

AlixPartners



MTA Transformation Plan

Preliminary Report

June 30, 2019

Impetus for transforming the MTA into a cost effective, high-performing agency that the riders and taxpayers demand and deserve

In its first full year of operation in 1905, annual subway ridership was 73 million rides¹ —in stark contrast—in the past 10 years alone, MTA ridership has increased 15% by a quarter billion riders¹⁶; with 2.6 billion rides per year²—making it the busiest transportation network in North America. During this time, the MTA and its Agencies have often endured criticism and poor reviews from riders, the business community, political constituents and the public at large for underperformance in many facets of the organization, but most notably service levels and construction and development activities. Since the founding of the MTA, the Agencies have operated autonomously and almost entirely independent of each other, with few instances of successful collaboration.

On June 29, 2017, Governor Cuomo declared the NYC Subway System in a state of emergency and tasked the MTA with hiring consultants to analyze the problems and chart a path forward. The State mandated the MTA develop a “turnaround” plan and was an active partner in its creation and implementation. The result was the New York City Subway Action Plan of 2017 (SAP), which provided an additional \$836 million in funding, approved additional resources through independent contractors to catch up on overdue maintenance and other service improvement activities. The SAP implementation was supported by thousands of hours of extra assistance and partnership from other advisers.

The initial funding of the SAP is ending. A new challenge lies ahead: institutionalizing the progress and approach of the SAP without further extraordinary and out of capital plan cycle funding infusions. This likely requires the MTA to fundamentally transform itself into the cost effective, high-performing Agency the riders and taxpayers demand and deserve.

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Three months ago, the New York State Legislature directed the MTA to develop a personnel and reorganization plan by June 30, 2019 (under Section 1279-e of the New York Public Authorities Law, the “Transformation Plan”). Section 1279-e also requires that the plan be approved by the board no later than July 30, 2019. In addition, the state legislature mandated reforms to end waste, fraud, abuse. In response to this mandate, the MTA Board employed AlixPartners LLP, a consulting firm, to aid them in the process.

This Preliminary Report summarizes the proposed MTA Transformation Plan and makes recommendations for MTA-wide reorganization activities, changes to business processes, and other cost reduction opportunities.

These identified improvement opportunities and recommendations, summarized in this preliminary report, would become part of the MTA’s plan to address budget deficits and improve customer service. The magnitude and scale of the proposed transformation is unprecedented in the MTA’s history.

To support the findings and recommendations, AlixPartners interviewed more than 100 MTA employees representing all Agencies and functions, reviewed MTA historical performance, financial and operational records and analyzed peer data published by the Federal Transit Administration of the United States Department of Transportation (FTA) and other resources.

The Subway Action Plan has been implemented in two phases, focused on stabilization of the system, and institutionalization of improved performance levels

The MTA was formed in 1965¹⁵ essentially as a holding company for several independent corporations including the Long Island Railroad (LIRR), the New York City Transit Authority (NYCTA), Metro North and the Triborough Bridge Tunnel Authority (TBTA) (together, the “Agencies”).

The MTA has a 17-member board representing the New York City metropolitan region with appointees from the Governor, Mayor and surrounding County Executives, among others. No single elected official controls the majority of the board. The Governor appoints the greatest number of members.

The organization structure itself does not appear to be optimal. Five main separate corporations operate with different rules and regulations, with different management systems and multiple union representation.

On June 29, 2017 the system’s failings, riders’ dissatisfaction and corresponding negative publicity became so significant that Governor Cuomo declared a state of emergency. This was the catalyst to the production of the Subway Action Plan (SAP). The SAP was developed by MTA leadership, transit experts, innovators, community representatives and top management consultants. Additional extensive assistance was provided by various State Officials, including the Governor himself, as well as select MTA Board members. The SAP centralized management control with Chairman Lhota and Managing Director Hakim and normal MTA management and processes were bypassed. Independent contractors, work projects, and timelines were centrally managed and expedited.

The SAP evaluated the MTA conditions and operating difficulties, and identified critical issues and new approaches to address them. It provided an additional \$836 million in funds to accomplish the goal, waived lengthy and cumbersome procurement rules, managed complex employee relations, and approved the hiring of a record number of independent contractors and employee overtime to accomplish basic, but delinquent, ongoing MTA functions. Basic management system failings were targeted with extraordinary interventions³.

