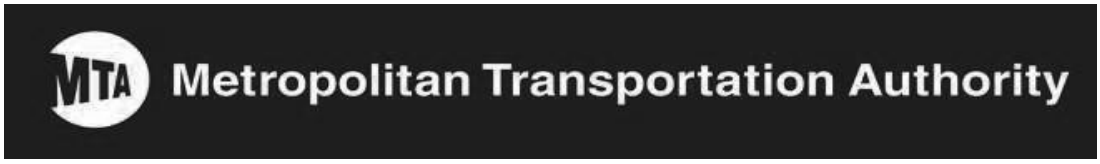

2021 Operations Plan Update
in Compliance with PAL §1269-d

"MTA Five-Year Strategic Operations Plan 2021-2025"

New York State Metropolitan Transportation Authority

2 Broadway, New York, NY 10004

Introduction

In accordance with New York State Public Authorities Law §1269-d, the Metropolitan Transportation Authority (MTA) submits to the Governor a "strategic operation plan" for the five-year period commencing January 1 of the following year, to be updated annually. This report contains the 2021 updates required by PAL §1269-d for the MTA transit and commuter rail agencies, consisting of: New York City Transit (NYC Transit) Subways and Buses, including the Staten Island Railway (SIR); the MTA Bus Company (MTA Bus); and the two MTA commuter railways, MTA Long Island Rail Road (LIRR) and MTA Metro-North Railroad (Metro-North). The information contained herein is based on 2021 third-quarter data, financials, performance indicators, and future projections as of November 2021.[1] Annualized future projections are carried out to the best level of accuracy allowable by the MTA Board-approved financial plans, five-year capital plans, project schedules, and fare structures. Five-year projections are not available for some indicators. Information on service schedules, routes, performance indicators, budgets, and capital programs is updated regularly and may be found under "Transparency" on the MTA website at new.mta.info.

Information in this report is excerpted from the following 2021 documents, which are also available under the heading "MTA Info" on the MTA website: MTA 2022 Final Proposed Budget: November Financial Plan 2022-2025 (Nov. 2021), Vol. 1 and Vol. 2; MTA Capital Program 2021-2024; MTA Mission Statement, Measurements, and Performance Indicators Report Covering Fiscal Year 2020, pursuant to PAL §1269-f and §2824-1; and the MTA 2020 Annual Report to the Governor. MTA financial plans are updated quarterly. MTA budget and financial information can be accessed under "Transparency" at the open-data MTA Budget Portal, with new transparency features. The following sections of this Strategic Operations Plan address each of the sections and subsections of PAL §1269-d. An additional section, beginning on page 1, addresses the 2021 impact of the Covid-19 pandemic.

[1] *MTA agency performance indicators, projections, and other data are subject to regular updating and reconciliation. Because of timing, some data in this report may differ from data in the 2020 PAL §2800 and PAL §1269-f reports.*

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Section 1. Statement Regarding Impact of Covid-19

All 2021 performance indicators, operations, finances, and forecasts were severely impacted by the Covid-19 pandemic, making year-to-year comparisons and projections difficult to assess. By April 2020, at the height of the pandemic, the MTA reported the following catastrophic declines in ridership: NYTC Subway down 93 percent; Metro-North down 95 percent; LIRR down 97 percent; and Bridges and Tunnels down 62 percent.

During 2021, ridership at all MTA agencies rebounded steadily, achieving a combined total of over 5 million riders on Oct. 28, 2021. Subway ridership on that date topped 3.3 million riders, while bus ridership was just under 1.5 million for the day. Metro-North continued an upward trend to a post-pandemic record of 132,171 customers on Oct. 28, while LIRR carried a post-pandemic record of 159,574 on the same day. Paratransit booked 24,814 trips for the day, and Staten Island Railway carried 7,594 customers.

Despite these encouraging trends, ridership remains well below pre-pandemic levels. As of the first week in November, ridership recovery as a percentage of pre-pandemic levels was 55 percent on subways, 64 percent on buses, 40 percent on Staten Island Railway, 52 percent on LIRR, and 48 percent on MNR. Volume on MTA Bridges and Tunnels was 97 percent of the pre-pandemic crossings. McKinsey projections in the *2022 Final Proposed Budget: Nov. Financial Plan* anticipate a "new normal" ridership level of between 82 percent and 91 percent of pre-pandemic levels by the first quarter of 2024, assuming a continuation of hybrid work schedules, with fewer days per week traveling to an office location, increased online shopping at the expense of brick-and-mortar locations, slower return of tourism, and increases in alternative travel, such as walking and bicycling. Bridges and Tunnels traffic is expected to fully recover to its pre-pandemic level by the second quarter of 2022.

For details on the financial impact of the pandemic, emergency federal funding, and related adjustments, see the *MTA 2022 Final Proposed Budget: Feb. Financial Plan 2022-2025, Vols I and II* under "Transparency," Financial and Budget Statements, at the MTA public website at new.mta.info.

Section 2. Longterm Goals and Performance Standards by Agency

According to its Mission Statement, the longterm objective of the MTA is to "preserve and enhance the quality of life and economic health of the MTA travel region through the cost-efficient provision of safe, on-time, reliable, and clean transportation services." To achieve this, the MTA has set forth the following longterm goals and performance indicators, which are tracked by each of the MTA transit and commuter rail agencies. Monthly 2021 performance data for NYC Transit, LIRR, Metro-North, and MTA Bus are posted on the Performance Metrics Dashboards at the MTA's public website new.mta.info. Annualized data are calculated in the first quarter of the subsequent year. Performance data for 2021 will be published in the MTA 2021 Mission Statements in April 2022.

To meet the region's changing transportation needs, the MTA also carries out longterm capital projects under its five-year Capital Programs. The MTA 2020-2024 Capital Program, passed by the MTA Board on Sept. 25, 2019, includes an unprecedented $51.5 billion investment in the MTA system. Updates on capital program projects are posted on the Capital Program Dashboards at www.mta.info. Additionally, the longterm goals of the MTA agencies were guided by the MTA Transformation Plan, a state-mandated, all-agency consolidation of administrative functions approved by the MTA Board on July 30, 2019, and implemented during the course of 2020 and 2021. For agency tracking of the Performance Indicators below, see also Section 5, "Projected Performance for Service Indicators by Agency," and Section 14, "Status Report on Performance Goals and Achievements."

MTA Longterm Goals	Agency Performance Indicators
• Provide on-time and reliable services	✓ On-time performance (subway and railroads) ✓ Subway wait assessment ✓ Bus trips completed ✓ Mean distance between failures ✓ Subway major incidents ✓ Subway service delivered ✓ Customer journey time performance ✓ Additional platform time ✓ Additional train time

	✓	Bus customer journey time
	✓	Additional bus stop time
	✓	Additional travel time
	✓	Bus service delivered
	✓	Bus average speeds.
• Ensure customer and employee safety	✓	Customer injury rates
	✓	Bus collision rate
	✓	Employee lost time and restricted duty rate
• Maximize system usage	✓	Ridership
	✓	Traffic volume
• Perform services in an efficient manner	✓	Farebox operating ratio
	✓	Operating cost per customer
	✓	Total support to mass transit
• Repair, replace and expand transportation infrastructure	✓	Capital Program commitments
	✓	Capital Program completions
• Provide services to people with disabilities	✓	Elevator availability
	✓	Escalator availability
	✓	Bus passenger wheelchair lift usage
• Maintain a workforce that reflects the regional availability of all races, nationalities, and genders for our industry	✓	Female representation in MTA workforce
	✓	Minority representation in MTA workforce

NYC Transit Subways, Buses, SIR: Longterm Goals and Objectives

The longterm objective of NYCT Subways, Buses, Paratransit, and the Staten Island Railway (SIR) is to provide safe, clean, on-time, reliable, cost-efficient transit services throughout the five boroughs of New York City. Pre-pandemic total NYCT ridership was about 2.3 billion passengers per year. The NYCT Subway operates over 6,600 subway cars on 25 subway lines, with 472 stations and 665 miles of mainline track. The subway's pre-pandemic ridership was around 5.5 million per average weekday and nearly 1.7 billion per year. NYCT Bus includes a fleet of over 5,900 vehicles, all of which are ADA accessible. Buses run in all five boroughs on 234 local, 73 express, and 20 Select Bus Service (SBS) routes. Pre-pandemic bus ridership was 2.2 million per weekday and 678 million annually. SIR, the sole rail transit system for Staten Island, operates 29 miles of mainline track, with a pre-pandemic annual ridership of about 4.6 million. In 2021, NYC Transit continued its Fast Forward Plan, a comprehensive plan for modernizing the city's aging subway system, with a state-of-the-art signal system, new train cars, and increased ADA access.

The plan is also delivering the first major redesign of the city bus system in 50 years. The bus network redesign for Staten Island has been implemented, and network redesigns for the remaining boroughs are in progress. NYCT, in conjunction with MTA Construction & Development (MTA C&D), continues to advance major recovery, resiliency, and expansion projects, including the Second Avenue Subway (SAS), Phase 2; communications-based train control (CBTC) on the Queens Blvd., Eight Ave., and Culver lines; and a major reconstruction of the 42nd Street corridor between Grand Central Terminal and Times Square. The 2020-2024 MTA Capital Program proposes a $37.3 billion investment in NYCT Subways, including $7.1 billion for signals; $5.2 billion for accessibility; $6.1 billion for new subway cars; and $6.9 billion for completion of SAS, Phase 2. Another $3.5 billion is earmarked for modernizing and reconfiguring NYCT and MTA Buses. NYCT measures the attainment of these longterm goals by tracking the performance indicators listed above and reporting on capital program progress. The most current data are posted on the Performance Dashboards and the Capital Program Dashboards at www.mta.info. See also: Section 5, "Projected Performance for Service Indicators by Agency" and Section 14, "Status Report on Performance Goals and Achievements."

LIRR: Longterm Goals and Objectives

The longterm objective of LIRR is to provide safe, reliable, highly efficient commuter rail service between New York City and points throughout Long Island. As the nation's busiest commuter railway at the center of the New York metropolitan region, LIRR serves a transportation function of economic significance not only to the region but also to the nation by linking millions of travelers to JFK Airport, NYC Transit subways, and other major transportation hubs. It operates 11 rail branches with 124 stations and 1,151 rail cars and had a pre-Covid annual ridership of over 91.1 million. In addition to the continued modernization of its fleet, facilities, and communications systems, LIRR is augmenting service to meet the region's changing travel needs, including off-peak and reverse-commute services, along with improved ADA accessibility. Throughout 2021, LIRR has advanced construction of the historic Third Track on the Main Line between Floral Park and Hicksville. Among LIRR's foremost near-term goals are the completion of the Third Track and the opening of East Side Access (ESA) service to Grand Central Terminal, both scheduled for 2022. The 2020-2024 MTA Capital Program includes a $5.7 billion investment in LIRR track, signals, rolling stock, stations, and other infrastructure. LIRR measures the

attainment of these longterm goals by tracking the performance indicators listed above and reporting on its capital program progress. The most current data is posted on the Performance Dashboards and the Capital Program Dashboards at www.mta.info. See also: Section 5, "Projected Performance for Service Indicators by Agency," and Section 14, "Status Report on Performance Goals and Achievements."

Metro-North: Longterm Goals and Objectives

The longterm mission of Metro-North is to provide safe, reliable, and efficient mobility throughout its travel region, along with excellent customer service. One of the nation's largest commuter railroads, Metro-North operates three main lines East of Hudson—the Hudson, Harlem, and New Haven lines, which run north out of Grand Central Terminal into suburban New York and Connecticut—and two lines West of Hudson, the Port Jervis and Pascack Valley lines. The railroad has 124 stations, including Grand Central Terminal, a major architectural treasure, world destination, and retail hub. The system includes 1,268 rail cars and had a pre-Covid annual ridership of about 86.6 million. In 2021, Metro-North continued progress on its "Way Ahead" plan, which responds proactively to a growing ridership, changing demographics, and the evolving needs of customers. The plan builds on the railroad's five-year strategic commitment to "Our People, Our Customers, Our Infrastructure." It focuses on customer and employee safety; customer communications and experience; and future growth through infrastructure and capacity investments. To attain these goals, Metro-North continues to modernize its operations with new M8 railcars and new fiber-optic communications, bringing record improvements in on-time performance (OTP) and mean distance between failures (MDBF). Further initiatives are expanding Metro-North's safety programs and system improvements. The 2021-2024 MTA Capital Program includes a $4.7 billion investment in Metro-North, including Pennsylvania (Penn) Station Access for the New Haven Line, with four new rail stations along the East Bronx route. Metro-North measures the attainment of its goals by tracking the Performance Indicators listed above and reporting on its capital program progress. The most current data is posted on the Performance Dashboards and the Capital Program Dashboards at www.mta.info. See also: Section 5, "Projected Performance for Service Indicators by Agency and Section 14, "Status Report on Performance Goals and Achievements."

MTA Bus: Longterm Goals and Objectives

The longterm objective of MTA Bus is to provide safe, clean, on-time, reliable, and cost-efficient bus service on 44 local routes in the Bronx, Brooklyn, and Queens; 43 express routes linking Manhattan to the Bronx, Brooklyn, and Queens; and three Select Bus Service (SBS) routes in Queens. Through the consolidation of seven private franchise bus lines, beginning in late 2005, MTA Bus provides a single, efficient source of citywide express and local bus transportation, with a fleet of more than 1,310 buses and a pre-pandemic annual ridership of about 120.4 million. MTA Bus routes and schedules are integrated into NYC borough bus maps, schedules, and other public information, both in print and on the MTA website. As it continued to upgrade its vehicles and facilities in 2021, MTA Bus also advanced a number of safety and training programs that are significantly reducing accident and injury rates. The Capital Program includes a $3.5 billion investment in NYCT Buses/MTA Buses, including a $1.1 billion investment in all-electric buses, with the longterm goal of a zero-emissions and an all-electric fleet by 2029. MTA Bus measures the attainment of these longterm goals by tracking the performance indicators listed above and reporting on its capital program progress. The most current data is posted on the Performance Dashboards and the Capital Program Dashboards at www.mta.info. See also: Section 5, "Projected Performance for Service Indicators by Agency," and Section 14, "Status Report on Performance Goals and Achievements."

Section 3. Standards for Determining Frequency of Service by Agency

The frequency of service offered by MTA transit and rail agencies—also referred to as the headway between vehicles—is determined by the level of customer demand and operational variables, including time of day; the loading guidelines or passenger capacity of cars; equipment and resources constraints; and maintenance and repair schedules. The typical standards for the individual agencies are set out below. Ridership saw continued recovery throughout 2021, while remaining below pre-pandemic levels on most lines and routes. See also, Section 4 of this report, "Current Frequency of Service by Agencies, Lines, and Routes."

NYC Transit Subways: Standards for Determining Frequency of Service

NYC Transit Subways normally operates 24 hours a day, every day of the year, though not every subway route runs around the clock. The minimum service frequencies for subways during peak and off-peak hours are as follows:

- Weekday Rush Hours, Weekday Middays, and Saturday Middays: If service is provided, it should operate at least every 10 minutes (policy headway). *
- Weekday Evenings, Saturday Evenings, and All Day on Sunday: If service is provided, it should operate at least every 12 minutes (policy headway).
- Late Nights (1 a.m. – 5 a.m.): If service is provided, it should operate at least every 20 minutes (policy headway).

The standard measures pertaining to the scheduled frequency of subway service are the vehicle "Loading Guidelines" (ratio of seats to standing passengers per car) and the maximum headway time between trains (in minutes). Service frequency is also determined by the availability of equipment, track scheduling for planned work and maintenance, and operating resources.

**For branching services such as, but not limited to, the A line, which operates to three different terminals at its southern end in Queens, as well as for shuttle services connecting with branching services, the maximum headway is 20 to 24 minutes.*

Subway Loading Guidelines: "A" Division Cars (Numbered Lines)

Weekday Peak (7:00 – 9:30 a.m. / 4:00 – 6:30 p.m.)

Headway	Load/Car	# of Standees	Cars/Train	Trips per Half-Hour	Sq. Ft. per Standee	% Seated	Riders per Half-Hour
2.0	110	70	10	15.0	3.0	36%	16,500
2.5	110	70	10	12.0	3.0	36%	13,200
3.0	110	70	10	10.0	3.0	36%	11,000
4.0	110	70	10	7.5	3.0	36%	8,250
5.0	105	65	10	6.0	3.2	38%	6,300
6.0	100	60	10	5.0	3.5	40%	5,000
7.5	95	55	10	4.0	3.8	42%	3,800
10.0	90	50	10	3.0	4.2	44%	2,700

Midday (10:30 a.m. – 3:00 p.m.), Evening (8:00 p.m. – midnight), Saturday, Sunday

Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
4.0	50	10	10	15.0	21.0	80%	7,500
5.0	50	10	10	12.0	21.0	80%	6,000
6.0	50	10	10	10.0	21.0	80%	5,000
7.5	50	10	10	8.0	21.0	80%	4,000
8.5	50	10	10	7.0	21.0	80%	3,500
10.0	50	10	10	6.0	21.0	80%	3,000
12.0	50	10	10	5.0	21.0	80%	2,500

Owl (1:00 a.m. – 5:00 a.m.)

Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
20.0	50	10	10	3.0	21.0	80%	1,500

Notes: (1) During the transitions between time periods, passenger loads between those shown above are permitted. (2) Division "A" cars seat 38 to 43 passengers. The number of seats varies by car type. (3) The 7 train has 11 cars per train. The 42nd Street Shuttle has six cars per train.

Subway Loading Guidelines: "B" Division, 60-Ft. Cars (Lettered Lines)

Weekday Peak (7:00 – 9:30 a.m. / 4:00 – 6:30 p.m.)

Headway	Load/Car	# of Standees	Cars/Train	Trips per Half-Hour	Sq. Ft. per Standee	% Seated	Riders per Half-Hour
2.0	145	103	10	15.0	3.0	29%	21,750
2.5	145	103	10	12.0	3.0	29%	17,400
3.0	145	103	10	10.0	3.0	29%	14,500
4.0	145	103	10	7.5	3.0	29%	10,875
5.0	135	93	10	6.0	3.4	31%	8,100
6.0	125	83	10	5.0	3.8	34%	6,250
7.5	115	73	10	4.0	4.4	37%	4,600
10.0	115	73	10	3.0	4.4	37%	3,450

Midday (10:30 a.m. – 3:00 p.m.), Evening (8:00 p.m. – midnight), Saturday, Sunday

Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
4.0	53	11	10	15.0	29.4	80%	7,875
5.0	53	11	10	12.0	29.4	80%	6,300
6.0	53	11	10	10.0	29.4	80%	5,250
7.5	53	11	10	8.0	29.4	80%	4,200
8.5	53	11	10	7.0	29.4	80%	3,675
10.0	53	11	10	6.0	29.4	80%	3,150
12.0	53	11	10	5.0	29.4	80%	2,625

Owl (1:00 a.m. – 5:00 a.m.)

Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
20.0	53	11	10	3.0	29.4	80%	1,575

Notes: (1) During the transitions between time periods, passenger loads between those shown above are permitted. (2) C, J, L, M, and Z trains have 8 cars per train. (3) The number of seats varies by car type. R143, R160, and R179 60-ft. cars seat 42 to 43 passengers.

Subway Loading Guidelines: "B" Division, 75-Ft. Cars (Lettered Lines)

Weekday Peak (7:00 – 9:30 a.m. / 4:00 – 6:30 p.m.)

Headway	Load/Car	# of Standees	Cars/Train	Trips per Half-Hour	Sq. Ft. per Standee	% Seated	Riders per Half-Hour
2.5	175	103	8	12.0	3.0	41%	16,800
3.0	175	103	8	10.0	3.0	41%	14,000
4.0	175	103	8	7.5	3.0	41%	10,500
5.0	165	93	8	6.0	3.3	44%	7,920
6.0	155	83	8	5.0	3.7	46%	6,200
7.5	145	73	8	4.0	4.2	50%	4,640
10.0	140	68	8	3.0	4.5	51%	3,360

Midday (10:30 a.m. – 3:00 p.m.), Evening (8:00 p.m. – midnight), Saturday, Sunday

Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
4.0	90	18	8	15.0	17.2	80%	10,800
5.0	90	18	8	12.0	17.2	80%	8,640
6.0	90	18	8	10.0	17.2	80%	7,200
7.5	90	18	8	8.0	17.2	80%	5,760
8.5	90	18	8	7.0	17.2	80%	5,040
10.0	90	18	8	6.0	17.2	80%	4,320
12.0	90	18	8	5.0	17.2	80%	3,600

Owl (1:00 a.m. – 5:00 a.m.)

Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
20.0	90	18	8	3.0	17.2	80%	2,160

Notes: (1) During the transitions between time periods, passenger loads between those shown above are permitted. (2) S Rockaway Park Shuttle and G routes have four-car trains. S Franklin Ave. Shuttle has two-car trains. (3) The number of seats varies by car type. Division "B" 75-ft. cars seat 70 to 74 passengers.

NYC Transit/MTA Bus: Standards for Determining Frequency of Service

NYC Transit Bus service operates 24 hours a day, every day of the year. The minimum frequencies of service during peak and off-peak hours are as follows:

For Local Buses

- All Times except Late Nights: If service is provided, it should operate at least every 30 minutes, or as warranted by ridership demand.
- Late Nights (1 a.m. – 5 a.m.): If service is provided (as it was pre-Covid), it should operate at least every 60 minutes. Note: Due to Covid-19, Late Night service remains suspended to allow for thorough deep cleaning and sanitization of rolling stock, stations, and frequent touch points.

For Express Buses

- Weekday Rush Hours and Weekday Middays: If service is provided, it should operate at least every 30 minutes.
- Weekday Evenings and Weekends: If service is provided, it should operate at least every 60 minutes. Note: Due to Covid-19, Late Night service remains suspended to allow for thorough deep cleaning and sanitization of rolling stock, stations, and frequent touch points.

The standard measures pertaining to the frequency of buses service are the vehicle loading guidelines (ratio of seats to standing passengers per car) and the maximum headways between buses (in minutes). Loading guidelines were impacted by the Covid-19 pandemic. Service frequency is also determined by operating resources, vehicle types, and weather emergencies. Standard bus loading guidelines by type of vehicle and route are indicated in the charts below:

Local Bus Loading Guidelines: Standard 40-ft. Bus, Weekday Peak					
Grid Routes 7:00 a.m. to 9:00 a.m. and 4:00 p.m. to 7:00 p.m.			**Feeder Routes 6:30 a.m. to 8:30 a.m. and 4:30 p.m. to 7:30 p.m.**		
Maximum Riders/1/2 Hour	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**	**Maximum Riders/1/2 Hour**	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**
36	30.0	36	36	30.0	36
54	20.0	36	63	20.0	42
90	15.0	45	94	15.0	47
120	12.0	48	130	12.0	52
156	10.0	52	162	10.0	54
189	8.6	54	189	8.6	54
216	7.5	54	216	7.5	54
243	6.7	54	243	6.7	54
270	6.0	54	270	6.0	54
297	5.5	54	297	5.5	54
324	5.0	54	324	5.0	54
378	4.3	54	378	4.3	54
432	3.8	54	432	3.8	54
486	3.3	54	486	3.3	54
540	3.0	54	540	3.0	54
594	2.7	54	594	2.7	54
648	2.5	54	648	2.5	54
702	2.3	54	702	2.3	54
756	2.1	54	756	2.1	54
810	2.0	54	810	2.0	54
864	1.9	54	864	1.9	54
918	1.8	54	918	1.8	54
972	1.7	54	972	1.7	54
1026	1.6	54	1026	1.6	54
1080	1.5	54	1080	1.5	54

Local Bus Loading Guidelines: Standard 40-ft. Bus, Off-Peak					
Grid Routes **10 a.m. to 2 p.m. and 7 p.m. to 9 p.m. Weekdays** **6 a.m. to 9 p.m. Saturday and Sunday**			**Feeder Routes** **9:30 A.M. to 2 P.M. and 8:30 P.M. to 9 P.M. Weekdays** **6 A.M. to 9 P.M. Saturday and Sunday**		
Maximum Riders/Hour	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**	**Maximum Riders/Hour**	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**
72	30.0	36	72	30.0	36
108	20.0	36	108	20.0	36
144	15.0	36	144	15.0	36
180	12.0	36	190	12.0	38
216	10.0	36	252	10.0	42
234	9.0	36	280	9.0	43
252	8.5	36	315	8.5	45
278	8.0	37	345	8.0	46
296	7.5	37	376	7.5	47
332	7.0	39	408	7.0	48
360	6.7	40	441	6.5	49
400	6.0	40	500	6.0	50
462	5.5	42	550	5.5	50
516	5.0	43	600	5.0	50
585	4.6	45	650	4.5	50
644	4.3	46	700	4.5	50
690	4.0	46	750	4.0	50
752	3.8	47	800	3.8	50
816	3.5	48	867	3.5	51
864	3.3	48	918	3.3	51
912	3.2	48	969	3.2	51
960	3.0	48	1020	3.0	51

Local Bus Loading Guidelines: Standard 40-ft. Bus, Late Evening					
Grid Routes 9:00 P.M. to 1:00 A.M Weekdays, Saturday and Sunday			**Feeder Routes 9:00 P.M. to 1:00 A.M Weekdays, Saturday and Sunday**		
Maximum Riders/Hour	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**	**Maximum Riders/Hour**	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**
72	30.0	36	72	30.0	36
108	20.0	36	73	20.0	36
144	15.0	36	109	15.0	36
180	12.0	36	145	12.0	36
216	10.0	36	181	10.0	36
234	9.0	36	217	9.0	36
252	8.5	36	235	8.5	36
270	8.0	36	253	8.0	36
288	7.5	36	271	7.5	36
306	7.0	36	289	7.0	36
324	6.7	36	307	6.5	36
360	6.0	36	325	6.0	36
396	5.5	36	361	5.5	36
432	5.0	36	397	5.0	36
468	4.5	36	433	4.6	36
504	4.3	36	469	4.3	36
540	4.0	36	505	4.0	36
576	3.8	36	541	3.8	36
612	3.5	36	577	3.5	36
648	3.3	36	613	3.3	36
684	3.2	36	649	3.2	36
720	3.0	36	685	3.0	36

Local Bus Loading Guidelines: Articulated Bus, Weekday Peak					
Grid Routes			**Feeder Routes**		
7:00A.M. to 9:00A.M. and 4:00P.M. to 7:00P.M.			**6:30 A.M. to 8:30 A.M. and 4:30 P.M. to 7:30 P.M.**		
Maximum Riders/1/2 Hour	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**	**Maximum Riders/1/2 Hour**	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**
35	30.0	n/a	n/a	30.0	n/a
53	20.0	n/a	n/a	20.0	n/a
119	15.0	n/a	n/a	15.0	n/a
175	12.0	70	190	12.0	76
225	10.0	75	250	10.0	83
280	8.6	80	310	8.6	89
330	7.5	82	360	7.5	90
380	6.7	84	405	6.7	90
420	6.0	84	450	6.0	90
470	5.5	84	495	5.5	90
505	5.0	84	540	5.0	90
595	4.3	85	650	4.3	93
680	3.8	85	745	3.8	93
765	3.3	85	835	3.3	93
850	3.0	85	930	3.0	93
935	2.7	85	1020	2.7	93
1020	2.5	85	1115	2.5	93
1105	2.3	85	1205	2.3	93
1190	2.1	85	1300	2.1	93
1275	2.0	85	1390	2.0	93

Local Bus Loading Guidelines: Articulated Bus, Off-Peak					
Grid Routes **10 A.M. to 2 P.M. and 7 P.M. to 9 P.M. Weekdays** **6 A.M. to 9 P.M. Saturday and Sunday**			**Feeder Routes** **9:30 A.M. to 2 P.M. and 8:30 P.M. to 9 P.M. Weekdays** **6 A.M. to 9 P.M. Saturday and Sunday**		
Maximum Riders/Hour	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**	**Maximum Riders/Hour**	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**
72	30.0	36	72	30.0	36
108	20.0	36	108	20.0	36
144	15.0	36	144	15.0	36
285	12.0	56	285	12.0	57
336	10.0	56	342	10.0	57
364	9.0	56	377	9.0	58
392	8.5	56	413	8.5	59
420	8.0	56	450	8.0	60
448	7.5	56	496	7.5	62
476	7.0	56	536	7.0	63
504	6.5	56	576	6.5	64
560	6.0	56	650	6.0	65
616	5.5	56	715	5.5	65
684	5.0	57	780	5.0	65
767	4.6	59	845	4.6	65
840	4.3	60	910	4.3	65
915	4.0	61	975	4.0	65
976	3.8	61	1040	3.8	65
1054	3.5	62	1105	3.5	65
1134	3.3	63	1170	3.3	65
1216	3.2	64	1235	32.0	65

Local Bus Loading Guidelines: Articulated Bus, Late Evening					
Grid Routes 9:00 P.M. to 1:00 A.M. Weekdays, Saturday and Sunday			**Feeder Routes 9:00 P.M. to 1:00 A.M. Weekdays, Saturday and Sunday**		
Maximum Riders/Hour	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**	**Maximum Riders/Hour**	**Headway (Minutes)**	**Maximum Avg. Load Per Trip**
72	30.0	36	72	30.0	36
108	20.0	36	108	20.0	36
144	15.0	36	144	15.0	36
280	12.0	56	280	12.0	56
336	10.0	56	336	10.0	56
364	9.0	56	364	9.0	56
392	8.5	56	392	8.5	56
420	8.0	56	420	8.0	56
448	7.5	56	448	7.5	56
476	7.0	56	476	7.0	56
504	6.5	56	504	6.5	56
560	6.0	56	560	6.0	56
616	5.5	56	616	5.5	56
672	5.0	56	672	5.0	56
728	4.5	56	728	4.5	56
784	4.3	56	784	4.3	56
840	4.0	56	840	4.0	56
896	<4.0	56	896	<4.0	56
952	<4.0	56	952	<4.0	56
1008	<4.0	56	1008	<4.0	56
1064	<4.0	56	1064	<4.0	56

Express Bus Loading Guidelines			
	Trips per 30 minutes	**Headway (Min.)**	**High-Capacity Express Bus: Average Maximum Load**
Peak	1	30	55
	2	15	55
	3	10	55
	4	7.5	55
	5	6	55
	6	5	55
	7.5 or more	4 or less	55
Off-Peak	0.5	60	30
	1	30	40
	1.5	20	45
	2 or more	15	50

NYC Transit Buses: Current Frequency of Service, Peak, and Off-Peak

For NYC Transit Bus frequency of service or headways by borough and route, see Appendix A of this report. NYC Transit Bus operates 190 local routes, 30 express bus routes, and 17 Select Bus Service (SBS) routes throughout New York City. Current frequency of service by bus route and borough can be accessed under "Schedules" at the MTA website at new.mta.info/schedules. The frequency of service varies by route, based on load factors, time of day, and demand. On busy routes, such as the Q58, during peak hours, the headway between buses may be as little as every two minutes. Actual frequency may be affected by operational constraints, traffic delays, and severe weather conditions. NOTE: Service in 2020 and 2021 was variously impacted by the Covid-19 pandemic. NYC Transit Bus has taken major steps to increase both the frequency of service and availability of service information by introducing the SBS routes and "Bus Time" tracking data, which allows passengers to monitor arrivals through web and mobile apps. Where bus service is provided, the minimum frequencies of service for NYC Transit Bus during peak and off-peak hours are as follows:

- At least every 30 minutes for Local Buses, all times except Late Nights.
- At least every 60 minutes for Local Buses, Late Nights (1 a.m. – 5 a.m.).
- At least every 30 minutes for Express Buses, Weekday Rush and Weekday Middays.
- At least every 60 minutes for Express Buses, Weekday Evenings and Weekends.

For 24-hour current scheduled frequencies on individual bus lines, see the Schedules menu at new.mta.info/schedules. Note that actual service may be affected by traffic incidents, weather, and other factors. Service in 2020 and 2021 was variously impacted by the Covid-19 pandemic. NYC Transit's "bus service delivered" and "bus wait assessments" (WA) are reported on the Performance Dashboards at www.mta.info. See also, Section 5 of this report, "Projected Performance for Service Indicators by Agency."

LIRR: Standards for Determining Frequency of Service

Service to most LIRR stations is provided 24 hours a day, seven days a week. NOTE: Due to Covid-19, service changes remain flexible and off-peak fares remain in effect at the time of this report. Criteria for the frequency of service include the assigned level of service— which designates how often trains stop at a particular station; the headway; and the load factors, which track the level of crowding on trains based on the ratio of seats to passengers. Service frequency may also be affected by the availability of equipment; infrastructure limitations; track scheduling; operating resources; and weather emergencies. The levels of service at LIRR stations are a measure of the number of customers who utilize a particular station each weekday and are based on the most current station boarding counts. The five designated service levels are:

LIRR Station Service Levels	
Level 1	More than 6,000 customers per day
Level 2	2,000 - 6,000 customers per day
Level 3	1,000 - 1,999 customers per day
Level 4	Fewer than 1,000 customers per day
Level 5	Fewer than 100 customers per day

The headway, or frequency of scheduled trains, is determined by the time of day and the level of service. Maximum headway differs for peak and off-peak periods, and weekends. The LIRR considers morning peak to be trains arriving at western terminals between 6 a.m. and 10 a.m. weekdays, and the evening peak to be trains departing western terminals between 4 p.m. and 8 p.m. weekdays.

Below are the maximum vehicle headways, based on station, level of service and time of day:

Level of Service	Weekday Peak	Off-Peak	Weekend
Level 1*	20 minutes	30 minutes	30 minutes
Level 2	30 minutes	60 minutes	60 minutes
Level 3	45 minutes	90 minutes	90 minutes
Level 4	60 minutes	120 minutes	120 minutes
Level 5	as warranted	as warranted	as warranted

* These standards do not apply for the time period of midnight to 6 am. Mets-Willets Point and Belmont Park are special events stations and as such receive train service according to the event schedule for the adjacent venue(s). Due to infrastructure constraints, Huntington, Syosset, Deer Park, and Ronkonkoma do not provide service at these headways. These constraints include the existence of only two tracks west of Hicksville, and the lack of a yard east of Huntington. Hunterspoint Avenue Station does not provide service at Level 1 headways because this station is unique, with only weekday peak-period, peak-direction service.

Metro-North: Standards for Determining Frequency of Service

Metro-North's service plan outlines the frequency of service for station groupings and line segments based on existing and projected ridership. Metro-North defines the Morning Weekday Peak to be inbound from 6 a.m. to 10 a.m., and outbound from 6 a.m. to 9 a.m., and Evening Weekday Peak as outbound from 4 p.m. to 8 p.m., based on Grand Central Terminal arrival/departure times. NOTE: Due to Covid-19, service changes remain flexible and off-peak fares remain in effect at the time of this report.

During the morning and evening peaks, Metro-North's headway between trains is approximately 20 to 30 minutes. Branch-line service during the peaks is less frequent. Off-peak and weekend service frequency is typically 30-60 minutes, with the exception of some branch lines (e.g., Danbury, Waterbury, and Wassaic), which operate less frequently.

Service frequency is also based on vehicle type and loading standards. Metro-North operates both diesel and electric vehicles, and the first criterion for assigning vehicles is the type of power

required for a line segment. Diesel locomotives are used for Upper Hudson, Wassaic, Danbury, and Waterbury service, and electric vehicles for all other lines.

To assure a "seat for every passenger," while maximizing cost efficiency, Metro-North sets loading standards and monitors vehicle loads. The load factor is the ratio of a train's maximum ridership divided by its seating capacity. Within operational constraints, (e.g., required short equipment turns, which often dictate that extra equipment be operated on certain trains), these loading standards are used to determine equipment assignments on all Metro-North trains, and may result in either lengthening or shortening of train consists.

Metro-North's loading standards establish criteria for lengthening or shortening trains. Current Metro-North loading standards for all Harlem, Hudson, and New Haven Line trains during the time periods are outlined below. These standards are applied against peak trains consisting of five to 12 cars (based on ridership demand).

The maximum load count is calculated based on when the most riders are on board a train during its scheduled run. For example, the maximum load point for most peak service trains is into Grand Central Terminal in the morning and out of Grand Central Terminal in the evening; in some instances, higher ridership occurs at intermediate stations.

Maximum Recommended Occupancy For:		
Service Type	**Lengthening Trains**	**Shortening Trains**
All Peak and Reverse Peak *	95%	95%
Off-Peak Weekday *	85%	85%
Weekend	75%	75%

**Off-peak weekday and reverse peak consists are largely determined by peak cycle requirements.*

Section 4. Current Frequency of Service by Agencies, Lines, and Routes

NYC Transit Subways: 2021 Frequency of Service, Peak, and Off-Peak

The frequency of service for NYC Transit subway lines is determined by the scheduled headways. Service frequency varies according to the time of day, measured passenger loads, operational capacities, and planned work and maintenance schedules. Actual service frequency during 2021 was impacted by the Covid-19 pandemic. Where service is provided, the minimum headways between subways during peak and off-peak hours are as follows:

- At least every 10 minutes for Weekday Rush, Weekday Middays, and Saturday Middays. *
- At least every 12 minutes for Weekday evenings, Saturday evenings, and all-day Sundays.
- At least every 20 minutes for Late Nights (1 a.m. – 5 a.m.).

During peak hours on busy lines, such as the 7 Line, the headway between trains may be as little as every two to two and a half minutes. Frequencies will be improved as NYC Transit installs new communications-based train control (CBTC) systems on its busiest lines, a major long term capital improvement. CBTC is currently in use on the L and 7 lines, remains under construction on portions of the E, F, R, and M lines, and will soon begin on the ACE lines. CBTC has boosted on-time performance on the L and 7 to more than 90 percent. Additionally, countdown clocks and expanded online communications now allow subway riders to plan their trips before leaving their home and monitor real time service. The current scheduled headways between trains for NYC Transit subway lines are shown below. NOTE: Actual service in 2021 was impacted by Covid-19-related overnight closures, and as well as by crew shortages, passenger incidents, equipment failures, planned work, and other factors. NYC Transit Subways reports such delays through the indicators on the Subway Performance Dashboard at www.mta.info. See also, Section 3 of this report, Standards for Determining Frequency of Service by Agency and Section 5, Projected Performance for Service Indicators by Agency.

