



Metropolitan Transportation Authority

**Metropolitan Transportation Authority
Mission Statement, Measurements, and Performance
Indicators Report Covering Fiscal Year 2020**

**In Compliance with New York State Public Authorities Law §1269-f and §2824-a
Submitted as Part of the MTA 2020 Annual Report to the Governor**

Note

On March 7, 2020, Gov. Andrew Cuomo declared a state of emergency as a result of the Covid-19 pandemic, which continues at the time of this report. All MTA operations, finances, and performance indicators have been severely impacted by this unprecedented global crisis. One month after the emergency declaration the MTA reported the following declines in ridership and traffic: NYTC Subway down 93 percent; Metro-North down 95 percent; LIRR down 97 percent; and Bridges and Tunnels down 62 percent. All rail and transit agencies continue to run at less than half of normal volume, though traffic at Bridges and Tunnels has recovered to about 85 percent of pre-Covid-19 levels. Despite plummeting revenues and the tragic loss of over 150 employees to the pandemic, the MTA has continued to provide critical transportation services, moving essential workers to wherever they are needed and keeping the regional economy operating. The authority has also undertaken extraordinary measures to safeguard employees and customers, including the first scheduled overnight suspension of subway service in MTA history to enable full subway car disinfections. Note that some data in this report are preliminary and may be subject to reconciliation as data are finalized over the course of the year. For that reason, some 2019 data in this report may differ from those reported earlier in 2019. All agency performance metrics are updated regularly on the [Performance Dashboards](#) under the “Transparency” section at www.mta.info. Details on MTA Capital Program projects, managed by MTA Construction & Development, can be found on the website under “Transparency” at the [Capital Program Dashboard](#).

MTA Mission Statement

The Metropolitan Transportation Authority (MTA) preserves and enhances the quality of life and economic health of the region it serves through the cost-efficient provision of safe, on-time, reliable, and clean transportation services.

Stakeholder Assessment

The main stakeholders of the MTA are its customers; the businesses, residents, and taxpayers of our service area and the State; the MTA’s employees and unions; and its government partners. A set of goals for each group has been defined, along with performance indicators to measure the attainment of these goals.

Customers			
Our customers are those who ride our trains and buses or cross our bridges and tunnels. They include the residents of our region, as well as visitors. Our customers expect service that is safe, on-time, reliable, and that provides good value for their money.			
MTA Goals	Performance Indicators		
Ensure our customers’ safety	<ul style="list-style-type: none"> ✓ Customer injury rates ✓ Bus collision rates 		
Provide on-time and reliable services	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ✓ Subway major incidents ✓ Subway service delivered ✓ Customer journey time performance ✓ Additional platform time ✓ Additional train time ✓ On-time performance (subway and commuter railroads) ✓ Subway terminal delays ✓ Subway wait assessment </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ✓ Bus trips completed ✓ Bus Customer journey time performance ✓ Bus additional bus stop time ✓ Bus additional travel time* ✓ Bus service delivered * ✓ Bus average speeds * ✓ Bus wait assessment ✓ Mean distance between failures (subway, railroads, buses) </td> </tr> </table>	<ul style="list-style-type: none"> ✓ Subway major incidents ✓ Subway service delivered ✓ Customer journey time performance ✓ Additional platform time ✓ Additional train time ✓ On-time performance (subway and commuter railroads) ✓ Subway terminal delays ✓ Subway wait assessment 	<ul style="list-style-type: none"> ✓ Bus trips completed ✓ Bus Customer journey time performance ✓ Bus additional bus stop time ✓ Bus additional travel time* ✓ Bus service delivered * ✓ Bus average speeds * ✓ Bus wait assessment ✓ Mean distance between failures (subway, railroads, buses)
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Provide services to people with disabilities	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ✓ Elevator availability ✓ Escalator availability ✓ Bus passenger wheelchair lift usage (does not include paratransit) ✓ Paratransit ridership ✓ Access-A-Ride on-time performance </td> <td style="vertical-align: top;"> <ul style="list-style-type: none"> ✓ Access-A-Ride on-time performance* ✓ Access-A-Ride provider no-shows * ✓ Access-A-Ride ride time * ✓ Access-A-Ride call center, calls answered* ✓ Passenger complaints * </td> </tr> </table>	<ul style="list-style-type: none"> ✓ Elevator availability ✓ Escalator availability ✓ Bus passenger wheelchair lift usage (does not include paratransit) ✓ Paratransit ridership ✓ Access-A-Ride on-time performance 	<ul style="list-style-type: none"> ✓ Access-A-Ride on-time performance* ✓ Access-A-Ride provider no-shows * ✓ Access-A-Ride ride time * ✓ Access-A-Ride call center, calls answered* ✓ Passenger complaints *
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Repair, replace, and expand transportation infrastructure	<ul style="list-style-type: none"> ✓ Capital Program commitments ✓ Capital Program completions 		

Note: * New NYCT Bus service indicators and Paratransit service indicators were first published in 2019. All indicators are updated regularly on Performance Metrics under Transparency at www.mta.info.

