



**Metropolitan Transportation Authority**

**Metropolitan Transportation Authority  
Mission Statement, Measurements, and Performance  
Indicators Report Covering Fiscal Year 2021**

**In Compliance with New York State Public Authorities Law §1269-f and §2824-a  
Submitted as Part of the MTA 2021 Annual Report to the Governor**

## **Note**

All MTA operations, finances, and performance indicators continue to be impacted by the Covid-19 pandemic and the 2021 Omicron variant surge. Prior to the pandemic, subway ridership routinely topped 5.5 million on an average weekday. It plummeted by 95 percent to about 300,000 daily rides in April 2020, while ridership on buses and commuter trains experienced similarly dramatic declines. Financial uncertainties during the depths of the pandemic also resulted in staffing shortages during 2021 that have had a lingering effect on some aspects of transit performance. These shortages are being actively addressed with an accelerated program of recruitment and training. Over the course of 2021, MTA agencies have made steady progress in rebuilding ridership. By November, subway weekday ridership was exceeding 3.3 million rides on a sustained basis, while the combined MTA services topped 5 million riders per day. Other impacts on specific performance indicators are footnoted where relevant in the course of this report. Note that some data in this report are preliminary and may be subject to reconciliation as data are finalized over the course of the year. For that reason, some 2020 data in this report may differ from those reported earlier in 2020, and some 2021 data may be adjusted in future reporting. All agency performance metrics are updated regularly on the [Performance Dashboards](#) under the “Transparency” section at [www.mta.info](http://www.mta.info). Details on MTA Capital Program projects, managed by MTA Construction & Development, can be found on the website under “Transparency” at the [Capital Program Dashboard](#).

## **MTA Mission Statement**

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

## **Stakeholder Assessment**

The main stakeholders of the MTA are its customers; the businesses, residents, and taxpayers of our service area and the State; the MTA’s employees and unions; and its government partners.

A set of goals for each group has been defined, along with performance indicators to measure the attainment of these goals.

<b>Customers</b>			
<b>Our customers are those who ride our trains and buses or cross our bridges and tunnels. They include the residents of our region, as well as visitors. Our customers expect service that is safe, on-time, reliable, and that provides good value for their money.</b>			
<b>MTA Goals</b>	<b>Performance Indicators</b>		
Ensure our customers’ safety	<ul style="list-style-type: none"> <li>✓ Customer injury rates</li> <li>✓ Bus collision rates</li> </ul>		
Provide on-time and reliable services	<table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <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>✓ On-time performance (subway and commuter railroads)</li> <li>✓ Subway terminal delays</li> <li>✓ Subway wait assessment</li> </ul> </td> <td style="vertical-align: top; width: 50%;"> <ul style="list-style-type: none"> <li>✓ Bus trips completed</li> <li>✓ Bus Customer journey time performance</li> <li>✓ Bus additional bus stop time</li> <li>✓ Bus additional travel time</li> <li>✓ Bus service delivered</li> <li>✓ Bus average speeds</li> <li>✓ Bus wait assessment</li> <li>✓ Mean distance between failures (subway, railroads, buses)</li> </ul> </td> </tr> </table>	<ul style="list-style-type: none"> <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>✓ On-time performance (subway and commuter railroads)</li> <li>✓ Subway terminal delays</li> <li>✓ Subway wait assessment</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bus trips completed</li> <li>✓ Bus Customer journey time performance</li> <li>✓ Bus additional bus stop time</li> <li>✓ Bus additional travel time</li> <li>✓ Bus service delivered</li> <li>✓ Bus average speeds</li> <li>✓ Bus wait assessment</li> <li>✓ Mean distance between failures (subway, railroads, buses)</li> </ul>
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Repair, replace, and expand transportation infrastructure	<ul style="list-style-type: none"> <li>✓ Capital Program commitments</li> <li>✓ Capital Program completions</li> </ul>		

Note: All indicators are updated regularly on Performance Metrics under Transparency at [www.mta.info](http://www.mta.info).

## Businesses, Residents, and Taxpayers

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

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

## Employees and Unions

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

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

## Government Partners (Federal, State, and Local Governments)

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

MTA Goals	Performance Indicators
Provide on-time and reliable services	<ul style="list-style-type: none"> <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>✓ On-time performance (subway and commuter railroads)</li> <li>✓ Subway terminal delays</li> <li>✓ Subway wait assessment</li> </ul> <ul style="list-style-type: none"> <li>✓ Bus trips completed</li> <li>✓ Bus Customer journey time performance *</li> <li>✓ Bus additional bus stop time</li> <li>✓ Bus additional travel time*</li> <li>✓ Bus service delivered *</li> <li>✓ Bus average speeds *</li> <li>✓ Bus wait assessment</li> <li>✓ Mean distance between failures (subway, railroads, buses)</li> </ul>
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## MTA New York City Transit (“NYCT”)

Performance Indicators	2020 Actual	2021 Actual
<b>NYCT Subway Service Indicators</b>		
Weekday Major Incidents – Subways (monthly average)	24.3*	33.5
Customer Journey Time Perf. (% within 5 min of scheduled)	85.8%	83.8%
Additional Platform Time (average beyond scheduled)	0:01:07	0:01:26
Additional Train Time (average beyond scheduled)	0:00:20	0:00:12
Weekday Service Delivered – Subways	96.4%	92.2%
Weekday Terminal On-Time Performance – Subways	88.6%	85.2%
Weekday Terminal Delays – Subways (monthly average)	17,150	25,370
Mean Distance Between Failures – Subways (miles)	146,297	150,363
Weekday Wait Assessment – Subways	75.6%	68.3%
Elevator Availability – Subways	96.8%	96.6%
Escalator Availability – Subways	92.4%	91.3%
Total Ridership – Subways	639,536,812	759,810,246 **
Weekday On-Time Performance – Staten Island Railway	97.6%	96.6%
Mean Distance Between Failures – Staten Island Railway (miles)	53,946	29,343
<b>NYCT Bus Service Indicators</b>		
Percent of Completed Trips – NYCT Bus	98.1%	95.3%
Customer Journey Time Perf – NYCT & MTA Bus (% within 5 min of scheduled)	77.3%	75.5%
Additional Bus Stop Time – NYCT & MTA Bus (average beyond scheduled)	0:01:33	0:01:58
Additional Travel Time – NYCT & MTA Bus (average beyond scheduled)	0:00:00	0:00:00
Bus Customer Wheelchair Lift Usage – NYCT Bus	969,485	952,720
Service Delivered – NYCT & MTA Bus (% scheduled buses, peak hrs.)	96.1%	93.8%
Bus Speeds – NYCT & MTA Bus (average route speed, end-to-end)	8.4 mph	8.2 mph
Total Ridership – NYCT Bus	313,361,162	311,711,871
Mean Distance Between Failures – NYCT & MTA Bus (miles)	8,269	7,480
Wait Assessment – NYCT & MTA Bus	80.0%	75.9%

