



Metropolitan Transportation Authority
2013 Annual Report

Pursuant to New York Public Authorities Law Section 2800

MTA 2013 ANNUAL REPORT NARRATIVE

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

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2013 ANNUAL REPORT—SECTION 1

Operations and Performance

Performance

This section of the Annual Report summarizes ridership and other performance data for the twelve-month period ending December 31, 2013. (See also, the “Mission Statement, Measurement, and Performance Indicator Report,” Public Authorities Law Sections 1269-f and 2824-a.).¹ Overall ridership on the subways, buses, and railroads operated by the Metropolitan Transportation Authority (MTA) rose in 2013 to nearly 2.68 billion trips for customers throughout the downstate region, a 2-percent increase over 2012. Traffic on MTA Bridges and Tunnels rose 0.6 percent in 2013 to a record 284.5 million crossings. All agencies continued to carry out longterm repairs and flood-mitigation projects stemming from Superstorm Sandy in 2012, which are now listed as amendments to the 2010-2014 Capital Program, covered in Section 3 of this report.

Performance measurement results for each of the principal MTA agencies, which provide subway, bus, commuter rail, and bridge-and-tunnel crossing services, are reported below. Please note that as part of its public transparency initiatives, the MTA regularly updates Performance Dashboards posted on its website at www.mta.info, under the heading “About the MTA,” allowing the public to track MTA performance by agency on a monthly basis. The Dashboards display key indicators for MTA New York City Transit (NYCT) subways, buses, and paratransit services; MTA Long Island Rail Road (LIRR); MTA Metro-North Railroad (Metro-North); MTA Bus Company (MTA Bus); and MTA Bridges and Tunnels.² Performance in all categories is measured monthly and compared to published goals.

¹ Because of the timing of the “Mission Statement,” the performance data in that report are subject to subsequent reconciliation and adjustment as data is finalized by each agency over the course of the year. For that reason, some of the data reported in the “Mission Statement” have been adjusted in this report to reflect the most recent 2013 performance data, as of March 15, 2014.

² Note that the Lease and Operating Agreement between Nassau County and MTA Long Island Bus was terminated effective December 31, 2011, and that Nassau County contracted with a private operator to provide bus and paratransit service in the county commencing January 1, 2012. Accordingly, performance data for MTA Long Island Bus is no longer available from the MTA.

New York City Transit—2013 Performance

NYCT Subways continued to experience strong subway ridership in 2013, surpassing total ridership for the previous year and the system's peak ridership in the 1950s, with some lines now running near peak levels for much of the day. Total subway ridership increased by some 15 million rides over the previous year to nearly 1.71 billion in 2013.

NYCT Subways made significant progress in 2013 on recovery and mitigation projects related to Superstorm Sandy. These included restoration of service to the Rockaways and the reopening of the old South Ferry Loop Station for active service while restoration work on the new South Ferry Station continues. In addition, the agency began prototyping and constructing new anti-flood devices for protecting subway stations and tunnels. Also in 2013, NYCT Subways nearly doubled the size of its highly effective FASTRACK program, which schedules nighttime shutdowns on subway line segments for faster, safer, and more comprehensive repairs and maintenance.

NYCT Bus ridership continued to stabilize after years of decline. In 2013, total bus ridership increased 1.4 percent from the previous year. NYCT Bus continued the successful implementation of "MTA Bus Time," which provides customers with real-time bus arrivals on the web and mobile devices. Following its successful deployment in Staten Island and the Bronx, "MTA Bus Time" was expanded to all Manhattan bus routes in October 2013. Both NYCT Bus and MTA Bus continued their role in the Superstorm Sandy recovery efforts by providing shuttles to Far Rockaway until May 2013 when A train service was restored.

New York City Transit

Performance Key

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

	2013 Target	2013 Actual	Change from Target
Service Indicators			
On-Time Performance - Subways	91.9%	80.5%	-11.4%
Wait Assessment - Subways	79.4%	80.3%	0.9%
Elevator Availability - Subways	96.5%	97.3%	0.8%
Escalator Availability - Subways	95.2%	95.8%	0.6%
Total Ridership – Subways	1,707,898,000	1,707,555,714	-0.02%
Mean Distance Between Failures – Subways (miles)	166,000	153,382	-7.6%
Mean Distance Between Failures - Staten Island Railway (miles)	180,000	71,313	-60.4%
On-Time Performance - Staten Island Railway	95.0%	94.7%	-0.3%
% of Completed Trips - NYCT Bus	99.4%	99.3%	-0.1%
Total Paratransit Ridership - NYCT Bus	10,686,000	9,266,385	-13.28%
Bus Passenger Wheelchair Lift Usage - NYCT Bus	1,416,967	1,446,813	2.11%
Total Ridership - NYCT Bus	666,550,000	677,569,432	1.65%
Mean Distance Between Failures - NYCT Bus (miles)	4,553	4,941	8.52%
Safety Indicators			
Customer Injury Rate – Subways (per million)	2.77	2.96	6.86%
Customer Accident Injury Rate - NYCT Bus (per million)	1.12	1.15	2.68%
Collisions with Injury Rate - NYCT Bus (per million miles)	6.44	7.56	17.39%
Employee Lost-Time and Restricted-Duty Rate (per 100 employees)	2.97	3.31	11.45%

Long Island Rail Road—2013 Performance

A surge in train travel over the last three months of 2013 helped boost ridership levels at MTA Long Island Rail Road (LIRR) for the second year in a row. The LIRR carried 83.4 million riders in 2013, an increase of 2 percent (or 1,640,716 passengers) over 2012. The increase indicates an improving regional economy and is due, in part, to LIRR's restoration of some service cuts following the 2008 recession. The LIRR experienced a nearly 3-percent jump in weekly and monthly commutation ridership.

The railroad also took a number of steps that helped boost weekend and leisure travel, including an enhanced service plan to meet new demand created by the opening of the Barclays Center in Brooklyn. In the summer of 2013, the LIRR made adjustments to the Montauk schedule, which included moving the departure of the Friday afternoon Cannonball express train from Hunterspoint Avenue to Penn Station. In November, the LIRR restored half-hourly weekend service on the Port Washington Branch. In surveys, 93.2 percent of Port Washington customers said they were satisfied with the move; 76 percent said they traveled more frequently on the LIRR as a result; and 81 percent said they would take the LIRR more frequently in the future. On the Ronkonkoma Branch, the railroad added weekday trains to Farmingdale and extended weekend service to Greenport through the Thanksgiving weekend.

The LIRR's Maintenance of Equipment Department earned national recognition from the American Public Transportation Association (APTA), winning the "Gold Award for Safety" in the commuter rail category. The department also helped LIRR achieve a record of 205,890 miles "mean distance between failures" (MDBF) in 2013.

Long Island Rail Road

Performance Key

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

	2013 Target	2013 Actual	Change from Target
Service Indicators			
On-Time Performance	95.1%	93.5%	-1.60%
Elevator Availability	96.0%	98.3%	2.30%
Escalator Availability	95.0%	95.5%	0.45%
Total Ridership	83,471,105	83,384,250	-0.10%
Mean Distance Between Failures (miles)	150,000	205,890	37.26%
Safety Indicators			
Customer Injury Rate (per million)	5.23	5.94	13.58%
Employee Lost-Time and Restricted-Duty Rate (per 200,000 worker hours)	2.47	3.16	27.94%

Metro-North Railroad–2013 Performance

Metro-North’s annual East-of-Hudson ridership for 2013 was the highest in the railroad’s history, at 81.8 million, surpassing the previous East-of-Hudson record of 81.5 million rides set in 2008. Combined ridership on the East-of-Hudson and West-of-Hudson markets was 83.4 million.

Systemwide on-time performance (OTP) for 2013 totaled 94.8 percent, a drop from 97.6 percent the previous year. Several factors contributed to the OTP decline, including the May 17, 2013, derailment and collision of two New Haven Line trains near Bridgeport, CT; the July 18, 2013, derailment of a CSX freight train in the Bronx; a major, six-month right-of-way improvement project along a six-mile stretch in the Bronx; and the September 25, 2013, failure of a 138,000 volt Con Edison feeder cable that knocked out power along an eight-mile section of the New Haven Line. The drop in OTP was further affected by the December 1, 2013, derailment near Spuyten Duyvil Station. Following the derailment, new safety directives were issued by Governor Cuomo and by the Federal Railroad Administration (FRA), which included speed reductions at 33 locations on both East-of-Hudson and West-of-Hudson lines.

The OTP for specific lines was as follows: 96.7 percent for the Hudson Line, 96.4 percent for the Harlem Line, and 92.4 percent for the New Haven Line. Overall, Metro-North posted a “mean distance between failures” (MDBF) of 156,617 miles, surpassing a 2013 goal of 155,000 miles. West-of-Hudson service (the Port Jervis and Pascack Valley Line), which Metro-North operates with NJ Transit, had an OTP of 96.5 percent, just shy of the 2013 goal of 97 percent.

Metro-North Railroad

Performance Key

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

	2013 Target	2013 Actual	Change from Target
Service Indicators			
On-Time Performance (East of Hudson)	97.8%	94.8%	-3.1%
On-Time Performance (West of Hudson)	97.0%	96.5%	-0.5%
Elevator Availability	97.0%	98.2%	1.2%
Escalator Availability	90%	93.2%	3.6%
Total Ridership	86,300,000	83,378,506	-3.4%
Mean Distance Between Failures	155,000	156,617	1.0%
Safety Indicators			
Customer Injury Rate	2.70	4.85	79.6%
Employee Lost-Time and Restricted-Duty Rate	1.75	2.43	38.9%

MTA Bus Company—2013 Performance

Total ridership on MTA Bus Company (MTA Bus) increased by 3.4 percent in 2013. As the result of a strong focus on maintenance, MTA Bus saw a 4.7-percent improvement in the mean distance between failures (MDBF), recording its highest performance ever. MTA Bus, along with the NYCT Department of Buses, continued its role in the Superstorm Sandy recovery efforts by providing emergency shuttles for Far Rockaway until May 2013 when A train service was restored.

Performance Key			
MTA Bus Company	<ul style="list-style-type: none"> ■ At or above target ■ Below target by less than 5% ■ Below target by 5% or more 		
	2013 Target	2013 Actual	Change from Target
Service Indicators			
% of Completed Trips	99.36%	99.05%	-0.31%
Bus Passenger Wheelchair Lift Usage	58,582	67,424	15.09%
Total Ridership	118,568,000	124,951,185	5.38%
Mean Distance Between Failures (miles)	5,535	5,548	0.23%
Safety Indicators			
Customer Accident Injury Rate (per million)	1.21	0.98	-19.01%
Collisions with Injury Rate (per million miles)	4.58	4.94	7.86%
Employee Lost-Time Rate (per 100 employees)	7.52	6.49	-13.70%

Bridges and Tunnels—2013 Performance

In 2013, Bridges and Tunnels achieved its highest ever level of E-ZPass usage, with 83.9 percent of daily crossings now being paid electronically. Following the November 2012 implementation of cashless tolling at the Henry Hudson Bridge, motorists were able to drive through any of the bridge’s toll lanes without stopping. Under the cashless tolling system, automatic billing remains the same for drivers with E-ZPass. For drivers without an E-ZPass tag, an image is taken of their vehicle’s license plate and a “Tolls by Mail” invoice is mailed to the vehicle’s registered owner. In 2013, 93.4 percent of crossings at the Henry Hudson Bridge were processed through E-ZPass and 6.6 percent were “Tolls by Mail” transactions.

In December of 2013, the agency issued a Request for Proposals (RFP) to qualified vendors to enable the possible implementation of Open Road Tolling (ORT) at the Henry Hudson Bridge. This development would mark the next step in a process that could eliminate toll gates and cash payment at the bridge. An ORT system would continue to utilize current methods to capture E-ZPass reads and license plate images, but would do so without traditional separated toll plaza lanes, enabling customers to traverse the bridge’s tolling areas in a free-flow fashion. If approved, this project would be executed in concert with a reconstruction of the bridge’s upper and lower roadways.

Performance Key			
Bridges and Tunnels	<ul style="list-style-type: none"> ■ At or above target ■ Below target by less than 5% ■ Below target by 5% or more 		
	2013 Target	2013 Actual	Change from Target
Service Indicators			
Total Traffic	277,094,000	284,508,928	2.68%
Safety Indicators			
Collisions with Injury Rate (per million vehicles)	0.84	1.00	19.0%
Employee Lost-Time Rate (per 200,000 work hours)	4.10	6.00	46.3%

2013 ANNUAL REPORT—SECTION 2

Accomplishments and Initiatives

Customer Service Initiatives

Interagency—Customer Service Initiatives

- Created the “Fix & Fortify” communications program to educate customers about the ongoing Superstorm Sandy recovery work and MTA’s longterm efforts to secure the transit system against severe weather events and rising tides. The program includes a micro-website at www.mta.info devoted to information on recovery projects, service restorations, and weather resiliency initiatives.
- Expanded and enhanced the MTA website at www.mta.info with new customer features, including self-service functions, rotating news stories, interactive service maps, cloud-hosted homepages, improved navigation, and slide-show/video links covering MTA projects.
- Improved the website customer interface as part of an agency-wide upgrade of the MTA’s customer relations management (CRM). The new CRM interface includes streamlined topic menus, navigation tools, jpeg photo capacities, and other features for direct customer emails to the MTA.
- Presented the multi-event Grand Central Terminal Centennial through sponsor underwriting and other partnerships. The celebration featured programs curated by MTA Arts for Transit and Urban Design, including 15 onsite performances by the artist Nick Cave that drew over 15,000 visitors; an architectural lighting display that netted over 1 million YouTube views; several performances, gallery exhibits, commemorative products; and more.
- Continued the popular Arts for Transit graphics programs with four new Poetry in Motion posters, two original art posters, and two original art cards. The program was awarded the 2013 “Grand Prize for Graphics” by the American Public Transportation

Association (APTA) and the 2013 “Silver Prize for Advertising” by the Society of Illustrators.