Businesses, Residents, and Taxpayers

The businesses, residents, and taxpayers in our service area want the MTA to spend its resources efficiently and appropriately, while enhancing the mobility of the region.

MTA Goals	Performance Indicators
Perform services in an efficient manner	<ul style="list-style-type: none"> ✓ Farebox operating ratio ✓ Operating cost per customer ✓ Total support to mass transit
Maximize system usage	<ul style="list-style-type: none"> ✓ Ridership ✓ Traffic volume
Repair, replace, and expand transportation infrastructure	<ul style="list-style-type: none"> ✓ Capital Program commitments ✓ Capital Program completions

Employees and Unions

Our employees and unions expect a safe workplace, skills training relevant to their roles, and opportunities for growth.

MTA Goals	Performance Indicators
Ensure our employees' safety	<ul style="list-style-type: none"> ✓ Employee lost time and restricted-duty rate
Maintain a workforce that reflects the regional availability of all races, nationalities, and genders for our industry	<ul style="list-style-type: none"> ✓ Female representation in MTA workforce ✓ Minority representation in MTA workforce

Government Partners (Federal, State, and Local Governments)

Our government partners expect us to enhance regional mobility by providing excellent service, while spending our resources in a cost-effective and appropriate manner.

MTA Goals	Performance Indicators
Provide on-time and reliable services	<ul style="list-style-type: none"> ✓ Subway major incidents ✓ Subway service delivered ✓ Customer journey time performance* ✓ Additional platform time ✓ Additional train time * ✓ On-time performance (subway and commuter railroads) ✓ Subway terminal delays ✓ Subway wait assessment ✓ Bus trips completed ✓ Bus Customer journey time performance * ✓ Bus additional bus stop time ✓ Bus additional travel time* ✓ Bus service delivered * ✓ Bus average speeds * ✓ Bus wait assessment ✓ Mean distance between failures (subway, railroads, buses)
Maximize system usage	<ul style="list-style-type: none"> ✓ Ridership ✓ Traffic volume
Perform services in an efficient manner	<ul style="list-style-type: none"> ✓ Farebox operating ratio ✓ Operating cost per customer
Repair, replace, and expand transportation infrastructure	<ul style="list-style-type: none"> ✓ Capital Program commitments ✓ Capital Program completions

MTA New York City Transit (“NYCT”)

Performance Indicators	2019 Actual	2020 Actual
NYCT Subway Service Indicators		
Weekday Major Incidents – Subways (monthly average)	45.3	24.3*
Customer Journey Time Perf. (% within 5 min of scheduled)	84.7%	85.8%
Additional Platform Time (average beyond scheduled)	0:01:10	0:01:07
Additional Train Time (average beyond scheduled)	0:00:43	0:00:20
Weekday Service Delivered – Subways	96.6%	96.4%
Weekday Terminal On-Time Performance – Subways	80.3%	88.6%
Weekday Terminal Delays – Subways (monthly average)	34,301	17,150
Mean Distance Between Failures – Subways (miles)	127,743	146,297
Weekday Wait Assessment – Subways	74.9%	75.6%
Elevator Availability – Subways	96.3%	96.8%
Escalator Availability – Subways	89.4%	92.4%
Total Ridership – Subways	1,697,787,002	639,536,812
Weekday On-Time Performance – Staten Island Railway	95.6%	97.6%
Mean Distance Between Failures – Staten Island Railway (miles)	77,187	53,946
NYCT Bus Service Indicators		
Percent of Completed Trips – NYCT Bus	99.3%	98.1%
Customer Journey Time Perf – NYCT & MTA Bus (% within 5 min of scheduled)	72.3%	77.4%
Additional Bus Stop Time – NYCT & MTA Bus (average beyond scheduled)	0:01:44	0:01:33
Additional Travel Time – NYCT & MTA Bus (average beyond scheduled)	0:00:46	0:00:00
Bus Customer Wheelchair Lift Usage – NYCT Bus	1,412,076	969,490
Service Delivered – NYCT & MTA Bus (% scheduled buses, peak hrs.)	97.3%	96.1%
Bus Speeds – NYCT & MTA Bus (average route speed, end-to-end)	8.0 mph	8.4 mph
Total Ridership – NYCT Bus	556,950,541	208,840,769
Mean Distance Between Failures – NYCT & MTA Bus (miles)	7,967	8,390
Wait Assessment – NYCT & MTA Bus	77.8%	80.0%

Notes: Performance indicators were impacted by the 2020 Covid-19 pandemic. Some 2019 results have been updated. Major incidents exclude March and April 2020 due to use of projections. Subway 2020 ridership is prior to post-close adjustment. All indicators are updated regularly on Performance Metrics under Transparency at www.mta.info.

