

# Subway Action Plan One Year Review



New York City Transit

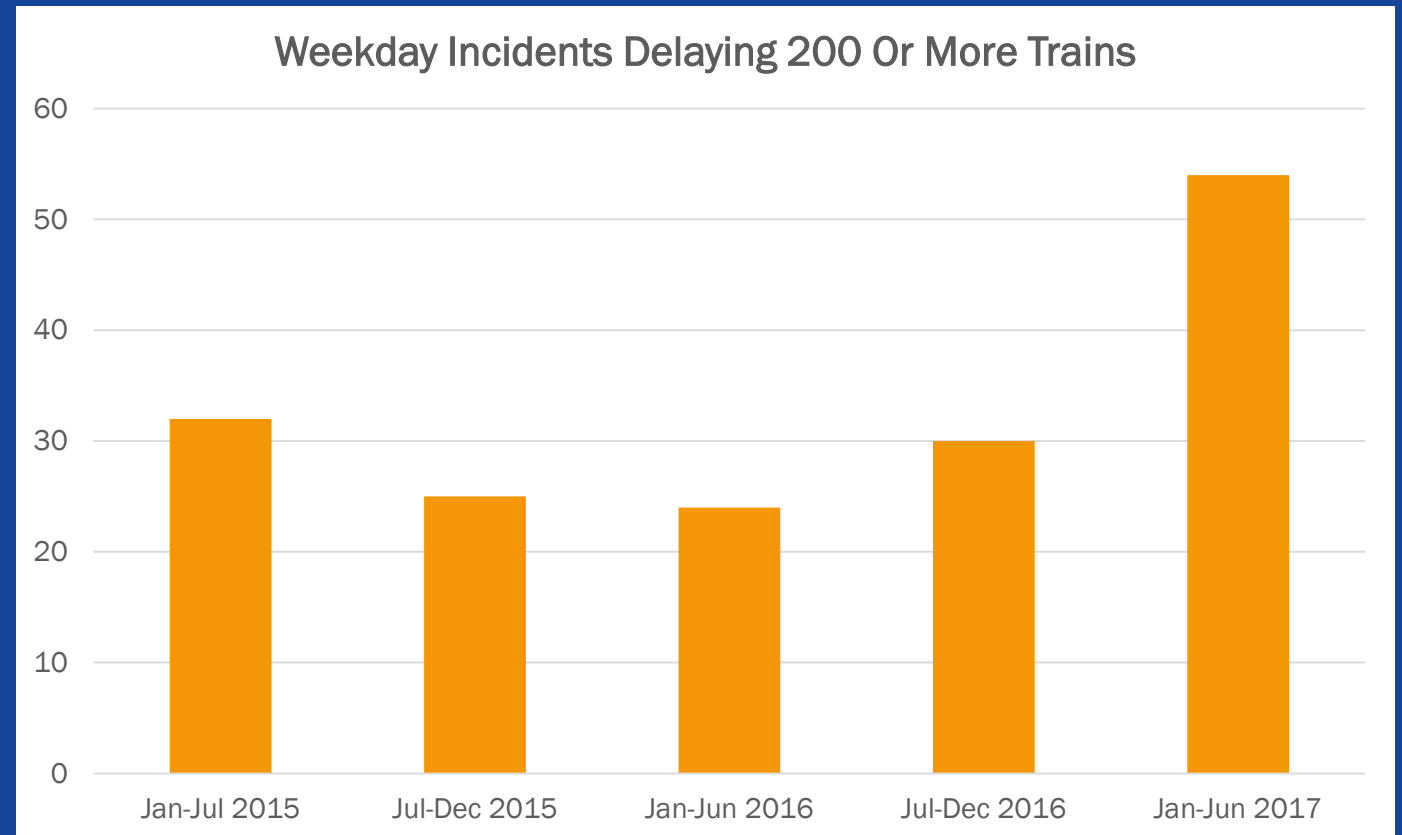
# Today's discussion

- The Subway in Early 2017
- Subway Action Plan Goals
- SAP Accomplishments to Date
- Current Focus and Next Steps



