FIVE BOROUGH TRANSIT

NEW YORK BUILDING CONGRESS

IMPROVING TRANSPORTATION ACROSS NEW YORK CITY AND BEYOND

Cover Photo of LIRR "Third Track" Project | Courtesy of MTA

INTRODUCTION AND OVERVIEW

The New York Building Congress recognizes the critical role that transit plays in maintaining the city's status as a global economic powerhouse and a center for innovation. Our members work tirelessly to ensure that our transit infrastructure is modern and functional, capable of meeting the needs of all New Yorkers.

In the heart of New York City, a high-functioning transit system is not just a convenience — it's the lifeline that sustains the city's economy, supports its diverse communities, and nurtures its dynamic urban ecosystem. Mass transit is the 'great equalizer' where New Yorkers from all walks of life share a commute, whether they're going to work, visiting iconic landmarks, exploring cultural institutions, enjoying recreational spaces, or simply grabbing a slice of pizza with a friend.

Funding is critical. Historically, a lack of adequate funding and resources from government partners has made such infrastructure improvements a challenge, but, with the passage of the landmark federal Bipartisan Infrastructure Law (BIL), New York has never been in a better position for thinking long-term about transportation and infrastructure improvements. Right now, New York has the opportunity of a lifetime to rebuild our transit networks, correct past oversights, and to think citywide about future projects that could make New York City more connected than ever before. This effort will require a sustained level of investment in our transit system.

This report underscores the pressing need for comprehensive improvements, continued efficiency gains, and expansions to New York City's transit system to meet the demands of a growing population, foster economic growth, and ensure the sustainability of the city's infrastructure. The report is the result of a meticulous review of best practices in transportation planning and an evaluation of the Metropolitan Transportation Authority's (MTA) 20-Year Needs Assessment to identify the projects most critical to improving public transportation within New York City.

Investing in transit infrastructure is investing in New York City's future and the Building Congress calls for full funding for the MTA and the successful implementation of congestion pricing. Each transit project represents a beacon of economic opportunity, creating construction jobs, stimulating local economies, and enhancing the city's appeal to businesses and residents alike. Each $1 spent on transportation infrastructure yields $4 in economic returns. A forward-looking transit system is essential for a thriving, sustainable urban environment, attracting talent and innovation to the city.[1]

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1 https://www.buildingcongress.com/advocacy-and-reports/reports-and-analysis

BUILDING IN NEW YORK

Delivering capital projects in New York City is sometimes a monumental task, challenged by unique factors that drive up costs and complexity: the city's dense built environment, the need for projects to proceed without disrupting current transit operations, and the high costs associated with such complex logistics. Despite these challenges, the imperative to modernize and expand the city's transit infrastructure has never been clearer, and Building Congress members are up to the task. Our members have a long history of delivering high-quality capital projects to meet New Yorkers' needs. The primary driver for New York City's transit system is, of course, the MTA, and, as such, much of this report will focus on critical infrastructure improvements that the MTA, along with Building Congress members, can achieve together. **The MTA has come a long way as a capital delivery organization, learning from past lessons and improving its approach to project planning and delivery.** From simplifying scope on projects like signal modernization, to using new delivery models that leverage industry expertise, recent innovations have seen hundreds of millions of dollars in savings.

BUDGET IMPLICATIONS AND FUNDING SOURCES

The financial health of the transit system is inextricably linked to state budget allocations, farebox revenue (for operating expenses), and the need for government subsidies, all of which impact the MTA's ability to undertake necessary capital projects. As demonstrated below, congestion pricing is almost a third of the MTA's capital program.

MTA Capital Funding Sources

CONGESTION PRICING	$15,000,000,000	29%
NYS LOCKBOX	$10,000,000,000	19%
FEDERAL FORMULA	$9,100,000,000	17%
MTA BONDS	$8,000,000,000	15%
FEDERAL GRANTS	$3,300,000,000	6%
STATE OF NEW YORK	$3,100,000,000	6%
CITY OF NEW YORK	$3,000,000,000	6%
OTHER SOURCES	$600,000,000	1%

If the MTA operated as a for-profit business without state funding, the cost of a one-trip MetroCard would go from $2.90 to over $4.78[2] considering operating revenue alone.

2 https://new.mta.info/budget/MTA-operating-budget-basics

WHERE TO BUILD AND WHY

Addressing the Needs of a Changing and Growing City

As NYC's population continues to expand and work patterns shift in a post-COVID world, the transit system must evolve to meet changing and increasing demands. Our subway network can no longer be focused primarily on shuttling people in and out of Manhattan and must place a renewed emphasis on improving travel between the outer boroughs. This section explores key areas for expansion and upgrades necessary to ensure the transit system's capacity and efficiency keep pace with the city's growth.

In order to enhance the network, it's first essential to perform the often-overlooked upgrades on existing transit infrastructure, at times in deteriorating Levels of Service (LoS) due to historic underfunding.

