

New York City Transit

**MTA New York City Transit
2008 Final Proposed Budget
November Financial Plan 2008 – 2011**

MISSION STATEMENT

The mission of MTA New York City Transit is to provide customers with safe, reliable and convenient public transportation in a cost effective manner.

FINANCIAL OVERVIEW

MTA NYC Transit carries out its mission by providing effective and cost-efficient transportation services through:

- a subway system operating approximately 6,200 subway cars on 26 routes over 233 route miles and 660 miles of mainline track, serving 468 stations located in four of New York City's (City) boroughs;
- a bus system operating more than 4,400 buses on 207 local and 36 express routes in all five boroughs or approximately 119 million revenue miles per year; and
- Access-a-Ride, a paratransit service that operates throughout the City under private contract to serve persons whose disabilities preclude their use of bus and subway services.

The 2008 Final Proposed Budget and projections for the years 2009-2011 provide sufficient funding to maintain both a continuation of current service levels as well as MTA's commitment to safety and security. This is accomplished primarily through the implementation of organizational and operational efficiencies (Programs to Eliminate the GAP) that optimize the use of resources to achieve agency goals. Ongoing and extensive internal efforts are being made by MTA NYC Transit to reduce non-critical spending and improve operating efficiency.

2007 November Forecast-Baseline

MTA NYC Transit's 2007 November Forecast includes total expenses before Depreciation and Other Post-Employment Benefits of \$6,188.3 million, consisting of \$5,356.8 million of non-reimbursable expenses and \$831.4 million of reimbursable expenses. Other Post-Employment Benefits are now included in NYC Transit's expenses based upon adoption of GASB #45 in 2007. The 2007 forecasted amount is \$963.4 million. Total revenues are projected to be \$3,968.1 million, of which \$3,136.6 million are operating revenues and \$831.4 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 49,069 (43,666 non-reimbursable positions and 5,403 reimbursable positions).

The 2007 baseline net cash deficit is projected to decrease by \$41.6 million from the 2007 Mid-Year Forecast. Major favorable non-reimbursable changes include:

- A projected farebox revenue increase of \$38.4 million primarily based upon recent subway ridership growth.
- Favorable cash adjustments of \$34.5 million including interest income of \$12.7 million due to higher cash balances and rates, \$11.9 million relating to the timing of labor contract settlements and re-estimates, \$5.2 million regarding the timing of counting/depositing of farebox receipts and \$4.7 million associated with the re-estimate of public liability (claims) payments.
- Lower-than-anticipated health and welfare expenses of \$20.3 million.
- Departmental expense reductions of \$13.1 million including \$4.8 million from the wind-down of the Central Maintenance Management System (CMMS) project after several installations, \$3.5 million from a reduction of information technology-related professional and technical fees and \$1.7 million from reductions in non-priority technology projects and in the normal replacement of data processing equipment.
- A net energy savings of \$11.8 million based on revised inflation assumptions and fuel mileage recalculations. The net savings includes a fuel savings of \$18.3 million and increased power expenses of \$6.5 million.
- \$3.4 million of the timing of expenses to be offset in subsequent years. Included is a favorable \$8.7 million of station painting expenses rescheduled to 2008. It has been determined that average costs of station painting are higher than originally anticipated. Also included is an unfavorable \$7.4 million of expenses associated with R142 traction motor repair costs, which are expected to be fully reimbursed in 2009.

Major unfavorable non-reimbursable changes include:

- Projected underruns of capital reimbursements of \$45.4 million budgeted for several Capital Programs are now projected to be reimbursed in 2008 and 2009. This timing adjustment continues under review and analysis.
- Funding for Safety and Customer Satisfaction Pilot Programs of \$24.4 million and 482 positions including: \$13.5 million and 370 positions for subways station, track and car cleaning, car quality control (windows maintained in scratch-free condition), employee facilities (clean, well-maintained, meet functional standards) and elevator & escalator (improve availability of equipment to customers, improve cleanliness and appearance); \$9.7 million and 93 positions for buses quality control (maintain buses in "like new" condition) and employee facilities (improve cleanliness and maintenance) and \$1.2 million and 19 positions for security and program support costs.
- An employee availability re-estimate results in an unfavorable \$6.0 million as it has been determined that an initiative (prior year PEG included in the baseline) of achieving a one-day reduction in controllable absences is largely not achievable at this time.

Reimbursable expenses are projected to decrease in 2007 by \$25.0 million, primarily due to several departmental underruns and R142 traction motor repair costs now

reclassified to non-reimbursable. This decrease is offset by a corresponding reduction in reimbursements.

Total baseline positions are projected to increase by 487, comprised of a 506 non-reimbursable position increase and a 19 reimbursable position decrease. The non-reimbursable increase is primarily due to an increase of 482 positions in support of the Safety and Customer Satisfaction Pilot Programs.

Programs to Eliminate the GAP (PEGs): 2007

The 2007 accelerated effect of 2008 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables and described below, is projected to yield a deficit reduction of \$6.0 million and 64 positions including a savings increase of \$0.740 million from a new Bus Holiday Schedule Reduction PEG.

2008 Final Proposed Budget-Baseline

MTA NYC Transit's 2008 Final Proposed Budget includes total expenses before depreciation and Other Post-Employment Benefits of \$6,609.5 million, consisting of \$5,749.1 million of non-reimbursable expenses and \$860.3 million of reimbursable expenses. Other Post-Employment Benefits are now included in NYC Transit's expenses based upon adoption of GASB #45 in 2007. The 2008 Final Proposed Budget amount is \$1,009.5 million. Total revenues are projected to be \$4,050.1 million, of which \$3,189.8 million are operating revenues and \$860.3 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 49,294 (43,765 non-reimbursable positions and 5,529 reimbursable positions).

The 2008 baseline net cash deficit is projected to decrease by \$23.3 million from the 2008 Preliminary Budget. Major favorable non-reimbursable variances include:

- A projected farebox revenue increase of \$37.8 million primarily based upon recent subway ridership growth.
- Several departmental expense reductions totaling \$28.9 million and 120 position reductions including:
 1. \$3.8 million and 6 position reductions from eliminations of information technology investments that have no impact on current operations, from reductions in non-priority technology projects and in the normal replacement of data processing equipment.
 2. \$3.5 million from the wind-down of the Central Maintenance Management System (CMMS) project after several installations.
 3. \$2.8 million in savings and 5 position eliminations from the reduction of information technology-related professional and technical fees.
 4. Material savings of \$2.7 million from revisions to material parts usage guidelines, reduced replacement rates and the standardization of brake component replacement practices.
 5. Bus shop savings of \$2.3 million and 1 position reduction from the elimination of 12-year overhauls on 170 buses due to be retired after new buses are purchased in 2008/2009.

6. A Materiel department spending reduction of \$2.0 million (to current levels) in the areas of safety equipment and outside services.
 7. \$1.8 million of savings and 36 position reductions based upon bringing warranty work on R160 cars in-house to allow for capital contract reimbursement and the elimination of R32 (Phase 2) scheduled maintenance as these cars will retire when new R160 cars are delivered.
 8. \$1.7 million of savings and 11 position reductions in the Electronics Maintenance Division is to be generated by primarily increasing services rendered to other MTA Agencies and reducing SONET maintenance expenses by redeploying existing resources.
 9. \$1.7 million of savings and 19 position reductions from the re-evaluation of a Worker's Safety Initiative to review General Orders with Train Operators as they report to work and Track Work Call-On, the monitoring of track access requests by the Rail Control Center. There is no impact on safety due to this re-evaluation.
 10. \$1.4 million of savings and 19 position reductions from eliminating one hourly housekeeping position per bus depot, replacing them with restricted duty personnel to perform facility cleaning.
- \$16.6 million of net savings from re-estimates of average pay rates and training float. Average pay rate savings of \$26.3 million result from significant hiring of personnel since July 2006 at lower average pay rates. Projected increases in 2008 positions results in a higher training float cost of \$9.7 million.
 - A net energy savings of \$13.2 million based on revised inflation assumptions and fuel mileage recalculations. The net savings includes a fuel savings of \$15.1 million and increased power expenses of \$1.9 million.

Major unfavorable non-reimbursable changes include:

- Funding for the continuation of 2007 Safety and Customer Satisfaction Pilot Programs of \$67.0 million and 523 positions including: \$41.5 million and 373 positions for subways station, track and car cleaning, car quality control (windows maintained in scratch-free condition), employee facilities (clean, well-maintained, meet functional standards) and elevator & escalator (improve availability of equipment to customers, improve cleanliness and appearance); \$23.3 million and 135 positions for buses quality control (maintain buses in "like new" condition) and employee facilities (improve cleanliness and maintenance) and \$2.2 million and 15 positions for security and program support costs.
- Departmental re-estimates result in increased expenses of \$16.7 million due primarily to: additional subway overtime requirements of \$9.0 million including signals flagging needs; \$2.7 million of excess subways hourly costs due in part to the closing of reimbursable projects and \$2.2 million to improve running time on the #4 and #5 lines by increasing crew drop-back time.

Reimbursable expenses are projected to increase in 2008 by \$26.3 million including: \$9.8 million for additional subway labor requirements for flagging, diversions, work trains and capital project mix; \$6.4 million to extend the Antenna Cable Replacement

Project to the second phase; \$5.0 million in support of receiving, testing and warranty work for the new R160 cars; and \$4.4 million for inspection and warranty reimbursement for new bus procurements. This increase is offset by a corresponding reimbursement increase.

Total baseline positions are projected to increase by 743 of which the non-reimbursable increase is 405 and the reimbursable increase is 338. The non-reimbursable increase includes 523 positions in support of the Safety and Customer Satisfaction Pilot Programs partly offset by departmental savings of 120 positions. The reimbursable increase is due primarily to 108 positions to support new R160 car purchases, 55 positions for additional RTO labor requirements, 40 positions to support Phase II of the Antenna Cable Replacement Project, 28 positions to support Phase II of the Signal Circuit Key-By Project and 29 positions to provide riders with customer service regarding diversion information.

Programs to Eliminate the GAP (PEGs): 2008

The 2008 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables and described below, are projected to reduce the deficit by \$38.6 million and 340 positions in 2008. These savings include a \$1.7 million reduction from the 2008 Preliminary Budget due to the elimination of anticipated hourly broadbanding savings as no title broadbanding agreement has been reached with the TWU and new PEG savings increases including: \$1.8 million from bus holiday schedule reductions; \$1.7 million from elevator operator reductions; \$1.0 million primarily from avoidance of PharmaCare overcharges and \$0.8 million from a bus paint facility consolidation. PEG position reductions were increased by 19.

2009-2011 Projections-Baseline

MTA NYC Transit's projections for 2009-2011 reflect total expenses before Depreciation and Other Post-Employment Benefits (OPEB) as follows: 2009=\$6,829.6 million, 2010=\$7,074.1 million and 2011=\$7,306.4 million. Non-reimbursable expenses before depreciation and OPEB are projected as follows: 2009=\$5,973.3 million, 2010=\$6,234.2 million and 2011=\$6,463.0 million. Reimbursable expenses are projected as follows: 2009=\$856.4 million, 2010=\$839.9 million and 2011=\$843.5 million. Total revenues are projected as follows: 2009=\$4,081.4 million, 2010=\$4,107.9 million and 2011=\$4,160.0 million. Operating revenues are projected as follows: 2009=\$3,225.0 million, 2010=\$3,268.1 million and 2011=\$3,316.5 million. Capital reimbursements are projected as follows: 2009=\$856.4 million, 2010=\$839.9 million and 2011=\$843.5 million. Total full-time and full-time equivalent positions are projected to be 48,913 in 2009, 48,908 in 2010 and 48,805 in 2011. Non-reimbursable positions are projected to be 43,691 in 2009, 43,880 in 2010 and 43,877 in 2011. Reimbursable positions are projected to be 5,222 in 2009, 5,028 in 2010 and 4,928 in 2011.

