

CITY COUNCIL
CITY OF NEW YORK

----- X

TRANSCRIPT OF THE MINUTES

Of the

COMMITTEE ON ECONOMIC DEVELOPMENT,
JOINTLY WITH COMMITTEE ON TRANSPORTATION

----- X

November 3, 2014
Start: 10:08 a.m.
Recess: 2:51 p.m.

HELD AT: Council Chambers - City Hall

B E F O R E:

DANIEL R. GARODNICK
Chairperson
YDANIS A. RODRIGUEZ
Co-Chairperson

COUNCIL MEMBERS:

Vincent J. Gentile
Julissa Ferreras
Karen Koslowitz
Mark S. Weprin
Ruben Wills
Donovan J. Richards
Inez D. Barron
I. Daneek Miller

COUNCIL MEMBERS: (CONTINUED)

Margaret S. Chin

Antonio Reynoso

James Vacca

Stephen T. Levin

Costa G. Constantinides

James G. Van Bramer

Carlos Menchaca David G.
Greenfield

Helen K. Rosenthal

A P P E A R A N C E S (CONTINUED)

Polly Trottenberg
Commissioner
Department of Transportation

Joseph Jarrin
Deputy Commissioner for Finance,
Contracting and Program Management
Department of Transportation

Robert Collyer
Deputy Commissioner for Bridges
Department of Transportation

William Wheeler
Director
Special Project Development and Planning
Metropolitan Transportation Authority

Peter Cafiero
Chief
Division of Operations and Planning
MTA New York City Transit

David Henley
Chief
Capital Planning and Budget
MTA New York City Transit

Craig Stewart
Senior Director
Capital Programs
Metropolitan Transportation Authority

A P P E A R A N C E S (CONTINUED)

Lois Tendler
Vice President
Government and Community Relations
MTA New York City Transit

Adam Lisberg
Director
External Communications
MTA

Jeffrey Dugan, AIA
Co-Chair
American Institute of Architects
New York City

Denise Richardson
Executive Director
General Contractors Association of NY

Kathryn Wylde
Partnership for New York City

Adam Forman
Research Associate
Center for an Urban Future

Bob Yaro
Regional Plan Association

Alec Slatky
AAA New York

Marco Conner
Transportation Alternatives

A P P E A R A N C E S (CONTINUED)

Philip McManus

Resident of Rockaway, Queens

The Queens Public Transit Committee

Steve Sigmund

Executive Director

Global Gateway Alliance

1
2 CHAIRPERSON GARODNICK: Good morning
3 everyone and welcome to the Economic Development
4 Committee of the City Council; today is Monday,
5 November 3rd, 2014. My name is Dan Garodnick and I
6 have the privilege of chairing this Committee and we
7 are here today co-chairing this Committee with my
8 fellow Chair, Council Member Ydanis Rodriguez, who
9 chairs the Transportation Committee and this is a
10 joint hearing.

11 This is the second in a series of hearing
12 that we will convene in assessing the economic impact
13 of New York City's failure infrastructure. Today we
14 will be looking at New York City's transportation
15 infrastructure with respect to the City's roads,
16 bridges, tunnels and subways, and at the same time we
17 will envision a modern 21st and even 22nd century
18 system, with better wireless capacity and transit
19 that can operate more reliably and efficiently.

20 Maintaining our city's roads, bridges,
21 tunnels and subway infrastructure is critical to
22 preserving the City's economy. Severely deteriorated
23 transit infrastructure costs much more to repair than
24 conducting frequent and regular maintenance. Ever
25 one dollar of deferred maintenance on local roads and

1
2 bridges costs an estimated additional \$4-5 in
3 necessary future repairs. Furthermore, neglecting
4 this maintenance can lead to significant economic
5 losses from transit disruptions, damage to
6 underground infrastructure and structural failures.

7 This past February the Center for an
8 Urban Future published a report entitled, "*Caution*
9 *Ahead: Overdue Investment for New York's Aging*
10 *Infrastructure*," which presented some alarming facts,
11 both about the age of our infrastructure and about
12 the rate at which we are updating it. The study
13 estimates that the City needs to spend \$47.3 billion
14 over the next 4-5 years to bring its decrepit
15 infrastructure to a state of good repair. We've
16 convened this hearing today to continue a
17 conversation about what we can do to improve it.

18 We hope that the DOT and the MTA will
19 work with us to ensure that our roads and transit
20 systems are in a consistent state of good repair and
21 not fall vulnerable to a "fix as it breaks"
22 mentality. Not only will that save us money, but it
23 also will stimulate the local economy. It is
24 estimated that for every billion dollars invested in
25

2 highway construction and repair can create more than
3 30,000 jobs created as a result of that investment.

4 We will hear from the Department of
5 Transportation, we'll hear from them first; the
6 Commissioner is here -- thank you -- about the state
7 of our roads, bridges and tunnels. Over 30 percent
8 of our city's local streets are in poor condition;
9 the number of streets meeting that rating has more
10 than doubled since the year 2000. These structurally
11 poor roads cost the city driver \$2,300 per year from
12 congestion, accidents and general damage to vehicles
13 and that of course is not acceptable.

14 However, the 788 bridges that are owned
15 and operated by the DOT are in much better condition
16 than they were in in the 1980s, when 75 bridges were
17 at risk of structural failure. Today the DOT rates
18 only one bridge, it's an important one, the Brooklyn
19 Bridge, to be in poor condition. While the State DOT
20 may differ from the City DOT on the definition of
21 dangerous bridge condition, something we plan to
22 explore at this hearing, the fact remains that the
23 DOT has improved the state of the City's bridges
24 significantly over the past 30 years.

1
2 We will also hear from the MTA, the
3 Metropolitan Transportation Authority, about the
4 state of the City's subway and its plans to improve
5 the subway infrastructure. The state comptroller
6 recently found that roughly 90 percent of the City's
7 subway stations have structural defects that are in
8 need of repair. We also plan to hear from the MTA
9 regarding the Capital Plan for 2015-2019 that it
10 released a few weeks ago and that Chair Rodriguez
11 held a hearing on a few weeks ago and we hope to hear
12 how the MTA is planning on addressing the many
13 structural problems that exist in the system. The
14 derailment of an F street in Queens in May, which
15 injured 19 passengers and which was apparently caused
16 by a broken rail, highlighted the dangers of rail
17 fractures and breaks. We will ask the MTA how it
18 prioritizes its renovations and repairs, how it plans
19 to close the funding gap in its capital plan, how it
20 coordinates as a matter of city planning to ensure
21 that our transit system connects to emerging areas
22 and what technologies it will implement in the
23 subways over the course of the next five years.

24 We also wanna explore new solutions, such
25 as improving coordination between City agencies and

2 private entities, when streets or bridges are being
3 repaired, implementing a penalty structure for
4 inferior work and other ways the Council and the
5 public can be involved in improving the transit
6 infrastructure of our great city.

7 So with that I'm gonna turn the floor to
8 my Co-Chair, the Chairman of the Council's
9 Transportation Committee, Ydanis Rodriguez, to say a
10 few words and I will also ask him to introduce the
11 members of both of our Committees. Thank you, Mr.
12 Chairman.

13 CO-CHAIRPERSON RODRIGUEZ: Thank you,
14 Council Member Garodnick. First I would like to
15 recognize Council Member Richards and Council Member
16 Miller. As the Council Member said, today is a joint
17 hearing that I have the privilege to co-chair with my
18 colleague, Council Member Garodnick in Economic
19 Development.

20 My name is Ydanis Rodriguez and I chair
21 the Committee on Transportation. Today's hearing on
22 the City transportation infrastructure comes at a
23 critical time for our city. Today more people
24 heavily rely on the use of our subways, roads and
25 bridges than ever. Subway ridership is at an all-

2 time high; only a few weeks ago New Yorkers shattered
3 the MTA's previous single-day ridership record. On
4 September 23rd, 6.1 million people road the subway,
5 proving that the use of our transportation network is
6 hitting a renaissance; however, our infrastructure
7 still lacks behind. Now that our citizens have
8 invested in our city's transportation network by
9 using it, so too must our city and state. Our
10 transportation system must too adapt and keep up in
11 order for New York City to remain the world's
12 financial capital, a top tourist destination and a
13 city that truly serves all its residents. Our city
14 has come a long way since the 1970s and the 1980s.
15 As citizens flooded into the New York area, we
16 allowed our infrastructure to fall into disrepair.
17 We have recovered tremendously since those times, but
18 we have not gone far enough. We need to not only
19 maintain what we have, but improve it so that it
20 better serves New Yorkers and expand it when
21 necessary to meet the challenges and needs of the
22 five boroughs.

23 New York City's transportation network is
24 vast, there are 24 subway lines serving 468 stations
25 with 659 miles of track, 18,000 lane miles of local

2 streets, 306 lane miles of highway and over 1,300
3 hundred bridges. But this system was created in a
4 different era, an era focused on Midtown and Lower
5 Manhattan. Commuting patterns have since changed and
6 drastically so. More New Yorkers travel between the
7 outer boroughs, within their own borough or out of
8 the City entirely. We must modernize our networks to
9 move our modern city. Unfortunately, our city has
10 not prioritized making timely repairs to bring our
11 city's infrastructure up to par. Although in recent
12 years the New York City Department of Transportation
13 has met its goal of repaving 1,000 miles of roadway
14 every year, it was failed to put a dent in the over
15 3,000 miles of roadway that still needs repaving. We
16 are not yet at the point where we can sit back and
17 simply maintain what we have. Although we have come
18 a long way since the 1970s and 1980s, 51 percent of
19 our highways are still fair or poor on the State
20 Department of Transportation's own scale. Our bridge
21 maintenance, although again, better than our own
22 (sic) worst point, is nothing to write home about.
23 This past March, the Center for an Urban Future
24 released a study that found that 162 of the City's
25 456 bridges were structurally deficient; among those,

1
2 162, forty-seven were both structurally and fracture
3 critical. However, according to the City Department
4 of Transportation, only one bridge was in poor
5 condition. This discrepancy points to different
6 standards, which is very troubling, considering the
7 high stakes and the safety of New Yorkers and their
8 ability to commute and earn a living -- 2.7 million
9 New Yorkers use those structurally deficient and
10 fracture critical bridges every day. Our city must
11 increase its standard so that those and all New
12 Yorkers can trust our roadways. We cannot allow our
13 bridges to fall into this repair because bad bridges
14 can lead to lives lost. In order to prevent wholly
15 avoidable tragedies and increase the safety of
16 bridges and roadways, we must make the right
17 investment and raise the revenue.

18 Yes, this will be expensive and
19 challenging, but these projects are necessary and
20 vital to the continuous growth and success of our
21 city. The MTA newly proposed five-year capital plan
22 includes \$32 billion worth of investments, with a \$15
23 billion funding gap. This funding gap points again
24 to the lack of investment in the maintenance and
25 expansion of our city infrastructure. Further, it

2 illustrates the challenges facing us as we figure out
3 how to invest in our transportation infrastructure,
4 but the vision communicated in the Capital Plan is
5 limited.

6 Last year London released its Vision 2030
7 Plan, the vision communicated is broad, designing to
8 guide the transportation infrastructure investment in
9 a clear, coordinated way; do the same thing,
10 investments that may seem too ambitious or too
11 difficult to some, such as a direct rail access to La
12 Guardia Airport, but this project could have such a
13 significant impact of keeping New York City the world
14 capital that they justify us rising to meet those
15 complicated challenges. Those are the challenges
16 that we have and that's where we should be having the
17 discussion of connecting our efforts to public
18 transportation.

19 Many different cities, states and multi-
20 state agencies are responsible for different parts of
21 our city infrastructure network. The various
22 agencies that oversee our infrastructure must come
23 together and have a meeting of minds. We must look
24 beyond jurisdiction and red tape to a large vision
25 for our city. I challenge the agency today and the

2 private sector to increase coordination and
3 communication, only then can we truly address all the
4 needs that must be dealt with in the present and
5 genuinely look forward to our future; that's a recipe
6 for international leadership. Today our Committee
7 hopes to find out where we are right now on this
8 important work and what we need to do to move forward
9 and connect an increasingly out of borough or inter-
10 city (sic) a city that receives over 50 million
11 tourists every year. I understand that this is not
12 an easy task; you have been charged with not only to
13 bring our infrastructure up to standard, but also to
14 expand it, however, we must set high goals for our
15 future and work incredibly hard to obtain them.

16 The City Council will stand as a partner
17 to not only help you innovate and create a vision,
18 but to drive you forward toward that vision to
19 fruition. We look forward to hearing from not only
20 the agencies who are responsible for this important
21 work, but from all the other stakeholders who are
22 here today to offer their view in what it will take
23 to keep New Yorkers moving forward.

24 CHAIRPERSON GARODNICK: Alright, thank
25 you very much, Chair Rodriguez. I want to note that

2 we've been joined by Council Member Margaret Chin of
3 Manhattan and with that we are going to get rolling.
4 So Commissioner Polly Trottenberg of the New York
5 City Department of Transportation, we welcome you to
6 the witness stand, as well as your colleagues, and as
7 soon as you are settled and ready you're welcome to
8 begin. And before you start we have one piece of
9 housekeeping here, so we're gonna turn to our coun...

10 COMMITTEE COUNSEL: You guys... not at all...
11 This is Kelly Taylor, Committee Counsel, [background
12 comments] will you please raise your right hands? Do
13 you affirm to tell the truth, the whole truth and
14 nothing but the truth in your testimony today and to
15 respond honestly to Council Member questions?

16 POLLY TROTTEBERG: We do.

17 COMMITTEE COUNSEL: Thank you.

18 CHAIRPERSON GARODNICK: Thanks very much.

19 POLLY TROTTEBERG: Alright.

20 CHAIRPERSON GARODNICK: Now the floor is
21 yours.

22 POLLY TROTTEBERG: Okay, thank you.

23 Thank you, Mr. Chairman, Chairman Garodnick, Chairman
24 Rodriguez and Members of the Economic Development and
25 Transportation Committees.

2 My name is Polly Trottenberg; I'm the
3 Commissioner of the New York City Department of
4 Transportation. And as many of you know, I was also
5 recently appointed by the Mayor and Governor to sit
6 on the MTA's Board. With me here today are Joseph
7 Jarrin, Deputy Commissioner for Finance, Contracting
8 and Program Management and Robert Collyer, Deputy
9 Commissioner for Bridges. We're glad to be her on
10 behalf of Mayor Bill de Blasio to discuss how vitally
11 important New York City's transportation
12 infrastructure is to our continue economic growth and
13 how it contributes to creating opportunities and
14 shared prosperity for all New Yorkers.

15 To me the fundamental question is not
16 whether our transportation infrastructure is failing
17 and what the economic impacts might be; rather, the
18 difficult question we face is what is the right level
19 of public investment in our city's transportation
20 system to ensure public safety, foster economic
21 growth, increase mobility and improve the quality of
22 life for our citizens and businesses in the current
23 very challenging fiscal and political climate, and
24 how can we ensure that we're building, maintaining
25 and operating the system as efficiently and cost-

2 effectively as possible for our city's taxpayers.

3 The next few months are the perfect time to have this

4 discussion with the release of the MTA Five-Year

5 Capital Plan and the upcoming release of the MTA

6 Reinvention Commission Report, the New York State DOT

7 Five-Year Road and Bridge Plan, the City's own Ten-

8 Year Capital Plan and the Regional Plan Association's

9 Fourth Regional Plan. These plans will lay out the

10 roadmap for the City's infrastructure for many years

11 to come and will be crucial for accommodating future

12 population growth and economic development. New York

13 City now boasts the highest population ever, 8.4

14 million people, and anticipates over have a million

15 new residents in the next 25 years. The entire

16 region is expected to grow by nearly 2 million people

17 by 2040 and with that new population, New York must

18 continue its economic growth and ensure that growth

19 benefits all New Yorkers; it is one of Mayor de

20 Blasio's highest priorities to focus on job creation,

21 especially good jobs with benefits that can support a

22 family. Investment in transportation infrastructure

23 creates jobs and helps local businesses grow and

24 thrive. Using the Federal Government's most

25 conservative formula for jobs generated from

1
2 infrastructure spending, every \$1 billion in spending
3 on capital infrastructure generates roughly 13,000
4 jobs. Over the next five years the projects laid out
5 in the MTA and New York City DOT Capital Plans could
6 employ nearly 100,000 people annually and spur
7 further investment and spending in our communities.
8 Plus the demand is there; as was mentioned, the City
9 now has the highest subway and bus ridership in over
10 45 years, while the City's population has grown by
11 roughly 15 percent over the last 30 years, the
12 average weekday subway ridership has nearly doubled
13 from what was close to a low point of 3.4 million
14 riders in 1982 to now, as was said, over 6.1 million
15 riders in September of 2014. And that dramatic
16 growth in transit ridership mirrors the economic
17 turnaround the City has seen over the last 20 years,
18 supported by the investments made in improving our
19 infrastructure -- the subway system, the East River
20 bridges, our streets and other public spaces.
21 Coupled with a remarkable drop in crime, New York
22 City has had a rather extraordinary urban
23 renaissance.

24 But the City's transportation
25 infrastructure estimated that well over a trillion

1
2 dollars in assets, between our transit system, roads,
3 bridges and ferries, needs ongoing investment and
4 expansion. Lack of investment in our infrastructure
5 can harm the City's economy, competitiveness and
6 quality of life. We saw what affect a storm like
7 Sandy had on our infrastructure, shutting down subway
8 tunnels and forcing Amtrak to shut down some of our
9 critical railings to New Jersey for needed
10 reconstruction.

11 On the New York City DOT front, as the
12 Chairman has mentioned, we need to continue to invest
13 in the City's 6,000 roadway miles; 789 bridges that
14 serve the region's millions of motorists and
15 businesses and our ferries that carry 67,000 riders
16 per day.

17 On the MTA front, and I know Lois will
18 talk about this, we need to invest in our 468 subway
19 stations, with 659 miles of subway track that move
20 over 6,000 riders a day, and the MTA's nearly 6,000
21 buses that move approximately 2.5 million passengers
22 a day.

23 And of course, New York State DOT, the
24 Port Authority and New Jersey Transit's

1
2 infrastructure also contribute to the economic
3 vitality of this region.

4 All of our agencies combined oversee the
5 transportation system that touches everyone in this
6 city daily and are fundamental to our economic
7 health.

8 As we all know, we now face some very
9 tough choices at all levels of government, city,
10 state and federal. From now through January the key
11 capital agencies, including DOT, will be working
12 together with OMB to craft a 10-year capital plan
13 that prudently invests in the city's vital
14 infrastructure over the long term.

15 Currently DOT's four-year capital budget
16 includes \$3 billion for bridge reconstruction, \$1.8
17 billion for street reconstruction and resurfacing and
18 \$1 billion for signals, streetlights and ferries.
19 This represents a \$500 million increase in City
20 funding over the FY15 Preliminary Budget. This
21 expanded commitment to the city's transportation
22 infrastructure is a good start, but we know we also
23 need to squeeze more value out of every precious
24 infrastructure dollar. At DOT we're trying to up our
25 game and modernize our asset management system for

2 our bridges, roadways, sidewalks and ferries. My
3 agency has already done a lot of work in this are,
4 but we're striving to be even more innovative, using
5 cutting-edge technology and adopting best practices
6 from around the country.

7 Additionally, within New York City DOT
8 and throughout the City we're working to improve our
9 process for procurement and project delivery so we
10 can better execute projects on time, on budget and at
11 a better value for the taxpayer dollar. We're
12 pursuing State legislation in Albany to authorize the
13 use of design-build in New York City; this process is
14 one of the best ways to build faster, more innovative
15 and more cost-effective infrastructure. The most
16 successful example of design-build in New York is the
17 reconstruction of the Tappan Zee Bridge, where the
18 process is expected to shave months off of the
19 construction process and save the State over a
20 billion dollars. If the City could use the same
21 procurement method, we estimate it could save tens of
22 millions of dollars and shave many months of time off
23 our upcoming major bridge projects.

24 As an international, financial, cultural,
25 technological and tourism center, New York City needs

1
2 to maintain its global competitiveness with other
3 leading cities that are making major investments in
4 their transportation networks -- London's Crossrail
5 and High Speed 2, the Los Angeles 3010 Plan and
6 Shanghai Metro's build-out of a completely new subway
7 system. These cities have been investing in their
8 transportation systems and innovating on project
9 delivery for years and if New York falls behind these
10 cities will grow at our expense.

11 We now stand at a critical point for our
12 transit infrastructure, and I know you'll hear more
13 from the MTA on this. The MTA has released their
14 Five-Year Capital Plan that includes many key
15 projects that address city priorities, including
16 upgrading signal systems, buying new buses and train
17 cars and adding select bus service. We wanna support
18 these projects, but also ensure that there's a focus
19 on connecting to underserved neighborhoods and
20 populations to jobs, education opportunity and adding
21 capacity in areas of future housing and commercial
22 development within New York City.

23 The big question, as has already been
24 mentioned, is how to fund our transportation needs,
25 for both the City and the MTA in this difficult

2 fiscal climate. As we know, the MTA Capital Plan is
3 facing a \$15 billion funding gap with no clear path
4 yet on how to fund it, and federal and state
5 transportation funds for the City have been flat or
6 declining for a number of years.

7 Clearly the time is right to grapple with
8 these challenges and I look forward to hearing from
9 and working closely with the Council and our other
10 government partners. I wanna thank you for inviting
11 us to testify today and I'd be happy to answer any
12 questions.

13 CO-CHAIRPERSON RODRIGUEZ: Thank you.
14 Commissioner, I have a few questions; then my
15 colleague co-chair, he will take the floor.

16 Over 30 percent of the city's local
17 streets have been rated as poor or in fair condition;
18 what are the consequences of continuing to have such
19 a large percentage of our streets in this state and
20 what can we do to improve it?

21 POLLY TROTTEBERG: Well one thing we're
22 trying to do at New York City DOT actually, as I
23 mentioned in my testimony, is improve our asset
24 management system. Right now we have a road rating
25 system for the entire city, but I think one thing

1
2 we're gonna strive to get better at is classifying
3 roads not only by road condition, but basically by
4 significance and one challenge we have in New York
5 is, some of our most major and significant roads are
6 actually State-owned roads and the City maintains
7 them, but it's the State's responsibility to
8 reconstruct and overhaul them, and you're familiar
9 with some of them -- FDR Drive, Staten Island
10 Expressway, Bruckner -- you all know some of the big
11 ones; that's one of the areas we're really focusing
12 on, is how can we work more closely with the State on
13 some of those major roads, which are some of the
14 roads that are in the worst condition. We're also
15 obviously looking, in terms of what we can do on the
16 city streets; again, improving asset management and
17 you know for this year it'll be part of our larger
18 ten-year capital plan discussion -- what is gonna be
19 the City's priority on roadway funding in terms of
20 our overall capital plan.

21 CO-CHAIRPERSON RODRIGUEZ: You know when
22 you accepted this invitation to be our DOT
23 commissioner, the City gained a good asset, because
24 you also brought like your national understanding of
25 transportation, and I'm pretty sure that you can

2 share with us like what other major cities are also
3 doing to address this issue, improving
4 transportation. But one of my concerns about what
5 your suggestion on if we want to make the commitment
6 to get all our streets in acceptable condition over
7 the next five or ten years, question is; is that
8 possible; what kind of investment will it require to
9 accomplish this goal?

10 POLLY TROTTEBERG: That's a very good
11 question. [laugh] Again, I think... the way I would
12 look at it is, rather than say what's the ideal sum
13 of money for which you could get all the roads in a
14 state of good repair in five years, 'cause I'm not
15 sure even if we had all the money in the world we
16 could do that; that would be a tall order, we'd have
17 to shut down a lot of roadways to do it. I would say
18 on the resurfacing front, you know the City has had a
19 target of resurfacing a thousand lane miles a year;
20 when we do that we manage to keep, you know our
21 regular street conditions in good shape; now as you
22 all know, last winter we had a very difficult winter,
23 very challenging on our road conditions and there
24 have been some years where the City has met that
25 thousand-mile target and some years when it hasn't;

1
2 we're meeting it this year; it's gonna be part of our
3 discussion in the capital plan to continue, but I
4 think that's for starters. The second more complex
5 question is; what does the City also want to invest
6 in roadway reconstruction, which I think as the
7 Council knows is a much more involved and costly
8 process. To resurface a land mile costs around \$2-
9 300,000, to reconstructing costs -- Joe, correct me
10 if I'm wrong -- I think around \$3 million, so it's a
11 real order of magnitude and the City has been
12 reconstructing in the area of I think, somewhere
13 between 80 and... [background comment] 40 and 80. So I
14 think, honestly, to make a profound difference in
15 some of our bigger roadways, at some point we're
16 gonna need to talk about how much more roadway
17 reconstruction we're gonna do, but again, it's costly
18 and it is disruptive. There's only a certain amount
19 the City could do in a given year or else I think
20 we'd have a fair amount of traffic tie-ups. But
21 those are the two key drivers of roadway condition.
22 Again, well some of the things that New York City DOT
23 needs to do, I mean we also wanna improve, as I say,
24 our asset management system so we're targeting
25 resources and the roads that both need it most and

2 are the most heavily used; that's one thing we're
3 gonna try and do a better job on.

4 [background comments]

5 CO-CHAIRPERSON RODRIGUEZ: ... many New
6 Yorkers live in transportation desert, so I mean,
7 some communities are so isolated and they've been
8 asking for public transportation to connect to those
9 communities and I know that DOT is working on
10 bringing some bus rapid transit with the MTA and find
11 other solutions. Does the City study these areas to
12 figure what we can do to increase their access to our
13 transportation network and does the DOT study
14 population trends so that we know how are the needs
15 of the city changing in regards to transit and are we
16 adequately planning to address those changing needs?

17 POLLY TROTTEBERG: Yeah, that's a very
18 good question and I'm happy to say; one thing that
19 we're both trying to do within the city family and
20 between the City and the MTA is do a better job of
21 that planning and forecasting. We have formed really
22 a good partnership at the City level between DOT,
23 City Planning, HPD and EDC to try and do a good
24 forecast about where is the City gonna grow, where do
25 we wanna put in new housing, where are we looking for

2 economic development opportunities; what does the
3 transportation look like in those areas and what do
4 we need to do to improve it? We're also now trying
5 to tie in more closely to the MTA's planning process.
6 But I would also say, it's clear the one thing we're
7 gonna struggle with is, right now... you know and I
8 hear you, Mr. Chairman, on the one hand New York has
9 the most incredible transit system you can imagine;
10 on the other hand there are big parts of the City
11 that are not connected to it. Right now the MTA
12 Capital Plan is \$15 billion under-funded and even if
13 they had all the money, I think it doesn't make all
14 the connections that we would like to see in this
15 city, so we have both a funding challenge and then
16 even if we got the funding for what they have on the
17 books for right now, how do we plan for and get the
18 resources to go beyond that, and I know some of the
19 members sitting here are ones who represent
20 neighborhoods that desperately need better transit
21 connections.

22 [background comment]

23 CO-CHAIRPERSON RODRIGUEZ: ...the major
24 housing plan that called for 200,000 units to be
25 built or preserved; is there any coordination between

2 HPD, DOT and the MTA on how transit needs of this new
3 development will be addressed? [interpose]

4 POLLY TROTTEMBERG: Yes.

5 CO-CHAIRPERSON RODRIGUEZ: And also, is
6 there any effort to include, as far as a commitment
7 from developer, to contribute certain percentage to
8 improve transportation in our city?

9 POLLY TROTTEMBERG: Yes. Again, all the
10 relevant City agencies are meeting and talking very
11 regularly about the Mayor's housing plan and how we
12 will make sure, you know not just that the
13 transportation will be there, but the schools, the
14 parks, all the amenities that you know, are gonna be
15 areas of planned growth, and we're really trying to
16 also look, obviously, and I think, you know you'll
17 hear this if you talk to the Planning Chair, Carl
18 Weisbrod, or head of HPD, Vicki Been, trying to find
19 neighborhoods where there is good transportation and
20 you know, one of the first neighborhoods that's been
21 talked about is East New York, which actually has
22 connections to many different transit lines -- now,
23 it has connections to many good transit lines; at the
24 same time, the transportation there is not well
25 integrated into the streetscape, it's not actually

2 that easy for the residents of that neighborhood to
3 use. So that's one of the first areas where City
4 Planning, DOT and the MTA are sitting down and
5 starting to talk about what investments can we make
6 to sort of enable the residents of that neighborhood
7 to really fully utilize the great transportation
8 asset that they have. We will be doing that in other
9 parts of the city as the Mayor rolls out other
10 neighborhoods in his housing plan; we know that's
11 fundamental that we get that right.

12 CHAIRPERSON GARODNICK: Thank you, Mr.
13 Chairman. Commissioner, let me just follow up on
14 that very important point about the level of
15 coordination between the City agencies among
16 themselves and then also between City agencies and
17 the MTA as it relates to future developments,
18 underserved communities and economic development.

19 You noted that there is a high level of
20 coordination among City agencies in that regard and
21 that you are trying to bring the MTA into that
22 process some more. I guess from a threshold
23 question; has any of the City's plans for economic
24 development or housing development been reflected in
25 the MTA's Five-Year Capital Plan?

2 POLLY TROTTEBERG: I would say not too
3 much at the moment, but to be fair to the MTA, it
4 takes them a while to put together their capital plan
5 and so far the City, I think we're sort of at the
6 outset of putting together our housing and economic
7 development plans. But I will just say, and it's
8 nice to see our MTA colleagues here, they have been I
9 think terrific and open and we're really again trying
10 to deepen the relationship and look at the questions
11 of... you know, even in the capital plan you'll see it
12 lays out some of the future projects the MTA wants to
13 plan and one thing we're talking about then is; well
14 can we add in some of the other projects that the
15 City wants to look at. So I think, again, the
16 capital plan for the MTA is... in some ways it's been
17 underway for a while, but now, as you know, it's gone
18 up to Albany and kind of the discussions will begin.
19 I think we're gonna have to solve the funding
20 question for the capital... you know, there are many
21 things I think the City would like to see in there,
22 but I also think obviously we're gonna have to tackle
23 the funding question before the MTA's gonna be in a
24 position to add a whole lot more in for us, but I

1
2 certainly think there's some things we're gonna wanna
3 add in.

