

**Testimony of MTA Chairman and CEO Patrick J. Foye to the
New York City Council Committees on Finance and Transportation
Tuesday, May 21, 2019 at 3 p.m.**

Good morning, Chairman Rodriguez, Chairman Dromm, and members of the City Council. I'm MTA Chairman and CEO Pat Foye, joined today by MTA Managing Director Ronnie Hakim, New York City Transit President Andy Byford, and MTA CFO Bob Foran. We're here at the committees' invitation to discuss the state of the MTA and our transit network.

As you may know, Council Members, I was confirmed as MTA Chairman and CEO about six weeks ago, and as you most certainly know, the MTA faces significant challenges right now. We have a great deal of work ahead to bring truly innovative and meaningful reform to the agency, and to provide New Yorkers with the transportation system they deserve.

To rebuild not only our system but our agency, I've laid out a series of priorities for the MTA. First, we must continue to improve safety, service, and the customer experience, and continue to turn our system around for the millions who depend on us. Over the past year, we've made real, demonstrable progress through our Subway Action Plan — paid for by the city and state — and smart, effective management from Andy Byford and his team. On-Time Performance in April was nearly 80 percent — the highest it's been since October 2013. Weekday Delays in April decreased 35 percent from last April, reaching the lowest level since December 2013. Major incidents are declining steadily, and almost all of our new customer-focused metrics improved in April and were better than their 12 month-averages. These numbers will fluctuate from month to month, but we must ensure that they continue to trend in the right direction.

Second, we must transform the way we work and fundamentally rethink how we do business to create a far more streamlined, efficient, and effective organization. Toward that end, by the end of June, we will deliver to our Board and make public a personnel and reorganization plan. We're revamping our FOIL and open data processes. We have new board members. We will soon undergo an independent forensic audit, to be completed no later than January 2020 and subsequently presented to the MTA Board and made public. And it is now required by law that any MTA capital project over \$25 million use design-build. These are just a few of the many reform efforts currently underway.

Recent reports of overtime abuse at the MTA illustrate the critical need for fundamental reform. Overtime is an important and useful tool as we urgently seek to modernize our entire system, but we must be sure it is being used effectively, accurately, and appropriately. I have asked the MTA Inspector General to conduct an investigation of our timekeeping and attendance systems and overtime abuse. We owe the taxpayers and our customers an explanation — of both management failures and how some have abused the system — so this never happens again.

As we streamline MTA operations, we must continue to drastically cut costs out of our organization. In this regard, I'm proud to say we're making progress. We've set aggressive and mandatory savings targets totaling \$500 million for all MTA agencies. This is on top of the \$2 billion in annual cost reductions that our CFO has already achieved. We're applying the same scrutiny to outside consultants and vendors, to achieve savings of 10 percent on each contract and a total savings target of \$75 million. And we're working to consolidate a slew of back office functions — within operations and enterprise-wide. All of this represents a real and tangible start, but there is much more fundamental and radical work to be done.

Next, we must rebuild our credibility, because the harsh truth is, many of our customers and elected officials in Albany, City Hall, and here at the New York City Council don't trust the MTA. For too long, you've heard this organization make commitments only to miss deadlines or not follow through. We

must work together, tirelessly and steadily, to earn back your trust.

Finally, we must increase accountability and transparency. Gaining back trust will take time, responsible management, and improved performance. We must hold ourselves accountable to our goals and honestly communicate what and how we're doing, including the challenges we face and the steps we're taking to tackle them.

As you may remember, Council Members, the MTA testified before this body in March to discuss our budget. At that time, we said we were at an historic crossroads, where desperately-needed funding must be secured to ensure a successful future for mass transit in New York. Fortunately for our transit system and our city, one of those funding sources has come to fruition after decades of false starts and failed attempts: Central Business District Tolling, otherwise known as congestion pricing, the first such program in the nation.

While the Governor and our partners in the State legislature have shown tremendous leadership in passing CBD Tolling to help fund the next MTA Capital Program, no new funding for operations has been provided. As a result, the MTA continues to face steep fiscal challenges and a bleak future forecast, with projected operating deficits of nearly \$1 billion in 2022. In the next 12 months, we must reduce expenses by half a billion dollars. State law requires that the MTA break even each year. The consequences of not breaking even would be severe.

On the capital side of our budget, funding for the upcoming 2020 MTA Capital Program went from zero dollars to \$32 billion overnight thanks to the historic passage of CBD Tolling and additional revenue sources in the 2019 State budget. This includes:

- \$15 billion from Central Business District Tolling;
- \$5 billion from the real estate transfer tax;
- \$5 billion from an internet sales tax in New York City; and
- roughly \$7 billion from the federal government, assuming a similar commitment to the 2015 to 2019 Capital Program.

These funds can and will serve as the foundation for a robust MTA Capital Program. But CBD Tolling will do far more than improve our transit network. This transformative initiative will also:

- improve Manhattan's air quality by dramatically reducing carbon emissions, while mitigating the existential threat of climate change to our region and our planet;
- get cars off the road, allow buses to move faster, increase mobility, and create safer streets for cyclists and pedestrians;
- alleviate New York City's stifling and economically draining traffic congestion; and
- bolster New York State's economy.

Now that we have the greenlight for CBD Tolling, we're wasting no time to implement this vital initiative. We're working with New York City on an MOU, and meeting regularly with New York City DOT Commissioner and MTA Board member, Polly Trottenberg, and her team. Last month, we issued a Request for Expressions of Interest for firms to indicate their willingness to respond to an RFP for the program. We're hoping to draw a wide array of interest from multiple entities, including new partners. We're casting a wide net, so we can bring the world's best technology and innovative solutions to this project.

Many details about CBD Tolling are to be determined, but we know that a six-person commission – the Traffic Mobility Review Board – will make recommendations to the MTA's Triborough Bridge and Tunnel Authority on tolls and other issues, such as potential credits, discounts, and exemptions.

The Traffic Mobility Review Board's recommendations are due by November 15, 2020, and the new law provides that tolls must generate a net \$1 billion annually for the 2020 to 2024 MTA Capital Program. And again, when you factor in additional revenue from federal formula funding and the 2019 State budget, we're up to \$32 billion. But it's still not enough, Council Members. At this point in our development process, we anticipate our next Capital Program to be at least \$41 billion. The bold modernization plans at New York City Transit, the Long Island Rail Road, and Metro-North are the main drivers of the increase in capital expenditures for the next five years.

