

A meeting of the New York City Transit Riders Council (NYCTRC) was convened at 1:00pm on July 26, 2018 in the MTA/NYCT, 30th Floor Conference Room, 2 Broadway, New York, New York 10004.

Member Attendance

Andrew Albert (Chair)	Present
Burton M. Strauss Jr. (Vice Chair)	Present
Stuart Goldstein	Present
Christopher Greif	Present
William K. Guild	Present
Marisol Halpern	Present
Sharon King Hoge	Absent
Trudy L. Mason	Present
Scott R. Nicolls	Present
Edith Prentiss	Present

Staff Attendance

William Henderson (Executive Director)	Present
Ellyn Shannon (Associate Director)	Present
Bradley Brashears (Planning Manager)	Present
Sheila Binesh (Transportation Planner)	Present
Karyl Cafiero (Research Associate)	Present
Deborah Morrison (Administrative Assistant)	Present

Non-member Attendance

<u>Name</u>	<u>Affiliation</u>
Lisa Daglian	Incoming PCAC ED
Deborah Hall-Moore	NYCT
Debra Greif	BFSSAC
Michael Howard	Concerned citizen
Matt Shotkin	Concerned citizen
Ken Stewart	Concerned citizen
Bobby Lee	Concerned citizen

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Time Point Video Part 1

Approval of Minutes for July 26, 2018 meeting will be done during the October 25, 2018 meeting.

Chair's Report attached.

- 07:26 A. Albert: Introduces new PCAC Executive Director Lisa Daglian, who will join the meeting later.
- 08:56 A. Albert: Discusses Phil Eng's Board Meeting presentation on LIRR improvements.
- 11:24 W. Henderson: Addresses the Council with some closing remarks regarding his retirement and time spent at PCAC.

15:55 ***Board Report:***

- **Penn Access: Four new Bronx stations on New Haven Line**
 - Change travel patterns.
 - Benefits of Freedom Ticket to areas like Co-op City.
 - Hunts Point is the only station that is close to a subway station.
 - Amtrak is charging the MTA for replacement of some catenaries in the Herald area and Pelham Bridge.
- **L Train closure:**
 - Plans seem to be getting cemented.
 - 14th Street residents upset about loss of business and hours of construction activity.
 - Additional L5 bus route – from Canarsie to Eastern Parkway.
 - Livonia and Junius connection will be in place.
- **Subway Action Plan (SAP):**
 - Riders feels things have not gotten better, but things are not worse.
 - Will hear more in today's presentation.
- **ESI: 163rd Street station on the C line opens today.**

Video Part 2

00:00 ***Board Report: contd...***

- **NJ Transit West of Hudson service:** Randy Glucksman and Orrin Getz have been attending the NJ Transit meetings to address the rotten service being provided for MNR riders (West of Hudson) – cancellations of trains without any notice due to PTC installation and lack of operating crews.

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- **MTA Budget:** Difficult situation
 - Ridership has been declining.
 - Surcharges (for-hire vehicles fees) on yellow cabs, Uber, Lyft of \$2.50 on top of the \$.50 cab charge will make it \$6.00 just to step into a cab, which will just kill them – this has not been made clear.

- 04:53 L. Daglian: Introduces herself as the new PCAC Executive Director.
- Gives brief background as NYMTC Interim Executive Director.
 - Experience working with elected officials.
 - Council introductions are made.

11:22 **Old Business**

- 11:33 C. Greif: Bus meetings – there are still minor issues to be discussed.
- 12:12 K. Stewart: Confusing subway station announcements on the Lexington Avenue Line (announcing the 7 line to 34th Street at 59th Street station).
- 15:16 E. Prentiss: So excited about a sign near the elevator to the downtown Lexington at 42nd Street station that says, “alternative accessible travel information.”
- 17:04 A. Albert: Alex Elegudian (NYC Transit Chief of Accessibility) has created an accessibility booklet on how to navigate the system.
- 18:23 L. Daglian: Phil Eng discussion regarding LIRR bringing in Customer Care Agents at Penn Station and Jamaica – step in the right direction.
- 20:04 E. Shannon: Accessibility map – would the Council like to write a letter calling for regular updates to the map when a new accessible station gets introduced?

Action Item: Draft letter calling for accessible map updates when stations become accessible.

