

State of New York
Office of the State Comptroller
Division of Management Audit

**METROPOLITAN TRANSPORTATION
AUTHORITY NEW YORK CITY
TRANSIT**

**ASSESSING PERFORMANCE OF THE
STATION MANAGER PROGRAM**

REPORT 95-S-103



H. Carl McCall
Comptroller



State of New York Office of the State Comptroller

Division of Management Audit

Report 95-S-103

Mr. E. Virgil Conway
Chairman
Metropolitan Transportation Authority
347 Madison Avenue
New York, NY 10017

Dear Mr. Conway:

The following is our report addressing performance assessment of the New York City Transit's Station Manager Program.

This audit was performed pursuant to the State Comptroller's authority as set forth in Article X, Section 5 of the State Constitution. We list major contributors to this report in Appendix A.

*Office of the State Comptroller
Division of Management Audit*

October 8, 1996

Executive Summary

Metropolitan Transportation Authority New York City Transit: Assessing Performance of the Station Manager Program

Scope of Audit

The New York City Transit (Transit), a constituent agency of the Metropolitan Transportation Authority (MTA), operates the City's subway system. The system, the largest in the nation, consists of 468 stations; and is operated seven days a week, 24 hours a day. To maintain its newly-renovated subway stations and to provide higher levels of customer service, Transit began the Station Manager Program (Program) in 1990. Under the Program, a station manager is assigned from two to seven stations and is held responsible for the overall environment in those stations. As of December 1995, Transit had 62 station managers, who were responsible for 252 of the system's 468 stations. Transit also had 279 station supervisors assisting the station managers. In 1995, Transit spent approximately \$22.9 million in personal service costs on this Program.

Our audit covered the period January 1, 1994 through October 31, 1995 and addressed the following question:

! Is the Station Manager Program achieving its stated objectives?

Audit Observations and Conclusions

We found that Transit management needs to develop formal measurable performance standards to determine whether the Program is adequately accomplishing its prescribed objectives. Our analysis of potential performance indicators, obtained from customer surveys, shows that the Program has nominally improved the environment within subway stations. Furthermore, the proportion of station managers and supervisors allocated to Program stations are much higher than the proportion of station superintendents and supervisors assigned to non-Program stations. Thus, Officials may have to increase the number of stations assigned to station managers, to increase the number of stations in the Program.

Although Transit management has prescribed general program objectives for the Program, it has not established formal measurable performance standards. Nor has management formally assessed the Program's performance. Transit officials believe that the qualitative nature of the Program precludes them from developing measurable performance standards. However, we believe that significant aspects of the Program can be assessed quantitatively. For example, Transit has a consultant do an annual comprehensive customer perception survey of the subway system. Questions related to certain objectives of the Program have been included in the survey. The 1993 survey asked the following question of the 55.4 percent of respondents who were aware of the Program: *Have you ever seen a station manager in person or at any of the stations you use?* Affirmative answers were given by 39.8 percent of the respondents; 55.7 percent answered no. We believe that this survey result indicated that the Program might not have been adequately accomplishing its customer service objective. (see pp 5-8)

Another objective of the Program was to improve stations' environments, including the levels of cleanliness, patron security, and courtesy shown by the token booth clerks. However, despite the significant amount of resources allocated to the Program (about \$60.7 million from 1991 through 1994), customers' perceptions of station environment did not change significantly. On a scale of 1 through 10 (with 1 being low and 10 being high), survey respondents' overall average ratings of station environment were about 4.7 for 1991 and 5.3 for 1994 - a difference of .6 (or about 13 percent over that period). (see pp 8-10)

Presently, 252 stations are in the Program. Although 84 percent of the stations in Manhattan are included in the Program, only 40 percent (129 of 322) of the stations in the other boroughs are participating. Intending to eventually extend the Program to all 468 stations in the system, management has expanded the number of Program stations by employing more station managers and supervisors. This option may not be available in the future, given the difficult budgetary and fiscal environment that currently exists. (see pp 11-14)

