

The Port Authority of New York and New Jersey
Committee on Capital Planning, Execution & Asset Management Transcript
April 27, 2017

[Board Chair J. Degnan] We'll move to the Capital Planning, Execution, and Management Meeting which is also being held in executive session. The committee having met earlier in public session. The committee having met earlier in executive session to discuss matters appropriate for that setting. Karen, would you advise those present of the composition of this committee and any recusals.

[K. Eastman] Yeah, the committee is composed of yourself as Chair, and Commissioners Fascitelli, Pocino, and Steiner. All committee members are present at today's meeting with the exception of commissioner Pocino. With regard to the PATH to Newark, the George Washington Bridge Main Span Upper Level Structure and the signal project, there are no recusals required in the capital results. There is no request for an action, so therefore no recusals are required.

[Board Chair J. Degnan] Okay, good. Thanks. Steve Plate will walk us through a matter relating to the PATH extension to Newark Liberty Airport. Steve.

[S. Plate] Good afternoon, chair and commissioners. Today, I request that the Board authorize a planning effort to support a project to extend the PATH system to a new inter-modal station in Newark's Southward and adjacent to the Newark Airport Rail Link Station at an estimated amount for planning costs of \$57 million. The project will greatly improve commuter transit access to Newark,

[Port Authority Trans-Hudson (PATH) Rapid Rail Transit System Extension] Jersey City, and New York City

[to Newark Liberty Rail Link Station - Planning Authorization] as well as increased transit options to Newark Airport. The project will include approximately 2.4 miles of track way, train storage yard, an inter-modal station as well as 22 additional railcars. Next slide. Specifically, this item authorizes professional services for both firms known as HNTB and AKRF and their associated sub-consultants. This resolution will enable us to complete the EIS process and receive a record of decision. I offer this resolution for your consideration, Commissioners. Thank you for your attention.

[Board Chair J. Degnan] Are there any questions or comments? Commissioner Lipper?

[Comm. K. Lipper] It's my understanding that this station and extension here would not and was not considered except as part of the PATH extension to Newark and that was really the main impetus for this. I have not seen a ridership study on the viability of a PATH extension to Newark Airport, and my own understanding, having looked at the numbers myself, is that there is no need for this and there is no passenger demand from airport passengers for this extension for \$2 billion. The same goes for the LaGuardia Airport extension to Queens, there is no ridership demand. So until I see a ridership study that shows demands for this \$4 billion expenditure, I don't see any reason to vote for a \$57 million expenditure that is part and parcel of the overall PATH extension to Newark. So I will have to vote no on this matter.

[S. Plate] Commissioner, if I could just add that we will be providing that analysis as part of this authorization. And you're exactly correct that it ties into Newark Airport, and that's a large part of it, but also it's a vital artery to providing for Newark Southward to places such as Jersey City, other portions of New Jersey as well as Lower Manhattan, and also, the component anticipating that Union, Morris, and Somerset counties will be positively impacted by this and what will happen is it will help to reduce the strain on the Northeast Corridor, Newark Penn Station, and some of our bridges and tunnels, their growth has been unprecedented. The bottom line is we do owe you that report and that's included in the cost of this study.

[Board Chair J. Degnan] Commissioner Bagger.

[Comm. R. Bagger] Thank you, Mr. Chairman. I think looking at this chart that's on this slide is actually very helpful to us because it shows the three benefits of this project. This project will do something that Port Authority has been talking about and looking at for some number of years, I want to say at least 10 if not longer, and that organizations like the Regional Planning Association have long endorsed as an improvement to Trans-Hudson commutation. The three benefits of it being, first, it's a PATH rail link to Newark Airport and to connect up with the existing AirTrain shown here in blue. But very importantly, second, it extends the PATH line, shown in red, to a location where park and ride facilities would be created, establishing a new means of a one-seat ride to Lower Manhattan for that it would be accessible, you know, to large parts of central New Jersey. Route 78 goes right by this spot and it's a natural for park and ride for commutation for a one-seat ride to Lower Manhattan. And third, the area of the Southward of Newark, shown here in green, and especially the area there outlined in red, you know, presents opportunities for transit-oriented development and economic development in the city of Newark that could be significant and are also, you know, an additional potential funding source for this project. So this is a planning authorization that I'm pleased to support today.

[Board Chair J. Degnan] So I want to add... Oh, I'm sorry. Commissioner Fascitelli.

[Comm. M. Fascitelli] Steve, what caused the \$17 million to go to 57? We already authorized \$17 million for this. How much time is this going to take to finish this phase?