If fully funded, the 2020 Capital Program will modernize our transit system from top to bottom. We will bring our customers and our region state-of-the-art signal systems – increasing safety, reliability, and throughput on our subways. We will buy new rail cars, subway cars, and buses. We've allocated more than \$2.5 billion toward accessibility improvements, and we will make 50 additional subway stations ADA accessible. That means by 2024, no customer will ever be more than two stations away from an accessible station. But we're not stopping there. Our ten-year goal is to make more than 100 additional stations ADA accessible. And in 20 years, we hope to achieve maximum possible system-wide accessibility.

The MTA's partnership with the City and with community leaders is critical to delivering the Capital Program and improving operations. We have a strong record of successful collaboration with the City, on a wide variety of initiatives, from the SBS program to the L Project. As we modernize the system, we'll be working closely with all of you and your constituents to minimize disruption and inconvenience, but a strong partnership with the City is essential, particularly as we identify locations for elevators to improve accessibility and power substations to increase capacity.

I remain hopeful that we will fill budget gaps in our operating and capital budgets, and we are aggressively pursuing additional federal support to fund our Capital Program. Because while we're grateful for the significant past contributions to our transit network from the federal government, the truth is, we deserve far more.

The New York metropolitan region's \$1.7 trillion economy is the largest in the nation, and it's no coincidence that we have the nation's largest transportation network, as well. What's more, on a per capita basis, the federal government subsidizes the MTA's transit network less than any other system in the nation. New York is the largest donor state in the nation, contributing nearly \$36 billion more to the federal government than we get in return. Our robust system has substantial needs that must be met to maintain and grow all the prosperity we create and enable.

To wrap up, Council Members, I want to once again thank Committee Chairs Dromm and Rodriguez for the invitation to join you today. The MTA very much looks forward to working with you, and with all the members of this Council to build on the progress we've made. There's no doubt in my mind that – with funding for a robust Capital Program, the support of New York City, State, and the Federal government, and the MTA's new leadership team – we *will* transform the MTA to give New York the world-class transit system it deserves. Now, my colleagues and I are happy to answer any questions you may have.

Add some of the other items. Have new found credibility. List of the things. Board members, leadership, audit, restructuring plan, design build.



NYC Cultural Affairs

**New York City Council
Committee on Cultural Affairs, Libraries, and International Intergroup Relations
Committee on Finance
Fiscal Year 2019 Executive Budget Oversight Hearing
Tuesday, May 21, 2019 – Council Chambers, City Hall**

Testimony Presented by New York City Department of Cultural Affairs
Commissioner Tom Finkelpearl

Good afternoon, Chairs Van Bramer and Dromm, and members of the committee. I am Cultural Affairs Commissioner Tom Finkelpearl, here today to testify in regards to the Mayor's Fiscal Year 2020 executive budget proposal for the Department of Cultural Affairs. I am joined by a number of my staff from the agency.

I'll begin with a look at the numbers. DCLA's FY20 executive budget is \$144.3 million. By comparison, at this point last year our FY19 executive budget was \$145.3 million.

The FY20 figure includes:

- \$28.3 million for the Cultural Development Fund
- \$103.2 million for the Cultural Institutions Group
- \$1.25 million energy support for groups on City property under DCLA jurisdiction
- \$6.5 million for agency operations and Building Community Capacity
- \$5 million in funding to be allocated at adoption

As always, these figures do not include Council initiatives that are typically added at adoption.

DCLA's five-year capital budget, which I testified on at the preliminary budget hearing in March, is unaffected by the executive budget. It allocates \$1.15 billion to projects for 250 cultural groups citywide. This investment continues to provide extraordinary cultural venues welcoming to all New Yorkers. Since the adoption of CreateNYC, we also committed to directing millions in capital funding to projects that promote more accessible facilities for people with disabilities. Further, we're directed millions in capital funding toward projects that foster a more sustainable cultural facilities, reducing the sector's carbon footprint while expanding opportunities for cultural engagement for all New Yorkers.

As of the executive budget, DCLA's FY19 Modified Budget is now \$197.7M. This remains the largest allocation in agency history, and the largest public source of cultural funding anywhere in the U.S. outside of the federal government. We're proud to work alongside City Council to make these historic investments. The roadmap provided by the CreateNYC cultural plan continues to guide DCLA's fiscal choices, ensuring that

they are aligned with the values around arts and culture expressed to us by thousands of New Yorkers from all five boroughs.

Now, for a few updates on agency programs and initiatives:

- This year's second cohort of the **CreateNYC Leadership Accelerator** is happening now. We launched this program as a pilot last year to help mid-level cultural workers grow into leadership roles. The demographic survey of DCLA grantees we released in 2016 showed that there is far less diversity at the top of the org chart for many cultural groups. This, along with input received during cultural plan public engagement, indicates barriers within the sector that prevent advancement for underrepresented groups. The Leadership Accelerator program participants examine systemic issues that prevent more diverse leadership. 26 individuals took part in the previous round earlier this year, and another group just started. The feedback on the program has been excellent. Participants report that they learned new strategies to advocate for themselves. We've also seen them forge strong peer networks that can help advance their careers over the long term.
- On May 2, we announced the launch of another program tied to the cultural plan's findings. **Community Organizing 101: Engagement Tactics for Cultural Organizations** is a pilot course that will train staff from cultural organizations around the city in strategies for sustained community building. During public engagement conducted for CreateNYC, residents and cultural workers called for the City to support cultural groups in efforts to establish stronger connections with their neighbors. Representatives from 30 DCLA-funded organizations from all five boroughs are participating in this free pilot course, providing them an opportunity to learn how to integrate the tools of community organizing into their work in the cultural sector.
- On May 4, the latest group of **CUNY Cultural Corps** students celebrated their graduation at Lehman College in the Bronx. Supported with DCLA and Rockefeller Foundation funding, these extraordinary students – more than 130 of them - had paid internships with 63 partner organizations. To date, over 340 students have completed the CUNY Cultural Corps program. About 20% of participants have received job offers from their host sites and many have gone on to explore careers or areas of study in arts and culture. The Cultural Corps has brought hundreds of students into the cultural community who might not have otherwise considered art and culture as a career path. Cultural organizations have been thrilled with the 62,000 paid work hours contributed through this program. They've been even more excited about the smart, skilled students they've had the opportunity to work with. This is laying a solid foundation of professional and personal relationships on which these students can build their careers.
- Last year, we hosted **CreateNYC Office Hours with the Commissioner** at MoMA PS1 in partnership with Chair Van Bramer, where we discussed the intersection of arts, culture, and LGBTQ history and activism. Just yesterday evening, we hosted a follow up CreateNYC Office Hours in advance of Pride Month and the 50th anniversary of the Stonewall Uprising at the Bronx Council on the Arts. Titled "**Voices (Un)Heard**," the focus of this public dialogue was LGBTQ