The 252 Program stations are overseen by 62 station managers (an average of four stations per manager). In contrast, the 216 non-Program stations are overseen by 15 station superintendents (an average of 14 stations per superintendent). The salaries and job descriptions of the station managers and superintendents are generally the same; it is the scope of the territory assigned to them that varies. We interviewed six station managers and superintendents to assess the possibility of expanding the Program by increasing the number of stations assigned to some managers. Five of the managers and superintendents we surveyed expressed the belief that staff resources are not allocated efficiently. Several managers we surveyed also said they could oversee one or two additional stations (excluding certain major stations). If station managers' assignments were expanded, we believe that personnel could be more efficiently distributed throughout the system, and superintendents and non-Program supervisors would have more time to oversee each of their individual stations. (see pp 11-14)

Comments of Transit Officials

We provided draft copies of this report to Transit officials for their review and formal comment. Transit officials indicated that they agree with the seven recommendations contained in our report. Officials further indicated the actions they have taken or will take to implement the recommendations.

Contents

Introduction	Background	1
	Audit Scope, Objective and Methodology	3
	Response of Transit Officials	3
Using Program Performance Assessment	Need for Measurable Performance Standards	5
	Review of Potential Performance Indicators	6
Allocation of Program Resources	11
Exhibit A	Comparison of Customer Perception Ratings of Patrons Whose Frequently Used Stations Were Not in The Program With Patrons Whose Frequently Used Stations Entered the Program During 1993 and 1994	
Appendix A	Major Contributors to this Report	
Appendix B	Comments of New York City Transit Officials	

Introduction

Background

The New York City Transit (Transit), a constituent agency of the Metropolitan Transportation Authority (MTA), was created by the State Legislature in 1953 to operate the City's subway system. The system, which opened in 1904 and is the largest in the nation, is operated seven days a week, 24 hours a day. By 1980, laden with decaying structures and trains, it was in need of a major overhaul. Consequently, Transit management undertook several five-year capital programs, beginning in 1982, to rehabilitate equipment and facilities. The third five-year capital program is currently underway, with the focus on rehabilitation of the system's 468 subway stations.

In addition to their concern about the condition of Transit's structures and trains, many subway patrons viewed Transit as an enormous bureaucracy that was not responsive to their needs. To address both concerns, Transit began the Station Manager Program in 1990, with the stated objectives of maintaining certain frequently-used stations in optimal condition and providing higher levels of customer service. The Division of Stations is responsible for administering the Program. This currently involves 252 stations in the Bronx, Queens, Manhattan and Brooklyn -- about 54 percent of the entire system's 468 stations, as summarized in the following table:

Borough*	Number of Stations in the Program	Percent of Stations in the Program
Bronx	34	14%
Queens	36	14%
Manhattan	123	49%
Brooklyn	59	23%
Total	252	100%

** The Borough of Staten Island is not served by the subway system.*

As of December 1995, Transit employed 62 station managers and 279 station supervisors at the 252 Program stations. Station managers participating in the Program were assigned from two to seven stations and were responsible for the overall environment in those stations. Transit incurred about \$60.7 million in personal costs from 1991 through 1994 for the Program. In 1995, Transit incurred about \$22.9 million in personal service costs for this effort, including about \$18.4 million for the staff increases it generated. The Program's 1995 costs, as reported by Transit officials, can be broken down into three major categories of expenditures:

-
- ! \$12.3 million for the salaries of additional station managers and supervisors;
 - ! \$6.1 million for the salaries of additional staff hired by supporting departments (such as the Departments of Infrastructure and Electrical Systems); and
 - ! \$4.5 million for the salaries of station superintendents whom Transit already employed and were subsequently phased into the Program.

To achieve its objectives of good maintenance and effective customer service, Transit management developed a strategy that incorporated the following activities for station managers:

- ! Personal interaction with subway users, improving perceptions of customer service by answering questions and solving problems;
- ! Coordination, implementation and monitoring of internal operational policies and plans that affect station cleanliness, security, defects, passenger flow, revenue activities and quality of life issues, and contribute to a sense of control over the station environment;
- ! Coordination of station activities through interaction with the superintendents and managers of other operating divisions to make stations cleaner, repair defects more promptly, keep turnstiles operational, and maintain an understandable public address system;
- ! Improved staff supervision through on-the-job training, monitoring employee performance, and assuming responsibility for disciplinary recommendations; and
- ! Participation in community board meetings and other public meetings, creating favorable relations between Transit and the community.