[S. Plate] We anticipate, as Gateway is taking about two years approximately two years to do the... Two years to get the record of decision.

[Comm. M. Fascitelli] And why did We had \$17 million in fund were allocated before.

[S. Plate] That was the money that Commissioner Bagger referred to prior to today's date over the last 10 years, the money that was spent. So we're just putting that all to give you a complete and be fully transparent. Actually, you are authorizing an additional... You are authorizing the total, but an additional \$40 million.

[Board Chair J. Degnan] The 17 is part of the 57?

[S. Plate] Yes.

[Comm. M. Fascitelli] Right, but we spent the 17.

[S. Plate] Yes.

[Comm. M. Fascitelli] All right.

[S. Plate] And that's been authorized in bits and pieces over the last 10 years.

[Comm. M. Fascitelli] What did we get for the 17?

[S. Plate] We had a number... Well, a lot of this preceded me, but a lot of studies done looking at this from many different ways, different feasibility studies, and preliminary ridership studies, some designs that we've since revised. In fact, the project was originally targeted close to a billion, and we've been able, through some very innovative engineering approaches, reduce the cost by hundreds of millions of dollars and reduce the amount of complexity in building as opposed to building tunnels actually being able to do it at a great application. So we've used that money to do that, but a lot of that was done over the last 10 years.

[Comm. M. Fascitelli] Thank you.

[Board Chair J. Degnan] I would just point out to Commissioners Lipper that this planning authorization and the results of it will provide, among other things, some of the data that you've been calling for in connection with the ultimate decision which the Board will be asked to make but has not yet to include authorization to move forward with the construction.

[Comm. K. Lipper] I accept that, except I think that we should first authorize the amount of money which might be a million dollars or \$500,000 or whatever it takes to do a proper ridership study as to whether this demand by airport passengers for a PATH extension for \$2 billion, and then, if that comes out where we actually have to go forward with that, we then spend the additional \$40 million or \$50 million or whatever it is to go forward with feasibility studies and project studies. But to spend \$57 million on a project we have no idea whether there's any ridership demand, I have an idea that there isn't any, and that we're going to have a major operating loss from it same as we will have with the LaGuardia AirTrain to Queens. I see no reason not to have the ridership studies separate, separately done, presented to the Board. If there's a rationale for going forward with this \$2 billion project, I'd be happy to vote for a \$57 million authorization, but to put the cart before the horse doesn't make any sense to me. I think it's just a waste of public money.

[Comm. R. Bagger] Mr. Chairman, I'd just like to add, I've read summaries of the existing ridership studies showing the levels of ridership that are forecast, including from the commutation expansion and the potential fiscal model from the transit-oriented development, it would be very helpful to circulate that information to the Board.

[S. Plate] I'll be happy to do that.

[Board Chair J. Degnan] Okay, at this point, it would be appropriate to have a motion from a committee member not recused to move the item forward for full consideration of the Board.

[Comm. M. Fascitelli] So moved.

[Board Chair J. Degnan] Is there a second?

[Comm. D. Steiner] Am I on the committee?

[Board Chair J. Degnan] Yes, we're all on this committee.

[Comm. D. Steiner] I second.

[Board Chair J. Degnan] Okay. So with the motion made and seconded, I know that Commissioner Lipper is opposed, but other than Commissioner Lipper is there any opposition to moving it forward to the full Board? Okay, the motion will then move forward to the Board for consideration. The next presentation is by Cedrick Fulton in the GWB the Main Span Upper Level Structural Steel issue. Cedrick.

[C. Fulton] Good afternoon, commissioners. Today, I am requesting authorization of a project for the second phase of the Main Span Upper Level Structural Steel Rehabilitation at an estimated total project cost of \$123.8 million.

[George Washington Bridge Main Span Upper Level Structural Steel Rehabilitation - Phase II] This project is part of 11 projects that make up the Restoring the George program, which is valued at nearly \$2 billion and will provide for the rehabilitation replacing the structural elements of the GWB including the proposed project.

[Background/Overview] The first phase of the Structural Steel Rehabilitation was completed in 2015 and replaced 632 deck panel sections of the upper level deck of the GWB. The second phase will replace 32 deck panel sections, finger joints, and supporting steel in the New York and New Jersey towers. The upper level deck was replaced in 1970, in the 1970s with the steel deck that exists today. The existing finger joints shown in the photos and labeled in the diagram were last rehabilitated in the mid-1980s. The bridge is maintained in safe. However, the finger joints and deck panels in the tower areas have exceeded their useful life and their replacement is one of the highest priorities in the Restore the George program. To maintain the structural integrity of the bridge, there are several... There are a number of upper level priority repairs that also must be addressed.