Baseline net cash deficits are projected to decrease by \$57.6 million in 2009, \$38.7 million in 2010 and \$35.2 million in 2011 relative to the July Financial Plan. Major favorable non-reimbursable changes include:

- Projected farebox revenue increases of \$39.9 million in 2009, \$43.6 million in 2010 and \$45.6 million in 2011, primarily based upon recent subway ridership growth.
- Several departmental expense reductions totaling \$31.6 million (160 positions) in 2009, \$33.3 million (120 positions) in 2010 and \$23.9 million (93 positions) in 2011. These expense reductions include:
 1. \$5.5 million in 2009 and \$6.2 million in 2010 and 2011 from eliminations of information technology investments that have no impact on current operations, reductions in non-priority technology projects and in the normal replacement of data processing equipment.
 2. \$3.6 million in 2009 and 2010 and \$0.6 million in 2011 from the wind-down of the Central Maintenance Management System (CMMS) project after several installations.
 3. \$3.3 million in 2009, \$4.9 million in 2010 and \$2.6 million in 2011 from the reduction of information technology professional and technical fees.
 4. Material savings of \$2.7 million each year from revisions to material parts usage guidelines, reduced replacement rates and the standardization of brake component replacement practices.
 5. Bus shop savings of \$2.3 million in 2009 from the elimination of 12-year overhauls on 170 buses due to be retired after new buses are purchased in 2008/2009.
 6. A Materiel department spending reduction of \$1.5 million in 2010 (to current levels) in the areas of safety equipment and outside services.
 7. \$3.4 million in 2009, \$3.3 million in 2010 and \$0.6 million in 2011 based upon bringing warranty work on R160 cars in-house to allow for capital contract reimbursement and the elimination of R32 (Phase 2) scheduled maintenance as these cars will retire as new R160 cars are delivered.
 8. \$3.1 million each year in the Electronics Maintenance Division is to be generated by primarily increasing services rendered to other MTA Agencies and reducing SONET maintenance expenses by redeploying existing resources.
 9. \$1.7 million each year from the re-evaluation of a Worker's Safety Initiative to review General Orders with Train Operators as they report to work and Track Work Call-On, the monitoring of track access requests by the Rail Control Center. There is no impact on safety due to this re-evaluation.
 10. \$1.4 million per year from eliminating one hourly housekeeping position per bus depot, replacing them with restricted duty personnel to perform facility cleaning.
- Favorable average pay rate adjustments of \$20.0 million in 2009, \$20.5 million in 2010 and \$20.7 million in 2011 based upon projected position increases at lower average pay rates.
- Net energy savings of \$26.6 million in 2009, \$16.1 million in 2010 and \$15.4 million in 2011 based on revised inflation assumptions, fuel mileage recalculations and a negative impact due to the closure of a power plant beginning 2010.

Major unfavorable non-reimbursable changes include:

- Funding for the continuation of 2007 Safety and Customer Satisfaction Pilot Programs through 2011 of \$67.0 million and 523 positions each year including: \$41.5 million and 373 positions for subways station, track and car cleaning, car quality control (windows maintained in scratch-free condition), employee facilities (clean, well-maintained, meet functional standards) and elevator & escalator (improve availability of equipment to customers, improve cleanliness and appearance); \$23.3 million and 135 positions for buses quality control (maintain buses in “like new” condition) and employee facilities (improve cleanliness and maintenance) and \$2.2 million and 15 positions for security and program support costs.
- Departmental re-estimates result in increased expenses of \$16.4 million in 2009, \$21.2 million in 2010 and \$15.3 million in 2011 due primarily to: additional subway overtime requirements of \$9.0 million each year including signals flagging needs; \$2.6 million of excess subways hourly costs in 2009 due in part to the closing of reimbursable projects; \$2.2 million each year to improve running time on the #4 and #5 lines by increasing crew drop-back time and \$5.5 million in 2010 due to the rescheduling of subway car reefing.

Reimbursable expenses are projected to increase by \$45.6 million in 2009, \$25.8 million in 2010 and \$15.5 million in 2011 including: \$9.8 million each year for additional subway labor requirements for flagging, diversions, work trains and capital project mix; \$5.7 million in 2009 to extend the Antenna Cable Replacement Project to the second phase; \$15.3 million in 2009, \$6.8 million in 2010 and \$1.3 million in 2011 in support of receiving, testing and warranty work for the new R160 cars; and \$4.4 million each year for inspection and warranty reimbursement for new bus procurements. These increases are offset by corresponding increases in reimbursements.

Total baseline positions are projected to increase by 568 in 2009, 560 in 2010 and 437 in 2011. Non-reimbursable positions are projected to increase by 294 in 2009, 392 in 2010 and 357 in 2011. Reimbursable positions are projected to increase by 274 in 2009, 168 in 2010 and 80 in 2011. The non-reimbursable increases primarily include 523 positions each year in support of the Safety and Customer Satisfaction Pilot Programs partly offset by departmental savings of 160 positions in 2009, 120 positions in 2010 and 93 positions in 2011. The reimbursable increase is due primarily to: 93 positions in 2009 and 34 positions in 2010 in support of new R160 car purchases; 55 positions each year for additional RTO labor requirements; 40 positions in 2009 to support Phase II of the Antenna Cable Replacement Project; 28 positions in 2009 and 2010 to support Phase II of the Signal Circuit Key-By Project and 29 positions each year to provide riders with customer service regarding diversion information.

Programs to Eliminate the GAP (PEGs): 2009-2011

The 2008 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables, are described below. PEGs are projected to yield deficit reductions of \$41.8 million in 2009 and \$34.3 million in 2010 and 2011 and 367 position reductions each year. These savings include each year: a \$1.7 million reduction from

the July Financial plan due to the elimination of anticipated hourly broadbanding savings as no title broadbanding agreement has been reached with the TWU and savings increases from new PEGs including: \$1.8 million from bus holiday schedule reductions; \$1.7 million from elevator operator reductions; \$1.0 million primarily from avoidance of PharmaCare overcharges and \$0.8 million from a bus paint facility consolidation. PEG position reductions were increased by 19 each year.

Additionally, Post-2008 Programs to Eliminate the GAP are projected to yield deficit reductions of \$5.5 million and 43 position reductions each year beginning in 2009. These savings have not changed from the July Financial Plan.

Major assumptions and reconciliations to the July Financial Plan are addressed later in this section.

GAP CLOSING MEASURES

2008/Post-2008 Programs to Eliminate the Gap (PEGs)

MTA NYC Transit has developed programs resulting in significant cost savings and position reductions. These reductions are largely achieved through administrative actions and operating efficiencies.

2007 November Forecast

In 2007, PEG savings are projected at \$6.0 million, including 64 end-of-year position reductions. Major contributors include:

- Administrative savings of \$1.5 million and 5 position reductions over several departments. Major elements include staff reductions in Subways (\$0.5 million savings, 5 position reductions) and \$0.5 million of savings in the normal replacement of data processing equipment.
- A reduction in subway platform coverage saving \$1.2 million and 49 positions. This reduction is facilitated by the installation of 1,350 emergency exit release bars to increase the emergency exit capacity of existing gates.
- Implementation of the Unified Timekeeping System (UTS) will enable the Department of Buses to achieve economies and efficiencies in managing bus operator scheduling with an estimated savings of \$1.1 million.
- Based upon the opening of NYCT's consolidated revenue facility, it is projected that \$0.9 million of savings can be achieved by maintaining one inventory of encoded MetroCards instead of two. In addition, \$0.2 million of savings and 6 positions are projected to be saved from streamlining subway revenue collection by reducing the number of pick-ups per week at certain locations and by migrating from a train/truck operation to an all-truck operation.
- The bus holiday schedule will be modified to better align service with demand to result in \$0.7 million of savings.

2008 Final Proposed Budget

In 2008, PEG savings are projected at \$38.6 million, including 340 end-of-year position reductions. Major contributors include:

- Service support savings of \$16.5 million and 152 position reductions are projected in 2008. Highlights include:
 1. A reduction in subway platform coverage saving \$6.6 million and 98 positions. This reduction is facilitated by the installation of 1,350 emergency exit release bars to increase the emergency exit capacity of existing gates.
 2. Subways Service Delivery will maintain a 0.5% position vacancy rate, yielding savings of \$1.9 million.
 3. Holiday schedule modifications to better align bus service with demand is projected to result in savings of \$1.8 million.
 4. Field support efficiencies to be implemented by Subways Rapid Transit Operations are projected to save \$1.7 million and achieve 19 position reductions.
 5. The Department of Buses plans to eliminate 16 dispatcher positions (1 per depot excluding Staten Island) through depot-specific initiatives, including consolidating AM/PM picks into mid-day coverage, reducing the number of fixed and mobile dispatchers, reducing weekend coverage and eliminating 1 inside dispatcher. Projected savings are \$1.5 million.
 6. Implementation of the Unified Timekeeping System (UTS) will enable the Department of Buses to achieve economies and efficiencies in managing bus operator scheduling with an estimated savings of \$1.4 million.
 7. Based upon a reduction in “hours of service” violations, Subways Rapid Transit Operations will be able to eliminate 10 positions with a savings of \$0.8 million.

- Maintenance savings of \$11.7 million and 100 position reductions are projected in 2008. Details include:
 1. Subways Maintenance of Way/Rolling Stock divisions will maintain a vacancy level of 0.5% resulting in savings of \$3.7 million.
 2. An initiative to reduce the number of positions repairing structural “B” defects (i.e. small cracks or corrosion in structural steel elements that do not pose an imminent threat to safety or passenger service) will save 23 positions and \$2.0 million.
 3. Subways Electrical Maintenance division will save \$1.7 million and 23 positions from the elimination of a proposed additional fiber optic maintenance crew, a re-evaluation of operations and other efficiencies.
 4. Maintenance productivity improvements in the Department of Buses will save \$1.6 million and eliminate 16 positions (1 maintainer per depot except the two depots in Staten Island).
 5. A bus facility consolidation will result in savings of \$0.8 million and 11 position reductions primarily in the painting function.

6. The consolidation of bus revenue equipment maintenance by broadbanding supervisory titles will enable the saving of \$0.5 million and the elimination of 5 positions.
- Administrative and customer convenience savings of \$9.1 million and 52 position reductions are projected in 2008. Initiatives include the following:
 1. Departmental administrative efficiencies of \$2.7 million and 22 position reductions, most notably in Subways (\$1.1 million, 11 position reductions).
 2. Savings in the normal replacement of data processing equipment valued at \$2.5 million.
 3. Elimination of the remaining 28 full-time elevator operator positions at five Washington Heights stations, resulting in savings of \$1.7 million. It should be noted that each elevator is automatic and equipped with a talkback system and the waiting areas are equipped with closed-circuit television.
 4. Savings of \$1.0 million through audit work to avoid any PharmaCare overcharges for generic drugs and inappropriate dispensing fees from direct mail order pharmacies.
 5. Conversion of 28 station supervisor positions from level II supervisor to level I supervisor saving \$0.7 million.

