



New York City Transit

Fast Forward: The Plan to Modernize New York City Transit

Far Rockaway
Mott Av



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From the President



In July 2017, New York State Governor Andrew M. Cuomo placed the Metropolitan Transportation Authority under a state of emergency.

This drastic but necessary act starkly highlighted the plight of a once great transit system. A series of high profile incidents through early 2017 exposed an accelerating decline in the punctuality and reliability of New York's subway system, along with a plummeting reputation and increasing customer, media and stakeholder dissatisfaction. New Yorkers wondered how things could have possibly come to this.

But New York is renowned for the way it stares down a crisis and its legendary ability to triumph over adversity. This is the city that came back from the despair of the 1970s financial crisis, and that kept its resolve after 9/11.

Transit has been in crisis before. In the 1970s, system ridership was in steep decline. New Yorkers turned their backs in droves on a dirty, graffiti-scarred, dangerous subway where service breakdowns had become the norm.

The subway rose from those challenges, and it can do so again. While the 1980s action plan successfully turned the system around — and while the current Subway Action Plan will stabilize it — the task and the opportunity this time are far greater.

Our bus network faces its own challenges. Ridership has steadily declined over the past 10 years. Service is reduced to accommodate lower ridership, but this makes affected routes even less attractive, causing the cycle to repeat and the decline to become chronic.

Meanwhile, the third arm of New York City Transit's (NYCT) service, Access-A-Ride, faces ever-mounting financial and logistical challenges, exacerbated by an aging population and continued but slow progress in making the subway more accessible.

New Yorkers are fed up. The Board and elected officials demand action. And the brunt is borne by NYCT employees, who try to deliver quality service against all odds.

It is with these factors at the fore that this Plan is written. When I took on this role, I did so knowing it would be the toughest transit job in the world. Decades of under-investment cannot be corrected overnight.

As I said when my appointment was announced, what is needed isn't mere tinkering, a few tweaks here and there. What must happen is sustained investment on a massive scale if we are to deliver New Yorkers the service they deserve and the transit system this city and state need.

While our immediate priorities are to stabilize the subway via execution of the Subway Action Plan, to arrest the decline in bus ridership, and to make existing facilities work better for those with accessibility challenges, we need to go further. Now is the time to think big and transform our network so it works for all New Yorkers.

NYCT must be completely modernized from top to bottom and not just in the area of infrastructure.

The prevailing culture at NYCT must become one where good people can flourish, trust in Transit is restored, and every interaction with our agency is consistently excellent. Time-honored, bureaucratic, restrictive practices and processes must be swept away and replaced with data-driven systems that deliver customer-led outcomes.

Other cities' transit systems have shown what can be done. In the late 1980s, the London Underground faced similar challenges, including chronic unreliability and squalid surroundings. Thirty years later, the "Tube" is transformed: its stations, signals and rolling stock substantially renewed, its reputation restored. The London Underground's turnaround came neither quickly, easily nor cheaply. It was the result of sustained, adequate, predictable funding and a comprehensive plan to tackle the challenge in a methodical manner.

New York now needs similar focus and investment, and an equally bold plan.

Fast Forward: The Plan to Modernize New York City Transit is a compelling vision of what is possible in the near-term with strong stakeholder support. Much can be done immediately via short-term deliverables and internal efficiencies, as described in the following pages.

Our transit renaissance will be delivered by a culture of continuous improvement and a new organizational structure that puts the customer at the heart of every decision. It is as much a change in mindset as a new way of working.

This Plan requires buy-in and support from all stakeholders. Changes that impact how things are done internally have to be made in consultation with employees and unions. Customer-facing changes — especially those requiring tough choices while improvements are made — need high-level stakeholder, advocacy group and public support to give us a clear, time-bound mandate to which we expect to be held accountable.

I believe that New Yorkers want more than just a return to the reliability of yesteryear. The world's greatest city needs world-class transit and this Plan will deliver exactly that.



Andy Byford

President, New York City Transit, May 2018

A nighttime photograph of a subway station. In the foreground, a red signal light is illuminated, with a small white sign below it displaying the numbers '82' and '712'. The background shows the dark silhouette of a subway train and the brightly lit skyline of New York City, including the Empire State Building.

Eighteen years into the twenty-first century the greatest city in the world relies on a transit system in a state of emergency.

Many of our signals are more than 50 years old.
Our bus routes are from the Cold War.
Our bureaucracy is from another time.



**Every month
the pressure
on our system
grows.**

Relentless use, heavier storms, and worsening gridlock strain infrastructure weakened by neglect.

**Meanwhile
our customers
feel like all they
do is wait.**

On platforms, at bus stops, on Access-A-Ride vehicles, crammed into buses and subway cars, wondering when and whether they'll reach their destination.

**Through the
Subway Action
Plan introduced in
July 2017, we have
accomplished
an extraordinary
amount.**

**But it's only the
beginning.**



Subway Action Plan Achievements

- Repaired more than 10,000 track defects
- Installed 87,000 friction pads to prevent fractured or broken rail
- Installed more than 20 miles of continuous welded rail
- Grouted over 1,500 leaks
- Repaired or replaced 1,100 signal components
- Cleared over 240 miles of our drainage system
- Inspected subway doors on more than 6,000 cars
- Cleaned more than 200 miles of track litter and debris

This is about more than the subway.

It's about a connected system of buses, trains, and paratransit that is open to all and provides the most environmentally responsible and economically equitable way to move millions of people each day.





In 2017, we provided 2.5 billion trips over 13 billion miles, enough to go around the earth more than 500 times. That saved 9 billion miles traveled by cars and avoided 11 million metric tons of green house gas emissions, making New York the most carbon-efficient state in the nation — all for the price

of a single fare that will take a customer all the way from Riverdale to Far Rockaway.

As the only major 24/7 transit system in the world, the service we provide is a miracle given our aging infrastructure. The choices we make right now will help determine New York's future.



New York is depending on us.

Our actions won't just impact New York today, next month, or next year. How we move forward will affect New York 100 years from now, just as the original builders of our subway designed it to last.

We can have world-class transit that is fast, reliable, and accessible.

Anything less isn't worthy of the world's greatest city.



The Fast Forward Plan will turn transit in New York around quickly and safely.

Getting there will require short-term sacrifices for long-term gains.

It will be hard for customers. Your bus stop might change. Your station might close for a period of time. The line you normally take might not be available on nights and weekends. But the inconvenience now will be much less than the damage done to our communities by a continued long, slow decline in transit.

It will also be costly. But it will become much, much more expensive if we wait and fail to address the underlying issues affecting our system.

We can't do it alone.

**This plan requires
commitment and
cooperation from all
of our stakeholders.**

The entire MTA family

City, state and federal
agencies and elected
officials

Our labor partners

Utilities

The contracting
community

Our customers

All New Yorkers



Executive Summary

Fast Forward: The Plan to Modernize New York City Transit

The current pace of incremental investment has not kept up with growing demand and aging infrastructure. Doing nothing is not an option.