artists and art spaces since Stonewall. Many people took part, including our fellow members of the Stonewall 50 Consortium. We look forward to continuing this dialogue in the weeks and months ahead. It's important that while we celebrate our victories and those who sacrificed to achieve them, we don't forget the challenges that still lie ahead.

- In April, we announced four new Public Artists in Residence – or PAIRs - who will work with four City agencies for the next year. The PAIRs and their host agencies are:

- o **Taja Lindley**, working with **Department of Health and Mental Hygiene's** Tremont Neighborhood Health Action Center. She will start her residency by exploring how the voices of pregnant and parenting Black people in the Bronx can advance reproductive justice and inform changes in medical practices and government policies
- o **Laura Nova**, working with the **Department for the Aging** to deepen the City's understanding of ageism and its impact on older New Yorker.
- o **Julia Weist**, working with **Department of Records and Information Services**. She will start by focusing on DORIS's colonial collection, exploring how an artist might help present the Colonial records to better represent the perspectives of the indigenous and enslaved populations of the period.
- o **Janet Zweig**, working with **Mayor's Office of Sustainability** to support MOS's efforts to convey to New Yorkers how they can make a positive difference in issues around sustainability.

And I'm pleased that two of our previous PAIRs, Tatyana Fazlalizadeh with the Commission on Human Rights, and Rachel Barnard with the Department of Probation had their residencies extended by the host agencies. Their work addressing anti-Black discrimination and street harassment, and improving relations between DOP officers and their clients continues.

- And finally, last month the 33 members of the Cultural Institutions Group submitted their **Diversity, Equity, and Inclusion (DEI) plans** to the agency. This new requirement was originally announced by the Mayor when we released CreateNYC. As you know, the CIG consists of a wide range of organizations, from large museums to community-based performing art centers, to zoos and gardens. Their DEI plans will reflect these disparate sizes, disciplines, and audiences. But across the board, the groups see this as an opportunity to dive into critical issues that will shape the future of the sector. As our population grows more diverse, our cultural institutions need to keep pace in order to continue offering programs that makes them vital, relevant institutions. We have started our internal review process, and look forward to working with these institutions to foster a more inclusive workforce for the rest of my tenure.

I thank the Council for its ongoing commitment to supporting arts and culture in NYC. I am happy to answer any questions you have at this time.





Statement by Dennis M. Walcott, President and CEO, Queens Public Library

**New York City Council Joint Committees on Finance and Cultural Affairs,
Libraries and International Intergroup Relations**

Fiscal Year 2020 Executive Budget Hearing

May 21, 2019

Good morning. I am Dennis Walcott, President and CEO of Queens Public Library. It is a pleasure to be here. Thank you, Chairs Dromm and Van Bramer, Speaker Johnson and the members of this distinguished Joint Committee for the opportunity to testify today.

In March, I, along with my colleagues Linda Johnson and Tony Marx, testified before the Libraries and Cultural Affairs Committee on our budgetary needs. We discussed how New York City's three library systems needed an additional \$35 million in operating funds to keep up with rising costs. We discussed how the City's population has grown and demand for our programs has increased; how city agencies and community-based organizations are using our spaces now more than ever; how our most vulnerable populations depend on us for critical life-changing skills; and much more. Additionally, we discussed our \$963 million capital funding need, as well as the importance of being fully funded in the City's Ten-Year Capital Plan so that we can take a comprehensive approach towards dealing with critical infrastructure issues in order to create and maintain safe and inviting spaces for the public.

Instead of an increase in funding, the three library systems received a \$3 million cut to our operating budget, and we did not receive any new discretionary capital funding for allocation in the City's Ten-Year Capital Plan. For QPL, this means that we will not be able to fill vacancies, leaving many of our departments and some of our community libraries understaffed. It will negatively affect our collections levels and the programs we are able to offer. It will affect our critical maintenance budget, causing us to defer projects in our libraries, leading to emergency closures, a loss of service hours to the public, and costlier capital projects. In fact, over 800 service hours were lost over the past 12 months because we are not receiving the funding we need. In addition, no new discretionary capital funding means we will not be able to initiate much-needed critical infrastructure projects across the system.

This cut will undoubtedly have a negative impact on our customers and our ability to meet their variety of needs. Before the cut, the demand for our ESOL classes already exceeded the seats we have available. More than 800 customers who wanted to participate were unable to secure a spot. Nearly 600 customers who wanted to enroll in our Adult Basic Education and High School Equivalency classes had to be turned away. We could only provide OSHA safety training courses to 400 customers this past year when over 1,800 people expressed interest in taking the course. This funding cut will only exacerbate these challenges as we work to keep up with demand.

When the City needs someone to help implement important initiatives, libraries are always there. Whether it be IDNYC, the New Americans Corner or Universal Pre-K, or it be Early Voting, the Census or serving as Cooling Centers throughout the summer, libraries stand ready to work with City Hall and serve the great people of this City.

We appreciate what this Council and the de Blasio Administration have done for libraries the last few years. Without those previous investments, we would not have universal six-day library service in New York City and our buildings would be in a greater state of disrepair. However, no one should be under the impression that libraries have been taken care of, or that libraries are being greedy with our budgetary requests. Our needs are real, and the numbers do not lie.

In FY 2015, 943,000 customers attended programs at QPL. In FY 2016, 1.1 million customers attended programs. In FY 2017, that number rose to 1.4 million. This past fiscal year, 1.54 million customers attended programs at QPL. Each of those fiscal years represented a new high for QPL and is a clear indication that people are counting on libraries now more than ever.

