Thinking Regionally:
TEA-21 Reauthorization and Beyond

May 20, 2003

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email: rudin.center@nyu.edu • www.nyu.edu/wagner/rudincenter
ABOUT THE RUDIN CENTER FOR TRANSPORTATION POLICY & MANAGEMENT

Established in 1996 at New York University’s Robert F. Wagner Graduate School of Public Service, and named in September 2000 in recognition of a generous gift to NYU in support of the Center, the Rudin Center for Transportation Policy and Management is currently led by Elliot (Lee) G. Sander, Director, and Allison L. C. de Cerreño, Ph.D., Co-Director.

The mission of the Rudin Center for Transportation Policy and Management is to encourage innovative thinking and action in transportation management and policy.

With a team of Visiting Scholars drawn from both the transportation and academic communities, the Rudin Center conducts research and conferences, provides education and training, and promotes and supports key policy networks in the field of transportation policy and management. A number of publications are produced each year, based on the research, conferences, and training carried out by the Rudin Center.
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EXECUTIVE SUMMARY

On May 20, 2003, The NYU Wagner Rudin Center for Transportation Policy & Management and the Federal Reserve Bank of New York, with co-sponsorship from the University Transportation Research Center (UTRC), co-hosted the conference, Thinking Regionally: TEA-21 Reauthorization and Beyond, to consider the regional implications of the upcoming reauthorization of surface transportation funding. The short-term goal of the conference was to generate a consensus among regional policymakers and leaders around points of shared interest, and in particular, ensuring adequate levels of funding for the Tri-State region to meet multiple transportation needs. The long-term vision was to create a foundation for sustained regional dialogue and cooperation around transportation policy.

Thinking Regionally brought together the region’s three State Department of Transportation Commissioners, Joseph H. Boardman (NY), James F. Byrnes, Jr. (CT), and Jack Lettiere (NJ), with Iris Weinshall, Commissioner of the New York City Department of Transportation, and Congressman Jerrold Nadler. Christine M. Cumming, Executive Vice President and Director of Research at the Federal Reserve Bank of New York, Elliot G. Sander, Director of the Rudin Center for Transportation Policy & Management, and Constantine Sidamon-Eristoff, Managing Director of the East of Hudson Rail Freight Operations Task Force, also provided remarks. Christopher Bruhl, President and CEO of the Business Council of Southwestern Connecticut (SACIA) acted as moderator. The 70 conference participants represented business, civic groups, academe, as well as regional governments and agencies.

The conference took place against the backdrop of the ongoing discussions surrounding this round of surface transportation reauthorization. To provide context for the significance of reauthorization to the Tri-State region, formal remarks revolved around three points:

- The importance of the three States to each other;
- The importance of the Tri-State region to the national economy; and
- The critical role that transportation plays in the regional and national economy.

The underlying premise of Thinking Regionally was that the region is interconnected on many levels, yet institutional structures and habits act as fundamental barriers to the cross-jurisdictional cooperation necessary for making advancements in transportation. Addressing issues within a regional perspective is, in many cases, the only way to chart a course of action for transportation issues. However, politics and financing remain piecemeal and parochial in the Tri-State region with no avenue for cross-jurisdictional public investments or even setting regional agendas. The multiplicity of agencies within and across the states, results in fragmented planning and authority that does not reflect contemporary needs and trends in transportation. Thus, it is essential that agencies and decision-makers across the region communicate and cooperate consistently and continuously to overcome this institutional setback.

In order to advance a shared agenda, the following actions were suggested:

- Construct a regional physical demonstration project
- Institute a grading system for participation in regional projects
- Restructure the region’s Departments of Transportation to integrate across jurisdictions
- Establish a more formal means for exchanging information between States
- Expand the notion of “regional” to non-neighboring states and gather new allies
- Conduct a new national policy study of transportation

Vying for reauthorization funds for the northeast is particularly dependent on regional cooperation. A reauthorization bill that attends to the needs of the northeast is important to the region and nation, yet winning such a bill is precarious because, as Mr. Bruhl explained, the Tri-State is a “transit-rich region in a transit-hostile nation.” Nevertheless, he and other participants believe there is potential for bringing a regional agenda to the fore through a collaborative effort in which together we are “amply powerful and amply creative.” Thinking Regionally was an important first step in building a foundation for a cooperative effort by identifying areas of shared interest, including funding levels and allocations; redundancy and security; freight; and, educating and involving other sectors.
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INTRODUCTION