For example, 63% of rolling stock and most elevators and escalators will need to be replaced during the next 20 years to meet normal replacement cycles.

BUILDING A TRANSIT NETWORK FOR THE FUTURE: CORE INFRASTRUCTURE

ADA Accessibility Improvements

Setting aside capital funding for ADA accessibility improvements must be given the highest priority. Building Congress members are ready to tackle the engineering and construction challenges of adding elevators to subway stations in a city that has thousands of additional new buildings and underground structures compared to over 100 years ago when the first subway tunnels were dug. We must ensure that subway stations become fully ADA accessible by 2055, or sooner.

Signal Modernization

MTA train signaling is a system used to control and monitor train traffic and status, ensuring that trains move safely and efficiently across the network. The current system is outdated and in dire need of modernization, relying on decades-old technology, leading to maintenance challenges and service disruptions. Modernizing the entire transit network will require the installation of Communications Based Train Control (CBTC) systems, using contemporary technology. Implementing the latest technology for tracking the status of subway cars is a commonsense endeavor, critical for improving service reliability.

Energy Upgrades

The MTA has set a target to transition to a zero-emissions bus fleet by 2040. In order to fulfill this target, the city needs to implement a broad expansion of energy services to feed the transit network with the power it needs to run at full capacity.

Critical Infrastructure Investments – Grand Central Artery

The reconstruction of key infrastructure components like the Grand Central Train Shed, Park Avenue Tunnel, and Park Avenue Viaduct – which carry 98% of Metro-North services – is essential for maintaining reliability and safety.

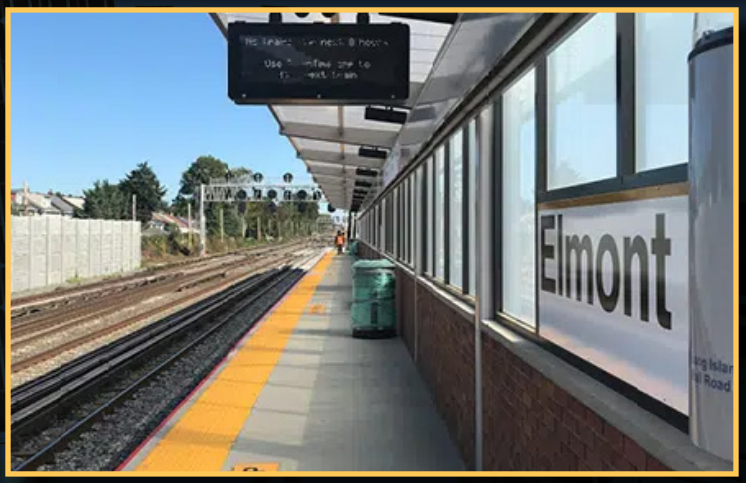
Reconstruction of Obsolete Facilities and Subway Stations

Facilities like the Livonia Maintenance Facility, which currently cannot accommodate modern railcars, highlight the practical, urgent need for significant capital investments in upgrading and reconstructing existing transit infrastructure. We must renovate aging railcar and maintenance support shops as well as aging subway stations to 21st century standards that can handle modern trains and support a modern workforce.

One subway station that can benefit from further investment is the 59th Street N/Q/R station in Sunset Park, this is a key access point to a highly diverse neighborhood. Prioritizing its improvement demonstrates a renewed commitment to a growing, outer-borough community.

MTA/NYBC CASE STUDIES: ELMONT STATION BRIDGING COMMUNITIES AND INNOVATION

In a significant advancement for regional mobility, Building Congress members working with the MTA played a pivotal role in the development of the Long Island Rail Road's (LIRR) Elmont Station, marking the network's first new addition in over four decades. This project, integral to the $1.26 billion Belmont Park Redevelopment and the new UBS Arena, showcases the critical contributions of our members towards enhancing the city's transit infrastructure. Spearheaded by STV as the architect- and engineer-of-record, the Elmont Station exemplified innovative design and engineering solutions, such as the state-of-the-art platform snowmelt system and a pedestrian bridge that improves pedestrian safety across the Cross Island Parkway. STV's planning team in coordination with the New York City Department of Transportation determined the optimum time to shut down traffic on the Cross Island Parkway, thus delivering the project as effectively as possible. This development not only alleviates existing transit pressures, but also significantly improves accessibility for a rapidly growing area.[3]



"The recently opened Elmont Long Island Rail Road Station fully connects this high-traffic commuter corridor to all the major transit hubs that serve the region for the first time ever. Working with our partners, we are proud to deliver full-time service to this growing community by connecting them to Penn Station, Atlantic Terminal in Brooklyn and Grand Central Madison – as well as to the Belmont Park Racetrack."

– Greg Kelly, New York Building Congress Chair and President & CEO of STV

3 Skating Ahead: STV Designs New LIRR Elmont Station to Serve Belmont Redevelopment - STV Pages

MTA/NYBC CASE STUDIES – WHAT HAVE WE LEARNED?