The funding we are requesting from the City is vital to maintain six-day service. Since universal six-day service was implemented in FY 2016, we have witnessed a 37% increase in Saturday attendance throughout our system. In FY 2018 alone, QPL had 1.6 million visits on Saturdays.

QPL only has three libraries open on Sundays. If it were up to me – sharing Andrew Carnegie’s vision – every library would be open seven days a week. When you include FY 2018 Sunday gate count, QPL had 1.9 million visits on the weekend. Combine that number with the 2.9 million weekend visits at NYPL, and the 1.3 million weekend visits at BPL, and you get a clear sense of just how vital Saturday and Sunday service hours are to New Yorkers. **If we do not receive additional funding in the FY 2020 Adopted Budget, we will have no choice but to eliminate universal six-day service.**

Libraries are the great equalizers in our society, and the most-equipped vehicle to a fairer and stronger City. **We need increased funding, not less. We need the \$35 million we are asking the City for to maintain our current level of service. Moreover, we need \$150 million (\$50 million for QPL) in capital funding in FY 2020 to address capital project shortfalls and critical infrastructure needs.**

I sincerely thank all of you for your commitment to New York City’s libraries over the last several years. It is our hope that you will continue to invest in and stand with libraries as we provide indispensable programs and services that the people of this great City have come to rely on every day. Do not just take it from me though. Please listen directly to your constituents as they share how libraries have transformed their lives, and know that there are thousands more stories similar to theirs.

Chairs Dromm and Van Bramer, members of the Joint Committee, thank you for the opportunity to testify today.

**Brooklyn Public Library testimony to the
Committee on Cultural Affairs, Libraries and International Intergroup
Relations, jointly with the Committee on Finance
Executive Budget Hearing**

May 21, 2019, 10:00 AM, Council Chambers

Thank you Chairs Dromm and Van Bramer, for the opportunity to testify on the Mayor's executive budget. We are grateful to you and your committees, to Speaker Johnson and Majority Leader Cumbo, to our Brooklyn delegation and the entire City Council, for your outspoken support of New York City's libraries.

Every great city deserves great libraries. Your investment over the last few years has enabled us to provide reliable core library services a minimum of six-days a week; create new programming tailored to our communities; and upgrade our spaces to better serve the public. But, our progress is being jeopardized by cuts proposed in the Mayor's executive budget. Today, we implore you to reverse those cuts, increase library operating funds, and include \$150 million in new capital, \$50 million for each library system.

It is baffling that our public libraries are facing millions of dollars in potential cuts, instead of the increased funding we need to keep up with soaring demand. The city consistently turns to us as partners on priority initiatives; for IDNYC enrollment in our branches, for hosting early voting and prospective candidate trainings, for providing free legal resources to immigrants, and next year to ensure that every resident is counted in the 2020 Census. We're proud to play this role and our presence in virtually every community make us uniquely suited to carry out the city's civic initiatives. Time and again, we have been there to bring them to life. We need the city to be there for us by making our budget whole and addressing the capital crisis plaguing our three systems.

Even if the Mayor's cuts are restored, without additional operating dollars this year, our collections, staffing and hours of service will suffer. Brooklyn Public Library's portion of the operating budget request, \$9.7 million, is needed to support increased collections, programming, and staff, as well as physical improvements in our branches that are not capitably eligible. When I last testified, I detailed our innovative new programs, described the needs of our aging collection, and our growing footprint – including opening Brooklyn's first new public library in 36 years. Thanks to the city's investments in our three library systems, we are adding seven new branches and eleven expanded branches, 133,000 additional square feet in total. It was money well spent. We will be bringing libraries to communities that either didn't have them before or were previously underserved. We urge you to help us see that investment through. The public is counting

on us to open well-staffed branches, program-rich and filled with materials our patrons need and deserve.

Likewise the public is counting on us to open branches that are functional—branches that are cool in the summer and warm in the winter, with roofs that don't leak and elevators that work. Our patrons deserve much more. Our aim is to design welcoming and inspiring spaces, able to support the countless ways people use libraries today.

We truly appreciate the Council's advocacy to include libraries in the city's ten-year-capital plan. However, the outcome was disappointing for all of us. While we received welcome one-time capital—in Brooklyn Public Library's case \$25 million for Central Library renovations—the plan did not include recurring funding for libraries to manage physical plants over the next ten years.

This is extremely shortsighted. Brooklyn Public Library alone is the steward of over 1 million square feet of city-owned property. Denying libraries the long term funding necessary to maintain and improve our facilities is frankly, reckless.

The Council has the opportunity to make this right by pushing for a \$150 million capital allocation in this year's budget. Each of our three systems needs \$50 million to compensate for the lack of adequate funding in the ten year plan. Libraries should not have to limp from year-to-year, only addressing emergencies. With your support this year, we can maintain building renovations already in progress, replace failing infrastructure, and keep our current projects moving forward as planned for the coming year.

In every borough, valuable library projects are stalled because the city hasn't included capital dollars in future years. You know these stories all too well, because we rely on your help in your districts to keep the projects afloat. Last year, for example, we initiated a project at the 111 year old Leonard Library, one of the original Carnegie branches in Brooklyn. Armed with \$3.3 million, we sought to improve accessibility throughout the branch. DDC's front end planning unit immediately identified a deficit of \$2.1 million, halting the project from the start. Because libraries lack discretionary capital dollars in future years, we are tethered to a vicious cycle of awaiting each year's budget outcome in order to advance critical projects. And, the strategic benefit of DDC's early planning unit is diminished. New capital funding this year will allow us to restart the DDC managed projects that have ground to a halt as BPL faces \$22 million dollars in shortfalls.

Other project budgets balloon during design. Consider Borough Park Library, which began as an HVAC upgrade and roof replacement. Investigative probing early in the design process revealed that the exterior walls were deteriorating, and if left untreated water damage could threaten the building's structural integrity. Given the entire building

would be renovated; the scope was further expanded to include accessibility upgrades, a bathroom renovation, a new elevator, and modest interior and exterior renovations. Years later, we are still in the design phase for a much-needed branch overhaul and we are short \$5.2 million on a \$21 million project.