[Scope of Work] The scope of the work includes rehabilitation of the structural steel of the upper level roadway deck and support structures to maintain structural integrity in state of repair. This involves the replacement of the finger joints including supporting steel with a more robust design, replacement of 32 deteriorated deck panel sections and supporting steel adjacent to the finger joints in the tower area, replacement of the joint sealant at the deck panels themselves, and addressing outstanding priority repairs in the tower areas as well as priority repairs identified in 2015 and 2017 quality assurance inspection reports. The work is expected to extend the useful life of the entire upper level deck by approximately 15 years.

[Economic Impact] Total regional economic impact on the life of the project is currently estimated to be 840 job-years, \$71 million in wages, and \$174 million in economic activity.

[Project Cost/Schedule] The estimated total project cost is \$123.8 million with a total construction of about \$88.2 million. Funds for this project are included in the 2017 capital budget, and in the 2017-2026 Capital Plan. Required offset of \$4.4 million has been identified from the replacement of the suspender ropes and rehabilitation of main cables project, which is forecasted to be delivered below the current budgeted amount. Construction is expected to begin in the fourth quarter of 2018 and project completion is targeted for the fourth quarter of 2023. The extended duration is associated with land closure requirements of off-peak, overnight closures to minimize impact to travelers in coordination with other projects in the program to

minimize conflicts. Commissioners, that concludes my presentation and thank you for your consideration.

[Board Chair J. Degnan] Thanks, Cedrick. Any comments or questions by members of the Board? Hearing none, is there a motion from a committee member not recused to move the matter forward for consideration of the full Board? Commissioner Fascitelli. Commissioner Bagger, second? Hearing no objections, we'll move the matter to the full Board for consideration. Presentation now by Clarelle DeGraffe on the PATH signaling project phase II.

[C. DeGraffe] Good afternoon, commissioners. Today, I'm here to request a project reauthorization for the PATH Signal System Replacement project,

[PATH Signal System Replacement Project Re-Authorization] which would result in a revised total project cost of \$752.6 million, which is an increase of \$172.6 million from the current \$580 million that was previously authorized by the Board. These funds are included in the approved 2017-2026 Capital Plan. I will also provide you with an overview and an update of the PATH signal system and talk to you about the progress that's been made to achieve the federally mandated positive train control compliance by December 2018 per the Rail Safety Improvement Act.

[Positive Train Control Overview] Positive train control overview, it's a complicated system as you can see, a lot of circles. But positive train control or otherwise known as PTC, it's a collection of systems that incorporates elements of CBTC, ATS, and DCS. In 2008, the Federal Railroad Administration through passage of the Rail Safety Improvement Act mandated installation of PTC by all Class I railroad carriers by the end of 2015. This deadline was subsequently revised to the end of 2018, which I will discuss shortly. In the case of PATH, in addition to the previously mentioned systems, we also include STDS in that within the PTC element. PTC basically provides for the avoidance of four areas. It helps system to avoid collisions, movement of trains into incorrect tracks, the unauthorized incursion into work zones, and also excessive speed. PATH Signal System project encompasses the replacement of all signals and associated wayside tracks signal, field equipment on all its 43 miles of track, 13 interlockings, and 13 stations. This new signal project will replace all new signal cables and equipment. It will provide new transponders, track circuits, and wayside communications, and radio equipment. This will also include the installation of over 400 miles of fiber optic cable. The project also includes the installation of train control equipment at PATH's primary and secondary train control center in order to provide the ability to monitor and control all train movements from either location. The project also includes the outfitting of PATH's PA5 railcars with carborne signal equipment to accommodate synchronization of the signal system with railcar movements.

[The Benefits of new Signal System] The benefits of this new signal system, increased reliability, increased safety, efficiency of PATH train operations. Together with other system investments, it will also allow for shorter headways and approximately a 20% system-wide increase in capacity for PATH. It will also replace the 104-year-old signal system with state-of-the-art computerized signal and train control system, and it also ensures that PATH is compliant with the FRA mandated installation of positive train control by the December 31, 2018 deadline.

[Project Progress] The progress of the project. Currently, we have a significant amount of work that's been completed. And based on that, it allows us to be able to revise our projections with a higher level of confidence going forward. We've also been given permission by the FRA to go into revenue service with STDS in our section 1, which I will explain to you in a few moments.