Subject to the following assumptions...

Commitment and support from city, state and federal agencies and elected officials, including expedited permitting and reviews

Sufficient timely funding to implement our Plan

The patience and support of New Yorkers and all stakeholders as we increase closures in the near-term to improve our system for the long-term

Here is what we can accomplish.

Highlights of the first 5 years

- State-of-the-art signal system on 5 lines, including signals, modernized interlockings, and additional power where needed, benefiting 3 million daily riders. This includes work on major portions of the **A C E 4 5 6 F M R** and **G** lines.
- More than 50 new stations made accessible (so subway riders are never more than 2 stops away from an accessible station)
- State-of-good-repair work at more than 150 stations
- Over 650 new subway cars
- Over 1,200 CBTC-modified cars
- Redesign of bus routes in all 5 boroughs
- New fare payment system
- 2,800 new buses

Costing of the
Fast Forward Plan is
under development

Highlights of the following 5 years

- State-of-the-art signal system on 6 new lines benefiting 5 million daily riders. This includes work on major portions of the **1 2 3 B D F M A C N R Q** and **W** lines.
- More than 130 additional stations made accessible, with balance of all possible stations completed by 2034
- State-of-good-repair work at more than 150 stations
- Over 3,000 new subway cars
- 2,100 new buses

Fast Forward:

Priorities & Foundations

**Transform
the Subway**

**Reimagine
the Bus
Network**

Agility & Accountability

Safety, Security & Resiliency

Customer Service & Communication

We will deliver on four equal priorities by grounding everything we do in our foundations of Agility & Accountability, Safety, Security & Resiliency, and Customer Service & Communication.

**Accelerate
Accessibility**

**Engage &
Empower
Employees**

A photograph of a train on a curved track under a large steel bridge structure at sunset. The train is silver and black, moving towards the viewer. The bridge has a complex steel lattice structure. The sky is a mix of orange and blue, indicating dusk. The tracks curve to the right, and the bridge structure follows the curve. The overall scene is industrial and urban.

Priority

Transform the Subway

To continue to allow New York City to attract business and talent, maintain its economic vitality, and support the regional economy, we must increase capacity and improve reliability. Resignaling lines is critical to that task.

We propose doing in 10 years what was previously scheduled to take more than 40, including major progress in the first 5 years. This means lines that are currently capacity-constrained will be able to carry more people, more smoothly and reliably.

New signal segments • 5 line segments within 5 years • Additional 6 line segments in the following 5 years

New subway cars • Over 650 cars within 5 years • Additional 3,000 in the following 5 years

Accountable station management • New station management model by end 2018

New fare payment system • New open fare payment system in 2020

Subway Action Plan • Stabilization phase complete in 2018

A higher-capacity, more reliable subway system

Communications-based train control (CBTC) is a state-of-the-art signal system that includes new signals and modernized interlockings. CBTC requires additional power on some lines, new or upgraded subway cars, and expanded shops and yards. It will be a major leap forward for our system. Trains will be able run closer together and more reliably, allowing for future increased capacity.

The Fast Forward Plan will deliver CBTC on 5 lines in 5 years, benefiting 3 million daily riders. Within 10 years, 5 million daily riders will be on resigaled lines.



Pressing fast forward on CBTC implementation

We are accelerating the rate of implementation on lines requiring additional capacity or signal replacement by more than 3 times — the fastest we can go without closing major subway lines 24 hours a day, seven days a week, for months at a time.

What's driving our timeframe?

There are limits to how quickly we can transform the subway, though emerging technologies such as ultra-wideband could, if proven, reduce our timeline further. There are three key factors driving the timing of this Plan:

The more we close the subway, the faster we can work. But we still need to ensure people can get where they need to go. This means working on nights and weekends instead of closing on weekdays, when the subway is most crowded.

To benefit from modernized signals, we need thousands of new or refurbished subway cars. We will challenge the industry to help us meet our goal. This Plan stretches industry capacity to the limit and places heavy reliance on a limited number of subway car manufacturers.

We need time to do proper planning, design, and procurement and, where necessary, to get permits for street work or acquire property. We can't move so quickly that we increase risk of cost overruns, missed deadlines, or unsafe conditions.

From more than 40 years to less than 10

First 5 Years

Following 5 Years

Cumulative # of daily riders on CBTC lines

3 million

5 million

Lines upgraded

- **4 5 6** - 149 St-Grand Concourse to Nevins St
- **E F M R** - Jamaica 179 St and Jamaica Center Parsons Archer to 50 St
- **F** - Church Av to West 8 St NY Aquarium
- **A C E** - Columbus Circle to Jay St MetroTech
- **G** - Court Sq to Hoyt Schermerhorn
- **7** - Flushing Main St to 34 St-Hudson Yards
- **1 2 3** - Jackson Av to Atlantic Av - Barclays Ctr
- **B D F M** - 59 St Columbus Circle and 21 St Queensbridge to Dekalb Av and Jay St MetroTech
- **A C** - Jay St MetroTech to Ozone Park Lefferts Blvd
- **A S** - Rockaway Blvd to Far Rockaway Mott Av and Rockaway Park Beach 116 St
- **N Q R W** - Queensboro Plaza to Dekalb Av

Approach to Closures

- Maintain weekday service
- Continuous night and weekend closures for up to 2.5 years per line
- Express and local closed simultaneously on lines with express and local service
- Alternate bus service when needed



Upgrade critical infrastructure

Why? Because outdated infrastructure causes delays and frustrates our customers. In contrast, state-of-the-art communications-based train control (CBTC) delivers greater reliability and allows for future capacity growth.

Foundations

Agility & Accountability

Simplify and speed up procurement (p. 57)

Single-point accountability for project scope, budget, and schedule (p. 57)

Safety, Security & Resiliency

Protective measures against flooding (p. 67)

- ◇ **Accelerate the pace of signal upgrades** to fit CBTC on 5 lines in 5 years, including using proven signaling technology with minimal interfaces for faster installation. If tests of innovative approaches such as ultra-wideband technology prove viable in our system, these timeframes may be reduced.
- ◇ **Upgrade and increase our power systems where needed** to support the greater volume of trains CBTC will allow and bring all outdated power to a state of good repair in 10 years.
- ◇ **Update and increase the size of our subway fleet** to be CBTC-equipped, by both replacing cars and upgrading existing cars. In 10 years, all cars will be CBTC-equipped. We will also evaluate opportunities for open-gangway designs.
- ◇ **Replace and refurbish other critical infrastructure and facilities**, including shops and yards.

Drill down for immediate reliability improvements, expanding on Subway Action Plan initiatives

Why? Because even without big infrastructure improvements, there are things we can do today to improve reliability and lessen wait time for our customers.

