



Fast Forward: The Plan to Modernize New York City Transit


December 4, 2018

**The greatest city
in the world relies
on a transit
system in a state
of emergency.**

Every month the pressure
on our system grows.

Meanwhile our customers
feel like all they do is wait.





The Subway Action Plan

- **Stabilizing the System**
 - Sealed over 3,100 leaks
 - Repaired over 17,000 track defects and 1,600 signal defects
 - Major maintenance on over 2,100 cars
- **Performance Trends**
 - Major incidents down more than one-third since before SAP
 - Monthly delays trending down since the start of SAP, reversing decades of increases
 - On-Time Performance the highest in over three years
- **Customer Experience**
 - New tools for station cleaning
 - Over 50 new station announcers
 - New procedures to disseminate accurate incident information



New York City Transit

**The Fast
Forward Plan
will turn transit
in New York
around quickly
and safely.**



New York City Transit

NYCT needs to modernize from top to bottom:

- **To refocus on the customer experience**
- **To deliver large scale investment in infrastructure**
- **To overhaul internal processes**
- **To shift organizational culture**

In the first 5 years

- **State-of-the-art signal system on 5 additional lines**
- **Over 650 new subway cars**
- **More than 50 additional accessible stations**
- **State-of-good-repair work at more than 150 stations**
- **Over 1,200 CBTC-equipped cars**
- **Redesign of bus routes in all 5 boroughs**
- **New fare payment system**
- **2,800 new buses**



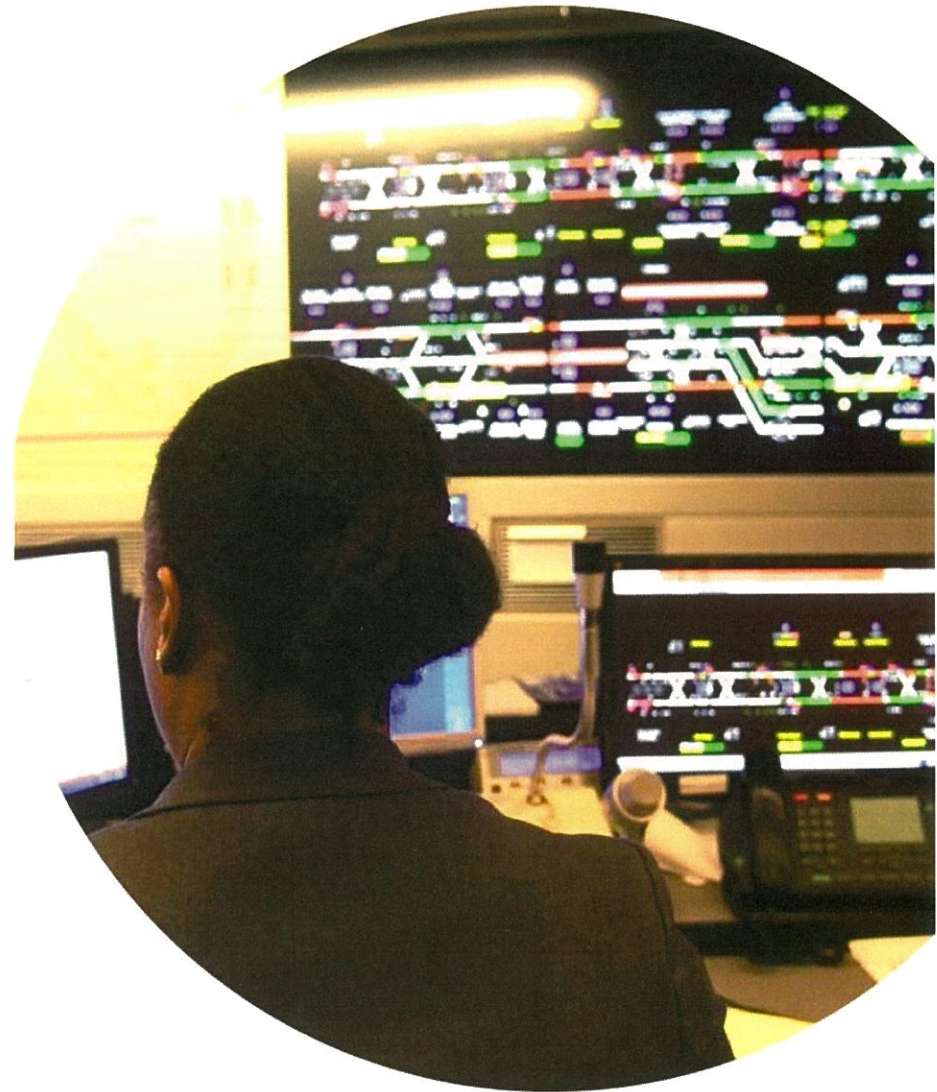
In the following 5 years

- State-of-the-art signal system on another 6 lines
- 130 additional stations made accessible
- State-of-good-repair work at another 150 stations
- An additional 3,000+ new subway cars
- 2,100 new buses



Fast Forward on CBTC: Implementation Plan

- **Prioritization based on:**
 - **Capacity-constrained lines**
 - **State-of-good-repair needs**
- **Work plan**
 - **Night/weekend closures**
 - **Avoid full line closures on weekdays**



Fast Forward on CBTC: From 40 years to less than 10

The
Bronx

Manhattan

Queens

Brooklyn

Staten Island

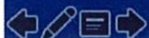
2018

**900,000 daily
customers on
CBTC lines**

- **L** - 8 Av to Canarsie
Rockaway Pkwy
- **7** - Flushing Main St
to 34 St-Hudson Yards



New York City Transit



Fast Forward on CBTC: From 40 years to less than 10

In the first
five years

**3 million daily
customers on
CBTC lines**

- **4 5 6** - 149 St-Grand Concourse to Nevins St
- **E F M R** - Jamaica 179 St and Jamaica Center Parsons Archer to 50 St
- **F** - Church Av to West 8 St NY Aquarium
- **A C E** - Columbus Circle to Jay St MetroTech
- **G** - Court Sq to Hoyt Schermerhorn St