**For branching services such as, but not limited to, the A line, which operates to three different terminals at its southern end in Queens, as well as for shuttle services connecting with branching services, the maximum headway is 20 to 24 minutes. This is to ensure that the policy headways are achieved on the shared section of the line.*

Subway Service—Current Frequency: "A" Division (Numbered Lines) Headway in Minutes, by Line, and Times of Day														
Lines		**Weekday**					**Saturday**				**Sunday**			
		8 AM	12 N	5 PM	9 PM	2 AM	10 AM	4 PM	9 PM	2 AM	10 AM	4 PM	9 PM	2 AM
1	**SB**	3.4	6.0	4.0	5.0	20.0	8.0	8.0	8.0	20.0	10.0	8.0	8.0	20.0
1	**NB**	4.4	6.0	4.0	4.5	20.0	8.0	8.0	8.0	20.0	14.0	8.0	8.0	20.0
2	**SB**	6.0	8.0	7.0	10.0	20.0	8.0	8.0	12.0	20.0	8.5	8.0	12.0	20.0
2	**NB**	6.0	8.0	5.5	7.0	20.0	8.0	8.0	12.0	20.0	12.0	8.0	12.0	20.0
3	**SB**	6.0	8.0	7.0	10.0	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
3	**NB**	7.0	8.0	6.0	8.0	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
4	**SB**	4.5	8.0	5.0	9.0	20.0	8.0	8.0	12.0	20.0	8.5	8.0	12.0	20.0
4	**NB**	5.0	8.0	5.0	6.5	20.0	8.0	8.0	12.0	20.0	12.0	8.0	12.0	20.0
5	**SB**	4.5	8.0	7.0	9.5	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
5	**NB**	6.0	8.0	4.4	8.0	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
6		3.0	4.0	3.5	6.0	20.0	8.0	8.0	8.0	20.0	8.0	8.0	12.0	20.0
7		2.0	5.0	2.5	4.0	20.0	6.0	4.0	8.0	20.0	6.0	5.0	8.0	20.0
S	**42 St.**	2.0	5.0	2.0	5.0	-	5.0	5.0	10.0	-	10.0	5.0	10.0	-

** All scheduled headways are subject to change. NYC Transit Subways routinely adjusts scheduled headways to accommodate maintenance and construction work, as well as for special events. Service between 1 a.m. and 5 a.m. was suspended until February 2021 to enable extensive overnight disinfection of subway cars. In February 2021, the suspension was reduced to 2 a.m. to 4 a.m., and in May full overnight service was restored.*

Subway Service—Current Frequency: "B" Division (Lettered Lines) Headway in Minutes, by Line and Times of Day														
Lines		**Weekday**					**Saturday**				**Sunday**			
		8 AM	**12 N**	**5 PM**	**9 PM**	**2 AM**	**10 AM**	**4 PM**	**9 PM**	**2AM**	**10 AM**	**4 PM**	**9 PM**	**2 AM**
A	**SB**	6.0	10.0	4.5	10.0	20.0	7.5	7.5	10.0	20.0	12.0	10.0	10.0	20.0
A	**NB**	4.5	8.0	6.5	10.0	20.0	7.5	7.5	10.0	20.0	10.0	10.0	12.0	20.0
B	**SB**	9.0	10.0	8.0	10.0	-	-	-	-	-	-	-	-	-
B	**NB**	6.0	10.0	10.0	10.0	-	-	-	-	-	-	-	-	-
C	**SB**	10.0	10.0	10.0	12.0	-	10.0	10.0	12.0	-	11.5	10.0	11.5	-
C	**NB**	8.2	10.0	10.0	10.5	-	10.0	10.0	12.0	-	12.0	10.0	12.0	-
D	**SB**	7.0	10.0	7.0	8.5	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
D	**NB**	6.5	10.0	9.5	12.0	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
E	**SB**	4.0	7.5	5.0	10.0	20.0	12.0	12.0	212.0	20.0	12.0	12.0	12.0	20.0
E	**NB**	5.0	6.0	4.0	6.5	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
F	**SB**	4.0	7.5	5.0	10.0	20.0	11.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
F	**NB**	5.5	7.5	4.0	6.5	20.0	12.0	12.5	12.0	20.0	12.0	12.5	12.0	20.0
G		7.0	10.0	8.0	8.0	20.0	10.0	10.0	12.0	20.0	10.0	10.0	12.0	20.0
J/Z		5.5	10.0	7.5	10.0	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
L		3.0	5.0	4.0	4.0	20.0	4.5	4.0	5.0	20.0	5.0	4.0	5.0	20.0
M	**SB**	7.0	10.0	9.0	10.0	20.0	10.0	10.0	12.0	20.0	13.0	10.0	12.0	20.0
M	**NB**	8.0	10.0	8.0	10.0	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
N/W	**SB**	4.0	5.0	4.5	5.0	20.0	10.0	10.0	11.0	20.0	10.0	10.0	12.0	20.0
N	**NB**	4.0	5.0	4.5	5.0	20.0	10.0	10.0	10.0	20.0	11.5	10.0	11.0	20.0
Q	**SB**	7.0	8.0	6.5	7.5	20.0	10.0	8.0	8.0	20.0	10.0	8.0	10.0	20.0
Q	**NB**	6.0	7.0	6.5	8.0	20.0	10.0	8.0	10.0	20.0	9.0	8.0	12.0	20.0
R	**SB**	7.0	10.0	6.0	10.0	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
R	**NB**	6.0	10.0	8.0	8.5	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
S	**Fkln.**	10.0	10.0	10.0	12.0	20.0	10.0	10.0	13.5	20.0	12.0	12.0	15.0	20.0
S	**Rock**	13.0	15.0	15.0	20.0	20.0	14.0	15.0	20.0	20.0	15.0	20.0	20.0	20.0

** All scheduled headways are subject to change. NYC Transit Subways routinely adjusts scheduled headways to accommodate maintenance and construction work, as well as for special events. Service on the C and F lines were restored to the full service levels shown above in mid-2021 after operating at reduced levels starting in March 2020 due to the pandemic. Service between 1 a.m. and 5 a.m. was suspended until February 2021 to enable extensive overnight disinfection of subway cars. In February 2021, the suspension was reduced to 2 a.m. to 4 a.m., and in May full overnight service was restored.*

NYC Transit Buses: Current Frequency of Service, Peak, and Off-Peak

For NYC Transit Bus frequency of service or headways by borough and route, see Appendix A of this report. NYC Transit Bus operates 190 local routes, 30 express bus routes, and 17 Select Bus Service (SBS) routes throughout New York City. Current frequency of service by bus route and borough can be accessed under "Schedules" at the MTA website at new.mta.info/schedules. The frequency of service varies by route, based on load factors, time of day, and demand. On busy routes, such as the Q58, during peak hours, the headway between buses may be as little as every two minutes. Actual frequency may be affected by operational constraints, traffic delays, and severe weather conditions. NOTE: Service in 2020 and 2021 was variously impacted by the Covid-19 pandemic. NYC Transit Bus has taken major steps to increase both the frequency of service and availability of service information by introducing the SBS routes and "Bus Time" tracking data, which allows passengers to monitor arrivals through web and mobile apps. Where bus service is provided, the minimum frequencies of service for NYC Transit Bus during peak and off-peak hours are as follows:

- At least every 30 minutes for Local Buses, all times except Late Nights.
- At least every 60 minutes for Local Buses, Late Nights (1 a.m. – 5 a.m.). NOTE: Due to Covid-19, Late Night service was suspended at the time of this report.
- At least every 30 minutes for Express Buses, Weekday Rush and Weekday Middays.
- At least every 60 minutes for Express Buses, Weekday Evenings and Weekends.

For 24-hour current scheduled frequencies on individual bus lines, see the Schedules menu at new.mta.info/schedules. Note that actual service may be affected by traffic incidents, weather, and other factors. Service in 2020 and 2021 was variously impacted by the Covid-19 pandemic. NYC Transit's "bus service delivered" and "bus wait assessments" (WA) are reported on the Performance Dashboards at www.mta.info. See also, Section 5 of this report, "Projected Performance for Service Indicators by Agency."

LIRR: Current Frequency of Service, Peak, and Off-Peak

Service to most LIRR stations is provided 24 hours a day, seven days a week. The frequency is determined by the assigned level of service, the headway between trains, the load factors, and the ratio of seats to passengers. Service frequency may also be affected by the availability of equipment, track scheduling, operating resources, and weather emergencies. NOTE: Service in 2020 and 2021 was variously impacted by the Covid-19 pandemic. The standard level of service for stations on all LIRR branches is shown in the chart below. Complete branch schedules can be accessed under new.mta.info/schedules at www.mta.info.

LIRR Current Frequency of Service (Max. Headway by Station and Time)					
Time	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**
Peak	20 Minutes	30 Minutes	45 Minutes	60 Minutes	As warranted
Off Peak	30 Minutes	60 Minutes	90 Minutes	120 Minutes	As warranted
Weekend	30 Minutes	60 Minutes	90 Minutes	120 Minutes	As warranted
	Atlantic Terminal Babylon Baldwin Bayside Bellmore Deer Park Great Neck Hicksville Huntington Jamaica Merrick Mineola Penn Station Port Washington Rockville Centre Ronkonkoma Syosset Valley Stream Woodside	Amityville Auburndale Bethpage Brentwood Broadway Central Islip Cold Spring Harbor Copiague Douglaston Farmingdale Floral Park Flushing- Main St Freeport Hempstead Hunterspoint Ave Lindenhurst Little Neck Long Beach Lynbrook Manhasset Massapequa Massapequa Park New Hyde Park Northport Oceanside Rosedale Seaford Stony Brook Wantagh Westbury Wyandanch	Bay Shore Bellerose Cedarhurst East New York East Rockaway Forest Hills Garden City Gibson Greenlawn Hewlett Island Park Islip Kew Gardens Kings Park Laurelton Locust Manor Merillon Ave. Murray Hill Nassau Blvd Nostrand Ave. Patchogue Plandome Port Jefferson Queens Village Sayville Stewart Manor Woodmere	Albertson Carle Place Centre Ave Country Life Press East Hampton East Williston Far Rockaway Glen Cove Glen Head Glen Street Great River Greenvale Hempstead Gardens Hollis Inwood Lakeview Lawrence Locust Valley Long Island City Malverne Mastic-Shirley Oakdale Oyster Bay Roslyn Sea Cliff Smithtown Speonk St Albans St James West Hempstead Westwood	Amagansett Bellport Bridgehampton Greenport Hampton Bays Mattituck Medford Montauk Pinelawn Riverhead Southampton Southold Westhampton Yaphank
	Special Event Stations Belmont Park Mets-Willets Point				

Note: The new LIRR Elmont Station opened in November 2021. Currently, only the eastbound platform is in service. Full service to the station will begin in 2022 when the westbound platform opens.

LIRR also bases service on load factors, the ratio of seats to the number of passengers. This determines the likelihood of overcrowding and the need for additional vehicles. It is also a way to determine whether the level of service at a particular time is appropriate to meet passenger demand. The average seating capacity of one train car is 120 for M-3 electric cars and 106 passengers for M-7 electric cars. Cars within the electric fleet operate as "married" pairs; consists are either 6, 8, 10, or 12 cars. (A "consist" is the equipment type and number of cars that are scheduled to make up an individual train.) For diesel bi-level coaches, average seating capacity is 140 per car. LIRR monitors load data on an ongoing basis.

The chart below displays the customer load point at which the LIRR considers adding or removing a pair of cars from the consist. The decision to change the number of cars in the consist is also affected by the following factors: finite fleet size, car availability, yard capacity, and platform lengths. Where equipment is available, trains at 90 percent or greater seating capacity will be considered for an additional pair of cars. The existence of standees, or the fact that the number of customers falls into the range listed below, does not guarantee that cars will be added to the train. NOTE: The standards indicated below were variously impacted in 2020 and 2021 by the Covid-19 pandemic.

LIRR Electric Fleet			**Customer Load Range**			
	Seating Capacity		**Peak**		**Off Peak**	
Cars	**M-3**	**M-7**	**Reduce Cars**	**Increase Cars**	**Reduce Cars**	**Increase Cars**
6	720	636	NA	604	NA	572
8	960	848	541	806	509	763
10	1200	1060	721	1007	678	954
12	1440	1272	901	NA	848	NA
LIRR Diesel Fleet			**Customer Load Range**			
Cars	**C-3**		**Reduce Cars**	**Increase Cars**	**Reduce Cars**	**Increase Cars**
1	140		NA	126	NA	119
2	280		119	252	112	238
3	420		238	378	224	357

4	560	357	504	336	476
5	700	476	630	448	595
6	840	595	756	560	714
7	980	714	882	672	833
8	1120	833	1008	784	952
9	1260	952	1134	896	1071
10	1400	1071	1260	1008	1190
11	1540	1190	1386	1120	1309
12	1680	1309	NA	1232	NA

Metro-North: Current Frequency of Service, Peak, and Off-Peak

Service frequency measures how often a train is scheduled to stop at a particular station. Service frequency is based upon the station's level of service (determined by ridership by station or average ridership within specific operating line segments). When determining service frequency, availability of equipment, track scheduling, and operating resources are also considered. Metro-North uses the same methodology as LIRR for determining frequencies but designates station levels, as shown below, by geographic line segment rather than ridership. Maximum train headway differs for peak, reverse peak, weekday off-peak, and weekends. The chart below presents the maximum train headway by operating line segment and time of day for Metro-North stations. NOTE: Service frequency in 2020 and 2021 was variously impacted by the Covid-19 pandemic.

Line Segment	Peak	Rev. Peak	Off-Peak	Weekend
Hudson Line				
Bronx	30 minutes	60 minutes	60 minutes	60 minutes
Mid-Hudson	25 minutes	30 minutes	60 minutes	60 minutes
Upper Hudson	30 minutes	30 minutes	60 minutes	60 minutes
Harlem Line				
Bronx	30 minutes	60 minutes	60 minutes	60 minutes
Mid-Harlem	25 minutes	30 minutes	60 minutes	60 minutes
Upper Harlem	25 minutes	30 minutes	60 minutes	60 minutes

Southeast - Wassaic	45 minutes	60 minutes	120 minutes	120 minutes
New Haven Line				
Inner New Haven	25 minutes	30 minutes	60 minutes	60 minutes
Outer New Haven	25 minutes	30 minutes	60 minutes	60 minutes
New Canaan Branch	30 minutes	60 minutes	60 minutes	60 minutes
Danbury Branch	45 minutes	60 minutes	120 minutes	120 minutes
Waterbury Branch	45 minutes	60 minutes	120 minutes	120 minutes
Pascack Valley Line	45 minutes	60 minutes	120 minutes	120 minutes
Port Jervis Line	30 minutes	60 minutes	60 minutes	60 minutes

Section 5: Projected Performance for Service Indicators by Agency

Impact of Covid-19 on Projected MTA Ridership

Since July 2021, ridership on MTA transportation services has slightly outpaced the mid-year forecast presented by McKinsey in the 2022 Preliminary Budget: July Financial Plan, 2022-2025 Vol. Despite these positive trends, ridership remains well below pre-pandemic levels. As of the first week in November, ridership recovery as a percentage of pre-pandemic levels was 55 percent on NYCT Subways; 64 percent on NYCT/MTA Buses; 40 percent on Staten Island Railway; 52 percent on LIRR; and 48 percent on Metro-North. Volume on Bridges and Tunnels was 97 percent of the pre-pandemic crossings, though slightly below the mid-year forecast. Current McKinsey projections anticipate a "new normal" ridership level of between 82 percent and 91 percent of pre-pandemic levels by the first quarter of 2024. The projections assume a continuation of hybrid work schedules, with fewer days per week traveling to an office location, increased online shopping at the expense of brick-and-mortar locations, slower return of tourism, and increases in alternative travel, such as walking and bicycling. Bridges and Tunnels traffic is expected to fully recover to its pre-pandemic level by the second quarter of 2022. Source: MTA 2022 Proposed Budget: November Financial Plan, 2022-2025, Vol. 1, Section 1, Executive Summary.

NYCT Subways and Buses: Projected Performance and Service Quality

The standards typically used to measure performance and quality of transit service include the mean distance between failure (MDBF), on-time performance (OTP), cleanliness, safety, and other factors, as set forth in the Performance Indicators in Section 2 of this report. NYC Transit also tracks four customer-focused performance measures: Major Incidents, Service Delivered, Additional Train Time, and Additional Platform Time. These and other performance metrics are posted and graphed on a monthly basis at the Subway Performance Metrics Dashboard under "Transparency" on the MTA public website at new.mta.info. Annualized performance data are calculated in the MTA Mission Statements in the first quarter of the subsequent year. Annual performance data for 2020 are presented in the chart below, and 2021 data will be published in April 2022.

While 2021 annualized data are not yet available, the year's trends are indicated in the dashboard's comparative month-to-month metrics. Subways mean distance between failures (MDBF) rose from 141,721 miles in Oct. 2020 to 149,225 miles in Oct. 2021. Terminal on-time performance (OTP) fell from 90.4 percent in Oct. 2020 to 83.3 percent in Oct. 2021. Customer journey time performance (JTP), the percentage of customers' trips completed within five minutes of the scheduled time, fell from 86.7 percent in Oct. 2020 to 83.2 percent in Oct. 2021. Additional platform time (APT), the average time customers wait at a station beyond the scheduled wait time, rose from 1:06 minutes in Oct. 2020 to 1:27 minutes in Oct. 2021. Subway ridership in 2021 saw steady recovery from an unprecedented low of 300,000 weekday trips in April 2020, during the height of the pandemic, to a post-pandemic record of 3.3 million rides on Oct. 28, 2021. This remains some 40 percent below a pre-pandemic ridership weekday average of 5.5 million subway rides.

As indicated in the table below, NYCT Bus and MTA Bus report combined data in some instances. On Oct. 28, 2021, the MTA reported weekday bus ridership of just under 1.5 million over the course of several days, and on Nov. 24, 2021, the agencies reported that bus ridership generally has recovered to 70 percent of its pre-pandemic average. While 2021 annualized performance data are not published until the first quarter of 2022, month-to-month comparative trends are indicated in the Bus Performance Dashboard on the MTA public website at new.mta.info. Service delivered, the percentage of scheduled trips provided, fell from 96.2 percent in Oct. 2020 to 93.3 percent in Oct. 2021, due largely to a temporary shortage of bus operators. The MTA Is currently addressing this shortage with an accelerated hiring and training program. The bus mean distance between failures (MDBF) fell from 8,165 miles in Oct. 2020 to 7,487 miles in Oct. 2021. Customer journey time performance (JTP), the percentage of customer trips completed within 5 minutes of the scheduled time, fell from 80.5 percent in Oct. 2020 to 69.1 percent in Oct. 2021, as post=pandemic traffic returned to city streets. Similarly, additional travel time (ATT), the average time customers spend onboard a bus beyond the schedule time, rose from -0:31 minutes in Oct. 2020 to 0:53 minutes in Oct. 2021. The MTA continues to work with the city to expand the number of dedicated bus lanes and to step up bus lane enforcement. Throughout the year, NYCT/MTA Bus continued a strong focus on safety, with additional training in basic operating procedures around bus stop areas. (See also, MTA Bus Company: Projected Performance and Service Quality)

Indicator	Actual 2020	Actual 2021	Proj. 2022	Proj. 2023	Proj. 2024	Proj. 2025
SAFETY						
Subway Customer Injuries per Million Customers*	4.32	n/a	n/a	n/a	n/a	n/a
Bus Collision Injuries per Million Miles	4.93	n/a	n/a	n/a	n/a	n/a
Bus Customer Accident Injuries per Mill. Customers	1.89	n/a	n/a	n/a	n/a	n/a
Lost-Time/Restricted Duty Cases per 100 Employees*	3.23	n/a	n/a	n/a	n/a	n/a
CUSTOMER SATISFACTION						
Subway Wait Assessment	75.6%	n/a	n/a	n/a	n/a	n/a
Subway Weekday Terminal On-Time Performance	88.6%	n/a	n/a	n/a	n/a	n/a
Subway Mean Distance Between Failures	146,297	n/a	n/a	n/a	n/a	n/a
Bus Service Delivered (NYC Transit & MTA Bus)	96.1%	n/a	n/a	n/a	n/a	n/a
Bus Mean Distance Between Failures	8,390	n/a	n/a	n/a	n/a	n/a
Additional Platform Time	0:01:07	n/a	n/a	n/a	n/a	n/a
Additional Train Time	0:00:20	n/a	n/a	n/a	n/a	n/a
Weekday Service Delivered	96.4%	n/a	n/a	n/a	n/a	n/a
Bus Wheelchair Lift Usage (NYCT Bus)	969,490	n/a	n/a	n/a	n/a	n/a
Elevator Availability	96.8%	n/a	n/a	n/a	n/a	n/a
Escalator Availability	92.4%	n/a	n/a	n/a	n/a	n/a
CLEANLINESS						
Per Subway Car Passenger Environment Survey	n/a**		--	--	--	--
Per Stations Passenger Environment Survey	n/a**		--	--	--	--

Notes: For some indicators NYCT and MTA Bus data are combined. Performance data for 2021 is not finalized until the first quarter of 2022. Month-to-month performance metrics for 2021 are posted online at the Performance Metrics Dashboard *under "Transparency" at the MTA website www.new.mta.info. Due to the anomalous impacts of the Covid-19 pandemic, performance projections are not currently available. **No longer reported as of June 2019.*

MTA Bus Company: Projected Performance and Service Quality

As indicated in the table above, NYCT Bus and MTA Bus report combined data in some instances. On Oct. 28, 2021, the MTA reported weekday bus ridership of just under 1.5 million or roughly 70 percent of its pre-pandemic average. While 2021 annualized data are not published until the first quarter of 2022, trends are indicated in the month-to-month data posted on the Bus Performance Dashboard on the MTA website at new.mta.info. Service delivered, the percentage of scheduled trips provided, fell from 96.2 percent in Oct. 2020 to 93.3 percent in Oct. 2021, due to a shortage of bus operators, which the MTA is addressing with accelerated hiring and training. The mean distance between failures (MDBF) fell from 8,165 miles in Oct. 2020 to 7,487 miles in Oct. 2021. Journey time performance (JTP), the percentage of trips completed within 5 minutes of schedule, fell from 80.5 percent in Oct. 2020 to 69.1 percent in Oct. 2021, as post-pandemic traffic returned to city streets. Similarly, additional travel time (ATT), the average time spent onboard a bus beyond the scheduled time, rose from -0:31 minutes in Oct. 2020 to 0:53 minutes in Oct. 2021. The MTA continues to work with the city to expand and enforce dedicated bus lanes. MTA Bus continued to prioritize safety through a Lost-Time Accident Task Force, new safety information programs, auditing of work tasks, and refresher training sessions. In conjunction with labor unions, MTA Bus maintains a zero-tolerance policy banning cell phones and other electronic devices for bus operators.

MTA Bus Company: Projected Performance Indicators

Indicator	Actual 2020	Actual 2021	Proj. 2022	Proj. 2023	Proj. 2024	Proj. 2025
Lost Time Accidents per 100 employees.	7.35	n/a	n/a	n/a	n/a	n/a
Bus Collision Injury Rate (per million miles)	3.45	n/a	n/a	n/a	n/a	n/a
Bus Customer Accident Injury Rate (per million customers)	1.43	n/a	n/a	n/a	n/a	n/a
Mean Distance Between Failures (miles)	7,892	n/a	n/a	n/a	n/a	n/a
Bus Service Delivered (NYCT & MTA Bus, % of peak hours)	96.1%	n/a	n/a	n/a	n/a	n/a

Notes: For some indicators NYCT and MTA Bus data are combined. Performance data for 2021 is not finalized until the first quarter of 2022. Month-to-month performance metrics for 2021 are posted online at the Bus Performance Dashboard under "Transparency" at the MTA website www.new.mta.info. Due to the anomalous impacts of the Covid-19 pandemic, performance projections are not currently available.

LIRR: Projected Performance and Service Quality

LIRR tracks and projects performance and service delivery based on the performance indicators described in Section 2 of this report. The main indicators of service reliability are on time performance (OTP) and mean distance between failures (MDBF). Annualized performance data for MTA agencies are calculated in the first quarter of the subsequent year. While 2021 performance metrics will not be finalized until April 2022, current trends are indicated in the month-to-month metrics posted online at the LIRR Performance Dashboard under "Transparency" on the MTA public website at new.mta.info. The railroad's OTP, trains arriving at their final destination within 5 minutes and 59 seconds of scheduled arrival, improved slightly from 97.2 percent in Oct. 2020 to 97.8 percent in Oct. 2021. The fleet mean distance between failures (MDBF) rose from 330,831 miles in Aug. 2020 to 337,790 miles in Aug. 2021. Ridership rose from 2.04 million in Sept. 2020 to 3.94 million in Sept. 2021. While this indicates a steady and substantial recovery during 2021, it remains just 52.3 percent of the 7.54 million riders in Sept. 2019, prior to the pandemic.

Long Island Rail Road: Projected Performance Indicators

Indicator	Actual 2020	Actual 2021	Proj. 2022	Proj. 2023	Proj. 2024	Proj. 2025
Reportable Employee Injury Rate (per 200,000 work hours)	3.5	n/a	n/a	n/a	n/a	n/a
Reportable Customer Injury Rate (per million customers)	5.2	n/a	n/a	n/a	n/a	n/a
On-Time Performance	95.9%	n/a	n/a	n/a	n/a	n/a
Mean Distance Between Failures (miles)	241,175	n/a	n/a	n/a	n/a	n/a

Notes: OTP may be adversely affected by the many LIRR construction projects planned during the 2020-2023 period. Annual performance data for 2021 will be finalized in April 2022. Monthly performance metrics for 2021 are reported at the LIRR Performance Dashboard under "Transparency" on the MTA public website at new.mta.info. Due to the anomalous impacts of the Covid-19 pandemic, performance projections were not available at the time of this report.

MTA Metro-North: Projected Performance and Service Quality

Metro-North tracks and projects the performance and service standards set forth in the Performance Indicators in Section 2 of this report. Annualized performance data for MTA agencies are calculated in the first quarter of the subsequent year. While 2021 performance metrics will not be finalized until April 2022, current trends are indicated in the month-to-month metrics posted online at the Metro-North Performance Dashboard under "Transparency" on the MTA public website at new.mta.info. The main indicators of the railroad's performance are on time performance (OTP) and mean distance between failures (MDBF). East-of-Hudson OTP fell from 98.2 percent in Oct. 2020 to 96.6 percent in 2021, while MDBF fell from 405,000 in Oct. 2020 to 238,000 in Oct. 2021. East-of-Hudson ridership doubled to 3.6 million passengers in Oct. 2021 from 1.8 million in Oct. 2020. While a significant post-pandemic rebound, this ridership is about 48 percent of the pre-pandemic averages. By way of comparison, East-of-Hudson ridership in Jan. 2021 was just 1.4 million, less than 21 percent of the pre-pandemic ridership of 6.7 million in Jan. 2020. Metro-North continues a strong focus on system safety with ongoing safety programs that include Safety Focus Days, tests for obstructive sleep apnea, and a close-call reporting system.

Metro-North Railroad: Projected Performance Indicators

Indicator	Actual 2020	Actual 2021	Proj. 2022	Proj. 2023	Proj. 2024	Proj. 2025
Lost Time & Restricted-Duty Rate (per 200,000 work hours)	2.22	n/a	n/a	n/a	n/a	n/a
FRA-Reportable Injuries per Million Customers	1.10	n/a	n/a	n/a	n/a	n/a
On-Time Performance *East of Hudson*	97.9	n/a	n/a	n/a	n/a	n/a
On-Time Performance *West of Hudson*	94.4	n/a	n/a	n/a	n/a	n/a
Mean Distance Between Failures (miles)	278,951	n/a	n/a	n/a	n/a	n/a

Notes: Annual performance data for 2021 will be finalized in April 2022. Monthly performance metrics for 2021 are reported at the Metro-North Performance Dashboard under "Transparency" on the MTA public website at new.mta.info. Due to the anomalous impacts of the Covid-19 pandemic, performance projections were not available at the time of this report.

Section 6. Level and Structures of Transit and Rail Fares

Transit and commuter rail fare structures are adjusted only after public hearings and the approval of the MTA Board. Fare increases are determined by many variables, including the levels of state and local funding, the annual levels of dedicated state revenues, ridership (generating fare revenue), support from B&T, and operational costs. The following 2021 fare structures are excerpted from the MTA Comprehensive Annual Financial Report. The complete report can be accessed under at the MTA website as www.mta.info in the menu under "MTA Info." Details of current fares and tolls may be found under Fares & Tolls at the MTA website.

NYC Transit/MTA Bus: Subway and Bus Fares*

Year ended December 31	Base Fare		MetroCard Discounts					
	Subway & Local Bus	Express Bus	Pay-Per-Ride MetroCard† Percent Added/ Min. Purchase	Unlimited Ride MetroCard** 1-Day	7-Day	14-Day	30-Day	7-Day Exp. Bus Plus
2021	$2.75	$6.75	5%/ $5.50		$33		$127	$62
2020	$2.75	$6.75	5%/ $5.50		$33		$127	$62
2019	$2.75	$6.75	5%/$5.50	__	$33	__	$127	$62
2018	$2.75††	$6.50	5%/$5.50	—	$32	—	$121	$60
2017								$59.50
2016 2015			11%/$5.50	—	$31	—	$116.50	$57.25
2014 2013	$2.50	$6.00	5%/$5.00	—	$30	—	$112	$55
2012 2011 2010	$2.25	$5.50	7%/$10.00	—	$29	—	$104	$50

*Source: MTA 2020 Comprehensive Annual Financial Report, and, for 2021 fares, the MTA website "Fares & Tolls." * The MTA has a reduced-fare program for people with qualifying disabilities and senior citizens. The base reduced fare is $1.35, and purchasers receive Pay-Per-Ride MetroCard bonuses described above. The reduced-fare price for 30-Day and 7-Day cards is one-half the regular price. Reduced fare is not available on express buses from 6-10 a.m. and from 3-7 p.m. Effective March 3, 2013, a $1.00 fee is charged for each new MetroCard purchased at a MetroCard Vending Machine, station booth, or commuter rail station. † Pay-Per-Ride MetroCard includes a free transfer between a bus and subway (subject to certain restrictions). Upon request, bus customers paying cash are issued a free paper transfer to another local bus.** Unlimited Ride cards permit unlimited subway and local bus rides for the period indicated. Express Bus Plus allows unlimited express bus rides as well. ††The cost for a Single Ride subway ticket, available only at MetroCard Vending Machines, is $3.00. Cash payment is not accepted for subways. A cash payment of $2.75 may be made on buses.*

Long Island Rail Road and Metro-North Railroad Commuter Rail Fares – One-Way Peak Fare Formulas				
Year Ended Dec. 31	Long Island Rail Road	Metro-North Railroad		
		East of Hudson, New York State	East of Hudson, Connecticut	West of Hudson
2021 2020 2019	$7.472 + 24.84¢/mile	$7.467 + 24.89¢/mile	$6.917 + 23.05¢/mile	$5.342 + 15.64¢/mile
2018 2017	$7.185 + 23.88¢/mile	$7.180 + 23.93¢/mile		
2016 Dec	$6.909 + 22.96¢/mile	$6.904+23.01¢/mile	$6.848 + 22.83¢/mile	$5.238 + 15.33¢/mile
2016 Jan			$6.461 + 21.54¢/mile	
2015			$6.397 + 21.32¢/mile	
2014	$6.643 + 22.08¢/mile	$6.638 + 22.13¢/mile	$6.334 + 21.11¢/mile	$5.036 + 14.74¢/mile
2013			$6.030 + 20.10¢/mile	

The following projections and tables relating to MTA fares are excerpted from the Board-approved November Financial Plan 2022-2025. The complete budget can be found at the MTA website, www.mta.info, in the menu under "MTA Info," and then under "Budget and Financial Statements." For additional information relating to agency revenues, see also Section 12 of this report, "Operating/ Capital Costs Compared to System Revenues."

MTA Consolidated Utilization
Plan-to-Plan Comparison
Baseline Before Gap-Closing Actions (in millions)

	November Financial Plan				
	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Toll Revenue					
Bridges & Tunnels	$2,131.558	$2,256.999	$2,268.020	$2,273.535	$2,294.699
Fare Revenue					
Long Island Rail Road	296.766	554.949	629.998	648.698	661.296
Metro-North Railroad [1]	260.522	514.836	581.011	584.210	590.143
MTA Bus Company	132.865	178.962	193.879	197.203	196.607
New York City Transit [2]	2,280.821	3,602.796	3,982.921	4,042.391	4,022.872
Staten Island Railway	2.038	4.507	5.439	5.534	5.518
	$2,973.013	*$4,856.050*	*$5,393.247*	*$5,478.035*	*$5,476.436*
Total Toll/Fare Revenue	***$5,104.570***	***$7,113.049***	***$7,661.267***	***$7,751.570***	***$7,771.135***

Source: From the MTA 2022 Final Proposed Budget: November Financial Plan, 2022-2025. Vol. 2. Section II, pg. II-16. Assumptions, "MTA Consolidated Utilization" in $ Millions. [1] Metro-North utilization figures include both East of Hudson and West of Hudson services. [2] NYC Transit utilization figures include Paratransit and Fare Media Liability.

The following table, excerpted from the November Plan, projects fare operating and recovery ratios for the MTA agencies. The fare recovery ratio has a longterm focus. It includes costs that are not funded in the current year — except in an accounting-ledger sense, but which are, in effect, passed on to future years. Those costs include depreciation and interest on longterm debt.

Approximately 20 percent (and sometimes more) of MTA costs are not recovered in the current year from fare revenues, other operating revenues or subsidies. That is why MTA operating statements generally show deficits. In addition, the recovery ratio allocates centralized MTA services to the agencies, such as security, the costs of the MTA Inspector General, MTA Diversity and Civil Rights, MTA Audit Services, MTA Risk Management, MTA Legal and shared services.

The fare operating ratio focuses on agency operating financial performance. It reflects the way MTA meets its statutory and bond-covenant budget-balancing requirements, and it excludes certain costs that are not subject to agency control but are provided centrally by MTA. In the agenda materials for the meeting of the Metro-North and LIRR committees, the calculations of the fare operating and recovery ratios for Metro-North and the LIRR use a revised methodology to put the railroads on a more comparable basis. Those statistics, which are included in the respective financial and ridership reports of both agencies, differ from the statistics presented in

this table. For additional information relating to agency revenues, see also Section 12 of this report, "Operating/Capital Costs Compared to System Revenues."

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2022 - 2025
Farebox Recovery and Operating Ratios

FAREBOX RECOVERY RATIOS

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	Plan 2023	Plan 2024	Plan 2025
New York City Transit	17.0%	18.0%	26.3%	28.1%	27.7%	26.7%
Staten Island Railway	3.5%	3.6%	5.6%	5.9%	6.0%	5.8%
Long Island Rail Road	10.8%	10.8%	18.0%	19.4%	19.9%	19.6%
Metro-North Railroad	13.4%	13.4%	24.8%	27.4%	27.4%	26.7%
MTA Bus Company	11.7%	13.5%	16.5%	17.5%	17.7%	17.3%
MTA-Wide Farebox Recovery Ratio	**15.4%**	**16.1%**	**24.2%**	**26.0%**	**25.8%**	**25.0%**

FAREBOX OPERATING RATIOS

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	Plan 2023	Plan 2024	Plan 2025
New York City Transit	25.2%	27.6%	40.0%	42.5%	41.6%	39.7%
Staten Island Railway	5.2%	5.3%	8.9%	10.1%	10.2%	9.7%
Long Island Rail Road	18.4%	18.5%	29.4%	31.7%	32.0%	31.2%
Metro-North Railroad	19.3%	19.5%	35.7%	40.7%	40.3%	39.1%
MTA Bus Company	13.0%	16.8%	21.0%	22.7%	22.8%	22.4%
MTA-Wide Farebox Operating Ratio	**22.8%**	**24.7%**	**36.6%**	**39.3%**	**38.8%**	**37.2%**

Farebox recovery ratio has a long-term focus. It includes costs that are not funded in the current year, except in an accounting-ledger sense, but are, in effect, passed on to future years. Those costs include depreciation and interest on long-term debt. Approximately 20% (and sometimes more) of MTA costs are not recovered in the current year from farebox revenues, other operating revenues or subsidies. That is why MTA operating statements generally show deficits. In addition, the recovery ratio allocates centralized MTA services to the Agencies, such as Security, the costs of the Inspector General, Civil Rights, Audit, Risk Management, Legal and Shared Services.

Farebox operating ratio focuses on Agency operating financial performance. It reflects the way MTA meets its statutory and bond-covenant budget-balancing requirements, and it excludes certain costs that are not subject to Agency control, but are provided centrally by MTA.

In the agenda materials for the Meeting of the Metro-North and Long Island Committees, the calculations of the farebox operating and recovery ratios for the LIRR and MNR use a revised methodology to put the railroads on a more comparable basis. Those statistics, which are included in the respective financial and ridership reports of both Agencies, differ from the statistics presented in this table.

Source: From the MTA 2021 Preliminary Budget: November Financial Plan 2022-2025. Vol. 2. Section I, page I-7. Farebox Recovery and Operating Ratios.

Section 7. Projected Operating Resources and Agency Allocations

The MTA operating and capital budgets are segregated, with the operating resources and allocations reflected in the MTA Board-approved Financial Plans; and the capital resources and allocations covered in the MTA five-year Capital Programs, approved by the MTA Board and the New York State Capital Program Review Board (CPRB).

The following section presents estimated operating resources for the period 2022-2025 from both internal revenue sources and from federal, state, regional, and local sources, as well as projected 2022-2025 operating costs. In accordance with PAL §1269-d, the report covers the transit and commuter rail agencies. Tables also include toll revenues from B&T and operating costs for MTA Headquarters, as indicated. The information is excerpted from the "MTA 2022 Final Proposed Budget: November Financial Plan, 2022-2025," which is available in full on the MTA website at www.mta.info.

Capital Program allocations are presented in Section 8 of this report, "Projected Capital Resources and Agency Allocations." See also, Section 10, "Specific Allocation of Operating and Capital Resources."

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2022 - 2025
MTA Consolidated Accrued Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenues						
Farebox Revenue	$2,625	$2,973	$4,856	$5,393	$5,478	$5,476
Toll Revenue	1,640	2,132	2,257	2,268	2,274	2,295
Other Revenue	4,571	660	708	784	810	823
Capital and Other Reimbursements	0	0	0	0	0	0
Total Revenues	**$8,836**	**$5,765**	**$7,821**	**$8,445**	**$8,561**	**$8,594**
Operating Expenses						
Labor:						
Payroll	$5,308	$5,291	$5,666	$5,764	$5,911	$6,068
Overtime	910	1,001	882	892	898	918
Health and Welfare	1,298	1,421	1,579	1,675	1,781	1,903
OPEB Current Payments	633	729	778	844	916	996
Pension	1,510	1,412	1,414	1,472	1,495	1,530
Other Fringe Benefits	789	966	996	1,044	1,092	1,144
Reimbursable Overhead	(380)	(377)	(428)	(409)	(413)	(410)
Total Labor Expenses	***$10,068***	***$10,443***	***$10,888***	***$11,283***	***$11,680***	***$12,149***
Non-Labor:						
Electric Power	$385	$428	$495	$500	$504	$516
Fuel	103	166	201	190	186	189
Insurance	(5)	33	60	95	113	141
Claims	237	314	427	444	454	468
Paratransit Service Contracts	326	365	424	475	505	527
Maintenance and Other Operating Contracts	773	841	951	949	950	997
Professional Services Contracts	446	646	706	579	591	602
Materials and Supplies	543	521	748	768	773	800
Other Business Expenses	152	210	226	239	243	252
Total Non-Labor Expenses	***$2,961***	***$3,525***	***$4,240***	***$4,240***	***$4,319***	***$4,493***
Other Expense Adjustments:						
Other	$80	$32	$26	$28	$23	$24
General Reserve	335	0	185	190	195	200
Total Other Expense Adjustments	***$415***	***$32***	***$211***	***$218***	***$218***	***$224***
Total Expenses Before Non-Cash Liability Adjs.	**$13,443**	**$14,000**	**$15,339**	**$15,741**	**$16,217**	**$16,865**
Depreciation	$3,010	$3,140	$3,142	$3,208	$3,256	$3,305
GASB 75 OPEB Expense Adjustment	978	1,576	1,618	1,664	1,701	1,739
GASB 68 Pension Expense Adjustment	(77)	7	51	75	(24)	21
Environmental Remediation	123	6	6	6	6	6
Total Expenses After Non-Cash Liability Adjs.	**$17,477**	**$18,730**	**$20,155**	**$20,694**	**$21,156**	**$21,936**
Conversion to Cash Basis: Non-Cash Liability Adjs.	($4,034)	($4,730)	($4,817)	($4,953)	($4,939)	($5,071)
Debt Service (excludes Service Contract Bonds)	2,703	2,822	3,111	3,562	3,643	3,756
Total Expenses with Debt Service	**$16,146**	**$16,822**	**$18,450**	**$19,303**	**$19,860**	**$20,621**
Dedicated Taxes & State and Local Subsidies	$6,687	$7,939	$8,206	$8,364	$8,470	$8,658
Net Surplus/(Deficit) After Subsidies and Debt Service	**($623)**	**($3,118)**	**($2,423)**	**($2,494)**	**($2,828)**	**($3,370)**
Conversion to Cash Basis: GASB Account	$0	$0	$0	$0	$0	$0
Conversion to Cash Basis: All Other	641	(852)	(286)	200	199	34
Cash Balance Before Prior-Year Carryover	**$18**	**($3,970)**	**($2,709)**	**($2,293)**	**($2,630)**	**($3,335)**
Below the Line Adjustments	$0	$3,467	$2,709	$2,293	$2,630	$3,335
Prior Year Carryover Balance	485	503	0	0	0	0
Net Cash Balance	**$503**	**$0**	**$0**	**$0**	**$0**	**$0**

Source: MTA 2022 Final Proposed Budget: November Financial Plan, 2022-2025. Vol. 1, Sec. II pg. 2.