In the past, major transit projects have faced cost and schedule overruns, often driven by unforeseen circumstances. Efforts by the Building Congress and its membership to give valuable feedback and provide insights into procurement best practices have contributed to great strides in terms of how the city's largest transit provider delivers capital projects in this complex environment. The MTA has also been learning from past projects to undertake significant efforts to improve its capital project delivery. While a frustrating commute can make one quick to criticize, it's important to recognize that the MTA has in fact made great strides in improving service in recent years. We've come a long way from the "Summer of Hell" in 2017, and we have MTA capital investments – and the hard work of our members – to thank for it.

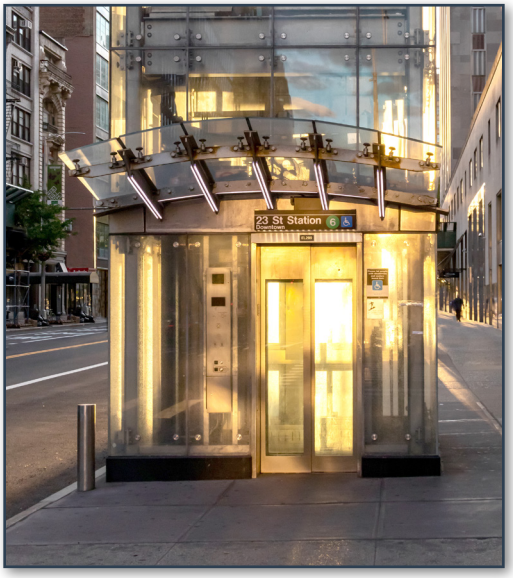
This section examines case studies that exemplify the work that Building Congress Members partnering with the MTA have done to improve service and infrastructure for the benefit of New York City's transit system.

CASE STUDIES

Taking Advantage of Alternative Delivery Models

Leveraging Public-Private Partnerships (P3) Model for High Elevator Performance - ADA P3 (ASTM/Halmar International LLC/STV)

The pioneering use of the P3 model marks a significant shift in how transit projects are conceptualized and delivered. The ADA P3 project is a notable example, where the MTA has partnered with ASTM, Halmar, and STV to install 21 new elevators across eight stations, enhancing accessibility significantly. This project not only advances towards 95% subway system accessibility, but also introduces a maintenance responsibility for the private partner over a 15-year period, ensuring long-term reliability and performance. The financing structure of the P3 requires the developer to invest equity that is reimbursed upon successful completion and maintenance of the project. This model saved over $30 million compared to the original estimate.



Thoughtful Project Scoping

Modernizing Signal Systems for Long-Term Savings - CBTC Crosstown G (AECOM)

Building Congress members are working with the MTA to replace its century-old signaling system with the state-of-the-art Communications-Based Train Control (CBTC) on the Crosstown (G) line. This initiative is the MTA's first Design-Build CBTC project and represents a holistic approach to signal modernization, emphasizing long-term maintenance, reduced non-signal scope, and system simplification. By choosing to replace rather than overlay the CBTC system onto the existing legacy system, the MTA is reducing future maintenance needs and operational costs. This led the CBTC project on the Crosstown G to cost approximately $21 million per mile, compared to the previous CBTC project on 8th Ave, which cost $44 million per mile under the former approach.

Economies of Scale

Delivering Projects on Time and Budget - ADA Package 1 (Judlau/OHLA USA)

The ADA Package 1 project leverages economies of scale by bundling accessibility upgrades for 8 subway stations into a single procurement package, greatly accelerating the pace of work as opposed to 8 separate bidding processes and project teams. This strategy also focuses on taking advantage of geographical and logistical efficiencies to deliver complex initiatives more effectively and economically. This project is expected to come in $60 million under budget.