The out-year values of 2008 PEG savings are projected as follows: \$41.8 million in 2009 and \$34.3 million in both 2010 and 2011, with position reductions of 367 in each year. Major contributors include:

- Service support savings of \$18.5 million in 2009 and \$15.6 million in both 2010 and 2011. Position reductions of 158 are projected in each year. Highlights include:
 1. A reduction in subway platform coverage saving \$6.6 million and 98 positions each year. This reduction is facilitated by installation of 1,350 emergency exit release bars to increase the emergency exit capacity of existing gates.
 2. Field support efficiencies to be implemented by Subway Rapid Transit Operations are projected to save \$2.7 million and achieve position reductions of 25 in each year.
 3. Subways Service Delivery will maintain a 0.5% vacancy level to result in savings of \$1.9 million in 2009.
 4. Holiday schedule modifications to better align bus service with demand is projected to result in savings of \$1.8 million each year.
 5. The Department of Buses plans to eliminate 16 dispatcher positions (1 per depot excluding Staten Island) through depot-specific initiatives, including consolidating AM/PM picks into mid-day coverage, reducing the number of fixed and mobile dispatchers, reducing weekend coverage and eliminating 1 inside dispatcher. Projected savings are \$1.5 million and 16 positions for each year.
 6. Implementation of the Unified Timekeeping System (UTS) will enable the Department of Buses to achieve economies and efficiencies in managing

bus operator scheduling with an estimated savings of \$1.4 million for each year.

7. Based upon a reduction of hours of service violations, Subways Rapid Transit Operations will be able to eliminate 10 positions with a savings of \$0.8 million for each year.
- Maintenance savings of \$12.2 million in 2009 and \$8.5 million in both 2010 and 2011, with 104 position reductions for each year, including:
 1. Subways Maintenance of Way/Rolling Stock divisions will maintain a vacancy level of 0.5% resulting in savings of \$3.7 million in 2009.
 2. An initiative to reduce the number of positions repairing structural “B” defects (i.e. small cracks or corrosion in structural steel elements that do not pose an imminent threat to safety or passenger service) will save 23 positions and \$2.0 million for each year.
 3. Subways Electrical Maintenance division will save \$1.7 million and 23 positions for each year from the elimination of a proposed additional fiber optic maintenance crew, a re-evaluation of operations and other efficiencies.
 4. The Department of Buses plans to save \$1.6 million and eliminate 16 positions (1 maintainer per depot except the two depots in Staten Island) for each year through productivity improvements.
 5. With the replacement of the “B” division 60-foot cars with new R160 cars, inspection requirements will be reduced resulting in savings of \$1.0 million and 12 positions for each year.
 6. A bus facility consolidation will result in savings of \$0.8 million and 11 position reductions each year primarily in the painting function.
 7. The consolidation of bus revenue equipment maintenance by broadbanding supervisory titles will enable the saving of \$0.5 million and the elimination of 5 positions for each projection year.

Administrative and customer convenience savings of \$8.8 million in 2009 and \$7.7 million in both 2010 and 2011 with position reductions of 57 in each year. Key elements include:

1. Departmental administrative efficiencies of \$3.6 million and 25 position reductions for each year, most notably Subways (\$1.2 million, 11 position reductions for each year).
2. Elimination of the remaining 28 full-time elevator operator positions at five Washington Heights stations, resulting in savings of \$1.7 million each year. It should be noted that each elevator is automatic and equipped with a talkback system and the waiting areas are equipped with closed-circuit television.
3. Savings of \$1.0 million each year through audit work to avoid any PharmaCare overcharges for generic drugs and inappropriate dispensing fees from direct mail order pharmacies.
4. A reduction in the cost of normal replacement of data processing equipment will save \$1.0 million in 2009.
5. Conversion of 28 Subway station supervisor positions from level II supervisors to level I supervisors, saving \$0.7 million each year.

Post-2008 PEG savings are projected at \$5.5 million and 43 position reductions for each year. These savings include administrative savings of \$3.5 million and 21 position reductions for each year and service support savings of \$2.1 million and 22 position reductions for each year.

MTA New York City Transit
November Financial Plan 2008 - 2011
Accrual Statement of Operations by Category
(\$ in millions)

NON-REIMBURSABLE

	2006	2007	2008			
	Actual	November Forecast	Final Proposed Budget	2009	2010	2011
Revenue						
Farebox Revenue:						
Subway	\$1,946.8	\$2,022.5	\$2,064.6	\$2,079.5	\$2,096.0	\$2,113.2
Bus	775.2	774.5	778.3	783.8	790.1	796.5
Paratransit	8.3	9.5	11.0	12.7	14.6	16.8
Fare Media Liability	28.6	35.1	35.1	35.5	35.6	35.7
Total Farebox Revenue	2,758.9	2,841.6	2,889.0	2,911.5	2,936.3	2,962.2
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	103.8	103.8	103.8	103.8	103.8	103.8
Paratransit Reimbursement	82.6	95.7	94.5	101.0	114.0	131.2
Other	96.2	95.6	102.5	108.8	114.0	119.4
Total Other Operating Revenue	282.5	295.1	300.8	313.5	331.8	354.3
Capital and Other Reimbursements	0.0	0.0	0.0	0.0	0.0	0.0
Total Revenue	3,041.4	3,136.6	3,189.8	3,225.0	3,268.1	3,316.5
Expenses						
Labor:						
Payroll	2,520.4	2,635.0	2,765.8	2,819.2	2,886.8	2,942.7
Overtime	237.8	256.5	245.9	249.2	253.6	259.1
Total Salaries & Wages	2,758.2	2,891.5	3,011.6	3,068.5	3,140.5	3,201.9
Health and Welfare	580.7	622.8	714.4	777.7	851.0	930.6
Pensions	393.5	563.3	639.9	632.2	601.9	582.3
Other Fringe Benefits	195.3	213.7	215.9	222.0	230.6	236.4
Total Fringe Benefits	1,169.5	1,399.8	1,570.3	1,631.9	1,683.5	1,749.3
Reimbursable Overhead	(167.5)	(173.0)	(182.3)	(185.5)	(180.2)	(180.0)
Total Labor Expenses	3,760.1	4,118.3	4,399.6	4,514.9	4,643.8	4,771.1
Non-Labor:						
Traction and Propulsion Power	147.3	169.9	167.8	180.6	215.4	230.5
Fuel for Buses and Trains	120.1	114.7	124.6	126.4	128.5	128.9
Insurance	33.4	37.5	43.0	48.4	54.1	59.1
Claims	23.9	73.0	75.0	77.1	79.1	79.1
Paratransit Service Contracts	183.6	225.5	271.1	307.5	357.2	431.7
Mtce. and Other Operating Contracts	193.9	190.2	225.2	226.0	252.4	261.7
Professional Service Contracts	84.6	88.2	96.4	99.9	103.1	105.6
Materials & Supplies	275.1	299.8	307.3	351.7	359.3	353.6
Other Business Expenses	36.9	39.6	39.2	40.7	41.2	41.7
Total Non-Labor Expenses	1,098.8	1,238.5	1,349.5	1,458.4	1,590.4	1,691.9
Other Expense Adjustments:						
Other	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expense Adjustments	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenses before Depreciation and OPEB	4,859.0	5,356.8	5,749.1	5,973.3	6,234.2	6,463.0
Depreciation	1,012.1	1,065.4	1,134.0	1,204.0	1,274.0	1,344.0
Other Post Employment Benefits	0.0	963.4	1,009.5	1,055.4	1,098.9	1,144.8
Total Expenses	5,871.1	7,385.6	7,892.6	8,232.7	8,607.1	8,951.8
Baseline Net Surplus/(Deficit)	(\$2,829.7)	(\$4,249.0)	(\$4,702.8)	(\$5,007.7)	(\$5,339.0)	(\$5,635.2)
2008 Program to Eliminate the Gap	0.0	6.0	38.6	41.8	34.3	34.3
Post 2008 Program to Eliminate the Gap	0.0	0.0	0.0	5.5	5.5	5.5
Net Surplus/(Deficit)	(\$2,829.7)	(\$4,243.0)	(\$4,664.2)	(\$4,960.3)	(\$5,299.2)	(\$5,595.4)

MTA New York City Transit
November Financial Plan 2008 - 2011
Accrual Statement of Operations by Category
(\$ in millions)

NON-REIMBURSABLE and REIMBURSABLE	2006	2007	2008			
	Actual	November Forecast	Final Proposed Budget	2009	2010	2011
Revenue						
Farebox Revenue:						
Subway	\$1,946.8	\$2,022.5	\$2,064.6	\$2,079.5	\$2,096.0	\$2,113.2
Bus	775.2	774.5	778.3	783.8	790.1	796.5
Paratransit	8.3	9.5	11.0	12.7	14.6	16.8
Fare Media Liability	28.6	35.1	35.1	35.5	35.6	35.7
Total Farebox Revenue	2,758.9	2,841.6	2,889.0	2,911.5	2,936.3	2,962.2
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	103.8	103.8	103.8	103.8	103.8	103.8
Paratransit Reimbursement	82.6	95.7	94.5	101.0	114.0	131.2
Other	96.2	95.6	102.5	108.8	114.0	119.4
Total Other Operating Revenue	282.5	295.1	300.8	313.5	331.8	354.3
Capital and Other Reimbursements	795.9	831.4	860.3	856.4	839.9	843.5
Total Revenue	3,837.3	3,968.1	4,050.1	4,081.4	4,107.9	4,160.0
Expenses						
Labor:						
Payroll	2,852.8	2,979.3	3,141.4	3,194.6	3,254.0	3,310.4
Overtime	310.7	328.6	309.2	312.9	318.1	324.8
Total Salaries & Wages	3,163.4	3,307.9	3,450.6	3,507.5	3,572.0	3,635.2
Health and Welfare	599.4	642.3	735.8	801.5	877.0	958.9
Pensions	404.2	578.5	656.8	649.2	618.7	599.0
Other Fringe Benefits	278.4	301.0	312.5	317.1	322.6	328.2
Total Fringe Benefits	1,282.0	1,521.7	1,705.2	1,767.7	1,818.4	1,886.0
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0
Total Labor Expenses	4,445.5	4,829.6	5,155.8	5,275.2	5,390.4	5,521.2
Non-Labor:						
Traction and Propulsion Power	147.3	169.9	167.8	180.6	215.4	230.5
Fuel for Buses and Trains	120.1	114.7	124.6	126.4	128.5	128.9
Insurance	33.4	37.5	43.0	48.4	54.1	59.1
Claims	24.0	73.0	75.0	77.1	79.1	79.1
Paratransit Service Contracts	183.6	225.5	271.1	307.5	357.2	431.7
Mtce. and Other Operating Contracts	231.4	224.9	257.4	256.9	283.3	292.6
Professional Service Contracts	100.5	106.2	112.8	115.8	119.1	121.2
Materials & Supplies	332.6	367.4	362.3	400.4	405.3	400.0
Other Business Expenses	36.5	39.5	39.7	41.2	41.7	42.2
Total Non-Labor Expenses	1,209.4	1,358.7	1,453.7	1,554.4	1,683.7	1,785.2
Other Expense Adjustments:						
Other	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expense Adjustments	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenses before Depreciation and OPEB	5,654.9	6,188.3	6,609.5	6,829.6	7,074.1	7,306.4
Depreciation	1,012.1	1,065.4	1,134.0	1,204.0	1,274.0	1,344.0
Other Post Employment Benefits	0.0	963.4	1,009.5	1,055.4	1,098.9	1,144.8
Total Expenses	6,667.0	8,217.1	8,753.0	9,089.0	9,447.0	9,795.2
Baseline Net Surplus/(Deficit)	(\$2,829.7)	(\$4,249.0)	(\$4,702.8)	(\$5,007.7)	(\$5,339.0)	(\$5,635.2)
2008 Program to Eliminate the Gap	0.0	6.0	38.6	41.8	34.3	34.3
Post 2008 Program to Eliminate the Gap	0.0	0.0	0.0	5.5	5.5	5.5
Net Surplus/(Deficit)	(\$2,829.7)	(\$4,243.0)	(\$4,664.2)	(\$4,960.3)	(\$5,299.2)	(\$5,595.4)

