

Capital Program Oversight Committee Meeting

February 2021

Committee Members

- P. Foye, Chair
- N. Zuckerman, Vice Chair
- A. Albert
- J. Barbas
- N. Brown
- M. Fleischer
- R. Glucksman
- R. Herman
- D. Jones
- K. Law
- R. Linn
- D. Mack
- J. Samuelsen
- V. Tessitore

Capital Program Oversight Committee Meeting

2 Broadway, 20th Floor Board Room New York, NY 10004 Thursday, 2/18/2021 10:00 AM - 5:00 PM ET

1. PUBLIC COMMENTS PERIOD

2. APPROVAL OF MINUTES JANUARY 21, 2021

CPOC Committee Minutes - Page 3

3. COMMITTEE WORK PLAN

2021 - 2022 CPOC Committee Work Plan - Page 4

4. C&D CAPITAL PROGRAM UPDATE

Capital Program Update - Page 6 Progress Report on B&T Capital Program - Page 11 IEC Project Review on Throgs Neck Bridge Orthotropic Deck Replacement (TN-49) - Page 17 IEC Traffic Light Report (TLR) Review of B&T Core Projects - Page 21

5. CAPITAL PROGRAM STATUS

Commitments, Completions, and Funding Report - Page 23

MINUTES OF MEETING

MTA CAPITAL PROGRAM OVERSIGHT COMMITTEE

January 21, 2021

New York, New York

10:00 A.M.

Because of the ongoing COVID-19 public health crisis, the MTA Chairman convened a one-day, virtual Board and Committee meeting session on January 21, 2021, which included the following committees:

- Long Island Rail Road and Metro-North Railroad;
- New York City Transit;
- MTA Bridges and Tunnels;
- Finance;
- Audit;
- Safety;
- Capital Program Oversight Committee.

To see a summary of the CPOC Committee meeting, please refer to the January 21, 2021 Board minutes in the February Board Book available here on the Board materials website: https://new.mta.info/transparency/board-and-committee-meetings/february-2021



2021-2022 CPOC Committee Work Plan

I. Recurring Agenda Items

Approval of the Minutes Committee Work Plan Commitments/Completions and Funding Report

II. Specific Agenda Items

March Overall Capital Program Infrastructure Quarterly Traffic Light Report

<u>April</u>

Overall Capital Program
 Signals and Train Control
 Security Projects
 Minority, Women and Disadvantaged Business Participation

<u>May</u>

Overall Capital Program

• Integrated Megaprojects

<u>June</u> Overall Capital Program Rolling Stock OMNY Quarterly Traffic Light Report

<u>July</u> Overall Capital Program

Stations

<u>September</u>

Overall Capital Program

• Railroads Quarterly Traffic Light Report

<u>October</u>

Overall Capital Program

• Infrastructure

<u>November</u>

Overall Capital Program

Signals and Train Control

Minority, Women and Disadvantaged Business Participation Small Business Development Program

December

Overall Capital Program

Integrated Megaprojects

OMNY

Quarterly Traffic Light Report

<u>January</u>

Overall Capital Program Rolling Stock

February

Overall Capital Program

- B&T
- Railroads

Capital Program Update February 2021



Program Commitments

Every year, MTA C&D publishes our Program Commitments: Projects out of the funded five-year capital program that the MTA is planning to award to third-party contractors or in-house teams in the next 12 months.

- In early 2020, MTA C&D was planning to award \$13.5B worth of projects that year, largely funded by the then recently approved \$51.5B 2020-2024 Capital Program. The severe constraints on the MTA's budget caused by COVID-19 put the capital program on pause in March. As a result, total commitments in 2020 came to \$5.4B – short of what had been planned, but roughly the same order of magnitude as past years. This was achieved by aggressively advancing federally funded projects, as well as in-house work.
- In 2021, MTA forecasts being able to issue at least \$6.2B in total project commitments- made possible in part by New York State support reflected in the Governor's FY21-22 Executive Budget. If additional financialsupport comes in – whether through federal aid, an infrastructure bill, additional dedicated state revenue,



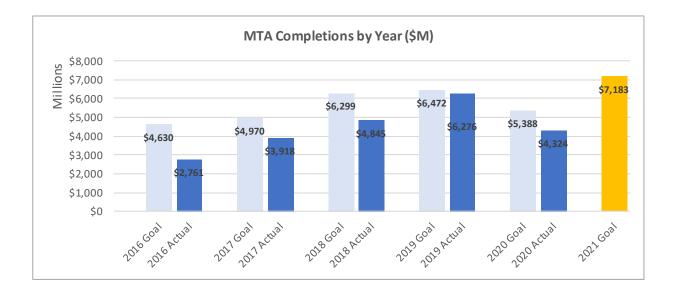
CBD Tolling or other sources – MTA C&D will be ready to award more. We can scale up our capital commitments to match available resources should they become available.



