

Capital Performance – First Nine Months of 2018

Committee on Capital Planning, Execution and Asset Management
October 25, 2018

2018 Capital Results – First Nine Months

Performance: \$2 billion through Q3 2018

- **20% higher than spending through Q3 2017 (\$2 billion vs. \$1.7 billion)**
- **94% of spending planned through Q3 achieved by Line Departments (vs 86% through Q3 2017)**
- 76% of planned milestones achieved through Q3 2018 (vs 66% through Q3 2017)
 - 42 contract award milestones achieved
 - 34 projects placed in beneficial use

Economic Impact

- 17,140 job years
- \$1.3 billion total wages
- \$3.34 billion overall economic activity

Unaudited Results

2018 Spending Summary – First Nine Months

YTD Spending (\$ in Millions)						
Description	2018			Actuals		
	Plan/ Budget	Actuals	Performance	2017	2018	Variance
Aviation	844	861	102%	598	861	263
TB&T	444	413	93%	260	413	153
PATH	264	181	69%	155	181	26
Port	106	87	82%	55	87	32
Security	41	51	124%	44	51	7
Line Department Subtotal	1,699	1,593	94%	1,112	1,593	481
WTC	350	168	48%	227	168	(59)
Total	2,049	1,761	86%	1,339	1,761	422
Non PA Managed	353	198	56%	227	198	(29)
Others*	20	23	-	90	23	(67)
Agency Total**	2,422	1,982	82%	1,656	1,982	326

* Others includes Regional, development, provisions & adjustments

**Excludes WTC net lessee capital contribution related to T2, T3 & T4 and additional investment in Goethals Bridge DBFM

Unaudited Results

Top Spending Projects/Programs – First Nine Months of 2018

Project/Program	\$ in Millions
LaGuardia Airport Redevelopment	434
EWR New Terminal One Development	221
World Trade Center	185
Bayonne Navigational Clearance	171
Restore the George	121
Lincoln Tunnel Access	120
PATH Signal Replacement	52
Greenville Yard	49
Replacement of Goethals Bridge	43
Harrison Station Replacement and Upgrade	34
JFK Visioning	27
Subtotal	1,457
Other Projects	525
Total	1,982

Unaudited Results

Projects in Beneficial Use – Third Quarter 2018



Aviation

- Guard Post Lighting Improvements at JFK
- Terminal B Infrastructure & Utility Upgrade at EWR



PATH

- Under Platform Fans Replacement at Hoboken Station
- Police Radio System Upgrade at Journal Square Transportation Center



Port

- Paving & Utility Rehabilitation on Navy, Port, and Bengal Streets at Port Newark
- Berth 3 Rehabilitation at Port Newark



Tunnels, Bridges & Terminals

- Ventilation Louvers Replacement in New York Ventilation Buildings at the LT
- Toll Collection System Upgrade at GWB
- Ramps and Bus Station Deck Rehabilitation at GWB

Recent Progress Toward 2018 Initiatives

Process Improvements	Status	Contracting Improvements	Status	Management Improvements	Status
<ul style="list-style-type: none"> Lean efforts for Property Acquisition and Tenant Projects 	●	<ul style="list-style-type: none"> Contract enforcement training 	✓	<ul style="list-style-type: none"> Process to enforce early project team consensus on project scope, schedule, and cost 	✓
<ul style="list-style-type: none"> Five completed Lessons Learned case studies 	✓			<ul style="list-style-type: none"> Master construction schedules for All Electronic Tolling and Quality of Commute programs 	✓
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p>Legend</p> <p>✓ Complete</p> <p>● In Progress</p> </div>				<ul style="list-style-type: none"> Project Delivery training with participation by 89% of key staff 	✓