



This performance metrics document was prepared for the February 2024 meeting of the New York City Transit & Bus Committee.

2 Broadway • New York, NY 10004 Monday, February 26, 2024

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Richard Davey
President, New York City Transit

1,000 camera equipped train cars

### **The North Star: Increasing Customer Satisfaction**

February is always a special month. It represents the transition into the new year and the celebration of heritage and accomplishments such as Black History Month. I would like to thank colleagues of African descent for your dedication to New York City Transit. Without your contributions and hard work, the transit system would not be able to move New Yorkers to their destinations day by day. You are truly an integral part of the Agency, and the leadership team and I will ensure we take the necessary steps to help you have prosperous careers at Transit, which includes supporting The Black Employee Group for Inclusion and Networking (B.E.G.I.N.).

One of the ways we hope to honor employees and the North Star goal of customer satisfaction is making the transit system as safe as possible. NYCT has ambitious goals for safety in 2024.

In the subway system more R211s, which will be equipped with internal cameras, will be put in-service. By the end of the year, cameras will be installed inside of all train cars - both older and newer models. I'm glad to report we are on our way to meeting this goal. On February 1, I joined New York Governor Kathy Hochul, MTA Chairman & CEO Janno Lieber, MTA Chief Accessibility Officer Quemel Arroyo, Department of Subways SVP Demetrius Crichlow, and the Department of Subways team to unveil our new, R211T open gangway subway cars and announce 1,000 subway cars are now equipped with onboard cameras. The remaining subway fleet is projected to have cameras installed inside of train cars by January 2025.

We also took an inaugural ride on the © line between Washington Heights and East New York. The inaugural ride marks the first time an open gangway train has operated in the modern history of subways in the United States.





The open gangway R211T cars are part of a larger order of R211A conventional 60-foot cars, which is funded by the Federal Transit Administration (FTA). In addition to the 1,000 subway car cameras, the NYCT has about 15,000



cameras across all 472 subway stations. I want to extend my thanks to all involved to make the "Safer" in the "Faster, Cleaner, Safer" plan closer to our goals.

Another development underway to increase public safety is our newest Platform Safety Pilot. Platform barriers are being installed at several stations to help increase public safety, starting with installations at 191 St and Clark St on January 21 and January 29. This will be followed by more pilot stations in the weeks ahead. The barriers are



strategically located on the platform edge, adjacent to the tactile warning strip, to avoid obstructing car doors as they open for customers to enter and exit the train. This pilot program is part of an effort by NYCT to improve public safety by preventing track intrusions, and it's a follow-up to the safety barriers installed in the center of platforms at three stations last year. NYCT will continually analyze the pilot to determine next steps.

Although I'm excited about these new developments, safety is not just about equipment – it's also about appearance. The NYCT team and I are excited to announce we are continuing the Re-NEW-Vation Program in 2024. After undergoing upgrades at 53 stations (more than the 50 station goal) in 2023, we are well on our way to re-NEW-vating a new set of stations in 2024, which includes adding new LED lights to brighten dark spaces, installing new draining systems, and repairing cracks to prevent tripping hazards.

The first round of stations will be:

- 66 St Lincoln Center 1
- Fort Hamilton Pkwy [B ]
- 161 St Yankee Stadium D
- Bushwick Av Aberdeen St 🕒
- Jamaica Van Wyck 🖪
- Rockaway Av C
- 57 St 📵



- 2 Av 📵
- Sutphin Blvd Archer Av JFK Airport 🗈 🕕
- 170 St 4
- Shepherd Av C
- Marble Hill 225 St 1
- Sutter Av Rutland Rd 3

We look forward to continuing our efforts to make the subway system more inviting and safer for our customers. On that note, the Department of Subways (DOS) is striving to create a safe environment for employees as well. At 125th Street Station, there will be a "No Standing" pilot which will block the standing area between the platform and the train to decrease conductor assaults.

24/7
bus video
surveillance

Following suit, the Department of Buses (DOB) has innovative safety solutions for 2024. In an effort to bring swifter justice and defer further crime, critical video footage is now being retrieved from buses 24/7 in partnership with NYCT Department of Security and the NYPD. The NYPD will also accompany EAGLE teams along bus routes for three upcoming DOB bus stop initiatives to fight fare



evasion. Incidents of fare evasion are often connected to assaults and harassments of bus operators.

To lower the number of collisions and to promote safer driving, 750 remaining express buses will be retrofitted with safer compartment doors. Furthermore, new local bus cockpit designs, which encapsulate operators, are being piloted. In addition, the operator's window louver will be expanded so more air will flow through the compartment without the operator being exposed to outside elements. I would like to thank the DOB Engineering team for their hard work to make this a reality.

