

RAIL SMITH – PERFORMANCE TEAM MANAGEMENT (PTM) PRODUCTIVITY, REVENUE & SAFETY ENHANCEMENT MTA-NEW YORK CITY TRANSIT RAIL PRESENTATION



RAIL SMITH - PERFORMANCE TEAM MANAGEMENT CONCEPT DEVELOPED AND IS OWNED FOR PROFIT BY GARY P. SMITH, P.E., CCM Registered U.S. COPYRIGHT and TRADEMARK Protection
DUPLICATION , DISTRIBUTION OR IMPLEMENTATION IN ANY FORM WITHOUT WRITTEN CONSENT IS PROHIBITED. For inquires www.railsmithptm.com Gary@railsmithptm.com
Text/Call: 347-670-0909 Copyright © 2023 - Rail Smith Performance Solutions™

RAIL SMITH – PTM PRESENTATION AGENDA

- 1. INTRODUCTION / CURRENT RAIL PROBLEMS & SOLUTIONS**
- 2. RAILSMITH PTM - KEY BENEFITS**
- 3. PTM SOLUTION DESCRIPTION SUMMARY**
- 4. PTM ORG CHARTS / CORRIDOR MAPS / SQUADS & OFFICES**
- 5. KEY RAIL SYSTEM & MANAGEMENT IMPROVEMENTS**
- 6. PTM MANPOWER ANALYSES**
- 7. RAILSMITH PTM - IMPLEMENTATION**
- 8. POLICE SAFETY - PTM DEPLOYMENT - Supplement**
- 9. PASSENGER STATION PARK & RIDE FACILITIES - Supplement**

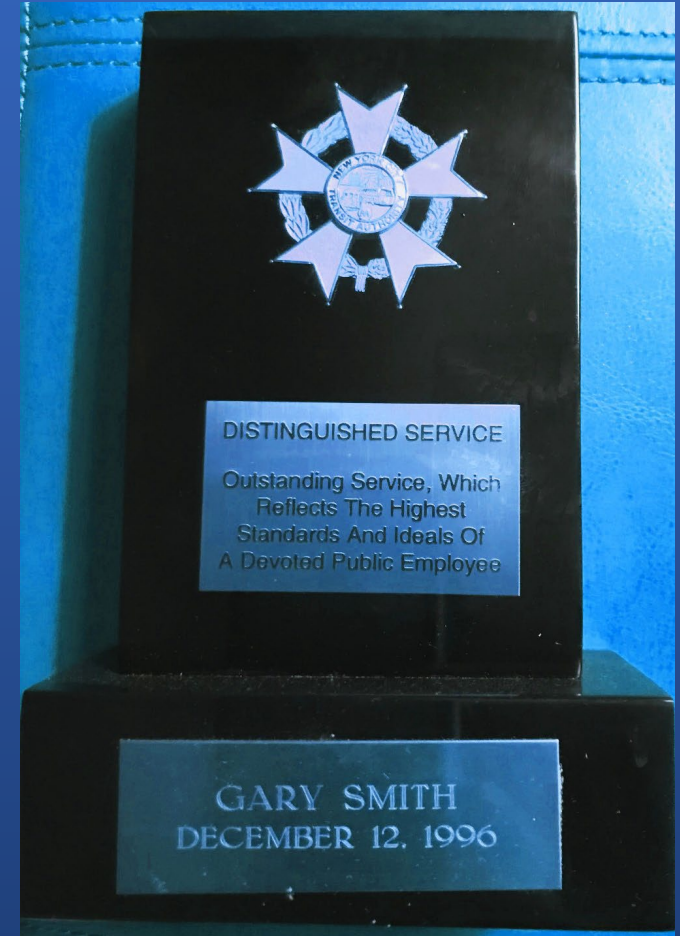
INTRODUCTION

MTA-NEW YORK CITY TRANSIT RAIL

RAIL SMITH-PERFORMANCE TEAM MANAGEMENT PRODUCTION, REVENUE & SAFETY ENHANCEMENT

MAXIMUM PRODUCTIVITY, REVENUE EMPLOYEE MORALE & PUBLIC TRANSPARENCY

RAIL SMITH - PERFORMANCE TEAM MANAGEMENT SYSTEM WAS SOLELY DEVELOPED AND IS OWNED FOR PROFIT BY GARY P. SMITH, P.E., CCM & RAIL SMITH PERFORMANCE SOLUTIONS INC., UNDER U.S. TRADEMARK and COPYRIGHT PROTECTION. DUPLICATION , DISTRIBUTION OR IMPLEMENTATION IN ANY FORM WITHOUT WRITTEN CONSENT IS STRICTLY PROHIBITED



PERSISTENT NYCT ISSUES RESULTING IN PROBLEMATIC SUBWAY TRANSPORTATION SERVICE:

- **FREQUENT POOR TRAIN SERVICE PERFORMANCE DUE TO LACK OF COMPLETE PERFORMANCE CONTROL CAPABILITIES and LACK OF PERFORMANCE RESULTS ACCOUNTABILITY**
- **POOR PUBLIC OPINION & PERCEPTION OF A BLOATED, OVERPAID BUREACRAUCY THAT WASTES A LOT MONEY (RIGHTFULLY SO)**
- **VERY POOR EMPLOYEE MORALE - A SIGNIFICANT MAJORITY OF NYCT EMPLOYEES GREATLY DISLIKE THE WORK ENVIRONMENT**
- **LACK OF SAME INDUSTRY WORK COMPETITORS, AS THERE ARE NO OTHER MASS TRANSIT SERVICE COMPETITION**
- **SEPARATE DEPARTMENTAL and DEPARTMENT DIVISIONSAL OFFICES with SEPARATE CONFLICTING GOALS and PERFORMANCE METRICS**
- **PUBLIC PERSONAL SAFETY CONCERNS WITH USING THE SUBWAY SYSTEM**

PAST & CURRENT NYC TRANSIT SERVICE PROBLEMS SOLUTIONS STRATEGIES:

- **INCREASED CAPITAL PROGRAM SPENDING USING CAMPAIGNS SUCH AS “FAST TRACK”**
- **INCREASED MAINTENANCE SPENDING AND INCREASED NUMBERS OF MAINTENANCE & NYC TRANSIT POLICE DEPT. PERSONNEL**
- **IN YEAR 2020 MANAGEMENT ANALYSIS FIRM, ALIX PARTNERS, WAS PAID \$4 MILLION FOR AN ILL-SUITED NEW YORK METRO - MTA REORGANIZATION TRANSFORMATION PLAN THAT WAS POLITICALLY MOTIVATED BY THE FORMER NY STATE GOVERNOR. THE RESULTING NEWLY CREATED ALL MTA AGENCIES – C&D DEPT. HEAVILY RELIES ON INEXPERIENCED MANAGEMENT & CONSULTANT PERSONNEL**

THE ABOVE PAST & CURRENT PROBLEMS SOLUTIONS STRATEGIES ONLY HAVE, AND ONLY WILL, PROVIDE VERY LIMITED BENEFICIAL RESULTS, WITH DIMINISHING EFFICIENCY AND PRODUCTIVITY RETURN ON INVESTMENTS UNDER THE CURRENT DEPARTMENTAL PERSONNEL MANAGEMENT STRUCTURES.

THE MOST EFFECTIVE TRUE SOLUTION THAT PROVIDES REVOLUTIONARY IMPROVEMENTS IN NYC TRANSIT SUBWAY CUSTOMER TRANSPORTATION SERVICE REQUIRES IMPLEMENTATION OF A BOLD, NEW MANAGEMENT ORGANIZATIONAL SYSTEM UPGRADE:

68 EXECUTIVE LEADERS

in charge of 13 Zones comprised of 32 Rail Corridors

COMPLETE ELIMINATION of the DEPARTMENT of SUBWAYS. CAPITAL PROGRAM MANAGEMENT becomes a DESIGN and ADMINISTRATIVE SUPPORT DEPARTMENT ONLY.

The proposed Rail Smith Performance Team Management concept integrates all subway train operations, maintenance and capital construction work activities, performance metrics, goals and results accountability under General Manager authority, thus achieving maximum performance accountability, cooperation, coordination and sharing of manpower and materials resources across NYC Transit's vast operations, maintenance and capital construction assets.

KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY – PTM
/PARK & RIDE
FACILITIES

KEY BENEFITS REVIEW

RAIL SMITH - PERFORMANCE & REVENUE ENHANCEMENT

TEAM MANAGEMENT – 13 GREAT BENEFITS

1. CREATION OF WELL PUBLICIZED (SOCIAL MEDIA & WEBSITES, TV & RADIO, NEWSPAPER/MAGAZINES/BILLBOARDS-OTHER MEDIA) “UNDER NEW PERFORMANCE TEAM MANAGEMENT” & TRANSIT PERFORMANCE LEAGUE INTERNAL COMPETITION MARKETING CAMPAIGNS WITH TOP TEAMS and INDIVIDUALS RECEIVING PERFORMANCE RECOGNITION REWARDS PRIZES, (SUCH AS CLOTHING, SPONSOR GIFTS and ALL MTA AGENCIES TRANSPORTATION PASSES FOR FAMILY MEMBERS and more). THIS WILL RESULT IN A **SIGNIFICANT BOOST TO ALL EMPLOYEE MORALE, AND INSTILLMENT OF TRANSIT WORK TEAMS PRIDE THROUGHOUT THE RAIL TRANSIT WORKFORCE. NEW & EXISTING CUSTOMER GENERATED ATTENTION & EXCITEMENT OF USING A “UNDER NEW PERFORMANCE TEAM MANAGEMENT” RAIL SYSTEM WITH LOCAL COMMUNITY AND NEIGHBORHOOD PROMOTONS & PROGRAMS. THIS WILL BE AN ESSENTIAL COMPONENT OF GETTING TRAFFIC CONGESTION PRICING APPROVALS.**
2. **PROMOTES COMPLETE DISTRIBUTION and TRANSPARENCY REPORTS, DATA and ANALYSES of ALL OPERATIONS, MAINTENANCE and CONSTRUCTION EMPLOYEE POSITIONS, WORK PERFORMANCE and PAYROLL COSTS, PER CORRIDOR; THUS, INSTILLING AN UNPRECEDENTED PUBLIC TRUST and CONFIDENCE IN APPROVING MASS TRANSIT RAIL FUNDING and BUDGETS, (ESSENTIAL INFORMATION TO OBTAIN FEDERAL, STATE AND LOCAL MUNICIPAL FUNDING & MTA DEBT SERVICE REDUCTION APPROVAL).** PROVIDES SERVICE ADJUSTMENTS BASED ON OPERATIONS, MAINTENANCE & CAPITAL COST-BENEFIT ANALYSES PER CORRIDOR.
3. PROVIDES THE BEST SPECIFIED WORK RESPONSIBILITIES, **WORK MONITORING, WORK COMPLETION VERIFICATIONS** with **FORMAL JOB PERFORMANCE AUDITS**, RESULTING IN THE **MOST DIRECT and SPECIFIC WORK RESULTS ACCOUNTABILITY**
4. DEVELOPS SPECIFIC EQUIPMENT and INFRASTRUCTURE ASSETS MAINTENANCE and CONSTRUCTION EXPERTISE VIA DEDICATED CORRIDOR TEAM PERSONNEL WORK ASSIGNMENTS. CORRIDOR SPECIFIC TRAINING, CONTINUAL IN-DEPTH MONITORING & CONDITION ASSESSEMENTS REPORTS OF ALL ASSETS
5. ELIMINATION OF VAST WASTED TIME, WORK EFFORTS and MONEY DUE TO MISCOMMUNICATIONS, LACK OF COORDINATION, SEPARATE GOALS and WORK AGENDAS BETWEEN CURRENT DEPARTMENTS and DIVISIONS OF SUBWAYS AND CAPITAL PROGRAM MANAGEMENT; THUS, CREATING UNIFIED OBJECTIVES, UNIFIED WORK EFFORTS and MAXIMUM RESOURCE UTILIZATION
6. CREATES SPECIFIC, MEASURABLE AND OBJECTIVE JOB KEY PERFORMANCE INDICATOR CRITERIAS AS THE BASIS FOR EMPLOYMENT HIRING and PROMOTIONAL OPPORTUNITIES THUS ELIMINATING THE CURRENT HIRING AND PROMOTIONAL CULTURE OF FAVORITISM WITHOUT FULL MERIT.

RAIL SMITH - PERFORMANCE & REVENUE ENHANCEMENT TEAM MANAGEMENT

13 GREAT KEY BENEFITS (continued)

RAIL SMITH PTM All Rights Reserved.

7. IMPLEMENTS SYSTEMATIC RAIL SERVICE SHUTDOWNS, AS THE ONLY SUBWAY SERVICE DIVERSIONS (EXCEPT FOR EMERGENCIES), WITH INCORPORATED SUPPORT FROM CITY TRAFFIC ENFORCEMENT (DOT) AND POLICE FOR CLEARING RAIL STATION TO STATION BUS ROADWAYS TO MAXIMIZE ALTERNATIVE BUS SERVICE DURING RAIL DIVERSION SHUTDOWNS
8. CREATES GREAT OPPORTUNITIES FOR PRIVATE BUSINESSES' BRAND SPONSORSHIPS and BRAND ADVERTISEMENTS OF SPECIFIC RAIL ZONES and CORRIDORS (Uniforms and Apparel with **Sponsorship Logos and Brand Names ALONG WITH CORRIDOR BRAND MERCHANDISE SALES (clothing, toys, mugs, etc.)** POTENTIALLY GENERATING TENS OF MILLIONS OF DOLLARS OF REVENUE)
9. ELIMINATES THE VAST CURRENT CAPITAL CONSTRUCTION CONTRACT WORK OBSTACLES and DIFFICULTIES, PARTICULARLY IN OBTAINING NYC TRANSIT FACILITIES and RIGHT-OF-WAY ACCESS FOR CONTRACTOR REHABILITATION and UPGRADE WORK; RESULTING IN SHORTER CONSTRUCTION WORK SCHEDULES and CONTRACT DURATIONS. ALSO PROMOTES ON-TIME CONSTRUCTION CONTRACT COMPLETION and CLOSEOUTS; THUS, SAVING HUNDREDS OF MILLIONS OF CAPITAL PROJECT EXPENDITURES
10. **From MTA – NEW YORK CITY TRANSIT'S Year 2006 manpower levels, RAIL SMITH - PERFORMANCE TEAM MANAGEMENT ESTIMATES AN APPROXIMATE 13.7% MANPOWER REDUCTION (1,749 JOB POSITIONS ELIMINATED) in MAINTENANCE-OF-WAY PERSONNEL. PROJECTED OVER \$244 MILLION PER YEAR REDUCTION IN PAYROLL COSTS (\$140K annual cost per employee)**
11. **EASILY ALLOWS FOR UTILIZATION OF PRIVATE CONTRACTORS and CONSULTANTS TO PERFORM PARTIAL TO ALL RAIL OPERATIONS, MAINTENANCE, CAPITAL CONSTRUCTION and SUPPORT (ON A CORRIDOR-BY-CORRIDOR BASIS) FOR FURTHER COMPETITIVE BASED REDUCED COSTS. WITH THE POTENTIAL TO SAVE BILLIONS OF ANNUAL EXPENDITURES**
12. HIGHLY RECOMMENDED IMPLEMENTATION OF TRANSIT POLICE RAIL SMITH - CORRIDOR PERFORMANCE TEAMS DEPLOYMENT & SAFETY REWARDS PROGRAMS, WITH DEDICATED CORRIDOR TRAIN & PLATFORM PATROL OFFICERS & SUPERVISORS (*see supplement*)
13. GREATLY ENHANCED CUSTOMER RIDERSHIP, SATISFACTION and CUSTOMER RELATIONS BASED ON VASTLY IMPROVED SUBWAY SERVICE and CLEARLY DEMONSTRATED " UNDER NEW PERFORMANCE MANAGEMENT" WORK STRATEGIES & MARKETING

KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY – PTM
/ PARK & RIDE
FACILITIES

