## PMOC MONTHLY REPORT

# Second Avenue Subway Phase 1 (MTACC-SAS) Project

Metropolitan Transportation Authority
New York, New York

# Report Period October 1 to October 31, 2017 Revision 1



PMOC Contract No. DTFT60D1400017

Project No. DC-27-5287, Task Order No. 0002, Work Order No. 05

Urban Engineers of New York, D. P.C., 2 Penn Plaza, Suite 1103, New York, New York 10121

PMOC Lead, E. Williamson, 212-736-9100; ejwilliamson@urbanengineers.com Length of time on Project: Five years on Project for Urban Engineers

# TABLE OF CONTENTS

THII	RD PARTY DISCLAIMER	1
REP	PORT FORMAT AND FOCUS	1
	NITORING REPORT	
1.0	PROJECT STATUS	2
a.	Procurement	2
b.	Construction	2
c.	Quality	4
d.	Readiness for Revenue Operation	5
2.0	SCHEDULE DATA	6
3.0	COST DATA	7
4.0	RISK MANAGEMENT	8
5.0	ELPEP	9
6.0	SAFETY AND SECURITY	9
7.0	ISSUES AND RECOMMENDATIONS	9

# **APPENDICES**

# APPENDIX A - ACRONYMS

# **APPENDIX B – TABLES**

- Table 1 Summary of Schedule Dates
- Table 2 Project Budget/Cost
- Table 3 Estimate at Completion
- Table 4 Allocation of Current Working Budget to Standard Cost Categories
- Table 5 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 the FTA or the project sponsor, in accordance with the purposes as described below:

For projects funded through the FTA's Full Funding Grant Agreement (FFGA) program, the FTA and its Project Management Oversight Contractor (PMOC) use a risk-based assessment process to review and validate a project sponsor's cost, 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 may change from month to month, based on relevant factors for the current month and/or previous months.

#### REPORT FORMAT AND FOCUS

This monthly report is submitted in compliance with the terms of the Federal Transit Administration (FTA) Contract No. DTFT60D1400017, Task Order 0002. Its purpose is to provide information and data to assist the FTA as it continually monitors the Project Sponsor's technical capability and capacity to execute a project 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 Second Avenue Subway (SAS) Phase 1 Project managed by Metropolitan Transit Authority Capital Construction (MTACC) of New York City (NYC). MTA is the Project Sponsor, financed by the FTA FFGA.

#### MONITORING REPORT

## 1.0 PROJECT STATUS

On January 1, 2017, the Second Avenue Subway (SAS) Phase 1 Project began Revenue Service. Although some individual contracts have reached substantial completion, the overall project, however, has not. Corrections of open inspection observations and testing of various system elements are ongoing. Project Substantial Completion is forecasted for December 31, 2017, and is being driven by the Systems contractor's schedule.

During October 2017, an additional \$150 million of local funds were added to MTACC's Current Working Budget of \$4.451 billion to address open inspection observations, ongoing NYCT force account labor, the level of testing still required, the probability of future claims, and the exposure from additional work orders (AWOs) pending negotiation. MTACC's Current Working Budget is now \$4.601 billion (exclusive of financing costs) and is within the amended FTA Full Funding Grant Agreement (FFGA) Baseline Cost Estimate of \$5.574 billion. Expenditures as of October 31, 2017, are \$4.342 billion (94.4% of current working budget).

## a. Procurement

All contracts required for SAS Phase 1 have been awarded.

#### b. Construction

As of October 31, 2017, there are eight (8) active contracts on the SAS Phase 1 Project, of which two are in the closeout process, and Overall construction is 99.6% complete. The status of each contract is as follows:

- Contract C-26005 (C2A) 96th Street Site Work and Heavy Civil
   The Contractor achieved Substantial Completion on November 5, 2013. Contract closeout is in process.
- Contract C-26010 (C2B) 96th Street Station Civil, Architectural, and MEP Closeout of open observations progressed such that substantial completion was declared by MTACC's Construction Manager on August 7, 2017. There are still 232 open observations (adjusted) as of October 31, 2017. The fire alarm system has been tested and the fire watch has been terminated. Expenditures show the contractor at 99.3% complete. Final Completion is still forecasted for November 5, 2017.
- Contract C-26006 (C3) 63rd Street Station Rehabilitation
  Ongoing closeout of open observations and testing of systems have impacted the schedule. Subsequently substantial completion was reforecast from November 15, 2017, to November 31, 2017. Final completion is forecast for February 28, 2018. As of October 31, 2017, there are 297 open observations that need to be addressed. Expenditures show that the contractor is 99.4% complete.
- Contract C-26007 (C4B) 72nd Street Station Cavern Mining and Lining
   Substantial Completion was achieved on January 14, 2014. Submittal of contract closeout documentation and completion of punchlist items are ongoing.

 Contract C-26011 (C4C) 72nd Street Station – Station Finishes, MEP, Ancillary Buildings and Entrances

Closeout of open observations progressed such that substantial completion was declared by MTACC's Construction Manager on August 3, 2017. As of October 31, 2017, there are 594 open observations that need to be addressed. Final completion is forecasted for November 30, 2017. Expenditures show the contractor at 99.0% complete.

- Contract C-26008 (C5B) 86th Street Station Cavern Mining and Lining Substantial Completion of all contract work was achieved on December 16, 2014. Contract closeout is ongoing.
- Contract C-26012 (C5C) 86th Street Station Finishes, MEP Systems, Ancillary Buildings and Entrances

Closeout of open observations progressed such that substantial completion was declared by MTACC's Construction Manager on September 27, 2017. Final Completion is forecast for December 31, 2017. As of October 31, 2017, there are 128 open observations that need to be addressed. Expenditures show the contractor at 98.6% complete.

Contract C-26009 (C6) Track, Power, Signals and Communication Systems
The contractor continued closeout of open observations and integration testing of
systems during October 2017. Progress was not as anticipated, which resulted in
the substantial completion and final completion dates being revised to December
31, 2017, and March 31, 2018, respectively. As of October 31, 2017, there are
1,458 open observations that need to be addressed. Expenditures show the
contractor at 99.2% complete.

## c. Quality

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

#### Status:

As of October 31, 2017, a total of 2,409 open observations are on the "Observations Lists" that need to be addressed for the stations and system contracts.

The status of the Preliminary Operations and Maintenance (O&M) Manuals, Training Manuals, and "As-Built" drawings as of October 31, 2017, is as follows:

#### Preliminary O&M Manuals

_	Stations	Systems
Required	193	66
Submitted	193 (100%)	48 (73.0%)
Approved	143 (74.0%)	28 (42.0%)
Returned R&R	5 (3.0%)	6 (9.0%)
Under Review (NYCT)	45 (23.0%)	14 (21.0%)
To be Submitted	0 (0.0 %)	18 (27.0%)

## **Training Manuals**

	Stations	Systems
Required	107	47
Submitted	101 (97.0%)	23 (49.0%)
Approved	76 (71.0%)	14 (30.0%)
Returned R&R	7 (7.0%)	4 (9.0%)
Under Review (NYCT)	18 (17.0%)	6 (13.0%)
To be Submitted	6 (6.0%)	23 (49.0%)

## As-Built-Drawings

_	Stations	Systems
Required	8,009	4,337
Submitted	8,009 (100.0%)	1,060 (24.0%)
Reviewed	6,179 (77.0%)	931 (21.0%)
Approved	3,893 (49.0%)	837 (19.0%)
Returned R&R	2,306 (29.0%)	94 (2.0 %)
Under Review (NYCT)	1,810(20.0%)	130 (5.0%)
To be Submitted	0 (0.0%)	3,277 (76.0%)

## Observations:

MTACC is still maintaining a Quality Assurance/Quality Control presence on the project. Efforts are directed toward the resolution of open observations on the "Observations Lists", performing inspections of base and AWO work, resolution of nonconforming reports, review quality submittals, and review of Preliminary O&M Manuals, Training Manuals, and "As-Built" drawings.

## Concerns and Recommendations:

It is taking the contractors longer than anticipated to address the items on the observations lists because the contractors must coordinate their work around an operational system and staff the project accordingly.