21:20 **New Business**

- 21:20 T. Mason: On 2nd Ave the vacant stands have now become newsstands at all three stations. What we still do not have are the count-down clocks.
- A. Albert: They are coming.
- 23:17 E. Prentiss: The 2/3 elevator was out at Fulton. Goes to the blue light (Help Point). Person on phone says they will send the police down to get her. They should be helping with travel alternatives instead of calling the police and wasting their time.

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S. Librera: We are starting a new initiative to have fixed signage near the elevators that gives travel alternatives when an elevator is out of service.

28:10 T. Mason: At street level there isn't any signage to inform of service and delays – digital signage is needed for real-time information. Until then paper signage is still needed.

S. Librera: We have a digital advertising concession with Out Front to install digital signs throughout the system within 5 years.

30:50 ***Introduction of Speaker: Sally Librera – Senior Vice President of Subways***

Video Part 3

9:46 **Signal Repairs
*Breaks in Emergency (BIE)***

E. Prentis: There has been an explosion in Breaks In Emergencies (BIE) delays.

S. Librera: BIEs are now messaged as “the train’s breaks have been automatically activated” it seems like it is happening more due to the message is applied to more incidents. Several possibilities why a train goes into BIE:

- Debris, hit the tripping device
- Something malfunctioning with the signal system
- A power issue could have occurred

The train operator inspects the track bed. Most often it's a piece of debris, or nothing immediately found. Transit is looking at ways to streamline recovery time from BIE's.

Air switches, are a pneumatic switch that switches the track. It's an old model powered by airlines, and is prone to problems. The teams changed out the accessories to that equipment to improve it.

13:56 **Continuous Welded Rail (CWR)**

S. Librera: CWR comes in 390' sections, replacing (10) 39' sections of rail. CWR removes rail joints which are the most common point of failure. CWR also puts less wear and tear on the infrastructure. The map shows where CWR is in the system now. Transit has completed the CWR installation, the remaining sections are elevated tracks and CWR cannot be installed there.

Follow-Up: Sally will get us # of joints removed, because if they were weak points in the system, we should see performance improve.

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T. Mason: Is there a cost saving to be gained from installing CWR?

S. Librera: The less wear and tear placed on tracks and trucks, the less defects we will have on our rails and will result in maintenance, and corrective work savings. CWR is more cost effective to maintain.

S. Librera: New technology called the Critter, is a mechanized way of laying the CWR. Cut down on time and labor.

K. Cafiero: How long does CWR last?

S. Librera: I think it lasts about 30-40 years but I will check.

Follow-UP: Sally to get # of years CWR is expected to last.

E. Shannon: How long did it take to install the old rails compared to the CWR installation? Total cost per mile? (Sally will check on this.)

Follow-UP: Sally to get Cost/ mile to install CWR vs. typical rail, and cost to maintain CWR vs. Typical rail

E. Prentiss: How does CWR get delivered to NYC?

S. Librera: Some welding happens at NYC Transit.

E. Shannon: Do you have before/after data for delays that happened in a particular area frequently before CWR and then look at the track performance once it has been installed?

S. Librera: We are working on that.

22:32 **Water Infiltration**

S. Librera: If you ever want a great presentation you should have the hydraulics team. We know our flood prone locations in the system and have worked on prevention issues. But there are always issues. Our drains are now doing what they are supposed to do. Draining it out of the system. The drains are getting cleared out. The street gates at 34th Street is a problem. The curb is only a little bit off the street. Street grates are not tall enough because it is a busy sidewalk circulation, we can't put plywood over those grates, because those grates serve the HVAC system. It is a known issue.

E. Shannon: Major delays where service is stopped because of rain.

S. Librera: It's rare at this point for us to have an issue where rain is stopping service. We may bypass a station. In July, there was an issue, when a tremendous amount of water came in, the drain worked but the water carried debris with it- that had to be removed.

K. Cafiero: How will the drains be maintained from here on out?

S. Librera: A surge of activity to catch up. We are looking to revisit baseline activities, to see how much above baseline we need to be to keep up with the problem. Contractors are being used to do the drain clearance work.

32:00 **Car Equipment**

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S. Librera: Looked at the fleet and looked at specific failure types, Master controllers, power converters, doors, and improved and upgraded.

Resiliency/Emergency Response

Video Part 4
1:00 Combined Action Teams (CAT) respond to Major Incidents, to speed recovery. Transit tripled the number of CAT's. Response time has improved by over 20% and incident resolution time is nearly 30% better.

