

CITY COUNCIL  
CITY OF NEW YORK

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TRANSCRIPT OF THE MINUTES

of the

COMMITTEE ON TRANSPORTATION

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September 24, 2009

Start: XX:XXam/pm

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HELD AT: Council Chambers  
City Hall

B E F O R E:

JOHN C. LIU  
Chairperson

COUNCIL MEMBERS:

Diana Reyna  
Vincent Ignizio  
G. Oliver Koppell  
Larry B. Seabrook  
Jessica S. Lappin  
Eric Ulrich  
Daniel R. Garodnick

## A P P E A R A N C E S (CONTINUED)

Howard Roberts  
President  
NYC Transit Authority

Steve Feil  
Senior Vice President  
Department of Subways

Andreeva Pinder  
Vice President for Station Department  
TWU Local 100

Gene Rusianoff  
NYPIRG Straphangers Campaign

SERGEANT-AT-ARMS: Quiet, please.

CHAIRPERSON LIU: Good afternoon.

Welcome to today's hearing of the City Council's Committee on Transportation. My name's John Liu, I have the privilege of chairing this hearing and this committee.

Today, our oversight hearing is about whether the MTA's Line Manager's initiative is actually improving subway service for riders.

Almost two years ago, in an experiment to try to improve subway service, President Howard Roberts announced a pilot program to decentralize subway operations and assign line managers to the 7 and the L lines. Both of these lines do not share track with any other lines so it would be easy to track progress. The MTA said at the time that this would be a way to improve accountability by having one person responsible for the entire operation of a subway line. The MTA said it would expand the program if successful.

A few months after the creation of the pilot, the Straphangers Campaign, a transportation advocacy group, awarded the 7 and

1  
2 the L lines its top marks for cleanliness and  
3 overall subway service. By July 2008, the Line  
4 Manager's program was deemed successful and the  
5 MTA announced it would be expanded. The MTA said  
6 that the line managers helped to schedule trains  
7 better and to mitigate delays on construction  
8 projects by actively managing them.

9 The good feelings about the Line  
10 Manager's program was not universal. One MTA  
11 board member did state that the 7 and L lines  
12 still experienced delays and that board member  
13 raised concerns about the cost of the pilot.

14 In October 2008, the Line Manager's  
15 program had been significantly expanded, and by  
16 August of this year, the MTA had assigned line  
17 managers for all subway lines.

18 This hearing has been convened for  
19 the purposes of examining the Line Manager's  
20 program and to see how it has improved subway  
21 service for riders, especially in a time when the  
22 MTA is facing severe fiscal constraints.

23 We are joined this afternoon by  
24 Council Member Diana Reyna of Brooklyn and Queens,  
25 and Council Member Vincent Ignizio of Staten

Island. There are concurrent hearings going on so we'll have people coming in and out of this hearing.

I want to thank the staff of the committee, Legislative Counsel Phil Hom and Finance Analyst Chima Obichere for their work in preparing for this hearing.

And at this point I welcome President Howard Roberts.

PRESIDENT HOWARD ROBERTS: Thank you very much, Chairman Liu.

CHAIRPERSON LIU: And mister....

PRESIDENT ROBERTS: Steve Feil is next to my left--

CHAIRPERSON LIU: Steve Feil, right.

PRESIDENT ROBERTS: --is the Senior Vice President for the Department of Subways.

I am Howard Roberts and I'm here today to discuss with you the Subway Line General Manager's initiative that we've implemented at New York City Transit, which represents the first substantial reorganization of the subway system in over 100 years.

Also here with me today are the five subway group general managers and I would like to introduce them at this time and ask them to stand when I do so. First is Gricelda Cespedes, the IRT West Group Manager. She is responsible for the 1, the 2, the 3, and the 7 lines. Next is David Knights, the IRT East Group Manager, he's responsible for the 4, 5, and 6 lines and the 42nd Street Shuttle. Then Tracy Bowdwin, the BMT Group Manager is responsible for the B, the Q, the D, the N, the W, and the Franklin Avenue Shuttle. Next is Greg Lombardi, whose group is made up of both former IND and BMT lines. He's responsible for the A, the C, the J, the M, the Z, and L lines and the Rockaway Shuttle. And finally, Lou Brusati, the IND Group Manager is responsible for the E, the F, the V, the G, and the R lines.

When I last appeared before you on January 10th, 2008, to talk about the Rider Report Card, I shared my belief that, in order to respond to the concerns our subway customers express through our initial report cards, we needed to conduct our business differently, that we needed

1  
2 to reorganize our Department of Subways to provide  
3 the accountability that is necessary to yield  
4 measurable improvements in service. I provided  
5 you with a brief overview of the Line General  
6 Manager program that I launched the previous month  
7 as a pilot on two subway lines with the  
8 appointment of two veteran Department of Subways  
9 professionals to newly created posts of Line  
10 General Manager--one for the 7 and one for the L.

11               These two lines, as you have noted,  
12 were selected for the pilot because they did not  
13 intersect with other subway lines, thereby  
14 allowing a Line General Manager total control over  
15 a portion of the system. As Line General  
16 Managers, these individuals assume responsibility  
17 for virtually all elements of day-to-day  
18 operations on these two lines, overseeing  
19 everything from service delivery to station  
20 cleanliness.

21               As you're probably aware, I  
22 announced the complete implementation of the Line  
23 General Manager program last month, but before  
24 going any further in discussing the details of our  
25 pilot experience and the phased-in implementation

1  
2 of the program, I'd like to discuss the change in  
3 managerial philosophy that this initiative  
4 represents.

5 With more than 28,000 employees,  
6 the Department of Subways is larger than most  
7 corporations. Maintaining accountability and  
8 creating an environment conducive to flexibility  
9 and innovation in an organization so large is an  
10 enormous challenge. The sheer scale and  
11 complexity of the TA subway system make it unique  
12 among all of the other subway systems in the  
13 United States. All of the nation's systems  
14 combined do not have as many rail cars as our  
15 fleet of approximately 6,400. The 6 Line by  
16 itself carries more people per day than any other  
17 U.S. subway system, except for Washington. The 7  
18 Line, which was one of the pilots, is the seventh  
19 largest line at NYCT, but if it were ranked  
20 individually, it would be the fourth largest  
21 transit system in the United States, carrying more  
22 passengers than all the other systems, except  
23 Washington, Chicago, and Boston.