New York City Transit

Fast Forward on CBTC: From 40 years to less than 10

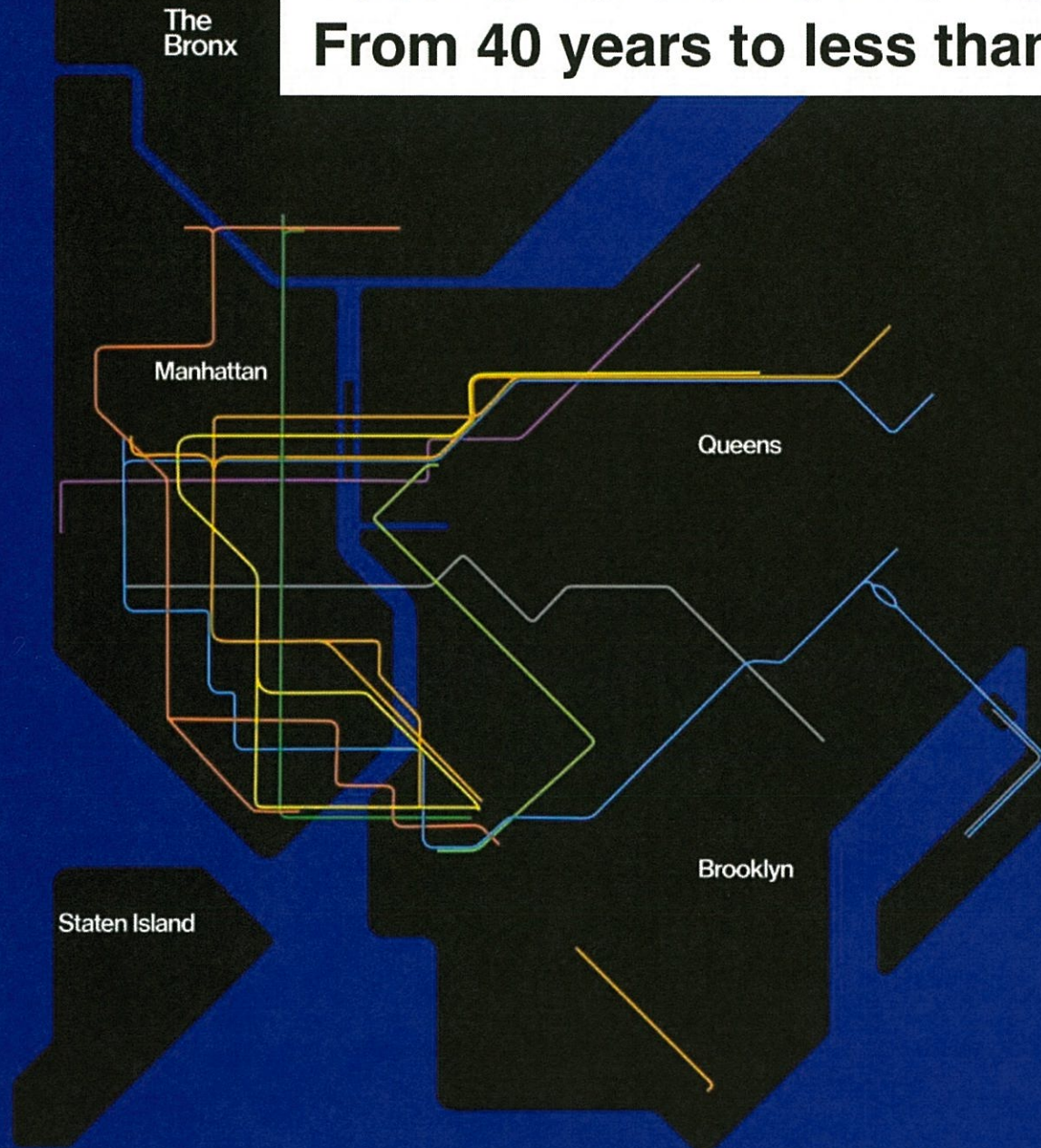
In the following
five years

**5 million daily
customers on
CBTC lines**

- **1 2 3** - Jackson Av to Atlantic Avenue-Barclays Ctr
- **B D F M** - 59 St Columbus Circle and 21 St Queensbridge to Dekalb Av and Jay St MetroTech
- **A C** - Jay St MetroTech to Ozone Park Lefferts Blvd
- **A S** - Rockaway Blvd to Far Rockaway Mott Av and Rockaway Park Beach 116
- **N Q R W** - Queensboro Plaza to Dekalb Av

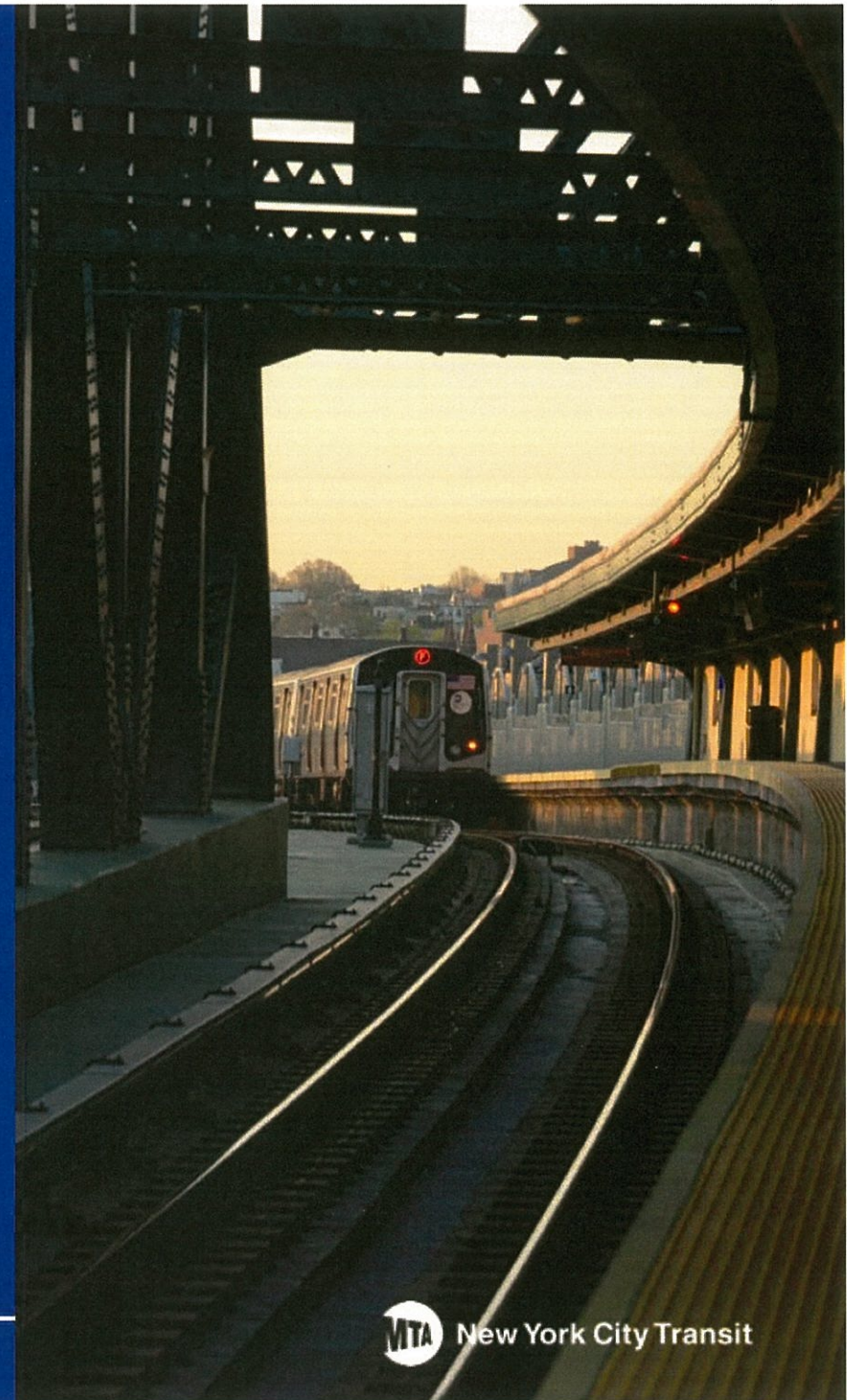


New York City Transit



Transform the Subway

- Reduce subway delays by 10,000 per month by focusing on operational basics
- Better root cause analysis of incidents
- Enable the completion of more work faster
- Complete stabilization phase of Subway Action Plan



New York City Transit

Progress in 2018

- Deployed new Group Station Management model
- Deep cleaned 15 stations and improved customer restroom facilities at 6 stations
- Made repairs at over 25 of our most problematic switches
- Initiated an extensive review and have begun to safely correct signal modifications which have reduced speed and throughput
- Issued new operational procedure bulletins to safely speed up service



Reimagine the Bus Network

- Redesign the bus network in all boroughs in **next three years**
- Require effective traffic enforcement
- Give buses greater priority with targeted corridor improvements
- Speed up boarding
- Manage for reliability
- Enhance our world-class fleet
 - All-electric bus pilot underway



Progress in 2018

- Coordinating with NYPD to enforce bus lanes with targeted efforts in all 5 boroughs
- Launched a redesigned Staten Island Express bus network making continual modifications to respond to ongoing customer input
- Kicked off the redesign of the Bronx bus network, completing phase 1 of our public outreach efforts
- Expanded off peak service on 5 routes
- Ongoing partnership with NYC DOT to roll out corridor improvements, Traffic Signal Priority and other bus priority features
- Launched a priority route improvement effort



Fast Forward on Accessibility

- All subway riders are no more than two stops from an accessible station in **5 years**
- More direct Access-A-Ride routes
- New MyAAR app
- Enhanced training for all employees