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The SAP began with systemic analysis of the MTA that had two phases:

Phase One. Phase One of the SAP started immediately and focused on delivering improvements within 18 months. It focused on a better customer experience through increased reliability and capacity, enhanced stations and safety, and clear and accurate communication. Phase One strategically targeted additional personnel and equipment focusing on critical system components with the highest incidence of failure. The five components of Phase One were⁴:

- Addressing Signal and Track Maintenance,
- Improving Car Reliability,
- Improving Public Safety & Cleanliness,
- Transforming Customer Communication and
- Launching the Critical Management Group.

Phase Two. Phase Two is the institutionalization of those reforms and modernization of the system by introducing new technology, best practices and new means and methods for maintenance.

The MTA believes implementation of the SAP was effective and a result of overcoming the MTA’s complex and inefficient ways of doing business. The MTA believes the SAP’s success was achieved in part through bypassing the normal operations protocols, existing management and procedures. However, the MTA believes the SAP’s progress is not sustainable without a significant financial and organizational transformation and institutionalizing the lessons learned in the SAP.

The MTA continues to face ongoing operational challenges, many of which were brought to light by the Subway Action Plan

The SAP has been a step in the right direction, but not all of the work is done and the intensive work has revealed other problems. According to the MTA:

- Installation of continuous welded rail and friction pads need to be completed and expanded.⁵
- 366 out of 472 subway stations must still be thoroughly cleaned by the independent contractors or by union forces who use proven means and methods.⁶
- All of the new system improvements and equipment, including power and signals, must be maintained. The drainage work, of clearing drain boxes and pipes through the entire system, is nearly complete but now the drainage network must be maintained, or the problem will recur. The MTA believes that union work rules must be modified, and new management personnel must be hired, in order to sustain the progress made on all SAP initiatives to date.⁷
- While SAP work has repaired over 1,700 signal components, the MTA has acknowledged that there are a number of slow clearing signals in the system. At these signals, operators drive below posted limits to avoid wrongful discipline. NYCT has been aware of this problem for at least five years. Compounding this problem, some of the system speed limits were apparently set decades ago, and have not been reviewed since. The MTA believes this situation has been unnecessarily slowing trains throughout the system and thus lengthening commutes. The State recently mandated the MTA to aggressively and quickly remedy the problem and set a six-month timetable for a full review of speed limits.⁸
- Few of the new best practices that the MTA believes have been demonstrated effective by independent contractors have been incorporated into MTA practices at any significant scale. This appears to be indicative of reluctance or inability to make basic changes in management or in the workforce⁹.
- Due in part to the hiring freeze, limited new hires have occurred. The MTA believes existing workforce and managers appear to be vested in the existing MTA processes. On a management staff of thousands, over the past two years, approximately a dozen new personnel have been brought in at a senior level to “refresh” the institution with state-of-the-art practices.⁸
- Procurement is still a major challenge hindered by siloed and duplicative approaches. The MTA appears to negotiate poorly for material, construction, consultants, or design rights. For example, in the key procurement of new train cars, vendors are four or five years late on delivering cars with little sanction. In fact, the same delinquent car vendors win repeat business from the MTA.¹⁰
- Fare evasion and violence against transit workers has been increasing and demands immediate response. A plan has recently been announced by MTA but must still be implemented.¹¹
- Access to the system for disabled riders and commuters is a major priority of MTA.¹²
- The SAP addressed “modernizing” the MTA with new technology and best practices. Currently the MTA has no single entity charged with assessing new technology and its application to the MTA network today and into the future.
- Construction projects and activities appear to be routinely late and over budget. Construction management is decentralized in each subdivision, making it difficult to attract and manage the level of expertise and professionalism necessary to complete complicated projects. The MTA believes the Capital Construction unit has demonstrated recent progress and provides a management alternative for construction projects.¹³

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We have identified seven recommendations that underpin the MTA's Transformation Plan – Part 1 of 3

The MTA intends to build on the momentum of the SAP in a second phase: modernization of the entire network, starting with the MTA itself. The core strategy behind MTA's transformation is to centralize and simplify the organization with the goal that transit service and system expansion can be greatly improved at a lower total cost. To do this requires fundamentally changing the MTA's legacy structure into an organization that is more nimble, efficient, and cost effective.

The MTA Transformation Plan proposes a reorganization of the entire enterprise towards a singular goal: safe, on-time, reliable, clean, and cost-effective transportation services. Customer experience is at the center of every activity, enabling the Agencies to focus singularly on safety, operations and maintenance.

The MTA is inefficient and complex, which creates an urgent need for a transformation of business processes to improve customer service. We found many common business functions and/or processes are split between MTA and the Agencies creating duplication and redundancy. Partial consolidations in functions (i.e., Procurement), differing organizational structures across the different Agencies, lack of standardization and cumbersome legacy processes have created additional layers of complexity and inefficiencies. Furthermore, rigidity of Civil Service laws limits the ability of MTA to attract, retain, develop and manage talent in the current job market while system-wide. The MTA includes 32 unions across 70 contracts, which adds complexity.

