

PMOC MONTHLY REPORT

East Side Access (MTACC-ESA) Project

Metropolitan Transportation Authority

New York, New York

Report Period May 1 to May 31, 2013



PMOC Contract No. DTFT60-09-D-00007

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

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

PMOC Lead: V. Simuoli, 212-736-9100; vrsimuoli@urbanengineers.com

Length of time on project: Five 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. 002. 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 April 30, 2013, MTACC reported that the Engineering/Design effort was 97.0% complete in the ESA Monthly Progress Report; however the Cost Report shows only 93.0% complete on a cost invoiced basis. The percent complete varies monthly and depends on the award of tasks to the GEC.

The 100% submittal for the Stage 3 catenary design (FHA03) has been combined with the FHA03a preliminary design (which will provide electrification to additional tracks to facilitate Amtrak operations during Stage 3 and 4 work) at the request of Amtrak. Comments from the QA/QC Electric Traction design consultant were received by the PMT and addressed. The package was sent to Amtrak on May 3, 2013 and a meeting is schedule for the first week in June to review any comments Amtrak may have.

The ESA PMT received numerous comments on Loop Track (FQA65) catenary design package from Amtrak in May 2013. The GEC is addressing these comments. The ESA PMT will meet with Amtrak in the second week of June 2013 to review the package. This delay does not impact the overall project schedule at this point.

Work on the Stage 4 catenary 60% design resumed in May 2013. The ESA PMT plans to forward this package to Amtrak for review in June 2013.

The confirmatory set of drawings for CM014B was circulated among the major stakeholders (LIRR, MNR) in April to assure them that all of their comments have been adequately addressed. As of the end of May 2013, ESA has not received comments from MNR and received partial comments from LIRR; thus delaying the planned submittal of this package to the Procurement Department for review by June 1, 2013, and delaying the planned advertise date of July 1, 2013.

The GEC is finalizing the 100% drawing sets for CM015 (48th Street Entrance) and has missed its previous target date of May 1, 2013 for completing the drawings. The procurement of the CM015 Scope of Work as an option in the CM014B was approved by the Change Control Committee (CCC) on April 17, 2013. The building owner requested time to review redevelopment options for restructuring his building as part of the Grand Central Terminal area redevelopment plan instituted by NYC and, consequently, the CCC decision to incorporate this design into the CM014B package was reversed on May 23, 2013. The package will remain separate.

The CH057 (Harold Structures Part 3a) has been split into three separate packages. The installation of the track slab for the Westbound Bypass tunnel has been removed from the scope and was negotiated as a change order with the CQ031 contractor to take advantage of a 30-day continuous track outage scheduled to begin in July 2013. The Westbound Bypass work is packaged separately and will be procured as contract package CH057A. The remaining work will be procured as a separate package (CH057) and the design drawings for this package are currently being finalized by the GEC with an anticipated 100% submittal in June 2013.

The 90% submittal for CH058 (Harold Structures- Part 3b) had been previously forecast by the PMT for mid-November 2012; however, this date was not met due to the GEC focus on the CH061 design for Tunnel A (note: this package no longer exists; it will be done under CQ031). This package is now on hold due to the fact that the ESA PMT is re-thinking the method of construction for the eastbound re-route structure utilizing a possible 45-60 day track outage in the future.

The GEC completed the 100% design submittal for the CH061 (Tunnel A) work on February 13, 2013. The CCC approved transferring the scope of work in this package via a contract modification to the existing CQ031 contract on December 19, 2012. A contract modification has been issued to the CQ031 contractor for the temporary support of excavation, i.e., secant piles, bracing, and excavation. The permanent concrete tunnel work is still being negotiated with the CQ031 contractor.

The GEC continued to provide support for the CM012R repackaging and re-bidding process: Design changes in the CM005 package were issued via addendum.

The GEC continues development of the bid package for CM006. MTACC has decided to place the duct bench and East River tunnel rehabilitation into this package. This change was presented to the CCC on May 23, 2013; with ratification pending a meeting with the MTACC Director of Risk Management to answer questions he has about the scope shift.

MTACC has indicated that the type of procurement for CM007 may change from an IFB to an RFP with a possible design modification to the cavern lining (may allow proposers to decide

cast-in-place vs. pre-cast). The ESA Project Office will present a GEC contract modification to the MTA board in June 2013, which will allow them to begin working on this package. The ESA PMT estimates that it will take four to six months to create the final CM007 package.

b. Procurement

As of the end of April 2013, the total procurement activity on the project was reported to be 58.5% complete, with \$5.092 billion in contracts awarded out of the \$8.708 billion of the current baseline budget.

As discussed in previous monthly reports, the scope of work from the cancelled CM012R is being divided among several contract packages (existing and new). The plan was to split the scope of work into four new contract packages with the first one, CM005, to include work scope for the southern structures. This package was advertised for bid on March 21, 2013. The bid opening date has slipped four times and is currently planned for June 20, 2013 (note: plan has reverted back to three packages with CM003 work to be done as part of CM006).

The second new contract package CM006 (northern structures) is under development and is planned to be advertised on June 13, 2013. This package is currently being modified to incorporate the 63rd Street tunnel rehabilitation and duct bench work that was being planned as a stand-alone package (CM003).

The third new contract package CM007 (caverns) is also under development pending approval by MTA Board (in June 2013) of a GEC Contract Modification allowing them to proceed with the development of the package. ESA planned to advertise this package later in the year; however, with the ESA PMT's forecast of four to six months to complete the package, the PMOC believes that advertising of this package may slip.

The continuing slippage (since the December 1, 2012 forecast) of awarding CS179 (Systems Package 1) remains a major concern. The package is still being negotiated (since Q2 2012) and the PMT is anticipating that a recommendation to award will be presented at the July 24, 2013 MTA Board meeting, with a planned Notice to Proceed (NTP) in August 2013. It is important to note that this Contract is on the critical path, with a direct impact on project schedule contingency because it was not awarded by the end of 2012 as originally planned. The PMT is also planning to split the Tunnel Systems Package (CS284) into two packages: one for track work and one for the traction power work. Procurement dates for these packages are to be determined (TBD). This will have an impact on the Systems Package 1 contractor. This proposed split was presented to the CCC on April 17, 2013 and approved by the committee. NTP for the Signal Equipment package (VS086), which is being negotiated as a Request for Proposal (RFP), is also TBD.

