



NEW YORK CITY TRANSIT KEY PERFORMANCE METRICS

November 2022

new.mta.info





This performance metrics document was prepared for the November 2022 meeting of the New York City Transit & Bus Committee.

2 Broadway • New York, NY 10004
Tuesday, November 29, 2022

Table of Contents

Message from the President	4
Customer Satisfaction	8
Ridership	10
Service Performance	12
Accessibility	18
Financial Results	19
Customers and Communities	20
Safety and Security	22
Special Feature	26



Visit new.mta.info/transparency/board-and-committee-meetings/november-2022 or scan the QR code for Board action staff summaries, administrative items, and information items.



Visit metrics.mta.info or scan the QR code to access a comprehensive dashboard of New York City Transit metrics.



MESSAGE FROM THE PRESIDENT

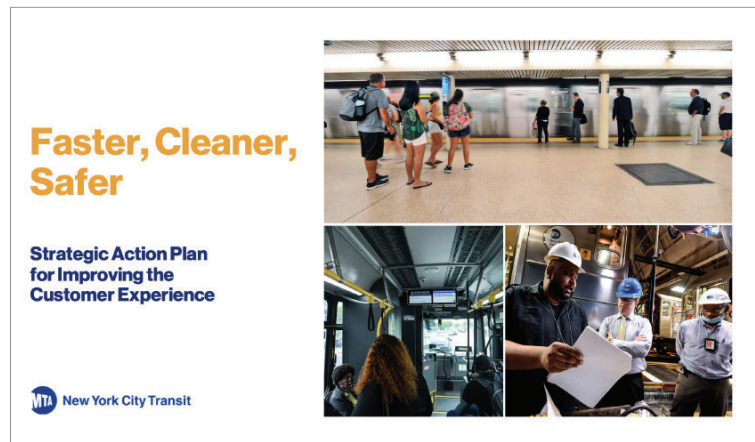


Richard Davey
President, New York City Transit

The North Star: Increasing Customer Satisfaction

When I visit subway stations and bus stops, I ask customers how the transit system is working for them. Answers vary, and for now that's a good thing. Our newly announced North Star goal is to increase customer satisfaction by at least 10 percent across the board by Spring 2024. Right now, we are hovering around 60 percent across all modes, which is a historical high, and I know we can do better.

Listening to our riders is going to be the key to our success. Quantitatively listening through regular surveys of our customers is central to Operations Action Plan, "Faster, Cleaner, Safer."



According to those customer surveys, the top five service attributes that will improve the customer experience and encourage more frequent trips are:

- Faster, more frequent service;
- Cleaner stations and vehicles;
- Safer environment;
- Better weekend service; and
- Enhanced communications.

So how are we delivering on the Faster, Cleaner, Safer NYCT?

In October, the overall satisfaction of our Bus customers increased by 3 percentage-points from 62% in September to 65%. Customers consistently share with us that improving their travel and wait times would increase satisfaction.



MESSAGE FROM THE PRESIDENT

The Bus network redesigns are a major project intended to directly address these concerns. We are working to improve and simplify the current network to get travelers where they want to go more quickly and efficiently. The Staten Island Express Bus Network Redesign and the Bronx Local Bus Network Redesign continue to show positive trends after implementation. A draft Brooklyn Bus Network Redesign includes changes to local and express buses will be released later this year while we are also targeting to finalize Queens Bus Network Redesign next year.

We are also excited to announce additional bus lane improvement on Pelham Bay where our partners at NYC DOT are painting the street red. When this new bus contra-flow lane is finished, we will be able to reroute the Bx12 SBS on a more direct route path to Co-op City.

Tracking outcome-based performance metrics is our obsession through tools like SubStat, BusStat and ParaStat. We have been working tirelessly with the City Department of Transportation to expand Automated Bus Lane Enforcement and Transit Signal Priority to get buses moving faster and The SPEED Team continues to look at ways to cut down on subway Customer Journey Time.

We continue to partner with MTA Human Resources and remain focused on hiring new frontline employees to fill gaps in staffing that have caused delays in the past. Department of Subways service delivered rose to 94.1% in October, continuing a positive trend as our accelerated hiring and training efforts pay off with fewer cancelled trips. Continuing to graduate classes of Bus Operators continues to bolster the frequency of bus service.



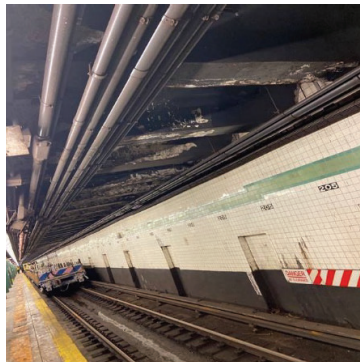
MESSAGE FROM THE PRESIDENT

9

Station ReNEWvations In 2022

When I came in as president of Transit, we launched a new station refresh program where we take advantage of planned closures to do deep cleaning and tackle some of the more visible problems at stations, like broken lightbulbs, missing or stained tiles and the like. We are holding ourselves to a higher standard of cleaning – a quick sweep and Windex isn't going to cut it. The refresh program Station ReNEWvation began in July, and we will have completed nine Stations by the end of the year. We are excited to announce that we will reNEWvate 50 stations in 2023. In January, the first up are: 21 St (G), DeKalb Ave (L), Morgan Ave (L), and Delancey/Essex (J).

Before and After Photos – Track Ceiling Scraping and Painting



Before



After

Subway experience overall satisfaction decreased by 3 percentage-points from 59% in September to 56% in October. The decrease was driven by a 3 and 4 percentage-point decrease in train and station safety and security rates. Two-thirds of customers stated in the October Pulse survey that there were too few uniformed police officers in the system. Note, the survey was launched just prior to the recent substantial increase in police presence.

Working to restore customer confidence, in partnership, Mayor Adams agreed to deploy an additional 1,200 officers to the transit system every day. They are patrolling platforms and making themselves known to conductors as trains pass through stations. Conductors are then announcing to customers when police are present.

MESSAGE FROM THE PRESIDENT

Crucially, the MTA's partnership with the State and City on homeless outreach will continue as well, so we can connect those struggling with homelessness and mental illness in the subways with the services they need.

To enhance customer communications, we are already working on updates to the MYmta app and plan to extend cellular connectivity to all 418 miles of subway tunnels and Wi-fi at all above ground stations. Next on the list is working on station enhancements including upgrades for customer information screens and our public address systems.

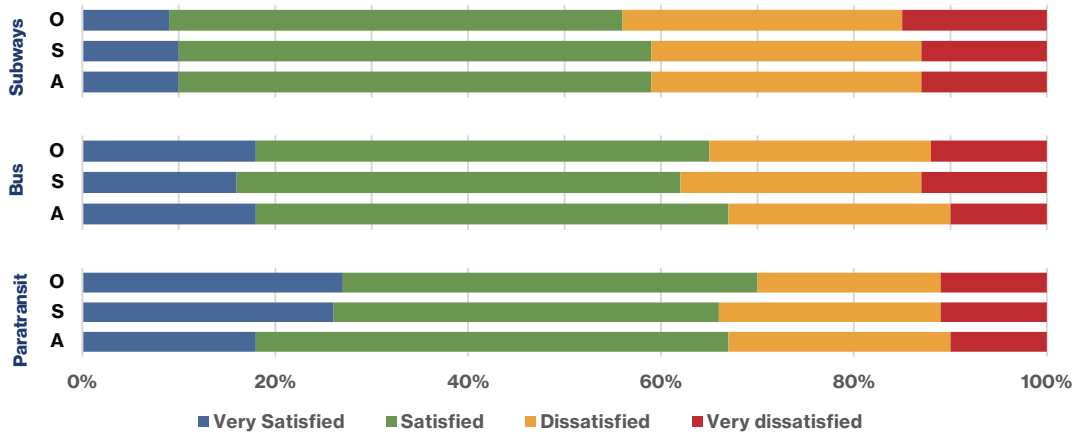
I'm also pleased to report that well over 1,000 customers have taken advantage of the new open stroller spaces available on our seven pilot routes across the boroughs. Since launching this pilot program in October, we have seen a steady increase in the number of users each week and expect this trend to continue. Usage is especially high on the B1 and S53 routes serving south Brooklyn and Staten Island. We are working in partnership with the Department of Buses, our Customer Experience and Market Research teams to collect data from users of the pilot buses, through a range of channels, and to get the word out to parents and caregivers along the pilot routes to encourage more usage. To determine the success of the pilot, we encourage customers who use these routes to share their feedback – whether they use the stroller space or not – and help spread the word to their communities that riding the bus is easier than ever for parents and caregivers with children on these routes.