On May 20, 2003, The NYU Wagner Rudin Center for Transportation Policy & Management and the Federal Reserve Bank of New York, with co-sponsorship from the University Transportation Research Center (UTRC), co-hosted the conference, Thinking Regionally: TEA-21 Reauthorization and Beyond, to consider the regional implications of the upcoming reauthorization of surface transportation funding. The conference brought together the region’s three State Department of Transportation Commissioners, Joseph H. Boardman (NY), James F. Byrnes, Jr. (CT), and Jack Lettieri (NJ), with Iris Weinshall, Commissioner of the New York City Department of Transportation, and Congressman Jerrold Nadler. Christine M. Cumming, Executive Vice President and Director of Research at the Federal Reserve Bank of New York, Elliot G. Sander, Director of the Rudin Center for Transportation Policy & Management, and Constantine Sidamon-Erristoff, Managing Director of the East of Hudson Rail Freight Operations Task Force, also provided remarks. Christopher Bruhl, President and CEO of the Business Council of Southwestern Connecticut (SACIA) acted as moderator. The 70 conference participants represented business, civic groups, academe, as well as regional governments and agencies.

The underlying premise of Thinking Regionally was that the region is profoundly interconnected, yet institutional structures and habits act as fundamental barriers to cross-jurisdictional cooperation necessary for making advancements in transportation. Addressing issues within a regional perspective is, in many cases, the only way to successfully compete for funds and implement projects, however, politics and financing remain piecemeal and parochial in the Tri-State region with no avenue for cross-jurisdictional public investments or even setting regional agendas. The multiplicity of agencies within and across the states, results in fragmented planning and authority that does not reflect contemporary needs and trends in transportation. Commissioner Lettieri expressed frustration, for example, with the reality that to relieve truck traffic in New Jersey, investments in New York and Pennsylvania are required. Yet the avenues for coordination across state borders are not in place. Thus, the short-term goal of the conference was to generate a consensus among regional policymakers and leaders around points of shared interest, and in particular, ensuring adequate levels of funding for the Tri-State region to meet multiple transportation needs. The long-term vision was to create a foundation for sustained regional dialogue and cooperation around transportation policy.

The conference took place against the backdrop of the ongoing discussions surrounding this round of surface transportation reauthorization. To provide context for the significance of reauthorization to the Tri-State region, formal remarks revolved around three points:

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- The importance of the Tri-State region to the national economy; and
- The critical role that transportation plays in the regional and national economy.

Vying for reauthorization funds for the northeast is particularly dependent on regional cooperation. A reauthorization bill that attends to the needs of the northeast is important to the region and nation, yet winning such a bill is precarious because, as Mr. Bruhl explained, the Tri-State is a “transit-rich region in a transit-hostile nation.” Nevertheless, he and other participants believe there is potential for bringing a regional agenda to the fore through a collaborative effort in which together we are “amply powerful and amply creative.” Thinking Regionally began to build a foundation for a cooperative effort by identifying areas of shared interest, including: funding levels and allocations; redundancy and security; freight; and, educating and involving other sectors.

THE TRI-STATE REGION, TRANSPORTATION AND THE NATIONAL ECONOMY

Christine Cumming opened the session by describing the special interdependent relationship of New York, New Jersey, and Connecticut. Not only do the three States make up each other’s markets and vendors, they also contribute to each others’ strengths and risks. Every day 750,000 people flow from the surrounding region into New York City. Another 250,000 make the opposite commute from the City to jobs in the suburbs of Connecticut and New Jersey. Indeed, the number of jobs in the suburbs around
New York City has increased dramatically in the past three decades, transforming what were once bedroom communities into economic centers in their own right. The underlying power, telecommunications, and transportation infrastructure spans an even larger region, from Pennsylvania to Massachusetts. New Jersey sends 100,000 to work in Pennsylvania each morning and, similarly, Connecticut sends 20,000 to Westchester and over 10,000 to work in Massachusetts. To provide some perspective, the volume of people moved each day as a matter of routine on the region’s transportation system is equivalent to the entire population of three large cities.