Procurement dates for the CM014B package remain TBD.

The previous forecasted advertise date for the CH057 package (February 1, 2013) is no longer valid, since it was not awarded, and the PMT is splitting this package into three separate packages as discussed in the design section of this report. The CH057A (westbound bypass work) package was advertised on May 7, 2013 with a bid opening date currently planned for July 2, 2013. Construction of the slab will be done as a change order to the CQ031 contract. Remaining work in CH057 is currently forecast in the IPS to be advertised in August 2013, with NTP forecast for January 2014.

c. Construction

The PMT reported in its April 2013 Monthly Progress Report that the total construction progress reached 51.1% complete, but the Cost Report values calculate it to be 52.4% on a cost invoiced basis, in accordance with its re-baselined budget of May 2012. The data date for financial and progress figures on all reported contracts is April 30, 2013. Details for active construction contracts are provided below.

Manhattan: CM009/019 – Manhattan Tunnels Excavation/Structures Part 1: The Estimate at Completion (EAC) for the CM009 contract was re-baselined in January 2012 to \$413,415,000, but scope transfers since then have reduced that amount to \$402,773,000. The currently approved Substantial Completion (SC) date is June 1, 2013, which is a milestone that the PMOC believes can be attained based on its most recent field observations. Actual progress for April 2013 was 2.3% versus 0.1% planned. Cumulative progress through April 30, 2013, was 99.2% actual versus 96.2% planned.

The EAC for the CM019 contract was re-baselined in January 2012 to \$793,879,000, but scope transfers since then have reduced that amount to \$791,633,000. The currently approved SC date is June 1, 2013 which is a milestone that the PMOC believes can be attained based on its most recent field observations. Actual progress for April 2013 was 2.7% versus 0.7% planned. Cumulative progress through April 30, 2013, was 99.8% actual versus 96.1% planned.

The PMOC notes that, as both the CM009 and CM019 contracts approach their combined Substantial Completion date, the MTACC reports that neither contract has any critical issues that might impede the SC date of June 1, 2013.

Construction Progress: The CM009/CM019 contractor continued punch list and clean-up repairs during May 2013 and is on schedule to declare SC on June 1, 2013.

CM013 – 50th Street Vent Facility: MTACC reports that through April 30, 2013 the EAC was \$125.85 million. Forecast Substantial Completion (Milestone #3), has been extended to November 18, 2013 from the previous October 9, 2013. As of April 30, 2013, MTACC reports that the actual percent complete was 80.8% vs. 94.9% planned. This contract is not currently on the project critical path.

Construction Progress:

- Work continues with block wall erection, metal deck and concrete floor placement at the upper floors and installation of Stair #1. Completed the Condensate Water Return (CWR) pipe through the utility chase and continued with utilities installation on 50th St.
- For the utility connections on the north side of 50th St., an issue developed with the sewer connection. The existing sewer coming out of the restaurant on the north side of 50th St. is not code compliant. As a part of the new tie-in, MTACC has to build a new ejector system inside the building across from the site. The necessary Memorandum of Understanding is being handled by MTA Legal and the work will be completed when those issues are finalized. This may have an impact on Milestone #3.
- A Buy America and Quality Procedure issue arose during a progress meeting in May 2013 with the discovery that the CWR pipe was made in China. A meeting is scheduled in early June 2013 to resolve this issue.

CM013A – 55th Street Vent Facility: MTACC reports that through April 30, 2013 the EAC was \$58.85 million. Forecast Substantial Completion date remains April 5, 2015. As of April 30, 2013, MTACC reports that the actual percent complete is slightly ahead of schedule at 8.7% vs. 7.9% planned. This Contract is not currently on the project critical path.

Construction Progress:

- Continued with installation of street decking from east to west (Madison Ave to Park);excavation/jack hammering in Zone 3 (southwest 55th St. between Madison& Park Aves) below the street decking, and hanging utilities & sewer main under the street decking.
- Completed new gas main installation.

CM004 – 44th Street Demolition and Fan Plant Structure; 245 Park Avenue Entrance: MTACC reports that through April 30, 2013 the EAC was \$62.85 million. The Forecast Substantial Completion date is now December 15, 2013 from the previous October 1, 2013 for the Vent Plant. Beneficial Use for the 245 Park Entrance is forecast for June 3, 2013. The actual percent complete is 77.4% versus 98.1% planned. This difference from the PMOC April 2013 report is due to a re-baselining that includes additional work scope and extended substantial completion forecast. This contract is not currently on the project critical path.

Construction Progress:

- Structural steel erection, final lining of Shaft #1, and invert concrete slab placement in Access Tunnel #1 continued.
- The completion and opening of the 245 Park Entrance continues to be a problem. Previously, it appeared that the issues with the architectural railing were near resolution with the submittal by the contractor of the signed/sealed engineered drawings for the non-conforming railing, which MTACC/MNR stated they would accept. However, the relationship between the two parties has seriously deteriorated, with MTACC/MNR advising the contractor that they would only accept replacement of the railing by May 31, 2013. This did not take place as the contractor advised that this was not enough time for a long lead item. MTACC has advised that they will procure/install a replacement stair and back charge the contractor.

CM014A – Concourse and Facilities Fit-Out: MTACC reports that through April 30, 2013 the EAC remained at \$51.99 million. Forecast Substantial Completion date remains February 15, 2014 due to the delays in the Systems Control and Data Acquisition (SCADA) system redesign. The actual percent complete reported is 40% versus 66.4% planned. As previously reported the PMOC expects this continued schedule slippage to stop, as the SCADA redesign issue is resolved. This contract is not currently on the critical path.

Construction Progress:

- Placement of concrete slab-on-grade work is nearing completion.
- CMU (concrete masonry unit) wall construction for area rooms has begun and will be ongoing.
- Overhead ductwork and piping continues.

The Project Office advised the PMOC in May 2013 that the issues with SCADA had been resolved and that the contractor had been advised that MTACC will not accept any further time impact claims regarding the SCADA System redesign.

