



Metropolitan Transportation Authority

New York City Transit
Long Island Rail Road
Long Island Bus
Metro-North Railroad
Bridges and Tunnels

**Annual Report
2000**

***“We rebuilt the system;
now we take on the challenges of expansion.”***

– E. Virgil Conway, Chairman





*Interior of a high-tech subway car
Cover: 40th Street station in Queens*

MTA New York City Transit
 Subway in four boroughs, buses and paratransit in five boroughs, and the Staten Island Railway.

MTA Long Island Rail Road
 Rail lines in Nassau and Suffolk counties and in New York City; the largest commuter railroad in the United States.

MTA Long Island Bus
 Buses and paratransit in Nassau, western Suffolk, and eastern Queens counties; funded through Nassau County.

MTA Metro-North Railroad
 Rail lines in Westchester, Putnam, Dutchess, Orange, and Rockland counties and in Connecticut and New York City.

MTA Bridges and Tunnels
 Seven bridges and two tunnels in New York City; toll revenues help subsidize mass transit.

The MTA

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March 1, 2001

It is very gratifying to announce, in this last Annual Report letter of my chairmanship, that the year 2000 was a monumental year for the MTA. We moved into the new millennium with record-setting ridership levels, we completed bringing the essential components of our system to a state of good repair, and we put in place by far the most ambitious and far-reaching Capital Program the MTA has ever launched.

The 2000–04 Capital Program allows us to focus on advancing the thrust of our long years of rebuilding: the knitting together of a seamless network of public transportation as envisioned in Governor George E. Pataki’s Master Links Plan for our region.

The Program, of course, continues the work of system maintenance, renewal, rehabilitation, improvement, and upgrade, devoting some 80 percent of the total \$17.1 billion to these functions. It also provides an additional \$1 billion to assure the integrity of our bridges and tunnels.

But the new Capital Program also sets ambitious targets for expansion of the network. With it, we begin the first phases of the extraordinary efforts that will occupy us for decades to come—expanding the system and changing the shape of the region’s public transit to serve more effectively the needs of its economy and public.

East Side Access, one of the largest projects in MTA history, will provide Long Island commuters access to the East Side via a tunnel that will bring LIRR trains directly into Grand Central Terminal. A parallel project to bring Metro-North trains into Penn Station is in the planning stage.

The long-awaited Second Avenue subway, running down Manhattan’s East Side from 125th Street in Harlem to the Financial District, will relieve the congestion that has grown exponentially as the East Side and Manhattan have thrived.



Chairman's Letter

A planned extension of the 7 subway line from Times Square down to the Javits Center will support significant economic development in that area. Direct subway links to LaGuardia Airport—and, in cooperation with the Port Authority, to Kennedy Airport—will give New Yorkers and visitors the airport access that all world-class cities offer.

These “mega” projects will take us into an exciting future. Equally important, however, is that in the daily business of transporting riders, the year 2000 demonstrated the MTA's new ability to exceed expectations. Ridership last year reached 7.9 million riders a day, the highest level in 30 years, up more than 36 percent from 5.8 million when I became chairman. The increases surpass any gains that might be expected from a robust economy. They reflect, instead, the wisdom of our MetroCard fare policy and the strides all our agencies have made in on-time performance and customer service.

As I look back over the six years since Governor George Pataki appointed me chairman of the MTA in 1995, I find the progress we've made since then remarkable. Then, though the work of rebuilding the system had been underway for over ten years, most equipment was still over 30 years old and had not been rehabilitated at midlife. In 2000, we accepted the first hundred of 1,550 “new tech” trains for the subway system.

Then, Grand Central Terminal was closer to being a noble ruin than the magnificent transportation hub and shining urban landmark and destination it is today.

Then, a \$700 million annual deficit loomed large on the horizon, something we've wiped clean through efficiency and innovation.

Then, our operating agencies operated in many respects as separate entities. In 2000, after a rational process of consolidation of functions and personnel, including police departments, our railroads, through the largest joint procurement—up to 1,266 railroad cars—have demonstrated that the taxpayers win when we do more things together.

Then, we operated with two-fare zones: hundreds of thousands of commuters from the outer boroughs paid twice to get to their destinations. Today free subway and bus transfers are saving each of them \$750 a year.

Then, technologies like E-ZPass and MetroCard were struggling to find focus; today, they have revolutionized car and mass transit travel. MetroCard has brought such extraordinary benefits with free transfers, monthly, weekly, and daily passes, and the 10-percent “Free Rides” bonus, that for the first time in history, the fare has been driven down: the average fare is now \$1.07, lower than it was in 1995.

I am honored to have been a part of the effort that has brought the MTA to this new horizon. I am grateful for the opportunity of working with the MTA's results-oriented managers and employees to accomplish the wonderful transformation, and grateful to have had Board Members and an executive team that were determined to make things happen. I am confident that the talent and commitment of the MTA family, under the leadership of its new Chairman Peter S. Kalikow, will continue to add many new pages of outstanding achievements to the history of transportation in this great metropolitan region.

S. Virgil Comay



MTA Management *(left to right)*

Forrest R. Taylor, Deputy Executive Director
Operations and Chief of Staff

Susan L. Kupferman, Deputy Executive Director
Planning and Development (resigned, 2/01)

Christopher P. Boylan, Deputy Executive Director
Corporate Affairs & Communications

E. Virgil Conway, Chairman

Marc V. Shaw, Executive Director

Mary J. Mahon, Deputy Executive Director
General Counsel and Secretary

Gary G. Caplan, Director of Budgets and
Financial Management

James D. O'Donnell, Chief of Police

Nicholas DiMola, Auditor General



Agency Presidents *(left to right)*

Kenneth J. Bauer
MTA Long Island Rail Road

Peter A. Cannito
MTA Metro-North Railroad

Michael C. Ascher
MTA Bridges and Tunnels

Marc V. Shaw
MTA Executive Director

Lawrence G. Reuter
MTA New York City Transit

Neil S. Yellin
MTA Long Island Bus

MTA Leadership



MTA Board *(top, left to right)*

James H. Harding Jr.
Alfred E. Werner
James S. Simpson
Peter S. Kalikow

Alan B. Friedberg
E. Virgil Conway
Rudy Washington
Edward A. Vrooman

Barry L. Feinstein
Anthony J. Bottalico
David S. Mack
Joseph Rutigliano

(bottom, left to right)

Andrew M. Saul
Lawrence W. Gamache
James L. Sedore Jr.
Lawrence H. Silverman

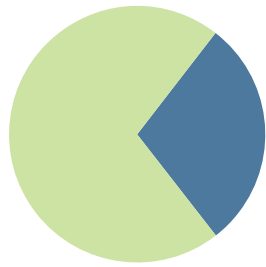
Beverly L. Dolinsky
Ernest J. Salerno
Ronnie P. Ackman
Edward B. Dunn

Kenneth A. Caruso
Thomas J. Cassano
Joseph J. Lhota

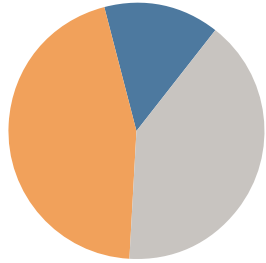


2000 Consolidated Financial Highlights

2000 MTA Totals \$ millions



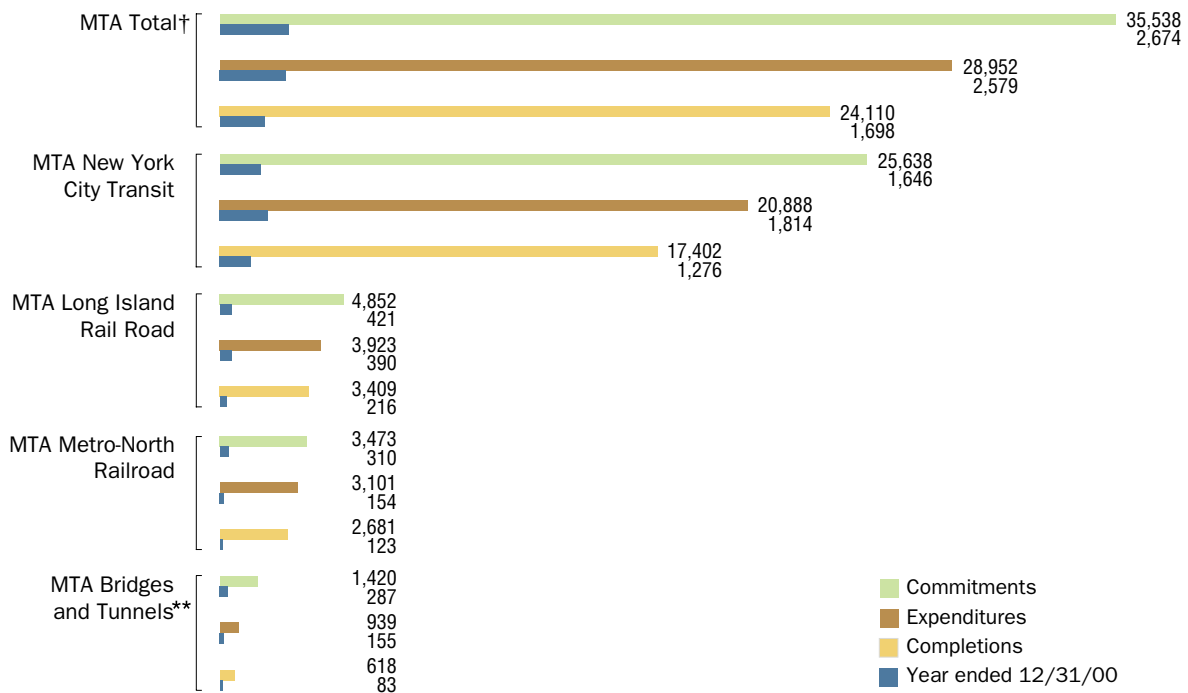
Assets		
	\$34,505	100.00%
Properties and equipment	\$24,376	70.65%
All other	10,129	29.35%



Liabilities		
	\$34,505	100.00%
Long-term debt	\$13,995	40.56%
Contributed capital and accumulated surplus	15,851	45.94%
All other	4,659	13.50%

Capital Program Progress

Value of Capital Program Commitments, Expenditures, Completions: 1982-00* \$ millions

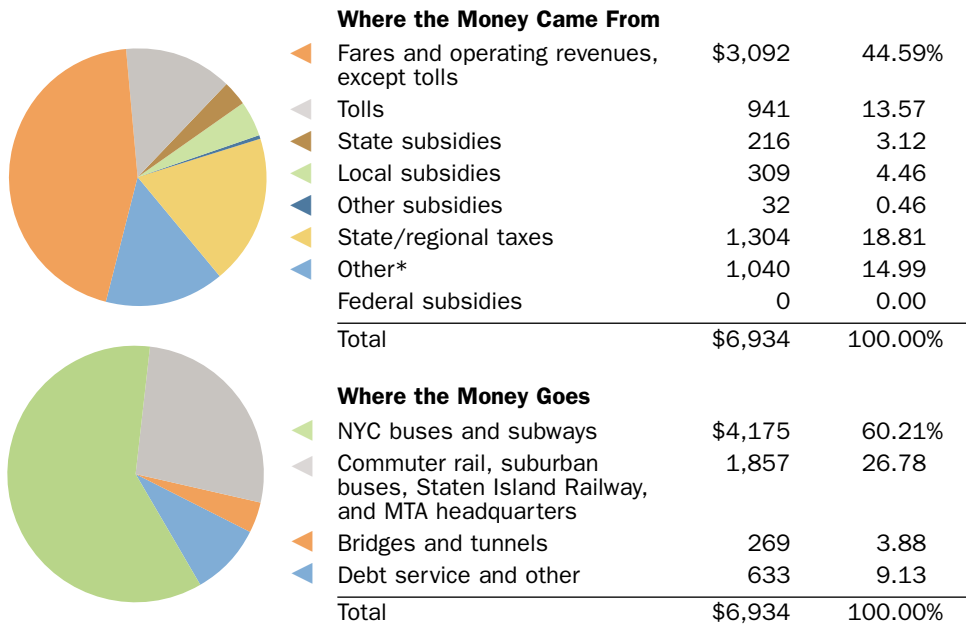


* Table does not include \$92 million of commuter rail project commitments made in the 1982-91 capital program for commuter rail projects that could not be assigned to any agency since they benefited several agencies.

