

**CIP SUB-COMMITTEE (RE: MTA)**

**July 26, 2000**

**7:00 PM**

Chairman Pariseau called the meeting to order.

The Clerk called the roll.

Present: Aldermen Pariseau, Clancy, HR Director Hobson

Messrs: D. Clay, J. Webster, Alderman Gatsas, Alderman Vaillancourt, Mr. Boisvert

Chairman Pariseau stated I would like to extend the apologies of Mayor Baines for not being able to be here this evening because of a meeting of the School Board. He may show up if that meeting should finish early. The agenda for this evening will be as follows. We will have public participation and because of the number of speakers listed I am going to limit the speakers to two minutes. After the public participation is done, this Committee and the MTA management and Commissioners will discuss the issues. There will be no public participation at that time.

Cecile T. Benoit, 138 Taylor Street, Manchester NH stated:

The Veteran's Park and Center of New Hampshire are open areas. They will be difficult in the winter due to weather and wind. At City Hall, the buildings offer protection. There is a shopping area and people are close to the Plaza and the bank. Number two, the drivers have a difficult time covering three or four routes. They are as helpful as they can be, but it is inefficient and confusing and tends to pit the drivers and riders against each other. Some roads go along long areas without ridership while having dropped areas where there are riders. Valley/Weston is without any real service anymore. The Willow Street/Mall route seems to be a total waste. It would have been better to have kept the old Valley/Taylor/Mall run. Time wasted waiting for transfers. On three different trips it never took me less than an hour and a quarter on each turn. Usually an hour and a half. The only time it took a little less was an hour and forty minutes and that was to the Mall before it opened in the morning. Some elderly people have difficulties getting across the street. I have helped some and some of them gave up and went home before going anywhere. One man went into an absolute road rage and would have been dangerous would he have had any instruments with him. The former Valley/Taylor riders are also now deprived of any Saturday service. The entire change appears inefficient, costly and dangerous. It is against

the regular riders who are workers, the elderly and the handicapped and it is also against the drivers who are unable to do a good job. Please do what you can to restore service and good will as well as sanity to the City. This is a schedule designed to destroy the system. Someone should have realized that if it ain't broke, don't fix it.

Mary Fecteau, 579 Clay Street, Manchester, NH stated:

I took the express from downtown to the Mall. It doesn't compare with Valley/Taylor, which also left with passengers from Elm Street and on that run you could get to just about any store on South Willow, which you can't do with the express. Besides, it came back the same way so you could get back home instead of riding all over the City. We had two buses to the Mall before. South Beech and Valley/Taylor, which worked out very well. We need Valley/Taylor back. Not the extra trip one. Valley/Taylor also covered the area for the new coming Wal-Mart and it is hard to get on the buses, especially short people because the stairs are very high and we have to have the signs changed before they come back into the City. It really has to be done that way. Thank you.

Dan Molloy, 800 Cilley Road, Manchester, NH stated:

I spoke with Mr. Webster about two weeks before the new schedule went into effect. The point I asked him for some help with was with regard to the Valley/Taylor route. I do not drive and I use that route for a lot of my business in town. He said well I can't make any changes in that route. This is the way it is going to be. I said well can we compromise. I have a couple of ideas that might be good. Can we do a few things here? He said no; I have made up my mind. There is a lady over on Porter Street who is in her 80's I said to him who cannot get on the bus anymore because it is too far away. He said well I guess she will just have to walk three blocks. Then when the serving part happened he said to me there was a public hearing on this a year or so ago. I said well if I would have known that, I would have probably been there with a few people. His answer was well it probably wouldn't have made any difference anyway. I guess that is what public hearings are all about. This arrogant mindset not only...

Alderman Pariseau interjected Mr. Molloy we will not get involved in character assassination. If you have issues relative to scheduling or other problems, please stick to those. We don't want name-calling.

Mr. Molloy stated this problem that we seem to be having doesn't not just affect me. It is also affecting the drivers in the form of horrendous harassment. I will agree with Mr. Webster on one item. Change is necessary. I believe that change should start with the replacement of Mr. Webster. Thank you.

Arthur Chase, 55 Amory Street, Manchester, NH stated:

I have to say one thing. In the whole history of Manchester there has never been even a streetcar traveling on Commercial Street, up and down, taking business away from Elm Street. It is a shame to even think of what has been done. Thank you.

Larry Butler, 119 Mammoth Road, Manchester, NH stated:

This concerns my 84-year-old mother who is on kidney dialysis three times a week and relies on the Step Saver services. Within the last few months she used to get home around 4 PM and now she gets home between 4:30 PM and 5 PM and I called up Mr. Webster to find out why there was such a delay and his response was that he quoted some Federal guidelines that there is an open window of one hour and it is run just like any other bus service, not just for handicapped or elderly. One of the suggestions he made to me was to take my mom in a wheelchair and go to a bus stop and connect with another line on Perimeter Road. Now I found that to be a little too much. Now that the Step Saver services changed the schedule somehow, she gets out at 2:45 PM and she has to wait until 4:30 PM until she can get picked up and I think it is a disservice to people who ride the Step Saver and I hope that the Step Saver continues to do its services without jeopardizing my mom's ability to get there on time. Thank you.

Ellen Chapman, 70 Bedford Street, Manchester, NH stated:

I am here tonight. I didn't really expect to speak. I thought that some of my neighbors would be here but no one is here. There are a lot of elderly and disabled people in my neighborhood and the Bedford Mall bus, which they take quite often no longer stops down at the bus terminal. So, my neighborhood is now totally out of the loop. I haven't seen those people out lately. When this bus service started two weeks ago, I was going down to visit my dad in Massachusetts and I was unaware that they weren't changing the signs on the bus so I missed my bus. My dad is pretty upset because I haven't seen him for about eight months. Also, in the last two years I have to let everyone know that there were no bus scheduled available. I have been taking the bus for the past five years. I am grateful for the service. I finished my education. I worked for five years. I know have a Bachelor's Degree and a decent full-time job. I hate to see this service disintegrate. The bus service to the Bedford Mall never started until 11 AM so anybody that wanted to do their grocery shopping early couldn't get there. They had to do it in the afternoon. I think that there are small things in the old bus schedule that could have been fixed to accommodate people more rather than raw restructuring. I think that the public and the ridership should have at least been allowed some input into these changes. I am hearing about a lot of people who are getting stranded and I ran into one bus driver who because of the changes didn't even know she wasn't supposed to stop at the terminal any more. Now I don't

know whether they are supposed to or not anymore. I have helped a lot of people with the bus service because of where I work. Thank you.

Roz Trisciani, 320 Laydon Street, Manchester, NH stated:

I was a bus driver for Manchester Transit for 21 years. I quit this past December. It was obvious to me that nothing was going to change. I needed to make a change for my own well-being. If you are wondering why I am speaking to you tonight, it is because I want to try and articulate what happened in the past two plus years that I was employed at MTA. In October of 1997, John Webster became Superintendent of Transportation.

Alderman Pariseau replied Roz, don't even go there. We shouldn't be attacking personalities.

