

(Public Committee on Operations 4/27/17)

The Port Authority of New York and New Jersey
Committee on Operations Transcripts
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[THE PORT AUTHORITY OF NEW YORK & NEW JERSEY]

[Chair J. Degnan] Good afternoon, I'm now going to call this meeting to order, we're going to convene our public session Committee meetings, starting with the Committee on Operations, public meetings of the Committee on Finance, the World Trade Center Redevelopment Subcommittee, and the Committee on Capital Planning Execution and Asset Management and we'll follow the Committee on Operations. And we'll conclude the public portion of today's meetings with the public Board Meeting itself. The Committee on Operations will also meet here in executive session following the public Board Meeting to discuss personnel matters. Today's public meetings are being broadcasted live in the Port Authority's website for anybody interested in viewing them via the internet. And at this point, I'll ask the Board Secretary to advise us of the competition of the Committee on Operations, and any commission of recusals on items before the Committee in today's meetings.

[K. Eastman] Thank you. The Committee is comprised of yourself as Chair, Commissioner Lynford as Vice Chair, and Commissioners Lipper, Steiner, and Turner; all Commissioners are present at today's meeting. There's no requests, or any actions, or no recusals are required on either matter.

[Chair J. Degnan] Okay, great, thank you, Karen. Stephanie Dawson, who is the Chief Operating Officer, will be giving us an update on overtime results. Stephanie, thank you.

[S. Dawson] Thank you. Commissioners, good afternoon. Overtime continues to be a critical resource to address

[2017 Budget Overview & 1st Quarter Overtime Performance] required work within the context of total workload, timing, availability of existing and alternative resources, given the existing level of staffing and contractual agreements. As you know, our operations are 24/7, 365 days a year, and that means when staff are sick, on vacation, or training, or the positions are vacant, we still need to provide the coverage that the overtime is intended to be used for. Next slide.

[2017 Agency Overtime Hours Budget reflects a 1% reduction from 2016] We fell in 2016, we fell just shy of meeting the 2016 overtime budget. The 2017 overtime budget reflects a 1% reduction overall from that 2016 budget. Last year, we... And this year we had a moderate snow season and that portion of the budget has remained flat as indicated in the charts. The budget for civilian core was increased by 1% to 960 million hours in order to support aviation capital construction and airfield paving, maintenance of our automotive fleet, and emergency field construction support. In the area of police, we had one graduating class in 2016, although, it was smaller than anticipated, it is resulting in some relief for coverage at the facilities. In anticipation of the efficiencies gained in the investigation process and the on boarding of these graduates, the budget for this work was decreased 4% when compared to 2016. Next slide.

[2017 1st Quarter Hours Performance] This slide speaks to the 2017 first quarter performance. For the first quarter of 2017, as shown in green, the snow and ice was virtually on plan. There was only one significant snowstorm and that was storm Stella in March. If you look at the next

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slide in green or the next Excuse me. Go back. The next chart in green, you see that we were significantly challenged by police heightened security in response to national and international event, where we were significantly above plan... With 28,000 hours above our plan. Throughout the first quarter, the police department has exhausted the annual heightened security overtime provision. But this was due to following events to which we had to respond and these were all unplanned and unbudgeted events. There was, of course, the active shooter incident at Fort Lauderdale on January 9th, there were the protests at JFK. Terminal four in Newark in response to the Presidential Executive order on immigration on January 28th, and there were various other national and international events. Staff continues to ramp up and down and provide coverage efficiently within the constraints. And we expect further challenges in this area due to ongoing world events. Civilian core overtime, which is in the first blue set of columns, was 4% below plan. In the first quarter, due to the lower than expected emergencies, those were the major contributors. The next blue chart, Police and ARFF Core overtime was 3% or 6,277 hours above plan. This was due to higher than expected construction support and decreased productivity. Overall, total overtime expenses of... Excuse me, 66.4 million was 2% over plan, but it's estimated to be under plan after expected grants and recoveries of \$3 million. Next slide.