New York City Transit

Accessible Stations: 2018



New York City Transit

Accessible Stations: In Five Years



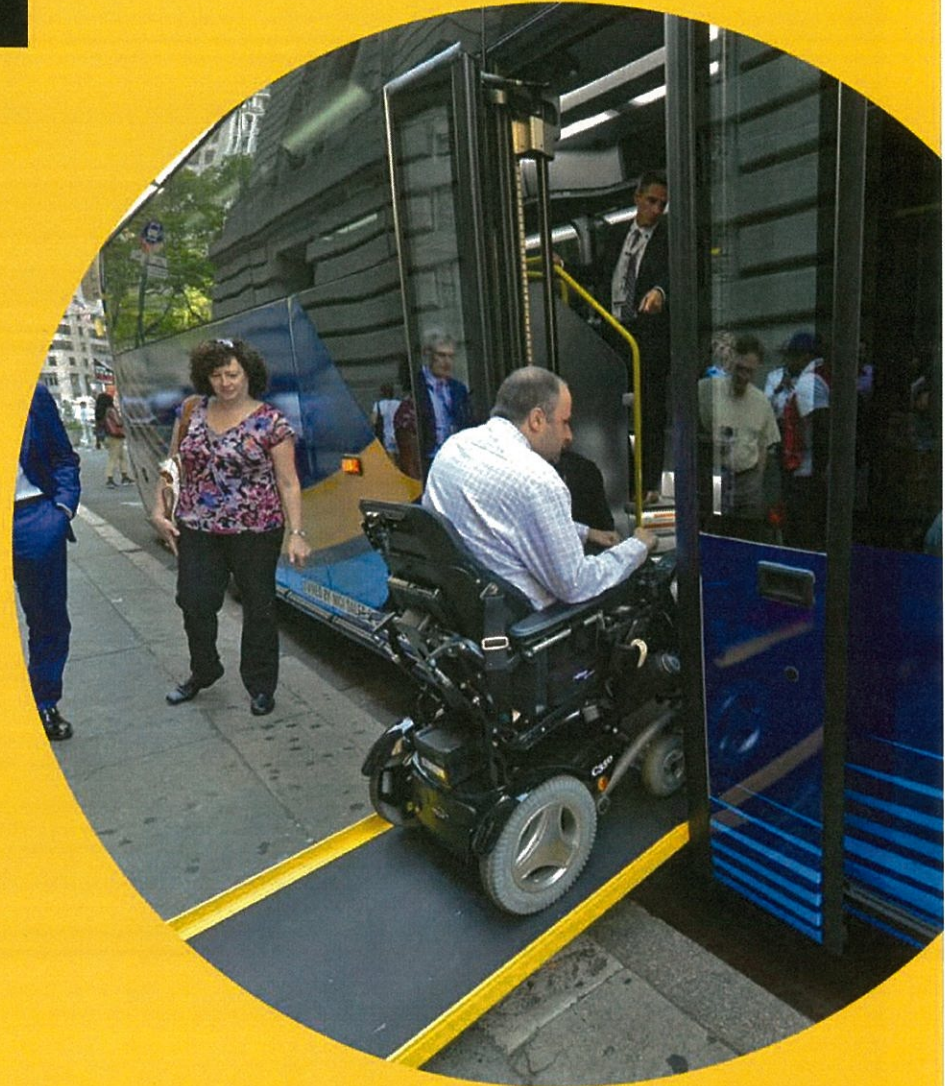
Accessible Stations: In Ten Years



New York City Transit

Progress in 2018

- **Hired Senior Accessibility Advisor**
- **Surveyed 123 stations as part of an accessibility study to identify necessary upgrades**
- **Deployed static signage at all NYCT elevators at 10 station complexes to provide alternate accessible travel directions**
- **Currently new elevators at 10 stations are in design, 5 in procurement and 13 in construction**



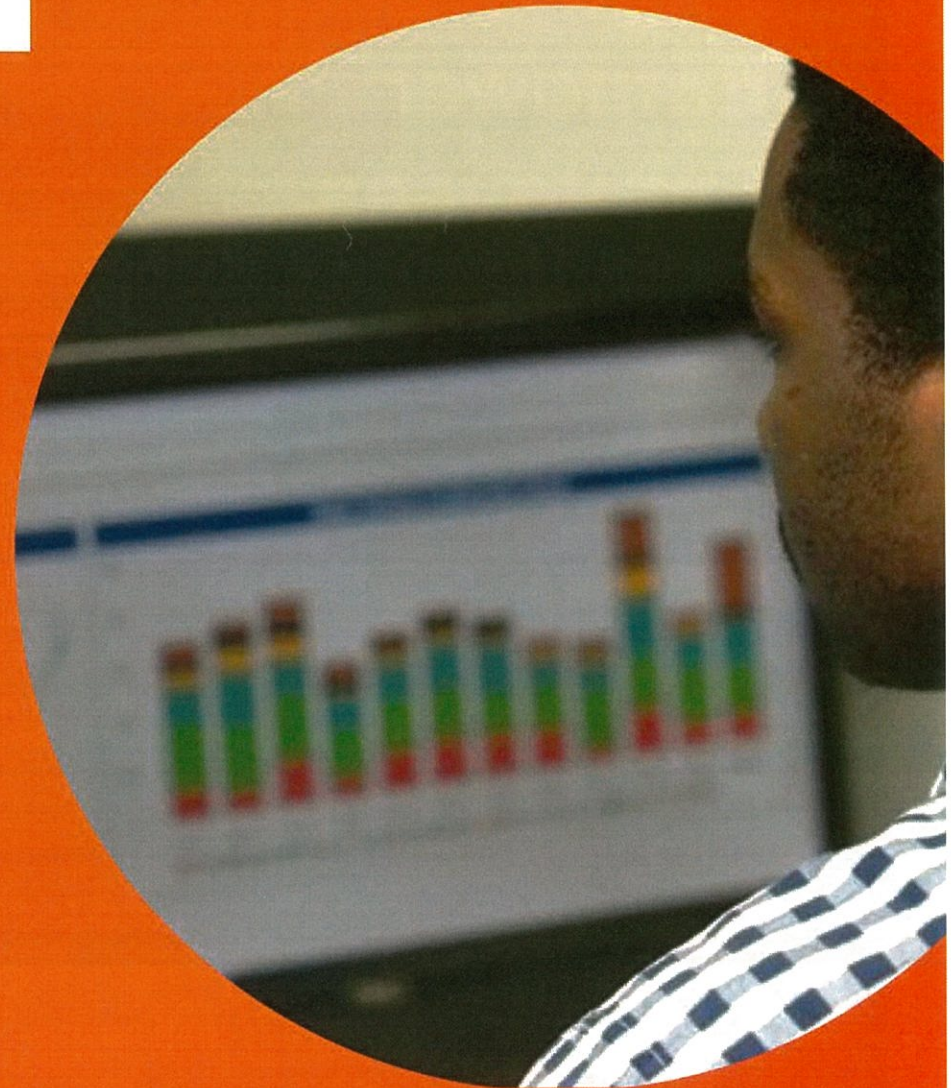
Engage and Empower Employees

- Get the right people in the right jobs with the right mandate
 - Show employees we value them
 - Embrace diversity and inclusion
 - Make it easy to innovate
 - Act on employee input survey
-



