



**Finance & Administration Committee**

**Information Item IV-B**

**December 1, 2011**

## **Quarterly Capital Progress Update**

Washington Metropolitan Area Transit Authority  
**Board Action/Information Summary**

<input type="radio"/> Action <input checked="" type="radio"/> Information	MEAD Number:	Resolution: <input type="radio"/> Yes <input checked="" type="radio"/> No
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**TITLE:**

Capital Progress Update

**PURPOSE:**

This is an informational item to the Board to provide a Capital Progress update.

**DESCRIPTION:**

Capital Program

- Expenditures & obligations to date
- CIP monthly expenditure performance vs. FY2010 Metro Matters
- Key progress in FY2012 Q1
- Current project cash flow forecast

Progress since May update

- Improvements in program reporting
- Program Strategy Manual
- Additional resources to support/supplement staff

Next steps

**FUNDING IMPACT:**

N/A

**RECOMMENDATION:**

This is an informational item only.



# Washington Metropolitan Area Transit Authority

## Quarterly Capital Progress Update

Finance and Administration Committee

December 1, 2011



## Agenda

- Current dashboards
  - *Expenditures to date*
  - *CIP monthly expenditure performance*
  - *Key progress in FY2012 Q1*
  
- Progress since May update
  - *Improvements in program reporting*
  - *Program Strategy Manual*
  - *Additional resources to support/supplement staff*
  
- Current FY2012 Forecast and CIP Variance Analysis
  
- Actions and Status

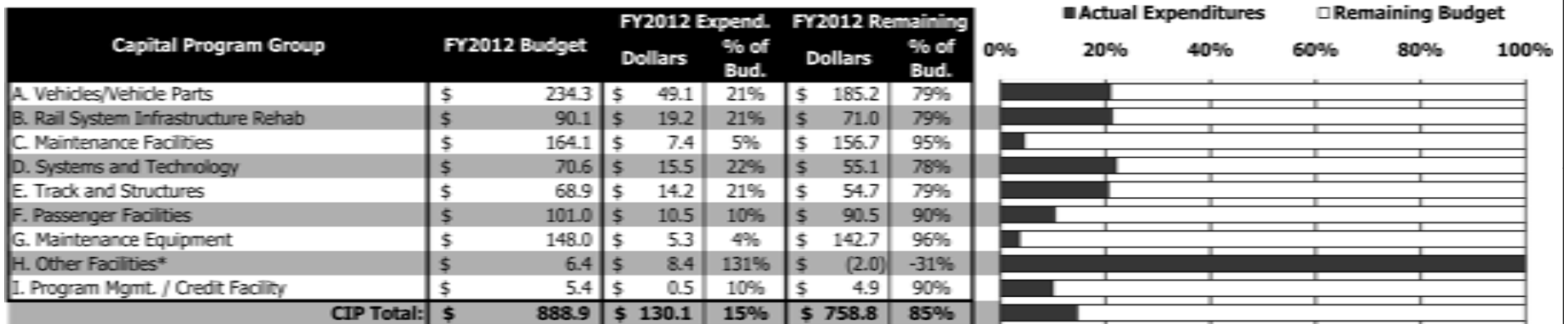


# Capital Program Dashboards

## Expenditures to Date

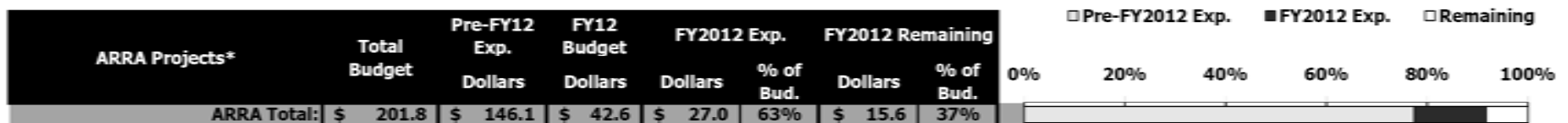
(as of September 30, 2011)

### CIP Projects By Category (FY2012 in millions)



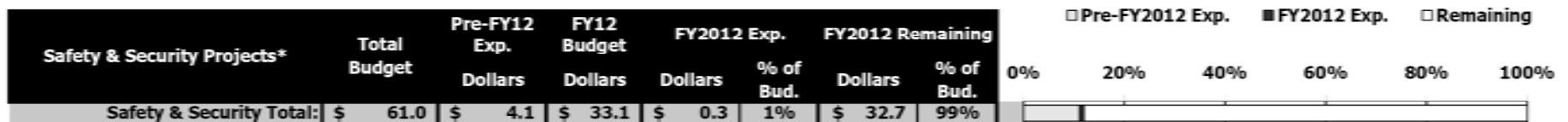
\*H. Other Facilities is currently over budget due to the \$7.2M Pennsy Drive real estate acquisition.

