

Transitions

New York City Transit Authority

Car Equipment Department

Winter '87/'88

THE 207TH STREET OVERHAUL SHOP SUCCESS RUNS OFF THE ASSEMBLY LINE

In the beginning of this century Henry Ford used the assembly line operation to make the automobile industry a success. Now **Paul Pettit**, General Superintendent of the 207th Street Overhaul Shop, is using the same production principle to make the New York City Transit Authority General Overhaul Program (GOH) for subway cars a success. Located on 10th Avenue in upper Manhattan, the shop was opened in 1932 to repair and maintain the IND cars. Its 1988 configuration consists of 15 indoor tracks, each capable of holding five cars, a truck shop, an electrical component shop, and four other shops doing support work. Currently, over 850 transit professionals comprise the workforce that is responsible for: the R33 overhaul, the major repair of passenger cars for the North Division, and the modification of "scrap" cars into work equipment cars.

The overhaul of 486 R33 cars is now the Overhaul Shop's major project. "We have done overhauls before, but never to the extent of this one," says Paul Pettit in speaking about the R33 project.

"The R33 is, in reality, a remanufac-



Shown above, a newly overhauled R33 sits ready for service next to its sister car at Position "O".

ture job and includes the replacement of many parts with state-of-the-art components. We are installing an R62 type controller, a solid state converter, and changing the lighting system to low voltage fluorescent. In addition, we have continued to improve our interior and exterior finish to a point that we think we are doing a better job than our competitors. Our goal is to produce a car that is more reliable, cleaner, safer and of the best quality for our customers. I am very proud of all the accomplishments of the employees at the 207th Street Overhaul Shop."

A "New" Train Every 5 Weeks

That's what the R33 production

schedule calls for, and that's what the "assembly line" is delivering. It was no easy task to put this project on the success track. Each step of the process had to be very carefully planned for and documented. And it is this careful planning and documentation that is making the operation "work" and maintain its tight schedule

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SET THIS DATE ASIDE

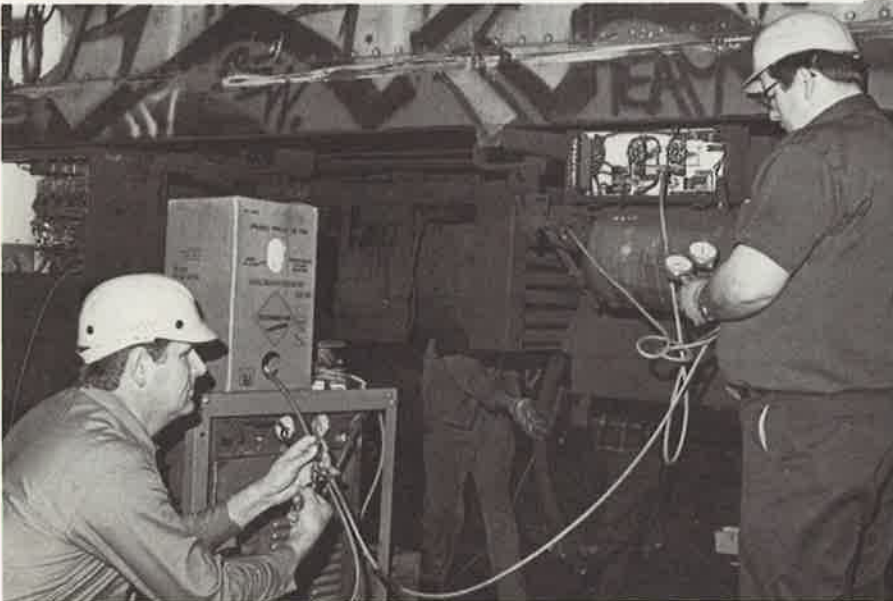
Sunday, April 24, 1988

CED is setting up a team for the March of Dimes **TeamWalk**.

Bring Family and Friends
Participate, Support, Pledge

Details to follow. **CED**

Car Equipment Department



Clockwise: Making the oil drip pans used during car repairs, Nester Berrios, CMA finishes another pan in the Sheet Metal Shop. Getting ready at Position "O", members of the R33 Overhaul Team begin transforming another R33 Car. Lawrence Fraulo, CMA in the Sheet Metal Shop works on modernizing the train operator's cab panels. At Position "O" Eugene Matuszewski, ABM (left) and Mike Dawda, ABM recover freon from the air conditioning unit.