Queens: CQ031 – Queens Bored Tunnels and Structures: The EAC increased to \$784,964,000 during April 2013 largely due to scope transfers into CQ031 from CQ032. The MTACC forecast Substantial Completion was extended until January 31, 2014, due to the additional support of excavation (SOE) and excavation work the contractor will do to extend the Tunnel A excavation eastward to meet the Approach Structure and the construction of the concrete slab for the Westbound Bypass Structure. Actual construction progress for April 2013 was 4.4% versus 0.0% planned (contract was supposed to be complete). The cumulative construction progress as of April 30, 2013 was 96.0% versus 100.0% planned.

Construction Progress: The CQ031 contractor has completed the work in its base scope of work and began additional work in April 2013, when it began to install secant piles for the Tunnel A extension. As of May 23, 2013, the contractor had installed 30 of 276 piles

CQ032 – Plaza Substation and Queens Structures: EAC decreased slightly from \$192.7 million to \$192.5 million. The forecast Substantial Completion date remained the same at July 7, 2015. The actual percent complete is 23.1% versus 43.7% planned. This contract is not on the program critical path as reported in the last IPS update.

Construction Progress: Progress continues on rehabilitation/reconstruction/modification of the five existing ventilation facilities along the 63rd Street Tunnel in Queens. Work at the Roosevelt Avenue vent plant is complete except for the Level P6 mechanical room changes. Work at the Vernon Boulevard vent plant is complete and punch list work is ongoing. Work at the 23rd Street vent plant continues to be delayed awaiting completion of NYCDOT work in the vicinity of this facility. Lead-based paint abatement work continued at the 12th Street and 29th Street vent plants. Work continued on concrete encasement of the beams for the B10 Substation along Northern Boulevard, construction of reinforced concrete inverts in the Yard Lead Trench and the open-cut areas. The subcontractor commenced rock excavation for the Sump Pit in the former TBM launch area. Full contractor access to the west end of the Queens Open-Cut Excavation Area has been delayed due to slow progress of work on the Northern Boulevard Crossing tunnel by the CQ039 contractor, although most areas have been turned over. This access delay, however, along with the earlier turnover delays due to late completion of the CQ031 work, has caused significant schedule impacts and is reflected in the current forecast Substantial Completion date that is now almost 11 months later than the original contract Substantial Completion date. The PMT reports that the turnover schedule controls the critical path of this contract. The CQ032 contract milestones will need to be adjusted accordingly.

CQ039 – Northern Boulevard Crossing: The EAC increased \$900,000 from \$101.6 million to \$102.5 million reflecting scope transfers from the CQ032 Contract. The forecast Substantial Completion slipped 6 weeks from June 6, 2013 to July 23, 2013. The actual percent complete is 95.8% versus 100% planned. This Contract is not on the project critical path as reported in the last IPS update. The PMT reports that turnover of this staging area to the CQ032 contractor, now forecast to be 11 months late, controls the critical path of the CQ032 contract. The PMOC previously noted that the NYCT-BMT elevated subway line load transfer from the temporary underpinning system to the new tunnel structure scheduled for April 23, 2013 has been cancelled due to a stop work order (still in effect) from the ESA Code Compliance Unit. The stop work

order is based on concerns about the concrete cover over the reinforcing steel in the tunnel lining structure meeting the minimum code requirements. The re-scheduled date for the load transfer is now early July 2013. This contract is not on the program critical path as reported in the last IPS update.

Construction Progress: Completed the soil thawing process, construction of the permanent tunnel lining system and Plaza Substation center slab.

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

The EAC changed from \$281,038,000 to \$282,876,000 in April 2013, largely due to past scope transfers from the future CH057 contract to CH053. The MTACC adjusted its forecast of Substantial Completion to April 15, 2014, during the past month. Actual construction progress for April 2013 was 3.1% versus 0.0% planned (CH053 was supposed to be complete before this report period, hence 0.0% planned). The cumulative project completion, as of April 30, 2013, was 76.4% actual versus 100.0% planned (per cent completion decreased since the March 2013 PMOC report due to a contract modification addition). This contract is not presently on the Harold critical path, although it remains approximately 4 years behind schedule.

Construction Progress: During May 2013, the CH053 contractor continued installation of support of excavation (SOE) and piles for the west ends of the ML4 bridges at 43rd and 48th streets, construction of retaining walls 39-N1, 39-N2, and 48-S2, installation of the Tunnel A Approach structure trough between 43rd and 39th streets, and 12kV ductbank and cable installation at various locations.

CH054A – Harold Structures Part 2A: The PMT reported that the EAC for CH054A was reduced during April 2013 from \$64,271,000 to \$60,108,000, although it offered no explanation for the reduction. The forecast for Substantial Completion (SC) was lengthened to March 28, 2014, two weeks later than its March 2013 forecast. Actual construction progress for April 2013 was 2.5% versus 0.0% planned (CH054A was supposed to have been complete by this report period, hence the 0.0%). The cumulative construction progress, as of April 30, 2013, was 71.7% actual versus 100.0% planned. This contract, like CH053, is not currently on the Harold critical path although it continues to trend behind schedule.

Construction Progress: During May 2013, the CH054A contractor continued to excavate for and install 12kV duct bank at various locations on the west end of Harold Interlocking and completed construction of the Thomson S2 retaining wall.

Railroad Force Account:

FHA01 – Harold Stage 1 Amtrak: The PMT reported that the EAC for FHA01 remains at \$16,685,000. The MTACC's forecast for Substantial Completion also remains at March 31, 2014. Actual progress for April 2013 was 0.6% versus 1.3% planned. The cumulative construction progress as of April 30, 2013, was 87.7% actual versus 88.8% planned. The bulk of the remaining FHA01 construction consists of Electric Traction (ET) relocation of catenary wires on structures erected by the CH053/CH054A contractor, as well as ET protection support for the contractor.

Construction Progress: Although the CH053 contractor did not install any additional catenary structures during May 2013, Amtrak ET personnel did relocate catenary wires in several locations where the contractor had previously installed poles, including those locations critical to

this summer's concrete slab installation track outage. To date, the wire relocations are on schedule to support the outage.