Working With Labor

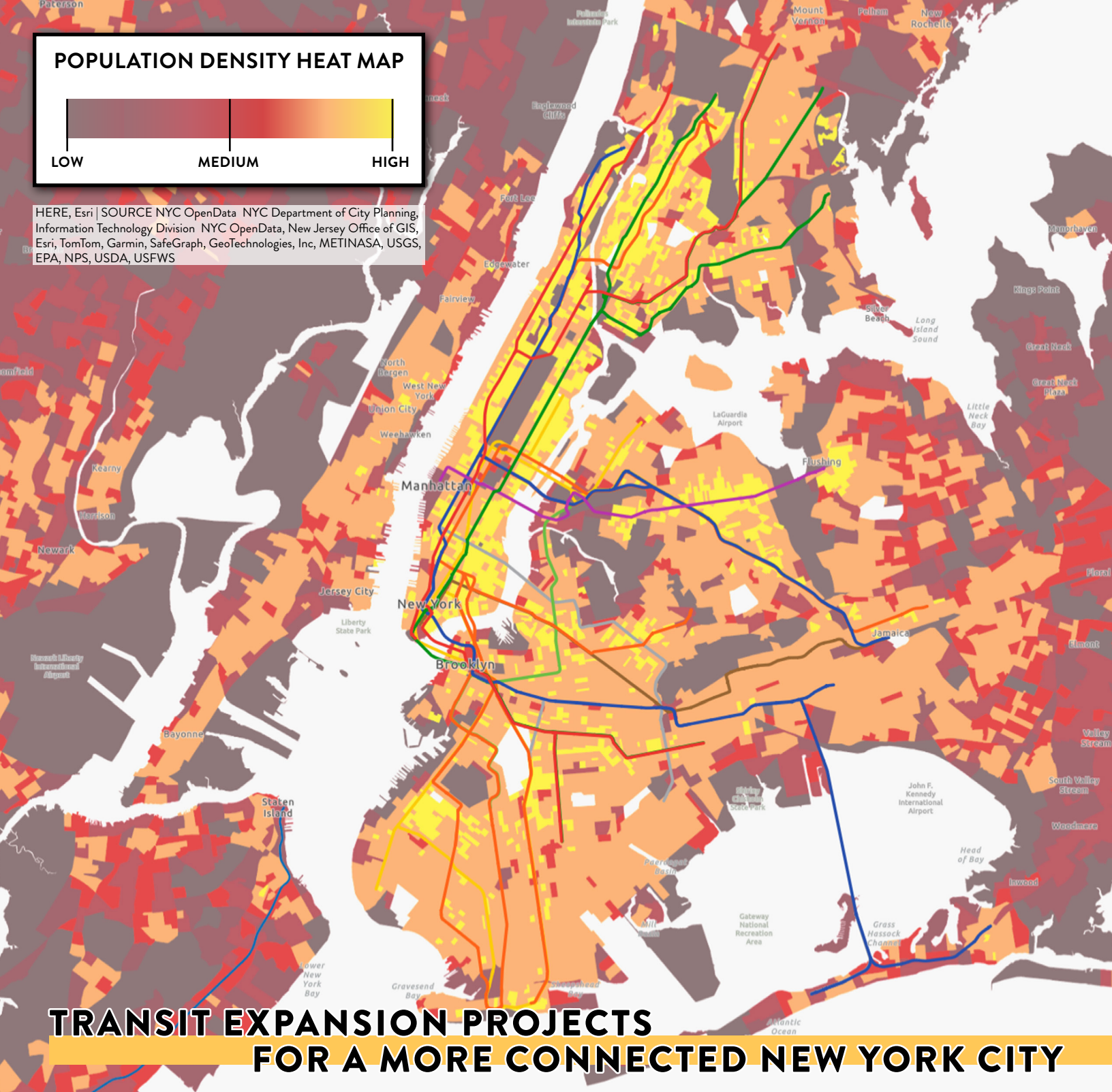
Improving Productivity on the Park Avenue Viaduct
(Halmar International LLC/Building and Construction Trades Council)

The rehabilitation of the Park Avenue Viaduct highlights new ways in which Building Congress-member labor partners and the MTA can foster more collaborative labor relations. By entering into a Project Labor Agreement (PLA) with the Building and Construction Trades Council of Greater New York and its affiliates, the project can be completed quickly without compromising worker safety or compensation. This agreement has introduced reforms such as unified holidays, flexible work hours, and on-site medical treatment, and is expected to save millions in insurance costs.

ROOM FOR IMPROVEMENT
BETTER RISK SHARING BETWEEN PARTNERS

Optimizing risk-sharing mechanisms with builders to ensure that risks are equitably distributed and managed throughout the project lifecycle is an essential step towards ensuring an efficient and effective project delivery. An equitable risk environment aligns the interests of all stakeholders towards common goals: timely completion, budget adherence, and high-quality outcomes. Continual improvement in these areas involves refining contractual models, enhancing stakeholder engagement, and leveraging technology to streamline project management processes.

One strategy to ensure that emergency repairs on the transit network include adequate risk sharing would be to incorporate elements of legislation that the Building Congress has supported in the past, yet was never passed: the Emergency Responder Act, which prevents misguided lawsuits against firms for on-site conditions that are entirely outside their assigned responsibility. Incorporating language that broadens MTA's indemnity obligations under emergency conditions as a standard in all MTA procurement contracts would make a big impact, letting builders know that they will not face frivolous lawsuits when responding to a crisis.



TRANSIT EXPANSION PROJECTS FOR A MORE CONNECTED NEW YORK CITY

Where Should Future Transit Expansion Take Place?

As the city evolves, so too does the distribution of its population, with certain neighborhoods experiencing significant growth over the past decade. The image above is a comprehensive heat map showing population density across New York City's neighborhoods, making it easy to identify areas where the increase in residents underscores the need for expanded transit services.

The heat map is derived from an analysis of census data, highlighting regions where population density has surged. Such discrepancies point to potential gaps in the transit system — areas where current infrastructure is insufficient to meet the growing demand for accessible, reliable public transportation. These gaps represent prime locations for transit expansion, offering opportunities to enhance connectivity, improve service reliability, and ensure equitable access to transit options for all New Yorkers. Transit expansion projects highlighted in the next three pages seek to address these locations, with special attention to dense areas of Manhattan's East and West sides, Southern Brooklyn, and Eastern Queens.