With respect to the importance of the Tri-State region to the nation, Christopher Bruhl explained that together, the States of this region serve as the premier portal for goods, services, and people into the United States. It is the international gateway into North America; the crossroads of the global financial market; a media, medical and academic nexus; and, the cultural capital of the nation. New York and New Jersey alone are home to 6 percent of the national population; the northeast (from Washington to Boston) is home to 20 percent.

Within the Tri-State region are a critical port, two international airports, one national airport, multiple smaller airports, and a network of commuter rail, light rail, roads, bridges, tunnels and highways, unmatched elsewhere in the nation with respect to the volume of people, goods and freight moved each day. The region exists as a hub of commerce and activity in no small part because of transportation investments made in the first half of the 20th Century. However, our society, economy, demographics, way of doing business, and lifestyles have changed since then, while our transportation system, in terms of infrastructure as well as management, has not modernized accordingly. People, goods, and infrastructure are all crossing borders, while the institutions that determine transportation policy are not. As a result, the region’s transportation system is unable to meet the new demands generated by this regional integration.

Transportation is critical to economic vitality. Thus, to keep the Tri-State region competitive, not only is basic infrastructure maintenance needed, but improvements to the expansive network are essential as well. The Port of New York and New Jersey is a critical portal yet flawed by its disconnection from the mainland. Moreover, Congressman Nadler explained, the New York-New Jersey Harbor needs to be deepened to keep pace with the trend in shipping towards larger hulls; if it cannot accommodate the newer ships, business will be lost to those ports outside the region which can. This disconnect is seen throughout the system and affects all modes. Our airports are valuable portals that lack sufficient and efficient linkages to rail and roadway. Commissioner Byrnes pointed out that intercity passenger rail is inadequate and must be improved to serve the huge daily movement of people along the northeast corridor. The lack of an efficient and effective intermodal system has serious implications well beyond transportation. As Commissioner Boardman explained, a streamlined and connected transportation system that integrates trade management, technology, throughput, and the cost of doing business is critical for the region’s competitive edge. Without this, trade decreases, congestion increases, and quality of life and standard of living decline.

It has become increasingly difficult to assume that the Tri-State region will forever hold an unchallenged central role in the national economy as other cities invest in modern transportation systems and begin to rise as real competitors. What is jeopardizing the region’s position and health? There are too many priority agenda items and too few resources according to Mr. Bruhl. Generating a laundry list of projects is not sufficient in a time of economic difficulty. The region must make hard choices and engage in collective advocacy for a shared portfolio of investments. Agencies and decision makers from each state must balance their own agendas with a regional agenda that will accrue benefits for all in the longer-term, otherwise no projects will muster the political and financial strength to move forward.

**Shared Interests**

Four critical areas of shared interest emerged from the presentations and ensuing discussion: 1) funding and allocation; 2) redundancy and security; 3) freight; and, 4) educating and involving other sectors.
1) Funding Levels and Allocation

Recently the American Association of State Highway & Transportation Officials (AASHTO) estimated that to improve our transportation system nationally, an average annual investment by all levels of government of $170 billion will be needed over the next 20 years. Just to maintain the system, an average annual investment of $111 billion will be necessary over the same period. The US Department of Transportation estimates are somewhat lower but still significant, with forecasts of $112.7 billion to improve the system and $90.7 billion to maintain. The need for a reauthorization bill that attends to the needs of the northeastern transportation system cannot be over emphasized. Yet without a strong and unified agenda from the region, the potential for under-funding in this reauthorization is severe, particularly given the current political dynamics in Washington, DC. As Congressman Nadler shared, 40 years ago, New York held 45 seats in the House; today there are 29 and very few of them hold Committee positions.

One proposal from the States’ Highway Alliance for Real Equity (SHARE) coalition is of particular concern to the Tri-State region since it advocates redistributing federal funds amongst the states in relation to the amount each state contributes to the Highway Trust Fund. The 22 states that back the SHARE proposal base their argument on the premise that as “donor” states, contributing more to the HTF than they receive, they are due an increase in returns. Almost all of the northeastern states, including all of New England, New York, and Pennsylvania would suffer considerable reductions in funding if this proposal were to advance as the new reauthorization bill even though their transportation needs are much greater and maintaining healthy networks in this region is vital to the nation.

