

NASSAU COUNTY
BUS TRANSIT COMMITTEE
MEETING

Theodore Roosevelt Executive
and Legislative Building
1550 Franklin Avenue
Mineola, New York 11501

March 29, 2018
5:05 P.M.

BEFORE: SHELDON SHRENKEL, CHAIRMAN

PRESENT:

PETER DISILVIO, ESQ.
JOEL BERSE
JEAN DUROSEAU
LIVIO TONY ROSARIO
DAWN FALCO, ESQ.
MICHAEL SETZER, NICE CEO

1 3-29-18

2 CHAIRMAN SHRENKEL: Good afternoon,
3 and I'd like to call our meeting to
4 order. I want to thank everyone for
5 coming and welcome to the Nassau County
6 Bus Transit Committee. I'd like to
7 introduce our members first, which of
8 course, will act as a roll call. To my
9 left we have Miss Dawn Falco.

10 MS. FALCO: Good afternoon.

11 CHAIRMAN SHRENKEL: Mr. Jean
12 Duroseau.

13 MR. DUROSEAU: Good afternoon.

14 CHAIRMAN SHRENKEL: To my far right,
15 Mr. Tony Rosario.

16 MR. ROSARIO: Good afternoon.

17 CHAIRMAN SHRENKEL: And Mr. Joel
18 Berse.

19 MR. BERSE: Berse.

20 CHAIRMAN SHRENKEL: And I'd like to
21 welcome our new counsel to the board, Mr.
22 Peter DiSilvio.

23 MR. DISILVIO: Good to be here.

24 CHAIRMAN SHRENKEL: Thank you,
25 Peter.

1 3-29-18

2 With a show of hands, I'd like
3 everyone to acknowledge receipt of the
4 transcript of our meeting held on
5 September 28, 2017, that everyone has
6 received a copy of that.

7 (All raise hands.)

8 CHAIRMAN SHRENKEL: Please reflect
9 in the record that everyone has a
10 received a copy of the minutes.

11 Today's agenda, we're going to hear
12 a presentation by the CEO of NICE
13 Transportation, Mr. Michael Setzer.
14 After Mr. Setzer's presentation, we
15 welcome public comments. Our procedure
16 with public comments, like most public
17 meetings are, please frame and design
18 what you'd like to say and, of course, we
19 allow three minutes for your comments.
20 Our anticipated agenda which follows --
21 our anticipated -- following the public
22 comments, we anticipate reviewing a
23 resolution, okay, for possible approval
24 of the 2018 Annual Plan and Budget of
25 NICE Transportation. And that's what we

1 3-29-18

2 expect our agenda to be today. So I want
3 to move this right along. I would like
4 to welcome the CEO of NICE
5 Transportation, Mr. Michael Setzer.
6 Thank you.

7 MR. SETZER: Good afternoon, Mr.
8 Chairman, committee members, thank you.
9 I have a few slides here to help us move
10 along. The primary, as the Chairman
11 said, the primary action for today, the
12 only action really is we will request
13 your approval of the 2018 Annual Plan and
14 Budget. We also have a couple of
15 informational items that we'll cover
16 after that, that I hope you will find
17 interesting. So with that I will jump
18 right into the annual plan budget
19 presentation. I need to talk a little
20 bit about process here. You have, at
21 your place, a copy of the 2018 Annual
22 Plan and Budget. Ordinarily in previous
23 years, we would have had a meeting in
24 February and a discussion of that and
25 then you would have been asked to approve

1 3-29-18

2 it at this meeting, as you probably
3 recall, the timetable that's specified in
4 the contract and the public law, that
5 adopts, requires a submission, a
6 recommendation from us by February 15 and
7 action from the committee by the end of
8 March. So at the time, when February 15
9 rolled around, I think there was no one
10 to convene a meeting of the committee, so
11 we submitted this budget recommendation
12 directly to the county executive and I
13 think this may be the first time you're
14 seeing it. Sorry about that. But I
15 think as we go through the presentation,
16 you'll agree that there's -- that it's a
17 relatively, more straightforward and
18 simple decision this year than several of
19 the last few years. Nothing like last
20 year when we were forced to recommend
21 very significant service cuts, so with
22 that, the slides I'm going to use are not
23 necessarily in the presentation you have
24 in front of you, but they're consistent
25 with it, so with your permission I'll

1 3-29-18

2 move ahead here. We will start out with
3 the available funding and you recall that
4 the way the system works here is that the
5 first available -- funding available to
6 the county is determined and then we are
7 to make a budget recommendation that's
8 consistent with that available funding.
9 So let me just touch on a few important
10 aspects of the available funding here.

11 Line number 1, New York State
12 operating assistance, and as you see from
13 the graph, is more than half of the
14 budget and that is the big unknown that
15 we always wrestle with at this time of
16 year. That will be decided as part of
17 the state legislature's budget
18 negotiations with the executive branch
19 which are going on right this minute
20 probably, and are expected to conclude
21 and must conclude, I think, under the
22 state constitution before the end of
23 March. So there are about 48 hours to
24 go. I'm hopeful that we will hear
25 something even sooner than that, perhaps

1 3-29-18

2 by the end of the day tomorrow. What we
3 used as a number here is fairly
4 conservative. This is the one percent
5 increase in STOA that appeared in the
6 governor's recommendation in January.
7 We're aware that many members of the
8 legislature wish to -- the state
9 legislature wish to see that number
10 increase, so my expectation is that this
11 is the floor, that any change from that
12 68 million 6 number will be an upward
13 direction. It doesn't have to be,
14 there's nothing in the law that says it
15 must increase, but I think the dynamics
16 in Albany right now say that it will
17 either -- it will be no lower than this
18 and very possibly more than this. If it
19 were to be lower, then we would be back
20 in a very difficult spot, but I think
21 that's unlikely, so I just want you to be
22 aware, it's not a final number yet, but
23 it's a pretty conservative number, so I
24 think you can count on at least this much
25 and I'd be very surprised if we had to

3-29-18

1

2

ask you to come back to a special meeting

3

before the regularly scheduled one in

4

June.

5

Second line is the required county

6

match. That's the same every year. It's

7

required by law. There's really no play

8

in that number. That's never been in

9

dispute.

10

The third line, seven-million-seven,

11

that's the discretionary contribution

12

from Nassau County, that's the number

13

that appeared in the budget approved by

14

the legislature last fall, and so I think

15

that also is a pretty reliable number.

16

You have probably also heard from the

17

county executive in the administration,

18

that they're determined that there be no

19

more transit service cuts, so I think

20

that's a number that you can also rely

21

on. That is the budget for now. And

22

while there's still one more step to go,

23

it's very unlikely that would go down.

24

Three, four -- four, five and six

25

are all federal contributions. Those are

1 3-29-18

2 the same every year, there's nothing,
3 those are quite secure. There's nothing
4 really there to be concerned about.

5 Number seven does need a little bit
6 of comment though. Passenger revenue has
7 gone down by a couple of million dollars
8 from last year. That's for two reasons.
9 One is that if you remember, we cut
10 service very -- fairly deeply, eight
11 percent actually in April of 2017, so
12 last year we had a higher level of
13 service for the first quarter of the
14 year. This year we have the lower or
15 assuming all of this is built on the
16 current level of service. So we have a
17 reduction in service that affected
18 three-fourths of last year, but all of
19 this year. And secondly, there is a
20 general loss of bus ridership in
21 virtually every urbanized area in the
22 U.S. right now. I think out of the -- I
23 saw the other day, out of the top 41
24 largest cities only two saw an increase
25 in bus ridership, the rest saw a decrease

1 3-29-18

2 and that includes New York City Transit,
3 it includes all the cities in the
4 northeast. The two places that had an
5 increase were out west. This is, we
6 believe, the effect of Uber and Lyft and
7 TLC companies like that. Plus probably
8 cheap gas, plus fairly high level of
9 employment and an encouragement,
10 optimistic level that may have caused
11 some people to buy a car or join a
12 carpool or things like that, in any case,
13 there is this slow decline in bus
14 ridership and the two things together,
15 the service cut last year and the overall
16 decline in ridership caused us to reduce
17 fare box revenue to this number of 43
18 million 1. The last line is essentially
19 advertising revenue. So with that
20 revenue picture we are able to maintain
21 all of the service that's operating today
22 that operated through the last
23 three-quarters of last year. All the
24 fixed route service and also all of the
25 Paratransit service, so that's why this

3-29-18

1
2 isn't the public hearing about service
3 reductions. We also did not propose any
4 change in fares and so no public hearing
5 is required prior to acting on this
6 budget.

7 I'd like to see that map begin to
8 increase and perhaps it will in the
9 future, but I think after the last couple
10 of years it's a relief that it's not --
11 that we are not having to talk about
12 service reductions at all. So we'll get
13 into the detail on the expenses in just a
14 moment, but from those expenses you can
15 derive these rates. Each month the
16 monthly fixed fee will go up to 3 million
17 3, that's, again that's from the contract
18 that defines which costs are to be
19 included in the monthly rate. They're
20 basically the nonvariable costs that
21 don't vary with the amount of service we
22 operate. In the fixed route variable
23 rate are the things that vary by mile of
24 hour service, so driver's wages, fuel,
25 tires, maintenance, those kind of

3-29-18

1
2 expenses are all incorporated in the
3 variable rate, and if you're wondering
4 why that goes up by \$4.00, I will show
5 you that in detail in just a moment, if
6 you bear with me. Paratransit rate is
7 barely affected at all, goes from 49.18
8 to 49.91, that's just a little bit of
9 inflation particularly in labor costs due
10 to the labor contracts that we've
11 negotiated since the last time we talked.
12 Service hours, in the other major factor
13 in here, you see Paratransit service
14 hours go up a little bit, and that's just
15 a reflection of demand. I'm sure you
16 remember that under the Americans with
17 Disabilities Act, the county and transit,
18 as its partner, are obligated to serve
19 all eligible trip requests and so there's
20 a little bit of increase going on in the
21 request for Paratransit service, so you
22 see a small increase there.

23 In fixed route you see a little bit
24 of a decrease from last year and that's
25 merely the difference between this year

1 3-29-18

2 with twelve months at the lower level and
3 last year with nine months at the lower
4 level, and the first three months of last
5 year, at the slightly higher level.

