

Staff Summary

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| Subject Mission Statement, Measurements, and Performance Indicators Report |
| Department Chief of Staff and Strategic Planning |
| Department Head Name Juliette Michaelson |
| Department Head Signature |
| Project Manager Name N/A |

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| Date March 12, 2026 |
| Vendor Name N/A |
| Contract Number N/A |
| Contract Manager Name N/A |
| Table of Contents Ref # |

| Board Action | | | | | |
|--------------|---------|---------|----------|------|-------|
| Order | To | Date | Approval | Info | Other |
| | Finance | 3/23/26 | X | | |
| | Board | 3/25/26 | X | | |
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| Internal Approvals | | | |
|--------------------|-----------------------------|-------|----------|
| Order | Approval | Order | Approval |
| 1 | Chief Compliance Officer | | |
| 2 | Legal | | |
| 3 | Policy & External Relations | | |

Purpose:

To obtain Board approval of the MTA’s Mission Statement and to authorize submission of the annexed 2025 Mission Statement, Measurements, and Performance Indicators Report (the “Report”) to the Independent Authorities Budget Office (“ABO”).

Discussion:

Sections 2800, 1269-f, and 2824-a of the Public Authorities Law require MTA to annually reexamine its mission statement, reassess its stakeholders and list the MTA’s goals and associated key performance measurements used to evaluate and monitor the attainment of those goals.

The MTA and its Board engage in oversight of agency operating performance throughout the year. The Board, through its transit, rail and bridge/tunnel operating committees, closely monitors agency operating performance. Each operating agency reports its most recent performance data in posted monthly reports and in committee books distributed in advance of public MTA operating committee meetings, which are conducted at least eleven times a year. At these public meetings, which can both be attended by members of the public and viewed on a livestream, Board members and agency executives discuss operating agency performance results.

In addition, the MTA publishes an Annual Report booklet, available in print and on the MTA website at mta.info/about. Finally, the MTA posts a vast array of data about service performance, financial results, safety, ridership and other metrics, both on the New York State Open Data Portal at data.ny.gov, and on the MTA’s own website at metrics.mta.info.

The Report compiles the MTA Mission Statement, Stakeholder Assessment, and the MTA goals and associated performance measurements from 2025.

Recommendation:

It is recommended that the MTA Board approve the annexed Report and authorize submission of such Report as required by Section 2800, Section 1269-f, and Section 2824-a of the Public Authorities Law to the ABO.



Metropolitan Transportation Authority

**Metropolitan Transportation Authority
Mission Statement, Measurements, and
Performance Indicators Report Covering Fiscal Year 2025**

**In Compliance with New York State Public Authorities Law §2800 and §2824-a
Submitted as Part of the MTA 2025 Annual Report to the Governor**

Metropolitan Transportation Authority Mission Statement

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

Stakeholder Assessment

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

Customers

Our customers are those who ride our trains and buses or cross our bridges and tunnels. They include the residents of our region, as well as visitors. Our customers expect service that is safe, on-time, reliable, and that provides good value for their money.

Businesses, Residents, and Taxpayers

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

Employees and Unions

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

Government Partners (Federal, State, and Local)

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

Performance Measurements

A wide range of key performance indicators are used to evaluate and monitor progress against the MTA's strategic priorities.

A detailed explanation of MTA's strategic priorities can be found on the MTA website at <https://new.mta.info/transparency/strategic-priorities>. Analysis of the MTA's 2025 strategic priorities and performance can be found in the 2025 Annual Report, prepared in accordance with Public Authorities Law §2800. Comprehensive 2025 performance results are provided on the New York State Open Data Portal at data.ny.gov, and on the MTA's own website at metrics.mta.info.

Deliver excellent service

KPIs include on-time performance, service delivered, major incidents, mean distance between failures, paid traffic and ridership, and more

Promote safety & respect

KPIs include customer and employee injury rates, collisions with injury, employee lost-time, fare evasion and more

Increase appeal for customers

KPIs include elevator and escalator availability, ADA accessible stations, fare sales, call center, paratransit ridership, paratransit service performance, and more

Provide 21st century bus service

KPIs include service delivered, bus speeds, wait assessments, bus schedules, fleet age, and more

Maintain financial stability & viability

KPIs include farebox operating ratio, operating cost per passenger, E-ZPass market share, statement of operations, overtime, CRZ revenue and expenses, and more

Strengthen & expand the network

KPIs include Capital Program project commitments, Capital Program project completions, 20-year needs assessments, and more

Elevate the employee experience

KPIs include employee headcounts, workforce diversity, and more

The catalog of 250+ MTA-related datasets is available on the NYS Open Data Portal at https://data.ny.gov/Transportation/MTA-Open-Data-Catalog/f462-ka72/about_data

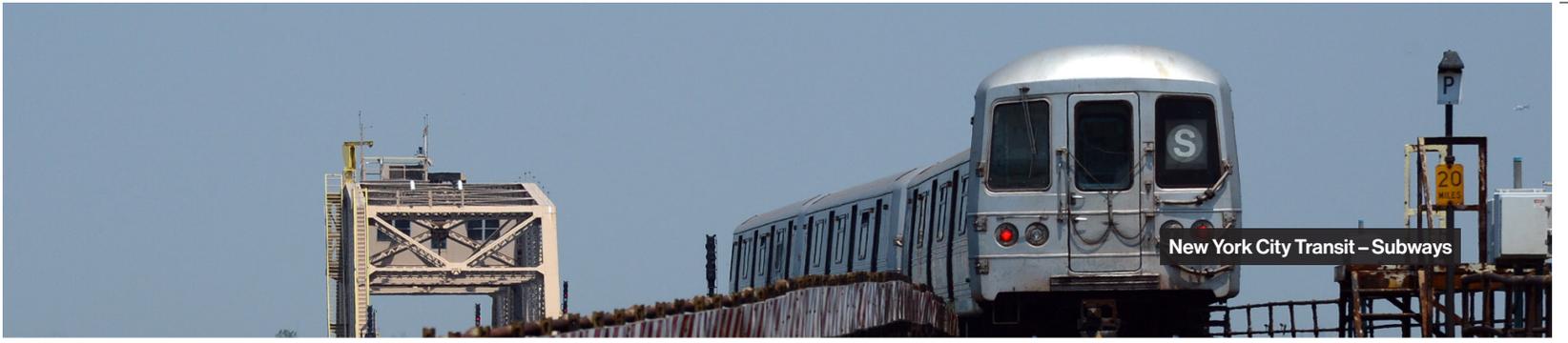


Metropolitan
Transportation
Authority



Delivering results for all New Yorkers

2025 Annual Report



New York City Transit – Subways



New York City Transit – Buses



New York City Transit – Paratransit



Metro-North Railroad



Long Island Rail Road



Bridges and Tunnels

Dear New York,

2025 was perhaps the biggest year ever for the MTA. It started off strong with the long-awaited implementation of congestion pricing and never slowed down. The last 12 months have seen this agency secure funding for its largest-ever Capital Plan, complete dozens of important infrastructure projects, and oversee the safest year for the subway system in a generation – all while delivering sky-high on-time performance and breaking ridership records across all modes.

This report will recap the tremendous progress made in detail, but the headline is that the MTA is in a great place. Thanks to support from Albany and some aggressive cost containment measures, our finances are solid, with a balanced budget for the third year running and outyear deficits that have been shrunk to half of one percent or less. Pretty remarkable considering it was just three years ago the post-pandemic fiscal cliff threatened to bankrupt operations.

Never has it been clearer that this is a new MTA. We are demonstrating every day what business-like government management can accomplish – identifying the challenges we face and implementing effective solutions in partnership with the communities we serve.

Huge thanks to Governor Hochul for her strong and consistent support, to our 6.5 million regular riders, and to the 70,000 strong MTA workforce who make it all possible.



Janno Lieber
Chair & CEO

Goal **Deliver excellent service**

Delivering fast and reliable service is at the core of how the MTA moves New York. In 2025, riders continued to choose the MTA in record numbers and were met with faster and more reliable commutes across the network.



Five years after the pandemic, ridership continues to grow

Ridership surged across all modes, with a combined 6.5 million people choosing MTA subways, buses, commuter rail, and paratransit every day. Subway ridership broke post-pandemic records multiple times, hitting 4.65 million customers on December 11. Paratransit completed more than 1 million trips for the first time ever in October and overall ridership grew to 140% of pre-pandemic levels, reflecting improved service and higher customer satisfaction.

LIRR and Metro-North ridership rebounded as high as 98% and 88% of pre-pandemic levels, respectively. From Metro-North's nine weekends that beat 2019 averages to LIRR surpassing 300,000 riders in a single day, 2025 marked a year of momentum and growth for commuter rail ridership.