### ARRA Projects (since inception in millions)



\*Expenditure data is recorded from the inception of ARRA program in FY2009

### Safety & Security Grant Projects: in Ramp-up (since inception in millions)



\*Expenditure data is recorded from the inception of Safety & Security program

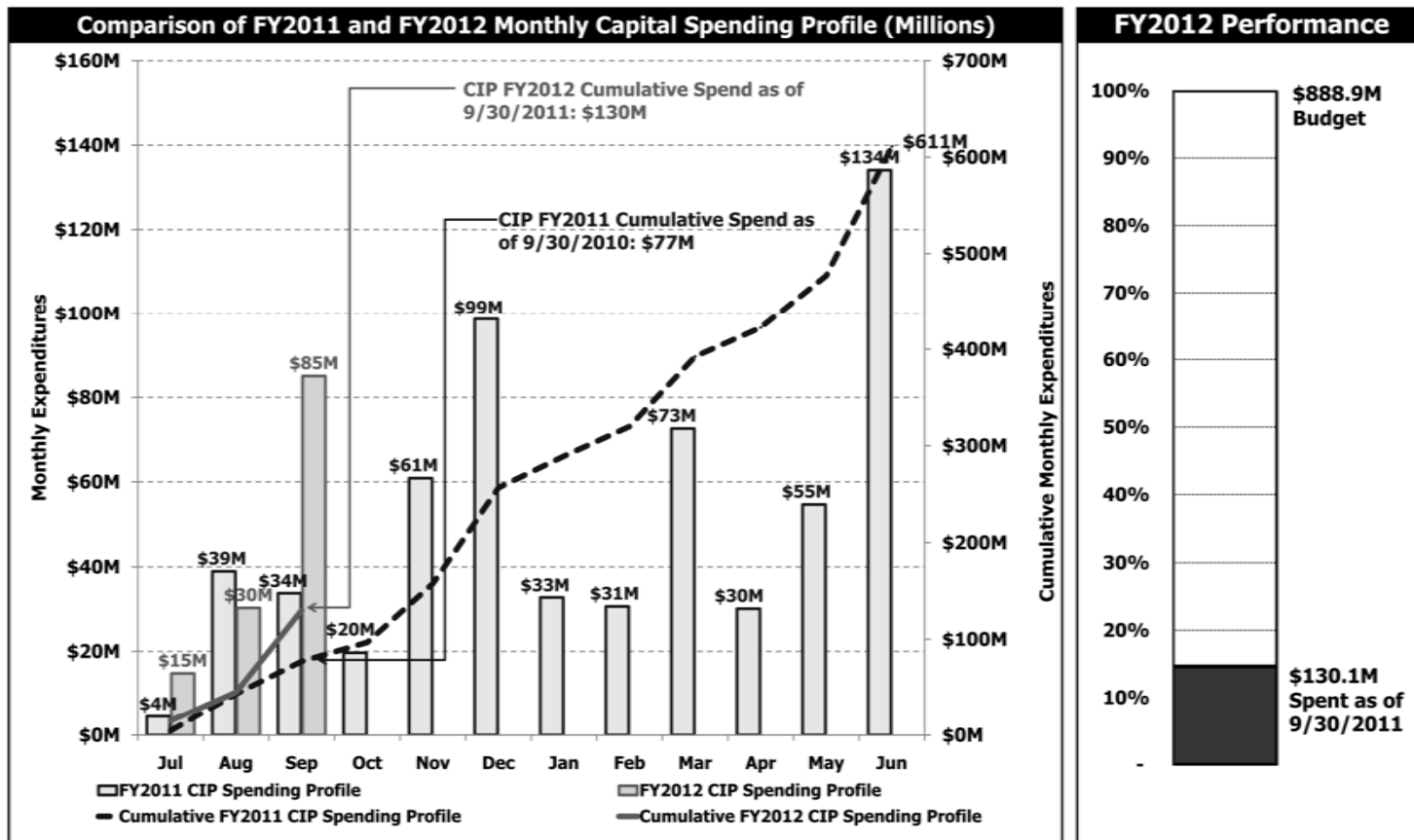


# Capital Program Dashboards

## Monthly Expenditure Performance vs. FY2011

(as of September 30, 2011)