Audit Scope, Objective and Methodology

The objective of our audit was to determine whether the Station Manager Program was achieving its stated objectives. Our audit covered the period January 1, 1994 through October 31, 1995. To accomplish our audit objective, we interviewed key personnel at Transit, reviewed pertinent reports and data, and tested Transit's customer survey results.

We also interviewed station managers, supervisors and superintendents about their perception of the Program. We examined the results of Transit's Customer Perception Surveys to determine the views of subway customers and whether customers' perceptions of the station environment had improved. We also compared participating stations with others that had not been selected for the Program, to determine whether conditions were better in participating stations.

We conducted our audit according to generally accepted government auditing standards. Such standards require that we plan and do our audit to assess adequately those Transit operations included in our audit scope. Further, these standards require that we understand Transit's internal control structure and its compliance with those laws and rules that govern the operations included in our audit scope. An audit includes examining, on a test basis, evidence supporting transactions recorded in the accounting and operating records and applying other auditing procedures as we consider necessary in the circumstances. An audit also includes assessing management's estimates, judgments, and decisions. We believe our audit provides a reasonable basis for our findings, conclusions and recommendations.

We use a risk-based approach when selecting activities to audit. This approach focuses our audit efforts on those operations identified through a preliminary survey as having the greatest chance for needing improvement. Consequently, by design, we use our finite audit resources to identify where and how to make improvements. Thus, we devote little audit effort to reviewing operations that may be efficient or effective. As a result, we prepare our audit reports on an "exception basis." This report, therefore, highlights those areas needing improvement and does not address activities that may be functioning properly.

Response of Transit Officials

We provided draft copies of this report to MTA officials for their review and formal comment. We considered the comments of MTA officials in preparing this report and have included those comments as Appendix B.

In their comments, MTA officials indicated that they agree with the seven recommendations contained in our report. Officials also stated, however, that it is unfortunate that the auditors chose not to include 1995 survey data in the report, because that data reflected positively on the Program. In fact, we did request the 1995 survey data from Transit officials during the course of our audit fieldwork. However, at that time, Transit officials did not provide such data to us. According to Transit officials, the 1995 survey data was not ready

to be released at that time. Nevertheless, we have included results from the 1995 surveys that Transit provided to us in April 1996, in this report.

Within 90 days after final release of this report, as required by Section 170 of the Executive Law, the Chairman of the Metropolitan Transportation Authority shall report to the Governor, the State Comptroller, and the leaders of the Legislature and its fiscal committees, advising what steps were taken to implement the recommendations contained herein, and where recommendations were not implemented, the reasons therefor.

Using Program Performance Assessment

We concluded that senior Transit management had not formally assessed the adequacy of the Program's overall performance. Therefore, they had only limited assurance that the Program was accomplishing its objectives. Senior management needs to develop formal measurable performance standards to determine whether the Program's accomplishments are adequate. In addition, our analysis of potential performance indicators, obtained from Transit's customer perception surveys for 1993 and 1994, shows that customers generally do not believe that the Program has significantly improved the environment within the subway stations.

Need for Measurable Performance Standards

Formal performance measurement can be a useful tool in helping managers assess their programs' progress toward achieving objectives. The comparison of actual performance with measurable objectives can also function as a valuable tool of accountability. According to the U.S. General Accounting Office (GAO), public officials, legislators and citizens want and need to know whether public organizations, programs and services are achieving their purposes and whether such organizations, programs and services are operating economically and efficiently. The GAO further states that officials who manage public programs need to render an account of their activities to the public, and that this accountability is inherent in the governing process.