24 Looking at these unique challenges,  
25 I saw the department's existing structure as one



1 of its biggest impediments to improving customer  
2 experience. It was organized into six stove pipes  
3 according to function. Rapid transit operations  
4 operated the trains, station operations operated  
5 the stations, track and infrastructure maintained  
6 the right-of-way and the stations, car equipment  
7 maintained the subway cars, and electrical  
8 maintained the signal system and provided traction  
9 power. These functional entities encouraged  
10 employees to view their own group's goals first  
11 and often in complete isolation from the goals of  
12 the other groups, creating an inadvertent  
13 disconnect for most subway employees from the  
14 ultimate goal of delivering quality service to our  
15 customers.  
16

17 My basic premise was that, to  
18 improve subway service, we needed to move the  
19 responsibility away from these functional  
20 divisions to more integrated groups closer to the  
21 customer, more responsive to employees, and more  
22 accountable for the service they provide.  
23 Organizing around the 26 subway lines in our  
24 system, each with its own set of unique operating  
25 characteristics, seemed to offer the best

1  
2 opportunity for better accountability and improved  
3 service. Thus, we embarked on a course designed  
4 to move the responsibility for overall operation  
5 decision-making on individual lines from the  
6 office into the field where transit professionals  
7 could assess situations first-hand and take a  
8 hands-on approach to tackling service and facility  
9 issues immediately and innovatively, as well as  
10 addressing customer concerns.

11           Moreover, our customers would now  
12 have a recognizable face in the form of a Line  
13 General Manager to associate with each of these  
14 lines and accountability was thereby established  
15 at the local level. And perhaps most importantly,  
16 having complete responsibility for your own subway  
17 line, running your own railroad is a terrific job  
18 that is bound to bring out the best in an  
19 individual. Part of that time there was only one  
20 really great job in the subway system and that was  
21 Steve Feil's job, the individual to my left. By  
22 subdividing the structure and giving people  
23 complete responsibility for the performance of  
24 their line, we created a multitude of exciting  
25 jobs.

The pilot initiatives on the 7 and L Lines assigned each Line General Manager a deputy to help bridge the broad range of responsibilities. The remainder of the Department of Subways did not change at that time, all divisions were instructed to provide all necessary assistance. The Line General Managers were charged with cutting through divisional red tape and redirecting staff as necessary to address priorities established through agency policy, customer contact, and the Rider Report Card.

Another purpose of the pilot was to determine what resources were needed to adequately clean subway cars and stations and maintain stations in a state of good repair. So from cutbacks elsewhere in NYCT's budget, we provided car cleaners at both ends of the line, station cleaners in every station 24 hours a day instead of only a few hours per tour, and blitzed all of the pilot stations with intensive repair efforts. The Line General Managers during the pilot were responsible for train and station operations and subway car maintenance. Of particular note were such customer friendly innovations as the new

Express and local markers on the Flushing Line cars and the installation of platform monitors showing real-time train location on the L.

The Rider Report Card was one of the vehicles we used to assess the pilot program's impact. Results for the next round of report cards for the two pilot lines showed an overall increase in customer ratings on the L, and on both lines in station and car cleanliness and customer communications categories. Our passenger environment survey and other means of assessing the pilot's success reflected markedly improved cleanliness in virtually all categories.

In addition, the success of the pilot program did not go unnoticed by rider advocates, who generally gave the 7 and L Lines the highest scores in the city on their surveys for overall performance and for cleanliness of cars and stations.

As a result of the success of and lessons learned in the pilot, we expanded the Line General Manager program to all the numbered lines and the 42nd Street shuttle in November 2008 as the first phase of our plan for a systemwide

1 rollout. With this expansion we created Group  
2 General Managers for the IRT West, the 1, 2, 3,  
3 and 7 lines and the IRT East, the 4, 5, 6 lines  
4 and the 42nd Street Shuttle. We also brought  
5 responsibility for right-of-way maintenance, track  
6 signals, infrastructure, etc. directly under the  
7 General Manager organization by creating a right-  
8 of-way maintenance organization reporting to the  
9 Group General Manager. Unfortunately, as you've  
10 noted, due to budget constraints, we were unable  
11 to provide additional resources for cleaning and  
12 maintenance in line with what was provided to the  
13 pilot effort.

14  
15                   Nevertheless, there are many  
16 successful initiatives undertaken during the first  
17 phase of the LGM rollout, particularly in on-time  
18 performance. The final phase of the LGM rollout  
19 achieved this August encompassed all of the  
20 lettered lines, bringing us to a total of 18 Line  
21 General Managers for the 26 subway lines. While  
22 most Line General Managers are responsible for a  
23 single line, in some instances where ridership is  
24 relatively low or where lines share essentially  
25 the same track, a Line General Manager oversees

more than one line. The N and W are paired together, for instance, as are the J, the M, and the Z. The 18 Line General Managers in turn report to the five Group General Managers.

The Group General Managers, the Line General Managers, and the Deputy Line General Managers were all selected for proven leadership, their ability to inspire their teams, and their willingness under the old organizational structure to rock the boat when the boat needed to be rocked. They are the best and brightest the system has to offer. In many cases, their selection had moved them up multiple levels in the organization, seniority was not a factor, ability was. In preparation for their new responsibilities, the Group General Managers and the Line General Managers who mostly grew up in a single stovepipe were put through a boot camp that introduced them to what it was the people in the other stovepipes had been doing all those years, other than making life difficult for them, while also furthering their leadership and team building skills.

In order for this program to be

1  
2 successful, we recognize that it's absolutely  
3 critical that the Group and Line General Managers  
4 be accessible to the customers and the communities  
5 they serve. To facilitate communications, we have  
6 a number of means available to contact them. A  
7 newly established feature on the MTA NYCT website  
8 allows customers to select any subway line and  
9 send an e-mail directly to that line's general  
10 manager. Between August 7th, when the feature was  
11 introduced, and September 21st, the LGMs have  
12 received 852 e-mails. And while their duties  
13 place them out in the field, which makes reaching  
14 them by telephone impractical, they do reply by  
15 phone to e-mail communication if a phone response  
16 is requested in the message. They can also be  
17 reached by sending written correspondence to New  
18 York City Transit, 130 Livingston Street, Room  
19 6082, Brooklyn, New York 11201.