We are committed to pursuing our customer satisfaction goals. I know we can do it, so long as we keep listening to riders. So, keep the feedback coming – all of us at New York City Transit are paying attention.

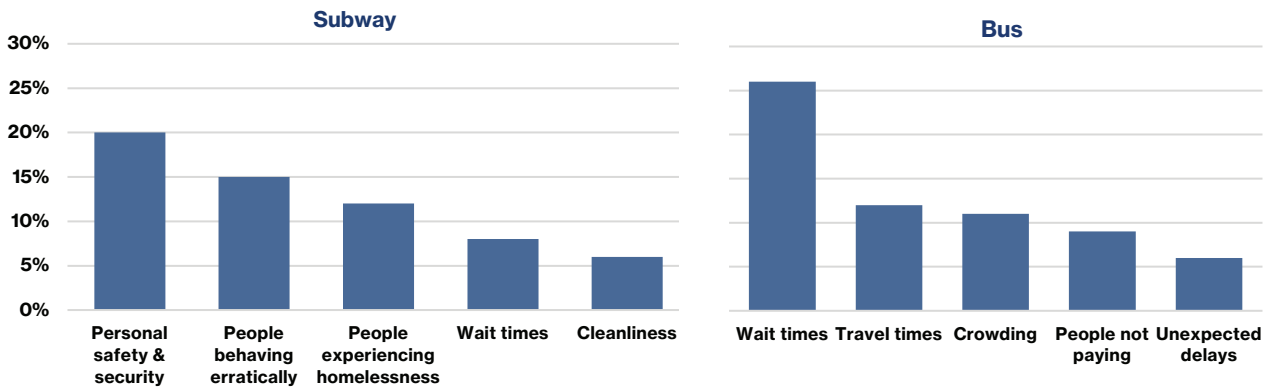
CUSTOMER SATISFACTION

Monthly Pulse Survey Results - October

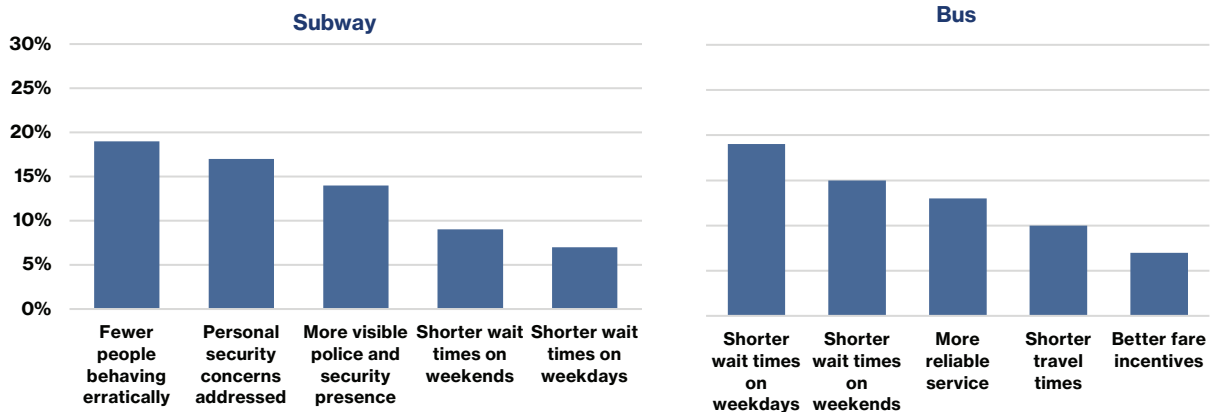
How satisfied are you with your transit experience?



What needs to improve to increase your satisfaction?



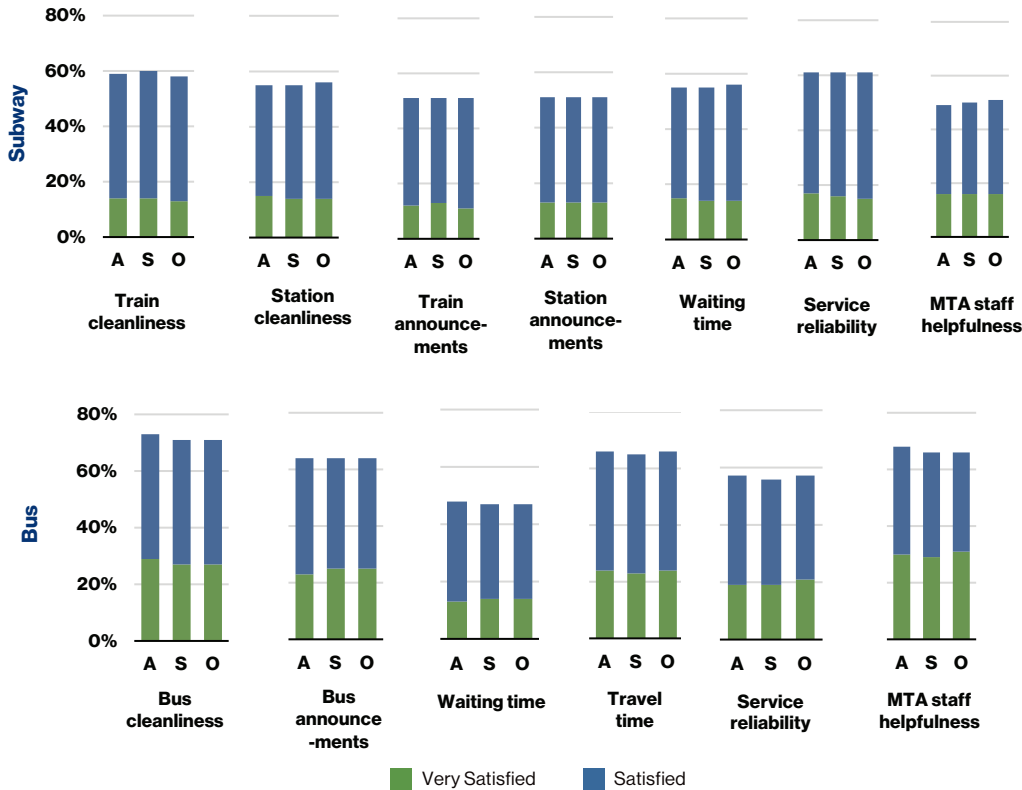
What would encourage you to ride more often?



CUSTOMER SATISFACTION

Key Customer Experience Indicators

How satisfied are you with each of the following attributes?



Data Review

Subway customer experience satisfaction decreased by 3 percentage-points from 59% in September to 56% in October. The decrease was driven by 3 and 4 percentage-point decreases in train and station safety and security rates. All other key drivers did not change by more than 1 percentage-point.

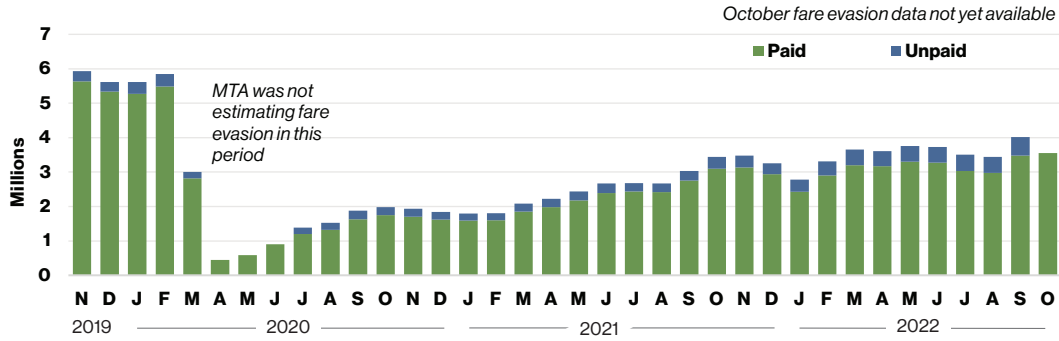
Bus experience satisfaction increased by 3 percentage-points from 62% in September to 65% in October. Since key drivers did not change by more than 1 percentage-point, the increase may be the resumption of normal bus service on the east side of Manhattan after experiencing major disruptions caused by the United Nations General Assembly in September.