6 That's not a service reduction, that's
7 just an annualization of the current
8 level of service. So again, as in every
9 year, you observe that in our business
10 about two-thirds of the costs are
11 personnel costs there, wages, salaries
12 and fringe benefits. That relationship
13 is pretty standard in our industry and
14 pretty standard from year to year, 36
15 percent are all other costs, fuel, tires
16 and everything else. The, as I
17 mentioned, we have two separate labor
18 contracts, one with Paratransit employees
19 and one with fixed route employees. We
20 had new labor contracts that were
21 negotiated since last year, late in the
22 year essentially of 2017, we reached an
23 agreement, so those slightly higher wage
24 rates are reflected here and slightly
25 higher fringe benefit costs are reflected

3-29-18

1
2 in the following table where we will get
3 into a little more detail on expenses.
4 So let's do a year to year comparison, if
5 you would. I think we will go down and
6 just touch on those that need a little
7 bit of comment. You see operator wages
8 is fairly flat, what you're seeing there
9 is a slightly lower level of service
10 because of that three months of the
11 higher level last year. Offset by wage
12 increases from the new labor contracts.
13 Maintenance wages, you actually see a
14 little bit of a reduction, that's a,
15 essentially, slightly lower head count
16 and that lower head count comes from our
17 ability to consolidate all the fixed
18 route operations into one garage. You
19 may recall that part of the service cut,
20 part of the savings that came from the
21 service cut last year, we were able to
22 close the second garage, the Rockville
23 Centre garage and so doing that reduced
24 the need for maintenance supervisory
25 forces and parts room personnel and

3-29-18

1
2 people like that so the actual
3 maintenance wages, even with the higher
4 wages in the labor contract, go down.
5 It's all head count. That's the main
6 difference. Other wages stay virtually
7 the same, fringe benefits stay virtually
8 the same. Again, slightly reduced head
9 count offset slightly higher costs
10 particularly for health care. Services
11 very small amount, no change. Fuel and
12 lubricants is the one that needs some
13 attention here. I need to explain. You
14 see an increase of well over a million
15 dollars there. That is because of a
16 change in the tax laws. It is not an
17 increase in the cost of fuel primarily,
18 and it's not -- and we're not burning
19 more fuel. When we budgeted the 5
20 million 3 last year, that was a net of
21 total fuel costs minus a tax credit that
22 was the same for people who used
23 alternative fuels. There was a credit in
24 the federal tax law to encourage the use
25 of alternative fuels like compressed

3-29-18

1
2 natural gas as we do. In the tax reform
3 bill that Congress passed a few months
4 ago, that and many, many other special
5 tax provisions were eliminated and so we
6 no longer have that tax credit, that was
7 -- that more than covers the difference
8 here, that was worth over \$2,000,000, so
9 that's why you see the cost, the budget
10 in the amount for fuel going up, it's not
11 an increase in cost, it's a decrease in
12 credit. Materials and supplies fairly
13 similar. Marketing, legal and other
14 fees, that's mostly legal fees. It goes
15 up a little bit, that's a forecast of we
16 expect some fairly expensive arbitrations
17 during this year. Utilities, not much
18 change there. Casualty and liability is
19 the other one that's -- where there's a
20 significant change and it's a big number.
21 This is a little bit complicated, so bear
22 with me. Every year we forecast the
23 number of claims we're going to have and
24 how much they're going to cost. Every
25 year up until now we've been wrong in an

3-29-18

1
2 unfavorable way. Actual claims costs
3 have come in higher than we budgeted. It
4 comes out of our bottom line, by the way,
5 but we've learned from that experience
6 that we need to be more realistic about
7 what claims will cost in the year. The
8 actual number of accidents, this is not a
9 reflection on more accidents, in fact our
10 accident count has generally been going
11 down year over year. We've had some good
12 success in the safety area, but the cost
13 of claims has been so much more than we
14 estimated and has been going up year over
15 year. The 11 million that we're
16 forecasting for this year is actually
17 lower than our actual in several
18 preceding years, so I don't like seeing
19 that, I know you don't like seeing that
20 either, but that 11 million is the most
21 accurate estimate that we could come up
22 with for the cost of casualty and
23 liability claims. That includes Workers'
24 Comp claims, by the way. That reflects
25 actual trends, plus actual cost trends.

1 3-29-18

2 Leases and rentals, nothing
3 interesting there. Depreciation, that's
4 a very small number. Corporate overhead,
5 this is a -- by contract, not by
6 contract, but by practice we have charged
7 five percent of the total for corporate
8 overhead or the previous year's actual,
9 audited actual, whichever is lower. Both
10 of these is slightly lower than five
11 percent although you see it goes up from
12 last year to this year. And then margin
13 at risk is what we call profit. And we
14 call it margin at risk instead of saying
15 -- just using the word profit because it
16 is truly at risk. Any -- we are not
17 guaranteed that kind of return. That's
18 the profit we can earn if all of our
19 budget numbers are right, and all of the
20 actuals come in on budget, that's what we
21 would earn. Of the six years that we now
22 have in our history, five of them we
23 didn't ever make the budgeted number,
24 only one year did we. So that's why we
25 call it at risk, it's our risk, if

1 3-29-18

2 unpleasant surprises happen during the
3 year or if we budgeted too
4 insufficiently, it comes out of that
5 bottom line.

6 So that's the -- that brings you to
7 a total for 2018 of \$129,848,906, which
8 matches up with that first slide where I
9 showed you the available revenues. So
10 the shorthand version here is we think
11 we've got enough revenue to maintain the
12 current level of service through the
13 remainder of the year and that level is
14 \$129,848,906. So why don't I stop, we're
15 going to ask you to approve this shortly,
16 but why don't I stop right there and take
17 questions or comments, if there are any,
18 Mr. Chairman.

19 CHAIRMAN SHRENKEL: Do any of the
20 committee members have any questions of
21 Mr. Setzer at this time?

22 MR. BERSE: I don't have a question,
23 but a comment.

24 CHAIRMAN SHRENKEL: Mr. Berse?

25 MR. BERSE: Mr. Setzer, this looks

1 3-29-18

2 like it's the first time in a long time
3 that we're talking out of feast rather
4 than famine and it feels a lot better
5 sitting up here being in that position to
6 discuss this after your presentation.
7 One thing that I had thought about and
8 casually mentioned in the past and
9 especially now that it's a time of, let's
10 say, the feast, can we look at the routes
11 and possibly review them for a
12 consolidation of where the buses go and
13 maybe ultimately next year, come back
14 with more service in the same money and
15 cover more area that's maybe lost some
16 service over the past two years.

17 MR. SETZER: The answer to that is
18 yes. In fact I'm going to touch on that
19 towards the end of this presentation. We
20 started working on a plan for what could
21 be in Nassau County transit service and I
22 was I'm going to touch on it briefly now
23 and then our June meeting go into it in a
24 considerable amount of detail, but you're
25 right. I think, I hope that we're, the

1 3-29-18

2 famine is over and we at least have a
3 healthy diet, if not a feast, and can now
4 begin to make some plans to improve
5 things rather than be in the service cut
6 mode. None of us want to be in that
7 service cut mode and I believe there's a
8 good chance that we're out of it. It is
9 even possible that the STOA, remember, we
10 perceive a one percent increase in the
11 STOA amount, I think it is even possible
12 there will be additional funds available
13 this year. I hope that's the challenge
14 we're wrestling with in June, but yes, I
15 completely agree with your remarks.

16 MR. BERSE: Thank you.

17 CHAIRMAN SHRENKEL: Anyone else on
18 the committee have any questions for Mr.
19 Setzer?

20 (No response.)

21 CHAIRMAN SHRENKEL: Mr. Setzer, go
22 ahead and proceed.

23 MR. SETZER: The other part of the
24 annual plan is the capital plan. It also
25 includes a five year capital plan and we

3-29-18

1
2 tend to just hit on the highlights of the
3 upcoming or the current year. So there's
4 not a lot of capital acquisition activity
5 in 2018, 15 new Paratransit buses. We
6 are continuing to search for just the
7 right mix of vehicles in the Paratransit
8 fleet. So we've got fifteen new
9 Paratransit, five wheelchair capacity
10 buses on order. Those will be put in
11 service shortly. We are completing the
12 CNG, the upgraded CNG station, which is
13 nearly online now completely and it
14 allows us to enjoy lower electricity
15 costs in the compressors that are used to
16 compress the CNG. We're also in the
17 process of a project to install safety
18 barriers on all buses that protect
19 operators. These are clear Plexiglass
20 barriers that partially close off the
21 space between the passenger and the
22 operator. It's a way to protect
23 operators from assault, without impeding
24 their ability to communicate with
25 passengers. This is a design that we

3-29-18

1
2 worked out over several years with the
3 union. New buses come in with them
4 installed. This is the install on the
5 rest of the fleet, and it's underway,
6 it's about to start, should be completed
7 by the end of the year. Upgraded
8 Mitchell Field paving. That doesn't
9 sound very exciting, does it? And a new
10 fire suppression system, because we use
11 compressed natural gas, we have to have a
12 fire suppression system in the facility.
13 The old one has reached the end of its
14 useful life, so we are acquiring a new
15 one. All of that is detailed in the next
16 two pages which are particularly
17 challenging to read. Many projects are
18 funded from more than one grant source.
19 Sometimes the funding for a project
20 spreads over several years. That's the
21 detail, but it all relates to those, to
22 the -- to bus procurements and the five
23 projects that I just described. So
24 that's the two pages of that. I'd go
25 into detail here if you really want, but

1 3-29-18

2 I think that's probably not a good use of
3 your time.

4 So let me stop there. That's the
5 end of the presentation on budget annual
6 plan, so our recommendation to the
7 committee is that you adopt this. Thank
8 you.

9 MS. FALCO: Thank you.

10 MR. ROSARIO: Thank you.

11 CHAIRMAN SHRENKEL: Mr. Setzer, did
12 you say you have further comments in
13 addition to the presentation, do you want
14 to do that at a later time after you get
15 public comments?

16 MR. SETZER: I could do it either
17 way. I've got a couple of information
18 items about service design and things
19 like that as well as planning for the
20 future in response to Mr. Berse.

21 CHAIRMAN SHRENKEL: Why don't you
22 proceed with that and then you can take a
23 little time, if you deem it appropriate,
24 based on some public comments that you
25 hear, we would like to hear you come

3-29-18

1

2

back.

3

MR. SETZER: Sure, after we do that.

4

5

6

7

8

9

10

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

There is one other piece of business that doesn't require any action, but each quarter we give you a report on the performance indicators that are specified in the contract. There are three for fixed route and five for Paratransit. The three for fixed route are on time performance and the goal level is 70 percent. We had a very tough fourth quarter of last year, we were doing very well until September came around and then the fourth quarter traffic became much more -- much heavier and our on time performance dropped to 64 percent. I'm happy to tell you that when we do this report again in three months, I can report that in the first quarter of this year we got it back up above 70 percent, but nonetheless, we owe you a \$5,000 liquidated damages payment for that on time performance shortfall. Missed pullouts, our goal is to never have any.

3-29-18

1
2 We were pretty close to never. .14
3 percent, that's within the range, so that
4 does not generate either an incentive
5 payment to us or a liquidated damages
6 payment to the county. Accidents per
7 hundred thousand miles, the fourth
8 quarter was also a poor quarter for us as
9 far as accidents. I would like to point
10 out at this point, when we say accidents
11 per hundred thousand miles, we are
12 talking about preventables and a
13 preventable doesn't mean a collision or
14 an injury or even necessarily any
15 property damage. It means a contact that
16 could have been prevented. So if a
17 driver pulling away from a bus stop
18 brushes the bumper of another vehicle,
19 even though nobody is hurt and nobody is
20 damaged, that's a preventable accident.
21 That's a failure to provide adequate
22 clearance, so we treat every preventable
23 accident as equally serious. Any kind of
24 negligence needs to be, it needs to be
25 paid attention to, so we would treat that

1 3-29-18

2 as a preventable accident. We would also
3 treat an accident where it's the other
4 motorist's fault as a preventable, if we
5 could have prevented it, so if the other
6 guys go through a traffic signal, but our
7 employee is not paying attention and
8 isn't scanning all the time, that's a
9 preventable accident. It could have been
10 prevented even if it's somebody else's
11 fault, so we keep track of all those.
12 Our actual performance in the fourth
13 quarter is 1.39 accident, preventables
14 per hundred thousand miles, still better
15 than we're doing two years ago, but not
16 quite to the goal of 1.2, so overall for
17 the year we were very close to the -- we
18 were 1.22, so that means the first
19 three-quarters we beat our goal, but then
20 in the fourth quarter we slipped back and
21 lost it, so that generates another \$5,000
22 liquidated damage payment to the county.

23 In Paratransit, we have five goals,
24 calls answered ratio, again, I'm not sure
25 what was wrong with the fourth quarter

1 3-29-18

2 last year, but it slipped badly and I'm
3 happy to tell you that by the time we do
4 this report for the first quarter of this
5 year that will be back up, but another
6 \$5,000 liquidated damage, the good news
7 here is that on time performance, we
8 significantly exceeded the 70 percent
9 goal with 75.1 percent, so that generates
10 a \$5,000 incentive payment to us. Missed
11 pullouts almost 0, very close to 0. But
12 again, accidents per hundred thousand
13 miles, we missed the goal of 1.2 by even
14 more in Paratransit. We had a
15 particularly poor fourth quarter, there's
16 no outstanding reason why the fourth
17 quarter was worse than goal, but it was,
18 so that generates a \$5,000 liquidated
19 damage payment. And in the last,
20 productivity, which is passengers per
21 hour, Paratransit operation, we beat the
22 goal of 1.3 by 1.35, so the net of all
23 that is a \$15,000 payment from us to
24 Nassau County.