- Completed 12 permanent Arts for Transit installations, notably at the Mother Clara Hale Bus Depot, the Fulton Center, the Dyckman Street Station, and the Smith-9th Street Station. Another five permanent artworks were commissioned in 2013 and 15 works were in fabrication, out of total of 65 artworks currently in process. The LED artwork “Hive” at the Bleecker Street Station was selected in 2013 as one of the best public art projects in the nation by Americans for the Arts.
- Expanded Arts for Transit’s social media presence in 2013, with an 85-percent increase in Tumblr followers, a 45-percent increase in Facebook followers, a 95-percent increase in Twitter followers, and a new Instagram account.
- Continued to publish MTA source data through the website’s “Developers Resources” page, encouraging the private development of new transit apps for web and mobile devices, resulting in nearly 200 transit apps developed to date. (See also, Operations/Technology Initiatives)
- Expanded and updated MTA customer mobile apps, with new versions of the “MTA Subway Time” and “The Weekender” for Android and Apple iOS mobile devices and new “Train Time” apps for LIRR and Metro-North customers. (See also, Operations/Technology Initiatives)

NYC Transit (Subways)—Customer Service Initiatives

- Completed 29 FASTRACK maintenance programs in 2013. By reducing repair backlogs, producing visible station improvements, and reducing Maintenance of Way related delays, the FASTRACK strategy continued to earn positive customer feedback. (See also, Operations/Technology Initiatives and Safety/Security Initiatives)
- Conducted a comprehensive review of G Line service, which led to an array of improvements on that line in 2013 and 2014, including relocating train stopping positions to improve passenger access, more directional signage, and additional weekday service.
- Increased train service frequencies on several other subway lines to improve service quality and to meet MTA Board-adopted loading guidelines.

- Launched the “phase-two” pilot program of NYCT’s “On The Go” interactive information kiosks. Working through a public-private partnership with two media companies, NYCT initiated new designs, identified locations, and installed infrastructure for 120 kiosks at 22 locations. Installation of the new kiosks will begin in the first quarter of 2014, with completion targeted for the second quarter of 2014.
- Restored key subway services knocked out by Superstorm Sandy and requiring large recovery efforts. These included service to the Rockaways, restored May 2013, and 1 Line service to South Ferry, now routed to the old South Ferry Station as restoration work on the new South Ferry Station continues.
- Completed the rehabilitation of five stations on the Far Rockaway Line: the Beach-25th Street, Beach-36th Street, Beach-44th Street, Beach-60th Street, and Beach-67th Street stations. (See also Capital Project Commitments/Completions)
- Finished rehabilitation work and installation of an ADA elevator at Dyckman Street Station on the Broadway-7th Avenue Line in Manhattan. (See also Capital Project Commitments/Completions)
- Completed component work at stations on the 6th Avenue, Flushing, Jerome, Broadway-7th Avenue, Pelham, White Plains Road, and Rockaway lines. Work included lighting, painting, and repairs to station stairs, platforms, and canopies. (See also Capital Project Commitments/Completions)
- Initiated cleaning programs that include additional track cleaning crews and an expansion of the Enhanced Stations Cleaning Program.
- Initiated enhanced centralized control at the Rail Control Center to improve service management and proactively address potential service delays.
- Initiated modifications to fare control areas to reduce heavy queuing and increase the number of stations with remote gate controls.

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

- Expanded “MTA Bus Time,” featuring real-time information by web and mobile devices to all bus routes in Manhattan. First rolled out in Staten Island and the Bronx, “MTA Bus Time” is slated for release in Brooklyn and Queens in April 2014.
- Expanded Select Bus Service (SBS) rapid transit to provide faster service on the Bronx BX 41 and Brooklyn B44 routes.
- Developed a “proof of concept” for the Traffic Signal Priority project by outfitting 45 M15 SBS buses with Traffic Signal Priority equipment. The equipment communicates real-time bus locations to the New York City Department of Transportation (NYCDOT) Traffic Management Center, which remotely controls traffic lights along the M15 corridor, making bus service faster and more reliable. NYCDOT is currently working on the data from Traffic Signal Priority to assess the efficiency of improved SBS running times and on-time performance.
- Introduced the new MTA Bus Q70 limited-stop bus route, providing improved intermodal connectivity between LaGuardia Airport and the regional transit network. The route features nonstop service via limited-access highways between the airport, the LIRR Woodside Station, and the Roosevelt Avenue-74th Street subway station complex, linking to the E, F, M, R, and 7 subway lines.
- Implemented a number of route path changes to MTA Bus routes Q10, Q37, QM12, and QM18 to better serve new and changing markets.
- Continued to monitor and improve customer experience through the position of the MTA Bus “Customer Advocate,” whose function includes development of customer programs, onboard communications, public media programs, and interaction with advocacy groups.
- Implemented the second phase of the Paratransit Interactive Voice Response (IVR) system. The first phase of this service integrated IVR with scheduling-dispatch software and the “automatic vehicle-location monitoring” system, giving “Access-a-Ride” (AAR) customers 15 minutes notice to prepare for timely boarding. The second phase now adds IVR self-help features, allowing customers to check trip status, manage subscriptions, cancel trips, and perform other AAR transactions automatically by phone.

- Improved and streamlined the AAR call-center operations. This included migrating operations to an experienced call-center management firm; adding an online reservations option in addition to direct phone reservations; and expanding the feedback options available to paratransit customers by phone on the “customer comments” line.
- Developed the “Bus Trek” computer program used to monitor NYCT and MTA bus fleets for improved customer service. The program tracks the same GPS data used for the customer-facing “MTA Bus Time” application, but is designed specifically for bus dispatchers and managers. It provides real-time data and graphics through a secure browser that enables managers to improve dispatch and scheduling decisions. (See also, Operations/Technology Initiatives)

Long Island Rail Road—Customer Service Initiatives

- Achieved record levels of fleet reliability for the second year in a row, as measured in mean distance between failures (MDBF), with an overall fleet average of 205,890 miles MDBF, an 11,500-mile improvement over 2012.
- Introduced LIRR’s first-ever mobile app, LIRR “Train Time,” featuring real-time service information for smartphones. More than 50,000 LIRR customers downloaded the new app within the first two months of its introduction.
- Introduced LIRR “Customer Service Ambassadors,” employees assigned to assist LIRR customers during peak periods at Penn Station, Atlantic Terminal, and Jamaica Station. Equipped with iPads and iPhones, the LIRR “Ambassadors” can provide up-to-the-minute train and track information, as well as visitor information about nearby points of interest.
- Restored a number of services in 2013 that had been reduced by budget cuts since 2010. These included half-hourly weekend service on the Port Washington Branch, and six rush-hour trains on the Long Beach, Montauk, Port Jefferson, and West Hempstead branches.
- Initiated new “Cannonball Service” between Penn Station and Long Island’s East End, including a nonstop express train to Westhampton, a Sunday return train from Montauk, and more summer Sunday ticket sales at East End stations. This resulted in a

107-percent growth in ridership on the Cannonball Hampton Reserve cars and an additional 8,000 East End ticket sales for 2013.

- Introduced a number of 2013 service extensions based on customer requests. These included eight additional trains and service until 2 AM to Atlantic Terminal in Brooklyn for events at the nearby Barclays Center and extended weekend train service between Greenport and Ronkonkoma for ten additional weekends each year.
- Offered new customer discounts, including Military Fares, with off-peak rates at all times for active-duty military personnel and \$1.00 Family Fare tickets for children ages five to eleven with guardians, now accepted on all PM peak trains.
- Continued efforts to upgrade customer communications. These included reorganization and expansion of LIRR's 24-hour Public Information Office; a 15.8-percent increase in customer messaging through email alerts, Facebook, Twitter, message boards, new CBS Outdoor Advertising, Inc., monitors, and the MTA website; and the launch of a new Customer Service Center for "one-stop" information about train schedules, fares, "Mail&Ride," and ticket refunds.
- Refurbished and upgraded 11 escalators, including the addition of new safety sensors. LIRR's recently formed Elevator and Escalator Operations Group, staffed with certified inspectors, provides preemptive maintenance, rapid repair, and remote monitoring of all LIRR station escalators and elevators.
- Undertook special promotions and service extensions for area sporting events. These included extra service for the Major League All Star Game at Citi Field; promotions with the New York Islanders hockey team and the New York Cosmos soccer club; and extra train service for the U.S. Open Women's Championship in Southampton.
- Expanded ticketing and services related to local leisure markets. These included a 4-percent increase in Group Travel ticket sales; a 16-percent increase in Long Island Getaway ticket sales; and the introduction of local beers and wines at LIRR concessions in support of Governor Cuomo's "Taste New York" campaign.

Metro-North Railroad—Customer Service Initiatives

- Upgraded the current Stamford LED monitors to display real-time train information, including departure times, destinations, track assignments, and status. All real-time LED signs were enhanced in 2013 to include station stops. (See also, Operations/Technology Initiatives)
- Expanded the real-time cellular monitor project to include monitors at the Tarrytown, New Rochelle, Rye, Mount Vernon West, Scarsdale, and Crestwood stations. (See also, Operations/Technology Initiatives)
- Installed two solar powered real-time kiosks at the Woodlawn Station, displaying Metro-North “Train Time” and “MTA Bus Time” information. Also, undertook upgrades and testing to improve PA systems at several stations.
- Released a “Train Time” mobile app for smartphones, providing real-time train statuses, schedules, fares, and station details. The app has recorded over 50,000 downloads since the beginning of the year. (See also, Operations/Technology Initiatives)
- Installed 20 new Smart Card Ticket Vending Machines (STVMs) in a new TVM center at Grand Central Terminal and at several outlying stations. The STMVs include a card reader that functions with the “tap” of a smart card. (See also, Operations/Technology Initiatives)
- Replaced all ticketing machine PIN pads with state-of-the-art, Payment Card Industry Data Security Standard (PCI-DSS)-compliant pads. Automated ticketing accelerated in 2013, with ticket machines accounting for nearly 25.2 million tickets, about 90 percent of ticket sales.
- Issued new ticket seller uniforms as part of a program to improve Metro-North employee appearance and professionalism.
- Carried out a number of station parking improvements, including daily parking fees via smartphones and other web-based devices; a new program that reactivates daily metered parking at unused permit spaces; and new plate-recognition readers to capture illegal parking and reduce disputed violations.
- Established the “Station Ownership” program, in which an interdepartmental work group meets twice monthly to ensure that all the elements necessary to improve the overall station environment are included in upcoming capital projects. Additionally,

the group has developed a cyclical program that incorporates painting, lighting, signage, seat replacement, and other station enhancements. As part of a 34-day maintenance cycle, district managers participate in station inspections with Maintenance-of-Way personnel to identify needed repairs and replacements. In 2013, the group completed enhancements at the Crestwood, North White Plains, Valhalla, Hawthorne, Pleasantville, and Sloatsburg stations

- Started new taxi services at the Beacon, Pelham, and Yonkers stations, as of August 1, 2013.

Bridges and Tunnels—Customer Service Initiatives

- Increased E-ZPass market share by 2.4 percentage points to a record 83.9 percent of crossings in 2013.
- Maintained the highly successful sale of E-ZPass “On-the-Go” tags in cash lanes at all facilities, resulting in greater customer convenience. Cash lane sales exceeded 130,000 tags in 2013.
- Increased the number of the MTA E-ZPass Reload Cards in circulation to 78,408. The Reload Card makes it easier for customers to replenish E-ZPass accounts by adding cash to their accounts through the use of the Visa ReadyLink system at thousands of retail locations across the country.
- Increased the number of accounts using the E-ZPass “Pay Per Trip” payment plan to nearly 20,000 accounts, enabling E-ZPass account holders to pay same-day tolls through an automated checking account debit, without having to maintain a prepaid balance.
- Exchanged over 275,000 E-ZPass tags through a customer outreach prepaid mail program, part of the E-ZPass tag swap program. This replaces tags reaching the end of their useful life.
- Implemented a new toll rate for Staten Island residents that reduces the resident toll rate for Class 1 vehicles from \$6.36 to \$6.00 round trip if three or more trips are taken in a calendar month.
- Implemented a new toll plaza lane configuration in the Queens-bound lanes at the Bronx-Whitestone Bridge in August 2013 and at the Throgs Neck Bridge in December

2013. With these new configurations, all cash lanes were moved to the right to improve traffic flow. E-ZPass usage has steadily increased at these facilities in recent years.

- Maintained a robust community outreach and awareness program among Malba and greater Whitestone area residents regarding the four-year \$109 million Queens Approach reconstruction at the Bronx-Whitestone Bridge. This project will result in a new, improved roadway surface, new support piers, and safety shoulders on the Queens Approach for the first time in the bridge's 74-year history.
- Continued a consistent outreach program among Community Boards and elected officials in Staten Island and Brooklyn regarding the current Verrazano-Narrows Bridge toll plaza improvement project.
- Commenced an upper-level deck reconstruction project at the Verrazano-Narrows Bridge that will result in a new High Occupancy Vehicle (HOV) lane over the bridge, providing more continual Bus/HOV access from Staten Island to the Gowanus Expressway in Brooklyn with reduced travel time and congestion.
- Opened a new entrance ramp at the Verrazano-Narrows Bridge from Narrows Road South in Staten Island. This new ramp will provide a smoother transition from the service road to the upper level of the bridge. In addition, the newly constructed Lily Pond Avenue entrance ramp in Staten Island opened with an improved, wider, and more efficient configuration.
- Introduced design and construction plans to Community Boards and elected officials pertaining to the future reconstruction of the ramps on the Manhattan span of the Robert F. Kennedy Bridge.

Operations/Technology Initiatives

Interagency—Operations/Technology Initiatives

- Completed Phase II of the MTA Business Service Center (BSC) consolidation, standardization, and migration of back-office functions. In October 2013, the BSC extended its payroll and human resources operations to include 1,800 active employees and 3,000 retirees of MTA Bridges and Tunnels. This completed implementation of the BSC shared-services operation for all MTA agencies. (See also, Cost Cutting/Revenue Initiatives)
- Began implementation of a consolidated IT organization with one Chief Information Officer (CIO) as the lead. Previously, each MTA agency ran its own IT operations. Under the new structure, all IT functions that do not directly affect a federally-regulated asset (such as train signals) are merged into a single department reporting to the CIO. This agency-wide consolidation will lead to greater integration of hardware and software, enable more efficient purchasing, generate economies of scale, and increase system resiliency. (See also, Cost Cutting/Revenue Initiatives)
- Launched the first-ever www.mta.info Web Content Management System (WCMS) platform using Acquia's cloud-managed Drupal service. MTA web teams reengineered and migrated the six transportation agency homepages to Drupal cloud service for greater resiliency, also providing introductory training for agency web and design teams. The team further streamlined the Drupal framework for news and press releases, training MTA agency press officers and content managers along the way.
- Created cross-functional, inter-agency working groups to research, review, and assist with ongoing development of the www.mta.info redesign and migration to Drupal. The six working groups cover Content Style, Information Architecture, Search Engine Optimization (SEO), Accessibility, Social Media, and Archiving.
- Expanded the MTA source data available through the website's "Developers Resources" page and through a new cloud-hosted website, datamine.mta.info. MTA's open data policy has so far resulted in nearly 200 privately developed transit apps

across multiple platforms. To further encourage developers, MTA co-sponsored with AT&T the 2013 AppQuest “hackathon” and contest, with prizes for creative new apps that will positively impact the daily commutes of MTA’s 8.5 million riders. (See also, Customer Service Initiatives)

- Updated the official MTA mobile apps “MTA Subway Time” and “The Weekender” to include real-time train arrival information at all 154 stations on the 1/2/3, 4/5/6, and S lines, for Android and Apple iOS. (See also, Customer Service Initiatives)
- Coordinated with NYCT and Metro-North on the testing and installation of two solar-powered information kiosks at the Metro-North Woodlawn Station. The kiosks provide customers with real-time train, subway, and bus information while utilizing energy-saving technology.

