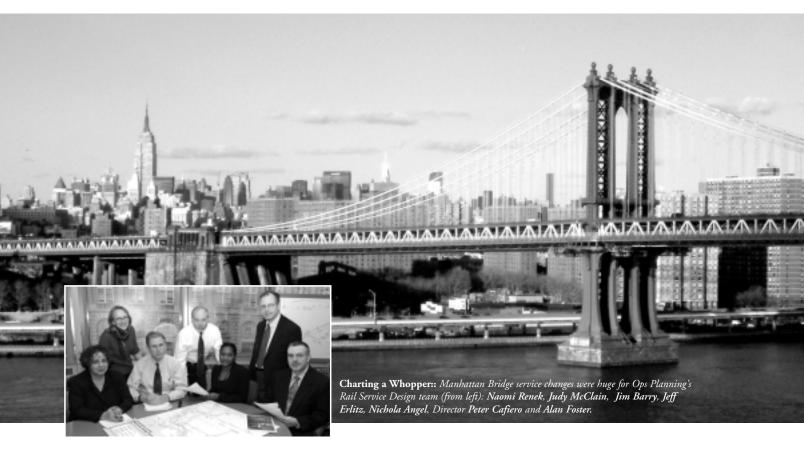
Four-track Service Return

By Glenn Lunden, Manager, Rail Operations Review, Operations Planning



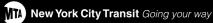
t's finally happening. On February 22, subway service will return to all four tracks of the Manhattan Bridge a crucial link for two Manhattan/Brooklyn subway lines that currently affect some 600,000 daily riders. The dramatic service increase follows 18 years of two-track service, temporary reroutes and overcrowding that started when the NYC Department of Transportation began massive reconstruction of the aging bridge in 1986.

Put another way, since critical work on the bridge began, children were born, grew up and graduated from high school. In fact, members of Operations Planning's Rail Service Design team handling the Bridge (inset photo) are dealing with a fourtrack service model for the first time in their careers. "It's great to be restoring service that will benefit so many customers," observes planner Judy McClain.

Completion of this monumental project restores not just the Bridge (owned by the City) to a state of good repair, but NYC Transit's infrastructure as well. Notes Senior Director Kenneth Mooney of Rolling Stock & Maintenance of Way Engineering, "We took advantage of having alternate sides of the Bridge closed to lay new track and to upgrade all signals, power and communications systems."

continued on page 2

IN THIS ISSUE >



nset photo by Michael Coughlan

Informing Customers

Photo by Michael Coughlan

By Marsha Granville, Marketing and Service Information



Marketing's Service Information team: Robert Fleming, Ann Cameron, Marsha Granville, Gary Jenkins and Ocha Sakarin.

As with all major service changes, work on communications materials for restoring Manhattan Bridge service began about a year before the actual service changes take effect. This is a labor-intensive effort, dependent on close cooperation from Operations Planning, RTO, Stations and Government Relations.

For specific communications materials, operations planners first explain the service changes to Marketing's writer/designer service-information team. Next, the team's working knowledge of the service plan is refined into a brochure, the heart of the communications campaign. Design and layout are crucial. Both presentation and copy must be compelling, simple and customer friendly.

The Manhattan Bridge service restoration is so huge and complicated that we added an extra communications step: a "teaser," posted in trains and stations in early December to give customers a heads-up (see page 3). Big changes are on the way. Watch for more information coming soon.

Meanwhile, after multiple reviews and editing by the departments, the brochure and associated posters are approved for testing. Led by our Market Research staff, focus groups and individual interviews were conducted during a 7-10-day period. *Do the pieces work? How well will they serve our customers?* After customers let us know their views, the materials are revised to reflect customer comments.

When materials must be translated, as these were into Spanish, Russian and Chinese, we allow 10 days. Next, as with brochures, SubTalk and BusTalk posters, the schedule includes two weeks for printing. Finally, Marketing distributes the materials to Stations' field offices whose personnel handles posting throughout the system. (With big service changes like this, materials also go to Buses.)

With the work completed, three million brochures and thousands of posters are in the system, the information is reinforced on the Web, by Customer Services' travel information staff and by front-line employees in the field.