“

The subway does an excellent job of getting me where I need to go, in a reasonable amount of time. The digital navigation screens, clear announcements, and OMNY cards are all significant improvements over the way things used to be years ago.

”

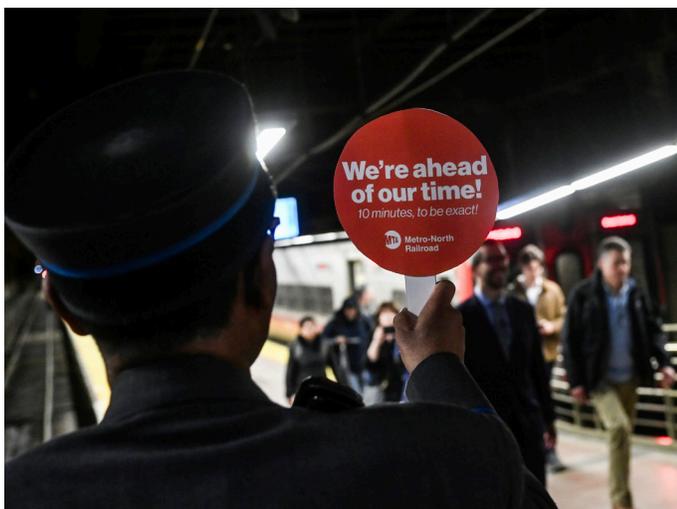
E line customer

Fall 2025 Customers Count survey

Service enhancements on key subway lines

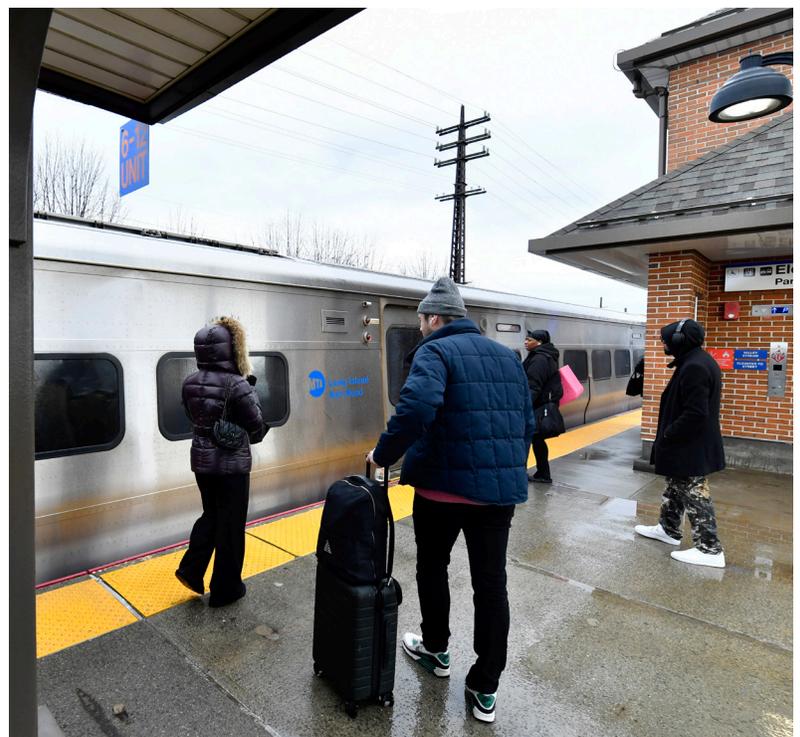
In November, the MTA added more weekday service on the **A** and **L** lines, improving trips for over 100,000 daily riders. With additional peak and midday trains, customers now spend less time waiting, enjoy less crowded cars, and experience more reliable trips across the system.

Then in December, the MTA undertook major service improvements on **F** and **M** trains that are on track to boost reliability and reduce crowding. Not only was service added on the **M**, weekday **F** and **M** trains swapped routes between Manhattan and Queens, eliminating a long-standing merge at Queens Plaza that had caused delays. Early results show the changes are paying off, benefiting 1.2 million daily riders.



Super-express trains cut travel times on Metro-North

New super-express trains debuted between Grand Central and Poughkeepsie on Metro-North's Hudson Line, offering a welcome speed boost for Hudson Valley commuters. Riders can now make the trip in under 90 minutes, saving riders nearly 15 minutes of travel time every day. This service was made possible by upgraded signal infrastructure that allows trains to run at faster speeds.



Reliable service all year long

Subways had a historically strong year, reaching 85% on-time performance in May, August, and September. There were 13,000 fewer subway delays in 2025 compared to the previous year, even with increases in regularly scheduled service. Access-A-Ride delivered 96% of trips within 30 minutes of the promised time in October. LIRR and Metro-North continued their stellar runs with 96% and 97% on-time performance in November. These gains were driven by targeted improvements across the agencies such as: modernized signals, aggressive track maintenance, and better scheduling practices that reduced delays and improved reliability.

LIRR is the default for games, concerts, and more

LIRR riders turned out in force for concerts, games, and other events in 2025, setting ridership records during the Ryder Cup and US Open. These trips helped push leisure travel beyond pre-pandemic levels: weekend and off-peak ridership in September reached 134% of September 2019 levels, underscoring the railroad's essential role in connecting New Yorkers to the events they love.

Goal

Improve the customer experience

In 2025, the MTA opened more Customer Service Centers, introduced more flexible and affordable fare products, welcomed millions of riders to Tap and Ride, and modernized the fleet for a more comfortable transit experience.



Tap and Ride brings convenience and financial flexibility

December 31, 2025 marked the official start of the MTA's full Tap and Ride era, capping a year of rapid adoption as riders embraced contactless payment. In the last year, Tap and Ride usage surged: bus trips jumped from 49% to 92%, and subway trips from 65% to 95%.

The year also brought major milestones in expanding access. In February, all new Fair Fares NYC enrollees received OMNY cards, and by year's end, 97% of Fair Fares trips were made with Tap and Ride. By the end of January 2025, we mailed over 1.3 million OMNY cards to existing MTA Reduced-Fare Program customers, and by December, more than 95% of those riders were tapping to pay. By the end of 2025, more than 95% of all eligible trips were taken with OMNY.

More Customer Service Centers

In 2025, the MTA opened new Customer Service Centers (CSC) in stations throughout Manhattan, Brooklyn, Queens, and the Bronx. Now, there are 30 CSCs citywide.

Customer service agents in CSCs assist riders switching to Tap and Ride, help customers sign up for the MTA Reduced-Fare Program or Fair Fares NYC program, and provide travel information, and station directions. These CSCs are staffed 24 hours a day, 7 days a week by our dedicated team.



A new railcar fleet for Staten Island

The entire Staten Island Railway (SIR) fleet is now made up of new R211 subway cars. The new railcars break down five times less often than older car models and feature wider doors, digital displays, brighter lighting and signage, and security cameras. After the R211's were introduced, SIR achieved its best weekday (non-COVID) on-time performance since 2007 at 96.9%. Additionally, SIR customers reported overall higher customer satisfaction onboard trains, giving it the second highest rating of any NYCT line in our Spring 2025 Customers Count survey.