20 Before concluding, however, let me  
21 again return to the issue of resources. I want to  
22 make it clear that NYCT does not have even close  
23 to an adequate number of cleaners to keep stations  
24 and subway cars as clean as our riders have every  
25 right to expect, nor do we have enough maintenance

1  
2 personnel to keep up with the defects occurring in  
3 our stations. Our Line General Managers are doing  
4 great work, but even they cannot keep stations,  
5 with hundreds of thousands of passengers passing  
6 through on a daily basis, sparkling clean with  
7 cleaners present at a single station for less than  
8 two hours of each shift. While we have been  
9 identifying savings elsewhere in the organization  
10 to remedy these deficiencies, all of these savings  
11 have ended up having to be diverted to mitigating  
12 our financial crisis. With that understood, I'm  
13 convinced that by clearly assigning operational  
14 responsibility for each line in our system we can  
15 greatly reduce response times to problems and  
16 concerns as they arise, create opportunities for  
17 innovation, better manage the resources we have,  
18 and in the process improve the delivery of subway  
19 service to our customers.

20 I'm now happy to answer any  
21 questions the Committee may have about the Line  
22 General Manager initiative or, better still, ask  
23 the Group General Managers to respond. Thank you  
24 very much for the opportunity to appear here  
25 today.



CHAIRPERSON LIU: Thank you,  
President Roberts.

Let me first note that we've been  
joined by Council Member Oliver Koppell of the  
Bronx, Council Member Larry Seabrook of the Bronx,  
and Council Member Jessica Lappin of Manhattan.

I do want to say from the outset  
that Mr. Hoban, the Line General Manager of the 7  
train, was particularly helpful when we had a  
crisis last year where a fire took out one of the  
buildings on Roosevelt Avenue in downtown Flushing  
and it necessitated the closure of the Main Street  
subway station for almost an entire day. And he  
was on the scene, early morning, late night, and  
he was extremely helpful. So just a shout out to  
Mr. Hoban and I'm sure he represents all of the  
other Line General Managers that you have  
recruited to undertake these important  
responsibilities.

Oh, and I'm sorry, we've also been  
joined by Council Member Eric Ulrich of Queens,  
sorry about that.

So what are the general parameters  
that the line managers get reviewed for? What are

1  
2 their job, their objectives, and how do you assess  
3 their performance?

4 PRESIDENT ROBERTS: It's the  
5 complete delivery of the service. The Rider  
6 Report Card for each line is the Line General  
7 Manager's report card. And the results of the  
8 Rider Report Cards of each of the lines that the  
9 Group General Managers supervise is their report  
10 card. And customer service is one of our primary  
11 objectives.

12 They also, however, are expected to  
13 perform in the areas of safety, employee  
14 performance and morale, and, finally, the  
15 financial bottom line. We have stolen, probably  
16 is the appropriate word, the Compstat system from  
17 the New York City Police Department. We have  
18 monthly reviews of progress by each line and we  
19 are integrating into those reviews, reviews of  
20 each Line General Manager's performance on each of  
21 those aspects on a monthly basis.

22 CHAIRPERSON LIU: So they get  
23 assessed by the Rider Report Cards, but there are  
24 other measures, for example, safety, record,  
25 employee morale, and you mentioned the bottom

1  
2 line. Do the line managers have some control over  
3 the budget for their particular subway line?

4 PRESIDENT ROBERTS: From my point  
5 of view, they have complete control over their  
6 budgets for their own subway lines with a  
7 particular emphasis on overtime control.

8 CHAIRPERSON LIU: So presumably you  
9 set their budget, you set the budget for the line  
10 and then they have to maximize the results based  
11 on that budget.

12 PRESIDENT ROBERTS: What we like to  
13 think is that we jointly decide on the budgets.  
14 Given the tremendous financial pressure that we've  
15 been under, recently we don't always, obviously,  
16 can't always agree. I had to cut some platform  
17 conductors out of John Hoban's budget, for  
18 example, in the last round and John was not  
19 extremely pleased with that. But we do establish  
20 budgets that we agree that they can execute their  
21 responsibilities within and then we expect them to  
22 meet that budget.

23 CHAIRPERSON LIU: All right. Well  
24 you mentioned that the 7 and the L lines had high  
25 results based on their Rider Report Cards, the

second Rider Report Card has been completed,  
right, for those two lines?

PRESIDENT ROBERTS: We have had--

CHAIRPERSON LIU: [Interposing] Or  
was it only one round?

PRESIDENT ROBERTS: Yeah, we had  
the initial report card, which went out as a  
baseline before we implemented the program. We  
have since that point in time had one additional  
report card which showed the improvements on the 7  
and the L and in effect set the baseline for the  
rest of the rollout. The new lines that have  
gotten Line General Managers will have their first  
results with the third repetition of the Rider  
Report Card.

CHAIRPERSON LIU: So your testimony  
was that you felt because the 7 and the L lines  
had line managers that that's why they performed  
better than the average subway line out there and  
it was not necessarily because the Rider Report  
Cards had actually improved because there is now a  
Line General Manager on each of those lines?

PRESIDENT ROBERTS: No, I think  
that what we are doing is not rocket science and

1 that simply having a single individual  
2 coordinating everything that happens or doesn't  
3 happen on the line is bound to lead to better  
4 management. Having a single manager setting  
5 priorities in a world of limited resources, what  
6 gets fixed in stations tomorrow and what may have  
7 to be put off to next year makes for better  
8 management of those lines. The big distinction,  
9 of course, between the pilots and the rollout to  
10 the IRT and then the rest of the system is in the  
11 pilots I was able to come up with the resources to  
12 maintain the cleanliness of the stations and the  
13 cars and the maintenance of the stations  
14 themselves to, not a luxurious standard, but to a  
15 decent standard. And because of the financial  
16 problems we ran into, primarily having to do with  
17 drops in our subsidy due to the financial crisis  
18 in the city, we were not able to do the same thing  
19 for the subsequent rollouts.

21                   However, when we rolled out to the  
22 IRT, my primary instruction to the people in that  
23 effort was, you can improve on-time performance  
24 and do that without a tremendous increase in  
25 resources and we have seen a improvement in on-

time performance.

When I first got here on a daily basis the B division, the lettered lines, outperformed the IRT, the numbered lines, by 10 percentage points on on-time performance. That gap when we rolled out the IRT completely closed. Now the B division has some natural advantages-- many of its lines are not at full capacity, most of the IRT lines are, so I expect with a full rollout, the gap to open up a little bit again. But by every measure we have to measure, ours internally and those that people do of us externally, management has improved as a result of this program. And as soon as these guys really learn their jobs, it's going to really, really improve.

CHAIRPERSON LIU: And who administers the rider surveys?