Manhattan Bridge continued from page 1

Except for a few weeks in 1990, trains were barred from one side of the Bridge or the other. Something had to give, and give it has — with fewer routes crossing the Bridge, the N rerouted via Lower Manhattan, fewer rush hour trains on many lines and no service to Brooklyn. To complicate service further, phases of construction required alternating the set of tracks that was closed. Most recently, in July 2001 the Broadway tracks reopened (again) and the 6th Avenue tracks closed (again).

With each change, trains were rerouted, schedules rewritten, crews retrained and maps revised – an enormous effort requiring months of planning and coordination by staff from all over NYC Transit. Communicating such changes to our customers is an art unto itself (see story left).

No Preconceptions

February's permanent change required far more comprehensive planning. As Operations Planning Chief **Keith Hom** explains, "Eighteen years is a long time. We couldn't simply go back to what ran on the Bridge in 1986, because ridership has grown enormously and passenger destinations have shifted dramatically since then. So we decided to start with a clean slate and no preconceptions."

Director **Peter Cafiero** of Rail Service Design notes a decided benefit his group had for this huge assignment: "Thanks to new computer models, we can analyze ridership and simulate train movements in ways we couldn't before."

First came an exhaustive planning study, led by Operations Planning with input from Subways, OMB, CPM, and MetroCard Operations' Market Research. This meant articulating goals, such as simplifying the route structure and eliminating overcrowding on Bridge trains. It also meant casting aside long-held views related to where these subway routes used to go, in order to lay out where they *should* go to best serve passenger and operational needs.

For example, the 6th Avenue express **B D** lines have not served Brooklyn since 2001, but return this month with a twist. Since 1967, the **B** in Brooklyn has historically run on the West End Line (current **W**),

and the **①** on the Brighton Line (current **② ۞**). The new service plan "flips" that arrangement and puts the **③** on the Brighton Line and the **⑤** on the West End Line.

This flip has generated more comment than any other part of the service plan – but there's good reason for it. As Peter Cafiero explains: "The new **B** connects two route segments that operate only on weekdays – the Central Park West local to 6th Avenue (current **B**) and the Brighton express (current **Φ**). This is much simpler than the old **B**, which went on two different lines north of Rockefeller Center, depending on the time and day of the week."

Similarly, the new **①** connects two route segments that operate 24/7 – the Concourse Line in the Bronx (current **①**) and the West End Line in Brooklyn (current **①**). The short-term confusion of flipping the **③** and **①** in Brooklyn will be more than offset by the long-term benefits of simplifying the route structure.

Up to the Challenge

"For RTO (Rapid Transit Operations), the new service plan represents both a challenge and an opportunity", says **John G. Gaul**, assistant chief transportation officer of Subdivision B. "While the more complicated service pattern requires more switching of trains at DeKalb Avenue, the net result is a vastly superior service plan for our customers. The RTO team is up to the challenge."

And what about our recent high-school graduates who have never known four-track service on the Bridge? Let's just say that they will enjoy far better subway service crossing Manhattan Bridge as they travel to and from college – and beyond.



Manhattan Bridge History



Canal Street entrance

The beautiful Manhattan Bridge was first proposed in 1892 as a railroad bridge for elevated trains, then approved for "mixed traffic" in 1895.

Construction began in October 1901. When the bridge opened on December 31, 1909, it featured the grand arch and colonnade at its Canal Street entrance shown here, but its four trolley tracks, four subway tracks and a walkway were unfinished. Subway service actually started in 1915 and 1917, and the bridge's two decks were reconfigured for vehicles in the 1940s.

Considering when the bridge was built, it is hardly surprising that decades of increasing use by modern cars, trucks and 24-hour subway trains, coupled with reduced funding for maintenance, led to the improvements and major reconstruction that began in 1986. – *Ed.*

AIRTRAIN JFK

Up and Running

The Port Authority chose December 17 to open its long-awaited, much touted – and doubted – AirTrain to JFK International Airport, just in time for the holiday rush. Though still not a one-seat ride, AirTrain offers a stylish and modern connection between JFK and MTA services.