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2022 - 2025
Consolidated Subsidies
Accrual Basis
($ in Millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
MMTOA, PBT & Real Estate Taxes						
Metropolitan Mass Transportation Operating Assistance (MMTOA)	$1,564.0	$2,247.5	$2,281.5	$2,309.9	$2,248.8	$2,228.2
Petroleum Business Tax (PBT)	503.4	596.8	601.1	591.7	591.7	591.7
Mortgage Recording Tax (MRT)	464.5	624.7	627.2	634.3	651.1	675.5
MRT Transfer to Suburban Counties	(3.9)	(6.8)	(7.1)	(7.5)	(7.9)	(7.9)
Interest	5.3	5.3	5.3	5.3	5.3	5.3
Urban Tax	352.7	392.8	465.3	503.1	540.4	578.1
Other Investment Income	1.7	0.3	0.3	0.3	0.3	0.3
	$2,887.9	***$3,860.7***	***$3,973.7***	***$4,037.1***	***$4,029.7***	***$4,071.2***
PMT and MTA Aid						
Payroll Mobility Tax (PMT)	$1,526.5	$1,674.3	$1,741.1	$1,785.9	$1,829.8	$1,874.3
Payroll Mobility Tax Replacement Funds	195.4	293.1	244.3	244.3	244.3	244.3
MTA Aid	218.9	250.2	305.0	310.5	310.9	311.2
	$1,940.7	***$2,217.7***	***$2,290.4***	***$2,340.7***	***$2,385.0***	***$2,429.7***
New Funding Sources						
SAP Support and For-Hire Vehicle Surcharge:						
For-Hire Vehicle (FHV) Surcharge	$223.2	$237.9	$354.2	$392.5	$392.5	$392.5
Subway Action Plan Account	*222.1*	*234.5*	*300.0*	*300.0*	*300.0*	*300.0*
Outerborough Transportation Account (OBTA)	*0.0*	*0.0*	*50.0*	*50.0*	*50.0*	*50.0*
Less: OBTA Projects	*0.0*	*0.0*	*(50.0)*	*(50.0)*	*(50.0)*	*(50.0)*
General Transportation Account	*1.1*	*3.4*	*54.2*	*92.5*	*92.5*	*92.5*
Less: Transfer to Committed to Capital for SAP	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*	*0.0*
2020-24 Capital Program Funding from Lockbox for Debt Service:	499.9	5.3	57.5	99.0	155.6	223.9
Central Business District Tolling Program (CBDTP)	*0.0*	*0.0*	*0.0*	*1,000.0*	*1,000.0*	*1,000.0*
Real Property Transfer Tax Surcharge (Mansion Tax)	*176.5*	*305.8*	*307.3*	*311.7*	*320.6*	*332.8*
Internet Marketplace Tax	*260.0*	*343.5*	*319.1*	*322.3*	*324.5*	*327.7*
Less: Transfer Lockbox Revenues to Committed to Capital	*63.5*	*(644.0)*	*(568.8)*	*(1,535.0)*	*(1,489.5)*	*(1,436.6)*
	$723.2	***$243.2***	***$411.7***	***$491.6***	***$548.1***	***$616.4***
State and Local Subsidies						
State Operating Assistance	$187.9	$187.9	$187.9	$187.9	$187.9	$187.9
Local Operating Assistance	187.9	187.9	187.9	187.9	187.9	187.9
Station Maintenance	174.1	180.1	183.6	187.3	191.4	195.8
	$549.9	***$556.0***	***$559.5***	***$563.2***	***$567.3***	***$571.7***
Subtotal: Taxes & State and Local Subsidies	**$6,101.7**	**$6,877.5**	**$7,235.2**	**$7,432.5**	**$7,530.0**	**$7,689.0**
Other Funding Agreements						
City Subsidy for MTA Bus Company	$310.9	$723.5	$679.3	$669.0	$676.4	$687.9
City Subsidy for Staten Island Railway	18.6	59.5	73.0	67.5	68.7	73.9
CDOT Subsidy for Metro-North Railroad	255.8	278.4	218.4	195.4	194.8	207.3
	$585.3	***$1,061.4***	***$970.7***	***$931.9***	***$939.9***	***$969.1***
Subtotal, including Other Funding Agreements	**$6,687.0**	**$7,938.9**	**$8,205.9**	**$8,364.5**	**$8,470.0**	**$8,658.1**
Inter-agency Subsidy Transactions						
B&T Operating Surplus Transfer	$472.8	$921.1	$994.2	$896.6	$893.3	$828.3
	$472.8	***$921.1***	***$994.2***	***$896.6***	***$893.3***	***$828.3***
GROSS SUBSIDIES	**$7,159.8**	**$8,860.0**	**$9,200.0**	**$9,261.0**	**$9,363.2**	**$9,486.4**

Source: MTA 2022 Final Proposed Budget: November Financial Plan, 2022-2025. Vol. 2, Sec. II pg. 40. Major Assumptions, Consolidated Subsidies, Accrual Basis.

Projected Operating Revenue and Expenditures by Agency

The following information is excerpted from the "MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. 1." It includes current and projected allocations of operating funds and personnel costs by MTA agencies. In accordance with PAL §1269-d, it covers all MTA transit and commuter rail agencies: NYC Transit Subways and Buses, MTA Bus, SIR, LIRR, and Metro-North. Unless otherwise specified, it does not include financial estimates from B&T, MTACD, and MTA Headquarters. The complete financial report and amendments can be found on the MTA website (www.mta.info) under the heading "MTA Info," and then under "Financial Information."

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2022 - 2025
Accrued Statement of Operations by Agency
($ in millions)

		Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable							
Total Revenues							
New York City Transit		$5,207	$2,751	$4,121	$4,540	$4,620	$4,620
Long Island Rail Road		814	329	584	661	680	692
Metro-North Railroad		593	288	543	641	646	653
MTA Headquarters		43	14	16	16	16	6
First Mutual Transportation Assurance Company		54	24	24	24	24	24
MTA Bus Company		438	152	199	214	219	220
Staten Island Railway		27	4	7	8	8	8
Construction and Development		0	49	52	54	56	56
Bridges and Tunnels		1,661	2,154	2,276	2,287	2,292	2,314
	Total	**$8,836**	**$5,765**	**$7,821**	**$8,445**	**$8,561**	**$8,594**
Total Expenses before Non-Cash Liability Adjs.*							
New York City Transit		$8,298	$8,596	$9,220	$9,574	$9,912	$10,339
Long Island Rail Road		1,474	1,597	1,864	1,976	2,019	2,109
Metro-North Railroad		1,264	1,341	1,428	1,441	1,479	1,534
MTA Headquarters		757	874	939	864	890	931
First Mutual Transportation Assurance Company		(15)	26	37	36	30	23
MTA Bus Company		751	879	924	919	931	944
Staten Island Railway		57	70	69	70	71	74
Construction and Development		0	83	91	77	88	89
Bridges and Tunnels		442	502	555	565	579	599
Other		415	32	211	218	218	224
	Total	**$13,443**	**$14,000**	**$15,339**	**$15,741**	**$16,217**	**$16,865**

Source: MTA 2022 Final Proposed Budget: Novembers Financial Plan, 2022-2025. Vol. 2, Sec. I. MTA Consolidated Accrued Statement of Operations by Agency: MTA Total Operating Expenses Before Non-Cash Liability Adjustments. [1]Excludes debt service. Note: First Mutual Transportation Assurance Company is the captive insurance company of the MTA.

NYCT Subways and Buses: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from the "MTA 2022 Preliminary Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V. Agency Financial Plans: New York City Transit."

MTA NEW YORK CITY TRANSIT
November Financial Plan 2022 - 2025
Accrual Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenue						
Farebox Revenue:						
Subway	*$1,529.695*	*$1,687.187*	*$2,789.948*	*$3,111.088*	*$3,163.411*	*$3,147.149*
Bus	*386.430*	*542.700*	*739.745*	*801.307*	*815.132*	*810.646*
Paratransit	*5.650*	*16.421*	*20.508*	*23.426*	*24.598*	*25.827*
Fare Media Liability	*89.706*	*34.514*	*52.595*	*47.100*	*39.250*	*39.250*
Farebox Revenue	$2,011.481	$2,280.821	$3,602.796	$3,982.921	$4,042.391	$4,022.872
Other Operating Revenue:						
Fare Reimbursement	*78.971*	*89.066*	*84.016*	*84.016*	*84.016*	*84.016*
Paratransit Reimbursement	*174.964*	*216.617*	*246.370*	*278.479*	*295.325*	*311.503*
Other	*2,941.750*	*164.834*	*187.544*	*194.771*	*198.400*	*201.847*
Other Operating Revenue	$3,195.685	$470.517	$517.930	$557.266	$577.741	$597.366
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
Total Revenues	**$5,207.166**	**$2,751.339**	**$4,120.726**	**$4,540.187**	**$4,620.132**	**$4,620.237**
Operating Expense						
Labor:						
Payroll	*$3,476.823*	*$3,426.024*	*$3,672.377*	*$3,722.627*	*$3,816.808*	*$3,920.057*
Overtime	*582.371*	*629.057*	*491.660*	*501.440*	*511.303*	*521.000*
Total Salaries and Wages	$4,059.193	$4,055.081	$4,164.038	$4,224.067	$4,328.111	$4,441.056
Health and Welfare	*914.139*	*1,007.411*	*1,130.747*	*1,192.932*	*1,276.495*	*1,372.684*
OPEB Current Payments	*459.200*	*547.433*	*583.822*	*642.132*	*705.808*	*776.511*
Pension	*1,025.846*	*922.257*	*926.729*	*948.512*	*966.899*	*985.928*
Other Fringe Benefits	*416.039*	*559.292*	*566.218*	*593.660*	*630.409*	*671.150*
Total Fringe Benefits	$2,815.224	$3,036.393	$3,207.516	$3,377.235	$3,579.611	$3,806.272
Reimbursable Overhead	(211.575)	(218.428)	(259.657)	(243.747)	(244.493)	(241.769)
Total Labor Expenses	***$6,662.843***	***$6,873.045***	***$7,111.896***	***$7,357.555***	***$7,663.230***	***$8,005.559***
Non-Labor:						
Electric Power	$239.842	$268.514	$315.653	$311.090	$314.580	$324.308
Fuel	59.026	95.621	125.398	119.014	115.156	116.984
Insurance	75.353	74.592	83.798	107.645	117.676	138.411
Claims	112.089	107.923	213.082	225.810	230.373	235.028
Paratransit Service Contracts	326.316	365.236	423.876	474.888	504.693	527.291
Maintenance and Other Operating Contracts	333.545	326.982	356.966	374.689	380.228	391.996
Professional Services Contracts	146.113	149.429	158.841	163.446	159.968	162.641
Materials and Supplies	292.386	260.239	333.962	336.960	319.394	330.169
Other Business Expenses	50.053	74.387	96.437	103.157	106.967	107.022
Total Non-Labor Expenses	***$1,634.723***	***$1,722.923***	***$2,108.013***	***$2,216.700***	***$2,249.035***	***$2,333.850***
Other Expense Adjustments:						
Other Expense Adjustments	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
Total Other Expense Adjustments	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***
Total Expenses Before Depreciation and GASB Adjs.	**$8,297.566**	**$8,595.968**	**$9,219.910**	**$9,574.255**	**$9,912.265**	**$10,339.409**
Depreciation	$2,069.768	$2,110.201	$2,152.405	$2,195.453	$2,239.362	$2,284.149
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	699.401	1,232.143	1,256.786	1,281.922	1,307.561	1,333.712
GASB 68 Pension Expense Adjustment	(96.819)	(62.040)	(63.281)	(64.547)	(65.838)	(67.154)
Environmental Remediation	115.677	0.000	0.000	0.000	0.000	0.000
Total Expenses	**$11,085.593**	**$11,876.272**	**$12,565.820**	**$12,987.083**	**$13,393.350**	**$13,890.116**
Net Surplus/(Deficit)	**($5,878.426)**	**($9,124.934)**	**($8,445.094)**	**($8,446.896)**	**($8,773.218)**	**($9,269.879)**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V, pg. V-175. Agency Financial Plans, NYC Transit. Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from "MTA 2022 Final Proposed Budget: November Financial Plan 2022-2025, Vol. II, Section V, pgs. V-171-174. Agency Financial Plans: New York City Transit."

NYCT FINANCIAL OVERVIEW

New York City Transit (NYCT) continues to emerge from the COVID-19 pandemic. Ridership has continued to gradually increase in concert with the availability of vaccines and the region's re-opening, with businesses continuing to bring their employees back into the office in person. Despite the improvement, NYCT's financial outlook remains fragile, with current projections based on the midpoint between the McKinsey "best-case" and "worst-case" scenarios forecasting NYCT will only reach 87.5% of pre-pandemic ridership by the start of 2024, resulting in significantly less farebox revenue. This large reduction in farebox revenue makes the agency's financial outlook precarious, which underlines the need for continued efforts to maximize efficiency and reduce costs. The NYCT November Plan reflects updates for actions taken as well as several revisions to initiatives to reflect more practical implementation timelines.

Financial Plan Highlights

Revenue:

• **Farebox revenue** is projected to surpass the July Plan by $124.6 million in 2021, due to favorable ridership and higher average fares, with minor decreases in the out-years, reflecting lower paratransit revenue.

Expense:

• **COVID-19 preventative** measures are revised lower by $37.9 million in 2021, and $73.8 million in subsequent years reflecting the restoration of overnight subway service with the elimination of auxiliary bus shuttle service and lower costs for fleet and station cleaning and disinfecting.

• **Paratransit Service** projections are revised lower by $30.4 million in 2021 and about $50 million annually in subsequent years reflecting a slower ridership return than previously projected.

• **Health & Welfare** expenses are projected to be lower by $64.3 million over the plan period reflecting a higher trend in inflation offset by savings resulting from the recently approved Aetna medical benefits contract.

Baseline Ridership

The midpoint of the two McKinsey recovery scenarios includes ridership projections reaching 55.5% of the pre-pandemic level for subway and 62.0% for bus during the fourth quarter of 2021. The overall ridership incorporating actuals through August and projections for the remainder of the year results in a full year 2021 ridership level of 44.1% on subway and 54.9% on bus. Subway and bus modes are projected to increase to 85.5% by fourth quarter 2022, before reaching the "new normal" level of 87.5% by first quarter 2024. Prior plan projections for paratransit ridership had assumed a more rapid recovery to pre- pandemic levels than other modes, with total trips reaching 75% of pre-pandemic levels in 2021, and 100% in 2022. The actual return of ridership in 2021 has been notably slower than forecast, and as a result, paratransit ridership is now projected to reach 80% of the pre-pandemic level in fourth quarter 2021, 90% in 2022, and 100% in subsequent years.

Budget Reduction Program

The November Plan includes adjustments to several previously identified initiatives, including restoration of vacant bus operator and cleaner positions, largely due to efforts to maintain service at 100% of the pre-pandemic level. These adjustments result in additional costs of $281.5 million over the plan period.

2021 November Forecast

NYC Transit's 2021 November Plan includes total expenses before Depreciation, OPEB, and GASB 68 Pension Adjustment, of $9,678.1 million, consisting of $8,596.0 million of non- reimbursable expenses and $1,082.1 million of reimbursable expenses. Total revenues are projected to be $3,833.5 million, of which $2,751.3 million are operating revenues and $1,082.1 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 47,480 (42,733 non-reimbursable positions and 4,747 reimbursable positions). Major operating cash changes include:

• Higher farebox revenue of $124.6 million due mainly to higher ridership and average fares in 2021 than the July Plan scenario assumption.

• Lower expenses related to COVID-19 for direct preventative measures of $37.9 million in 2021, reflecting the restoration of overnight subway service with the elimination of auxiliary bus shuttle service and reduced costs for fleet and station cleaning and disinfecting.

• Pension expenses are lower by $38.2 million due to the most recent actuarial projections.

• Public liability claims are lower by $38.9 million based upon lower claims being experienced due to lower ridership volumes.

• Lower paratransit service costs net of reimbursement of $17.7 million in 2021 due to lower ridership than previously projected.

• Higher OMNY transaction fees of $22.0 million resulting from the higher fees charged on contactless pay-go transactions.

Reimbursable expenses are projected to decrease by a net $132.5 million, principally due to favorable departmental re-estimates. Favorable results in base and overtime are due to vacancies from the hiring freeze, shifting of personnel to address COVID-19 response, and prioritizing inspection and maintenance staff due to vacancies and overtime caps. The 2021 net operating cash deficit is projected to decrease by a net $327.2 million from the 2021 July Financial Plan.

Plan-to-Plan, total baseline positions are projected to increase by 235, including a non-reimbursable increase of 195 and a reimbursable increase of 40. This increase mostly reflects an employee availability adjustment recognizing higher levels of employee absence (175 positions), and the delay of Department of Subways Timekeeping savings implementation. Reimbursable increases are due to capital support requirements.

2022 Final Proposed Budget

NYC Transit's 2022 Final Proposed Budget includes total expenses before depreciation, other post-employment benefits, and GASB 68 Pension Adjustment, of $10,465.6 million, consisting of $9,219.9 million of non-reimbursable expenses and $1,245.7 million of reimbursable expenses. Total revenues are projected to be $5,366.4 million, of which $4,120.7 million are operating revenues and $1,245.7 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 48,041, including 43,374 non-reimbursable positions and 4,667 reimbursable positions. Major operating cash changes include:

• Lower expenses for COVID-19 direct preventative measures of $73.8 million, reflecting the restoration of overnight subway service with the elimination of auxiliary bus shuttle service and lower fleet and station cleaning costs.

• Lower Health & Welfare and OPEB current expenses of $38.0 million resulting from the recently approved Aetna medical benefits contract.

• Pension expenses lower by $35.8 million due to most recent actuarial projections.

• Paratransit service expenses net of reimbursement lower by $56.4 million due to lower ridership than previously projected.

• Higher OMNY transaction fees of $21.1 million resulting from higher fees on contactless card pay-go transactions.

Reimbursable expenses are projected to increase in 2022 by a net $47.7 million, due to increased capital support requirements. The 2022 net operating cash deficit is projected to increase by a net $108.4 million from the July Financial Plan.

Plan-to-Plan, total baseline positions are projected to increase by 1,036, including a non-reimbursable increase of 737 and a reimbursable increase of 299. The operating increase includes the restoration of certain service and service support vacancy savings that cannot be implemented (331 positions) due to efforts to maintain service at 100% of the pre-pandemic level, as well as refinements to the Subway Action Plan (SAP) initiatives (184 positions), and employee availability adjustments recognizing higher levels of employee absence observed (250 positions). Platform budget tour length adjustments (147 positions) provide a partial offset to operating position increases. Capital support requirements account for most of the reimbursable position increases.

2023-2025 Projections

Net operating cash deficit projections decrease $11.7 million in 2023, increase of $2.2 million in 2024, and decrease of $2.3 million in 2025 relative to the July Financial Plan. Major operating cash changes include:

• Lower expenses for COVID-19 direct preventative measures of $73.8 million per year for 2023-2025 reflecting the restoration of overnight subway service with the elimination of auxiliary bus shuttle service and reduced fleet and station cleaning costs.

• Lower Health & Welfare and OPEB current expenses of $33.7 million in 2023, $38.8 million in 2024, and $43.4 million in 2025, resulting from the recently approved Aetna medical benefits contract.

• Pension expenses higher by $3.7 million in 2023, $25.6 million in 2024, and $27.9 million in 2025, due to the most recent actuarial projections.

• Paratransit service costs net of reimbursements lower by $42.4 million in 2023, $47.6 million in 2024, and $49.3 million in 2025, due to lower ridership than previously projected.

• Higher OMNY transaction fees of $14.9 million in 2023, $18.1 million in 2024, and $17.7 million in 2025 resulting from higher fees on contactless card pay-go transactions.

Reimbursable expenses are projected to increase by $7.0 million in 2023, and then decrease $0.2 million in 2024, and decline $7.2 million in 2025, primarily due to revised capital support requirements. Plan-to-Plan, total baseline positions are projected to increase by 545 in 2023, 503 in 2024, and 532 in 2025. Figures include non-reimbursable increases of 433 in 2023, and 426 in 2024, and 486 in 2025. Reimbursable increases of 112 in 2023, 77 in 2024, and 46 in 2025. Non-reimbursable adjustments are mainly due to restoring vacant bus operator and cleaner positions and Subway Action Plan refinement. Reimbursable increases are largely due to revised capital support requirements.

Here ends the excerpt from “MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. 2, Sec. V. Agency Financial Plans: New York City Transit.”

Staten Island Railway: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from the "MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V. Agency Financial Plans: Staten Island Railway."

MTA STATEN ISLAND RAILWAY
November Financial Plan 2022 - 2025
Accrual Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenue						
Farebox Revenue	$2.343	$2.038	$4.507	$5.439	$5.534	$5.518
Other Operating Revenue	24.429	1.553	2.599	2.605	2.448	2.276
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
Total Revenues	**$26.773**	**$3.591**	**$7.106**	**$8.044**	**$7.982**	**$7.794**
Operating Expense						
Labor:						
Payroll	$26.289	$27.467	$28.366	$28.916	$28.231	$29.227
Overtime	2.117	3.065	2.748	2.782	2.717	2.878
Health and Welfare	5.033	7.673	8.224	8.369	8.254	8.780
OPEB Current Payments	2.292	2.802	2.949	3.094	3.245	3.282
Pension	8.055	8.449	8.826	8.930	8.710	8.912
Other Fringe Benefits	4.714	3.740	3.880	4.502	5.172	5.453
Reimbursable Overhead	(2.749)	0.000	0.000	0.000	0.000	0.000
Total Labor Expenses	***$45.751***	***$53.196***	***$54.993***	***$56.593***	***$56.329***	***$58.532***
Non-Labor:						
Electric Power	$3.356	$4.352	$4.660	$4.452	$4.394	$4.460
Fuel	0.245	0.321	0.337	0.322	0.314	0.319
Insurance	0.966	1.307	1.876	2.120	2.543	3.172
Claims	0.887	0.880	0.882	0.873	0.885	0.887
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	0.856	3.764	2.426	2.526	2.604	2.678
Professional Services Contracts	1.535	2.911	2.358	2.380	2.395	2.432
Materials and Supplies	2.637	2.331	1.713	1.182	1.194	1.283
Other Business Expenses	0.445	1.229	0.023	0.022	0.027	0.029
Total Non-Labor Expenses	***$10.927***	***$17.095***	***$14.275***	***$13.877***	***$14.356***	***$15.261***
Other Expense Adjustments:						
Other Expense Adjustments	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
Total Other Expense Adjustments	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***
Total Expenses Before Depreciation and GASB Adjs.	**$56.678**	**$70.291**	**$69.268**	**$70.470**	**$70.686**	**$73.793**
Depreciation	$10.831	$12.000	$12.000	$17.500	$17.500	$17.500
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	2.916	3.700	1.800	1.800	1.900	1.900
GASB 68 Pension Expense Adjustment	0.224	1.000	2.000	2.700	0.600	1.600
Environmental Remediation	0.831	0.000	0.000	0.000	0.000	0.000
Total Expenses	**$71.479**	**$86.991**	**$85.068**	**$92.470**	**$90.686**	**$94.793**
Net Surplus/(Deficit)	**($44.706)**	**($83.400)**	**($77.962)**	**($84.426)**	**($82.704)**	**($86.999)**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V, pg. V-244. Agency Financial Plans, SIR. Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2021-2024, Vol. II, Section V, Agency Financial Plans: SIR."

SIR FINANCIAL OVERVIEW

Staten Island Railway (SIR) has begun to show gradual emergence from the COVID-19 pandemic. Ridership has slowly increased in concert with the availability of vaccines and the region's reopening, with businesses continuing to bring their employees back to offices. Despite the improvement, the SIR financial outlook remains fragile, with current projections based on the McKinsey "worst-case" scenario forecasting SIR will only reach 83 percent of pre-pandemic ridership by the start of 2024, resulting in significantly less farebox revenue. This large permanent reduction in farebox revenue underlines the need for continued efforts to maximize efficiency and reduce costs. The Plan includes sufficient resources to maintain current service levels while upholding the MTA's commitment to safety and security, and continued support of ongoing capital program work.

Financial Plan Highlights

Revenue:

• Farebox revenue is projected to exceed the Mid-Year Forecast by $0.164 million in 2021 due to favorable ridership and higher average fares, with no changes from the July Plan for 2022 to 2025.

Expenses:

• Revised estimates of actual COVID-19 preventative measures resulted in a projected increase in expense of $0.381 million in 2021 and $0.150 million annually for 2022 to 2025, mainly due to higher cleaning costs.

New Needs:

• Spot Tie Replacement Program – retention of 20 positions for continual support of mainline track tie replacement program.

• New Clifton Shop - Operating Budget Impact of the new Clifton Maintenance Shop. The new shop replaced the antiquated facility that was severely damaged during Superstorm Sandy. The new shop is significantly larger with maintenance equipment that will allow SIR to maintain its rolling stock fleet in-house instead of outsourcing to NYCT Car Equipment. SIR is in the process of consolidating administrative personnel into the new Clifton Shop.

• Line Supervisor within Infrastructure Department – one additional supervisor is needed to oversee repairs of safety related defects performed by Infrastructure personnel.

Baseline Ridership

The "worst-case" scenario includes projections of ridership reaching 33% of the pre-pandemic level during the fourth quarter of 2021. The November Forecast incorporates actuals through August and projections for the out-months results in a full year 2021 ridership level of 29.6%. Ridership is projected to increase to 80% of pre-pandemic levels by the fourth quarter of 2022, V-241 before reaching the "new normal" level of 83% by the first quarter of 2024. The projected ongoing lower ridership level mainly reflects a permanent change in travel demand and patterns including reductions in commutation trips, a core component of SIR ridership.

2021 November Forecast

The SIR 2021 November Plan includes total expenses before Depreciation, GASB 75 OPEB, and GASB 68 Pension Adjustment of $77.949 million, consisting of $70.291 million of nonreimbursable

expenses and $7.658 million of reimbursable expenses. Total revenues are projected to be $11.249 million, of which $3.591 million are operating revenues and $7.658 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 394 (341 non-reimbursable positions and 53 reimbursable positions). The 2021 net operating cash deficit is projected to decrease by a net $6.618 million from the Mid-Year Forecast mainly due to the deferral of a General Wage Increase (GWI) retroactive payment of $7.3 million. Major operating cash changes include:

• Higher farebox revenue of $0.164 million, due to a ridership increase resulting from the lifting of most COVID-19 restrictions by the State and City.

• Higher payroll expenses of $0.063 million associated with new needs, mainly Clifton Shop maintenance resources.

• Higher overtime expenses of $0.017 million related to COVID-19 direct preventative measures and the new Clifton Shop.

• Higher other fringe benefits of $0.090 million.

• Higher professional service contract expenses of $0.394 million due to re-estimate of Covid-19 cleaning and disinfection costs based on August YTD results.

• Lower materials and supplies expenses of $0.023 million.

There are no changes to reimbursable expenses from the Mid-Year Forecast. Plan-to-Plan, total baseline positions increased by 5 positions from the Mid-Year Forecast.

2022 Final Proposed Budget

The SIR 2022 Final Proposed Budget includes total expenses before depreciation, GASB 75 other post-employment benefits, and GASB 68 Pension Adjustment of $77.072 million, consisting of $69.268 million of non-reimbursable expenses and $7.803 million of reimbursable expenses. Total revenues are projected to be $14.909 million, of which $7.106 million are operating revenues and $7.803 million are capital and other reimbursements. Total baseline full-time and full-time V-242 equivalent positions are 395, including 342 non-reimbursable positions and 53 reimbursable positions. The 2022 net operating cash deficit is projected to increase by a net $12.287 million from the July Financial Plan mainly due to an anticipated GWI retroactive payment of $7.3 million. Major operating cash changes include:

• Higher payroll expenses of $2.073 million associated with new needs: Track Tie Replacement Program, Clifton Shop maintenance resources, and additional Line Supervisor for the Infrastructure department.

• Higher overtime expenses of $0.512 million related to COVID-19 for direct preventative measures and programmatic new needs listed above.

• Higher pension expenses of $0.376 million.

• Higher health & welfare expenses of $0.859 million and lower other fringe benefits expenses of $0.510 million.

Reimbursable expenses increased by $1.600 million from the July Financial Plan due to retention of reimbursable capital projects support. Plan-to-Plan, total baseline positions increased by 37 positions from the July Financial Plan.

2023-2025 Projections

Major operating cash changes include:

• Higher payroll expenses of $2.115 million in 2023, $0.467 million in 2024 and $0.478 million in 2025 due to the funding of the Track Tie Replacement Program (2023 only) and other programmatic new needs.

• Higher overtime expenses of $0.522 million in 2023, and $0.078 million each in 2024 and 2025 are related to COVID-19 direct preventative measures and programmatic new needs.

• Higher pension expenses of $0.279 million in 2023 and $0.058 million in both 2024 and 2025.

• Higher other fringe benefits expenses of $0.067 million in 2023 and lower expenses of $0.062 million in both 2024 and 2025.

Reimbursable expenses remain unchanged from the July Financial Plan. Net operating cash deficits are projected to increase by $4.658 million in 2023, $1.561 million in 2024, and by $1.512 million in 2025 compared with the July Financial Plan. Plan-to-Plan, total baseline positions increased by 26 positions in 2023 and 6 positions in both 2024 and 2025.

Here ends the excerpt from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. 2, Sec. V. Agency Financial Plans: SIR."

LIRR: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. II, Section V, pg. V-57. Agency Financial Plans: Long Island Rail Road."

MTA LONG ISLAND RAIL ROAD
November Financial Plan 2022 - 2025
Accrual Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenue						
Farebox Revenue	$272.533	$296.766	$554.949	$629.998	$648.698	$661.296
Other Operating Revenue	541.948	32.650	29.024	30.756	31.081	31.009
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
Total Revenues	**$814.481**	**$329.417**	**$583.973**	**$660.754**	**$679.779**	**$692.306**
Operating Expense						
Labor:						
Payroll	$555.542	$591.119	$639.554	$662.499	$680.168	$695.874
Overtime	123.800	141.558	159.181	157.713	150.917	159.122
Health and Welfare	114.076	118.753	127.546	145.606	153.324	162.936
OPEB Current Payments	62.088	68.367	80.401	85.307	90.462	95.946
Pension	178.655	182.510	166.410	193.856	195.806	202.285
Other Fringe Benefits	148.066	151.264	154.665	170.075	174.280	178.870
Reimbursable Overhead	(51.599)	(27.462)	(31.870)	(22.726)	(24.412)	(25.169)
Total Labor Expenses	***$1,130.627***	***$1,226.109***	***$1,295.887***	***$1,392.329***	***$1,420.546***	***$1,469.865***
Non-Labor:						
Electric Power	$77.691	$83.007	$96.693	$108.006	$108.565	$109.200
Fuel	14.471	20.597	21.916	21.562	21.213	21.359
Insurance	16.218	19.552	23.725	28.551	33.850	40.254
Claims	5.276	4.612	4.682	4.755	4.851	4.937
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	70.291	83.740	146.952	132.516	117.270	128.945
Professional Services Contracts	31.271	44.462	47.776	42.956	43.360	44.721
Materials and Supplies	112.745	103.038	206.482	224.487	247.438	259.351
Other Business Expenses	15.795	11.825	20.091	21.144	21.569	29.884
Total Non-Labor Expenses	***$343.758***	***$370.835***	***$568.316***	***$583.977***	***$598.117***	***$638.651***
Other Expense Adjustments:						
Other Expense Adjustments	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
Total Other Expense Adjustments	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***
Total Expenses Before Depreciation and GASB Adjs.	**$1,474.385**	**$1,596.944**	**$1,864.203**	**$1,976.306**	**$2,018.663**	**$2,108.516**
Depreciation	$414.524	$443.278	$415.234	$419.385	$423.579	$427.814
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	75.696	107.000	109.140	111.323	113.549	115.820
GASB 68 Pension Expense Adjustment	23.475	(6.200)	14.700	20.100	(34.900)	(4.500)
Environmental Remediation	4.390	2.000	2.000	2.000	2.000	2.000
Total Expenses	**$1,992.469**	**$2,143.021**	**$2,405.277**	**$2,529.114**	**$2,522.891**	**$2,649.650**
Net Surplus/(Deficit)	**($1,177.988)**	**($1,813.605)**	**($1,821.304)**	**($1,868.360)**	**($1,843.112)**	**($1,957.344)**
Cash Conversion Adjustments						
Depreciation	$414.524	$443.278	$415.234	$419.385	$423.579	$427.814
Operating/Capital	(8.200)	(8.149)	(25.576)	(9.274)	(8.748)	(9.036)
Other Cash Adjustments	185.374	18.630	113.919	142.178	89.251	118.490
Total Cash Conversion Adjustments	**$591.698**	**$453.759**	**$503.577**	**$552.289**	**$504.082**	**$537.268**
Net Cash Surplus/(Deficit)	**($586.290)**	**($1,359.846)**	**($1,317.727)**	**($1,316.071)**	**($1,339.030)**	**($1,420.077)**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V pg. V-57. Agency Financial Plans, LIRR, Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2021-2024, Vol. II, Section V, Agency Financial Plans: LIRR."

FINANCIAL OVERVIEW

The Long Island Rail Road (LIRR) continues to emerge from the COVID-19 pandemic. Ridership has continued to gradually increase in concert with the availability of COVID vaccines and the region's re-opening, with businesses continuing to bring their employees back into Manhattan. Despite the improvement, the LIRR financial outlook remains fragile, with current projections based on the midpoint between the McKinsey "best-case" and "worst-case" scenarios forecasting LIRR will only reach 79.5% of the pre-pandemic ridership and an accompanying large reduction in farebox revenue.

In addition, while the launch of service to Grand Central Terminal in late 2022 will provide a significant benefit to the region and LIRR customers, it will also result in further challenges to the bottom line. As a result, LIRR continues to focus on ways to maximize efficiency and minimize costs, and the November Plan reflects the savings impacts of initiatives identified in the February Financial Plan.

The Long Island Rail Road is committed to delivering safe, secure, reliable transportation and first-class customer service. The November Financial Plan reflects the programmatic spending necessary to accomplish this fundamental mission. Significant investments are included in this Financial Plan that support the LIRR's enhanced cleaning initiatives in response to COVID-19, ongoing safety initiatives, asset maintenance efforts, and system expansion projects. The LIRR addresses the COVID-19 pandemic, builds the third track between Floral Park and Hicksville, and continues its preparation for the opening of East Side Access (ESA) at the end of 2022.

Financial Highlights

• Non-Reimbursable Revenue: The Plan reflects $10.8 million in favorable revenue changes over the 5-year Financial Plan. Farebox revenue increases by $4.2 million due to higher ridership through August 2021 and higher projected NYC employment in 2025. Other Operating Revenue increases by $6.6 million due to retroactive revenue rental revenue received in 2021 and certain non-real estate rental revenue in each subsequent year.
• Non-Reimbursable Expenses: The Plan reflects $81.4 million in lower expenses over the 5-year Financial Plan. This expense reduction is driven by lower anticipated ESA costs within the fleet maintenance area, payroll, overtime savings in 2021 and higher 2022 capital overhead rates.

COVID-19 Response

The COVID-19 pandemic, and the subsequent slowing of the economy, resulted in a significant decline in the utilization of the LIRR's transportation services and increases in expenses for cleaning, sanitizing and employee protection. The forecast for ridership and revenue, including farebox, is based on McKinsey's analysis adjusted for current trends, which assumes ridership does not return completely to pre-pandemic levels, only reaching a pre-pandemic level of 79.5%. Through the present time, peak fares have been suspended. Also contributing are losses expected in parking, rental, freight, and advertising revenues. Additional expenses (net) include third-party support, additional maintainers and overtime, personal protection equipment, and cleaning supplies. The LIRR continues to protect its customers' and employees' health and safety during

the COVID- 19 pandemic following all Centers for Disease Control (CDC) and Federal Railroad Administration (FRA) guidelines. Efforts include:

- Cleaning and sanitizing all train cars and stations
- Enhanced cleaning and sanitizing employee facilities
- Supplementing in-house resources with third parties to address emergency and other employee facility cleaning
- Providing employees with personal protective equipment, including masks and gloves
- Requiring all customers and employees to wear face coverings when riding trains.
- Participating in the MTA-wide "Mask Force" initiatives when free masks are being distributed to customers at major LIRR stations.
- Enhancing the LIRR Train Time App to provide real-time customer counts on train cars and provide estimated train counts per train based on the last seven-day actual train counts.

Efficiency Initiatives

The LIRR continuously reviews its business practices, identifying efficiencies and re-evaluating priorities. The LIRR's Reliability-Centered Maintenance Program (RCM) remains a success, as evidenced by the fleet consistently exceeding its Mean Distance Between Failure (MDBF) goals. Through August 2021, fleet MDBF is approximately 218,000 miles, exceeding the goal of 170,000 miles. The Maintenance of Equipment Department analyzes and strategically rebalances its RCM program, maximizing resources to reduce rolling stock running repair and fleet modification costs. In addition to fleet maintenance, the LIRR continually looks for cost-effective ways to operate efficiently - from material needs to workforce management.

The LIRR maintains tight controls on hiring and non-payroll spending, remaining aggressive in reviewing all hiring decisions, including simple backfills for existing vacant positions. MTA Long Island Rail Road identified and implemented a program of significant additional savings actions at the end of 2020, which were incorporated into the baseline budget in the 2021 February Plan. These savings reduced reliance on outside consultants and contractors, nonservice-related expenses, and overtime. These reductions provide savings throughout the Plan period. All these savings are currently on target.

Ridership and Revenue

The November Financial Plan's ridership and revenue forecasts are being driven primarily by the impacts of the COVID-19 pandemic. Ridership was 2.3% higher through August 2021 compared with the Mid-Year Forecast. When compared to the first eight months of 2019, ridership was 67.2% lower. Projections, reflecting current trends in vaccination levels, easing of social distancing guidelines, businesses announcing a return to work, and cultural and other nonbusiness re-openings, assume that by year-end 2021 ridership will reach 49.5% of pre-pandemic levels and not fully return to pre-pandemic levels during the financial plan period. The November Financial Plan forecasts 2021 ridership to be 34.8 million trips, which is 0.4 million higher than the Mid-Year Forecast, 4.5 million higher than 2020 year-end actuals and 56.3 million (62%) lower than year-end pre-pandemic 2019. This Financial Plan assumes additional ridership and revenue associated with the new arena at Belmont Park, which is expected to open at the beginning fourth quarter of 2021, and new service to Grand Central Terminal (GCT) at the end of 2022.

2021 November Forecast

The 2021 November Forecast includes non-reimbursable revenue totaling $329.4 million and non-reimbursable expenses, including Government Accounting Standards Board (GASB) adjustments and depreciation of $2,143.0 million, that results in an operating deficit of $1,813.6 million. The 2021 November Forecast reimbursable revenue and expenses each total $420.5 million. Total Non-Reimbursable revenue is higher than the Mid-Year Forecast by $8.4 million due to improved

ridership resulting in higher farebox revenue and retroactive rental revenue. Total Non-Reimbursable expenses compared to the Mid-Year Forecast (excluding non-cash liabilities) are lower by $122.9 million primarily because of vacant positions and associated fringe costs, higher overhead credits due to increased reimbursable activity, and the timing of RCM activities and fleet modifications and right-of-way material usage.

Compared to the Adopted Budget, total revenues were $106.1 million higher. Non-reimbursable revenue was $86.2 million higher due to higher Farebox Revenue and Reimbursable revenue was $19.9 million higher. Total expenses before Depreciation and GASB adjustments were $154.2 million lower. Non-Reimbursable expenses were $174.1 million lower due to vacant positions and associated fringe costs and the timing of various initiatives and reimbursable expenses were higher by $19.9 million due to capital project activity. Full-time positions total 7,622 in the 2021 November Forecast, with 6,391 non-reimbursable positions and 1,231 reimbursable positions.

2022 Final Proposed Budget - Baseline

The 2022 Final Proposed Budget includes revenue totaling $1,055.8 million, of which $584.0 million is non-reimbursable revenue, and $471.8 million is Reimbursable revenue, primarily from the Capital Program. The total expense budget is $2,877.1 million, of which $2,336.0 million is for operating expenses, and the balance is associated with non-cash items such as the GASB adjustments and Depreciation. Non-Reimbursable operating expenses total $1,864.2 million (excluding non-cash items), while Reimbursable expenses are $471.8 million.

The 2022 Final Proposed Budget's cash budget incorporates $1,030.5 million in cash receipts and $2,348.2 million in cash expenditures. The baseline cash requirement of $1,317.7 million is driven by operating expenses and revenues anticipated in the 2022 Final Proposed Budget and other cash flow adjustments. On an accrued basis, revenues and expenses are higher compared with the 2021 November Forecast.

Total revenues for 2022 are $1,055.8 million, $305.8 million higher than 2021, with non-reimbursable revenues increasing by $254.6 million and Reimbursable revenues increasing by $51.3 million. Before GASB adjustments and Depreciation of $2,336.0 million, total expenses reflect an increase of $318.5 million over 2021. Non-reimbursable expenses increase by $267.3 million, and Reimbursable expenses increase by $51.3 million. The resulting total baseline deficit, including non-cash items such as GASB, Depreciation, and Other Post-Employment Benefits (OPEB), increased by $7.7 million to $1,821.3 million in the 2022 Final Proposed Budget. The projected baseline cash deficit (or subsidy requirement) of $1,317.7 million in the 2022 Final Proposed Budget is $42.1 million lower than the 2021 deficit. Ridership in the 2022 Final Proposed Budget increases over the 2021 November Forecast by 30.3 million rides or 87.0%.