In addition, the Governmental Accounting Standard Board (GASB) has researched and reported on the external reporting of performance measurement of public programs. The GASB research group recommends that public agency managers develop formal program performance measurements and report these indicators to elected officials and the public, pointing out that such reports can help both elected officials and citizens evaluate the results of government programs. According to GASB, the availability of this information has helped managers to raise the levels of their programs' efficiency and effectiveness, thus enabling them to achieve program objectives.

However, senior Transit managers have not established formal performance measurements for the Program. Nor have they formally evaluated the Program to determine whether its objectives have been achieved. Transit officials told us that developing measurable standards for the Program is difficult because so many variables can play a role in its ability to succeed. In addition, they stated that the qualitative nature of the Program adds to the difficulty of establishing quantitative measurement standards.

Although senior Transit management had not formally evaluated the effectiveness of the Program, it was expanded continuously between 1990 and 1995. The number of station managers increased from six in 1990 to 62 in October 1995. The number of supervisors also increased, from 145 in 1990 to 279 in 1995. According to Transit reports, the annual cost associated with employment of the additional station managers and supervisors was about \$12.3 million in 1995.

Senior Transit officials stated that they expanded the Program because they believed it was successful. They further said that this determination was based on the positive feedback that they were receiving from the public, including letters from customers and community leaders. In addition, Transit officials stated that the decision to expand was based on data analysis of fare evasions, cleanliness evaluations, police summonses, turnstile availability, and customer surveys, among other factors. Also, Transit officials concluded that the number of managers and supervisors in the Division of Stations would have to be increased to manage adequately, since the ratio of managers and supervisors to hourly employees in Stations was the lower than the ratio of any other Transit division.

We acknowledge that the Program has qualitative aspects that can be difficult to assess accurately. Nonetheless, we believe that certain significant aspects of the Program can be assessed quantitatively, as detailed in the following subsection.

Review of Potential Performance Indicators

As previously noted, two aspects of the Program strategy were to: improve customer service through personal interaction between subway employees and their customers; and improve the coordination and implementation of operations that affect station cleanliness, security, defects, and passenger flow, thus providing more control over the station environment. We reviewed customer survey data obtained by Transit during the customer satisfaction surveys of 1993 and 1994 to determine how successful these activities had been in terms of the Program's stated objectives. We believe that station managers had a considerable degree of control over most of the attributes rated in these surveys. (Note: Transit officials had not completed their review of data from the 1995 customer perception survey as of December 1995, when our audit fieldwork was completed. Therefore, such data was not made available to us for our review.)

a. Customer Service

To determine its customers' perceptions of the subway system, Transit hires an outside consultant to do an annual customer perception survey. Questions about the Program, such as the improvement of station conditions, were included in the 1993 survey; and 55.4 percent of the respondents said that they were aware that a manager had been assigned to their station. From that portion of the 1993 respondents, Transit obtained the following responses to questions related specifically to the Program:

- ! *Is there a station manager at the station you use most often?*
47.2% answered yes. 26.8% answered no. 26% did not know.

- ! *Have you ever seen a station manager in person or at any of the stations you use?*
39.8% answered yes. 55.7% answered no. 4.5% did not know.

- ! *Have you spoken with a station manager at any of the stations you use?*
21.5 % answered yes. 78.5% answered no.

These questions were not included on the surveys conducted in 1994 and 1995, according to Transit management, because implementation of automated fare collection (the MetroCard) was the primary concern during this period.

We believe that the 1993 survey results indicated that the Program might not have been accomplishing its customer service objective adequately. Transit officials told us that, as a result of these responses, station managers were required to spend approximately three hours per day at their stations interacting with customers during the morning and evening rush hours. In addition, their photographs, telephone numbers and station appearance schedules have been posted in each station. Since changes were made based on 1993 results, it might have been beneficial for Transit officials to repeat the questions again in subsequent surveys, providing some means for comparison.

(Note: After our fieldwork was completed for this audit, Transit officials gave us the results of a "Special Issues Survey," conducted during 1995, that indicated 73.6 percent of the system's frequent riders [and 58 percent of all riders] were aware of the station managers. Of the frequent riders who said they were at least somewhat aware of the Program, 59 percent responded that they had never seen the station manager. Although the data from the Special Issues Survey indicated that patrons had become somewhat more aware of the Program, we still question whether the Program has adequately achieved its objective for customer service.)