NYCT Transit, cont.

Performance Indicators	2019 Actual	2020 Actual
NYCT Paratransit Service Indicators		
Total Paratransit Ridership – NYCT Bus	10,893,983	7,108,104
AAR On-Time-Performance * Pick up within (30 min) / (15 min)	30 min: 96% 15 min: 86%	30 min: 98% 15 min: 91%
AAR Appointment OTP Trips (30 min early to 1 min late)	40%	** 39%
AAR Actual Ride Time at or Better than Planed Ride Time	80%	86%
AAR Customer Experience – Frequent Rider Experience *	72%	** 74%
AAR Call Center (% of calls answered)	96%	97%
AAR Passenger Complaints (per 1000 completed trips)	5.0	2.8
AAR Registrants	161,526	161,776
NYCT Safety Indicators		
Customer Injury Rate – Subways (per million customers)	2.94	4.32
Customer Accident Injury Rate – NYCT Bus (per million customers)	1.64	1.89
Collisions with Injury Rate – NYCT Bus (per million vehicle miles)	6.39	4.93
Employee Lost Time and Restricted-Duty Rate – NYCT Subways (per 100 employees)	3.73	4.78
Employee Lost Time and Restricted-Duty Rate – NYCT Bus (per 100 employees)	6.01	6.78
NYCT Workforce Indicators		
Female Representatives in NYCT Workforce	18.6%	18.6 %
Minority Representatives in NYCT Workforce	78.8%	79.3%
NYCT Financial Indicators		
Farebox Operating Ratio	52.8%	23.6%
Operating Cost per Passenger	\$4.51	\$11.63
NYCT Capital Program Indicators		
Commitments in \$ Millions (% of annual goal)	\$2,302 (62%)	\$2.879 (34%)
Completions in \$ Millions (% of annual goal)	\$4,140 (99%)	\$2.504 (87%)

Notes: *These new AAR indicators were first published in 2019. ** Data for Jan. to Feb. 2020 only. AAR ridership includes customers, personal care attendants, and guests. Financial indicators include NYCT Subways, Buses, and Paratransit and are preliminary. Actual 2020 service indicators will be updated in April 2021. The Operating Cost per Passenger excludes debt service. The Capital Program Commitments/Completions have been adjusted to include “rollovers” from previous years achieved in 2020. Projects details are available on the Capital Programs Dashboard under Transparency at www.mta.info.

MTA GOAL: Ensure Customer Safety

PERFORMANCE INDICATORS: Customer Injury Rate

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

For NYCT Bus, the “customer accident injury rate” increased by 15.2 percent in 2020, from 1.64 per million customers to 1.89 per million. This was primarily due to a 62.5 percent drop in ridership, due to the Covid-19 pandemic. The actual number of customer injuries fell from 915 in 2019 to 591 in 2020. Between March and August, MTA Bus implemented free rear-door boarding to ensure safer social distancing between customers and bus operators. Since ridership data are linked to fareboxes, data during this period were based on estimates. The majority of customer injuries were due to trips or slips while alighting or stumbles due to bus motion. The agency uses accident trends to improve safety programs, training, and messaging.

NYCT Bus saw a decrease in its 2020 “collision injury rate” of 22.8 percent over the previous year to 4.93 injuries per million vehicle miles. Throughout the year, NYCT Bus continued to incorporate relevant accident findings into its safety and training initiatives. These initiatives focus on basic operating procedures in bus stop areas.

NYCT Bus continued its Vision Zero IV program, an eight-hour training session that emphasizes challenges in dealing with pedestrians and cyclists. In 2020, the program was combined with “de-escalation” training, which also addresses assaults on bus operators related to Covid-19 rules. All bus operators will be cycled through this new curriculum over a two-year period. To monitor bus operators, the agency uses indicators such as speed-camera violations, red-light

violations, cellphone infractions, and customer complaints. In a joint agreement with all labor unions, NYCT Bus continues its “zero-tolerance” policy on use of cellphones and electronic devices while operating a bus. The agency also worked with its labor representatives to see that operators who receive speed-camera violations are disciplined and must pay the fine.