207TH STREET

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through project completion in 1991. By laying out the plans, specifications, analysis and timing, it enables changes to be made in management and personnel with little effect on the project. In addition, if any changes need to be made to the project itself, they can be accomplished easily and new forecasts developed rapidly. The smooth running of this operation is due to plans and controls set up by three key North Division Managers: **Charles Monheim, Arnold Taylor, and Lars Updale.**

The first step of this project was the selection of the equipment for overhaul. The R33 cars were selected because their age (more than 20 years in service) necessitated an overhaul and because they were structurally sound. Next came the initial work plan and delineation of the project scope. Approval to proceed was received in October 1985. It was at that time that the real planning began and it encompassed such major tasks as the selection and ordering of every piece of material needed for the overhaul. With the

completion of the prototypes in June 1986 and the awarding of vendor contracts, production was able to begin in November 1986. Then the first cars were released from production on January 9, 1987. At that time the project was further reviewed, adjustments made, and full production achieved in August 1987. By the end of 1987, 72 of the 486 cars were completed under a completion schedule of two cars per week.

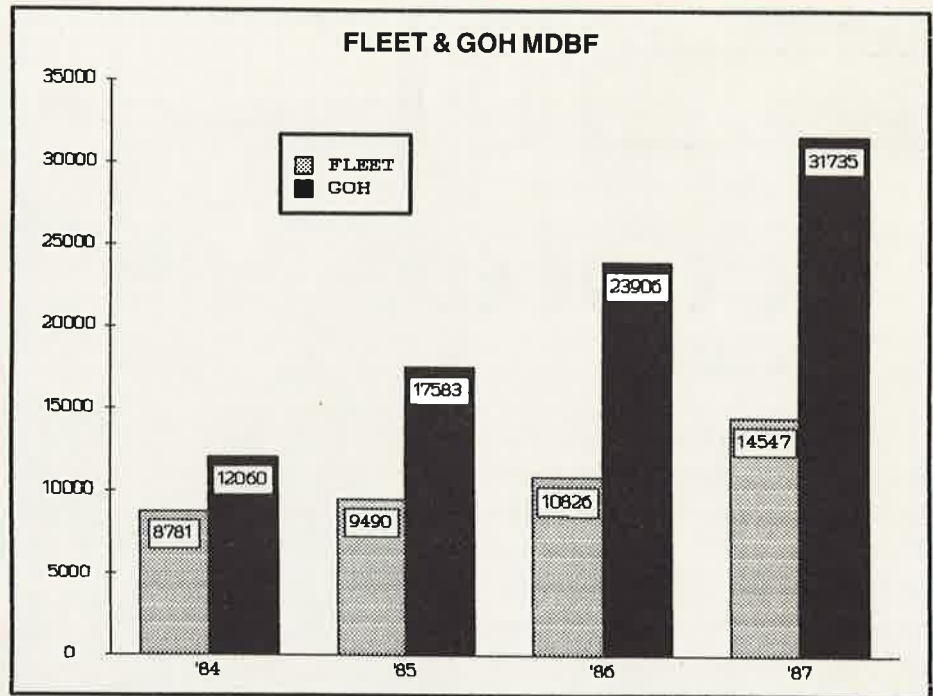
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From White to Red

The assembly line starts with the white graffiti-covered cars being stripped at Position "0". Here they are steam cleaned, undercoated and prepared for painting. When ready, they are primed and painted red, the original color of the IRT cars. Wearing their new coats they move to Position "1" for rebuilding. This is where they are recabled, receive new propulsion units, and undergo preliminary floor preparation. Then they move on to Position "2" where the wiring is done, the air brake assembly installed and some appointments added, such as the cab and side sash. Position "3" includes the door upgrading, air conditioning installation and more appointment additions. At Position "4" the flooring is completed. Then finally at Position "5", the last tests are conducted. The air conditioning is checked, the side doors are checked and timed, and final quality control is performed. When completed, the cars are then track tested at the 207th St. Maintenance Shop and put into service on the Numbers 2,4,5, and 6 lines.