Welcomed as the fast, economical route to the airport, the 8.1 mile driverless, light rail system is an airport link from the **(A)** train at Howard Beach, the **(B)**, **(D)** and **(2)** subway lines from Sutphin Blvd./Archer Avenue, and the Long Island Rail Road's Jamaica Station.

Its arrival follows years of controversy about the route, five years of construction, a \$1.9 billion budget and the tragic accident in a September 2002 test run that killed a novice employee of AirTrain-contractor Bombardier.

For all its controversy, the streamlined AirTrain and its stations provide amenities and speed for a \$5 fare – modest for travelers accustomed to going by taxi or private bus. Also, the new train includes welcome free transit between terminals and other facilities within JFK.

Unfortunately, however, for those who reached JFK via subway to Howard Beach, AirTrain marked the end of the Port Authority's free, if lumbering, bus shuttle from Howard Beach and raised that total fare from \$2 to \$7.

Countdown to a Subway Centennial

'City Hall To Harlem

Laying the Groundwork For the Harlem Renaissance

When New York City's subway was under construction, "City Hall to Harlem in 15 minutes" was its promoters' rallying cry. The motto expressed what New Yorkers wanted: rapid transit from the City's congested hubs to its distant communities. It also stressed Chief Engineer William Barclay Parsons' goal of speed. His stealth strategy, it turned out, was to design the first subway system with express and local tracks throughout. Express trains (at 25 mph) proved more popular than expected, carried more passengers than local trains (at 15 mph) and allowed working people to move farther uptown. One of the affected communities was Harlem, where the Harlem Renaissance flowered in the 1920s and '30s. The story honors Black History Month. – Ed.



Reaching to Harlem: Cut and cover subway tunneling on Broadway at 138th Street, November 1902.

After slavery ended in New York State in 1827, African Americans settled in downtown Manhattan. But as the immigrant population grew Downtown, they moved north into the Tenderloin District from West 34 th Street to Columbus Circle.

The New York City Draft Riots of 1863, led by Irish mobs, resulted in the lynching of 11 black men. This, and construction of Penn Station on West 34th Street, made the Tenderloin District no longer a safe and viable home for African Americans. Again they migrated north, to the area the Dutch settled in the 1600s and named Harlem after Haarlem, a city in the Netherlands. It was predominately farmland. Prominent whites such as Alexander Hamilton and IRT President August Belmont had homes there.

When the subway opened in 1904, the IRT line from City Hall that ended at West 145th Street made Harlem more accessible. From 1908 to around 1920, Harlem became predominately black, and the American phenomenon called "white flight" began.

On February 17, 1919, the 369th Regiment marched up 5th Avenue to Harlem to celebrate the end of World War I. Its men had fought for a country where their rights were denied, and their demands for racial and social equality took on a more bellicose tone. Harlem became a bastion for a cultural, intellectual and political movement.

Meanwhile, the IRT expanded to the Bronx in 1905, Brooklyn in 1908 and Queens in 1915. In 1932, the Cityowned IND line opened and with it, new routes to Harlem.

It was in 1941 that the incomparable composer/arranger, Billy Strayhorn (1915-1967) wrote *Take the A Train* for the Duke Ellington band. In the February 13, 1967 *Downbeat* magazine, Strayhorn recalled: "... we gave it that title because they were building the 6th Avenue subway ... and they added new trains including the **D** Train which came up to Harlem to 145th Street and then turned off ... to the Bronx. But the 'A' Train kept straight on up to... (207th Street). People got confused... So I said I was writing directions – 'Take the A Train to Sugar Hill.' The **D** was messing everybody up."

Strayhorn's composition came after the Harlem Renaissance, but it conveys the subway's role in the lives of Harlemites, and how it helped shape that movement.

The great intellectual, W.E.B. DuBois, along with James Weldon Johnson and Alain Locke, editor of the *New Negro*, led this movement known as the Harlem Renaissance. Talented African Americans came to Harlem to participate in a renaissance that would reshape the American cultural landscape.

Its leaders included writers such as Claude McKay, Langston Hughes, Jean Toomer, Zora Neale Hurston, Jessie Redmon Fauset, Walter White and Countee Cullen; musicians and entertainers such as Hubie Blake and Josephine Baker and historians Arthur Schomburg, John Henry Clarke and J.A. Rogers.