† Figures include the following amounts attributable to MTA Expansion Projects: Total commitments—\$154 million, commitments in year ended 12/31/00—\$10 million; total expenditures—\$101 million; expenditures in year ended 12/31/00—\$66 million.

** Participation in the MTA capital program began in 1992. Before consolidating its capital program with the MTA's, MTA Bridges and Tunnels self-funded and maintained a separate capital budget for five decades, allocating millions of dollars in expenditures annually for capital improvements to its bridges, tunnels, and other facilities. Its funding is not included in the Capital Program Funding table at right.

Financing MTA Operations \$ millions



*Includes decrease in accumulated surplus.

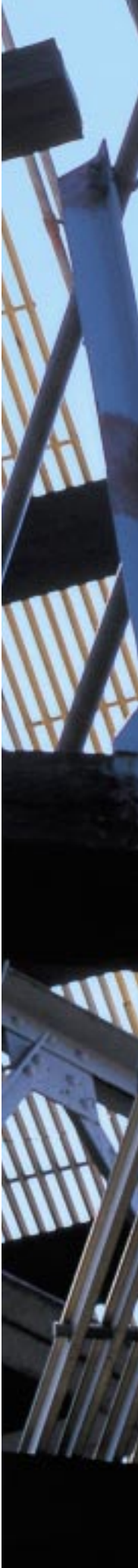
Capital Program Funding (Received through December 31, 2000)* \$ millions

	1982-00	2000
MTA federal grants	\$ 11,369	\$ 734
State appropriations	621	-
City appropriations	3,159	368
MAC surplus	925	-
Port Authority	175	-
Coliseum and East Side Airlines Terminal	122	-
Capital-operating transfer	489	-
Lessor equity	515	-
MTA bonds	9,937	1,050
Pay-as-you-go	670	45
State service contracts	1,869	-
Beneficial interest certificates	80	-
Investment income	1,622	180
Other	968	287
Total	\$32,520	\$ 2,663

Notes: Because of rounding, totals may not add exactly.
 Commitments may be more than receipts since bonds are sold as cash is needed.

*In 2000 the MTA consolidated a number of categories that were reported separately in prior years. Program income and TBTA investment income were combined into Investment Income and Developer Contributions were added to Other.

**ENTERING YARD
10 MPH OR LESS**



The MTA Capital Program

After 19 years of capital investments totaling more than \$35.5 billion, all of the MTA's system-critical facilities are essentially in a state of good repair; all mainline track within the network has been replaced or repaired, rolling stock has been overhauled or replaced, and key operating components, including rail cars, track, and buses, are on normal replacement cycles. With efficiency improved greatly and overall on-time performance at a historic high, customers have returned to the subways, buses, and commuter rail lines in numbers not seen in more than three decades.

The 2000–04 Capital Program—an \$18.1 billion plan (\$17.1 billion for rail and bus investments and \$1 billion for bridges and tunnels)—enables the Metropolitan Transportation Authority to advance in new directions. In prior capital programs, the largest percentage of the funds was spent to return the system to a state of good repair—correcting for previously deferred maintenance or replacing or overhauling equipment that was beyond its useful life. In the new Capital Program, for the first time the largest portion of funds will be spent on normal replacement of assets, projects that maintain good repair by replacing components as they reach the end of their useful life. The program allocates \$7.7 billion—the largest percentage ever—to normal replacement, \$4.8 billion to continue bringing additional parts of the network into a state of good repair, and \$1.9 billion for system improvements.

And, on the firm foundation built to date, the MTA will undertake the first significant system expansion in six decades. Nearly 20 percent of 2000–04 Capital Program funds—\$3.4 billion—will be spent on projects that will move the region closer to the seamless regional transportation network envisioned in Governor George E. Pataki's Master Links Plan.

Expanding the Network

In the 2000–04 Capital Program the MTA will undertake major steps on a number of network expansion projects, including access to the East Side of Manhattan for the Long Island Rail Road, a new full-length Second Avenue subway, and improved access to John F. Kennedy and LaGuardia Airports. It will also undertake studies for two other system expansion projects, including the extension of the 7 line west and south to the Javits Center and Metro-North access to Penn Station. All of the MTA system expansion projects will require investments in two or more capital programs, with strong commitment beginning in this program.

East Side Access To increase the transportation capacity between Long Island and the East Side of Manhattan and provide customers with a more convenient destination, the MTA will extend Long Island Rail Road service into Grand Central Terminal. East Side Access will cost approximately \$4.3 billion over multiple capital programs and will revolutionize commuting for nearly half of the MTA's Long Island customers. When completed, East Side Access will provide 161,500 rides to and from Grand Central Terminal each day, increase a.m. peak LIRR ridership from 110,200 in 2000 to 148,800 by 2020, and reduce travel time for some 76,000 daily commuters.

The plan includes construction of two new tunnel connections—one running between the LIRR's Main Line and the existing 8,200-foot lower level of the 63rd Street tunnel and a second from 63rd Street and Second Avenue to Park Avenue and then south to Grand Central. Eight new tracks and four new platforms will be built under Grand Central to accommodate LIRR service.



A public hearing was held in June 2000 on the Draft Environmental Impact Statement (DEIS) and, following the incorporation of public comments, the Final Environmental Impact Statement (FEIS) was submitted to the United States Department of Transportation in December and was subsequently approved. Preliminary engineering is scheduled to be completed by June 2001, with construction beginning soon after. The 1995–99 Capital Program included \$158 million for preliminary engineering and early construction; the 2000–04 Capital Program includes \$1.5 billion for the project.

Second Avenue Subway The MTA will begin construction of a Second Avenue subway line that will extend from 125th Street to the Financial District. The two-track line will relieve the overcrowding on the Lexington Avenue line and serve approximately 578,000 riders each day, including a projected 25,000 new subway riders.

With \$1.05 billion allocated in the 2000–04 Capital Program, the MTA will take the first steps toward completion of this long-planned project, incorporating at least two segments of earlier construction, a total of some 2,900 feet, into the line. A 1999 MTA study identified the preferred route and station locations of the northern segment of the subway. Work on a Supplemental Draft Environmental Impact Statement (SDEIS) for a full-length subway will begin in March 2001, with preliminary engineering targeted to begin in the fourth quarter of the year. The SDEIS will identify a preferred full-length route and station locations and examine subway links and transfer opportunities. Preliminary engineering will include a geotechnical investigation of the route; structural, systems, and tunnel design; and creation of a design management plan.

Construction of the Second Avenue subway is scheduled to begin in 2004 and will span several capital programs at a cost of more than \$10 billion.

Rebar at construction of new bus depot at 100th Street in Manhattan



Airport Links Responding to a need for the kind of airport accessibility available in major cities around the world, the 2000–04 Capital Program includes continued support of AirTrain, the Port Authority’s planned train shuttle service to John F. Kennedy International Airport, and planning and design for a direct subway line to LaGuardia Airport.

The MTA and the Port Authority are working to establish a state-of-the-art transportation center at Jamaica, a hub of the Long Island Rail Road, and a modernized Howard Beach subway station, to provide connections to AirTrain, a light rail system that will link JFK Airport to the regional transportation network already in place. AirTrain will inaugurate service to Howard Beach in 2002 and to Jamaica in 2003.

The Jamaica terminal serves the Long Island Rail Road, three subway lines, and 14 local bus routes. The rehabilitation will include new platforms and waiting rooms, a mezzanine that is accessible to individuals with disabilities and meets the requirements of the Americans with Disabilities Act (ADA), elevators that connect to the NYC Transit Sutphin Boulevard subway station, and a direct passenger connection to the AirTrain. The MTA has allocated \$224 million for Jamaica terminal and \$12 million for the Howard Beach station.

The LaGuardia Airport Subway Access Study is examining transportation alternatives that would provide a one-seat ride between the Manhattan central business district and LaGuardia Airport. An Environmental Impact Statement and preliminary engineering are scheduled to be completed by the end of 2002.



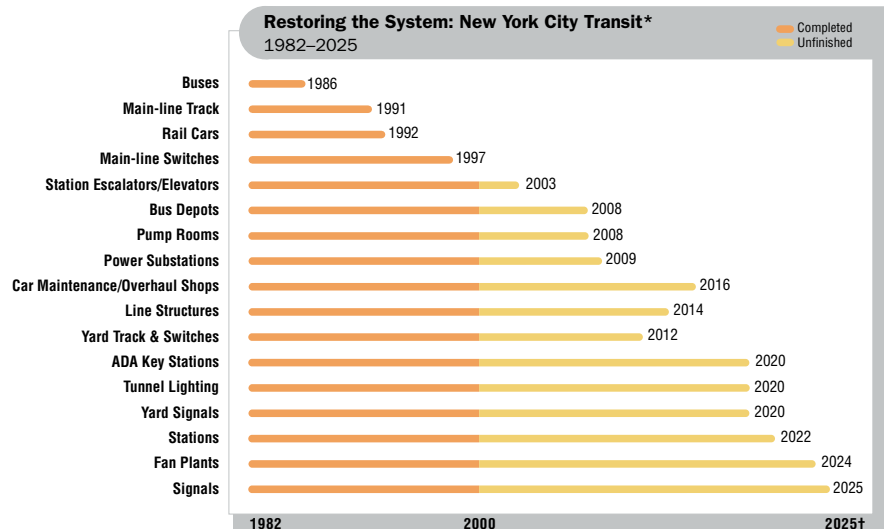
Extending the 7 Line Future success of the Jacob Javits Convention Center may require its expansion, which, in turn, necessitates a review of transportation access to the area. The center is located on the west side of midtown Manhattan, one of the few areas of the borough that has the potential for significant development and growth.

During the 2000–04 Capital Program, the MTA will complete an environmental review process, evaluating route alternatives that would extend NYC Transit’s 7 line west from its current terminus at Times Square to a new terminus near the Javits Center.

