

F Review Follow Up

NYCT released a “Review of **F** Line Operations, Ridership, and Infrastructure” on October 7, 2009. In the intervening year, despite a burgeoning budget crisis leading to major cost reductions and widespread service cuts, performance of the **F** train improved significantly.*

- Weekday Terminal On-Time Performance (OTP) rose from 62.3% in July 2009 to 78.1% in July 2010, the latest month for which statistics are available. The systemwide Weekday Terminal OTP declined from 86.8% to 86.3% for the same period.
- Weekend Terminal OTP rose from 60.8% in July 2009 to 77.8% in July 2010. The systemwide Weekend Terminal OTP declined from 90.6% to 87.1%.
- Weekday Wait Assessment (12-month rolling average) rose from 69.2% in July 2009 to 72.0% in July 2010. The systemwide Weekday Wait Assessment rose from 77.1% to 78.7%.
- The Mean Distance Between Failure (MDBF) of the car fleet assigned to the **F** rose from 148,257 in July 2009 to 703,159 in July 2010. The systemwide MDBF declined from 128,541 to 126,376.
- The Service Key Performance Indicator (KPI), a new measure that combines Weekday Terminal OTP, Weekday Wait Assessment, and MDBF into a single weighted measure, rose from 67.9% to 76.6%. The systemwide Service KPI rose from 81.4% to 83.4%.

While performance of the **F** still lags behind systemwide averages in several measures, it is much closer to average performance than in 2009 and, in the case of car reliability, exceeds average performance by a wide margin. Improvements in **F** performance statistics over the past year can be attributed to the replacement of older R46 cars on the **F** train with newer R160 cars, as well as the completion of trackwork in Queens that had been underway for several months in 2009. The replacement of **V** with **M** service in Manhattan and Queens may also have positively affected performance of the **F** train.

A summary of status of the recommendations made in the October **F** report starts on the next page.

* Effective with the September 2010 NYCT Committee Agenda, NYCT has modified the calculation of subway performance indicators, including Terminal OTP and Wait Assessment. The changes in methodology are intended to improve transparency and to more closely align measures to customer experience and management priorities; these were discussed at the May and June 2010 NYCT Committee Meetings. NYCT has calculated performance statistics back to July 2009 using the revised OTP and Wait Assessment methodologies, and the statistics cited in this update reflect the new methodologies. NYCT has also introduced a new measure, Service Key Performance Indicator, which has also been calculated back to July 2009.

RECOMMENDATION: Reorganizing line management, to provide greater accountability over multiple disciplines (July 2009).

STATUS: The Line General Manager program remains in place but was modified in April 2010 to focus on service delivery – that is, train and station operations. The **F** Line General Manager continues to be Dwayne Anglero. Senior management of NYCT changed in late 2009, and under the leadership of President Thomas Prendergast, maintenance disciplines that had been decentralized under the Line General Manager program in 2008-9 have been reconsolidated, to ensure clear lines of authority for critical maintenance activities.

RECOMMENDATION: Establishing a task force of senior managers to review **F** line operations and develop strategies for improvements (Fall 2009).

STATUS: With the ongoing improvement in **F** Line performance, there has been no need for this task force to continue to meet.

RECOMMENDATION: Reviewing the schedules and service design of the **F** to assess potential operational and service changes, including modifications to Queens/Manhattan service (underway) and express service in Brooklyn (to be studied prior to the completion in 2013 of the ongoing Culver Viaduct project).

STATUS: The review of Queens/Manhattan service was undertaken in the context of the service reductions proposed in January 2010 and implemented in late June 2010. The service changes included one major modification to Queens/Manhattan service that affected **F** service – replacing the **V** train, which shared tracks with the **F** between the 47-50 Sts-Rockefeller Center and 2 Avenue stations, with rerouted and extended **M** service on weekdays. Starting on June 28, 2010, the **M** now shares the 6th Avenue local tracks with the **F** between the 47-50 Sts-Rockefeller Center and Broadway-Lafayette St stations on weekdays. Over the long run, this change is expected to yield improvements in **F** service in two ways:

- (1) Elimination of interference with **F** service at the 2 Avenue station, since **V** trains no longer terminate there.
- (2) Reduction in the number of passengers transferring between the **J M Z** and the **F** at the Delancey St-Essex St station complex, as weekday passengers can now take the **M** directly to/from the 6th Avenue Line.

The review of express service in Brooklyn will be undertaken closer to the completion of the Culver Viaduct project.

RECOMMENDATION: Undertaking a train load analysis to provide line management with critical information for evening out train loads (underway).

STATUS: The train load analysis for the morning rush hour was completed in the Fall of 2009 and is shown on the following page.

**F Average Loads per Car vs. Capacity per Car
AM Peak Hour to Manhattan**

Northbound at Bergen St

>95%	90-95%	<80%	<80%	<80%	<80%	<80%	<80%
1 st Car	2 nd Car	3 rd Car	4 th Car	5 th Car	6 th Car	7 th Car	8 th Car

Southbound at Roosevelt Island

>95%	90-95%	80-90%	<80%	80-90%	80-90%	<80%	<80%
1 st Car	2 nd Car	3 rd Car	4 th Car	5 th Car	6 th Car	7 th Car	8 th Car

RECOMMENDATION: Assigning more reliable cars to the **F** (July 2009), reducing the number of separate car classes operating on the **F** from 5 to 2 (July 2009), assigning a dedicated car maintenance manager to the **F** (September 2009), and continuing to place new cars into **F** service (underway).

STATUS: Assignment of new cars to the **F** was completed by the end of 2009. All **F** trains now consist of R160 cars.

RECOMMENDATION: Modifying delay management strategies to reduce reliance on skipping stations (July 2009).

STATUS: In July 2009, the Line General Manager instructed **F** line supervisors to reduce reliance on delay recovery strategies with station skips, which are often less effective than other approaches, such as holding a train in front of a delay to even out headways. Nevertheless, there are certain times and situations in which station skipping is an appropriate recovery strategy. These instructions remain in effect. Due to limited staff resources and other priorities, NYCT has not undertaken an evaluation as to the effectiveness of this policy at reducing station skips.

RECOMMENDATION: Renewing aging infrastructure, including, but not limited to, reconstructing the Culver Viaduct (underway), rehabilitating key stations like Jay Street (underway), and modernizing critical components of the signal system (planned for the 2010-14 Capital Program).

STATUS: The Culver Viaduct and Jay Street projects are continuing; the Jay Street project will be completed by the end of 2010. Planning for the signal modernization projects along the **F** line in Queens is in its final stages, with award of projects to reconstruct the “interlocking” signals that protect the movement of trains over the track switches in the vicinity of the Roosevelt Avenue, Forest Hills-71 Avenue, 75 Avenue, and Union Turnpike stations expected in 2012. Additional signal modernization projects are slated along the **F** in Manhattan for later in the 2010-14 Capital Program. However, the signal modernization projects are dependent on the availability of capital funding; the 2010-14 Capital Program is currently only funded through 2011.

RECOMMENDATION: Developing strategies to reduce the impact of maintenance and infrastructure renewal work on operations (underway), including coordinating previously separate maintenance activities, establishing a “Scheduled Maintenance System” for signal repairs and heavy maintenance gangs for track repairs, and installing track barriers during long-term projects to reduce the need to slow down when passing work zones.

STATUS: The Culver Viaduct project used inter-track barriers to reduce interference from construction work on train operations. NYCT is looking to expand use of such barriers wherever possible. As noted above, maintenance activities were recently recentralized to improve lines of authority.