4 CHAIRPERSON GARODNICK: So you wear two
5 interesting hats here today, one of course as an
6 appointee to the Board of the MTA and two, as the
7 Commissioner of DOT; noting in your testimony that we
8 need to find the right level of public investment for
9 our transportation system in order to ensure public
10 safety and foster growth, etc., let's just talk for a
11 moment about the \$32 billion MTA capital budget. Do
12 you think that either at that level, if it were to be
13 funded at that level, or at the \$17 billion level at
14 which it is presently funded that it adequately
15 delivers the right level of public investment for the
16 city transportation system?

17 POLLY TROTTEBERG: I mean look, as the
18 DOT Commissioner and on the MTA Board, I think I
19 could say that I of course wish that we could have
20 even greater investments, but also, pragmatically
21 speaking, you know right now the challenge is gonna
22 be both how do we fund the capital plan at some level
23 that really is going to ensure that we keep you know,
24 the remarkable mass transit system that the city does
25 have, which is unlike any other in the country, and

2 get some of what I think are some very key city
3 priorities in there, and I can't give you a number on
4 that today, but that's clearly what the discussion is
5 gonna be unfolding over the next few months. To the
6 extent that you have more resources, then I think
7 we'll be able to see more City priorities reflected.

8 CHAIRPERSON GARODNICK: And what would
9 you identify as the top City priorities in the MTA
10 capital budget?

11 POLLY TROTTEBERG: Well I think there is
12 the basics, obviously, which is making sure that the
13 existing system is in a good state of repair, that it
14 is safe, that it is functioning efficiently; that the
15 equipment is well maintained. I think we are
16 starting to talk again to the MTA about some areas of
17 expansion -- select bus service is one area -- you
18 know, the City now has seven select bus service
19 routes and the Mayor would like to get us up to 20 by
20 the end of his first term, and then again, as we've
21 been discussing, as we roll out our housing plan and
22 look at different economic development opportunities
23 around the city, how can we potentially further build
24 out the transportation system via buses or even
25

2 subways, if we ever had the funding to do it, to
3 connect to those areas.

4 CHAIRPERSON GARODNICK: So just to
5 summarize what I hear you say about the City's
6 priorities -- good repair and maintenance, top;
7 expansion of SBS -- and then there is this less
8 defined piece of how to better connect certain
9 neighborhoods which will be part of the Mayor's
10 housing plan or as an economic development
11 opportunity; is that fair?

12 POLLY TROTTEBERG: I think that's fair.

13 CHAIRPERSON GARODNICK: How do we move
14 from that less specific fourth point to a more
15 specific -- here is where we need to be as a city and
16 here's the area where we have underserved community
17 -- or where we would like to see growth and to nudge
18 that into the capital plan, or is that something
19 which is, you know, the figurative train has left the
20 station on that one for this capital plan or how do
21 we put that into motion?

22 POLLY TROTTEBERG: Yeah, no. And I
23 don't think the train has left the station, and that
24 is part of what we're doing within the de Blasio
25 Administration with looking at our ten-year capital

1
2 plan; I think you will see, when that comes out next
3 year, some of what you're talking about reflected in
4 that, which will be, you know, not only what are the
5 basics we need to do in terms of capital investments,
6 but what are at least the administration's priorities
7 on where we need to grow, where we need to make
8 capacity expansions, and obviously the ten-year
9 capital plan comes to the Council and we'll be
10 looking forward to the input we get from you all. I
11 think as that process is underway within the City,
12 that is gonna help to inform what is in the MTA's
13 capital plan, since after all, the City, we are on
14 the Board and we get a say in what the ultimate
15 capital plan will look like.

16 CHAIRPERSON GARODNICK: 'Kay, couple more
17 questions from me and then we've got a number of
18 colleagues and we've been joined also by Council
19 Members Reynoso, Vacca and Wills.

20 Commissioner, you noted in your testimony
21 the effort to secure state legislation to authorize
22 use of design-build in New York City and you said
23 that this would allow for faster, more innovative and
24 more cost-effective infrastructure. Can you say a
25 little bit more about how it would work, what we

2 could expect and why you have so much optimism as to
3 what impact it would have?

4 POLLY TROTTEBERG: I mean, right now the
5 City uses what is the most traditional of procurement
6 methods, which I have to say has really, in most
7 other states, a lot of cities and the rest of the
8 world, has become pretty much an old school model,
9 which is essentially called design, then bid, then
10 build, which is... we in the City, we design a project
11 up to a certain point, we put it out to bid, a
12 contractor bids on our design; they build to our
13 specifications; if there are problems with our
14 specifications or if things arise in the project, the
15 risk is on the designer, it's on the City; we pay for
16 all the changes and the contractor is basically
17 following our template. What you do in design-build
18 is you take a step back and you say in the most
19 general terms, yeah, we wanna build a new bridge, but
20 rather than give you every specification, tell us how
21 you would do it, innovative contractor that perhaps
22 builds bridges all over the world, tell us what you
23 think would be the most cost-effective way to do it;
24 you go out and sample the soils, you go out and look
25 at the conditions on the ground; you give us a

2 package for what the project would look like designed
3 and built and you give us a price, and the risk is on
4 you; if you guess wrong about something, then you're
5 gonna have to basically eat the difference. And it
6 is not particularly innovative in terms of what most
7 of the rest of the country and the world has been
8 doing for quite some time; as you know, we did it
9 here with the Tappan Zee Bridge and it shaved a lot
10 of time and money off the project. So it doesn't
11 necessarily work in every case, but it can be a way
12 of shaving so much time. You know you don't design
13 and then go out to bid and then take... that's
14 truncated into one process and you put much more of
15 the risk and hopefully the opportunity to be
16 innovative onto the contractor.

17 CHAIRPERSON GARODNICK: And presumably in
18 that process the City sets the base level of
19 expectations and demands and then it is up to the
20 bidder to come up with the most creative, cost-
21 effective, secure way of delivering; is that correct?

22 POLLY TROTTEBERG: That is correct,
23 right. I mean New York City will never totally take
24 its hand off the steering wheel, so to speak, yes. I
25 mean clearly we would lay out some parameters.

2 Again, it is an opportunity both to encourage
3 innovation from your contracting partners and to have
4 them take more of the risk, because one of the things
5 that happens in the traditional procurement model is,
6 there tend to be a lot of change orders and things
7 that arise and again, the City eats a lot of those
8 costs.

9 CHAIRPERSON GARODNICK: How far could we
10 go with design-build; I mean you could see it as an
11 obvious for a large project like the Tappan Zee
12 Bridge, but could you apply it to smaller projects as
13 well and is that something which the State law that
14 you're seeking also would authorize?

15 POLLY TROTTEBERG: Yeah, I mean we were
16 hoping to get sort of ride-along on the State law --
17 the State gave itself the time limited authority to
18 do it for projects of any size; there have been
19 discussions about whether, you know up in Albany,
20 potentially it could be limited in terms of size or
21 other things, so I don't wanna prejudge how that
22 would play out; I think for us it would be most
23 useful for larger projects, but we have identified
24 actually some smaller ones and maybe I'll have our
25 chief bridge engineer mention a couple where we think

2 we could also... I mean, we do a lot of projects in New
3 York that are big, but we do a lot that are small and
4 saving a little money and time off the small ones,
5 that also can really add up. And I know, Bob, if you
6 wanna mention, we identified a few that we thought
7 would be good candidates.

8 ROBERT COLLYER: Well we have the Trans-
9 Manhattan Expressway... [interpose]

10 CHAIRPERSON GARODNICK: Why don't you hit
11 that button for me and also identify yourself before
12 you start.

13 ROBERT COLLYER: Robert Collyer. We have
14 the Trans-Manhattan Expressway connector; it goes
15 from the Harlem River Drive up to the Trans-Manhattan
16 Expressway to the George Washington Bridge, that's a
17 possibility; 158th Street via the Henry Hudson
18 Parkway; [hammering sound] 158th Street viaduct --
19 there's a lot of viaduct structures through there
20 that would lend itself, especially for a contractor
21 that has expertise working with a railroad or over a
22 railroad. The other way to use it would be to bundle
23 bridges together in a corridor, so you could take
24 four bridges in a row and say okay, here's a section,
25 it makes sense to do all these together, design them

2 all; build them all and that way once you get traffic
3 in a pattern, that's acceptable; then you're in a
4 corridor and you can do it much more efficiently.

5 POLLY TROTTEBERG: Yeah and just to add
6 a couple of other innovations we're seeing that other
7 states are doing. For example, in Pennsylvania,
8 speaking of bundling, the State worked with a bunch
9 of localities to bundle together a very large group
10 of bridge contracts, so instead of doing every single
11 one separately, they did a bunch together and one
12 procurement that real economies of scam [sic] and
13 there are a lot of innovative things happening on the
14 contracting front. One interesting thing the State
15 did with the Tappan Zee; they actually helped defray
16 the cost of the bidders who bid on the project,
17 because one of the other things, one of the problems
18 we have here in New York is, our contracting process
19 is very complex and so often you don't get many
20 bidders and so in the case of the Tappan Zee Bridge,
21 they decided, well we'll make each of the losing
22 bidders maybe not completely halt [sic], but we'll
23 help defray the cost of their bid; get more of them
24 in, and they got a large number of bids and that's

2 also part of how they really helped drive down the
3 price, they got a lot of competitive bids.

4 CHAIRPERSON GARODNICK: Well that's
5 interesting and we should certainly pursue that issue
6 further and consider whether either or both of these
7 Committees can be supportive of that, because it
8 sounds very promising and it probably would help us
9 move things faster and even cheaper, so.

10 With that, let me recognize we've been
11 joined by Council Members Ferreras and Levin and
12 we're gonna go to Council Member Richards, to be
13 followed by Council Member Miller for questions.

14 COUNCIL MEMBER RICHARDS: Thank you so
15 much, Chairs; thank you for your leadership on this
16 particular issue.

17 Thank you, Commissioner for being here.
18 Just wanted to raise a few points and I know you
19 spoke of particular communities who certainly are
20 transportation deserts and in one sense don't have
21 the infrastructure and as a representative of the
22 Rockaways and also Laurelton, Rosedale and
23 Springfield Gardens, I wanna be honest here; my
24 residents can get to Florida by plane on same days as
25 quick as they can get to Manhattan by train and it

1
2 speaks to the need of better transportation
3 infrastructure and I know the MTA in particular is in
4 the room.

5 I know you had mentioned select bus
6 service in particular and wanted to know if you guys
7 were looking, and I'm certainly interested in a full-
8 fledged bus rapid transit plan for New York City; in
9 particular the Woodhaven Boulevard corridor and I
10 know you guys released three proposals last week,
11 which you know we were happy to see, and wanted to
12 know how realistic will it be for us to see a bus
13 rapid transit plan for Queens.

14 [hammering]

15 POLLY TROTTEBERG: I hope that it really
16 will be realistic and as you point out, Councilman
17 Richards, we've been out in the community getting in
18 put, coming up with plans; there's not question that
19 to do a full what would be called bus rapid transit
20 where you have dedicated lanes and really separated
21 infrastructure, we would need sort of an order of
22 magnitude more funding and we've estimated in the
23 area of \$200 million, although that's a very rough
24 estimate. And you know I can say we've already at
25 least started to talk to some of our friends at U.S.

2 DOT and say this may be something that will be high
3 on the City's priority list, but I would also say
4 right now, look, we'll have to see; the funding
5 climate in Washington is a challenge on a good day
6 and so obviously we're gonna have to work closely
7 with them. But I think we're very excited about the
8 possibility of a full-fledged BRT and I think, as you
9 know, the de Blasio Administration is certainly
10 making the Rockaways and better connecting them and
11 making sure they have good economic opportunities a
12 very high priority.

13 COUNCIL MEMBER RICHARDS: Great, thank
14 you so much for that. Wanted to speak of the
15 different technologies you guys are using; in
16 particular, the road repair and I'm gonna put on my
17 environmental chair hat for a second. So I know that
18 the days of 90-degree days, because of obviously
19 climate change, there are predictions that we are
20 gonna see as many 90-degree days as at Atlanta
21 almost. So you know, I know our pavements certainly
22 cause heat islands in New York City and wanted to
23 know if you guys were exploring newer technologies,
24 like cool pavements, in particular; are you guys

2 piloting or is there any will there to pilot cool
3 pavements in particular?

4 POLLY TROTTEBERG: Yeah, I mean we are
5 taking a look at a bunch of different technologies
6 and at the bigger question, you know you are correct
7 that the City is quite a heat island with so much
8 asphalt and concrete; you know we're also working
9 with DEP and Parks to look at you know the continued
10 projects like Green Streets and bioswales and so yes,
11 and I think we'd like to work with your committee on
12 that; we're trying to look at some innovative ideas,
13 but I know this is an area where a lot of interesting
14 things are happening all over the world.

15 COUNCIL MEMBER RICHARDS: I guess we'll
16 stay here on green infrastructure in particular. How
17 is green infrastructure, in particular, prioritized
18 and maintained? So for instance, I have green
19 infrastructure in the southern portion of my district
20 in the Southern Queens portion and in particular, you
21 know, the medians are not maintained and basically
22 the purpose of green infrastructure is obviously to
23 soak up the storm water when it comes through, to
24 prevent it from going into our sewers so that we can
25 get less flooding, but in our particular communities

2 it's not maintained, it's deteriorated; I did have
3 the pleasure, and I wanna just thank the Queens
4 Commissioner for coming out a few weeks ago to see
5 it, but how are you working with DEP in particular to
6 make sure that green infrastructure in particular,
7 your portion of green infrastructure is maintained?

8 POLLY TROTTEBERG: Yeah, it's a fair
9 question and it's a big challenge and something that,
10 again, Parks, DEP and DOT are spending some time
11 talking about, because there's no question that if
12 the green infrastructure isn't maintained, it becomes
13 an eyesore; in the case of bioswales, it needs pretty
14 particular maintenance to function as it's supposed
15 to, as you say, as something that can, you know, be
16 used for runoff and preventing flooding. So that is
17 I think again, in the ten-year capital plan, another
18 area where the City needs to take a look, because if
19 you're gonna do green infrastructure you do have to
20 have the resources to fund them and maintain them on
21 an ongoing basis and that is a challenge, there's no
22 question.

23 COUNCIL MEMBER RICHARDS: Alright, last
24 two questions I have and I will pass it back. So in
25 parts of Southern Queens, and the Rockaways in

1 particular, there are particular projects, and this
2 is staying on DEP and I think there needs to
3 obviously be, you know, I guess another hearing in
4 particular on another day on how we're really working
5 on our sewer infrastructure and other things. How do
6 you prioritize HW projects, so your highway projects
7 in conjunction with DEP. So DEP may have funding to
8 build out new storm sewers and they may need you to
9 come in and obviously put in dollars to upgrade the
10 streets and sidewalks in particular or raise the
11 streets and in particular in my community, we have
12 two projects, one in Arverne and also one in
13 Rosedale, both areas were hit very hard during
14 Hurricane Sandy and even, let's not even talk of
15 Sandy; even with a regular rainstorm these particular
16 communities are under water, people have to clean out
17 their basements every time there's a rainstorm. How
18 is DOT coordinating with DEP to ensure that these
19 particular projects that need to be prioritized are
20 prioritized?
21

22 POLLY TROTTENBERG: That's a good
23 question and again, something particularly that we're
24 trying to focus on; how do we make the City's
25 infrastructure more resilient, the lessons we've

2 learned from Sandy, but you're fair to say this is a
3 question that predates Sandy. [background comment]
4 It has been a challenge because admittedly, DOT's
5 budget priorities have not always aligned with DEP; I
6 know that's true, and again, one of the things we're
7 trying to tackle in the ten-year capital plan is how
8 we better align. They have separate funding streams
9 than we do; we're more part of the City's regular
10 capital plan. So there is a challenge there and I
11 don't know; I'm gonna maybe let Joe jump in on this
12 question as well.

13 JOSEPH JARRIN: So in the case of
14 Arverne, I know we're working closely with the
15 Mayor's Office of Resiliency and Recovery to
16 coordinate among the agencies on what the treatment
17 will be in that part of Rockaway that will have lots
18 of problems moving forward, even more than before.
19 So there's a lot of new coordination happening now
20 between the agencies, and I will just make a point,
21 that we do actually have a limited amount of funds
22 for construction citywide, and so obviously the needs
23 of Southeast Queens are high on the list of
24 priorities among many and I know City Hall and OMB

2 have prioritized the need to address the funding gap,
3 particularly to support DEP's projects.

4 COUNCIL MEMBER RICHARDS: And then the
5 bulkheads, as well, while we're on that -- I guess
6 that's my last question -- on the bulkheads in
7 Arverne, so I know there's, you know, some sort of
8 discrepancy on whether it's DOT that owns these
9 bulkheads or Parks. Where are we at with that,
10 because it's unfair for residents to rebuild their
11 homes and then have no protection because the City
12 can't really figure out who owns what?

13 POLLY TROTTEBERG: Yeah. No, we are
14 keenly aware that the bulkhead issue needs to be
15 resolved, and working with our sister agencies; I
16 can't give you the definitive answer yet today on how
17 we're gonna resolve it, but we've heard from everyone
18 and we know we need to figure this out and obviously
19 we don't want people reinvesting if their homes
20 aren't gonna be protected, so we are gonna... we know
21 we need to solve this bulkhead issue. It turns out
22 it's surprisingly complicated.

23 COUNCIL MEMBER RICHARDS: Say that again,
24 I'm sorry.

2 POLLY TROTTEBERG: I said it turns out
3 it's complex resolving the different City agencies,
4 how federal funds interplay, but we understand we've
5 gotta get it right.

6 COUNCIL MEMBER RICHARDS: Okay. I look
7 forward to continuing to work on these particular
8 issues. Thank you. Thank you, Chairs.

9 CHAIRPERSON GARODNICK: Thank you very
10 much, Council Member. We've also been joined by
11 Council Members Constantinides and Barron. And now
12 we're gonna go to Council Member Miller, followed by
13 Council Member Wills.

14 COUNCIL MEMBER MILLER: Thank you, Chair
15 Garodnick and Chair Rodriguez for your leadership
16 once again on this very, very important issue over
17 transportation and infrastructure. Very important to
18 New York City is economic social growth; as we move
19 forward I obviously, like Council Member Richards,
20 represent, and Wills, represent Southeast Queens, an
21 area that has been depleted and deprived of public
22 transportation and our highways aren't the best
23 either; we talk about that Van Wyck project that's
24 been going on forever and the amount of time that
25 actually it takes as long to get into City Hall than

1
2 any member in the Council, including those on Staten
3 Island, whether you take that 30-minute bus ride to
4 the subway and then go from the first to the last
5 stop, and I'm gonna sidetrack for one moment because
6 I do have an express bus that stops directly across
7 the street from my district office, but I can't get
8 it after 9:30 and if I'm in the City after 9:30 I
9 can't come back. In other words, they drop you off
10 in the morning and they pick you up in the afternoon
11 at 4:30; I don't think that that is the most
12 efficient use of our services and that we can do a
13 lot better, so we can kinda talk about that.

14 But I really wanted to talk about was the
15 funding and there's been a lot of talk about funding
16 and obviously there's no debate about the importance,
17 but I know probably back in February; March there was
18 a resolution in the Transportation Committee for the
19 Council to call upon the Federal Government to pass a
20 Highway Trust Fund and it has been a while since we
21 had one and obviously it has such a tremendous impact
22 on infrastructure and transportation, public and
23 other... highway and public transportation here. It's
24 been my experience that there has not been a lot of
25 advocacy on the part of the City in the past and I

2 was wondering, hoping that there was a long-term plan
3 to coordinate between City, State; Federal Government
4 to ensure that these funds were secure. Secondly,
5 the mechanism of funding which has historically
6 undermined and disinvests in urban America and more
7 importantly, New York City and its transportation
8 system, what are we doing about long-term advocacy
9 there?

10 POLLY TROTTEBERG: I'm happy to say that
11 Mayor de Blasio has really prioritized transportation
12 as one of his issues down in Washington, and there is
13 actually a good coalition of mayors and governors
14 that are very supportive of more support at the
15 federal level, but as you all know, it's true what
16 you say, Council Member Miller, the federal funding
17 has been pretty flat for a number of years; the
18 political climate there right now, I don't need to
19 tell you all, is not one that's particularly friendly
20 for big new investments in infrastructure; that may
21 even be more so after Tuesday. So we face a real
22 challenge there and it's one of the ways... you know I
23 mentioned in my testimony some of the other cities,
24 be it London or Shanghai, you know one difference
25 between a lot of those cities and what we have in the

2 U.S. is they get tremendous investment from what is
3 basically their national government and that is
4 something we're facing on the transportation front,
5 and housing and other areas where that's no longer
6 the case here in the U.S. So it is a big political
7 challenge, one that I can tell you in this
8 administration we're focused on; the Mayor is part of
9 a group of, you know a coalition of mayors from the
10 big cities around the country that are trying to
11 bring that message to Washington, but you know, we
12 face stiff political headwinds down there I would
13 say.

14 COUNCIL MEMBER MILLER: Well it does show
15 a new degree of attentiveness to that problem,
16 because in the past I don't think that would have had
17 a real answer to that question, it's just been a
18 denial that -- forget about Washington or Albany.

19 So I do wanna talk about coordination
20 between the agencies and I'm hoping that your
21 appointment to the Board signals better coordination
22 and that that coordination has gotten underway; I am
23 not so sure. Being intimately familiar with the
24 operations and plannings of the MTA, I have not seen
25 that; in fact I have seen the opposite where they

2 kind of were counterintuitive and they worked against
3 each other quite often, one hand didn't know what the
4 other hand was doing.

5 And with that being said, I wanna talk
6 about some of the project that you mentioned or the
7 potential projects in BRT and SBS. Particularly, and
8 I know that my colleague Debi Rose is not here from
9 the North Shore of Staten Island, but there was an
10 opportunity for a BRT to be included in that very
11 ambitious project that is the wheel [sic] that is
12 taking place there in Staten Island and with the
13 inclusion of new jobs and new housing I think there's
14 a great opportunity for that to happen; what kind of
15 coordination occurred or did not occur, because it's
16 not in this year's capital plan?

17 POLLY TROTTEBERG: I mean certainly that
18 project in particular, the North Shore BRT, has
19 already been a discussion at the MTA as we've been
20 talking about the capital plan. I think, you know,
21 that is one we're all interested in taking a look at
22 and you know again, as the negotiations unfold in
23 terms of what other city priorities might be
24 included, that's certainly something I know there
25 will be a lot of interest in. One thing I would say

2 is a challenge when you're doing something like BRT
3 is you've gotta make sure that you have the right
4 zoning and land use to go with it; you have to
5 encourage density and ridership or else it's not
6 gonna make sense as a transportation solution. So I
7 think that's one of the other pieces that's gonna
8 have to come together to make that project really one
9 that's gonna be effective.

10 COUNCIL MEMBER MILLER: And one more
11 question just on the coordination. I know that from
12 creating a new line running from downtown Jamaica to
13 the Flushing area and I question whether or not that
14 is the best use of our dollars and resources,
15 considering that we have the Q17, the 88, 20, 44, 25,
16 34; 27, which already does the same thing; what would
17 be the purpose and whose idea was that and..

18 [interpose]

19 POLLY TROTTEBERG: I mean...

20 COUNCIL MEMBER MILLER: what kinda
21 planning was involved?

22 POLLY TROTTEBERG: That project is one
23 of a list that New York City DOT and the MTA put
24 together for discussion and study; I mean that one is
25 not written in stone, but I think part of what you

2 look for with SBS routes is one where again, you have
3 a lot of bus ridership where if you provide an
4 express service you'll save a large number of
5 commuters a good amount of time. So I think that was
6 the logic behind that one, but again, that is one
7 that's in the planning phases and we're gonna look
8 forward to getting community in put an input from
9 elected officials about if it makes sense, what the
10 best route might be, you know all the things that
11 would go into making a decision on that project.

12 COUNCIL MEMBER MILLER: Thank you so much
13 for your time please.

14 CHAIRPERSON GARODNICK: Thank you very
15 much, Council Member Miller and let me note that
16 we've been joined by Council Members Menchaca and Van
17 Bramer. Now we're gonna go... we actually are going to
18 ask our colleagues to engage in a five-minute limit
19 because we have lots of people here who are
20 interested in testifying and we have another agency
21 that is waiting and so we're gonna put on the clock.
22 Let me just pose one quick question to the
23 Commissioner in the interim. On the subject of road
24 repaving, just to follow up on Chair Rodriguez'
25 questions, I believe I heard you say that DOT will

2 successfully complete the 1,000 lanes this year; is
3 that correct?

4 POLLY TROTTEBERG: Correct.

5 CHAIRPERSON GARODNICK: And in your
6 testimony you also noted that there's \$1.8 billion in
7 the four-year capital plan for resurfacing and
8 reconstruction together; correct?

9 POLLY TROTTEBERG: Correct.

10 CHAIRPERSON GARODNICK: Does this bring
11 us any closer to getting back on the schedule where
12 we need to be to have the 1,000 lane miles in good
13 repair every year for state of good repair or will we
14 still be playing some level of catch-up at the end of
15 that four-year period?

16 POLLY TROTTEBERG: Right. That dollar
17 amount is the catch-up dollar amount; it is not the
18 full thousand... we're doing a thousand this year, but
19 at the moment, the out years, that is not what's
20 budgeted.

21 CHAIRPERSON GARODNICK: So how many lane
22 miles... [crosstalk]

23 POLLY TROTTEBERG: It's budgeted around
24 660.

25

2 CHAIRPERSON GARODNICK: Ah. So it's not
3 even... okay. It's not even the catch-up; it really is
4 just where we need to be for this year, but it
5 doesn't budget where we need to be in the out years?

6 POLLY TROTTEBERG: Correct.

7 CHAIRPERSON GARODNICK: Okay. What I was
8 asking as to whether or not we were going to cover
9 the 3,000... [crosstalk]

10 POLLY TROTTEBERG: Catch-up... you mean...
11 oh... yes... [crosstalk]

12 CHAIRPERSON GARODNICK: more lane miles
13 that we needed to, but in reality we only have budget
14 for the 1,000 lane miles for this year and then the
15 out years, is still a work in progress. Okay. We
16 certainly will talk about that further in the budget,
17 I'm sure. Now let's go to Council Member Wills.

18 COUNCIL MEMBER WILLS: Thank you Chairs
19 Garodnick and Rodriguez. I just wanted to echo
20 really quickly 'cause we have a five-minute timeline,
21 on Council Miller's questioning about the shortened
22 service times for express routes. We have one that
23 services Rochdale and we had a problem with that last
24 year and I just wanted to say that we are
25 appreciative of Council Member Richards, with DEP,

2 making Southeast Queens a priority now with our
3 flooding issues that we've had. But with that being
4 said, I wanted to ask; the flooding problem that
5 we've had has of course taxed the roads, 'cause water
6 damages the concrete, and wanted to know if you are
7 now going to prioritize Southeast Queens with the
8 resurfacing and the infrastructure of the streets
9 because of the water damage that we've suffered for a
10 lot of years?

11 POLLY TROTTEBERG: It is definitely one
12 of our priority areas and one that the Administration
13 is very focused on. Again, you know we've
14 particularly in the post Sandy environment been
15 thinking a lot about resiliency around the City and
16 where we wanna get the roads and the sewage systems
17 in a state where we don't have this continual
18 flooding problem, which you're correct; it affects
19 homeowners; it also affects roadway conditions. I
20 think again what we're gonna be doing in our ten-year
21 capital plan is figuring out the resources for that
22 and how DOT and DEP in particular can be on the same
23 page in terms of road and sewer work going together
24 in the future.

2 COUNCIL MEMBER WILLIS: And the 30 percent
3 of the city roads that are rated poor, do you a
4 report on where those roads are, which neighborhoods
5 those roads are in?

6 POLLY TROTTEBERG: Yeah, I mean they are
7 really scattered across the City; if the Committee
8 would like, I can provide more detail. You know
9 what's interesting is, roadway conditions are
10 determined by a number of factors and actually one
11 thing that sometimes surprises people; a lot of those
12 roads are actually in Manhattan; one of the reasons
13 why is 'cause we cut into the roads so much for
14 utility work and other things. So we're happy to
15 provide the Committee with a list; it's actually
16 fairly well distributed all over the City, the
17 variation in road condition.

18 COUNCIL MEMBER WILLIS: Well that leads me
19 to my next question. We've had a lot of work done by
20 utilities, emergency jobs, in Southeast Queens lately
21 and the contractors that they use when they resurface
22 these streets have done a really poor job. If you
23 ride down Francis Lewis in Council Miller's district,
24 between... what is it, Murdock and Hollis... it was
25 horrible. If you go down 111th Avenue, which is

2 outside of a major house of worship in my district,
3 between 159th and 157th... the list just goes on and
4 on. What are the protocols that you have or the
5 requirements that you have for the contractors to
6 resurface these streets or to patch these streets to
7 make them at least to the level they were before?

8 POLLY TROTTEBERG: I think we have good
9 protocols, we try our best to coordinate with the
10 utilities; that said, I definitely see some gaps in
11 the way we work with the utilities and one issue
12 sometimes that arises, and I'd like us to take a --
13 maybe if there are particular areas, we should take a
14 look at -- the issue of when they cut a trench,
15 whether they get to just repair the trench or they
16 have to do what's called a curb to curb [background
17 comment] resurfacing and you know this is an area
18 where I think frankly we need to make some better
19 progress. I mean I agree with you, often as I'm
20 traveling around the city -- I'm hearing about your
21 district -- but I see it all over in places where I
22 think, frankly maybe the utilities need to do a
23 better job of coming in and restoring the road bed
24 afterwards. So again, if there are particular areas
25 you want us to take a look at, we will and I do think

2 for us this is one of our long-term challenges to do
3 a better job. It is always gonna be a challenge in
4 New York because we have so much infrastructure under
5 the streets; [background comment] in that regard,
6 it's something that other cities don't have quite the
7 problem that we have, between our subways, our
8 sewers; everything else we have under there, so
9 [background comment] I think we can do a better job;
10 it will always be an ongoing challenge for us.