NYC Transit (Subways)—Operations/Technology Initiatives

- Expanded the highly effective FASTRACK program, which schedules nighttime shutdowns on subway line segments for faster, safer, comprehensive repairs and maintenance. (See also, Customer Service Initiatives; Safety/Security Initiatives)
- Overhauled 760 subway cars at the Coney Island and 207th Street shops to a “state of good repair,” in order to increase fleet safety and mean distance between failures (MDBF).
- Continued installation of Communications-Based Train Control (CBTC) equipment to increase the subway system’s reliability and capacity. (See also, Capital Projects Commitments/Completions)
- Completed mainline and yard track and switch replacement projects at various locations throughout the subway system. (See also, Capital Projects Commitments/Completions)
- Completed the structural rehabilitation and painting of the Jamaica Line from Cypress Hills to 130th Street in Brooklyn and Queens.
- Completed construction of a Subways Backup Command Center.
- Completed several major shop and yard projects, including flood mitigation and relieving platform at 148th St Yard/Lenox Terminal in Manhattan and electrical

upgrades at the 207th Street Overhaul Shop in Manhattan. (See also, Capital Projects Commitments/Completions)

- Finished the rehabilitation of eight bridges on the Staten Island Railway. (See also, Capital Projects Commitments/Completions)
- Purchased 23 New “A” Division cars (R188) and converted 10 existing R142A cars for use on the Flushing Line, which is currently undergoing conversion to CBTC. (See also, Capital Projects Commitments/Completions)
- Completed several substation upgrades, including rehabilitation of the DC feeders and enclosure at the Jay Street Substation in Brooklyn, with a new Concord Street Circuit Breaker House; modernization of the Greeley Substation on the 6th Avenue Line; and modernization of the 10th Street Substation on the Culver Line. (See also, Capital Project Commitments/Completions)

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

- Expanded a workforce development program that includes customized workshops focusing on specific areas of bus operations.
- Expanded MTA Bus Operations’ “Business Barometer” initiative to include maintenance facilities locations. This strategic management initiative provides web-based tools to help operating managers evaluate key indicators and performance data, then apply proactive strategies for improvement.
- Utilized “Bus Time” real-time data to adjust running times on several Bronx express routes. Upgraded to Hastus 2013, which includes the Automatic Time Processing (ATP) module which utilizes Bus Time data to identify inconsistencies and automatically adjusts schedule running times.
- Developed the “Bus Trek” computer program used to monitor NYCT and MTA bus fleets. The program, which was implemented in all boroughs in advance of “Bus Time,” tracks the same GPS data used for the customer-facing application. Unlike “Bus Time” it is designed specifically for bus dispatchers and managers, providing real-time data and graphics through a secure browser that enables managers to improve dispatch and scheduling decisions. (See also, Customer Service Initiatives)

- Expanded the Intelligent Vehicle Network (IVN) project, which uses onboard computers with wireless links to depots to monitor bus components, identify and report potential failures, and provide information used in accident investigations. The IVN system has been installed on a total of 2,303 buses in 24 depots.
- Implemented a slate of 2013 technical improvements in the AAR phone and online services for paratransit customers. These included expanded phone options, vehicle monitoring, and automated alerts through phase two of the Paratransit Interactive Voice Response (IVR) system; an online reservations option; and expanded self-service features for the call center and the “customer comments” feedback line. (See also, Customer Service Initiatives)

Long Island Rail Road—Operations/Technology Initiatives

- Completed installation of GPS on all LIRR trains, allowing for better monitoring of train locations and arrivals.
- Introduced new “Customer Assistance Program Applications” (CAP Apps) on handheld devices to provide management personnel with real-time train information while assisting customers, and installed WiFi at Penn Station and Jamaica to support the CAP Apps.
- Introduced seven “smart card” friendly Ticket Vending Machines (TVMs)—three at Penn Station and one each at the Jamaica, Mineola, Hicksville, and Bayside stations. The new TVMs provide a no-contact payment option using credit cards with an imbedded chip. Customers merely tap the card on the TVM smart card reader or target, providing a faster, easier, more secure way to make electronic transactions.
- Rolled out the next generation of handheld mobile ticketing devices for onboard ticketing via credit or debit cards using iPhone technology, distributing the onboard ticketing devices to 35 train crew members. The new option has increased the efficiency of fare collections, reduced fare disputes, and proven popular with customers.
- Enhanced communication at Penn Station with the installation of 26 new digital information screens, featuring hybrid Train Departure Information/Customer Messaging on CBS Outdoor Advertising, Inc., signage.

- Introduced an automated queuing system at the LIRR’s Penn Station ticket windows. The new system directs customers to the window staffed by the next available clerk, reducing customer wait time and speeding up the ticketing process.
- Revised the LIRR’s hurricane planning guidelines based on review and analysis of Superstorm Sandy aftermath, including the introduction of a new “zero-hour” policy.
- Designed and installed Biometric Clocks at multiple work locations. The clocking system is slated to go live in 2014 pending parallel testing.
- Completed a Corporate Asset Management System (CAMS) supported by GIS positioning to aid in tracking 55-gallon petroleum drums along the LIRR right-of-way. (See also, Sustainability/TOD Initiatives)
- Implemented production software to capture, decode, and transmit Radio Frequency Identification (RFID) data from LIRR rolling stock equipment, as well as other rail equipment and vehicles operating throughout the LIRR system. The project also required installation of RFID hardware on the LIRR right-of-way.

Metro-North Railroad—Operations/Technology Initiatives

- Introduced new customer apps for iPhone and Android mobile devices, including the Metro-North “Train Time” app and the Grand Central Terminal app, which provides instant access to a wealth of information about the terminal, including real-time train information, details about retailers, and more. (See also, Customer Service Initiatives)
- Expanded real-time LCD monitors at the Rye, Mount Vernon West, Scarsdale, Crestwood, New Rochelle, and Tarrytown stations, with plans to deploy additional cellular displays at five to ten stations per year through 2019. (See also, Customer Service Initiatives)
- Implemented a new application to help track and enforce Metro-North employee attendance policies. The application interfaces with Metro-North’s Kronos “Time and Attendance System” to compile weekly data and alert managers when employee attendance patterns require action.
- Enhanced Metro-North’s “Mail&Ride” application system to allow schools and parents to sign up for student monthly commute tickets and self-manage related data through the MTA website.

- Installed the first group of “smart” ticket vending machines (TVMs) with “tap and buy” credit card capabilities. (See also, Customer Service Initiatives)
- Instituted a Payment Card Industry (PCI) compliance program to “harden” all public-facing and nonpublic-facing e-commerce systems, isolate certain vendor-supported networks, and protect cardholder data against possible breaches. As a result, Metro-North achieved full PCI compliance status for 2013.
- Replaced over 1,000 Metro-North corporate computers and notebooks, upgrading to the Windows 7 operating system (OS) and migrating out of the old Windows XP OS, which is longer be supported effective April 2014.
- Continued expansion of the IT monitoring center, establishing critical real-time monitoring, response, and support procedures for essential IT systems and reducing the risk and/or duration of system downtimes.

Bridges and Tunnels—Operations/Technology Initiatives

- Utilized reports from the upgraded automated workforce timekeeping system to provide facility and senior management with detailed information regarding time and attendance, resulting in a significant reduction in overtime and an improvement in employee availability.
- Completed the first full year of Bridges and Tunnel’s Central Operations Notification Unit, a centralized, 24-hour unit that efficiently documents, processes, and monitors unscheduled employee absences at all facilities, enabling management to better determine staffing needs on a real-time basis.
- Continued projects to enhance communication to our customers by replacing existing Variable Message Signs with new signs that can display travel time, as well as messages prohibiting truck traffic at several facilities. All signs are integrated into the Advanced Traffic Management System, which enables facility operations to provide real-time safety, incident, event, weather, and travel-time information to customers around the clock.
- Began construction of a fiber-optic network at the Robert F. Kennedy Bridge. This network serves as the backbone of the agency’s communications infrastructure for critical operations, safety, security, and IT systems. It also provides links to regional transportation, law enforcement, and government partners.

Sustainability/Transit Oriented Development (TOD) Initiatives

Interagency—Sustainability/TOD Initiatives

- Continued systemwide energy efficiency programs in partnership with the New York Power Authority (NYPA). Projects of note in 2013 included the installation of three new boilers at the MTA’s largest facility, the Coney Island Yard; replacement of the incandescent bulbs formerly used by tunnel work crews with more durable, energy-efficient LED lights; and the substantial completion of a comprehensive energy upgrade at Grand Central Terminal.
- Completed three comprehensive energy audits in compliance with the Governor’s Executive Order 88 (EO88), requiring energy use reductions in state-owned buildings. Energy audits will continue in 2014.
- Carried out Phase II of an “office equipment reduction program” to remove dispersed printers and centralize two-sided office printing, reducing use of paper, toner, and disposables. The program was expanded in 2013 to install card-access readers at central office printers, further reducing waste from duplicate or unclaimed print jobs.
- Prepared the groundwork for an agency-wide MTA Climate Adaptation Task Force, which was launched January 2014. The task force, which was one of the priorities identified in the “MTA Twenty-Years Capital Needs Assessment, 2015-2034,” will prepare systemwide climate adaptation policies and standards to be incorporated into all regular MTA operations.

NYC Transit (Subways)—Sustainability/TOD Initiatives

- Extended the useful life of non-revenue equipment by adding work cars to the Scheduled Maintenance System (SMS).

- Continued regular washing of heating, ventilation, and air-conditioning (HVAC) condensers on new millennium cars, which cleans out collected pollutants, prolongs the life of the condenser, and minimizes failures.
- Continued to monitor and improve sustainability efforts according to ISO 14001 certified Environmental Management System (EMS) under the direction of NYCT's Department of Capital Program Management (CPM). (See also, Capital Projects Commitments/Completions)
- Continued CPM's construction and demolition debris recycling program, which recycles over 90 percent of debris away from landfills to productive reuse. (See also, Capital Projects Commitments/Completions)
- In addition to ongoing Superstorm Sandy recovery projects, NYCT undertook a study of water protection technologies, which included the prototyping and construction of innovative new anti-flood devices for protecting subway tunnels.

MTA Bus Operations (NYCT Department of Buses, MTA Bus Company)—Sustainability/TOD Initiatives

- Worked with Capital Program Management (CPM) to design the new Bus Command Center in Brooklyn as a “Leadership in Energy and Environmental Design” (LEED) facility. The facility will be energy efficient and will include natural lighting and a greenroof. Storm water will be managed with the use of rainwater collection. The contract for the new Bus Command Center building is scheduled for award in August 2014, with “ground breaking” scheduled for November 2014.
- Developed and began work on a comprehensive plan to meet the requirements of EO88, which mandates a 20-percent reduction of building energy consumption by 2020 from 2010 levels. A total of 32 bus facilities fall under this order. An aggressive schedule of five energy audits and five retro-commissionings is planned for 2014.
- Continued on-going efforts with New York Power Authority (NYPA) sustainability and energy efficiency projects in our existing facilities, including installation of energy efficient lighting systems at several bus depots; installation of energy efficient compressed air systems; development of comprehensive energy efficiency upgrade

designs at MJ Quill Bus Depot, Grand Avenue Bus Depot, East New York Depot, Flatbush Bus Depot, and the Central Maintenance Facility. NYPA is also working with NYCT Buses to install a solar thermal system at the Jackie Gleason Bus Depot.

- Developed a formal ‘stages and gates’ process to screen and approve bus propulsion technologies, which is critical in moving towards a zero-emissions fleet.
- Developed and published online (via intranet) “Diesel Delivery” guidelines, the first of several training modules for NYCT and MTA Buses’ environmental management system (EMS).

Long Island Rail Road—Sustainability/TOD Initiatives

- Continued development of the “Wyandanch Rising” project, a transit-friendly downtown revitalization plan centered around the LIRR’s Wyandanch Station in the Town of Babylon. The centerpiece of the project, which has received state and federal funding, is the future construction of a new structured parking facility at the station to accommodate increased ridership on LIRR’s Main Line, including planned service to Grand Central Terminal.
- Partnered with the towns of Brookhaven and Islip on the “Ronkonkoma Hub Project,” a TOD and area revitalization plan centered around the LIRR’s Ronkonkoma Station. The project aims to create a community of retail spaces, offices, restaurants, and affordable housing.
- Replaced the 45,600-square-foot Sheridan Shop roof with a reflective membrane that will reduce energy consumption at the facility. This completed project also included asbestos abatement work.
- Completed asbestos abatement at Long Island City Yard in support of New York & Atlantic Railway’s plan to transform the Long Island City Wheel Spur Yard to a rail facility with loading docks and rail-to-barge accommodations.
- Achieved a 63-percent reduction in “vehicle idling” for LIRR maintenance vehicles between 2011 and the end of 2013.
- Participated in the first annual “Long Island Car Free Day” on September 20th, encouraging all Long Islanders to give up their cars and try mass transit, carpooling, walking, and bicycling. This resulted in the recruitment of more than 2,500 new LIRR Mail&Ride subscribers.