THE INTERBOROUGH EXPRESS (IBX)

The IBX, currently in the pre-planning stage, is a rapid transit project targeting the city's two largest boroughs, Brooklyn and Queens. This innovative rail project uses existing right-of-way freight lines, and will extend from Bay Ridge to Jackson Heights. The project will connect currently underserved areas of the two boroughs and will substantially improve access to major subway lines. When completed, the IBX is expected to eliminate the need for many transit riders to travel through Manhattan while commuting between Brooklyn and Queens. This may shave off up to 30 minutes per trip for roughly 88,000 weekday travelers.[4]

SECOND AVENUE SUBWAY

- **Phase 3:** The three mile extension from 72nd Street to Houston Street, with six new stations (at 55th, 42nd, 34th, 23rd, 14th, and Houston streets), continues the expansion of this critical subway line, providing essential services to densely populated areas of Manhattan currently underserved by the subway.
- **Westbound Expansion to 125th Street:** Extending the Second Avenue Subway west along 125th Street, potentially including up to four new subway stations, would significantly improve transit access in Harlem, supporting local development and reducing congestion on existing lines.

4 https://new.mta.info/project/interborough-express

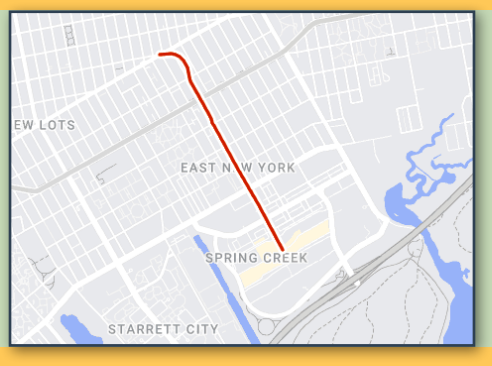
POTENTIAL FUTURE TRANSIT EXPANSION PROJECTS:

Hudson Line Connection to Penn Station + Resiliency Projects

Linking the Metro-North Hudson Line commuter rail service to Penn Station via Amtrak's Empire Connection would offer new, direct transit options for commuters traveling between upstate New York and Manhattan, enhancing regional connectivity. This project would also involve constructing two new stations in Manhattan and additional fleet storage in Poughkeepsie.

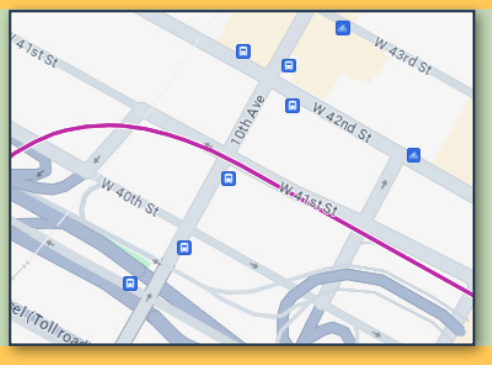
Extension of the New Lots Ave 3 Line

This project would extend the 3 line via an elevated structure southeast through Livonia Yard to a brand new terminal near Spring Creek, enhancing service in East Brooklyn and addressing transit deserts in the area.



7 Line 10th Avenue and 41st Street Station

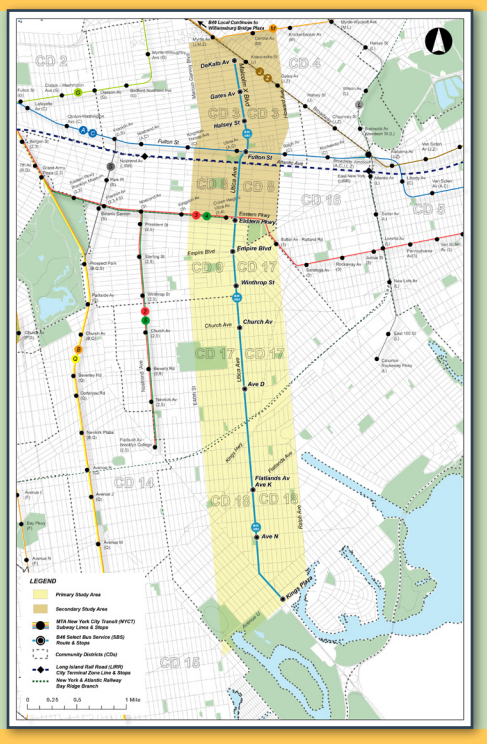
Given the population growth and economic development in Hell's Kitchen, reintroducing the plan for a 10th Avenue and 41st Street station on the 7 line is essential. This initiative would alleviate overcrowding on adjacent subway lines, instead of relying solely on the 34th Street and 11th Avenue Station.



Utica Avenue Corridor Improvements

Currently, since the 4 Train ends in Crown Heights and the 3 Train continues up to New Lots Avenue, wait times for buses (namely the B46) heading towards the Flatlands area are typically quite long, many opting for 'dollar vans' to make a quicker journey south.