HI-LEVEL SOLUTION SUMMARY

RAIL SMITH - PERFORMANCE TEAM MANAGEMENT PERFORMANCE DESCRIPTION SUMMARY

- **5 EXECUTIVE BOROUGH GENERAL MANAGERS REPORT DIRECTLY TO THE NYC TRANSIT PRESIDENT** Copyright © 2023 - Rail Smith Performance Solutions™
- **13 RAIL ZONES & 32 CORRIDORS, LED BY GENERAL MANAGERS, THAT CONTROL ALL OPERATIONS, MAINTENANCE, CAPITAL CONSTRUCTION, VERIFICATION/TECHNICAL and ADMINISTRATIVE SUPPORT PERSONNEL AS UNIFIED WORK TEAMS**
- **32 GENERAL MANAGERS CONTROL and DIRECT 32 “A” SQUADS’ PERFORMANCE OF ALL RAIL OPERATIONS and MAINTENANCE/REPAIR WORK ACTIVITIES (TRACK, SIGNALS, INFRASTRUCTURE, STATIONS, POWER & ELECTRONICS/COMMUNICATIONS, CED/RTO FACILITIES) OF THEIR ASSIGNED ZONE/CORRIDOR. 56 CAR EQUIPMENT SUPERINTENDENTS IN CHARGE OF ALL CAR SHOPS & BARNs**
- **16 EXECUTIVE CAPITAL CONSTRUCTION MANAGEMENT (ECM) SQUAD OFFICES MANAGE and OVERSEE ALL SUBWAY RAIL CAPITAL CONSTRUCTION PROJECTS and CONTRACTS WITHIN THEIR DESIGNATED ZONES and CORRIDORS**
- **16 “B” SQUADS THAT MAINTAIN DETAILED SUBWAY RAIL ASSETS CONDITION DATABASES; DIRECTLY VERIFY and REPORT ON ALL “A” SQUAD DAILY WORK COMPLETION ACTIVITIES and PERFORMANCE; IMPLEMENT NEW TECHNOLOGIES; PROVIDE TECHNICAL OPERATIONS and MAINTENANCE SUPPORT ALONG WITH ALL REQUIRED CAPITAL DESIGN & CONSTRUCTION PROJECT and CONTRACTUAL USER SUPPORT COORDINATION FOR THEIR ASSIGNED ZONES and CORRIDORS**
- **16 “C” SQUADS PROVIDE BUDGET MONITORING & REPORTING, MATERIALS & EQUIPMENT PROCUREMENT, TRAINING COORDINATION & RECORD KEEPING, NETWORK / IT SUPPORT, TIMEKEEPING, EMPLOYEE WORK HOURS TRACKING / OVERTIME REPORTING, TEAM NEWSLETTERS, TEAM EVENTS COORDINATOR and GENERAL ADMINISTRATION FOR THEIR DESIGNATED ZONES and CORRIDORS**
- **MORALE BOOSTING PERFORMANCE RECOGNITION PROGRAMS OFFICE THAT REPORTS DIRECTLY TO THE PRESIDENT**
- **MULTI-MILLION DOLLAR “CORRIDOR BRANDS” SERVICE MARKETING, MERCHANDISING and COMMUNITY BASED PROGRAMS**
- **CONTINUALLY DEVELOPED & DISTRIBUTED PERFORMANCE AUDITS WITH MANPOWER & EXPENSES DETAILED & TRANSPARENT REPORTS THAT GAIN FULL PUBLIC TRUST and OBTAIN FULL REQUIRED FUNDING**
- **SYSTEMATIC ANNUAL CORRIDOR SERVICE SHUTDOWNS FOR RIGHT-OF-WAY CAPITAL CONSTRUCTION & IN-HOUSE REPAIRS**

KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

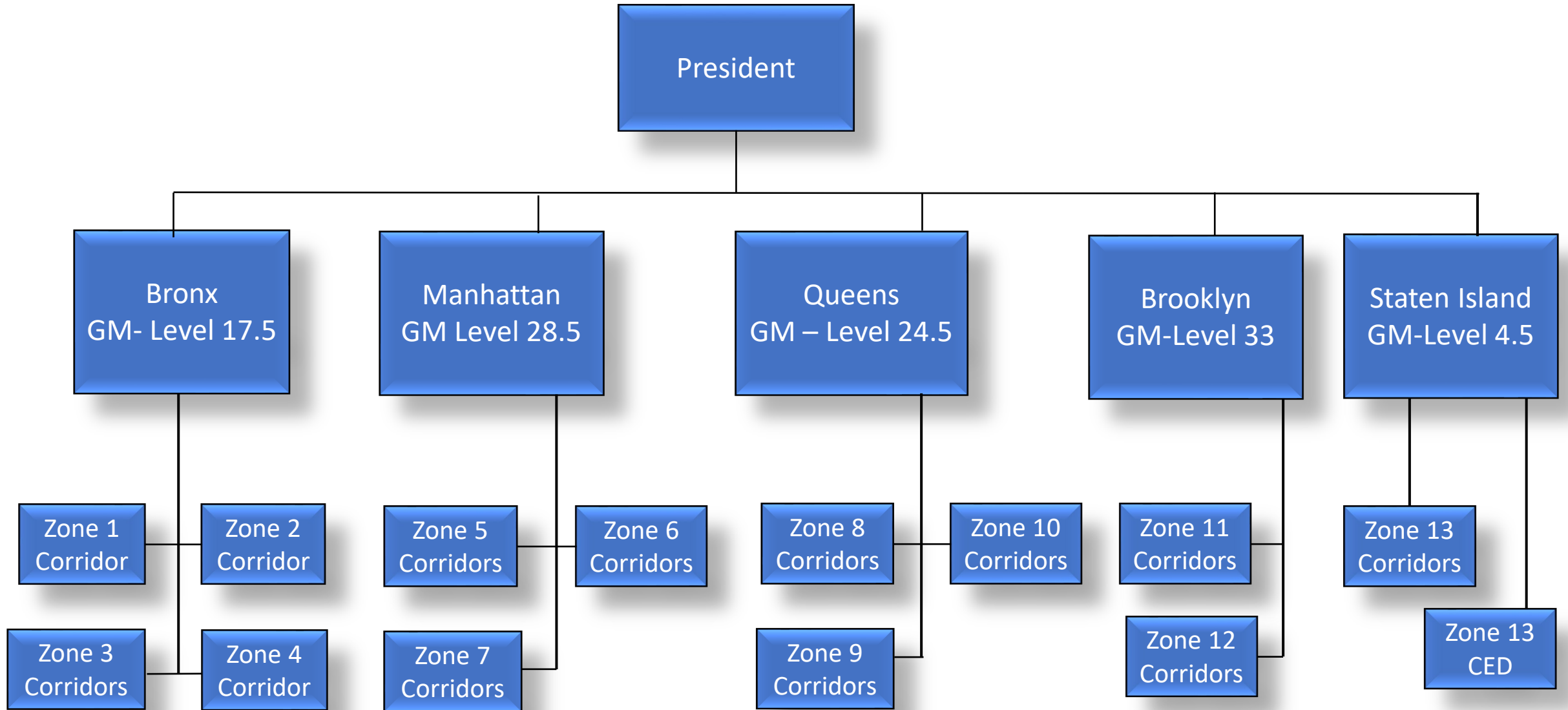
MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY - PTM
/ PARK & RIDE
FACILITIES

ORG CHARTS / MAPS / SQUADS / OFFICES

PERFORMANCE TEAM MANAGEMENT CONCEPT NYC Transit Organization Chart – Top Level



Dedicated operations, maintenance & capital construction teams will develop Expert Knowledge of all issues, concerns and nuances of All Equipment and Right-of-Way of Each and Every Corridor Zone throughout the subway system

BRONX (4 Zones comprised of 5 Corridors): 69 Stations & 5 Barns

ZONE 1: JEROME - IRT Woodlawn to 125th St/Lexington **“TEAM JEROME”**

(Currently # 4 Line) 14 Stations & Jerome Yard & Barn - (Level 2/2)

ZONE 2: GRAND CONCOURSE - IND 205th St to 145th Street **“TEAM G CON”**

(Currently B & D Lines) 11 Stations & Concourse Yard & Barn - (Level 2/1)

ZONE 3A: WHITE PLAINS - IRT 241ST Street to 135th Street **“TEAM W PLAINS”**

(Currently #'s 2 & 5 Lines) 20 Stations & 239th St. Yard & Barn- (Level 3/4)

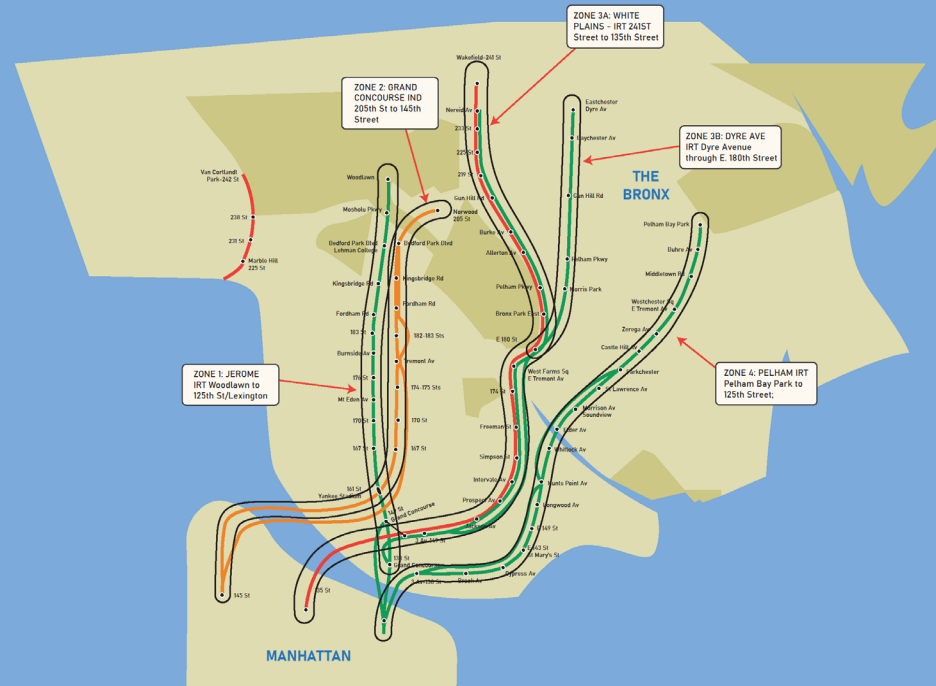
ZONE 3B: DYRE AVE - IRT Dyre Avenue through E. 180th Street **“TEAM DYRE”**

(Currently # 5 Line) 6 Stations & E. 180th Street/Unionport Yards & Barn - (Level 1/3)

ZONE 4: PELHAM – IRT Pelham Bay Park to 125th Street **“TEAM PELHAM”**

(Currently # 6 Line) 18 Stations & Westchester Yard & Barn - (Level 3/3)

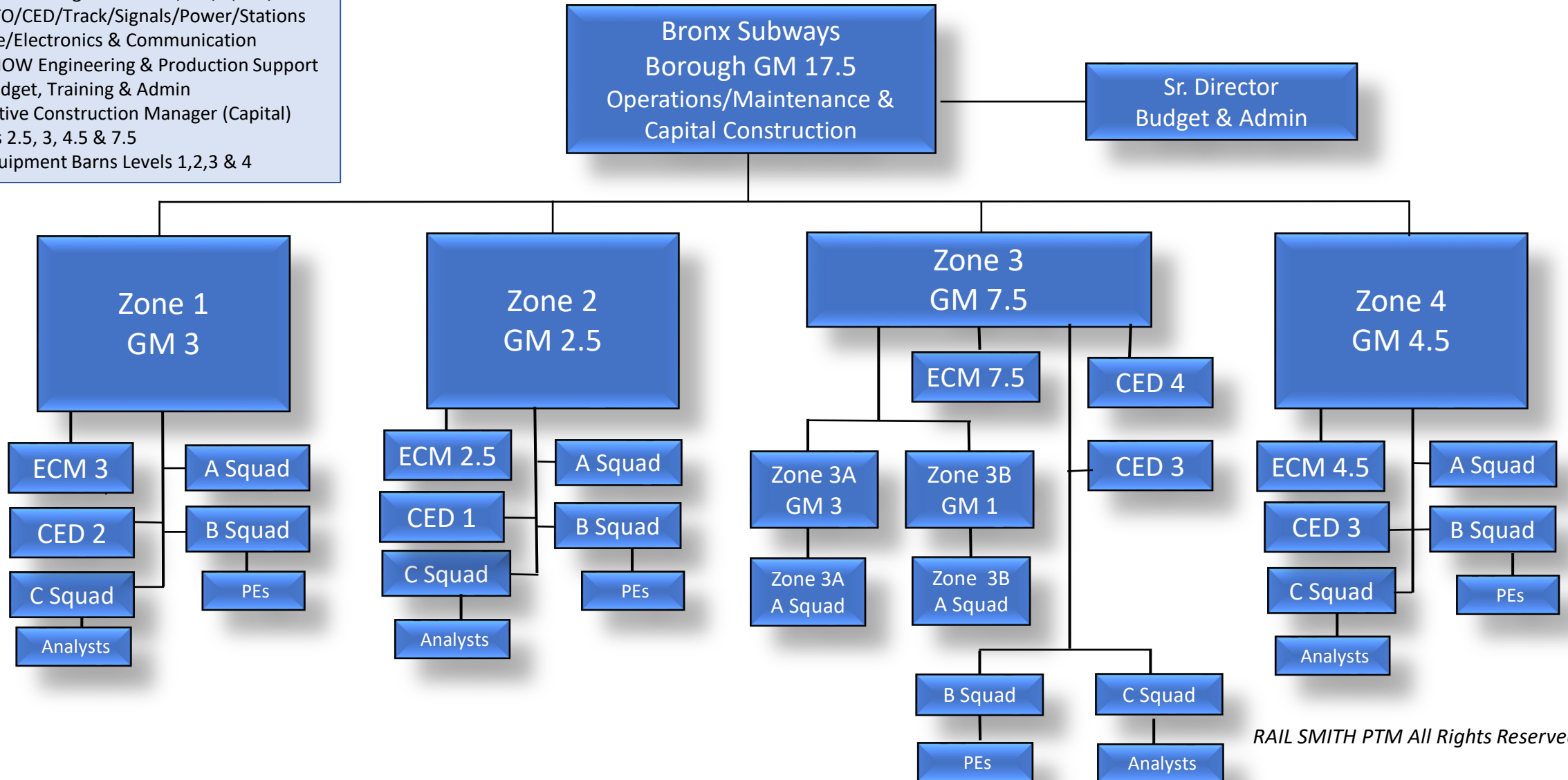
THE BRONX



Copyright © 2023 - Rail Smith Performance Solutions™

GP SMITH TEAM MANAGEMENT CONCEPT NYC Transit Organization Chart – Bronx

Borough GM – Level 17.5
GM's – General Managers Levels 1, 2.5, 3, 4.5, 7.5
A Squad – RTO/CED/Track/Signals/Power/Stations Infrastructure/Electronics & Communication
B Squad - MOW Engineering & Production Support
C Squad – Budget, Training & Admin
ECM - Executive Construction Manager (Capital) Levels 2.5, 3, 4.5 & 7.5
CED – Car Equipment Barns Levels 1,2,3 & 4



Dedicated operations, maintenance & capital construction teams will develop Expert Knowledge of all issues, concerns and nuances of All Equipment and Right-of-Way of Each and Every Corridor Zone throughout the subway system

MANHATTAN (3 Zones comprised of 6 Corridors):
131 Stations & 2 Barns

ZONE 5A: BROADWAY IRT - 242nd Street to 96th Street (Currently # 1 Line) “TEAM B’WAY IRT” 17 Stations & 240th Street Yard & Barn - (Level 3/3)

**ZONE 5B: 7th AVE IRT – 148th St through South Ferry & to Borough Hall (Currently #'s 1, 2 & 3 Lines) “TEAM 7TH AVE”
30 Stations & Lenox Avenue Yard – (Level 5)**

**ZONE 6A: 8th AVE IND: 207th Street through WTC & to Fulton Center (Currently A, C & E Lines) “TEAM 8TH AVE”
29 Stations & 207th Street Yard & Barn - (Level 5/10)**

ZONE 6B: 6th AVE IND: 59th Street to Dekalb Ave (Brighton) & to York St. (Culver) (Currently B, D, F & M Lines) “TEAM 6TH AVE” 11 Stations – (Level 2)

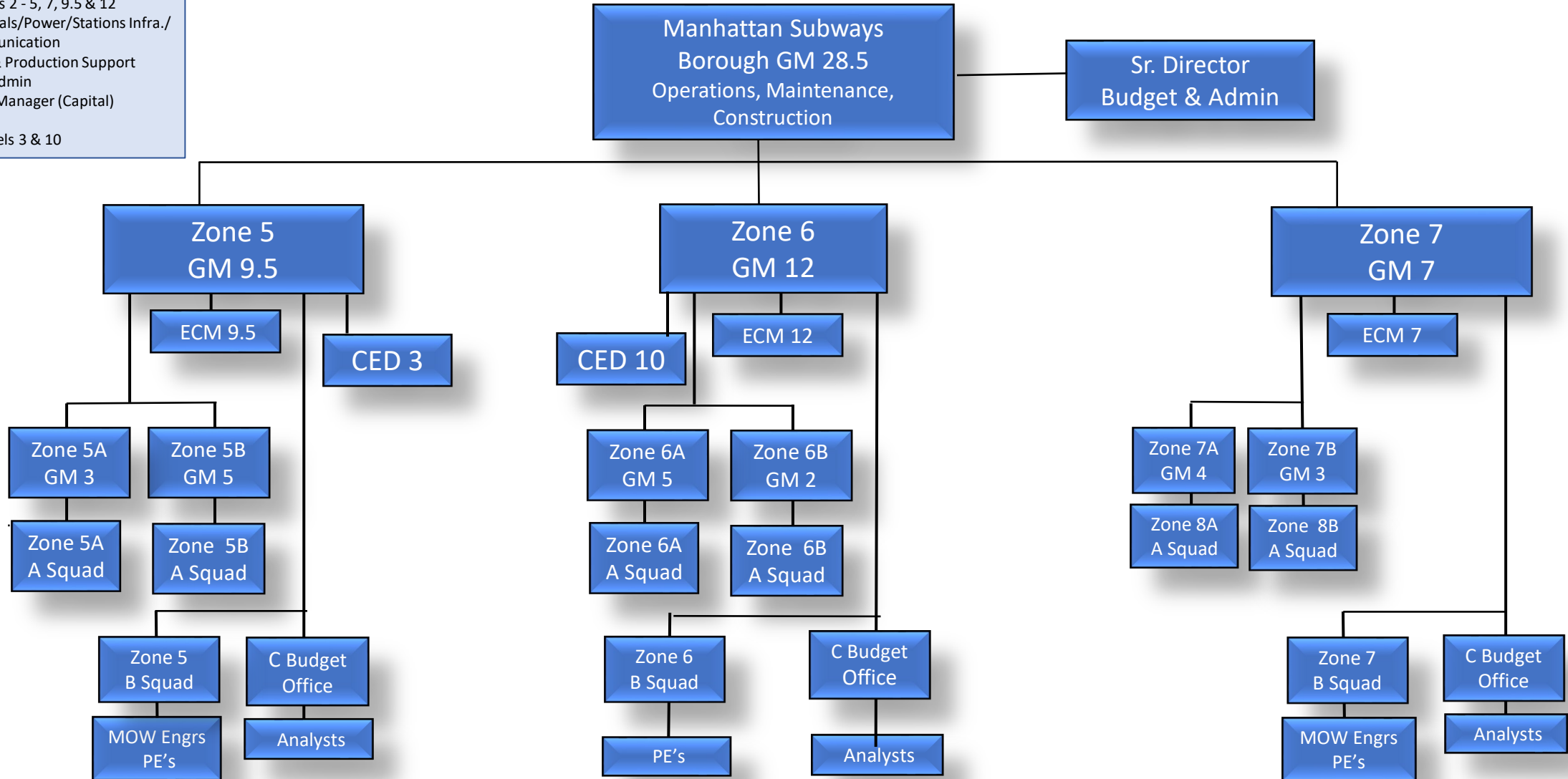
**ZONE 7A: LEXINGTON IRT: 125th St to Borough Hall & TIMES SQ SHUTTLE IRT: Grand Central - Times SQ. (Currently 4, 5 & 6 Lines) “TEAM LEX”
24 Stations – (Level 4)**

**ZONE 7B: 2ND AVE/BROADWAY BMT: 96th St through Canal & Whitehall to Dekalb Avenue (Currently N, Q, R & W Lines) “TEAM 2ND Ave - B’Way BMT”
20 Stations – (Level 3)**



PERFORMANCE TEAM MANAGEMENT CONCEPT Organization Chart – Manhattan

Borough General Manager - Level 28.5
GM's– General Managers Levels 2 - 5, 7, 9.5 & 12
A Squad– RTO/CED/Track/Signals/Power/Stations Infra./
 Electronics & Communication
B Squad - MOW Engineering & Production Support
C Squad– Budget, Training & Admin
ECM - Executive Construction Manager (Capital)
 Levels 7, 9.5 & 12
CED - Car Equipment Barns Levels 3 & 10



Dedicated operations, maintenance & capital construction teams will develop Expert Knowledge of all issues, concerns and nuances of All Equipment and Right-of-Way of Each and Every Corridor Zone throughout the subway system

QUEENS (3 Zones comprised of 8 Corridors)

RAIL SMITH PTM All Rights Reserved.

