Metropolitan Transportation Authority

2020 Annual Report to the Governor

Pursuant to New York State Public Authorities Law §2800

MTA 2020 ANNUAL REPORT NARRATIVE

Pursuant to New York Public Authorities Law Sections 2800 (1)(a)(1), (6), (11), (13), and (17)

Section 1—Operations and Performance

Section 2—Accomplishments and Initiatives

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Section 4—Description of the MTA and the MTA Board Structure

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The Following Reports and/or Documents Are Attached

Financial Reports ▪ All- Agency and Board Codes of Ethics ▪ Asset and Service Report 2019 ▪ Compensation Schedule and Biographical Information Reports ▪Bond Rating Reports ▪ Consolidated Financial Statements ▪ Governance Principles and By-Laws ▪ Grant Report 2019 ▪ MTA Legislation ▪ Mission Statement and Measurement Report ▪ Management Assessment of the Effectiveness of Internal Controls ▪ Real and Personal Property Reports with Guidelines ▪ Board Self- Assessment Report

2020 ANNUAL REPORT—SECTION 1
Operations and Performance

Performance

This section of the Metropolitan Transportation Authority (MTA) Annual Report to the Governor, pursuant to PAL §2800, summarizes ridership and other performance data for the 12-month period ending December 31, 2020. At the beginning of the year, performance metrics at the MTA agencies were riding an upward trend, with many key service indicators the best in seven to eight years. As of January 2020, both railroads were reporting record ridership, slightly above January of the prior year, with LIRR at 7.2 million rides for the month and Metro-North at 7.0 million rides. Bridges and Tunnels was logging record traffic volume at 21.1 million for January. A swath of improvements at NYCT Subways was lifting ridership out of a four-year dip and back towards the record levels of 2015, with the monthly volume in January 2020 at 138.5 million. After a sharp five-year decline, bus ridership had stabilized and begun to return, and a total redesign of borough bus routes was well underway. With the adoption of a $51 billion 2020-2024 Capital Plan and major initiatives progressing across all agencies, 2020 began with every expectation of major performance gains.

On January 30, 2020, the World Health Organization (WHO) declared the Covid-19 outbreak a global health emergency; and on March 7, Gov. Andrew Cuomo declared a state of emergency in New York as the pandemic spread. Over the subsequent months, all MTA operations, ridership, and finances have been severely impacted by the crisis. One month after the emergency declaration, the MTA reported the following declines in ridership: NYTC Subway down 93 percent; Metro-North down 95 percent; LIRR down 97 percent; and Bridges and Tunnels down 62 percent. At the time of this report, all transit and transportation agencies continue to run at less than half of normal volume, while traffic at Bridges and Tunnels has returned to about 85 percent of pre-pandemic levels. Despite plummeting revenues and the tragic loss of over 150 employees to the pandemic,

the MTA has continued to provide critical transportation services at near-normal levels, supporting lifesaving public services, moving essential workers to wherever they are needed, and keeping the regional economy up and running.

A Deadly Foe and a Systemwide Response

Throughout the year, the MTA has made extraordinary efforts to continue essential transportation services while protecting its customers and employees. On February 27, 2020, the authority deployed an initial series of Covid-19 health advisories across 5,550 digital screens systemwide—the first small step in a public campaign that now includes station and onboard messaging across over 9,000 digital screens, regular PA safety announcements, social distancing markers, new digital tools for service updates, distribution of sanitizer and millions of free masks to customers, and much more. In operations, an unprecedented cleaning program is now sanitizing over 6,700 subway cars at least once daily and touchpoints at all 472 subway stations twice daily, with comparable cleaning programs at the railways. To ensure thorough car cleanings, the MTA made the difficult decision to suspend overnight subway service for the first time in the system's history, from 1 a.m. to 5 a.m., beginning May 5, 2020. Buses continued critical operations, suspending fare collection to allow rear door boarding and minimize customer-operator interactions. Access-a-Ride introduced daily vehicle disinfections and new protocols for customers and drivers. Many of these efforts have included first-ever technology pilots, such as new database apps, new air filtration systems, and new ultraviolent disinfection units.

Safeguarding the MTA workforce, especially our heroic frontline employees, has likewise demanded unprecedented safety measures. These include all-employee advisories and updates; social distancing and daily facilities disinfection; remote teleworking and teleconferencing where possible; new IT tools for employee networking; workplace temperature checks; systematic infection contact reporting; monitoring of quarantines and sick leave; and, at the time of this report, the deployment of a Covid-19 employee vaccination program, with dedicated sites for MTA workers. The scope of this effort, which has involved many administrative, managerial, and technical innovations, would be hard

to overstate. At the time of this report, the MTA has distributed to employees over 15.6 million masks, 17.6 million pairs of gloves, 17,000 face shields, 249,000 gallons of cleaning solution, and 247,000 bottles of hand sanitizer. Tragically, the MTA has lost over 150 employees to the Covid-19 pandemic, most in transit operations during the earlier months of the year. On April 14, 2020, the MTA Board approved special $500,000 compensation packages for the families of employees who died from Covid-19 exposures.

Covid-19—the Longterm Financial Fallout

The unprecedented drop in ridership and traffic across all agencies brought a devasting decline in MTA revenues for 2020 and a financial crisis that will take years to resolve. While incurring huge losses, the MTA continued to run near-normal service for most of 2020 to support the regional economy, essential workers, and lifesaving services. While only a brief summary is within the scope of this report, a more detailed financial outlook can be found in the MTA's 2021 Final Proposed Budget, the November Financial Plan 2021-2024, at the MTA's public website at www.mta.info. According to a McKinsey estimate cited in that budget, the pandemic will have an adverse impact on the MTA of net $16.2 billion through 2024, with operating revenues down by $10.7 billion. Regaining prepandemic ridership levels will continue to be a longterm challenge. In addition to the cost-cutting measures identified in this report, the MTA has pursued various budget actions to reduce deficits by $1.37 billion in 2020 and borrow up to $10 billion in deficit financing through December 2022. The CARES Act, passed by Congress on March 27, 2020, for emergency Covid-19 relief included $25 billion for transit, of which MTA agencies received $4.0 billion. On March 11, 2021, the MTA announced an additional $6.5 billion in federal support from President Biden's American Rescue Plan, which will prevent drastic service and workforce cuts.

In a Crisis Year, Major Projects Push Ahead

Despite these dire challenges, 2020 saw a number of historic achievements across the MTA. As the year drew to a close, NYC Transit announced the systemwide implementation of OMNY, the MTA's new contactless fare system. Over 15,000 OMNY

readers are now operating at all 472 subway stations, all 5,800 buses, and at Staten Island Railway stations. OMNY already accounts for 12.4 percent of all turnstile fares and 4.5 percent of bus fares. By the time of this report, OMNY readers had registered over 50 million taps and, on March 5, 2021, hit a record high of 339,000 taps on a single day. At the commuter railroads, meanwhile, both LIRR and Metro-North met their Dec. 31, 2020, federal mandates for fully operable Positive Train Control (PTC) systems. These new safety systems automatically communicate real-time train speeds, positions, and engineer actions to central dispatchers able to override any detected errors. A major feat of electrical engineering, the PTC project entailed, among other things, installation of 8,074 transponders along 549 route miles for the two railroads combined. As MTA Board Member Neal Zuckerman commented in a Dec. 23, 2020, press release, "I consider implementing PTC one of the greatest accomplishments of this authority since I joined the board in 2014."

Throughout the pandemic, hundreds of scheduled maintenance, resiliency, and upgrade projects continued at all MTA agencies, as reported in these pages, along with advancement of a number of major capital projects, now managed across the agencies under the unified auspices of MTA Construction & Development (MTA C&D). These include ongoing rehabilitation of the Rutgers Tunnel, one of 11 under-river subway tunnels damaged in Superstorm Sandy; implementation of communications-based train control (CBTC) on the Queens Blvd. and Culver subway lines; construction of LIRR grade crossings, bridges, substations, and other infrastructure work under the LIRR Modernization Program; the East End Gateway project at Penn Station, which opened Jan. 5, 2021; renewal of the Astoria Line, including four new elevators and eight new staircases; near completion of the Grand Central Terminal Caverns and other work related to East Side Access (ESA) megaproject; and the advancement of a systemwide slate of Superstorm Sandy repair and resiliency projects, designed to secure the regional public transportation system against future climate events.

Finally, while the pandemic presented a severe, unanticipated challenge for the MTA's Transformation Plan, this historic reorganization of the MTA achieved significant progress in 2020. By the year's end, the Transformation Management Office (TMO) had developed

and was well into implementing its plan for consolidating the administrative support functions at all operating agencies into centralized, streamlined departments. This consolidation will enable the MTA operating agencies to focus on delivery of core services, while providing them with more cost-efficient support, better resource allocation, and clearer strategic oversight. 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, function leadership positions are being finalized and the reorganization is nearing completion. The TMO also met its goal of reducing 2,700 positions by the end of 2020, primarily through attrition and with no impacts on service. After initial setbacks due to the pandemic, the TMO remains on target to achieve $1.83 billion net savings over the course of the plan.

The balance of Section 1, below, reports the 2020 performance measurements for each of the MTA agencies providing subway, bus, paratransit, commuter rail, and bridge-and-tunnel crossing services. Due to the pandemic, many of these 2020 performance indicators cannot be meaningfully compared to prior years or to the agencies' original targets for the year. As part of its public transparency mission, the MTA regularly updates these data on the MTA website at www.mta.info under the Performance Dashboards. Additional information can be found on the website under the Capital Program Dashboard, the System Modernization page, and the February 2021 Financial Plan. Data reported in this document may be subject to later adjustment and reconciliation.

New York City Transit—2020 Performance

NYCT Subways

At the beginning of 2020, NYCT Subways performance was showing steady recovery from a four-year decline back toward the record ridership levels of 2015. Actual ridership in 2019 was 1.7 billion rides, a 1.1 percent gain over the prior year Several new service metrics added in 2017, designed to track the customer's actual experience, were also continuing an upward trend. Beginning in March 2020, the Covid-19 pandemic had a drastic impact on subway ridership and revenues. At the height of the pandemic in April, as public health orders kept all but essential workers at home, ridership plummeted a staggering 93 percent to less than 8.0 percent of the 2019 level. As New York City began a phased reopening in June, ridership rebounded and, by December, had stabilized at around 31.0 percent of 2019 levels.

Subway operations were also affected. In March, the extremely low ridership, along with reduced crew availability and a program of daily car disinfections, led to strategic service reductions, including, beginning May 6, the first scheduled overnight closure in the system's history. By August, in conjunction with the phased reopening, subway service had been restored to about 97 percent of normal weekday levels. Overnight closures for daily disinfections continued, with buses and other service options provided for essential workers.

These unprecedented impacts make year-to-year comparisons of data hard to interpret. Nonetheless, service indicators showed performance improvements, and several metrics hit historic bests. Average weekday "On-Time Performance" (OTP) reached 88.6 percent in 2020, the highest in recent history. Weekday "Major Incidents" averaged 24.3 per month, the lowest since the metric was first introduced in 2015. "Customer Journey Time Performance" (CJTP) also improved to 85.8 percent in 2020. CJTP is a strong measure of customer experience, as it includes both wait times and travel times compared to schedule. Subway car "Mean Distance Between Failure" (MDBF) improved by 14.5 percent to 146,297 miles in 2020 from 127,743 miles the previous year. On the Staten Island Railway (SIR), weekday OTP improved to 97.6 percent.

Apart from the pandemic, these 2020 improvements indicate the continued effectiveness of the Subway Action Plan (SAP) and Save Safe Seconds campaign. The intense blitz of SAP activity between 2017 and 2019 dramatically improved operating conditions, and enhanced maintenance is preserving those gains. Examples include more frequent cleaning of street vents to reduce water infiltration; vacuum trains to enhance track cleaning; rail grinding to improve ride quality; new equipment to improve power and signal reliability; and more rapid response teams to address incidents. As part of the Save Safe Seconds campaign, over 900 outmoded mechanical timers have been replaced by digital devices, and the agency safely increasing the speed limits at over 270 locations to better reflect today's true operating capabilities.

NYCT Buses and Access-a-Ride

The MTA's bus operations include both NYCT Bus and MTA Bus Company, which is covered on page 19 of this section. In some instances, performance data is combined for both operations. In response to the dire challenges of the Covid-19 pandemic, both bus operations undertook unprecedented actions to protect the safety of customers and employees. These included ongoing disinfection of the full fleet of buses every 24 hours, distribution of millions of facemasks, on-site Covid-19 testing and temperature testing at bus facilities, implementation of rear door boarding through the height of the pandemic, installation of protective barriers on all buses to protect operators, and the deployment of real-time capacity tracking on buses to help promote social distancing.

As a result of the crisis, NYCT bus ridership slipped drastically by 62.5 percent to 208.8 million riders in 2020. While the pandemic wreaked havoc on the MTA, it also showed just how effective the bus system can be. A hardworking, dedicated, and heroic workforce has kept the city moving from the height of the pandemic to the ongoing recovery, providing critical transportation for those New Yorkers who need it most. Buses compensated, where possible, for the suspension of overnight subway service, filling a critical gap for many essential workers. During the first six months of the pandemic, the MTA's bus operations carried more customers than any other mode of

public transportation in the country. In August, buses resumed front door boarding and fare collection, which had been suspended for safer distancing. Since then, MTA buses have been carrying approximately 50 percent of prepandemic ridership, a higher percentage than any other public transit option in the city.

Even with the immense challenges of the pandemic, MTA's combined bus operations have continued to show steady performance improvements. "Additional Travel Time," the estimated extra time customers spend onboard compared to the scheduled time, decreased by 46 seconds on a 12-month average basis. "Customer Journey Time Performance," which estimates the percentage of customers who complete their journey within five minutes of scheduled time, increased by 5.1 percentage points to 77.4 percent over the last year. While reduced traffic during the pandemic may account for some of this, well-enforced bus traffic priority, in particular NYCDOT's addition of 16.4 miles of new bus lanes and busways in 2020 were additional contributors to improved bus performance.

MTA's Access-a-Ride (AAR) also saw significant changes in 2020 service due to the pandemic. Thanks to the dedication of the Paratransit team, the agency continued to provide full service throughout the pandemic. However, the pandemic resulted in a significant reduction in AAR demand. Trips dropped below 30 percent of prepandemic levels at the height of the crisis and subsequently rebounded to approximately 70 percent of typical levels. Aggressive safety actions were implemented to protect customers and operators, including daily disinfection of vehicles, onboard safety protocols, suspension of shared ride services, and other measures.

New York City Transit

Performance Key
- At or above target
- Below target by less than 5%
- Below target by 5% or more

	2020 Target*	2020 Actual	Change from Target
NYCT Subway Service Indicators			
Weekday Major Incidents – Subways (monthly average)	45.3	24.3**	-46.4%
Weekday Service Delivered – Subways	96.6%	96.4%	-0.2%
Weekday Terminal On-Time Performance – Subways	80.3%	88.6%	+8.3%
Weekday Terminal Delays – Subways (monthly average)	34,301	17,150	-50.0%
Customer Journey Time Perf. (% within 5 min. of scheduled)	84.7%	85.8%	+1.1%
Additional Platform Time (average beyond scheduled)	0:01:10	0:01:07	-2.7%
Additional Train Time (average beyond scheduled)	0:00:43	0:00:20	-53.5%
Mean Distance Between Failures – Subways (miles)	127,743	146,297	+14.5%
Weekday Wait Assessment – Subways	74.9%	75.6%	+0.7%
Elevator Availability – Subways	96.3%	96.8%	+0.5%
Escalator Availability – Subways	89.4%	92.4%	+3.0%
Total Ridership – Subways	1,697,787,002	639,536,812	-62.3%
Weekday On-Time Performance – SIR***	95.6%	97.6%	+2.0%
Mean Distance Between Failures – SIR (miles)	77,187	53,946	-30.1%

Notes: * Due to the anomalies of performance during the Covid-19 pandemic, NYCT Subways did not publish 2020 Target Goals. Instead, 2019 Actual Metrics are being substituted in this column for purposes of comparison only. In addition, 2020 Targets were not determined for several new service indicators added in 2019 as part of the Subway Action Plan. **Major incidents exclude March and April 2020 due to the use of projections. ***NYCT Subways operates SIR but does not include SIR in ridership totals.

New York City Transit, cont.

Performance Key
- At or above target
- Below target by less than 5%
- Below target by 5% or more

	2020 Target*	2020 Actual	Change from Target
NYCT Bus Service Indicators			
Percent of Completed Trips – NYCT Bus	99.3%	98.1%	**-1.2%**
Customer Journey Time Perf. (% within 5 min. of scheduled)	72.3%	77.4%	**+7.1%**
Additional Bus Stop Time (average beyond scheduled)	0:01:44	0:01:33	**-10.6%**
Additional Travel Time (average beyond scheduled)	0:00:46	0:00:00	**-100%**
Bus Customer Wheelchair Lift Usage – NYCT Bus	1,412,076	969,490	**-31.3%**
Service Delivered NYCT & MTA Bus (% scheduled, peak)	97.3%	96.1%	**-1.2%**
Bus Speeds NYCT & MTA (avg. route speed, end-to-end)	8.0	8.4	**+5.0%**
Total Ridership – NYCT Bus	556,950,541	208,840,769	**-62.5%**
Mean Distance Between Failures – NYCT Bus (miles)	7,967	8,390	**+5.3%**
Wait Assessment – NYCT & MTA Bus	77.8%	80.03%	**2.9%**
NYCT Paratransit Service Indicators**			
Total Paratransit Ridership – NYCT Bus	10,893,983	7,108,104	**-34.8%**
AAR On-Time-Performance Pick up (30 min.) / Drop off (15 min.)	30 min: 94% 15 min: 85%	30 min: 98% 15 min: 91%	30 min**: +4%** 15 min: **+6%**
AAR Appointment OTP Trips -30 Min Early to <1 Min Late	40%	39% (Jan – Feb)	**-1.0%**
AAR Provider No-Shows (per 1,000 trips)	3.0	0.67	**-77.7%**
AAR Ride Time, Actual Trip Duration vs. Planned	80%	86%	**6.0%**
AAR Customer Experience – Frequent Rider Experience	72%	74% (Jan – Feb)	**2.0%**
AAR Call Center (% of calls answered)	95%	97%	**2.0%**
AAR Passenger Complaints (per 1000 trips)	3.0	1.7	**-43.3%**
AAR Registrants	161,526	161,776	**0.2%**
NYCT Safety Indicators			
Cust. Injury Rate – Subways (per million cust.)	2.94	4.32	**+46.9%**
Cust. Accident Injury Rate – NYCT Bus (per million cust.)	1.19	1.89	**+58.82%**
Collisions with Injury Rate – NYCT Bus (per million vehicle miles)	6.47	4.93	**-23.80%**
Employee Lost Time and Restricted-Duty Rate NYCT Subways (per 100 employees)	3.73	4.78	**+28.2%**
Employee Lost Time and Restricted-Duty Rate NYCT Bus (per 100 employees)	5.42	6.78	**+25.09%**

Notes: All performance indicators were severely impact by the Covid-19 pandemic. *Due to the anomalies of the pandemic, bus operations did not publish 2020 Targets. Instead, 2019 Actual metrics have been used in this column for purposes of comparison only. Original targets were retained for “Precent of Completed Trips,” MDBF, and most safety indicators. **The collection of data from AAR services was suspended due to the pandemic.

Long Island Rail Road—2020 Performance

At the beginning of 2020, LIRR continued to match the steady gains and record ridership levels of the prior year. January's ridership was 7.2 million for the month, up nearly 1.0 percent from the same month the prior year. Beginning in March 2020, the Covid-19 pandemic impacted all aspects of LIRR's operations, causing a dramatic drop in ridership and revenue. By the middle of the year, the railroad was experiencing a 73 percent decrease in weekday ridership and a 60 percent decrease in weekend ridership. The agency continued to run about 90 percent of its pre-pandemic train service, while charging off-peak fares at all times. Total ridership for 2020 was 30.3 million customers, down 66.7 percent from a record high ridership of 91.1 million the previous year. Non-commutation ridership decreased 60.6 percent to 16.0 million rides, outperforming the commutation ridership, which declined 71.8 percent to 14.3 million rides.

Meanwhile, LIRR's operational metrics saw improvements across the board, attributable both to infrastructure improvements and to the year's reduced ridership and service levels. "On-Time Performance" (OTP) for 2020 was 95.9 percent, a 3.5 percent increase from the previous year. The agency's "Mean Distance Between Failures" (MDBF) jumped by 29.8 percent to 241,175 miles from 185,829 miles the previous. The MDBF improvement was due largely to the retirement of low-performing M3 railcars and addition of new M9 cars, as well as the reduced service levels. 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 operational initiatives.

Throughout the year, LIRR undertook major efforts aimed at safeguarding employees and customers during the Covid-19 crisis. In addition to safety messaging, PPE distribution, Covid-19 testing programs, employee teleworking, onboard social distancing, and other measures, these efforts included a revamping of the agency's TrainTime app to allow real-time tracking of safe seating availability. Despite the pandemic, LIRR, along with MTA Construction & Development, achieved significant progress in LIRR Capital Program projects during 2020, including the opening of Moynihan Train Hall at Penn Station. These and other 2020 advances are covered elsewhere in this report and are updated regularly on the Performance Dashboard and the Capital Program Dashboard under "Transparency" at www.mta.info.

