FTA and MTACC have agreed to hold working meetings to progress development of a revised ELPEP. These meetings had been expected to start during 2Q2013 but have been delayed pending agreement on how to proceed without the revised ESA cost and schedule baselines, which are needed to provide a comprehensive revision to the ELPEP document that will include the new cost and schedule contingency values. As of February 28, 2014, MTACC has still not issued the new revised cost and schedule baselines.

The next ELPEP Quarterly Review Meeting with MTACC, FTA-RII, SAS and ESA projects and the PMOC has been re- scheduled for March 31, 2014.

## 6.0 SAFETY AND SECURITY

Project safety statistics for lost time accidents on active construction contracts continue to trend slightly above the Bureau of Labor Statistics (BLS) national average at 2.23 vs. 2.00 lost time accidents per 200,000 hours. Project safety statistics for lost time accidents continue to trend slightly above the Bureau of Labor Statistics (BLS) national average at 2.23 vs. 2.00 lost time accidents per 200,000 hours this average has not wavered for a number of months. Currently there are two Contracts that are trending above the average for the project. For the CM005 Contract, the lost time accidents are trending above the ESA Project average (3.32 vs. 2.23 lost time accidents per 200,000 hours). On the CM004 Contract, which is complete, the lost time accident statistics trended above the ESA Project average (2.67 vs. 2.23 lost time accidents per 200,000 hours). The PMT did not report any significant security issues during February 2014.

## 7.0 ISSUES AND RECOMMENDATIONS

**Design:** The PMOC remains concerned that the GEC and PMT continue to consistently miss all of their target dates for remaining design activities on the project. The level of effort for the GEC will increase significantly given the development of the CM007 Contract Package and the

remaining design in the CH058 package (due to scope shifts and restructuring of the package), making the timely achievement of design milestones even more critical in maintaining the project schedule. The PMOC continues to recommend that the PMT develop a tracking sheet with firm dates for interim milestones as a tool to augment the design management process.

**Procurement:** The lack of stability in the Contract Packaging Plan (CPP) remains a concern. The PMT continues to shift and split scope among different packages, making it difficult to fully understand and evaluate the impact of these changes to the overall ESA Project at this time. The ESA PMT has recently restructured the CH057 and CH058 Contract Packages and is now considering shifting scope from the CM007 package into CM005 and CM006; as well as shifting the track work portion of the CS284 package into the CM007 package. The PMOC recommends that the PMT give priority to producing an updated Contract Packaging Plan and adhere to it without shifting scope for the remainder of the project. The existing CPP is now several years old and ESA has failed to meet its commitment to provide an updated plan earlier in 2013.

Delays and the restructuring of major procurements remains an ongoing concern. Advertise date for the CM014B (GCT concourse and fit-out) package continues to slip. Advertise date for the CS284 (Track and Signal Installation) remains TBD, and the advertise date for the CS084 (Traction Power) continues to slip. Advertise date for the CM007 (caverns) package is now forecast for October 2014.

**Contract CM014A:** The PMOC observes and is concerned that the Project Office is not preparing the required Safety & Security Certification Checklist (SSCC) for this contract. The GEC project representative has advised the PMOC that they have prepared the checklist and submitted to MTACC for execution. However, the Project Office has advised the PMOC that they do not have a copy of the checklist or any instructions regarding completing it.

The PMOC has been advised by the Project Office that a portion of the CM014-A scope transfer (the ramp to the Dining Concourse) is being placed back into the CM014-B contract. This is because a significant number of previously unknown utilities have been found in the ramp area that must be relocated by Metro-North Railroad (MNR). MNR has indicated that it will take several months to complete this work. The PMOC recommends that MTACC should update FTA on their procedures and plan for implementing the SSCC. The PMOC also recommends that MTA direct MNR to proceed as soon as possible to remove/relocate the utilities that are obstructing the construction of the new ramp to the Dining Concourse. Deferring this work could further impede the ramp work in the upcoming CM014-B Contract.