Subway map gets a makeover

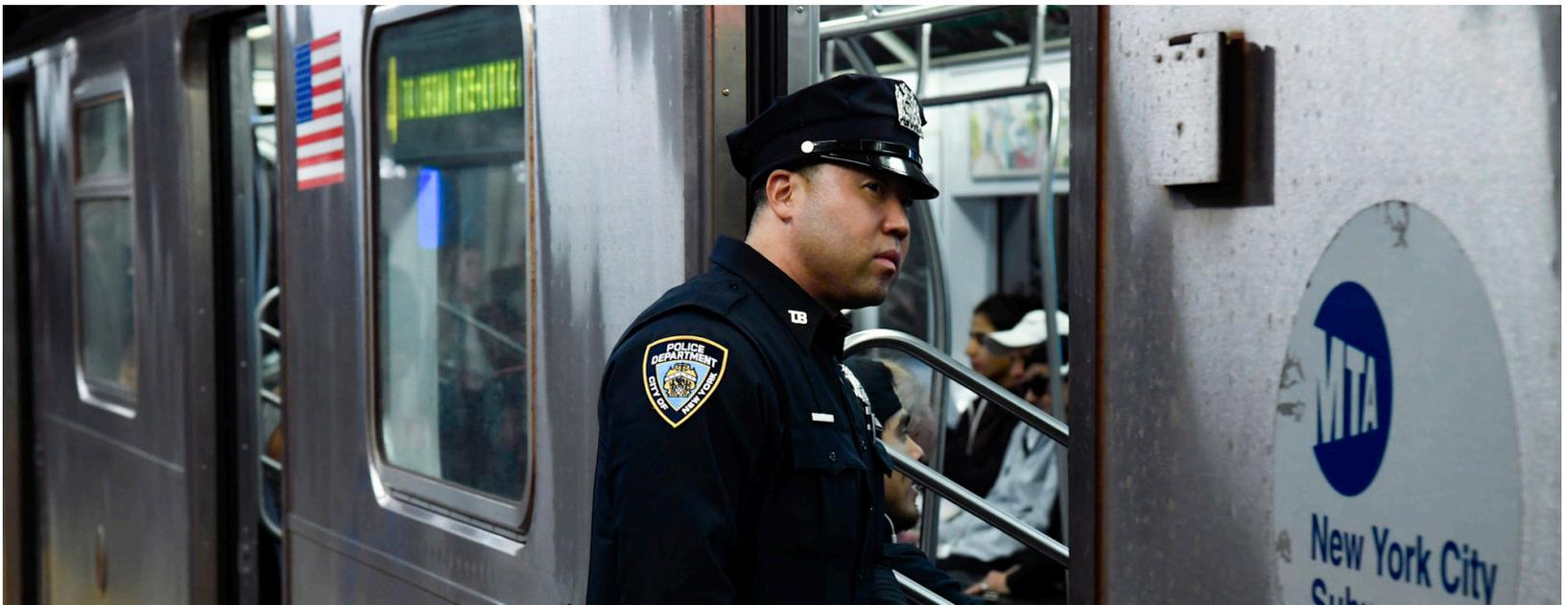
For the first time in 50 years, the MTA introduced a redesigned subway map with a modern, accessible look. The new map makes essential travel information easier to read and improves accessibility for riders with low vision or cognitive disabilities. While updated for today's needs, it honors the system's visual heritage by keeping the classic brand colors and embracing a geometric style inspired by the 1972 Vignelli map.

More flexible and affordable fare products for commuter railroads

Coming to railroad customers in January 2026: new flexible ticket offerings, including a new Day Pass for unlimited travel all day and a new "pay-as-you-go" discount giving riders a free ride after 10 paid one-way trips in any two-week period. Other new fare offerings include the extension of reduced fares to all trains – even in the morning peak – and an expanded Family Fare, allowing children 5-17 to ride for just \$1 each when traveling with an adult.

Goal **Keep transit safe and inviting**

2025 was one of the MTA's safest years on record, thanks to close collaboration with Governor Hochul and the New York City Police Department. The MTA delivered targeted improvements across the system, physical upgrades in key locations, expanded security presence in the subway and stronger interagency coordination to drive down toll evasion on bridges and tunnels.



Subway crime at its lowest in 16 years

Subway crime in 2025 fell 5% from 2024 and 14% compared to 2019. Over the last five years, major crimes per one million riders have been cut in half. It's no surprise that customers' sense of safety continues to climb, with 71% of customers reporting feeling safe in the subway in November – up 14 points from earlier in the year.

This progress is the result of a coordinated effort among the MTA, state leadership, and NYPD, who have invested in more police officers in stations and on overnight train patrols, mental health response teams, and expanded security infrastructure such as platform barriers and LED lights.



“
Crime is down and ridership is up on subways thanks to major investments to keep New Yorkers safe and run better, more reliable transit.
”

Governor Kathy Hochul

speaking about subway crime dropping to its lowest levels in a generation

NYPD officers on every train

Over the past year, two uniformed NYPD officers have been riding overnight subway trains from 9PM to 5AM, a move that has helped drive a drop in major transit crimes, increase arrests, and improve customers' sense of safety when riding at night. Building on that success, Governor Hochul and New York City deployed 750 additional NYPD officers across the system, including 300 inside train cars, and prioritized patrols at the 30 key stations that account for half of all transit crime.



MTA leads the fight against ghost plates

Toll evasion isn't just lost revenue; it's a serious crime that undermines safety and fairness across the MTA system. Almost two years ago, the MTA joined forces with city and state law enforcement to crack down on fraudulent license plates and ghost plates. The results speak for themselves: during 2025, the task force carried out 54 joint operations, leading to over 800 arrests and over 34,000 summonses. Together, drivers owed more than \$18 million in unpaid tolls and fees from using fake or obscured plates to dodge detection.

Platform barriers in over 100 stations

MTA installed platform barriers at 101 stations in 2025, delivering on Governor Hochul's commitment in her 2025 State of the State address. Today, 115 stations have platform barriers. Platform barriers provide additional safe places to stand as customers wait for the train. They were developed using in-house labor resulting in lower costs and a faster installation timeline. The MTA will continue installing barriers in more stations in 2026.



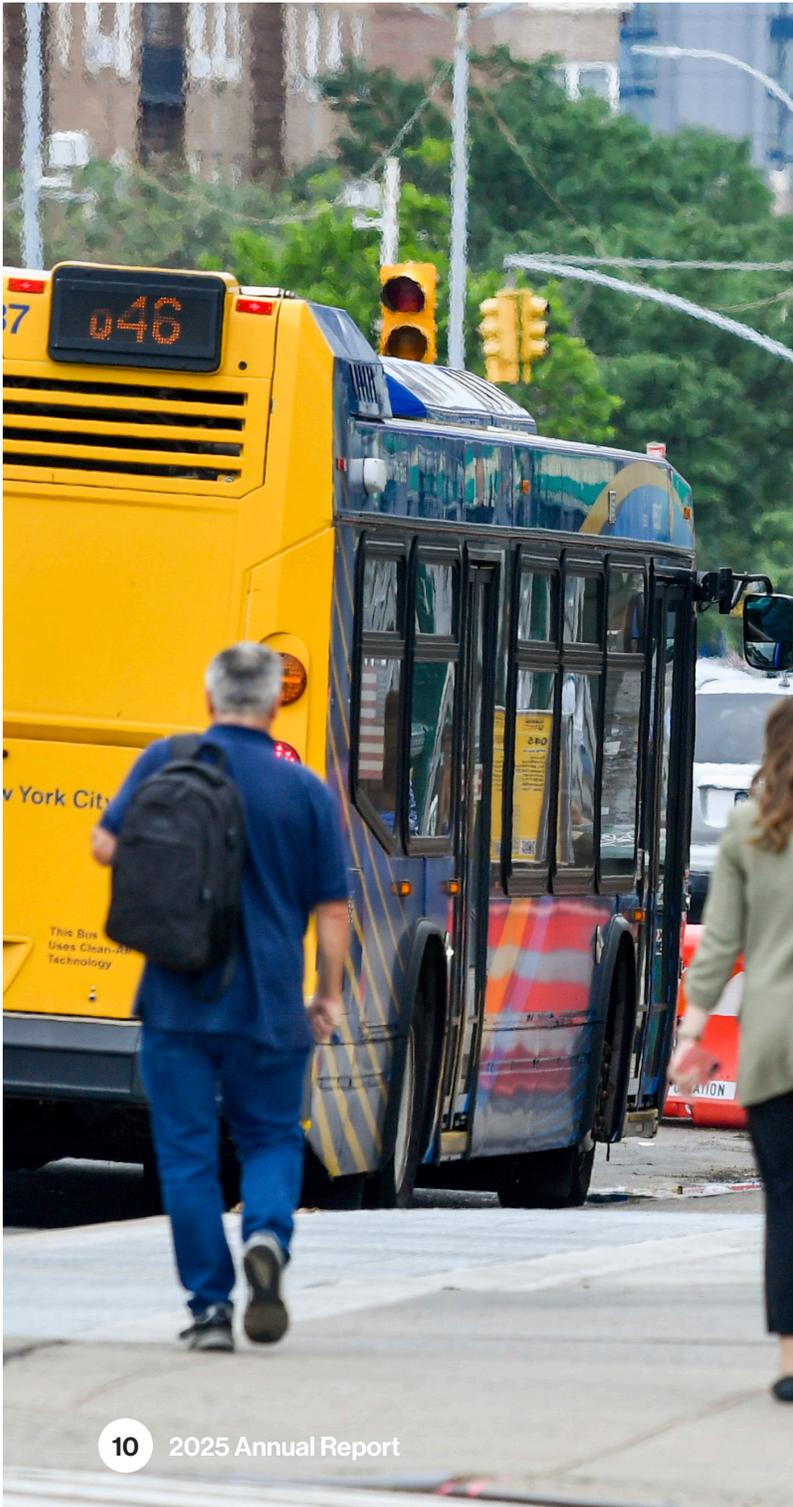
MTA recognized for safety and security leadership

LIRR, Metro-North, and NYCT earned national recognition in 2025 for leadership in safety and security. LIRR was recognized for using innovative technology to manage and analyze security data, Metro-North was honored for its dedicated procedure to quickly and efficiently respond to certain emergency situations, and NYCT was recognized for its joint labor-management safety audit program.