There were historical figures such as Marcus Garvey and Paul Robeson; entrepreneurs including Madame C. J. Walker, with her stylish hair accessories business, and distinguished artists including Aaron Douglas and Winold Reiss. All of them, at one time or another, arrived by subway to a world that embraced their talents and indomitable spirit.

Thus, New York City's subway played a significant role in one of the great cultural movements in American history. It sparked Harlem's growth from its opening in 1904. Then in the 1920s and '30s, it transported this array of multitalented people up to Harlem, where their inspirations found fertile ground and flourished.

in Fifteen Minutes'

By Gary K. Jenkins, Art Director, Marketing and Service Information

Subway Wind

FAR down, down through the city's great, gaunt gut, The gray train rushing bears the weary wind; In the packed cars the fans the crowd's breath cut, Leaving the sick and heavy air behind. And pale-cheeked children seek the upper door To give their summer jackets to the breeze; Their laugh is swallowed in the deafening roar Of captive wind that moans for fields and seas: Seas cooling warm where native schooners drift Through sleepy waters, while gulls wheel and sweep, Waiting for windy waves the keels to lift Lightly among the islands of the deep; Islands of lofty palm trees blooming white That lend their perfume to the tropic sea, Where fields lie idle in the dew drenched night, And the Trades float above them fresh and free.

Take the 'A' Train

You must take the 'A' train
To go to Sugar Hill way up in Harlem
If you miss the 'A' train
You'll find you missed the quickest way to Harlem
Hurry, get on, now it's coming
Listen to those rails a-thrumming
All aboard, get on the "A" train
Soon you will be on Sugar Hill in Harlem

-- Billy Strayhorn

-- Claude McKay



Prominent figures of the Harlem Reniassance: A Claude McKay, B Alain Locke, C Josephine Baker, D Langston Hughes, E Marcus Garvey, F Duke Ellington, G Florence Mills, H Billy Strayhorn, I Paul Robeson, J Jazz Age couple photographed by James Van Derzee, K W.E.B. DuBois.

Black History Month

By **Barbara Orlando**, Editor

COMTO Honors Achievers

embers and guests of the Conference of Minority
Transportation
Officials – better
known as COMTO – socialized and dined at the Brooklyn Marriott in
December to fund-raise, honor a few stars and present scholarships. The annual Scholarship & Awards affair



James H. Harding, Jr.

celebrated the vitality and growth of COMTO's Greater New York Chapter, and the crucial support of its corporate sponsors.

Founded in 1971 and based in Washington, DC, COMTO is the leading advocacy group for minorities (including women) in transportation. Its varied programs facilitate employment, career and contract opportunities. National Chair **Loretta Kirk** was a late but welcome special guest, after weathering a delayed flight from Cleveland where she is transit deputy general manager.

NBC News reporter John Noel was master of ceremonies and Rev. Frank Morris led the invocation. Velvet-voiced Brenda Robertson sang the national anthem and pianist Butch Stewart and bass guitarist Joe Lawrence filled the interludes. Dr. Roy Hastick, president of the Caribbean American Chamber of Commerce, presided as honorary co-chair.

Mysore Nagaraja, president of the new MTA Capital Construction Company, received the chapter's Distinguished Executive Leadership Award, while Matthew L. Brown, president of Big Apple Tire in Brooklyn, was named Distinguished Entrepreneur. Nagaraja, past Senior VP of NYC Transit's Capital Program Management department, is the first minority president of an MTA agency.

In a revamped program named for inventor **Granville T. Woods**, three college freshmen won \$1,000 COMTO scholarships. Scholarship Chair **Angela Bonnette** selected the Woods Scholars: **Andrea Jeffrey** at NYU, **Angie Urena** at Rensselaer Polytechnic and **Corey Baker** at Swarthmore.

James H. Harding, Jr., a Harlem native, MTA board member and New York State's director of legislative affairs for New York City, was guest speaker. He conveyed greetings from Gov. George E. Pataki and MTA Chairman Peter S. Kalikow, and their support for the evening's cause.

"Diversity in transportation goes well beyond race and gender to education, age and other factors," Harding noted. "We all have the same goal to eliminate biased thinking. My personal goal is be a change agent – to assure that diversity stays in the forefront on decisions that affect people's lives."

