

APPENDIX

NJ TRANSIT
Senate Legislative Oversight Committee
Hearing – Port Authority Bus Terminal
Monday, January 30, 2017
v handout

- Good afternoon, Mr. Chairman and members of the Committee. On behalf of NJ TRANSIT Executive Director Steven Santoro, we would like to thank you for providing us the opportunity to address the Committee on the important topic of the Port Authority Bus Terminal.
- I am Paul Wyckoff, the Chief of Staff and Chief of Government and External Affairs for the agency. With me today are Michael Kilcoyne, the Vice President and General Manager of Bus Operations, and Richard Roberts, the Chief of Trans-Hudson Projects.
- First, before I ask Rich Roberts to outline our view on trans-Hudson bus service and the need for a new terminal, NJ TRANSIT wants to express our thanks to Governor Christie, to Port Authority Chairman John Degnan, and particularly to you, the Legislators.
- Senate President Sweeney, Senate Minority Leader Kean and Senators Weinberg and Gordon, along with Assemblyman Gordon Johnson and others, you have been tireless advocates to construct a new Bus Terminal on Manhattan's West Side, so that our customers' bus trips to and from Manhattan don't get longer and harder.

(ROBERTS)

- As you know, the PABT is one of the busiest terminals in the world and the largest in the nation. Almost 8,000 buses pass through the Terminal each weekday, carrying more than 230,000 customer trips.
- About 160,000 of those passenger trips are made by NJ TRANSIT customers, on nearly 5,000 NJ TRANSIT bus trips. NJ TRANSIT serves about 70 percent of the total passenger volume at PABT, with private carriers, including our friends at Academy, Coach USA, Greyhound and others, making up the balance.

- We know that the Port Authority Bus Terminal is a critical part of the trans-Hudson transportation network. Over the years the number of people utilizing bus transportation to access New York has grown to the point that buses account for the largest segment of trans-Hudson travel.
- A decade ago, NJ TRANSIT ran 700 buses into the Terminal during the morning three-hour peak, and out in the evening peak. Today, that number has grown to some 1,100 buses each peak. During the busiest hour of the rush, from 5:30 pm to 6:30 pm, – the “peak of the peak” – that translates to an NJ TRANSIT bus departure every 8 seconds.
- We expect that growth to continue. By 2040 NJ TRANSIT’s daily bus passenger trips to the PABT could reach 200,000 or more. So we fully support the efforts of our partners at the Port Authority as they plan for a modern, state of the art, bus terminal, one that can accommodate the needs of our customers – your constituents.
- We whole-heartedly support constructing a new terminal on Manhattan’s West Side.
- That is where our 80,000 New York market bus customers want to go each work day, as directly and smoothly as possible, and we at NJ TRANSIT very much appreciate that advocacy.
- The simple fact is, NJ TRANSIT’s bus customers have a one-seat ride into Manhattan now. As we’ve seen with our rail customers, a one-seat ride is what transit customers want. And it is what transit customers deserve.
- But as planning for a new bus terminal continues, we take very seriously the need to make the existing terminal work as efficiently as possible for our customers, within the serious constraints presented by the current terminal’s outmoded design and capacity limitations.
- And working closely with our partners at the Port Authority, we have had significant success in this effort.
- Now I would like to have Michael Kilcoyne, NJ TRANSIT’s vice president and general manager of bus operations, tell you about the steps we have been taking to mitigate the challenges of the current PABT, until a new terminal can be built.

(KILCOYNE:)

- From an operational perspective, a smooth commute requires many things to work right, including traffic in and out of the Lincoln Tunnel, traffic on the surrounding city streets, and the flow of buses on the ramps and within the terminal.
- The routing and management strategy used for many years to get buses to the terminal on weekday evenings actually ended up adding to congestion, rather than mitigating it.
- For example, during times of heavy evening traffic, instead of buses coming out of the Lincoln Tunnel and heading directly for the terminal ramps, buses would be diverted away from the terminal, contributing to traffic congestion in Manhattan as buses had to snake their way around the city streets and get back to the terminal.
- This was the bus equivalent of going around the block, but the line of buses often would be backed up all the way up 10th Avenue, spanning six blocks.
- Of course, this diversion added extra time for the buses trying to get to the terminal, so NJ TRANSIT began sending buses in earlier. But this, too, had the unintended effect of contributing to the problem, with early-arriving buses increasing congestion on the city streets and inside the terminal, as they circled around waiting for an open gate.
- As a result, customers were seeing delays ranging anywhere from 20 to 30 minutes or more during the evening peak. Lines commonly wound from the gates, around corners and down escalators, increasing wait times and leading to increasing frustration among our customers.
- We saw and heard their frustration first-hand, and through feedback received via social media and our customer service points of contact.
- So beginning in the summer of 2014, the NJT bus management team took a number of steps:

- NJ TRANSIT, the Port Authority, the New York City Department of Transportation, and our Amalgamated Transit Union formed an operations working group to work together to improve movement and flow at the PABT.
- Gate agents were added to facilitate communication between the PABT “starters” who manage bus movements within the terminal and the customers waiting in line.
- Extra buses were introduced and placed in nearby staging lots, so they could be utilized by starters when service gaps arise on key routes.
- In addition, together with the Port Authority we implemented a number of measures that work in conjunction with one another to improve movement and flow at the terminal—a collaborative effort in which each of these pieces support the others and cannot work alone.
- The Port Authority committed to minimizing those bus diversions I spoke of at the New York side of the Lincoln Tunnel, reducing buses getting shunted into the traffic on 10th Avenue.
- The Port Authority also stepped up traffic enforcement within the PABT itself, so that buses do not block traffic flow by stopping and waiting for open gates.
- Meanwhile, NJ TRANSIT managers made a rather counterintuitive decision: Instead of sending buses in early, due to the congestion, they reduced the number of buses going in at one time. That reduced the number of buses in Manhattan at any given time, allowing a better flow of buses into the PABT.
- To maintain the traffic flow within the terminal, we also eject buses that arrive at the terminal too early, so they won’t clog up traffic within the building. Instead, we send these early arrivers to a nearby staging lot, where they can wait out of the flow until their proper time.
- Then, NJ TRANSIT worked with the PA and the private carriers to make more efficient use of the terminal’s bus gates. This was needed to tackle the congestion that occurred due to multiple carriers, with different schedules and arrival and departure intervals, sharing common gates and platforms.
- Carriers were consolidated into specific areas of the terminal, making it easier for customers to find their specific carrier, minimizing traffic conflicts and improving

flow to alleviate customer crowding on platforms. These gate changes offer a more streamlined experience since most routes and personnel within a given area are from the same carrier.

- At the same time, we've also improved technology and communications to boost the customer experience.
- We completed a radio system build-out inside the PABT that has allowed us to offer Wi-Fi in the building, so customers can better access online travel information and mobile ticketing.
- And the expansion of MyTix, our mobile ticketing app, to New York interstate routes has helped to reduce lines at ticket vending machines and ticket windows.
- Our customers have seen shorter lines and wait times, and less crowding. On time performance has increased from 85 percent overall to 93 percent now.
- And tellingly, customer complaints regarding the Port Authority Bus Terminal have dropped by 50 percent.
- Of course, every day is different at the PABT, things still do happen, and delays are sometimes a part of commutation. But now when delays and backups do occur, our cooperative efforts enable us to recover more quickly.
- Now I will turn our presentation back to Paul Wyckoff.