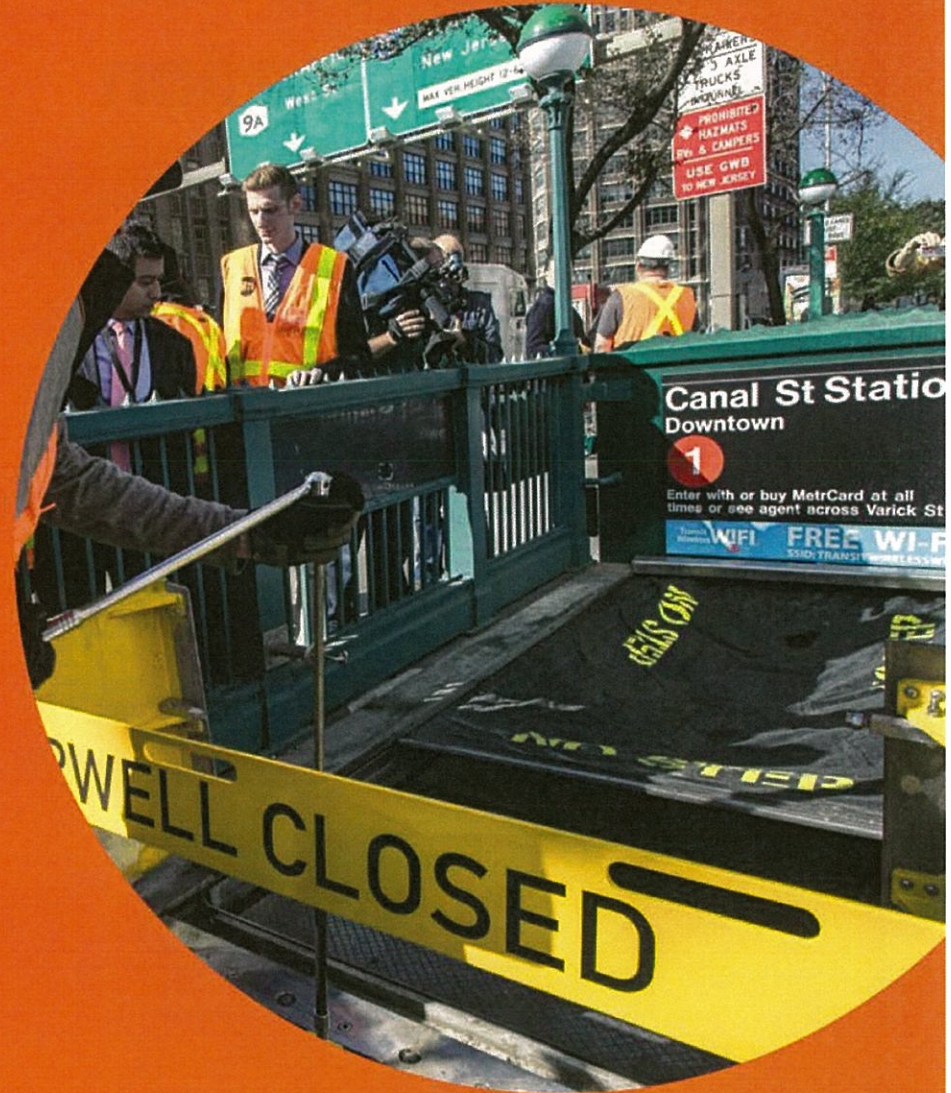
Agility & Accountability

- Measure, track, and report on performance
- Overhaul processes for faster, more efficient project delivery
- Streamline procurement
- Increase capacity for innovation
- Introduce dashboards for internal functions



Safety, Security, & Resiliency

- Support expansion of Neighborhood Policing Initiative
- Engage employees directly in safety via a confidential employee hotline
- Keep the system secure
- Increase resiliency from flooding
- Strengthen sustainable practices



Customer Service & Communication

- Listen, commit, and follow through
- Increase customer service training
- Make clearer, more helpful announcements
- Improve community engagement



Progress in 2018

- Appointed Chief Customer Officer
- Released MYmta app
- Reduced MetroCard claim processing times by 70%
- Launched our Customer Commitment
- Installed PA systems at 13 stations that did not previously have one



**New York City Transit
stands at a crossroads.**

**It is time to move ahead
—fast forward.**



Fast Forward: The Plan to Modernize New York City Transit

December 4, 2018



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Gale A. Brewer, Borough President

December 4, 2018

**Testimony of Manhattan Borough President Gale A. Brewer
Before the New York City Council Transportation Committee
Oversight Hearing on the MTA-NYCT Fast Forward Plan**

Good morning. My name is Gale A. Brewer and I am the Manhattan Borough President. Thank you Chair Rodriguez and members of the Transportation Committee for holding this crucial hearing.

President Byford's Fast Forward Plan calls for sweeping and long-awaited changes to overhaul our public transit system through accelerated modernization of our subway's signal system, an increase in accessible subway stations, and the re-designing of our bus routes, among other key points. My office is excited about the results President Byford has promised and believes the first funding source we must tap into is Congestion Pricing.

The question that many New Yorkers share is not if the work is needed, but if the MTA can be trusted to do it within reasonable budgets and sensible time frames. While President Byford's plan is justifiably ambitious, we must look to past MTA work to see the full picture. And past MTA work, specifically the installation of Communications-Based-Train-Control (CBTC) on the 7-train, does not show promising results. Specifically, research from the good-government non-profit Reinvent Albany shows that the MTA exceeded its projected timeline for the project by 5 years and its projected budget by \$157 million. Moreover, in a study my office requested from our city's Independent Budget Office, they found that of the 33 signal-related projects in MTA Capital Plans since 2005, 19 of them were delayed.

A core tenet of the Fast Forward Plan, and a major source of which city funding would be dedicated toward, is the installation of CBTC on the majority of our subway lines. Given the MTA's difficulties in delivering CBTC to just the 7-line, I would like to echo the calls of Reinvent Albany for President Byford to release an analysis of the 7-train project and present it to city legislators.

Specifically, how did the 7-train project exceed its projected costs and timeline, and how will the MTA avoid these same mistakes during future signal installations? For the City to provide a substantial share of the \$40 billion required to modernize our transit system, we must be absolutely sure that its funds will be spent wisely.

Lastly, as some of you may already be aware, my office has been disappointed in the MTA's recent decision to renege on their promise to upgrade two or three SBS routes a year and, specifically, to defer the upgrade of the M96 from 2019 to as late as 2023. The MTA's stated reasons for SBS deferral—budget constraints and borough-wide redesigns—do not apply to the M96. The shortness of the route makes it inexpensive to upgrade and unlikely to change under a

bus route redesign. The reality is that not every upgrade in service must cost \$40 billion. In the case of the M96, the upgrade would only cost \$1.8 million.

The M79's upgrade to SBS just 17 blocks south saw an 8% decrease in travel times and a 9% increase in ridership. These results are expected for the M96 and would be a boon for its 14,000 daily riders and for the route itself, which has continually lost ridership every year since 2013. As ridership decreases have been a key problem for the MTA's finances, this projected increase should be persuasive.

In the end, while the Fast Forward Plan promises fantastic results, we must look realistically at past MTA outcomes in deciding how to allocate potential city funding, and the changes we need to ask for to ensure funding is well spent. President Byford should present the City with plans as to how the MTA will avoid the pitfalls involved with the 7-train's CBTC installation and he should agree to upgrade the M96 to SBS in 2019, as was originally planned, in order to show how the MTA will sensibly spend potential City funding for the Fast Forward Plan.

Thank you.



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Statement of the New York City Transit Riders Council Before the New York City Council Transportation Committee Oversight Hearing on Improving the New York City Subway System

Tuesday, December 4, 2018

Good morning, my name is Ellyn Shannon. I am the Associate Director of the Permanent Citizens Advisory Committee to the MTA (PCAC), which was established by the New York State Legislature in 1981 and is the official voice of NYC Transit, Metro-North and Long Island Rail Road riders.

The transit system we all rely on is severely stressed. To remain a world class city, it is more important than ever to have a reliable system that keeps trains and buses moving smoothly to their destinations. The transit network has yet to fully recover from the 2010 service and workforce cuts, let alone the damage sustained in 2012 from Superstorm Sandy. We cannot afford to let the transit system go any further backwards to the bad old days. It's time to move forward.

Therefore, we appreciate this opportunity to discuss the steps necessary to improve the transit system and the merits of New York City Transit's Fast Forward plan. The timing is particularly relevant as the MTA is holding its fare hearings. While raising the fare will help with the budget gap, substantially more funding is needed to set it on the right path.

We recognize that the City of New York and the State stepped up to fund the Subway Action Plan. Subway delays have declined, and the subway car Mean Distance Between Failures (MDBF) is improving. But it is the Fast Forward plan which goes much further in addressing the system's needs, and it's critical that it be fully funded. We have reviewed the plan and have delved into deeper levels of the system than ever before to better understand what it will take to turn it around. It is with this understanding that we fully support the Fast Forward plan as it is the only way New York can rebuild its transportation system into one that can compete with other global cities. We have watched as President Byford has assembled a highly skilled and inspired team, he has placed the focus where it belongs – on riders – and worked to collapse the many layers of Transit's organizational chart to get at root causes of problems, efficiently and effectively.