FHA02 – Harold Stage 2 Amtrak: The PMT reported that the EAC for FHA02 reverted to \$40,538,000 (March 2013 report was \$38,495,000), although it offered no explanation for the reversal. Substantial Completion is forecast to be October 20, 2014, three weeks earlier than the MTACC's March 2013 forecast. Actual construction progress for April 2013 was 2.4% versus 1.9% planned. As of April 30, 2013, the cumulative construction progress was 55.3% actual versus 74.7% planned. Remaining work in the present FHA02 Project Initiation authorization includes Communications and Signals (C&S) installation and cutover of "F1" interlocking and installation of the alternate control systems for "F" and Harold Interlockings (FHACS).

Construction Progress: Amtrak C&S personnel successfully completed the cutover of "F2" Interlocking in mid-May 2013 and continued installation of signal equipment required to support the cutover of "F1" Interlocking, which is presently scheduled for 4Q2013. Amtrak Track Department personnel completed construction of 55 track panels to be used to reconstruct Lines 2 and 4 during this summer's concrete slab track outage, scheduled for July 19 through August 18, 2013.

FHL01 – Harold Stage 1 LIRR: The EAC for FHL01 remains at \$21,866,000. The PMT has shortened its forecast Substantial Completion date by three weeks and it is now April 25, 2014. Actual progress for April 2013 was 0.0% versus 1.3% planned (the MTACC offered no explanation for why there was no apparent progress although construction did occur). The cumulative progress as of April 30, 2013 was 75.2% actual versus 81.3% planned. Remaining FHL01 work includes installation of track turnouts, C&S equipment installation to prepare for Stage 2 cutovers of Harold and Point Interlockings, traction power relocations and cutover of the signal power line and cable installation for the re-located GO2 Substation.

Construction Progress: Continued signal power line relocation construction and support of Amtrak ET catenary wire transfers.

FHL02 – Harold Stage 2 LIRR: The EAC for FHL02 has increased slightly to \$64,497,000. The MTACC's forecast for Substantial Completion remains October 26, 2015. Actual construction progress for April 2013 was 0.3% versus 0.7% planned. The cumulative construction progress as of April 30, 2013, was 24.3% actual versus 26.2% planned. Remaining work in FHL02 includes the installation of 15 track turnouts and construction of two additional main line tracks along with all associated signal and traction power improvements, C&S installation and cutover of 6 CILs in Harold Interlocking, as well as the installation of the Harold Tower Supervisory Control System (HTSCS).

Construction Progress: Continued installation of signal equipment and apparatus in preparation for Harold and Point Interlocking cutovers.

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

Project Quality Manual: The ESA Quality Manager has revised the PQM (Rev. 7). MTACC's Chief of Quality, Safety, and Security is currently reviewing it and it is expected to be issued in June 2013. Since the issuance of Revision 7 has slipped several times, the PMOC recommends that extra efforts be made to meet the revised June 2013 date.

As-Built Drawings: The Quarterly Quality Oversight conducted of the contractors by the East Side Access Quality Staff indicated that some of the contractors are not current or in compliance with the as-built requirements as per the contract specifications. The ESA Quality Manager planned to issue Nonconformance Reports (NCRs) to the CH053/CH054A/CQ032 contractor in May 2013 but was asked not by ESA Management who expected to resolve the issue with the contractor. Since this did not occur, NCRs will be issued to the contractor and Discrepancy Reports (DRs) will be issued to the ESA Construction Manager (CM) in early June.

2.0 SCHEDULE DATA

The ESA PMT published its IPS # 47 data date May 1, 2013 and variance report. The submission was 11 days later than scheduled date of May 25th (the PMOC notes that this IPS submittal was not approved by MTACC Project Controls). In addition, the PMT has made some significant changes in its IPS as stated below:

- ESA's remaining schedule contingency is shown as 28 days.
- The ESA has added schedule activities for contracts CM006 and CM007 although with not much detail.
- The current IPS shows a change to the project critical path. The followings Contracts remain on the project critical path: CM006, CM007, CS284, and CS179 - Integrated System Testing. Schedule logic changes were made in the current IPS that removes activities in Contract CM005 off the current project critical path. No justification for doing this was provided, and the PMOC believes that activities in the CM005 package remain on the critical path

The PMT stated in its update that there are no major changes in the Harold portion of the IPS this month.

Project Critical Path: The Current IPS#47 data date of May 1, 2013 shows CM006, CM007, CS284, and CS179 Integrated System Testing contracts on the critical path. CM005 is now shown as off the critical path.

Schedule Contingency: The latest IPS update now shows 28 days of contingency left. As stated in previous reports, the PMOC does not believe that there is any schedule contingency left given the magnitude of the delays on the CM012R repackaged contracts, increased duration and the delay in awarding the CS179 package; which are on the critical path with a day-for-day delay after January 1, 2013. The ESA PMT has altered the logical ties in the schedule to show a contingency that doesn't exist (based on PMOC's analysis discussed in previous monthly reports).

3.0 COST DATA

Funding: MTACC announced at the May 2012 Capital Program Oversight Committee (CPOC) meeting that an additional \$720 million will need to be identified in the MTA 2015 – 2019 Capital Plan to cover the new project baseline budget. The funding request for the 2015 – 2019 Capital Program will be submitted to the NYS Capital Program Review Board (CPRB) in September 2014. The MTA will review any budget changes resulting from the new packaging plan for CM012R and compare it to the current MTA Capital Plan. Results of this comparison will be discussed internally with the MTA Board in July 2013.

Budget/Cost: The PMT has reported that as of April 30, 2013, the actual total project progress was 55.5% vs. 56.4% planned progress resulting from the July 2012 re-baseline and the actual construction progress was 51.1% vs. 52.7% planned based on invoiced amount.

As of April 30 2013, the Current Baseline Budget (CBB) as shown in the Standard Cost Categories (SCCs) has re-stabilized at the baseline value of \$8.708. There were small changes in SCC # 10, 20, and 40 related to the funding of the West Bound By-Pass track in Package CH057. Although The PMT states the reason was the transfer of funds from Contingency to CH057, it does not explain why a move of funds from Contingency would affect the SCC categories. This reflects the cost allocation set-up initially made by the PMT for tracking and reassigning costs by SCC. Short of a new re-baseline and a full reallocation of SCC costs on a more stable basis, this will continue to be an issue that arises monthly.