Notes: Performance indicators for 2021 were impacted by the ongoing Covid-19 pandemic. Some 2020 results have been updated.  
 \*Weekday Major Incidents exclude March and April 2020 due to use of projections. \*\*Subway 2021 ridership including SIR is 761,142,069. All indicators are updated regularly on Performance Metrics under Transparency at [www.mta.info](http://www.mta.info).

**NYC Transit, cont.**

<b>Performance Indicators</b>	<b>2020 Actual</b>	<b>2021 Actual</b>
<b>NYCT Paratransit Service Indicators</b>		
Total Paratransit Ridership – NYCT Bus	7,117,057	7,835,975
AAR On-Time Performance Pick up within (30 min) / (15 min)	30 min: 98% 15 min: 91%	30 min: 93% 15 min: 80%
AAR Appointment OTP Trips (30 min early to 1 min late)	39%	N/A
AAR Actual Ride Time at or Better than Planed Ride Time	86%	83%
AAR Customer Experience – Frequent Rider Experience	74%	n/a
AAR Call Center (% of calls answered)	97%	90%
AAR Passenger Complaints (per 1000 completed trips)	2.8	7.4
AAR Registrants	161,776	166,100
<b>NYCT Safety Indicators</b>		
Customer Injury Rate – Subways (per million customers)	4.39	4.06
Customer Accident Injury Rate – NYCT Bus (per million customers)	1.90	2.19
Collisions with Injury Rate – NYCT Bus (per million vehicle miles)	4.95	5.71
Employee Lost Time and Restricted-Duty Rate – NYCT Subways (per 100 employees)	4.92	4.05
Employee Lost Time and Restricted-Duty Rate – NYCT Bus (per 100 employees)	7.01	6.36
<b>NYCT Workforce Indicators</b>		
Female Representatives in NYCT Workforce	18.6 %	18.3 %
Minority Representatives in NYCT Workforce	79.3%	80.3%
<b>NYCT Financial Indicators</b>		
Farebox Operating Ratio	25.2%	28.3%
Operating Cost per Passenger	\$11.29	\$9.14
<b>NYCT Capital Program Indicators</b>		
Commitments in \$ Millions (% of annual goal)	\$2.879 (34%)	\$3,684 (96%)
Completions in \$ Millions (% of annual goal)	\$2.504 (87%)	\$1,781 (50%)

Notes: AAR ridership includes customers, personal care attendants, and guests. Financial indicators include NYCT Subways, Buses, and Paratransit and are preliminary. Actual 2021 service indicators will be updated in April 2022. The Operating Cost per Passenger excludes debt service. The Capital Program Commitments/Completions have been adjusted to include "rollovers" from previous years achieved in 2021. Projects details are available on the Capital Programs Dashboard under Transparency at [www.mta.info](http://www.mta.info).

**MTA GOAL: Ensure Customer Safety**

**PERFORMANCE INDICATORS: Customer Injury Rate**

The “customer injury rate” for NYCT Subways was 4.06 per million customers in 2021, down 7.5 percent from the previous year. This remains much higher than the typical prepandemic rates of 2.94 per million in 2019 rate and 2.99 per million in 2018. This increase is attributable to the impact of low ridership during the pandemic 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 2021, NYCT Subways continued its 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 Department of Buses (NYCT DOB), the “customer accident injury rate” increased by 15.3 percent in 2021, from 1.90 per million customers to 2.19 per million. The actual number of customer injuries increased from 595 in 2020 to 684 in 2021. The agency uses accident trends to improve safety programs, training, and messaging.

NYCT DOB saw an increase in its 2021 “collision injury rate” of 15.4 percent over the previous year to 5.71 injuries per million vehicle miles. This rise was largely due to the rise in citywide traffic volume caused by the recovery from Covid-19 and the gradual reopening of New York City. NYCT DOB 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.

NYCT DOB continued its Vision Zero IV class, an eight-hour training session that emphasizes the challenges in dealing with pedestrians and cyclists. In 2020, the class 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. A de-escalation “trailer” video is being circulated on the FYI Network at all MTA and NYCT locations.

## NYC Transit, cont.

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 DOB continues its “zero-tolerance” policy on use of cellphones and electronic devices while operating a bus. The agency also worked with its labor representatives to see that operators who receive speed-camera violations are disciplined and must pay the fine.

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

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

Prior to the pandemic, NYCT Subways had seen significant year over year improvements in key metrics, due largely to the success of the Subway Action Plan and the “Save Safe Seconds” campaign. The pandemic brought drastic changes to the operating environment, both in ridership and employee availability. Due to the related fiscal challenges, the MTA implemented a hiring freeze for operational positions in April 2020. Subsequently, operator vacancies and availability impacted NYCT performance metrics. The freeze was lifted early in 2021, and both subway and bus operations have instituted an aggressive hiring plan to fill vacancies and return to pre-pandemic vacancy levels by the middle of 2022.