But the magnitude of the problem that has occurred from decades of insufficient funding is simply larger than a one-shot approach. The answer must be in finding recurring and sustainable funding for the transit system, including – but not only – Congestion Pricing.

Restoring and improving the subway system requires a bold new way of thinking accompanied by an increased commitment of resources. Some of those resources must come from companies like Amazon, which are attracted to the City partially due to our vast transportation network. Long Island City would greatly benefit from such investments. More people will mean more congestion in stations that are sorely in need of repair, upgrades, and accessibility. We look forward to the upcoming Council hearings on this topic. Similarly, there is great opportunity in capturing the added value that transit brings to real estate developments, and we strongly support the MTA's efforts in that area. It is also important that everyone pay their fare: fare beating costs the system hundreds of millions of dollars a year, putting added pressure on fares and service, and hurts all New Yorkers. Equitable enforcement is needed now more than ever.

There is a need for the MTA to focus on reducing waste and inefficiencies. We believe important light was shed on the topic, through the two board working groups on Procurement and Contracting. We encourage Council members to look at the June MTA Board meeting, where presentations on these two topics and actions being taken were provided by Commissioners Scott Rechler and Charles Moerdler. But a ship as large as the MTA does not turn on a dime. That work is on-going and is integral to gaining public trust.

At the end of the day, it is in the interest of both the City and State to ensure that the system functions well, and that it is appropriately funded. We cannot afford to wait decades for modernization efforts such as improved signals and CBTC to be completed and must find ways to accelerate them, as laid out in the Fast Forward plan. Subway and bus riders need the City and MTA to work as partners so that the transportation system remains the lifeblood of the region. We look forward to a vigorous discussion of what needs to be done and how to pay for it, and encourage the members of the City Council and this Committee to fully participate in this dialogue.

The Fast Forward plan cannot be implemented without the State's and City's financial support and commitment. We look forward to any questions that you may have. Thank you.

To: New York City Council, Transportation Committee
From: Jack Davies, Transportation Alternatives
RE: Testimony, Fast Forward and Congestion Pricing
Date: December 4, 2018

Good morning. Thank you for convening this hearing and for the chance to testify. My name is Jack Davies. I'm the campaigns manager for Transportation Alternatives. For 45 years, Transportation Alternatives has advocated on behalf of New Yorkers for safer and more livable streets. With more than 150,000 people in our network and over 1,000 activists throughout all five boroughs, we fight to promote biking, walking, and public transportation as alternatives to the car.

Our transportation system is in a state of crisis. Cuts to basic upkeep have crippled the subway and bus networks. Delays on the subway have tripled over the last five years. Subway stations are literally crumbling to pieces, and aging trains and signal systems can't keep up with growing ridership.

New York has now a golden chance to comprehensively alleviate this crisis by enacting the Fast Forward plan. But this plan is inseparable from congestion pricing -- the only realistic solution to fairly and sustainably raising the majority of the billions needed to fund Fast Forward.

New York must make fixing the subway, and congestion pricing, it's first priority this year. New Yorkers simply cannot afford to wait to see action on a serious plan to fix our subways and tame the region's traffic.

Under congestion pricing, everyone contributes something to fixing New York City's broken transit network, and everyone gets something in return. It prioritizes the fundamental needs of a vast majority of regular New Yorkers -- particularly lower-income workers, outer-borough residents, and seniors, who rely on public transit.

The complexity of planning for New York City's future requires bold action. New Yorkers deserve better than crippling traffic and unreliable public transit, and across the five boroughs, they're ready to support Fast Forward and congestion pricing, and return New York to its rightful place as a worldwide leader in transportation equity, sustainability, and safety.

Transportation Alternatives strongly supports congestion pricing -- to fairly and sustainably raise the majority of the billions needed to fix our transit system and fund Fast Forward. Thank you.



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**Testimony of Yesenia Torres and Valerie Joseph
before the City Council Transportation Committee Oversight hearing on Fast Forward
December 4, 2018**

Thank you for the opportunity to testify before the Council on MTA New York City Transit's Fast Forward (MTA) plan. We represent the Brooklyn Center for Independence of the Disabled, an independent living center and an advocate for people with disabilities for more than six decades.

For people with disabilities, the Fast Forward plan is unprecedented. For the first time, the MTA makes a commitment to accessibility and calls it one of its "four equal priorities," along with "transforming" the subway, a "reimagination" of buses and empowering MTA employees. (See Fast Forward, p. 19.)

Fast Forward also outlines an ambitious program of improvements, from a rapid expansion of the number of subway elevators to an improved Access-A-Ride system to better communications. These new commitments are welcome and long overdue.

But we want more than a few pages in a 74-page document. After all, we know the MTA's history all too well: Fierce legal battles to make buses and 100 subway stations accessible in the 1970s and 1980s. Lawsuits again in the 1990s to get the MTA to adhere to federal law in its Access-A-Ride program. Major cutbacks in bus service between and in boroughs in 2010, no commitment to adding elevators after 2020, no innovation in Access-A-Ride service until last year.

It is a sorry record, and we've learned our lesson. For the first two accessibility promises we'll discuss, we call on President Byford and the MTA to settle subway access lawsuits from the disability community, including BCID. We know that, while funding from state and city coffers is essential, only a legal settlement will guarantee we'll actually get access.

Subway station accessibility: BCID has joined several other disability organizations in a state lawsuit charging the MTA is violating New York City Human Rights Law because of the lack of accessible stations. Only 24% of the system's 472 stations are accessible. For the two of us and for more than 200,000 Brooklynites, this is a basic civil rights question: If stations don't have elevators, we can't travel in our city's vast subway system. That's just wrong. Fast Forward's commitments to 50 new elevators and a fully accessible system must be backed by a legal agreement.

Elevator maintenance: We've also sued the MTA over its poor maintenance of the subway elevators, which go out of service often. We've both encountered out-of-service elevators and even had to be carried out of one station. The elevators also are often dirty beyond belief. Fast Forward promised to make elevators more reliable, but only a legal settlement will keep the authority honest.

Bus redesign: The MTA's buses are the "slowest in the nation," according to Fast Forward. Who could argue? We support ways of giving buses priority in traffic, the "installation of 150 audio-capable bus signs," better bus lane enforcement and other improvements.

But we are concerned about the plan to "rationalize bus stops," which is transit-speak for reducing the number of stops. We urge the MTA to reconsider this priority, since stops that are further apart are likely to make bus riding harder for people with disabilities, including many older people. In addition, we urge the MTA to work with the city's Department of Transportation to make the placement of bus benches at every bus stop a priority. The chance to sit while waiting for a bus can influence whether people with some disabilities even use the bus.

Access-A-Ride: BCID is a core member of the Access-A-Ride Reform Group, or AARRG! Think frustration. We both ride Access-A-Ride and can tell you that they're nothing like being stranded at 2 a.m. in the morning because of bad service. Under pressure from our groups and many riders, the MTA has finally begun to make fixes. For example, most AAR riders must call for a ride a day in advance, which no other MTA rider needs to do. But the MTA started an on-demand pilot program a year ago, which has been life-transforming for the 1200 lucky participants. For the first time, AAR riders can travel around town with little or no notice – just like other transit riders.

Fast Forward pledged to expand the current pilot program. But, over the next few years, all riders should have this option.

Finally, we have worked closely with the MTA to get AAR vehicles permission to use bus lanes. So far, the DOT has agreed only to let about 800 dedicated AAR vehicles in the lanes, but there are 1,000 more dedicated vehicles that should have this right as well.

Thank you.



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Center for Independence of the Disabled, NY

Hearing of the Committee Transportation

The Plan to Fix New York City's Mass Transit System: *Fast Forward*

**Testimony of Susan M. Dooha, J.D.
Executive Director**

December 4, 2018

Thank you for the opportunity to testify in relation to *The Plan to Fix New York City's Mass Transit System: Fast Forward*. As you may know, the Center for Independence, NY (CIDNY) is a plaintiff in two lawsuits seeking to remedy the inaccessibility of the subway system and ensure that the accessible features of the subway system are maintained.¹ We believe that we may not be assured of reaching full accessibility without a binding and enforceable commitment. We believe that the time has come for the MTA to acknowledge that it has for years violated the civil rights of people with disabilities and that the time has come for the Court to compel them to change.