In addition to analyzing Transit's survey data, we sought to determine why many respondents were not aware of the Program or had not observed or had contact with a station manager, despite Transit's requirement that each station manager be visible and available at the stations to respond to riders' inquiries, problems and concerns.

Our audit showed that station managers may not have interacted enough with the customers and the general public. When we interviewed station managers to determine the extent of their interaction with customers and the public, we learned that some had not attended community board meetings or public forums, although a number told us that they did interact with customers during their "visibility period."

In addition, although we observed that station managers' pictures were posted at their stations, their schedules were not posted at three (11.5 percent) of the 26 stations we checked. Consequently, Transit sometimes did not provide adequate notification to customers that the station manager would appear in person at a particular time and place, making it difficult for customers to express their concerns directly to the station manager. We concluded that this contributed to the risk that the Program was not adequately achieving its customer service objective.

We also concluded that the station managers have had limited opportunity to influence certain MTA board decisions that could significantly affect customers' satisfaction with the subway system. For example, station managers advised us that they generally were not invited to provide input when the MTA Board and Transit management approved plans for capital projects affecting station environment, including the closing/opening of escalators, stairways, and exits. From 1992 through 1994, Transit spent about \$500 million on capital projects for the subway system. During the next five years, it plans to spend another \$700 million for additional capital improvements. If management is interested in serving subway customers' needs through these projects, it would appear that input from station managers should be taken into consideration when policy decisions are being made.

b. Station Environment

A primary objective of the Program was improvement in the quality of the station environment, including the level of cleanliness and personal security at the station. However, despite the significant amount of resources allocated to the Program (about \$60.7 million from 1991 through 1994), it apparently did not significantly change customers' perceptions of the station environment. On a scale of 1 through 10 (with 1 being low and 10 being high), survey respondents' overall average ratings of station environment system-wide were about 4.7 for 1991 and 5.3 for 1994 - a difference of .6 (or about 13 percent over that period).

We also compared the average overall rating of patrons whose frequently used stations were in the Program (5.63) with that of subway riders whose frequently used stations were not in the Program (5.29). Thus, the average overall rating was just 6 percent higher for customers whose frequently used stations were in the Program. This suggests that conditions in Program stations were nominally better than conditions at non-Program stations. (See Exhibit A for a summary of the average ratings of patrons whose frequently used stations were in the Program and the average ratings of patrons whose frequently used stations were not in the Program.)

Although Program stations received much higher levels of resources than those that did not participate, customers' perceptions about station environment were generally similar for both groups. For example, our comparison of recent internal cleanliness ratings for the stations showed little differences between Program and non-Program stations. Unannounced inspections are made in the system periodically, by teams of Transit managers who do not oversee cleaning staff, to judge the cleanliness of the stations. During such an inspection in July 1995, the non-Program stations actually were given a slightly higher average rating of cleanliness. On a scale of 1 to 4, the teams rated non-Program stations at 3.57, and the Program stations at 3.44.

When we compared customers' ratings of the station environments system-wide (including both Program and non-Program stations) in the 1991 and 1994 customer perception surveys to determine whether the Program had a significant impact, we found nominal improvement in patrons' perceptions of the subway system in general. In fact, in the Transit's 1995 Special Issues Survey, 55 percent of the respondents stated either that the Program had no impact or that they did not know whether it had an impact on station environment.

(Note: In April 1996, Transit officials provided us with analysis that included results from the 1995 customer perception survey, which was not available at the time of our fieldwork. According to Transit officials, the average overall rating for Program stations increased from 4.9 in 1993 to 5.5 in 1995 (a gain of .6), while the average overall rating for non-Program stations improved from 5.1 in 1993 to 5.2 in 1995 (a gain of only .1). Accordingly, Transit officials concluded that larger improvement in Program stations demonstrated that the Program was having a positive effect on station environment.)

