Peter Jacobsen T’14

New York City Metropolitan Transportation Authority

“The Tuck GIVES support facilitated my exploration of this less conventional MBA career path and helped me find work I enjoy.”

The New York City Transit (NYCT) is a subsidiary of the Metropolitan Transportation Authority (MTA). MTA is public-benefit corporation chartered by the New York State Legislature in 1965 to provide public transit in the New York metro region. NYCT operates bus and subway service in the five boroughs of New York City, providing 2.3 billion rides a year with an operating budget of $9.9 billion.

Peter’s task was to reallocate from workers from night to day maintenance subdivisions to increase output in the 1,500-person $170M New York City Transit Track Maintenance unit. This included:

- using his operations knowledge to check each subdivision’s repair queue, which revealed that reallocation would not solve the production shortfall.
- re-scoping the project to identify all cost-neutral and easily implementable changes to increase maintenance productivity, not just sub-division reallocation.
- conducting field observations and management interviews, and analyzing time studies to identify and test schedule optimization and process redesign initiatives
- presenting his recommendations to the New York City Transit President who approved four pilots for immediate launch