MTA New York City Transit
November Financial Plan 2008 - 2011
Cash Receipts & Expenditures
(\$ in millions)

	2006	2007	2008			
	Actual	November Forecast	Final Proposed Budget	2009	2010	2011
Receipts						
Farebox Revenue	\$2,761.2	\$2,854.3	\$2,896.6	\$2,915.7	\$2,938.3	\$2,964.4
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	103.8	103.8	103.8	103.8	103.8	103.8
Paratransit Reimbursement	80.2	96.6	94.9	101.0	113.8	131.0
Other	102.2	141.2	107.1	111.0	116.3	121.6
Total Other Operating Revenue	286.2	341.6	305.8	315.7	333.9	356.4
Capital and Other Reimbursements	762.3	812.3	878.8	882.3	842.8	842.2
Total Receipts	3,809.7	4,008.1	4,081.2	4,113.7	4,115.0	4,163.0
Expenditures						
Labor:						
Payroll	2,802.6	2,959.5	3,125.5	3,170.5	3,229.2	3,284.8
Overtime	303.2	327.7	309.0	311.8	317.0	323.7
Total Salaries & Wages	3,105.8	3,287.2	3,434.5	3,482.3	3,546.2	3,608.5
Health and Welfare	596.8	643.5	732.7	798.2	873.5	955.1
Pensions	442.2	521.3	627.3	652.5	633.5	609.6
Other Fringe Benefits	276.1	291.0	303.3	307.2	312.7	318.1
Total Fringe Benefits	1,315.1	1,455.8	1,663.3	1,757.9	1,819.7	1,882.8
GASB Account	153.8	62.7	41.0	42.9	43.9	45.0
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0
Total Labor Expenditures	4,574.7	4,805.7	5,138.8	5,283.0	5,409.8	5,536.3
Non-Labor:						
Traction and Propulsion Power	139.5	176.6	167.8	180.6	215.4	230.5
Fuel for Buses and Trains	120.1	115.5	124.6	126.4	128.5	128.9
Insurance	41.8	21.4	44.8	47.4	53.1	60.4
Claims	57.3	56.3	66.0	60.0	61.5	63.0
Paratransit Service Contracts	162.9	234.5	271.1	307.5	357.2	431.7
Mtce. and Other Operating Contracts	245.5	233.9	266.4	267.6	294.0	303.3
Professional Service Contracts	97.0	102.4	107.8	110.8	114.1	116.2
Materials & Supplies	344.4	374.4	360.3	398.4	403.3	398.0
Other Business Expenditures	37.9	39.5	39.7	41.2	41.7	42.2
Total Non-Labor Expenditures	1,246.4	1,354.5	1,448.5	1,539.9	1,668.8	1,774.1
Other Expenditure Adjustments:						
Other	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expenditure Adjustments	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenditures	5,821.1	6,160.1	6,587.3	6,822.9	7,078.6	7,310.4
Baseline Net Cash Deficit	(\$2,011.4)	(\$2,152.0)	(\$2,506.1)	(\$2,709.3)	(\$2,963.7)	(\$3,147.4)
2008 Program to Eliminate the Gap	0.0	6.0	38.6	41.8	34.3	34.3
Post 2008 Program to Eliminate the Gap	0.0	0.0	0.0	5.5	5.5	5.5
Net Cash Deficit	(\$2,011.4)	(\$2,145.9)	(\$2,467.5)	(\$2,661.9)	(\$2,923.8)	(\$3,107.6)

MTA New York City Transit
November Financial Plan 2008 - 2011
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

	2006	2007	2008			
	Actual	November Forecast	Final Proposed Budget	2009	2010	2011
Receipts						
Farebox Revenue	\$2.3	\$12.7	\$7.6	\$4.2	\$2.0	\$2.2
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	0.0	0.0	0.0	0.0	0.0	0.0
Paratransit Reimbursement	(2.4)	1.0	0.3	(0.0)	(0.2)	(0.2)
Other	6.0	45.5	4.7	2.2	2.3	2.3
Total Other Operating Revenue	3.7	46.5	5.0	2.2	2.1	2.1
Capital and Other Reimbursements	(33.6)	(19.1)	18.4	25.9	2.9	(1.3)
Total Receipt Adjustments	(27.6)	40.1	31.0	32.3	7.0	3.1
Expenditures						
Labor:						
Payroll	50.2	19.9	15.8	24.1	24.7	25.5
Overtime	7.5	0.8	0.3	1.1	1.1	1.1
Total Salaries & Wages	57.6	20.7	16.1	25.2	25.8	26.7
Health and Welfare	2.6	(1.2)	3.1	3.3	3.6	3.8
Pensions	(38.0)	57.1	29.5	(3.4)	(14.8)	(10.6)
Other Fringe Benefits	2.3	10.0	9.2	9.9	10.0	10.0
Total Fringe Benefits	(33.1)	65.9	41.8	9.9	(1.3)	3.2
GASB Account	(153.8)	(62.7)	(41.0)	(42.9)	(43.9)	(45.0)
Reimbursable Overhead						
Total Labor Expenditures	(129.2)	24.0	16.9	(7.8)	(19.4)	(15.1)
Non-Labor:						
Traction and Propulsion Power	7.8	(6.7)	0.0	0.0	0.0	0.0
Fuel for Buses and Trains	0.0	(0.8)	0.0	0.0	0.0	0.0
Insurance	(8.4)	16.1	(1.8)	1.0	1.0	(1.3)
Claims	(33.3)	16.7	9.0	17.1	17.6	16.1
Paratransit Service Contracts	20.7	(9.0)	0.0	0.0	0.0	0.0
Mtce. and Other Operating Contracts	(14.1)	(9.0)	(9.0)	(10.7)	(10.7)	(10.7)
Professional Service Contracts	3.5	3.8	5.0	5.0	5.0	5.0
Materials & Supplies	(11.8)	(7.0)	2.0	2.0	2.0	2.0
Other Business Expenditures	(1.4)	0.0	0.0	0.0	0.0	0.0
Total Non-Labor Expenditures	(37.0)	4.2	5.2	14.5	14.9	11.1
Other Expenditure Adjustments:						
Other	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expenditure Adjustments	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenditure Adjustments	(166.2)	28.1	22.2	6.7	(4.6)	(4.0)
Total Cash Conversion Adjustments before Depreciation and OPEB	(193.8)	68.2	53.2	39.0	2.5	(1.0)
Depreciation Adjustment	1,012.1	1,065.4	1,134.0	1,204.0	1,274.0	1,344.0
Other Post Employment Benefits	0.0	963.4	1,009.5	1,055.4	1,098.9	1,144.8
Baseline Total Cash Conversion Adj.	\$818.3	\$2,097.0	\$2,196.7	\$2,298.4	\$2,375.4	\$2,487.8
2008 Program to Eliminate the Gap	0.0	0.0	0.0	0.0	0.0	0.0
Post 2008 Program to Eliminate the Gap	0.0	0.0	0.0	0.0	0.0	0.0
Total Cash Conversion Adjustments	\$818.3	\$2,097.0	\$2,196.7	\$2,298.4	\$2,375.4	\$2,487.8

MTA New York City Transit
November Financial Plan 2008-2011
Year-To-Year Major Changes by Category-Baseline Narrative

TOTAL REVENUES

Farebox Revenue

- Annual improvements in subway/bus farebox revenue are based largely on forecasted growth in NYC employment and recent ridership trends.
- Annual improvements in paratransit farebox revenue are based on an assumed annual ridership growth rate of 15%, consistent with current ridership growth.

Other Operating Revenue

- Paratransit reimbursements include contractually-capped annual increases in NYC reimbursements that serve to partially fund the annual growth in paratransit expenses, and urban tax revenue, for which reductions are projected in 2008 and 2009 from a very high 2007 level driven by an ongoing strong commercial real estate market in NYC.
- Other revenues include annual increases in advertising revenues based upon current contracts in place.

Capital and Other Reimbursements

- Annual reimbursement levels fluctuate year-to-year based upon reimbursable expense levels supported primarily by capital project requirements.

TOTAL EXPENSES

Payroll

- The effective 2008 projected wage increase is 3.38% based upon contracts in place.
- 2009-2011 projections include primarily CPI-based rate increases as follows: 2009=1.97%, 2010=1.95% and 2011=2.00%.

Overtime

- 2008-2011 payroll wage rate increase assumptions apply.
- The reduction from 2007 to 2008 reflects additional 2007 overtime requirements caused by vacancy coverage and adverse weather not anticipated to recur in 2008.

Health & Welfare

- Inflation assumptions are as follows: 2008=12.5% (Empire Plan) and 9.2% (HIP/GHI), 2009 through 2011=9.2% (all plans).

Pension

- Projections are consistent with current actuarial information. Year-to-year changes are affected by 2006 NYCERS revaluation adjustments.

Other Fringe Benefits

- Projections are consistent with payroll rate increase assumptions.

Traction and Propulsion Power

- The financial plan reflects projected New York Power Authority (NYPA) annual rate increases as follows: 2008=1.30%, 2009=7.70%, 2010=19.30% and 2011=7.00%.

Fuel for Buses and Trains

- Inflation assumptions are as follows: 2008=(1.40)%, 2009=(1.42)% and 2010=(1.91)% and 2011=(1.46)%.

Insurance

- Inflation assumptions were provided by the MTA.

Claims

- The plan assumes an annual inflation rate of 2.5% for 2008 through 2011.

Paratransit Service Contracts

- The primary driver of expense increases is projected annual ridership growth of 15%.
- Cost-per-trip inflation projections reflect carrier contracts, which provide for annual rate increases based on the CPI.

Maintenance and Other Operating Contracts

- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=2.04%, 2009=1.91%, 2010=1.73% and 2011=1.82%.
- Facility power inflation assumptions are based on a projected New York Power Authority (NYPA) annual rate increases as follows: 2008=1.30%, 2009=7.70%, 2010=19.30% and 2011=7.00%.

Professional Service Contracts

- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=2.04%, 2009=1.91%, 2010=1.73% and 2011=1.82%.

Materials and Supplies

- Non-reimbursable expense levels tend to fluctuate year-to-year, primarily due to the timing of subway and bus fleet maintenance programs.
- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=3.73%, 2009=4.18%, 2010=2.53% and 2011=1.61%.

Other Business Expenses

- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=2.04%, 2009=1.91%, 2010=1.73% and 2011=1.82%.

Depreciation

- Annual expense increases are due to projections of additional capital assets reaching beneficial use. Examples of these assets include subway station rehabilitations, track & switches, new subway cars and buses.

TOTAL RECEIPTS

Farebox Receipts

- Annual improvements in subway/bus farebox revenue are based largely on forecasted growth in NYC employment and recent ridership trends.
- Annual improvements in paratransit farebox revenue are based on an assumed annual ridership growth rate of 15%, consistent with current ridership growth.
- Includes cash adjustments for expired MetroCards and the timing of cash counting and depositing, which can cause some fluctuations in cash received from year to year.

Other Operating Receipts

- Paratransit reimbursements include contractually-capped annual increases in NYC reimbursements that serve to partially fund the annual growth in paratransit expenses, and urban tax revenue, for which reductions are projected in 2008 and 2009 from a very high 2007 level driven by a continued very strong commercial real estate market in NYC.
- Other revenues include annual increases in advertising revenues based upon current contracts in place.
- 2007 includes non-recurring cash receipts of \$28.2 million representing a drawdown of prior years' accumulated Transit Adjudication Bureau funds.

