



**Metropolitan Transportation Authority**

**2020 Operations Plan Update  
in Compliance with PAL §1269-d  
“MTA Five-Year Strategic Operation Plan 2020-2024”**

**New York State Metropolitan Transportation Authority  
2 Broadway, New York, NY 10004**

## Introduction

In accordance with New York State [Public Authorities Law §1269-d](#), the Metropolitan Transportation Authority (MTA) submits to the Governor a “strategic operation plan” for the five-year period commencing January 1 of the following year, to be updated annually. This report contains the 2020 updates required by PAL §1269-d for the MTA transit and commuter rail agencies, consisting of: New York City Transit (NYC Transit) Subways and Buses, including the Staten Island Railway (SIR); the MTA Bus Company (MTA Bus); and the two MTA commuter railways, MTA Long Island Rail Road (LIRR) and MTA Metro-North Railroad (Metro-North). The information contained herein is based on 2020 mid-year data, financials, performance indicators, and future projections as of September 2020.<sup>1</sup> Annualized future projections are carried out to the best level of accuracy allowable by the MTA Board-approved financial plans, five-year capital plans, project schedules, and fare structures. Five-year projections are not available for some indicators. Information on service schedules, routes, performance indicators, budgets, and capital programs is updated regularly and may be found under “MTA Info” on the MTA website at [www.mta.info](http://www.mta.info).

Information in this report is excerpted from the following 2020 documents, which are also available under the heading “MTA Info” on the MTA website: MTA 2021 Adopted Budget—February Financial Plan 2020-2023; July Financial Plan 2021-2024, Vols. I and II, July 2020; Financial Impact Assessment of Covid-19 Final with Disclaimer, May 2020; MTA Capital Program 2021-2024; June 2020 Emergency Financial Update Presentation to MTA Board; MTA 2021 Final Proposed Budget—November Financial Plan 2021-2024; and MTA Mission Statement, Measurements, and Performance Indicators Report Covering Fiscal Year 2020, pursuant to PAL §1269-f and §2824-1. MTA financial plans are updated quarterly. MTA budget and financial information can be accessed under “Transparency” at the open-data [MTA Budget Portal](#), with new transparency features. The following sections of this Strategic Operations Plan address each of the sections and subsections of PAL §1269-d. An additional section, beginning on page 5, addresses the 2020 impact of the Covid-19 pandemic.

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<sup>1</sup> MTA agency performance indicators, projections, and other data are subject to regular updating and reconciliation. Because of timing, some data in this report may differ from data in the 2019 PAL §2800 and PAL §1269-f reports.

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## Section 1. Statement Regarding Impact of Covid-19

All 2020 performance indicators, operations, finances, and forecasts were severely impacted by the Covid-19 pandemic, making year-to-year comparisons and projections difficult to assess. A global pandemic was first declared on January 30, 2020, by the World Health Organization (WHO). On March 7, 2020, Gov. Andrew Cuomo declared a state of emergency in New York. One month after that 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.

On March 22, Gov. Cuomo issued an executive order closing nonessential business, restricting nonessential gatherings, and charging the MTA with providing services for essential travel only. On March 25, the MTA began phasing in an “Essential Service Plan” for transit and commuter railroads, which reduced some scheduled services while continuing the services necessary for first responders, medical personnel, and other essential workers. Despite these interim reductions, extensive systemwide disinfection measures, and the tragic loss of over 150 MTA employees to the pandemic, the MTA generally provided prepandemic levels of transit service over the course of 2020, carrying essential workers to wherever they were needed and helping to sustain the regional economy.

While ridership has improved since the height of the pandemic, it remains below half of its prepandemic levels on MTA transit and commuter rail services. The ridership declines also brought a drastic reduction in MTA revenues, a financial situation made worse by the added costs of extensive safety and disinfection programs. On March 27, Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act, which contained \$25 billion to assist transit agencies nationwide. Out of this, just over \$4.0 billion went to MTA transit and rail agencies to address the financial impact of the pandemic. Beginning May 6, the MTA suspended subway service from 1 a.m. to 5 a.m. to allow the complete overnight disinfection of subway cars, the first scheduled service suspension in the system’s history.

In April, the MTA hired McKinsey & Co. to develop an initial financial impact assessment, using a baseline scenario and an alternate, “slow-recovery” scenario. Taking a midpoint between these scenarios, McKinsey estimated an adverse impact on the MTA’s finances of net of \$16.2 billion through 2024, due to the pandemic. This included a decline of \$10.7 billion in operating revenues; a loss of \$6.9 billion in subsidies; and added expenses of \$2.7 billion, offset by the \$4.0 billion from the CARES Act. Details of the McKinsey report and related financial impacts can be found in the MTA 2021 Final Proposed Budget: November Financial Plan 2021-2024, Vol. 1 and Vol. 2, Nov. 2020 under “Transparency” at [www.mta.info](http://www.mta.info).

In response, the MTA identified new cost savings in three areas: overtime, consulting contracts, and other non-personnel expenses. These actions, first presented at a special MTA Board meeting in August 2020, have been subsequently refined and expanded. Agencies have begun implementing these savings, which are projected to reduce expenses by \$259 million in 2020, by \$601 million in 2021, by \$498 million in 2022, by \$466 million in 2023, and by \$461 million in 2024. Despite the pandemic, the MTA continued its historic restructuring under the MTA Transformation Management Office (TMO), which is modernizing and consolidating eight agencywide support functions: Communications & External Affairs; Compliance; Diversity & EEO; Finance (incl. Budget & Accounting); Legal; People (incl. Labor Relations & Human Resources); Police & Security; and Procurement (incl. Supply Chain). By the end of 2020, the TMO had met its goal of reducing 2,700 positions, primarily through attrition, and remains on target to achieve \$1.83 billion net savings over the course of the plan.

Over June and July of 2020, New York City began a phased reopening, and ridership on MTA services began to recover from the low point in March, though remaining substantially below prepandemic levels. On November 6, the MTA reported ridership down 69 percent on NYCT subways; down 49 percent on combined NYCT and MTA Bus services; down 73 percent on the LIRR; and down 77 percent on Metro-North. While traffic on MTA Bridges and Tunnels has rebounded, it remains about 13 percent below the prior year’s levels. In a further development of its ridership scenarios, McKinsey has indicated the possibility of a “new normal” in which

ridership recovers and stabilizes at between 80 percent to 92 percent of prepandemic levels, requiring a realignment of services to address both shifting demand and longterm fiscal imbalances. At the end of this 2020 reporting period, the MTA was continuing to request the federal funding necessary to avoid the “worst case” service cuts and layoffs envisioned by the McKinsey report. Even with such emergency funding and the projected ridership recovery, it is clear that considerable fiscal challenges will remain. For the latest 2020 data and projections, see the MTA 2021 Adopted Budget, February 2021, and the 2021 MTA Budget Watch Reports under “Transparency” at [www.mta.info](http://www.mta.info).

## Section 2. Longterm Goals and Performance Standards by Agency

According to its Mission Statement, the longterm objective of the MTA is to “preserve and enhance the quality of life and economic health of the MTA travel region through the cost-efficient provision of safe, on-time, reliable, and clean transportation services.” To achieve this, the MTA has set forth the following longterm goals and performance indicators, which are tracked by each of the MTA transit and commuter rail agencies. Performance data for NYC Transit, LIRR, Metro-North, and MTA Bus are posted monthly on the Performance Metrics Dashboards at [www.mta.info](http://www.mta.info). To meet the region’s changing transportation needs, the MTA also carries out longterm capital projects under its five-year Capital Programs. The MTA 2020-2024 Capital Program, passed by the MTA Board on Sept. 25, 2019, includes an unprecedented \$51.5 billion investment in the MTA system. Updates on capital program projects are posted on the [Capital Program Dashboards](#) at [www.mta.info](http://www.mta.info). Additionally, the longterm goals of the MTA agencies are guided by the [MTA Transformation Plan](#), an all-agency reorganization plan prepared by AlixPartners and approved by the MTA Board on July 30, 2019. For agency tracking of the Performance Indicators below, see also Section 5, “Projected Performance for Service Indicators by Agency,” and Section 14, “Status Report on Performance Goals and Achievements.”

MTA Longterm Goals	Agency Performance Indicators
<ul style="list-style-type: none"> <li>• Provide on-time and reliable services</li> </ul>	<ul style="list-style-type: none"> <li>✓ On-time performance (subway and railroads)</li> <li>✓ Subway wait assessment</li> <li>✓ Bus trips completed</li> <li>✓ Mean distance between failures</li> <li>✓ Subway major incidents</li> <li>✓ Subway service delivered</li> <li>✓ Customer journey time performance</li> <li>✓ Additional platform time</li> <li>✓ Additional train time</li> <li>✓ Bus customer journey time</li> <li>✓ Additional bus stop time</li> <li>✓ Additional travel time</li> <li>✓ Bus service delivered</li> <li>✓ Bus average speeds.</li> </ul>

<ul style="list-style-type: none"> <li>• Ensure customer and employee safety</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Customer injury rates</li> <li>Bus collision rate</li> <li>Employee lost time and restricted duty rate</li> </ul>
<ul style="list-style-type: none"> <li>• Maximize system usage</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Ridership</li> <li>Traffic volume</li> </ul>
<ul style="list-style-type: none"> <li>• Perform services in an efficient manner</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Farebox operating ratio</li> <li>Operating cost per customer</li> <li>Total support to mass transit</li> </ul>
<ul style="list-style-type: none"> <li>• Repair, replace and expand transportation infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Capital Program commitments</li> <li>Capital Program completions</li> </ul>
<ul style="list-style-type: none"> <li>• Provide services to people with disabilities</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Elevator availability</li> <li>Escalator availability</li> <li>Bus passenger wheelchair lift usage (does not include paratransit)</li> </ul>
<ul style="list-style-type: none"> <li>• Maintain a workforce that reflects the regional availability of all races, nationalities, and genders for our industry</li> </ul>	<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> </ul>	<ul style="list-style-type: none"> <li>Female representation in MTA workforce</li> <li>Minority representation in MTA workforce</li> </ul>

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

The longterm objective of NYC Transit Subways, Buses, Paratransit, and the Staten Island Railway (SIR) is to provide safe, clean, on-time, reliable, cost-efficient transit services throughout the five boroughs of New York City. NYC Transit currently runs 25 subway lines and 236 bus routes, with a prepandemic annual ridership of nearly 2.3 billion. SIR, the sole rail transit system for Staten Island, operates 29 miles of mainline track, with a prepandemic annual ridership of about 4.6 million. In 2020, NYC Transit continued its [Fast Forward Plan](#), a comprehensive plan for modernizing the city’s aging subway system, with a state-of-the-art signal system, new train cars, and increased ADA access. The plan is also delivering the first major redesign of the city bus system in 50 years. The bus network redesign for Staten Island has been completed, and network redesigns for the remaining boroughs are in progress. NYC Transit, in conjunction with MTA Construction & Development (MTA C&D), continues to advance major recovery, resiliency, and expansion projects, including the Second Avenue Subway (SAS), Phase 2; communications-based



train control (CBTC) on the Queens Blvd., Eight Ave., and Culver lines; and a major reconstruction of the 42nd Street corridor between Grand Central Terminal and Times Square. The 2020-2024 MTA Capital Program proposes a \$37.3 billion investment in NYC Transit Subways, including \$7.1 billion for signals; \$5.2 billion for accessibility; \$6.1 billion for new subway cars; and \$6.9 billion for completion of SAS, Phase 2. Another \$3.5 billion is earmarked for modernizing and reconfiguring NYC Transit and MTA Buses. NYC Transit measures the attainment of these longterm goals by tracking the performance indicators listed above and reporting on capital program progress. The most current data are posted on the [Performance Dashboards](#) and the [Capital Program Dashboards](#) at [www.mta.info](http://www.mta.info). See also: Section 5, “Projected Performance for Service Indicators by Agency” and Section 14, “Status Report on Performance Goals and Achievements.”

## **LIRR: Longterm Goals and Objectives**

The longterm objective of LIRR is to provide safe, reliable, highly efficient commuter rail service between New York City and points throughout Long Island. As the nation’s busiest commuter railway at the center of the New York metropolitan region, LIRR serves a transportation function of economic significance not only to the region but also to the nation as a whole by linking millions of travelers to JFK Airport, NYC Transit subways, and other major transportation hubs. It operates 11 rail branches with 124 stations and 1,151 rail cars and had a pre-Covid annual ridership of over 91.1 million. In addition to the continued modernization of its fleet, facilities, and communications systems, LIRR is augmenting service to meet the region’s changing travel needs, including off-peak and reverse-commute services, along with improved ADA accessibility. In 2019 and throughout 2020, LIRR has advanced construction of the historic Third Track on the Main Line between Floral Park and Hicksville. Among LIRR’s foremost near-term goals are the completion of the Third Track and the opening of East Side Access (ESA) service to Grand Central Terminal, both scheduled for 2022. The 2020-2024 MTA Capital Program includes a \$5.7 billion investment in LIRR track, signals, rolling stock, stations, and other infrastructure. LIRR measures the attainment of these longterm goals by tracking the performance indicators listed above and reporting on its capital program progress. The most current data is posted on the [Performance](#)

[Dashboards](#) and the [Capital Program Dashboards](#) at [www.mta.info](http://www.mta.info). See also: Section 5, “Projected Performance for Service Indicators by Agency,” and Section 14, “Status Report on Performance Goals and Achievements.”

## **Metro-North: Longterm Goals and Objectives**

The longterm mission of Metro-North is to provide safe, reliable, and efficient mobility throughout its travel region, along with excellent customer service. One of the nation’s largest commuter railroads, Metro-North operates three main lines East of Hudson—the Hudson, Harlem, and New Haven lines, which run north out of Grand Central Terminal into suburban New York and Connecticut—and two lines West of Hudson, the Port Jervis and Pascack Valley lines. The railroad has 124 stations, including Grand Central Terminal, a major architectural treasure, world destination, and retail hub. The system includes 1,268 rail cars and had a pre-Covid annual ridership of about 86.6 million. In 2020, Metro-North continued progress on its “Way Ahead” plan, which responds proactively to a growing ridership, changing demographics, and the evolving needs of customers. The plan builds on the railroad’s five-year strategic commitment to “Our People, Our Customers, Our Infrastructure.” It focuses on customer and employee safety; customer communications and experience; and future growth through infrastructure and capacity investments. To attain these goals, Metro-North continues to modernize its operations with new M8 railcars and new fiber-optic communications, bringing record improvements in on-time performance (OTP) and mean distance between failures (MDBF). Further initiatives are expanding Metro-North’s safety programs and system improvements. The 2021-2024 MTA Capital Program includes a \$4.7 billion investment in Metro-North, including Pennsylvania (Penn) Station Access for the New Haven Line, with four new rail stations along the East Bronx route. Metro-North measures the attainment of its goals by tracking the Performance Indicators listed above and reporting on its capital program progress. The most current data is posted on the [Performance Dashboards](#) and the [Capital Program Dashboards](#) at [www.mta.info](http://www.mta.info). See also: Section 5, “Projected Performance for Service Indicators by Agency and Section 14, “Status Report on Performance Goals and Achievements.”

## MTA Bus: Longterm Goals and Objectives

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

### **Section 3. Standards for Determining Frequency of Service by Agency**

The frequency of service offered by MTA transit and rail agencies—also referred to as the headway between vehicles—is determined by the level of customer demand and operational variables, including time of day; the loading guidelines or passenger capacity of cars; equipment and resources constraints; and maintenance and repair schedules. The typical standards for the individual agencies are set out below. The actual frequencies of service in 2020 were affected by ridership levels, safety protocols, and government mandates relating to the Covid-19 pandemic. See also, Section 4 of this report, “Current Frequency of Service by Agencies, Lines, and Routes.”

#### **NYC Transit Subways: Standards for Determining Frequency of Service**

NYC Transit Subways normally operates 24 hours a day, every day of the year, though not every subway route runs around the clock. Due to Covid-19, service was suspended from 1 a.m. to 5 a.m. to allow for nightly deep sanitization of subway equipment and stations—the first scheduled service suspension in the system’s history. The minimum service frequencies for subways during peak and off-peak hours are as follows:

- Weekday Rush Hours, Weekday Middays, and Saturday Middays: If service is provided, it should operate at least every 10 minutes (policy headway). \*
- Weekday Evenings, Saturday Evenings, and All Day on Sunday: If service is provided, it should operate at least every 12 minutes (policy headway). \*
- Late Nights (1 a.m. – 5 a.m.): If service is provided (as it was pre-Covid), it should operate at least every 20 minutes (policy headway). Note: Due to Covid-19, Late Night service remains suspended to allow for thorough deep cleaning and sanitization of rolling stock, stations, and frequent touch points.

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

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

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

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

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

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

### Owl (1:00 a.m. – 5:00 a.m.)

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

Notes: (1) During the transitions between time periods, passenger loads between those shown above are permitted. (2) Division "A" cars seat 38 to 43 passengers. The number of seats varies by car type. (3) The 7 train has 11 cars per train. The 42nd Street Shuttle has three or four cars per train. (4) Owl service was suspended at the time of this report to enable thorough overnight disinfection of subway cars during the Covid-19 pandemic. \*For branching services such as, but not limited to, the A line, which operates to three different terminals at its southern end in Queens, as well as for shuttle services connecting with branching services, the maximum headway is 20 to 24 minutes.

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

Weekday Peak (7:00 – 9:30 a.m. / 4:00 – 6:30 p.m.)							
Headway	Load/Car	# of Standees	Cars/Train	Trips per Half-Hour	Sq. Ft. per Standee	% Seated	Riders per Half-Hour
2.0	145	103	10	15.0	3.0	29%	21,750
2.5	145	103	10	12.0	3.0	29%	17,400
3.0	145	103	10	10.0	3.0	29%	14,500
4.0	145	103	10	7.5	3.0	29%	10,875
5.0	135	93	10	6.0	3.4	31%	8,100
6.0	125	83	10	5.0	3.8	34%	6,250
7.5	115	73	10	4.0	4.4	37%	4,600
10.0	115	73	10	3.0	4.4	37%	3,450
Midday (10:30 a.m. – 3:00 p.m.), Evening (8:00 p.m. – midnight), Saturday, Sunday							
Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
4.0	53	11	10	15.0	29.4	80%	7,875
5.0	53	11	10	12.0	29.4	80%	6,300
6.0	53	11	10	10.0	29.4	80%	5,250
7.5	53	11	10	8.0	29.4	80%	4,200
8.5	53	11	10	7.0	29.4	80%	3,675
10.0	53	11	10	6.0	29.4	80%	3,150
12.0	53	11	10	5.0	29.4	80%	2,625
Owl (1:00 a.m. – 5:00 a.m.)							
Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
20.0	53	11	10	3.0	29.4	80%	1,575

Notes: (1) During the transitions between time periods, passenger loads between those shown above are permitted. (2) C, J, L, M, and Z trains have 8 cars per train. (3) The number of seats varies by car type. R143 and R160 60-ft. cars seat 42 to 43 passengers. R32 and R42 cars seat 50 passengers but are slated for retirement and are not included here. (4) Owl service was suspended at the time of this report to enable thorough overnight disinfection of subway cars during the Covid-19 pandemic.

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

Weekday Peak (7:00 – 9:30 a.m. / 4:00 – 6:30 p.m.)							
Headway	Load/Car	# of Standees	Cars/Train	Trips per Half-Hour	Sq. Ft. per Standee	% Seated	Riders per Half-Hour
2.5	175	103	8	12.0	3.0	41%	16,800
3.0	175	103	8	10.0	3.0	41%	14,000
4.0	175	103	8	7.5	3.0	41%	10,500
5.0	165	93	8	6.0	3.3	44%	7,920
6.0	155	83	8	5.0	3.7	46%	6,200
7.5	145	73	8	4.0	4.2	50%	4,640
10.0	140	68	8	3.0	4.5	51%	3,360
Midday (10:30 a.m. – 3:00 p.m.), Evening (8:00 p.m. – midnight), Saturday, Sunday							
Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
4.0	90	18	8	15.0	17.2	80%	10,800
5.0	90	18	8	12.0	17.2	80%	8,640
6.0	90	18	8	10.0	17.2	80%	7,200
7.5	90	18	8	8.0	17.2	80%	5,760
8.5	90	18	8	7.0	17.2	80%	5,040
10.0	90	18	8	6.0	17.2	80%	4,320
12.0	90	18	8	5.0	17.2	80%	3,600
Owl (1:00 a.m. – 5:00 a.m.)							
Headway	Load/Car	# of Standees	Cars/Train	Trips per Hour	Sq. Ft. per Standee	% Seated	Riders per Hour
20.0	90	18	8	3.0	17.2	80%	2,160

Notes: (1) During the transitions between time periods, passenger loads between those shown above are permitted. (2) S Rockaway Park Shuttle and G routes have four-car trains. S Franklin Ave. Shuttle has two-car trains. (3) The number of seats varies by car type. Division “B” 75-ft. cars seat 70 to 74 passengers. (4) Owl service was suspended at the time of this report to enable thorough overnight disinfection of subway cars during the Covid-19 pandemic.

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

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

### For Local Buses

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

### For Express Buses

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

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



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

<b>Local Bus Loading Guidelines: Standard 40-ft. Bus, Off-Peak</b>					
<b>Grid Routes</b> 10 a.m. to 2 p.m. and 7 p.m. to 9 p.m. Weekdays 6 a.m. to 9 p.m. Saturday and Sunday			<b>Feeder Routes</b> 9:30 A.M. to 2 P.M. and 8:30 P.M. to 9 P.M. Weekdays 6 A.M. to 9 P.M. Saturday and Sunday		
<b>Maximum Riders/Hour</b>	<b>Headway (Minutes)</b>	<b>Maximum Avg. Load Per Trip</b>	<b>Maximum Riders/Hour</b>	<b>Headway (Minutes)</b>	<b>Maximum Avg. Load Per Trip</b>
72	30.0	36	72	30.0	36
108	20.0	36	108	20.0	36

144	15.0	36	144	15.0	36
180	12.0	36	190	12.0	38
216	10.0	36	252	10.0	42
234	9.0	36	280	9.0	43
252	8.5	36	315	8.5	45
278	8.0	37	345	8.0	46
296	7.5	37	376	7.5	47
332	7.0	39	408	7.0	48
360	6.7	40	441	6.5	49
400	6.0	40	500	6.0	50
462	5.5	42	550	5.5	50
516	5.0	43	600	5.0	50
585	4.6	45	650	4.5	50
644	4.3	46	700	4.5	50
690	4.0	46	750	4.0	50
752	3.8	47	800	3.8	50
816	3.5	48	867	3.5	51
864	3.3	48	918	3.3	51
912	3.2	48	969	3.2	51
960	3.0	48	1020	3.0	51

<b>Local Bus Loading Guidelines: Standard 40-ft. Bus, Late Evening</b>					
<b>Grid Routes</b>			<b>Feeder Routes</b>		
<b>9:00 P.M. to 1:00 A.M.</b>			<b>9:00 P.M. to 1:00 A.M.</b>		
<b>Weekdays, Saturday and Sunday</b>			<b>Weekdays, Saturday and Sunday</b>		
<b>Maximum Riders/Hour</b>	<b>Headway (Minutes)</b>	<b>Maximum Avg. Load Per Trip</b>	<b>Maximum Riders/Hour</b>	<b>Headway (Minutes)</b>	<b>Maximum Avg. Load Per Trip</b>
72	30.0	36	72	30.0	36
108	20.0	36	73	20.0	36
144	15.0	36	109	15.0	36
180	12.0	36	145	12.0	36
216	10.0	36	181	10.0	36
234	9.0	36	217	9.0	36
252	8.5	36	235	8.5	36
270	8.0	36	253	8.0	36
288	7.5	36	271	7.5	36
306	7.0	36	289	7.0	36
324	6.7	36	307	6.5	36
360	6.0	36	325	6.0	36

396	5.5	36	361	5.5	36
432	5.0	36	397	5.0	36
468	4.5	36	433	4.6	36
504	4.3	36	469	4.3	36
540	4.0	36	505	4.0	36
576	3.8	36	541	3.8	36
612	3.5	36	577	3.5	36
648	3.3	36	613	3.3	36
684	3.2	36	649	3.2	36
720	3.0	36	685	3.0	36

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

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

<b>Local Bus Loading Guidelines: Articulated Bus, Late Evening</b>					
<b>Grid Routes</b> 9:00 P.M. to 1:00 A.M. Weekdays, Saturday and Sunday			<b>Feeder Routes</b> 9:00 P.M. to 1:00 A.M. Weekdays, Saturday and Sunday		
<b>Maximum Riders/Hour</b>	<b>Headway (Minutes)</b>	<b>Maximum Avg. Load Per Trip</b>	<b>Maximum Riders/Hour</b>	<b>Headway (Minutes)</b>	<b>Maximum Avg. Load Per Trip</b>
72	30.0	36	72	30.0	36
108	20.0	36	108	20.0	36
144	15.0	36	144	15.0	36
280	12.0	56	280	12.0	56
336	10.0	56	336	10.0	56
364	9.0	56	364	9.0	56

392	8.5	56	392	8.5	56
420	8.0	56	420	8.0	56
448	7.5	56	448	7.5	56
476	7.0	56	476	7.0	56
504	6.5	56	504	6.5	56
560	6.0	56	560	6.0	56
616	5.5	56	616	5.5	56
672	5.0	56	672	5.0	56
728	4.5	56	728	4.5	56
784	4.3	56	784	4.3	56
840	4.0	56	840	4.0	56
896	<4.0	56	896	<4.0	56
952	<4.0	56	952	<4.0	56
1008	<4.0	56	1008	<4.0	56
1064	<4.0	56	1064	<4.0	56

**Express Bus Loading Guidelines**

	<b>Trips per 30 minutes</b>	<b>Headway (Min.)</b>	<b>High-Capacity Express Bus: Average Maximum Load</b>
<b>Peak</b>	1	30	55
	2	15	55
	3	10	55
	4	7.5	55
	5	6	55
	6	5	55
	7.5 or more	4 or less	55

<b>Off-Peak</b>	0.5	60	55
	1	30	55
	1.5	20	55
	2	15	55
	3 or more	10 or less	55

## LIRR: Standards for Determining Frequency of Service

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

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

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

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

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

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

**Metro-North: Standards for Determining Frequency of Service**

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

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

Service frequency is also based on vehicle type and loading standards. Metro-North operates both diesel and electric vehicles, and the first criterion for assigning vehicles is the type of power required for a line segment. Diesel locomotives are used for Upper Hudson, Wassaic, Danbury, and Waterbury service, and electric vehicles for all other lines.

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

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

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

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

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



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

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

The frequency of service for NYC Transit subway lines is determined by the scheduled headways. Service frequency varies according to the time of day, measured passenger loads, operational capacities, and planned work and maintenance schedules. Actual service frequency during 2020 was impacted by the Covid-19 pandemic. Where service is provided, the minimum headways between subways during peak and off-peak hours are as follows:

- At least every 10 minutes for Weekday Rush, Weekday Middays, and Saturday Middays. \*
- At least every 12 minutes for Weekday evenings, Saturday evenings, and all-day Sundays.
- At least every 20 minutes for Late Nights (1 a.m. – 5 a.m.). NOTE: Due to Covid-19, Late Night service was suspended to allow for extensive overnight disinfection of subway cars.

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

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

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

\* All scheduled headways are subject to change. NYC Transit Subways routinely adjusts scheduled headways to accommodate maintenance and construction work, as well as for special events. Service in 2020 was variously impacted by the Covid-19 pandemic. Service between 1 a.m. and 5 a.m. was suspended to enable extensive overnight disinfection of subway cars.

**Subway Service—Current Frequency: “B” Division (Lettered Lines)**  
**Headway in Minutes, by Line and Times of Day**

Lines		Weekday					Saturday				Sunday			
		8 AM	12 N	5 PM	9 PM	2 AM	10 AM	4 PM	9 PM	2AM	10 AM	4 PM	9 PM	2 AM
A	SB	6.0	10.0	4.5	10.0	20.0	7.5	7.5	10.0	20.0	12.0	10.0	10.0	20.0
A	NB	4.5	8.0	6.5	10.0	20.0	7.5	7.5	10.0	20.0	10.0	10.0	12.0	20.0
B	SB	9.0	10.0	8.0	10.0	-	-	-	-	-	-	-	-	-
B	NB	6.0	10.0	10.0	10.0	-	-	-	-	-	-	-	-	-
C	SB	10.0	10.0	10.0	12.0	-	10.0	10.0	12.0	-	11.5	10.0	11.5	-
C	NB	8.2	10.0	10.0	10.5	-	10.0	10.0	12.0	-	12.0	10.0	12.0	-
D	SB	7.0	10.0	7.0	8.5	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
D	NB	6.5	10.0	9.5	12.0	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
E	SB	4.0	7.5	5.0	10.0	20.0	12.0	12.0	212.0	20.0	12.0	12.0	12.0	20.0
E	NB	5.0	6.0	4.0	6.5	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
F	SB	4.0	7.5	5.0	10.0	20.0	11.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
F	NB	5.5	7.5	4.0	6.5	20.0	12.0	12.5	12.0	20.0	12.0	12.5	12.0	20.0
G		7.0	10.0	8.0	8.0	20.0	10.0	10.0	12.0	20.0	10.0	10.0	12.0	20.0
J/Z		5.5	10.0	7.5	10.0	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
L		3.0	5.0	4.0	4.0	20.0	4.5	4.0	5.0	20.0	5.0	4.0	5.0	20.0
M	SB	7.0	10.0	9.0	10.0	20.0	10.0	10.0	12.0	20.0	13.0	10.0	12.0	20.0
M	NB	8.0	10.0	8.0	10.0	20.0	10.0	10.0	12.0	20.0	12.0	10.0	12.0	20.0
N/W	SB	4.0	5.0	4.5	5.0	20.0	10.0	10.0	11.0	20.0	10.0	10.0	12.0	20.0
N	NB	4.0	5.0	4.5	5.0	20.0	10.0	10.0	10.0	20.0	11.5	10.0	11.0	20.0
Q	SB	7.0	8.0	6.5	7.5	20.0	10.0	8.0	8.0	20.0	10.0	8.0	10.0	20.0
Q	NB	6.0	7.0	6.5	8.0	20.0	10.0	8.0	10.0	20.0	9.0	8.0	12.0	20.0
R	SB	7.0	10.0	6.0	10.0	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
R	NB	6.0	10.0	8.0	8.5	20.0	12.0	12.0	12.0	20.0	12.0	12.0	12.0	20.0
S	Fkln.	10.0	10.0	10.0	12.0	20.0	10.0	10.0	13.5	20.0	12.0	12.0	15.0	20.0
S	Rock	13.0	15.0	15.0	20.0	20.0	14.0	15.0	20.0	20.0	15.0	20.0	20.0	20.0

*\* All scheduled headways are subject to change. NYC Transit Subways routinely adjusts scheduled headways to accommodate maintenance and construction work, as well as for special events. Service in 2020 was variously impacted by the Covid-19 pandemic. Service between 1 a.m. and 5 a.m. was suspended to enable extensive overnight disinfection of subway cars.*

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

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

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

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

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

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

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

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

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

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

3	420	238	378	224	357
4	560	357	504	336	476
5	700	476	630	448	595
6	840	595	756	560	714
7	980	714	882	672	833
8	1120	833	1008	784	952
9	1260	952	1134	896	1071
10	1400	1071	1260	1008	1190
11	1540	1190	1386	1120	1309
12	1680	1309	NA	1232	NA

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

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

Line Segment	Peak	Rev. Peak	Off-Peak	Weekend
<b>Hudson Line</b>				
Bronx	30 minutes	60 minutes	60 minutes	60 minutes
Mid-Hudson	25 minutes	30 minutes	60 minutes	60 minutes
Upper Hudson	30 minutes	30 minutes	60 minutes	60 minutes

<b>Harlem Line</b>				
Bronx	30 minutes	60 minutes	60 minutes	60 minutes
Mid-Harlem	25 minutes	30 minutes	60 minutes	60 minutes
Upper Harlem	25 minutes	30 minutes	60 minutes	60 minutes
Southeast - Wassaic	45 minutes	60 minutes	120 minutes	120 minutes
<b>New Haven Line</b>				
Inner New Haven	25 minutes	30 minutes	60 minutes	60 minutes
Outer New Haven	25 minutes	30 minutes	60 minutes	60 minutes
New Canaan Branch	30 minutes	60 minutes	60 minutes	60 minutes
Danbury Branch	45 minutes	60 minutes	120 minutes	120 minutes
Waterbury Branch	45 minutes	60 minutes	120 minutes	120 minutes
<b>Pascack Valley Line</b>	45 minutes	60 minutes	120 minutes	120 minutes
<b>Port Jervis Line</b>	30 minutes	60 minutes	60 minutes	60 minutes



## Section 5: Projected Performance for Service Indicators by Agency

### NYC Transit Subways and Buses: Projected Performance and Service Quality

The standards typically used to measure performance and quality of transit service include the mean distance between failure (MDBF), on-time performance (OTP), cleanliness, safety, and other factors, as set forth in the Performance Indicators in Section 2 of this report. NYC Transit also tracks four customer-focused performance measures: Major Incidents, Service Delivered, Additional Train Time, and Additional Platform Time. These metrics, as well as legacy metrics, are available online through the interactive Subway Performance Metrics Dashboard at [www.mta.info](http://www.mta.info).

At the beginning of 2020, NYCT Subways performance was showing steady recovery from a four-year decline. Ridership in 2019 was about 1.7 billion rides, a 1.1 percent gain over the prior year. The upward ridership trend continued in January and February of 2020. Then, with the onset of the Covid-19 pandemic, subway ridership fell dramatically to 639.5 million for 2020, around 62 percent below the previous year. These ridership decreases variously impacted 2020 performance metrics. Weekday Terminal Delays fell by 50 percent from 34,301 per month in 2019 to 17,150 in 2020. OTP rose 8.3 percent to 88.6 percent, while weekday Service Delivered declined slightly to 96.4 percent. Subway MDBF improved by 14.5 percent 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.

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

For NYCT Subways, the “customer injury rate” was 4.32 per million customers in 2020, a 46.9 percent jump from the more typical rates of 2.94 per million. This unusual increase is attributable

to the impact of low ridership due to the Covid-19 crisis on the relative number of injuries. 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 too was primarily due to a 62.5 percent drop in ridership, due to the Covid-19 pandemic. 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.