The effort to increase the safety of the bus experience has another major development. NYS government is currently reviewing legal changes to



approve installing e-mirrors on buses. E-mirrors use cameras located on the exterior of buses to show the bus's surroundings to the bus operator, giving them a wider field of view on both sides of the bus.

DOB is continuing the Vision Zero training with another 6,000 bus operators enrolling in compliance with the City's revised guidance. In 2024, the Line Mentorship Program and Safety Jacket Recognition Programs, which proved to be successes, will be continued to promote safe driving and boost employee engagement. Later this year we will be testing Customer Facing Public Display Monitors on over 100 buses. DOB is dedicated this year ensuring a safer, more reliable bus ride for everyone.

Paratransit (AAR) has taken many steps to improve customer safety. January's metrics shows a continual upward trend. In January 2024, 20-minute On-Time Performance (OTP) was 93.4% for Primary Carriers and 91.2% for Brokers – up 4.6% and 1.4% respectively from December. This month has also seen a first with our Call Center receiving a zero Complaint Rate about Primary Carrier or Broker service.

The 60-minute Late Pickup window decreased drastically for Primary Carriers and Brokers compared to December 2023. In January, 1.9 out of 1,000 scheduled Primary trips were late followed by 4.8 our of 1,000 scheduled Broker trips. This represents a 70% and 40% respective decrease from December.



Despite these gains, AAR will continue to collaborate with and oversee primary and broker carriers to create safer customer experiences. This includes "secret shopper" ride alongs, site visits, road observations, and driver training, to emphasize safe transportation practices for every trip.

As we wrap up the second month of 2024, NYCT will continue to be guided by the feedback and priorities of our customers to deliver the quality of service they want and to achieve our "Faster, Cleaner, Safer" milestones. With the incredible team at NYCT working besides me, I'm confident we will achieve our goals.

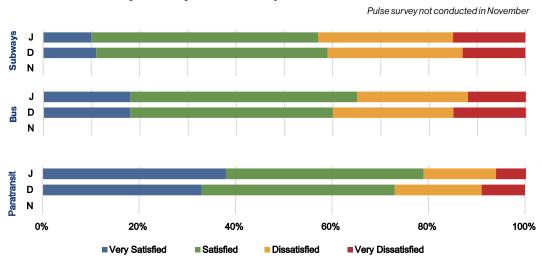
93.4% on-time performance on AAR



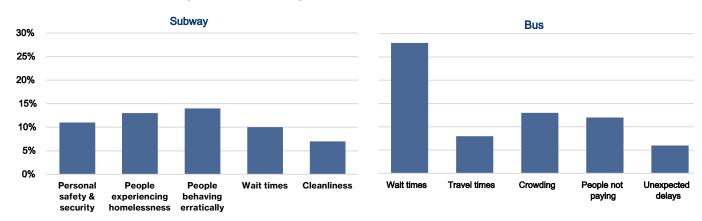
# **CUSTOMER SATISFACTION**

### **Monthly Pulse Survey Results - January**

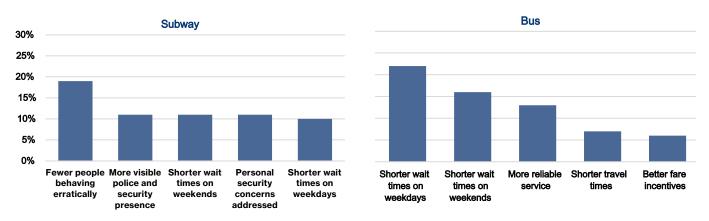
#### How satisfied are you with your transit experience?



#### What needs to improve to increase your satisfaction?



#### What would encourage you to ride more often?

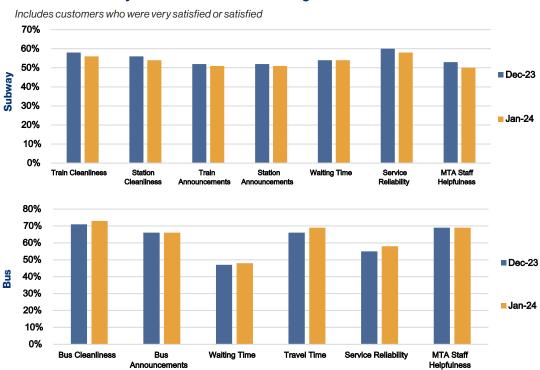




# **CUSTOMER SATISFACTION**

### **Key Customer Experience Indicators**

#### How satisfied are you with each of the following attributes?



#### **Data Review**

The overall subway satisfaction rate for January is 57%, down two points from December. Overall station satisfaction is flat at 59%. However, overall line satisfaction is down 3 points to 57%. Feeling safe on trains is down 3 points to 58%, and safety in stations is down 2 points to 59%, both back to the same rates as October. Quality of life issues remain prevalent to customers as people behaving erratically and people experiencing homelessness are the most mentioned improvement items in January.

