

First Half 2018 Capital Performance

Committee on Capital Planning, Execution and Asset Management
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Capital Results – First Half 2018

Spent: \$1.2 billion

- Across over 500 active projects
- 60% of projects in construction or closeout
- 34% of spending on State of Good Repair (SGR) projects

Performance

- 20% higher than first half 2017 (\$1.2 billion vs. \$1 billion)
- 89% of spending planned achieved by Line Departments
- 87% of planned milestones achieved
 - 30 contracts awarded
 - 17 projects placed in beneficial use

Economic Impact

- 10,440 job years
- \$788 million total wages
- \$2.02 billion overall economic activity

Unaudited Results

Spending Summary – First Half 2018

First Half Spending (\$ in Millions)						
Description	2018			Actuals		
	Plan/ Budget	Actuals	Performance	2017	2018	Variance
Aviation	\$568	\$530	93%	\$371	\$530	\$159
TB&T	\$288	\$261	91%	\$163	\$261	\$98
PATH	\$163	\$107	66%	\$105	\$107	\$2
Port	\$63	\$51	82%	\$30	\$51	\$21
Security	\$22	\$27	125%	\$26	\$27	\$1
Line Department Subtotal	\$1,104	\$977	89%	\$695	\$977	\$282
WTC	\$222	\$120	54%	\$163	\$120	(\$43)
Total	\$1,326	\$1,097	83%	\$858	\$1,097	\$239
Non PA Managed	\$184	\$112	61%	\$154	\$112	(\$42)
Others*	\$11	\$18	-	\$23	\$18	(\$5)
Agency Total**	\$1,521	\$1,226	81%	\$1,035	\$1,226	\$191

* 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 Half 2018

Project/Program	\$ in Millions
LaGuardia Airport Redevelopment	304
World Trade Center	120
Bayonne Navigational Clearance	114
EWR New Terminal One Development	101
Restore the George	77
Lincoln Tunnel Access	65
Replacement of Goethals Bridge	38
PATH Signal Replacement	30
Greenville Yard	29
Harrison Station Replacement and Upgrade	21
JFK Visioning	16
Subtotal	915
Other Projects	311
Total	1,226

Unaudited Results

Projects in Beneficial Use – Second Quarter 2018



Aviation

- Installation of Bollards at JFK Tenant Terminals
- Installation of Supervisory Control and Data Acquisition System at JFK Building 14
- Installation of Fire Alarm System at the JFK Control Tower
- Installation of Lighting at JFK Former Hangar 12 Area
- Renewal of Airport-Wide Fuel Distribution System at Newark Airport



PATH

- Installation of Safety Strip and Rubbing Board at NY Uptown Stations



Port

- Installation of Sanitary Holding Tanks at Port Newark Buildings 182 & 188



WTC

- Improvement of Subgrade Infrastructure and Parking
- Campus Improvements



Tunnels, Bridges & Terminals

- Goethals Bridge Replacement
- Access Ramp Barrier Upgrades at GWB

2018 Initiatives Update

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;"> <p>Legend</p> <ul style="list-style-type: none"> ✓ Complete ● In Progress </div>				<ul style="list-style-type: none"> • Perform risk-based subsurface investigations 	✓