# Capital Plan Update

Committee on Capital Planning, Execution and Asset Management
April 30, 2015

# Presentation Agenda

- ❖ 2014 Year End Summary
- ❖1Q 2015 Performance
- ❖Dashboard Presentation

# 2014 Capital Performance Summary

## Plan Spent: $3.6 billion

- Across 412 projects
- 231 in active construction

## Plan Performance: A Success

- 96% of adjusted plan spending was achieved
- 86 projects advanced to the next phase

## Plan Managed: Accommodating New Needs

Such as:

- Port Authority Bus Terminal Quality of Commute Program
- Replacement of Fire Alarm System at JFK Airport's Control Tower

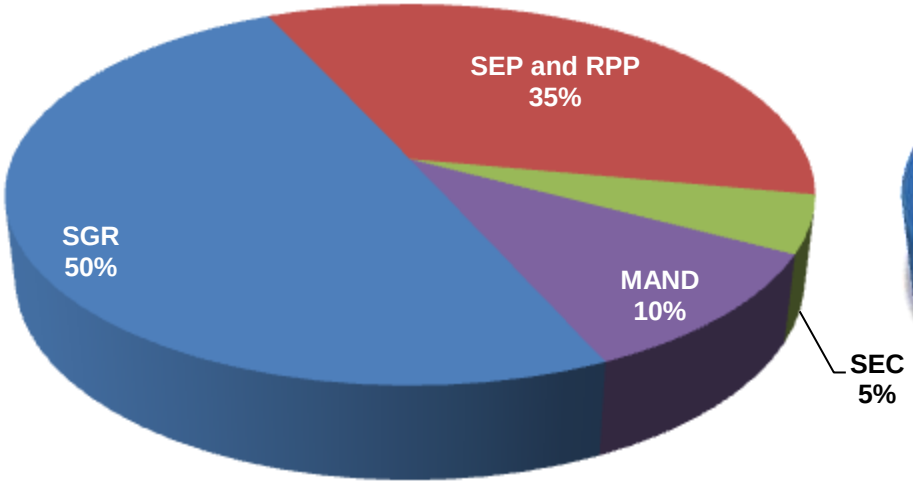
## Process Improvements: Enhancing Efficiency

- Project Management Manual
- Project Delivery Program

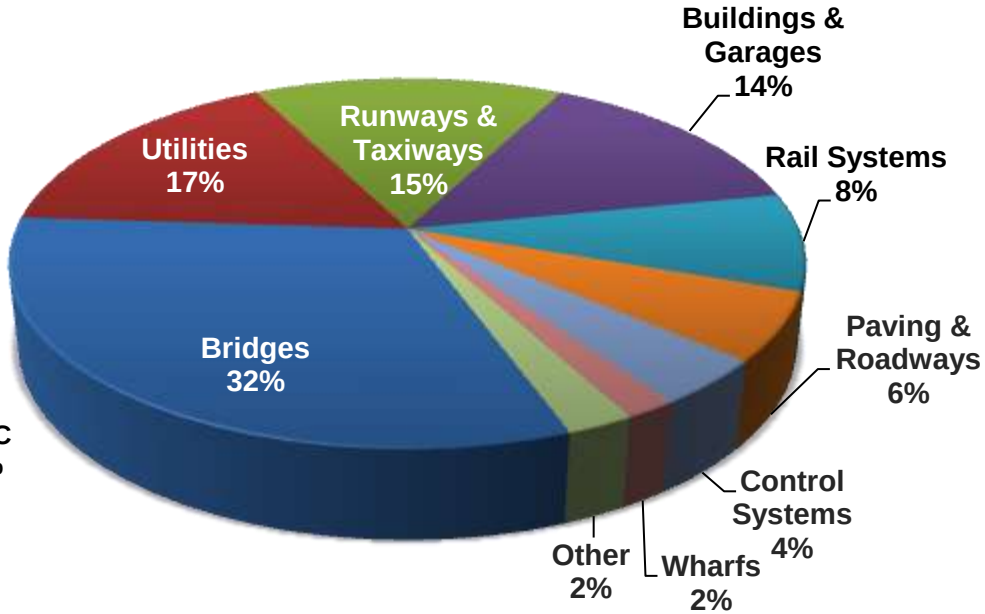
# 2014 Investments in Transportation Infrastructure*