11 COUNCIL MEMBER WILLIS: Alright. So I'm
12 gonna rapid fire these next two questions out. The
13 economic engines that we have that we share, myself
14 and Council Member Richards, the hotels going up and
15 down the conduit are major economic engines in our
16 area, but the roads, the lighting doesn't speak to
17 somewhere that somebody would wanna travel, they need
18 to be upgraded. There was a project on the Van Wyck
19 they did the roads, but the conduit is still
20 horrible; there's not lighting really, there's no
21 signage that shows these hotels are there and we
22 wanted to know what could we do to expedite that
23 getting done so that these places of business that
24 bring in so much revenue will be able to, you know
25 have the aesthetic look that they need.

2 POLLY TROTTEBERG: Well I think we'd be
3 happy to take a look at that; sometimes I think the
4 conduits are us; sometimes I believe they can also be
5 the State, but if there are particular areas you want
6 us to take a look at, we're always evaluating road
7 conditions, whether we can improve lighting, etc. So
8 we'd be happy to do that, we can follow up with your
9 staff.

10 COUNCIL MEMBER WILLS: Thank you very
11 much.

12 CHAIRPERSON GARODNICK: Thank you Council
13 Member Wills. Now we're gonna go to Council Member
14 Chin to be followed by Council Member Van Bramer.

15 COUNCIL MEMBER CHIN: Thank you, Chairs.
16 Commissioner, I wanted to ask -- I didn't see it in
17 your testimony -- about curb cuts. So in terms of
18 the DOT Capital Plan, are there plans to really
19 implement, making sure that curb cuts all around the
20 City, in every single street and also how to maintain
21 the ones that are already there?

22 POLLY TROTTEBERG: Yeah and I wanna say
23 I think I'm very proud of the work the Agency has
24 done to date -- I wanna talk a bit about what we have
25 done and then I think where we go moving forward.

2 You know the City entered into a consent
3 decree about 20 years ago on curb cuts; at that point
4 the City had about 60 some odd percent of its curb
5 cuts ramped to we're now up to 97 percent. Now that
6 said, recognize one; in Lower Manhattan we have some
7 big challenges because there's just so much
8 construction work going on there, so that's one
9 source of concern. And then two, some of the curb
10 cuts that we have left at this point, that 3 percent,
11 so to speak, are some of the most expensive and
12 challenging ones to do; a regular curb cut can cost
13 around \$20-30,000, but when you get into some of the
14 more challenging ones, they may have utility poles or
15 sewer drains underneath or subway infrastructure and
16 so the price tag for some of those can be in the
17 hundreds of thousands of dollars. Meanwhile, we also
18 want to, as you've mentioned, make sure that we're
19 keeping our inventory in a state of good repair. It
20 is a real challenge and it is one of the other areas
21 we're gonna be looking at at the ten-year capital
22 plan, which is whatever amount of resources we put
23 into the question; what is the way to get the best
24 results for it to make sure we're doing the best job
25 of maintaining what's critical and continuing to add

2 ramps and other features to our sidewalks as
3 resources allow.

4 COUNCIL MEMBER CHIN: So how do you
5 prioritize in terms of the curb cuts that still need
6 to be done?

7 POLLY TROTTEBERG: I mean again, you
8 need... [crosstalk]

9 COUNCIL MEMBER CHIN: Are people raising
10 complaints or?

11 POLLY TROTTEBERG: Yes; I mean, there
12 are always complaints and to some degree we are
13 driven in part by the complaints that come in through
14 311 and other sources. We also try and look at, you
15 know again, the cost per curb cut and you know, part
16 of what we're facing now is that some of the curb
17 cuts that still remain to do are ones that are
18 tremendously expensive that can cost hundreds of
19 thousands of dollars. We wanna try and make sure
20 we're doing it in areas where you're gonna have
21 traffic flow. But look our goal is to get them all
22 done and to keep them in a state of good repair; that
23 is an asset management challenge for us and obviously
24 a resource challenge, but that is our goal.

2 COUNCIL MEMBER CHIN: So do you have a
3 list of curb cuts that still need to be done and what
4 ranking on the priority list for something like that?

5 POLLY TROTTEMBERG: I'd say we have a
6 list, but I would say also it is an environment in
7 which the list is constantly changing, either because
8 of construction or complaints or it is... The state of
9 the sidewalks and the curbs is fairly dynamic in the
10 city and I'd say particularly in your part of
11 Manhattan, as you know, the streetscape there is very
12 dynamic right now.

13 COUNCIL MEMBER CHIN: Okay, I look
14 forward to working with you on that; I think we've
15 still got a long way to go.

16 My next question is on bridge repairs. I
17 mean the Brooklyn Bridge repair work took many years
18 and it really created a lot of challenges, you know
19 for residents with the noise and we've gotten so much
20 complaint on that and we worked with DOT on trying to
21 solve that and also the traffic problem that it
22 generated. So does DOT have a plan in terms of how
23 to maintain and take care of the bridges so that we
24 don't have to do that kind of serious repair that can
25 take years and years?

2 POLLY TROTTEBERG: Yeah, I'm gonna talk
3 for a second and then I'm gonna actually turn it over
4 to our chief bridge engineer and I think the answer
5 is, we do a lot of ongoing maintenance, but you know
6 our East River bridges are what we would
7 affectionately call the Centennial Bridges; they're
8 over a 100 years old, and you know at certain points
9 they need major overhauls and you know, we do our
10 best to try and mitigate the impacts, but there's no
11 question, it's tough to do that work and with people
12 living nearby the bridges, obviously there are a lot
13 of impacts and maybe Bob can speak in a little more
14 detail.

15 COUNCIL MEMBER CHIN: But maybe you can
16 also talk about, besides this major overhaul, but
17 going forward, do you have a regular you know
18 maintenance plan going forward so that this major
19 overhaul doesn't have to happen so frequently?

20 ROBERT COLLYER: Yes, we have a
21 maintenance plan for every bridge. The major East
22 River bridges, all four of them just went through a
23 massive capital improvement program that started
24 actually in the 80s, when they were in really tough
25 shape and were taken over by the New York State DOT

2 for a while; they came back to the City in the 90s,
3 but you must realize that a 100-year-old bridge is
4 difficult to maintain [bell]; it's like a 100-year-
5 old person, the more they age, the more service they
6 need, to put it mildly. So what we see is a thought-
7 out way of painting the bridge; I mean the painting
8 goes a long way in maintaining steel; all of those
9 bridges have massive amounts of steel on them; we
10 have a capital painting program in place to do that.
11 We hope never to get back to the shape that they were
12 in before; we do have other items on the bridge that
13 don't last for 60 or 70 years, things like joints, so
14 we do have a component rehab program that we would go
15 out and do smaller repairs to keep the bridge in a
16 better state of repair. And that's -- for the East
17 River; for all of our bridges we do inspect regularly
18 and we do have maintenance programs for all of them.

19 COUNCIL MEMBER CHIN: Alright. Thank
20 you, Chair.

21 CO-CHAIRPERSON RODRIGUEZ: I have a
22 follow-up question on the bridges. Which are the... as
23 we know, 47 of our bridges are considered
24 structurally deficient; so how serious are those
25

2 deficiencies of those bridges and which are the three
3 bridges in the worst condition?

4 ROBERT COLLYER: The term "structurally
5 deficient" means different things to different
6 people. Structurally deficient could mean that the
7 bridge just is not wide enough to function as it
8 should be, but we typically... we don't use that
9 terminology in... [interpose]

10 CO-CHAIRPERSON RODRIGUEZ: But you just
11 said, in response to Council Member Chin that you
12 know we have old bridges.

13 ROBERT COLLYER: Yes. So... [interpose]

14 CO-CHAIRPERSON RODRIGUEZ: So you know
15 it's not about the wide of the bridges, it's about
16 [background comment] the condition of the bridge...
17 [crosstalk]

18 ROBERT COLLYER: Right.

19 CO-CHAIRPERSON RODRIGUEZ: so what are
20 the conditions of those 26 that we have rated as
21 deficient structures and which of those three bridges
22 in the worst condition?

23 ROBERT COLLYER: I don't have... that's a
24 report that I don't have. But what I can say is, our
25 rating system is one that is used by New York State

2 Department of Transportation; they do the inspections
3 of all of our bridges, all of our roadway bridges
4 every other year; they're ranked on a scale of 1-7
5 and that's how we prioritize our bridges. So the
6 bridges that are currently in our capital plan are
7 the ones that are the worst.

8 [background comment]

9 CO-CHAIRPERSON RODRIGUEZ: Scale of 1-7,
10 which are those three in the worst?

11 ROBERT COLLYER: Mill Basin, City Island
12 and Gerritsen Inlet. Gerritsen Inlet is currently
13 under construction, Mill Basin is out for bid right
14 now and City Island is under construction.

15 CO-CHAIRPERSON RODRIGUEZ: Great.

16 [background comments] I have... that the responsibility
17 to improve transportation is the responsibility of
18 everyone, of the city and state, federal, public and
19 private sector and we also know that you know, any
20 administration also inherits a situation that has
21 been created for so many decades, 'kay?

22 CHAIRPERSON GARODNICK: Thank you. I
23 want to recognize that we've been joined by Council
24 Members Greenfield and Weprin and just a moment,
25 Council Member Van Bramer, before I go to you, just a

1
2 follow-up on the point about structurally deficient
3 means something different perhaps to different
4 jurisdictions here, because I think this is a point
5 of concern to the Committees and to the public,
6 because when you hear structurally deficient or
7 fracture critical, we don't usually think it's not
8 wide enough. So help us understand the difference
9 between the way the State defines these things, if
10 this is the issue, and the way the City defines these
11 things, and which jurisdiction we should be paying
12 attention to in terms of our level of concern.

13 ROBERT COLLYER: The way the State rates
14 bridges is not on those -- they rate them poor, fair,
15 good, very good on a sliding scale from 0-7. So the
16 bridge rating is what we follow. The terms
17 "structurally deficient" could mean that there is
18 deterioration to the structure, it could mean that
19 the bridge is not wide enough, it could mean that
20 there's a clearance issue on the bridge; it could
21 mean many different things. The term "fracture
22 critical" is a term that's used in engineering, but
23 what fracture critical means is that if that member
24 were to fail, that the bridge would no longer
25 function. So... [crosstalk]

2 CHAIRPERSON GARODNICK: I'm sorry; if
3 what were to fail -- if whatever that... [crosstalk]

4 ROBERT COLLYER: If that fracture
5 critical member were to fail, right, so... but there
6 are brand new bridges that are built with fracture
7 critical members. The fracture critical... [crosstalk]

8 CHAIRPERSON GARODNICK: When you're using
9 the word member in this context, you're talking about
10 a component of the bridge; is that what it is?

11 ROBERT COLLYER: A steel beam, a cable.
12 Like a suspension bridge, if you lose the main cable
13 on the bridge, it's not gonna stand up or the tower.

14 CHAIRPERSON GARODNICK: Okay. So
15 fracture critical should not be interpreted as it is
16 in a critical condition; it should be interpreted as
17 if you were to lose one piece of the bridge, the
18 whole thing would be not usable; is that accurate?

19 ROBERT COLLYER: If you lose the fracture
20 critical member, then it would no longer... [crosstalk]

21 CHAIRPERSON GARODNICK: Yeah, I'm just
22 trying to translate it into language [background
23 comment] that I understand. So if the part that is
24 critical... [crosstalk]

25 ROBERT COLLYER: Yes. Yes.

2 CHAIRPERSON GARODNICK: it is critical
3 for a reason because... [interpose]

4 ROBERT COLLYER: Yes.

5 CHAIRPERSON GARODNICK: the rest of the
6 bridge will not be functional.

7 ROBERT COLLYER: Yes.

8 CHAIRPERSON GARODNICK: And then in terms
9 of structurally deficient... can bridges be built in a
10 manner that is structurally deficient?

11 ROBERT COLLYER: We would not do that.

12 CHAIRPERSON GARODNICK: Wouldn't do it,
13 but are there... are there bridges that were built that
14 by virtue of the way they were built are being deemed
15 as structurally deficient today?

16 ROBERT COLLYER: Yes, because the size of
17 vehicles have increased, the heights of vehicles have
18 increased. Yes.

19 CHAIRPERSON GARODNICK: Okay. Last
20 question from me before Council Member Van Bramer.
21 So the State has 47 bridges that are structurally
22 deficient or fracture critical; we now understand
23 those terms a little better. But the City DOT does
24 have one bridge that is rate in poor condition and
25 that is the Brooklyn Bridge; that's a bridge that's

2 used by a lot of people every day. Why is it in a
3 poor condition, even after all of the work that has
4 been done; how concerned should we be and what do we
5 need to do to bring it up to a fair, good or even
6 very good condition?

7 ROBERT COLLYER: Okay, unfortunately with
8 the -- I guess it's more of the process than anything
9 -- the bridge is in construction right now for the
10 very portions that cause it to be rated poor. So
11 once this construction is done there'll be a complete
12 re-inspection, full depth inspection and load rating
13 for the bridge and I fully expect it not to be rated
14 poor.

15 CHAIRPERSON GARODNICK: The work that's
16 being done now is expected to be complete when?

17 ROBERT COLLYER: Next year.

18 CHAIRPERSON GARODNICK: And does it pose
19 any danger to the public today?

20 ROBERT COLLYER: No.

21 CHAIRPERSON GARODNICK: Thank you.
22 Council Member Van Bramer.

23 COUNCIL MEMBER VAN BRAMER: Thank you
24 very much to both of our Chairs. Commissioner
25 Trottenberg, I wanted to start off by saying great

1
2 job on expanding Citi Bike and Bike Share in the City
3 of New York, including to Western Queens; it was
4 exciting to be there with you last week. And along
5 those lines, increasing Bike Share and Citi Bike
6 throughout the City would mean that we probably
7 should pay even more attention to our bike lane
8 infrastructure, including more dedicated bike lanes
9 and I didn't see mention of that in the testimony; I
10 realize it's a little bit different than most of what
11 we're talking about, but our bike lane infrastructure
12 is important infrastructure and wanted to see if you
13 could address that before I ask one very specific
14 question about the Pulaski Bridge.

15 POLLY TROTTEBERG: Happy to do that.

16 And you're absolutely right, I think one of the
17 reasons that the current Citi Bike program has had
18 such a good safety record is we've been able in so
19 many cases to tie the location of stations to bike
20 lanes and give people riding Citi Bike a safe way to
21 get around the City. DOT is on target to try and
22 build out five miles of protected bike lanes each
23 year and another 50 miles of regular bike lanes and
24 we believe that is gonna continue to make cycling a
25 safe and viable option through the City. So we're on

2 track to do that and very enthusiastic and as we
3 start to roll out more bike stations, that's only
4 gonna hopefully increase the usage of all these bike
5 lanes.

6 COUNCIL MEMBER VAN BRAMER: That's
7 terrific news and of the five miles of protected and
8 50 miles of more standard lanes. Is that safe to
9 assume that we'll be getting more in Queens then, if
10 we're gonna be having more bikes in Queens?

11 POLLY TROTTEBERG: Yes, we are really
12 striving to build out the bike infrastructure in all
13 five boroughs, but we have a couple of really big
14 projects planned in Queens.

15 COUNCIL MEMBER VAN BRAMER: That's great
16 news. Speaking of big projects and improving our
17 bike lane infrastructure, the Pulaski Bridge, as you
18 know, was scheduled for -- right about now, I suppose
19 -- and was pushed back to the spring and it's a
20 bridge that I ride my bike over pretty regularly and
21 as you know, the bike and pedestrian path is too
22 narrow and potentially very dangerous; that is part
23 of the plan, so I wanted to know if the work on the
24 Pulaski Bridge is moving forward and what your
25 timeline is and your commitment to that project.

2 POLLY TROTTEBERG: Do you wanna tell
3 him... I'll let Bob take that on.

4 ROBERT COLLYER: Okay. That project is
5 wrapped in with some other project; the project is a
6 -- it just was registered last week, I believe or the
7 week before; I don't have a definitive schedule yet
8 from the contractor; we did put in the contract that
9 that should be one of the first of the sites that
10 they go to. So I can get back to you as soon as we
11 get the construction schedule from the contractor.

12 COUNCIL MEMBER VAN BRAMER: So the
13 contract was registered two weeks ago you said?

14 ROBERT COLLYER: Yes.

15 COUNCIL MEMBER VAN BRAMER: And I realize
16 there are differences in contracts and construction
17 timelines, but what would your estimate be about when
18 construction could start and when it could be
19 finished?

20 ROBERT COLLYER: I would think that they
21 should be able to start in the next couple months and
22 I would hope that they would be able to finish within
23 the next construction season, but again, I would like
24 to get a definitive schedule, because it depends on
25 how they progress the job; if they come back to us

2 and say we wanna use precast barrier instead of cast-
3 in-place like it shows and we are agreeable to that;
4 they can get through it a lot quicker.

5 COUNCIL MEMBER VAN BRAMER: Right. And
6 just construction season -- most people talk in sort
7 of timelines of six months or a year, 18 months; what
8 is a... [interpose]

9 ROBERT COLLYER: Well...

10 COUNCIL MEMBER VAN BRAMER: construction
11 season mean?

12 ROBERT COLLYER: to me it's spring,
13 summer and fall, 'cause winter is tough to
14 [background comment]... [crosstalk]

15 COUNCIL MEMBER VAN BRAMER: Great. So
16 you think if we start in a couple of months it could
17 potentially be done by summer?

18 ROBERT COLLYER: I'm hopin'.

19 COUNCIL MEMBER VAN BRAMER: Or spring
20 even... [crosstalk]

21 ROBERT COLLYER: Yes.

22 COUNCIL MEMBER VAN BRAMER: as people get
23 on the bikes? That's great news. Again, I just
24 wanna say thank you, Commissioner Trottenberg; you
25 and your team have been amazing to work with and I'm

2 really grateful for your agency and the work that
3 they do in my district and the City.

4 CHAIRPERSON GARODNICK: Thank you,
5 Council Member. Now on to Council Member Barron, to
6 be followed by Council Member Ferreras.

7 COUNCIL MEMBER BARRON: Thank you to the
8 Chairs for having this hearing and thank you to the
9 panel for coming. I have some questions about the
10 roadways. I represent the East New York section of
11 Brooklyn and the roads are horrible. I've been told
12 that a part of the problem is because of the
13 substructure, particularly in East New York, perhaps
14 water underneath, that the roads in many instances
15 need to be retrenched. So could you explain what
16 that requires and can you tell me particular how
17 frequently the roads are scheduled to be resurfaced
18 or retrenched?

19 POLLY TROTTEBERG: In your district and
20 throughout different parts of the City, as we've been
21 discussing, we do have challenges where the roadway
22 and the sewer infrastructure is substandard, so to
23 speak and the roads are suffering from flooding and
24 subsistence and issues that obviously greatly impact
25 the road condition and admittedly, even the cases of

2 some of those roads, you can repave them and the
3 paving job won't last as long as it should because
4 the underlying conditions are not as good as they
5 need to be and I would say if there are particular
6 roads I think that we need to come take a look at,
7 let us do that, because in part we base our program
8 on an overall inventory of roadway conditions
9 throughout the City, but we also obviously take input
10 from communities and elected officials in their
11 particular areas where roadway conditions are
12 deteriorating and we need to do some fast work; let
13 us try and do that. So this is... you know it is a
14 balance of trying to maintain our regular schedule of
15 roadwork based on our survey conditions, but also
16 getting input. So if there are particular road
17 stretches we need to look at, we'd be happy to do
18 that.

19 COUNCIL MEMBER BARRON: That's fine; I
20 will get with you to do that. I also have a
21 question; part of the district -- Linden Boulevard
22 goes through part of my district and the catch basins
23 at the extreme right lane somehow don't match with
24 the paved road, even when they recently have repaved
25 roads. What is the acceptable distance or drop

2 between a paved road and the catch basin that's right
3 there... [crosstalk]

4 POLLY TROTTEBERG: Match, meaning it's
5 too high, so... [crosstalk]

6 COUNCIL MEMBER BARRON: Yeah. Yeah.
7 Yeah.

8 POLLY TROTTEBERG: Well, I mean it's
9 supposed to be flush, so... [crosstalk]

10 COUNCIL MEMBER BARRON: They're never
11 flush. They're never flush. [crosstalk]

12 POLLY TROTTEBERG: Okay, well let us... if
13 you give us those locations, we'll take a look..
14 [crosstalk]

15 COUNCIL MEMBER BARRON: I certainly will.

16 POLLY TROTTEBERG: 'cause as I say,
17 there is sometimes this issue of subsidence where the
18 road might be sinking; I don't know if that's the
19 case here, but obviously it's supposed to be flush so
20 that you get the proper drainage, so if there are
21 problem areas we're happy to come out... [crosstalk]

22 COUNCIL MEMBER BARRON: Okay.

23 POLLY TROTTEBERG: with DEP and take a
24 look.

2 COUNCIL MEMBER BARRON: Okay, I'll
3 certainly do that. And as contractors come and patch
4 potholes or cave-ins, why is it that if they do it at
5 the beginning of the summer, eight weeks later that
6 same pothole comes back? It seems to me that there
7 needs to be some oversight of the work that's being
8 done, because it's not being done appropriately --
9 the same exact spot will cave in again; the pothole
10 will open up again.

11 POLLY TROTTEBERG: Well there is, as
12 I've learned, cave-ins and potholes are two different
13 things often... [crosstalk]

14 COUNCIL MEMBER BARRON: Okay.

15 POLLY TROTTEBERG: cave-ins are produced
16 when there is a water condition under the roadway and
17 that's where you might see suddenly like it looks
18 like there's a hole in the pavement that's sort of
19 falling into a void; that's often a project that
20 requires DEP to come in and address the underlying
21 water conditions. Potholes are just where there's a
22 divot or some sort of hole in the asphalt and you
23 come in and fill in. And look, one challenge that
24 we definitely have on the pothole front is; at a
25 certain point if a road really needs a

2 reconstruction, admittedly, filling the pothole is
3 only gonna solve the problem temporarily and the
4 pothole's gonna rip out again, so... [interpose]

5 COUNCIL MEMBER BARRON: Okay. Well then
6 as you've described the difference, what I'm talking
7 about then are cave-ins, because you can look down...
8 [interpose]

9 POLLY TROTTEBERG: Yeah.

10 COUNCIL MEMBER BARRON: and you can see
11 that there's open space.

12 POLLY TROTTEBERG: Cave-ins are really
13 something actually handled by DEP, 'cause a cave-in
14 indicates that there is some kind of a water problem
15 underneath the roadway; that's what makes it fall in
16 such that you see a hole.

17 COUNCIL MEMBER BARRON: Uhm-hm.

18 POLLY TROTTEBERG: You know and happy to
19 work with you and them to see if we can see what some
20 of those are, and those you know often need more
21 involved work underneath to get at the source of what
22 the water is, as opposed to just filling it in with
23 asphalt.

24 COUNCIL MEMBER BARRON: And in terms of
25 the trains, I've been told that the No. 3 elevated

2 line from Sutter to the end is in the framework, it's
3 in the timetable to be done within the year, so can
4 you confirm that or is there someone on your staff
5 who can? They're getting, I was told, major
6 renovation, painting.

7 [background comments]

8 POLLY TROTTEBERG: Yeah, I think I'm
9 gonna... I'll look to the MTA; can you confirm, Lois?

10 [background comments] She's just... [crosstalk]

11 COUNCIL MEMBER BARRON: You're coming up?
12 Okay, they're coming up, right. And finally, who has
13 the responsibility for installing lights under those
14 elevated portions of the train? The L train goes
15 across Linden Boulevard and it's very [bell] poorly
16 lighted; the second under the yards where the trains
17 are stored in East New York, there is no lighting at
18 all. So who has that responsibility to provide that
19 lighting?

20 POLLY TROTTEBERG: It depends on the
21 locale and we know it is a huge... there's a couple of
22 challenges there, which is, DOT's responsibility is
23 technically to illuminate the roadways; in some cases
24 we do work under the elevated; some cases it can be
25 MTA or other entities and there's also the challenge

2 of certain type of light fixtures, when you put them
3 under trains they don't last, so this is a challenge
4 we're trying to address all over the City; I hear a
5 lot about it from your colleagues as well. So again,
6 if you wanna give us... [crosstalk]

7 COUNCIL MEMBER BARRON: Okay.

8 POLLY TROTTEBERG: those sites; let us
9 take a look and see you know which agencies are
10 responsible and what we can do.

11 COUNCIL MEMBER BARRON: Great. Thank you
12 so much.

13 CHAIRPERSON GARODNICK: Thank you,
14 Council Member; we'll now go to Council Member
15 Ferreras.

16 COUNCIL MEMBER FERRERAS: Thank you,
17 Chairs. Good morning Commissioner, if it's still
18 good morning. I want to ask four questions and one
19 actually that piggybacks on my colleague, Council
20 Member Van Bramer and the Citi Bike Share Program.
21 While I was very excited to see that it was coming to
22 Queens; as someone who is not very far from him, has
23 an incredible amount of bikes going in all types of
24 directions in my neighborhood and I think the reality
25 in my community is I have a large undocumented

2 population who can't get licenses, so they're
3 traveling with their families oftentimes on bikes. I
4 know that you talked about the new lanes and possibly
5 creating a program in Queens; in particular in my
6 district I'd like to know how did you make these
7 determinations; I have a very large park, Flushing
8 Meadows-Corona Park; I like to know that these bike
9 lanes are gonna eventually get to a park and be able
10 to leave the park. So can you speak specifically or
11 get back to me on how these can benefit that park and
12 my district?

13 POLLY TROTTENBERG: Let me speak
14 specifically on the next phase of the rollout of Citi
15 Bike, 'cause I think one of the things -- we're
16 obviously very excited that we're now finally next
17 year gonna start to expand the program finally into
18 Queens and further up into Manhattan and deeper into
19 Brooklyn. Our long-term goal in the de Blasio
20 Administration is to make it a five-borough program,
21 but even to just cover the terrain that was announced
22 last week is a doubling of the program and it's gonna
23 be a large undertaking and it's gonna take a couple
24 of years and a big investment, but we are also gonna
25 be looking at the next phase beyond that and again,

2 we really hope in the long run to get City Bike out
3 much further into all parts of the City and I know
4 the area you represent is one that would be a very
5 good candidate for it. But one thing about Bike
6 Share is you have to build it contiguously from where
7 it exists and you have to put the stations pretty
8 close together for it really to function efficiently.
9 So it is... [crosstalk]

10 COUNCIL MEMBER FERRERAS: Right.

11 POLLY TROTTEMBERG: it is gonna take a
12 few years I think to get out further and... [interpose]

13 COUNCIL MEMBER FERRERAS: Right. And
14 it's not just independent... you know I think Bike
15 Share is one component of this; this is really just
16 the bike lanes, 'cause I think that there's another
17 challenge with affordability in my district, so while
18 Citi Bike is a great program; I know it'd be great to
19 bring, we just want bike lanes... [crosstalk]

20 POLLY TROTTEMBERG: Yeah.

21 COUNCIL MEMBER FERRERAS: so my residents
22 can get to and from the train safely and across from
23 one part of the district to the other side of the
24 district safely. So I would hope to follow up with
25

2 you and your team to see how and what my community
3 needs to do to make sure that that happens.

4 POLLY TROTTEBERG: Well we would love to
5 do that and we... [crosstalk]

6 COUNCIL MEMBER FERRERAS: Great.

7 POLLY TROTTEBERG: are particularly
8 interested where communities are looking... you know,
9 are asking us; we wanna get engaged on bike lanes, we
10 would love to come and I believe there's going to be
11 a hearing on bikes very soon, so you know, we'll...

12 COUNCIL MEMBER FERRERAS: We'll be here
13 again.

14 POLLY TROTTEBERG: We'll come and talk
15 in detail about you know where the next set of bike
16 lanes we're planning on rolling them out and then
17 other potential areas we... [crosstalk]

18 COUNCIL MEMBER FERRERAS: Great. I
19 wanted to talk briefly; I know that we're on the
20 clock, on April 5th; I'm sure you remember, 2014 in
21 Steinway Creek, four young residents from my district
22 died in a terrible accident, they flipped over into
23 the East River because of the poor signage or you
24 know, we kind of are still going back and forth on
25 what that is. Is there any other areas or have we

2 addressed having an incident like this never happen
3 again in New York City?

4 POLLY TROTTEBERG: Yeah, in wake of
5 that, obviously that terrible, terrible crash and you
6 know we still grieve about it; it was terrible, four
7 young lives lost. We went and did an inventory
8 looking at all the... basically the roadways in the
9 City that dead end at waterfronts or rails and tried
10 to... as we did that inventory, look where we needed to
11 improve signage or put up barriers. I mean one thing
12 I would say is, you can put barrier at the end of a
13 roadway, but if you put up your typical sort of side
14 barrier; if a car is going at a very high speed, it's
15 not necessarily going to stop it. So I think we've
16 done what we could, again in an inventory around the
17 City of improving signage and barriers in places
18 where we thought we needed to do that, but it isn't
19 necessarily a cure of everything that might happen at
20 that one street... [crosstalk]

21 COUNCIL MEMBER FERRERAS: No, I
22 understand and I think now with addressing the new
23 speed limits, that helps the point. But also, if you
24 drive in the neighborhood all the time and you see
25 the proper signage on a clear day, on a safe day;

2 perhaps drivers can also be more aware of what's
3 potentially on the end of that road.

4 POLLY TROTTEBERG: No, no, we agree and
5 as I say, obviously in wake of that terrible crash we
6 took a look at all the dead ends, so to speak that
7 went into the water.

8 COUNCIL MEMBER FERRERAS: So I just wanna
9 say two things that I'd like for your team to follow
10 up with me on. One is, I put in capital expense for
11 lighting underneath the Roosevelt Avenue corridor in
12 my district six years ago and I have yet to have this
13 lighting installed; obviously this is a safety [bell]
14 issue. I spoke to your Queens Commissioner, both
15 when it was Maura McCarthy at the new commissioner,
16 and I'd also like to talk about the medians along
17 Astoria Boulevard and kind of what is the program
18 when medians are the responsibility of DOT as opposed
19 to Parks on the maintenance and those conditions on
20 keeping our boulevard safe.