Also, despite the rejection of low bid for CM012R in October 2012 because it was more than \$350M above the PMT budget for this package, the PMT continues to maintain its pre-bid estimate value in the Current Baseline Budget (CBB). The PMOC determined this month that the PMT does not make any adjustments because changes have not been approved by MTACC Senior Management, and that what appears to be a report of expected costs is solely a statement of the ESA budget, which was set and will not be modified at present.

In response to a series of clarification questions posed by the PMOC at the cost review meeting held on May 23, 2013, the PMOC learned that the data for non-Awarded Contracts provided by the PMT does not reflect the projected costs but only the budgets that the PMT has established. Since the ESA PMT has stated it cannot change the budgets without authorization, and has not given any indication it has requested that authorization, data provided does not give an indication of the probable cost for future work. This to some degree explains why the PMT does not enter the values of new estimates or the value of actual bids onto their Project Working Estimate (PWE), but constrains all values to below or equal to the Budget. The PWE should reflect current EACs not just budgeted amounts.

The current Budget and Cost data is shown in Table 1 in Appendix B of this report. Table 3 in Appendix B of this report shows a comparison of the FFGA Baseline Budget in Standard Cost Categories (SCC).vs. the MTA's CBB.



Change Orders/Budget Adjustments: The PMT reported that during April 2013, there were 20 change orders executed over \$100K, with a net value of \$36.4M.

4.0 RISK MANAGEMENT

Status: A monthly risk review meeting was held on May 30, 2013. The following items were discussed:

A package level risk assessment for CM006 is planned for June 12 & 13, 2013, prior to the advertise date for this package. Preliminary cost and schedule estimates have been provided in

advance to workshop participants; and the risk register has been updated to account for interface risks.

The solicitation for CH057A has been issued and bids are due this summer. The post workshop focus of the ESA PMT was on examining and addressing the ten highest risks identified from the risk workshop for this package. As a result of the Risk Workshop, the PMT made the following changes: Some of the language in the Geotechnical Baseline Summary Report (GBSR) was cleaned up: the Contract documents had very prescriptive language for the tunnel shielding which was changed to allow the contractor more leeway in its means and methods; estimates for monitoring costs were increased; abatement risks for possible asbestos contamination were accounted for; and the schedule duration was increased from 22 to 26 months. The GEC engineer's package estimate was reviewed and modified by an independent consultant. The ESA PMT felt the GEC estimate was on the high side. The resulting estimate is somewhere in the middle (note: ESA did not provide a reason for why it believed the GEC estimate was on the high side and did not provide the adjusted number at the meeting). The PMOC notes that the \$15 million cost risk identified in the workshop has not been accounted for in the current contract budget.

The PMT is currently negotiating with the proposers about the costs for access impacts prior to recommending an award of the CS179 Systems Contract Package 1. The PMT held a risk workshop on April 18 and 19, 2013 for this Contract Package which the PMOC and FTA attended. Any risk items identified through the risk assessment would assist the PMT in contract negotiation efforts. The PMOC requested a copy of the report resulting from the Workshop in May 2013, and the MTA Director of Capital Program Oversight did not release the Report; stating that the results were "moot" due to the fact that CM005; CM006; and CM007 interface milestones evaluated in the workshop would change, and were therefore of no value. As of this report, there is no indication that MTACC plans to re-run the systems risk model with updated interface milestone data. The PMOC recommended that the model be run again with update interface milestone data.

Current Risk Mitigation Efforts: Through May 2013, ESA-PMT continued its efforts to identify and mitigate specific risks that may adversely affect the program's cost and schedule performance. The PMT has not produced a schedule of risk analysis efforts and should consider developing a more formal approach to managing the process.

5.0 ELPEP COMPLIANCE SUMMARY

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

- **Technical Capacity and Capability (TCC):** FTA formally notified MTACC of its acceptance of Project Management Plan (PMP) Revision 8.1 by letter dated March 4, 2013. MTACC plans to issue PMP Revision 9.0 by June 30, 2013. MTACC has stated that it has implemented the PMP training process. PMOC discussions with the MTACC's Chief of Quality, Safety and Security in January 2013 indicated that although some training has begun on sub-procedures, there has been no formal training on the PMP. MTACC conducted a series of audits for ELPEP procedure compliance. A draft report was prepared and reviewed internally. A final report will be released in June 2013 and ELPEP procedure training is scheduled to begin in late June 2013 or early July 2013. The PMOC will continue to monitor progress in this area. On March 19, 2013, MTACC

submitted its current revised Technical Capacity and Capability Plan, dated March 2013, which is in review by the PMOC.

- **Risk Mitigation Capacity Plan (RMCP):** FTA-RII provided its conditional acceptance of the RMCP in its May 24, 2012 letter to MTACC. The PMOC has verified the RMCP final acceptance based on its incorporation into the RMP.
- **Conformance and Compliance:** The PMOC continues reporting to the FTA regarding the ESA Project's continuing ELPEP compliance based on the PMOC's review of the 1Q2013 performance. See details below.
- **Risk Management Plan (RMP):** FTA formally notified MTACC of its conditional acceptance of the RMP by letter dated March 4, 2013. FTA's conditional acceptance is based on MTACC correcting an error and expanding discussion of certain risk and mitigation topics in the next revision of the RMP anticipated in late 2013.

The current ELPEP compliance checklist completed by MTACC is in review by the PMOC and FTA/PMOC review comments are anticipated to be finalized in early June 2013. The next ELPEP Quarterly Review Meeting is tentatively scheduled for June 12, 2013

- **Revisions to the ELPEP Document**

On March 19, 2013, MTACC provided to the FTA and the PMOC its proposed revisions to the ELPEP. The FTA and MTACC have agreed to hold working meetings to progress development of a revised ELPEP. However, these meetings may not start until MTACC has issued revised cost and schedule baselines later in 3Q2013.

