

Memorandum



Metropolitan Transportation Authority

State of New York

March 23, 2021

Mr. Rahul Jain
Office of the State Comptroller
59 Maiden Lane, 29th Floor
New York, New York 10038

Dear Mr. Jain,

This represents the MTA's fourth Quarter, 2020, report concerning the status of its gap closing initiatives as required by the NY State Comptroller's Regulation 4, Section 202.5 (c). According to the Regulation, the MTA must report "each quarter, until implemented or rescinded, the status of each gap-closing initiative with a projected value equal to or greater than \$1 million in any given fiscal year, including milestones, impact on staffing, current implementation status, actual savings or revenues to date and projected annual savings or revenues in comparison to Budget and Plan projections."

Attached is a summary of the results of the 4th Quarter PEG Monitoring Program for 2020, as well as copies of the PEG Monitoring Milestone Reports. The summary shows that the MTA tracked gap closing initiatives with an annual value of \$260.0 million. Results through the fourth quarter show that \$373.3 million or >100% of the planned PEG reductions of \$260.0 million were realized and 329 positions were reduced. Additionally, >100% of the planned full-year savings has been realized through the year.

To add, additional savings actions (ASA's) that were identified in the 2021 February Financial Plan, and have an impact to the fourth quarter of 2020, are added at the end of this report with a separate consolidation.

If you have any questions, please do not hesitate to call.

Sincerely,

A handwritten signature in black ink, appearing to read "DKeller".

David Keller
Acting Director, Division of Management & Budget

cc: P. Foye
L. Schwartz
B. Foran
N. Griffith
K. DeDonno
R. Perricelli
K. Leopold
L. Liberto (OSDC)

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
PEG Monitoring Summary
Combined 2017 - 2020
(\$ in millions)

MTA Agencies	4th Quarter Results (ytd)						
	2017 - 2020 Monitored * (Full Year)		"Planned" Savings	"Realized" Savings	Variance Fav/(Unfav)	"Realized" Savings as % of "Planned" Savings	% of 2017 - 2020 Implemented at end of Quarter
	Pos	(\$)	(\$)	(\$)	(\$)	(%)	(%)
New York City Transit	412	171.162	171.162	286.844	115.682	>100.0%	>100.0%
Long Island Rail Road	152	45.999	45.999	45.999	0.000	100.0%	100.0%
Metro-North Railroad	65	27.013	27.013	24.587	(2.426)	91.0%	91.0%
MTA Bridges & Tunnels	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Headquarters	0	15.875	15.875	15.875	0.000	100.0%	100.0%
Staten Island Rail	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bus Company	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA CONSOLIDATED	629	260.049	260.049	373.305	113.256	>100.0%	>100.0%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
PEG Monitoring Summary
2020 PEGs
(\$ in millions)

MTA Agencies	2020 PEGs Monitored * (Full Year)		4th Quarter Results (ytd)				% of 2020 Monitored at end of Quarter
	Pos	(\$)	"Planned" Savings (\$)	"Realized" Savings (\$)	Variance Fav/(Unfav) (\$)	"Realized" Savings as % of "Planned" Savings (%)	
New York City Transit *	360	57.062	57.062	56.841	(0.221)	99.6%	99.6%
Long Island Rail Road	152	45.999	45.999	45.999	0.000	100.0%	100.0%
Metro-North Railroad	65	27.013	27.013	24.587	(2.426)	91.0%	91.0%
MTA Bridges & Tunnels	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Headquarters	0	15.875	15.875	15.875	0.000	100.0%	100.0%
Staten Island Rail	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bus Company	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA CONSOLIDATED	577	145.949	145.949	143.302	(2.647)	98.2%	98.2%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
PEG Monitoring Summary
2019 PEGs
(\$ in millions)

MTA Agencies	2019 PEGs Monitored * (Full Year)		4th Quarter Results (ytd)				% of 2019 Monitored at end of Quarter
	"Planned" Savings	"Realized" Savings	Variance Fav/(Unfav)	"Realized" Savings as % of "Planned" Savings	% of 2019 Monitored at end of Quarter		
	Pos (\$)	(\$)	(\$)	(\$)	(%)	(%)	
New York City Transit *	51	111.951	111.951	228.725	116.774	>100.0%	>100.0%
Long Island Rail Road	0	0.000	0.000	0.000	0.000	N/A	N/A
Metro-North Railroad	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bridges & Tunnels	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Headquarters	0	0.000	0.000	0.000	0.000	N/A	N/A
Staten Island Rail	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bus Company	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA CONSOLIDATED	51	111.951	111.951	228.725	116.774	>100.0%	>100.0%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
PEG Monitoring Summary
2017 PEGs
(\$ in millions)

MTA Agencies	2017 PEGs Monitored * (Full Year)		4th Quarter Results (ytd)				% of 2017 Monitored at end of Quarter
	Pos	(\$)	"Planned" Savings (\$)	"Realized" Savings (\$)	Variance Fav/(Unfav) (\$)	"Realized" Savings as % of "Planned" Savings (%)	
New York City Transit *	1	2.149	2.149	1.278	(0.871)	59.5%	59.5%
Long Island Rail Road	0	0.000	0.000	0.000	0.000	N/A	N/A
Metro-North Railroad	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bridges & Tunnels	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Headquarters	0	0.000	0.000	0.000	0.000	N/A	N/A
Staten Island Rail	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bus Company	0	0.000	0.000	0.000	0.000	N/A	N/A
MTA CONSOLIDATED	1	2.149	2.149	1.278	(0.871)	59.5%	59.5%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
2020 PEGs
(\$ in millions)