Ms. Trisciani responded I haven't. I am giving you some history of what has happened in the last two and a half years. In 1997, John Webster became Superintendent of Transportation. Shortly after that, Don Clay became general manager. From October of 1997 to date, there have been 110 grievances filed and close to a dozen arbitration cases filed and also an Unfair Labor Practice filed with the Public Employees Labor Relation Board in Concord. Since October of 1997, 61 drivers have left MTA, not to mention the five or six company dispatchers that left because of the working conditions. If you recall, in September of 1998 the MTA came very close to losing the School contract. Mr. O'Shea from the School Department said the district would begin negotiating with other transportation companies if talks with the MTA don't prove successful. Trying to talk to the MTA management team is not an easy task. It is their way or no way. Pat Gola and two of the commissioners asked for help and the transit drivers pitched in and worked unbelievable overtime to get the company over that rough time in order to save the School contract and also in hopes that the commissioners would help us with our problems of lack of communication, respect and morale. After trying for over a year to resolve management labor problems internally, the drivers met in December of 1998 with City officials in a cry for help. The Aldermen formed a three member Committee to try and resolve conflicts between the drivers and transit authority managers. In December of 1999, the CIP Sub-Committee, which you were on Mr. Pariseau and Mr. Clancy, although I am sure you recall all of this, you listened to the driver's complaints of low morale, intimidation, harassment and discipline beyond reasonableness. The Committee also listened to management's denial and justifications of these accusations. The panel felt that communication was the route of the problems. Maureen McCarthy, consultant to the City's Human Resource Department, was assigned to work with management and labor to try and resolve the communication problem. The company asked that we not air out our dirty laundry at City Hall, that meetings would be held to hash over problems, and after months of trying to generate a meeting we had to go to

the Commissioners. The CIP Committee also recommended that the MTA Commissioners become involved in the Authority's daily activities. As Alderman Pariseau stated "it appears that the Commissioners are just figure heads". The drivers have talked one-on-one with the Commissioners and we have spoken at many Commissioners' meetings to try and improve the working conditions. As usual, the center of the storm was a member of management. It is safe to say that the drivers have had it with threats of losing their jobs and if they don't work overtime...in closing, the arrogance and sarcasm is overbearing and management is definitely on a power trip. One of his favorite sayings is, "If you don't like it, maybe you should look for another job." This is not about power. It is about working together to serve the public. We also have a member in management who, to the best of my knowledge, has never ridden on the Manchester bus line. I don't think he has any concept of what our passengers have to go through to get from Point A to Point B. As far as working conditions, we must assume that he agrees with another member of management in these matters because he does nothing to change them. You have told us many times that you have no say in the way MTA runs its business. That all you do is appoint the Commissioners and give the MTA money. Well, the money is taxpayers money and in light of that and what has recently happened to our City's transportation system, I think you have to tell the Commissioners to take control and tell members of management that maybe they should start looking for another job. I said years ago that this management team is out to bust the union, either financially or by breaking its spirits, and it will never happen.

Alderman Vaillancourt asked did I hear 110 grievances since October of 1997. Does management confirm that?

Ms. Trisciani answered there were 11 grievances in 1997, 41 in 1998, 28 in 1999 and 30 so far this year.

Diane Krueger, 10 Shannon Drive, Epping, NH stated:

It is a long story leading up to the event that I wish to discuss so I will get to the point. In January of 2000, while on duty and on company property, I was summonsed to the dispatcher's window by Cheryl Young. She handed me an unsealed box of over the counter motion sickness medication and informed me that I was to train a new driver that day. I then took the open box to the entrance of the dispatcher's office where John Webster was standing listening to our conversation. I returned the tampered box to John Webster. He gave me a direct order three times to take it and three times I did not. He finally said, does this mean you are refusing to take it. I said yes and I walked away. I felt threatened by his tone of voice and intimidated by the gestures he made with medication in hand. Even if I told 100 people that I, on any special occasion, use motion

sickness medication the final decision to do so is my right and my choice to accept or reject any medication from anyone, anywhere at any time. Thank you.

Juliette Dubois, 118 Belmont Street, Manchester, NH stated:

I take the Valley A bus and I used to take Valley A, Belmont and Somerville. What I want to say is in an hour and a half before I used to go to the mall almost every other day and now I have only been twice to the mall because they changed the buses. The last time, two days ago, I took the bus. What I used to do in an hour and a half it takes me four hours to get to the mall now. I have to transfer downtown, go all around the City and then transfer to South Beech. I think it is ridiculous and awful for it to take four hours to go to the mall. That is all I have to say.

Cheryl Young, 35 West Shore Avenue, Manchester, NH stated:

I used to be the dispatcher at MTA. I am the dispatcher that was asked to give Diane Krueger the medication. I would also like to note that on several occasions transit runs are skipped for one reason or another, whether it be to cover a true run because management did not want to go out and drive a school bus that day. I would also like to note that there were several Step Savers that were skipped. We weren't allowed, during the school season, to book Step Savers from 12 PM to 3 PM. This way, whoever was on report could be there to cover school runs instead of Step Savers. If a transit driver called in, I was ordered to call their house every hour on the hour to see if they were home, sick or they took the day off to do something else. If they did not answer the phone, I was ordered to write up an incident report stating that I called and they did not answer the phone. I would also like to state that Step Saver runs were broken up. I would make them out...they had to go out every 15 minutes or every half an hour or whatever it may be. Bottom for work was Step Saver until whenever it ended. They had to do the most work. It would be taken away from me, the runs would be hidden and that person would get sent home and the top for work who were supposed to do less work would be called in before that person to go out and take care of the rest of those runs. While I was there, there were nasty messages left on my screen saver in my office saying that big brother JW was watching me. I was instructed for a while to come in at 4:30 AM. My time to get paid never started until 5 PM. So, for five days a week at a half an hour a day they got for free.

Lyn Swazey, 15 Prospect Street, Manchester, NH stated:

I also work for the MTA as a transit driver. I just want to say that the body of some of my speech has already been covered very well by Roz Trisciani, but I also need to bring out a couple of points regarding the sign changes. As many of you know, the people that we serve are either elderly, physically or mentally challenged and that is no wonder because the young and the healthy and the affluent don't have any need for a bus service. They have had a very difficult time

adjusting to the new system, especially in relation to the sign changes and up until just yesterday we had all been told that if we accommodated them by changing our signs before our point or origin for the next trip that we would be disciplined and I am hoping that this particular statement will give you the proper impression that we are working in a kind of punitive and retaliatory kind of system with our present managers and it is a simple request. As a result of that request, finally just a short day before this meeting we were given a memo that said that we could change our side sign only and now the public is really confused because they don't know whether we are coming or going or they are coming or going. I am speaking on behalf of those who have said to me so many times "where are you going" and "we don't like this system" and "we need to know where you are going not where you have been". Having two signs on the buses, one on the front and one on the side, causes so much more confusion for them. Back to the subject of our punitive and retaliatory system, I would like to bring to your attention that it is impossible for human beings to be error free and because of that, we cannot escape from the constant threat of being disciplined. Our street supervisor is on the street only to follow drivers from place to place in a furtive manner for the sole purpose of discovering mistakes that can be reported to the Superintendent of Transportation and, therefore, discipline can be dispensed accordingly. These are serious issues. Our tabulation sheets, I know, have been addressed on a couple of occasions. They are being called tabulation sheets, but in reality they are survey sheets and there is a major difference between hitting a tab button as people get on your bus and at the end of your trip, writing down the number of people that got on your bus and having to between specific points count how many people got on and how many people got off at different sections of your route. That is very distracting to a driver who needs to pay a great deal of attention to the very serious job of driving.

Debbie Belz, 287 Dunbarton Road, Manchester, NH stated:

I work at the MTA as a school bus operator. We were doing school charters during the school year and a lot of people have been called to do school charters. I was in the office yesterday going through all of the school charters and checking to make sure that the school dispatcher, Joanne Aubin, was going through making the seniority rights and I had noticed that there were three days that were not written down but people's names were already on the school charter list. It had taken me two hours to go through all of the paperwork to find out why she had these people's names on these charters, but they weren't on our seniority list that we go by. She had recently told other drivers that she had called them and left messages on Monday to say that they were available for charters, but some of the people never got the phone call. When she was approached by myself and other drivers, she was rolling her eyes and fluttering them telling us well I can't really remember what your message was on the machine so I really can't tell you if I did leave a message or not. I am in there to make sure that they are going by seniority

and going out correctly. They are violating the union contract by not doing it right. I ended up telling her I would like a straight answer and not to find out that it is a different story. It ended up that there were three charters going out in August and on the charter sheet it didn't say that they were filled for the people on our seniority list because we have two papers. One is a charter sheet that has where the charters are going and the other sheet is the seniority rates for all of the senior people. The people's names were already on the charter sheet, but they weren't written down to say they already had a charter. It is my union duty to do this right so people don't end up missing out on the work. There wouldn't be any problems if she were doing it right. She was trained by Pat Gola and if she was doing it the way Pat Gola had taught here to do it and not the way that John Webster is telling her to do it, which is discrimination against the senior drivers. That is why we cannot keep the drivers because there is too much friction and favoritism. Thank you.