Capital and Other Reimbursements

- Annual reimbursement levels fluctuate year-to-year based upon reimbursable expense levels driven mostly by capital project requirements.
- Annual cash adjustments are included to recognize changes in the timing of receipts.

TOTAL EXPENDITURES

Payroll

- The effective 2008 projected wage increase is 3.38% based upon contracts in place.
- 2009-2011 projections include primarily CPI-based rate increases as follows: 2009=1.97%, 2010=1.95% and 2011=2.00%.

Overtime

- 2008-2011 payroll wage rate increase assumptions apply.
- The reduction from 2007 to 2008 reflects additional 2007 overtime requirements caused by vacancy coverage and adverse weather not anticipated to recur in 2008.

Health & Welfare

- Inflation assumptions are as follows: 2008=12.5% (Empire Plan) and 9.2% (HIP/GHI), 2009 through 2011=9.2% (all plans).
- 2007 includes \$2.3 million of unfavorable cash timing adjustments from 2006.

Pension

- Projections are consistent with current actuarial information. Year-to-year changes are affected by 2006 NYCERS revaluation adjustments.
- 2007 includes \$12.5 million of favorable cash timing adjustments from 2006.

Other Fringe Benefits

- Projections are consistent with payroll rate increase assumptions.

Traction and Propulsion Power

- The financial plan reflects projected New York Power Authority (NYPA) annual rate increases as follows: 2008=1.30%, 2009=7.70%, 2010=19.30% and 2011=7.00%.

Fuel for Buses and Trains

- Inflation assumptions are as follows: 2008=(1.40)%, 2009=(1.42)%, 2010=(1.91)% and 2011=(1.46)%.
- 2007 includes a \$0.8 million unfavorable cash timing adjustment from 2006.

Insurance

- Inflation assumptions were provided by the MTA.
- 2007 includes a \$16.0 million favorable cash timing adjustment from 2006.

Claims

- The plan assumes an annual inflation rate of 2.5% for 2008 through 2011.
- Claims payment levels tend to fluctuate from year to year.

Paratransit Service Contracts

- The primary driver of expense increases is projected annual ridership growth of 15%.
- Cost-per-trip inflation projections reflect carrier contracts, which provide for annual rate increases based on CPI.
- 2007 includes a \$9.0 million unfavorable cash timing adjustment from 2006.

Maintenance and Other Operating Contracts

- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=2.04%, 2009=1.91%, 2010=1.73% and 2011=1.82%.
- Facility power inflation assumptions are based on a projected New York Power Authority (NYPA) annual rate increases as follows: 2008=1.30%, 2009=7.70%, 2010=19.30% and 2011=7.00%.

Professional Service Contracts

- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=2.04%, 2009=1.91%, 2010=1.73% and 2011=1.82%.

Materials and Supplies

- 2007 includes a \$3.0 million unfavorable cash timing adjustment from 2006.
- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=3.73%, 2009=4.18%, 2010=2.53% and 2011=1.61%.
- Non-reimbursable expense levels fluctuate year-to-year, primarily due to the timing of subway and bus fleet maintenance programs.

Other Business Expenses

- 2008-2011 inflation assumptions are based upon Global Insight's estimates as follows: 2008=2.04%, 2009=1.91%, 2010=1.73% and 2011=1.82%.

MTA New York City Transit
November Financial Plan 2008 - 2011
Year-to-Year Changes by Category - Accrual Basis
(\$ in millions)

NON-REIMBURSABLE

	Favorable/(Unfavorable)								
	2007	2008	Change 2008-2007	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010
Revenue									
Farebox Revenue:									
Subway	\$2,022.5	\$2,064.6	\$42.1	\$2,079.5	\$14.9	\$2,096.0	\$16.5	\$2,113.2	\$17.2
Bus	774.5	778.3	3.9	783.8	5.5	790.1	6.3	796.5	6.4
Paratransit	9.5	11.0	1.5	12.7	1.7	14.6	1.9	16.8	2.2
Fare Media Liability	35.1	35.1	0.0	35.5	0.4	35.6	0.1	35.7	0.1
Total Farebox Revenue	2,841.6	2,889.0	47.5	2,911.5	22.4	2,936.3	24.8	2,962.2	25.9
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:									
Fare Reimbursement	103.8	103.8	0.0	103.8	0.0	103.8	0.0	103.8	0.0
Paratransit Reimbursement	95.7	94.5	(1.2)	101.0	6.5	114.0	13.0	131.2	17.2
Other	95.6	102.5	6.9	108.8	6.3	114.0	5.2	119.4	5.3
Total Other Operating Revenue	295.1	300.8	5.7	313.5	12.8	331.8	18.2	354.3	22.5
Capital and Other Reimbursements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Revenue	3,136.6	3,189.8	53.2	3,225.0	35.2	3,268.1	43.1	3,316.5	48.4
Expenses									
Labor:									
Payroll	2,635.0	2,765.8	(130.8)	2,819.2	(53.4)	2,886.8	(67.6)	2,942.7	(55.9)
Overtime	256.5	245.9	10.6	249.2	(3.4)	253.6	(4.4)	259.1	(5.5)
Total Salaries & Wages	2,891.5	3,011.6	(120.1)	3,068.5	(56.8)	3,140.5	(72.0)	3,201.9	(61.4)
Health and Welfare	622.8	714.4	(91.7)	777.7	(63.2)	851.0	(73.4)	930.6	(79.5)
Pensions	563.3	639.9	(76.6)	632.2	7.7	601.9	30.3	582.3	19.6
Other Fringe Benefits	213.7	215.9	(2.2)	222.0	(6.1)	230.6	(8.6)	236.4	(5.8)
Total Fringe Benefits	1,399.8	1,570.3	(170.5)	1,631.9	(61.6)	1,683.5	(51.7)	1,749.3	(65.7)
Reimbursable Overhead	(173.0)	(182.3)	9.3	(185.5)	3.1	(180.2)	(5.2)	(180.0)	(0.2)
Total Labor Expenses	4,118.3	4,399.6	(281.2)	4,514.9	(115.3)	4,643.8	(128.9)	4,771.1	(127.3)
Non-Labor:									
Traction and Propulsion Power	169.9	167.8	2.1	180.6	(12.8)	215.4	(34.9)	230.5	(15.1)
Fuel for Buses and Trains	114.7	124.6	(9.9)	126.4	(1.9)	128.5	(2.1)	128.9	(0.4)
Insurance	37.5	43.0	(5.5)	48.4	(5.4)	54.1	(5.7)	59.1	(5.0)
Claims	73.0	75.0	(2.0)	77.1	(2.1)	79.1	(2.0)	79.1	0.0
Paratransit Service Contracts	225.5	271.1	(45.7)	307.5	(36.4)	357.2	(49.7)	431.7	(74.4)
Mtce. and Other Operating Contracts	190.2	225.2	(34.9)	226.0	(0.8)	252.4	(26.4)	261.7	(9.3)
Professional Service Contracts	88.2	96.4	(8.2)	99.9	(3.5)	103.1	(3.3)	105.6	(2.5)
Materials & Supplies	299.8	307.3	(7.4)	351.7	(44.5)	359.3	(7.6)	353.6	5.7
Other Business Expenses	39.6	39.2	0.4	40.7	(1.5)	41.2	(0.5)	41.7	(0.5)
Total Non-Labor Expenses	1,238.5	1,349.5	(111.0)	1,458.4	(108.9)	1,590.4	(132.0)	1,691.9	(101.5)
Other Expense Adjustments:									
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expense Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenses before Depreciation	5,356.8	5,749.1	(392.3)	5,973.3	(224.2)	6,234.2	(260.9)	6,463.0	(228.8)
Depreciation	1,065.4	1,134.0	(68.6)	1,204.0	(70.0)	1,274.0	(70.0)	1,344.0	(70.0)
Other Post Employment Benefits	963.4	1,009.5	(46.1)	1,055.4	(45.9)	1,098.9	(43.5)	1,144.8	(45.9)
Total Expenses	7,385.6	7,892.6	(507.0)	8,232.7	(340.1)	8,607.1	(374.4)	8,951.8	(344.7)
Baseline Net Surplus/(Deficit)	(\$4,249.0)	(\$4,702.8)	(\$453.8)	(\$5,007.7)	(\$304.9)	(\$5,339.0)	(\$331.3)	(\$5,635.2)	(\$296.2)
2008 Program to Eliminate the Gap	6.0	38.6	32.6	41.8	3.2	34.3	(7.5)	34.3	(0.0)
Post-2008 Program to Eliminate the GAP	0.0	0.0	0.0	5.5	5.5	5.5	0.0	5.5	0.0
Net Surplus/(Deficit)	(\$4,243.0)	(\$4,664.2)	(\$421.2)	(\$4,960.3)	(\$296.1)	(\$5,299.2)	(\$338.9)	(\$5,595.4)	(\$296.2)

MTA New York City Transit
November Financial Plan 2008 - 2011
Year-to-Year Changes by Category - Accrual Basis
(\$ in millions)