<b>NYC Transit Subways and Buses: Projected Performance Indicators</b>						
<b>Indicator</b>	<b>Actual 2019</b>	<b>Actual 2020</b>	<b>Proj. 2021</b>	<b>Proj. 2022</b>	<b>Proj. 2023</b>	<b>Proj. 2024</b>
<b>SAFETY</b>						
Subway Customer Injuries per Million Customers*	2.91	4.32	n/a	n/a	n/a	n/a
Bus Collision Injuries per Million Miles	6.39	4.93	n/a	n/a	n/a	n/a
Bus Customer Accident Injuries per Mill. Customers	1.64	1.89	n/a	n/a	n/a	n/a
Lost-Time/Restricted Duty Cases per 100 Employees*	3.45	3.23	n/a	n/a	n/a	n/a
<b>CUSTOMER SATISFACTION</b>						
Subway Wait Assessment	74.9%	75.6%	n/a	n/a	n/a	n/a
Subway Weekday Terminal On-Time Performance	80.3%	88.6%	n/a	n/a	n/a	n/a
Subway Mean Distance Between Failures	127,743	146,297	n/a	n/a	n/a	n/a
Bus Service Delivered (NYC Transit & MTA Bus)	97.3%	96.1%	n/a	n/a	n/a	n/a
Bus Mean Distance Between Failures	7,967	8,390	n/a	n/a	n/a	n/a
Additional Platform Time	0:01:10	0:01:07	n/a	n/a	n/a	n/a
Additional Train Time	0:00:43	0:00:20	n/a	n/a	n/a	n/a
Weekday Service Delivered	96.6%	96.4%	n/a	n/a	n/a	n/a
Bus Wheelchair Lift Usage (NYCT Bus)	1,412,076	969,490	n/a	n/a	n/a	n/a

Elevator Availability	96.3%	96.8%	n/a	n/a	n/a	n/a
Escalator Availability	89.4%	92.4%	n/a	n/a	n/a	n/a
<b>CLEANLINESS</b>						
Per Subway Car Passenger Environment Survey	94.4%	n/a**	--	--	--	--
Per Stations Passenger Environment Survey	91.2%	n/a**	--	--	--	--

Notes: For some indicators NYCT and MTA Bus data are combined. Due to the anomalous impacts of the Covid-19 pandemic, performance projections were not available at the time of this report. A McKinsey analysis estimates that MTA ridership may not reach 90 percent of its pre-pandemic levels until at least 2024. The latest performance indicators can be found on the "Performance Dashboard" at the MTA website at [www.mta.info](http://www.mta.info). \*\*No longer reported as of June 2019.

### Impact of Covid-19 on Projected Ridership

Revised ridership forecasts project that 2020 subway and bus ridership will be down 65.4 percent due to Covid-19 related travel restrictions. Subway and bus ridership decreased by over 90 percent during April and May when travel restrictions were tightest but is projected to reach 23 percent of the budget level in the 4th quarter. For 2021 and subsequent years, ridership is projected to steadily increase each month only reaching the full budget level in February 2023. The overall impact of the projection is ridership levels as follows: 51 percent of the February Plan level in 2021, 82 percent in 2022, and 99 percent in 2023. In addition, the previous projection that reductions in fare evasion would generate an increase in paid ridership sufficient to boost fare revenue by \$50.0 million annually has been eliminated. Paratransit trip reduction resulting from the pandemic was less drastic than for regular subway and bus service. As a result, the July 2020 forecast for paratransit reflects total trips 40.3 percent below the original forecast. It is also projected that paratransit trips will increase faster than regular subway and bus trips, reaching 80 percent of the February Plan level in 2021 and 100 percent in 2022 and subsequent years.

### MTA Bus Company: Projected Performance and Service Quality

MTA Bus tracks and projects performance based on the Performance Indicators set forth in Section 2 of this report. Due to the Covid-19 pandemic, MTA Bus ridership fell by nearly 62 percent, from 120.4 million in 2019 to 45.9 million in 2020. MTA Bus had a MDBF of 7,892 miles in 2020, an increase of 10.9 percent from the previous year. The agency saw an increase of 18.2 percent

in its customer accident injury rate for 2020, as compared to 2019. 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 continues to prioritize safety by focusing on improving overall safety, the establishment of a Lost-Time Accident Task Force, new safety information programs, auditing and direct observation of work tasks, and refresher training sessions. In conjunction with represented labor unions, MTA Bus has also maintained a zero-tolerance policy banning cell phones and other electronic devices for bus operators.

<b>MTA Bus Company: Projected Performance Indicators</b>						
Indicator	Actual 2019	Actual 2020	Proj. 2021	Proj. 2022	Proj. 2023	Proj. 2024
Lost Time Accidents per 100 employees.	6.05	7.35	n/a	n/a	n/a	n/a
Bus Collision Injury Rate (per million miles)	5.56	3.45	n/a	n/a	n/a	n/a
Bus Customer Accident Injury Rate (per million customers)	1.21	1.43	n/a	n/a	n/a	n/a
Mean Distance Between Failures (miles)	7,117	7,892	n/a	n/a	n/a	n/a
Bus Service Delivered (NYCT & MTA Bus, % of scheduled peak hours)	97.3%	96.1%	n/a	n/a	n/a	n/a

*Notes: For some indicators NYCT and MTA Bus data are combined. Due to the anomalous impacts of the Covid-19 pandemic, performance projections were not available at the time of this report. A McKinsey analysis estimates that MTA ridership may not reach 90 percent of its prepandemic levels until at least 2024. The latest performance indicators can be found on the "Performance Dashboard" at the MTA website at [www.mta.info](http://www.mta.info).*

## LIRR: Projected Performance and Service Quality

LIRR tracks and projects performance and customer service based on the performance indicators described in Section 2 of this report. The main indicators of service reliability are OTP and MDBF. LIRR’s 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 MDBF increased by 29.8 percent to 241,175 miles. The MDBF for both diesel and electric fleets improved significantly. LIRR’s 2020 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 levels increase the ratio of reportable customer injuries. Penn Station remains the location with the greatest number of customer injuries. 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.

<b>Long Island Rail Road: Projected Performance Indicators</b>						
<b>Indicator</b>	<b>Actual 2019</b>	<b>Actual 2020</b>	<b>Proj. 2021</b>	<b>Proj. 2022</b>	<b>Proj. 2023</b>	<b>Proj. 2024</b>
Reportable Employee Injury Rate (per 200,000 work hours)	3.3	3.5	n/a	n/a	n/a	n/a
Reportable Customer Injury Rate (per million customers)	2.34	5.2	n/a	n/a	n/a	n/a
On-Time Performance	92.4%	95.9%	n/a	n/a	n/a	n/a
Mean Distance Between Failures (miles)	185,829	241,175	n/a	n/a	n/a	n/a

*Notes: OTP may be adversely affected by the many LIRR construction projects planned during the 2020-2023 period. Due to the anomalous impacts of the Covid-19 pandemic, performance projections were not available at the time of this report. A McKinsey analysis estimates that MTA ridership may not reach 90 percent of its prepandemic levels until at least 2024. The latest performance indicators can be found on the “Performance Dashboard” at the MTA website at [www.mta.info](http://www.mta.info).*

## MTA Metro-North: Projected Performance and Service Quality

Metro-North tracks and projects the performance and service standards set forth in the Performance Indicators in Section 2 of this report. The agency’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. The FRA-reportable customer injury rate at Metro-North increased in 2020 by 11.1 percent to 1.10 injuries per million customers. 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. Ongoing employee safety programs include a Safety Focus Day, tests for obstructive sleep apnea and a close-call reporting system.

<b>Metro-North Railroad: Projected Performance Indicators</b>						
<b>Indicator</b>	<b>Actual 2019</b>	<b>Actual 2020</b>	<b>Proj. 2021</b>	<b>Proj. 2022</b>	<b>Proj. 2023</b>	<b>Proj. 2024</b>
Lost Time & Restricted-Duty Rate (per 200,000 work hours)	1.99	2.22	n/a	n/a	n/a	n/a
FRA-Reportable Injuries per Million Customers	0.99	1.10	n/a	n/a	n/a	n/a
On-Time Performance <i>East of Hudson</i>	94.4%	97.9	n/a	n/a	n/a	n/a
On-Time Performance <i>West of Hudson</i>	89.8%	94.4	n/a	n/a	n/a	n/a
Mean Distance Between Failures (miles)	238,464	278,951	n/a	n/a	n/a	n/a

Notes: Due to the anomalous impacts of the Covid-19 pandemic, performance projections were not available at the time of this report. A McKinsey analysis estimates that MTA ridership may not reach 90 percent of its prepandemic levels until at least 2024. The latest performance indicators can be found on the “Performance Dashboard” at the MTA website at [www.mta.info](http://www.mta.info).

## Section 6. Level and Structures of Transit and Rail Fares

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

NYC Transit/MTA Bus: Subway and Bus Fares*								
Year ended December 31	Base Fare		MetroCard Discounts					
	Subway & Local Bus	Express Bus	Pay-Per-Ride MetroCard <sup>†</sup> Percent Added/ Min. Purchase	Unlimited Ride MetroCard <sup>**</sup>				
				1-Day	7-Day	14-Day	30-Day	7-Day Exp. Bus Plus
2020	\$2.75	\$6.75	5%/\$5.50		\$33		\$127	\$62
2019	\$2.75	\$6.75	5%/\$5.50	—	\$33	—	\$127	\$62
2018	\$2.75 <sup>††</sup>	\$6.50	5%/\$5.50	—	\$32	—	\$121	\$60
2017								\$59.50
2016			11%/\$5.50	—	\$31	—	\$116.50	\$57.25
2015								
2014	\$2.50	\$6.00	5%/\$5.00	—	\$30	—	\$112	\$55
2013								
2012	\$2.25	\$5.50	7%/\$10.00	—	\$29	—	\$104	\$50
2011								
2010								
2009	\$2.25	\$5.50	15%/\$8.00	\$8.25	\$27	\$51.50	\$89	\$45

Source: MTA 2019 Comprehensive Annual Financial Report, and, for 2020 fares, the MTA website “Fares & Tolls.” \* The MTA has a reduced-fare program for people with qualifying disabilities and senior citizens. The base reduced fare is \$1.35, and purchasers receive Pay-Per-Ride MetroCard bonuses described above. The reduced-fare price for 30-Day and 7-Day cards is one-half the regular price. Reduced fare is not available on express buses from 6-10 a.m. and from 3-7 p.m. Effective March 3, 2013, a \$1.00 fee is charged for each new MetroCard purchased at a MetroCard Vending Machine, station booth, or commuter rail station. † Pay-Per-Ride MetroCard includes a free transfer between a bus and subway (subject to certain restrictions). Upon request, bus customers paying cash are issued a free paper transfer to another local bus. \*\* Unlimited Ride cards permit unlimited subway and local bus rides for the period indicated. Express Bus Plus allows unlimited express bus rides as well. †† The cost for a Single Ride subway ticket, available only at MetroCard Vending Machines, is \$3.00. Cash payment is not accepted for subways. A cash payment of \$2.75 may be made on buses.

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

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



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

	July Financial Plan				
	Mid-Year Forecast	Preliminary Budget			
	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
<b>Toll Revenue</b>					
Bridges & Tunnels	\$2,088.195	\$2,121.410	\$2,128.937	\$2,128.998	\$2,130.935
<b>Fare Revenue</b>					
Long Island Rail Road	770.804	779.585	780.889	786.231	795.140
Metro-North Railroad <sup>1</sup>	767.702	778.868	780.628	782.977	787.039
MTA Bus Company	220.618	224.404	223.537	223.623	223.355
New York City Transit <sup>2</sup>	4,538.592	4,599.474	4,581.126	4,584.309	4,580.339
Staten Island Railway	6.918	6.937	6.912	6.915	6.900
	<u>\$6,304.633</u>	<u>\$6,389.268</u>	<u>\$6,373.091</u>	<u>\$6,384.056</u>	<u>\$6,392.773</u>
<b>Total Toll/Fare Revenue</b>	<b>\$8,392.829</b>	<b>\$8,510.678</b>	<b>\$8,502.029</b>	<b>\$8,513.054</b>	<b>\$8,523.708</b>

Source: From the MTA 2020 Preliminary Budget: July Financial Plan, 2020-2023. Vol. 2. Section II, pg. II-21. Assumptions, "MTA Consolidated Utilization" in \$ Millions. <sup>1</sup> Metro-North utilization figures include both East of Hudson and West of Hudson services. <sup>2</sup> NYC Transit utilization figures include Paratransit and Fare Media Liability.

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

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

The fare operating ratio focuses on agency operating financial performance. It reflects the way MTA meets its statutory and bond-covenant budget-balancing requirements, and it excludes certain costs that are not subject to agency control but are provided centrally by MTA. In the agenda materials for the meeting of the Metro-North and LIRR committees, the calculations of the fare operating and recovery ratios for Metro-North and the LIRR use a revised methodology

to put the railroads on a more comparable basis. Those statistics, which are included in the respective financial and ridership reports of both agencies, differ from the statistics presented in this table. For additional information relating to agency revenues, see also Section 12 of this report, “Operating/Capital Costs Compared to System Revenues.”

<b>METROPOLITAN TRANSPORTATION AUTHORITY</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Farebox Recovery and Operating Ratios</b>						
<b>FAREBOX RECOVERY RATIOS</b>						
	<b>Actual 2019</b>	<b>Mid-Year Forecast 2020</b>	<b>Preliminary Budget 2021</b>	<b>Plan 2022</b>	<b>Plan 2023</b>	<b>Plan 2024</b>
New York City Transit	37.1%	13.0%	18.1%	27.4%	32.2%	31.2%
Staten Island Railway	9.7%	2.0%	3.2%	4.5%	4.7%	4.6%
Long Island Rail Road	30.8%	9.6%	13.5%	20.4%	23.6%	23.6%
Metro-North Railroad	40.4%	13.8%	20.4%	31.2%	36.4%	36.3%
MTA Bus Company	24.7%	7.1%	9.8%	15.0%	18.3%	18.4%
<b>MTA-Wide Farebox Recovery Ratio</b>	<b>35.8%</b>	<b>12.2%</b>	<b>17.1%</b>	<b>25.9%</b>	<b>30.3%</b>	<b>29.7%</b>
<b>FAREBOX OPERATING RATIOS</b>						
	<b>Actual 2019</b>	<b>Mid-Year Forecast 2020</b>	<b>Preliminary Budget 2021</b>	<b>Plan 2022</b>	<b>Plan 2023</b>	<b>Plan 2024</b>
New York City Transit	52.8%	19.1%	27.2%	41.1%	48.2%	46.6%
Staten Island Railway	14.7%	3.2%	5.6%	8.7%	10.4%	9.9%
Long Island Rail Road	50.2%	15.5%	21.2%	33.0%	39.2%	38.2%
Metro-North Railroad	55.6%	19.2%	28.9%	45.8%	54.5%	53.2%
MTA Bus Company	28.5%	9.3%	12.6%	19.5%	24.1%	23.9%
<b>MTA-Wide Farebox Operating Ratio</b>	<b>51.0%</b>	<b>17.9%</b>	<b>25.5%</b>	<b>38.8%</b>	<b>45.8%</b>	<b>44.5%</b>

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

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

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

Source: From the MTA 2021 Preliminary Budget: July Financial Plan for 2021-2024. Vol. 2. Section I. Farebox Recovery and Operating Ratios.

## **Section 7. Projected Operating Resources and Agency Allocations**

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

The following section presents estimated operating resources for the period 2021-2024 from both internal revenue sources and from federal, state, regional, and local sources, as well as projected 2021-2024 operating costs. In accordance with PAL §1269-d, the report covers the transit and commuter rail agencies. Tables also include toll revenues from B&T and operating costs for MTA Headquarters, as indicated. The information is excerpted from the “MTA 2020 Preliminary Budget: July Financial Plan, 2021-2024,” which is available in full on the MTA website ([www.mta.info](http://www.mta.info)).

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

**METROPOLITAN TRANSPORTATION AUTHORITY**  
**July Financial Plan 2021 - 2024**  
**MTA Consolidated Accrued Statement of Operations By Category**  
(\$ in millions)

	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Operating Revenues</b>						
Farebox Revenue	\$6,351	\$2,267	\$3,309	\$5,287	\$6,435	\$6,492
Toll Revenue	2,071	1,238	1,396	1,962	2,127	2,130
Other Revenue	706	4,617	732	820	853	950
Capital and Other Reimbursements	0	0	0	0	0	0
<b>Total Revenues</b>	<b>\$9,128</b>	<b>\$8,123</b>	<b>\$5,437</b>	<b>\$8,069</b>	<b>\$9,415</b>	<b>\$9,572</b>
<b>Operating Expenses</b>						
<b>Labor:</b>						
Payroll	\$5,311	\$5,455	\$5,670	\$5,821	\$5,925	\$6,101
Overtime	974	992	926	947	967	987
Health and Welfare	1,339	1,420	1,530	1,626	1,721	1,844
OPEB Current Payments	666	722	786	858	937	1,022
Pension	1,493	1,529	1,459	1,470	1,467	1,467
Other Fringe Benefits	848	964	996	1,045	1,081	1,122
Reimbursable Overhead	(470)	(388)	(423)	(422)	(418)	(421)
<b>Total Labor Expenses</b>	<b>\$10,161</b>	<b>\$10,695</b>	<b>\$10,945</b>	<b>\$11,345</b>	<b>\$11,679</b>	<b>\$12,121</b>
<b>Non-Labor:</b>						
Electric Power	\$444	\$411	\$486	\$501	\$518	\$532
Fuel	174	121	145	149	154	164
Insurance	2	19	29	47	56	71
Claims	495	421	420	432	447	461
Paratransit Service Contracts	477	365	417	532	566	603
Maintenance and Other Operating Contracts	731	934	779	811	818	832
Professional Services Contracts	442	710	709	651	611	614
Materials and Supplies	647	706	709	696	693	724
Other Business Expenses	231	216	210	226	236	236
<b>Total Non-Labor Expenses</b>	<b>\$3,642</b>	<b>\$3,903</b>	<b>\$3,903</b>	<b>\$4,045</b>	<b>\$4,089</b>	<b>\$4,237</b>
<b>Other Expense Adjustments:</b>						
Other	\$149	\$99	\$41	\$28	\$28	\$23
General Reserve	0	170	175	185	185	205
<b>Total Other Expense Adjustments</b>	<b>\$149</b>	<b>\$269</b>	<b>\$216</b>	<b>\$213</b>	<b>\$213</b>	<b>\$228</b>
<b>Total Expenses Before Non-Cash Liability Adjs.</b>	<b>\$13,952</b>	<b>\$14,867</b>	<b>\$15,065</b>	<b>\$15,603</b>	<b>\$15,991</b>	<b>\$16,585</b>
Depreciation	\$2,870	\$2,846	\$2,913	\$2,982	\$3,056	\$3,115
GASB 75 OPEB Expense Adjustment	877	1,652	1,792	1,886	1,982	2,043
GASB 68 Pension Expense Adjustment	13	(237)	(311)	(300)	(241)	(348)
Environmental Remediation	42	6	6	6	6	6
<b>Total Expenses After Non-Cash Liability Adjs.</b>	<b>\$17,752</b>	<b>\$19,133</b>	<b>\$19,464</b>	<b>\$20,176</b>	<b>\$20,795</b>	<b>\$21,401</b>
Conversion to Cash Basis: Non-Cash Liability Adjs.	(\$3,801)	(\$4,267)	(\$4,400)	(\$4,573)	(\$4,803)	(\$4,816)
Debt Service (excludes Service Contract Bonds)	2,630	2,765	3,039	3,424	3,938	4,078
<b>Total Expenses with Debt Service</b>	<b>\$16,582</b>	<b>\$17,632</b>	<b>\$18,104</b>	<b>\$19,026</b>	<b>\$19,929</b>	<b>\$20,663</b>
Dedicated Taxes & State and Local Subsidies	\$7,290	\$6,131	\$6,396	\$7,118	\$7,637	\$7,855
<b>Net Surplus/(Deficit) After Subsidies and Debt Service</b>	<b>(\$164)</b>	<b>(\$3,378)</b>	<b>(\$6,271)</b>	<b>(\$3,840)</b>	<b>(\$2,876)</b>	<b>(\$3,236)</b>
Conversion to Cash Basis: GASB Account	\$0	\$0	\$0	\$0	\$0	\$0
Conversion to Cash Basis: All Other	277	119	28	122	119	134
<b>Cash Balance Before Prior-Year Carryover</b>	<b>\$113</b>	<b>(\$3,260)</b>	<b>(\$6,243)</b>	<b>(\$3,718)</b>	<b>(\$2,757)</b>	<b>(\$3,102)</b>
Below the Line Adjustments	\$0	\$3,477	\$399	\$233	\$981	\$1,143
Prior Year Carryover Balance	372	485	702	0	0	0
<b>Net Cash Balance</b>	<b>\$485</b>	<b>\$702</b>	<b>(\$5,142)</b>	<b>(\$3,485)</b>	<b>(\$1,776)</b>	<b>(\$1,959)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 1, Sec. II pg. 2.

**METROPOLITAN TRANSPORTATION AUTHORITY**  
**July Financial Plan 2021 - 2024**  
**Consolidated Subsidies**  
**Accrual Basis**  
(\$ in Millions)

	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>MMTOA, PBT &amp; Real Estate Taxes</b>						
Metropolitan Mass Transportation Operating Assistance (MMTOA)	\$1,823.7	\$1,522.5	\$1,534.8	\$1,795.2	\$2,090.2	\$2,118.4
Petroleum Business Tax (PBT)	649.1	476.9	478.4	604.5	640.7	640.7
Mortgage Recording Tax (MRT)	488.1	329.6	290.1	315.6	343.2	373.3
MRT Transfer to Suburban Counties	(5.8)	(6.4)	(6.8)	(7.1)	(7.5)	(7.9)
Reimburse Agency Security Costs	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)	(10.0)
Interest	5.3	5.3	5.3	5.3	5.3	5.3
Urban Tax	641.3	326.6	321.8	350.0	380.7	414.0
Other Investment Income	<u>1.3</u>	<u>1.3</u>	<u>1.4</u>	<u>1.4</u>	<u>1.4</u>	<u>1.4</u>
	<b>\$3,573.1</b>	<b>\$2,645.9</b>	<b>\$2,615.2</b>	<b>\$3,054.9</b>	<b>\$3,444.0</b>	<b>\$3,535.2</b>
<b>PMT and MTA Aid</b>						
Payroll Mobility Tax (PMT)	\$1,580.5	\$1,399.6	\$1,375.1	\$1,596.2	\$1,762.5	\$1,840.6
Payroll Mobility Tax Replacement Funds	244.3	195.4	244.3	244.3	244.3	244.3
MTA Aid	<u>283.5</u>	<u>276.7</u>	<u>273.2</u>	<u>305.0</u>	<u>310.5</u>	<u>310.9</u>
	<b>\$2,088.2</b>	<b>\$1,871.7</b>	<b>\$1,892.6</b>	<b>\$2,145.4</b>	<b>\$2,317.3</b>	<b>\$2,395.8</b>
<b>New Funding Sources</b>						
<b>SAP Support and For-Hire Vehicle Surcharge:</b>						
NYS Operating Support for SAP	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
NYC Operating Support for SAP	0.0	0.0	0.0	0.0	0.0	0.0
For-Hire Vehicle (FHV) Surcharge	<u>336.4</u>	<u>292.0</u>	<u>290.3</u>	<u>385.0</u>	<u>385.0</u>	<u>385.0</u>
Subway Action Plan Account	336.4	292.0	290.3	300.0	300.0	300.0
Outerborough Transportation Account	0.0	0.0	0.0	50.0	50.0	50.0
Less: Assumed Capital or Member Project	0.0	0.0	0.0	(50.0)	(50.0)	(50.0)
General Transportation Account	0.0	0.0	0.0	85.0	85.0	85.0
Less: Transfer to Committed to Capital for SAP	0.0	0.0	0.0	0.0	0.0	0.0
<b>2020-24 Capital Program Funding from Lockbox for Debt Service:</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>2.4</b>	<b>24.5</b>
Central Business District Tolling Program (CBDTP)	0.0	0.0	0.0	0.0	1,000.0	1,000.0
Real Property Transfer Tax Surcharge (Mansion Tax)	73.8	215.0	185.7	202.0	219.7	239.0
Internet Marketplace Tax	85.1	226.3	322.3	325.5	328.7	332.0
Less: Transfer Lockbox Revenues to Committed to Capital	<u>(159.0)</u>	<u>(441.2)</u>	<u>(508.0)</u>	<u>(527.5)</u>	<u>(1,546.0)</u>	<u>(1,546.5)</u>
	<b>\$336.4</b>	<b>\$292.0</b>	<b>\$290.3</b>	<b>\$385.0</b>	<b>\$387.4</b>	<b>\$409.5</b>
<b>State and Local Subsidies</b>						
State Operating Assistance	\$187.9	\$187.9	\$187.9	\$187.9	\$187.9	\$187.9
Local Operating Assistance	187.9	187.9	187.9	187.9	187.9	187.9
Station Maintenance	<u>171.0</u>	<u>177.9</u>	<u>182.0</u>	<u>186.4</u>	<u>190.9</u>	<u>195.5</u>
	<b>\$546.8</b>	<b>\$553.8</b>	<b>\$557.8</b>	<b>\$562.2</b>	<b>\$566.8</b>	<b>\$571.3</b>
<b>Subtotal: Taxes &amp; State and Local Subsidies</b>	<b>\$6,544.5</b>	<b>\$5,363.4</b>	<b>\$5,355.9</b>	<b>\$6,147.5</b>	<b>\$6,715.5</b>	<b>\$6,911.9</b>
<b>Other Funding Agreements</b>						
City Subsidy for MTA Bus Company	\$570.2	\$426.8	\$718.3	\$892.2	\$861.7	\$873.0
City Subsidy for Staten Island Railway	39.5	43.8	62.8	77.0	90.8	95.2
CDOT Subsidy for Metro-North Railroad	<u>135.7</u>	<u>296.4</u>	<u>258.9</u>	<u>201.4</u>	<u>169.3</u>	<u>175.0</u>
	<b>\$745.4</b>	<b>\$767.1</b>	<b>\$1,040.0</b>	<b>\$970.6</b>	<b>\$921.8</b>	<b>\$943.2</b>
<b>Subtotal, including Other Funding Agreements</b>	<b>\$7,289.9</b>	<b>\$6,130.6</b>	<b>\$6,395.8</b>	<b>\$7,118.2</b>	<b>\$7,637.3</b>	<b>\$7,855.1</b>
<b>Inter-agency Subsidy Transactions</b>						
B&T Operating Surplus Transfer	<u>\$779.1</u>	<u>(\$74.5)</u>	<u>\$70.3</u>	<u>\$808.3</u>	<u>\$641.4</u>	<u>\$627.5</u>
	<b>\$779.1</b>	<b>(\$74.5)</b>	<b>\$70.3</b>	<b>\$608.3</b>	<b>\$641.4</b>	<b>\$627.5</b>
<b>GROSS SUBSIDIES</b>	<b>\$8,069.0</b>	<b>\$6,056.1</b>	<b>\$6,466.1</b>	<b>\$7,726.5</b>	<b>\$8,278.7</b>	<b>\$8,482.6</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. II pg. 47. Major Assumptions, Consolidated Subsidies, Accrual Basis.

## Projected Operating Revenue and Expenditures by Agency

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

<b>METROPOLITAN TRANSPORTATION AUTHORITY</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Accrued Statement of Operations by Agency</b>						
(\$ in millions)						
	Actual 2018	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Total Revenues</b>						
New York City Transit	\$5,061	\$4,938	\$2,880	\$4,373	\$5,216	\$5,338
Long Island Rail Road	809	797	439	688	838	859
Metro-North Railroad	814	584	459	706	849	864
MTA Headquarters	50	61	63	67	69	61
First Mutual Transportation Assurance Company	47	39	40	40	41	42
MTA Bus Company	242	420	136	206	246	249
Staten Island Railway	9	27	6	8	9	9
Bridges and Tunnels	2,095	1,257	1,415	1,981	2,146	2,148
<b>Total</b>	<b>\$8,128</b>	<b>\$8,128</b>	<b>\$6,437</b>	<b>\$8,089</b>	<b>\$8,416</b>	<b>\$8,672</b>
<b>Total Expenses before Non-Cash Liability Adjs.*</b>						
New York City Transit	\$8,859	\$9,063	\$9,038	\$9,446	\$9,754	\$10,167
Long Island Rail Road	1,514	1,729	1,907	1,962	2,031	2,121
Metro-North Railroad	1,339	1,356	1,388	1,433	1,472	1,506
MTA Headquarters	654	961	984	970	946	968
First Mutual Transportation Assurance Company	35	1	5	6	3	(7)
MTA Bus Company	834	870	900	931	928	942
Staten Island Railway	58	70	61	63	64	67
Bridges and Tunnels	511	549	565	579	581	593
Other	149	269	216	213	213	228
<b>Total</b>	<b>\$18,962</b>	<b>\$14,887</b>	<b>\$16,086</b>	<b>\$16,803</b>	<b>\$16,891</b>	<b>\$18,686</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. 1. MTA Consolidated Accrued Statement of Operations by Agency: MTA Total Operating Expenses Before Non-Cash Liability Adjustments. <sup>1</sup>Excludes debt service. Note: First Mutual Transportation Assurance Company is the captive insurance company of the MTA.

## NYCT Subways and Buses: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from the “MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V. Agency Financial Plans: New York City Transit.”

<b>MTA NEW YORK CITY TRANSIT</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Accrual Statement of Operations By Category</b>						
(\$ in millions)						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Operating Revenue</b>						
<i>Farebox Revenue:</i>						
Subway	\$3,570.257	\$1,278.109	\$1,850.525	\$2,954.897	\$3,589.467	\$3,615.327
Bus	935.856	327.425	474.478	759.771	924.493	931.580
Paratransit	23.324	8.771	13.011	21.861	27.955	29.414
Fare Media Liability	<u>64.321</u>	<u>36.470</u>	<u>40.244</u>	<u>64.357</u>	<u>78.336</u>	<u>78.500</u>
Farebox Revenue	\$4,593.758	\$1,650.775	\$2,378.258	\$3,800.886	\$4,620.251	\$4,654.821
<i>Other Operating Revenue:</i>						
Fare Reimbursement	84.016	84.016	84.016	84.016	84.016	84.016
Paratransit Reimbursement	213.471	192.174	242.581	306.829	326.093	350.064
Other	169.730	3,010.619	174.742	181.324	186.022	249.045
Other Operating Revenue	\$467.216	\$3,286.809	\$501.339	\$572.169	\$596.131	\$683.125
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Revenues</b>	<b>\$5,060.974</b>	<b>\$4,937.584</b>	<b>\$2,879.596</b>	<b>\$4,373.055</b>	<b>\$5,216.382</b>	<b>\$5,337.946</b>
<b>Operating Expense</b>						
<i>Labor:</i>						
Payroll	\$3,481.965	\$3,545.117	\$3,632.884	\$3,715.389	\$3,778.845	\$3,893.633
Overtime	<u>600.251</u>	<u>602.884</u>	<u>514.448</u>	<u>524.761</u>	<u>541.359</u>	<u>552.762</u>
Total Salaries and Wages	\$4,082.216	\$4,148.001	\$4,147.331	\$4,240.151	\$4,320.204	\$4,446.395
<i>Health and Welfare</i>						
OPEB Current Payments	498.040	540.067	597.201	660.106	729.353	805.138
Pension	1,069.101	1,032.475	963.722	968.842	956.215	955.551
Other Fringe Benefits	<u>458.038</u>	<u>545.248</u>	<u>554.888</u>	<u>584.592</u>	<u>611.153</u>	<u>638.545</u>
Total Fringe Benefits	\$2,968.965	\$3,109.803	\$3,181.423	\$3,349.989	\$3,505.616	\$3,704.317
Reimbursable Overhead	(294.137)	(229.226)	(251.923)	(242.621)	(243.673)	(247.317)
<b>Total Labor Expenses</b>	<b>\$6,757.044</b>	<b>\$7,028.579</b>	<b>\$7,076.831</b>	<b>\$7,347.519</b>	<b>\$7,582.146</b>	<b>\$7,903.396</b>
<i>Non-Labor:</i>						
Electric Power	\$278.381	\$257.675	\$308.751	\$307.392	\$314.193	\$323.593
Fuel	108.662	71.595	84.283	89.898	93.275	99.625
Insurance	69.825	74.674	80.033	97.322	108.875	127.624
Claims	254.856	229.142	217.836	218.059	221.777	226.329
Paratransit Service Contracts	476.888	365.339	417.265	531.623	565.675	602.754
Maintenance and Other Operating Contracts	283.971	408.955	254.099	252.986	267.641	278.093
Professional Services Contracts	191.372	179.552	173.683	168.695	172.677	176.654
Materials and Supplies	341.877	360.193	336.539	342.600	337.302	340.231
Other Business Expenses	98.100	87.484	88.678	89.443	90.053	90.551
<b>Total Non-Labor Expenses</b>	<b>\$2,101.932</b>	<b>\$2,034.609</b>	<b>\$1,961.167</b>	<b>\$2,096.017</b>	<b>\$2,171.467</b>	<b>\$2,263.453</b>
<i>Other Expense Adjustments:</i>						
Other Expense Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<b>Total Other Expense Adjustments</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>
<b>Total Expenses Before Depreciation and GASB Adj.</b>	<b>\$8,858.976</b>	<b>\$9,063.188</b>	<b>\$9,037.997</b>	<b>\$9,445.536</b>	<b>\$9,753.613</b>	<b>\$10,166.848</b>
<i>Depreciation</i>						
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	579.584	1,345.800	1,472.300	1,557.000	1,643.300	1,697.700
GASB 68 Pension Expense Adjustment	(27.261)	(303.171)	(308.944)	(308.944)	(308.944)	(308.944)
Environmental Remediation	27.548	0.000	0.000	0.000	0.000	0.000
<b>Total Expenses</b>	<b>\$11,433.099</b>	<b>\$12,033.879</b>	<b>\$12,179.415</b>	<b>\$12,722.951</b>	<b>\$13,169.954</b>	<b>\$13,691.582</b>
<b>Net Surplus(Deficit)</b>	<b>(\$6,372.125)</b>	<b>(\$7,096.295)</b>	<b>(\$9,299.819)</b>	<b>(\$8,349.896)</b>	<b>(\$7,953.572)</b>	<b>(\$8,353.636)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V, pg. V-340. Agency Financial Plans, NYC Transit. Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V, pgs. V-167-172. Agency Financial Plans: New York City Transit.”