# The Subway in Early 2017

In the first six months of 2017, the number of major incidents delaying 200 or more trains nearly doubled compared to the prior six month period



# Origin of the Subway Action Plan

## June 2017

State of Emergency declared for the MTA

## July 2017

Subway Action Plan established to:

- I. Stabilize the subway system
- II. Lay the foundation to address long-term modernization



# Subway Action Plan Goals

- Arrest the decline in service reliability
- Dramatically improve customer communications
- Improve the way we work
- Restore confidence in our system



# Stabilizing the System

**Unprecedented level of work  
designed to:**

- **Address factors that cause incidents**
- **Respond faster and clear incidents more quickly when they do occur**



# Subway Action Plan

**Executing the Subway Action Plan has required the commitment and dedication of a talented workforce:**

- **Over 9,000 in Maintenance of Way**
- **Nearly 6,000 in Stations**
- **Over 5,000 in Car Equipment**
- **Over 8,000 in Service Delivery**
- **And over 1,000 more planners, engineers, trainers, analysts, and managers to support their efforts**

# Stabilizing the System

## Water Management

- Sealed over 2,000 leaks
- Cleared over 340 miles of subway drain lines
- Cleared debris from over 31,000 street grates

Chemical grouting to stop water from entering tunnel ceiling





# Stabilizing the System

## Track Cleaning

Over 285 miles of track cleaned  
including every station track,  
mobile vacuums deployed





# Stabilizing the System

## Track Maintenance

Cleared 60% more defects –  
over 13,000 – and installed  
100,000 friction pads to improve  
track reliability – tripling our  
installation rate



# Stabilizing the System

## Signal Repairs

- Over 11,000 signaling locations inspected over 660 track miles
- 150 induction signal stops modernized
- 8,700 insulated joints cleaned with new magnetic wands
- 772 air switches inspected, replaced worn components
- 1,300 defects repaired
- Continuing with enhanced inspections, maintenance and corrective repair, targeting critical and poor performing assets



# Stabilizing the System

## Continuous Welded Rail

Over 30 miles of continuous welded rail installed in 2017 and 2018 to provide a smoother ride and a longer-lasting rail





# Stabilizing the System

## Continuous Welded Rail

Continuous welded rail now in nearly all areas where it can be installed



# Stabilizing the System

## Signal and Power Repairs

Replaced damaged, non-functioning signal circuit junction box near 7th Ave on 53 St – restoring redundancy to ensure system resiliency and reliability





# Stabilizing the System

## Signal and Power Repairs

Replaced a deteriorated  
and corroded power junction  
box at 179 St to provide signals  
with a more reliable energy feed





# Stabilizing the System

## Car Equipment

- Major maintenance to mechanical systems on over 1,600 cars
- 702 master controllers and 144 power converters replaced, with 29% and 18% reliability improvement
- Doors on 6,418 cars inspected, resulting in over 800 being upgraded
- Improved work equipment availability by 20%