**Contract CM004:** The PMOC observes and is also concerned that the ESA Project Office is not preparing the required Safety & Security Certification Checklist (SSCC) for this Contract. The GEC project representative has advised the PMOC that they have prepared the checklist and submitted to MTACC for execution. However, the Project Office has advised the PMOC that they do not have a copy of the checklist or any instructions regarding completing it.

The PMOC is concerned that, understanding the MTACC desire to close out the CM004 contract, the impending decision to transfer the sewer connection from this Contract will not benefit the program. During the time to complete this transfer and mobilize the CM005 contractor, the connected drains will be discharging into the building ground floor, below grade floors, shaft and perhaps Madison Yard.

The PMOC recommends that this sewer work remain in the CM004 contract. This contractor totally understands the problem, and is in the best position to correct the problem as soon as possible.

**Contract CM013:** Through February 2014, the stop work order issued by the MTACC Code Compliance Unit (CCU) for the application of Pneumatically Applied Concrete (PAC) continued to be partially lifted (allowing work to continue). The contractor completed the mockup and core samples that were taken after 28 days cure. Full release of the order continues to await successful inspection/testing by CCU of the samples.

**Contract CQ032:** The PMOC remains concerned about the gap between actual and planned construction progress for CQ032. Although the trend has reversed itself somewhat in recent months (28.8% as of January 31, 2014), nonetheless, the gap is still significant. The contractor has submitted its re-baselined schedule, which is intended to address the issues that contributed to this gap, and the MTACC is presently reviewing it. The PMOC believes that the MTACC will not approve the re-baseline schedule nor will the negotiations leading to the necessary contract modification be complete until the end of 1Q2014. The PMOC therefore recommends that the parties concentrate their focus of attention on the completion of the re-schedule/negotiate process until it is complete.

**Contract CQ039:** Although all construction for CQ039 is complete, the PMOC remains concerned about the remaining commercial issues, which continue to take time to resolve, and the pneumatically applied concrete (PAC) code compliance issue, which has also not been resolved. The PAC issue, dependent upon what is decided, could have more wide-spread effect on the ESA program due to the amount of PAC that has been applied. The PMOC recommends that the MTACC expedite negotiations for the commercial issues and develop its position about the PAC issue.

**Contracts CH053/54A:** The PMOC remains concerned that the CH053/CH054A contracts continue to have a potential for additional construction delays and increased cost due to their high degree of dependence upon the railroads' Force Account support, which has been historically erratic. The weather in February 2014 was once again severe, which caused the railroads to use ESA forces to keep their rights of way operational. To avoid further schedule slippage, the PMOC recommends that the ESA PMT place a greater priority on the Force Account support that it provides for the CH053/CH054A contracts (Amtrak and LIRR supply fixed amounts of support for all ESA contracts. The ESA PMT is responsible to decide how that support is allocated among all its many contracts).

**Railroad Force Account:** The LIRR has postponed the cutover of Point Interlocking until the weekend of April 11-13, 2014, due to late FRA approval of signal equipment they will install in the CIL. Although this is a predecessor activity to the remainder of the 2014 program, other construction activities have been adjusted so that the impact of the delay will be minimal. The PMOC believes, however, that further delay beyond April could have more serious negative impact on the year's schedule and it therefore recommends that the LIRR do everything possible to ensure that the cutover take place as scheduled in April 2014.

**Project Funding/Budget:** As stated in the Risk Management section below, the PMOC believes that funding presents a significant risk to the project.



At the end of January 2014, ESA provided the first indication of its new projected Budget requirements for its Re-Plan at \$10,156M. That value is significantly below the IEC's projection of \$10,444M and the PMOC's \$10,772M at a medium level of mitigation; the PMOC regards its projected cost of \$10,918M at a low degree of mitigation as more probable. [REDACTED]

[REDACTED] To date, ESA has not provided this in any official fashion, nor has it shown or discussed it in its Monthly Reporting to the FTA, as is required by its Cost Management Plan (CMP). MTACC has not made it clear at this point how it will reconcile the difference between its cost estimate for the project and that of the IEC and PMOC.

