

PMOC MONTHLY REPORT

East Side Access (MTACC-ESA) Project

Metropolitan Transportation Authority

New York, New York

Report Period August 1 to August 31, 2014



PMOC Contract No. DTFT60-09-D-00007

Task Order No. 7, Project No. DC-27-5235, Work Order No. 2

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

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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 July 2014, MTACC reported that the overall Engineering effort was 97.2% complete, a decrease of 1.2% from the previous month. ESA bases its Percent Complete on an Earned Value approach using the list of Contract Deliverables, and it is not cost based so the decrease in percentage is not driven by the Re-Plan budget increase. The ESA report references Engineering Percent Complete but only relates to the Design portion for the General Engineering Consultant. The ESA Cost Report shows only 89.9% of the budgeted section titled "Design" as having been invoiced.

NTP for design of the new Concourse Entrance at 43rd Street was issued to the GEC for the CM014B Contract Package (although this package has already been advertised). The PMT has also executed mods for the design of a second new Entrance, at 45th Street and design support for future Electronic Media (digital signage) into the Concourse, the 48th Street Entrance, and the Track Level Mezzanine.

Under Construction Phase Services (CPS) the GEC is in the process of reviewing existing condition surveys for the approach tunnels and structures for the CM006 Contract. Surveys have

been completed for the four tunnel segments. The review of the surveys indicated that there is a portion of the alignment that is not in tolerance. This will necessitate some tunnel liner redesign. The GEC submitted the 90% progress set for CM007B (cavern portion of CM007). The documents were subsequently transmitted to Long Island Rail Road for review and comment. Long Island Rail Road provided comments which were subsequently transmitted to the GEC for review and incorporation into the 100% set. The 100% CM007B design submittal is scheduled for September 2, 2014. The north back of house design package, CM007C, will be moved to the CM006 Contract, through a change order which is currently under negotiation. The PMT decided to leave the south back of house work in the CM007A package and not shift it to CM005 as was previously considered. Red-lined drawings were produced by the GEC for the lower cavern lining work that the PMT is planning to move into the CM005 Contract. Additional modifications to the CM007 Contract documents for the GCT caverns will be required to address CM019 existing conditions; and the track design that was moved into this package has to be modified to accommodate an extended plinth.

Anticipated advertise date for the CH057 package was previously forecast for July 2014 with NTP forecast for September 2014. The forecast advertise date has not been met. Signed and sealed drawings are now anticipated to be delivered by the GEC by the end of October 2014.

On December 20, 2013, the Change Control Committee (CCC) approved the repackaging of the CH058 Contract and an alternate method for constructing the eastbound reroute tunnel to make better use of available extended track outages in the summers of 2015 and 2016. A modification to incorporate these changes into the GEC contract was approved at the March 2013 MTA Board meeting; and a design NTP was issued on May 2014, with a 90% submission planned for August 2014, and a 100% submission by November 2014. The 90% submission was not received as of the end of August 2014, and is now forecast to be ready in September 2014. The PMT was developing an estimate to have the GEC create a new CH061A Contract Package to complete the final segment of Tunnel A. Negotiations to begin work on this package were to have been completed by the end of August, 2014; however this did not occur.

ESA continues to experience slippage in design completion and advertise dates across a number of packages.

b. Procurement

As of the end of July 2014, the Cost Report showed total procurement activity on the project as 62.5% complete, with \$6.363 billion in contracts awarded out of the \$10.178 billion current reported budget.

CM014B was advertised as an RFP on May 6, 2014. Currently 10 addenda have been issued. Ten technical proposal submissions for CM014B (GCT Finishes and Fit-out) Contract Package were received on August 26, 2014 and the cost proposal submission date was extended to September 9, 2014.

MTACC held a Vendor Outreach Meeting on August 7, 2014 for the upcoming CM007 RFP procurement. Due to the concurrent procurements of Contracts CM014B and CS084 the PMT decided to revise the target advertisement date for CM007 from October 1, 2014 to November 1, 2014.

The CS084 Contract was advertised and bid documents were available to the bidders on June 13, 2014. Bid opening is now scheduled for September 11, 2014.

The PMT remains undecided as to how to procure the signal installation work currently in a stand-alone package, CS086. The work may be included in another package.

c. Construction

The PMT reported in its July 2014 Monthly Progress Report that the total construction progress reached 50.6% complete vs. 52.0% planned, an increase of 0.5% since the previous month (the PMOC calculations from the Cost Report are in agreement with ESA).

CM004 – 44th Street Building Demolition and Fan Plant Structure; 245 Park Avenue

Entrance: MTACC reports that through July 31, 2014, the EAC remains at \$55.089 million. The Forecast Substantial Completion date for the CM004 Contract has been further extended to September 15, 2014 from the previous August 15, 2014 due to delays in completing the street utility work because of required DEP approvals and the contractor's overall slow progress. Beneficial Use for the 245 Park Avenue Entrance was achieved October 21, 2013. The actual percent complete was 99.8% versus 100% planned.

Construction Progress:

Vent Plant: The Vent Building erection is complete for the scope of this contract. During August 2014, the Contractor completed the water line connection in E. 44th Street. Through August 31, 2014 the CM005 contractor has taken over the MPT along E. 44th St.

245 Park Ave. Entrance: Portions of the failed terrazzo floor in the passageway continue to be an issue. The GEC has completed their investigation and report on the cause of the terrazzo problem and submitted their results to MTACC. GEC recommendations include repairing the floor control joint and installing a new trench drain. As the entrance is being used by the public, this repair work must be done at night and weekends. The PMOC forecasts that completion of this work will extend well into the 4th Quarter of 2014.

CM005- Manhattan South Structures: The Estimate at Completion (EAC) was reduced by \$327,366 to \$208,628,395 during July 2014. MTACC provided no explanation for this reduction in its July 2014 Monthly Report. The MTACC forecast for Substantial Completion (SC) remained at February 6, 2016. Actual construction progress was 5.7% versus 5.7% planned. Cumulative progress was 41.7% versus 41.6% planned.

Construction Progress: During August 2014, the contractor completed placement of archway concrete in the Westbound Tail Track T403, completed placement of the first concrete lift on the sidewalls and began construction of interior utility rooms in the GCT 1&2 East Wye Cavern, continued construction of the interior of the 38th St. vent facility, completed invert concrete placement in the west fan chamber of 38th St., began invert concrete placement in GCT 1&2 West Wye Cavern, continued invert re-bar installation and concrete placement in the Westbound Cavern, and placed invert concrete and began archway re-bar installation at the bottom of Escalator-Way #3.