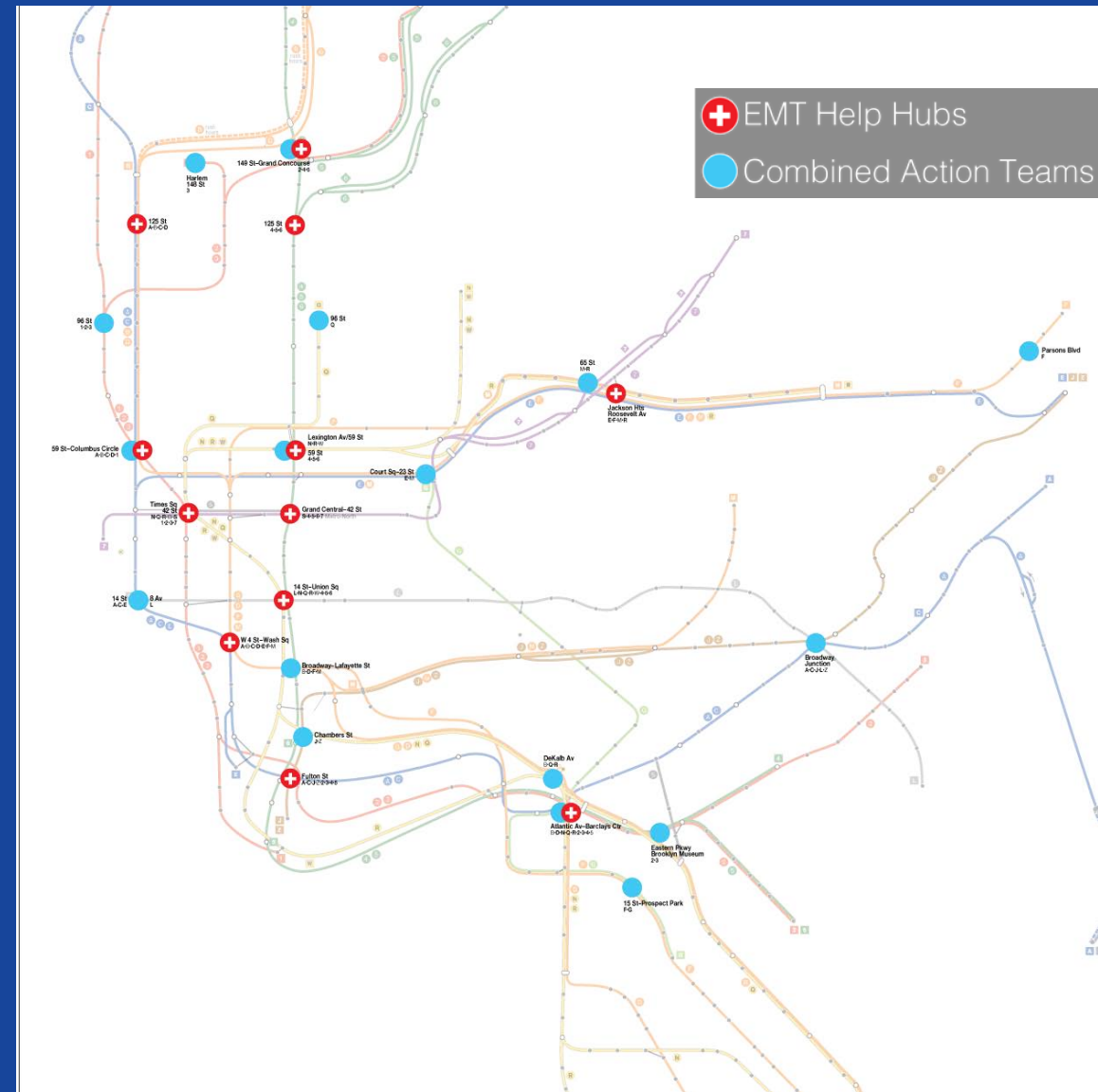




# Stabilizing the System

## Emergency Response

- Tripled Combined Action Teams – improving response time by almost 20% and resolution time by nearly 30%
- EMTs at 12 key stations have assisted over 300 customers
- Added subway car emergency response teams
- Established infrastructure emergency teams