PRESIDENT ROBERTS: We do that internally, we contract out with a service to process the results, but it's primarily an internal effort.

CHAIRPERSON LIU: Would the Line General Managers have some role in disseminating

those surveys and collecting the surveys back from the riders?

PRESIDENT ROBERTS: We ask people to mail the surveys in or to record the results on the Internet, on the website. The Line General Managers do publicize the fact that this survey is ongoing and assist with distribution of the cards. We discourage the Line General Managers from filling out cards themselves and sending them in.

CHAIRPERSON LIU: I think you were saying that tongue-in-cheek.

Hopefully there's not a unit in that station, spending some time--

PRESIDENT ROBERTS: [Interposing] Yeah, we hope that they do not have the cleaners sequestered in a room somewhere filling out surveys.

CHAIRPERSON LIU: Well so far, my understanding is that every time you do a rider survey, I think last time you had testified there were generally thousands of responses?

PRESIDENT ROBERTS: Yeah, we did have a drop-off in the response rate from the first survey to the second. I think that is

1  
2 explained in part by what might be called the  
3 venting factor, that a lot of people had not been  
4 given an opportunity to say anything about their  
5 lines ever and so we had an extraordinary  
6 response.

7 The second survey, however, our  
8 response was still two to three times greater than  
9 when I ran a similar survey in Philadelphia. So  
10 we think the--

11 CHAIRPERSON LIU: [Interposing]  
12 Two to three times in percentage terms? Or in  
13 absolute terms?

14 PRESIDENT ROBERTS: Two to three  
15 times in percentage terms, absolute terms  
16 obviously wouldn't be significant.

17 CHAIRPERSON LIU: And then over the  
18 years there have been many complaints about  
19 elevators and escalators breaking down at various  
20 stations. And a couple of years ago, Lee Sander  
21 had announced a program where there would be a  
22 routine inspection of that kind of equipment,  
23 rather than waiting for the equipment to break  
24 down and then sending a repair crew. How does  
25 that interact with the Line General Managers'



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responsibilities?

PRESIDENT ROBERTS: They are responsible for those elevators and escalators. I would like to report that--

CHAIRPERSON LIU: [Interposing] The Line General Managers are?

PRESIDENT ROBERTS: The Line General Managers and the Group General Managers. I would like to report on Tuesday of this week-- actually Monday of this week and today, we had, as of six o'clock this morning, no elevators down in the system at all. I can't tell you what was true at 7 a.m., but that was true at six--

CHAIRPERSON LIU: [Interposing] Not a single elevator was down? Every single elevator was operational?

PRESIDENT ROBERTS: Every single operator was operational. When I got here, I instituted a system by which the station agents went out and checked each of the elevators and escalators.

CHAIRPERSON LIU: Mr. Roberts, you will recall that before Lee Sander announced his new initiative, the MTA had some kind of statistic

1  
2 online that said something like elevators and  
3 escalators were 95.7, something like that, 95.7%  
4 operational and everybody laughed it off. We're  
5 not using the same kind of basis, are we?

6 PRESIDENT ROBERTS: No, we just  
7 installed something called the LiftNet system that  
8 electronically confirms the status of every  
9 elevator and escalator in the system. It's no  
10 longer a individual station agent going out and  
11 checking, so we have a lot of confidence in those  
12 things. We also, as you know, have finally gotten  
13 the Main Street escalator working that was out for  
14 a number of years. I think this morning we had  
15 two escalators out for warranty repairs, and maybe  
16 another five for routine repairs.

17 CHAIRPERSON LIU: Well if, in fact,  
18 that's true, then you are to be commended for even  
19 to have every single elevator operating at any  
20 given point in time, that would be an achievement  
21 that the MTA--it's certainly a step in the right  
22 direction. Hopefully, we can sustain that kind of  
23 progress, but it's a good thing.

24 PRESIDENT ROBERTS: Well one of the  
25 things that we're also trying to do, and I think

1  
2 somebody's going to tell me about an elevator, an  
3 escalator not working, but--

4 [Off mic]

5 PRESIDENT ROBERTS: --one of the  
6 other things that we have been doing is we're very  
7 good at maintaining subway cars and to do that,  
8 instead of doing breakdown maintenance, we do what  
9 is called schedule maintenance services, which we  
10 try to replace things just before they're due to  
11 break. And that program has been applied to the  
12 elevators and escalators and it's going to take us  
13 about eight years to cycle all the way through  
14 that, but I think that is going to make an  
15 improvement as well.

16 CHAIRPERSON LIU: Thank you,  
17 President Roberts. We have questions from Council  
18 Member Koppell.

19 COUNCIL MEMBER KOPPELL: Thank you.  
20 I guess to some degree this relates to the line  
21 managers sort of some general questions since I  
22 have you here. First of all, let me just say that  
23 as a daily user of the system, I generally feel  
24 that the system is functioning well. So I use  
25 mostly the east side IRT, or numbered trains I

1  
2 guess you call them now, but I do use other  
3 aspects of the system as well, other elements,  
4 especially on the west side.

5 First a question, are you reducing  
6 further the number of station agents?

7 PRESIDENT ROBERTS: The cuts that  
8 we were directed to put in as a result of the  
9 budget negotiations, essentially cut, I think,  
10 something like 500 station agents, but we were  
11 told, Councilman, that we did not have to lay  
12 people off, that we could reduce by attrition.  
13 And so I think it is 2011 is the year when we will  
14 be--we project we will have attritted the last  
15 station agent that was mandated by our  
16 negotiations in Albany and the bailout that was  
17 passed. So that essentially is the situation.

18 Most of those positions, not all of  
19 them, were the Station Customer Agent positions  
20 and those are the ones that were eliminated in  
21 this first round. We will, however, when  
22 essentially all the SCA positions are gone, we  
23 will be eliminating some token booth positions as  
24 well.

25 COUNCIL MEMBER KOPPELL: So what

1  
2 you're saying is that the people who are being  
3 eliminated are the people who operate outside the  
4 token booths.

5 PRESIDENT ROBERTS: That's correct.

6 COUNCIL MEMBER KOPPELL: Is that  
7 what you're saying?

8 PRESIDENT ROBERTS: The positions  
9 that are being eliminated first are those  
10 positions.

11 COUNCIL MEMBER KOPPELL: But in  
12 many cases, aren't those people who were posted  
13 out--and I understand it's by attrition, so when I  
14 say eliminated people, I'm not talking about  
15 firing people, I'm talking about eliminating the  
16 jobs as people retire or get moved away--weren't  
17 most of those station agents put into place in  
18 place of a token booth person?