**Project Schedule:** The PMT presented its re-planned Project Schedule in a meeting in December 2013. The RSDs developed by the PMOC, IEC, and SIR are at least a year or more beyond the MTACC's date presented at the MTA CPOC meeting in January 2014. MTACC has not made it clear at this point how it will reconcile the difference between its schedule forecast for the project and that of the IEC and PMOC.

**Risk Management:** The PMOC is concerned about the continuing failure to fully follow the risk management processes in the Risk Management Plan (RMP). The last monthly risk meeting with the PMOC was held in July 2013. The PMT has also not provided updated risk registers on a regular basis as required. This in combination with lack of regular risk meetings with PMOC makes it difficult to determine the effectiveness of the ESA Risk Management process and its integration into the Program.

Although, a limited Manhattan/Systems Risk workshop was held in January, 2014, the results of the Workshop were never finalized to the best of the PMOC's knowledge, and there has been no indication as to how the results of the Workshop will be used to modify the cost and schedule estimates presented at the January 2014 CPOC meeting. The PMOC continues to suggest a Post-Workshop session be held with the Workshop Facilitator and the ESA-PMT to discern how the inputs from the Workshop were evaluated in the risk model; how any results were ultimately determined; and how this information will be used to adjust/inform the cost and schedule estimates.

The PMOC also remains concerned that MTACC has not committed to performing a full programmatic risk assessment once the new cost and schedule baselines are completed. The PMOC considers this an essential component in establishing the required cost and schedule contingency going forward. The PMOC continues to suggest that a programmatic Risk Assessment for the ESA project be convened as soon as possible and that such an assessment be carefully planned to allow for proper evaluation, characterization, and contribution by all participants. It has also not committed to performing package level risk assessments on two key Manhattan packages: CM014B and CM007.

Funding availability continues to be a major risk on the ESA project, and is a significant concern. Funding uncertainty has resulted in: the PMT's delay of CM007 contract award until July 2015 with a limited NTP due to budget constraints; and the restructuring of the CS179 contract by splitting it into a base contract with seven options, based predominately on access restraints imposed by the CM005; CM006; CM007; and CM014B packages, which will significantly increase the interface risks. This segmentation of construction packages has resulted in 63 inter contract interfaces and milestones. The probability of a successful achievement of all of them is marginal in the PMOC's opinion, and leads to the probability of a ripple effect of delays and coordination difficulties between contracts. There is little room for contractors to make up time.



Managing the network of inter-contract handoffs will be difficult. Schedule risks will be exacerbated if funding is not in place to award the options as planned.

The PMOC remains concerned about the “coordination risk” retained by MTACC on the completion of the work in Manhattan, especially with regard to the construction and testing interface management for the systems work. When combined with the extensive scoping re-configuration changes anticipated for the Harold Interlocking work, the PMOC believes that this will create significant changes to the overall project risk profile.

## **APPENDIX A -- ACRONYMS**

AFI	Allowance for Indeterminates
ARRA	American Recovery and Reinvestment Act
BA	Budget Adjustment
CBB	Current Baseline Budget
C&S	Communication and Signals
CCC	Change Control Committee
CCM	Consultant Construction Manager
CM	ESA Construction Manager assigned to each contract
CMP	Cost Management Plan
CPOC	Capital Program Oversight Committee
CR	Candidate Revision
CSSR	Contact Status Summary Report
CIL	Central Instrument Location
CPRB	Capital Program Review Board
CPP	Contract Packaging Plan
DCB	Detailed Cost Breakdown
ELPEP	Enterprise Level Project Execution Plan
EPC	Engineering-Procurement-Construction
ERT	East River Tunnel
ESA	East Side Access
ET	Electric Traction
FA	Force Account
FAMP	Force Account Management Plan
FHACS	“F” Harold Alternate Control System
FFGA	Full Funding Grant Agreement
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
GCT	Grand Central Terminal
GEC	General Engineering Consultant
HTSCS	Harold Tower Supervisory Control System
IEC	Independent Engineering Consultant (to MTA)

