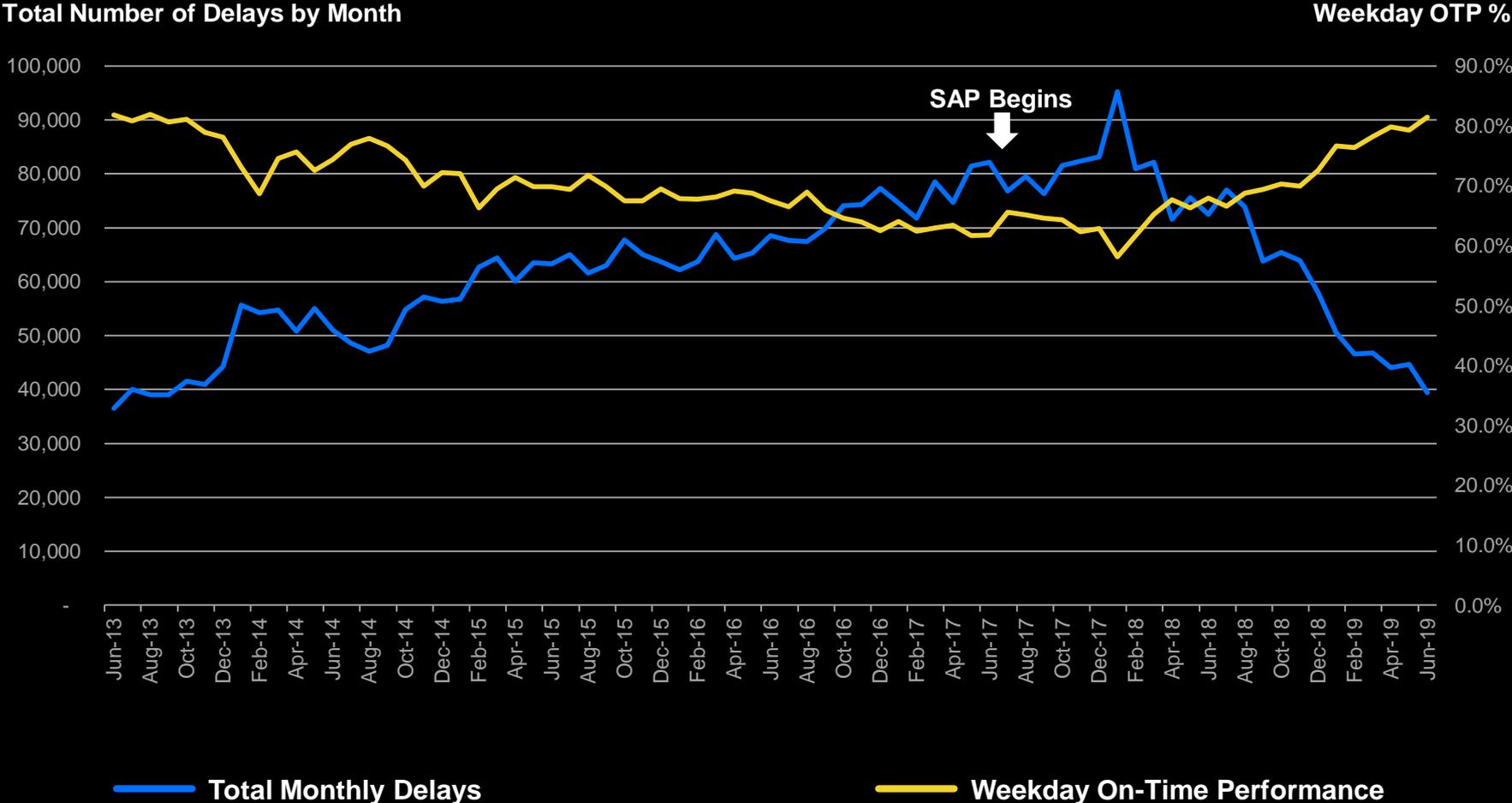




Subway Action Plan (SAP)

After Action Report
August 2019

The SAP has significantly contributed to a dramatic and historic turnaround in system performance, now at a 6 year high.