Program Completions

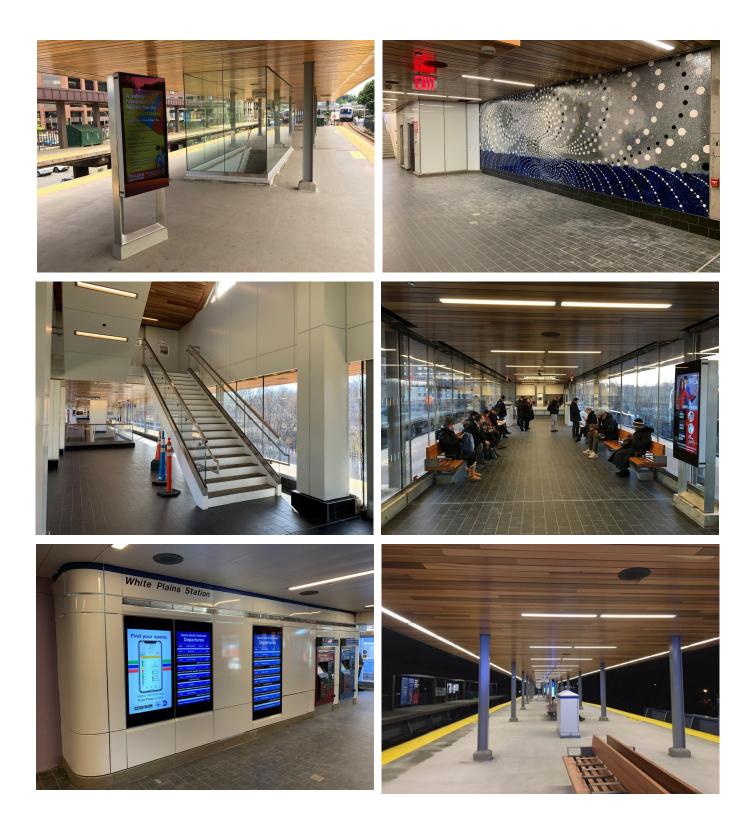
The value of the project work that is completed in a given year is one of the metrics that MTA C&D uses tomeasure progress on the Capital Program.

- MTA completed many critical projects in 2020, including 11 new ADA subway stations (the most in a singleyear ever), a new entrance to Penn Station at 7 Ave and 33 St, improvements to the Canarsie L Train Tunnel, replacement of track on the Archer Ave Line (E line near Jamaica), among others. In all, MTA completed \$4.3B worth of work in 2020, all while successfully maintaining safe work protocols during the COVID-19 epidemic.
- C&D plans to complete a record \$7.2B of work in 2021, much of it funded by 2015-19 and previous Capital Programs. Little of the 2020-2024 Capital Program was awarded in 2020 because of the COVID-related pause on new awards, so scarce few of those projects will be completed in 2021.



Project Highlight: White Plains Station Renovations

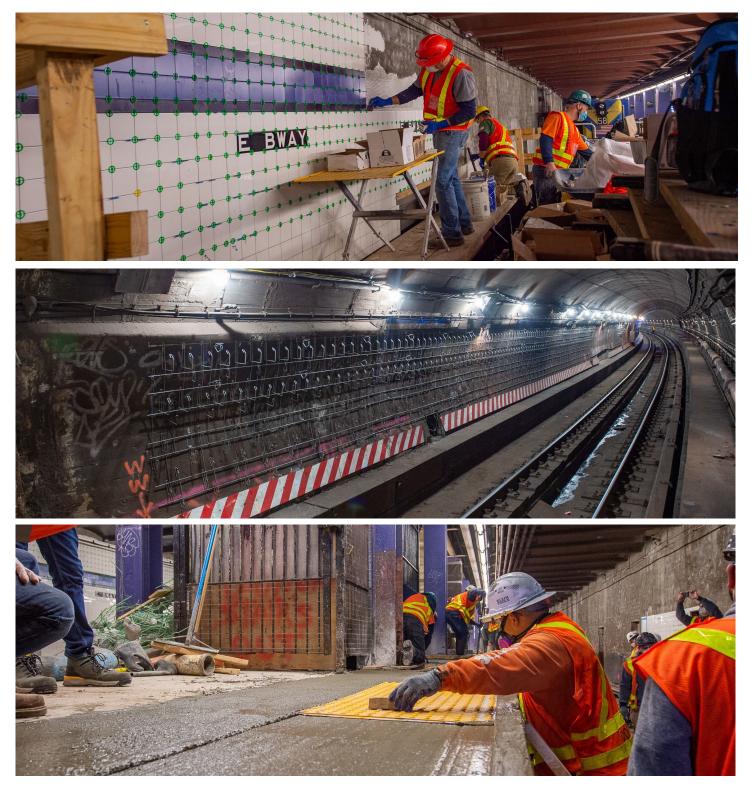
MTA C&D is nearing completion of a gut rehabilitation of the third-busiest station on the Metro-North network – White Plains. Major improvements include: new elevators, stairs, heated platforms for ice control, bathrooms, ticket office, food vendor space, digital signage, and artwork.