The PMOC continues to be concerned about the low percentage of approved manuals and "As-Built" drawings given that construction is 99.6% complete. MTACC's Project Procedure No. CO.10 (Beneficial Use, Substantial Completion, and Final Completion) that is referenced in the SAS Project Management Plan suggests that these items must be addressed before the Project Final Completion can be declared. The PMOC recommends that added effort be directed toward the completion of the manuals and "As-Built" drawings.

## d. Readiness for Revenue Operation

#### Status:

The SAS Phase 1 Project opened for Revenue Operation on January 1, 2017. At that time, substantial completion had not been achieved for the four station contractors and the system contractor due to unfinished work and various open items on the observation list. The items are being tracked on an "Observation Lists". MTACC reports that, as of October 31, 2017, there are 2,409 open items on the "Observation Lists", and that all of RSD+60 (Revenue Service Date +60 days) and RSD+60(s) (safety) related observations have been addressed. See Section 1.b for forecasted substantial completion dates. Submittal and approval of the required manuals and "As-Built" drawings are ongoing. See Section 1.c for details.

#### Observations:

Resolution of the code compliance issues is taking longer than anticipated, which has resulted in mitigation measures being extended. MTACC has confirmed that none of the code compliance open observations presents a critical or serious safety risk to the general public or NYCT employees.

## Concerns and Recommendations:

The PMOC's concerns with code compliance, the certification process, and quality are all associated with the length of time that it is taking the MTACC to close the items on the Observation Lists for the construction and system contracts. Neither the quality of the workmanship of completed and accepted elements nor the safe operation of the service is in question. Inspections performed by MTACC identified open items which should have been identified and corrected by the contractors prior to the facilities being submitted for MTACC's acceptance.

The PMOC recommends that the MTA Code Compliance Office continue to monitor code compliance issues to ensure that proper mitigation measures are implemented.

## 2.0 SCHEDULE DATA

## Status:

The table below reflects SAS Phase 1 schedule data presented at the October 2017 SAS Project Update Meeting with FTA/PMOC.

Road Map for Project and Grant Closeout								
Description of Tasks	63rd Street	72nd Street	86th Street	96th Street	Systems			
Required Prior to Substantial Completion  1. Outline of Proposed Schedule for submission of administrative items	6/30/17	9/1/2017	8/31/2017	8/7/2017	11/20/2017			
2. Completion of AWOs	6/30/17	7/31/2017	8/31/2017	6/30/2017	11/20/2017			
Substantial Completion (Forecast)	11/30/2017	8/3/2017	10/31/2017	8/7/2017	12/31/2017			
Substantial Completion (Actual)		8/3/2017(A)	9/27/2017 (A)	8/7/2017(A)				
3. Final SAS Certification	<		<u> </u> 1/31/2018	<u> </u>	->			
4. Substantial Completion by Contract	11/30/2017	8/3/2017(A)	9/27/2017 (A)	8/7/2017(A)	12/31/2017			
5. Final Completion /Identify Closeout Schedule	2/28/2018*	11/30/2017*	12/31/2017*	11/5/2017*	3/31/2018*			
6. Grant closeout	<		6/30/2018**		->			

<sup>\*</sup>Plus 3 months from Substantial Completion per contract

## Observations:

Reduction in subcontractor staff and correction of open observations while the system is operational is requiring more time than anticipated. This has resulted in changes in the substantial completion dates. See construction status for each station and system contractor under Section 1(Construction).

## Concerns and Recommendation:

The PMOC recommends that coordination/progress meetings between MTACC and the contractors continue to be held on a regular basis so manpower adjustments can be made to minimize impacts on the schedule.

<sup>\*\*</sup>Plus 90 days from System Contract closeout

#### 3.0 COST DATA

Status: During October 2017, an additional \$150 million of local funds were added to MTACC's Current Working Budget of \$4.451 billion to address open inspection observations, ongoing NYCT force account labor, the level of testing still required, the probability of future claims, and the exposure from additional work orders (AWOs) pending negotiation. MTACC's Current Working Budget is now \$4.601 billion (exclusive of financing costs) and is within the amended FTA Full Funding Grant Agreement (FFGA) Baseline Cost Estimate of \$5.574 billion. Total expenditures as of October 31, 2017, are \$4.342 billion (94.4% of current working budget).

