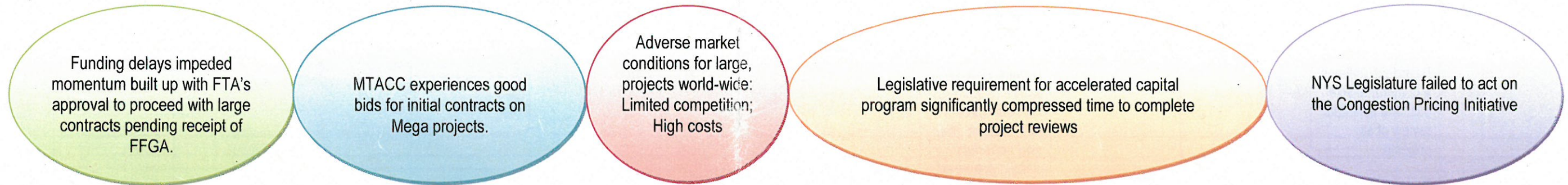


CHRONOLOGY: EAST SIDE ACCESS COST AND SCHEDULE GROWTH

Significant Momentum has been Achieved --- 72% of ESA's Current Working Budget - \$10.178B (not including the rolling stock reserve) has been committed as of March 2015.

ESA's cost and schedule overtime has been impacted by many factors, most significantly, the size and complexity of the program. This table outlines the chronology of the ESA cost and schedule. Early on project impacts included delays associated with funding availability; difficulty in reaching a comprehensive project-wide agreement with Amtrak; impacts of an overheated local, national and international market for heavy, civil construction; extended procurement schedules for some very large, complex contracts; bonding limitations for contracts in excess of \$500 million; legislation creating need for an accelerated MTA Capital Plan and the constrained time frame to estimate the project's cost and schedule; and the world-wide economic collapse that started in earnest in the fall of 2008 and its impact on MTA's finances. As work continued, one contractor was defaulted and the two largest contracts in Manhattan had to be restructured due to significant delays. In the fall of 2012 the bids received for the Manhattan Structures Contract were significantly higher than anticipated, the bids were rejected, the FFGA and grant amendment process were placed on hold at the request of FTA, and the contract was repackaged into three smaller contracts and the MTA brought on an independent consultant to perform a Supplemental Independent Review of the project. It should be noted that significant progress has been made. All underground tunneling is complete; work on reconfiguring Madison Yard for its eventual transformation into the ESA Concourse is complete; a major new interlocking has been built in Queens; work is underway within Harold Interlocking and the shafts for a ventilation facility at 37th and Park was dug; ventilation and elevator shafts under GCT are being lined with their final concreting; the 44th Street ventilation facility and entrance at 245 Park are complete; and construction of the major ventilation facility at 50th Street is complete.



	April 2001	June 2002	Dec 2003	2003-early 2007	May 2006	Dec 2006	July 2007	April 2007	May 2007	Oct 2007	December 2007	March 2008	March 2008	April 2008	May 2008	June 2008
Notes	EIS Completed	FTA approved start of Final Design. Project rebaselined in June	ESA rebaselined by MTACC	Major contracts for Manhattan Tunnels (\$364m) and Queens Open Cut (\$95m) not awarded. Positive bid experience on initial contracts	Detailed pre FFGA PMOC review of ESA cost and schedule Awards approx. 7% under budget	FFGA Approved	One Proposal Received for Manhattan Structures (CM019) Contract Value: \$734 million	PlaNYC 2030 released by NYC	NYS Legislature required MTA to accelerate its next Capital Plan Plan due to legislature by March 31, 2008	Schedule trending beyond 2013	Schedule details provided to PMOC Schedule forecast is: 2/15	"30 Day Review"	Revised cost info provided to FTA	MTA Board approved 2008-13 Capital Plan	Congestion Pricing not approved by NYS Legislature. 2008-2013 Plan not progressed.	Governor appointed Ravitch Commission
Cost	\$4.3B	\$5.3B	\$5.3B	\$5.3B	\$5.3B	\$6.3B	\$6.3B	\$6.3B	\$6.3B	\$6.3B	\$6.3B	\$6.3B	\$7.2B	\$7.2B	\$7.2B	\$7.2B
Schedule	12/11	4/12	4/12	4/12	4/12	12/13	12/13	12/13	12/13	12/13	12/13	12/13	2/15	2/15	2/15	2/15

FTA Administrator noted that a limited pool of firms have the capacity to compete for work on ESA and SAS—impacts pricing for jobs.