3:00 **Performance Trends**

11:13 **Communications & Customer Experience**
Send your comments in on the MyMTA app.

15:00 T. Mason: There is not enough communication to the affected Bus Operators and Dispatchers when a major subway delay. Bus Operators are not alerted, and Bus Dispatchers don't know to deliver more buses to accommodate the ridership surge.
S. Librera: Our control centers communicate but we could improve communications to the front-line workers.

19:44 **Working w/NYPD to reduce Police incident duration.**

23:15 **Strengthening the Basics**

25:15 **Fast Forward is the Plan: It's not funded yet.**

Adjourned

Action Items

- Draft letter calling for accessible map updates when stations become accessible.
- Sally will get us an estimate of # of joints removed, when CWR was installed – joints are weak points in the system, joint removal should reduce # of rail breaks.
- Sally will let us know what actions can be taken to improve communication to front line Bus Operators and Bus Dispatchers that are affected by a major subway delay.
- Follow-Up: Sally to get # of years CWR is expected to last.
- Follow-Up: Sally to get Cost/ mile to install CWR vs. typical rail, and cost to maintain CWR vs. Typical rail

Youtube Video links: [Part 1](#), [Part 2](#), [Part 3](#), [Part 4](#), [Part 5](#)

The meeting was adjourned at 2:00 PM.