## NYCT FINANCIAL OVERVIEW

NYC Transit’s finances have been significantly impacted by the Covid-19 pandemic. The initial impact of social distancing from personal actions taken, followed by restrictions established by New York State to reduce the spread of the virus, and the subsequent slowing-down of the economy because of the pandemic caused for a drastic reduction in transit ridership. Preventative measures to safely maintain essential transit service added significant costs. Aid from the federal CARES Act covers a portion of 2020 net operating costs. The plan also assumes funding to continue the Subway Action Plan (SAP) and Bus Plan initiatives and support the 2020-2024 capital program.

### Financial Plan Highlights

<b>MTA NEW YORK CITY TRANSIT</b>												
<b>JULY FINANCIAL PLAN 2021-2024</b>												
<b>Total COVID-19 Impacts</b>												
(\$ in millions) - Fav/(Unfav)												
	<b>2020</b>		<b>2021</b>		<b>2022</b>		<b>2023</b>		<b>2024</b>		<b>Five-Year Total</b>	
	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
<b>Summary of COVID-19 Impacts</b>												
COVID-19	0	(\$3,326.2)	0	(\$2,282.2)	0	(\$904.5)	0	(\$82.0)	0	(\$68.6)	0	(\$6,663.3)
Revenue Loss	0	(\$3,070.3)	0	(\$2,316.4)	0	(\$901.7)	0	(\$80.4)	0	(\$68.6)	0	(\$6,437.4)
Expenses	0	(\$255.8)	0	\$34.3	0	(\$2.8)	0	\$1.5)	0	\$0.0	0	(\$225.9)
CARES Act	0	\$2,882.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$2,882.0
<b>Total COVID</b>	<b>0</b>	<b>(\$444.2)</b>	<b>0</b>	<b>(\$2,282.2)</b>	<b>0</b>	<b>(\$904.5)</b>	<b>0</b>	<b>(\$82.0)</b>	<b>0</b>	<b>(\$68.6)</b>	<b>0</b>	<b>(\$3,781.3)</b>

The *MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024* includes a net unfavorable \$6.7 billion in Covid-identified impacts over the five-year period. Of that amount, fare revenue is projected to fall short by \$3.0 billion in 2020, \$2.3 billion in 2021, \$836.9 million in 2022, and \$9.3 million in 2023, and is based upon analysis prepared by McKinsey, which assumes a gradual return to pre-pandemic levels by early 2023. Shortfalls in rental income and revenue from fare evasion enforcement efforts are projected at \$47 million and \$173 million, respectively, over the plan period. Additionally, Paratransit Urban Tax is expected to drop on average by \$16.7 million annually. Savings resulting from operating on a reduced service schedule and lower paratransit ridership are completely offset by costs for on-going preventative measures, including enhanced overnight cleaning protocol and related bus and for-hire-vehicle services, backfill overtime and additional support, car & station disinfecting service and supplies, and additional benefits and dependent medical coverage. Ongoing costs for intensive daily cleaning and dis-infecting of fleet and stations are being reviewed as new methodologies



and technologies emerge, and lessons learned from initial responses to control the spread of the virus are assessed.

The estimated costs for these preventive measures are captured below-the-line (Volume 1) and will be incorporated in the November Plan. Receipts from the CARES Act, \$2.9 billion, partially offset these unfavorable financial impacts and will enable the agency to continue to provide essential transit service until the funds run out.

### **Baseline Ridership**

The 2020 July Financial Plan ridership forecast projects 2020 subway and bus ridership will be 65.4 percent below the Adopted Budget, due to travel restrictions established to mitigate the Covid-19 pandemic. The additional subway and bus ridership from improved fare evasion enforcement assumed in the February Plan was eliminated and will be reassessed in a future plan when ridership recovers to more normal levels. The plan assumes that ridership will recover, increasing gradually each month starting at 23 percent of normal ridership in the 4th quarter of 2020, then increasing monthly to 100 percent by February 2023. The overall impact of the projection reflects ridership levels that are 51 percent of the February Plan level in 2021, 82 percent in 2022, 99 percent in 2023, and 100 percent in 2024.

### **NYC Transit Bus Plan**

#### **Savings Program**

The *July Plan* includes reductions mainly generated from vacancy savings stemming from the continuation of an MTA-wide hiring freeze. Additional efficiency savings from Paratransit, including a significant shift of trips from primary carriers to broker service and fleet reductions, as well as new paratransit fleet carrier contracts, which resulted in a reduced number of carriers, and one-time overtime savings in 2020 increased Budget Reduction Program savings (BRPs). Several items previously included in the baseline are being reassessed, and the Plan has been adjusted accordingly.

#### **2020 July Mid-Year Forecast**

NYC Transit's 2020 July Mid-Year Forecast included total expenses before Depreciation, OPEB, and GASB #68 Pension Adjustment, of \$10,203.3 million, consisting of \$9,063.2 million of nonreimbursable expenses and \$1,140.1 million of reimbursable expenses. Total revenues were projected to be \$6,077.6 million, of which \$4,937.6 million were operating revenues and \$1,140.1 million were capital reimbursements. Total baseline full-time and full-time equivalent positions were 49,296 (44,233 nonreimbursable positions and 5,063 reimbursable positions).

## November Plan Update

Despite lower ridership levels, MTA services have mostly remained operating at pre-pandemic levels, the exception being commuter railroads; MNR has scheduled about 63 percent for weekday service and 66 percent for weekend service, and the LIRR has scheduled about 90 percent for weekday service and 100 percent for weekend service (although LIRR weekend service experiences reductions to accommodate Third Track and other capital work). While this has allowed returning customers some measure of social distancing, it is financially unsustainable as farebox revenues and subsidies needed to cover operating expenses continue to fall short. The HEROES Act, after passage by the U.S. House of Representatives, was never acted upon by the U.S. Senate, and other efforts to provide critical funding to the MTA and other public transportation entities have not gained traction.

Major operating cash changes include:

- Lower fare revenue of \$3,046.5 million due to lower ridership resulting from the Covid-19 pandemic.
- Higher other operating revenue of \$2,817.9 million principally due to CARES Act receipts received for pandemic-related revenue losses.
- Higher expenses related to Covid-19 for direct preventative measures of \$274.4 million and an enhanced death benefit of \$61.2 million, partially offset by lower regular and paratransit service costs of \$24.1 million and \$110.5 million, respectively, due to reduced ridership.
- Lower pension expenses of \$53.2 million, due to a revised actuarial projection of MaBSTOA pension expense.
- Lower net expenses of \$92.3 million, mainly due to professional staff vacancies resulting from a hiring freeze saving \$51.4 million, and paratransit efficiencies resulting from shifting trips from primary carriers to broker service saving \$42.2 million.
- Higher net expenses of \$91.3 million for technical adjustments mainly due to the nonreimbursable impact of reduced capital requirements, resulting in employees budgeted as reimbursable being charged to nonreimbursable.
- Favorable cash flow adjustments of \$148.2 million, primarily due to the favorable timing of \$45.8 million of paratransit reimbursements owed from 2019, and the favorable timing of \$57.3 million of capital reimbursements due largely to lower 2020 capital expenses.

Reimbursable expenses are projected to decrease by a net \$194.4 million, principally due to reduced capital support requirements, including early completion of the revised L Tunnel reconstruction project. Compared with July Plan (Plan-to-Plan comparison), total baseline positions are projected to decrease by 23, including a nonreimbursable increase of 199 and a reimbursable decrease of 222. Service guideline savings previously incorporated are being reassessed and therefore have been removed from the Plan. The reimbursable position decrease is due mostly to reduced capital support requirements for flagging and work trains.

## **2021 Preliminary Budget**

For NYC Transit, the February Plan included total expenses before depreciation, other post-employment benefits, and GASB #68 Pension Adjustment, of \$10,235.5 million, consisting of \$9,038.0 million of nonreimbursable expenses and \$1,197.5 million of reimbursable expenses. Total revenues were projected to be \$4,077.1 million, of which \$2,879.6 million were operating revenues and \$1,197.5 million were capital reimbursements. Total baseline full-time and full-time equivalent positions were 48,825, including 44,229 nonreimbursable positions and 4,596 reimbursable positions. The 2021 net operating cash deficit is projected to increase by a net \$2,200.5 million from the February Financial Plan.

Major operating cash changes include:

- Lower fare revenue of \$2,302.2 million due to lower ridership resulting from the Covid-19 pandemic.
- Higher other operating revenue of \$16.1 million principally due to an increase in the percentage of net paratransit expenses reimbursed by New York City.
- Lower expenses of \$83.6 million mainly due lower paratransit ridership due to Covid-19 which resulted in lower paratransit service costs of \$86.2 million.
- Lower pension expenses of \$63.9 million, due to a revised actuarial projection of MaBSTOA pension expense.
- Lower net expenses of \$7.7 million, mainly due to paratransit efficiencies of \$47.9 million resulting from shifting trips from primary carriers to broker service, partially offset by reduced savings from service guidelines adjustments of \$30.1 million.
- Higher net expenses for technical adjustments of \$28.6 million mainly due to the nonreimbursable impact of reduced capital requirements, reflecting lower reimbursable overhead credits of \$13.6 million and the unfavorable timing of SMS costs that shifted from 2020 due to the Covid-19 pandemic.
- Unfavorable cash flow adjustments of \$37.2 million, primarily due to the unfavorable timing of \$31.1 million of capital reimbursements due largely to higher 2021 capital expenses compared to 2020.

Reimbursable expenses are projected to decrease in 2021 by a net \$52.8 million, due to reduced capital support requirements. Total baseline positions are projected to increase by 314, including a nonreimbursable increase of 536 and a reimbursable decrease of 222. The nonreimbursable increase mainly reflects the removal of impacts previously incorporated from savings through service guidelines adjustments, as well as track inspection savings, and maintenance General Order efficiencies (A General Order, or "GO," is an authorization for work to be done on the tracks and infrastructure of the subway. Its primary purpose is to notify operating personnel of changes to the operation of the subway.)

### **2022-2024 Projections**

Net operating cash deficits are projected to increase by \$813.1 million in 2022, and decrease by \$5.4 million in 2023, relative to the February Financial Plan. Major operating cash changes include:

- Unfavorable fare revenue of \$882.7 million in 2022, and \$59.3 million in 2023, reflect the impact of lower ridership in 2022 caused by the Covid-19 pandemic, including additional revenue that was expected from improved fare evasion enforcement.
- Reduced Budget Reduction Program (BRP) savings of \$16.6 million in 2022, and \$16.1 million in 2023, mainly reflect the removal of savings from service guidelines adjustments of \$30.1 million in each year, partially offset by increased paratransit efficiencies saving approximately \$24.1 million additional in each year.
- Lower pension expenses of \$25.2 million in 2022, and \$1.8 million in 2023, due to a revised actuarial projection of MaBSTOA pension expense.

Reimbursable expenses are projected to decrease by \$61.2 million in 2022, and \$60.2 million in 2023, primarily due to reduced capital support requirements. Plan-to-Plan, total baseline positions are projected to increase by 155 in both 2022 and 2023, including nonreimbursable increases of 390 and reimbursable decreases of 235 in both years. Nonreimbursable increases mainly reflect the removal of service guideline savings, and reimbursable decreases are due largely to revised capital support requirements. NYC Transit's 2024 projection includes total expenses before depreciation, other postemployment benefits, and GASB #68 Pension Adjustment, of \$11,362.7 million, consisting of \$10,166.8 million of nonreimbursable expenses and \$1,195.8 million of reimbursable expenses. Total revenues are projected to be \$6,533.8 million, of which \$5,337.9 million are operating revenues and \$1,195.8 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 48,339, including 44,110 nonreimbursable positions and 4,229 reimbursable positions.

Here ends the excerpt from "MTA 2021 Preliminary Budget: July Financial Plan 2021-2023, Vol. 2, Sec. V. Agency Financial Plans: New York City Transit."

## Staten Island Railway: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from the “MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V. Agency Financial Plans: Staten Island Railway.”

<b>MTA STATEN ISLAND RAILWAY</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Accrual Statement of Operations By Category</b>						
(\$ in millions)						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b><u>Non-Reimbursable</u></b>						
<b>Operating Revenue</b>						
Farebox Revenue	\$6.662	\$2.239	\$3.400	\$5.445	\$6.619	\$6.667
Other Operating Revenue	2.705	24.984	2.418	2.423	2.429	2.751
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Revenues</b>	<b>\$9.366</b>	<b>\$27.223</b>	<b>\$5.818</b>	<b>\$7.868</b>	<b>\$9.048</b>	<b>\$9.418</b>
<b>Operating Expense</b>						
<b><u>Labor:</u></b>						
Payroll	\$25.234	\$26.334	\$24.987	\$25.474	\$25.969	\$26.980
Overtime	2.988	3.773	1.830	1.838	1.857	2.234
Health and Welfare	6.158	7.376	7.000	7.412	7.803	8.212
OPEB Current Payments	2.292	2.723	2.802	2.949	3.094	3.245
Pension	7.244	8.838	8.357	8.282	8.326	8.210
Other Fringe Benefits	5.002	5.099	4.988	5.069	5.142	5.615
Reimbursable Overhead	(2.300)	(0.903)	(0.751)	(0.768)	(0.782)	(0.460)
<b>Total Labor Expenses</b>	<b>\$46.615</b>	<b>\$53.240</b>	<b>\$49.213</b>	<b>\$50.256</b>	<b>\$51.410</b>	<b>\$54.035</b>
<b><u>Non-Labor:</u></b>						
Electric Power	\$3.655	\$3.904	\$3.955	\$4.511	\$4.748	\$4.859
Fuel	0.291	0.279	0.275	0.278	0.273	0.267
Insurance	1.022	1.012	1.350	1.691	1.870	2.208
Claims	1.486	0.990	0.993	0.995	0.986	0.998
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	0.938	3.585	2.214	2.237	2.310	2.388
Professional Services Contracts	0.893	1.159	1.235	1.104	1.122	1.139
Materials and Supplies	2.487	3.486	1.701	1.711	1.192	1.206
Other Business Expenses	0.236	1.955	0.029	0.028	0.027	0.030
<b>Total Non-Labor Expenses</b>	<b>\$11.009</b>	<b>\$16.350</b>	<b>\$11.752</b>	<b>\$12.556</b>	<b>\$12.528</b>	<b>\$13.093</b>
<b><u>Other Expense Adjustments:</u></b>						
Other Expense Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<b>Total Other Expense Adjustments</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>
<b>Total Expenses Before Depreciation and GASB Adjs.</b>	<b>\$57.624</b>	<b>\$69.590</b>	<b>\$60.965</b>	<b>\$62.812</b>	<b>\$63.938</b>	<b>\$67.128</b>
<b>Depreciation</b>						
Depreciation	\$11.630	\$12.000	\$12.000	\$12.000	\$17.500	\$17.500
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	5.784	7.500	7.500	7.500	7.500	7.500
GASB 68 Pension Expense Adjustment	0.291	(0.100)	(1.100)	(1.100)	(1.200)	(1.200)
Environmental Remediation	(0.109)	0.000	0.000	0.000	0.000	0.000
<b>Total Expenses</b>	<b>\$75.220</b>	<b>\$88.990</b>	<b>\$79.365</b>	<b>\$81.212</b>	<b>\$87.738</b>	<b>\$90.928</b>
<b>Net Surplus/(Deficit)</b>	<b>(\$65.854)</b>	<b>(\$61.767)</b>	<b>(\$73.547)</b>	<b>(\$73.344)</b>	<b>(\$78.690)</b>	<b>(\$81.510)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V, pg. V-340. Agency Financial Plans, SIR. Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V, Agency Financial Plans: SIR.”

### SIR FINANCIAL OVERVIEW

SIR’s July Financial Plan has been significantly impacted by the Covid-19 pandemic. The impact of social distancing from personal actions taken, followed by restrictions established by New York State to reduce the spread of the virus, and the subsequent slowing down of the economy as a result of the pandemic caused for a drastic reduction in ridership. Preventive measures to maintain essential rail service safety have also added significant costs. Negative financial impacts have been partially ameliorated by additional Federal funding provided under the auspices of the CARES Act in 2020. The plan also includes sufficient resources to maintain current service levels while upholding the MTA’s commitment to safety and security, and continued support of ongoing capital program work.

### Financial Plan Highlights Covid-19 Response

MTA STATEN ISLAND RAILWAY JULY FINANCIAL PLAN 2021-2024 Total COVID-19 Impacts (\$ in millions) - Fav/ (Unfav)												
	2020		2021		2022		2023		2024		Five-Year Total	
	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
<b>Summary of COVID-19 Impacts</b>												
= COVID-19	0	(\$6.116)	0	(\$3.294)	0	(\$1.248)	0	(\$0.055)	0	\$0.094	0	(\$10.619)
Revenue Loss	0	(\$4.736)	0	(\$3.294)	0	(\$1.248)	0	(\$0.055)	0	\$0.094	0	(\$9.239)
Expenses	0	(\$1.380)	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	(\$1.380)
= CARES Act	0	\$22.821	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$22.821
<b>Total COVID</b>	<b>0</b>	<b>\$16.705</b>	<b>0</b>	<b>(\$3.294)</b>	<b>0</b>	<b>(\$1.248)</b>	<b>0</b>	<b>(\$0.055)</b>	<b>0</b>	<b>\$0.094</b>	<b>0</b>	<b>\$12.202</b>

The Plan includes a net unfavorable \$10.619 million in Covid-identified impacts over the five-year period. Of that amount, farebox revenue is projected to fall short by \$4.431 million in 2020, \$3.244 million in 2021, \$1.202 million in 2022, and \$0.014 million in 2023, and is based upon analysis prepared by McKinsey, which assumes a gradual return to pre-pandemic levels by early 2023. Preventative Measures to mitigate the spread and transmission of the virus, which include enhanced overnight cleaning protocol cleaning & support, backfill overtime, fringe benefits, and materials, increase costs. Lessons learned from initial responses and related costs are being assessed the results of which will be captured in the November Plan. Receipts from the CARES Act, \$22.821 million, fund

partially offset these overall unfavorable financial impacts and have enabled the agency to continue to provide essential service.

### **New Needs**

#### Repair of Eight SIR Bridges

- In 2018, DOT completed inspection of 22 SIR bridges. Inspectors identified eight bridges requiring repairs, which will be completed by the end of 2021.

#### Customer Assistance Intercom (CAI) units

- SIR needs to replace 10 CAI call boxes due to corrosion and vandalism. CAIs are used by passengers to report safety concerns to FDNY/EMS/NYPD and by crews in the event of communication failures to contact Rail Control Center (RCC) operations.

### **Fare Revenue**

Compared to the Adopted Budget, fare revenue is projected to decrease by a net \$4.431 million in 2020, \$3.244 million in 2021, \$1.202 million in 2022, and \$0.014 million in 2023. The revenue decreases are entirely due to the ridership declines that resulted from the Covid-19 pandemic.

### **Covid-19 Preventative Measures**

To facilitate safe usage of the SIR for essential workers and provide for the safe return of regular riders during the phased reopening of New York City, significant protocols have been established, including the following:

- Daily intensive cleaning and disinfecting of the rail car fleet. To facilitate this major task, SIR service has been reduced to match Staten Island Ferry service intervals.
- Daily intensive cleaning and disinfecting of stations.
- Daily intensive cleaning of non-revenue vehicle fleet, maintenance and administrative facilities.
- Rules for employees and customers regarding mask wearing and maintaining social distance continue to be emphasized and publicized.

### **2020 July Mid-Year Forecast**

The SIR 2020 July Mid-Year Forecast includes total expenses before Depreciation, OPEB, and GASB 68 Pension Adjustment of \$76.575 million, consisting of \$69.590 million of nonreimbursable expenses and \$6.985 million of reimbursable expenses. Total revenues are projected to be \$34.208 million, of which \$27.223 million are operating revenues and \$6.985 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 383 (334 nonreimbursable positions and 49 reimbursable positions).

The 2020 net operating cash deficit is projected to decrease by a net \$9.664 million from the February Plan. Major operating cash changes include:

- Lower farebox revenue of \$4.431 million, due to lower ridership resulting from the Covid-19 pandemic.
- Higher other operating revenue of \$22.516 million, principally due to CARES Act receipts for operating losses, and also includes a projection of lower advertising revenue for the year.
- Higher overtime expenses of \$1.386 million, related to Covid-19, for direct preventative measures.
- Higher pension expenses of \$1.100 million, due to a revised actuarial projection.
- Higher claims expenses of \$0.900 million, reflect a recent actuarial valuation of claims activity.
- Higher maintenance and other operating contract expenses of \$1.190 million, reflecting roll-over projects including non-revenue shop repair with roof replacement funding in 2020.
- Higher materials and supplies expenses of \$1.340 million, reflecting roll-over projects including fleet maintenance, high voltage transformer work, switch rail point and station lighting funding in 2020.
- Higher Other Business expenses of \$1.225 million, reflecting roll-over projects including Communications Tower upgrades and sonic fiber optic upgrade funding in 2020.
- Unfavorable Cash Flow Adjustments (CFA) of \$0.843 million, primarily due to the unfavorable timing of \$1.151 million in labor contract wage adjustments, partly offset by a Covid-19 CFA.

Plan-to-Plan, total baseline positions, and Reimbursable expenses are unchanged from the February Plan.

### **2021 Preliminary Budget**

The SIR 2021 Preliminary Budget includes total expenses before depreciation, other post-employment benefits, and GASB 68 Pension Adjustment of \$67.153 million, consisting of \$60.095 million of nonreimbursable expenses and \$6.188 million of reimbursable expenses. Total revenues are projected to be \$12.006 million, of which \$5.818 million are operating revenues and \$6.188 million are capital and other reimbursements. Total baseline full-time and full-time equivalent positions are 356, including 314 nonreimbursable positions and 42 reimbursable positions. The 2021 net operating cash deficit is projected to increase by a net \$5.384 million from the February Financial Plan.

Major operating cash changes include:

- Lower farebox revenue of \$3.244 million, due to lower ridership resulting from the Covid-19 pandemic.
- Higher pension expenses of \$0.980 million, due to a revised actuarial projection.
- Higher claims expenses of \$0.900 million, due to a recent actuarial valuation of claims.



Plan-to-Plan, total baseline positions, and reimbursable expenses are unchanged from the February Plan.

### **2022-2024 Projections**

Net operating cash deficits are projected to increase by \$4.030 million in 2022 and by \$3.568 million in 2023, compared with the February Financial Plan.

Major operating cash changes include:

- Unfavorable fare revenue of \$1.202 million in 2022, is due to lower ridership caused by the Covid-19 pandemic. By 2023, ridership and revenue are projected to nearly rebound to the levels of the February Financial Plan.
- Higher pension expenses of \$1.500 million in 2022, and \$2.030 million in 2023, reflect revised actuarial projections.

Plan-to-Plan, total baseline positions, and reimbursable expenses in 2022 and 2023 are unchanged from the February Plan. SIR's 2024 projection includes total expenses before depreciation, OPEB and GASB.

Adjustments of \$71.815 million, consisting of \$67.128 million of nonreimbursable expenses and \$4.686 million of reimbursable expenses. Total revenues are projected to be \$14.104 million, of which \$9.418 million are operating revenues and \$4.686 million are capital and other reimbursements. Total baseline positions are 344, a decrease of 12 from 2023.

Here ends the excerpt from "MTA 2021 Preliminary Budget: July Financial Plan 2021-2023, Vol. 2, Sec. V. Agency Financial Plans: SIR."

## LIRR: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V, pg. V-206. Agency Financial Plans: Long Island Rail Road.”

<b>MTA LONG ISLAND RAIL ROAD</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Accrual Statement of Operations By Category</b>						
(\$ in millions)						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Operating Revenue</b>						
Farebox Revenue	\$768.739	\$270.951	\$407.179	\$652.787	\$801.037	\$815.974
Other Operating Revenue	40.504	525.843	32.006	34.972	37.127	42.759
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Revenue</b>	<b>\$809.243</b>	<b>\$796.794</b>	<b>\$439.186</b>	<b>\$687.759</b>	<b>\$838.164</b>	<b>\$858.732</b>
<b>Operating Expense</b>						
<b>Labor:</b>						
Payroll	\$566.613	\$617.504	\$686.509	\$694.343	\$713.930	\$743.003
Overtime	145.125	147.272	163.647	170.624	172.309	177.107
Health and Welfare	111.012	129.183	150.587	160.022	170.019	181.069
OPEB Current Payments	60.181	71.677	78.101	82.312	87.391	92.755
Pension	137.136	171.858	177.477	180.618	188.233	186.778
Other Fringe Benefits	152.636	156.312	170.058	178.677	184.081	191.587
Reimbursable Overhead	(46.689)	(21.591)	(21.835)	(33.949)	(30.395)	(31.737)
<b>Total Labor Expenses</b>	<b>\$1,126.014</b>	<b>\$1,272.216</b>	<b>\$1,404.643</b>	<b>\$1,432.648</b>	<b>\$1,485.567</b>	<b>\$1,540.563</b>
<b>Non-Labor:</b>						
Electric Power	\$80.528	\$82.726	\$86.814	\$104.609	\$112.935	\$116.781
Fuel	20.162	19.727	19.224	14.661	15.559	16.627
Insurance	20.326	22.075	25.172	28.706	32.917	37.855
Claims	9.995	4.546	4.612	4.682	4.755	4.851
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	62.181	85.312	99.143	126.841	121.631	115.433
Professional Services Contracts	31.001	54.273	49.131	40.007	41.236	43.190
Materials and Supplies	147.223	174.043	201.894	189.720	189.166	219.203
Other Business Expenses	16.242	13.682	16.966	20.466	26.746	26.735
<b>Total Non-Labor Expenses</b>	<b>\$387.658</b>	<b>\$456.384</b>	<b>\$502.956</b>	<b>\$529.692</b>	<b>\$544.944</b>	<b>\$580.675</b>
<b>Other Expense Adjustments:</b>						
Other Expense Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<b>Total Other Expense Adjustments</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>
<b>Total Expenses Before Depreciation and GASB Adjs.</b>	<b>\$1,613.671</b>	<b>\$1,728.600</b>	<b>\$1,907.488</b>	<b>\$1,962.338</b>	<b>\$2,030.612</b>	<b>\$2,121.238</b>
Depreciation	\$379.199	\$410.446	\$406.201	\$410.263	\$414.365	\$418.508
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	108.047	52.144	53.187	54.251	55.336	56.443
GASB 68 Pension Expense Adjustment	(12.034)	28.400	(34.400)	(33.300)	(8.300)	(60.500)
Environmental Remediation	9.955	2.000	2.000	2.000	2.000	2.000
<b>Total Expenses</b>	<b>\$1,898.858</b>	<b>\$2,221.590</b>	<b>\$2,334.487</b>	<b>\$2,386.663</b>	<b>\$2,483.913</b>	<b>\$2,637.889</b>
<b>Net Surplus/(Deficit)</b>	<b>(\$1,189.595)</b>	<b>(\$1,424.796)</b>	<b>(\$1,895.301)</b>	<b>(\$1,707.784)</b>	<b>(\$1,665.748)</b>	<b>(\$1,878.967)</b>
<b>Cash Conversion Adjustments</b>						
Depreciation	\$379.199	\$410.446	\$406.201	\$410.263	\$414.365	\$418.508
Operating/Capital	(17.128)	(21.482)	(13.667)	(14.274)	(13.167)	(12.641)
Other Cash Adjustments	62.487	145.679	22.323	25.902	53.686	(2.757)
<b>Total Cash Conversion Adjustments</b>	<b>\$424.558</b>	<b>\$634.643</b>	<b>\$414.856</b>	<b>\$421.891</b>	<b>\$464.884</b>	<b>\$403.111</b>
<b>Net Cash Surplus/(Deficit)</b>	<b>(\$765.037)</b>	<b>(\$890.153)</b>	<b>(\$1,480.443)</b>	<b>(\$1,285.903)</b>	<b>(\$1,200.866)</b>	<b>(\$1,275.848)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V pg. V-53. Agency Financial Plans, LIRR, Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V, Agency Financial Plans: LIRR.”

**LIRR FINANCIAL OVERVIEW**

The Long Island Rail Road (LIRR) is committed to delivering safe, secure, and reliable transportation and first-class customer service, and the Four-Year Financial Plan contains the resources necessary to accomplish this fundamental mission. Significant investments are included in this Financial Plan that supports the LIRR's enhanced cleaning initiatives in response to COVID-19, ongoing safety initiatives, asset maintenance efforts, and system expansion projects.

This Financial Plan reflects the full integration of the LIRR Forward philosophy into how it manages every day. This philosophy represents a "solve it now" approach with a reinvigorated customer focus. It applies to all aspects of the operation, from train service to infrastructure repair asset maintenance, and customer communication to unplanned event responses. Furthermore, it prioritizes critical investments and support staff in achieving this mission. The LIRR is dedicating the resources to ensure this happens, and customers experience tangible positive results. The LIRR is addressing the Covid-19 pandemic, implementing Positive Train Control (PTC), and continuing its most significant expansion in decades with the anticipated opening of East Side Access (ESA) along with completing the third track between Floral Park and Hicksville in 2022.

**COVID-19 Response**

The initial impact of social distancing from personal actions taken and Governor Cuomo's PAUSE Executive Order, effective March 22 limiting non-essential activities due to the COVID-19 pandemic, and the subsequent slowing of the economy, resulted in a severe decline in the utilization of our transport funding envelope unlike anything previously experienced.

MTA LONG ISLAND RAIL ROAD JULY FINANCIAL PLAN 2021-2024 Total COVID-19 Impacts (\$ in millions) - Fav/(Unfav)												
	2020		2021		2022		2023		2024		Five-Year Total	
	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
<b>Summary of COVID-19 Impacts</b>												
COVID-19	(102)	(\$527.3)	(104)	(\$411.8)	(104)	(\$170.3)	(104)	(\$28.3)	(104)	(\$27.1)	(104)	(\$1,164.8)
Revenue Loss	0	(\$518.3)	0	(\$384.9)	0	(\$143.4)	0	(\$1.6)	0	\$0.0	0	(\$1,048.3)
Expenses	(102)	(\$9.0)	(104)	(\$26.9)	(104)	(\$26.9)	(104)	(\$26.7)	(104)	(\$27.1)	(104)	(\$116.5)
CARES Act	0	\$500.8	0	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$500.8
<b>Total COVID</b>	<b>(102)</b>	<b>(\$26.5)</b>	<b>(104)</b>	<b>(\$411.8)</b>	<b>(104)</b>	<b>(\$170.3)</b>	<b>(104)</b>	<b>(\$28.3)</b>	<b>(104)</b>	<b>(\$27.1)</b>	<b>(104)</b>	<b>(\$664.0)</b>

The Plan includes a net unfavorable \$1.2 billion in identified impacts over the five-year period. Of that amount, farebox revenue is projected to fall short by \$512.5 million in 2020, \$378.6 million in 2021, \$140.6 million in 2022, and \$1.5 million in 2023. Also contributing are losses expected in parking, rental, freight, and advertising revenues. Expenses (net) include third-party support, additional maintainers and overtime, personal protection equipment, and cleaning supplies, partially offset by savings resulting from operating on a reduced service schedule in 2020. The forecast for ridership and revenue, including farebox, are mainly based on an analysis prepared by McKinsey, which assumes gradual return to pre-pandemic levels by early 2023. Ridership will continue to be closely monitored and services adjusted accordingly in accordance with COVID- related guidelines and other factors.

This year, the primary focus of the LIRR is to protect the health and safety of our customers and employees during this COVID-19 Pandemic. To that end, the LIRR has taken significant steps to address these concerns, including:

- Implementing an Essential Service Plan for essential workers;
- Cleaning and disinfecting all train cars a minimum of once per day;
- Cleaning and disinfecting all stations twice per day;
- Enhanced cleaning of employee facilities;
- Supplementing in-house resources with third parties to address emergency and other employee facility cleaning;
- Providing employees with personal protective equipment, including masks and gloves;
- Requiring all customers and employees to wear face coverings when riding trains;
- Discontinuing the collection of cash except at Ticket Vending Machines (TVMs);
- Closing station buildings during the height of the pandemic;
- Promoting social distancing among employees at facilities, offering telecommuting, creating barriers between workstations, and separating workers by greater than six feet, where possible;
- Encouraging social distancing in stations and on platforms among customers, providing floor insignia positioned to promote six-foot separation.

The Financial Plan provides funding to continue current enhanced cleaning initiatives, gradually transitioning to full-time LIRR employees instead of overtime and third party contracting.

### **Safety Initiatives**

The LIRR's approach to safety management entails engaging every employee to promote its value, and to lead collaborative efforts between the Corporate Safety Department and all LIRR operating, support, and administrative departments. To

positively impact employee availability, productivity, equipment reliability, and customer satisfaction, the LIRR established a higher level of safety performance.

The LIRR previously launched several initiatives designed to improve rail safety for customers and employees. All efforts are progressing, and the July Financial Plan continues to provide funding for these safety initiatives. These initiatives include: holding quarterly Safety FOCUS (Fatigue, Outside Influences, Communication, Uncertainty Meetings, Situational Awareness) Days with employees; partnering with Amtrak, New Jersey Transit, and New York City Transit on customer safety awareness events at Penn Station; and facilitating a confidential close-call reporting system. Other actions include establishing an accident investigation unit and a dedicated roadway worker protection field compliance unit to assure all field workers are following company and Federal Railroad Administration (FRA) mandated safety procedures; participating in the MTA's sleep apnea initiative, and partnering with the MTA Information Technology Department and Metro-North Railroad to implement a new safety enterprise system designed to enhance analytics and better focus on interventions to optimize safety performance.

Efforts are well underway to enhance and improve track maintenance, such as the rail joint bar elimination initiative and the installation of a wheel impact load detection and measurement system. The LIRR is also progressing with the installation of cameras and recording devices on rolling stock and upgrading and replacing fire alarm and suppression systems throughout its employee facilities and stations.

In response to recent incidents, the LIRR continues to work with MTA Headquarters, the New York State Department of Transportation (NYDOT), Nassau and Suffolk County, local government authorities, and a third-party consultant to enhance safety measures at grade crossings. This initiative is in addition to the LIRR's ongoing, highly successful community outreach and education program in collaboration with the MTA Police Department and the Federal Rail Administration (FRA). Even though all grade crossings have safety delineators, the LIRR is working with third-party software application map developers to highlight grade crossings to help prevent vehicles from turning onto railroad tracks. The Mainline Expansion project will eliminate seven grade crossings to improve safety for employees, passengers, drivers, and pedestrians. The LIRR will also be adding vehicle detection/warning systems on three frequently struck bridges along its right-of-way.

### **LIRR Forward**

Initiated in 2018, LIRR Forward represents a new way of doing business to improve service reliability, seasonal preparedness, and customer communications. The strategy re-prioritizes critical infrastructure upgrades and accelerates system protection installations and lays the groundwork for a more proactive approach to the railroad's maintenance program. This new direction puts the customer and

employee first in all aspects and provides real-time and accurate information.

