



BUILD TRUST

MTA 2020 CAPITAL PLAN

TRI-STATE TRANSPORTATION CAMPAIGN



Thank you to our partners in the Build Trust coalition:

Reinvent Albany,
Riders Alliance and
TransitCenter



—SECTION 1—

OVERVIEW

METROPOLITAN TRANSPORTATION AUTHORITY

Overview

- 9 million customers rely on the MTA every weekday.
- 17 million metric tons of greenhouse gases avoided annually.
- 7,300 jobs created in NY for every \$1 billion in MTA capital investment sourced or performed in-state.
- 23 million freight trucks per year use MTA Bridges and Tunnels crossings.
- The \$51.5 billion 2020—2024 MTA Capital Program represents nearly a 70% increase in capital funding over the \$32.5 billion 2015—2019 Capital Program.
- In addition to renewing and enhancing the MTA's transit infrastructure, the 2020—2024 Capital Program will be implemented while the MTA is undertaking an administrative restructuring and consolidation of MTA agencies under its transformation plan. This will affect the Authority's procurement, hiring and collective bargaining procedures.

—SECTION 2—

2020—2024 CAPITAL PLAN TIMELINE

TIMELINE

2020—2024 MTA
Capital Plan
released to public
(note: this was only a
10-page PowerPoint).

Sept 16

MTA submits
Capital Plan to
Capital Program
Review Board.

Oct 1

Capital Program
Review Board
deadline for review
(90 days after
submission).

Dec 30

Sept 25

MTA Board votes to
approve Capital
Plan.

Nov 12

Joint Senate &
Assembly MTA
hearing.

Jan 1

Legal deadline
for Forensic Audit
Finalization
(MTA staff has
indicated that this will
be expedited).

Unknown: Release of 20-Year Needs Assessment and federal Transit Asset Management (TAM) Plan. (Legislature has mandated advanced release of 20-Year Needs Assessment for 2025 plan by October 2023.)

Unknown: Project prioritization and timelines.

—SECTION 3—

BUILD TRUST

BUILD TRUST

- Beginning with next week's oversight hearing, state lawmakers can help make this plan a reality through meaningful, sustained oversight that probes the major questions facing the MTA.
- Build accountability with a five-year implementation plan that includes clear project timelines and construction cost targets, and a schedule for consistent public reporting of progress.
- Review other cities' transit costs and best practices on an ongoing basis to identify industry average costs and how to achieve them.
- Increase project transparency by reporting progress on cost control through an online project tracker, and improving the existing capital program dashboard with clearer, more accurate information.

—SECTION 4—

STATE OF GOOD REPAIR

SUBWAYS

\$37.3 Billion total



SUBWAYS

\$37.3 Billion total

\$7.1 Billion will go toward modernizing signals on sections of six subway lines.

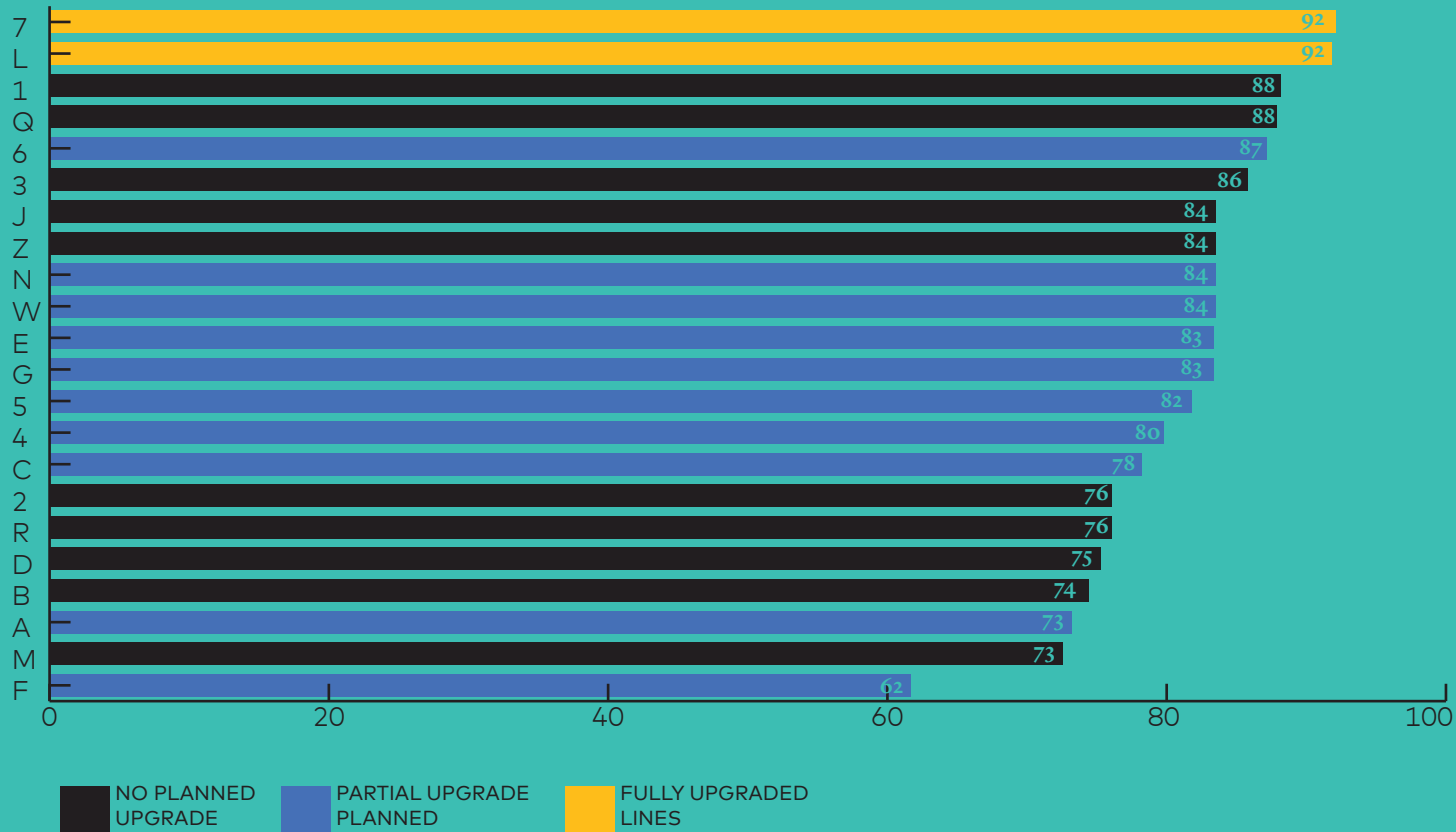
\$2.6 Billion to go toward upgrading electrical systems to handle CBTC.