In the current MTA structure, each Agency performs support functions like Human Resources, construction management, and Procurement independently. This duplicative and inefficient model appears to divert valuable staff and management resources from core functions like safety, improving service levels, and maintaining a state of good repair across the systems. By consolidating these functions, Agencies will be able to focus on the core mission, customer-facing activities like day-to-day operations and maintenance. We have identified hundreds of millions of dollars in potential cost savings across support functions and Agencies.

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Specifically, our proposal would address a host of challenges through the following actions:

1. In the new organization, the Agencies should focus exclusively on safety, day-to-day operations and maintenance, rather than general support functions. The Agencies will have reporting lines to a Chief Operating Officer. All other services will be merged and coordinated centrally with a goal of driving a higher level of services at lower costs. This would result in consolidation of more than 40 functional groups within the existing MTA Agencies to 6 departments in the new MTA organization. Furthermore, the Transformation Plan calls for changes to the fundamental ways the MTA does business in order to achieve more effective and efficient performance. **Recommendation: MTA should refocus Agencies on core safety, operations and maintenance activities, and centralize all support functions.**
2. To address slow, costly, and bureaucratic processes and to create accountability, all Capital-related functions across the MTA should be merged into a central group. This new capital group will be accountable for planning, development, and delivery of the Capital Program. This group would identify optimal project delivery (groupings, timing, delivery), increase competition in a historically concentrated supplier market, and complete important capital projects that improve service and customer experience quicker. **Recommendation: MTA should centralize all Capital-related functions across MTA into a new central group responsible for planning, development, and delivery of a Capital Program that improves service, the customer experience and accountability.**
3. To address inconsistent engineering methods across agencies and eliminate the duplication of processes and standards and ensure quality and sustainability of infrastructure, a new central Engineering group reporting to a Chief Engineering Officer will establish clear engineering and maintenance standards to be executed consistently across all agencies. This will provide consistent standards and specifications and eliminate unnecessary complexity and duplication. **Recommendation: MTA should create a new central Engineering function reporting to a new Chief Engineering Officer to set standards, ensure quality and sustainability of infrastructure.**

We have identified seven recommendations that underpin the MTA's Transformation Plan – Part 2 of 3

4. To address many existing differing communication types (i.e., service updates, timetables, customer feedback, etc.) from several different Agencies, MTA should centralize communications to clearly and consistently manage the message, medium and content. **Recommendation: MTA should create a new central Customer Communication function to provide high quality and consistent customer engagement led by communications specialists.**
5. To eliminate silos and enable multimodal network design optimization, the MTA should centralize Operating Standards and Service Design. Currently each MTA Agency has its own internal operations standards and service design capabilities, which would be better managed under one integrated function serving all Agencies. **Recommendation: MTA should centralize all operating support functions (i.e., operating standards and service design) focusing Agencies on service delivery.**
6. The MTA should create a centralized Human Resources department focused on attracting, developing, and retaining the talent required to improve MTA performance and service delivery. This new entity will be tasked with clearly articulating a new talent strategy. This will help to resolve issues of duplication and improve analytics, data consistency, and data integrity. **Recommendation: MTA should centralize all Human Resource functions to reduce redundancies (such as, differing organizational structures and too many layers across Agencies) and drive clearer lines of accountability.**
7. To drive the Transformation, the MTA will require a selection of new leadership roles and capabilities:
 - A Chief Operating Officer should lead the team of Agency leaders including subway, commuter rail, bus, and bridge/tunnel transportation systems to deliver safe, reliable, and cost-effective transportation services. The COO will shape operations with a regional, multimodal view of service design and delivery. Critically, the COO will create a culture of accountability that permeates through all levels of the MTA, across Agencies. **Recommendation: MTA should appoint a Chief Operating Officer reporting to the CEO and if the Board chooses, to the Board.**
 - A Chief Transformation Officer is responsible for leading the execution of on-going and new initiatives across the \$18 billion enterprise. These efforts will include reorganization, development of strong center-led business functions, streamlining business processes, quality assurance and establishing internal controls. The Chief Transformation Officer will play a crucial role in quality assurance and should focus on building and embedding cross-functional capabilities that ensure intended results from vendors and suppliers including on-time performance and accountability which are pivotal to efficiency and customer service. Waste, fraud, abuse and possible legal violations remain the jurisdiction of the MTA Inspector General (IG). However, the two offices could work collaboratively. This Chief Transformation Officer will report directly to the MTA Board and work closely with the MTA CEO and COO to drive achievement of transformation goals. **Recommendation: MTA should appoint a Chief Transformation Officer reporting directly to the Board.**
 - While the MTA believes it has made progress in increasing accessibility to Subways, Buses, LIRR and Metro-North in recent years, much more remains to be done to make the transit system accessible to all customers. To accelerate the creation of a fully accessible transit system, the MTA should hire the first-ever network-wide MTA Accessibility Officer reporting to the CEO. **Recommendation: The MTA should appoint an MTA Accessibility Officer reporting directly to the CEO.**