**NON-REIMBURSABLE and
REIMBURSABLE**

	Favorable/(Unfavorable)								
	2007	2008	Change 2008-2007	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010
Revenue									
Farebox Revenue:									
Subway	\$2,022.5	\$2,064.6	\$42.1	\$2,079.5	\$14.9	\$2,096.0	\$16.5	\$2,113.2	\$17.2
Bus	774.5	778.3	3.9	783.8	5.5	790.1	6.3	796.5	6.4
Paratransit	9.5	11.0	1.5	12.7	1.7	14.6	1.9	16.8	2.2
Fare Media Liability	35.1	35.1	0.0	35.5	0.4	35.6	0.1	35.7	0.1
Total Farebox Revenue	2,841.6	2,889.0	47.5	2,911.5	22.4	2,936.3	24.8	2,962.2	25.9
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:									
Fare Reimbursement	103.8	103.8	0.0	103.8	0.0	103.8	0.0	103.8	0.0
Paratransit Reimbursement	95.7	94.5	(1.2)	101.0	6.5	114.0	13.0	131.2	17.2
Other	95.6	102.5	6.9	108.8	6.3	114.0	5.2	119.4	5.3
Total Other Operating Revenue	295.1	300.8	5.7	313.5	12.8	331.8	18.2	354.3	22.5
Capital and Other Reimbursements	831.4	860.3	28.9	856.4	(4.0)	839.9	(16.5)	843.5	3.6
Total Revenue	3,968.1	4,050.1	82.1	4,081.4	31.2	4,107.9	26.6	4,160.0	52.0
Expenses									
Labor:									
Payroll	2,979.3	3,141.4	(162.0)	3,194.6	(53.3)	3,254.0	(59.4)	3,310.4	(56.4)
Overtime	328.6	309.2	19.3	312.9	(3.6)	318.1	(5.2)	324.8	(6.8)
Total Salaries & Wages	3,307.9	3,450.6	(142.7)	3,507.5	(56.9)	3,572.0	(64.5)	3,635.2	(63.2)
Health and Welfare	642.3	735.8	(93.5)	801.5	(65.7)	877.0	(75.6)	958.9	(81.9)
Pensions	578.5	656.8	(78.4)	649.2	7.7	618.7	30.4	599.0	19.7
Other Fringe Benefits	301.0	312.5	(11.6)	317.1	(4.6)	322.6	(5.5)	328.2	(5.5)
Total Fringe Benefits	1,521.7	1,705.2	(183.5)	1,767.7	(62.6)	1,818.4	(50.6)	1,886.0	(67.6)
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Labor Expenses	4,829.6	5,155.8	(326.2)	5,275.2	(119.5)	5,390.4	(115.2)	5,521.2	(130.8)
Non-Labor:									
Traction and Propulsion Power	169.9	167.8	2.1	180.6	(12.8)	215.4	(34.9)	230.5	(15.1)
Fuel for Buses and Trains	114.7	124.6	(9.9)	126.4	(1.9)	128.5	(2.1)	128.9	(0.4)
Insurance	37.5	43.0	(5.5)	48.4	(5.4)	54.1	(5.7)	59.1	(5.0)
Claims	73.0	75.0	(2.0)	77.1	(2.1)	79.1	(2.0)	79.1	0.0
Paratransit Service Contracts	225.5	271.1	(45.7)	307.5	(36.4)	357.2	(49.7)	431.7	(74.4)
Mtce. and Other Operating Contracts	224.9	257.4	(32.5)	256.9	0.5	283.3	(26.4)	292.6	(9.3)
Professional Service Contracts	106.2	112.8	(6.6)	115.8	(3.0)	119.1	(3.3)	121.2	(2.1)
Materials & Supplies	367.4	362.3	5.1	400.4	(38.1)	405.3	(4.9)	400.0	5.3
Other Business Expenses	39.5	39.7	(0.2)	41.2	(1.5)	41.7	(0.5)	42.2	(0.5)
Total Non-Labor Expenses	1,358.7	1,453.7	(95.0)	1,554.4	(100.7)	1,683.7	(129.2)	1,785.2	(101.5)
Other Expense Adjustments:									
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expense Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenses before Depreciation	6,188.3	6,609.5	(421.2)	6,829.6	(220.2)	7,074.1	(244.4)	7,306.4	(232.3)
Depreciation	1,065.4	1,134.0	(68.6)	1,204.0	(70.0)	1,274.0	(70.0)	1,344.0	(70.0)
Other Post Employment Benefits	963.4	1,009.5	(46.1)	1,055.4	(45.9)	1,098.9	(43.5)	1,144.8	(45.9)
Total Expenses	8,217.1	8,753.0	(535.9)	9,089.0	(336.1)	9,447.0	(357.9)	9,795.2	(348.2)
Baseline Net Surplus/(Deficit)	(\$4,249.0)	(\$4,702.8)	(\$453.8)	(\$5,007.7)	(\$304.9)	(\$5,339.0)	(\$331.3)	(\$5,635.2)	(\$296.2)
2008 Program to Eliminate the Gap	6.0	38.6	32.6	41.8	3.2	34.3	(7.5)	34.3	(0.0)
Post-2008 Program to Eliminate the GAP	0.0	0.0	0.0	5.5	5.5	5.5	0.0	5.5	0.0
Net Surplus/(Deficit)	(\$4,243.0)	(\$4,664.2)	(\$421.2)	(\$4,960.3)	(\$296.1)	(\$5,299.2)	(\$338.9)	(\$5,595.4)	(\$296.2)

MTA New York City Transit
November Financial Plan 2008 - 2011
Year-to-Year Changes by Category - Cash Basis
(\$ in millions)

	Favorable/(Unfavorable)								
	2007	2008	Change 2008-2007	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010
Receipts									
Farebox Revenue	\$2,854.3	\$2,896.6	\$42.4	\$2,915.7	\$19.0	\$2,938.3	\$22.6	\$2,964.4	\$26.1
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:									
Fare Reimbursement	103.8	103.8	0.0	103.8	0.0	103.8	0.0	103.8	0.0
Paratransit Reimbursement	96.6	94.9	(1.8)	101.0	6.1	113.8	12.8	131.0	17.3
Other	141.2	107.1	(34.0)	111.0	3.8	116.3	5.3	121.6	5.3
Total Other Operating Revenue	341.6	305.8	(35.8)	315.7	10.0	333.9	18.1	356.4	22.6
Capital and Other Reimbursements	812.3	878.8	66.5	882.3	3.5	842.8	(39.5)	842.2	(0.6)
Total Receipts	4,008.1	4,081.2	73.0	4,113.7	32.5	4,115.0	1.3	4,163.0	48.0
Expenditures									
Labor:									
Payroll	2,959.5	3,125.5	(166.1)	3,170.5	(44.9)	3,229.2	(58.8)	3,284.8	(55.6)
Overtime	327.7	309.0	18.8	311.8	(2.8)	317.0	(5.2)	323.7	(6.7)
Total Salaries & Wages	3,287.2	3,434.5	(147.3)	3,482.3	(47.8)	3,546.2	(64.0)	3,608.5	(62.3)
Health and Welfare	643.5	732.7	(89.2)	798.2	(65.4)	873.5	(75.3)	955.1	(81.6)
Pensions	521.3	627.3	(106.0)	652.5	(25.2)	633.5	19.0	609.6	23.9
Other Fringe Benefits	291.0	303.3	(12.3)	307.2	(3.9)	312.7	(5.5)	318.1	(5.4)
Total Fringe Benefits	1,455.8	1,663.3	(207.6)	1,757.9	(94.5)	1,819.7	(61.8)	1,882.8	(63.1)
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Labor Expenditures	4,805.7	5,138.8	(333.2)	5,283.0	(144.2)	5,409.8	(126.8)	5,536.3	(126.5)
Non-Labor:									
Traction and Propulsion Power	176.6	167.8	8.8	180.6	(12.8)	215.4	(34.9)	230.5	(15.1)
Fuel for Buses and Trains	115.5	124.6	(9.1)	126.4	(1.9)	128.5	(2.1)	128.9	(0.4)
Insurance	21.4	44.8	(23.3)	47.4	(2.6)	53.1	(5.7)	60.4	(7.3)
Claims	56.3	66.0	(9.7)	60.0	6.1	61.5	(1.5)	63.0	(1.5)
Paratransit Service Contracts	234.5	271.1	(36.7)	307.5	(36.4)	357.2	(49.7)	431.7	(74.4)
Mtce. and Other Operating Contracts	233.9	266.4	(32.5)	267.6	(1.2)	294.0	(26.4)	303.3	(9.3)
Professional Service Contracts	102.4	107.8	(5.4)	110.8	(3.0)	114.1	(3.3)	116.2	(2.1)
Materials & Supplies	374.4	360.3	14.1	398.4	(38.1)	403.3	(4.9)	398.0	5.3
Other Business Expenditures	39.5	39.7	(0.2)	41.2	(1.5)	41.7	(0.5)	42.2	(0.5)
Total Non-Labor Expenditures	1,354.5	1,448.5	(94.0)	1,539.9	(91.5)	1,668.8	(128.9)	1,774.1	(105.3)
Other Expenditure Adjustments:									
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expenditure Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenditures	6,160.1	6,587.3	(427.2)	6,822.9	(235.6)	7,078.6	(255.7)	7,310.4	(231.8)
Baseline Net Cash Deficit	(\$2,152.0)	(\$2,506.1)	(\$354.2)	(\$2,709.3)	(\$203.2)	(\$2,963.7)	(\$254.4)	(\$3,147.4)	(\$183.8)
2008 Program to Eliminate the Gap	6.0	38.6	32.6	41.8	3.2	34.3	(7.5)	34.3	(0.0)
Post-2008 Program to Eliminate the GAP	0.0	0.0	0.0	5.5	5.5	5.5	0.0	5.5	0.0
Net Cash Deficit	(\$2,145.9)	(\$2,467.5)	(\$321.6)	(\$2,661.9)	(\$194.4)	(\$2,923.8)	(\$261.9)	(\$3,107.6)	(\$183.8)

MTA New York City Transit
November Financial Plan 2008 - 2011
Year-to-Year Changes by Category - Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

	Favorable/(Unfavorable)								
	2007	2008	Change 2008-2007	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010
Receipts									
Farebox Revenue	\$12.7	\$7.6	(\$5.1)	\$4.2	(\$3.4)	\$2.0	(\$2.2)	\$2.2	\$0.2
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:									
Fare Reimbursement	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Paratransit Reimbursement	1.0	0.3	(0.6)	(0.0)	(0.4)	(0.2)	(0.2)	(0.2)	0.0
Other	45.5	4.7	(40.9)	2.2	(2.4)	2.3	0.1	2.3	(0.0)
Total Other Operating Revenue	46.5	5.0	(41.5)	2.2	(2.8)	2.1	(0.1)	2.1	0.0
Capital and Other Reimbursements	(19.1)	18.4	37.5	25.9	7.5	2.9	(23.0)	(1.3)	(4.2)
Total Receipt Adjustments	40.1	31.0	(9.1)	32.3	1.3	7.0	(25.3)	3.1	(4.0)
Expenditures									
Labor:									
Payroll	19.9	15.8	(4.1)	24.1	8.3	24.7	0.6	25.5	0.8
Overtime	0.8	0.3	(0.5)	1.1	0.8	1.1	0.0	1.1	0.0
Total Salaries & Wages	20.7	16.1	(4.6)	25.2	9.1	25.8	0.6	26.7	0.9
Health and Welfare	(1.2)	3.1	4.3	3.3	0.2	3.6	0.2	3.8	0.2
Pensions	57.1	29.5	(27.6)	(3.4)	(32.9)	(14.8)	(11.4)	(10.6)	4.2
Other Fringe Benefits	10.0	9.2	(0.8)	9.9	0.7	10.0	0.0	10.0	0.1
Total Fringe Benefits	65.9	41.8	(24.1)	9.9	(32.0)	(1.3)	(11.2)	3.2	4.5
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Labor Expenditures	24.0	16.9	(7.0)	(7.8)	(24.7)	(19.4)	(11.6)	(15.1)	4.3
Non-Labor:									
Traction and Propulsion Power	(6.7)	0.0	6.7	0.0	0.0	0.0	0.0	0.0	0.0
Fuel for Buses and Trains	(0.8)	0.0	0.8	0.0	0.0	0.0	0.0	0.0	0.0
Insurance	16.1	(1.8)	(17.9)	1.0	2.8	1.0	(0.1)	(1.3)	(2.3)
Claims	16.7	9.0	(7.7)	17.1	8.1	17.6	0.5	16.1	(1.5)
Paratransit Service Contracts	(9.0)	0.0	9.0	0.0	0.0	0.0	0.0	0.0	0.0
Mtce. and Other Operating Contracts	(9.0)	(9.0)	0.0	(10.7)	(1.7)	(10.7)	0.0	(10.7)	0.0
Professional Service Contracts	3.8	5.0	1.2	5.0	0.0	5.0	0.0	5.0	0.0
Materials & Supplies	(7.0)	2.0	9.0	2.0	0.0	2.0	0.0	2.0	0.0
Other Business Expenditures	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Non-Labor Expenditures	4.2	5.2	1.0	14.5	9.2	14.9	0.4	11.1	(3.8)
Other Expenditure Adjustments:									
Other	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Other Expenditure Adjustments	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Expenditure Adjustments	28.1	22.2	(6.0)	6.7	(15.4)	(4.6)	(11.3)	(4.0)	0.5
Total Cash Conversion Adjustments before Depreciation	68.2	53.2	(15.0)	39.0	(14.2)	2.5	(36.5)	(1.0)	(3.4)
Depreciation Adjustment	1,065.4	1,134.0	68.6	1,204.0	70.0	1,274.0	70.0	1,344.0	70.0
Other Post Employment Benefits	963.4	1,009.5	46.1	1,055.4	45.9	1,098.9	43.5	1,144.8	45.9
Baseline Total Cash Conversion Adj.	\$2,097.0	\$2,196.7	\$99.7	\$2,298.4	\$101.7	\$2,375.4	\$77.0	\$2,487.8	\$112.5
2008 Program to Eliminate the Gap	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Post-2008 Program to Eliminate the GAP	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total Cash Conversion Adjustments	\$2,097.0	\$2,196.7	\$99.7	\$2,298.4	\$101.7	\$2,375.4	\$77.0	\$2,487.8	\$112.5

**MTA New York City Transit
November Financial Plan 2008-2011
Summary of Major Plan-to-Plan Changes**

2007: November Financial Plan vs. July Financial Plan

Revenue Changes-Baseline

Revenue changes from the July Financial Plan resulted in an increase of \$12.0 million. Major changes include:

- A projected farebox revenue increase of \$38.4 million primarily based upon recent subway ridership growth.
- A capital reimbursement decrease of \$25.0 million consistent with a projected reduction in reimbursable expenses.