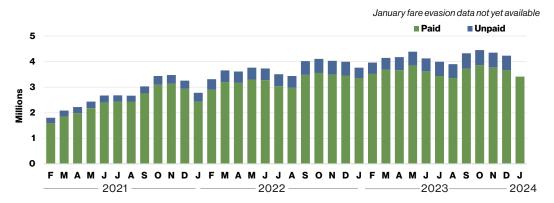
Overall bus (including Express) satisfaction in January is 65%, up five percentage points from December. Local bus (Local/Limited and SBS) satisfaction increased five points to 65%, while Express bus was flat at 65%. Much of the Local Bus increase is driven by frequent customers (3+ days per week); satisfaction for this group increased 4 points to 58%. Local bus attributes Travel Times and Overall Route increased 4 points, while Service Reliability and Crowding increased 3 points.

Access-A-Ride (Paratransit) overall satisfaction in January is 79%, a six point increase from December. Customers using AAR at least three days per week increased 9 points to 76% satisfied, while those in the Bronx and Brooklyn increased 9 and 11 points, respectively, to exceed 80% satisfied. The key attribute On Time Pick Up increased 10 points to 75% satisfied, likely contributing to the overall increase this month.



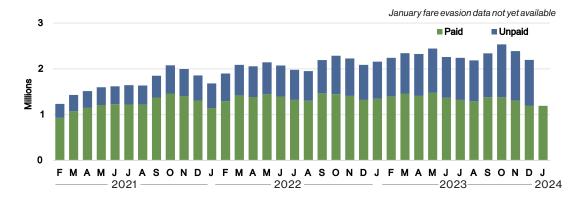
### **Subway Ridership**

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



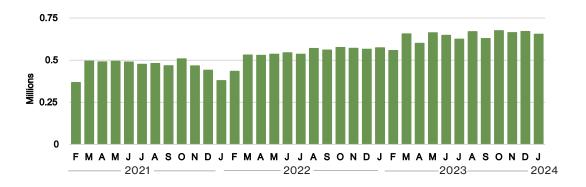
#### **Bus Ridership**

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



### **Paratransit Ridership**

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



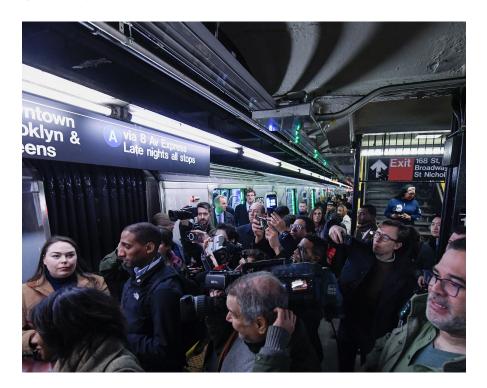


# RIDERSHIP

#### **Data Review**

Paid weekday subway ridership averaged 3.41 million, down from 3.67 million in December, though this is expected as January is traditionally one of lowest ridership months of the year. Annual growth vs January 2023 stands at 2.0%, though it was a stronger 2.9% for midweek days, and the highest January day was 4.2% higher than the highest January day in 2023. If January fare evasion rates match 4th quarter rates (13.3%) total ridership would be 3.94 million for the average weekday, and 4.18 million for the average midweek day.

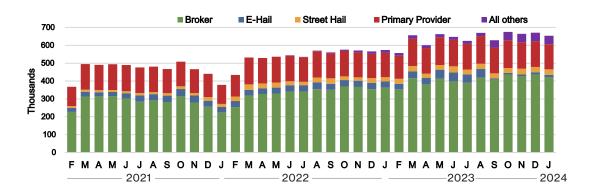
December paid weekday bus ridership also dropped from December, from 1.20 million to 1.19 million. This softer drop in bus compared to the subway drop is due to more school days in January vs December. However, this represents an 11.5% decline from January 2023 paid ridership, as rising fare evasion continues to present a significant challenge. If January fare evasion rates match 4th quarter rates (46.1%) average weekday ridership would be 2.207 million.