**Excludes WTC*

## By Project Category




## By Asset Type



# 2014 Economic Impact

18,800
Job Years

$1.2 B
Total
Wages

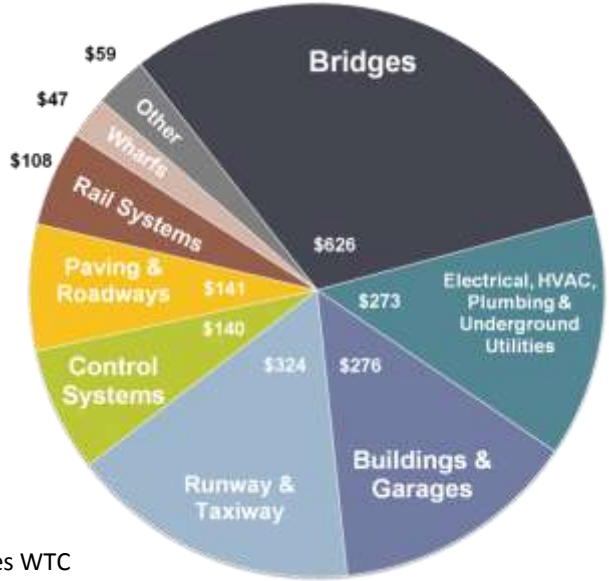
$5B
Economic
Activity

# 2015 Spending Plan

- 2015: Robust spending plan and portfolio of projects
- $3.6 billion planned spending across 372 projects
- 13 Sandy projects newly added, reflecting the plan's flexibility to changing needs and priorities

| 2015 Plan | | |
|---|---|---|
| **Department** | **# Projects** | **$ Spending Plan** |
| Aviation | 131 | 778,084 |
| PATH | 64 | 221,631 |
| Port Commerce | 37 | 152,533 |
| TB&T | 110 | 814,114 |
| **Line Dept Total** | **342** | $ 1,966,362 |
| WTC | 25 | 1,625,388 |
| Regional, Development & Provisions | 5 | 30,860 |
| **Agency Total** | **372** | $ 3,622,610 |

