November 27, 2018 GATEWAY PROGRAM UPDATE

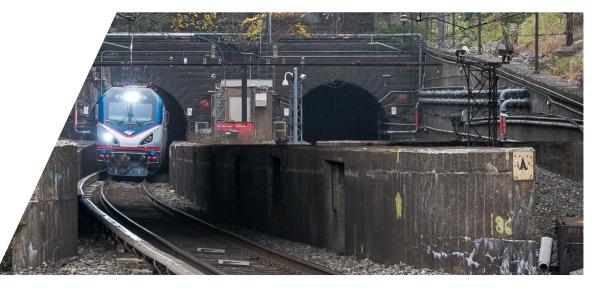
GatewayProgram.org » @GatewayProgNews

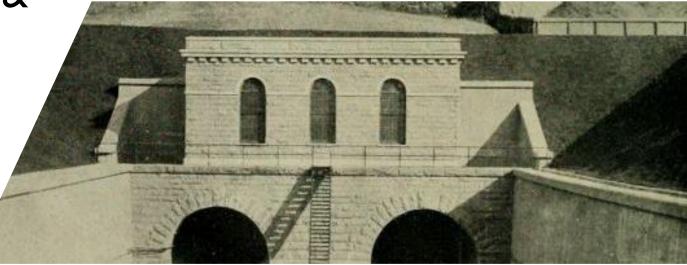
Gateway Program Update

» Hudson Tunnel Project
»Industry Feedback – RFI Update

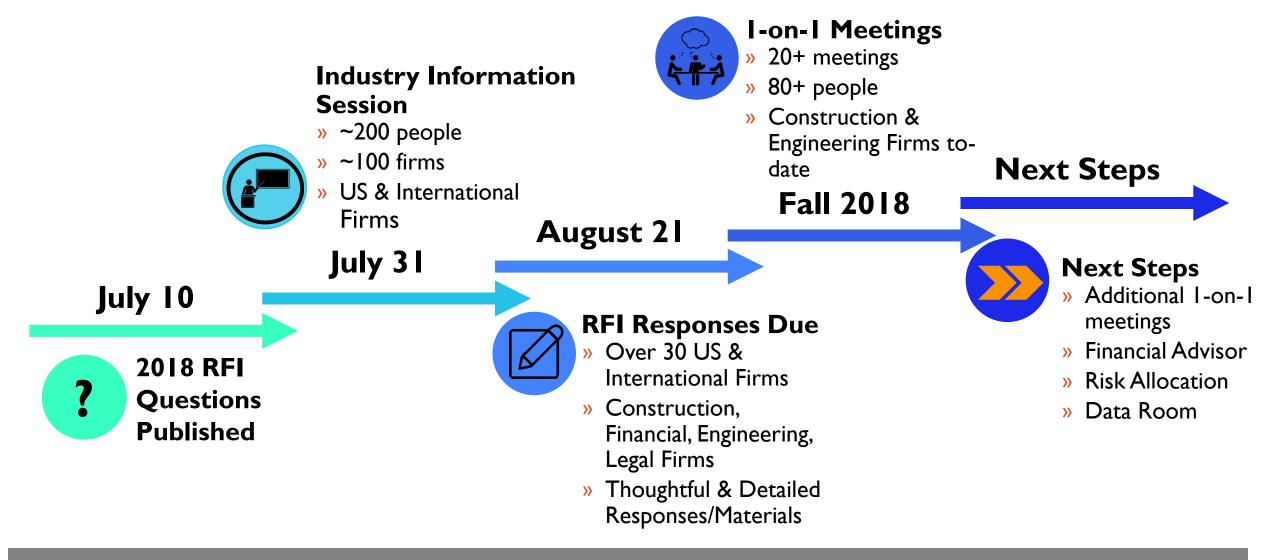
» Reflecting on 1910

»The Anniversary of the Opening of the North River Tunnel & Portal Bridge





Private Sector Industry Engagement Timeline & Process



Private Sector Industry Engagement What have we learned thus far from the 2018 RFI?