Long Island Rail Road

Performance Key
- At or above target
- Below target by less than 5%
- Below target by 5% or more

	2020 Target	2020 Actual	Change from Target
Service Indicators			
On-Time Performance	94.0%	95.9%	**+1.9%**
Elevator Availability	98.0%	98.8%	**+0.8%**
Escalator Availability	97.0%	95.7%	**-1.3%**
Total Ridership*	*91,776,973	30,310,190	**-66.9%**
Mean Distance Between Failures (miles)	160,000	241,175	**+29.8%**
Safety Indicators			
FRA-Reportable Customer Injury Rate** (per million)	2.8	5.2	**+85.7%**
FRA-Reportable Employee Lost-Time Case Rate (per 200,000 worker hours)	3.1	3.5	**+12.9%**

Notes: Performance indicators were impacted by the Covid-19 pandemic and do not allow for consistent year-over-year comparisons. *LIRR 2020 Target Ridership is the original prepandemic target set at the beginning of the year. In July 2020, LIRR published an adjusted Target, based on year-to-date ridership data, of 30,724,474 to reflect the pandemic downturn. The 2020 Actual Ridership at year end was 1.3 percent below this adjusted target. **Decreased ridership led to an anomalous relative increase in customer injury incidents per million. MTA performance data are subject to periodic adjustment. Some data may have been updated subsequent to the 2020 "Mission Statements" PAL §1269-f report and earlier documents.

Metro-North 2020 Performance

As a result of the Covid-19 pandemic and related safety restrictions, systemwide Metro-North ridership fell precipitously in 2020 to about 27.2 million rides from about 86.8 million the previous year. East-of-Hudson ridership was down 68.8 percent to about 26.6 million. Ridership on the Harlem Line fell 67.9 percent to 8.81 million rides; on the Hudson Line by 67.1 percent to 5.58 million rides; and on the New Haven Line by 69.8 percent to 12.2 million rides. West-of-Hudson ridership was about 0.6 million rides, 63.4 percent below the previous year. Combined ridership on Metro-North's three connecting services was about 146,878, down by 69.6 percent. Ridership dropped by 72.7 percent on the Hudson Rail Link; by 54.6 percent on the Haverstraw-Ossining Ferry; and by 48.3 percent on the Newburgh-Beacon Ferry. Both ferry services were suspended beginning in June 2020.

With drastically reduced ridership, Metro-North moved to a reduced schedule beginning in April 2020, which may have contributed positively to some service metrics. Systemwide On-Time Performance (OTP) for 2020 was above goal at 97.9 percent. The Hudson Line performed at 98.2 percent OTP, the Harlem Line at 97.8 percent, and the New Haven Line at 97.8 percent.

Mean Distance Between Failures (MDBF) also improved in 2020, largely due to the warranty correction of new PTC equipment, which had generated equipment failures the prior year. MDBF was 278,951 miles in 2020, which is a new record high. Completion of PTC equipment installations also improved car availability in 2020, 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 goal at 94.4 percent. This was driven by more reliable service on the Port Jervis Line, due to completion of a new cab signal system.

Metro-North Railroad

Performance Key
- At or above target
- Below target by less than 5% Below
- target by 5% or more

	2020 Target *	2020 Actual	Change from Target
Service Indicators			
On-Time Performance (East of Hudson)	93.0	97.9	+5.3%
On-Time Performance (West of Hudson)	93.0	94.4	+1.5%
Elevator Availability	98%	99.4%	+1.4%
Escalator Availability	97%	99.9%	+3.0%
Total Ridership (includes connecting services)	87,076,737	27,316,751	-68.6%
Mean Distance Between Failures (miles)	170,000	278,951	+64%
Safety Indicators			
FRA Reportable Customer Injury Rate (per million)	0.98	1.1	+12.2%
FRA Reportable Employee Lost-Time Case Rate (per 200,000 worker hours)	2.38	2.22	-6.7%

Note: All performance indicators were impacted by the Covid-19 pandemic. The Metro-North 2020 Targets shown here were established prior to the pandemic without subsequent adjustment. All MTA performance data are subject to periodic adjustment. Some data may have been updated subsequent to the 2020 PAL §1269-f report and earlier documents. Data in many instances is preliminary and subject to adjustment.

MTA Bus Company—2020 Performance

As a result of the Covid-19 pandemic, MTA Bus ridership declined in 2020 by a drastic 61.9 percent to 208.8 million rides. The bus fleet's mean distance between failures (MDBF) rose to 7,892 miles in 2020, a 15.79 percent increase over target. An over-age fleet continues to pose challenges. The "Percentage of Trips Completed," which depends on both vehicle and operator availability, was 1.96 percent below target for the year, due in part to staffing and logistics challenges during the pandemic.

The agency took delivery of the last 14 of 53 new articulated buses from New Flyer in the first quarter of 2020. These buses are being used for SBS routes and to provide more articulated bus service in Queens. In addition, the first four of 257 Prevost over-the-road coach buses were delivered in 2020 with deliveries continuing in 2021, to be completed in 2022. Lastly, the procurement of 25 standard diesel buses is underway with anticipated delivery in 2022.

Safety remained the agency's primary focus in 2020, including both the exceptional measures taken to combat the pandemic, as well as ongoing policies, protocols, and improvements to protect the health and well-being of customers and the workforce. The agency's "Collisions with Injury" rate decreased from 5.51 to 3.45 per million vehicle miles, approximately 38 percent better than target. While the number of customer injuries declined from 915 in 2019 to 591 in 2020 the "Customer Accident Injury Rate" rose by approximately 18 percent from 1.06 to 1.43. This was primarily due to a 62.5 percent drop in ridership, due to Covid-19, and the relative impact this had on incident data. The agency continues to analyze and utilize accident trends to improve safety training programs and safety communications.

MTA Bus Company

Performance Key

- At or above target
- Below target by less than 5%
- Below target by 5% or more

	2020 Target	2020 Actual	Change from Target
Service Indicators			
% of Completed Trips	99.36%	97.35%	**-2.0%**
Bus Customer Wheelchair Lift Usage	97,207	64,134	**-34.0%**
Total Ridership	120,426,633	45,916,750	**-61.9%**
Mean Distance Between Failures (miles)	6,816	7,893	**+15.8%**
Safety Indicators			
Customer Accident Injury Rate (per million)	1.06	1.43	**+34.9%**
Collisions with Injury Rate (per million miles)	5.51	3.45	**-37.4%**
Employee Lost-Time Rate (per 100 employees)	6.67	7.35	**+10.2%**

Notes: Some performance indicators are combined for NYCT and MTA Bus (see page 14). The Covid-19 pandemic impacted all performance metrics in 2020. *Due to the anomalous effect of the pandemic, MTA Bus did not publish 2020 Targets for most indicators. Instead, 2019 Actual data is provided in this column for comparison only. MTA performance data are subject to periodic adjustment. Some data may have been updated subsequent to the 2019 PAL §1269-f report and earlier documents.

Bridges and Tunnels—2020 Performance

The Covid-19 pandemic severely impacted the volume of MTA Bridges and Tunnels crossings in 2020. At the time of this report, the ongoing operational and financial effects of the crisis remain uncertain. Following a year of record 331.2 million crossings in 2019, the volume of Bridges and Tunnels traffic plummeted by 23.1 percent in 2020 to 253.2 million crossings. Even so, the E-ZPass market share remained fairly constant year-over-year, accounting for 94.9 percent of transactions in 2020, as compared to 95.1 percent in 2019.

Given the decline in volume and revenues, the amount of support Bridges and Tunnels provided to MTA mass transit fell by 27.2 percent in 2020 to just $828.6 million from a record high of approximately $1.14 billion the previous year. This level of support for transit was available primarily due to steps taken by the agency to contain costs and reduce expenses during the crisis, resulting in operating costs of $1.217 billion for the year, a 23.1 percent reduction from the original 2020 Adopted Budget, roughly paralleling the decline in volume.

Throughout the year, Bridges and Tunnels undertook a number of measures to protect the agency's workforce, including safety messaging, PPE distributions, teleworking where possible, regular on-site Covid-19 screenings, social distancing protocols, and other safety initiatives. The reduction in traffic, together with the agency's proactive engineering, safety enforcement, and educational safety strategies, resulted in improved safety indicators in 2020 as compared to the previous year.

Bridges and Tunnels

Performance Key
- At or above target
- Below target by less than 5%
- Below target by 5% or more

	2020 Target	2020 Actual	Change from Target
Service Indicators			
Paid Tolled Traffic	331.2 million	253.2 million	**-23.5%**
Safety Indicators			
Collisions with Injury Rate (per million vehicles) *	0.95	0.70	**-26.3%**
Employee Lost-Time Injury Rate (per 200,000 work hours)	6.0	5.7	**-5.0%**

Notes: Performance indicators were impacted by the Covid-19 pandemic and do not allow for consistent year-over-year comparisons. MTA performance data are subject to periodic adjustment. Some data may have been updated subsequent to the 2020 "Mission Statements" PAL §1269-f report and earlier documents. *See Section II, Safety/Security Initiatives for more details.

2020 ANNUAL REPORT—SECTION 2

Accomplishmentsand Initiatives

Customer Service Initiatives

Interagency—Customer Service Initiatives

- Supported the roll out of OMNY, the MTA's new contactless fare payment system, across the transit system. There are now 15,000 OMNY readers at all 472 subway stations, readers on all 5,800 buses, and at all Staten Island Railway stations. At the time of this report the MTA surpassed 50 million customer taps on the OMNY system. The MTA will begin introducing contactless OMNY cards at retail locations and integrate additional fare options, such as reduced fares for seniors. (See also, Technology/Operation Initiatives. (See also, NYCT Customer Service Initiatives)
- Developed and implemented all-agency customer campaigns relating to the Covid-19 pandemic. These included digital and onboard safety information; social distancing markers; public announcements; press conferences; distribution of free masks and sanitizer to customers; expanded service updates and advisories; among other initiatives.
- Worked with local officials, MTAPD, and the New York City Police Department (NYPD) to enforce state-mandated mask requirements and other safety rules at all rail and subway stations and on all MTA buses, subways, railcars, and Access-a-Ride vehicles. The authority also worked with NYPD on crime prevention and to assist in the relocation of homeless people sheltering on the subways.
- Continued to support and expand the MTA Licensing Program, which secures MTA intellectual properties and generates revenue through licensing of popular MTA icons, graphics, images, and more, through sublicense agreements worldwide.

- Continued to add new features and functionality, based on customer feedback, to the MTA's public website at www.mta.info and the MYmta app, including new content types and several Covid-19 resources. The website logs around 1.5 million visits per month, while the app has around 25,000 active users.
- Launched a real-time interactive subway map for updated tools and quick information on the impacts of any service changes. In response to the pandemic, the digital services team rapidly developed and launched the "Essential Connector," a program enabling essential workers to book free ride-hail trips while the subway was shut down between 1 a.m. and 5 a.m. for overnight cleaning of subway cars.
- Delivered MTA news and information 24/7 to customers, news organizations, and the general public through a variety of media, including the MTA website; press briefings; press releases; press conferences; and real-time feeds to social media, including Twitter, Tumblr, Flickr, Instagram, and Facebook. As of 2020, the MTA's YouTube Channel archived more than 1,600 service videos on MTA agency initiatives, campaigns, and projects.
- Administered MTA Arts & Design's acclaimed "Percent for Art" program, which commissions permanent public artworks for MTA properties, with 75 projects currently in planning or fabrication. Despite the pandemic, Arts & Design was able to meet critical milestones for several Capital Program projects in 2020, including new art installation at subway stations in four boroughs and at several LIRR and Metro-North stations. Arts & Design also convened five panels during 2020 to select new art commissions.
- Undertook a leading role in the creation of "TRAVELS FAR," a digital memorial to MTA employees who tragically lost their lives to Covid-19. In addition to photographs of 111 individuals, the memorial includes an original poem presented in multiple languages and an original musical composition. The memorial debuted in January 2021 on digital screens at 139 transit stations and is archived on the MTA website.
- Received several prestigious national-international arts awards in 2020, including an AIA New York State Excelsior Award in public art for "CHORUS" by Ann Hamilton at the WTC-Cortlandt St. station; three CODAaward Merit Mentions in the transportation category for three Arts & Design permanent

artworks; and three graphic works selected for the “American Illustration 39” annual award book.

- Presented three major new digital artworks in 2020: “Set Pieces” by Rashaad Newsome, “Space Trip” by Jordan Bruner, and “What is Happening?” by Sarah Rothberg and Marina Zurkow. The works were shown through the 52-channel, integrated digital display network extending throughout the Fulton Center Complex.
- Led three art tours early in 2020 two at subway stations, one at The Armory Show featuring participating Arts & Design artists; hosted a panel discussion on subway art in celebration with the 30th anniversary of the Americans with Disabilities Act (ADA); presented a video talk to a Transportation Research Board (TRB) panel on the subject of Transit Interactions Reimagined: Art, Covide-19, and Equity.
- Presented a new series of 2020 Poetry in Motion selections in both printed and digital media; a new series of onboard posters by graphic artists; and a new photographic Lightbox exhibition at the Bowling Green Station—all aimed at riders returning to the system after the initial Covid-19 crisis.

NYC Transit (Subways)—Customer Service Initiatives

- Completed the implementation of OMNY, the MTA’s new contactless fare payment system, across the NYCT system. There are now 15,000 OMNY readers at all 472 subway stations, readers on all 5,800 buses, and at all Staten Island Railway stations. At the time of this report the MTA surpassed 50 million customer taps on the OMNY system. The MTA will begin introducing contactless cards at retail locations and integrate additional fare options, such as reduced fares for seniors. (See also, Interagency Customer Service Initiatives; NYCT Technology/Operation Initiatives.)
- Continued to provide critical subway service throughout the pandemic, despite ridership and revenue losses, carrying essential workers to wherever they were needed most.
- Introduced unprecedented measures to safeguard customers during the

pandemic, including the systemwide, twice-daily cleaning and disinfection of subways cars and station touchpoints. (See also, Safety Initiatives)

- Launched Covid-19 customer safety messaging and outreach systemwide, including digital, onboard, and platform campaigns; social distancing markers; hand disinfectant sanitizers; and “Mask Force” volunteers offering free masks to customers across the system. (See also, Safety Initiatives)
- Provided additional services to accommodate customers during overnight suspension of subway services for full car cleanings, including an overnight information webpage; a 24/7 call center; supplementary linking bus services; and temporary, free for-hire vehicles (FHV) service for essential workers unable to use the bus routes.
- Produced “an in-house designed public awareness campaign to help combat hate crimes across MTA services. The digital messages, “Hate Has No Place in Our Transportation System,” appeared on more than 4,000 screens across the subway system and 2,600 screens on buses. In addition, the campaign was pushed to screens on the MTA commuter railroads.
- Released NYCT’s first-ever interactive Live Subway Map, providing customers with a data-driven map of train service in real time and improving the way customers engage with NYCT. The map also highlights accessible stations.
- Utilized the texting app WhatsApp Messenger in conjunction with Google Translate to reach subway and bus customers with real-time service messages in 108 languages. This is one of the many ways NYCT engagement teams are working to reach new audiences and build back confidence in the transit system.
- Implemented a mobile-friendly, state-of-the-art Lost and Found system that helps customers file claims more easily and assists staff in matching lost items with their owners. A third-party partnership, the new system yields NYCT recurring annual savings of $250,000. Also, completed a Lost and Found rebranding, modified customer service hours, and instituted appointment-only service to support a Covid-safe operation.
- Launched an accessibility challenge with the Transit Tech Lab to explore innovative, app-based solutions to help customers with vision or hearing

disabilities travel the system safely and independently. While testing in 2020 was limited due to the pandemic, this is part of an ongoing program of accessibililty innovation that began in 2019 with the Jay St. “Accessible Station Lab” and will continue into 2021. Also, introduced new digital tools and to inform customers of elevator and escalator status and outages in real-time at any point in the system.

MTA Bus Operations (NYCT Department of Buses, MTA Bus Company)—Customer Service Initiatives

- Ramped up the frequency and intensity of sanitizing procedures as part of an unprecedented effort to safeguard bus customers while providing essential services during the pandemic. The MTA’s full fleet of buses is being disinfected every 24 hours, with over 1.2 million bus cleanings to date. The agency adopted electrostatic sprayers to expedite the pace of cleaning work. The MTA continues to evaluate new cleaning technologies, such as ultraviolet light, and if these technologies are proven successful, they will be deployed on the bus system.
- Distributed thousands of free masks to customers throughout the bus and subway system, as well as over 2.0 million masks to bus employees. Multimedia messaging to reinforce mask use and onboard safety rules further protects bus customers and employees. (See also, Safety/Security Initiatives)
- Implemented a rear-door boarding policy between March and August to ensure safe social distancing between customers and bus operators. This critical safety policy enabled MTA buses to continue essential services during the pandemic but required the suspension of fare collection during this period. (See also, Cost-Saving Revenue Initiatives.
- Launched a pilot program in July to mount free mask dispensers inside buses to promote onboard mask compliance. To date, the agency has installed dispensers on over 600 buses operating on 31 routes across all five boroughs. In September, the MTA implemented $50 fines for refusal to wear a mask on public transit, which was enforced by MTAPD and Bridges and Tunnels officers.

- Launched a new capacity tracking feature on the MYmta app that allows customers to track in real time the number of passengers on an arriving bus. This information, currently available about 40 percent of the bus fleet, enables customers to decide whether to board or wait for the next bus, further promoting safe social distancing
- Placed a temporary hold on the MTA Bus Redesign Plan due to the pandemic. The plan had made significant progress prior to the Covid-19 crisis. The largest overhaul of New York's bus system since the 1950s, the plan involves a complete borough-by-borough redesign of bus networks to address the service needs of changing demographics, business locations, and other factors across the travel region. A key element in the planning is public outreach and direct community input. The agency expects this critical initiative to resume as soon as conditions allow.
- Worked with the NYCDOT to add new miles of dedicated bus lanes and busways across the city. In 2020, NYCDOT implemented 16.4 new miles of bus lanes and busways in all five boroughs. The agency also expanded the Automated Bus Lane Enforcement (ABLE) system, which reports bus-lane violations using bus-mounted cameras, triggering fines from $50 to $250. The ABLE system now operates on 123 buses serving seven routes. By the end of 2020, the new system had captured over 75,000 warnings and violations. Together these new initiatives are having a significant impact on bus performance and should continue to expand, contingent on capital funding.
- Received the last 11 of 15 New Flyer all-electric articulated buses, the first MTA-owned all-electric 60-foot buses in the fleet. The new buses, equipped with USB chargers, Wi-Fi, camera systems, and other customer amenities, represent a milestone in NYCT's goal of achieving a zero-emissions bus fleet by 2040.
- Successfully completed the installation of OMNY, the MTA's new contactless fare payments system, across the entire MTA bus fleet, including all SBS buses, by the end of 2020. A major milestone for the MTA, the OMNY system enables customers to pay fares with a tap of their activated credit cards, phones, smart watches and other devices, with additional fare types and options to be rolled out in 2021.

Access-a-Ride (AAR)

- Implemented critical safety measures to protect customers and drivers during the Covid-19 pandemic. All dedicated vehicles are disinfected daily, and temperature checks are required for drivers. Face coverings are required on all trips for both customers and drivers, and shared rides are currently suspended.
- Undertook additional Covid-19 safety measures, including temporary curtailment of feeder service; reduction of the prescribed time interval between drop-off and return trips; and the use of special transportation for customers who are Covid-19 positive or symptomatic. We have also extended Phase 1 of the On-Demand E-hail Pilot Program due to the pandemic.
- Closed AAR assessment centers and suspended all in-person paratransit interviews and eligibility assessments as Covid-19 safety measure. New applicants with an immediate need for service were granted presumptive eligibility based on supporting documentation. Four centers reopened in November and December at 25 percent capacity with appropriate safety protocols.

Long Island Rail Road—Customer Service Initiatives

- Implemented a number of measures to help LIRR customers during the Covid-19 pandemic, including safety messaging; PPE vending machines at Penn Station; onboard distancing protocols; additional cleaning and disinfection efforts; off-peak fares during peak hours; and more. (See also, Safety Initiatives)
- Introduced a first-of-its-kind feature to the TrainTime™ app that enables customers to access data on train crowding and plan their trips accordingly. The new feature provides median ridership for the past seven trips of any given train at any station, along with morning updates on the prior day's data. (See also, Interagency Operations/Technology Initiatives)
- Expanded the LIRR TrainTime™ app with Korean language capabilities and a new live chat feature that allows customers to chat in real time directly with LIRR Customer service staff.
- Continued the railroad's popular LIRR Care Program, which provides personalized

attention for customers requiring special assistance when boarding or exiting LIRR trains. The program, which was adapted to include Covid-19 protcols, is one of the new initiatives LIRR is exploring to better accommodate ADA customers.

- Continued the LIRR Loyalty program discounts throughout 2020, providing monthly ticket holders with special deals from merchants throughout the railroad's service region.
- Completed the rehabilitation of the Nostrand Avenue Station in Brooklyn, which included new customers amenties, such as new elevators, station lighting, electrical and communication systems; CCTV security cameras; signage; and new permanent glass artwork; as well as full replacement of platforms, canopies, and other structural elements.
- Completed a renewal of the Murray Hill Station with customer-facing upgrades including two elevators, one each for the eastbound and westbound platforms; renewed retaining walls; new lighting, security cameras, and signage; and new pigeon abatement measures. As of 2020, 107 out of 124 LIRR stations are now fully ADA-compliant.

