



# June 2019 Special Report: Fast Forward – 1 Year Accomplishments

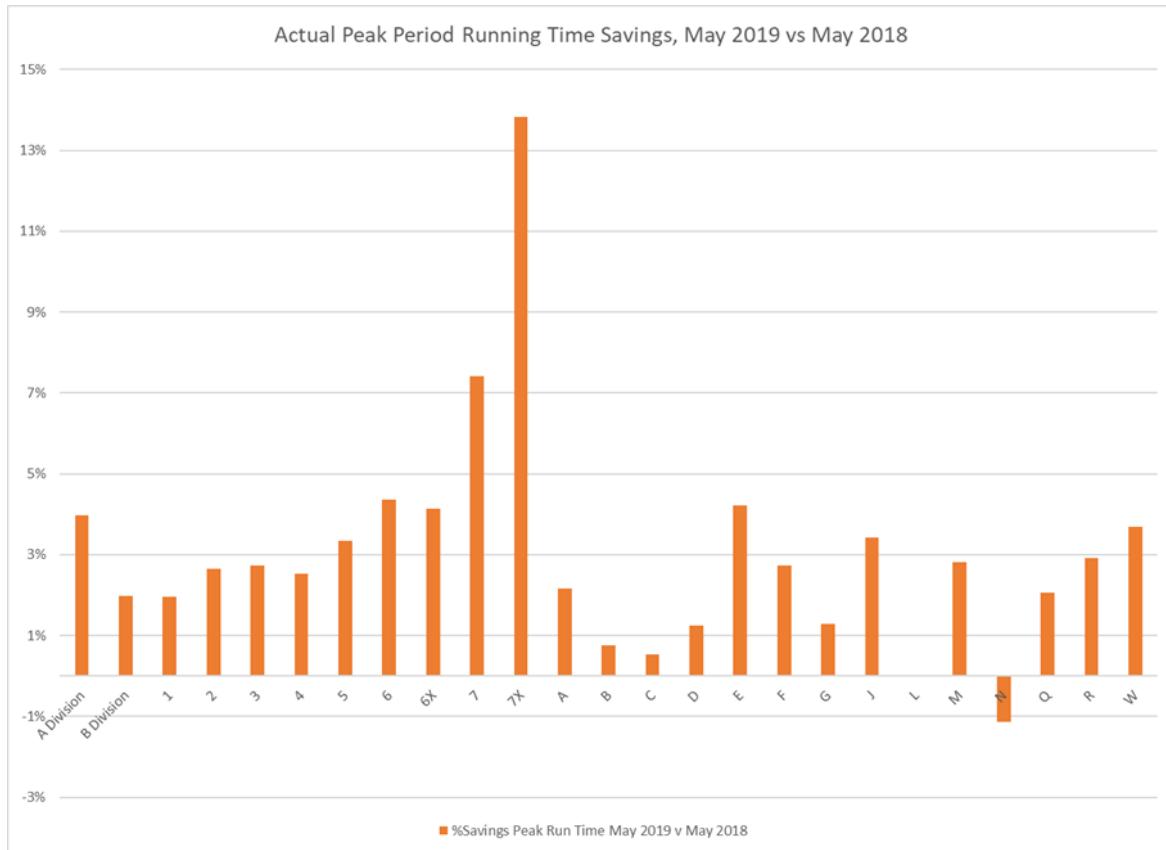
## Subway

### 1. Upgrade critical infrastructure

- Implemented a new program to manage maintenance on our critical switches, monitor their performance and direct our resources to benefit the most customers and have a positive impact on service

### 2. Drill down for immediate reliability improvements (subway)

- Improved root cause analysis of all subway incidents
- Received 3 new high-powered vacuum trains to keep the trackbed clean and prevent fires
- Weekday major incidents decreased to the lowest number per-weekday since measurement began in 2015
  - There were only 2 Track major incidents compared to 18 last May.
  - Signal major incidents also decreased by more than half
- All of our customer-focused metrics remained at or near record levels of performance:
  - Weekday trains delayed decreased 38.3% compared to last May, within 2.5% of the five-year low reached in April 2019
  - Weekday on-time performance was 79.3% compared to 66.3% last May.
  - Service Delivered matched its record high of 97.0%, while Additional Train Time matched its record low of 53 seconds
  - Customer Journey Time Performance matched April's 83.5%, which was the highest since August 2016
  - Subway Car MDBF reached nearly 136,000 miles, an 11.8% improvement over last May
  - Elevator availability of 97.5% was the highest since 2013
- Running Time Improvement
  - We have improved actual peak period running times, on average, in the A division about 4% May 19 compared to May 18, and about 2% in the B division May 19 to May 18
- Targeted speed increases
  - Established the SPEED unit to work with front line operators to identify and recalibrate, inaccurately timed signals
  - Modified over 100 speed limits and performed corrective maintenance on over 350 signal timers



