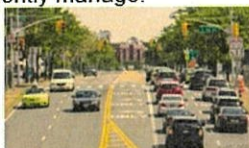


**NYC Department of Transportation Testimony
Before the Committee on Transportation and Infrastructure
May 29, 2026**

Good morning, Chair Abreu, Chair Lee and members of the Committees on Transportation and Infrastructure and Finance. I am Mike Flynn, Commissioner of the New York City Department of Transportation. With me today are First Deputy Commissioner Margaret Forgione, Acting Chief Administrative Officer Igor Yaroslavsky, Deputy Commissioner of Transportation Planning and Management Eric Beaton, and Assistant Commissioner for Intergovernmental and Community Affairs Rick Rodriguez. Thank you for the opportunity to testify on behalf of Mayor Zohran Mamdani on DOT's Fiscal Year 2027 Executive Budget and Fiscal Year 2026-2035 Capital Plan.

The Scope of DOT's Operations

With an over **\$1.6B** operating budget and **\$33B** capital program, DOT's approximately **5,500** employees safely and efficiently manage:



6,000 miles of streets



12,000 miles of sidewalk



794 bridges



24/7 S.I. Ferry Service



1,375 mile bike route network



13,000 signals



300,000 streetlights



200M linear ft of markings

As Mayor Mamdani announced, this Executive Budget puts forward a strong budget during a tough fiscal climate that is balanced while also protecting the daily services New Yorkers rely on. This budget will support DOT to remain focused on our mission to provide for the safe, equitable, and sustainable movement of people and goods and create public spaces that strengthen our communities. We appreciate the Mayor's continued investment in DOT, enabling us to maintain our infrastructure, programs, and essential operations to help all New Yorkers and millions of visitors move around our city.

DOT's Executive Budget advances the Mayor's commitment to make New York City transportation safer, more affordable, and more reliable for working families. Through investments in street safety, roadway conditions, transit accessibility, freight mobility, and public realm improvements, DOT continues to deliver core services New Yorkers depend on every day while maintaining strong fiscal stewardship.

This budget supports the city's long-term economic vitality by investing in safer streets and faster buses, modernizing critical transportation assets, and delivering capital projects

efficiently and responsibly. DOT remains focused on achieving measurable results for New Yorkers across all five boroughs while supporting the administration's broader goals of affordability, accessibility, sustainability, and operational excellence.

As I said in March, we are thinking big—and being bold.

Less than five months into this administration, DOT is moving with urgency and ambition to make our streetscape the envy of the world. We are advancing major projects, getting shovels into the ground, and raising the bar for what New Yorkers should expect from their streets and from DOT.

Our commitment is simple: deliver transformational change that New Yorkers can see and feel. With Mayor Mamdani's partnership and the additional resources committed by this administration, we are positioned to aim higher, move faster, and deliver at the highest level.

Because at the center of this work are people. The infrastructure we build and maintain is ultimately about protecting and serving New Yorkers—making streets safer, buses faster, transportation more affordable and sustainable, and public spaces more welcoming and accessible.

That is why we are scaling up protected bike lanes. That is why we are expanding protected bus lanes and bus priority. That is why we are creating more space for pedestrians. And why we're working around the clock to improve the state of good repair, and safe operations, of all our assets with efficiency and technical rigor: roadways, sidewalks, bridges, traffic signals and streetlights, and the Staten Island Ferry.

We are putting people before politics, and laser focused on achieving the on-the-ground results that New Yorkers expect.

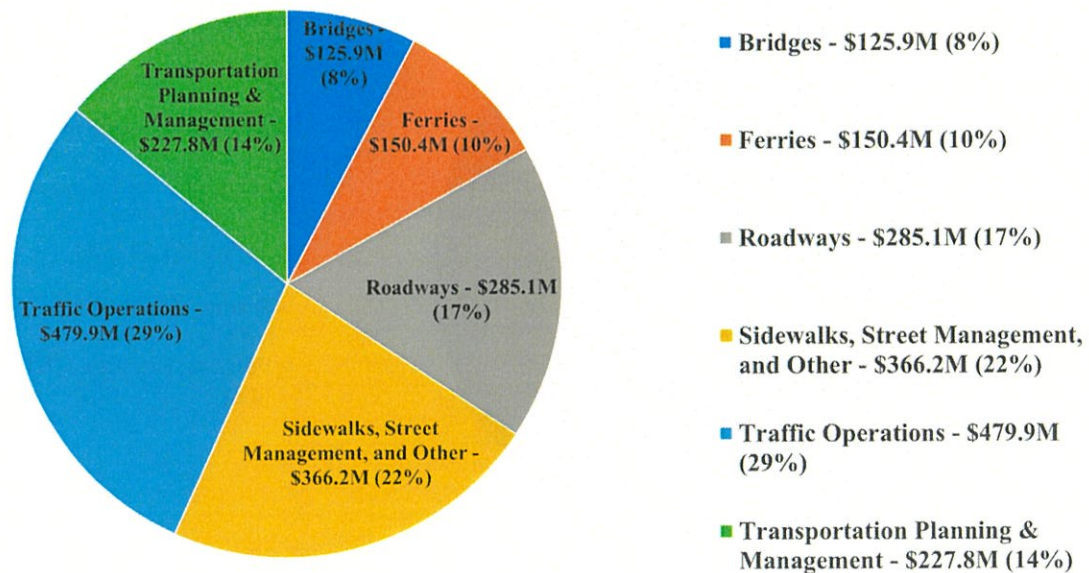
In March, I reviewed many of our accomplishments of ongoing work from previous years and highlighted our top priorities for my first year on the job. Today, I will provide updates on a few of those priorities and key changes in our Executive Budget - let's start with where things stand today with the budget.

