

MILEPOSTS

Way Ahead Special Edition: 2nd Year Accomplishments



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Metro-North's Way Ahead Strategic Plan 2nd Year Accomplishments

A Message from

Metro-North President, Catherine Rinaldi

Dear Customers

We all know that 2020 was a challenging year. But despite the international pandemic, Metro-North continued to make progress on the *Way Ahead* strategic plan that we launched two years ago.

When we adopted the *Way Ahead* plan in 2018, our goal was to set the standard for safety, reliability, and innovation in the delivery of excellent customer service to you, our customers.

Our plan continues to be focused on these three priorities:

Our Customers, you are the reason Metro-North exists

Our Infrastructure, including trains, stations, track, structures, communications, signals, power, shops and yards; and

Our People, who are Metro-North's greatest resource



Over the past two years we have been laser-focused on these three core principles:

Safety, which rests at the heart of all our actions and initiatives

Integrity, to maintain the public's confidence in our decisions; and

Innovation, to encourage new ways of thinking and doing business.

I am pleased to report that these principles have helped guide our approach to providing the safest and cleanest travel for you during the pandemic.

We also have been committed to providing a level of service that accommodates the need for social distancing,

and we have dedicated our policies and resources — such as **mandatory mask wearing** — to ensure a high degree of safety on our trains and property.

At the same time, while ridership was down, we accomplished track and infrastructure work at a quicker pace.

See the [2nd Year Accomplishments Report](#).

I look forward to your feedback at this email address, WayAhead@mnr.org.

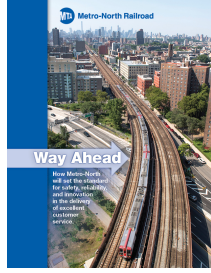


We know 2020 was a challenging year for everyone, and we hope that in 2021, we can welcome many

of you back to Metro-North.

Sincerely,

Cathy Rinaldi
President,
Metro-North
Railroad



Keep them covered.



Whether you can social distance or not, covering your nose and mouth with a mask or cloth is **mandatory** on all trains.

Stop the spread. Save lives.

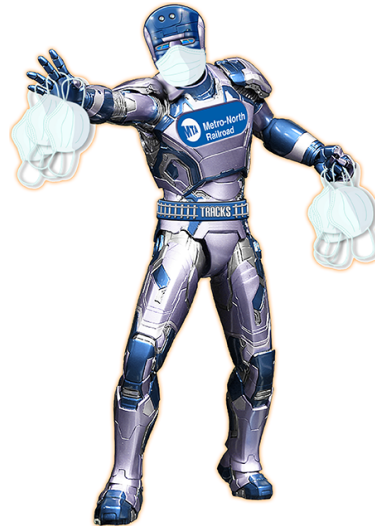


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Our Customers

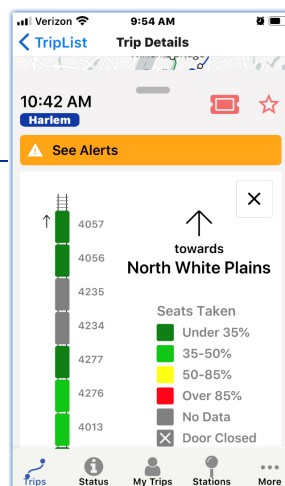
Ensuring Your Safety – During COVID-19

- ▶ **Starting in March 2020, we implemented the most aggressive cleaning** and disinfection process ever, with stations sanitized twice every 24 hours and train cars once every 24 hours.
- ▶ **We stepped up our efforts to communicate with you**, to tell you what we were doing to keep our trains and stations safe, provided advanced notification of service changes, and launched innovative social media campaigns to keep you informed during the pandemic.
- ▶ **We distributed masks** to any customer who needed one through various methods.
- ▶ We also installed Personal Protective Equipment dispensers at many stations, and installed hand sanitizer dispensers.
- ▶ **We introduced mandatory mask usage** early in the pandemic, a requirement that was strengthened by executive orders from New York Governor Andrew M. Cuomo, and Connecticut Governor Ned Lamont.
- ▶ Through these combined measures, we were able to bring **mask compliance to 93%** across our trains and properties, and we continue to focus on increasing compliance.
- ▶ **We began testing a new 3-Stage Air Filtration System** for our train cars to reduce the presence of bacteria and viruses including COVID-19 by 99.9998%. Metro-North was the first transit agency in North America to install this technology on board our fleet. The pilot follows a successful proof-of-concept conducted by Metro-North over the summer.
- ▶ **We upgraded our TrainTime® application to include passenger estimates** on board train cars before the train arrives at the station. This technology allows you to better board a train for social distancing. Available now on our M7s, the technology should be complete on our M8s and Shoreliners by the end of the first quarter 2021 and by Q2 for the remainder of our fleet.