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We have identified seven recommendations that underpin the MTA's Transformation Plan – Part 3 of 3

Additional Recommendations

Diversity & Inclusion

Under the Plan, the Chief Diversity Officer reports directly to the MTA Chair/CEO. Workforce diversity and inclusion should continue to be a key MTA priority, and there are opportunities to scale up efforts.

The parallel centralizations of Procurement and Capital-related functions should enable an even greater focus on MWBE and small business development objectives and transparency across Agencies in achieving those objectives. This should help to ensure MTA investments support economic development across the region, and the MTA continues to have one of the leading MWBE programs in the nation¹⁷.

Bus Operations

Collectively, the Bus operations of the MTA are underperforming compared to peers. As an example, the MTA's maintenance costs per mile are higher than that of their peers. In addition, the current MTA network includes three independent bus operations: NYCT Bus, MTA Bus, and MABSTOA each with their own support functions and activities thus resulting in unnecessary duplication and inefficiencies.

In the near term, the Agency should refocus its responsibilities on safety, operations, and maintenance and undertake a detailed review of bus operations. To further address Bus operations underperformance, the MTA may need to consider consolidation of Bus operations. This recommendation would further provide increased management focus required to improve Bus performance. **Recommendation: MTA should consider refocusing bus operation responsibilities on safety, operations and maintenance and undertake a review of bus operations.**

This could be the opportunity for the MTA to transform the organization, and drive improved performance for the customer at a lower cost. Through centralization, simplification, standardization, planning and empowering staff to change the way the MTA does business, the organization could more effectively deliver a transportation system that the region deserves. The Transformation Plan recommends that Agencies take a singular focus on safety, operations and maintenance while the rest of the enterprise works to build unified and best-in-class capabilities. The success of this Transformation Plan relies on careful planning and strong execution. To that end, this Plan calls for the creation of new and expanded senior management roles to drive the necessary change through implementation. This Plan may be the first step, but it outlines many key initiatives necessary to transform the MTA.

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Time & Attendance

Under a separate contract, AlixPartners is actively engaged with MTA on the roll out of network-wide biometric-enabled timeclocks. These timeclocks will increase security levels as well as support the MTA's initiative to better understand and tighten control over employee time and attendance.

To address duplicative and inconsistent time and attendance procedures and regulations from several different Agencies, the MTA should do a full review of overtime procedures and regulations currently in place. This review will result in short term standardization, elimination or revisions of policies which drive organizational complexity while all Human Resource functions and services are consolidated in the long term. Furthermore, time and attendance verification systems vary across the different Agencies, and it is critically important that hours and attendance be reported accurately. As a result, the MTA is implementing tighter controls and rolling out biometric-enabled timeclocks. **Recommendation: The MTA should standardize time and attendance procedures, regulations, and time and attendance verification systems across the Agencies.**

The Transformation Plan relies on five foundational principles, intended to drive improved performance for the customer through business efficiencies

Centralize

- Consolidate back office and administrative functions into a shared services/center of excellence model
- Hire the experts that will provide high service levels to Agencies at lower total cost base
- Reduce redundancies and drive clearer lines of accountability

Simplify

- Reduce non-value added workload and processes that drive complexity and inefficiency
- Push certain activities to outsourced providers that can offer higher service levels at lower cost
- Eliminate or revise policies that only serve to drive additional complexity

Standardize

- Align processes across and within functions to build efficiencies
- Standardize specifications across similar operations and maintenance categories
- Build the required data and information that allows for one view of the truth across Agencies

Plan

- Build robust operations planning process that drives interaction between Agencies and shared services
- Enable the communications between the Agencies and their common functions counterparts
- Hold Agencies accountable to provide demand signals well in advance of predictable needs