Dick Goodlatte is very enthusiastic about the R33 overhaul program. He stated, "The 207th Street team has produced an overhaul program based on modern production and material control techniques. They have designed and installed facility improvements, including two full-car paint booths and a large environmental chamber for sandblasting. Quality and efficiency are improving steadily and I am convinced that we are developing a model shop which can be competitive with private industry. In fact, the entire overhaul program is a great success. As shown on this chart

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[above], overhaul cars are performing twice as reliably as the fleet average, and are improving significantly each year."

Normal Operations Continue

In addition to its job of supporting the R33 Overhaul, the remainder of the 207th St. Overhaul Shop must continue its normal work to support the operating fleet and the maintenance shop operations. Under the direction of Assistant General Superintendent **Frank D'Alessandro**, these shops perform their heavy workload. The Electrical Component Repair Shop handles all the electrical component repair work for the entire Car Equip-

ment Department while the other shops continue their support of the North Division. The Sheet Metal Shop manufactures small sheet metal parts and the Car Body Shop does the major electrical/mechanical repairs to all the cars. Meanwhile, the Truck Shop, while currently prototyping trucks for the R33 project, continues maintenance repairs on the North's trucks. And when they are not manufacturing grab handles for the R33 Overhaul, the ever busy Machine Shop fills the parts orders required by the rest of the North Division.

With all these accomplishments, there's definitely a reason why they call themselves "The CanDo Shop!"

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JUST A REMINDER...

Dick Goodlatte's Open Door Policy is still in operation and can be used to discuss any topic, except grievances or disciplinary actions. If you are interested in speaking with him, call **Mary Franco** at 718-330-4404 to make an appointment. (Time is set aside the first Monday of every month.) **CED**

IN THE NEWS...

Good news for **Yankee fans**. The tracks on the Lexington Avenue subway line between Borough Hall in Brooklyn and 161st Street in the Bronx (Yankee Stadium) will undergo extensive rehabilitation. The majority of the work will be performed during nights and weekends to minimize disruption to service. **CED**



AM RESCUE

At about 2:20 AM on October 8, 1987, TACs **Hugo Johnson**, **Raymond Williams**, and **Marcelino Rosario** were waiting on the platform at the 205th Street Station for a "D" train to arrive, when they saw a young woman fall onto the tracks directly in the path of the oncoming train. Johnson and Williams jumped to the roadbed and lifted her safely to the platform while Rosario ran down the platform and, waving his cleaning rag, was successful in stopping the approaching train. Rosario then saw to it that the TA police were called and the woman was taken to a local hospital. As a result of their quick thinking a catastrophe was avoided and the woman sustained only a minor injury.

These men represent the dedication and caring that the Car Equipment Department is proud of and their efforts deserve commendation. **CED**



At the Concourse Shop on December 14, 1987, Dick Goodlatte, CMO (second from left) presented his recommendations for commendation to TACs (left to right) Marcelino Rosario, Hugo Johnson, and Raymond Williams.

**HAVING PROBLEMS?
Are Your "P" Switches
Out of Sync?**

Vincent Vallone, CME, a TA employee at the 207th Street Shop since 1966, has proved himself to be a

major asset in the new Electrical Component Shop (Electric Bench). During the time of construction, everyone began to think "new" ideas and that's when Vinny's head began to buzz with the concept of how to improve the performance of P Switches. These switches (P1 and P2) are used on all General Electric SCM controllers, two on each controller, and the synchronization of these two switches is paramount in the prevention of controller fires.

Together, with his co-worker **Lester Laliker**, CME, the men modified an old controller to perform as a P Switch Tester. The new tester accommodates six usable P Switches that are to

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Vincent Vallone, CME (left) and **Les Laliker**, CME (right) make some adjustments on the P Switch tester.



"WE ARE THE CHAMPIONS"

"We are the Champions" and "Our Goal is Excellence" were the twin themes expressed by **Dick Goodlatte**, CMO, during his recent employee meetings. Twenty-five meetings were attended by approximately 4,600 CED employees during November and December.

Dick's slide presentation included highlights of our past successes: decreases in fires, fewer slow trains, excellent train trouble response, greater use of resources and 76% graffiti free cars. Dick credited this success to effective management and the power of the people doing the work.