MTA revenues significantly affected by world-wide recession and collapse of financial system. New strategy needed to fund Capital Plan

Comprehensive Cost and Schedule Review undertaken in collaboration with Office of Construction Oversight and Independent Engineering Consultant.

FTA decided to do independent review—adds to time to complete process

MTA and FTA met to reach an agreement on cost, schedule and risk. Work Began on Executive Level Project Execution Plan.

MTA Board approved 2010-14 Capital Plan

April 12, 2008	Summer/Fall 2008	November 2008	December 2, 2008	Dec 2008 - March 2009	May 2009	June 2009	July 2009	August 2009	Fall 2009	September 2009	January '10	April /June 2010
FTA Administrator notes that overheated market is limiting competition and impacting on costs	Development of Recovery Plan hampered by lack of funding to pay for increase. MTA to await Ravitch Commission findings on Tax proposal. M. Horodniceanu appointed MTACC President. Initiated a comprehensive cost and schedule review of all projects. FTA advised that review was underway	MTACC completed bottoms up cost and schedule reviews Cost: \$7.928B Schedule: 12/16	Ravitch Commission recommended legislation to impose a Regional Mobility Tax	IEC/OCO review completed. Consensus reached on cost and schedule. Cost: \$7.328B + \$423M held in rolling stock reserve Schedule: 9/16 Details shared with FTA in Feb. 09. Also gave FTA interim cost and schedule details prepared by MTACC In Nov. 2008	NYS approved funding for first two years of the next capital program	FTA provided results of their analysis of SAS; ESA analysis not completed	MTA presented revised cost and schedule targets to the MTA Board <i>Ranges presented to Board on both cost and schedule. Cost Range – \$7.220 to 8.013B + 463M for rolling stock held in reserve Schedule range- 2/16 to 1/17</i>	FTA provided results of their analysis of ESA. FTA cost with high mitigation is \$8.148 (including rolling stock) FTA Schedule is: April 2017	MTACC/FTA negotiated a Project Level Execution Plan (ELPEP) including baseline cost and schedule	MTA Board approved the 2010-2014 Capital Plan.	MTA/FTA agreed on revised FFGA for both ESA and SAS and ELPEP. ELPEP approved in 2010.	MTA Board approved revised 2010-14 Capital Plan and submitted to CPRB. Plan approved by CPRB on June 2, 2012
17	18	19	20	21	22	23	24	25	26	27	28	29
\$7.2B	\$7.2B	\$7.2B	\$7.2B	\$7.2B	\$7.2B	\$7.2B	\$7.328B	\$7.328B	\$7.328B	\$7.328B	\$7.791B - \$8.119B	\$7.791B - \$8.119B
2/15	2/15	2/15	2/15	2/15	2/15	2/15	9/16	9/16	9/16	9/16	9/16 – 4/18	9/16 – 4/18

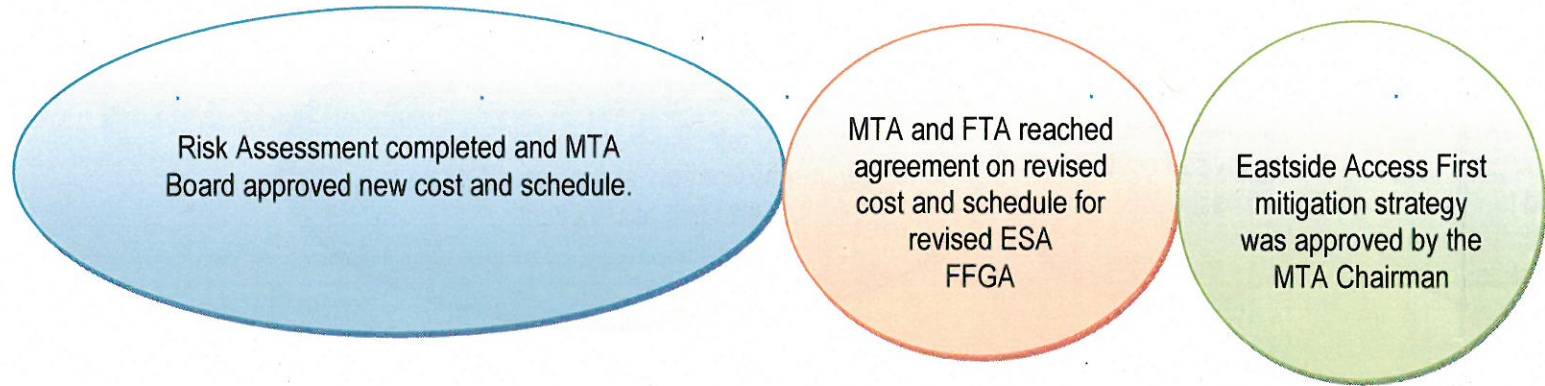
FTA Administrator advised Congress of his intent to amend the ESA FFGA; Recovery Plan approved by FTA