### 3. Reorient maintenance to “fix before failure” (subway)

- Deployed a preventative maintenance program for critical switches to reduce the risk of failure
- Launched our first 100% paperless inspection process leveraging our investment in Enterprise Asset Management and mobility

### 4. Revitalize the station experience

- Introduced a new, fully accountable station management model
- Refreshed 45 bathrooms for customer use, some of which have been closed for over a decade
- Deep Cleaning Initiative at 100 stations

### 5. Enable the completion of more work, faster

- Approved new track barriers to increase worker protection and reduce impacts on service
- Actively manage support services to maximize work being performed
  - Through this increased management we increased planned work on the right of way by 30% in 2018 as compared to 2016

## Bus

### 6. *Redesign the network*

- Completed Staten Island Express bus redesign
  - SIM redesign resulted in 10% faster bus speeds and over 3 minutes average savings in travel time in the AM peak
- Started the redesign of the Bronx and Queens bus networks
- 7.2 miles of bus lanes added with DOT since plan launch

### 7. *Give buses greater priority in the face of traffic*

- TSP expansion with DOT to 3 more routes and over 100 intersections
- Hugh Carey Tunnel entrance traffic enforcement push resulted in 20-30% faster speeds
- Focused NYPD enforcement effort has resulted in an average of 3% faster speed on 12 priority corridors in the AM peak
- 13 of 17 routes prioritized for additional service management attention achieved improvements on the majority of customer indicators

### 8. *Enhance the fleet (bus)*

- Took delivery of over 600 new buses which feature improved passenger amenities including information screens, pedestrian turn warning, free WiFi, and USB ports
- Tried 2 new bus designs and continue to trial other improvements to our bus design to enhance passenger comfort
- We continue our efforts to move to an all-electric fleet and have ordered our first shipment of articulated electric buses as we evaluate the impact of New York's weather on all electric technology

### 9. *Manage for reliability (bus)*

- Continued to increase MDBF of the bus fleet
- Completed a pilot that used machine learning to drive predictive maintenance, this initial pilot is now in an extended 1-year pilot

## Accessibility

### 10. *Prioritize accessibility*

- Established the Systemwide Accessibility unit under the leadership of MTA's first ever Accessibility Advisor
- Launched the ACTA advisory committee, with 18 initial members representing the diversity of Transit riders with disabilities, to engage the community in our accessibility decisions
- Expanded training for all employees on accessible system features and customer service. Trained more than 250 front line and management staff in person, and will soon launch fully revamped bus operator training and online training for all Transit employees.

### *11. Commit to a clear plan and timeline for station accessibility*

- Moved forward on master plans, designs, and construction for dozens of stations
  - Completed more than 240 high-level feasibility surveys of existing stations, with rest of remaining inaccessible stations to be studied by the end of this year
  - 23 ADA station projects are currently in design or construction
  - Engaged hundreds of community members in selecting stations to prioritize for accessibility in the Fast Forward plan, through in person events and online engagement
- Researching methods used in other cities and transportation sectors to deliver elevator projects more efficiently while minimizing budget, customer impact and risk
- Increased collaboration with DCP, DOT, DEP and other City partners to help facilitate faster, more cost-effective delivery of ADA projects  
Reviewing elevator maintenance practices to improve uptime; 2019 To date systemwide average is just under 97%, and was 97.5% in May of this year

### *12. Make paratransit responsive*

- Simplified paratransit processes, including the removal of recertification requirements for thousands of users
- Introduced a customer-friendly no show and late cancellation policy
- Launched the MyAAR app to make registering for AAR service, booking a trip and tracking your ride faster and easier
- Beginning 5/30/2019 AAR vans are allowed to use bus lanes, which will provide faster service for customers using our dedicated carrier service
- Continued providing thousands of trips every day in taxis and for-hire vehicles, providing fast and responsive service for customers

### *13. Improve communication for people with disabilities*

- Static signage is being installed at subway stations to provide alternate route information should an elevator go out of service. Signage has been installed at 30 of the busiest accessible stations, with 30 more stations coming this year
- Released new Guide to Accessible Travel and subway map highlighting accessible stations, giving customers with disabilities new tools to more easily navigate the bus and subways
- Launched an Elevator & Escalator availability dashboard, new elevator status and reporting pages, and improved real-time outage alerts via email, text and the myMTA app to improve timeliness and accuracy of outage and status reporting
- Launched a new accessibility dashboard, giving customers more information about use of our Reduced Fare MetroCards, platform availability for accessible stations, and wheelchair ramp and lift deployments systemwide