Expense Changes

Expense changes (excluding Depreciation and Other Post-Employment Benefits) from the July Financial Plan result in a decrease in expenses of \$41.3 million. Major favorable expense changes include:

- Reimbursable expenses are projected to decrease by \$25.0 million, primarily due to several departmental underruns and R142 traction motor repair costs now reclassified to non-reimbursable.
- Lower-than-anticipated health and welfare expenses of \$20.3 million.
- Departmental expense reductions of \$13.1 million including \$4.8 million from the wind-down of the Central Maintenance Management System (CMMS) project after several installations, \$3.5 million in savings from reduction of information technology professional and technical fees and \$1.7 million from reductions in non-priority technology projects and in the normal replacement of data processing equipment.
- A net energy savings of \$11.8 million based on revised inflation assumptions and fuel mileage recalculations. This net savings includes a fuel savings of \$18.3 million and increased power expenses of \$6.5 million.
- \$3.4 million of the timing of expenses to be offset in subsequent years. Included is a favorable \$8.7 million of station painting expenses rescheduled to 2008. It has been determined that average costs of station painting are higher than originally anticipated. Also included is an unfavorable \$7.4 million of expenses associated with R142 traction motor repair costs, which are expected to be fully reimbursed in 2009.

Major unfavorable expense changes include:

- Funding for Safety and Customer Satisfaction Pilot Programs of \$24.4 million and 482 positions including: \$13.5 million and 370 positions for subway stations, track and car cleaning, car quality control (windows maintained in scratch-free condition), employee facilities (clean, well-maintained, meet functional standards) and elevator & escalator (improve availability of

equipment to customers, improve cleanliness and appearance); \$9.7 million and 93 positions for buses quality control (maintain buses in “like new” condition) and employee facilities (improve cleanliness and maintenance) and \$1.2 million and 19 positions for security and program support costs.

- An employee availability re-estimate results in an unfavorable \$6.0 million as it has been determined that an initiative (prior year PEG included in the baseline) of achieving a one-day reduction in controllable absences is largely not achievable.

Cash Adjustments (excluding Depreciation and Other Post-Employment Benefits)

Cash adjustments were unfavorable by \$11.7 million. Major changes include:

- The projected unfavorable timing of capital reimbursements of \$45.4 million now projected to be reimbursed in 2008 and 2009.
- Favorable cash adjustments of \$34.5 million including interest income of \$12.7 million due to higher cash balances and rates, \$11.9 million relating to the timing of labor contract settlements and re-estimates, \$5.2 million regarding the timing of counting/depositing of farebox receipts and \$4.7 million associated with the re-estimate of public liability (claims) payments.

2008-2011: November Financial Plan vs. July Financial Plan

Revenue Changes

Revenue changes from the July Financial Plan result in increases of \$61.6 million in 2008, \$86.4 million in 2009, \$72.2 million in 2010 and \$66.0 million in 2011.

Major changes include:

- Projected farebox revenue increases of \$37.8 million in 2008, \$39.9 million in 2009, \$43.6 million in 2010 and \$45.6 million in 2011, primarily based upon recent subway ridership growth.
- Capital reimbursement increases of \$26.3 million in 2008, \$45.6 million in 2009, \$25.8 million in 2010 and \$14.5 million in 2011, consistent with increased reimbursable expenses.

Expense Changes

Expense changes (excluding Depreciation and Other Post-Employment Benefits) from the July Financial Plan result in expense increases of \$47.9 million in 2008, \$59.6 million in 2009, \$47.3 million in 2010 and \$43.5 million in 2011. Major favorable expense changes include:

- Several departmental expense reductions totaling \$28.9 million and 120 position reductions in 2008, \$31.6 million (160 positions) in 2009, \$33.3 million

(120 positions) in 2010 and \$23.9 million (93 positions) in 2011. These expense reductions include:

1. \$3.8 million in 2008, \$5.5 million in 2009 and \$6.2 million in 2010 and 2011 from elimination of information technology investments that have no impact on current operations, reductions in non-priority technology projects and in the normal replacement of data processing equipment.
 2. \$3.5 million in 2008 and \$3.6 million in 2009 and 2010 and \$0.6 million in 2011 from the wind-down of the Central Maintenance Management System (CMMS) project after several installations.
 3. \$2.8 million in 2008, \$3.3 million in 2009, \$4.9 million in 2010 and \$2.6 million in 2011 from the reduction of information technology-related professional and technical fees.
 4. Material savings of \$2.7 million each year from revisions to material parts usage guidelines, reduced replacement rates and the standardization of brake component replacement practices.
 5. Bus shop savings of \$2.3 million in 2009 from the elimination of 12-year overhauls on 170 buses due to be retired after new buses are purchased in 2008/2009.
 6. A Materiel department spending reduction of \$1.5 million in 2010 (to current levels) in the areas of safety equipment and outside services.
 7. \$1.8 million in 2008, \$3.4 million in 2009, \$3.3 million in 2010 and \$0.6 million in 2011 based upon bringing warranty work on R160 cars in-house to allow for capital contract reimbursement and the elimination of R32 (Phase 2) scheduled maintenance as these cars will retire when new R160 cars are delivered.
 8. \$1.7 million in 2008 and \$3.1 million each subsequent year in the Electronics Maintenance Division is to be generated by primarily increasing services rendered to other MTA Agencies and reducing SONET maintenance expenses by redeploying existing resources.
 9. \$1.7 million each year from the re-evaluation of a Worker's Safety Initiative to review General Orders with Train Operators as they report to work and Track Work Call-On, the monitoring of track access requests by the Rail Control Center. There is no impact on safety due to this re-evaluation.
 10. \$1.4 million per year from eliminating one hourly housekeeping position per bus depot, replacing them with restricted duty personnel to perform facility cleaning.
- Favorable average pay rate adjustments of \$16.6 million in 2008 (net of training float re-estimates), \$20.0 million in 2009, \$20.5 million in 2010 and \$20.7 million in 2011 based upon projected position increases at lower average pay rates.
 - Net energy savings of \$13.2 million in 2008, \$26.6 million in 2009, \$16.1 million in 2010 and \$15.4 million in 2011 based on revised inflation assumptions, fuel mileage recalculations and a negative impact due to the closure of a power plant beginning 2010.

Major unfavorable changes include:

- Funding for the continuation of 2007 Safety and Customer Satisfaction Pilot Programs through 2011 of \$67.0 million and 523 positions each year including: \$41.5 million and 373 positions for subways station, track and car cleaning, car quality control (windows maintained in scratch-free condition), employee facilities (clean, well-maintained, meet functional standards) and elevator & escalator (improve availability of equipment to customers, improve cleanliness and appearance); \$23.3 million and 135 positions for buses quality control (maintain buses in “like new” condition) and employee facilities (improve cleanliness and maintenance) and \$2.2 million and 15 positions for security and program support costs.
- Reimbursable expenses are projected to increase by \$26.3 million in 2008, \$45.6 million in 2009, \$25.8 million in 2010 and \$15.5 million in 2011 including: \$9.8 million each year for additional subway labor requirements for flagging, diversions, work trains and capital project mix; \$6.4 million in 2008 and \$5.7 million in 2009 to extend the Antenna Cable Replacement Project to Phase II; \$5.0 million in 2008, \$15.3 million in 2009, \$6.8 million in 2010 and \$1.3 million in 2011 for support of receiving, testing and warranty work for the new R160 cars; and \$4.4 million each year for inspection and warranty reimbursement for new bus procurements. These increases are offset by corresponding increases in reimbursements.
- Departmental re-estimates result in increased expenses of \$16.7 million in 2008, \$16.4 million in 2009, \$21.2 million in 2010 and \$15.3 million in 2011 due primarily to: additional subway overtime requirements of \$9.0 million each year including signals flagging needs; \$2.7 million in 2008 and \$2.6 million in 2009 of excess subways hourly costs due in part to the closing of reimbursable projects; \$2.2 million each year to improve running time on the #4 and #5 lines by increasing crew drop-back time and \$5.5 million in 2010 due to the rescheduling of subway car reefing.

Cash Adjustments

Cash adjustments (excluding Depreciation and Other Post-Employment Benefits) are projected to be favorable by \$9.6 million in 2008, \$30.8 million in 2009, \$13.8 million in 2010 and \$12.7 million in 2011. Major changes include:

- The projected favorable timing of capital reimbursements of \$14.3 million in 2008, \$21.6 million in 2009, \$4.1 million in 2010 and \$2.2 million in 2011.
- An unfavorable \$2.0 million in 2008 and favorable \$5.5 million in 2009, \$5.4 million in 2010 and \$5.2 million in 2011 due to the timing of labor contract settlements and re-estimates.
- An unfavorable \$2.7 million in 2008 and favorable \$5.0 million in 2009, \$5.1 million in 2010 and \$5.2 million in 2011 due to a reforecast of public liability (claims) payments.

MTA New York City Transit
November Financial Plan 2008 - 2011
Changes Between Financial Plans by Generic Categories
(\$ in millions)

NON-REIMBURSABLE	2007	2008	2009	2010	2011
Baseline 2007 July Financial Plan - Cash Deficit	(\$2,219.8)	(\$2,533.6)	(\$2,771.2)	(\$3,001.2)	(\$3,179.2)
Baseline Changes					
Revenue					
Farebox Revenue	38.4	37.8	39.9	43.6	45.6
Other Operating Revenue	(1.4)	(2.5)	0.8	2.8	4.9
Capital and Other Reimbursement	0.0	0.0	0.0	0.0	0.0
Total Revenue Changes	36.9	35.3	40.7	46.4	50.5
Expenses					
<i>Labor:</i>					
Payroll	(6.6)	(8.4)	(2.6)	0.0	6.2
Overtime	(28.6)	(27.7)	(25.7)	(26.1)	(26.5)
Health and Welfare	16.4	(10.9)	(10.4)	(9.1)	(8.3)
Pensions	7.7	(1.7)	(2.3)	(1.8)	0.1
Other Fringe Benefits	(8.2)	(0.4)	1.3	(1.4)	(3.3)
Reimbursable Overhead	(4.5)	6.5	14.0	8.6	5.3
Total Labor Expense Changes	(23.9)	(42.6)	(25.8)	(29.8)	(26.4)
<i>Non-Labor:</i>					
Traction and Propulsion Power	(5.7)	(2.7)	0.1	(17.6)	(27.9)
Fuel for Buses and Trains	16.6	16.1	24.5	38.2	50.6
Insurance	1.3	(0.2)	(0.8)	(0.8)	(4.3)
Claims	0.0	0.0	0.0	0.0	0.0
Paratransit Service Contracts	4.0	0.8	1.2	1.2	1.2
Maintenance and Other Operating Contracts	9.4	(10.8)	7.2	(8.7)	(9.5)
Professional Service Contracts	14.4	8.1	11.7	14.0	8.4
Materials & Supplies	(3.3)	9.2	(31.4)	(17.1)	(19.1)
Other Business Expenses	3.5	0.6	(0.7)	(0.9)	(0.9)
Total Non-Labor Expense Changes	40.2	21.0	11.8	8.3	(1.5)
Depreciation	20.1	17.7	17.7	17.7	17.7
Other Post Employment Benefits	(963.4)	(1,009.5)	(1,055.4)	(1,098.9)	(1,144.8)
Total Expense Changes	(927.0)	(1,013.4)	(1,051.7)	(1,102.7)	(1,155.1)
Cash Adjustment Changes					
Revenue	17.9	2.6	0.1	0.2	0.2
Expense	15.8	(7.3)	9.1	9.5	10.4
Depreciation	(20.1)	(17.7)	(17.7)	(17.7)	(17.7)
Other Post Employment Benefits	963.4	1,009.5	1,055.4	1,098.9	1,144.8
Total Cash Adjustment Changes	977.0	987.1	1,047.0	1,090.9	1,137.6
Total Baseline Changes	\$87.0	\$9.0	\$36.0	\$34.6	\$33.0
Baseline 2007 November Financial Plan - Cash Deficit	(\$2,132.9)	(\$2,524.6)	(\$2,735.2)	(\$2,966.6)	(\$3,146.2)