Construction delays experienced in Manhattan and Queens. Manhattan Tunnels and Caverns Contract restructured to mitigate delays. Impacts identified and added to follow-up contracts. Amtrak's need to replace tracks in East River Tunnels further impacted

MTA and FTA reached agreement on revised cost and schedule

MTACC rejected bids for Manhattan Structures Contract and initiated Project wide risk assessment.

June 18, 2010	May/Aug 2011	September 11-January 12	February 2012	March 27, 2012	May 2012	July 9, 2012	October 2012	November 2012	December 12, 2012	March 2013
FTA Administrator sent letter to congress of his intent to modify ESA FFGA	Recovery Plan was approved by FTA.	Project was unable to maintain its cost and schedule. Analysis undertaken to look at possible mitigations and rebase lining effort was initiated.	ESA update provided to MTA Board's Capital Program Oversight Committee	Capital Program Review Board approved funding for the remainder of MTA's 2010-2014 plan	Rebaselining and risk assessment completed. Cost: \$8.24B + \$463M held in rolling stock reserve Schedule: 8/19 FTA agrees with cost and their schedule projection is September 2019.	MTA Chairman advised FTA Administrator of revised cost and schedule.	MTA received significantly higher bids than anticipated for the Manhattan Structures Contract (CM012).	MTA analyzed and rejected bids. MTA then opted to repackage the work into three smaller contracts plus change orders. FTA decided to suspend the amendment to revise the ESA FFGA. MTA agreed that it was necessary to place the ESA FFGA on hold while the baseline ESA cost and schedule were being reviewed.	MTACC briefed the FTA and its Project Management Oversight Consultant (PMOC) regarding its decision to cancel the CM012 solicitation and MTACC recommended that the CM012 contract be repackaged into three smaller, more manageable contracts.	A Supplemental Independent Review (SIR) was conducted. The independent consultant proposed changes to the ESA organizational structure. The consultant also proposed the establishment of an ESA Executive Management Team and an ESA Executive Steering Committee.
30	31	32	33	34	35	36	37	38	39	40
\$7.791B-\$8.119B	\$7.791B-\$8.119B	TBD	TBD	TBD	\$8.24B+ 463M rolling stock reserve	\$8.7B	TBD	TBD	TBD	TBD
9/16-4/18	9/16-4/18	TBD	TBD	TBD	8/19	8/19	TBD	TBD	TBD	TBD



June 22, 2013	December 2013	January-March 2014	June 2014	October 2014	November 2014
Strategy for advancing Manhattan Work was presented to CPOC as well as strategy to take advantage of 2013 summer track outages for the Harold Interlocking.	MTACC completes a comprehensive review of the Project's cost and schedule and meets with staff from the FTA, OCO, IES, and SIR (who also prepared projections to discuss assumptions, projections, and risks).	A Manhattan and Systems risk assessment was conducted in January and a Harold/ Queens risk assessments was conducted in March. These assessments were combined to form a project wide view of risks. Preliminary findings from Manhattan and Queens Project wide risk assessment were presented to the MTA Board January 2014.	New ESA cost and schedule was presented to MTA Board. ESA current working budget is \$10.178B (does not include rolling stock reserve) and ESA current working schedule is December 2022	MTA and FTA agree upon a final FFGA cost and schedule. Final FFGA cost is \$10.922B and final FFGA schedule is December 2023. MTA submitted revised FFGA to FTA October 2014 for approval.	ESA's Harold Interlocking Schedule was trending beyond its completion date due to a number of factors including: civil speed restrictions, summer outages, and reduced labor support. MTA implements "ESA First Schedule" to mitigate delays. All contracts related to ESA revenue service dates would be implemented first. High Speed Rail work would be implemented after ESA construction.
W 41	42	43	44	45	46
TBD	\$9.7B	\$9.7 - \$10.3B	\$10.178	\$10.922B (FFGA)	\$10.178
TBD	12/22	12/21 to 09/23	12/22	12/23 (FFGA)	12/22