IFB	Invitation for Bid
IPS	Integrated Project Schedule
IST	Integrated System Testing
LIRR	Long Island Rail Road
MNR	Metro-North Railroad
MTA	Metropolitan Transportation Authority
MTACC	Metropolitan Transportation Authority Capital Construction
N/A	Not Applicable
NTP	Notice-to-Proceed
NYAR	New York and Atlantic Railroad
NYCDEP	New York City Department of Environmental Protection
NYCDOB	New York City Department of Buildings
NYCT	New York City Transit
NYSPTSB	New York State Public Transportation Safety Board
OCO	Office of Construction Oversight (MTA)
PAC	Pneumatically Applied Concrete
PEP	Project Execution Plan
PMOC	Project Management Oversight Contractor (Urban Engineers)
PMP	Project Management Plan
PMT	ESA Project Management Team
PQM	Project Quality Manual
PWE	Project Working Estimate
QA	Quality Assurance
RAMP	Real Estate Acquisition Management Plan
RFP	Request for Proposal
RMCP	Risk Mitigation Capacity Plan
RMP	Risk Management Plan
ROD	Revenue Operations Date
ROW	Right of Way
RSD	Revenue Service Date
SC	Substantial Completion
SCC	Standard Cost Category

SMP	Schedule Management Plan
SSMP	Safety and Security Management Plan
SSOA	State Safety Oversight Agency
SSPP	System Safety Program Plan
TBD	To Be Determined
TBM	Tunnel Boring Machine
TCC	Technical Capacity and Capability
VE	Value Engineering
WBS	Work Breakdown Structure
WBY	Westbound Bypass Tunnel

## APPENDIX B – TABLES

**Table 1: Summary of Critical Dates**

	FFGA	Forecast (F) Completion, Actual (A) Start	
		Grantee*	FTA
Begin Construction	September 2001	September 2001(A)	September 2001(A)
Construction Complete	December 2013	August 2019	September 2019**
Revenue Service	December 2013	August 2019	September 2019

\* Source – Grantee forecast Revenue Operations Date per information presented to MTA CPOC on May 21, 2012

\*\*Source –Based on PMOC 2012 risk assessment results. Given the current status of the project, this date will not be met.

**Table 2- Project Budget/Cost Table (as of January 2014)**

	FFGA			MTA's Current Baseline Budget (CBB)		Expenditures	
	(Millions)	(% of Grand Total Cost)	Obligated (Millions)	(Millions)	(% of Grand Total Cost)	(Millions)	(% of CBB)
<b>Grand Total Cost</b>	<b>\$7,386</b>	<b>100</b>		<b>\$9,824</b>	<b>100.0%</b>	<b>\$5,345.00</b>	<b>54.4%</b>
Financing Cost	\$1,036	14		\$1,116		\$617.6	55.3%
Total Project Cost	\$6,350*	86	\$4,107	\$8,708	88.3%	\$4,727.40	54.3%
Federal Share	\$2,683	36.3	\$1,148	\$2,699	27.5%	\$1,922.70	71.2%
5309 New Starts share	\$2,632	35.6	\$1,098	\$2,437	24.8%	\$1,665.20	68.3%
Non New Starts grants	\$51	0.7	\$50	\$67	0.7%	\$62.10	92.7%
ARRA	0	0	0	\$195	2.0%	\$195.4	100.2%
Local Share	\$3,667	49.6	\$2,959	\$6,009	61.2%	\$2,804.70	46.7%

\* CBB represents current MTA Board approved \$8,245 million budget plus \$463 million for Rolling Stock Reserve (regional investment not included).