Harding congratulated COMTO on its scholarship program and reaching out to students by sponsoring Youth Day. He urged fellow members to be more active, enlist new members and "make sure you are part of the solution, not part of the problem."

Speakers included Banquet Chair Gail Gant, Co-chairs Carolyn Jackson-Colley and Sylvia Isabel, Chapter President Hosie Fason and committee members Craig Stewart, Dr. Michelle Alexander and Thalia Panton. To conclude the upbeat evening, COMTO honored three of its own, Judith Lovell, a past chapter president, Charlene Welch and Wanda Wilson.

Then came one more round of applause for the evening's sponsors who help fill the scholarship coffers: American Management Systems, Bombardier Transportation, Perini Corp., Power Resources International, JP Morgan Chase and Kawasaki Rail Car.

Employee Suggestions Rack Up Records

In a record-setting year, NYC Transit's Employee Suggestion Program (ESP) saluted 75 winners at its annual pre-holiday awards ceremony. Their 65 suggestions saved a record of more than \$3 million in the first year of implementation and eclipsed last year's savings of \$897,000.

Also for the first time, three suggestions (two by teams) won ESP's top \$12,500 award, while total awards exceeded \$100,000. This compares with one \$12,500 prize and \$62,000 awarded in 2002.

"It's great that this program is flourishing, with more suggestions proposed than ever," said NYC Transit President Lawrence G. Reuter. "This is one of my favorite days at the agency because we get to give away money for ideas that increase our safety, security, efficiency and, notably this year, the cost of doing business with vendors. My thanks to those who run this program. It's not easy. And a special thanks to all you winners for taking the time and effort to develop your ideas."



Big Idea Winners: Buses' Lorraine Perez shares \$12,500 glory with team winners (from left): Car Equipment's John D'Alessandro and Robert Fernandez, and Michael Minott and Antonio Vasquez of TIS.

Lorraine Perez (recently promoted to contract manager) of Buses' Paratransit Division, was the only individual winner of a grand prize – and a stunning one at that. After discovering that a purchased software scheduling system gave a billing advantage to Access-A-Ride contract operators, she devised a solution that saved an estimated \$4.1 million through 2003 – with projected savings of \$2 million a year! She knew she was on to something big, saying, "I'm glad I could reap some of the benefit."

The two top-prize teams were Car Equipment analysts Robert Fernandez and John D'Alessandro, and the team of Michael Minott and Antonio Vasquez of TIS Subway Electronic Maintenance.

The TIS team solved an acute need for Buses when an NYC Transit radio system used by bus operators and their command centers went off the market. Minott and Vasquez customized a commercial Motorola radio for use until NYC Transit's current system is replaced in about five years.

ERP Rewards Safe Drivers

NYC Transit's labor/management Employee Recognition Programs (ERP) rolled out the red carpet at Le Cordon Bleu in Woodhaven, Queens for its final awards event of 2003. The occasion honored 427 Bus Operators with 10 and 15-years of accident-free Safe Driving.

Award-winners (and a guest) enjoyed an expansive buffet dinner, received certificates and a ring (for 10 years) or a watch (for 15 years) and multiple congratulations. Assistant General Manager Joe D'Auria from Fresh Pond Depot spoke for Buses' Senior VP Butch Seay: "To all you operators, maintaining the safe driving records you have in our tough driving environment would be challenging for anyone. Congratulations on your impressive achievements." Union speakers included Ed Watt, secretary-treasurer of the TWU, President Donald Afflick, DC 37, local 1655 and President Kenneth Broderick, Amalgamated Transit Union, Local 1056.

"We're here to congratulate and thank you for your dedication, sacrifice and commitment to duty," said ERP Director Rhonda Hogan-Brock. "With your presence here, you represent some of NYC Transit's most valued employees. We also thank your spouses and families. Their support is likely an important part of your success."



Inquiring **Photographer**

At Your Service asked Bus Operators at the ERP Safe Driving Awards Dinner this question:

would you



John Santoro

Fresh Pond – 11 years 10 years safe driving

The biggest thing in driving a bus is to drive as safe as you can, keep an eye out for (bad) drivers and be courteous. Bring the bus to the curb, kneel it for an older person – and I always pick up a wheelchair. It's no big deal, and you thank God that it's not someone in your family.