Foundations

Agility & Accountability

Improved subway performance dashboard (p. 58)

🕒 Done in 2018

- ◆ **Improve our process to identify root causes behind subway incidents so we can prioritize the most critical problems**, building on work underway as part of the Subway Action Plan.
- ◆ **Review potential route changes** to reduce reliance on critical interlockings.
- ◆ **Review and revise service management strategies** to improve running times.
- ◆ **Identify locations where signal modifications have reduced running times** and optimize service while maintaining safety.
- ◆ **Work with the NYC Police Department and the NYC Fire Department Bureau of Emergency Medical Services** to address police incidents and medical emergencies while keeping the system moving.

🕒 Done in 2018

- ◆ **Implement new approaches to keep the trackbed clean and prevent track fires**, including the introduction of special vacuum cars.



Reorient maintenance to “fix before failure”

Why? Because proactively monitoring, managing and maintaining our assets, rather than just fixing them once they break down can substantially improve reliability. This holds true for all of our operations.

- ◇ **Practice reliability-based maintenance** across all disciplines, including increased data-driven decision-making regarding maintenance requirements.
- ◇ **Transition from fragmented paper-based processes to an integrated enterprise asset management system** by automating data collection to facilitate analysis and inform maintenance planning.
- ◇ **Provide the training and tools that staff need** such as mobile devices that can both record the state of assets and provide up-to-the-minute information for better decision-making.
- 🕒 **Done in 2018**
- ◇ **Focus on enhanced preventative maintenance of critical switches** that impact multiple subway lines.



Revitalize the station experience

Why? Our 472 NYCT stations and 21 Staten Island Railway stations have served us well, but 3 out of every 4 stations have elements in serious need of repair.

Foundations

Customer Service & Communication

Revamped customer service training (p. 71)

New customer information screens (p. 72)

Safety, Security & Resiliency

Collaborate with NYPD on Neighborhood Policing in stations (p. 65)

🕒 Done in 2018

- ◆ **Introduce a new station management model** that appoints a Group Station Manager for stations in the same geographic area to ensure clear accountability for all aspects of a station, from cleanliness to customer service.
- ◆ **Advance work to bring stations to a state of good repair.** Work on more than 150 stations in the next 5 years, with an additional 150 in the following 5 year period.
- ◆ **Introduce a new state-of-the-art fare payment system** so customers throughout the bus, subway, and paratransit system can tap-and-go, including smart cards that can be purchased with cash.
- ◆ **Redeploy staff** to provide more mobile, proactive customer support throughout stations.

🕒 Done in 2018

- ◆ **Enhance our cleanliness regimen** including targeting stations for deep cleaning.

Enable the completion of more work, faster

Why? Because we have a lot of work to do to modernize the system and improve service.

Foundations

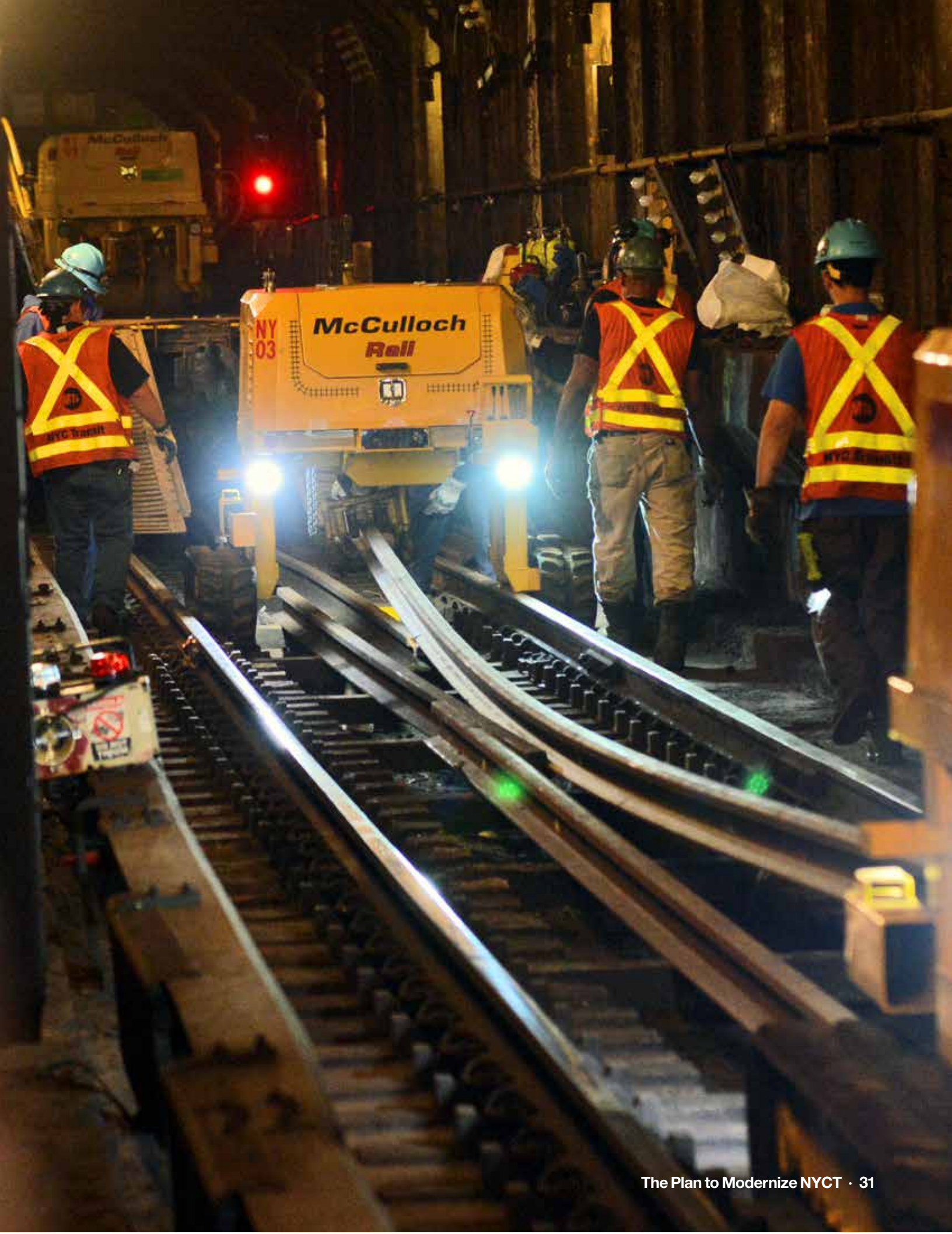
Agility & Accountability

New project planning and design procedures (p. 56)

Safety, Security & Resiliency

Increased engagement with unions and employees on safety protocols (p. 64)

- ◇ **Increase coordination of work** by conducting multiple repair, cleaning, and/or maintenance projects simultaneously wherever possible.
- ◇ **Review processes, protocols, and technology surrounding track access** to maximize work time, make best use of available resources, and ensure worker safety, while balancing the impact on customers. This includes planning, predictability of access, and clear resource requirements for third-party and in-house projects.
- ◇ **Increase internal resources to support construction**, including engineering resources and work trains that carry equipment and materials to work sites within the subway system.