Metro-North—Customer Service Initiatives

- Implemented the most aggressive cleaning and disinfection process in the railroad's history, with stations sanitized twice every 24 hours and train cars once every 24 hours to help protect customers and employees during the Covid-19 pandemic. (See also, Safety/Security Initiatives)
- Stepped up efforts to communicate with customers during the pandemic, including information about added safety measures in stations and aboard trains; advance notification of any service changes; and innovative social media campaigns with Covid-related news, rules, and advisories.
- Distributed masks to any customers needing them and installed hand sanitizer dispensers at all station and Personal Protective Equipment (PPE) dispensers at many stations. Through these and other measures, as well as government mandates, Metro-North eventually achieved on average 98.3 percent mask

compliance among customers across railroad trains and properties.

- Began testing a new onboard three-stage Air Filtration System, which reduces airborne bacteria and viruses, including coronavirus, by 99.9 percent. The Metro-North fleet was the first in North America to utilize this new filtration technology. The pilot followed a successful proof-of-concept conducted by the agency over the summer of 2020.
- Upgraded the TrainTime™ app to include real-time passenger and seating estimates before trains arrive at the station. This technology allows customers to predict best travel times and better plan for social distancing. Available now on M7s, the technology should be complete on M8s and Shoreliners by the end of the first quarter 2021 and by the end of the second quarter for the remainder of the fleet.
- Expanded Customer Service Station Ambassador Program by redeploying Ticket Sellers as Station Ambassadors. In 2020, 63 Station Ambassadors were working across 23 passenger stations and Grand Central Terminal to monitor ridership, assist with loading and customer information, distribute masks, and disinfect customer touchpoints several times a day.
- Completed the second full year of the railroad's Way Ahead plan, a roadmap to enhance safety, service, infrastructure, and communications, transforming the commuting experience. Key accomplishments in 2020 included completion of PTC operability on all Metro-North lines (with the exception of the Waterbury Branch which is operating under a main track exclusion); continued infrastructure improvements through our SMARTRACK program to prioritize track access and accelerate right-of-way work; and other customer-facing initiatives listed in this section. (See also, Operations/Technology Initiatives)
- Implements a number of customer-messaging technologies in 2020. These included a completion of a three-year, cross-departmental effort to replace the "big boards," gate boards, and audio-visual announcement system at Grand Central Terminal. Also, continued installation of Outfront Media Displays at Grand Central and outlying stations, along with field testing of Outfront displays onboard M7 and M8 cars.
- Advanced a number of station initiatives, including major enhancements at the White Plains Station; extensive upgrades at the Crestwood Station upgrades,

(including an ADA ramp, USB lean bars, platform shelter, overpass dashboard, canopy, and more) and the completion of new security and wayfinding installations at 16 out of 20 scheduled stations.

- Launched several new public outreach initiatives early in 2020, which are currently suspended due to the pandemic. These include "Connect with Us" public forums, in which customers can meet informally with the railroad's senior executives, and a new "Station Talk" program, in which Station Ambassadors meet with customers at different stations each week to get their feedback and answer questions. These initiatives will resume once conditions allow.
- Offset the reduction of print messaging and live contact with customers through expanded use of timely, creative digital communications, including update videos, social media posts, emails, the "Mileposts" digital newsletter, and other direct customer messaging.
- Launched a new Accessibility Task Force that will provide a forum for the exchange of information about Metro-North services and facility accessibility as they relate to persons with disabilities and their transportation needs.
- Added new security cameras at Grand Central Terminal and select outlying stations. With integrated feeds and real-time monitoring, the system enables personnel at the Operations Control Center (OCC) to respond quickly to incidents. Also, installed Help Point devices at 14 select locations, enabling customers to directly contact station staff and MTAPD. (See also, Safety/Security Initiatives).

Bridges and Tunnels—Customer Service Initiatives

- Continued E-ZPass communications throughout the pandemic to educate customers about cashless tolling, payment options, and ways to avoid violations. E-ZPass usage stayed effectively flat at approximately 94.9 percent throughout the year due to the Covid-19 pandemic's impact on traffic.
- Launched the Tolls NY app in June 2020 for E-ZPass and Tolls by Mail customers. Since that time, the new app has achieved more than 500,000 installs and processed over $17 million in payments. It has maintained a consistent customer

satisfaction rating of 4.8 out of 5 in the Apple App Store and holds a Top 50 ranking in the Apple travel category.

- Maintained cash replenishments for the MTA Reload Card totaling $2.5 million in 2020, a significant decline from the previous year, yet slightly above the decline in traffic due to Covid-19. Also, exchanged 87,665 expired E-ZPass tags to ensure a high rate of scanning performance. This represents a decrease in the number of transponders exchanged, attributable to the suspension of the program for most of 2020 due to the pandemic.
- Completed several customer-facing reconstruction projects in 2020 ahead of schedule, including a new direct connector ramp from the Harlem River Lift Span to the north-bound Harlem River Drive at the Robert F. Kennedy Bridge (completed two months ahead of schedule); reconstruction of the south approach and former toll plaza areas of both the upper and lower levels of the Henry Hudson Bridge (completed one month ahead of schedule); and implementation of split tolling at the Verrazzano-Narrows Bridge (completed one month ahead of schedule).

Interagency—Operations/Technology Initiatives

- Completed the roll out of OMNY, the MTA's new contactless fare payment system, across the transit system. There are now 15,000 OMNY readers at all 472 subway stations, readers on all 5,800 buses, and at all Staten Island Railway stations. At the time of this report the MTA surpassed 50 million customer taps on the OMNY system. The MTA will begin introducing contactless cards at retail locations and integrate additional fare options, such as reduced fares for seniors.
- Created an in-house team to support continue development on MYmta and new.mta.info. The team has continued to add functionality based on customer feedback, including new pages, content types, and Covid-19-realted advisories. The app has over 250,000 active users, and the website logs over 1.5 million visits per month. The team continues to sunset parts of the old website and improve the new one, with the goal of ultimately moving off the old website completely in 2021.
- Rapidly developed a new mobile app and database system to support the real-time tracking and documentation of NYC Transit's unprecedented 24/7 Covid-19 cleaning and disinfection program. Created in a cross-agency collaboration, the system was developed in-house using existing tools within MTA's Microsoft contract. The new system enables management to monitor and confirm twice-daily cleanings across 472 stations and 6,500 subway, with potential for additional inspection and management programs.
- Supported the deployment of over 12,000 MTA employees out of MTA workplaces and into remote teleworking departments during the pandemic. The effort entailed extensive managerial, scheduling, and HR innovations, as well as new networking, teleconferencing, file-sharing, and other resources implemented by MTA IT, including supply of over 600 laptops and 400 mobile phones.
- Provided nonstop IT support for skyrocketing IT service demands resulting from the transition to remote teleworking, including reconfigured apps; hotline support; training videos and webinars; how-to tips for employees; additional IT security

protocols; and a new IT Virtual War Room to expedite requests. This expanded support was carried out without additional staff.

- Collaborated with the State University of New York (SUNY), City University of New York (CUNY), and Microsoft on a "Virtual Hackathon," tapping student talent to develop major new features for the Metro-North Train Time App, including real-time tracking of train locations and onboard seating capacity. The IT team similarly enhanced the LIRR TrainTime™ app, with more detailed, real-time capacity tracking by train and other features.
- Worked with agency timekeeping, payroll, procurements, and other administrative functions to ensure continuity of operations, including IT enhancements for uninterrupted payroll delivery, upgrades, cloud migration, and adaptations of Kronos timekeeping, a shift to digital signature for procurements, tracking of Covid-19-related procurements, and more.
- Developed an employee 24/7 Covid-19 Hotline and related logistics in partnership with MTA Human Resources and the MTA Office of Health Services, including establishment and staffing of a new call center, a system for capturing call data, and utilization of MTA's ServiceNow System to track over 132,000 service request forms and follow-up tasks.
- Began developing the lessons of the pandemic into IT planning for the MTA workplace of the future, with new efficiencies based on remote support functions, seamless teleconferencing, virtual office environments, and greater cross-agency collaboration.
- Advanced the reorganization, consolidation, and streamlining of agency administrative support functions through the MTA Transformation Plan. This centralization of functions will achieve more cost-efficient support, better resource allocation, and clearer strategic oversight. 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). (See also, Cost-Saving/Revenue Initiatives)
- Continued the Enterprise Asset Management (EAM) Six Sigma program which

trains and certifies employees in EAM project design and development. Project teams submit and develop approval-ready projects designed to improve efficiency and reduce costs in agency workflows, from administrative functions to large-scale power and maintenance projects. The program certified 17 projects in 2020. Over 30 projects and more than 60 employees are currently active in the program, with some 200 employees waitlisted for 2021.

NYC Transit (Subways)—Operations/Technology Initiatives

- Continued the agency's "Save Safe Seconds" campaign, which identifies outmoded signals and safely increase speeds appropriate for current trains and operations. To date, the program has modified 410 signal timers, safely increased over 270 speed limits, cleaned over 1,800 signs, and replaced over 900 mechanical grade timers with modern digital equipment.
- Made significant progress on the implementation of communications-based train control (CBTC) on the Queens Boulevard (E, F, M, and R) Line, which is expected to be completed in 2021.
- Completed a number of major Enterprise Asset Management (EAM) projects, including system rollout for the division of Signals and Track; training of thousands of employees in the use of the EAM system for documentation; deployment of mobile devices to support inspections and maintenance; and expansion of GIS capabilities to support maintenance and construction.
- Continued efforts begun under the Subway Action Plan to maintain assets in a better condition, including grouting nearly 4,000 leaks, removing debris from over 20,000 street vents, and cleaning of nearly 5,000 track miles.
- Managed the rapid recovery of subway service following a number of emergency events in 2020, including large city water main breaks and flooding near Lincoln Center and the Museum of Natural History; two tropical storms; a train derailment caused by vandalism; and a major December snowstorm.
- Placed all 318 R179 cars into revenue service in 2020. Following an incident, the

fleet was temporarily removed from service and a R179 Review Panel of outside experts was convened to develop a return-to-service plan. All of the R179 trains were back in service by the end of the year.

MTA Bus Operations (NYCT Department of Buses, Paratransit, MTA Bus Company)—Operations/Technology Initiatives

- Expanded the Intelligent Vehicle Network (IVN) project, which uses onboard computers with wireless links to depots to monitor bus components, identify potential failures, and provide information used in accident investigations. The IVN system has now been installed on 4,884 buses in 28 depots.
- Coordinated with NYCDOT to expand the number intersections with Transit Signal Priority (TSP), which allows approaching buses to get an extended green light or shortened red light. The partnership added TSP at 648 intersections in 2020, the largest annual addition of TSP since it launched in 2012. With TSP, new bus lanes, and other traffic-based initiatives, buses are completing their runs up to 20 percent faster. By the end of 2020, digital information screens were installed on 2,735 buses systemwide. These screens, which come on all new buses, offer audio-visual information on routes, next stops, service advisories, transfers, and more. In addition to customer information, the screens have the potential to generate new revenue through geo-specific advertising.
- Equipped 2,491 buses with Automatic Passenger Counters (APC) by the end of 2020, including 1,495 retrofits and 996 new buses. APCs count the number of passengers boarding and alighting the bus, allowing real-time seat availability information to be provided to customers via the MYmta and BusTime apps. APCs also provide ridership data to support service planning and were the sole source of ridership data during the Covid-19 rear-door boarding policy.

Long Island Rail Road—Operations/Technology Initiatives

- Advanced LIRR's investment in the Enterprise Asset Management (EAM) initiative. EAM provides the combined planning, training, and technology to optimally manage the railroad's equipment and infrastructure. The program, which encompasses a number of projects, gives management more accurate, useful, timely information on the costs, condition, performance, location, and reliability of LIRR's assets. EAM initiatives in 2020 included new systems to manage personal fire extinguishers, service vehicles, security cameras, signal inspections, and thermite welding of rails.
- Met the December 2020 Federal Railroad Administration (FRA) mandate for full implementation of Positive Train Control (PTC) across all 305 route miles of LIRR track. Completions in 2020 included Montauk 1BE; Main Line Mile Post 49-94.3; Main Line Mile Post 3-10; Atlantic Branch; Main Line Mile Post 11-15; Valley Interlocking; Main Line Mile Post 26-49; Main Line Mile Post 15-25; and Jamaica and Harold interlockings. The LIRR Safety Plan was approved in November 2020. Amtrak and LIRR are PTC interoperable across railroad boundaries, including a safety server interface between the railroads for Temporary Speed Restrictions and over-the-air security of all trains. New York and Atlantic Railway (NYAR), a tenant to LIRR that operates freight railroad service, is also in full PTC compliance.
- Unveiled a redesigned TrainTime™ app which enables customers to track real-time seat availability on any train in LIRR's electric fleet, about 90 percent of the total fleet. The first train app of its kind in North America, the new feature helps customers plan for safely paced seating during the Covid-19 pandemic. In addition to English, the app runs Spanish, Chinese, and Korean translations. (See also, Customer Service Initiatives, Safety/Security Initiatives.)
- Completed the 2020 LIRR Annual Track Program, which included: installing 21,500 concrete ties on the Main Line and Port Jefferson Branch; installing 148,080 linear feet of continuous welded rail (CWR) on the Main Line, Port Jefferson, Atlantic, and Montauk branches; installing nine switches on the Main Line; completing 1,120 field welds; surfacing 87 miles of track on the Main Line, Port Jefferson, and Montauk branches; surfacing 35 switches systemwide; and renewing 17 grade crossings on the Main Line, Hempstead, and Long Beach branches.

- Completed the 2020 Concrete Tie program, which included: installing 40,940 ties on the Atlantic Branch, Main Line, and the Port Washington Branch; installing 270,080 linear feet of continuous welded rail on the Main Line, Atlantic Branch, and the Port Washington Branch; and surfacing 20 miles of track on the Atlantic Branch, Main Line, and the Port Washington Branch.
- Successfully deployed two new laser-equipped trains for cleaning rails of greasy leaf residue during autumn, a seasonal safety and operational problem for many railroads. These laser-equipped trains are the first of their kind in the industry.
- Advanced the LIRR Forward plan, a set of major initiatives designed to improve operational efficiency, harden the railroad's infrastructure, and proactively address the root causes of systemic problems. Progress in 2020 included: (a) Replaced all M7 threshold plates; 13,099 feet of rail in East New York; 25 switch insulations; 13 poles; and 6,000 feet of overhead cable. (b) Upgraded 103 track circuits; welded 1,756 rail joints; and installed one critical switch and 20 switch heaters. (c) Installed bridge-strike monitoring systems (including cameras) at six frequently struck bridges. (d) Inspected 64 grade crossings. (e) Conducted 1,965 track miles of Sperry Testing, or four complete rounds of the LIRR system. (f) Cleared 42.06 miles of vegetation.

Metro-North—Operations/Technology Initiatives

Operations/Track

- Successfully met all 2020 FRA mandated PTC requirements for the year-end deadline, with 100 percent of its 244.3 route miles in revenue service. As of December 2020, all 165,000 revenue trains are operating with full PTC functionality. The Waterbury Branch is currently operating under a Main Line Track PTC Exclusion Addendum. Metro-North lines are PTC interoperable with Amtrak, CSX, and P&W trains on the Danbury Broach and the Hudson and New Haven lines. Over the air security (HMAC) on Metro-North fleets and track waysides has also been implemented. Amtrak boundaries at Poughkeepsie, Spuyten Duyvil, New Rochelle, and New Haven are fully commissioned, including office-to-office interface. Metro-North received its Safety Plan approval and System Certification in November 2020.
- Completed a slate of operations projects in 2020, including replacement of four switches at CP 119; installation of over 14,000 new ties on the Danbury Branch;

track remediation at CP 266 - CP 271, including new ties and surfacing; switch replacement at Stamford Yard; and replacement of thick web mitres and expansion rails on the Harlem River Lift Bridge. The railroad also piloted a nonstop rail flaw testing program in the last quarter of 2020.

- Advanced systemwide track initiatives under the four-year SMARTRACK program. In 2020, the railroad replaced 50,151 ties, 9.7 miles of continuous welded rail (CWR), and 36 switches. Also, renewed five railroad crossings, surfaced 94 miles of track, and welded 1,626 rail joints. Rails, bracket ties, and block ties were replaced on Tracks 13, 15, and 16 at Grand Central Terminal.
- Accelerated the agency's tree-trimming program along the right-of-way, targeting trees that could fall on tracks, as well as proactively removing North American Ash trees to combat the emerald ash borer infestation. When Tropical Storm Isaias, hit Metro-North territory on August 4, 2020, it brought down over 300 trees, utility poles, and wires, while also damaging third rail and signals. The railroad's proactive preparedness and 24/7 efforts by rail crews restored most service within 24 hours.
- Installed 27 miles of communications and signal cable on the Waterbury Cab Signal Project. Twenty-four of the 48 signal houses have been set on their respective foundations, and additional work is in progress. Also, completed the signal system for all West of Hudson lines.
- Upgraded power and substation infrastructure at a number of locations, including positive feeders to substations on the Harlem and Hudson Lines; nearly 100 third-rail jumpers on the Sandy Project; the substation and crew quarters at Riverdale; DC switchgear at six substations; submarine tie cable at the Harlem River Lift Bridge; as well as other locations.

Technology

- Deployed the Brandt Road Rail Powered Continuous Work Platform (CWP) with Steel Track Excavator, custom-built equipment with a nine-platform, articulated consist that performs of a wide range of tasks in hauling and distributing maintenance of way (MOW) materials, including ballast and rails up to 250 ft. in length. The new CPW allows Metro-North to carry out MOW tasks systemwide

with minimal disruption to railroad traffic operations.

- Supplemented visual track inspections with advanced technologies, including: (a) a Sperry Rail Service car that detects internal rail defects; (b) a GREX car that measures rail-end alignment and grades wood ties; and (c) three revenue cars with newly installed equipment to perform continuous track geometry measurements along their regular service routes. Also, received for testing a new MOW inspection vehicle for inspecting track, third rail, and overhead catenary.
- Began to gather data on NFOR, the MTA's Enterprise Asset Management (EAM) software. Such data is now being used to analyze wheel truing at Croton Harmon and New Haven facilities for better wheel life projections; for car cleaning at the Harmon Yard for better cost analysis; and for an expanding number of routine operations across the railroad.
- Continued the acquisition and replacement of components for rebuilding for an additional 66 M8 Electric Multiple Units (EMUs). The first three pairs of EMUs were received in 2020 and are tested in 2021. Out of the total EMU rebuild project budget of $1.4 billion, $472 million comes from the MTA and $936 million from Connecticut's Department of Transportation.

Bridges and Tunnels—Operations/Technology Initiatives

- Undertook a number of operational adjustments in response to the Covid-19 pandemic, including suspension of biometric timekeeping; temperature screening, PPE, social distancing, and other workplace safety protocols; tracking of employee quarantines and cases; daily cleaning and disinfection of workplace touchpoints; steps to reduce interactions in traffic enforcement; and more. (See also, Safety Initiatives)
- Issued 9,011 traffic summonses in 2020. The most common violations in 2020 were: speeding and speeding in a construction zone; concealed or obscured license plates; disobeying signs and other traffic controls; lane change violations; and overweight vehicles or other Title 49 federal safety regulations. Bridges and Tunnels Officers made 78 arrests in 2020, a decline from the previous year.
- Advanced preliminary design of the roadway infrastructure and software systems (including roadway and back office) to support Central Business District Tolling

CBDT). The CBDT program, the first of its kind in the United States, is designed to reduce traffic congestion, improve air quality, promote mass transit usage, and raise revenue for key capital projects. The MTA's work on CBDT is currently on hold awaiting a federal response concerning necessary environmental review. (See also, Sustainability/TOD Initiatives)

- Completed the design—on time and within budget—for a Traffic Detection and Queue Warning System at the Bronx-Whitestone and Verrazzano-Narrows bridges.
- Developed the conceptual design for network and video walls for the QM81 project, which includes a new control room at the Queens Midtown Tunnel and back-up control rooms at the Queens Midtown and Hugh L Carey tunnels. The agency reviewed and approved QM81 design submissions for network and systems; assigned IP addresses and VLANs for devices and systems, in coordination with MTA IT; and developed display layouts for the three video walls to be installed in the control rooms.
- Completed the field investigation work for AW36 Closed Circuit Television (CCTV) design at the Cross Bay, Marine Parkway, Henry Hudson, and Throgs Neck bridges.
- Completed scope of work and cost estimate for the design of a variable messaging sign at the Marine Parkway Bridge and for computer-aided design (CAD) business needs projects.
- Completed the installation and integration of an Overhead Vehicle Detection (OHVD) system at the Queens Midtown and Hugh L Carey tunnels. The OHVD system received a 2020 "Project of the Year" award in the category of "Safety and Infrastructure Protection" from the Intelligent Transportation Society of New York (ITS-NY).
- Completed the Dynac advanced traffic management system (ATMS) upgrade for the OCC and all ten facilities. The project involved system architecture design; system requirements; server hardware specs and procurement; establishing power and communication for new servers; implementing MTA IT's cybersecurity requisition for the new system; installation of servers with production system at the facilities; and conducting system acceptance testing.