21 POLLY TROTTEBERG: Okay. We'll be happy
22 to take a look at those two issues.

23 COUNCIL MEMBER FERRERAS: Thank you.
24 Thank you, Chair.

25 [background comments]

2 CO-CHAIRPERSON RODRIGUEZ: So

3 Commissioner, first of all, as we are getting to the
4 end of this panel, I would also like to thank DOT and
5 MTA for the repair that the tunnels, 191st is going
6 through; I know that not only the lighting has been
7 improved; also they're gonna be painting the tunnel
8 very soon there, so thank you, because at a local
9 level, like you know, everything is local, so I think
10 that that improvement was necessary.

11 And again, we heard a lot of good things
12 and no doubt that the City has to catch up and we
13 have seen major discussion, especially London is
14 engaging in this conversation, of a long-term
15 transportation plan and we are competing with London
16 and we are competing with Hong Kong and we are
17 competing with other nations and we are still, even
18 though we are getting... this year we got 53 million
19 tourists, we have a lot of concern about the
20 condition of our tunnels, streets and bridges, but
21 also we trust the leadership of this mayor and we
22 also trust the leadership with DOT and I know that in
23 this discussion that the City will be engaged when it
24 comes to capital; we would like to see more long-term
25 planning where we bring to the table the public and

2 private sector together, where we don't leave the
3 need that we have to the state or the federal level,
4 where we need to be creative on how to raise revenue.
5 And as you know, one of the discussions that we will
6 have on the table very soon is one of the new
7 initiatives, an initiative that will help the City to
8 raise \$1.5 billion with a plan Move New York. How...
9 and I know this is like early, this discussion is
10 going in the early process; how do you feel on this
11 idea to put the toll on, especially in the Midtown
12 area, in a plan that will allow the City to raise
13 \$1.5 billion, where some of this money will help on
14 the MTA, but also it will help to get the money to
15 fix our bridges and tunnels; at the same time also it
16 will reduce the tolls to the Whitestone Bridge,
17 Verrazano and other bridges. What do you think about
18 that proposal?

19 POLLY TROTTEBERG: Well Mr. Chairman,
20 thank you for your comments; I think it probably
21 won't surprise you that I'm not gonna opine today on
22 whether the Administration supports that or not, but
23 I will just to one point you made and you often ask
24 me about my federal experience and I will tell you,
25 just from what I've seen at the federal experience, I

2 think cities and regions and states that can figure
3 out how to help themselves, they're gonna do better
4 economically and that's I think something obviously,
5 as the City gets its capital planning underway,
6 working closely with the Council, that's obviously
7 gonna be a big part of the discussion; you know, what
8 can we do as a city and a region to make sure that
9 our infrastructure stays competitive, as you point
10 out with London and Shanghai and the other major
11 financial capitals that are our competitors certainly
12 in the global economy.

13 CO-CHAIRPERSON RODRIGUEZ: And I would
14 like to invite everyone for the next hearing that we
15 will have with the DOT commissioner on the 20th,
16 where we're gonna be addressing the issue of bikes,
17 everything from renting to programming to access to
18 bike... any initiative-related and ideas on how to
19 improve the safety of bikes in our city, it will be
20 addressed on a hearing on November 20th. So thank
21 you again.

22 CHAIRPERSON GARODNICK: Thank you, Chair
23 Rodriguez. I just have a couple final questions and
24 then we will... we'll thank you again for your
25 testimony today and we will hear from the MTA.

2 The first is on the subject of the
3 Highway Inspection and Quality Assurance Unit of DOT,
4 which as I understand it, enforces some of the rules
5 that govern the way utilities, plumbers, contractors,
6 homeowners and others actually do the work on the
7 city streets. You know, hearing Council Member
8 Barron's comments about things that are going on in
9 East New York and certainly we all see constant work
10 underground from various entities which then patch up
11 the street either well or not so well. Can you say a
12 little bit about how this unit is enforcing the rules
13 here to ensure that contractors actually restore the
14 roads in the condition where they're supposed to
15 restore them?

16 POLLY TROTTEBERG: Right. And the unit,
17 it's called HIQA... [crosstalk]

18 CHAIRPERSON GARODNICK: HIQUA. Okay.

19 POLLY TROTTEBERG: HIQA is how we say
20 the acronym. And look, they have a very challenging
21 job, it is a big city and they are tasked with
22 inspecting the streets and the sidewalks all over the
23 city, keeping on top of all the work that is being
24 done cutting into the roads, from the biggest... from
25 ConEd and you know, the biggest work that's being

2 done to small local plumbers doing work in a
3 particular neighborhood and it is their job to try
4 and ensure that the streets are restored to their
5 original condition; they have the ability to issue
6 summonses. But it is a big job and again, one of the
7 things, you know when I talk about the need to do
8 better asset management, HIQA was actually a part of
9 the agency that has become much more high tech and is
10 now using iPads and trying to track a lot more of
11 their inspections and roadway work in an electronic
12 fashion and that I think is gonna continue to help us
13 stay on top of all the work that is being done on the
14 roadways. But I also, as I say, I agree; that's an
15 area where we do face some challenges in how we work
16 with the utilities, from the largest utilities to the
17 small businesses, and making sure that we treat them
18 fairly, but that we also get the roads restored back
19 into a good condition.

20 CHAIRPERSON GARODNICK: Well can you give
21 us a sense as to how many summonses or how much work
22 HIQA is doing in enforcing these rules at this point?
23 [crosstalk]

24 POLLY TROTTEBERG: Yeah, it is a large
25 number that I don't know off the top of my head; I

2 think -- I'll have to get back to you on it, but you
3 know we issue a fair amount... [interpose]

4 CHAIRPERSON GARODNICK: How big a unit is
5 it?

6 [background comment]

7 POLLY TROTTEBERG: Yeah, 40 people?

8 [background comment] Yeah, about 40 people. Yeah.
9 So... right, so it's... it's a big city for them to
10 cover.

11 CHAIRPERSON GARODNICK: Forty did you
12 say?

13 JOSEPH JARRIN: The base inspection team,
14 I'd say about that much.

15 CHAIRPERSON GARODNICK: So the inspection
16 team is about 40; is that what you said? Okay. And
17 if a private contractor fails to resurface in a
18 proper manner, what sort of fines do they face and
19 what is the consequence for [background comment] not
20 doing that job the way they're supposed to?

21 JOSEPH JARRIN: There's a number of
22 different fines that are issued by the inspectors --
23 for calling emergency permits when it turns out
24 they're not really emergencies -- and so some of the
25 fines are actually intended to reduce the number of

2 street cuts. I think you may have... Well, the finance
3 team may recall some increases in the last three
4 years where we actually increased the fines to try to
5 make sure that the utility community and other street
6 cutters do not find it so easy to cut the street
7 unnecessarily and so I think that's something we'll
8 be continuing to review carefully with the
9 Commissioner what else we can do to do that. But in
10 some cases we quadrupled the fines, for example, to
11 try to make it more of an enforcement tool.

12 CHAIRPERSON GARODNICK: It sounds, from
13 what you're saying, that the more likely scenario is
14 that somebody applies for emergency work that DOT
15 ultimately believes was not an emergency as opposed
16 to when they recovered the road they did it in a poor
17 fashion; is that fair to say?

18 JOSEPH JARRIN: Just based on our
19 experiences, that has been more prevalent, but I
20 think based on your input today, I think we obviously
21 will take a look at when the poor restorations have
22 also occurred and if something needs to be done there
23 as well.

24 POLLY TROTTEBERG: Yeah, I think --
25 Look, we agree, I think this is a complex and long-

2 term problem, but one where I think we're in
3 agreement with you all; we need to do a better job
4 here. That said, I think it's -- we are also I think
5 bound by some of the requirements and restrictions
6 that come to us, you know in our relationship with
7 the utilities; in certain cases they have an as-of-
8 right to cut open roadways, so there's probably a lot
9 of things we need to work through. But I think... I
10 certainly see around the city what you all are
11 saying; there are parts of the city where obviously
12 the roads have been cut into and the restoration
13 afterwards has not held up as it should and that's
14 something we need to do a better job on.

15 CHAIRPERSON GARODNICK: So last question
16 from me on the roads, which is when you talk about
17 doing the more complete reconstruction work, one of
18 the elements that these Committees have pushed for in
19 the past is when there is gonna be a complete
20 overhaul of a street that all of the various entities
21 that may have an interest in that street go do their
22 work at that time so that we don't have a constant
23 uncovering and recovering of the streets and the
24 disruption that that causes. Can you say a little
25 bit about what happens, what the DOT's plan is when

2 that all occurs and how we can ensure that there's
3 some level of coordination?

4 POLLY TROTTEBERG: I mean that's really
5 a part of what was behind the creation of the
6 Department of Design and Construction, which was to
7 have one City agency that was coordinating
8 particularly roadway and sewer work together so that
9 we wouldn't have the constant problem that we had of
10 cutting a roadway open numerous times. I think
11 there's a secondary challenge though, which is even
12 though I think the City has gotten better at that,
13 although that can be time-consuming in its own right;
14 nonetheless, we will have, either because of an as-
15 of-right of a cable company to hook up a neighborhood
16 or some kind of emergency work that needs to be done
17 under the road bed, unanticipated moments when we're
18 gonna cut into the road and look, we agree; we're
19 trying always to do a better job of coordinating
20 amongst the major utilities; my agency, we meet with
21 everybody monthly; everyone goes through their
22 ongoing capital program, their work schedule, what
23 neighborhoods they are gonna be in, so I think we
24 make a lot of efforts to coordinate. I'm sure we
25 could do better, but then there is a certain amount

2 of work just because of the nature of so much old
3 infrastructure under the streets of New York that's
4 unanticipated -- a sinkhole happens because suddenly
5 a pipe has sprung leak or you know, whatever it could
6 be -- and so I think we can always do a better job of
7 coordinating and I think DDC is part of what helps
8 with that, but there is a certain amount of
9 unanticipated work that's gonna need to happen.

10 CHAIRPERSON GARODNICK: Totally
11 understood. But is there at least some sort of a
12 formal protocol, either from DOT or DDC.. [interpose]

13 POLLY TROTTEBERG: Yes.

14 CHAIRPERSON GARODNICK: that says, hey
15 everybody with an interest here, we are about to
16 reconstruct this street and this is an opportunity
17 for you so you don't have to keep coming back here
18 every... [crosstalk]

19 POLLY TROTTEBERG: Yes, when we do a
20 major roadway reconstruction, yes, we coordinate with
21 DDC and all the relevant agencies and I actually
22 think the City has, believe it or not, although you
23 may not feel this way; the City has gotten better
24 about... I many years ago lived in 14th Street, which
25 became the poster child; the street was ripped open

2 time and time and time again; there was zero
3 coordination; now I think we do much better. I'm
4 sure there is a lot more progress we could make.

5 CHAIRPERSON GARODNICK: I'm gonna let
6 Chair Rodriguez close it out.

7 CO-CHAIRPERSON RODRIGUEZ: This is the
8 last question on our roads. How well prepared are we
9 as a city for this coming winter when it comes to the
10 number of potholes and surfaces that have to be done
11 before we get like, you know, in any type of storm?

12 I mean... [crosstalk]

13 POLLY TROTTEMBERG: Yeah; I mean...

14 CO-CHAIRPERSON RODRIGUEZ: any type of
15 snow.

16 POLLY TROTTEMBERG: Right. I'm happy to
17 say on the pothole front we've made tremendous
18 progress; I think we have pretty low number still
19 outstanding. In terms of preparation for snow, and I
20 know, I think Sanitation Commissioner Garcia has --
21 basically, I think she did a press event or put out a
22 statement and talked about the fact that they have
23 been doing a lot to prepare for this winter; we had
24 some real -- I think all the agencies that were
25 involved in all the snow removal and ice of last

2 winter we've learned a lot of lessons; one of the
3 things I know that's been of interest to you,
4 Mr. Chairman, is in particular DOT and Parks and the
5 MTA, we sat down and looked at -- as we know, there
6 were a number of area, either pedestrian bridges or
7 sidewalks or stair steps where it was unclear which
8 agency owned them and in previous years maybe they
9 hadn't gotten so icy, so one of the things we've done
10 I think is really defined the City's inventory so
11 that we'll be sure if we get the kind of winter we
12 had last winter, and I hope that we don't, that we
13 will make sure we get the snow and ice cleared from
14 all parts of the city.

15 CO-CHAIRPERSON RODRIGUEZ: Thank you.

16 And with that we come to the end of our first panel
17 and thank you for your leadership and the members of
18 the panel of DOT. And now we're [background comment]
19 calling on the MTA and sorry for the delay and thank
20 you for your patience.

21 And from the MTA we have David Henley,
22 Craig Stewart, Bill Wheeler and... [background
23 comments] Peter [background comments].

24 [pause]

25 CO-CHAIRPERSON RODRIGUEZ: May begin.

2 BILL WHEELER: Thank you. Good morning
3 Chairmen Garodnick and Rodriguez and Members of the
4 Committees, thanks for the opportunity to talk about
5 capital planning; it's not only fascinating and
6 urgent, but for me, who's travelled on the system
7 since the 1970s, it's been quite an extraordinary
8 change, and I'll talk about that in a few minutes.

9 I am joined today by Craig Stewart, who's
10 the Senior Director of Capital Programs for MTA, and
11 to my left... my immediate right, David Henley, to my
12 immediate left is the Vice President at New York City
13 Transit for Capital Planning and Budget and to
14 Craig's right is Peter Cafiero, the Chief of
15 Operations Planning at New York City Transit.

16 As far as the MTA's infrastructure is
17 concerned, I would say that it's not failing because
18 as someone who's ridden the system for over 30 years,
19 we wouldn't be in that situation and be carrying all
20 the people that we carry.

21 Just to divert from my testimony for a
22 minute, I remember when I was first at the MTA in the
23 mid 1980s, we struggled to predict ridership growth
24 again once we began to rebuild the system and time
25 after time, and I was in these very chambers talking

1
2 about rebuilding and so forth, elected officials and
3 our customers would say the measure of success is how
4 many people are on the system and we have come an
5 enormous way, thankfully, because of all the
6 rebuilding and some other fascinating generational
7 changes that I'll talk about later. But really, I
8 feel that the infrastructure is aged and requires a
9 tremendous amount of investment and care, but I think
10 that it's working well in terms of providing for a
11 level of ridership that we have not seen since the
12 second world war and when we had a six-day week
13 manufacturing economy in the City it was quite
14 different then; now we have customers riding at all
15 hours of the day and night for many, many different
16 purposes and I think it's terrific, I think it's a
17 testimony to the rebuilding; it's also, I think, a
18 testimony to the resurgence of the City, which I
19 think is the other thing to celebrate as we're
20 thinking about the future and just the fact that the
21 City has resurged as it has over the last 30 years.

22 We serve a population of about 15 million
23 people region-wide in a 5,000-square-mile area, which
24 is the largest metropolitan region in the U.S., as
25 you can imagine. We have almost 9,000 rail cars,

2 6,000 buses, 75 shops and yards -- and by the way, a
3 shop is a manufacturing facility; a shop is like an
4 assembly plant, so these are major manufacturing
5 facilities and there are 75 of them, and depots,
6 maintain about 2,000 miles of track, stations, power
7 substations and 1,300 miles of third rail. So it's
8 the largest complex in North America; it's one of the
9 largest in the world and we can talk more about
10 international comparisons later if you'd like.

11 So put together, these assets are worth
12 more than a trillion dollars and so the investment
13 that they require is also substantial and I'll talk
14 about that in a minute; it's also one of the oldest
15 networks and we just celebrated the 110th anniversary
16 of the subway system most recently.

17 These assets are quite simply the
18 economic engine that powers New York. Time and time
19 again, as I talk with executives in the business
20 community and I talk with consumers, it's absolutely
21 clear to me that one of the major supports for the
22 regional economy and certain the City economy is its
23 transit system; you would simply not be able to have
24 anywhere near the concentration of jobs or workers
25 that we enjoy, particularly in our larger business

2 districts here in the city, without the transit
3 network. Like I used to say, we have the Coca Cola
4 share of the market, so we have over 80 percent share
5 of people commuting into work each day into the CBD
6 come by transit and it's really a testimony to the
7 system and how important it is to the economy.

8 It fuels a \$1.4 trillion dollar regional
9 economy, which makes it 11 percent of the nation's
10 GDP. Now why is that important? Perhaps a little
11 later we can talk about federal funds and how they
12 make up part of our program and why they're not more
13 and what the national transit policy is and so forth,
14 but more than any other city, I believe that New York
15 has the biggest stake in getting a correct national
16 transit policy and I would argue that we're a pretty
17 significant distance from that today, and we can talk
18 more about that later.

19 We have a large amount at stake; we're
20 implementing new ways to assess our assets and
21 improving the way we assess them will lead to a
22 safer, more reliable system. So we're implementing
23 something called Enterprise Asset Management; it is a
24 best practice; major industries all over the world
25 use it for their infrastructure; it's a way of

2 keeping an even closer tab on the physical condition
3 of all of our assets and trying to get ahead of the
4 curve so that they're replaced before they wear out.
5 By allowing us to track the asset through its
6 lifecycle and quantify its performance, asset
7 management standards will help us be more predictive.

8 So one of the things that's fascinating
9 to me watching the City the change and the transit
10 network change, is that we've become a lot more
11 sophisticated over the years and we are asking harder
12 questions; you are asking harder questions than ever
13 before because we're -- 30 years ago we were in the
14 survival mode in this region and now we're in a
15 situation where we are growing; we can see how many
16 customers will use the transit system and how much
17 the City has resurged and what its potential is and
18 now we have a whole new layer of concerns that's much
19 more sophisticated, so we need more sophisticated
20 methods, like asset management and we can talk more
21 about that later, if you'd like.

22 So the capital program really, if you
23 look at them, they're a series of five-year
24 investments going back to 1983; it was just before I
25 came to the MTA, and today, more than 30 years later,

1 we've invested more than \$100 billion. Now I wanna
2 pause for a minute, because this is sort of an
3 unusual thing. To my knowledge there is no other
4 capital program in the country where once it's
5 approved you have the authority to expend the
6 resources needed for the entire program; you don't go
7 from year to year in appropriation to appropriation;
8 for example, like my colleagues at Amtrak, where each
9 year Amtrak has a capital program, but they have no
10 idea what the capital program's gonna be for the
11 following year and so they can't plan in multi-year
12 tranches, so they're always reacting and they
13 deserve, like rail and transit in this country,
14 deserves a way to get out ahead and do more long-
15 range planning, like Chairman Rodriguez talked about
16 a minute ago. Long-range planning is absolutely
17 essential; some countries in Asia have 50-year plans,
18 but they also have strategies where government is
19 willing to, once they make a decision on the entire
20 size of the capital program, to fund it for the
21 entire five years. So New York is unique and we've
22 been very fortunate and as a result of that we've
23 been able to put together a series of five-year plans
24 to really invest an unimaginable number of resources
25

1
2 to bring this system back and those of you who rode
3 in the 70s, like I did, remember when we had
4 derailments and fires and you just didn't know what
5 the transit system was gonna do from day to day.
6 We've come an enormous way from that now and one of
7 the testimonies to that, I would argue, is the level
8 of our ridership.

9 One of the things that we're struggling
10 with now is what I call the big intervention, and
11 that's climate, because we can plan for capital
12 investment based on the condition of assets and we
13 can plan for the size of the system in terms of how
14 much we think the population will grow, but climate
15 change is the big intervention. And how can you plan
16 for that? We have some of the best minds in the
17 country trying to predict what's going to happen
18 next, but you have to agree that we've never seen
19 anything like Sandy and it's the major intervention.

20 So while we were rebuilding the system in
21 our current capital program, we took on the burden of
22 fixing and fortifying our network after Superstorm
23 Sandy, so we reopened the A train to the Rockaways; I
24 mean, it was quite extraordinary when we were
25 transporting subway cars across the city, locating

1
2 them on the Rockaways just to provide that shuttle
3 service while the rest of the system was being
4 rebuilt. This is the kind of ingenuity that we are
5 going to be required to come up with in the future,
6 because this is the big intervention and it is
7 something that we're gonna have to be prepared for
8 and we're doing a lot of things, which I can talk
9 about later. So we reopened Montague Street Tunnel
10 for the R, the Greenpoint Tunnel between Brooklyn and
11 Queens to restore the G service, we're working on
12 rebuilding South Ferry, the Steinway Tunnel to carry
13 the No. 7 line. We've got a ways to go, but it's the
14 big intervention; we're making tremendous progress on
15 the system as we know it and the City as we know it
16 and now climate change is on the horizon.

17 So we've made enormous progress also on
18 building some of the first expansion projects that we
19 have been able to think about since the system was in
20 such dire straits in the 70s. So the first phase of
21 the 2nd Avenue Subway is on schedule and we're
22 already thinking about the future for that; the
23 extension of the No. 7 to the West Side, which to me
24 is fascinating, because as soon as we began to build,
25 even announce plans for 2nd Avenue or announce plans

2 for the 7, we began to see development intentions
3 being made known by the landowners, and we can talk
4 more about this in a minute, because you both focused
5 on the relationship that we should have with City
6 Planning and so forth and I can talk a lot about
7 that. But clearly, when we make an investment they
8 take notice and they too invest. And so just watch
9 the west side of Manhattan, watch that area, now that
10 the transit investment has been made, some wonderful
11 public infrastructure investments, like in the High
12 Line, for example, and now watch the buildings go up,
13 whether they're housing or commercial. It's the
14 largest value capture effort that I know of in North
15 America, and we can talk more about that later.

16 We're about to open the Fulton Center in
17 Lower Manhattan, which I had personal experience on;
18 one of my responsibilities after 9/11 was to work
19 with the Port Authority and State DOT and the
20 business community and the community boards down
21 there to try to restore and enhance a Lower Manhattan
22 that was pre 9/11 and I would argue that a lot of
23 that is happening, and we can talk more about that --
24 the population is different -- it's a much more
25

2 vibrant area than previously and a lot of that has to
3 do with better access.

4 So thanks to the 10-14 program, we've put
5 in place real time information, so now in over 200
6 subway stations you can find out when the next train
7 is coming and I think that's... I would agree with you,
8 and I know you think that, that it's an enormous
9 piece of information to know when your train is
10 coming or when your bus is coming and we have MTA bus
11 time... as fast as we come up with an idea there's
12 another app and so what we do is, we actually have
13 competitions for people that use our information to
14 create new apps to make it easier and more timely to
15 understand when the service is gonna be there and
16 what the service is like and so forth. One of the
17 interesting things; right after Sandy I happened to
18 be in the system, there was a public hearing in
19 Brooklyn and I happened to be down in the Borough
20 Hall Station and because of the communications we had
21 there that we had upgraded, we would be able to
22 notify people en route that service was going to be
23 changing and that different routes should be ridden
24 as opposed to the ones they had intended. So right

1
2 before our eyes we were seeing the information used
3 just because of that disaster.

4 So as I said, we're carrying an enormous
5 number of people, we hit a record in September where
6 we recorded over 9 million daily trips -- let me just
7 say something about this; I briefed the MTA Board
8 last year as we were starting the capital program 20-
9 year needs assessment on the trends that we're facing
10 around the region and the city, and the
11 presentation's up on our website, and it talks about
12 lots of things. We're carrying lots of people in the
13 system and I would say that we're carrying more
14 people than ever before, but we're not carrying them
15 in the traditional peaks and it doesn't mean that
16 they aren't work trips; there's an enormous number of
17 work travel that takes place outside the traditional
18 peaks and in the presentation we identify a series of
19 industries that are growing faster than any other
20 industry in the region. First is healthcare and
21 second is education; third is hospitality. These are
22 generating large numbers of jobs and the work hours
23 are anything but traditional work hours. So for
24 example, hospitals and medical facilities, to manage
25 their costs will now perform lots of functions

1
2 outside of major hospital centers, they'll be in
3 smaller satellite offices; all of those generate work
4 trips; many in the outer boroughs and many of that
5 travel is from one point in the outer borough to the
6 other, it doesn't have anything to do with Manhattan,
7 and they're what we would consider the off peak and
8 yet they're growing in leaps and bounds and that's
9 one way we've been able to accommodate the really
10 record ridership.

11 So that's why more than ever before we
12 need a fully-funded program and I can't think of a
13 better piece of ammunition to have when we go to
14 Albany or we talk to you here at the City about why
15 transit is essential to invest in. It used to be I
16 would come to these hearings and it would be, why
17 should we invest, we've got so many other things,
18 we're in survival mode; now it's why shouldn't we
19 invest and how much more should we invest, so we've
20 come full circle; it's exactly the right kind of
21 questions that you're talking about today at hour
22 hearing.

23 Last month we put forward the next
24 capital program for 2015-2019; it's essential to our
25 region's economy, we have lots of evidence now,

1
2 smarter than ever before to see what happens when you
3 invest in transit with economic output, with jobs,
4 population growth and so forth. So our priorities
5 are stacked as follows.

6 First, renew the system. I'm not sure if
7 we invented the term "state of good repair," but we
8 came pretty close; this was back in the very, very
9 early 1980s, when people like Mort Downey, who was
10 here at New York City Transit and Bob Kiley, who was
11 the Chair and Dick Ravitch, who was the Chair before
12 him; we probably should have copyrighted it; it's now
13 basically used by the industry worldwide, "state of
14 good repair," and we can talk about how that's
15 measured and so forth. But that's our first
16 priority, we've got to be in a state of good repair.
17 We're not there yet, even after all the time we've
18 spent we're not there yet, but some people have asked
19 me, well why aren't you there yet; it's been many,
20 many years, and I would argue the following. Right
21 after World War II we began to disinvest in transit,
22 in housing, in infrastructure all over the nation and
23 it really wasn't until the 1980s that the nation,
24 that states; that cities began to become out of
25 survival mode and redirected their efforts to

2 investing in infrastructure. So from the late 40s to
3 the early 80s there was disinvestment, so it takes an
4 enormous amount of time to make up for 35 or 40 years
5 of disinvestment and that has a lot to do with it.

6 So two-thirds of the program is devoted
7 to renewing the system and for example, we're
8 implementing something called Communication-Based
9 Train Control and it provides for not only better
10 monitoring of the system and some capacity benefits,
11 but it also allows us to maintain the system better;
12 it provides us with more information about condition
13 and so forth and so, it's a lesson of when you're
14 rebuilding, rebuild to make the asset better than the
15 one that you're replacing and CBTC does that and in
16 the case of capacity, we can run about 10 percent
17 more trains on each line as we implement CBTC. Why
18 is that important? I would argue that building new
19 subway lines, and I'm a veteran of that because I'm
20 right in the middle of it and I've also been to
21 scores of meetings all over the city with local
22 communities and so forth and witnessing the record-
23 breaking population density we have in the City,
24 building new lines is a tough job and it's a long job
25 and everything from the requirements when you're

1
2 using federal money to take up to a decade to get
3 through the environmental process, 10 years. When we
4 were doing the environmental process for the East
5 Side Access Project, when we began it my son was in
6 grade school; when we came out of it he practically
7 out of high school. So not only does it take a long
8 time, but it's also disruptive; we're building in a
9 built environment, there aren't that many places left
10 where you can see a right of way that you could
11 really use, and I'm sure there'll be some questions
12 about that; we can talk about that later. So see
13 what CBTC does is it gives you more capacity with the
14 existing system; it's used all over the world, it's
15 used a lot by the older systems, like Paris for
16 example; the newer systems in Asia that start from
17 scratch, they build differently and we can talk about
18 that and why it's so much faster. So CBTC is a good
19 example of both renewing and enhancing at the same
20 time.

21 So in addition to state of good repair,
22 the 15-19 program will allow us to expand the network
23 and let me just pause again for a moment here; there
24 is a report that was written by CBC and the great
25 researchers and great thought-provokers and one of

1
2 the questions was, should we expand if we haven't
3 finished yet rebuilding and that question rings true
4 to me because that's the question that was asked in
5 the 1970s and when it was asked, the 2nd Avenue
6 project was discontinued; that's when it stopped.
7 Can we afford to expand when we haven't yet finished
8 rebuilding? I would argue that we must do both
9 because we have seen the product of both -- we're at
10 record ridership levels, I work closely with
11 colleagues at City Planning and EDC; City Planning --
12 Dr. Joe Salvo, who I've known for many years, we
13 studied different neighborhoods and the population
14 trends and so forth and it's clear to me that we're
15 gonna keep growing. Unlike most other cities in the
16 United States, our policy toward residents from other
17 countries -- it's more expansive than anything else
18 in the world and as a result of that we're constantly
19 growing, there's lots of opportunity and we've got to
20 expand, we can't afford not to. And so the next
21 phase of 2nd Avenue is on deck, completing the East
22 Side Access Project and beginning a project to access
23 Penn Station with Metro North. Now, where did that
24 come from; that was one of the questions. Well, that
25 project was originally identified in the EIS of the

1 East Side Access Project. In other words, linking
2 commuter rail networks to more than one terminal in
3 the city and why would you do that? There's a report
4 out called *When It Rains, It Pours* and I would hope
5 that you would read it, it's quite good, and it's
6 very insightful into the climate situation that we're
7 facing now and it's not just big hurricanes; it's
8 very brief cloud bursts that will dump two or three
9 or four inches of rain in an hour on a specific area.
10 The Metro North system, the entire system converges
11 in the Mott Haven area of the Bronx, all the lines
12 and I have personally been involved in two instances
13 where that area flooded, not from a hurricane, not
14 from a storm that was predicted, but from a cloud
15 burst and that was the same one that produced... we had
16 cars under water in parking lots at suburban rail
17 stations in the region. So that's a lot of what
18 climate change is about. So the resiliency and
19 redundancy required to take away that single area
20 that is very vulnerable to the Metro North system I
21 think is essential to the City. Now it used to be,
22 if I were speaking here 10 years ago people would
23 say, well commuter rail, that's just for the suburban
24 people, but one of the largest stations in the Metro
25

1
2 North network is Fordham and one of the largest
3 passenger flows is reverse commute out of Fordham
4 every morning to jobs in places, like I said before,
5 these satellite medical facilities and so forth in
6 the suburbs; that is the biggest growing market in
7 the commuter railroads now, reverse peak, jobs
8 outside the City, not just in the City and one that
9 we think is going to continue, just because of the
10 way these industries are behaving.