25 Questions on that?

1 3-29-18

2 (No response.)

3 MR. SETZER: Okay. There are some
4 service updates that you might be
5 interested in. This is a map of the 40,
6 41 which is a fairly heavy route from
7 Mineola right over here to Freeport.
8 Four to five thousand passenger trips a
9 day. We're beginning to reengineer this
10 route a little bit to try to improve
11 performance in both a faster trip and
12 better on time performance, so phase 1
13 which starts April 22, is what I would
14 call rationalizing the bus stops and I
15 have to give you a little bit of transit
16 inside baseball here. One of the things
17 that happens in every transit system is
18 that bus stops get added over time, you
19 add more, because some individual or some
20 group or some destination need a bus
21 stop, you add them, but you don't take
22 them out and so sort of like your desk
23 drawer, my desk drawer at least, after a
24 while you've just got to clean it out,
25 too much stuff accumulates in there. So

1 3-29-18

2 we've got too many bus stops on the 40,
3 41. We have them on all routes. And
4 some of them are too close together. So
5 we're redesign -- we're re-rationalizing
6 the bus stops, so that there's one about
7 every quarter of a mile. Out of the 60
8 bus stops on that route, we're going to
9 remove eleven. We are also going to
10 straighten out, as you can see in that
11 graphic, straighten out the way we go
12 through Hempstead Transit Center, so the
13 expectation here is that we give
14 everybody a little quicker ride and
15 secondly, we're better able to maintain
16 on time performance. This goes in the
17 22nd, we'll be able to tell you soon,
18 because of all the data we can collect
19 with our new technology, we will be able
20 to tell you what the actual results of
21 this are, but I think people will
22 generally be pleased. Today we've heard
23 from about half a dozen people and
24 they're the people whose bus stop is
25 being moved, they don't really know where

1 3-29-18

2 their new bus stop is, they just know
3 they don't want their old one moved and
4 that's typical of the situation, because
5 I think when we're done, everyone will be
6 pleased. No one has any more than a
7 quarter mile walk and no one will walk
8 say 300 yards further than their bus stop
9 now. So I think -- well, we'll see.
10 This is an experiment, we are trying to
11 learn how to improve the performance of
12 all of our routes and we're using the 40,
13 41 as the laboratory, because it's a nice
14 compact route without a complicated
15 transit center like Jamaica at one end of
16 it. It's a good place for us to try out
17 this technique. And later in the year we
18 will do something more radical with it,
19 which is to get rid of the schedule
20 altogether and go to what we call
21 headwind management, and what that means
22 is that instead of publishing a timetable
23 that says there will be a bus at this bus
24 stop at 7:32, it will say during the
25 hours from 7:00 AM to 9:00 AM, there will

1 3-29-18

2 be a bus every eight minutes and during
3 the hours of 10:00 AM to 3, there will be
4 a bus every ten minutes and then we will
5 use technology to maintain the gap
6 between buses, so that a person can walk
7 to the bus stop knowing I'm not going to
8 wait more than eight minutes or whatever
9 it turns out to be. Very much the way
10 you use the subway, when you're in the
11 city, you don't look for the 7:32 subway,
12 you go to the stop knowing because of the
13 signage that it's so many minutes away.
14 So we're trying to duplicate that kind of
15 thing that as a way to give better, more
16 reliable service to passengers. Again,
17 we haven't done this before. This is an
18 experiment and we will report back to you
19 later, after this is done, on whether --
20 what the public reception is and whether
21 we're able to achieve higher on time
22 performance by getting away from
23 scheduling and going to headway or
24 frequency.

25 The one I most enjoy showing you is

1 3-29-18

2 this. We do a quarterly survey. We hire
3 an outside company to do a quarterly
4 survey of our Able-Ride passengers and
5 we've been focused on improving
6 performance in Able-Ride for quite a
7 while. So the first quarter of this
8 year, we got an 89 percent favorable
9 rating from our customers. That's a
10 level that we haven't achieved before.
11 Larry Cuchera (Phonetic) and his
12 Able-Ride management team have been
13 working at this quite awhile, so these
14 are really enjoyable, to me, results to
15 be able to tell you about. Our
16 complaints in Able-Ride are down to
17 almost none, there's a general sense that
18 we've really turned a corner there and we
19 are offering really first rate service,
20 so I'm very happy to show you that
21 graph.

22 And then the last thing I wanted to
23 talk about was, Let's Go. This is --
24 that's a name we use for the visionary
25 plan for what Nassau County service could

3-29-18

1
2 be like if we can get out of the service
3 cut mode and have a chance to develop and
4 improve service in this year and future
5 years, so it's a much larger plan than
6 this, there's just a couple of pages here
7 with this. We start out with the
8 benefits to Nassau County with good
9 transit service, access to jobs and other
10 kinds of amenities that our customers
11 need and the economic benefits for the
12 county, then we redesigned service in a
13 lot of ways. So two ways and there are
14 many ways, but just two ways that are
15 shown in the bottom of this slide on the
16 left, you see Link and this is our idea
17 to substitute a smaller bus in an area
18 where we took big bus service out last
19 year, a smaller bus that's not on the
20 schedule, but then instead is ordered by
21 passengers in real time using a phone
22 app. So sort of Uber like except it's a
23 shared ride, there is more than one
24 passenger on there, this, we think, may
25 turn out to be a less expensive, more

3-29-18

1
2 customer responsive kind of service that
3 will work well in places where demand
4 isn't heavy. This is for places where
5 demand is light, it's not for Hempstead
6 Turnpike during rush hour, but it's for,
7 our zone is that southeast corner of the
8 county will implement this this summer
9 sometime and again report to you, but we
10 wanted to go over the whole plan with you
11 at our next meeting. On the right side
12 you see the effort in more conventional
13 approach, those are the heavy ridership
14 routes and part of our plan is to, if we
15 can find more resources, or when we find
16 more resources to add service to those,
17 to reduce frequency between buses and add
18 services, those are the routes to carry
19 over half of all our passengers, those
20 are the routes where we pass people up
21 today, so a big part of the plan is
22 enhancing the service, adding service on
23 those routes and those are two elements
24 in a much larger plan which we will take
25 some time next, for our next meeting. So

1 3-29-18

2 Mr. Chairman, that's the end of my
3 remarks and comments. I'll be prepared
4 to respond to further comments or
5 questions if you have any.

6 CHAIRMAN SHRENKEL: Miss Falco?

7 MS. FALCO: Good afternoon, Mr.
8 Setzer.

9 MR. SETZER: Good afternoon.

10 MS. FALCO: If we can just go back
11 for a moment, I have a question regarding
12 capital plan highlights that you touched
13 upon, specifically the upgrade of the
14 Mitchell Field paving, I'm just curious,
15 why is the upgrading of the field paving
16 your responsibility?

17 MR. SETZER: Well, we're the
18 county's partner. The actual funding for
19 this will be capital funds that come to
20 the county from federal and state
21 sources. But we implement all of the
22 projects in collaboration, planning these
23 capital projects, we do in cooperation
24 with the county with Sharon who is right
25 here, but we do the implementation. Is

1 3-29-18

2 that responsive to your question?

3 MS. FALCO: Somewhat. Thank you.

4 CHAIRMAN SHRENKEL: Are there any
5 other questions or comments for Mr.
6 Setzer?

7 MR. BERSE: Mr. Setzer, are the
8 people at NICE familiar with the
9 Hicksville downtown revitalization
10 initiative that's going on with the
11 governor's office and the grant that was
12 made?

13 MR. SETZER: Yes.

14 MR. BERSE: Okay, I didn't want to
15 ask any unfair questions if you didn't
16 know.

17 MR. SETZER: Well, I don't. I may
18 need some help.

19 MR. BERSE: That's why I said the
20 people at NICE.

21 MR. SETZER: Yes.

22 MR. BERSE: They are proposing
23 restructuring all around the Hicksville
24 train station for its access and things
25 like that, and I have been advocating for

3-29-18

1
2 an inter mobile out of one of the garages
3 that they are talking about adding in
4 Mineola. That original inter mobile was
5 supposed to come to Hicksville in 1998
6 and through certain people's lack of
7 wisdom it wound up with Jack Martin's
8 mayor of Mineola, and it's been very
9 successful there as we all know. What
10 I'm getting at is the recommendations to
11 the governor's office what they're going
12 to implement are being submitted
13 tomorrow. After they come back and the
14 plans are approved for which ones are a
15 go and which ones are a hold, I would
16 recommend that the people from NICE stick
17 their noses in because we still need to
18 get those buses, for safety sake, off
19 Newbridge Road, particularly during the
20 winter heavy snowstorms and it would be
21 in NICE's interest, the county's interest
22 and the public's interest to accomplish
23 that, but unless maybe your department
24 kicks the door in a little bit, they
25 won't realize that you're interested, so

1 3-29-18

2 just looking for a little help on that.

3 MR. SETZER: Yeah, that's good
4 advice, I appreciate that. How about we
5 make contact with you tomorrow and get
6 the details about when we need to kick
7 that door in and where the door is.

8 MR. BERSE: Okay, because I'm sure
9 they're going to announce when the
10 governor approves, what the submissions
11 are that are being made tomorrow. This
12 process has been going on for a number of
13 months and Hicksville in its own right,
14 the current project was going on for
15 eight years before winning of this ten
16 millions dollar seed grant so.

17 MR. SETZER: Okay, interesting. We
18 would, in general, want to work with
19 local communities whenever the
20 transportation infrastructure is being
21 redesigned. I don't mean just the bus
22 routes, when there are changes to the
23 bike paths or sidewalks or things like
24 that. It's very helpful for us to be
25 involved.

1 3-29-18

2 MR. BERSE: Thank you.

3 MR. SETZER: Thank you.

4 CHAIRMAN SHRENKEL: Any further
5 comments for Mr. Setzer from the
6 committee members?

7 MS. FALCO: Thank you.

8 MR. SETZER: Thank you.

9 CHAIRMAN SHRENKEL: Mr. Setzer,
10 thank for a very detailed presentation.

11 At this time we would like to ask
12 anyone here from the public to address
13 Mr. Setzer or problems you have and just
14 please state your name, the town you are
15 from, if you're representing yourself as
16 a commuter or if you're representing an
17 organization, please let us know. Would
18 anybody like to address? Okay. How many
19 people would like to address the
20 committee? Okay, why don't you go first,
21 sir, first row, thank you.

22 MR. TORCIVIA: Am I being heard?

23 MS. FALCO: Yes, you are.

24 MR. TORCIVIA: I'm not a public
25 speaker so I will read briefly from a

1 3-29-18

2 prepared statement, that way it will
3 remain more concise.