Asset Category

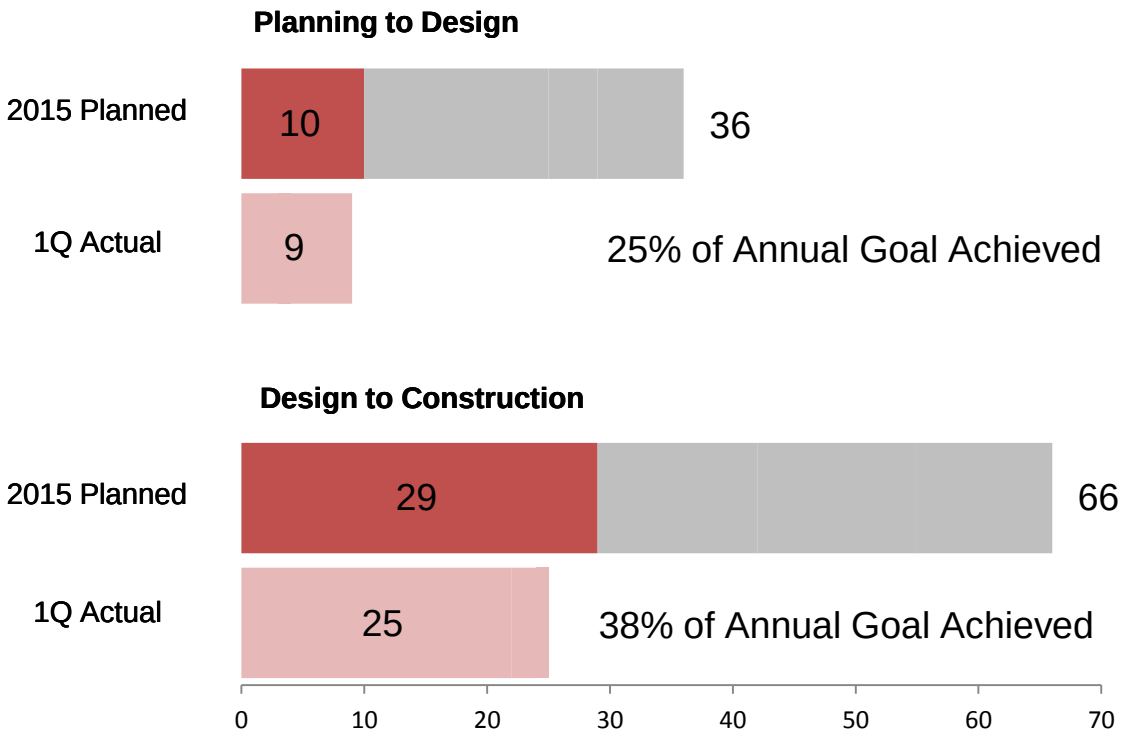



*Excludes WTC

# 1Q 2015 Spending Performance

| Department | YTD Plan | YTD Actuals | Actuals as a % of Plan |
|---|---|---|---|
| Aviation | 129,162 | 100,041 | 77% |
| PATH | 42,067 | 29,351 | 70% |
| Port Commerce | 13,943 | 17,215 | 123% |
| TB&T | 176,344 | 146,211 | 83% |
| **Line Dept. Total** | **$361,516** | **$292,818** | **81%** |
| WTC | 320,400 | 139,061 | 43% |
| **Total** | **$685,571** | **$432,256** | **63%** |

# 1Q 2015: Phase Advancements



# *Sandy Projects*

**2** completed in 2014 + **22** future starts + **38** active = 62 projects in 10 Year Plan

- 9 in Construction
- 10 in Design
- 19 in Planning

* Includes plan projects with partial Sandy work

# Port Authority Bus Terminal: 1Q Accomplishments

- Modernized one set of public restrooms
- Improved cellular connectivity in South Wing Public Areas
- Design work proceeding on Bus Parking/Staging in Lots D & E

# Active Project Management

**Managing challenges throughout the year**

1. Monitor for lagging projects
2. Meet with all stakeholders to understand the causes
3. Formulate an action plan that supports resumption of activity

# Capital Program Delivery Dashboard

*"The Panel also suggests that the Port Authority create and post to its website detailed capital plan dashboards, such as those provided by the Metropolitan Transportation Authority ("MTA") on its website."*

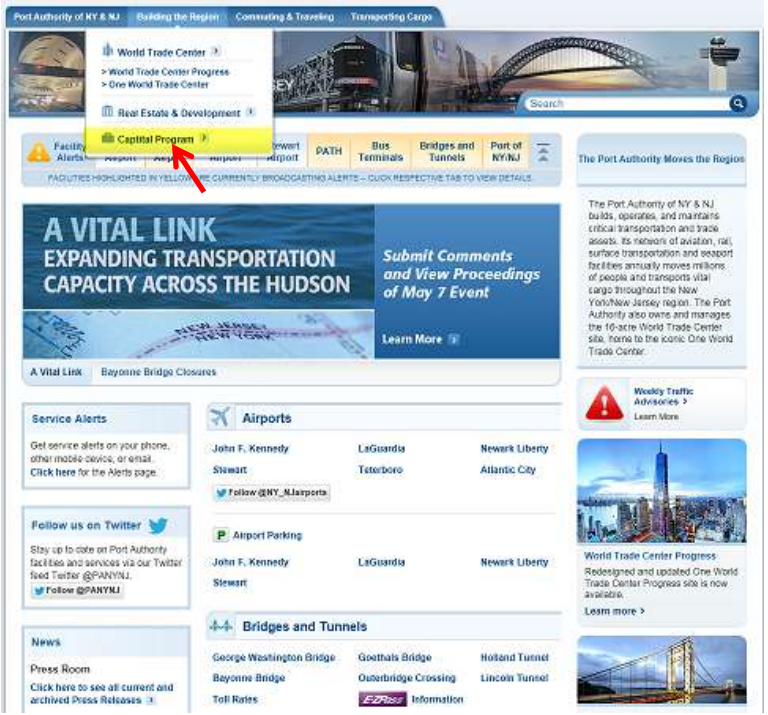
-Special Panel Report, p. 50

A Capital Program Delivery Dashboard will be uploaded to the Port Authority website in mid May to provide public access to key capital program performance indicators.