11 We estimate that the program's cost, the
12 entire program, is \$32 billion; we've identified
13 about half of that and by the way, the way that we do
14 it is we first pay attention to what we need in the
15 way of resources, what do we need based on the
16 merits, and then the discussion begins about where
17 does the funding come from. And so if you look back
18 you'll see funding gaps in many different capital
19 programs that the MTA has put forth, and I would
20 argue that's a healthy debate to have and we're going
21 to have it and whether it's congestion, pricing or
22 other ideas to generate more funds, we should have
23 those debates, but first, on the merits, we have to
24 tell you what we think we need.

2 So in addition, we've been cost-cutting
3 ferociously at the MTA for the last several years and
4 we're on target to save a billion-and-a-half dollars
5 by 2017 on our own operating costs, just changes to
6 everything that we're doing -- consolidating business
7 functions, reducing staff, across the board. In
8 addition, we're putting into the budget what we call
9 "pay go," so money from our own operating budget,
10 \$290 million that we could bond against to generate
11 more money for the capital program, so that's in
12 there. So we're at the beginning of a process but
13 this is really the first step; we need to justify the
14 need, we need to make people realize how important
15 these investments are and we have to cut our own
16 costs as well. But you can help too; so this is
17 where the debate really starts, whether it's the City
18 Council, the State Legislature, community boards and
19 forums, business groups and organizations, now is the
20 time to talk hard about what you can afford and what
21 you cannot afford not to invest, because we are
22 competing with other countries and business people
23 know that because they are now multi-national, they
24 have offices here in New York and then they have them
25 in London and where are they gonna put their

1
2 employees and all this is based on where the region
3 can be more accessible. So in every one of those
4 countries -- and back to the national investment for
5 a minute -- every one of those countries, transit is
6 a national priority, on the same level as defense or
7 as other clear national priorities that you would
8 think -- interstate commerce, for example -- it's up
9 there and I would argue that we're not there yet in
10 the U.S., we're not there yet, we've come a long way
11 and the people that work at the FTA have been
12 tremendously helpful to us over the years, but we're
13 not there yet as a nation, we are not there yet, even
14 though cities are where the action is, cities are
15 where the population growth is taking place not only
16 here in the U.S., but all over the world and the
17 economists that study this, like Richard Floren [sp?]
18 and others, say that is where the population will be
19 in the future, in the cities. And so I would argue
20 that this should be on a national priority, like our
21 other well-known national priorities, transportation.

22 So we can't afford not to not invest and
23 I wanted to thank you for listening to some of my
24 remarks because I don't often get a chance to pull in
25 different reports and so forth. So at this point I'm

2 happy to have your questions and thanks again for
3 having this forum.

4 CHAIRPERSON GARODNICK: Well we thank you
5 very much for your thoughtful and informative
6 testimony; we noted that you had a few additional
7 concepts that were not in your [laugh] formal remarks
8 and we appreciate that always, [background comment]
9 because it's more consistent with what we are looking
10 to explore here and I don't want you to feel
11 confined. But let me ask you a question about the
12 vision of the MTA, because you made a very
13 interesting point about the conversations that were
14 had back in the 70s about whether or not we should
15 expand when we haven't finished fixing up a decrepit
16 system. Let's just talk about the vision though,
17 because the expansion category, as you noted, for the
18 MTA five-year capital plan includes 2nd Avenue Subway
19 East Side access and four new Metro North stations.
20 It raises the question -- these are all projects that
21 have been contemplated for a very, very, very long
22 time, so the question that I have sitting here and
23 hearing you say what you said is, well what are the
24 visionary plans for the MTA that are not on this
25 list; what are the expansion plans for the next 10,

1
2 20; 30 years that we're not funding today? What are
3 the new expansion ideas to be able to accommodate
4 growth, to be able to deal with underserved areas
5 which are not yet in this plan?

6 BILL WHEELER: A few years ago we talked
7 about looking out 40 years; I think the MTA at that
8 time was 40 years old and we talked more about
9 approaches than about projects and we said, should we
10 use existing rights-of-way in the City that are
11 underused by other rail lines for additional rail
12 service or should we... that was the first time that we
13 talked about bus rapid transit as a concept for New
14 York. And by the way, I don't think the -- BRT,
15 since we've been talking about it, it's really
16 exploded as a capacity approach all over the U.S. and
17 I think we're just scratching the surface right now
18 and we and the city have been looking at areas all
19 over and it's a tough give and take, because true
20 BRT, which is completely separate rights-of-way, and
21 through heavy areas that need the service and so
22 forth, those are real challenges and I think I'd sort
23 of turn it back a little bit to the Council and say,
24 in the areas that you represent, your constituents,
25 and I know all politics is local and all

1
2 neighborhoods are local, but I would ask you; what
3 are the consensus projects coming up, because I read
4 the periodicals and the news bulletins and the
5 community board news and so forth -- Rockaway Beach
6 Branch, what is its best use; is it recreational,
7 which is a terrific, and also bikeway, or is it
8 something else; is it rail? And what about the
9 neighborhoods that live along those rail lines; what
10 about airport access? When I did one of our first
11 studies with airport access on La Guardia, well,
12 where's the consensus on accessing the airport in
13 terms of its right-of-way; what do city neighborhoods
14 want in terms of new lines and what are they willing
15 to balance off against the other land use needs of
16 their communities? So I've been through this for now
17 30 years and I've seen the back and forth and I think
18 it's as much about the neighborhoods and what they
19 think their needs are and what they are willing to
20 accommodate, what they're willing to think about long
21 term, as it is about the MTA saying well, we should
22 build new rail line six miles out that way..

23 [crosstalk]

24

25

2 CHAIRPERSON GARODNICK: Well let me
3 challenge that a little bit, because I appreciate...
4 [crosstalk]

5 BILL WHEELER: Okay; go ahead.

6 CHAIRPERSON GARODNICK: what you're
7 saying, but if you think about the 2nd Avenue Subway
8 line proposal, that was one which New York City and
9 State recognized 80... [crosstalk]

10 BILL WHEELER: In the 20s.

11 CHAIRPERSON GARODNICK: 90 years ago that
12 we needed; it's not one which was born out of an
13 immediate community resolution that this is the way
14 for us to move forward, it was borne out of the fact
15 that we were gonna lose our elevated subway lines or
16 we did ultimately... [crosstalk]

17 BILL WHEELER: Which we did.

18 CHAIRPERSON GARODNICK: and then...

19 BILL WHEELER: Right.

20 CHAIRPERSON GARODNICK: never
21 accommodated additional service. So my concern here
22 is that if we do our infrastructure expansion
23 planning on the basis of community consensus as
24 opposed to say leadership from the MTA and the City
25 as to where we want to drive our expansion, we may

2 not see expansion ever and what I see in the capital
3 plan, as it stands, is the completion of long-
4 anticipated projects, but -- and maybe this does
5 exist -- but it's not clear what the future vision is
6 to reach new areas, other than BRT and I hear BRT, we
7 heard it from the City, we hear it from you.

8 BILL WHEELER: Right. Right. And right
9 now that's the most practical approach. We are in
10 the middle of a planning process with City Planning
11 where we're studying neighborhoods, but those end up
12 translating I think in to better projects for
13 stations and better projects that would speed
14 existing services like CBTC. I think we still have a
15 way to go to recognize, like 50 years out, what the
16 city would look like and what our needs might be.
17 And I'll give you an example of what the dilemma is
18 -- who would've thought that in the last three or
19 four years our ridership had been so heavy on the
20 subway line, yet we've been able to accommodate it,
21 and there's a factor there had nothing to do with our
22 planning; it was the way industry is completely
23 turning itself upside down. So there's lots of
24 interesting ideas. What ideas are you hearing?

2 CHAIRPERSON GARODNICK: Well here is the
3 challenge that we have as we sit where we sit, and I
4 will give you an example of what's going on in East
5 Midtown right now, where there is a development
6 proposal that links into MTA capital needs, MTA
7 capital needs which, you know, were worked out very
8 closely and considered very carefully as part of a
9 development plan, which, by the way, is a very
10 important initiative, but it's not something which
11 was generated from a community perspective because
12 the community doesn't understand the MTA's internal
13 infrastructure needs. So what we need to do, and it
14 sounds like some of this has happened, although I did
15 wanna ask you about what you're doing with City
16 Planning exactly..

17 BILL WHEELER: Sure.

18 CHAIRPERSON GARODNICK: that some of this
19 process of thinking about where our needs are and how
20 the MTA is able to partner with the planning
21 authorities of the City to be able to deliver to
22 those areas that are either growing or to help grow
23 areas on the basis of new infrastructure.. [interpose]

24 BILL WHEELER: New access.

25

2 CHAIRPERSON GARODNICK: we are providing;
3 what do those conversations look like, because it's
4 sort of a black box to the public and we don't have
5 any sense, as we sit here, as to what sort of
6 planning is happening?

7 BILL WHEELER: So you're asking about
8 City Planning; one of the things we've been doing for
9 some time now is looking at different areas of the
10 city and what the borough commissioners there at City
11 Planning are forecasting in terms of growth, and then
12 also what's industry doing and what developers are
13 doing and where are they locating. I would argue
14 that we need to do this as a team effort and I'm
15 getting a little ahead of myself, but I know that's
16 one of your questions and I think that when
17 development occurs there has to be a team effort, it
18 can't just be, well, the developer will go to City
19 Planning or we'll go to EDC or it might go to MTA
20 later in the process; it has to be all at once at the
21 same time, because we're gonna be asking developers
22 to do lots of things to build certain development,
23 whether it's housing or commercial, to locate in a
24 certain way, to be a certain size and that should be
25 very much a team effort so that if somebody's talking

2 to a developer out in the East Bronx or in Southeast
3 Queens that it's not just one part of government;
4 it's a team effort and that always hasn't worked so
5 well, frankly. But fortunately, because a lot of us
6 have -- our careers are sort of aligning; we're all
7 getting a little bit older as planners and whether
8 it's at City Planning, there's a lot of good personal
9 relationships there and so what we're doing now is
10 we've been looking at the population forecasts -- we
11 have unified forecasts with the City on population,
12 labor force and employment and to do that we've been
13 working with them to develop those numbers -- Oh I'm
14 sorry, you... Peter... [crosstalk]

15 PETER CAFIERO: Yeah.

16 BILL WHEELER: I'm just monopolizing
17 everything and Peter is actually in the process with
18 me.

19 PETER CAFIERO: I'm Peter Cafiero, Chief
20 of Operations Planning at Transit and I just wanted
21 to specifically get to your question on East Midtown.
22 I think the good story there is that we have been
23 looking internally at a lot of those issues in
24 completing that subway station, 'cause we have been
25 concerned about it, so we have been doing internal

1
2 planning and it happened to coincide with a
3 conversation started in the previous administration
4 and the City and continuing with this one that we're
5 really working very closely with City Planning to
6 enable us to address some issues that we'd started to
7 address on our own, but given our constrained capital
8 program, it would've taken us probably centuries to
9 address all of those issues and this allows us to
10 really address a critical issue that's not just a
11 local issue around that station, but it's affecting
12 our ability to run 4, 5 and 6 trains all up and down
13 Bronx to Brooklyn.

14 CHAIRPERSON GARODNICK: I think that
15 that's the right model, frankly, for the [background
16 comment] City to look to find ways to tie some of our
17 infrastructure needs to development in the zoning
18 context and certainly we in the Council have an
19 opportunity to do some of that. My only point is if
20 that is in fact something that the MTA had looked at,
21 considered, studied, thought about, decided it didn't
22 have the money to do, there is an opportunity here
23 maybe to deal with it and that is fine, but the
24 question is; what are those other visionary projects
25 that exist out there that are not simply finishing up

2 what we recognize needed to be done back in the
3 1920s; where are the expansion plans that we believe
4 that we need to have for the next 50 years? And I
5 understand that that may not actually exist, but it's
6 also something that probably should exist and if it
7 does exist, we'd be interested in knowing what that
8 looks like. Does it exist?

9 BILL WHEELER: I think that we -- as I
10 said, several years ago we took a look out and we
11 introduced a lot of concepts, like use existing rail
12 rights-of-way around the city, if there were more,
13 for example, borough to borough travel or extend
14 lines where it was possible to extend them and you
15 still had the right-of-way and so forth. But, you
16 know part of you sort of stretching for visionary
17 projects is -- it's sort of a testimony to sort of
18 the struggle we've been having to get our head above
19 water and to rebuild, so it's actually good that
20 we're having this discussion and I think your point
21 is, make no small plans.

22 CHAIRPERSON GARODNICK: I don't mind you
23 making small plans, but let's not lose the big plans
24 in the process too. I'm gonna turn to my co-chair,
25

2 'cause I've monopolized a lot of time here already.

3 Thank you.

4 CO-CHAIRPERSON RODRIGUEZ: Thank you. So
5 my first question is coming from someone who tweeted;
6 the question is; the MTA has stated that it's using
7 new technology and public outreach to improve bus
8 safety; can you go [sic] for a specific on how the
9 MTA is improving?

10 CRAIG STEWART: Sure. Sure. First of
11 all, I point out to... [interpose]

12 BILL WHEELER: This is Craig Stewart.

13 CRAIG STEWART: I'm sorry, Craig Stewart.
14 First of all, I point to a couple of initiatives that
15 you can see right now -- right at the Brooklyn Bridge
16 Station we have Help Points and On the Go; Help
17 Points are intercoms where you can touch a red button
18 and it'll go straight to the rail control center and
19 you can report an emergency at a desk that's occupied
20 by a police officer; you can also press the green
21 button for information. The Help Point Intercoms are
22 being rolled out in this program and the next
23 program. On the Go technology is a way of providing
24 our customers with information that's in the station
25 and around them and it's line kind of a giant iPad.

2 Also we have the use of camera technology we're using
3 for security, we also have dashboards that we have
4 on... every capital project is on our dashboard; you
5 can go and enter it through the internet. Any other
6 initiatives? [background comment] Oh yeah, you can
7 talk about the CBTC as a technology initiative also,
8 which I think Bill just mentioned; it's not only just
9 the replacement of our system, it's a significant
10 enhancement in safety, reliability and capacity.

11 BILL WHEELER: We had an event on Transit
12 Wireless about 10 days ago where we achieved a
13 certain threshold and we we're putting it in
14 additional stations as well.

15 CO-CHAIRPERSON RODRIGUEZ: Great.

16 [background comment]

17 CRAIG STEWART: You mentioned bus safety;
18 is that what your question...

19 CO-CHAIRPERSON RODRIGUEZ: Yeah.

20 CRAIG STEWART: Okay. So on the bus side
21 there's a couple of smaller scale technologies, but
22 important ones that our department of buses is
23 looking at; some of them are adapted from
24 technologies that are on a lot of newer automobiles
25 now in terms of warnings of encroaching traffic from

1
2 an adjacent lane; things like that, as well as
3 warning systems, as the bus is turning, to
4 pedestrians; issues like that. I would also argue
5 that a lot of the work we're doing very closely with
6 New York City Department of Transportation, not just
7 with the select bus service routes, but we're not
8 engaging them fully on many existing routes
9 throughout the City to look at the design of the
10 streets, particularly in congested areas and areas
11 that are bottlenecks for us; can help with safety as
12 well by clearly making the streets work better for
13 buses.

14 PETER CAFIERO: I think also one we
15 failed to mention is bus time; it's not only good for
16 our customers in telling them what time the bus will
17 come, but it's also good for service management,
18 where we can improve the distribution of buses and
19 their arrival.

20 CO-CHAIRPERSON RODRIGUEZ: So my
21 questions are related to the vision for the future
22 and our generation owes a lot those generations of
23 the 1960s and the 70s, where some of you still
24 working at the MTA made important contributions, but
25 our challenges today are not about what the previous

1 generation has done; it's can we take our
2 transportation for the new challenges that we have to
3 a 100 years from now. So one of the first questions
4 that I have is about what are the changes that we
5 should be working on to improve the capacity of our
6 trains moving during the rush hours; [background
7 comment] I have no doubt, you know, the transit
8 system today is in much better condition; remember in
9 the 80s when I came here, taking the 1 or 9 train,
10 you were so lucky if you get one of those that had
11 heat or air conditioning; the same thing on any other
12 train, so today is completely type of train that we
13 have, all of them or most of them with the air
14 conditioning; with the heat during the wintertime, so
15 a major improvement. [background comment] So I also
16 heard from you like how important it is to install
17 the CBTC [background comment] so that it will help to
18 move our trains faster; are there other initiatives
19 that the MTA is looking at right now that will help
20 to move the trains faster, especially during the rush
21 hour besides installing the communication-based train
22 control?
23

24 PETER CAFIERO: So CBTC is very
25 important; it's a long-term -- fortunately we have it

1
2 now on the L train where we've been able to adjust to
3 the growing ridership on that line and it's being
4 installed on the 7 and soon on the Queens Boulevard
5 line. So that's critical to our longer time, but
6 there are other things that we're looking at; as we
7 are looking at our next subway cars that we will
8 procure, as we look to the design for that, one of
9 the things that, from my chairman on down, that's
10 been emphasized is we have to look at maximizing the
11 capacity of our cars, getting our customers to move
12 in towards the middle of the car so there's no
13 capacity that's not used in our system. We are
14 looking at ways to and continue to look at ways to
15 reduce the amount of time the trains are stopped in
16 the station loading and unloading, which is time that
17 you can't be moving more trains through, so again,
18 some of what was maybe hard to appreciate from the
19 drawings of the Grand Central, from the East Midtown
20 proposal are some key ways to make the station at the
21 platform and train connection point flow better so we
22 don't have customers jockeying with each on other
23 boarding and that can get several more trains, we
24 believe, through that line, which again, helps
25 everyone from the Bronx through to Brooklyn.

2 BILL WHEELER: I wanna mention something
3 about Fulton, because I worked a lot on that project
4 and I used it as a commuter when I worked at the
5 Trade Center in the early 80s. It used to be that
6 the northbound Lexington Avenue train would load at
7 the front and the back, because that's where you
8 could access the platform and the train waited and
9 waited and waited at the platform while people
10 figured out that they should move down the platform
11 so they could load faster and the train could go.
12 The Fulton project now is going to have almost the
13 entire length of the train accessible to the rest of
14 the complex so that loading can take place on the
15 entire train at once, and as a result of that, as
16 Peter was saying, you'll actually be able to squeeze
17 through more trains because they can load faster and
18 it doesn't sound like rocket science; it was very
19 difficult to do at Fulton; we knew we had to do it,
20 because it was really slowing things down. But it's
21 something that we could do all over the network and
22 there are still stations today in neighborhoods that
23 used to be industrial and now they're residential and
24 they're used very differently. So there's more
25 people coming down the stairs than ever before and

2 now the question is; can you reconfigure some of
3 those stations for faster loading.

4 CRAIG STEWART: If I could expand a
5 little bit on what Peter was saying about our
6 passengers moving to the center of the train, one of
7 the concepts that we're looking at in the design of
8 our new train is an open gangway; we're evaluating
9 whether we can use it here or not and that will also
10 help us in our loading and unloading and capacity
11 issues.

12 CO-CHAIRPERSON RODRIGUEZ: And as you
13 know, like you hope, but the reality is that we are
14 running on a capacity that, the demand is much more
15 than what we have in the past, so rush hour is rush
16 hour, you know like it means that it doesn't matter
17 like if we move to the back or to the middle of the
18 train, you know, we will need to improve the signals
19 or we will need to get more trains, but definitely we
20 need to get more trains coming by faster in order to
21 deal with the demand that we have from the number of
22 people who use mass transportation, and that's
23 another question, [background comment] we recently
24 learned that the MTA has reached new levels of

1
2 ridership, so how much more can the system handle and
3 what is the tipping point?

4 PETER CAFIERO: That's an easy question
5 to ask, but it's... [laughter] and it's difficult to
6 answer 'cause as Bill mentioned, the ridership has
7 been growing really in many different places and in
8 some places where we're able to carry the riders and
9 other areas where, for example, the 4 and 5 in
10 Midtown has been above the tipping point for decades
11 and that's one of the reasons we're investing in 2nd
12 Avenue. But a lot of the growth has been in the off
13 peaks; the mid-days, the evenings, the nights and the
14 weekends where all those time periods we are probably
15 at record ridership, but it's also when we need to do
16 a lot of the maintenance work on the system and so we
17 need to balance those constraints as well. It's a
18 big challenge, but it's one that we are thinking
19 about really throughout New York City Transit and to
20 how we address capacity to handle this growing
21 ridership moving forward.

22 BILL WHEELER: This is one of the graphs
23 in the presentation that I have and it shows the
24 industries that are growing that are not 9 to 5 and
25 that's where all the action is. We don't know, for

1
2 example... we know that industry is continuing to
3 reconfigure itself; now all of a sudden, for example,
4 I would argue that the five-day a week commuter on
5 the commuter railroads is quickly becoming the four-
6 day a week commuter. Now there's more growth on the
7 railroads because there's more people, but it's not
8 the case where those parking lots say, in the outer
9 suburbs, are full five days a week with the same
10 people. So... how can I say this... so there might be
11 more jobs and more workers, but they are using the
12 system in a different way, so you are actually
13 getting more of them on the system even though you
14 haven't expanded it. Now I really don't mean to be
15 confusing with the answer, but industry is
16 ferociously cutting costs and they are reconfiguring
17 the way people work in ways that we have never
18 imagined before.

19 [background comments]

20 CO-CHAIRPERSON RODRIGUEZ: you know and
21 it's good that we have the public using public
22 transportation; that's what we would like to see
23 happening, but what is... I mean, how much more can the
24 system handle as it is and what is the tipping point
25 when it comes to the capacity of the MTA to deal with

2 the demand that we have, especially during rush
3 hours?

4 BILL WHEELER: As in some of the exhibits
5 that we have in the plan and in the presentations we
6 made, there are some... we are at capacity on some of
7 our lines today at peak, depending on certain parts
8 of the lines; on others we're not and they're all on
9 the website, they're all color coded so you can see.
10 I don't know that I can say how much more... in other
11 words, how much more demand can we take before we
12 can't take anymore; I can't answer that question,
13 because the demand is not what it was 15 years ago.

14 CO-CHAIRPERSON RODRIGUEZ: Even though
15 it's on the website, can you send a breakdown of
16 those areas, those... [interpose]

17 BILL WHEELER: Yeah.

18 CO-CHAIRPERSON RODRIGUEZ: lines where...

19 [crosstalk]

20 BILL WHEELER: Yeah. Yeah.

21 CO-CHAIRPERSON RODRIGUEZ: the...

22 [crosstalk]

23 BILL WHEELER: Yes. Yeah.

24 CO-CHAIRPERSON RODRIGUEZ: Great. So my
25 other question is about revenue. No, first of all on

1
2 the communications. As you know, no doubt that based
3 on what you have described of the improvements that
4 the CBTC, the communications-based train control hub
5 and to run more trains per hour, improve safety,
6 reduce maintenance costs, provide timely information
7 to passengers, and based your own information you
8 also have shared with us, that other subway systems
9 around the world are using this technology, the CBTC.
10 There have been suggestions, criticism which say that
11 the MTA should double the number of installing this
12 new technology. What is the timeframe that you have
13 to continue expanding the use of this new technology?

14 CRAIG STEWART: Yeah, we wanna roll out
15 this technology as quickly as possible; right now
16 we're facing some constraints, both in terms of our
17 own constraints and how much the system can take and
18 also constraints within the builders and within the
19 contracting community; how many of them are qualified
20 to do this work. So what we're doing in the current
21 proposed program is we're proposing two additional
22 lines, the Queens Boulevard line and the 6th Avenue
23 line and the design of the 8th Avenue line. We're
24 also working to qualify a third bidder, which will
25 take a good number of months, perhaps years, in order

2 to qualify them; there's not that many companies that
 3 build and use this kind of technology across the
 4 world. We have two qualified; one that build the
 5 Canarsie line is one CBTC and the other one is
 6 working on the Flushing line as we speak and there
 7 are only two qualified companies; we are working to
 8 qualify another one. So we're dealing with our
 9 constraints right now, but I think we're moving as
 10 quickly as we can to deal with these capacity issues
 11 on these lines.

12 BILL WHEELER: I think that the other
 13 thing is that the reinvent commission, as I call it,
 14 which is gonna come out with their report soon, I
 15 think they're gonna have ideas for how to do things
 16 faster, best practices in terms of design build and
 17 things like that. I know, I read the report that
 18 said that we could deliver more CBTC faster; I think
 19 it really... we're retrofitting an old system, so I
 20 think that it's gonna be a balance between the
 21 qualified contractors; how much time we have to work
 22 on the system. Remember, I think we're one of only
 23 one or two n the world that runs 24 hours a day. Now
 24 some other systems in Europe are looking at that,
 25 like London, but we're it and I remember the debate

2 when we considered not running 24 hours a day 15
3 years ago or so and that was simply not acceptable to
4 the city; it's part of their life... [interpose]

5 CRAIG STEWART: I wanna... I wanna add that
6 CBTC is done as a design build for us. All our
7 signal work is design-build, [background comment] and
8 what we're doing, actually, is advancing some of the
9 pre-work that comes along with CBTC, like the
10 interlockings; we advanced that work so that we don't
11 have to wait; we can come along and do our CBTC
12 overlay after we finish. So we are moving fairly
13 aggressively on our [background comment] signal
14 system.

15 [background comment]

16 CO-CHAIRPERSON RODRIGUEZ: you can pay
17 close attention to that report made by the Regional
18 Plan Association; [background comment] on May 2014
19 they said that you double and I think that you're
20 right, you know the MTA is like one of the best; I
21 mean it's one of the transit systems that is
22 responsible to move like large numbers of users, it's
23 24/7; however, this is also an entity that has an
24 access value of \$1 trillion, so you know resources
25 are there and you just said also that the MTA,

2 different from other, when you approve your capital,
3 you are able to plan and deliver the project because
4 the money is there. So I think that putting the
5 agency in perspective to [background comment] be
6 upgraded in technology, especially if the CBTC has
7 been proving that even agree the trains coming faster
8 is something that I hope that you can look at that
9 suggestion.

10 My other question is about the report,
11 the study done by the comptroller in which in 2012 he
12 said that only 11 percent of subway stations were
13 free of both structure and architectural defects.

14 DAVID HENLEY: Yeah, so we worked very
15 close..

16 BILL WHEELER: David Henley.

17 DAVID HENLEY: I'm sorry, David Henley.
18 We worked very closely with the comptroller on that
19 report. I think it's fair to say most stations have
20 some defects; it's the level and the rating of the
21 defect that is really what we need to pay attention
22 to and that's why we started a program of component
23 rehabilitation, which is to address the most
24 seriously defective conditions and progress those on
25 an expedited timeframe.

1
2 The comptroller's report was a good
3 dialog and that's the kind of dialog we'd like to
4 have because we're pretty proud of our new approach.
5 The report focused a little bit too much, I think, on
6 our old approach, our old rehabilitation program and
7 the promises of that which we then upgraded into a
8 much more expansive, much more condition-driven
9 approach that is now addressing many more stations
10 than that approach ever did. So we think it's a good
11 program, it's going to prove even more successful as
12 we start addressing even the less serious defects,
13 which we're planning to do in the next program.

14 CO-CHAIRPERSON RODRIGUEZ: On the revenue
15 part, the MTA owns a lot of property and the MTA was
16 able to work with developing the Hudson Yards and no,
17 I'm not getting on the 207 project, [laughter] we
18 already did the work and I appreciate the whole team,
19 especially the chairman also for being with us in the
20 tour that we did through the 207 rail yard. But
21 besides or including the possibility of that rail
22 yard 207, when the MTA looks on raising revenue, are
23 you considering using some of the land that you own
24 and work with the private sector so that you can
25 develop not only the 207, but other buildings and

2 property throughout the city and raise some of the
3 revenue that we need to have?

4 LOIS TENDLER: Lois Tandler, New York
5 City Transit. As we've discussed before, Mr.
6 Chairman, the MTA New York City Transit holds most of
7 its property through a master lease with the City of
8 New York, the terms of that master lease requires
9 that when we stop using the property for a
10 transportation purpose it reverts back to the City.
11 So up until a groundbreaking agreement with the City
12 a couple of years ago there really wasn't a great
13 financial incentive for the MTA to identify surplus
14 properties and sell them, because we couldn't, they
15 just went back to the City; the City would sell it
16 and we wouldn't get anything from it. A couple of
17 years ago, in conjunction with the administration, we
18 did a thorough review of all the MTA real estate
19 assets throughout the City and identified, for
20 starters, seven properties which we thought we had no
21 further use for and the City agreed in this instance,
22 through EDC, to market and sell those properties,
23 with the MTA getting the money received from those
24 sales. So that was seven properties; one of them is
25 sold, one is at the end of ULURP and is a very good

2 deal for the MTA; another has begun the ULURP process
3 in the Bronx. Of the seven properties, there were
4 only two of them we thought had real potential to
5 earn us some money and they have; the others didn't
6 raise that much, but it's a constant process of us
7 reviewing our inventory, going back to the Operating
8 Department, doesn't make much sense for us to sell
9 something if we have a need for it, but an immediate
10 need; not some day 20 years from now somebody might
11 want to blah, blah, blah. So we are working with the
12 City with our inventory to continue to identify
13 properties and we agree with you; we have increased
14 the number somewhat in our funding assumptions for
15 the next plan, thinking that we will be successful in
16 this effort, so that's where we are.

17 [background comments]

18 CO-CHAIRPERSON RODRIGUEZ: on in the
19 City?

20 LOIS TENDLER: I don't think anybody here
21 has that number for you; we could try to find it.

22 BILL WHEELER: Sure, we'll follow up.

23 CO-CHAIRPERSON RODRIGUEZ: And do you
24 think that the MTA has any land that is not used in
25

2 capacity that can also be used to develop at the
3 Hudson Rail Yard?