Adam Warshaw, 66 Flint Road, Candia, NH stated:

I am a school bus driver. I just want to address that I wanted to go on the list at the end of the school year when they had openings and John Webster said I was too immature and told me to try next year and then he wanted to try and make me go full-time and there is no openings. When he told me I was too immature, I felt insulted. Thank you.

Don Gosselin, 24 Kilby Street, Manchester, NH stated:

I have been an employee of the Manchester Transit Authority for the past 27 years. What I would like to address this evening...you have already surfaced so many concerns over the past several years. One of my major concerns is with the Commissioners. This certainly is not without respect for the Commissioners, but I feel that in 27 years we have never had equal representation on the Board. We have had management-related commissioners. I feel that this is the right time to start looking at putting labor commissioners on the Commission. The reason I say this is because when we have issues, I believe if you look on your own Board you find that you have Aldermen from labor and from management and what happens is it creates a healthy debate when you are looking at issues. You are looking at issues from different perspectives and by creating that healthy debate, I believe that I have seen on the Aldermanic Board that you get some positive decision-making. I feel that by keeping that type of process where there is equal representation among commissioners that a lot of these concerns could be resolved internally. Thank you.

Richard Darrah, 64 Merrimack Street, Manchester, NH stated:

I am a Viet Nam vet and I am an alcoholic and drug addict with 14 years of sobriety. I have seen what has happened to this City. I was born and raised here and I will probably die here. I grew up in the ghettos of Kimball Street and I can

remember when we had the old red and tan buses and they ran seven days a week and they ran up until midnight or later. I remember most of the time they showed respect for the disabled and the handicapped and today in this City there is no respect for us because there is a cancer in this City and the cancer is starting to get bigger and bigger. It started with the slumlords and now it is starting in the MTA. If we don't destroy this cancer right away, this City is going to hell in a hand basket. Thank you.

Nancy McGuire, 379 Huse Road, Manchester, NH stated:

I am here to address the labor management issues that have existed at the Transit Authority since 1997. Some are contractual and others are labor management arguments. The end result being frustration, dissatisfaction and very low morale, which affects all passengers and public. Concerns are not being addressed, nor are they being taken seriously. Concerns are routing, disrespect, mandatory overtime, power and control and retaliation. When a Union official enters the front office as a representative of a driver, they are told that they are nothing but potted plants and cannot speak. Drivers feel as if they are in prison and the management team is the warden. I have a document here that I would like the Mayor and Board of Aldermen to view. This is a prime example of what we are up against. The health of the drivers is in total disrepair because the management team is allowed to continuously strip the drivers of their self-esteem. When a driver approaches management with claims about something, they are always told the same line. "You can always look for another job." I believe that if the Mayor and Board of Aldermen do not become aggressively involved in the management of the Transit Authority, our problems will simply continue to fester like an infection. Thank you.

Krzysztof Staszkiwicz, 444 Chestnut Street, Manchester, NH stated:

As of two years ago, I was working on a petition to try to get you people to realize how bad the system has gotten. I collected approximately 400 or 500 signatures here and I also had a meeting with a consultant and I think Maureen Nichols is her name and I outlined a couple of things here that people mentioned and were supposed to be addressed. Some of the things that I wrote were: improve frequency to every 20 to 30 minutes, not every two hours or three hours, including the connections; improved the time and connections at Elm Street; improve expanded routes; eliminate sight-seeing tours. This is what the Mayor wrote in afterwards, the present Mayor, in which a person gets onto a bus and goes all over the City before the desired stop. Also implementation of night service, possibly until midnight like it used to be and establishment of Sunday service. As many of you know, people like me for example who don't see well enough to drive, it is a pain you know where to be able to get around after 5 PM if you need to go to a meeting, if you need to go to the Airport, or if you need to go anywhere. I do travel and I do like to go shopping and I do like to go to meetings and I do like to

go for entertainment but I don't have a chance because I cannot afford a cab every single time I want to go. I think that should be addressed by the Commissioners and take my place for a week and see what it is like. Thank you.

Barbara Beliveau, 271 Morey Street, Manchester, NH stated:

I have been a school bus operator for 20 years. I enjoy my job. I enjoy the children I am with, the teachers and the coaches. The past three years I have found it very hard to come to work because of what goes on there. I have had occasion to speak to John and whenever I do, I find that I get intimidated or there is some type of harassment going on. Under the leadership of Don Clay and John Webster, I don't really think that the MTA is going to go anywhere. There has to be a change. Thank you.

Julia Fish, 135 Massabesic Street, Manchester, NH stated:

I have a question I would like to ask you. Do you know that you have an industrial center next to your Airport that has no public transportation? Are you aware of this? We have a growing industrial complex I hear. You have no way to get your workers there unless they drive. You have senior citizens that can no longer go to the mall. You have disabled people...and you are towing the line with the Federal money guys if you are letting them wait an hour. If you have a Step Saver service that is not picking dialysis patients up on time, somebody is going to sue your transit system. It is going to happen. You want to relate this back to where you guys stand? To where the City stands? You have a transportation management team that is unresponsive to the people, that does not concern itself with the City's growth, that is not concerned with the City's elderly and is not concerned with its Federal funding. Now hearing about somebody's 85 year old grandmother left for an hour on a curb or told to take a wheelchair, I find that shocking and I think if somebody doesn't stand up and tell people this cannot go on in the City of Manchester then you guys have failed at your jobs. You are unresponsive, you are inactive and you are not concerned with the City of Manchester.

Diane DeLong, 182 Beech Street, Manchester, NH stated:

I was very upset when they...I haven't taken a bus since July 3 since they changed everything, especially the Valley/Taylor route. I was very upset over that. I talked to a lot of people at the bus stops, although I don't see them here tonight, and some of them were very upset over it too.

Barbara Condon, 353 Megan Drive, Manchester, NH stated:

I am an employee for the MTA. I want to speak tonight in regards to a few different issues. Our company has safety meetings. Every year for six hours every employee is to attend this. It is mandatory. In these meetings, this policy I am holding in my hand is addressed. We were all instructed by management and

Mr. Webster to read the Manchester Transit Authority drug and alcohol policy and familiarize ourselves with it. Clearly stated in here it says, "MTA recognizes that the use of illegal drugs or the misuse of legal drugs, alcohol, represents a danger to an employee and his or her fellow employees and the public." Down here it says "MTA regulations prohibit the use, the distribution, dispensing, the sale, the manufacturing, the possession of any employee or of any intoxicating liquor, controlled substance" this goes on and on "safety and welfare of the employees, other employees or the public while on duty at the MTA." We have a manager, superintendent of our transportation department, who violated this very contract. I would like to leave this for the Aldermen to review. We also got a letter yesterday or I obtained a letter. This letter was addressed to all of the Aldermen, not just Real Pinard. This was written by Donald Clay of the Manchester Transit Authority but somehow this basically is also being written by John Webster even though his name does not appear according to the way the paper reads. In here we also have a Mayor's statement, a letter from the Mayor attached. The Mayor is speaking here and he asks, "couldn't some method be found to put both origin and destination on one sign." This memo here and at our meeting yesterday I attended an elderly meeting on the West Side of town. They told the elderly people that they remedied this situation. We are now to change the signs on the side of the bus to indicate where you are going and leave the sign on the front of the bus to tell them where they have been. The elderly people's response to this was so now we are not going to have any idea at all where our bus is going and we are already in that position. I personally feel that this was a slap in the Mayor's face for them to do this and say position it on two separate signs. They strip us of our dignity, they show us no respect and they have none for the Mayor of this City either.