Access-A-Ride satisfaction increased by 4 percentage-points from 66% in September to 70% in October, driven by 2 percentage-point increases in frequency of no-shows and on time pick up, the two most important attributes to customers.

RIDERSHIP

Subway Ridership

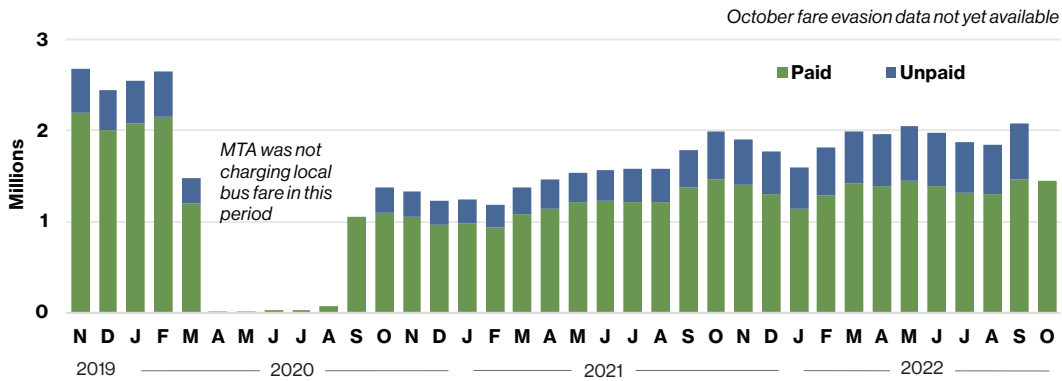
The number of paying subway & SIR customers, and estimated number of non-paying customers, on an average weekday



62%
pre-pandemic

Bus Ridership

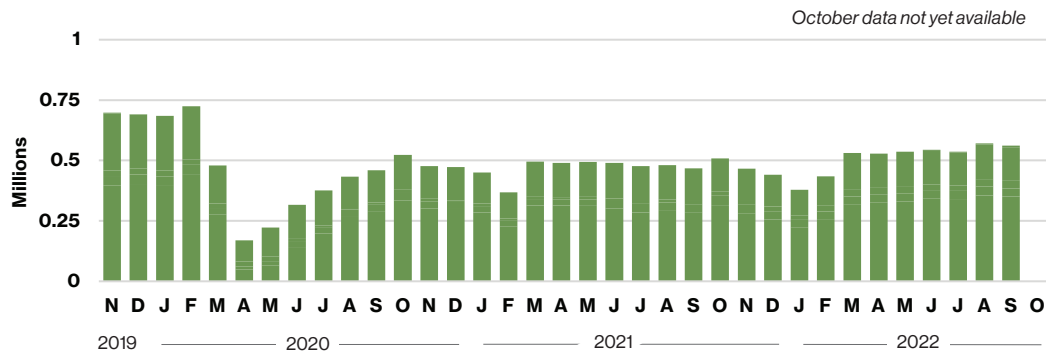
The number of paying bus (NYCT and MTA) customers, and estimated number of non-paying customers, on an average weekday



64%
pre-pandemic

Paratransit Ridership

The count of trips taken on paratransit over the course of the month



82%
pre-pandemic



Data Review

October saw continued slow but observable gains in both subway and bus ridership. Weekday subway ridership rose 2.2% from 3.48 million to 3.56 million. Factoring in seasonality, the 2-week rolling weekday average climbed from 61.7% of pre-pandemic levels at end of September to 62.1% at end of October. A small surge seems to have occurred in the past two weeks, with the rolling average rising to 62.7% by Nov. 7th.

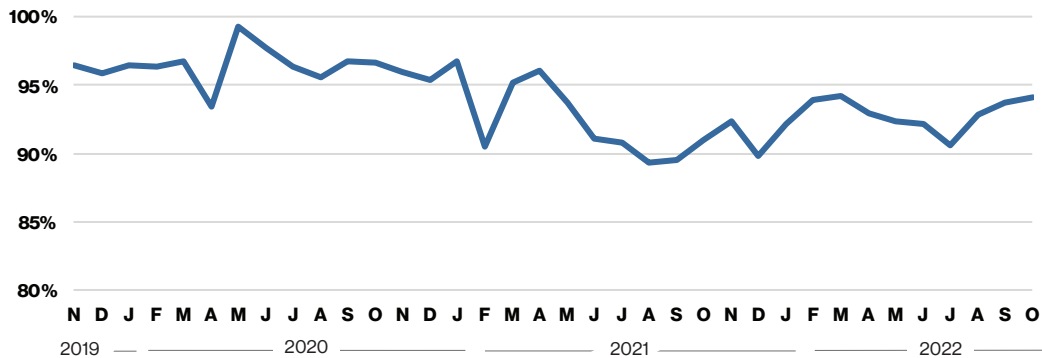
On the bus side, weekday paid ridership slightly declined in absolute terms from 1.46 million to 1.45 million. But October has often been a slightly lower month on bus. Factoring in seasonality, the weekday average rose from 63.3% of pandemic levels to 64.8%.

On weekends subways continue to perform strongly. The five weekends in October were the highest post-COVID subway ridership weekends. And a new high was set on November 5th-6th, largely due to the NYC marathon. Compared to pre-COVID levels, weekend subway ridership now stands at around 75% of normal, while weekend bus ridership stands at about 69% of normal.

SERVICE PERFORMANCE

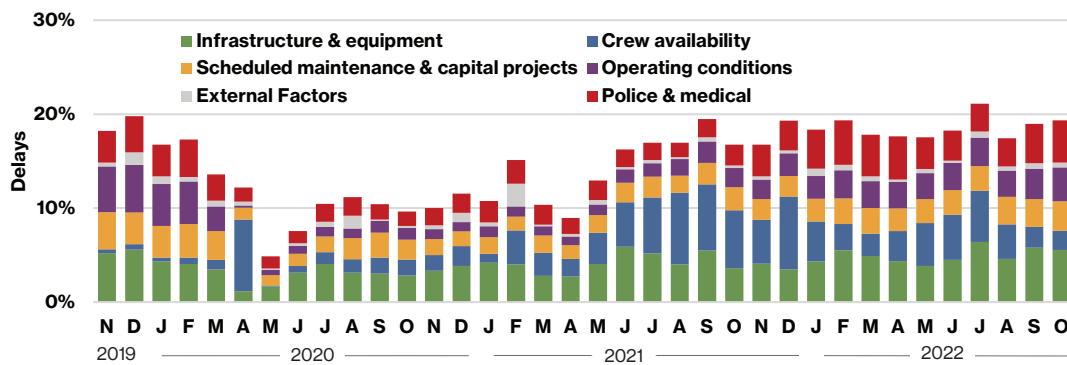
Subway Service Delivered

The share of scheduled trains that are actually provided (compared to schedule) during peak hours



Subway Delays

The share of trains that arrived at terminal locations more than five minutes late, did not operate, or that skipped any planned station stops



Data Review

Service Delivered rose to 94.1% in October, continuing a positive trend as our accelerated hiring and training efforts pay off with fewer cancelled trips. Additional Platform Time was 80 seconds, nearly unchanged from last month and 7 seconds faster than a year ago. Additional Train Time increased 2 seconds compared to last month, likely related to slight increases in dwell times as ridership levels continue to grow. ATT remains 9 seconds faster than pre-pandemic levels in October 2019. Customer Journey Time Performance remained at 84.0%, the second highest in the past 16 months.