Sustainability/Transit Oriented Development (TOD) Initiatives

Interagency—Sustainability/TOD Initiatives

- Developed and submitted SBTi (Science Based Target Initiative) targets towards meeting the MTA's commitment to reduction of GHGs in accordance with the Paris Agreement on Climate Change Mitigation. By moving millions of daily passengers via carbon-efficient public transportation, the MTA is one of the main reasons that New Yorkers maintain the lowest per capital GHG emissions per-capita among the 50 states.
- Partnered with the New York Power Authority (NYPA) to carry out energy-efficiency projects throughout the MTA system. Around $24.6 million dollars' worth of projects were completed in 2020. These included advanced metering infrastructure and component rehabilitation work at the Manhattanville Bus Depot and Department of Buildings (DOB) system-wide compressor and LED lighting upgrades at Grand Central Terminal, the Mineola Garage, and the Fresh Pond Bus Depot.
- Initiated BuildSmart 2025 in April 2020, incorporating earlier NYS Executive Order 88 (EO88) efforts to reduce MTA's energy usage and increase efficiencies. BuildSmart 2025 established a total MTA energy reduction goal of 848 billion Btu by 2025, measured against 2015 energy use levels. An energy reduction of 518.7 billion Btu, representing 70 percent of the MTA BuildSmart goal, was completed by December 2020. Of the remaining 329.4 billion Btu needed by 2025, the MTA has committed to projects representing reductions of 74.9 billion Btu, with projects reducing another 254.5 billion Btu to be identified.
- Compiled all prior-year data regarding MTA's greenhouse gas (GHS) emissions and reported all energy usage in accordance with The Climate Registry's General Reporting Protocol. Data regarding energy usage have been third-party verified and reported to The Climate Registry. The MTA's energy usage profile for prior years are publicly available through The Climate Registry website.
- Continued to collect regional climate adaptation information and case studies from

the MTA agencies as an ongoing overview of the MTA's resiliency initiatives and strategies. In conjunction with this information-gathering, MTAHQ coordinates the agency-wide MTA Climate Adaptation Task Force, supporting climate-related initiatives for all MTA operating agencies.

- Continued an initiative to lease MTA roof and parking lot space to developers of solar power or other mechanisms on seven representative MTA properties, belonging to NYC Transit, LIRR, and Metro-North. These pilot locations were selected in partnership between the MTA Department of Environmental Sustainability and Compliance, MTA Real Estate, and the agencies for solar development. Together they are capable of generating an estimated 6.5 megawatts of emissions-free electricity, while also opening up an untapped source of MTA revenues.

NYC Transit (Subways)—Sustainability/TOD Initiatives

- Continued installation of flood protection devices at street-level openings (stairways, vents, etc.). As of December 2020, permanent protections have been installed at over 90 percent of roughly 2,700 street-level vulnerabilities across the subway system.
- Continued construction of multiyear flood protection projects at the 207 Street, 148 Street, and Coney Island yards. These three yards are receiving perimeter flood walls and related resiliency enhancements, such as drainage improvements, tunnel portal protections, and elevated cable bridges to accommodate power cables that currently sit underground near the water table.
- Continued construction of flood protection for Staten Island Railway's St. George Terminal, including a perimeter flood wall and drainage upgrades and a new, flood-resilient Clifton Shop.
- Awarded a $90.5 million design-build contract for repairs to the Rutgers Tube, the final contract to repair damage to underwater tubes caused by flooding during Superstorm Sandy. Work is scheduled for completion in August 2021.
- Completed comprehensive rehabilitation of the Canarsie Tube connecting

Manhattan and Brooklyn, repairing damage caused by Superstorm Sandy and improving the resiliency, capacity, and accessibility of the L Train.

MTA Bus Operations (NYCT Bus, MTA Bus, and AAR Paratransit) Sustainability/ TOD Initiatives

- Received the remaining 11 of the first 15 MTA-owned all-electric articulated buses and continued the installation of 16 depot chargers for the electric fleet at the Michael J. Quill Depot. This is major step towards the MTA's commitment to all-electric, zero-emissions fleets by 2040.
- Continued the multiple steps needed for the MTA to meet its commitment of transitioning to an all-electric bus (AEB) fleet in 2040. A successful transition to AEBs will necessitate funding and close collaboration with a wide range of stakeholders, including NYC, Con Edison, NYPA and private industry. It will mean addressing such challenges as vehicle range and battery technology, energy efficiency, and the implementation of a bus-charging applications infrastructure. The MTA currently leases 10 standard 40-foot buses as part of a pilot program and has purchased and received 15 articulated 60-foot AEBs operating primarily on M14 SBS and M60 SBS routes.
- Continued to advance a 20-percent reduction of building energy consumption mandated by NYS Executive Order 88 (EO 88). The order affects a total of 32 NYCT/MTA Bus facilities. The scope of work includes installation of Advanced Metering Infrastructure (AMI) throughout multiple MTA facilities that enable MTA to monitor and reduce energy consumption, resulting in energy cost savings.
- Continued to incorporate energy-efficient measures into the rehabilitation of the building upgrade, façade repair, and window replacement at the East New York Depot and in the on-going roof replacement at Fresh Pond Depot.
- Completed delivery of only 29 out of a scheduled 40 new buses in 2020, due to the impact of the pandemic. The new buses are equipped with the latest safety and customer service technologies, including digital information screens, pedestrian turn warnings, automatic passenger counters, advanced camera systems, and more. (See also Capital Projects, 2020 Completions)

Long Island Rail Road—Sustainability/TOD Initiatives

Sustainability

- Reported the 2020 prior-year metrics for LIRR's annual recycling program. Over the prior calendar year, the agency recycled: 45 tons of paper, cardboard, plastic, glass, and metal (post-consumer separation); 52 tons of cardboard; 525 tons of wood rail ties; 15,744 tons of clean construction and demolition debris; 44 tons of roofing material; 11 tons of yard waste; 6,972 tons of scrap metal; 41 tons of batteries; 47 tons of used oil; 46 tons of water contaminated with oil; 1 ton of antifreeze; 1 ton of kitchen grease; and 5 tons of fluorescent bulbs. The LIRR recycling program also sends all small office refrigerators and air conditioners for Freon recovery to avoid releasing the refrigerants into the atmosphere.
- Completed the delivery of two high-rail bucket trucks, five high-rail grapple trucks, and one Quonset Hut, along with a newly constructed fueling facility in Ronkonkoma as part of the Emergency Management Equipment project. This equipment supports storm-recovery and service restoration following extreme weather events.

Transit-Oriented Development

- Continued participation with communities to pursue mixed-use development centered around LIRR stations. These included station enhancements and/or TOD planning efforts in the villages of Hempstead, Port Jefferson and Mineola, the Town of Huntington, and the Town of Brookhaven (Ronkonkoma). Most notable in 2020 was a Request for Proposal (RFP) for a mixed-use TOD project on an LIRR commuter parking lot in the Village of Westbury. The RFP supports Westbury's vision of a vibrant, walkable downtown area around the station. This project builds upon New York State's $10 million dollar grant to Westbury as part of New York's Downtown Revitalization Initiative (DRI).

- Advanced the construction of the Main Line Expansion project, which furthers many

local communities TOD efforts with its station enhancements, increased transportation options, and improved pedestrian walkability with grade crossing separations and the installation of new elevators.

- Continued work to support two regional Bus Rapid Transit (BRT) initiatives which connect to LIRR rail corridors. The first will provide north-south transit access along Route 110, Long Island's largest job center. It will connect the LIRR Babylon and Ronkonkoma branches, alleviate traffic congestion, and spur TOD initiatives along the corridor. The second BRT will provide north- south transportation along Nicolls Road in Suffolk County. This will connect job centers between Stony Brook and Patchogue; link three LIRR branches; alleviate traffic congestion; and spur associated TOD initiatives.

Metro-North—Sustainability/TOD Initiatives

- Completed construction of the 23-mile Maybrook Trailway, an important segment of the Empire State Trail, connecting the existing Putnam Maybrook Trailway and William Steinhaus Dutchess Rail Trail.
- Achieved successful completion of the third-year surveillance audit in the ISO 50001 Energy Management System framework, which includes energy-conservation and fuel-metering initiatives aimed at cutting greenhouse gases (GHGs), while reducing energy and fuel costs. Metro-North became the first railroad in North America to receive ISO-50001 certification in 2018 and is scheduled for a recertification audit in 2021, which will cover a three-year cycle up to 2024.
- Provided employee training for newly integrated agency-specific dashboards and data-quality measures into the MTA-wide Energy Management System (EMS). This software tracks all utility invoices and provides consumption data for electricity, diesel propulsion, natural gas, and other utilities. The system is fully operational in the Brewster, North White Plains, and Harmon yards. Training will be completed in 2021.
- Continued to progress other "green" initiatives in 2020, including HVAC and exhaust fan upgrades and LED platform lighting at Grand Central Terminal;

research and development of a Wayside Battery Storage System (WESS) to recapture train braking energy for traction; research on an Automotive Green Fleet Action Plan for purchasing alternative fuel vehicles, as well as hybrids, PHEV and electric vehicles; and the continued recycling of capital project waste for landfills.

Transit-Oriented Development (TOD)

- Executed the contractual documents necessary for the proposed Harrison Station TOD project on 3.3-acres of property formerly owned by the MTA. The mixed-use, residential-commercial project around the Metro-North station, now under construction, includes a new garage the will nearly double parking for rail customers and the surrounding area. The parking garage is expected to open in the second quarter of 2021, and the remainder of the project in mid-2022.
- Advanced the construction of a new 450-space parking lot and new sidewalks to connect the new parking facility, the existing sidewalk network, and the Croton Falls Station. Asbestos abatement of the interior of existing buildings was completed in 2020, and completion of the parking facility is anticipated by mid-2022.
- Continued the preliminary engineering studies for the multi-phased Brewster Campus expansion at the Southeast Station/Brewster Yard. The first project phase will relocate the current Southeast Station parking to allow for yard upgrades and expansion. Completion of traffic and environmental analyses and conceptual phasing layouts is expected in the first quarter of 2021.
- Continued work with local partners to explore or advance station and TOD planning efforts at the University Heights, Yonkers, Tarrytown, Beacon, Poughkeepsie, Wakefield, Mount Vernon West, White Plains, Mount Kisco, and Port Chester stations, along with plans for four new ADA Compliant Metro-North stations in the Bronx related to the Railroad's Penn Station Access project, an MTA megaproject managed by MTA Construction & Development.
- Worked with trail advocacy groups, such as Scenic Hudson, to help progress their projects, while ensuring Metro-North customers, employees, and physical assets are safeguarded and that rail operations are maintained in a safe manner. Initiatives include the Hudson Highlands Fjord Trail along portions of the Hudson

Line, including an ADA-compliant connector trail between Breakneck Ridge Station and the Breakneck Ridge trail head, and the Riverwalk in Westchester County, connecting the Multi-Use Path on the Mario Cuomo Bridge to trails in Tarrytown and Irvington.

Bridges and Tunnels—Sustainability/TOD Initiatives

- Provided $828.6 million in total support for the MTA's regional transit operations in 2020, which in turn helps the 13 million New Yorkers in the MTA service area lead carbon-efficient lives, making New York the most carbon-efficient state in the nation.
- Collaborated with MTA Headquarters (MTAHQ) in an ongoing effort to install solar photovoltaic power systems on Bridges and Tunnels facilities. The current solar RFP is in the final review process by MTA Real Estate and Bond Counsel to evaluate whether the sites submitted by Bridges and Tunnels are viable candidates.
- Acquired five Chevy Bolt electric vehicles as part of its initial purchase and evaluation of electric vehicles. Bridges and Tunnels also has eight electric vehicle charging stations agencywide, with plans to expand the infrastructure at all facilities.
- Advanced preliminary design of the roadway infrastructure and software systems (including roadway and back office) to support Central Business District Tolling CBDT). Some work is on hold due to a long-delayed response by the Federal Highway Administration (FHWA) concerning the type of environmental review needed from the MTA. Work should progress once the FHWA makes a determination. The CBDT program, the first of its kind in the United States, is designed to reduce traffic congestion, improve air quality, promote mass transit usage, and raise revenue for key capital projects. (See also, Operations/Technology Initiatives)

Safety/Security Initiatives

Interagency—Safety/Security Initiatives

Safety/ Emergency Management

- Responded to the Covid-19 pandemic with multipronged, systemwide measures aimed at safeguarding MTA customers and employees. These included daily disinfections of trains, buses, stations, offices, breakrooms, operations facilities, and other workplaces; extensive, multimedia customer and employee messaging; distribution of millions of free masks to customers; dissemination of PPE to the MTA workforce, with 15.6 million masks, 17.6 million pairs of gloves, 17,000 face shields, 249 gallons of cleaning solutions, and 247,000 bottles of hand sanitizers distributed to date.
- Coordinated with federal, state, and local agencies and MTA Occupational Health Services to provide employees with the latest advisories and Covid-19 preventative methods, including onsite temperature checks; Covid-19 tests and antibody tests; rapid contact tracing; and Covid-19 priority vaccination programs, including two dedicated onsite MTA vaccination centers.
- Adapted workplace and administrative policies to maximize workforce safety, including workplace signage and distancing protocols; new travel, sick-leave, quarantine, and return-to-work polices; and the rapid transitioning of tens of thousands of employees to remote telework, with extensive IT support for new work apps, remote access to work files and programs, video conferencing, and more.

Security

- Provided system-wide policing through the MTA Police Department (MTAPD), which has a workforce of over 950 officers and civilian employees. Its jurisdiction, which focuses on LIRR, Metro-North, and SIR, extends across the MTA travel

region to 14 counties in two states. The MTAPD has continued to support NYCT homeless assistance and fare evasion initiatives. The department remains abreast of terrorism trends and monitors reports of civil unrest to ensure the safety of those utilizing services of the MTA and protection of the infrastructure.

- Trained an additional 103 MTAPD officers in active shooter response in 2020. New training modules were released to comply with NYS Police Reform/ Reinvention. Department members received training in crisis intervention from the NYS Department of Mental Health and in procedural justice from the NYS Department of Criminal Justice Services. In addition, members received training in de-escalation and minimizing use of force.

MTAPD 2020 Crime Statistics
Number of reported crimes at LIRR, Metro-North, and Staten Island Railway

Category	2020	2019	% Change
Murder	0	0	0%
Rape	0	0	0%
Robbery	33	33	0%
Felony Assault	22	32	-31%
Burglary	15	15	0%
Grand Larcenies	59	127	-54%
G.L.A.	3	9	-67%
Total	**132**	**216**	**-39%**

- Installed new GPS systems in approximately 120 department vehicles. In addition to GPS tracking, the new system provides fleet management with telematics. Telematics provide automatic notifications to the fleet manager when a department vehicle requires routine maintenance or if an emergency service is needed.
- Provided assistance to the NYS Office of Emergency Management during the COVID pandemic. The MTAPD provided transportation of PPE supplies to NYCT and the field hospital at the Javits Center. Electrostatic sprayers were procured to sanitize department vehicles. Supplies were distributed to all commands to ensure members had the PPEs to continue working throughout the pandemic.
- Continued efforts to address homelessness on NYCT subways and properties in

partnership with the Office of Temporary and Disability Assistance and the MTA Homeless Outreach Services Department. The NYC Subway End of Line (EOL) outreach program, begun in mid-2019 and extending through 2020, resulted in over 84,600 contacts, 44,300 ejections, and 4,290 individuals accepting services.

- Implemented fare enforcement strategies at high volume subway stations as a component of the MTA Fare Evasion and Worker Safety Task Force. These efforts resulted in the issuance of 830 summonses and the identification of a significant misuse of Student MetroCards.

NYC Transit (Subways)—Safety/Security Initiatives

- Continued efforts to replace third-rail insulators in areas with historical fire vulnerabilities at over 500 additional locations. Other fire safety initiatives included continuation of an accelerated track cleaning program using mobile vacuum units and vacuum trains, which have substantially reduced tracks fires.
- Rapidly developed initiatives aimed at protecting customers and employees during the Covid-19 pandemic, while continuing the critical transit operations needed to support essential workers, public services, and the local economy. Some of these efforts are summarized below.
- Worked with federal, state, and local governments to provide public health information, carry out emergency policies, and implement guidelines from the Centers for Disease Control (CDC) and other medical authorities.
- Developed and implemented an unprecedented cleaning program to disinfect some 6,500 subway cars at least once daily and touchpoints at 472 stations twice daily. The effort included a new IT data system to monitor cleanings, 950 cleaners working in rotating shifts, and trial technologies, such as sprayers, air filtration systems, and ultraviolet disinfection equipment.
- Rolled out a systemwide Covid-19 public messaging campaign that included regular news events; digital, onboard, and social messaging; onboard and in-station public safety announcements; social distancing markers; expanded service updates; and more.
- Suspended cash transactions at station booths; installed hand sanitizer

dispensers at all stations; and installed protective personal equipment (PPE) vending machines at select stations.

- Launched a proactive outreach effort to provide masks and sanitizer directly to transit customers, including monthly forays by the "Mask Force," an all-volunteer team of MTA employees and outside volunteers who provide free masks to transit riders.
- Implemented extensive safety measures to protect employees, including distribution of millions of masks, gloves, face shields, wipes, and hand sanitizers; workplace temperature checks, daily sanitation of facilities, and other protocols; remote teleworking where possible; an ongoing Covid-19 vaccination program; and more.
- Developed a comprehensive contact-tracing program for the subway workforce, which involved employee notifications; training hundreds of "Exposure Investigators;" responding to exposures within 48 hours or less; and monitoring employee quarantines.

MTA Bus Operations (NYCT Buses, MTA Bus Company, AAR Paratransit)— Safety/Security Initiatives

- Installed bus camera security systems on 4,158 buses and operator-compartment-facing cameras installed on over 2,700 buses in 2020. All new buses come with these cameras. Bus cameras are a critical tool in incident reporting, crime prevention, and improved safety for both bus operators and customers.
- Continued the Vision Zero IV program, an eight-hour training session highlighting the challenges of operating in the NYC environment and 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.

- Continued a “zero- tolerance” policy on use of cellphones and electronic devices while operating a bus, under a joint agreement with all labor unions. Additionally, the two bus agencies worked with labor partners to establish a process whereby operators who receive speed-camera violations are disciplined and must pay the fine. The agencies continued to use the Accident Review System (ARS) as a corrective safety intervention tool for collision reduction.
- Installed Pedestrian Turn Warning (PTW) systems on a total of over 1,280 buses by the end of 2020. This safety technology alerts pedestrians when a bus is making a right- or left-hand turn using automated external audio announcements.
- Introduced backup cameras to the fleet in 2018 to allow the operator to view images from the rear of the bus. The mirror has been designed to incorporate an embedded monitor while the bus is engaged in reverse. This feature was included on the deliveries of 15 New Flyer AEB articulated buses and 53 New Flyer articulated buses in 2020. All new bus deliveries include these cameras.
- Enforced CDC and state Covid-19 protocols to safeguard employees. Measure taken include safety messaging, social distancing rules, distribution of PPE, disinfection of bus interiors and employee workspaces, workplace temperature tests, and more. Both NYCT Bus and MTA Bus continue initiatives to protect bus operators from assault, including the installation of bus operator shields across the entire fleet, de-escalation training, and installation of more on-board security cameras. Both bus operations continue the Vision Zero operator training programs for accident and assault mitigation.
- Continued thorough customer complaint reviews to identify employees for additional counseling and/or de-escalation training. Both NYCT Bus and MTA Bus continued collision reduction campaigns that provide safe driving reminders, defensive driving techniques, and methods to correct unsafe driving habits. Both bus operations continue to review and analyze employee injury data to identify and address the root causes and trends behind lost-time accidents.

- Outfitted bus fleets with a permanent barrier solution to fully protect bus operators. Express buses currently have temporary barriers, and the agencies are working aggressively towards a goal of 100 percent permanent barriers on the express bus fleet.
- Continued the Red-Letter Drill (RLD) program, a joint initiative by MTA Bus Security, the NYCT Bus Command Center, and the MTAPD. The program provides field personnel with simulated crisis and emergency training. Also, carried out approximately 2,300 undercover "ride checks" to evaluate operator safety and provide feedback. The program was suspended from late March to mid-July due to the pandemic.
- Completed security upgrades at the Spring Creek and JFK depots, including card reader access to key entry points, new perimeter fencing, new perimeter gates, security cameras, license plate readers, and video management systems.

Long Island Rail Road—Safety/Security Initiatives

- Undertook extensive efforts to protect LIRR passengers and employees during the Covid-19 pandemic, including distribution of sanitizer, masks and other personal protective equipment (PPE) to employees; a major customer information campaign using posters, announcements, digital messaging, and social media; distribution of free masks to customers at major LIRR stations; and enforcement of onboard mask compliance by MTAPD.
- Implemented an accelerated disinfection program, with train cars cleaned every 24 hours and station touchpoints twice daily. The agency also piloted a number of new cleaning methods and technologies for cars and stations, dispensed sanitizer onboard and in stations, and installed PPE vending machines in Penn Station.
- Modified workplace protocols for maximum safety, including teleworking during state mandates, hand sanitizer stations at offices and facilities, temperature checks, plexiglass partitions, and extensive signage. The agency also redesigned its TrainTime app to provide real-time information on seating availability, enabling LIRR customers to plan for safer traveling during the pandemic.