Respectfully submitted,

William Henderson
Executive Director

Subway Action Plan One Year Review



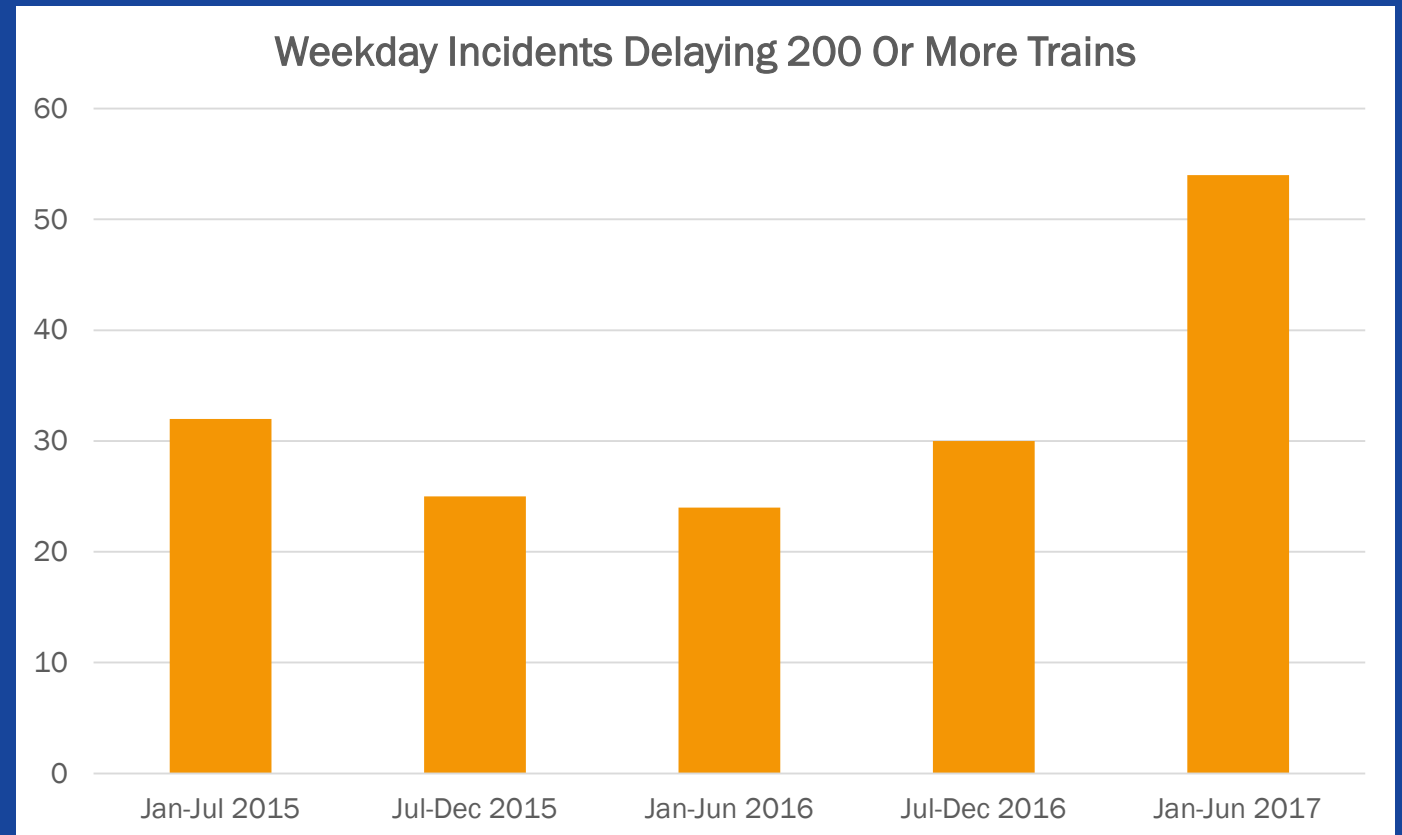
Today's discussion

- The Subway in Early 2017
- Subway Action Plan Goals
- SAP Accomplishments to Date
- Current Focus and Next Steps



The Subway in Early 2017

In the first six months of 2017, the number of major incidents delaying 200 or more trains nearly doubled compared to the prior six month period



Origin of the Subway Action Plan

June 2017

State of Emergency declared for the MTA

July 2017

Subway Action Plan established to:

- I. Stabilize the subway system
- II. Lay the foundation to address long-term modernization

Subway Action Plan Goals

- Arrest the decline in service reliability
- Dramatically improve customer communications
- Improve the way we work
- Restore confidence in our system



Stabilizing the System

**Unprecedented level of work
designed to:**

- **Address factors that cause incidents**
- **Respond faster and clear incidents more quickly when they do occur**



Subway Action Plan

Executing the Subway Action Plan has required the commitment and dedication of a talented workforce:

- Over 9,000 in Maintenance of Way
- Nearly 6,000 in Stations
- Over 5,000 in Car Equipment
- Over 8,000 in Service Delivery
- And over 1,000 more planners, engineers, trainers, analysts, and managers to support their efforts

Stabilizing the System

Water Management

- Sealed over 2,000 leaks
- Cleared over 340 miles of subway drain lines
- Cleared debris from over 31,000 street grates

Chemical grouting to stop water from entering tunnel ceiling



Stabilizing the System

Track Cleaning

Over 285 miles of track cleaned
including every station track,
mobile vacuums deployed



Stabilizing the System

Track Maintenance

Cleared 60% more defects –
over 13,000 – and installed
100,000 friction pads to improve
track reliability – tripling our
installation rate



Stabilizing the System

Signal Repairs

- Over 11,000 signaling locations inspected over 660 track miles
- 150 induction signal stops modernized
- 8,700 insulated joints cleaned with new magnetic wands
- 772 air switches inspected, replaced worn components
- 1,300 defects repaired
- Continuing with enhanced inspections, maintenance and corrective repair, targeting critical and poor performing assets



Stabilizing the System

Continuous Welded Rail

Over 30 miles of continuous welded rail installed in 2017 and 2018 to provide a smoother ride and a longer-lasting rail



Stabilizing the System

Continuous Welded Rail

Continuous welded rail now in nearly all areas where it can be installed



Stabilizing the System

Signal and Power Repairs

Replaced damaged, non-functioning signal circuit junction box near 7th Ave on 53 St – restoring redundancy to ensure system resiliency and reliability



Stabilizing the System

Signal and Power Repairs

Replaced a deteriorated and corroded power junction box at 179 St to provide signals with a more reliable energy feed