PEG Tracking #	PEG Name	2020 PEGs Monitored *		4th Quarter results (ytd)				
		Pos	(\$)	"Planned" Savings	"Realized" Savings	Variance Fav/(Unfav)	"Realized" Savings as % of "Planned" Savings	% of 2020 Monitored at end of Quarter
				(\$)	(\$)	(\$)	(%)	(%)
NYCT								
NYCT 20-00 PEG	Auxiliary Booth Staffing Reduction	75	7.740	7.740	24.737	16.997	>100.0%	>100.0%
NYCT 20-01 PEG	Shift Right-of-Way (ROW) Maintenance to Overnight/Weekends	50	5.679	5.679	(1.548)	(7.227)	-27.3%	-27.3%
NYCT 20-02 PEG	Vent Cleaning Efficiencies	40	5.275	5.275	2.095	(3.180)	39.7%	39.7%
NYCT 20-03 PEG	Automated Fare Control Maintenance Reductions	35	4.276	4.276	3.503	(0.773)	81.9%	81.9%
NYCT 20-04 PEG	Electrical Helper Efficiencies	12	1.126	1.126	0.784	(0.342)	69.6%	<100.0%
NYCT 20-05 PEG	Bus Painting Efficiencies	13	1.589	1.589	3.233	1.644	>100.0%	>100.0%
NYCT 20-06 PEG	Bus Maintenance Efficiencies	39	5.784	5.784	(23.191)	(28.975)	<100.0%	-401.0%
NYCT 20-07 PEG	Supply Logistics Savings	21	2.282	2.282	2.259	(0.023)	99.0%	99.0%
NYCT 20-08 PEG	Adverse Weather Overtime Reduction	0	3.684	3.684	14.002	10.318	>100.0%	>100.0%
NYCT 20-09 PEG	Vacuum Train Efficiencies	30	2.968	2.968	(0.071)	(3.039)	<100.0%	<100.0%
NYCT 20-10 PEG	Fulton Street Transit Center Security Coverage	1	1.033	1.033	1.033	0.000	100.0%	100.0%
NYCT 20-11 PEG	Terminal Supervision Savings	20	2.523	2.523	19.214	16.691	>100.0%	>100.0%
NYCT 20-12 PEG	Revenue Control Efficiencies	5	1.114	1.114	6.401	5.287	>100.0%	>100.0%
NYCT 20-13 PEG	EAM Consulting Reduction	0	1.636	1.636	1.636	0.000	100.0%	100.0%
NYCT 20-14 PEG	Paratransit Carrier Restructuring	0	8.040	8.040	8.040	0.000	100.0%	100.0%
NYCT 20-15 PEG	Eliminate Passenger Environment Survey	8	1.099	1.099	(0.066)	(1.165)	<100.0%	<100.0%
NYCT 20-16 PEG	South Channel Hydraulic Efficiencies	11	1.214	1.214	(5.220)	(6.434)	<100.0%	<100.0%
Total NYCT PEGs		360	57.062	57.062	56.841	(0.221)	99.6%	99.6%
LIRR								
LIRR 20-01 PEG	Eliminate Administration Positions	12	2.059	2.059	2.059	0.000	100.0%	100.0%
LIRR 20-03 PEG	LIRR Forward Reductions	15	2.164	2.164	2.164	0.000	100.0%	100.0%
LIRR 20-04 PEG	Fleet Maintenance Initiatives	5	9.093	9.093	9.093	0.000	100.0%	100.0%
LIRR 20-05 PEG	Operating Efficiencies within Core Operations/East Side Access	83	20.762	20.762	20.762	0.000	100.0%	100.0%
LIRR 20-06 PEG	Tighter Control and Prioritization of Non Payroll Funds to Core Mission Initiatives	0	6.193	6.193	6.193	0.000	100.0%	100.0%
LIRR 20-07 PEG	Service Adjustments Within Guidelines	5	1.600	1.600	1.600	0.000	100.0%	100.0%
LIRR 20-08 PEG	Train Service Support Efficiencies	8	1.273	1.273	1.273	0.000	100.0%	100.0%
LIRR 20-09 PEG	Crew Book Efficiencies	24	2.855	2.855	2.855	0.000	100.0%	100.0%
Total LIRR PEGs		152	45.999	45.999	45.999	0.000	100.0%	100.0%

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
2020 PEGs
(\$ in millions)

PEG Tracking #	PEG Name	2020 PEGs Monitored *		4th Quarter results (ytd)				
				"Planned" Savings	"Realized" Savings	Variance Fav/(Unfav)	"Realized" Savings as % of "Planned" Savings	% of 2020 Monitored at end of Quarter
MNR								
MNR 20-01 PEG	Elimination of Administrative Positions	54	8.166	8.166	8.166	0.000	100.0%	100.0%
MNR 20-02 PEG	Administrative Office Space Reconfiguration	0	3.852	3.852	1.926	(1.926)	50.0%	50.0%
MNR 20-03 PEG	Fleet Maintenance Initiatives	0	3.104	3.104	3.104	0.000	100.0%	100.0%
MNR 20-04 PEG	Enterprise Asset Management	11	1.743	1.743	1.743	0.000	100.0%	100.0%
MNR 20-05 PEG	Reduction in Budgeted Overtime Hours	0	1.595	1.595	1.595	0.000	100.0%	100.0%
MNR 20-06 PEG	Reduce Annual Vehicle Replacement Program Funding	0	2.241	2.241	2.241	0.000	100.0%	100.0%
MNR 20-07 PEG	Improve On-Board Fare Collection Practices	0	1.000	1.000	0.500	(0.500)	50.0%	50.0%
MNR 20-08 PEG	Elimination of Long-Term Lease Expense of Grand Central Terminal and Harlem/Hudson Lines	0	2.062	2.062	2.062	0.000	100.0%	100.0%
MNR 20-10 PEG	Tighter Control and Prioritization of Non-Payroll Expenses	0	3.250	3.250	3.250	0.000	100.0%	100.0%
Total MNR PEGs		65	27.013	27.013	24.587	(2.426)	91.0%	91.0%
B&T								
None								
Total B&T PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
MTA HQ								
MTA HQ 20-01 PEG	Reduction in MTA IT expenses	0	5.000	5.000	5.000	0.000	100.0%	100.0%
MTA HQ 20-02 PEG	Reduction to Operating Capital Conting	0	9.875	9.875	9.875	0.000	100.0%	100.0%
MTA HQ 20-03 PEG	Reduced Corporate Wide Professions	0	1.000	1.000	1.000	0.000	100.0%	100.0%
Total MTAHQ PEGs		0	15.875	15.875	15.875	0.000	100.0%	100.0%
MTA Bus								
None								
Total MTBUS PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
Total MTA PEGs		577	145.949	145.949	143.302	(2.647)	98.2%	98.2%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
2019 PEGs
(\$ in millions)

PEG Tracking #	PEG Name	2019 PEGs Monitored *		4th Quarter results (ytd)				
		Pos	(\$)	"Planned" Savings (\$)	"Realized" Savings (\$)	Variance Fav/(Unfav) (\$)	"Realized" Savings as % of "Planned" Savings (%)	% of 2020 Monitored at end of Quarter (%)
NYCT								
NYCT 19-02 PEG	Track Inspections Savings	53	5.721	5.721	0.938	(4.783)	<100.0%	<100.0%
NYCT 19-03 PEG	Paratransit Rate Reduction Savings	(2)	9.613	9.613	9.613	0.000	100.0%	100.0%
NYCT 19-07 PEG	Health & Welfare Savings	0	90.400	90.400	192.668	102.268	>100.0%	>100.0%
NYCT 19-10 PEG	Renegotiate Paratransit Carrier Contracts	0	3.217	3.217	2.466	(0.751)	76.6%	76.6%
NYCT 19-11 PEG	Bus Material Savings	0	3.000	3.000	23.040	20.040	>100.0%	>100.0%
Total NYCT PEGs		51	111.951	111.951	228.725	116.774	>100.0%	>100.0%
LIRR								
NONE								
Total LIRR PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
MNR								
NONE								
Total MNR PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
B&T								
NONE								
Total B&T PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
MTA HQ								
NONE								
Total MTAHQ PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
MTA Bus								
NONE								
Total MTABUS PEGs		0	0.000	0.000	0.000	0.000	N/A	N/A
Total MTA PEGs		51	111.951	111.951	228.725	116.774	>100.0%	>100.0%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