Metro-North Access to Penn Station Once East Side Access for the Long Island Rail Road is completed, it may be possible to extend Metro-North Railroad service to Penn Station. In 1999 Metro-North initiated the Penn Station Access Study to evaluate alternatives and environmental impacts. The 2000–04 Capital Program includes funds for preliminary engineering of the preferred alternative.

Maintaining Assets

Expansion projects are not possible without an infrastructure in a state of good repair and with a regular cycle of normal replacement. So while expansion



* System restoration projects are those necessary to return transportation to a state of good repair by correcting for past deferred maintenance or replacing equipment that is beyond its useful life.

† Projected date of full restoration

projects will add another dimension to its capital investments, the MTA retains its strong commitment to maintaining its existing infrastructure. Approximately 80 percent of the MTA's \$18.1 billion 2000–04 Capital Program is allocated to normal replacement programs, projects that bring components of the system to a state of good repair, or system improvements. Throughout the network, MTA's operating agencies will invest in new rolling stock and equipment, rehabilitate stations and other facilities, and install state-of-the-art technologies that will improve reliability and efficiency.

New York City Transit MTA New York City Transit's Capital Program for 2000–04 totals \$10.2 billion, with \$4.0 billion for normal replacement programs, \$4.6 billion to bring additional portions of its facilities into a state of good repair, and \$1.6 billion for system improvements.

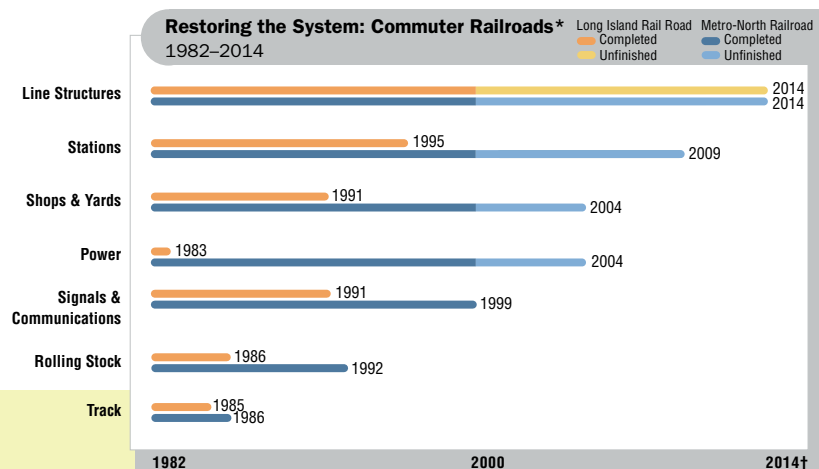
NYC Transit will spend \$1.99 billion for 1,130 new subway cars that offer advanced technology, improved customer amenities, energy efficiency, and easier maintenance. Of these, 203 will expand the fleet to support ridership growth. To keep pace with the needs of the modernized fleet, NYC Transit will continue to rehabilitate or reconstruct maintenance shops and other support facilities, making significant progress toward bringing them to a state of good repair.

Continuing its program of station rehabilitation, NYC Transit will commit \$1.97 billion for architectural, structural, and accessibility improvements. Through 1999, NYC Transit completed or began substantial work on approximately one-third of its passenger stations that serve nearly one-half of all subway riders. The 2000–04 Capital Program funds 64 additional station rehabilitations, 16 of which will be made compliant with the ADA. In addition, eight other stations will be made ADA-compliant. NYC Transit has

an aggressive schedule that will award all station rehabilitation contracts by 2019; subsequently, all stations will require normal replacement investments only.

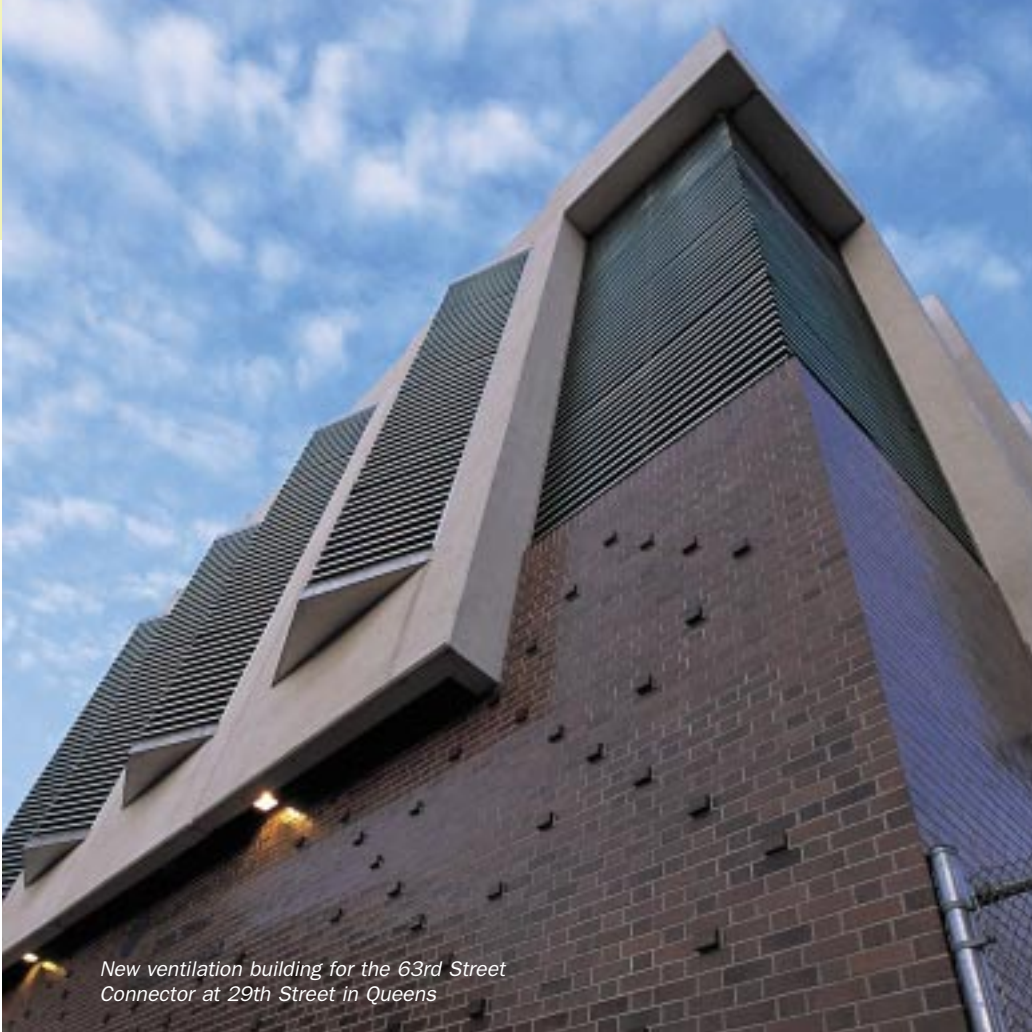
The 2000–04 Capital Program includes \$1.35 billion for signal and communications systems. NYC Transit's goal is to use new technology to increase capacity, shorten travel times, decrease the impact of delays, improve safety, and provide real-time train information to customers. It will complete the replacement of the oldest signals in the system, bringing A Division (numbered trains) signals to a state of good repair. At the same time, an Automated Train Supervision (ATS) system is being installed on those lines. ATS will transmit train location information to a new centralized Rail Control Center. In addition, by upgrading the existing fiber optic network in the subway system, NYC Transit will create a communications link between the Rail Control Center and each station. The network will feed the public address systems and customer information screens in stations to provide customers with real-time transit information. ATS will be installed on B Division (lettered trains) lines in the 2005–09 Capital Program.

A long-term goal is the complete modernization of signals through the installation of Communications-Based Train Control (CBTC) systems that will increase the capacity of the line while improving safety. CBTC technology is being installed as part of the 1995–99 Capital Program on the L line to Canarsie and will be tested in operation in 2004.



* System restoration projects are those necessary to return transportation to a state of good repair by correcting for past deferred maintenance or replacing equipment that is beyond its useful life.

† Projected date of full restoration



New ventilation building for the 63rd Street Connector at 29th Street in Queens

buses that will ease overcrowding on heavily traveled routes and nearly 300 higher capacity coach buses that will replace existing express buses.

To support the larger and more diverse fleet, NYC Transit will expand its depot and maintenance capacity. Plans call for construction of a structure in Queens to house a central maintenance facility and depot, expansion of the East New York depot, and conversion of the Manhattanville depot to compressed natural gas (CNG) operation. All new bus facilities will be designed for CNG compatibility.

A total of \$491 million in the 2000–04 Capital Program will support a growing bus fleet. NYC Transit is implementing a historic agreement forged by Governor Pataki and the state legislature to ensure that the MTA has the cleanest bus fleet in the world. The plan includes the purchase of 550 clean-fuel buses between 2000 and 2004, adding them to the existing commitment of 500 clean-fuel buses. NYC Transit is also retrofitting its diesel bus fleet with emission control equipment to reduce pollutants and will continue to invest in advanced technology bus development to improve fuel economy, increase reliability, and reduce emissions.

The fleet diversification begun in the 1995–99 Capital Program will continue so that NYC Transit will be better able to meet ridership demands. Current plans call for the purchase of 260 high-capacity, 60-foot articulated

Long Island Rail Road The 2000–04 Capital Program allocates more than \$2.1 billion to the MTA Long Island Rail Road, including \$1.9 billion for normal replacement programs, \$37 million for projects that bring components of the system to a state of good repair, and \$105 million for system improvements. Nearly half of the funds will be used to purchase new rolling stock, part of a joint procurement with Metro-North.

The Long Island Rail Road will invest \$1.01 billion in rolling stock, purchasing 472 M-7 electric cars and completing the first two phases of a three-phase midlife overhaul program on the 172-car M-3 fleet. When these are combined with purchases made during the 1995–99 Capital Program, the railroad will have replaced or rehabilitated more than 80 percent of its electric fleet and completely replaced its diesel fleet.

MTA 2000–2004 Capital Program†						
Investment by Needs Classification/\$ Millions						
Agency	System Restoration*	Normal Replacement	System Improvement	Network Expansion	Other	Total
NYCT	\$4,552	\$3,984	\$1,548	—	\$97	\$10,181
LIRR	37	1,910	105	—	95	2,147
MNR	166	928	177	—	51	1,322
B&T	—	843	98	—	59	1,000
MTA Expansion Projects	—	—	—	3,413	—	3,413
Total	\$4,755	\$7,665	\$1,927	\$3,413	\$302	\$18,062
Percent of Total	26%	42%	11%	19%	2%	100%

† Because of rounding, totals may not add exactly.

* System restoration projects are those necessary to return transportation to a state of good repair by correcting for past deferred maintenance or replacing equipment that is beyond its useful life.