Notes:

1. FTA, to gain a higher level of confidence in ESA's projected cost and schedule engaged the US Army Corps of Engineers to do a detailed review. A multi-disciplinary team was assembled and over a period of several months completed a comprehensive review of the project. The revised ESA cost and schedule was validated by the US Army Corps.
2. Responsibility for building ESA is moved to the newly established MTA Capital Construction Company (MTACC). MTACC initiates a review of ESA's cost & schedule and in December 2003, the project is rebaselined.
3. In 2004 MTA solicits bids for Manhattan Tunnels and Queens Open Cut contracts. Very good bids were received from major contractors with excellent experience; **Low bidder for Manhattan Tunnels is joint venture of Skanska, Traylor Bros., and Judlau with a bid of \$364 million--\$29 million below engineer's estimate; Low bidder for Queens Open Cut is Kiewit with a bid of \$95 million--\$2 million above the final engineer's estimate.** Bids held open for approximately 12 months; **these critical path projects were not awarded pending funding of the MTA's 2005-2009 Capital Program. State Bond Act passed in September 2005, provided some local funding for ESA.**
4. Between 2003 and early 2007, MTACC awarded 12 major contracts totaling \$1.452 billion at the time of award. These contracts, which ranged in cost from \$1.5 million to \$428 million and generally attracted multiple bidders, represented the full range of the type and complexity of work that is typical in MTACC's multi-billion dollar program. They included underground tunneling and blasting, open-cut excavation, utility relocations, station finishes, building demolition and signal and track work. The cumulative variance between the contract budgets and the ultimate award price for these contracts, which included work on East Side Access, Second Avenue Subway, Fulton Street Transit Center and South Ferry Terminal Station, was about 5.4%.
5. FTA's Program Management Oversight Consultant (PMOC) and FTA regional staff completed a thorough review and vetting of the project cost and schedule. The May 2006 ESA estimate completed for ESA prior to finalizing the FFGA was \$6.7 billion. This estimate included \$400 million of investments to be progressed concurrently with the ESA project. Since these investments were not required to meet the ESA project objectives, it was decided that they would be built and financed by the MTA as regional investments to support future transportation needs. Therefore, these investments were excluded from the FFGA.

Manhattan Tunnels and Queens Open Cut contracts were re-advertised and awarded. Manhattan Tunnels was awarded to Judlau/Dragados Joint Venture at a cost of \$428 million--\$64 million more than the contract that was not awarded in 2004. The Queens Open Cut contract was awarded to Pile Foundation at a cost of \$84 million--\$11 million below the contract that was not awarded in 2004. However, the contractor was unable to perform and was subsequently defaulted. The cost of completing the required work was considerably more expensive and significantly delayed. The initial bidder for this work-Kiewit-is a larger and more experienced contractor and it is unlikely that MTA would have faced a default for this work if the original bid had been awarded.