19 PRESIDENT ROBERTS: It's my  
20 understanding that when the metro card vending  
21 machines came into being--

22 COUNCIL MEMBER KOPPELL: Right.

23 PRESIDENT ROBERTS: --and basically  
24 a good part of the selling of fare instruments  
25 became automated, at that point in time, the

number of, as you say, token booth clerks or station agents were reduced and they were moved outside the booths to the SCA positions, that's correct.

COUNCIL MEMBER KOPPELL: To the what positions?

PRESIDENT ROBERTS: SCA is Station Customer Agent positions.

COUNCIL MEMBER KOPPELL: So now as you eliminate the Station Customer Agents, there'll be nobody there.

PRESIDENT ROBERTS: At the end of the reduction, in many stations we will have one token booth clerk on, in effect, one side of the platform, whichever the rush-hour side of the platform is, and no Station Customer Agents, that's correct.

COUNCIL MEMBER KOPPELL: Your experience so far in stations where there is no agent, have you had a lot of problems, have you had complaints, have you had crimes? What experience have you had in those stations? And I'm familiar with several where there's nobody. Have you had adverse experience with that?

PRESIDENT ROBERTS: Up to this point in time, and, again, because the pick that instituted these changes went in just, I think a week ago, we have not observed any problems. I would also point out that the PATH stations in Manhattan operate with no station agents in the stations at all.

COUNCIL MEMBER KOPPELL: Mr. Chairman, I would observe that I think this is a very adverse development. I mean for instance-- and I'm familiar, for instance, with the Mosholu Parkway has now two entrances, actually it used to have one, now it has two, in some ways that's a convenience, but one of Mosholu Parkway stations on the number four line is a station where you enter on the--you go up a flight of stairs and then you enter through the token booth and there's nobody there, I mean 24 hours a day there's absolutely nobody there. And, to the extent that that's replicated elsewhere, I regard that as a very dangerous situation that's going to result in serious consequences for riders. In addition to not providing any assistance to someone who might come who's unfamiliar with the operation of the

1  
2 token booth who might need some assistance of one  
3 sort or another.

4 I just find it very troublesome  
5 that we're now eliminating, over the next two  
6 years, all of the station agents and when you say  
7 it one side or the other side, well, if you have  
8 someone on the uptown side on Broadway, that means  
9 there's nobody on the downtown side on Broadway,  
10 again, both as a crime prevention thing, as an  
11 informational thing. You know it was one thing  
12 when you took the token booth out and put in an  
13 agent, but now you're going to have nobody there.  
14 And I must say that I think this is a very  
15 negative development that I don't know what we can  
16 do about it, Mr. Chairman, but I'm very concerned  
17 about it and we'll have to look at it further.

18 To turn to a couple of other  
19 things, on the number one line we had the  
20 unfortunate ceiling falling down, I think it was  
21 at 181st Street, I know you have the number one  
22 person here. Did you learn any lessons from that  
23 breakdown?

24 PRESIDENT ROBERTS: We certainly  
25 did, Councilman. One of the things we learned is



1  
2 that our inspection criteria, our inspection  
3 protocols clearly failed us, that, primarily, for  
4 water damage and things of that sort, we were  
5 doing visual inspections. And what 181st Street  
6 taught us is that visual inspections cannot  
7 provide you with a degree of warning of potential  
8 hazardous conditions that we absolutely need. So  
9 we're reviewing all of our inspection protocols,  
10 not just for ceilings and in subway stations, but  
11 across the board.

12 COUNCIL MEMBER KOPPELL: Well I'm  
13 glad about that, that you learned that, but did  
14 you learn anything about providing alternative  
15 service when there's a breakdown?

16 PRESIDENT ROBERTS: Actually, I  
17 think we did extraordinarily well in terms of  
18 providing service. Normally, when we, with  
19 regular construction, attempt to run bus shuttles  
20 up in that location, they have not been very well  
21 received, but the whole response to 181st Street,  
22 the Chairman mentioned John Hoba being out on the  
23 7 line when we had the fire at Main Street. John  
24 Hoban happened to be filling in for Gricelda  
25 Cespedes when the ceiling came down and then when

1  
2 Gricelda got back, she took over. They and the  
3 Line General Manager were out there almost 24  
4 hours a day, seven days a week getting that  
5 station back into operation. In the time period  
6 that it was done, I consider an outstanding  
7 achievement, just an incredible amount of steel  
8 had to be taken down into that station to shore up  
9 the roof. And so what I would say is, we learned  
10 a lot more than we really wanted to learn out of  
11 that particular exercise.

12 COUNCIL MEMBER KOPPELL: Well I  
13 must tell you, and I have no quarrel with the  
14 replacement, I take your word for it, but in terms  
15 of the alternative service provided by the buses,  
16 I had a lot of complaints and a lot of unhappiness  
17 and I think that as the days passed by things got  
18 better. But when I say did you learn something,  
19 what I would say with respect to that is that not  
20 enough alternative service was provided quickly so  
21 that people, for instance, who switched from the 1  
22 to the A and then got off at 207th Street had to  
23 wait for an extraordinarily long time to get, I  
24 guess, it's the number seven bus there to come up  
25 to Riverdale part of my district. And I think

1  
2 that, in terms of the possibility of this  
3 happening again, and things can happen, you should  
4 study the replacement service and provide for more  
5 substantial replacement service more quickly. I  
6 realize these things are difficult to anticipate,  
7 but you can learn from it and maybe you provided  
8 20 buses and maybe it needed 40 buses.

9 PRESIDENT ROBERTS: Yeah,  
10 Councilman, if you could provide me those  
11 specifics, that would be very useful.

12 COUNCIL MEMBER KOPPELL:  
13 [Interposing] Well I don't have numbers, I only  
14 know I got a lot of complaints in the first few  
15 days, I think that after a few days it got better.  
16 But I think that in terms of programming for the  
17 future, the number of buses was very inadequate  
18 and people were really up in arms about how long  
19 they had to wait when they came on the A train.

20 PRESIDENT ROBERTS: Yeah, well we  
21 really did not intend to short buses, we put  
22 everything that we thought was necessary into that  
23 effort. Hopefully, we will not have a similar  
24 incident upon which to practice, but if we do, I  
25 will make sure that we put too many buses out

there originally.