Roberto Stuart

Queens Village – 11 years 10 years safe driving

Driving a bus is like being a prizefighter. You have to be ready and alert at all times for anything that can happen. I love the job, but you have to stay rested and be very serious about it.



Octavio Pandales

West Farms – 15 years 10 years safe driving

Have lots of patience. It's very important not to jump the gun and to size things up, both in driving and in dealing with customers.



Johnny McLain

Gun Hill – 10 years safe driving

You always have to be alert, watch your left and right side for other cars and your vehicle and, above all, be able to stop. Practice so you can stop in an instant. If there's a problem, stop and let things develop before you move.



James F. Brown

Fresh Pond – 11 years 10 years safe driving

I put a lot of trust in God. Something guides me, say when a professional [like a cop] tells me to go ahead, something holds me back and then a child runs into the street. Those things keep happening, so I thank God for avoiding dangers.



Efrain Alvarez

Gun Hill – 10 years safe driving

Calm down. Wait and see what other drivers are doing before you move. Nobody wants to get stuck behind a bus and they can do crazy things.

Similarly, motor shop veterans Fernandez and D'Alessandro knew that air conditioning motors on certain IND-BMT cars were in short supply, while A/C motors from retired IRT Redbirds were potential scrap. They developed a bracket that adapts the Redbird motors to fit on IND-BMT cars, saving more than \$600,000 on the first train.

Other big winners were: 1) Car Equipment Inspector Harry L. Elliott, \$7,400 for improving the tread brake unit assembly; 2) Buses' Maintenance Supervisor Joseph Giammarino, \$6,050 for eliminating an interior sonic sensor on most bus models; 3) TIS Computer Specialist James Rowland, \$5,400 for a preferred friction belt for MetroCard Vending Machines plus five team suggestions; and 4) TIS Computer Specialist Robert Rivera,

\$5,250 for coordinating a design/purchase phase of two Subways' communications systems.

Other notable winners included TIS Electronics Specialist Norbert Caprietta, \$3,750 for interchangeable farebox units; Car Equipment's **Inshan Azeez**, \$3,705 for simplifying a step in the Redbird Reef program; and TIS's Nasser Barkhordar and Joseph Gordon, \$2,270 for an improved power source for

Human Resources' Yvonne Prioleau is ESP coordinator. For more information, call 718-694-4549.

AT YOUR SERVICE



Public Affairs and Employee Communications 130 Livingston Street, 9th Floor Brooklyn, NY 11201

New York Transit Museum Calendar: Celebrating the Subway Centennial

Daniel Greene: Subway Paintings
February 12 – April 11
NY Transit Museum Gallery Annex
Grand Central Terminal

Daniel Greene: Subway Paintings features oils and pastels by the internationally acclaimed realist painter. His meticulous depictions of IRT stations celebrate the artistry of



the original mosaics and ceramics, some dating to 1904, and his mastery of portraiture (made possible by the NY State Council on the Arts and the NYC Department of Cultural Affairs). Admission free

Meet the Artist: Daniel Greene

Slide and video presentation, discussion and Q & A Wednesday, February 18, 5:30 pm Screening Room, New York Transit Museum Brooklyn Heights

Daniel Greene will display and discuss his remarkably realistic paintings from New York's underground subway world. A member of the Pastel Hall of Fame (1983), he received the John Singer Sargent Award for lifetime excellence in portraiture and a Medal of Honor from the Portrait Society of America. Admission free

William Barclay Parsons and the Birth of the New York City Subway

February 27 – June 30 The New York Public Library: Science Industry and Business Library 188 Madison Avenue

The Science, Industry and Business Library, in collaboration with the New York Transit Museum, presents an exhibit celebrating the life and work of the subway's Chief Engineer, William Barclay Parsons, the IRT and the Subway Centennial (made possible by Parsons Brinckerhoff). Admission free

At Your Service

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Send your comments to Newsletter Editor 130 Livingston St., Room. 9011A, Brooklyn, NY 11201.

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