The US Department of Transportation issued its own reauthorization proposal—the Safe, Accountable, Flexible, and Efficient Transportation Equity Act of 2003 (SAFETEA)—which designates $46 billion over six years, well below the projected needs. SAFETEA proposes to modify the match for federal to local funds; of particular concern would be the change to a 50/50 match for public transit, well below the current 80/20 match. According to Commissioner Lettierie, in practice States collectively contribute approximately 50 percent of investments on maintaining infrastructure and service; an already extraordinary burden. Decreasing the federal contribution would further constrict a state’s ability to pay for transportation investments. The Tri-State States, with large public transportation systems, could potentially go bankrupt trying to maintain their systems on such a high proportion of state and local monies. Further, as Commissioner Byrnes elaborated, such a reduction in the federal match on transit sends the wrong message, suggesting that transit is just an “add-on” to the transportation system instead of something integral to our region’s network.

While debates rage over how to distribute funding, there is agreement on the need to grow the overall port of monies for transportation. However, agreement ends there with an equally heated debate over how to raise the funds. Congressman Nadler pointed out that the Transportation and Infrastructure Committee has proposed an increase to the gas tax of $0.054 to cover some transportation costs, and while anathema to House leadership and the Administration, Congressman Nadler believes the proposal has a chance, though slight, of gaining sufficient support.

2) Redundancy and Security

Redundancy and security in transportation came to the forefront of the political scene after September 11, 2001 when it was made clear that lack of redundancy sends a ripple effect out from the center of an emergency, complicating a situation for days after. Insufficient redundancy in entry and exit points to the New York Metropolitan Area presents both a security and emergency management challenge, and stresses individual infrastructure. For example, according to Congressman Nadler, 90 percent of all truck traffic to and from Manhattan across the Hudson River crosses the George Washington Bridge. The port network as well lacks redundancy with respect to its channels. All it would take, according to Congressman Nadler, is one sunken ship in Kill Van Kull to shut the entire channel down for a year. At a

* A recent report by the NYU Wagner Rudin Center reviews this transportation “donor-donee” debate and explains why a larger perspective is needed in determining what is each State’s equitable share. Dividing the Pie: Placing the Donor-Donee Debate in Perspective, is available from the Rudin Center at (212) 998-7545, or on our website at www.nyu.edu/wagner/rudincenter.
time when there is already stiff competition from Norfolk and Halifax, the security of the Port of New York & New Jersey needs to be ensured. Congressman Nadler noted that the Port Authority is in the process of blasting and dredging the harbor but additional ports in Bayonne or Brooklyn would provide much needed supplements and would not lead to increased competition within the region, but would make the port more competitive with other ports outside the region.

Intermodal systems, including highway, rail, water and air, are important to building a redundant transportation network nationally. However, an intermodal approach to transportation is not considered at the federal level, and is, in fact, discouraged by the fragmented organization of federal agencies. Commissioner Byrnes noted that the USDOT SAFETEA proposal does not specifically address intermodal development. He emphasized that federal support in the form of flexible funding and federal mandates would be a positive first step for intermodal development.

3) Freight

The Tri-State region represents the third largest economy in the world behind Japan and the United States. Despite the huge quantity of freight that moves through the region, there is no single institution dedicated to freight management, resulting in what one senior-level agency participant referred to as an abysmal lack of coordination in freight planning and movement. Currently the region is dependent on trucks for freight movement and future projections look bleak. According to Congressman Nadler, a 2-3 percent increase in the growth rate will result in 79 percent growth in truck traffic. The Hudson River crossings to Canada alone expect to see a 30-40 percent growth in truck traffic—in effect reducing the River to as much of a barrier as it was before the bridges were built. Aside from the toll such traffic would take on quality of life, existing infrastructure cannot handle this volume and would, as a result, Commissioner Boardman warned, place an artificially low ceiling on economic growth in the region.