CM006 – Manhattan North Structures: The Estimate at Completion (EAC) for CM006 increased from \$294,201,750 to \$319,601,750 during July 2014 due to impending budget transfers. The MTACC forecast for Substantial Completion (SC) remained at November 30,

2016. To date, the MTACC has not reported any monthly or cumulative CM006 construction progress percentages.

Construction Progress: During August 2014, the contractor continued to apply smoothing shotcrete, waterproofing, and install re-bar in the 50th St. vent facility air plenum, completed application of smoothing concrete in the GCT4 West Wye Cavern, and completed application of smoothing shotcrete and waterproofing in the GCT3 East Wye and Crossover Caverns.

CM013 – 50th Street Vent Facility: The work for CM013 is 100% complete and as of June 30, 2014, MTACC stopped reporting on CM013 as an active contract. However, as of the date of this PMOC report, the Code Compliance Unit (CCU) still has not completed sign-off of the Pneumatically Applied Concrete (PAC) mockup for the vent building. Also, the Project Office has advised the PMOC that during this period, a recent walkthrough uncovered a door rough opening that is misaligned and must be corrected. This continues to prevent MTACC from declaring Substantial and Final Completion.

CM013A – 55th Street Vent Facility: MTACC reports that through July 31, 2014 the EAC remains \$57.071 million. Forecast Substantial Completion remains April 5, 2015. As of July 31, 2014, MTACC reported that the actual percent complete continues to track ahead of schedule at 54.13% actual vs 49.22% planned.

Construction Progress:

There is one milestone scheduled for October 1, 2014, which is completion of the Facility Power and Traction Power Levels (lower cavern). The Project Office reports that they are comfortable that this milestone will be met.

Plenum: Concrete lining is ongoing. Demolition of the rock bench in the East Plenum is continuing with 2 shifts.

Cavern: Welding and erection of the permanent precast stairs is underway with precast deliveries ongoing. CMU wall erection at the lower cavern levels is continuing with production of approximately 300 square feet per day. Erection of walls and floor slabs is ongoing in the Cavern. The work is approaching the Cavern Arch Ceiling.

CM014A– Concourse and Facilities Fit-Out: MTACC reports that through July 31, 2014, the EAC was increased to \$55.82 million from the previous \$55.32 million. MTACC Forecast Substantial Completion date has been extended to February 15, 2015 from the previous January 15, 2015, which was an extension from the previous December 15, 2014. As of July 31, 2014, MTACC reported that the actual percent complete was 75.21% vs 96.15% planned. This spread continues to be due to a lack of manpower and the Contractor's slow progress in executing the work, and the resultant delay impacts to the forecast for when Con Ed will energize the system for final testing and commissioning.

Construction Progress:

Concourse (Original Contract): Surveying and layout is ongoing. Installation of fire stopping continues and CMU wall erection and painting is ongoing. Erection of permanent stair in Shaft #2 is complete. Ductwork and piping installation continues in Zones #1 & #2. Sprinkler and fire standpipe installation continues. Branch feeder and conduit installation is ongoing throughout. Installation of the 16341 switchgear is underway. Installation of the 600V cable began the week of August 31, 2014.

CM014-B Scope Transfer Work

For the ramp work, this has been removed from this contract due to significant utility interference that must be relocated by MNR.

CS179 – Systems Package 1: MTACC awarded this contract in March 2014. As of July 31, 2014, the Estimate at Completion for CS179 is \$550,388,000. The MTACC forecast for Substantial Completion is November 25, 2019

Construction Progress: The Contractor is in the mobilization stage of the Contract and is currently finalizing the project organization. A preliminary baseline schedule was submitted in August 2014 which was discussed with ESA representatives. The Contractor will re-submit its schedule based on comments received from ESA in September 2014. The PMOC observes that the Contractor continues to struggle to fill its important positions and organize itself for this Contract. Several staff members that the Contractor intends to use on this Contract are still involved with the other two ESA Contracts that the Contractor has and cannot be made available to begin work on CS179. This has a negative impact on the mobilization for this Contract.

Queens Contracts:

CQ032 – Plaza Substation and Queens Structures: The Estimate at Completion (EAC) for CQ032 increased during July 2014 from \$236,776,188 to \$238,939,519 due to new contract modifications for the invert slab and ductwork. The MTACC forecast for Substantial Completion (SC) was extended to December 30, 2015, an extension of 11 weeks. Actual construction progress was 3.7% versus 3.5% planned. Cumulative progress was 69.3% actual versus 65.1% planned.

Construction Progress: During August 2014, the contractor completed placement of invert concrete in Tunnel B/C, continued to erect structural steel in the Q-Tip for the Plaza C06 and C07 Substations, began to pour concrete floors for the Tunnel Exhaust/Intake Facility in Area 1A, began steel erection and waterproofing to extend the 63rd St. Tunnel into the Bellmouth area, continued miscellaneous concrete repairs in the 63rd St. Tunnel, and continued miscellaneous repairs to the vent facilities between 29th St. and Roosevelt Island.

Harold Interlocking: CH053 Contract – Harold Structures Part 1 and G.0.2 Substation: The Estimate at Completion (EAC) for CH053 was reduced during July 2014 from \$302,844,702 to \$298,569,003 due to re-forecasting of existing contract modifications. The MTACC forecast for Substantial Completion (SC) was extended an additional 2 weeks to March 16, 2015. Actual construction progress was 0.9% versus 2.3% planned. Cumulative progress was 89.6% actual versus 95.5% planned.

Construction Progress: During August 2014, the contractor installed sewer and electrical manholes and constructed a crib wall adjacent to the Tunnel A Approach Structure at 39th St. in Queens and continued to install conduit and cables in micro-tunnel run #s 1-4 at the G02 Substation.

CH054A – Harold Structures Part 2A: The Estimate at Completion (EAC) for CH054A remained at \$61,384,271 during July 2014. The MTACC forecast for Substantial Completion (SC) was extended by 3 weeks to February 10, 2015. Actual construction progress was 14.9% versus 2.3% planned. Cumulative progress was 80.0% actual versus 85.5% planned.