MTA GOAL: Provide On-Time and Reliable Services

PERFORMANCE INDICATORS: On-Time Performance, Mean Distance Between Failures, Major Incidents, Service Delivered, Terminal Delays, Wait Assessment, Bus Trips Completed, Bus Average Speeds, Bus Additional Travel Time

Prior to the Covid-19 pandemic, NYCT Subways had seen significant year over year improvements in key performance metrics, due largely to the success of the Subway Action Plan and the “Save Safe Seconds” campaign. The pandemic brought drastic ridership decreases, which in turn impacted 2020 performance metrics. Weekday Terminal Delays fell by 50 percent from 34,301 per month in 2019 to 17,150 in 2020. On-Time Performance (OTP) rose 8.3 percent to 88.6 percent. Weekday Service Delivered declined slightly to 96.4 percent.

Other indicators show Weekday Major Incidents dropping from 45.3 per month on average to 24.3 per month. Subway MDBF improved by 14.5 percent from 127,743 miles in 2019 to 146,297 miles in 2020. Weekday Wait Assessment (WWA) ticked up slightly from 74.9 percent to 75.6 percent in 2020. Subway Additional Train Time also improved from 0:00:43 to 0:00:20. At the Staten Island Railway (SIR), Weekday OTP rose by 2.0 percent to 97.6 percent.

As indicated in the table on pages 4 and 5, NYCT Bus and MTA Bus report combined data in some instances. For complete MTA Bus performance data, see page 28 of this report. The combined agencies posted a MDBF of 8,390 miles in 2020, a 5.3 percent improvement over the previous year. NYCT continues to replace its remaining over-age bus fleet under the 2015-2019 MTA Capital Program. The percentage of NYCT Bus “Trips Completed” decreased slightly to 98.1 percent in 2020. “Additional Bus Stop Time” improved by 11 seconds over the previous year.

For both bus agencies, “Additional Travel Time” fell to zero in 2020; “Customer Journey Time” improved by 5.1 percent to 77.4 percent; and “Wait Assessment” increased by 2.2 percent to 80.0 percent. “Service Delivered” for both agencies decreased slightly by 1.2 percent in 2020 to 96.1 percent, while average bus speeds increased by 5.0 percent to 8.4 mph.

MTA GOAL: Provide Services to People with Disabilities

PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability, Bus Passenger Wheelchair Lift Usage, Paratransit Ridership, AAR Service Indicators

By April 2020, Paratransit weekday trips had fallen to 64.6 percent of pre-pandemic levels, before returning to about 70 percent of typical levels by the year’s end. Even as Covid-19 infection rates increased towards the end of the year, service increased, and performance remained stable. The agency undertook a number of measures to ensure driver and customer safety. Paratransit stopped all shared rides and suspended appointment trip requests which would have led to excessively early drop offs. As a result, 2020 on-time performance (OTP) exceeded the goals for both the 30-minute and 15-minute windows. The metrics for reporting appointment performance were suspended during the year.

Overall, AAR ridership (which includes customers, personal care attendants, and guests) decreased by 34.8 percent to 7,108,104 in 2020, while the number of registrants remained relatively unchanged at 161,776. Broker-related complaints decreased from 4.6 to 2.1 per 1,000 completed trips, pick-up OTP improved from 96 percent to 98 percent within the 30-minute window, and from 86 percent to 91 percent within the 15-minute window. The “Customer Experience” metric cannot be calculated in a comparative way, due to the suspension of appointment time bookings. Complaints decreased from 5.0 to 2.8 per 1,000 completed trips, due largely to the above reduction in trips requested and the implementation of Covid-19 safety measures.

In addition to the suspension of shared rides, precautionary measures included mask requirements, daily disinfection of all dedicated vehicles, and daily temperature checks for all dedicated drivers. Broker services follow similar disinfection requirements. In response to the pandemic, the agency curtailed feeder service, reduced the prescribed time gap between drop-offs and the return trips and provided special transportation for customers who were Covid-19 positive or symptomatic. The agency extended Phase 1 of the On-Demand E-Hail Pilot Program.

At the start of the pandemic, all six Access-A-Ride assessment centers were closed, and all in-person eligibility assessments were suspended. Three assessment centers reopened between November and December with new safety protocols, including a capacity limit of 25 percent of pre-pandemic levels. A fourth center is reopening early 2021 in an effort to safely resume normal eligibility assessments.

In other metrics, “Wheelchair Lift Usage” at NYCT Buses decreased by 31.3 percent to a total of 0.97 million customers. The agency’s low-floor buses provide easier boarding and more reliable service for customers with wheelchairs. At NYCT Subways, “Elevator Availability” was up slightly to 96.8 percent, while “Escalator Availability” rose 3.0 percent to 92.4 percent.