Commissioner Boardman cautioned that even with rail improvements, trucks will continue to dominate as the mode of choice in goods movement for the foreseeable future because of their flexibility and the expansive existing foundation of roadway infrastructure. Meanwhile, trends in delivery of goods are changing due to an increased demand for just-in-time delivery. Reliability is becoming more important than mobility; however, it is threatened by the fact that congestion is on the rise and adequate alternatives to trucking are non-existent. Commissioner Boardman suggested conducting a national policy study to gain understanding of the challenges unique to this era of new trade patterns.

A Rail Freight Tunnel from New Jersey to Brooklyn, one proposed solution to truck dependency, estimates transferring 1 million trucks to rail freight. Congressman Nadler is the most ardent advocate of this project and noted that Representative James Oberstar, ranking Democrat on the House Transportation and Infrastructure Committee, considers the freight tunnel a high priority project for national security as well. The Draft Environmental Impact Statement submitted in May, and expected to go public in July, found that New Jersey would benefit most from the tunnel, followed by New York and Connecticut.

4) Educating and Involving Other Sectors

Transportation, according to Mr. Bruhl, is too important to be left to transportation officials alone. However, the public is unaware of the crisis at hand in the transportation sector and the impact disinvestment will have on their everyday lives. Often-times, transportation is taken for granted until something goes wrong. The public finds transportation necessary, but not at the level of importance it is due. According to Commissioner Lettieri, it is the responsibility of the transportation community to educate the public that disinvestment in transportation will not only bring the system to a screeching halt, but will mean fewer jobs, less mobility, more congestion, and reduced quality of life. Commissioner Lettieri likened transportation to “a good pair of socks” that go unrecognized as an improvement in standard of living, and which will be worn ragged as long as the holes cannot be seen. Commissioner Weinshall pointed to the degree of congestion tolerated by the public to avoid road building as evidence of the lack of understanding that short-term inconveniences for infrastructure improvement are investments in the future.
As a means of educating the public and broadening the perspective within the transportation sector itself, a diverse range of disciplines and groups, from the real estate industry and schools to business associations, chambers of commerce and environmental organizations, should be included in transportation policy discussions. Opportunities exist for building stronger and more diverse coalitions. For example, transportation is critical to solving environmental, economic and health issues and, as one participant pointed out, additional CMAQ (Congestion Mitigation and Air Quality) funds could be directed towards transportation if the environmental and transportation communities were in closer collaboration. Likewise, the commercial sector, intimately dependent on freight, is comprised of a huge population of potential allies. This sector has scant idea of why goods cost so much—20 percent more in New York City according to Commissioner Boardman—but would likely rally for change if they understood that the high cost of goods is a direct function of the high cost of freight movement within and across the City. In order to gain advocates for change from the business sector, a clear connection between goods, freight, and prices needs to be illustrated and actively publicized.

It is not only the users and voters who need to be educated in a basic way on the costs and benefits of transportation policy and its fundamental impact on daily life. Commissioner Lettiere remarked that based on its recent track record, even Congress does not appear to understand the profound connection between transportation, the creation of wealth and improvement in standard of living. It is the responsibility of the transportation community to communicate its critical function effectively to a wide audience. At the very least, Commissioner Lettiere suggested that transportation agencies and advocates need to change the language they use when discussing transportation. They need to stop speaking of transportation “expenditures” in the context of budgetary allocations, and instead speak of transportation “investments” in the context of economic development and public service.

**CONCLUSION: ADVANCING A SHARED AGENDA**

Once the items of shared interest were identified, the focus shifted to what would be required to advance a shared agenda through collaboration. A number of participants felt that alongside attempting to move forward if would be worthwhile to develop a clear and specific understanding of why the region is so challenged by cooperation. Several specific questions were raised: Why is a compact so hard to develop? Have the habits that impede cooperation been identified? Has there been sufficient analysis of the fragmented institutional relationships? Are the steps to build trust not being taken?

According to Commissioner Lettiere, to build the trust necessary for effective regional collaboration there must be a show of capability. He proposed beginning with the construction of a physical demonstration project, and then moving to a more formal Tri-State compact and implementation plan. It was agreed that the coordination necessary for a compact requires a foundation which is not yet in place and that a relationship must first be built by the Tri-State States. While a formal or legal partnership may be premature, Mr. Bruhl suggested developing cooperative habits and partnerships in small ways in the interim. Regional cooperation might flourish if it focused on projects of national significance which would be likely to attract positive attention from other states and Congress. One senior official suggested instituting a grading system for participation in regional projects or the allocation of funds to regional rather than just local projects.