6. FFGA excludes \$400 million in regional investments that were excluded from ESA's costs to keep the budget at \$6.3 billion. The regional investments must be built to meet Amtrak's conditions for proceeding with the project; to meet the future growth needs of the LIRR; and to facilitate MNR's potential access to Penn Station.
7. Single proposal received for \$977 million; Proposal was \$300 million more than the estimate. The Request for Proposals for CM019 was originally made available on February 19th, 2007. The RFP was rescheduled until June 15th to avoid a conflict with the No. 7 Line Extension RFP due date. The original Notice to Proceed Date was scheduled for April 2007. The actual Notice to Proceed was April 2nd, 2008, more than one year later. In May 2007, prospective bidders indicated their might be problems with the 100% bonding requirement due to size of contract and overheated construction market. A long period of negotiations (1 year from Proposal to NOA) required complete understanding of proposal, evaluating of prices, and developing strategies to repackage work and develop options to deal with bonding issues. The award was for \$734 million which was \$62,694,464 higher than the estimate at that time. Furthermore, about \$125,490,359 in work as priced by the bidder was deleted and re-bid as five contracts at lower cost. Articles in NY Times, ENR and other trade publications noted that national and worldwide demand was pushing prices higher on major public works projects.
8. With the release of PlaNYC 2030 on April 22, 2007, the City of New York attempted to implement a congestion pricing program for vehicles traveling into Manhattan to encourage greater use of mass transit and to provide a funding source for enhanced transit services and capital investments.
9. New York State Legislature established a commission to study congestion pricing as well as other plans to reduce congestion in the city. The legislation establishing the New York City Traffic Congestion Mitigation Commission also required the MTA to accelerate the development of its next capital plan by more than a year and half, which would not have expired until the end of 2009.
10. A letter was sent to FTA on October 15, 2007 to advice that ESA's schedule was trending beyond the approved revenue service date in the FFGA. The more detailed schedule information was provided to the FTA's Program Management Oversight Consultant (PMOC) in the fall of 2007. This information, which showed a forecasted revenue service date beyond the FFGAs December 2013 date, was used by the PMOC to support the schedule risk workshop that was initiated by the FTA at that time. The FTA's recommended date was accepted and incorporated in the March 2008 rebaseline.
11. The ESA schedule was further revised to reflect the status of the extended negotiations for the Manhattan Structures contract and a detailed schedule was again provided to the PMOC. It was this schedule that formed the basis of the FTA schedule risk workshop which recommended a revised revenue service date of August 2014 and the addition of 6 months of schedule contingency. This February 2015 date was accepted by the MTA as part of the re-baselining that was incorporated in the 2008-2013 Capital Plan.
12. As part of the development of the 2008-13 Capital Plan, former MTACC President Mysore Nagaraja was tasked by the MTA's Executive Director and Chief Executive Officer with a 30-day review of the costs and schedules of the mega-projects. The review involved the application of common forecasting assumptions and analysis to each project:
 - Project estimates and schedules were rationalized to reflect the most recent standards for escalation, AFI, and the profit and risk factors seen in 2007 bids. These increments were presented in the 2008-2013 Capital Plan as new funding requirements specific to the projects.
 - Market risk factors were applied against future construction procurement value based on recommendations from the Blue Ribbon Panel.
 - The remaining scopes of work for all projects were reviewed to assess savings opportunities that might mitigate some of the cost increases. Although each project had gone through numerous value engineering or savings efforts in the past, a new urgency was brought to the effort and past proposals were revisited to determine if any further savings could be achieved.

13. Revised cost information detail was provided to FTA's PMOC.
14. Because of the accelerated nature of the program itself and the market uncertainties, specific risk mitigation controls, informed by the MTA's Blue Ribbon Panel on Construction Excellence, were included in the 2008-2013 Program. These included:
 - **Risk Review Process:** Proposed contracts with high budgets or schedule/scope risks were to be identified for a more rigorous scope and review process.
 - **Project and Market Uncertainty Fund:** Due to the overheated construction environment and the accelerated timeframe for developing the program, a program-wide reserve fund was established to insure that the projects that have been promised can be built. Release of funding would be dependent on a review by the Independent Engineer and the MTA's Office of Construction Oversight.

FTA Regional Director advised that Capital Plan would present revised costs and schedules for ESA and SAS. General discussions about timing for recovery plan by summer. The main issue was how cost increases would be funded. Need to see what happens in Albany with the Congestion Pricing Initiative and MTA's 2008-13 Capital Plan.

Quarterly Report (January-March 2008) to FTA notes new budget and schedule.