There are several high-quality options to improve transit along Utica Avenue in Brooklyn, including expanding either the A or C or 3 or 4 lines currently running along Eastern Parkway/Fulton Street further down Utica Avenue to provide a more convenient alternative to one of Brooklyn's busiest bus routes. Another alternative is a BRT extension along the Utica Corridor.



EXPANSION OF BUS RAPID TRANSIT (BRT) NETWORKS

Staten Island North Shore Bus Rapid Transit

This project aims to implement two new BRT routes spanning approximately nine miles, utilizing an exclusive lane on Richmond Terrace and mixed traffic along South Avenue. This initiative is could significantly reduce commute times and encourage public transit use in the borough.

Staten Island West Shore Transit Improvements

Implementing BRT along the West Shore Expressway and Korean War Veterans Parkway are vital next steps to improving transit connectivity for Staten Island, reducing reliance on personal vehicles.[5]

Myrtle Avenue Busway

Converting a half-mile MTA-owned right-of-way from Palmetto Street near Onderdonk Avenue to Fresh Pond Road into an exclusive busway creates a new transit artery in a densely populated area of Brooklyn.

Last Mile Improvements for Outer Boroughs

Creative last-mile solutions, such as e-scooters (with docking stations near subway entrances), can address the need for accessible transit options particularly in areas where direct subway or bus services are limited.

AUTONOMOUS BUSES

Autonomous buses offer a futuristic solution to New York City's transit challenges, potentially revolutionizing how residents and visitors navigate the city. Coupled with a clearer roadway following the implementation of Congestion Pricing (section on this later in the report), this technology could provide faster, more efficient travel options, effectively transforming the roadway into another subway system.

5 https://future.mta.info/

LEVERAGING TRANSIT-ORIENTED DEVELOPMENT (TOD)[6]

Transit-Oriented Development (TOD) focuses on dense, mixed-use communities centered around high-quality public transit systems. This model can greatly increase transit ridership by creating more livable, walkable communities in which public transportation is a convenient and attractive option for residents.

Benefits of TOD:

- **Regional Development:** TOD can stimulate economic growth and revitalization in areas surrounding transit hubs, attracting investment and enhancing the overall quality of life in the city.
- **Ridership:** Higher transit ridership through TOD can lead to increased farebox revenue for transit agencies, reducing the need for subsidies and alleviating pressure on fare increases. Additionally, development near transit hubs can increase property values, potentially boosting tax revenues allocated to public transit.

Broadway Junction

The Broadway Junction redevelopment project embodies the principles of transit-oriented development, promising to transform a vital transit hub in Brooklyn into a bustling, accessible, and inclusive urban center. Leveraging a significant $500 million investment by the MTA and NYC Economic Development Corporation, enhancing community facilities and the overall streetscape, creating thousands of jobs and economic activity, and prioritizing mixed-use and affordable housing development, the initiative sets a new standard for transit-focused urban revitalization.[7]

Courtesy of New York City Economic Development Corporation

6 https://buildingcongress.com/advocacy-and-reports/reports-and-analysis/2023-Transit-Oriented-Development-Report.html
7 https://www.nyc.gov/content/getstuffdone/pages/broadway-junction

WHAT COULD WE GET, AND HOW DO WE PAY FOR IT?

A fully funded MTA pays dividends in terms of tangible benefits derived from investment in transit infrastructure. **The capital program alone is estimated to directly create over 57,000 jobs.**[8] The Building Congress recognizes recent commitments by Governor Hochul and the State Legislature towards a fully funded MTA and will work with our partners in government to fully realize continued support.

Importance of a Fully Funded MTA + Examples of Expenditures

$15 billion in capital spending by the MTA can lead to significant improvements across the transit system, affecting countless New Yorkers' daily lives by maintaining and enhancing the system's capacity, safety, and reliability. But where can we come up with that amount, aside from government funding?

CONGESTION PRICING

Implementing the Central Business District Tolling Program, colloquially referred to as congestion pricing, will create an ongoing funding source for the MTA, directing revenue generated from vehicular traffic in Manhattan below 60th Street toward transit improvements. This model not only supports capital and operational needs but also encourages the use of public transit, contributing to environmental goals.

Today this funding is in jeopardy as lawsuits threaten to stall its implementation. Without congestion pricing, the city, state, or federal government will need to allocate additional funds to ensure that essential MTA capital improvements are not at risk of falling behind schedule.

Investments in the transit system directly contribute to job creation and economic activity. The Second Avenue Subway's construction, for example, not only provided thousands of construction jobs but also stimulated economic growth in adjacent communities, showcasing how transit projects can serve as catalysts for local development.

ADEQUATE STAFFING

A fully funded and well-staffed MTA is essential for:

- Streamlining Bureaucracy and Enhancing Efficiency: Implementing best practices and innovations to improve project delivery and operational effectiveness.
- Better and Faster Project Completions: Ensuring that critical infrastructure projects are completed on time and within budget, minimizing disruptions to service.

