



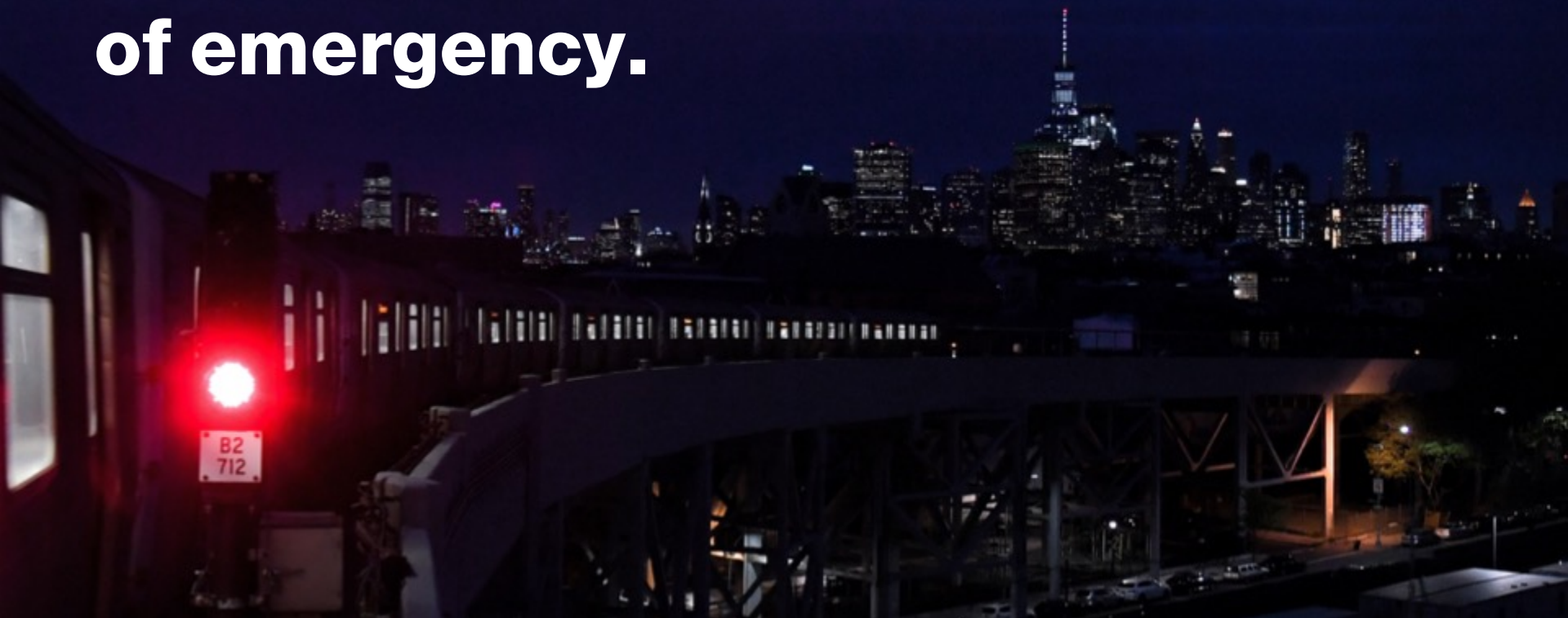
Fast Forward: The Plan to Modernize New York City Transit

May 23, 2018

**The greatest city
in the world relies
on a transit
system in a state
of emergency.**

Every month the pressure
on our system grows.

Meanwhile our customers
feel like all they do is wait.



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



NYCT needs to modernize from top to bottom:



- **To refocus on the customer experience**
- **To deliver large scale investment in infrastructure**
- **To overhaul internal processes**
- **To shift organizational culture**

In the first 5 years

- **State-of-the-art signal system on 5 additional lines**
- **Over 650 new subway cars**
- **More than 50 more accessible stations**
- **State-of-good-repair work at more than 150 stations**
- **Over 1,200 CBTC-equipped cars**
- **Redesign of bus routes in all 5 boroughs**
- **New fare payment system**
- **2,800 new buses**



In the following 5 years

- **State-of-the-art signal system on another 6 lines**
- **130 additional stations made accessible**
- **State-of-good-repair work at another 150 stations**
- **An additional 3,000+ new subway cars**
- **2,100 new buses**