4 My name is Joe Torcivia, I represent
5 myself, and I live in Levittown. I've
6 lived in Nassau County most of my life,
7 and I'm a registered Republican, but I
8 voted for County Executive Curran because
9 I watched her predecessor dismantle the
10 county bus transportation system piece by
11 piece since 2012. Now, the reason I
12 mention this is that every county
13 executive since Ralph Caso has improved
14 this situation and I hope that it will be
15 improved again. And if Mr. Setzer's
16 remarks are any indication, perhaps we
17 are on that way. My particular issue is
18 that I live in Levittown just off
19 Newbridge Road between Old Country Road
20 to the north and Hempstead Turnpike to
21 the south, but not at all near to either.
22 So my only bus option would be on
23 Newbridge Road. I've recently retired
24 and while I do own and drive a car, it is
25 not something I prefer to do if other

1 3-29-18

2 means are available. At the time I moved
3 to my present home there was weekday
4 service in both directions on Newbridge
5 Road north and south every thirty
6 minutes. Then it became every hour. Now
7 with the last round of cuts, the weekday
8 intervals are one hour and ten minutes.
9 Even worse, weekday rush hour has been
10 particularly decimated with only two n49
11 departures from Hicksville railroad
12 station between 4:20 and 7:00 PM. Of
13 what use is that? Thankfully I no longer
14 commute with the railroad, it would be
15 intolerable if I did. Saturday service
16 was hourly, now it's every 90 minutes.
17 At 90 minute intervals it's hardly even
18 worth using at all. Transfers expire in
19 two hours, making it very difficult to
20 connect with the 90 minute scheduling.
21 And the reason I question this is that I
22 took the n49 to begin my trip to this
23 meeting at 3:19 this afternoon and that
24 bus ran at capacity and had standees, so
25 why would one need to wait an hour and

1 3-29-18

2 ten minute intervals at that time of day
3 when clearly this service is being
4 utilized. And I do understand the cuts
5 are necessary as dictated by funding, but
6 the n49 and formerly the n50, Newbridge
7 Road service has been too severely
8 reduced over the last few years. There
9 are some lines with low ridership that
10 have been eliminated and I can understand
11 why that might be. But n49 connects
12 Hempstead and Hicksville to major
13 transportation hubs and runs on Newbridge
14 Road, Hempstead Turnpike and Front
15 Street. All major thoroughfares and even
16 with the cuts as I saw this very
17 afternoon, carries well. And all I'm
18 asking for is, could we at least reach a
19 level of hourly service in each direction
20 for weekdays and Saturdays, rather than
21 70 to 90 minute intervals. And perhaps a
22 little more in rush hour, two trips,
23 yeah, a little bit, so that's all I have
24 to say. And hopefully my comments will
25 be acted upon some day. Thank you, and

1 3-29-18

2 thank you, Mr. Setzer.

3 MR. SETZER: Thank you.

4 CHAIRMAN SHRENKEL: Sir, you want to
5 address the committee? The last row,
6 come on up. Thank you.

7 MR. MCGREGOR: My name is John
8 McGregor, a commuter. I don't represent
9 any group except for myself. I live in
10 Freeport and I've lived there pretty much
11 all my life. My concern was the n4 route
12 which is, from what I understand, either
13 the busiest one. I've been to a couple
14 of meetings of NICE and they told me the
15 n4 route is either the busiest or the
16 second busiest in the NICE system. But
17 still it seems to get last place in terms
18 of increasing the service and improvement
19 like the n6, they have these new
20 accordion buses which carry a lot more
21 people, they have Wi-Fi, I think outlets,
22 et cetera, I've never taken one, I've
23 heard, but the n4 still hasn't gotten
24 those yet, even though it seems to be
25 just as busy at key times as the n6 and

3-29-18

1
2 carries a lot of people. And also in
3 terms of the spacing, it seems like the
4 buses in the morning, n4 buses in the
5 morning, they run express like every
6 fifteen minutes or so. And those are the
7 most heavily trafficked or ridden buses,
8 the ones that make every stop, local
9 buses are not as heavy. I mean you can
10 be sitting at the bus stop and say there
11 are ten people there, and if a local bus
12 comes, maybe two people get on, and when
13 the express bus comes, eight will get on,
14 so they're all sort of waiting for the
15 express even though they run a lot less,
16 so maybe if they can increase the amount
17 of express service on the n4 in the
18 morning and decrease the local service in
19 the morning rush hour or afternoon rush
20 hour, that might be more, that would be
21 better in terms of like how it's used and
22 also you mentioned changing the n41
23 stops, I take n41, that's my route. It's
24 right by house. And one of the stops
25 being eliminated is right next to my

3-29-18

1
2 house. That's the stop that I catch the
3 bus to Freeport station. Now, the
4 problem eliminating that is, I would wait
5 at that stop and it takes me right to
6 Freeport station in about five, ten
7 minutes. Now, if that bus doesn't come
8 on time, I can walk in about ten minutes,
9 so oftentimes when the bus would not come
10 on time or it would come late, I could
11 just take off and be there in ten minutes
12 and catch my n4 into the city. Now, with
13 that stop gone, the problem is there's no
14 straight line to Freeport station. The
15 closest stop is south which takes me
16 further away from Freeport station which
17 means that if the bus doesn't come on
18 time and I have to walk, I'm further back
19 than where I was before. So there's more
20 time to catch up. And the next stop
21 north going towards Main is also further
22 away from Freeport station, so again, if
23 I caught that stop, I'd also be further
24 away from Freeport station, I couldn't
25 walk, if the bus didn't come on time or

3-29-18

1
2 came late which oftentimes it does. So I
3 know everyone is complaining about losing
4 their stop, but that one is particularly
5 ideal because of how centrally located it
6 is to Freeport station if someone has to
7 walk. So that's why it's problematic for
8 me, and I guess others, losing that stop.
9 So that's basically.

10 MS. FALCO: Thank you.

11 CHAIRMAN SHRENKEL: Thank you, Mr.
12 McGregor.

13 Is there any other comments? Yes,
14 ma'am? Ma'am.

15 Okay. We'll get you next. I'm
16 sorry.

17 MR. KAMPER: Good afternoon, members
18 of the committee and good afternoon, Mr.
19 Setzer. I wanted to address a couple of
20 things. First of all, the funding which
21 County Executive Curran is proposing for
22 the bus system, I really am very happy to
23 hear about, and I'm really hoping that
24 some service, especially a couple of
25 routes that I use, used to use which

3-29-18

1
2 includes the n51 and the n47, I
3 understand that a lot of people don't use
4 it, but especially with the n51, a lot of
5 students who live in the Bellmore and
6 Merrick area use it to get to Nassau
7 Community College and with this Link
8 program that you guys are proposing, I
9 really would love to see possibly this
10 come to the -- especially since the
11 Merrick Avenue area is real, where I live
12 in East Meadow is really underserved and
13 I feel that the Link program would maybe
14 really help and get the bus system back
15 to the Merrick Avenue area and get people
16 to Nassau Community College, especially
17 those who can't drive, don't have a
18 license, it's really something I really
19 would love to see and the n47 as well, a
20 lot of people I know, including myself,
21 used it a lot to get to Hempstead where I
22 transfer for a bus to get to work, twice
23 a week. It would really help, maybe the
24 Link service might help, maybe it might
25 be able to bring back some service, I

1 3-29-18

2 would love to see that, that might be
3 something that maybe you guys could look
4 into, and I'm really looking forward to
5 hopefully seeing within maybe the middle,
6 or the end of this year, hopefully see
7 some service come back and hopefully this
8 fiasco hopefully between you guys and
9 county is at least done with and I'm
10 really looking forward to what you guys
11 have coming with hopefully some service
12 that might come back in the future.

13 Thank you so much.

14 CHAIRMAN SHRENKEL: Excuse me, did
15 you state your name for the record?

16 MR. KAMPER: I'm sorry, my name is
17 Matt Kamper, I'm from East Meadow and I'm
18 representing myself.

19 CHAIRMAN SHRENKEL: Yes, ma'am.
20 Thank you.

21 MS. BHEDDAH: My name is Dorothy
22 Bheddah and I'm chair of the Public Bus
23 Committee of the Amsterdam at Harborside,
24 I will explain that in a minute. This
25 committee has been in existence for three

3-29-18

1
2 years, and for the first time we see a
3 glimmer of hope that we might get bus
4 service on West Shore Road in Port
5 Washington. That is our interest. NICE
6 has been very helpful in suggesting a
7 route, but they can't afford it. They
8 couldn't afford it. We also see an
9 existing but route, the n23 which could
10 handle a four mile loop on West Shore
11 Road, I think that I've never seen that
12 bus full of people, so I think there's
13 certainly room for possible passengers on
14 West Shore Road. The Amsterdam at
15 Harborside is 300 seniors who are not
16 eligible for Able-Ride because they're
17 too far from the fixed bus route, I think
18 this is the greatest injustice.
19 Alongside, in addition to the residents
20 there, there are 150 employees and 50
21 private aides who come daily. In
22 addition on West Shore Road are 70
23 industries, there is a church, a golf
24 course and a town park which is not
25 accessible except by car or walking which

1 3-29-18

2 is kind of out of the question for it's a
3 three mile walk from the Port Washington
4 train station. So again, we are here, we
5 want to be on the list of getting this,
6 this would be a new route, but it's not a
7 long route and we think that there will
8 be passengers to fill the buses. Thank
9 you.

10 CHAIRMAN SHRENKEL: This might fit
11 into your Uber type set up, of course
12 I'll let you and your team discuss it.

13 Before you get up, Mr. Setzer, is
14 there anyone else who has any comments
15 that they would like before Mr. Setzer
16 comes back to answer some of the others?
17 So this way it's more comprehensive and
18 then you can decide. Okay, sir.

19 MR. KORNBLUM: Hi. MY name is
20 Martin Kornblum, and I live at Amsterdam
21 at Harborside, also besides n23, there
22 are two other buses that you probably can
23 add three minutes to that, three or four
24 minutes to that route, same thing n23,
25 that's the n22, and the n21. You could

1 3-29-18

2 do the same thing with them, for the n23.

3 And that will make more passengers also.

4 CHAIRMAN SHRENKEL: Sir, did you

5 state your name for the record?

6 MR. BERSE: He did.

7 CHAIRMAN SHRENKEL: You did, right?

8 MR. KORNBLUM: Yes.

9 CHAIRMAN SHRENKEL: Since there are
10 no other public comments, Mr. Setzer, do
11 you want to address any of these people
12 or have any other quick comments?

13 MR. SETZER: Thank you, Mr.
14 Chairman. I think maybe just address it
15 in general. What you heard from all of
16 these people is no surprise to you or me
17 and that is that there are unmet needs
18 for transit all over Nassau County. And
19 that for the past few years we were
20 forced by funding to make those
21 situations worse. We are all, I'm sure,
22 hopeful that we sort of bottomed out and
23 we can begin to make some of those
24 situations better. We had some initial
25 discussion with the Nassau County

3-29-18

1
2 administration about beginning to grow.
3 Essentially what the thumbnail version of
4 this is, let's get this budget passed,
5 let's stabilize service, let's see what
6 happens with state funding and then let's
7 begin to prioritize what we would do next
8 and what order we add these improvements
9 in either adding back service that was
10 once taken away or adding new service
11 both of which are important and that
12 conversation has just begun, so rather
13 than respond -- actually I agree with all
14 the speakers on what the needs are, I
15 don't argue with any of those. The
16 question is how soon we can begin to
17 address those and in what order and so
18 maybe we will be able to talk about that
19 in our next meeting also.

20 CHAIRMAN SHRENKEL: Thank you.

21 At this time both a review of the
22 2018 Annual Plan and Budget and some
23 other comments that Mr. Setzer made, of
24 course with the comments that we've heard
25 from the public, and your own thoughts,

1 3-29-18

2 at this time I would like to ask someone
3 to move to make a resolution whether or
4 not to approve the 2018 Annual Plan and
5 Budget, would anybody like to?

6 MR. ROSARIO: I will.

7 CHAIRMAN SHRENKEL: Mr. Rosario,
8 thank you.

9 MR. BERSE: Second.

10 CHAIRMAN SHRENKEL: Second, Mr.
11 Berse, thank you. With that I would like
12 to take a vote, counselor, if you don't
13 mind, would you start with me if you
14 like, would you mind calling the roll as
15 to how people would like to vote on the
16 budget?

17 MR. DISILVIO: Sure. Unfortunately
18 I only know everyone's first names.

19 CHAIRMAN SHRENKEL: That's fine, I
20 will repeat it after you.

21 MR. DISILVIO: Joel?

22 CHAIRMAN SHRENKEL: Mr. Berse.

23 MR. BERSE: I vote aye.

24 MR. DISILVIO: Tony?

25 CHAIRMAN SHRENKEL: Mr. Rosario.

1 3-29-18

2 MR. ROSARIO: Yes.

3 MR. DISILVIO: Jean?

4 CHAIRMAN SHRENKEL: Mr. Duroseau.

5 MR. DUROSEAU: Yes.

6 MR. DISILVIO: Dawn?

7 CHAIRMAN SHRENKEL: Miss Falco.

8 MS. FALCO: For the first time on
9 this committee, and it's without
10 hesitation, I vote yes.

11 MR. DISILVIO: Chairman?

12 CHAIRMAN SHRENKEL: Mr. Shrenkel
13 votes yes.

14 Please duly note that today's
15 resolution has been passed unanimously in
16 order to approve 2018 Annual Plan and
17 Budget for NICE Transportation.