[2017 Risks and Mitigation Strategies Status] On this chart, we speak to the 2017 risk mitigation strategies and the status of those strategies. In the area of capital and operating construction support, we have hired temporary staff to assist in the traffic management at a number of our facilities, including at LGA, and we review overtime needs regularly via meetings or audits in all of the line businesses. The next risk area is police coverage for investigations and heightened security details, and I've spoken about that briefly, but this area is managed closely, and when overtime exceeds budget, offsets are found and implemented. In the area of key-to-key coverage, and this is where the bulk of our work is done, this is how 24/7 operations happen. We continue to advance our workload and workforce planning efforts with, in particular the studies in PATH, which is on target to be completed in October, and with aviation who slated to start in May. In addition, the office of medical services continues to work with staff in all departments to evaluate long term sick absences and begin the backfilling process as early as possible, reducing the use of overtime. Regarding emergencies, police chiefs are developing plans to address actions from the biweekly meetings with their superintendent and identifying offset plans for unbudgeted work. As the enterprise asset management system is implemented over the next few years, better information regarding our assets will result in more efficient maintenance, and therefore, a reduction in emergency repairs. Commissioners, we continue to work the overtime issues and coordination across the agency is so essential when managing overtime, because an understanding of all constraints and all options across the agency comes into play. And on that note, I'd just like to recognize all the departments and chiefs. But special thanks to Shawn Lenahan and Lavinia Galatis who are relatively new to this business within my office, but are nonetheless responsible for spearheading these efforts along with Annesa Lau from management and budget. Commissioners, subject to your questions that concludes the update.

[Chair J. Degnan] Thank you, Stephanie. Are there any questions or comments by any of the Commissioners?

[Chair J. Degnan] Stephanie, thank you for that update.

[S. Dawson] Thank you.

[Chair J. Degnan] And, you know, I think you're still up because the next item is a presentation on your part by the about the agency operations.

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[S. Dawson] Okay. I'm pleased to share and a brief update on one of our successful initiatives, the creation of an agency operation center. Next slide.

[What is the PA-AOC] Commissioners, in the aftermath of Superstorm Sandy, the executive director made it an agency priority to ensure the timely creation of a 24/7 centralized operation center. The goal was to have staff from every line business as well as appropriate supporting departments co-located in one place working 24/7 on their operations, and providing corporate visibility to allow better decision making at the most senior levels at the Port Authority. The agency AOC, Agency Operation Center, was to enhance regional collaboration and connectivity as well, and provide real time regional transportation systems management. The AOC, which is pictured in the upper right hand corner of the slide, has significantly improved and simplified regional communications, which has resulted in more timely consistent and accurate traveler information exchange without regional partners and the traveling public. Next slide.

[Real-time Multi-Modal Systems Management] The work done in the Agency Operation Center leads to quantifiable benefits, during incidents as shown above. The Agency Operation Center is also critical in minimizing the mobility impacts due to planned and emergency construction. These systems utilized by staff are helping to close in on our goal to achieve seamless regional travel.

[Future Steps EMBRACE AND LEAD IN BUSINESS AND TECHNOLOGY INNOVATION] There are a number of future steps on the horizon. Our plan is to further strengthen our leadership role in business and technology innovation, as technology remains a major enabler of innovation and improved operations. We will continue to leverage existing partnerships such as our recently launched role with ways, the ways connected citizens program, which has already proven to be very valuable. We will also embrace and capitalize on new trends such as mobility on demand and technologies for business uses such as exploring the potential use of connective vehicle strategies to reduce headways at the express bus lanes, at Lincoln Tunnel. Finally, we will keep up with the latest driverless car technologies, bus and truck technologies, and industry trends, so that we can position the Port Authority to maintain safe and efficient operations in this new dynamic environment and to take advantage of new and changing revenue models. All of the above will strengthen our ability to optimize customer service. This has been a very difficult but rewarding challenge, and I'd like to take a moment to thank all who have participated in every department, but especially tunnels and bridges staff and traffic management staff led by Jose Rivera, Rizwan Baig and Ted Babowski. Thank you, Commissioners, subject to your questions, this concludes my update.

[Chair J. Degnan] Thank you, Stephanie. Any comments or questions by the Commissioners?

[Chair J. Degnan] Hearing none, I thank you again, Stephanie, for both presentations.

[S. Dawson] Thank you.

[Chair J. Degnan] And that concludes today's meeting.