119 Stations and 4 Barns

ZONE 8A: ASTORIA BMT: Ditmars Blvd to 57th St/7th Ave, (Currently N, R & W Lines) “TEAM ASTORIA” 9 Stations - (Level 1)

ZONE 8B: FLUSHING IRT: Main St through 34th St/Hudson Yards, (Currently # 7 Line) “TEAM FLUSHING”
22 Stations & Corona Yard & Barn – (Level 4/2)

ZONE 9A: QUEENS BLVD IND: 179th Street to Queens Plaza, (Currently E,F, M & R Lines) “TEAM QUEENS B”
19 Stations & Jamaica Yard & Barn – (Level 3/4)

ZONE 9B: PARSONS-ARCHER IND: Jamaica Center through Briarwood & Queens Plaza to: 50th St/8th Ave & 47th-50th Rock/ 6th Ave
(Currently E, F & M Lines) “TEAM PARSONS” 8 Stations – (Level 1)

ZONE 9C: JAMAICA BMT: Jamaica Center through Broad St (Currently J & M Lines) “TEAM JAMAICA” 30 Stations & East NY Yard & Barn – (Level 5/4)

ZONE 9D: MYRTLE BMT: Metropolitan Ave through Myrtle Ave, (Currently M Line) “TEAM MYRTLE” 7 Stations & Fresh Pond Yard – (Level 1)

ZONE 10A: LIBERTY IND: Lefferts Blvd to Broadway Junction, (Currently A & C Lines) “TEAM LIBERTY”
11 Stations & Pitkin Yard & Barn – (Level 2/1)

ZONE 10B: ROCKAWAY IND: Rockaway Park to Broad Channel & Mott Av to Rockaway Blvd & Yard, (Currently A Line) “TEAM ROCKAWAY”
13 Stations – (Level 2)

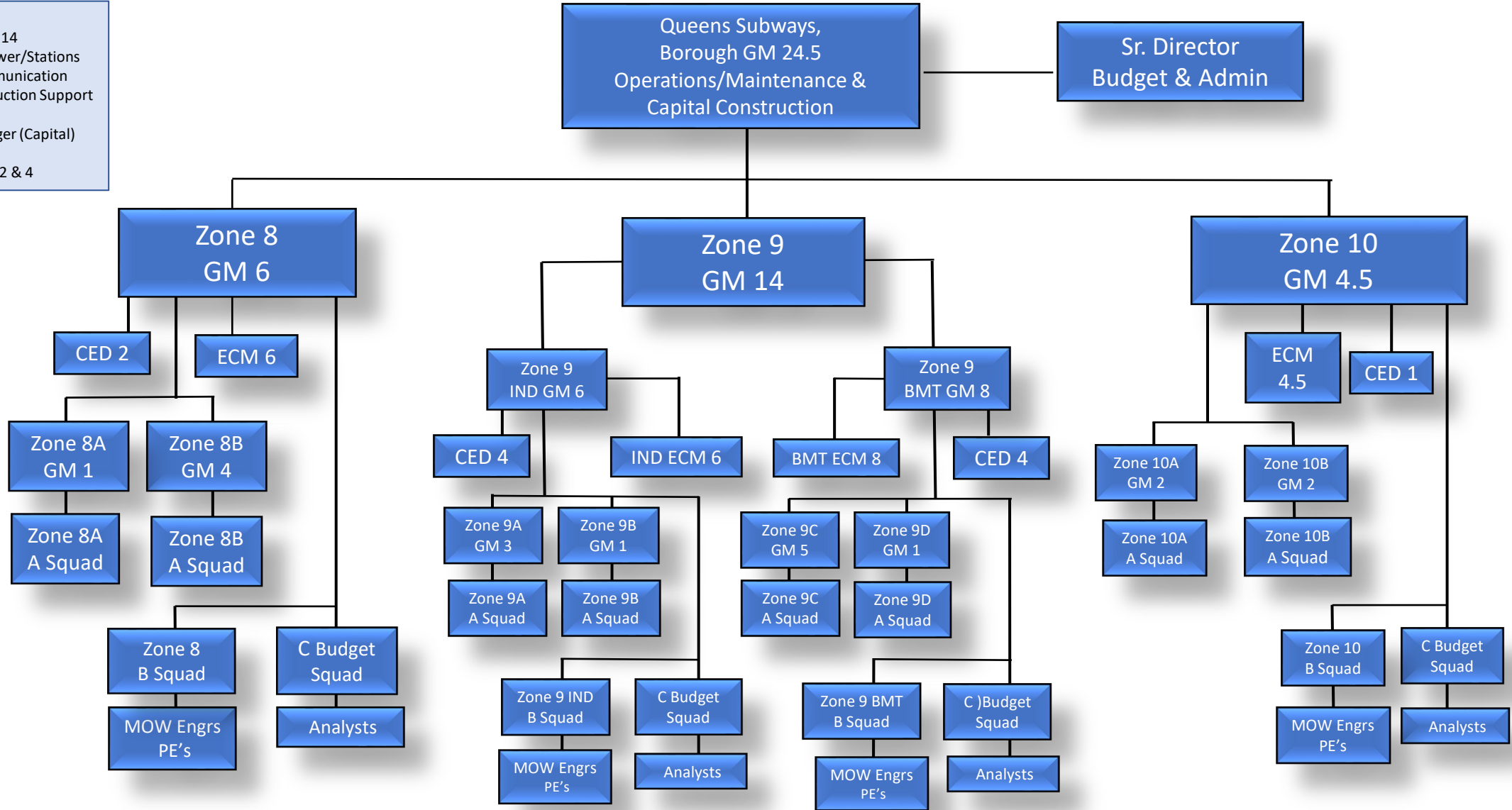
QUEENS



Copyright © 2023 - Rail Smith Performance Solutions™

PERFORMANCE TEAM MANAGEMENT CONCEPT NYC Transit Organization Chart - Queens

Borough General Manager Level 24.5
GM 's – Levels 1, 2, 3, 4, 4.5, 5, 6, 8 & 14
A Squad – RTO/CED/Track/Signals/Power/Stations
 Infra & Electronics & Communication
B Squad - MOW Engineering & Production Support
C Squad – Budget, Training & Admin
ECM - Executive Construction Manager (Capital)
 Levels 4.5, 6 & 8
CED – Car Equipment Barns Levels 1, 2 & 4



Dedicated operations, maintenance & capital construction teams will develop Expert Knowledge of all issues, concerns and nuances of All Equipment and Right-of-Way of Each and Every Corridor Zone throughout the subway system

BROOKLYN (2 Zones comprised of 10 Corridors)

161 Stations & 2 Barns

ZONE 11A: EASTERN PKWY IRT: New Lots Ave to Borough Hall (Currently 3 & 4 Lines)

“TEAM EASTERN P” 17 Stations, Livonia Yard/Barns – (Level 3/2)

ZONE 11B: NOSTRAND IRT: Flatbush Ave to Franklin Ave (Currently 2 & 5 Lines) “TEAM NOSTRAND” 8 Stations - (Level 1)

ZONE 11C: CANARSIE BMT: Rockaway Ave through 8th Ave (Currently L Line) “TEAM CANARSIE” 24 Stations & Canarsie Yard – (Level 4)

ZONE 11D: FULTON IND: Fulton Center through Broadway Junction (Currently A & C Lines) “TEAM FULTON” 11 Stations – (Level 2)

ZONE 12A: BRIGHTON IND: Coney Island through Dekalb & FRANKLIN SHUTTLE BMT: Franklin Ave to Prospect Park (Currently B & Q Lines)

“TEAM BRIGHTON” 23 Stations (20+3) – (Level 4)

ZONE 12B: CROSSTOWN IND: Bergen Street to Court Square (Currently G Line) “TEAM CROSSTOWN” 14 Stations – (Level 2)

ZONE 12C: CULVER IND: Coney Island through York Street (Currently F & G Lines) “TEAM CULVER” 22 Stations & Culver Yard – (Level 4)

ZONE 12D: 4TH Ave / SEA BEACH BMT: Coney Island to Canal St. (Currently N & R Lines) “TEAM SEA BEACH”

21 Stations & Coney Island Yard/Barns - (Level 4/10)

ZONE 12E: WEST END BMT: Coney Island to 36th Street (Currently D Line) “TEAM WEST END” 13 Stations & 36th/38th St & Stillwell Yards – (Level 2)

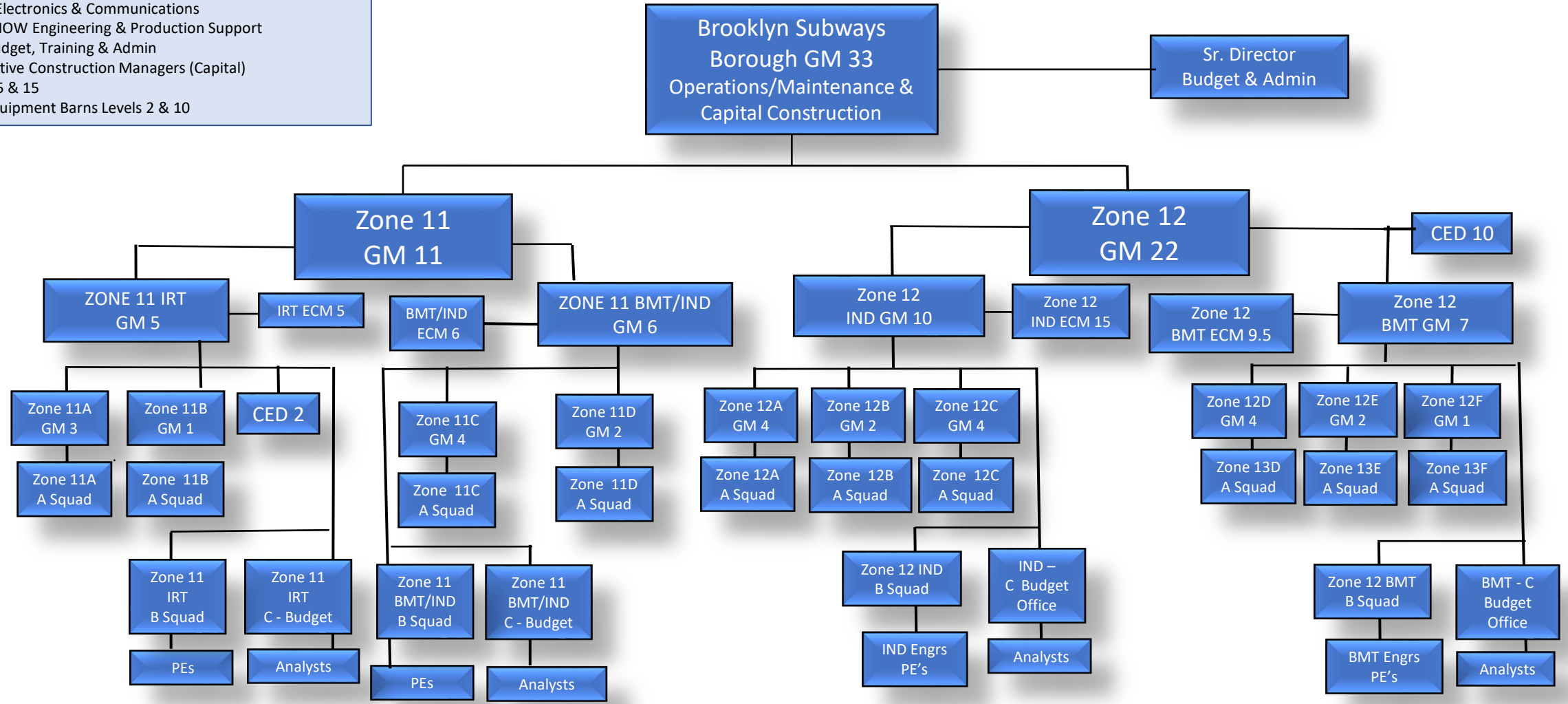
ZONE 12F: BAY RIDGE BMT: 95th Street through 59th Street (Currently R Line) “TEAM 4TH AVE”, 5 Stations - (Level 1)

BROOKLYN



PERFORMANCE TEAM MANAGEMENT CONCEPT NYC Transit Organization Chart - Brooklyn

Borough General Manager - Level 33
GM's - General Managers Levels 1-7, 10-11 & 22
A Squads – RTO/CED/Track/Signals/Power/Stations Infra. & Electronics & Communications
B Squads - MOW Engineering & Production Support
C Squads – Budget, Training & Admin
ECM's - Executive Construction Managers (Capital) Levels 5, 6, 9.5 & 15
CED's - Car Equipment Barns Levels 2 & 10



NYCT IND & BMT Train Line Zone Corridors

“A” Train: **Zone 6A** (Manhattan 207th – WTC & Fulton Center), **Zone 11D** (Manhattan Fulton Center – Brooklyn Bdwy. Junc.),
Zone 10A (Brooklyn Bdwy. Junc. – Lefferts), **Zone 10B** (Queens Rockway Park – B. Channel / Mott – Rockaway Blvd)

“B” Train: **Zone 2** (Bronx Bedford Park – 145th St), **Zone 6A** (Manhattan 145th St – 59th St), **Zone 6B** (Manhattan 59th St – Brooklyn DeKalb),
Zone 12A (Brooklyn DeKalb – Brighton Beach)

“C” Train: **Zone 6A** (Manhattan 168th – Fulton Center), **Zone 11D** (Brooklyn Fulton Center – Bwy. Junc.), **Zone 10A** (Brooklyn Bdwy. Junc. – Euclid)

“D” Train: **Zone 2** (Bronx 205th – Manhattan 145th), **Zone 6A** (Manhattan 145th St – 59th St), **Zone 6B** (Manhattan 59th St – Brooklyn DeKalb),
Zone 12A (Brooklyn DeKalb – Coney Island)

“E” Train: **Zone 9B** (Parsons Jamaica Center - Briarwood & Queens Plaza – Manhattan 50th St), **Zone 6A** (Manhattan 50th St – WTC)

“F” Train: **Zone 9A** (Queens 179th- Queens Plaza), **Zone 9B** (Queens Plaza – Manhattan 47th - 50th St/Rockefeller Center),
Zone 6B (Manhattan 47th – 50th St / Rockefeller – Brooklyn York), **Zone 12C** (Brooklyn York – Coney Island)

“G” Train: **Zone 12B** (Queens Court Sq – Brooklyn Bergen), **Zone 12C** (Brooklyn Bergen – Church)

“J” & “Z” Trains: **Zone 9C** (Queens Jamaica Center – Manhattan Broad)

“L” Train: **Zone 11C** (Brooklyn Rockaway Ave – Manhattan 8th Ave)

“M” Train: **Zone 9D** (Queens Metropolitan – Brooklyn Myrtle), **Zone 9C** (Brooklyn Myrtle – Manhattan Delancey Essex),
Zone 10A (Manhattan Delancey Essex – 47th/50th Rockefeller), **Zone 9B** (Manhattan 47th/50th Rockefeller – Queens Plaza)
Zone 9A (Queens Plaza – Forest Hills/71st)

“N” & “W” Trains: **Zone 8A** (Queens Ditmars – Manhattan 57th/7th), **Zone 7B** (Manhattan 57th/7th – Manhattan Whitehall & Brooklyn DeKalb),
Zone 12A (Brooklyn Coney Island – Manhattan Canal)

“Q” Train: **Zone 7B** (Manhattan 96th – Brooklyn DeKalb), **Zone 12A** (Brooklyn DeKalb – Coney Island)

“R” Train: **Zone 9A** (Queens 71st Continental – Queensboro Plaza), **Zone 8A** (Queens Queensboro Plaza – Manhattan 57th/7th),
Zone 7B (Manhattan 57th/7th – Brooklyn DeKalb), **Zone 12D** (Brooklyn DeKalb – 36th) **Zone 12F** (Brooklyn 36th – 95th)

“S” Train: **Zone 12A** (Brooklyn Franklin Ave – Prospect Park)

NYCT IRT Train Line Zone Corridors

"1" Train: **Zone 5A** (Bronx 242nd – Manhattan 96th), **Zone 5B** (Manhattan 96th – South Ferry)

"2" Train: **Zone 3A** (Bronx 241st – Manhattan 135th), **Zone 5B** (Manhattan 135th – Brooklyn Borough Hall),
Zone 11A (Brooklyn Borough Hall – Franklin); **Zone 11B** (Brooklyn Franklin – Flatbush)

"3" Train: **Zone 5B** (Manhattan 148th – Brooklyn Borough Hall), **Zone 11A** (Brooklyn Borough Hall – New Lots)

"4" Train: **Zone 1** (Bronx Woodlawn – Manhattan 125th St), **Zone 7A** (Manhattan 125th – Brooklyn Borough Hall),
Zone 11A (Brooklyn Borough Hall – Utica)

"5" Trains: **Zone 3B** (Bronx Dyre – E. 180th), **Zone 3A** (Bronx E. 180th – 149th St & Bronx Nereid – 149th St),
Zone 1 (Bronx 149th – Manhattan 125th), **Zone 7A** (Manhattan 125th – Brooklyn Borough Hall),
Zone 11A (Brooklyn Borough Hall – Franklin), **Zone 11B** (Brooklyn Franklin – Flatbush)

"6" Train: **Zone 4** (Bronx Pelham Bay Park – Manhattan 125th), **Zone 7A** (Manhattan 125th – Brooklyn Borough Hall)

"7" Train: **Zone 8B** (Queens Main – Manhattan 34th/Hudson Yards)

"S" Train: **Zone 7A** (Manhattan Grand Central – Times Sq.)