**Table 3: Comparison of Standard Cost Categories: FFGA vs. CBB**

Standard Cost Category (SCC) No.	FFGA SCC baseline (YOE \$) M	July 2, 2012 Re-baseline (YOE \$)	December 2013 SSC (YOE \$) M	January 2014 SSC (YOE \$) M	Jan 2014 % of Rebaseline	Dec '13 to Jan '14 Change \$M	CBB Variance from FFGA %
10	1,989	2,943	3,073	3,073	104.42%	0	54.50%
20	1,169	1,514	1397	1,396	92.21%	-1	19.42%
30	356	388	325	325	83.76%	0	-8.71%
40	205	488	519	519	106.35%	0	153.17%
50	619	698	717	717	102.72%	0	15.83%
60	165	204	204	204	100.00%	0	23.64%
70	957	674	674	674	100.00%	0	-29.57%
80	1,184	1,649	1,649	1,650	100.06%	1	39.36%
■	■	■	■	■	■	■	■
<b>Subtotal</b>	<b>6,813</b>	<b>8,708</b>	<b>8,708</b>	<b>8,708</b>	<b>100.00%</b>	<b>0</b>	<b>27.81%</b>
100	1,036	1,116	1,116	1,116	100.00%	0	7.72%
<b>Total Project Cost (10 – 100)</b>	<b>7,849</b>	<b>9,824*</b>	<b>9,824</b>	<b>9,824</b>	<b>100.00%</b>	<b>0</b>	<b>25.16%</b>

\*This total amount does not include Regional Investment amount of \$590,732,003.

**Notes to changes in the Code:**

**SCC Codes 20 & 80**

PMC budget increase from Construction Contingency. (Construction Contingency is distributed to several SCC codes, SCC 20 has the largest percentage)

**Table 4 Contingency Embedded in IPS #54**

Activity Name	Original Duration	Start	Finish	Total Float
<b>CQ032: Plaza Substation &amp; Queens Structures</b> (Milestone #1) CQ032 Completion B10 Superstructure Ready for System (680CDs)	0		28-May-14	79
<b>CH054A: Harold Structures - Part 2A</b>				
Complete MicroTunnel	0		31-Mar-14	-935
Complete 12KV Duct bank	0		15-May-14	-935
<b>CH053: Harold Structures - Part 1 &amp; G.O.2 Substation</b>				
MILESTONE 4 Church Parking Lot	0		29-Apr-14	256
Milestone #1A - Harold Access Bridge Surrounding	0		13-May-14	-954
MILESTONE 1A Harold Access Bridge Balance of Work	0		13-May-14	-931
<b>CH057B - Harold Track Work (On Call Contract)</b>				
NTP CH057B	0	21-Apr-14		123
<b>CH057: Harold Structure - Part 2/3, 48th bridge / EBRR (700lf) / D pit &amp; Appr. / Loop Box</b>				
CH057 Advertise Date	0	21-Apr-14*		0
<b>CM013: 50th Street Vent Facility Structure</b> (ESA CM's Forecast) ML#4 - Final Completion (1143 cal days)	0		1-Apr-14	2185
<b>CS179: System Package 1 - Facilities Systems</b>				
Axial Fan Vendor NTP	0	14-Apr-14		167
FPSS Vendor NTP	0	14-Apr-14		286
<b>CS084 System Package 2 - Traction Power</b>				
CS084 Bid Due	0		19-Mar-14	45
CS084 Ready for Award/NTP	0		15-May-14	45
<b>FHL01: Harold Stage 1 - LIRR F/A</b>				
Site is ready to install track @ 48th Street Bridge	0		31-Mar-14	155
12 KV Cutover (CH053)	0		31-Mar-14	115
Amtrak Complete Cat Wire - 823/821 Switch(Subset B)	0		14-Apr-14	636
Install Signal Troughs on 43-N2 - CH053	0		29-Apr-14	296
Install Manholes by Perini to LIRR start Duct work in GO2 area	0		26-May-14	74
<b>CM004: 245 Park Ave. Entrance &amp; 44th Street Vent Structure</b>				
CM004 44th St Vent Plant Contractual Substantial Completion (ML#1 Date 730 CDs from NTP)	0		01-Apr-14*	-64
<b>FHA01: Harold Stage 1 - Amtrak F/A</b>				
Complete Catenary Wire - 821 & 823 Switches	0		14-Apr-14	636
<b>FHL02: Harold Stage 2 - LIRR F/A</b>				
Install Signal Bridge 15(H3 & H2)	0		10-Mar-14	560
Install Signal Bridge 23(H1)	0		17-Mar-14	-419
Deliver H2 CIL	0		17-Mar-14	-448
Deliver H1 CIL	0		10-Apr-14	-442