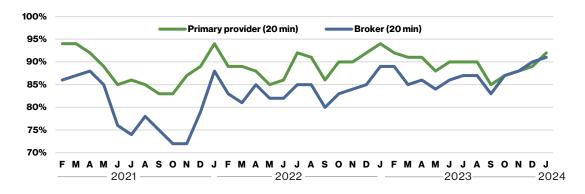
### **Paratransit Trips, by Type of Provider**

The number of paratransit trips, by type of service



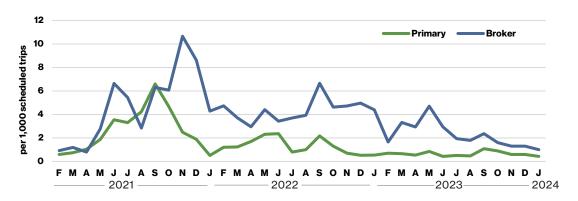
#### **Paratransit On-Time Performance**

The share of paratransit customers who are picked up within 20 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





#### **Data Review**

The year over year growth in ridership continued in January, with total trips increasing by 72,000 (or 12.4%) when compared to January 2023. For the category of on-time performance, our primary carrier service completed 92% of trips within the 20-minute pickup window from promise time. On broker service, we completed 91% of trips within the 20-minute pickup window from promise time. The Primary service declined by 2% and the Broker improved by 2%, respectively from January 2023 despite the significantly higher trip volume.

On primary carrier service, the no-show rate for performance decreased by 0.17 per 1,000 scheduled trips to 0.43, considerably better than our goal of 3.0. For Broker service, the result for January 2024 was 1.00 no-shows per 1,000 scheduled trips, also better than our goal of 3.0. Overall, Primary carrier no-shows decreased by 0.11 per 1,000 trips (or 20.4%) and broker no-shows decreased by 3.40 per 1,000 trips or (77.3%) when compared to January 2023.

In January 2024, 98% of all calls were answered, and the average call answer speed remained flat at 22 seconds when compared to December 2023 and decreased by 14 seconds or (38.9%) when compared to January 2023. The improvements we made to the reservation system in August 2023 continue to bear fruit for our customers today.

### **Moving Forward**

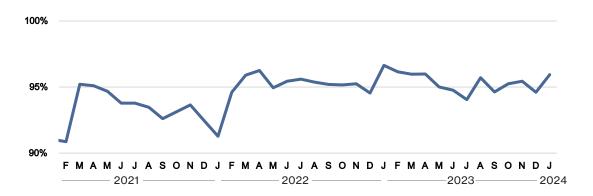
We are pleased to see significant improvements in our key performance indicators as the demand for AAR service continues to increase. These improvements are the result of the combined actions taken throughout 2023. This year we look forward to implementing several initiatives such as a new reservations, scheduling, and dispatch system, and the rollout of the OMNY pilot to help us maintain a high level of service for our customers.

We remain focused on our North Star goal of increasing our customer satisfaction. Based on our daily customer feedback and monthly pulse surveys, we continue working to address the issues most important to our customers, including increasing on-time performance, reducing provider no-shows, and reducing trip lengths.



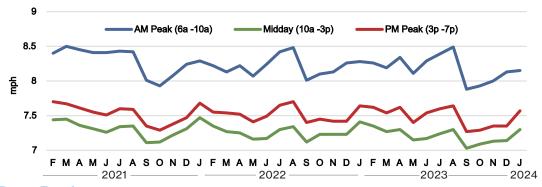
#### **Bus Service Delivered**

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 January improved in all key areas compared to December 2023 and remained stable compared to January 2023. Service Delivered, at 95.9%, improved by 1.4% from the previous month and was slightly down (0.7%) from last year. On a 12-month average, it remained stable at 95.3%.

Customer Journey Time Performance (CJTP), at 74.6% in January, improved by 3.5% from last month, primarily due to a 21-second decrease in Additional Travel Time and a 16-second decrease in Additional Bus Stop Time. Bus speeds averaged 8.2 mph, a 2.5% improvement over last month. These performance indicators remained stable on a 12-month average.

### **Moving Forward**

The Bus team has responded to several storm alerts this winter of 2024 with the heaviest downfall of up to a foot on February 13th. In preparation of snow events, buses were fitted with chains, extra personnel were on hand to deal with issues that could arise



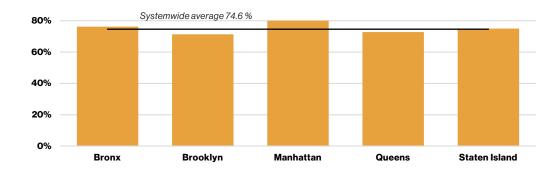
#### **Additional Bus Stop Time + Additional Travel Time**

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, January 2024**

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



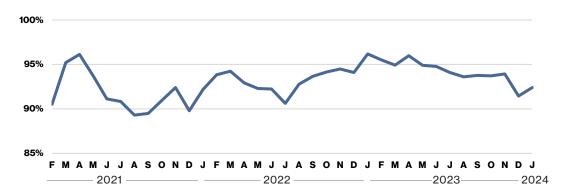
during the storm, and the Bus Command Center snow desk was activated. We also kept our 35 snow-fighting vehicles ready to operate on predetermined routes and ensured that highly trafficked areas and hot spots remained clear and salted. Lastly, bus service was adjusted based on real-time road conditions around the city.