(WYCKOFF:)

- We are not finished looking for ways to improve, by any means. We are constantly looking for new ways to make the most of the existing terminal until a new terminal is built. And we value and appreciate the ideas and suggestions of our customers and of you, the Legislature.
- Mr. Chairman and members of the Committee, we are committed to making the Port Authority Bus Terminal – both the existing facility and its much-needed replacement -- work for our customers.
- We are eager to continue working with the Port Authority and with you and other stakeholders on this vital task.

- Thank you for allowing us to testify today. We will be happy to take your questions.

THANK YOU ETC.

THE BUS ASSOCIATION OF NEW JERSEY REPRESENTS OUR STATE'S PRIVATE MOTOR BUS OPERATORS. THE PRIVATE BUS INDUSTRY HAS HISTORICALLY BEEN A KEY COMPONENT OF NEW JERSEY'S TRANSPORTATION SECTOR. WE ESTIMATE THAT WE PROVIDE MORE THAN A QUARTER OF SCHEDULED BUS SERVICE IN OUR STATE. LIKE NEW JERSEY TRANSIT, WE ARE MAJOR PROVIDERS OF PUBLIC TRANSPORTATION.

ROUTES SERVED BY PRIVATE CARRIERS ARE OPERATED IN SOME CASES UNDER OUR OWN AUTHORITY AND IN OTHER INSTANCES UNDER CONTRACT WITH NJ TRANSIT. OUR MEMBER COMPANIES PROVIDE THOUSANDS OF GOOD JOBS TO MEN AND WOMEN WHO LIVE, WORK AND PAY TAXES IN NJ. OUR MEMBERS AND THEIR EMPLOYEES STRIVE TO PROVIDE COMFORTABLE, EFFICIENT AND ON-TIME TRANSPORTATION TO THE THOUSANDS OF COMMUTERS AND PASSENGERS THAT WE SERVE DAILY.

OUR RIDERSHIP CONTINUES TO INCREASE, AND WITH NEW DEVELOPMENTS UNDERWAY ON THE WEST SIDE AND A BUS TERMINAL THAT IS NEAR TO BURSTING AT ITS SEAMS, A NEW AND IMPROVED TRANSPORTATION CENTER IS A MUST. BUS RIDERS NEED AND DESERVE A NEW TERMINAL THAT IS LARGE ENOUGH TO ANTICIPATE FUTURE NEEDS, IS FLEXIBLE ENOUGH TO ADAPT TO CHANGES IN BUS SIZES AND

CONFIGURATIONS, AND IS ON THE WEST SIDE OF MANHATTAN SO AS TO AFFORD COMMUTERS THE ONE SEAT RIDE IN MANHATTAN THAT THEY HAVE AND WANT VERY MUCH TO HOLD ON TO.

AS YOU KNOW, OVER THE PAST FEW YEARS THE PRIVATE CARRIERS, NJ TRANSIT AND THE PORT AUTHORITY HAVE WORKED TOGETHER TO FIND AND ACHIEVE EFFICIENCIES IN THE TERMINAL. WE HAVE CONSOLIDATED GATES SO THAT CARRIERS' BUSES ARE GENERALLY GROUPED TOGETHER RATHER THAN DOTTED AROUND THE TERMINAL. BETTER TECHNOLOGY HAS ALLOWED NJ TRANSIT AND PRIVATE CARRIERS TO REDUCE OUR "HEADWAY," OR THE TIME ALLOTTED BETWEEN DEPARTURE FROM NEW JERSEY AND ARRIVAL AT THE TERMINAL, SO THAT, IDEALLY, A BUS ARRIVES AT THE TERMINAL AT THE TIME ITS GATE HAS OPENED UP. THAT IMPROVEMENT MAKES IT MORE LIKELY THAT A BUS DOESN'T HAVE TO CIRCLE THE BLOCK OR WAIT OUTSIDE A GATE IN THE TERMINAL, IN BOTH INSTANCES CAUSING MORE BACKLOGS. WE HAVE TAKEN OTHER MEASURES TO MAKE THE EXISTING TERMINAL MORE WORKABLE.

FOR NOW. BUT THERE IS AN URGENT NEED FOR A NEW, STATE-OF-THE-ART TRANSPORTATION CENTER ON THE WEST SIDE TO SERVE THE GROWING NUMBER OF BUS COMMUTERS. A ONE SEAT RIDE INTO MANHATTAN IS THE BASIC PREREQUISITE FOR THAT NEW TERMINAL. IF PASSENGERS WERE TO HAVE TO DISEMBARK AND TRANSFER IN NEW JERSEY, MANY WOULD CHOOSE OTHER TRANSPORTATION OPTIONS, INCLUDING THEIR CARS. SO LOCATION ON THE WEST SIDE IS ESSENTIAL.

THERE ARE ALSO A FEW OTHER FEATURES OF A TERMINAL THAT WOULD ENHANCE THE COMMUTING EXPERIENCE:

- THE NEW TERMINAL SHOULD, OF COURSE, BE LARGER TO HANDLE NOT ONLY THE INCREASED RIDERSHIP THAT WE CAN FORESEE BUT THAT WHICH WE CANNOT.
- BECAUSE OF INCREASING RIDERSHIP, BUSES THEMSELVES ARE CHANGING TO CARRY MORE PASSENGERS. THE NEW TERMINAL SHOULD BE FLEXIBLE ENOUGH TO HANDLE DIFFERENT SIZES OF BUSES — PERHAPS LONGER BUSES, OR HIGHER BUSES, OR EVEN ARTICULATED BUSES.
- THE BUS TERMINAL SHOULD CONTAIN PARKING AREAS WHERE BUSES CAN WAIT WHEN A GATE IS NOT YET VACATED, WITHOUT HOLDING UP TRAFFIC IN THE TERMINAL. THAT WOULD ALLOW FOR EVEN SHORTER HEADWAYS AND MORE EFFICIENT TRAFFIC PATTERNS.
- A NUMBER OF BUS ASSOCIATION MEMBERS PROVIDE LONG DISTANCE, INTERCITY BUS TRANSPORTATION. THOSE BUSES DO NOT HAVE USE OF THE CURRENT TERMINAL, SO VERY OFTEN PICK UP AND DISCHARGE ELSEWHERE. A NEW BUS TERMINAL SHOULD BE DESIGNED TO SERVE LONG DISTANCE BUS SERVICE AS WELL.

THANK YOU VERY MUCH FOR CONSIDERING OUR VIEWS.

LACKAWANNA COALITION STATEMENT TO SENATE OVERSIGHT COMMITTEE, 1-30-17

I am David Peter Alan, Chair of the Lackawanna Coalition. We advocate for better rail service on New Jersey Transit and better connecting transit on behalf of transit riders and their communities, and we have done so since 1979. Personally, I live and practice law in South Orange. I attended the organizational meeting of the Gateway Program Development Corp. two weeks ago and, in my statement, called for a "seat at the table" for transit riders and warned that new developments in Washington may limit the amount of new infrastructure that will be built. We are not convinced that all of Gateway will be built. What we need are two tunnels and a single new bridge span.

I have reviewed the portions of the Port Authority's proposed capital program for the next ten years, as they apply to transit within our purview. That includes PATH, the Port Authority Bus Terminal and the proposed Gateway project. It is difficult to learn much from the document, because it does not include any detail on the sources of funds, especially in the "partners" portion of the report. If the PATH system receives any grants from the Federal Transit Administration, it could change its legal obligations, both with respect to infrastructure and to its riders. That would be useful information. There is nothing new about a lack of transparency at the Port Authority. It was that agency, and not New Jersey Transit or New York's MTA, that has kept secret the 1603-page Major Investment Study (MIS) for the original Access to the Region's Core (ARC) project from 2003. To this day, all we have seen is a 32-page summary. This still-secret information might be of use today, regarding Gateway.