SUBWAYS

\$37.3 Billion total

On-time performance rates for August 2019



SUBWAYS

\$37.3 Billion total



Photo source : Metropolitan Transportation Authority

\$9.2 Billion to go toward station improvements.

- Renewal work at up to 13 stations on 10 lines.
- **\$5.2 Billion** of this to go toward installing elevators and ramps at 70 stations.

\$373 Million to go toward Staten Island Railway for track and switch replacement and new elevators/ramps for ADA accessibility.

SUBWAYS

\$37.3 Billion total



Photo source: Peter Osmenda

\$2.6 Billion to go toward rehabilitating approx. 80 miles of track systemwide.

\$6.1 Billion to go toward replacing 1,500 aging subway cars and increasing the fleet by 437 cars.

\$2.4 Billion to go toward repairing structural components on various elevated subway lines.

BUSES

\$3.5 Billion total

BUSES

\$3.5 Billion total



Photo source: Michael Jin

\$2.3 Billion to go toward replacing over 2,200 of the oldest buses throughout the network (39% of the current fleet), including **\$1.1 Billion** for 500 standard and articulated all-electric buses, and **\$217 million** for expanding the fleet by more than 175 buses.

The 500 electric buses are part of a commitment by the MTA to transition to a **fully clean fleet by 2040**.

BUSES

\$3.5 Billion total

\$109 Million to go toward on-board digital information screens, bus lane camera enforcement, and traffic signal priority.

\$880 Million to go toward reconstructing Jamaica Depot, modifying up to 7 depots to support all-electric buses, replacing maintenance equipment, and making priority repairs at depots throughout the system.



Photo source: Banter Snaps

An aerial photograph of a train yard filled with numerous high-speed trains, likely Shinkansen, parked in neat rows. The trains are white with blue and grey accents. The perspective is from directly above, showing the length and alignment of the tracks and the uniformity of the train fleet.

LIRR

\$5.7 Billion total

LIRR

\$5.7 Billion total



Photo source: abc7NY



Rolling Stock: \$242 Million

- Purchasing up to 17 coaches and 12 revenue locomotives.

Stations: \$910 Million

- Install new elevators at up to 7 stations, achieving 93% systemwide ADA accessibility.
- Station rehabilitation and renewal work at up to 14 stations.
- Rehabilitate Penn Station platforms.

LIRR

\$5.7 Billion total

Line Structures: \$344 Million

- Replace or rehabilitate approx. 10 railroad and highway bridges.
- Structural rehabilitation of the Atlantic Avenue Tunnel.
- Assess structural conditions of bridges and viaducts systemwide and begin viaduct renewals.



Signals and Communications: \$364 Million

- Upgrade and modernize signals at locations on two branches.
- Implement & install Centralized Train Control including replacing obsolete tower operations.



Photo source: Onur K

LIRR

\$5.7 Billion total

Power: \$426 Million

- Replace approximately 5 substations.
- Electrify the Central Branch.

Shops and Yards: \$203 Million

- Begin Phase 2 of the new Mid-Suffolk electric train yard in Ronkonkoma and improve tracks at Port Washington Yard.

Miscellaneous: \$231 Million

- Upgrade security equipment and systems at stations, tunnels, substations, facilities, etc.



Photo source : LIRR — MTA

METRO-NORTH

\$4.7 Billion total



METRO NORTH

\$5.7 Billion total



Photo source: abc7NY

Rolling Stock: \$853 Million

- Purchase as many as 80 new electric train cars to begin replacing M-3 EMU fleet.
- Purchase up to 30 new locomotives for east-of-Hudson Service.

METRO NORTH

\$5.7 Billion total



Photo source: Hugh Stevenson

Stations: \$1.1 Billion

- **First phase of multi-program Grand Central Terminal train-shed replacement and 4 new emergency exits in Park Avenue Tunnel.**
- **Station renewals on the Harlem Line in the Bronx and Lower Westchester, including platform replacements, canopy repairs, and new customer amenities.**
- **Station priority repairs on the Upper Harlem and Upper Hudson Lines, including platform and stair repairs.**
- **Relocate/expand Southeast parking to enable future yard expansion.**

METRO NORTH

\$5.7 Billion total



Photo source : Mike Enerio



Track and Structures: \$1 Billion

- Phase 1 of the multi-program Park Avenue Viaduct replacement.
- Bridge, track and viaduct improvements at Mt. Vernon, Moodna, and Woodbury.
- West of Hudson capacity expansion.

Power: \$202 Million

- Replace and construct new power substations.
- Electrification of segments of Track 1 on the Hudson Line.