Project Highlight: Rutgers Tunnel

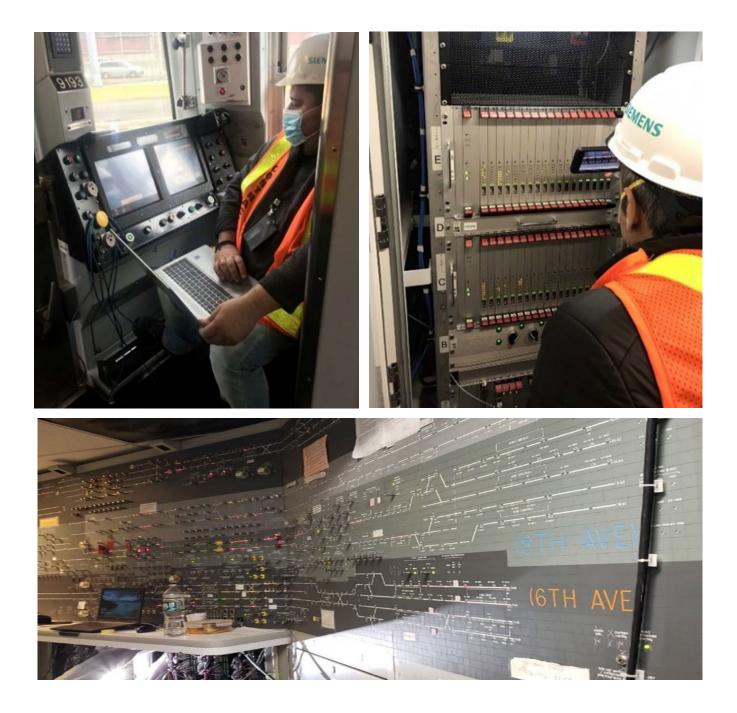
MTA C&D is repairing the damage caused by Superstorm Sandy to the Rutgers Tunnel, which F trains use to cross the East River, and fortifying it against future flooding. This is the last of the MTA cross-river tunnels to be rehabbed through the Capital Program. The project also entails making significant station improvements at East Broadway.

Work began in August 2020 and is expected to be completed in the fall of 2021. The project is being accelerated to a record 14 months to take advantage of the current period of low ridership.



Project Highlight: Modern Signals on the Queens Boulevard West Line

A large section of the Queens Boulevard Line, from 23 St-Ely Ave to 50 St-8 Ave and around 47-50 St Rockefeller Center, is now in CBTC revenue service. MTA C&D accelerated this phase of the project and avoided future outages by taking the line out of service for consecutive 9 days around the new year, when ridership is very low. When the project is complete, modern signals will allow for trains to run closer together and more reliably on this line, one of the busiest in the entire MTA network.





C&D's last report to CPOC on Bridges & Tunnels Capital Programs and major projects was in February 2020. This document presents an executive summary of the Capital Program status as well as progress of the major projects since February 2020, and identifies primary factors influencing the projects' performance.

Overall B&T Capital Program Update

2015-19 Capital Program Commitments

- Total Program: \$2.936 B; Committed to date: \$2.68 B (91%); Remaining to be committed: \$19 M
- Remaining balance (approx. \$237 M) reflects a combination of good bid savings and program reserves/contingency, which are held in reserve

2020-24 Capital Program Commitments

• Total Program: \$2.8 B not including CBDTP; Committed to date: \$54 M

2020 Commitments

- 2020 Plan: 127 commitments at a value of \$258.7 M; 2020 Actual: 131 commitments at a value of \$183.2 M (71%)
- Commitments were \$75.6 M below the 2020 Plan, mainly due to the pause in procurements resulting from the impacts of the COVID-19 pandemic.

2020 Completions

- 2020 Plan: 19 completions at a value of \$406.1 M; 2020 Actual: 33 completions at a value of \$660.3 M (162.6%)
- 10 early project completions were a direct result of work being accelerated while traffic volumes were low due to the COVID pandemic.

Moving NY Forward Program (C&D Acceleration)

- B&T advanced \$144 M of work in 2020 to be performed while traffic volumes were reduced.
- To date, \$85.5 M of the Moving NY Forward initiatives have been completed with another \$48.5 M expected to be completed in 2021.



2020 Major Completions

New Ramp to Connect the RFK Bridge to the Harlem River Drive	B&T constructed a new ramp connecting the Robert F. Kennedy Bridge to the Harlem River Drive, eliminating a detour through East Harlem. The new ramp removes up to 18,000 cars daily from local streets, in a community that suffers from air pollution and high asthma rates. This Design-Build project was completed in November 2020, one month ahead of schedule and under budget. Original budget: \$72.6 M (including contingency) EAC: \$55 M
Rehabilitation of the Skewbacks, Tower Piers, & Pedestals at the Henry Hudson Bridge	B&T rehabilitated the concrete skewbacks that support the steel arch of the bridge, and replaced the concrete pedestals that are the foundations for the piers that support the approach viaducts. This design-build project was completed in September, within the project budget. Original budget: \$100.4 M; EAC: \$100.4 M
Reconstruction of the South Approach Roadway and the Replacement of Facility Lighting System at the Henry Hudson Bridge	B&T replaced the original 1930's south approach roadways, including the substructure, superstructure and deck of the upper and lower levels of the Henry Hudson Bridge. This reconstruction replaced one of the last pieces of the original 1930's era bridge and enhanced safety and traffic flow by eliminating support columns on the lower level, improving sight distance and overall roadway alignment. The new structure also meets modern geometrics and seismic standards. In addition the Henry Hudson Parkway roadway lighting system was completely replaced. The project was completed in December 2020 within budget and one month ahead of schedule. Original budget: \$109.6 M; EAC: \$109.6
Rehabilitation of Tunnel Controls & Communication Systems at the Queens- Midtown Tunnel	B&T modernized tunnel controls and communication systems to improve customer safety in the Queens-Midtown Tunnel. This Design-Build project was completed in December, within budget and seven months ahead of schedule. Original budget: \$39 M; EAC: \$32.5 M
Installation of Electronic Monitoring & Detection Systems at the Bronx- Whitestone Bridge and the RFK Bridge	B&T installed new electronic traffic monitoring and fire detection systems at the BWB and RFK. The Design-Build project was completed in December, within budget and on schedule. Original budget: \$88.3 M; EAC: \$81 M
Two-way Tolling at the Verrazzano-Narrows Bridge	B&T reconfigured the tolling area to enable two-way tolling at the VNB, eliminating an anomaly in regional traffic patterns created by federally mandated one-way tolling. The project was completed in