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Roll

NYC Transit

NYC Transit

Priority

Reimagine the Bus Network



Reimagining our bus network means customer focused routes, faster and more reliable travel times, and more comfortable and environmentally sustainable buses. When seamlessly integrated with subways and paratransit, our buses are the key to a fast, responsive system that serves every corner of the 5 boroughs.

New routes • Redesigned Staten Island express bus network in 2018 • Begin Bronx redesign in 2018 • Remaining boroughs redesigned within 3 years

"Next bus" signs • Install 150 audio-capable next bus signs in 2018 working with NYC Department of Transportation

Enforced bus lanes • Work with law enforcement and legislators to enforce dedicated bus lanes

New Bus Command Center • Opening in 2019 and fully operational in 2020 for centralized control and improved service management

New buses • Award 60 new electric buses by 2019 (in addition to 10 already in use)
• More than 2,800 buses within 5 years



Redesign the network

Why? Because our bus route network hasn't substantially changed in decades, even as the communities we serve have undergone massive changes.

- ◇ **Redesign the route network based on customer needs**, through a process of customer consultation and analysis of travel patterns, beginning with implementation of new Staten Island express bus network in 2018 and evaluation of the Bronx network beginning in 2018. The redesigns will include redrawing routes, considering new types of service, and rewriting schedules.
 - 🕒 **Done in 2018**
- ◇ **Make targeted corridor improvements** in collaboration with the NYC Department of Transportation on 12 priority routes to prioritize bus service and speed up travel.
 - 🕒 **Done in 2018**
- ◇ **Strategically expand off-peak service**, working toward a core network of high-frequency service during off-peak hours (e.g. from 10am to 3pm, 7pm to 10pm).
- ◇ **Rationalize bus stops** in consultation with local communities and the NYC Department of Transportation to reduce travel times, including eliminating under-utilized stops and consolidating closely-spaced bus stops.
- ◇ **Install modern bus shelters that include real-time information and are fully accessible for customers with disabilities**, working with the NYC Department of Transportation.



Give buses greater priority in the face of traffic

Why? Because bus speeds in New York City are the slowest in the nation, due largely to traffic congestion. Working closely with the NYC Department of Transportation and the NYC Police Department, we can help customers get where they're going faster.

Foundations

Safety, Security & Resiliency

Encourage increased enforcement presence on bus routes where needed (p. 65)

- ◇ **Expand the use of measures like dedicated bus lanes, queue jumps to let buses bypass other traffic at intersections and traffic signal priority,** which holds green lights longer or shortens red lights to help buses move more quickly.
- ◇ **Introduce all-door boarding** to speed up boarding, in coordination with introduction of our new fare payment system.
- ◇ **Advocate for stronger enforcement of bus lanes** by working with the NYC Police Department to enforce bus lanes, and working with the NYC Department of Transportation and state legislators to increase the use of bus lane enforcement cameras.



Enhance the fleet

Why? Because with new and different buses, we can improve the experience for our customers, increase capacity, improve safety and further reduce our environmental impact.

Foundations

Agility & Accountability

Review and revise technical specifications for cost-effectiveness (p. 56)

- ◇ **Begin the transition to a zero-emissions fleet,** enhancing the current pilot with the introduction of 60 all-electric buses.
[🕒 Done in 2018](#)
- ◇ **Evaluate new bus designs,** including testing the use of double-decker buses and ramp-equipped express buses in 2018 and evaluating different approaches to wheelchair securement and door design.
- ◇ **Increase the use of technology that improves safety,** on all existing and new vehicles. We will outfit more than 1,000 buses with audible pedestrian turn warning systems and specify additional cameras on all new vehicle orders.
- ◇ **Advance to a more frequent, regular and predictable cycle of bus procurement.**



Manage for reliability

Why? Because by being both more hands-on and more data-driven in our approach to service and maintenance, we can proactively solve many of the issues that cause delays.

Foundations

Agility & Accountability

Improved bus performance dashboard (p. 58)

- ◇ **Open a new Bus Command Center** including a re-imagined approach to real-time service management, supported by a new state-of-the-art computer-aided dispatch system and new digital bus radio system that will be on all buses by 2020.
- ◇ **Empower staff** by providing real-time service and schedule information to all bus operators by 2020.
- ◇ **Deploy on-street dispatchers** to targeted locations and terminal points to help keep buses moving and resolve issues.
- ◇ **Incorporate new data analysis and processing techniques** to facilitate a reliability-based, fix-before-failure approach to bus fleet maintenance.



Priority

Accelerate Accessibility

Accessibility strengthens our transit system, and it's the right thing to do. As a conduit to employment, opportunity, culture and community, transit should give all members of the public a reliable way to travel. An accessible system benefits us all, because at some point, many people will find getting around more challenging — it could be because we use a wheelchair, or have vision or hearing loss, or are elderly and have trouble climbing stairs, or have a cognitive disability, or have a baby in a stroller, or any number of other challenges.

Enhanced training • New sensitivity training for all employees in the next year, with targeted training for station agents, Paratransit and bus operators, and others.

More direct routes • New Access-A-Ride scheduling and dispatch system by end of 2019

Accessible stations • 50+ new accessible stations within 5 years, so all subway riders are no more than two stops from an accessible station

Better information • Enhanced elevator outage and alternate routing information on website, kiosks, email, mobile app and text alerts by end 2018

Accessibility Advisor • Executive Accessibility Advisor, reporting directly to the President, hired by end 2018



Prioritize accessibility

Why? Because for too long people with disabilities have felt that their concerns and needs have not been adequately heard and addressed by our transit system.

🕒 **Done in 2018**

- ◆ **Hire an executive-level Accessibility Advisor**, reporting directly to the President, responsible for ensuring accessibility is considered and advanced across our transit system.
- ◆ **Engage the accessibility community in critical decisions** including the design of new vehicles, the design of our new fare payment system, and how we evolve the role of station agents outside of booths.
- ◆ **Expand training** on working with customers with visible and invisible disabilities. This includes new sensitivity training for all 50,000 NYCT employees to be completed in the next year, and targeted training for station agents, Paratransit operators, platform controllers, and local and express bus operators. There will also be enhanced training for bus operators on the operation of wheelchair lifts.



Commit to a clear plan and timeline for station accessibility

Why? Because the subway should be accessible to everyone. While installing elevators at stations is complicated and expensive, we have a responsibility to make as much of our system accessible as quickly as possible. Our plans in this area build on the work of the MTA Board Work Group on Station Accessibility.

- ◇ **Create a prioritized plan** based on a study of all remaining inaccessible stations, using criteria defined in consultation with the accessibility community. The plan will consider the need for property, street and/or sidewalk space for elevator installation.
- ◇ **Increase coverage so that all subways customers are no more than 2 stations away from an accessible station** within 5 years.
- ◇ **Increase the rate at which elevators are being installed at stations to make them accessible**, from 19 in the current five-year Capital Program to more than 50 in the next 5 year program, with the goal of achieving maximum possible accessibility in 15 years.