Goal

Provide 21st century bus service

Frequent, reliable, and accessible bus service is essential to millions of New Yorkers, and the MTA has been taking decisive action to deliver a better bus experience. This year, the MTA advanced bus network redesigns, increased service to improve commutes, and strengthened enforcement in bus lanes.



A new bus network for Queens

In 2025, the MTA completed one of its most ambitious service overhauls with the full rollout of a new bus network for Queens, New York's most bus-dependent borough. Launched in two phases over the summer, the redesign added 11 new routes, expanded overnight service and improved transit access for 68,000 more residents, while delivering "10-minutes-or-better" service to 124,000 additional riders.

The new network is simpler, with more direct routes, better subway connections, and more frequent all-day service. Over 84% of riders kept their usual stops while benefiting from faster trips, improved reliability, and clearer signage. The redesign also introduced balanced stop spacing and new bus priority projects to speed up trips on major corridors. Backed by six years of planning and community input, including 300 events and 20,000 public comments, the redesign reflects how Queens moves today and delivers a faster, more intuitive, and more equitable bus system.

Queens Bus Network Redesign: by the numbers

124 total bus routes

\$33.7 M additional annual investment in operations

5,700 more jobs available to riders within 45 mins

More buses in the outer boroughs

Over the summer, the MTA increased bus service on 15 local bus routes in the Bronx, Brooklyn, Queens, and Staten Island, improving the commutes of tens of thousands of daily riders. This is in addition to better express bus service on 8 routes that started in the spring. These upgrades increase frequency, decrease wait times at bus stops, shorten commutes and reduce crowding.



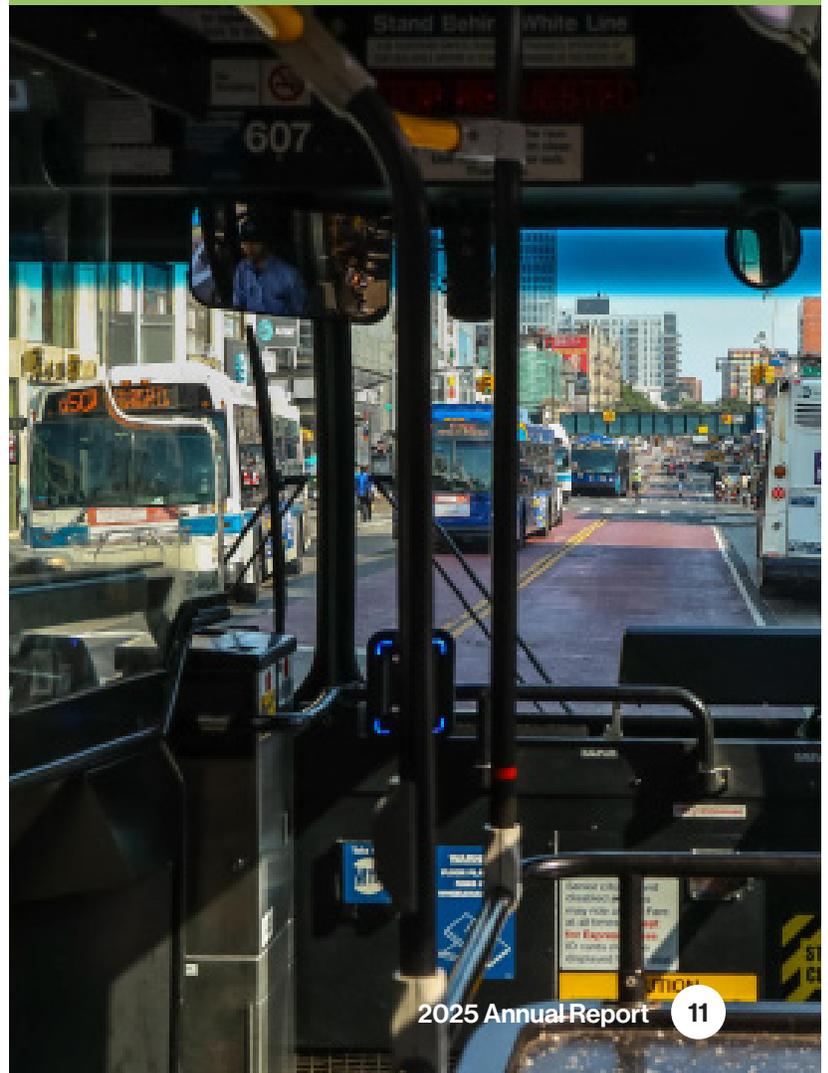
New bus fleet with upgraded features

New buses are on the way. In December, the MTA Board approved an option to purchase 100 new clean diesel buses to retire older buses in the fleet. These new buses will have new features including driver enclosure and Automated Camera Enforcement. This fleet will also produce less emissions and offer better reliability than the buses they replace.

Expanding bus lane enforcement

The MTA's Automated Camera Enforcement (ACE) program expanded dramatically in 2025, reinforcing its role as a key tool in speeding up buses and keeping streets safer. By year's end, more than 1,400 buses were ACE-equipped, covering 560 miles of routes across all five boroughs and benefiting over 980,000 daily riders.

As a result, bus speeds increased by an average of 5%, with some corridors seeing gains as high as 30%. Collisions dropped by 20%, and blocked bus stops were reduced by 40%. Emissions also saw an estimated 5–10% reduction thanks to smoother traffic flow. Perhaps most telling: only 10% of drivers received more than two violations, showing that ACE is not just punitive, it's effective. With new routes added in Brooklyn and Manhattan in late 2025, the program continues to grow.



Goal

Strengthen and expand the network

Investing in core infrastructure is essential to how the MTA builds a stronger, more reliable transit system that will serve generations to come. The 2025-2029 Capital Program is the largest state of good repair investment in MTA history and will deliver necessary repairs, new rolling stock, and critical expansions across the network.



A fully funded Capital Program

The MTA Board approved the largest-ever Capital Program for 2025 through 2029. It invests \$68.4 billion over five years to rebuild, improve, and expand the MTA network that ensures millions of New Yorkers can continue to rely on trains, buses, bridges, and tunnels for decades to come. Shaped by a rigorous, data-driven analysis of the transportation network's capital needs for the next generation, this plan will deliver far more for riders while costing 4% less in inflation-adjusted dollars than the previous Capital Plan.

Investments will bring the transportation network to a state of good repair. Plan highlights include purchasing 2,000 new railcars, making more than 60 stations accessible, modernizing 75 miles of signals, and installing modern fare gates at 150 locations. Work has already begun on projects in this Capital Plan, including upgrading signals on the [A](#) [C](#), preliminary design and environmental review for the Interborough Express, and resiliency efforts on Metro-North's Hudson Line.

Advancing critical expansion projects in New York City

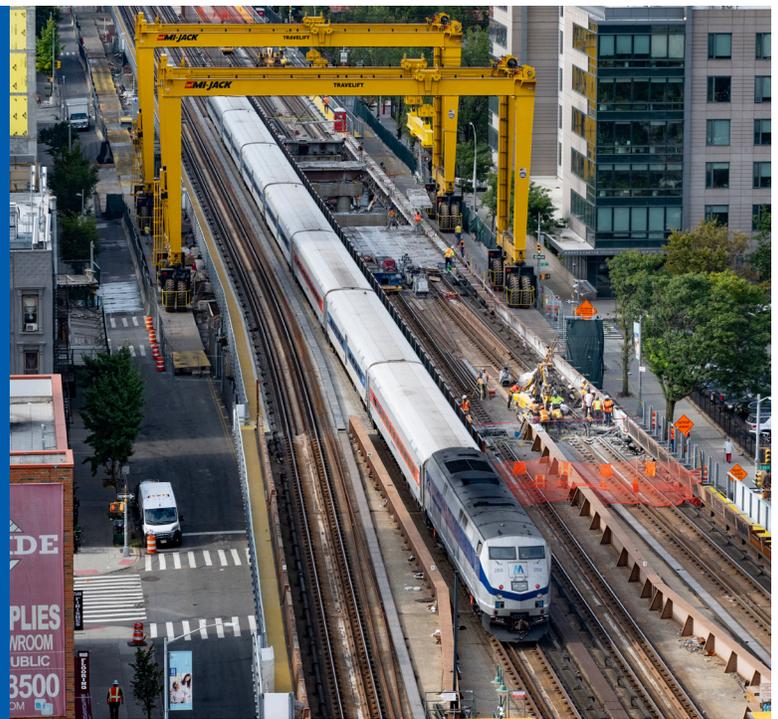
The MTA advanced the Second Avenue Subway Phase 2 and the Interborough Express projects. The Second Avenue Subway extension secured the largest tunneling contract award in MTA history. Early work began at the end of 2025, with major construction to begin in 2026 and tunneling in 2027. Phase 2, which extends the  from East 96 to 125 Streets, will serve 100,000 daily riders.