Construction & Engineering Industry is <u>ready and eager</u> to start construction

- » Early Work Construction: Important for staying on schedule
- » Civil Works Lifecycle Maintenance: A detailed design concept and clear specifications will help in the early development of a robust maintenance plan
- » Geotechnical Investigations: Provide geotechnical data to industry as soon as possible
- » Ancillary Revenue: Opportunities for innovation should be further researched
- » Railroad Force Account: Close coordination with contractor required to stay on schedule
- » **Procurement:** Allow bidders to confidentially propose innovative "Alternative Technical Concepts" (ATCs) to achieve best value
- » **Contracting:** Determine appropriate balance between maximizing competition & minimizing the number of interfaces

Private Sector Industry Engagement Next Steps

- » Continue I-on-I meetings with industry
- » Incorporate innovative and constructive feedback received into consideration of Risk Allocation, Contract Packaging, and Procurement Methodology considerations
- » Responding to input from RFI: Provide Project Data Early
 - » Open Hudson Tunnel Virtual Data Room
 - » **Goal:** To provide private industry early access to various types of project data and relevant project information
 - » e.g. geotechnical data, preliminary design
 - » Invites further industry feedback and dialog with respect to project data
 - » Reduces Unknowns to Industry and Improves Quality of Future Procurement

September 11, 1906 Installation of Key Tunnel Segment

Today in 1910 – Pennsylvania Railroad NY Extension Portal Bridge, North River Tunnel, & Penn Station NY Open



"The Economic Necessity For The Pennsylvania Railroad Tunnel Extension into New York City" – March 1907

- » "It must be remembered that the problem of the Pennsylvania Railroad, in conveying persons and property directly into New York City is not merely a local necessity, but is largely due to the fact that its road is a great avenue of travel to and from the west and the south and that city, which is the metropolis of the country for business and pleasure."
- » "The tunnel extension...provides a direct connection between the lines west of the Hudson River and the Long Island Railroad. It also connects with the proposed New York Connecting Railroad, and through it with the New York, New Haven and Hartford Railroad, furnishing an all-rail route between the Western, Southern and New England States."

March 1907 - A.J. County, Assistant to the 2nd VP, Pennsylvania Railroad The Annals of the American Academy of Political and Social Science



THE FORMAL OPENING OF THE PENNSYLVANIA STATION, AUGUST 1, 1910 AT WHICH THE STATUE OF A. J. CASSATT WAS UNVEILED

North River Tunnel & Portal Bridge ...108-years-old & Busier Than Ever

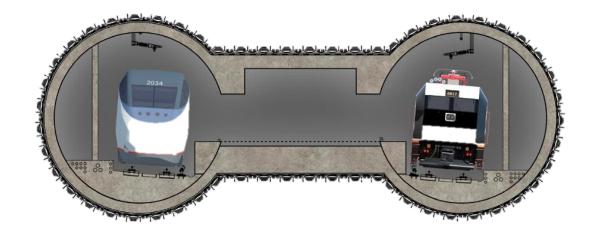
- » 1912: ~12,900 passenger trips/weekday
 » ...2018: 200,000+ passenger trips/weekday
- » 1910: ~100,000 visitors to Penn Station NY/day
 » ...2018: 650,000+ visitors to Penn Station NY/day
- » 1910: Portal Bridge that fails to close
 » ...2018: Portal Bridge that fails to close
- » 1910: 2 tracks under the Hudson River
 » ...2018: 2 tracks under the Hudson River

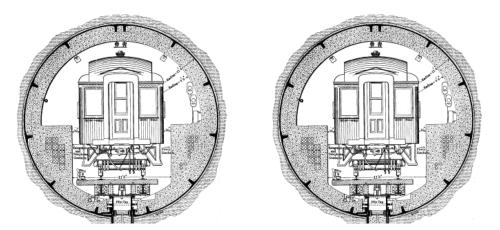


Construction Standards & Methods May Be Different... But the Goal Remains the Same

1910 Goal

Safe and Reliable Transportation for Intercity Travelers and Commuters Across the Hudson River





2018 Goal

Safe and Reliable Transportation for Intercity Travelers and Commuters Across the Hudson River