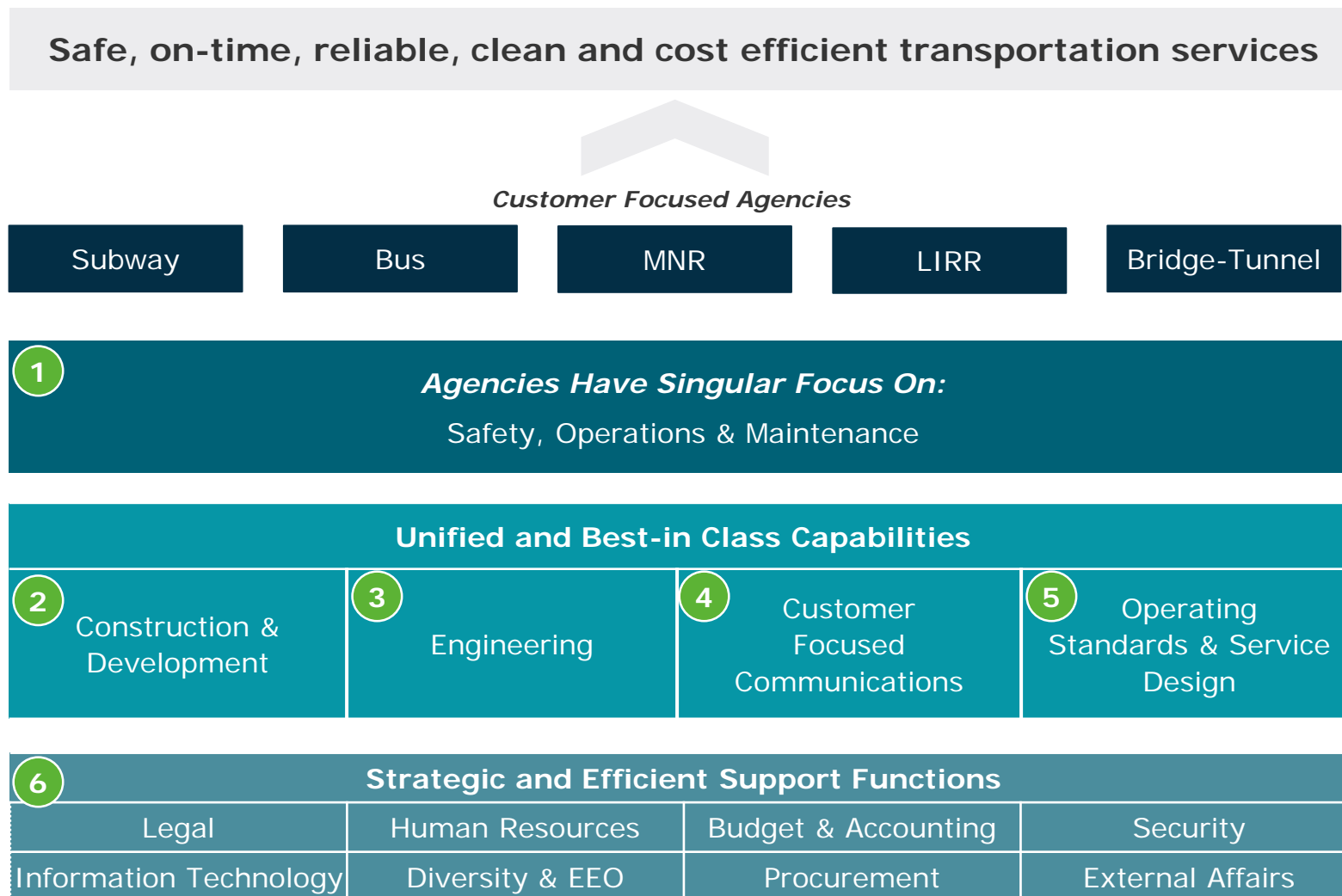
Empower

- Provide managers with autonomy and accountability to deliver service
- Enable leadership with a delegation of authority required to support operations
- Create a culture of ownership and performance improvement that permeates through the MTA

The Transformation Plan puts a renewed focus on service delivery for customers through a series of significant changes to the underlying business functions

The MTA transformation relies on 6 significant changes to the business

- 1 Refocusing Agency responsibilities on safety, operations and maintenance; including merger of all Bus operations and consideration of separation of Subway and Bus
- 2 Centralization of Construction & Development function across Agencies and across the lifecycle of capital project
- 3 Creation of new central Engineering function to set standards ensuring quality and sustainability of infrastructure
- 4 Creation of new central Customer Communication function to create clear, high quality, and consistent customer engagement across the MTA
- 5 Establishment of uniform operating standards as well as the design and optimization of MTA-wide transit network across the entire system and region, rather than agency-by-agency
- 6 Centralization of all operating support functions, focusing Agencies on service delivery



In the new organization, Agencies will focus exclusively on day-to-day operations and maintenance, rather than distractions related to general support functions