Make paratransit responsive

Why? Because our Access-A-Ride customers should be able to expect fast, reliable, friendly service, just like any user of our transit system. Our plans in this area build on the work of the MTA Board Access-A-Ride Work Group.

Foundations

Agility & Accountability

Improved paratransit performance dashboard (p. 58)

New elevator and escalator dashboard (p. 58)

- ◇ **Simplify processes for Access-A-Ride customers**, including reevaluating the application process and reviewing the need for reassessments.
- ◇ **Provide ride-hailing options for eligible Access-A-Ride customers**, expanding on the current pilot program in a cost-efficient manner.
- ◇ **Modernize scheduling and dispatching** of dedicated service and third-party vehicles to enable more direct and flexible routing.
- ◇ **Done in 2018**
- ◇ **Launch an accessible, all-in-one MyAAR app** which makes it easy for customers to schedule rides, track vehicles, give feedback and update account information. The app, which is slated for release in summer 2018, was developed in consultation with our AAR customers.
- ◇ **Allow Access-A-Ride vehicles to use bus lanes**, in coordination with the NYC Department of Transportation.



Improve communication for people with disabilities

Why? Because when you have a disability and you take transit, communication can be the difference between a maze of dead ends and a system you can depend on.

Foundations

Customer Service & Communication

Improved accessibility, quality, and consistency of real-time information (p. 72)

Increased use of real-time information screens (p. 72)

- ◇ **Provide clear instructions about alternate routes** in the event of an elevator closure, elevator breakdown, or other unexpected barrier to mobility.
- ◇ **Improve accuracy and availability of real-time information about elevators and escalators** on our website, in apps, and in digital signage.
- ◇ **Provide customer-friendly materials for riders with disabilities**, including clear information about how to use the system and opportunities to practice using bus wheelchair lifts in a safe environment.

Upgrade accessibility features throughout the system

Why? Because accessibility for people with disabilities is about much more than elevators — it's about consistent design that aids mobility for those with mobility devices, vision loss, hearing loss, and cognitive and other invisible disabilities.

Foundations

Customer Service & Communication

Strengthen checks on performance of PA systems (p. 72)

- ◇ **Accelerate installation of consistent accessibility features**, including installing tactile strips on platform edges, reducing platform edge gaps, and increasing announcements that are presented both visually and through clear, understandable audio.
- ◇ **Consider accessibility in our bus network redesign**, including considering demographics and community needs and working with NYC Department of Transportation on the placement and design of new bus shelters.
- ◇ **Revise maintenance practices** to make elevators and wheelchair lifts more reliable.
- ◇ **Identify options to redesign fare gates** for improved access, including allowing autogate to accept all fare types and providing wider turnstile/gates.



Exit  Hudson Blvd East
&  Buses
via mezzanine


Help Point



Priority

Engage & Empower Employees

More than 4,200 employees, including our union partners, contributed ideas and provided input into this Plan, and their message was clear: to transform our transit system, we must transform our organization and our culture. We will remove bureaucratic hurdles that hold our employees back, bolster training programs, empower employees, and provide career paths so that great people can flourish. World-class service is only possible when we support, develop, and engage our people.

More employee recognition • New programs for more visible employee recognition by end of 2018

Better communication • "Meet the Executive, Meet the Employee" sessions with front-line employees in 2018

More efficient onboarding • Redesign processes by end of 2018

Modernized organization • Fewer levels, new department structures, and re-defined roles in 2019

Refreshed approach to discipline • Significant first steps in 2018

Get the right people in the right jobs with the right mandate

Why? Because our skills, roles, and structure must match our needs, and we have too many great people hampered by an outdated organizational structure.

Foundations

Agility & Accountability

Key performance indicators for internal functions (p. 58)

Internal resources mobilized for an innovation unit (p. 59)

🕒 Done in 2018

◆ **Create a new position of SVP, People and Business Transformation** who, in addition to driving change management, will be accountable for the entire employee lifecycle, including recruiting, onboarding, training, promotions, and succession.

◆ **Reorganize Human Resources** to better support our employees and meet our organization's needs.

◆ **Streamline the organizational hierarchy**, redefine roles, update responsibilities, and create clear points of accountability.

🕒 Done in 2018

◆ **Reduce the amount of time it takes to recruit, hire, and onboard employees**, including executing a new Memorandum of Understanding with the NYC Department of Citywide Administrative Services.

◆ **Work to remove disincentives to internal promotion.**

◆ **Improve recruiting and retention** of high-quality candidates, especially for positions requiring specialized skills.

◆ **Strengthen apprenticeship and fellowship programs and pursue expanded partnerships with schools**, including targeted recruitment for certain specialized functions.



Show employees we value them

Why? Because our people deserve respect, dignity, and praise for the great work they do every day.