For NYCT Subways, some favorable measures in 2021 included a faster “additional train time”—down to just 12 seconds—as speed improvements allowed trains to run faster. Weekday “on-time performance” (OTP), while lower than 2020, remains higher than prepandemic levels at 85.2 percent. “Mean distance between failures” (MDBF) also rose by over 22,000 miles, due to longterm investments in the car fleet, coupled with less wear on equipment. Employee availability has caused some metrics to worsen, including “additional platform time,” up 15 seconds on average per customer since last year, and “service delivered,” down 4.2 percent from last year’s peak periods.

As indicated on the performance chart above, NYCT DOB and MTA Bus report combined data in some instances. For complete MTA Bus performance data, see page 28 of this report. The combined agencies posted an MDBF of 7,480 miles in 2021, a decrease of 9.5 percent from the



## **NYC Transit, cont.**

previous year. The percentage of NYCT DOB “trips completed” decreased to 95.3 percent in 2021.

For both bus agencies, “additional travel time” fell to zero in 2021; “customer journey time” decreased by 1.8 percent to 75.5 percent; and “wait assessment” decreased by 4.1 percent to 75.9 percent. “Service delivered” decreased by 2.3 percent in 2021 to 93.8 percent, and average bus speeds decreased by 2.4 percent to 8.2 mph. Performance continued to be impacted by Covid-19 and the Omicron variant surge toward the end of 2021.

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

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

Industrywide driver shortages, exacerbated by the 2021 Omicron surge, continue to pose challenges for AAR services. The agency is ramping up broker services to increase capacity and regularly engages with brokers and carriers to work out innovative solutions.

Overall AAR ridership (which includes customers, personal-care attendants, and guests) increased by 10.1 percent from 7,117,057 in 2020 to 7,835,975 in 2021. The number of registrants increased by 2.7 percent from 161,776 in 2020 to 166,100 in 2021. Demand in April 2020 had fallen to 64.6 percent of prepandemic levels, then gradually rose to 70 percent of prior levels in 2021. Complaints increased from 2.8 per 1,000 completed trips in 2020 to 7.4 per 1,000 in 2021. Pick-up OTP decreased from 98 percent to 93 percent within the 30-minute window, and from 91 percent to 80 percent within the 15-minute window. Due to the suspension of appointment-time bookings, the “customer experience” metric cannot be calculated for comparative purposes.

To address customer demand and service issues, AAR restored shared rides in July of 2021. The agency limited shared riding distances to under seven miles, and 85 percent of rides continued to be non-shared. As of December 27, 2021, all AAR drivers are required to have at least one dose of a Covid-19 vaccine and to receive a second dose within 45 days, in accordance with the

New York City workplace mandates. MTA continues to encourage all AAR customers who can do so to get their vaccines and boosters. Masks are required across the MTA system, including for AAR customers, personal-care attendants, guests, and drivers. In addition, all dedicated paratransit vehicles have installed driver safety barriers, which are disinfected prior to revenue service. In 2021, the MTA Board awarded three five-year service contracts for AAR Eligibility Assessment Services. With these new contracts, AAR Assessment Centers will be located in Staten Island, Brooklyn, Queens, and the Bronx, with the search for a Manhattan contract and location ongoing.

In other metrics, “wheelchair lift usage” at NYCT DOB decreased by 1.7 percent in 2021 to a total of 0.95 million customers. Improving accessibility to the bus network remains a top priority at both bus agencies. The MTA rolled out over 260 new buses in 2021 with wider doors and ramps for easier access.

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

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

Third-party construction projects in the MTA Capital Program are now managed by MTA Construction & Development (MTA C&D). The agency committed \$3.7 billion of its Capital Program funds for NYC Transit in 2021, or 96 percent of the annual goal. Major commitments included: purchase of standard and hybrid-electric standard buses; mainline track and switch replacement at multiple locations; and a number of station improvements, including several major ADA projects and elevator-escalator replacements. Additionally, the agency awarded Phase 1 of the Livonia Maintenance Facility rehabilitation project, which will reconstruct high-priority components at the facility. Commitments in 2021 also included repairs to NYCT facilities and infrastructure damaged by Superstorm Sandy, along with resiliency projects to prevent future storm damage.

Also in 2021, MTA C&D achieved capital program completions for NYCT projects worth \$1.8 billion, representing 50 percent of the annual goal. Major completions included: switch and interlocking modernization on the Culver Line and a number of station improvements, including ADA projects and numerous elevator and escalator replacements.

Completions in 2021 also included multiple repairs to NYCT facilities and infrastructure damaged by Superstorm Sandy, along with resiliency projects to prevent future storm damage. Project sites included the Rutgers Tube between Brooklyn and Manhattan and 148th Street Yard in upper Manhattan.

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

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

The NYCT financial indicators combine NYCT Subways, NYCT Buses, and Paratransit. Despite plummeting ridership, NYCT has continued to operate throughout the pandemic, carrying essential workers to wherever they are needed. The subsequent loss of revenue has had a major impact on both 2020 and 2021 financial indicators. The preliminary 2020 indicators were adjusted slightly subsequent to last year's report.

The 2020 farebox operating ratio went from 23.6 percent to 25.2 percent, less than half that of the prepandemic ratio in 2019. The 2021 ratio rose by 3.1 percent to 28.3 percent. Preliminary operating cost per passenger, or cost per ride, is calculated in the second quarter of each year, prior to the July Financial Plan. The preliminary 2020 cost per passenger of \$11.63 was adjusted to \$11.29, still over double that of the prepandemic cost. The cost fell in 2021 to a preliminary \$9.14 per passenger. The operating cost per passenger excludes debt service.

**MTA GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Ridership**

Ridership on NYCT Subways increased by nearly 19.0 percent in 2021 over the previous year to 759.8 million rides. This remains well below prepandemic levels, which were trending upward

to 1.697 billion rides in 2019, pushing back towards the record levels of 2015. Under the impact of the pandemic, subway ridership fell by an unprecedented 62.3 percent over the course of 2020. The 19.0-percent gain for 2021 comes as NYCT undertakes vigorous efforts to recapture lost ridership, which is continuing to rise steadily at the time of this report, as the Omicron surge subsides across the region. Total NYCT DOB ridership decreased by 0.5 percent in 2021 to around 312 million riders, compared to 313 million riders the previous year.