Page **2** of **6**



November, within the project budget and one month ahead of schedule. Original budget: \$39.6 M; EAC: \$39.6 M

Bridge Program Updates

Verrazzano-Narrows Bridge	The Verrazzano-Narrows program includes five projects that span several Capital Programs and total well over \$1 B. B&T has carefully planned and sequenced the projects to completely reconstruct the nearly 60 year old upper level approaches to the VNB to meet current standards, including replacing the non- standard existing left hand exits to the Belt Parkway with new right hand exits on both upper and lower levels, and make on- grade improvements on adjoining highways to eliminate lane drops that constrict traffic on the VNB exits to the Gowanus Expressway and the Belt Parkway.
	Two of these projects are under construction, and three are in design.
	Under construction: Phase 1 of the Reconstruction of the VNB Upper level Brooklyn and Staten Island Approach and Anchors Spans Phase 1 of this project will replace the deck on the entire Brooklyn Approach and a portion of the Staten Island Approach. It will also replace the structural steel and decks of the Anchorages, and make critical repairs to the Belt Parkway Ramps.
	Status: Approx. 36% complete Original budget: \$205M; EAC: \$205M Substantial completion forecasted- June 2023 (on schedule)
	 Progress to date: The replacement of decks on the Brooklyn Approach was completed at the end of November, five months ahead of schedule Belt Parkway ramp concrete repairs were completed in July 2020, five months ahead of the original schedule Belt Parkway Ramp safety repairs were completed at the end of December.
	<u>Under construction: Brooklyn Approach Reconstruction</u> The on-grade Brooklyn Approach Reconstruction includes construction of a fourth lane to the Gowanus Expressway, which will alleviate a traffic bottleneck and improve customer safety. All



	 roadway work was accelerated under the Moving NY Forward Initiative and the fourth travel lane was opened to traffic in October 2020, 2 months ahead of the original project schedule. Status: Approx. 90% complete Original budget: \$26.1M EAC: \$26.1M Substantial completion forecasted: June 2021 (ahead of the original planned December 2021 completion date) <u>In design:</u> Phases 2 and 3 of the Reconstruction of the VNB Upper level Staten Island Approach Widening of the Belt Parkway approach
	Also at the VNB, the design-build project for installation of a safety fence on the upper and lower level suspended spans is currently under procurement, and is scheduled to be presented at the March Board for approval. This project has garnered a great deal of public interest, and is a key public safety project.
Throgs Neck Bridge	B&T is undertaking two projects to extend the service life of the Throgs Neck Bridge: replacement of the suspended span deck and rehabilitation of the approach viaducts. Not only will these projects extend the life of the structure, they will also improve customer safety and experience by ensuring a smooth, safe riding surface, improved roadway lighting, and improved emergency response to fire with the installation of a new fire standpipe system.
	Under construction: Replacement of the Suspended Span Deck This project is to reconstruct the roadway including replacing the original 1960's concrete grid deck with a lightweight steel orthotropic deck, along with performing steel repairs and painting of the steel supporting the deck; upgrading the bridge roadway lighting and bridge electrical systems, and installing a fire standpipe system. In addition, the project includes removing and replacing several suspender ropes and main cable investigation to determine the current load carrying capacity of the main cables. The deck work is being accomplished in six stages using a movable barrier to maintain traffic capacity in the peak direction. Project benefits include extending the service life of the bridge by reducing the load on the main cables as well as improving seismic and wind performance and overall structural resiliency.
	Original budget: \$336M; EAC: \$336M Substantial completion forecasted: November 2022 (on target) Progress to date:

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- Roadway lighting and fire standpipe systems on the approaches were completed in May 2020 meeting the contractual milestones.
- Stage 1 of deck demolition is complete and deck installation is in progress
- Three lanes of traffic are maintained in the peak direction using a movable barrier
- Orthotropic deck fabrication work is progressing on schedule

2021 Look ahead:

Continue staged reconstruction of suspended span

<u>Under construction: Rehabilitation of the TNB Viaducts</u> This project is to repair the steel structure supporting the roadway and the concrete piers. Work is being performed from a work platform under the structure. This project has minimal traffic impacts.

Status: Approx. 18% complete Original budget: \$212.2M; EAC: \$212.2 M Substantial completion forecasted: August 2023 (on target)

Progress to date:

- Under deck shield installation is complete
- Steel and concrete repairs are ongoing
- Replaced existing concrete barriers over the Bronx Lower Garage

2021 Look Ahead:

- Complete shield installation
- Continue with steel and concrete repairs
- Begin bearing replacement
- Continue electrical repairs

Henry Hudson BridgeAs discussed above under 2020 Major Completions, the HHB
Program has already completed the Skewback Rehabilitation and
the South Approach Reconstruction. Under construction now is
the structural rehabilitation and painting of the steel arch and
approach structures. This project has minimal traffic impacts.