Design and engineering began on the Interborough Express in August, supported by a \$2.75 billion investment from the 2025–2029 Capital Plan. This marks real progress on a long-envisioned transit link, serving historically underserved communities in Brooklyn and Queens and connecting them to the subway, bus, and LIRR. The project will significantly reduce travel times between the two boroughs and will open a new transit option for 900,000 residents living in the neighborhoods along the route.



First-of-its-kind Railcar Acceptance and Testing Facility

This fall, the MTA celebrated the opening of its first-ever Railcar Acceptance and Testing Facility in Brooklyn, a major milestone in modernizing the subway system. Delivered on time and \$5.5 million under budget, the facility will test and process more than 1,500 new subway cars funded through the 2025–2029 Capital Plan and will speed up the rollout of new trains.



Park Avenue Viaduct Phase 1 completed ahead of schedule

In October, the MTA completed Phase 1 of the Park Avenue Viaduct Replacement. Stretching from East 115 to East 123 Street in East Harlem, the work replaced 8,240 feet of track and 128 bridge spans on the 132-year-old structure that carries nearly all Metro-North trains into Manhattan. Completed 51 months ahead of schedule and \$93 million under budget, Phase 1 demonstrated a more efficient, less disruptive approach to large-scale capital work.

Renovated LIRR Valley Stream Station opens

The MTA completed major renovations to the LIRR Valley Stream Station in December. Completed on budget and on schedule, the more modern station is now in a state of good repair. Valley Stream has a new escalator, staircase, elevator, parking spaces, and CCTV cameras, plus improved lighting, sidewalks, and crosswalks. These upgrades guarantee a more accessible, secure, and comfortable transit experience for the 137,000 customers who use Valley Stream every month.

One year of Congestion Relief

On January 5, 2025, the nation's first-ever congestion pricing program went live in New York City. Now, drivers entering Manhattan at or below 60 Street are charged a toll.

One year after congestion relief began, what was once the most congested district in the country now has less gridlock, better quality of life, and a humming economy. The program also reached its projected \$500 million revenue target in the first year, allowing the MTA to begin advancing billions of dollars in critical capital improvements on the subway, bus, and commuter rail network.



Fewer cars, more people.



Less gridlock

Every day, about 73,000 fewer vehicles enter the Congestion Relief Zone compared to last year. That's about 2.1 million fewer vehicles every month.



Faster commutes

Morning rush hour traffic speeds are up an average of 23% on crossings into the Zone.



Quicker transit

Buses are moving 2.3% faster in the Zone, reversing years of declining bus speeds. 5% of bus trips have fewer delays. Paratransit is faster too, seeing a 5% increase in average trip speeds within the Zone.



Safer streets

Streets in the Zone are safer, with collisions down 7% and traffic injuries down 8%. Complaints to 311 of vehicle honking are down 17% compared to the 2024, too.



Cleaner air

Air pollutants were down 22% during the first six months of the program, according to Cornell University.



A humming economy

16 million more pedestrians visited the Zone in 2025. Broadway posted its best season ever in 2024 - 2025, grossing \$1.9 billion in ticket sales. Plus, hotel occupancy in the Zone was 85% higher than the city average.

Advancing critical mass transit improvements

\$1.75 billion in key transit projects are moving forward thanks to revenue generated from congestion pricing. In December, the MTA Board approved a design-build contract to modernize signals on the **A** and **C** lines in Brooklyn and Queens, which will improve reliability and travel speeds for more than 600,000 daily riders. Accessibility upgrades to five subway stations are also on the way, including the 42 St-Bryant Park station complex **B D F M 7**, 5 Av **7**, Briarwood **E F**, Parsons Blvd **F**, and Gates Av **J Z**.

Goal

Make transit accessible to all

This year, the MTA accelerated accessibility upgrades across the network at a record pace. With new accessibility tools and infrastructure improvements systemwide, the MTA is building a transit system that's safer, more inclusive, and easier to navigate.



Making more stations accessible

The MTA continued to make more stations accessible for all. A record 41 elevator replacements were completed this year, including the 74 St – Broadway 7 / Jackson Hts-Roosevelt Av E F M R complex in Queens, Fordham Road 4 in the Bronx, and LIRR Auburndale Station. It was also a record-setting year for escalators; the 24 escalators replaced in 2025 were the most in MTA history.

Today, 156 subway stations are accessible, 37 more are in construction, and another 79 are currently in development. And the pace of installation is four times faster today than before 2020. Since 2020, crews have made 41 subway stations fully accessible. By the end of the 2025 – 2029 Capital Plan, no rider will be more than one station away from an accessible station. And 70% of all subway rides will take place to or from an accessible station.

Riders give feedback on next wave of accessibility projects

The MTA held online and in-person workshops with subway riders to get feedback on systemwide accessibility improvements that can be prioritized in the 2025 - 2029 Capital Plan. The latest Capital Plan invests in accessibility upgrades to at least 60 stations, with 39 stations already determined. Customer feedback was solicited on locations for the remaining stations.



Record paratransit ridership and satisfaction

In October, Access-A-Ride completed over one million trips in a single month for the first time ever. Access-A-Ride maintained its high levels of service reliability, with over 97% of trips picked up within 30 minutes of scheduled time and 90% within 20 minutes. Tap and Ride rollout for paratransit also expanded, with 180,000 customers now able to use digital fare payment, allowing paratransit customers the option to pay without carrying exact change for the first time ever. Weekday ridership now regularly tops 50,000, and customer satisfaction remains above 80%.

More accessibility tools for riders in stations

In February, the MTA partnered with Convo Communications to launch ConvoAccess, a pilot program offering on-demand American Sign Language interpretation. Now, Deaf and hard-of-hearing riders can use video at select subway, LIRR, and Metro-North station booths to communicate more easily with staff. Later in the year, the MTA expanded NaviLens across Manhattan and the Bronx to support blind and low-vision riders. NaviLens provides visual information in audio formats to help with wayfinding and navigation in subway stations and bus stops.



Let the past year be more proof — the MTA is delivering more accessibility than ever before, both in terms of dollars and number of ADA stations. And with a fully funded Capital Plan and dedicated funding from congestion pricing, we're not slowing down any time soon.



Janno Lieber, MTA Chair & CEO

on the MTA's ongoing completion of accessibility upgrades

Goal

Work smarter

Cost-consciousness is central to operating efficient and reliable service. In 2025, the MTA saved hundreds of millions of dollars in expenses while increasing train and bus service, investing in new technologies, and continuing to enhance transparency.



Making the MTA more efficient

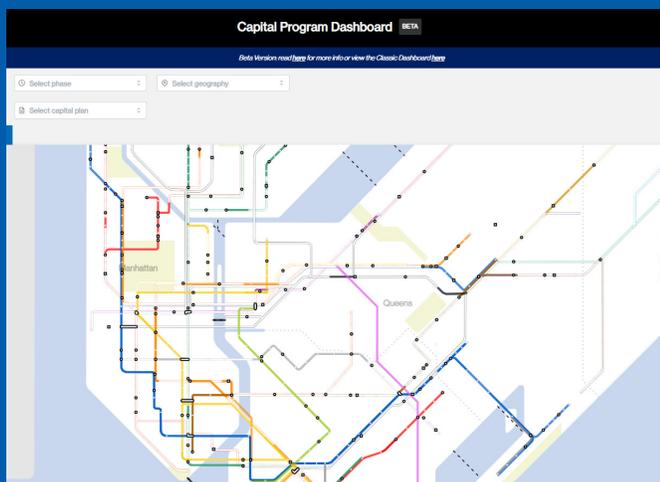
In 2025 the MTA continued to prioritize cost efficiency across the organization. Overall, the MTA is spending less than it did in 2019 in real dollars while still running more service. A systemwide review of costs and new initiatives are driving long-term savings like standardizing inspections, installing LED lights to improve energy efficiency, and finding new telecom and procurement efficiencies. In 2025 alone, the MTA achieved \$500 million in annually recurring cost savings.

Award-winning Open Data Program grows

The Open Data Program continues to grow with over 220 data assets published to the New York Open Data Portal by the end of 2025. Newly added datasets span topics including Congestion Relief Zone vehicle entries, employee availability, subway and bus schedules, and bus Automated Camera Enforcement violations. And in acknowledgment of MTA's commitment to transparency, the program earned BetaNYC's first-ever Civic Innovator Award this year, given to New Yorkers making the city more open, just, and equitable.

A revamped capital dashboard

At the end of 2025, the MTA launched a beta version of the redesigned Capital Program Dashboard. This tool gives New Yorkers a real-time view into the progress, budget, and scope of infrastructure projects across the system. First introduced in 2010, the dashboard has been redeveloped to better reflect how the MTA is using smart, innovative construction methods. The dashboard empowers riders, advocates, and legislators alike to track how capital dollars are being spent, bringing visibility to critical, often unseen work that keeps the region moving.