The most important statement in the document before us today is the final paragraph, on Page 82. It says: "Readers should note that spending estimates for projects in planning or design are subject to change as designs are finalized and plans reach more definite stages." In effect, that disclaimer calls into question the credibility of the entire report. In fact, the Port Authority has achieved fame for the sheer magnitude of the cost-overruns of its projects. The recently-opened downtown station for the PATH trains is a case in point. Ignoring the aesthetics of the building, it was supposed to have cost \$2 billion. It actually cost \$4.2 billion, with an overrun that alone exceeded the budgeted cost. The Port Authority could have left the prior station alone. It was fully functional. If they had done so, they could have paid for a new tunnel under the Hudson River to Penn Station. Even a single new tunnel would have gone a long way toward relieving the capacity constraints at Penn Station and averting the catastrophe that the region can suffer if damage from Hurricane Sandy forces the existing tunnels out of service.

While the Port Authority touts the proposed Gateway project and is part of the new Gateway Program Development Corp. (GDC), page 46 of the capital plan shows that it may not be nearly as generous as it is when demonstrating how much money it can spend. The ten-year plan includes \$2.7 billion for debt service and issuance fees on the loans that GDC is expected to secure from the Federal Railroad Administration. The paragraph labeled "Purpose" intimates that these funds can also be used to pay principal, but the paragraph labeled "Scope" indicates that they will not. It also disclaims liability "for any construction completion, cost overrun or project funding risk." So we are not sure about the Port Authority's role in Gateway, if any, other than paying some of the interest. The plan says nothing about its relationship with New Jersey Transit or New York's MTA, about how it relates to Amtrak's plans such as the NEC Future process or AIRNet-21, the separate plan which would establish a privately-financed infrastructure management organization. There is much that we still do not know.

Many of our rail riders use PATH to get into Manhattan as part of a trip through Hoboken. We encourage this practice. Hoboken has capacity at peak-commuting hours that Penn Station and the Port

Authority Bus Terminal do not. However, even with all the material in the plan about spending money on PATH, its operation still causes some riders to miss connections at Hoboken, sometimes even to the last train of the night. The Port Authority claims that the PATH system needs expensive projects to improve capacity at peak-commuting hours, but Hoboken trains once ran twice as frequently. We do not know what can be done, with or without major capital expenditures, to improve PATH train throughput, but it is essential that PATH run more service to and from Hoboken, especially at peak-commuting hours. This should be top priority for any capital improvements to PATH.

The Port Authority wants to extend PATH from Newark Penn Station to the current monorail station near Newark Airport, and not to the airport itself. The proposal would duplicate service already offered on NJ Transit. At one time, there was an Airlink bus that connected Broad Street Station (the station for the rail lines which many of our constituents use), Penn Station and the airport. Rather than rebuild the airport monorail, which is coming to the end of its useful life, it makes far more sense to restore a shuttle bus from Newark's two train stations. The schedule for the GO-28 bus could be modified to suit the purpose, and the only capital cost would be the costs of the buses. It is more important to spend capital dollars for new tunnels into Penn Station than for a costly airport system.

On the subject of buses, there is no discussion of the costs of a future Port Authority Bus Terminal. It seems that the current terminal, which nobody seems to like, will be with us for at least another ten years. Short-term fixes may keep it going, and recent efforts by NJ Transit have relieved some of the worst congestion there in the late afternoon, but the PABT will always have capacity constraints and problems with connectivity to other places in the City. Moving it further west would also aggravate those difficulties, rather than alleviating them.

Unfortunately, there is little that we, or even you, can do about the Port Authority. Recently there was a rare demonstration of political will. Every legislator from both houses in New Jersey and New York, every Democrat and every Republican, from Cape May to Rouse's Point to Niagara Falls and everywhere in between, voted for reform at the Port Authority. Governors Cuomo and Christie vetoed it, so you as legislators and we as representatives of the riding public stand in the same situation. Maybe the greatest lesson that we can learn from the Port Authority's documents, not only the one at issue but whatever they promulgate, is that New Jersey Transit, Amtrak and New York's MTA should rely on themselves and each other more than on the Port Authority.

DAVID PETER ALAN
Chair, Lackawanna Coalition
Box 283
Millburn, N.J. 07041
www.lackawannacoalition.org
(973) 715-5626 (personal cell phone)
trainadvocate@yahoo.com (personal e-mail)

LIST OF EXHIBITS

Exhibit "A": Statement delivered at Gateway Program Development Corp. first meeting, 11-12-17
Exhibit "B": Port Authority of N.Y. and N.J. Proposed Capital Plan 2017-2026, Page 82
Exhibit "C": Port Authority of N.Y. and N.J. Proposed Capital Plan 2017-2026, Page 46
Exhibit "D": Coalition Resolution Expressing Support for New Hudson River Tunnels, 7-29-16

LACKAWANNA COALITION STATEMENT FOR GATEWAY DEVELOPMENT CORP. 1-12-17

Good afternoon. I am David Peter Alan, Chair of the Lackawanna Coalition. We advocate for better service on the Morris & Essex, Montclair-Boonton and Gladstone Lines of New Jersey Transit and all connecting transit, on behalf of the riders on our lines of concern and their towns and counties, and we have done so since 1979.

For those of you who do not know me, I live and practice law in South Orange. I have advocated for better transit for the past 32 years; 17 of them as Coalition Chair. I am also the longest-serving member of the Senior Citizens and Disabled Residents Transportation Advisory Committee here at NJ Transit, and I am a member of the Board of Directors of the Rail Users' Network (RUN), a national organization that advocates for a better Amtrak and for better rail transit throughout the nation. Today, I am speaking only for the Lackawanna Coalition, but in introducing myself to you, I want you to know that there are several perspectives from which we can advocate for better transit.

I have been involved with efforts to improve trans-Hudson mobility for more than twenty years. In the mid and late-1990s, I was on the Regional Citizens' Liaison Committees (RCLCs) for both the former ARC Project and for the Portal Bridge Project. We have continued to call for the formation of a similar committee for this project, but our calls have been consistently ignored. I still see no evidence whatsoever that the riders who will be the most-affected stakeholders for this project have been offered anything remotely resembling a seat at the table. In fact, it is by coincidence that I learned about this meeting. Our constituents will pay for this project as taxpayers, and they will use the facilities that are built as transit riders. They deserve to have a genuine voice throughout the progress of this project.

We called as recently as yesterday for New Jersey Transit to take a stronger lead in developing this project, and not to leave its leadership entirely to Amtrak. While I am a regular Amtrak rider, both on the NEC and throughout the national system, we understand that Amtrak could run its entire current schedule with only one tunnel in service. It is New Jersey's riders, especially peak-hour commuters, who need the added capacity, and the way tunnels are placed must be chosen carefully to improve capacity and train throughput at Penn Station. We believe it is likely that new tunnels will be built, and other components of the Gateway Project will not, so those tunnels must benefit the riders who will use them. The Lackawanna Coalition has endorsed new tunnels into Penn Station, but not Penn South and other elements of Gateway, which we are not certain will benefit the riders who are our constituents. When we learned in 2007 that our constituents would be evicted from Penn Station and sent into the deep-cavern, dead-end terminal that the former ARC Project had become, we played a major role in forming the alliance of advocates that fought relentlessly to call the flaws in that project to the attention of the public: no East Side, no Penn Station and no Amtrak. In October, 2010, Gov. Christie terminated that project, and it was never built.