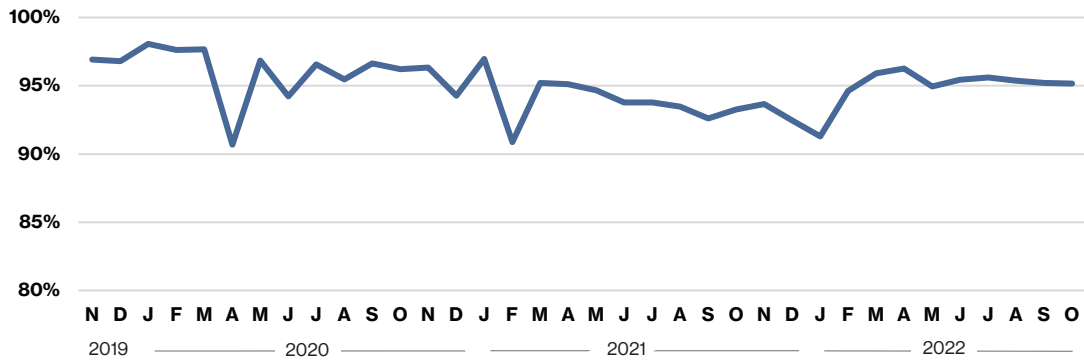
On-Time Performance was 80.7% in October, a slight decrease from last month, but an improvement compared to 78.9% in July. In October, several lines reached their highest or second highest OTP of the year, including the A, E, G, J/Z, and L lines. There were also challenges on the B and Q lines related to multiple issues converging along the Brighton Line in Brooklyn that Subways has addressed.



SERVICE PERFORMANCE

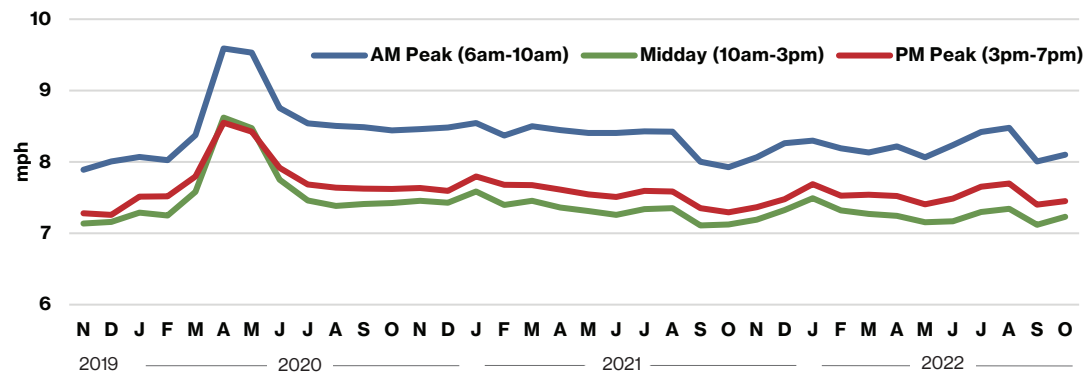
Bus Service Delivered

The share of scheduled buses that are actually provided at the peak load point during peak hours



Bus Speeds, by Time of Day

The average speed of all NYCT & MTA buses



Data Review

Bus performance in October remained stable or improved in most key areas. Service Delivered remained above 95% since June and is up 1.9% compared to October of last year. On a 12-month average, service remained steady with a slight improvement of 0.6% over the previous period.

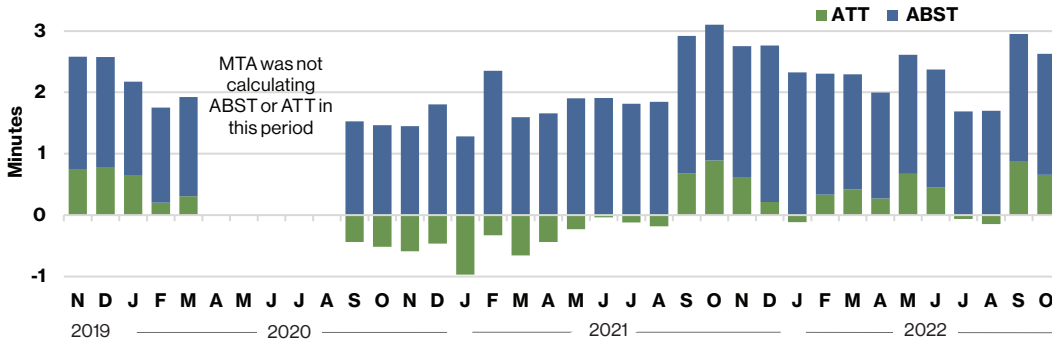
Bus speed and customer journey time performance improved slightly over the previous month, as well as compared to October 2021 and October 2019 (pre-COVID). Speeds increased slightly to 8.0 mph from 7.9 mph in September. Customer journey time performance was 71.4% in October, an increase of 1.6% from September, and 2.3% over October 2021. It's also marginally higher than October 2019. This is driven primarily by decreases in additional bus stop time and travel time.



SERVICE PERFORMANCE

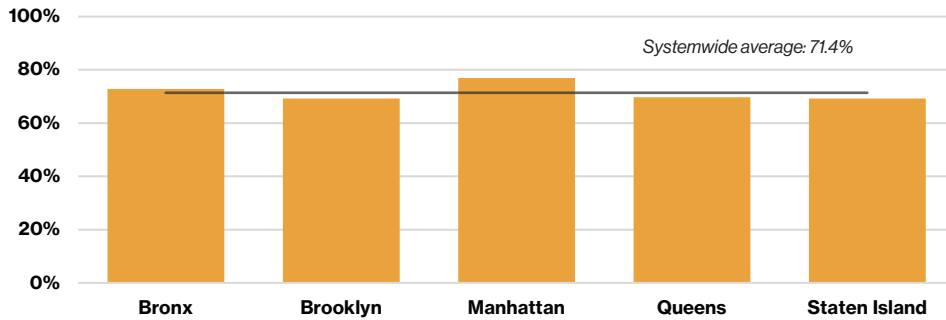
Additional Bus Stop Time + Additional Travel Time

ABST: The average time that customers spend waiting at a stop beyond their scheduled wait time.
 ATT: The average time customers spend onboard a bus beyond their scheduled travel time



Bus Customer Journey Time Performance, by Borough, October 2022

The share of customer trips with a total travel time within 5 minutes of the scheduled time



Moving Forward

Buses is encouraged to see improvement in our customer pulse satisfaction survey. Overall satisfaction in October showed 65%, up 3% compared to last month. While Wait time continues to be a significant concern for our customers, the pulse survey showed an improvement of 4%. We are working aggressively on multiple fronts to address this issue, including the expansion of our Automated Bus Lane Enforcement (ABLE) cameras. ABLE cameras capture drivers violating busway and bus lane rules in real-time. The implementation of these cameras deters motorists from blocking bus lanes, which, in turn, results in better bus service and a smoother commute.

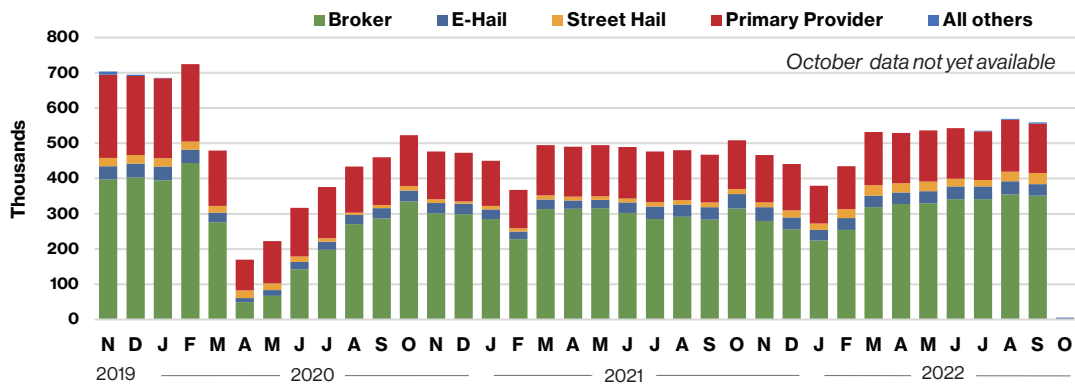
This month we announced that two bus routes in the Bronx, the Bx12 and Bx41, activated their ABLE cameras. With these in place, the MTA now has 243 buses equipped with ABLE cameras on 11 routes across all five boroughs. To reach our goal of 300 total buses, the remaining cameras will be rolled out by the end of the year on the Q43, Bx19, B62, B25, and B42 routes.