Metropolitan Transportation Authority
4th Quarter 2020 Year-To-Date
2017 PEGs
(\$ in millions)

PEG Tracking #		PEG Name		4th Quarter results (ytd)			
				2017 PEGs Monitored *	"Planned" Savings	"Realized" Savings	Variance Fav/(Unfav)
		Pos	(\$)	(\$)	(\$)	(%)	(%)
NYCT							
NYCT 17-05 PEG	Administrative & OTPS Savings	1	2.149	2.149	1.278	(0.871)	59.5%
	Total NYCT PEGs	1	2.149	2.149	1.278	(0.871)	59.5%
LIRR	NONE						
	Total LIRR PEGs	0	0.000	0.000	0.000	0.000	N/A
MNR	NONE						
	Total MNR PEGs	0	0.000	0.000	0.000	0.000	N/A
B&T	NONE						
	Total B&T PEGs	0	0.000	0.000	0.000	0.000	N/A
MTA HQ	NONE						
	Total MTAHQ PEGs	0	0.000	0.000	0.000	0.000	N/A
MTA Bus	NONE						
	Total MTBUS PEGs	0	0.000	0.000	0.000	0.000	N/A
	Total MTA PEGs	1	2.149	2.149	1.278	(0.871)	59.5%

* The value of the monitored PEGs reflects re-estimates captured through the November 2020 Financial Plan and only includes those PEGs with an annual value of \$1 million or more.

**Metropolitan Transportation Authority
2020 NYCT PEG Monitoring Program
4th Quarter 2020 results**

In 2020, 23 PEG's were being monitored with a full-year savings of \$171.2 million and 414 positions to be reduced.

Results through the fourth quarter show that \$286.8 Million or >100% of the planned PEG reductions of \$171.2 million was realized and 112 positions were reduced.

The following PEG's met the savings initiatives and will no longer be monitored going forward:

- 19-03
- 19-07
- 19-11
- 20-00
- 20-05
- 20-08
- 20-10
- 20-11
- 20-12
- 20-13
- 20-14

The following PEG did not reach the targeted reductions but will no longer continue to be monitored in 2021:

- **19-10** Due to a NYCT initiative to terminate some Paratransit Primary Carriers not part of the next award prior to their contract ending in 2020. No savings projected in 2021.

The following PEG's did not reach the targeted reductions and will continue to be monitored in 2021:

- **17-05** Mainly due to overrun in stationary & office supplies, and other maintenance expenses.
- **19-02** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Track has 14 excess supervisory and hourly incumbents as of December YTD.
- **20-01** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Maintenance of Way has 2 excess supervisory and excess hourly incumbents as of December YTD.
- **20-02** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Infrastructure has 56 excess hourly incumbents as of December YTD.
- **20-03** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of EMD has 9 vacant supervisory and excess hourly incumbents as of December YTD.
- **20-04** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Power has 4 vacant supervisory and excess hourly incumbents as of December YTD.

- **20-06** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Department of Buses has 39 excess supervisory and 11 vacant managerial incumbents as of December YTD.
- **20-07** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Supply Logistics has 2 vacant hourly incumbent as of December YTD.
- **20-09** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Track has 4 vacant hourly incumbents as of December YTD.
- **20-15** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Operations Planning has 10 excess traffic checker incumbents as of December YTD.
- **20-16** Positions have been eliminated from the budget; incumbents will be reduced via attrition. Division of Infrastructure has 30 excess supervisory and 56 excess hourly incumbents as of December YTD.

MTA New York City Transit
2017 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 17-05

PEG Name: Administrative & OTPS Savings

PEG Description: This initiative reflects full and part time position reductions in the Human Resources, System Safety and Operations Planning divisions. In addition, the initiative also reflects price discounts gained from rapid invoice payments as well as reduced contractual costs through more effective management in the Materiel, Human Resources and Corporate Communications departments.

PEG Status: **4th qtr savings not achieved** mainly due to overrun in Uniforms and Refuse & Recycling expenses.

PEG VALUE (\$ in millions):

	2017		2018		2019		2020		2021	
	\$	Pos.								
Original Plan: Jul-17	1.758	2	2.275	2	2.275	2	2.275	2	2.275	2
Nov-17			2.149	1	2.149	1	2.149	1	2.149	1

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
7/1/2017	Jul-17		

MONTHLY CASH SAVINGS (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.179	0.179	0.179	0.179	0.179	0.179	0.179	0.179	0.179	0.179	0.179	0.180	2.150
Actual/Proj.	0.129	0.129	0.129	0.068	0.068	0.068	0.130	0.130	0.130	0.099	0.099	0.099	1.278
Month Var.	(0.050)	(0.050)	(0.050)	(0.111)	(0.111)	(0.111)	(0.049)	(0.049)	(0.049)	(0.080)	(0.080)	(0.081)	(0.872)
YTD Var.	(0.050)	(0.100)	(0.150)	(0.261)	(0.372)	(0.484)	(0.533)	(0.582)	(0.631)	(0.711)	(0.791)	(0.872)	(0.872)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2019 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 19-02

PEG Name: Track Inspections Savings

PEG Description: A pilot program on approximately 1/3 of the system will reduce manual Track Inspections from 2x to 1x weekly, and add a camera equipped TGC run performing video track inspection. Further, with the installation of Continuous Welded Rail (CWR) in critical corridors, special inspections are no longer needed.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Track has 14 excess supervisory and hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

	2018		2019		2020		2021		2022	
	\$	Pos.								
Original Plan: Jul-18	0.000		5.721	53	5.721	53	5.721	53	5.721	53

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
7/1/2018	Identify Savings	Jan-19		Jan-19

MONTHLY CASH SAVINGS: (\$ in millions)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.477	0.477	0.477	0.477	0.477	0.477	0.477	0.477	0.477	0.477	0.477	0.477	5.721
Actual/Proj.	(2.429)	(1.599)	(2.574)	0.485	3.382	(1.385)	1.085	0.595	(0.192)	2.647	0.252	0.674	0.938
Month Var.	(2.906)	(2.076)	(3.051)	0.008	2.905	(1.862)	0.608	0.118	(0.669)	2.170	(0.225)	0.197	(4.783)
YTD Var.	(2.906)	(4.982)	(8.033)	(8.025)	(5.120)	(6.982)	(6.374)	(6.256)	(6.925)	(4.755)	(4.980)	(4.783)	(4.783)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2019 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 19-03

PEG Name: Paratransit Rate Reduction Savings

PEG Description: Historically, NYCT provided the bulk of registrant trips through subcontracts with Primary vendors. These vendors essentially function as mini-transportation companies and carry a significant amount of fixed cost overhead stemming from administrative functions that support transportation operations. For several years NYCT has sought to reduce costs by using a multi-modal platform to provide registrant rides through lower cost providers. As such, a significant number of registrant rides are currently performed by Voucher/Brokered trips using car service companies and accessible taxis and E-Hail service providers. The successful shift of registrant trips from Primary providers to lower cost providers (Brokered, Taxi and E-Hail companies) creates an opportunity to limit or eliminate some of the higher cost Primary service providers.