CIDNY is an independent living center that serves people throughout New York City. As we celebrate our 40th Anniversary, CIDNY's goal is to ensure full integration, independence, and equal opportunity for all people with disabilities by removing barriers to the social, economic, cultural and civic life of the community. In 2018, CIDNY served more than 52,000 individuals with disabilities, helping them achieve their goals.

The Context for Fast Forward

To understand the Fast Forward plan, it is necessary to understand the prohibition against discrimination and the affirmative obligation to make reasonable accommodations to ensure "full and equal enjoyment" of this public accommodations. It is also important to understand the status of the current system and finally to appreciate the devastating impact that subway inaccessibility has on the lives of people with disabilities.

New York City Human Rights Law makes it unlawful to deny people with disabilities full and equal enjoyment, on equal terms and conditions, of public accommodations. N.Y.C. Admin. Code § 8-107(4)(a), with an express prohibition on taking actions with a

¹ One of these suits, Center for Independence of the Disabled, New York, et al v. Metropolitan Transit Authority et al, which is now in the Supreme Court of the State of New York is focused directly on the issue of the need for more accessible subway stations and seeks to achieve full accessibility of the system.

disparate impact, *id.* § 8-107(17), as well as an affirmative requirement to make reasonable accommodations, *id.* 8-107(15). The law applies to transit systems.

Despite these provisions, the MTA continues to violate the rights of New Yorkers with disabilities. The disability community and plaintiff's counsel have had numerous meetings with the MTA regarding physical inaccessibility over a 7 year period.

Presently, only 76 percent of the subway system is accessible to people with disabilities. Distance between accessible stations may exceed 30 blocks. Some neighborhoods have no accessible subway stations. On our website, we published a map showing where people with disabilities and people in poverty with disabilities live in greater concentrations in the City, with an overlaid map of accessible and inaccessible subway stations. One can see at a glance that many stations in neighborhoods that have a higher concentration of people with disabilities have no subway stations that are accessible. <https://www.cidny.org/subway-accessibility-maps/>

Nonetheless, the subways are, according to former MTA Chairman and CEO Prendergast, "the most efficient way to get around town. However, according to the American Community Survey, 41 percent of people with no disability use the subway to get to work, whereas only 7 percent of people with mobility disabilities use the subway.

Inability to reliably use the subway impedes employment, access to education, health care access, community participation, worship, and completion of simple errands. Most significant however, is the impediment to work. Currently, only 29 percent of New Yorkers with disabilities are employed. Lack of accessible subway transportation is one of the top reasons for this. According to the National Council on Disability, "accessible transportation is a critical component of a national policy that promotes self-reliance and self-sufficiency of people with disabilities.

Fast Forward Concerns

In the *Fast Forward* plan and statements by Andy Byford, the MTA states contingent goals with a specific number of stations proposed to become accessible in increments. It explains that it would like to install 19 elevators during the current five year period. During the next five year period, (2020-2024 it proposes to install an additional 50 elevators. It says that it will achieve what accessibility it can within 15 years. It suggests that an additional 130 would be a goal.

Even if these goals were met and the current legal obligation to produce 17 more stations plus an additional 50 stations, plus another 130 stations were reached, then only 65 percent of the subway system would be made accessible. This would be a gain, but would leave New York City behind other major cities in the United States including San Francisco, Washington DC, Boston, Philadelphia and Chicago.

However, the goal statements in *Fast Forward* are contingent. The MTA is clear that accessibility is only one of four "equal" priorities. MTA makes the pursuit of greater accessibility contingent on obtaining funding from the State legislature and the Governor. Given other capital funding goals, there is great uncertainty as to whether the MTA will meet the 50 station goal by 2024 and 130 more goal during the next period without a binding and enforceable commitment in place. The MTA has promised improvements in accessibility, but failed to deliver.

The MTA insists that it must receive funds for its "4 equal priorities" before it will commit to the accessibility goals. However, in the 1982 EPVA v. MTA elevator case, the settlement agreement requiring installation of elevators preceded the State allocation of capital funding to complete the work. The MTA also voted to allocate funding before that agreement was reached.

We believe that it is time to acknowledge that remedying these civil rights violations is the first priority and that the MTA make a detailed and enforceable agreement to do so in a timely way.

Testimony of Kate Slevin

New York City Council Hearing

Transportation Committee Oversight Hearing on Fast Forward

December 4, 2018

Good morning. I am Kate Slevin, Senior Vice President of State Programs and Advocacy at Regional Plan Association.

I am here today representing RPA along with the Fix Our Transit coalition, which is a coalition of over 100 civic, business, industry, environmental, community, labor and social justice organizations from across the region that are working together to build public and political support for new state funding for transit, with congestion pricing as its linchpin.

By now you have heard all the benefits the Fast Forward plan would bring - from more and faster subway and bus service-- including transitioning the fleet to electric buses that will save fuel costs, reduce carbon emissions and improve air quality for millions of New Yorkers, more elevators, enhanced customer service, and better project delivery at the MTA.

Our groups, many of whom are often critical of the MTA, strongly believe Fast Forward is credible and doable, and is the right plan to modernize the City's transit system. The Fast Forward plan is also a roadmap to modernizing NYC Transit to allow it to deliver the kind of high-quality service that befits a region that is powered by transit and the millions of riders who want and deserve better.

This is why all these organizations have come together to push for congestion pricing in order to implement the proposals in Fast Forward. We believe congestion pricing is equitable, doable, and realistic choice to getting the system moving again.

We have had over 100 meetings with community organizations and elected officials over the past 6 months, and we can attest that this support for Fast Forward extends far beyond our organizations.

And when you look at the statistics you see why. Transit delays and unreliability are forcing New Yorkers to pay more to get around - either with pocketbooks or with their time. For example, the growth in the very long commutes is particularly upsetting:

- In the Bronx, the number of people commuting more than an hour to get to work has grown from 34% to nearly 38% since 2010.
- In Brooklyn, that number has grown from 26% to nearly 29%.
- In Staten Island, it has grown from 29% to 38%.
- And in Queens 27% of residents had commutes over an hour in 2010, now over 32% do.

A transit system in decline drags down our region's economy, threatens the livelihoods of individuals and small businesses, and damages the health and quality of life of everyone who lives or works in the MTA 12 county service area. It threatens to increase transportation emissions, at a time when we need to be doing everything we can to aggressively cut pollution.

These delays hurts those who are most reliant on subways and buses, those who cannot or who are unable to own cars. Nearly 60% of low-income commuters from the outer boroughs depend on transit to get to work.

In fact, less than 2% of low-income commuters from the outer boroughs would regularly face the new congestion charge. Nearly forty times as many low-income New Yorkers will benefit from improved transit financed

by the congestion revenues as would pay any potential charge. All drivers will benefit from less traffic inside and outside the Central Business District.

Any new proposal for funding Fast Forward will be controversial and challenging to implement, but we have to get it done.

We thank the Council, especially Council Speaker Johnson and Council Member Rodriguez, for their leadership in supporting congestion pricing as a way to fund Fast Forward. We urge you to continue to be strong advocates, and work with your state colleagues to get this done in 2019.

Congestion pricing won't fix all of our problems, but it is a cornerstone of any long term plan to shift course and create a fairer, more sustainable city.

To learn more about Fix Our Transit, go to fixourtransit.org.

Thank you.

Transportation Committee Hearing December 4, 2018

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A copy of our most recent financial statement is available by writing to VISIONS or the NYS Dept of Law Charities Bureau 120 Broadway, 3rd Floor NY, NY 10271

A tactile indicator on the subway platform where the indication, or "zebra" board, is located is a feature many blind and visually impaired subway riders would appreciate. This indicator will allow them to know they are standing in the middle of the platform where they can ride in the conductor's car for safety or speak to the train conductor for information.

When teaching our consumers subway travel skills and providing orientation to stations, the Certified Orientation and Mobility Specialists, COMS, at Visions Services for the Blind will look for landmarks to identify the middle of the platform. There is no consistency from station to station and some stations have no useful indicators for totally blind or severely visually impaired subway riders. By placing a tactile guideway across the platform, perpendicular to the track, the area under the zebra board will be easy to identify.