- Unless suspended due to the pandemic, conducted LIRR's quarterly "Safety FOCUS Days," in which the LIRR president and the vice president of LIRR Corporate Safety meet directly with frontline supervisors and managers to discuss safety issues in the field.
- Continued the railroad's Confidential Close Call Reporting System (C3RS), a collaborative effort between management, labor, and the Federal Railroad Administration (FRA) that enables employees to confidentially report "close calls" that could have caused operating and safety incidents. Peer review teams meet several times a month to review reports, discuss mitigations, and recommend corrective actions.
- Continued implementing two complementary safety systems. A new Enterprise Safety System (ESS) will replace LIRR's existing mainframe-based accident reporting system with a new database system utilizing trend analysis and other "business intelligence" capabilities. A Safety Management System (SMS), endorsed by the U.S. Department of Transportation (USDOT) and its agencies, complements an engineering-centered process with added attention to the "human element," data sharing, and measurements of safety performance.
- Developed an award-winning grade-crossing safety program in conjunction with the travel apps company WAZE. The railroad installed flexible grade-crossing delineators and pavement markers at all 296 grade crossings by the end of 2019 and partnered with WAZE to enhance the firm's GPS app alerting drivers of crossings and tracks. The initiative brought a dramatic reduction in crossing-related incidents and earned LIRR an American Public Transportation Association (APTA) "Gold Safety and Security Award" in 2020 for commuter and inter-city railroads.
- Continued a slate of employee safety initiative, including labor-management safety committees; a comprehensive risk assessment of LIRR yards; campaigns focusing on PPE and social distancing, track safety for employees, and employees' safety-related experiences in the field. In 2020, LIRR began implementing safety recommendations resulting from an anonymized employee "Safety Barometer" survey co-managed by the National Safety Council (NSC).

- Continued installation of inward- and outward-facing cameras in the cabs of all rail fleets. Outward-facing cameras record track and wayside activities, while inward-facing cameras record the engineer's control area. LIRR continued to install new passenger-area cameras to deter crimes and record evidence for investigations.
- Completed multiple security projects across the railroad. These included the installation of CCTV and video management systems, intrusion detection systems, and access-control devices at many LIRR stations and facilities. New cameras continued to be installed on station platforms, crossings, yards, ticket offices, and facility buildings. At its yards, LIRR continued the installation of high-security electronic gates and fencing, along with other "hardening" upgrades.

Metro-North—Safety/Security Initiatives

Safety/ Emergency Management

- Responded to the Covid-19 pandemic with unprecedent safety measures to protect customers and employees, including Covid-related messaging and advisories; daily or twice-daily disinfection of cars, stations, and facilities; distribution of protective personal equipment (PPE) to railroad employees and free masks to customers; installation of sanitizer dispensers; free onsite Covid-19 and antibody testing for employees; social distancing and other safety protocols; and monitoring of quarantines and sick leave. At the time of this report, the MTA opened a dedicated vaccine center in Grand Central Terminal
- Continued Metro-North's program to train first responders (fire, police, and EMS) in railroad safety, equipment, and emergency procedures. The program involves both classroom instruction and field training. The agency also conducted a full-scale simulation of an emergency requiring use of one of Metro-North's Fire Tank Cars, providing first-responders with hands-on experience.
- Continued Metro-North's contributions to statewide disaster preparedness efforts as part of the Governor's Disaster Preparedness Commission. The commission develops disaster plans, response exercises, and interagency coordination for New York State.

Safety/Operational

- Continued the railroad's systemwide participation in the FRA Confidential Close Call Reporting System (C3RS). The system fielded 599 reports in 2020, bringing the total to 5,841 reports since the launch of C3RS. A number of safety improvements were implemented in 2020 as a result of these reports.
- Continued the agency's obstructive sleep apnea (OSA) program, which began in 2015 with the screening of all Metro-North locomotive engineers. Currently, 82 locomotive engineers are in the program. They are screened for OSA as part of their pre-employment physical, as well as their annual physical. By the end of 2020, 858 conductors have been screened and 95 placed in the OSA monitoring program.
- Continued using and upgrading Cority EHS, an enterprise safety database system, which provides a centralized repository for track safety data trends. Metro-North also implemented a safety management system (SMS), endorsed by the FTA and the FRA. The SMS supplements an engineering-centered process with increased attention to the "human element," data sharing, and measurements of safety performance.
- Carried out a full day of safety training for new hires, also rotating current employees through the training. The railroad trained 100 new employees in 2020 and developed a new in-house safety video as well. Other employee-facing efforts included bi-annual safety cleanup days at Metro-North facilities; quarterly "Safety Focus" weeks for open discussions; and annual safety awards for employees and departments.

Safety/Public Outreach

- Expanded the agency's public safety outreach efforts, including TRACKS (Together Railroads and Communities Keeping Safe), a multi-pronged effort to promote grade-crossing and rail safety to communities, schools, and others. Due to the pandemic, TRACKS was only able to reach 53,166 people in 2020. The program, which received a 2018 APTA Gold Award for Safety, has reached 394,000 people so far.
- Continued our suicide prevention program called Question, Persuade, Refer

(QPR), with over 600 Metro-North employees now trained in QPR. Also, partnered with the Crisis Text Line, a free text messaging 24/7 support line for anyone experiencing a mental health crisis. The agency developed a keyword and a poster campaign to extend the service to commuters needing help.

- Continued to partner with the GPS app WAZE to alert drivers using the app to railroad crossings along their route. The app uses real-time verbal alerts and hazard icons that will display each time a driver comes within 500 feet of a crossing. In 2020, the agency updated the app with additional Metro-North crossings.
- Created an original social media series with weekly safety messages. Also, continued the "Watch the Gap" campaign via social media, print, digital ads, and digital Outfront media displays.

Security

- Completed security enhancement of the Harlem River Lift Bridge, which included addressing a gap in electronic access controls, installing surveillance and laser intrusion detection, upgrading fencing, and erecting barriers at all bridge approaches and support compounds.
- Continued the installation and provision of high-definition security surveillance at 19 Metro-North stations, covering over 90 percent of all public areas within the stations. By the second quarter of 2021 an estimated 1,100 cameras will be online to improve station security and safety. Also, installed new surveillance capabilities and Help Point customer intercoms at 10 stations, with four additional stations now scheduled for the first quarter of 2021, thanks to the under-budget completion of the first 10 installations.
- Collaborated with MTA IT to review and enhance the cybersecurity readiness of the Security Department's electronic assets. All 39 field-deployed 'PODs' systems are now configured with real-time threat monitoring to ensure all system events are captured and documented in compliance with the agency's cybersecurity requirements.
- Continued the development and rollout of the agency's security digitalization plan, moving security video feeds, evidence, and records to a cloud-based sharing

system. The accelerated adoption of these cloud technologies enabled safer remote sharing of security videos during the pandemic and is now slated for adoption at other MTA agencies.

Bridges and Tunnels—Safety/Security Initiatives

Employee Safety

Bridges and Tunnels experienced a reduction in lost-time injuries in 2020. As a result, the "employee lost-time" injury rate decreased to 5.7 per 200,000 work hours for the year. This improvement can be attributed in part to the agency's ongoing safety efforts, including:

- Initiated workplace measures to safeguard employees during the Covid-19 pandemic, including provision of masks and other PPE; expanded ventilation; daily sanitization of facilities and vehicles; regular safety communications; and social distancing protocols
- Coordinated interdepartmental healthcare efforts through the Bridges and Tunnels Safety & Health Department, including, employee advisories and training; onsite temperature testing, Covid-19 testing, monitoring of exposures and quarantines; and Covdi-19 vaccination efforts.
- Continued regular safety training for all field employees, including traffic management safety training for all Bridge and Tunnel Officers (BTOs) and supervisors. The agency also modified some traffic enforcement procedures to minimize social contact.
- Identified ergonomic issues that are major contributors to lost-time injuries and initiated efforts to mitigate them, including a new employee wellness program. The agency also intensified case management of "Injuries on Duty" to minimize lost work time and focused on incident investigations and audits to address the root causes of safety issues.
- Utilized joint labor/management safety task forces to address safety risks in the new cashless operating environment. The agency is also revising its Policies and Procedures" as part of an updated safety-management system for all Bridges and Tunnels facilities.

Customer Safety

Traffic decreased at Bridges and Tunnels crossings in 2020 due to the Covid-19 pandemic. The agency reported 180 customer collisions with injuries in 2020, a decrease from the previous year. Adjusting for annual traffic, the rate of collisions with injuries was 0.70 per million vehicles, also a decrease from the previous year. Measures for improving customer safety include:

- Continued to focus on the three E's: engineering to identify and mitigate collision-prone locations; enforcement to target unsafe driving behaviors; and education to publicize and correct unsafe driving behaviors.
- Issued 9,011 summonses in 2020, with the most commonly cited violations being speeding and speeding in construction zones; concealed or obscured license plates; disobeying signs and traffic markers; lane change violations; and overweight vehicles or other Title 49 violations. The agency also made 78 arrests in 2020, a decline from the prior year. The arrests were evenly divided between arrests for DWI and for driving with a suspended license.
- Conducted Collision Task Force meetings to analyze sporadic increases in collisions during the Covid-19 pandemic and strategize solutions. In addition, the interdepartmental Collision Reduction Team continued their quarterly review of collisions to help guide safety improvements.
- Reconfigured the Queens interchange at the Bronx-Whitestone Bridge, which improved traffic flow and safety, and installed new electronic traffic monitoring and fire detection systems at the Bronx-Whitestone and the Robert F. Kennedy bridges.

Interagency—Cost Cutting/Revenue 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 Company, AAR 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

Revenues

- 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.

Cost Cutting

- 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

Revenues

- 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.

Cost Cutting

- 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 prepandemic 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.

2020 ANNUAL REPORT—SECTION 3
Capital Projects Commitments and Completions

The MTA Capital Programs

The Capital Program Review Board (CPRB) approved a new 2020-2024 Capital Program in 2019, and various amendments in early 2020. The new 2020-2024 Capital Program totals $54.799 billion, the largest MTA program ever. The 2010-2014 Capital Program was increased to $31.704 billion. This program includes Superstorm Sandy repair and mitigation programs. The amended 2015-2019 Capital Program was increased to $33.913 billion.

Unless otherwise indicated, the MTA agency commitments and completions listed in Section 3 of this 2020 Annual Report reflect only those established as 2019 goals by the MTA Board. For maximum transparency, all projects in the 2015-2019 Capital Program, the 2010-2014 Capital Program, and portions of the 2005-2009 Capital Program are identified in detail and updated regularly on the MTA Capital Program Dashboard under "Transparency" on the MTA website at www.mta.info.

Funding Received Through Dec. 31, 2020
($ Millions—Includes receipts for MTA Bridges and Tunnels)

Includes Receipts for MTA Bridges and Tunnel	2020	1982-2020
Federal grants/Superstorm Sandy Insurance	$2,723	**$43,663**
State service contracts/Bond Act	$0	**$2,931**
State appropriations/Other	$2,594	**$4,438**
City appropriations	$526	**$7,903**
MTA/TBTA bonds	$3,573	**$49,432**
New Revenue Sources & CBD Tolling	$0	**$0**
MAC	$0	**$919**
Debt restructuring	$0	**$5,362**
Other/LessorEquity/AssetSales/InvestmentIncome/Operating- to-Capital/PAYGO/Insurance	$301	**$9,826**
Total	**$9,716**	**$124,474**

Capital Program Progress, 1982- 2020
($ millions)

	Commitments	Expenditures	Completions
New York City Transit	$72,787	$64,950	$61,655
Long Island Rail Road	13,820	12,226	10,057
Metro-North Railroad	9,259	8,211	6,456
MTA Network Expansion	23,840	21,965	16,998
Bridges and Tunnels	7,747	6,667	6,132
MTA Bus Company	1,214	949	879
Commuter Rolling Stock	1,913	1,912	1,896
Other *	7,070	5,326	3,956
MTA Total	$137,651	$122,206	$108,029

* Includes funds for World Trade Center recovery, Superstorm Sandy, Central Business District Tolling, planning and customer service projects, and security. Numbers may not total due to rounding.

Capital Program Progress, 2020
($ millions)

	Commitments	Expenditures	Completions
New York City Transit	$2,878	$2,369	$2,504
Long Island Rail Road	1,067	726	817
Metro-North Railroad	181	449	202
MTA Network Expansion	764	1,244	76
Bridges and Tunnels *	477	706	660
MTA Bus Company	25	35	7
Other **	49	821	58
MTA Total	$5,095	$6,351	$4,324

* Includes Central Business District Tolling, managed and delivered by Bridges and Tunnels.
**Includes funds for Interagency, Superstorm Sandy and MTAPD. Numbers may not total due to rounding.

Major 2020 Commitments

Stations and ADA

- Awarded Americans with Disabilities Act (ADA) projects for the following locations: Livonia Avenue on the Canarsie Line; 149th Street-Grand Concourse Complex on the Jerome Avenue and White Plains Road lines; Tremont Avenue on the Concourse Line; Avenue H on the Brighton Line; 7th Avenue on the 6th Avenue Line; New Dorp on the Staten Island Railway; Beach 67th Street on the Rockaway Line; Grand Street on the Canarsie Line; Dyckman Street on the 7th Avenue-Bway Line; East 149th Street on the Pelham Line; and Metropolitan Avenue-Lorimer Street Complex on the Crosstown and Canarsie Lines. Depending on the station, improvements include installation of elevators and ramps; modifications to stairs, boarding areas, station layout, and fare array; provision of accessible travel routes; modification of platforms to reduce gaps, installation of tactile warning strips; modification of gates, handrails and stairs; and modification of customer information system and signage. These projects advance the MTA's ongoing commitment to commitment to system-wide accessibility. ($538.7 million).

Signals, Line Structures and Track

- Awarded the Communications-Based Train Control (CBTC) bundle for the 8th Avenue Line, which includes the CBTC overlay from 59th Street to High Street, two interlocking modernizations at 30th Street and 42nd Street North, and mainline track switch replacement. The CBTC signal system overlay will be installed between 59th Street in Manhattan and High Street in Brooklyn. Installation of the new system involves new track circuits, computers systems, carborne equipment, communications equipment and the construction of various equipment rooms along the line. Track switch and interlocking work is also required to upgrade the signal system on the 8th Avenue line. Implementation of CBTC on the 8th Avenue Line will increase train throughput, reducing waiting time

between trains for customers, and improve service reliability by reducing signal system ($493.1 million)

- Awarded lifecycle replacement of signal components. Speed enforcement equipment will be replaced at the E. 177th Street and Hunts Point interlockings on the Pelham Line, the Metro Tech interlocking on the Broadway Line, the Essex Street interlocking on the Jamaica Line, and the Atlantic Avenue interlocking on the Eastern Parkway Line. Phase 1 of replacing the code systems with current technology will commence on sections of the Jamaica, Myrtle Avenue, Brighton, and Broadway lines. Existing code cables on the 7th Avenue Line will also be replaced with new armored fiber optic cables with the necessary equipment. These signal component replacements will all provide improved safety and system reliability systemwide. ($150.7 million)
- Awarded a line structure component repair project on the Eastern Parkway Line in Brooklyn. This project will repair selected priority defects in the vicinity of Hoyt, Nevins, Atlantic Avenue, Bergen Street and Eastern Parkway stations. Work includes repair of spalled or cracked concrete and corroded structural steel members and water leak mitigation. Maintaining and upgrading the line structure will provide a safe environment for customers and prevent costly, emergency repairs along the Eastern Parkway Line. ($76.5 million)
- Awarded projects to replace mainline tracks, yard tracks, and switches at locations throughout the system. ($461.3 million)

Rolling Stock – Buses

- Awarded the purchase of 335 new buses, of which 209 are standard diesel and 126 are hybrid-electric standard buses. They will replace older buses in the citywide fleet, while providing new and improved safety and customer service technologies. The buses will be equipped with USB chargers, as well as Wi-Fi and digital information screens with route, next stop, and other customer service information. All buses will come equipped with PTW technology, additional on-bus cameras and exterior cameras, hi-vis windows, and TSP hardware technology. ($249.1 million)

Superstorm Sandy Repair and Resiliency

- Awarded projects to restore the Rutgers Tube between Manhattan and Brooklyn. Superstorm Sandy inundated the Rutgers Tube with salt water and damaged a variety of critical assets. This project will repair those assets, which include signal equipment, power and communications cable, track, pump rooms, fan plant equipment, and tunnel lighting. This project will also provide various resiliency improvements at its two pump rooms to prevent future damage from flooding during major storm event. ($143.4 million)
- Awarded a flood resiliency project for three pump rooms in the 53rd Street Tube. Flood resiliency will be achieved through the installation of deployable weir walls, hardening of the electrical and control system, elevating controls above the design flood elevation (DFE), providing a backup generator connection, installing an emergency generator platform, replacement of electrical feeders and conduits, and modification of pump discharge manifolds. The project will also upgrade and waterproof all local electrical panels and lighting in the pump room. ($15.8 million)
- Awarded a flood resiliency project for street-level openings systemwide. The project will address a variety of street level-openings, such as station entrances, hatches, ventilators, and manholes. These vulnerable openings will be protected from flooding in a major storm event with resiliency solutions that include installation of removable stair covers, flood doors, watertight manhole lid/vent covers, mechanical closure devices (MCDs), check valves, and sealing of conduits. ($6.3 million)

Major 2020 Completions

Stations and ADA

- Completed ADA projects at the following stations: 86th Street on the 4th Avenue Line; Chambers Street on the Nassau Line; Astoria Boulevard on the Astoria Line; Bedford Park Boulevard on the Concourse Line; and Eastern Parkway-Brooklyn Museum on the Eastern Parkway Line. Depending on location, improvements included installing ADA-compliant elevators; modifying the mezzanine and transfer passageways; constructing ADA-compliant ramps; installing ADA-

compliant boarding areas and tactile warning strips; modifying gates, handrails, stairs, signage, and public address/customer information system (PA/CIS). These projects advance the MTA's ongoing commitment to systemwide accessibility. ($189 million)

- Completed renewal of the Astoria Boulevard Station on the Astoria Line. The renewal work encompassed structural repairs throughout the station, including reconstruction of the mezzanine; upgrades to the electrical, mechanical, and communications equipment; and replacement of stairs, platform edges, windscreens, and the canopy. ($54.7 million)
- Completed renewals at the 138th Street-Grand Concourse Station on the Jerome Line. Elements that received repair or replacement were street stairs, mezzanine stairs, platform stairs, columns, and floors and tiles in the mezzanine and platform areas. ($22.8 million)
- Completed various station improvement projects on the Lexington, Eastern Parkway, Pelham, White Plains Road, Lenox, and Canarsie lines. Grand Central Terminal received two escalator replacements and one hydraulic elevator for the Lexington Line. Nevins Street Station on the Eastern Parkway Line received repairs to the mezzanine roof and two street stairs. Rockaway Boulevard Station on the Liberty Line received repairs to four street stairs. The remaining station improvements consisted of capacity improvements and platform component repairs. Longwood Avenue Station on the Pelham Line received platform wall, columns, and floor repairs. Freeman Street on the White Plains Road Line received platform edge repair. The 148th Street-Lenox Terminal and Central Park North stations on the Lenox Line received repairs to platform edges, wall tiles, damaged beams, column bases, and the installation of rubbing boards and tactile warning strips. Lastly, the 14th Street-Union Square Station on the Canarsie Line received increased station capacity capability for customers through installation of a new escalator and widening of stairs. The station also received platform structural repairs. ($73.3 million)

<u>Signals, Line Structures, and Track</u>

- Completed signal replacement projects on various lines. Signal cables, stops and air lines were replaced at critical areas systemwide. A total of 277 stops were modernized by converting induction-stop machines to capacitor-type stop

machines. Cables were replaced at 192 locations and air lines were replaced at 145 locations to bring the equipment to a state of good repair. This work will help maintain service reliability systemwide. ($64.1 million)

- Completed overcoating from 72nd Street to 104th Street on the Flushing Line. The project involved preparing the steel surface of the line structure by removing all existing paint and repainting within the project limits. Select steel repair of the line structure was also addressed. ($59.7 million)
- Completed replacement projects for mainline tracks, yard tracks, and switches at locations throughout the system. ($508 million)

Superstorm Sandy Repair and Resiliency

Completed projects to repair equipment and facilities damaged by flooding from Superstorm Sandy, while hardening the system against future storm damage. Projects included:

- Completed projects for the Canarsie Tube (L) restoration and Canarsie Line Core Capacity program. These projects repaired signal equipment, power and communications cable, track, one pump room, two circuit breaker houses (CBHs), and tunnel lighting. Additionally, flood resiliency measures were installed for the cabling system to mitigate saltwater damage in future storm events. Canarsie Line Core Capacity Projects were contractually combined with the Sandy repairs and were completed concurrently. Bedford Avenue and 1st Avenue stations were made ADA accessible through the installation of elevators, ramps, and station modifications like new fare arrays and emergency exit gates. A new substation was also constructed at the 14th Street-Avenue B Station, and low-resistance rail was installed in the under-river tube. The project also encompassed state-of-good-repair work, including structural component repairs, supervisory vent control replacement, and mainline track replacement. Lastly, automatic signals were installed along the line to better facilitate the throughput of work trains. ($781.0 million)
- Completed flooding mitigation projects at the following eight stations: six Canal Street stations (upper level and lower-level complexes of the Broadway Line, the Lexington Avenue line, the 7th Avenue Line, the 8th Avenue Line, and the Nassau

Loop Line); the Franklin Street on the Broadway-7th Avenue Line; and the 145th Street Station on the Broadway-7th Avenue Line. These projects were part of two flood mitigation initiatives to seal vulnerable openings near stations and harden the most vulnerable stations. Resiliency measures included waterproofing treatments, such as mechanical closure devices beneath sidewalk ventilation gratings; barriers within sidewalk manholes; deployable flexgate covers or stop logs at station entrances; and watertight hatches and doors for critical internal rooms. These resiliency solutions will ensure that essential stations in low-lying areas will remain operational in future storm events. ($51.6 million)

Major 2020 Commitments

Depots and Facilities

NYCT Department of Buses and MTA Bus awarded the following capital project contracts in late 2019 or 2020:

- Jamaica Lot Demolition, Phase II. ($1.0 million, NYCT Bus)
- Grand Avenue Chassis Wash ($1.5 million, NYCT Bus)
- Queens Village Roof on May 20, 2019 ($6.20 million, NYCT Bus) Currently 65 percent completed.
- ENY Caisson Tower Repairs on Sept. 23, 2019 ($0.43 million, NYCT Bus) Currently 85 percent completed.
- Jackie Gleason Bus Wash Replacement on Nov. 07, 2019 ($3.6 million, NYCT Bus). Currently 10 percent completed.
- Fresh Pond Roof on Oct. 24, 2019 ($4.8 million, NYCT Bus). Currently 5 percent completed.
- East New York Brick Façade and Windows on Feb. 27, 2020 ($14.67 million, NYCT Bus)
- College Point CNG Upgrade on Feb. 28, 2020 ($6.1 million, MTA Bus). Currently 4 percent completed.
- Yonkers Depot Maintenance Bay and Overhead Door Modification (SBMF) on Sept. 24, 2020 ($1.29 million, MTA Bus).
- College Point Rehabilitation on Oct. 30, 2020 ($9.4 million, MTA Bus)
- LaGuardia Storeroom Expansion on December 22, 2020 ($7.4 million, MTA Bus).
- JFK Window Replacement (SBMF) on December 22, 2020 ($1.99 million, MTA Bus)

- Zerega CMF HVAC Rehab & Replacement ($8.50 million, NYCT Bus)

Rolling Stock

NYCT Bus awarded the following contracts in 2020 for fleet purchases:

- Purchase of 126 Nova standard hybrid buses ($107.9 million, NYCT Bus).
- Purchase of 209 Nova standard diesel buses ($141.2 million, NYCT Bus).