Dedicated operations, maintenance & capital construction teams will develop Expert Knowledge of all issues, concerns and nuances of All Equipment and Right-of-Way of Each and Every Corridor Zone throughout the subway system

Staten Island Railway (SIRTOA) – Zone 13

Borough General Manager III (3) - Operations, Maintenance and Capital Construction

3 Corridors – 21 Stations & Barn

General Manager (GM) Level I - Zone 13A: St. George through Old Town (6 Stations & Clifton Yard/Barn)

Team Staten Island North

General Manager (GM) Level I - Zone 13B: North of Dongan Hills through Armadale (9 Stations)

Team Staten Island Central

General Manager (GM) Level I - Zone 13C: North of Huguenot through Totenville (6 Stations)

Team Staten Island South

One Level 3 Executive Construction Manager (ECM) Squad – Capital Program Construction office

Three Level 1 “A” Squad GM’s - Rapid Transit Operations, Maintenance of Way and Car Equipment, 1 for each Corridor

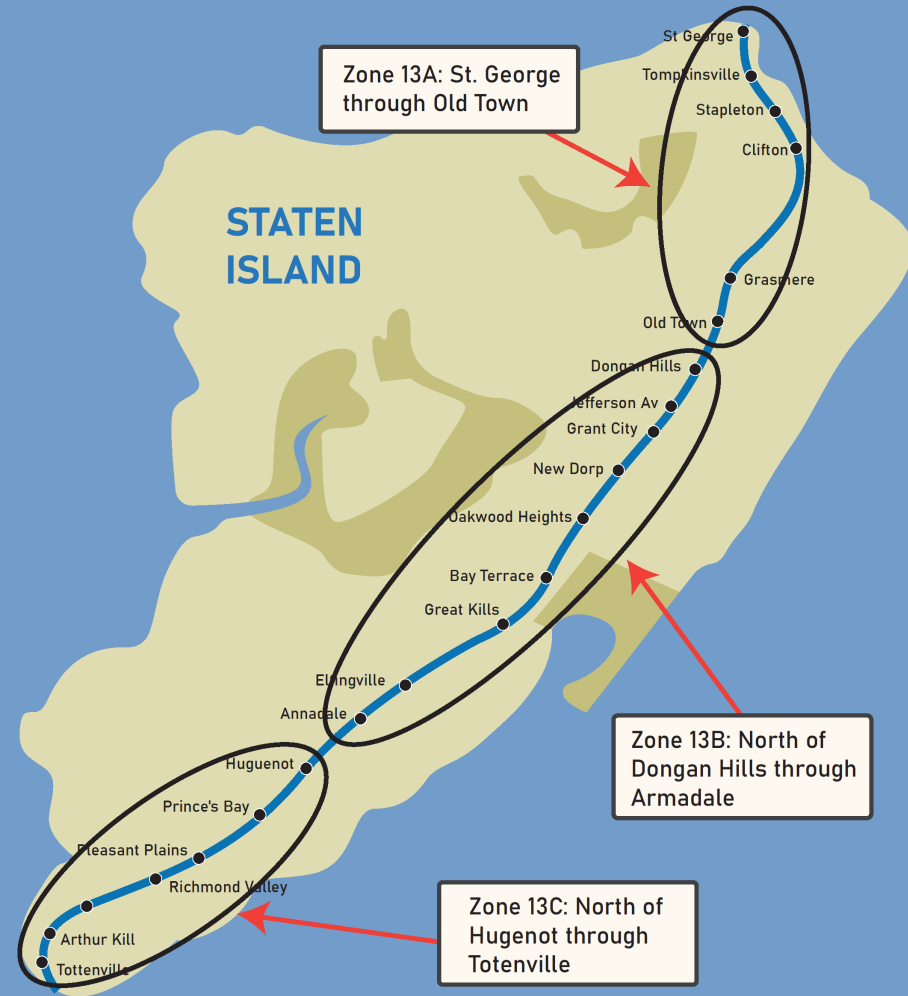
One Level 3 “B” Squad – Asset Condition Verifications, New Technologies and Technical Support office

One Level 3 “C” Squad – Budget, Training, Information Technology, Timekeeping and Administration office

Total: 7 Executives and 6 Managers: 1 GM III, 3 GM I’s, One Level III (3) ECM,

One Level III (3) MOW Engr. & Technical Support Director and One Level III (3) Budget & Admin Director

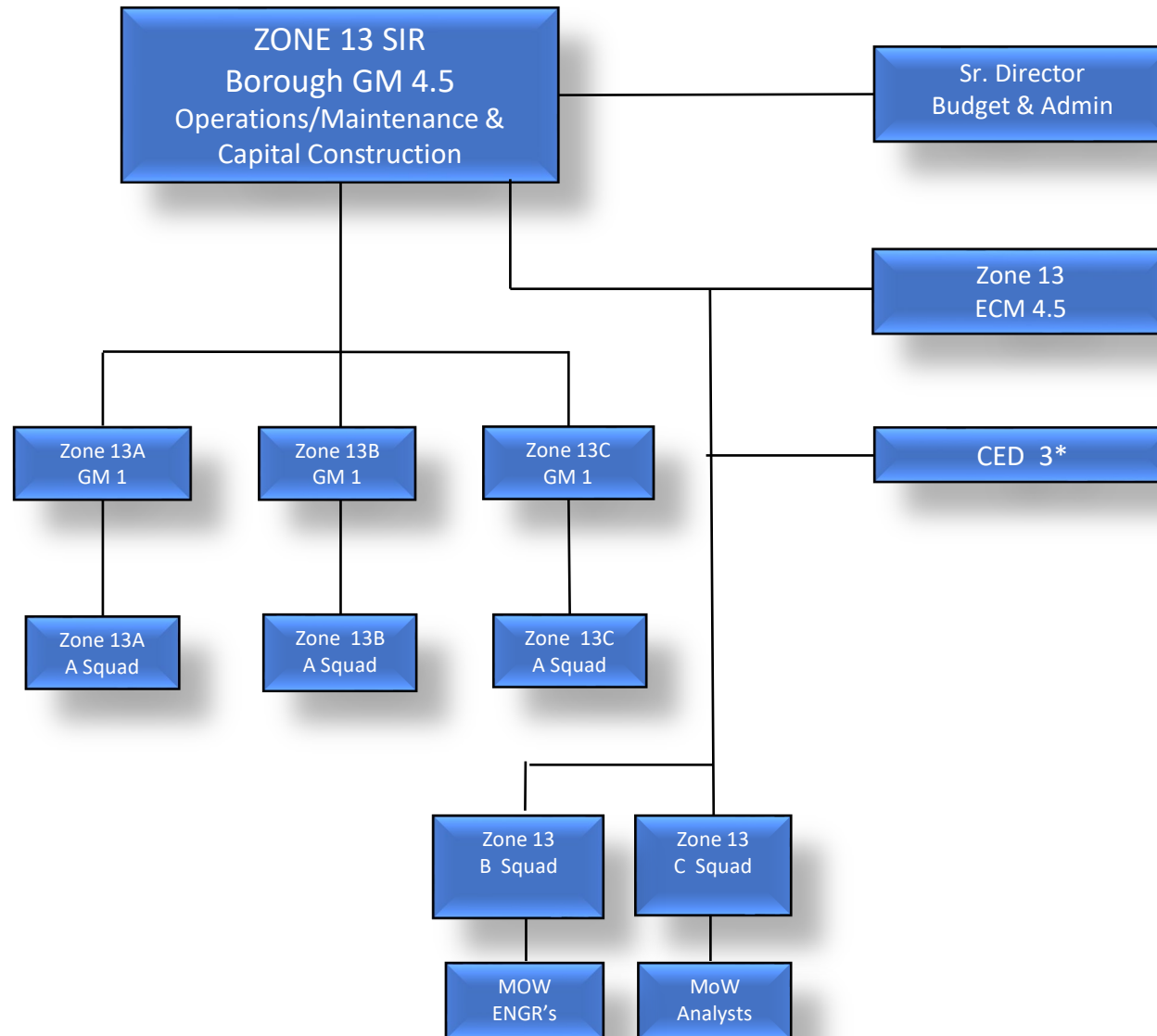
STATEN ISLAND



Copyright © 2023 - Rail Smith Performance Solutions™

PERFORMANCE TEAM MANAGEMENT CONCEPT NYC Transit Organization Chart – Staten Island Railway (SIR)

Borough General Manager Level 4.5
General Managers Level 1
A Squad – RTO/CED/Track/Signals/Power/Stations Infra. & Electronics & Communications
B Squad - MOW Engineering & Production Support Level 3
C Squad – Budget, Training & Admin Level 3
ECM - Executive Construction Managers (Capital) Level 4.5
CED – Car Equipment Barn Level 3 * (Assumes 6 tracks)



32 SUBWAY ZONE CORRIDOR TEAMS – 5 COMPETITION LEVELS & SAMPLE MARKETING BRAND NAMES

9 - LEVEL ONE (1) ZONES/CORRIDORS (5 – 9 PASSENGER STATIONS)

- TEAM BAY RIDGE, BMT – ZONE 12F “The Bay Way” (5 BROOKLYN STATIONS)
- TEAM DYRE, IRT – ZONE 3B “The DY Way” (6 BRONX STATIONS & YARD)
- TEAM SI NORTH – ZONE 13A “The North Island Way” (6 STATEN ISLAND STATIONS & YARD)
- TEAM SI SOUTH – ZONE 13C “The South Island Way” (6 STATEN ISLAND STATIONS)
- TEAM MYRTLE, BMT – ZONE 9D “The M Way” (7 QUEENS STATIONS & YARD)
- TEAM PARSONS/ARCHER, IND – ZONE 9B “The P/A Way” (8 QUEENS STATIONS)
- TEAM NOSTRAND, IRT – ZONE 11B “The Nos Way” (8 BROOKLYN STATIONS)
- TEAM ASTORIA, BMT - ZONE 8A “Movie Way” (9 QUEENS STATIONS)
- TEAM SI CENTRAL – ZONE 13B “The Central Island Way” (9 STATEN ISLAND STATIONS)

7 - LEVEL TWO (2) ZONES/CORRIDORS (11 – 14 PASSENGER STATIONS)

- TEAM 6TH AVE, IND – ZONE 6B “Americas Way” (11 MANHATTAN STATIONS)
- TEAM G CON, IND – ZONE 2 “The Grand C Way” (11 STATIONS - 10 BRONX/1 MANHATTAN & YARD)
- TEAM FULTON, IND – ZONE 11D “The Fulton Way” (11 BROOKLYN STATIONS)
- TEAM ROCKAWAY, IND – ZONE 10B “Rolling the Rock Way” (13 QUEENS STATIONS)
- TEAM WEST END, IND – ZONE 12E “THE W-E WAY” (13 BROOKLYN STATIONS)
- TEAM JEROME, IRT – ZONE 1 “Yankees Way” (14 BRONX STATIONS & YARD)
- TEAM CROSSTOWN, IND – ZONE 12B “The Kings Queens Way” (14 STATIONS – 12 BROOKLYN/2 QUEENS)

6 - LEVEL THREE (3) ZONES/CORRIDORS (17 – 20 PASSENGER STATIONS)

- TEAM EASTERN PARKWAY, IRT – ZONE 11A “Caribbean Parade Way” (17 BKLYN STATIONS)
- TEAM B’WAY, IRT – ZONE 5A “Up & Down B’-Way” (17 MANHATTAN STATIONS & YARD)
- TEAM PELHAM, IRT – ZONE 4 “The P123 Way” (18 BRONX STATIONS & YARD)
- TEAM QUEENS BLVD, IND – ZONE 9A “The Queens B Way” (19 QUEENS STATIONS & YARD)
- TEAM W PLAINS, IRT – ZONE 3A “The WP Way” (20 BRONX STATIONS & YARD)
- TEAM 2ND AVE/ B’WAY, BMT – ZONE 7B “The 1st and Latest Way” (20 MANHATTAN STATIONS)

7 - LEVEL FOUR (4) ZONES/CORRIDORS (21 –24 PASSENGER STATIONS)

- TEAM SEA BEACH, BMT – ZONE 12D “The Sea B/4th Way” (21 BROOKLYN STATIONS)
- TEAM FLUSHING, IRT – ZONE 8B “Mets Way” (22 QUEENS STATIONS & YARD)
- TEAM CULVER – ZONE 12C “The Coney Island Way” (22 BROOKLYN STATIONS)
- TEAM BRIGHTON, IND – ZONE 12A “The Bright Way” (23 BROOKLYN STATIONS)
- TEAM LEX, IRT – ZONE 7A “East Side Way” (24 MANHATTAN STATIONS)
- TEAM LIBERTY/FULTON, IND – ZONE 10A “BK/Queens/JFK Way” (24 STATIONS - 18 BKLYN/6 QNS)
- TEAM CANARSIE, BMT – ZONE 11C “The 14th Street C Way” (24 STATIONS – 18 BKLYN/ 6 MANHATTAN)

3 - LEVEL FIVE (5) ZONES/CORRIDORS (29 – 30 PASSENGER STATIONS)

- TEAM 8TH AVE, IND – ZONE 6A “Central Park West Way” (29 MANHATTAN STATIONS)
- TEAM 7TH AVE, IRT – ZONE 5B “Fashion Way” (30 MANHATTAN STATIONS)
- TEAM JAMAICA, BMT – ZONE 9C “Jamaica Breeze Way” (30 STATIONS - 25 QUEENS/ 5 MANHATTAN)

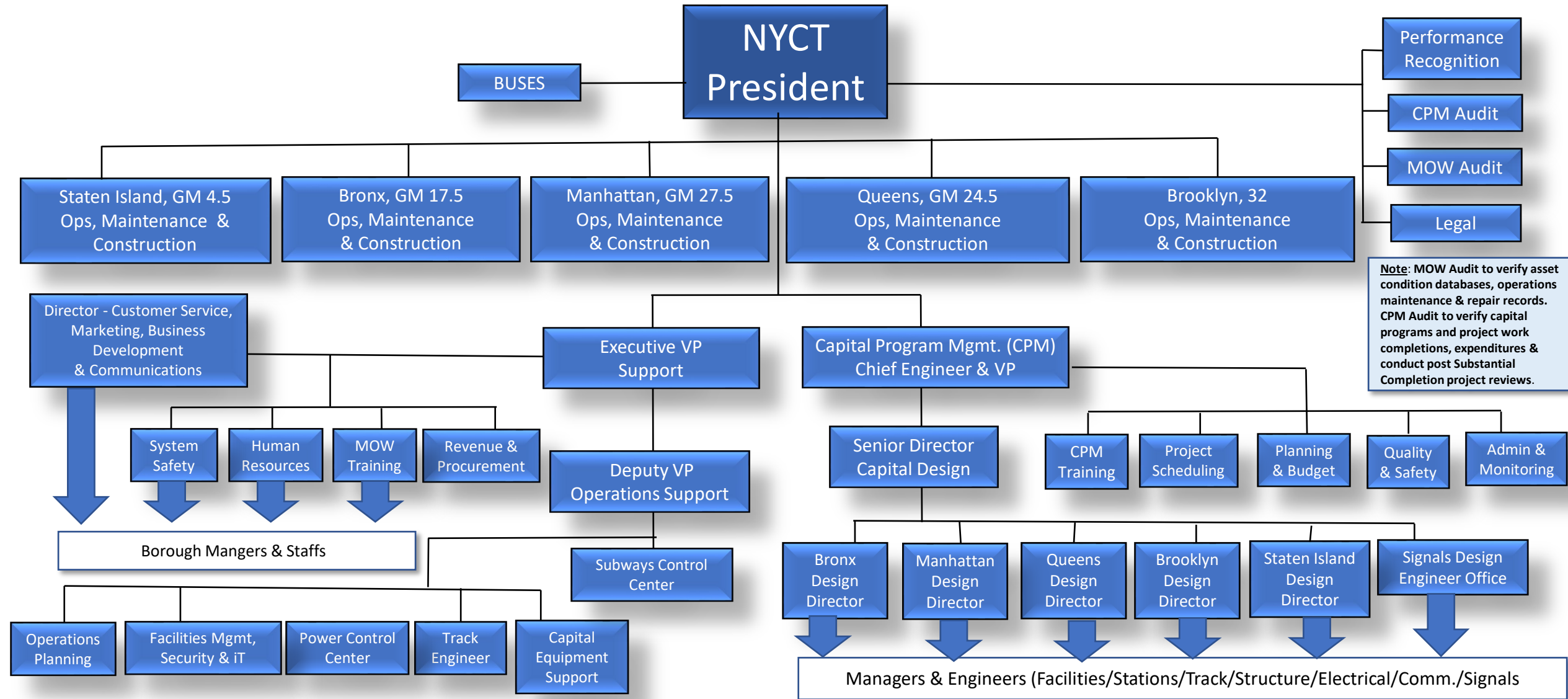


Direct Presidential Reports & Other Top Level Operations/Maintenance & Capital Support Offices:

- MOW and CPM audit offices perform **detailed quarterly audits** of all zone/corridor asset conditions, work performance and administrative support for verification of all “A”, “B” & “C” Squad record integrity
- **Performance Recognition Director** reports directly to the President for prioritization of implementation of the best work performance-based employee rewards programs
- All operations, maintenance and capital program support offices are structured per borough team assignments that also have work performance monitoring and rewards programs for the top administrative and support teams (e.g. the Borough based CPM-Design offices shown in the overall top level organization chart)
- Under the Vice President of Operations Support is the Director of Customer Service, Marketing & Communications who serve as the central office for business advertising/marketing partnership campaigns as well as customer and employee communications and campaigns. **32 corridor & overall NYCT Performance Team Management websites will be created and maintained, through the Director of Marketing.**

DIRECT PRESIDENTIAL REPORTS & OTHER TOP LEVEL OPERATIONS/MAINTENANCE & CAPITAL SUPPORT ORGANIZATION CHART shown on next slide:

PERFORMANCE TEAM MANAGEMENT CONCEPT – Overall NYC Transit Organization Chart



- **Rapid Transit Operations (RTO) Superintendents** are in charge of Train Service Supervisors (TSS's), Dispatchers and all other zone corridor train movement personnel including flagmen and their daily assignments. RTO (& possibly CED) Facilities Cleaning & contractor maintenance & repair management.
 - **Track Superintendents** are in charge of all zone corridor track inspection, maintenance and repair personnel and work activities.
 - **Signals Superintendents** are in charge of all zone corridor signal system inspection, maintenance and repair personnel and work activities.
 - **Infrastructure** are in charge of all zone corridor right-of-way infrastructure (Hydraulics, Tunnel Lighting, Structures/Drainage) inspection, maintenance and repair personnel
 - **Stations Superintendents** are in charge of all inspection, maintenance and repair personnel work activities for all zone corridor passenger stations.
 - **Power Superintendents** are in charge of all zone corridor electrical power equipment inspection, maintenance and repair personnel and work activities.
 - **Electronics & Communications Superintendents** are in charge of all zone corridor electronics and communications equipment inspection, maintenance and repair personnel and work activities.
- Superintendents to supervise 3 subordinate Deputy Superintendents for night, midnight and weekend shift work hours.
 - Each Superintendent office to be staffed with one Administrative Analyst.

Level One MOW "A" Squad Maintenance Supervisors (M/S), Maintainers (MT) & Cleaners (CL) Weekday (WD) & Weekend (WE) :

Monday – Friday WD: 1 M/S, 2 MT's & 2 CL's 7 AM – 3 PM & 3 PM – 11 PM; WD: 1 M/S, 1 MT & 1 CL 11 PM – 7 AM

Saturday & Sunday WE*: 1 M/S, 1 MT & 1 CL 12 PM – 12 AM & 12 AM – 12 PM (*also four (4) 8-hour WD shifts);

Vacation & Sick Relief: 1 M/S, 1 MT & 1 CL 11 AM – 7 PM; TSS's 3 WD (also work two 8-hour WE OT) & 1 WE 12 AM – 12 PM

Summary: 6 M/S's, 8 MT's, 4 TSS's & 4 CL's per 8-hour work shift, per Level One Corridor – 96 Personnel Total

GP SMITH TEAM MANAGEMENT CONCEPT - "A" Squad Organization Chart

General Manager MOW
"A" Squad

RTO Operations
RTO & CED
Facilities

Track

Signals

Infrastructure

Stations

Electrical

Electronics &
Communications

Supt's

Supt's

Supt's

Supt's

Supt's

Supt's

Supt's

MS's &
TSS's

MS's &
Hourly

MS's &
Hourly

MS's &
Hourly

MS's &
Hourly

MS's &
Hourly

MS's &
Hourly

Dispatchers
& Hourly

Car Equipment (CED) Squads & Levels

Car Equipment (CED) Superintendents are in charge of all corridor zone car equipment inspection, maintenance and repair barns (14 total as listed below), repair shops and emergency road car response personnel and work activities.

2 LEVEL 1 - BARNS: Zone 2 - Concourse (3 tracks) & Zone 10 - Pitkin (4 tracks)

3 LEVEL 2 - BARNS: Zone 1 - Jerome (5 tracks), Zone 8 - Corona (5 tracks) & Zone 11 - Livonia/Linden (5 tracks)

4 LEVEL 3 - BARNS: Zone 3A - E. 180th (6 tracks), Zone 4 - Westchester (6 tracks), Zone 5 - 240th (6 tracks) & Zone 13 – Clifton

3 LEVEL 4 - BARNS: Zone 3B - W. Plains (8 tracks), Zone 9A - Jamaica (8 tracks) & Zone 9C - E. NY (8 tracks)

2 LEVEL 10 - BARNS: Zone 6 - 207th (21 tracks) & Zone 12 - Coney Island (22 tracks)

CED Superintendents to supervise 3 subordinate Deputy Superintendents for night, midnight and weekend shift work hours.
- Each Superintendent office to be staffed with one Administrative Analyst.

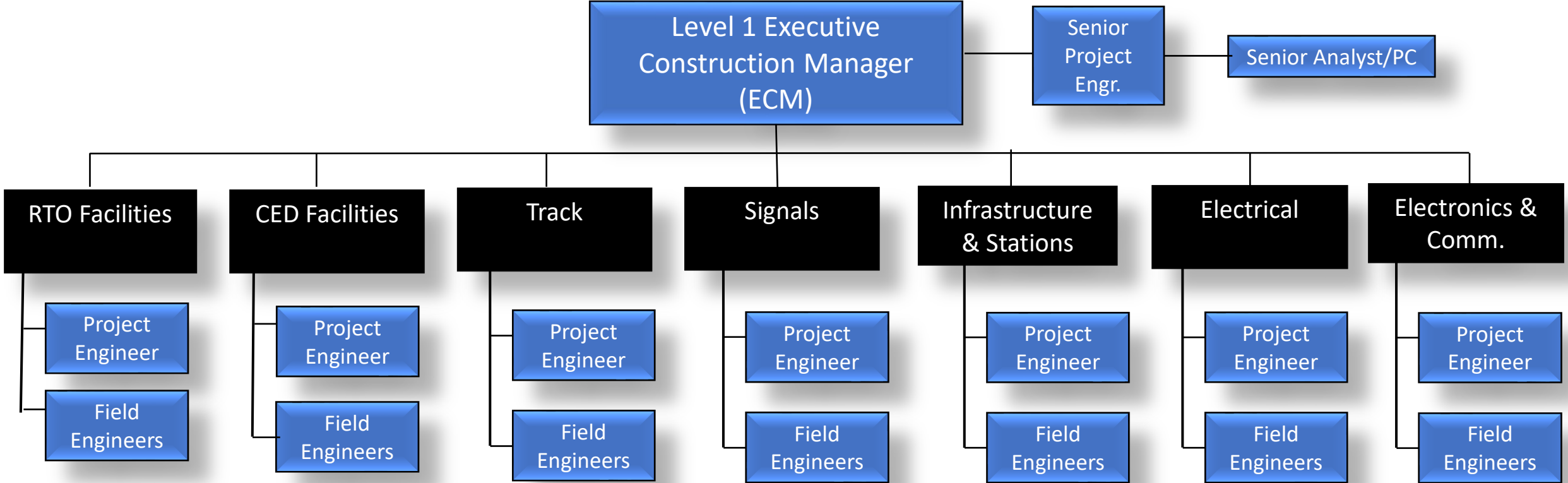
56 TOTAL CED SUPERINTENDENTS = 8L1+12L2+16L3+12L4+8L10

Zone Corridor Executive Construction Manager (ECM) Offices Management & Engineers

(Levels are determined by the total corridor levels managed, Zone 12 ECM levels are total corridor levels + .5 CED 10)

- **Project Engineer and subordinate Field Engineers to manage all zone corridor Rapid Transit Operations (RTO) employee facilities and other RTO capital projects.**
- **Project Engineer and subordinate Field Engineers to manage all zone corridor Car Equipment (CED) facilities and other CED capital projects.**
- **Project Engineer and subordinate Field Engineers to manage all zone corridor Track and other related miscellaneous capital projects.**
- **Project Engineer and subordinate Field Engineers to manage all zone corridor Signals Systems and other signals systems related capital projects.**
- **Project Engineer and subordinate Field Engineers to manage all zone corridor Infrastructure/Stations and other related capital projects.**
- **Project Engineer and subordinate Field Engineers to manage all zone corridor electrical power equipment and other related capital projects.**
- **Project Engineer and subordinate Field Engineers to manage all zone corridor electronics & communications and other related capital projects.**

PERFORMANCE TEAM MANAGEMENT CONCEPT – ECM Organization Chart



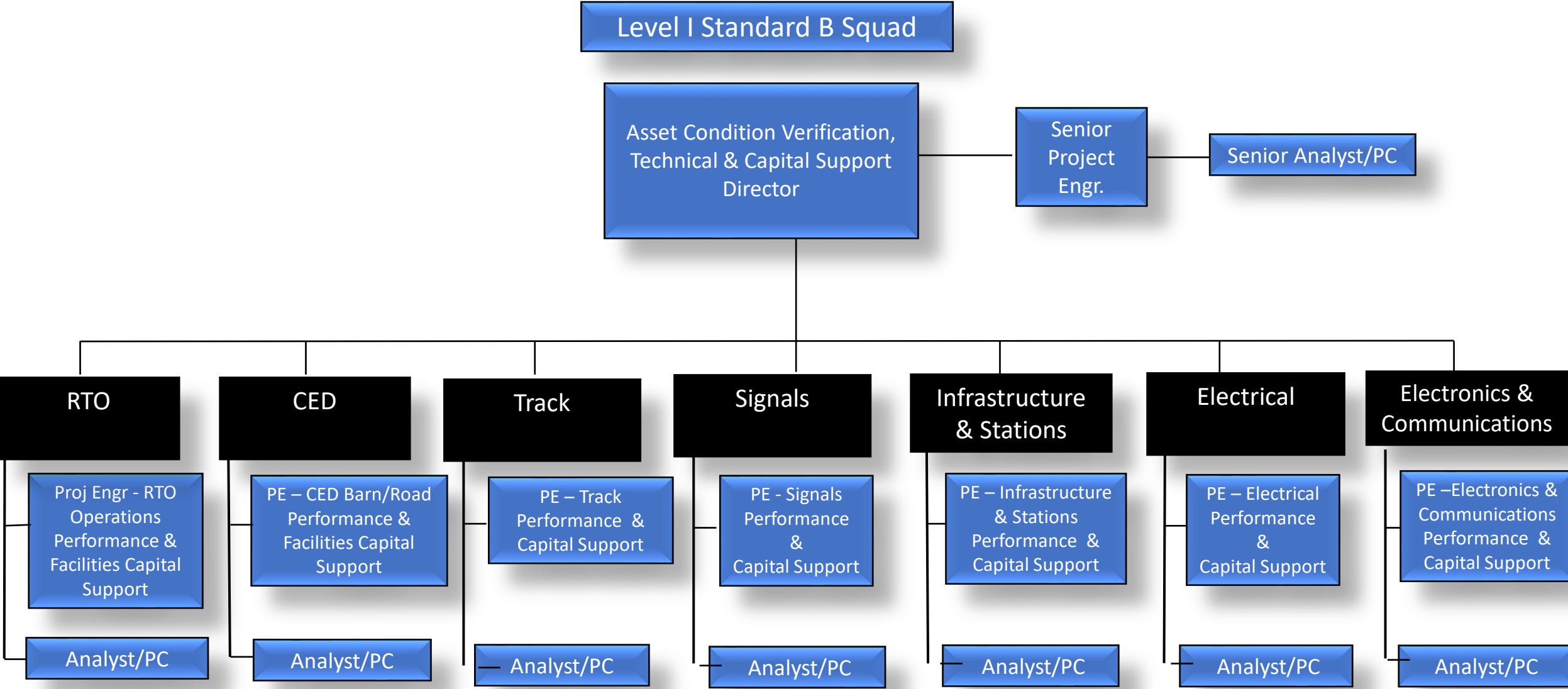
"B" SQUAD OFFICES

OPERATIONS & MAINTENANCE PRODUCTION & ASSET CONDITION VERIFICATION & REPORTING

CAPITAL PROJECTS - MOW SUPPORT COORDINATOR / NEW TECHNOLOGY ENGINEERING

- ***TRAIN MOVEMENT & PASSENGER STATION WAITING TIME, ZONE-CORRIDOR END to END ON-TIME PERFORMANCE & OTHER METRICS VERIFICATION and ANALYSES. PRODUCE WEEKLY REPORTS***
- ***48-HOUR TRACKING UPDATES OF ZONE-CORRIDOR OPERATIONS, MAINTENANCE & REPAIR WORK COMPLETION and PERFORMANCE***
- ***CREATE & UPDATE MAINTENANCE & REPAIR PRODUCTION DATABASES. PRODUCE WEEKLY PRODUCTION and ASSET INVENTORY CONDITION STATUS REPORTS***
- ***CREATE & MAINTAIN CORRIDOR ASSET CONDITION DATABASES. UPDATED WITHIN 48 HOURS OF ALL ASSET CONDITION CHANGES. PRODUCE WEEKLY REPORTS & WEEKLY FIELD VERIFICATION OF WORK PERFORMED and ASSET CONDITIONS***
- ***MONTHLY FIELD VERIFICATIONS OF ASSET MAINTENANCE & REPAIR / QUARTERLY MTA AUDIT DEPT FIELD VERIFICATION INSPECTIONS***
- ***DEVELOP and MAINTAIN "A" SQUAD MAINTENANCE & REPAIR WORK PROCEDURES & TRAINING MANUALS – MOW COORDINATOR***
- ***NEW TECHNOLOGY ENGINEERING, EMPLOYEES FACILITIES and EQUIPMENT RESEARCH TO FACILITATE ENHANCED OPERATION, MAINTENANCE/REPAIR***
- ***UPDATE CORRIDOR AS-BUILT DRAWINGS AS MAINTENANCE, REPAIR & CAPITAL PROJECT WORK IS COMPLETED. MAINTAIN AS-BUILT DRAWING STORAGE***
- ***CREATION and MAINTENANCE of CORRIDOR RIGHT-OF-WAY FLAGGING & DIVERSION SETUP MAPPING FOR EVERY TRACK SEGMENT***
- ***CAPITAL PROJECTS SCOPE & DESIGN DOCUMENT DESIGN SUPPORT - MOW COORDINATOR***
- ***CAPITAL PROJECT WORK PROGRESS and COMPLETION INSPECTION – MOW COORDINATOR***

GP SMITH TEAM MANAGEMENT CONCEPT - "B" Squad Organization Chart



(“C” SQUADS) BUDGET, TRAINING, IT/NETWORK, TIMEKEEPING & GENERAL ADMINISTRATION SUPPORT

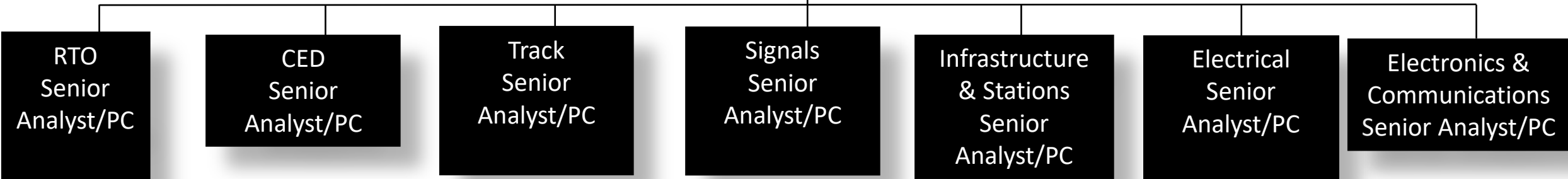
- CREATES & MAINTAINS CORRIDOR BUDGET & MANPOWER DATA and INFORMATION. PROVIDES EQUIPMENT & MATERIALS PROCUREMENT SUPPORT & ADMIN. PROVIDES MONTHLY REPORTS.
- PROVIDES CORRIDOR TIMEKEEPING & PAYROLL SYSTEMS SUPPORT
- PROVIDES WEEKLY DETAILED OVERTIME (OT) REPORTS AND ALERTS FOR ALL PERSONNEL OVERTIME ABOVE 10%
- CREATES & MAINTAINS CORRIDOR EMPLOYEE ROSTER DATABASE WITH RECORDS OF EMPLOYEE WORK LOCATIONS, EMPLOYEE TITLE / WORK ASSIGNMENTS, EMPLOYEE AWARDS / DISCIPLINE RECORDS, etc.
- PERFORM CORRIDOR EMPLOYEE ASSIGNMENTS & TRANSFER ADMINISTRATION & RELATED SPECIAL PROJECTS
- COORDINATES CLASS SCHEDULING & MAINTAINS EMPLOYEE TRAINING RECORDS, ISSUED SAFETY EQUIPMENT, HANDBOOKS, NEW MANAGEMENT ORGANIZATION CHARTS & NEW POLICY / PROCEDURES DISTRIBUTION
- DISTRIBUTE ZONE & CORRIDOR PERSONNEL PROTECTIVE EQUIPMENT & ACCESSORIES (HATS, CLOTHING, etc.)
- PROVIDE GENERAL COMPUTER, COMMUNICATIONS NETWORKS, INFORMATION TECHNOLOGY (IT) & OFFICE EQUIPMENT SUPPORT TO ZONE CORRIDOR “A”, “B” & MOW ENGINEERING OFFICES
- ISSUES ZONE CORRIDOR MONTHLY ELECTRONIC NEWSLETTERS CONTAINING LATEST PERFORMANCE DATA, ZONE CORRIDOR EMPLOYEE & EMPLOYEE FAMILY PROFILES AND STORIES. PROVIDES UPDATED CORRIDOR INFORMATION FOR NYCT MARKETING DEPT CORRIDOR WEBSITES. COORDINATES ZONE CORRIDOR SOCIAL EVENTS

PERFORMANCE TEAM MANAGEMENT CONCEPT - "C" Squad Organization Chart

Level I Standard C Squad

Budget, Training,
IT, Timekeeping &
Administration
Director

Administrative
Analyst/PC



KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY- PTM /
PARK & RIDE
FACILITIES

KEY SYSTEM & MANAGEMENT IMPROVEMENTS

TRAIN SERVICE PERFORMANCE/ASSET CONDITION: METRICS & MONITORING

Train Service On-Time Performance will be measured from the entry and exit stations for every designated corridor train line

For example, Zone 1 subway on-time performance will measure all corridor scheduled train (#4 Line) movements between entry and exit stations Woodlawn Terminal and 125th Street/Lexington Avenue respectively. In addition, the time each train arrives at and leaves each station between Woodlawn Terminal and 125th Street/Lexington shall be accurately measured and tracked.