Denise Chretien, 33 Riverview Park Road, Goffstown, NH stated:

I work for the Manchester Transit Authority and I have been working for them for 17 years. I have never seen any management that has behaved the way this management has. We are constantly intimidated. If we don't like it, we are told to look for another job. When you have people who have worked there for 33 years and the management tells you go look for another job, how do you think that person feels? They feel like garbage. We get no respect at all. They say grieve it. You grieve it but you still have to do what they tell you. I was brought up for insubordination one time. I never got that in my entire life. That is because I felt intimidated by John Webster and I walked out of his office. We go to the doctors...I am out right now on sick leave. I went to a restaurant. One of my passengers...me and my husband went to a restaurant and one of my passengers came up to me and took all of the time that we were eating to complain about the new bus routes. I don't know much about them. I only know what I have heard. I have been out for a month. It is really a disgrace. We walk into a store with our uniform on and we want to hide our badge because we are ashamed of working for

them. I love my job and I will not look for another job just to be intimidated by Don Clay and John Webster. Thank you.

Suzanne Hamel, Boynton Street, Manchester, NH stated:

I am an employee of MTA in the maintenance department. Thank you for hearing us tonight. As you will hear tonight, employees at MTA put John Webster at the root of some of the problems. He is. I will not defend John Webster because of the way he treats the drivers, but he is not alone in the abuse at MTA. Mr. Clay and the Commissioners should also be accountable. They know all what John Webster does and allow it and will let John Webster go down alone. Mr. Clay and the Commissioners, except Harry Tentas, have given John the green light to do whatever he wants to do to the employees. Don't let them fool you. They hide behind John Webster. Many times employees have tried to talk with Mr. Clay about the way they are being treated by John Webster and Mr. Clay would not see or listen to them. I have seen Mr. Clay stand in the hallway to the front office while employees needed help and just stand there and watch. He refuses to talk to the employees not because he is busy but because of his arrogance that he can do whatever he wants because he has the Commissioners in his pocket and knows the City can't touch him. The MTA Commissioners, Mr. Boisvert and Mr. Manseau, will act like they have no idea what is going on but they also need to be held accountable. They know all of what John and Don do. Commissioners' Boisvert and Manseau have asked me not to write to them anymore. They say they are afraid of my father because of a letter I wrote on April 22. My father is 62 and loves me. Had I said in this letter watch out for my grandmother, would it have had the same impact? Probably because they are trying to get rid of me. Well it is going to be hard tonight with all of us here. Mr. Clay and the Commissioners would like you to think that I am a nut as they did with Louise Gazda and the reasons for this are because there are problems at MTA and they have known all along and they haven't done a thing about them. For so long, they made Louise Gazda look like a problem at MTA. She stood alone. She spoke out not only for herself but for all of the people that she works with for a better workplace and better service to the public. They beat on her but Louise knew that someday the truth would come out. I received a phone call from Harry Tentas last night. He asked me how he could help. I asked him to tell the truth. I have written a lot of letters and only a few responded. Harry is the only Commissioner who has tried to speak up for the employees at MTA who stand-alone. Everyone else seems to be in the Old Boys Club. Finally, I would like to say that if all of you on this Board don't do something tonight, they are going to put us through hell at MTA because they see every one of us who is here tonight and we will all be treated unfairly. Thank you.

Charlotte Sartell, 3 Rotterdam Drive, Litchfield, NH stated:

I was a former employee of the MTA and I lived in Manchester for 15 years. I am now living in Litchfield. Thank you for listening to me. I would first like to say that I have never before had the pleasure of working with such a great group of people as the Manchester drivers. On the other hand, I have never worked with a team of management as lacking in skills as the present team. I stood before you at the CIP Committee and spoke of my unfair labor practice, which was brought up tonight. At that time, it was pending. It has since been decided that the MTA was guilty of unfair labor practice. I have copies here if anyone would like to see the results. I would also like to tell you that I worked for the MTA for 10+ years. I watched my fellow workers and myself go from loving their jobs to fearing their jobs and their management. These people are caring, hard working people and no one deserves this kind of treatment. I don't care who they are. Thank you.

Victoria Griffiths, 330 Auburn Street, Manchester, NH stated:

I have lived in Manchester for almost 11 years now and part of what makes it home is the bus service. We have a great bunch of drivers. They care about the City, they care about the people, they care about the job. A lot of what I would like to say was covered but the thing of it is there needs to be changes but instead of hiring so-called experts that don't live here, why don't you just ask the passengers and the drivers. They know what they want. Thank you.

Pamela Miller, 16 East Gate Way, Manchester, NH stated:

I have been an employee at MTA for 10 years. I recently applied for the Transit driving and I was there for about two or three months and I called in sick one day and that was like one day out of the whole year I had been sick and I called and left a message with the dispatcher and then I called back because we are told that we have to speak to somebody personally so I called back and John got on the line and started yelling at me saying he heard rumors that I was going to call in sick. I told him that I was sick all night long and he kept harassing me on the phone and I finally said, John, I can't deal with this. I am staying out. So he said you come see my face Monday morning. When I went into work he called me into his office and pretty much what went on in there was he pretty much fired me. I never got a letter. He sent me back to the school bus side. I haven't received a letter at all. Come the end of June, I was hearing from people that maybe I should ask Don Clay about getting my job back and I said no thank you there is no sense. I don't need a lot of this harassment. Just to make one more statement. One day I thought I was having a nice conversation with John Webster and it turned out to be this harassing conversation. I am talking to him and it sounds like he is talking nice to me but the next thing he is saying stuff like if you don't tell me what goes on on the road and he was sounding threatening and he said I don't like to lose and if I lose well I never lose and he was going on and on talking about it. I finally

just walked away and said this man isn't even talking nice. That is a lot of the harassment stuff that we have to put up with at MTA. Thank you.

Jack Mahoney, Maple Street, Manchester, NH stated:

I am the Union President. I would like to read a letter that I received on May 16 from Maureen McCarthy:

Dear Jack:

I am writing on behalf of Aldermen Pariseau, Levasseur and Clancy of the CIP Sub-Committee on the MTA. The Committee is in receipt of several letters from MTA employees that express concerns over various issues relative to the MTA. The Committee is concerned that certain employees may be circumventing the established in-house grievance procedure in dealing with personnel issues.

Please advise the Union that the Committee will not act on any letters sent to the Board of Mayor and Aldermen unless it is initialed by a Union representative or the Union President. The Committee does not wish to discourage direct communication with the BMA, but Committee members believe the employees and management of MTA should first use the established procedures to resolve issues at the lowest possible level before resorting to BMA intervention.

Now the Union does try to resolve issues at the lowest possible level, but the intangibles that you have heard tonight can't be resolved through grievance procedures. Thank you.

Louis Stephen, 495 Westwood Drive, Manchester, NH stated:

I have been a transit operator for nearly 21 years. Most of you don't know that I had the opportunity and privilege to work with this management team for about 90 days. I left there because there was so much conflict between management and personnel. There was so much animosity. I couldn't take the turmoil. I remember one day I went to work and I never said anything to anybody but my left leg was trickling and I thought I was going to have a heart attack. I wish, I pray to God everyday that I get out of bed and I told this to Bill Cantwell, for the one word, peace. Peace to go to work without having to walk through the door, regardless of whose fault of yelling and screaming, pathetic tears from woman drivers sitting at a table in a lobby from expressions of fear working in the hostile environment of the Manchester Transit Authority. I improvised in my mind how I could compare working at the Manchester Transit Authority. In 1944, there was a man called Adolf Hitler. In 1973 we called it the Manchester Transit Authority and Administration. Improvising in my mind I called it the Third Reich. I am not

looking to have anybody's jobs terminated. I don't think they need anybody to throw any more stones at them. I think they got the message. I am looking at our City Fathers here. Mr. Pariseau, as a man, you made a comment reiterating to somebody back there to reiterate to us what a Transit Authority is and you said and I had trouble digesting this, a separate entity from the City that we have no jurisdiction over. However, you appoint Commissioners. Somebody appoints these people to oversee their interest, their financial interest, their common interest and report back at some given point to you find people. I find it hard to believe that you would give funds and part of those funds are being used to abuse personnel. Well, here they are. These people contribute to those same funds. These are people. These are taxpayers included. They are to receive the same rights as every citizen in this City does. Thank you.