Funding maintained within the Financial Plan enables the LIRR to improve system reliability and to aggressively repair and replace components which fail frequently. The goals of this initiative include the following:

- Repair 10 switches that caused 40% of all switch failures;
- Upgrade 300+ track circuits that caused 36% of all circuit failures;
- Outfit 296-grade crossings system-wide with flexible delineators;
- Replace 79 Public Service Enterprise Group poles (PSEG LI work);
- Weld 4,000 joints; and
- Clear 180 miles of vegetation along the right-of-way.

These goals have either been completed or are well on their way to completion. The Financial Plan also contains funding to fortify the system for the fall and winter seasons. The following initiatives remain a primary focus:

- Harden 12 utility holes within the Atlantic Tunnel (including three critically identified);
- Lightning protection for 30 signal hut locations;
- Install 60 switch snow covers;
- Install third rail heaters at 14 locations; and
- Replace 3,344 M-7 threshold plates.

These goals have either been completed or are on their way to completion. Additionally, after a successful pilot program of using laser technology to address adhesion issues during fall leaf season, it will be incorporated into the regular fall leaf mitigation strategy and expanded.

LIRR Forward, which launched more than a year ago, is producing tangible results. System-wide on-time performance improved, and the number of short trains, train cancellations, and the average delay per late train have decreased. LIRR Forward is also focused on enhancing customer communication and improving the customer experience. Global Positioning System (GPS) equipment was installed on 952 rail cars to provide customers with real-time information, and station screens, which include countdown clocks, provide customers with service information.

### **System Investments**

The LIRR's current Capital Program makes crucial investments in rolling stock and infrastructure as the railroad looks to maintain and improve safety, reliability, and customer convenience. These investments are in addition to a combination of existing investments funded through prior capital programs, as well as investments made by

other entities, both private and public, which will affect the LIRR's operating environment and customers' experience positively. For those projects nearing completion, the Plan includes funding to operate and maintain these investments (also known as operating budget impacts) once they are put into use. Some of the major projects that will impact the LIRR's operating environment and budget (within the next several years) include:

- East Side Access;
- Main Line Expansion;
- Positive Train Control;
- Moynihan Station/Penn Station Redesign;
- Hudson Yards Overbuild;
- New arena and other development projects at Belmont Park; and
- M9 electric cars purchased to replace aging M3 fleet and expand service.

In addition to these major new expansion projects and investments, the Capital Program reflects investments which renew LIRR assets, promotes a state of good repair, and upgrades stations across the entire LIRR network - in Manhattan, Brooklyn, Queens, Nassau and Suffolk counties.

### **Efficiency Initiatives**

The LIRR continuously reviews its business practices, identifying efficiencies and re-evaluating priorities. The LIRR's Reliability-Centered Maintenance Program (RCM) has remained a success, as evidenced by fleet which has consistently exceeded its Mean Distance Between Failure (MDBF) goals. The Maintenance of Equipment Department continues to analyze and strategically re-balance its RCM program, maximizing its resources to reduce rolling stock running repair and fleet modification costs. In addition to fleet maintenance, the LIRR continually looks for cost-effective ways to operate efficiently - from material needs to the management of the workforce.

The LIRR continues to place tight controls on non-payroll spending and hiring, remaining aggressive in reviewing all hiring decisions, including simple backfills for existing vacant positions. This, coupled with the MTA-wide hiring freeze have resulted in additional savings which are included in this Financial Plan. The extensive review of how to efficiently integrate existing LIRR service with new service to Grand Central Terminal (GCT), as well as rebalance related operating expenses and categories before the service launches in 2022, progresses.

To address a recent increase in debit/credit card fraud, the LIRR completed installing chip verification technology in all its Ticket Vending Machines (TVM) and Ticket Office Machines (TOM). This investment has already proven itself to be

successful, reducing credit card chargebacks and recouping revenue from the credit card processor that now assumes responsibility for fraudulent credit card transactions.

### **Ridership and Revenue**

The ridership and revenue of the July Financial Plan are being driven entirely by the impacts of the COVID-19 Pandemic. Ridership was 40.5% lower through April 2020 compared to the same period in 2019 (adjusted for the same number of calendar workdays) and 39.9% lower than the Adopted Budget. Based on McKinsey estimates which assume that ridership by year-end 2020 is only 22.5% of pre-pandemic levels and does not return to pre-pandemic levels until early 2023, the July Financial Plan forecasts year-end 2020 ridership to be 29.7 million customers compared to 91.8 million in the Adopted Budget.

Consistent with the previous ridership forecast, this Financial Plan assumes additional ridership and revenue associated with the new arena, currently under construction, at Belmont Park at the beginning fourth quarter of 2021. The financial plan also includes revenue and ridership for new service to GCT, beginning in the fourth quarter of 2022.

### **2020 Mid-Year Forecast**

The total accrued impact of COVID-19 in the Mid-Year Forecast includes a revenue loss of \$524.3 million, of which \$512.5 million is due to lower farebox revenue and \$11.8 million due to other operating revenue, mainly from lower parking and freight revenue. Incremental expenses are \$9.0 million, which includes additional cleaning of \$25.1 million, lower employee availability of \$3.7 million, and additional benefits of \$0.5 million. These incremental costs are offset by favorable impacts from the Essential Service Plan, which reduced expenses by \$13.1 million and lower debit/credit card fees of \$7.3 million.

The 2020 Mid-Year Forecast includes Non-Reimbursable revenue totaling \$796.8 million and Non-Reimbursable expenses, including Government Accounting Standards Board (GASB) adjustments and Depreciation of \$2,221.6 million, that generates an operating deficit of \$1,424.8 million. The 2020 Mid-Year Forecast Reimbursable revenue and expenses each total \$430.0 million. Total Non-Reimbursable revenue is lower than the Adopted Budget by \$20.7 million due to the impacts of COVID-19, partially offset by receipts from the CARES Act. Total Non-Reimbursable expenses (excluding non-cash liabilities) are lower by \$35.1 million primarily because of vacant positions, which includes the impact of the MTA-wide hiring freeze, higher overhead credit due to increased reimbursable activity, and the timing of various non-payroll, and RCM activities and fleet modifications. These favorable variances are partially offset by higher Pension costs based on the latest actuarial estimate and increased cleaning costs caused by COVID-19. Full-time positions total 7,894 in the 2020 Mid-Year Forecast, with 6,656 Non-Reimbursable positions and 1,239 Reimbursable positions.



## 2021 Preliminary Budget - Baseline

The LIRR's Financial Plan is built around several key goals: maintain a high level of rolling stock reliability; improve service reliability; enhance the customer experience; and improve employee and customer safety and security.

The total accrued impact of COVID-19 in the preliminary budget includes a revenue loss of \$384.9 million, which consists of \$378.6 million in lower farebox revenue and \$6.3 million in decreased other operating revenue. Incremental expenses are \$26.9 million, which provides for additional cleaning of \$27.7 million and overtime costs due to lower employee availability of \$4.4 million. These incremental costs are offset by lower debit/credit card fees of \$5.2 million.

The 2021 Preliminary Budget includes revenue totaling \$788.8 million, of which \$439.2 million is Non-Reimbursable revenue, and \$349.7 million is Reimbursable revenue, primarily from the Capital Program. The total expense budget is \$2,684.1 million, of which \$2,257.2 million is for operating expenses, and the balance is associated with non-cash items such as the GASB adjustments and Depreciation. Non-Reimbursable operating expenses total \$1,907.5 million (excluding non-cash items), while reimbursable expenses are \$349.7 million. The cash budget for the 2021 Preliminary Budget incorporates \$778.0 million in cash receipts and \$2,258.5 million in cash expenditures. The baseline cash requirement of \$1,480.4 million is driven by operating expenses and revenues anticipated in the 2021 Preliminary Budget and other adjustments to cash flow.

On an accrued basis, revenues are lower, and expenses are higher in the 2021 Preliminary Budget than the 2020 Mid-Year Forecast. Total revenues for 2021 are \$788.8 million, \$437.9 million lower than 2020, with Non-Reimbursable revenues decreasing by \$357.6 million and Reimbursable revenues decreasing by \$80.3 million. Ridership in the 2021 Preliminary Budget increases over the 2020 Mid-Year Forecast by 18.0 million rides or 60.6%. Total operating expenses before the GASB adjustments and Depreciation of \$2,257.2 million reflects an increase of \$98.6 million over 2020. Non-Reimbursable expenses increase by \$178.9 million, and reimbursable expenses decrease by \$80.3 million. The resulting total operating baseline deficit, including non-cash items such as GASB, Depreciation, and OPEB, increases by \$470.5 million to \$1,895.3 million in the 2021 Preliminary Budget. The projected baseline cash deficit (or subsidy requirement) of \$1,480.4 million in the 2021 Preliminary Budget is \$590.3 million higher than 2020.

Full-time positions total 8,216 in the 2021 Preliminary Budget, with 7,156 Non-Reimbursable positions and 1,061 Reimbursable positions. Compared to the 2020 Mid-Year Forecast, this reflects a net increase of 322 positions -- an increase of 500 Non-Reimbursable positions and a decrease of 178 Reimbursable positions. The Non-Reimbursable headcount increase is primarily due to ESA, which increases by 302 positions, certain craft positions that were vacant in 2020 and are expected to be

hired in 2021, and additional staffing to support enhanced service to Belmont Park beginning in the fourth quarter of 2021. Reimbursable positions decrease due to anticipated changes in capital project activity. Otherwise, changes in year-end Non-reimbursable and Reimbursable headcount are due to the revised timing of capital and maintenance activity. As a result, the year-end headcount changes, as reported in the financial tables, can appear more dramatic than the change in average headcount.

Compared with the Mid-Year Forecast, there is a net increase of 111 positions - an increase of 106 Non-Reimbursable positions and an increase of 5 Reimbursable positions. The primary driver of the non-reimbursable position increase is to support COVID-19 cleaning. The Reimbursable increase is due to changes in projected capital project activity.

### **Financial Plan 2022-2024 Projections**

The total accrued impact of COVID-19 in the July Financial Plan includes a revenue loss of \$143.4 million in 2022 and \$1.6 million in 2023. Of those amounts, farebox revenue comprises \$140.6 million and \$1.5 million, respectively. Incremental expenses are \$26.9 million in 2022, 7 million in 2023. The incremental costs are primarily due to enhanced cleaning. For 2024, revenue is projected to be \$1,181.4 million.

The baseline projections for 2022 through 2023 reflect continued initiatives launched in 2020 and 2021 and the assumed recovery from COVID-19. During this period, the LIRR increases its investments in the Reliability Centered Maintenance Program as many components start to enter critical maintenance stages, as well as various operating budget impacts, including ESA, Moynihan Station, PTC, West Side Yard overbuild, and West End Concourse.

The baseline projections for 2022 through 2023 reflect these various impacts. Non-Reimbursable revenues grow by 56.6% in 2022, and 21.9% in 2023 with the assumed recovery from COVID-19 and with the launch of service to Belmont Park for Islanders and other events in October 2021, as well as GCT in 2022, while Reimbursable revenues increase by 0.4% in 2022, then decrease by 5.8% in 2023.

The pace of expense growth is higher than projected revenue growth, driven by COVID-19 related expenses and rates that exceed inflation in "uncontrollable" categories of expense, such as health insurance (active employees and retirees), pension, insurance, etc. Non-Reimbursable expenses grow by 2.9% from \$1,907.5 million in 2021 to \$1,962.3 million in 2022. They continue to rise by 3.5% in 2023, reaching \$2,030.5 million. The higher rate of growth in the out-years is primarily due to ESA readiness efforts. Reimbursable revenues/expenses increase by 0.4% in 2022, and decrease by 5.8% in 2023, and continues in 2024.

On a year-to-year basis, baseline positions increase by 13 positions in 2022, 1 position in 2023, and 118 in 2024. Non-Reimbursable positions increase by 57 in both 2022 and 2023, and 118 in 2024. These increases are primarily related to ESA readiness efforts (increases of 73 in 2022, and 66 positions in 2023). Reimbursable positions decrease by 44 in 2022 and 58 in 2023 due to anticipated changes in capital project activity.

Here ends the excerpt from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2023, Vol. 2, Sec. V. Agency Financial Plans: LIRR.”

## Metro-North: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V. Agency Financial Plans: Metro-North Railroad.”

<b>MTA METRO-NORTH RAILROAD</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Accrual Statement of Operations By Category</b>						
(\$ In millions)						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Operating Revenue</b>						
Farebox Revenue	\$756,680	\$264,229	\$405,474	\$643,688	\$783,671	\$789,475
Other Operating Revenue	57,200	319,455	53,615	61,948	65,827	74,657
Capital and Other Reimbursements	0,000	0,000	0,000	0,000	0,000	0,000
<b>Total Revenues</b>	<b>\$813,879</b>	<b>\$683,684</b>	<b>\$459,089</b>	<b>\$706,636</b>	<b>\$849,498</b>	<b>\$864,132</b>
<b>Operating Expense</b>						
<b>Labor:</b>						
Payroll	\$536,089	\$544,482	\$563,181	\$585,836	\$598,740	\$613,603
Overtime	99,482	93,229	96,481	99,531	101,598	103,750
Health and Welfare	109,252	115,150	119,883	125,187	127,716	131,844
OPEB Current Payments	38,132	40,000	37,000	38,000	39,000	39,000
Pension	110,010	129,235	122,410	121,613	122,912	121,292
Other Fringe Benefits	126,786	127,843	131,858	136,583	139,309	142,415
Reimbursable Overhead	(77,955)	(68,437)	(77,475)	(72,147)	(69,913)	(67,155)
<b>Total Labor Expenses</b>	<b>\$941,796</b>	<b>\$991,502</b>	<b>\$993,337</b>	<b>\$1,034,604</b>	<b>\$1,059,361</b>	<b>\$1,084,749</b>
<b>Non-Labor:</b>						
Electric Power	\$70,393	\$53,557	\$71,608	\$69,878	\$70,416	\$70,862
Fuel	19,266	10,339	18,667	19,968	19,566	20,251
Insurance	16,410	17,082	20,716	23,384	27,039	31,644
Claims	2,603	1,000	1,000	1,000	1,000	1,000
Paratransit Service Contracts	0,000	0,000	0,000	0,000	0,000	0,000
Maintenance and Other Operating Contracts	113,545	119,624	116,229	115,304	118,359	122,680
Professional Services Contracts	41,245	41,373	47,271	42,311	41,260	43,300
Materials and Supplies	107,389	109,220	105,148	100,191	106,399	103,872
Other Business Expenses	26,569	21,809	13,911	26,504	28,272	27,468
<b>Total Non-Labor Expenses</b>	<b>\$397,421</b>	<b>\$374,003</b>	<b>\$394,549</b>	<b>\$398,540</b>	<b>\$412,301</b>	<b>\$421,078</b>
<b>Other Expense Adjustments:</b>						
Other Expense Adjustments	\$0,000	\$0,000	\$0,000	\$0,000	\$0,000	\$0,000
<b>Total Other Expense Adjustments</b>	<b>\$0,000</b>	<b>\$0,000</b>	<b>\$0,000</b>	<b>\$0,000</b>	<b>\$0,000</b>	<b>\$0,000</b>
<b>Total Expenses Before Depreciation and GA&amp;B Adjs.</b>	<b>\$1,339,218</b>	<b>\$1,366,608</b>	<b>\$1,387,887</b>	<b>\$1,433,144</b>	<b>\$1,471,662</b>	<b>\$1,606,827</b>
Depreciation	\$241,596	\$246,507	\$246,507	\$246,507	\$246,507	\$246,507
OPEB Liability Adjustment	0,000	0,000	0,000	0,000	0,000	0,000
GA&B 75 OPEB Expense Adjustment	112,232	69,446	69,657	62,653	62,050	64,850
GA&B 68 Pension Expense Adjustment	(3,699)	(3,930)	2,270	2,200	17,510	(13,000)
Environmental Remediation	3,050	4,000	4,000	4,000	4,000	4,000
<b>Total Expenses</b>	<b>\$1,892,386</b>	<b>\$1,871,628</b>	<b>\$1,710,320</b>	<b>\$1,748,604</b>	<b>\$1,801,728</b>	<b>\$1,808,183</b>
<b>Net Surplus/(Deficit)</b>	<b>(\$878,518)</b>	<b>(\$1,087,844)</b>	<b>(\$1,261,231)</b>	<b>(\$1,042,868)</b>	<b>(\$962,231)</b>	<b>(\$844,060)</b>
<b>Cash Conversion Adjustments</b>						
Depreciation	\$241,596	\$246,507	\$246,507	\$246,507	\$246,507	\$246,507
Operating/Capital	(66,275)	(66,872)	(59,367)	(17,394)	(11,818)	(23,597)
Other Cash Adjustments	85,870	33,779	67,113	56,823	70,909	46,455
<b>Total Cash Conversion Adjustments</b>	<b>\$261,191</b>	<b>\$213,414</b>	<b>\$254,252</b>	<b>\$286,936</b>	<b>\$305,698</b>	<b>\$269,366</b>
<b>Net Cash Surplus/(Deficit)</b>	<b>(\$617,326)</b>	<b>(\$874,430)</b>	<b>(\$1,006,979)</b>	<b>(\$756,933)</b>	<b>(\$656,533)</b>	<b>(\$574,694)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V, pg. V-84. Agency Financial Plans, Metro-North, Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V, pgs. V-167-172. Agency Financial Plans: New York City Transit.”

### **METRO-NORTH FINANCIAL OVERVIEW**

Metro-North’s July Financial Plan 2021-2024 reflects the impacts of the Covid-19 pandemic that has affected the New York Metropolitan region since the end of February 2020. This Financial Plan is based on the most up-to-date information regarding Covid-19 and includes the resources required to sustain current operations and fund strategic investments. These investments promote safe, secure and reliable transportation service for our customers and a safe and secure working environment for our employees. Over the last several years, Metro-North has taken important steps to develop policies and initiatives to meet these objectives, and our work continues.

### **Strategic Plan: “Our Railroad”, “Our Vision”, “Our Future”**

In June of 2016, Metro-North launched a five-year Strategic Plan, which identifies three priority Areas: “Our Customers”, “Our Infrastructure”, and “Our People”.

Through these three priorities, an engaged workforce continues to progress Metro-North Railroad towards fulfilling its mission:

- “Our Customers” – Consistently meet customer expectations by ensuring safe, reliable, accessible and comfortable service, and by providing timely, accurate and open communication.
- “Our Infrastructure” – Ensure that all assets are in a state of good repair.
- “Our People” – Be an engaged, accountable and high performing workforce.

Plan drivers - Safety, Integrity, and Innovation establish the focus for new initiatives.

- Safety – Safety guides all decisions, actions and initiatives.
- Integrity – Maintain the public’s confidence and build a sustainable future.
- Innovation – Encourage new ways of thinking and doing business.

October 2018 saw the launch of Metro-North’s “Way Ahead Plan”, which lays out how Metro-North will continue to set the standard for safety, reliability and innovation in the delivery of customer service. The safety and security of customers and employees drives all “Way Ahead” actions and Metro-North has made great strides in this comprehensive initiative.

### **Covid-19 Response**

Ensuring the safety of customers and employees during the Covid-19 pandemic is now the key focus. To accomplish this goal, Metro-North implemented comprehensive new cleaning and disinfecting procedures for rolling stock, stations and employee facilities.

Specifically, crews are working around the clock to ensure that equipment used in service is disinfected at least once a day. All outlying stations are sanitized twice a day. Grand Central Terminal (GCT) customer and employee facilities, and all outlying employee facilities are being sanitized once a day. The July Financial Plan includes additional staffing in the Maintenance of Equipment, Customer Service, and Stations Departments to maintain the most aggressive cleaning and disinfecting program in agency history.

To further protect customers and employees, Metro-North implemented an employee temperature checking policy to ensure employees do not report to work with a fever. Floor decals indicating safe social distancing have been placed in Grand Central Terminal and at select stations. Metro-North is also providing employees with personal protective equipment, such as face masks or coverings; gloves; and, hand sanitizers and disinfectants. Customers and employees must wear face masks or coverings while on Metro-North property, including in stations, on trains, and in Grand Central Terminal. Metro-North also discontinued the collection of cash except at ticket vending machines.

Governor Cuomo’s PAUSE Executive Order, in effect since March 22, limits nonessential activities due to the Covid-19 pandemic. This, coupled with the slowing economy, caused a precipitous drop in use of our transportation services, devastating Metro-North’s funding envelope unlike anything previously experienced.

<b>MTA METRO-NORTH RAILROAD</b>												
<b>JULY FINANCIAL PLAN 2021-2024</b>												
<b>Total COVID-19 Impacts</b>												
(\$ in millions) - Fav/(Unfav)												
	2020		2021		2022		2023		2024		Five-Year Total	
	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
<b>Summary of COVID-19 Impacts</b>												
COVID-19	(70)	(\$518.2)	(194)	(\$404.8)	(194)	(\$169.3)	(194)	(\$33.6)	(194)	(\$33.1)	(194)	(\$1,159.0)
Revenue Loss	0	(\$524.1)	0	(\$378.4)	0	(\$139.6)	0	(\$1.7)	0	(\$0.3)	0	(\$1,044.2)
Expenses	(70)	\$5.9	(194)	(\$26.4)	(194)	(\$29.7)	(194)	(\$31.9)	(194)	(\$32.8)	(194)	(\$114.8)
CARES Act	0	\$280.5	0	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$280.5
<b>Total COVID</b>	<b>(70)</b>	<b>(\$237.6)</b>	<b>(194)</b>	<b>(\$404.8)</b>	<b>(194)</b>	<b>(\$169.3)</b>	<b>(194)</b>	<b>(\$33.6)</b>	<b>(194)</b>	<b>(\$33.1)</b>	<b>(194)</b>	<b>(\$878.4)</b>

The July Plan includes a net unfavorable \$1.2 billion in Covid-identified impacts over the five-year period. Of that amount, fare revenue is projected to fall short by \$511.6 million in 2020, \$374.4 million in 2021, \$137.6 million in 2022, and \$1.5 million in 2023, and is based upon analysis prepared by McKinsey. Additional losses are expected in retail rental and parking revenue.

Certain costs declined due a reduced service schedule and lower credit card transaction fees. However, considerable investments had to made to support ongoing intensified station and 24-hour rolling stock cleaning cycles, purchase personal protection equipment, and contract with third-party cleaning services. By operating on a reduced service schedule, Metro-North is able to provide much needed service to our first

responders and health care professionals while “right-sizing” service levels. As the reopening of the region continues, Metro-North will continue to monitor ridership and adjust service levels as needed. The ridership forecast included in the 2020 July Financial Plan is based upon analysis prepared by McKinsey which assumes a gradual return to pre-pandemic ridership levels by early 2023.

The July Financial Plan includes several new initiatives deemed essential to providing safe and reliable service for both customers and employee, as well as to ensure regulatory compliance. In conjunction with Covid-19 related efforts, Metro-North will continue to ensure the safe operation of the railroad and continue to maintain and enhance the railroad’s infrastructure, as follows:

### **Investments in Our Infrastructure**

#### **Positive Train Control (PTC)**

As Metro-North prepares for the successful implementation of PTC by the December 2020 deadline, 123 new positions will be required to provide ongoing operations and maintenance of this complex system. The Maintenance of Way Department will require in-house staff for management functions, such as: testing; configuration and upgrades; trouble desk support; and 24/7 access controls. In addition, outside field personnel will be needed to maintain, support, and provide 24/7 troubleshooting of the PTC wayside and radio equipment. The Maintenance of Equipment Department will require staffing to provide technical support; equipment engineering; maintenance production; quality control; and, support shop maintenance to ensure the reliability and safety of the PTC system on rolling stock.

#### **Maintenance of Way Inspection Car Positions**

As per the recommendation of the MTA’s Blue-Ribbon Panel, the FRA and the National Transportation Safety Board, Metro-North purchased an inspection car to improve track inspections. The inspection car will be in service later this year. Three employee positions are needed to control the ten distinct measurement systems during inspection runs as well as provide post-inspection data analysis for track maintenance planning.

### **2020 MID-YEAR FORECAST**

Non-Reimbursable 2020 Mid-Year Forecast reflects revenue projections totaling \$583.7 million and expenses, including non-cash liability adjustments of \$1,671.5 million, resulting in an operating deficit of \$1,087.8 million. Operating revenue includes fare revenue of \$264.2 million which is \$511.6 million unfavorable versus the Adopted Budget, due to significantly lower ridership resulting from the effects of Covid-19. Other operating revenue of \$319.5 million is \$257.8 million higher than the Adopted Budget, driven by the receipt of funds from the CARES Act for the NYS portion of net operating losses, partially offset by lower net GCT retail and station revenues. Non-Reimbursable operating expenses are \$48.5 million higher than the Adopted Budget. This is due primarily to a

higher GASB 75 Adjustment as well as higher expenses for pension, payroll, maintenance and operating contracts; lower overhead credit due to decreased capital project activity; and lower energy and business expenses.

Reimbursable 2020 Mid-Year Forecast of expenses (and revenue) are \$341.7 million, which is \$5.9 million lower than the Adopted Budget. This decrease largely reflects the timing of project activity and refinements to project scheduling primarily for the West of Hudson Track Improvements; Harlem Wayside Communication & Signal Improvements; Grand Central Terminal Turnouts – Switch Renewal; Cyclical Replacement Insulated Joint; Install Bridge Timbers; Harlem to Poughkeepsie Signals; and Maybrook Trailway-Beacon Line Projects.

The 2020 Mid-Year Cash Forecast cash subsidy requirement of \$874.4 million for nonreimbursable operations is \$257.4 million higher than the 2020 Adopted Budget. This reflects lower than budgeted cash receipts by \$237.1 million combined with higher than budgeted cash expenditures by \$20.3 million.

#### **2021 PRELIMINARY BUDGET BASELINE**

Non-Reimbursable 2021 Preliminary Budget reflects revenue projections totaling \$459.1 million and expenses, including non-cash liability adjustments, of \$1,710.3 million that generate an operating deficit of \$1,251.2 million. Fare revenue of \$405.5 million is \$141.2 million higher than 2020 due to a gradual increase in ridership. Other Operating Revenue of \$53.6 million is projected to be \$265.8 million unfavorable versus 2020, reflecting the prior year's recovery of receipts from the CARES Act, partially offset by higher advertising and net GCT retail income revenues. Operating expenses of \$1,710.3 million are \$38.8 million higher, reflecting primarily increased energy and labor costs.

Reimbursable 2021 Preliminary Budget expenses (and revenue) total \$305.8 million, a decrease of \$35.8 million versus 2020 primarily driven by the completion of the Maybrook Trailway-Beacon Line.

The 2021 Mid-Year Cash Forecast cash subsidy requirement of \$997.0 million for Non-Reimbursable operations is \$122.5 million higher than the 2020 Mid-Year Cash Forecast. This reflects lower cash receipts by \$173.9 million partially offset by lower expenditures by \$51.4 million.

#### **2022-2024 PROJECTIONS**

Non-Reimbursable revenues increase by \$246.5 million in 2022, \$143.9 million in 2023 and \$14.6 million in 2024. Operating expenses, including non-cash liability adjustments, increase by \$38.2 million in 2022, \$53.2 million in 2023 and \$6.5 million in 2024. Reimbursable expenditures (and receipts) are lower in 2022 and 2023 by \$57.5 million and \$1.6 million, respectively, and higher in 2024 by \$2.7 million. The 2022 to 2024 July



Financial Plan subsidy requirements are lower by \$240.0 million in 2022 and \$155.8 million in 2023 and higher in 2024 by \$28.1 million.

Expenditure projections for 2022 to 2024 allow Metro-North to continue to provide a safe and secure environment for customers and employees by complying with New York State mandated cleaning protocols for stations, rolling stock and employee locations. It also allows the railroad to continue initiatives that maintain appropriate train service levels; continue service reliability programs that maintain rolling stock and the right-of-way; and incorporate projected cost changes in labor, energy, employee benefits, insurance, consulting, material, as well as capital projects. Major assumptions reflected in 2022 to 2024 are furnished later in this document.

### **Ridership Projections**

Ridership projections incorporated into the 2020 July Financial Plan are based on analysis prepared by McKinsey. Current projections assume a gradual return to current ridership levels in early 2023.

Total East and West of Hudson ridership is projected at 28.3 million in 2020 or 67.7 percent lower than the 2020 Adopted Budget, reflecting a significant decline in ridership projections due to the effects of Covid-19. East of Hudson ridership is projected at 27.8 million rides or 67.7 percent lower than the Adopted Budget due to the aforementioned decline in ridership projections. In 2021-2023, East of Hudson ridership is projected to decline versus the prior plan by 48.0 percent, 17.6 percent, and 0.2 percent, respectively. During this period, ridership growth is projected to recover gradually year-over-year as it returns to previous levels. West of Hudson utilization is projected at 0.5 million in 2020 or 67.8 percent lower than the Adopted Budget, reflecting the decline in ridership due to the effects of Covid-19. In 2021-2023, West of Hudson ridership versus the Adopted Budget is projected to decrease by 48.6 percent, 18.0 percent, and 0.2 percent, respectively.

Here ends the excerpt from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2023, Vol. 2, Sec. V. Agency Financial Plans: Metro-North.”

## MTA Bus: Projected Operating Revenues and Expenditures

The following table of projected operating revenues and expenses is excerpted from the “MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V. Agency Financial Plans: MTA Bus.”

<b>MTA BUS COMPANY</b>						
<b>July Financial Plan 2021 - 2024</b>						
<b>Accrual Statement of Operations By Category</b>						
(\$ in millions)						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Operating Revenue</b>						
Farebox Revenue	\$224.812	\$78.745	\$114.901	\$183.908	\$223.671	\$225.374
Other Operating Revenue	17.247	341.422	21.193	22.040	22.183	23.764
Capital and Other Reimbursements	0.000	0.000	0.000	0.000	0.000	0.000
<b>Total Revenues</b>	<b>\$242.058</b>	<b>\$420.167</b>	<b>\$136.094</b>	<b>\$205.949</b>	<b>\$245.854</b>	<b>\$249.139</b>
<b>Operating Expense</b>						
<b>Labor:</b>						
Payroll	\$304.850	\$290.814	\$292.591	\$313.219	\$304.717	\$305.173
Overtime	78.722	84.549	99.532	100.729	100.785	101.607
Health and Welfare	88.184	79.801	83.497	88.081	92.044	96.496
OPEB Current Payments	27.364	25.062	26.481	27.781	29.106	30.513
Pension	59.770	69.699	65.327	64.811	65.652	65.359
Other Fringe Benefits	60.889	73.795	75.722	78.624	77.788	77.917
Reimbursable Overhead	(2.852)	(0.897)	(0.906)	(0.935)	(0.932)	(0.930)
<b>Total Labor Expenses</b>	<b>\$615.127</b>	<b>\$622.823</b>	<b>\$642.244</b>	<b>\$672.270</b>	<b>\$669.139</b>	<b>\$676.134</b>
<b>Non-Labor:</b>						
Electric Power	\$1.843	\$1.630	\$1.834	\$1.837	\$1.922	\$1.950
Fuel	24.904	16.010	19.643	20.880	21.712	23.172
Insurance	4.614	5.809	7.035	8.733	10.084	12.078
Claims	78.784	74.245	76.099	77.992	79.909	81.829
Paratransit Service Contracts	0.000	0.000	0.000	0.000	0.000	0.000
Maintenance and Other Operating Contracts	31.166	43.251	48.434	44.839	43.024	44.447
Professional Services Contracts	28.241	46.408	41.310	42.437	42.313	42.652
Materials and Supplies	45.173	55.031	58.947	57.291	54.563	54.702
Other Business Expenses	3.835	4.533	4.638	5.020	5.146	5.213
<b>Total Non-Labor Expenses</b>	<b>\$218.560</b>	<b>\$246.917</b>	<b>\$257.942</b>	<b>\$259.029</b>	<b>\$258.673</b>	<b>\$266.044</b>
<b>Other Expense Adjustments:</b>						
Other Expense Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<b>Total Other Expense Adjustments</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>	<b>\$0.000</b>
<b>Total Expenses Before Depreciation and GASB Adjs.</b>	<b>\$833.688</b>	<b>\$869.741</b>	<b>\$900.186</b>	<b>\$931.299</b>	<b>\$927.812</b>	<b>\$942.178</b>
Depreciation	\$44.703	\$54.341	\$54.778	\$56.163	\$56.163	\$56.163
OPEB Liability Adjustment	0.000	0.000	0.000	0.000	0.000	0.000
GASB 75 OPEB Expense Adjustment	0.000	100.150	100.150	103.295	103.295	103.295
GASB 68 Pension Expense Adjustment	51.753	50.900	44.000	44.300	52.400	37.600
Environmental Remediation	1.664	0.000	0.000	0.000	0.000	0.000
<b>Total Expenses</b>	<b>\$931.807</b>	<b>\$1,075.132</b>	<b>\$1,099.114</b>	<b>\$1,135.056</b>	<b>\$1,139.669</b>	<b>\$1,139.236</b>
<b>Net Surplus/(Deficit)</b>	<b>(\$689.749)</b>	<b>(\$654.965)</b>	<b>(\$963.020)</b>	<b>(\$929.107)</b>	<b>(\$893.816)</b>	<b>(\$890.097)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 2, Sec. V, pg. V-377. Agency Financial Plans, MTA Bus Company, Accrual Statement of Operations by Category, Nonreimbursable.

The following information is excerpted from “MTA 2021 Preliminary Budget: July Financial Plan 2021-2024, Vol. II, Section V, pgs. V-167-172. Agency Financial Plans: MTA Bus.”

**MTA BUS FINANCIAL OVERVIEW**

The Covid-19 global pandemic and the economic slowdown triggered by stay-at-home orders to mitigate and prevent the spread of the virus has caused bus ridership to plummet to anomalous levels. Based on an analysis prepared by McKinsey, the July Plan assumes a gradual return to pre-pandemic levels by early 2023. All Covid-identified financial impacts are included in the July Plan.

Despite the pandemic, the MTA Bus remains committed to providing safe, secure, reliable, and cost-efficient transportation service critical to fostering the vibrancy and prosperity of New York. To that end, the July Financial Plan maintains investments previously made in those areas and programmatic initiatives critical to sustaining current operations.

**Covid-19 Response**

To prevent the spread and transmission of Covid-19, MTA Bus has operated on a reduced service schedule (a/k/a Essential Service Plan) since March. This, and the slowing-down of the economy, coupled with Gov. Cuomo’s PAUSE Executive Order which severely limited non-essential activities through-out the State, caused a precipitous drop in the utilization of bus service throughout the service region.