Dick Goodlatte answers questions at PS 248.

It was this primary interest in recognizing "People Power" that motivated Dick to visit every shop and meet as many employees as possible. "I was especially pleased with the open and frank discussion which followed each presentation. I learned a lot about the concerns of our team members and I was impressed with the sincerity of the people's questions. I enjoyed the dialog and I am convinced that the vast majority of CED people are sincerely interested in doing a good job." During this respective exchange of tough questions, it became apparent that as part of a team with more than 6,500 members, employees were concerned about being treated impersonally. He agreed that this was an especially frustrating situation and he himself does not want anyone to feel that way. He emphasized to both managers and employees at each shop, that each person is an individual and should be treated on his or her own merits.

This round of visits was just the first in the CMO's plans. With the success of these meetings and a sincere wish to have all members of CED work harmoniously together, Dick Goodlatte plans to make these visits more often in 1988. **CED**



Presentation at East 180th Street Shop.

(Below) An attentive audience at PS 248.

East New York employee presents a question to the CMO.



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TRANSIT TECH FAST-TRACK TEACHING EQUALS ON-TRACK CAREERS

Located at One Wells Street in the East New York section of Brooklyn, the **High School of Transit Technology** revised its name and curriculum in 1986 to focus on employment opportunities within the transit industry. Naming themselves "The Express to Success", students are provided with specific hands-on knowledge and experience in transit trades, as well as courses that will enable them to pursue a college degree, if they wish.

The school's objective is to train students to get jobs. And the students that enroll in the school share the same objective. They want jobs that pay well and they want careers too. The students feel that with Transit Tech, high school doesn't mean wandering aimlessly through four years of "no purpose learning".

How Do They Do It

First of all the school is made up of a dedicated faculty and administration who are committed to the school and the students' progress. This is a result of the close working relationship between the Transit Authority and the



Using the Machine Lab lathe for polishing parts, is 11th year student Sylvia Peterson.



Substitute Vocational Assistant Barbara Nieves (right) watches closely as Carl Ledgister (left) and Shawn Murphy (middle) measure a component being manufactured on the milling machine in the Machine Lab.



In the AC phase of the TI Electronic Lab, 10th year students Mark Woodburn (left) (by monitor) and Benjamin Commey (right) measure the type of wave form by using an oscilloscope.

Board of Education in the development of the curriculum and facility redesign. Secondly, the school is in the process of installing actual TA equipment for the students' use, including computers. Thirdly, is the curriculum itself which gives each student the opportunity to choose a major occupational study, such as Transit Technician or Transit/Industrial Electrician, among others. The students do hands-on work. They are taught to use power and specialized tools and equipment to assemble, install, test, and troubleshoot electrical equipment and circuits that are used in both public transit and private industry. In addition, the school employs a staff of job developers who help students to get part-time jobs while attending high school and place them in summer work programs with the Transit Authority, a proven success. Further, these job developers assist the students in obtaining full-time jobs after graduation. To augment this last step, additional classes are provided to help students pass Civil Service examinations.

Admission is open to all New York City students who have completed the eighth grade. Any questions concerning the school can be answered by calling the Guidance/Admissions Office at 718-277-1266. **CED**

MACHINE LAB TESTS AS WELL AS IT TEACHES

Because **Transit Tech's** Machine Lab contained enough of the proper equipment and could provide able examiners, it was chosen to host the practical portion of the NYCTA Car Maintainer "B" (Machinist) Examination. Working hand and hand with machine shop instructors **Jack Farash** and **Carmine Napolitano**, **Bob Lehman** and **Brenda McIntosh** of Car Equipment's Human Resources Division administered the test to the 118 candidates who had passed the written examination. With the success of this examination, it looks like Transit Tech will be a viable choice for the administration of future exams. **CED**

JEROME SHOP SHOWS SAFETY "IS FIRST"

In competition (although they weren't aware of it) with other CED maintenance shops, the North Division's Jerome Shop won the first award presented by the Transit Authority for overall safety performance. This award is part of a new Annual Safety Program which was recently instituted by the System Safety Department. Both Surface bus depots and CED maintenance shops were selected to participate in this year's program and a trophy was awarded in each of those two categories. The trophy, given to the shop jointly by **Sonny Hall**, President of the TWU and **David L. Gunn**, President, New York City Transit Authority in a ceremony at the shop on December 16, 1987, was a silver bowl (photo right).