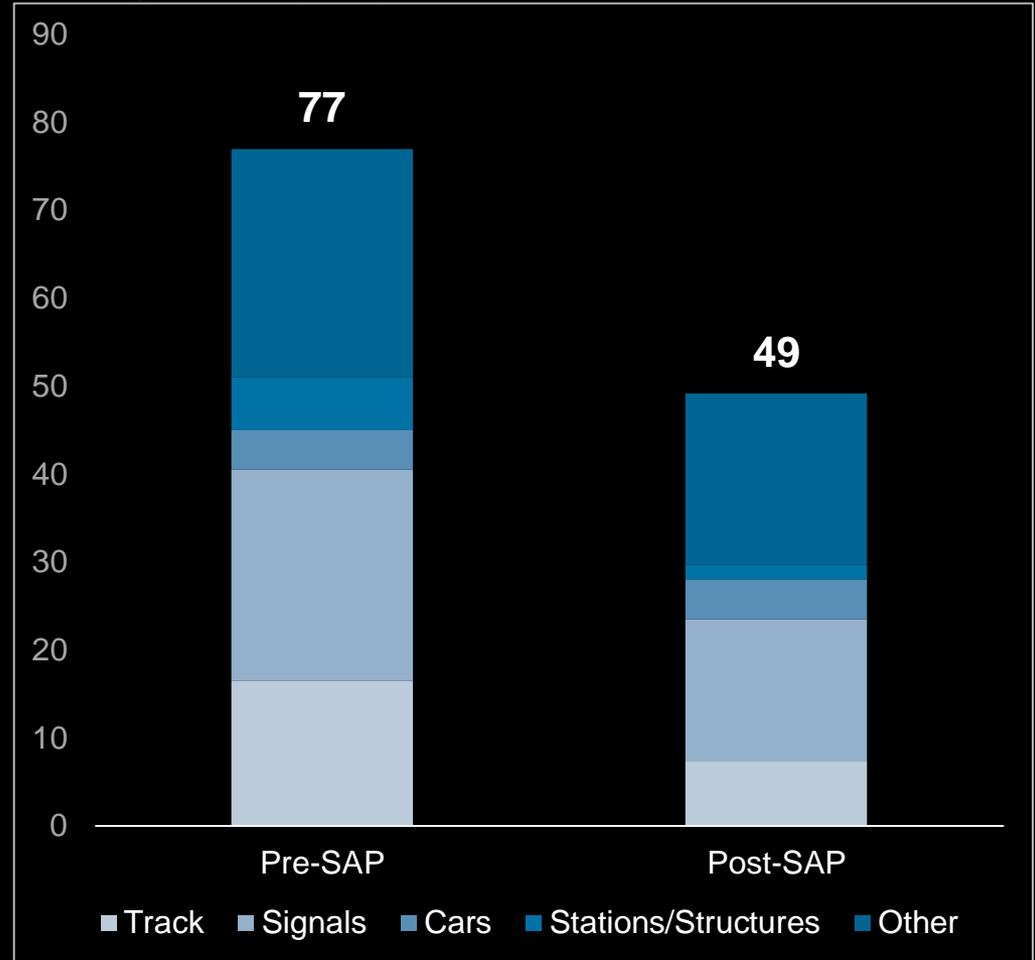
Major incidents have dramatically reduced through accelerated maintenance and enhanced emergency response improvements.