As the Borough Park example illustrates, upgrading our buildings piecemeal, system by system, increases costs, elongates timelines, and disrupts communities. It makes much more sense to approach our buildings holistically from the outset. Of course, that won't always be possible, and in light of the lack of funding in the 10 year plan, a strong capital allocation this year, will allow us to be the best stewards of the city's funds and continue with our planned renovations.

Last year Brooklyn Public Library spent 500,000 of our precious operating dollars maintaining old equipment, replacing dilapidated furniture, and funding temporary heating and cooling fixes. In total, six hundred and twenty nine hours of public service were lost to unplanned closures last year, with disruption at 35 of our 59 branches. Just last month, Kings Bay Library closed unexpectedly for emergency ceiling work, along with Flatlands and New Lots libraries for urgent building maintenance. These short-term fixes drain our already overstretched expense dollars, shortchanging collections and other library operations.

The \$50 million per system we are requesting will address a myriad of immediate capital needs in the coming year. Brooklyn Public Library has \$230 million in deferred maintenance; new funding this year will allow us to launch several infrastructure projects including new roofs and HVAC systems. Additionally, we need capital funding to replace computers, servers and networking equipment throughout the system that are at the end of their useful life. Maintaining the old equipment is a drain on our resources and also leaves our patrons and staff with inadequate technology.

You have been our greatest champions. You understand the impact that libraries have on our communities and, over the last few years, your support allowed us to grow to meet their needs. New Yorkers agree it's been a wise investment - a recent poll found that 93 percent of New Yorkers believe that libraries are a cornerstone of all New York City communities.

We depend on your leadership. Make this budget a reflection of our city's priorities. New Yorkers deserve excellent public libraries. They are worthy of programs that lift them up and collections that inspire; spaces that are welcoming and buildings that are safe. We implore you to stay the course, so we can keep our doors open wide for all New Yorkers and continue to strengthen the fabric of our city.



**NEW YORK CITY COUNCIL
FISCAL YEAR 2020 EXECUTIVE BUDGET AGENCY OVERSIGHT HEARING**

**FINANCE COMMITTEE JOINTLY WITH CULTURAL AFFAIRS, LIBRARIES &
INTERNATIONAL INTERGROUP RELATIONS**

Tuesday, May 21, 2019

INTRODUCTION

Good morning. My name is Tony Marx and I am the President of The New York Public Library (NYPL). I would like to thank Speaker Corey Johnson, Finance Chair Daniel Dromm, Committee Chair Jimmy Van Bramer, and the entire City Council for holding this hearing. I appreciate the opportunity to testify today about the Fiscal Year 2020 Executive Budget and its impact on our ability to deliver services and programs. Thank you for your steadfast commitment to libraries and for recognizing the vital role they play across New York City.

OVERVIEW: LIBRARIES MAKE NYC STRONGER

Libraries have empowered New Yorkers to flourish for over 100 years. With 88 neighborhood libraries in the Bronx, Manhattan, and Staten Island, and four scholarly research centers, The New York Public Library, along with our colleagues in Brooklyn and Queens, is present in every community, and together we make the city stronger as a trusted neighbor and resource. In Fiscal Year 2018, we offered nearly 100,000 unique program sessions—many of them in partnership with the City—supporting early literacy, correctional services, technology training,

civic engagement, and voting. Most recently, NYPL added a ninth site location to our Video Visitation program in partnership with the Department of Corrections, at Countee Cullen Library, while also expanding service to teens and families in the Horizon Juvenile Detention Center. In collaboration with the City Council, the City's First Readers program has continued to grow beyond kit distribution: we offered 726 early literacy workshops in Fiscal Year 2019, many of them taking place in updated early literacy spaces that now offer child-friendly seating, rugs, and play materials. Working closely with the Department of Education, the MyLibraryNYC program remains a coveted opportunity for teachers and students to gain access to millions of free resources, including teacher sets, instructional tools, and fine-free circulation of materials. Teacher sets, focusing on everything from famous adventurers and bullying to mythology and world history, have been increasingly used. In fact, our material circulation in this program has increased over 20 percent since last fiscal year, and school visits have gone up 92 percent compared to the same point in time five years ago.

Yet, there is so much more we can do together—especially as we approach the 2020 Census. Many of our branches are located in the hardest to count communities and offer a safe space to access the internet, use a computer, ask questions, and complete the form. We want to help you meet this need while being able to continue to meet the needs of all New Yorkers. This is why we are requesting that our current funding be fully baselined and are asking for an additional \$35 million investment in operating expenses for the three library systems, plus an additional \$2 million for census efforts. There is no doubt that New Yorkers need their libraries more than ever. Now is not the time to ask us to reduce hours and services through cuts. Make no mistake, even if no additional funding is allocated, without a restoration of the one-time funding from last year, we are still being asked to absorb a multi-million dollar budget reduction. By extension, the

millions of seniors, immigrants, children, and families who enter our buildings every year are being asked to bear that cut. Whether they are seeking a good book, access to free wifi and computers, or a glimmer of hope in one of our career services centers after losing their job—all are welcome at the Library. We need your continued leadership and support to sustain our existing level of services and hours for each and every one of our patrons. Without this funding—and certainly if we receive the up to \$11 million in expense cuts that are currently on the table—days of service, hours, collections, and programs will be impacted.

RISING COSTS AND AN EXPANDED FOOTPRINT

We are incredibly grateful to have been given the opportunity to grow under your leadership over the last several years. But now, for the first time in four years, we are being asked to absorb a budget cut even as we have growing needs to meet. As we shared during the preliminary hearing, the NYPL is expanding its branch footprint by nearly 37,000 square feet in Fiscal Year 2020, with more to come in 2021. With expansion comes increased costs in order to staff our locations, fill our shelves with robust resources, and maintain heavily trafficked buildings. Along with our expansion, operating costs continue to rise. Not only do we have more square footage to fill and operate, it costs more than ever before to do so. The \$8 million in additional funding provided last year by the City Council was not baselined, but it was critical to help us meet wage increases, higher security costs, unfunded mandates related to local law compliance, and costs required for capially ineligible branch projects.