Construction Progress: During August 2014, the contractor completed micro-tunnel mining of Run #13 in “F” Interlocking and began to install conduits and cables in the micro-tunnel. The contractor also excavated and began sheet pile installation for the sewer micro-tunnel reception pit adjacent to Loop #1 Track in “F” Interlocking.

CH057A – Part 3 Westbound Bypass: The Estimate at Completion for CH057A remained at \$105,209,688 during July 2014. The MTACC forecast for Substantial Completion (SC) also remained at April 22, 2016. Actual construction progress for July 2014 was 3.1% versus 6.2% planned. Cumulative progress was 5.7% actual versus 11.7% planned.

Construction Progress: During August 2014, the contractor removed existing Signal Bridge 30 at Woodside Interlocking and installed the new Signal Bridge 30 in the same location. The contractor also continued lead abatement of catenary poles in various locations in Harold Interlocking.

CH057B – Harold Trackwork Part 1: Contract CH057B was awarded to an ESA “on-call” contractor in mid-June 2014 and the contractor began construction in early July 2014. The scope of work included the construction of re-aligned LIRR tracks ML2 and ML4 (Main Line 2 and Main Line 4) between 43rd St and Woodside Interlocking (Queens) and the removal of old ML2 and ML4 once the realigned tracks are in service. The contractor prepared the subgrade and constructed the tracks on their final vertical and horizontal alignments, after which LIRR Force Account personnel made the final “cut and throw” connections on both tracks. The MTACC did not include any EAC, SC, or construction progress information in its July 2014 Monthly Report for CH057B.

Construction Progress: LIRR Force Account personnel completed the “cuts and throws” of realigned ML2 Track on the weekend of August 16-18, 2014, after which the contractor completed removal of both old tracks ML2 and ML4 during the remainder of the month. This completed the main line trackwork for which the contractor was responsible.

CH057C – Harold Trackwork Part 2: The CH057C contractor began construction during August 2014. Its scope of work includes demolition of a retaining wall between LIRR old ML2 (Main Line #2) and PW2 (Port Washington #2) Tracks near 48th St., subsequent grading of the area, and installation of turnouts for the #6167/#6176 diamond crossover in Harold Interlocking. The MTACC did not include a report for the CH057C contract in its July 2014 Monthly Report. Consequently, no EAC, SC, or performance data are available to the PMOC.

Construction Progress: The CH057C contractor began demolition of the retaining wall and completed 90% of that during the weekend of August 29-31, 2014.

Railroad Force Account:

FHA01 – Harold Stage 1 Amtrak: The Estimate at Completion (EAC) for FHA01 remained at \$18,824,861 during July 2014. The MTACC forecast for Substantial Completion was extended to September 14, 2014, an extension of over 6 months. Actual construction progress was 0.0% versus 0.3% planned. Cumulative progress was 97.1% actual versus 97.8% planned.

Construction Progress: The Electric Traction Department continued to make limited catenary and signal wire transfers between Thomson Avenue and Substation 44 during August 2014.

FHA02 – Harold Stage 2 Amtrak: The Estimate at Completion (EAC) for FHA02 was increased during July 2014 to \$45,369,618. The MTACC did not indicate a reason for this

increase in its Monthly Report, however. The MTACC forecast date for Final Completion of FHA02 is October 12, 2018. Actual construction progress was 0.7% versus 1.1% planned. Cumulative progress was 85.8% actual versus 86.8% planned.

Construction Progress: Amtrak C&S personnel continued to install track circuits and make other preparations for the installations and cutovers of the E34 and E35 signal bridges and re-locate signal cables that are in conflict with CH057A Westbound Bypass secant pile installation.

FHA03 – Harold Stage 3 Amtrak: The first phase of FHA03 was completed in August 2013 and it has since been de-activated until additional work is added to the scope. The PMOC will maintain this section in its monthly report as a “placeholder”.

FQA65 – Loop Interlocking Amtrak: The Estimate at Completion (EAC) for FQA65 remained at \$29,663,652 during July 2014. The MTACC forecast for Substantial Completion (SC) was extended to September 22, 2019, an extension of 11 months. Actual construction progress was 0.9% versus 0.9% planned for July 2014. Cumulative progress was 4.9% actual versus 5.1% planned.

Construction Progress: Amtrak C&S personnel continued to install signal trough and conduit between Q Tower and the future “T” Interlocking during August 2014.

FHL01 – Harold Stage 1 LIRR: The Estimate at Completion (EAC) for FHL01 remained at \$20,804,621 during July 2014. The MTACC forecast for Substantial Completion (SC) was shortened to April 9, 2015. Actual construction progress was 2.1% versus 1.6% planned for July 2014. Cumulative progress was 92.1% actual versus 91.6% planned.

Construction Progress: LIRR Force Account personnel completed the “cuts and throws” for the realignment of ML2 Track during August 2014 and continued to pre-test circuits and install cross-track conduits for the eventual cutover of the “H4” CIL in Harold Interlocking.

FHL02 – Harold Stage 2 LIRR: The Estimate at Completion (EAC) for FHL02 remained at \$76,619,172 during July 2014. The MTACC forecast for Substantial Completion (SC) remained at November 25, 2016. Actual construction progress was 0.0% versus 2.6% planned for July 2014. Cumulative progress was 49.5% actual versus 55.3% planned.

Construction Progress: During August 2014, LIRR personnel completed the “cuts and throws” for the temporary realignment of ML2 Track and installed two new turnouts in Harold Interlocking. LIRR C&S personnel continued to pretest circuits and install conduits and signal cables for the “H4” CIL in Harold. Track personnel continued to assemble turnouts for future installation in Harold.

FHL03 – Harold Stage 3 LIRR: The first phase of FHL03 was completed in September 2013 and it has since been de-activated until additional work is added to the scope. The PMOC will maintain this section in its monthly report as a “placeholder”.

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

ESA Project Quality Manual (PQM): The ESA Quality Manager has finalized Revision 7 to the Project Quality Manual. The MTACC Executive Management signed it in July 2014 and sent it to the PMOC for final review. The PMOC will complete its review in September 2014.