SERVICE PERFORMANCE

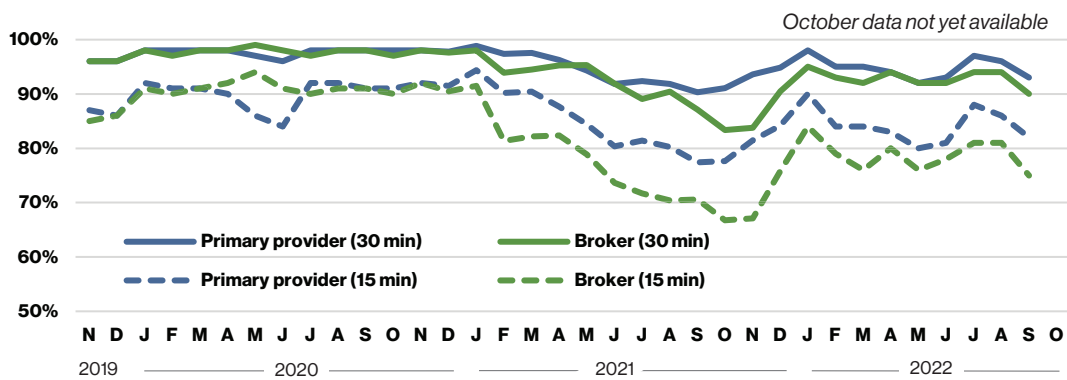
Paratransit Trips, by Type of Provider

The number of paratransit trips, by type of service



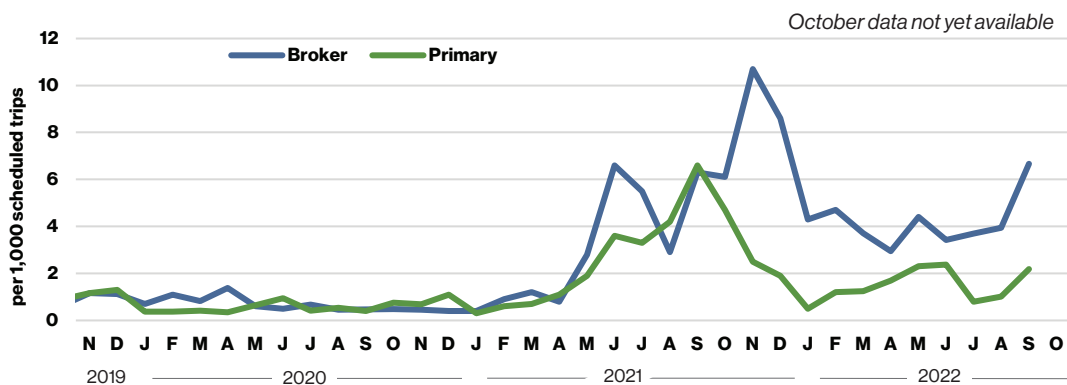
Paratransit On-Time Performance

The share of paratransit customers who are picked up within 15-30 minutes of schedule



Paratransit Provider No-Shows

The share of providers that do not arrive at the pick-up location within 30 minutes of the promised time and the trip is not provided



SERVICE PERFORMANCE

Data Review

For the month of September, total ridership grew to an average of 26,000 weekday trips, which is 87% of pre-COVID levels and on Saturdays we are now seeing 93% of demand from pre-COVID levels. Total trips completed increased by 20% compared to September 2021, placing increased demand on our service. In addition, increased traffic from the opening of city schools, impacts from the United Nations General Assembly and a return to office for many commuters resulted in overall slower traffic speeds throughout the city.

For the category of on-time performance, our primary carrier service completed 93% of trips within the 30-minute pick-up window from promise time, this was slightly under the goal of 94% for the month. On broker service, we completed 90% of trips within the 30-minute pick-up window from promise time which was also lower than goal. While these results were still under goal, we note that both Primary and Broker service improved by 3% from September 2021.

On primary carrier service, the no-show rate for performance achieved 2.18 per 1,000 scheduled trips, and remains still better than the goal of 3.0. For Broker service the result for September 2022 was at 6.7 which was due to increased AAR ridership and increased demand for taxis and for-hire vehicles citywide. In October, we made schedule adjustments that are helping improve both the no-show rate and on-time performance.

In September 2022, our call center performance was impacted due to challenges associated with increased demand and on the street traffic from school open and return to work. The number of eligible customers at 172,622 continues to grow with 3.6% increase from September of 2021.

Moving Forward

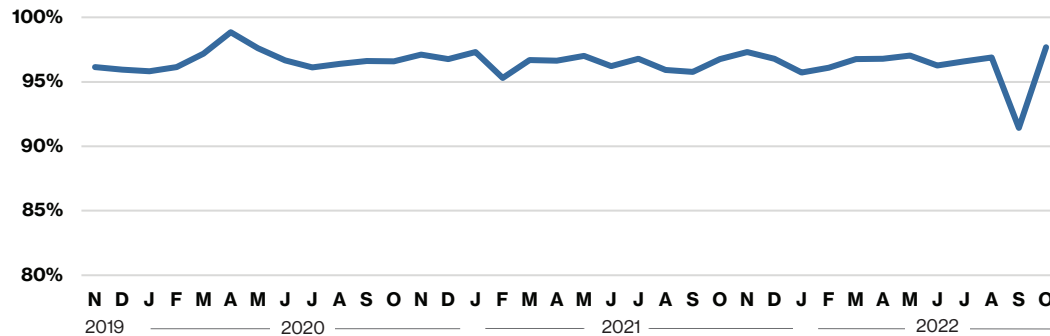
We are seeing the expected post-Labor Day increase in demand with more people returning to work and school back in session. We have continued to increase our service capacity with the rollout of our supplemental dedicated service program. This program will support both the primary carrier and broker service with a fleet of lift equipped and wheelchair accessible vehicles.

We continue to focus on the North Star goal of increasing our customer service. We are aligning the daily customer feedback we receive and the monthly pulse customer survey to pinpoint specific areas for improvement during our ParaStat performance meetings. We are pleased that several of our primary carriers have responded to industry wide driver shortages by increasing their hourly wages for drivers and staff. This has brought the average number of drivers in training to over 55 this month, which continues to remain high supporting primary carrier service improvements that we are now seeing.

ACCESSIBILITY

Elevator Availability

The share of time that elevators across the system are running and available for customer use



Accessibility Update

Throughout the fall, MTA Accessibility and Government and Community Relations have been partnering to present to community boards, libraries, resource fairs, and other community events on the latest work the MTA is doing to improve accessibility systemwide. We have been all over the city — with more than 30 events to date covering every borough — discussing the availability of OMNY for Reduced-Fare customers, the Open Stroller Pilot on buses, and the MTA’s historic commitment to station accessibility in the current Capital Plan. So far, we have directly reached more than 500 people through these events, and many more through the messages attendees will echo throughout their own communities and networks about the MTA’s commitment to accessibility. At each meeting, we ask community members to spread the word about our programs and connect us to other organizations and groups we should be meeting with. We ask the same of Board members and those reading this update - if there’s a group in your community that needs to know about this work, please reach out so we can connect.

The roll out of OMNY for Reduced-Fare customers continues to go well, showing how we can leverage new technology and approaches to serve all customers. More than 5,000 seniors and people with disabilities have used our Digital Assistant to make the switch from MetroCard to OMNY, with more upgrading to OMNY every day. We’re adding more options for how customers can move to OMNY and are excited to continue growing this program.

Finally, we are very happy to report that the Department of Subways has installed tactile warning strips on more than 20 platform edges across a dozen stations during the last six months, as part of our accelerated approach to adding this feature. Edges were recently complete at the Fordham Rd (B/D) and 170 St (B/D) stations in the Bronx, with more work planned in the coming weeks. We will continue to leverage station closures and other opportunities to install tactile warning strips as much as possible.