Construction expenditures, as of October 31, 2017, are \$2.662 billion. This is 99.6% of the \$2.674 billion construction budget. The completion status of each individual construction contract is as follows:

- C26002 (C1 Tunnel Boring) 100%;
- C26005 (C2A 96th Street Station) 100%;
- C26010 (C2B 96th Street Station) 99.3%;
- C26013 (C5A 86th Street Station) 100%;
- C26008 (C5B 86th Street Station) 100%;
- C26012 (C5C 86th Street Station) 98.6%;
- C26006 (C3 63rd Street Station) 99.4%;
- C26007 (C4B 72nd Street Station) 100%;
- C26011 (C4C 72nd Street Station) 99.0%; and,
- C26009 (C6 Systems) 99.2%.

Soft Cost expenditures, as of October 31, 2017, are \$1.678 billion, which is 94.3% of the \$1.779 billion budget.

Project contingency as of October 31, 2017, is as follows:

AWO Budget (Approved Contingency)	\$394,026,000 (allocated)
Executive Reserve	+\$147,702,000 (unallocated see Table 5)
Total Contingency	\$541,905,000
Contingency Spent (thru 10/31/17)	-\$369,860,000
Contingency (balance)	\$34,297,000
Retroactive AWO Payments	+\$11,247,000
Contingency Remaining	\$183,392,000 (see Table 5)
AWOs (Negotiated Pending Approval)	-\$18,690,000
Available Contingency	\$164,602,000
AWOs (Pending Negotiation)	-\$43,629,00 <u>0</u>
MTACC Remaining Contingency	\$120,973,000

<u>Observations:</u> A revised cost Estimate at Completion (EAC) should be prepared to determine if additional local funds are needed given the scope of the "Observation List", the level of testing still required, probability of future claims, and ongoing need for project support personnel.

<u>Concerns and Recommendation</u>: The PMOC recommends expediting an update to the EAC. If additional local funds are required, MTA should follow the process to allocate the local funds identified in the amended FFGA.

## 4.0 RISK MANAGEMENT

# Status:

The risks to the project are clearly defined at this stage of the project and are understood by the SAS Project Team. MTACC continues to monitor the ongoing mitigation measures implemented at the time of revenue service. See item 4 below.

# Observation and Analysis:

Risks involving MTACC's schedule acceleration initiative can be classified as either management and organizational risk or technical and coordination risk. PMOC identified major risks within each of these categories are summarized as follows:

	Management and Organizational Risks				
	Risk	Status			
3.	Availability of NYCT staff to support testing, commissioning, and final acceptance of work performed by SAS contractors.	NYCT Force Account efforts are ongoing in support of the closeout of open observations on the "Observations Lists", completion of AWOs and base contract work and the review of test reports. Additional local funds have been added to the budget for NYCT force account effort.  Revenue Service commenced on January 1, 2017, with unresolved code compliance issues. MTACC failed to resolve all the code compliance issues documented in NYCT's Certification for Temporary Certificate of			
4.	MTA code compliance reviews. Past experience suggests that risks involve delayed inspections, code interpretation issues	Occupancy Memorandum dated December 29, 2016. Subsequently, the Office of Code Compliance reissued the certifications with the revised conditions that RSD+60 (items) will be resolved by April 15, 2017. At the end of April 2017, there were still open RSD+60 items. The NYCT code compliance unit said that the Temporary Code Compliance Certificates are valid until December 31, 2017 and that no new temporary certificates will be issued. MTACC reports that as of October 31, 2017, 2017, there are 2,409 open items on the "Observation Lists", and that all RSD+60 (Revenue Service Date +60 days) and RSD+60(s) (safety) observations have been addressed. Mitigation measures are ongoing until the code compliance open items are resolved. Delayed inspections and length of time to resolve open code issues introduce potential schedule risks and resultant delays. The MTA Code Compliance Office should continue monitoring the code compliance issues and mitigation measures implemented.			
	Technical and Coo				
	Risk	Status			
1.	Critical communication systems: fire alarm system, police radio installation, and startup at all stations.	Testing of all the interfaces to the fire alarm system continues to be a major risk in that integration testing is ongoing. The Systems Contractor's schedule shows substantial completion to be achieved on November 20, 2017. The issue associated with testing during the Systems Acceptance Phase subsequent to substantial completion has not been resolved. See Section 7.0 Issues and Recommendations (System Testing) for details.			