COUNCIL MEMBER KOPPELL: I think, and by the way, we had another incident on the number 1 line at 231st Street where we had a substantial water main break and I want to compliment you, since I criticized you just now, I will compliment you that in that instance I was very impressed because the water main break was laid, I believe it was on a Saturday night, I think it was a Saturday night, and by eight in the morning, you already had people out there with alternative routes, alternatives stops for people to take the bus 'cause they couldn't get the bus at 231st Street, and that was remarkable how quickly they did that. That contrasts with the negative experience, I mean I got a lot of complaints immediately after the 181st Street. And you can't anticipate everything, but I think that if you go back and study the records, you'll see there just weren't enough substitute buses provided.

PRESIDENT ROBERTS: Okay, Councilman, we try to learn from our mistakes.

COUNCIL MEMBER KOPPELL: Good, I'm

1  
2 glad. The last thing I would say is that, as I  
3 mentioned earlier, the lines that I take most  
4 frequently because I come in on Metro-North and  
5 then I take either the 4 or the 5 or sometimes the  
6 6 from Grand Central down, and I must say I think  
7 the service has been generally good. However,  
8 yesterday or the day before, maybe it was the day  
9 before yesterday--unimportant, I took the number 5  
10 to 125th Street where I switched to the 4, so I  
11 was in the 125th Street station on the east side  
12 where I rarely am, and, unfortunately, I had the  
13 company of many rats in the station. And I really  
14 think that it's pretty disconcerting to stand on a  
15 platform and see rats running around. I assume  
16 you have a rat eradication program.

17 PRESIDENT ROBERTS: We have a rat  
18 control program. We also have a pilot going,  
19 we're working very closely with the city Health  
20 Department to try to improve that program,  
21 Councilman.

22 COUNCIL MEMBER KOPPELL: Yeah, so I  
23 guess you have your east side representative here  
24 on the line, but it was really pretty  
25 disconcerting to stand there and watch all the

1  
2 rats playing--they were down at the track, but  
3 still it was a disconcerting experience. I've  
4 seen it before, I know this is a citywide problem,  
5 but it demands attention.

6 That's all I have for today. But I  
7 don't know what we can do, but I'm going back to  
8 the more general issue of the station agents. I  
9 really think we ought to re-examine the removal of  
10 all the personnel from the stations, it's not a  
11 good idea.

12 COUNCIL MEMBER BREWER: Thank you  
13 very much. The Chairman just stepped out for a  
14 few minutes.

15 I want to second Council Member  
16 Koppell on the station agents, I think you know  
17 that, and I know it's not specific to this  
18 hearing, but we are really concerned.

19 Just the other day when I was  
20 waiting, there were a lot of seniors, their senior  
21 pass didn't work, they didn't speak English, and  
22 there was nobody to go to, they had to go to the  
23 other side. So I think you know it, but I want to  
24 make it clear.

25 My other question regarding the

1  
2 hearing today is when people e-mail the person who  
3 is the General Manager, I assume it might then go  
4 down to the station person. So I'm just wondering  
5 where does the e-mail go and how does it get  
6 answered if people are encouraged to make their  
7 comments that way?

8 PRESIDENT ROBERTS: Yeah, the e-  
9 mail actually goes to two places: it goes directly  
10 to the Line General Manager and it also then goes  
11 to our central complaint communication tracking  
12 group as well, just so that they can exercise  
13 oversight over messages coming in, how quickly  
14 they are answered, and so on and so forth.

15 COUNCIL MEMBER BREWER: So in other  
16 words, so there's a certain time period in which  
17 they have to be answered, that's what central  
18 complaint would monitor?

19 PRESIDENT ROBERTS: Well yeah, we  
20 try. Actually, we're hoping that a lot of it can  
21 just be done very quickly 'cause it's  
22 transactional, you know, why am I a standing in  
23 this station and no train has come for 10 minutes,  
24 that sort of thing. Questions that have to do  
25 with more substantial things, such as when is the

1  
2 staircase at this particular station scheduled to  
3 be completely replaced, that requires a little bit  
4 of research and would take a little bit longer.

5 COUNCIL MEMBER BREWER: The other  
6 question I have, just breaking down via the  
7 managers or the station personnel, do they ever go  
8 to a Community Board and say this is the face of  
9 the MTA? 'Cause I think Community Boards would  
10 appreciate that.

11 PRESIDENT ROBERTS: Particularly  
12 during the pilot, but yes, the Line General  
13 Managers are encouraged to interface with the  
14 Community Boards.

15 COUNCIL MEMBER BREWER: So you  
16 don't know if all of them have been to a Community  
17 Board or if the station manager has been to the  
18 Community Board. Because I've never seen one and  
19 I've never missed a Community Board meeting in  
20 eight years.

21 PRESIDENT ROBERTS: Yeah, first of  
22 all, the stations people now all work for the Line  
23 General Managers--

24 COUNCIL MEMBER BREWER: I  
25 understand that.



PRESIDENT ROBERTS: Okay.

COUNCIL MEMBER BREWER: I

understand.

PRESIDENT ROBERTS: And my--

COUNCIL MEMBER BREWER:

[Interposing] But we see their picture in the station, we see the local person.

PRESIDENT ROBERTS: Yeah, that's a program that was started back in the early 90s, and I'm trying to get all those pictures or posters basically taken down because--

COUNCIL MEMBER BREWER: Some of them are--

[Crosstalk]

PRESIDENT ROBERTS: --while they assign responsibility to those people for the stations, they gave them no resources to--

COUNCIL MEMBER BREWER: Right.

PRESIDENT ROBERTS: --do much about the stations, but the Line General Managers, we do expect for them upon request to get out to Community Boards and talk about the problems and people's concerns.

COUNCIL MEMBER BREWER: All right.

Thank you very much. We'll have our next panel--I think we're done, thank you.

The next panel--you guys are fine, you're all done.

PRESIDENT ROBERTS: Oh, time to go.

COUNCIL MEMBER BREWER: Thank you, Mr. Roberts.

...is Ms. Pinder, Vice President of Stations for TWU 100, 80 West End Avenue my favorite address.

MALE VOICE: And Council Member Garodnick.

COUNCIL MEMBER BREWER: And Council Member Dan Garodnick just joined us.

[Long pause]

COUNCIL MEMBER BREWER: Begin whenever you wish and thank you for being here. Just introduce yourself.

[Pause]

MS. ANDREEVA PINDER: My name is Andreeva Pinder, I'm the Vice President for Station Department with the TWU Local 100.