Stabilizing the System

Car Equipment

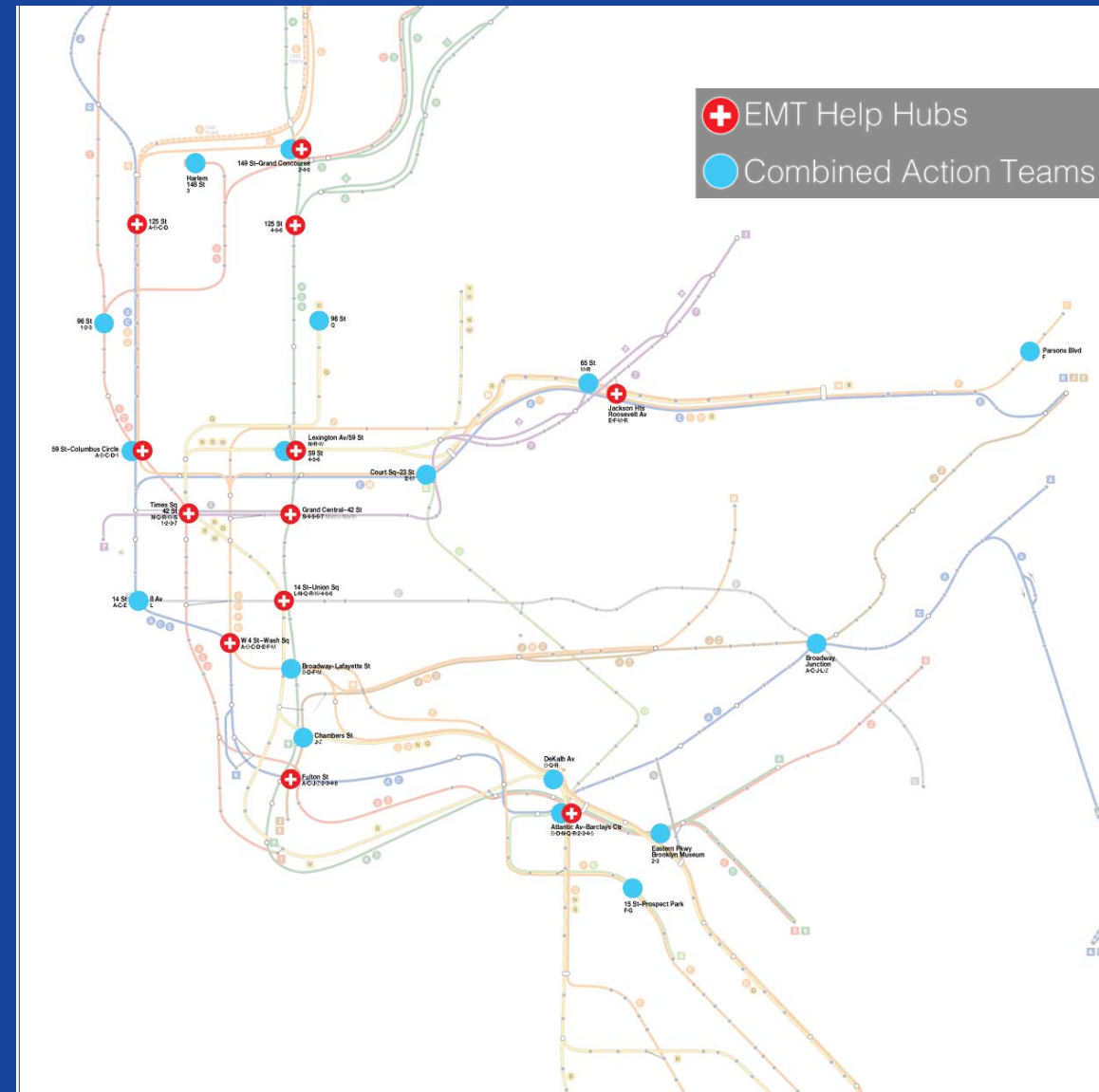
- Major maintenance to mechanical systems on over 1,600 cars
- 702 master controllers and 144 power converters replaced, with 29% and 18% reliability improvement
- Doors on 6,418 cars inspected, resulting in over 800 being upgraded
- Improved work equipment availability by 20%



Stabilizing the System

Emergency Response

- Tripled Combined Action Teams – improving response time by almost 20% and resolution time by nearly 30%
- EMTs at 12 key stations have assisted over 300 customers
- Added subway car emergency response teams
- Established infrastructure emergency teams