4 LOIS TENDLER: We are open to any
5 suggestion. As you know from our little trip last
6 week... [interpose]

7 CO-CHAIRPERSON RODRIGUEZ: But my
8 question is; does the MTA own, besides 207 that I
9 know is a large job there, 36 acres; it is larger
10 than the Hudson Yards; is used in capacity, but does
11 the MTA own other yard... other... [background comments]
12 What is the capacity... Is there any potential for the
13 MTA to work with the private sector and say in this
14 deficit we have, we can develop; use the land, work
15 with the City, develop, gonna bring economic
16 development or build affordable housing? [sic]

17 LOIS TENDLER: We are doing that;
18 recently Councilman Greenfield came in to visit with
19 our colleagues at MTA real estate to discuss an
20 overbuild on a railroad cart [sic] in Bensonhurst.
21 The economics of, like 207th building yards, building
22 a platform is very, very expensive and that affects
23 the economic viability of any deal or what somebody's
24 gonna pay for it. But we're open to all suggestions,
25 as I said; you know, we told Councilman Greenfield

2 we'll work through that with him. So yes, if it
3 could work, it works for us.

4 CO-CHAIRPERSON RODRIGUEZ: 'Kay. What
5 about... how can New York City be behind London when it
6 comes to London having all their airports connected
7 with the trains and we as a city, getting 53 million
8 tourists last year, we still are not able to say
9 [background comment] Kennedy is connected to the Long
10 Island Railroad or any other train; La Guardia is
11 connected with a train, and I don't want to go back
12 saying we did this study in the past; it didn't work;
13 I'm happy to also hear that the Governor came in the
14 last press conference that he had [background
15 comment] and he said that with a... I mean, he didn't
16 say that, but in two different pressings; one, he
17 said that through Port Authority, La Guardia's gonna
18 be going through a \$4 billion renovation, increasing
19 the capacity to 17 million people, passengers. So
20 can... and in the second and last press conference that
21 he had, I believe that he mentioned in his vision
22 idea that yes, the airport should be connected with a
23 train. [background comment] So with the \$4 billion
24 that the Governor committed to invest to the Port
25 Authority to renovate La Guardia, [background

2 comment] is there some money or potential to connect
3 La Guardia with a train?

4 BILL WHEELER: One of the things he
5 announced was a competition and the competition is;
6 once the Port Authority issues its requirement, which
7 he said would be within 30 days, there would be a
8 competition involving private sector developers and
9 engineers and so forth to come up with, as you said,
10 ways to rethink the airports, including access,
11 including access, whether it's rail or super bus or
12 you name it. In other words, there's been lots of
13 studies, like you said, which we can recite here and
14 why and I'll talk about London in a minute; Peter
15 can, but it's a competition to say everything's on
16 the table, you know the airport itself, the access to
17 the airport; what are the ideas; how can you do it if
18 government couldn't do it; how could you do it?
19 Yeah, so they're very serious about it.

20 CO-CHAIRPERSON RODRIGUEZ: Plan Move New
21 York, will the MTA be open to support Plan Move New
22 York that will help to raise \$1.5 billion and
23 probably some of this money going to the MTA?

24 BILL WHEELER: So let me say that we're
25 glad that Move New York is out there talking about

2 the need for innovative ideas to raise funding for
3 transit and at this point I think the debate has to
4 happen; I think it's premature to say is it a good
5 plan; are there ways that could make it better?
6 You're gonna see that come out now over the next
7 several months. Some of us here at this table were
8 involved in the last two efforts to plan for
9 congestion pricing and we did briefings of
10 commissions and explained to them the nuances of
11 travel and the costs and so forth and I think that
12 what's good about it is that it gets out on the
13 table, like the Chairman has said, new ideas to raise
14 revenues for transit; doesn't endorse it; it starts
15 the discussion, because there's going to be a need
16 for innovative thinking to come up with some way to
17 generate additional resources for transit. So it's
18 not an endorsement, it's just to say it's out there,
19 it's something that is gonna be considered and it's
20 good that people are thinking about, alright, what
21 can we do differently to fund transit.

22 CO-CHAIRPERSON RODRIGUEZ: Thank you.

23 CHAIRPERSON GARODNICK: Thank you, Mr.
24 Chairman; we're now gonna go to our colleagues,
25

2 Council Member Miller, to be followed by Council
3 Member Barron.

4 COUNCIL MEMBER MILLER: Thank you, Mr.
5 Chairman. So, ear full, more than an earful; more
6 than my 30 years that I spent in the MTA; never heard
7 all of this news here, so let's talk about it; let's
8 talk a little bit about the outer boroughs. There's
9 been a lot of talk about East Side access and some of
10 the other long-term projects that are occurring, but
11 very little talk about the other boroughs and as we
12 build out economies and support economies, obviously
13 that's a very important factor. And I also just
14 wanna mention that this is a Council hearing and so
15 we wanna talk about the 51 districts that we
16 represent and those people that we represent; quite
17 frankly, what's going on with the commuter rails is
18 -- they support economies, but there is economies in
19 Southeast Queens, in North and South Brooklyn; South
20 Bronx that bears support as well and that is our
21 concern, quite frankly.

22 You mentioned the No. 7 train, just
23 briefly, as we wanna talk about, and the developers;
24 how is that paid for, the No. 7 and is it completely
25 paid for? What was his plan... [interpose]

2 BILL WHEELER: So the concept is that
3 there are revenues that are generated by development,
4 as different development proposals are issued for
5 different building massing and heights and so forth,
6 and there are various bonuses that are provided -- it
7 was all within the zoning resolution that was passed
8 -- that provide for revenues from those bonuses to be
9 the basis for funding transportation and
10 infrastructure improvements, like there's supposed to
11 be a new boulevard, based on value... [crosstalk]

12 COUNCIL MEMBER MILLER: Were there any
13 bonds involved in that?

14 BILL WHEELER: Pardon me?

15 COUNCIL MEMBER MILLER: Were there any
16 bonds involved in that?

17 BILL WHEELER: So as the revenues have
18 been coming in, the City's been issuing bonds, yes.

19 CRAIG STEWART: This was done completely
20 with the City money.

21 BILL WHEELER: It's the City; it's not...

22 CRAIG STEWART: The City funded all of
23 them, \$2.4 billion... [crosstalk]

24 BILL WHEELER: But yes... yeah, you have to
25 issue...

2 COUNCIL MEMBER MILLER: I get that,
3 [background comment] I absolutely get that and this
4 is the first City-funded project of this manner and
5 particularly this magnitude... [crosstalk]

6 BILL WHEELER: Certainly this...

7 COUNCIL MEMBER MILLER: in my lifetime.

8 BILL WHEELER: Yes. Yes. This is the
9 largest value capture effort... [crosstalk]

10 COUNCIL MEMBER MILLER: So whether or not
11 it is successful and whether or not it becomes that
12 model is really, really important and as of now,
13 where are we; are we, in terms of funding, have we
14 met our projections; are we running over; do we have
15 the sufficient funds or is the City contributing more
16 than they anticipated going in?

17 CRAIG STEWART: We're actually on budget;
18 we expect a small savings on No. 7 line.

19 COUNCIL MEMBER MILLER: Okay. So I wanna
20 talk about buses and how do we provide more immediate
21 relief that does not require major long-term
22 infrastructure. Obviously some of it requires
23 infrastructure, as in my district and specifically,
24 the Jamaica Depot, which was built in 1940 that
25 services about 70 percent of Southeast Queens,

1
2 operates at about 75 percent of capacity necessary to
3 service Southeast Queens and because of that we have
4 long lines, overcrowded buses and we have an
5 unregulated, illegal van industry that operates
6 because of they; they do not provide the safe,
7 reliable, accessible service that the MTA Transit
8 does, but certainly I think because of the lack of
9 service being provided for the MTA has allowed this
10 industry to proliferate. So on that issue, we know
11 that there's \$15 billion that is not funded in the
12 budget and this depot has been in the budget four or
13 five times in the past; do we make it through this
14 time?

15 DAVID HENLEY: Yes, this is one of our
16 highest priorities; certainly one of Department of
17 Bus' highest priority, so I would say this is good to
18 go.

19 COUNCIL MEMBER MILLER: I think Lois
20 wanted to add something.

21 LOIS TENDLER: As we spoke about this
22 last time, Councilman, we've actually, moving ahead
23 with the acquisition process, acquiring the
24 properties around the depot, that's been moving well
25 and we're ready to go. We need money... [crosstalk]

2 COUNCIL MEMBER MILLER: 'Kay...

3 LOIS TENDLER: from the plan, but we're
4 doing everything possible to be ready to get into
5 [bell] do it as soon as we have a new plan.

6 COUNCIL MEMBER MILLER: Okay. And one
7 more question. The delivery of the buses, we
8 recognize that buses are short throughout the entire
9 city; that there are long lines not just in my
10 district, but throughout the City in New York and
11 considering that 70 percent of my community takes a
12 bus to the train in the morning, when can we expect
13 those new fleets of buses?

14 LOIS TENDLER: Uhm... [crosstalk]

15 DAVID HENLEY: Uh... Go ahead.

16 LOIS TENDLER: We have a 1,000 buses on
17 order, 690 of them -- Nova's gonna give us 414
18 beginning in May 2015 and their delivery schedule
19 goes to May 2016, New Flyer's producing 276 of them;
20 they will start arriving in February 2015 and will
21 extend to October 2015. There are 300 express buses
22 on order; they're coming in.

23 COUNCIL MEMBER MILLER: So the earliest
24 will be February 2015?

25 LOIS TENDLER: Yes.

2 COUNCIL MEMBER MILLER: Okay. And I'm
3 sorry; in terms of expanding express bus service,
4 does that require the aforementioned survey or study
5 that had been done in other places? In other words,
6 we wanna expand, we wanna run service...

7 LOIS TENDLER: The replacement, right?

8 COUNCIL MEMBER MILLER: throughout the
9 day; does that require... or do we just look at the
10 fare box?

11 LOIS TENDLER: The express buses that are
12 on order are for replacement... [interpose]

13 COUNCIL MEMBER MILLER: No. No. No, I'm
14 talkin' about expanding express bus service.

15 LOIS TENDLER: I think that comes out of
16 the operating budget.

17 COUNCIL MEMBER MILLER: Okay, Peter.

18 PETER CAFIERO: [background comments] In
19 general we look at... we have guidelines to make sure
20 we're equitably applying service throughout the City,
21 both in terms of loading passengers per bus in that
22 case and span of service; we have no plans at this
23 point to expand that I'm aware of, but we can
24 certainly... if you have a specific route... I assume...
25 now some of those routes are MTA bus, which is a

2 sister company to the New York City Transit, but
3 together -- the ones in Southeast Queens on the
4 Transit side have had some declining ridership and
5 it's one of the things that I'd like to personally
6 take a look at and see if there are ways that we can
7 look at that to strengthen those routes.

8 COUNCIL MEMBER MILLER: So.. I'm sorry,
9 Chair -- very specifically, why are there the express
10 buses that operate out of Southeast Queens just about
11 the only expresses buses that don't run full day
12 service, they don't weekend service, they drop you
13 off; they pick you up, considering that everyone in
14 that community takes a bus to the train that is
15 certainly a viable option alternative? They do it in
16 other communities.

17 PETER CAFIERO: Right. I mean I think
18 that's something we have to take a look at. There's
19 historical reasons that MTA bus routes run different
20 spans of service that I can't talk to; in Staten
21 Island I know that we have.. there are many routes
22 that are rush hour only and there are some that are
23 full day; it's certainly something we can look at on
24 the... Is there a specific route you want me to look
25 at?

2 COUNCIL MEMBER MILLER: How long have you
3 been in this position?

4 PETER CAFIERO: I've been eight years in
5 this position, but in terms of... [interpose]

6 COUNCIL MEMBER MILLER: In your position
7 that you currently hold?

8 PETER CAFIERO: Yes. Right.

9 COUNCIL MEMBER MILLER: 'Kay, this is
10 long overdue; we should really have a chat about
11 that. And in terms of communication within your
12 department, I know that I have had many, many
13 discussions that we have actually had reports done
14 and briefings and spoke with Operations Planning
15 about delivering these services and this is the first
16 you're hearing about it?

17 PETER CAFIERO: We continue to look at
18 bus ridership and we adjust service to meet our
19 guidelines.

20 COUNCIL MEMBER MILLER: And you think
21 that the service is sufficiently adjusted now?

22 PETER CAFIERO: I believe that the
23 service... the capacity is sufficiently adjusted; one
24 of the things that we have just gotten with Bus Time,
25 which in Queens just rolled out in the last eight or

2 nine months, is now giving us a lot better
3 information on the running times, the travel time
4 from one end of the route to the other, which then
5 translates into how well the service actually
6 operates in the field and we are in the process now
7 of making those adjustments to get the schedules more
8 in line with actual conditions; in the past we were
9 only able to do that by having a person on the bus
10 surveying every couple of years; now we can look at
11 every day's worth of data and so I think in Queens in
12 particular, Queens and Brooklyn, which just got Bus
13 Time in the last eight months, you will start to see
14 in the next year or so improvements in the bus
15 schedules and the operations in those that somewhat
16 of what we were able to deliver in the three boroughs
17 at that bus time several years prior. So we'll get
18 more accurate data on the travel times and that will
19 help translate into better service out in the..

20 [interpose]

21 COUNCIL MEMBER MILLER: So fare boxes,
22 dispatchers; traffic checkers, they're no longer in
23 the equation?

24 PETER CAFIERO: We look at all sources of
25 data; this is just an additional, really large amount

2 of data that we can look at on travel times. We
3 still have a significant traffic checker population
4 that we will continue to make full use of; there's a
5 lot of information that can only be gathered from a
6 human perspective, but we supplement it with the new
7 data sources that we have.

8 COUNCIL MEMBER MILLER: Thank you, Peter.

9 CHAIRPERSON GARODNICK: Thank you,
10 Council Member Miller; now Council Member Barron.

11 COUNCIL MEMBER BARRON: Thank you, Mr.
12 Chair. I wanna thank the panel for coming. I
13 represent the East New York section of Brooklyn
14 [background comment] and we're serviced by the A
15 line, the No. 3 and the L line. I've been told that
16 the No. 3 elevated line, which is Sutter, Saratoga,
17 Rockaway, Junius; Livonia, will be having a major
18 overhaul, so I wanted to know; is that in fact the
19 case and when we can expect to see that and what will
20 it include?

21 LOIS TENDLER: Hi. Yes, the renewal; I
22 mean David spoke a little bit out how we don't do
23 station rehabs anymore, but renewals are our new
24 rehabs and the renewal project for the 3 line, for
25 the New Lots line is in the current funded plan, so

2 I, Councilwoman, need to just check; I believe the
3 job has been awarded; I believe we've been to
4 Community Board 5. I don't have... each station's
5 scope is somewhat different, although they include
6 canopies, they include stairs, they include platform
7 edges; I'll have to get you the individual scopes for
8 the stations.

9 COUNCIL MEMBER BARRON: Okay. I'm on the
10 clock, so...

11 LOIS TENDLER: Okay.

12 COUNCIL MEMBER BARRON: I'm gonna move
13 quickly. We've heard about the expansion of the
14 Fulton Center; we know that there were connections
15 expanded at Jay Street; Borough Hall so that there
16 was an ease of making connection [background comment]
17 between lines. For as long as the L has been there,
18 there's a juncture at the L train and the No. 3 at
19 Junius; [background comments] it is an extremely high
20 station because one train line is crossing over the
21 other. Up until about perhaps 35 years ago, there
22 was a free transfer point; as we're talking about
23 assisting people to get into work and making it
24 easier and cutting down on the travel time and as
25 we're talking about how fantastic the L line is, how

2 can you not make provisions for people on the No. 3
3 to connect to the L train, which is your premiere
4 train that you talk about? So how can you deny
5 persons the ability to have a free transfer point
6 that did historically exist and has been shuttered.
7 You talk about the expense of building a platform,
8 well here's a site where everything is there, it just
9 needs to be rehabbed, updated so that that connection
10 can take place. And why is that my community is not
11 on the drawing board to assist them in that capacity
12 to make a free transfer between those two lines?

13 LOIS TENDLER: Councilwoman, we've
14 discussed this before... [crosstalk]

15 COUNCIL MEMBER BARRON: Right; it's
16 unacceptable, so I wanna hear from the top.

17 LOIS TENDLER: From somebody else? Okay.

18 COUNCIL MEMBER BARRON: Yes. Why?

19 [background comment]

20 BILL WHEELER: I think that... I mean it's
21 a great question, 'cause I've been out there myself;
22 I wasn't aware there was a free transfer there at one
23 time... [interpose]

24 COUNCIL MEMBER BARRON: Yes, there was.

2 BILL WHEELER: to latter [sic] one and
3 then to the other.

4 COUNCIL MEMBER BARRON: Now you have to
5 go out if you want to connect, but at one time --
6 there is still a passageway that exists, although
7 it's been closed, that connects the L with the 3;
8 it's been a request of the Community Board for at
9 least 25 years to restore that connection...

10 [crosstalk]

11 BILL WHEELER: Right.

12 [background comment]

13 COUNCIL MEMBER BARRON: and we feel that
14 it's an injustice to our community, we think we're
15 being underserved, [background comment] and it's
16 there, it just needs to be rehabbed.

17 CRAIG STEWART: We'll take another look.

18 COUNCIL MEMBER BARRON: Thank you. What
19 are we doing about the incidents of rodents and
20 critters that are running around? I've been told
21 that one of the methods is to reduce the number of
22 containers, to reduce the trash so that we're not
23 attracting rodents; is that still one of the ways
24 that we're addressing that problem?

25 [background comments]

2 CRAIG STEWART: Yeah, I know a little bit
3 about that; not a lot. I know that we have been
4 engaging a campaign to seal off refuse room so that
5 they can't get in there and put the refuse behind
6 doors and seal it. We also put down various things
7 that kill rodents or make them go away, sterilize
8 them; we're also working with a product, a company
9 that does sterilization of rats, which is not
10 actually on the market yet; we're testing the product
11 and evaluating the project... [interpose]

12 COUNCIL MEMBER BARRON: Okay. My time is
13 running; I just... it may be out... oh no, it's running
14 down... two more quick questions. The lighting, [bell]
15 on the L line at New Lots, there is an overpass which
16 has, to my understanding, no lighting at all, so I
17 did address the question to the previous panel and
18 they referred me to you. Also, continuing on the L
19 line, as it goes over Linden Boulevard there's
20 inadequate lighting, so is that your responsibility
21 to look at that to see how that can be done?
22 [crosstalk]

23 CRAIG STEWART: We can... We can pass it on
24 to either our maintenance division or our capital
25 unit; we'll take a look at wholesale lighting

1
2 replacement, but we'll pass it on and we'll take a
3 look at it.

4 COUNCIL MEMBER BARRON: Great. And
5 lastly, as you may know, there's a whole community
6 growing and developing at Gateway II and there is a
7 bus that's been instituted to provide that service,
8 but we're expecting thousands of people to come, the
9 development is there, the housing is going up and we
10 wanted to know how, going forward, we will be able to
11 make sure that that area, which as you know has no
12 service beyond the last stop of the No. 3; it depends
13 on buses; how can we be sure to address that issue?

14 PETER CAFIERO: We have been working with
15 the developer of the mall; it's actually an
16 interesting case study; the first phase of the mall
17 the developer really didn't wanna participate with
18 us; then after it opened, 'cause they are usually
19 from out of New York City; don't understand the way
20 the city works; then they realized they needed
21 transit, so as they expanded the second phase of the
22 mall they constructed a bus terminal for us that we
23 are now using; as part of the service, some of the
24 new services we put in, I think two years ago we
25 added a bus from the end of the No. 3 train down to

2 near that area; as the housing develops, we will
3 continue to respond to it; some of the streets are
4 still not fully connected yet, so as all of that
5 works out and as ridership grows on the routes we
6 have, we will continue to look at it.

7 COUNCIL MEMBER BARRON: Thank you.

8 CHAIRPERSON GARODNICK: Thank you,
9 Council Member Barron. And let me finish up with a
10 few final questions, although I held off before, so
11 there are a couple big picture and then some follow-
12 ups.

13 We had the conversation at the capital
14 budget hearing about the gap in the capital budget,
15 so I'm not gonna go too deep in to that, but
16 obviously it feels a little pie in the sky for us to
17 be talking about all of the various visions and
18 plans, etc. with a \$15 billion gap, so we'll just put
19 that aside for the moment. [background comment] But
20 I am interested in knowing whether or not the MTA has
21 its own internal list of what projects are funded at
22 the level that they are funded with the \$17 billion
23 as opposed to the \$32 billion.

24 CRAIG STEWART: Actually we don't,
25 because the money... that's money over a five-year

2 period and we would have to... you know, we don't know;
3 a lot of it's projections, so like the federal piece
4 is projected, the city piece is projected; we don't
5 know where we stand with these dollars. We do have
6 priorities that we sort, but in terms of a formalized
7 list of project that would get funded if only the \$17
8 billion came through -- no, we do not have a
9 finalized list.

10 CHAIRPERSON GARODNICK: Let's talk about
11 CBTC just a little bit more and part of this is my
12 own lack of understanding of the issue and certainly
13 if I have a lack of understanding, I'm sure a lot of
14 people have a lack of understanding here about what
15 exactly it does; how it operates; how it makes the
16 system more safe or reduces maintenance costs. Can
17 you just say a little bit more about this; obviously
18 [background comments] MTA's been under some criticism
19 from the Regional Plan Association and Citizens
20 Budget Commission about the slow pace of
21 installation, [background comment] but can you help
22 us understand the benefit of installation here?

23 CRAIG STEWART: Sure, I'll start off and
24 then Peter will join me. First of all, what we have
25 now is a fixed block system, so a train cannot enter

2 a block if another train is within that block, so the
3 difference between what we have now and CBCT
4 technology; it allows trains to move closer together
5 by allowing... and in a safe way so that they are
6 communicating with each other, train to train
7 communications and train to wayside communications,
8 so it allows what we call a moving block; a train can
9 get very close to another train and still operate a
10 safe operating distance, as opposed to a whole block
11 away that we currently are constrained with with our
12 existing signal system. The margins of safety tend
13 to be improved because they are communicating to each
14 other and they are communicating to wayside, so we
15 get improved, accrue safety, the capacity, we can add
16 more trains because trains can run closer together.
17 Peter; you wanna add... [crosstalk]

18 PETER CAFIERO: Right and generally they
19 can also operate a little bit faster, safely, than
20 they do now because we... it directly controls the
21 speed of the train, not having to work through really
22 what was the state of the art for the 1900s
23 technology, it really allows the service. We've seen
24 on the L, we've actually been able to provide more
25 service and faster service. It also allows us

2 flexibility, so it basically gives you the same
3 signaling system either direction, any section of
4 track. So those are things that could be provided
5 with the older technology, but at great expense; this
6 basically gives that flexibility everywhere.

7 CRAIG STEWART: And because we have all
8 of this communication going about, knowing where our
9 trains are and being able to communicate with our
10 customers, also helps our recovery; in the event that
11 there's an incident we can recover much faster with
12 this information.

13 CHAIRPERSON GARODNICK: It's an automated
14 system; is that how it allows it to move closer
15 together?

16 CRAIG STEWART: Yes.

17 PETER CAFIERO: Well there's actually... So
18 CBTC itself is the signaling system; it can be
19 automated, it can be manually driven; it's the way
20 that the safety is ensured and it communicates with
21 the train, either the vehicle itself or the driver.
22 These systems that we're procuring include automatic
23 train operation; they'll still have a driver, but
24 normal operations will be done automatically, which
25 also allows a bit enhancement in capacity.

2 CRAIG STEWART: The train basically
3 berths itself and the train operator, the conductor,
4 can open the doors and close the doors and then hits
5 a button and the train accelerates to appropriate
6 speed on its own.

7 CHAIRPERSON GARODNICK: What about
8 maintenance costs? I noted that the MTA believes
9 this will reduce maintenance costs... [interpose]

10 CRAIG STEWART: Yeah. We think we have
11 significant reduction in cost because we don't have
12 as much wayside equipment. Maintaining equipment on
13 the right-a-way is a very expensive proposition for
14 us; you have to flag, you have to have diversions of
15 service and you have to have lots of maintenance
16 personnel to enact your repair [background comment]
17 and replacement within that certain timeframe. So
18 with less equipment on the wayside we have less
19 expenses and less disruption.

20 CHAIRPERSON GARODNICK: Why do you need
21 less equipment out there with CBTC?

22 PETER CAFIERO: Basically it's moving the
23 signals from the track and adjacent to the track
24 really onto the train itself, so there's -- I don't
25 know if there's one for one, but there's more

2 equipment on the trains, but those trains at night go
3 to the yards or the shops and they can be fixed
4 there.

5 CHAIRPERSON GARODNICK: Let's talk about
6 the zoning and planning question just a little bit
7 more [background comment] for a moment. It's my
8 sense that there is some limited conversation that
9 exists between MTA and the Department of City
10 Planning and the other various agencies out there,
11 but there are a couple of realities that exist; one,
12 we heard from Council Member Barron about how do you
13 anticipate or how do you deal with the anticipated
14 growth in an area like Gateway II and the other -- I
15 think is sort of the mirror image question is; are
16 there lines, subway or bus, that are currently under
17 capacity today which could be an opportunity for us
18 to sort of direct zoning changes so as to be able to
19 make use of existing capacity? [background comment]
20 Can you deal with the mirror image portion of that
21 question for a second as to whether there are bus
22 lines or subway lines today that are currently under
23 capacity?

24 PETER CAFIERO: Capacity is interesting
25 and many people think of capacity on the trains, what

1
2 we call the line haul capacity; clearly the 4 and the
3 5 and the E and the F are -- or particularly the E --
4 are at or above guidelines; the 2 or 3 coming down
5 from the Upper West Side is close to that. There are
6 many lines in the system that have capacity to add
7 more people on the trains or more trains on the
8 tracks, but in many cases there are station capacity
9 issues that would also need to be looked at. So some
10 parts of the city where there is room for growth on
11 the tracks themselves, we would still need to be
12 working with the City on how to address some of the
13 station issues. As I think Bill Wheeler mentioned
14 before, there are a number of stations that were
15 built in what were once very quiet or industrial
16 neighborhoods that are now turned into active 24-hour
17 residential areas -- Bedford Avenue on the L is a
18 classic one where it's a very small station that is
19 extraordinarily well-used and crowded, and there are
20 many examples.

21 CHAIRPERSON GARODNICK: Are there
22 examples of both trains and stations that exist that
23 are under capacity today; if you can't have one
24 without the other to be fully defined under capacity,
25 are there [background comment] such that exists?

2 PETER CAFIERO: Yes, there certainly are.
3 In terms of lines, most of our lines in Southern
4 Brooklyn have additional room for growth, for
5 example, and that's not to be an exhaustive list, but
6 just as an example, and there are many of those that
7 have stations that have additional capacity but
8 others that we would have to look at on a case by
9 case basis.

10 CHAIRPERSON GARODNICK: And what about
11 buses?

12 PETER CAFIERO: In the case of buses, we
13 generally scheduled buses towards the level of
14 ridership, so until you get to an extremely heavy
15 route, you basically can add more bus service, buses,
16 as long as we have the funding to acquire vehicles
17 for growth. But again, we work with the City on
18 developing the SBS network to try to improve the bus
19 system.

20 CHAIRPERSON GARODNICK: Going back to Mr.
21 Wheeler's testimony about growth in particular
22 industries, like healthcare or education;
23 hospitality, where there's different jobs with
24 unconventional work hours... [interpose]

25 BILL WHEELER: Work hours, right.

2 CHAIRPERSON GARODNICK: prescribed them;
3 how has the MTA taken steps to try... or has the MTA
4 taken steps to try [background comment] to deal with
5 those changes in the local economy so as to ensure
6 that we are staying on pace with what is actually
7 happening out there?

8 BILL WHEELER: I think that -- the thing
9 that comes to mind with me is the whole Fast Track
10 program, because a lot of these jobs are sending
11 people to work very late at night and -- particularly
12 the healthcare jobs -- and the Fast Track program was
13 set up to do the work more extensively, and both
14 Peter and Craig can talk about it, quicker, because
15 they wanna travel when we're doing our work and so
16 the Fast Track program was set up to get the work
17 done faster so you can have more service out there
18 when you need it in these late hours. That's the
19 thing that comes to my mind is... [interpose]

20 CHAIRPERSON GARODNICK: How 'bout service
21 changes?

22 BILL WHEELER: Service changes? The
23 biggest thing that these millennials want is
24 information and they're the ones that are in the
25 industry now and so the faster we can get the Wi-Fi

1
2 in the stations and the more apps we can give them to
3 know where the service is and when it's coming; what
4 the status is, the better. There is this ferocious
5 appetite for technology and that's what they want,
6 information, information, fast, fast, fast. Because
7 a lot of the trips that are planned, and I'm not
8 talking about work trips now, and I can say this
9 'cause I have two millennials in my family, that it's
10 just in time event planning for this generation and
11 they're on the system, they love the subways, they're
12 on it all the time for all sorts of reasons, but they
13 actually plan their routes very quickly, they plan
14 their events very quickly and so they wanna know if
15 something's happening overnight or on the weekend
16 around service. Up until a few years ago, we didn't
17 have a separate map for weekend service on the
18 subway, if you think about it, we never did and now
19 we do and that's a way of them knowing how to get
20 around on the weekends, 'cause the weekends are... the
21 weekend now, we're at 1950 or 1949 levels on
22 weekends; we've never had so many people on the
23 weekends. So it's technology and it's can we do the
24 work faster and more efficiently so we can have more
25 service late at night.

2 CHAIRPERSON GARODNICK: I understand some
3 of the improvements that you all are anticipating
4 with regard to CBTC; there are also some rather old
5 train cars that are still out there on the lines,
6 particularly the C train still has some cars which
7 were constructed in the 1960s, I understand; is that
8 accurate?

9 [background comment]

10 CHAIRPERSON GARODNICK: The MTA is still
11 planning to introduce new cars to the C line in or
12 before 2017; is that right?

13 [background comments]

14 CRAIG STEWART: I don't know where
15 they're going to be deployed. We're replacing the
16 R-46 cars in this program with about nine hundred 211
17 cars and these are B Division cars.

18 PETER CAFIERO: But we have -- to your
19 question, the R-179s which actually are coming in
20 before that, [background comment] are the ones that
21 will replace the cars on the C [background comment]
22 and add more cars for growth on the J and L as well.