8 https://new.mta.info/press-release/mta-details-accessibility-expansion-and-reliability-projects-risk-due-congestion

WHAT COULD WE GET WITH $15 BILLION IN MTA CAPITAL SPENDING?

Funding from Congestion Pricing is intended to raise $15 Billion for MTA capital improvements.[9] A $15 billion investment can fund a wide range of critical transit improvements, including but not limited to the following.[10]

*These figures are preliminary estimates and subject to change.

ADA & Stations — $2 Billion

- Station renovations and accessibility upgrades in The Bronx (Brook Av, 3 Av-138 St, Kingsbridge Road, 167 St, Wakefield-241 St).
- Brooklyn (Hoyt-Schermerhorn, Neptune Av, 18 Av, Nostrand Av, Jefferson St).
- Manhattan (145 St, 59 St-Lexington Av, 42 St-Bryant Park, 7 Av, 110 St).
- Queens (Briarwood, Parsons Blvd).
- Staten Island (Clifton).
- Station upgrades at 7 Av, East 149 St, 179 St, Briarwood, 3 Av-138 St, Brook Av.
- Upgrades to the public announcement system at more than 70 stations across the lettered lines.

Core Infrastructure — $2 Billion

- Repairs and overcoating for elevated lines.
- Substation repairs and renewals.
- Repairs to emergency exits and fan plants.
- Shop and yard repairs.
- Water remediation at LIRR Atlantic Terminal.
- Rehabilitation of Ronkonkoma's LIRR parking garage.
- Metro-North's state-of-good repair work.
- West of Hudson investments and electrification of the Hudson Line south of Croton-Harmon.

CBTC — $3 Billion

- Signal modernization projects throughout the network, with a specific focus on the Fulton Line in Brooklyn and the 6 Av Line in Manhattan.

Subway Cars — $1 Billion

- Purchasing new, modernized subway cars

Bus Electrification — $1 Billion

- Purchase of more than 250 new electric buses.
- Operation and maintenance of electric bus fleets across 11 depots in all five boroughs (East New York Depot, Eastchester Depot, Grand Avenue Depot, Gun Hill Depot, Jackie Gleason Depot, Jamaica Depot, Kingsbridge Depot, Mother Clara Hale Depot, Queens Village Depot, Ulmer Park Depot, Yukon Depot).
- Electrification plan prioritizing environmental justice communities.

LIRR & MNR — $3 Billion

- Purchase of new M9A cars for the LIRR and Metro-North.
- New locomotives for the LIRR to reduce emissions and improve reliability.

Second Avenue Subway — $3 Billion

- Second Avenue Subway Phase 2, including three new accessible stations and increased transit connectivity at 125 St.

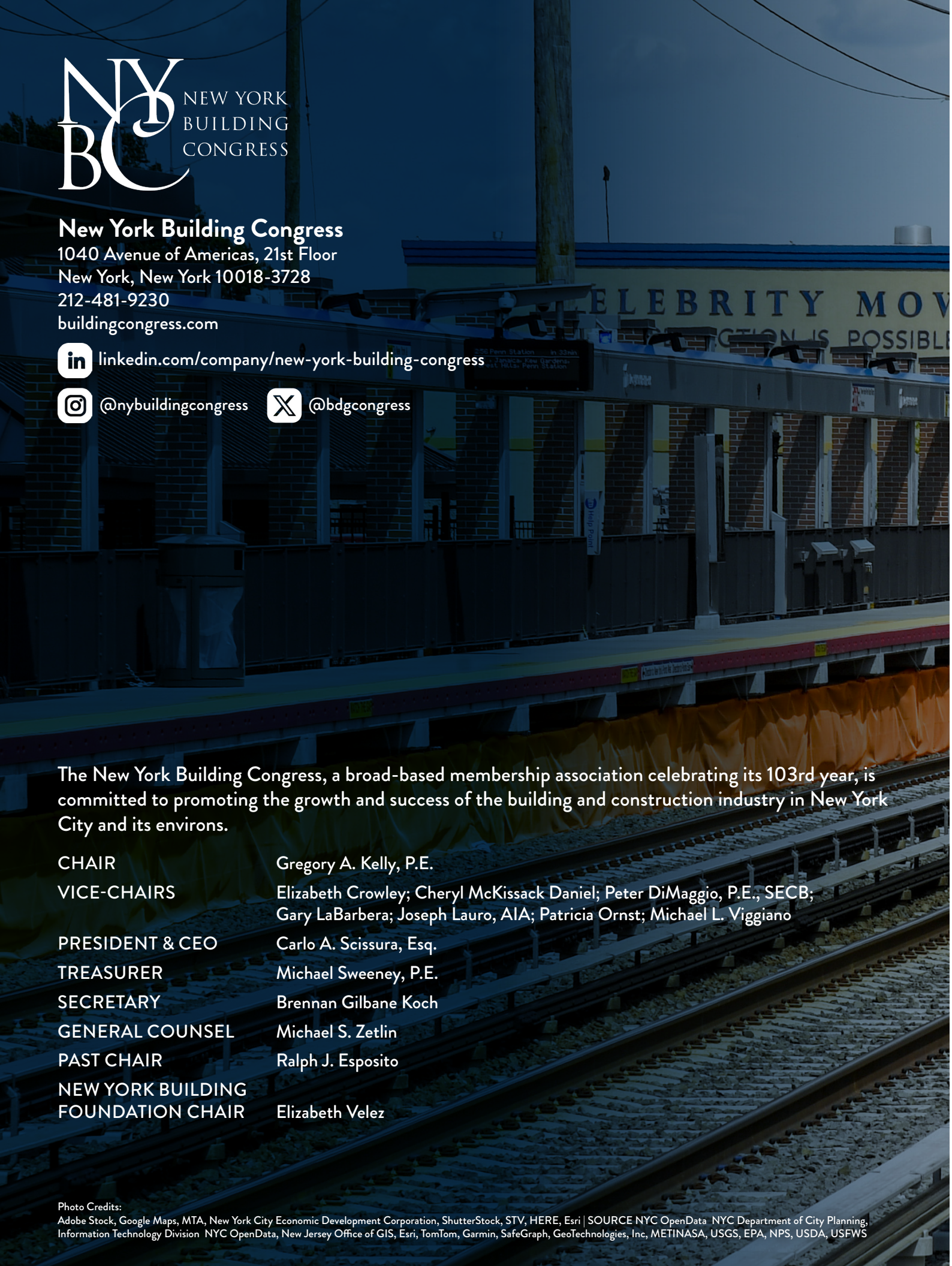
9 https://new.mta.info/document/127761
10 https://new.mta.info/document/133541