Submission of As-Builts: Most contractors had been deficient in submitting their as-builts on time and in the proper format. The ESA Quality Manager conducted an As-Built Process Audit

on contracts CH053, CH054A, CQ032, CM004, CM014A, CM013, and CM013A. All of the aforementioned have shown improvement except for contracts CM004 and CM014A which showed no improvement. The same contractor is responsible for both of these contracts. An audit of CM005 will be scheduled later this year due to the Contractor's scheduling conflicts. Contracts CH057A, CS179, and CM006 will be audited by the end of 2014.

CS179 (Systems Package 1 – Base Contract): The CS179 Contractor has not submitted its Inspection & Test Plan. The Quality Plan has been approved, but quality logs and form templates have not.

Quality Training: The ESA Quality Manager will be giving workshops/training on as-builts, nonconformance reports, and close-out procedures to contractors on the new ESA contracts and on some of the existing contracts. Training is scheduled to begin in September 2014.

System Safety Certification Workshops: The MTACC Chief of Quality and System Certification conducted workshops on the CH053, CM013A, CM004, and CM014A contracts in August 2014.

2.0 SCHEDULE DATA

ESA submitted its IPS #60 data date August 1, 2014 and its variance report. The variance report states that “The current working IPS reflects a plan with a target late-finish Revenue Service Date (RSD) of February 12, 2021. This Revenue Service date is inclusive of 324 days of program-level contingency. The new late-finish Revenue Service Date of December 2022 is reflected in this report.” The IPS does not support such a statement. Also, the previous update IPS #59 shows an RSD of September 10, 2021 and this is inconsistent with the current IPS variance report. Table 4.1 below shows ESA's multiple level of contingency and RSDs, which are convoluted. For example there are three separate entries for IST, each having different parameters.

Table 4.1: ESA RSD and Contingencies

Activity Name	Original Duration	Start	Finish	Total Float
Harold ESA Integrated System Testing	60	25-Jan-20	25-Mar-20	0
(CS179 MS 14) Final Completion	0		5-Mar-20	135
EARLY - Begin LIRR Revenue Service To GCT	0		25-Mar-20*	0
Stakeholder agreed additional IST Contingency (5 months)	154	9-Apr-20	10-Sep-20	0
Stakeholder agreed additional IST Contingency (5 months)	154	14-May-20	15-Oct-20	30
COMPLETION OF INTEGRATED SYSTEM TESTING (WITH CONTINGENCY)	0		10-Sep-20	0
ESA Program Schedule Contingency	365	10-Sep-20	10-Sep-21	0
Train Contract Staffs LIRR prior to LIRR 3 Months Period	31	14-Sep-20	15-Oct-20	117
COMPLETION OF INTEGRATED SYSTEM TESTING (WITH CONTINGENCY)	0		15-Oct-20	30
ESA Project Substantial Completion for LIRR Final 3 Months	0		15-Oct-20	30
LIRR Final 3 Months Period	90	15-Oct-20	13-Jan-21	30

ESA Planning Contingency Ready for LIRR Final 3 Months Period	0	15-Oct-20	15-Oct-20	30
TARGET - Begin LIRR Revenue Service To GCT	0		13-Jan-21*	30
Stakeholder agreed additional Program Contingency (10 months)	304	10-Sep-21	11-Jul-22	0
(ESA) Traction Power "Load Test" (Burn-In-Period) required by LIRR	80	17-Jun-22	5-Sep-22	64
Train Contract Staffs LIRR prior to LIRR 3 Months Period	31	10-Jul-22	10-Aug-22	90
ESA Project Substantial Completion for LIRR Final 3 Months	0		11-Jul-22	0
ESA Planning Contingency Ready for LIRR Final 3 Months Period	30	11-Jul-22	10-Aug-22	0
LIRR Final 3 Months Period	90	10-Aug-22	8-Nov-22	0
LATE - Begin LIRR Revenue Service To GCT	0		08-Nov-22*	0

* constraint

The most important 90 day look-ahead activity for the project at this point is CM007 advertisement which is scheduled for October 1, 2014. The Table 4.2 below shows the significant 90-day look-ahead milestones:

Table 4:2: 90 Day Look Ahead

Activity Name	Start	Finish	Total Float	IPS-CONTRACT
Complete Cable Pulls from HP1 to "C" Cases		24-Sep-14	187	FHL02
CH053 Complete Grading East of 43rd Street (Northside) (WB Y)		30-Sep-14	80	FHL01
CH053 Complete Grading (Northside) (Track A Approach Structure)		30-Sep-14	100	FHL01
CM007 Advertise	02-Oct-14*		108	CM007
FHL01 - Cutover 821/ 823 Crossover		12-Oct-14	116	FHL02
CH057 Advertise Date	16-Oct-14		152	CH057
Complete Trough (East of H3-CIL)		22-Oct-14	187	FHL02
Complete Trough H1 to H2 (WB Y)		28-Oct-14	80	FHL01
CM015 Bid Advertise	12-Nov-14		198	CM015
Complete Trough (West of H3-CIL)		12-Nov-14	187	FHL02
NTP CM014B GCT Concourse	1-Dec-14		139	CM014B
CM014B - Notice of Award		1-Dec-14	141	CM014B
Complete Secant Pile Modification for 3B Conduits		3-Dec-14	180	FHL02

* constraint

Project Critical Path: As of August 1, 2014, the East Side Access Program Critical Path began with work being performed under CM005 Manhattan South Structures (specifically the GCT 1 & 2 structure), followed by CM007 constructing of GCT Caverns, north Back of House space, then cavern structures and fit out, and ends with CS179 Integrated System Testing and LIRR testing and commissioning. ESA has stated in its monthly report that Contract CM007's re-design changes will be incorporated into the IPS next month to reflect track work tied to CS084. Bids for this contract are expected in early 2015, with full on-site mobilization expected in early 2016. A baseline schedule is expected from the Contractor in 4Q 2014.

The PMT has transferred out the North Back of House space scope in the caverns from CM007 into CM006 such that this work can advance prior to the award of CM007. The PMT's rationale is to try to keep this portion of the work off the program critical path.

There will be some changes in Harold schedule due to Civil Speed Restrictions that could have an impact on planned long-term outages and push completion of work in Harold out by as much as a year. Also, delay in the H4 cutover could impact the Harold schedule. Active Harold Contracts CH053 and CH054A are both forecasting Substantial Completion by 1Q 2015, and CH057A is forecasting Substantial Completion in 1Q 2016.