Section 1 was also successfully cut over to Secondary Train Detection System or STDS in February of 2017 with anticipated complete cutover by the second quarter of 2017. Overall, our project is completed approximately 58% to 60% and a considerable amount of progress has been made by PATH and we remain on track to complete before the deadline of December 31, 2018. The lower right-hand corner of your handout basically shows how the project was carved up into sections for smaller milestones to be established. We have sections 1 through 7 as you can see. Section 1 going from west to east. Section 1 takes you from our Newark Penn Station to our Kearny pocket, then section two takes you from our Kearny pocket to Journal Square. Section 3 is our Journal Square Station which is a most complicated area. And then sections 4 and 5 take you from Journal Square all the way to Lower Manhattan. Section 6 takes you from our caissons into Hoboken, and section 7 takes you from our caissons to our Uptown stations. To the left of this graphic, you'll see columns that basically indicate percent complete in each one of these sections. As you could see, we're most complete in section one where we have cutover of our STDS system and we anticipate cutover of the remainder of the system. And as you can see, also, section 2, we're in testing and commissioning in that area, and section 3, most of the infrastructure is in place, and it goes on all the way to section 7 where, over the past Fall, we had the 17 weekends of a tunnel outage program, which allowed us to do a significant amount of work during the weekend outages.

[Project Timeline] Project timeline, basically what you're looking at is the progression of this project since its inception in 2009. You'll see three sets of bars that indicate where the project was supposed to be and where we are today. In 2009, during its original contract award, at that time PTC was to be implemented at 2015 per the FRA mandate and we allowed for two years beyond that point for completion of this system. In 2014, via policy review MJ and the use of project contingency, stayed within the 580, but at that point in time, we anticipated that along with other railroad that we would not make the 2015 PTC implementation, and at that time we were planning for 2017 implementation still with a two-year completion of the entire project. Today, we are here with the revised completion implementation date from the FRA of 2018 and with a better understanding of the project understand that it will take till 2022 to install permanent... To remove temporary systems and install permanent systems by 2022.

[Key Drivers for Project Increase] Some key drivers for the project increase, the first one being delays to the extended project timeline. And we've incorporated a graphic for you as you can see. Prior to 2015, we had a lot of competing priorities. We have four tunnels and that required track rights in order to work in them in order to be able to maintain a 24/7 operation and we had a lot of competing priorities from other projects. We had World Trade construction that was a priority. We also had the security project that needed to be completed. So in 2015, at that point in time when a lot of that work from the other projects had already been commissioned, ATC then received priority within the tunnels. And from that point, that is where we incurred significant delays on our project. We also have additional PATH facility forces that were required as a result of unforeseen work such as tight plate installations. We had a lot of unforeseen field conditions, extensive design reviews, extensive contract rework that needed to be incorporated with our PATH facility forces. We also had a new safety regulations as a result of accidents that had taken place with Amtrak, Metro-North, New Jersey Transit and Long Island Rail Road which required additional staff to monitor the field activity as well as provide protection. And in addition, although, this contract was bid as a design build, we found that design build in that environment was quite challenging because of the fact it's a 24/7 operation and typically design builds are almost in a green field, so that presented a lot of challenges for the contractor to do work while the system was still in operation.

[Requested Authorization] So at this time, commissioners, the requested project reauthorization would enable PATH to have the benefit of system-wide automatic train control, which is composed of federally mandated positive train control communications-based train control, automatic train supervision from PATH's primary and secondary operation control centers. The project will continue to be implemented with no system-wide interruptions to PATH 24 hour 7 day, 7 day per week rail service. Commissioners, I request that you advance this item to the full Board for approval today.

[Board Chair J. Degnan] Thank you, Clarelle. At this point, I'll open the floor to any questions or comments by the commissioners. Commissioner Steiner has a comment or a question?

[Comm. D. Steiner] No. I commend you on your work. I can't think of anything more important learning of all the trains running into each other that this system that you're proposing will prevent that from happening and certainly minimize the chances of the accidents we've seen before. So if I understand you right that this, what do you call it? The PTC will prevent trains from running into each other.

[C. DeGraffe] Correct.

[Comm. D. Steiner] And I can't think of anything more important and I think it should be a priority. And I hope, if I understood you right, that as soon as one section is done, we'll be able and limit to institute it so at least we'll have safety in every unit, every one of your six or seven sections as the work is done. We won't have to wait till the end. Is that correct?