PEG Status: Expenses were significantly under budget -- **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2018		2019		2020		2021		2022	
	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.
Original Plan: Jul-18	(0.127)	(2)	4.663	(2)	9.613	(2)	9.613	(2)	9.613	(2)

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
7/1/2018	Identify Savings	Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	9.613
Actual/Proj.	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	0.801	9.613
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2019 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 19-07

PEG Name: Health & Welfare Savings

PEG Description: Health & welfare savings are being realized in prescription drugs and medical claims contracts put in place through a competitive procurement process.

PEG Status: Health and welfare expenses was significantly under budget through December. **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

		2019		2020		2021		2022		2023	
		\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.
Original Plan:	Jul-19	83.000	0	90.400	0	97.441	0	105.031		113.214	0

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	7.533	7.533	7.533	7.533	7.533	7.533	7.533	7.533	7.533	7.533	7.533	7.533	90.400
Actual/Proj.	30.048	(8.075)	9.236	(53.715)	(24.900)	143.649	21.672	(17.723)	11.126	53.430	5.956	21.960	192.668
Month Var.	22.515	(15.608)	1.703	(61.248)	(32.433)	136.116	14.139	(25.256)	3.593	45.897	(1.577)	14.427	102.268
YTD Var.	22.515	6.907	8.610	(52.638)	(85.071)	51.045	65.184	39.928	43.521	89.418	87.841	102.268	102.268

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2019 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 19-10

PEG Name: Renegotiate Paratransit Carrier Contracts

PEG Description: As a result of the MTA Enterprise-Wide Cost Reduction Initiative, Paratransit primary carrier services contractors will reduce their contracted values.

PEG Status: Actual savings fell short of target by \$752K, partly due to termination of certain Paratransit Primary Carriers prior to contract end date eliminating savings. In addition, Paratransit trips were substantially lower than projections due to COVID-19 which resulted in a saving shortfall. **As a result, 2020 savings were not achieved**

PEG VALUE: (\$ in millions)

	2019		2020		2021		2022		2023	
	\$	Pos.								
Original Plan: Nov-19	5.479	0	3.217	0	0.000	0	0.000	0	0.000	0

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
11/1/2019 Identify Savings	Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.846	0.846	0.789	0.213	0.213	0.103	0.103	0.103					3.218
Actual/Proj.	0.834	0.819	0.780	0.072	0.000	(0.017)	0.002	(0.024)					2.466
Month Var.	(0.012)	(0.027)	(0.009)	(0.141)	(0.213)	(0.121)	(0.102)	(0.128)	-	-	-	-	(0.752)
YTD Var.	(0.012)	(0.039)	(0.048)	(0.189)	(0.402)	(0.523)	(0.624)	(0.752)	(0.752)	(0.752)	(0.752)	(0.752)	(0.752)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2019 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 19-11

PEG Name: Bus Material Savings

PEG Description: The Department of Buses will achieve savings through material ordering and usage.

PEG Status: Maintenance material expenses were significantly under base budget -- **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2019		2020		2021		2022		2023	
	\$	Pos.								
Original Plan: Nov-19	1.500	0	3.000	0	3.000	0	3.000	0	3.000	0

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	0.250	3.000
Actual/Proj.	2.796	1.259	2.446	4.904	4.551	1.610	0.995	0.825	0.899	(0.348)	1.950	1.153	23.040
Month Var.	2.546	1.009	2.196	4.654	4.301	1.360	0.745	0.575	0.649	(0.598)	1.700	0.903	20.040
YTD Var.	2.546	3.555	5.751	10.405	14.706	16.066	16.811	17.386	18.035	17.437	19.137	20.040	20.040

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

**MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)**

Tracking No. NYCT 20-00

PEG Name: Auxiliary Booth Staffing Reduction

PEG Description: NYCT has reduced and/or eliminated staffing at auxiliary booths and has maintained at least one full-time booth in each station and/or station complex. This auxiliary booth staffing reduction expands upon a prior plan and will de-staff 8 full-time and 4 part-time auxiliary booths and reduce coverage at 7 auxiliary booths from full-time to part-time.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Auxiliary booth de-staffing is on hold due to delays in conducting public hearings. However Division of Stations has maintained 311 vacant supervisory and hourly incumbents as of Dec YTD . **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2018		2019		2020		2021		2022	
	\$	Pos.								
Original Plan: Jul-18	0.000		7.074	75	7.074	75	7.074	75	7.074	75
	0.000	0	0.000	0	7.740	75	7.074	75	7.074	75

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2018	Identify Savings		Jan-19		Jan-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.590	0.590	0.590	0.590	0.590	0.590	0.590	0.590	0.590	0.590	0.590	0.590	7.074
Actual/Proj.	0.848	2.450	2.489	1.846	1.968	1.523	1.733	2.760	1.789	3.036	2.515	1.786	24.737
Month Var.	0.258	1.860	1.899	1.256	1.378	0.933	1.143	2.170	1.199	2.446	1.925	1.196	17.663
YTD Var.	0.258	2.118	4.017	5.273	6.651	7.584	8.727	10.897	12.096	14.542	16.467	17.663	17.663

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-01

PEG Name: Shift Right-of-Way (ROW) Maintenance to Overnight/Weekends

PEG Description: Better alignment of right-of-way maintenance to nights and weekends when other capital work is conducted, will result in less flagging requirements.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Maintenance of Way has 2 excess supervisory and excess hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	5.679	50	5.679	50	5.679	50	5.679	50	5.679	50

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings	Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.473	0.473	0.473	0.473	0.473	0.473	0.473	0.473	0.473	0.473	0.473	0.473	5.679
Actual/Proj.	(4.295)	(2.451)	(4.447)	1.580	4.249	(2.421)	0.586	0.461	(0.242)	4.079	(0.042)	1.392	(1.548)
Month Var.	(4.768)	(2.924)	(4.920)	1.107	3.776	(2.894)	0.113	(0.012)	(0.715)	3.606	(0.515)	0.919	(7.227)
YTD Var.	(4.768)	(7.692)	(12.612)	(11.505)	(7.729)	(10.623)	(10.510)	(10.522)	(11.237)	(7.631)	(8.146)	(7.227)	(7.227)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-02

PEG Name: Vent Cleaning Efficiencies

PEG Description: Most vent cleaning work consists of routine clearing of debris from street vents. Currently, plumbers are used to do this work. By replacing plumbers with vent & drain helpers where appropriate, savings can be achieved.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Infrastructure has 56 excess hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	5.275	40	5.275	40	5.275	40	5.275	40	5.275	40