FINANCIAL RESULTS

2022 Operating Revenue & Expenses, October Year-to-Date

<i>in \$ millions</i>	New York City Transit			MTA Bus			Staten Island Rail		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast	Actual	Variance
Total non-reimbursable revenues	2,776.3	2,854.4	78.1	137.6	147.2	9.6	5.2	4.1	(1.1)
Farebox revenues	2,333.8	2,428.9	95.1	121.8	134.8	13.0	3.5	2.6	(0.9)
Other revenues	442.6	425.5	(17.0)	15.8	12.4	(3.4)	1.7	1.5	(0.2)
Total non-reimbursable expenses	7,634.9	7,562.1	72.8	777.7	696.9	80.8	60.3	56.6	3.7
Labor expenses	5,812.7	5,851.0	(38.4)	557.1	529.3	27.8	45.3	44.7	0.5
Non-labor expenses	1,822.2	1,711.1	111.2	220.7	167.6	53.0	15.0	11.9	3.2
Non-cash liabilities	1,749.5	1,774.7	(25.2)	135.2	38.4	96.7	10.1	10.9	(0.8)
Net surplus/(deficit) - accrued	(6,608.0)	(6,482.3)	125.7	(775.3)	(588.1)	187.2	(65.3)	(63.5)	1.8

Staffing Levels *(Full-Time Equivalents)*

	New York City Transit			MTA Bus			Staten Island Rail		
	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast	Actual	Variance
Non-Reimbursable	43813	42265	1548	3976	3741	236	344	341	3
Reimbursable	4815	3639	1176	38	35	3	53	8	45
Total Positions	48628	45904	2724	4014	3776	239	397	349	48

Data Review

Farebox revenue was favorable to the Mid-Year Forecast by \$107.3 million due primarily to a higher average fare than projected. Other Revenue was \$20.7 million below the Forecast due to several factors including lower paratransit reimbursement as a result of fewer trips than expected, reduced advertising and retail revenue, and unfavorable timing of student fare reimbursements. Expenses were below the Forecast by \$157.3 million. Labor expenses, including fringe benefits, were unfavorable by \$10.1 million driven largely by overtime spending offset by health and welfare underruns. Overtime spending exceeded the Forecast by \$195.3 million primarily due to vacancy/absentee coverage at NYCT. Non-labor expenses were favorable by \$167.3 million mainly due to favorable timing of materials and supplies usage, maintenance and other operating contract charges and paratransit service contract underruns.

Moving Forward

The Agency continues to monitor ridership trends and focus on tightly managing expenditures, especially overtime. Actual results are being factored into the development of the November Financial Plan, which contains updated projections for 2022.

CUSTOMERS AND COMMUNITIES

TransitTalk at 161 St - Yankee Stadium

On October 27th, customers at the 161 St-Yankee Stadium B/D/4 Station were greeted by Transit President Rich Davey, members of his executive team, and customer service representatives to discuss issues specific to their daily station experience and commute.



Following the announcement at the October 24 Committee Meeting that current Reduced-Fare customers can now switch from Reduced-Fare MetroCard to OMNY, the team promoted Reduced-Fare OMNY at this event providing details to customers on how to sign up.

In addition, representatives from the City's Fair Fares Program joined TransitTalk for the second time. Customers expressed great interest in both fare payment options.



CUSTOMERS AND COMMUNITIES

Subway Day: President Davey Greets Customers on Subway's 118th Anniversary

NYCT President Rich Davey celebrated the 118th Anniversary of the NYC subway by visiting subway stations and meeting with riders and employees at 161 St-Yankee Stadium B/D/4 Station (Bronx), Court Sq 7/ G Station (Queens) and the 72 St-2 Av Q Station (Manhattan).



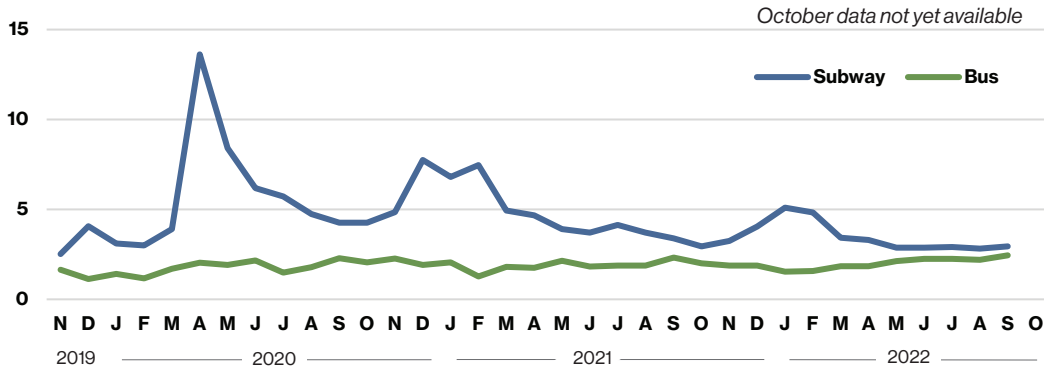
President Davey was joined by NY Transit Museum Director Concetta Bencivenga at 72 St, where they greeted customers and talked about the subway's storied history.



SAFETY AND SECURITY

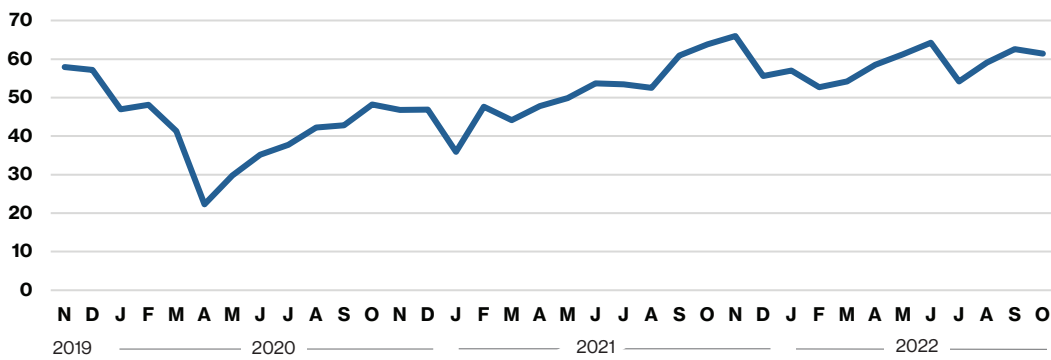
Customer Accident Rate

The number of subway and bus customer accidents per million customers



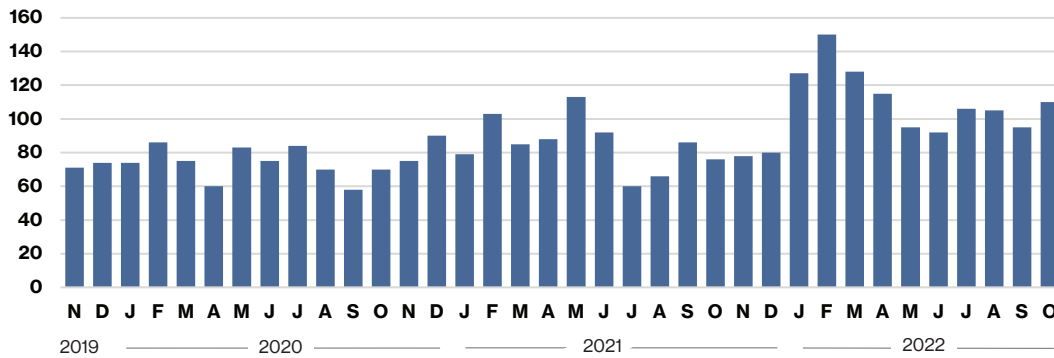
Bus Collision Rate

The number of bus collisions per million miles



Subway Fires

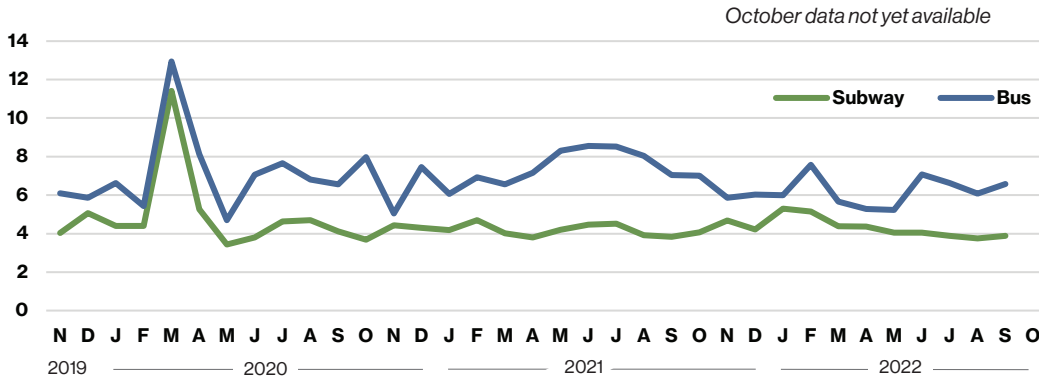
Total number of fires in the subway, including right-of-way, in stations and on trains.