Stabilizing the System

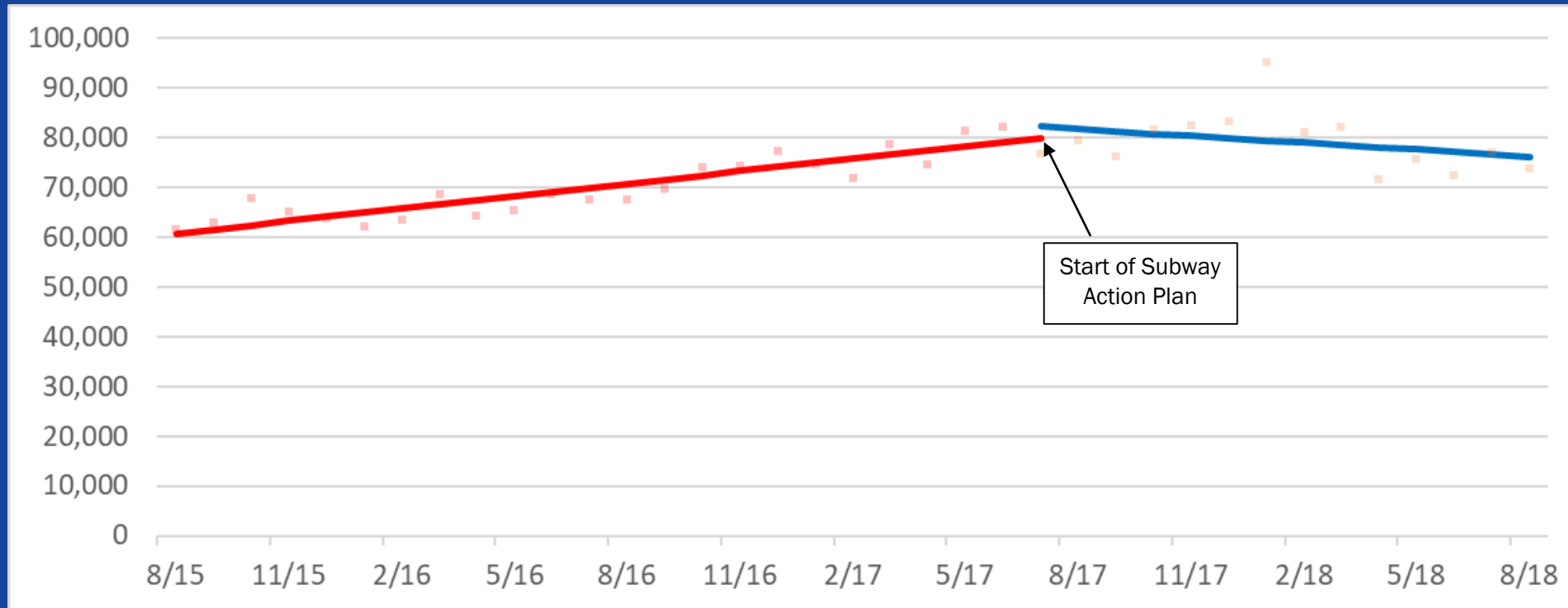
Performance Trends

- Major incidents decreased 11.7% - major track, signals, and subway car incidents each improved
- Average Platform Time (APT) and Average Train Time (ATT) – improved 2018 versus 2017 with best results in June 2018
- Service delivered improved in six of past seven months – to highest level since measure introduced – 95.8% in August 2018
- Subway car 12-month average MDBF now 122,334 miles, up from 115,670 pre-SAP

Stabilizing the System

Performance Trends

Monthly Delay Trend



Source: Terminal Delay Database and SIRS

Communications & Customer Experience

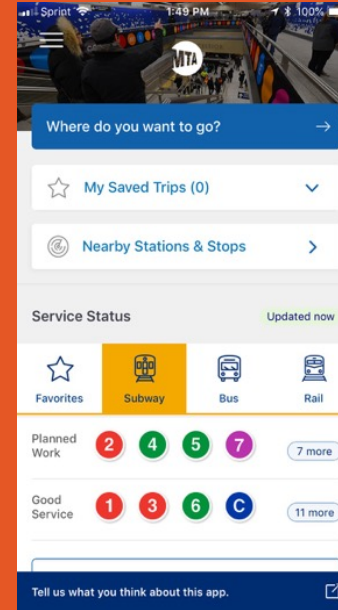
- Chief Customer Officer appointed
- Trained and deployed over a hundred Wayfinders to provide mobile customer service
- Added over 50 new station announcers
- Deployed new procedures to get more accurate incident information to conductors and social media more quickly
- Increased social media engagement by 40%
- Released new customer-focused metrics and dashboards



Communications & Customer Experience

Provide Better Tools and Information

- Countdown clocks at all stations
- New MYmta website and app
- Channels for customer feedback