We continue to focus on improving our customers' day-to-day experience:

- ▶ **Our train service reliability is increasing**, with East of Hudson Year-To-Date On-Time-Performance reaching a new record high 97.9%, 3.5% better than in 2019.
- ▶ In December 2020 MTA approved the award to purchase 27 new dual-mode locomotives from Siemens Mobility Inc. The federally funded procurement includes options to procure up to 32 additional locomotives for Metro-North. The new locomotives are scheduled to commence delivery in 2026 and will replace the GE Genesis DM Locomotives which have been in service for over 25 years;



- ▶ We also accepted delivery of two catenary maintenance vehicles used to transport staff and material in performing catenary inspection and maintenance, as well as emergency repairs on the New Haven Line.
- ▶ We expanded our Customer Service Station Ambassador Program by redeploying Ticket Sellers as Station Ambassadors. Sixty-three Station Ambassadors are now working across 23 passenger stations and Grand Central Terminal to monitor ridership, assist with loading and customer information, distribute masks and disinfect customer touch points several times a day.
- ▶ We completed the construction of the Maybrook Railway, a 23-mile long paved segment of Governor Andrew M. Cuomo's 750-mile Empire State Trail, located in Putnam and Dutchess counties, along the unused Beacon Line.
- ▶ We completed the Crestwood station upgrades, including installation of an ADA ramp, benches, USB lean bars, side platform shelter, overpass dashboard and counters, cameras, Wi-Fi and a new canopy.
- ▶ We accelerated work on the Enhanced Station Improvement Initiative at **White Plains station**.
- ▶ Among a host of station improvements and enhancements, we completed the replacement of the historic Ossining Station Roof, and replaced the stairs leading from Chatsworth Avenue to the inbound and outbound platforms at Larchmont Station.
- ▶ We launched a new Accessibility Task Force that will provide a forum for the exchange of information about Metro-North services and facility accessibility as they relate to persons with disabilities and their transportation needs.



Improving Customer Communications

Communicating effectively with our customers has never been more important as we navigated the impacts of COVID-19.

- ▶ We completed installation of
 - ▶ the Grand Central Terminal Big Board and
 - ▶ 96 Gate and Departure Boards in June, which has increased messaging capabilities and reliability and provided real-time schedule information.
- ▶ We installed the enhanced Public Address (PA) System
 - ▶ at GCT and select outlying stations.
- ▶ We installed
 - ▶ 366 advertising screens,
 - ▶ 292 track information screens and
 - ▶ 59 Metro-North message screens at our stations and Grand Central Terminal.
- ▶ We also installed 84 digital information and advertising screens on 21 M7 and M8 cars.
- ▶ We added security cameras with real time monitoring capabilities and integrated security camera feeds at GCT and select outlying stations to customer advocates in the Operations Control Center to enhance incident response communications.
- ▶ Help Points were installed at 12 select locations enabling customers to call the MTPAD in case of an emergency.



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Our Infrastructure

Throughout 2020, we took advantage of reduced service levels due to COVID-19 to provide extended access to work sites across our territory. This critical work continues to increase service reliability by reducing infrastructure-related train delays.

Meeting our FRA Deadline for Positive Train Control (PTC)

- ▶ We met our Federal Rail Administration deadline to implement PTC across our territory by December 31, 2020. One hundred percent or 244.3 miles of our lines are already in full PTC mode, and our trains for Hudson, Harlem, and New Haven Lines are operating with full PTC functionality.
- ▶ Amtrak, CSX Railroad, P&W and CTDOT trains are interoperable on the Hudson and New Haven Lines and on the Danbury Branch. We also Installed new 144 strand fiber cables from

Fordham station to Woodlawn station to support PTC.

Safety and Security Actions

- ▶ **In 2020, we completed the Rapid Deploy Video Surveillance Enhancement initiative (PODS)**, a video surveillance and security system, under budget and four months sooner than anticipated by installing cloud-based Security Camera Pods and Help Point Kiosks. The Help Points connect customers directly to MTA Police in emergency situations. These new systems provide increased safety and security for customers and additional video capabilities for our security and operations forces, including the ability to assess platform crowding conditions during times of operational incidents.



- ▶ **We completed Enhanced Grade Crossing upgrades** by replacing six grade crossing pads and installing delineators at 30 crossings.
- ▶ **We continue to see positive downward trends** in customer and employee injuries.

Continued Success with our SMARTRACK Program

- ▶ **We continued to expand our SMARTRACK Program** where crews strategically shut down continuous segments of track, giving multiple work groups uninterrupted access to maintain and improve the system. The results include:

- ▶ **Replaced 22,504 railroad ties** on the New Haven Line, 14,000 on the Danbury Branch and 8,000 on the Waterbury Branch.
- ▶ **Installed 9.73 miles of new rail.**
- ▶ **Welded 1,626 rail joints.**
- ▶ **Replaced 36 track switches.**
- ▶ **Resurfaced 94.93 miles of track.**
- ▶ **Expedited and replaced four track switches** at a critical interlockings directly south of the Scarsdale Station.



- ▶ **Completed Grand Central Terminal track rehabilitation work**, including replacing and laying new rail, bracket ties, and block ties on Tracks 13, 15 and 16.