- Completed a Corporate Asset Management System (CAMS) supported by GIS positioning to aid in tracking 55-gallon petroleum drums along the LIRR right-of-way. (See also, Operations/Technology Initiatives)

Metro-North Railroad—Sustainability/TOD Initiatives

- Completed Phase I and most of Phase II of the New York Power Authority (NYPA) Grand Central Energy Conservation Project, which includes chiller replacements; upgrades of air compressors, water pumps, lighting, and building management systems; variable-speed fan controls; and retro-commissioning of air handlers. The program targets around \$3 million in annual energy savings.
- Worked with NYPA on the installation of solar carports at the Cortland, Beacon, and Southeast stations, which will provide charging units for electric cars used by Metro-North commuters.
- Initiated a number of energy conservation measures at various Metro-North stations, including LED lighting for station platforms and overpasses; “on-call” platform shelter heating buttons that shut off when not used; and pilot installations of “Energy Misers” for the more than 100 station vending machines that cool or heat products.
- Continued Metro-North’s efforts in the state-mandated (EO88) “Build Smart NY” program to increase energy efficiency 20 percent by 2020. The program allows Metro-North to pay for many upfront conservation costs through subsequent energy savings.
- Replaced CFL lighting with LED fixtures in the cornices circling the main concourse in Grand Central Terminal. This involved replacement of 292 lamps, for an annual energy savings of 17,138 kWh, which translates into an annual CO2 reduction of 12.09 metric tons.
- Incorporated a number of resiliency, drainage, flood-mitigation, and shoreline-stabilization initiatives into the longterm recovery projects from Superstorm Sandy in 2012. The projects will draw on recovery funding from the Federal Transit Administration (FTA). (See also, Capital Projects Commitment/Completions)

Bridges and Tunnels—Sustainability/TOD Initiatives

- Dispensed over 57,000 gallons of Ethanol 85 (E85) fuel in 2013, representing more than 27 percent of the fuel used by the agency's cars and patrol vehicles. A total of 97 percent of the agency's light-duty fleet of 172 vehicles now use either E85 or electric/hybrid power.
- Completed a lighting upgrade of the agency's Robert Moses Building on Randall's Island with assistance from NYPA's High Efficiency Lighting Program (H.E.L.P.). A total of 596 interior and exterior light fixtures were replaced or retrofitted under this initiative, which will yield an estimated 133,000 kWh reduction in annual electrical usage, representing an annual savings of around \$20,000.

Safety/Security Initiatives

Interagency: MTA Police Department—Safety/Security Initiatives

- Continued development of the MTA Police Department (MTAPD) facility in Dutchess County to be used for specialized, transit-based training of MTAPD K-9 teams, with a projected completion in fourth quarter 2014.
- Cooperated with federal and state governments to extend the free licensing of the MTA’s “See Something, Say Something” security slogan in nationwide anti-terrorism public awareness campaigns.

Crime Statistics (Number of reported crimes at Long Island Rail Road, Metro-North Railroad, and Staten Island Railway)		
	2012	2013
Murder	0	1
Rape	1	1
Robbery	55	40
Felony Assault	36	27
Burglary	13	10
Grand Larcenies	229	214
G.L.A.	5	7
Total	339	300

NYC Transit (Subways)—Safety/Security Initiatives

Crime Statistics (Number of reported crimes on New York City subway system.		
	2012	2013
Murder	2	1
Rape	10	5
Robbery	785	611
Felony Assault	205	198
Burglary	27	32
Grand Larcenies	1703	1759
Total	2732	2606

- Expanded the installation of CCTV security cameras to assist the NYPD in arresting MetroCard Vending Machine (MVM) vandals and swipe sellers, thereby enhancing customer safety and security. (See also, Cost Cutting/Revenue Initiatives)
- Expanded the FASTRACK program, which provides a safer working environment for maintenance and repair crews by curbing train operations in work areas. The employee “lost time” injury rate under FASTRACK was less than half of the overall rate. (See also, Operations/Technology Initiatives and Customer Service Initiatives)
- Expanded safety programs for employees, including new safety communications, safety audits, training, and accident investigations.
- Advanced the recently introduced “Safety Culture Task Force” charged with evaluating the ways in which organizational culture impacts employee and customer safety.
- Installed 12 new “Help Point” emergency communication devices, with hundreds more planned for nearly 100 NYCT subway stations in 2014.

MTA Bus Operations (NYCT Department of Buses, MTA Bus Company)—Safety/Security Initiatives

- Installed additional bus operator shields designed to protect drivers from assault on a total of 1,615 buses, with additional installations ongoing.
- Expanded the Bus Camera Security System to a total of 1,547 buses, with additional installations ongoing.
- Continued the Bus Operator Assault Executive Task Force, which meets regularly to coordinate initiatives across bus operations to mitigate assaults against bus operators and promote safety for both bus operators and customers.
- Sponsored conflict-resolution training for all MTA Bus and NYCT Bus operators, along with public-awareness initiatives to help prevent bus operator assaults. The initiatives include development of a related public service announcement video.
- Implemented Phase III Security Awareness Training for bus operators, front-line managers, and supervisors with direct customer contact, a joint initiative with the MTA Office of Security.
- Continued the labor-management partnership on employee and customer safety through the Bus Operator Action Committee.
- Established a dedicated location for the agency’s emergency “Situation Room,” which monitors all MTA bus operations during major storms or other emergencies to ensure the safety of customers, employees, and property. The Situation Room also provides a single point of contact between senior management, MTA public communications staff, the NYC Office of Emergency Management, and other external agencies.
- Worked with MTA Risk Management to provide advanced training for paratransit dispatchers and road supervisors on proper decision-making, especially during high-stress situations with customers and drivers.
- Expanded the installation of a custom-designed “Automatic Vehicle Location Monitoring” (AVLM) system in all paratransit road supervisor vehicles to facilitate timely, accurate supervision and communication with contracted drivers regarding safe driving, customer service, and other issues.
- Developed a web-based “Paratransit Accident /Incident Roadcall” (PAIR) system to replace a paper-intensive reporting system and facilitate improved analysis of incidents for driver training and awareness.

Long Island Rail Road—Safety/Security Initiatives

- Conducted the first LIRR corporate-wide “Safety Stand-Down,” a three-day event attended by more than 5,000 employees at over 80 locations.
- Undertook design and installation measures to enforce civil speed restrictions at seven critical curves on LIRR lines. Installation was completed at one of the seven curves in 2013, with the remainder to be completed in 2014. This is addition to civil speed enforcement already implemented at nine curve locations and LIRR’s only moveable bridge.
- Issued special timetable instructions to qualified personnel to reduce maximum authorized speeds leading up to curves, posted reduced speed signs at critical curves, and increased observations of train movement through those areas. In addition, LIRR increased radar observations of locomotive engineers and “event-recorder” downloads of train data to enforce speed compliance.
- Launched a new safety education campaign aimed at motorists, to reduce train and car accidents at grade crossings. Titled “Isn’t Your Life Worth the Wait/Wait For the Gate,” the campaign included print ads, billboards, radio spots, and a televised PSA video.
- Received a number of 2013 safety awards, including the “Gold Award for Commuter Rail Safety” from the American Passenger Transportation Association (APTA) and the MTA Chairman’s “Platinum Award”, both recognizing the exceptional efforts of the LIRR Maintenance of Equipment Department. In addition, the Train Service Assault Mitigation Task Force received the MTA Chairman’s “Gold Award” for its work in reducing assaults on train conductors.
- Reduced the number of rail accidents or incidents by 10 percent from the previous year. Also reduced customer injuries by 5.5 percent and the customer injury rate (per 1 million rides) by 7.3 percent. The improvements followed the introduction in 2013 of a safety education campaign entitled “Be TrainSmart/Don’t Be a Statistic,” which will be an ongoing part of LIRR’s safety program.
- Launched a “Safeguard Your PIN” public information campaign in cooperation with the MTA Police, advising customers on how to protect against identity theft when using ticket vending machines.

- Installed 131 advanced access control devices in 2013, bringing the total number of access control points protecting the agency’s doors, gates, and train yards to more than 600.
- Increased the capacity of Regional Security Command Center cameras from 464 to more than 1,300, along with measures to integrate all camera views into a single system.
- Continued alcohol ban on overnight weekend trains and station platforms after midnight to ensure a more orderly travel environment. MTA police stepped up activity in Penn Station and across the system to enforce the ban.
- Completed railroad safety training for 1,283 emergency responders from local fire departments and ambulance companies, surpassing by 60 percent the LIRR goal of training 800 responders annually.

Metro-North Railroad—Safety/Security Initiatives

Operating Incidents and FRA Emergency Order 29

- In 2013, Metro-North experienced several operating incidents, two of which resulted in injury and loss of life. These were the May 17 derailment and collision of two New Haven Line trains near Bridgeport, CT, and the December 1 derailment near Spuyten Duyvil Station. Immediately after the Bridgeport derailment, Metro-North retained the Transportation Technology Center, Inc. (TTCI)—the noted research affiliate of the American Association of Railroads (AAR)—to assess and improve track maintenance and inspection programs. Since the Spuyten Duyvil derailment, Metro-North has undertaken immediate steps and ongoing safety initiatives, as summarized below, following directives from Governor Cuomo and Emergency Order 29 from the Federal Railroad Administration (FRA).
- On March 14, 2014, two weeks prior to the publication of this “2013 MTA Annual Report,” the FRA issued the results of an intensive 60-day review of Metro-North’s operations and safety practices. In that review, the FRA identified three overarching safety concerns affecting all facets of Metro-North: (1) an overemphasis on on-time performance; (2) an ineffective Safety Department and poor safety culture; and (3) an ineffective training program. Metro-North had already taken steps to improve its prioritization of safety, starting with the reorganization of the agency’s Safety

Department to focus solely on safety. Safety initiatives begun in 2013 are summarized below, while further improvements to safety programs and protocols will be implemented throughout the course of 2014. In addition to its own investigations, Metro-North continues to be fully engaged in and responsive to external reviews by the FRA, the National Transportation Safety Board (NTSB), and the MTA Blue Ribbon Panel on Safety.

Actions Completed in Response to the Spuyten Duyvil Derailment and EO29

- Developed and installed signal system modifications at the Spuyten Duyvil curve to enforce the 30-mile-per-hour speed limit. The signal modification was done in coordination with work to restore track, power, and signal systems at the site of the derailment.
- Completed signal system modifications at four remaining critical curves: the Yonkers curve on the Hudson Line, the White Plains curve on the Harlem Line, Jenkins curve in Bridgeport, CT, and the Port Chester curve on the New Haven Line. Modifications were also made at Peck Bridge in Bridgeport, CT.
- Enhanced onboard communication among train crew members to ensure trains are operated at safe speeds at the four remaining movable bridges in the Metro-North network.
- Surveyed all main line track locations that require a reduction of more than 20 miles-per-hour from the maximum authorized operating speed.
- Reduced speed limits at 33 locations along Metro-North lines both East-of-Hudson and West-of-Hudson to eliminate all locations where the speed limit drops by more than 20 miles-per-hour.
- Posted speed limit signs at each critical curve location to remind engineers that a speed reduction is coming.
- Increased monitoring of speed compliance through a number of steps, including reviewing event-data recorders from randomly selected trains, sending supervisors to ride trains and observe speeds, tracking speeds with radar guns, and improving overall system efficiency.
- Implemented a program that utilizes available onboard technology to provide a more efficient process for auditing compliance.

Ongoing Safety Programs and Steps Initiated in Response to EO29

- Initiated the adoption of the FRA's "Confidential Close Call Reporting System" (C3RS), which allows employees to anonymously report potential safety problems without fear of reprisal. Metro-North is the first commuter railroad in the country to agree to fully implement C3RS throughout its operations. Working with the FRA and Metro-North's labor organizations, the railroad anticipates successfully negotiating the required Implementing Memorandum of Understanding (IMOU) with the FRA and at least one labor organization by June 1, 2014.
- Began development of signal system modifications at the four remaining movable bridges on the New Haven Line, with implementation of signal modification at all movable bridges to be completed by September 2014.
- Began equipping two-thirds of the Metro-North fleet with "alerter" devices to ensure that engineers remain responsive. The remaining one-third of the fleet is equipped with a comparable device requiring constant hand or foot pressure. The entire fleet is to be retrofitted or newly equipped with alerters by the end of 2014.
- Accelerated implementation of the Positive Train Control (PTC) system, as directed by Governor Cuomo, a major systemwide project for which Metro-North and LIRR recently committed \$428 million jointly for an installation contract.
- Began planning and development for the installation of signal transponders along the New Haven Main Line for the enforcement of civil speed restrictions.
- Initiated a quarterly "Safety Stand-Down" program, re-emphasizing to employees that safety is the most important factor in railroad operations and that all employees must operate and communicate effectively with safety as the ultimate goal.
- Continued safety reviews, track improvements, and other measures in response to the New Haven Line derailment. These included the substantial completion in 2013 of right-of-way improvements between Woodlawn and Melrose in the Bronx, which entailed: removing 5,381 concrete ties; installing 6,610 wood ties and 2,350 tons of stone ballast; trenching 6,350 feet along the right-of-way for drainage; installing new rail on curves; welding rail joints and installing insulated joints; and excavating 4,702 cubic yards of mud created by poor drainage.

Additional 2013 Safety Measures

- Created an accident investigation unit and began a coordinated investigation process centrally managed within Metro-North's Safety and Security Department.
- Increased departmental capabilities, reach, and staffing within Metro-North's Safety, Security, and Emergency Management divisions, which also assumed management responsibility for the Grand Central Terminal Fire Brigade and Fire Command Center.
- Created an "Incident Reporting and Investigation Guide" relating to employee injuries, incidents, and "close calls" occurring on railroad property and equipment, while bolstering the employee injury database in order to perform more extensive trend analysis.
- Launched a series of "Priority One Safety Minute" videos in conjunction with the Metro-North Corporate and Public Affairs department to be shown on employee information monitors at all work locations. Additionally, the agency launched a new safety campaign under the theme "I Take It Personally," stressing each employee's personal responsibility to work safely.

Additional 2013 Security Initiatives

- Completed construction of security guard posts at the Stamford Yard and the East Bridgeport Yard. The manned guard posts will control vehicle access at these locations.
- Hardened the security at Grand Central Terminal with the installation of eleven K-rated bollards along Lexington Avenue between 42nd and 43rd (which completes bollard installations around the terminal perimeter) and the installation of electronic security systems throughout the terminal as part of the MTA's All Agency Electronic Security Project (AAESP).
- Conducted a structural analysis, fire analysis, egress analysis, and overall risk assessment of the Harlem River Lift Bridge. Design packages were developed for new fencing, security systems, fire protection, and other security improvements.

Bridges and Tunnels—Safety/Security Initiatives

- Maintained safety and security at all agency facilities, issuing a total of 37,709 summonses during 2013 and making 574 arrests, of which 341 were for driving while intoxicated (DWI). The agency's Special Operations Division issued 3,812 truck safety violations and 613 violations for overweight vehicles.
- Utilized “directed patrols,” a two-pronged strategy wherein facility-based and centralized law enforcement patrols collaborate to provide enhanced agency-wide coverage where needed and allow the agency to mobilize law enforcement efforts more efficiently.
- Completed the replacement and installation of video-based incident detection systems that provide alerts for stopped vehicles, slow traffic, wrong-way traffic, poor visibility, and debris. These systems improve safety and aid in the management of traffic, facilities, and incidents. Completions in 2013 included the replacement of detection systems at the Hugh L. Carey Tunnel, the Queens Midtown Tunnel, and the Throgs Neck Bridge, as well as the implemented of a new detection system at the Henry Hudson Bridge.