18 Anyone else on the committee would
19 like to bring up any comment or new
20 business?

21 (No response.)

22 CHAIRMAN SHRENKEL: Other than that,
23 would someone like to make a motion to
24 adjourn our meeting?

25 (Mr. Rosario raises hand.)

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

3-29-18

CHAIRMAN SHRENKEL: Mr. Rosario.

(Mr. Berse raises hand.)

CHAIRMAN SHRENKEL: Mr. Berse
seconds it.

With that, this meeting is
adjourned. I want to thank everyone for
coming and I certainly want everyone to
arrive home safely and enjoy the Easter
holiday, Passover holiday and whatever
you enjoy and thank you for coming.
Goodbye now.

(Time noted: 6:05 P.M.)

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

C E R T I F I C A T I O N

I, KATHLEEN ANDERSON, a Notary Public in
and for the State of New York, do hereby
certify:

THAT the foregoing record was taken by me
on the 29th day of March, 2018 at the aforesaid
time and place, and it is a true and accurate
transcript of my stenographic notes.

IN WITNESS WHEREOF, I have hereunto set my
hand this 11th day of April, 2018.

Kathleen Anderson
KATHLEEN ANDERSON



A		
<p>ability 14:17 22:24 able 10:20 14:21 30:15,17,19 32:21 33:15 48:25 53:18 Able-Ride 33:4,6,12,16 50:16 access 34:9 37:24 accessible 50:25 accident 17:10 26:20,23 27:2,3,9,13 accidents 17:8,9 26:6,9,10 28:12 accomplish 38:22 accordion 44:20 accumulates 29:25 accurate 17:21 57:8 achieve 32:21 achieved 33:10 acknowledge 3:3 acquiring 23:14 acquisition 22:4 act 2:8 12:17 acted 43:25 acting 11:5 action 4:11,12 5:7 25:5 activity 22:4 actual 15:2 17:2,8,17,25,25 18:8,9 27:12 30:20 36:18 actuals 18:20 add 29:19,21 35:16,17 51:23 53:8 added 29:18 adding 35:22 38:3 53:9,10 addition 24:13 50:19,22 additional 21:12 address 40:12,18,19 44:5 47:19 52:11,14 53:17 adequate 26:21 adjourn 55:24 adjourned 56:7 administration 8:17 53:2 adopt 24:7 adopts 5:5 advertising 10:19 advice 39:4 advocating 37:25 afford 50:7,8 aforsaid 57:7 afternoon 2:2,10,13,16 4:7 36:7,9 42:23 43:17 45:19 47:17,18 agenda 3:11,20 4:2 ago 16:4 27:15 agree 5:16 21:15 53:13 agreement 13:23 ahead 6:2 21:22 aides 50:21 Albany 7:16 allow 3:19 allows 22:14 Alongside 50:19 alternative 15:23,25 altogether 31:20</p>	<p>amenities 34:10 Americans 12:16 amount 11:21 15:11 16:10 20:24 21:11 45:16 Amsterdam 49:23 50:14 51:20 ANDERSON 57:3,14 announce 39:9 annual 3:24 4:13,18,21 21:24 24:5 53:22 54:4 55:16 annualization 13:7 answer 20:17 51:16 answered 27:24 anticipate 3:22 anticipated 3:20,21 anybody 40:18 54:5 app 34:22 appeared 7:5 8:13 appreciate 39:4 approach 35:13 appropriate 24:23 approval 3:23 4:13 approve 4:25 19:15 54:4 55:16 approved 8:13 38:14 approves 39:10 April 9:11 29:13 57:11 arbitrations 16:16 area 9:21 17:12 20:15 34:17 48:6 48:11,15 argue 53:15 arrive 56:9 asked 4:25 asking 43:18 aspects 6:10 assault 22:23 assistance 6:12 assuming 9:15 attention 15:13 26:25 27:7 audited 18:9 available 6:3,5,5,8,10 19:9 21:12 42:2 Avenue 1:14 48:11,15 aware 7:7,22 awhile 33:13 aye 54:23</p>	<p>begun 53:12 believe 10:6 21:7 Bellmore 48:5 benefit 13:25 benefits 13:12 15:7 34:8,11 Berse 1:22 2:18,19,19 19:22,24,25 21:16 24:20 37:7,14,19,22 39:8 40:2 52:6 54:9,11,22,23 56:3,4 better 20:4 27:14 29:12 30:15 32:15 45:21 52:24 Bheddah 49:21,22 big 6:14 16:20 34:18 35:21 bike 39:23 bill 16:3 bit 4:20 9:5 12:8,14,20,23 14:7,14 16:15,21 29:10,15 38:24 43:23 board 2:21 bottom 17:4 19:5 34:15 bottomed 52:22 box 10:17 branch 6:18 briefly 20:22 40:25 bring 48:25 55:19 brings 19:6 brushes 26:18 budget 3:24 4:14,18,22 5:11 6:7,14 6:17 8:13,21 11:6 16:9 18:19,20 24:5 53:4,22 54:5,16 55:17 budgeted 15:19 17:3 18:23 19:3 Building 1:13 built 9:15 bumper 26:18 burning 15:18 bus 1:7 2:6 9:20,25 10:13 23:22 26:17 29:14,18,20 30:2,6,8,24 31:2,8,23,23 32:2,4,7 34:17,18,19 39:21 41:10,22 42:24 45:10,11,13 46:3,7,9,17,25 47:22 48:14,22 49:22 50:3,12,17 buses 20:12 22:5,10,18 23:3 32:6 35:17 38:18 44:20 45:4,4,7,9 51:8 51:22 busiest 44:13,15,16 business 13:9 25:4 55:20 busy 44:25 buy 10:11</p>
B		
<p>back 7:19 8:2 20:13 25:2,21 27:20 28:5 32:18 36:10 38:13 46:18 48:14,25 49:7,12 51:16 53:9 badly 28:2 barely 12:7 barriers 22:18,20 baseball 29:16 based 24:24 basically 11:20 47:9 bear 12:6 16:21 beat 27:19 28:21 beginning 29:9 53:2</p>	<p style="text-align: center;">C</p> <p>C 57:2,2 call 2:3,8 18:13,14,25 29:14 31:20 calling 54:14 calls 27:24 capacity 22:9 42:24 capital 21:24,25 22:4 36:12,19,23 car 10:11 41:24 50:25 care 15:10 carpool 10:12 carries 43:17 45:2</p>	

<p> carry 35:18 44:20 case 10:12 Caso 41:13 casually 20:8 casualty 16:18 17:22 catch 46:2,12,20 caught 46:23 caused 10:10,16 center 30:12 31:15 centrally 47:5 Centre 14:23 CEO 1:24 3:12 4:4 certain 38:6 certainly 50:13 56:8 certify 57:5 cetera 44:22 chair 49:22 Chairman 1:19 2:2,11,14,17,20,24 3:8 4:8,10 19:18,19,24 21:17,21 24:11,21 36:2,6 37:4 40:4,9 44:4 47:11 49:14,19 51:10 52:4,7,9,14 53:20 54:7,10,19,22,25 55:4,7,11 55:12,22 56:2,4 challenge 21:13 challenging 23:17 chance 21:8 34:3 change 7:11 11:4 15:11,16 16:18,20 changes 39:22 changing 45:22 charged 18:6 cheap 10:8 church 50:23 cities 9:24 10:3 city 10:2 32:11 46:12 claims 16:23 17:2,7,13,23,24 clean 29:24 clear 22:19 clearance 26:22 clearly 43:3 close 14:22 22:20 26:2 27:17 28:11 30:4 closest 46:15 CNG 22:12,12,16 collaboration 36:22 collect 30:18 College 48:7,16 collision 26:13 come 8:2 17:3,21 18:20 20:13 23:3 24:25 36:19 38:5,13 44:6 46:7,9 46:10,17,25 48:10 49:7,12 50:21 comes 14:16 17:4 19:4 45:12,13 51:16 coming 2:5 49:11 56:8,11 comment 9:6 14:7 19:23 55:19 comments 3:15,16,19,22 19:17 24:12,15,24 36:3,4 37:5 40:5 43:24 47:13 51:14 52:10,12 53:23 53:24 </p>	<p> committee 1:7 2:6 4:8 5:7,10 19:20 21:18 24:7 40:6,20 44:5 47:18 49:23,25 55:9,18 communicate 22:24 communities 39:19 Community 48:7,16 commute 42:14 commuter 40:16 44:8 Comp 17:24 compact 31:14 companies 10:7 company 33:3 comparison 14:4 complaining 47:3 complaints 33:16 completed 23:6 completely 21:15 22:13 completing 22:11 complicated 16:21 31:14 comprehensive 51:17 compress 22:16 compressed 15:25 23:11 compressors 22:15 concern 44:11 concerned 9:4 concise 41:3 conclude 6:20,21 Congress 16:3 connect 42:20 connects 43:11 conservative 7:4,23 considerable 20:24 consistent 5:24 6:8 consolidate 14:17 consolidation 20:12 constitution 6:22 contact 26:15 39:5 continuing 22:6 contract 5:4 11:17 15:4 18:5,6 25:8 contracts 12:10 13:18,20 14:12 contribution 8:11 contributions 8:25 convene 5:10 conventional 35:12 conversation 53:12 cooperation 36:23 copy 3:6,10 4:21 corner 33:18 35:7 corporate 18:4,7 cost 15:17 16:9,11,24 17:7,12,22,25 costs 11:18,20 12:9 13:10,11,15,25 15:9,21 17:2 22:15 counsel 2:21 counselor 54:12 count 7:24 14:15,16 15:5,9 17:10 Country 41:19 county 1:6 2:5 5:12 6:6 8:5,12,17 12:17 20:21 26:6 27:22 28:24 </p>	<p> 33:25 34:8,12 35:8 36:20,24 41:6 41:8,10,12 47:21 49:9 52:18,25 county's 36:18 38:21 couple 4:14 9:7 11:9 24:17 34:6 44:13 47:19,24 course 2:8 3:18 50:24 51:11 53:24 cover 4:15 20:15 covers 16:7 credit 15:21,23 16:6,12 Cuchera 33:11 curious 36:14 Curran 41:8 47:21 current 9:16 13:7 19:12 22:3 39:14 customer 35:2 customers 33:9 34:10 cut 9:9 10:15 14:19,21 21:5,7 34:3 cuts 5:21 8:19 42:7 43:4,16 </p> <hr/> <p style="text-align: center;">D</p> <hr/> <p> daily 50:21 damage 26:15 27:22 28:6,19 damaged 26:20 damages 25:23 26:5 data 30:18 Dawn 1:24 2:9 55:6 day 7:2 9:23 29:9 43:2,25 57:7,11 decide 51:18 decided 6:16 decimated 42:10 decision 5:18 decline 10:13,16 decrease 9:25 12:24 16:11 45:18 deem 24:23 deeply 9:10 defines 11:18 demand 12:15 35:3,5 department 38:23 departures 42:11 Depreciation 18:3 derive 11:15 described 23:23 design 3:17 22:25 24:18 desk 29:22,23 destination 29:20 detail 11:13 12:5 14:3 20:24 23:21 23:25 detailed 23:15 40:10 details 39:6 determined 6:6 8:18 develop 34:3 dictated 43:5 diet 21:3 difference 12:25 15:6 16:7 difficult 7:20 42:19 direction 7:13 43:19 directions 42:4 directly 5:12 Disabilities 12:17 </p>
--	--	--