Recommendations

1. Develop formal measurable performance standards to facilitate formal, periodic assessment of Program performance. Consider using the annual Customer Perception Survey to develop such standards.
2. Ensure that station managers' schedules are posted at each station.
3. Enforce the requirement that station managers be involved in pertinent community affairs. Require station managers to document participation in community meetings regarding subway operations.
4. Request input from station managers on matters brought before the MTA Board, particularly those that affect customer use of the stations.
5. Ensure that questions which specifically address the adequacy of the Program's performance are included in the annual customer perception survey. Such questions should include (but not be limited to) those which pertained to the Program, but were deleted subsequent to the 1993 survey.
6. Use results of this survey to identify strengths and weaknesses in the Program, and consider these factors when setting policy and developing procedures.

Allocation of Program Resources

Public officials are responsible for using public resources efficiently, economically, and effectively to achieve the purposes for which the resources were furnished. As previously noted, Transit has invested a significant amount of resources in the Program -- about \$60.7 million from 1991 through 1994. In 1995, Transit spent about \$22.9 million for the salaries of Program staff, including 62 station managers and 279 supervisors.

The 62 station managers oversee program stations, with each station manager generally responsible for two to seven stations (an average of four stations per manager). In contrast, the 216 non-Program stations are overseen by 15 station superintendents, with each superintendent usually responsible for seven to 18 stations (an average of 14 stations per superintendent). We noted that the responsibilities of the two positions are similar, although station managers are expected to interact much more frequently with the public. Also, station managers have access to significantly more resources that can be used to address the concerns of their customers.

For example, four or five supervisors generally assist each station manager - an average of 1.1 supervisors per Program station. In contrast, 60 supervisors help the 15 station superintendents manage the 216 non-Program stations - an average of .28 supervisors per station. Station managers also have access to a team of five tradesmen that dedicates one week out of every 5-week period to the needs of Program stations, plus a mobile wash team that cleans the station once every 14 days (and sometimes more often, according to the station managers). The wash teams do not work at elevated stations. In addition, station managers' requests for repairs and maintenance from support divisions are given priority over requests from non-Program stations. Program stations may also have an advantage if they are short-staffed. On such occasions, they may reassign a member of the superintendents' staff from a non-Program station temporarily to the Program station.

The major differences between the resources available to Program and non-Program stations are summarized in the following table:

Program Stations - 252	Non-Program Stations - 216
<p><i>Personnel/Coverage:</i></p> <ul style="list-style-type: none"> - 62 Station Managers - 279 supervisors (ratio of 4.5 per manager) 	<p><i>Personnel/Coverage:</i></p> <ul style="list-style-type: none"> - 15 Superintendents - 60 supervisors (ratio of 4 per superintendent)
<p><i>Span of Responsibility:</i></p> <ul style="list-style-type: none"> - 2 to 7 stations per station manager 	<p><i>Span of Responsibility:</i></p> <ul style="list-style-type: none"> - 7 to 18 stations per superintendent
<p><i>Special Resources Allotted:</i></p> <ul style="list-style-type: none"> - a team of five tradesmen (every four to five weeks) - priority for repairs and maintenance - many rehabilitated stations 	<p><i>Special Resources Allotted:</i></p> <ul style="list-style-type: none"> - a team of five tradesmen (every five weeks) - no special priority for repairs - comparatively few rehabilitated stations

Transit officials advised us that their long-term plan was to extend the Program to all 468 subway stations. Furthermore, throughout the Program's existence, management has expanded the number of participating stations by increasing the number of station managers and supervisors Transit employed. However, given the current budgetary and fiscal environment, we question whether Transit will be able to expand the Program to more stations by hiring more staff.