Current Agency-Level Responsibilities

Safety

Operations

Maintenance

Budget & Accounting

Construction & development

Engineering

External Communications

Human Resources & Training

Legal

Procurement



Future Agency-Level Responsibilities

Safety

Operations

Maintenance¹

Budget & Accounting

Construction & development

Engineering

External Communications

Human Resources & Training

Legal

Procurement

¹Agencies will retain construction and engineering resources required to conduct only routine maintenance activities

Customers will benefit from the singular focus of Agencies on safety, service delivery and asset maintenance

All support functions will be merged to drive higher service levels at lower costs

Consolidation of Support Functions

Common support functions and activities will be consolidated into the MTA organization and elevated to direct reporting line to the CEO

Support Functions	FROM							TO
	HQ+ BSC	NYCT	MTA BUS	LIRR	MNR	TBTA	CC	MTA
Human Resources	●	●	●	●	●	●	●	●
Procurement	●	●	●	●	●	●	●	●
Legal	●	●	●	●	●	●	●	●
Budget & Accounting	●	●	●	●	●	●	●	●
Engineering	●	●	●	●	●	●	●	●
External Comms.	●	●	●	●	●	●	●	●

Benefits of Consolidation

- Service delivery focused on providing agreed upon higher service levels at lower costs due to
 - Elimination of redundancies and duplications
 - Increased scale supports specialization and increase in service levels
 - Reduction in management levels/layers lowers cost and improves effectiveness
 - Standardization and simplification of processes across MTA drives accountability and improves performance levels
 - Leveraging best practices and tools across the MTA network
- Will require change management to achieve a more agile culture
- Due to future centralization of engineering, maintenance, operating standards, and common support functions at LIRR and MNR, the Transformation Plan does not include a recommendation to consolidate Railroad operations into one Agency

More than 40 functional groups within the existing MTA Agencies will be consolidated to 6 departments in the new MTA organization

All Capital-related functions across MTA will be merged into a new central group responsible for planning, development, and delivery of Capital Program

Current Approach of Capital Function

- Slower, bureaucratic, and costlier
- Diffused responsibility for capital projects

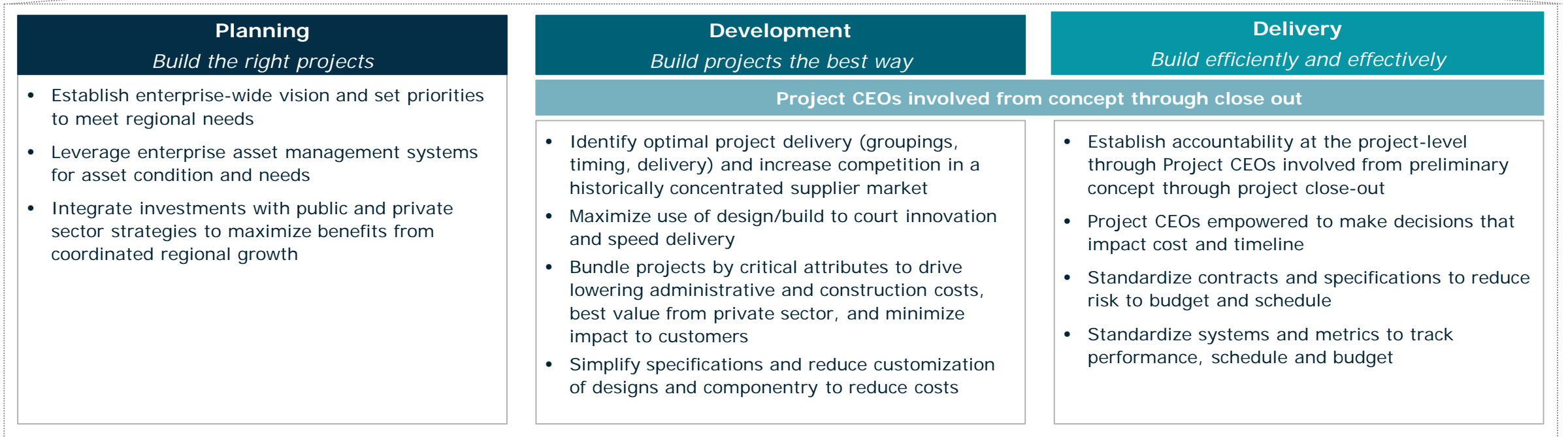


New Approach of Capital Function

- Faster, better, and cheaper
- Central point of accountability



Bring the capital projects that improve service and customer experience to customers quicker