The Capital Program includes \$314 million for station rehabilitation, with investment concentrated at Atlantic Terminal and Jamaica Station. At Atlantic Terminal, the LIRR will enlarge the concourse, improve passenger circulation and access, and provide better connections between the LIRR and NYC Transit subways. At Jamaica Station, the busiest transfer point in the system, a new central train control building will be built and the station will be renovated to provide easy access to AirTrain, the Port Authority’s light rail system to JFK Airport, and to transform the station into an intermodal hub.

The LIRR will continue with its programs of track replacement, improvements in the right of way, rehabilitation of bridges and viaducts, replacement or reconstruction of power system components, and improvement of signals and communications. The railroad will also complete an Environmental Impact Statement and design of a new storage yard to support the Port Jefferson Branch. Construction is planned for post-2004.

Metro-North Railroad MTA Metro-North Railroad’s 2000–04 Capital Program includes investments of \$1.3 billion, with 70 percent of the funds—\$928 million—

devoted to normal replacement programs; \$166 million will be devoted to projects that return components of the system to a state of good repair, and \$177 million to system improvements.

As part of a joint procurement with the Long Island Rail Road, Metro-North Railroad will add 180 new M-7 electric cars for the Hudson and Harlem Lines, completing the replacement of the oldest cars in its system, and will remanufacture cars used on its New Haven Line, extending their useful life and postponing near-term replacement purchases.

Metro-North will purchase nine dual-mode locomotives and improve service by expanding or rehabilitating the entire west-of-Hudson diesel coach fleet. As part of a joint order with New Jersey Transit, 65 coaches will be added to the fleet to expand peak, off-peak, weekend, and express service on the Port Jervis Line and add new express service on the Pascack Valley Line.

Some \$295 million will be allocated to station projects. More than 40 stations will be rehabilitated or improved, including 16 on the Hudson Line, and a new station at Yankee Stadium will be built once the lease discussion between the City of New York and the New York Yankees is complete. Work at Grand Central Terminal will continue, with upgrades of the lighting, ventilation system, and elevators and rehabilitation of the lower-level trainshed area.

MTA 2000–2004 Capital Program†						
All Agency Summary/\$ Millions						
Asset Category	New York City Transit	Long Island Rail Road	Metro-North Railroad	Bridges and Tunnels	Network Expansion	Total
Rolling Stock	\$ 2,484	\$1,013	\$ 521	\$ 0	\$ 0	\$ 4,017
Infrastructure	7,697	1,134	801	1,000	3,413	14,045
Total	\$10,181	\$2,147	\$1,322	\$1,000	\$3,413	\$18,062

† Because of rounding, totals may not add exactly.



High-tech train

Metro-North will begin the first phase of a \$300 million project that will replace the Croton-Harmon shop and yard complex. In 2000–04, a diesel coach shop will be built and the south yard will be reconfigured.

Metro-North's Capital Program also includes such basic system maintenance projects as cyclical track replacement and renewal, bridge repair and replacement, a new fiber-optic communications loop, and upgrades to shops and yards. The total budget for station rehabilitation and other maintenance work is \$801 million.

Bridges and Tunnels Approximately 86 percent of the \$1 billion MTA Bridges and Tunnels 2000–04 Capital Program will be spent on the normal replacement of assets. While all Bridges and Tunnels facilities are in a state of good repair, more than half are over 60 years old. Regular maintenance extends their useful lives, but structures and mechanical components of bridges and

tunnels eventually deteriorate from the combined effects of traffic loads and environmental exposure.

Over 60 percent of the Capital Program funds expended in 2000–04 will be used to replace the decks of the Triborough Bridge and the Bronx-Whitestone Bridge. Other projects include the rehabilitation of the roadway and drainage system of the Brooklyn-Battery Tunnel and the replacement of exhaust fans in the Queens Midtown Tunnel.

Funding the Capital Program

Since 1982, the MTA has invested \$35.5 billion in its facilities, funding its capital programs by selling bonds; earning interest income; selling and leasing assets; using pay-as-you-go funding; and receiving federal, state, and local grants. During this period, the Federal Transit Administration has allocated \$11.4 billion for MTA capital program projects.



Entry

E

F

Ridership

Extraordinary ridership growth across the MTA's operating agencies in 2000 is a testament to the MTA's success in rebuilding the network and making reliable, safe, and affordable service a customer-recognized reality. While a vigorous economy clearly contributed to increased ridership, a disproportionate rise in discretionary weekend trips suggests that system improvements, innovative fare policies, and speedy transactions made possible by MetroCard also played a significant role.

New York City Transit ridership rose to 2.08 billion customers in 2000, the highest level since 1971: subways carried 1.38 billion customers; buses carried 699 million.

In its eighth consecutive year of growth, Long Island Rail Road's ridership reached 85.3 million, 3.2 million rides more than in 1999, and its highest level since 1949. Noncommutation ridership led growth, suggesting favorable customer response to leisure and discretionary travel promotions. Long Island Bus's fixed-route system established a ridership record of 30.1 million customers last year.

Metro-North ridership rose 4.8 percent in 2000, the highest level in its history with 71.9 million rides. Growth occurred across all markets and major line segments, most significantly in intermediate, reverse commutation, and weekday off-peak ridership.

In 2000 Bridges and Tunnels achieved an all-time record traffic of 296.5 million vehicles and 188.9 million E-ZPassSM trips, and now has more than 2 million active E-ZPass tags. The agency also experienced traffic growth of 36 million vehicles since E-ZPass was fully implemented in 1996.



Last year over 80 percent of nonstudent trips on New York City Transit were made using MetroCard. Use of tokens, cash, and single-ride tickets hit a record low last November.

Ending the two-fare system and introducing fare discounts with MetroCard rewarded NYC Transit with substantial increased ridership. Free subway-bus transfers (which save a family with two commuters who both have to transfer \$1,500 a year); fare discounts that give 11 rides for the price of ten; and unlimited-ride 30-day and 7-day cards and the one-day Fun Pass have lowered fares for the first time in the system's history, from an average of \$1.38 in 1996 to an average of \$1.07 per ride in 2000.

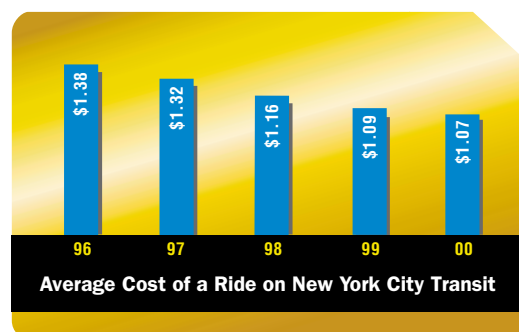
Last year also saw the introduction of Mail&Ride, a mail-in reduced fare MetroCard for senior citizens and those with qualifying disabilities. Eligibility for the Reduced Fare Program was expanded to include people receiving Supplemental Security Income (SSI) benefits because of serious mental illness.

MetroCard Vending Machines (MVMs) make the card even more convenient. Designed with user-friendly, colorful graphics and legible easy-to-follow steps, the award-winning MVMs incorporate the ability to communicate with customers in up to eight languages, include features (braille, tactile and high-contrast graphics, and audio) that facilitate use by people with disabilities, and have the ability to accept payment by cash, credit card, or debit card and to give receipts. Last year the number

of MVMs in service grew to 1,239 in 383 of NYC Transit's 468 stations as well as in the NYC Convention & Visitors Bureau Visitors Center and the Staten Island Ferry's Whitehall Street and St. George terminals. Sales totaled more than \$400 million. Ultimately, 1,645 MVMs will be installed throughout the system.

Throughout the region, 3,136 retail locations sold MetroCard. Along with NYC Transit's Mobile Sales unit (two buses, three vans, and two outreach units), ATM sales, and TransitChek, these locations represent an important convenience for bus riders, senior citizens, and those with disabilities. Last year MVM sales accounted for 15 percent of all MetroCard trips and 47 percent of sales at stations equipped with the machines. An Internet sales program, in effect since April 1999 at CitySearch.com, generated more than \$3.9 million through 2000.

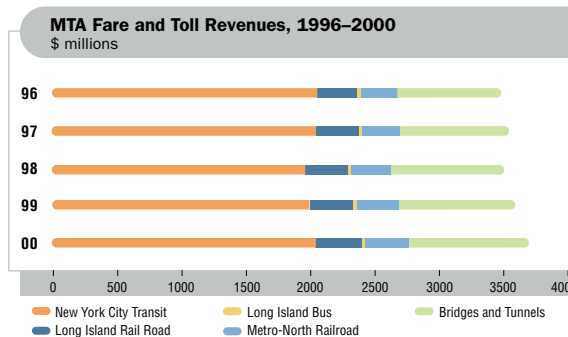
MetroCard's hallmarks—fare discounts, ease of use, and convenience—have revolutionized public transportation in New York. The Citizens Budget Commission recognized the positive impact MetroCard has had on New York's subway and bus riders by awarding the card its year 2000 Public Service Innovation prize.





Financial Strength Extending the strong financial performance of recent years, the Metropolitan Transportation Authority ended the year 2000 with a balanced budget. This was achieved through record ridership growth, which reached 2.3 billion, a 6.5 percent increase over 1999; operating revenues of \$4.03 billion, up 4.7 percent; and the continuing effects of expense management programs that were instituted in the 1995–99 financial plan. Over the past five years, the MTA’s financial performance has enabled it to decrease its dependence on public subsidies from 60 percent to 40 percent. Moreover, a balanced budget is projected for 2001 without any planned fare or toll increases.

2000–04 Capital Program The 2000–04 Capital Program for mass transit—approved by New York State’s Capital Program Review Board—totals \$17.1 billion and allocates \$10.2 billion to MTA New York City Transit, \$2.1 billion to MTA Long Island Rail Road, \$1.3 billion to MTA Metro-North Railroad, and \$3.4 billion for

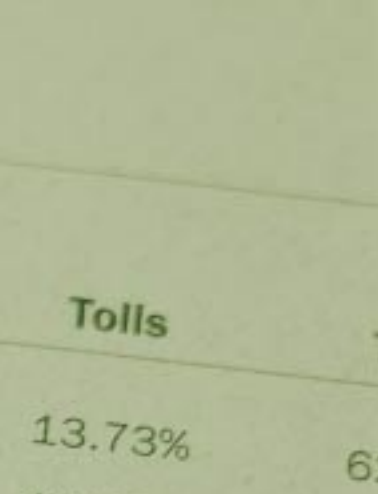


system expansion projects. Funding will come from a combination of bond sales; money freed up through debt restructuring; earned interest income; proceeds from selling or leasing assets; continued cost reductions; pay-as-you-go funding; and federal, state, and local grants.

The 2000–04 Capital Program for MTA Bridges and Tunnels totals \$1 billion and is funded by TBTA (Triborough Bridge and Tunnel Authority) bonds and pay-as-you-go funding.

Debt Restructuring In 2000 the MTA moved forward on its plan to restructure its outstanding debt in what will be the largest capital restructuring program in the history of the municipal bond market. The program will streamline the MTA’s credit profile by consolidating 13 of 16 existing credits into four new principal credits.