Total revenues in the 2022 Final Proposed Budget are higher than the 2022 Preliminary Budget by $51.8 million, driven by higher Capital and Other Reimbursements of $53.0 million and Other Operating Revenue of $0.8 million, partially offset by lower Farebox Revenue of $2.0 million. Total expenses excluding non-cash items are $36.2 million higher. Reimbursable expenses increase by $53.0 million and non-reimbursable expenses decrease by $16.8 million. The Reimbursable increase is driven by higher capital project activity including the annual track program and revised capital overhead rates. The non-reimbursable decrease is a result of revised capital overhead rates, partially offset by the timing of various initiatives shifting from 2021.

Compared to the 2022 forecast in the February Plan, total revenue is $229.3 million higher in the Final Proposed Budget. Non-Reimbursable revenue is $125.9 million higher and Reimbursable revenue is higher by $103.4 million. The non-reimbursable revenue increase is due to higher

farebox revenue. Total expenses excluding Depreciation and GASB are $88.8 million higher. Reimbursable expenses are $103.4 million higher and non-reimbursable expenses are $14.6 million lower. The reimbursable revenue/expense increase is due to capital project activity including the annual track program, the reconfiguration of Hall and Queens interlockings and various station upgrade projects and higher capital overhead rates.

Full-time positions total 7,729 in the 2022 Final Proposed Budget, with 6,577 Non-Reimbursable positions and 1,152 Reimbursable positions. Compared to the 2021 November Forecast, this reflects a net increase of 107 positions -- an increase of 187 Non-Reimbursable positions and a decrease of 79 Reimbursable positions. The Non-Reimbursable headcount increase is primarily due to East Side Access (ESA) ramp-up (168 positions), COVID-19 cleaning positions originally anticipated to be hired in 2021 (15 positions), certain craft positions that were vacant in 2021 and that are projected to be hired in 2022 and changes between maintenance and capital activity. Reimbursable positions decrease due to anticipated changes in capital project activity. The 2022 Final Proposed Budget totals 7,729 positions, a decrease of 1 position from the July Financial Plan. Non-Reimbursable positions decrease by 46, and Reimbursable increase by 45. The Non-Reimbursable decrease reflects a switch of positions working on the operating program to the capital program, partially offset by a switch of conductors from flagging to ESA, three positions for the new Penn Station West End Concourse waiting room, and seven positions for signal inspection and auditing. The Reimbursable increase is related to capital project activity.

Financial Plan 2023 - 2025 Projections

The baseline projections for 2023 through 2025 reflect continued initiatives launched in 2021 and 2022 and the gradual recovery from the COVID-19 pandemic. During this period, investments continue to increase in the Reliability Centered Maintenance (RCM) program as many components start to enter critical maintenance stages, as well as for various operating budget impacts, including ESA, Moynihan Station, Positive Train Control (PTC), West Side Yard overbuild, and West End Concourse.

The baseline projections for 2023 through 2025 reflect these various impacts. Non-reimbursable revenues grow by 13.1% from $584.0 million in 2022 to $660.8 million in 2023 and continue to rise to 2.9% in 2024 and 1.8% in 2025, reaching $692.3 million with the continued recovery from the COVID-19 pandemic and with the launch of service to Belmont Park for Islanders' games and other events in October 2021, as well as service to GCT in 2022, while reimbursable revenues decrease by 24.7% in 2023 and increases by 1.2% in 2024, and 1.7% in 2025. The pace of expense growth is expected to be higher than projected revenue growth. Expense growth rates are projected to exceed inflation in several expense categories including health insurance (active employees and retirees), pension and insurance. Non-reimbursable expenses grow by 6.0% from $1,864.2 million in 2022 to $1,976.3 million in 2023. They continue to rise by 2.1% in 2024 and 4.5% in 2025, reaching $2,108.5 million. Reimbursable expenses decrease by 24.7% in 2023 and increases by 1.2% in 2024 and 1.7% in 2025. Compared to the July Financial Plan, total revenues are higher by $2.8 million in 2023, $1.2 million in 2024, and $2.3 million in 2025. Reimbursable revenues are higher by $2.1 million, $0.4 million, and $0.1 million, respectively. Non-Reimbursable revenue is higher by $.7 million in 2023, $0.7 million in 2024, and $2.2 million in 2025. Reimbursable revenue changes are due to higher capital project activity. Non-Reimbursable revenue is due to higher Other Operating Revenue in all years of the Financial Plan and higher Farebox Revenue in 2025 due to higher anticipated NY City employment.

Total expenses before Depreciation and other non-cash items are higher by $41.4 million in 2023, $9.1 million in 2024, and $10.4 million in 2025. Non-Reimbursable expenses are higher by $39.4

million in 2023, $8.7 million in 2024, and $10.2 million in 2025. These expense increases are due to the timing of Reliability Maintenance and other non-payroll adjustments. Reimbursable expenses are higher by $2.1 million in 2023, $0.4 million in 2024, and $0.1 million in 2025 based on changes in capital project activity.

Compared to the February Financial Plan, total revenues are higher by $72.4 million in 2023, and $12.6 million in 2024. Reimbursable revenues are higher by $13.0 million, and $11.7 million, respectively. Non-Reimbursable revenue is higher by $59.4 million in 2023, and $0.9 million in 2024. Reimbursable revenue changes are due to higher capital project activity. Non-reimbursable revenue is due to higher Farebox Revenue and partially offset by lower Other Operating Revenue. Total expenses before Depreciation and other non-cash items are higher by $69.2 million in 2023, and $32.9 million in 2024. Non-Reimbursable expenses are higher by $56.2 million in 2023, and $21.2 million in 2024. Reimbursable expenses are higher by $13.0 million in 2023, and $11.7 million in 2024 based on changes in capital project activity.

On a year-to-year basis, baseline positions decrease by 80 positions in 2023, followed by increases of 41 positions in 2024, and 60 in 2025. Non-Reimbursable positions increase by 108 in 2023, 41 in 2024, and 62 in 2025. The 2023 non-reimbursable increase is primarily related to the monthly split between reimbursable/maintenance. The 2024 and 2025 non-reimbursable increase is due to ESA readiness efforts (6 positions in 2024 and 46 in 2025) along with an increase in headcount related to revenue fleet RCM programs. Reimbursable positions decreased by 188 in 2023 with the completion of the Main Line expansion and ESA, in addition to a different monthly split of reimbursable/maintenance forces. There are no changes in 2024 and 2 position decrease in 2025.

Here ends the excerpt from “MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. 2, Sec. V. Agency Financial Plans: LIRR.”

Metro-North: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. II, Section V. Agency Financial Plans: Metro-North Railroad."

MTA METRO-NORTH RAILROAD
November Financial Plan 2022 - 2025
Accrual Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenue						
Farebox Revenue	$243.426	$260.522	$514.836	$581.011	$584.210	$590.143
Other Operating Revenue	349.087	27.238	28.636	59.772	61.439	63.316
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
Total Revenues	**$592.513**	**$287.760**	**$543.472**	**$640.783**	**$645.649**	**$653.460**
Operating Expense						
Labor:						
Payroll	$534.354	$536.460	$549.101	$566.016	$586.642	$606.642
Overtime	80.465	86.613	90.951	92.771	94.699	96.632
Health and Welfare	109.206	111.506	110.017	114.593	120.143	125.376
OPEB Current Payments	40.913	40.000	40.000	40.000	40.000	40.000
Pension	126.068	125.945	124.914	126.230	125.400	129.717
Other Fringe Benefits	113.551	129.647	132.938	136.492	140.866	145.167
Reimbursable Overhead	(73.729)	(60.117)	(63.366)	(68.237)	(68.636)	(66.145)
Total Labor Expenses	***$930.827***	***$970.054***	***$984.555***	***$1,007.865***	***$1,039.114***	***$1,077.390***
Non-Labor:						
Electric Power	$53.435	$59.301	$63.755	$61.699	$61.980	$63.169
Fuel	12.312	19.531	20.474	17.354	17.820	19.097
Insurance	14.970	17.586	21.747	26.869	32.374	39.134
Claims	(1.188)	1.500	1.000	1.000	1.000	1.000
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	113.907	119.876	122.577	117.737	117.952	120.244
Professional Services Contracts	29.788	34.639	43.915	35.877	37.636	38.241
Materials and Supplies	91.547	98.473	145.397	146.065	145.333	150.267
Other Business Expenses	18.386	20.107	24.528	26.208	25.357	25.193
Total Non-Labor Expenses	***$333.158***	***$371.014***	***$443.393***	***$432.808***	***$439.452***	***$456.344***
Other Expense Adjustments:						
Other Expense Adjustments	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
Total Other Expense Adjustments	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***
Total Expenses Before Depreciation and GASB Adjs.	**$1,263.986**	**$1,341.068**	**$1,427.948**	**$1,440.672**	**$1,478.566**	**$1,533.734**
Depreciation	$269.231	$283.097	$278.400	$278.400	$278.400	$278.400
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	71.822	70.140	63.640	63.540	66.140	68.940
GASB 68 Pension Expense Adjustment	(5.696)	12.758	23.810	37.910	5.830	22.920
Environmental Remediation	1.251	4.000	4.000	4.000	4.000	4.000
Total Expenses	**$1,600.594**	**$1,711.063**	**$1,797.798**	**$1,824.522**	**$1,832.935**	**$1,907.994**
Net Surplus/(Deficit)	**($1,008.081)**	**($1,423.302)**	**($1,254.326)**	**($1,183.739)**	**($1,187.286)**	**($1,254.534)**
Cash Conversion Adjustments						
Depreciation	$269.231	$283.097	$278.400	$278.400	$278.400	$278.400
Operating/Capital	(36.861)	(43.320)	(59.408)	(30.080)	(17.411)	(23.619)
Other Cash Adjustments	73.884	10.327	89.921	109.830	72.213	80.631
Total Cash Conversion Adjustments	**$306.254**	**$250.104**	**$308.913**	**$358.150**	**$333.201**	**$335.412**
Net Cash Surplus/(Deficit)	**($701.827)**	**($1,173.198)**	**($945.412)**	**($825.589)**	**($854.085)**	**($919.122)**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V, pg. V-89. Agency Financial Plans, Metro-North, Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. II, Section V, pgs. V-167-172. Agency Financial Plans: New York City Transit."

FINANCIAL OVERVIEW

Metro-North Railroad (MNR) continues to emerge from the COVID-19 pandemic. Ridership has continued to gradually increase in concert with the availability of vaccines and the region's reopening, with businesses continuing to bring their employees back into Manhattan. At the end of August 2021 MNR increased service to 82% of pre-pandemic weekday levels. Despite the improvement, MNR's financial outlook remains fragile, with current projections based on the midpoint of the McKinsey "best-case" and "worst-case" scenarios forecasting MNR will only reach 74% of pre-pandemic ridership by the fourth quarter of 2022, resulting in significantly less farebox revenue. As a result, MNR continues to focus on ways to maximize efficiency and minimize costs. The November Financial Plan reflects the savings impacts of initiatives incorporated in the February Financial Plan.

The November Financial Plan reflects the resources required to sustain current operations and fund strategic investments that further promote safe, secure, and reliable transportation service for our customers, continuing improvements in our infrastructure and a safe and secure working environment for our employees.

COVID-19 Response

At MNR, nothing is more important than the safety and security of customers and employees. MNR continues to ensure that trains and stations are cleaned and sanitized, and, like the other MTA agencies, MNR is exploring new technologies for sanitizing the system, improving air filtration on board railcars, and keeping customers safe. In addition, MNR has distributed masks to customers at locations throughout our system, installed hand sanitizer stations at all passenger stations, and rolled-out Personal Protective Equipment (PPE) vending machines at 22 passenger stations. For employees, MNR has provided vaccinations and antibody testing opportunities, distributed job specific face masks, ensured regular temperature checks for all on-site employees, and instituted several new processes that include a Coming Back from COVID-19 Online Resource Center and contact tracing. Also, through the present time, peak fares have been suspended.

Our Strategic Plan: Our Railroad, Our Vision, Our Future

MNR's revised Way Ahead - Moving Forward Plan details how it continues to set the standard for safety, reliability, and innovation in the delivery of customer service while meeting the changing needs of our region. This Plan continues to focus on MNR's three main priorities – its customers, its people, and its infrastructure. The November Financial Plan includes new initiatives aligned with Metro-North's Way Ahead -Moving Forward Plan. These new initiatives are:

• *Maintenance Staffing for White Plains Station Redesign*. The White Plains station has been significantly redesigned and now includes an additional elevator, larger restrooms, heated and extended platforms, significantly more glass area, and many more enhancements. As a result, MNR is hiring additional staff members to address the increased maintenance requirements of this newly redesigned facility, which is a major destination for riders.

• *East Side Access Operations*. With the opening of the LIRR terminal at Grand Central Terminal (GCT) in late 2022, MNR will be adding 18 additional staff members to support Ticket Vending Machine (TVM) Operations for the LIRR, the Unified Trash Facility and additional Fire Brigade / EMS Officers for both railroads and staffing to perform additional security functions.

• *Conductor Staffing Additions* for Capital Projects and Service Requirements Changes to the Capital Program, with additional projects such as Penn Station Access and the Park Avenue Viaduct, will require significant dedicated capital flagging resources. The total flagging increase includes 65 positions, comprised of 62 conductor flaggers and three management oversight personnel. In addition, MNR will be adding another 22 conductors to meet CDOT service requirements.

• *M-3A Fleet Life Extension Program*. The M-3A Fleet is now expected to remain in service for an additional ten years until 2030. This increase in the length of service requires critical systems to be replaced or refurbished and is a cost-effective alternative to the purchase of new rolling stock in the near-term.

• M-*7 Fleet Twenty-Year Reliability Centered Maintenance* (RCM) Event. This twenty-year RCM event will identify and source material to replace aging or obsolete car systems on the entire M-7 Fleet to maintain safe and reliable service and will optimize the anticipated life-cycle ownership costs of this fleet.

Financial Highlights

• *Non-Reimbursable Revenue*. The plan reflects $3.3 million in net favorable revenue changes over the five-year financial plan. Farebox revenue increases by $6.9 million due to higher ridership than previously projected through August 2021 and revised projected regional employment growth in 2025. Other Operating Revenue decreases by $3.6 million due to lower anticipated Grand Central Terminal (GCT) retail revenue.

• *Non-Reimbursable Expenses* The plan reflects $226.9 million in higher expenses over the five-year financial plan. This expense growth is driven primarily by the new initiatives noted above as well as revised expense assumptions.

Ridership and Revenue

The November Financial Plan continues to reflect the midpoint between McKinsey's "best case" and "worst-case" ridership recovery scenarios, a projection that considers changes in travel behaviors, including increased vaccination levels, significant easing of COVID-19 pandemic restrictions, businesses announcing a return to work, and cultural and other non-business re-openings.

Ridership was 4.3% higher through August 2021 compared with the Mid-Year Forecast; although when compared with the first eight months of 2020 (including two months of pre-pandemic results), ridership was 15.2% lower. When compared with the first eight months of 2019, ridership was 70% lower. Ridership is expected to reach 44% of pre-pandemic levels in December 2021 and increase to 74% by December 2022, which continues for the duration of the financial plan period. The November Financial Plan forecasts 2021 ridership to be 29.9 million trips, which is 0.7 million higher than the Mid-Year Forecast, 2.7 million higher than 2020 year-end actuals and 56.7 million lower than year-end pre-pandemic 2019.

2021 November Forecast

The 2021 November Forecast reflects non-reimbursable revenue projections totaling $287.8 million and expenses, including non-cash liability adjustments, of $1,711.1 million, resulting in an operating deficit of $1,423.3 million. Operating revenue includes farebox revenues of $260.5 million that are $5.3 million favorable versus the 2021 Mid-Year Forecast due to higher ridership. Other Operating Revenue of $27.2 million is $1.9 million unfavorable versus the Mid-Year Forecast primarily due to lower net GCT retail revenue. Non-Reimbursable expenses of $1,711.1 million are $12.7 million higher than the 2021 Mid-Year Forecast primarily due to unfavorable Electric Power, Fuel, Reimbursable Overhead, Depreciation, and Other Business Expense partially offset by favorable Materials & Supplies, and Professional Services expense.

The 2021 November Forecast for Reimbursable expenditures (and receipts) is $306.7 million, an increase of $16.7 million versus the Mid-Year Forecast. This is primarily due to the Positive Train Control Connecticut (CT) and Waterbury Branch Cab Signal Replacement Projects. The 2021 November Forecast cash subsidy requirement is $1,173.2 million and reflects an MTA share of $865.2 million and a CDOT share of $308.0 million. Full-time positions total 6,854 in the 2021 November Forecast, with 6,219 Non-Reimbursable positions and 635 Reimbursable positions.

2022 Final Proposed Budget

The 2022 Final Proposed Budget reflects non-reimbursable revenue projections totaling $543.5 million and expenses, including non-cash liability adjustments, of $1,797.8 million that result in an operating deficit of $1,254.3 million. Farebox revenue of $514.8 million remains unchanged from the 2022 Preliminary Budget. Other Operating Revenue of $28.6 million is $1.3 million unfavorable from the 2022 Preliminary Budget due to lower net GCT retail revenue. Non-Reimbursable expenses of $1,797.8 million are higher by $51.0 million, reflecting unfavorable expenses for Materials & Supplies, Electric Power, Fuel and Other Business Expenses partially offset by lower Payroll expense.

The 2022 Final Proposed Budget for Reimbursable expenditures (and receipts) are $288.8 million, a decrease of $4.9 million from the July Financial Plan. This decrease is primarily due to the timing of the Cyclical Track Program. The 2022 Final Proposed Budget cash subsidy requirement is $945.4 million and reflects an MTA share of $718.9 million and a CDOT share of $226.5 million. Full-time positions total 7,047 in the 2022 Final Proposed Budget, with 6,334 non-reimbursable positions and 713 Reimbursable positions.

2023-2025 Projections

As previously mentioned, ridership is projected to increase to a new normal level during the fourth quarter of 2022, consistent with the McKinsey ridership recovery projections. Reflecting this projection, non-reimbursable revenues are essentially flat from 2023 and 2024 with a slight improvement of $1.4 million in 2025. Non-Reimbursable expenses, including non-cash liability adjustments, increase by $41.7 million in 2023, $53.7 million in 2024, and $67.8 million in 2025 versus the 2021 July Financial Plan.

Reimbursable expenditures (and receipts) are higher for 2023 through 2025 by $18.8 million, 28.3 million, and $3.6 million, respectively. Full-time positions for 2023 through 2025 total 7,059. Non-Reimbursable positions for the same period total 6,305, 6,302 and 6,325, respectively. Reimbursable positions for 2023 through 2025 total 754, 757 and 734, respectively. The spending outlined in the financial plan allows MNR to continue initiatives that improve safety, maintain train service levels, maintain rolling stock, and enhance the right-of-way, and incorporates projected expense changes for capital projects. Major assumptions reflected in the November Financial Plan are furnished in the following sections, including details for year-to-year changes, a reconciliation of the November Plan to both the July and February Plans and the assumptions guiding ridership and headcount.

Here ends the excerpt from “MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. 2, Sec. V. Agency Financial Plans: Metro-North.”

MTA Bus: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from the "MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V. Agency Financial Plans: MTA Bus."

MTA BUS COMPANY
November Financial Plan 2022 - 2025
Accrual Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenue						
Farebox Revenue	$95.403	$132.865	$178.962	$193.879	$197.203	$196.607
Other Operating Revenue	342.612	18.959	19.785	19.928	21.510	22.900
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
Total Revenues	**$438.015**	**$151.824**	**$198.747**	**$213.807**	**$218.712**	**$219.507**
Operating Expense						
Labor:						
Payroll	$308.875	$292.501	$315.344	$306.859	$307.332	$308.116
Overtime	80.345	90.299	91.976	91.889	92.490	91.442
Health and Welfare	76.265	86.158	90.775	94.932	99.281	103.831
OPEB Current Payments	24.855	24.272	25.366	26.507	27.701	28.948
Pension	64.600	59.047	59.710	60.890	61.149	62.206
Other Fringe Benefits	65.013	72.122	75.296	74.449	74.556	74.526
Reimbursable Overhead	(1.983)	(0.906)	(0.935)	(0.932)	(0.930)	(0.928)
Total Labor Expenses	***$617.970***	***$623.492***	***$657.532***	***$654.593***	***$661.578***	***$668.142***
Non-Labor:						
Electric Power	$1.601	$1.667	$1.759	$1.715	$1.734	$1.797
Fuel	14.035	27.279	30.011	28.765	27.945	28.339
Insurance	4.602	6.567	9.090	10.801	13.300	16.731
Claims	15.639	76.099	77.992	79.909	81.829	83.710
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	29.750	44.597	41.636	39.807	41.093	41.016
Professional Services Contracts	24.413	42.148	43.370	42.966	43.174	43.565
Materials and Supplies	40.724	52.430	57.192	55.664	55.393	55.352
Other Business Expenses	2.531	4.689	5.069	5.160	5.209	5.272
Total Non-Labor Expenses	***$133.295***	***$255.478***	***$266.119***	***$264.789***	***$269.678***	***$275.781***
Other Expense Adjustments:						
Other Expense Adjustments	$0.000	$0.000	$0.000	$0.000	$0.000	$0.000
Total Other Expense Adjustments	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***	***$0.000***
Total Expenses Before Depreciation and GASB Adjs.	**$751.265**	**$878.970**	**$923.651**	**$919.382**	**$931.256**	**$943.924**
Depreciation	$47.472	$54.778	$56.163	$56.163	$56.163	$56.163
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	50.256	69.900	80.000	89.600	92.500	95.500
GASB 68 Pension Expense Adjustment	(11.920)	50.400	54.900	62.900	48.300	57.600
Environmental Remediation	0.715	0.000	0.000	0.000	0.000	0.000
Total Expenses	**$837.788**	**$1,054.048**	**$1,114.714**	**$1,128.044**	**$1,128.219**	**$1,153.186**
Net Surplus/(Deficit)	**($399.774)**	**($902.224)**	**($915.967)**	**($914.237)**	**($909.506)**	**($933.679)**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 2, Sec. V, pg. V-212. Agency Financial Plans, MTA Bus Company, Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. II, Section V, Agency Financial Plans: MTA Bus."

FINANCIAL OVERVIEW

MTA Bus Company (MTA Bus) continues to emerge from the COVID-19 pandemic. Ridership has continued to gradually increase in concert with the availability of vaccines and the region's reopening, with businesses continuing to bring their employees back to the office. Despite the improvement, the MTA Bus financial outlook remains fragile, with current projections based on the midpoint between the McKinsey "best-case" and "worst-case" scenarios forecasting MTA Bus will only reach 87.5% of pre-pandemic ridership by the start of 2024, resulting in significantly less farebox revenue This large reduction in farebox revenue makes the agency's financial outlook precarious, which underlines the need for continued efforts to maximize efficiency and reduce costs. The MTA Bus November Plan reflects updates for actions taken as well as several revisions to initiatives to reflect more practical implementation timelines.

Financial Plan Highlights

• Revenue: The Plan reflects an unfavorable change in operating cash over the five-year period, due to a reduction in Senior and Student fare reimbursement from NYC, partially offset by a farebox revenue increase in 2021 resulting from more favorable ridership projections than previously forecasted. Revenues in the outer years remain the same as the July Financial Plan. Annual Farebox revenues are forecasted to be $132.9 million, $179.0 million, $193.9 million, $197.2 million, and $197.0 million from 2021 to 2025, respectively. Farebox revenue is an average of 20 percent below the pre-COVID-19 level from 2021 to 2025.

• Expense: Revised estimates of the cost of COVID-19 preventative measures are expected to result in a projected decrease in expense of $24.2 million in 2021, $16.8 million in 2022, and $15.4 million in 2023, $15.6 million in 2024 and $15.9 million in 2025. This is due to the change in bus sanitizing frequency from twice per day by hand to once per day using electrostatic sprayers, which reduce cleaning time.

Baseline Ridership

The November Plan ridership forecasts increase by 4.5 million in 2021 and are unchanged from 2022 through 2025 versus the July Plan. The Plan predicts ridership to be 95.0 million in 2022; 103.0 million in 2023, and 104.8 million in 2024 and 104.5 million in 2025. These forecast ridership levels reflect the "new normal" projected by McKinsey.

2021 November Forecast

MTA Bus Company's 2021 Mid-Year Forecast includes Total Expenses before Depreciation and Other Post-Employment Benefits of $884.6 million, consisting of $879.0 million of nonreimbursable expenses and $5.6 million of reimbursable expenses. Total Revenue is projected to be $157.5 million, of which $132.9 million is Farebox Revenue, $19.0 million is Other Operating Revenue, and $5.6 million in Capital and Other Reimbursements. The baseline assumes 3,850 Full-Time and Full-Time Equivalent positions (3,812 non-reimbursable positions and 38 reimbursable positions). Major operating cash changes include:

• Total Revenue consists of a Farebox Revenue increase of $9.6 million reflecting improving trends discussed above, and a decrease in Other Operating Revenue of $2.2 million due to lower projected Student and Senior Fare Reimbursement.

• Total Labor Expenses decrease by $12.1 million, which includes a decrease of $9.5 million in Overtime, a decrease of $1.7 million in Pension, and a decrease of $1.0 million in Other Fringe Benefits.

• Total Non-Labor Expenses decrease by $7.3 million primarily due to Covid-19 sanitizing and cleaning re-estimates and changes in rates and related assumptions. Total non-reimbursable positions are unchanged at 3,850 Full-Time and Full-Time Equivalent (3,812 non-reimbursable positions and 38 reimbursable positions). The 2021 net operating cash deficit is projected to decrease by $26.8 million compared to the July Financial Plan.

2022 Final Proposed Budget

MTA Bus Company's 2022 Final Proposed Budget includes Total Expenses before Depreciation and Other Post-Employment Benefits of $929.5 million, consisting of $923.7 million of nonreimbursable expenses and $5.8 million of reimbursable expenses. Total Revenue is projected to be $204.6 million, of which $179.0 million is from Farebox Revenue, $19.8 million is from Other Operating Revenue, and $5.8 million from Capital and Other Reimbursements. The Total Labor Expense is projected to be $662.2 million and Total Non-Labor Expenses are projected to be $267.3 million.

Positions total 4,010 Full-Time and Full-Time Equivalent (3,972 non-reimbursable positions and 38 reimbursable positions). The 2022 net operating cash deficit is projected to decrease by $2.5 million compared to the July Financial Plan. Total Revenue decreases $2.3 million, Total Labor Expenses decrease by $8.1 million, and Total Non-Labor Expenses increase by $3.4 million. Plan-to-Plan total baseline positions are projected to increase by 30 in 2022.

2023-2025 Projections

Major operating cash changes include: Total Revenue decreases by $2.3 million in each year from 2023 through 2025. Total Expenses before Depreciation decrease by $4.1 million in 2023, $5.2 million in 2024 and $13.7 million in 2025. Total Labor Expenses decrease by $8.3 million in 2023, $8.6 million in 2024, and $8.9 million in 2025, and Total Non-Labor Expenses increase by $4.1 million in 2023, $3.3 million in 2024, and decrease by $4.8 million in 2025. Net operating cash deficits are projected to decrease by $1.9 million in 2023, and $3.0 million in 2024, and $11.4 million in 2025 compared to the July Financial Plan. Plan-to-Plan, total baseline positions are projected to increase by 30 in each year from 2023 to 2025.

Here ends the excerpt from "MTA 2022 Final Proposed Budget: Nov. Financial Plan 2022-2025, Vol. II, Section V, Agency Financial Plans: MTA Bus."

Section 8. Projected Capital Resources and Agency Allocations

The following section presents capital resources and allocations set forth in the 2020-2024 MTA Capital Program. MTA Capital Programs cover five-year periods and are subject to CPRB approval. Infrastructure capital projects are managed for the operating agencies by MTA Construction & Development. The 2020-2024 Capital Program went into effect in January 2020, though much of the program was paused during that year, due to the financial impact of the Covid-19 pandemic. Projects resumed in 2021, with a number completed during the year. This section covers major capital allocations included in the Program for NYC Transit Subways and Buses, including SIR; MTA Bus; LIRR; and Metro-North. Unless otherwise indicated, it does not include allocations for B&T, which is not subject to CPRB oversight and is not required by PAL §1269-d. The 2020-2024 Capital Program is available under the "MTA Info" menu item at www.mta.info, which also posts regular updates on the progress of capital projects on the Capital Program Dashboard. In 2019, the NYS legislature authorized three new funding sources for the Capital Program: Central Business District Tolling (CBDT); a progressive tax on high-end real estate sales; and elimination of the internet tax advantage. See also Section 10 of this report, "Specific Allocations of Operating and Capital Resources." The following table of Capital Program funding and description of funding sources is excerpted from the Capital Program.

MTA Proposed 2020-2024 Capital Program Funding Sources
($ in millions)

	Proposed 2020-2024
Funding Currently Projected	
Capital from Central Business District Tolling Sources	$15,000
Capital from New Revenue Sources	10,000
MTA Bonds & PAYGO	9,792
Federal Formula	7,500
State of New York	3,000
City of New York	3,000
Federal New Starts (Second Avenue Subway Phase 2)	2,905
Federal Flexible	275
CPRB Capital Program Total	**$51,472**
Bridges and Tunnels Bonds (Self-Funded)	3,327

Source: 2020-2024 MTA Capital Program, as approved by the MTA Board, Sept. 25, 2019, pg. 40. Numbers may not total due to rounding.

Agency Capital Allocations and Investment Overview

The 2020-2024 Capital Program provides for a total investment of $51.5 billion for modernization of the MTA system, plus another $3.3 billion for MTA Bridges and Tunnels, the largest capital investment in MTA history. It includes not only modernization of fleets, signals, communications, stations, ADA accessibility, and infrastructure, but major transit and rail system expansions as well. The CPRB portion is subdivided into "core" investments that renew and enhance, and "expansion" investments that extend the MTA network. The following All Agency Summary is from the 2020-2024 MTA Capital Program, page 39.

MTA Proposed 2020-2024 Capital Program All-Agency Summary
($ in millions)

	Proposed 2020-2024
CPRB Core Capital Program	
New York City Transit (NYCT)	$35,389
Long Island Rail Road (LIRR)	3,737
Metro-North Railroad (Metro-North)	3,558
MTA Bus	871
MTA Interagency	119
CPRB Core Subtotal	$43,674
MTA Capital Construction Company (MTACC)	7,798
CPRB Program Subtotal	$51,472
MTA Bridges and Tunnels (B&T)	3,327

Source: 2020-2024 MTA Capital Program, as approved by the MTA Board, Sept. 25, 2019. Numbers may not total due to rounding.

MTA Capital Allocations by Agency

The following agency summaries of Capital Program allocations are excerpted from the 2020-2024 MTA Capital Program, as approved by the MTA Board, Sept. 25, 2019. This section covers major allocations for NYC Transit Subways and Buses, including Staten Island Railway; MTA Bus Company; Long Island Rail Road; and Metro-North Railroad. As of January 2020, all capital projects at the operating agencies are managed by the newly established MTA Construction & Development (MTA C&D), which also oversees the megaprojects formerly managed by MTA Capital Construction. The full MTA 2020-2024 Capital Program with complete project details can be accessed under "MTA Info" at www.mta.info.

Agency*	($ in millions)
NYCT Subways	$ 37,303
Buses	$ 3,512
Long Island Rail Road	$ 5,714
Metro-North Railroad	$ 4,689
Other	$ 254
CPRB Capital Program Total	**$ 51,472**
Bridges & Tunnels**	$ 3,327

*Source: proposed 2020-2024 MTA Capital Program, as approved by the MTA Board, Sept. 25, 2019, pg. 19. Numbers may not total due to rounding. * Includes capacity projects budgeted in MTACD. **Bridges & Tunnels does not require CPRB approval.*

NYC TRANSIT SUBWAYS AND BUSES - $35.389 BILLION

The proposed Capital Program for NYC Transit totals $35.389 billion. It includes:

- Accelerated investments in state-of-the-art signal systems, and associated fleets and infrastructure, to transform the reliability and capacity of the subway system.
- Accelerated investments in accessibility for customers with disabilities.

- Accelerated state of good repair investments in critical subway infrastructure and stations.
- An enhanced, zero-emission bus fleet to serve a reimagined route network.

NYC TRANSIT PROPOSED 2020-2024 CAPITAL PROGRAM BY CATEGORY ($ IN MILLIONS)		
Category	**Proposed 2020-2024**	**Percent**
Subway Cars	$6,057	17%
Buses	1,820	5%
Passenger Stations	9,204	26%
Track	2,558	7%
Line Equipment	412	1%
Line Structures	2,384	7%
Signals & Communications	7,119	20%
Traction Power	2,600	7%
Shops & Yards	563	2%
Depots	821	2%
Service Vehicles	354	1%
Miscellaneous/Emergency	1,123	3%
Staten Island Railway	373	1%
Total	**$35,389**	**100%**

Source: proposed 2020-2024 MTA Capital Program, as approved by the MTA Board, Sept. 25, 2019, pg.50. Numbers may not total due to rounding.

LIRR PROPOSED 2020-2024 CAPITAL PROGRAM - $3.737 BILLION

The LIRR's proposed 2020-2024 Capital Program demonstrates the agency's ongoing commitments to maintaining and enhancing mobility, economic health, and quality of life in the region. The proposed 2020-2024 Capital Program includes investments of $3.737 billion over the course of the program (Exhibit 9). These investments work towards addressing state of good repair (SGR) needs, preserving and enhancing LIRR assets through funding the network's most essential infrastructure – Stations, Track, Bridges and Viaducts, Communications and Signals, Power, and Shops & Yards. In addition, system improvements identified within the Stations, Power, Track, and Shops & Yards categories will improve the customer experience and position the LIRR to serve new markets and more fully realize the benefits of service to two Manhattan Terminals: Penn Station and GCT. Finally, funds are allocated to provide for miscellaneous program costs to support these activities and to support the LIRR's commitment to keep the system secure. In addition, LIRR has proposed funds in

support of the MTA-wide Small Business Development (SBD) Program; $85 million in anticipated mentoring scope has been identified within the program to help meet the MTA mentoring goals.

LIRR PROPOSED 2020-2024 CAPITAL PROGRAM BY CATEGORY
($ IN MILLIONS)

Category	Proposed 2020-2024	Percent
Rolling Stock	$242	7%
Stations	910	24%
Track	1,018	27%
Line Structures	343	9%
Communications and Signals	364	10%
Shops & Yards	203	5%
Power	426	11%
Miscellaneous	231	6%
Total	**$3,737**	**100%**

Source: proposed 2020-2024 MTA Capital Program, pg. 82, as approved by the MTA Board, Sept. 25, 2019. Numbers may not total due to rounding.

METRO-NORTH PROPOSED 2020-2024 CAPITAL PROGRAM - $3.558 BILLION

Metro-North proposes investments totaling to $3.558 billion for the 2020-2024 Capital Program to address critical priority projects within New York State and demonstrate the agency's ongoing commitment to promote safe and reliable service to our customers (Exhibit 13). As detailed in the asset category summaries provided in later sections, key investments of the 2020-2024 Capital Program include: procuring new rolling stock; renewing stations and providing accessibility improvements for our customers; installing signal and power system upgrades; and repairing, rehabilitating and replacing some of Metro-North's expansive network of bridges, viaducts and other structures throughout its territory, including two multi-phased, multi program major projects to replace the GCT Trainshed and the Park Avenue Viaduct. Funds are also allocated to provide for miscellaneous program costs to support these activities, including Metro-North's allocation of $66 million for mentoring projects to help meet MTA SBD program goals.

METRO-NORTH PROPOSED 2020-2024 CAPITAL PROGRAM BY CATEGORY ($ IN MILLIONS)		
Category	**Proposed 2020-2024**	**Percent**
Rolling Stock	$ 853	24%
GCT, Stations and Parking	1,129	32%
Track and Structures	1,021	29%
Communications and Signals	182	5%
Power	202	6%
Shops and Yards	23	1%
Miscellaneous	148	4%
Total	**$3,558**	**100%**

Source: proposed 2020-2024 MTA Capital Program, pg. 108, as approved by the MTA Board, Sept. 25, 2019. Numbers may not total due to rounding.

MTA BUS PROPOSED 2020-2024 CAPITAL PROGRAM - $871 MILLION

MTA Bus's proposed 2020-2024 Capital Program, totaling $871 million, provides the resources needed to restore, replace, and modernize significant portions of the agency's fleet and infrastructure. Exhibit 17 identifies these investments by asset category.

MTA BUS PROPOSED 2020-2024 CAPITAL PROGRAM BY CATEGORY ($ IN MILLIONS)		
Category	**Proposed 2020-2024**	**Percent**
Buses	$722	83%
Depots & Program Support	$149	17%
Total	$871	100%

Source: proposed 2020-2024 MTA Capital Program, pg. 132, as approved by the MTA Board, Sept. 25, 2019. Numbers may not total due to rounding.

MTACD PROPOSED 2020-2024 CAPITAL PROGRAM - $7.798 BILLION

As of January 2020, MTA C&D manages capital projects for all MTA operating agencies. MTA C&D also handles the MTA expansion megaprojects. In the 2020-2024 Capital Program, MTA C&D will deliver ESA, LIRR Expansion (Third Track), and Penn Station Access (PSA), and will continue advancement of the Second Avenue Subway, Phase 2. A total of $7.798 billion is proposed. New and innovative methods to deliver these projects are being utilized, including design-build, finding efficiencies in project designs and in project management, and by reducing the impacts of projects on the surrounding communities. These methods as well as others are key to delivering projects on time and within budget. Program highlights are:

- ESA will allow approximately 162,000 LIRR customers a day to travel in and out of GCT, shaving up to 40 minutes off daily commutes from Long Island and Queens.
- Investments in Harold Interlocking will continue, supporting more reliable LIRR operations.
- LIRR Expansion will enable greater capacity and reliability on the Main Line and for the first time allow for reverse commuting, as well as eliminating all grade crossings along the project corridor.
- On Metro-North's New Haven Line, the PSA project will provide direct service to Penn Station, along with four new Bronx stations and improved infrastructure.
- The SAS extension to 125th Street will include three new stations in East Harlem and new connections to the Bronx and northern counties, serving an estimated 100,000 new riders a day.

MTACD PROPOSED 2020-2024 CAPITAL PROGRAM BY INVESTMENT CATEGORY
($ IN MILLIONS)

Project	Funding in Prior Capital Program (s)	Proposed 2020-2024	Project Total
East Side Access (ESA)	$10,335	$798	$11,133
Regional Investments	601	540	1,141
Penn Station Access (PSA)	452	1,131	1,583
Second Avenue Subway (SAS), Ph. 2	1,735	4,555	6,290
LIRR Expansion (Third Track)	2,050	539	2,589
Miscellaneous	280	235	515
Total	**$15,453**	**$7,798**	**$23,251**

Source: proposed 2020-2024 MTA Capital Program, pg. 145, as approved by the MTA Board, Sept. 25, 2019. Numbers may not total due to rounding.

Section 9. Strategies to Improve Productivity, Control Costs, and Coordinate Services

A number of longterm strategies relating to cost-controls, revenue, and productivity across the MTA are addressed in the MTA Transformation Plan, a major reorganization of the MTA's administrative functions that was largely implemented in 2021. Through centralization of agency support functions under all-agency departments at MTAHQ, the plan consolidates staff, streamlines departments, eliminates overlaps, and establishes a structure for systemwide cost efficiencies. In addition, the MTA implemented various ongoing cost-controls covered in the quarterly financial plans, along with cost reductions in 2021 relating to the financial impacts of the Covid-19 pandemic. The following is excerpted from the November Plan. This summary represents the most current strategies relating to cost-saving, revenue, and productivity, as well as policies instituted to address those issues. Specific cost-saving initiatives undertaken by the MTA transit and commuter rail agencies, as summarized in the MTA 2020 Annual Report to the Governor, appear after this excerpt. The complete November Plan can be found at www.mta.info. From "Executive Summary," November Financial Plan 2021-2024, Vol. 1, pgs. I-1 through I-7:

The 2021 MTA November Financial Plan

The "November Plan" or "Plan", which includes the2021 November Forecast, the 2022 Final Proposed Budget and a Financial Plan for the years2022 to 2025, updates the July Financial Plan. Since 2010, MTA financial plans – developed in a disciplined, consistent, and transparent process – have included the impact of our continuous pursuit of operational efficiencies and recurring cost reductions which have been used to temper the amount of revenues needed from biennial fare and toll increases and governmental subsidies and have provided funding for the capital program and enhanced maintenance. When sustainable, Plans have reflected added service, while at the same time addressing longterm costs such as pensions, health care, paratransit, and debt service. This Plan, however, as with all plans beginning with the 2020 July Plan, reflects the impact the novel coronavirus (COVID-19) outbreak and the ensuing pandemic has had on the MTA Region, forcing the MTA to focus on financial survival while at the same time providing service needed to keep the region moving during the height of the pandemic, during this late-pandemic period, and eventually under a post-pandemic "new normal".