The new Harold critical path goes through activities in Contracts CH058, FHL02, FHL03, and FHL04. The longest path in Harold is being driven by the 2016 long-term track outage. Given the changes in the Harold scheduling and work planning over the several months, as well as the delays in cutovers of H4; H3; and H1/H2, the PMOC recommends that ESA evaluate the impact of these changes on the planned 2016 track outage.

Schedule Contingency: IPS#60 is based on RSD of December 2022 has multiple level of contingency. It is not clear what controls the PMT or MTACC has over these contingencies. Table 4.1 shows all contingencies in ESA. The PMOC recommends that MTACC update its Schedule Management Plan to include requirements for a comprehensive and clear level of control over ESA contingencies.

3.0 COST DATA

Funding: The MTA funding request for the 2015 - 2019 Capital Program will be submitted to the NYS Capital Program Review Board (CPRB) in September 2014. ESA will need to obtain funding from the 2015-2019 Capital Program to award the following: all the options in the CS179 Contract; CM007, CQ033, and CH058. The new \$10.178B [REDACTED] budget presented to the CPOC in June 2014 will make the need for additional funding even greater. The CPOC figure represented an increase of \$484M from the Re-Plan Budget presented in January 2014, and is \$1,932M greater than the 2012 Re-baseline Budget. In addition, the 2012 Re-baseline budget had included more than \$700M of un-funded scope that was to be addressed in the 2015-2019 MTA Capital Program.

Budget/Cost: The ESA July 2014 Progress Report shows the total project progress was 51.5% vs. 51.6% planned against the Current Baseline Budget (CBB) of \$10,178M and the construction progress as 50.6% vs. 52.0% planned, based on invoiced amount (details of project budget and expenditures are shown in Tables 2 and 3 in the appendix). In terms of the total project progress last month those percentages were 53.2% vs. 54.3%. It appears that the

'planned' percentage was reset based upon the new Re-Plan projections, but the degree of variance on all the other project progress values appear to suggest they have not been re-projected.

In February 2014, ESA recognized a range of possible costs, and \$9.693B was at the lowest point of that range. ESA had been reporting against that budget with a series of small contingencies on varying areas of possible cost. The new \$10.178B budget follows that same procedure of a series of separate small contingencies which are not easily distinguishable and are apt to be not properly distributed to address where actual additional cost may occur. This may entail an excess of budget adjustments in the future, which appears to be operationally complex.

Although the PMOC was informed by ESA that it had reassigned values to each of the SCCs as part of their Re-plan, they have not yet completed that realignment or demonstrated to the PMOC how the values are to be determined or that the structural problems in the SCC had been addressed. The previous SCC breakdown for the \$9,693 million budget still had several contract packages assigned to incorrect SCCs, as well as the inclusion of contract packages that no longer exist. ESA provided a draft of a SCC breakdown for the \$10.178B budget shown in Table 4 in the appendix; however it was at a summary level, and as such, does not contain enough detail to determine if the structural problems have been corrected. The PMOC had recommended that ESA re-evaluate its SCC structure going forward as part of its re-planning effort, and establish a more properly aligned structure to avoid such discrepancies.



As part of the Re-Plan, ESA indicated that it was eliminating the Allocated for MODs budget category, but has now substituted an Allowed for MODs category, which represents funds moved out of Contingency equal to the value of the Pending and Potential MODs. Funds for potential MODs that are not realized are then moved back into Contingency. The PMOC believes that this method of tracking will make it difficult for the ESA Project Control Group to accurately track remaining contingency at any given point in time, in addition to a very high level of continual movement of funds between statuses which reflects problems in cost estimation and budgeting.

Change Orders/Budget Adjustments: The PMT reported that over the last month, seven (7) change orders over \$100K were executed, with a net value of \$60.3M. There were 2 Construction MODs and 5 GEC mods. In addition, ESA has now reported 3 additional GEC MODs worth \$20.3M that they had not earlier reported from June 2014.

4.0 RISK MANAGEMENT

At the July 2014 Schedule Review Meeting, the ESA Risk Manager stated his intention to start holding regular risk meetings again after a one year hiatus. A risk meeting was held on August 25, 2014. The purpose of this meeting was to present a look-ahead of upcoming package level risk assessments, as well as presenting an updated risk register.

MTACC had planned to conduct a package level risk assessment for the CM014B (GCT Finishes) in June 2014, almost two months after it advertised the package. This risk assessment

is now forecast for September 4, 2014, which will be after the technical proposals are received and few days before the cost proposals are due. The PMOC has commented in the past about the timing of package level risk assessments, and the necessity to perform them well before the packages are advertised for bid in order to maximize the benefits of performing a risk assessment.

MTACC has stated that they plan to perform a package level risk assessment for CM007 once the design is finalized. Conducting the CM007 Risk Assessment before the RFP is advertised is even more critical in the PMOC's opinion, given the fact that ESA did not conduct an adequate constructability review for this package as called for in its management plans.



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 requested MTACC to update its TCC Plan in response to the FTA/PMOC comments that were generated in November 2013 as a result of significant changes in key ESA upper management level positions. At the June 19, 2014, ELPEP Quarterly Review Meeting, MTACC stated that the TCC Plan revisions are not yet completed pending finalization of the role, responsibilities and level of authority of the ESA Change Control Committee. As of August 31, 2014, the revised TCC Plan has not been submitted.
- **Continuing ELPEP Compliance:** The following ELPEP components continue to need improvement or are deficient: Management Decision; Design Development; Change Control Committee (CCC) Process and Results; Stakeholder Management; Issues Management; Procurement; Timely Decision Making; Risk-Informed Decision Making.
- **Project Management Plan:** MTACC submitted PMP Rev. 10 to the FTA and PMOC on July 18, 2014. This revision incorporates changes stemming from FTA/PMOC comments on PMP Rev (9.0) provided in December 2013 as well as changes that resulted from the MTACC's Candidate Revision process. PMP Rev. 10 is currently under review by the PMOC.

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:

- **Cost/Schedule Contingency:** ESA has not calculated the cost and schedule contingency utilization curves for the new baseline budget and schedule presented to CPOC in June 2014. Given that the new budget and schedule have been put in place, the PMOC expects that MTACC will meet the ELPEP requirements for cost/schedule contingency drawdowns in the next quarterly reporting period.