[C. DeGraffe] Well, as the work is completed section-by-section, we will be able to certify it, but the entire line needs to be put into service. For instance, the Newark-World Trade Center line, we would need to put that complete line into service in order to gain the entire benefit of this new signal system.

[Board Chair J. Degnan] But I think, Clarelle, we had agreed to ask the FRA for permission to implement it on a segmented basis.

[C. DeGraffe] Yes.

[Board Chair J. Degnan] Correct.

[Comm. D. Steiner] I can't think of anything more important than that. It'd be a shame to wait for five years or three years and have more people killed or hurt. And I commend you and I think that you ought to look at that and do whatever you can to get this. And if you need help, call on us and we'll try to lean on the right people.

[C. DeGraffe] Thank you. Thank you, Commissioner.

[Board Chair J. Degnan] I would just note that the other benefit that derives from this PTC is the ability to run trains at intervals of three minutes each as opposed to six minutes each, which will have a significant capacity increase.

[C. DeGraffe] Correct.

[Board Chair J. Degnan] Okay, thank you. Commissioner Fascitelli?

[Comm. M. Fascitelli] I just want to suggest as I have before that we have these, we break it down to what was a change of scope in terms of additional funding or overruns and what was obviously maybe misestimates or unforeseen conditions because as Commissioner Degnan says, we're gonna be getting a far better product than this with PTC, higher capacity. So if you look at this, it could be, we spent on this \$172 million, it's not apples and apples, but I'm sure some of the original estimates were quite wrong. I think in the future for transparency, for us to learn from, we should try to break it down. I've mentioned this to Libby where we know what scope changes were, what service changes were, and we know it obviously where we just could learn from budgeting and timing.

[C. DeGraffe] Okay, we'll make sure we make that clarification.

[Board Chair J. Degnan] Excellent suggestion. Is there a motion to move the matter forward to the full Board for consideration?

[Comm. R. Bagger] So moved.

[Board Chair J. Degnan] Any second?

[Comm. D. Steiner] Second.

[Board Chair J. Degnan] Hearing no objection, the matter will be moved on to the full Board. And the last presentation from the capital planning CPEAM Committee will be Mike Massiah who will talk about capital results.

[M. Massiah] Thank you and good afternoon, commissioners, colleagues, and friends. I'm here to present our first quarter 2017 capital results, but first, I'd like to spend a minute or so on 2016 results. 2016 was a transition year

[2016 Results] for the capital delivery team, and the agency, much of the time, was used to help plan for the new Capital Plan as well as assessing our capital needs and re-prioritizing those needs. While doing this, we advanced only the highest level priority projects that were in the queue in order for you to have the ability to make go, no-go decisions. Speaking specifically of 2016, we spent \$2.6 billion across 483 active projects, 64% of the projects were in construction or closeout, and many good portion of our portfolio was spending on projects of State of Good Repair, keeping facilities renewed, which is a priority of the Board. Overall, we spent 73% of planned spending. We met about 60% of our completion dates, that's 147 stage completion dates out of 246. Again, some of that was due to us slowing down lower priority projects in deference to your decision making associated with the new Capital Plan. The other reasons for that performance, including protracted negotiations with some of our external partners who are supporting us on several capital projects, including LaGuardia, Greenville, Harrison, and acquisition of property at Harrison specifically. Unused contingency on projects completed, which is good news, we use less contingency than we had planned and so we were able to return those dollars back to Libby for capacity purposes and we did not spend a large provision that was in the 2016 plan because that provision was there for you in the event that we had a Capital Plan earlier and that you needed to make strategic decisions regarding the decision that you made. So those dollars again rolled over to future capacity. Fifty-seven projects achieved beneficial use, including such projects as the Helix repaving, PATH's Switch station at Newark station, World Trade retail, and Steward Airport's airfields signage program. The economic

impact of our efforts last year resulted in 19,000 job-years for our region's workforce, a significant achievement.

[2017-2026 Capital Plan reflects four main funding priorities:] Now onto 2017 and beyond

[Renew, Expand & Connect, Deliver, and Partner] We appreciate the leadership you and Pat, and Libby, and Jim, and all the chiefs and the line directors and others, many others helped in terms of providing us with direction and leadership on the development of the 2017-2026 plan, a plan that reflects a more focused investment in the region's transportation needs. As you can see from these two pie charts, the pie chart on my left, my left, indicates the \$32 billion program with \$29 billion of direct Port Authority support. The four main priorities as outlined on those pie charts are renewing our facilities is key, renewing is about maintaining our assets in a State of Good Repair, expand and connect, projects that expand our capacity to meet future growth in the region, partnering is about us partnering with the federal government in order to meet a commitment to Sandy and other resiliency programs, and deliver is about getting done what is already in construction. The 2017 plan reflects these priorities. 2017 plan first quarter results

[2017 First Quarter Capital Performance] indicate that we spent \$515 million across 444 active projects, almost half are in construction or closeout, and a good portion, again, are in State of Good Repair. Overall, Line Department and World Trade was able to achieve 100% of planned spending and we met all our milestones within target. Ten projects are placed in beneficial use which I'll share with you in a minute. And again, this quarter's achievements produced 4,410 job years, again, supporting our region's workers.