Buses encounter many daily challenges as they navigate City streets. We have multiple initiatives underway to reduce and prevent collisions and customer accidents. We anticipate the expansion of Automated Camera Enforcement will result in an incremental reduction in collision. In addition, the Bus team is constantly exploring new technology-based safety solutions. This year we are also piloting an enhanced collision avoidance and intelligent pedestrian turn warning systems. We are also planning to pilot a bus operator analytics console to help develop safer driving habits with respect to sharp braking, acute cornering and hard acceleration, and we will also be taking delivery of four Bus Operator Simulators with driving database environments specific to MTA's needs and duty cycles. Safety is at the core of what we do, and we look forward to improving customer and employee safety through the implementation of these and other various critical initiatives.



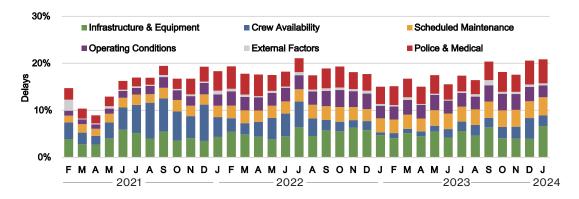
### **Subway Service Delivered**

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



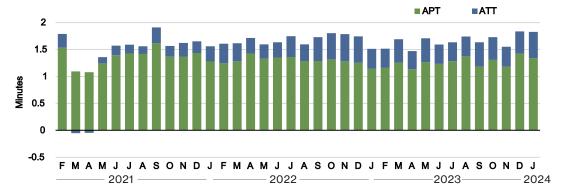
#### **Data Review**

For January 2024, weekday On Time Performance (OTP) was 79.1%, down 0.3 points from December 2023. In January, the percentage of customers arriving at their destinations within five minutes of schedule (CJTP) rose to 83.4%, which is 0.6 points more than the previous month. Additional platform time (APT) decreased to 88 seconds, while additional train time (ATT) increased to 37 seconds. Weekend performance in January remained high; 84.6% of trains arrived on time in January, up from 83.9% in December.



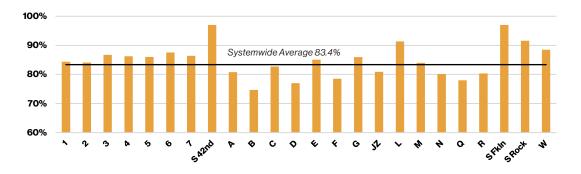
### **Subway Additional Platform Time + Additional Train Time**

APT: The average time that customers spend waiting at a station beyond their scheduled wait time ATT: The average time that customers spend onboard a train beyond their scheduled travel time



### **Customer Journey Time Performance**

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



### **Moving Forward**

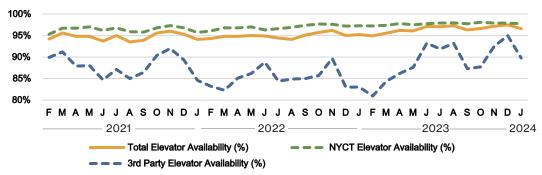
For the first two quarters of 2024, the Department of Subways will convert 22 stations to LED lights. This initiative will not only make the stations brighter and safer, but it will conserve energy as we look towards more sustainable solutions. We will complete the conversation of 150,000 fluorescent light fixtures to LED across the subway system by 2026. To date, we've completed four stations, with more on the way. Our conversion to LED lights does not just stop with our stations, we are also converting the lighting in our subway cars. We are on pace to complete LED lighting in all subway cars by 2026. This is in addition to the recent announcement by Governor Hochul and Chair Lieber that all subway cars will have cameras in them by the end of 2024. In 2024, we will also accept 70 total new or replacement elevators and escalators in our system as we make our system easier to traverse. Last month, we brought 2 elevators into service at Beach 67th Street in Far Rockaway.



### **ACCESSIBILITY**

### **Elevator Availability**

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



### **Accessibility Update**

We are hitting the ground running this year with more newly accessible stations, expanded pilots, and expanded digital information. MTA Accessibility pilots continue to progress, bringing opportunities for customers to engage in the work of identifying the most useful new physical and technological solutions to the system. The NaviLens wayfinding, information, and language translation app is now in four stations including 72 St 1 2 3, 66 St 1, Christopher St 1, and Houston St 1. Installations will continue along the 1 and A 6 E lines into spring. Learn more about the project and see the full list of stations to be outfitted with NaviLens codes, accessible boarding area floor decals, and tactile line maps. Please check out these features and send us your feedback!

In January, two new elevators were placed into service at Beach-67 St (a) station in the Rockaways. The addition of this accessible station brings much-needed access to the Arverne neighborhood in the Rockaways. We thank our partners in MTA Construction and Development for the continued dedication to constructing accessible stations faster than ever before.