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.440	0.440	0.440	0.440	0.440	0.440	0.440	0.440	0.440	0.440	0.440	0.440	5.275
Actual/Proj.	(1.029)	(0.461)	(0.630)	0.777	1.689	(0.192)	(0.119)	(0.064)	0.333	1.026	(0.049)	0.819	2.095
Month Var.	(1.469)	(0.901)	(1.070)	0.337	1.249	(0.632)	(0.559)	(0.504)	(0.107)	0.586	(0.489)	0.379	(3.180)
YTD Var.	(1.469)	(2.370)	(3.440)	(3.103)	(1.854)	(2.486)	(3.045)	(3.549)	(3.656)	(3.070)	(3.559)	(3.180)	(3.180)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-03

PEG Name: Automated Fare Control Maintenance Reductions

PEG Description: The Electronic Maintenance Division (EMD) will achieve maintenance efficiencies in its AFC subdivision.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of EMD has 9 vacant supervisory and excess hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	4.276	35	4.276	35	4.276	35	4.276	35	4.276	35

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.356	0.356	0.356	0.356	0.356	0.356	0.356	0.356	0.356	0.356	0.356	0.356	4.276
Actual/Proj.	(0.160)	0.654	0.112	0.445	(0.623)	(0.015)	0.349	0.440	0.348	0.679	0.415	0.855	3.503
Month Var.	(0.516)	0.298	(0.244)	0.089	(0.979)	(0.371)	(0.007)	0.084	(0.008)	0.323	0.059	0.499	(0.773)
YTD Var.	(0.516)	(0.218)	(0.462)	(0.373)	(1.352)	(1.723)	(1.730)	(1.646)	(1.654)	(1.331)	(1.272)	(0.773)	(0.773)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

**MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)**

Tracking No. NYCT 20-04

PEG Name: Electrical Helper Efficiencies

PEG Description: Efficiencies in the Power division through consolidation of maintenance, relief, and response duties.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Power has 4 vacant hourly positions as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.156	12	1.156	12	1.156	12	1.156	12	1.156	12

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	1.156
Actual/Proj.	(0.234)	(0.034)	(0.134)	0.184	(0.248)	0.035	0.166	0.140	0.177	0.396	0.186	0.146	0.784
Month Var.	(0.330)	(0.130)	(0.230)	0.088	(0.344)	(0.061)	0.070	0.044	0.081	0.300	0.090	0.050	(0.372)
YTD Var.	(0.330)	(0.460)	(0.690)	(0.602)	(0.946)	(1.007)	(0.937)	(0.893)	(0.812)	(0.512)	(0.422)	(0.372)	(0.372)

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-05

PEG Name: Bus Painting Efficiencies

PEG Description: Currently buses are painted in a 4 year cycle during the overhaul maintenance program to maintain the asset in a state of good repair.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Department of Buses has 45 vacant hourly incumbents as of Dec YTD. **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	1.589	13	1.589	13	1.589	13	1.589	13	1.589	13

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.132	0.132	0.132	0.132	0.132	0.132	0.132	0.132	0.132	0.132	0.132	0.132	1.589
Actual/Proj.	0.048	1.079	(0.651)	(0.033)	0.054	0.559	0.565	0.317	0.891	0.500	(0.213)	0.112	3.233
Month Var.	(0.084)	0.947	(0.783)	(0.165)	(0.078)	0.427	0.433	0.185	0.759	0.368	(0.345)	(0.020)	1.644
YTD Var.	(0.084)	0.863	0.080	(0.085)	(0.163)	0.264	0.697	0.882	1.641	2.009	1.664	1.644	1.644

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-06

PEG Name: Bus Maintenance Efficiencies

PEG Description: This efficiency results from streamlining several maintenance support functions including depot training supervisors, consolidation of the CMO Field Services and Fleet Engineering Units, and the general pick process.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Department of Buses has 39 excess supervisory and 11 vacant managerial incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	5.784	39	5.784	39	5.784	39	5.784	39	5.784	39

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.482	0.482	0.482	0.482	0.482	0.482	0.482	0.482	0.482	0.482	0.482	0.482	5.784
Actual/Proj.	(0.223)	(1.719)	(3.958)	4.813	1.850	2.531	(5.080)	0.506	(5.935)	(5.138)	(5.321)	(5.517)	(23.191)
Month Var.	(0.705)	(2.201)	(4.440)	4.331	1.368	2.049	(5.562)	0.024	(6.417)	(5.620)	(5.803)	(5.999)	(28.975)
YTD Var.	(0.705)	(2.906)	(7.346)	(3.015)	(1.647)	0.402	(5.160)	(5.136)	(11.553)	(17.173)	(22.976)	(28.975)	(28.975)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-07

PEG Name: Supply Logistics Savings

PEG Description: Reduce satellite storerooms operating hours in select bus depots, reduce kitting staffing based on projected requirements, and automate manifesting process in the central warehouses.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Supply Logistics has 2 vacant hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	2.282	21	2.282	21	2.282	21	2.282	21	2.282	21

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	0.190	2.282
Actual/Proj.	(0.061)	0.333	0.129	0.114	0.167	0.163	0.239	0.147	0.219	0.192	0.432	0.183	2.259
Month Var.	(0.251)	0.143	(0.061)	(0.076)	(0.023)	(0.027)	0.049	(0.043)	0.029	0.002	0.242	(0.007)	(0.023)
YTD Var.	(0.251)	(0.108)	(0.169)	(0.245)	(0.268)	(0.295)	(0.246)	(0.289)	(0.260)	(0.258)	(0.016)	(0.023)	(0.023)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-08

PEG Name: Adverse Weather Overtime Reduction

PEG Description: A comprehensive review of actual cold weather preparation and response protocols has resulted in a 10% reduction with minimal impact on cold weather response for our customers.

PEG Status: NYCT adverse weather overtime expenses was under budget by \$11.6M through September. **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	3.684	0	3.684	0	3.684	0	3.684	0	3.684	0

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	0.307	3.684
Actual/Proj.	4.039	4.325	4.237	0.403	0.442	0.541	0.473	(0.435)	0.378	0.219	0.571	(1.191)	14.002
Month Var.	3.732	4.018	3.930	0.096	0.135	0.234	0.166	(0.742)	0.071	(0.088)	0.264	(1.498)	10.318
YTD Var.	3.732	7.750	11.680	11.776	11.911	12.145	12.311	11.569	11.640	11.552	11.816	10.318	10.318

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-09

PEG Name: Vacuum Train Efficiencies

PEG Description: The delivery of three new vacuum trains has significantly improved the collection of refuse from the track, reducing the need for headcount dedicated to manual track cleaning.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Track has 4 vacant hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	2.968	30	2.968	30	2.968	30	2.968	30	2.968	30

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.247	0.247	0.247	0.247	0.247	0.247	0.247	0.247	0.247	0.247	0.247	0.247	2.968
Actual/Proj.	(1.911)	(1.205)	(1.907)	(0.743)	2.859	(0.930)	0.773	0.348	(0.028)	2.012	0.119	0.538	(0.071)
Month Var.	(2.158)	(1.452)	(2.154)	(0.990)	2.612	(1.177)	0.526	0.101	(0.275)	1.765	(0.128)	0.291	(3.039)
YTD Var.	(2.158)	(3.610)	(5.764)	(6.754)	(4.142)	(5.319)	(4.793)	(4.692)	(4.967)	(3.202)	(3.330)	(3.039)	(3.039)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

**MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)**

Tracking No. NYCT 20-10

PEG Name: Fulton Street Transit Center Security Coverage

PEG Description: Replace fixed post contract guard coverage at the Fulton Street Transit Center with roving patrols.