Status: Approx. 46% complete Original budget: \$58.8M; EAC: \$58.9M Substantial completion forecasted: March 2022 (on target)

Progress to date:

- Under deck shield installation nearly complete
- Steel repairs are ongoing



	 2021 Look ahead: Complete shield installation Continue with steel repairs Begin structural painting
	In addition to performing structural repairs, B&T is completing preliminary design for an upcoming design-build project to upgrade and replace substations that provide primary and back-up power for the facility to ensure full electrical redundancy for the entire Henry Hudson Facility. The design is currently 10% complete, the DB RFP is under preparation and the project will be advertised this year.
Robert F. Kennedy Bridge Program Update	As discussed under major completions, the new Direct connector Ramp to the Harlem River Drive was opened to traffic in November 2020, eliminating significant traffic from the local streets. The focus of the program now turns to necessary rehabilitation and retrofits needed on the viaducts and the suspended span to extend the service life of the existing structures.
	The structural rehabilitation of the viaducts is currently ongoing, with work being performed to repair and upgrade the steel supporting the roadway to meet current load criteria.
	Status: Approx. 37% complete Original budget: \$85 M; EAC: \$85 M Substantial completion forecasted: August 2022 (on target)
	 Progress to date: Steel repairs are ongoing 2021 Look ahead: Continue with steel repairs
	In addition, preliminary design is progressing for two critical design-build projects planned for later in the 2020-2024 program: the Structural Rehabilitation and Wind Retrofit of the suspended spans, and Rehabilitation of the Anchorage Structures. Both

on schedule.

designs are currently less than 5% complete and are progressing

February 2021 CPOC Independent Engineering Consultant Project Review

Throgs Neck Bridge Orthotropic Deck Replacement (TN-49)



TN-49 Project Scope

Project TN-49 is the staged replacement of the existing concrete deck with a new steel orthotropic deck. The orthotropic deck design will improve the bridge's wind performance, structural resiliency, and upgrade the suspended spans to meet current seismic and fatigue performance criteria. The contract was awarded November 2018 to Judlau Contracting Inc for \$235M. The project's duration is 48 months and in addition to above deck replacement, the project's scope includes:

- Additional steel repairs to the supporting structure
- Increasing deck cross slopes to improve drainage
- Removal and replacement of four suspender ropes for testing
- Main cable opening and inspection
- Improving bridge utility systems



TN-49 Budget and Schedule Review

Budget

The IEC has reviewed the project expenditures, contingency, soft costs and change orders and forecasts the EAC as \$306M, which is within the budget of \$336M.

Schedule

The IEC has reviewed the latest schedule update and finds that the project remains on schedule to achieve substantial completion by November 2022. Since last CPOC, the project has adjusted durations in panel replacement stages to account for challenges while installing the gantry cranes and establishing the deck panel welding process. Productivity is expected to increase in later stages by using lessons learned from stage 1.

Deck Panel	Update No. 13 Jan 31, 2020		Update No. 23 N	Duration	
Replacement	Finish	Duration (Days)	Finish	Duration (Days)	Variance (Days)
Stage 1 148 Panels	11/2/2020	73	3/12/2021	179	106
Stage 2 74 Panels	5/10/2021	70	5/12/2021	58	-12
Stage 3 74 Panels	7/23/2021	73	7/13/2021	61	-12
Stage 4 74 Panels	10/5/2021	71	9/13/2021	61	-10
Stage 5 74 Panels	5/10/2022	70	5/9/2022	59	-11
Stage 6 148 Panels	8/4/2022	85	7/25/2022	76	-9
Substantial Completion	11/21/2022		11/21/2022		

TN-49 – IEC Observations

- The agency mitigated potential schedule risks by implementing incentives for early completion of the fire standpipe installation and luminaire replacement at the approaches.
- Fabrication and timely delivery of orthotropic deck panels was determined to be the top project risk.
 - The project mitigated any potential issues by engaging a quality inspection team at the fabricator's facility during production.
 - A shipment containing orthotropic panels for stages two and three is expected to arrive in New York in time for the current scheduled start of stage 2.
- In the opinion of the IEC, the project team is effectively managing the project and coordinating with the contractor to ensure outstanding risks are mitigated.



February 2021 CPOC Independent Engineering Consultant B&T Program Review

Bridges and Tunnels Program Core and Sandy Traffic Light Reports



TLR Summary of B&T Projects

- In the Core and Sandy Traffic Light Reports, presented at the December 2020 CPOC, the IEC reviewed a total of 29 active design and construction projects which make up part of B&T's capital program. All 29 projects were reviewed for Cost, Contingency and Schedule Performance.
- Of the 29 B&T projects featured in the TLR:
 - 27 projects (93%) were designated Green, which indicates no performance variance was triggered.
 - No B&T projects cited in the TLR were designated Red, which would have indicated that a performance variance had been triggered.
 - 2 projects (7%) were designated Yellow, symbolizing that they had been previously Red after triggering a performance variance in a prior quarter.
- The positive TLR reporting results for B&T reflects projects that have managed their costs and maintained their schedule completion dates during the ongoing operating difficulties presented by the Covid-19 pandemic in 2020.
- Similar TLR reporting results were also presented at September's 2020 CPOC. No B&T projects were designated Red in September and all 29 projects were designated Green and Yellow.
- In addition, IEC analysis of the project data resulted in little to no trending variations in the overall cost and schedule indexes since the prior quarter. TLR trending provides an early indicator of potential project cost and schedule concerns and the quarter-toquarter results indicates that B&T projects will continue to do well in the next quarterly TLR.