When considering the cost of an accessibility feature the tendency is to consider the cost in terms of the size of the disabled population being accommodated. However, just as truncated domes at the edge of the platform warn *all* subway riders to stay away from the edge, a tactile indicator in the middle of the platform will indicate to *all* subway riders including tourists, that this is where to stand to speak to a conductor for information or where to ride to be in the same car as MTA employee.

VISIONS consumers and instructors have worked with NYC DOT to test various tactile guideways. We would be happy to collaborate with the MTA to identify a material and method of installation best suited to inform blind and visually impaired subway riders how to recognize the center of the platform.

Respectfully submitted,
Annalyn Courtney Barbier, COMS

Good morning Chair Rodriguez and Committee members. I am Liam Blank, Advocacy & Policy Manager for Tri-State Transportation Campaign and I am here representing the Bus Turnaround Coalition, which also includes the Riders Alliance, TransitCenter, and the NYPIRG Straphangers Campaign.

Last July, the Bus Turnaround Coalition released 'Fast Bus, Fair City,' a proposed complement to the MTA's Fast Forward plan that highlights exactly what the City needs to do to improve bus service. 'Fast Bus, Fair City' calls for 100 new dedicated bus lane miles in the next five years, including 60 new miles during the de Blasio Administration. We call for a rapid expansion in transit signal priority to all applicable bus routes, and we also call for bus shelters at every bus stop and automated bus lane enforcement.

We urge you to join us in pushing the Administration toward adopting this bold, progressive plan to improve bus service. With the Council's help, we look forward to the creation and implementation of a citywide approach to improving the bus network so riders can finally have fast, efficient, and reliable service.

Thank you.

**Bus Turnaround Coalition Testimony
Transportation Committee of the New York City Council
December 4, 2018**

Panelists

Jaqi Cohen, Straphangers Campaign

Liam Blank, Tri-State Transportation Campaign

Good afternoon Chair Rodriguez and Committee Members. We appreciate the opportunity to offer feedback on the City's role in making the MTA's Fast Forward plan a success for New York's eight million daily transit riders.

In short, the City's role in Fast Forward is to fix bus service. MTA buses operate on City streets. Buses serve every City neighborhood. The City needs to prioritize the more than two million New Yorkers who ride MTA buses each day. Bus riders are more likely to be elderly, immigrants, people of color, and low income than subway riders and New Yorkers at large. Improving bus service is essential to enhancing economic opportunity and promoting social inclusion. It isn't just a matter of efficiency, it's a progressive imperative. It's impossible for New York to become the fairest city in the country, as Mayor de Blasio has promised, without better bus service.

Last July, the Bus Turnaround Coalition released 'Fast Bus, Fair City,' a proposed complement to the MTA's Fast Forward plan highlighting exactly what the City needs to do to improve bus service. 'Fast Bus, Fair City' calls for 100 new dedicated bus lane miles in the next five years, including 60 new miles during the de Blasio administration. We call for a rapid expansion in transit signal priority to all applicable bus routes. We also call for bus shelters at every bus stop and automated bus lane enforcement.

We urge you to join with us in pushing the administration toward adopting a bold, progressive plan to improve bus service. With the Council's help, we look forward to the creation and implementation of a citywide approach to improving service so riders can count on quick, efficient, and reliable bus commutes.

Thank you.

Good morning, my name is Yesenia Torres I am a United Spinal Association Chapter Advocate Representative and a Brooklyn Center for Independence of the Disabled Systems Advocate. Today I am here to emphasize on a few important points that the MTA fast forward project should include in their transit modernization. First off, I would like to applaud the MTA for appointing Alex Elegudin, as First Accessibility Chief,. As a person with a disability himself he understands the difficulties individuals with disabilities had getting around the city and can advocate having personal experience with these problems.

ADA features should always be included on every stage of the process, working in conjunction with disability organizations to ensure that the modifications are done and are inclusive so that everyone with a disability can enjoy traveling throughout the city of on the MTA with ease.

Elevator maintenance within the subway system should also be at the highest priority within the fast-track system. There are way too few elevators in the subway system and when one elevator goes out a constraint or even trap an individual with a disability in a system that is not really accessible.

Another thing that should be implemented within the fast-track system is reforming and re-organizing the MTAs current paratransit system. Over \$600 million is spent annually on a system that is broken this is completely unacceptable this is why the MTA should ensure that their paratransit subcontractors are up-to-date using the latest real-time tracking data and an upgraded route planning system.

Last but not least, if any station within the MTAs system is being renovated especially if the renovations involve entrance and exit to a subway station it should be made accessible if possible. Too many stations have been renovated as of late without including any entrances available to individuals with physical disabilities like myself. I would like to thank the councilmembers/MTA president Andy Byford/and Alex Elegudin for listening to me today. Thank you.

Yesenia Torres



New York City Council Committee on Transportation Hearing
December 4, 2018
Testimony of Eric McClure, Executive Director, StreetsPAC

We're here today to add our voice to the chorus of calls for immediate and far-reaching action to fix New York City's buses and subways.

As Monday morning's subway meltdown demonstrated all too clearly, we have far too little to show for the almost year and a half since Governor Cuomo declared the subways in a "state of emergency" and the MTA announced the Subway Action Plan. New Yorkers continue to be saddled with miserable commutes. The drop in ridership as people seek alternatives to stalled trains and crawling buses means less fare-box revenue, and in turn, worsening congestion. Catch-up work leaves numerous lines out of commission every weekend.

The proposed Fast Forward plan holds promise, but until funding details are laid out in detail, it's hard to feel that there's anything other than train traffic ahead. Despite lots of talk, we've yet to see any truly meaningful steps toward congestion pricing, which could begin to put a real dent in the MTA's funding gap. We're in a full-blown crisis, and it is existential.

Fixing this critical threat to New York City's economic health demands decisive action. Governor Cuomo and the legislature must pass, and begin implementation of, a full-blown congestion-pricing plan first thing in 2019. The billion-dollars plus in annual revenue that such a plan would yield can be bonded in order to service some \$20 billion in capital investment, which will go a long way to modernizing the subway system's ancient signaling. It will also help speed up buses by reducing driving, especially into Manhattan's core.

Making sure that a portion of the revenue generated by congestion pricing is invested immediately in projects that extend new service to transit deserts will help accommodate people who will choose to leave their cars at home. In turn, City Hall can take significant steps to help improve bus service, by ratcheting up the roll out of Select Bus Service, dedicating more exclusive street space to buses, making sure bus-only lanes are kept clear, and giving buses signal priority.

Most of all, fixing the MTA will require resolute political will. Some elected officials have said they oppose congestion pricing because it won't completely solve the MTA's funding problem on its own, which is a bit like declining chemotherapy because your cancer treatment also requires radiation therapy. No, congestion pricing alone won't fix everything, but it's a critical piece of a comprehensive solution to funding transit.

Governor Cuomo and the leaders of the Assembly and State Senate must act now to outline a plan that includes all the details of how the MTA's budget needs will be met. We must be willing to do what it takes to fix our subways and buses – the future of New York City depends on it.



Testimony to the City Council Committee on Transportation Regarding Oversight of the MTA Fast Forward Plan

December 4, 2018

Reinvent Albany is a government watchdog organization which advocates for open and accountable government, including for state authorities like the Metropolitan Transportation Authority (MTA). With support from TransitCenter, we are preparing a series of reports and recommendations for improving the MTA's governance and transparency. We think City Council will find them useful.

In a November 18, 2018 analysis of the 7 Train CBTC, we called on MTA to prepare a "lessons learned report" from a marquee signals contract that was late and over budget. In an October 28, 2018 report, we made specific recommendations for how MTA can fix its fragmented, dysfunctional Freedom of Information Law (FOIL) process. Lastly, in a July 17, 2018 letter and accompanying report, we were among eight groups asking the MTA Board to make specific changes to its conflict of interest rules to reduce the potential for pay-to-play and influence peddling. Below are short summaries of three reports.