For example, at Belmont Library in the Bronx, the aging HVAC system caused the branch to reach sauna temperature levels, allowed us to spend the Council's \$65,000 of funding on three new compressors and to complete an emergency repair. This branch lacks operable windows,

In addition to our capital needs, we also hope to make significant technology upgrades. A \$5 million investment would allow us to expand our digital repository storage system to better collect and manage our world-class audio and moving images research library collections, improve digital signage, provide self-service equipment to patrons, and refresh PCs, printers, phones, and Wi-Fi. Self-service equipment in the branches is so important to serving busy patrons. At our Bronx Library Center, the lines are so long during the busy workday lunchtime that many times patrons who stop in to grab a new book leave it behind before reaching the counter. In Manhattan, this fiscal year, phone systems have been out of service nearly 20 times, making it difficult for patrons and our central administration to reach the branches. Investing in technologies like digital signage would help to free up overly crowded counters and tables covered with helpful flyers and resources and provide an option to update our patrons with real-time knowledge, ESOL class schedules, and information sessions led by City agencies.

CONCLUSION

The New York Public Library is a trusted democratic haven in every neighborhood across the Bronx, Manhattan, and Staten Island. After the historic investment in libraries in the 2016 10-Year Capital plan and renewed expense commitment over the past few years, we have grown substantially and are poised to do even more. Unfortunately, without additional funding we will not be able to maintain the level of library service that we currently provide and weekend service for more than 6 million New Yorkers is at risk. This is why we are requesting that our current funding is fully baselined and that an additional \$35 million investment in operating expenses is allocated for NYC's libraries. It is also why additional capital funding is so crucial. Help us keep the promise we made together to all New Yorkers and invest in libraries. Stronger libraries lead to a stronger New York City, but we cannot do it without your continued leadership.

Thank you again for your tremendous support and for the opportunity to testify. We remain available to answer any questions you have.

**INVEST IN LIBRARIES
LIBRARIES
MAKE NYC
STRONGER**

FY20 EXECUTIVE BUDGET HEARING

MAY 21, 2019

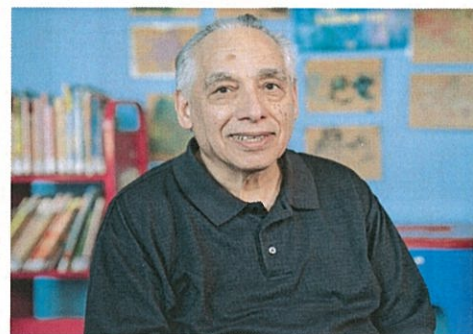
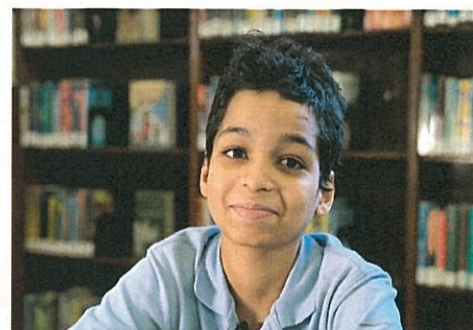
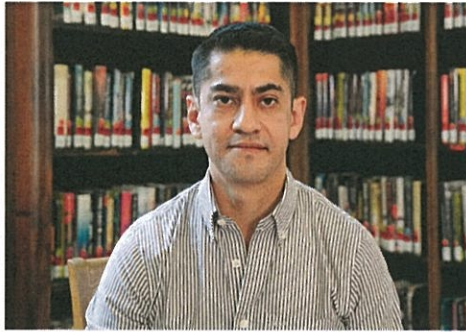
TONY MARX, **THE NEW YORK PUBLIC LIBRARY** | LINDA E. JOHNSON, **BROOKLYN PUBLIC LIBRARY** | DENNIS M. WALCOTT, **QUEENS PUBLIC LIBRARY**



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Libraries Make NYC Stronger



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LIBRARIES MAKE NYC STRONGER



New York
Public
Library



QUEENS
PUBLIC
LIBRARY

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INVEST IN LIBRARIES

NYC's 3 Library Systems: FY20 Needs

OPERATING

\$35 MILLION IN FY20*

- Brooklyn Public Library: \$9.7M
- The New York Public Library: \$15.4M
- Queens Public Library: \$9.7M

CAPITAL

\$150 MILLION

- Brooklyn Public Library: \$50M
- The New York Public Library: \$50M
- Queens Public Library: \$50M

*This figure includes the \$8M request to the City Council

INVEST IN LIBRARIES

New Yorkers Agree: Libraries Make NYC Stronger

93%

believe that libraries are a cornerstone of all New York City communities

84%

agree libraries should receive an increase in funding

95%

believe that without libraries, their communities and New York City would be impacted

NEARLY 85%

rely on evening and weekend hours at library locations throughout all five boroughs

MORE THAN 97%

say libraries benefit: Children | Immigrants | Disadvantaged & Lower-Income People | Working Families | Senior Citizens | Students & Researchers

Results of a poll of more than 1,000 New Yorkers conducted by firm Change Research

