

2016 2Q YTD Capital Performance

Committee on Capital Planning, Execution and Asset Management
July 21, 2016

Preliminary Unaudited Results

Departments are working towards achieving targets

Plan Spent: \$1.2 billion

- Across 457 active projects
- 207 in construction
- 42% of spending on State of Good Repair (SGR) projects
- 12 new starts- 21 YTD

Plan Performance

- 87% of planned spending achieved
- 6 projects placed in beneficial use since 1Q- 22 YTD
- 55 out of 215 stage completions planned for 2016 have been achieved

Process Improvements: Enhancing Efficiency

- Risk management model to identify project challenges and mitigations is initiated
- All process enhancement initiatives have now been implemented

Preliminary Unaudited Results

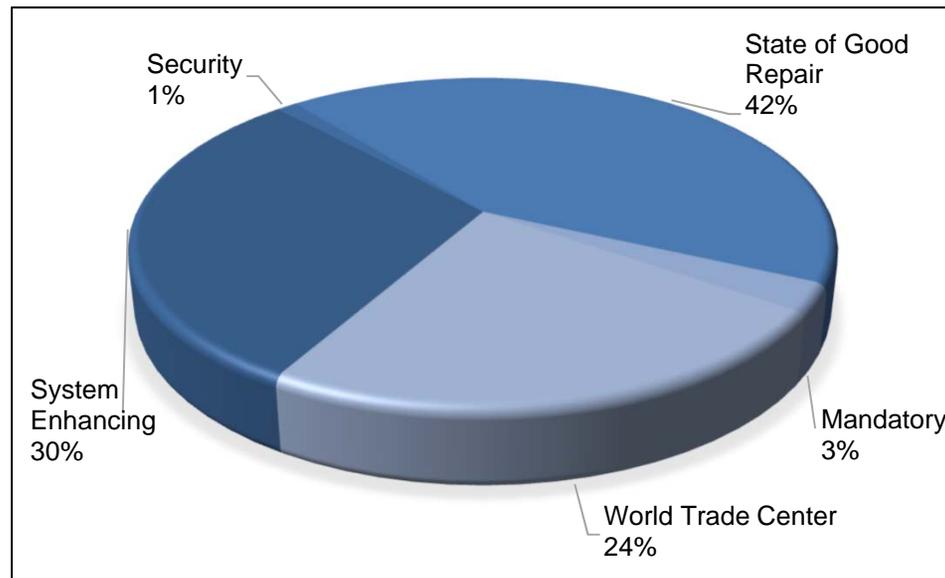
Despite underspending in some departments, projects are generally expected to recover by year-end

2Q YTD (\$ in 000s)					
	Plan \$	Actuals \$	Variance \$	Actuals as a % of Plan	Percent Change from 2Q 2015 to 2Q 2016
Aviation	339,957	213,828	(126,129)	63%	
PATH	104,805	96,749	(8,056)	92%	
Port Commerce	60,541	47,395	(13,147)	78%	
TB&T	318,818	369,397	50,579	116%	
<i>Lincoln Tunnel Access</i>	100,998	128,633	27,635	127%	
Line Department Total- All Projects	\$925,120	\$856,002	(\$69,118)	93%	-5%
(Agency Managed Projects)	\$921,649	\$792,454	(\$129,195)	86%	-18%
WTC	360,312	318,427	(41,885)	88%	
Regional, Development, Provisions	58,336	(697)	(59,033)	-1%	
Agency Total- All Projects¹	\$1,343,768	\$1,173,732	(\$170,036)	87%	4%

¹Excludes WTC net lessee capital contributions related to T2, T3 and T4, and additional investment in Goethals Bridge DBFM

Preliminary Unaudited Results

Spending continues to focus on core transportation assets, with State of Good Repair the largest share of spending.



Preliminary Unaudited Results

Six projects placed in beneficial use



Liberty Park at the World Trade Center



Replacement of Switching Station #10 at PATH's Newark Station



Four security projects across facilities to support safe and secure operations

All five process improvements recommended by the Board in 2014—now implemented



Key Performance Indicators- metrics established for cost and schedule.
▪ Quarterly reporting to Board.



Project Stage Gate Review- ensures alignment with Agency priorities.
▪ 361 gates reviews completed.



Capital Program Dashboard- enhances transparency and accountability.
▪ Implemented public dashboard in 2015.



Small Projects & Construction Contract Program- streamlines delivery of small projects while enhancing M/WBE opportunities.
▪ Over 90 projects expected to be included.



Risk Management- qualitative risk assessments to support appropriate contingencies and new capital plan.