# Stabilizing the System

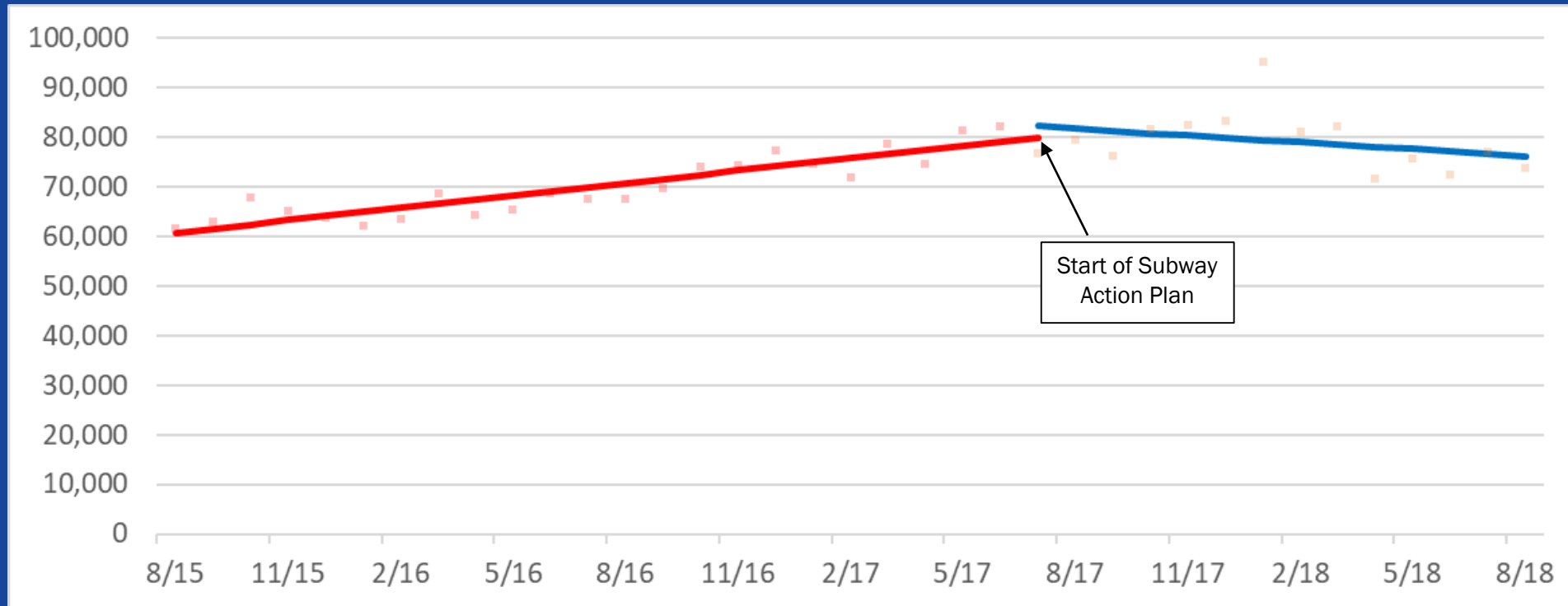
## Performance Trends

- Major incidents decreased 11.7% - major track, signals, and subway car incidents each improved
- Average Platform Time (APT) and Average Train Time (ATT) – improved 2018 versus 2017 with best results in June 2018
- Service delivered improved in six of past seven months – to highest level since measure introduced – 95.8% in August 2018
- Subway car 12-month average MDBF now 122,334 miles, up from 115,670 pre-SAP

# Stabilizing the System

## Performance Trends

Monthly Delay Trend



Source: Terminal Delay Database and SIRS

# Communications & Customer Experience

- Chief Customer Officer appointed
- Trained and deployed over a hundred Wayfinders to provide mobile customer service
- Added over 50 new station announcers
- Deployed new procedures to get more accurate incident information to conductors and social media more quickly
- Increased social media engagement by 40%
- Released new customer-focused metrics and dashboards

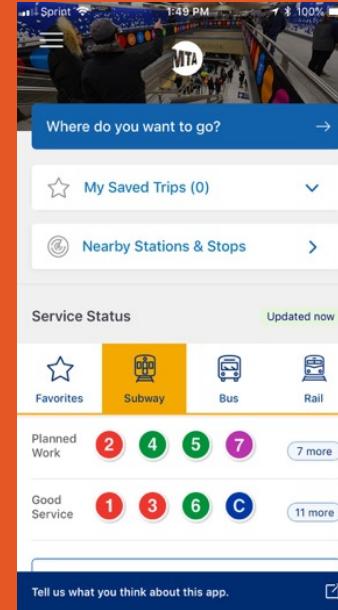




# Communications & Customer Experience

## Provide Better Tools and Information

- Countdown clocks at all stations
- New MYmta website and app
- Channels for customer feedback

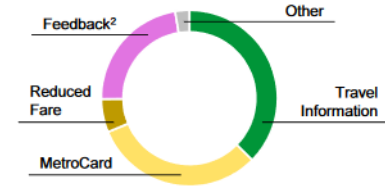


### Customer engagement

#### Telephone

	June 2018	June 2017	Variance
Telephone calls	61,968	65,591	▼5.5%
Calls answered	80.3%	70.7%	▲13.6%
Average time to answer <sup>1</sup> (seconds)	276	445	▼38.0%