METRO NORTH

\$5.7 Billion total

Signals and Communication: \$182 Million

- Upgrade Harmon to Poughkeepsie signal system on the Hudson Line.

Shops and Yards: \$23 Million

- New Haven Line yard improvements planning for existing New Haven Line service.

Miscellaneous: \$148 Million

- Implement systemwide security initiatives.



Photo source : Stéphan Valentin



—SECTION 5—

ACCESSIBILITY

ACCESSIBILITY

SUBWAYS

**New
elevators/ramps at**

70

more stations*

Stations serving over

60

**percent of
passengers will be
ADA-accessible**

**Riders will be no
more than**

2

**stations away from an
accessible station**

*including an additional four in
the 2015—2019 Capital Program

ACCESSIBILITY SUBWAYS

Manhattan

● 13 accessible stations planned



ADA accessible stations

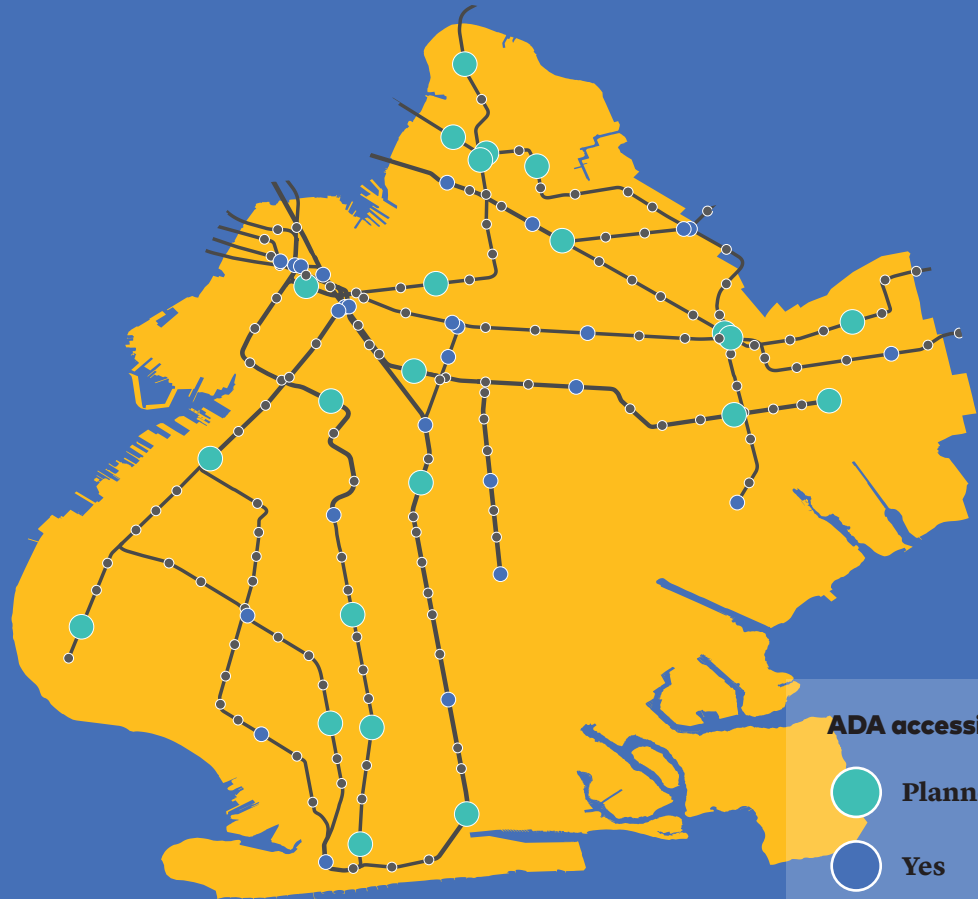
- Planned
- Yes
- No

ACCESSIBILITY

SUBWAYS

Brooklyn

● 23 accessible stations planned



ADA accessible stations

- Planned
- Yes
- No

ACCESSIBILITY

SUBWAYS

The Bronx

● 9 accessible stations planned

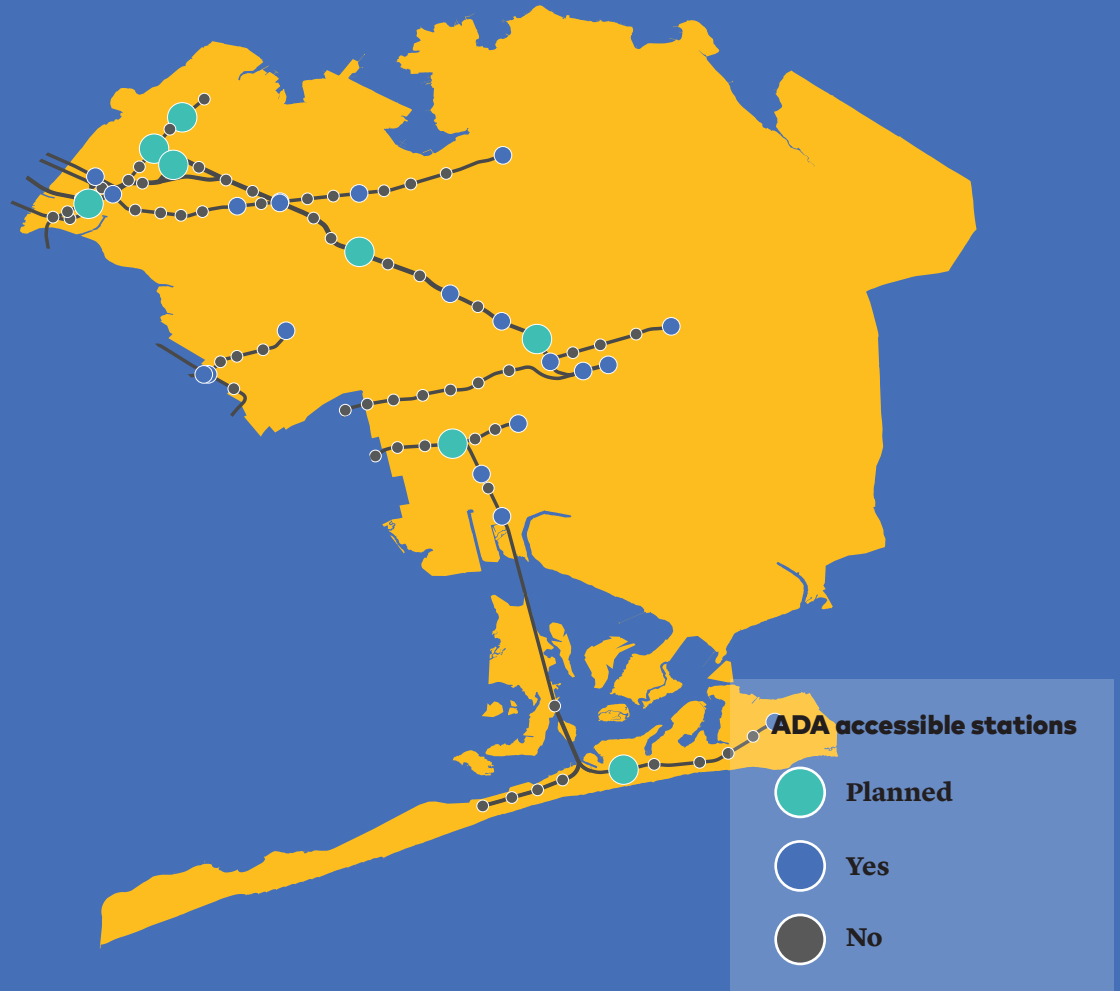


ACCESSIBILITY

SUBWAYS

Queens

● 8 accessible stations planned



ACCESSIBILITY

SUBWAYS

Staten Island

● 3 accessible stations planned



ADA accessible stations

- Planned
- Yes
- No

ACCESSIBILITY

LIRR

Up to

7

**additional
ADA-accessible
stations**

93

**percent of stations,
serving 97% of
customers, will be
accessible**

ACCESSIBILITY

METRO-NORTH

**Accessibility
improvements at up to**

4

stations

78

**percent of stations will
be wheelchair