Major 2020 Completions

Rolling Stock

NYCT Department of Buses and MTA Bus completed delivery of two bus contracts in 2020. The buses feature the latest safety and customer service technologies, such as digital information screens, Wi-Fi, USB charging ports, pedestrian turn warning (PTW) technology and traffic signal priority (TSP). The deliveries are:

- 53 articulated buses ($50.2 million, MTA Bus)
- 15 New Flyer all electric articulated buses ($34.2 million, NYCT Bus)

Depots/Facilities

NYCT Department of Buses and MTA Bus completed the following capital projects in 2020:

- The Queens Village Bus Wash Project ($2.30 Million NYCT Bus)
- The New Bus Wash at College Point ($2.6 million, MTA Bus)
- The Queens Village Roof Project ($6.30 Million NYCT Bus)
- The Jackie Gleason Bus Wash Project ($2.56 Million NYCT Bus)
- The Manhatanville HVAC Replacement NYPA Project ($15.73 Million NYCT Bus)

Major 2020 Commitments

Stations

- *Jamaica Station Planning and Engineering*: Awarded a construction contract for signage, wayfinding, lighting, and pedestrian flow improvements in Jamaica as part of the wayfinding improvements project for the LIRR-to-AirTrain. Signage and wayfinding are key elements in improving the connections between the AirTrain, LIRR, and NYC Transit subway service. Enhancing the static and digital signage, improving the lighting, and implementing other improvements will facilitate customer access and pedestrian flow to and from the JFK AirTrain and contribute to a more user-friendly experience. ($10 million)
- *New Elmont Station*: Awarded a design-build contract for the new Elmont Station, to be constructed on the LIRR Main Line between the Queens Village and Bellerose stations, supporting the Belmont Park Redevelopment Project. Work includes design; installation of north and south side platforms; a pedestrian overpass; and all associated station elements, including canopies, lighting, stairs/ramps, CCTV/security equipment/rooms, audio visual display boards/signage, elevators, and machine rooms. The station, along with improvements to the Belmont Wye, will allow for enhanced special event and commuter service to the Belmont Development area and the surrounding communities. ($106 million, total project budget)
- *Ronkonkoma Parking Garage Rehabilitation (SBDP*): Awarded a Small Business Development Program contract as part of the Ronkonkoma Parking Garage Rehabilitation project. This contract provides for the replacement of the fire standpipe, fire alarm system, and 20 doors/frames throughout the Ronkonkoma garage, as well as replacement of 50 feet of electrical conduit. This work is part of the LIRR's renewal efforts at the Ronkonkoma Parking Garage. ($3 million)
- Huntington Station East Pedestrian Overpass (SBDP): Awarded a Small Business Development Program contract for the Huntington Station East Pedestrian Overpass Replacement. In addition to replacement of the overpass, upgrades include new lighting, installation of ADA compliant pedestrian ramps,

and security cameras. ($5 million, total project budget)

- Penn Station – 33rd Street Corridor Phase 2: Awarded a contract was awarded to provide improvements and widen Penn Station's 33rd Street Concourse with associated architectural, structural, utilities, electrical and mechanical work. Work includes removal and relocation of two sewer boxes, removal of 7 beams obstructing headroom, Amtrak retail overhangs, increase of HVAC capacity, a new 2000 Amp Con Edison feed, signage, wayfinding, digital information devices, communications, security and other buildings systems. ($396 million)

Line Structures

- *Mentor Allowance Line Structures*: Awarded a mentor contract for bridge painting at Guy Brewer Boulevard and Spring Boulevard. Work includes lead abatement, air monitoring, and MPT (maintenance and protection of traffic), as part of the bridge painting program. ($15 million, total project budget)
- *Mentor Bridge Painting*: Awarded a mentor bridge-painting contract for the bridges at Flushing Main Street, Francis Lewis Boulevard, and Gosman Avenue. The contracts include surface preparation, lead abatement, air monitoring and maintenance, and protection of traffic. This mentor bridge painting project is part of the LIRR's efforts to protect and maintain the railroad's infrastructure. ($15 million, total project budget)

Signals

- *Babylon to Patchogue Signal System*: Awarded a contract to design, furnish, and deliver an upgraded signal system for the Babylon to Patchogue segment of the LIRR's Montauk Branch. Work includes upgrading the existing circa-1940s signal system from an Automatic Block System (ABS) to the new prewired signal enclosures required for an Automatic Speed Control (ASC) system. The contractor will provide signal design; manufacture of signal equipment and enclosures; system integration and testing; delivery and setting of central instrument locations, huts, and associated equipment; and design and delivery of raised platforms. The ASC system will increase train movement efficiency by allowing bi-directional, continuous speed enforcement. ($46 million, total project budget).

Shops and Yards

- *Morris Park Building 3 Elevator Renewal (SBDP*): Awarded a Small Business Development Program contract for elevator renewal at the Morris Park Building 3 in Richmond Hill, Queens. The project will remove and replace the existing traction-style elevator and machinery with a new ADA-compliant hydraulic elevator. A new elevator machine room will be created to house the new equipment, and the existing elevator shaft will be rehabilitated. ($4 million)

Power

- *Substation Replacement*: Awarded a contract to furnish and install a new traction power substation at LIRR's Ocean Avenue location, on the Babylon Branch in Nassau County. The contractor will design, fabricate, deliver, assemble (on-site), test, and commission a new prefabricated substation building on a concrete foundation, equipped with AC and DC switchgear, rectifiers, transformers, SCADA equipment, and associated components and controllers. ($24 million)

Miscellaneous

- *Emergency Management Equipment Mitigation*: Awarded a contract for the construction, testing, and delivery of a mobile substation. The mobile substation will have five separate trailers designed to interconnect to provide power to the 750VDC traction power system. This mobile substation is part of the LIRR's to improve the railroad's ability to prepare for and recover from extreme weather events, minimizing service disruptions due to power and communications failures along the right-of-way. Such emergency management equipment will be utilized systemwide, but especially in areas which are prone to flooding, as well as major yards and towers that play a vital role in train operations. ($30 million, total project budget)

Major 2020 Completions

Stations

- *Nostrand Avenue Station Rehabilitation*: Completed the rehabilitation of the elevated Nostrand Avenue Station in Brooklyn. Work included replacement of the two station platforms, railings, a canopy roofing system, stairs and four overpasses. Two new elevators were installed, and upgrades were made to the station lighting, communications systems, signage and the CCTV security system. ($28 million)
- *Amityville Platform Canopy Roof (SBDP*): Completed the replacement of the platform canopy roof at Amityville Station in Suffolk County. This Small Business Development Project (SBDP) addressed the structural deterioration of the old roof and panels and the associated leaks by removing and replacing the roofing system and installing new drainage downspouts. ($2 million)
- *Murray Hill Station Elevators*: Completed the installation of new elevators and associated improvements at Murray Hill Station on the Port Washington Branch in Queens. Murray Hill is a below-grade station with two four-car platforms, an overpass, and platform stairs. The new elevators for the east and westbound platforms and the street level improvements support ADA compliance. The elevator project at Murray Hill is part of the LIRR's efforts to improve the customer experience and facilitate ADA compliance throughout the system. ($12 million)
- *Jamaica Station Planning and Engineering*: Completed the third-party design for signage, wayfinding, and lighting improvements in Jamaica Station. This included a feasibility analysis for future overhaul construction, such as vertical transportation improvements and reconfiguration of the Jamaica Station Portal Mezzanine Bridge. These signage, wayfinding and lighting improvements are a key element in improving the connections between the JFK AirTrain, the LIRR, and NYC Transit. Enhancing the static and digital signage, lighting, and implementing other improvements will facilitate customer access and pedestrian flow to and from the AirTrain and contribute to a more user-friendly experience. ($10 million, total project budget)
- *Lynbrook Station Improvements*: Completed renovation of platform-level station components at Lynbrook Station. The station has two high-level center island

platforms located on a viaduct. Rehabilitation encompassed improvements to both high-level center island platforms, included replacement of the two platform waiting rooms with a new stainless steel and glass architectural treatment, a translucent barrel roof, new heating, new benches, and USB charging stations; replacement of the platform canopy with a new translucent canopy and storefronts at the platform stair and elevator enclosures; installation of CCTV cameras, painting of the elevator towers, vestibules, and west end stairs; platform repair and coating; new LED light poles and light fixtures; painting of the track side rail, and replacement of signage. ($10 million)

- *Parking Rehabilitation*: Completed mentor contract work for exterior steel painting on the north and east sides of the Ronkonkoma Parking Garage. This work will extend the life of the garage by preventing corrosion to the building's support structure, ensuring the structural longevity of the building's exterior steel and improve the facility's aesthetics. ($5 million, total project budget)
- *Babylon Station Platform Replacement*: Completed the design effort for the replacement of Babylon's two elevated center island 12-car platforms. The design includes two platform waiting rooms, canopy roofing system, lighting, staircases, escalators, elevators, and improvements to the station site. Replacement and rehabilitation of Babylon's platforms will be undertaken in a future capital program. ($4 million, total project budget)
- Parking Rehabilitation (SBDP): Completed a Small Business Development Program contract for the repair of a structural steel column, repair of a stairway, and application of a waterproofing at the Ronkonkoma Parking Garage, extending the longevity of the garage. ($5 million, total project budget)
- *Moynihan Train Hall*: The Moynihan Train Hall project converted Back of House (BOH) areas of the Farley Post Office to a world class train hall with a vaulted glass ceiling for Amtrak and Long Island Rail Road. The former James A. Farley Post Office Building is located across from New York Penn Station along 8th Avenue. ($119 million, total project budget)
- *Penn Station – 33rd Street Corridor*: Completed Phase 1 of the Penn Station-33rd Street Corridor project, providing a new entrance at 33rd Street and 7th Avenue with three new escalators and one staircase from the street level to the LIRR 33rd Street connecting concourse, along with all associated work on this project phase. ($168 million)

Track

- *Massapequa Pocket Track*: Completed the signal hut construction and new signal system cut-over for the Massapequa Pocket Track Project. The project, still in progress, ill provide for the construction of a new 13-car sub-ended electrified and interlocked pocket track east of the Massapequa Station. The new train turning capacity will accommodate mid-train train starts, allowing for more westbound service on the Babylon Branch in preparation for the future service demands of East Side Access. ($20 million, total project budget)
- *Jamaica Capacity Improvements – Phase 1*: Completed the third-party construction of the new Platform F south of the existing platforms A through E. As a major part of the preparations for East Side Access service, this new platform will provide customers with frequent and direct service to Atlantic Terminal, Brooklyn, which will allow for more regular train service between these two major stations and mitigate station dwell time associated with the Brooklyn connection. ($302 million, total project budget)

Line Structures

- *Removal of Montauk Cut-Off Viaduct*: Completed the removal of a portion of the Montauk Cut-off in western Queens. The cut-off is an elevated structure once used for freight trains, but out of service for many years. The removed section had restricted some equipment access between the Mid-Day Storage Yard and the Arch Street Shop, two facilities that will support East Side Access by providing locations to store and maintain LIRR train equipment needed for service to Grand Central Terminal. ($6 million)
- *Bridge Painting*: Completed a mentor contract for bridge painting of the 48th Avenue Bridge in Woodside, Queens. This contract is one of several mentor contracts addressing bridge painting at various locations as part of the LIRR's efforts to preserve the railroad's infrastructure and support asset maintenance. ($15 million)
- *Lynbrook and Rockville Centre Viaduct Renewals*: Completed two of three contracts for rehabilitation of viaduct structures in Nassau County. The last contract in this

project is ongoing. The underdeck structural work on the viaduct includes concrete rehabilitation, repairs to joints, utilities, and improvements to the existing drainage system. This project is part of the LIRR's efforts to maintain a state of good repair, extend the life of the viaduct structure, and improve drainage issues. ($9 million, total project budget)

Signals

- *Positive Train Control*: Completed the planning, design, and implementation of a PTC System on all main-line tracks. The PTC system will prevent train-to-train collisions, overspeed derailments, incursions into established work zone limits, and the movement of a train through an improperly aligned switch. ($432 million, total project budget)

Shops & Yards

- *Long Island City Yard Restoration*: Completed project work for system restoration and yard infrastructure in Long Island City Yard. The work included raised electrical panelboards; installation of a fiber reinforced plastic platform on Track 8; electrification of Tracks 7 and 8; remediation of Tracks 9 through 12; installation and electrification of Tracks 9 and 10; installation of underground utilities; fuel line replacement; and installation of a fuel interlock system for Tracks 7 and 8. The work supports restoration, mitigation, and system resiliency within the yard. Further resiliency work within the yard will be done under a separate project. ($26 million, total project budget).
- *New Mid-Suffolk Electric Yard*: Completed a design-build contract for a new Mid-Suffolk Electric Train Yard, adjacent to the existing Ronkonkoma Storage Yard. The new yard is a key infrastructure improvement supporting LIRR's East Side Access and related service expansion needs. It provides additional storage capacity with 11 new layup tracks, each able to accommodate a 12-car electric train set. Work included a new lead track with a new signal system, associated infrastructure, new substations, a new employee facility, and high security fencing. This project is critical to meet existing LIRR service needs as well as added capacity for future service improvements and ridership growth. ($137 million, total project budget)
- *Hillside Building – Lightning Protection (SBDP)*: A Small Business Development

Program contract for replacement of the rooftop lightning protection systems at the LIRR's Hillside Support Facility Buildings 1 and 3 has been completed. This will help to combat the risk of computer damage within the Hillside Buildings by replacing the existing lightning protection systems. ($2 million)

Power

- *4,160 Volt Feeders*: Completed the replacement of 4,160-volt feeder service at the Jay, Hall, and Dunton ring feeds, located within the vicinity of Jamaica Station. The feeder cables run to the LIRR facility from the public utility and are being replaced to address service increases and power demands. ($2 million)
- *Substation Replacement*: Completed the replacement of the Meadowbrook substation. The prior substation was replaced with a new prefabricated modular building housing new AC and DC switchgear, rectifiers, control cabinets, and associated equipment. New transformers were installed outside the building. This power project supports a state of good repair, increased traction power capacity, improved service reliability, and future service demands. ($23 million)

Metro-North Railroad

Major 2020 Commitments

Rolling Stock

- Continued the acquisition and replacement of components for rebuilding an additional 66 M8 Electric Multiple Units (EMUs). The first three pairs of EMUs were received in 2020, and the cars are being commissioned and tested in 2021. Delivery of the remaining EMUs is expected in the second quarter of 2022. Out of the total rebuild project budget of $1.4 billion, $472 million comes from the MTA and $936 million from the Connecticut DOT.

Stations

- Awarded Small Business Mentoring Program (SMBP) contract to install emergency shoring on platforms for 23 stations on the Hudson, Harlem, and New Haven lines ($2.4 million); to replace the platform shelter at Nanuet station ($900,000); and to perform demolition of the existing structure prior to the construction of the new parking facility at Croton Falls. ($1.2 million)

Infrastructure

- Awarded a contract to perform repairs to the Harlem River Lift Bridge superstructure and replace its fender system. ($22.4 million)
- Awarded a contract to construct the new Grand Central Terminal/East Side Access Unified Trash Facility. The new facility will enable trash to be moved from the lower level to the upper level. ($12.5 million)

Major 2020 Completions

Stations

- Completed the roof replacement at the historic Ossining station building, the railroad's first federally funded contract under the MTA's Small Business Mentoring Program. The project completion includes a new timber structure, new waterproofing, new Spanish terracotta tile, and other upgrades designed and built in accordance with the building's historic requirements under State Historic Preservation Office regulations (SHPO). ($2.44 million)
- Completed the rehabilitation of the Chatsworth Avenue stairs at Larchmont Station. ($750,000)

Infrastructure

- Completed replacement of the 6th Avenue Bridge over the New Haven Line in the City of Mount Vernon ($11.0 million). This project is part of a larger program to replace six of the overhead bridges above the New Haven Line in Mount Vernon, which includes ongoing construction at the 3rd Avenue and 10th Avenue Bridges.
- Completed replacement of bridges HA 61.06 and HA 61.36 in Patterson, NY. This project was part of a larger program from the previous Capital Program to replace undergrade bridges in critical condition. ($9.7 million)
- Completed construction of fencing and access control points at the Harlem River Lift Bridge. Industrial anti climb/cut fences installed at the perimeter of the bridge on the Manhattan side (NYCDOT and NYC Parks property) and the Bronx side (Metro-North property). Electronic access control has been installed at all entry and exit points on Manhattan and Bronx sides of the bridge. Feeders (conduits and wires) for the power and communications to the electronic devices have been installed. ($3.5 million)
- Received beneficial use for PTC on all Metro-North tracks. The PTC prevents train-to-train collisions, overspeed derailments, incursions into established work zone limits, and the movement of trains through an improperly aligned switch.

- Completed the reconstruction of the 6th Avenue Bridge in downtown Mount Vernon a month ahead of schedule. The bridge is now open for pedestrian and vehicular traffic. ($29.2 million for 6th Ave. and 10th Ave. bridges; $14.4 million for 3rd Ave. Bridge)
- Substantially completed Phase 1 of the GCT Fire Suppression Project ($51.0 million)

Bridges and Tunnels Capital Projects

Major 2020 Commitments

Bridges and Tunnels committed a total of $138 million to Capital Program projects in 2020, a continuation of the agency's commitment to maintaining its facilities in a state of good repair. In addition, $45.2 million was committed to the Central Business District Tolling Program. The following are details on Bridges and Tunnels' major commitments in 2020:

Robert F. Kennedy Bridge

- Awarded the construction contract for the Bridge Deck Rehabilitation and Overlay ($9.2 million contract award, $9.7 million total project budget).
- Awarded the construction for the demolition of the Bronx Plaza west widening structure ($5.0 million contract award, $5.4 million total project budget)

Verrazzano-Narrows Bridge

- Awarded the construction, support and system implementation contracts for the installation of eastbound tolling equipment to implement split tolling ($38.1 million contract award, $44.2 million total project budget)

Major 2020 Completions

In 2020, Bridges and Tunnels completed a total of $660.3 million in Capital Program projects. The following are highlights of the completed projects:

Bronx-Whitestone Bridge

- Completed the design-build contract for installation of electronic monitoring and detection systems at the Bronx-Whitestone Bridge. ($36.2 million, total project budget).

Hugh L. Carey Tunnel

- Completed the design-build contract for installation of smoke detection/alarm systems at the Hugh L. Carey Tunnel. ($11.6 million, total project budget).