PEG Status: **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.033	1	1.033	1	1.033	1	1.033	1	1.033	1

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	1.033
Actual/Proj.	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	0.086	1.033
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-11

PEG Name: Terminal Supervision Savings

PEG Description: Implementation of the ATS-A system, provides centralized automated train dispatching from the RCC, which allows for reduced supervision at covered terminals. This PEG was replaced by R160 Traction Motor Overhaul reduction placeholder.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Car Equipment has 140 excess supervisory and 220 vacant hourly incumbents as of Dec YTD. **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	2.523	20	2.523	20	2.523	20	2.523	20	2.523	20

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings	Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.210	0.210	0.210	0.210	0.210	0.210	0.210	0.210	0.210	0.210	0.210	0.210	2.523
Actual/Proj.	1.058	1.882	1.093	2.468	(0.961)	0.704	2.395	1.752	1.814	2.342	1.834	2.830	19.214
Month Var.	0.848	1.672	0.883	2.258	(1.171)	0.494	2.185	1.542	1.604	2.132	1.624	2.620	16.691
YTD Var.	0.848	2.520	3.403	5.661	4.490	4.984	7.169	8.711	10.315	12.447	14.071	16.691	16.691

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

**MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)**

Tracking No. NYCT 20-12

PEG Name: Revenue Control Efficiencies

PEG Description: Increase in non-cash purchases at vending machines requires less handling/processing of cash.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Revenue Control has 2 vacant Quality Control Specialist incumbents as of Dec YTD. **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	1.114	5	1.114	5	1.114	5	1.114	5	1.114	5

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.093	0.093	0.093	0.093	0.093	0.093	0.093	0.093	0.093	0.093	0.093	0.093	1.114
Actual/Proj.	0.443	0.462	0.308	0.660	0.621	0.543	0.534	0.554	0.500	0.475	0.570	0.733	6.401
Month Var.	0.350	0.369	0.215	0.567	0.528	0.450	0.441	0.461	0.407	0.382	0.477	0.640	5.287
YTD Var.	0.350	0.719	0.934	1.501	2.029	2.479	2.920	3.381	3.788	4.170	4.647	5.287	5.287

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-13

PEG Name: EAM Consulting Reduction

PEG Description: Reduction in EAM consulting expenditures. The project will continue to advance with reduced consulting funding. In-house resources remain unchanged.

PEG Status: **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	1.636	0	1.636	0	1.636	0	1.636	0	1.636	0

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	1.636
Actual/Proj.	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	0.136	1.636
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-14

PEG Name: Paratransit Carrier Restructuring

PEG Description: Utilization of additional broker services has resulted in a shift of trips from primary carriers, resulting in savings.

PEG Status: Broker Service trip % went up from 42.9% in 2019 to 57.4% in 2020, expenses were significantly under base budget -- **4th qtr savings achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	8.040	0	8.040	0	8.040	0	8.040	0	8.040	0

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	8.040
Actual/Proj.	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	0.670	8.040
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-15

PEG Name: Eliminate Passenger Environment Survey

PEG Description: Passenger Environment Survey (PES) data is currently utilized for reporting PES Key Performance Indicators.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Operations Planning has 10 excess traffic checker incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.099	8	1.099	8	1.099	8	1.099	8	1.099	8

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.092	0.092	0.092	0.092	0.092	0.092	0.092	0.092	0.092	0.092	0.092	0.092	1.099
Actual/Proj.	0.012	0.058	(0.008)	(0.013)	(0.152)	(0.169)	(0.050)	(0.015)	0.103	0.031	0.115	0.027	(0.066)
Month Var.	(0.080)	(0.034)	(0.100)	(0.105)	(0.244)	(0.261)	(0.142)	(0.107)	0.011	(0.061)	0.023	(0.065)	(1.165)
YTD Var.	(0.080)	(0.114)	(0.214)	(0.319)	(0.563)	(0.824)	(0.966)	(1.073)	(1.062)	(1.123)	(1.100)	(1.165)	(1.165)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA New York City Transit
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actual Results through December)

Tracking No. NYCT 20-16

PEG Name: South Channel Hydraulic Efficiencies

PEG Description: The maintenance of the South Channel Bridge was reassigned from E&E to Infrastructure-Hydraulics in January 2018. The additional workload has been incorporated into the daily function of the division.

PEG Status: Positions have been eliminated from the budget, incumbents will be reduced via attrition. Division of Infrastructure has 30 excess supervisory and 56 excess hourly incumbents as of Dec YTD. **4th qtr savings not achieved.**

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.214	11	1.214	11	1.214	11	1.214	11	1.214	11

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.101	0.101	0.101	0.101	0.101	0.101	0.101	0.101	0.101	0.101	0.101	0.101	1.214
Actual/Proj.	(1.837)	(1.163)	(1.601)	0.480	1.334	(0.975)	(0.851)	(0.588)	(0.362)	0.688	(0.627)	0.280	(5.220)
Month Var.	(1.938)	(1.264)	(1.702)	0.379	1.233	(1.076)	(0.952)	(0.689)	(0.463)	0.587	(0.728)	0.179	(6.434)
YTD Var.	(1.938)	(3.202)	(4.904)	(4.525)	(3.292)	(4.368)	(5.320)	(6.009)	(6.472)	(5.885)	(6.613)	(6.434)	(6.434)

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

**Metropolitan Transportation Authority
2020 LIRR PEG Monitoring Program
4th Quarter 2020 results**

In 2020, 8 PEG's were being monitored with a full-year savings of 152 positions and \$46.0 million.

Results through the fourth quarter show that \$46.0 million or 100% of the planned PEG reductions of \$46.0 million was realized and 152 positions were reduced.

The following PEG's met the savings initiatives and will no longer be monitored going forward:

- 20-01
- 20-03
- 20-04
- 20-05
- 20-06
- 20-07
- 20-08
- 20-09

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-01

PEG Name: Eliminate Administration Positions

PEG Description: Reduce administrative positions across the company by combining functions to improve productivity and efficiency. Positions reduced through attrition.

PEG Status: Savings on target. Positions eliminated through attrition.