2000 MTA Debt Coverage Level	
Credit	Debt Coverage Level
Transit Facilities Revenue Bonds	23x
Commuter Facilities Revenue Bonds	9x
Triborough Bridge and Tunnel Revenue Bonds	2.5x
Dedicated Tax Funds Bonds	3.0x



Financial Performance

The MTA will no longer issue Transit and Commuter bonds. Instead, it will create a new MTA Transportation Revenue Bond credit. State Service Contract bonds will no longer be issued under four separate resolutions but will be combined into one. The MTA's two other resolutions, the TBTA and the Dedicated Tax Fund, will also be updated.

The changes will free up additional bonding capacity, including \$1 billion in cash reserves that are tied up under old bonding resolutions and will now be available for investment in the system. These modernized bond resolutions will accommodate innovative financing vehicles and provide the MTA with a flexible platform that ensures efficient access to capital.

Insurance Operations MTA created First Mutual Transportation Assurance Company (FMTAC) in 1997 to better control the costs of property, liability, and certain construction-related insurance through programs of self-insurance.

FMTAC began operations with an initial capital investment by the MTA of \$3 million. In August 2000 the company was able to repay the money to the MTA.

Overall losses are favorably ahead of projections, and net income reached \$4.9 million in 2000. FMTAC shares much of its underwriting risks through reinsurance agreements.

The MTA also operates Owner-Controlled Insurance Programs (OCIP) for contractors and subcontractors working on MTA projects. The insurance policies are underwritten by independent insurance companies. FMTAC holds a portion of the money as a loss fund; investment income from the fund pays for safety incentive programs for contractors and their employees. In 2000 three OCIPs were established to cover the majority of the work to be performed under the 2000–04 capital construction plans for New York City Transit, the Long Island Rail Road, and Metro-North. The combined programs will include more than 320 projects with an approximate construction value of \$4.6 billion and will save an estimated \$31.4 million over conventional insurance costs. Additional savings may be achieved through strong safety program management.

Real Estate Part of the MTA's strategic business plan is to focus its attention on its transportation-related operations and divest unrelated business activities. A key component of this strategy is the divestiture of major real estate holdings. In August 2000 the sale of the Coliseum building at 10 Columbus Circle was completed.

The MTA has leased 2 Broadway to acquire a substantial amount of office space in lower Manhattan so that, as older leases on office space expire, the MTA will be able to consolidate operations that have been in other space in Manhattan and other boroughs.



81st Street Subway Station The \$10.9 million rehabilitation of the 81 St-Museum of Natural History subway station on the B and C lines represents an unprecedented public/private partnership. MTA Arts for Transit staff worked with the American Museum of Natural History to create a major art installation: a mixed-media panorama, installed from floor to ceiling on both the upper and lower subway platforms, that portrays the museum's 10 areas of study, allowing visitors to begin exploring the Earth's evolution the moment they step off the train.

The station rehabilitation also includes extensive station improvements—new finishes for the walls and floors, new lighting throughout the station, and a new design for the station entrance that leads directly into the museum.

The Subway Series The 2000 World Series was a major promotional opportunity for the MTA. Extra service and free subway rides were provided for all

five games at Yankee and Shea Stadiums during New York City's first Subway Series in 44 years. For each game NYC Transit added trains on the 4, 7, and D lines, and all rides were free for two hours after each game. The Long Island Rail Road ran trains every 10 to 30 minutes between Penn Station and Shea Stadium from 4 p.m. to after 1 a.m., and Metro-North ran additional outbound service on the Harlem, Hudson, and New Haven Lines for two hours after each game at Yankee Stadium.

Special subway cars were designed for the event—the "Yankee Express," a pinstriped 4 train, and the "Mets Express," an orange and blue 7 train—and fans going to Games 1 and 3, the first at each stadium, shared a ride with Governor George E. Pataki, Mayor Rudolph W. Giuliani, and MTA Chairman E. Virgil Conway. The New York Transit Museum stores quickly sold out of such collectibles as Yankees/Mets gold token charms and Subway Series baseballs, T-shirts, and caps.



Customer Enhancements

7 Line: National Millennium Trail In September the 7 line—also known as the Flushing line—was the center of a two-day celebration in honor of the line’s designation as a National Millennium Trail by the White House Millennium Council. One of 16 millennium trails—including the Lewis and Clark Expedition Trail, the Underground Railroad, and the Freedom Trail—the 7 line is the only one that commemorates contemporary and local history. Called “The International Express” in 1992 by the Department of City Planning, the 7 line was honored for its role in the U.S. immigrant experience.

On an average weekday, the 7 line carries 400,000 people between Times Square and Queens—a daily commute described by *Newsday* as “a moving symbol of the city’s rich cultural tapestry ... passengers of every color and tongue, diverse yet unified, rubbing elbows on its long, charcoal gray benches. With life beneath the tracks reminiscent of the countries represented, it is not for naught the eclectic corridor resembles a veritable Ellis Island.”

New York Transit Museum Last year the New York Transit Museum in Brooklyn and the Museum Gallery and Store annex at Grand Central Terminal had more than 350,000 visitors, up 8 percent from 1999.

Revenues from Transit Museum Store merchandise reached more than \$1.1 million, including sales through the Times Square Visitors Center and online sales—a new initiative in 2000—through Citystuff.com.

The museum’s annual fundraising gala event in November raised more than \$650,000, the largest amount in the museum’s history and triple the sum raised ten years ago. The museum also received two major grants in 2000: \$60,000 from the State Education Department to process the museum’s archival film collections and \$57,000 from the New York State Council on the Arts for general program support, interpretive support, and exhibit planning.

The MTA launched an all-agency safety initiative to guide operations throughout the organization in 1996. Since then, every agency heightened its focus on making the awareness and practice of safety principles an established component of normal operations. In addition to the obvious benefits for employees and customers, safety pays dividends by reducing MTA risk management costs and improving productivity.

Like the effort to bring system infrastructure into a state of good repair, safety requires unremitting daily attention to countless details, large and small. The MTA's safety initiatives target the consistent implementation of safe employee practices; adherence to safe design, maintenance, and performance principles; and the promotion of customer awareness of safe behavior.

Lost-time and Restricted-Duty Injury Rate
Per 200,000 Work Hours

	96	97	98	99	00
New York City Transit*	6.31	5.44	4.93	4.51	3.74
Long Island Rail Road	7.77	7.21	6.66	6.51	5.26
Long Island Bus	7.90	6.50	4.30	5.50	5.10
Metro-North Railroad	8.60	7.25	5.24	5.66	5.91
Bridges and Tunnels	14.78	9.70	6.01	3.10	3.10

* NYC Transit measures lost-time and restricted-duty injury rates on an equivalent "per 100 employees" basis.

Safety audits, interventions, and training programs in accident investigation and reporting were carried out in record numbers throughout the agencies. Injuries and lost-time accidents at all agencies have shown a steady and substantial downward trend, clearly indicating the progressive achievement of a safety mind-set that ensures day-to-day observance of basic safety practices.

Customer Injuries
Per Million Customers

	96	97	98	99	00
New York City Transit					
Subway	3.93	3.61	3.37	3.33	3.24
Bus	2.43	2.16	2.22	2.03	1.79
Long Island Rail Road	10.36	8.87	5.95	4.42	3.97
Long Island Bus	3.75	3.80	3.76	4.72	2.84
Metro-North Railroad	6.73	6.79	5.51	5.93	5.71
Bridges and Tunnels*	1.97	1.84	1.67	1.87	1.94

* Incidents with injuries per million vehicles

In 2000 the MTA implemented its first all-agency customer safety campaign. Under the theme "Going your way—The safe way," posters use a striking yellow, red, and black format and feature slogans that emphasize simple safety messages, often with humor, winning high recall ratings from customers. The format and approach to customer safety issues serve as a model and umbrella for each agency's specific safety initiatives and messages.

New York City Transit is modifying signals to provide adequate emergency stopping distances and has added Train Service Supervisors to improve oversight of train crews, used the vacuum train to eliminate rubbish on tracks and reduce track fires, strengthened division-based bus accident reduction strategies, and expanded the use of subway car and bus simulators for operating training.

In NYC Transit's Department of Buses, a high-tech bus simulator brought safety and training into the 21st century with realistic, computer-generated virtual reality situations that surround trainees and challenge them to improve driving tactics, situation awareness, and decision-making skills. The prototype system was developed

jointly by NYC Transit and FAAC, Inc., a private company that provides engineering services and simulation products for the military, government, and private industry. In a profit-sharing partnership between FAAC and NYC Transit, the system is being marketed to other transit organizations.

The Long Island Rail Road's new bi-level coaches were designed with safety features that include slip-resistant flooring and luggage cubicles to keep aisles clear. To remind customers of basic safety rules to follow when using station escalators, brochures were distributed during Escalator Safety Week. LIRR's System Safety and Engineering Departments have joined forces to create a Structure Safety Response Team dedicated to making small repairs and quick improvements to reduce potential hazards along the LIRR system.

LI Bus's Operator Development Program trained bus operators in the Smith System of Defensive Driving, sharpening their skills at anticipating and avoiding accidents. Augmenting the training programs was the Spring into a Safe Summer campaign, alerting operators to changing summer traffic patterns that historically lead to increases in accidents in June. LI Bus also worked with DuPont to develop new employee orientation training in such areas as chemical and fire safety.

At Metro-North, the Harmon Shop safety initiative included training in job safety analysis, employee safety counseling, job safety briefings, and recognition of commendable safety performance. This effort produced significant improvement in shop safety performance in the second half of 2000 and will be expanded to other facilities in 2001. The job safety analysis component of the program, which encourages employee involvement in developing safer work procedures, has been expanded to the North White Plains and Brewster Maintenance Shops.

Bridges and Tunnels implemented ACROBAT (Achieving Collision Reduction on Bridges and Tunnels), a new customer safety initiative that relies on Geographic Information Systems and other information technologies to help improve customer safety. Drawing on engineering and construction experts, the program minimizes the effect of such factors as traffic patterns, driver behavior, and construction to cut the number of accidents. Each program is site-specific, generating input from the local management team and responding to both general and unique conditions. MTA Police are also contributing to improving safety through heightened enforcement of speed limits and a crackdown on unsafe driving.



Personal Security

After efficient service, personal security is the number one priority of public transportation customers. In 2000 the sense of personal security on MTA services was consistently given high marks in customer satisfaction surveys. New York City Transit customers rated personal security during rush hours at 7.0 (on a scale of 0 to 10) for subways and 7.4 for local buses; scores for all times of the day were higher than in 1999. Long Island Rail Road customers rated overall personal security at 6.9 on trains and security at Penn Station at 7.4, with similar ratings for police presence in Penn Station and the absence of panhandlers and homeless persons in the station. Metro-North customers rated security on trains at 7.7 and in Grand Central Terminal at 7.9. LI Bus riders rated bus safety at 8.2.

Statistics show that there is good reason for customers to feel secure. On New York City subways—which are under the jurisdiction of the New York City Police Department Transit Bureau—crime is at a 30-year low. Total major felonies were down 5.7 percent from 1999 levels and almost 50 percent since 1994. Robbery was down by over 20 percent from 1999 and assault by almost 13 percent. Over a 10-year period major felonies were down 75 percent, robberies 85 percent, and assaults 73.5 percent.