- FY2012 spending as of September 30<sup>th</sup> = \$130M or 15% of budget
  - \$53 million higher than FY2011 spending through September 30<sup>th</sup>





## Capital Program Dashboards

### Key Progress in FY2012 Quarter 1

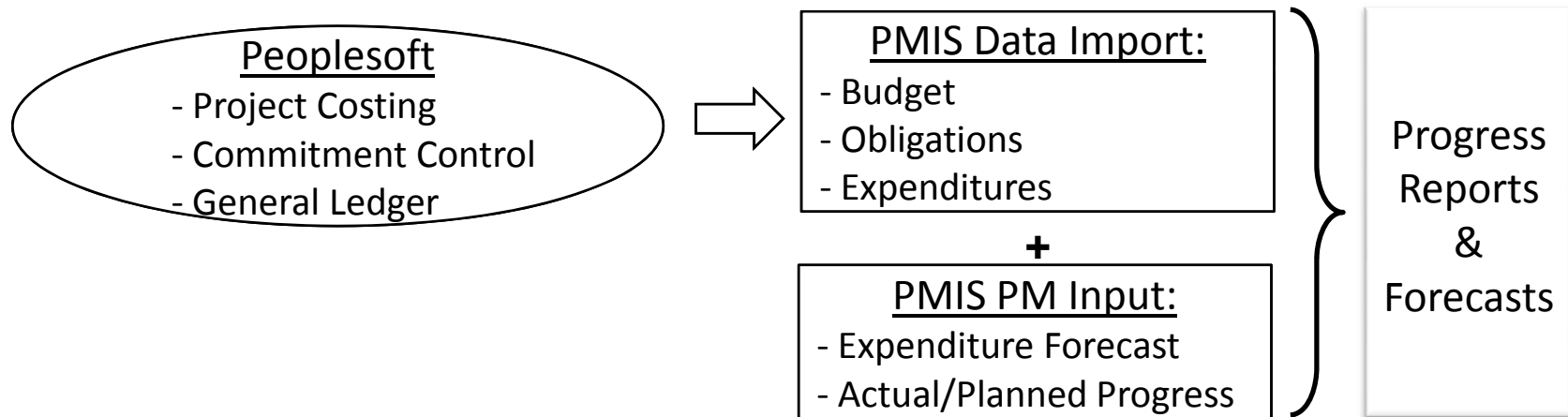
- Vehicle Replacement/Rehabilitation Programs
  - *Delivered 28 of 52 replacement New Flyer Hybrid-Electric Metrobuses*
  - *Started manufacturing 51 thirty-foot BRT style (diesel & hybrid/electric) Metrobuses*
  - *Procurement underway for 221 new MetroAccess paratransit vehicles*
  - *Progressed toward Nov. completion of Emergency Exterior Door Release (EEDR) system for 2k, 3k and 6k series cars*
- Escalator Improvements
  - *Major Repairs completed at 7 station locations*
  - *Rehabilitation/Modernizations complete at 8 stations and started at 10 others*
- Elevator Improvements
  - *Major repairs were started at Congress Heights station*
- Station rehabilitation efforts were completed at 9 station locations
- 3.5 miles of running rail & over 5,400 of both fasteners & ties replaced
- Infrastructure rehabilitation on all lines continued
  - Bridge rehabilitation, track upgrades, station renewal, train control/cable upgrades



Progress since May update

## Improvements in program reporting

- Enhanced internal reporting to support management information needs
- Enhanced quarterly progress reports to include reimbursable projects
- Program Management Information System (PMIS) is live and operational
  - *Q1 Quarterly Progress Report & Forecast generated from PMIS*
  - *Over 200 Project & Support personnel trained to use the system*



- New reports to support June 23<sup>rd</sup> delegation of authority to GM
  - *Added Board report capital budget, procurement and staff vacancy dashboards*
  - *Developed a Plan of Contracts database in PMIS*