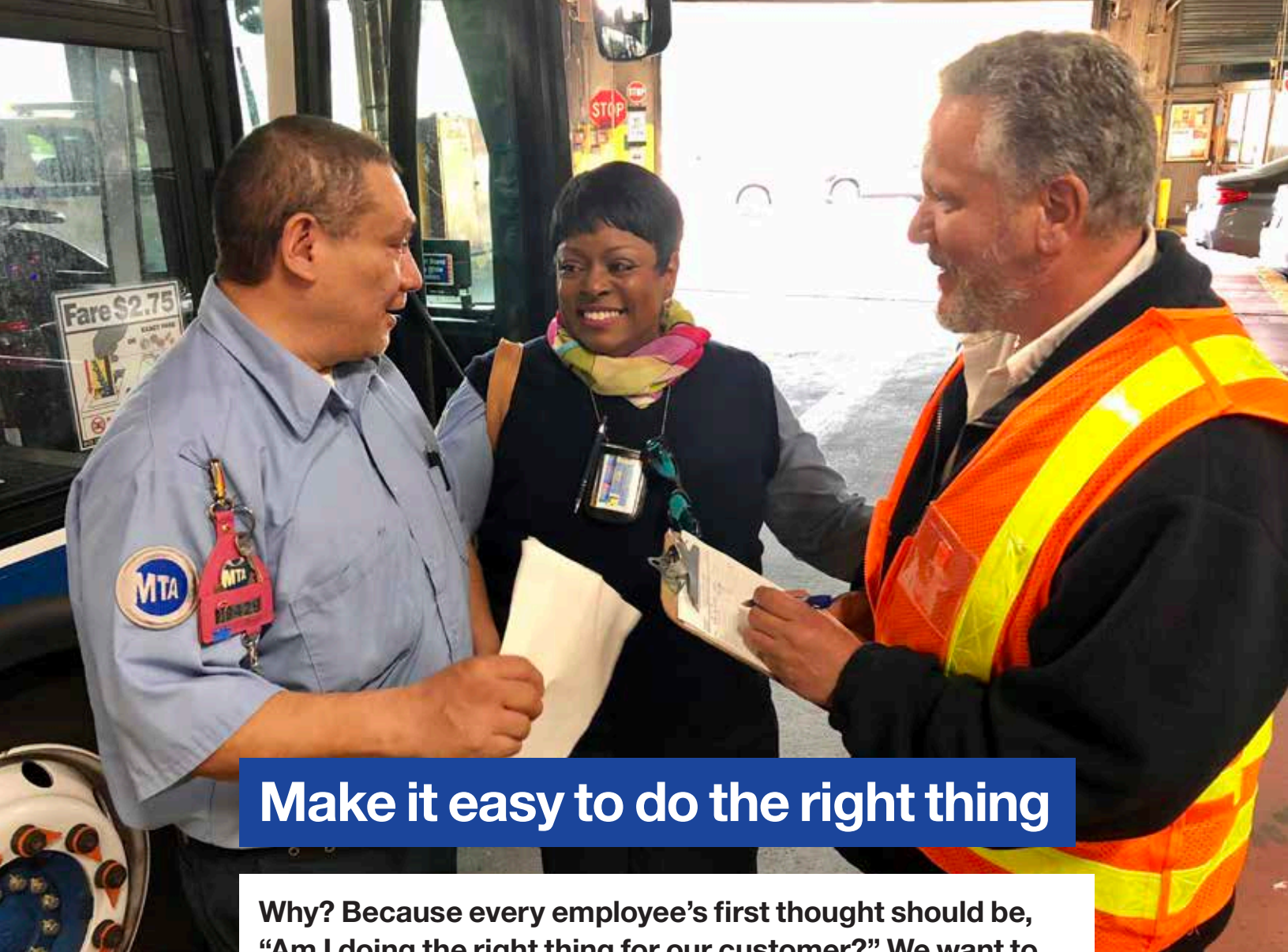
- ◇ **Take a strong stand against employee assaults** by collaborating with the NYC Police Department and district attorneys and advocating for stronger enforcement of assault charges.
- ◇ **Improve and continually maintain employee facilities, including bathrooms and crew rooms,** to ensure a decent working environment. The Fast Forward Plan will address more than 80 facilities in the first 5 years and more than double the pace of investment in employee facilities in 10 years.
 - 🕒 **Done in 2018**
- ◇ **Implement a comprehensive recognition strategy** that overtly acknowledges employees' great work.
- ◇ **Engage non-represented employees to review vacation accrual, parental leave, and other policies.**



Embrace diversity and inclusion at every level

Why? Because NYCT should be as diverse as the city we serve.

- ◇ **Strive for increased diversity throughout the organization.**
 - 🕒 **Done in 2018**
- ◇ **Foster a culture of inclusion with diversity training for all employees.** Establish employee resource groups to help inform agency policies.
- ◇ **Increase facilities for women and all gender identities,** including ensuring clean bathrooms and increasing the number of lactation rooms for nursing mothers.



Make it easy to do the right thing

Why? Because every employee’s first thought should be, “Am I doing the right thing for our customer?” We want to ensure our managers focus on coaching and giving our employees the support they need.

Foundations

Customer Service & Communication

Ensuring performance criteria include emphasis on communication and conflict resolution (p. 71)

🕒 Done in 2018

- ◆ **Refresh our approach to discipline** by working in cooperation with our unions to develop policies that differentiate between well-intended actions and willful or unsafe violations.
- ◆ **Roll out an enhanced management, administrative and supervisory performance framework** to support individual, group, and company-level objectives.

Create a “One Team” culture

Why? Because it’s time to break down the walls between departments and levels and work together to achieve our common goal.

Foundations

Safety, Security & Resiliency

Cross-departmental safety task force (p. 64)

- ◇ **Overhaul internal communications**, including making it easier for departments to connect and share information up, down, and across the organization. We will also increase the number of screens in employee break rooms and other facilities.
- ◇ **Implement job swaps, shadowing across functions and transfers across NYCT departments** so employees better understand others' roles and to aid career progression.
- 🕒 **Done in 2018**
- ◇ **Hold “Meet the Executive, Meet the Employee” days at employee facilities** so employees can interact directly with leadership.

Value and act on employee input

Why? Because our employees know how we can improve.

Safety, Security & Resiliency

Confidential employee safety hotline (p. 64)

- ◇ **Measure and track employee engagement** by launching a regularly-scheduled engagement survey and acting on its findings.
- ◇ **Redesign our employee suggestion program** to gather solution-focused suggestions from all employees.



Give people reasons and ways to grow

Why? Because for too long, our incentives and lack of sufficient development opportunities have discouraged our best people from taking on greater responsibility.

- ◇ **Establish a formal agency-wide mentoring program** to prepare employees for greater responsibility.
- ◇ **Revamp training and skills development**, including training of hourly employees, new employees, managers, analysts, non-managers, other staff, and contractors. This includes a focus on our foundations of Agility & Accountability, Safety & Security, and Customer Service & Communication.
- ◇ **Redesign training for new managers** to develop great future leaders.
- ◇ **Support and strengthen our supervisory staff**, including developing training for hourly employees interested in becoming supervisors and reviewing and improving vocational and professional training for all supervisory staff.
- ◇ **Improve the transfer of knowledge and the flow of succession**, including establishing knowledge transfer interviews for departing and promoted employees.

Foundation

Agility & Accountability

Transforming our transit system under the accelerated timelines suggested in this Plan will require both agility and accountability. We must scrap antiquated processes that drive up costs and slow us down in favor of smarter ways of working. At the same time, we must hold ourselves accountable at every step for doing what we promise on time and within budget.

Public transparency · Biannual public reporting on progress on this Plan starting in January 2019 · "Meet the Manager" sessions with customers starting in 2018

Efficient procurement · Over 90% of solicitations accepted electronically by end of 2018

Stronger project management · Single point of contact responsible for project scope, schedule and budget

New project planning and design procedures · New internal processes and procedures early in 2019

A photograph of an office environment. In the foreground, a man in a red checkered shirt is seen from behind, sitting at a desk with a computer monitor. In the background, another man in a pink shirt is also working at a computer. The office has cubicles, a printer, and various papers and charts on the walls. One chart is titled 'Track Layout A Division RT' and lists various project numbers and colors.

Ensure efficient use of capital funding

Why? Because the public is trusting us to make every dollar count. Our ability to contain costs, run efficiently, and bring projects in on time and on budget is critical to this Plan. The initiatives in this section embrace the emerging proposals of the MTA Board Work Group on Cost Containment and Procurement and are underway in 2018.


- ◇ **Boost project controls to deliver on promises**, including more robust internal project reporting to proactively address budget and schedule risks and deliver stricter enforcement of timeline commitments made by all stakeholders.
- ◇ **Increase cost-estimating capacity** for more reliable project budgets that better account for risks.
- ◇ **Improve and expedite the design process** to reduce the likelihood of unnecessary change orders and overruns.
- ◇ **Review and revise technical specifications** to ensure cost effectiveness, reduce customization, and increase competition while considering operating conditions and lifetime cost of maintenance.
- ◇ **Revise contract terms and conditions for third party contracts** that hamper competition and drive up contractor costs.