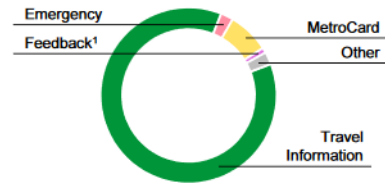
1. Excludes automated self-service calls  
2. Feedback is customers calling with comments or concerns



#### Help Point

	June 2018	June 2017	Variance
Help Point activations	79,858	101,871	▼27.6%
Average time to answer (seconds)	9.7	9.6	▲1.1%

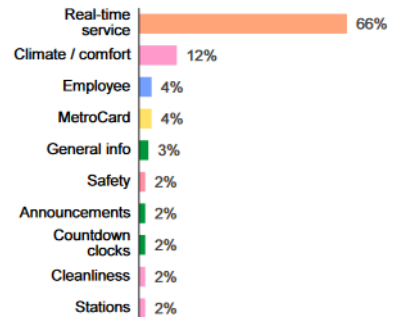
1. Feedback is customers calling with comments or concerns



#### Social media

	June 2018	June 2017	Variance
Social media mentions <sup>1</sup>	33,840	20,183	▲67.7%
Responses sent	11,560	6,639	▲74.1%
Customer satisfaction score <sup>2</sup>	3.4	— <sup>3</sup>	

1. Social media mentions include Tweets, Facebook posts, and comments. Social media volumes includes monitoring and engagement with the @MTA handle as of mid-July 2017.  
2. Customers were asked *How would you rate your experience on Twitter with NYCT Subway?* using a scale of 1 to 5  
3. Customer satisfaction scoring began in December 2017



# Communications & Customer Experience

## Stations and Cars



**New tools for station cleaning**



**20 new mobile wash trucks added to the fleet for deep cleaning**



**Better lighting, double bright poles, and more standing space in subway cars**

# Work Process Improvements

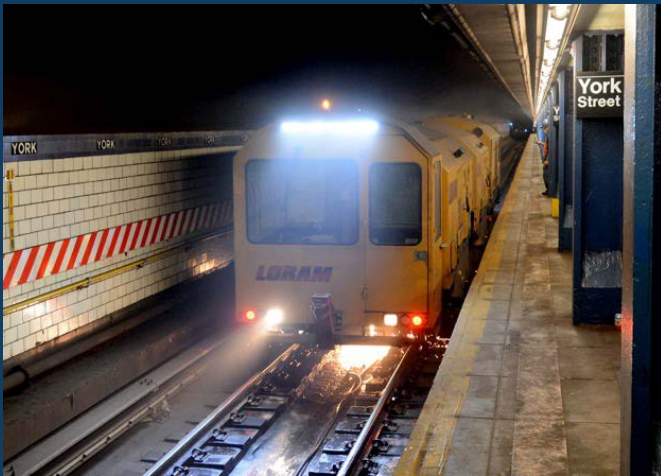
- Restructured Subways organization and leadership
- Dedicated maintenance resources for Washington Heights elevators
  - Availability improved 86.2% in 2Q 2017 to 97.1% in 2Q 2018
  - System elevator availability improved to 96.5%
- Revised NYPD protocols to reduce incident duration
- New tools and equipment to improve efficiency and effectiveness of work
- Increased “wrench time” by over 90 minutes on weeknight track outages, a 40% improvement



# Work Process Improvements

## Work Equipment

Introduced new equipment to improve maintenance efficiency, productivity, and safety



New rail grinders extend rail life and smooth train rides



New railcar movers in yards free up diesel locomotives for work sites



New and restored flat cars



# Current Focus

## Back to Basics

- **Introduced Group Station Managers for enhanced accountability and focus on customer environment**
- **Save Safe Seconds campaign to reduce running times through dwell reductions and service management improvements**
- **Regular, ongoing communication of system performance to all Subways employees**
- **Reporting on progress towards delay reduction goals each month**



# Next Steps: Fast Forward

- State-of-the-art signals
- Accessible stations
- Infrastructure in a state of good repair
- New subway cars
- New fare payment system