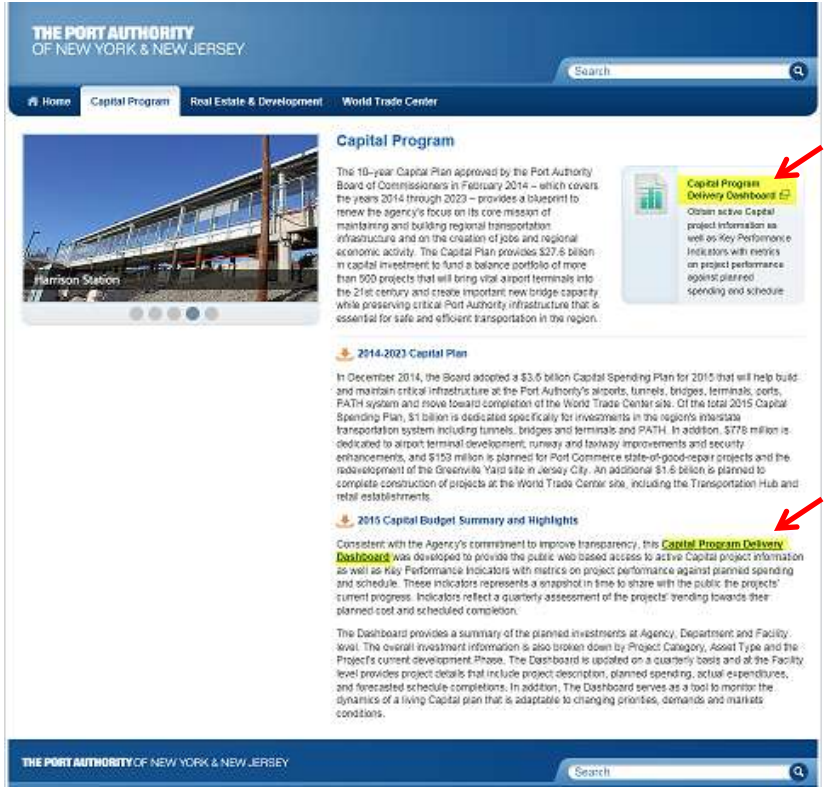
The Dashboard will provide the public with:

- Cost and schedule information for the 372 active capital projects identified in the 2015 Capital Budget.
- Summaries of the PA planned Capital investments at the Agency, Departments and Facilities levels.
- Performance and status through the end of March 2015, and will be updated quarterly.

# Entry to the Dashboard is through the Agency's Website Homepage



# Dashboard Landing Page



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Harrison Station

## Capital Program

The 10-year Capital Plan approved by the Port Authority Board of Commissioners in February 2014 – which covers the years 2014 through 2023 – provides a blueprint to renew the agency's focus on its core mission of maintaining and building regional transportation infrastructure and on the creation of jobs and regional economic activity. The Capital Plan provides $27.6 billion in capital investment to fund a balance portfolio of more than 900 projects that will bring vital airport terminals into the 21st century and create important new bridge capacity while preserving critical Port Authority infrastructure that is essential for safe and efficient transportation in the region.

**Capital Program Delivery Dashboard**

Obtain active Capital project information as well as Key Performance Indicators with metrics on project performance against planned spending and schedule

### 2014-2023 Capital Plan

In December 2014, the Board adopted a $3.6 billion Capital Spending Plan for 2015 that will help build and maintain critical infrastructure at the Port Authority's airports, tunnels, bridges, terminals, ports, PATH system and move toward completion of the World Trade Center site. Of the total 2015 Capital Spending Plan, $1 billion is dedicated specifically for investments in the region's interstate transportation system including tunnels, bridges and terminals and PATH. In addition, $778 million is dedicated to airport terminal development, runway and taxiway improvements and security enhancements, and $153 million is planned for Port Commerce state-of-good-repair projects and the redevelopment of the Greenville Yard site in Jersey City. An additional $1.6 billion is planned to complete construction of projects at the World Trade Center site, including the Transportation Hub and retail establishments.

### 2015 Capital Budget Summary and Highlights

Consistent with the Agency's commitment to improve transparency, this **Capital Program Delivery Dashboard** was developed to provide the public web based access to active Capital project information as well as Key Performance Indicators with metrics on project performance against planned spending and schedule. These indicators represents a snapshot in time to share with the public the projects' current progress. Indicators reflect a quarterly assessment of the projects' trending towards their planned cost and scheduled completion.