The 2021 July Plan

The July Plan projected year-end balances of $0 each year for 2021 through 2025. The most significant aspect of the July Plan was the inclusion of $6.5 billion in anticipated federal funding aid through the American Rescue Plan Act of 2021 (ARPA), which was signed into law by President Biden on March 11, 2021. The second significant development was the wide-spread availability of COVID-19 vaccinations. As vaccination rates increased, capacity restrictions on restaurants, bars, event venues and businesses were mostly removed, ridership on MTA services increased beyond

the worst-case ridership recovery scenario developed by McKinsey & Company, instead tracking consistently with the midpoint between best-case and worst-case scenarios developed by McKinsey. Vehicular crossings on B&T facilities improved even quicker, tracking the best-case scenario developed by McKinsey. These improvements in ridership and traffic, and the improved recovery assumptions, were incorporated into the July Plan.

Even with CRRSAA and ARPA federal assistance, the July Plan was balanced only with the 2021 fare increase, the two-year wage freeze, service adjustments and the use of $1.3 billion of deficit bond proceeds

(dollars in millions)

	2021	2022	2023	2024	2025	Plan Deficit
Preliminary July Financial Plan [1]	**($39)**	**($2,842)**	**($2,125)**	**($2,344)**	**($2,655)**	**($10,005)**
American Rescue Plan Act (ARPA) Federal Aid	$22	$2,492	$1,527	$1,740	$719	$6,500
2021 Fare Increase	17	178	204	207	213	819
Service Adjustments [2]	0	0	220	206	206	632
Two-Year Wage Freeze (Rep/Non-Rep through 2022) [3]	0	171	174	191	198	734
Proceeds of MLF Deficit Bonding	0	0	0	0	1,319	1,319
Change in Prior Year Cash Balance	0	0	0	0	0	N/A
July Financial Plan	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

1 Includes $4 billion in CRRSAA Federal Aid; only reflects fare and toll increases in 2023 and 2025.
2 Service adjustments tie to the McKinsey midpoint between the "best case" and "worst case" ridership projections.
3 TWU Local 100 and all other settled contracts honored. Assumes contracts for all other pattern-following bargaining units conform to the first two years of the TWU Local 100 contract, followed by two years of a wage freeze.

The July Plan also reflected a 6 percent toll rate increase that went into effect in mid-April, compared with a four percent increase that had been previously proposed; a 4 percent fare rate increase was deferred until November 2021, subject to MTA Board approval. The larger toll rate increase was expected to generate $175 million more than was expected under the 4 percent assumption. Other Agency re-estimates included $268 million in New Needs expenses, partially offset by an increase of $94 million from savings programs. Other Agency re-estimates were $71 million unfavorable. The July Plan included favorable re-estimates of state and local subsidy and dedicated tax receipts, which through 2024 increased by $1.4 billion. Additionally, revenues generated by the Mansion Tax and the Internet Marketplace Tax were redirected back into the Capital Lockbox to provide support for the Capital Program, which reduced overall subsidies available to cover the operating budget by $515 million. The July Plan also restored Committed to Capital support from the operating budget ("PAYGO") by $631 million through 2023.

The July Plan also included two savings actions and deficit borrowing to help close budget gaps that existed even with federal funding from the CARES Act ($4 billion), CRRSAA ($4 billion) ARPA ($6.5 billion). The MTA proposed service guideline changes going into effect in 2023 to align with the projected post-pandemic "new normal" ridership levels based on the midpoint between the McKinsey best-case and worst-case scenarios. This action would result in savings of $632 million through 2025. A two-year wage freeze was also included in the July Plan. The MTA would honor all settled contracts, followed by a "pause" until the MTA's financial picture better came into focus; non-represented employees also would not have wage increases in 2021 and 2022. These actions would save $734 million through 2025. Lastly, the July Plan included the necessary use of $1.3 billion of deficit bonding proceeds to close the 2025 deficit. To achieve balance through 2025, the July Plan relied on the 2021 fare increase, along with the fare and toll increases proposed for 2023 and 2025, the two-year wage freeze, the guidelines-based service adjustments to match

anticipated demand, $14.5 billion in federal funding, and the use of $1.3 billion of deficit bonding proceeds.

The November Plan

The MTA region has continued to take significant strides in the face of the COVID-19 pandemic. The rollout of highly effective COVID-19 vaccines, in combination with continued measures to control the spread of the virus, have resulted in many businesses and most government offices reopening at, or near, full capacity. New York City public schools began the school year in September with full in-person instruction, and Broadway theaters are once again staging performances. Over the course of the year, ridership and traffic volumes have continued to gradually increase. Currently, subway and bus service are scheduled at 100 percent of pre-pandemic levels with expectations of meeting that schedule on a daily basis, while the LIRR is providing service at approximately 85 percent of its pre-pandemic level and MNR is providing approximately 82 percent of pre-pandemic service.

Utilization projections in this Plan remain consistent with those used in the July Plan: B&T utilization is based on McKinsey's best-case scenario, and ridership, except for SIR ridership, is based on the midpoint of the McKinsey's best-case and worst-case scenarios. SIR ridership continues to lag and is being projected under the worst-case scenario. Since the July Plan, ridership has slightly outpaced the Mid-Year Forecast, while traffic underperformed slightly, resulting in $133 million in additional farebox revenue and $9 million less from toll revenues through 2025. Despite these positive developments, ridership remains below pre-pandemic levels. As of the first week in November, ridership recovery as a percentage of pre-pandemic levels was 55 percent on Subways, 64 percent on Buses, 40 percent on SIR, 52 percent on LIRR and 48 percent on MNR. Traffic on B&T crossings was at 97 percent of the pre-pandemic crossing level. The McKinsey projections anticipate a "new normal" ridership level of between 82% and 91% of pre-pandemic levels by the first quarter of 2024, the result of continuation of hybrid work schedules, with fewer days per week traveling to an office location, increased online shopping at the expense of brick-and-mortar locations, slower return of tourism, and increases in alternative travel, such as walking and bicycling. B&T traffic is expected to fully recover to its pre-pandemic level by the second quarter of 2022.

In addition to farebox and toll revenue, Agency re-estimates include $454 million in New Needs expenses and savings program re-estimates which reduce savings by $302 million from the July Plan. These are fully offset by expense re-estimates that are favorable by $756 million over the Plan period. New Needs requests in the November Plan fund initiatives to improve maintenance and operations, enhance IT infrastructure, invest in safety initiatives, improve communications, and expand human resources capabilities to expedite critical maintenance and operations hiring. Among the major initiatives are: expansion of the all-electric bus fleet testing program as the MTA transitions to a fully zero-emissions fleet by 2040; additional service-providing staff at NYCT to respond to higher employee absences to ensure scheduled service can be provided; a dedicated auditing staff in the LIRR Signal Group to support recommendations that emerged from a yard derailment investigation; at MNR, twenty-year maintenance of its M-7 fleet and life extension of its M-3A fleet; increased ticket vending machine maintenance, trash removal and fire brigade/EMS coverage to support the opening of East Side Access; weekly employee COVID testing to conform with NY State mandates; the provision of mandated training to security sensitive employees; enhancements and upgrades to the MTA's Peoplesoft system to allow for increased functionality; a new crew dispatching and management system for the LIRR and MNR; and additional MNR conductors to meet CDOT service requirements.

The November Plan

(dollars in millions)

	2021	2022	2023	2024	2025	Total Plan Change
July Financial Plan	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Changes in Farebox and Toll Revenues	$138	($3)	($5)	($5)	($2)	$124
Agency Expense Adjustments	442	(213)	(77)	(75)	(76)	1
Dedicated Taxes and Subsidies	244	410	336	285	222	1,497
Remove Proposed Service Adjustments	0	0	(220)	(206)	(206)	(632)
Remove Proposed Two-Year Wage Freeze	0	(171)	(174)	(191)	(198)	(734)
Debt Service	21	(46)	(48)	(83)	(142)	(298)
Defer 2021 Fare Increase to July 2022	(17)	(88)	0	0	0	(105)
FEMA Reimbursement Adjustments	(220)	190	165	0	0	135
CRRSAA Federal Funding - Timing Change	(561)	561	0	0	0	0
ARPA Federal Funding - Timing Change	(22)	(643)	27	277	361	0
Use of Deficit Borrowing Proceeds - Timing Change	0	0	0	0	48	48
Other BTL Changes	(24)	4	(4)	(3)	(6)	(34)
November Financial Plan	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

The November Plan includes unfavorable adjustments made to actions previously implemented. These include the restoration of Bus Operator and Cleaner positions and additional overtime in support of Station Agent booth hours of operation and staffing at NYCT, and the re-assessment of the consolidated office space plan from moving B&T staff from 2 Broadway to Randall's Island. Additionally, there were unfavorable adjustments made to prior-year BRPs, including a delay in timekeeping savings, and implementing booth staffing and lunch relief savings at NYCT. More detail on New Needs and unfavorable adjustments to previously identified savings actions can be found in the Agency sections located in Volume 2 of this Plan.

State and local subsidy and dedicated tax receipts also have improved, with revenue $1.5 billion higher through 2025 compared with the July Plan. Projections reflect updated revenue projections of State subsidies provided by the New York State Division of the Budget, as well as improvements in receipts from the real estate transaction taxes and the Payroll Mobility Tax, both due to favorable changes in projections of the economic drivers of these subsidy sources. The 2021 General Reserve of $170 million is being obligated to partially repay a $1 billion intracompany loan that was made from capital accounts to the operating budget. Additionally, $40 million is being restored to the fuel hedge collateral fund, which was reduced in 2019 as a temporary action to improve cash availability. Debt Service is unfavorable compared with the July Plan by $298 million through 2025. This is comprised of $393 million in additional debt service paid from the Capital Lockbox, and a favorable change of $95 million in debt service costs covered directly by the operating budget.

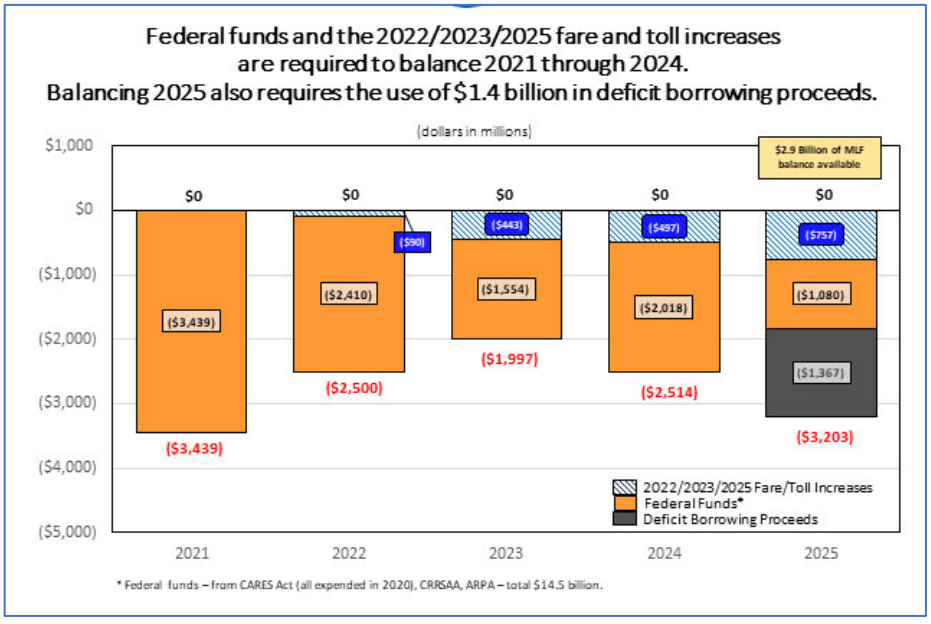
The November Plan also reflects changes to several items that were below-the-line in the July Plan. The 2021 fare increase, originally proposed to go into effect in March 2021, and then deferred until November 2021 in the July Plan, is now proposed to be implemented in July 2022. This timing change reduces the farebox revenue that is expected to be generated by $17 million in 2021 and $88 million in 2022. Minor changes in Agency baseline farebox and toll revenue levels reduce the amount of revenue expected to be generated by $14 million from the 2023 and 2025 proposed fare and toll increases.

The MTA Transformation Plan

The Transformation Management Office has accomplished significant goals since its inception, including bridging strategic and core support functions across the MTA and creating a foundation for central departments to better serve agency operations, as well as providing significant vacancy savings. The focus of transformation is now shifting to the newly created consolidated functional organizations to develop additional efficiencies across the organization. With this shifted focus, the remaining $25 million in unidentified 2021 Transformation savings is being removed from the Plan, and in place is anticipated annual savings of $150 million from new efforts that will be spearheaded by the consolidated functional organizations. Overall, these actions reduce savings by $19 million through 2025.

The MTA had proposed service guideline adjustments to align with the projected post-pandemic "new normal" ridership levels based on the McKinsey worst-case scenario. The proposed changes focused on achieving significant cost reductions, mitigating negative customer impacts, and providing service in response to current and projected ridership, and service would be restored as ridership levels improve. With ridership trending on a path consistent with the midpoint between the McKinsey best-case and worst-case scenarios, service adjustments were scaled back in the July Plan to conform with the updated ridership projections and the accompanying expense savings were reduced to $220 million in 2023 and $206 million in 2024 and 2025.

The MTA had also proposed wage freeze through 2022 for all employees, both represented and non-represented. With the arrival of ARPA Federal Aid, this proposed action was revised in the July Plan. The TWU Local 100 contract, a four-year contract that runs from mid-May 2019 through mid-May 2023, along with all other settled contracts, was to be fully honored. Bargaining units that typically follow the TWU pattern settlements had either entered into two-year agreements similar to the first two years of the current TWU contract or were assumed to do so, and those two-year contract costs were reflected in the July Plan, but followed by a "pause" until the MTA's financial picture better came into focus. Non-represented employees also would not have wage increases for two years, in 2021 and 2022. Savings from this policy action were estimated in the July Plan to be $171 million in 2022, $174 million in 2023, $191 million in 2024 and $198 million in 2025.



The financial plan process provides ample opportunities for the MTA Board and our riders to respond to proposals, which prompted a re-evaluation of the proposed service guideline-based changes and the proposed two-year wage freeze. With the MTA welcoming riders back to the subway, bus and commuter railroads, and with finances clearer in the near term thanks to the infusion of $14.5 billion in federal funding, the proposed service guideline-based changes and the proposed two-year wage freeze are being removed from this Plan, eliminating the savings of almost $1.4 billion through 2025 that had been included in the July Plan. Reimbursement of direct COVID-related expenses through the Federal Emergency Management Agency (FEMA) are expected to increase by $135 million in this Plan due to the extension of the coverage period to December 31, 2021. The timing of the use of CRRSAA and ARPA federal aid, are altered from the July Plan to maintain annual fiscal balance, although the total amount of aid – $4 billion from CRRSAA and $6.5 billion from ARPA – are unchanged from the July Plan. To balance 2025, $1.367 billion in proceeds from MLF deficit borrowing will be needed; this is $48 million more than the deficit borrowing need in the July Plan.

While the Plan is balanced through 2025, it is only balanced with $10.5 billion in federal funding through CRRSAA and ARPA, as well as with the $4.0 billion in CARES Act funding that was received and used to balance the 2020 budget. The Plan's balanced bottom line is also contingent on the implementation of proposed fare and toll increases in 2022, 2023 and 2025, which contribute a total of $1.8 billion in revenue over the course of the Plan period. In 2025, almost $1.4 billion of proceeds from deficit borrowing will be needed to close that year's budget gap. Without the fare and toll increases, federal funding, and the availability of deficit borrowing proceeds, each year of the Plan would be substantially out of balance: $3.4 billion in 2021, $2.5 billion in 2022, $2.0 in 2023, $2.5 billion in 2024, and $3.2 billion in 2025.

The "Bottom Line"

In total, the cumulative impact of the changes since the July Plan is a continued balanced budget through 2025. But as noted above, this balancing is only achieved with the receipt of $10.5 billion in federal aid from CRRSAA and ARPA, which is on top of the $4 billion received and fully expended in 2020 from the CARES Act, the implementation of the fare and toll rate increases proposed for 2022, 2023 and 2025, and the use of $1.4 billion in deficit borrowing proceeds. The federal funding, however, masks the structural imbalance in MTA's finances. Without the fare and toll increases, ARPA and the use of deficit borrowing proceeds, 2025 would be $3.2 billion out of balance. Even if the fare and toll increases were implemented, 2025 would still be out of balance by $2.4 billion without federal funding and the deficit borrowing proceeds. And with federal funding exhausted in 2025 and only $1.5 billion remaining in deficit borrowing proceeds, 2026 will likely be significantly out of balance without actions to address the structural imbalance.

Risks to MTA's Financial Future

Even with federal funding, the financial plan is out of balance, with expense growth far outpacing revenue growth. Achieving longterm balance after the end of federal funding and the use of deficit borrowing proceeds will require actions, including some or all of the following:

- **Implementation of biennial fare and toll increases**, including those in 2022, 2023 and 2025. While the MTA works diligently to control costs, the reality is that combined fares and tolls only cover approximately half of operating costs ("Farebox Operating Ratio") and a little more than a third of total expenses, including capital costs ("Farebox Recovery Ratio"). Moreover, many costs are dependent on pricing factors outside MTA's direct control (e.g., energy, health & welfare, and pensions) and many costs are increasing at a rate above the assumed annual increase in fares and tolls of approximately 2 percent. Through 2025, the Plan assumes a combined $1.8 billion in additional fare and toll

revenue from the projected 2022 fare increase and from the projected 2023 and 2025 fare and toll increases.

- **Finding and implementing innovative savings actions**. The MTA must remain focused on existing cost control efforts, not only to avoid "backsliding" but find additional savings throughout the organization as part of a multifaceted approach to addressing the MTA's structural imbalance. With centralized departments in place to better serve agency operations, the focus of transformation has shifted to developing additional efficiencies across the organization, with further savings of $600 million through 2025 targeted in the November Plan.

- **Achieving affordable wage settlements**. The MTA is committed to honoring the terms of its existing contracts. The proposed two-year wage freeze is removed from the November Plan, and
- MTA remains committed to negotiating affordable wage settlements with its unions.

- **Aligning service to match Board-adopted service guidelines**. While service reductions based on "new normal" ridership levels projected by McKinsey have been removed from the November Plan, the MTA will continue to match service with ridership demand, based on long-established, Board-adopted, service guidelines.

- **Working with MTA's funding partners** to identify new recurring and sustainable funding sources. With expense growth, particularly labor expenses, consistently outpacing the additional revenue expected from proposed biennial fare and toll increases that average two percent per year, new and sustainable funding sources will be critical to surmounting the MTA's fiscal structural imbalance.

Here ends the excerpt from the "Executive Summary," Nov. Financial Plan 2022-2025, Vol. 1.

AGENCY COST-CUTTING/REVENUE INITIATIVES

The year-end summary of 2021 agency performance indicators and initiatives, including "Cost Cutting/Revenue Initiatives" will be published in the MTA 2021 Annual Report to the Governor, pursuant to PAL 2800, in April 2022. Below are separate cost-saving and revenue generating initiatives from the MTA transit and commuter rail agencies, along with interagency initiatives, excerpted from the MTA 2020 Annual Report to the Governor, pursuant to PAL 2800, "Accomplishments and Initiatives: Cost-Cutting/Revenue Initiatives." The complete report can be found at www.mta.info.

SELECTED INTERAGENCY INITIATIVES

- Joined with other transit agencies nationwide in efforts to seek emergency federal relief from a devastating loss of revenue during the height of the Covid-19 pandemic. On March 27, 2020, Congress passed the $2.0 trillion Coronavirus Aid, Relief, and Economic Security (CARES) Act. This included $25 billion in assistance to transit agencies carrying essential workers, out of which the MTA received $4.0 billion.
- Worked with other major transit agencies, state and local officials, federal administrators, labor partners, and other stakeholders to obtain critical federal relief from the ongoing impacts of the pandemic and related revenue losses. On March 11, 2021, the MTA announced $6.5 billion in federal support from President Biden's American Rescue Plan, thereby avoiding drastic service and workforce cuts.
- Advanced the MTA Transformation Plan in 2020. Despite the pandemic, the Transformation Management Office (TMO) made significant progress over the course of the year, completing an MTA-wide reorganization and consolidation of agency support functions and achieving the year-end goal of reducing 2,700 positions, mostly in administration and largely through workforce attrition. After initial setbacks due to the pandemic, the TMO remains on target to achieve systemwide net savings of $1.9 billion over the course of the plan.
- Carried out a full reorganization of the MTA's agency support functions under the Transformation Plan. The purpose of the reorganization is to consolidate and streamline essential functions that had previously operated within each agency, thereby eliminating overlaps, enhancing strategic oversight, improving resource allocations, and realizing greater cost efficiencies. The consolidated functions are: Communications & External Affairs; Compliance; Diversity & EEO; Finance (incl. Budget & Accounting); Legal; People (incl. Labor Relations & Human Resources); Police & Security; Procurement (incl. Supply Chain). At the time of this report, C-level positions are being finalized and the reorganization is nearing completion.
- Implemented agencywide savings presented at the August 2020 special meeting of the MTA Board, including control and reduction of overtime, consulting contracts, and other non-personnel expenses. These measures are expected to reduce expenses by $259 million in 2020; $601 million in 2021; and over $460 million per year through 2024.
- Continued an MTA-wide hiring freeze, which requires that any vacated positions at the agencies cannot be filled without special review and authorization that such positions are critical to agency operations.

NYC TRANSIT (SUBWAYS)—COST-CUTTING/REVENUE INITIATIVES

- Continued implementation of strict overtime controls, reducing overtime expenses by over $107 million from 2019 to 2020, on top of a similar reduction from 2018 to 2019. Non-reimbursable (operating) overtime costs dropped by over $52 million, despite the costs of enhanced cleaning and disinfecting related to Covid-19. Reimbursable (capital) overtime expenses dropped by over $55 million.
- Supported continued use of the Kronos clocks for attendance purposes. As of early 2021, 87 percent of NYCT Subways employees were interacting with the Kronos clocks on a daily basis

MTA BUS OPERATIONS (NYCT BUSES, MTA BUS, PARATRANSIT)—COST- CUTTING/REVENUE INITIATIVES

- Maintained an agency-wide hiring freeze on all nonessential personnel in 2020. This requires that any vacant positions cannot be refilled unless deemed essential by agency executives.
- Developed a major interagency initiative that is significantly reducing bus maintenance costs. The new plan transitions the Central Maintenance Shop Overhaul Program from four-year and eight-year overhauls to a single six-year overhaul. The first fleet of buses scheduled for this new program are now in process. To mitigate any impact on bus reliability, a related EAM program is being piloted to proactively detect failures and adapt maintenance strategies as needed.

LONG ISLAND RAIL ROAD—COST CUTTING/REVENUE INITIATIVES

- Decreased ridership and revenues due to the Covid-19 pandemic had a significant impact on LIRR revenues in 2020. Ridership declined from 91.3 million in 2019, which was the second highest annual ridership since 1949, to just 30.3 million customers, a 66.8-percent decline, adjusted for the same number of calendar workdays.
- The LIRR received $507 million from the FTA CARES Act to offset 2020 farebox revenue losses as a result of the Covid-19 Pandemic.
- Continued an agency-wide hiring freeze on all nonessential personnel. This requires that any vacant LIRR position cannot be refilled unless deemed essential by LIRR and MTA executives.
- Achieved the agency's 2020 budget-reduction initiatives of $50.0 million per year over the financial plan (Operating Budget), through various targeted cost-saving efforts related to administration and maintenance/operations, along with efficiencies in the delivery of customer service/amenities and service support.
- Reduced non-reimbursable overtime in 2020 by 15 percent from 2019 levels, despite additional overtime incurred as a result of enhanced cleaning in response to the Covid-19 pandemic.
- Identified additional savings actions beginning in 2021 of over $52 million per year, which include reduced reliance on outside consultants and contractors, reduced non-service-related expenses, and reduced overtime.
- Identified 548 positions to be permanently removed from the LIRR budget as part of the ongoing MTA Transformation Plan.

- Continued to review the integration of LIRR's existing service with new service to Grand Central Terminal on a more cost-effective basis. This included a cost-driven evaluation of operational, maintenance, and administrative staffing, staff training, and other personnel needs under the East Side Access (ESA) initiative.

METRO-NORTH—COST-CUTTING/REVENUE INITIATIVES

- Generated $380,000 in passenger revenue through Metro-North's Group Travel Bulk Ticket Sales Service. The Target retail outlet in Mount Kisco, continues to be the biggest bulk ticket account, purchasing $286K in monthly and 10-trip tickets. When the region shut down at the start of the pandemic, Getaway discount rail and admission packages were pulled out of the revenue system through the end of 2020.
- Generated $5.6 million in 2020 through the Outfront media contract for advertising displays in Grand Central Terminal and other agency venues. To date, Metro-North has installed 451 advertising screens, 310 track information screens, and 72 agency messaging screens across Grand Central Terminal and outlying stations.
- Advanced a licensing agreement with a consortium of providers for a wireless network in Grand Central Terminal and the Park Avenue Tunnel. The agreement provides the MTA with revenues and an emergency communications back-up network at no cost, with revenues and cost savings worth some $24 million over 20 years.
- Continued to generate additional revenue, even during the pandemic, including roughly $41,000 from ATM machines on Metro-North properties; $20,000 from the Zipcar License agreement, and $422,000 from soda and snack vending machines.
- Decreased 2020 operating expenses by nearly $78 million lower than the 2020 adopted budget, helping to offset the year's unprecedented revenue losses. The main drivers for these below-budget savings were reduced operations resulting from measures taken at the state, city, MTA, and Metro-North levels to limit the spread of Covid-19.
- Reduced train service from March through May to one stop per hour at stations in order to serve essential workers. During those months, maintenance employees were put on staggered shifts, which resulted in reduced overtime. A new schedule in June provided 63 percent of pre-pandemic service. The reduced schedule resulted in additional overtime savings, lower energy consumption, and reduced wear on rolling stock. Additionally, staffing challenges at some third-party contractors caused delays to scheduled maintenance work. Metro-North also incurred new costs as the agency developed, tested, and implemented cleaning and disinfecting protocols on rolling stock and at Grand Central Terminal and outlying stations
- Continued the MTA-mandated hiring freeze throughout 2020 for nearly all positions. Combined with ongoing hiring limits, Metro-North continued to lose staff across all departments and tenures in 2020.

BRIDGES AND TUNNELS—COST CUTTING/REVENUE INITIATIVES

- Undertook emergency cost containments and reductions in response to the pandemic and related financial crisis. The agency was able to realize a parallel reduction in operating expenses by 23.1 percent reduction against the original 2020 Adopted Budget. These measures helped to balance out the dramatic decrease in traffic and a 23.1 percent in net operating income, enabling Bridges and Tunnels to still provide $828.6 million in support to transit.
- Lowered 2020 overtime costs from an estimated $27.4 million in the mid-year budget to an

actual $14.9 million at year's end, or 45.6 percent below budget. These overtime savings can be attributed to reorganization and new managerial-scheduling efficiencies, as well as deferral of maintenance work, due to the pandemic. The lower traffic volumes also affected employee workload and agency resources, allowing more tasks to be completed without necessary overtime.

- Continued a comprehensive effort to address critical issues concerning toll collections, revenue recovery, and violation enforcement for vehicles registered in New York and other states. As part of this ongoing effort, the agency's Operations Division enforced New York State registration suspensions, as well as exclusion orders that prohibit persistent out-of-state violators from using Bridges and Tunnels crossings without payment.

Here ends the excerpt from the MTA 2020 Annual Report to the Governor, pursuant to PAL 2800, "Accomplishments and Initiatives: Cost-Cutting/Revenue Initiatives." The 2021 initiatives will be included in the MTA 2021 Annual Report to the Governor, to be published in April 2022.

Section 10. Specific Allocation of Operating and Capital Resources

The most recent data on agency allocations of operating and capital resources are described in Section 6 of this report, "Projected Operating Resources and Agency Allocations" and Section 7, "Projected Capital Resources and Agency Allocations." Detailed project allocations are reported in the "MTA 2021 Preliminary Budget, July Financial Plan 2021-2024," and in the proposed "MTA Capital Program, 2021-2024." Updates on capital projects can be tracked on the Capital Program Dashboard, which can be found at www.mta.info. See Appendix B for Specific Capital Allocations.

Section 11. Configuration of Services by Mode, Operation, and Route

The MTA transit and commuter rail agencies cover 5,000 square miles of service area, with 736 rail and subway stations and 2,080 miles of track. They operate 8,863 rail and subway cars and 5,725 buses. The configuration of MTA services by modes, operations, and routes is specified in the service maps published by the MTA transit and commuter rail agencies. The most detailed and current maps for each agency are accessible under "Maps" at www.mta.info. Reference copies of the agency maps are presented in Appendix C of this report. See Appendix C: "Configuration of Services by Mode, Operation, and Route: MTA Agency Route Maps"

Ongoing service changes are reported daily by agency and route on the website homepage under "Service Status" and "Special Service Notices." Longterm changes to specific routes are studied and proposed to the MTA Board by each agency on an ongoing basis, as determined by funding, local changes in ridership, demographics, economic development, and other factors. Proposed changes are announced and, when required, presented in public hearings. At the time of this report, the subway system remained closed from 2 a.m. to 4 a.m. to enable systemwide cleaning. The MTA's Bus Network Redesign, which required borough-by-borough public outreach, has been paused during the pandemic. Other interim service changes and projections relating to the Covid-19 pandemic are discussed in Section 1 of this report and under the Schedules tab at www.mta.info.

Section 12. Identification of Operating and Capital Costs as Compared to System Revenues

The MTA budgets identify in-system revenues, including transit fares, commuter rail fares, and tolls from MTA Bridges and Tunnels, as well as federal, state, regional, and local supports, including dedicated tax revenues. Operating and capital costs are specified separately.

Operating costs are identified in the "MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025,"and capital costs in the "MTA 2020-2024 Capital Program, Amendment No. 3." Both documents can be accessed at www.mta.info. In keeping with PAL §1269-d, the following information describes revenues "anticipated from system users," based on projected ridership and farebox/toll revenue, along with projected farebox recovery and operating ratios.

This information is excerpted from "MTA 2022 Final Proposed Budget, Nov. Financial Plan 2022-2025." For information on the impact of the Covid-19 pandemic on ridership and revenue projections, see Section 1 and 9 of this report. See also, Section 7 of this report, "Projected Operating Resources and Agency Allocations" and Section 8 of this report, "Projected Capital Resources and Agency Allocations."

The following tables and information are excerpted from the "MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vols 1 and 2.

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2022 - 2025
MTA Consolidated Accrued Statement of Operations By Category
($ in millions)

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	2023	2024	2025
Non-Reimbursable						
Operating Revenues						
Farebox Revenue	$2,625	$2,973	$4,856	$5,393	$5,478	$5,476
Toll Revenue	1,640	2,132	2,257	2,268	2,274	2,295
Other Revenue	4,571	660	708	784	810	823
Capital and Other Reimbursements	0	0	0	0	0	0
Total Revenues	**$8,836**	**$5,765**	**$7,821**	**$8,445**	**$8,561**	**$8,594**
Operating Expenses						
Labor:						
Payroll	$5,308	$5,291	$5,666	$5,764	$5,911	$6,068
Overtime	910	1,001	882	892	898	918
Health and Welfare	1,298	1,421	1,579	1,675	1,781	1,903
OPEB Current Payments	633	729	778	844	916	996
Pension	1,510	1,412	1,414	1,472	1,495	1,530
Other Fringe Benefits	789	966	996	1,044	1,092	1,144
Reimbursable Overhead	(380)	(377)	(428)	(409)	(413)	(410)
Total Labor Expenses	***$10,068***	***$10,443***	***$10,888***	***$11,283***	***$11,680***	***$12,149***
Non-Labor:						
Electric Power	$385	$428	$495	$500	$504	$516
Fuel	103	166	201	190	186	189
Insurance	(5)	33	60	95	113	141
Claims	237	314	427	444	454	468
Paratransit Service Contracts	326	365	424	475	505	527
Maintenance and Other Operating Contracts	773	841	951	949	950	997
Professional Services Contracts	446	646	706	579	591	602
Materials and Supplies	543	521	748	768	773	800
Other Business Expenses	152	210	226	239	243	252
Total Non-Labor Expenses	***$2,961***	***$3,525***	***$4,240***	***$4,240***	***$4,319***	***$4,493***
Other Expense Adjustments:						
Other	$80	$32	$26	$28	$23	$24
General Reserve	335	0	185	190	195	200
Total Other Expense Adjustments	***$415***	***$32***	***$211***	***$218***	***$218***	***$224***
Total Expenses Before Non-Cash Liability Adjs.	**$13,443**	**$14,000**	**$15,339**	**$15,741**	**$16,217**	**$16,865**
Depreciation	$3,010	$3,140	$3,142	$3,208	$3,256	$3,305
GASB 75 OPEB Expense Adjustment	978	1,576	1,618	1,664	1,701	1,739
GASB 68 Pension Expense Adjustment	(77)	7	51	75	(24)	21
Environmental Remediation	123	6	6	6	6	6
Total Expenses After Non-Cash Liability Adjs.	**$17,477**	**$18,730**	**$20,155**	**$20,694**	**$21,156**	**$21,936**
Conversion to Cash Basis: Non-Cash Liability Adjs.	($4,034)	($4,730)	($4,817)	($4,953)	($4,939)	($5,071)
Debt Service (excludes Service Contract Bonds)	2,703	2,822	3,111	3,562	3,643	3,756
Total Expenses with Debt Service	**$16,146**	**$16,822**	**$18,450**	**$19,303**	**$19,860**	**$20,621**
Dedicated Taxes & State and Local Subsidies	$6,687	$7,939	$8,206	$8,364	$8,470	$8,658
Net Surplus/(Deficit) After Subsidies and Debt Service	**($623)**	**($3,118)**	**($2,423)**	**($2,494)**	**($2,828)**	**($3,370)**
Conversion to Cash Basis: GASB Account	$0	$0	$0	$0	$0	$0
Conversion to Cash Basis: All Other	641	(852)	(286)	200	199	34
Cash Balance Before Prior-Year Carryover	**$18**	**($3,970)**	**($2,709)**	**($2,293)**	**($2,630)**	**($3,335)**
Below the Line Adjustments	$0	$3,467	$2,709	$2,293	$2,630	$3,335
Prior Year Carryover Balance	485	503	0	0	0	0
Net Cash Balance	**$503**	**$0**	**$0**	**$0**	**$0**	**$0**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol. 1, Nov. 2021 Sec. II pg. 2

METROPOLITAN TRANSPORTATION AUTHORITY
November Financial Plan 2022 - 2025
Farebox Recovery and Operating Ratios

FAREBOX RECOVERY RATIOS

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	Plan 2023	Plan 2024	Plan 2025
New York City Transit	17.0%	18.0%	26.3%	28.1%	27.7%	26.7%
Staten Island Railway	3.5%	3.6%	5.6%	5.9%	6.0%	5.8%
Long Island Rail Road	10.8%	10.8%	18.0%	19.4%	19.9%	19.6%
Metro-North Railroad	13.4%	13.4%	24.8%	27.4%	27.4%	26.7%
MTA Bus Company	11.7%	13.5%	16.5%	17.5%	17.7%	17.3%
MTA-Wide Farebox Recovery Ratio	**15.4%**	**16.1%**	**24.2%**	**26.0%**	**25.8%**	**25.0%**

FAREBOX OPERATING RATIOS

	Actual 2020	November Forecast 2021	Final Proposed Budget 2022	Plan 2023	Plan 2024	Plan 2025
New York City Transit	25.2%	27.6%	40.0%	42.5%	41.6%	39.7%
Staten Island Railway	5.2%	5.3%	8.9%	10.1%	10.2%	9.7%
Long Island Rail Road	18.4%	18.5%	29.4%	31.7%	32.0%	31.2%
Metro-North Railroad	19.3%	19.5%	35.7%	40.7%	40.3%	39.1%
MTA Bus Company	13.0%	16.8%	21.0%	22.7%	22.8%	22.4%
MTA-Wide Farebox Operating Ratio	**22.8%**	**24.7%**	**36.6%**	**39.3%**	**38.8%**	**37.2%**

Source: MTA 2022 Final Proposed Budget: Nov. Financial Plan, 2022-2025. Vol.2, Sec. I pg. 7.

Fare Recovery Ratio has a longterm focus. It includes costs not funded in the current year, except in an accounting-ledger sense, but are, in effect, passed on to future years. Those costs include depreciation and interest on longterm debt. Approximately 20 percent (and sometimes more) of MTA costs are not recovered in the current year from farebox revenues, other operating revenues or subsidies. That is why MTA operating statements generally show deficits. In addition, the recovery ratio allocates centralized MTA services to the Agencies, such as Security, the costs of the Inspector General, Civil Rights, Audit, Risk Management, Legal and Shared Services.

Fare Operating Ratio focuses on Agency operating financial performance. It reflects the way MTA meets its statutory and bond-covenant budget-balancing requirements, and it excludes certain costs that are not subject to Agency control but are provided centrally by MTA. In the agenda materials for the Meeting of the Metro-North and Long Island Committees, the calculations of the farebox operating and recovery ratios for the LIRR and Metro-North use a revised methodology to put the railroads on a more comparable basis. Those statistics, which are included in the respective financial and ridership reports of both Agencies, differ from the statistics presented in this table.

Section 13. Analysis of Capital Program Plans, Performance Standards, and Achievements

The relationship—stipulated in PAL §1269-d—between the MTA's planned capital elements and the achievement of the agencies' planned service and performance standards, as set forth in Section 1 of this Plan, can be determined from the "Capital Completions" listed annually for specific lines, routes, rolling stock, and facilities by agency in the MTA Financial Plans. All capital expenditures contribute directly to the achievement of improved service, on-time performance, passenger safety, reliability, and other performance standards. The 2021 project completions are identified by agency, facility, and/or route and line. As of January 2020, capital projects for the operating agencies are managed by MTA Construction & Development, which utilizes design-build contracts and other cost-saving program efficiencies. A list of capital program completions from the November Plan is attached in Appendix D of this report. The complete November Plan and the Capital Program can be found at www.mta.info. The current status of capital projects can be found at the website's Capital Program Dashboard. See also in this report Section 5 "Projected Performance for Service Indicators by Agency" and Section 8 "Projected Capital Resources and Agency Allocations." See Appendix D: Capital Project Completions by Agency.

Section 14. Status Report on Performance Goals and Achievements

The MTA transit and commuter rail agencies provide annual status reports "summarizing the extent to which planned service and performance standards were achieved," as specified by Item 2 in PAL §1269-d, in several published and online sources. The primary performance indicators are set forth in Section 2 of this report, "Longterm Goals and Performance Standards by Agency." The status and attainment of those standards are summarized in Section 4 of this report, "Current Frequency of Service by Agencies, Lines, and Routes," and in Section 5 of this report, "Projected Performance for Service Indicators by Agency." The most current measures of performance indicators are posted by agency on the Performance Dashboards at www.mta.info.