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	2.059	12	2.100	12	2.143	12	2.193	12	2.193	12

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings	Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	2.059
Actual/Proj.	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	2.059
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-03

PEG Name: LIRR Forward Reductions

PEG Description: Reduce Ushers, Transportation support, Stations Movement Bureau Support, overnight signal supervisors and maintenance of way inspectors. The overall elements of LIRR Forward will remain, just strategically scaled back. Greater efficiencies within existing resources will be achieved. Positions reduced through attrition.

PEG Status: Savings on target. Efficiencies achieved. Positions reduced through attrition.

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		2.164	15	2.210	15	2.258	15	2.315	15	2.315	15

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings	Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	2.164
Actual/Proj.	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	0.180	2.164
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-04

PEG Name: Fleet Maintenance Initiatives

PEG Description: Further material savings identified due to high MDBF of M7 fleet. Certain reliability maintenance and modification activities will be "stretched" over a greater number of years including M7 Phase 4 Truck RCM, Phase 2 Battery Change out and Phase 2 Air Brake. All programs extended from 8 years to 10 years. Extend coupler RCM program. Refrigeration changeout program done in house within existing RCM program.

PEG Status: Reliability Centered Maintenance (RCM) and modification activities adjusted to achieve savings.

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		9.093	5	9.089	5	9.087	5	9.079	5	9.079	5

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings	Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	9.093
Actual/Proj.	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	0.758	9.093
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-05

PEG Name: Operating Efficiencies within Core Operations/East Side Access

PEG Description: The LIRR has continued it's review on how to more efficiently integrate the existing LIRR service with the new service to Grand Central including operational staffing, administrative staffing, training, fleet maintenance, crew staffing, etc. Based on this continuing review, savings have been identified.

PEG Status: Savings on target

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		20.762	83	20.762	83	20.762	83	20.762	83	20.762	83

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings	Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	20.762
Actual/Proj.	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	1.730	20.762
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-06

PEG Name: Tighter Control and Prioritization of Non Payroll Funds to Core Mission Initiatives

PEG Description: Funding reduction for miscellaneous contract services as a result of historical spending trends and programmatic initiatives.

PEG Status: Savings on target

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	5.009	0	3.848	0	2.343	0	1.262	0	1.262	0
Revised	Dec-19	6.193	0	5.078	0	3.611	0	2.566	0	2.566	0

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings		Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	6.193
Actual/Proj.	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	0.516	6.193
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)

Tracking No. LIRR 20-07

PEG Name: Service Adjustments Within Guidelines

PEG Description: Based on a careful review of service guidelines, there are several adjustments which can be made that will have minimal impact on customers.

PEG Status: Savings on target. Service Adjustments were implemented.

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	1.600	5	1.611	5	1.620	5	1.634	5	1.634	5

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings	Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	1.600
Actual/Proj.	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	1.600
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: Yes

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-08

PEG Name: Train Service Support Efficiencies

PEG Description: Consolidations and efficiencies within Transportation Support areas will result in savings. Positions reduced through attrition.

PEG Status: Savings on target. Positions reduced through attrition.

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.273	8	1.300	8	1.327	8	1.360	8	1.360	8

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
Jul-19	Identify Savings		Jul-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	1.273
Actual/Proj.	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	0.106	1.273
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Long Island Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. LIRR 20-09

PEG Name: Crew Book Efficiencies

PEG Description: Analyzed existing crew book and future service needs and was able to reduce number of Assistant Conductor/Collector hires.

PEG Status: Savings on target. Training class schedules were modified at the end of 2019 to achieve savings.

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Nov-19	2.855	24	2.913	24	2.975	24	3.047	24	3.047	24

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
Nov-19	Identify Savings	Nov-19		

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	2.855
Actual/Proj.	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	0.238	2.855
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

Metropolitan Transportation Authority
2020 MNR PEG Monitoring Program
4th Quarter 2020 results

In 2020, 9 PEG's were being monitored with a full-year savings of \$27.0 Million and a reduction of 65 positions.

Results through the fourth quarter show that \$24.6 million or 91.1% of the planned PEG reductions of \$20.8 million were realized and 65 positions were reduced.

The following PEG's met the savings initiatives and will no longer be monitored:

- 20-01
- 20-03
- 20-04
- 20-05
- 20-06
- 20-08
- 20-09
- 20-10

The following PEG's did not reach the targeted reductions and will continue to be monitored in 2021:

- **20-02** Due to the COVID-19 pandemic and other priorities this BRP will not be achieved. This results in a \$1.926M shortfall versus the 2020 Target. We are working with MTA Real Estate to determine future options for the New York Campus.
- **20-07** Ridership is significantly reduced due COVID-19 and though the Fare Not Collected Rate is favorable over the full year 2020, the absolute value of revenue collected is much lower.

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 01

PEG Name: Elimination of Administrative Positions

PEG Description: Metro-North will eliminate a total of 58 Administrative Positions by 2022 in order to reduce costs and streamline the organization. These reductions span various functional areas of the organization and include the restructuring of several departments as well as the reassignment of responsibilities to other personnel.

PEG Status:

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	8.253	59	8.253	59	8.923	63	8.923	63	8.923	63
Modified	Nov-19	8.166	54	8.178	54	8.861	58	8.875	58	8.875	58

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	8.166
Actual/Proj.	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	0.681	8.166
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 02

PEG Name: Administrative Office Space Reconfiguration

PEG Description: Due to the elimination of Administrative positions, Metro-North will reconfigure office space in the New York Campus Graybar building.

PEG Status: In the first half of 2020 we were able to achieve the YTD savings target through offsetting savings in other expense categories. Due to the COVID-19 pandemic and other priorities this BRP will not be achieved. This results in a \$1.926M shortfall versus the 2020 Target. We are working with MTA Real Estate to determine future options for the New York Campus.

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		3.852		3.942		4.038		4.135		4.135	

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
7/1/2019 Identify Savings	Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.321	0.321	0.321	0.321	0.321	0.321	0.321	0.321	0.321	0.321	0.321	0.321	3.852
Actual/Proj.	0.321	0.321	0.321	0.321	0.321	0.321	-	-	-	-	-	-	1.926
Month Var.	-	-	-	-	-	-	(0.321)	(0.321)	(0.321)	(0.321)	(0.321)	(0.321)	(1.926)
YTD Var.	-	-	-	-	-	-	(0.321)	(0.642)	(0.963)	(1.284)	(1.605)	(1.926)	(1.926)

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: No

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 03

PEG Name: Fleet Maintenance Initiatives

PEG Description: Several fleet maintenance activities will be extended including implementing a 8-year airbrake maintenance cycle versus the existing 6-year cycle for both the M7 and M8 Fleet as well as the M8 Seat Replacement Program. In addition, replacement initiatives for the end door coach seat and floor and center door aisle floor will be eliminated.

PEG Status:

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		3.104		5.943		8.207		7.843		7.843	

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	3.104
Actual/Proj.	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	0.259	3.104
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 04

PEG Name: Enterprise Asset Management

PEG Description: Metro-North will eliminate a total of 11 Enterprise Asset Management Positions due to efficiencies and realignment of tasks.