The political landscape has changed drastically in the past few months. The rural interests that now dominate American politics want the limited pot of federal transportation dollars for themselves, and they could resist spending it on New Yorkers and New Jerseyans. I cannot fathom how the federal government would chip in a 50% share of the \$24 billion cost of the entire Gateway project. We need tunnels, and we will be doing well to secure sufficient funds for two new tunnels and one new bridge span. On the local side, we are aware that the Port Authority has its priorities, like a new bus terminal. The extravagant building where PATH trains now go downtown was supposed to cost \$2 billion, but ended up costing \$2.2 billion more than that. The overrun alone would have paid for a new tunnel! So I urge that you allow reason and clear thought to run this process; not the extravagant dreams of 2016 and before.

Exhibit "A"

PA of NY & N.J. Proposed Capital Plan 2017-2026 January 11, 2017

Stage: Project's current stage of completion. Projects fall into one of three stages:

- **Planning:** Includes activities associated with determination of project feasibility and completion of project definition; conceptual design efforts to develop design concepts and criteria, identify and analyze alternatives, and determine conceptual construction cost estimates.
- **Design:** Further development of design concepts and refinement of construction cost estimates; preparation of final contract documents and design drawings that will generally be competitively bid and used for construction.
- **Construction:** Active execution of the construction contract and physical completion of the specified work.

Readers should note that spending estimates for projects in planning or design are subject to change as designs are refined and plans reach more definitive stages.

2017-2026 Spending (\$1,000's): Estimated project spending planned in the 10-year proposed capital plan.

Exhibit "B"

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PA of NY & NJ Proposed Capital Plan 2017-2026 January 11, 2017

Partner Highlights

Renew / Expand and Connect / Partner / Deliver

Port Authority Support of the Gateway Program

Overview: The states of New York and New Jersey, in partnership with US Department of Transportation (USDOT), and Amtrak have agreed to the creation of the Gateway Program Development Corporation (GDC) to

advance the Gateway Program, one of the region's most critical pieces of infrastructure and the nation's largest rail project. This program serves to benefit the Northeast Corridor (NEC) – the most heavily used passenger rail line in the nation, both in terms of ridership and services frequencies, carrying over 200,000 NJ TRANSIT and Amtrak daily passenger trips through the existing North River Tunnel's two tubes.

TOTAL PROJECT COST	TBD
PA Debt Service Support	\$2.7 BILLION

Purpose: In support of the states of New York and New Jersey's commitment to fund up to 50 percent of the Gateway program, and to the extent consistent with the statutory authority granted to the Port Authority in 1962 to undertake the development of the World Trade Center, the Hudson Tubes (currently referred to as PATH) and "Hudson Tubes extensions" the Port Authority will provide financial support to GDC by providing funds to repay up to \$2.7 billion of GDC's low interest federal loan proceeds, together with interest. The Port Authority's commitment is capped at the agreed principal amount and it will not be the primary obligor, nor will it be liable for any construction completion, cost overrun or project funding risk.

Scope: The Port Authority's support will be applied to the Gateway Program Phase 1, which includes the construction of two new tubes under the Hudson River, the completion of a concrete casing to preserve the right-of-way on the West Side of Manhattan for a tunnel to Penn Station New York (PSNY), the replacement of the Portal North Bridge in New Jersey, and rehabilitation of the existing tunnel. As a non-user/owner of the facility, the Port Authority's responsibility for this project will be to provide annual funding to GDC in amounts sufficient to pay debt service, including issuance fees, on a portion of the Railroad Rehabilitation and Improvement Financing (RRIF) loan GDC is expected to borrow to fund project construction under Federal infrastructure loan programs which allow for debt service to commence post-construction. These payments by the Port Authority will be subordinate to the Port Authority's obligations to its Consolidate Bond holders. The Port Authority is not expected to receive any revenues from the Gateway Program.

Implementation Plan: On October 20, 2016, The PANYNJ board committed to support the GDC's debt service on \$284 million in borrowing for the Portal North Bridge (PNB), plus \$18 million in issuance costs associated with that borrowing. Further commitment up to an aggregate amount of \$2.7 billion to support debt service on GDC low-interest borrowing will be structured in the same manner as the October 2016 commitment for Portal North.

Exhibit "C"

14v

LACKAWANNA COALITION RESOLUTION EXPRESSING SUPPORT FOR NEW HUDSON
RIVER TUNNELS

At a meeting of the Lackawanna Coalition held at Millburn, New Jersey on July 25, 2016, the following resolution was adopted:

WHEREAS additional trans-Hudson rail service is of paramount importance to the strength of New Jersey and our region generally; and

WHEREAS continued rail access to New York's Penn Station from across the Hudson is under threat of unplanned extended outages due to damage to the existing tunnels done by "Superstorm" Sandy; and

WHEREAS the Lackawanna Coalition has consistently called for building new tunnels in the most expedient fashion possible; and

WHEREAS the previous Gateway Project has been bifurcated, with its tunnel-related elements moved into the separate Hudson Tunnel Project being engineered by New Jersey Transit; and

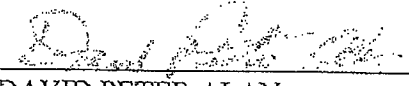
WHEREAS the Hudson Tunnel Project separates construction of new trans-Hudson tunnels and rehabilitation of the existing tunnels from controversial and expensive elements of the Gateway Project which the Lackawanna Coalition has previously opposed; and

WHEREAS current plans do not call for additional train throughput into Penn Station until the entire Gateway Project is completed, despite construction of sufficient tunnel capacity for two new tracks in addition to rehabilitation of the two existing tunnel tracks, and despite the urgent need for additional ability to operate trains into and out of Penn Station, it is hereby:

RESOLVED that the Lackawanna Coalition calls for the prompt implementation of the Hudson Tunnel Project in a manner that also increases train throughput at the time the original tunnel tracks are returned to service following their rehabilitation and construction of new tunnels tracks; and

FURTHER RESOLVED that the Lackawanna Coalition has not endorsed the remaining design elements of the Gateway Project as currently proposed; and

FURTHER RESOLVED that the Lackawanna Coalition requests that Regional Citizens' Liaison Committees be established for both the Hudson Tunnel Project and the Gateway Project, and that the Lackawanna Coalition have representatives on both such committees.



DAVID PETER ALAN

Chair

Exhibit "D"

P.O. Box 283
Millburn, NJ 07041

www.lackawannacoalition.org
email: info@lackawannacoalition.org
Twitter: @Lackawanna_Rail

Lackawanna
Coalition

January/February 2017

...An independent organization
advocating for better transit

RAILGRAM

Crashes Highlight Safety Shortcomings

COMMENTARY by JOHN BOBSIN

On Sept. 29, 2016, an NJ Transit train inbound from Spring Valley crashed into the bumper block at the Hoboken Terminal, resulting in the tragic death of a bystander and many injuries on the train. The incident also resulted in significant damage to the historic terminal and, three months later, the area remains under repair, with thousands of riders each day forced to make a detour on foot to reach the PATH transit service. The train's engineer says he has no memory of the actual collision, and this lapse has subsequently been attributed to sleep apnea—he apparently fell asleep in the last few seconds of his run.