SAFETY AND SECURITY

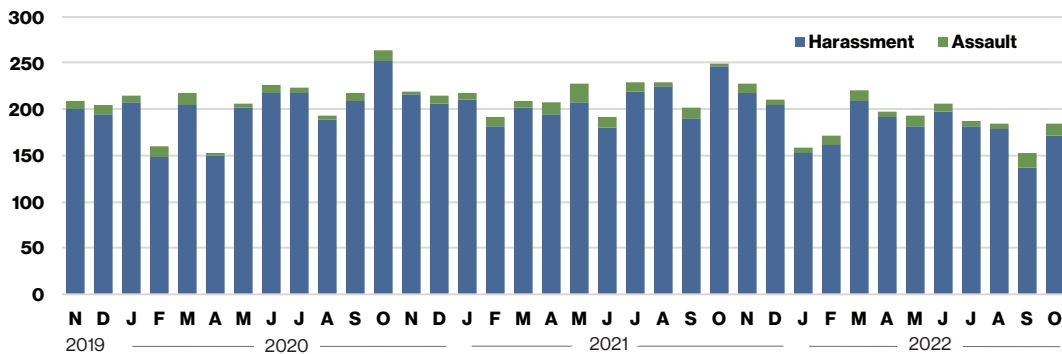
Employee Lost Time Accident Rate

The number of employee lost time accidents per 100 employees



Assaults and Harassment Against NYCT Employees

Assault, under NYS penal law, requires physical injury. Harassment involves actions that annoy or alarm with no resulting physical injury



Data Review & Moving Forward

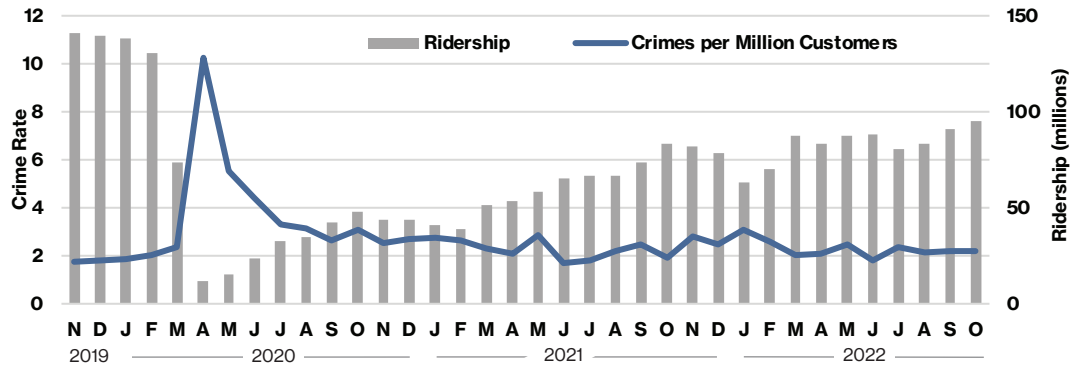
Subway Customer Accident Rates decreased when comparing the most recent 12-month period to the previous one. Bus Collisions and Collision Injuries increased while Customer Accidents were relatively flat when comparing the most-recent 12-month period to the previous one. However, Bus Collision Injuries declined almost 20% on a month-to-month basis. Employee Lost Time Accidents decreased when comparing the most recent 12-month period to the previous one. When comparing figures from the two (2) most-recent 12-month periods, Subway Fires increased. Two (2) of the biggest categories of fires over the past 12 months were Station and Train Debris, of which Vandalism was the leading cause. We are working with NYPD to identify culprits. In addition, the Department of Subways is diverting resources to address trends as they're identified. It is worth noting that over 85% of October's fires were of Low Severity which means that there was no interruption to service as a result.



SAFETY AND SECURITY

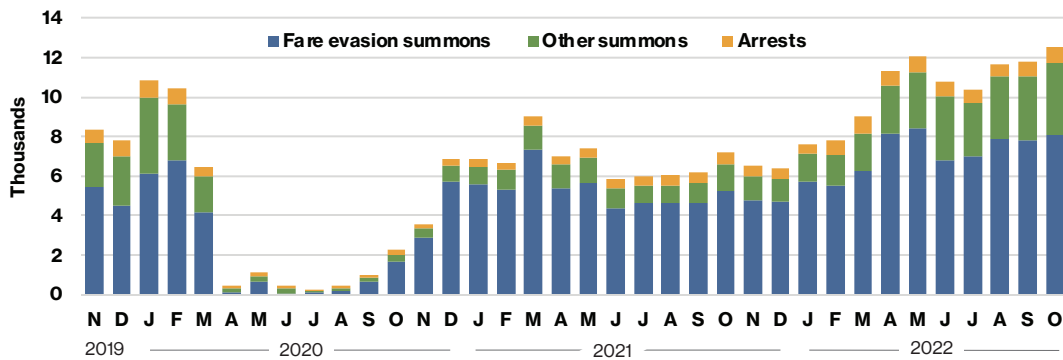
Violent Crimes Against Subway Customers

The rate of all major felonies (murder, rape, robbery, felony assault, grand larceny) against subway customers



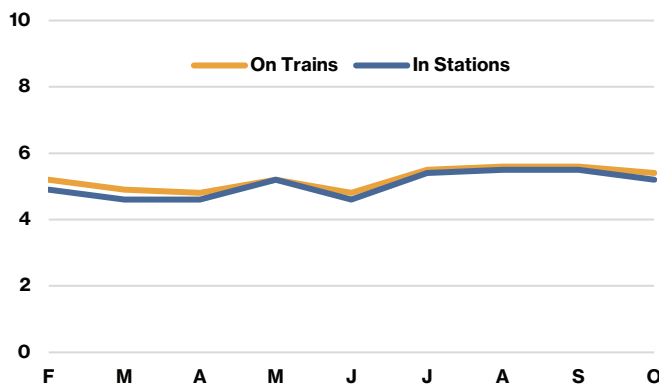
NYPD Summonses & Arrests

The number of summonses issued for fare evasion (TABs + criminal); number of summons issued for other infractions; and number of arrests made by NYPD

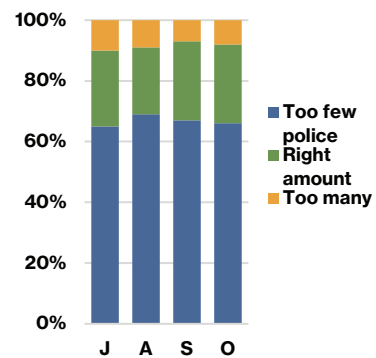


Perception of Safety and Police Presence

On a scale of 1-10, where 1 is very unsafe and 10 is very safe, how safe do you feel using the subway?



How do you feel about the number of uniformed police officers you've seen in the subway?



SAFETY AND SECURITY

Data Review

The number of violent crimes has remained relatively constant in 2022, hovering slightly above 2019 levels. Violent crimes per million riders have been trending downward since the start of 2022 until now. Customer assaults remain higher than pre-pandemic levels (2022 is up 50% from 2019) but are trending downward since the first half of the year. Grand Larceny remains the leading cause of major crimes in the system.

Employee harassments and assaults have been relatively flat since the start of 2019. September and October have had the highest numbers of assaults against employees in 2022.

NYPD summonses and arrests have been trending upward in 2022. Average for arrests are up 20% in September and October compared to the previous 2 months.

Customers continue to report that personal safety and security is a top concern, and two-thirds of customers say they feel there are too few uniformed police in the subway.