#### 5.0 ELPEP

The SAS Project Team has implemented the principles and requirements embodied in the ELPEP. The procedural changes triggered by the ELPEP have become an integral part of the management of the project and have given the FTA/PMOC greater insight into the risk, cost, and schedule elements of the project. The project met the \$45 million ELPEP minimum available contingency requirement at the 100% Bid and 85% Constructed hold points.

#### 6.0 SAFETY AND SECURITY

Each construction contractor continued implementation of the Safety Requirements as specified in Section 01 11 50 of the General Requirements.

As of October 31, 2017, a total of 15,228,518 construction hours have been logged on the project with 105 lost time and 197 recordable incidents documented. The total hours and incidents equate to a Lost Time Rate (LTR) of 1.38 and a Recordable Rate (REC) of 3.97 which has not changed from the previous month. The LTR is below and the REC is above the US Bureau of Labor Statistics (BLS) national rates (Heavy and Civil construction) of 1.8 and 3.2, respectively.

**Safety and Security Certification:** Safety and Security Certification Requirements are specified in Section 01 77 12 of the General Requirements for each station and system contract. The certifiable elements of the SAS project have been identified and the Certifiable Items List (CIL) has been established and documented on checklists. The test reports that serve as the "Bodies of Evidence" for the verification of the certifiable items were not issued in a timely manner. The delay in the issuance of the test reports caused the Systems Safety Certification Committee to update its certification process. In December 2016, the SAS Systems Safety Certification Committee issued an Interim Acceptance Certificate of Conformance that allowed all SAS stations to open for revenue service on an interim basis until final system integration can be substantiated. Full certification for each station will be granted by the SAS Systems Safety Certification Committee upon evidentiary review of system integration provided by the Systems contractor's management team, C-26009. Safety Certification is ongoing with the accumulation of test reports and other bodies of evidence. As of October 31, 2017, three-hundred one (301) of the 330 required test reports have been submitted, 170 have been approved, 93 are being reviewed and 67 have to be resubmitted/submitted. Final certification is still forecasted on January 31, 2018.

## 7.0 ISSUES AND RECOMMENDATIONS

**Schedule:** Correction of open items on the observation list are requiring considerably more time while the system is operational. NYCT standard operating procedures dictate what can be accomplished within an operational system. Coordination/Progress meetings should continue on a regular basis so adjustments can be made to minimize the impacts on the schedule.

<u>Technical Issues</u>: MTACC has identified some design issues that required mitigation. These are not uncommon in large complex projects and often manifest themselves during construction and systems installation and testing. Complex projects often track justification for changes. Design issues are among the reasons for changed conditions identified by MTACC on this project. The AWO process is being utilized to track the design issues that were noted during construction and testing.

NYCT requests for design features which are not in the station contractor's contract are being evaluated with the expectation that NYCT will fund the addition features. Any design issues associated with safety are being approved and implemented.

The AWO process is also being utilized to track requested design changes and is an effective tool to address the issue. This issue will be removed from future reports.

**Systems Testing:** Delays in completing the installation of equipment have had a ripple effect on the overall integration and test program. MTACC still forecast integration testing to be ongoing until November 20, 2017.