CityTicket puts money back in rider's pockets

As overall commuter rail ridership surged, CityTicket's growing popularity drove ridership at New York City stations to grow faster than the systemwide average. CityTicket remains a powerful tool for affordability and access, making travel between NYC stations on LIRR or Metro-North available for a flat fare – an option that is especially important for New Yorkers who live or work far from the subway or express bus routes. Since mid-2023, when CityTicket was expanded to include all days of the week and times of day, the program has saved riders over \$100 million.

Google supports track maintenance

The MTA and Google worked together to bring predictive analytics to track maintenance, enhancing preventive upkeep of tracks and helping detect defects before they disrupt service for customers. Using advanced cloud and artificial intelligence technology, the pilot helped to identify issues sooner, target repairs more precisely, and improve reliability for riders.

Merchandise collaboration with the Natural History Museum

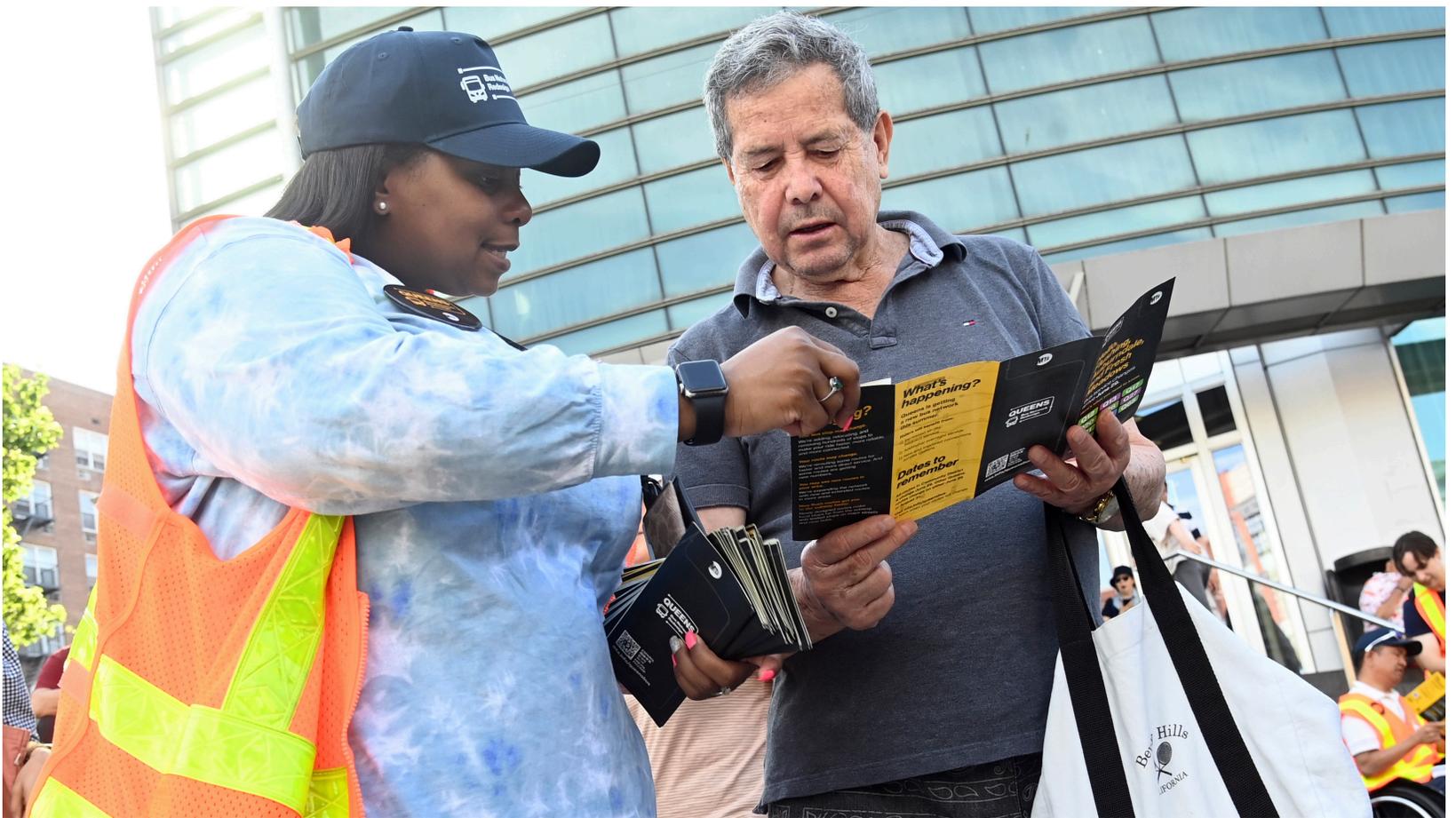
In December, the MTA unveiled a first-of-its-kind, limited edition merchandise collaboration with the American Museum of Natural History to celebrate the 40th anniversary of MTA Arts & Design. Inspired by artwork at the 81 St – Museum of Natural History **B** **C** Station, transit and museum enthusiasts alike can sport the collection featuring the station's art installation. This is all part of a broader agency initiative to diversify revenue sources through new commercial partnerships.



Goal

Engage with riders and community partners

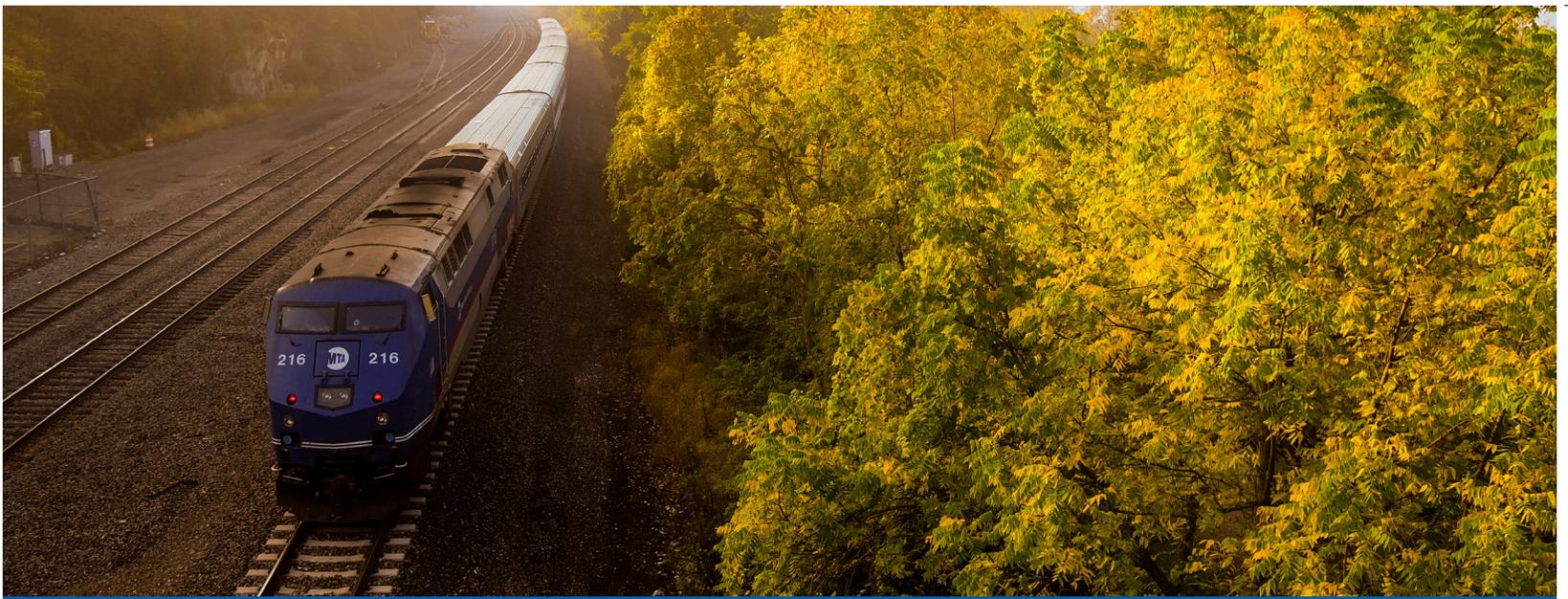
Listening to riders and communities informs how the MTA plans and delivers service. This year, teams were on the ground throughout the entire MTA service region sharing updates, celebrating new projects, and gathering input on future capital investments to ensure the system reflects the needs of those served.



Customer Ambassadors engage Queens bus riders

More than 750 MTA employees took on over 3,000 shifts as Customer Ambassadors during the two-phase launch of the Queens Bus Network Redesign, one of the largest customer service efforts in MTA history. These ambassadors engaged directly with many of the borough's 800,000 daily riders to support a smooth, informed rollout.