And I'm here to deliver a statement from our President Mr. Curtis Tate on the Line

1  
2 Managers program. The Line Managers program has  
3 been underway at MTA New York City Transit  
4 Department of Subways for only a short time and so  
5 any evaluation of its impact at this time is  
6 necessarily tentative. The Line Manager program  
7 emphasizes delivering customer service. To the  
8 extent that this focuses on its mission as opposed  
9 to decisions based on misguided priorities that  
10 have nothing to do with transportation, Local 100  
11 is supportive, and we consider the program and its  
12 results thus far to have been positive.

13           There are many possible problems in  
14 a bureaucracy, one of these is buck passing. In  
15 an organization sufficiently complex, it can prove  
16 impossible to figure out who is ultimately  
17 responsible when a problem must be solved. There  
18 are many organizational charts that look complete,  
19 but the test is found in grappling with real-life  
20 problems. Let me give you an example, not many  
21 years ago we had employee facilities--locker  
22 rooms, lavatories, etc.--with conditions that  
23 would have been declared cruel and unusual  
24 punishment if they had been found in prisons. For  
25 our union, fixing this was a priority, but how.

1  
2 In a system where everyone wanted to give you  
3 orders, no one was responsible for solving  
4 problems. Who, for example, was responsible for a  
5 substandard quarter for train crews located in the  
6 station? Was it the rapid transit manager or the  
7 station supervisor, the facilities manager?  
8 Around and around it would go as the buck passed  
9 and the problem went unsolved. This has changed  
10 dramatically. It has changed due to a policy of  
11 improving substandard employee facilities and due  
12 to an orientation of management and the union  
13 working together on this, it has been given  
14 additional backbone by the Line Managers program.  
15 If there is any ambiguity in lines and  
16 responsibilities, it ends by the time the problem  
17 comes to the line manager.

18 Moreover, the line manager can  
19 cross department lines and cut through red tape.  
20 For example, we tried for years to get something  
21 done about the deplorable condition on the five  
22 line crew quarters at Flatbush Avenue. When the  
23 line manager addressed the problem, improvements  
24 came promptly. Similarly, there were ongoing  
25 safety problems at Livonia Yard that were resolved

1  
2 when the line manager acted. In the context of  
3 meaningful policies and orientation, this program  
4 does seem to help.

5 Here is another issue, look at the  
6 roster of line managers and you see you are  
7 looking at the faces of New York. You are seeing  
8 a rainbow that is regrettably unusual to find at  
9 this level of management. You cannot find  
10 anything comparable, for example, in the  
11 organization of the parent MTA. Does diversity  
12 matter? We think so, it gives confidence to  
13 employees and to passengers. In a diverse city,  
14 it is evidence that candidates are not simply  
15 selected based on the old boys club. This is a  
16 break in the not too distant past, and we are  
17 happy about it.

18 I should make it clear that  
19 management remains management and labor remains  
20 labor, we are going to clash, but when rational  
21 productive approaches are followed, there is a  
22 greater chance of reaching a fruitful resolution.  
23 Thus far, the Line Managers program has yielded  
24 positive results. So long as it remains tied to  
25 meaningful policy and orientation, this should

1  
2 continue. Thank you.

3 I would like to make a couple of  
4 remarks because of what President Roberts said  
5 about the SCA program. With the elimination of  
6 those booths, and I have for a long time thought--  
7 that he's mentioned that there is a booth open on  
8 the station--that does not afford the person who's  
9 on the other side protection. On a lot of these  
10 stations, the entrances are staggered, what good  
11 does it do if I'm on the other side, but the booth  
12 on, let's say the uptown side, I'm on the downtown  
13 side is on this end, but I entered here.

14 And then there are a great number  
15 of stations where there is no egress from up to  
16 down, thereby causing a great inconvenience for,  
17 not just the average passenger, but particularly  
18 our senior citizens. We're talking about a system  
19 where there are not enough elevators or  
20 escalators, a senior citizen, elderly person, or a  
21 handicapped person having to navigate all those  
22 stairs into and out of the system and then to make  
23 them have to do it an extra time simply because  
24 there's no one on the side where they entered to  
25 service their needs.

1  
2 And that doesn't even address the  
3 safety aspect of this, it's being downplayed. I  
4 could tell you what I imagine what they intend to  
5 do 'cause of what they've done in the past is to  
6 put up these heats [phonetic]--those are  
7 deathtraps. We've had people where a perpetrator  
8 traps them in it, all you have to do is make it so  
9 it doesn't spin, you're at their mercy for them to  
10 rob you or whatever. And I don't think any of  
11 this was considered. You know aside from the  
12 inconvenience, it's a big safety aspect, and I  
13 mean I think it should be addressed.

14 And it's not just about keeping  
15 positions for my members, it's about the public  
16 safety because, it's not just because it's our  
17 members and their jobs, we have friends and family  
18 who ride the system, we care about their safety.  
19 It's not just about what's going to benefit us, as  
20 our friends, our family, our relatives all ride  
21 the system, because it's the most economical or  
22 because we don't have a car, but at some time,  
23 even if we have a car, we end up riding the system  
24 and the public safety is paramount.

25 COUNCIL MEMBER BREWER: Absolutely.

MS. PINDER: And I just want to say one other thing because Mr. Roberts touched on it about when it comes to the report cards. If the authority is not given the money to get more maintainers to maintain the system or to hire more cleaners to keep it clean, I don't care what kind of program you institute, you are not going to have, as far as customer service goes, customer service means a system that runs on time and a system that's clean. The public cares greatly about this, but if there isn't the money to do these things, then it begins to fall apart.

COUNCIL MEMBER BREWER: Thank you very much.

[Off mic]

[Pause]

CHAIRPERSON LIU: Thank you very much. Thank you very much, Vice President Pinder for your testimony on behalf of Curtis Tate. I apologize for my brief stepping out. Thank you very much to Local 100 and TWU and thank you, Council Member Gale Brewer, for taking the helm for a few minutes.

We are now going to be joined by



Gene Rusianoff, Gene, please join us at the table.

[Pause]

GENE RUSIANOFF: Good afternoon,  
Mr. Chairman, Council Members--

CHAIRPERSON LIU: Good afternoon.

MR. RUSIANOFF: --and the Council  
staff. A lot of what I have to say has already  
been gone over so I'll try and be to the point.  
We're big supporters of the Line General Managers  
program. The whole approach of my organization,  
the Straphangers Campaign, has been to rate the  
subway lines by line. It's the way their  
customers think about the subway and I think it is  
a smart way to manage the system. And I think the  
proof has been that there have been positive  
improvements because of the program, some of which  
have been mentioned earlier.