accessible, serving
93% of ridership**

—SECTION 6—

EXPANSION

Penn Station Access (Metro-North)



Penn Station Access (Metro-North)

Expansion

PSA will carry Metro-North New Haven Line customers directly to West Midtown, reducing travel times, while also providing critical system resiliency if Metro-North's service to Grand Central Station is ever interrupted. The project includes:

- Building 4 new stations in Co-op City, Morris Park, Parkchester/Van Nest, and Hunts Point
- Installing new track, realigning existing track, and replacing railroad bridges to accommodate more trains.



Penn Station Access (Metro-North)

Expansion

Progress to date:

- \$1.1 billion from 2020-2024 Capital Plan completes the \$1.5 billion funding package to pay for construction of PSA.
- Service may not start until 2024 or later.
- **Concern:** Penn Station currently operates at 100% train capacity during peak hours, so no room for Metro-North trains until East Side Access is complete.

Funding:

Prior Capital Program(s):	\$452,000,000
Proposed 2020—2024:	\$1,131,000,000
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TOTAL:	\$1,583,000,000

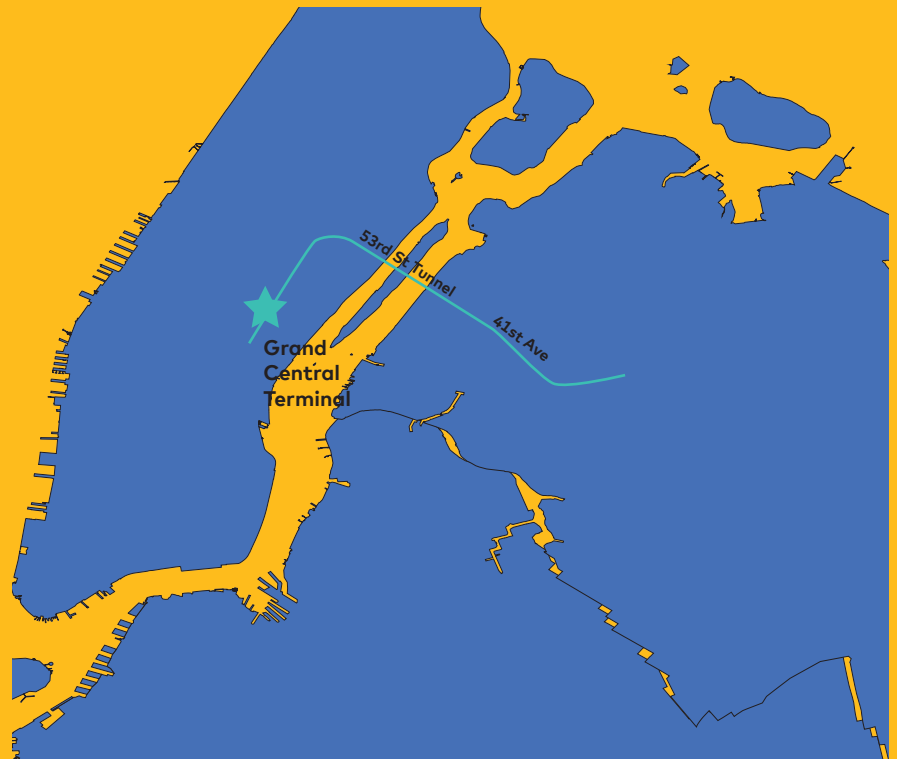
East Side Access (LIRR)



East Side Access (LIRR)

Expansion

ESA will bring LIRR trains to Grand Central Terminal and East Midtown's dense business district — saving commuters up to 40 minutes per day and reducing congestion on Midtown's streets and subways. MTA is purchasing electric cars for expanding LIRR service.