23 CHAIRPERSON GARODNICK: Which are the
24 ones that I'm referring to; you just threw a lot of
25 numbers at me... [crosstalk]

2 PETER CAFIERO: It'll be... So the R-32s
3 are the first stainless steel cars; they have the
4 corrugated side; they date back to 1964, so almost as
5 old as I am, and yet they are still operating... they
6 operate and we continue to maintain them, but we have
7 cars on order to replace them.

8 CHAIRPERSON GARODNICK: Is there any
9 limitation to adding the technology that you
10 described to a train that was built in 1960?

11 PETER CAFIERO: Right. The CBTC
12 equipment basically requires transit -- were
13 purchased really after about the year 2000, so we
14 have a plan to roll out, as we roll out the system,
15 we would do it in conjunction with the cars that were
16 purchased before then; some of them of which will be
17 around into the mid to late 2020s, the ones that were
18 bought in the 1980s.

19 CRAIG STEWART: But we are challenged to
20 add other types of technology. For instance,
21 communication systems; very difficult to retrofit old
22 cars with new communication systems, so it's a
23 challenge to us, we will be looking at doing some of
24 that; midlife cars, cars that are 20 years old that
25 have another 20 years to go, but we're not looking at

2 cars that are approaching 40 years of age to retrofit
3 them, we'll retire... [interpose]

4 CHAIRPERSON GARODNICK: And the
5 percentage of the system that still has the R-22
6 stainless steel 1960s cars; what percentage, would
7 you say?

8 [background comments]

9 PETER CAFIERO: It's R-32 and..
10 [crosstalk]

11 CHAIRPERSON GARODNICK: 'Kay, R-32.

12 PETER CAFIERO: we'll have to get you the
13 percentage; they're only on the C and occasionally on
14 some other routes to backfill or during the summer we
15 move some cars around for maintenance reasons, but
16 largely confined to the C right now.

17 CHAIRPERSON GARODNICK: Track
18 maintenance, the capital plan noted that there was
19 going to be 16 additional miles over the five-year
20 period for track maintenance over, I think over and
21 over what is ordinarily done; I'm having trouble
22 discerning whether it was 16 miles in total or 16
23 miles in addition to the 42 miles per year that are
24 ordinarily done. Can you shed any light on that?

25 [background comments]

2 PETER CAFIERO: I'm sorry, but the
3 capital program would have... [interpose]

4 CHAIRPERSON GARODNICK: Rail is what I'm...
5 continuing rail to rail.

6 PETER CAFIERO: Oh, continuous rail to
7 rail. That's an expansion.

8 CHAIRPERSON GARODNICK: An expansion,
9 [background comment] but an additional 16 miles?

10 PETER CAFIERO: Yes. Yes.

11 CHAIRPERSON GARODNICK: Okay. Last two
12 questions for me are for Mr. Wheeler on the subject
13 of resiliency. You noted the Mott Haven issue in
14 particular...

15 BILL WHEELER: Yeah.

16 CHAIRPERSON GARODNICK: with Metro North;
17 I didn't know if there was anything in the capital
18 budget that deals with what you described as for the...

19 BILL WHEELER: Cloud bursts.

20 CHAIRPERSON GARODNICK: cloud bursts and
21 the perfect storm, if you will, confluence of a lot
22 of different Metro North trains at Mott Haven; is
23 that being addressed in any way for that particular
24 location...? [crosstalk]

25

2 BILL WHEELER: There are some drainage
3 strategies that they're trying to use in the Mott
4 Haven area, working with the City, but the point I
5 was trying... and I'm sure there are others in the
6 transit network and they can talk about that. I
7 think that the main point about the Metro North
8 project is that all your resources are in one
9 location, but the Long Island Railroad, for example,
10 we can get in and serve customers to the city in
11 several different places -- in Brooklyn, in Queens --
12 we can't do that with Metro North. So it's really
13 getting in to serve the boroughs of the City, well
14 particularly the Bronx and Manhattan, with another
15 way when the way that all of your other resources go
16 is not available. And as I say, the climate issue
17 really brought this whole realization front and
18 center, so I think in the Governor's 2100 Commission
19 Report on climate change it talks a lot about the
20 project.

21 CHAIRPERSON GARODNICK: Lastly, you
22 mentioned the Reinvent Commission...

23 BILL WHEELER: Yeah.
24
25

2 CHAIRPERSON GARODNICK: I don't know the
3 details of the Reinvent Commission; can you say a
4 little bit more about what that is?

5 BILL WHEELER: Really, when we were... the
6 Governor appointed a commission to look at the way we
7 operate; the way we do things, to come up with
8 recommendations really at the same time that we were
9 coming up with the request for more capital
10 resources, to parallel that. I think that the
11 recommendations are supposed to come out any time
12 now; they took a lot of testimony over a three-month
13 period during the summertime, a lot of experts came
14 in; there, on the commission, are some people from
15 overseas, from some of the systems over there,
16 everything from how can you build something faster
17 to, you know, are there different ways to track the
18 condition of your capital plan -- everything was on
19 the table -- are there different ways to fund the
20 transit system. Although as I say, it's tough to
21 transfer experience from a European city to here
22 because our nation doesn't have the national priority
23 that European nations do. So anyway, those
24 recommendations are supposed to come out soon.

2 CRAIG STEWART: Yeah, they are. Yeah,
3 the primary focus of the commission... the commission
4 was established by the Chairman of the MTA, at the
5 request of the Governor and the primary focus of the
6 commission will be demographic growth, as well as
7 climate change, so those are the two items that they
8 were asked to focus on and will be the primary focus,
9 but everything was open to review, so they'll be
10 coming out with their report we believe soon. A
11 preliminary report will be issued first, I believe
12 and then the final report.

13 CHAIRPERSON GARODNICK: Thank you very
14 much.

15 CO-CHAIRPERSON RODRIGUEZ: Thank you.
16 The \$32 billion capital plan for the MTA I assume
17 will be very critical to upgrade out public
18 transportation and raising the \$15 billion gap is
19 something that for the next couple of months is gonna
20 be one of the more challenges for us, led by the
21 Agency, to see how we can raise the revenue. How
22 much has the private sector been engaged in this
23 discussion to be partners helping us to raise those
24 \$15 billion?

2 CRAIG STEWART: Well the dialog began
3 when we put out the capital program, the book and we
4 are in the process of engaging the private sector;
5 we'll be meeting with the Building Congress soon and
6 others that are stakeholders in this and it's just
7 beginning, but we're beginning to meet with them on
8 an active basis and trade ideas and hear from them.
9 So they have an interest in this; they are
10 stakeholders in this, so they wanna be heard and we
11 wanna hear them.

12 [background comments]

13 CO-CHAIRPERSON RODRIGUEZ: ...sector,
14 including the hotel industry and everyone; as I said,
15 like a city that is receiving 52 or 53 million
16 tourists every year, or about 50 average year is
17 like... the public transportation system is very
18 important...

19 BILL WHEELER: Yeah, very important...

20 [crosstalk]

21 CO-CHAIRPERSON RODRIGUEZ: and the type
22 of tourism that we get here is the same type of
23 tourism that go to Europe; they go to different
24 places, and they compare, [background comments] so no
25 doubt that we have a great city, but in order to

1
2 continue being the capital of the world we have to
3 look at transportation as [background comment]
4 something that is important, only because it is nice
5 to have all our stations that look nice and clean,
6 but also, as the information says, per \$1 billion
7 that we invest, we create 30,000 jobs in the city.
8 [background comment] So this is also important for
9 our economy. In that matter, when we disclosed the
10 capital plan, one of the questions that I asked was
11 about; what is the contribution that the MTA is
12 expecting to get from other cities; from other
13 counties, such as Long Island, since we have the Long
14 Island Railroad, that is very important for New
15 Yorkers that they go to Long Island, but it's very
16 important; [background comment] it's needed for
17 people who live in Long Island, that they use the
18 Long Island Railroad to come and work in the city.
19 So as we expect New York City to increase their
20 contribution, is the MTA also having conversations
21 with the outer borough who benefit from the Metro
22 North, Long Island Railroad and the whole system so
23 that they can share the investment [background
24 comment] that the MTA needs, especially getting those
25 \$15 billion?

2 CRAIG STEWART: Yes, we are engaging many
3 of our stakeholders and beneficiaries who are all
4 over the region; you also have the Payroll Mobility
5 Tax, where they also contribute. So we have an
6 ongoing dialog with them, we're beginning to meet
7 with them on a regular basis and we do ask them about
8 additional contributions to our program.

9 CO-CHAIRPERSON RODRIGUEZ: But I see New
10 York City contributes in different ways too; when we
11 do our personal taxes, there's also a small
12 percentage that also goes to the public
13 transportation investment. So we also own many of
14 those lands that we lease to the Port Authority and
15 other entities that also use those lands that we own
16 to run those services. So we expected that Long
17 Island and other suburbs also beat on the table,
18 increasing their contribution too [background
19 comments] in order for us to get those \$15 billion.

20 CRAIG STEWART: We agree.

21 CO-CHAIRPERSON RODRIGUEZ: So my last
22 question is about the Metro North. As you know, the
23 City also contributes to the Metro North to keep the
24 maintenance of those stations that we have in the
25 city, so we also have that particular interest,

2 because we are responsible for the maintenance of the
3 Metro North. With the accident that happened... Let me
4 go back. Please, can you describe your overall
5 effort in complying with the NTSB safety
6 recommendation regarding the five recent incidents on
7 Metro North?

8 [background comments]

9 BILL WHEELER: I don't really... it's not
10 really my area.

11 [background comments]

12 CRAIG STEWART: It's not my area either,
13 but I believe... first of all, we've complied with all
14 of their recommendations; PTC is one of their
15 recommendations and we're moving forward with that,
16 [background comments] we have a safety person that
17 came on who heads up all of the MTA safety... there any
18 other? You know, I do know of a few, but I'm not
19 prepared to speak to it; we'll get the right
20 information to you from the right person; we are not
21 the right people for that.

22 CO-CHAIRPERSON RODRIGUEZ: You know the
23 lack of Positive Train Control installation
24 [background comment] could have saved four lives in
25 the Metro North accidents.

2 CRAIG STEWART: That's what the PTSB
3 report said, I believe.

4 CO-CHAIRPERSON RODRIGUEZ: Well also, the
5 federal government already gave a timeline...

6 CRAIG STEWART: Yes.

7 CO-CHAIRPERSON RODRIGUEZ: for the Metro
8 North to install the Positive Train Control
9 installation that will allow the train to reduce the
10 speed limit if a conductor falls asleep. [background
11 comment] So how are we doing through the Long Island
12 Railroad and the Metro North to deliver on time the
13 installation of those two that will be critical for
14 the safety of the Metro North and the Long Island
15 Railroad?

16 ADAM LISBERG: Chairman, this is Adam
17 Lisberg; I'm the Director of External Communications
18 for the MTA. This is not a core competency of any of
19 us up here, including myself, 'cause these folks are
20 all from Transit or from Planning and Capital
21 sections, but I can tell you that both of the
22 railroads are moving at the fastest possible speed to
23 implement Positive Train Control; it's an effort that
24 has... throughout the railroad industry you will hear
25 discussions of how it has been almost impossible to

2 meet the statutory deadline, because even when the
3 money is there, and the money has never been an
4 object for the MTA, even when the project is fully
5 scoped out, because it's immensely complicated,
6 simply buying the radio spectrum to have the trains
7 communicate with each other and with the central
8 system has been a torturous, expensive and in some
9 cases impossible to complete projects, so it's very
10 complicated; the MTA, both railroads are moving as
11 fast as possible; we have a new chief safety officer
12 whose hiring was announced last week and part of that
13 person's job will be to coordinate those efforts;
14 make sure that if Metro North is doing some aspect
15 better than Long Island Railroad; Long Island
16 Railroad catches up as well. That's just one of many
17 safety efforts and safety improvements that the
18 railroads are putting together and we can provide you
19 with a lot more information on that if you need it.

20 CO-CHAIRPERSON RODRIGUEZ: Let's hope
21 that we advocate together and be sure that we get the
22 installation of those two new tools that can save
23 life, and as you know, based on the National
24 Transportation Safety Board, nationwide we will not
25 be able to install the Positive Train Control

2 installation on the deadline; not only New York City;
3 not only in the Metro North; not only in the Long
4 Island Railroad, but in most of the cities where the
5 federal government has mandated the installation of
6 those two, they know that based on the data that they
7 have we will not be able to see those installed by
8 the deadline; I believe it's 2016; I don't recall the
9 year right now, but I just hope that working together
10 we get the installation of those tools that can save
11 life; [background comment] like I said, automatic
12 tool that will reduce the train... if the train is
13 going over speed limit in those locations, especially
14 if a conductor falls asleep because of a medical
15 reason or other reason, for the train to be able to
16 automatically stop and reduce is very important.

17 CRAIG STEWART: Yes, we're doing all that
18 we can; we've even provided incentives in the
19 contract to do the work faster, but you're right,
20 it's a challenge.

21 CO-CHAIRPERSON RODRIGUEZ: My last
22 question is about -- since you know when we discussed
23 our vision, it's not only the capital when it comes
24 to building, but also the human part. So what is the
25 status of the collective bargaining on the Metro

2 North property, since 60 percent of the labor union
3 has yet to agree to terms?

4 [background comment]

5 CRAIG STEWART: I don't think any of us
6 here have been involved; I don't know the status,
7 sorry; I can't answer. I can...

8 BILL WHEELER: We can get you an update.

9 CRAIG STEWART: go back and...

10 BILL WHEELER: Yeah.

11 CRAIG STEWART: get information from our
12 labor relations people.

13 CO-CHAIRPERSON RODRIGUEZ: Okay. And for
14 the record, in the last capital hearing we had a
15 question related to the capacity for the Agency to
16 deliver the capital project on time and again, if the
17 MTA is able to get their five-year, \$32 billion
18 capital project, is the Agency and the private sector
19 ready to deliver the project on time?

20 CRAIG STEWART: That's something that we
21 consider even in the development of this program.
22 Right now, with the Sandy money, the total value of
23 our program is about \$35 billion and as we move
24 forward we're delivering those projects. So we think
25 we're positioned well to be able to deliver this; we

2 will deliver over \$6 billion worth of work this year,
3 we have \$6 billion worth of commitments this year, so
4 we think going forward we can deliver this program.

5 CO-CHAIRPERSON RODRIGUEZ: Council
6 Member, 'kay. Inez.

7 COUNCIL MEMBER BARRON: Yes, thank you.
8 One question -- the CBTC model that we talked about;
9 is that the same model that would only have one
10 person in the train?

11 CRAIG STEWART: It's built so that you
12 could actually do a train driverless, but no, we are
13 going with two-person train operation.

14 COUNCIL MEMBER BARRON: Okay. Thank you.

15 CRAIG STEWART: Okay.

16 CHAIRPERSON GARODNICK: Well thank you
17 very much to all of you for your time and your
18 attention today; we look forward to following up with
19 you on a number of the details that we discussed.
20 And with that we are gonna call the next panel for
21 the day, which includes the following people --
22 Salvatore Galletta, from the American Engineering
23 Alliance; Richard, Dick Anderson of the New York
24 Building Congress; Denise Richardson from the General
25 Contractors Association of New York, and Jeff Dugan,

2 from the American Institute of Architects New York,
3 if you all are here.

4 [pause]

5 CHAIRPERSON GARODNICK: Okay, the
6 Building Congress, Dick Anderson was here, but had to
7 leave; he sent testimony for the record; Kathryn
8 Wylde of the Partnership for New York City, why don't
9 we have you come up and join this panel too, and once
10 everybody is settled we will get moving.

11 [pause]

12 CHAIRPERSON GARODNICK: And we're going
13 to do a two-minute clock here, so please do your
14 best.

15 [background comments]

16 CHAIRPERSON GARODNICK: Okay, when you're
17 ready to sit down and start your testimony you can
18 start on the microphone, so and we'll be happy to
19 chat with any of you on an ongoing basis; this is not
20 a one-shot deal, so sir, whenever you're ready.

21 JEFFREY DUGAN: Good afternoon, Chair
22 Rodriguez, Chair Garodnick and Members of the City
23 Council Committees on Transportation and Economic
24 Development. My name is Jeffrey Dugan, AIA, and I am
25 the Co-Chair of the American Institute of Architects

1 New York City Chapter, Transportation and
 2 Infrastructure Committee. The AIA New York is the
 3 largest AIA component in the country, with more than
 4 5,000 members and the voice of the architecture
 5 profession in New York City. Architecture and design
 6 play a key role in every day life of all New Yorkers,
 7 influencing where and how we live and work, the way
 8 we enjoy free time and how we get around town. The
 9 Transportation Infrastructure Committee's mission is
 10 to examine the architecture of and to advocate for
 11 design quality in transportation and infrastructure
 12 projects, the AIA New York Transportation
 13 Infrastructure Committee strong supports the efforts
 14 of New York City Council to assess the impacts of New
 15 York City's failing transportation infrastructure and
 16 work towards solutions to restore, improve and expand
 17 it.

18
 19 Transportation infrastructure, in
 20 conjunction with a set of long-term planning goals
 21 form the basis for resolving many of the challenges
 22 that the City faces today. We must make no small
 23 plans -- I heard that earlier -- to accommodate
 24 projected population growth, provide for continued
 25 economic development of the city, reinforce New York

2 City's status as a creative cultural capital,
3 emphasize common responsibility for social equity and
4 opportunity, improve quality of life for residents,
5 workers and visitors and require environmental
6 stewardship. While the past decade has seen a
7 remarkable collaboration among City agencies, a good
8 part of New York City's transportation infrastructure
9 is planned, maintained and built by entities outside
10 City government. The City must continue to focus on
11 City agency collaboration, reach out to our state and
12 regional federal friends to forge alliances that will
13 benefit all.

14 The interconnectedness of our five-
15 borough city relies on its transportation systems; as
16 the storms Irene and Sandy demonstrated, shutting
17 down those transportation systems [bell] paralyzed
18 the City; paralysis is not good for you and me; not
19 good for the region; not good for our nation, as our
20 economy impacts those beyond our borders.

21 With our heightened awareness of...

22 [crosstalk]

23 CHAIRPERSON GARODNICK: Why don't you
24 wrap up.

2 JEFFREY DUGAN: climate change, and our
3 economic connectedness, we must build upon our prior
4 success to expand bikeways and Bike Share program for
5 greener, more healthy transportation alternatives,
6 continuous state of good repair of New York City's
7 infrastructure, subways, roadways, bridges and
8 tunnels, maintain momentum to complete partially
9 funded infrastructure expansion projects, such as the
10 2nd Avenue Subway and East Side Access, continue to
11 roll out select bus service along heavily traffic
12 corridors, expand public mass transit options,
13 reaching neighborhoods that lack adequate subway and
14 bus access, connecting all the boroughs with each
15 other and of course, incorporate resiliency in all of
16 the projects. Our future challenges us to identify
17 and initiate new planning goals; clearly, we need to
18 improve integration of land use and zoning revisions
19 with transportation planning; while working to
20 increase the availability of affordable housing we
21 must also work to improve and expand public
22 transportation options simultaneously. If you build,
23 they will come, but only if they can get there.

24 The Mayor is committed to achieving zero
25 pedestrian deaths through changes in the design and

2 monitoring of our streets; better designed streets
3 provide all road users with safer, more equitable and
4 efficient communities. When reconstructing and
5 building new streets we should improve storm water
6 management, increase pedestrian resources, expand and
7 refine bicycle paths, improve signage, along with
8 state of the art traffic enforcement and management.
9 [crosstalk]

10 CHAIRPERSON GARODNICK: Let me stop you
11 there and we will pose some questions to the panel so
12 you have a chance to get in the rest of your
13 testimony if you wish, but I wanna make sure we get
14 everybody and adhere somewhat to our two-minute rule.

15 JEFFREY DUGAN: Thank you, Chair.

16 CHAIRPERSON GARODNICK: 'Kay. Thank you.
17 Go right ahead.

18 DENISE RICHARDSON: Thank you for the
19 opportunity to comment today. My name is Denise
20 Richardson; I'm the Executive Director of the General
21 Contractors Association of New York.

22 The GCA's recent report entitled *The Time*
23 *to Think About Infrastructure is While it's Still*
24 *Working* sounds the alarm about the accelerating
25 deterioration of New York's 100-year-old transit,

2 bridge, water and sewer systems, jeopardizing both
3 new infrastructure and the needs of the next century.
4 We have the following recommendations.

5 The City must increase its contribution
6 to the MTA Capital Plan, the City's level of
7 investment in the MTA Capital Plan, except for the
8 funding of the No. 7 line extension, dropped from a
9 high of \$205 million a year in the mid 1980s to a low
10 of \$65 million a year in the early 1990s and 2000s
11 and has leveled off to approximately \$100 million
12 annually in the most recent capital plan. Adjusting
13 these numbers for inflation, if you look at the \$205
14 million level in the 1980s, the current capital
15 contribution from the City to the MTA should be
16 approximately \$470 million a year today in 2014
17 dollars. The City should require the MTA to dedicate
18 this funding toward capital projects, such as station
19 upgrades, signal modernization, new subway cars and
20 buses, all projects that will be of direct benefit to
21 the City's growing neighborhoods and increasing
22 demand for transit. It is particularly important
23 that the City increase its contribution to the MTA
24 Capital Plan, given that in fact the City is the
25 owner of the subway and bus infrastructure.

2 The City should also consider using value
3 capture and tax increment financing to support the
4 continued building of the next phase of the 2nd
5 Avenue Subway and a full-length 2nd Avenue Subway
6 throughout Manhattan. Property values have already
7 increased substantially along the 2nd Avenue corridor
8 and will continue to increase as the project
9 continues. Currently, the MTA plans [bell] on
10 beginning the next phase of 2nd Avenue toward the end
11 of the next capital plan; value capture would enable
12 the MTA to accelerate the capital project.

13 The City should also provide initial seed
14 money for the MTA to begin the planning and
15 environmental studies to provide direct transit
16 access to La Guardia Airport and to explore
17 additional transportation links to Kennedy. These
18 are critical infrastructure needs that will continue
19 to serve the airports and the growing population
20 within the metropolitan area.

21 Finally, I also urge that we look at
22 continued investments in the City's water, waste
23 water and parks networks; these are vital
24 infrastructure systems that serve the needs of the
25

2 growing population and enhance the quality of life
3 for all New Yorkers. Thank you.

4 CHAIRPERSON GARODNICK: Ms. Wylde.

5 KATHRYN WYLDE: Thank you, Chairman
6 Garodnick, Chairman Rodriguez; Council Member Barron.
7 I'm gonna speak just very quickly on behalf of the
8 business community and respond to the question that
9 Chairman Rodriguez raised earlier, which was how
10 involved are we in the transportation planning, from
11 the standpoint of the business community.

12 First of all, we think a robust
13 transportation system, getting people to and from the
14 airports to centers of employment, around the City
15 generally, is a top priority and is the basis for us
16 being a great world city and the future growth of our
17 economy depends on it, so we congratulate you for
18 looking at this important interface between economic
19 development, economic growth and our transportation
20 system; they are not well connected in terms of
21 planning, funding or operations and I think it's
22 important and an opportunity, particularly as Denise
23 said, the City's going to be asked to step up and do
24 more to meet the \$15 plus billion deficit in the
25 current MTA Five-Year Capital Plan; this is an

1
2 opportunity that we cannot squander in terms of
3 looking at the capital budget planning process and
4 the operational process, the interface between real
5 estate, the MTA's real estate assets, development
6 activities, permitting, contracting procurement
7 processes and what's going on in the City. It's also
8 a larger opportunity to set up a planning process and
9 an implementation structure, similar to what exists
10 in places like London and San Francisco, where we
11 really are looking together at what are the
12 priorities for the future. A good example of where
13 this has worked and not worked is Hudson Yards, where
14 New York City ended up coming up with the money to
15 pay \$2 billion for the extension of the No. 7 line,
16 which has probably created more economic value in the
17 city than any other transportation investment we've
18 had, but that was in spite of an MTA capital plan
19 where it [bell] was not a priority and that's an
20 indication of the problem; similarly, our effort to
21 get ferries as part of the intermodal system where so
22 much development and job activity is taking place and
23 plan for our waterfronts, yet we have no transit
24 access and this has not been a priority in terms of
25 making sure that we have an integrated management

2 infrastructure planning process. So I think the City
3 has an opportunity to work with the State; the
4 various development agencies and really focus on
5 creating a special integrated planning process that
6 links economic growth and economic development with
7 the investments we're making in transportation and
8 links actual development activities, because
9 developers wait sometimes for years to get their
10 permits from the transportation agencies, streets are
11 torn up a dozen times for different activities; all
12 of this could be resolved, we'd save a lot of money.
13 The business community is not prepared -- we
14 supported the Payroll Tax five years ago to support
15 the last five-year plan; we are not prepared to step
16 forward unless we see that there's a much more
17 efficient process in which the planning is
18 consultative and that it's really focused on the
19 future of our entire economy. Thank you.

20 CHAIRPERSON GARODNICK: Thank you.

21 SALVATORE GALLETTA: Good afternoon. My
22 name is Salvatore Galletta and I represent the
23 American Engineering Alliance, an organization that
24 advocates for the interest of the engineering
25 community while promoting the public's health, safety

2 and welfare. Allow me to express our gratitude for
3 the opportunity to address you on an issue of vital
4 interest to the public.

5 Today I bring to your attention a very
6 serious situation that affects all New Yorkers;
7 namely, the present condition of our streets, and it
8 was alluded earlier by some of our testimonials.

9 For much too long the public has to put
10 up with deplorable and unsafe roadways; many of our
11 pavements do not compare favorable with those of
12 third world countries. Driving through the streets
13 of the city, one gets the impression that New York is
14 one huge construction site; there is some type of
15 construction activity on almost every other block;
16 contractors do not merely open up our roadways and
17 haphazardly put up barricades and divert traffic in
18 an illegal manner, they also use too much of our
19 street areas to store their construction equipment
20 and materials. Putting up with the inconvenience
21 that construction activity creates would be tolerable
22 if the public could be assured that the contractors
23 and utility companies working on our streets are not
24 abusing the usable traveling space and will restore
25 the roadway to its original smooth condition. All of

1
2 this continuously, inadequately controlled
3 construction activity has resulted in a roadway
4 system that is possibly the worst in the country in
5 terms of rideability. Most of our roads contain
6 numerous depressions, bumps, potholes, sunken
7 manholes and catch basins and other defects;
8 utilities, contractors and others cut up our streets
9 and inconvenience motorists and pedestrians who are
10 forced to navigate around their construction sites.
11 All of this booming construction has created not only
12 a great inconvenience, but also great safety risk to
13 the public. The reason for this situation is that
14 the City's rules and regulations governing the use of
15 our streets and sidewalks are not adequately
16 enforced. Enforcement... [bell] the City's enforcement
17 unit... the City is not physically able to carry out
18 its mission due to lack of resources. The hallmark
19 of this lack are sporadic enforcement and too few
20 inspectors -- by the way, there's 400,000 permits
21 issued by the City of New York; in addition, there is
22 no oversight by license professionals. The effects
23 of the present system on our roads include severely
24 shortened life spans, increased road repair costs and
25 increased capital infrastructure expenditures. For

2 the public there are increased car repair costs,
3 medical costs due to more accidents and increased
4 economic losses due to the inefficiency of the
5 transport system. To cap it off, there are increased
6 liability costs to the City. New Yorkers no long
7 have to suffer these deplorable road conditions; we
8 have the technology, professional talent and
9 resources to correct this dismal situation; what it
10 takes is political willpower. If our elected
11 officials do not have the political will to address
12 this problem, then the people of New York must demand
13 it. Specific steps that must be taken include:
14 reestablishment of the smooth streets unit within DOT
15 whose sole function will be ensuring that New York
16 City streets are maintained in a smooth condition.
17 This unit will strictly control the issuance of all
18 permits to utilities, contractors, City agencies and
19 others who seek to work on City streets. It will
20 also have enforcement power to ensure compliance with
21 the appropriate City regulations and standards. In
22 order to guarantee that the operation of this unit is
23 strictly focused on the quality of our pavements, it
24 must be under the supervision of a license
25 professional engineer. In order for the system to be

2 viable, it must be adequately funded and staffed and
3 charge permit fees that reflect the true costs to the
4 City for running the program. [interpose]

5 CHAIRPERSON GARODNICK: I think we're
6 gonna need to wrap it there. But I will ask you a
7 question. I know you... [crosstalk]

8 SALVATORE GALLETTA: I'm almost finished.

9 CHAIRPERSON GARODNICK: I know you have...
10 I know, but the time's up, so I'm gonna ask you a
11 question, because you said that what you're seeking
12 is the reestablishment of a smooth streets unit...

13 SALVATORE GALLETTA: Yeah, the main point
14 of my colleagues and I communicating this to you is
15 that what you see out there does not have to be,
16 okay. You guys have the power to make it happen and
17 basically we can show you what has to be done and..
18 [interpose]

19 CHAIRPERSON GARODNICK: Did such a unit
20 exist, a smooth... [interpose]

21 SALVATORE GALLETTA: It used to exist;
22 something happened; it was... [crosstalk]

23 CHAIRPERSON GARODNICK: smooth streets
24 unit. Okay.

2 SALVATORE GALLETTA: it was reorganized..
3 your team must have reorganized and that unit was
4 absorbed or..

5 CHAIRPERSON GARODNICK: Okay. By the
6 way, there was.. after DOT left, they asked us to make
7 one correction for the record and it has some
8 relevance for your testimony. When I was asking them
9 about the number of inspectors that go out and do the
10 review of the work for repaving that's done by
11 various City contractors out there, they had answered
12 that there were some 40 or 80 inspectors; in reality
13 there are a 100 inspectors and they issue about
14 30,000 summonses per year and they asked us to
15 correct the record on that.

16 Let me just pose a question to the whole
17 panel and then if the Transportation Chairman has
18 additional questions, I'm sure he will jump in. On
19 the subject of big planning and thinking about the
20 next 50 years, I don't know if any of you were here
21 for the colloquy between us and the MTA on the
22 subject of their big planning or lack thereof, but I
23 wanted to know if you have any reaction to what they
24 offered in their testimony and also, if we were to
25 engage in some sort of a special integrated planning

2 process that, you know, deals with transit and
3 economic development at the same time, what does that
4 look like; who is the quarterback of such an
5 operation; is that a mayoral initiative, is that an
6 MTA initiative; how do you do that exactly? So
7 that's the general question for any of you.