The Queens Bus Network Redesign is a historic effort to transform the nearly 70-year-old bus system, bringing new and improved transit service to New York City's largest borough. The redesign updates both express and local bus service to better match the growth and travel patterns that have developed in the borough over the years.



Fall foliage on full display

Metro-North's popular Leaf Peeper trains made a vibrant return this fall, adding extra weekend service between Grand Central, Beacon, and Poughkeepsie. The seasonal boost drove October weekend ridership to 102.5% of 2019 levels with 130,938 trips taken.

Learning about the Interborough Express

As the MTA advances the Interborough Express through the design and environmental review phase, community engagement is front and center. This year, we kicked off the start of a series of public meetings to explain the scope of the project, how environmental review works, and ensure the nearly 900,000 New Yorkers living along the proposed route have a voice in shaping the project.

Sharing transit careers with high schoolers

To mark National Transit Career Day, the MTA hosted a full-day event at Brooklyn's Transit Tech High School, connecting students with transit professionals from across the agency. Students got a hands-on look at the wide range of careers in transit, learning not just about the technology that powers the system, but also about the people who keep it running, offering a glimpse into the future they could help shape.

Celebrating 40 years of Arts & Design

MTA Arts & Design marked 40 years of enriching the transit experience with a yearlong celebration across the system. From new station art and digital installations to poetry, photography, and live performances, the anniversary programming showcased the breadth of artistic expression that has become a hallmark of the MTA.



Goal

Promote sustainability

The MTA continues to take bold action to address climate change. In 2025, the MTA advanced a wide range of initiatives to strengthen infrastructure resiliency, ensuring that mass transit remains not just a response to climate change, but a critical part of the solution for a more sustainable future.



Updating the MTA's Climate Resilience Roadmap

In October, the MTA released an update to the Climate Resilience Roadmap, highlighting major progress since the plan's debut in 2024. Over the 18 months, the MTA, in growing collaboration with NYC agencies, launched or advanced dozens of projects aligned with the Roadmap's ten strategic goals, backed by more than \$1.5 billion in funding through the 2025–2029 Capital Plan.

The Climate Resilience Roadmap Update outlines the need for increased partnership with the City of New York, including identifying 10 priority locations throughout the city where urgent action is needed by New York City government partners to control stormwater flood impacts on neighboring communities and transit infrastructure in all five boroughs.

A more climate-resilient Hudson Line

The MTA advanced the Hudson Line Climate Resilience Blueprint to rebuild critical infrastructure along a 20-mile stretch between Riverdale and Croton-Harmon that is vulnerable to extreme weather. Drainage, culverts, retaining walls, slopes, shorelines, and track are all candidates for resiliency upgrades. The Blueprint outlines design guidance and actions to protect the entire Metro-North line and ensures a coordinated approach for all future projects.



More efficient subway lighting

In 2025, the MTA completed the installation of LED lights at all 472 stations across the subway system, as part of a broader initiative to convert more than 150,000 fluorescent light fixtures by mid-2026. When complete, this conversion to LED lights will save the MTA an estimated \$5.9 million in annual recurring energy and material cost savings, all while reducing carbon emissions.

New bike and pedestrian paths on MTA bridges

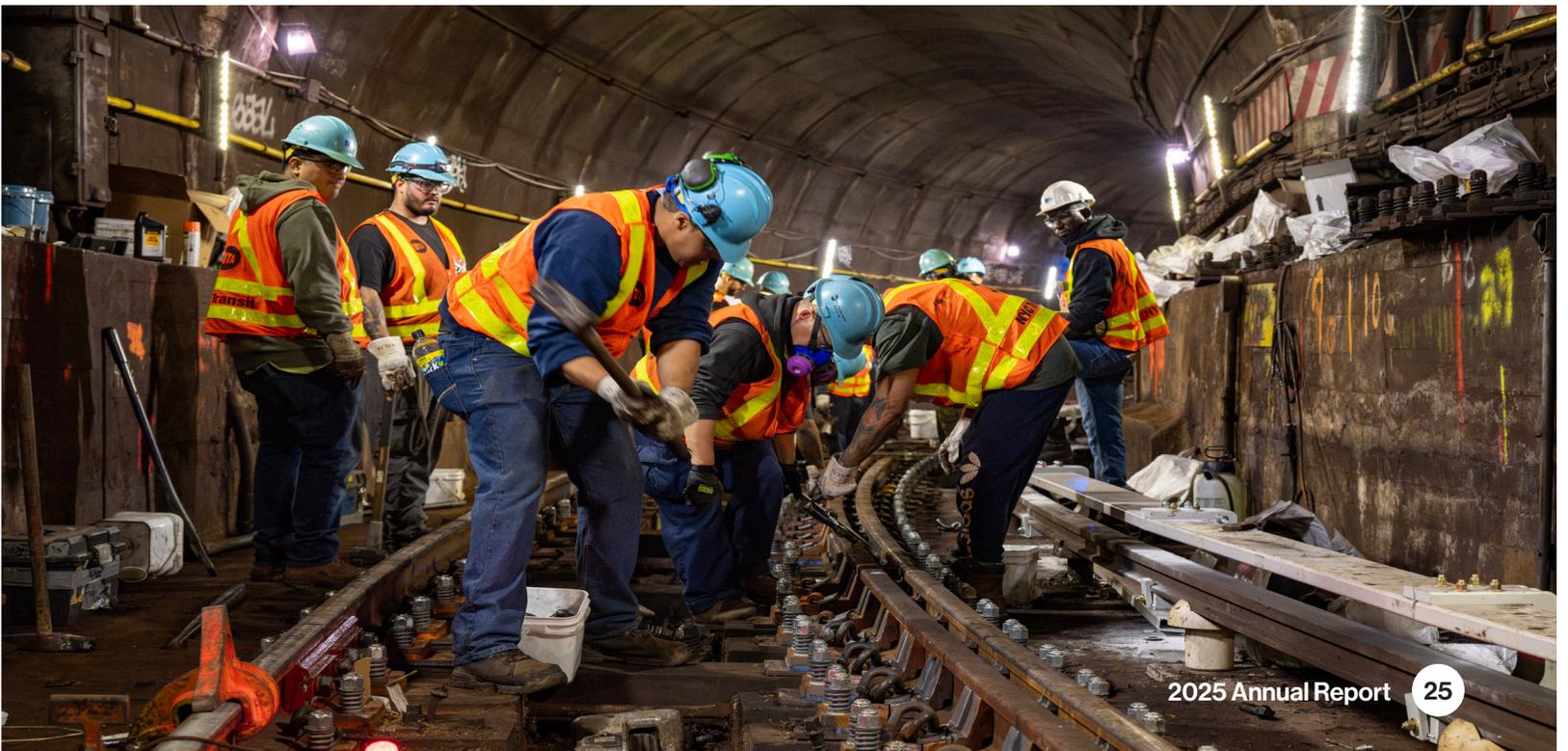
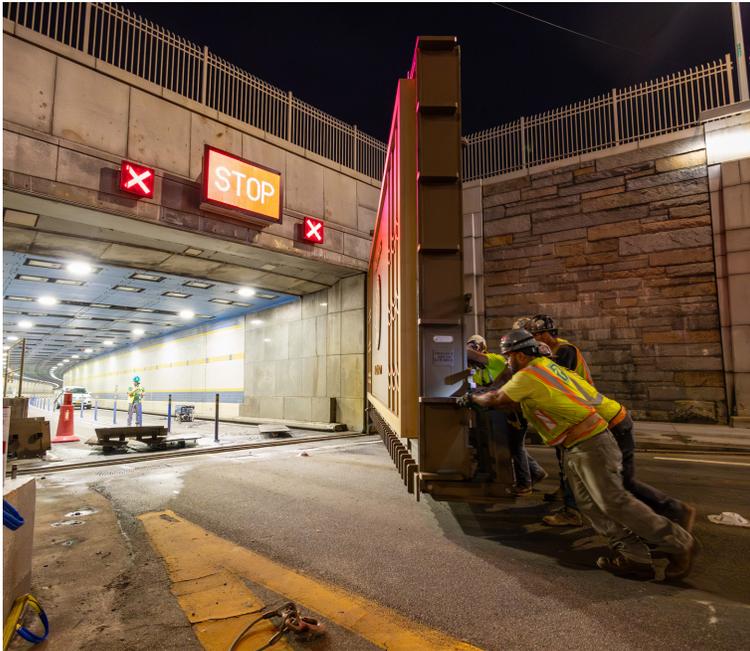
New and improved bike and pedestrian paths on the Robert F. Kennedy, Henry Hudson, and Cross Bay bridges opened in 2025, providing safer, more accessible, and greener options for walking and cycling. The milestone comes as part of the MTA's commitment to improving road conditions for cyclists, pedestrians and micromobility users on the agency's bridges, leveraging the MTA's infrastructure assets to promote walking and cycling and enhance safety across the region.