INVEST IN LIBRARIES
LIBRARIES MAKE NYC STRONGER



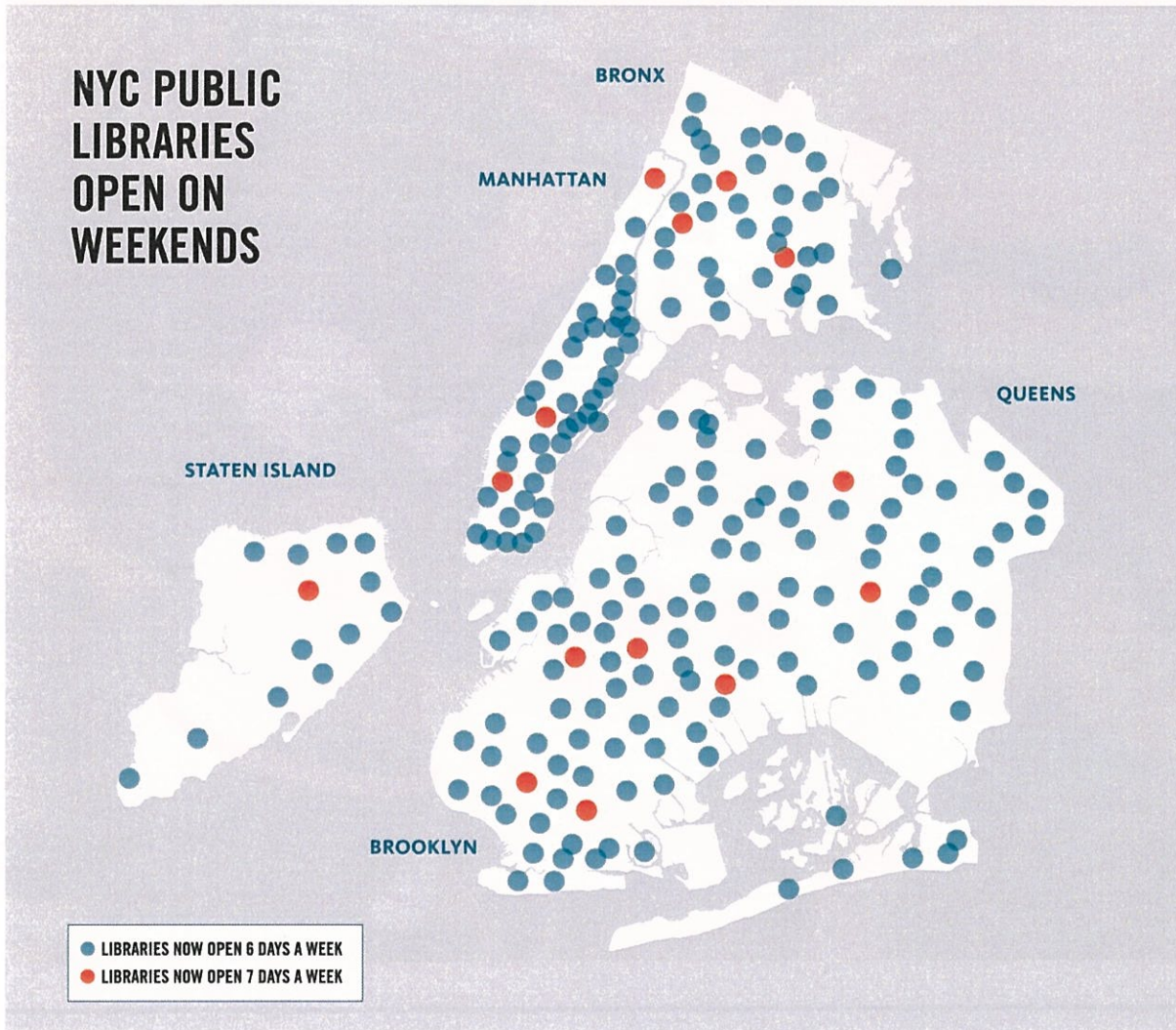
New York
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Library



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INVEST IN LIBRARIES

Weekend Service At Risk



NYC's public libraries receive more than **6 million weekend visits** every year.

Without the necessary City funding, our libraries could be forced to reduce hours—including on weekends when New Yorkers need them most.

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LIBRARIES MAKE NYC STRONGER



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THE NEW YORK PUBLIC LIBRARY

Vital Support for City Priorities



- **788,000** early literacy program visits
- **500%** increase in ESOL enrollment since FY12
- **6,200** visits to outreach programs in homeless shelters
- Nearly **20%** of all IDNYC cards issued at NYPL

St. George Library Center, Staten Island
The New York Public Library

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New York
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THE NEW YORK PUBLIC LIBRARY

Growing Demand, New Needs



- **Expanded spaces:**
Roosevelt Island,
Van Cortlandt,
and Macomb's
Bridge
- **New branch:**
Charleston
Library, Staten
Island
- **Increased cost:**
Staff, collections,
services
- **New needs:**
Vital partner in
census effort

TOP: Rendering of new Macomb's Bridge Library, Manhattan.
BOTTOM: Naturalization Ceremony, Stephen A. Schwarzman Building

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Public
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BROOKLYN PUBLIC LIBRARY

Soaring Demand



- **13%** increase in Library Card signups
- **70,000** programs with over **one million** attendees
- **ESOL** class attendance up **14%**

Sunset Park Library
Brooklyn Public Library

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BROOKLYN PUBLIC LIBRARY

Innovative Programs



- **First ever** college degree program in a library
- **Musical instruments** available to check out from the collection
- **37,000** programs for children
- **More than 1,000** community partners last year

Central Library
Brooklyn Public Library

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BROOKLYN PUBLIC LIBRARY

Growing to Meet Demand



- **Expanded Spaces:** Brooklyn Heights, Sunset Park, Greenpoint
- **New Branches:** Adams Street, Cultural District (300 Ashland), Brower Park
- **Increased Costs:** Staff, collections, services

Aerial Rendering of Greenpoint Library
Brooklyn Public Library

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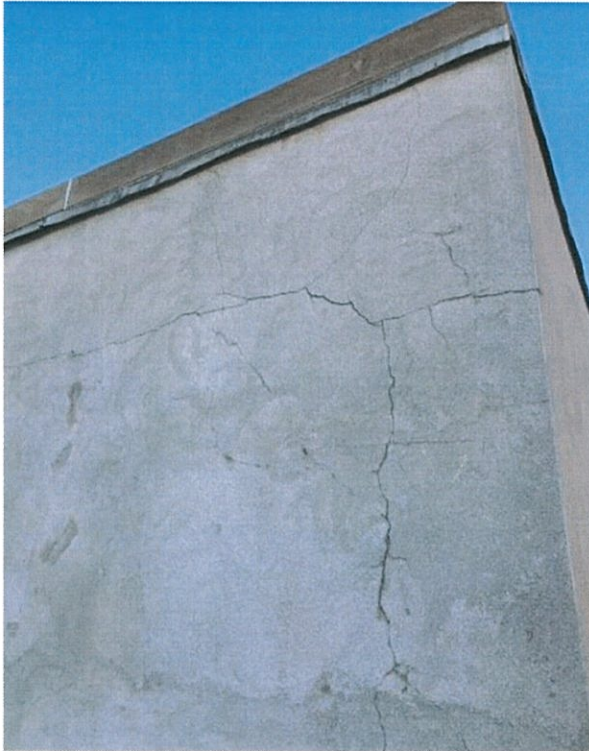


New York
Public
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BROOKLYN PUBLIC LIBRARY