East Side Access (LIRR)

Expansion

Progress to date:

- \$798 million from 2020—2024 Capital Plan will go toward completing the new LIRR station beneath Grand Central Terminal.
- Project is set to be completed in 2022 — 13 years behind schedule.
- Total cost of project has ballooned to \$11.1 billion — a jump of \$6.8 billion over its original projected cost.
- **Concern:** When ESA goes online, there will be new operating costs incurred by the MTA.

Funding:

Prior Capital Program(s):	\$10,335,000,000
Proposed 2020—2024:	\$798,000,000
<hr/>	
TOTAL:	\$11,133,000,000

An aerial photograph of a railway yard or station. Multiple tracks run parallel and cross each other at various angles. There are several switches and signal boxes visible. The tracks are made of steel rails on wooden ties, set in a bed of gravel. The overall scene is industrial and shows the complexity of rail infrastructure.

Main Line Expansion (LIRR)

Main Line Expansion (LIRR)

Expansion



- **The LIRR Main Line Expansion project will add a third track to the Main Line on a 10-mile corridor from Floral Park to Hicksville, used by 40% of LIRR customers.**
- **Together, with the ongoing Jamaica Capacity Improvements project, a robust reverse commute operation will be enabled — increased by 60% versus today.**
- **Using the new terminal capacity of East Side Access, the third track will also enable a 50% increase in LIRR peak service to Manhattan from Long Island and Queens.**

Main Line Expansion (LIRR)

Expansion

Progress to date:

- Scheduled for revenue service by December 2022
- 4 more bridges to replace and 6 more grade crossings to eliminate over the next 35 months

Funding:

Prior Capital Program(s):	\$2,050,000,000
Proposed 2020—2024:	\$539,000,000
TOTAL:	\$2,589,000,000

Second Avenue Subway — Phase 2



Second Avenue Subway — Phase 2

Expansion

SAS Phase 2 will add 3 new fully accessible stations, and a connection with Metro-North. Serving 300,000 daily riders together with Phase 1, it will further relieve congestion on the 4/5/6 trains, and strengthen access to jobs and education for Harlem and East Harlem residents.



Photo source: Regional Plan Association

Second Avenue Subway — Phase 2

Expansion

Progress to date:

- 2020—2024 Capital Plan includes \$4.5 billion to complete SAS Phase 2 (split fifty-fifty between federal and local sources).
- Phase 1, with three new stations at 72nd St, 86th St, and 96th St, opened on January 1, 2017.
- MTA plans to complete Phase 2 in 10 years.
- **Concern:** Federal funds are not yet approved.

Funding:

Prior Capital Program(s):	\$1,735,000,000
Proposed 2020—2024:	\$4,555,000,000
<hr/>	
TOTAL:	\$6,290,000,000

CBD Tolling Program



CBD Tolling Program

Expansion

MTA Bridges & Tunnels will develop a plan for a cordon-based tolling system for the Central Business District — defined as Manhattan south of and inclusive of 60th Street, excluding FDR Drive and the West Side Highway. The program will be established, operated and maintained by the Triborough Bridge and Tunnel Authority.

- **The CBD Tolling Program will generate an estimated \$15 billion to support this Capital Program, after providing for implementation costs.**
- **MTA B&T/TBTA will seek to minimize the footprint of the new system while making the technology/infrastructure “fit” within the urban landscape.**
- **A six-member Traffic Mobility Review Board will be established by the TBTA to advise on tolls, exemptions, and credits.**
- **Tolls will likely be variable and passenger vehicles will only be charged once per day.**

—SECTION 7—

MTA SPENDING CAPACITY

MTA SPENDING CAPACITY

The MTA's on-time delivery of the 2020-2024 Capital Program is dependent on their ability to quickly manage and spend capital dollars.

- The MTA spent a record \$6.6 billion on all capital projects in 2018, according to Reinvent Albany research.
- Only \$4 billion was spent in 2018 on current, 2015-19 plan projects.
- The most the MTA has been able to spend on a single capital plan in one year was \$4.5B in 2009 on the 2005-09 capital plan.
- There is still \$35 billion left to be spent on MTA projects dating back to the 2005 (as of the end of 2018).

MTA SPENDING CAPACITY

How will the MTA improve spending capacity?

- Internal efforts include changes in the transformation plan and increased bundling of capital projects.
 - *Limiting factors: historic \$51.5+ billion size of the capital plan and the backlog of prior plan projects*
- Without substantial spending increases, the plan could take 15 years to finish (other plans have taken similarly long).
- **Build Trust recommendation:** MTA needs to provide greater public accountability of the plan by releasing a clear implementation plan that shows what projects will come first, second and last, with a detailed start and completion dates, as well as a spending schedule.

The background image shows the interior of a subway car, likely from the MTA. It features rows of orange seats, silver handrails, and windows. A teal-colored rectangular overlay is positioned in the center of the image, serving as a background for the text. On the left side of the teal overlay, there is a small poster with a man's face and the text "ACTUALLY, IT WASN'T ALL BEEN DONE BEFORE." Below the teal overlay, the orange seats and floor of the subway car are visible.

—SECTION 8—

MTA TRANSFORMATION

MTA TRANSFORMATION



The MTA and consultant AlixPartners have created a "Transformation Plan" in response to State Budget mandate to develop a reorganization plan by June 30, 2019.