<b>MTA BUS COMPANY</b>												
<b>JULY FINANCIAL PLAN 2021-2024</b>												
<b>Total COVID-19 Impacts</b>												
(\$ in millions) - Fav / (Unfav)												
	2020		2021		2022		2023		2024		Five-Year Total	
	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
<b>Summary of COVID-19 Impacts</b>												
COVID-19	(3)	(\$180.0)	(3)	(\$173.5)	(3)	(\$95.2)	(3)	(\$56.3)	(3)	(\$57.0)	(3)	(\$562.0)
Revenue Loss	0	(\$148.8)	0	(\$109.4)	0	(\$40.5)	0	(\$0.5)	0	\$0.0	0	(\$299.2)
Expenses	(3)	(\$31.2)	(3)	(\$64.0)	(3)	(\$54.7)	(3)	(\$55.9)	(3)	(\$57.0)	(3)	(\$262.8)
CARES Act	0	\$323.4	0	\$0.0	0	\$0.0	0	\$0.0	0	\$0.0	0	\$323.4
<b>Total COVID</b>	<b>(3)</b>	<b>\$143.3</b>	<b>(3)</b>	<b>(\$173.5)</b>	<b>(3)</b>	<b>(\$95.2)</b>	<b>(3)</b>	<b>(\$56.3)</b>	<b>(3)</b>	<b>(\$57.0)</b>	<b>(3)</b>	<b>(\$238.6)</b>

The July Plan includes a net unfavorable \$562 million in identified impacts over the five-year period. Of that amount, fare revenue is projected to decline by \$146.5 million in 2020, \$109.4 million in 2021, \$40.5 million in 2022, and \$0.5 million in 2023. Also, advertising revenue loss is projected at \$2.3 million in 2020. Moreover, expense increases

reflect the current and anticipated operational needs and impacts of new protocols to reduce the spread and transmission of the Covid among employees and customers, which include: cleaning and support services; backfill overtime; materials & supplies (includes Personal Protection Equipment (PPE); additional death benefits and health coverage; and, use of cleaning technology (e.g., antimicrobial biostatistics, ultraviolet light, electrostatic sprayers on buses and at depots/crew facilities). This is partially offset by savings resulting from operating on a reduced service schedule. The CARES Act provided \$323.4 million to cover operating service. Ridership will continue to be closely monitored and services adjusted accordingly in accordance with Covid-related data and other factors.

Expenses to mitigate the effects of Covid-19 on riding customers has had considerable financial impact on MTA Bus, including:

- \$146.5 million fare revenue loss, which is based on analysis prepared by McKinsey;
- \$13.4 million for Covid-related projects:
  - The Maintenance Department, Central Management Office (CMO) is piloting new cleaning and safety technology:
    1. Testing new ways to clean and disinfect more efficiently.
    2. Replacement of interim vinyl curtain on express buses with Plexiglas barriers.
    3. Modifying operator driver barriers on buses to separate the operator from passengers and still allow access to the farebox.
- \$12.6 million for Covid Cleaning:
  - To more effectively combat the spread of Covid, extensive cleaning efforts in public spaces and at employee facilities, include around the clock disinfecting of poles, seating, floors, ceilings, doors, and walls. Preventative measures also include the distribution of safety equipment such as bus operator seat covers, hand sanitizers, masks, and other PPE to employees.
  - Every bus is disinfected at least once every 24 hours. Buses that were in service during the day, but out of service at night, get a more comprehensive cleaning each night.
- \$5.2 million Death/Dependent Benefits:
  - Covid Family Death Benefits approved by the MTA Board in April 2020. This includes the \$500k to a spouse or beneficiary of a worker who dies because of coronavirus.
  - Health coverage extended for an additional three years for a deceased worker's spouse and dependents.

### **2020 Mid-Year Forecast**

MTA Bus Company's 2020 Mid-Year Forecast totals \$875.3 million, consisting of \$869.7 million nonreimbursable expenses and \$5.6 million of reimbursable expenses. Total revenue is projected to be \$425.7 million, of which \$78.7 million is fare revenue, \$341.4 million is other operating revenue, and \$5.6 million in capital and other reimbursements.

There is a total baseline of 3,920 full-time and full-time equivalent positions (3,882 non-reimbursable positions and 38 reimbursable positions). The 2020 net operating cash deficit is projected to increase by \$100.5 million from the July Plan. Major operating cash changes include:

- A fare revenue decrease of \$146.5 million due to a significant decline in ridership from the effects of Covid.
- Other operating revenue increase of \$321.1 million due to receipts from the CARES Act.
- Total labor expenses increase by \$31.7 million due to extraordinary cleaning and sanitization efforts to combat the spread of Covid-19.
- Total non-labor expenses increase by \$9.7 million due mainly to Covid.
- Unfavorable cash adjustment of \$27.9 million, consists of a \$35.3 million unfavorable cash timing impact from 2019 year-end results partially offset by, \$4.8 million favorable GASB 68 pension adjustment, and \$2.6 million in claims adjustments.

Total non-reimbursable positions increase by three positions to 3,920 full-time and full-time equivalent positions (3,882 non-reimbursable positions and 38 reimbursable positions).

### **2021 Preliminary Budget**

The MTA Bus 2021 Preliminary Budget includes total expenses before depreciation and other post-employment benefits of \$905.8 million, consisting of \$900.2 million of nonreimbursable expenses and \$5.6 million of reimbursable expenses. Total revenue is projected to be \$141.7 million, of which \$114.9 million is fare revenue, \$21.2 million is other operating revenue, and \$5.6 million in capital and other reimbursements. Positions total 3,894 full-time and full-time Equivalent (3,856 non-reimbursable positions and 38 reimbursable positions).

The 2021 net operating cash deficit is projected to increase by \$175.5 million from the 2020 February Financial Plan. Major operating cash changes include:

- Fare revenue decrease of \$109.4 million due to ridership loss from Covid.
- Total labor expense increase by \$41.7 million due to Covid response efforts.
- Total non-labor increase by \$27.1 million due to Covid response efforts.
- Favorable cash adjustment of \$10.3 million consisting of a favorable GASB 68 pension adjustment of \$7.7 million and a claims adjustment of \$2.6 million.

### **2022 – 2024 Projections**

Net operating cash deficits are projected to decrease by \$105.5 million in 2022, and \$72.4 million in 2023 relative to the 2020 February Plan. Major operating cash changes include:

- Fare revenue decrease of \$40.5 million in 2022 and \$0.5 million in 2023 due to Covid.
- Total labor expenses increase by \$45.0 million in 2022 and \$50.5 million in 2023 due to Covid.
- Total non-labor increase by \$22.7 million in 2022 and \$24.2 in 2023 due to Covid.
- Favorable cash adjustments of \$10.4 million in 2022 and \$9.7 million in 2023 due to an increase in GASB 68 Pension costs based on the latest actuarial re-estimates, \$7.7 million in 2022, \$6.9 million in 2023. As well as an increase in Claims of \$2.7 million in 2022 and \$2.8 million in 2023.

Plan-to-Plan, total baseline positions are projected to increase by 3 in 2022 to 2023. MTA Bus 2024 projection includes total expenses before depreciation, OPEB and GASB Adjustments of \$948.0 million, consisting of \$942.2 million of non-reimbursable expenses and \$5.8 million of reimbursable expenses. Total revenues are projected to be \$254.9 million, of which \$249.1 million are operating revenues and \$5.8 million are capital and other reimbursements. Total baseline positions are projected to 3,909, equivalent to 2023 projections.

### **Ridership**

The July Plan ridership forecast reflects the McKinsey projections and a continuation of the actual ridership experienced through May, which was significantly below budget due to the governor's PAUSE executive order and the downturn in the economy. The 2020 Mid-Year Forecast for ridership is 79.2 million lower than the Adopted Budget projection. Ridership is expected to increase by 58.3 million in 2021, 21.6 million in 2022, and 0.3 in 2023. Year 2024 and subsequent years remain unchanged from the February Plan. While overall ridership for 2021 is projected to increase by 51 percent over 2020 due to expected rebound from Covid-19, the 2021 ridership projection is still 58.3 million lower than the February Plan forecast.

### **Revenue**

Projected fare revenue is lower than the 2020 February Plan by \$146.5 million in 2020, \$109.4 million in 2021, \$40.5 million in 2022, and \$0.5 million in 2023 due to ridership declines.

## Section 8. Projected Capital Resources and Agency Allocations

The following section presents capital resources and allocations set forth in the 2020-2024 MTA Capital Program. The MTA Capital Programs cover five-year periods and are subject to CPRB approval. This section covers major capital allocations included in the Program for NYC Transit Subways and Buses, including SIR; MTA Bus; LIRR; and Metro-North. Unless otherwise indicated, it does not include allocations for B&T, which is not subject to CPRB oversight and is not required by PAL §1269-d. The 2020-2024 Capital Program is available under the “MTA Info” menu item at [www.mta.info](http://www.mta.info), which also posts regular updates on the progress of capital projects on the Capital Program Dashboard. In 2019, the NYS legislature authorized three new funding sources for the Capital Program: Central Business District Tolling (CBDT); a progressive tax on high-end real estate sales; and elimination of the internet tax advantage. See also Section 10 of this report, “Specific Allocations of Operating and Capital Resources.” The following table of Capital Program funding and description of funding sources is excerpted from the Capital Program.

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

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

## Agency Capital Allocations and Investment Overview

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

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

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

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



## MTA Capital Allocations by Agency

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

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

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

## NYC TRANSIT SUBWAYS AND BUSES - \$35.389 BILLION

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

- Accelerated investments in state-of-the-art signal systems, and associated fleets and infrastructure, to transform the reliability and capacity of the subway system;
- Accelerated investments in accessibility for customers with disabilities;
- Accelerated state of good repair investments in critical subway infrastructure and stations;
- An enhanced, zero-emission bus fleet to serve a reimagined route network.

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

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

**LIRR PROPOSED 2020-2024 CAPITAL PROGRAM - \$3.737 BILLION**

The LIRR’s proposed 2020-2024 Capital Program demonstrates the agency’s ongoing commitments to maintaining and enhancing mobility, economic health, and quality of life in the region. The proposed 2020-2024 Capital Program includes investments of \$3.737 billion over the course of the program (Exhibit 9). These investments work towards addressing state of good repair (SGR) needs, preserving and enhancing LIRR assets through funding the network’s most essential infrastructure – Stations, Track, Bridges and Viaducts, Communications and Signals, Power, and Shops & Yards. In addition, system improvements identified within the Stations, Power, Track, and Shops & Yards categories will improve the customer experience and position the LIRR to serve new markets and more fully realize the benefits of service to two Manhattan Terminals: Penn Station and GCT. Finally, funds are allocated to provide for miscellaneous program costs to support these activities and to support the LIRR’s commitment to keep the system secure. In addition, LIRR has proposed funds in support of the MTA-wide Small Business Development (SBD) Program; \$85 million in anticipated mentoring scope has been identified within the program to help meet the MTA mentoring goals.

<b>LIRR PROPOSED 2020-2024 CAPITAL PROGRAM BY CATEGORY</b>		
<b>(\$ IN MILLIONS)</b>		
<b>Category</b>	<b>Proposed 2020-2024</b>	<b>Percent</b>
Rolling Stock	\$242	7%
Stations	910	24%
Track	1,018	27%
Line Structures	343	9%
Communications and Signals	364	10%
Shops & Yards	203	5%
Power	426	11%
Miscellaneous	231	6%
<b>Total</b>	<b>\$3,737</b>	<b>100%</b>

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

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

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

### METRO-NORTH PROPOSED 2020-2024 CAPITAL PROGRAM BY CATEGORY (\$ IN MILLIONS)

Category	Proposed 2020-2024	Percent
Rolling Stock	\$ 853	24%
GCT, Stations and Parking	1,129	32%
Track and Structures	1,021	29%
Communications and Signals	182	5%
Power	202	6%
Shops and Yards	23	1%
Miscellaneous	148	4%
<b>Total</b>	<b>\$3,558</b>	<b>100%</b>

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

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

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

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

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

**MTACD PROPOSED 2020-2024 CAPITAL PROGRAM - \$7.798 BILLION**

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

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

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

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

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

Longterm strategies relating to cost-controls, revenue, and productivity across the MTA are addressed in the [MTA Transformation Plan](#), a major reorganization plan that is currently being implemented by the MTA Transformation Management Office (TMO) and is summarized below. This plan will, among other things, consolidate the MTA’s agency support functions, streamlining departments, eliminating overlaps, and creating systemwide cost efficiencies. In addition, the MTA implemented various ongoing cost-controls covered in the quarterly financial plans, along with a number of cost reductions in 2020 relating to the financial impacts of the Covid-19 pandemic. The following is excerpted from the July Plan. This summary represents the most current strategies relating to cost-saving, revenue, and productivity, as well as policies instituted to address those issues. Specific cost-saving initiatives undertaken by the MTA transit and commuter rail agencies, as summarized in the MTA 2020 Annual Report to the Governor, appear after this excerpt. The complete July Plan can be found at [www.mta.info](http://www.mta.info). From “Executive Summary,” July Financial Plan 2021-2024, Vol. 1:

### **THE 2020 MTA JULY FINANCIAL PLAN**

The “July Plan” or “Plan”, which includes the 2020 Mid-Year Forecast, the 2021 Preliminary Budget and a Financial Plan for the years 2021-2024, updates the February Financial Plan. Since 2010, MTA financial plans – developed in a disciplined, consistent, and transparent process – have included the impact of our continuous pursuit of operational efficiencies and recurring cost reductions which have been used to temper the amount of revenues needed from biennial fare and toll increases and governmental subsidies and have provided funding for the capital program and enhanced maintenance. When sustainable, Plans have reflected added service, while at the same time addressing longterm costs such as pensions, health care, paratransit, and debt service once considered “uncontrollable.”

This Plan was to be no exception and was to continue down the path set by previous Plans. Aside from its global and national effect, the novel coronavirus (Covid-19) outbreak and the ensuing pandemic wrought social and economic disruption to the MTA Region, altering MTA’s financial trajectory and focus to one of survival.

## **THE FEBRUARY PLAN**

The February Plan projected cash balances of \$134 million in 2019, \$81 million in 2020, \$273 million in 2021, and \$157 million in 2022, with a deficit of \$130 million in 2023. The February Plan also reflected significant favorable impacts of \$1.6 billion in estimated savings from the MTA Transformation Plan. Without the Transformation savings, the 2023 deficit would have grown to \$762 million. In addition to the Transformation savings, the February Plan was based on three key inter-related elements: (i) fare and toll price increases which net 4 percent yield in annual revenue in both 2021 and 2023; (ii) annually recurring cost reduction and containment targets that resulted in annual savings of almost \$2.8 billion per year by 2023; and (iii) maintaining major on-going initiative investments for the Long Island Rail Road “Forward” plan, the “Bus Plans” at NYC Transit and MTA Bus, the Metro-North “Way Ahead” Plan, and the SAP for NYC Transit.

The February Plan included the approved settlement with Local 100 of the Transport Workers Union, and the incremental cost of \$165 million over the Plan period above the assumed annual 2 percent increases for the TWU and for TWU-pattern settlements with the remaining represented workforce. The February Plan also reflected an additional \$11 million in 2020 from the Petroleum Business Tax, and an additional \$775 million over the Plan period in Metropolitan Mass Transportation Operating Assistance (MMTOA) funds, reflecting the Fiscal Year 2021 New York State Executive Budget released by Governor Cuomo in mid-January. The February Plan also reflected a significant increase in debt issuance and debt service for the 2020-2024 Capital Program with financial support coming from \$7.3 billion of bonds supported by Central Business District Tolling lockbox revenues, including Internet Marketplace Sales Tax and Mansion Tax receipts. The debt service of \$742 million over the Plan period would be paid directly from those capital lockbox revenues with no impact on the operating budget.

The 2020 Adopted Budget was balanced with the use of one-shot actions, including the release of the \$165 million General Reserve for 2019 and the carryover of the 2019 surplus of \$134 million. The February Plan also included the expectation that the City of New York would increase its contribution to fund paratransit and equally share with the MTA the operating deficit of the paratransit program. Lastly, the February Plan included \$35 million in funding for a re-estimate of 2020 NYC Transit maintenance expenses.



**While the February Plan projected surpluses in 2020 and 2021, COVID-19 has and is expected to further severely impact MTA finances**

	<u>2020</u>	<u>2021</u>	<u>2-Year Total</u>
<b>2020 Adopted Budget</b>			
Total Operating Expenses + Debt Service	\$17.12 B	\$17.41 B	\$34.53 B
<b>McKinsey COVID-19 Analysis</b>			
Fare and Toll Revenue	\$(5.30) B	\$(3.90) B	\$(9.20) B
Subsidies	(1.70) B	(1.90) B	(3.60) B
Additional Expenses	(0.75) B	(0.75) B	(1.50) B
<b>Total COVID-19 Loss</b>	<b>\$(7.75) B</b>	<b>\$(6.55) B</b>	<b>\$(14.30) B</b>
<b>Percent of Total Budget</b>	<b>-45.3%</b>	<b>-37.6%</b>	<b>-41.4%</b>
<b>Federal CARES Act</b>	<b>\$4.00 B</b>	<b>\$0.00 B</b>	<b>\$4.00 B</b>
<b>Remaining Budget Loss</b>	<b>\$(3.75) B</b>	<b>\$(6.55) B</b>	<b>\$(10.30) B</b>
<b>Percent of Total Budget</b>	<b>-21.9%</b>	<b>-37.6%</b>	<b>-29.8%</b>

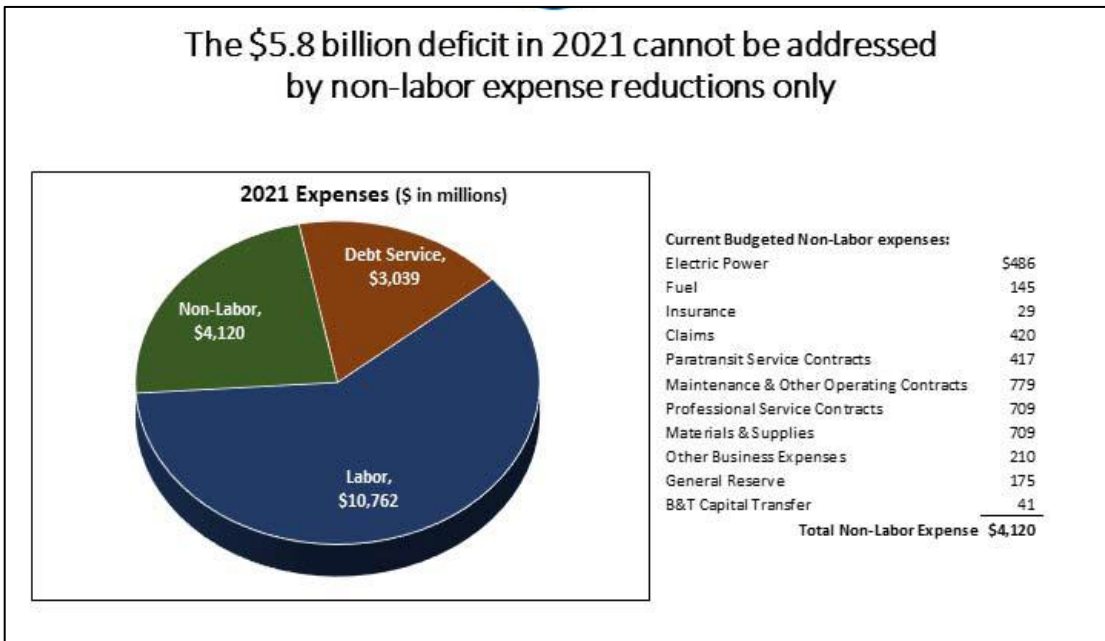
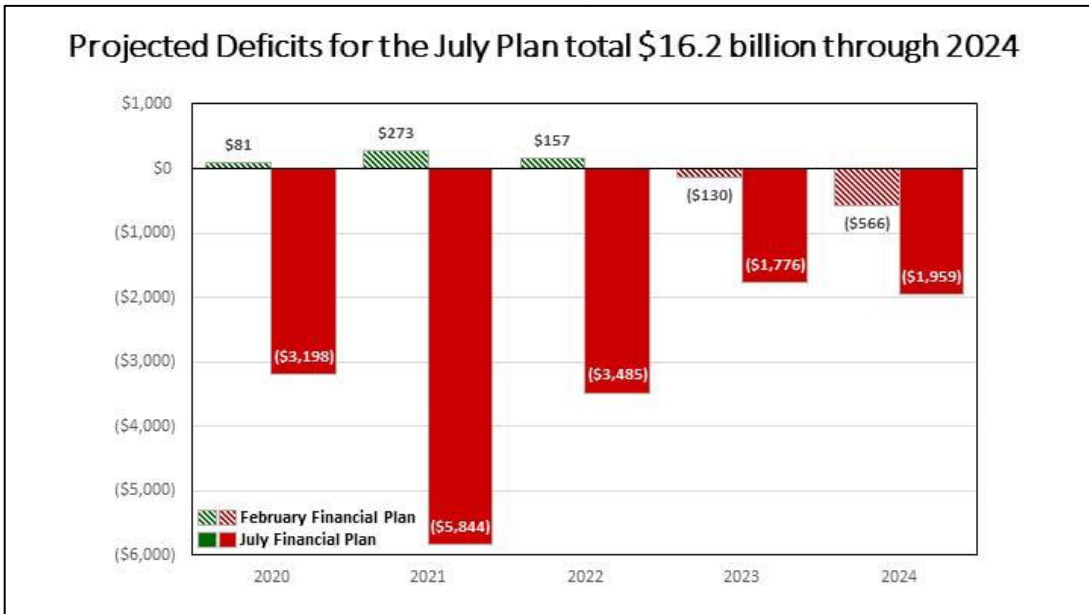
For the 2020 to 2021 period, McKinsey estimated that MTA would have a budgetary loss of \$10.3 billion, or 30 percent, after factoring in the \$4 billion in aid made available through the CARES Act. The full McKinsey analysis can be found at <https://new.mta.info/document/16951>. McKinsey performed a follow up review in early July and concluded their estimates remain valid.

Over the Plan period, the impact of the pandemic is projected to adversely affect MTA's finances by \$16.2 billion, with fare and toll revenues down a combined \$10.3 billion, advertising and rental income down \$397 million, expenses \$2.7 billion higher, and subsidies \$6.9 billion lower. The federal CARES Act funds of \$4 billion partially offset these losses.

**The impact from COVID-19 is still expected to be felt over the entire Plan period**

	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
<b>Operating Forecasts:</b>					
Farebox Revenue	(\$4,200)	(\$3,130)	(\$1,157)	(\$13)	\$0
Toll Revenue	(\$880)	(\$730)	(\$164)	\$0	\$0
Advertising/Rental Revenue	(\$120)	(\$65)	(\$71)	(\$72)	(\$69)
Direct COVID-related Expenses	(\$500)	(\$531)	(\$518)	(\$496)	(\$496)
Net Indirect COVID Expenses	(\$67)	(\$45)	(\$0)	(\$2)	\$0
<b>Subsidy Forecasts</b>	<b>(\$2,069)</b>	<b>(\$1,928)</b>	<b>(\$1,263)</b>	<b>(\$850)</b>	<b>(\$791)</b>
<b>CARES Act Funds</b>	<b>\$4,009</b>	<b>--</b>	<b>--</b>	<b>--</b>	<b>--</b>
<b>Total Net Impact</b>	<b>(\$3,826)</b>	<b>(\$6,429)</b>	<b>(\$3,172)</b>	<b>(\$1,431)</b>	<b>(\$1,356)</b>

These impacts, along with other changes, severely altered the financial plan from estimates in the February Plan.



The MTA is committed to continuing its efforts to identify and enact expense reductions. The Plan already includes \$1.75 billion in savings from the current BRPs, \$1.85 billion in savings from the existing Transformation program, and \$153 million in savings from the MTA-wide hiring freeze. Additional savings, however, are urgently in need. If no further

aid is made available from the federal government, MTA will need to solve the deficit problem internally.

While the 2020-21 New York State Enacted Budget includes a provision enabling the MTA to borrow up to \$10 billion for longterm deficit financing, the financial capacity to cover debt service for such borrowing will need to be found and dedicated. In its continuous pursuit of operating efficiently and streamlining costs, the MTA has revisited areas of operations where spending reductions can be initiated, such as overtime, consulting contracts, and other non-personnel expenses.

While this initial list of prospective savings totals \$1.375 billion over the Plan period, it would be insufficient to cover the debt service incurred from \$10 billion of longterm deficit financing. Other actions are necessary and critical to the sustainability of the MTA and the greater New York region on which its services depend. Without additional aid, the MTA would have to resort to draconian measures, and the list of possible actions does not include any attractive options.

A reduction or delay in the Capital Program will have a limited impact on the operating budget. MTA's contribution to the Capital Program is back-ended, with initial funding being covered by receipts from the Mansion Tax, the Internet Marketplace Sales Tax and Congestion Pricing, and from State and City contributions to the Capital Plan. If the MTA uses the Mansion Tax and Internet Marketplace Sales Tax revenues to assist in covering the MTA operating budget – as is permitted for the next two years – this action would consume cash and reduce liquidity.

Fare and toll increases, beyond the 4 percent biennial increases proposed for 2021 and 2023 already incorporated in the Plan, will not generate sufficient revenue, particularly with ridership and traffic at subdued levels due to the pandemic. And while permissible, a cash management action to reduce or delay pension contributions will not reduce this MTA liability. A wage freeze is also a potential short-term cash management action. Reductions in Force and service reductions are undesirable actions. None of the potential actions are attractive and hard decisions will have to be made.

## Actions will depend on Federal funding

	(dollars in millions)				
	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
<i>Actions Already in the Financial Plan:</i>					
Budget Reduction Program (2019 BRP)	\$350	\$350	\$350	\$350	\$350
Savings from existing Transformation program	0	430	472	475	475
Hiring Freeze	88	17	16	16	16
<b>Sub-total</b>	<b>\$438</b>	<b>\$797</b>	<b>\$838</b>	<b>\$841</b>	<b>\$841</b>
<i>Potential Additional Federal Funding</i>	\$3,900	\$0	\$0	\$0	\$0
<i>New Actions <u>Initially</u> Identified:</i>					
Overtime Spending Reduction	\$35	\$105	\$105	\$105	\$105
Consulting Contract Reductions	115	135	70	55	70
Other Non-Personnel Expense Reductions	85	100	95	95	100
<b>Sub-total</b>	<b>\$235</b>	<b>\$340</b>	<b>\$270</b>	<b>\$255</b>	<b>\$275</b>

*Actions identified to date will not be enough; future actions being reviewed include:*

Reduce or Delay Capital Program	Wage Freeze
Fare and Toll Increases (above 4% biennial)	Reductions in Force
Delay in Pension Contributions	Service Reductions
	Long-Term Deficit Financing

### OTHER ELEMENTS OF THE JULY PLAN

Beyond Covid-19 impacts, changes since February include:

Changes and re-estimates improving financial results over the Plan period (2020-2024):

- Assumed receipt of additional federal Covid-19 aid (\$3.9 billion)
- Lower debt service costs (\$585 million)
- Savings from lower electric power and fuel rates (\$191 million)
- Savings from Hiring Freeze in 2020 and deferring hiring (\$137 million)

Changes and re-estimates worsening financial results over the Plan period (2020-2024):

- Lower revenue from proposed 2021/2023 fare and toll increases (\$190 million)
- Higher expenses for Juneteenth holiday (\$128 million)
- Higher operating capital (\$89 million)
- Higher expenses for technology enhancements (\$85 million)
- Higher expenses for pension (\$48 million)
- Lower savings from revised timing of Transformation Plan (\$32 million)
- Higher expenses for maintenance (\$29 million)
- Repayment of Revolving Bank Line of Credit (\$300 million)

In total, these re-estimates, as well as the Covid-19 pandemic impacts and other minor changes, are \$14 billion unfavorable for the 2020 through 2023 Plan period.

**Assumed receipt of additional federal aid.** The Plan is balanced in 2020 from a \$3.9 billion infusion of federal funds to offset the financial pandemic impacts not previously covered by the CARES Act.

**Continue to implement the Transformation Plan to streamline MTA internal processes.**

The MTA is fundamentally changing the way business is conducted to more effectively deliver to our customers the modern, efficient system they deserve. This historic transformation includes the centralization of all operating support functions and focuses the operating agencies on core service delivery. The Transformation Plan included the reduction of up to 2,700 primarily administrative positions, which has already been achieved and exceeded through attrition. While delayed at the onset of the Covid-19 pandemic, most centralization is expected to occur by the end of 2020, and Transformation net savings over the Plan period are estimated at \$1.9 billion.

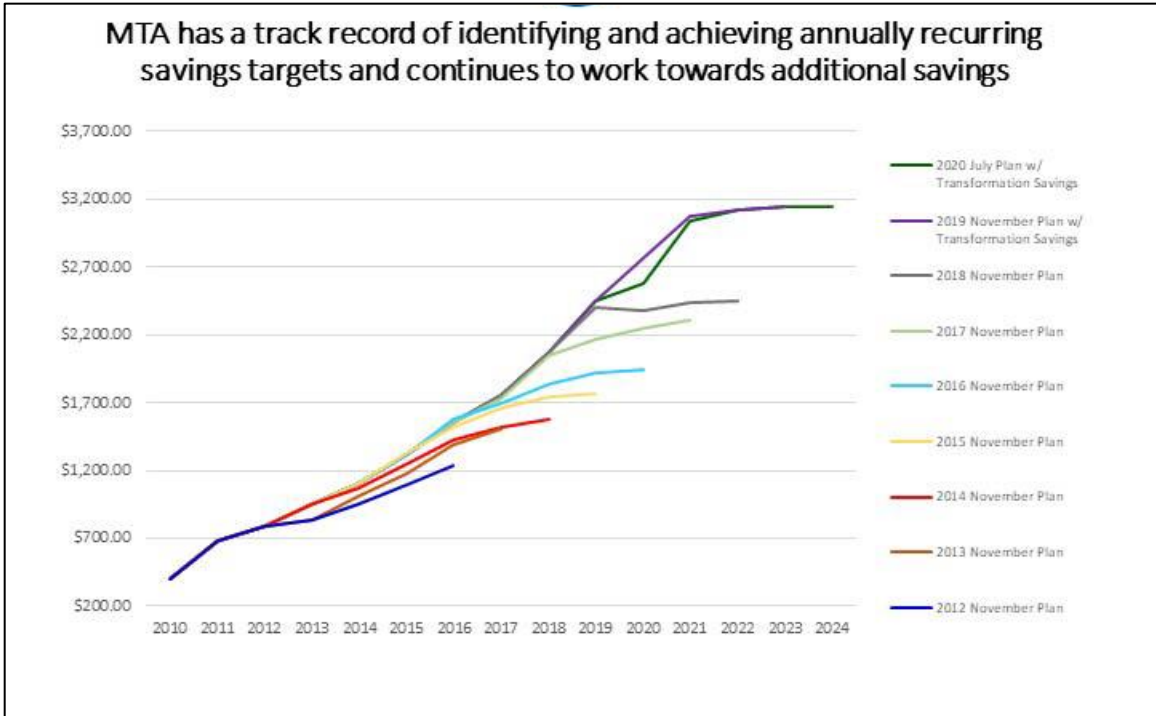
**Maintain prior plan investments.** The Plan maintains major on-going investment initiatives, including the LIRR “Forward” plan, the “Bus Plans” at NYC Transit and MTA Bus, and the Metro-North “Way Ahead” plan. The Plan also sustains and expands upon the improvements of the SAP, which was jump-started with funding jointly provided by New York State and New York City, and is now funded from revenues from the for-hire vehicle surcharge.

**Hold projected fare/toll increases to 4 percent in 2021 and 2023.** The Plan continues to project net 4 percent biennial fare/toll increases (the equivalent of 2 percent per year), which is lower than the projected two-year inflation rates of 4.7 percent and 4.9 percent in 2021 and 2023, respectively. Consistent with recent Plans, a March 1st implementation is assumed for both the 2021 and 2023 increases. The revenue from these increases is projected to be significantly less than projected in prior Plans, the result of lower ridership and traffic due to the Covid-19 pandemic.

**“One-Shot” Actions.** At the end of 2019, a favorable year-end balance of \$351 million – including the unspent 2019 General Reserve – was carried over into 2020. 2020 The July Financial Plan assumes the \$165 million 2019 General Reserve will be reserved and carried forward to cover 2021 expenses.

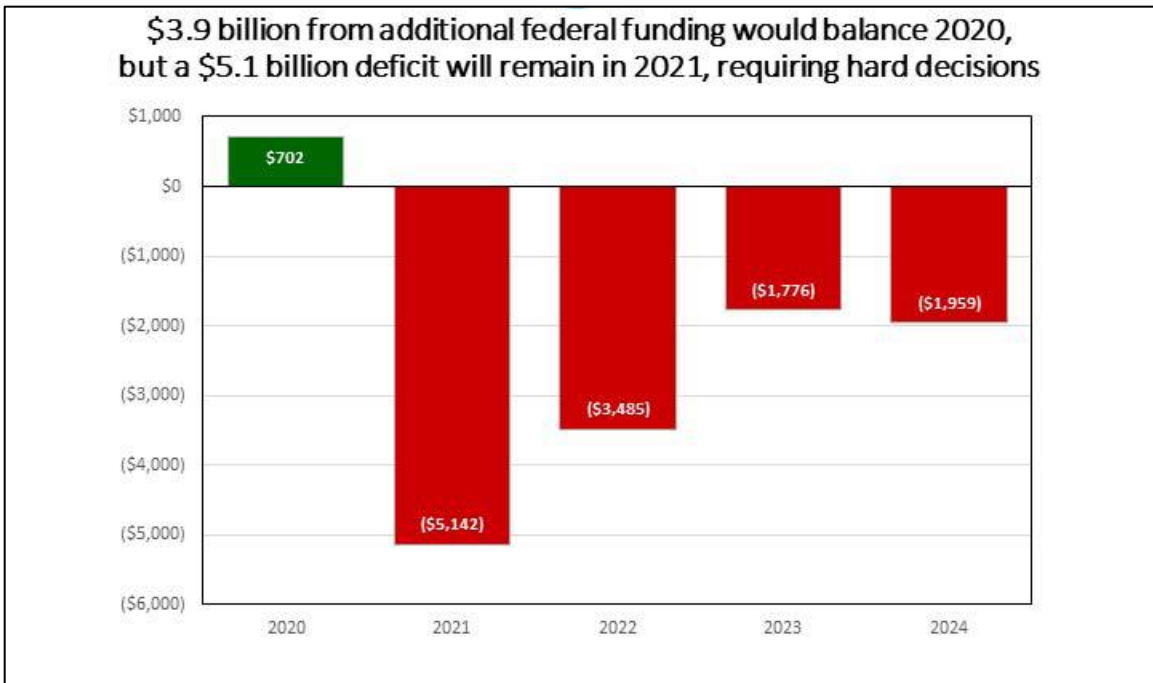
**Maintain annually recurring savings that have been achieved and meet new targets.**

The chart below identifies cost reduction/cost containment targets by Financial Plan referenced in the right margin of the chart. Through 2019, the MTA has implemented initiatives with annualized savings of \$2.5 billion, and by the end of the Plan period the recurring savings together with the savings from the Transformation Plan will total \$3.1 billion. The MTA is engaged in an aggressive review of all spending prompted by the challenges caused by the Covid-19 pandemic. These reductions and additional savings



**THE “BOTTOM LINE”**

The MTA’s financial forecast over the Plan period has severely eroded since the February Plan. The July Plan assumes the 2020 Mid-Year Forecast will be balanced with the infusion of additional federal financial aid. However, even with additional federal assistance, 2021 and the remaining years of the Plan remain severely out of balance and will require further actions.