This element of the Transformation Plan builds on best practices observed in the MTA's ongoing Cost Containment program

A new central Engineering group will establish clear engineering and maintenance standards to be executed consistently across MTA Agencies

Current State: Engineering Decentralized At Agencies
 Inconsistency and duplication of processes and standards

Key Engineering Functions	NYCT	MTABC	LIRR	MNR	TBTA
Rolling Stock Maintenance Standards	●	●	●	●	
Capital Maintenance Standards	●	●	●	●	●
Equipment Specifications	●	●	●	●	
"Make vs. Buy" Strategies	●	●	●	●	●
Engineering Data Management	●	●	●	●	●



- Unnecessary duplication of management across Agencies
- Inconsistent designs and maintenance policies and duplicate rules and measures – for same or similar equipment
- Complexity causes higher cost and lower buying power with vendors
- Differing data management systems to document performance

Future State: Central Engineering Group
 Designed to provide consistent standards and specifications

Central Engineering Role	Agency Role
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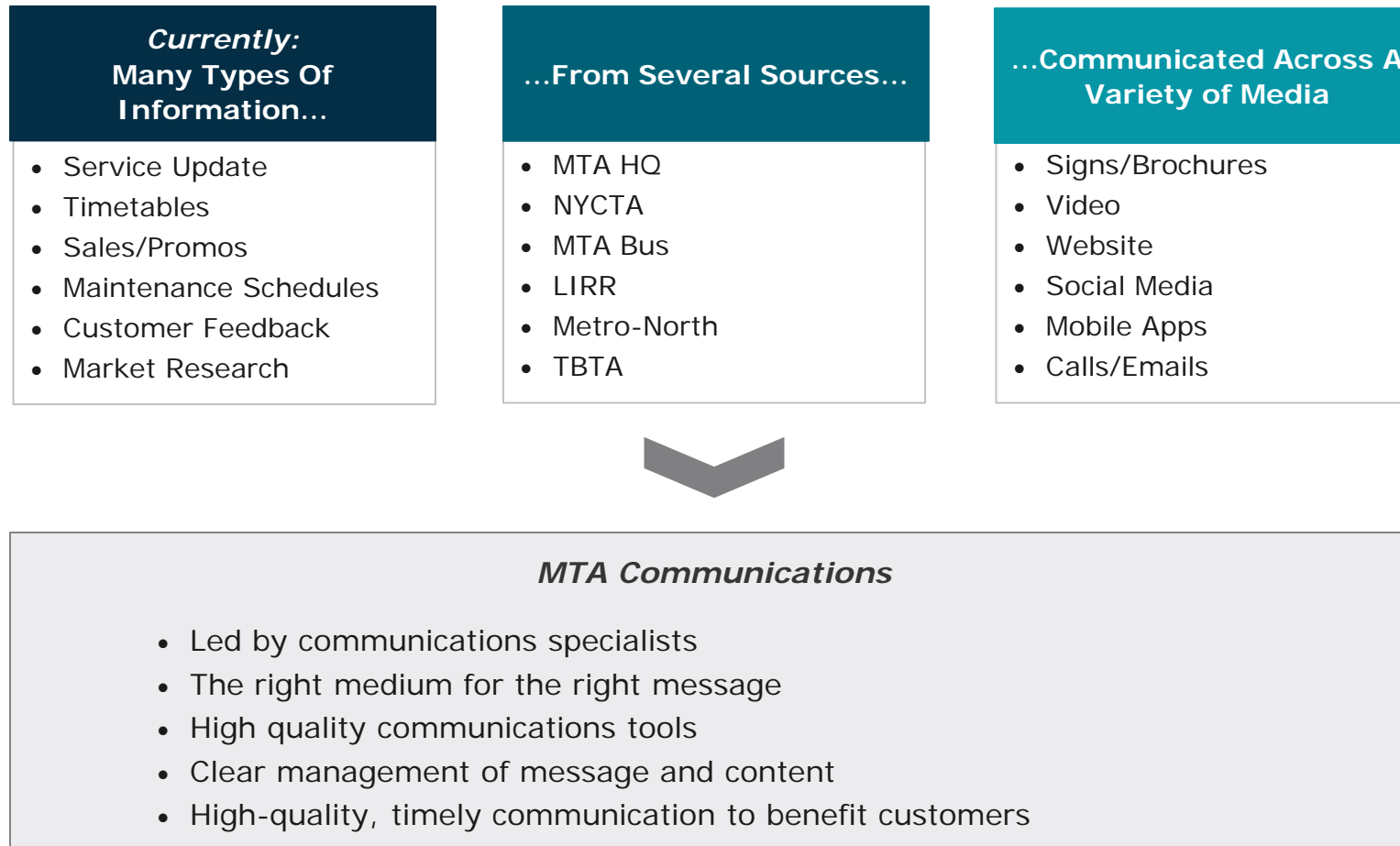
- | | |
|--|---|
| <ul style="list-style-type: none"> • Establish and manage uniform: <ul style="list-style-type: none"> - Engineering policies - Procedures - Designs - Specifications - Inspection Processes | <ul style="list-style-type: none"> • Day-to-day maintenance of rolling stock and infrastructure • Efficiency and quality in field operations • Routine inspections |
|--|---|