Our people in action

Our people move New York. From train and bus operators, maintainers and customer service agents, and accountants and policymakers, MTA employees are core to North America's largest public transportation agency. We're building a strong team, investing in our current workforce, and attracting new talent from all backgrounds.





MTA by the numbers

Ridership

Average weekday ridership, Q4 2025

4.1 million subway customers

272,000 LIRR customers

1.3 million bus customers

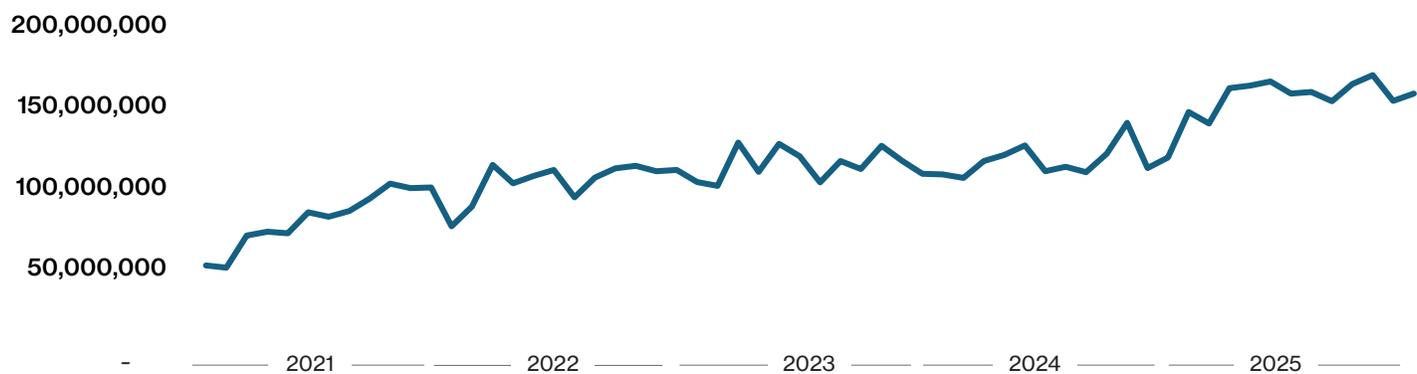
235,000 Metro-North customers

51,000 paratransit trips scheduled

948,000 bridge and tunnel crossings

Ridership continues to grow across all modes of transit

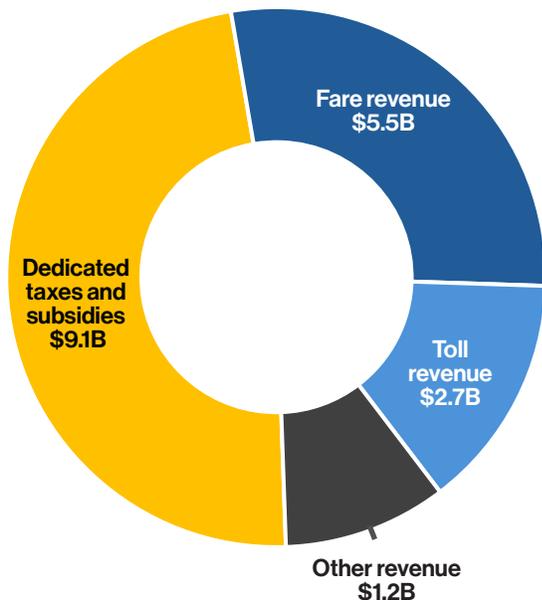
Total monthly ridership through Fall 2025, all modes



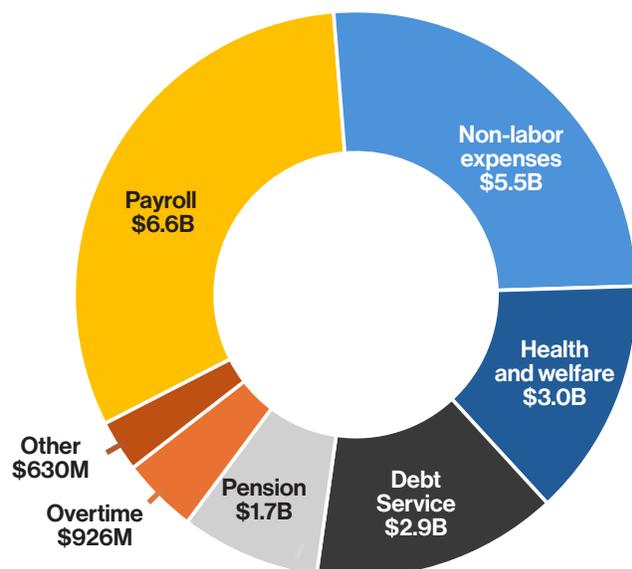
FY2026 operating budget

The MTA's **\$21.3 billion** operating budget funds the day-to-day costs of running subways, buses, trains, and paratransit as well as operating our seven bridges and two tunnels.

Where the money comes from



Where the money goes



Totals may not add due to rounding

Infrastructure

The MTA maintains assets valued at **\$1.5 trillion**, including:

7 bridges and **2** tunnels

Over **700** subway and train stations

More than **8,700** subway and commuter rail cars and **5,800** buses

Over **100** maintenance facilities

Nearly **500** elevators

2,000 miles of track and more than **3,500** switches

Capital budget

The MTA's capital budget funds the costs associated with maintaining and expanding the transportation network. The current Capital Program, which runs from 2025 to 2029, is **\$68.4 billion**.

The MTA committed **\$15.8 billion** in new capital projects in 2025 -- the largest annual commitment ever.

The MTA completed projects totaling **\$6.7 billion** in 2025.

Protecting the environment

MTA trains and buses avoid emitting **20 million metric tons** of carbon annually—equivalent to removing **4.5 million** cars off the road.

Our people

The MTA employs over **70,000** people in a variety of positions, from bus and train operators to engineers, accountants, and transit planners.

Generating economic opportunity

The MTA invested over **\$1.2 billion** in direct payments to MWBE, SDVOB, and DBE firms in 2025—by far the largest investment of any State agency.

32% of MTA payments were made to MWBEs and **7%** were made to SDVOBs, surpassing New York State's utilization goals of **30%** and **6%**, respectively.

For the past decade, the MTA has ranked number **#1 out of 97** State agencies and public authorities in dollars paid to certified MWBEs and has exceeded the state's 30% MWBE goal for five consecutive years.

About the MTA

The Metropolitan Transportation Authority is North America's largest transportation agency, serving a population of 15.3 million people across a 5,000 square-mile travel area surrounding New York City through Long Island, southeastern New York State, and Connecticut. The MTA network comprises the nation's largest bus fleet and more subway and commuter rail cars than all other U.S. transit systems combined.

The Authority is led by Chair and CEO Janno Lieber, along with a world-class management team. A 23-member board governs the MTA. Voting members are nominated by the governor, New York City's mayor, and the County Executives of the counties serving the MTA's service area. Additionally, six rotating, non-voting seats are held by representatives of organized labor and the Permanent Citizens Advisory Committee.

MTA Executive Leadership

Janno Lieber
Chair and CEO

Quemuel Arroyo
Chief Accessibility Officer

Lisette Camilo
Chief Administrative Officer

Demetrius Crichlow
President, New York City Transit

Rob Free
President, Long Island Rail Road

Paige Graves
General Counsel

Jon Kaufman
Chief, Strategic Initiatives

John McCarthy
Chief, Policy & External Relations

Juliette Michaelson
Chief of Staff & Strategic Planning

Anita Miller
Chief Labor & Employee
Relations Officer

Monica Murray
Auditor General

Jai Patel
Chief Financial Officer

Shanifah Rieara
Chief Customer Officer

Catherine Sheridan
President, Bridges and Tunnels

Jamie Torres-Springer
President, Construction &
Development

Justin Vonashek
President, Metro-North Railroad

Lourdes Zapata
Chief, Diversity & Inclusion

2025 Board Members

Andrew Albert
Gerard Bringmann
Norman Brown*
Samuel Chu
Michael Fleischer
Daniel Garodnick
Randolph Glucksman
Marc Herbst
David Jones
Meera Joshi*
Christopher Leathers
Blanca Lopez
David Mack
Haeda Mihaltses
Melva M. Miller
James O'Donnell
John-Ross Rizzo
John Samuelsen
Lisa Sorin
Vincent Tessitore Jr.*
Midori Valdivia
Ed Valente
Neal Zuckerman

**Retired in 2025*



Metropolitan Transportation Authority

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