- **Continuing ELPEP Compliance**

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

- Management Decisions
 - Status: IMPROVEMENT NEEDED.
- Design Development
 - Status: IMPROVEMENT NEEDED.
- CCC Process and Results
 - Status: IMPROVEMENT NEEDED.
- Stakeholder Management
 - Status: IMPROVEMENT NEEDED.
- Issues Management
 - Status: IMPROVEMENT NEEDED.
- Procurement
 - Status: Decision process for procurement methodology had improved in 2012, however ADDITIONAL IMPROVEMENT IS NEEDED.
- Timely Decision Making

- Status: IMPROVEMENT NEEDED.
- Risk Informed Decision Making
 - Status: IMPROVEMENT NEEDED.

6.0 SAFETY AND SECURITY

Project safety statistics for lost time accidents continue to trend above the Bureau of Labor Statistics (BLS) national average at 2.30 vs. 2.20 lost time accidents per 200,000 hours. Although there has been improvement in the overall project safety statistics (2.30 vs. 2.34 during the last reporting period), several contracts continue to perform below the average for the project. For the CM004 Contract, the lost time accidents are trending above the ESA Project average (3.43 vs. 2.30 lost time accidents per 200,000 hours). On the CQ039 contract, the lost time accident statistics continue to trend well above the ESA Project average (5.25 vs. 2.30 lost time accidents per 200,000 hours).

ESA did not report any significant security issues for the April 2013 reporting period.

7.0 ISSUES AND RECOMMENDATIONS

Design: The PMOC remains concerned that the GEC and PMT continue to consistently miss all of their target dates for remaining design activities on the project, not just catenary design.

Procurement: The PMOC remains concerned about the impacts to the project budget and schedule resulting from the CM012R bid overrun (discussed in respective sections of this report). The bid opening date for the CM005 package has slipped four times: from May 16th to May 30th to June 6th to June 20th, and eight addenda were issued (including scope changes and changes related to access milestones) since the package was advertised in March 2013. The ESA PMT is repeating the same pattern experienced in the CM012R procurement, calling into question the reliability of the cost and schedule estimates for this package. The scope for the CM005 package has changed and the ESA PMT continues to examine scope shifts in the CM006 and CM007 packages. The lack of stability of the Contract Packaging Plan remains a concern. The PMT continues to shift and split scope among different packages, making it difficult to fully understand the impact of these changes to the overall ESA Program at this time. The PMOC recommends that the PMT give priority to producing an updated Contract Packaging Plan and adhere to it without shifting scope for the remainder of the project

The PMOC is also seriously concerned about delays to other significant procurements namely; Systems Package 1 (CS179) (currently in negotiations since 2Q2012); CS 184 (Tunnel Systems which has now been split into two packages); and VS086 (Signal Equipment; and CM014B (GCT Concourse and Fit-out). The Systems work is on the project critical path and award dates for the Systems packages remain TBD.

Contract CM004: As previously reported, at 245 Park Avenue neither the MTACC nor MNR has issued a document to the Contractor that they accept the testing performed on the escalator that was conducted in October 2012, although MNR has advised MTACC verbally that test results were acceptable. Also, the escalator sub-contractor is not responding to the directive from MTACC that they must supply the specified “Lift Net” monitoring system for the escalator in lieu of the maintenance agreement that MNR was previously willing to accept as an alternative. The date of Beneficial Use and turnover of 245 Park to MTACC/MNR cannot be determined at this time.

Contract CQ032: The Contractor continues to make progress at a much slower rate than has been planned. Actual progress continues to lag planned progress at an increasing rate. Over the last 7 months from September 2012 through April 2013, the difference between the actual and planned progress has increased from 2.7% to 20.6%. The PMOC is concerned about this trend and the contractor's ability to recover schedule delays. Future planned progress is at a higher rate but will be constrained by late access to the work area at the west end of the Queens Open-Cut Excavation (turnover from CQ039) and this delay is impacting the contract critical path. The cumulative forecast delay due to this late turnover from CQ039 and the two previous late turnovers now totals almost 11 months. The PMOC recommends that MTACC-ESA expedite development of a recovery plan for this Contract.

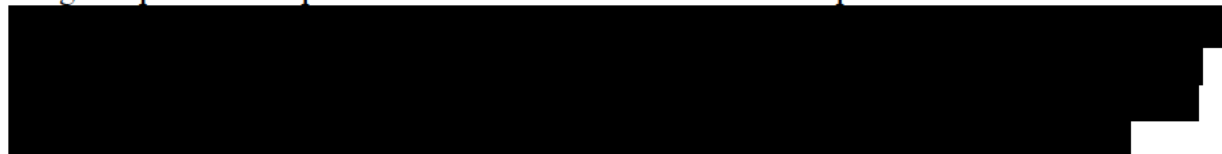
Contract CQ039: The PMOC notes that the load transfer for the elevated NYCT subway line from the temporary underpinning system to the new tunnel structure has now been delayed three times. First, in March 2013, NYCT cancelled the track outages (General Orders) required for the load transfer. The rescheduled dates of both April 23, 2013 and the 3rd week of May 2013 were cancelled by MTACC-ESA due to the stop work order issued by the ESA Code Compliance Unit for the concrete cover over the reinforcing steel in the tunnel lining structure. Late completion of this Contract has delayed full turnover of the Milestone 1A area, originally scheduled for July 30, 2012, and the start of Contract CQ032 work in the Early Access Chamber area (CQ032 Access Restraint #1, August 24, 2012) at the west end of the Queens Open-Cut Excavation Area. Although significant access has been granted to the CQ032 contractor since then, the contractor still does not have full access to the tunnel structure itself. The PMOC notes that ESA PMT has reported that this late turnover controls the CQ032 critical path. The PMOC recommends that MTACC-ESA expedite resolution of the stop work order.

Contracts CH053/54A: The PMOC remains concerned that costs continue to increase in response to continuing delays to the Substantial Completion date. Although the Contractor has stated that it is developing a construction schedule that will result in a substantial completion date three months earlier (December 31, 2013) than the ESA PMT forecast of March 2014, the PMOC does not believe that the railroads will be able to furnish the increased force account personnel necessary to support such an accelerated schedule. The PMOC recommends that the ESA PMT place increased priority for its CH053/54A contracts in making its daily force account allocations if it intends to support the contractor's accelerated schedule.