### *14. Upgrade accessibility features throughout the system*

- Surveyed more than 30 currently accessible stations and are continuously making improvements to signage and other existing accessible features
- Installed tactile warning strips at additional stations, bringing us to 350 stations with this important feature installed

- Continued program to reduce vertical gaps at all accessible stations, with dozens of station gaps reduced and the remaining stations to be completed this year

## People

### *15. Get the right people in the right jobs with the right mandate*

- Beginning on the date of hire we have streamlined processes so employees can focus on the customer rather than jumping through bureaucratic hoops

### *16. Show employees we value them*

- Rolled out new employee recognition programs including On the Spot Awards, longevity recognition, and a new biannual employee award program that highlights our guiding principles
- Launched Fast Forward dialogues at which employees get to raise issues directly to the Executive Leadership team
- Initiated a sustained program to upgrade and maintain employee facilities
- Launched Meet the Exec, a monthly program to facilitate exec / staff interaction at facilities throughout NYCT

### *17. Embrace diversity and inclusion at every level*

- Established 9 employee groups, representing all aspects of employee diversity

### *18. Make it easy to do the right thing*

- Initial steps to reimagine our discipline process underway, including recognition of the difference between capability and culture

### *19. Create a “One Team” culture*

- New leadership forum agenda and program to engage the extended leadership team and to promote a modern, engaged leadership style

### *20. Value and act on employee input*

- “You Spoke, We Listened”, program to act quickly to address employee suggestions

### *21. Give people reasons and ways to grow*

- Introduced ‘Transit University’ a revamp to our training program to support the aggressive roll out of the Fast Forward Plan

## Safety & Security

### *22. Engage employees directly in safety*

- Completed the revamp of our Safety and Security training
- Launched a confidential safety reporting line for employees

### *23. Leverage friendly and visible enforcement*

- Assisted NYPD in rolling out Neighborhood Policing at all stations
- Ongoing pilot to enforce fare payment on Regular Bus Service (RBS) with additional EAGLE teams
- Ongoing collaboration with the NYPD Transit Bureau to address homeless in the system, including a trial of 'warming rooms' to provide a safe alternative for vulnerable individuals

### *24. Keep the system secure*

- We continue to roll out security features as we complete the current capital program and they are included in the 2020-24 program

### *25. Increase resiliency in the face of flooding*

- Completed a robust drain cleaning and grouting program systemwide

## Agility & Accountability

### *26. Ensure efficient use of capital funding*

- Implemented one-phase design for all projects
- Ongoing improvements in delivery of GO support resources, increasing the amount of work occurring on the right of way

### *27. Overhaul processes for faster, more efficient project delivery*

- Project Management Plans have been updated to improve processes supporting project delivery
- Updated specifications to reduce bespoke requirements and streamline product approvals
- Increased electronic bid acceptance to over 90% of solicitations

### *28. Measure, track, and report publicly on performance*

- Updated the subway public dashboard with new features and customer friendly look and feel
- We have rolled out new dashboards, such as a new accessibility dashboard that measures the ability of a customer to reach a platform through a wholly accessible route

### *29. Increase our capacity for innovation*

- Review of all technical specifications, project management plans and guidelines that govern capital work completed.

### *30. Advance environmental sustainability*

- Commence trials of electric buses as part of our roadmap to an all-electric fleet by 2040

## Customer Service & Communications

### *31. Listen, commit, and follow through*

- Appointed Transits first ever Chief Customer Officer
- We have released the Customer Count survey, increasing responses to 10,000 in the most recent quarter, and we are implementing improvements based on these responses
- We continue to publish a public quarterly Customer Commitment promising our customers specific improvements in short time frames
- Installed PA systems at subway stations that didn't previously have them, all stations will have PA's before the end of 2019

### *32. Provide a shared foundation for employees*

- We are in the process of updating our assessments for two titles to incorporate a foundation of customer service

### *33. Improve engagement with customers and communities*

- We are increasing our ability to communicate with our customers including screens at over 100 stations and on over 1,000 buses
- With our partners at NYC DOT we installed 100 next bus arrival signs
- Reduced our call center hold times by over 30%

### *34. OMNY*

- OMNY rolled out at 16 Lexington Line Stations and all Staten Island buses