Volume 2 of the Facilities System Test Program identifies the System Acceptance Phase (SAP) as the period after contract substantial completion (completion of all Factory Acceptance Tests - FAT, Field Installation Acceptance Tests -FIAT, Simulated Integrated Systems Testing -SIST, and Final Systems Integrated Testing -FSIT) when systems and subsystems will be operated to demonstrate that all interfaces and systems are functioning as designed and intended. The SAP has not occurred because neither the station contractor nor the systems contractor have achieved substantial completion. The Road Map for Project and Grant Closeout presented at the August 16, 2017 Budget/Schedule Progress Meeting did not reflect the SAP. MTACC has stated that an addendum to the Facilities System Test Program (FSTP) will be issued to address changes that were made to the test program. However, to date, the PMOC has not observed that the FSTP addendum has been issued or implemented.

<u>Compliance Inspections</u>: MTACC's commitment to expedite the Compliance Inspection process is ongoing. NYCT force account personnel are still being utilized to verify the correction of open observations on the observation list.

<u>Safety Certification</u>: The test reports that serve as the "Bodies of Evidence" for the verification of the certifiable items were not issued in a timely manner and this caused the Systems Safety Certification Committee to update its certification process.

The SAS Safety Certification Committee agreed to open the Second Avenue Subway stations for revenue service on an interim basis until final system integration can be substantiated. An Interim Acceptance Certificate of Conformance was issued on December 28, 2016. The certification stated that "risk mitigation methods will be strictly enforced providing an equivalent efficacy of those final systems until full certification can be achieved. Full certification for each station will be granted by the SAS Certification Committee upon evidentiary review of system integration provided by the System C-26009 construction management team".

The PMOC expressed its concern to MTA that the certification process has been updated to accommodate the January 1, 2017 opening. The MTA opened the stations with a temporary certification rather than a final certification. Final certification would have required a full body of evidence as verification that the Certifiable Items List associated with each certifiable element at each station had been completed. That full body of evidence will now be provided as part of the final certification, which is scheduled for January 31, 2018. As of October 31, 2017, three-hundred one (301) of the 330 required test reports have been submitted, 170 have been approved, 93 are being reviewed and 67 have to be resubmitted / submitted.

<u>Financial</u>: During October 2017, an additional \$150 million of local funds were added to MTACC's Current Working Budget of \$4.451 billion to address open inspection observations, ongoing NYCT force account labor, the level of testing still required, the probability of future

claims, and the exposure from additional work orders (AWOs) pending negotiation. MTACC's Current Working Budget is now \$4.601 billion (exclusive of financing costs) and is within the amended FTA Full Funding Grant Agreement (FFGA) Baseline Cost Estimate of \$5.574 billion. MTACC has committed to revise the cost Estimate-at Completion (EAC) to reflect the additional local funds.

As of October 31, 2017, \$4.345 billion (94.4%) of the MTACC's Current Working Budget of \$4.601 billion (exclusive of financing costs), has been expended. Project contingency is \$120.9 million as noted on MTACC's October 31, 2017 AWO Exposure SAS Budget Reconciliation Report.

## APPENDIX A – ACRONYMS

ARRA American Recovery and Reinvestment Act

AWO Additional Work Order

BLS Bureau of Labor Statistics

CBDS Computer Based Dispatch System

CBH Circuit Breaker House

CCM Consultant Construction Manager

CCTV Closed Circuit Television

CD Calendar Days

CIL Certifiable Items List
CMP Cost Management Plan

CPRB Capital Program Review Board
CSSR Contact Status Summary Report

CWB Current Working Budget

CY Cubic Yards

DCB Detailed Cost Breakdown
EAC Estimate at Completion

EBCS Emergency Booth Communication System
ELPEP Enterprise Level Project Execution Plan

FAS Fire Alarm System

FAT Factory Acceptance Test

FIAT Field Installation Acceptance Test
FFGA Full Funding Grant Agreement
FSIT Final Systems Integrated Testing

FSTP Facilities System Test Program

FTA Federal Transit Administration

GO General Orders

IAC Intrusion Access Control
IPS Integrated Project Schedule

LAN Local Area Network

LTR Lost Time Rate

MO Month

MPT Maintenance and Protection of Traffic

MTA Metropolitan Transportation Authority

MTACC Metropolitan Transportation Authority – Capital Construction

N/A Not Applicable

NYCT New York City Transit

NYSPTSB New York State Public Transportation Safety Board

OSS NYCT Office of System Safety

PACIS Public Address Customer Information Screens

PEP Project Execution Plan

PMOC Project Management Oversight Contractor (Urban Engineers)