1. Implementation of Communications-Based Train Control (CBTC) on the Flushing/7 Train - November 2018

Reinvent Albany conducted an analysis of the MTA's work to implement Communications-Based Train Control (CBTC) on the Flushing/Number 7 train, finding that the project was 5 years late and \$157 million over budget. The analysis tracks the project's origins in the MTA's capital plans, noting that design work for the project began in 2003. The contract was ultimately awarded to Thales in 2010, and is expected to be completed in December of 2018. The MTA's Capital Program Oversight Committee (CPOC) received repeated warnings from MTA staff regarding significant software and track availability delays, yet it is not clear if the MTA has analyzed implementation of this project.

Recommendation: Reinvent Albany called upon the MTA to release a "lessons learned" report about this project, given its plans to modernize the subway's signal systems systemwide with CBTC.

Report available at:

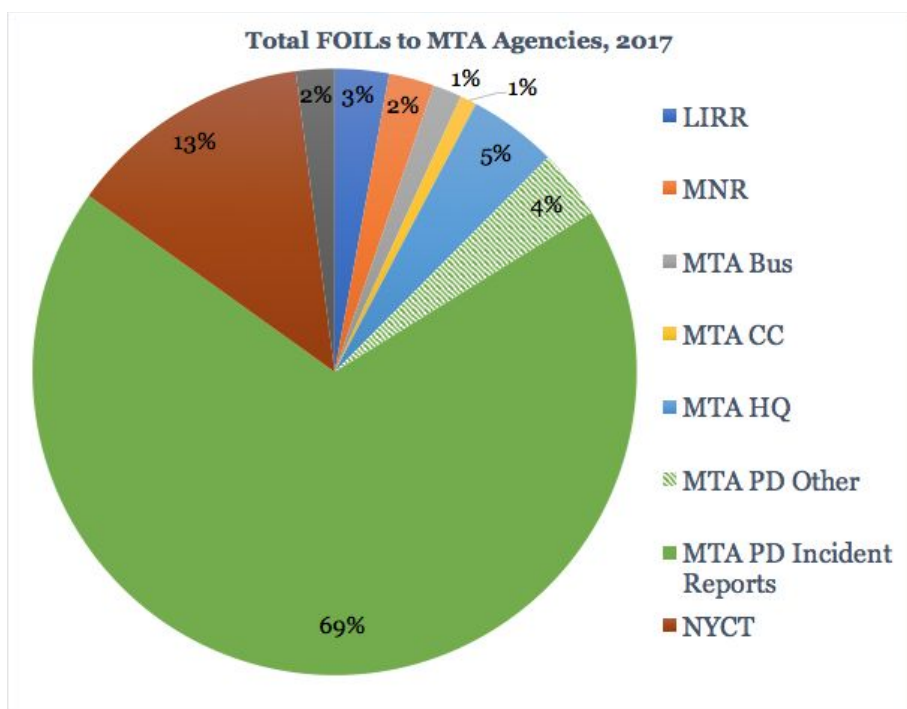
<https://reinventalbany.org/2018/11/flushing-7-train-cbtc-signals-late-and-over-budget-what-lessons-will-the-mta-learn-for-systemwide-modernization/>

2. FOIL That Works: Fixing the MTA's Fragmented, Dysfunctional Freedom of Information Process - October 2018

In an in-depth report, Reinvent Albany examined the MTA's Freedom of Information Law (FOIL) practices, and found that tMTA received nearly 9,000 requests in 2017 (see chart below), with requests for information handled differently between its eight separate agencies. New York City Transit still responds to many FOIL requests with paper letters instead of by email. Complicated requests can take over a year to fill, and most FOILers don't have the legal resources to take the MTA to court to speed things up. FOIL requests might be deemed "closed" by agency staff, but this does not mean the

requestor actually received the information he or she was looking for.

The report also found that the MTA doesn't segregate information requests the way it should. As shown in the chart above, two-thirds of the MTA's FOIL requests - more than 6,000 - were for police incident reports in 2017.



Recommendations:

1. The MTA should adopt an Open FOIL platform using best practices from the Port Authority and NYC Open Records Portal. This will vastly increase the efficiency of the MTA's FOIL process, produce significant cost savings, and better serve the public.

2. The MTA should create an in-house portal for requesting MTA Police Incident Reports, using the models from the NYS DMV and Pennsylvania State Police, allowing the public to privately request incident reports online.

These recommendations are supported by 14 organizations, representing environmental, transit, good government, and freedom of information groups.

Report available at:

<https://reinventalbany.org/2018/11/flushing-7-train-cbtc-signals-late-and-over-budget-what-lessons-will-the-mta-learn-for-systemwide-modernization/>

Letter available at:

<https://reinventalbany.org/2018/10/fourteen-city-state-and-national-groups-urge-mta-to-fix-dysfunctional-foil-process/>

3. MTA Conflicts of Interest Rules - July 2018

Reinvent Albany and other watchdog groups called on the MTA Audit Committee to put forward eight recommendations on conflicts of interest and ethics reform for full MTA Board approval, also releasing an analysis of the MTA's Ethics Codes.

Recommendations:

1. Amend the Board Code of Ethics to ban outside income for the MTA Chairman/CEO - whether compensated or not - and at a minimum, appointed, non-civil service staff, and affirm by board vote that the Chairman/CEO is the head of the agency - whether or not receiving a salary - and is subject to all Public Authorities Law, Public Officers Law (Sections 73, 73-a and 74) and MTA internal ethics policies requirements covering heads of agencies, not just those for per diem board members;
2. Amend the Board Code of Ethics to require notification to the full MTA Board of any board member's and the Chairman/CEO's potential conflicts of interest, including requiring a public record be kept via Board and/or Committee meeting minutes, as recommended by the Authorities Budget Office;

3. Amend the All-Agency and Board Codes of Ethics to eliminate double standards between board and/or management and employees regarding accepting directorships and attendance at prohibited-source sponsored events.
4. Amend the Board Code of Ethics to ban campaign contributions to the governor from board members' businesses and family, and affirm by board vote that campaign contributions to the governor from MTA board members are banned, as stipulated in the MTA Board Code of Ethics.

Report and letter available at:

<https://reinventalbany.org/2018/07/watchdog-groups-mta-board-should-strengthen-conflict-of-interest-rules-ban-outside-income-for-the-ceo-chair/>

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Address: Independence of the disabled

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Address: of disabled / Unite Spinal Assoc.

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Name: CHRIS PANGILINAN

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I represent: TRANSIT CENTER

Address: _____

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Name: Colin Wright

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I represent: Transit Center

Address: _____

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☒ in favor ☐ in opposition

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Name: KATE SLEVIN

Address: _____

I represent: REGIONAL PLAN ASSOCIATION/

Address: FIX OUR TRANSIT

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☐ in favor ☐ in opposition

Date: _____

(PLEASE PRINT)

Name: Manhattan Borough President Gale Brewer

Address: by Paul Gabel

I represent: _____

Address: _____

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Name: Liam Blank

Address: 130 Wadsworth Ave, NY, NY 10033

I represent: Tri-State Transportation Campaign

Address: _____

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☐ in favor ☐ in opposition

Date: 12/4/18

(PLEASE PRINT)

Name: JACI COHEN

Address: 9 MURRAY ST, NY, NY 10007

I represent: NYRG STRAPHANGERS CAMPAIGN

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☒ in favor ☐ in opposition

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I represent: TRANSPORTATION ALTERNATIVES

Address: 111 John St. NY, NY

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Name: MONICA BARTLEY / SUSAN DOOHA

Address: 841 BROADWAY #301 NY, NY 10003

I represent: CENTER FOR INDEPENDENCE OF THE DISABLED NY

Address: 841 BROADWAY #301 NY, NY 10003

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Name: Ellyn Shannon

Address: 2 Broadway

I represent: The Permanent Citizens Advisory Committee

Address: to the MTA

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THE CITY OF NEW YORK**

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☐ in favor ☐ in opposition

Date: 12-04-18

(PLEASE PRINT)

Name: Annalyn Courtney

Address: _____

I represent: VISIONS SERVICES FOR THE BLIND

Address: 500 GREENWICH STREET
NYC

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