The Dashboard provides a summary of the planned investments at Agency, Department and Facility level. The overall investment information is also broken down by Project Category, Asset Type and the Project's current development Phase. The Dashboard is updated on a quarterly basis and at the Facility level provides project details that include project description, planned spending, actual expenditures, and forecasted schedule completions. In addition, The Dashboard serves as a tool to monitor the dynamics of a living Capital plan that is adaptable to changing priorities, demands and markets conditions.

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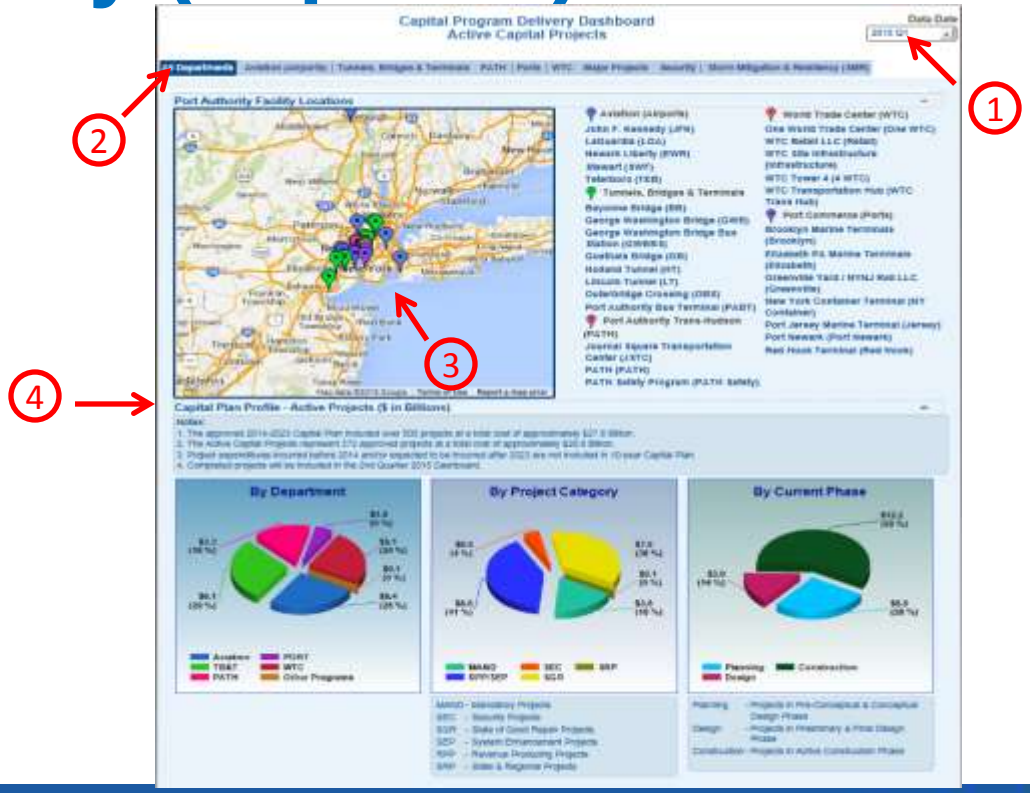
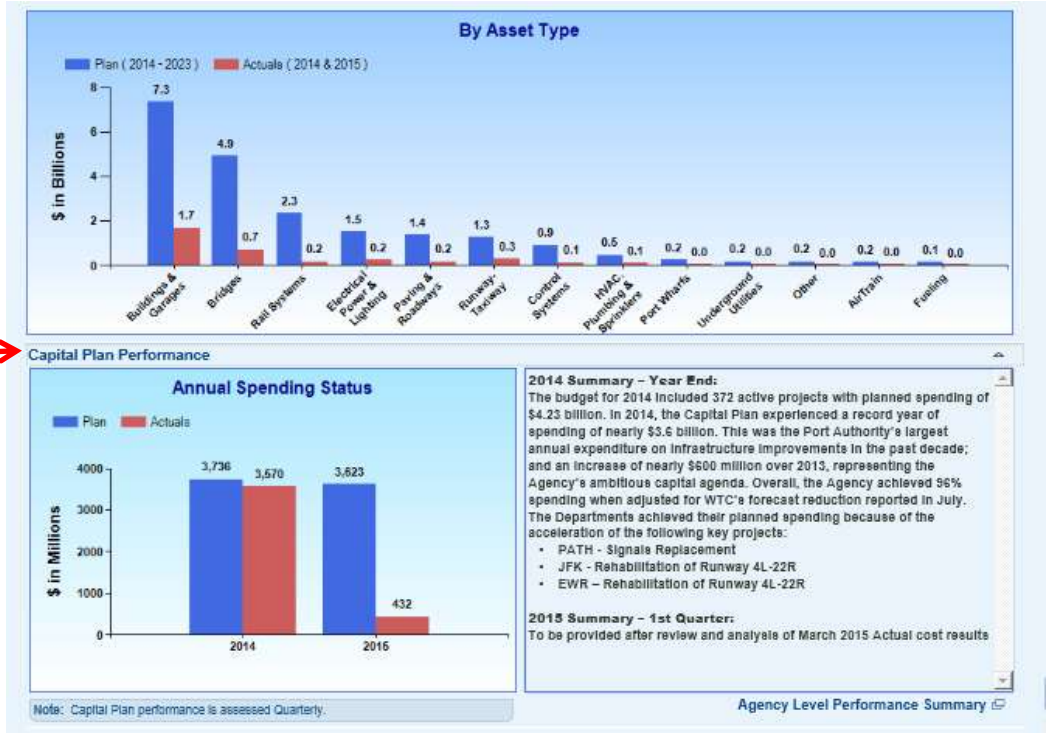
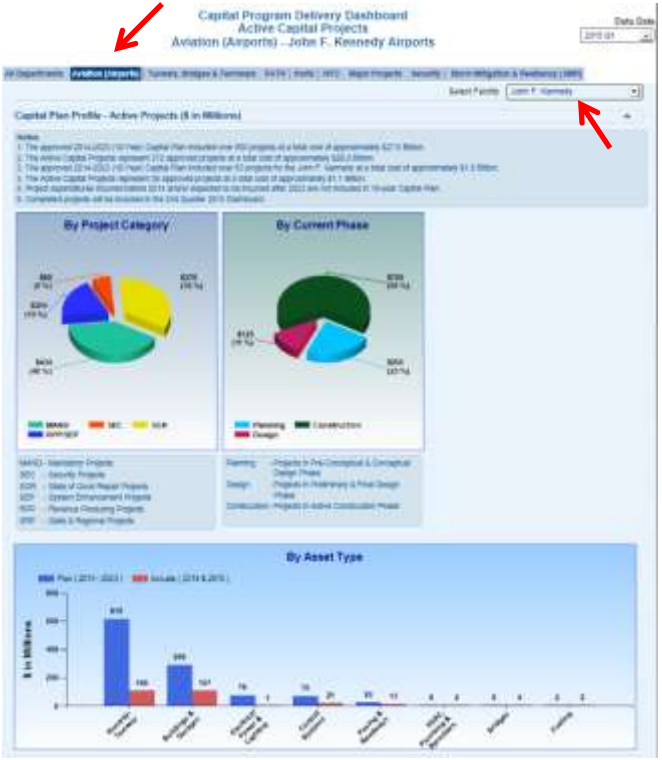
# Dashboard Main Page – Agency Level Summary (Top Half)