But in our last two surveys we  
produced the state of the subways, ranking of the  
surveys, the 7 and L line came out on top, and it  
wasn't only because they have control of their  
right-of-way, there were significant improvements  
in both lines that propelled them to the best  
performance.

I also think the program has yielded more initiative and encouraged the transit managers to think broadly. So, again, some of this has been mentioned, but, among the things that the program has wrought are a video display monitor on L station platforms that show where all the trains are on the line. This innovation lets riders know car location and spacing and helps them determine if there really is a train right behind this one. Such a system can inform rider's judgments about whether to wait for a less [off mic] train or to get on the train 'cause it looks like it's the last one that's ever coming into that station.

Another innovation is use of electronic signage on the number 7 line that makes it easier for customers to realize which is a local and which is an express.

One change that hasn't been mentioned is that there have been changes to the 5 line. In the past during midday, the 5 would stop at Bowling Green and you'd have to wait there for a number 4 train to come along--very irritating if you're Brooklyn resident like myself. Now, the 5,

1  
2 at the insistence of the General Manager, goes  
3 through from Bowling Green into Brooklyn to  
4 Brooklyn College and Flatbush Avenue during mid-  
5 days and the result has been that there's more  
6 service for the riders and the trains have come  
7 with more even spacing.

8 And then on a number of the lines,  
9 they've reduced confusion by having the same model  
10 cars be all on the Express or the Local, since the  
11 riders will be able to visually tell by the car  
12 class whether it's a Local or an Express.

13 And, lastly, and this is maybe  
14 inside baseball for some people but we've urged  
15 the authority to produce more statistics on a line  
16 by line basis and that is happening now. So if  
17 you open up the regular monthly agenda of the  
18 Transit Committee, you'll see the breakdown rate,  
19 which they've known for, I don't know, 10 or 15  
20 years, the breakdown rate by line, but they would  
21 never publish it and the public would know, now  
22 they do. And I think it gives a signal to the  
23 managers of areas in which they can improve their  
24 performance.

25 There are some issues that remain,

1  
2 and I think the Chairman touched on it during his  
3 questions, which is how much control do the  
4 managers really have over their budget. My sense  
5 is that President Roberts and his budgeters make  
6 the major decisions about what the allocations are  
7 and then within those decisions the line managers  
8 have some authority to move things around, that's  
9 sort of an inherent limitation.

10 And then very lastly, because it's  
11 come up by several of the members and the  
12 testifiers, we wanted to align ourselves with the  
13 comments by the Council Members about the station  
14 agents. This is a ghastly and very disturbing  
15 policy on their part. By the end of the year,  
16 they're going to have gotten rid of 200 of the 500  
17 Station Customer Assistant representatives and  
18 that's going to start putting people in the  
19 situation where they're in spaces they're alone,  
20 they can't get help. And I understand the  
21 argument the authority makes, which is it just  
22 doesn't have the money and that it's tight, but  
23 this is the wrong area in which to cut. I think  
24 it also hurts their credibility because during the  
25 huge battle over their bailout, they produced a

1  
2 booklet that had all the cuts that would be made  
3 if they didn't get a bailout--this was one of  
4 them. They listed 507 these Station Customer  
5 Assistant representatives and then they got the  
6 money and then they said, well we always meant to  
7 cut this, this is a non-service provision, and I  
8 strongly dispute that. I mean, it isn't just  
9 being a conductor or a train operator or  
10 dispatcher that service, but being a customer  
11 representative, you're the face and the voice that  
12 the public sees. So I hope something can be done  
13 at this late date to turn around that policy  
14 because it's going to hurt the system, make it  
15 more difficult to take the trains, and discourage  
16 people from taking them.

17 Mr. Chairman, that's my testimony.

18 CHAIRPERSON LIU: Well thank you  
19 very much, Gene, thanks very much for the ongoing  
20 thoughtfulness with which the NYPIRG Straphangers  
21 Campaign provides input and needles the MTA into a  
22 better job whenever necessary.

23 MR. RUSIANOFF: Thank you very  
24 much.

25 CHAIRPERSON LIU: We have a

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question from Council Member Brewer.

COUNCIL MEMBER BREWER: Gene, how does the line manager that we described help the cleanliness of the station? 'Cause they can move budgets around when--

MR. RUSIANOFF: Well I think they can move personnel around. I mean if they're getting lots of complaints, I know Council Member Koppell talked about rats, which is a separate program, but if they're getting less of complaints about a particular station, they don't have to call someone up in stations and say we need someone at 181st Street, they can just do it on their own.

Again, it's within a finite series of resources so there's a gain and a loss to how they do it, but they can move resources where they're needed. Thank you.

CHAIRPERSON LIU: Thank you, Council Member Brewer. Thank you, Mr. Rusianoff.

[Off mic]

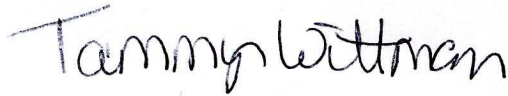
CHAIRPERSON LIU: I do also want to state for the record that Council Member Lappin had a question for the MTA and I think it's a very

1  
2 relevant question and that is that, despite what  
3 President Roberts had testified to, that every  
4 elevator and escalator was in operation at a  
5 particular time, Council Member Lappin did have a  
6 question about why there was a broken escalator in  
7 her area. And the response apparently is that  
8 that escalator is considered an out of system  
9 escalator. In other words, it was built by a  
10 private builder in partnership with the MTA  
11 supposedly, and I'm sure that developer received  
12 some kind of accommodation, and now it's possible  
13 that the developer may not be under any kind of  
14 binding control by the MTA. That is an issue that  
15 we do need to explore further because it is very  
16 difficult for any of us to believe that every  
17 single escalator and elevator in the system--or at  
18 least a system that is perceived to be by the  
19 public, is actually in order.

20 So, with that, I want to thank  
21 everybody for participating in today's hearing and  
22 this hearing of the City Council's Committee on  
23 Transportation is closed.

C E R T I F I C A T E

I, Tammy Wittman, certify that the foregoing transcript is a true and accurate record of the proceedings. I further certify that I am not related to any of the parties to this action by blood or marriage, and that I am in no way interested in the outcome of this matter.

A handwritten signature in black ink that reads "Tammy Wittman". The signature is written in a cursive style with a large, stylized 'T' and 'W'.

Signature\_\_\_\_\_

Date October 5, 2009