- **MTA's stated goals: consolidate common functions, operate more efficiently and better deliver capital work on-time and within budget.**
- **Central to this effort is the hiring of a Chief Transformation Officer to implement the plan, who will report to the MTA Board (note: not the Chairman/CEO).**

MTA TRANSFORMATION

The plan proposes centralizing all capital-related functions across MTA agencies into a new central group.

- **Capital group will be responsible for planning, development, and delivery of the Capital Program.**
- **According to the MTA, this group will:**
 - 1. *identify optimal project delivery (groupings, timing, delivery),***
 - 2. *increase competition in a historically concentrated supplier market, and***
 - 3. *complete important capital projects that improve service and customer experience quicker.***

MTA TRANSFORMATION



The plan also proposed a new central Engineering function, with a Chief Engineering Officer.

- **According to MTA, the Engineering group will set engineering and maintenance standards, and ensure quality and sustainability of infrastructure.**
- **The MTA's goal is to provide consistent standards and specifications across agencies and eliminate unnecessary complexity and duplication.**

MTA TRANSFORMATION

Status: As of end of October 2019, the MTA has not hired a Chief Transformation Officer to implement the plan, or a Chief Engineer.

- **Of note:** NYCT President Byford's signals expert, Pete Tomlin, will be responsible for implementing resignaling, including Communications-Based Train Control on the 6 lines proposed by the 2020-2024 capital plan.
- **Concerns:** The transformation plan continues the hiring freeze that has made it difficult to attract and retain talent. Cost savings will also not make up the full projected operating budget deficit.

—SECTION 9—

MTA COST CONTROL EFFORTS

COST CONTROL

Evidence suggests the MTA pays a premium for both major and routine work on tracks and stations.

	What the MTA pays	What peer transit agencies pay (Paris, Boston, London)
Per signalized track mile (CBTC)	\$45 Million	\$2-\$14 Million
Per accessible station	\$81 Million	\$9-\$22 Million
East Side Access (Metro North)	\$11 Billion	
Second Avenue Subway(Phase II)	\$6.9 Billion	

COST CONTROL



MTA leadership has identified three root causes of project cost bloat:

- **Unbalanced contracts**
- **Bureaucratic red tape**
- **Weak project management**

COST CONTROL

MTA Leadership has also identified a number of reforms to tackle these issues:

- **Design-build:** Combining responsibility for both design and construction into bids worth over \$25 million.
- **Performance-based incentives:** Linking compensation incentives or sanctions to project performance.
- **Reducing risk:** Eliminating risk that shouldn't be borne by contractors alone.
- **Reducing red tape:** Faster payments, shorter change order processing times.
- **Standardization:** Less customization in parts and more performance-based specifications.
- **Project Leads:** An appointed “CEO” who is accountable for project scope, cost and schedule.

COST CONTROL

The legislature is in a position to probe many of the questions left unanswered in the plan.

- **What are the MTA's goals for project cost containment, and how will it report progress against its goals?**
- **Why do cost control efforts not seem to be reflected in the current capital plan?**
- **What best practices and cost benchmarks is the MTA learning from its peer agencies?**

DEBARMENT

MTA Cost Control Efforts

A strict debarment rule may reduce competition for contracts, as firms will not be willing to take on additional risk, as some budget and schedule changes are not under their control.

The FY 2019-2020 State Budget ordered the MTA to develop a debarment process for delinquent contractors.

The MTA has issued emergency regulations which appear to make debarment mandatory, though the statute could allow more discretion. The MTA will be adopting final regulations in the months ahead.

—SECTION 10—

MTA TRANSPARENCY

Open Data Executive Order

MTA Transparency

MTA as a NYS Public Authority is subject to Governor Cuomo's Open Data Executive Order 95 of 2013. This requires it to release its public data proactively to the public.

- **As of October 2019, only 75 MTA data sets are on the NYS open data portal.**
- **MTA has released a lot of service data via Google maps, etc., but has lagged behind on financial information.**
- **Chairman/CEO Pat Foye made a pledge in April 2019 to overhaul the MTA's Open Data and Freedom of Information Law (FOIL) processes.**

MTA TRANSPARENCY

New Budget Transparency Website

- **At the October 2019 MTA Board meeting, MTA unveiled new budget transparency site. This includes Excel spreadsheets of much of the data in the July financial plan.**

How does this relate to the capital plan?

- **The existing MTA Capital Dashboard is open data on project delivery.**
- **An implementation plan as recommended by the Build Trust Campaign is the basis for creating a better capital dashboard for the 2020—2024 MTA capital plan.**
- **The MTA can continue its progress on fixing open data with a user-friendly project tracker, and more complete capital dashboard.**
- **NYS Legislature can plan an oversight role in making sure the MTA fulfills Foye's commitment and better complies with the Open Data Executive Order.**

—SECTION 12—

FORENSIC AUDIT

FORENSIC AUDIT

An independent forensic audit of the MTA's finances was among several reforms adopted by the State Legislature in 2019 as a condition for lawmakers' approval of a congestion pricing plan.

This audit was mandated as part of the NY State Budget for 2019—2020. The audit is expected to be completed by January 1, 2020.

In a letter sent on October 7, 2019, to MTA Chairman Patrick Foye, the MTA Board and MTA inspector general, Governor Cuomo directed that the ongoing forensic audit of the agency's finances be expanded to include the 2020—2024 MTA Capital Program.

MTA Chairman Patrick Foye said he expects the audit will “look historically” at the MTA's past spending practices, including for potential waste, fraud and abuse, and to make sure it is following best practices in the transportation industry.