Moving Forward

The Cops, Cameras, Care effort was launched to curb subway violence. This effort includes surging officers via overtime and re-assignment to boost the presence of uniformed officers on platforms and trains, renew efforts to aid people experiencing serious mental health issues, and continuing the rollout of cameras in the transit system.

Improving safety and security in the entire transit system is a top priority. MTA/NYCT continues to work with the NYPD to provide detailed information about transit locations that experience violent and quality-of-life crimes. The NYPD has increased the presence and visibility of uniformed train patrols in the subways, putting more officers both on platforms and in trains. These officers have been instructed to focus on quality-of-life infractions such as fare evasion, smoking and unsafe riding as well as being available on platforms of arriving trains to address issues riders experience while on the trains. NYPD has also made a determined effort to address cutting instruments in the system in order to decrease crime involving these weapons in the system.

Camera coverage expansion in stations and subway cars is progressing. Video from cameras in the system continues to be an important tool in identifying suspects and solving crimes.

As the temperatures get colder, the MTA continues to collaborate with state and city partners to make sure that people experiencing homelessness are offered services, so they don't need to find refuge in the subway system.

Operational CompStat Meetings Improving Service

All of our operational groups regularly meet to analyze performance and the impact of various initiatives designed to improve service and the customer experience.

BusStat

Buses has biweekly meetings where we discuss customer-focused key performance indicators and areas where we can make a positive impact on our customer experience and bus service. These meetings cover subjects ranging from in-depth route analyses to larger scale system-wide trends in safety, performance, and customer satisfaction. We discuss the tools at our disposal that enable us to identify and prioritize issues, and develop goals and actionable items that will be taken to address these issues. Recent topics have included terminal constraints on the B41, where we have since seen an improvement in terminal on-time performance of up to 16%, and bus collisions, where we identified collision trends to be incorporated into operator training and proposed technology solutions for collision avoidance. We work to ensure we continue to provide the best possible service to our nearly 1.5 million customers each day.

ParaStat

Paratransit is using both quantitative and qualitative methods as we examine the performance of our overall service results and our contracted service providers. Paratransit is unique, with service provided by its contracted vendors. We then tie our customer complaints and pulse surveys to making ongoing improvements. We perform a weekly overview in our ParaStat discussions of system performance and operating issues that has become a key tool in following our North Star of customer service. We produce performance summary reports and details by vendor to ensure compliance with contracts and develop areas for improvement.

SubStat

Subways has implemented a new process called SOAR (Service Operational Analytical Review), with the core mission of improving accountability, transparency and ownership of our Subway operations across every division. A key component of the initiative is the daily Teams meeting where responsible divisions report on the proactive steps being taken to improve the service we provide to our customers. This new, centralized communication channel has enhanced coordination between the divisions to strategically reduce incidents and delays in our system. In order to assist with this effort, a heavy focus has been placed on improving the tools and data we make available to Service Delivery and MOW, empowering them to take direct action on patterns they identify around recurring issues.

On the Service Delivery side, line superintendents and district generals are focused on ensuring on-time terminal departures during rush hours so we can provide consistent service to our customers. They have set up a monthly meeting where they discuss longer standing issues that they are studying and taking action on for their line(s). MOW meanwhile has concentrated their efforts on diagnosing the root causes of the incidents that disrupt service. There is now a greater focus on tracking our progress and being able to directly evaluate what is working and what needs to be changed. We have already seen major strides in how the divisions are working towards a common goal of excellent service for our customers, and are excited to see even greater progress in the months to come.

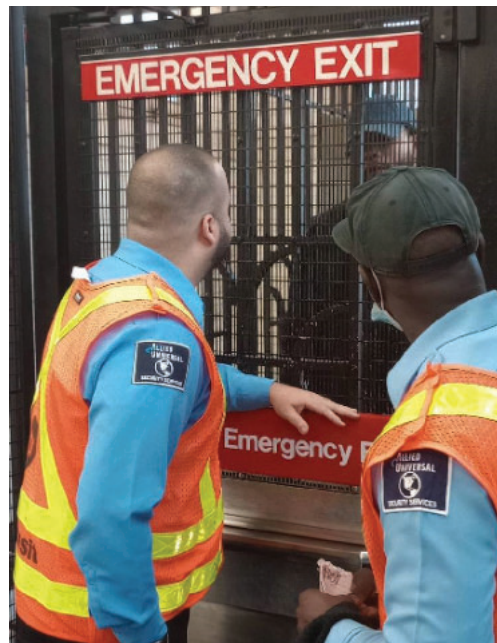
SPECIAL FEATURE

Fare Gate Station Guard Pilot

Feedback from our customers shows consistently low levels of satisfaction with personal safety and security. Fare evasion and vandalism of our MetroCard vending machines (MVMs) influence customers' perception of personal safety and security, in addition to affecting our bottom line. While many actions related to these concerns are the responsibilities of our partners, we are proactively engaged in doing our part to improve the environment within our subway stations.

In May of this year, we launched a pilot program of guards in our subway stations. We began with armed guards stationed in front of our MVMs at Myrtle-Wyckoff, one of our highest vandalism stations with a known swiper presence. Throughout 23 weeks when our armed guards were present, we observed higher weekly MVM sales than the average weekly MVM sales in the 12 weeks prior to the pilot. We believe this initiative shows promise.

A significant amount of fare evasion also occurs through the emergency exit gate, when customers take advantage of an open or held gate. We also deployed a pilot of unarmed guards positioned on the paid side of the emergency exit gates to prevent their unauthorized use in five stations. Customers have directly expressed their appreciation for these guards, and station personnel report a decrease in the presence of persons experiencing homelessness in these stations. We will monitor and analyze the effects of unarmed guards on the number of paid riders throughout the duration of the pilot.



Going forward, we aim to expand both guard pilot programs to stations selected on multiple criteria, such as ridership, MVM vandalism, quality of life indicators, security metrics, and station configuration.

NYSERDA Awards Grant to Deploy 2 Hydrogen Fuel Cell Buses

Last week, I was honored to accept an \$8 million award from the New York State Energy Research and Development Authority (NYSERDA) as part of its Electric Truck & Bus Challenge grants.



While our zero emissions efforts have been focused on all-electric buses, this grant is a historic moment for New York City Transit, as we prepare to deploy the first-ever hydrogen fuel cell buses at the MTA and in all of New York State, further advancing our path to an all zero-emission bus fleet by 2040. Demonstrating that hydrogen is a feasible and effective complement to our existing and future battery-electric fleet is a crucial next step. This grant will help us successfully showcase the role hydrogen fuel-cell buses have in the MTA's zero-emission future.

Two hydrogen fuel cell buses will be deployed, and the MTA will install a hydrogen fueling station capable of fueling up to 40 buses at the Gun Hill depot in the Bronx. The buses will run on approximately eight routes serving disadvantaged communities in northeast and central Bronx. The MTA has prioritized the deployment of zero-emission buses to environmental justice communities like those served by the Gun Hill depot, which have long-standing equity concerns on emissions and air-quality issues.

The two hydrogen fuel cell buses will be 40-foot New Flyer Xcelsior CHARGE H2 buses, with a range of over 300 miles. The buses will use hydrogen primarily produced with 100% renewable energy from hydropower. The deployment of buses is scheduled to operate in passenger service by the end of 2024 and will be subject to rigorous performance and reliability monitoring.



ABOUT THE METROPOLITAN TRANSPORTATION AUTHORITY & NEW YORK CITY TRANSIT

The Metropolitan Transportation Authority is North America's largest transportation network, serving a population of 15.3 million people across a 5,000-square-mile travel area surrounding New York City through Long Island, southeastern New York State, and Connecticut.

New York City Transit and MTA Bus operate all subways and buses in New York City. Our 45,000 employees serve 4,500,000 passengers a day. We operate nearly 6,700 subway cars and 4,500 buses, and we maintain 472 subway stations, 640 miles of track, 20 bus depots and 70 shops and yards.

The MTA is governed by a 23-member Board of Directors, organized in eight committees. Members of the New York City Transit Committee include:

- Haeda Mihaltses, Chair
- Andrew Albert
- Jamey Barbas
- Randy Glucksman
- David Jones
- Frankie Miranda
- Robert Mujica
- John Samuelson
- Sherif Soliman
- Lisa Sorin
- Midori Valdivia