Expense Budget

DOT's FY27 Expense Budget is \$1.6 billion, and you can see the breakdown in the chart in my testimony.

- \$126 million for bridge maintenance and inspection;
- \$150 million for ferry operations and maintenance;
- \$285 million for roadway maintenance;
- \$366 million for other DOT operations and administration, including sidewalk management and inspection;
- \$480 million for traffic operations, including signals, streetlights, automated enforcement, and parking; and
- \$228 million for transportation planning and management, including installation of street signs and roadway markings.

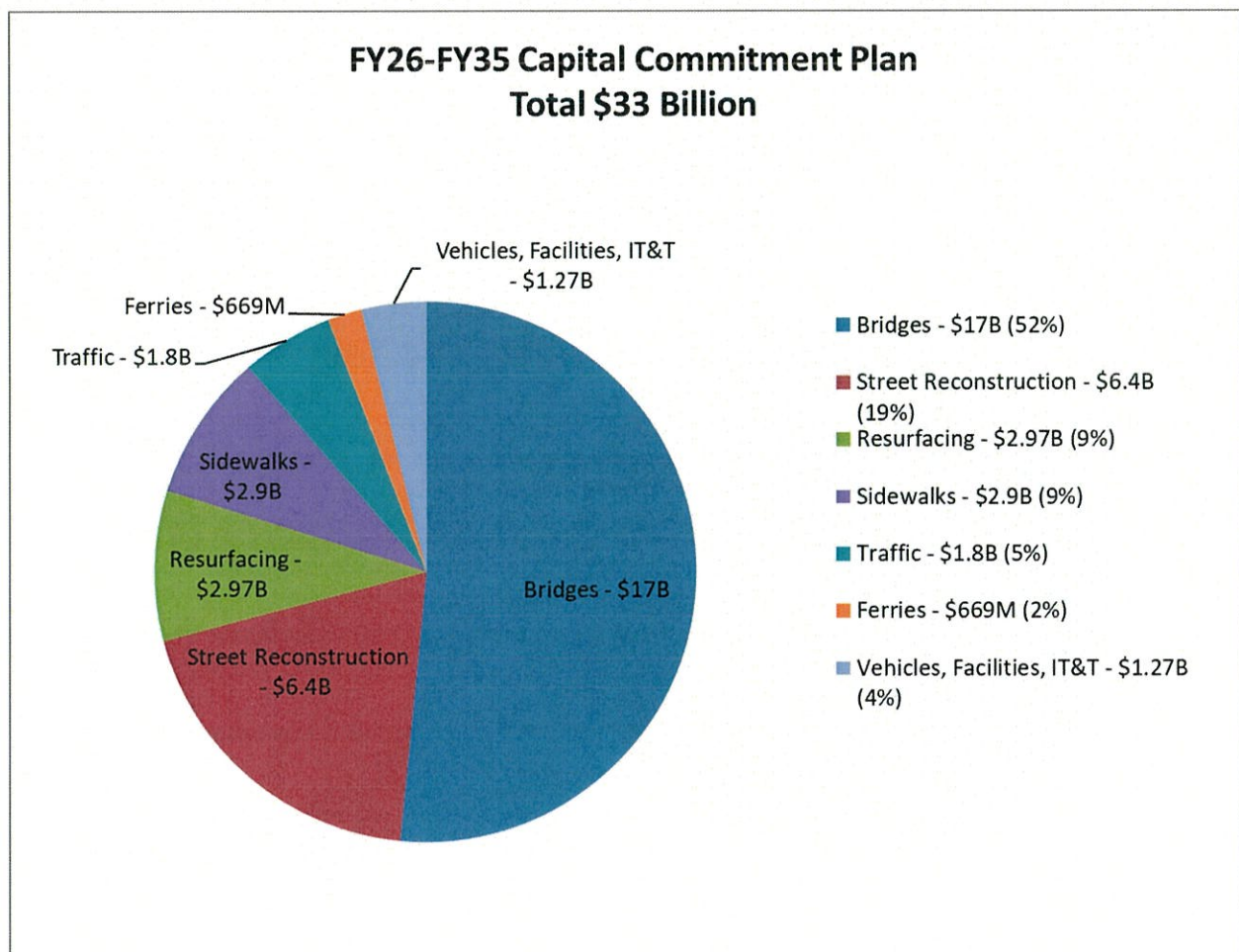
**FY27 Expense Budget
Total \$1.6 Billion**