MTA GOAL: Repair, Replace, and Expand Transportation Infrastructure

PERFORMANCE INDICATORS: Capital Program Commitments and Completions

All MTA Capital Program projects are now managed by MTA Construction & Development (MTA C&D). The agency committed \$2.9 billion of its Capital Program funds for NYC Transit in 2020, or 34 percent of the annual goal. Major commitments included: Communications Based Train Control (CBTC) on the 8th Ave. Line in Manhattan and Brooklyn; purchase of standard and hybrid-electric standard buses with the latest safety and customer service technologies; mainline track and switch replacement at multiple locations; station improvements, including ADA projects and elevator and escalator replacements at various locations.

Commitments in 2020 also included multiple projects advancing the repairs to NYC Transit facilities and infrastructure damaged by Superstorm Sandy, along with resiliency projects to prevent potential damage from future storms. The most notable Sandy repair and resiliency project committed in 2020 was for the Rutgers Tube, which carries the F Line under the East River between Manhattan and Brooklyn.

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

MTA GOAL: Perform Services in an Efficient Manner

PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger

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

MTA GOAL: Maximize System Usage

PERFORMANCE INDICATORS: Ridership

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

MTA GOAL: Ensure Our Employees' Safety

PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

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

The “lost-time and restricted-duty” rate at NYCT Bus increased to 6.78 per 100 employees from 6.01 the previous year. Both NYCT and MTA Bus undertook extensive efforts to safeguard employees during the pandemic, including safety protocols; distribution of PPE; disinfection of buses and facilities; testing and vaccination programs; and more.

Both bus operations continued initiatives aimed at protecting bus operators from assault, including installation of bus operator shields across the entire fleet; installation of onboard security cameras; training in de-escalation tactics; and review of customer complaints to identify employees for further counseling or training. Both NYCT Bus and MTA Bus maintain robust safe-driving campaigns and continue to analyze employee injury data to identify trends and reduce lost-time accidents.

MTA GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

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

MTA Long Island Rail Road (“LIRR”)

Performance Indicators	2019 Actual	2020 Actual
Service Indicators		
On-Time Performance	92.4%	95.9%
Elevator Availability	98.8%	98.8%
Escalator Availability	96.7%	95.7%
Total Ridership	91,105,137	30,310,190
Mean Distance Between Failures (miles)	185,829	241,175
Safety Indicators		
FRA-Reportable Customer Injury Rate (per million customers)	2.34	5.2
FRA-Reportable Employee Lost Time Rate (per 200,000 worker hours)	3.3	3.5
Workforce Indicators		
Female Representatives in LIRR Workforce	14.8%	14.6%
Minority Representatives in LIRR Workforce	37.1%	37.0%
Financial Indicators		
Farebox Operating Ratio	50.2%	17.7%
Operating Cost per Passenger	\$16.80	\$51.16
Capital Program Indicators		
Commitments in \$ Millions (% of annual goal)	\$255.8 (128%)	\$1,066.6 (74%)
Completions in \$ Millions (% of annual goal)	\$214.8 (100%)	\$816.7 (100%)

Notes: Performance indicators were impacted by the 2020 Covid-19 pandemic. The 2020 Farebox Operating Ratios are preliminary and will be updated by the MTA Division of Management & Budget in April 2021. Capital Program Commitments/Completions include any “slipped” projects from prior years that were achieved in 2020.

MTA GOAL: Ensure Customer Safety

PERFORMANCE INDICATORS: Customer Injury Rate

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

MTA GOAL: Provide On-Time and Reliable Services

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

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

MTA GOAL: Provide Services to People with Disabilities

PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability

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

MTA GOAL: Repair, Replace, and Expand Transportation Infrastructure

PERFORMANCE INDICATORS: Capital Program Commitments and Completions

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

MTA GOAL: Perform Services in an Efficient Manner

PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger

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

MTA GOAL: Maximize System Usage

PERFORMANCE INDICATORS: Ridership

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

MTA GOAL: Ensure Our Employees' Safety

PERFORMANCE INDICATORS: Employee Lost Time Case Rate

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

MTA GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

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

MTA Metro-North Railroad (“Metro-North”)

Performance Indicators	2019 Actual	2020 Actual
Service Indicators		
On-Time Performance (East of Hudson)	94.4%	97.9
On-Time Performance (West of Hudson)	89.8%	94.4
Elevator Availability	99.2%	99.4%
Escalator Availability	91.5%	99.9%
Total Rail Ridership (East & West of Hudson)	86,594,370	27,169,873
Total Ridership on Connecting Services by MNR Contractors	598,416	146,878
Mean Distance Between Failures (miles)	238,464	278,951
Safety Indicators		
FRA-Reportable Customer Injury Rate (per million customers)	0.99	1.10
FRA-Reportable Employee Lost Time Rate (per 200,000 worker hours)	1.99	2.22
Workforce Indicators		
Female Representatives in MNR Workforce	13%	13%
Minority Representatives in MNR Workforce	39%	39%
Financial Indicators		
Farebox Operating Ratio	52.1%	19.4%
Operating Cost per Passenger	\$16.76	\$46.08
Capital Program Indicators		
Commitments in \$ Millions (% of annual goal)	\$424.6 (49.6%)	\$180.5 (36%)
Completions in \$ Millions (% of annual goal)	\$476.7 (111%)	\$52 (17%)