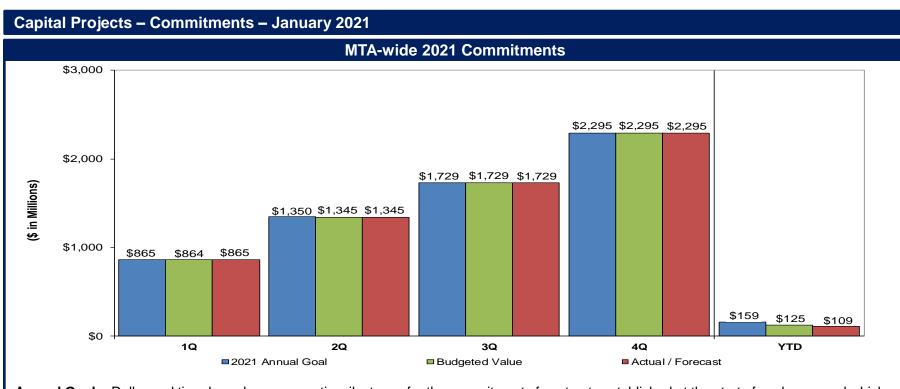


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MTA Capital Program Commitments & Completions

through January 31, 2021





Annual Goals: Dollar and time-based programmatic milestones for the commitment of contracts established at the start of each year and which are achievable during the year.

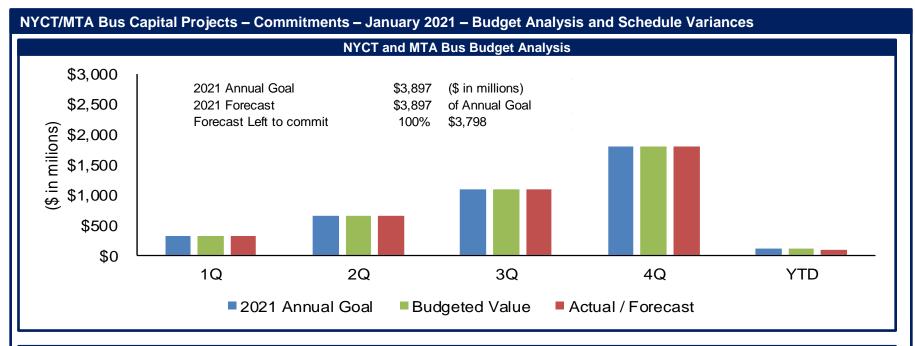
Actuals: The value of the goals and any additional unplanned commitments as they are achieved during the year.

Forecasts: The updated estimates by quarter for remaining goals as well as any unplanned commitments that might occur during the year. **Budget:** The budgeted value assumed in the capital program for the Actual and Forecasted Commitments being tracked during the year.

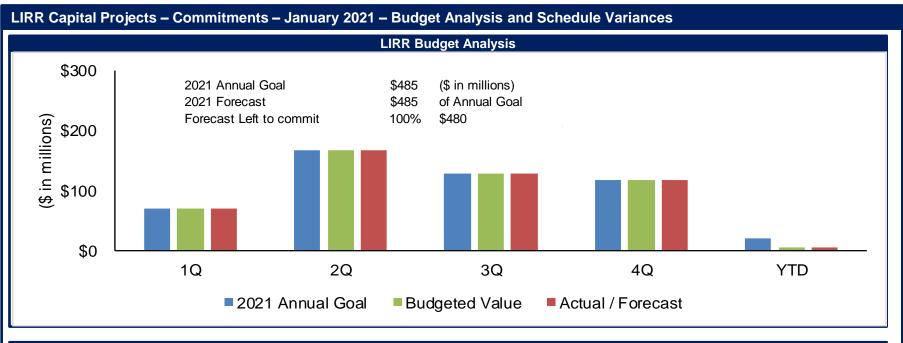
Commitments Summary

In 2021, agencies have a goal of \$6.2 billion in overall commitments, including \$3,839 million for NYCT, \$485 million for LIRR, \$777 million for MNR, \$57 million for MTA Bus, \$40 million for MTA Interagency, \$867 million for MTA Expansion, and \$173 million for B&T.

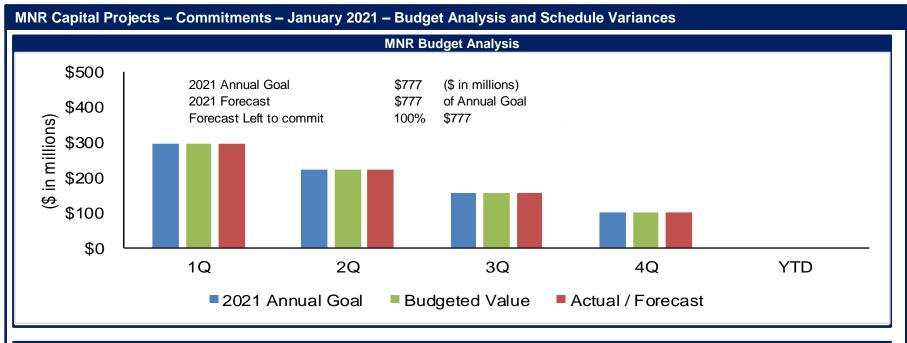
Through January, agencies have committed \$109 million versus a \$159 million goal. At the end of each quarter in 2021, schedule variances will be explained on the following pages.