In addition, the MTA publishes and files in April of each year a status report on performance goals under the agency "Mission Statement, Measurement, and Performance Indicators," as required by PAL §1269-f and PAL §2824-a as part of the MTA Annual Report to the Governor. The complete 2020 Annual Report to the Governor, published in April 2021, can be accessed at www.mta.info. The final agency performance indicators for 2021 will be included in the 2021 Annual Report to the Governor, which is published in April 2022. The relevant sections for transit and commuter rail agencies from the most recent Board-approved MTA Annual Report are duplicated below. Due to the timing of the report and the approval process, some data may be subject to later adjustment. The following sections covering performance for MTA transit and commuter rail operations are excerpted from the *MTA Mission Statement, Measurements, and Performance Indicators Report Covering Fiscal Year 2020 in Compliance with New York State Public Authorities Law §1269-f and §2824-a.*

NYC TRANSIT: PERFORMANCE GOALS AND ACHIEVEMENTS

NYCT GOAL: Ensure Customer Safety

PERFORMANCE INDICATORS: Customer Injury Rate

The "customer injury rate" for NYCT Subways was 4.32 per million customers in 2020, a 46.9 percent jump from the more typical rates of 2.94 per million in 2019 rate and 2.99 per million in 2018. This unusual increase is attributable to the impact of low ridership due to the Covid-19 crisis on the relative number of injuries. NYCT Subways continues its efforts to improve customer safety through safety messaging, train announcements, incident reports, and the training and deployment of station staff. In 2020, such efforts were bolstered by an unprecedented systemwide car and station disinfection program, provision of masks and sanitizer to customers, Covid-19 safety messaging, and other initiatives to combat the pandemic and maximize customer safety.

For NYCT Bus, the "customer accident injury rate" increased by 15.2 percent in 2020, from 1.64 per million customers to 1.89 per million. This was primarily due to a 62.5 percent drop in ridership, due to the Covid-19 pandemic. The actual number of customer injuries fell from 915 in 2019 to 591 in 2020. Between March and August, MTA Bus implemented free rear-door boarding to ensure safer social distancing between customers and bus operators. Since ridership data are linked to fareboxes, data during this period were based on estimates. Most customer injuries were due to trips or slips while alighting or stumbles due to bus motion. The agency uses accident trends to improve safety programs, training, and messaging. NYCT Bus saw a decrease in its 2020 "collision injury rate" of 22.8 percent over the previous year to 4.93 injuries per million vehicle miles. Throughout the year, NYCT Bus continued to incorporate relevant accident findings into its safety and training initiatives. These initiatives focus on basic operating procedures in bus stop areas.

NYCT Bus continued its Vision Zero IV program, an eight-hour training session that emphasizes challenges in dealing with pedestrians and cyclists. In 2020, the program was combined with "de-escalation" training, which also addresses assaults on bus operators related to Covid-19 rules. All bus operators will be cycled through this new curriculum over a two-year period. To monitor bus operators, the agency uses indicators such as speed-camera violations, red-light violations, cellphone infractions, and customer complaints. In a joint agreement with all labor unions, NYCT Bus continues its "zero-tolerance" policy on use of cellphones and electronic devices while operating a bus. The agency also worked with its labor representatives to see that operators who receive speed-camera violations are disciplined and must pay the fine.

NYCT GOAL: Provide On-Time and Reliable Services
PERFORMANCE INDICATORS: On-Time Performance, Mean Distance Between Failures, Major Incidents, Service Delivered, Terminal Delays, Wait Assessment, Bus Trips Completed, Bus Average Speeds, Bus Additional Travel Time
Prior to the Covid-19 pandemic, NYCT Subways had seen significant year over year improvements in key performance metrics, due largely to the success of the Subway Action Plan and the "Save Safe Seconds" campaign. The pandemic brought drastic ridership decreases, which in turn impacted 2020 performance metrics. Weekday Terminal Delays fell by 50 percent from 34,301 per month in 2019 to 17,150 in 2020. On-Time Performance (OTP) rose 8.3 percent to 88.6 percent. Weekday Service Delivered declined slightly to 96.4 percent. Other indicators show Weekday Major Incidents dropping from 45.3 per month on average to 24.3 per month. Subway MDBF improved by 14.5 percent from 127,743 miles in 2019 to 146,297 miles in 2020. Weekday Wait Assessment (WWA) ticked up slightly from 74.9 percent to 75.6 percent in 2020. Subway Additional Train Time also improved from 0:00:43 to 0:00:20. At the Staten Island Railway (SIR), Weekday OTP rose by 2.0 percent to 97.6 percent.

NYCT Bus and MTA Bus report combined data in some instances. The combined agencies posted a MDBF of 8,390 miles in 2020, a 5.3 percent improvement over the previous year. NYCT continues to replace its remaining over-age bus fleet under the 2015-2019 MTA Capital Program. The percentage of NYCT Bus "Trips Completed" decreased slightly to 98.1 percent in 2020. "Additional Bus Stop Time" improved by 11 seconds over the previous year. For both bus agencies, "Additional Travel Time" fell to zero in 2020; "Customer Journey Time" improved by 5.1 percent to 77.4 percent; and "Wait Assessment" increased by 2.2 percent to 80.0 percent. "Service Delivered" for both agencies decreased slightly by 1.2 percent in 2020 to 96.1 percent, while average bus speeds increased by 5.0 percent to 8.4 mph.

NYCT GOAL: Provide Services to People with Disabilities
PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability, Bus Passenger Wheelchair Lift Usage, Paratransit Ridership, AAR Service Indicators

By April 2020, Paratransit weekday trips had fallen to 64.6 percent of levels, before returning to about 70 percent of typical levels by the year's end. Even as pre-pandemic Covid-19 infection rates increased towards the end of the year, service increased, and performance remained stable. The agency undertook several measures to ensure driver and customer safety. Paratransit stopped all shared rides and suspended appointment trip requests which would have led to excessively early drop offs. As a result, 2020 on-time performance (OTP) exceeded the goals for both the 30-minute and 15-minute windows. The metrics for reporting appointment performance were suspended during the year. Overall, AAR ridership (which includes customers, personal care attendants, and guests) decreased by 34.8 percent to 7,108,104 in 2020, while the number of registrants remained relatively unchanged at 161,776. Broker-related complaints decreased from 4.6 to 2.1 per 1,000 completed trips, pick-up OTP improved from 96 percent to 98 percent within the 30-minute window, and from 86 percent to 91 percent within the 15-minute window. The "Customer Experience" metric cannot be calculated in a comparative way, due to the suspension of appointment time bookings. Complaints decreased from 5.0 to 2.8 per 1,000 completed trips, due largely to the above reduction in trips requested and the implementation of Covid-19 safety measures.

In addition to the suspension of shared rides, precautionary measures included mask requirements, daily disinfection of all dedicated vehicles, and daily temperature checks for all dedicated drivers. Broker services follow similar disinfection requirements. In response to the pandemic, the agency curtailed feeder service, reduced the prescribed time gap between drop-offs and the return trips and provided special transportation for customers who were Covid-19 positive or symptomatic. The agency extended Phase 1 of the On-Demand E-Hail Pilot Program. At the start of the pandemic, all six Access-A-Ride assessment centers were closed, and all in-person eligibility assessments were suspended. Three assessment centers reopened between November and December with new safety protocols, including a capacity limit of 25 percent of pre-pandemic levels. A fourth center is reopening early 2021 in an effort to safely resume normal eligibility assessments. In other metrics, "Wheelchair Lift Usage" at NYCT Buses decreased by 31.3 percent to a total of 0.97 million customers. The agency's low-floor buses provide easier boarding and more reliable service for customers with wheelchairs. At NYCT Subways, "Elevator Availability" was up slightly to 96.8 percent, while "Escalator Availability" rose 3.0 percent to 92.4 percent.

NYCT GOAL: Repair, Replace, and Expand Transportation Infrastructure
PERFORMANCE INDICATORS: Capital Program Commitments and Completions

All MTA Capital Program projects are now managed by MTA Construction & Development (MTA C&D). The agency committed $2.9 billion of its Capital Program funds for NYC Transit in 2020, or 34 percent of the annual goal. Major commitments included: Communications Based Train Control (CBTC) on the 8th Ave. Line in Manhattan and Brooklyn; purchase of standard and hybrid-electric standard buses with the latest safety and customer service technologies; mainline track and switch replacement at multiple locations; station improvements, including ADA projects and elevator and escalator replacements at various locations. Commitments in 2020 also included multiple projects advancing the repairs to NYC Transit facilities and infrastructure damaged by Superstorm Sandy, along with resiliency projects to prevent potential damage from future storms. The most notable Sandy repair and resiliency project committed in 2020 was for the Rutgers Tube, which carries the F Line under the East River between Manhattan and Brooklyn.

MTA C&D achieved NYC Transit capital program completions in 2020 worth $2.5 billion, representing 87 percent of the annual goal. Major completions included: the Canarsie Tube restoration and Canarsie Line Core Capacity program, restoring critical assets damaged by Superstorm Sandy, along with new flood resiliency measures; track and switch replacements at various locations; station improvements and ADA projects at various locations, including ADA accessibility at Chambers Street on the Nassau Line in Manhattan and at the Eastern Parkway-Brooklyn Museum and 86th Street stations in Brooklyn. Numerous elevator and escalator replacement projects were completed at various subway locations, along with improvements to bus depots at Manhattanville and Queens Village. Details of all projects can be found at the Capital Program Dashboard at www.mta.info.

NYCT GOAL: Perform Services in an Efficient Manner
PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger

The NYCT financial indicators combine NYCT Subways, NYCT Buses, and Paratransit. Despite plummeting ridership, NYCT has continued to operate throughout the pandemic, carrying essential workers to wherever they are needed. The subsequent loss of revenue has had a major impact on 2020 financial indicators. The preliminary farebox operating ratio in 2020 was 23.6 percent, less than half that of the previous year. Preliminary operating cost per passenger, or cost per ride, is calculated in the second quarter of each year, prior to the July Financial Plan. At the time of this report, the preliminary 2020 cost per passenger was $11.63, more than double that of the previous year. The operating cost per passenger excludes debt service.

NYCT GOAL: Maximize System Usage
PERFORMANCE INDICATORS: Ridership

As a result of the pandemic, total NYCT Subway ridership fell by an unprecedented 62.3 percent in 2020, from 1.697 billion rides in 2019 to just 639.5 million for the year. Prior to the pandemic, subway ridership had begun to reverse a three-year downward trend, pushing back towards the record levels of 2015. Total NYCT Bus ridership decreased by 62.5 percent in 2020 to around 209 million riders, compared to 557 million riders the previous year.

NYCT GOAL: Ensure Our Employees' Safety
PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

The NYCT Subways employee "lost-time and restricted-duty" accident rates increased in 2020 by 28.1 percent, from 3.73 per 100 employees in 2019 to 4.78 in 2020. In carrying out their essential public duties throughout the pandemic, the MTA workforce suffered over 150 lives lost to Covid-19, the majority among NYCT's frontline workers. The MTA's extensive efforts to safeguard employees include distribution of PPE; safety messaging and training; a Covid-19 hotline; temperature screenings; social distancing protocols; schedule adjustments; free testing and vaccination programs; and more. NYCT Subways continues its regular safety program for employees, including safety communications, safety audits, training, and accident investigations, along with the FASTRACK program to provide a safer working environment for maintenance and repair crews.

The "lost-time and restricted-duty" rate at NYCT Bus increased to 6.78 per 100 employees from 6.01 the previous year. Both NYCT and MTA Bus undertook extensive efforts to safeguard employees during the pandemic, including safety protocols; distribution of PPE; disinfection of buses and facilities; testing and vaccination programs; and more. Both bus operations continued initiatives aimed at protecting bus operators from assault, including installation of bus operator shields across the entire fleet; installation of onboard security cameras; training in de-escalation tactics; and review of customer complaints to identify employees for further counseling or training.

Both NYCT Bus and MTA Bus maintain robust safe-driving campaigns and continue to analyze employee injury data to identify trends and reduce lost-time accidents.

NYCT GOAL: A Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

Female representation agency-wide remained essentially unchanged in 2020 at 18.6 percent, continuing to fall below the estimated percentage of women available for work within NYCT's recruiting area. A contributing factor is the low percentage of women who apply for what are generally considered non-traditional jobs. NYCT will continue to increase its outreach and recruitment efforts to improve female representation within its workforce. Minority representation grew slightly from 78.8 percent in 2019 to 79.3 percent in 2020.

LIRR: PERFORMANCE GOALS AND ACHIEVEMENTS

LIRR GOAL: Ensure Customer Safety

PERFORMANCE INDICATORS: Customer Injury Rate

In 2020, LIRR's customer injury rate increased by 122 percent compared to the previous year. This increase is largely attributable to the dramatic decrease in ridership caused by the Covid-19 crisis. The lower ridership counts increase the ratio of reportable customer injuries. Penn Station remains the location with the greatest number of customer injuries. This is due to the volume of customers traveling through the busiest terminal in the LIRR system, as well as the infrastructure and operating constraints at this location. LIRR's "Let's Travel Safely Together" information campaign, produced in partnership with Amtrak, New Jersey Transit, and NYC Transit, remained an integral part of LIRR's safety program in 2020.

LIRR GOAL: Provide On-Time and Reliable Services

PERFORMANCE INDICATORS: On-Time Performance, Mean Distance Between Failures

LIRR's On-Time Performance (OTP) for 2020 was 95.9 percent, an increase of 3.5 percent from the previous year. Performance improvements were seen among all categories of delay. This can be attributed both to progress on infrastructure improvements and to lower ridership with fewer events caused by uncontrollable human factors. The agency's 2020 Mean Distance Between Failures (MDBF) increased by 29.8 percent to 241,175 miles from 185,829 in 2019. The MDBF for both diesel and electric fleets improved significantly. The improvements were due to the removal of low performing M3 railcars from passenger service and addition of newer M9 railcars, as well as to reduced wear and tear on equipment, a decrease in minor delays, and an increase in operational flexibility—all related to the 2020 service reductions caused by the pandemic. The railroad continues to optimize fleet performance through its Reliability Centered Maintenance (RCM) program, Enterprise Asset Management (EAM) implementation, acquisition of the new M9 fleet, and other performance initiatives.

LIRR GOAL: Provide Services to People with Disabilities

PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability

Elevator availability was maintained at 98.8 percent in 2020. Escalator availability decreased slightly to 95.7 percent, down 1.0 percent from 2019. The decrease in the elevator availability was due to major escalator outages at Penn Station, where an escalator/elevator renewal capital project was underway during 2020.

LIRR GOAL: Repair, Replace, and Expand Transportation Infrastructure
PERFORMANCE INDICATORS: Capital Program Commitments and Completions

The LIRR's 2020 capital commitments totaled more than $1,066.6 million, or 74 percent of the year's goal. The railroad's 2020 capital completions totaled more than $816.7 million, or 100 percent of the year's goal. Major completions during the year included: the Meadowbrook substation replacement; the Long Island City Yard restoration; construction completion of the Mid-Suffolk Electric Yard; the Penn Station-33rd Street Corridor, Phase 1; the 2020 Annual Track Program; and completion of the Positive Train Control (PTC) system by the federally mandated deadline.

LIRR GOAL: Perform Services in an Efficient Manner
PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger

The LIRR's farebox operating ratio declined from 50.2 percent in 2019 to 17.7 percent in 2020, as estimated in the "MTA 2021 Final Proposed Budget, November Financial Plan." This was a direct result of the Covid-19 pandemic, which resulted in significantly lower ridership and farebox revenue. The LIRR's operating cost per passenger increased from $16.80 in 2019 to $51.16 in 2020. This increase stemmed largely from significantly lower ridership as a result of Covid-19 and higher operating expenses, with labor costs being the primary driver.

LIRR GOAL: Maximize System Usage
PERFORMANCE INDICATORS: Ridership

The LIRR finished the year with significantly reduced ridership, reflecting the drastic impacts of the Covid-19 pandemic. Total 2020 ridership was 30.3 million customers, decreasing by 66.7 percent from a record ridership of 91.1 million the previous year. Non-commutation ridership decreased by 60.6 percent in 2020 to 16.0 million riders, outperforming the railroad's 2020 commutation ridership, which declined by an unprecedented 71.8 percent, with 14.3 million riders for the year.

LIRR GOAL: Ensure Our Employees' Safety
PERFORMANCE INDICATORS: Employee Lost Time Case Rate

The rate of FRA-reportable employee lost-time injuries increased 6.0 percent in 2020 compared to the previous year. The highest number of employee accidents continues to be in the "slips, trips, and falls" category. Most injuries are soft tissue injuries. To maximize employee safety, LIRR continues its efforts to raise awareness among employees and encourage collaborative problem solving. These efforts have involved many labor-management initiatives, including a Confidential Close Call Reporting System (C3RS); monthly department safety meetings; and "on-track" safety labor-management partnership meetings. LIRR also conducts quarterly Safety FOCUS Day meetings, during which employees take time to discuss specific safety issues provided by the LIRR Corporate Safety and other departments. The aim is to engage employees in the field and improve safety performance based on their feedback. As part of the Safety Management Systems approach, LIRR also conducted a risk-based assessment to identify and mitigate safety hazards at all LIRR yards. In 2020, LIRR's operating departments began implementing safety improvements based on the assessment's findings.

LIRR GOAL: A Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders
PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

The percentage of women in LIRR's workforce decreased slightly in 2020 to 14.6 percent from 14.8 percent the previous year. This falls below the estimated percentage of women available for work in LIRR's recruitment area. Many of the positions available in 2020 are considered nontraditional jobs for women and, as a result, attract a low percentage of female applicants. The percentage of minority representation decreased slightly from 37.1 percent in 2019 to 37.0 percent in 2020. This is above the estimated percentage of minorities available in LIRR's recruitment area. LIRR continues to focus on efforts to improve the representation of women and minorities in its workforce.

METRO-NORTH: PERFORMANCE GOALS AND ACHIEVEMENTS

METRO-NORTH GOAL: Ensure Customer Safety
PERFORMANCE INDICATORS: Customer Injury Rate

The FRA-reportable customer injury rate at Metro-North increased in 2020 by 11.1 percent to 1.10 injuries per million customers. To support customer safety, Metro-North expanded its TRACKS (Together Railroads and Communities Keeping Safe) public program on grade-crossing and rail safety, which has now reached more than 394,000 people.

The agency also trained 1,238 first responders in 2020 for rail emergencies through classes and simulations. Other safety efforts included public outreach, events, and messaging through a range of media; employee training in mental health issues and suicide prevention; and a partnership with Waze to alert drivers of Metro-North grade crossings through the Waze GPS navigation app.

Throughout the pandemic, Metro-North has carried out extensive customer protection efforts, including messaging, mask distribution, disinfection of trains and stations, social distancing protocols, and more.

METRO-NORTH GOAL: Provide On-Time and Reliable Services
PERFORMANCE INDICATORS: On-Time Performance, Mean Distance Between Failures

Metro-North's systemwide OTP for 2020 was above goal at 97.9 percent, a new record high. The railroad modified its operating schedule in April to accommodate reduced ridership due to the Covid-19 pandemic. The Hudson Line performed at 98.2 percent OTP, the Harlem Line at 98.7 percent, and the New Haven Line at 97.8 percent, also a new record high.

The railroad's MDBF improved to 278,951 miles in 2020, also a new record high. Car availability was excellent, resulting in a 99.9 percent "consist compliance rate," which is the percentage of cars required for daily service and customer seating. West-of-Hudson OTP for 2020 was above the goal at 94.4 percent, due mainly to completion of the new cab signal equipment on the Port Jervis Line.

METRO-NORTH GOAL: Provide Services to People with Disabilities
PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability

Elevator availability in 2020 was 99.2 percent, down slightly from 2019. Escalator availability was 99.9 percent, up by 8.4 percent. The agency's escalator replacement project continued in 2020, with two escalators returned to service in February 2020 and two escalators taken out of service in the same month, to return to service in 2021.

METRO-NORTH GOAL: Repair, Replace, and Expand Transportation Infrastructure
PERFORMANCE INDICATORS: Capital Program Commitments and Completions

All MTA Capital Program projects are now managed by MTA Construction & Development (MTA C&D). Metro-North's Capital Program commitments and completions for 2020 were severely impacted by the Covid-19 pandemic. Due to the resulting financial hardships, the MTA placed a moratorium on most of the agency's Capital Program projects. The Metro-North group within MTA C&D continued it previously ongoing capital projects in 2020, while also preparing projects for initiation as funds become available.

Major commitments in 2020 included: superstructure/fender rehabilitation and fire suppression systems at the Harlem River Lift Bridge; emergency shoring at Hudson Line, Harlem Line, and New Haven Line stations; a unified trash facility for Grand Central Terminal and East Side Access; shelter replacement at Nanuet Station; and demolition of the existing parking structure at the Croton Falls Station to accommodate a future parking facility.

Completions in 2020 included significant advances in the railroad's "Way Ahead Plan, including rapid deploy video surveillance enhancements; the Ossining Station roof replacement; the Larchmont Station stair replacement; and the Harlem River Lift Bridge security improvements.

In addition to these capital projects, Metro-North completed its Positive Train Control (PTC) implementation in 2020, as required by the Rail Safety Improvement Act (PTC Act) of 2008. As of Dec. 30, 2020, the Hudson, Harlem, and New Haven lines were operating in revenue service with fully implemented PTC. The Pascack Valley and Port Jervis Lines on West of Hudson were also commissioned for PTC, and all trains now operating with full PTC. The agency also made a number of infrastructure improvements in 2020, among them significant power and substation projects on the Harlem, Hudson, and New Haven lines and "over the air security" (HMAC) on wayside and fleets.

METRO-NORTH GOAL: Perform Services in an Efficient Manner
PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger

Metro-North's preliminary 2020 farebox operating ratio was 19.4 percent, representing a 32.7 percentage point decrease over the previous year. Farebox revenues decreased by 67.8 percent and total expenses decreased by 13.7 percent. The lower revenue was due to loss of ridership during to the pandemic. Year-over-year reductions in expenses were the result of lower non-labor expenses and reduced overtime. The 2020 operating cost per passenger was $46.08, up $29.32 over the previous year. This anomalous increase reflects the 68.6-percent reduction in ridership due to Covid-19 lockdowns and restrictions starting in March of 2020.

METRO-NORTH GOAL: Maximize System Usage
PERFORMANCE INDICATORS: Ridership

Due to the Covid-19 pandemic, Metro-North's systemwide ridership plummeted by 68.6 percent in 2020 to 27. 2 million, down from 86.6 million the previous year. Ridership on the railroads' connecting services—Haverstraw-Ossining Ferry, the Newburgh-Beacon Ferry, and the Hudson Rail Link—fell even further, by 75.5 percent to a combined low of 146, 878, partially due to the suspension of ferry service from June through the end of the year. West-of-Hudson ridership was about 0.59 million, 63.2 percent below the previous year.

METRO-NORTH GOAL: Ensure Our Employees' Safety
PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

The FRA-reportable employee lost-time case rate increased by 11 percent in 2020, from 1.99 per 200,000 worker hours to 2.22. Throughout the pandemic, Metro-North has prioritized employee safety through distribution of masks and other PPE; safety messaging and training; disinfection of railcars and facilities; Covid-19 testing and vaccine programs; temperature checks; and other safety protocols. In addition, the railroad continued its Confidential Close Call Reporting System (C3RS), which has logged more than 5,800 calls since 2015. The agency also continues to monitor locomotive engineers and conductors for obstructive sleep apnea. Additionally, the railroad enhanced its enterprise software system for tracking, analyzing, and reporting safety data, as well as a safety management system that supplements safety metrics with a focus on the "human element." Ongoing safety programs include regular safety meetings, a safety focus week, safety cleanup days, updating safety rules, and an employee awards programs for safety excellence.

METRO-NORTH GOAL: A Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders
PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

The percentage of minority employees in Metro-North's workforce remained constant in 2020 at 39.0 percent. The percentage of female representation also remained constant at 13.0 percent. The railroad maintains a program aimed at achieving workforce representation based on the availability of women and minorities within the relevant labor markets serviced by the MTA. Through targeted outreach recruitment and developmental programs, Metro-North will continue to focus on improving minority and female representation in our workforce.

MTA BUS: PERFORMANCE GOALS AND ACHIEVEMENTS

MTA BUS GOAL: Ensure Customer Safety
PERFORMANCE INDICATOR: Customer Injury Rate

MTA Bus saw an increase of 18.2 percent in its customer accident injury rate for 2020, as compared to 2019. This was primarily due to a 61.8 percent drop in ridership, caused by the Covid-19 pandemic. The actual number of customer injuries fell from 915 in 2019 to 591 in 2020. Between March and August, MTA Bus implemented free rear-door boarding to ensure safer social distancing between customers and bus operators. Since ridership data are linked to fareboxes, data during this period were based on estimates. The majority of customer injuries were due to trips or slips while alighting or stumbles due to bus motion. The agency uses accident trends to improve safety programs, training, and messaging.

The collisions with injury rate decreased from 5.56 per million vehicle miles in 2019 to 3.45 per million vehicle miles in 2020, down 37.9 percent from the previous year. This decrease was largely due to the drop in citywide traffic volume caused by Covid-19. MTA Bus continued to incorporate relevant accident findings into its safety and training initiatives. These initiatives focus on basic operating procedures in bus stop areas, including scanning mirrors, observing all sides of the bus, pulling in and out of bus stops properly, and positioning the bus correctly in the bus stop.

In 2020, MTA Bus continued its Vision Zero IV program in collaboration with NYCT Bus, an eight-hour training session which emphasizes challenges in dealing with pedestrians and cyclists. In 2020, the program was combined with "de-escalation" training, which now addresses assaults on bus operators related to Covid-19 rules. All bus operators will be cycled through this new curriculum over a two-year period. To monitor bus operators, the agency uses indicators such as speed-camera violations, red-light violations, cellphone infractions, and customer complaints. In a joint agreement with all labor unions, NYCT Bus continues its "zero-tolerance" policy on use of cellphones and electronic devices while operating a bus. The agency also worked with its labor representatives to see that operators who receive speed-camera violations are disciplined and must pay the fine.

MTA BUS GOAL: Provide On-Time and Reliable Services
PERFORMANCE INDICATORS: Mean Distance Between Failures, Bus Trips Completed

MTA Bus had a Mean Distance Between Failures (MDBF) of 7,892 miles in 2020, an increase of 10.9 percent from the previous year. MTA Bus started delivery of new articulated diesel buses in fourth quarter of 2019 and continues to replace its remaining over-age bus fleet under the 2015-2019 Capital Program. The percentage of bus trips completed decreased slightly to 97.4 percent in 2020.

In 2019, the MTA began public outreach and planning for its comprehensive Bus Plan, which entails a complete reimagining of New York's entire public bus system, including both MTA Bus and NYCT Bus. As part of that plan, the MTA launched a new Bus Performance Dashboard at www.mta.info, which combines performance data for the two bus agencies. The dashboard also provides new performance metrics to better reflect the customer experience. For combined NYCT and MTA Bus metrics, see pages 4 and 5 of this report.

MTA BUS GOAL: Provide Services to People with Disabilities PERFORMANCE INDICATORS: Bus Customer Wheelchair Lift Usage

The "Bus Passenger Wheelchair Lift Usage" for MTA Bus in 2020 was 64,134 customers, a decrease of 34.0 percent from 97,207 customers the previous year. The drop in wheelchair lift usage was mainly caused by the Covid-19 pandemic.

MTA BUS GOAL: Repair, Replace, and Expand Transportation Infrastructure PERFORMANCE INDICATORS: Capital Program Commitments and Completions

MTA Bus committed $25.4 million in capital project funds in 2020, representing about 62.0 percent of the goal. Notable 2020 commitments included the CNG upgrade and rehabilitation projects at the College Point Depot, and the storeroom expansion at the LaGuardia Depot. Notable completions for the year included the new bus wash at the College Point Depot.

MTA BUS GOAL: Perform Services in an Efficient Manner
PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Customer

The farebox operating ratio (which includes farebox revenue, student fares, and senior citizen fares) was 13.1 percent in 2020, down from 28.4 percent in 2019. This anomalous decline was due to the COVID-19 pandemic and the associated economic slowdown, along with a suspension of local bus fare collection through the end of August to ensure safer social distancing between customers and bus operators. The same factors contributed to an unprecedent 253-percent jump in operating cost per customer, from $6.86 in 2019 to $24.25 in 2020.

MTA GOAL: BUS Maximize System Usage
PERFORMANCE INDICATORS: Ridership

Due to the effect of Covid-19, total MTA Bus ridership decreased 61.9 percent in 2020 to 45.9 million riders, as compared to 120.4 million riders in 2019. Throughout the pandemic, both MTA Bus and NYCT Bus have continued to provide the transit services critical to essential workers and the welfare of the entire region.

MTA BUS GOAL: Ensure Our Employees' Safety
PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

MTA Bus saw 21.5 percent increase in the employee lost-time accident rate in 2020 due to Covid-19, as well as a rise in assaults on bus employees. Both NYCT and MTA Bus undertook extensive efforts to safeguard employees during the pandemic, including safety protocols and messaging; distribution of PPE; disinfection of buses and facilities; testing and vaccination programs; and more. Both bus operations continued initiatives aimed at protecting bus operators from assault, including installation of bus operator shields; ongoing installation of onboard security cameras; enhanced training in de-escalation tactics to prevent assaults; and review of customer complaints to identify employees for further counseling or training. Both NYCT Bus and MTA Bus maintain robust safe-driving campaigns and continue to analyze employee injury data to identify trends and reduce lost-time accidents.

MTA BUS GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders
PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

Female representation agency-wide continues to be below the estimated percentage of women available to work within MTA Bus's recruiting area. The percentage of women in the agency's workforce remained unchanged at 13.0 percent during this reporting period. MTA Bus will continue to increase its outreach and recruitment efforts to improve female representation within its workforce. The percentage of minority representation increased slightly in 2020 from 80.0 percent to 81.0 percent, exceeding the estimated percentage of minorities available to work within MTA Bus's recruiting area.

Here ends the excerpt from the MTA Mission Statement, Measurements, and Performance Indicators Report Covering Fiscal Year 2020. The 2021 Mission Statement and indicators will be published in April 2022.

Section 15. Response to Petitions by Local Officials

In keeping with PAL §1269-d, the MTA transit and commuter rail agencies maintain regular contact with local officials through direct responses to inquiries, public hearings, community outreach, government liaisons, and official communications. To better accommodate official inquiries and concerns, each agency runs its own governmental and public affairs departments, as described below. In addition, the MTA Press Office, the MTA Legal Department, the MTA executive management, and the MTA Board all interact with and respond to elected and appointed officials across the MTA travel region on a regular basis.

NEW YORK CITY TRANSIT SUBWAYS AND BUSES

To handle inquiries and petitions from local officials, NYC Transit maintains the Division of Government and Community Relations, with a full-time staff of between 10 and 13 liaisons to interact with elected and appointed officials throughout the five boroughs. In general, the division is responsible for facilitating NYC Transit goals by cultivating public understanding and support for transit issues, policies, and capital projects through interface with elected officials, governmental agencies, community boards, local development corporations, business groups, and community civic organizations. The division provides liaison with and prepares correspondence to elected officials, community boards, and community-based organizations for executive staff; it assesses and reports to the executive staff on the impact of NYC Transit actions on these groups. In addition, the division represents NYC Transit at public meetings and networks with city, state, and federal agencies and other public authorities. It frequently acts as a troubleshooter, seeking to resolve potential controversies that could delay construction projects or the implementation of service initiatives. In 2021, the division handled in excess of 1,000 written, emailed, and phoned inquiries and responses. The majority of these concerned service delivery and construction project issues, along with pandemic-related issues and mandates. In addition, the NYC Transit Office of Government and Community Relations maintains a mailing list of over 230 elected officials, community boards, and advocacy groups, who are routinely apprised of NYC Transit initiatives, service diversions, bus and subway schedule changes, and capital construction projects.

LONG ISLAND RAIL ROAD

LIRR receives hundreds of inquiries annually from elected and appointed officials, legislative bodies, community representatives, and representatives of public-interest groups in the LIRR travel area. Such inquiries are handled by the LIRR Department of Government and Community Affairs, with a full-time staff of three. The department responds directly to all inquiries and maintains regular contact with local officials through direct communications, meetings, informal briefings, and public hearings. In addition, the department provides ongoing analysis of regulatory and public issues relating to the railroad, issuing reports, advisories, hearing notices, and comments to local officials. The department also acts as liaison between LIRR, connecting transportation services, and MTA Board members.

METRO-NORTH RAILROAD

MTA Metro-North Railroad's Corporate and Public Affairs Department has three staff members who interact with federal, state and local elected officials and community representatives throughout Metro-North's service area, which includes the following counties: New York, the Bronx, Westchester, Putnam, Dutchess, Orange, Rockland and Fairfield and New Haven in the state of Connecticut. The office acts as the liaison between Metro-North and MTA Board Members, public officials, transportation organizations, and other railroads. This includes overseeing the monthly MTA Board/Committee agenda process, monitoring and analyzing relevant issues before legislative bodies, agencies, and municipalities, directing the railroad's response to these matters – both internally and externally – and managing public outreach on the railroad's planning studies and capital projects. Metro-North's Corporate and Public Affairs department is also responsible for distributing Metro-North's monthly customer newsletters Mileposts (East of Hudson) and Mileposts West (West of Hudson) and information on service-related enhancements to all elected officials in our service area.

See Also, 2021 MTA 1269-d Appendices A, B, C, and D

Appendices For

MTA "Strategic Operation Plan"

2021 Update in Compliance with PAL §1269-d

- **Appendix A. NYCT Bus Headways by Borough and Route as of Sept. 2021**
- **Appendix B. Capital Program Allocations by Agency**
- **Appendix C. Configuration of Services by Mode, Operation, and Route: MTA Agency Service Maps**
- **Appendix D. 2021 Capital Project Completions by Agency**

Appendix A: NYC Transit Current Bus Headways by Borough and Route as of September 2021

Bus Network Redesign

The MTA is undertaking a borough-by-borough redesign of its entire bus network as part of the NYC Transit Fast Forward Plan. The plan was paused in 2020 due to the Covid-19 pandemic and resumed in 2021. The Staten Island bus network redesign has been fully implemented, and the Bronx bus network redesign was approved by the MTA Board on Dec. 15, 2021, to launch in summer 2022. These efforts represent the first complete revision of New York City bus routes and frequencies in nearly 50 years. Find out more about the bus plans and proposed bus headways at Bus Network Redesign under "Modernization" at the MTA public website at new.mta.info.

Current Frequency of Bus Service by Route

The frequency of service for MTA's 326 bus routes (including MTA Bus) is detailed by borough and route at New York City Bus Schedules under Schedules on the MTA public website at new.mta.info. Below are links to the current schedules and frequencies by borough:

Bronx Bus Schedules

Manhattan Bus Schedules

Staten Island Bus Schedules

Brooklyn Bus Schedules

Queens Bus Schedules

Holiday/Special Bus Schedules

Appendix B: 2020-2024 Capital Program Allocations by Agency

The following allocations by project type and agency are excerpted from the MTA 2020-2024 Capital Program, as approved by the MTA Board. These excerpts exclude MTA Bridges and Tunnels, which is not covered by PAL 1269-d. A complete listing of Capital Program Commitments and Completions can be accessed on the MTA public website under "Transparency" and "Capital Programs."

2021 Commitments by Agency

New York City Subways and SIR 2021 Commitments - $3.8 billion

Element	Element Name	2021 Commitments Goal	
ET0403	Station Mitigation: Sandy Total	$	10.5
ET0502	Track/Switch Repairs: Sandy Total	$	85.4
ET0603	Line Equip Mitigation: Sandy Total	$	50.0
ET0702	Line Structure Repairs: Sandy Total	$	56.4
ET0703	Line Structure Mitigation: Sandy Total	$	26.7
ET0802	Signal/Comm Repairs: Sandy Total	$	51.6
ET0903	Traction Power Mitigation: Sandy Total	$	69.2
ET1603	Miscellaneous Mitigation: Sandy Total	$	43.7
S80701	Staten Island Railway Total	$	2.5
T60407	Stations - Escalators/Elevators Total	$	22.7
T60413	Stations - Disabled Accessibility Total	$	14.6
T60703	Line Structure Rehabilitation Total	$	30.0
T60803	Signal Modernization Total	$	5.1
T60902	Substations Total	$	1.2
T61203	Depot Rehab And Reconstruction Total	$	9.7
T70302	Bus Replacement Total	$	58.1
T70407	Stations - Station Escalators / Elevators Total	$	195.2
T70412	Stations - Station Work Total	$	92.7
T70413	Stations - Disabled Accessibility Total	$	530.7
T70414	Stations - Other Station Improvements Total	$	102.0
T70703	Line Structures Rehabilitation Total	$	80.2
T70806	Communications Systems Total	$	43.5
T70902	Substations Total	$	64.7
T71302	Service Vehicles Total	$	4.5
T71606	Miscellaneous - Environmental And Safety Total	$	11.5
T71607	Miscellaneous - Employee Facilities Total	$	36.5
T80302	Bus Replacement Total	$	3.3
T80404	Stations - Fare Collection Total	$	4.3
T80407	Stations - Station Escalators / Elevators Total	$	187.5
T80412	Stations - Station Work Total	$	57.5
T80413	Stations - Accessibility Total	$	54.3
T80502	Track - Mainline Track Rehabilitation Total	$	464.6
T80503	Track - Mainline Switch Replacement Total	$	43.5
T80605	Line Equipment Total	$	133.3
T80703	Line Structure Rehabilitation Total	$	362.0
T80803	Signal Modernization Total	$	134.9
T80806	Communication Systems Total	$	202.3
T80902	Power - Substations Total	$	60.8
T80904	Power - Power Distribution Total	$	100.9
T81004	Shops & Yards Total	$	69.7
T81203	Depot Rehab & Reconstruction Total	$	9.0
T81605	Miscellaneous - Engineering Services Total	$	18.2
T81607	Miscellaneous - Employee Facilities Total	$	84.2
TBD	Design Trust Fund (to be allocated) Total	$	150.0
New York City Transit 2021 Commitments Total		**$**	**3,839.2**

Long Island Rail Road 2021 Commitments - $485 million

Element	Element Name	2021 Commitments Goal	
EL0303	Track Mitigation: Sandy - Total	$	1.4
EL0603	Shop & Yard Mitigation: Sandy - Total	$	82.3
L50904	Miscellaneous - Total	$	0.3
L60101	Rolling Stock - Revenue Equipment - Total	$	38.4
L60502	C&S - Signal Improvements - Total	$	10.9
L60601	Shops And Yards - Shops And Yards - Total	$	0.1
L60701	Power - Total	$	0.2
L70204	Stations - Station And Buildings - Total	$	9.2
L70301	Track - Annual Track Rehab Program - Total	$	0.6
L70304	Track - Other Track Improvements - Total	$	2.0
L70401	Line Structures - Bridges - Total	$	0.1
L70501	C&S - Communications Improvements - Total	$	0.3
L70502	C&S - Signal Improvements - Total	$	1.2
L70601	Shops And Yards - Shops And Yards - Total	$	0.0
L70604	Shops And Yards - Employee Facilities - Total	$	7.9
L70701	Power - Power - Total	$	10.2
L80101	Rolling Stock - Revenue Equipment - Total	$	10.0
L80204	Stations - Stations And Buildings - Total	$	14.3
L80205	Stations - Parking - Total	$	4.0
L80206	Stations - Penn Station - Total	$	27.0
L80207	Stations - Grand Central Terminal - Total	$	4.1
L80301	Track - Annual Track Rehab Program - Total	$	97.3
L80401	Line Structures - Bridges - Total	$	42.6
L80402	Line Structures - Tunnels - Total	$	5.7
L80502	C&S - Signal Improvements - Total	$	49.1
L80601	Shops And Yards - Shops And Yards - Total	$	3.4
L80604	Shops And Yards - Employee Facilities - Total	$	8.9
L80701	Power - Total	$	0.5
L80904	Miscellaneous - Total	$	25.3
TBD	Design Trust Fund (to be allocated) Total	$	27.5
LIRR Total 2021 Commitments Total		**$**	**484.7**

Metro-North Railroad 2021 Commitment - $2.5 billion

Element	Element Name	2021 Commitments Goal	
M40203	Station - Parking Total	$	6.7
M70101	Rolling Stock Total	$	230.7
M70201	Stations - GCT Total	$	7.9
M70202	Outlying Stations Total	$	19.4
M70203	Stations - Parking Total	$	1.0
M70301	Track and Structures - Track Total	$	6.0
M70302	Track and Structures - Structures Total	$	3.1
M70303	West of Hudson Infrastructure Total	$	15.7
M70401	Communications and Signals Total	$	3.9
M70501	Power Total	$	1.3
M80101	Rolling Stock - Revenue Equipment Total	$	40.5
M80201	Stations - GCT Total	$	209.7
M80202	Outlying Stations Total	$	55.5
M80203	Stations - Parking Total	$	5.3
M80301	Track and Structures - Track Total	$	44.5
M80302	Track and Structures - Structures Total	$	17.3
M80303	West of Hudson Infrastructure Total	$	0.7
M80501	Communications and Signals Total	$	66.1
M80601	Shops and Yards Total	$	4.3
M80801	Miscellaneous Total	$	14.0
TBD	Design Trust Fund (to be allocated) Total	$	23.5
Metro-North Railroad 2021 Commitments Total		**$**	**776.9**

MTA Bus Company 2021 Commitments – $57 million

Element	Element Name	2021 Commitments Goal	
U60302	2010-14 Program MTA Bus Company Totals	$	3.9
U70302	2015-19 Program MTA Bus Company Totals	$	27.2
U80302	2020-24 Program MTA Bus Company Totals	$	26.1
MTA Bus 2021 Commmitments Total		**$**	**57.2**

Network Expansion 2021 - $867 million

Element	Element Description	2021 Commitments Goal	
G50901	2005-09 East Side Access Total	$	2.3
G60901	2010-14 East Side Access Total *(reflects ESA program adjustments)*	$	(4.6)
G61501	East Side Access Rolling Stock Reserve Total	$	45.8
G70901	2015-19 East Side Access Total	$	106.9
G71301	2015-19 LIRR Main Line Expansion Total	$	45.6
G71401	2015-19 Regional Investments Total	$	0.4
G80901	2020-24 East Side Access Total	$	353.2
G81301	2020-24 LIRR Main Line Expansion Total	$	9.9
G81401	2020-24 Regional Investments Total	$	307.7
MTA Network Expansion 2021 Commitments Total		**$**	**867.3**

MTA Police and Interagency 2021 Commitments - $23.5 million

Element	Element Name	2021 Commitments Goal	
MTA Police Department			
N71001	2015-19 MTA PD Projects Total	$	0.2
N81001	2020-24 MTA PD Projects Total	$	11.9
	MTA PD Projects Total	$	12.0
		$	-
Interagency Planning		$	-
N61201	2010-14 MTA Interagency Planning Total	$	4.0
N71101	2015-19 MTA Interagency Planning Total	$	7.4
	Total Interagency Planning Total	$	11.4
MTA Police Department and MTA Interagency Planning Total		**$**	**23.45**
TBD	*Communications Equipment (to be allocated)*		*16.6*

Appendix C: Configuration of Services by Mode, Operation, and Route: MTA Agency Service Maps

Detailed service maps for Subways, Buses, and Commuter Rail agencies can be accessed, downloaded, and enlarged at the MTA website under “Maps” at mta.info.