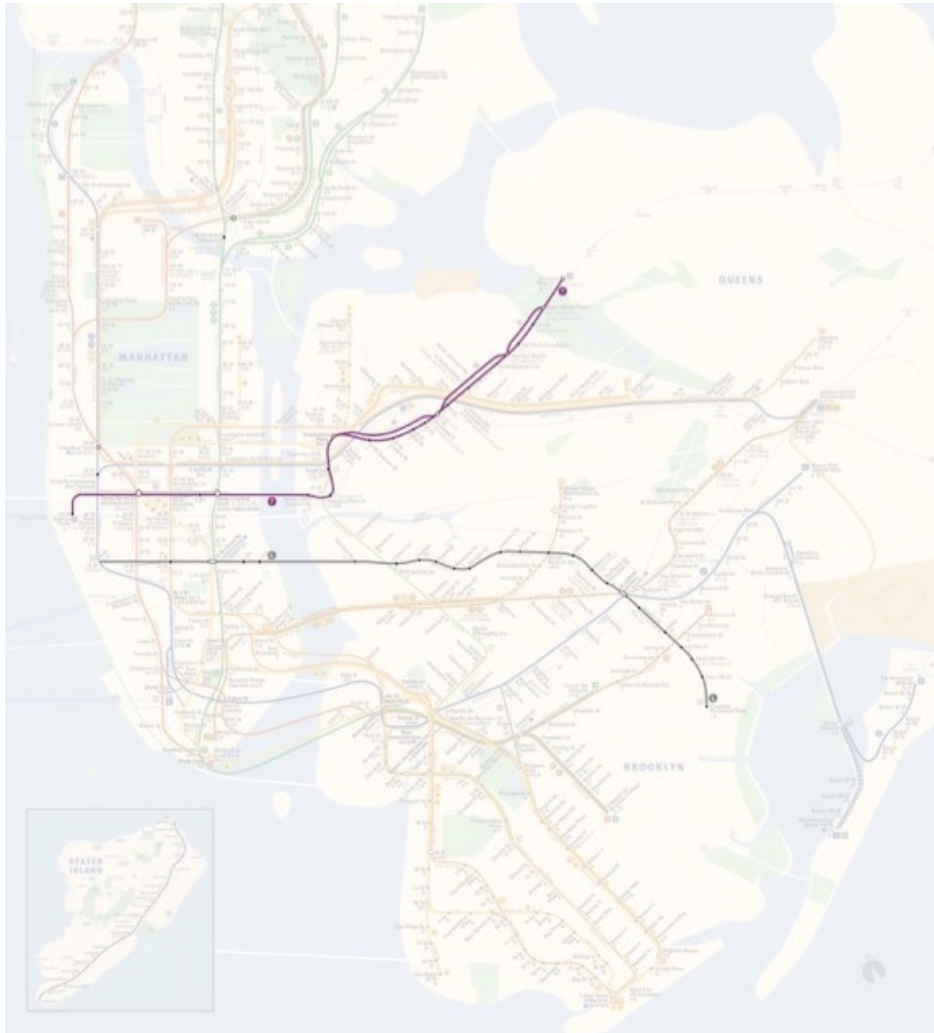


Fast Forward on CBTC: Implementation Plan

- **Prioritization based on:**
 - **Capacity-constrained lines**
 - **State of good repair needs**
- **Workplan**
 - **Night/weekend closures**
 - **Avoid full line closures on weekdays**



Fast Forward on CBTC: From 40 years to less than 10



2018

**900,000 daily
customers on
CBTC lines**

- **L** - 8 Av to Canarsie
Rockaway Pkwy
- **7** - Flushing Main St to
34 St-Hudson Yards

Fast Forward on CBTC: From 40 years to less than 10



In five years

**3 million daily
customers on
CBTC lines**

- **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 Schemerhorn St

Fast Forward on CBTC: From 40 years to less than 10



In the following five years

5 million daily customers on CBTC lines

- **1 2 3** - Jackson Av to Atlantic Avenue-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

Transform the Subway

- New station management model in **2018**
- Better root cause analysis of incidents in **2018**
- New subway cars
- Enable the completion of more work faster
- Complete stabilization phase of Subway Action Plan in **2018**



Reimagine the Bus Network

- Redesign the bus network in all boroughs in **next three years**
- Require effective traffic enforcement
- Give buses greater priority with targeted corridor improvements **2018**
- Speed up boarding
- Manage for reliability
- Enhance our world-class fleet
 - Pilot all-electric buses
 - Pilot double decker bus **2018**



Fast Forward on Accessibility

- All subway riders are no more than two stops from an accessible station in **5 years**
- More direct Access-A-Ride routes
- New MyAAR app **2018**
- Enhanced training for all employees **2018**
- Improved elevator outage and alternate routing information **2018**
- Accessibility Advisor reporting to the President in **2018**



Engage and Empower Employees

- Get the right people in the right jobs with the right mandate
- Show employees we value them
- Embrace diversity and inclusion
- Make it easy to innovate
- Value and act on employee input employee survey **2018**



Agility & Accountability

- Measure, track, and report on performance
- Overhaul processes for faster, more efficient project delivery
- Streamline procurement
- Increase capacity for innovation
- Introduce dashboards for internal functions



Safety, Security, & Resiliency

- Engage employees directly in safety – confidential employee hotline **2018**
- Support expansion of Neighborhood Policing in **2018**
- Keep the system secure
- Increase resiliency from flooding
- Strengthen sustainable practices



Customer Service & Communication

- Listen, commit and follow through
- Report quarterly on commitments **2018**
- Increased customer service training
- Improve community engagement



What's next

- **Move forward on near-term and organizational changes**
- **Implement process improvements**
- **Advance 2020-2024 Capital Program**



**New York City Transit
stands at a crossroads.**

**It is time to move ahead
—fast forward.**