Mayor de Blasio and Governor Cuomo have both asked that the audit be expedited prior to MTA Capital Plan approval by Capital Program Review Board.



—SECTION 11—

FUNDING

Funding Sources



NEW REVENUE

Funding Sources

Congestion Pricing

- Required to raise \$15 Billion over 10 years.

Progressive Mansion Tax

- Taxes home sales of \$2 million or more in NYC at 1%, capping at a 3.9% tax on home sales of \$25 million or more. It is expected to raise \$365 million a year, supporting up to \$5 billion in financing for MTA projects.

Elimination of the Internet Tax Advantage

- Collecting required internet sales taxes is expected to generate \$320 million annually, supporting up to \$5 billion in MTA financing.

FUNDING SOURCES

Capital from Central Business District Tolling Sources: \$15 Billion

- Net revenue generated from the tolling program is authorized to fund \$15 billion of the 2020—2024 Capital Program. In addition, the program will finance the cost of the tolling program infrastructure projects.
- These funds will be prioritized to support NYCT's new subway signaling, cars, track, accessibility, as well as buses and bus system improvements and further investments to expand transit availability in the outer boroughs (80%).
- The CBD Tolling revenues will also support parking facilities, rolling stock, capacity enhancements, accessibility, and expand transit availability at the LIRR (10%) and Metro-North (10%).

Capital from New Revenue Sources \$10 Billion

- The enacted State Fiscal Year 2020 Budget approves an increase to progressive tax on high-end real estate sales and eliminates the internet sales tax advantage.
- The new revenues are expected to support \$10 billion of the 2020—2024 Capital Program.
- Proceeds from these new revenue sources will be apportioned to support capital costs for NYCT (80%), the LIRR (10%), and Metro-North (10%).

FUNDING SOURCES

MTA Bonds & PAYGO: \$9.792 Billion

- The proposed plan includes \$9.8 billion in new MTA bonds and pay-as-you-go (PAYGO) funding to support the 2020—2024 program of projects.
- **Concern:** Current debt payments represent 17% of the operating budget, with debt payments projected to increase to \$3.5 billion by 2023, not counting the additional borrowing planned by the 2020—2024 plan.

Federal Formula: \$7.5 Billion

- The proposed 2020—2024 Capital Program is expected to coincide with the next federal transportation funding reauthorization.
- For planning purposes, the proposed program assumes federal formula funding to the MTA will remain flat at recent levels plus escalation, for a total of \$7.5 billion.

FUNDING SOURCES

State of New York: \$3 Billion

- The proposed 2020—2024 Capital Program assumes \$3 billion in State of New York capital funds to support core program projects.
- \$7.3 billion in state capital funds from the 2015—2019 plan have not yet been delivered, and we are in the last year of the 2015—2019 capital plan. State budget language from 2016 provided this funding only upon “exhaustion” of MTA resources.
- **Concern:** While the Governor has stated he will provide these funds, if made available only upon “exhaustion” this will continue the MTA’s overreliance on debt. Given limited spending capacity, this funding being the last dollar in will mean that future administrations may be responsible for this funding.

City of New York: \$3 Billion

- The proposed 2020—2024 Capital Program assumes \$3 billion in City of New York capital funds to support core program projects.
- **Concern:** Mayor de Blasio in a letter to the MTA stated that the \$3 billion from the city should be upon “exhaustion” of MTA resources.

FUNDING SOURCES

Federal New Starts (Second Ave Subway Phase 2): \$2.91 Billion

- The proposed 2020—2024 Capital Program budgets \$4.6 billion for Phase 2 of Second Avenue Subway.
- This includes \$1.65 billion in MTA local funding and \$2.91 billion in potential federal New Starts funding, noting that the federal application process is still ongoing.
- Combined with the \$500 million in New Starts funding assumption programmed in the 2015—2019 Capital Program, the proposed budget brings MTA's total New Starts funding proposal for SAS Phase 2 to \$3.405 billion.
- Project costs are to be shared approximately fifty-fifty between federal and local sources.
- **Concern:** Any potential Full Funding Grant Agreement (FFGA) approval or funding is, however, subject to further discussion with the Federal Transit Administration.

Federal Flexible: \$275 Million

- For planning purposes, the MTA assumes federal flexible funding will remain flat at \$275 million while awaiting reauthorization of the next federal transportation bill.

FUNDING SOURCES



CPRB CAPITAL PROGRAM TOTAL: \$51.48 BILLION

Bridges and Tunnels Bonds (Self-Funded): \$3.3 BILLION

- The proposed funding sources dedicated to support the B&T/TBTA 2020—2024 Capital Program total \$3.3 billion, including the CBD Tolling infrastructure projects.

Budget



BUDGET

New York City Transit (NYCT):\$35.4 Billion

Subway Cars:	\$6,057,000,000	(17%)
Buses:	\$1,820,000,000	(5%)
Passenger Stations:	\$9,204,000,000	(26%)
Track:	\$2,558,000,000	(7%)
Line Equipment:	\$412,000,000	(1%)
Line Structures:	\$2,384,000,000	(7%)
Signals & Communications:	\$7,119,000,000	(20%)
Traction Power:	\$2,600,000,000	(7%)
Shops & Yards:	\$563,000,000	(2%)
Depots:	\$821,000,000	(2%)
Service Vehicles:	\$354,000,000	(1%)
Miscellaneous/Emergency:	\$1,123,000,000	(3%)
Staten Island Railway:	\$373,000,000	(1%)
TOTAL:	\$35,389,000,000	(100%)

<i>Normal Replacement:</i>	<i>\$14,984,000,000</i>	<i>(42%)</i>
<i>State of Good Repair:</i>	<i>\$10,465,000,000</i>	<i>(30%)</i>
<i>System Improvement:</i>	<i>\$9,488,000,000</i>	<i>(27%)</i>
<i>Other:</i>	<i>\$453,000,000</i>	<i>(1%)</i>