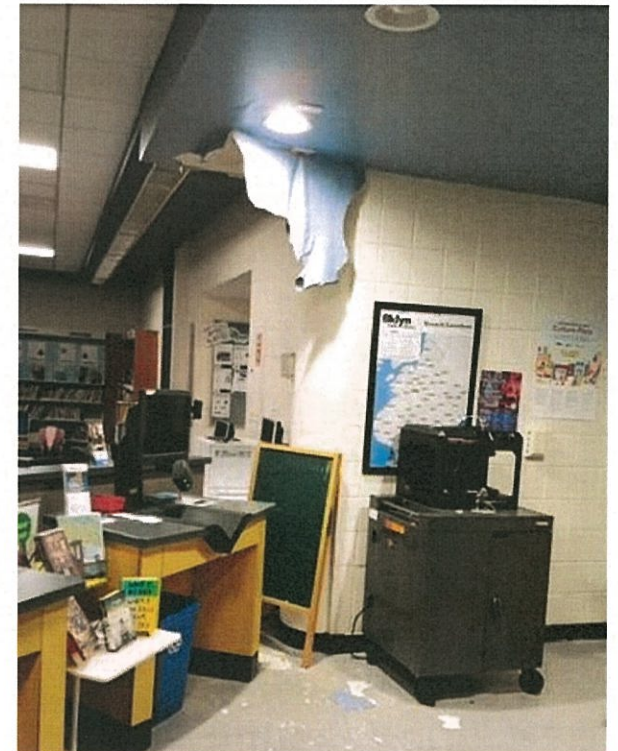
Critical Maintenance



Cracking facade at Central Library, Brooklyn



Water damage at Clinton Hill Library, Brooklyn



Leaking roof at Mill Basin Library, Brooklyn

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QUEENS PUBLIC LIBRARY Busier Than Ever



- **11.4 million** visits system-wide
- Library materials circulated **12.4 million** times
- **1.5 million** customers participated in over **87,500** library programs
- **Over 3.3 million** computer & wireless sessions

Peninsula Library
Queens Public Library

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New York
Public
Library



QUEENS PUBLIC LIBRARY

Protecting Full Six-Day Service



- **Ensure sufficient staffing levels** to provide improved services & maintain our safe & inviting spaces
- **Boost collections** to offer customers an extensive & diverse selection
- **Address critical maintenance needs** at our libraries

Whitestone Library
Queens Public Library

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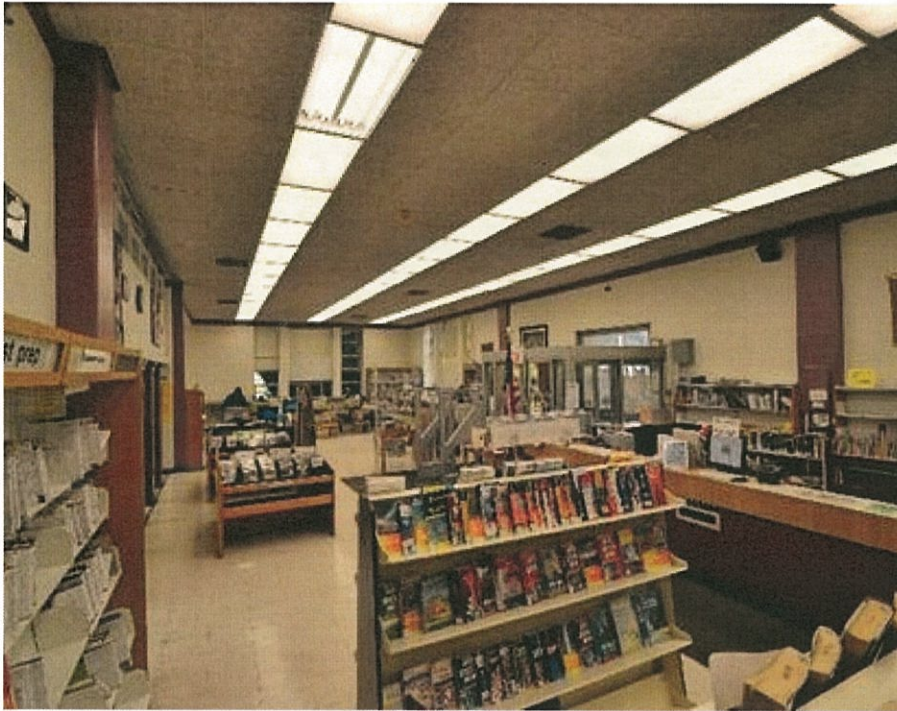


New York
Public
Library



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QUEENS PUBLIC LIBRARY Project Shortfalls



Richmond Hill Library, Queens Public Library



Baisley Park Library, Queens Public Library

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**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Bob Foran

Address: CFO

I represent: MTA

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Andy Byford

Address: President

I represent: NYC Transit

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: P. Rowland Hakim

Address: Managing Director

I represent: MTA

Address: _____

◆ Please complete this card and return to the Sergeant-at-Arms ◆

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

[]

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Pat Foley

Address: _____

I represent: Chairman MTA

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

[]

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Gregory Anderson

Address: Assistant Commissioner for Policy +

I represent: DSNY External Affairs

Address: 11251 Worth St - 7th Fl - NY, NY 10013

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

[]

I intend to appear and speak on Int. No. _____ Res. No. _____
 in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Larry Cipollina

Address: Deputy Commissioner, Administration

I represent: DSNY and Financial Management

Address: 125 Worth St - 7th Fl, NY, NY 10013

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Steven Costas

Address: Acting Commissioner

I represent: DSNY

Address: 125 Worth St - 7th Flr

NY, NY 10013

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Tom Finkelpearl

Address: 31 Chambers St, 2nd Floor

I represent: NYC Dept of Cultural Affairs

Address: _____

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: DENNIS WALLCOTT

Address: _____

I represent: QUEENS PUBLIC LIBRARY

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Tony Marx

Address: _____

I represent: The New York Public Library

Address: _____

Please complete this card and return to the Sergeant-at-Arms

**THE COUNCIL
THE CITY OF NEW YORK**

Appearance Card

I intend to appear and speak on Int. No. _____ Res. No. _____

in favor in opposition

Date: _____

(PLEASE PRINT)

Name: Linda Johnson

Address: _____

I represent: Brooklyn Public Library

Address: _____

Please complete this card and return to the Sergeant-at-Arms