For example, Zone 6A subway on-time performance will measure all corridor scheduled train movements (on the “A” & “C” as well as “B” & “D” line train movements that stop at corridor stations) between entry and exit stations 207th Street and World Trade and Fulton Street Centers; along with the exact time each train arrives at and leaves each station shall be accurately measured and tracked.

Note: In support of the corridor Train Dispatchers, Train Service Supervisors are responsible for monitoring and taking coordinated corrective action as needed to ensure that passenger station train arrivals and departures are on-time and within schedule for their assigned corridors.

For each and every passenger station travel wait times (time between trains stopping at each station) will be monitored, tracked and analyzed as an equally important operations performance metric along with corridor on-time performance.

Constant Tracking and Condition Assessments of State of Good Repair Status for all subway infrastructure, rolling stock and other assets by Zone Corridor through the B Squad offices that are also externally audited

Systematic Annual Corridor Shutdowns for Maximizing Maintenance & Capital Project Productivity and Customer Service

One month 5 to 9 stations full 7 days/week corridor shutdowns, followed by a one - month nights and weekends corridor shutdowns, systematically implemented typically as per below examples:

	<u>Full Month(s)</u>	<u>Nights/Weekends</u>	<u>Full Month</u>	<u>Nights/Weekends</u>	
ZONE 1	June* - July*	July* - Aug*	ZONE 10A	March – April	April - May
ZONE 2	Sept* - Aug*	Oct* - Nov*	ZONE 10B	May - June	June - July
ZONE 3A	Aug - Oct	Sept – Nov	ZONE 11A	May - July	June - Aug
ZONE 3B	July	August	ZONE 11B	Aug	Sept
ZONE 4	May - July	June - Aug	ZONE 11C	May - Aug	June - Sept
ZONE 5A	June - Aug	July - Sept	ZONE 11D	Sept - Oct	Oct - Nov
ZONE 5B	Aug – Dec	Sept – Jan	ZONE 12A	May - Aug	June - Sept
ZONE 6A	Sept - Jan	Oct - Feb	ZONE 12B	April - May	May - June
ZONE 6B	Jan - Feb	Feb – March	ZONE 12C	July – Oct	Aug - Nov
ZONE 7A	March - June	April - July	ZONE 12D	May - Aug	June - Sept
ZONE 7B	July - Sept	Aug - Oct	ZONE 12E	Sept - Oct	Oct - Nov
ZONE 8A	July	August	ZONE 12F	May	June
ZONE 8B	Sept*- Dec*	October*	ZONE 13A	April	May
ZONE 9A	May - July	June - Aug	ZONE 13B	June	July
ZONE 9B	June - July	June - July	ZONE 13C	August	September
ZONE 9C	Aug. - Dec	Sept – Jan.			
ZONE 9D	January	February			

NOTE: Levels 2 – 5 corridors shutdowns are in separate 5 - 9 station sections For example, Zone 9C (Jamaica BMT) will be shutdown in 5 – 6 station sections

* - Allowances for Yankee Stadium & Citi Field game day train shuttles

ALL CAPITAL PROJECT CONTRACTS WILL SPECIFY THE ABOVE CORRIDOR ZONE SHUTDOWNS AS THE ANNUAL TIMEFRAMES TO PERFORM THE RESPECTIVE RIGHT-OF-WAY PROJECT WORK IN COORDINATION WITH NYC TRANSIT MAINTENANCE WORK.

CAPITAL CONTRACT WORK PRODUCTIVITY WILL INCREASE SIGNIFICANTLY AND BID COSTS REDUCED AS A RESULT OF CONTRACTORS BEING PROVIDED GAURANTEED ANNUAL CORRIDOR SHUTDOWN RIGHT-OF-WAY UNLIMITED WORKSITE ACCESS. THE TRANSIT “TA” FACTOR ,A WELL-KNOWNCONTRACTOR EXTRA CAPITAL CONSTRUCTION COST WILL BE ELIMINATED.

ELEVATED/OPEN CUT RIGHT-OF-WAY CORRIDORS/STATION SHUTDOWNS ARE PRIORITIZED FOR SPRING/SUMMER WARMER TEMPERATURES & LONGER DAYLIGHT HOURS.

Diversions outside of the annual corridor zone train operations shutdown months shall be granted only for emergencies.

EXTENSIVE PASSENGER STATION SIGNAGE AND CUSTOMER MARKETING CAMPAIGNS WILL EXPLICITLY DISPLAY THE ABOVE PERMANENTLY SET ANNUAL CORRIDOR SHUTDOWNS. AS A RESULT OF SYSTEMATIC CORRIDOR ZONE SHUTDOWNS CUSTOMERS WILL NO LONGER HAVE CONFUSION ABOUT TRAIN SERVICE OUTAGE,. AS ALL CORRIDOR SERVICE & STATION SHUTDOWNS WILL BE EASILY IDENTIFIED WITH GREAT ALTERNATIVE BUS SERVICE, EXCEPT FOR THE RARE OCCURRING EMERGENCY OPERATIONS.

COORDINATION WITH THE DEPARTMENT OF BUSES, NY City DOT, LIRR and METRO-NORTH will be maximized for the annual corridor shutdown transportation alternatives. Thus, creating Express Bus Shuttles and subway station connection service to provide acceptable alternative transportation service for all corridor zone station annual shut-downs.

Note: Annual one full month and one month of weekend unlimited and unrestricted right-of-way, facilities and infrastructure access will save tens of thousands, if not hundreds of thousands, of lost contractor man-hours and save hundreds of millions of dollars.

SYSTEM WIDE – DIVERSION DATABASE, FLAGGING SETUP MAPPING, EXISTING & FUTURE CAPITAL CONTRACT RESTRUCTURING

A complete Diversion Database of all possible NYC Transit subway diversions will be created with specific diversion assignment numbers. The current minimum lead time of 6 weeks advanced requests will be reduced to one-week advanced requests, utilizing the diversion database in combination with the corridor zone management structure.

A complete Flagging Map for the right-of-way for each zone corridor shall be created and utilized for providing diversion support and performing right-of-way work under flagging protection. The flagging maps shall explicitly illustrate the flagging personnel required for work zones between each and every signal head and nearby survey markers.

Corridor zone work plans, inspections, acceptance & support activities will be coordinated through the B Squad offices.

All future capital programs, projects and scopes of work are immediately developed and implemented based upon the corridor zone geographical limits, physical condition assessments and management structure.

All existing capital contracts to the extent possible shall be modified for the scope of work limits to align with the proposed subway corridor zones. Contracts that absolutely cannot be modified to align at all with the proposed subway corridor zones shall be terminated for convenience.

NOTE: Contractor lost productivity due to late and cancelled right-of-way access and protection or due to lack of available flagging personnel, which are very common contractor work stoppage events caused by NYC Transit, will no longer occur.

Inter-Corridor, Adjacent Corridor & Other Borough Corridor Meetings/GM Training

As a strict policy all Borough General Managers, Zone and Corridor General Managers will have Monthly Team Meetings with all of their respective Superintendents, Construction Managers and Directors with the agenda to review and discuss all corridor zone performance metrics and develop resolutions to any and all issues; along with the agenda of strategizing how all operating, maintenance and capital program personnel and resources can best be utilized to achieve and exceed the zone corridor goal milestones.

MONTHLY ADJACENT CORRIDOR COORDINATION & MASTERMIND TEAM mandatory meetings among adjacent zone corridor operations, maintenance and engineering and construction managers with agendas of coordinating upcoming monthly work activities; along with putting forth new ideas and suggestions for better utilization of resources, problems, issues and solutions with emphasis of enhancing zone corridor train service performance and customer service.

QUARTERLY GENERAL MANAGER INTRA-BOROUGH mandatory meetings that are devoted for discussion and implementation of new programs for Training and Cross-Training operations, maintenance, engineering and construction personnel in further development of zone corridor expertise, skills, knowledge, uses of specialty equipment and new initiatives.

GENERAL MANAGER TRAINING PROGRAMS

IMPLEMENT 2 TO 4 YEAR FUTURE GENERAL MANAGERS TRAINING PROGRAMS GENERALLY WITH 3 OR 4 CANDIDATES PER ZONE EVERY 2 TO 4 YEARS. TRAINING IN ALL ZONE CORRIDOR OPERATIONS, MAINTENANCE, CAPITAL PROJECTS, MOW ENGR. & ADMINISTRATION WORK ACTIVITIES PRIOR TO BEING PLACED INTO ADMINISTRATIVE & MANAGERIAL POSITIONS.

THE FUTURE GENERAL MANAGER CANDIDATES SHALL GENERALLY TRAIN ONE YEAR IN OPERATIONS, ONE YEAR IN MAINTENANCE, ONE YEAR IN CAPITAL CONSTRUCTION AND ONE YEAR IN TECHNICAL SUPPORT AND ADMINISTRATION CORRIDOR ZONE POSITIONS.

NOTE: IMPLEMENTATION OF THE FUTURE GENERAL MANAGERS TRAINING PROGRAM CREATES A KNOWLEDGE INFORMATION MANAGEMENT SYSTEM THAT CONTINUOUSLY STORES AND DISSEMINATES EACH CORRIDOR ZONE'S KEY WORK KNOWLEDGE ITEMS AND ISSUES TO ENSURE OPTIMAL LEADERSHIP FOR FUTURE GENERAL MANAGERS.

MORALE IMPROVEMENT THROUGH INFUSION OF ZONE CORRIDOR OWNERSHIP and TEAM PRIDE

INTERNAL PERFORMANCE LEAGUE COMPETITION – PERFORMANCE RECOGNITION REWARDS PROGRAMS

Provide FREE T-Shirts and baseball caps to all Corridor Zone (& other Borough) employees with their assigned corridor zone team names, brands, nicknames and logos. HOST QUARTERLY TRANSIT WIDE BOROUGH & ZONE CORRIDOR PRIDE WORKDAYS & EVENTS EACH YEAR, ENCOURAGE EMPLOYEES TO WEAR TRANSIT “T” SHIRTS & HATS FOR THEIR RESPECTIVE BOROUGH & CORRIDOR ZONES.

The Office of Performance Recognition, whose Director reports directly to the President, creates and coordinates development and distribution of Transit issued zone corridor employee clothing and specific rewards and rewards programs.

For Example: Provide Zone Corridor Supreme Team annual awards for Best Levels 1, 2, 3, 4 and 5 Team Performances. “A” squads and sub-squads: RTO/Track/Signals/Power/Stations/Infrastructure/Electronics-Communications work performance. “Superintendent & Construction Manager” Supreme Awards; “A”, “B”, “C” and ECM Supreme Squads Awards. Support office awards for best capital design performance, best HR borough performance and a multitude of other internal employee/office ratings, etc. Promote rewards for “Thinking Out Of The Box” subway and bus adopted innovations and improvement ideas.

Provide jacket/sweater/hat awards for best “high volume passenger movement” corridor performance, displayed with unique logos on clothing items as rewards. Hold talent & other contests among zone/corridor employees & employee families.

Coordinate with the corridor zone General Managers to host and sponsor annual picnics, Barbeques, holiday parties, bowling leagues, trail hikes, and other recreational activities along with reward ceremonies/dinners and other events for employees, employee families. The Marketing Office shall host public community events that will be promotional with fare discounts and raffles.

Monthly, Quarterly, Semi-Annual and Annual Rewards for the primary and sectional corridor zones and individual teams with the best operations, maintenance and capital construction performance metrics thus implementing and instilling a sense of internal competition, team pride and personal ownership within NYC Transit operations, maintenance and capital construction personnel.

WEEKLY TRACKING OF ZONE/CORRIDOR AND BOROUGH PERFORMANCE RESULTS WITH 1ST, 2ND & 3RD WINS COLUMN STANDINGS OF THE “TRANSIT PERFORMANCE LEAGUE (TPL)” THAT ARE POSTED IN SOCIAL MEDIA (FACEBOOK, TWITTER, etc.) LOCAL NEWSPAPERS, similar to Professional Sports Leagues, FOR THE RIDING PUBLIC TO FOLLOW!!!

PERFORMANCE RECOGNITION and INTERNAL COMPETITION (continued)

Issuance of Corridor Zone Performance Rewards ranging from plaques, trophies, jackets and shirts, issuance of Bridge & Tunnels EZ Passes for 1 year, family member metro cards, coupons for free and price reduced MTA advertisers/sponsors services (restaurants, stores, etc.) and/or extra vacation days off work.

Issuance of awards for corridors with the largest passenger count increases and for best customer survey results. Apple, Best Buy, Red Lobster among numerous other businesses and vendors can be given opportunities to sponsor performance reward prizes to employees.

Offer NYC Transit employees, employee families, local businesses & community groups contest opportunities to annually create the various corridor zone logos and nicknames and brand names with the winners receiving free Metrocards, EZ passes and other sponsored prizes.

Host annual, semi-annual, quarterly and weekly (intra and external) zone corridor social activities & competitions (bowling leagues, domino tournaments, picnics, dinners, movie nights, etc.). Local restaurants, movie theatres, bowling alleys, parks, etc. within the corridor zone can be chosen as recommended preferred venues. Local businesses can be canvassed for providing free or discounted services and products in support of the zone corridor team events and awards.

Performance Rewards Programs/Sponsored Events, new administrative and management position opportunities along with zone corridor team performance competition will significantly improve overall NYC Transit employee morale.