Railroads are always quick to change rules after an accident, and NJ Transit instituted stricter rules for employees diagnosed with sleep apnea, and also now requires a second crew member in the cab when approaching the Hoboken terminal. The second-crew rule was also instituted at NJT's other stub-ended terminal, Atlantic City; but, curiously, not for the many trains which arrive at New York's Penn Station on tracks 1 through 4, which also stub-end. Although the danger is just as great, perhaps increasing safety at New York Penn takes a back seat to operational factors, such as the challenge of a crew member gaining access to the engineer's cab through a packed rush-hour train.

Now it's happened again, this time on the Long Island Rail Road; on Jan. 4, 2017, a packed LIRR rush hour train crashed into the bumper block at the railroad's stub-end Atlantic Terminal in Brooklyn. This time, the accident was much less severe; most of the 100 or so injured riders had minor injuries, the worst reported being a broken leg. But it might have been much worse, as reportedly a rail penetrated the front car of the train and, as in Hoboken, the train continued past the bumper block into the terminal complex. Also, as in Hoboken, the engineer says he remembers nothing about the accident. He was at the end of his shift, having worked all night, which was his usual job assignment.

It appears that even the most advanced safety system, Positive Train Control, mandated by federal rules and due to be installed everywhere by the end of next year, may be powerless to stop a train accurately at the end of its run. So the danger of a bumper block crash may always be present. Can anything be done to lessen the danger and assure passengers of a completely safe ride? Probably not, although seat belts and prohibiting passengers from

crowding the aisle until the train has come to a complete stop would certainly lessen any injuries. But would passengers be willing to put up with the inconvenience in the name of safety?

John Bobsin is a contributor to online news posts of the Coalition's website, www.lackawannacoalition.org

A Better Way to Think of The Cost of a Project

OPINION by JESSE GRIBIN

Publisher's Note: At our December meeting, Jesse looked at the cost of proposed projects, often in the billions of dollars over several years, and broke them down to amounts that a person or family would actually pay out of pocket for these projects. Here, he presents a summary of his talk.

It is common when government officials render large numbers to represent the cost of a project in a soundbite. For example: the cost of the Hudson Tunnel Project, which will take roughly 14 years to complete, at a preliminary cost of \$7.7 billion. This is not a "dishonest" number *per se*, if the project does have that timeframe and overall cost. Similarly, a "two trillion dollar tax cut over 10 years" is not, *per se*, dishonest either.

That is like saying you have a project to provide cable TV for yourself at a cost of \$60,000. That is not dishonest... \$60,000? That amounts to \$100 a month for 50 years, it's true. I'll bet you never realized that you spent more than a median American yearly household income on cable! We don't think of our cable bill that way. We think of our cable as costing us personally about \$100 a month, or about \$1,200 a year.

We should think of a Two-Trillion-Dollar Tax Cut (over 10 years) as \$200 billion a year, or a cut of \$781 off your household's yearly tax contribution (\$65/month). \$781 per year or \$65 per month is how you account for things in your budget. So look at what they propose to cut, and wonder if what you lose is more or less than a couple's extra night out each month.

Likewise, the Hudson Tunnel Project will cost \$7.7 billion, or \$550 million a year. Since project funding is generally 50/50 federal/state, and since 50% of taxes are paid by the top 1% of income-earners, the project will cost the average New Jersey household \$18.56 a year in tax, or \$1.54 a month. So if you were ever wondering, that is what a 50% matching \$7.7 billion, 14-year project adds to your household budget costs.

When we as advocates ask for a project to be funded, we need to keep in mind that to the average citizen, a \$7.7 billion bill for a project makes as much sense as a \$60,000 bill for cable.

Jesse Gribin recently completed his term as Technical Director of the Coalition. (Newsletter continues on reverse side)

HELP MAKE A DIFFERENCE!

Come to a Lackawanna Coalition meeting!

Fourth Monday of the month (except holidays), 7:00 p.m., Town Hall. Next meetings: Jan. 23 and Feb. 27.

Report From The Chair

By **DAVID PETER ALAN**, Chair

The last decade has been a challenging one for transit in New Jersey. New Jersey Transit has cut service, while funding from the New Jersey Legislature was cut by 90% from the 2008 level to the 2016 level. There has been some improvement this year, but it is almost impossible to recover from such a deep funding reduction. NJT has found other sources of funds to keep going, but much more must be done. Funding for county-sponsored and town-sponsored community transportation has also been cut in half since 2010, because it depends on revenue from Atlantic City's floundering casinos. We are a non-political and non-partisan organization, but we expect change in Trenton by this time next year. We hope this means an increased commitment from New Jersey's elected leaders to our transit, which has been starved for the past several years.

Even if a new governor and legislature increase support for the operating side of transit, the capital side may be in trouble, with that trouble coming from Washington. NJT's new Executive Director, Steve Santoro, was in charge of Capital Planning and Development before he was promoted, and we know that he will bring in as much of the needed capital funding as he can. Still, we do not know what Donald Trump will do about transit after he takes office, or what direction the U.S. Department of Transportation and its agencies will take under his leadership. He has called for increased investment in "infrastructure" (whatever that means). We hope it means more infrastructure devoted to public transportation, like new passenger-rail projects, but we cannot count on that.

For many years, the Lackawanna Coalition has advocated vigorously and relentlessly for more tunnels into New York's Penn Station, to allow more trains into that facility, so more New Jersey riders can get there. We understand that new tunnels must go to Penn Station and not take our constituents to an inconvenient or unsafe place. We have not endorsed Amtrak's Gateway Project in its entirety, but we have always stressed the need for more tunnels.

With the new changes in Washington, we cannot be sure that the federal government will chip in \$12 billion (half of the estimated \$24 billion cost of the entire Gateway project) toward rail facilities that will benefit New York City and northern New Jersey. The Republican Party will control both the Administration and both houses of Congress, and most of the people who live in our area are Democrats. Whether we like it or not, partisan politics often determines how and where government money is spent. For one third of the cost of all of Gateway, we can have two new tunnels into Penn Station and one new span to replace (and perhaps augment, instead) the aging Portal Bridge. We need to advocate strongly for the basics: two new tunnels and a new bridge. Unless there is a huge and pleasant surprise coming from Washington, we will be doing well to get that.

Coalition Celebrates Midtown Direct Service to Penn Station, Part 2

By **ALBERT L. PAPP, JR.**

Publisher's Note: Last June, we celebrated the 20th anniversary of Midtown Direct service to Penn Station, New York. In our May-June issue, former Coalition Chair Albert L. Papp began a series on the history and benefits of that service. Due to an abundance of news over the last several months, we could not present the second article in this series. We present it now, and we expect to conclude the series in our next issue. Past issues of the Railgram can be found on our website, www.lackawannacoalition.org

The genesis of direct rail service to New York City began well before World War II, when the Depression Era saw a marked retrenchment in business growth and a consequent reduction in rail

passengers, compounded by the rapid rise of automobile usage. This increase was generated by the opening of the Holland Tunnel in 1927, the George Washington Bridge in 1931 (with the lower level added in 1962), and the Lincoln Tunnel. The first tube was opened in 1937, the second tube in 1945 and the third and final one in 1957.