There being no further people wishing to speak, Chairman Pariseau opened the meeting to discussion between the Committee members and members of the Manchester Transit Authority.

Chairman Pariseau called on Don Clay, the general manager of the MTA to address some of the concerns and issues that we heard from the general public and employees.

Mr. Clay stated I have a letter that I want to read or a prepared speech that I want to read.

Chairman Pariseau stated there will be no comments from the gallery. If there is, I will ask you to leave.

Mr. Clay stated I am the general manager of the Manchester Transit Authority and as part of the management team I would like to say that we are responsible for providing the public transportation to the City of Manchester. As advocates for public transportation, with 26 full-time transit drivers and an operating budget of approximately \$1.9 million to handle the transportation needs of the City and we do take our job responsibilities seriously. As the Board of Mayor and Aldermen is aware, the City has experienced substantial economic and commercial growth in the last five years. Since we have been receiving many calls blaming Mr. Webster, our Superintendent of Transportation, for changing the routes I would like to inform those present tonight that the Southern NH Planning Commission, an agency responsible for the MTA's federal funding, suggested that the MTA should consider realigning the routes to take advantage of the economic growth. In 1998, through a Federal Grant, the Southern NH Planning Commission hired the consulting firm of VHB to conduct passenger and route surveys with a final result of how to best maximize the use of our system with the same level of funding. The outcome of these studies was the designing of a new route system to

better serve the public. To some degree, all public transportation routes are financially unprofitable. The goal of the VHB and the MTA was to maximize the efficiency of the existing routes without incurring any more cost to the City. We realized that some of our valued passengers have been affected by the new route changes. Some are affected by time changes. Some have to transfer to another bus and others are affected because they do not understand the new service available that we can now provide. As with any change, there is always a trade-off. Some passengers are affected positively and others are not so fortunate. We have found that many of our passenger issues can be resolved with a few questions and answers. We are making every effort to meet with various groups to provide solutions and obtain feedback from our passengers. We also realize that our employees have concerns on the route changes as well. We are asking them to bear with us and try to assist us with constructive feedback and accurate evaluations so that we can make the routes more useful to the citizens of Manchester. Even at this early stage, we believe the new routes have accomplished some of our initial goals. Our fare box has shown an increase for the first three weeks of July over the same period of time. Historically ridership has dropped whenever changes were made to the system. I am sure that once our riders understand the changes, these routes will be viewed as one of the most positive changes in the City. I am requesting that the new routes be allowed to continue until we have had an opportunity to evaluate them fairly. Ad-hoc changes at this time will be counterproductive in that we will not be able to assess what the routes will do and will not allow our passengers to become more comfortable with the changes. I apologize to anyone who felt they had to walk from First Essex Bank or City Hall to the Center of New Hampshire because of miscommunication on our part. I do understand that individual Union members have complaints and issues. Many of these issues are contractual in nature and we have some grievances on them in various stages of progression and I feel that this is an inopportune time and an inappropriate time and place to discuss those grievances. Both management and the Union need time to discuss and work out grievances through the process that is spelled out in our collective bargaining agreement. The MTA and the Union are currently in the process of contract negotiations and we feel that negotiations are the best venue to attempt to solve many of the issues presented by the Union. I do hear what has been said here tonight. I don't like some of what I heard. Some of it I am hearing for the first time. It is something we definitely need to address. I understand that. It needs to be addressed immediately. I am not sure exactly how would be the best way to go about it, but I would say that we should start with Union officers, myself and probably the Commissioners to sit down and have a good long talk on what was said here tonight and try to figure out some areas in which we can go. If it is something that we need to sit and have somebody help with mediation, I have had an Aldermen come and talk to us and say that he would be more than happy to come down and mediate any problems that seem to be unsolvable between

management and the Union. I want to make it a better place to live. I want to make it a better place to work. I have been in transportation for 33 years with buses. I am not one who doesn't know bus routes. I am not one who doesn't know problems with transportation. I come from a transportation family. Almost everybody in my family was a driver. My brother drives for Greyhound and has for almost 30 years. My wife was a 25-year transit driver. I do understand transit. I do understand the business. I have worked in both the private and public sector and I do understand and I do want to make it better. I want to make it better for our employees. I want to make it better for our passengers and I want to make it better for the City. As far as our routes are concerned, we do need to get statistical data before we make changes. We definitely are going to make changes. Hopefully the Union members will sit with us and help us with those changes. Any passengers who need information, please call the office and we will try to help anyone make their new connections and make it work for them. Any groups that need us to come to them, we will be more than happy to go to them and help them through this. It is only through feedback from everyone that we can make these routes work or make the changes so they will work. We are more than willing to do so.

Chairman Pariseau asked how long will it take you to evaluate the routes as they are today.

Mr. Clay answered I would like to say that we would need at least six months but I realize that that time is unrealistic with the problems that we are hearing. I do think that we need at least 90 days to get everything in order, make the changes, make the public aware of the changes, make the changes that are necessary on the schedules and implement them.

Chairman Pariseau asked with the input of Southern NH Planning, it is my understanding that they provided MTA with funding and I guess gave you people the name of the contractor or whatever. I don't think they made the deal with the consultant, did they?

Mr. Clay answered yes they did. They hired the consultants. We did not.

Chairman Pariseau asked they hired the consultant.

Mr. Clay answered yes. They were hired by the Southern NH Planning Commission. The money came through Federal grants to Southern NH to do the job.

Chairman Pariseau asked Southern NH Planning was concerned about the loss of revenues on certain routes.

Mr. Clay answered that is correct.

Chairman Pariseau stated and the purpose of this route revision was to see if we could make these routes more profitable.

Mr. Clay answered right. Take away the areas that were non-productive and try to put service in other areas that would hopefully be more productive. Also, we were looking at the areas of the City that had growth. We sat down two or three years ago when the Millyard was really starting to go and we were told back then you need to get something back into the Millyard if we want to build the Millyard back up, get the college going in there so that we can get those people up onto Elm Street. With the new routes, we have tried to do that. At the moment, we are not doing much business down there but school is not back in session, all of the buildings are not full, and I don't expect anything that is new to be a boom in the first month. People have to realize it is there and figure out how they can use it and then use it.

Chairman Pariseau stated I don't know how we would do this but I would suggest or recommend that we as a Committee relay to the full Board that we would like a response within that 90 days and no later as far as the productivity of the new routes. I wouldn't want you to go the six months.

Mr. Clay replied I agree with that and we would be more than happy to make our evaluation, make the recommendations for change and bring them back to this Board if that is your desire.

Chairman Pariseau stated maybe you should drop a line to the full Board after that 90 days to show the difference as far as the new routes being more productive than the old ones and the ridership.

Mr. Clay replied I understand what you are saying. Yes, we can keep you up-to-date on a monthly basis if that is what you want.

Alderman Clancy stated Mr. Clay I was alarmed to hear some of the people get up and speak tonight and what their problems were. 110 grievances, that is one thing. Most people being intimidated, you know when you go to work you don't want to be intimidated. You want to go to work and do your best job possible. Route changes. One girl called in sick and was dismissed. I understand...one girl got up and said when people call in sick you call people's houses until you get a hold of them. That is Gestapo tactics. That is not right. When a person is sick, they are sick. Now I have some other things. I have had a lot of complaints about the

Valley/Taylor route. Now something should be done. I got about 12 complaints about that bus route. What has been done? Can you tell me right now?