**Significant Risks Remain**

There are many risks to the July Plan, including risks to the following major assumptions:

**Receive the additional \$3.9 billion in federal aid for 2020 assumed in the Plan.** Without this aid, which is expected to be determined in August when the U.S. Senate returns from its recess, 2020 will not be in balance and further actions will be required. The situation is being closely monitored; without the additional funds, this Plan will need to be revised and a replacement financial plan will be presented to the Board.

**Achieve the revised Transformation Plan savings targets assumed in the Plan.** Without the savings from the Transformation Plan, the July Plan would worsen by \$1.9 billion over the Plan period.

**Maintain cost reductions and identify and implement further savings actions.** The MTA must remain focused on existing cost control efforts to avoid backsliding. Further savings must be identified to create the financial flexibility necessary to cover the cost of longterm deficit financing.

**Implement biennial fare and toll increases which yield 4 percent increases in revenues.** While MTA works diligently to control costs; the reality is that combined fares and tolls have typically covered approximately half of operating costs (“Farebox Operating Ratio”) and a little more than a third of total costs, including capital costs (“Farebox Recovery Ratio”). Moreover, many costs are dependent on pricing factors outside MTA’s direct control (e.g., energy, health & welfare and pensions). If projected fare and toll increases

are not implemented, the MTA financial situation will deteriorate further as revenue will be outpaced by inflation and other cost growth.

**Respond to developing economic environment.** As evidenced by the deteriorating financial situation over the first half of 2020, the finances of the MTA are highly influenced by economic and other factors out of its control. Passenger and toll revenues, dedicated taxes and subsidies (including real estate transaction revenue), debt service, pensions and energy costs are all impacted by the health of the economy. If the economic assumptions reflected in the Plan are unrealized, the July Plan's projected results will further deteriorate.

*Here ends the excerpt from the "Executive Summary," July Financial Plan 2021-2024, Vol. 1.*

## **AGENCY COST-CUTTING/REVENUE INITIATIVES**

Below are separate cost-saving and revenue generating initiatives from the MTA Transit and commuter rail agencies, along with interagency initiatives, excerpted from the MTA 2020 Annual Report to the Governor, pursuant to PAL 2800, "Accomplishments and Initiatives: Cost-Cutting/Revenue Initiatives." The complete report can be found at [www.mta.info](http://www.mta.info).

### **SELECTED INTERAGENCY INITIATIVES**

- Joined with other transit agencies nationwide in efforts to seek emergency federal relief from a devastating loss of revenue during the height of the Covid-19 pandemic. On March 27, 2020, Congress passed the \$2.0 trillion Coronavirus Aid, Relief, and Economic Security (CARES) Act. This included \$25 billion in assistance to transit agencies carrying essential workers, out of which the MTA received \$4.0 billion.
- Worked with other major transit agencies, state and local officials, federal administrators, labor partners, and other stakeholders to obtain critical federal relief from the ongoing impacts of the pandemic and related revenue losses. On March 11, 2021, the MTA announced \$6.5 billion in federal support from President Biden's American Rescue Plan, thereby avoiding drastic service and workforce cuts.
- Advanced the MTA Transformation Plan in 2020. Despite the pandemic, the Transformation Management Office (TMO) made significant progress over the course



of the year, completing an MTA-wide reorganization and consolidation of agency support functions and achieving the year-end goal of reducing 2,700 positions, mostly in administration and largely through workforce attrition. After initial setbacks due to the pandemic, the TMO remains on target to achieve systemwide net savings of \$1.9 billion over the course of the plan.

- Carried out a full reorganization of the MTA’s agency support functions under the Transformation Plan. The purpose of the reorganization is to consolidate and streamline essential functions that had previously operated within each agency, thereby eliminating overlaps, enhancing strategic oversight, improving resource allocations, and realizing greater cost efficiencies. The consolidated functions are: Communications & External Affairs; Compliance; Diversity & EEO; Finance (incl. Budget & Accounting); Legal; People (incl. Labor Relations & Human Resources); Police & Security; Procurement (incl. Supply Chain). At the time of this report, C-level positions are being finalized and the reorganization is nearing completion.
- Implemented agencywide savings presented at the August 2020 special meeting of the MTA Board, including control and reduction of overtime, consulting contracts, and other non-personnel expenses. These measures are expected to reduce expenses by \$259 million in 2020; \$601 million in 2021; and over \$460 million per year through 2024.
- Continued an MTA-wide hiring freeze, which requires that any vacated positions at the agencies cannot be filled without special review and authorization that such positions are critical to agency operations.

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

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

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

- Maintained an agency-wide hiring freeze on all nonessential personnel in 2020. This requires that any vacant positions cannot be refilled unless deemed essential by agency executives.

- Developed a major interagency initiative that is significantly reducing bus maintenance costs. The new plan transitions the Central Maintenance Shop Overhaul Program from four-year and eight-year overhauls to a single six-year overhaul. The first fleet of buses scheduled for this new program are now in process. To mitigate any impact on bus reliability, a related EAM program is being piloted to proactively detect failures and adapt maintenance strategies as needed.

### **LONG ISLAND RAIL ROAD—COST CUTTING/REVENUE INITIATIVES**

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

### **METRO-NORTH—COST-CUTTING/REVENUE INITIATIVES**

- Generated \$380,000 in passenger revenue through Metro-North’s Group Travel Bulk Ticket Sales Service. The Target retail outlet in Mount Kisco, continues to be the biggest bulk ticket account, purchasing \$286K in monthly and 10-trip tickets. When the region

shut down at the start of the pandemic, Getaway discount rail and admission packages were pulled out of the revenue system through the end of 2020.

- Generated \$5.6 million in 2020 through the Outfront media contract for advertising displays in Grand Central Terminal and other agency venues. To date, Metro-North has installed 451 advertising screens, 310 track information screens, and 72 agency messaging screens across Grand Central Terminal and outlying stations.
- Advanced a licensing agreement with a consortium of providers for a wireless network in Grand Central Terminal and the Park Avenue Tunnel. The agreement provides the MTA with revenues and an emergency communications back-up network at no cost, with revenues and cost savings worth some \$24 million over 20 years.
- Continued to generate additional revenue, even during the pandemic, including roughly \$41,000 from ATM machines on Metro-North properties; \$20,000 from the Zipcar License agreement, and \$422,000 from soda and snack vending machines.
- Decreased 2020 operating expenses by nearly \$78 million lower than the 2020 adopted budget, helping to offset the year's unprecedented revenue losses. The main drivers for these below-budget savings were reduced operations resulting from measures taken at the state, city, MTA, and Metro-North levels to limit the spread of Covid-19.
- Reduced train service from March through May to one stop per hour at stations in order to serve essential workers. During those months, maintenance employees were put on staggered shifts, which resulted in reduced overtime. A new schedule in June provided 63 percent of 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.

Here ends the excerpt from the MTA 2020 Annual Report to the Governor, pursuant to PAL 2800, "Accomplishments and Initiatives: Cost-Cutting/Revenue Initiatives."

## **Section 10. Specific Allocation of Operating and Capital Resources**

The most recent data on agency allocations of operating and capital resources are described in Section 6 of this report, “Projected Operating Resources and Agency Allocations” and Section 7, “Projected Capital Resources and Agency Allocations.” Detailed project allocations are reported in the “MTA 2021 Preliminary Budget, July Financial Plan 2021-2024,” and in the proposed “MTA Capital Program, 2021-2024.” Updates on capital projects can be tracked on the Capital Program Dashboard, which can be found at [www.mta.info](http://www.mta.info).

*See Appendix B for Specific Capital Allocations.*

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

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

*See Appendix C: “Configuration of Services by Mode, Operation, and Route: MTA Agency Route Maps”*

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

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

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

Operating costs are identified in the “MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024,” and capital costs in the “MTA 2020-2024 Capital Program, Amendment No. 3.” Both documents can be accessed at [www.mta.info](http://www.mta.info). In keeping with PAL §1269-d, the following information describes revenues “anticipated from system users,” based on projected ridership and farebox/toll revenue, along with projected farebox recovery and operating ratios.

This information is excerpted from “MTA 2021 Preliminary Budget, July Financial Plan 2021-2024.” For information on the impact of the Covid-19 pandemic on ridership and revenue projections, see Section 1 and 9 of this report. See also, Section 7 of this report, “Projected Operating Resources and Agency Allocations” and Section 8 of this report, “Projected Capital Resources and Agency Allocations.”

The following tables and information are excerpted from the “MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vols 1 and 2.

**METROPOLITAN TRANSPORTATION AUTHORITY**  
**July Financial Plan 2021 - 2024**  
**MTA Consolidated Accrued Statement of Operations By Category**  
(\$ in millions)

	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	2022	2023	2024
<b>Non-Reimbursable</b>						
<b>Operating Revenues</b>						
Farebox Revenue	\$6,351	\$2,267	\$3,309	\$5,287	\$6,435	\$6,492
Toll Revenue	2,071	1,238	1,396	1,962	2,127	2,130
Other Revenue	706	4,617	732	820	853	950
Capital and Other Reimbursements	0	0	0	0	0	0
<b>Total Revenues</b>	<b>\$9,128</b>	<b>\$8,123</b>	<b>\$5,437</b>	<b>\$8,069</b>	<b>\$9,415</b>	<b>\$9,572</b>
<b>Operating Expenses</b>						
<b>Labor:</b>						
Payroll	\$5,311	\$5,455	\$5,670	\$5,821	\$5,925	\$6,101
Overtime	974	992	926	947	967	987
Health and Welfare	1,339	1,420	1,530	1,626	1,721	1,844
OPEB Current Payments	666	722	786	858	937	1,022
Pension	1,493	1,529	1,459	1,470	1,467	1,467
Other Fringe Benefits	848	964	996	1,045	1,081	1,122
Reimbursable Overhead	(470)	(388)	(423)	(422)	(418)	(421)
<b>Total Labor Expenses</b>	<b>\$10,161</b>	<b>\$10,695</b>	<b>\$10,945</b>	<b>\$11,345</b>	<b>\$11,679</b>	<b>\$12,121</b>
<b>Non-Labor:</b>						
Electric Power	\$444	\$411	\$486	\$501	\$518	\$532
Fuel	174	121	145	149	154	164
Insurance	2	19	29	47	56	71
Claims	495	421	420	432	447	461
Paratransit Service Contracts	477	365	417	532	566	603
Maintenance and Other Operating Contracts	731	934	779	811	818	832
Professional Services Contracts	442	710	709	651	611	614
Materials and Supplies	647	706	709	696	693	724
Other Business Expenses	231	216	210	226	236	236
<b>Total Non-Labor Expenses</b>	<b>\$3,642</b>	<b>\$3,903</b>	<b>\$3,903</b>	<b>\$4,045</b>	<b>\$4,099</b>	<b>\$4,237</b>
<b>Other Expense Adjustments:</b>						
Other	\$149	\$99	\$41	\$28	\$28	\$23
General Reserve	0	170	175	185	185	205
<b>Total Other Expense Adjustments</b>	<b>\$149</b>	<b>\$269</b>	<b>\$216</b>	<b>\$213</b>	<b>\$213</b>	<b>\$228</b>
<b>Total Expenses Before Non-Cash Liability Adjs.</b>	<b>\$13,952</b>	<b>\$14,867</b>	<b>\$15,065</b>	<b>\$15,603</b>	<b>\$15,991</b>	<b>\$16,585</b>
Depreciation	\$2,870	\$2,846	\$2,913	\$2,982	\$3,056	\$3,115
GASB 75 OPEB Expense Adjustment	877	1,652	1,792	1,886	1,982	2,043
GASB 68 Pension Expense Adjustment	13	(237)	(311)	(300)	(241)	(348)
Environmental Remediation	42	6	6	6	6	6
<b>Total Expenses After Non-Cash Liability Adjs.</b>	<b>\$17,752</b>	<b>\$19,133</b>	<b>\$19,464</b>	<b>\$20,176</b>	<b>\$20,795</b>	<b>\$21,401</b>
Conversion to Cash Basis: Non-Cash Liability Adjs.	(\$3,801)	(\$4,267)	(\$4,400)	(\$4,573)	(\$4,803)	(\$4,816)
Debt Service (excludes Service Contract Bonds)	2,630	2,765	3,039	3,424	3,938	4,078
<b>Total Expenses with Debt Service</b>	<b>\$16,582</b>	<b>\$17,632</b>	<b>\$18,104</b>	<b>\$19,026</b>	<b>\$19,929</b>	<b>\$20,663</b>
Dedicated Taxes & State and Local Subsidies	\$7,290	\$6,131	\$6,396	\$7,118	\$7,637	\$7,855
<b>Net Surplus/(Deficit) After Subsidies and Debt Service</b>	<b>(\$164)</b>	<b>(\$3,378)</b>	<b>(\$6,271)</b>	<b>(\$3,840)</b>	<b>(\$2,876)</b>	<b>(\$3,236)</b>
Conversion to Cash Basis: GASB Account	\$0	\$0	\$0	\$0	\$0	\$0
Conversion to Cash Basis: All Other	277	119	28	122	119	134
<b>Cash Balance Before Prior-Year Carryover</b>	<b>\$113</b>	<b>(\$3,260)</b>	<b>(\$6,243)</b>	<b>(\$3,718)</b>	<b>(\$2,757)</b>	<b>(\$3,102)</b>
Below the Line Adjustments	\$0	\$3,477	\$399	\$233	\$981	\$1,143
Prior Year Carryover Balance	372	485	702	0	0	0
<b>Net Cash Balance</b>	<b>\$485</b>	<b>\$702</b>	<b>(\$5,142)</b>	<b>(\$3,485)</b>	<b>(\$1,776)</b>	<b>(\$1,959)</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol. 1, July, 2020 Sec. II pg. 2



**METROPOLITAN TRANSPORTATION AUTHORITY**  
**July Financial Plan 2021 - 2024**  
**Farebox Recovery and Operating Ratios**

FAREBOX RECOVERY RATIOS						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	Plan 2022	Plan 2023	Plan 2024
New York City Transit	37.1%	13.0%	18.1%	27.4%	32.2%	31.2%
Staten Island Railway	9.7%	2.0%	3.2%	4.5%	4.7%	4.6%
Long Island Rail Road	30.8%	9.6%	13.5%	20.4%	23.6%	23.6%
Metro-North Railroad	40.4%	13.8%	20.4%	31.2%	36.4%	36.3%
MTA Bus Company	24.7%	7.1%	9.8%	15.0%	18.3%	18.4%
<b>MTA-Wide Farebox Recovery Ratio</b>	<b>35.8%</b>	<b>12.2%</b>	<b>17.1%</b>	<b>25.9%</b>	<b>30.3%</b>	<b>29.7%</b>

FAREBOX OPERATING RATIOS						
	Actual 2019	Mid-Year Forecast 2020	Preliminary Budget 2021	Plan 2022	Plan 2023	Plan 2024
New York City Transit	52.8%	19.1%	27.2%	41.1%	48.2%	46.6%
Staten Island Railway	14.7%	3.2%	5.6%	8.7%	10.4%	9.9%
Long Island Rail Road	50.2%	15.5%	21.2%	33.0%	39.2%	38.2%
Metro-North Railroad	55.6%	19.2%	28.9%	45.8%	54.5%	53.2%
MTA Bus Company	28.5%	9.3%	12.6%	19.5%	24.1%	23.9%
<b>MTA-Wide Farebox Operating Ratio</b>	<b>51.0%</b>	<b>17.9%</b>	<b>25.5%</b>	<b>38.8%</b>	<b>45.8%</b>	<b>44.5%</b>

Source: MTA 2021 Preliminary Budget: July Financial Plan, 2021-2024. Vol.2, Sec. 1 pg. 7.

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

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

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

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

*See Appendix D: Capital Project Completions by Agency*

## Section 14. Status Report on Performance Goals and Achievements

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

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

### **NYC TRANSIT: PERFORMANCE GOALS AND ACHIEVEMENTS**

#### **NYCT GOAL: Ensure Customer Safety**

#### **PERFORMANCE INDICATORS: Customer Injury Rate**

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

of masks and sanitizer to customers, Covid-19 safety messaging, and other initiatives to combat the pandemic and maximize customer safety.

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

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

#### **NYCT GOAL: Provide On-Time and Reliable Services**

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

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

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

**NYCT GOAL: Provide Services to People with Disabilities**

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

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

In addition to the suspension of shared rides, precautionary measures included mask requirements, daily disinfection of all dedicated vehicles, and daily temperature checks for all dedicated drivers. Broker services follow similar disinfection requirements. In response to the pandemic, the agency curtailed feeder service, reduced the prescribed time gap between drop-offs and the return trips and provided special transportation for customers who were Covid-19 positive or symptomatic. The agency extended Phase 1 of the On-Demand E-Hail Pilot Program. At the start of the pandemic, all six Access-A-Ride assessment centers were closed, and all in-person eligibility assessments were suspended. Three assessment centers reopened between November and December with new safety protocols, including a capacity limit of 25 percent of pre-pandemic levels. A fourth center

is reopening early 2021 in an effort to safely resume normal eligibility assessments. In other metrics, “Wheelchair Lift Usage” at NYCT Buses decreased by 31.3 percent to a total of 0.97 million customers. The agency’s low-floor buses provide easier boarding and more reliable service for customers with wheelchairs. At NYCT Subways, “Elevator Availability” was up slightly to 96.8 percent, while “Escalator Availability” rose 3.0 percent to 92.4 percent.

**NYCT GOAL: Repair, Replace, and Expand Transportation Infrastructure**

**PERFORMANCE INDICATORS: Capital Program Commitments and Completions**

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

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

**NYCT GOAL: Perform Services in an Efficient Manner**

**PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger**

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

**NYCT GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Ridership**

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

**NYCT GOAL: Ensure Our Employees' Safety**

**PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate**

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

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

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

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

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

## **LIRR: PERFORMANCE GOALS AND ACHIEVEMENTS**

### **LIRR GOAL: Ensure Customer Safety**

#### **PERFORMANCE INDICATORS: Customer Injury Rate**

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

### **LIRR GOAL: Provide On-Time and Reliable Services**

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

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

### **LIRR GOAL: Provide Services to People with Disabilities**

#### **PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability**

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

### **LIRR GOAL: Repair, Replace, and Expand Transportation Infrastructure**

#### **PERFORMANCE INDICATORS: Capital Program Commitments and Completions**

The LIRR's 2020 capital commitments totaled more than \$1,066.6 million, or 74 percent of the year's goal. The railroad's 2020 capital completions totaled more than \$816.7 million, or 100 percent of the year's goal. Major completions during the year included: the



Meadowbrook substation replacement; the Long Island City Yard restoration; construction completion of the Mid-Suffolk Electric Yard; the Penn Station-33rd Street Corridor, Phase 1; the 2020 Annual Track Program; and completion of the Positive Train Control (PTC) system by the federally mandated deadline.

**LIRR GOAL: Perform Services in an Efficient Manner**

**PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger**

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

**LIRR GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Ridership**

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

**LIRR GOAL: Ensure Our Employees' Safety**

**PERFORMANCE INDICATORS: Employee Lost Time Case Rate**

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

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

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

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

**METRO-NORTH: PERFORMANCE GOALS AND ACHIEVEMENTS**

**METRO-NORTH GOAL: Ensure Customer Safety**

**PERFORMANCE INDICATORS: Customer Injury Rate**

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

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

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

**METRO-NORTH GOAL: Provide On-Time and Reliable Services**

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

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

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

**METRO-NORTH GOAL: Provide Services to People with Disabilities**

**PERFORMANCE INDICATORS: Elevator Availability, Escalator Availability**

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

**METRO-NORTH GOAL: Repair, Replace, and Expand Transportation Infrastructure**

**PERFORMANCE INDICATORS: Capital Program Commitments and Completions**

All MTA Capital Program projects are now managed by MTA Construction & Development (MTA C&D). Metro-North's Capital Program commitments and completions for 2020 were severely impacted by the Covid-19 pandemic. Due to the resulting financial hardships, the MTA placed a moratorium on most of the agency's Capital Program projects. The Metro-North group within MTA C&D continued 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.

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

**METRO-NORTH GOAL: Perform Services in an Efficient Manner**

**PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Passenger**

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

**METRO-NORTH GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Ridership**

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

**METRO-NORTH GOAL: Ensure Our Employees’ Safety**

**PERFORMANCE INDICATORS: Employee Lost Time and Restricted-Duty Rate**

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

**METRO-NORTH GOAL: A Workforce that Reflects Regional Availability of All Races, Nationalities, and Genders**

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

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

**MTA BUS: PERFORMANCE GOALS AND ACHIEVEMENTS**

**MTA BUS GOAL: Ensure Customer Safety**

**PERFORMANCE INDICATOR: Customer Injury Rate**

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

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

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

**MTA BUS GOAL: Provide On-Time and Reliable Services**

**PERFORMANCE INDICATORS: Mean Distance Between Failures, Bus Trips Completed**

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

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

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

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

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

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

**MTA BUS GOAL: Perform Services in an Efficient Manner**

**PERFORMANCE INDICATORS: Farebox Operating Ratio, Operating Cost per Customer**

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

**MTA GOAL: BUS Maximize System Usage**  
**PERFORMANCE INDICATORS: Ridership**

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

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

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

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

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

Here ends the excerpt from the MTA Mission Statement, Measurements, and Performance Indicators Report Covering Fiscal Year 2020 in Compliance with New York State Public Authorities Law §1269-f and §2824-a.

## **Section 15. Response to Petitions by Local Officials**

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

### **NEW YORK CITY TRANSIT SUBWAYS AND BUSES**

To handle inquiries and petitions from local officials, NYC Transit maintains the Division of Government and Community Relations, with a full-time staff of between 10 and 13 liaisons to interact with elected and appointed officials throughout the five boroughs. In general, the division is responsible for facilitating NYC Transit goals by cultivating public understanding and support for transit issues, policies, and capital projects through interface with elected officials, governmental agencies, community boards, local development corporations, business groups, and community civic organizations. The division provides liaison with and prepares correspondence to elected officials, community boards, and community-based organizations for executive staff; it assesses and reports to the executive staff on the impact of NYC Transit actions on these groups. In addition, the division represents NYC Transit at public meetings and networks with city, state, and federal agencies and other public authorities. It frequently acts as a troubleshooter, seeking to resolve potential controversies that could delay construction projects or the implementation of service initiatives. In 2020, the division handled in excess of 1,000 written, emailed, and phoned inquiries and responses. The majority of these concerned service delivery and construction project issues. In addition, the NYC Transit Office of Government and Community Relations maintains a mailing list of over 230 elected officials, community boards, and advocacy groups, who are routinely apprised of NYC Transit initiatives, service diversions, bus and subway schedule changes, and capital construction projects.



## **LONG ISLAND RAIL ROAD**

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

## **METRO-NORTH RAILROAD**

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

*See Also, 2020 MTA 1269-d Appendices A, B, C, and D*

**Appendices For**  
**MTA “Strategic Operation Plan”**  
**2020 Update in Compliance with PAL §1269-d**

- **Appendix A. NYCT Bus Headways by Borough and Route as of Sept. 2020**
- **Appendix B. Capital Program Allocations by Agency**
- **Appendix C. Configuration of Services by Mode, Operation, and Route:  
MTA Agency Service Maps**
- **Appendix D. 2020 Capital Project Completions by Agency**

## Appendix A: NYC Transit Current Bus Headways by Borough and Route as of December 2020

### Bus Network Redesign

The MTA is undertaking a borough-by-borough redesign of its entire bus network as part of the NYC Transit Fast Forward Plan. At the time of this report, the plan was paused due to the Covid-19 pandemic. This is the first complete revision of New York City bus routes and frequencies in nearly 50 years. Find out more about the bus plans and proposed bus headways at [Bus Network Redesign](#) under “Modernization” at the MTA public website at [new.mta.info](http://new.mta.info).

### Current Frequency of Bus Service by Route

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

[Bronx Bus Schedules](#)

[Manhattan Bus Schedules](#)

[Staten Island Bus Schedules](#)

[Brooklyn Bus Schedules](#)

[Queens Bus Schedules](#)

[Holiday/Special Bus Schedules](#)

## **Appendix B: 2020-2024 Capital Program Allocations by Agency**

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

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

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

### Long Island Rail Road 2021 Commitments - \$485 million

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

### Metro-North Railroad 2021 Commitment - \$2.5 billion

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

**MTA Bus Company 2021 Commitments – \$57 million**

Element	Element Name	2021 Commitments	
		Goal	
U60302	2010-14 Program MTA Bus Company Totals	\$	3.9
U70302	2015-19 Program MTA Bus Company Totals	\$	27.2
U80302	2020-24 Program MTA Bus Company Totals	\$	26.1
<b>MTA Bus 2021 Commitments Total</b>		<b>\$</b>	<b>57.2</b>

**Network Expansion 2021 - \$867 million**

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

**MTA Police and Interagency 2021 Commitments - \$23.5 million**

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

## MTA Bridges and Tunnels 2021 Commitments – \$173 million

<b>Element</b>	<b>Element Name</b>	<b>Commitments Goal</b>	
D604AW	Utilities - agency-wide - Total	\$	1.5
D703AW	Toll plazas & atms - agency-wide - Total	\$	5.0
D801BW	Structures - Bronx-whitestone bridge - Total	\$	16.0
D801CB	Structures - Cross bay bridge - Total	\$	0.7
D801RK	Structures - Robert f. kennedy bridge - Total	\$	9.4
D801TN	Structures - Throgs neck bridge - Total	\$	1.2
D804MP	Utilities - Marine parkway bridge - Total	\$	19.2
D805AW	Buildings & sites - agency-wide - Total	\$	0.7
D805HC	Buildings & sites - Hugh l. carey tunnel - Total	\$	4.5
D806AW	Miscellaneous - agency-wide - Total	\$	9.2
D806MP	Miscellaneous - Marine parkway bridge - Total	\$	4.6
D806VN	Miscellaneous - Verrazzano-narrows bridge - Total	\$	43.3
D807BW	Structural painting - Bronx-whitestone bridge - Total	\$	14.3
D807MP	Structural painting - Marine parkway bridge - Total	\$	16.8
D807RK	Structural painting - Robert f. kennedy bridge - Total	\$	26.6
<b>MTA Bridges and Tunnels 2021 Commitments Total</b>		<b>\$</b>	<b>172.9</b>



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

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

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

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

# MTA 2020 Service Configurations and Routes: NYC Transit Subways, Bronx & Manhattan, North



# MTA 2020 Service Configurations and Routes: NYC Transit Subways, Manhattan, South



# MTA 2020 Service Configurations and Routes: NYC Transit Subways, Queens



# MTA 2020 Service Configurations and Routes: NYC Transit Subways, Brooklyn

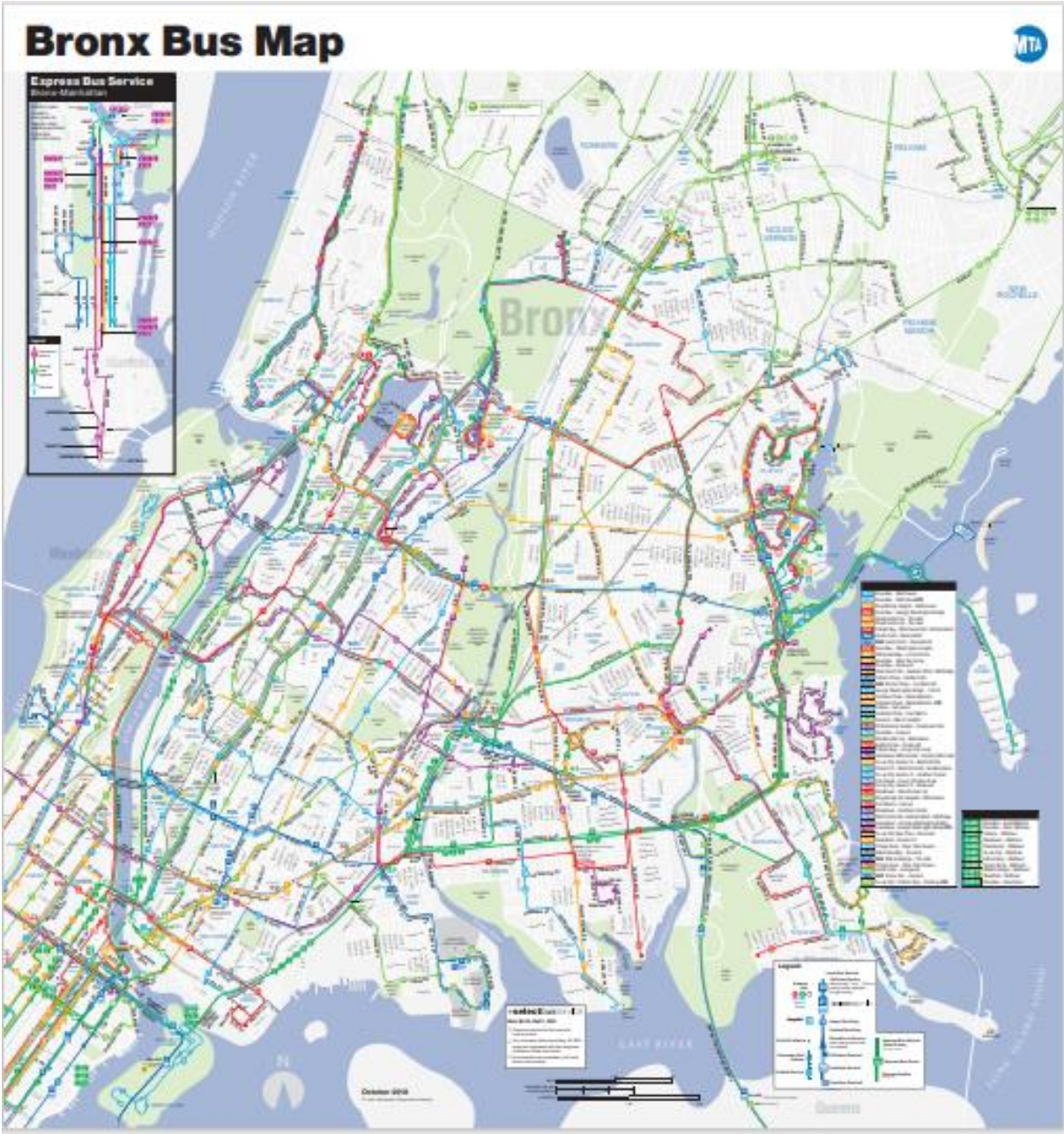


# MTA 2020 Service Configurations and Routes: NYC Transit Subways, Staten Island



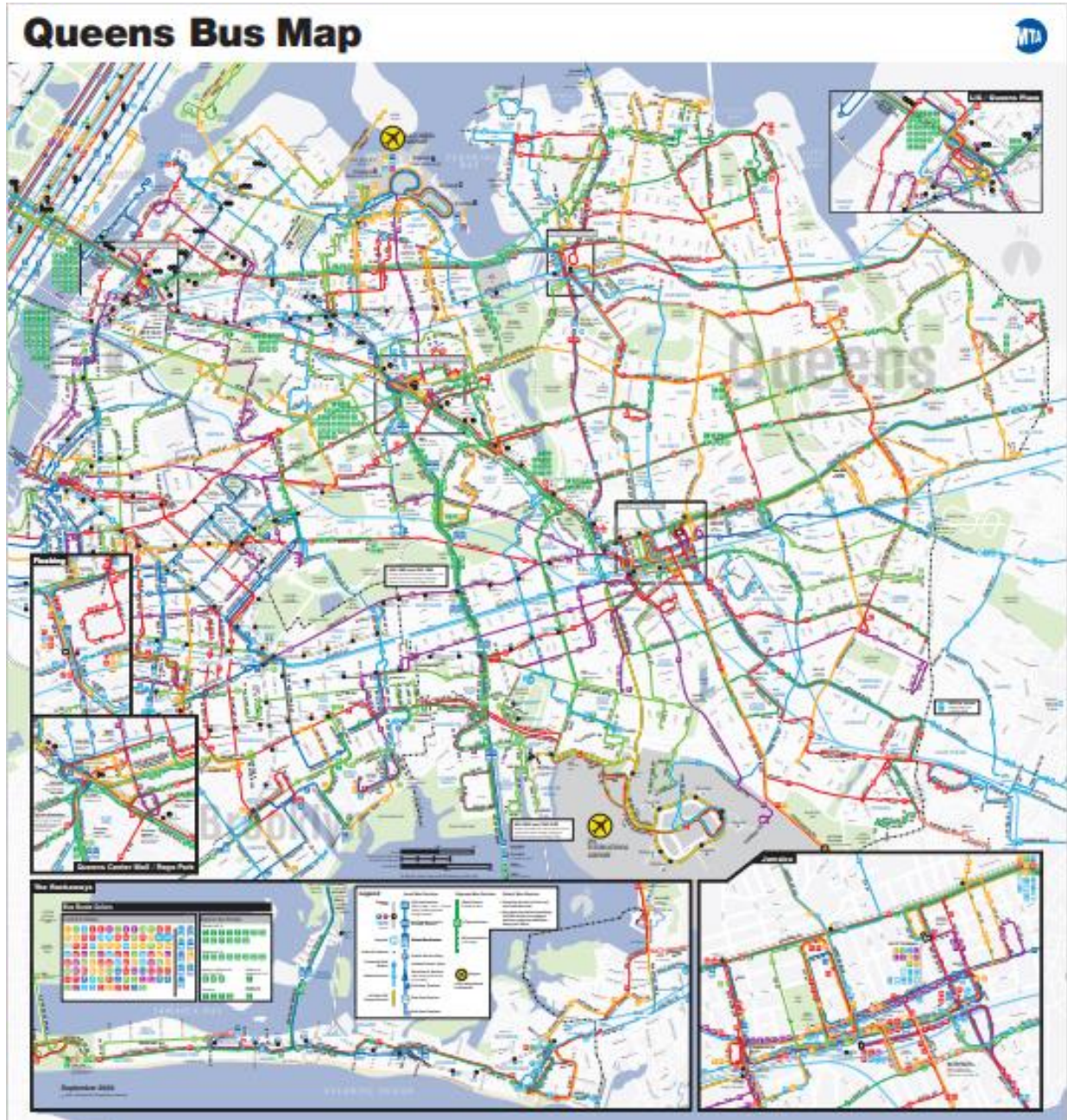
# MTA 2020 Configurations and Routes: NYC Transit Buses, Bronx