Only the onset of World War II, which restricted the use of the private automobile, returned the railroads to a time of prior glory (and profitability), especially those which terminated on the west bank of the Hudson River. That growing usage, propelled by the war and business activity, planted a kernel in the minds of many legislators for another tunnel that could be used by the rail lines to access Manhattan. Decades earlier, prior to construction of the Pennsylvania Railroad's Hudson River Tunnels in 1910, plans were mooted for a bridge that would be used by all rail lines terminating on the Hudson's western shore. Quarrels between competing lines put an end to that proposal along with the outbreak of World War I, and the Navy Department's immediate concerns that a bridge could impede warship and commercial shipping movements. Nearly ninety years later, and fifty years after the end of WWII, direct rail service between the Morris & Essex Lines and New York City finally began.

Remembering Phil Craig (1937-2016)

By **DAVID PETER ALAN**

Philip G. Craig of Montclair died on Dec. 8. He was 79. Phil was a strong advocate for better rail service, especially in Montclair, and he enjoyed a long and distinguished career as an engineer and builder of transit systems in this country and abroad.

Although he was not a member of the Lackawanna Coalition, Phil was an active member of the New Jersey Association of Railroad Passengers (NJ-ARP) and several groups concerned with the historic and technical aspects of rail transit. Phil and fellow Montclair resident Jack May fought to prevent NJ Transit from shortening the "Dinky" shuttle between Princeton Junction and Princeton, but that effort failed in court. He was more successful in advocating for weekend service on the Montclair portion of the Montclair-Boonton Line, which currently runs between Hoboken and Bay Street Station every two hours. Phil demonstrated that the train set which was running as a shuttle between Newark and Hoboken could use otherwise-idle time to run between Montclair and Hoboken on the same two-hour frequency.

We will miss Phil's strong advocacy, and we will continue to push for better service on the Montclair-Boonton Line, through our Montclair-Boonton Line Task Force.

Coming Attractions for Meeting Presentations

Please join us on the fourth Monday of the month at 7:00 at Millburn Town Hall for our monthly meetings. On Jan. 23, Chair David Peter Alan will outline his view of the Coalition's goals and plans for this year, to kick off an ongoing discussion on the subject. Our presenters on Feb. 27 will be David Behrend, Department Director, Communications & Government Affairs and Ted Ritter, Special Projects Manager, External Affairs, both from the North Jersey Transportation Planning Authority (NJTPA). Their presentation will be: The NJTPA and Plan 2045 - Connecting North Jersey.

Railgram

David Peter Alan, Esq.
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Donald Winship
Communications Director

Editor for This Issue
Paul Bubny

Contributors
David Peter Alan
John Bobsin
Jesse Gribin
Albert L. Papp, Jr.

Lackawanna Coalition
P.O. Box 283
Millburn, NJ 07041



New Jersey Association of Railroad Passengers

PO Box 271, Raritan, NJ 08869-0271 www.nj-arp.org

20TH CENTURY SOLUTIONS FOR 21ST CENTURY PROBLEMS

As NJ-ARP has noted numerous times, unlike the 20th century, we have become a regional economic engine whose peak will only be constrained by the ability of our largely unintegrated public transit systems to move people within the region. Thus, it is with dismay that NJ-ARP notes the planners at the Port Authority of New York and New Jersey (PA) continue to apply 20th century transportation fixes to deal with 21st century challenges crying out for “out of the box” solutions. The PA is afraid to leave its “sand box”.

During the 20th century, Manhattan was the heartbeat of the economic engine to which people, by and large, commuted to work. In the late 1950's and into the 1960's, the construction of the Interstate Highway System allowed America to be suburbanized. Major companies, enticed by tax incentives from surrounding states, and concerned by rising crime rates in major cities, abandoned cities for the suburbs. The result today is that vehicular traffic heading east to New York City and west to the employment hub of Morristown/Parsippany or traffic headed north to the Jersey City/Hoboken/Bayonne “Gold Coast” or south to the employment centers of New Brunswick, Bridgewater and Piscataway are just as crowded in either direction each and every day. However, a funny thing happened to the public transit system. It remained largely unchanged. The rail system remained, as it is today, New York-centric. There is inadequate service out of New York to the employment centers of New Jersey. Many of the trains arriving at Penn Station New York are dead-headed at Sunnyside Yards in Queens awaiting the evening rush. Similarly, buses are headed to the Lincoln Tunnel or George Washington Bridge bringing people to New York. However, the buses, rather than return to New Jersey in revenue generating runs to get New Jersey workers to where they want to go, are instead idled for the balance of the day awaiting the evening rush. What's wrong with this picture? The economy has become regional and has catapulted into the 21st century while the PA is still stuck in the 1950's and is solving problems with a 20th century mentality. The large market of what was dubbed “reverse commuters” remains nearly completely untapped.

When the PA announced it needed over \$10 BILLION to rebuild a modern PABT farther west in Manhattan to handle longer and wider buses, NJ-ARP questioned its wisdom and ran an OpEd, which ran in the online edition of the *Asbury Park Press*. We questioned a project at such an exorbitant price, when the Lincoln Tunnel TODAY operates at 115% capacity- the PA's figure, not NJ-ARP's. The Legislature was persuaded by the PA to support the project so they could preserve the New Jersey commuter's right to have a one-seat ride to Manhattan. They claimed to have “saved the day”. But, did they? The short answer is “no”. The seat change(s) are happening in Manhattan. The real issue is TIME. NJ-ARP proposed a smaller scale PABT in Manhattan, coupled with a new PABT in Secaucus and the extension of the #7 subway to Secaucus. The #7 subway, according to a 2013 Parsons-Brinckerhoff study, would run a train every 2 minutes and make the trek from Secaucus to Grand Central, the coveted east side access,

in under 20 minutes. Given a choice of an hour on a bus or an under 20 minute ride by subway, which would you chose? This project combined with Gateway, modernizing the original Hudson River tunnels, the modernization of Penn Station, increasing ferry service and re-working train and bus schedules on the New Jersey side of the Hudson to allow for much better transit options will address the regional economy holistically instead of the PA way: in silos.

Gov. Chris Christie has stated that it is a "priority in the last year of his Administration" to have PATH spend \$1.7 Billion to extend PATH from Newark Penn Station to Newark Airport. This was an idea floated some 25 years ago. This idea does nothing for the region and should be a non-starter. The devil is in the details. This extension of PATH does not go to Newark-Liberty International Airport; rather, it goes to Haynes Avenue in Newark where you then change to the PA's "Disney Monorail" people mover and pay an additional fare of \$5.50 to the PA for the privilege of getting to your terminal. Some have asked if development around Haynes Ave wouldn't make the project worthwhile, our response reveals the crux of the matter.

Go back 50 years when downtown Jersey City was virtually a wasteland with little population. I should know, I lived there. In fact, there was talk at PATH at shuttering the Pavonia Ave (now Pavonia/Newport) Station due to low ridership. Today, PATH trains headed to 33rd Street in Manhattan are so crowded by the time they get to the Pavonia/Newport stop that riders need to let several trains go by before they can get on a train. This is a long way of saying PATH is operating beyond capacity. PATH's recent weekends shut-down to install Positive Train Control (PTC) will allow for additional trains; but, the capacity gains will be nearly unnoticeable to the average rider. Take this and add to it the configuration of the PATH system. You board at Newark Airport and that train is bound for the World Trade Center-New York. If you are headed to Midtown Manhattan, you must change trains at Journal Square or Grove Street for the 33rd Street train. Can you picture a family of 4 with 3 pieces of luggage getting on a crowded subway car with no luggage rack space, change trains and go through all that trouble to save on an airport bus or taxi fare?

To place the cherry on top of the cake, extending PATH from Newark Penn Station to Haynes Ave. Newark is an exact duplication of what currently exists with NJ Transit and Amtrak. This would limit the application of funds that would provide new ridership for public transit. PATH's extension would be the most colossal waste of PA funds in its history and there have been some doozies.