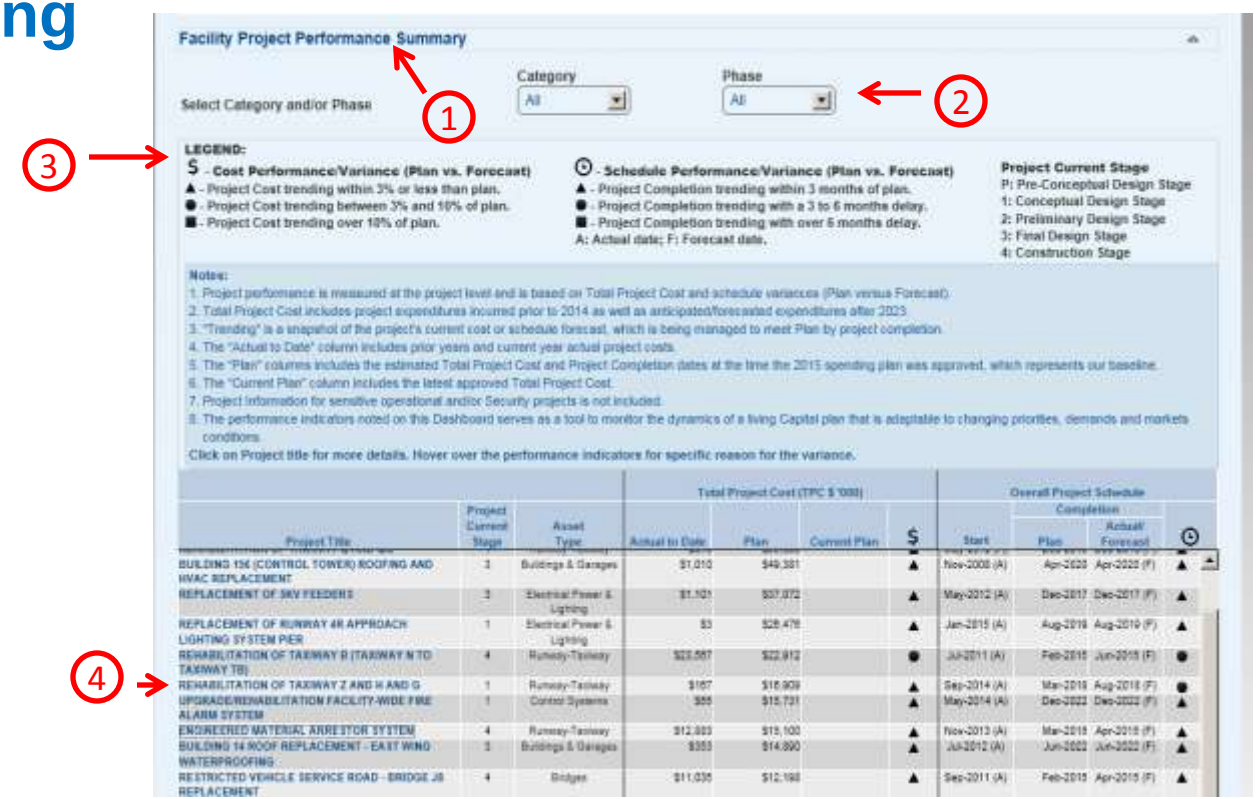
# Dashboard Main Page - Agency Level Summary (Bottom Half)