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

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

The NYCT Subways employee “lost-time and restricted-duty” accident rates fell by 17.6 percent in 2021 to 4.05 per 100 employees. This remains above the prepandemic rate of 3.73 per 100 employees in 2019. Throughout the pandemic, the MTA has made extensive efforts to safeguard employees, including free vaccines and boosters, teleworking programs, distribution of PPE; safety messaging and training; a Covid-19 hotline; temperature screenings; social distancing protocols; schedule adjustments; and more.

In October 2021, the MTA began requiring all employees to submit proof of vaccination or undergo weekly testing. In addition, 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.

At NYCT DOB, the “lost-time and restricted-duty” rate decreased to 6.36 per 100 employees from 7.01 the previous year. The 9.3-percent decrease of is mainly due to the reduction of Covid-19 related incidents in 2021. The agency experienced a significant 17-percent increase in injuries

## NYC Transit, cont.

associated with assaults. Both NYCT and MTA Bus continued to undertake 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 agencies also 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 agencies maintain robust safe-driving campaigns and continue to analyze employee injury data to identify trends and reduce lost-time accidents.

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

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

Female representation agency-wide fell incrementally in 2021 from 18.6 percent to 18.3 percent. This continues 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 79.3 percent in 2020 to 80.3 percent in 2021.

# MTA Long Island Rail Road (“LIRR”)

<b>Performance Indicators</b>	<b>2020 Actual</b>	<b>2021 Actual</b>
<b>Service Indicators</b>		
On-Time Performance	95.9%	96.3%
Elevator Availability	98.0%	98.7%
Escalator Availability	97.0%	95.3%
Total Ridership	30,310,190	35,036,746
Mean Distance Between Failures (miles)	241,175	231,337
<b>Safety Indicators</b>		
FRA-Reportable Customer Injury Rate (per million customers)	3.1	2.2
FRA-Reportable Employee Lost Time Rate (per 200,000 worker hours)	3.4	4.0
<b>Workforce Indicators</b>		
Female Representatives in LIRR Workforce	14.6%	13.0%
Minority Representatives in LIRR Workforce	37.0%	38.0%
<b>Financial Indicators</b>		
Farebox Operating Ratio	18.4%	18.9%
Operating Cost per Passenger	\$48.91	\$45.16
<b>Capital Program Indicators</b>		
Commitments in \$ Millions (% of annual goal)	\$1,066.6 (74%)	\$345.4 (71%)
Completions in \$ Millions (% of annual goal)	\$816.7 (100%)	\$364.3 (78%)

Notes: Performance indicators for 2020 and 2021 were impacted by the Covid-19 pandemic. The 2021 Farebox Operating Ratios are preliminary and will be updated by the MTA Division of Management & Budget in April 2022. Capital Program Commitments/Completions include any “slipped” projects from prior years that were achieved in 2021. LIRR ridership is calculated based on the number of tickets sold, multiplied by a factor related to each type of ticket. Monthly/weekly factor is based on the number of weekdays and weekend days per month.

**MTA GOAL: Ensure Customer Safety**

**PERFORMANCE INDICATORS: Customer Injury Rate**

In 2021, LIRR's "customer injury rate" decreased by 29 percent compared to the previous year. 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 2021.

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

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

LIRR's "on-time performance" (OTP) for 2021 was 96.3 percent, making it the highest OTP the LIRR has seen since modern record keeping began in 1979. Compared to 2020, there was a reduction in engineering delays which can be attributed to progress made on infrastructure improvements. Capital delays were prevalent in 2021 as many projects were amped up after being slowed down in the previous year.

The agency's 2021 "mean distance between failures" (MDBF) decreased by 4.1 percent to 231,337 miles from 241,175 in 2020. The MDBF for both diesel and electric fleets performed well above the expected MDBF targets. The railroad continues to optimize fleet performance through its Reliability Centered Maintenance (RCM) program, thorough utilization of its Corporate Asset Management System, acquisition of the new M-9 fleet, and other performance initiatives.

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

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

Elevator availability in 2021 was 98.7 percent, an increase of 0.7 percent compared to the prior year. Escalator availability decreased slightly to 95.3 percent, down 1.7 percent from 2020. The decrease in the escalator availability was due to major escalator outages at Penn Station, caused by emergency stop switch activation.

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

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

The LIRR's 2021 capital commitments totaled more than \$345.4 million, or 71 percent of the year's goal. The railroad's 2021 capital completions totaled more than \$364.3 million, or 78 percent of the year's goal. Major completions during the year included: Jamaica Capacity Improvements (JCI's) Platform F construction, Moynihan Station Phase II construction and the 2021 Annual Track Program.

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

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

The LIRR's "farebox operating ratio" increased from 18.4 percent in 2020 to 18.9 percent in 2021, as estimated in the "MTA 2022 February Financial Plan, 2021 Final Estimate." The LIRR's operating cost per passenger decreased from \$48.91 in 2020 to \$45.16 in 2020. Both ratios reflect the continuing impacts of the Covid-19 pandemic. While both 2021 revenues and passengers are higher than 2020, the overall metrics are still way below typical rates. The more farebox operating ratio in 2019, for example, was 50.2 percent and operating cost per passenger was \$16.80.



**MTA GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Ridership**

The LIRR finished 2021 with ridership growth, rebounding from the significant drop in 2020 due to the Covid-19 pandemic. Total ridership for 2021 was over 35.0 million customers, up 15.6 percent above over the previous year. However, this remains 61.6 percent lower than LIRR's ridership prior to the pandemic. A trend towards noncommuter ridership continued. The railroad's noncommutation ridership increased by 58.6 percent in 2021 to 25.3 million passengers, outperforming 2021 commutation ridership, which declined by 9.7 million passengers or about 32.3 percent.