While we continue to break records with the pace of ADA station awards and completions, this progress is now at risk due to the delayed implementation of the Central Business District Tolling Program, or congestion pricing. There are more than 20 ADA station projects remaining to be awarded in the 2020-2024 capital plan, and those awards are currently on hold pending successful launch of the CBDTP program. Continued delay in implementing congestion pricing also means delay in advancing elevator modernization projects, purchasing new rail and bus rolling stock, upgrading public address systems and more projects that directly impact the accessibility of our transit system. At this critical moment for investing in the future of our transit system, we urge accessibility and transit advocates to join us in the call to reduce congestion, clean our air, and ensure continued investment in the future of accessible transit with a timely launch of the congestion pricing program.



# FINANCIAL RESULTS

### 2024 Operating Revenue & Expenses, January Year-to-Date

	New York City Transit			MTA Bus			Staten Island Rail		
in \$ millions	Forecast	Actual	Variance	Forecast	Actual	Variance	Forecast	Actual	Variance
Total non- reimbursable revenues	341.2	322.1	(19.1)	18.1	13.5	(4.6)	0.6	0.5	(0.1)
Farebox revenues	283.7	267.6	(16.1)	16.4	13.1	(3.3)	0.4	0.3	(O.1)
Other revenues	57.5	54.5	(3.0)	1.7	0.4	(1.3)	0.2	0.2	(0.0)
Total non- reimbursable expenses	818.2	836.7	(18.4)	84.9	73.6	11.3	6.7	6.2	0.6
Labor expenses	635.7	639.1	(3.4)	64.0	57.5	6.5	5.3	5.2	0.2
Non-labor expenses	182.5	197.6	(15.1)	20.9	16.1	4.9	1.4	1.0	0.4
Non-cash liabilities	182.5	197.6	(15.1)	17.4	4.9	12.5	1.5	2.1	(0.7)
Net surplus/(deficit) - accrued	(664.6)	(693.2)	(28.6)	(84.1)	(65.0)	19.2	(7.6)	(7.8)	(0.2)

#### 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	45,198	43,168	2,030	3,870	3,631	239	368	344	24
Reimbursable	4,759	3,857	902	38	34	4	54	5	49
Total Positions	49,957	47,025	2,932	3,908	3,665	243	422	349	73

#### **Data Review**

Farebox revenue was unfavorable to the Budget by \$19.5 million primarily due to lower subway and bus ridership than projected. Other Revenue was \$4.3 million under the Budget mainly due to lower than projected advertising and retail revenue. Expenses were below the Budget by \$6.5 million. Labor expenses, including fringe benefits, were favorable by \$3.3 million driven largely by vacancies. Non-labor expenses were unfavorable by \$9.8 million mainly due to unfavorable timing of maintenance contract; paratransit expense and material and supplies inventory write off.

### **Moving Forward**

The Agency continues its efforts to fill vacancies, monitor ridership trends, look for cost effective ways to operate efficiently and focus on tightly managing expenditures, especially overtime.



# **CUSTOMERS AND COMMUNITIES**

### Councilman Erik Bottcher visits 14th St ADA Project







# **CUSTOMERS AND COMMUNITIES**

#### **steMTA**

Recently, the GCR team brought the steMTA program to Francis Lewis High School in Queens. Joined by Senior Vice President of Buses Frank Annicaro and Acting Manager of the Queens Bus Network Redesign Tori Winters, the wide-ranging conversation with around 95 students was the largest steMTA we've conducted yet.



### TransitTalk at Atlantic-Barclays Center Station

On January 25, TransitTalk was back at the Atlantic-Barclays Center Station. NYCT President Rich Davey and representatives from Stations, OMNY, MTA Customer Service, GCR, NYC Fair Fares, and IDNYC, engaged customers in discussions on making the switch to OMNY and the use of the new OMNY vending machines at the station. They also provided information on various reduced-fare options, introduced recently installed wide-aisle gates (WAG) and updated customers on quality of life (QoL) initiatives. LIRR Acting President Rob Free also joined the event to respond to questions and concerns about LIRR service.

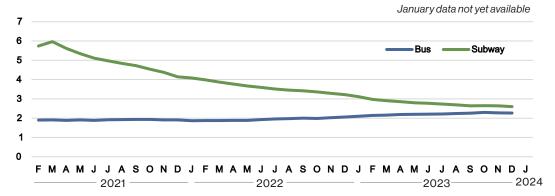






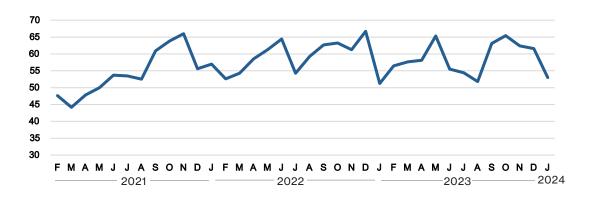
#### **Customer Accident Rate**

The number of reportable subway and bus customer accidents per million customers (12-month rolling average)



