

2018 First Quarter Capital Performance

Committee on Capital Planning, Execution and Asset Management
May 24, 2018

2018 First Quarter Capital Results

Spent: \$588 million

- Across over 500 active projects
- 51% of projects in construction or closeout
- 36% of spending on State of Good Repair (SGR) projects

Performance

- 91% of planned spending achieved
- 11 contract award milestones achieved
- 8 projects placed in beneficial use

Economic Impact

- 5,030 job years
- \$380 million total wages
- \$975 million overall economic activity

Unaudited Results

2018 First Quarter Spending Summary

Project/Program	Actual Spending \$ in Millions
LaGuardia Airport Redevelopment	148
Lincoln Tunnel Access	68
Bayonne Navigational Clearance	67
World Trade Center	56
Restore the George	38
Newark Airport New Terminal One	19
PATH Signal Replacement	16
Replacement of Goethals Bridge	13
Greenville Yard	12
Subtotal	437
Other Projects	151
Total	588

Unaudited Results

Projects in Beneficial Use - First Quarter 2018



Aviation

- New Terminal B Parking Garage at LaGuardia Airport
- Building 161 Access and Safety Improvements at JFK Airport
- Fuel Farm Drainage Improvements at Newark Airport
- Installation of Backflow Preventer Devices at Stewart Airport



PATH

- Rehabilitation of Substations 7, 8, 9, and 14



Tunnels, Bridges & Terminals

- Toll Collection System Upgrade at Lincoln Tunnel
- Replacement of Automatic Transfer Switches at GWB
- Replacement of Ceiling Panels at PABT (Quality of Commute)

2018 Initiatives Updates

Process Improvements	Status	Contracting Improvements	Status	Management Improvements	Status
<ul style="list-style-type: none"> • Use Lean to streamline processes 	●	<ul style="list-style-type: none"> • Make design-build the default approach where possible 	●	<ul style="list-style-type: none"> • Start a Comp-Stat approach to reviewing projects facing on-time, on-budget risks 	✓
<ul style="list-style-type: none"> • Create a “Small Projects Task Force” to expedite approvals and construction 	✓	<ul style="list-style-type: none"> • Use milestones, penalties, and financial incentives in construction contracts 	●	<ul style="list-style-type: none"> • Create a single agency point of contact for utility coordination 	✓
<ul style="list-style-type: none"> • Standardize lessons learned and create case studies to extend best practices 	●	<ul style="list-style-type: none"> • Aggregate smaller projects into a single program and use strategic sourcing 	●	<ul style="list-style-type: none"> • Enforce early project team consensus on project scope, schedule, and cost 	●
<div style="border: 1px solid black; padding: 5px; width: fit-content;"> <p>Legend</p> <p>✓ Complete</p> <p>● Initiated</p> </div>					
				<ul style="list-style-type: none"> • Perform risk-based subsurface investigations 	✓