PMP Project Management Plan
PQM Project Quality Manual

QA Quality Assurance

RAMP Real Estate Acquisition Management Plan

REC Recordable Rate

RMCP Risk Mitigation Capacity Plan

RMP Risk Management Plan

RMS Remote Monitoring System
ROD Revenue Operations Date

ROW Right of Way

RSD Revenue Service Date
SAS Second Avenue Subway
SCC Standard Cost Category

SIST Simulated Integrated System Testing

SMP Schedule Management Plan

SSCC Safety and Security Certification Committee

SSOA State Safety Oversight Agency SSPP System Safety Program Plan

TBD To Be Determined

TCC Technical Capacity and Capability

TPSS Traction Power Substation

TSSM Tunnel Station Smoke Management

TWG Technical Working Group

WAN Wide Area Network (WAN)

WBS Work Breakdown Structure

WD Work Days

**Table 1 - Summary of Schedule Dates** 

	Amended FFGA	Forecast Completion		
	(March 2015)	Project Sponsor	PMOC	
Begin Construction	January 1, 2007	March 20, 2007A	March 20, 2007A	
Construction Complete	August, 2016	November 20, 2017*	October 2017	
Revenue Service	February 28, 2018	January 1, 2017A	February 2018	

 $<sup>* \</sup> Substantial \ Completion \ revised \ to \ reflect \ substantial \ completion \ of \ the \ Systems \ Contractor.$ 





	FFGA (January 2008)		FFGA Amend (March 2015)	MTA Current Working Budget (CWB)		Expenditures as of October 31, 2017		
	\$ Millions	% of Total	Obligated (\$ Millions) as of 3/31/2015	\$ Millions	\$ Millions	% of Total	\$ Millions	% of Total
Grand Total Cost	4,866.614	100	4,572.942	5,574.614	5,267.614	100	4,341.608	82.42
Financing Cost	816.614	16.78		816.614	816.614	15.50	(N.A.)	(N.A.)
Total Project Cost	4,050.000	83.22	4,572.942	4,758.000	4,451.00	84.50	4,341.608	82.42
Total Federal	1,350.693	27.75	1,250.508	1,373.893*	1,350.693	24.60	1,312.827	24.92
Total FTA share	1,300.000	96.25	1,176.615	1,300.000	1,300.000	23.68	1,238.934	23.52
5309 New Starts share	1,300.000	100	1,176.615	1,300.000	1,300.000	23.68	1,238.934	23.52
Total FHWA share	50.693	3.75	73.893	73.893	50.693	0.96	73.893	1.40
CMAQ	48.233	95.15	71.433	71.433	48.233	0.88	71.433	1.35
Special Highway Appropriation	2.460	4.85	2.460	2.460	2.460	0.04	2.460	0.05
Total Local share	2,699.307	55.47	3,509.000**	3,384.107	3,509.000 **	63.92	3,028.781	57.50
State share	450.000	16.67	100.000		450.000	8.20		
Agency share	2,249.307	83.33	1,145.782		3,059.000	55.72		
City share	0	0			0	0		

Obligated and expended amounts obtained from t the FTA's Transit Award Management System (TrAMS) and MTACC's Grant Management Department.

<sup>\*\*</sup> Board approved of an additional \$150 million is not reflected in MTACC's current working budget.