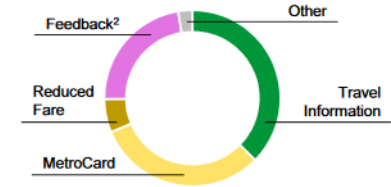


Customer engagement

Telephone

	June 2018	June 2017	Variance
Telephone calls	61,968	65,591	▼5.5%
Calls answered	80.3%	70.7%	▲13.6%
Average time to answer ¹ (seconds)	276	445	▼38.0%

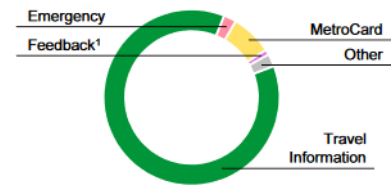
1. Excludes automated self-service calls
2. Feedback is customers calling with comments or concerns



Help Point

	June 2018	June 2017	Variance
Help Point activations	79,858	101,871	▼27.6%
Average time to answer (seconds)	9.7	9.6	▲1.1%

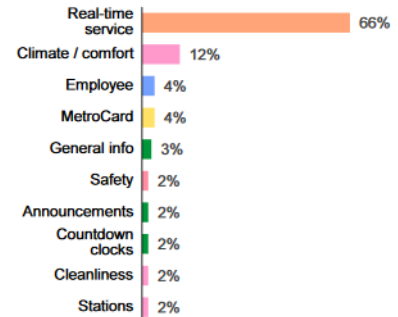
1. Feedback is customers calling with comments or concerns



Social media

	June 2018	June 2017	Variance
Social media mentions ¹	33,840	20,183	▲67.7%
Responses sent	11,560	6,639	▲74.1%
Customer satisfaction score ²	3.4	-- ³	

1. Social media mentions include Tweets, Facebook posts, and comments. Social media volumes includes monitoring and engagement with the @MTA handle as of mid-July 2017.
2. Customers were asked *How would you rate your experience on Twitter with NYCT Subway?* using a scale of 1 to 5
3. Customer satisfaction scoring began in December 2017



Communications & Customer Experience

Stations and Cars



New tools for station cleaning



20 new mobile wash trucks added to the fleet for deep cleaning



Better lighting, double bright poles, and more standing space in subway cars

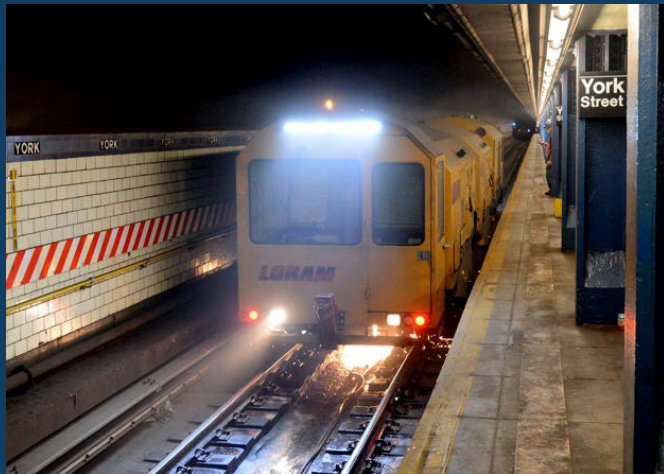
Work Process Improvements

- Restructured Subways organization and leadership
- Dedicated maintenance resources for Washington Heights elevators
 - Availability improved 86.2% in 2Q 2017 to 97.1% in 2Q 2018
 - System elevator availability improved to 96.5%
- Revised NYPD protocols to reduce incident duration
- New tools and equipment to improve efficiency and effectiveness of work
- Increased “wrench time” by over 90 minutes on weeknight track outages, a 40% improvement

Work Process Improvements

Work Equipment

Introduced new equipment to improve maintenance efficiency, productivity, and safety



New rail grinders extend rail life and smooth train rides



New railcar movers in yards free up diesel locomotives for work sites



New and restored flat cars

Current Focus

Back to Basics

- **Introduced Group Station Managers for enhanced accountability and focus on customer environment**
- **Save Safe Seconds campaign to reduce running times through dwell reductions and service management improvements**
- **Regular, ongoing communication of system performance to all Subways employees**
- **Reporting on progress towards delay reduction goals each month**



Next Steps: Fast Forward

- State-of-the-art signals
- Accessible stations
- Infrastructure in a state of good repair
- New subway cars
- New fare payment system