Cost Cutting /Revenue Initiatives

Interagency—Cost Cutting/Revenue Initiatives

- Finalized Phase II of the planned migration of payroll and human resources back-office functions from all MTA agencies to the shared-services operation at the MTA Business Services Center (BSC). Based on the original financial model, the consolidation of services under the BSC is projected to save an estimated \$12 million per year. (See also, Operations/Technology Initiatives)
- Reintroduced the marketing program to sell advertising space on MetroCards. The revitalized program booked over \$630,000 in net revenue during 2013.
- Inaugurated the first full year of advertising on the new Grand Central Terminal digital displays, which earned \$4.1 million in new revenues for the MTA.
- Increased MTA trademark licensing revenues to \$575,000, secured sponsorships for the Grand Central Terminal Centennial, and generated dozens of licensed centennial commemoratives.

NYC Transit (Subways)—Cost Cutting/Revenue Initiatives

- Launched an initiative to generate revenue through the lease of two vacant spaces to be used as “Pop-Up” stores. If this pilot program proves successful, it will be expanded to a total of six locations. They range from 70 to 510 square feet, four are in Midtown Manhattan, one in Brooklyn, and one in Queens.
- Expanded a program to lengthen Scheduled Maintenance System (SMS) cycles for new car classes and certain older car classes, in order to reduce car maintenance costs.
- Expanded the installation of CCTV security cameras to assist the NYPD in arresting MetroCard Vending Machine (MVM) vandals and swipe sellers, thereby reducing MVM repair costs and increasing revenue collection. (See also Safety/Security Initiatives)

MTA Bus Operations (NYCT Department of Buses, MTA Bus Company)—Cost Cutting/Revenue Initiatives

- Expanded the brokered car service and the use of prepaid taxi debit cards for eligible paratransit riders. These steps resulted in savings of approximately \$43.4 million in 2013 compared to regular paratransit door-to-door service.
- Initiated the rollout of AAR MetroCards to eligible paratransit customers as a cost-avoidance initiative. The card is an incentive for AAR registrants to use accessible fixed-route services for some transportation needs. It serves as both an identification card for AAR and as a MetroCard on fixed-route service. After full distribution to 160,000 registrants over an 18-month to 24-month period, the AAR MetroCard is projected to save in the range of \$29 million to \$96 million per year.

Long Island Rail Road—Cost Cutting/Revenue Initiatives

- Generated the highest LIRR ridership in 60 years, contributing to a \$50.7 million increase in passenger revenue in 2013 as compared to 2012.
- Coordinated the analysis of post-Sandy operating and capital costs for submission to the Federal Transit Administration (FTA) for reimbursement. As a result, the LIRR received over \$20 million in reimbursement for costs associated with storm prep and immediate recovery; reconstruction of severely damaged assets incorporated into the Capital Budget; and the development of a strategy to make LIRR infrastructure more resilient to extreme weather events.
- Protected \$4.6 million in 2013 revenues through the Address Verification System (AVS) on LIRR ticket machines to secure against credit card fraud.
- Yielded cash expenditure savings of \$8.0 million in 2013 through aggressive inventory oversight, including tighter management control and corporate reviews.
- Reduced outstanding payables to Amtrak for capital and operating work by 16 percent or approximately \$5 million
- Accelerated fraud prevention efforts, reducing the credit card chargeback rate to an average of 0.12 percent in 2013.

- Finalized office designs, work plans, cost estimates, and funding to consolidate LIRR office space in Jamaica, Queens, enabling the agency to vacate rented offices on Sutphin Boulevard.
- Reached an agreement between LIRR, MTA, the Greater Jamaica Development Corporation (GJDC), and private developers to construct a hotel on joint LIRR/GJDC property on Sutphin Boulevard south of the underpass, which will generate additional property revenue.
- Processed reconciliations for all retroactive traction-power and right-of-way occupancy bills, achieving savings beyond the original financial plan targets.

Metro-North Railroad—Cost Cutting/Revenue Initiatives

- Continued the roll-out of the new M-8 fleet, which will have a beneficial effect on several critical fleet costs, including parts consumption, frequency of repairs due to breakdowns, and overall maintenance costs. Metro-North is also monitoring the impact of M-8's regenerative braking features on propulsion costs.
- Installed a new inventory control system in all four Metro-North Maintenance-of-Way storerooms. The system captures stock numbers for over 500 standard items, increasing efficiencies and lowering costs through better tracking of on-hand supplies.
- Instituted a materials-management software system to accurately forecast inventory needs and optimal ordering points across Metro-North's Maintenance-of-Equipment organizations. The system is projected to reduce excess and inactive material stock levels. So far, over \$1.2 million in excess and inactive inventory has been identified for sale.
- Secured additional costs savings through sustainability initiatives, including the NYPA energy-efficiency projects; the installation of energy-efficient and auto-shutoff lighting fixtures; use of low-flow water appliances; and push-button station shelter heating. (See also, Sustainability/TOD Initiatives.)
- Converted copy machines to a data network system for multifunctional office equipment, eliminating the need for individual fax machines and printers, thus reducing equipment costs, electricity consumption, toner costs, and disposals.
- Increased advertising revenues from Grand Central Terminal's digital dioramas to approximately \$14 million in 2013. In addition to their revenue function, the dioramas

also provide critical customer communications for emergencies and other public messages.

- Developed private-sponsor underwriting for 30 events and programs celebrating Grand Central Terminal’s 100-year anniversary, including a “Grand by Design” exhibition, a “Parade of Historic Trains,” a Centennial Light Show sponsored by Toshiba, and more. While boosting retail sales, the events also strengthened Grand Central Terminal’s reputation as an iconic destination and marketing venue.
- Increased Grand Central Terminal’s audio guide rentals to 30,500 visitors in 2013, up nearly 40 percent over the previous year. In addition, a new “docent-guided” tour in partnership with the Municipal Art Society drew over 7,300 visitors.
- Contracted with Chase Bank for the installation of ATM’s at 41 Metro-North stations, 33 of which are new locations. New revenue to Metro-North for the first year is projected at \$375,000 in 2015 and \$4.7 million for the 10-year term of the agreement.
- Achieved a record \$6,733,000 in Metro-North commissary sales in 2013. Corporate sponsorship of commissary carts provided an 80-percent increase in revenue over the previous program, with Budweiser and Coca-Cola sponsorships providing an additional \$392,000 over five years. In addition, Metro-North’s vending machine program, which currently serves 51 passenger stations, five Grand Central North locations, and 10 employee locations, generated approximately \$325,000 in revenues.
- Processed 1,336 trips through the Group Sales and Travel Program, which accommodated 36,422 customers and generated over \$950,000 in revenue in 2013. The “Getaway” program, with the “New York City, Hudson Valley, Connecticut and Beyond Partnership” generated more than 100,000 rides and \$700,000, an 18-percent revenue increase over 2012.
- Partnered with CBS Outdoor Advertising, Inc., and New York State Tourism for “I Love New York” advertising via exterior railcar wraps on a Metro-North M-3 rail car. CBS also re-installed station platform advertising frames at select Metro-North stations.
- Negotiated an agreement with a consortium of communication companies to install a wireless network at Grand Central Terminal by 2015, providing critical safety and security communications, along with license fees and investments savings to Metro-North worth \$20 million over the 20-year contract.

Bridges and Tunnels—Cost Cutting/Revenue Initiatives

- Continued a successful overtime reduction program based on scheduling efficiencies and stronger oversight that achieved a 9.5-percent decrease in overtime expenditures in 2013 from 2012 levels. Overtime expenses have declined by 29.0 percent over a five year period, decreasing from \$26.9 million in 2009 to \$19.1 million in 2013.
- Maintained the ongoing savings achieved through prior year budget reduction programs, which have enabled the agency to achieve millions of dollars in savings over previous financial plans through in-depth organizational assessments.

2013 ANNUAL REPORT—SECTION 3

Capital Projects Commitments and Completions

2010-2014 Capital Program

Since the initiation of its 2010-2014 Capital Program, the MTA has sought and achieved significant reductions in program costs, while continuing to meet the region’s rapidly growing transportation demands and abide by the aims of the board-approved MTA Mission Statement. In 2010, through a series of savings initiatives, the MTA reduced its original funding proposals by \$1.82 billion, resulting in a 2010-2014 Capital Program of \$26.3 billion over five years. In 2011, the MTA Board amended the program with proposals to achieve additional savings of nearly \$2.0 billion. These include eliminating 15 percent of administrative staff, improving the productivity of work along the right-of-way, maximizing component replacement over full asset renewal, and reviewing every capital project as it nears implementation to ensure that it will deliver the intended public benefits at the lowest possible cost.

In December 2012, the MTA Board approved an additional \$4.8 billion for repairs and restoration of MTA assets that were damaged as a result of Superstorm Sandy, which struck the region on October 29, 2012. This increases the capital plan from \$24.27 billion to \$29.03 billion. In July 2013, an amendment added \$5.77 billion for mitigation and “resiliency” initiatives to secure MTA assets against future extreme weather events. This increased the capital plan from \$29.03 billion to \$34.80 billion. Efforts in 2013 resulted in \$5.25 billion in capital funds committed during the year and a total of \$3.82 billion in capital projects completed. These include significant rolling stock upgrades and major milestones in the MTA Capital Construction mega projects, the largest system expansions in 60 years. For maximum transparency, the status of all capital projects is updated regularly on the Capital Program Dashboard under the heading “About the MTA” on the MTA website at www.mta.info. All costs shown below are in millions unless otherwise indicated.

Capital Program Progress

Funding Received Through December 31, 2013 ³ (\$ millions)		
	1982-2013	2013
Federal Grants	\$29,883	\$902
State Service Contracts/Bond Act	3,331	184
State Appropriations/ Other	773	150
City Appropriations	6,346	407
MTA Bonds	30,742	2,421
MAC Surplus	5,309	0
Debt Restructuring	1,525	0
Other (capital-operating transfer; pay-as-you-go; investment income; asset sales; insurance)	5,336	140
Total	83,245	4,203

Capital Program Progress, 1982-2013 (\$ millions)			
	Commitments	Expenditures	Completions
New York City Transit	\$53,374.25	\$48,286.75	\$45,952.92
Long Island Rail Road	9,109.96	8,251.64	7,333.25
Metro-North Railroad	6,503.25	5,980.24	5,246.12
Bridges and Tunnels	4,453.31	3,643.82	3,164.40
Capital Construction	15,522.33	12,546.69	5,261.30
MTA Bus Company	713.67	641.62	587.66
Commuter Rolling Stock	1,912.99	1,912.12	1,896.06
Other ⁴	1,411.68	674.41	415.88
MTA Total	93,001.44	81,937.29	69,857.58

³ Funding for MTA Bridges and Tunnels Capital Programs not included. Numbers may not total due to rounding.

⁴ Includes funds for World Trade Center recovery, planning and customer service projects, interagency projects, MTA Police, and unassigned commuter rail projects that benefited both LIRR and Metro-North in the 1982-1991 Capital Program. Numbers may not total due to rounding.

Capital Program Progress, 2013 (\$ millions)			
	Commitments	Expenditures	Completions
New York City Transit	\$2,562.7	\$1,737.74	\$1,542.2
Long Island Rail Road	785.8	252.71	76.3
Metro-North Railroad	265.0	259.59	199.5
Bridges and Tunnels	273.9	281.82	83.9
Capital Construction	1,345.6	1,729.21	1,832.4
MTA Bus Company	16.1	42.70	88.3
Other ⁵	1.6	166.46	--
MTA Total	5,250.7	4,470.23	3,822.6

⁵ Commitments and Completions include funds for planning and customer service projects, interagency projects, and MTA Police. In addition, expenditures includes funds for Superstorm Sandy Recovery and Security projects. For Commitments and Completions these are included in each agency's numbers. Numbers may not total due to rounding.

Major 2013 Commitments

Superstorm Sandy Repair and Resiliency

Awarded projects to repair equipment and facilities damaged due to flooding from Superstorm Sandy including:

- Power facilities and equipment, including circuit-breaker houses, substations, cabling and ducts in the Greenpoint and Montague tubes and on the Rockaway Line. (\$114.6)
- Line equipment, such as fan plants, pump rooms, and tunnel lighting in the Greenpoint, Montague, and Steinway tubes. (\$108.4)
- Track and switches in the Greenpoint, Montague, and Steinway tubes and on the Rockaway Line. (\$64.5)
- Signals and signal equipment in the Greenpoint and Montague tubes and the Rockaway Line. (\$63.1)
- Facilities, including stations, shops, and yards. (\$62.6)
- Mitigation/resiliency projects that make improvements to prevent damage from a potential future storm, such as stair and sidewalk vent covers and the protection of other entrances where water can infiltrate, including, hatches, manholes, doors, and elevators. (\$76.3)

Stations

- Began renewal work at four elevated stations on the Pelham Line in the Bronx, including Castle Hill Avenue, Zerega Avenue, Middletown Road, and Buhre Avenue stations. (\$91.8)
- Initiated renewals at five elevated stations on the Liberty Avenue Line in Queens, including the 80th Street, 88th Street, Rockaway Boulevard, 104th Street, and 111th Street stations. (\$64.8)
- Awarded a project to repair brick ceilings at the 168th and 181st Street stations. (\$61.3)
- Awarded station component work at stations on the Brighton, Broadway-7th Avenue, Crosstown, Canarsie, Pelham, Broadway, Astoria, Eastern Parkway, Queens

Boulevard, 6th Avenue, and Rockaway lines that includes stair, platform, and canopy repair, lighting, painting, and ventilators. (\$60.2)

- Began work replacing 11 hydraulic elevators throughout the system that have reached the end of their useful lives. (\$24.1)
- Awarded a project to construct a new station and parking lot at Arthur Kill Road on the Staten Island Railway. (\$22.7)

Signals, Track, and Switches

- Started replacement projects for mainline tracks, yard tracks, and switches at various locations throughout the system. (\$311.4)
- Launched a project to modernize the signal system on the Dyre Avenue Line in the Bronx. (\$215.8)
- Initiated the modernization of the Roosevelt Interlocking on the Queens Boulevard Line. This project will also support implementation of Communication-Based Train Control (CBTC) on this line. (\$99.8)

Line Equipment and Other Structures

- Began construction on a new vent plant at 46th Street-Northern Boulevard on the Queens Boulevard Line. (\$80.0)
- Began work to replace tunnel lighting from 36th Street to Jackson Heights/Roosevelt Avenue on the Queens Boulevard Line. (\$50.0)
- Initiated the painting of the elevated structure from the Portal to East 180th Street on the White Plains Road Line in the Bronx and from Dyckman to 215th streets on the Broadway-7th Avenue Line in Manhattan. (\$43.3)
- Awarded a project to repair the portal structures at 122nd Street and 135th Street on the Broadway-7th Avenue Line. (\$15.9)