See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and "[Bus Network Redesign.](#)"



## MTA 2020 Configurations and Routes: NYC Transit Buses, Queens

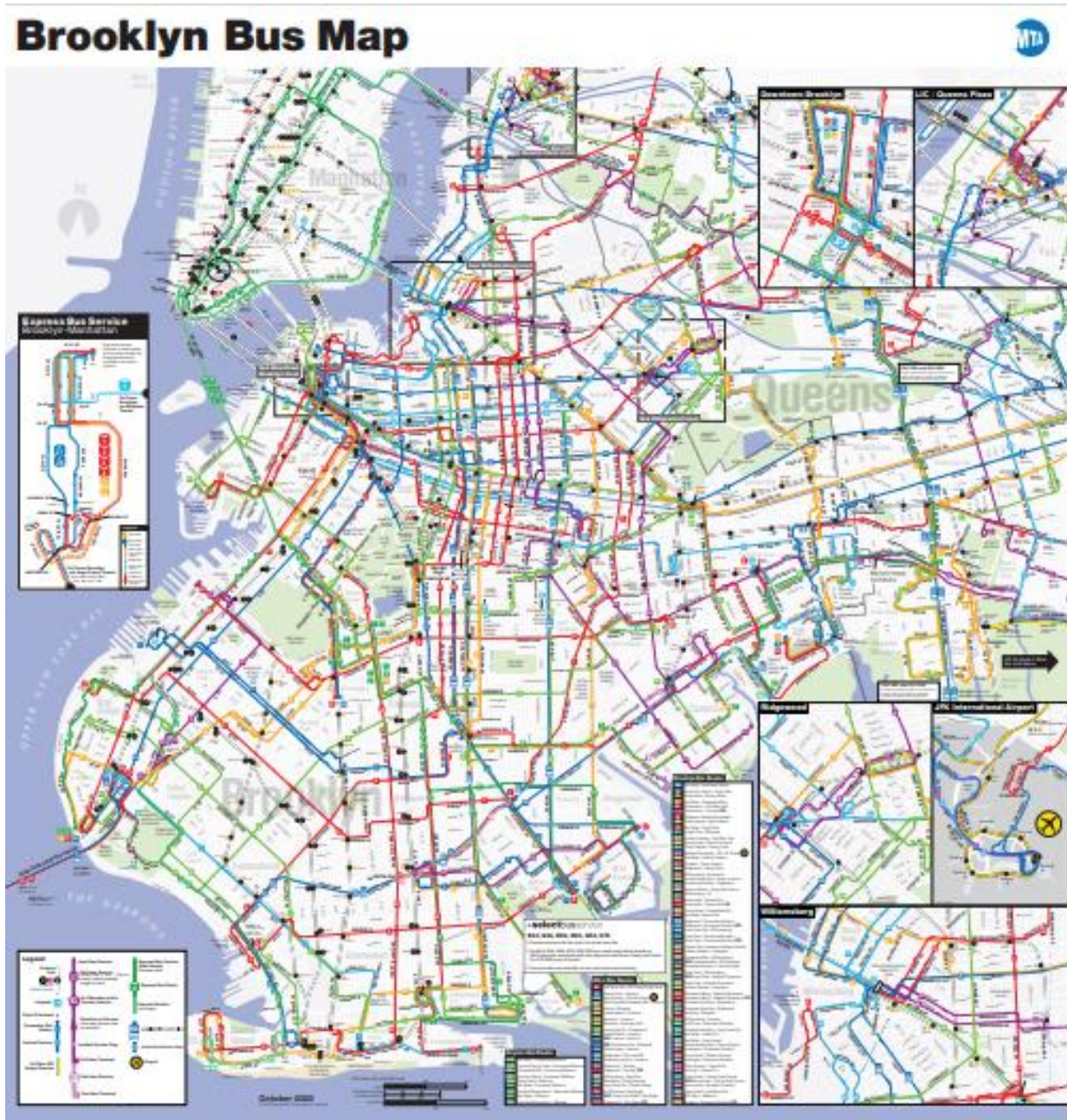
See details of the MTA/NYCT Bus Network redesigns at the MTA website under “System Modernization” and [“Bus Network Redesign.”](#)





## MTA 2020 Configurations and Routes: NYC Transit Buses, Brooklyn

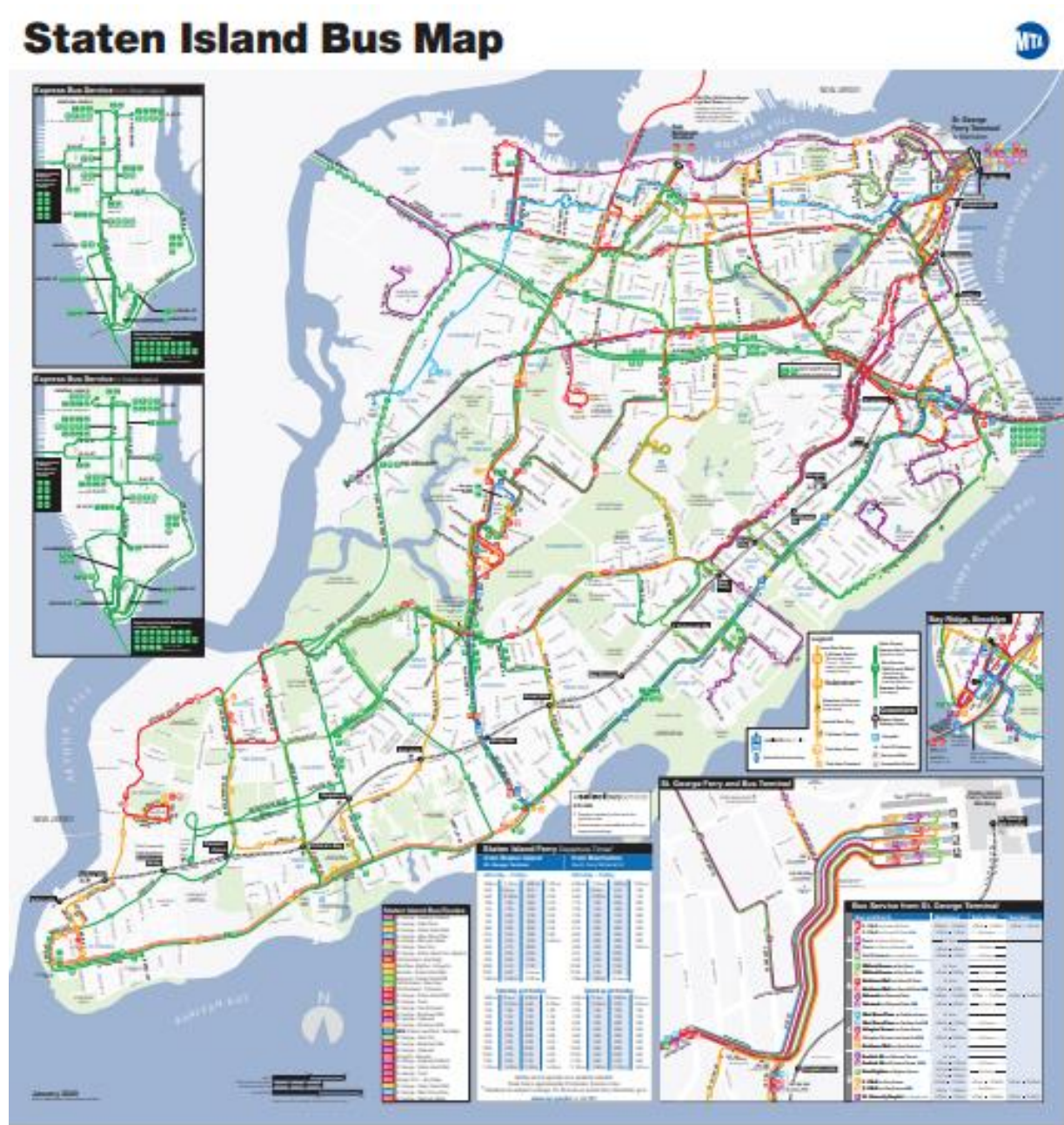
See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and ["Bus Network Redesign."](#)





# MTA 2020 Configurations and Routes: NYC Transit Buses, Staten Island

See details of the MTA/NYCT Bus Network redesigns at the MTA website under "System Modernization" and ["Bus Network Redesign."](#)





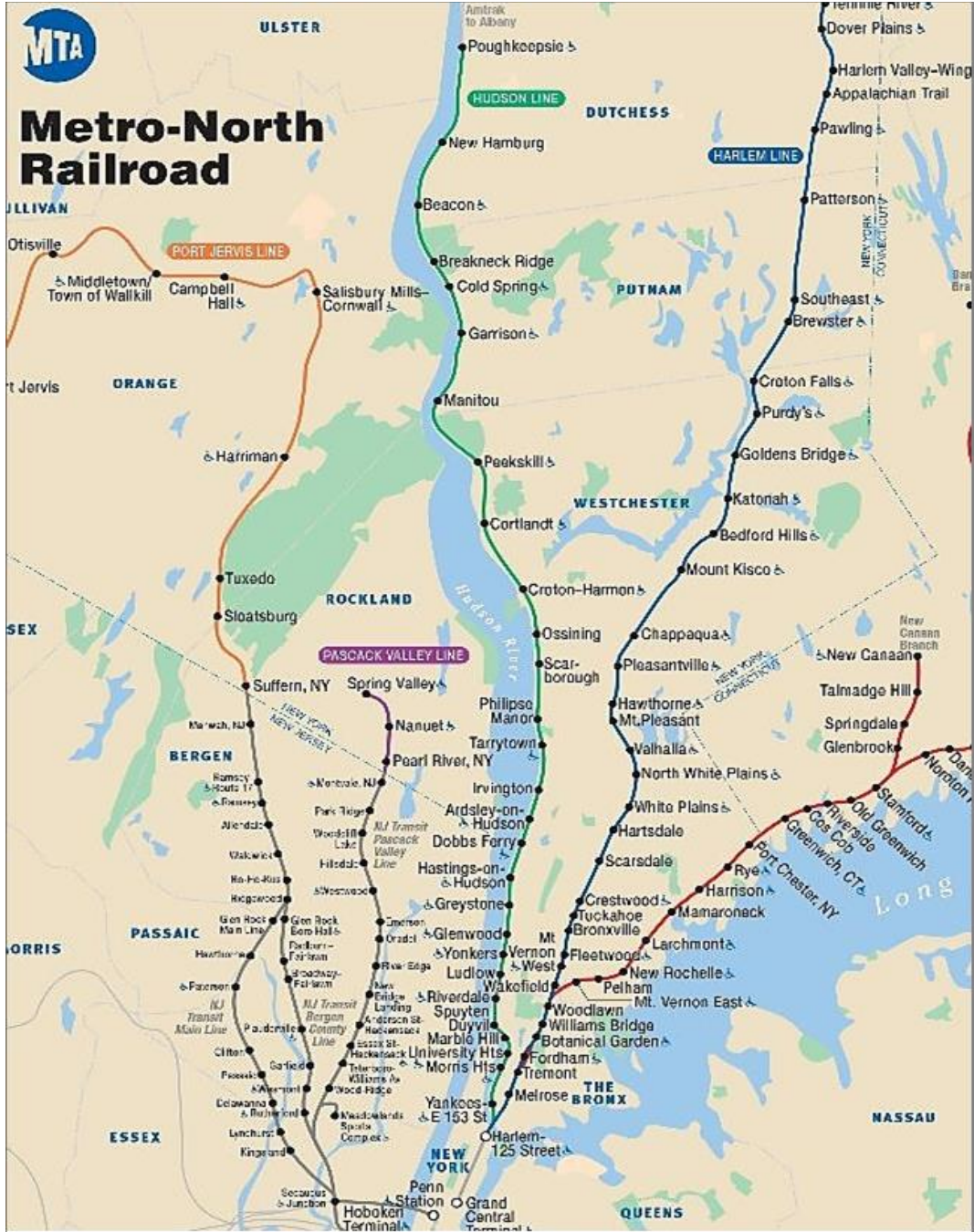
## MTA 2020 Configurations and Routes: Long Island Rail Road, West



## MTA 2019 Configuration and Routes: Long Island Rail Road, East



# MTA 2019 Configurations and Routes: Metro-North, West



# MTA 2020 Configurations and Routes: Metro-North, East





## Appendix D: 2020 Capital Project Completions by Agency

The following “Capital Project Completions” by agency are excerpted from the Capital Program and the July Plan.

### New York City Transit/State Island Railway 2021-2024 Completions

ACEP	Project Description	Budget	Date
T60503/12	Mainline Track Switches: Mainline Track Switches 2020 / Rockaway	\$ 5,660,000	Jan-21
T50414/31	Station Component Investments: 5tr Stair Wrap-Up: 121 St/JAM (51,52,53,54) [SBMP]	\$ 810,000	Jan-21
T60412/06	Station Component Investments: Subway 5tr Stairs: Prince St / BWY (54/P6) [SBMP]	\$ 1,030,000	Jan-21
T50414/32	Station Component Investments: 4 Str Stairs Wrap-Up: 111 St & 104 St / JAM [SBMP]	\$ 780,000	Jan-21
T71607/03	Consolidated Employee Facilities: Subways: Employee Facility Rehab at ESI Locations (TVM 100)	\$ 2,790,000	Jan-21
T70413/05	Station Accessibility (ADA): ADA: Gun Hill Rd / Dyre	\$ 61,650,000	Feb-21
T50414/33	Station Component Investments: 5 Str Stairs Wrap-Up: 85 St & Woodhaven Blvd / JAM [SBMP]	\$ 1,060,000	Feb-21
T71605/04	Capital Program Management: MTA Independent Engineering Consultant 2015-2019	\$ 15,760,000	Feb-21
T70605/14	Tunnel Lighting Rehabilitation: Tunnel Lighting: Roosevelt Av to Elmhurst Av / QBL	\$ 15,080,000	Mar-21
T70803/02	Communication-Based Train Control: CBTC Technical Support Contract / FLS	\$ 1,000,000	Mar-21
T70407/10	Escalator Replacement: Jay St Escalator Reassignment	\$ 21,720,000	Mar-21
T61004/39	Car Maintenance Shops: 2-Ton Overhead Crane - Concourse	\$ 880,000	Mar-21
T61004/53	Car Maintenance Shops: 2-Ton Overhead Crane 207th Street Shop	\$ 880,000	Mar-21
S70701/06	SIR: Power: New Power Substation: Tottenville	\$ 27,350,000	Mar-21
T50414/34	Station Component Investments: 5 Str Stairs Wrap-Up: 75 St & Cypress Hills / JAM [SBMP]	\$ 980,000	Mar-21
T60413/04	Station Accessibility (ADA): ADA: Platform Gap Retrofit - Various Locs	\$ 10,720,000	Mar-21
T60806/04	Public Address/Customer Info Systems: PA/CIS: 89 Stations - Wrap-up	\$ 5,320,000	Mar-21
T70412/11	Station Component Investments: Station Ventilators: Ph 15 - 4 Locations / Manhattan	\$ 5,850,000	Mar-21
T70806/44	Communication Equipment: Police: Police Radio System: Enhanced Coverage	\$ 13,600,000	Mar-21
T60503/03	Mainline Track Switches: Mainline Track Switches 2020 / Brighton	\$ 17,400,000	Apr-21
ET0403/27	Mac: Stations: Sandy Mitigation: Street Level Openings (7 Stns + 1 FP)	\$ 46,700,000	Apr-21
ET0403/29	Mac: Stations: Sandy Mitigation: Intrl Sln Hardening (7Stns+1FP) - 3 Locs	\$ 2,120,000	Apr-21
ET0603/31	Line Structure Rehabilitation: Sandy Mgt: Sleinway Portal Signal Tower (9 Stations BK/Q)	\$ 6,790,000	Apr-21
T70412/10	Station Component Investments: Station Ventilators: Ph 11 - 4 locations / BAV - Manhattan	\$ 6,650,000	Apr-21
T70703/44	Structural Component Repairs: Repairing 'A' and Priority 'B' Column Base Conditions / WPR	\$ 17,400,000	Apr-21
T70803/25	Fire Protection: Signal Room Fire Suppression, Phase 2	\$ 25,610,000	Apr-21
T70806/05	Communications Cable And Equipment: Copper Cable Phase 4: Removals 103 St / BW7 - 110 St / LNX	\$ 4,030,000	Apr-21
T70902/01	Substation Renewal (IRT-BMT): Burnside Ave Substation Renewal - BXC	\$ 22,860,000	Apr-21
T70904/14	Control And Battery Cable: Repl Control & Battery Cable: 4 Substn Cntrl Zones (2/3/5/6)	\$ 28,780,000	Apr-21
T71607/35	Consolidated Employee Facilities: Subways: EFR: 8th Avenue Line - Ph 2: 6 Locations (Uptown)	\$ 2,410,000	Apr-21
T71607/39	Security Program: CCTV for Passenger ID - 28 St Station / BW7 [SBMP]	\$ 1,470,000	Apr-21
T71607/40	Security Program: CCTV for Passenger ID - 23 St Station / BW7 [SBMP]	\$ 1,580,000	Apr-21
T60502/26	Mainline Track Rehabilitation: Mainline Track Replacement 2021 / Myrtle (Wyckoff Ave)	\$ 2,000,000	Apr-21
T70404/02	Fare Marketing/Distribution Equipment: AFC Low Turnstile Procurement	\$ 11,640,000	May-21
T60502/16	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Concourse	\$ 3,580,000	May-21
S60701/09	SIR: Line Equipment: SIR: Non-Reporting Block Alarm	\$ 2,220,000	May-21
T60803/03	Signal Systems: Church Ave Interlocking: Communication Work	\$ 1,430,000	May-21
T70803/08	Signal Systems: Kings Hwy Interlocking / Culver	\$ 179,170,000	May-21
T70803/45	Mainline Track Switches: Kings Highway - Switch Replacement	\$ 26,370,000	May-21
T70902/22	Substations (IRT-BMT): New Substation: Maspeth Av-Humboldt St / Canarsie	\$ 46,250,000	May-21
T70902/23	Substations (IRT-BMT): New Substation: Harrison Pl / Canarsie	\$ 52,860,000	May-21
T70904/04	Power Distribution Facilities: CBH # 86 Wilson Avenue / Canarsie	\$ 5,580,000	May-21
T70904/06	Power Distribution Facilities: CBH # 85 - Myrtle Avenue	\$ 9,870,000	May-21
T71302/13	Rubber-Tired Vehicles: 7 Non-Revenue Vehicles 2018-2019	\$ 1,840,000	May-21
T61004/07	Yard Switches: Yard Switches - 2020	\$ 2,660,000	May-21
T60413/11	Station Accessibility (ADA): ADA: Phase 2: 57 Street - 7 Avenue / Broadway (CIP565)	\$ 41,200,000	Jun-21
T70413/23	Station Accessibility (ADA): ADA: Phase 2: 57 Street - 7 Avenue / Broadway (CIP7)	\$ 52,040,000	Jun-21
T70413/10	Station Accessibility (ADA): ADA: 59 Street / 4th Avenue	\$ 58,730,000	Jun-21
T60413/13	Station Accessibility (ADA): ADA: Avenue H (northbound) / Brighton	\$ 26,260,000	Jun-21
T70407/05	Elevator Replacement: Replace 2 Hydraulic Elevators at Boro Hall / Clark Street	\$ 13,650,000	Jun-21
T70407/11	Elevator Replacement: Replace 2 Hydraulic Elevators: Franklin Avenue / Shuttle	\$ 13,970,000	Jun-21
S70701/06	SIR: Power: New Power Substation: New Corp	\$ 24,520,000	Jun-21
S70701/07	SIR: Power: New Power Station: Clifton	\$ 30,910,000	Jun-21
T60806/61	Public Address/Customer Info Systems: ISM S-Div: Module 3A RCC Build Out	\$ 25,410,000	Jun-21
T61204/44	Radio & Data Communication: New East New York Tower - NYCT	\$ 3,140,000	Jun-21
T61604/02	Computer Hardware & Communications: Replace Server Hardware: RCC and BCC	\$ 3,200,000	Jun-21

**New York City Transit/State Island Railway  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
T70412/04	Station Component Investments: Station Ventilators: Phase 17 - 179 Street / QBL	\$ 2,920,000	Jun-21
T70414/08	Mac: Stations: Water Condition Remedy - 2017	\$ 9,830,000	Jun-21
T70806/02	Communications Cable And Equipment: Upgrade of Asynchronous Fiber Optic Network - SONET Rings A,C	\$ 32,600,000	Jun-21
T70902/05	Substation Equipment (IRT-BMT): Retrofit Existing 25 Hz Frequency Converters @11 Substations	\$ 19,160,000	Jun-21
T71004/05	Car Maintenance Shops: DCE Shop Components, Phase 4: 207 St, Admin	\$ 24,460,000	Jun-21
T71203/01	Depot Rehabilitation: Artic Modification: East New York Depot	\$ 14,450,000	Jun-21
T71203/22	Depot Rehabilitation: Modular Office: East New York Depot	\$ 5,740,000	Jun-21
T71805/08	Capital Program Management: Construction Support Reserve 2018	\$ 6,500,000	Jun-21
T71807/04	Consolidated Employee Facilities: Subways: EFR Component Repairs: 7 Locations / Manhattan	\$ 9,740,000	Jun-21
T71807/29	Consolidated Employee Facilities: Subways: RTO Facility: 3 Avenue-138 Street / Pelham	\$ 15,210,000	Jun-21
T71807/41	Security Program: CCTV for Passenger ID - 18 St Station / B/W7 [SBMP]	\$ 1,310,000	Jun-21
T80502/20	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / 7th Avenue	\$ 4,070,000	Jun-21
T80502/24	Mainline Track Rehabilitation: Track Force Account - 2020	\$ 35,000,000	Jun-21
T80806/23	Communications Cable And Equipment: Passenger Station LAN: Solarwinds Network Management System	\$ 5,000,000	Jul-21
T70302/13	Mac: Bus Projects: Automatic Passenger Counting (APC) - Phase 1 Rollout	\$ 5,590,000	Jul-21
T70412/03	Station Component Investments: Station Ventilators: Ph 14 - 3 Locs / Manhattan & Brooklyn	\$ 4,320,000	Jul-21
T70803/23	Signal Systems: Signals Key-By Circuit Modification Phase 4	\$ 18,430,000	Jul-21
T71802/03	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2015	\$ 5,000,000	Jul-21
T80502/09	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Lexington	\$ 22,020,000	Jul-21
T80503/07	Mainline Track Switches: Mainline Track Switches 2020 / Pelham	\$ 5,530,000	Jul-21
T71004/01	Car Maintenance Shops: DCE Shop Components, Ph 1:180 St, Coney Island, Pelham	\$ 33,720,000	Aug-21
ET0802/10	Mainline Track Rehabilitation: Sandy Repairs: Track - Rutgers Tube	\$ 10,780,000	Aug-21
ET0802/14	Tunnel Lighting Rehabilitation: Sandy Repairs: Tunnel Lighting - Rutgers Tube	\$ 7,900,000	Aug-21
ET0802/32	Pumping Facilities: Sandy Repairs: 2 Pump Rooms (Rutgers Tube)	\$ 20,980,000	Aug-21
ET0802/33	Ventilation Facilities: Sandy Repairs: Fan Plant (#6375) / Rutgers Tube	\$ 10,440,000	Aug-21
ET0803/32	Pumping Facilities: Sandy Resiliency: 3 Pump Rooms (53rd St Tube)	\$ 16,340,000	Aug-21
ET0803/35	Pumping Facilities: Sandy Resiliency: 2 Pump Rooms (Rutgers Tube)	\$ 3,560,000	Aug-21
ET0802/13	Signal Systems: Sandy Repairs: Signals in the Rutgers Tube	\$ 14,070,000	Aug-21
ET0902/19	Power Distribution Facilities: Sandy Repairs: Power & Comm Cable - Rutgers	\$ 47,740,000	Aug-21
T80412/16	Station Component Investments: Platform Components: East Broadway / GAV	\$ 14,600,000	Aug-21
T80502/04	Mainline Track Rehabilitation: Mainline Track Replacement / Rutgers Tube	\$ 18,600,000	Aug-21
T51807/50	Security: Perimeter Hardening: 130 Livingston Plaza (Outstanding Work)	\$ 8,850,000	Aug-21
T61807/17	Facilities: Livingston Plaza: Facade (Outstanding Work)	\$ 24,630,000	Aug-21
T61804/06	Communications Systems: Upgrade Penta Voice Communication System	\$ 1,370,000	Aug-21
T70412/05	Station Component Investments: Station Ventilators: Ph 13 - 4 locations / Brooklyn	\$ 6,890,000	Aug-21
T70703/17	Line Structure Overcoating: Overcoat Below Track-Level, 48 St - 72 St / Flushing	\$ 57,130,000	Aug-21
T70806/35	Communications Cable And Equipment: Connection-Oriented Ethernet (COE), Phase 2 Core Upgrade	\$ 30,000,000	Aug-21
T80502/07	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Broadway-7th Ave	\$ 35,260,000	Aug-21
T80503/10	Mainline Track Switches: Mainline Track Switches 2020 / White Plains Rd	\$ 21,100,000	Aug-21
T80803/19	Communication-Based Train Control: CBTC Queens Boulevard West - 50 St to Union Tpke: Phase 1	\$ 186,720,000	Sep-21
T50803/08	Communication-Based Train Control: CBTC Queens Blvd West - 50 St to Union Tpke: Ph 1 - Thales	\$ 52,090,000	Sep-21
ET1203/07	Mac: Bus Projects: Sandy Mitigation: Casey Stengel Quill, Castleton Bus Depots	\$ 20,670,000	Sep-21
S70701/03	SIR: Track: SIR Mainline Track Rehabilitation	\$ 48,850,000	Sep-21
S70701/13	SIR: Track: Clifton Yard Track and Switch Reconfiguration	\$ 17,330,000	Sep-21
S80701/09	SIR: Track: Track and Switch Rehabilitation: SIR Mainline (Addnl Work)	\$ 14,340,000	Sep-21
T60404/01	Fare Control Modernization: AFC Replacement, Phase 2: Electronic Boards	\$ 16,340,000	Sep-21
T61004/10	Yard Rehabilitation: Yard CCTV, Phase 2	\$ 15,730,000	Sep-21
T70302/03	New Buses: 165 Hybrid-Electric Standard Buses (Nova)	\$ 150,730,000	Sep-21
T70302/15	Radio & Data Communication: Paratransit AVL/M: Real-Time Dispatch and Scheduling Engine	\$ 9,250,000	Sep-21
T70302/15	Radio & Data Communication: Paratransit AVL/M: System Replacement - Purchase/Install	\$ 17,680,000	Sep-21
T71807/32	Security Program: IESS Wrap Up - Grand Central & 63rd Street Tunnel	\$ 27,280,000	Sep-21
T80503/05	Mainline Track Switches: Mainline Track Switches 2020 / 8th Avenue	\$ 3,880,000	Sep-21
E50703/03	SIR: Track: Sandy Mitigation: St. George	\$ 51,350,000	Oct-21

**New York City Transit/State Island Railway  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
T61606/11	Fire Protection: Fire Alarm System: Main St / Flushing	\$ 350,000	Oct-21
T70407/12	Escalator Replacement: Replace 3 Escalators: Flushing- Main Street / Flushing	\$ 27,370,000	Oct-21
T80503/11	Mainline Track Switches: Mainline Track Switches 2020 / Broadway	\$ 12,430,000	Oct-21
T71605/12	Capital Program Management: Test P8 Services	\$ 10,760,000	Oct-21
T70902/15	Power Distribution Facilities: Supplemental Negative Cables / QBL (Equalizers)	\$ 16,480,000	Oct-21
T70902/18	Contact Rail Replacement: Install Low-Resistance Contact Rail - 53 St Tube	\$ 47,830,000	Oct-21
T80703/08	Structural Component Repairs: LSCRP: Uptown Manhattan + Queens (QBL)	\$ 32,600,000	Oct-21
T71606/05	Groundwater And Soil Remediation: Consultant Services: UST Remediation - 2017	\$ 6,500,000	Oct-21
T71607/26	Security Program: IESS Whap Up - Penn Station & Times Square	\$ 37,860,000	Oct-21
T71607/16	Facilities: Power Upgrade: RCC, PCC - Phase 2	\$ 63,370,000	Oct-21
T71607/25	Consolidated Employee Facilities: Subways: EFR Bathroom and Breakroom Enhancements	\$ 5,000,000	Oct-21
T80302/08	New Buses: 126 Hybrid-Electric Standard Buses (Nova)	\$ 107,950,000	Oct-21
ET1002/09	Power Distribution Facilities: Sandy Repairs: Power Cable Replacement - 148th St Yard	\$ 14,570,000	Oct-21
ET1003/09	Maintenance Of Way: Sandy Mitigation: Long-Term Perimeter Protection, 148 St Yard	\$ 78,010,000	Oct-21
ET1003/11	Yard Rehabilitation: Sandy Mitigation: 148th Street Yard Portal	\$ 5,060,000	Oct-21
T70806/03	Information Technology: PBX Upgrade: Phase 2	\$ 41,510,000	Oct-21
T71203/26	Depot Rehabilitation: Roof: Fresh Pond Depot	\$ 4,900,000	Oct-21
T80502/13	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / 6th Avenue	\$ 19,910,000	Oct-21
T80502/18	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / West End	\$ 6,680,000	Oct-21
T80502/21	Mainline Track Rehabilitation: Mainline Track Replacement 2021 / Broadway-7th Ave	\$ 19,440,000	Oct-21
T81607/04	Consolidated Employee Facilities: Subways: EFR: 8th Avenue Line - Ph 3-4 Locations (Uptown)	\$ 5,160,000	Oct-21
T71605/10	Capital Program Management: Boring Services: Brooklyn, Queens and Staten Island	\$ 1,960,000	Nov-21
T71605/11	Capital Program Management: Boring Services: Manhattan & Bronx	\$ 2,070,000	Nov-21
T61004/54	Car Maintenance Shops: 207th St Overhaul Shop: Soil Remediation and Boiler Upgrade	\$ 11,880,000	Nov-21
T61606/10	Asbestos Abatement: Asbestos/Lead: Air Monitor	\$ 9,120,000	Nov-21
T70302/23	New Buses: 110 Hybrid-Electric Standard Buses (New Flyer)	\$ 99,290,000	Nov-21
T70803/22	Signal Systems: AC Line Relay Upgrade (Crosstown) - (95 Signals)	\$ 25,170,000	Nov-21
T70803/42	Communication-Based Train Control: CBTC: 8 Avenue, Equip 112 R160 cars (26 units)	\$ 11,900,000	Nov-21
T70902/02	Substation Renewal (IRT-BMT): Avenue 2 Substation Renewal / CUL	\$ 32,190,000	Nov-21
T80502/12	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Lance-White Plains Rd	\$ 13,150,000	Nov-21
E50702/11	SIR: Shops & Facilities: Sandy Repairs: Clifton Shop	\$ 34,890,000	Dec-21
E50703/02	SIR: Shops & Facilities: Sandy Mitigation: Clifton Shop	\$ 167,430,000	Dec-21
S70701/11	SIR: Shops & Facilities: SIR: Relocate HQ to Clifton Shop	\$ 9,140,000	Dec-21
T70703/03	Structural Component Repairs: Elev Structural Rehab: Livonia Yard Overpass & Retaining Wall	\$ 27,080,000	Dec-21
T70414/01	Station Signage: Station Signage (2016)	\$ 10,780,000	Dec-21
T70407/04	Elevator Replacement: Replace 6 Traction Elevators / 8 Avenue	\$ 45,940,000	Dec-21
T61204/03	Radio & Data Communication: Bus Radio System - NYCT	\$ 217,500,000	Dec-21
T70404/03	Fare Control Modernization: AFC Replacement, Phase 2: Electronic Boards	\$ 1,740,000	Dec-21
T70412/74	Station Component Investments: Station Lighting: 6 Locations / Various Lines	\$ 7,660,000	Dec-21
T70412/75	Station Component Investments: Station Ventilators: Ph 16 - 2 Locations / CNR - Brooklyn	\$ 8,250,000	Dec-21
T70806/17	Information Technology: Liftnet Transition to Ethernet	\$ 15,840,000	Dec-21
T70806/37	Communications Cable And Equipment: Connection-Oriented Ethernet (COE), PSIM on Blade Servers	\$ 13,740,000	Dec-21
T70806/51	Mac: Stations: Help Point: Whap-Up and CAI Removals	\$ 20,210,000	Dec-21
T80502/08	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Flushing	\$ 59,890,000	Dec-21
T80502/11	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Jamaica	\$ 28,060,000	Dec-21
T80502/23	Welded Rail: Continuous Welded Rail 2020	\$ 35,010,000	Dec-21
T80503/06	Mainline Track Switches: Mainline Track Switches 2020 / Queens	\$ 7,530,000	Dec-21
T81607/06	Consolidated Employee Facilities: Subways: EMD Facility: Hoyt-Schermerhorn / Fulton	\$ 15,550,000	Dec-21
S70701/02	SIR: Station Component Investments: SIR Station Component Program	\$ 18,930,000	Jan-22
T71004/03	Car Maintenance Shops: DCE Shop Components, Phase 2: 239 St, Concourse, ENY	\$ 45,920,000	Jan-22
T70806/49	Communications Cable And Equipment: Connection-Oriented Ethernet at 88 Stn, Ph 3B-1 [SBMP Tier2]	\$ 7,070,000	Jan-22
T70413/32	Station Accessibility (ADA): ADA Enhancements: 170 Street / Jerome Avenue	\$ 61,990,000	Jan-22
T70902/06	Substation Equipment (IRT-BMT): Replace High Tension Switchgear at 7 Substations	\$ 30,360,000	Jan-22
T70413/31	Station Accessibility (ADA): ADA: Livonia Avenue / Canarsie	\$ 87,290,000	Feb-22
T70806/36	Communications Cable And Equipment: Connection-Oriented Ethernet (COE), Ph 3A	\$ 28,600,000	Feb-22
T71203/06	Station Expansion Depot Rehabilitation: Generator: Yukon Depot NYPA	\$ 11,820,000	Feb-22