Currently, the allocation of Program resources varies widely among the four boroughs served by the subway system. With most Program stations located in Manhattan, customers who generally use stations in the other boroughs probably receive significantly less benefit from the Program than those who generally patronize stations in Manhattan. The following table summarizes the distribution of Program stations among the boroughs:

Borough	Total Number of Stations in Borough	Program Stations in Each Borough	Percentage of Program Stations in Each Borough
Manhattan	146	123	84%
Bronx	71	34	48%
Brooklyn	170	59	35%
Queens	81	36	44%

Although 84 percent of the stations in Manhattan are included in the Program, just 40 percent (129 of 322) of the stations in the other three subway-served boroughs are participating. Transit officials stated that the greatest concentration of Program stations is in Manhattan because they wanted to provide Program services to the stations used by the largest number of patrons. We acknowledge that Manhattan is New York City’s commercial center, and consequently the use of a proportionally larger share of Program resources in Manhattan is justified. However, we also believe that Transit management should formally assess the benefits of reallocating some Program staff. A more balanced distribution of staff could increase the number of stations and patrons benefiting from the Program, while retaining adequate levels of service at stations that are already participating.

According to Transit officials, current station managers would have to be responsible for more stations, if the Program were expanded without hiring additional staff. They said this added responsibility would reduce the amount of personal attention that station managers and their supervisors could provide to each station, currently in the Program, below an acceptable level. However, we interviewed six station managers and superintendents about the potential and the ability of station managers to oversee more stations. Five of those we surveyed said that Program resources are currently allocated in an inefficient manner. Moreover, several station managers we surveyed said that the number of stations assigned to them could be increased by one or two stations, excluding major sites such as Grand Central Terminal and Times Square Station.

Currently, station managers are responsible for an average of 4.06 stations per manager. However, if each station manager was responsible for an average of 5.0 stations (less than one station more than the current average), there would be 58 (19 percent) more stations in the Program. Furthermore, if Transit management assigned more stations to station managers, the number of stations assigned to superintendents could be reduced. We believe that this would bring greater balance and efficiency to the allocation of Program supervisory personnel throughout the subway system and increase the amount

of time superintendents and non-Program supervisors could spend at their assigned stations.

Recommendation

7. Formally assess the feasibility of increasing the number of Program stations assigned to each station manager and distributing Program resources more evenly among the four boroughs, and identify the benefits of expanding the Program in this manner.

**New York City Transit
Comparison of Customer Perception Ratings of
Patrons Whose Frequently Used Stations Were Not in The Program With
Patrons Whose Frequently Used Stations Entered the Program
During 1993 and 1994**

Categories Rated by Customers	Average Rating of Patrons Whose Frequently Used Stations Were Not in the Program	Average Rating of Patrons whose Frequently Used Stations Entered the Program During 1993 and 1994	Difference in Average Rating
Clerk Courtesy	6.035	5.781	-.254
No Fare Beaters	4.982	4.989	.007
No Graffiti	5.615	5.808	.193
Length of Token Booth Line	5.856	5.762	-.094
Map Availability	5.814	6.188	.374
Cleanliness of Stations	5.108	5.438	.330
Presence of Cops at Stations	4.957	5.210	.253
Info. On Train Delays	4.585	4.533	-.052
Homeless at Stations	4.602	4.895	.293
Personal Security at Stations	5.107	5.462	.355
Physical Condition of Stations	5.564	5.800	.236
Overall Station Rating	5.291	5.629	.338

Major Contributors to This Report

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E. Virgil Conway
Chairman



Metropolitan Transportation Authority

August 7, 1996

Mr. David R. Hancox
Director of State Audits
A.E. Smith State Office Building
Office of the State Comptroller
Albany, NY 12236

**Re: NYC Transit
Assessing Performance of the Station Manager Program
Report No. 95-S-103**

Dear Mr. Hancox:

This is in reply to your letter requesting a response to the above referenced draft audit report.

I have attached for your information the comments of Mr. Lawrence G. Reuter, President of NYC Transit which addresses your report in detail.

The extension of time that was granted to respond to this report is appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "E. Virgil Conway".

Attachments

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The agencies of the MTA,
State of New York

MTA New York City Transit
MTA Long Island Rail Road

MTA Long Island Bus
MTA Metro-North Railroad

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Lawrence G. Reuter
President



MTA
JUL 23 P5:37

OFFICE OF THE
COMPTROLLER

July 19, 1996

Mr. E. Virgil Conway
Chairman
Metropolitan Transportation Authority
347 Madison Avenue
New York, NY 10017

Re: **Assessing Performance of the Station Manager Program Report No.
95-S-103**

Dear Chairman *Virgil* Conway:

We have reviewed the above-mentioned draft audit report prepared by the State Comptroller's Office and agree with its recommendations.