Notes: The 2020 Farebox Operating Ratios are based on preliminary estimates and will be updated by the MTA Division of Management & Budget in April 2021. Due to the pandemic and restricted resources, many Capital Program completions were stalled. Seventy percent of the commitment number in 2020 pertains to the 270 Park Ave. GCT Train shed work, for which capital has not been released, but is expected in the first half of 2021.

MTA GOAL: Ensure Customer Safety

PERFORMANCE INDICATORS: Customer Injury Rate

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

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

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

MTA GOAL: Provide On-Time and Reliable Services

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

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

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

MTA GOAL: Provide Services to People with Disabilities

PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability

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

MTA GOAL: Repair, Replace, and Expand Transportation Infrastructure

PERFORMANCE INDICATORS: Capital Program Commitments and Completions

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

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

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

Metro-North, cont.

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

MTA GOAL: Perform Services in an Efficient Manner

PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger

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

MTA GOAL: Maximize System Usage

PERFORMANCE INDICATORS: Ridership

Due to the Covid-19 pandemic, Metro-North’s systemwide ridership plummeted by 68.6 percent in 2020 to 27.2 million, down from 86.6 million the previous year. Ridership on the railroads’ connecting services—Haverstraw-Ossining Ferry, the Newburgh-Beacon Ferry, and the Hudson Rail Link—fell even further, by 75.5 percent to a combined low of 146,878, partially due to the suspension of ferry service from June through the end of the year. West-of-Hudson ridership was about 0.59 million, 63.2 percent below the previous year.

MTA GOAL: Ensure Our Employees' Safety

PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

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

MTA GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

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

MTA Bridges and Tunnels (“Bridges and Tunnels”)

Performance Indicators	2019 Actual	2020 Actual
Service Indicators		
Paid Traffic	329,396,593	253,184,133
Safety Indicators		
Collisions with Injury Rate (per million vehicles)	0.87	0.70
Employee Lost Time Injury Rate (per 200,000 work hours)	6.0	5.7
Workforce Indicators		
Female Representation in B&T Workforce	21%	21%
Minority Representation in B&T Workforce	56%	57%
Financial Indicators		
E-ZPass Market Share	95.1%	* 94.9%
Total Support to Transit (\$ millions)	\$1,139.0	\$828.6
Capital Program Indicators		
Commitments in \$ Millions (% of annual goal)	\$802.8 (91.5%)	\$183.2 (70.8%)
Completions in \$ Millions (% of annual goal)	\$243.7 (123.3%)	\$660.3 (162.6%)

Notes: Performance indicators were impacted by the 2020 Covid-19 pandemic. MTA B&T performance data are subject to final audit. Traffic numbers are preliminary, with actuals available later. * Year-end unaudited. Capital Commitments in 2019 include a \$76.9 million project originally forecast for 2018 award. Capital completions in 2019 include a \$57.4 million project originally forecast for 2018 completion.

MTA GOAL: Ensure Customer Safety

PERFORMANCE INDICATOR: Customer Collision Injury Rate

Bridges and Tunnels experienced a decrease in traffic at all crossings due to the impact of the Covid-19 pandemic. The agency reported 180 customer collisions with injuries in 2020, a decrease from 316 in 2019. The rate of collisions with injuries per million vehicles was 0.70 in 2020, a 19.5 percent improvement over the 2019 rate. The agency’s fundamental strategy for improving customer safety is to maintain facilities in a state of good repair. Beyond this, the agency’s customer safety strategy focuses on the three E’s: Engineering, Enforcement, and Education. Engineering identifies collision-prone locations and improves their physical characteristics. Enforcement targets and addresses unsafe driving behaviors. Education aims to correct unsafe driving behaviors through outreach and educational efforts. In addition, Bridges and Tunnels notifies customers of real-time traffic conditions, which helps them make informed decisions and reduces the risk of secondary collisions.

