



# **Management of the New York City Department of Transportation**

# Management includes

- Management of the ferry
- Management of the fleet
- Management of ferry operations
- Procedures, training & oversight

# The New York City Department of Transportation manages

- Metered street parking & municipal parking garages
- Private bus lines operating in NYC
- Street, highway, streetlight, and sidewalk maintenance
- Maintenance of most city bridges (smaller bridges)
- Staten Island Ferries

# Staten Island Ferry-Pre 1905



# Staten Island Ferry-1937



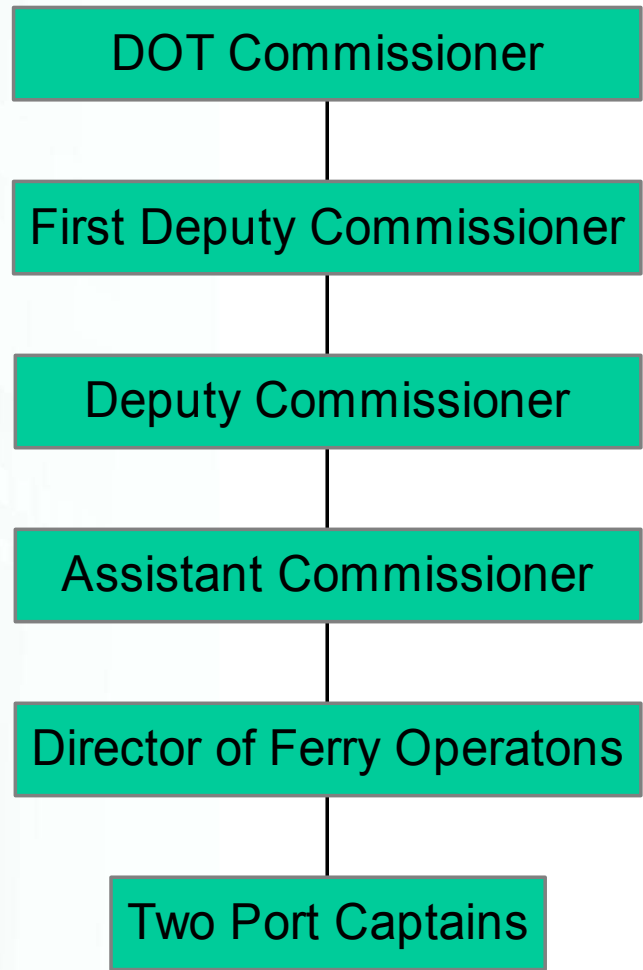
# Staten Island Ferry today



# Management of the ferry

- Each ferry under the command of a captain
- An assistant captain reported to the captain
- Two mates oversaw the deckhands
- The mates reported to the captains or assistant captains

# New York City Department of Transportation Hierarchy





# New York Harbor—Frequent Traveler



# New York Harbor—Frequent Traveler



# New York Harbor—Frequent Traveler



# Procedures, training, and oversight

- The three are closely related
- All are necessary for effective and safe operations
- If one is ineffective all will be adversely affected

# Ferry procedures—sample page

## STANDARD OPERATING PROCEDURES FOR CAPTAINS, ASSISTANT CAPTAINS, MATES, DECKHANDS AND FEMALE ATTENDANTS WHILE THE BOATS ARE LOADING, OFF LOADING AND UNDERWAY

### CAPTAIN:

Immediate Supervisor – Port Captain

The Captains responsibilities are to familiarize themselves with the station bill and muster list of any boat they are assigned, insure the boat is in a safe and clean condition for our customers while safely navigating and operating the boat maintaining the advertised schedule. The Captain is responsible for all emergency and rescue operations

Upon docking the Captain will be in the inshore pilothouse insuring the aprons and bridge are in the correct position to receive the boat and the slip is in otherwise safe condition to dock.

Upon undocking the Captain will be in the off shore pilothouse to receive the signal from the Assistant Captain that the boat is let go. As soon as Vessel Traffic Service is contacted and it is safe to depart get the boat underway.

The Captain (taking full responsibility) may allow the Assistant Captain to make landings at Whitehall, maneuver in and out of tie up and fueling slips or get the boat underway.

### ASSISTANT CAPTAIN:

Immediate Supervisor – Captain

The Assistant Captains responsibilities are to familiarize themselves with the station bill and muster list of any vessel they are assigned, assists the Captain in the safe and clean transport of our customers.

As the First Class Pilot the Assistant Captain must advise the Captain of any dangers, tide, current, aid to navigation changes or discrepancies occurring over the route. Assists the Captain in the operation and navigation of the ferry.

After the boat is secured to the dock take a position in the inshore pilothouse to observe the off loading and loading of the vessel in order to react to any problems that may arise during this time.

As soon as the boat is loaded, the aprons are up and the Mate has signaled the boat is let go and safe to depart the Assistant Captain will signal the Captain and transfer the controls.

After the boat clears the slip proceed to the operating Pilothouse. Makes log entries.

(1)

# Ferry procedures

- On 8 pages total for deckhands, mates, and captains/assistant captains
- No record of dissemination and receipt of procedures among ferry crewmembers
- No specific tasks specified
- No distinction between routine and non-routine operations



# Training

- No formal curriculum
- No distinctive initial or recurrent training
- All crew training on the job
- No additional training for crewmembers providing OJT
- No checklist of tasks to perform in OJT
- No standard of performance considered acceptable

# Ferry oversight

- Two port captains would ride ferries on occasion during their shift
- No systematic observation/evaluation methodology
- No written records of observation findings
- No records of completion of evaluation rides