- ▶ We reduced Federal Railroad Administration safety and maintenance exceptions considerably between the Fall of 2019 and the Spring of 2020 due to work performed by our Production Tie Gangs. We also reduced switch failure incidents by 10% on a monthly average from the prior year.
- ▶ We deployed the Brandt Road Rail Powered **Continuous Work Platform (CWP)** with Steel Track Excavator, custom built equipment with a nine-platform, articulated consist that enhances deployment efficiencies and performance of a wide range of tasks in hauling and distributing maintenance of way materials. This includes ballast and rails up to 250 ft. in length without interfering with operations. It has also increased our ability to keep the right-of-way clean of maintenance and construction debris. The excavator provides the ability to operate with minimal disruption to railroad traffic, and is capable of negotiating all of our track, tunnels and structures.
- ▶ **Accelerated our tree-trimming** program along the right-of-way, targeting trees that can fall on our tracks to mitigate against the effects of extreme weather events. And, we proactively removed diseased trees to combat the emerald ash borer, the invasive beetle killing North American ash trees.
- ▶ When **Tropical Storm Isaias** hit our territory on August 4 of 2020, we had crews stationed and ready to respond quickly. Our crews worked 24/7 to overcome the storm's impact — the worst in the region since Superstorm Sandy — which brought down over 300 trees across our territory, toppled utility poles, tangled overhead wires, and damaged third rail and signals. Our proactive preparedness brought most of the territory back up within 24 hours and the remainder of the system back up within weeks.
- ▶ We installed **27 miles of communications and signal cable** on the Waterbury Cab Signal Project. Twenty-four of the 48 signal houses have been set on their respective foundations,

and additional work is in progress.

- ▶ We went live with the new elevated **Riverdale power substation**, replaced after Superstorm Sandy.
- ▶ **A month ahead of schedule** we completed the reconstruction of the 6th Avenue Bridge in downtown Mount Vernon, which is now open for pedestrian and vehicular traffic. We expect a summer 2021 completion of the reconstruction of the 10th Avenue and Third Avenue Bridges.



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Our People

COVID-19 Measures for Employees

In 2020, we proactively worked to keep our workforce safe from the coronavirus.

- ▶ We provided free and convenient **COVID-19 and antibody testing for our employees**,



deployed a Temperature Brigade at key work locations, and distributed personal thermometers and face coverings to our workforce.

- ▶ To get the word out, we developed a **comprehensive internal media campaign** to our employees on how to stay safe during COVID-19 and implemented a COVID-19 reporting hotline and tracking system.
- ▶ **We limited the occupancy** of certain work locations and performed contact tracing to reduce the risk of transmission of the virus.

Recognizing our Employees

In an extremely challenging year, we are thankful for our talented and dedicated workforce, who have continued to go above and beyond for our customers. This year we continued to recognize their work and contributions which we did in several ways including presenting them with achievement awards, developing virtual events, and keeping up the positive communication among our forces throughout the pandemic.



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What's Next in the *Way Ahead* Plan:

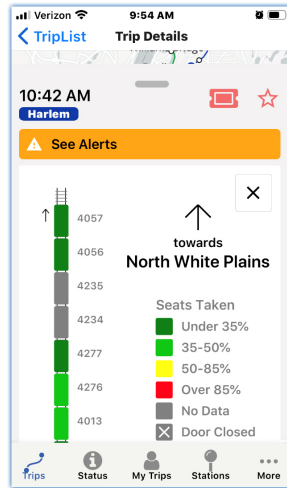
- ▶ In 2021 we will **complete delivery of the M8 rail cars** on the New Haven line.
- ▶ We will complete the **White Plains and Port Jervis station improvements**.
- ▶ We will expand marketing of **MTA eTix®** to increase the number of customers using contactless fares electronically.
- ▶ We will receive the initial delivery and install **OMNY and Cubic Vending Machines** at Metro-North stations. These machines will replace aging Ticket Vending Machines (TVMs) and create a more seamless fare collection across the MTA.



▶ We will complete installation of the **Rapid Deploy Video Surveillance Enhancement** (PODS) initiative at additional stations to provide increased safety and security for you, our customers.

▶ We will complete the enabling of **customer count estimates** on the remainder of our fleet so customers can monitor their trains and plan their travel accordingly through the Metro-North Train Time® app.

▶ We will go live with the **Centralized Train Scheduling System** (CTSS) using TrainPlan which will link all the rail scheduling operations processes under one program, seamlessly transferring data from the scheduling system to downstream customer service and signaling systems, including pre-written schedules for unusual but anticipated conditions.



▶ We will roll out significantly **enhanced inspection methods** and equipment in 2021 including the introduction of mobile technology utilizing handheld devices for track and signal inspections; deployment of the Shoreliner Autonomous Track Geometry Inspection Services (ATGIS) unit to cover and provide more frequent inspections in non-electrified territory; and deployment of the new Track Geometry Inspection Car, to perform the system-wide track geometry inspections more effectively and efficiently.

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