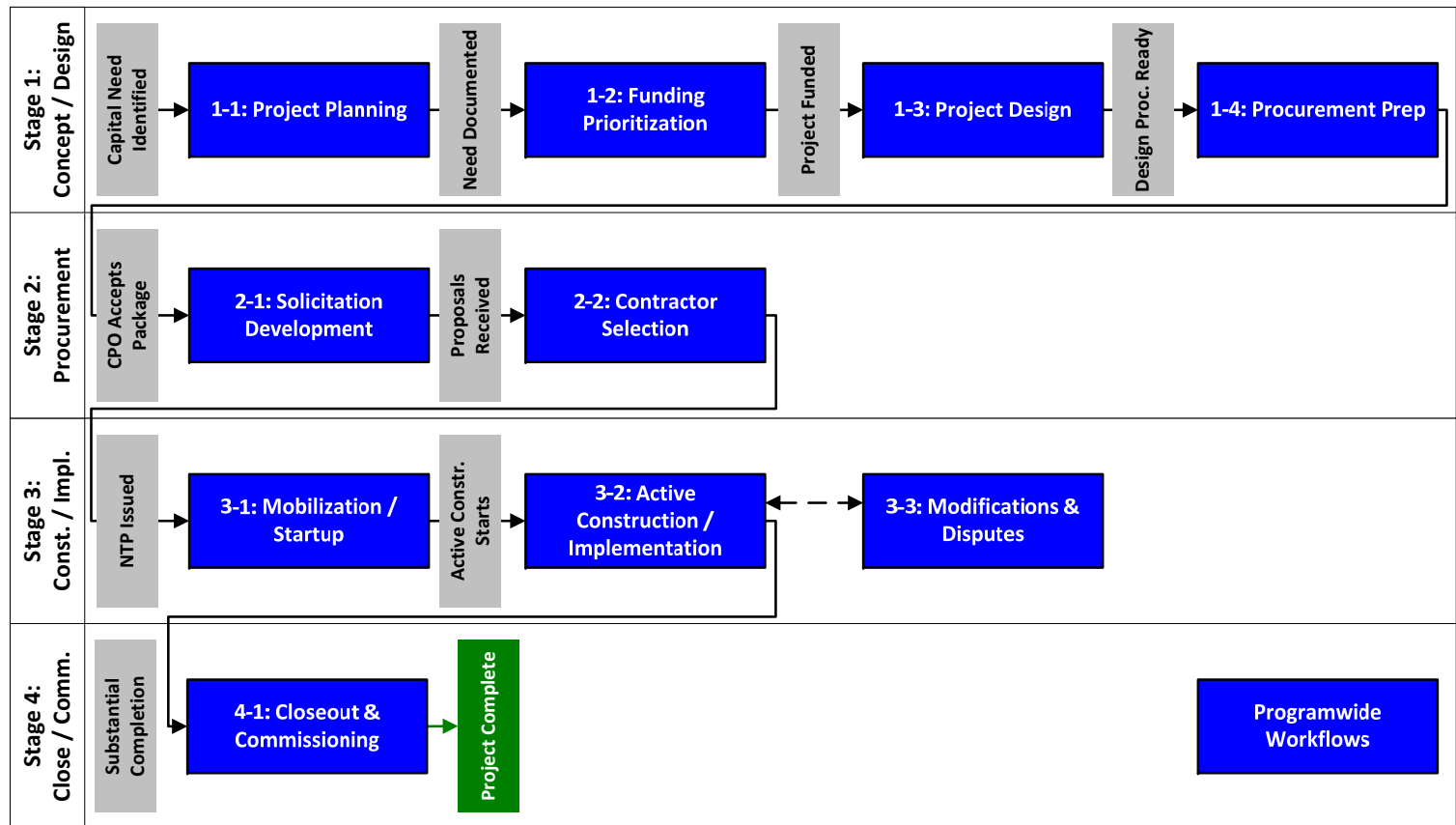




# Progress since May update

## Program Strategy Manual

- Documents project lifecycle workflows
- Includes enhancements to procurement/reprogramming based on 6/23/11 Board delegation of authority
- First draft of manual to be completed in October
- PM training started and will continue