<p>discretionary 8:11 discuss 20:6 51:12 discussion 4:24 52:25 DiSilvio 1:22 2:22,23 54:17,21,24 55:3,6,11 dismantle 41:9 dispute 8:9 doing 14:23 25:13 27:15 dollar 39:16 dollars 9:7 15:15 door 38:24 39:7,7 Dorothy 49:21 downtown 37:9 dozen 30:23 drawer 29:23,23 drive 41:24 48:17 driver 26:17 driver's 11:24 dropped 25:17 due 12:9 duly 55:14 duplicate 32:14 Duroseau 1:23 2:12,13 55:4,5 dynamics 7:15</p> <hr/> <p style="text-align: center;">E</p> <hr/> <p>E 57:2 earn 18:18,21 East 48:12 49:17 Easter 56:9 economic 34:11 effect 10:6 effort 35:12 eight 9:10 32:2,8 39:15 45:13 either 7:17 17:20 24:16 26:4 41:21 44:12,15 53:9 electricity 22:14 elements 35:23 eleven 30:9 eligible 12:19 50:16 eliminated 16:5 43:10 45:25 eliminating 46:4 else's 27:10 employee 27:7 employees 13:18,19 50:20 employment 10:9 encourage 15:24 encouragement 10:9 enhancing 35:22 enjoy 22:14 32:25 56:9,11 enjoyable 33:14 equally 26:23 especially 20:9 47:24 48:4,10,16 ESQ 1:22,24 essentially 10:18 13:22 14:15 53:3 estimate 17:21 estimated 17:14 et 44:22</p>	<p>everybody 30:14 everyone's 54:18 exceeded 28:8 exciting 23:9 Excuse 49:14 executive 1:13 5:12 6:18 8:17 41:8 41:13 47:21 existence 49:25 existing 50:9 expect 4:2 16:16 expectation 7:10 30:13 expected 6:20 expenses 11:13,14 12:2 14:3 expensive 16:16 34:25 experience 17:5 experiment 31:10 32:18 expire 42:18 explain 15:13 49:24 express 45:5,13,15,17</p> <hr/> <p style="text-align: center;">F</p> <hr/> <p>F 57:2 facility 23:12 fact 17:9 20:18 factor 12:12 failure 26:21 fairly 7:3 9:10 10:8 14:8 16:12,16 29:6 Falco 1:24 2:9,10 24:9 36:6,7,10 37:3 40:7,23 47:10 55:7,8 fall 8:14 familiar 37:8 famine 20:4 21:2 far 2:14 26:9 50:17 fare 10:17 fares 11:4 faster 29:11 fault 27:4,11 favorable 33:8 feast 20:3,10 21:3 February 4:24 5:6,8 federal 8:25 15:24 36:20 fee 11:16 feel 48:13 feels 20:4 fees 16:14,14 fiasco 49:8 field 23:8 36:14,15 fifteen 22:8 45:6 fill 51:8 final 7:22 find 4:16 35:15,15 fine 54:19 fire 23:10,12 first 2:7 5:13 6:5 9:13 13:4 19:8 20:2 25:20 27:18 28:4 33:7,19 40:20,21 47:20 50:2 54:18 55:8 fit 51:10</p>	<p>five 8:24 18:7,10,22 21:25 22:9 23:22 25:9 27:23 29:8 46:6 fixed 10:24 11:16,22 12:23 13:19 14:17 25:9,10 50:17 flat 14:8 fleet 22:8 23:5 floor 7:11 focused 33:5 following 3:21 14:2 follows 3:20 forced 5:20 52:20 forces 14:25 forecast 16:15,22 forecasting 17:16 foregoing 57:6 formerly 43:6 forward 49:4,10 four 8:24,24 29:8 50:10 51:23 fourth 25:12,15 26:7 27:12,20,25 28:15,16 frame 3:17 Franklin 1:14 Freeport 29:7 44:10 46:3,6,14,16 46:22,24 47:6 frequency 32:24 35:17 fringe 13:12,25 15:7 front 5:24 43:14 fuel 11:24 13:15 15:11,17,19,21 16:10 fuels 15:23,25 full 50:12 funded 23:18 funding 6:3,5,8,10 23:19 36:18 43:5 47:20 52:20 53:6 funds 21:12 36:19 further 24:12 31:8 36:4 40:4 46:16 46:18,21,23 future 11:9 24:20 34:4 49:12</p> <hr/> <p style="text-align: center;">G</p> <hr/> <p>gap 32:5 garage 14:18,22,23 garages 38:2 gas 10:8 16:2 23:11 general 9:20 33:17 39:18 52:15 generally 17:10 30:22 generate 26:4 generates 27:21 28:9,18 getting 32:22 38:10 51:5 give 25:6 29:15 30:13 32:15 glimmer 50:3 go 5:15 6:24 8:22,23 11:16 12:14 14:5 15:4 20:12,23 21:21 23:24 27:6 30:11 31:20 32:12 33:23 35:10 36:10 38:15 40:20 goal 25:11,25 27:16,19 28:9,13,17 28:22 goals 27:23</p>
---	---	---

<p>goes 12:4,7 16:14 18:11 30:16 going 3:11 5:22 6:19 12:20 16:10 16:23,24 17:10,14 19:15 20:18,22 30:8,9 32:7,23 37:10 38:11 39:9 39:12,14 46:21 golf 50:23 good 2:2,10,13,16,23 4:7 17:11 21:8 24:2 28:6 31:16 34:8 36:7,9 39:3 47:17,18 Goodbye 56:12 gotten 44:23 governor 39:10 governor's 7:6 37:11 38:11 grant 23:18 37:11 39:16 graph 6:13 33:21 graphic 30:11 greatest 50:18 group 29:20 44:9 grow 53:2 guaranteed 18:17 guess 47:8 guys 27:6 48:8 49:3,8,10</p> <hr/> <p style="text-align: center;">H</p> <hr/> <p>half 6:13 30:23 35:19 hand 55:25 56:3 57:11 handle 50:10 hands 3:2,7 happen 19:2 33:20 happens 29:17 53:6 happy 25:18 28:3 47:22 Harborside 49:23 50:15 51:21 head 14:15,16 15:5,8 headway 32:23 headwind 31:21 health 15:10 healthy 21:3 hear 3:11 6:24 24:25,25 47:23 heard 8:16 30:22 40:22 44:23 52:15 53:24 hearing 11:2,4 heavier 25:16 heavily 45:7 heavy 29:6 35:4,13 38:20 45:9 held 3:4 help 4:9 37:18 39:2 48:14,23,24 helpful 39:24 50:6 Hempstead 30:12 35:5 41:20 43:12 43:14 48:21 hereunto 57:10 hesitation 55:10 Hi 51:19 Hicksville 37:9,23 38:5 39:13 42:11 43:12 high 10:8 higher 9:12 13:5,23,25 14:11 15:3,9 17:3 32:21 highlights 22:2 36:12</p>	<p>hire 33:2 history 18:22 hit 22:2 hold 38:15 holiday 56:10,10 home 42:3 56:9 hope 4:16 20:25 21:13 41:14 50:3 hopeful 6:24 52:22 hopefully 43:24 49:5,6,7,8,11 hoping 47:23 hour 11:24 28:21 35:6 42:6,8,9,25 43:22 45:19,20 hourly 42:16 43:19 hours 6:23 12:12,14 31:25 32:3 42:19 house 45:24 46:2 hubs 43:13 hundred 26:7,11 27:14 28:12 hurt 26:19</p> <hr/> <p style="text-align: center;">I</p> <hr/> <p>idea 34:16 ideal 47:5 impeding 22:23 implement 35:8 36:21 38:12 implementation 36:25 important 6:9 53:11 improve 21:4 29:10 31:11 34:4 improved 41:13,15 improvement 44:18 improvements 53:8 improving 33:5 incentive 26:4 28:10 included 11:19 includes 10:2,3 17:23 21:25 48:2 including 48:20 incorporated 12:2 increase 7:5,10,15 9:24 10:5 11:8 12:20,22 15:14,17 16:11 21:10 45:16 increases 14:12 increasing 44:18 indication 41:16 indicators 25:7 individual 29:19 industries 50:23 industry 13:13 inflation 12:9 information 24:17 informational 4:15 infrastructure 39:20 initial 52:24 initiative 37:10 injury 26:14 injustice 50:18 inside 29:16 install 22:17 23:4 installed 23:4</p>	<p>insufficiently 19:4 inter 38:2,4 interest 38:21,21,22 50:5 interested 29:5 38:25 interesting 4:17 18:3 39:17 intervals 42:8,17 43:2,21 intolerable 42:15 introduce 2:7 involved 39:25 issue 41:17 items 4:15 24:18</p> <hr/> <p style="text-align: center;">J</p> <hr/> <p>Jack 38:7 Jamaica 31:15 January 7:6 Jean 1:23 2:11 55:3 jobs 34:9 Joe 41:4 Joel 1:22 2:17 54:21 John 44:7 join 10:11 jump 4:17 June 8:4 20:23 21:14</p> <hr/> <p style="text-align: center;">K</p> <hr/> <p>Kamper 47:17 49:16,17 KATHLEEN 57:3,14 keep 27:11 key 44:25 kick 39:6 kicks 38:24 kind 11:25 18:17 26:23 32:14 35:2 51:2 kinds 34:10 know 17:19 30:25 31:2 37:16 38:9 40:17 47:3 48:20 54:18 knowing 32:7,12 Kornblum 51:19,20 52:8</p> <hr/> <p style="text-align: center;">L</p> <hr/> <p>labor 12:9,10 13:17,20 14:12 15:4 laboratory 31:13 lack 38:6 larger 34:5 35:24 largest 9:24 Larry 33:11 late 13:21 46:10 47:2 law 5:4 7:14 8:7 15:24 laws 15:16 learn 31:11 learned 17:5 Leases 18:2 left 2:9 34:16 legal 16:13,14 Legislative 1:13 legislature 7:8,9 8:14 legislature's 6:17</p>
--	--	--

let's 14:4 20:9 33:23 53:4,5,5,6
level 9:12,16 10:8,10 13:2,4,5,8
 14:9,11 19:12,13 25:11 33:10
 43:19
Levittown 41:5,18
liability 16:18 17:23
license 48:18
life 23:14 41:6 44:11
light 35:5
line 6:11 8:5,10 10:18 17:4 19:5
 46:14
lines 43:9
Link 34:16 48:7,13,24
liquidated 25:23 26:5 27:22 28:6,18
list 51:5
little 4:19 9:5 12:8,14,20,23 14:3,6
 14:14 16:15,21 24:23 29:10,15
 30:14 38:24 39:2 43:22,23
live 41:5,18 44:9 48:5,11 51:20
lived 41:6 44:10
LIVIO 1:23
local 39:19 45:8,11,18
located 47:5
long 20:2 51:7
longer 16:6 42:13
look 20:10 32:11 49:3
looking 39:2 49:4,10
looks 19:25
loop 50:10
losing 47:3,8
loss 9:20
lost 20:15 27:21
lot 20:4 22:4 34:13 44:20 45:2,15
 48:3,4,20,21
love 48:9,19 49:2
low 43:9
lower 7:17,19 9:14 13:2,3 14:9,15
 14:16 17:17 18:9,10 22:14
lubricants 15:12
Lyft 10:6

M

ma'am 47:14,14 49:19
main 15:5 46:21
maintain 10:20 19:11 30:15 32:5
maintenance 11:25 14:13,24 15:3
major 12:12 43:12,15
making 42:19
management 31:21 33:12
map 11:7 29:5
March 1:15 5:8 6:23 57:7
margin 18:12,14
Marketing 16:13
Martin 51:20
Martin's 38:7
match 8:6
matches 19:8
Materials 16:12