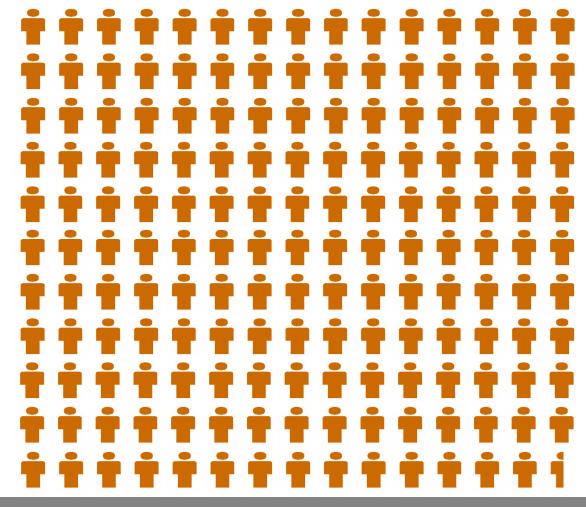
United States Population

1910 92.2 million

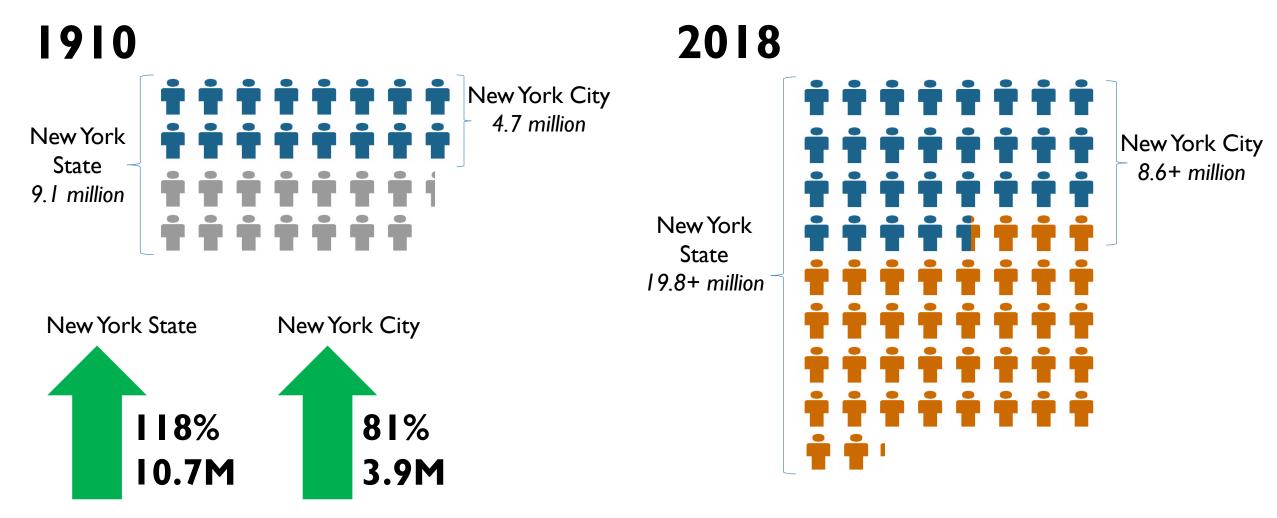


• = 2,000,000 people

2018 328.9+ million

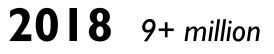


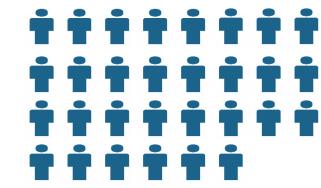
New York State & New York City Population

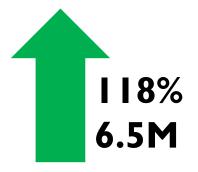


New Jersey Population

1910 2.5 million

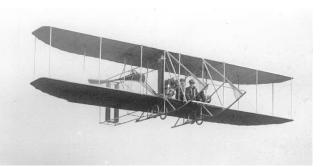








Evolutions in Transportation













MOVING GATEWAY FORWARD