- **Schedule Management Plan (SMP):** The ESA project remains non-compliant with requirements for IPS Updating, Forecasting, and Schedule Contingency Management against a current baseline schedule. Given that the new budget and schedule have been put in place, the PMOC expects that MTACC will start meeting the requirements set forth in its SMP in the above referenced areas.
- **Cost Management Plan (CMP):** The ESA project remains non-compliant with requirements for Project Level EAC Forecasting, Project Level EAC Forecast Validation, and MTACC Cost Contingency Management and Secondary Mitigation. Given that the new budget and schedule were presented to the MTA CPOC in June 2014, the PMOC expects that MTACC will start meeting the requirements set forth in its CMP in the above reference areas.

Revisions to the ELPEP Document: Although the 2014 Re-Plan budget number and Revenue Service Date were presented to CPOC on June 23, 2014, MTACC has not yet incorporated the budget and schedule details into its regular monthly reporting. MTACC had committed to providing these details by about August 25, 2014, but as of August 31, 2014, MTACC has not provided the information. The PMOC expects that these details will be provided in September 2014.

The most recent ELPEP Quarterly Review Meeting was held on June 19, 2014. The next ELPEP Quarterly Review Meeting with MTACC, FTA-RII, SAS and ESA projects and the PMOC is scheduled for September 25, 2014.

MTACC Project Procedures Audit Related to ELPEP: MTACC Quality audited ESA for compliance with ESA Project Procedures. There were 11 findings. The PMOC has requested a copy of each finding, the proposed corrective action plan, and documentation that verified all corrective actions had been implemented.

MTACC Construction Procedures Audits: Representatives from MTACC Quality, ESA Quality, and ESA Construction Management audited eight MTACC Construction Procedures – CO.03, CO.04, CO.05, CO.06, CO.07, CO.08, CO.11, and CO.13 – on the following five contracts: CM005, CM013A, CQ032, CH053, and CM057A. Final Reports with findings were issued. MTACC Quality will follow-up on all findings. The PMOC will review each response and provide comments as applicable.

6.0 SAFETY AND SECURITY

Project safety statistics for lost time accidents on active construction contracts continue to trend above the Bureau of Labor Statistics (BLS) national average at 2.19 vs. 1.70 lost time accidents (LTA) per 200,000 hours. This is slightly lower than last reporting period (2.21). The CM005 Contract has an average of 2.74, trending higher than the project average. The ESA CM will conduct weekly safety walk-throughs with the Contractor to address on-site safety issues on the CM005 Contract.

The PMT did not report any significant security issues in its July 2014 Monthly Progress Report.

7.0 ISSUES AND RECOMMENDATIONS

Design: The PMOC remains concerned that the GEC and PMT continue to consistently miss target dates for remaining design activities on the project. In the PMOC's opinion, the continuing re-packaging and shifting of scope place a strain on available GEC resources. Re-

scoping continues with the latest round of shifts including: transfer of CM007 lower cavern walls into CM005; development of a CHO61A package; and inclusion of scope from FQA65 into the CH057 package. The PMOC continues to recommend that the PMT develop a tracking sheet with firm dates for interim activities (e.g. meetings; stakeholder approvals) as a tool to augment the design management process.

Procurement: The lack of stability in the contracting strategy and Contract Packaging Plan remains a concern. The PMT continued to shift and split scope among different packages during August 2014, making it difficult to fully understand the impact of these changes to the overall ESA Project. An updated draft Contract Packaging Plan (revision 10.0) was submitted on March 28, 2014, however there have been significant scope moves since the plan was issued. The PMOC believes that ESA should adhere to the current CPP and minimize any further scope shifts.

In addition to the scope shifts mentioned in the above section, the ESA PMT is moving north back-of-house work that is currently in CM007, into the CM006 package, and is also considering placing the signal installation work in the CS284 package into yet another new Contract package (CS086).

Contract CM014A: The PMOC continues to recommend that MTA direct MNR to prioritize removal/relocation of the obstructing utilities to the new ramp, stairs and escalator in the Dining Concourse access to the Main Concourse area. Continuing deferral of this utility removal/reconstruction work by MNR may impede the ability of the upcoming CM014-B Contract to schedule and complete this work.

Contract CS179: The PMOC observes that the Contractor continues to struggle to fill its important positions and organize itself for this Contract. Several staff members that the Contractor intends to use on this Contract are still involved with the other two ESA Contracts (CH053/54A; CQ032) that the Contractor has and cannot be made available to begin work on CS179. This has a negative impact on the mobilization for this Contract. The PMOC recommends that ESA and the Contractor work together to develop a program to finish the other contracts as soon as possible and/or determine which individuals can be relieved of their prior commitments to the benefit of CS179.

Contracts CH053/54A: The PMOC remains concerned that the CH053/CH054A Contracts continue to have delays, with 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 inconsistent. Although the Contractor continues to progress its construction as rapidly as possible, important tasks continue to be postponed due to lack of proper Force Account protection. The ESA PMT is responsible for allocating a fixed amount of railroad personnel to the various Contracts, but continues to place lower priority on CH053/CH054A tasks than for other Harold work. To avoid further schedule slippage, the PMOC recommends that the ESA PMT place a greater priority on the CH053/CH054A work tasks.

Contract CH057A: The PMOC is concerned that the CH057A contractor is dependent upon railroad Force Account support in the same manner that the CH053/CH054A contractor is. As a result, CH057A progress has been negatively affected because all three contracts must use the same limited Force Account personnel (which the MTACC is responsible to allocate). The PMOC believes that MTACC should have applied "lessons learned" from previous contracts

CQ031 and CQ039 and waited until CH053 and CH054A were much closer to actual Substantial Completion before advertising CH057. The PMOC recommends that the MTACC do everything possible to expedite SC for contracts CH053 and CH054A so that CH057A has a much clearer path for the remainder of its construction.

Railroad Force Account: During the first half of the 2014 production season, the LIRR has successfully addressed the PMOC's previous concern and has proven that its Site Specific Work Plan production can keep pace with the rapid pace of construction. As a result, the PMOC has no current concerns about this aspect of LIRR's capabilities. The PMOC will no longer report on this issue unless there is a relapse in the future.