Capital Plan

DOT's FY26-FY35 Capital Plan is \$33 billion, and you can see the breakdown in my testimony.

- \$17 billion for bridge reconstruction and rehabilitation;
- \$6.4 billion for street reconstruction;
- \$3.0 billion for resurfacing;
- \$2.9 billion for sidewalk and pedestrian ramp repair and reconstruction;
- \$1.8 billion for streetlights, signals, and automated enforcement;
- \$669 million for the Staten Island Ferry; and
- \$1.3 billion for the facilities and equipment needed to support DOT's operations.



This budget provides funding to support critical and innovative DOT operations that make New York safer and more livable. The Mamdani Administration is delighted to make these investments in bus riders, cyclists, and pedestrians in this budget, which I'll therefore highlight in this testimony. These investments strengthen our vision to create a transportation system that provides safe, convenient, and equitable mobility for all residents and visitors.

Fast Buses

Building on the Mayor's commitment to deliver faster, more reliable bus service, and the down payment made in the Preliminary Budget, we are thrilled by the level of investment this Executive Budget makes in creating streets that are safer and better for all New Yorkers. This budget provides record levels of funding and resources for bus projects, demonstrating a clear commitment from the Mayor to expand faster, safer, and more efficient mobility options across the city. It adds nearly \$17 million and 70 new positions in FY27, growing to \$35 million and 104 positions by FY30, and an allocation of more than \$300 million for future capital projects. For too long, critical infrastructure projects have lacked urgency, and we're thrilled by the Mayor's financial and political investment to strengthen our transportation network. This investment is a commitment to improving New Yorkers' quality of life with reliable and efficient services that work.

Strengthening Bike Infrastructure

As we close out Bike Month, we are particularly excited by the investments announced to meet rapidly growing cycling trends. Each day, more than 600,000 cycling trips are taken in New York City, up 64% from the 380,000 daily trips taken in 2013. Under Vision Zero, we are using every tool available – from protected bike lanes to safer street designs – to deliver safety for all New Yorkers, no matter how they choose to travel.

This budget provides the opportunity for DOT to meet the moment during this time of rapid change on our streets, by adding more than \$11 million and 45 new positions in FY27 alone, growing to nearly \$23 million and 54 positions by FY30, and allocating nearly \$100 million for future capital projects. And just as the Mayor has challenged us to deliver faster and more reliable bus service, this investment challenges us to deliver more bike infrastructure across the five boroughs to ensure that cycling is a convenient and affordable choice available to New Yorkers in every neighborhood. Just this week we announced the start of construction to complete the redesign of McGuinness Boulevard, which will deliver parking-protected bike lanes across the entire corridor from Meeker Avenue to the Pulaski Bridge. With projects like these, New Yorkers are seeing the investment in real-time to deliver safe streets for all New Yorkers.

Enhancing Public Space

As mentioned, safety is our top priority when determining design treatments, and our public spaces are a critical transportation asset supporting social, economic, and cultural exchange at the pedestrian level. This budget includes an additional \$6.4 million of baselined investments

starting in FY27 in Open Streets, which transform asphalt into opportunity. This funding helps us meet the strong demand from communities to keep these spaces safe, lively, and welcoming, thereby enhancing quality of life for residents as well as retail sales for small businesses.

Expanding Sammy's Law

In March 2026, the Mayor and I committed to reducing the speed limit to 15 MPH at every eligible school location across the five boroughs. This announcement marked the largest expansion to date of the City's use of Sammy's Law, which will improve street safety for children and families.

We know that lowering speeds saves lives and that the announcement in March was just the beginning. So, with a long-term goal of expanding School Slow Zones to all 2,300 eligible school locations citywide, this budget also invests in eight additional positions and \$845 thousand in baseline funding to expand a program that currently delivers approximately 80 School Slow Zones each year, accelerating critical safety improvements in communities across the city.