# Dashboard Facility Level Page (Top Half)



# Dashboard Facility Level Page (Bottom Half) – Project Listing



Facility Project Performance Summary

Select Category and/or Phase

Category: All

Phase: All

LEGEND:

$ - Cost Performance/Variance (Plan vs. Forecast)
- ▲ - Project Cost trending within 3% or less than plan.
- ● - Project Cost trending between 3% and 10% of plan.
- ■ - Project Cost trending over 10% of plan.

- Schedule Performance/Variance (Plan vs. Forecast)
- ▲ - Project Completion trending within 3 months of plan.
- ● - Project Completion trending with a 3 to 6 months delay.
- ■ - Project Completion trending with over 6 months delay.

A: Actual date; F: Forecast date.

Project Current Stage
P: Pre-Conceptual Design Stage
1: Conceptual Design Stage
2: Preliminary Design Stage
3: Final Design Stage
4: Construction Stage

Notes:
1. Project performance is measured at the project level and is based on Total Project Cost and schedule variances (Plan versus Forecast).
2. Total Project Cost includes project expenditures incurred prior to 2014 as well as anticipated/forecasted expenditures after 2023.
3. "Trending" is a snapshot of the project's current cost or schedule forecast, which is being managed to meet Plan by project completion.
4. The "Actual to Date" column includes prior years and current year actual project costs.
5. The "Plan" columns includes the estimated Total Project Cost and Project Completion dates at the time the 2015 spending plan was approved, which represents our baseline.
6. The "Current Plan" column includes the latest approved Total Project Cost.
7. Project information for sensitive operational and/or Security projects is not included.
8. The performance indicators noted on this Dashboard serves as a tool to monitor the dynamics of a living Capital plan that is adaptable to changing priorities, demands and markets conditions.