On the commuter rail lines—which are under the jurisdiction of the MTA Police Department—crime has also continued to decline. Less than one crime per day was reported system-wide, representing significant decreases in crime for the Long Island Rail Road and Metro-North; these decreases have contributed to increased ridership by providing a safe and welcoming environment. The MTA Police Highway Safety Unit has brought reductions in accident rates through high visibility, monitoring traffic, and enforcement of speeding and traffic regulations. Mobile data terminals, newly installed in MTA Police vehicles, facilitated this effort by enabling officers to perform immediate license and warrant checks.



Reducing emissions through new technology and eliminating older technology are key strategies for attaining Governor George E. Pataki's goal of making the MTA's bus fleet the cleanest in the world. To achieve this goal, the MTA is using compressed natural gas (CNG) and a range of clean diesel-fuel technologies, including hybrid diesel-electric buses.

Long Island Bus has long been building its infrastructure to accommodate CNG buses. All its facilities are now CNG-compatible; by 2003 its entire fleet will be fueled by CNG.

At year end, NYC Transit had 221 CNG buses in service and 125 on order; 190 of the former and all of the latter have a low-floor design that allows easier entry and exit, particularly for those in wheelchairs. NYC Transit has also been testing a fleet of hybrid-electric buses, which run on batteries that are recharged by small diesel generators. Eleven hybrid-electrics are in service and 329 are on order; all but six have the low-floor design.

NYC Transit has completely converted its existing diesel bus fleet to a cleaner-burning ultralow-sulfur fuel mixture, and catalyzed particulate filters are being retrofitted on the tailpipes of these buses in a program to convert 3,500 buses to this emission-reducing technology.



Compressed natural gas bus

NYC Transit is also replacing two-stroke diesel engines with new, far cleaner four-stroke engines in more than 800 older buses.

On another front, the Long Island Rail Road retrofitted the horns on all 46 of its new diesel locomotives to lessen noise in communities along LIRR tracks while still meeting safety requirements mandated by the Federal Railroad Administration.

Other environmental efforts last year focused on fluids and leaks. Long Island Bus's fluids inventory database facilitates monitoring of fluids and lubricants stored in underground storage tanks to identify leakage and prevent pollution.

Metro-North has begun collecting diesel fuel lost on the fuel pad, separating it from water, and using it to heat buildings in the same complex, protecting the environment while minimizing clean-up and disposal costs. In a pilot program the railroad is exploring remediation of petroleum spills along rights-of-way using microbial bioaccelerators. The LIRR has a similar program underway, testing a product from another manufacturer.



Hybrid-electric bus



New York City Transit

*Key performance indicators are on the rise,
and NYC Transit is delivering its highest
level of service in decades.*

MTA New York City Transit continued to see record-setting ridership growth in 2000. Subways and buses carried 2.08 billion customers in 2000, the highest number since 1971; the subways transported 1.38 billion people, while bus ridership reached 699 million. Average weekday ridership was 6.8 million.

To meet the growing demand, NYC Transit has been expanding service since 1997, adding new capacity on 90 percent of its subway lines and 96 percent of its bus routes. In 2000 bus service was increased by 6 percent and subway service by 3 percent. New York City Transit is now delivering its highest level of service in decades, helping to sustain New York City's economy by efficiently moving workers and consumers.

The rise in ridership includes increases in paratransit services to individuals whose disabilities prevent them from using regular transit services. Paratransit services increased steadily throughout 2000, with average weekday trips reaching 5,663, up 42 percent from the end of 1999. NYC Transit provided more paratransit service between boroughs, with such trips accounting for 31 percent of all paratransit trips. The denial rate—the measure of requested trips that could not be provided—was held to below 1 percent for the entire year.

Key performance indicators for subways and buses are on the rise. Subway terminal on-time performance is at a record high of 95.1 percent. The mean distance that subway cars travel before needing repair—one of the strongest indicators of the system's overall reliability—rose from just under 87,000 miles in 1999 to 110,180 miles. Buses traveled an average of 2,600 miles between major overhauls, up nearly 1,000 miles since 1995.

High-tech Subways and Clean-fuel Buses NYC Transit put the first 100 of its new high-tech subway cars into regular service in 2000 after successful in-service tests. In all, 1,080 new R142 and R142A cars for the subway's A Division (numbered trains)





*Marine Grill terra-cotta murals at rehabilitated
Fulton St.-Broadway Nassau Station complex*

will be placed in service by the end of 2002, and an additional 470 cars were recently ordered. The cars have many technologically advanced features that improve performance, safety, and comfort while lowering maintenance and power costs. For safety and comfort the cars have bench seats, unitized air conditioning, dedicated wheelchair space, more open standing space, wider doors with door obstruction sensing equipment, security railings at seat ends by the doors, and air-bag suspension to provide a smoother, quieter ride. Clear information is provided to customers via automated announcements, electronic strip maps, and message signs.

NYC Transit also received delivery of its second vacuum train in November 2000. The vacuum train will remove trash and debris from approximately 300 miles of track annually, reducing the incidence of track fires.

To serve the steeply rising demand for bus service, NYC Transit has been expanding and upgrading its bus fleet. In 2000 NYC Transit received delivery of 134 compressed natural gas buses, 228 articulated buses,

103 express coach buses, and 6 hybrid-electric buses. It placed orders for 200 hybrid-electric buses (bringing the total on order to 329) and for 170 express coach buses (70 of which are still to be delivered). Along with helping to meet new demand, these buses improve the fleet's emission profile. Both CNG and hybrid-electric buses produce far lower emissions than standard diesel buses; and high-capacity, 60-foot articulated buses, which provide 50 percent more passenger capacity while using a single bus engine, also reduce total emissions.

Complementing the low-emission bus purchases, NYC Transit initiated an aggressive program to make its remaining diesel bus fleet the cleanest in the nation. It is replacing more than 800 two-stroke diesel engines with cleaner four-stroke engines. In addition, ultralow sulfur diesel fuel is now in use at all bus depots, and a program to install catalyzed particulate filters on all diesel buses was initiated, with 231 buses outfitted with the new filters during the year. The filters, in conjunction with the use of ultralow sulfur fuel, reduce particulate emissions by 85 to 95 percent.

Capital Program Improvements NYC Transit completed major capital work in 2000 and committed close to \$1.6 billion to new projects. Nearly all work was completed on the last major contract for the 63rd Street Connector, which will ease crowding on the Queens Boulevard line by connecting it to the existing 63rd Street tunnel below the East River. The massive \$645 million connector project, one of the largest construction efforts in the nation, was undergoing final testing at year end and will be put into regular service in 2001.

Continuing its investments in new technology and customer service, NYC Transit committed \$143 million to link 187 stations to a Synchronous Optical Network (SONET), a fiber-optic communications system. The new links will make possible the clear transmission of voice, data, and video to subway stations for vastly improved customer communications, operations management, and incident response.

Another critical technology project is the development of Communications-Based Train Control (CBTC), an electronic system for managing train speeds and maintaining safe distances between trains automatically. CBTC allows trains to run closer together, increasing the capacity of existing subway lines to carry more trains and passengers. NYC Transit increased its commitment to its pilot CBTC project on the L line to Canarsie by \$40 million, bringing the total investment to \$257 million. In another project, computers are being used for the first time at the Queensboro Plaza Master Tower to route and control train service.

Work on improving stations continued, with six rehabilitations completed in 2000. Major work continued on the renovation at the 42 Street-Times Square complex, and an additional \$183 million was committed to projects that will rehabilitate nine stations. A new air tempering system began operating at the Lexington Avenue line station at Grand Central and cooling fans were tested at the line's 14 Street-Union Square station.

Maintenance and Normal Replacement To keep its infrastructure in optimum condition, New York City Transit introduced a series of new initiatives. A corrosion-remediation program removes base corroded rails in the subway system, decreasing the possibility of derailments or service delays. NYC Transit will follow up in 2001 with a water-intrusion program to reduce leaks in the system that cause corrosion. The agency replaced blower motors for air conditioning systems in more than 600 subway cars, installing alternating current motors that are more reliable and less costly to maintain.

The Department of Buses completed substantial work on the new Zerega Avenue Central Maintenance Facility, the first of two state-of-the-art, all-purpose bus maintenance centers to have the lifts, tools, and other necessary equipment to maintain and upgrade every type of bus in the fleet. The facility will be fully operational by mid-2001.



The agency also implemented an unprecedented spill prevention program in 2000, developing site-specific plans for all of its diesel and heating oil tanks, including monitoring for potential leaks by an independent third party.

A Safer Ride The most important measure of safety, injuries per million customers, was down for both subways and buses. The number of accident-related customer injuries on subways was 3.2 per million, down 2.7 percent from 1999; bus customer injuries were 1.8 per million, an 11.8 percent decline from the prior year. The employee lost-time and restricted-duty injury rate was 3.7 per 100 employees, a drop of 17.1 percent.

Work is progressing on a two-way radio communications system that will provide communication links throughout the subway system between the New York City Police Department, Fire Department, and Emergency Medical Service, enabling them to improve response times to emergency calls.

Approximately 400 subway managers and train service supervisors completed training in accident investigation and reporting, ensuring more thorough investigations of accidents, greater accountability, and the management capacity to anticipate and prevent accidents in the future. Bus operators began training on the nation's most advanced bus simulator, used to train new operators and to retrain operators involved in accidents.

Customer Satisfaction Ratings for overall satisfaction with the system remained high; ratings on virtually all attributes rose, and none fell. As in 1999, subway customers rated their overall satisfaction at 6.1 on a scale of 0 to 10. Among subway riders, the assessment of on-time performance rose 0.3 to 6.5; the overall comfort rating rose 0.2 to 5.9, and the cleanliness rating rose 0.3 to 5.5. Bus customers ranked overall service at 5.9, up 0.1 from 1999. The rating for bus on-time performance rose 0.2 to 5.8, and the rating for cleanliness rose 0.1 to 6.9.

High-tech trains in 180th Street Yard





Long Island Rail Road

Under new leadership, the LIRR has initiated programs that are improving the daily rides of customers.

MTA Long Island Rail Road continued to post significant increases in ridership in 2000, maintaining its position as the nation's busiest commuter rail line. Annual ridership reached 85.3 million, a 3.9 percent increase over 1999, the highest level since 1949, and the eighth consecutive year of growth. Under new leadership, the LIRR initiated programs that are immediately improving the daily rides of customers.

Capital Program Improvements The LIRR committed \$421 million in capital expenditures to continue programs that upgrade rolling stock, stations, roadbed, bridges, tunnels, and signals. The 134 bi-level coaches and 46 locomotives delivered in the past two years were having a beneficial impact on service in 2000. Twenty-three of the locomotives are dual-mode—which can operate as either electric or diesel—and many are now providing customers with one-seat rides from non-electrified parts of the system into Penn Station.

A program to rehabilitate 132 M-1 electric cars will extend their useful life and enable the railroad to postpone the near-term purchase of replacements. Phase one of the work was completed in 2000 and the second phase will be completed in 2001.