Henry Hudson Bridge

- Completed the design-build project to retrofit the skewbacks and replace the approach pier pedestal foundations at the Henry Hudson Bridge. ($100.4 million, total project budget).

- Completed the reconstruction of the former toll plaza decks and southbound approach roadways and the replacement of facility lighting system at the Henry Hudson Bridge. This project was completed one month ahead of schedule ($113.6 million, total project budget).

Robert F. Kennedy Bridge

- Completed the design-build project to construct the new Harlem River Drive ramp. Opened in November 2020, more than one month ahead of schedule, the new ramp completes the highway interchange between the RFK Bridge and the Harlem River Drive, improving traffic flow and eliminating the need for Manhattan-bound RFK Bridge traffic to utilize local city streets to reach the northbound drive. ($73.2 million, total project budget).

- Completed cable inspection and rehabilitation at the Robert F. Kennedy Bridge. This work was completed three months ahead of schedule. ($13.0 million, total project budget).

- Completed the design-build project for installation of electronic monitoring and detection systems at the Robert F. Kennedy Bridge. ($52.1 million, total project budget).

- Completed the bridge deck rehabilitation and overlay at the Robert F. Kennedy Bridge. This project was completed one month ahead of schedule ($9.7 million, total project budget).

Queens Midtown Tunnel

- Completed the design-build project for installation of smoke detection/alarm systems at the Queens Midtown Tunnel. ($12.7 million, total project budget).

- Completed the design-build project for the rehabilitation of the tunnel control and communication systems at the Queens Midtown Tunnel. This project was completed seven months ahead of schedule ($39.1 million, total project budget).

Verrazzano-Narrows Bridge

- Completed the installation of eastbound tolling equipment to implement split tolling at the Verrazzano-Narrows Bridge. This project was completed one month ahead of schedule. ($88.3 million, total project budget).
- Completed the design-build project for the elevator rehabilitation and tower pier rehabilitation and mooring platform at the Verrazzano-Narrows Bridge. This project was completed three months ahead of schedule. ($39.6 million, total project budget).

MTA Construction & Development

MTA Construction & Development (MTA C&D) was officially established in December 2019 to assume and expand upon the responsibilities of the former MTA Capital Construction. In addition to the capital megaprojects listed below, MTA C&D manages the construction and development projects of the MTA operating agencies listed in the agency sections above, in particular the nonoperational initiatives of the 2020-2024 Capital Program. The new team consolidates the expertise of MTA engineers, architects, planners, project managers, and other. professionals to deliver construction projects in the most timely, cost-efficient manner possible, utilizing design-build contracts, new technologies, and state-of-the-art construction methodologies. That portfolio includes many of the capital projects currently listed as agency Capital Projects Commitments/Completions, which will be reflected in future reporting.

MTA Mega Projects

Second Avenue Subway, Phase 2

- As of December 2020, $207 million has been committed to the Second Avenue Subway, Phase2. Initial funding for this project is $1.735 billion to address environmental work, design, real estate, project support, and preliminary construction work. Additional funding of $4.555 billion is included 2020-2024 capital program, bringing the total Phase 2 budget to $6.29 billion. Work on the environmental and design phases of this project is ongoing.

East Side Access

- As of December 2020, $9.98 billion has been committed to East Side Access (ESA), out of a current project budget of $11.133 billion, plus a rolling stock reserve of $463 million, based on the approved 2020-2024 Capital Plan. Federal funding for the project totals $2.699 billion. Total third-party construction executed to date is nearly $6.5 billion. In 2020, ESA executed approximately $392.8 million worth of construction, including Force Account work. The public revenue service date is forecast for December 2022.

- During 2020, work advanced towards the substantial completion in 2021 of several major contracts. The Harold Structures B/C Approach contract (CH058A) will reach its originally scheduled Substantial Completion date in mid-March 2021. This contract includes the construction of the B/C Tunnel Approach structure with underpinning the 39th St. Bridge and miscellaneous demolition, catenary work and track work in Sunnyside Yard and Harold Interlocking. The GCT Station Caverns and Track contract (CM007) is expected to declare Substantial Completion in Q2 2021. This contract involves constructing a permanent structural concrete lining for the caverns previously excavated beneath Grand Central Terminal, interior structures, and fit-out of the Long Island Railroad Grand Central Terminal as well as installation of track, special trackwork and third rail. During 2020, the Harold Catenary Construction contract (CH063) at a price of $66.3 M. This package will undertake the design and construction of catenary systems, traction power systems, medium voltage power systems, civil structures, track and special trackwork for use by Amtrak and LIRR in Harold Interlocking and Sunnyside Yards. This contract will benefit both the Eastside Access and the Harold Interlocking High Speed Rail projects. Additionally, a Request for Proposals was released to bidders in November 2020 for the design and construction of the Eastbound Reroute through the Harold Interlocking (CH058B), with proposals expected in March 2021.

Penn Station Access

- As of December 2020, $72 million has been committed to the Penn Station Access project, out of $695 million in the 2015-2019 Capital Program. Additional funding of $888 million is included in the 2020-2024 Capital Program, bringing the total project budget to $1.583 billion. Environmental review is forecasted to be complete by mid-2021. The Design/Build RFQ/RFP process is currently on hold due to financial impacts on the MTA due to the COVID-19 pandemic.

LIRR Expansion Project

- The design-build contract is to construct approximately 10 miles of third track on the Main Line; remove seven street- level grade crossings and provide grade-separated vehicular and pedestrian crossings at five locations. As of December 2020, the base value of the design-build contract, project management contract, and the completion option, totaling $2.3 billion, had been committed to the LIRR Expansion Project, out of the total project budget of $2.589 billion ($2.050 billion in the 2015-2019 Capital Program and $538 million in the 2020-2024 Capital Program). Project completion is forecast for mid-2023.

2020 ANNUAL REPORT—SECTION 4

Description of the Metropolitan Transportation Authority and the MTA Board Structure

Submitted as part of the MTA 2020 Annual Report Pursuant to New York State Public Authorities Law Section 2800(1)(a)(11)

The Metropolitan Transportation Authority ("MTA"), a public benefit corporation of the State of New York (the "State"), has the responsibility for developing and implementing a unified mass transportation policy for The City of New York (the "City") and Dutchess, Nassau, Orange, Putnam, Rockland, Suffolk and Westchester counties (collectively with the City, the "MTA Commuter Transportation District").

MTA carries out these responsibilities directly and through its subsidiaries and affiliates, which are also public benefit corporations. MTA and its subsidiaries, are listed by their legal names and estimated number of employees (full-time and full-time equivalents) as indicated in the MTA 2020 Adopted Budget February Financial Plan 2020 – 2023 (February 2020):

Legal Name	Number of Employees*
MTA Headquarters	3,073 employees
The Long Island Rail Road Company	7,690 employees
Metro-North Commuter Railroad Company	7,134 employees
Staten Island Rapid Transit Operating Authority	356 employees
MTA Bus Company	3,981 employees
MTA Construction & Development	181 employees

The following entities, listed by their legal names, are affiliates of MTA:

Legal Name	Number of Employees
Triborough Bridge and Tunnel Authority	1,497 employees
New York City Transit Authority, and its subsidiary, the Manhattan and Bronx Surface Transit Operating Authority	50,783 employees

*The numbers of employees and agency allocations changed over the course of 2020 due to ongoing consolidation under the MTA Transformation Plan. For more recent data, see the MTA Adopted Budget, Feb. Financial Plan 2021-2024, Sec. III, page 29, at www.mta.info.

MTA and the foregoing subsidiaries and affiliates are collectively referred to herein, from time to time, as the "Related Entities." Throughout this document, the Related Entities are referred to by their popular names, as indicated below.

Certain insurance coverage for the Related Entities is provided by a New York State-licensed captive insurance public benefit corporation subsidiary of MTA, First Mutual Transportation Assurance Company ("FMTAC").

MTA and its subsidiaries are generally governed by the Metropolitan Transportation Authority Act, being Title 11 of Article 5 of the New York Public Authorities Law, as from time to time amended (the "MTA Act").

Triborough Bridge and Tunnel Authority is generally governed by the Triborough Bridge and Tunnel Authority Act, being Title 3 of Article 3 of the New York Public Authorities Law, as from time to time amended (the "MTA Bridges and Tunnels Act").

The New York City Transit Authority and its subsidiary are generally governed by the New York City Transit Authority Act, being Title 9 of Article 5 of the New York Public Authorities Law, as from time to time amended (the "MTA New York City Transit Act").

Due to the continuing business interrelationship of the Related Entities and their common governance and funding, there are provisions of each of these three acts (the MTA Act, the MTA Bridges and Tunnels Act, and the MTA New York City Transit Act) that affect some or all of the other Related Entities in various ways.

Description of Basic Organizational Structure for MTA Operations

MTA Headquarters (Including the Business Service Center)

MTA Headquarters includes the executive staff of MTA, as well as a number of departments that perform largely all-agency functions, including information technology, security, audit, budget and financial management, capital programs management, finance, governmental relations, insurance and risk management, legal, planning, procurement, real estate, corporate compliance and ethics, and treasury. In addition, MTA maintains its own Police Department with non-exclusive jurisdiction over all facilities of the Related Entities.

Transit System

MTA New York City Transit and its subsidiary MaBSTOA operate all subway transportation and most of the public bus transportation provided within the City (the "Transit System").

Commuter System

MTA Long Island Rail Road and MTA Metro-North Railroad operate commuter rail services in the MTA Commuter Transportation District (the "Commuter System").

MTA Long Island Rail Road operates commuter rail service between the City and Long Island and within Long Island.

MTA Metro-North Railroad operates commuter rail service between the City and the northern suburban counties of Westchester, Putnam, and Dutchess; from the City through the southern portion of the State of Connecticut; through an arrangement with New Jersey Transit, the Port Jervis and Pascack Valley commuter rail services to Orange and Rockland Counties; and within such counties and the State of Connecticut.

MTA Bus

MTA Bus operates certain bus routes in the City formerly served by seven private bus operators pursuant to franchises granted by the City (the "MTA Bus System").

MTA Long Island Bus

Pursuant to a lease and operating agreement with the County of Nassau ("the County"), MTA Long Island Bus formerly operated bus service in the County. MTA Long Island Bus operations ceased as of December 31, 2011, the date the lease and operating agreement terminated.

MTA Staten Island Railway

MTA Staten Island Railway operates a single rapid transit line extending from the Staten Island ferry terminal at St. George to the southern tip of Staten Island.

MTA Bridges and Tunnels

MTA Bridges and Tunnels operates all nine of the intra-State toll bridges and tunnels in the City.

MTA Construction & Development

MTA Construction & Development is responsible for the planning, design, and construction of current and future major MTA system expansion projects for the other Related Entities, including East Side Access (bringing MTA Long Island Rail Road into Grand Central Terminal), system-wide capital security projects, and the Second Avenue Subway.

The legal and popular names of the Related Entities are as follows:

Legal Name	Popular Name
Metropolitan Transportation Authority	MTA
New York City Transit Authority	MTA New York City Transit
Manhattan and Bronx Surface Transit Operating Authority	MaBSTOA
Staten Island Rapid Transit Operating Authority	MTA Staten Island Railway
MTA Bus Company	MTA Bus
Metropolitan Suburban Bus Authority	MTA Long Island Bus
The Long Island Rail Road Company	MTA Long Island Rail Road
Metro-North Commuter Railroad Company	MTA Metro-North Railroad
MTA Construction & Development*	MTA Construction & Development
Triborough Bridge and Tunnel Authority	MTA Bridges and Tunnels

*At its December 2019 meeting, the MTA Board approved a name change to MTA Construction & Development from MTA Capital Construction Company.

Governance of the MTA

Pursuant to statute, MTA's Board consists of a Chairman and 16 other voting Members, two non-voting Members and four alternate non-voting Members, all of whom are appointed by the Governor with the advice and consent of the State Senate. The four voting Members required to be residents of the counties of Dutchess, Orange, Putnam, and Rockland, respectively, cast only one collective vote. The other voting Members, including the Chairman, cast one vote each (except that in the event of a tie vote, the Chairman shall cast one additional vote). Members of MTA are, *ex officio*, the Members or Directors of the other Related Entities and FMTAC.

In accordance with legislative amendments enacted in 2009, the MTA Board Chair ("Chair") is also the Chief Executive Officer of the MTA and is responsible for the discharge of the executive and administrative functions and powers of the Related Entities. The Chief Executive Officer of MTA is, *ex officio*, the Chair and Chief Executive Officer of the other Related Entities. At the start of 2019, the MTA Office of the Chairman was composed of a Managing Director, MTA President, and MTA Chief Development Officer who are charged with the day to day administrative, as well as managerial and executive functions allocated to the CEO. On April 1, 2019 the MTA President, Patrick J. Foye, was appointed and confirmed by the Senate as Chairman and CEO. In November 2019, MTA announced the appointment of Anthony McCord as Chief Transformation Officer. The Chief Transportation Officer is charged with transformation and change management and reports to the MTA Board. On November 20, 2019 MTA announced Mario Peloquin as Chief Operating Officer responsible for day-to-day coordination of operations and lead of the agency presidents and their operating agencies.

The following Committees of the Board assist the Chair and the Board in discharging their responsibilities: (1) the Audit Committee; (2) the Finance Committee; (3) the Committee on Operations of the New York City Transit Authority, the Manhattan and Bronx Surface Transit Operating Authority, the Staten Island Rapid Transit Operating Authority, and the

MTA Bus Company; (4) the Committee on Operations of the Metro-North Commuter Railroad; (5) the Committee on Operations of the Long Island Rail Road and the Metropolitan Suburban Bus Authority; (6) the Committee on Operations of the Triborough Bridge and Tunnel Authority; (7) the Capital Program Oversight Committee; (8) the Diversity Committee; (9) the Corporate Governance Committee; and (10) the Safety Committee. As of April 2019, the Committee on Operations of the Metro-North Commuter Railroad and the Committee on Operations of the Long Island Rail Road and the Metropolitan Suburban Bus Authority meet jointly.

Board Members are assigned by the Chair to serve as chairperson or as a member of several committees. The following chart sets forth the Chair and Committee Assignments for each MTA Board Member as of December 31, 2020.

BOARD MEMBERS	Audit Committee	Corporate Governance Committee	Diversity Committee	Finance Committee	Capital Program Oversight Committee	B & T Committee	LIRR Committee*	MNR Committee*	NYC TransitMTA Bus Committee	Safety Committee
Patrick J. Foye (Chair)		■ C			■ C					■ C
Andrew Albert				■	■	■			■	■
Jamey Barbas	■ C			■	■	■			■	
Frank Borelli Jr.	■	■					■	■		
Norman E. Brown				■	■	■	■	■	■	■
Victor Calise				■					■	
Lorraine Cortes-Vasquez			■						■	■
Sarah E. Feinberg	■	■			■				■	■
Michael Fleischer					■		■	■		■
Randy Glucksman				■	■	■	■	■	■	
Rhonda Herman		■	■ C	■	■		■	■		■
David R. Jones	■			■	■				■	
Linda Lacewell		■	■	■		■ C			■	
Kevin Law				■	■	■	■ C	■		■
Robert W. Linn	■	■		■	■		■	■	■	■
David S. Mack		■			■	■	■	■	■	
Susan G. Metzger		■	■ C		■		■	■ C	■	
Haeda Mihaltses			■	■						■
Robert J. Mujica, Jr.	■			■					■	
John Samuelsen				■		■			■	■
Lawrence Schwartz		■		■ C		■			■	
Vincent Tessitore, Jr.				■	■		■			■
Neal Zuckerman			■ C	■	■	■	■	■		■

■ Indicates committee membership. **C** Indicates committee Chair. See Board Member notes below for 2020 appointments and terms. Rhonda Herman serves as the Metro-North committee Co-Chair.

Notes on 2020 MTA Board Members, Appointments, and Terms

Jamey Barbas was appointed on June 10, 2020.

Frank Borelli Jr. was appointed on June 10, 2020.

Victor Calise was appointed on June 10, 2020.

Lorraine Cortes-Vasquez was appointed on June 10, 2020.

Sarah E. Feinberg resigned on March 6, 2020.

Michael Fleischer was appointed on June 10, 2020.

Rhonda Herman is MNR Committee Co-Chair.

Dr. Susan Metzger resigned on July 15, 2020.

The MTA Board held twelve (12) meetings in 2020. The following chart sets forth the meetings of the MTA Board and the attendance of each Board Member at those meetings.

Board Meeting Date	Number of Members in Attendance
January 23, 2020	15
February 26, 2020	15
March 25, 2020	17
April 22, 2020	17
May 20, 2020	17
June 24, 2020	21
July 22, 2020	21
August 26, 2020*	21
September 23, 2020	21
October 28, 2020	21
November 18, 2020	20
December 16, 2020	20

*August 26 was a special meeting of the Board.

2020 ANNUAL REPORT—SECTION 5

Material Pending Litigation Report

Litigation

General

The MTA and its affiliates and subsidiaries maintain extensive property, liability, station liability, force account, construction, and other insurance, which is described in to the Annual Disclosure Statement for the MTA's Combined Continuing Disclosure Filings. Monetary claims described below may be covered in whole or in part by insurance, subject to the individual retentions associated with such insurance.

The Related Entities also provide accruals in their financial statements for their estimated liability for claims by third parties for personal injury arising from, among other things, bodily injury (including death), false arrest, malicious prosecution, and libel and slander, for property damage for which they may be liable as a result of their operations, and advertising offense, including defamation, invasion of right of privacy, piracy, unfair competition, and idea misappropriation. The estimated liabilities are based upon independent actuarial advice obtained by the Related Entities. However, except in special circumstances and except for the annual judgments and claims budgeted amounts, additional cash reserves are not generally established in an amount equal to the full amount of the accrual.

MTA

Lockheed Martin Transportation Security Solutions v. MTA Capital Construction and MTA. MTA is a defendant, along with MTACC, in an action brought in April 2009 by Lockheed Martin Transportation Security Solutions ("Lockheed") in federal district court in Manhattan. (*Lockheed Martin Transportation Security Solutions. v. MTA Capital Construction Company and Metropolitan Transportation Authority.*) Lockheed initially sought a judgment declaring that MTA and MTACC were in breach of its contract for furnishing and installing an integrated electronic security ("IESS") program, and an order terminating Lockheed's obligations. Following MTA's termination of its contract, Lockheed amended its complaint to seek damages for delay and disputed work items

($80 million, later revised to $93 million) or, alternatively, for the alleged "reasonable value of work performed" by Lockheed ($137 million, later raised to $149 million), exclusive of pre-judgment interest, based on its claim that MTA wrongfully terminated the contract. MTA and MTACC are vigorously contesting Lockheed's claims for money damages and counterclaimed, alleging that Lockheed materially breached the contract and seeking damages which were estimated to be $205,909,468, exclusive of pre-judgment interest. Following the completion of discovery, in July 2013, both MTA and Lockheed moved for partial summary judgment in connection with various claims.

By decision dated September 16, 2014, the court granted in part and otherwise denied each party's respective motion. With respect to the MTA's motion, the Court dismissed Lockheed's claim under a *quantum meruit* theory, thereby reducing the MTA's exposure by roughly $50 million, to approximately $94 million (exclusive of pre-judgment interest). Trial commenced on October 6, 2014 and concluded on November 14, 2014. Based on the trial record, MTA reduced its damages claim to $189 million, exclusive of pre-judgment interest. Lockheed's claim for damages remained the same. Post-trial papers were submitted on November 24, 2014 and the final reply papers were submitted on December 5, 2014. The parties now await the decision of the Court. The final outcome of this action cannot be determined at this time.

In July 2009, Lockheed's performance bond sureties on the contract commenced a related action in federal district court in Manhattan against Lockheed and the MTA defendants, alleging that they are unable to conclude that the conditions to their obligations under the bond have been satisfied. They seek a declaration of the rights and obligations of the parties under the bond. (*Travelers Casualty and Surety Company et. al v. Metropolitan Transportation Authority, et al.*). MTA and MTACC answered and counterclaimed against the sureties, seeking damages in connection with the sureties' violation of their bond obligations in an amount to be determined at trial. The matter was consolidated with the *Lockheed* action above. In October 2013, the sureties moved for partial summary judgment on their exposure, seeking a reduction of their potential obligation by $5.4 million to account for a progress payment issued by MTA to Lockheed post-default. By decision dated September 15, 2014, the Court denied that motion. The final outcome of this action must await the outcome of the underlying action (*Lockheed v. MTA*, discussed above), and cannot be determined at this time.

Actions for Personal Injuries/Property Damage/Workers' Compensation. As of December 31, 2020, there were approximately 28 actions and tort claims pending against the MTA. These include claims for damages for personal injuries sustained while on duty, including actions under the Federal Employers' Liability Act ("FELA"), no-fault cases, and other torts. Also, as of that date, there were approximately 78 pending Workers' Compensation cases.

Transit System

Actions for Personal Injuries/Property Damage. As of December 31, 2020, MTA New York City Transit and MaBSTOA had an active inventory of 9,523 personal injury claims and lawsuits and 1,286 property damage matters arising out of the operation and administration of the Transit System. In addition, with respect to the Access-A-Ride (Paratransit) program, as of December 31, 2020, there was an active inventory of approximately 981 personal injury cases and approximately 230 property damage cases arising out of the operation of vehicles leased to outside vendors that provide Access-A-Ride service. Such Access-A-Ride claims are covered by a commercial automobile policy which in 2020 had policy limits of $3 million per occurrence, subject to a $2 million deductible.