BUDGET

Long Island Rail Road (LIRR): \$3.7 Billion

Rolling Stock:	\$242,000,000	(7%)
Stations:	\$910,000,000	(24%)
Track:	\$1,018,000,000	(27%)
Line Structures:	\$343,000,000	(9%)
Communications & Signals:	\$364,000,000	(10%)
Shops & Yards:	\$203,000,000	(5%)
Power:	\$426,000,000	(11%)
Miscellaneous:	\$231,000,000	(6%)
TOTAL:	\$3,737,000,000	(100%)

<i>Normal Replacement:</i>	<i>\$1,710,000,000</i>	<i>(46%)</i>
<i>State of Good Repair:</i>	<i>\$950,000,000</i>	<i>(25%)</i>
<i>System Improvement:</i>	<i>\$885,000,000</i>	<i>(24%)</i>
<i>Other:</i>	<i>\$193,000,000</i>	<i>(5%)</i>

BUDGET

Metro North Railroad (MNR): \$3.6 Billion

Rolling Stock:	\$853,000,000	(24%)
GCT, Stations and Parking:	\$1,129,000,000	(32%)
Track and Structures:	\$1,021,000,000	(29%)
Communications and Signals:	\$182,000,000	(5%)
Power:	\$202,000,000	(6%)
Shops and Yards:	\$23,000,000	(1%)
Miscellaneous:	\$148,000,000	(4%)
TOTAL:	\$3,558,000,000	(100%)

<i>State of Good Repair:</i>	<i>\$1,795,000,000</i>	<i>(50%)</i>
<i>Normal Replacement:</i>	<i>\$1,489,000,000</i>	<i>(42%)</i>
<i>Other:</i>	<i>\$148,000,000</i>	<i>(4%)</i>
<i>System Improvement:</i>	<i>\$126,000,000</i>	<i>(4%)</i>

BUDGET

MTA Bus: \$871 Million

Buses:	\$722,000,000	(83%)
Depots & Program Support:	\$149,000,000	(17%)
TOTAL:	\$871,000,000	(100%)

<i>State of Good Repair:</i>	<i>\$414,000,000</i>	<i>(47%)</i>
<i>Normal Replacement:</i>	<i>\$298,000,000</i>	<i>(34%)</i>
<i>System Improvement:</i>	<i>\$135,000,000</i>	<i>(16%)</i>
<i>Other:</i>	<i>\$24,000,000</i>	<i>(3%)</i>

MTA Interagency: \$119 Million

MTA Police Department:	\$39,000,000	(33%)
MTA Planning	\$80,000,000	(67%)
TOTAL:	\$119,000,000	(100%)

BUDGET



CPRB Core Subtotal:	\$43,674,000,000
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MTA Capital Construction Company:	\$7,798,000,000
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CPRB Program Subtotal:	\$51,472,000,000
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MTA Bridges and Tunnels (B&T/TBTA):	\$3,327,000,000
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—SECTION 13—

NEXT STEPS

NEXT STEPS

BUILD TRUST

1 Hold an oversight hearing on the MTA Capital Program this fall.

- An oversight hearing prior to approval of the capital program by the CPRB is an opportunity to explore urgent questions concerning the MTA's Capital Program, including: how elements like signal upgrades and accessible stations will be prioritized; how will the agency reduce construction costs that are much higher than industry averages; and how will further debt spending affect the MTA's operating budget.
- The legislature is ideally situated to oversee this plan as the only democratically elected body with direct oversight of the MTA. It is more representative of and accountable to the riding public, and can give the public the ability to provide meaningful input before the plan is finalized.

NEXT STEPS

BUILD TRUST

2 During the MTA capital program oversight hearing, probe the major issues facing the MTA.

- The MTA has released a project list, but not a detailed implementation plan that describes how the agency will deliver those projects within a 5-year timetable.
- Key elements of an implementation plan will include clear project timelines and construction cost targets, with a schedule for consistent public reporting of progress that does not re-baseline costs or schedules, but rather clearly states original and current goals.

NEXT STEPS

BUILD TRUST

3 Investigate the causes of high construction costs, and request the MTA set specific goals for controlling capital costs.

- Informed questioning about the causes of high MTA capital costs will increase public pressure to take steps to reduce those costs.
- The MTA can set targets for cost control by reviewing the costs of other large cities with old rail networks and pricing major elements of the Capital Program based on its findings.
- Declaring unit cost targets for common types of capital upgrades can help align MTA project management around cost control as an overarching goal.

NEXT STEPS

BUILD TRUST

4 Request a user-friendly online capital construction project tracker.

- The MTA should report on capital construction progress through a user-friendly online tracker for key public-facing projects like station elevators, station upgrades, rolling stock purchases, and signal upgrades.
- The authority's current website for reporting construction progress is illegible to the interested public and legislative staff.
- Committing to clear and accurate reporting, whether or not it paints a flattering portrait, would reinforce construction management discipline within the MTA.

A photograph of a city street, likely in New York City, during sunset. The street is filled with yellow taxis, and the sky is a mix of orange and blue. A semi-transparent teal rectangle is overlaid on the center of the image, containing the text "THANK YOU!" in bold, yellow, sans-serif capital letters. On the left side of the image, there are several signs: a "121 AVENUE OF THE AMERICAS" sign, a "3" sign, and a "6" sign. On the right side, there is a "7E96" license plate on a taxi.

THANK YOU!

TRI-STATE TRANSPORTATION CAMPAIGN



Tri-State Transportation Campaign

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