Which brings me temporarily to a digression on the PA's "Disney Monorail" at Newark Airport. At the time it was proposed, most groups urged either heavy rail or light rail service connecting the terminals. The PA opted for the very small, cramped, inadequate and expensive monorail people mover. The PA says the monorail needs complete replacement because 20 years was "its useful lifespan". For this, the PA should be sued for malfeasance. Disney World has a monorail which has been in operation since its opening and it is much more heavily utilized than Newark Airport's monorail. How an iron rail and heavy duty cars can become obsolete in 20 years is unforgiveable, especially when one considers that the monorail technology and its' manufacturer was already a proven technical disaster in another implementation in Sydney, Australia. Yet, the PA went ahead with it anyway. The proverbial canary in the coal mine never came back out; yet,

the PA just walked right in. Here comes the same PA with yet another scheme to waste precious funds.

NJ-ARP requests that the NJ Legislature introduce sanity into the PA budget request and send the PA back to the drawing board. They should ask the PA to think regionally and work with its partners across the region.



Leonard Resto
President
NJ-ARP

Operational Brief:

22 Nov. 2016

(OPL) Operation Path to Life / 2009 - 2017

Code Name: **[R-4]** Rapid-Rail-Response & Rescue

To All Concerned:

Leaders' - as members of the NJ State Legislature, I'm writing to you, regarding my concerns of what I see as a "real lack" of our state-wide preparedness, respective to **[R-4]**: Rapid-Rail-Response & Rescue. In addressing my concerns, I have here within, proposed a **CONOP** *Concept of Operation* for your consideration and review.

Further – though, my many attempts (over many months") in contacting a variance of NJ: Local, Municipal / State Legislative Offices' and R/R Agencies, has generally "fallen-on-deaf-ears" – I hope that you gentlemen, (though in the Minority) might see the merit, inherent within **OPL** and support in some manner the undertaking of said **CONOP**.

a.) Origin of Operation (OPL):

Having worked (though retiring in 2014) as a PAPD NY/NJ Police Officer for nearly, twenty-three-years to include eight-years as a PAPD – **(ESU)** Emergency Service Unit Officer & a **9-11** Ground Zero Responder during all **(3)** stages of on site: Rescue, Recovery & Post Recovery Operations and finally - serving in Afghanistan as a Combat Infantry Officer ['05-'06] – I've had my fill of both death and destruction, yet I learned along the way of the On-the-Ground necessity of "*Targeted Planning & Preparedness.*"

During my many years' of police & military involvement, I was tasked (at times) to plan, organize and lead **(LSO)**'s Logistical Support Operations to meet the demands and necessity of Mission Accomplishment.

In ('07-'08) - having partaken in two Port Authority of NY/NJ - (PATH) Port Authority Trans. Hudson command related Rescue Drills, both of which, were abject "joint organizational failures," I saw the "real need" to implement a **Plan of Action**, regarding Rail Response to "best protect & support" not only the PATH Command and all PA personnel, but specifically the over **65 Million** - PATH System Commuters at that time, riding the rails between Penn Station, Newark, NJ & 33rd. Street, NYC, NY on a yearly basis.

Note: Today, ridership within the PATH System has climbed above **75 Million Commuters**, annually.

In ('09) - I was given a window of opportunity and task by PA Police Headquarters to Plan-Out & Logistically Supply a Joint NYC / PAPD Operational Exercise, involving the NYC, **(WTC)** World Trade Center & PATH Commands,' that would eventually become in a short few weeks: **(OPL)** *Operation Path to Life*.

This Port Authority of NY / NJ Joint Operational Drill, held on 17 September 2009 at the WTC-PATH Station was "the initial strategic planning step" in the **OPL** process and was upon its conclusion - rated by many First Responder personnel / supervisors from all agencies in attendance (albeit quietly) - a **Major Success**.

One of the "greatest strengths" of **OPL- 2009** was more profoundly demonstrated in its **Logistical Storage Cabinet**, which not only "cached the principle equipment, within the Subway System" but saved precious time and the necessity of Responders to: **1.)** stack; **2.)** load; **3.)** carry; **4.)** unload; & **5.)** deploy a vast majority of equipment, to the scene - while in-turn, affording them a **TOC** of **ICS / C2** – Command & Control.

The prototype Cabinet was built to specific design measurements, so as to provide Responders' the targeted spectrum of **[R-4]** component planning & equipment they needed to get the **Job Done!**

Sadly, given the bureaucracy and the indifference of many, within the PA's, varied levels of leadership, my numerous attempts to further this OPL **CONOP** and "modernize its functionality of response," so as to meet the future needs of Our: Post 9-11 World were ignored.

I.) Port Authority NY / NJ Joint Operational Drill - 17 September 2009 at the WTC:

http://www.nj.com/news/index.ssf/2009/05/world_trade_center_emergency_d.html

http://gothamist.com/2009/05/18/emergency_response_drill_at_wtc_pat.php?gallery0Pic=8#photo-8

II.) WAMATA Train Incident: 12 Jan. 2015

https://www.washingtonpost.com/local/trafficandcommuting/dc-police-officer-recounts-the-lenfant-plaza-metro-rescue-operation/2015/01/19/0bc983e8-9ffc-11e4-903f-9f2faf7cd9fe_story.html

b.) My Company in 2017:

KJO Rapid-Rail-Response & Emergency Preparedness, LLC

In the years, that followed - I decided to start my own company and have been attempting to explain to a variance of people in positions of leadership and authority, throughout the U.S., that Our Nation – lacks a “**real plan**” of what I call: **[R-4] Rapid-Rail-Response & Rescue.**

Sadly, I have continuously found, that the vast majority of local, municipal, state & regional authorities, (throughout our Nation), that I've contacted to share my concerns, regarding this lack of **[R-4]** preparedness, ignore / dismiss this reality and in doing so – severely jeopardize the Lives' & Safety of Millions of American Citizens' traveling on the Mass-Transit R/R's and / or living near major Rail Lines, respective to the transport of HAZMAT (type) Cargo containers.

***The **WAMATA** incident (*link above*) is unfortunately, just one of many examples of a lack of **[R-4]** Planning.

***The recent **NJ Transit** (Crash) in Hoboken is another example of an incident, without a “**Known Plan.**”

c.) My CONOP:

Operation Path to Life – 2017

The **OPL / 2017 CONOP** is tied together with a non-static **Event Type: [12 Point Plan]** of Operational / Logistical Support Cabinets; Specially Built & Outfitted Response Carts and specifically chosen Equipment, that would enable a Passenger and/or Rail Freight Transit System & follow-on Joint Response: Operational Forces the on-scene utilization and durational capability to immediately safeguard and/or move to and in-turn {quickly adjust} to best attrite and respond to R/R Events, requiring **IMMEDIATE:**

- 1.) Strategic, Operational & Tactical – **[R-4]** Response & Database Matrix Support
- 2.) Low to Medium to High: Level Incident Capability Response – Station to Station (Overlapping Support)
- 3.) Medical Emergency: Triage, Transport / Notification and Event Chrono
- 4.) Security Sweeps' / **(CTI)** - Counter Terrorism Initiatives'
- 5.) Threat Assessment of Unknown Conditions, i.e. (suspicious packages, possible suspects on tracks)...
- 6.) Response to Known Threats, i.e. (suspect-at-large / R/R system damage, fire, flood)...
- 7.) Riot / Crowd Control
- 8.) Environmental Event / Disaster & Sustainment Response Ops.
- 9.) Structural Disaster Mitigation Response in-conjunction with (USAR / UASI / OEM / FD / EMS / PD...) Units
- 10.) Active Shooter (Station, Rail, Tunnel)
- 11.) Terrorist Threat – **(C2)** Stand-by Alert Response, QRF's, Vetting Suspects & *Mobility*
- 12.) **Terrorist Attacks** (**IMMEDIATE!** - Singular or Multiple Response Capability)!