In order to overcome institutional fragmentation resulting from allocation and management of funds based on location rather than need, Commissioner Boardman proposed restructuring the region’s Departments of Transportation to integrate across jurisdictions on a structural level, including new asset and information management structures. In order to facilitate working together, several participants proposed a more formal information exchange between the States, including but not limited to economic and demographic statistics as well as data on capital projects of regional significance.

Commissioner Lettiere suggested that the States focus on shared opportunities rather than points of contention. Neighboring states ought to consider themselves members of a team rather than assuming the role of competitors. For instance, in the case of ports, Congressman Nadler recommended that New York, Brooklyn and Bayonne work as a multi-nodal unit competing with more distant ports like Halifax and
Norfolk. Commissioner Boardman suggested potential benefit of even considering inclusion of the two latter ports in a virtual North American port network that would compete globally with Europe and Asia. Commissioner Lettiere agreed that to expand the notion of “regional” to non-neighboring states when considering all modes would amass a powerful coalition with shared agendas and issues.

To successfully tackle the issues at the forefront of the transportation policy debate, it was noted, will take innovative new strategies and new groups of allies. Finally, it was suggested that the same group reconvene within the year to put some of these ideas into practice.
Event Day Materials

Program Schedule

9:00 – 10:00 am  Registration and Continental Breakfast

10:00 – 10:15 am  Welcoming Remarks

Christine M. Cumming, Executive Vice President and Director of Research, Federal Reserve Bank of New York

Elliot G. Sander, Director, NYU Wagner Rudin Center for Transportation Policy & Management

Iris Weinshall, Commissioner, NYC Department of Transportation

Christopher Bruhl, Presiding

10:15 – 10:30 am  The Tri-State Region, Transportation and the National Economy

Christopher Bruhl, President and CEO, SACIA – The Business Council of Southwestern Connecticut

10:30 – 11:30 am  Panel Discussion: Current and Projected Transportation Funding and Needs

Joseph H. Boardman, Commissioner, New York State Department of Transportation

James F. Byrnes, Jr., Commissioner, Connecticut Department of Transportation

Jack Lettiere, Commissioner, New Jersey Department of Transportation

11:30 – 11:45 am  Discussion

11:45 am – 12:15 pm  The View from Washington

Jerrold Nadler, US Congressman, NY - 8th Congressional District

12:15 – 12:30 pm  Next Steps

Constantine Sidamon-Eristoff, Managing Director, East of Hudson Rail Freight Operations Task Force
Speaker Biographies

Joseph H. Boardman joined the New York State Department of Transportation in 1995 after 20 years of service in New York’s transportation industry. He was appointed Commissioner by Governor Pataki in 1997. In his six years of service as DOT Commissioner, he has launched a series of award-winning initiatives, including the Context Sensitive Design and Environmental Initiative programs. Currently, Commissioner Boardman is leading the Department through a major transformation effort that will better enable DOT to meet the challenges to transportation associated with the expanding global marketplace.

Christopher P. Bruhl has served as the President and Chief Executive Officer of SACIA, The Business Council of Southwestern Connecticut since 1990. SACIA, the regional business council serving Fairfield County is a private corporation governed by a volunteer board of directors and served by a professional staff. It is a catalyst for private sector involvement in public policy and the vehicle for a network of business leaders to take direct action on key issues facing the region, including transportation, work force development, economic growth, environmental responsibility, state tax and fiscal policy, and the quality of life.

James F. Byrnes, Jr. was confirmed by the Connecticut General Assembly as Commissioner of Transportation on March 4, 2003 after having been Acting Commissioner since January 31, 2002. As Commissioner, Mr. Byrnes has executive responsibility for Connecticut’s multimodal statewide transportation system, including Connecticut Transit and Commuter Rail services, Bradley International Airport, State maritime operations, and the State highway system. The Commissioner is assisted by a staff of over 3,400 employees, and manages a capital and operating budget of over one billion dollars.