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

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

The rate of "FRA-reportable employee lost-time injuries" increased 17.6 percent in 2021 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) and monthly department safety 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. Along with the other MTA agencies, LIRR undertook extensive efforts to protect employees during the Covid-19 pandemic, including safety messaging and education, distribution of PPE, facilities sanitization, and free vaccination and booster programs. In October 2021, the MTA began requiring all employees to submit proof of vaccination or undergo weekly testing.

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

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

The percentage of women in LIRR's workforce decreased slightly in 2021 to 13.0 percent from 14.6 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 2021 are considered nontraditional jobs for women and, as a result, attract a low percentage of female applicants. The percentage of minority representation increased slightly from 37 percent in 2020 to 38 percent in 2021. This is above the estimated percentage of minorities available in LIRR's recruitment area. LIRR continues to focus on efforts to improve the representation of women and minorities in its workforce.

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

<b>Performance Indicators</b>	<b>2020 Actual</b>	<b>2021 Actual</b>
<b>Service Indicators</b>		
On-Time Performance (East of Hudson)	97.9%	97.1%
On-Time Performance (West of Hudson)	94.4%	93.4%
Elevator Availability	99.4%	99.8%
Escalator Availability	99.9%	99.9%
Total Rail Ridership (East & West of Hudson)	27,169,873	30,722,008
Total Ridership on Connecting Services by MNR Contractors	146,878	106,375
Mean Distance Between Failures (miles)	278,951	190,518
<b>Safety Indicators</b>		
FRA-Reportable Customer Injury Rate (per million customers)	1.39	1.79
FRA-Reportable Employee Lost Time Rate (per 200,000 worker hours)	2.17	1.97
<b>Workforce Indicators</b>		
Female Representatives in MNR Workforce	13%	12%
Minority Representatives in MNR Workforce	39%	39%
<b>Financial Indicators</b>		
Farebox Operating Ratio	19.4%	20.4 %
Operating Cost per Passenger	\$46.08	\$41.95
<b>Capital Program Indicators</b>		
Commitments in \$ Millions (% of annual goal)	\$180.5 (36%)	\$768.2 (99%)
Completions in \$ Millions (% of annual goal)	\$52 (17%)	525.3 (55%)

Notes: Metro-North’s preliminary 2021 farebox operating ratio was 20.4 percent, representing a 1.0 percentage increase over the previous year. Farebox revenues in 2021 increased 7.9 percent over 2020 but were down 65.3 percent compared to 2019. The lower revenue was due to continuing low ridership during the pandemic. The 2021 operating cost per passenger was \$41.95, an improvement of \$4.13 over the previous year. This reflects the year-over-year increase in ridership. However, 2021 ridership remains around 65 percent below 2019 prepandemic levels. Metro-North ridership is calculated based on the number of tickets sold, multiplied by a factor related to each type of ticket. Monthly/weekly factor is based on the number of weekdays and weekend days per month.

**MTA GOAL: Ensure Customer Safety**

**PERFORMANCE INDICATORS: Customer Injury Rate**

The “FRA-reportable customer injury rate” at Metro-North increased from 1.39 per one million customers in 2020 to 1.79 in 2021. To support customer safety, Metro-North continued both in-person and virtual outreach through its TRACKS (Together Railroads and Communities Keeping Safe) public education program on grade-crossing and rail safety, with more than 27,000 contacts made in 2021.

Metro-North also trained 1,571 first responders in 2021 for rail emergencies through classes and simulations. Other safety efforts included employee training in mental health issues and suicide prevention, ongoing partnerships with the National Suicide Prevention Lifeline and Crisis Text Line to support suicide prevention, and a partnership with Waze to alert drivers of Metro-North grade crossings through the Waze GPS navigation app.

Throughout the Covid-19 pandemic, Metro-North has carried out extensive customer protection efforts, such as safety messaging, mask distribution, disinfection of trains and stations, and social distancing protocols.

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

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

Metro-North’s systemwide “on-time performance” (OTP) for 2021 was above goal at 97.1 percent. This marks only the second time since the railroad’s founding in 1983 that OTP has topped 97 percent for two consecutive years. The railroad modified its operating schedule in June and August 2021 to respond to growing ridership. The August schedule change brought service levels up to 82 percent of pre-pandemic levels. The Hudson Line performed at 97.4 percent OTP, the Harlem Line at 97.2 percent, and the New Haven Line at 96.9 percent. West-of-Hudson OTP for 2021 was just below goal at 93.4 percent.

## **Metro-North, cont.**

The railroad's "mean distance between failures" (MDBF) for 2021 was above goal at 190,518 miles. The decrease in MDBF from the previous year was primarily caused by a Positive Train Control (PTC) system software issue, which resulted in delays on the M-8 fleet in the first half of 2021. Once corrected, MDBF improved in the second half of the year. Discounting delays caused by that software issue, MDBF for the M-8 fleet would have been 729,316, which would have increased the overall fleet MDBF for 2021 to 272,169 instead of 190,518. Car availability was excellent, resulting in a 100-percent "consist compliance rate," which is the percentage of cars required for daily service and customer seating.

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

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

Elevator and escalator availability were both excellent in 2021. Elevator availability was 99.8 percent, up slightly from 2020. Escalator availability remained the same in 2021 at 99.9 percent.

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

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

All MTA Capital Program projects for Metro-North are managed by the Metro-North Business Unit of MTA Construction & Development (MTA C&D). Despite ongoing interruptions to the business sector caused by the Covid-19 pandemic, the Business Unit continued its ongoing capital projects in 2021 and was able to proceed with significant project commitments during the year. Major commitments in 2021 included: the Grand Central Terminal Train Shed Sector 1 roof replacement; preliminary engineering and project management for the replacement of a segment of the Park Avenue Viaduct; the rehabilitation of the North White Plains Station; the purchase of new locomotives; the repaving of commuter parking lots at Beacon, Cold Spring, New Hamburg, and Croton Falls; the roof replacement at Tuckahoe and Hastings stations; and design of the replacement retaining wall at Marble Hill.