15. NYS Legislature failed to act on NYC Congestion Pricing initiative. The MTA's 2008-13 Capital Plan was not progressed due to the lack of funding for additional ESA and SAS costs, which complicated preparation of recovery plan.
16. The Governor appointed Richard Ravitch, a former MTA Chairman to lead the NY State Commission on MTA Financing, to determine other potential fund sources for the next Capital Plan.
17. In a speech to the NY Building Congress, FTA Administrator James Simpson noted the significant challenges going forward for Mega Projects, including ESA and SAS. First, only a limited number of firms have the capacity to bid and construct these projects. This raised concerns about limited competition and implications on how jobs would be priced. Second, the FTA expressed concern over the difficulty to create accurate cost and performance estimates for these complicated, multi-year transit projects, given the continued escalation of commodity prices, the risk of under-estimating costs and incurring additional debt obligations.
18. As discussed earlier in the year, it had been MTA's intention to submit a formal recovery plan for both ESA and SAS by the end of July 2008. However, the appointment of a new President at MTA Capital Construction as well as new Senior Executives for both projects resulted in a further evaluation of costs and schedules. The FTA and the Program Management Consultant were advised at Quarterly Meetings and at monthly project meetings that this evaluation was underway and that it would delay the submission of the required recovery plans as neither the MTA nor the FTA would be well served by multiple recovery plans within months of each other.

In addition, failure of the legislature to pass the congestion pricing initiative stalled the MTA's 2008-13 Capital Plan and complicated any efforts to develop a recovery plan as there was no funding source to fund the increase. Furthermore, any discussions on potential funding source would need to wait on the results of the Ravitch Commission.

New MTACC President initiated comprehensive cost and schedule review of mega projects. Discussions were held with FTA on delaying Recovery Plan until this process was completed as it would not be in MTA's or FTA's interests to have a recovery plan that was unlikely to be realistic.

19. MTACC completed its cost and schedule review for ESA and SAS. Interim numbers were higher than presented to MTA's Independent Engineer (IE) and Office of Construction Oversight (OCO) for detailed review.
20. The Ravitch Commission, in issuing its recommendation noted that any action taken to slow down investment in mass transit is contrary to sound public policy objectives that can only be achieved as a result of continuously funded capital programs. In meeting the MTA's capital and operating funding needs, the Ravitch Commission recommended that State legislation be adopted to authorize the imposition of a new Regional Mobility Tax in the 12 counties that make up the MTA district and establish tolls on the currently free East and Harlem River bridges. The Mobility Tax, which would raise an estimated \$1.5 billion per year, would pay for new borrowing and direct expenses associated with funding MTA capital improvements. The tolling proposal would generate an additional \$600 million in net revenues each year.
21. IE/OCO review complete. A review of working sessions held with MTACC and MTAHQ to review cost and schedule increases and came up with potential cost savings. Consensus reached on budget and schedule. Details sent to FTA's PMOC for review. MTA offers to work with them on review; FTA elects to do an independent review.
22. NYS approves financing plan for MTA that provides, among other things, funding for the first two years of the MTA's 2010-14 Capital Plan.
23. FTA provides results of their analysis on SAS. Discussions underway with MTACC/IE and OCO
24. MTA presents revised cost and schedule to MTA Board. Ranges are provided for both costs and schedules with target budgets and schedules for ESA and SAS. MTA shares strategy with FTA prior to public presentation at MTA Board.
ESA: Target Budget-\$7.328 billion; Target Schedule-September 2016. (Cost Range - \$7.220b to \$8.013b + \$463m for rolling stock held in reserve; schedule range - 2/16 to 1/17)
SAS: Target Budget-\$4.451 billion; Target Schedule-December 2016 (Cost Range - \$4.307b to \$4.775b; assumes \$202 million in rolling stock is deleted; schedule range - 7/16 to 7/17).
25. FTA provides results of their analysis on ESA. Discussions underway with MTACC/IE and OCO.
26. Final ELPEP was approved January 2010.