At the time of this report, NYCT/MTA Bus networks have completed a borough-by-borough review and redesign of route systems, the first redesign in years. Implementation of bus route redesigns have been completed in the boroughs of Manhattan and Staten Island, while redesign of routes in the remaining boroughs have been paused due to Covid-19.

Details of the new bus routes can be accessed at the MTA website under "System Modernization" and "Bus Network Redesign."

MTA 2021 Service Configurations and Routes: NYC Transit Subways, Bronx & Manhattan, North

MTA 2021 Service Configurations and Routes: NYC Transit Subways, Manhattan, South

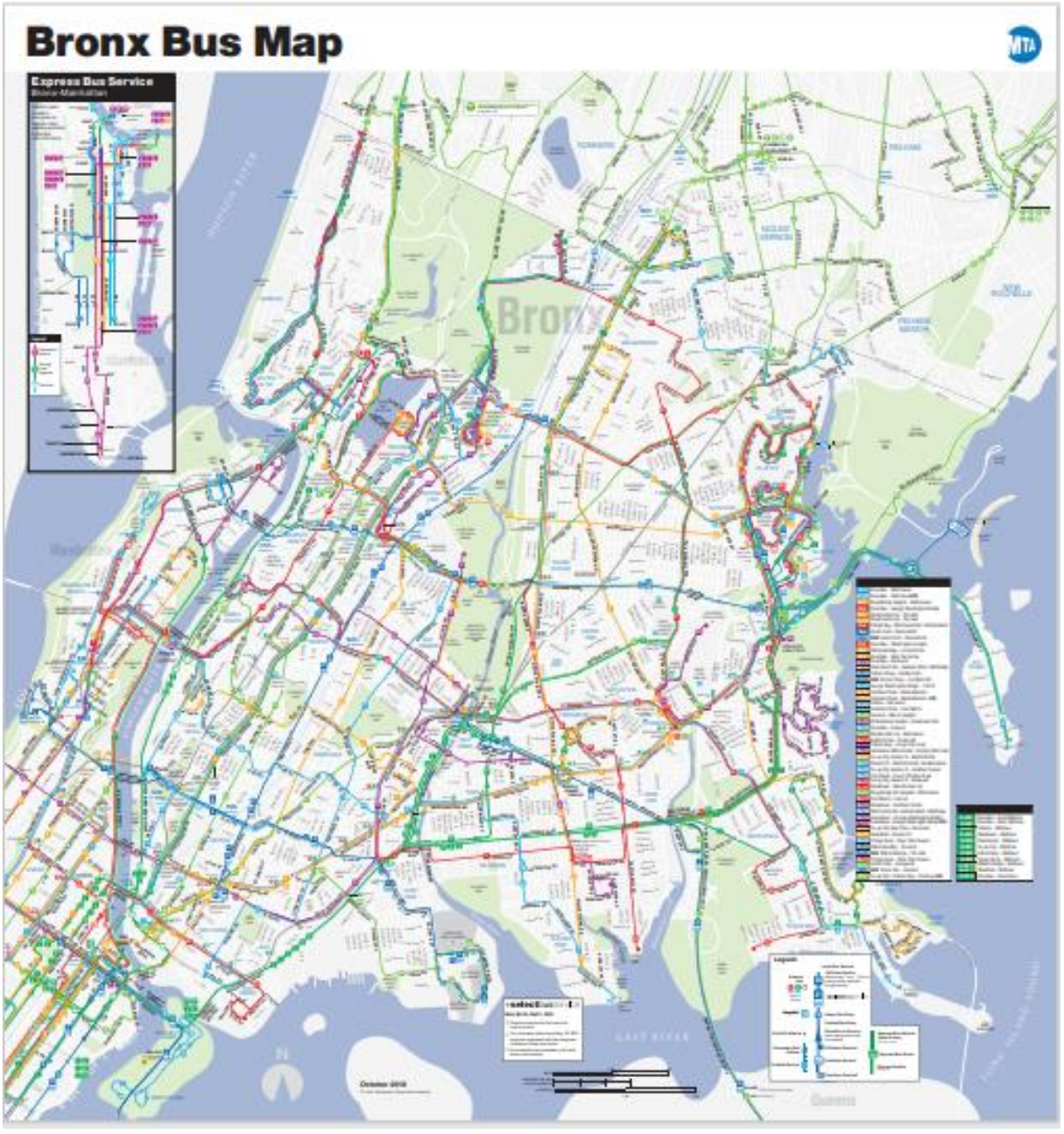
MTA 2021 Service Configurations and Routes: NYC Transit Subways, Queens

MTA 2021 Service Configurations and Routes: NYC Transit Subways, Brooklyn

MTA 2021 Service Configurations and Routes: NYC Transit Subways, Staten Island

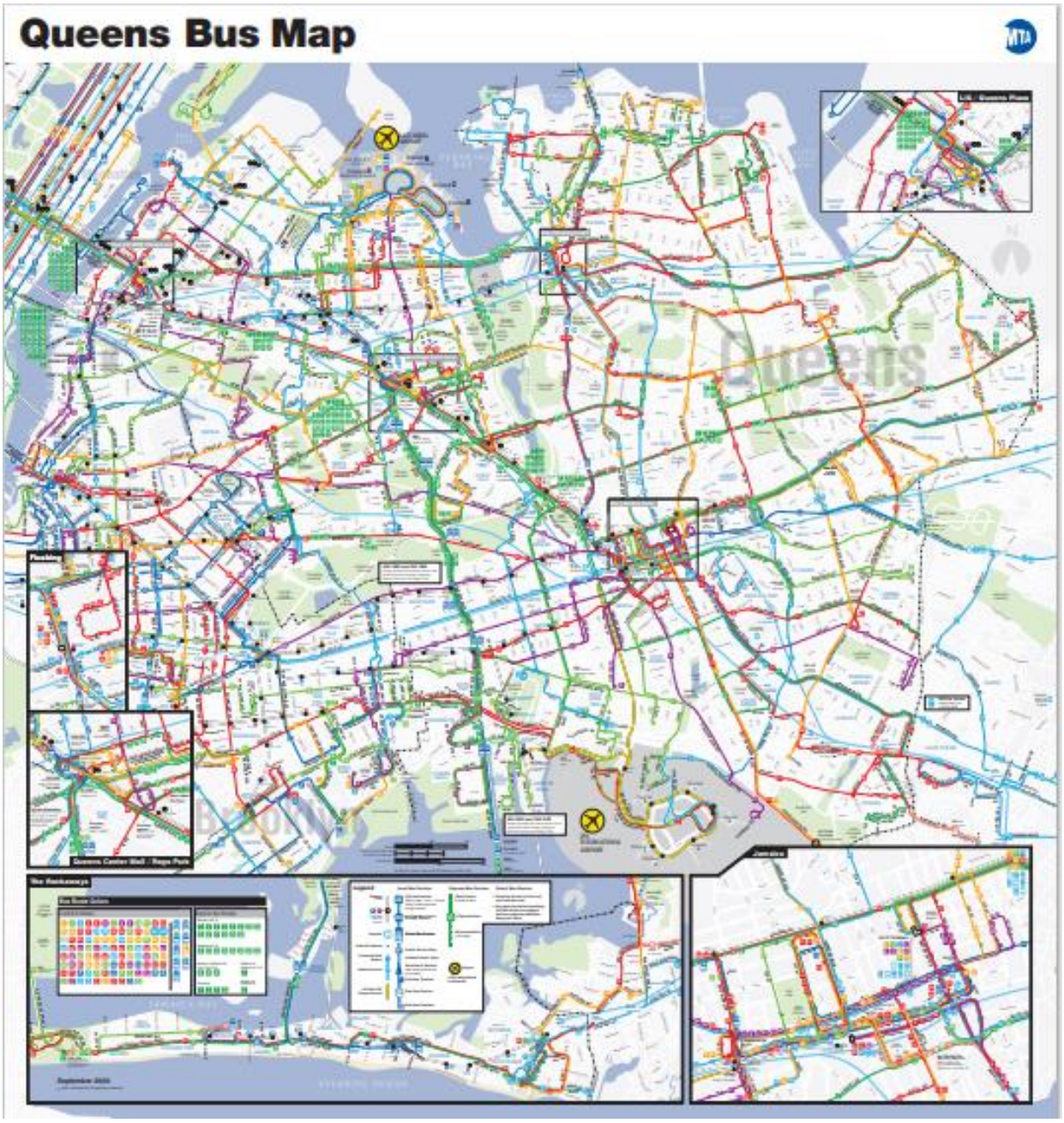
MTA 2021 Configurations and Routes: NYC Transit Buses, Bronx

See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "Bus Network Redesign." The Bronx Bus Network Redesign was approved by the MTA Board on Dec. 15, 2021.



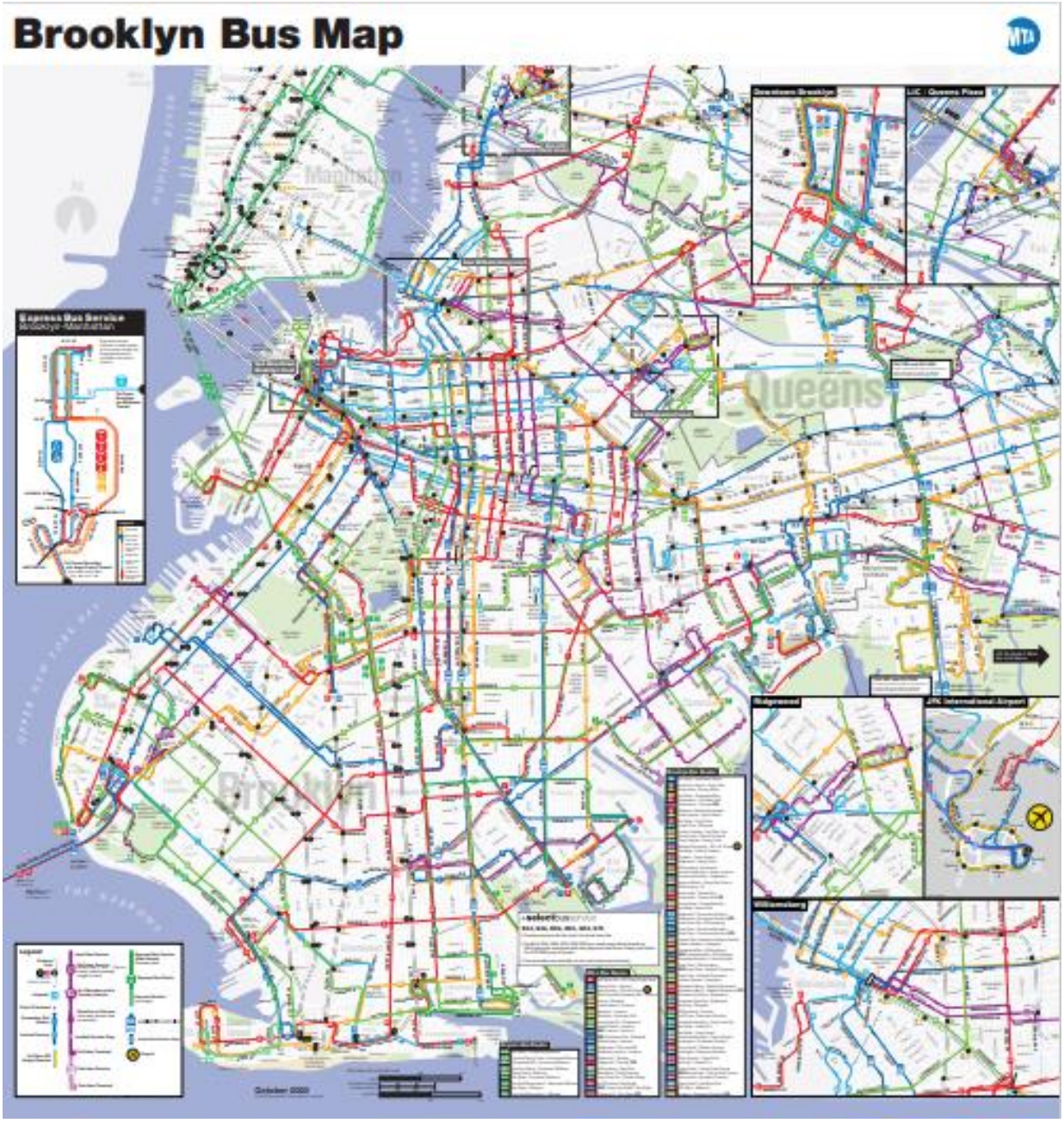
MTA 2021 Configurations and Routes: NYC Transit Buses, Queens

See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "Bus Network Redesign."



MTA 2021 Configurations and Routes: NYC Transit Buses, Brooklyn

See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "Bus Network Redesign."

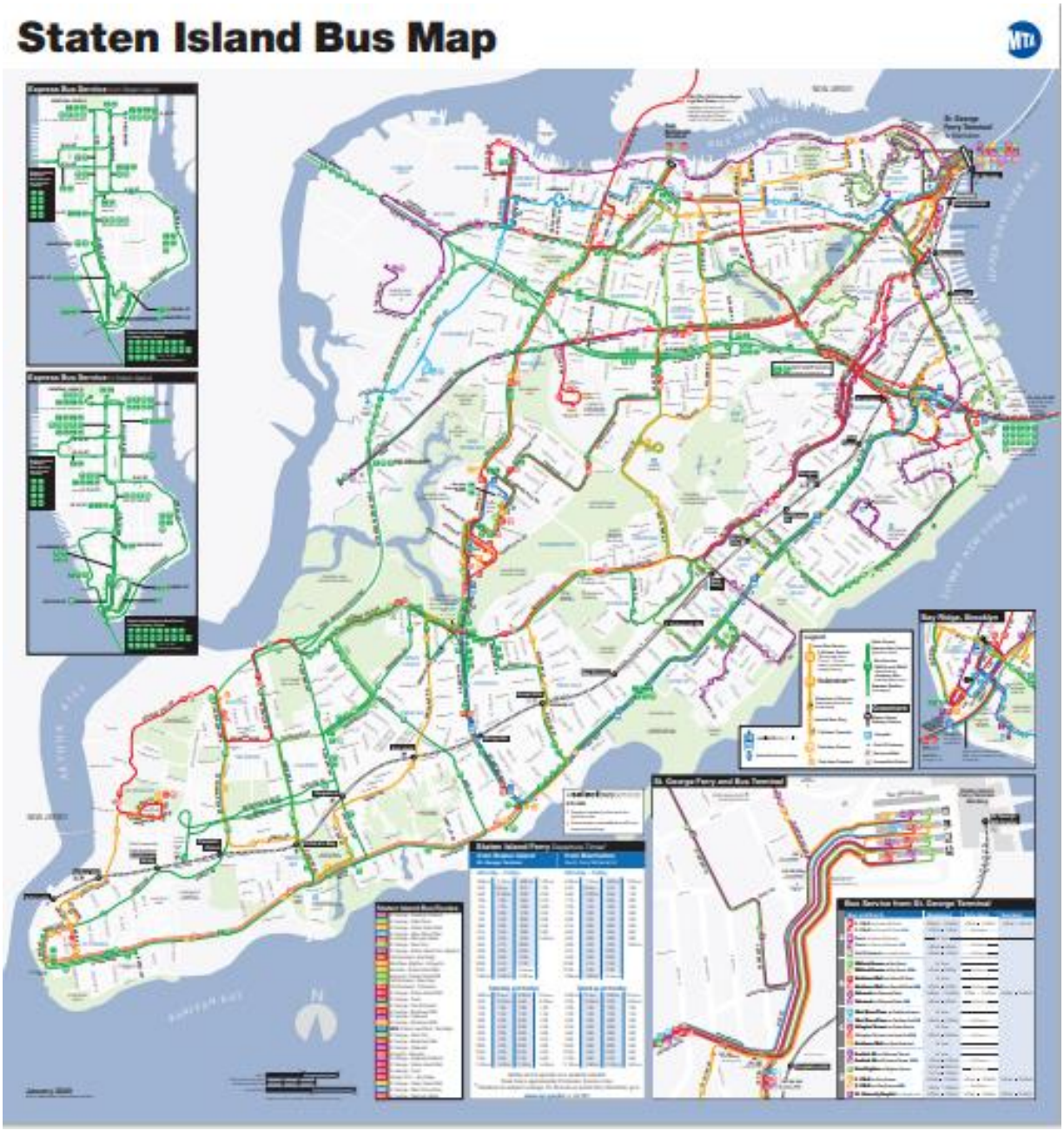


MTA 2021 Configurations and Routes: NYC Transit Buses, Manhattan

Redesign of the Manhattan Bus Network was completed in 2020. See the planned and proposed MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "Bus Network Redesign."

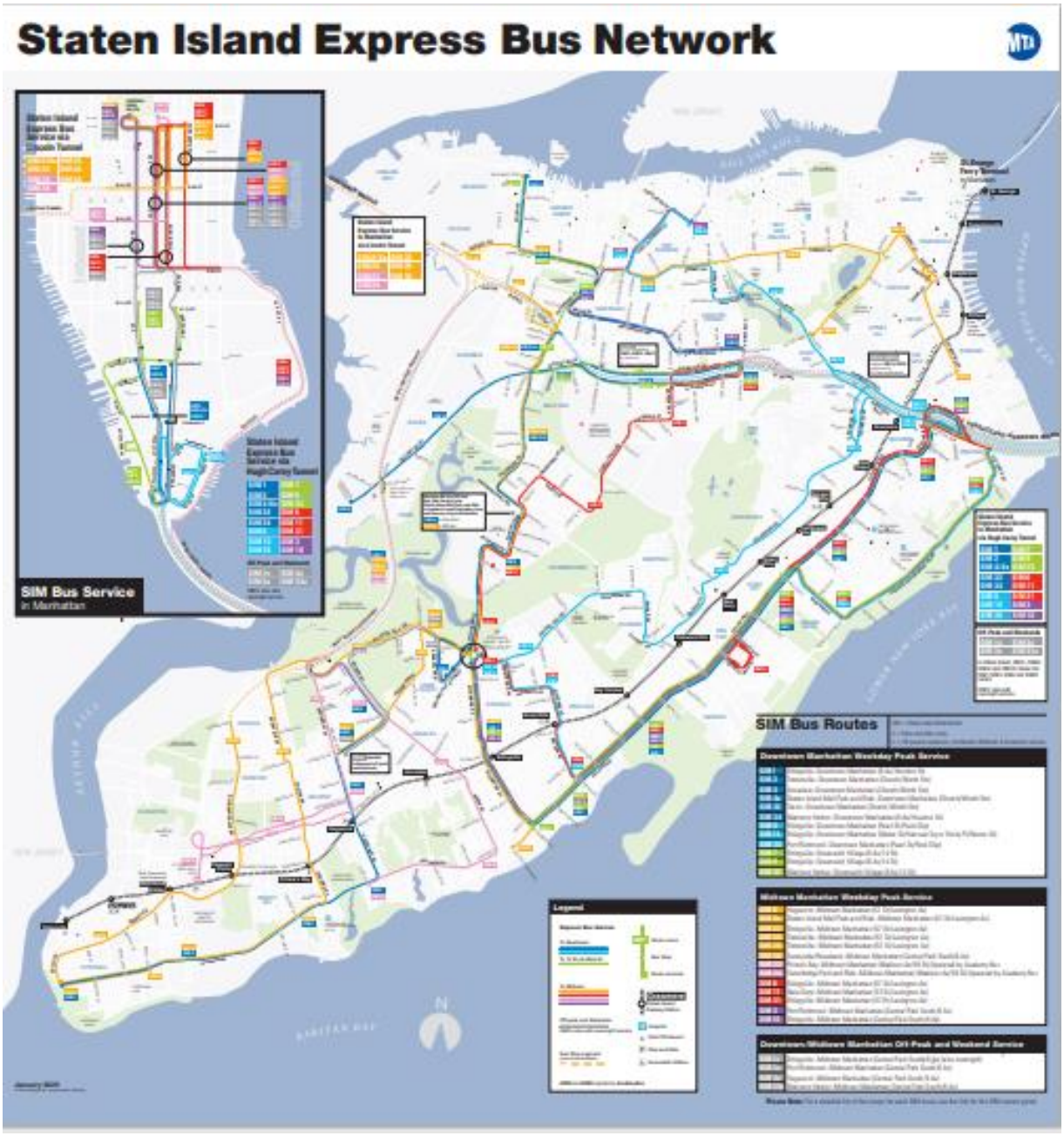
MTA 2021 Configurations and Routes: NYC Transit Buses, Staten Island

See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "Bus Network Redesign."



MTA 2021 Configurations and Routes: NYC Transit Buses, Staten Island Express

Redesign of the Staten Island Express Bus Network was completed in 2018. See the planned and proposed MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "Bus Network Redesign."

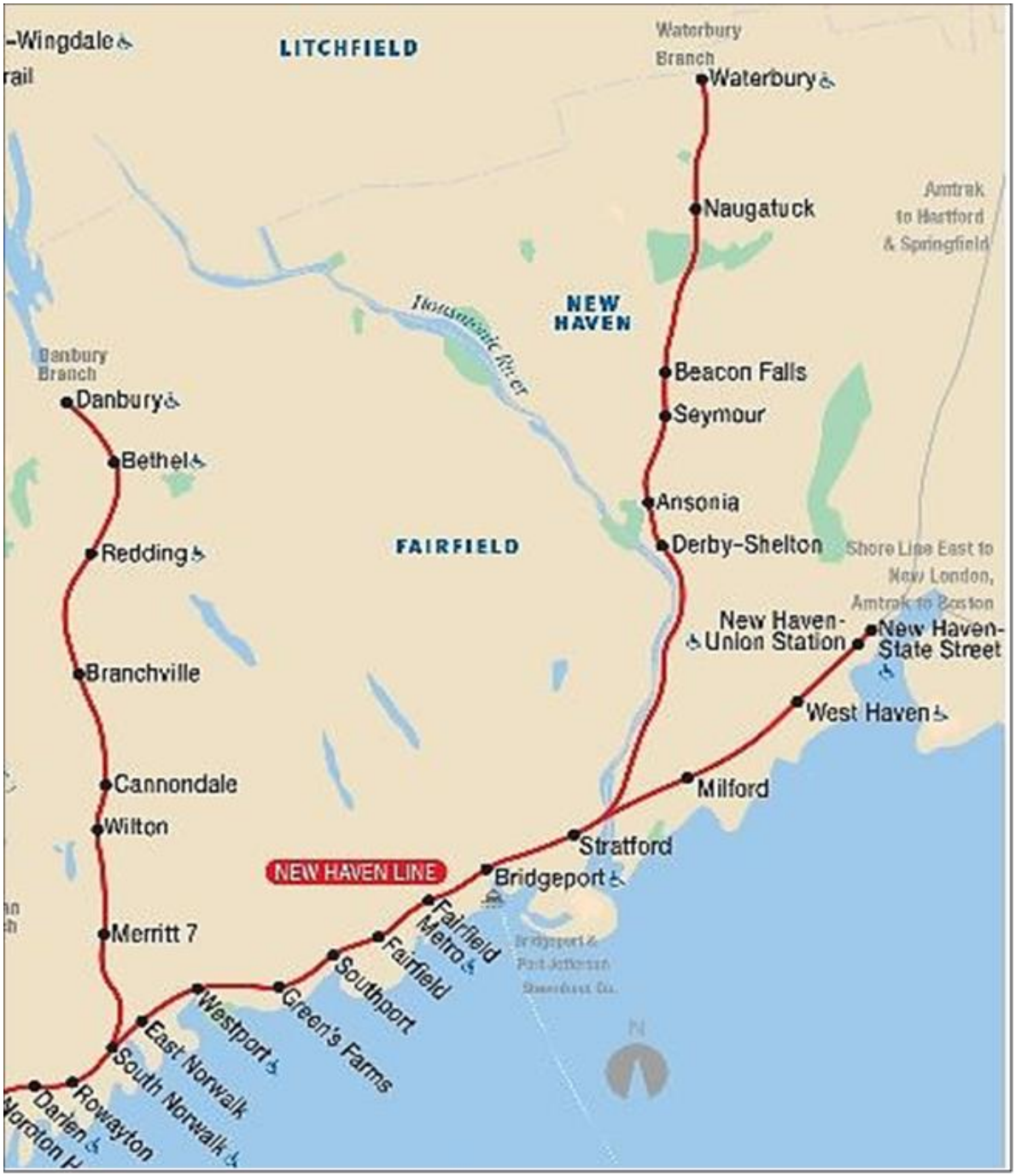

Staten Island Express Bus Network
SIM Bus Service
in Manhattan
SIM Bus Routes
Legend

MTA 2021 Configurations and Routes: Long Island Rail Road, West

MTA 2021 Configuration and Routes: Long Island Rail Road, East

MTA 2021 Configurations and Routes: Metro-North, West

MTA 2021 Configurations and Routes: Metro-North, East



Appendix D: 2021 Capital Project Completions by Agency

The following scheduled "Capital Project Completions" 2021-2024 by agency are excerpted from the Capital Program and the July Financial Plan.

New York City Transit/Staten Island Railway
2021-2024 Completions

ACEP	Project Description		Budget	Date
T80503/12	Mainline Track Switches: Mainline Track Switches 2020 / Rockaway	$	5,660,000	Jan-21
T50414/31	Station Component Investments: Str Stair Wrap-Up: 121 St/JAM (51,52,53,54) [SBMP]	$	810,000	Jan-21
T80412/06	Station Component Investments: Subway Str Stairs: Prince St / BWY (54/P6) [SBMP]	$	1,030,000	Jan-21
T50414/32	Station Component Investments: 4 Str Stairs Wrap-Up: 111 St & 104 St / JAM [SBMP]	$	780,000	Jan-21
T71607/33	Consolidated Employee Facilities:Subways: Employee Facility Rehab at ESI Locations (TWU 100)	$	2,790,000	Jan-21
T70413/25	Station Accessibility (ADA): ADA: Gun Hill Rd / Dyre	$	61,650,000	Feb-21
T50414/33	Station Component Investments: 5 Str Stairs Wrap-Up: 85 St & Woodhaven Blvd / JAM [SBMP]	$	1,060,000	Feb-21
T71605/04	Capital Program Management: MTA Independent Engineering Consultant 2015-2019	$	15,760,000	Feb-21
T70805/14	Tunnel Lighting Rehabilitation: Tunnel Lighting: Roosevelt Av to Elmhurst Av / QBL	$	15,080,000	Mar-21
T70803/02	Communication-Based Train Control: CBTC Technical Support Contract / FLS	$	1,000,000	Mar-21
T70407/10	Escalator Replacement: Jay St Escalator Realignment	$	21,720,000	Mar-21
T61004/39	Car Maintenance Shops: 2-Ton Overhead Crane - Concourse	$	880,000	Mar-21
T61004/53	Car Maintenance Shops: 2-Ton Overhead Crane 207th Street Shop	$	880,000	Mar-21
S70701/05	SIR: Power: New Power Substation: Totterville	$	27,350,000	Mar-21
T50414/34	Station Component Investments: 5 Str Stairs Wrap-Up: 75 St & Cypress Hills / JAM [SBMP]	$	980,000	Mar-21
T70413/04	Station Accessibility (ADA): ADA: Platform Gap Retrofit - Various Locs	$	10,720,000	Mar-21
T60806/04	Public Address/Customer Info Systems: PA/CIS: 89 Stations - Wrap-up	$	5,320,000	Mar-21
T70412/J1	Station Component Investments: Station Ventilators: Ph 15 – 4 Locations / Manhattan	$	5,850,000	Mar-21
T70806/44	Communication Equipment: Police: Police Radio System: Enhanced Coverage	$	13,600,000	Mar-21
T80503/03	Mainline Track Switches: Mainline Track Switches 2020 / Brighton	$	17,400,000	Apr-21
ET0403/27	Misc: Stations: Sandy Mitigation: Street Level Openings (7 Stns + 1 FP)	$	46,700,000	Apr-21
ET0403/29	Misc: Stations: Sandy Mitigation: Intml Stn Hardening (7Stns+1FP) - 3 Locs	$	2,120,000	Apr-21
ET0603/31	Line Structure Rehabilitation: Sandy Mtgtn: Steinway Portal Signal Tower (9 Stations BK/Q)	$	6,790,000	Apr-21
T70412/H	Station Component Investments: Station Ventilators: Ph 11 – 4 locations / SAV - Manhattan	$	6,650,000	Apr-21
T70703/44	Structural Component Repairs: Repairing 'A' and Priority 'B' Column Base Conditions / WPR	$	17,400,000	Apr-21
T70803/25	Fire Protection: Signal Room Fire Suppression, Phase 2	$	25,810,000	Apr-21
T70806/05	Communications Cable And Equipment: Copper Cable Phase 4: Removals 103 St / BW7 - 110 St / LNX	$	4,030,000	Apr-21
T70902/01	Substation Renewal (IRT-BMT): Burnside Ave Substation Renewal - BXC	$	22,860,000	Apr-21
T70904/14	Control And Battery Cable: Repl Control & Battery Cable: 4 Substn Cntrl Zones (2/3/5/6)	$	28,780,000	Apr-21
T71607/35	Consolidated Employee Facilities: Subways: EFR: 8th Avenue Line - Ph 2: 6 Locations (Uptown)	$	2,410,000	Apr-21
T71607/39	Security Program: CCTV for Passenger ID - 28 St Station / BW7 [SBMP]	$	1,470,000	Apr-21
T71607/40	Security Program: CCTV for Passenger ID - 23 St Station / BW7 [SBMP]	$	1,580,000	Apr-21
T80502/26	Mainline Track Rehabilitation: Mainline Track Replacement 2021 / Myrtle (Wyckoff Ave)	$	2,000,000	Apr-21
T70404/02	Fare Marketing/Distribution Equipment: AFC Low Turnstile Procurement	$	11,640,000	May-21
T80502/16	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Concourse	$	3,580,000	May-21
S80701/09	SIR: Line Equipment: SIR: Non-Reporting Block Alarm	$	2,220,000	May-21
T60803/03	Signal Systems: Church Ave Interlocking: Communication Work	$	1,430,000	May-21
T70803/08	Signal Systems: Kings Hwy Interlocking / Culver	$	179,170,000	May-21
T70803/45	Mainline Track Switches: Kings Highway - Switch Replacement	$	26,370,000	May-21
T70902/22	Substations (IRT-BMT): New Substation: Maspeth Av-Humboldt St / Canarsie	$	46,250,000	May-21
T70902/23	Substations (IRT-BMT): New Substation: Harrison Pl / Canarsie	$	52,860,000	May-21
T70904/04	Power Distribution Facilities: CBH # 86 Wilson Avenue / Canarsie	$	5,580,000	May-21
T70904/06	Power Distribution Facilities: CBH # 85 - Myrtle Avenue	$	9,870,000	May-21
T71302/13	Rubber-Tired Vehicles: 7 Non-Revenue Vehicles 2018-2019	$	1,840,000	May-21
T61004/07	Yard Switches: Yard Switches - 2020	$	2,660,000	May-21
T60413/11	Station Accessibility (ADA): ADA: Phase 2: 57 Street - 7 Avenue / Broadway (CIP5&6)	$	41,200,000	Jun-21
T70413/23	Station Accessibility (ADA): ADA: Phase 2: 57 Street - 7 Avenue / Broadway (CIP7)	$	52,040,000	Jun-21
T70413/10	Station Accessibility (ADA): ADA: 59 Street / 4th Avenue	$	58,730,000	Jun-21
T80413/13	Station Accessibility (ADA): ADA: Avenue H (northbound) / Brighton	$	26,260,000	Jun-21
T70407/05	Elevator Replacement: Replace 2 Hydraulic Elevators at Boro Hall / Clark Street	$	13,650,000	Jun-21
T70407/11	Elevator Replacement: Replace 2 Hydraulic Elevators: Franklin Avenue / Shuttle	$	13,970,000	Jun-21
S70701/06	SIR: Power: New Power Substation: New Dorp	$	24,520,000	Jun-21
S70701/07	SIR: Power: New Power Station: Clifton	$	30,910,000	Jun-21
T60806/61	Public Address/Customer Info Systems: ISIM B-Div: Module 3A RCC Build Out	$	25,410,000	Jun-21
T61204/44	Radio & Data Communication: New East New York Tower - NYCT	$	3,140,000	Jun-21
T61604/02	Computer Hardware & Communications: Replace Server Hardware: RCC and BCC	$	3,200,000	Jun-21

New York City Transit/Staten Island Railway
2021-2024 Completions

ACEP	Project Description		Budget	Date
T70412/64	Station Component Investments: Station Ventilators: Phase 17 - 179 Street / QBL	$	2,920,000	Jun-21
T70414/08	Misc: Stations: Water Condition Remedy - 2017	$	9,830,000	Jun-21
T70806/02	Communications Cable And Equipment: Upgrade of Asynchronous Fiber Optic Network - SONET Rings A,C	$	32,600,000	Jun-21
T70902/05	Substation Equipment (IRT-BMT): Retrofit Existing 25 Hz Frequency Converters @11 Substations	$	19,160,000	Jun-21
T71004/05	Car Maintenance Shops: DCE Shop Components, Phase 4: 207 St, Admin	$	24,460,000	Jun-21
T71203/01	Depot Rehabilitation: Artic Modification: East New York Depot	$	14,450,000	Jun-21
T71203/22	Depot Rehabilitation: Modular Office: East New York Depot	$	5,740,000	Jun-21
T71605/08	Capital Program Management: Construction Support Reserve 2018	$	6,500,000	Jun-21
T71607/04	Consolidated Employee Facilities: Subways: EFR Component Repairs: 7 Locations / Manhattan	$	9,740,000	Jun-21
T71607/29	Consolidated Employee Facilities: Subways: RTO Facility: 3 Avenue-138 Street / Pelham	$	15,210,000	Jun-21
T71607/41	Security Program: CCTV for Passenger ID - 18 St Station / BW7 [SBMP]	$	1,310,000	Jun-21
T80502/20	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / 7th Avenue	$	4,070,000	Jun-21
T80502/24	Mainline Track Rehabilitation: Track Force Account - 2020	$	35,000,000	Jun-21
T60806/23	Communications Cable And Equipment: Passenger Station LAN: Solarwinds Network Management System	$	5,000,000	Jul-21
T70302/13	Misc: Bus Projects: Automatic Passenger Counting (APC) - Phase 1 Rollout	$	5,590,000	Jul-21
T70412/63	Station Component Investments: Station Ventilators: Ph 14 - 3 Locs / Manhattan & Brooklyn	$	4,320,000	Jul-21
T70803/23	Signal Systems: Signals Key-By Circuit Modification Phase 4	$	18,430,000	Jul-21
T71602/03	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2015	$	5,000,000	Jul-21
T80502/09	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Lexington	$	22,020,000	Jul-21
T80503/07	Mainline Track Switches: Mainline Track Switches 2020 / Pelham	$	5,530,000	Jul-21
T71004/01	Car Maintenance Shops: DCE Shop Components, Ph 1: 180 St, Coney Island, Pelham	$	33,720,000	Aug-21
ET0502/10	Mainline Track Rehabilitation: Sandy Repairs: Track - Rutgers Tube	$	10,760,000	Aug-21
ET0802/14	Tunnel Lighting Rehabilitation: Sandy Repairs: Tunnel Lighting - Rutgers Tube	$	7,900,000	Aug-21
ET0802/32	Pumping Facilities: Sandy Repairs: 2 Pump Rooms (Rutgers Tube)	$	20,960,000	Aug-21
ET0802/33	Ventilation Facilities: Sandy Repairs: Fan Plant (#6375) / Rutgers Tube	$	10,440,000	Aug-21
ET0803/32	Pumping Facilities: Sandy Resiliency: 3 Pump Rooms (53rd St Tube)	$	16,340,000	Aug-21
ET0803/35	Pumping Facilities: Sandy Resiliency: 2 Pump Rooms (Rutgers Tube)	$	3,560,000	Aug-21
ET0802/13	Signal Systems: Sandy Repairs: Signals in the Rutgers Tube	$	14,070,000	Aug-21
ET0902/19	Power Distribution Facilities: Sandy Repairs: Power & Comm Cable - Rutgers	$	47,740,000	Aug-21
T80412/18	Station Component Investments: Platform Components: East Broadway / 6AV	$	14,600,000	Aug-21
T80502/04	Mainline Track Rehabilitation: Mainline Track Replacement / Rutgers Tube	$	18,600,000	Aug-21
T51607/50	Security: Perimeter Hardening: 130 Livingston Plaza (Outstanding Work)	$	8,850,000	Aug-21
T61607/17	Facilities: Livingston Plaza: Facade (Outstanding Work)	$	24,630,000	Aug-21
T61604/06	Communications Systems: Upgrade Penta Voice Communication System	$	1,370,000	Aug-21
T70412/65	Station Component Investments: Station Ventilators: Ph 13 - 4 locations / Brooklyn	$	6,860,000	Aug-21
T70703/17	Line Structure Overcoating: Overcoat Below Track-Level, 48 St - 72 St / Flushing	$	57,130,000	Aug-21
T70806/35	Communications Cable And Equipment: Connection-Oriented Ethernet (COE), Phase 2 Core Upgrade	$	30,000,000	Aug-21
T80502/07	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Broadway-7th Ave	$	35,260,000	Aug-21
T80503/10	Mainline Track Switches: Mainline Track Switches 2020 / White Plains Rd	$	21,100,000	Aug-21
T60803/19	Communication-Based Train Control: CBTC Queens Boulevard West - 50 St to Union Tpke: Phase 1	$	186,720,000	Sep-21
T60803/QB	Communication-Based Train Control: CBTC Queens Blvd West - 50 St to Union Tpke: Ph 1 - Thales	$	52,090,000	Sep-21
ET1203/07	Misc: Bus Projects: Sandy Mitigation: Casey Stengel Quill, Castleton Bus Depots	$	20,670,000	Sep-21
S70701/03	SIR: Track: SIR Mainline Track Rehabilitation	$	48,850,000	Sep-21
S70701/13	SIR: Track: Clifton Yard Track and Switch Reconfiguration	$	17,350,000	Sep-21
S80701/09	SIR: Track: Track and Switch Rehabilitation: SIR Mainline (Additnl Work)	$	14,340,000	Sep-21
T60404/01	Fare Control Modernization: AFC Replacement, Phase 2: Electronic Boards	$	16,340,000	Sep-21
T61004/10	Yard Rehabilitation: Yard CCTV, Phase 2	$	15,730,000	Sep-21
T70302/03	New Buses: 165 Hybrid-Electric Standard Buses (Nova)	$	150,730,000	Sep-21
T70302/15	Radio & Data Communication: Paratransit AVLM: Real-Time Dispatch and Scheduling Engine	$	9,250,000	Sep-21
T70302/15	Radio & Data Communication: Paratransit AVLM: System Replacement - Purchase/Install	$	17,680,000	Sep-21
T71607/32	Security Program: IE55 Wrap Up - Grand Central & 63rd Street Tunnel	$	27,280,000	Sep-21
T80503/05	Mainline Track Switches: Mainline Track Switches 2020 / 8th Avenue	$	3,880,000	Sep-21
ES0703/03	SIR: Track: Sandy Mitigation: St. George	$	51,350,000	Oct-21