## **Metro-North, cont.**

Significant completions in 2021 included the replacement of three vehicular bridges over the New Haven Line tracks in Mount Vernon; the rehabilitation of the White Plains Station; rock slope stabilization on both the Hudson and Port Jervis lines; completion of three substations at Riverdale, Tarrytown, and Brewster; and the replacement of the Grand Central Terminal PA/VIS system, as well as the installation of the terminal’s new information boards or “big boards.”

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

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

Metro-North’s preliminary 2021 “farebox operating ratio” was 20.4 percent, representing a 1.0 percentage point increase over the previous year. Farebox revenues in 2021 increased 7.9 percent over 2020 but were down 65.3 percent compared to 2019. The lower revenue was due low ridership during the pandemic. The 2021 “operating cost per passenger” was \$41.95, an improvement of \$4.13 over the previous year. This reflects the year-over-year increase in ridership. However, 2021 ridership remains around 65 percent lower than 2019 prepandemic levels.

### **MTA GOAL: Maximize System Usage**

#### **PERFORMANCE INDICATORS: Ridership**

Metro-North’s systemwide ridership increased from 27.2 million in 2020 to 30.7 million in 2021. While trending upward 2021, ridership decreased dramatically due to the pandemic and remains around 65 percent lower than the 2019 prepandemic ridership of 86.6 million. Ridership on the railroad’s connecting services—Haverstraw-Ossining Ferry, the Newburgh-Beacon Ferry, and the Hudson Rail Link— fell even further in 2021 to a combined low of 106,375.

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

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

The “FRA-reportable employee lost-time case rate” decreased from 2.17 per 200,000 worker hours in 2020 to 1.97 in 2021. Throughout the Covid-19 pandemic, Metro-North has prioritized employee safety through protocols such as distribution of masks and other PPE, disinfection of railcars and facilities, testing and vaccination programs, temperature checks, safety messaging, and training. In October 2021, the MTA introduced measures requiring all employees to show proof of vaccination or undergo weekly testing for Covid-19. In addition, Metro-North continues to participate in the Confidential Close Call Reporting System (C3RS), which has logged more than 6,300 calls since 2015, and monitor locomotive engineers and conductors for obstructive sleep apnea. Other ongoing safety programs include regular safety meetings in each district, a safety focus week held each quarter, safety cleanup days, and an employee awards program for safety excellence.

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

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

The percentage of minority employees in Metro-North’s workforce remained constant in 2021 at 39.0 percent. The percentage of female representation decreased slightly to 12.0 percent. The railroad maintains a program aimed at achieving workforce representation based on the availability of women and minorities within the relevant labor markets serviced by the MTA. Through targeted outreach recruitment and developmental programs, Metro-North will continue to focus on improving minority and female representation in our workforce.

## MTA Bridges and Tunnels (“Bridges and Tunnels”)

Performance Indicators	2020 Actual	2021 Actual
<b>Service Indicators</b>		
Paid Traffic	253,184,047	307,296,238
<b>Safety Indicators</b>		
Collisions with Injury Rate (per million vehicles)	0.70	0.67
Employee Lost Time Injury Rate (per 200,000 work hours)	5.7	5.6
<b>Workforce Indicators</b>		
Female Representation in B&T Workforce	21%	21%
Minority Representation in B&T Workforce	57%	57%
<b>Financial Indicators</b>		
E-ZPass Market Share	95.2%	* 94.9%
Total Support to Transit (\$ millions)	\$830.2	\$1,377.0
<b>Capital Program Indicators</b>		
Commitments in \$ Millions (% of annual goal)	\$183.2 (70.8%)	\$260.3 (150.5%)
Completions in \$ Millions (% of annual goal)	\$660.3 (162.6%)	\$386.2 (100.5%)

Notes: Some performance indicators for 2021 were impacted by the Covid-19 pandemic. MTA B&T performance data are subject to final audit. Traffic numbers are preliminary, with actuals available later. \* Year-end unaudited. Capital Commitments in 2021 include a \$76.9 million project originally forecast for 2022 award. Capital completions in 2021 include a \$1.9 million SBMP project not planned for 2021 completion.



## **Bridges & Tunnels, cont.**

### **MTA GOAL: Ensure Customer Safety**

#### **PERFORMANCE INDICATOR: Customer Collision Injury Rate**

Bridges and Tunnels reported 206 customer collisions with injuries in 2021. Despite increased traffic in 2021, the rate of collisions with injuries fell slightly from 0.70 per million vehicles in 2020 to 0.67 per million. The agency's fundamental strategy for improving customer safety is to maintain facilities in a state of good repair. Beyond this, the agency's customer safety strategy focuses on "The Three E's:" Engineering, Enforcement, and Education. Engineering identifies collision-prone locations and improves their physical characteristics. Enforcement targets and addresses unsafe driving behaviors. Education aims to correct unsafe driving behaviors through outreach and educational efforts. In addition, Bridges and Tunnels notifies customers of real-time traffic conditions, which helps them make informed decisions and reduces the risk of secondary collisions.

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

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

All MTA Capital Program projects are now managed by MTA Construction & Development (MTA C&D). In 2021, the MTA C&D Business Unit for Bridges and Tunnels made 91 task commitments to capital projects, well above the year's goal of 66 task commitments. The total value of the awards was \$260.2 million, representing 150.5 percent of the 2021 goal. Of these, six commitments totaling \$85.8 million are related to design-build projects on the Robert F. Kennedy and Henry Hudson bridges, which were originally planned for early 2022. Another 10 small commitments totaling \$3.8 million are related to remaining "mitigation" projects within the Superstorm Sandy Capital Program. Other major project commitments in 2021 included:

- Miscellaneous structural rehabilitation and painting at the Bronx Whitestone Bridge
- Dyckman Street substations upgrade at the Henry Hudson Bridge
- New multi-use path connection between the Harlem River Lift Span and the future Manhattan Waterfront Greenway
- Fender upgrades for the Harlem River Lift Span at the Robert F. Kennedy Bridge
- Installation of a safety fence on suspended spans at the Verrazzano-Narrows Bridge.