8 SALVATORE GALLETTA: I have some opinions
9 on that. We do have the Regional Plan Association;
10 as a matter of fact, I happen to be on the email list
11 of an individual named Derrick... [interpose]

12 CHAIRPERSON GARODNICK: They're coming up
13 next, so... [interpose]

14 SALVATORE GALLETTA: Yeah. And
15 basically, they're coming up with all these visionary
16 plans for the metropolitan area; now, there's no
17 single agency that I'm aware of, either the City or
18 the State, that can take charge and make plans for
19 the entire metropolitan area, so you have an
20 organization like the Regional Plan Association that
21 makes suggestions, and they've been around since
22 1920s or there about, but beyond them, it's like you
23 have to work with all these stakeholders -- the Port
24 Authority, you know, the City, etc.

25 CHAIRPERSON GARODNICK: Thank you.

2 KATHRYN WYLDE: Typically where it's
3 worked best it's been through a public authority
4 structure that was really dedicated to the
5 integration, particularly of the real estate
6 interests, public-private partnership interests
7 involving bringing in members of the development and
8 construction community so that you really had a
9 public-private partnership, but a public authority
10 that would have responsibility and you could
11 delineate very specific things that would work on
12 specific projects. I think a broader-based look at
13 the overall planning considerations would have to
14 come under the auspices of probably the City Planning
15 Department, but some kind of cross-agency effort,
16 including both economic development representation
17 and the Transportation Commissioner and then
18 representation of the Council I think would be very
19 helpful and I think having representation of the
20 private sector as part of that conversation would be
21 helpful as well.

22 DENISE RICHARDSON: I just want to follow
23 up on Kathy's statement because if you look at the
24 history of City Planning, certainly in the last maybe
25 20 years, it has really been on what I would call a

1
2 single building focus rather than a neighborhood
3 focus and that is what has contributed to some of the
4 chaos. If you look, for example, using the example
5 of the G train with the MTA, that is a neighborhood
6 that has increased population exponentially and yet
7 commensurate service on the G train has not kept
8 pace. So there's definitely a need for the MTA and
9 City Planning to work more closely together, but also
10 for City Planning to take, which is what I hope will
11 come out of the administration's Affordable Housing
12 Initiative, more of a neighborhood approach so that
13 you're looking at not only the water and sewer and
14 street infrastructure, but the transportation
15 infrastructure as well so that you look at a
16 neighborhood from a more holistic approach.

17 JEFFREY DUGAN: Alright, I guess in terms
18 of leadership, that's really where the vision has to
19 come from. I think that, you know your direct
20 questioning of the MTA panel here was somewhat
21 enlightening, I guess -- well because I'm an
22 architect, I'm constantly thinking of the vision of
23 this city, the vision of buildings, the vision of how
24 a neighborhood could be developed; perhaps the panel
25 for the MTA, that's not really their job necessarily;

2 they need the leadership to take them to that next
3 step, to take them to what will Penn Station be
4 re-envisioned as, because we need it to be
5 re-envisioned. Perhaps that's why the Governor has
6 said let's have an airport competition to show how we
7 can connect them as well as improve them. I mean
8 there's a lot of work being done by agencies, but we
9 really need... maybe it's somebody or maybe it's you;
10 we need somebody to provide the leadership to get us
11 to that next stage.

12 CO-CHAIRPERSON RODRIGUEZ: I'd just like
13 to thank all of you for all of your input and hoping
14 that you will continue identifying ways on how your
15 voice is on the table when it comes to helping us to
16 identify sources of getting revenue. You know, we
17 believe that this five-year capital plan is very
18 important for everyone and we just hope that not only
19 will it create jobs, but also it will put our city in
20 a level of competition with other major cities of the
21 world. So as the conversation continues I just hope
22 that also the different entities that you represent
23 also continue taking the time and share with us any
24 feedback; I mean, also mean the MTA; the City, so
25 that we can work together to bring our city to the

2 level of competition where we should be so that we
3 can stay behind other major cities of the world. It
4 was nice to hear also that some of you included your
5 support to connect the La Guardia to the public train
6 system, so I think that those are the types of
7 visions that I would like to see discussed.

8 KATHRYN WYLDE: Just in response to that,
9 I think that one of the points I was trying to make
10 and didn't have time is that revenue generation, the
11 MTA has capacity to increase its revenue generation
12 and reduce its cost, particularly cost overruns on
13 construction, by employing some new methods that
14 other places have used, part of it through public-
15 private partnerships and their design-build
16 authority, which the MTA has and I understand the DOT
17 testified today they would like to have that similar
18 authority under State Legislation and I think that's
19 a very important point that you should follow up on
20 and really try and support that in the mayoral
21 agenda, because we have a very inefficient
22 procurement, construction, development process and we
23 could -- so number one, we could reduce costs and
24 fill some of the gap that way and number two, there
25 are opportunities for partnerships with the private

1
2 sector on the development side -- Hudson Yards, by
3 the City stepping into that project and creating a
4 partnership with the MTA. More than a billion
5 dollars for the current MTA Capital Plan was
6 generated by Hudson Yards through that partnership;
7 there are other opportunities in Midtown East with
8 the Quill Bus Depot; there are other opportunities to
9 generate revenues out of relationships, but we're not
10 currently structured to do that and we need to set --
11 that requires a different infrastructure -- forget
12 infrastruc... a different setup, a different authority,
13 a different structure between the agencies to do that
14 so that we can in fact maximize revenues in the same
15 way that other cities have done.

16 CO-CHAIRPERSON RODRIGUEZ: I just hope
17 that also you look at a discussion that is taking
18 place right now, with the City helping us, looking at
19 the possibility to develop the rail yard at 207,
20 where we have 36 acres. So especially... [interpose]

21 KATHRYN WYLDE: That's another good
22 example...

23 CO-CHAIRPERSON RODRIGUEZ: so this is
24 like one of the areas where we're looking to see how
25 we can attract and create the condition for the

2 business community to see the possibility to get a
3 return and build a tech community in that area.

4 KATHRYN WYLDE: You know, the
5 transportation planners and operators in this city do
6 an amazing job of running the largest system in the
7 country; probably the world, but transportation
8 planners are not necessarily economists, are not
9 necessarily oriented toward the same kind of
10 development activity that we're trying to see on a
11 more comprehensive basis. So I think that
12 partnership and working together is a really
13 important point.

14 CHAIRPERSON GARODNICK: Thanks to all of
15 you; we appreciate your testimony and we're gonna
16 call our next panel now, which include Adam Forman of
17 Center for an Urban Future; Bob Yaro of the Regional
18 Plan Association -- John Samuelson is not here; is
19 there a representative from Transit Workers Union who
20 wishes to testify? No. Alex Slatky, from AAA; are
21 you here, Mr. Slatky; is that you? Great. And Marco
22 Conner, from Transportation Alternatives, come on up.
23 He's not here. And before these guys start, is
24 Philip McManus here... okay, and Allan Rosen?
25 [background comment] He left, and Stephen Sigmund.

2 Okay. Great. Well you guys... why don't you come on
3 up, since we've got Mr. McManus and Mr. Sigmund, pull
4 up a couple chairs and we will do everybody in the
5 same final panel here so. Thank you. Mr. Forman,
6 you seem closest to a microphone, so.. and since we
7 referenced your report at the outset, why don't you
8 have the prerogative of starting.

9 ADAM FORMAN: Okay; appreciate the
10 reference. Chairman Garodnick, Chairman Rodriguez;
11 Members of the Joint Committee, thank you for
12 inviting me to testify. My name, as you mentioned,
13 is Adam Forman; I'm Research Associate for the Center
14 for an Urban Future, a think tank devoted to growing
15 and diversify New York City economy.

16 Earlier this year we published *Caution*
17 *Ahead*, which was a report highlighting the challenges
18 associated with New York City's aging infrastructure.
19 I'll actually skip over the economic importance of
20 transportation; I think that's been established, and
21 also some of the defects in our infrastructure
22 systems, although I do wanna emphasize that at JFK
23 Airport, 63 percent of air cargo facilities have been
24 deemed non-viable for modern screening, storage and
25 distribution, from 2000 and 2013 cargo at JFK fell by

2 545 and 737 tons, equivalent of 19,101 jobs lost, so
3 we can see the economic impact of aging
4 infrastructure certainly at JFK.

5 Rehabilitating New York City's aging
6 infrastructure is of course an expensive and long-
7 term proposition; the *Caution Ahead* report estimated
8 it would cost \$47.3 billion over the next five years
9 to bring the City transportation, utility and
10 building infrastructure to a state of good repair.
11 While this is daunting, benefits of expansive public
12 works programs are considerable. According to a 2009
13 University of Massachusetts study, every \$1 billion
14 invested in roads and bridges creates 15,000 jobs;
15 importantly, the repair and maintenance of existing
16 infrastructure generates more jobs than new
17 construction.

18 To facilitate the rehabilitation of
19 infrastructure in the coming years, the City must
20 improve its capital planning process, reduce
21 construction costs and identify new dedicated revenue
22 sources. To more effectively prioritize the City's
23 capital spending, the Office of Management and Budget
24 and Department of Design and Construction should
25 improve its Assets Information Management System

1
2 Report, a condition assessment of City-owned
3 buildings, parks, bridges and piers; the current
4 inspections are cursory, poorly integrated into
5 capital planning process and do not include water and
6 sewer assets, public housing, East River bridges and
7 agency vehicles. To reduce construction cost delays
8 and cost overruns, the City must avoid inexperienced
9 contractors who fail to live up to their [bell] low
10 bid. In 2009, Albany authorized cities to prequalify
11 public works contractors based on credentials,
12 experience and past performance. City agencies
13 should be more aggressive in implementing
14 prequalification lists. We also support the design-
15 build contracts that were mentioned; we support the
16 Move New York Plan, as a revenue generation. The 2nd
17 Avenue Subway, as was mentioned by Denise Richardson,
18 will be a real boon to East Harlem real estate. The
19 City should follow London's lead, establishing a
20 community infrastructure levy on each square foot of
21 new construction in that neighborhood, as developers
22 profit from increased investment to public
23 infrastructure; it is only fair that they contribute
24 to this investment. The levy could be divided
25 between subway extension and the City's affordable

2 housing fund. Finally, also, echoing Miss
3 Richardson, we believe the City should contribute
4 more to the capital budget; in 1989 it contributed
5 \$950 million adjusted for inflation; the MTA is
6 expecting about \$130 million a year over the next
7 five years; we think that could be tripled or
8 quadrupled. Thank you.

9 CHAIRPERSON GARODNICK: Thank you. We're
10 joined by Council Member Rosenthal. Mr. Yaro; go
11 ahead.

12 BOB YARO: Yeah, thanks for providing
13 this focus on this issue, Chairman Garodnick;
14 Chairman Rodriguez. I supplied testimony; this will
15 be kind of an overview. I really appreciate you're
16 going with this and the questioning and commentary
17 earlier today. You know the City needs a long-range
18 vision for where it's going. You know I would argue
19 that the current forecast of a half-million
20 additional residents, you know over the next 15 or 20
21 years, I think really basically underplays the
22 economic potential. You know we're constrained now
23 by housing market and by other limitations that are
24 making it hard for people to locate themselves or
25 their businesses here and one of our biggest

1
2 constraints is in fact, you know, our physical
3 infrastructure; that in fact we don't have the
4 capacity and the transportation system, for example,
5 to accommodate even the half-million, much less the
6 additional numbers after that. London's virtually at
7 the same place that we are; you know the new London
8 plan, and I really commend to you and can get you a
9 link to the new update of the London plan; they're
10 planning for a population of 10 million people over
11 the next 25 years; I think New York could be on the
12 same trajectory; I think should be on the same
13 trajectory. I think what we wanna get back to is the
14 kind of virtuous cycle that you know has powered this
15 city's economy and its future for you know most of
16 the last 250 years, where we've made bold investments
17 in infrastructure and economic capacity, you know
18 which has created enormous economic activity, it's
19 realize the potential of the city and we've harnessed
20 the energy of a growing population, a growing economy
21 to finance both infrastructure, quality of life
22 improvements and other services citywide and I think
23 we need to get back to that and I think we've been in
24 kind of a nickel and dime you know period here of the
25 city's thinking about infrastructure. I'd like to

1
2 engage with you and thinking creatively about how we
3 could and how RPA, we're doing a Fourth Regional
4 Plan; I've got a second to go, but the plan I think
5 is gonna provide [bell] the kind of vision that
6 you're looking for; I'd like to find a way that we
7 can collaborate with you, the City, the MTA and
8 others to pull that together and do something that we
9 can all get behind. Thank you.

10 ALEC SLATKY: Good afternoon. My name is
11 Alec Slatky; I'm here representing AAA New York,
12 which serves drivers throughout the metropolitan
13 area, over 570,000 in the five boroughs here and I'd
14 like to thank both Committees, Chairman Garodnick;
15 Chairman Rodriguez, for holding this hearing, it is
16 really important. All throughout the country this is
17 an issue; the feds, the Highway Trust Fund is broke
18 for another -- oh it's solvent, theoretically, for
19 another few months, the State's not come to the
20 rescue; the burden of road construction repair is
21 falling on local governments and cities more than
22 really ever before and our roads have suffered from
23 decades of neglect; I mean you've heard the
24 statistics, I'm not gonna bore you with what other
25 people have said, but I can provide some AAA-specific

1
2 stats, which is that in this past year, from
3 September 1st, 2013 to August 31st, 2014, we've had
4 51,761 flat tire calls on the streets of New York
5 City and that's just the streets, that's not the
6 highways; that means once every 10 minutes for the
7 past year a New Yorker has incurred damage to their
8 vehicle based on poor roadway condition and that can
9 add up to hundreds of dollars; I mean the average
10 driver pays \$700 a year in extra maintenance costs
11 and a lot of people are surprised; they say, oh I get
12 a pothole; the government that owns the road is gonna
13 pay for that, but that's not necessarily so; I mean
14 we're comin' up November 15th to May 1st, if you get
15 a pothole on a state road, you're out of luck,
16 they're not paying for anything; the City does
17 better, the City has a prior notice provision and we
18 appreciate that, but it's still 15 days and I mean,
19 if you try to the MTA or the Port Authority, try
20 finding a way to submit a claim on either of their
21 websites; if you can do it, I have a bridge in Uptown
22 Manhattan that I can close for you. You know, it's
23 really... [bell] it's really a disgrace and it dilutes
24 the trust that people have in their government and
25 one other thing -- I'll be brief -- I think the 1,000

2 lane miles per year that was mentioned before, that's
3 enough to get us where we are now; that's to keep us
4 where we are now; that's not enough, we need more and
5 I'd appreciate and welcome your leadership and asking
6 for more to be done. Thanks for the opportunity to
7 comment.

8 [background comments]

9 MARCO CONNER: Chairs Garodnick and
10 Rodriguez and Council Members, my name is Marco
11 Conner; I am here on behalf of Transportation
12 Alternatives. Thank you very much for the
13 opportunity to hear us today. I'm gonna talk just
14 very briefly about the link between traffic safety,
15 traffic infrastructure design and economic
16 development.

17 Vision Zero represents a culture shift;
18 the goal of reducing traffic fatalities and serious
19 injuries to zero depends on comprehensive changes to
20 nearly every part of our city's infrastructure. The
21 City's current infrastructure design, however, sadly
22 contributes to the nearly 300 traffic fatalities and
23 several thousand serious traffic-related injuries
24 every year. Most of our street designs are based on
25 1950s era interstate highway policies; in addition to

1
2 the tragic human costs, these antiquated designs, as
3 signified by our city's major arterial streets, like
4 Atlantic Avenue in Brooklyn, 5th and 6th Avenues in
5 Manhattan, the Grand Concourse; Highland Avenue,
6 these streets, they stifle our economy, creating
7 barriers between affordable housing, good paying
8 work, holding back job creation and economic
9 development. Transportation alternative solution
10 addresses the enormous human and financial cost and
11 allows you to take advantage of latent economic
12 opportunities. We urge that by 2017 Mayor de Blasio
13 and the City Council begin work on a plan to redesign
14 and rebuild all 1,000 miles of arterial streets in
15 New York City. This work can be funded in the
16 Mayor's Ten-Year Capital Strategy, which is currently
17 under development by City Hall. The City's most
18 recent ten-year capital strategy budgeted over \$3
19 billion for street and sidewalk resurfacing and
20 reconstruction and other traffic upgrades; this cost
21 over 10 years, or \$300,000 million a year, pales in
22 comparison [bell] to the over \$5 billion every year
23 that traffic crashes alone cost New York City. The
24 economic cost of inaction on this area for our
25 arterial streets are significant. Other studies, in

1
2 addition to the over \$4 billion, have documented the
3 cost of traffic congestion as \$2 billion in wasted
4 fuel and vehicle operating cost and a loss of 37,000
5 to 52,000 jobs. These are significant costs and they
6 are inextricably linked to traffic safety and
7 redesign.

8 And I'll just be very brief -- and these
9 arterial streets are not only a frustrating and
10 chaotic environment for drivers and pedestrians; they
11 are also deadly. They comprise only 15 percent of
12 our city streets, but they account for nearly 60
13 percent of pedestrian and bicyclist fatalities and
14 serious injuries. At Transportation Alternatives we
15 believe that the City must undertake a comprehensive
16 redesign of these streets based on best-known
17 practices that we know work. The arterials around
18 New York City that have been redesigned based on
19 these traffic-calming measures have seen injury
20 crashes decrease an average of 20 percent and streets
21 redesigned have transformed the streets to be safer
22 for everyone and have seen annual retail sales
23 increase by 4-120 percent. Thank you.

24 CHAIRPERSON GARODNICK: Thank you.

25 [background comment]

2 PHILIP MCMANUS: My name's Philip
3 McManus; I live in Rockaway, Queens; I started a
4 group called The Queens Public Transit Committee
5 about two years ago, after I got disgusted by the way
6 the government runs the MTA. The buses were
7 overcrowded and they were unreliable and we started
8 this group, like I say, two years ago. But the thing
9 that we're fighting for is, first of all we're trying
10 to organize the people and get back to government.
11 This is my first time here, so it's definitely a
12 pleasure.

13 I want you to know that the people of
14 Queens are hurting big time and what I wanna say is,
15 one of the things that we fight for is faster
16 transportation and obviously it will be safer, we
17 don't want to go fast and hurt people; we wanna
18 support faster transportation, and why is that,
19 'cause people need to get to work faster, people need
20 to get to school faster, they need to go to the park;
21 people are being isolated by slower travel times;
22 congestion, and this is killing us, it's killing us,
23 especially in Rockaway.

24 Rockaway is on the end of the city and we
25 got crushed by the hurricane and it feels like, you

1
2 know what; the government is against us more than
3 they're for us and that's how it feels and what's
4 happening is there is an animosity between the people
5 and the government and it has to be changed; it's
6 almost like the MTA vs. the people and I look up
7 there on that roof and it says "We the People" and
8 I've said that many times in the last two years, "We
9 the People." I find that bureaucracies do not reach
10 out to the public as much and what they do is they
11 set agendas, for example, SBS, now I support faster
12 transportation, so SBS in theory is not that bad, but
13 if it only takes five or 10 minutes of a difference
14 compared to say a limited bus, is it really worth
15 \$200,000 on Woodhaven Boulevard? I don't know, I'm
16 not an expert. I like the idea of faster
17 transportation, but the problem is, is we have this
18 train track, it's one of the only train tracks in the
19 city next to a possible SBS -- what is that -- the
20 Rockaway Beach line, the old train track. [bell] So
21 what I'd like to do is, you know, get to know all you
22 guys, 'cause we need to follow up, especially
23 everyone at this table and dais there and all the
24 other people that spoke, 'cause we need to organize
25 and do this together, if we can. Thank you.

2 CHAIRPERSON GARODNICK: Thank you for
3 being here.

4 STEVE SIGMUND: Thanks. I am Steve
5 Segmund; I'm the Executive Director of Global Gateway
6 Alliance, which is a coalition of some of the leading
7 business, labor and civic organizations around the
8 region, including the RPA and the Partnership for New
9 York City, who spoke previously. I wanna thank
10 Chairman Garodnick and Chairman Rodriguez for holding
11 this hearing today and for keeping an eye on the
12 importance of airport mass transit in New York.

13 For our airports to be world class, New
14 York needs 21st century mass transit access to and
15 from these gateways that collectively serve over 74
16 million passengers, but we're currently far behind,
17 as Chairman Rodriguez pointed out. Ten of the top 20
18 busiest airports in the country have one-seat rides,
19 according to a GGA study last month, including top
20 competitor cities like Atlanta, Boston, Chicago and
21 San Francisco, as do a vast majority of the busiest
22 leading airports around the world.

23 The last major rail improvement to
24 airport access in our area was JFK Air Train in the
25 late 1990s; New York can do better. In the long-

2 term, extending the N line to La Guardia and
3 exploring the addition of a fourth car to JFK's Air
4 Train to connect it directly to Penn Station will
5 finally mean a true one-seat connection to these
6 airports. More immediately, the City and State
7 should work together to introduce the first true bus
8 rapid transit route by creating a dedicated express
9 bus lane from the end of the N line directly to La
10 Guardia, less than three miles away, something that
11 the Central Terminal Building redevelopment envisions
12 by developing a mass transit link as part of the RFP
13 process that we certainly are hopeful will wrap up in
14 the next 30 days. Thank you very much.

15 CHAIRPERSON GARODNICK: Thank you. And I
16 wanna share my Co-Chair's commitment to seeing better
17 mass transit to our airports, 'cause I view New York
18 as one of the absolute least hospitable places to fly
19 into when it comes to getting into most areas of the
20 city and so I just wanted to echo those comments.

21 And we have Council Member Rosenthal with
22 questions.

23 COUNCIL MEMBER ROSENTHAL: Thank you; I
24 appreciate the opportunity. Thank you, Council
25 Members for holding this hearing.

2 I wanna pick up on points that were
3 raised by Mr. Forman and also Mr. Yaro, if I could
4 ask you specifically. So wearing my hat as Chair of
5 the Contracts Committee, my ears perked up when you
6 mentioned some contract issues that slow down or get
7 in the way of moving more quickly in repairing our
8 city's aging infrastructure. So Mr. Forman,
9 specifically you raised issues about inexperienced
10 contractors getting jobs. Could you tell me more
11 about your thoughts on this, because... yeah.

12 ADAM FORMAN: Okay. So I mentioned the
13 prequalification lists...

14 COUNCIL MEMBER ROSENTHAL: Yep.

15 ADAM FORMAN: so Albany had given
16 approval to municipalities to prequalify contractors,
17 to make sure that they're actually capable of the
18 jobs. It's been implemented in limited fashion in
19 New York City, HPD has done it; not necessarily to
20 screen out contractors who weren't qualified, but
21 just to have a set list, so that when there's a new
22 project they can send it out to those prequalified
23 candidates so that they can get proposals more
24 quickly. So it's used very successfully as a way to
25 expedite contracts coming in, but it can also be used

2 more effectively in order to screen out contractors
3 who aren't capable and I think this is really a big
4 issue with contractors who are -- of course it's very
5 important to look to small contractors and help
6 develop these small businesses, but you also want
7 contractors who are capable of doing the job, so you
8 don't have multiple change orders on time and design.

9 COUNCIL MEMBER ROSENTHAL: [background
10 comment] hitting the nail on the head and where I'm
11 starting to be a little concerned about your
12 suggestions and just wanting to understand them
13 better and perhaps we could continue the discussion
14 after the hearing...

15 ADAM FORMAN: Absolutely.

16 COUNCIL MEMBER ROSENTHAL: but I'd be
17 interested in knowing how many... you know, what your
18 sense is of the number of small, inexperienced
19 contractors who are getting these contracts and if
20 there's any linking thread among them...

21 ADAM FORMAN: Uhm-hm.

22 COUNCIL MEMBER ROSENTHAL: besides just
23 being small and inexperienced; no small thing, but
24 I'm wondering if there is something that the City can
25 be doing to improve...

2 ADAM FORMAN: Uhm-hm.

3 COUNCIL MEMBER ROSENTHAL: their ability
4 to contract for these services or if we should be gun
5 shy about contracting with them.

6 ADAM FORMAN: Well I think there's two
7 sides to that. I mean one side is the contracts
8 themselves sometimes appeal to smaller contractors; I
9 mean, depending on the agency, the Parks Department
10 for instance, Libraries as well; often because of the
11 structure of number items they'll only get money for
12 a specific contract, so rather than bidding out all
13 the comfort stations in the park system to a very big
14 contractor who would have the kinds of scale to hit
15 that on time, they will only do a single comfort
16 station and the only people who will apply will be
17 small contractors. So aside from just changing the
18 contracting process, if we were able to bundle
19 contracts into larger contracts to appeal to larger
20 contractors, that would also speed up the process,
21 but that would take... in some ways, just removing the
22 number item process for... or changing the capital
23 process and the number item process.

24 COUNCIL MEMBER ROSENTHAL: Center for
25 Urban Policy just put out a report that you guys were

2 talking about today and the importance of growing
3 small businesses and how, you know if every small
4 business just added one more person we'd have 55,000
5 more people employed. So I'm curious to know how you
6 would juggle these two things and then similarly, the
7 impact this would have on growing the minority and
8 women-owned business enterprises.

9 ADAM FORMAN: Uhm-hm. I think actually
10 the MTA has a great program, so one of the MTA
11 members talked about there are only two contractors
12 who can handle a CBTC system, the installation of the
13 new signal system, but across the board they're
14 trying to train small businesses so that they are
15 capable of handling MTA contracts and they're
16 actually expanding that program right now; I think
17 the City could unroll a similar program or looking
18 at, you know what are common needs, common contracts
19 and how can we provide training services to those
20 companies so that they can get those contracts.

21 [crosstalk]

22 COUNCIL MEMBER ROSENTHAL: Yeah, I'd be
23 interested in learning more, because I think I'd be
24 interested in hearing more details about what you're
25 saying. And similarly, Mr. Yaro, you mentioned

2 pursuing reforms on permitting, procurement, project
3 management and archaic labor practices to lower the
4 costs of new infrastructure investments. Can you
5 talk about that a little bit more?

6 BOB YARO: Yeah, there was discussion
7 earlier today; I forget who... I think Council Member
8 Rodriguez, you mentioned the Tappan Zee Bridge, and
9 we played an active role in working with the
10 Governor's Office on the Tapp. I was on the Blue
11 Ribbon Selection Committee, you know that selected
12 the final best-value contractor, so there were about
13 four or five things; one was an accelerated
14 permitting process; we've done some work at RPA with
15 U.S. DOT and the Council on Environmental Quality,
16 which contributed to the creation of this dashboard
17 process that CEQ has initiated for projects of
18 national significance; Tapp was put on that and we
19 went from what could sometimes be an endless
20 environmental EIS process to a Record of Decision in
21 less than a year; I think in nine months we had a
22 Record of Decision; enormous cost-savings involved in
23 doing that, and that was done concurrently with a
24 design-build procurement that was mentioned earlier.
25 Again, enormous savings, because you had the project

2 being designed, preliminary design was being done as
3 the procurement was underway. It was a best-value
4 procurement, as opposed to the usual low-bid
5 procurement, which has obvious problems, you know,
6 low-bid products are low-bid products. A slight
7 digression; I remember Alan Shepard sitting
8 discussing his thoughts 30 years after being the
9 first man in space, sitting.. [crosstalk]

10 COUNCIL MEMBER ROSENTHAL: Sure.

11 BOB YARO: atop the Redstone rocket and
12 the question from Dick Cavett was; "What were you
13 thinking?" And he said, "I was thinking this was a
14 low-bid job" and [laugh] [background comments] you
15 know, so we end up undercutting the quality of every
16 one of these projects as a result of that. And then
17 finally, as part of the EIS there was a built-in
18 mitigation process, all the stakeholders were brought
19 in and any concerns that stakeholders had about the
20 Atlantic sturgeon or other things, were addressed
21 during the EIS process. And the last piece was the
22 Project Labor Agreement, so that archaic work rules
23 and so forth were addressed as part of the PLA. We
24 saved at least a year-and-a-half on the construction,
25 maybe two years on the construction period; years or

2 decades even on the permitting and then we saved
3 probably a billion-and-a-half on the construction
4 cost on the project. So those are the kinds of
5 savings that would make an enormous difference across
6 the board I think for New York City. Now we have a
7 problem with -- you know, we need state legislation
8 to do some of that and some of it we could move ahead
9 with already. But I think that there's some lessons
10 learned there that would be broadly applicable to
11 expediting and getting better product out of the
12 City's own capital program.

13 COUNCIL MEMBER ROSENTHAL: You know, it's
14 interesting; I think the low-cost bidder... well,
15 certainly the design-build separation was put in for
16 specific reasons and we wouldn't wanna get back to
17 that place, so the question is; how do we nudge it
18 out of a situation where we also have low quality,
19 and I'd be interested in hearing more about your
20 suggestions on that, again, as Chair of the Contracts
21 Committee. Thank you.

22 BOB YARO: Be happy to discuss that
23 offline with you; we spent a lot of time working with
24 the State on that.

2 CHAIRPERSON GARODNICK: Thank you,
3 Council Member Rosenthal and thank you to all of you
4 for being here today and for your patience; this has
5 been a long hearing, at five hours. I wanted to
6 thank my Co-Chair, Council Member Ydanis Rodriguez,
7 as well as the Committee Council for both of our
8 committees and I think this was a very informative,
9 useful hearing for us to continue the conversation on
10 how best to plan for economic development and using
11 transportation infrastructure as a primary tool to
12 get there and it seems, from what we've heard today,
13 is that we have a fair amount of work to do and I
14 look forward to working with Chair Rodriguez and with
15 all of you to help to advance that cause and reality
16 beyond this hearing. And with that we thank you all
17 and we are adjourned.

18 [gavel]

19
20
21
22
23
24
25

C E R T I F I C A T E

World Wide Dictation certifies that the foregoing transcript is a true and accurate record of the proceedings. We further certify that there is no relation to any of the parties to this action by blood or marriage, and that there is interest in the outcome of this matter.



Date November 12, 2014