More than \$48 million was spent on normal replacement of rails, ties, and other components of the roadbed. More than 14,500 concrete ties—which provide for a smoother ride and offer significant long-term maintenance savings—were installed on the Main Line and Port Washington Branch with minimal service disruptions.

Renovations at 11 stations were completed and work began at four others during 2000; 14 additional stations are undergoing multiyear rehabilitations. The LIRR works closely with parking operators to enhance or expand parking facilities for customers. In addition to improving parking facilities at stations that are undergoing renovation, the railroad completed work on parking areas at ten stations and began or continued work at eight others.





The new LIRR Hempstead Station

Improving the Daily Ride While the Long Island Rail Road is working on long-term improvements through the Capital Program, it is also focusing attention on making the daily riding experience better. A key initiative in 2000 was RailTalk, a series of outreach visits instituted by President Kenneth J. Bauer, a long-time MTA executive who was named acting president of the LIRR in July and president in December. Seeking the direct input of commuters, he and senior LIRR managers began meeting informally with customers at stations during the rush hours and at monthly dinner meetings, listening to their comments, concerns, and ideas, and following up with changes and improvements wherever possible.

Programs to improve the performance of air conditioning and to make trains cleaner were also inaugurated during the year. Maintenance of climate control systems was improved, air conditioning units were upgraded, and the number of mobile refrigeration repair teams was increased from one to four, ensuring that repairs would be made more quickly.

To help keep trains cleaner, the time period between heavy-duty cleanings was decreased from 60 to 45 days. For trains that make two rush-hour runs, the LIRR assigned mobile cleaners to the cars. Boarding the

trains at the end of their first runs, they ride with the train while completing the removal of trash, providing commuters on the next run with cleaner cars. To give cars a brighter appearance, the plastic lenses on overhead lights were replaced.

A new Clean Train Campaign was initiated to enlist customer support. Through announcements and literature, and by offering prizes to customers disposing of litter properly, the railroad achieved a 40 percent reduction in trash left on trains.

Customer Satisfaction Long Island Rail Road continued to have strong customer service ratings. The overall customer satisfaction level in 2000 remained at 7.0 on a scale of 0 to 10, while the rating for comfortable and reliable service rose from 6.8 to 6.9. In a survey conducted by the LIRR in September, the ratings for on-time performance, air conditioning performance, and car cleanliness all showed significant increases when compared with a similar survey taken in 1999.

Safety improved as well. The number of accident-related customer injuries was 3.97 per million customers, down 10.2 percent from 1999. The employee lost-time and restricted-duty injury rate was 5.26 per 200,000 work hours, a drop of 19.2 percent from the previous year.



Long Island Bus

LI Bus completed a host of new technology initiatives and continued to modernize its fleet with clean-fuel buses.

MTA Long Island Bus faced impending service reductions in early 2000 as the financial crisis in Nassau County worsened. The county cut LI Bus's operating subsidy by \$12.5 million, or more than half, and service reductions appeared to be the only possible outcome. But Governor George E. Pataki, working with State Senator Dean G. Skelos, State Assemblyman Thomas P. DiNapoli, and Nassau County's entire legislative delegation, identified funding to keep LI Bus operating throughout the year with no decrease in service.

Despite the perilous financial climate, LI Bus carried 30.1 million customers in 2000. Average weekday ridership reached 101,800, a 2.7 percent increase over 1999. It also set records for the number of registered participants and users of its Able-Ride paratransit program for Nassau residents with disabilities. Registration for the program has doubled in the past five years. To meet the demand, LI Bus purchased 32 light-duty buses in 2000, placing 27 into service by the end of the year. It also completed the installation of a real-time data communications and vehicle-locator system to enhance the scheduling and dispatching of paratransit vehicles.

Continuing its commitment to replace its aging diesel bus fleet with compressed natural gas-fueled (CNG) buses, LI Bus purchased 71 CNG buses, placing 67 in service by year's end. The fleet is now 74 percent natural-gas fueled and will reach 100 percent in 2003. LI Bus also installed a new natural gas-powered gas compressor at its Mitchel Field fueling station, augmenting the three electric-powered compressors already in place.

Safety Safety initiatives at LI Bus, including improved driver training, resulted in fewer accidents, with an overall drop of 14 percent from 1999. Its Spring into a Safe Summer campaign reminded operators to adjust their driving techniques to account for changing traffic patterns during the spring and summer months. The program paid immediate dividends; non-preventable accidents were 60 percent lower and preventable accidents 31 percent lower in June 2000 when compared to June 1999.





CNG refueling at the natural gas bus depot in Rockville Centre

On an annual basis, customer injuries were 2.84 per million passengers, an improvement of 39.8 percent from 1999, and the employee lost-time injury rate was 5.1 per 200,000 work hours, an improvement of 7.3 percent.

Technology LI Bus completed a host of new technology initiatives in 2000 as the agency automated aspects of customer service, revenue management, and scheduling. A new Customer Information System provides customers who call the LI Bus Travel Information Center with the specific locations of bus stops at the customer's intended points of origin and destination as well as with route schedules. A new Customer Incident Processing and Tracking System assigns customer complaints to the appropriate LI Bus department for prompt investigation and response, while tracking and compiling data about complaint types.

LI Bus implemented the first phase of its Automated Farebox Revenue Reporting System in 2000, increasing accuracy and reducing processing times. It also estab-

lished an Automated Fixed Route Scheduling System that provides more efficient work-shift assignments of bus operators. This system is expected to reap significant productivity gains and savings over the next five years. LI Bus is developing new automated systems for payroll, transportation maintenance, finance, inventory, and procurement, all of which are expected to be in place in 2001.

Customer Service Ninety-five percent of all bus operators completed the LI Bus customer service training program, which led to a significant decline in customer complaints. Responding to an increase in ridership by students attending the growing number of classes offered by Nassau Community College on Saturdays, service to and from the college was increased in September. LI Bus also expanded to seven-day-a-week service to the Nassau Hub to ensure that lack of transportation does not present an obstacle to workers seeking employment in the hub area.



Metro-North Railroad

The first extension of Metro-North's service—serving Tenmile River and Wassaic—opened in July.

MTA Metro-North Railroad's ridership increased by 4.8 percent in 2000, to 71.9 million, and the new Wassaic Extension brought growth of 9.5 percent on the Dover Plains/Wassaic segment. West-of-Hudson service experienced a record 10 percent increase of 1.6 million rides. On-time performance reached 96.7 percent, the best in the railroad's history. Customer satisfaction was a high 7.9 on a scale of 0 to 10. Customer complaints dropped to a record low of 87.3 per million rides, well below the target of 116 complaints per million. At over \$333 million, passenger revenue increased 5.5 percent over 1999. On an annual basis, customer injuries were 5.71 per million passengers, a slight improvement from 1999; the employee lost-time and restricted-duty injury rate was 5.91 per 200,000 work hours, compared with 5.70 in 1999. Mean distance between train breakdowns was 54,355 miles, down 22.7 percent from 1999's results. Replacing the M-1 fleet, which is over 30 years old, and rehabilitating the 25-year-old M-2 cars should help improve performance.

Capital Improvements The last five of 50 Bombardier push-pull coaches were accepted last year, and the last two remanufactured locomotives for West-of-Hudson service were accepted and placed into service, as were two switcher locomotives for Grand Central Terminal. Delivery of nine additional dual-mode locomotives is scheduled for the end of 2001.

Design reviews for the joint procurement with the Long Island Rail Road of up to 348 M-7 cars continued. Metro-North is also negotiating with New Jersey Transit (NJT) Rail Operations for the purchase of 65 new Comet V Railcars under NJT's existing contract—and favorable pricing—with Alstom.

The Wassaic Extension, the first expansion of Metro-North's service territory, opened in July, lengthening the Harlem Line six miles further into Dutchess County and enabling increased weekday express and weekend service into one of New York State's fastest growing regions. Two new stations opened: Wassaic, six miles north of Dover Plains, and Tenmile River, four miles north of Dover Plains. A new \$16 million train control system is being installed from Brewster North to Wassaic to provide more track capacity and greater scheduling flexibility.





The new Metro-North station at Wassiac

Because limited availability restricts ridership growth at many stations, more than 2,500 new or improved parking spaces are under construction and several hundred have been planned. Metro-North also established a private parking operator project to ensure high standards for maintenance and operation of its parking facilities.

Construction of station improvements at Croton-Harmon and at an intermodal facility at Mount Vernon East was completed; the New Haven Line station rehabilitation and Harrison Overpass projects continued on schedule, and design of Phase 1 of the Harmon Shop/Yard reconstruction project was completed.

Customer Improvements Early in 2000, Metro-North reorganized nearly all functions—from ticket selling to car cleaning and safety—that affect a customer’s trip under seven division supervisors. District teams were then created composed of representatives from all Operating Division functions to reduce administrative layers and enable employees to improve service. The move is part of Metro-North’s commitment to ensuring that customers receive consistently high-quality service and all employees work in a safe environment.

Testing of hardware and software systems that will replace outmoded ticket office machines and ticket vending machines advanced in 2000. New machines—which allow customers to purchase either rail tickets, a pre-valued MetroCard, or joint rail-MetroCard tickets—will be field-tested in 2001.

Metro-North computerized its Customer Information Center, enabling customer service representatives to access accurate train schedules, station information (directions, parking, connecting services, ticket office hours), and special promotions online, and provide customers with faster, more accurate replies to their questions.

Created as an alternative for residents of Rockland and Orange counties to the congested Tappan Zee Bridge, a new ferry/train connection between the Village of Haverstraw in Rockland County and Metro-North’s Ossining station on the Hudson Line opened in September, providing four morning and four evening pilot runs that shave up to 20 minutes off the commute. Easily accessible from major roadways, the Haverstraw site includes a ferry dock area, intermodal area, passenger shelters, a security guard house, and a 250-space parking area.



Bridges and Tunnels

Waiting times at toll plazas have dropped even as traffic continued to grow.

Traffic at MTA Bridges and Tunnels grew by 2.6 percent over 1999, with a record-high 296.5 million vehicles using its seven bridges and two tunnels. Toll revenue reached \$941 million in 2000, up from \$913 million the year before and generating \$643 million in support for mass transit.

E-ZPass Regional economic growth has led to increased traffic at Bridges and Tunnels crossings, and the five-year-old E-ZPass electronic toll-collection system has enabled the agency to accommodate the increase while improving customer satisfaction. Since E-ZPass installation was completed at all facilities, traffic at MTA Bridges and Tunnels has increased by 11 percent, while average waiting times at toll plazas have dropped by half. Significantly, the decrease in waiting time occurred even as major capital construction activity has taken place. Bridges and Tunnels schedules as much work as possible during off-peak hours; as a result, \$750 million in capital construction work was undertaken last year with minimal traffic disruption.

Market share for E-ZPass continues to grow; by year-end more than 66 percent of all vehicle crossings were made with E-ZPass, up from 61 percent in 1999. This was aided by the continued expansion of the network by Bridges and Tunnels' partners in the regional Interagency Group, as both the Garden State Parkway and the New Jersey Turnpike joined the system.