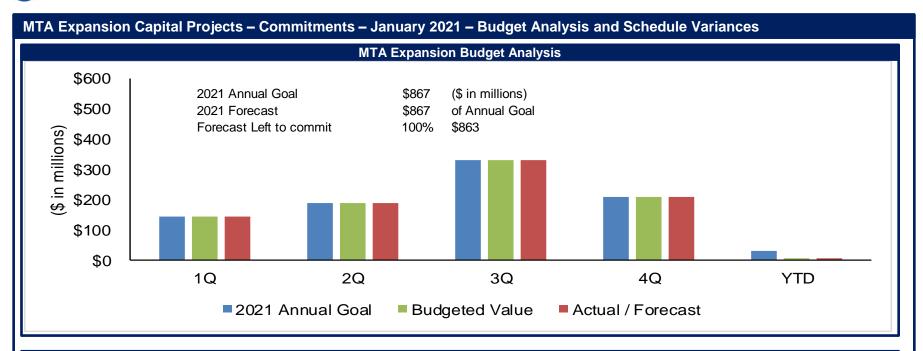
Schedule Variances



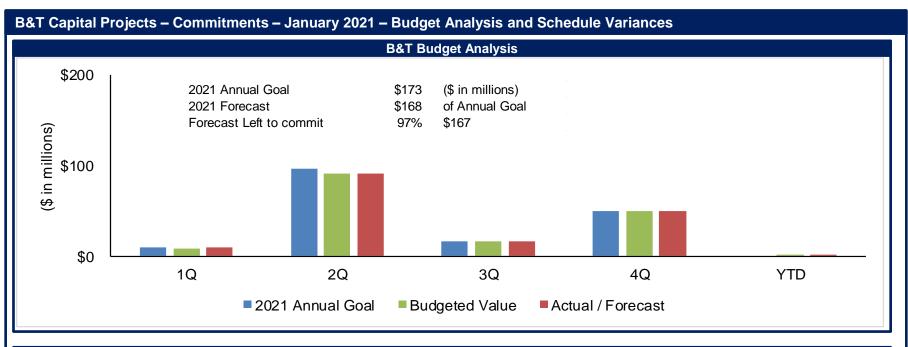
Schedule Variances



Schedule Variances



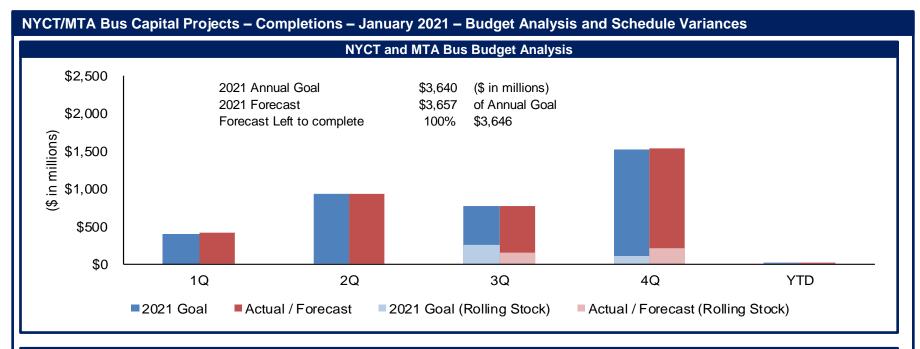
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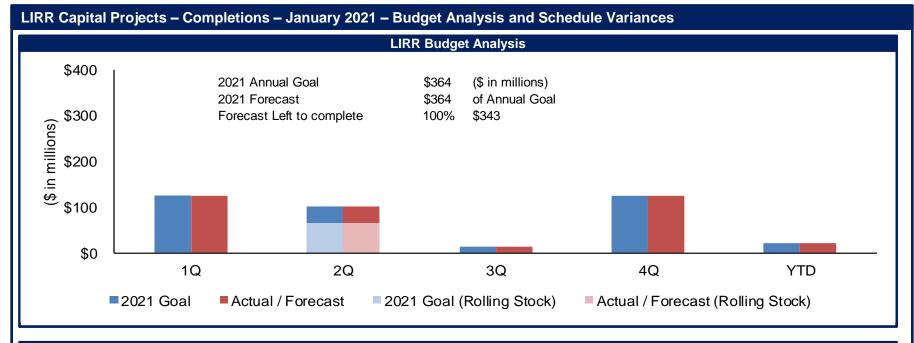
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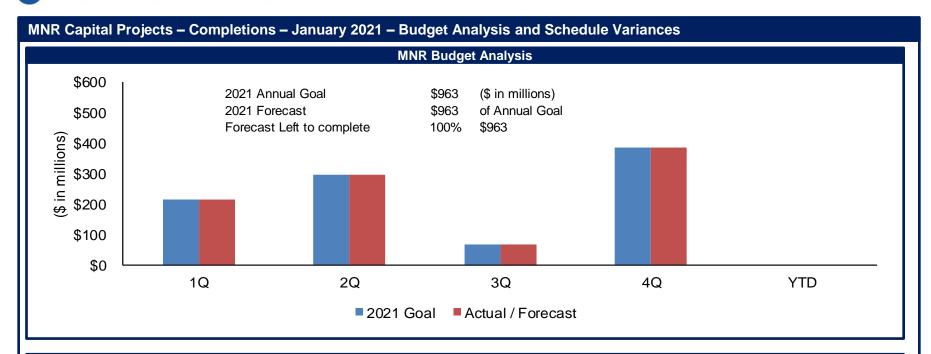
	ctual		MTA-wide 2021 Major Completions									Post		
Goal		Jan-21	Jan-21 Feb-21 Mar-21 Apr-21 May-21 Jun-21 Jul-21 Aug-21		Sep-21	Oct-21	Nov-21	Dec-21	2021					
Total	51	1	2	2	3	7	7	3	5	2	7	2	10	0
Jan-21	1	1												
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Apr-21	3				3									
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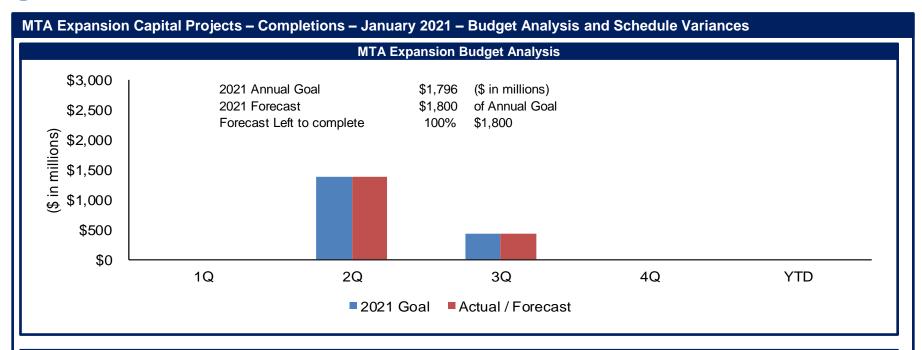
Schedule Variances