## **Bridges & Tunnels, cont.**

The value of Capital Program projects completed in 2021 totaled \$386.2 million, which represents 100.5 percent of the 2021 goal. By comparison, a total of \$660.3 million in projects were completed in 2020, representing 162.6 percent of the goal for that year, including several projects that were accelerated to completion in early 2020 due to reduced traffic levels. Major projects completed in 2021 included:

- Reconstruction of the Brooklyn approach at the Verrazzano-Narrows Bridge, completed six months ahead of schedule
- Replacement of the fender protection systems at the Marine Parkway and Cross Bay bridges, along with scour protection at the Cross Bay Bridge, completed two months behind the original schedule
- Rehabilitation of ventilation systems at the Hugh L. Carey Tunnel
- Rehabilitation and sealing of the anchorage and piers at the Verrazzano-Narrows Bridge, completed one month ahead of schedule
- Painting of the suspended spans at the Verrazzano-Narrows Bridge, completed one month ahead of schedule.

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

#### **PERFORMANCE INDICATORS: Total Support to Transit**

Bridges and Tunnels provided \$1,377.0 million in total support for MTA transit services in 2021. This was a 66.0-percent increase from the \$830.2 million provided in 2020. The increased revenue is attributable to continued recovery from the Covid-19 pandemic, an increase in traffic at Bridges and Tunnels crossings, a toll increase effectuated in April 2021, and the implementation of cost-cutting measures. By way of comparison, the agency provided \$1,139.0 million in total support to mass transit in 2019 prior to the pandemic.

**MTA GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Traffic Volume**

Bridges and Tunnels recorded approximately 307.3 million paid crossings in 2021, approximately 54 million more crossings than the previous year, an increase of 21.4 percent. E-ZPass usage for 2021 was down slightly to 94.9 percent, as compared to 95.29 percent in 2020.

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

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

Bridges and Tunnels experienced 56 lost-time injuries in 2021, compared to 63 in 2020. As a result, the “employee lost-time injury rate” decreased slightly from to 5.7 per 200,000 work hours in 2020 to 5.6 per 200,000 in 2021. Ongoing safety efforts contributed to this positive trend, including:

- Workplace measures to safeguard employees during the Covid-19 pandemic, including the provision of PPE; expanded ventilation; daily sanitization of facilities and vehicles; regular safety communications; and social distancing protocols.
- Interdepartmental healthcare efforts through the agency’s Safety & Health Department, including employee advisories and training; onsite Covid-19 testing; monitoring of exposures and quarantines; and vaccination efforts.
- Joint labor-management task forces to address risks in the new cashless operating environment, along with revision of policies and procedures as part of an updated safety management system all agency facilities.
- Regular safety training for all field employees, including traffic management safety training for all Bridge and Tunnel Officers and supervisors. The agency also modified some traffic enforcement procedures to minimize social contact.

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

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

Minority employees represented 57.0 percent of the Bridges and Tunnels workforce in 2021, unchanged from the previous year. Women represented 21.0 percent of agency employees in 2021, also unchanged from the previous year. Bridges and Tunnels maintains a program aimed at achieving workforce representation based on the availability of women and minorities within the labor markets serviced by the MTA. The program includes targeted recruitment efforts to attract qualified women and minority candidates; a monitoring program to identify and address under-representation of women and minorities; and retention and mobility programs providing the skills and opportunities women and minority employees need for successful career paths within the agency.

## MTA Bus Company (“MTA Bus”)

Performance Indicators	2020 Actual	2021 Actual
<b>Service Indicators</b>		
Percent of Completed Trips	97.4%	95.6%
Bus Passenger Wheelchair Lift Usage	64,134	66,881
Total Ridership	45,916,750	71,426,526
Mean Distance Between Failures – NYCT & MTA Bus (miles)	8,269	7,480
<b>Safety Indicators</b>		
Customer Accident Injury Rate (per million customers)	1.43	1.30
Collisions with Injury Rate (per million vehicle miles)	3.45	4.54
Employee Lost Time Rate (per 100 employees)	7.63	7.82
<b>Workforce Indicators</b>		
Female Representation in MTA Bus Workforce	13%	13%
Minority Representation in MTA Bus Workforce	80%	81%
<b>Financial Indicators</b>		
Farebox Operating Ratio	13.1%	17.9%
Operating Cost per Passenger	\$16.3	\$10.94
<b>Capital Program Indicators*</b>		
Commitments in \$ Millions (% of annual goal)	\$25.4 (62.0%)	\$113.3 (197.9%)
Completions in \$ Millions (% of annual goal)	\$2.6 (59.2%)	\$1.8 (2.7%)

Notes: The 2020 Farebox Operating Ratios are based on preliminary estimates and will be updated in April 2021. For the purposes of this report, NYCT Bus and MTA Bus are treated separately, though certain operations and performance indicators are combined, as noted in the NYCT data on page 4 of this report. The Performance Dashboard at [www.mta.info](http://www.mta.info) combines data for both bus operations. MTA Bus 2020 April and May percent of completed trips are not included due to the effect of Covid-19.

**MTA GOAL: Ensure Customer Safety**

**PERFORMANCE INDICATOR: Customer Injury Rate**

MTA Bus saw a decrease of 9.1 percent in its “customer accident injury rate” for 2021, as compared to 2020. This was despite a 9.9 percent increase in ridership, caused by the easing of restrictions and gradual reopening of NYC due to the Covid-19 pandemic. The actual number of customer injuries stayed the same at 93 in 2020 and 2021. Between March and August, MTA Bus implemented free rear-door boarding to ensure safer social distancing between customers and bus operators. Since ridership data is linked to fareboxes, data during this period was based on estimates. The agency uses accident trends to improve safety programs, training, and messaging.