Matt 49:17
mayor 38:8
McGregor 44:7,8 47:12
Meadow 48:12 49:17
mean 26:13 39:21 45:9
means 26:15 27:18 31:21 42:2
 46:17
meeting 1:8 2:3 3:4 4:23 5:2,10 8:2
 20:23 35:11,25 42:23 53:19 55:24
 56:6
meetings 3:17 44:14
members 2:7 4:8 7:7 19:20 40:6
 47:17
mention 41:12
mentioned 13:17 20:8 45:22
merely 12:25
Merrick 48:6,11,15
Michael 1:24 3:13 4:5
middle 49:5
mile 11:23 30:7 31:7 50:10 51:3
miles 26:7,11 27:14 28:13
million 7:12 9:7 10:18 11:16 15:14
 15:20 17:15,20
millions 39:16
mind 54:13,14
Mineola 1:14 29:7 38:4,8
minus 15:21
minute 6:19 42:17,20 43:2,21 49:24
minutes 3:10,19 32:2,4,8,13 42:6,8
 42:16 45:6 46:7,8,11 51:23,24
missed 25:24 28:10,13
Mitchell 23:8 36:14
mix 22:7
mobile 38:2,4
mode 21:6,7 34:3
moment 11:14 12:5 36:11
money 20:14
month 11:15
monthly 11:16,19
months 13:2,3,4 14:10 16:3 25:19
 39:13
morning 45:4,5,18,19
motion 55:23
motorist's 27:4
move 4:3,9 6:2 54:3
moved 30:25 31:3 42:2

N

N 57:2
n21 51:25
n22 51:25
n23 50:9 51:21,24 52:2
n4 44:11,15,23 45:4,17 46:12
n41 45:22,23
n47 48:2,19
n49 42:10,22 43:6,11
n50 43:6
n51 48:2,4

n6 44:19,25
name 33:24 40:14 41:4 44:7 49:15
 49:16,21 51:19 52:5
names 54:18
Nassau 1:6 2:5 8:12 20:21 28:24
 33:25 34:8 41:6 48:6,16 52:18,25
natural 16:2 23:11
near 41:21
nearly 22:13
necessarily 5:23 26:14
necessary 43:5
need 4:19 9:5 14:6,24 15:13 17:6
 29:20 34:11 37:18 38:17 39:6
 42:25
needs 15:12 26:24,24 52:17 53:14
negligence 26:24
negotiated 12:11 13:21
negotiations 6:18
net 15:20 28:22
never 8:8 25:25 26:2 44:22 50:11
new 1:14 2:21 6:11 10:2 13:20
 14:12 22:5,8 23:3,9,14 30:19 31:2
 44:19 51:6 53:10 55:19 57:4
Newbridge 38:19 41:19,23 42:4
 43:6,13
news 28:6
nice 1:24 3:12,25 4:4 31:13 37:8,20
 38:16 44:14,16 50:5 55:17
NICE's 38:21
nine 13:3
nonvariable 11:20
north 41:20 42:5 46:21
northeast 10:4
noses 38:17
Notary 57:3
note 55:14
noted 56:13
notes 57:9
number 6:11 7:3,9,12,22,23 8:8,12
 8:15,20 9:5 10:17 16:20,23 17:8
 18:4,23 39:12
numbers 18:19

O

O 57:2
obligated 12:18
observe 13:9
offering 33:19
office 37:11 38:11
offset 14:11 15:9
oftentimes 46:9 47:2
okay 3:23 29:3 37:14 39:8,17 40:18
 40:20 47:15 51:18
old 23:13 31:3 41:19
once 53:10
ones 38:14,15 45:8
online 22:13
operate 11:22

<p>operated 10:22 operating 6:12 10:21 operation 28:21 operations 14:18 operator 14:7 22:22 operators 22:19,23 optimistic 10:10 option 41:22 order 2:4 22:10 53:8,17 55:16 ordered 34:20 Ordinarily 4:22 organization 40:17 original 38:4 outlets 44:21 outside 33:3 outstanding 28:16 overall 10:15 27:16 overhead 18:4,8 owe 25:22</p> <hr/> <p style="text-align: center;">P</p> <hr/> <p>P.M 1:16 56:13 pages 23:16,24 34:6 paid 26:25 Paratransit 10:25 12:6,13,21 13:18 22:5,7,9 25:9 27:23 28:14,21 park 50:24 part 6:16 14:19,20 21:23 35:14,21 partially 22:20 particular 41:17 particularly 12:9 15:10 23:16 28:15 38:19 42:10 47:4 partner 12:18 36:18 parts 14:25 pass 35:20 passed 16:3 53:4 55:15 passenger 9:6 22:21 29:8 34:24 passengers 22:25 28:20 32:16 33:4 34:21 35:19 50:13 51:8 52:3 Passover 56:10 paths 39:23 paving 23:8 36:14,15 paying 27:7 payment 25:23 26:5,6 27:22 28:10 28:19,23 people 10:11 15:2,22 30:21,23,24 35:20 37:8,20 38:16 40:19 44:21 45:2,11,12 48:3,15,20 50:12 52:11,16 54:15 people's 38:6 perceive 21:10 percent 7:4 9:11 13:15 18:7,11 21:10 25:12,17,21 26:3 28:8,9 33:8 performance 25:7,11,17,24 27:12 28:7 29:11,12 30:16 31:11 32:22 33:6 permission 5:25</p>	<p>person 32:6 personnel 13:11 14:25 Peter 1:22 2:22,25 phase 29:12 phone 34:21 Phonetic 33:11 picture 10:20 piece 25:4 41:10,11 place 4:21 31:16 44:17 57:8 places 10:4 35:3,4 plan 3:24 4:13,18,22 20:20 21:24 21:24,25 24:6 33:25 34:5 35:10 35:14,21,24 36:12 53:22 54:4 55:16 planning 24:19 36:22 plans 21:4 38:14 play 8:7 please 3:8,17 40:14,17 55:14 pleased 30:22 31:6 Plexiglass 22:19 plus 10:7,8 17:25 PM 42:12 point 26:9,10 poor 26:8 28:15 Port 50:4 51:3 position 20:5 possible 3:23 21:9,11 50:13 possibly 7:18 20:11 48:9 practice 18:6 preceding 17:18 predecessor 41:9 prefer 41:25 prepared 36:3 41:2 present 1:21 42:3 presentation 3:12,14 4:19 5:15,23 20:6,19 24:5,13 40:10 pretty 7:23 8:15 13:13,14 26:2 44:10 preventable 26:13,20,22 27:2,4,9 preventables 26:12 27:13 prevented 26:16 27:5,10 previous 4:22 18:8 primarily 15:17 primary 4:10,11 prior 11:5 prioritize 53:7 private 50:21 probably 5:2 6:20 8:16 10:7 24:2 51:22 problem 46:4,13 problematic 47:7 problems 40:13 procedure 3:15 proceed 21:22 24:22 process 4:20 22:17 39:12 procurements 23:22 productivity 28:20 profit 18:13,15,18</p>	<p>program 48:8,13 project 22:17 23:19 39:14 projects 23:17,23 36:22,23 property 26:15 propose 11:3 proposing 37:22 47:21 48:8 protect 22:18,22 provide 26:21 provisions 16:5 public 3:15,16,16,21 5:4 11:2,4 24:15,24 32:20 40:12,24 49:22 52:10 53:25 57:3 public's 38:22 publishing 31:22 pulling 26:17 pullouts 25:25 28:11 put 22:10</p> <hr/> <p style="text-align: center;">Q</p> <hr/> <p>quarter 9:13 25:6,13,15,20 26:8,8 27:13,20,25 28:4,15,17 30:7 31:7 33:7 quarterly 33:2,3 question 19:22 36:11 37:2 42:21 51:2 53:16 questions 19:17,20 21:18 28:25 36:5 37:5,15 quick 52:12 quicker 30:14 quite 9:3 27:16 33:6,13</p> <hr/> <p style="text-align: center;">R</p> <hr/> <p>R 57:2 radical 31:18 railroad 42:11,14 raise 3:7 raises 55:25 56:3 Ralph 41:13 ran 42:24 range 26:3 rate 11:19,23 12:3,6 33:19 rates 11:15 13:24 rating 33:9 ratio 27:24 rationalizing 29:14 re-rationalizing 30:5 reach 43:18 reached 13:22 23:13 read 23:17 40:25 real 34:21 48:11 realistic 17:6 realize 38:25 really 4:12 8:7 9:4 23:25 30:25 33:14,18,19 47:22,23 48:9,12,14 48:18,18,23 49:4,10 reason 28:16 41:11 42:21 reasons 9:8 recall 5:3 6:3 14:19</p>
---	--	--

<p> receipt 3:3 received 3:6,10 reception 32:20 recommend 5:20 38:16 recommendation 5:6,11 6:7 7:6 24:6 recommendations 38:10 record 3:9 49:15 52:5 57:6 redesign 30:5 redesigned 34:12 39:21 reduce 10:16 35:17 reduced 14:23 15:8 43:8 reduction 9:17 13:6 14:14 reductions 11:3,12 reengineer 29:9 reflect 3:8 reflected 13:24,25 reflection 12:15 17:9 reflects 17:24 reform 16:2 regarding 36:11 registered 41:7 regularly 8:3 relates 23:21 relationship 13:12 relatively 5:17 reliable 8:15 32:16 relief 11:10 rely 8:20 remain 41:3 remainder 19:13 remarks 21:15 36:3 41:16 remember 9:9 12:16 21:9 remove 30:9 rentals 18:2 repeat 54:20 report 25:6,19,20 28:4 32:18 35:9 represent 41:4 44:8 representing 40:15,16 49:18 Republican 41:7 request 4:12 12:21 requests 12:19 require 25:5 required 8:5,7 11:5 requires 5:5 residents 50:19 resolution 3:23 54:3 55:15 resources 35:15,16 respond 36:4 53:13 response 21:20 24:20 29:2 55:21 responsibility 36:16 responsive 35:2 37:2 rest 9:25 23:5 restructuring 37:23 results 30:20 33:14 retired 41:23 return 18:17 revenue 9:6 10:17,19,20 19:11 </p>	<p> revenues 19:9 review 20:11 53:21 reviewing 3:22 revitalization 37:9 rid 31:19 ridden 45:7 ride 30:14 34:23 ridership 9:20,25 10:14,16 35:13 43:9 right 2:14 4:3,18 6:19 7:16 9:22 18:19 19:16 20:25 22:7 29:7 35:11 36:24 39:13 45:24,25 46:5 52:7 risk 18:13,14,16,25,25 Road 38:19 41:19,19,23 42:5 43:7 43:14 50:4,11,14,22 Rockville 14:22 roll 2:8 54:14 rolled 5:9 room 14:25 50:13 Roosevelt 1:13 Rosario 1:23 2:15,16 24:10 54:6,7 54:25 55:2,25 56:2 round 42:7 route 10:24 11:22 12:23 13:19 14:18 25:9,10 29:6,10 30:8 31:14 44:11,15 45:23 50:7,9,17 51:6,7 51:24 routes 20:10 30:3 31:12 35:14,18 35:20,23 39:22 47:25 row 40:21 44:5 run 45:5,15 runs 43:13 rush 35:6 42:9 43:22 45:19,19 </p> <hr/> <p style="text-align: center;">S</p> <hr/> <p> safely 56:9 safety 17:12 22:17 38:18 sake 38:18 salaries 13:11 Saturday 42:15 Saturdays 43:20 savings 14:20 saw 9:23,24,25 43:16 saying 18:14 says 7:14 31:23 scanning 27:8 schedule 31:19 34:20 scheduled 8:3 scheduling 32:23 42:20 search 22:6 second 8:5 14:22 44:16 54:9,10 secondly 9:19 30:15 seconds 56:5 secure 9:3 see 6:12 7:9 11:7 12:13,22,23 14:7 14:13 15:14 16:9 18:11 30:10 31:9 34:16 35:12 48:9,19 49:2,6 </p>	<p> 50:2,8 53:5 seed 39:16 seeing 5:14 14:8 17:18,19 49:5 seen 50:11 seniors 50:15 sense 33:17 separate 13:17 September 3:5 25:14 serious 26:23 serve 12:18 service 5:21 8:19 9:10,13,16,17 10:15,21,24,25 11:2,12,21,24 12:12,13,21 13:6,8 14:9,19,21 19:12 20:14,16,21 21:5,7 22:11 24:18 29:4 32:16 33:19,25 34:2,4 34:9,12,18 35:2,16,22,22 42:4,15 43:3,7,19 44:18 45:17,18 47:24 48:24,25 49:7,11 50:4 53:5,9,10 services 15:10 35:18 set 51:11 57:10 Setzer 1:24 3:13 4:5,7 19:21,25 20:17 21:19,21,23 24:11,16 25:3 29:3 36:8,9,17 37:6,7,13,17,21 39:3,17 40:3,5,8,9,13 44:2,3 47:19 51:13,15 52:10,13 53:23 Setzer's 3:14 41:15 seven 9:5 seven-million-seven 8:10 severely 43:7 shared 34:23 Sharon 36:24 SHELDON 1:19 Shore 50:4,10,14,22 shortfall 25:24 shorthand 19:10 shortly 19:15 22:11 show 3:2 12:4 33:20 showed 19:9 showing 32:25 shown 34:15 Shrenkel 1:19 2:2,11,14,17,20,24 3:8 19:19,24 21:17,21 24:11,21 36:6 37:4 40:4,9 44:4 47:11 49:14 49:19 51:10 52:4,7,9 53:20 54:7 54:10,19,22,25 55:4,7,12,12,22 56:2,4 side 35:11 sidewalks 39:23 signage 32:13 signal 27:6 significant 5:21 16:20 significantly 28:8 similar 16:13 simple 5:18 sir 40:21 44:4 51:18 52:4 sitting 20:5 45:10 situation 31:4 41:14 situations 52:21,24 </p>
---	--	---