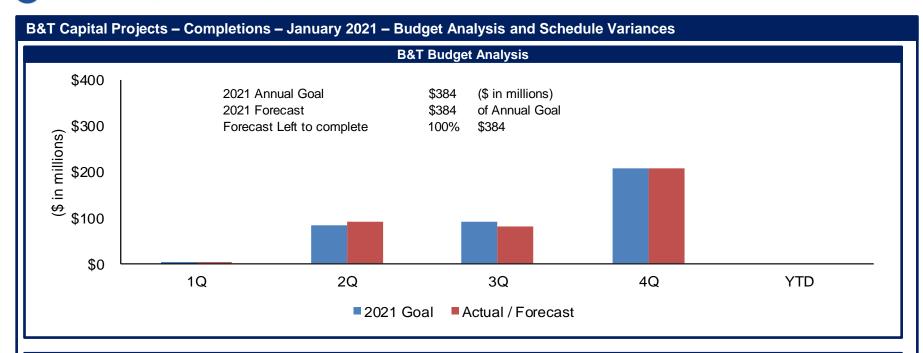
Schedule Variances



Schedule Variances



Schedule Variances

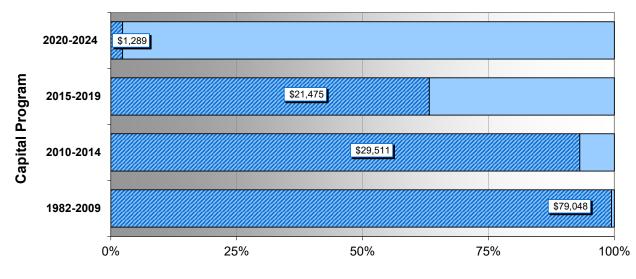


Schedule Variances

Status of MTA Capital Program Funding



Capital Funding (January 2021) \$ in millions



■ Received ■ Remainder

Capital Funding Detail (January 30, 2021)

\$ in millions

	Funding Plan		Receipts	
2010-2014 Program	Current	Thru Dec	This month	Received to date
Federal Formula, Flexible, Misc	\$5,844	\$5,839	\$ -	\$5,839
Federal High Speed Rail	173	173	-	173
Federal New Start	1,271	1,257	-	1,257
Federal Security	89	89	-	89
Federal RRIF Loan	-	-	-	-
City Capital Funds	719	608	-	608
State Assistance	770	770	-	770
MTA Bus Federal and City Match	132	112	-	112
MTA Bonds (Payroll Mobility Tax)	11,625	10,450	-	10,450
Other (Including Operating to Capital)**	1,284	1,273	-	1,273
B&T Bonds	2,175	2,019	-	2,019
Hurricane Sandy Recovery				
Insurance Proceeds/Federal Reimbursement	6,697	6,697	-	6,697
PAYGO	18	18	-	18
Sandy Recovery MTA Bonds	659	182	-	182
Sandy Recovery B&T Bonds	230	23	-	23
Total	31,685	29,511		29,511

	Funding Plan		Receipts	
2015-2019 Program	Current	Thru Dec	This month	Received to date
Federal Formula, Flexible, Misc	\$6,704	\$4,989	\$ -	\$4,989
Federal High Speed Rail	\$122	\$122	-	\$122
Federal Core Capacity	100	-	-	-
Federal New Start	500	-	-	-
Federal Security	19	15	-	15
State Assistance	9,064	3,573	150	3,723
City Capital Funds	2,667	1,235	-	1,235
MTA Bonds	8,474	7,818	-	7,818
Asset Sales/Leases	959	315	-	315
Pay-as-you-go (PAYGO)**	2,145	1,572	-	1,572
Other	257	38	3	41
B&T Bonds & PAYGO/Asset Sale	2,942	1,644	-	1,644
Tota	33,953	21,321	153	21,475

	Funding Plan		Receipts	
2020-2024 Program	Current	<u>Thru Dec</u>	<u>This month</u>	Received to date
Capital from Central Business District Tolling	\$15,000	\$ -	\$ -	\$ -
Capial from New Revenue Sources	10,000	-	-	-
MTA Bonds and PAYGO	9,782	80	-	80
Federal Formula	7,500	1,119	-	1,119
State of New York	3,000	-	-	-
City of New York	3,000	80	-	80
Federal New Start (SAS Ph2)	2,905	-	-	-
Federal Flexible	275	-	-	-
Federal Security	10	10	-	10
B&T Bonds (Self-Funded)	3,327	1	-	1
Total	54,799	1,289	-	1,289

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