It is unfortunate that the auditors chose not to include the 1995 survey data since it was very positive regarding the effects of the Station Manager Program. Omitted from the audit was one of the more important findings, an increase of .89 in security ratings for stations with station managers that entered the program in 1993-1995 versus those without managers. Since concerns about security have repeatedly been cited by customers in various MTA/NYCT surveys as the main barrier to increased off-peak ridership, this is an extremely meaningful finding in gauging the effectiveness of the Station Manager Program.

Had the 1995 customer data been included in the audit report, it would have also revealed the overall station rating for stations in the program was up .53, absence of graffiti improved .6, length of token booth lines improved .61, and absence of homeless in stations improved by .5 when compared to non-Station Manager Program stations. Taken together, these data suggest a very meaningful, positive impact of the program across a number of indicators that directly affect customers. Having monitored customer ratings of subway service and stations closely for several years, we have found that changes of this magnitude are very difficult to achieve.

MTA New York City Transit is an agency of the Metropolitan Transportation Authority, State of New York
E. Virgil Conway, Chairman

Mr. E. Virgil Conway
Page 2
July 19, 1996

Recommendations

1. Develop formal, measurable performance standards to facilitate formal, periodic assessment of Program performance. Consider using the annual Customer Perception Survey to develop such standards.

We agree. NYCT is already compiling and assessing performance indicators such as fare evasion, turnstile and public address availability, cleanliness, and repair of defects. Customer Services has been requested to include specific questions concerning the Program in their 1997 Customer Perception Surveys to gauge the impact the Program is having on our customers.

2. Ensure that station managers' schedules are posted at each station.

We agree. Station managers began posting weekly visibility schedules in June 1994. However, in March 1995, they began using uniformly designed, free-standing, customer information displays to post their weekly visibility schedules in applicable fare control areas. Additionally, copies of the station managers' visibility schedules are sent to the Chief Station Officer, Assistant Chief Station Officers, and field offices.

3. Enforce the requirements that station managers be involved in pertinent community affairs. Require station managers to document participation in community meetings regarding subway operations.

We agree. Meetings were held with station managers in the first quarter of 1996. The community outreach aspect of the Station Manager Program was included in the topics discussed. Station managers were reminded that they should be keeping records of all community outreach activities in their files.

4. Request input from station managers on matters brought before the MTA Board, particularly those that affect customer use of stations.

We agree. This is already being done. The Station Programs Unit contacts station managers as appropriate to secure their input in the early stages of the work scope of capital projects.

5. Ensure that questions which specifically address the adequacy of the Program's performance are included in the annual Customer Perception Survey. Such

Mr. E. Virgil Conway
Page 3
July 19, 1996

questions should include (but not be limited to) those which pertained to the Program but were deleted subsequent to the 1993 Customer Perception Survey.

We agree. Customer Services will include such questions in the annual Customer Perception Survey in 1997.

6. Use the results of this survey to identify strengths and weaknesses in the Program, and consider these factors when setting policy and developing procedures.

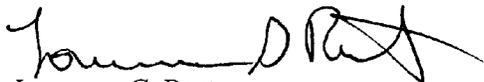
We agree. All available information from the survey is considered whenever policies and procedures are developed for any program.

7. Formally assess the possibility and potential benefits of expanding the Program system-wide by increasing the number of stations assigned to each station manager. Such assessment should include the equity of the distribution of Program resources among the four boroughs.

We agree. This is already being done. In 1996, the current 252 stations are being covered by four fewer managers. In addition, the station managers and supervisors were given significant additional responsibilities with the transfer of station maintenance to the Division of Station Operations. Additionally, for 1997 and beyond, we are considering a complete re-engineering and refocusing of stations management.

Please let me know if you require additional information.

Sincerely,



Lawrence G. Reuter
President

cc: L. Davis
N. DiMola
J.E. Hofmann
J.S. Lusk