Christine M. Cumming is Executive Vice President and Director of Research at the Federal Reserve Bank of New York with responsibility for the Research and Markets Analysis Group. Prior to being named to her new position, Ms. Cumming was Senior Vice President responsible for the Bank Analysis and Advisory and Technical Services Functions in the Bank Supervision Group since March 1994. Ms. Cumming joined the bank’s staff in September 1979 as an Economist in the International Research Department, and spent several years leading units in research, which covered the industrial countries and the international financial markets.

Jack Lettiere was appointed by Governor James E. McGreevey to head the New Jersey Department of Transportation in December 2002. The first career employee to run the department, Commissioner Lettiere oversees 16,000 employees and a more than $3 billion budget. His duties include Chairman of the Board of Directors of the New Jersey Transit Corporation and the New Jersey Transportation Trust Fund Authority. He also serves on a number of boards including the New Jersey Turnpike Authority and the New Jersey Highway Authority. Commissioner Lettiere has been with the NJDOT for 28 years.

Jerrold Nadler represents New York’s Eighth Congressional District and is serving his sixth full term in the House of Representatives. Representative Nadler was first elected to Congress in 1992, after serving 16 years in the New York State Assembly. He has emerged as a national leader on civil rights, civil liberties, transportation, and a host of progressive issues such as access to health care, support for the arts and the expansion of the Social Security system. Representative Nadler is perhaps best known as a prominent member of the House Judiciary Committee. The Congressman was re-elected in 2002 with a resounding 75% of the vote.

Elliot G. Sander is Director of the Rudin Center for Transportation Policy & Management at NYU Wagner, as well as Senior Vice President at DMJM + HARRIS. He is also a Commissioner on the New York City Taxi and Limousine Commission and Co-Chairman of the Empire State Transportation Alliance (ESTA), a coalition of leading business, labor, and civic organizations that he helped found. In February 2002, Mr. Sander was appointed by Governor George Pataki to the Lower Manhattan Development Corporation’s citizen advisory board. He is a former Commissioner of the New York City Department of Transportation (1994-1996).
**Constantine Sidamon-Eristoff**, an environmental attorney from New York City and Highland Falls, New York joined Lacher & Lovell-Taylor P.C. in October, 1999. He is Chairman of NYPort Terminal Development Company LLC and of New York Deep-Water Port Corporation. He is also *pro bono* Managing Director of the East of Hudson Rail Freight Operations Task Force, formed to improve rail competition and reduce truck traffic in our region. Mr. Sidamon-Eristoff was EPA Regional Administrator for Region II 1989-1993 under William K. Reilly during the first Bush Administration and since then has practiced environmental and urban transportation law.

**Iris Weinshall** is the Commissioner of the Department of Transportation. Prior to that, she was First Deputy Commissioner of the Department of Citywide Administrative Services and Deputy Commissioner for Management and Budget at the Department of Environmental Protection. She has also served as President of the New York City Financial Services Corporation, Regional Vice President of Integrated Resources, Inc., and Senior Vice President of the New York State Urban Development Corporation. Commissioner Weinshall earned a Masters in Public Administration from New York University's Robert F. Wagner School of Public Administration.
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<td>Michael Gallis and Associates</td>
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<tr>
<td>Louis Gambaccini</td>
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<tr>
<td>Todd Goldman</td>
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<td>L. Dedi Gonga</td>
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<tr>
<td>Judy E. Gott</td>
<td>South Central Regional Council of Governments</td>
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<td>Robert Gottheim</td>
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<td>Steve Greenfield</td>
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<td>Jay Hector</td>
<td>Empire State Development</td>
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<td>Jen Hensley</td>
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<td>Roger Herz</td>
<td>TIME/To Improve Municipal Efficiency</td>
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<tr>
<td>Andra Horsch</td>
<td>NYC Department of Transportation</td>
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<tr>
<td>Leslie A. Maebry</td>
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<tr>
<td>Dannel P. Malloy</td>
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<tr>
<td>Jerrold Nadler</td>
<td>U.S. House of Representatives</td>
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<tr>
<td>Anthony D. Perl</td>
<td>York College/CUNY Aviation Institute</td>
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