MTA GOAL: Repair, Replace, and Expand Transportation Infrastructure

PERFORMANCE INDICATORS: Capital Program Commitments and Completions

All MTA Capital Program projects are now managed by MTA Construction & Development (MTA C&D). In 2020, Bridges and Tunnels made 131 task commitments to Capital Program projects, against a goal of 127 task commitments. The total value of the awards was \$183.2 million, representing 70.8 percent of the 2020 goal. Of these, 26 commitments totaling \$76.1 million are related to the “Moving NY Forward” initiative, and 17 commitments totaling \$45.2 million are related to the “Central Business District Tolling Program.” Commitments were \$75.6 million below the 2020 plan, due to an MTA procurement pause resulting from the Covid-19 pandemic. By comparison, the agency made commitments in 2019 worth \$802.8 million, or 91.5 percent of the year’s goal. Major project commitments in 2020 included:

- Eastbound toll collection at the Verrazzano-Narrows Bridge.
- Bridge deck rehabilitation and overlay at the Robert F. Kennedy (RFK) Bridge.
- Demolition of the Bronx Plaza West widening structure at the RFK Bridge.

The value of Capital Program projects completed in 2020 totaled \$660.3 million, which represents 162.6 percent of the 2020 goal. By comparison, a total of \$243.7 million in projects were completed in 2019, representing 123.3 percent of the goal for that year. Major projects completed in 2020 included:

- New Harlem River Drive ramp, bridge deck rehabilitation, and overlay at the RFK Bridge, completed one month ahead of schedule.
- Cable inspection and rehabilitation at the RFK Bridge, completed three months ahead of schedule.
- Installation of the design-build electronic monitoring and detection systems at the Bronx-Whitestone and RFK bridges.
- Reconstruction of the toll plaza decks and southbound approaches, as well as the replacement of the facility lighting system at the Henry Hudson Bridge, completed one month ahead of schedule. The bridge's skewbacks were also retrofitted.
- Rehabilitation of the tunnel control and communication systems at the Queens Midtown Tunnel, completed seven months ahead of schedule.
- Installation of the design-build smoke detection/alarm systems in the Hugh L. Carey and Queens Midtown tunnels.
- Elevator rehabilitation, tower pier rehabilitation, and mooring platform at the Verrazzano-Narrows Bridge, completed three months ahead of schedule. In addition, the bridge's eastbound toll collection was completed one month ahead of schedule.

MTA GOAL: Perform Services in an Efficient Manner

PERFORMANCE INDICATORS: Total Support to Transit

Bridges and Tunnels provided \$828.6 million in total support for MTA transit services in 2020. This was a 27.2 percent decrease from the \$1,139.0 million provided in 2019, primarily due to the Covid-19 pandemic's impact on traffic at Bridges and Tunnels crossings.

MTA GOAL: Maximize System Usage

PERFORMANCE INDICATORS: Traffic Volume

Bridges and Tunnels recorded approximately 253.2 million paid crossings in 2020, about 76 million fewer crossings than in 2019, a decrease of 23.1 percent. E-ZPass usage at year-end 2020 was 94.9 percent, compared to 95.1 percent in 2019, effectively flat year over year. The decrease in crossings was due largely to the impact of the Covid-19 pandemic.

MTA GOAL: Ensure Our Employees' Safety

PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

Bridges and Tunnels experienced 63 lost-time injuries in 2020, compared to 79 in 2019. As a result, the "employee lost-time" injury rate decreased to 5.7 per 200,000 work hours in 2020, down from 6.0 in 2019. Ongoing safety efforts contributed to this positive trend, including:

- Continuous evaluations and disinfections of facilities, ventilation, workspaces, and vehicles to safeguard against Covid-19.
- Collaborated across all agency departments to mitigate Covid-19 risks through employee communications, mask usage, social distancing, random testing, and vaccination.
- Conducted safety training for all field employees, including traffic management safety training for all Bridge and Tunnel Officers (BTOs) and supervisors.
- Identified ergonomic issues that are major contributors to lost-time injuries and mitigated them using a range of initiatives, including an employee wellness program.
- Undertook a number of administrative initiatives, including joint labor/management safety task forces; more effective case management of "Injuries on Duty;" a focus on incident audits to address the root causes of safety issues; and the revision of agency "Policies and Procedures."

MTA GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority and Other Representation in the Workforce

Minority employees represented 57.0 percent of the Bridges and Tunnels workforce in 2020, an increase of 1.0 percent from the previous year. Women represented 21.0 percent of agency employees in 2020, unchanged from the previous year. Bridges and Tunnels maintains a program aimed at achieving workforce representation, based on the availability of women and minorities within the labor markets serviced by the MTA. The program includes targeted outreach/recruitment efforts to attract qualified women and minority candidates; a monitoring program to identify and address the under-representation of women and minorities; and retention and mobility programs providing the skills and opportunities women and minority employees require for successful career paths within the agency.