Click on Project title for more details. Hover over the performance indicators for specific reason for the variance.

| Project Title | Project Current Stage | Asset Type | Total Project Cost (TPC $ '000) | | | $ | Overall Project Schedule | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | Completion | | |
| | | | Actual to Date | Plan | Current Plan | | Start | Plan | Actual/ Forecast | |
| BUILDING 136 (CONTROL TOWER) ROOFING AND HVAC REPLACEMENT | 3 | Buildings & Garages | $1,010 | $49,381 | | ▲ | Nov-2008 (A) | Apr-2020 | Apr-2020 (F) | ▲ |
| REPLACEMENT OF 5KV FEEDERS | 3 | Electrical Power & Lighting | $1,101 | $37,072 | | ▲ | May-2012 (A) | Dec-2017 | Dec-2017 (F) | ▲ |
| REPLACEMENT OF RUNWAY 4R APPROACH LIGHTING SYSTEM PIER | 1 | Electrical Power & Lighting | $3 | $28,478 | | ▲ | Jan-2015 (A) | Aug-2019 | Aug-2019 (F) | ▲ |
| REHABILITATION OF TAXIWAY B (TAXIWAY N TO TAXIWAY TB) | 4 | Runway-Taxiway | $23,587 | $22,912 | | ● | Jul-2011 (A) | Feb-2015 | Jun-2015 (F) | ● |
| REHABILITATION OF TAXIWAY Z AND H AND G | 1 | Runway-Taxiway | $167 | $16,909 | | ▲ | Sep-2014 (A) | Mar-2018 | Aug-2018 (F) | ● |
| UPGRADE/REHABILITATION FACILITY-WIDE FIRE ALARM SYSTEM | 1 | Control Systems | $55 | $15,731 | | ▲ | May-2014 (A) | Dec-2022 | Dec-2022 (F) | ▲ |
| ENGINEERED MATERIAL ARRESTOR SYSTEM | 4 | Runway-Taxiway | $12,803 | $15,100 | | ▲ | Nov-2013 (A) | Mar-2015 | Apr-2015 (F) | ▲ |
| BUILDING 14 ROOF REPLACEMENT - EAST WING WATERPROOFING | 3 | Buildings & Garages | $353 | $14,890 | | ▲ | Jul-2012 (A) | Jun-2022 | Jun-2022 (F) | ▲ |
| RESTRICTED VEHICLE SERVICE ROAD - BRIDGE J8 REPLACEMENT | 4 | Bridges | $11,035 | $12,198 | | ▲ | Sep-2011 (A) | Feb-2015 | Apr-2015 (F) | ▲ |

# Individual Project Summary

## CA03-619 - REHABILITATION OF TAXIWAY Z AND H AND G

### Project Information

| | |
|---|---|
| Department | Aviation |
| Facility | JFK International Airport |
| Description/Scope | Provides for milling and overlay of Taxiways Z and portions of H and G, including, drainage, signage, pavement markings and taxiway lighting in accordance with FAA Advisory Circulars. |
| Project Category | State of Good Repair (SGR) |
| Program Category | AERONAUTICAL |
| Asset Type | Runway-Taxiway |

### Project Schedule/Milestones

| Stage | Start | | Completion | | ⏲ |
|---|---|---|---|---|---|
| | Plan | Actual/Forecast | Plan | Actual/Forecast | |
| 1 | 09/25/2014 | 09/25/2014 | 03/11/2015 | 08/26/2015 | |
| 2 | N/A | N/A | N/A | N/A | |
| 3 | 03/12/2015 | 08/27/2015 | 03/10/2016 | 08/12/2016 | |
| 4 | 03/11/2016 | 08/15/2016 | 03/19/2018 | 08/07/2018 | ● |

### Project Cost ($ in Thousands)

| | Prior Year | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 and Beyond | Total Project Cost | $ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Plan | $160 | $16 | $265 | $3,158 | $2,500 | $10,810 | | | | | | | $16,909 | ▲ |
| Actuals | $160 | $4 | $3 | | | | | | | | | | $167 | |

LEGEND:

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Stage – Project Stage

1: Conceptual Design Stage
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