As of December 31, 2020, MTA Staten Island Railway had a pending inventory of 18 claims and lawsuits relating to personal injury and property damage arising from the operations of MTA Staten Island Railway.

Workers' Compensation and No-Fault. As of December 31, 2020, MTA New York City Transit and MaBSTOA had an active inventory of approximately 15,017 Workers' Compensation cases and approximately 1,781 no-fault cases. As of December 31, 2020, there were 33 Workers' Compensation cases for MTA Staten Island Railway, 16 of which, involve employees who have been classified as permanently disabled, entitling the claimants to continuing monthly benefits and payment of future related medical expenses, as well as two death cases.

Actions Relating to the Transit Capital Program. MTA New York City Transit has received claims from various contractors engaged in work on various Transit Capital Program projects. The aggregate amount demanded by all such claimants, if recovered in full, could result in an increase in the cost of the capital projects that are the subject of such disputes. The capital program contemplates the payment of such claims from project-

specific and general program contingency funds, as well as other available monies pledged for capital purposes.

In addition, as previously reported, a lawsuit was commenced in 2016 relating to a specific capital project, captioned Bronx Independent Living Services, et al. v. MTA, et al., challenging the lack of elevator accessibility at Middletown Road Station. MTA and NYCTA were sued by two disabled rights advocacy organizations and two individuals who allege violations of the Americans with Disabilities Act and other legislation, for proceeding with certain construction work at the station without including, in the scope of such work, the installation of elevators or ramps. The complaint seeks declaratory and injunctive relief; no claim for monetary relief is asserted. MTA and NYCTA answered the complaint in September 2016 and denied any asserted violation of applicable law. In March of 2018, the federal government was granted leave to join the action, and filed an intervenor-complaint, which defendants answered in April of 2018. Fact discovery has been conducted and Plaintiffs' motion for partial summary judgment was granted by the court in March of 2019. The court held that the alterations made at the Middletown Road station affected the "usability" of the station, thereby triggering the application of the federal DOT regulation set forth in 49 C.F.R. Section 37.43(a)(1). Expert discovery relating to the defendants' principal defense in the action, that installation of an elevator or ramp at the Middletown Road Station as part of a larger renewal project was "technically infeasible" within the meaning of the federal DOT regulations and hence not required was completed. The parties' summary judgment motions were fully submitted on September 24, 2020. We are awaiting a decision from the Court. The outcome of the litigation cannot be determined at this time. It should be noted that were plaintiffs to prevail in obtaining an injunction requiring installation of an elevator or ramp at the Middletown Road station, the costs associated with such an injunction would have to be covered by the NYCT capital program.

In late April 2017, two purported class actions relating to subway system accessibility were filed against NYCTA and the MTA by several individuals and advocacy organizations on behalf of persons with disabilities that prevent them from using the stairs in the subway system. The plaintiffs in both cases seek declaratory and injunctive relief, not money damages. The City of New York was also named as a defendant in both cases but was voluntarily dismissed, with a tolling agreement, from the federal class action. In

Center for Independence of the Disabled, New York ("CIDNY"), et al. v. MTA, et al. (Southern District of New York), plaintiffs allege, among other things, that defendants inadequately maintain the existing elevators in the subway system, provide insufficient notice to elevator users about outages, and provide insufficient alternative transportation during elevator outages. These alleged deficiencies are claimed to constitute discrimination in violation of Title II of the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, and the City Human Rights Law. The parties' cross-motions were submitted on October 11, 2019. Defendants' motion for summary judgment was granted on March 30, 2020. Plaintiffs perfected their appeal of that Decision on September 2020. We filed our opposition to the appeal on December 2, 2020. In CIDNY v. MTA (Supreme Court, New York County), the same plaintiffs have asserted that defendants, by not having installed elevators in all subway stations in the system, have discriminated against plaintiffs on the basis of their disabilities in violation of the New York City Human Rights Law. Plaintiffs seek injunctive relief that would require implementation of a program to make all subway stations accessible to people who cannot use the stairs due to a disability. Defendants' motion to dismiss the state court case on the grounds that plaintiffs' claims are preempted by New York Public Authorities Law §1266(8) and Transportation Law § 15-B, non-justiciable and time-barred was denied on June 5, 2019. The First Department affirmed the lower court's decision on June 4, 2020. Defendants' motion for leave to appeal to the Court of Appeals was denied on August 27, 2020. At a court conference on September 24, 2020 the deadline for class discovery was set for December 31, 2020 and the deadline for fact discovery was extended until May 31, 2021. Plaintiffs filed a motion for class certification on January 15, 2021. The parties' stipulation to certify the class was so ordered on February 17, 2021. The outcome of these two matters cannot be determined at this time.

In May of 2019, Forsee, et al. v. MTA, et al., another purported class action lawsuit was commenced in federal court (Southern District of New York) against MTA, NYCT and the City of New York challenging the lack of elevator accessibility at all NYC subway stations. This action was brought by three named individuals and various advocacy organizations on behalf of people whose disabilities make the use of stairs "difficult, dangerous or impossible." The complaint alleges that defendants violated the Americans with Disabilities Act and other state and local laws by proceeding with renovation work at subway stations over the years without installing elevators or ramps. Plaintiffs seek

declaratory and injunctive relief. The City of New York moved to dismiss the complaint for lack of jurisdiction, in response to which, plaintiffs filed an amended complaint to more sufficiently plead its claims against the City. In August 2019 MTA and NYCT answered the amended complaint. MTA and NYCT's motion for judgment on the pleadings with respect to plaintiffs' ADA claims relating to work performed at stations prior to the applicable three-year limitations period was granted on March 31, 2020. On January 8, 2021 a revised discovery scheduling order was entered that set a discovery deadline of May 16, 2022. The outcome of this matter cannot be determined at this time. We note that, as in the Middletown Road litigation above, were plaintiffs to prevail and obtain an injunction requiring installation of elevators or ramps at any previously renovated subway station, the costs associated with such an injunction would have to be covered by the NYCT capital program.

On January 21, 2020, Plaintiffs Gemini Arts Initiative, Inc. and BRT Powerhouse LLC (together with Gemini, "Plaintiffs"), served a summons and complaint on MTA and NYCT. The complaint also names New York City. Pursuant to CERCLA, the Plaintiffs were seeking to recover their response costs incurred to date as well as future response costs associated with the remediation of property located on the Gowanus Canal at 322 Third Avenue in Brooklyn (the "Site"). The Plaintiffs claimed they had incurred approximately $20 million for the remediation work conducted to date. Beginning in 1904, the City and NYCT used the Site as a coal-operated power station, a coal yard, and a switching station to provide electricity to the City's transit lines. While over the years certain structures were demolished, the power station continued to provide power to the subways in Brooklyn until 1972. NYCT then ceased operations at the site at which time they transferred the property to the City of New York. This matter was settled for $200,000 on January 25, 2021 and will no longer be reported.

Other Litigation. As of December 31, 2020 the General Law and Contracts Division had an inventory of approximately 530 cases, consisting of federal and state court plenary litigation actions and special proceedings as well as administrative matters pending before various state, federal and local administrative agencies.

Commuter System

Actions for Personal Injuries/Property Damage. As of December 31, 2020, Metro-North Railroad had an active inventory of approximately 422 personal injury claims and lawsuits arising out of the operation and administration of Metro-North Railroad, of which 233 were the result of claims filed by employees pursuant to FELA, and approximately 188 were claims filed by third parties. Also, as of that date, there was 1 pending property damage case. With respect to claims for personal injury arising from the December 1, 2013 derailment of a southbound Metro-North Railroad train north of the Spuyten Duyvil station in the Bronx, Metro-North Railroad has exhausted its self-insured retention of $10 million and FMTAC has reimbursed Metro-North Railroad $50 million. Amounts incurred in excess of the $10 million self-insured retention with respect to such Spuyten Duyvil claims are covered under an all-agency excess liability policy insured by FMTAC for $50 million per occurrence. Additionally, MTA maintains $350 million in liability coverage through the commercial insurance markets that is in excess of the $50 million coverage layer provided by FMTAC.

An incident occurring on February 3, 2015, when a Metro-North Harlem Line train struck an automobile in a highway-rail grade crossing between the Valhalla and Hawthorne stations, is also resulting in assertion of personal injury claims against the railroad. The driver of the automobile and five passengers on the train were killed. A number of passengers, and the train engineer, were injured. The National Transportation Safety Board (NTSB) adopted its report on the causes of the accident on July 25, 2017, finding that the probable cause of the accident was the driver of the automobile, who, for undetermined reasons, moved the vehicle onto the tracks while the Commerce Street highway-railroad grade crossing warning system was activated, and into the path of the Metro-North Railroad train. Contributing to the accident was the automobile driver: (1) stopping beyond the stop line, within the boundary of the highway-railroad grade crossing, despite warning signs indicating the approach to the grade crossing; and (2) reducing the available time to clear the grade crossing by exiting the vehicle after the grade crossing warning system activated because the driver's attention was diverted by the grade crossing warning system crossing gate arm striking her vehicle. Contributing to the severity of the accident was the third rail penetrating the passenger compartment of the lead passenger railcar and the post-accident fire. While there is no indication from the NTSB's findings that Metro-North Railroad was at fault in connection with this incident, 37

lawsuits have been filed to date against Metro-North, many of which name other defendants as well. Notwithstanding Metro-North's position that it has no responsibility for this incident, if plaintiffs are successful in their claims against the Railroad, damages could exceed the self-insured retention and impact the FMTAC and excess layers of insurance.

As of December 31, 2020, LIRR had an active inventory of approximately 1,666 personal injury claims and lawsuits arising out of the operation and administration of the LIRR, of which 1,174 were the result of claims filed by employees pursuant to FELA, and approximately 492 were claims filed by third parties. Also, there were approximately 39 pending property damage matters and 229 affirmative claims.

1. New Hyde Park Collision

On October 8, 2016, while LIRR was conducting track work east of the New Hyde Park Station on track placed out of service, a piece of track equipment derailed fouling live track and was struck by a train carrying passengers, causing the passenger train to derail. Numerous passengers and several employees were injured due to this accident. The Federal Railroad Administration ("FRA") along with MTA/LIRR conducted investigations into this matter. There have been a total of 72 claims to date related to this accident: 57 were passenger injuries, 8 were employee injuries and the remaining are property damage claims. At this time, 33 lawsuits have been filed against MTA/LIRR. To date, LIRR has paid out $17.8M, which includesthe entire $11 million FMTAC Force Account retention limit in expenses and settlements. $6.8 million has already impacted the excess layers of insurance. Currently, there are 18 open lawsuits and $2.7M in outstanding expense and settlement reserves. The derailment caused damage to three passenger cars, the track area and the track equipment involved...

2. Atlantic Terminal Bumper Block Strike

An incident occurred on January 4, 2017, when an LIRR Far Rockaway Line train struck a bumper block in the Atlantic Terminal-Brooklyn Station. This incident resulted in 173 injury claims to date, which includes 11 employee FELA claims. To date, LIRR has paid out $13.5 M, which includes the entire $11M FMTAC Station Maintenance retention limit in expenses and settlements. $2.5M has already impacted the excess layers of

insurance. Currently there are 52 open lawsuits and $8.7M in outstanding expense and settlement reserves.

Actions Relating to the Commuter Capital Program. From time to time, LIRR and MTA Metro-North Railroad receive claims relating to various Commuter Capital Program projects. In general, the aggregate amount demanded by all such claimants, if recovered in full, could result in a material increase in the cost of the capital projects that are the subject of such disputes. The capital program contemplates the payment of such claims from project-specific and general program contingency funds, as well as other available moneys pledged for capital purposes.

3. Amtrak v, LIRR – Amtrak claims that the railroads operating in Penn Station (PSNY) are responsible for the cleanup of PCBs and other hazardous substances that were deposited on the tracks, which may have migrated to other areas of the station including; but not limited to, lighting, drains and other equipment. LIRR operated commuter rail lines in PSNY during a 50 year period when PCBs were used in train transformers. Amtrak alleges that these transformers leaked and contaminated the tracks in PSNY. Amtrak presented to LIRR a model which claims, based on number of trains and usage, that LIRR is responsible for 20% of cleanup costs which are approximately $30,000,000 to date. LIRR has entered into a tolling agreement with Amtrak while further investigation is being conducted.

4. Newtown Creek – Newtown Creek is a federally-listed Superfund site. A group of private parties known as the Newtown Creek Group (NCG) are working together on the investigation and eventual remediation of Newtown Creek. In 2017, NCG sent a Notice of Potential Liability Pursuant to CERCLA to LIRR concerning the Creek. In addition, the NCG has asserted that LIRR may be a potentially responsible party due to its historical operations along Newtown Creek. Additional parties were sent similar notices, who are acting cooperatively along with LIRR as the “small parties group”. The NCG has approached the small parties group, requesting that the group agree to contribute to the cost of an “early action” remedy of the first two miles of the 3.5 mile creek. The members of the small parties group made an initial settlement offer for remediation costs relative to the first 0-2 miles of contamination at the Superfund site and investigation costs to date relative to the entire Superfund site which was rejected.

MTA Bridges and Tunnels

Actions for Personal Injuries/Property Damage. As of December 31, 2020, MTA Bridges and Tunnels had an active inventory of approximately 120 personal injury claims and lawsuits (including intentional torts such as false arrest) and approximately 34 property damage matters arising out of the operation and administration of the MTA Bridges and Tunnels facilities (including construction).

Workers' Compensation and No-Fault. As of December 31, 2020, MTA Bridges and Tunnels had an active inventory of approximately 619 Workers' Compensation cases and 1 no-fault case.

Actions Relating to MTA Bridges and Tunnels' Capital Program. From time to time, MTA Bridges and Tunnels receives claims relating to various MTA Bridges and Tunnels' Capital Program projects. In general, the aggregate amount demanded by all such claimants, if recovered in full, could result in a material increase in the cost of the capital projects that are the subject of such disputes. The capital program contemplates the payment of such claims from project-specific and general program contingency funds, as well as other available moneys pledged for capital purposes.

Other Litigation.

Farina, et al. v. MTA, TBTA, et al. – A putative class action lawsuit (*Farina v. MTA, TBTA, Transworld Systems, Inc., and Conduent, Inc.*) was filed in the U.S. District Court for the Southern District of New York on February 16, 2018 and assigned to U.S. District Judge Naomi Reice Buchwald. TBTA and MTA were served on February 21, 2018. The representative plaintiff in the *Farina* case alleged that the $100 violation fee allegedly imposed for each toll violation at TBTA bridges and tunnels is excessive and that the fee policies, practices, and collection methods are illegal and unconstitutional. Putative class action lawsuits were also filed by the same plaintiffs' counsel in the same federal court on February 20, 2018 (*Gardner v. MTA, TBTA, The Port Authority of New York and New Jersey, AllianceOne Receivables Management, Inc. and Conduent*) and on March 5, 2018 (*Troiano v. MTA, TBTA, The Port Authority of New York and New Jersey, New York State Thruway Authority, Transworld Systems, Inc., AllianceOne Receivables Management, Inc. and Conduent*). TBTA and MTA were served in *Gardner* on March 6, 2018 and in *Troiano* on April 6, 2018. The allegations regarding TBTA and MTA were substantially the same in all three actions, except that *Gardner* and *Troiano* also alleged

that $50 violation fees are excessive and improper. On April 16, 2018, the court consolidated the three cases into one case and on April 30, 2018 plaintiffs filed one consolidated complaint (*Farina, Gardner, Troiano, Ritchie, and Rojas v. MTA, TBTA, The Port Authority of New York and New Jersey, New York State Thruway Authority, Transworld Systems, Inc., AllianceOne Receivables Management, Inc., Linebarger Goggan Blair & Sampson, LLP and Conduent, Inc.*). The consolidated complaint included plaintiffs Farina, Gardner, and Troiano as well as two additional plaintiffs, Ritchie and Rojas, whose alleged claims also arise from the assessment of $50 and $100 violation fees.

On July 26, 2018, Judge Buchwald granted the defendants' request seeking leave to move to dismiss plaintiffs' consolidated amended class action complaint. On September 13, 2018, the Court granted a Stipulation between plaintiffs and Conduent, Inc. substituting Conduent, Inc. for the correct party, Conduent State & Local Solutions, Inc. On August 30, 2018, plaintiffs dismissed their claims against Transworld Systems, Inc., AllianceOne Receivables Management, Inc., and Linebarger Goggan Blair & Sampson, LLP, as well as certain causes of action against the remaining defendants. On September 14, 2018, TBTA and MTA filed their Motion to Dismiss; in their October 22, 2018 Opposition, plaintiffs voluntarily dismissed all claims against MTA. The remaining defendants also filed Motions to Dismiss.

On January 7, 2019, we received notice that the case was being reassigned from Judge Buchwald to Judge P. Kevin Castel. Judge Castel issued his Opinion and Order on August 21, 2019. In the Order, Judge Castel dismissed all claims against each defendant with the exception of plaintiff Troiano's Eighth Amendment excessive fines claim and her unjust enrichment claim against TBTA, noting that Troiano's allegations sufficed at the pleading stage to survive a motion to dismiss.

The Court held an Initial Pretrial Conference on September 16, 2019, during which the Court bifurcated discovery (initially limited to merits issues relating to Troiano); the initial discovery period was to run through February 3, 2020, and a case management conference was scheduled for February 21, 2020. Following the initial pretrial conference, Plaintiff's counsel filed a motion for leave to file an amended complaint, which reintroduced Mirian Rojas and added two new plaintiffs, Brian Owens and Koriszan

Reese. Each plaintiff alleges Eighth Amendment and unjust enrichment claims against TBTA. Rojas and Reese also allege Eighth Amendment claims against the Port Authority of New York and New Jersey. Counsel for the parties completed briefing on the motion for leave to file the amended complaint and proceeded to await a decision.

Meanwhile, the parties continued with discovery on Troiano's claims, exchanging discovery requests and objections and responses. On February 3, 2020, the Court entered a Stipulated Protective Order and Confidentiality Agreement, and on February 12, the Court entered a Revised Case Management Plan and Scheduling Order, extending the initial fact discovery period to March 20, 2020; the period for expert discovery was set to run through May 8, 2020; and the Case Management Conference was postponed to April 13, 2020.

On March 9, 2020, Troiano, filed a stipulation to dismiss her claims with prejudice. The motion to amend the complaint remained pending. On April 17, 2020, the Court granted the motion reintroducing Rojas and adding Owens and Reese, and it brought the Port Authority back into the case as a defendant. On April 21, 2020, plaintiffs' counsel filed the Amended Complaint, which both defendants answered on July 6, 2020.

On September 10, 2020, the Parties jointly submitted a proposed schedule, which the Court adopted. The fact discovery period with respect to the named Plaintiffs runs through February 26, 2021 and the expert discovery period runs through April 12, 2021. Plaintiffs have propounded discovery, to which TBTA and the Port Authority are responding. The parties have exchanged written discovery requests and responses and are in the process of completing document discovery. Fact witness depositions should be completed prior to February 26, 2021.

MTA Bus

As of December 31, 2020, MTA Bus had an active inventory of approximately 964 personal injury claims and lawsuits, approximately 923 property damage matters, approximately 422 no-fault cases arising out of the operation and administration of the MTA Bus System, and approximately 1347 Workers' Compensation cases.

Metropolitan Suburban Bus Company [1]

Matter of Adams v. MTA et al. This pending Article 75 petition by almost 200 former LI Bus employees who were members of TWU Local 252 seeks to compel arbitration pursuant to various "Section 13(c) agreements" attached to grants that were used for LI Bus. (*See* 49 U.S.C. §5333(b) ("Employee protective arrangements"), which provides that such agreements shall be entered into as a condition of certain federal financial assistance and shall provide, *inter alia*, "the protection of individual employees against a worsening of their positions related to employment.") The petition, which was filed in June 2013, names MTA, LI Bus, Nassau County and Veolia Transportation, which is now running bus service for Nassau County, as respondents and claims that the petitioners were either dismissed on the termination of the Lease and Operating Agreement between LI Bus and Nassau County or hired by Veolia at lower pay and therefore are entitled to arbitrate their claims and to Section 13(c) displacement benefits, which extend for six years from the time of displacement. MTA and LI Bus answered the petition, asserting various defenses. By decision filed October 27, 2014, the court granted petitioners' motion to compel final and binding arbitration before the American Arbitration Association. Respondents MTA and LI Bus appealed. By decision and order dated August 1, 2017, the Appellate Division, First Department upheld the lower court's decision. We cannot determine the final outcome of the matter at this time.

Actions for Personal Injuries/Property Damage. As of December 31, 2020, MTA LI Bus had an active inventory of 15 personal injury claims and lawsuits, and 0 property damage matter arising out of the operation and administration of MTA LI Bus.

Workers' Compensation and No-Fault. As of December 31, 2020, MTA LI Bus had approximately 34 Workers' Compensation cases and 1 open no-fault claims.

[1] The MTA subsidiary Metropolitan Suburban Bus Authority discontinued its provision of transportation services at the end of 2011. Its activities are limited to the winding up of its affairs.