Deliver H1 Huts & Cases	0		10-Apr-14	-430
Cutover New Point CIL	0		13-Apr-14	-204
FHL01 - Remove ML4 after 865 Conversion & 771 cutover	0		13-Apr-14	-727
Complete COMM for H4-CIL Cutover	0		29-Apr-14	92
Install Signal Bridge 24(H6)	0		5-May-14	470
FHL01 - Cutover 821/ 823 Crossover	0		11-May-14	234
Cutover #L-4 Service	0		22-Apr-14	136
Cutover #L-2 Service for H3, H4 CIL's	0		25-Apr-14	133
<b>CM014B GCT Concourse and Facilities Fit Out</b>				
CM014B Advertisement	0	1-Apr-14		-111



**Table 5 – ESA Core Accountability Items**

<b>Project Status:</b>		<b>Original at FFGA</b>	<b>Current*</b>	<b>ELPEP **</b>
<b>Cost</b>	Cost Estimate	\$7.386B	\$8.708B	\$8.119B
<b>Schedule</b>	Revenue Service Date	December 31, 2013	September 2019	April 30, 2018
<b>Total Project Percent Complete</b>	Based on Expenditures		59.7 ***	
	Based on Earned Value		NA	
<b>Major Issue</b>		<b>Status</b>		<b>Comments</b>
Impact of CM012R solicitation cancellation, scope repackaging and re-bidding.		Scope from cancelled CM012R (Manhattan Structures 2) solicitation was split among existing and three new contract packages. Work from CM012R replacement packages are on the project critical path. The first new contract package (CM005) had an NTP for September 9, 2013. A recommendation for award of CM006 was made to the MTA Board in January 2014. 11 expressions of interest for the CM007 RFEI were received on December 17, 2013. Information was forwarded to RFEI respondents in January 2014, and the PMT held meetings to discuss the Contract during February 2014.		The CM005 package has been awarded and the award of CM006 has been approved by the MTA Board. The PMT continues working on developing the remaining contract package (CM007). A preliminary cost estimate for this package has been developed, however that may change pending information received from the contracting community in the RFEI process.
Major Procurements Delays		A recommendation for award of CS179 (Systems Package 1) was made to the MTA Board in January 2014. This procurement had been in negotiations since May 2012. A recommendation for award of VS086 (Signal Equipment) was also made to the MTA Board in January 2014.		Partial NTP for the CM007 Package cannot be made before July 2015 due to budget constraints. ESA changed the structure of the CS179 Package to include a base contract and seven options. The ESA PMT has also stated that it only has funding in place to award the

	Advertise date for CM014B is now forecast for April 2014. Advertise date for the CS084 (Traction Power) Package is now forecast for March 2014. Advertise date for CS0284 (track and signal installation) remains TBD...	base contract for CS179 at present.
Project Schedule	The ESA project does not have an official baseline schedule as of the end of February 2014. A schedule was presented by MTACC to the MTA CPOC in January 2014, showing an RSD in September 2021 (with 12 months of contingency/risk included).	The presumed project critical path through Manhattan/Systems has to be validated, and the updated Harold schedule has to be incorporated into the IPS.
<b>Next Quarterly Meeting:</b>	TBD	

\* Note that \$9.824B (finance included) and the September 2019 RSD are the MTA cost and schedule baselines approved in May 2012.

\*\* 2010 Enterprise Level Project Execution Plan (ELPEP) reflecting medium level of risk mitigation, excluding financing cost of \$1,116 million. ELPEP is to be updated.

\*\*\* Expenditure percentage based on dividing ESA Invoiced" figure by "Current Baseline Budget" figure excluding Rolling Stock Reserve.