RECOMMENDATIONS

1. **Fully Fund the MTA**
   We call upon the state to fully fund the MTA to ensure a robust capital program and the successful implementation of their 20-Year Needs Assessment and upcoming 5-Year Capital Plan.
2. **Congestion Pricing**
   A fully funded MTA requires the implementation of congestion pricing to fund MTA capital improvements.
3. **Station Accessibility Improvements**
   Allocate dedicated, targeted, and adequate funding to prioritize ADA compliance across all MTA stations, ensuring universal accessibility for all transit riders.
4. **Leverage Transit-Oriented Development to Support Transit Needs**
   Enhance Transit-Oriented Development with the Zoning for Accessibility (ZFA) program to enhance transit station access and support housing development. Expanding zoning bonuses like the ZFA program, helps deliver on the MTA's promise of accessibility while also meeting citywide housing development goals. The path forward must also include strategic initiatives such as increasing the housing supply to support transit ridership.
5. **Optimize Risk Sharing & Requirements to Attract Competition**
   A better risk environment will incentivize a broader and more diverse group of firms to bid on MTA projects, with the understanding that a fair balance of risk supports both parties and the city as a whole. This also includes reducing requirements that are unnecessary and burdensome, such as onerous insurance or bonding requirements when not needed. Expanding use of the Owner Controlled Insurance Program can also maximize efficiency for contractors on non-rail related projects.
6. **Further Enhance Relationships & Provide Timely Support for the Building Community**
   By developing close working relationships to gather feedback from the building community, led by Building Congress members, the MTA can create a model of collaboration and efficiency that sets an example for procurement agencies across the nation. This must include timely payment processing on change orders and invoices, particularly when the work has been fully completed. As well, the MTA should provide resources – such as work trains and outages – to support on-time completion of construction work.
7. **Explore More Innovative Public Private Partnerships**
   Building on the experience of the MTA's first P3 for ADA stations, the MTA should continue to explore ways to leverage public private partnerships to deliver critical capital projects more efficiently – particularly where private innovation or funding can be key to project success.
8. **Reduce Burdensome Liability – and Cost Premiums – for Contractors**
   The Building Congress supports passing of legislation such as the Emergency Responder Act, which prevents misguided lawsuits against firms for on-site conditions that are entirely outside their assigned responsibility.
9. **Support Training to Increase Labor Supply**
   A robust construction labor supply is critical to delivering critical transportation capital projects. The MTA, labor partners, and contractors should work together to support training for skilled labor, particularly creating pathways to good-paying jobs in local communities.
10. **Continue to Pursue Capital Efficiency Measures that Work**
    By fully implementing alternative project delivery methods, bundling contracts for economies of scale, and working closely with labor partners, we can build on prior successes to deliver the transit network New York deserves.

CONCLUSION

The New York Building Congress advocates for the acceleration and support of these vital transit projects across the five boroughs and the region. Investing in our transit infrastructure is investing in the city's future—creating jobs, stimulating economic growth, and ensuring that New York remains a vibrant, accessible, and competitive global city. The building industry plays a crucial role in this process, and together, we can achieve a transit system that meets the needs of all New Yorkers.



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