

Transitions

New York City Transit Authority

Car Equipment Department

August 1989

SMS It's Working

Remember the old adage, "If it ain't broke, don't fix it". Well following this rule probably saves some repair work, for a while. Tow truck operators are very fond of it because they know the adage's complement, "If anything can go wrong it will, and at the worst possible moment." SMS, CED's scheduled maintenance system, is designed so that eventually there will be a minimum of failures in service. That means CED will anticipate when certain components will reach their failure points and replace the components before the failures can happen, in the shop where it is much easier to fix than on the road. But that is only one part of SMS.

Working Smarter

Working smarter, not just harder is really the underlying force behind SMS. If the trains do not break down on the road, we will not have to go out to fix them. If we fix them before they fail, we will save time and money. There are four important precepts with SMS that will make everyone's job easier:

- Identify those components whose failure would have the greatest impact on safety or reliability.
- Find the best model for every component, and use only that model.



At the Jerome Shop, Car Inspectors Frank Doolan (under car) and Narayanankutty Karat tighten the last bolts on the newly installed air brake valves.

- Determine the lifetime of that component and replace it before it breaks down.
- Standardize the way components are removed, overhauled, shipped, and installed so that if something goes wrong, it's easier to trace the reason.



At the Coney Island Pneumatic Shop, Lou Thomas, MSII; Al Proetta, ABM; George Symbouras, Deputy Superintendent; and Armando Neto, ABM check prototype kits for the D4S compressor.

How Is This Done?

First of all, studies are done by the Maintenance Support staff with the assistance of hourly and supervisory personnel in each shop. A component is selected and all the qualified models of that component are evaluated by the people who know them best. A decision is made on which model of that component gives CED the best service. Once that decision is made, all models are overhauled to the specifications of the selected model, so the best model will be in operation in all cases. The manufacturer's projected lifetime of the selected model, as well as our own in-service experience and actual teardown, are then used to forecast when replacement is due.

Once the appropriate model is selected, a detailed study is made about the best way to overhaul and install it. Recommendations are made by the employees who actually do the work and the information is compiled and organized by the Standards and Procedures group in Maintenance Support. When the overhaul process instructions are written, dress rehearsals are held at both the overhaul and maintenance shops to make sure the instructions are accurate and easily understood. Manuals are currently being prepared and each maintainer or car inspector working on a component will be given the necessary instructions. Each component will have a set of



Albert Chen, AET, (left) checks the tools used by ABM William Meditz, while ATMA's Mark Ahlhelm and Donald Crannan watch the overhaul of the governor for the D4S compressor and prepare the instructions contained in the SMS process sheets.

overhaul process sheets which include the following information:

1. How to remove the component from the car
2. How to tag and ship the component
3. How to overhaul and test the component
4. How to install the component on the car
5. How to conduct the on-car static test.

When Will This All Be Done?

As CED found out with the success of the Clean Car Program, the best way to implement something is in a planned and organized way. CED implemented the Clean Car Program with a train-by-train, line-by-line approach. With SMS, CED will implement it on a component-by-component and car class-by-car class basis. The most important element in this plan is taking the time to do it the right way, because there is no time to do it over; and nothing will discredit SMS more than in-service failures caused by defective components or improper installation. The program began with the overhaul and installation of the air brake valves on the E2 Operating Unit for R62 cars and the door panel sensor switches on the R62As and R68s. Components will be selected according to priority. That means those components that affect safety and availability will be addressed first.

Will This Change Jobs ?

SMS will probably make maintenance jobs easier. First, the person doing a job will be given the proper written instructions on how the job should be done. Second, each employee will be working with a limited number of models for each component. Third, since most of the work will be planned in advance, the required parts and tools will be on hand when the job is scheduled. "Crisis" is not part of our SMS vocabulary.

CED Walkers Break Record

\$21,574.79 pledged to the March of Dimes

Once again CED employees turned out en masse to support the March of Dimes fight against birth defects. This year the CED team more than doubled in size with 160 employees, families and friends sporting the official CED backpack and walking the route from Central Park to Battery Park and back to Central Park. "We couldn't have asked for a better day, the sun was bright and the air was cool," said **Anne Moran** from CED's Management Development Unit. First time walker **Bess Coleman** from Administration and Budget added "It was an experience I'll never forget, and I'm ready to do it again next year."