This trophy will reside at the shop for one year, until 1988's winner is cho-



Presenting the trophy (left to right) **Sonny Hall**, President, TWU; **David L. Gunn**, President, New York City Transit Authority; **Richard Campbell**, Superintendent, Jerome Shop; **Dennis Calhoun**, Organizer, Local 100, TWU, and **Albert Dzingelis**, Assistant Vice President, System Safety.

sen; a plaque, also awarded, will remain at the shop. In addition, every employee received an inscribed pocket flashlight to signify that each of them contributed to the shop's success. As **Dick Campbell**, Superintendent of the shop says, "We really have some terrific employees here, who can really do the work!"

In presenting the award **David L. Gunn** commented on the quality of the shop's work, "I've always had a warm spot in my heart for this shop. When

things were bad we could always point to the Jerome barn and the Number 4 Line and say that's the way the system is going to operate." **Sonny Hall** echoed this recognition by adding, "Your Union is terribly proud of you." Now that the pace has been set, will this trophy follow a precedent set by the America's Cup and become "Jerome's Cup"? **CED**

IT'S A SNAP!

Or so you would think, because **George Robbins** makes it look that way. **George** is CED's official photographer and he is responsible for all the exciting photographs you've been seeing in the newsletter and the ones used in our slide presentations. To see more Robbins artistry just look at the cover of the Transit Authority's 1988 Operating Budget Proposal book. In addition, many of his photographs were included inside this book, as well as in the Proposed 1988 Capital Budget book. Thank you, **George**, and keep up the excellent work! **CED**



HOLIDAY GIFT FOR "B" LINE RIDERS

Pictured at right is the December 14, 1987 ribbon cutting ceremony that inaugurated the first overhauled R40 train being put into service on the West End B Line. The R40 cars were built originally by the St. Louis Car Company and have been in service almost 20 years. Sumirail, the vendor for the 396 car overhaul, anticipates project completion by late 1989. **CED**

P SWITCHES

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undergo testing, while the old one accommodated only one test switch and one permanent switch to test against. Using the new method, six switches are tested against one another and the closest matches in synchronization are paired for installation.

Then when a P Switch needs to be replaced, *both* switches on the controller are replaced with the two new synchronized ones, thus ensuring the best synchronization possible. This new method of testing and pairing is a major contributing factor in the reduction of fires.

This innovation is just an indication of the type of work that Vinny has been doing for the past 21 years. His mechanical ability and drive for pride and perfection in every job he does is a major factor in the quality of the production in his work area. Like most people who enjoy work and receive satisfaction from it, Vinny spends his off hours doing more work. At home he can be found very busy in the laundry room, not doing laundry, but designing and creating stained glass products for his family's use and as gifts for friends. You might say, good work keeps on working. **CED**



Addressing the public and the media, David L. Gunn, President, New York City Transit Authority (center), announces the inaugural run of the first R40 overhauled train. With him are (left to right) State Senator Christopher Mega; Assemblyman Peter Abbate; City Councilman Salvatore Albanese, (Gunn), City Councilman Noach Dear, and Assemblyman Dov Hikind.



TAKE THE "A" TRAIN

Soon there will be no doubt about which train is pulling into the station and where it's going. A prototype train made up of R44 cars using new electronic line and route signs was put into service in January on the A Line by the 207th Street Maintenance Shop for a one year test period. These signs, which are computerized light configurations and manufactured by the Luminator Company, are similar to those already in operation on buses. The control of the signs rests with the train operator who can easily change the text by pushing a few buttons on the computer control console that is

now installed in each cab. This operation then puts into action all of the front, side (inside and outside), and rear destination indicators. The information can be changed easily and can also carry public relations messages... "Have A Nice Day". **CED**

15 YEARS AGO

Dateline April 29, 1973, Bronx, New York: Operation of the Manhattan Division's last line, the Third Avenue "E" ceased operation at 12:06 AM. **CED**

"Transitions" Input

If you have any questions, comments, ideas or a HOT STORY – call Arlene Grauer at 718-330-3192.