Mr. Clay asked have we received those complaints from you so that we know how to address them and who to address and what the situations are.

Alderman Clancy answered well I have talked with other Aldermen and they told me that they got the same complaints themselves.

Mr. Clay asked on Valley/Taylor.

Alderman Clancy answered right. Aldermen Pinard and Shea.

Mr. Clay stated I would like to have John address the Valley/Taylor issue.

Mr. Webster stated the main change on the Valley/Taylor was that it stays intact on its southbound route as far as when it gets to South Willow and Weston Road, then it takes a left on Weston Road and picks up what used to be the old Valley/Porter. The complaints that I received were that it didn't link up directly with the Mall of New Hampshire, but the trade-off for us was when we were looking at the consultants information and the survey and the focus groups and there was a big section of South Willow Street from where the Old McDonald's was all the way to Bradlees that had no bus service except for a couple of trips to the Airport. Again, every survey that I have seen and most of this stuff was due to trip generators and places that people wanted to get on the bus as opposed to pure residential...the focus again was to not add any money to the budget so when you look at a route you are trying to make a combination. You are trying to service some of it, but out of our 13 routes, only 2 directly service the mall going right through. If anyone else wants to go to the Mall of New Hampshire, they have to make a transfer. I understand that there were some things in there that we looked at that do and when people are affected directly it is very personal.

Alderman Clancy stated one woman tonight said that it took her four hours to go to the Mall. She would like to go to the Mall to eat.

Mr. Webster replied I understand that. I would have to look...I don't think it would take four hours to get to the Mall.

Alderman Clancy stated he probably could have walked faster.

Mr. Webster replied unless I know the specifics and I would like to address that and I have a timetable and I am sure if given the opportunity I could get her there in half that time. Again, it is not a direct route. We are looking at maybe a

transfer shelter there because there is a South Willow bus that comes right up there. I have heard the same complaints about the Millyard, but I talked to Tom Lolicata tonight and they just had a traffic meeting down there with parking. We were trying to go with...the school is opening up there this year that has been moved off of Hackett Hill. There is a parking problem down there. I have been to a couple of Committee meetings and the seminars that they have had on that and we have a bus running north and south along Commercial Street. There isn't any ridership there yet. It has been less than a month that it has been there, but I can only hope that the City recognizes...I have heard the Millyard mentioned and the Riverwalk and we are trying to make the system a better system but we need direct feedback. We have already made some changes concerning that. The Valley/Taylor route is something that is problematic and we are going to have to look at that. It isn't by any means chiseled in stone, but for the immediate sense went you print 40,000 schedules and you are looking at it and you haven't even run it yet, you have to try and give it a chance to see what works and what doesn't. That is why those ridership tabulations are so important because it gives the ons and offs. If there is a part of that that you don't need and maybe you can send it back up through Valley/Taylor, that is something that you can do but I don't want to establish service and then pull it away or not give it a fair chance.

Alderman Clancy stated, Mr. Webster, most of the people that got up tonight were referring to you by name and they said you were disrespectful to them and intimidated them. Is that true or false?

Mr. Webster replied I guess it is a matter of opinion, Alderman.

Alderman Clancy responded well if we took a poll tonight I don't think it would go over too well.

Mr. Webster stated I can say at the same time that I have felt the same intimidation and harassment being received so I guess it is a matter that everyone is entitled to their opinion. I think there is always another side of a story and unfortunately I can't tell that side of the story in public session. Some of these are, again, direct grievances and things that I can't answer. Some of these are rehashing of old grievances that have already been filed.

Alderman Clancy stated well maybe it is time for the City to take the Manchester Transit Authority over and have some control over it.

Chairman Pariseau asked were the drivers given the opportunity for input into this new schedule.

Mr. Clay answered yes, they were. The books that were made up in draft form of all of the routes, all of the directions and all of the maps were given to the Union business agent. He was asked on several occasions if they were going to get back to us with any type of scenarios where we could change things. When that business agent went out and the new one came in, we talked with him and asked him if he was going to give us any feedback on the routes. We had given him all the information. He said he could not find the book. We gave him a new set of books and asked him on several occasions to get back to us with information. We asked him to look them over and see if they could find a better way and get back to us. As of this date, we have not got anything back from them.

Alderman Vaillancourt stated I think all of us who are blessed to have our own automobiles should from time to time step back and realize that there are a minority of people who have to use public transportation and we should be aware of that fact and aware of the problems that exist. I don't really wish to get into the route problems. I think that would be micromanaging and I think that is up to experts greater than I, but I did hear the comment about how we should be aware of not servicing areas unless they are profitable. I think that is a problem and you know I am a fiscal conservative and don't want to waste money but that would be like the United States Postal Service saying well we are not going to do that house way on the end of the road because it costs us more to get out there. I think we have to weigh what is fiscally prudent with the need of transportation, but I wanted to focus and put a finer point on Alderman Clancy's question. You could have the most perfect route system in the world and it would all cave in if you didn't have good relations with your employees. When I heard that you had 110 grievances, I was dumbstruck, awestruck. This is with a staff, according to the letter that was sent out that we received yesterday from Mr. Clay, out of a staff of 26. 110 grievances in 4 years. That is 100%. Everybody has a grievance. Now that, according to and I am sure Mr. Hobson will tell us, I used to work for the US Postal Service where the goal was to avoid grievances. It takes extra time. It is a deterioration of your morale and it is just unacceptable. It seems to me that management should be going out of its way not to satisfy one disgruntled employee, but you have 100% of your people who you can't get along with so instead of asking the more general question that Alderman Clancy asked about disrespect, I will ask you point blank. Has this phrase been used over and over again, "if you don't like it, maybe you should look for another job"? Is that your attitude? It is a serious question because it gets to the attitude you have towards your employees. Do you use that line with your employees?

Mr. Webster replied yes I have said that before.

Alderman Vaillancourt asked how often.

Mr. Webster answered a few times.

Alderman Vaillancourt asked how many.

Mr. Webster answered a few times, Alderman, and it was not said in that context. When someone stands before me and says that they hate it and they can't stand it, again I ask why...I understand working for change but again sometimes speaking for myself in management I feel like I am getting beat up at times. If I were to yell at someone, people would write a letter but when someone comes into my office and yells so that my staff with a closed door is looking down the hallway at me and I tell them please stop yelling at me with other management people present they say that they are angry. I had a Union Rep in my office yelling and screaming at me thinking that I locked a gate on her when there is another little gate that they could have gone through and accusing me of doing it on purpose and when I asked more than one time to please stop yelling at me I was told I am angry. I understand that and sometimes it is very difficult. I don't mean any disrespect but I always ask, again, when you get to the stage when you are coming in and saying that you hate it, you have choices. It is not a prison.

Alderman Vaillancourt replied well that climate seems to have been engendered and with comments like that...I mean it seems to me that in this economy if you keep saying that to people it is a wonder that you can find anybody to work for the system. This is a job, frankly, that some people must like to do. It is providing service with the public but we, at the Human Resources Committee, learned about the quality of work life organization that you are dealing with with City employees. Have you taken a management course on how to work with people? I mean it as a perfectly serious question. Maybe we should develop some management working with people and interpersonal relationship training. Are these people involved in that program?