The “collisions with injury rate” increased from 3.45 per million vehicle miles in 2020 to 4.54 per million vehicle miles in 2021, up 31.6 percent from the previous year. This rise was largely due to the increase in citywide traffic volume caused by recovery from Covid-19 and the gradual reopening of New York City. 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 2021, MTA Bus continued its Vision Zero IV class in collaboration with NYCT DOB. Vision Zero IV is an eight-hour training session which emphasizes the challenges in dealing with pedestrians and cyclists. In 2020, the class 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. A de-escalation “trailer” video is being circulated on the FYI Network at all MTA and NYCT locations. 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 DOB continues its “zero-tolerance” policy on use of cellphones and electronic devices while operating a bus. The agency also worked with its labor representatives to see that operators who receive speed-camera violations are disciplined and must pay the fine.

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

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

As indicated on the performance chart above, NYCT DOB and MTA Bus report combined data in some instances. For complete MTA Bus performance data, see page 4 of this report. The combined agencies posted an MDBF of 7,480 miles in 2021, a decrease of 9.5 percent from the previous year. The percentage of MTA Bus “trips completed” decreased to 95.6 percent in 2021.

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

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

**PERFORMANCE INDICATORS: Bus Customer Wheelchair Lift Usage**

The “bus passenger wheelchair lift usage” for MTA Bus in 2021 was 66,881 customers, an increase of 4.3 percent from 64,134 customers the previous year. The increase in wheelchair lift usage was mainly caused by recovery from the Covid-19 pandemic and the gradual reopening of New York City.

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

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

MTA Bus committed \$113.3 million in capital project funds in 2021, representing 197.9 percent of goal. This was due largely to the award of 85 standard diesel buses that were not anticipated when the 2021 goals were set. Besides this project, other notable 2021 commitments included the Clean Natural Gas (CNG) upgrade and rehabilitation projects at the Spring Creek Depot, and the purchase of 50 standard diesel buses. Notable completions for the year included the Automated Passenger Count phase 1 roll-out.

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

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

The “farebox operating ratio” (which includes farebox revenue, student fares, and senior citizen fares) was 17.9 percent in 2021, up from 13.1 percent in 2020. This increase was due to the availability of Covid-19 vaccines and regional recovery from the pandemic. The same factors contributed to a 32.9 percent decrease in the “operating cost per customer,” from \$16.30 in 2020 to \$10.94 in 2021.

**MTA GOAL: Maximize System Usage**

**PERFORMANCE INDICATORS: Ridership**

Due to the Covid-19 vaccine rollout and the easing of related restrictions, total MTA Bus ridership increased 55.6 percent in 2021 to 71.4 million riders, as compared to 45.9 million riders in 2020. Throughout the pandemic, both MTA Bus and NYCT DOB have continued to provide the transit services critical to essential workers and the welfare of the entire region.

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

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

MTA Bus saw 2.5 percent increase in the “employee lost-time accident rate” in 2021 due to the significant increase in injuries associated with motor vehicle accidents. Both NYCT and MTA Bus continued to undertake 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.

The agency continues a robust program of safety messaging and training in safe driving techniques. Both bus operations continued Vision Zero programs and the incorporation of accident findings into safety and training initiatives. Efforts to protect bus operators from assault continued in 2021, including installation of bus operator shields, onboard security cameras, training in de-escalation tactics, and review of customer complaints to identify employees for further counseling or training. Both bus agencies regularly analyze employee injury data to identify trends and reduce lost-time accidents.



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

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

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

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

Performance Indicators	2020 Actual	2021 Actual
<b>Workforce Indicators</b>		
Female Representatives in MTA C&D Workforce	36%	37%
Minority Representatives in MTA C&D Workforce	54%	50%
<b>Capital Program Indicators*</b>		
Commitments in \$ Millions (% of planned value)	\$709.0m (28%)	\$2,508.5m (292%)
Completions in \$ Millions (% of planned value)	\$76.0m (11%)	\$804.9m (44.8%)

Notes: MTA performance data are subject to periodic adjustment. Capital Program Commitments/Completions include projects that “slipped” from prior year goals but were achieved in 2021. For details on Capital Program projects visit the [Capital Programs](#) section under “Transparency” at [www.mta.info](http://www.mta.info).

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

MTA Construction & Development (MTA C&D) manages all Capital Program projects for the MTA agencies, as reported in each agency’s section of this report. In addition, MTA C&D manages the major Expansion Projects reported in this section. The Expansion Projects had a total commitment goal of \$858.2 million for 2021 and committed approximately \$2,508.5 million, or 292.3 percent of goal. Significant 2021 commitments included:

- Award of \$1,905.5 million for design-build construction of the Penn Station Access project to connect Penn Station to Metro-North's New Haven rail line. This extension will transform our regional transportation system by improving reliability, reducing travel time, and expanding mass transit options for everyone. Four new accessible stations will be constructed in the East Bronx at Hunts Point, Morris Park, Co-op City, and Parkchester/Van Nest.

- Award of \$183.4 million for eastbound reroute construction to support the Regional Investments project at the Harold Interlocking in Queens.

MTA C&D achieved 44.8 percent of its 2021 Expansion Project completion goal of \$1,796 million, with the completion of major construction of the Grand Central Terminal Caverns contract as part of the East Side Access project and the B/C Approach contract as part of the Regional Investments project at Harold Interlocking in Queens. For details on all of the MTA's five-year Capital Programs and the status of current capital projects visit the [Capital Programs](#) section under "Transparency" at [www.mta.info](http://www.mta.info).

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

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

The agency's current workforce consists of 37.0 percent female, up 1.0 percent from the previous year, and 50.0 percent minority employees, down 4.0 percent. Note that not all of the employees included in the MTA C&D transformation program in 2021 are currently covered in this data. MTA C&D continues its outreach, recruitment, and retention efforts to support workforce diversity and inclusion.