32 SUBWAY ZONE CORRIDOR TEAMS – 5 COMPETITION LEVELS & SAMPLE MARKETING BRAND NAMES

9 - LEVEL ONE (1) ZONES/CORRIDORS (5 – 9 PASSENGER STATIONS)

- TEAM BAY RIDGE, BMT – ZONE 12F “The Bay Way” (5 BROOKLYN STATIONS)
- TEAM DYRE, IRT – ZONE 3B “The DY Way” (6 BRONX STATIONS & YARD)
- TEAM SI NORTH – ZONE 13A “The North Island Way” (6 STATEN ISLAND STATIONS & YARD)
- TEAM SI SOUTH – ZONE 13C “The South Island Way” (6 STATEN ISLAND STATIONS)
- TEAM MYRTLE, BMT – ZONE 9D “The M Way” (7 QUEENS STATIONS & YARD)
- TEAM PARSONS/ARCHER, IND – ZONE 9B “The P/A Way” (8 QUEENS STATIONS)
- TEAM NOSTRAND, IRT – ZONE 11B “The Nos Way” (8 BROOKLYN STATIONS)
- TEAM ASTORIA, BMT - ZONE 8A “Movie Way” (9 QUEENS STATIONS)
- TEAM SI CENTRAL – ZONE 13B “The Central Island Way” (9 STATEN ISLAND STATIONS)

7 - LEVEL TWO (2) ZONES/CORRIDORS (11 – 14 PASSENGER STATIONS)

- TEAM 6TH AVE, IND – ZONE 6B “Americas Way” (11 MANHATTAN STATIONS)
- TEAM G CON, IND – ZONE 2 “The Grand C Way” (11 STATIONS - 10 BRONX/1 MANHATTAN & YARD)
- TEAM FULTON, IND – ZONE 11D “The Fulton Way” (11 BROOKLYN STATIONS)
- TEAM ROCKAWAY, IND – ZONE 10B “Rolling the Rock Way” (13 QUEENS STATIONS)
- TEAM WEST END, IND – ZONE 12E “THE W-E WAY” (13 BROOKLYN STATIONS)
- TEAM JEROME, IRT – ZONE 1 “Yankees Way” (14 BRONX STATIONS & YARD)
- TEAM CROSSTOWN, IND – ZONE 12B “The Kings Queens Way” (14 STATIONS – 12 BROOKLYN/2 QUEENS)

6 - LEVEL THREE (3) ZONES/CORRIDORS (17 – 20 PASSENGER STATIONS)

- TEAM EASTERN PARKWAY, IRT – ZONE 11A “Caribbean Parade Way” (17 BKLYN STATIONS)
- TEAM B’WAY, IRT – ZONE 5A “Up & Down B’-Way” (17 MANHATTAN STATIONS & YARD)
- TEAM PELHAM, IRT – ZONE 4 “The P123 Way” (18 BRONX STATIONS & YARD)
- TEAM QUEENS BLVD, IND – ZONE 9A “The Queens B Way” (19 QUEENS STATIONS & YARD)
- TEAM W PLAINS, IRT – ZONE 3A “The WP Way” (20 BRONX STATIONS & YARD)
- TEAM 2ND AVE/ B’WAY, BMT – ZONE 7B “The 1st and Latest Way” (20 MANHATTAN STATIONS)

7 - LEVEL FOUR (4) ZONES/CORRIDORS (21 –24 PASSENGER STATIONS)

- TEAM SEA BEACH, BMT – ZONE 12D “The Sea B/4th Way” (21 BROOKLYN STATIONS)
- TEAM FLUSHING, IRT – ZONE 8B “Mets Way” (22 QUEENS STATIONS & YARD)
- TEAM CULVER – ZONE 12C “The Coney Island Way” (22 BROOKLYN STATIONS)
- TEAM BRIGHTON, IND – ZONE 12A “The Bright Way” (23 BROOKLYN STATIONS)
- TEAM LEX, IRT – ZONE 7A “East Side Way” (24 MANHATTAN STATIONS)
- TEAM LIBERTY/FULTON, IND – ZONE 10A “BK/Queens/JFK Way” (24 STATIONS - 18 BKLYN/6 QNS)
- TEAM CANARSIE, BMT – ZONE 11C “The 14th Street C Way” (24 STATIONS – 18 BKLYN/ 6 MANHATTAN)

3 - LEVEL FIVE (5) ZONES/CORRIDORS (29 – 30 PASSENGER STATIONS)

- TEAM 8TH AVE, IND – ZONE 6A “Central Park West Way” (29 MANHATTAN STATIONS)
- TEAM 7TH AVE, IRT – ZONE 5B “Fashion Way” (30 MANHATTAN STATIONS)
- TEAM JAMAICA, BMT – ZONE 9C “Jamaica Breeze Way” (30 STATIONS - 25 QUEENS/ 5 MANHATTAN)

CORRIDOR BRANDING MARKETING & MERCHANDISE REVENUE OPPORTUNITIES

THE OFFICE OF CUSTOMER RELATIONS, MARKETING and COMMUNICATIONS SHALL BE RESPONSIBLE FOR BUSINESS COMMUNITY OUTREACH CONSISTING OF SOLICITING LOCAL BUSINESSES SUCH AS MACY'S TO ADVERTISE THEIR PRODUCTS and SERVICES WITHIN TEAM NAME AND MERCHANDISE BRANDING such as 7th AVENUE "FASHION WAY" EMPLOYEE UNIFORMS, PASSENGER STATIONS, exterior and within 7th AVENUE ZONE CORRIDOR SUBWAY CARS, CUSTOMER T-SHIRTS, HATS, CLOTHING, SNEAKERS and UNLIMITED OTHER ITEMS (Coffee mugs, boobleheads, etc.).

For example, NY YANKEES BASEBALL TEAM ADVERTISEMENTS ON THE TEAM JEROME "YANKEES WAY" CORRIDOR BRANDING ON EMPLOYEE UNIFORMS (shirts, jackets & caps), PASSENGER STATIONS, EXTERIOR and ON-BOARD THE JEROME LINE SUBWAY CARS, ALONG WITH EMPLOYEE UNIFORMS WITH PAID SPONSORSHIP LOGO'S

Similarly, NEW YORK METS BASEBALL TEAM CAN ADVERTISE ON THE TEAM FLUSHING "METS WAY" EMPLOYEE UNIFORMS, PASSENGER STATIONS and ON-BOARD THE ZONE CORRIDOR SUBWAY CARS ALONG WITH EMPLOYEE UNIFORM GARMENTS WITH PAID SPONSORSHIP LOGO'S

LOCAL BUSINESSES WILL BE SOLICITED TO ALSO SPONSOR THE VARIOUS PERFORMANCE AWARDS FOR THEIR APPLICABLE ZONE CORRIDOR TEAMS, WITH SPONSORSHIP ADVERTISEMENTS PROMINENTLY DISPLAYED ON EMPLOYEE UNIFORMS (similar to the NBA and professional soccer teams), WITHIN PASSENGER STATIONS and ON and WITHIN SUBWAY CARS.

ANNUAL PICNICS & CONCERTS TO BE NYCT HOSTED IN PARKS & FACILITIES WITHIN EACH OF THE 32 CORRIDOR NEIGHBORHOODS NEARBY A NYCT PASSENGER STATION. PICNICS & CONCERTS ARE TO BE SPONSORED BY LOCAL BUSINESSES & COMMUNITY ORGANIZATIONS

MARKETING DEPT WILL CREATE & MAINTAIN 32 INDIVIDUAL CORRIDOR & OVERALL NYCT PERFORMANCE TEAM MANAGEMENT WEBSITES, WITH CORRIDOR PERSONNEL & PERFORMANCE INFORMATION INPUT FROM THE 16 "C" ADMINISTRATION SUPPORT OFFICES

KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

PTM
MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY- PTM /
PARK & RIDE
FACILITIES

PTM MANPOWER ANALYSES

RAIL SMTH OPERATIONS & MAINTENANCE EXECUTIVES & MANAGERIAL PERSONNEL SUMMARY

RAIL SMITH PTM All Rights Reserved.

- **1 GENERAL MANAGER LEVEL 33 - (BROOKLYN BOROUGH)**
- **1 GENERAL MANAGERS LEVEL 28.5 - (MANHATTAN BOROUGH)**
- **1 GENERAL MANAGER LEVEL 24.5 - (QUEENS BOROUGH)**
- **1 GENERAL MANAGER LEVEL 22 - (ZONE 12 - Brooklyn)**
- **1 GENERAL MANAGERS LEVEL 17.5 - (BRONX BOROUGH)**
- **1 GENERAL MANAGERS LEVEL 14 - (Zone 9)**
- **1 GENERAL MANAGER LEVEL 12 - (Zone 6)**
- **1 GENERAL MANAGER LEVEL 11 - (Zone 11)**
- **1 GENERAL MANAGERS LEVEL 9.5 - (Zone 5)**
- **1 GENERAL MANAGERS LEVEL 7.5 - (Zone 3)**
- **2 GENERAL MANAGERS LEVEL 7 - (Zone 7 & Zone 12 BMT)**
- **2 GENERAL MANAGERS LEVEL 6 - (Zone 8 & Zone 11 BMT/IND)**
- **4 GENERAL MANAGERS LEVEL 5 - (Corridors 5B, 6A, 9C & Zone 11 IRT)**
- **3 GENERAL MANAGERS LEVEL 4.5 - (Zones 4, 10 & 13 STATEN ISLAND BOROUGH)**
- **6 GENERAL MANAGERS LEVEL 4 - (Corridors 7A, 8B, 11C, 12A, 12C & 12D)**
- **9 GENERAL MANAGERS LEVEL 3 - (Zone 1, Corridors 3A, 5A, 7B, 9A, 11A, 11B, 12D & Zone 13)**
- **1 GENERAL MANAGER LEVEL 2.5 - (Zone 2)**
- **6 GENERAL MANAGERS LEVEL 2 - (Corridors 6B, 10A,10B, 11D, 12B & 12E)**
- **9 GENERAL MANAGERS LEVEL 1 - (Corridors 3B, 8A, 9B, 9D, 11B, 12F, 13A, 13B &13C)**

52 Total General Managers Levels 1 - 33 (Suggested Salary Range: GM I - \$120K with \$5K per level progression to GM 33 - \$280K)

5 BOROUGH SENIOR DIRECTORS LEVELS 4.5, 17.5, 24.5, 28.5 & 33; NOTE: GM LEVELS DETERMINED BY CORRIDOR & ½ CED BARN LEVELS MANAGED

Each MOW/RTO Corridor Zone has 28 SUPERINTENDENTS: 4 RTO, 4 TRACK, 4 SIGNALS, 4 POWER, 4 ELECTRONICS & COMMUNICATIONS, 4 INFRASTRUCTURE, 4 STATIONS

896 (32 Zone/Corridors X 28 Supt.'s) "A - Squad" Operations & MoW SUPERINTENDENTS Levels I – V (5)

RTO/TRACK/SIGNALS/INFRASTRUCTURE-STATIONS/POWER/ELECTRONICS-COMMUNICATIONS

(Suggested Salary Range Level 1 - \$100K with \$10K per level progression to Level 5 - \$150K) Note: Deputy Supt's salary less \$10K

16 "B - Squad" MoW CORRIDOR ENGINEERING/VERIFICATION DIRECTORS Levels I – X (10)

Suggested Salary Range Level 1 - \$95K with \$10K per level progression to Level 10 - \$195K)

16 "C - Squad" MoW BUDGET, IT, ADMIN & TRAINING DIRECTORS Levels I – X (10)

Suggested Salary Range Level 1 - \$90K with \$10K per level progression to Level 10 - \$190K)

985 TOTAL MOW/RTO - OPERATIONS and MAINTENANCE EXECUTIVE / TECHNICAL SUPPORT / BUDGET & ADMIN - MANAGERS, INCLUDING SIRTOA

Projected Required Operations and Maintenance PERFORMANCE TEAM MANAGEMENT CONCEPT Organization Personnel

"A" Squad Supervisors (M/S's), Maintainers (MT) & Cleaners (CL's) -Level One Zone Corridors: 6 M/S & 8 MT for each of 6 Trades Offices with 4 RTO TSS & 8 CL, (96 Persons)

Level 2 Zone Corridors have two times Level One; Level 3 Zone Corridors have 3 times multiple; Level 4 have 4 times multiple, and Level 5 have 5 times multiple:

Nine-Level 1 Zone Corridors each with: 36 M/S's, 4 TSS's, 48 MT's 8 CL's; Seven-Level 2 Zone Corridors each with: 72 M/S's, 8 TSS's, 96 MT's & 16 CL's;

Six- Level 3 Zone Corridors: 108 M/S's, 12 TSS's, 144 MT's & 24 CL's each; Seven-Level 4 Zone Corridors: 144 M/S's, 16 TSS's, 192 MT's, 32 CL's;

Three-Level 5 Zone Corridors: 180 M/S's, 20 TSS's, 240 MT's & 40 CL's

Total MOW M/S's & TSS's: $9 \times 40 \text{ (M/S+TSS)} + 7 \times 80 + 6 \times 120 + 7 \times 160 + 3 \times 200 = \mathbf{3,360}$ (Maintenance Supervisors & Train Service Supervisors)

Total MOW MT's & CL's: $9 \times (48\text{MT's}+8\text{CL's}) + 7 \times (96+16) + 6 \times (144+24) + 7 \times (192+32) + 3 \times (240+40) = \mathbf{4,032}$ Maintainers & 672 Cleaners/Customer Agents

Note: Car Equipment Division (CED) Maintenance Barn Supervisors and Car Maintainers (not included).

RTO hourly "road" personnel (Conductors, Train Operators, Dispatchers, Tower Operators etc.) remain determined by train movement schedules (not included).

TOKEN BOOTH CLERK PERSONNEL ARE NOT INCLUDED. IT IS SUGGESTED THAT CLEANERS (CL) BE UPGRADED TO CUSTOMER AGENTS PROVIDING CUSTOMER ASSISTANCE AS WELL

Proposed Initial "B" Squad Office Project Engineers (or Sr. PC's) & Analysts

Level 1: 8 PE's + 8 Analysts (one Senior & one dedicated PC for each of 7 - RTO/CED/MOW "A" Squad units) + 1 Subordinate Analyst;

Level 2: 16 PE's + 16 Subordinate Analysts; Level 3: 24 PE's + 24 Subordinate Analysts;

Level 4: 32 PE's + 32 Subordinate Analysts; Standard Level 5: 40 PE's + 40 Subordinate Analysts

Total 672 "B" Squad PE's = $8 \times 9 + 16 \times 7 + 24 \times 6 + 32 \times 7 + 40 \times 3$

Total 672 "B" Squad Analysts = $8 \times 9 + 2 \times 8 \times 7 + 3 \times 8 \times 6 + 4 \times 8 \times 7 + 5 \times 8 \times 3$

Proposed Initial "C" Squad Office Analysts

Level 1: 8 Analysts; Level 2: 16 Analysts; Level 3: 24 Analysts; Level 4: 32 Analysts; Level 5: 40 Analysts

Total "C" Squad Analysts = $8 \times 9 + 16 \times 7 + 24 \times 6 + 32 \times 7 + 40 \times 3 = \mathbf{672}$ Budget, Training & Admin Analysts

985 MOW Executives & Managers (including RTO Managers except Control Center) + 3,360 M/S's + 4,704 M/T's & CL's + 672 PE's + 672 x 2 Analysts =

Total 11,064 Personnel Required - Zone Corridor Executives, Managers, Supervisors & Maintainers, PC's & Analysts

(excluding RTO Train Movement Dispatchers & CED Maintenance Barn personnel adjustments)

In year 2006 (from the organization chart data I possess) there were approximately 12,808 MOW (Signals/Track-Infrastructure/Power/Electronics-Communications) & Cleaner personnel, from these numbers there is a great potential for reductions of approximately 1,744 job positions (a 13.6% MANPOWER REDUCTION!!!) Conservatively over \$244 millions of dollars annual payroll salary and benefits costs savings (based on \$140K per reduced employee).

PERFORMANCE TEAM MANAEMENT CAPITAL CONSTRUCTION EXECUTIVES & MANAGERS SUMMARY

16 EXECUTIVE CAPITAL CONSTRUCTION MANAGERS/ADMINISTRATORS LEVELS I – XV (15)

(Suggested Minimum Salary Range: ECM I - \$110K with \$10K per level progression to ECM X - \$250K)

16 SENIOR PROJECT ENGINEERS (ASSISTANT EXECUTIVE CONSTRUCTION MANAGERS)

588 CAPITAL PROJECT ENGINEERS/ADMINISTRATORS = 9L1'sX7+7L2'sX2X7+6L3'sX3x7+7L4'sX4X7+3L5'sX5X7

620 TOTAL EXECUTIVE CONSTRUCTION MANAGERS & PROJECT ENGINEERS

Note: As per the president direct reports organization chart on page 34, there are 5 CPM Borough Design Directors as the lead senior managers in charge of capital project design document development.

RAIL SMITH - PERFORMANCE & REVENUE ENHANCEMENT

TEAM MANAGEMENT – 13 GREAT BENEFITS

1. CREATION OF WELL PUBLICIZED (SOCIAL MEDIA & WEBSITES, TV & RADIO, NEWSPAPER/MAGAZINES/BILLBOARDS-OTHER MEDIA) “UNDER NEW PERFORMANCE TEAM MANAGEMENT” & TRANSIT PERFORMANCE LEAGUE INTERNAL COMPETITION MARKETING CAMPAIGNS WITH TOP TEAMS and INDIVIDUALS RECEIVING PERFORMANCE RECOGNITION REWARDS PRIZES, (SUCH AS CLOTHING, SPONSOR GIFTS and ALL MTA AGENCIES TRANSPORTATION PASSES FOR FAMILY MEMBERS and more). THIS WILL RESULT IN A **SIGNIFICANT BOOST TO ALL EMPLOYEE MORALE, AND INSTILLMENT OF TRANSIT WORK TEAMS PRIDE THROUGHOUT THE RAIL TRANSIT WORKFORCE. NEW & EXISTING CUSTOMER GENERATED ATTENTION & EXCITEMENT OF USING A “UNDER NEW PERFORMANCE TEAM MANAGEMENT” RAIL SYSTEM WITH LOCAL COMMUNITY AND NEIGHBORHOOD PROMOTONS & PROGRAMS. THIS WILL BE AN ESSENTIAL COMPONENT OF GETTING TRAFFIC CONGESTION PRICING APPROVALS.**
2. PROMOTES COMPLETE DISTRIBUTION and TRANSPARENCY REPORTS, DATA and ANALYSES of ALL OPERATIONS, MAINTENANCE and CONSTRUCTION EMPLOYEE POSITIONS, WORK PERFORMANCE and PAYROLL COSTS, PER CORRIDOR; THUS, INSTILLING AN UNPRECEDENTED PUBLIC TRUST and CONFIDENCE IN APPROVING MASS TRANSIT RAIL FUNDING and BUDGETS, (**ESSENTIAL INFORMATION TO OBTAIN FEDERAL, STATE AND LOCAL MUNICIPAL FUNDING & MTA DEBT SERVICE REDUCTION APPROVAL**). PROVIDES SERVICE ADJUSTMENTS BASED ON OPERATIONS, MAINTENANCE & CAPITAL COST-BENEFIT ANALYSES PER CORRIDOR.
3. PROVIDES THE BEST SPECIFIED WORK RESPONSIBILITIES, **WORK MONITORING, WORK COMPLETION VERIFICATIONS** with **FORMAL JOB PERFORMANCE AUDITS**, RESULTING IN THE **MOST DIRECT and SPECIFIC WORK RESULTS ACCOUNTABILITY**
4. DEVELOPS SPECIFIC EQUIPMENT and INFRASTRUCTURE ASSETS MAINTENANCE and CONSTRUCTION EXPERTISE VIA DEDICATED CORRIDOR TEAM PERSONNEL WORK ASSIGNMENTS. CORRIDOR SPECIFIC TRAINING, CONTINUAL IN-DEPTH MONITORING & CONDITION ASSESSEMENTS REPORTS OF ALL ASSETS
5. ELIMINATION OF VAST WASTED TIME, WORK EFFORTS and MONEY DUE TO MISCOMMUNICATIONS, LACK OF COORDINATION, SEPARATE GOALS and WORK AGENDAS BETWEEN CURRENT DEPARTMENTS and DIVISIONS OF SUBWAYS AND CAPITAL PROGRAM MANAGEMENT; THUS, CREATING UNIFIED OBJECTIVES, UNIFIED WORK EFFORTS and MAXIMUM RESOURCE UTILIZATION
6. CREATES SPECIFIC, MEASURABLE AND OBJECTIVE JOB KEY PERFORMANCE INDICATOR CRITERIAS AS THE BASIS FOR EMPLOYMENT HIRING and PROMOTIONAL OPPORTUNITIES THUS ELIMINATING THE CURRENT HIRING AND PROMOTIONAL CULTURE OF FAVORITISM WITHOUT FULL MERIT.