**New York City Transit/State Island Railway  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
T0302/09	New Buses: 209 Standard Diesel Buses (Nova)	\$ 141,210,000	Feb-22
T0502/05	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Queens	\$ 7,700,000	Feb-22
T71002/05	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2017	\$ 5,000,000	Mar-22
T71203/21	Depot Rehabilitation: East New York Depot Windows and Facade	\$ 18,500,000	Mar-22
T0502/06	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / 8th Avenue	\$ 20,730,000	Mar-22
T0202/12	Radio & Data Communication: Digital Information Signs: Depot W-Fi	\$ 2,520,000	Mar-22
T70413/07	Station Accessibility (ADA): ADA: Times Square, Phase 3 - Shuttle	\$ 218,060,000	Mar-22
T70414/04	Station Reconstruction: Station Reconstruction: Times Square, Phase 3 - Shuttle	\$ 29,450,000	Mar-22
T70502/86	Mainline Track Rehabilitation: Mainline Track Replacement 2018 / Times Sq Shuttle	\$ 5,680,000	Mar-22
T0503/13	Mainline Track Switches: Mainline Switches - 2020 DES/EFA	\$ 6,810,000	Mar-22
T0370/3	Line Structure Rehabilitation: Rehabilitation of Emergency Exits - Various Locations	\$ 20,000,000	Mar-22
T71004/02	Roofing Repair & Replacement: 207 St Maintenance & Overhaul Shop Roof & Component Repair	\$ 59,960,000	Apr-22
T70302/06	New Buses: 50 Express Buses	\$ 33,950,000	Apr-22
T70803/24	Signal Systems: Code Cable Replacement / BW7	\$ 41,790,000	Apr-22
T0302/11	New Buses: 139 Standard Diesel Buses (New Flyer) - 4 Pilot Buses	\$ 2,840,000	Apr-22
T70407/02	Elevator Replacement: Replace 12 Traction Elevators / Broadway-7th Avenue	\$ 109,770,000	May-22
T70703/08	Line Structure Overcoating: Rehab Emergency Exit 302N - 168 St / BW7	\$ 3,510,000	May-22
ET0403/05	Misc: Stations: Sandy Mitigation: Coastal Storm MCD Wrap-Up	\$ 1,330,000	May-22
ET0403/06	Misc: Stations: Sandy Mitigation: Street Level Opening - 8 Stations Wrap-Up	\$ 5,630,000	May-22
T70605/03	Ventilation Facilities: Replace Supervisory Vent Controls - 11 Loco / Various	\$ 28,110,000	May-22
T0502/10	Mainline Track Rehabilitation: Mainline Track Replacement 2020 / Brighton	\$ 15,210,000	May-22
T0605/07	Ventilation Facilities: Replace Supervisory Vent Controls - 2 Loco #7203, #7204 - PLS	\$ 6,400,000	May-22
ET0903/04	Substation Equipment (IRT-BMT): Sandy Mitigation: Montague-Furman Substation / BWY	\$ 10,210,000	Jun-22
T0502/18	Substation Equipment (IRT-BMT): Montague-Furman Substation (Core)	\$ 710,000	Jun-22
T61204/02	Misc: Bus Projects: TSP: Traffic Signal Priority Rollout 1100 Buses (SB5)	\$ 3,350,000	Jun-22
T70407/01	Elevator Replacement: Replace 11 Hydraulic Elevators / Various	\$ 74,120,000	Jun-22
T70703/16	Line Structure Overcoating: Overcoating: Broadway - End of Line / Myrtle	\$ 56,450,000	Jun-22
T71203/07	Depot Rehabilitation: HVAC: Fresh Pond Depot (NYPA)	\$ 14,860,000	Jun-22
T71204/04	Misc: Bus Projects: TSP: Traffic Signal Priority, Phase 2	\$ 4,020,000	Jun-22
T0502/22	Mainline Track Rehabilitation: Mainline Track - 2020 DES/EFA	\$ 10,340,000	Jun-22
S8070/1	SIR: Station Component Investments: Station Components: New Corp / SIR	\$ 5,220,000	Jul-22
S8070/1/08	SIR: Passenger Stations: ADA: New Corp / SIR	\$ 38,350,000	Jul-22
T70803/01	Communication-Based Train Control: CBTC Queens Boulevard West - 50 St to Union Tpke: Phase 2	\$ 424,220,000	Jul-22
T71002/04	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2016	\$ 5,000,000	Jul-22
ET0403/17	Misc: Stations: Sandy Mitigation: Upgrade Emergency Booth Comm System (EBCS)	\$ 78,320,000	Aug-22
T61006/11	Fire Protection: Fire Alarm Systems: 15 DOS Locations	\$ 22,650,000	Aug-22
T70803/07	Signal Systems: Dimsas Interlocking: CBTC Culver	\$ 133,570,000	Aug-22
T70803/26	Signal Systems: Life Cycle Replacement of Code Systems - Phase 1	\$ 49,220,000	Aug-22
T70803/32	Communication-Based Train Control: CBTC: Culver (Church Ave to W8th St)	\$ 116,050,000	Aug-22
T70803/33	Signal Systems: Ave X Interlocking: CBTC Culver	\$ 200,040,000	Aug-22
T70803/43	Mainline Track Switches: Mainline Track Switches 2018 / CBTC Culver	\$ 32,480,000	Aug-22
T0502/32	Mainline Track Rehabilitation: Mainline Track Replacement 2021 / Jamaica	\$ 27,040,000	Aug-22
ET1002/11	Power Distribution Facilities: Sandy Repairs: Coney Island Yd Cables & Communication Equipment	\$ 164,560,000	Sep-22
ET1003/07	Maintenance Of Way: Sandy Mitigation: Long Term Perimeter Proctn-ConeyIsland Yd	\$ 349,770,000	Sep-22
T70101/02	New Subway Cars: Purchase 20 Open Gangway Prototype Cars (R21.1)	\$ 79,910,000	Sep-22
T0502/17	Substations (IND): Reconstruct 6 Negative Manholes - Central Substation / 6AV	\$ 2,160,000	Oct-22
T70902/03	Substation Renewal (IRT-BMT): Central Substation Renewal Including New Rectifier / 6AV	\$ 43,390,000	Oct-22
T0502/05	Power Distribution Facilities: Rebuild Ducts: Central Substation / 6AV	\$ 25,000,000	Oct-22
T40404/M6	Fare Control Modernization: AFC System Wrap-Up	\$ 8,100,000	Oct-22
T80413/03	Station Accessibility (ADA): ADA: Dyckman Street (northbound) / 7th Ave-Bway	\$ 27,670,000	Oct-22
T61007/05	Consolidated Employee Facilities: Subways: RTO Fac: Chambers St / Nassau Loop	\$ 18,250,000	Nov-22
T70806/04	Communications Cable And Equipment: Fiber Optic Cable Replacement Phase 2	\$ 28,690,000	Nov-22
T71005/03	Capital Program Management: Structural Testing (Elevated)	\$ 8,600,000	Dec-22
T70806/14	Public Address/Customer Info Systems: ISM B-DIV: Module 3	\$ 103,190,000	Dec-22
T70803/49	Maintenance Of Way: Signal Quality Enhancements (SAP)	\$ 18,200,000	Dec-22
T61004/25	Car Maintenance Shops: 207 St Overhaul: Equipment for Car HVAC Repair & Maintenance	\$ 2,240,000	Dec-22
T71005/03	Capital Program Management: Structural Testing (Subway)	\$ 10,640,000	Dec-22
T0806/37	Security Program: Columbus Circle Electronic Security System	\$ 14,790,000	Dec-22

**New York City Transit/State Island Railway  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
T80413/17	Station Accessibility (ADA): ADA: Grand Street / Canarsie	\$ 37,560,000	Jan-23
T70803/42	Communication-Based Train Control: CBTC: 8 Avenue, Equip 316 R179 cars (73 units)	\$ 36,610,000	Mar-23
T70413/50	Elevator Replacement: Additional Elevator: 34 St / BW7 PSNY- 33rd	\$ 16,540,000	Mar-23
T80407/07	Elevator Replacement: Replace 3 Hydraulic Elevators: 34 St / BW7 PSNY-33rd	\$ 21,790,000	Mar-23
T80412/19	Mec: Stations: Leak Remediation: 34 St / BW7 PSNY-33rd	\$ 2,410,000	Mar-23
T80413/37	Station Accessibility (ADA): ADA: Beach 67th St (Gaston) / Far Rockaway	\$ 50,960,000	Mar-23
T80806/13	Station Communication Rooms: Comm Room Upgrade: 34 St / BW7 (M16A)	\$ 1,480,000	Mar-23
T71902/06	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2018	\$ 5,000,000	Apr-23
T61004/08	Shop Equipment And Machinery: Heavy Shop Equipment Replacement	\$ 8,180,000	Jun-23
T70407/08	Escalator Replacement: Replace 2 Escalators / Pelham Parkway/ White Plains Road	\$ 15,820,000	Jun-23
T70407/09	Escalator Replacement: Replace 6 Escalators / Various	\$ 46,410,000	Jun-23
T71004/09	Shop Equipment And Machinery: Heavy Shop Equipment Purchase & Replacement 2015-19	\$ 14,700,000	Jun-23
T71902/98	Owner-Controlled Insurance Program: 2015-2019 Owner Controlled Insurance Program	\$ 165,350,000	Jun-23
T80413/32	Station Accessibility (ADA): ADA: East 149th Street / Pelham	\$ 55,590,000	Jun-23
T80413/19	Station Accessibility (ADA): ADA: 7th Avenue / 68th Ave	\$ 66,370,000	Jul-23
T70413/15	Station Accessibility (ADA): ADA: 149 Street - Grand Concourse Complex	\$ 116,010,000	Jul-23
T70413/38	Station Accessibility (ADA): ADA: Tremont Avenue / Concourse	\$ 54,410,000	Jul-23
S70701/01	SIR: Car Rehabilitation/Purchases: Purchase 75 SIR Passenger Railcars -R211	\$ 257,480,000	Jul-23
T60404/05	Fare Control Modernization: New Fare Payment System, Phase 2	\$ 102,470,000	Jul-23
T70404/01	Fare Control Modernization: New Fare Payment System, Ph2	\$ 463,320,000	Jul-23
T71204/03	Mec: Bus Projects: Select Bus Service 2015-19	\$ 18,530,000	Jul-23
T71302/15	Work Train & Special Equipment: Convert 10 R77E Locomotives	\$ 34,270,000	Jul-23
T80412/	Station Component Investments: Platform Components: Metropolitan Ave / BCT	\$ 10,960,000	Aug-23
T80413/27	Station Accessibility (ADA): ADA: Lorimer St / CNR	\$ 49,180,000	Aug-23
T80413/28	Station Accessibility (ADA): ADA: Metropolitan Ave / BCT	\$ 253,420,000	Aug-23
T71302/08	Work Train & Special Equipment: Purchase of 12 3-Ton Crane Cars	\$ 32,160,000	Sep-23
T70101/01	New Subway Cars: Purchase 440 B-Division Cars - R211	\$ 1,409,570,000	Sep-23
T70703/23	Structural Component Repairs: LSCRP: Brooklyn (EPK)	\$ 81,210,000	Oct-23
T80703/11	Line Structure Rehabilitation: Plenum Plate Demolition & Structure Rehab on EPK	\$ 20,900,000	Oct-23
ET1002/10	Power Distribution Facilities: Sandy Repairs: Power Cable Replacement - 207th St Yard	\$ 38,580,000	Nov-23
ET1002/18	Signal Systems: Sandy Repairs: 207 St Yard Signals	\$ 298,240,000	Nov-23
ET1002/19	Yard Track Rehabilitation: Sandy Repairs: 207 St. Yard Track	\$ 60,670,000	Nov-23
ET1002/20	Yard Switches: Sandy Repairs: 207 St. Yard Switches	\$ 49,940,000	Nov-23
ET1003/10	Maintenance Of Way: Sandy Mitigation: Long-Term Perimeter Protection, 207 St Yd	\$ 158,870,000	Nov-23
ET1003/12	Yard Rehabilitation: Sandy Mitigation: 207th Street Yard Portal	\$ 27,100,000	Nov-23
T70605/05	Ventilation Facilities: Rehabilitate Forsyth St. Fan Plant	\$ 90,550,000	Nov-23
T71904/08	Computer Hardware & Communications: Enterprise Asset Management (EAM)	\$ 41,000,000	Nov-23
T81302/04	Work Train & Special Equipment: Purchase 27 Flat Cars	\$ 24,860,000	Dec-23
ET1003/14	Maintenance Of Way: Sandy Mitigation: Sewer 207th Street	\$ 152,430,000	Feb-24
T70803/27	Signal System Equipment: Life Cycle Replacement of Speed Enforcement Systems	\$ 65,430,000	Mar-24
T70803/42	Communication-Based Train Control: CBTC: 8 Avenue, Equip 460 R211 Cars (92 units)	\$ 36,330,000	Mar-24
T71902/07	Capital Revolving Fund: Capital Revolving Fund (CRF) - 2019	\$ 5,000,000	Mar-24

**Long Island Rail Road  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
L70502/LJ	SIGNAL NORMAL REPLACEMENT PROGRAM	\$ 21,894,104	Jan-21
L70204/VV	Lynbrook Station Improvements	\$ 1,000,000	Feb-21
L70601/YG	DIESEL LOCOMOTIVE SHOP IMPROVEMENTS	\$ 94,400,000	Feb-21
L60304/TU	JAMAICA CAPACITY IMPROVEMENTS - PHASE I	\$ 5,410,497	Mar-21
L70204/VT	St. Albans Station Renewal	\$ 3,205,900	Mar-21
L70701/XE	3RD RAIL PROTECTION BOARD	\$ 2,230,507	Apr-21
L70701/XF	3RD RAIL - COMPOSITE RAIL	\$ 3,704,843	Apr-21
L70701/XG	3RD RAIL - FEEDER CABLE REPLACEMENT	\$ 1,418,747	Apr-21
L70701/XH	NEGATIVE REACTOR UPGRADE	\$ 1,320,000	Apr-21
L70701/XK	SIGNAL POWER MOTOR GENERATOR REPLACEMENT	\$ 1,870,300	Apr-21
L70701/XP	ATLANTIC AVENUE TUNNEL LIGHTING	\$ 3,500,000	Apr-21
L70101/ME	M9 Car deliveries for 2021	\$ 64,930,000	May-21
EL0502/ZC	LONG BEACH BRANCH - SYSTEMS RESTORATION	\$ 2,270,810	Jun-21
L60701/VAQ	Port Washington Substation Replacement	\$ 10,009,553	Jun-21
L60701/VAR	RICHMOND HILL SUBSTATION REPLACEMENT	\$ 7,319,984	Jun-21
L70501/SD	FIBER OPTIC NETWORK	\$ 2,109,997	Jun-21
L70204/UG	JAMAICA STATION - PLANNING & ENGINEERING	\$ 4,440,187	Jun-21
L70401/VC3	LYNBROOK & ROCKVILLE CTR Viaduct	\$ 2,250,000	Jun-21
L70401/VD4	LYNBROOK & ROCKVILLE CENTRE RENEWALS (SBDP)	\$ 3,650,800	Jun-21
L70401/VBU	MENTOR ALLOWANCE - LINE STRUCTURES	\$ 1,978,450	Jun-21
L70204/VY	ATLANTIC TERMINAL LEAK REMED & COMP RENEWAL DES	\$ 1,386,734	Aug-21
L70601/YR	Yard Improvements	\$ 3,180,000	Oct-21
EL0702/ZE	SYSTEMWIDE SUBSTATION RESTORATION	\$ 7,000,000	Dec-21
L60304/TU	JAMAICA CAPACITY IMPROVEMENTS - PHASE I	\$ 35,000,000	Dec-21
L70502/LK	PTC Wrap Up Support	\$ 19,104,000	Dec-21
L80301/V	2021 Track Program	\$ 60,000,000	Dec-21
L70401/BS	BRIDGE PAINTING / WATERPROOFING - FIA CONSTRUCTION - 2017	\$ 3,586,889	Jan-22
L70502/LP	LIGHTNING PROTECTION - FIA CONSTRUCTION LABOR	\$ 3,423,170	Jan-22
EL0003/ZH	EMERGENCY MANAGEMENT EQUIPMENT MITIGATION - 3P - MOBILE SUBSTATION	\$ 7,659,654	Feb-22
L70701/XB	SUBSTATION COMPONENTS - 3P CONSTRUCTION - ELECTRICAL	\$ 12,360,645	Feb-22
L70701/XB	SUBSTATION COMPONENTS - 3P CONSTRUCTION	\$ 1,900,000	Feb-22
N40905/PX	PATCHOGUE SIDING - FIA CONSTRUCTION LABOR	\$ 1,516,982	Feb-22
L80204/1B	METS-WILLET'S EIC RELOCATION - FIA CONSTRUCTION LABOR - EIC KD	\$ 7,000,000	Mar-22
L70701/XA	SUBSTATION REPLACEMENTS - FIA CONSTRUCTION LABOR	\$ 3,203,750	Mar-22
L80205/02	RONKONKOMA PARKING GARAGE REHABILITATION - 3P CONST. SBMP - INT STEEL PAINTING NORTH - KO	\$ 3,070,000	Apr-22
L60304/TV	MASSAPEQUA POCKET TRACK - FA CONSTRUCTION LABOR	\$ 9,707,238	Jul-22
L70204/EJ	HUNTINGTON STATION E. PEDESTRIAN OVERPASS (SBDP) - 3P CONSTRUCTION	\$ 3,341,620	Aug-22
L70204/VZ	NEW ELMONT STATION - 3P CONST DES-BUILD BELMONT PK REDV ELMONT STATION	\$ 68,331,205	Dec-22
L70604/05	MORRIS PK BUILDING 3 ELEVATOR RENEWAL (SBDP) - 3P CONSTRUCTION - GROUP V (SBDP)	\$ 2,289,000	Dec-22
L70701/XUJ	SUBSTATION REPL PKG 2: CONSTRUCTION - 3P CONSTRUCTION	\$ 17,443,000	May-23
EL0603/ZS	LONG ISLAND CITY YARD RESILIENCY - CR - 3P CONSTRUCTION (WALL AND PUMP)	\$ 13,430,847	May-23
L60904/N6	SMITHTOWN VIADUCT REMEDIATION - 3P CONSTRUCTION	\$ 1,578,000	Jun-23
L70604/YX	FIRE PROTECTION IMPROVEMENTS - 3P CONSTRUCTION	\$ 2,381,348	Jan-24
L70502/LN	BABYLON TO PATCHOGUE - FIA CONSTRUCTION LABOR	\$ 10,361,001	Apr-24
L70502/LN	BABYLON TO PATCHOGUE - 3P SIGNAL EQUIPMENT PROCUREMENT	\$ 26,319,065	Apr-24
EL0603/ZP	WEST SIDE YARD & EAST RIVER TUNNEL MITIGATION - 3P CONSTR WSY PERM WALLS	\$ 44,712,730	Jun-24
L80301/02	RETAINING WALLS / RIGHT OF WAY PROJECTS - FIA CONSTRUCTION LABOR	\$ 1,875,000	Sep-24
L80204/0D	ADA ACCESSIBILITY AND COMPONENTS 24 STATIONS DES - FIA DESIGN	\$ 1,000,000	Dec-24
L80204/0D	ADA ACCESSIBILITY AND COMPONENTS 24 STATIONS DES - 3P DESIGN	\$ 3,464,997	Dec-24
L80301/10	CONCRETE TIE PROGRAM - FIA CONSTRUCTION LABOR	\$ 19,897,716	Dec-24
L80301/12	TRACK REHAB- WEST SIDE STORAGE YARD - FIA CONSTRUCTION	\$ 3,942,239	Dec-24
L80401/05	WRECK LEAD BRIDGE REHAB - 3P CONST WRECK LEAD MECHANICAL	\$ 3,096,450	Dec-24
L80501/01	COMM. POLE LINE - FIA CONSTRUCTION LABOR	\$ 1,006,049	Dec-24
L80701/02	ATLANTIC AVENUE TUNNEL LIGHTING - FIA CONSTRUCTION ATLANTIC AVENUE	\$ 6,500,000	Dec-24

**Long Island Rail Road  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
L80701/03	SIGNAL POWER MOTOR GENERATOR REPLACEMENT - FIA CONSTRUCTION - SIG PWR MOT GEN	\$ 1,000,000	Dec-24
L80701/03	STATION & BUILDING ELECTRICAL SYSTEMS AND PLATFORM - FIA CONSTRUCTION - STA BLDG ELEC SYS PL	\$ 1,000,000	Dec-24
L80701/04	3RD RAIL - 2000 MCM & FEEDER CABLE UPGRADE - FIA CONST LAB - 2000 MCM & FEEDER CAB UPG	\$ 1,800,000	Dec-24
L80701/04	3RD RAIL - PROTECTION BOARD & ALUMINUM RAIL - FIA CONST LAB - PROT B. & ALLM RAIL	\$ 2,400,000	Dec-24
L80701/06	SUBSTATION COMPONENT RENEWAL - FIA CONST LAB SUBS COMP RENEW	\$ 1,500,000	Dec-24

**Metro-North Railroad**  
**2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
EM050209	Power Infrastructure Restoration-HRLB Facility Houses-Sandy	\$ 8,326,731	Mar-21
M7020210	Station Improvements Initiatives, 5 Stations	\$ 135,560,000	Mar-21
M6020203	Harlem Line Station Renewal	\$ 4,104,524	Mar-21
M5030212	Clearance Inventory and Video	\$ 2,195,417	Mar-21
M6050101	Bridge 23	\$ 63,159,690	Mar-21
M7030102	Cyclical Repl. Insulated Joint	\$ 2,000,000	Apr-21
M6050103	Brewster Substation	\$ 23,734,055	Apr-21
M7040106	Upgrade Grade Crossings	\$ 1,500,000	Apr-21
M7030210	Hudson Line Tunnels Inspection	\$ 1,079,866	May-21
M7020207	Customer Communication-Stations	\$ 85,274,005	May-21
M7050106	3 Fixed Substations	\$ 3,416,087	May-21
M7030104	Turnouts - Mainline/High Speed **	\$ 44,609,309	May-21
M7020107	GCT PA Head End and VIS Systems	\$ 62,604,827	Jun-21
M7050108	Replace 3rd Rail Sectionalizing Switches	\$ 428,015	Jun-21
M7030201	3rd Ave Bridge Replacement	\$ 14,428,026	Jun-21
M7030303	Undergrade Bridge Rehabilitation Design 5 Bridges	\$ 12,037,372	Jun-21
M7050106	3 Modular Substations	\$ 1,502,729	Jun-21
EM050208	Power Infrastructure Restoration-Substations - Sandy	\$ 45,653,745	Jun-21
M7020214	SBMP Emergency Platform Shoring	\$ 3,520,420	Jul-21
M7050105	Harlem and Hudson Power Improvements (City Water Substation)	\$ 24,807,464	Jul-21
M7020216	Port Jervis Station Improvements	\$ 6,770,811	Aug-21
M7030201	6th & 10th Ave Bridges (partial)	\$ 14,428,026	Aug-21
M7080113	Customer Communication-CM	\$ 12,786,122	Aug-21
M6020208	Customer Communication / Connectivity Improvements	\$ 16,819,603	Dec-21
M6030108	2020 Cyclical Track Program	\$ 15,684,242	Dec-21
M7030301	W.O.H Rock Slope Remediation	\$ 12,800,000	Dec-21
M7030103	E.O.H Rock Slope Remediation	\$ 18,615,906	Dec-21
M7030201	F/A Overhead Bridges East of Hudson	\$ 8,014,827	Dec-21
M6010102	M-8 New Haven Line Purchase	\$ 246,000,000	Dec-21
M7020205	SBMP Nanuet Shelter	\$ 2,202,860	Dec-21
M6040104	Replace Field Code System - Mott Haven	\$ 1,424,317	Dec-21
M7040111	West of Hudson Signal Improvements	\$ 21,079,000	Dec-21
M7030207	Bridge Walkways	\$ 2,000,000	Dec-21
M7030201	6th & 10th Ave Bridges (partial)	\$ 14,808,412	2022
M7050101	Replace MA's in Signal Substations	\$ 24,153,435	2022
M7040112	Harlem Wayside Comm & Signal Improvements	\$ 78,140,534	2022
M6040118	H&H Wayside Commun. & Signal Systems Design	\$ 8,636,408	2022
M6040102	West of Hudson Signal Improvements	\$ 67,600,000	2022
M6050103	86th / 110th Substations	\$ 30,068,713	2022
EM050210	Power Infrastr Restoration-Remote Terminal Houses-Sandy	\$ 1,280,000	2022
EM050206	Power Infrastructure Restoration-Ph 1 and 2 - Sandy	\$ 176,433,575	2022
EM040205	Comm & Signal Infrastructure Restoration Ph 1 and 2 - Sandy	\$ 98,020,749	2022
EM040301	Power/Signal Mitigation - High Level Platforms	\$ 27,699,689	2022
EM040302	Hudson Line Power and Signal Resiliency	\$ 35,152,702	2022
M6020208	Customer Communication / Connectivity Improvements	\$ 16,819,603	Feb-22
M6060103	Other Shops / Yards Renewal	\$ 3,456,017	Feb-22
M7080109	GCT/ESA Unified Trash Facility	\$ 35,149,352	Mar-22
M7030213	DC Substation/SignalHse Roof Replacement	\$ 4,500,000	Mar-22
M7030112	2019 Cyclical Track Program	\$ 26,230,201	Mar-22
M7020103	GCT Column Painting	\$ 3,434,700	Mar-22

**Metro-North Railroad  
2021-2024 Completions**

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



**MTA Bus  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
U7030206	Automated Passenger Count - Ph. 1 Roll-Out - MTABC	\$ 1,806,810	Jul-21
U6030226	Bus Radio System	\$ 27,820,675	Dec-21
U7030211	Bus Radio System, Pt II	\$ 37,355,800	Dec-21
U6030212	CNG Upgrade - College Point	\$ 6,091,000	Jan-22
U6030232	HVAC - College Point	\$ 8,490,000	Jan-22
U7030205	Bus Digital Information Screen (DIS) Phase 2	\$ 877,796	Feb-22
U7030202	257 Express Buses	\$ 166,665,518	Mar-22
U7030209	College Point Rehab	\$ 9,518,311	Apr-22
U7030218	Window Replacement - JFK	\$ 3,000,000	Apr-22
U6030211	HVAC - Spring Creek	\$ 3,880,000	May-22
U7030207	Storage Room Expansion - LaGuardia	\$ 5,385,250	Jul-22
U6030208	Automated Bus Lane Enforcement (ABLE) Phase 2A	\$ 1,312,500	Nov-22
U6030211	HVAC - Spring Creek	\$ 3,880,000	Dec-22
U7030208	CNG Upgrade - Spring Creek	\$ 7,382,519	Dec-22
U7030214	Non-Revenue Vehicles	\$ 3,582,699	Dec-22
U7030219	Purchase 25 Standard Diesel Buses	\$ 18,092,250	Feb-23
U7030213	Chassis Wash - College Point	\$ 1,425,100	Apr-23
U6030202	Partial Purchase of 110 Standard Diesel Buses	\$ 26,117,000	Jun-23
U6030209	Facade Repair: Baisley Park Depot	\$ 3,600,000	Jun-23
U6030209	Facade Repair: JFK Depot	\$ 5,850,000	Jun-23
U6030209	Facade Repair: LaGuardia Depot	\$ 5,850,000	Jun-23
U6030209	Boiler Replacement: College Point, LaGuardia, & Spring Creek	\$ 3,073,900	Dec-23
U6030209	New Building Management Systems Installation, Fire Alarm & Methane Detection Replacement - Spring Creek	\$ 14,850,000	Dec-24
U6030209	New Building Management Systems Installation, Fire Alarm & Methane Detection replacement - College Point		
U6030209	HVAC Upgrade, Pt II - College Point & Spring Creek	\$ 18,000,000	Dec-24
U6030209	Generator Replacement: College Point and Spring Creek	\$ 6,120,000	Dec-24
U6030212	Portable Bus Lifts	\$ 6,000,000	Dec-24

**MTA Network Expansion  
2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
G7090124/G6140102	ESA and Regional Investments: B/C Approach CH058A	\$ 92,945,083	Apr-21
G7090142	ESA: Manhattan North Structures - CM007	\$ 708,011,735	Apr-21
Various ACEPs	ESA: GCT Concourse & Facilities CM014B	\$ 574,489,368	Jun-21
G7090121	ESA: Mid-Day Storage Yard - CQ033	\$ 348,604,109	Jul-21
G7090136	ESA: Systems Package 2 - Tunnel Systems CS086	\$ 72,010,609	Jul-21
G6090143	ESA: System Package 4 – Traction Power CS084	\$ 94,298,916	Feb-22
G6090135/G7090135	ESA: Systems Pkg 1 CS179	\$ 742,971,691	Apr-22
G6140116, G7090162, G8140116	ESA and Regional Investments: ET Catenary Work CH063	\$ 72,902,500	Jun-22
G7130103/G4/05/06 & G8130103	LIRR Expansion Project: D-B Construction Contract	\$ 1,850,932,968	Jun-23

**MTA Interagency and MTA PD  
2021-2024 Completions**

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

**MTA Bridges and Tunnels**  
**2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
D604BB28	Brooklyn Plaza Standpipe replacement	\$ 2,968,704	Mar-21
D701VN10	Anchorage & Piers Rehabilitation and Sealing	\$ 48,988,596	May-21
D704RK21	D-B FireStandpipe Acceleration Ph.2	\$ 4,858,350	May-21
D801RK81	Facility Interoperability Improvements (Demo of Old Structure)	\$ 8,772,166	Jun-21
D702VN11	Brooklyn Approach Reconstruction	\$ 29,196,444	Jun-21
D701CB18	CB Scour Protect/Repair/Replace CB/MP Pier Fender	\$ 65,866,837	Jul-21
D702TN55	Study for Bx/Qns Approach Viaduct Replacement	\$ 11,178,497	Jul-21
D702VN86	Design for Belt Parkway Ramps Widening	\$ 4,635,066	Sep-21
D705HC80	Rehabilitation of Ventilation Buildings	\$ 4,117,149	Oct-21
D704HC07	Rehabilitation of HCT Ventilation Systems	\$ 88,015,371	Oct-21
D705QM36	Rehabilitation of Ventilation Buildings	\$ 3,657,796	Oct-21
D603AW35	Weather Information Systems	\$ 3,510,705	Dec-21
D701BW07	Fender Protection around Tower Piers (Const)	\$ 21,053,254	Dec-21
D704BW32	Installation of Fire Standpipe Connections	\$ 5,990,124	Dec-21
D702VN80	Prelim Design for Suspended Span Lower Level Deck	\$ 6,658,493	Dec-21
D707VN49	Paint Suspended Span Upper & Lower Level Steel	\$ 73,600,000	Dec-21
D706AW94	RK - Qns Viaduct Pier Rpr -Const.	\$ 4,720,000	Dec-21
D806AW94	SBMP-HH36 Ph 1 New Inspection Catwalk Dyckman Vaults	\$ 1,861,210	Dec-21
D701HH07	Structural Rehabilitation	\$ 39,525,030	Mar-22
D707HH30	Replacement of HHB Overcoat System	\$ 19,377,199	Mar-22
D801RK70	Structural Repairs/Flag Repairs	\$ 62,136,570	Mar-22
D701VN32	Steel Repair & Concrete Rehabilitation	\$ 21,783,184	Apr-22
D701RK19	Seismic/Wind Retrofit & Structural Rehab Ph1	\$ 48,385,209	Aug-22
D701RK70	Miscellaneous Structural Rehabilitation	\$ 32,552,322	Aug-22
D707RK70	Paint Suspended Span/Bronx Truss Steel	\$ 3,888,587	Aug-22
D801RK19	Suspended Span Retrofit	\$ 276,000,000	Nov-22
D702TN49	Replacement of Grid Decks on Suspended Span	\$ 314,072,536	Nov-22
D707TN49	Painting of Suspended Span	\$ 21,294,438	Nov-22
D806MPX1	Operational Improvement	\$ 11,267,547	Nov-22
ED040308	Power Resiliency at RFK Bridge: Substation Upgrade	\$ 34,729,060	Nov-22
D805HC80	Manhattan Blower Building Façade Rehabilitation	\$ 4,350,000	Dec-22
D806AW94	RK-58 SBMP Roof Repl-IT Hub	\$ 2,563,000	Dec-22
D807MPPT	MP Facility-Wide Painting Program	\$ 16,514,464	Jun-23
D807RKPT	RK Facility-Wide Painting Program	\$ 79,125,000	Jun-23
D702VN84	Reconstruction of VN Approach Ramps - Phase1	\$ 222,243,119	Jun-23
D701TN53	Approach Viaduct Seismic Retrofit/Structural Rehab	\$ 211,527,480	Aug-23
D801BW14	Miscellaneous Structural Rehab & Facility Painting	\$ 48,349,013	Dec-23
D807BWPT			
D804MP09	Electrical Rehabilitation (Elevator)	\$ 35,370,789	Dec-23
D806VNX1	Safety Fence	\$ 51,950,000	Dec-23
D801HH36	Dyckman St. Abutment Repl. & Substation Upgra	\$ 119,233,424	Jun-24
D801RK83	Lift Span Fender Upgrades	\$ 44,707,587	Jun-24

**MTA Bridges and Tunnels**  
**2021-2024 Completions**

<b>ACEP</b>	<b>Project Description</b>	<b>Budget</b>	<b>Date</b>
D801RK93	Reconstruct/Relocate RI Ramps (QR & RM)	\$ 92,099,108	Jun-24
D804BW96	Lighting, Power Redundancy & Resiliency Imprv at BW & VN	\$ 81,166,206	Dec-24
D804VN12			
D801CB30	Structural Rehabilitation of CBB	\$ 39,790,465	Dec-24
D701RK04	Queens Anchorage Rehabilitation	\$ 66,400,000	Dec-24
D801RK04			
D801TN52	Miscellaneous Structural Rehabilitation	\$ 27,200,000	Dec-24
D802VN81	Lower Level Main Span Deck Rehabilitation	\$ 102,497,624	Dec-24
D802VN86	Belt Parkway Ramps Widening	\$ 82,002,731	Dec-24
D807VNPT	VN Facility -Wide Painting Program	\$ 183,581,159	Dec-24