Project Funding/Budget: As stated in the Risk Management Section below, the PMOC believes that the timing and availability of funding presents a significant schedule risk to the project. The timing of funding has impacted the CS179 package (restructured with options due to funding availability) and the CM007 procurement (moved out to 2015 with limited NTP and 2016 with full NTP). The PMOC has recommended to the ESA Project Controls Group that a cash flow projection be developed along with a funding availability projection to assess the risks to the project should funding not be available in the necessary time frame.

The PMOC is also concerned about the amount of time it is taking to develop and implement its new cost reporting system (Unifier). This effort began almost one year ago and as of the end of August 2014, the ESA still has a considerable way to go to have a fully functional system that will be useful as a project controls tool. The PMOC recommended at the July 2014 Cost Review Meeting that the Project Controls Group develop a set of target interim milestones for completing the system, however at the August 2014 meeting no progress had been demonstrated, and no timetable for roll out of modules nor any schema for data sources for reporting was available

At the August 2014 Cost Review meeting, in response to questions from the PMOC as to why certain long-standing cost reports had not been provided during this reporting period, the ESA Project Controls Manager stated that he had decided that certain reports were duplicative of others and will no longer be provided, including the Project Working Budget report. The PMOC stated that there was data in those reports not provided in the other reports, and the provision of information to the PMOC and FTA should not be cut off unilaterally. The PMOC is not in agreement with the proposed ESA unilateral changes in these well-established reporting methods, and disagrees even more so with the ESA Project Controls Manager's assertion at the meeting that ESA may not be required to provide this information to the FTA/PMOC. The PMOC will raise this issue to the MTACC Executive level.

Project Schedule: The latest IPS update submittal is a disjointed document with contradictory information. The variance report states that "The current working IPS reflects a plan with a target late-finish Revenue Service Date (RSD) of February 12, 2021." The PMOC notes that this Revenue Service date is inclusive of 324 days of program-level contingency, which is not consistent with the baseline schedule presented to the CPOC in June 2014. That baseline had February 12, 2021 as the target RSD with 22 months of Program schedule contingency added on to the schedule, bringing the RSD out to December 2022. It is not at all clear why the IPS is stating that there is 324 days of Program contingency included in the RSD of February 12, 2021 date. The PMOC understands that five months of contingency was embedded in the IST portion

of the schedule, with the 22 months of Program contingency added on after the February 2021 date.

The PMOC is very concerned about the re-planning of the Harold schedule and the lack of visibility into the changes in the schedule that formed the basis of the CPOC approved schedule. The ESA Project Controls Manager informed the PMOC that ESA will not be updating the Harold work in the IPS until they have advanced the Harold re-planning further. This is in violation of the SMP which requires ESA to provide schedule updates and forecasts based upon current available data. The PMOC requested a workshop at the July 2014 FTA/MTACC Executive Meeting presenting the issues and potential schedule impacts surrounding the work at Harold. The ESA Senior Project Executive agreed to schedule the workshop, but this has not occurred as of the end of August 2014.

Risk Management

In the PMOC's opinion, funding availability continues to be a significant risk on the ESA project. 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 multiple inter-contract interfaces and milestones. The probability of successfully achieving all of them is minimal in the PMOC's opinion, and leads to the possibility of a ripple effect of delays and coordination difficulties between contracts. There is very limited opportunity for the contractors to make up time lost to interface delays. Managing inter-contract handoffs and interfaces will be challenging. Schedule risks will be exacerbated if funding is not in place to award the options in the CS179 Contract Package 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 associated with the Harold Interlocking work, the PMOC believes that this will create significant changes to the overall project risk profile.

The PMOC continues to recommend that MTACC and ESA utilize the results obtained from the Manhattan/Systems and Harold Risk workshops held earlier this year to develop mitigation plans and strategies for the top schedule and cost risks identified.

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
CCU	Code Compliance Unit
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
SIR	Supplemental Independent Reviewer
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	December 2022 (F)	September 2023(F)**
Revenue Service	December 2013	December 2022 (F)	September 2023 (F)

* Source – Grantee forecast Revenue Operations Date per information presented to CPOC in December 2013

**Source –Based on PMOC 2014 schedule trending analysis representing a medium degree of mitigation. The FTA has not yet formally accepted additional projections by the PMOC.

Table 2: Project Budget/Cost Table

	FFGA			MTA's Current Baseline Budget CBB		Expenditures	
	(Millions)	(% of Grand Total Cost)	Obligated	(Millions)	(% of Grand Total Cost)	(Millions)	(% of CBB)
Grand Total Cost	\$7,386	100.00%	\$4,724	\$11,214	100.00%	\$5,688.70	50.73%
Financing Cost	\$1,036	14.00%	\$617	\$1,036	9.24%	617.6	59.61%
Total Project Cost	\$6,350	86.00%	\$4,107	\$10,178	90.76%	\$5,071.10	49.82%
Federal Share	\$2,683	36.30%	\$1,148	\$2,699	24.07%	\$1,961.70	72.68%
5309 New Starts share	\$2,632	35.60%	\$1,098	\$2,436.60	21.73%	\$1,699.70	69.76%
Non New Starts grants	\$51	0.70%	\$50	\$67	0.60%	\$66.60	99.40%
ARRA	0	0.00%	0	\$195.40	1.74%	195.4	100.00%
Local Share	\$3,667	49.60%	\$2,959	\$7,479	66.69%	\$3,109.40	41.58%