<p> six 8:24 18:21 slide 19:8 34:15 slides 4:9 5:22 slightly 13:5,23,24 14:9,15 15:8,9 18:10 slipped 27:20 28:2 slow 10:13 small 12:22 15:11 18:4 smaller 34:17,19 snowstorms 38:20 somebody 27:10 Somewhat 37:3 soon 30:17 53:16 sooner 6:25 sorry 5:14 47:16 49:16 sort 29:22 34:22 45:14 52:22 sound 23:9 source 23:18 sources 36:21 south 41:21 42:5 46:15 southeast 35:7 space 22:21 spacing 45:3 speaker 40:25 speakers 53:14 special 8:2 16:4 specifically 36:13 specified 5:3 25:7 spot 7:20 spreads 23:20 stabilize 53:5 standard 13:13,14 standees 42:24 start 6:2 23:6 34:7 54:13 started 20:20 starts 29:13 state 6:11,17,22 7:8 36:20 40:14 49:15 52:5 53:6 57:4 statement 41:2 station 22:12 37:24 42:12 46:3,6,14 46:16,22,24 47:6 51:4 stay 15:6,7 stenographic 57:9 step 8:22 stick 38:16 STOA 7:5 21:9,11 stop 19:14,16 24:4 26:17 29:21 30:24 31:2,8,24 32:7,12 45:8,10 46:2,5,13,15,20,23 47:4,8 stops 29:14,18 30:2,6,8 45:23,24 straight 46:14 straighten 30:10,11 straightforward 5:17 Street 43:15 students 48:5 stuff 29:25 submission 5:5 submissions 39:10 </p>	<p> submitted 5:11 38:12 substitute 34:17 subway 32:10,11 success 17:12 successful 38:9 suggesting 50:6 summer 35:8 supervisory 14:24 supplies 16:12 supposed 38:5 suppression 23:10,12 sure 12:15 25:3 27:24 39:8 52:21 54:17 surprise 52:16 surprised 7:25 surprises 19:2 survey 33:2,4 system 6:4 23:10,12 29:17 41:10 44:16 47:22 48:14 </p> <hr/> <p style="text-align: center;">T</p> <hr/> <p> T 57:2,2 table 14:2 take 19:16 24:22 29:21 35:24 45:23 46:11 54:12 taken 44:22 53:10 57:6 takes 46:5,15 talk 4:19 11:11 33:23 53:18 talked 12:11 talking 20:3 26:12 38:3 tax 15:16,21,24 16:2,5,6 team 33:12 51:12 technique 31:17 technology 30:19 32:5 tell 25:18 28:3 30:17,20 33:15 ten 32:4 39:15 42:8 43:2 45:11 46:6 46:8,11 tend 22:2 terms 44:17 45:3,21 thank 2:4,24 4:6,8 21:16 24:7,9,10 37:3 40:2,3,7,8,10,21 43:25 44:2 44:3,6 47:10,11 49:13,20 51:8 52:13 53:20 54:8,11 56:7,11 Thankfully 42:13 Theodore 1:13 thing 20:7 32:15 33:22 51:24 52:2 things 10:12,14 11:23 21:5 24:18 29:16 37:24 39:23 47:20 think 5:9,13,15 6:21 7:15,20,24 8:14,19 9:22 11:9 14:5 19:10 20:25 21:11 24:2 30:21 31:5,9 34:24 44:21 50:11,12,17 51:7 52:14 third 8:10 thirty 42:5 thoroughfares 43:15 thought 20:7 thoughts 53:25 </p>	<p> thousand 26:7,11 27:14 28:12 29:8 three 3:19 8:24 13:4 14:10 25:8,10 25:19 49:25 51:3,23,23 three-fourths 9:18 three-quarters 10:23 27:19 thumbnail 53:3 time 5:8,13 6:15 12:11 19:21 20:2,2 20:9 24:3,14,23 25:10,16,24 27:8 28:3,7 29:12,18 30:16 32:21 34:21 35:25 40:11 42:2 43:2 46:8 46:10,18,20,25 50:2 53:21 54:2 55:8 56:13 57:8 times 44:25 timetable 5:3 31:22 tires 11:25 13:15 TLC 10:7 today 4:2,11 10:21 30:22 35:21 today's 3:11 55:14 told 44:14 tomorrow 7:2 38:13 39:5,11 Tony 1:23 2:15 54:24 top 9:23 Torcivia 40:22,24 41:4 total 15:21 18:7 19:7 touch 6:9 14:6 20:18,22 touched 36:12 tough 25:12 town 40:14 50:24 track 27:11 traffic 25:15 27:6 trafficked 45:7 train 37:24 51:4 transcript 3:4 57:9 transfer 48:22 Transfers 42:18 transit 1:7 2:6 8:19 10:2 12:17 20:21 29:15,17 30:12 31:15 34:9 52:18 transportation 3:13,25 4:5 39:20 41:10 43:13 55:17 treat 26:22,25 27:3 trends 17:25,25 trip 12:19 29:11 42:22 trips 29:8 43:22 true 57:8 truly 18:16 try 29:10 31:16 trying 31:10 32:14 turn 34:25 turned 33:18 Turnpike 35:6 41:20 43:14 turns 32:9 twelve 13:2 twice 48:22 two 9:8,24 10:4,14 13:17 20:16 23:16,24 27:15 34:13,14 35:23 42:10,19 43:22 45:12 51:22 two-thirds 13:10 </p>
---	--	---

type 51:11 typical 31:4	30:11 32:9,15 41:2,17 51:17 ways 34:13,13,14,14 we'll 4:15 11:12 30:17 31:9 47:15 we're 3:11 7:7 15:18 16:23 17:15 19:14 20:3,25 21:8,14 22:16 27:15 29:9 30:5,5,8,15 31:5,12 32:14,21 36:17 we've 12:10 16:25 17:5,11 19:11 22:8 30:2,22 33:5,18 53:24 week 48:23 weekday 42:3,7,9 weekdays 43:20 welcome 2:5,21 3:15 4:4 west 10:5 50:4,10,14,22 wheelchair 22:9 WHEREOF 57:10 whichever 18:9 Wi-Fi 44:21 winning 39:15 winter 38:20 wisdom 38:7 wish 7:8,9 WITNESS 57:10 wondering 12:3 word 18:15 work 35:3 39:18 48:22 worked 23:2 Workers' 17:23 working 20:20 33:13 works 6:4 worse 28:17 42:9 52:21 worth 16:8 42:18 wound 38:7 wrestle 6:15 wrestling 21:14 wrong 16:25 27:25	<hr/> 0 <hr/> 0 28:11,11 <hr/> 1 <hr/> 1 6:11 10:18 29:12 1.2 27:16 28:13 1.22 27:18 1.3 28:22 1.35 28:22 1.39 27:13 10:00 32:3 11 17:15,20 11501 1:14 11th 57:11 129,848,906 19:7,14 14 26:2 15 5:6,8 22:5 15,000 28:23 150 50:20 1550 1:14 1998 38:5 <hr/> 2 <hr/> 2,000,000 16:8 2012 41:11 2017 3:5 9:11 13:22 2018 1:15 3:24 4:13,21 19:7 22:5 53:22 54:4 55:16 57:7,11 22 29:13 22nd 30:17 28 3:5 29 1:15 29th 57:7 <hr/> 3 <hr/> 3 11:16,17 15:20 32:3 3-29-18 2:1 3:1 4:1 5:1 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 3:19 42:23 300 31:8 50:15 36 13:14 <hr/> 4 <hr/> 4.00 12:4 4:20 42:12 40 29:5 30:2 31:12 41 9:23 29:6 30:3 31:13 43 10:17 48 6:23 49.18 12:7 49.91 12:8
<hr/> U <hr/> U.S 9:22 Uber 10:6 34:22 51:11 ultimately 20:13 unanimously 55:15 underserved 48:12 understand 43:4,10 44:12 48:3 underway 23:5 unfair 37:15 unfavorable 17:2 Unfortunately 54:17 union 23:3 unknown 6:14 unmet 52:17 unpleasant 19:2 upcoming 22:3 updates 29:4 upgrade 36:13 upgraded 22:12 23:7 upgrading 36:15 upward 7:12 urbanized 9:21 use 5:22 15:24 23:10 24:2 32:5,10 33:24 42:13 47:25,25 48:3,6 useful 23:14 Utilities 16:17 utilized 43:4	<hr/> V <hr/> variable 11:22 12:3 vary 11:21,23 vehicle 26:18 vehicles 22:7 version 19:10 53:3 virtually 9:21 15:6,7 visionary 33:24 vote 54:12,15,23 55:10 voted 41:8 votes 55:13	
<hr/> W <hr/> wage 13:23 14:11 wages 11:24 13:11 14:7,13 15:3,4,6 wait 32:8 42:25 46:4 waiting 45:14 walk 31:7,7 32:6 46:8,18,25 47:7 51:3 walking 50:25 want 2:4 4:2 7:21 21:6 23:25 24:13 31:3 37:14 39:18 44:4 51:5 52:11 56:7,8 wanted 33:22 35:10 47:19 Washington 50:5 51:3 watched 41:9 way 6:4 17:2,4,24 22:22 24:17	<hr/> X <hr/> <hr/> Y <hr/> yards 31:8 yeah 39:3 43:23 year 5:18,20 6:16 8:6 9:2,8,12,14 9:14,18,19 10:15,23 12:24,25 13:3,5,9,14,14,21,22 14:4,4,11,21 15:20 16:17,22,25 17:7,11,11,14 17:15,16 18:12,12,24 19:3,13 20:13 21:13,25 22:3 23:7 25:13 25:21 27:17 28:2,5 31:17 33:8 34:4,19 49:6 year's 18:8 years 4:23 5:19 11:10 17:18 18:21 20:16 23:2,20 27:15 34:5 39:15 43:8 50:2 52:19 York 1:14 6:11 10:2 57:4	
	<hr/> Z <hr/> zone 35:7	

5		
5 15:19 5,000 25:22 27:21 28:6,10,18 5:05 1:16 50 50:20		
6		
6 7:12 6:05 56:13 60 30:7 64 25:17 68 7:12		
7		
7:00 31:25 42:12 7:32 31:24 32:11 70 25:11,21 28:8 43:21 50:22 75.1 28:9		
8		
89 33:8		
9		
9:00 31:25 90 42:16,17,20 43:21		