- Consistent management and maintenance of each asset class
- Streamlined organization with clearer accountability
- Consistent technical specs, improving MTA buying power and lowering acquisition and maintenance costs
- Single engineering point of contact for regulators (FRA, FTA, etc.)

The MTA transformation will elevate Customer Communications to create clear, high quality, and consistent customer engagement

Customer Communications



The MTA will require a Chief Transformation Officer to drive and implement the transition from current to future state, over a 2-3 year period

CTO Role

- Responsible for leading the execution of on-going and new initiatives to drive improved safety, customer service and operational efficiency across the \$18B MTA organization
- Initiatives will include substantial reorganization, development of strong center-led business functions, streamlining business processes, establishment of controls and other efforts to drive improvement
- Comprehensive and detailed opportunity assessment and implementation planning required to activate this Transformation Plan and achieve the desired benefits

Key Responsibilities

- Lead a team focused exclusively on delivering the transformation
- Launch a Quality Assurance workstream focused on building and embedding cross-functional capabilities that help ensure the MTA achieves intended results from vendors and suppliers across categories
- Execute current and new initiatives related to driving effective integration of the Agencies and functions
- Drive continuous improvement culture that supports future initiatives on a consistent basis
- Generate multi-year value creation strategies and a structure to support them

Reporting Relationship

- Reports to the MTA Board as mandated by New York State legislation
- Works closely with other MTA C-level leaders to drive achievement of goals

The transformation requires a Chief Operating Officer within the centralized organization to enable consolidation and standardization across Agencies

COO Role

- Lead a team of operating Agency leaders of subway, commuter rail, bus, and bridge/tunnel transportation systems to deliver safe, reliable, and cost-effective transportation services
 - Shape a centralized Operations capability that takes a regional, multimodal view of service design and delivery within the MTA
 - Create a culture of accountability that permeates through all levels of the MTA, across Agencies
-

Key Responsibilities

- Lead a team of senior operating executives to deliver safe, high quality transportation services
 - Establish clear operating goals and metrics across every operating unit and hold executives accountable for delivery of those goals
 - Focus alignment across Agencies to maximize customer service and experience
 - Drive operating capabilities and manage control of Agency costs
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Reporting Relationship

- Reports directly to the Chairman & CEO
- Works closely with other MTA C-level leaders to drive achievement of goals

MTA should add a leadership role and resources dedicated to prioritize and strengthen accessibility of the network

MTA Accessibility Officer

- The MTA Accessibility Officer will report directly to the CEO to raise the strategic profile of these initiatives
- Responsible for ensuring that accessibility is considered and advanced across the MTA network
- Actively engage the community in critical decisions, progress reporting and feedback

Benefits

- Help ensure the network is accessible to all as a conduit to employment, opportunity, culture, and community
- Extend on-going programs to all Agencies, creating a more user-friendly regional network
- Increase ridership across the MTA network, reduce reliance on alternative means of transit

Implementation

- Create a prioritized plan to address accessibility deficiencies across the network
- Increase coverage of accessible stations, including introduction of elevators and other accessibility features
- Expand training specifically to station agents, paratransit and bus operators, and others
- Improve communication and introduce new tools designed to help customers access the network

Disclaimer – Important Information Regarding This Preliminary Report

This Preliminary Report to the Draft Transformation Plan (the “Summary”) was prepared by the Metropolitan Transportation Authority (New York) (the “MTA”) and AlixPartners, LLP (“AlixPartners”) pursuant to Section 1279-e of the Public Authorities Law exclusively for the sole benefit and internal use of the Board of the MTA (the “Board”). Except as set forth later in this paragraph, no other person other than the MTA or its Board is authorized to have access to this Summary. This Board and the MTA shall keep this Summary strictly confidential. Neither this Summary, nor any of its contents may be reproduced, disseminated to any third parties, quoted or referred to in any presentation or other document, with or without attribution, at any time or in any manner without the express prior written consent of the MTA and AlixPartners.

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Footnotes & sources

Footnotes

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