Major 2013 Completions

Superstorm Sandy Repair

- Restored service on the Rockaway Line with repairs to track, signals, power, and facilities. Also restored and reopened the old South Ferry Loop Station to provide service until the main South Ferry Station is repaired. In addition, some modifications to signals at the Montague Tube were done to facilitate ongoing repairs on the entire Montague Tube. (\$86.4)

Stations

- Completed the rehabilitation of five stations on the Far Rockaway Line: the Beach 25th Street, Beach 36th Street, Beach 44th Street, Beach 60th Street, and Beach 67th Street stations. (\$92.6)
- Finished rehabilitation work and installation of an Americans with Disabilities Act (ADA)-compliant elevator at the Dyckman Street Station on the Broadway-7th Avenue Line in Manhattan. (\$57.7)
- Completed component work at stations on the 6th Avenue, Flushing, Jerome Avenue, Broadway-7th Avenue, Pelham, White Plains Road, and Rockaway lines that includes lighting, painting, and repairs of stairs, platforms, and canopies. (\$48.0)

Rolling Stock

- Purchased 23 New “A” Division cars (R188) and converted 10 existing R142A cars for use on the Flushing Line, which is currently undergoing conversion to CBTC. (\$115.3)

Lines Structures, Track and Facilities

- Completed replacement projects for mainline tracks, yard tracks, and switches at various locations throughout the system. (\$237.3)
- Completed the structural rehabilitation and painting of the Jamaica Line from Cypress Hills to 130th Street in Brooklyn and Queens. (\$37.6)

- Completed construction of a Subways Backup Command Center at Livingston Street in Brooklyn. (\$23.4)
- Completed floodwall and drainage improvements at the 148th St Yard in Manhattan. (\$22.3)
- Completed electrical upgrades at the 207th Street Overhaul Shop in Manhattan (\$20.9)
- Finished the rehabilitation of eight bridges on the Staten Island Railway. (\$18.4)

Power

- Completed the rehabilitation of the DC feeders and enclosure at the Jay Street Substation in Brooklyn and constructed a new Circuit Breaker House at Concord Street in Brooklyn. (\$36.2)
- Completed the modernization of the Greeley Substation on the 6th Avenue Line. (\$27.8)
- Completed the modernization of the 10th Street Substation on the Culver Line. (\$17.4)

MTA Bus Operations (NYCT Dept. of Buses, MTA Bus Company)

Major 2013 Commitments

Depots

- Awarded contract for the security upgrade at the Eastchester and LaGuardia depots. (\$6.8, MTA Bus)

Rolling Stock

- Committed to the purchase of 300 express buses (\$179.9, NYCT); and 414 standard diesel buses. (\$215.7, NYCT)

Major 2013 Completions

Depots

- Achieved substantial completion of the roof and ventilation system at the JFK Depot. (\$9.5, MTA Bus)
- Achieved substantial completion of the roof and ventilation system at the Far Rockaway Depot. (\$7.1, MTA Bus)

Rolling Stock

- Completed two purchases for a total of 418 60-foot, low-floor articulated buses to be operated on high-capacity routes. (\$321.4, NYCT)
- Purchased 185 Standard 40-foot, low-floor Compressed Natural Gas (CNG) buses. (\$90.4, NYCT)
- Purchased 90 Standard 40-foot, low-floor diesel buses to be operated throughout New York City. (\$44.2, NYCT)
- Purchased 89 CNG buses. (\$41.8, MTA Bus)

Major 2013 Commitments

Superstorm Sandy Repairs

- Awarded a contract for the replacement of the Oceanside Substation, with an option for the replacement of the Oil City Substation (\$9.8, total contract value). Both of these substations are located on the Long Beach Branch and suffered extensive damage during Superstorm Sandy. Also included in this project is the replacement of the Long Beach Yard Substation. (\$56.6, total project budget)

Track

- Awarded contract for design-build services for Phase 1 of a project to build a new second track on the Main Line between Farmingdale and Ronkonkoma. This critical undertaking will create jobs and economic opportunity, improve the reliability and frequency of service on the LIRR's Main Line, open up opportunities for reverse commuting, and provide dependable train service to MacArthur Airport. (\$137.2, total Phase I budget)

Rolling Stock

- Awarded a contract for the procurement of 92 new M-9 electric train cars. This newest generation of the LIRR fleet will begin to replace the aging M-3 electric train cars. (\$355.5, total project budget)

Station and Parking Improvements

- Awarded construction contract to replace the center island platform at Massapequa Station. The project includes demolition and reconstruction of the 12-car platform, including a new platform canopy, waiting room, stairs, elevator and escalator, lighting, and signage. The work also includes the rehabilitation of two underpasses,

the west pedestrian walkway, and the painting of the Broadway Bridge overpass. Early construction work is currently underway. (\$20.5, total project budget)

- Awarded design contract (\$2.9, design budget) for Hicksville Station Improvements and North Track Siding. Hicksville Station rehabilitation includes replacement of two elevated platforms, two elevators, and two escalators; repairs to the supporting substructure; new aluminum stairs and new handrails; new platform canopies, waiting rooms; lighting, electrical, communication, heating systems and a new closed-circuit television (CCTV) security system. The design contract also includes a new electrified North Track Siding west of Hicksville Station, which will be critical for increasing capacity along the LIRR's Main Line by allowing additional train starts from Hicksville. (\$55.2, station; \$37.7, siding; project budgets, including design)
- Awarded a design-build contract for a new Wyandanch Parking Facility. The new structure will provide five levels of parking and will address current and future commuter parking demands in support of East Side Access. This effort is being undertaken in conjunction with the Town of Babylon's "Wyandanch Rising" revitalization initiative. (\$29.0, project budget)

Line Structures

- Awarded a design contract (\$0.8, design budget) for the replacement of the Ellison Avenue Bridge, a roadway bridge spanning the Main Line between Carle Place and Westbury. (\$39.2, total project budget)
- Awarded a contract for a "Systemwide Comprehensive Bridge Study," to inspect all LIRR bridges, viaducts, tunnels, culverts, and high tension towers. The study will also include bridge scour and underwater structures, and mechanical and electrical elements on moveable bridges. This effort is being undertaken as part of the LIRR's 2010–2014 Bridge Program. (\$24.6, total project budget)

Signal Systems

- Awarded a contract for pre-wired signal enclosures and vital software for the Speonk-to-Montauk signalization project. This project will signalize an area of the LIRR which is currently unsignalized, in support of Positive Train Control (PTC). (\$73.0, total project budget)

Major 2013 Completions

Station and Parking Improvements

- Completed exterior rehabilitation of the century-old Jamaica Station/Headquarters Building. This structure, built in 1913, houses the LIRR ticket office and customer waiting room, as well as operational and corporate offices. The project included replacement/repairs to the canopy roof, terra cotta units, windows, exterior doors and lights, concrete and granite, waterproofing, and painting. The extensive rehabilitation will extend the life of the building and has restored the exterior of this historic LIRR facility to a state of good repair. (\$8.5, project budget)
- Completed construction of two new elevators at the Queens Village Station, providing accessibility for the mobility impaired. This project included replacement of the platform railings and platform lighting, along with rehabilitation of the existing platform waiting room, including new light fixtures, doors and windows, benches, painting, and CCTV security cameras. (\$8.5, total project budget)
- Completed design (\$0.3, design budget) for the replacement of six escalators and associated equipment at the Rockville Centre, Baldwin, Freeport, Amityville, Copiague, and Lindenhurst stations. The new all-weather, heavy-duty escalators will be equipped with extra safety enhancements to monitor the comb plates, sense variations in the handrail speed, and provide remote monitoring capability. Construction is planned to commence in 2014. (\$14.0, total project budget)
- Completed design for the replacement of elevators at the Woodside and Merrick stations. The design-build plan calls for replacement of two elevators and repairs and reconstruction of the exterior facades. Construction is to commence in 2014. (\$5.0, total project budget)
- Completed replacement of guardrails and handrails on the platform, stairs, and ramps at Little Neck Station on the Port Washington Branch. One eastbound and two westbound platform shelters were replaced and a new ticket machine was installed on the westbound platform. (\$1.3, total project budget)

Track

- Continued the LIRR's cyclical replacement of track assets under the 2010-2014 Track Program. All the goals through 2013 have been met or exceeded, including the replacement of over 125,565 wooden ties; 396 miles of track surfacing; and rehabilitation of 71 highway grade crossings, as well as other upgrades. This project also includes completing the replacement of all 48,572 rail fasteners originally installed on the Babylon Branch viaduct in the mid-1970's, as well as localized concrete repairs to the track slab structure. (\$68.0, total project budget)
- Completed design (\$1.0, design budget) for the Massapequa Pocket Track, including a new 12-car stub-ended electrified and interlocked pocket track. The new structure will have 1700 linear feet of new track with three interlocked turnouts and switches providing for crossovers to each Main Line track. Construction commenced in March 2013, and a new 75-foot bridge span over Unqua Creek was set in place in June 2013. (\$19.6, total project budget)

Line Structures

- Completed design for infrastructure improvements at Colonial Road on the Port Washington Branch. The design includes an extension of the existing Great Neck Pocket Track and the replacement of the Colonial Road Bridge, as well as drainage improvements at track level. (\$3.0, total design budget)
- Completed rehabilitation of the Shinnecock Canal Bridge, the Montauk Bridge, and the North Highway Bridge on the Montauk Branch. The project included repair of the steel superstructure bridge elements and the concrete at the abutments and cap beams, along with deck waterproofing, painting and protective coatings, track resurfacing, and site improvements. (\$19.4, project budget)
- Completed rehabilitation of the Queens Boulevard Bridge in Woodside. This bridge carries four Main Line tracks and two Port Washington Branch tracks. The below-deck work on the 10-span superstructure included bearing replacement, reconstruction of bridge seats, abutment repairs, and steel and concrete repairs. (\$18.9, project budget)
- Completed waterproofing of the Roslyn Road Bridge, as part of the LIRR's 2010 – 2014 Bridge Program. (\$24.6, total project budget)

- Completed reconstruction of the East River Tunnel ventilation facilities and shafts at Long Island City, Queens, and 1st Avenue, Manhattan. Construction includes new ventilation structures equipped with bidirectional fans to ventilate all four East River Tunnels, new concrete shaft liners, and new wider staircases for simultaneous emergency access and egress. The Long Island City facility also includes a new LIRR traction power substation. This project was executed under the Joint Venture Agreement between the LIRR and Amtrak and is essential to both railroads' plans for increased service reliability and enhanced safety measures in the East River Tunnels between Queens and Manhattan. (\$91.1, project budget)

Shops and Yards

- Achieved “project beneficial use” of Reliability Centered Maintenance (RCM) under Phases 3 and 4 of the LIRR Maintenance Facilities Upgrade Program. The Hillside Maintenance Complex, the West Side Shop, and the Richmond Hill Yard were reconfigured to accommodate an expanded fleet and the future RCM workload. The work included shop expansions, reductions, and relocations, as well as removal of obsolete and outdated equipment, relocation of selected shop equipment, and installation of new equipment. (\$10.4, project budget)

Major 2013 Commitments

Rolling Stock

- Awarded the M-9 railcar contract, a joint procurement with LIRR, to Kawasaki Rail Car, Inc., in September of 2013. Metro-North is considering a total procurement of 140 M-9 railcars. Funding for this procurement is dependent on future approval in the MTA 2015-2019 Capital Plan. The railroad will continue its involvement in this program until the decision is made on the “best value” fleet option. A decision is anticipated in the first quarter of 2016. (\$2.5, budget for design support)

Stations

- Awarded construction contracts for station components (platform guardrail) at the New Rochelle, Pelham, and Larchmont stations under the Small Business Mentoring (SBM) program in July 2013, part of the ongoing Phase II Rehabilitation of six stations on the New Haven Line. (\$1.3, SBM components budget)
- Completed design (July 2013) and awarded a 24-month construction contract (December 2013) for Fordham Station improvements, which will increase safety and enhance pedestrian conditions and access to both inbound and outbound platforms at the station. (\$18.9, total project budget)
- Awarded a design contract (\$2.7, design budget) for the Harlem Line Station Renewal Project, which will renew select station components, including portions of platforms, canopies, lighting, stairs, and platform amenities. The project also includes two new elevators and assessments of 13 station platforms. Phase I covers design and construction at the Botanical Gardens, Williams Bridge, and Woodlawn stations; Phase II includes design only for the Wakefield, Mt. Vernon West, Fleetwood, Bronxville, and Tuckahoe stations. (\$25.8, total project budget)
- Awarded the design-build contract for the North White Plains Commuter Garage. (\$41.8, total project budget)

Infrastructure

- Awarded the contract for the Metro-North and LIRR Positive Train Control (PTC) Systems Integrator in November of 2013. An interoperable PTC system is required to be fully implemented on all commuter railroad main-line tracks by December 31, 2015, under the Rail Safety Improvement Act of 2008. (\$206.0, total project budget, Metro-North share)
- Awarded a construction contract to replace circuit breakers, electrical control systems, and the cable support system that raises and lowers the Harlem River Lift Bridge on the East River. A 179-day navigation outage has been arranged with the U.S. Coast Guard for the third quarter of 2014. (\$42.1, total project budget)
- Awarded a contract to repair and paint catenary structures on the New Haven Line. Work commenced on Track 3, and steel and concrete repairs at the base of the catenary support towers were completed. (\$3.5, total project budget)
- Awarded the construction contract for the rehabilitation of the Woodbury Viaduct on Metro-North's West-of-Hudson Port Jervis Line. Work is ongoing, with anticipated completion in the second quarter of 2014. (\$9.0, total project budget)
- Commenced replacement of the New Haven Line power supply station near Pelham, part of a joint venture with the NYPA that includes a new breaker house, new 27kv feeders, new switchgear, and a new signal power supply substation. (\$50.9, total project budget)
- Commenced the Request for Proposal (RFP) process for the selection of a design-builder for the eastern portion of the old Harmon Shop, which will be demolished and reconstructed to handle 10-car consists. A preparatory contract to address the eastern portion of the old Harmon Electric Shop was awarded in April 2013, providing for the relocation of the communication node, radio antenna, training facility, and coach cleaners. (\$290.0, total project budget)
- Awarded the construction contract for roof replacement on the North White Plains Maintenance-of-Way and Maintenance-of-Equipment facility. (\$4.3, total project budget)

Superstorm Sandy Restoration and Resiliency

Initiated projects to repair equipment and facilities damaged due to flooding and related damage from Superstorm Sandy, including:

- Restoration of rolling stock. (\$3.3, budgeted)
- Restoration of Metro-North right-of-way, including tree removal and shoreline restoration. (\$8.0, budgeted)
- Repair and replacement of power infrastructure, including restoration of Hudson Line substations, replacement of Harlem River Lift Bridge facility houses, and replacement of traction-power components. (\$168.6, budgeted)
- Restoration of communications and signal infrastructure, including replacement of 30 miles of cables and the replacement of communication and signal components. (\$133.0, budgeted)

Initiated mitigation and “resiliency” projects, as part of the July 2013 amendment to the 2010-2014 Capital Plan, to better prepare the system for future weather-related events, including:

- Design and program management for a “Penn Station Access Network Resiliency Improvements” project, which would enable Metro-North New Haven Line service to Penn Station across Amtrak’s Hell Gate Line. (\$40.6, budgeted)
- Procurement of rail vacuum machines to keep track assets clear of silt, obstructions, and other debris so that drainage can function properly. (\$12.0, budgeted)
- A “Power and Signals Mitigation” project to harden power, communications, and signal components system-wide. This includes waterproofing, elevating installed components, and more. (\$50.0, budgeted)
- Installation of water-monitoring alarms and CCTV at critical locations. This will provide information to facilitate power shut-offs, avoid equipment damage, and to help ensure customer and employee safety. (\$25.0, budgeted)

Major 2013 Completions

Rolling Stock

- Continued contract work on the M8 project for the design, manufacture, testing, and delivery of the M8 EMU cars for the New Haven Line. In addition to the base

contract, various options have been exercised which bring the total M8 order to 405 cars, of which 292 cars had been conditionally accepted and placed into revenue service by the end of 2013. (\$1.1 billion, total project budget, including Connecticut Department of Transportation share of cost)

Stations

- Completed a number of Phase II rehabilitations at the Harrison, Mamaroneck, Larchmont, New Rochelle, Pelham, and Mt. Vernon East stations on the New Haven Line. All platform pier and bearing work was completed for all six stations in 2013, as well as overpass and underpass rehabilitations at the Mt. Vernon East, Pelham, and New Rochelle stations. Also completed in 2013 were the associated platform guardrail projects at the Mt. Vernon East, Mamaroneck, and Harrison stations awarded under the SBM program in late 2011 (\$1.3, SBM project budget). Work on the Phase II rehabilitations project continues, with completion anticipated the third quarter of 2014. (\$36.8, total project budget, includes SBM project budget)

Infrastructure

- Advanced the East-of-Hudson 2005-2009 Undergrade Bridge Replace/Repair Program, completing work on bridges at Saw Mill River and Hamilton Avenue in 2013. Work continues on various stages of the 2010-2014 bridge program. Work on the Oak Street, Kisco River, Westchester Avenue, and Swamp River bridges has been completed. (\$49.5, total project budget)
- Continued progress on the East-of-Hudson 2005–2009 Overhead Bridges Program with completion of the substructure for the overhead bridge at Bridge Street in Poughkeepsie on the Hudson Line. (\$6.8, project budget, Metro-North’s share with NYSDOT)
- Continued work on the East-of-Hudson 2010–2014 Overhead Bridges Program, completing priority repairs on the bridge at Montrose Station Road in 2013. (\$17.1, project budget)
- Completed work on a flood-mitigation project at the open channel to Sing Sing Creek in the Village of Ossining, one of several drainage and flood mitigation projects commenced in 2013. (\$13.5, total project budget)

- Completed repairs to the mile-long Otisville Tunnel on the Port Jervis Line, including rock scaling and power washing, as well as the installation of PVC rock drains, strip drains, and steel-fiber-reinforced shotcrete. (\$3.7, total project budget)
- Completed construction on a new seawall to stabilize the embankment near Peekskill on the Hudson Line. The work consisted of installation of tieback rods and pre-cast panel blocks, and the drilling and excavation of twenty shafts and rock sockets into the bedrock. (\$9.1, total project budget)
- Completed the facility and yard improvements and the roof replacement of the Harmon Material Distribution Center, parts of Phase IV of The Harmon Shop Reconstruction Project (\$14.0, total budget). In addition, the preliminary design for the Harmon Phase V Consist Shop was completed in December 2013. (\$5.4, design budget)

Major 2013 Commitments

Marine Parkway Bridge

- Awarded construction services for substructure and underwater scour protection. (\$14.5, contract award; \$27.6, total project budget)

Robert F. Kennedy (Triborough) Bridge

- Awarded construction administration services for the first phase of rehabilitation of the Bronx Toll Plaza deck. (\$13.0, contract award; \$251.1, total project budget)
- Awarded interim repairs of the Manhattan toll plaza deck. (\$7.4, contract award; \$47.8, total project budget)

Verrazano-Narrows Bridge

- Awarded construction of the new bus and HOV ramp. (\$69.0, contract award; \$81.7, total project budget)

Major 2013 Completions

Throgs Neck Bridge

- Completed steel repairs and painting on the suspended span. (\$32.6, total project budget)

Henry Hudson Bridge

- Completed replacement of the upper level sidewalk, curb stringers, and roadway lighting, as well as painting of the stringers. (\$42.8, total project budget)
- Completed the first phase of steel repairs to structural members. (\$8.6, total project budget)

MTA Mega Projects

Fulton Center

- As of December 2013, \$1.355 billion has been committed to the Fulton Center, out of a current total project budget of \$1.400 billion, of which federal funding accounts for \$1.270 billion. To date, all contracts for the project have been awarded and only the Transit Center contract is in active construction. Restoration of the historic Corbin Building was completed in 2013 and within the Transit Center, the Cable Net installation was completed in June 2013. In December 2013, the MTA Board approved authorization to enter into a longterm master lease agreement for the Fulton Center. The Fulton Center opening is on target for June 2014.

Second Avenue Subway

- As of December 2013, \$4.053 billion has been committed to the Second Avenue Subway Phase 1 project, out of a current total project budget of \$4.451 billion, of which federal funding accounts for \$1.374 billion. The final two finishes contracts for the 72nd Street Station (\$290.3) and the 86th Street Station (\$239.4) were awarded in 2013, and the contract for the 96th Street Station structures was substantially completed in November 2013.
- MTACC continues to work with the community on ways to mitigate construction impacts through Construction Advisory Committees, quarterly Public Workshops, and Saturday community tours. Newsletters for each station area are distributed monthly and the Second Avenue Subway's Good Neighbor Initiative continues to ensure that contractors properly maintain their worksites and that appropriate wayfinding signage for small businesses are in place. Additionally, a Community Information Center located at 1628 Second Avenue, where the public can obtain answers to project-

related questions, raise concerns, and view exhibits, was opened in July 2013. The anticipated Revenue Service Date for the Second Avenue Subway Line is December 2016.

7 Line Extension

- As of December 2013, \$2.368 billion has been committed to the 7 Line Extension, out of a total project budget of \$2.420 billion, of which funding from the City of New York accounts for \$2.367 billion. To date, 95 percent of construction required for Revenue Service has been completed. On December 20, 2013, Mayor Michael R. Bloomberg joined MTACC President Michael Horodniceanu, other MTA officials, and local leaders on a dignitary train ride from Times Square to the new subway station at 34th Street and Eleventh Avenue. However, the 7 Line Extension project has experienced schedule delays. Initial failure of Factory Acceptance Testing (FAT) for high rise escalators and inclined elevators at the 34th Street entrance and a delay in the start of FAT of the Transmission Backbone System have extended the Revenue Service Date to the fall of 2014.

East Side Access

- As of December 2013, \$5.643 billion has been committed to the East Side Access (ESA) project, out of a current project budget of \$8.245 billion, plus a rolling stock reserve of \$463 million. Federal funding for the project is expected to total \$2.699 billion. However, ESA is currently projecting higher costs and a Revenue Service Date beyond August 2019. Total project cost ranges from \$9.693 billion to \$10.309 billion and the Revenue Service Date ranges from September 2021 to September 2023.
- Over \$1.3 billion worth of construction was completed in 2013, including the four major tunneling contracts in Manhattan and Queens.
- In July 2013, the Manhattan Southern Structures contract (\$220.7, total budget) was awarded, which provides for the fabrication and construction of permanent structural concrete lining, interior structures, and cavern fit-outs.
- The Harold Structures – Part 3: Westbound Bypass contract (\$114.7), which includes the construction of a 630-foot tunnel with east and west end approach structures, was

awarded in November 2013 (\$114.7, total budget). It is the first major construction contract funded by the Federal Railroad Administration's High Speed Intercity Passenger Rail Program.

Interagency—MTA Police Department

Major 2013 Commitments

- Awarded in 2012 contract work advanced during 2013 for the constructions of an MTA Police K-9 Training Facility on a 71-acre parcel in Dutchess County, New York. The new facility, scheduled for completion in 2014, will enable MTA Police K-9 teams to train on passenger rail cars, buses, and motor vehicles located on site. (\$14.7, total project budget)

2013 ANNUAL REPORT—SECTION 4

Description of the Metropolitan Transportation Authority and the MTA Board Structure

Submitted as part of the MTA 2013 Annual Report

Pursuant to New York State Public Authorities Law Section 2800(1)(a)(11)

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

MTA, which had 1,674 employees as of December 31, 2013, carries out these responsibilities directly and through its subsidiaries and affiliates, which are also public benefit corporations. The following entities, listed by their legal names and number of employees as of December 31, 2013, are subsidiaries of MTA:

Legal Name	Number of Employees
The Long Island Rail Road Company	6,786 employees
Metro-North Commuter Railroad Company	6,322 employees
Staten Island Rapid Transit Operating Authority	261 employees
MTA Bus Company	3,557 employees
MTA Capital Construction Company	Staffed by other MTA Agency employees

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

Legal Name	Number of Employees
Triborough Bridge and Tunnel Authority	1,706 employees
New York City Transit Authority, and its subsidiary, the Manhattan and Bronx Surface Transit Operating Authority	47,823 employees

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

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

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

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

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

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

Description of Basic Organizational Structure for MTA Operations

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

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

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

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

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

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

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

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

MTA Capital Construction. MTA Capital Construction is responsible for the planning, design, and construction of current and future major MTA system expansion projects for the other Related Entities, including East Side Access (bringing MTA Long Island Rail Road into Grand Central Terminal), extension of the No. 7 subway line from Times Square south to 34th Street and Eleventh Avenue in Manhattan, the Lower Manhattan Fulton Street Transit Center, system-wide capital security projects, and the Second Avenue Subway.

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

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

Governance of the MTA

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

In accordance with legislative amendments enacted in 2009, the Chairman is also the Chief Executive Officer of MTA and is responsible for the discharge of the executive and administrative functions and powers of the Related Entities. The Chief Executive Officer of MTA is, *ex officio*, the Chairman and Chief Executive Officer of the other Related Entities.

As of December 31, 2013, the following Committees of the Board assist the Chairman and the Board in discharging their responsibilities: (1) the Audit Committee; (2) the Finance Committee; (3) the Committee on Operations of the New York City Transit Authority, the Manhattan and Bronx Surface Transit Operating Authority, the Staten Island Rapid Transit Operating Authority, and the MTA Bus Company; (4) the Committee on Operations of the Metro-North Commuter Railroad; (5) the Committee on Operations of the Long Island Rail Road and the Metropolitan Suburban Bus Authority; (6) the Committee on Operations of the Triborough Bridge and Tunnel Authority; (7) the Capital Program Oversight Committee; (8) the Diversity Committee; (9) the Corporate Governance Committee and (10) Safety Committee⁶.

Board Members are assigned by the Chairman to serve as chairperson or as a member of several committees. The following chart sets forth the Committee Assignments for each MTA Board Member on December 31, 2013.

⁶ Safety Committee created February 2014.

Board Members	Audit Committee	Corporate Governance Committee	Diversity Committee	Finance Committee	Capital Program Oversight Committee	B & T Committee	LIRR Committees	MNR Committee	NYC Transit Committee
Thomas F. Prendergast (Chairman and CEO) ⁷		† C			† C				
Fernando Ferrer (Vice Chairman) ⁸	†	†	† C	†	†	†	†	†	†
Andrew Albert				†	†	†			†
Jonathan A. Ballan	†			†		†	†	†	
John H. Banks III			†	†		†			†
Robert C. Bickford	†		†	†	†	†		†	
James F. Blair								†	
Norman E. Brown				†	†	†		†	
Allen P. Cappelli		†		†	†	† C			†
Ira R. Greenberg							†		
Jeffrey A. Kay				†		†	†	†	†
Mark D. Lebow		†			†	†			† C
Susan G. Metzger	†	†	†		†			†	†
Charles G. Moerdler	†	†		†		†	†	†	†
John J. Molloy ⁹			†		†		†	†	†
Mark Page	†			†	†	†			†
Mitchell H. Pally				†	†	†	† C	†	
David A. Paterson		†	†				†		†
Andrew M. Saul	†			† C	†			†	
James L. Sedore Jr.	† C	†		†	†		†	† C	†
Vincent Tessitore, Jr.							†		
Ed Watt									†
Carl V. Wortendyke				†	†		†	†	

⁷ Thomas F. Prendergast served as Interim Executive Director until his appointment as Chairman and Chief Executive Officer was confirmed by the New York State Senate on June 20, 2013.

⁸ Fernando Ferrer was appointed Vice Chairman on December 19, 2012 and served as Acting Chairman from January 1, 2013 until June 20, 2013.

⁹ John J. Molloy was appointed as a Board Member on June 20, 2013.

The MTA Board held ten (10) meetings in 2012. The Board meeting which was scheduled for October 31, 2012 was not conducted, due to Tropical Storm Sandy. The following chart sets forth the meetings of the MTA Board and the attendance of each Board Member at those meetings.

BOARD MEMBERS' ATTENDANCE REGULAR MEETINGS OF THE MTA BOARD IN 2013									
BOARD MEMBER	1/30/2013	3/13/2013	4/24/2013	6/5/2013	7/24/2013	9/18/2013	10/1/2013+	11/12/2013	12/18/2013
Thomas F. Prendergast ¹⁰									
Fernando Ferrer (Vice Chairman) ¹¹									
Andrew Albert *									
Jonathan A. Ballan									
John H. Banks III	x		x					x	x
Robert C. Bickford (1/4)									
James F. Blair *									
Norman E. Brown *							x	x	x
Allen P. Cappelli									
Ira R. Greenberg *				x			x		
Jeffrey A. Kay	x			x					
Mark D. Lebow	x								
Susan G. Metzger (1/4)							x		
Charles G. Moerdler			x			x			
John J. Molloy ¹²							x		
Mark Page				x			x		
Mitchell H. Pally							x		
David A. Paterson			x			x		x	
Andrew M. Saul		x			x				
James L. Sedore Jr. (1/4)									x
Vincent Tessitore, Jr. *						x			
Ed Watt *	x	x	x	x	x	x	x	x	x
Carl V. Wortendyke (1/4)									
Legend									
1/4 = Casts one collective vote					x = Absent from meeting				
* = A non-voting Member					■ = Period during which not a Board Member				
					+ = Special Board Meeting				

¹⁰ See footnote 1 above.