RAIL SMITH - PERFORMANCE & REVENUE ENHANCEMENT TEAM MANAGEMENT

13 GREAT KEY BENEFITS (continued)

RAIL SMITH PTM All Rights Reserved.

7. IMPLEMENTS SYSTEMATIC RAIL SERVICE SHUTDOWNS, AS THE ONLY SUBWAY SERVICE DIVERSIONS (EXCEPT FOR EMERGENCIES), WITH INCORPORATED SUPPORT FROM CITY TRAFFIC ENFORCEMENT (DOT) AND POLICE FOR CLEARING RAIL STATION TO STATION BUS ROADWAYS TO MAXIMIZE ALTERNATIVE BUS SERVICE DURING RAIL DIVERSION SHUTDOWNS
8. CREATES GREAT OPPORTUNITIES FOR PRIVATE BUSINESSES' BRAND SPONSORSHIPS and BRAND ADVERTISEMENTS OF SPECIFIC RAIL ZONES and CORRIDORS (Uniforms and Apparel with **Sponsorship Logos and Brand Names ALONG WITH CORRIDOR BRAND MERCHANDISE SALES (clothing, toys, mugs, etc.)** POTENTIALLY GENERATING TENS OF MILLIONS OF DOLLARS OF REVENUE)
9. ELIMINATES THE VAST CURRENT CAPITAL CONSTRUCTION CONTRACT WORK OBSTACLES and DIFFICULTIES, PARTICULARLY IN OBTAINING NYC TRANSIT FACILITIES and RIGHT-OF-WAY ACCESS FOR CONTRACTOR REHABILITATION and UPGRADE WORK; RESULTING IN SHORTER CONSTRUCTION WORK SCHEDULES and CONTRACT DURATIONS. ALSO PROMOTES ON-TIME CONSTRUCTION CONTRACT COMPLETION and CLOSEOUTS; THUS, SAVING HUNDREDS OF MILLIONS OF CAPITAL EXPENDITURES
10. **From MTA – NEW YORK CITY TRANSIT'S Year 2006 manpower levels, RAIL SMITH - PERFORMANCE TEAM MANAGEMENT ESTIMATES AN APPROXIMATE 13.7% MANPOWER REDUCTION (1,749 JOB POSITIONS ELIMINATED) in MAINTENANCE-OF-WAY PERSONNEL. PROJECTED OVER \$244 MILLION PER YEAR REDUCTION IN PAYROLL COSTS (\$140K annual cost per employee)**
11. **EASILY ALLOWS FOR UTILIZATION OF PRIVATE CONTRACTORS and CONSULTANTS TO PERFORM PARTIAL TO ALL RAIL OPERATIONS, MAINTENANCE, CAPITAL CONSTRUCTION and SUPPORT (ON A CORRIDOR-BY-CORRIDOR BASIS) FOR FURTHER COMPETITIVE BASED REDUCED COSTS. WITH THE POTENTIAL TO SAVE BILLIONS OF ANNUAL EXPENDITURES**
12. HIGHLY RECOMMENDED IMPLEMENTATION OF TRANSIT POLICE RAIL SMITH - CORRIDOR PERFORMANCE TEAMS DEPLOYMENT & SAFETY REWARDS PROGRAMS, WITH DEDICATED CORRIDOR TRAIN & PLATFORM PATROL OFFICERS & SUPERVISORS (*see supplement*)
13. GREATLY ENHANCED CUSTOMER RIDERSHIP, SATISFACTION and CUSTOMER RELATIONS BASED ON VASTLY IMPROVED SUBWAY SERVICE and CLEARLY DEMONSTRATED “ UNDER NEW PERFORMANCE MANAGEMENT” WORK STRATEGIES & MARKETING

KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY PTM /
PARK & RIDE
FACILITIES

PTM IMPLEMENTATION



RAILSMITH - PERFORMANCE TEAM MANAGEMENT

8 Week Start - 52 Week Completion
20 Milestones Implementation Schedule

RAIL SMITH PTM INC. All Rights Reserved.

1st Week: Appoint Chief Implementation Officer/Executive Vice President (CIO/EVP) Distribute formal announcement to all Transit employees of upcoming Subway operations, maintenance and capital management reorganization, implementation date and appointment of CIO/EVP. CIO/EVP to work with President to appoint the acting 5 Borough General Managers. NEW ORGANIZATION CHARTS ARE DISTRIBUTED TO ALL EMPLOYEES

2nd Week: CIO/EVP to work with acting 5 Borough General Managers to appoint as acting all subordinate 663 executive leaders. Establish 5 Borough GM and Senior Directors of Budget & Administration office locations.

3rd to 6th Weeks: Work with all 68 acting executive leaders to appoint all acting 949 remaining managerial employees (including 56 CED Supt.'s) . Distribute listing of all 1,017 acting Subway Corridor Executives and Managers and new management organization charts to all Transit employees. Also appoint all acting CPM Design & Support along with Operations Support management personnel.

7th Week: Establish physical offices for all 1,017 corridor zones executive and managerial employees. Final preparations for corridor zone management start date. Complete assignments of all Maintenance Supervisor and Maintainer personnel to all assigned managers. Complete interviews and hiring processes for permanent hiring of all 68 executive leaders.

8th Week: *Implement corridor zone management reorganization assignments.* Establish completion dates for each corridor zone initial asset condition database development within 2 weeks for all 32 corridor zones. Start interviews and permanent hiring process for all remaining 976 managerial employees along with CPM Design & Support and Operations Support managerial personnel.

10th – 12th Weeks: Review all 32 initial corridor zone initial asset condition database contents and enhance as required.

13th – 15th Weeks: Asset Condition Database Summary Reports submitted to all 5 Borough GM's for review and comment. Develop a projected work schedule for all 32 corridor zones to be in a state of good repair.

16th Week: Provide President summary report of all Transit subway asset conditions and preliminary projected schedule to bring all assets to a state of good repair. Provide new CPM and Executive & Operations Support Depts. organization charts

17th – 20th Weeks: Develop capital program project plans for all 32 corridor zones, submit to Borough GM's and President. Distribute request to all Transit employees to develop logos and submit nicknames for all 32 corridor zones

Weeks 21 - 22: Develop all MOW and CED production databases and metrics along with all train movement and station passenger waiting time performance monitoring and goals, submit to Borough GM's & President.

Weeks 23 - 24: Complete hiring process for all remaining corridor zone managers. Select logos and nicknames for all 32 corridor zones. Distribute corridor zone team logo "T"- shirts and hats to all applicable personnel. Develop preliminary list of performance awards and dates for awards distribution.

Weeks 25 – 28: Complete all standardized diversion listings and flagging setups for all 32 corridor zones.

Weeks 29 – 33: Complete hiring of all permanent CPM Design and MOW & Executive Operations Support managerial personnel. Monitor and develop additional performance metrics and goals for all 32 corridor zones and provide summary reports to the Borough GM's and President. Distribute new CPM Design and MOW/Operations/Capital support depts. organization charts to all employees.

Week 34: Finalize permanent hiring of Director of Performance Recognition and begin scheduling of performance metrics and goals reviews, corridor zone employee events (picnics, bowling outings, etc.) and award ceremonies.

Week 35: Perform 6 - month performance metrics and goals reviews. Schedule first employee awards ceremony.

Week 36: Schedule and conduct first inter-corridor zone executive mastermind meetings to discuss progress and ideas for enhancing corridor zone management. Establish Transit Performance League Social & Other Media

Weeks 37- 40: Conduct performance award ceremonies and monitor performance metrics and goal completion for all 32 corridor zones. Develop semi-annual 6-month performance metrics and goal reviews, along with quarterly award ceremonies.

Weeks 41 - 44: Develop Future GM & ECM Training Program curriculum and schedules for implementation.

Weeks 45 – 49: Complete all 32 zone corridors annual shutdown plan schedules of capital program and MOW work activities.

Weeks 49 – 50: Finalize all CPM Design and Subway Operations Support management performance metrics and goals.

Week 51: Finalize and Implement all 32 annual corridor service diversions shutdowns

Week 52: CELEBRATE 1st SUCCESSFUL YEAR! HOST TEAM NYCT WEEK EVENTS & Zone Corridor Social Events (Picnics, Bowling Outings, etc.)

Weeks 52 – 53: DISTRIBUTE TO ALL NYC TRANSIT EMPLOYEES & THE PUBLIC PTM YEAR END ACHIEVEMENTS REPORT

Weeks 53 - 55: 12- month performance metrics goals reviews and resolution plans for all corridor zone problems and issues. 62

KEY BENEFITS

SOLUTION
SUMMARY

PTM ORG
CHARTS/SQUADS
& OFFICES

KEY SYSTEM &
MGMT.
IMPROVEMENTS

MANPOWER
ANALYSES

IMPLEMENTATION

POLICE
SAFETY PTM /
PARK & RIDE
FACILITIES

POLICE SAFETY PERFORMANCE TEAM MANAGEMENT DEPLOYMENT / PARK & RIDE FACILITIES - SUPPLEMENTS

MTA – NYCT Police Supervisor & Officers Safety Deployment – Supplement

Zone Corridor Level One (5 – 9 Stations) Shift Assignments Weekday (WD), Weekend (WE):

Monday – Friday WD: 1 Supervisor & 4 Officers (2 train car patrols & 2 stations patrols) for each 7 AM – 3 PM; 3 PM – 11 PM & 11 PM – 7 AM ZONE CORRIDOR LEVEL ONE work shift (WD Total: 3 WD Police Supervisors and 12 Police Officers; 3 WE Police Supervisors & 12 WE Officers work 3 WD's each in addition to WE's, (serve as vacation/lunch/ & extra deployment)

Saturday/Sunday WE: 1 Supervisor & 4 Officers (2 train car & 2 stations) for each: Saturday 7AM – 3 PM; 3 PM - 11 PM; Saturday 11 PM – Sunday 7 AM; Sunday 7 AM – 3 PM; 3 PM – 11 PM & Sunday 11 PM – Monday 7 AM ZONE CORRIDOR LEVEL ONE (WE Total: 3 WE Supervisors & 12 Police Officers assigned 16 WE hours in addition to: 24 WD hours Vacation/ Lunch Relief & Extra Personnel)

6 Supervisor & 24 Officers for each Zone Corridor Level One. Level 2 Zone Corridors each have a multiple of two personnel of Level 1 Zone Corridors. Level 3 Zone Corridors each have a multiple of three of Level 1 Zone Corridors. Level 4 Zone Corridors each have a multiple of four of Level 1 Zone Corridors. Level 5 Zone Corridors each have a multiple of five of Level 1 Zone Corridors.

2,520 Total NYC Transit Required Police Supervisors & Police Officers: 9X6 L1Supervisors + 9X24 L1Officers + 2X7X6 L2Supervisors + 2X7X24 L2 Officers + 3X6X6 L3 Supervisors + 3X6X24 L3 Officers + 4X3X7X6 L4 Supervisors + 4X7X24 L4 Officers + 5X3X6 L5 Supervisors + 5X3X24 L5 Officers (504 Supervisors & 2,016 Officers) Performance Recognition Awards issued for most safe rail corridors

Currently there are approximately 4,000 NY City Transit Police Officers on active duty. Potentially a 37% reduction in required personnel while providing full passenger station & on-board train patrols.

Zone Corridor Police Safety Performance Rewards Programs are also to be implemented

MTA – NYCT PARK & RIDE FACILITIES – Supplement

It is highly recommended that the MTA partner with the City of New York for deploying hundreds of new and additional garages and open lots that provide low-cost parking spaces at each of the passenger stations located in the Bronx, Queens, Brooklyn, Staten Island and Northern Manhattan to facilitate ease in commuting, particularly to and through the Congestion Pricing Zone in midtown to lower Manhattan.

Implementation of Rail Smith – Performance Team Management is the perfect compliment to implementation of midtown to lower Manhattan Congestion Pricing by providing NY City residents, work force occupants and visitors a “Vastly Improved Subway Service” with hundreds of low-cost vehicle train station parking options that offset expensive Congestion Pricing fees.

Obtaining implementation approval of midtown to lower Manhattan Congestion Pricing will be greatly enhanced by giving the public a subway and commuter railroad system that is openly transparent and now is performance results based.

Tens of millions of additional annual revenue will be obtained through the above new garage and lot space fees.



RAIL SMITH - PERFORMANCE TEAM MANAGEMENT (PTM) DEVELOPMENT BACKGROUND

Rail Smith – PTM creator Gary Philip Smith, P.E., CCM is a licensed Professional Mechanical Engineer with 22 years of MTA-NYC Transit (NYCT) and subsidiary MABSTOA management work experience. Early in Gary's worked in most Department of Subways, Rapid Transit Operations Division titles as part of the MTA-NYC Transit's first Future Managers/Managerial Associates Superintendent Training Program (one of four selected Trainees from over 400 applicants).

Overall, Mr. Smith had a very progressive and diverse MTA-NYCT career obtaining four administrative and six managerial positions within the Department of Engineering & Construction/Capital Program Management, the Department of Subways-Rapid Transit Operations, the Department of Subways-Maintenance of Way (MOW), the Department of Subways-Capital Programs and the Department of Buses-Facilities Management office.

In December 1996 Mr. Smith's exceptional Subways-MOW engineering and technical support management work performance was recognized with NY City Transit's Distinguished Service Award (picture shown on page 3 of this document).

Mr. Smith's far ranging work experience throughout MTA-NYC Transit's various operations, maintenance, engineering/construction and capital program management offices for subway and bus service provided great insight into the inner workings and mindset of NYCT personnel ranging from hourly workers to former Departments of Subways and Capital Program Management Senior Vice Presidents.

Mr. Smith grew increasingly frustrated with the vast millions of dollars being wasted and the general low productivity and low performance work environments along with the cronyism promotion culture of MTA-NYCT due to very little performance accountability, departmental goals conflicts and general apathy caused by very low employee morale.

After NYCT employment departure, Mr. Smith continually felt compelled to create a detailed management solution for vastly improving MTA – New York City Transit subway operations, maintenance, and capital programs & projects. Mr. Smith solely developed Rail Smith - PTM over a 5-year period expending thousands of hours for creation of the management system.

After completing the Rail Smith – PTM System initiative, Mr. Smith realized Rail Smith – PTM, (or at least major aspects of it), can also be utilized for integrating, unifying, and enhancing transit rail operations, maintenance, capital improvements and passenger safety for all transit rail systems (including Amtrak, Norfolk Southern, Conrail, CSX, etc.) along with productivity improvements for numerous other industries, (particularly power, water, sewer and roadway services industries) throughout the U.S. and world-wide. You, your company/agency are invited to explore how Performance Team Management can enhance your company's, agencies or industry's work productivity, operating/maintenance service and revenue streams, along with providing maximum employee morale and numerous other benefits; please send a proposal request with a statement of your company/agency/industry and services.

Contact Us: Gary@railsmithptm.com For More Information: www.railsmithptm.com Call/Text: 347-670-0909

This book is a tribute to my late parents, Booker T and Jacqueline Smith, along with my former MTA-NYC Transit mentor, the late Frank G. Rankin. Rail Smith – PTM could not have been created without your guidance and support.

MTA-NEW YORK CITY TRANSIT

RAIL SMITH - PERFORMANCE TEAM MANAGEMENT

CONTENTS: PAGE INDEX

Agenda: page 2; Introduction: Pages 3 – 5; 13 Great Benefits: Pages 6 – 8; Description Summary: Page 9 - 10
Management Structure Organization Corridors, Charts & Maps: Pages 11 – 31
President Reports & Top Level Organization Chart: 32 – 33
Operations & Maintenance “A” Squads, with proposed personnel: 34 – 35; Car Equipment Squads: Page 36
Executive Construction Managers (ECM’s): Pages 37 – 38
MoW Engineering Operations/Maintenance/Capital Support “B” Squads: Pages 39 – 40
Budget Monitoring/Timekeeping/Information Tech/Training “C” Squads: Pages 41 - 42
Key Operational Improvements Service Performance/Asset Condition Monitoring & Metrics: Pages 43 - 44
Annual Corridor Shutdowns/Diversion & Flagging Mapping Databases: Page 45 - 47
Corridor Team Communications & Training Programs: Page 48
Performance Recognition & Rewards Programs: Pages 49 – 50
32 Zone/Corridor Teams – 5 Levels & Brand Names: Page 51; Business Sponsorships & Marketing: Page 52
General Manager & MoW Title Levels: Page 53 – 54; MoW Required Manpower Details & Analyses: Page 55
Capital Construction TitleS: Page 56; 13 Great Benefits Review: Pages 57 - 58
Implementation Plan 8 Week Start 52 Week Completion: Pages 59 – 62;
Police Safety PTM / Park & Ride Facilities Supplement: Pages 63 – 65; Development Background: Page 66



THANK YOU!

Contact Us: Gary@railsmithptm.com www.railsmithptm.com 347-670-0909