Overhaul processes for faster, more efficient project delivery

Why? Because if we do things the way we've always done them, achieving the goals set out in this Plan will take much longer — and New York can't wait.

- ◇ **Ensure a single point of contact accountable for project scope, schedule, and budget on each large capital project**, including ensuring clear lines of decision-making authority across internal departments and contractors.
- ◇ **Simplify and speed up the procurement process**, including streamlining internal approvals and accepting most solicitations electronically. This also involves expanding business opportunities for firms owned by minorities, women, and service-disabled veterans.
- ◇ **Increase the use of alternate project delivery models and international best practices** such as design-build and effective value engineering.
- ◇ **Modernize our supply chain** by installing a new warehouse software management system, implementing comprehensive bar-coding for parts and materials, and using automated picking systems.



Measure, track, and report publicly on performance

Why? Because all stakeholders should hold us accountable for doing what we say we'll do.

🕒 **Done in 2018**

- ◆ **Continue to improve NYCT dashboards for bus, subway, and paratransit performance.** Introduce an elevator and escalator dashboard. Develop clear, realistic but ambitious targets that are relevant to our customers.
- ◆ **Establish key performance indicators for internal functions** because our speed and ability to meet commitments is a key part of our ability to deliver to our customers.
- ◆ **Provide New Yorkers with twice yearly reports on progress against the initiatives in the Fast Forward Plan** so our customers, partners, funders, and other stakeholders can see exactly how we're progressing.



Increase our capacity for innovation

Why? Because moving faster, smarter and more efficiently requires new approaches to solving problems.

- ◇ **Identify internal resources to support an innovation unit** that identifies key needs, actively engages customers, employees, private industry and academia, and incubates new solutions to improve the customer experience and increase operational efficiency. This includes working with the Transit Innovation Partnership.
- ◇ **Improve our ability to adopt and integrate new technology** in our operations, including determining technical requirements and ensuring proper training.
- ◇ **Explore increased use of public-private partnerships** to help address our challenges.
- ◇ **Pursue and expand on recommendations from the Genius Competition** to test and utilize innovative approaches to improving our subway system.



Advance environmental sustainability

Why? Because transit is critical to the environmental health of New York. By providing an alternative to cars, avoiding 11 million metric tons of carbon emissions, and enabling dense energy-efficient development, NYCT helps give New York City the lowest carbon footprint of any U.S. city.

- ◇ **Continue to invest in our Environmental Management System** which ensures environmental compliance and measures continuous environmental improvement.
- ◇ **Uphold environmental sustainability in new construction**, which includes building to LEED-certified specifications at new maintenance shops and bus depots.
- ◇ **Build on our extensive asset recovery and recycling programs**, which divert 70% of waste (over 50,000 tons annually) from landfills.



Foundation

**Safety,
Security &
Resiliency**

In a world where the potential threats are constantly changing, keeping our customers, employees, contractors, and fellow New Yorkers safe requires constant vigilance. At the same time, we must modernize our approach to safety.

Neighborhood policing · Support NYPD in expansion of Neighborhood Policing program · Advocate for enforcement of laws that protect employees from assault

Increased security · Over 600 new subway cars equipped with CCTV in 5 years, an additional 900 cars in the following 5 years

Safety culture · New 24/7 confidential employee reporting line by end of 2018



Engage employees directly in safety

Why? Because the more employees from across departments collaborate around safety, the safer our workforce and our customers will be.

- ◇ **Update employee safety and security training**, including updating content and using innovative training tools.
- ◇ **Create cross-departmental task forces to identify root causes of lost time injuries** and engage employees and vendors to propose solutions.
- ◇ **Increase engagement with unions and employees in the review and design of safety protocols.**

🕒 **Done in 2018**

- ◇ **Create a culture where employees are encouraged to speak up about safety issues**, including working with our labor partners to implement a confidential safety reporting hotline for employees, with strengthened internal tracking and reporting on issues raised and addressed.



Leverage friendly and visible enforcement

Why? Because a community-based approach to policing keeps our customers safe and makes our system run more smoothly.

🕒 Done in 2018

- ◆ **Collaborate with NYC Police Department Transit Bureau to increase Neighborhood Policing in subway stations**, using officers who actively engage with customers and the community and who have accountability for specific stations and lines.
- ◆ **Encourage increased enforcement presence on bus routes where needed**, including identifying times and areas of more frequent operator assault and streamlining communications between Department of Buses and law enforcement.
- ◆ **Work with law enforcement, City agencies, and community partners to help homeless people in the subway system get the resources they need.**



Keep the system secure

Why? Because the security of our transit system is essential to the security of New York.

- ◇ **Enhance security of critical facilities**, including expanding the use of intrusion detection technology.
- ◇ **Expand the roll-out of closed circuit television** to improve security.
- ◇ **Support and facilitate increased use of technology to detect biological, chemical, or radiological threats in the system**, in partnership with the NYC Police Department and federal agencies. Expand drills and exercises aimed at customer and employee safety and service restoration.
- ◇ **Advance cybersecurity** to increase protection of sensitive financial and operational systems.



Increase resiliency in the face of flooding

Why? Because as climate change intensifies, we must re-double our efforts to keep water from damaging our transit system.

- ◇ **Complete implementation of protective measures at 3,500 openings to the subway system that are vulnerable to flooding** and continue to advance capital improvements to protect critical facilities, such as rail yards and bus depots.
- ◇ **Ensure all new capital projects adhere to design guidelines for resiliency** established after Superstorm Sandy, which protect assets against storm surges and sea level rise.
- ◇ **Improve operational responsiveness during storms** including strengthening Incident Command Center communications, web-based tracking of vulnerabilities, and system-wide weather sensors that increase awareness of real-time conditions.
- 🕒 **Done in 2018**
- ◇ **Continue robust drain cleaning and grouting** to manage the daily influx of millions of gallons of groundwater.