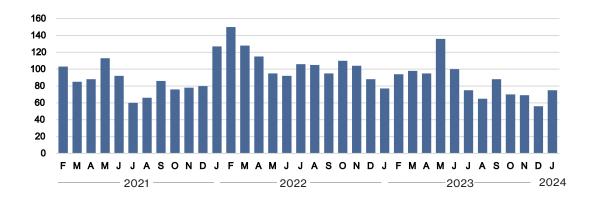
#### **Bus Collision Rate**

The number of bus collisions per million miles



#### **Subway Fires**

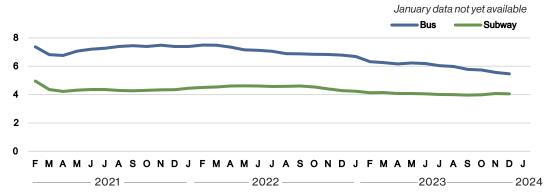
Total number of fires in the subway, including right-of-way, in stations and on trains.





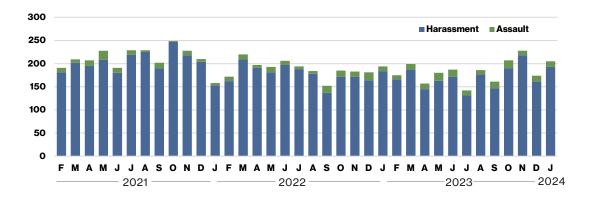
### **Employee Lost Time Accident Rate**

The number of reportable employee lost time accidents per 100 employees (12-month rolling average)



### **Assaults and Harassments 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. It is worth noting that December 2023 Slip / Trip /Fall accidents were significantly lower (187) when comparing to December 2022 (231).

Bus Collision Injuries and Customer Accidents increased, while Bus Collisions decreased slightly, when comparing the most recent 12-month period to the previous one.

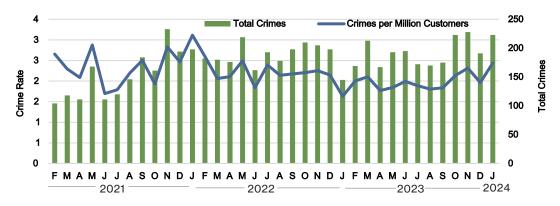
Employee Lost Time Accidents decreased when comparing the most recent 12-month period to the previous one.

Subway Fires have decreased on a rolling 12-month basis when comparing periods ending January 2024 and January 2023. It is also worth noting that Monthly Fires for January 2024 (75) decreased when compared to the same month in the previous year (77).



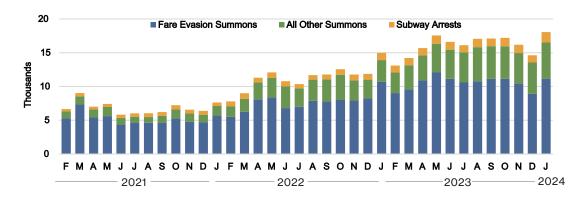
### **Major Crimes Against Subway Customers**

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



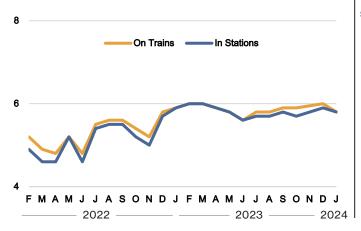
#### **NYPD Summonses & Arrests**

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

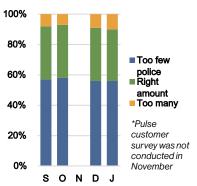


### **Perception of Safety and Police Presence**

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?





#### **Data Review**

In January 2024, Major Felony Crime was up 17% from December 2023. Crimes per Million Rides also increased 24% from the previous month. This is largely due to the increase in crime in January paired with a slight dip in ridership. Additionally, crime was up on both count and per rider versus January 2023. Crime was up 19% versus the 2023 monthly average. Fortunately, early February numbers are showing progress on reducing this uptick.

This uptrend has not gone unnoticed. Our law enforcement partners continue to engage with enforcement and crime control initiatives. NYPD arrests are up 42% versus December 2023 and 43% versus January 2023. Summons activity is also up 25% versus December 2023 and 4% versus January 2023. We expect these increased enforcement efforts to show results in the coming months.

### **Moving Forward**

Crime and disorder in our system is a dynamic issue. We expect to see some sporadic upticks in crime, but we remained encouraged to see our crimes per million rider figures trend down year over year. These long-term effects of our initiatives show that our proactive crime, security, and safety programs are working as designed. Further, it shows that many of our new crime and quality of life initiatives are directly effecting change in the system.