ENDSTATE: Comprehensive R/R Security & continued Targeted Oversight – Business Continuity Planning.

That said gentlemen - the **Main Mission** of **OPL-2017** is to **Save Lives!!**

d.) In Summation (for now):

I hope you found this short Brief on **OPL-2017 [R-4]** to have been of interest to you, not only as NJ State Representatives but as men and women, who have a sworn duty and moral responsibility to protect the citizens' of NJ and for that matter, wherein a connection to NJ exists – the Tri-State Area as a whole.

Further - the **OPL [12 Point Plan]** would significantly add, to enhancing any / all existing Transit Systems, with a grounded **Policy & Doctrine**, which in-turn would solidify for First Responders the immediate **(C2)** Command & Control of an "Event Type" at a given R/R location; greatly reduce ever increasing issues,' respective to NJ: City, County and State, Risk Management concerns / insurance costs, & **OPL**, would notably enhance the State's Legal Defense, against multi-million dollar R/R related transportation lawsuits.'

OPL-TIMELINE: The build-out of the above **OPL-CONP** is "presently underway" and I have targeted a time of **NLT** this March / April 2017 (given Holidays) for the completion of the [Prototype System] as described, within my - Twelve Point Plan for a trial demonstration of its capabilities at a time & Rail location, yet TBD.

Leaders' - I seek no financial support nor favor from any State / local Agency, but only the chance to prove **OPL**, worthy of consideration and implementation to directly "protect & support" Our State's – Rail Systems.'

Out-Front: I look forward to speaking with you further on this and some other CONOPS,' I have sought to develop throughout the years,' - if you'd be interested:

- **Operation Alert & Defend:** (Internal / External - Departmental & Bi-State Comm. Planning)
- **Operation P-F-E-O / M:** (Police-Fire-EMS-OEM / Military - Joint Operational Planning)
- **Operation Rolling Thunder:** (Radio Communications Planning)
- **Operation Re-Vamp:** (Unit Re-alignment Planning)
- **Operation CONEX:** (Facility / Transportation Extrication Systems & Logistical Support Planning)
- **Operation Center-Mass:** (Uniformed - Departmental / Centralization Planning)
- **Operation Airlift:** (Joint-County & Regional Response to Environmental Disasters)
- **Operation Enduring Legacy:** (Post 9-11 Care for PAPD / WTC Responders)

Respectfully,

Karl J. Olszewski

Karl J. Olszewski

****9-11 NEVER FORGET 9-11****

Retired & Disabled:

*Port Authority Police Dept. - PAPD NY/NJ Police Officer / ESU-Emergency Service Unit

***9-11 WTC:** Rescue, Recovery & Post- Recovery: Operations & Logistics Officer

*U.S Army Combat Veteran - Infantry / Chemical Officer - Afghanistan

Owner: KJO Rapid-Rail-Response & Emergency Preparedness LLC.

NJ Business ID No: 0400-2355-12

D&B No: 079113583,

Cell: 201-241-1957

"The line between disorder and order lies in logistics..."

- Sun Tzu

Comments re: PANYNJ Proposed Capital Plan 2017-2026

Valerie Klein [ValerieK@EdProp.com] on behalf of Anthony Borelli [AnthonyB@edprop.com]

Sent: Thursday, January 26, 2017 4:09 PM

To: OLSaideSLO

Cc: Anthony Borelli [AnthonyB@edprop.com]

Edison Properties, LLC is the management company for more than 100 related, privately-owned operating and asset-holding limited liability companies primarily in New Jersey and New York. Within the Edison family of businesses are Edison ParkFast and Manhattan Mini Storage.

Edison Properties is vitally interested in the economic well-being of the New York/New Jersey metropolitan region. We are concerned about the serious challenges facing the region in terms of trans-Hudson commuter demand and the associated current and future capacity constraints. We believe that all viable options to address those constraints must be evaluated, and that evaluation must be done within the context of what is best for the Region. We believe that the #7 Subway Extension from its current terminus at 34th Street/Hudson Yards to Secaucus Junction is one of those viable options that must be given serious consideration.

The recently released Port Authority of New York and New Jersey (PANYNJ) study, *Trans-Hudson Commuting Capacity Study*, is very straightforward in its positive treatment of the potential extension of the #7 Subway to Secaucus, New Jersey and the project's singular ability to alleviate capacity issues at the Port Authority Bus terminal (PABT) in midtown, Manhattan.

Regarding the subway extension, the Study states: "...this one project could reduce demand for buses to access PABT in 2040 by as much as 25 percent..." and "...[it] would have the greatest potential effect in reducing future PABT demand." While the Gateway Project will significantly increase the number of trains traversing the Hudson River, and the PABT replacement project could add capacity for bus riders, the No. 7 subway extension provides not only new trans-Hudson transit service but also the greatest amount of new trans-Hudson capacity.

The PA's study further states that, despite the potential positive impact of the No. 7 extension, "...it is not on the region's transportation planning agenda" and "shows no signs of advancing through the transportation planning and funding process." However, a feasibility study conducted by Parsons Brinkerhoff for the City of New York in 2013 determined that the project was technically feasible and could be justified from a ridership perspective.

The Port Authority's **Proposed Capital Plan 2017-2026** does not address the #7 extension in any way. It does include \$3.5 Billion for the Port Authority Bus Terminal (PABT) Replacement Program for planning, environmental review, public outreach and participation, design and permitting and construction. The need to replace the PABT has been well established. Also well-established are the serious objections of the neighboring community and some elected officials to any of the PA's recent replacement proposals. The possibility of a #7 extension to Secaucus, New Jersey, fully integrated with a bus terminal facility which would function as an adjunct to the PABT in New York City, has to be considered as a viable alternative to the PABT replacement proposals being progressed.

The development of the **Proposed Capital Plan 2017-2026** presents the perfect opportunity to recognize the legitimacy of the No. 7 extension as a project that deserves consideration. A challenge recognized in the PA's Study is "demand for trans-Hudson transit service that is expected to grow by more than 30% by 2040 and fully utilize all of the capacity created by the Gateway Program and require investment in even more additional capacity." The No. 7 extension project must be thought of, not to the exclusion of the Gateway project and the reconstruction of the PABT, but as an integral part of the long-term regional solution to this challenge.

In recent correspondence, we strongly urged the PANYNJ to include the No. 7 extension project in its **Proposed Capital Plan 2017-2026**, and to support the next steps for advancing the project. These next steps include closer examination of the business case for the project, as well as an investigation of operational concerns and related required improvements.

Similarly, we urge the Senate Legislative Oversight Committee to consider our recommendation regarding the #7 Extension to Secaucus Junction project when you formulate your response to the PANYNJ **Proposed Capital Plan 2017-2026**.

Thank you for your consideration.

24x

Anthony Borelli
Vice President, Planning & Development
Edison Properties
100 Washington Street
Newark, New Jersey 07102
(o) 973-849-2585
(m) 917-797-1855