SPEED

As the Mayor recently announced, we are advancing the City's commitment to faster, fairer, and more efficient development through the "Streamlining Procedures to Expedite Equitable Development," or SPEED initiative. And DOT is doing our part. To address these delays, the Mayor's investment for the SPEED initiative will add eight new positions – including transportation specialists, engineers, preservation experts, and community coordinators – to strengthen our capacity to review projects efficiently while maintaining necessary compliance standards. Altogether, this investment provides \$1.5 million in baseline funding to help support critical housing, transportation, and public infrastructure projects moving forward faster, more efficiently, and with the urgency New Yorkers deserve. As the country continues to face a national shortage of engineers, we are grateful for the Mamdani Administration's investment to hire for essential roles like these.

Resurfacing and Potholes

This past winter was unlike any other in recent memory, with the city seeing historic snowfall and record freezing temperatures. In return, New York City faced severe roadway conditions caused by repeat freeze-thaw cycles that created an extraordinary number of potholes across the five boroughs. In response, DOT launched an aggressive citywide pothole blitz, deploying crews around the clock to repair streets, restore safe driving conditions, and respond quickly to communities impacted by deteriorating roadways. To cover baseline resurfacing needs, this budget adds \$10 million starting in FY26 and the addition of nearly \$3 million in FY26 to support critical emergency response efforts, covering the substantial costs associated with mobilizing additional personnel, equipment, materials, and roadway repair operations that were necessary to address the surge in potholes over the winter months. Thanks to the hard work of

DOT crews, thousands of potholes were repaired across major corridors and neighborhood streets alike, helping to improve safety, reduce damage to vehicles, and keep New Yorkers moving during one of the most challenging winter road seasons we have seen in recent years.

Illuminating NYC

We are making historic investments in the safety, reliability, and quality of life of our neighborhoods and plan to start a \$331.5 million citywide program to replace every first-generation LED streetlight fixture across New York City. More than a decade ago, New York led the nation by converting nearly 385,000 streetlights to energy-efficient LED technology, dramatically improving visibility, reducing energy use, and lowering emissions. Rather than relying on a costly and inefficient system that waits for lights to fail before responding to complaints, this initiative will launch a coordinated, multi-year replacement program that upgrades fixtures neighborhood by neighborhood, block by block, ensuring streets remain safely illuminated while reducing maintenance delays and long-term costs. With emerging technologies, this program will also modernize the City's streetlight network with new real-time monitoring technology that can immediately identify outages, diagnose problems remotely, and dispatch crews more efficiently. We are a national leader in using sustainable street lighting and we look forward to a comprehensive installation process citywide.

Savings Program

This Executive Budget reflects DOT's continued commitment to identify efficiencies and responsibly manage taxpayer resources while maintaining critical transportation and street safety services. DOT achieved \$6 million in FY27 in savings from lower-than-anticipated Automated Enforcement Unit contract costs, reflecting careful management of program expenditures and operational needs. In addition, the agency identified \$3 million in annual vacancy reductions beginning in FY27 through ongoing workforce and hiring management. Together, these initiatives demonstrate DOT's dual ability to not only contribute meaningfully to the City's fiscal strategy through technologies that increase revenue, but also strengthens our mission to advance street safety.

MWBE Opportunities

Finally, we are continuing to expand contracting opportunities for Minority and Women-Owned Business Enterprises (MWBEs). In Fiscal Year 2026, we are on track to achieve record-breaking results, with \$470 million already committed toward MWBE participation, representing 33% of our contracted spending as a department. This significant progress is both a numeric achievement and also demonstrates our intentional efforts to create opportunities to build a resilient and diverse business ecosystem to strengthen communities citywide.

Conclusion

Just five short months into the Mamdani Administration, I am proud of the tremendous progress we have made at DOT. We have unlocked the energy, creativity, and drive of this agency and its employees—quickly elevating our work and delivering results. All of this is a credit to the 6,000 employees at DOT who wake up each and every day determined to make our city better.

And it's also a credit to the leadership of our mayor. The investments Mayor Mamdani is making through this budget will serve as a catalyst for the work we do now and for many years to come. We will immediately put this new funding to good use: hiring staff, expanding our contract capacity, and purchasing the supplies and equipment we need to scale up every facet of our work.

As I said at the March budget hearing, government is a big ship that takes time to turn. But as the agency that runs the Staten Island Ferry, we know a thing or two about how to turn a big ship.

We are moving the projects that were stuck in the pipeline. And we're rapidly announcing new ones. But just as importantly, we are laying the groundwork for even bigger and more impactful initiatives to save New Yorkers money, save time, and save lives. In the months ahead we'll be rolling out big, bold, holistic plans on everything from faster buses to safer streets. These will be promises we can keep because of the investments made in this budget and in the years ahead.

I want to thank the Council for its partnership and for the opportunity to testify today – we now welcome any questions.