The MTA remains committed to crime reduction and a safe environment for our customers and employees. We will continue to promote City, State, and Federal partnerships and long-term strategies towards crime and incident reduction. We look forward to continuing our progress from 2023 into 2024.



# SPECIAL FEATURE

### **Track Panel Installations on the Subway**

The New York City Subway system has 665 miles of mainline track, veins carrying the lifeblood of the city from Far Rockaway to Van Cortland Park. End-to-end, the track mileage of the subway would get you from New York City to Chicago. Of these 665 miles, 156 miles are elevated, with elevated tracks in all five boroughs the subway serves. This vast network of tracks requires constant inspection and renewal to keep service moving faster and safer today than ever before in the 119-year history of the subway.



Elevated track renewal is done via the installation of prefabricated track panels, 39 feet long sections of track that are, like a puzzle piece, dropped into the mainline subway tracks. This replaces decades-old infrastructure with brand new, more reliable, and faster tracks. These panels are entirely constructed in-house by members of the Track Construction Team within NYCT's Maintenance of Way Division. Track panels are then loaded onto trucks or work trains and taken to the portion of the system where track is set to be renewed, swung by cranes into place, and ultimately installed by Maintenance of Way track workers. Track panel installation is typically, though not always, completed from sunrise to sunset to provide the most optimal lighting for work to be completed and generally requires some form of service disruption to get sufficient access to the track.

In 2023, the Department of Subways undertook one of the most ambitious track renewal programs in recent memory. This involved the replacement of 820 track panels – well in excess of the Department of Subways' annual goal of 668 – which was the most track renewed in a single year in over a decade. This work was done safely and more efficiently than before, with an average shift now installing 3 track panels rather than the historic average of 2. By safely installing more track paneling than in years prior, New York City Transit has vastly improved the reliability of elevated tracks, both reducing delays and improving On-Time Performance. 2023's historically strong 83% OTP on the Subway can be traced back in large part to ambitious maintenance and renewal work like track panel installations.

2023 was not only marked by the sheer scale of track panel installations, but also by the renewal of track on two of the most challenging portions of the entire elevated network – the Culver (2) Line over the Belt Parkway and the Canarsie (1) Line, both in Brooklyn. Both panel projects required ingenuity, hard work, and strong systems in place to safely renew tracks and improve service.



# SPECIAL FEATURE

### Track Panel Installations on the Subway (con't)

On the Culver Line, the renewal of a specific portion of track between Neptune Av and Avenue X required a closure and diversion of traffic on the busy Belt Parkway. The last recorded overnight panel project at this location occurred in 1987, over 35 years ago. To accommodate this request, NYCDOT and NYCT worked to schedule the panel installation from December 8, 2023 to December 11 during the overnight hours, when road traffic would be most minimally impacted. To facilitate this evening work, extensive measures were taken to provide adequate lighting of the entire work area. A large bay crane was deployed in compliance with the traffic diversion, and it successfully positioned the track panels in place safely and on-time. When this work was completed, new running rails that improve service reliability and performance were installed, which will benefit [5] line customers for many years.

The track work on the Canarsie Line was a major renewal effort at a large scale. The Canarsie Line was a priority for 2023, as multiple sections of track had met or surpassed their useful life. In addition, there were multiple high failure clusters located along the line. To address both, Maintenance of Way installed 67 panels throughout 2023 in the vicinity of Broadway Junction, Livonia Av, and Sutter Av stations - addressing 293 track defects in the process. The line is already one of the subway system's most reliable, thanks to modern CBTC signaling; replacing aging track with modern, more reliable panels is a force multiplier to further improve service for the hundreds of thousands of customers who rely on the every single day.

In 2024, the ambitious panel installation program will continue at NYCT, as the Department of Subways seeks to achieve 84.7% On-Time Performance and a further reduction in delays. You can expect more track replacement along the Canarsie Line to be a headline item of this program, with 160 additional panels scheduled to be replaced by the end of the Q2.

The tireless work, often conducted on weekends by the Maintenance of Way team, to replace track panels throughout the elevated system is critical to a resilient and reliable subway system. Replacing track panels is the sort of under-the-radar work that customers rarely see but reap real benefits from – it's a linchpin of our Faster, Cleaner, Safer plan at New York City Transit. 2024 will build on the momentum of the past year to further improve track quality across our network, even when it requires creative problem solving like the team demonstrated on the Culver Line last year. Customers may have to navigate a weekend shutdown to accommodate the work, but the benefits to service reliability, safety, and speed that come from replacing decades-old track with brand new panels will improve their rides for decades to come.





# 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
- Randolph Glucksman
- David Jones
- Frankie Miranda
- John Ross "JR" Rizzo
- Lisa Sorin
- Midori Valdivia