Progress since May update

## **Additional resources to support/supplement staff**

- Updated drafts of procurement manuals reflecting delegation changes
- Project controls team enhancing master program schedule
- Technical team dedicated to support Metro Project Managers
  - Focused on support to key capital project managers
  - Supported development of projects; reverting back to WMATA staff in Q2
- Temporary staff augmentation to accelerate projects
  - Program wide:
    - *Contract administration support to meet program needs*
    - *Process and procedure updates – PIM, PMPs, RMP*
    - *Maximo/Trapeze support to achieve more reliable bus/rail service, maintenance & parts inventory*
    - *Mileage-based rail vehicle project management system development*
    - *Master schedule and cost estimating support to improve project planning*
  - Project:
    - *Timely contract modifications processing for Red Line*
    - *Orange/Blue Line and Dulles Phase I project support, JOC results for Bus 1*



## Capital Program Dashboards Current FY2012 Forecast

- **FY2012 CIP Expenditure Forecast**

Q1 Progress Report PM Forecast                      \$917.0M *(50% increase from FY11 spend)*

- **Capital Improvement Program (CIP) Budget**

Remaining FY2011 Budget Not Spent      \$153.2M *(Rollover from FY2011)*

+ Approved FY2012 Budget                      \$888.9M

= Total Available Budget for FY2012      \$1,042.1M

- **FY2012 CIP Expenditure Forecast Relative to Available Budget**

- Forecast expenditures \$125.1M lower than budget (\$1042.1M - \$917.0M)

- Program managers plan to obligate balance in FY2012

<b>CIP Forecast vs. Avail. FY12 Budget</b>	<b># of Projects</b>	<b>Underspend or (Acceleration)</b>
Acceleration of \$2M or more	8	\$ (38.7 M)
Within +/- \$2M of budget	104	\$ 11.2 M
Underspend of \$2M or more	17	\$ 152.6 M
<b>Totals</b>	<b>129</b>	<b>\$ 125.1 M</b>



# Capital Program Dashboards

## Current Forecast of CIP Schedule Variance

Key CIP Projects Ahead of or on Schedule	Reason
NTSB - Replace Track Circuits	8-hour nightly single tracking combined with weekend single tracking and rail service shutdowns improves productivity
NTSB - Mainline Switch Replacement Program	Weekend single tracking and rail service shutdowns maintains productivity
Escalator Rehabilitation and Replacement	Additional units are being made available for Rehab/Replacement to complete delivery approximately one year early
Track and Structure Component Replacement – Rail, tie, fastener and track welds	New track equipment and improved track access planning support production requirements



# Capital Program Dashboards

## Current Forecast of CIP Schedule Variance

<b>CIP Schedules &gt;6 Months Behind Schedule</b>	<b>Issue</b>
CIP0067 - 2000/3000 Series Rail Car Air Compressor Retrofit	Delayed approval of replacement compressor
CIP0085 - Royal Street Bus Garage Replacement	Neighborhood legal challenge to Fairfax County Special Exception Permit
CIP0107 - Rail Rehabilitation Tier 1: Dupont to Silver Spring	Greater track access time requirements than anticipated
CIP0133 - Wayside Work Equipment	Constructability revision for more efficient use of track time
CIP0136 - FCC Radio Frequency Communication Changes	Based on industry review, delivery method revised from sole source to competitive selection
CIP0145 - Rail Yard Hardening and Bus Security	Re-tasking effort to prioritize delivery of other Safety & Security projects due to grant expiration
CIP0148 - Repair of Damaged Rail Cars	Rail cars unavailable for repair until legal issues are resolved



# Capital Program Dashboards

## Current Forecast of CIP Cost Variance

<b>Potential Cost Variance &gt;5% of 6-Year CIP Budget</b>	<b>Issue</b>
CIP0107 - Rail Rehabilitation Tier 1: Dupont to Silver Spring	Decision to replace vs. repair fixed assets based on updated condition assessment; compensation for cancelled track time access
CIP0138 - Systemwide Infrastructure Rehabilitation	Potential contractor claim
CIP0151 - Station Cooling Program	Accelerated degradation of equipment requires replacement



## Actions & Status

Actions	Completion
Fill open Metro staff capital positions	Continuous
Maximize utilization of track time to maintain schedule	Continuous
Cost load project schedules to enhance forecast accuracy <i>CENI, MCAP, TSSM as a priority</i>	TBD
Monitor design/procurement schedules through master schedule look-aheads	Continuous
Finalize Program Strategy Manual	June 2012
Complete Project Implementation Manual - Construction Phase	June 2012
Continue internal Project Manager training on key processes/procedures	Continuous
Conduct Risk Management training and facilitate implementation	January 2012
Enhance project controls capabilities via additional staff on key projects	TBD