Table 3: Project Budget and Invoices as of July 31, 2014

Elements	Baseline Total Budget (June 2014)	Current Baseline Budget (July 2014)	Actual Awards (July 2014)	Paid to Date (July 2014)	Actual % Budget Invoiced
Construction	\$7,379,296,706	\$7,386,115,417	\$4,766,307,800	\$3,595,334,859	48.68%
Soft Costs Subtotal	\$2,798,474,304	\$2,791,655,593	\$1,597,007,252	\$1,475,753,259	52.86%
Engineering	\$720,615,810	\$720,615,810	\$647,582,671	\$627,634,391	87.10%
OCIP	\$282,613,620	\$282,613,620	\$187,960,159	\$155,699,493	55.09%
Project Mgmt.	\$972,168,644	\$972,168,644	\$645,575,913	\$579,769,141	59.64%
Real Estate	\$182,076,230	\$182,076,230	\$115,888,509	\$112,650,234	61.87%
Rolling Stock	\$202,000,000	\$202,000,000	\$0	\$0	0.00%
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Project subtotal w/o Financing & RI	\$10,177,771,010	\$10,177,771,010	\$6,363,315,052	\$5,071,088,118	49.83%
Regional Investment Subtotal	\$758,260,953	\$758,260,955	\$214,273,627	\$65,452,135	8.63%
Construction (RI)	\$611,214,337	\$611,214,337	\$154,858,525	\$29,614,777	4.85%
Design (RI)	24,595,433	24,595,433	\$24,595,434	\$15,976,887	64.96%
OCIP (RI)	\$16,939,198	\$16,939,198	\$16,939,198	\$16,939,198	100.00%
Project Mgmt. (RI)	\$24,181,291	\$24,181,291	\$17,880,470	\$2,921,273	12.08%
Real Estate (RI)	\$0	\$0	\$0	\$0	0.00%
Rolling Stock(RI)	\$50,000,000	\$50,000,000	\$0	\$0	0.00%
[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Project Subtotal W/O Financing	\$10,936,031,963	\$10,936,031,965	\$6,577,588,679	\$5,136,540,253	46.97%
Finance Charges	\$1,036,100,000	\$1,036,100,000	\$617,607,000	\$617,607,000	59.61%
Grand Total	\$11,972,131,963	\$11,972,131,963	\$7,195,195,679	\$5,754,147,253	48.06%

Table 4: Comparison of Standard Cost Categories: FFGA vs. CBB

Standard Cost Category (SCC) No.	FFGA SCC baseline (YOE \$) M	June, 2014 Re-Plan (YOE \$)	June 2014 SSC (YOE \$) M	July 2014 SSC (YOE \$) M	July 2014 % of Re-Plan	June '14 to July '14 Change \$M	CBB Variance from FFGA %
10	1,989	3,405	3,363	3,404	99.97%	41	71.14%
20	1,169	2,238	2,163	2,247	100.40%	84	92.22%
30	356	474	502	474	100.00%	-28	33.15%
40	205	611	520	609	99.67%	89	197.07%
50	619	606	617	607	100.17%	-10	-1.94%
60	165	220	204	220	100.00%	16	33.33%
70	957	210	34	210	100.00%	176	-78.06%
80	1,184	1,975	1,922	1,975	100.00%	53	66.81%
■	■	■	■	■	■	■	■
Subtotal	6,813	10,178	9,693	10,178	100.00%	485	49.39%
100	1,036	1,116	1,036	1,036	92.83%	0	0.00%
Total Project Cost (10 - 100)	7,849	11,214	10,730	11,214	100.00%	484	42.87%

June 2014 Re-Plan values are used in this months' SCC Breakdown. SCC codes 10, 20 and 90 were revised due to the closeout adjustment to the CM009 and CM019 budgets. SCC codes 10, 20, 40, and 50 were revised due to the execution of mods and/or the revising of potential and possible issues in the active contracts. The reason that these types of moves affect SCC codes is that when these types of changes occur, line item issues that have specific SCC codes change value. This means that either funds are drawn out of contract contingency or added to contract contingency. Contract contingency does not have a specific SCC code but is spread amongst all SCC codes in the contract. Therefore all codes are affected.

Table 5 – ESA Core Accountability Items

Project Status:		Original at FFGA	Current*	ELPEP **
Cost	Cost Estimate	\$7.368B	\$10.178B	\$8.119B
Schedule	RSD	December 31, 2013	December 2022	April 30, 2018
Total Project Percent Complete	Based on Expenditures	51.5 ***		
	Based on Earned Value	NA		
Major Issue		Status	Comments	
Impact of CM012R solicitation cancellation, scope repackaging and re-bidding.		Scope from CM012R (Manhattan Structures 2) solicitation was split among existing and three new contract packages (CM005; CM006; CM007). CM005 and CM006 packages have been awarded and are underway. On CM007, design work for a hybrid design (pre-cast and cast in place concrete) based on input from RFEI, is at the 90% design level, with 100% design completion forecast for September 2014.	The PMT continues working on developing the remaining contract package (CM007). ESA developed a cost estimate for this package; MTACC engaged an independent estimator to also produce an estimate. The PMOC requested a meeting to discuss the estimate and its reconciliation with the project estimate in the beginning of August however this meeting has not been scheduled by MTACC as of the end of August 2014.	
Major Procurements Delays		CM014B was advertised in May 2014; Technical proposals were received in August 2014 (one month slip from last reporting period) and cost proposals are due in September 2014. The CS084 (Traction Power) Contract Package was advertised in June 2014. The bid opening is currently set for September 11, 2014 (one month slip since last month).	Partial NTP for the CM007 Package cannot be made before July 2015 due to budget constraints. ESA has re-forecast advertise date for this package from October 2014 to November 2014. Given that CM014B is an RFP solicitation with a large number of proposers, the PMOC does not believe that MTACC will be able to issue NTP by December 1, 2014, the current forecast.	
Project Schedule		MTACC presented a new baseline schedule to the MTA CPOC in June 2014, with an RSD in December 2022. This	Although MTACC has added an additional five months of contingency into the IST duration in the schedule; the	

	<p>schedule incorporates five months of contingency within the IST portion of the schedule and 22 months of Program level contingency.</p>	<p>PMOC believes that the issues uncovered by the SIR with IST will result in the utilization of much of the Program Contingency. As such the PMOC believes that the RSD of December 2022 does not have a high probability of being met.</p>
<p>Harold Re-planning</p>	<p>The ESA PMT is in the process of re-planning the remaining work at Harold, as such, the Harold baseline schedule that formed the basis of the Program schedule presented to the CPOC in June 2014, is no longer valid.</p>	<p>Depending on the magnitude of the delays in the Harold work, the Harold Interlocking work may now move on to the project critical path. The ESA PMT has not provided visibility into its re-planning effort. The PMOC requested a Harold workshop at the July 2014 FTA/MTACC Executive Meeting; but as of this report the meeting has not been scheduled by MTACC.</p>

* Current Budget has not been formally approved by MTA CPOC

** 2010 Enterprise Level Project Execution Plan (ELPEP) reflecting medium level of risk mitigation, excluding financing cost of \$1,116 million. PMOC has re-forecasted budget and schedule however date and budget number has not been finalized for reporting purposes as of the end of August 2014.

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