Mr. Hobson responded no. The MTA is not part of our Quality Council. Roz Trisciani who spoke earlier attended a number of our coordinated bargaining committee meetings and we got a chance to meet with her and speak with her about some of the issues that she brought forward. When Roz spoke, she talked a little bit about a date and structure and I just want to correct her a little bit. Actually, the discussion started in November/December of 1998 and then we went through a process starting from January until April where we had a combination of eight meetings with labor and management representatives. A member of our staff who is a trained mediator, formerly working with the State of New Hampshire, attended those meetings and tried to facilitate some better communication and supervisory skills and management skills. I had three or four meetings I think with Mr. Clay and Mr. Webster about some of the Union issues that they have. I

think that there is certainly blame if you will on both sides. I am a little bit concerned about labor union leadership's role. I think there was an excellent point brought out by one individual about having labor representation or labor mindset on the Commission. I think that, however, with only 26 full-time employees I don't think it is outrageous and I don't mean to chastise you on this point, Mr. Clay, but I think with that amount of employees I think it would be easy to facilitate or it would appear to me to be easy to facilitate a meeting with all of those people and to have focus groups with portions of those people to take a look at your ridership issues and some of the labor and Union issues that are going on. Also, to echo what Mr. Vaillancourt just said, we have a 1.9% unemployment rate in the Manchester/Nashua belt. I would say it must be very difficult to recruit and retain people to do this type of work and it would seem to me that we would want to set the best, highest possible tone to retain these people and train them. I would propose, Mr. Chairman, that we look into bringing about immediately some facilitation of some meetings and training. I don't think it is enough to just say we are going to sit down and this is my own opinion but I don't think it is enough to just say we are going to sit down and talk with labor leadership. I don't think we are talking about millions of employees. I think we can talk to all of the employees and we can get their feelings on what their issues are and I am not talking about going against the process that labor has to follow to file grievances. I am just talking about trying to foster better communication between and among the employees. I don't think that would be too difficult to do. The third thing that I would suggest that we need to do is take a look at some true performance measures, things that can be measured and I would also beg to differ with the fact that if we have people immediately speaking about issues with the Valley/Taylor run or any run, I don't think it takes 90 days to figure out what the problem is. I think it can take a lot less time from that specifically if we could talk to some of the people who are involved in driving with those folks. There might just be some minor tweaks that we can do and you may have done this but I think that speaking to the people who do the job directly is the best way to find out how to improve the job. That is my opinion.

Mr. Clay stated when you talk about 26 employees, those are full-time transit operators. We also have a garage with 8 employees and we have some 80 school bus operators. We don't have just 26 Union employees, we have over 100.

Mr. Hobson replied I understand that and I have 12 collective bargaining agreements, 1,250 full-time equivalents, 500 part-time employees and when we put about a new process to bring in a compensation and management system, we sat down with over 80% of them, Mr. Clay, and I think there are ways and again I am not being critical I am just saying there are ways of bringing all of these employees together and I don't think it has to be anything dramatic. I think it is as simple as putting on a pot of coffee and getting some donuts and sitting down and

talking about what the issues are. It would appear to me that that would go a long way with some of these folks. Just having some basic management and labor meetings to discuss what the issues are. I could be being simplistic but I have seen it work here and I have seen it work with labor unions and non-affiliated employees and I think it just breaks down a lot of walls to have people talking to one another on a first name basis with a lot of respect and just allowing them to say what they have to say.

Alderman Gatsas stated, Mr. Clay, maybe you can help me with this. Do you know what the City appropriates to MTA year?

Mr. Clay asked in funds.

Alderman Gatsas answered yes.

Mr. Clay stated yes.

Alderman Gatsas asked what is it.

Mr. Clay answered \$633,000.

Alderman Gatsas asked do you know what that effectively is to the tax rate of this City.

Mr. Clay answered no, I do not.

Alderman Gatsas stated let's try 15.6 cents per \$1,000. Is that a relative number to you?

Mr. Clay answered yes.

Alderman Gatsas asked do you know how you are supposed to receive your money from the City of Manchester.

Mr. Clay answered we apply for it.

Alderman Gatsas asked what is that procedure. Do you know?

Mr. Clay answered we put a budget in.

Alderman Gatsas asked did you submit a budget this year.

Mr. Clay answered I believe we did.

Alderman Gatsas asked, Mr. Robinson, you were the manager of the budget team for the Mayor's Office. Did you ever receive a budget from MTA?

Mr. Robinson answered I received documentation asking for a figure. I did not receive a line item budget.

Alderman Gatsas asked was that ever submitted to the Board.

Mr. Robinson answered I did not submit that documentation.

Alderman Gatsas asked so you received \$633,000 and never came in front of this Board or the budget team to answer one question.

Mr. Clay answered no. I was never asked to do so. I did the year before.

Alderman Gatsas asked but you are familiar with the budget process.

Mr. Clay answered yes, I am.

Alderman Gatsas asked are you familiar with the ordinance of the City that says that you are supposed to send the Mayor and Aldermen a monthly financial statement.

Mr. Clay answered I believe that is done.

Alderman Gatsas stated you believe it is done. Well, I can tell you that I am probably one of those odd members on the Board and there are probably a couple of others that read every piece of paper that comes into my hot little hand and I can tell you that I have never seen your budget, not once and I have been an Aldermen for six months so I will qualify this statement. Mr. Robinson, has the Mayor's Office ever received a copy of a monthly budget from MTA?

Mr. Robinson replied I cannot speak for the Mayor, himself, but I have not seen one.

Alderman Gatsas asked do you know who you are sending it to.

Chairman Pariseau answered we get that with the monthly report from the MTA; their ridership and financial statement.

Alderman Gatsas stated I have never seen it.

Chairman Pariseau replied yes you have. You get it every month.

Deputy Clerk Kang stated it is part of the MTA minutes that appear on the Board agenda under informational to be received and filed.

Alderman Gatsas replied oh, I guess I didn't read it. I apologize, Mr. Clay, but I can tell you that I will look at it very, very closely. I am a little upset probably at myself to see a line item in our budget of \$633,000 and I probably blame myself for not bringing that item up but I can tell you and I can guarantee you that the citizens of Manchester will have you in here and discussing your budget at full length and certainly I think that maybe it is time, Alderman Clancy, and I will tell you that I will make a recommendation that the MTA, if we are going to give them \$633,000, that you do become a department of this City because it sounds like there is a problem with management. Now, I don't believe that anybody should have to sit here and listen to abuse and certainly there has been a lot of abuse put on you. Now, whether it is warranted or not I can't tell you and I can't tell you about bus routes but I can tell you that the citizens of Manchester probably aren't happy because they are the ones that take the buses. Now there isn't anybody who came here and obviously you could have probably had people come and talk in favor of management, but there wasn't one person that stood up and said management is wonderful so I have a problem that \$633,000 is spent with taxpayers money and nobody knows what you are doing with it or where it is going. That I have a serious problem with. The safety record...I don't know. What are the safety records of these drivers? Can you tell me?

Mr. Clay answered I think we have very good safety.

Alderman Gatsas asked how good. What would you claim?

Mr. Clay answered excellent.

Alderman Gatsas stated if their safety records are excellent, then their grievances certainly should not be where they are at because that, I would think, would be the first thing that you would want to terminate somebody for - the safety of the citizens of this City that they are moving around. So, maybe you need to take a hard, long look and I don't know, where do these people receive benefits? Do they receive them from the City?

Mr. Hobson replied their benefits package is covered under their budget.

Alderman Gatsas asked from where. From the City?

Mr. Hobson answered no.

Alderman Gatsas stated so 126 people...who is the HR Director over there.

Mr. Clay replied we don't have an HR Director.

Alderman Gatsas asked so you have nobody that anybody can talk to from an employee side that can get an answer. Maybe that is another reason why this should become a department of the City so they have access to HR. That is unheard of that we are giving you that kind of money and nobody has ever broached the subject before. I will tell you right now that my recommendation, and I can't make any motions on this Committee, but I can tell you at the full Board level that I am going to make a motion that we bring this under a City department because somebody needs to be accountable. Thank you.

Alderman Shea stated I have a concern with Valley/Taylor. Most of the people who spoke this evening are affected by that. They are elderly and they have come and they have made an effort. They spoke both this evening and they also spoke at the public participation meeting we had the other night. I think that you have to take a good, hard look at that because I think it is affecting their lives. I have received calls from my constituents, both people who are here this evening as well as other people concerning that. I think you have to take a good, hard look at that. My second concern is I would like to ask the Commissioners if you are aware and have done anything at all to improve the working conditions down at the MTA.