MTA Bus Company (“MTA Bus”)

Performance Indicators	2019 Actual	2020 Actual
Service Indicators		
Percent of Completed Trips	98.9%	97.4%
Bus Passenger Wheelchair Lift Usage	97,207	64,134
Total Ridership	120,426,633	45,916,750
Mean Distance Between Failures (miles)	7,117	7,892
Safety Indicators		
Customer Accident Injury Rate (per million customers)	1.21	1.43
Collisions with Injury Rate (per million vehicle miles)	5.56	3.45
Employee Lost Time Rate (per 100 employees)	6.05	7.35
Workforce Indicators		
Female Representation in MTA Bus Workforce	13%	13%
Minority Representation in MTA Bus Workforce	80%	81%
Financial Indicators		
Farebox Operating Ratio	28.4%	13.1%
Operating Cost per Passenger	\$6.86	\$16.3
Capital Program Indicators*		
Commitments in \$ Millions (% of annual goal)	\$176.2 (76.6%)	\$25.4 (62.0%)
Completions in \$ Millions (% of annual goal)	\$86.1 (595.5%)	\$2.6 (59.2%)

Notes: The 2020 Farebox Operating Ratios are based on preliminary estimates and will be updated in April 2021. For the purposes of this report, NYCT Bus and MTA Bus are treated separately, though certain operations and performance indicators are combined, as noted in the NYCT data on page 4 of this report. The Performance Dashboard at www.mta.info combines data for both bus operations. *Capital Program Commitments/Completions include “slipped” projects from prior year goals achieved in 2020. MTA Bus 2020 April and May percent of completed trips are not included due to the effect of Covid-19.

MTA GOAL: Ensure Customer Safety

PERFORMANCE INDICATOR: Customer Injury Rate

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

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

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

MTA GOAL: Provide On-Time and Reliable Services

PERFORMANCE INDICATORS: Mean Distance Between Failures, Bus Trips Completed

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

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

MTA GOAL: Provide Services to People with Disabilities

PERFORMANCE INDICATORS: Bus Customer Wheelchair Lift Usage

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

MTA GOAL: Repair, Replace, and Expand Transportation Infrastructure

PERFORMANCE INDICATORS: Capital Program Commitments and Completions

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

MTA GOAL: Perform Services in an Efficient Manner

PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Customer

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

MTA GOAL: Maximize System Usage

PERFORMANCE INDICATORS: Ridership

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

MTA GOAL: Ensure Our Employees' Safety

PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate

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

MTA GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

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

MTA Construction & Development (“MTA C&D”) - Expansion Projects

Performance Indicators	2019 Actual	2020 Actual
Workforce Indicators		
Female Representatives in MTA C&D Workforce	38%	36%
Minority Representatives in MTA C&D Workforce	55%	54%
Capital Program Indicators*		
Commitments in \$ Millions (% of planned value)	\$646 (102%)	\$709 (28%)
Completions in \$ Millions (% of planned value)	\$29.6 (100%)	\$76 (11%)

Notes: MTA performance data are subject to periodic adjustment. Capital Program Commitments/Completions include projects that “slipped” from prior year goals but were achieved in 2020. For details on Capital Program projects visit the [Capital Programs](#) section under “Transparency” at www.mta.info.

MTA GOAL: Repair, Replace, and Expand Transportation Infrastructure

PERFORMANCE INDICATORS: Capital Program Commitments and Completions

MTA Construction & Development (MTA C&D) now manages all Capital Program projects for the MTA agencies, as reported in each agency’s section of this report. In addition, MTA C&D manages the major Expansion Projects reported in this section. In 2020, impacts from the Covid-19 pandemic and related financial uncertainties delayed many of the projects scheduled for the year. The Expansion Projects had a total commitment goal of \$2,537.4 million for 2020 and committed approximately \$708.8 million, or 28 percent of goal. Significant 2020 commitments included:

- Award of \$90.4 million for catenary system construction to support East Side Access (ESA) and Regional Investments (Harold Interlocking) work.

MTA C&D, cont.

- Exercising a \$284.0 million option for the design-build construction completion of the LIRR Expansion project.

MTA C&D achieved 10.7 percent of its 2020 Expansion Project completion goal of \$708.3 million, with the completion of two 7 Line Extension contracts. These included the project's consultant construction management contract and the contract for noise attenuation at Site P. For details on all of the MTA's five-year Capital Programs and the status of current capital projects visit the [Capital Programs](#) section under "Transparency" at www.mta.info.

MTA GOAL: Maintain a Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders

PERFORMANCE INDICATORS: Female and Minority Representation in the Workforce

The agency's current workforce consists of 36.0 percent female and 54.0 percent minority employees, down 2.0 percent and 1.0 percent respectively from the previous year. MTA C&D continues its outreach, recruitment, and retention efforts to support workforce diversity and inclusion.