There were 188.9 million E-ZPass transactions in 2000 at MTA facilities, with 86 percent of them coming from its own account holders. Outside the region, MTA E-ZPass account holders made an additional 89 million transactions.

By reducing toll plaza waiting times, E-ZPass provides measurable benefits to all customers. Even those who pay cash gain the benefits of shorter waiting times. In its 2000 Customer Satisfaction Survey, E-ZPass users gave the system a rating of 8.6 on a 0 to 10 scale, and overall satisfaction among cash customers increased by 0.6 to 6.7.

E-ZPass is accepted on crossings and highways in six states—New York, New Jersey, Pennsylvania, Delaware, Massachusetts, and West Virginia—and Maryland plans to make it compatible with its existing toll-collection system, providing more convenient travel across the northeast region.



Putting the finishing touches on repainting of the Verrazano-Narrows Bridge

Capital Construction Bridges and Tunnels continued its capital investment programs, committing a total of \$287 million to projects in the 2000–04 Capital Program, with contracts to replace the decks on the suspended span and Queens viaduct of the Triborough Bridge accounting for \$151 million. Improvements are also planned for the Battery Parking Garage and the Brooklyn approach of the Verrazano-Narrows Bridge.

Almost \$83 million in capital projects were completed during the year, including construction of a \$24 million service building at the Bronx-Whitestone Bridge and \$55 million in Triborough Bridge projects for replacement of electrical and mechanical systems of the Harlem River lift span, upgrade of electrical and lighting systems, and rehabilitation of suspension cables and anchorage.

At year-end, 32 capital construction projects, 38 major maintenance projects, and six painting projects were underway, including major work at the Queens Midtown Tunnel, deck rehabilitation on the Triborough Bridge, and deck replacement on the Marine Parkway-Gil Hodges Memorial Bridge.

Safe and Efficient Crossings In 2000 Bridges and Tunnels moved forward with its first Intelligent Transportation Systems (ITS) program, using new and existing technologies to provide traveler information, increase safety, and improve efficiency. Based on the

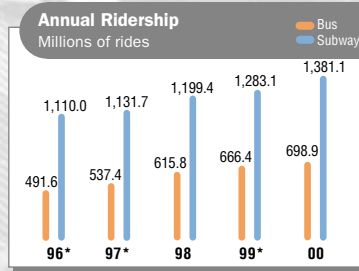
regional ITS architecture, the program includes installation of traffic condition sensors and variable message signs and use of weather-recording systems and fiber-optic networks. Bridges and Tunnels is coordinating its efforts with regional partners to ensure compatibility and information exchange.

Achieving Collision Reduction on Bridges and Tunnels (ACROBAT) uses a Geographic Information System to pinpoint accident locations. New electronic message signs were installed for customers at the Bronx-Whitestone Bridge and more than 4,000 safety audits were conducted system-wide, fostering a safety-conscious organizational culture.

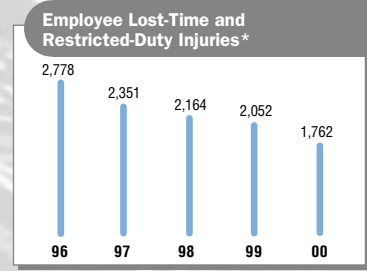
To help keep traffic flowing smoothly, Bridges and Tunnels is installing a closed-circuit television system to aid incident detection and using upgraded two-way radios that enable facilities managers to respond quickly to accidents and vehicle breakdowns, clearing blockages quickly and minimizing delays.

The accident rate at Bridges and Tunnels crossings was 1.94 per million vehicles in 2000, up from 1.87 the year before, as traffic rose to record levels in 2000. The employee lost-time injury rate was 3.1 per 200,000 work hours, matching that of 1999 and a decrease of 79 percent since 1996.

MTA New York City Transit

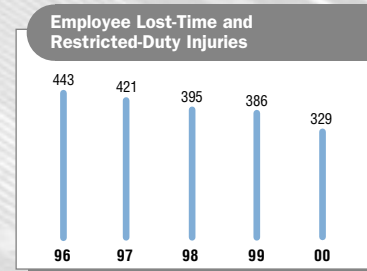
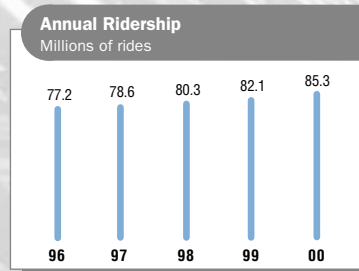


* Revised from 1999 Annual Report

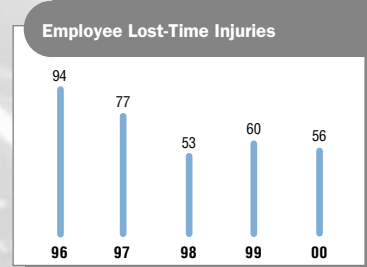
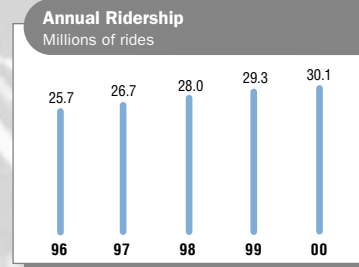


* Figures from 1996-1999 have been recomputed to exclude cases that are controverted by the NYC Transit Law Department.

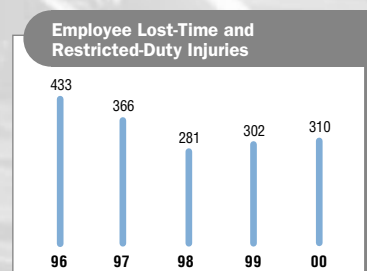
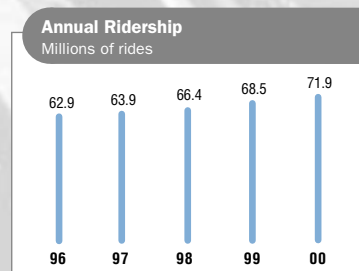
MTA Long Island Rail Road



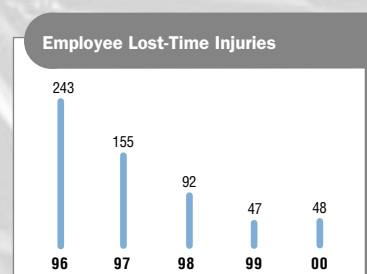
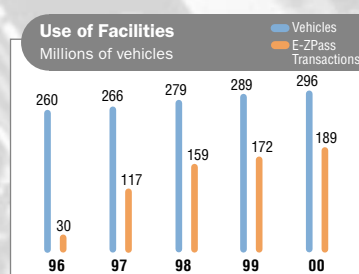
MTA Long Island Bus



MTA Metro-North Railroad



MTA Bridges and Tunnels



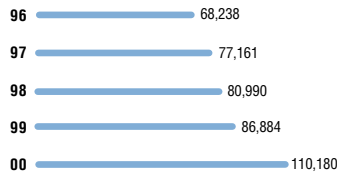
Customer Injuries*

	Bus	Subway	Total
96	1,183	4,379	5,562
97	1,170	4,095	5,265
98	1,391	4,052	5,443
99	1,380	4,288	5,668
00	1,252	4,490	5,742

* Includes injuries from collision and noncollision customer accidents. Numbers adjusted from 1999 Annual Report to reflect additional cases reported to NYC Transit.

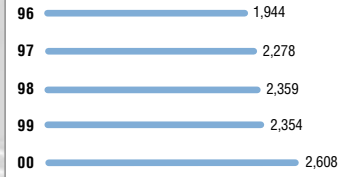
Average Distance Between Subway Breakdowns

Distance in miles

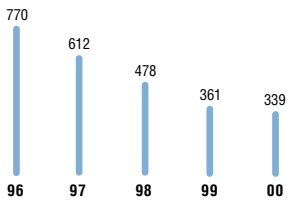


Average Distance Between Bus Service Interruptions (Mechanical)

Distance in miles

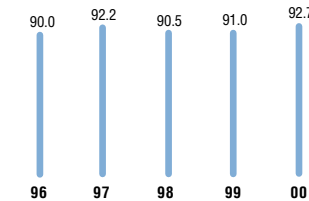


Customer Injuries



On-Time Performance*

Percent of time



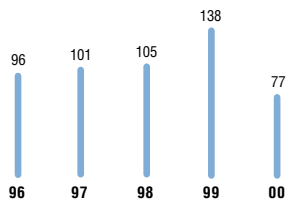
* Arrival within 5 minutes 59 seconds of schedule

Average Distance Between Train Breakdowns

Distance in miles

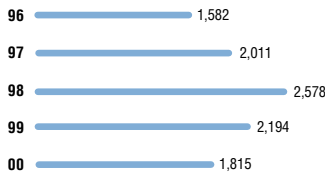


Customer Injuries

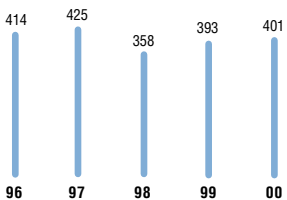


Average Distance Between Bus Breakdowns

Distance in miles

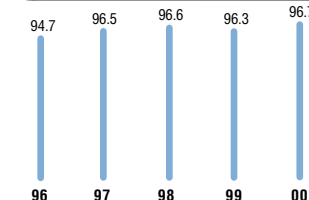


Customer Injuries



On-Time Performance*

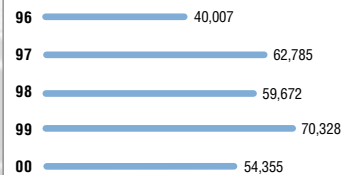
Percent of time



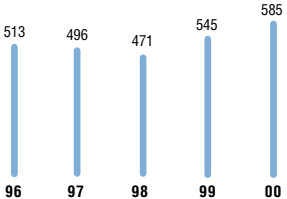
* Arrival within 5 minutes 59 seconds of schedule

Average Distance Between Train Breakdowns

Distance in miles



Vehicle Accidents with Injury



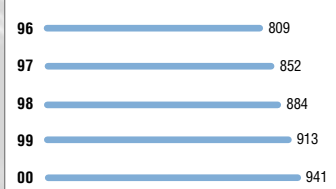
Support to Mass Transit

\$ millions



Annual Revenue from Tolls

\$ millions





Metropolitan Transportation Authority

347 Madison Avenue
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The Metropolitan Transportation Authority is a public-benefit corporation chartered by the State of New York, George E. Pataki, Governor.

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Vice Chairman

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Executive Director

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*On March 9, 2001, E. Virgil Conway resigned as Chairman and Peter S. Kalikow was appointed to the post by New York State Governor George E. Pataki.

For additional copies of the 2000 MTA annual report, write to MTA Government and Community Relations, 347 Madison Avenue, New York, NY 10017-3739; for information about the 2000 financial statements, write to MTA Office of the Comptroller, 345 Madison Avenue, New York, NY 10017-3937.

Construction of the new bus depot at 100th Street in Manhattan





Metropolitan Transportation Authority

State of New York

347 Madison Avenue
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www.mta.nyc.ny.us