Foundation

Customer Service & Communication

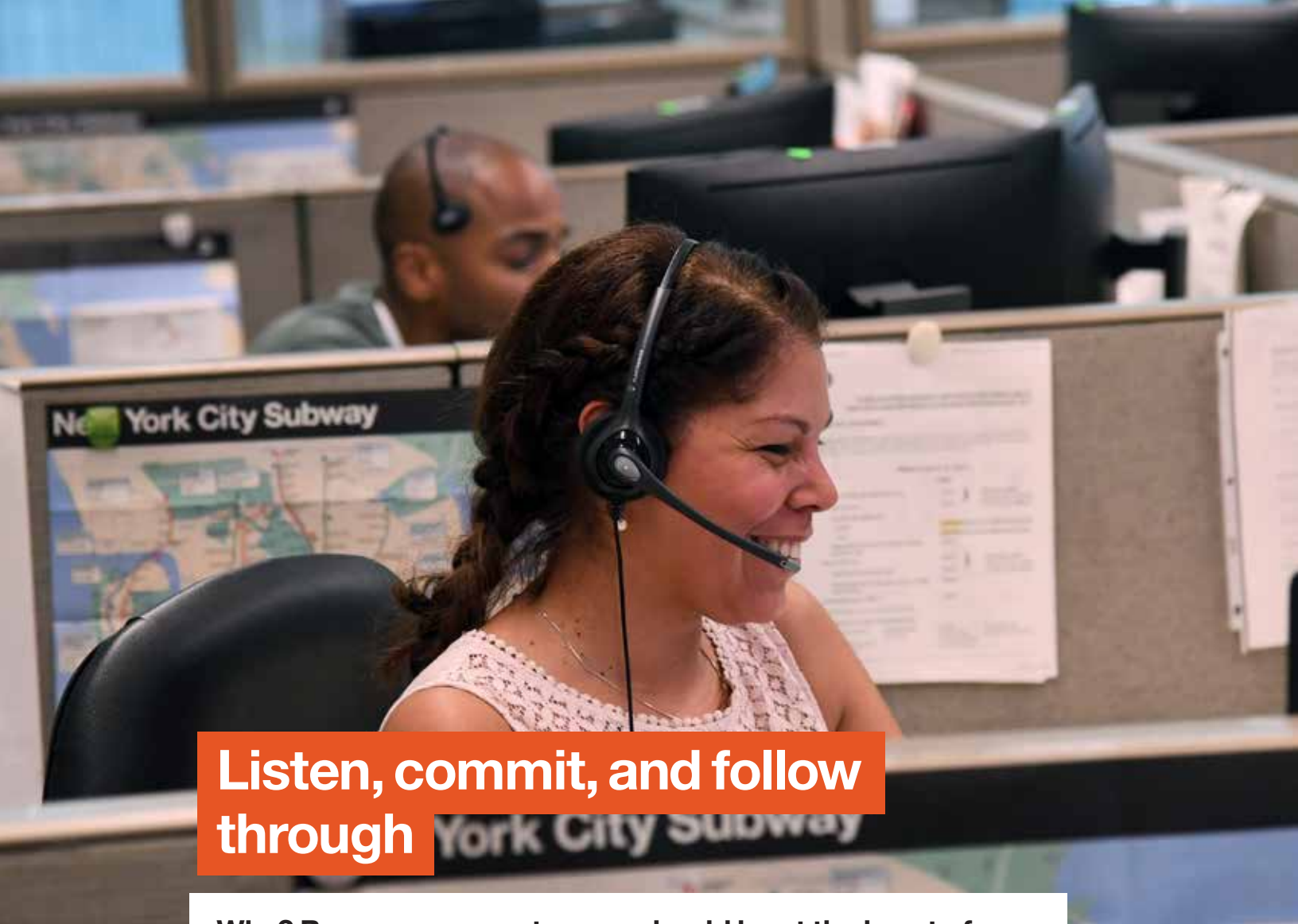
The Fast Forward Plan will require our customers' patience as we work to improve the system. Every step we take will be guided by a focus on the people we serve and a renewed commitment to helping them navigate a complicated multi-modal transportation landscape with new and more accurate tools. We pledge to go above and beyond to communicate and constantly look for ways to improve our service.

Customer commitments • Provide regular updates on system improvements and timebound commitments • Report customer satisfaction scores on bus, subway, and paratransit service by the end of 2018

Customer service improvements • Deploy new website and app • Reduce MetroCard refund processing time by 50% in 2018 • Reduce call center hold times by 25% in 2018

New information screens • Install customer information screens at 50 subway stations and on 1,000 buses in 2018 • Install in all stations and on 3,000 additional subway cars in the following 5 years

Better facilities • Improve restroom availability and servicing, starting with immediate improvements at 5 key station complexes • 25 locations completed by end 2019



Listen, commit, and follow through

Why? Because our customers should be at the heart of every decision we make, and they should see concrete improvements that directly address their needs.

🕒 **Done in 2018**

- ◆ **Regularly deliver improvements that benefit our customers and publish a quarterly Customer Commitment** report that tracks delivery of near-term initiatives.

🕒 **Done in 2018**

- ◆ **Measure customer satisfaction with quarterly surveys**, providing a valuable feedback loop to help prioritize initiatives.

- ◆ **Build the Strategy and Customer Experience division** to serve as a central resource for collecting and taking action on customer feedback, ensuring the interest of our riders is always considered, and developing innovative customer wayfinding tools.



Provide a shared foundation for employees

Why? Because the responsibility for customer focus doesn't just sit with our front line employees — it's the responsibility of every single person at New York City Transit.

- ◇ **Increase the use of customer service skill assessments** in the hiring and onboarding of customer-facing employees in collaboration with our union partners.
- ◇ **Revamp training to increase focus on customer service.**
- ◇ **Ensure performance criteria** include an emphasis on communication and conflict resolution.

Improve engagement with customers and communities

Why? Because when we communicate clearly, openly, and quickly about anything that might affect our customers, they can get where they need to go more easily.

 Done in 2018

- ◆ **Launch a new mobile-friendly website and app**, which gives our customers better access to real-time information about all MTA services.
- ◇ **Substantially increase the use of real-time information screens outside stations, in stations, on trains, at bus stops, and on buses**, including rolling out new digital screens in all subway stations and on the majority of buses and subway cars in the next 5 years. We will also work with the NYC Department of Transportation to install real-time “next bus” signs at 150 more stops by the end of 2018.
- ◇ **Continue to improve the accessibility, quality, accuracy, and consistency of real-time information** by focusing on the end-to-end customer journey, improving technology, reviewing placement of signage, and integrating processes and systems, including countdown clocks.
- ◇ **Improve stakeholder engagement surrounding closures** including early and frequent consultation, clear communication of reasons for closures, regular updates on progress, and accessible information about alternate service.
- ◇ **Strengthen checks on performance of public address systems** in stations, on subway cars, and on buses to ensure announcements are clear.

 Done in 2018

- ◆ **Speed up the replacement process** for reduced fare MetroCards.
- ◇ **Modernize and upgrade our lost and found facilities.**



New York City Transit stands at a crossroads.

The Governor's 2017 declaration of a state of emergency brought into stark focus the challenges facing a transit system carrying record ridership on increasingly unreliable infrastructure.

The Fast Forward Plan tackles those challenges head on. It sets out what needs to be done to meet our vision of delivering world-class transit to the world's greatest city.

This Plan will deliver comprehensive renewal of our infrastructure in a challenging but feasible timeframe. It will deliver a dynamic, modern organization that gets things done and that meets its commitments.

Most importantly, it will tap the pride and passion of the employees of NYCT who set out every day to keep our city moving.

It is time to move ahead — fast forward.

We asked employees what NYCT does best. Their answer? Respond to emergencies.

When faced with a crisis, we are faster, more decisive, more caring and collaborative. We cut through the red tape and do what it takes to get people moving again.

That's exactly what New York needs now to turn around a transit system in a state of emergency.

#fastforwardnyc



New York City Transit