¹¹ See footnote 2 above.

¹² See footnote 3 above.

2013 ANNUAL REPORT—SECTION 5

Material Pending Litigation Report

General

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

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

MTA

Mobility Tax Litigation. The MTA, along with the State of New York and various officials of the State of New York (the "State Defendants"), successfully defended several actions commenced in New York State Supreme Court challenging the constitutionality of the legislation that enacted the payroll mobility tax (Chapter 25 of the Laws of 2009). Chapter 25 of the Laws of 2009, among other things, imposes a tax on payrolls (the Mobility Tax) and certain other taxes and fees within the MTA Commuter Transportation District, to provide funding supporting mass transportation to MTA. The plaintiffs included five counties - Suffolk, Nassau, Westchester, Rockland, and Putnam - a number of towns and villages, a public school district, and certain private plaintiffs. The actions (listed by abbreviated caption) are: *Hampton Transportation Ventures, Inc. v. Silver*; *Town of Southampton and Town of Southold v. Silver*; *Town of Brookhaven v. Silver*; *Town of Huntington v. Silver*; *William Floyd Union Free School District v. State of New York*; *Mangano and County of Nassau v. Silver*; *Vanderhoef and County of Rockland v. Silver*;

and *Town of Smithtown v. Silver*. These cases have been conclusively resolved, with the claims that asserted the unconstitutionality of the legislation adopting the payroll mobility tax having been finally concluded as of January 14, 2014, either by withdrawal or judicial dismissal.

Lockheed Martin Transportation Security Solutions v. MTA Capital Construction and MTA. The MTA is a defendant, along with MTA Capital Construction, in an action brought in April 2009 by Lockheed Martin Transportation Security Solutions (Lockheed) in federal district court in Manhattan. Lockheed initially sought judgment declaring that MTA and MTA Capital Construction were in breach of its contract for furnishing and installing an integrated electronic security (IESS) program, and an order terminating Lockheed's obligations. Following MTA's termination of its contract, Lockheed amended its complaint to seek damages for delay and disputed work items (\$80 million, later revised to \$93 million) or, alternatively, for the alleged "reasonable value of work performed" by Lockheed (\$137 million, later revised to \$149 million) based on its claim that MTA wrongfully terminated the contract. MTA and MTA Capital Construction are vigorously contesting Lockheed's claims for money damages and have counterclaimed, alleging that Lockheed materially breached the contract and seeking damages which are estimated to exceed \$176 million. Following the completion of discovery, in July 2013, both MTA and Lockheed moved for partial summary judgment in connection with various claims, the resolution of which may significantly narrow the issues for trial. Those motions were fully briefed and submitted to the Court in October 2013; the parties now await the scheduling of argument and/or decision. A trial date has been scheduled for July 7, 2014. MTA cannot determine the final outcome of the litigation at this time.

In July 2009, Lockheed's performance bond sureties on the contract commenced a related action in federal district court in Manhattan against Lockheed and the MTA defendants, alleging that they are unable to conclude that the conditions to their obligations under the bond have been satisfied. They seek a declaration of the rights and obligations of the parties under the bond. (*Travelers Casualty and Surety Company, et. al v. MTA, MTA Capital Construction, New York City Transit, et al.*) MTA and MTA Capital Construction answered and counterclaimed against the sureties, seeking damages in connection with the sureties' violation of their bond obligations in an amount to be determined at trial. The matter has been consolidated with the *Lockheed* action. The sureties moved for partial summary judgment on their exposure, seeking a reduction of their potential obligation by

\$5.4 million to account for a progress payment issued by MTA to Lockheed post-default. MTA has opposed that motion, which was fully briefed and also submitted to the Court for resolution in October 2013. MTA cannot determine the outcome of the litigation at this time.

Actions for Personal Injuries/Property Damage/Workers' Compensation. As of December 31, 2013, there were approximately 26 actions and claims pending against the MTA claiming damages for personal injuries sustained while on duty, including actions under the Federal Employers' Liability Act (FELA), no-fault cases, and other torts. Also as of that date, there were approximately 125 pending Workers' Compensation cases.

Transit System

Actions for Personal Injuries/Property Damage. As of December 31, 2013, MTA New York City Transit and MaBSTOA had an active inventory of 8,411 personal injury claims and lawsuits and 2,700 property damage matters arising out of the operation and administration of the Transit System. In addition, with respect to the Access-A-Ride (Paratransit) program, as of December 31, 2013, there was an active inventory of approximately 887 personal injury cases and approximately 179 property damage cases arising out of the operation of vehicles leased to outside vendors that provide Access-A-Ride service. Access-A-Ride claims are covered by a commercial automobile policy which in 2013 had policy limits of \$3 million per occurrence, subject to a \$1 million deductible.

As of December 31, 2013, the Staten Island Rapid Transit Operating Authority ("SIRTOA") had a pending inventory of 22 claims and lawsuits relating to personal injury and property damage arising from the operations of SIRTOA.

Workers' Compensation and No-Fault. As of December 31, 2013, MTA New York City Transit and MaBSTOA had an active inventory of approximately 13,552 Workers' Compensation cases and approximately 2,585 no-fault cases. As of December 31, 2013, there were 13 Workers' Compensation cases for SIRTOA employees who had been classified as permanently disabled, entitling the claimants to continuing monthly benefits and payment of future related medical expenses, as well as two death cases.

Actions Relating to the Transit Capital Program. MTA New York City Transit has received claims from several contractors engaged in work on various Capital Program

projects. The aggregate amount demanded by all such claimants, if recovered in full, could result in an increase in the cost of the capital projects that are the subject of such disputes. The capital program contemplates the payment of such claims from project-specific and general program contingency funds, as well as other available monies pledged for capital purposes.

Other Litigation. As of December 31, 2013, the General Law and Contracts Division had an inventory of approximately 389 cases, consisting of federal and state court plenary litigation actions and special proceedings as well as administrative matters pending before various state, federal and local administrative agencies. One such pending federal lawsuit, commenced in 2012, is described below.

Colella v. NYCTA and MaBSTOA. This action, commenced in the United States District Court, Southern District of New York in August 2012, seeks damages for alleged violations of the federal Fair Labor Standards Act (“FLSA”). Specifically, plaintiff claims that his position has been wrongfully classified as exempt under the FLSA and that he has been denied payments to which he asserts entitlement pursuant to the FLSA on various grounds. Plaintiff purports to bring this action as a collective, *i.e.* opt-in class action and may seek certification of a conditional class of similarly situated employees. The final outcome of the case cannot be determined at this time.

Commuter System

Actions for Personal Injuries/Property Damage. As of December 31, 2013, MTA Metro-North Railroad had an active inventory of approximately 597 personal injury claims and lawsuits arising out of the operation and administration of the MTA Metro-North Railroad, of which 246 were the result of claims filed by employees pursuant to the Federal Employers’ Liability Act (FELA), and approximately 351 were claims filed by third parties. Also, as of that date, there were 16 pending property damage cases. With respect to claims for personal injury arising from the December 1, 2013 derailment of a southbound MTA Metro-North Railroad train north of the Spuyten Duyvil station in the Bronx, Metro-North Railroad anticipates the exhaustion of its self-insured retention of \$10 million, after which an all-agency excess liability policy insured by First Mutual Transportation Assurance Company (FMTAC), MTA’s captive insurer, for \$50 million per occurrence, will provide excess coverage for such claims. Additionally, MTA maintains

\$350 million in liability coverage through the commercial insurance markets that is in excess of the \$50 million coverage layer provided by FMTAC.

As of December 31, 2013, MTA Long Island Rail Road had an active inventory of approximately 1,713 personal injury claims and lawsuits arising out of the operation and administration of the MTA Long Island Rail Road, of which 974 were the result of claims filed by employees pursuant to FELA, and approximately 739 were claims filed by third parties. Also, there were approximately 173 pending property damage matters.

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

MTA Bridges and Tunnels

Janes, et al. v. Triborough Bridge and Tunnel Authority, MTA, Walder, and Ferrara. This class action was filed in the United States District Court for the Southern District of New York in February 2006, alleging unequal treatment by MTA and MTA Bridges and Tunnels as a result of toll collection policy at the Verrazano-Narrows Bridge, Cross Bay Veterans Memorial Bridge, and Marine Parkway-Gil Hodges Memorial Bridge. The complaint alleges that the toll collection policy, which allows discounts for Staten Island and Broad Channel and Rockaway peninsula residents by statute and decision of the Board, unfairly discriminates against out-of-state residents and New Yorkers who do not live in those geographic areas. The complaint alleges violations of the Commerce, Privileges and Immunities, and Equal Protection Clauses of the U.S. Constitution, as well as the Equal Protection Clause of the New York State Constitution. The complaint seeks relief which includes: certification of the class of plaintiffs; a judgment declaring the toll collection policy unconstitutional; a preliminary and permanent injunction; restitution to the class of plaintiffs; and attorney's fees. The authorities filed an answer in May 2006.

Plaintiffs' motion for class certification was decided by Judge Jones in a memorandum and order filed on October 5, 2011, which bifurcated the action into "liability" and "damages"

phases; certified a class seeking only injunctive and declaratory relief for purposes of the liability phase; and deferred decision on whether, if plaintiffs succeed in the liability phase, a class could be certified for purposes of claimants seeking damages. By opinion and order dated January 23, 2012, Judge Engelmayer, to whom the case had been transferred, granted defendants' motion for reconsideration, narrowing the certified class seeking equitable relief to exclude from the class persons who lack standing to sue including current residents of Staten Island, the Rockaway Peninsula, and Broad Channel, persons who no longer have a driver's license, and persons who have not crossed any of the bridges at issue within the two years preceding October 5, 2011. All discovery was completed in January 2013.

By Opinion and Order entered October 15, 2013, the Court granted defendants' summary judgment motion dismissing all of plaintiffs' claims. Following the Second Circuit's rulings in *Selevan v. New York State Thruway Authority*, the Court held that the differential toll structures were not "invidious" such that the strict scrutiny standard of review applied to plaintiffs' right to travel claim. Rather, for that claim and plaintiffs' Dormant Commerce Clause claim, the Court applied the rational basis standard, as judged by the three-pronged *Northwest Airlines* test. The Court ruled that the differential toll policies satisfied all three prongs of the *Northwest Airlines* test because: 1) they do not restrict access to the New York marketplace and plaintiffs did not factually dispute defendants' showing that the use of toll revenues to support mass transit in the region had had "a strong overall positive impact on interstate commerce;" 2) defendants had demonstrated that the tolls are based on a fair approximation of the facilities' use; and 3) defendants had compellingly established that the tolls are not excessive when judged by the benefits conferred to users of the integrated transportation system, *i.e.*, the reduction in congestion on the bridges and tunnels, a "smoothly functioning mass transit system," and economic benefits for the region. In so ruling, the Court stressed that the discounts reflected New York State's attempt to "alleviate unique geographic burdens affecting a small subset of the community. That is a legitimate and non-discriminatory governmental purpose." Because plaintiffs' state law claims were deemed derivative of their federal claims, the Court exercised supplemental jurisdiction to dismiss those claims as well. On November 15, 2013, plaintiffs filed a notice of appeal to the Second Circuit Court of Appeals. Appellants' opening brief must be filed by April 14, 2014.

Angus Partners LLC, et al. v. Walder, Ferrara, MTA and Triborough Bridge and Tunnel Authority. This putative class action was commenced in January 2011 in the United States District Court for the Southern District of New York. The complaint alleges that MTA Bridges and Tunnels is charging purportedly excessive and unreasonable tolls on its facilities and that various provisions of the United States Constitution and the common law of New York State are violated by the transfer of toll revenue to MTA and MTA New York City Transit because the subsidized transit services are not functionally related to MTA Bridges and Tunnels' facilities for motor vehicles. These surplus fund transfers are mandated by sections 569-c and 1219-a of the Public Authorities Law. In defendants' view, the Legislature's decision represents a lawful and appropriate transportation policy. Defendants answered the complaint in April 2011, denying the material allegations and asserting various defenses. All discovery was completed in August 2013. Plaintiffs have informed the Court that they do not intend to move for class certification. In September 2013, defendants filed a motion for summary judgment seeking dismissal of the complaint with prejudice. Plaintiffs have cross-moved for partial summary judgment seeking a finding of liability, with a trial on damages to follow. Briefing is currently scheduled to be completed by all parties in April 2014.

On July 30, 2012, the Court issued a *sua sponte* order directing the plaintiffs to submit a memorandum of law addressing whether and why the Court has subject matter jurisdiction over their claims in light of the Tax Injunction Act, 28 U.S.C. §1341 ("TIA"). That law prohibits a district court from enjoining, suspending or restraining the assessment or collection of a tax under State law where a State court can provide a speedy and efficient remedy. Plaintiffs filed their memorandum on August 27, 2012 asserting that the Court has subject matter jurisdiction. The defendants filed their response on September 14, 2012, setting forth their position that the tolls are not a tax within the meaning of the TIA and the Court therefore has subject matter jurisdiction over the case. The matter is *sub judice*.

Defendants intend to continue to vigorously defend the action. The final outcome of this matter cannot be determined at this time.

Actions for Personal Injuries/Property Damage. As of December 31, 2013, MTA Bridges and Tunnels had an active inventory of approximately 110 personal injury claims and lawsuits (including intentional torts such as false arrest) and approximately 7 property

damage matters arising out of the operation and administration of the MTA Bridges and Tunnels facilities (including construction).

Workers' Compensation and No-Fault. As of December 31, 2013, MTA Bridges and Tunnels had an active inventory of approximately 328 Workers' Compensation cases and approximately 2 no-fault cases.

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

MTA Bus

As of December 31, 2013, MTA Bus had an active inventory of approximately 698 personal injury claims and lawsuits, approximately 752 property damage matters, approximately 318 no-fault cases arising out of the operation and administration of the MTA Bus System, and approximately 700 Workers' Compensation cases.

Metropolitan Suburban Bus Company¹³

Actions for Personal Injuries/Property Damage. As of December 31, 2013, Metropolitan Suburban Bus Authority had an active inventory of 136 personal injury claims and lawsuits, and 1 property damage matter arising out of the operation and administration of the Metropolitan Suburban Bus Authority.

Workers' Compensation and No-Fault. As of December 31, 2013, Metropolitan Suburban Bus Authority had approximately 88 Workers' Compensation cases and 6 open no-fault claims.

¹³ The MTA subsidiary Metropolitan Suburban Bus Authority discontinued its provision of transportation services at the end of 2011. Its activities are limited to the winding up of its affairs.