27. Board approved 2009-14 Capital Plan submitted to NYS Capital program Review Board (CPRB). Plan is vetoed by CPRB on December 30, 2010.
28. MTA/FTA agrees that for the amended FFGA, the estimated total project cost will be \$8.119 billion with a Revenue Service Date of April 2018. MTA will manage the project with a current working budget of \$7.791 billion and Current Working Schedule of September 2016.
29. Revised 2010-14 Capital Plan submitted to CPRB. Plan is "deemed approved" by CPRB on June 2, 2010—only first two years (2010-11) are funded. Funding for 2012-14 will be addressed at a later date.
30. FTA Administrator Peter Rogoff advises Congress of his intent to amend the FFGA for East Side Access. The amended FFGA will reflect the FTA's cost and schedule assessment of the ESA Project-- \$8.119 and April 2018. The letter acknowledges the MTA's current working budget of \$7.791 and working schedule of September 2016. All those estimates include the full cost of rolling stock.
31. The Recovery Plan acknowledges that the FFGA will be amended using the FTA's cost and schedule estimates but that the MTA will manage to its working budget and schedule. The Plan was formally approved by the FTA on August 11, 2011.
32. Project was unable to maintain its cost and schedule. Analysis undertaken to look at possible mitigations and rebaselining effort was initiated.
33. ESA made series of presentation to MTA Capital Program Oversight Committee on Manhattan mitigation efforts, ongoing efforts with the LIRR to improve schedule in Queens. Efforts complicated by Amtrak's need to replace all tracks in the existing the East River Tunnels, Manhattan Tunnels and Structures Contracts were restructured in January to mitigate further delays. ESA rebaselining of cost and schedule initiated with participation of MTACC, LIRR, Office of Construction Oversight and MTA's Independent Engineering Consultant. FTA and its Program Management Oversight Consultant were advised of this effort.
34. MTACC advises CPOC that rebaselining effort will be completed in May following completion of risk assessment initiated in March 2012. During the March 2012 meeting, an overview was provided on construction progress and remaining challenges.
35. MTA completes rebaselining and presents risk informed budget and schedule to CPOC at the May 23rd Board Meeting. FTA/PMOC participated in risk assessment. Risk informed budget is \$8.7 billion (includes the \$463 million rolling stock and August 2019 including \$360 million in cost contingency and 12 months in schedule contingency). Follows MTA's current risk policy of 80% probability that project will be delivered at or below the revised cost and schedule.

FTA agrees with the revised cost and projects the schedule to be one month later (i.e. September 2019). The revised FFGA will have a Revenue Service Date of September 2019.
36. On July 9, 2012, MTA Chairman and Chief Executive Officer Joseph Lhota sent to the FTA Administrator Peter Rogoff a letter providing an update on the current ESA budget and schedule. In addition, on July 27, 2012 Chairman Lhota sent a letter to the New York State Capital Program Review Board members providing an update on the ESA budget and schedule. FTA Administrator Peter Rogoff and FTA Regional Administrator Marilyn Shazor were copied on that letter.
37. MTA received significantly higher bids than anticipated for the Manhattan Structures Contract (CM012).
38. MTA analyzed and rejected bids. MTA then opted to repackage the work into three smaller contracts. FTA decided to suspend the amendment to revise the ESA FFGA. MTA agreed that it was necessary to place the ESA FFGA on hold while the baseline ESA cost and schedule were being reviewed.
39. MTACC briefed the FTA and its Project Management Oversight Consultant (PMOC) regarding its decision to cancel the CM012 solicitation and MTACC recommended that the CM012 contract be repackaged into three smaller, more manageable contracts.
40. A Supplemental Independent Review (SIR) was conducted. The independent consultant proposed changes to the ESA organizational structure. The consultant also proposed the establishment of an ESA Executive Management Team and an ESA Executive Steering Committee. The Executive Management Team and the Executive Steering Committee were created and new Executive management was hired to manage the project.
41. Strategy for advancing Manhattan Work was presented to CPOC as well as strategy to take advantage of 2013 summer track outages for the Harold Interlocking.
42. Project-wide Risk Assessment was completed.
43. Impacts from repackaging of contracts triggered a high level quantitative project wide risk assessment of the ESA project. A Manhattan and Queens Project wide risk assessment was conducted in January 2014 and a Harold risk assessment was conducted in March 2014. Findings from Manhattan and Queens Project wide risk assessment were presented to the MTA Board January 2014.
44. Board approved new cost and schedule.
45. MTA and FTA agreed upon a final cost and schedule to revise existing FFGA
46. In order to mitigate schedule delays in Harold, "ESA First Schedule", has been agreed by Chairman to be implemented.