Railroad Force Account: Amtrak completed the cutover of "F2" Interlocking on schedule in mid-May 2013. There are 4 milestone events that remain for the 2013 construction program: contract construction of the concrete slab under Lines 2 and 4 in July (advance work for the future Westbound Bypass Tunnel), installation and cutover of "F1" Interlocking in September/October time frame, installation and cutover of Point Interlocking after "F1" cutover, and installation and cutover of the "H4" location in Harold Interlocking after the Point cutover in November 2013. Although the cutover of the F2 Interlocking was completed as planned, the PMOC will closely monitor the stakeholder's ability to meet the remainder of this aggressive schedule.

Project Funding/Budget: The PMOC remains concerned about the results of the CM012R bid cancellation and its impact on the project budget. As stated on several occasions, the PMOC remains concerned that scope of the CM012R work continues to be shifted from package to package, and that the ESA PMT is unable to assess the budget impacts of the CM012R bid

overrun almost seven months after the fact. The PMT has not adjusted its CBB (or contingency drawdown) to account for the CM012R bid overrun costs. The ESA Project Executive stated at the ESA monthly cost review meeting held on May 20, 2013 that the ESA Project Office will not officially update its budget or contingency drawdown until all of the new CM012R related packages (CM005; CM006; CM007) are finalized, and that this would most likely not happen until the end of 2013. Given the constrained funding environment that the project is in, it is important for the MTACC and the ESA Project Office to have a clear understanding of the budget impacts and impacts to the RSD of events that have transpired over the last seven months.



As of this report the ESA PMT continues its monthly financial reporting as if the bid cancellation had not occurred.

Project Schedule: The PMOC has several concerns with the latest IPS update as discussed below:

- Contracts CM005, 006, 007 and CS179 should be on the critical path; there is no justification or schedule basis provided to validate the fact the ESA PMT is now showing CM005 as off the critical path.
- The PMOC has evaluated CS179's standalone schedule and believes that interface milestones in this Contract with remaining Manhattan contracts are extremely important because of access and turn-over issues. The current IPS does not reflect these milestone dates accurately in the PMOC's opinion, and in fact the reason that Contract CM005 has gained so much float is because of its logical disconnection with the CS179 Contract.
- The PMOC has also reviewed the CM006 specification, and understands that the contractor is asked to have certain tunnels clear for adjacent contractor's access (at different times). In addition, there is restrictive language about the concrete delivery to the job site in Manhattan shafts. The PMT has not provided documentation (construction staging plan) to show whether or not these restrictions mentioned in the specification have been considered in the Contract schedule.
- The PMOC has the same concern for interfaces in Contracts CM005, 007, 014B, and CS179. The PMOC remains concerned that there are more than 30 interface milestones in these contracts with other contracts, and there has been no documentation of the impact of not meeting these interface milestones (see discussion in Risk Section of this report). This carries a significantly high risk to the project schedule and cost, as such these interface milestones need to be clearly defined.

Risk Management: ESA has greatly compressed the schedule for the remaining work on the Project due to delays which have occurred. The PMT has tried to 'mitigate' these delays by overlapping the civil construction work with the Integrated System Testing. There is no justification documented for validating this critical change in sequencing and logic in the approved 2012 project baseline schedule has been presented. Consequently, the PMOC believes that the outcome of the CS179 risk workshop will be of limited value for developing realistic cost and schedule impacts to the project. The ESA PMT is not compliant with its own

project control procedures by performing a risk assessment without an approved baseline, and in the PMOC's opinion should not have conducted a risk assessment with an unapproved new base schedule. In addition, although the PMOC attended the Systems Risk workshop on April 18 and 19, 2013 the MTA's Director of Capital Program Oversight did not provide the draft risk report to the PMOC, stating that the report was "moot"; since the access milestones for CM005; CM006; and CM007 that represent a significant risk to the Systems Package, will change. If this is the case that means that the risk workshop was poorly timed, and its results cannot be used to meaningfully determine the cost and schedule risks to this Contract. This is problematic, since access restraints will be one of the more significant risks to Systems Package 1 Contract (CS179).

The PMOC again notes its concern that neither a risk assessment nor a constructability review was performed on the CM005 Contract Package prior to advertising the package on March 21, 2013, nor are any planned. Consequently, the estimated cost of this package has not been adjusted for potential risks that might be incurred. Furthering this concern is the issuance of eight addendums to the CM005 construction package by MTACC.

APPENDIX A – ACRONYMS

ARRA	American Recovery and Reinvestment Act
BA	Budget Adjustment
BAFO	Best and Final Offer
C&S	Communications and Signals
CBB	Current Baseline Budget
CCC	Change Control Committee
CCM	Consultant Construction Manager
CD	Calendar Days
CM	ESA Construction Manager (assigned to each contract)
CMP	Cost Management Plan
CIL	Central Instrument Location
CPOC	Capital Program Oversight Committee
CPRB	Capital Program Review Board
CPP	Contract Packaging Plan
CWP	Construction Work Plan
EAC	Estimate at Completion
ELPEP	Enterprise Level Project Execution Plan
ERT	East River Tunnel
ESA	East Side Access
ET	Electric Traction
FA	Force Account
FFGA	Full Funding Grant Agreement
FTA	Federal Transit Administration
GCT	Grand Central Terminal
GEC	General Engineering Consultant
IPS	Integrated Project Schedule
IST	Integrated System Testing
LIRR	Long Island Rail Road
MNR	Metro-North Railroad
MPT	Maintenance and Protection of Traffic
MTA	Metropolitan Transportation Authority

MTACC	Metropolitan Transportation Authority – Capital Construction
NATM	New Austrian Tunneling Method
NTP	Notice to Proceed
NYCT	New York City Transit
OSHA	Occupational Safety and Health Administration
PE	Preliminary Engineering
PMOC	Project Management Oversight contractor (Urban Engineers)
PMP	Project Management Plan
PMT	ESA’s Project Management Team
QA	Quality Assurance
RAMP	Real Estate Acquisition Management Plan
RFP	Request for Proposal
RMP	Risk Management Plan
RMCP	Risk Mitigation Capacity Plan
ROD	Revenue Operations Date
RSD	Revenue Service Date
SC	Substantial Completion
SCADA	Systems Control and Data Acquisition
SCC	Standard Cost Category
SEM	Segmental Excavation Method
SMP	Schedule Management Plan
SSMP	Safety and Security Management Plan
SSPP	System Safety Program Plan
SWP	Safety Work Plan
TBD	To Be Determined
TBM	Tunnel Boring Machine
TCC	Technical Capacity and Capability
VE	Value Engineering
WBBY	Westbound Bypass
WBS	Work Breakdown Structure