This year's pledges of \$21,574.79 nearly doubled the \$11,943.72 raised in 1988. Last year the CED team

won the President's award for the greatest amount of pledges collected; and this year we expect the same trophy. Our 1989 achievement was due to our enthusiastic walkers and the Coordinators who worked dauntlessly behind the scenes. They handled the pledge sheets, recruited walkers and inspired us all. Many thanks to this year's Division Coordinators:

Carmen Maglio
Mike McKernan
John Payyappilli
Charlie Stark

Lillian Mazzaroli
Joanne Mosley
Janine Penders
Joe Sigona

Special thanks to **Frank Johnson** who managed the Department-wide effort and made April 23, 1989 such a success.



Happy CED Walkers gather at the 6th Avenue and 57th Street subway station before starting the 30 kilometer walk.



Dick Goodlatte, Vice President Rapid Transit; Frank Johnson, CED's TeamWalk Coordinator; and Tom Diana, Asst. Vice President, Engineering pose with the 1989 Poster Child.

CED's \$1,000 Walkers

Three of our 1989 TeamWalkers collected pledges of more than \$1,000:

Dale Pennington	\$1,700.00
Evelyn Greco	\$1,521.00
Carmen Maglio	\$1,029.90

Congratulations to these Super Walkers.

In 1988 the Transit Authority took third place in the overall TeamWalk competition in the March of Dimes Walk America. With the help of the CED Super Walkers, the TA hopes to take first place in the new 1989 Public Sector category.

CED

The Fleet's Complete

The employees of the Concourse Shop rally around as the final new train of R68A cars is put into service on May 23, 1989.



The War is Over — May 12, 1989

It was a long battle and the war was fought on many fronts, but the steadfast employees of the Transit Authority conquered the territory once held by the army of "Graffiti Vandals". Headquartered in downtown Brooklyn, the Car Appearance and Security Taskforce drew up the battle plans that were successfully carried out by the TA army.

Car Equipment held the beachhead at terminal stations where platoons of Car Cleaners attacked graffiti trying to gain ground on daily runs. Behind the lines, at the maintenance and overhaul shops, specialists in heavy duty graffiti removal and new paint application secured territory already won. Slowly and methodically the advancement was made into cars and trains once held captive by spray cans and markers.

Finally, on May 12, 1989 the last graffiti train was called into the 207th Street Overhaul Shop, the last casualty of the Subway Car Graffiti War.

CED

Congratulations CED Veterans



The November 4, 1988 ribbon cutting ceremony of the Stillwell Station Car Cleaning facility. Participating are (left to right) Charles Stanford, Chief Engineer, Track and Structures; Dick Goodlatte, Vice President, Rapid Transit; Lawrence Reuter, Senior Vice President, Operations; and Car Cleaners Edwin Gonzalez and Lance Sanders.

LAST LOOK!

The last graffiti train you'll ever see in New York is on the right. Save this photograph. This train made up of R27 cars ran on the C line and was removed from service that fateful day, on May 12, 1989.



CED Makes it Happen



Future CED technicians watch carefully as Gennady Podolsky, MSI, explains electrical testing at the 207th Street Open House on September 24, 1986.

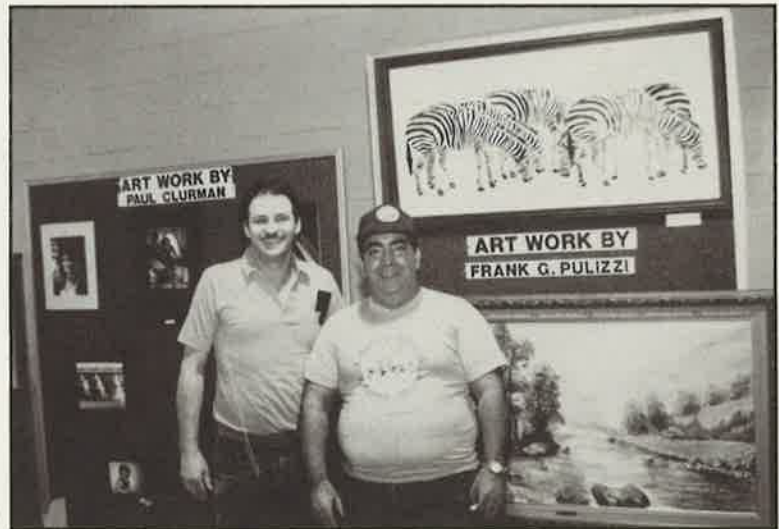


Laden with TeamWalk tee shirts, hats, flags, balloons and of course CED day packs, these CED walkers take a break along Lexington Avenue.

*What's Our Next
Impossible Dream?*



Transit Authority President, David L. Gunn smiles as he accepts the American Public Transit Association award from APTA Chairperson Reba Malone in October 1988.



At the 207th Street Open House, TA employees Paul Clurman and Frank Pulizzi pose with their artwork.