[Overall Line Departments and WTC spending results are consistent with plan.] Line Department results and World Trade results are specifically noted on this slide. If I take you to the second shaded line and you read across to the fourth column, you'll see that, again, World Trade and all the Line Departments in total met their spending objectives. Aviation was slightly under due to a temporary delay in the fabrication of materials and confronting subsurface obstructions at LaGuardia Airport. The team has overcome those matters and now are in full speed to produce the objectives of getting the foundation set for Concourse B and producing the west parking garage and the terminal head house. Catherine Cronin out at Newark Airport is driving ahead with Terminal A and is moving through the post planning phase of that project. Tunnels, Bridges, & Terminals, they are slightly above planned pace by the Bayonne Bridge Navigational Clearance project. Another project of note is a project associated with Restore the George, which is a Palisades Interstate Parkway Helix project, the contractor is now overcoming some early delays and is working in multiple zones to improve its production rate. And then, we advanced a plan for the Lincoln Tunnel Helix planning. Regarding PATH, again, Clarelle spent some time talking about the acceleration of effort regarding the Signals Replacement project and they've made significant progress as she indicated implementing ATC technology on 219 of 230 PATH cars, and again, the area between Newark and Kearny and Harrison yards are now under test mode in terms of ATC. Port department was advanced by efforts associated with the Greenville yard, including construction of Transfer Bridge 10. Just a quick look at how the money was spent

[Consistent with the 2017 Budget, projects in the Delivery category] across the priority areas,

[represent our largest investment, of which 44% are renewal projects] you can see that delivery of our projects took up most of our spending and effort in that it was 90% of the total spending for the quarter, and that means shovels in the ground. And you can see the breakout of how

delivery subsets are made, it includes expand and connect projects, partnership projects, and renew projects. Renew and expand and connect are the biggest portions of our construction component of our efforts last quarter.

[10 Projects Placed in Beneficial Use in 1Q] And then finally, we placed 10 projects in beneficial use, interesting achievement by Tunnels, Bridges, & Terminals, the Hudson, I mean, the Holland Tunnel roof draining piping replacement program, believe it or not, we've been using the same drainage system and roofing system since 1927. That's incredible, Cedrick. He has magical maintenance people. I mean, to be able to keep that facility up and running in the State of Good Repair just with maintenance for all those years is just an incredible feat and it deserves new system and the new system is protecting all the new equipment that we put in for a new ventilation system so that's a very positive achievement. Regarding PATH, we have now a new roof on substation 15, which services the Hoboken area of the system. And excuse me?

[C. DeGraffe] Caisson.

[M. Massiah] Caisson, sorry. Services the Hoboken area of the system, and that includes all kind of infrastructure on the roof in order to keep the public safe and keep visibility over the system. And aviation, we completed a mile-long roadway that connects the cargo areas and the long-term parking, and AirTrain Lefferts station, and employee parking, and AirTrain rail yard at Kennedy Airport, and the Port Department completed berth 14, which I didn't know, Molly, that we had all those edible oils coming into the port, apparently 451,000 tons of edible oils, and I guess a lot of it is processed at berth 14. So I'm a lover of olive oil, so I really appreciate the implementation of that project. So with that, I just want to say thank you to all the directors for participating in a new process of monitoring the movement of our Capital Program due to Pat and the Chairman, we implemented a new high level oversight of efforts. Each of the line directors have come forward and articulated their priorities, and their needs, and their issues so the whole Agency can work together to overcome them, and that was an incredible and important effort. And we plan to move forward with that on an ongoing basis. So thank you for those suggestions and ideas.

[Board Chair J. Degnan] Thank you, Mike. It's nice to see you enjoy your own presentation so much. You do that once more and Alec Baldwin will take you on Saturday Night Live. Are there any questions or comments to Mike's report other than a snicker here or there? Okay, that concludes the meeting of today's Committee on CPEAM.