New York City Transit/Staten Island Railway
2021-2024 Completions

ACEP	Project Description		Budget	Date
T61606/11	Fire Protection: Fire Alarm System: Main St / Flushing	$	350,000	Oct-21
T70407/12	Escalator Replacement: Replace 3 Escalators: Flushing- Main Street / Flushing	$	27,370,000	Oct-21
T60503/11	Mainline Track Switches: Mainline Track Switches 2020 / Broadway	$	12,430,000	Oct-21
T71605/12	Capital Program Management: Test Pit Services	$	10,760,000	Oct-21
T70902/15	Power Distribution Facilities: Supplemental Negative Cables / QBL (Equalizers)	$	16,460,000	Oct-21
T70902/18	Contact Rail Replacement: Install Low-Resistance Contact Rail - 53 St Tube	$	47,830,000	Oct-21
T60703/08	Structural Component Repairs: LSCRP: Uptown Manhattan + Queens (QBL)	$	32,600,000	Oct-21
T71606/05	Groundwater And Soil Remediation: Consultant Services: UST Remediation - 2017	$	6,500,000	Oct-21
T71607/26	Security Program: IESS Wrap Up - Penn Station & Times Square	$	37,860,000	Oct-21
T71607/16	Facilities: Power Upgrade: RCC, PCC - Phase 2	$	63,370,000	Oct-21
T71607/25	Consolidated Employee Facilities: Subways: EFR Bathroom and Breakroom Enhancements	$	5,000,000	Oct-21
T60302/08	New Buses: 126 Hybrid-Electric Standard Buses (Nova)	$	107,950,000	Oct-21
ET1002/09	Power Distribution Facilities: Sandy Repairs: Power Cable Replacement - 148th St Yard	$	14,570,000	Oct-21
ET1003/09	Maintenance Of Way: Sandy Mitigation: Long-Term Perimeter Protection, 148 St Yard	$	78,010,000	Oct-21
ET1003/11	Yard Rehabilitation: Sandy Mitigation: 148th Street Yard Portal	$	5,060,000	Oct-21
T70806/03	Information Technology: PBX Upgrade: Phase 2	$	41,510,000	Oct-21
T71203/26	Depot Rehabilitation: Roof: Fresh Pond Depot	$	4,900,000	Oct-21
T60502/13	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / 6th Avenue	$	19,910,000	Oct-21
T60502/18	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / West End	$	6,680,000	Oct-21
T60502/31	Mainline Track Rehabilitation: Mainline Track Replacement 2021 / Broadway-7th Ave	$	19,440,000	Oct-21
T61607/04	Consolidated Employee Facilities: Subways: EFR: 8th Avenue Line - Ph 3: 4 Locations (Uptown)	$	5,160,000	Oct-21
T71605/10	Capital Program Management: Boring Services: Brooklyn, Queens and Staten Island	$	1,960,000	Nov-21
T71605/11	Capital Program Management: Boring Services: Manhattan & Bronx	$	2,070,000	Nov-21
T61004/54	Car Maintenance Shops: 207th St Overhaul Shop: Soil Remediation and Boiler Upgrade	$	11,880,000	Nov-21
T61606/10	Asbestos Abatement: Asbestos/Lead: Air Monitor	$	9,120,000	Nov-21
T70302/23	New Buses: 110 Hybrid-Electric Standard Buses (New Flyer)	$	99,290,000	Nov-21
T70803/22	Signal Systems: AC Line Relay Upgrade (Crosstown) - (95 Signals)	$	25,170,000	Nov-21
T70803/42	Communication-Based Train Control: CBTC: 8 Avenue, Equip 112 R160 cars (26 units)	$	11,900,000	Nov-21
T70902/02	Substation Renewal (IRT-BMT): Avenue Z Substation Renewal / CUL	$	32,190,000	Nov-21
T60502/12	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Lenox-White Plains Rd	$	13,150,000	Nov-21
ES0702/11	SIR: Shops & Facilities: Sandy Repairs: Clifton Shop	$	34,890,000	Dec-21
ES0703/02	SIR: Shops & Facilities: Sandy Mitigation: Clifton Shop	$	167,430,000	Dec-21
S70701/11	SIR: Shops & Facilities: SIR: Relocate HQ to Clifton Shop	$	9,140,000	Dec-21
T70703/03	Structural Component Repairs: Elev Structural Rehab: Livonia Yard Overpass & Retaining Wall	$	27,080,000	Dec-21
T70414/01	Station Signage: Station Signage (2016)	$	10,780,000	Dec-21
T70407/04	Elevator Replacement: Replace 6 Traction Elevators / 8 Avenue	$	45,940,000	Dec-21
T61204/03	Radio & Data Communication: Bus Radio System - NYCT	$	217,500,000	Dec-21
T70404/03	Fare Control Modernization: AFC Replacement, Phase 2: Electronic Boards	$	1,740,000	Dec-21
T70412/74	Station Component Investments: Station Lighting: 6 Locations / Various Lines	$	7,660,000	Dec-21
T70412/75	Station Component Investments: Station Ventilators: Ph 16 - 2 Locations / CNR - Brooklyn	$	8,250,000	Dec-21
T70806/17	Information Technology: Lifnet Transition to Ethernet	$	15,840,000	Dec-21
T70806/37	Communications Cable And Equipment: Connection-Oriented Ethernet (CODE), PSIM on Blade Servers	$	13,740,000	Dec-21
T70806/51	Misc: Stations: Help Point: Wrap-Up and CAI Removals	$	20,210,000	Dec-21
T60503/08	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Flushing	$	59,890,000	Dec-21
T60502/11	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Jamaica	$	28,060,000	Dec-21
T60502/23	Welded Rail: Continuous Welded Rail 2020	$	35,010,000	Dec-21
T60503/06	Mainline Track Switches: Mainline Track Switches 2020 / Queens	$	7,530,000	Dec-21
T61607/06	Consolidated Employee Facilities: Subways: EMD Facility: Hoyt-Schermerhorn / Fulton	$	15,560,000	Dec-21
S70701/02	SIR: Station Component Investments: SIR Station Component Program	$	18,930,000	Jan-22
T71004/03	Car Maintenance Shops: DCE Shop Components, Phase 2: 239 St, Concourse, ENY	$	45,920,000	Jan-22
T70806/49	Communications Cable And Equipment: Connection-Oriented Ethernet at 88 Stre,Ph 3B-1 [SBMP Tier2]	$	7,070,000	Jan-22
T70413/32	Station Accessibility (ADA): ADA Enhancements: 170 Street / Jerome Avenue	$	61,990,000	Jan-22
T70902/06	Substation Equipment (IRT-BMT): Replace High Tension Switchgear at 7 Substations	$	30,360,000	Jan-22
T70413/31	Station Accessibility (ADA): ADA: Livonia Avenue / Canarsie	$	87,290,000	Feb-22
T70806/36	Communications Cable And Equipment: Connection-Oriented Ethernet (CODE), Ph 3A Station Expansion	$	28,600,000	Feb-22
T71203/06	Depot Rehabilitation: Generator: Yukon Depot NYPA	$	11,820,000	Feb-22

New York City Transit/Staten Island Railway
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ACEP	Project Description		Budget	Date
T60302/09	New Buses: 209 Standard Diesel Buses (Nova)	$	141,210,000	Feb-22
T60502/05	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Queens	$	7,700,000	Feb-22
T71602/05	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2017	$	5,000,000	Mar-22
T71203/21	Depot Rehabilitation: East New York Depot Windows and Facade	$	18,500,000	Mar-22
T60502/06	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / 8th Avenue	$	20,730,000	Mar-22
T60302/32	Radio & Data Communication: Digital Information Signs: Depot Wi-Fi	$	2,520,000	Mar-22
T70413/07	Station Accessibility (ADA): ADA: Times Square, Phase 3 - Shuttle	$	218,660,000	Mar-22
T70414/04	Station Reconstruction: Station Reconstruction: Times Square, Phase 3 - Shuttle	$	29,450,000	Mar-22
T70502/06	Mainline Track Rehabilitation: Mainline Track Replacement 2018 / Times Sq Shuttle	$	5,680,000	Mar-22
T60503/13	Mainline Track Switches: Mainline Switches - 2020 DES/EFA	$	6,810,000	Mar-22
T60703/	Line Structure Rehabilitation: Rehabilitation of Emergency Exits - Various Locations	$	20,000,000	Mar-22
T71004/02	Roofing Repair & Replacement: 207 St Maintenance & Overhaul Shop Roof & Component Repair	$	59,960,000	Apr-22
T70302/06	New Buses: 50 Express Buses	$	33,950,000	Apr-22
T70803/24	Signal Systems: Code Cable Replacement / BW7	$	41,790,000	Apr-22
T60302/11	New Buses: 139 Standard Diesel Buses (New Flyer) - 4 Pilot Buses	$	2,840,000	Apr-22
T70407/02	Elevator Replacement: Replace 12 Traction Elevators / Broadway-7th Avenue	$	109,770,000	May-22
T70703/08	Line Structure Rehabilitation: Rehab Emergency Exit 302N - 168 St / BW7	$	3,510,000	May-22
ET0403/35	Misc: Stations: Sandy Mitigation: Coastal Storm MCD Wrap-Up	$	1,330,000	May-22
ET0403/36	Misc: Stations: Sandy Mitigation: Street Level Opening - 8 Stations Wrap-Up	$	5,630,000	May-22
T70605/03	Ventilation Facilities: Replace Supervisory Vent Controls - 11 Locs / Various	$	28,110,000	May-22
T60502/10	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Brighton	$	15,210,000	May-22
T60605/07	Ventilation Facilities: Replace Supervisory Vent Controls - 2 Locs #7203, #7204 -FLS	$	6,400,000	May-22
ET0903/04	Substation Equipment (IRT-BMT): Sandy Mitigation: Montague-Furman Substation / BWY	$	10,210,000	Jun-22
T60902/18	Substation Equipment (IRT-BMT): Montague-Furman Substation (Conv)	$	710,000	Jun-22
T61204/02	Misc: Bus Projects: TSP: Traffic Signal Priority Rollout 1100 Buses (SBS)	$	3,350,000	Jun-22
T70407/01	Elevator Replacement: Replace 11 Hydraulic Elevators / Various	$	74,120,000	Jun-22
T70703/16	Line Structure Overcoating: Overcoating: Broadway - End of Line / Myrtle	$	56,450,000	Jun-22
T71203/07	Depot Rehabilitation: HVAC: Fresh Pond Depot (NYPA)	$	14,860,000	Jun-22
T71204/04	Misc: Bus Projects: TSP: Traffic Signal Priority, Phase 2	$	4,020,000	Jun-22
T60502/22	Mainline Track Rehabilitation: Mainline Track - 2020 DES/EFA	$	10,340,000	Jun-22
S807D1/	SIR: Station Component Investments: Station Components: New Dorp / SIR	$	5,220,000	Jul-22
S807D1/08	SIR: Passenger Stations: ADA: New Dorp / SIR	$	38,350,000	Jul-22
T70803/01	Communication-Based Train Control: CBTC Queens Boulevard West - 50 St to Union Tpke: Phase 2	$	424,220,000	Jul-22
T71602/04	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2016	$	5,000,000	Jul-22
ET0403/17	Misc: Stations: Sandy Mitigation: Upgrade Emergency Booth Comm System (EBCS)	$	78,320,000	Aug-22
T61606/11	Fire Protection: Fire Alarm Systems: 15 DOS Locations	$	22,690,000	Aug-22
T70803/07	Signal Systems: Ditmas Interlocking: CBTC Culver	$	133,570,000	Aug-22
T70803/26	Signal Systems: Life Cycle Replacement of Code Systems - Phase 1	$	49,220,000	Aug-22
T70803/32	Communication-Based Train Control: CBTC: Culver (Church Ave to W8th St)	$	116,050,000	Aug-22
T70803/33	Signal Systems: Ave X Interlocking: CBTC Culver	$	200,040,000	Aug-22
T70803/43	Mainline Track Switches: Mainline Track Switches 2018 / CBTC Culver	$	32,480,000	Aug-22
T60502/32	Mainline Track Rehabilitation: Mainline Track Replacement 2021 / Jamaica	$	27,040,000	Aug-22
ET1002/11	Power Distribution Facilities: Sandy Repairs: Coney Island Yd Cables & Communication Equipmt	$	164,560,000	Sep-22
ET1003/07	Maintenance Of Way: Sandy Mitigation: Long Term Perimeter Protctn-Coneyisland Yd	$	349,770,000	Sep-22
T70101/02	New Subway Cars: Purchase 20 Open Gangway Prototype Cars (R211)	$	79,910,000	Sep-22
T60902/17	Substations (IND): Reconstruct 6 Negative Manholes - Central Substation / 6AV	$	2,160,000	Oct-22
T70902/03	Substation Renewal (IRT-BMT): Central Substation Renewal Including New Rectifier / 6AV	$	43,390,000	Oct-22
T60904/05	Power Distribution Facilities: Rebuild Ducts: Central Substation / 6AV	$	25,000,000	Oct-22
T40404/M0	Fare Control Modernization: AFC System Wrap-Up	$	8,100,000	Oct-22
T60413/03	Station Accessibility (ADA): ADA: Dyckman Street (northbound) / 7th Ave-Bway	$	27,670,000	Oct-22
T61607/05	Consolidated Employee Facilities: Subways: RTO Fac: Chambers St / Nassau Loop	$	18,250,000	Nov-22
T70806/04	Communications Cable And Equipment: Fiber Optic Cable Replacement Phase 2	$	28,690,000	Nov-22
T71605/03	Capital Program Management: Structural Testing (Elevated)	$	8,600,000	Dec-22
T70806/14	Public Address/Customer Info Systems: ISIM B-DIV: Module 3	$	103,190,000	Dec-22
T70803/49	Maintenance Of Way: Signal Quality Enhancements (SAP)	$	18,200,000	Dec-22
T61004/25	Car Maintenance Shops: 207 St Overhaul: Equipment for Car HVAC Repair & Maintenance	$	2,240,000	Dec-22
T71605/03	Capital Program Management: Structural Testing (Subway)	$	10,640,000	Dec-22
T60806/37	Security Program: Columbus Circle Electronic Security System	$	14,790,000	Dec-22

New York City Transit/Staten Island Railway
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ACEP	Project Description	Budget	Date
T80413/17	Station Accessibility (ADA): ADA: Grand Street / Canarsie	$ 37,560,000	Jan-23
T70803/42	Communication-Based Train Control: CBTC: 8 Avenue, Equip 316 R179 cars (73 units)	$ 36,610,000	Mar-23
T70413/50	Elevator Replacement: Additional Elevator: 34 St / BW7 PSNY- 33rd	$ 16,540,000	Mar-23
T80407/07	Elevator Replacement: Replace 3 Hydraulic Elevators: 34 St / BW7 PSNY-33rd	$ 21,790,000	Mar-23
T80412/19	Misc: Stations: Leak Remediation: 34 St / BW7 PSNY-33rd	$ 2,410,000	Mar-23
T80413/37	Station Accessibility (ADA): ADA: Beach 67th St (Gaston) / Far Rockaway	$ 50,960,000	Mar-23
T80806/13	Station Communication Rooms: Comm Room Upgrade: 34 St / BW7 (#316A)	$ 1,460,000	Mar-23
T71602/06	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2018	$ 5,000,000	Apr-23
T61004/08	Shop Equipment And Machinery: Heavy Shop Equipment Replacement	$ 8,180,000	Jun-23
T70407/08	Escalator Replacement: Replace 2 Escalators / Pelham Parkway/ White Plains Road	$ 15,820,000	Jun-23
T70407/09	Escalator Replacement: Replace 6 Escalators / Various	$ 46,410,000	Jun-23
T71004/09	Shop Equipment And Machinery: Heavy Shop Equipment Purchase & Replacement 2015-19	$ 14,700,000	Jun-23
T71602/98	Owner-Controlled Insurance Program: 2015-2019 Owner Controlled Insurance Program	$ 165,350,000	Jun-23
T80413/32	Station Accessibility (ADA): ADA: East 149th Street / Pelham	$ 55,590,000	Jun-23
T80413/19	Station Accessibility (ADA): ADA: 7th Avenue / 6th Ave	$ 66,370,000	Jul-23
T70413/15	Station Accessibility (ADA): ADA: 149 Street - Grand Concourse Complex	$ 116,010,000	Jul-23
T70413/38	Station Accessibility (ADA): ADA: Tremont Avenue / Concourse	$ 54,410,000	Jul-23
S70701/01	SIR: Car Rehabilitation/Purchases: Purchase 75 SIR Passenger Railcars -R211	$ 257,460,000	Jul-23
T60404/05	Fare Control Modernization: New Fare Payment System, Phase 2	$ 102,470,000	Jul-23
T70404/01	Fare Control Modernization: New Fare Payment System, Ph2	$ 463,320,000	Jul-23
T71204/03	Misc: Bus Projects: Select Bus Service 2015-19	$ 18,530,000	Jul-23
T71302/15	Work Train & Special Equipment: Convert 10 R77E Locomotives	$ 34,270,000	Jul-23
T80412/	Station Component Investments: Platform Components: Metropolitan Ave / BCT	$ 10,960,000	Aug-23
T80413/27	Station Accessibility (ADA): ADA: Lorimer St / CNR	$ 49,180,000	Aug-23
T80413/28	Station Accessibility (ADA): ADA: Metropolitan Ave / BCT	$ 253,420,000	Aug-23
T71302/08	Work Train & Special Equipment: Purchase of 12 3-Ton Crane Cars	$ 32,160,000	Sep-23
T70101/01	New Subway Cars: Purchase 440 B-Division Cars - R211	$ 1,409,570,000	Sep-23
T70703/23	Structural Component Repairs: LSCRP: Brooklyn (EPK)	$ 81,210,000	Oct-23
T80703/11	Line Structure Rehabilitation: Plenum Plate Demolition & Structure Rehab on EPK	$ 20,900,000	Oct-23
ET1002/10	Power Distribution Facilities: Sandy Repairs: Power Cable Replacement - 207th St Yard	$ 38,580,000	Nov-23
ET1002/18	Signal Systems: Sandy Repairs: 207 St Yard Signals	$ 298,240,000	Nov-23
ET1002/19	Yard Track Rehabilitation: Sandy Repairs: 207 St. Yard Track	$ 60,670,000	Nov-23
ET1002/20	Yard Switches: Sandy Repairs: 207 St. Yard Switches	$ 49,940,000	Nov-23
ET1003/10	Maintenance Of Way: Sandy Mitigation: Long-Term Perimeter Protection, 207 St Yd	$ 158,870,000	Nov-23
ET1003/12	Yard Rehabilitation: Sandy Mitigation: 207th Street Yard Portal	$ 27,100,000	Nov-23
T70605/06	Ventilation Facilities: Rehabilitate Forsyth St. Fan Plant	$ 90,550,000	Nov-23
T71604/08	Computer Hardware & Communications: Enterprise Asset Management (EAM)	$ 41,000,000	Nov-23
T81302/04	Work Train & Special Equipment: Purchase 27 Flat Cars	$ 24,860,000	Dec-23
ET1003/14	Maintenance Of Way: Sandy Mitigation: Sewer 207th Street	$ 152,430,000	Feb-24
T70803/27	Signal System Equipment: Life Cycle Replacement of Speed Enforcement Systems	$ 65,430,000	Mar-24
T70803/42	Communication-Based Train Control: CBTC: 8 Avenue, Equip 460 R211 Cars (92 units)	$ 36,330,000	Mar-24
T71602/07	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2019	$ 5,000,000	Mar-24

Long Island Rail Road
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ACEP	Project Description		Budget	Date
L70502/LJ	SIGNAL NORMAL REPLACEMENT PROGRAM	$	21,804,104	Jan-21
L70204/VV	Lynbrook Station Improvements	$	1,000,000	Feb-21
L70601/YG	DIESEL LOCOMOTIVE SHOP IMPROVEMENTS	$	94,400,000	Feb-21
L60304/TU	JAMAICA CAPACITY IMPROVEMENTS - PHASE I	$	5,410,497	Mar-21
L70204/VT	St. Albans Station Renewal	$	3,205,900	Mar-21
L70701/0E	3RD RAIL PROTECTION BOARD	$	2,230,507	Apr-21
L70701/0F	3RD RAIL - COMPOSITE RAIL	$	3,704,843	Apr-21
L70701/0G	3RD RAIL - FEEDER CABLE REPLACEMENT	$	1,418,747	Apr-21
L70701/0H	NEGATIVE REACTOR UPGRADE	$	1,320,000	Apr-21
L70701/0K	SIGNAL POWER MOTOR GENERATOR REPLACEMENT	$	1,870,300	Apr-21
L70701/0P	ATLANTIC AVENUE TUNNEL LIGHTING	$	3,500,000	Apr-21
L70101/ME	M9 Car deliveries for 2021	$	64,800,000	May-21
EL0502/2C	LONG BEACH BRANCH - SYSTEMS RESTORATION	$	2,270,810	Jun-21
L60701/AQ	Port Washington Substation Replacement	$	10,009,553	Jun-21
L60701/AR	RICHMOND HILL SUBSTATION REPLACEMENT	$	7,319,984	Jun-21
L70501/5D	FIBER OPTIC NETWORK	$	2,109,997	Jun-21
L70204/U9	JAMAICA STATION - PLANNING & ENGINEERING	$	4,440,187	Jun-21
L70401/C3	LYNBROOK & ROCKVILLE CTR Viaduct	$	2,250,000	Jun-21
L70401/D4	LYNBROOK & ROCKVILLE CENTRE RENEWALS [SBDP]	$	3,650,800	Jun-21
L70401/BU	MENTOR ALLOWANCE - LINE STRUCTURES	$	1,978,450	Jun-21
L70204/VY	ATLANTIC TERMINAL LEAK REMED & COMP RENEWAL DES	$	1,386,734	Aug-21
L70601/YR	Yard Improvements	$	3,180,000	Oct-21
EL0702/2E	SYSTEMWIDE SUBSTATION RESTORATION	$	7,000,000	Dec-21
L60304/TU	JAMAICA CAPACITY IMPROVEMENTS - PHASE I	$	35,000,000	Dec-21
L70502/LK	PTC Wrap Up Support	$	19,104,000	Dec-21
L60301/	2021 Track Program	$	60,000,000	Dec-21
L70401/BS	BRIDGE PAINTING / WATERPROOFING - F/A CONSTRUCTION - 2017	$	3,586,889	Jan-22
L70502/LP	LIGHTNING PROTECTION - F/A CONSTRUCTION LABOR	$	3,423,170	Jan-22
EL0303/2H	EMERGENCY MANAGEMENT EQUIPMENT MITIGATION - 3P - MOBILE SUBSTATION	$	7,659,654	Feb-22
L70701/0B	SUBSTATION COMPONENTS - 3P CONSTRUCTION - ELECTRICAL	$	12,360,645	Feb-22
L70701/0B	SUBSTATION COMPONENTS - 3P CONSTRUCTION	$	1,900,000	Feb-22
N40905/FX	PATCHOGUE SIDING - F/A CONSTRUCTION LABOR	$	1,516,982	Feb-22
L60204/18	METS-WILLETS EIC RELOCATION - F/A CONSTRUCTION LABOR - EIC KO	$	7,000,000	Mar-22
L70701/0A	SUBSTATION REPLACEMENTS - F/A CONSTRUCTION LABOR	$	3,203,750	Mar-22
L60205/02	RONKONKOMA PARKING GARAGE REHABILITATION - 3P CONST. SBMP - INT STEEL PAINTING NORTH - KO	$	3,070,000	Apr-22
L60304/TV	MASSAPEQUA POCKET TRACK - F/A CONSTRUCTION LABOR	$	9,707,238	Jul-22
L70204/EJ	HUNTINGTON STATION E. PEDESTRIAN OVERPASS [SBDP] - 3P CONSTRUCTION	$	3,341,620	Aug-22
L70204/VZ	NEW ELMONT STATION - 3P CONST DES-BUILD BELMONT PK REDV ELMONT STATION	$	68,331,205	Dec-22
L70604/65	MORRIS PK BUILDING 3 ELEVATOR RENEWAL [SBDP] - 3P CONSTRUCTION - GROUP V [SBDP]	$	2,289,000	Dec-22
L70701/0U	SUBSTATION REPL PKG 2: CONSTRUCTION - 3P CONSTRUCTION	$	17,443,000	May-23
EL0603/25	LONG ISLAND CITY YARD RESILIENCY - CR - 3P CONSTRUCTION (WALL AND PUMP)	$	13,430,847	May-23
L60904/N6	SMITHTOWN VIADUCT REMEDIATION - 3P CONSTRUCTION	$	1,578,000	Jun-23
L70604/YX	FIRE PROTECTION IMPROVEMENTS - 3P CONSTRUCTION	$	2,381,348	Jan-24
L70502/LN	BABYLON TO PATCHOGUE - F/A CONSTRUCTION LABOR	$	10,361,001	Apr-24
L70502/LN	BABYLON TO PATCHOGUE - 3P SIGNAL EQUIPMENT PROCUREMENT	$	26,319,065	Apr-24
EL0603/2P	WEST SIDE YARD & EAST RIVER TUNNEL MITIGATION - 3P CONSTR WSY PERM WALLS	$	44,712,730	Jun-24
L60301/02	RETAINING WALLS / RIGHT OF WAY PROJECTS - F/A CONSTRUCTION LABOR	$	1,875,000	Sep-24
L60204/DD	ADA ACCESSIBILITY AND COMPONENTS 24 STATIONS DES - F/A DESIGN	$	1,000,000	Dec-24
L60204/DD	ADA ACCESSIBILITY AND COMPONENTS 24 STATIONS DES - 3P DESIGN	$	3,464,997	Dec-24
L60301/10	CONCRETE TIE PROGRAM - F/A CONSTRUCTION LABOR	$	19,897,716	Dec-24
L60301/12	TRACK REHAB- WEST SIDE STORAGE YARD - F/A CONSTRUCTION	$	3,942,239	Dec-24
L60401/05	WRECK LEAD BRIDGE REHAB - 3P CONST WRECK LEAD MECHANICAL	$	3,096,450	Dec-24
L60501/01	COMM. POLE LINE - F/A CONSTRUCTION LABOR	$	1,008,049	Dec-24
L60701/02	ATLANTIC AVENUE TUNNEL LIGHTING - F/A CONSTRUCTION ATLANTIC AVENUE	$	6,500,000	Dec-24

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ACEP	Project Description		Budget	Date
L60701/03	SIGNAL POWER MOTOR GENERATOR REPLACEMENT - F/A CONSTRUCTION - SIG PWR MOT GEN	$	1,000,000	Dec-24
L60701/03	STATION & BUILDING ELECTRICAL SYSTEMS AND PLATFORM - F/A CONSTRUCTION - STA BLDG ELEC SYS PL	$	1,000,000	Dec-24
L60701/04	3RD RAIL - 2000 MCM & FEEDER CABLE UPGRADE - F/A CONST LAB - 2000 MCM & FEEDER CAB UPG	$	1,800,000	Dec-24
L60701/04	3RD RAIL - PROTECTION BOARD & ALUMINUM RAIL - F/A CONST LAB - PROT B. & ALUM RAIL	$	2,400,000	Dec-24
L60701/06	SUBSTATION COMPONENT RENEWAL - F/A CONST LAB SUBS COMP RENEW	$	1,500,000	Dec-24

Metro-North Railroad
2021-2024 Completions

ACEP	Project Description		Budget	Date
EM050209	Power Infrastructure Restoration-HRLB Facility Houses-Sandy	$	8,326,731	Mar-21
M7020210	Station Improvements Initiatives, 5 Stations	$	135,560,000	Mar-21
M6020203	Harlem Line Station Renewal	$	4,104,524	Mar-21
M5030212	Clearance Inventory and Video	$	2,195,417	Mar-21
M6050101	Bridge 23	$	63,159,690	Mar-21
M7030102	Cyclical Repl. Insulated Joint	$	2,000,000	Apr-21
M6050103	Brewster Substation	$	23,734,055	Apr-21
M7040106	Upgrade Grade Crossings	$	1,500,000	Apr-21
M7030210	Hudson Line Tunnels Inspection	$	1,079,866	May-21
M7020207	Customer Communication-Stations	$	85,274,005	May-21
M7050106	3 Fixed Substations	$	3,416,087	May-21
M7030104	Turnouts - Mainline/High Speed **	$	44,609,309	May-21
M7020107	GCT PA Head End and VIS Systems	$	62,604,827	Jun-21
M7050108	Replace 3rd Rail Sectionalizing Switches	$	428,015	Jun-21
M7030201	3rd Ave Bridge Replacement	$	14,428,026	Jun-21
M7030303	Undergrade Bridge Rehabilitation Design 5 Bridges	$	12,037,372	Jun-21
M7050106	3 Modular Substations	$	1,502,729	Jun-21
EM050208	Power Infrastructure Restoration-Substations - Sandy	$	45,653,745	Jun-21
M7020214	SBMP Emregeony Platform Shoring	$	3,520,420	Jul-21
M7050105	Harlem and Hudson Power Improvements (City Water Substation)	$	24,807,464	Jul-21
M7020216	Port Jervis Station Improvements	$	6,770,811	Aug-21
M7030201	6th & 10th Ave Bridges (partial)	$	14,428,026	Aug-21
M7080113	Customer Communication-CM	$	12,786,122	Aug-21
M6020208	Customer Communication / Connectivity Improvements	$	16,819,603	Dec-21
M8030108	2020 Cyclical Track Program	$	15,684,242	Dec-21
M7030301	W.O.H Rock Slope Remediation	$	12,800,000	Dec-21
M7030103	E.O.H Rock Slope Remediation	$	18,615,906	Dec-21
M7030201	F/A Overhead Bridges East of Hudson	$	8,014,827	Dec-21
M6010102	M-8 New Haven Line Purchase	$	246,000,000	Dec-21
M7020205	SBMP Nanuet Shelter	$	2,202,860	Dec-21
M6040104	Replace Field Code System - Mott Haven	$	1,424,317	Dec-21
M7040111	West of Hudson Signal Improvements	$	21,079,000	Dec-21
M7030207	Bridge Walkways	$	2,000,000	Dec-21
M7030201	6th & 10th Ave Bridges (partial)	$	14,808,412	2022
M7050101	Replace MA's in Signal Substations	$	24,153,435	2022
M7040112	Harlem Wayside Comm & Signal Improvements	$	78,140,534	2022
M6040118	H&H Wayside Commun. & Signal Systems Design	$	8,636,408	2022
M6040102	West of Hudson Signal Improvements	$	67,600,000	2022
M6050103	86th / 110th Substations	$	30,068,713	2022
EM050210	Power Infrastr Restoration-Remote Terminal Houses-Sandy	$	1,280,000	2022
EM050206	Power Infrastructure Restoration-Ph 1and 2 - Sandy	$	176,433,575	2022
EM040205	Comm & Signal Infrastructure Restoration Ph 1 and 2 - Sandy	$	98,020,749	2022
EM040301	Power/Signal Mitigation - High Level Platforms	$	27,699,689	2022
EM040302	Hudson Line Power and Signal Resiliency	$	35,152,702	2022
M6020208	Customer Communication / Connectivity Improvements	$	16,819,603	Feb-22
M6060103	Other Shops / Yards Renewal	$	3,456,017	Feb-22
M7080109	GCT/ESA Unified Trash Facility	$	35,149,352	Mar-22
M7030213	DC Substation/Signal/Hse Roof Replacement	$	4,500,000	Mar-22
M7030112	2019 Cyclical Track Prorgam	$	26,230,201	Mar-22
M7020103	GCT Column Painting	$	3,434,700	Mar-22

Metro-North Railroad
2021-2024 Completions

ACEP	Project Description	Budget	Date
M7080111	EAM Reserve	$ 9,230,785	Mar-22
N6110103	Biltmore Room Connection	$ 21,841,898	Mar-22
M8020302	SBMP New Hamburg Paving	$ 2,500,000	Apr-22
M7050102	Transformer Rehabilitation	$ 3,000,000	Apr-22
M7050103	Replace AC Circuit Breaker/Switchgear	$ 3,900,000	May-22
M7030203	Willet/Highland Bridges	$ 34,276,473	May-22
M7040109	Fire Suppression Systems	$ 750,000	May-22
M7030107	Rebuild Retaining Walls	$ 4,421,271	May-22
M7020301	Croton Falls Parking	$ 22,887,468	May-22
M8030210	Replace / Repair Undergrade Bridges	$ 24,652,276	Jun-22
M7040102	Harmon to Poughkeepsie SignalSystem **	$ 100,939,995	Jun-22
M7080109	GCT/ESA Investments MTACC	$ 8,860,262	Jun-22
M7030106	Turnouts - Yards/Sidings	$ 5,161,213	Jul-22
M7030203	Park Avenue Viaduct Master Plan	$ 8,010,000	Jul-22
M7020211	Customer Communication Systems	$ 17,280,584	Jul-22
M7020214	SBMP Rye Platform Repairs	$ 3,248,503	Aug-22
M7030209	Harlem River Lift Bridge	$ 29,685,668	Aug-22
M7020208	New Fare Payment	$ 8,920,879	Aug-22
M7050104	Harlem & Hudson Power Rehabilitation	$ 15,000,000	Aug-22
M7060104	West of Hudson Improvements - Mid Point Yard	$ 16,415,000	Oct-22
M7060104	West of Hudson Yard Improvements - Passing Sidings	$ 9,674,990	Oct-22
M7030212	Catenary Painting	$ 1,000,000	Dec-22
M7020102	Park Av Tunnel Fire&LifeSafetyImpvmts	$ 4,000,000	Dec-22
M7010103	EMU Spec Development	$ 6,750,000	Dec-22
M7030109	Purchase MoW Equipment	$ 19,050,000	Dec-22
M7040107	Replace High Cycle Relays	$ 800,000	Dec-22
M7020217	Purdy's Elevator Improvements	$ 7,003,565	Jan-23
M7020204	Harlem Line Station Improvements	$ 21,961,300	Jan-23
M8020101	GCT Trainshed Sector 1	$ 211,316,000	Mar-23
M7010101	Purchase Locomotives	$ 256,316,017	Mar-23
EM040301	Power and Signal Mitigation - Sandy	$ 5,148,710	Apr-23
M7060101	Harmon Shop Replacement - Phase V	$ 439,600,000	Apr-23
M8030104	Rock Slope Remediation - East of Hudson Ph7R1	$ 15,000,000	May-23
M7050110	Park Avenue Tunnel Power Initiative	$ 4,000,000	May-23
M7040105	PBX Replacement	$ 2,015,343	Jun-23
M8020208	North White Plains Station Rehabilitation	$ 12,313,000	Aug-23
M7030304	Moodna/Woodbury Viaduct (incl timbers/wa	$ 14,000,000	Sep-23
M7020109	Replace PAT Emergency Exit Hatches & Stairs	$ 3,183,200	Sep-23
M7020101	GCT Trainshed Rehabilitation	$ 67,554,600	Oct-23
M8060101	Upgrade Automotive Fuel System	$ 6,667,725	Nov-23
M7040101	Network Infrastructure Replacement	$ 40,992,338	Jun-24
M8020201	Upper H&H Stations Priority Repairs	$ 21,053,810	Jul-24
M8020207	SBMP Dry Line Installation EOH Stations	$ 8,222,012	Oct-24
M7060103	Brewster YD Improvements - Design	$ 7,500,000	Oct-24
M8040101	Harmon to Poughkeepsie Signal System	$ 142,522,357	Dec-24
M7040101	Node House Roof Replacement	$ 2,464,266	Dec-24
M7040104	Repl Signal Office/Eqpmt/SCADA Office	$ 3,500,000	Dec-24

MTA Bus
2021-2024 Completions

ACEP	Project Description		Budget	Date
U7030206	Automated Passenger Count - Ph. 1 Roll-Out - MTABC	$	1,806,810	Jul-21
U6030226	Bus Radio System	$	27,820,675	Dec-21
U7030211	Bus Radio System, Pt II	$	37,355,800	Dec-21
U6030212	CNG Upgrade - College Point	$	6,091,000	Jan-22
U6030232	HVAC - College Point	$	8,490,000	Jan-22
U7030205	Bus Digital Information Screen (DIS) Phase 2	$	877,796	Feb-22
U7030202	257 Express Buses	$	166,665,518	Mar-22
U7030209	College Point Rehab	$	9,518,311	Apr-22
U7030218	Window Replacement - JFK	$	3,000,000	Apr-22
U6030211	HVAC - Spring Creek	$	3,880,000	May-22
U7030207	Storage Room Expansion - LaGuardia	$	5,385,250	Jul-22
U8030208	Automated Bus Lane Enforcement (ABLE) Phase 2A	$	1,312,500	Nov-22
U6030211	HVAC - Spring Creek	$	3,880,000	Dec-22
U7030208	CNG Upgrade - Spring Creek	$	7,382,519	Dec-22
U7030214	Non-Revenue Vehicles	$	3,582,699	Dec-22
U7030219	Purchase 25 Standard Diesel Buses	$	18,092,250	Feb-23
U7030213	Chassis Wash - College Point	$	1,425,100	Apr-23
U8030202	Partial Purchase of 110 Standard Diesel Buses	$	26,117,000	Jun-23
U8030209	Façade Repair: Baisley Park Depot	$	3,600,000	Jun-23
U8030209	Façade Repair: JFK Depot	$	5,850,000	Jun-23
U8030209	Façade Repair: LaGuardia Depot	$	5,850,000	Jun-23
U8030209	Boiler Replacement: College Point, LaGuardia, & Spring Creek	$	3,073,900	Dec-23
U8030209	New Building Management Systems Installation, Fire Alarm & Methane Detection Replacement - Spring Creek	$	4,500,000	Dec-23
U8030209	New Building Management Systems Installation, Fire Alarm & Methane Detection replacement - College Point	$	14,850,000	Dec-24
U8030209	HVAC Upgrade, Pt II - College Point & Spring Creek	$	18,000,000	Dec-24
U8030209	Generator Replacement: College Point and Spring Creek	$	6,120,000	Dec-24
U8030212	Portable Bus Lifts	$	6,000,000	Dec-24

MTA Network Expansion
2021-2024 Completions

ACEP	Project Description		Budget	Date
G7090124/G6140102	ESA and Regional Investments: B/C Approach CH058A	$	92,945,083	Apr-21
G7090142	ESA: Manhattan North Structures - CM007	$	708,011,735	Apr-21
Various ACEPs	ESA: GCT Concourse & Facilities CM014B	$	574,489,368	Jun-21
G7090121	ESA: Mid-Day Storage Yard - CQ033	$	348,604,109	Jul-21
G7090136	ESA: Systems Package 2 - Tunnel Systems CS086	$	72,010,609	Jul-21
G6090143	ESA: System Package 4 – Traction Power CS084	$	94,298,916	Feb-22
G6090135/G7090135	ESA: Systems Pkg 1 CS179	$	742,971,691	Apr-22
G6140116, G7090162, G8140116	ESA and Regional Investments: ET Catenary Work CH063	$	72,902,500	Jun-22
G7130103/04/05/06 & G8130103	LIRR Expansion Project: D-B Construction Contract	$	1,850,932,968	Jun-23

MTA Interagency and MTA PD
2021-2024 Completions

ACEP	Project Description		Budget	Date
N7100103	Beacon Police Facility	$	150,000	May-21
N8100101	125th St - New Sign-on Facility	$	5,500,000	Oct-21
N8100108	Mt. Vernon District Office Rehab/Replacment	$	6,500,000	Jan-22
N8100108	Mt. Vernon District Office Rehab/Replacment	$	6,500,000	Jan-22
N8100106	REP-ESU Fleet	$	1,800,000	Jul-24