Mr. Boisvert, Chairman of MTA Commission, stated I have been out talking to people. I rode every type of bus there is on the MTA. I have ridden the blue bus. I have ridden the school bus. I have met in the back with some of the people here. Most of them here we had a session one time, Cindy Vaal and myself and we spent from 6 AM until 11:30 AM talking to drivers and people out back like dispatchers and so forth. I am sure that knew that the people had problems with management but we tried to intercede and find out what their problems were and we brought those into management. Some of those were taken care of and some were not. A lot of them were worked upon I am sure. I know what is going on. Cindy Vaal and myself and Mr. Manseau have spent a lot of time talking to people in the lounge and in the reception room of the MTA.

Alderman Shea asked have you heard anything this evening that you didn't know before.

Mr. Boisvert answered yes, I did.

Alderman Shea asked your role as a Commissioner...do you have control over who runs the management at MTA and who doesn't. In other words, if for instance the management is dissatisfied with a driver they can write them up. Can you write up the management people and give them a notice that if they don't conform to certain types of behavior that they can go look for another job?

Mr. Boisvert answered we certainly can. The Commission has the authority to dismiss the management team at their wish.

Alderman Shea asked in other words if there are Commissioners that feel that because of certain difficulties that exist in the management area you have the responsibility as well as the authority to say to them because of these situations that have been brought to our attention, we no longer require your services.

Mr. Boisvert answered to be proper it would be after due notice to cover the law.

Alderman Shea asked have you been aware of the number of grievances that have been filed.

Mr. Boisvert answered no.

Alderman Shea asked or the unfair labor practice.

Mr. Boisvert answered I don't think we have any unfair labor practice pending.

Alderman Shea stated the lady said that it was settled.

Mr. Boisvert replied I knew about that one.

Alderman Shea asked how about the number of drivers who have worked and then left. There are numerous instances of people seeking employment elsewhere or retiring early because they are afraid of losing their job or people who have moved on to other situations. Are you aware of all of these people?

Mr. Boisvert answered no I am not. We are hiring school bus drivers right now and Pat Gola has classes going and we needed some extra drivers for the school openings and we picked up 15 or 20 drivers. I wasn't aware that we had lost that many in the blue bus section.

Alderman Shea replied these are all of the key characteristics that you have to look at. When you are looking at a particular operation, you have to look at how the people are working, who is leaving, why they are leaving and what circumstances are causing these situations to exist. If it is strictly a managerial kind of situation, then it is not going to get any better. These people, when I heard some of them speak tonight, they felt intimidated speaking this evening. It took a lot of courage for these people to get up because their jobs are on the line. They are afraid that tomorrow morning when they go in they are going to be intimidated, they are going to be treated unjustly and I heard one lady get up there who could hardly speak because she felt so fearful but I give them all credit for coming before the Aldermen. I had a call from one of the drivers who said that the people feel intimidated. They feel as if their jobs are going to be on the line and so forth and I think that you people as Commissioners have a very serious responsibility. You cannot favor management over labor. You have to treat them equally. In other words, give management and give labor the same kind of treatment. Thank you.

Alderman Clancy moved to recommend to the full Board that the MTA become a City Department. Alderman Pariseau duly seconded the motion. Alderman Pariseau called for a vote on the motion. There being none opposed, the motion carried.

Alderman Pinard stated I want to thank you all for taking the time to come over here. Mr. Clay, who do you and Mr. Webster answer to?

Mr. Clay replied the Board of Commissioners.

Alderman Pinard asked the Board of Commissioners who they answer to.

Mr. Boisvert answered the Board of Mayor and Aldermen and the Mayor.

Alderman Pinard asked how often do we hear from the MTA Commission. Let me ask you a question, Mr. Boisvert. If we were to ask you tonight, this Committee, to ask for a suspension of these two gentlemen, would you accept that for 60 days so we can name a committee to look into what is going on at the MTA so these people can go to work and go to sleep at night? Right now, they are nervous. Two gentlemen here are making the City nervous because you have elderly citizens out there who don't know where they are going. I think it is about time that the Mayor and Aldermen stand up to the MTA. Thank you.

Alderman Vaillancourt stated I have a very gentle question. I am not necessarily known as being very diplomatic sometimes and when we are on the floor of the State House arguing something like gambling or here arguing something like the

Civic Center, I guess it would be all right for me to come away saying I don't like to lose, but I would like to direct this question to Mr. Boisvert and Mr. Hobson. When it comes to management/employee relations, we heard that statement tonight that one of the managers had said to an employee I don't like to lose. Do you consider that a proper attitude to discuss an employee's relationship as somebody winning or losing or might it be better to say we all win if we can work this out? Is "I don't like to lose" a proper attitude?

Mr. Boisvert responded I agree that we all win if we work together.

Alderman Vaillancourt stated so in management we would not start out from that premise that I don't like to lose. Mr. Hobson, wouldn't you say that would also be true in any management relationship?

Mr. Hobson replied absolutely.

Alderman Vaillancourt stated I hope we never hear that phrase again, "I don't like to lose."

Mr. Webster responded you will not hear that again.

Alderman Gatsas stated certainly Alderman Pinard has asked for a very harsh situation and I don't think that anybody who spoke tonight...and I think you both will agree Mr. Clay and Mr. Webster that there shouldn't be any adverse affect to any person that spoke tonight. Do you agree to that?

Mr. Clay replied there will be no retaliation.

Alderman Gatsas responded I didn't say retaliation. I don't want these people for one second to feel ill at ease about going to their job and certainly some of the things that...Thank God Alderman Wihby is not sitting on this Committee because he is the Deputy Labor Commissioner hearing that people have to report to work at 4:30 AM and don't start until 5 AM because that may my heart feel really ill at ease and I get real nervous because some of the things that I read in the ordinance that is here says that for some reason if you folks can't make the debt service it goes back to the City. Maybe if we are at risk for debt service we need to be at risk for the department. I would hope that anybody that spoke here or any employee that we certainly can make you a department pretty quick so there is some jurisdiction on who is going to first and who is at second. I hope that no employee has to worry about that.

Mr. Clay replied they do not.

Alderman Pinard stated one more thing for the employees. If anything happens, just call me.

Chairman Pariseau stated just to clear up what caused this meeting, why can't the signs on the buses be changed now?

Mr. Clay replied if it would please this Board, we will change it in the morning.

Chairman Pariseau responded please do. I just want to recap the items that we discussed and will be submitted to the full Board. The first item is the MTA become a City department. The MTA will inform the Board of Mayor and Aldermen relative to the revised bus schedule by October 1. If you could do something for Valley/Taylor immediately, that would be appreciated.

Mr. Clay replied we will have to look and see what we can do. I don't have the manpower or the buses to put another route on.

Chairman Pariseau stated we will also make a recommendation that the City's Human Resource Department facilitate training meetings for management and labor at the MTA and also that they establish true performance measures dealing with management and labor. Again, I think that what we have to be reminded of is the City does contribute \$633,000 to the MTA. If something doesn't happen for the better, I would make a recommendation that the City not contribute anymore. Whatever you got, if you got \$150,000 for this fiscal year so far, that is it and we hold off on the balance until something is done. The phone calls, the letters, it has really been awful and I think that if need be money talks so let's see what happens. If things don't improve, then that would be the recommendation to the full Board. We would hold payment to the MTA.

Alderman Clancy stated I hope the management and commissioners here from the MTA tonight can address some of these problems as soon as possible. I want to thank everyone for coming tonight.

Mr. Boisvert stated if you cut off our funding, you are going to cut our services too for the people.

On motion of Alderman Clancy, duly seconded by Mr. Hobson, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee

5. If there is no further business, a motion is in order to adjourn.