APPENDIX B – TABLES

Table 1- Project Budget/Cost Table (as of April 30, 2013)

	FFGA			MTA's Current Baseline Budget (CBB)		Expenditures	
	(Millions)	(% of Grand Total Cost)	Obligated (Millions)	(Millions)	(% of Grand Total Cost)	(Millions)	(% of CBB)
Grand Total Cost	\$7,386	100		\$9,824	100	\$4,923.20	50.1%
Financing Cost	\$1,036	14		\$1,116	11.4	556.90	5.7%
Total Project Cost	\$6,350*	86	\$4,107	\$8,708	88.3	\$4,366.30	50.1%
Federal Share	\$2,683	36.3	\$1,148	\$2,699	30.6	\$1,869.80	21.4%
5309 New Starts share	\$2,632	35.6	\$1,098	\$2,436.60	27.6	\$1,612.40	18.5%
Non New Starts grants	\$51	0.7	\$50	\$67	0.8	\$62.00	0.7%
ARRA	0	0	0	\$195.40	2.2	195.40	2.2%
Local Share	\$3,667	49.6	\$2,959	\$6,009	57.7	\$2,496.50	28.7%

* CBB represents current MTA Board approved \$8,245 million budget [REDACTED] (regional investment not included).

The ELPEP Estimated Total Project Cost (ETPC) is \$8.119 billion (exclusive of financing cost), reflecting the medium level of risk mitigation.

Table 2 – Summary of Critical Dates

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

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

**Source –Based on PMOC 2012 risk assessment results..

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

Standard Cost Category (SCC) No.	FFGA SCC baseline (YOE \$) M	July 2, 2012 Re-baseline (YOE \$)	March 2013 SSC (YOE \$) M	April 2013 SSC (YOE \$) M	April 2013 % of Rebaseline	March '13 to April '13 Change \$M	CBB Variance from FFGA %
10	1,989	2,943	2,929	2,926	99.42%	-3	47.11%
20	1,169	1,514	1,493	1,496	98.81%	3	27.97%
30	356	388	389	389	100.26%	0	9.27%
40	205	488	523	522	106.97%	-1	154.63%
50	619	698	698	698	100.00%	0	12.76%
60	165	204	204	204	100.00%	0	23.64%
70	957	674	674	674	100.00%	0	-29.57%
80	1,184	1,649	1,649	1,649	100.00%	0	39.27%
█	█	█	█	█	█	█	█
Subtotal	6,813	8,708	8,710	8,708	100.00%	-2	27.81%
100	1,036	1,116	1,116	1,116	100.00%	0	7.72%
Total Project Cost (10 – 100)	7,849	9,824*	9,826	9,824	100.00%	-2	25.16%

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

Table 4 -- Core Accountability Items -- May 2013

Project Status:		Original at FFGA	Current*	ELPEP **
Cost	Cost Estimate	\$7.386B	\$9.824B	\$8.119B
Schedule	Revenue Service Date	December 31, 2013	September 2019	April 30, 2018
Total Project Percent Complete	Based on Expenditures	55.5 ***		
	Based on Earned Value	NA		
Major Issue		Status	Comments	
Major Upcoming Procurements		Scope from cancelled CM012R (Manhattan Structures 2) solicitation is being split among existing and three new contract packages. Work from CM012R package is on the project critical path. First new contract package (CM005) was advertised on March 21, 2013.	Results of this procurement have a major impact on project cost and schedule baseline. ESA is currently working on developing the remaining two contract packages (CM006, CM007). Impact on project cost and schedule contingency remains TBD.	
Major Upcoming Procurements		Package CH057 was split into 3 parts, and CH057A was bid in May 2013. Procurement of CS179 (Systems Package 1) continues to slip. Other System Packages (CS284 and VS086) procurement dates are now TBD; as well as procurement dates for CM014B package.	CH057A is necessary to advance the Harold work however the Change Order being given to the CQ031 contract for the support slab is critical for a July/August 2013 Outage. CS179 is on the project critical path (since Jan. 1, 2013) and current delay will impact project schedule contingency.	
Project Schedule		Project IPS has not been completely updated since October 2012.	Until the remaining contingency is determined, TBD dates for major procurements determined, and the IPS fully updated, it is not possible to properly assess the viability of the current baseline schedule.	
Amtrak East River Tunnel Work		Amtrak original plan for two tunnel outages during 2012 was changed to one tunnel due to a	ESA re-baseline was initially based on two tunnel outages. Impact (if any) on new baseline	

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	track replacement program initiated by Amtrak as a result of a broken rail. Schedule impact review has not yet been submitted to the FTA. Work on the tunnels ceased at the end of October 2012 as a result of hurricane Sandy and resumed in January 2013.	has to be evaluated and impact of ERT shutdowns as a result of the storm will also have to be evaluated. ESA is currently scheduling work around one tunnel outage.
Amtrak Integrated Master Schedule	Develop an integrated master schedule that will lay out the upcoming Amtrak projects (Moynihan, ERT Track Rehab., Brookfield, etc.) and overlay the ESA work at Harold. This schedule has not yet been provided to the FTA.	This issue has been outstanding since MTACC committed to producing the Integrated Master schedule in June 2012. At the March 21, 2013 FTA/MTACC Executive Meeting, the ESA Project Executive stated that they have an ESA staff member coordinating this activity on a part-time basis until a dedicated scheduler is hired.
Next Quarterly Meeting:	June 2013 (tentative)	

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

** 2010 Enterprise Level Project Execution Plan (ELPEP) reflecting medium level of risk mitigation, excluding financing cost of \$6,116 million. ELPEP is to be updated.

*** Expenditure percentage based on invoiced and project value [REDACTED]