**Table 3 - Estimate at Completion** 

Category	Current Working Budget	EAC Forecast As of September 2016		
<b>Total Construction</b>	\$2,674,814,299	\$3,050,065,727		
<b>Engineering Services Subtotal</b>	\$622,862,000	\$690,022,317		
Third Party Expenses	\$554,086,273	\$556,586,000		
TA Expenses	\$131,160,085	\$141,514,683		
Contingency	\$468,077,343	\$0		
Total	\$4,451,000,000	\$4,438,188,727		

EAC is being updated to reflect current project status

**Table 4 - Allocation of Current Working Budget to Standard Cost Categories** 

Std. Cost Category	Description	FFGA	FFGA Amended	MTA's Current Working Budget	
(SCC)		(January 2008)	(March, 2015)	(December 31, 2016)	
10	Guideway & Track Elements	\$612,404,000	\$195,346,781	\$189,310,484	
20	Stations, Stops, Terminals, Intermodal	\$1,092,836,000	\$1,666,605,679	\$1,471,571,389	
30	Support Facilities	\$0	\$0	\$0	
40	Site Work & Special Conditions	\$276,229,000	\$793,118,232	\$880,704,398	
50	Systems	\$322,707,000	\$250,379,966	\$212,891,015	
60	ROW, Land, Existing Improvements	\$240,960,000	\$281,500,000	\$281,500,000	
70	Vehicles	\$152,999,000	\$0	\$0	
80	Professional Services	\$796,311,000	\$1,026,608,168	\$1,388,496,979	
90	Unallocated Contingency	\$555,554,000	\$544,441,174	\$26,525,735	
Subtotal		\$4,050,000,000	\$4,758,000,000	\$4,451,000,000	
Financing Cost		\$816,614,000	\$816,614,000	\$816,614,000	
Total Project		\$4,866,614,000	\$5,574,614,000	\$5,267,614,000	

Note: Table updated to reflect latest allocations by MTACC (4th Quarter 2016)

**Table 5 - Core Accountability Items** 

Project Status:			Original at FFGA	Amended	FFGA	MTA's Current * Working Budget	ELPEP**	
Cost	Cost Estimate		\$4,050 million	\$4.758 million (exclusive of financing)		\$4,601 million (exclusive of financing)	\$4,980 million	
Contingency	Cor (Ma	allocated ntingency anagement serve)	\$555.554 million	\$544. milli		\$147.7 million (As of October 31, 2017)	\$45 million	
Contingency	Cor (All	al Remaining ntingency located plus allocated)	\$555.554 million	\$544.441 million		\$120.9million (As of October 31, 2017)	\$45 million	
Schedule	Rev Dat	venue Service e	June 30, 2014	February 1	8, 2018	January 1, 2017A	February 28, 2018	
See Section 3.0 fo	r deta	il breakdown	of Project Continger	ncy				
Total Project			Based on Expenditu	res	94.4%			
Percent Complete	e	]	Based on Earned Va	llue	ue N/A			
Major Issue		Status		Comments				
Substantial and Project Completi	on	Open	time. GOs for tra limiting what can be Coordination/Progre	ck outages are accomplished ess meetings a	d foul tind.  I.  re being l	me will be limited and cheld on a regular basis so	require considerably more of shorter durations, thus adjustments can be made ial completion and project	
Construction Quality Open A un an 20 (IF)			Service. The service Certification for Te The memorandum is service i.e., March resolved by March certificates with the At the end of April unit said that the Te and that no new ter 2017, there are 2,4 (Revenue Service Description of the	ce began with mporary Certificated that to 1, 2017. All h 1, 2017. Exercised condition 2017, there we the mporary Cod mporary certification (2018) and the hold of	a number icate of Che open it of the R Subseque icons that were still ce Complia cates will s on the and RSD-ne of the	r of open items which are occupancy Memorandum tems are to be completed devenue Service (RSD) ently, Code Compliance RSD+60 (items) will be reopen RSD+60 items. The ance Certificates are valid be issued. MTACC repe "Observation Lists", and +60(s) (safety) observation code compliance open is	1 Project began Revenue e documented in NYCT's dated December 29, 2016. within 60 days of revenue +60 days items were not reissued the temporary esolved by April 15, 2017. e NYCT code compliance I until December 31, 2017 orts that as of October 31, 1 that all of the RSD+60 ns have been addressed.	
		y Meeting:				TE	ъ	

<sup>\*</sup> MTA's Current Working Budget updated to reflect addition \$150M of local funds authorized in October 2017. \*\* Enterprise Level Project Execution Plan (ELPEP), reflecting median level of risk mitigation Financial data based upon MTACC reporting through 10/30/2017.