PEG Status:

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.743	11	1.745	11	1.748	11	1.636	11	1.636	11

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	1.743
Actual/Proj.	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	0.145	1.743
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 05

PEG Name: Reduction in Budgeted Overtime Hours

PEG Description: Reduction of Overtime hours in the Maintenance of Way, Customer Service and Mail and Ride Departments.

PEG Status:

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		1.595		1.627		1.629		1.693		1.693	

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
7/1/2019 Identify Savings	Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	1.595
Actual/Proj.	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	0.133	1.595
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 06

PEG Name: Reduce Annual Vehicle Replacement Program Funding

PEG Description: Metro-North purchases replacement work vehicles annually to ensure that work gangs can safely get to and from right-of-way work locations. Purchased vehicles are generally less expensive over their useful life than rented/leased vehicles. Metro-North will reschedule \$2.1 million worth of annual vehicle purchases planned for both 2020 and 2021.

PEG Status:

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		2.241		2.293		0.000		0.000		0.000	

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	2.241
Actual/Proj.	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	0.187	2.241
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 07

PEG Name: Improve On-Board Fare Collection Practices

PEG Description: Metro-North Conductors check and validate tickets not sold onboard trains; they also collect fares onboard.

PEG Status: For July through November we are reporting that the savings were not achieved. Per the Performance Metrics in the January Metro-North Committee Book the audited fare not collected rates are higher in 2020 versus 2019 for July, August, September, October and November. Ridership is significantly reduced due COVID-19 and though the Fare Not Collected Rate is favorable over the full year 2020, the absolute value of revenue collected is much lower. This results in a \$0.417M shortfall versus the 2020 Target.

PEG VALUE: (\$ in millions)

Original Plan:	Jul-19	2020		2021		2022		2023		2024	
		\$	Pos.								
		1.000		1.000		1.000		1.000		1.000	

CRITICAL TASKS & MILESTONES:		Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings	Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	1.000
Actual/Proj.	0.083	0.083	0.083	0.083	0.083	0.083	-	-	-	-	-	0.083	0.583
Month Var.	-	-	-	-	-	-	(0.083)	(0.083)	(0.083)	(0.083)	(0.083)	-	(0.417)
YTD Var.	-	-	-	-	-	-	(0.083)	(0.167)	(0.250)	(0.333)	(0.417)	(0.417)	(0.417)

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: No

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 08

PEG Name: Elimination of Long-Term Lease Expense of Grand Central Terminal and Harlem/Hudson Lines

PEG Description: Metro-North Railroad leases Grand Central Terminal and the Harlem and Hudson right-of-way from Midtown Trackage Ventures, LLC. The current lease contract runs through 2274. MTA has exercised an early purchase option in 2017 with Midtown Trackage to purchase Grand Central Terminal and Harlem and Hudson right-of-way from Midtown Trackage. As a result of the purchase agreement, Metro-North will no longer incur lease expenses and interest payments.

PEG Status:

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	2.062		2.062		2.062		2.062		2.062	

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
7/1/2019 Identify Savings	Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	1.031	-	-	-	-	-	1.031	-	-	-	-	-	2.062
Actual/Proj.	1.031	-	-	-	-	-	1.031	-	-	-	-	-	2.062
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**MTA Metro-North Rail Road
2020 PEG Monitoring Milestone Report
4th Quarter 2020 (Actuals through December)**

Tracking No. MNR 20 - 10

PEG Name: Tighter Control and Prioritization of Non-Payroll Expenses

PEG Description: Departments across Metro-North have identified budget savings related to historical spending trends and cost containment efforts. Examples of these reductions include: real estate management services, telephone usage and other miscellaneous expenses.

PEG Status:

PEG VALUE: (\$ in millions)

		2020		2021		2022		2023		2024	
		\$	Pos.								
Original Plan:	Jul-19	1.118		0.474		0.779		0.499		0.449	
Modified	Nov-19	3.250		3.099		3.199		3.204		3.204	

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date
7/1/2019	Identify Savings		Jan-20		Jan-20

MONTHLY CASH SAVINGS: (\$ in millions)													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	3.250
Actual/Proj.	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	0.271	3.250
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: Yes

**Metropolitan Transportation Authority
2020 MTAHQ PEG Monitoring Program
4th Quarter 2020 results**

In 2020, 3 PEG's were being monitored with a full-year savings of \$15.9 million and a reduction of 0 positions.

Results through the fourth quarter show that \$15.9 million or 100% of the planned PEG reductions of \$15.9 million was realized and 0 positions were reduced.

The following PEG's met the savings initiatives and will no longer be monitored going forward:

- 20-01
- 20-02
- 20-03

MTA HEADQUARTERS

2020 PEG Monitoring Milestone Report 4th Quarter 2020 (Actuals through December)

Tracking No.

MTA HQ
20-01

PEG Name: Reduction in MTA IT expenses

PEG Description: Reduction to overall MTA IT spending. MTA IT has committed to savings target. Details of specific projects reduced, re-evaluated or eliminated to follow.

PEG Status:

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	5.000		5.000		5.000		5.000		5.000	

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
Identify Savings	Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	5.000
Actual/Proj.	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	0.417	5.000
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No

MTA HEADQUARTERS

2020 PEG Monitoring Milestone Report 4th Quarter 2020 (Actuals through December)

Tracking No.

MTA HQ
20-02

PEG Name: Reduction to Operating Capital Contingency

PEG Description: Reduction to the Headquarters contingency which is utilized to fund special or unanticipated projects and emergency work.

PEG Status:

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.	\$	Pos.
Original Plan: Jul-19	9.875		11.000		11.000		11.000		11.000	

CRITICAL TASKS & MILESTONES:			Planned Date	Revised Date	Actual Date	
	Identify Savings			Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	9.875
Actual/Proj.	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	0.823	9.875
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
PEG Has Been Fully Implemented: No

MTA HEADQUARTERS

2020 PEG Monitoring Milestone Report 4th Quarter 2020 (Actuals through December)

Tracking No.

MTA HQ
20-03

PEG Name: Reduced Corporate Wide Professional Services

PEG Description: Reduction of funding set aside for unanticipated corporate-wide or Executive project needs.

PEG Status:

PEG VALUE: (\$ in millions)

	2020		2021		2022		2023		2024	
	\$	Pos.								
Original Plan: Jul-19	1.000		1.000		1.000		1.000		1.000	

CRITICAL TASKS & MILESTONES:	Planned Date	Revised Date	Actual Date
Identify Savings	Jul-19		Jul-19

MONTHLY CASH SAVINGS: (\$ in millions)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Plan	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	1.000
Actual/Proj.	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	0.083	1.000
Month Var.	-	-	-	-	-	-	-	-	-	-	-	-	-
YTD Var.	-	-	-	-	-	-	-	-	-	-	-	-	-

Frequency of Update to Actuals: Quarterly
 PEG Has Been Fully Implemented: No