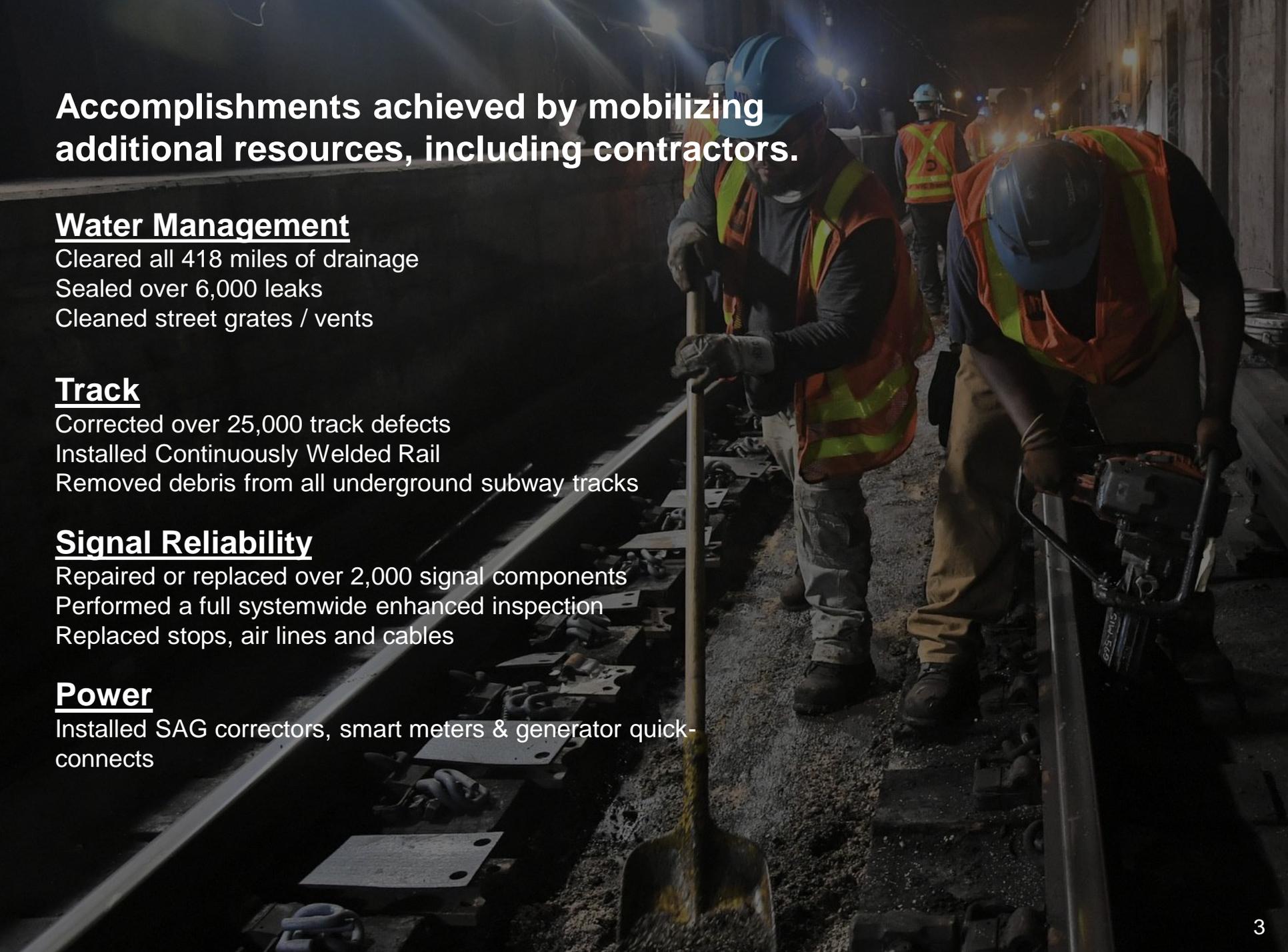
Overall decrease of 36.1%

Track decrease of 55.8%

Signals decrease of 32.5%

Average Monthly Major Incidents



A photograph of construction workers in a tunnel. They are wearing blue hard hats and high-visibility orange safety vests. One worker in the foreground is using a shovel to move material, while another is using a power tool. The tunnel is dimly lit with work lights.

Accomplishments achieved by mobilizing additional resources, including contractors.

Water Management

- Cleared all 418 miles of drainage
- Sealed over 6,000 leaks
- Cleaned street grates / vents

Track

- Corrected over 25,000 track defects
- Installed Continuously Welded Rail
- Removed debris from all underground subway tracks

Signal Reliability

- Repaired or replaced over 2,000 signal components
- Performed a full systemwide enhanced inspection
- Replaced stops, air lines and cables

Power

- Installed SAG correctors, smart meters & generator quick-connects

(E)

TO JAMAICA CENTER

We improved the customer environment and the way we communicate service status & system performance.

Subway Cars

Strategic campaigns for critical car components
Transitioned to a 6-year SMS cycle
Performed deep cleaning

Stations

Deep cleaned stations
Improved elevator maintenance
Strategic station maintenance campaigns

Improved Communications and Transparency

Improved in-station, and digital communications
New transparent metrics presented on an interactive dashboard



SAP was not just about production, but also making our organization stronger.

New procedures that support additional productivity

- Time to Track improvements for construction activities
- New car maintenance practices
- Deep cleaning initiatives on select assets

New tools and equipment

- Magnetic wands for removing metal “slivers”
- New cleaning equipment and chemicals
- Better components and hardware for resiliency

Leveraging our investment in Enterprise Asset Management to improve asset performance

- Modify maintenance frequency based on performance
- Focus on critical locations
- New techniques to plan work
- Track access utilization improvements

A close-up photograph of a male worker in a blue hard hat and safety glasses, wearing a dark t-shirt and work gloves, focused on working on a large, dark industrial machine. The machine has a white tag with the letters 'SMS' on it. The background is a blurred industrial environment.

Moving forward, SAP will build on a new standard of maintenance and operating efficiency.

- **Ongoing enhanced maintenance**
- **Targeted campaigns**
- **Increased operating efficiencies**