MTA New York City Transit
November Financial Plan 2008 - 2011
Changes Between Financial Plans by Generic Categories
(\$ in millions)

REIMBURSABLE					
	2007	2008	2009	2010	2011
Baseline 2007 July Financial Plan - Cash Deficit	\$26.2	\$4.1	\$4.4	(\$1.2)	(\$3.4)
Baseline Changes					
Revenue					
Farebox Revenue	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue	0.0	0.0	0.0	0.0	0.0
Capital and Other Reimbursement	(25.0)	26.3	45.6	25.8	15.5
Total Revenue Changes	(25.0)	26.3	45.6	25.8	15.5
Expenses					
<i>Labor:</i>					
Payroll	22.5	(9.1)	(19.0)	(10.3)	(4.8)
Overtime	(11.7)	(3.5)	(3.4)	(3.1)	(3.2)
Health and Welfare	0.0	0.7	0.2	0.2	0.2
Pensions	0.0	0.2	0.1	0.1	0.1
Other Fringe Benefits	5.1	(5.9)	(8.2)	(5.6)	(3.9)
Reimbursable Overhead	4.5	(6.5)	(14.0)	(8.6)	(5.3)
Total Labor Expense Changes	20.5	(24.1)	(44.3)	(27.2)	(16.8)
<i>Non-Labor:</i>					
Traction and Propulsion Power	0.0	0.0	0.0	0.0	0.0
Fuel for Buses and Trains	0.0	0.0	0.0	0.0	0.0
Insurance	0.0	0.0	0.0	0.0	0.0
Claims	0.0	0.0	0.0	0.0	0.0
Paratransit Service Contracts	0.0	0.0	0.0	0.0	0.0
Maintenance and Other Operating Contracts	(2.2)	(2.5)	(1.6)	(1.6)	(1.6)
Professional Service Contracts	0.8	1.8	(0.3)	(0.3)	0.1
Materials & Supplies	5.0	(1.6)	0.5	3.2	2.8
Other Business Expenses	0.8	0.1	0.1	0.1	0.1
Total Non-Labor Expense Changes	4.5	(2.2)	(1.3)	1.4	1.3
Total Expense Changes	25.0	(26.3)	(45.6)	(25.8)	(15.5)
Cash Adjustment Changes					
Capital Reimbursement Timing	(45.4)	14.3	21.6	4.1	2.2
Total Cash Adjustment Changes	(45.4)	14.3	21.6	4.1	2.2
Total Baseline Changes	(\$45.4)	\$14.3	\$21.6	\$4.1	\$2.2
Baseline 2007 November Financial Plan - Cash Deficit	(\$19.1)	\$18.4	\$25.9	\$2.9	(\$1.3)

MTA New York City Transit
November Financial Plan 2008 - 2011
Changes Between Financial Plans by Generic Categories
(\$ in millions)

NON-REIMBURSABLE and REIMBURSABLE	2007	2008	2009	2010	2011
Baseline 2007 July Financial Plan - Cash Deficit	(\$2,193.6)	(\$2,529.4)	(\$2,766.8)	(\$3,002.4)	(\$3,182.6)
Baseline Changes					
Revenue					
Farebox Revenue	38.4	37.8	39.9	43.6	45.6
Other Operating Revenue	(1.4)	(2.5)	0.8	2.8	4.9
Capital and Other Reimbursement	(25.0)	26.3	45.6	25.8	15.5
Total Revenue Changes	12.0	61.6	86.4	72.2	66.0
Expenses					
<i>Labor:</i>					
Payroll	15.9	(17.5)	(21.6)	(10.3)	1.4
Overtime	(40.3)	(31.2)	(29.1)	(29.2)	(29.7)
Health and Welfare	16.4	(10.3)	(10.2)	(8.9)	(8.0)
Pensions	7.7	(1.5)	(2.2)	(1.7)	0.2
Other Fringe Benefits	(3.2)	(6.3)	(7.0)	(7.0)	(7.2)
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0
Total Labor Expense Changes	(3.4)	(66.7)	(70.1)	(57.0)	(43.3)
<i>Non-Labor:</i>					
Traction and Propulsion Power	(5.7)	(2.7)	0.1	(17.6)	(27.9)
Fuel for Buses and Trains	16.6	16.1	24.5	38.2	50.6
Insurance	1.3	(0.2)	(0.8)	(0.8)	(4.3)
Claims	0.0	0.0	0.0	0.0	0.0
Paratransit Service Contracts	4.0	0.8	1.2	1.2	1.2
Maintenance and Other Operating Contracts	7.2	(13.2)	5.6	(10.3)	(11.2)
Professional Service Contracts	15.2	9.9	11.4	13.8	8.5
Materials & Supplies	1.7	7.5	(30.9)	(13.8)	(16.3)
Other Business Expenses	4.3	0.7	(0.6)	(0.8)	(0.8)
Total Non-Labor Expense Changes	44.7	18.9	10.5	9.7	(0.2)
Depreciation	20.1	17.7	17.7	17.7	17.7
Other Post Employment Benefits	(963.4)	(1,009.5)	(1,055.4)	(1,098.9)	(1,144.8)
Total Expense Changes	(902.0)	(1,039.7)	(1,097.3)	(1,128.5)	(1,170.6)
Cash Adjustment Changes					
Revenue	17.9	2.6	0.1	0.2	0.2
Expense	15.8	(7.3)	9.1	9.5	10.4
Capital Reimbursement Timing	(45.4)	14.3	21.6	4.1	2.2
Depreciation	(20.1)	(17.7)	(17.7)	(17.7)	(17.7)
Other Post Employment Benefits	963.4	1,009.5	1,055.4	1,098.9	1,144.8
Total Cash Adjustment Changes	931.6	1,001.4	1,068.5	1,095.0	1,139.8
Total Baseline Changes	\$41.6	\$23.3	\$57.6	\$38.7	\$35.2
Baseline 2007 November Financial Plan - Cash Deficit	(\$2,152.0)	(\$2,506.1)	(\$2,709.3)	(\$2,963.7)	(\$3,147.4)

MTA New York City Transit
November Financial Plan 2008 - 2011
Summary of Major Changes (Programmatic) Between Financial Plans by Category
(\$ in millions)

TOTAL NON-REIMBURSABLE AND REIMBURSABLE

	2007	2008	2009	2010	2011
2007 July Financial Plan - Net Cash Deficit	(\$2,193.6)	(\$2,529.4)	(\$2,766.8)	(\$3,002.4)	(\$3,182.6)
Baseline Changes:					
Revenue					
Farebox Revenue Re-estimate	38.4	37.8	39.9	43.6	45.6
Other Operating Revenue Re-estimate	(1.4)	(2.5)	0.8	2.8	4.9
Capital Reimbursement Revision	(25.0)	26.3	45.6	25.8	15.5
Sub-Total Revenue Changes	12.0	61.6	86.4	72.2	66.0
Expenses					
Major Expense Re-estimates:					
Fuel (Bus & Heating)	18.3	15.1	24.6	38.0	51.3
Power (Traction and Non-Traction)	(6.5)	(1.9)	2.0	(21.9)	(35.8)
Health & Welfare	20.3	4.6	4.2	3.5	2.9
Departmental Re-estimates-Expense Reductions	13.1	28.9	31.6	33.3	23.9
Departmental Re-estimates-Expense Increases	(2.5)	(16.7)	(16.4)	(21.2)	(15.3)
Pay Rates/Training Float	0.0	16.6	20.0	20.5	20.7
Employee Availability	(6.0)	(3.2)	(4.2)	(5.2)	(5.2)
Timing of Expenses	3.4	4.6	(8.0)	0.0	0.0
Sub-Total Major Expense Re-estimates	40.1	48.1	53.8	47.0	42.4
Funding for New Investments:					
Safety & Customer Satisfaction Pilot Programs	(24.4)	(67.0)	(66.5)	(66.7)	(66.7)
Fire Intrusion/Alarm Maintenance	(0.6)	(2.6)	(2.6)	(2.6)	(2.6)
Sub-Total Funding for New Investments	(25.1)	(69.6)	(69.1)	(69.3)	(69.3)
Reimbursable Expense Revision	25.0	(26.3)	(45.6)	(25.8)	(15.5)
Other Expense Changes	1.3	(0.0)	1.3	0.7	(1.1)
Sub-Total Expense Changes Before Depreciation & OPEB	41.3	(47.9)	(59.6)	(47.3)	(43.5)
Depreciation Expense Re-estimate	20.1	17.7	17.7	17.7	17.7
Inclusion of Other Post-Employment Benefit Expenses	(963.4)	(1,009.5)	(1,055.4)	(1,098.9)	(1,144.8)
Sub-Total Expense Changes	(902.0)	(1,039.7)	(1,097.3)	(1,128.5)	(1,170.6)
Cash Adjustments					
Revenue					
Capital Reimbursement Receipt Timing	(45.4)	14.3	21.6	4.1	2.2
Farebox Receipt Timing	5.2	0.0	0.0	0.0	0.0
Other Operating Revenue Cash Re-estimate	12.7	2.6	0.1	0.2	0.2
Expense					
SSSA Contract Expense Adjustment-Cash Impact	4.7	5.3	5.5	5.4	5.2
Labor Contract Settlement Timing-Cash Wage Adjustments	7.2	(7.3)	0.0	0.0	0.0
Public Liability (Claims)-Payment Reforecast	4.7	(2.7)	5.0	5.1	5.2
Other Cash Adjustments	(0.8)	(2.6)	(1.4)	(1.0)	(0.1)
Sub-Total Cash Changes Before Depreciation & OPEB	(11.7)	9.6	30.8	13.8	12.7
Depreciation Expense Offset-Non Cash	(20.1)	(17.7)	(17.7)	(17.7)	(17.7)
Other Post-Employment Benefit Expense Offset-Non Cash	963.4	1,009.5	1,055.4	1,098.9	1,144.8
Sub-Total Cash Adjustment Changes	931.6	1,001.4	1,068.5	1,095.0	1,139.8
Total Baseline Changes	\$41.6	\$23.3	\$57.6	\$38.7	\$35.2
Programs to Eliminate the GAP (PEGS)					
2008 Program-July Financial Plan	5.3	35.1	38.3	30.8	30.8
New PEGs/Revisions:					
Bus Holiday Schedule Reduction	0.7	1.8	1.8	1.8	1.8
Eliminate Elevator Operators	0.0	1.7	1.7	1.7	1.7
Paint Facility Consolidation	0.0	0.8	0.8	0.8	0.8
PharmaCare Audit PEG	0.0	1.0	1.0	1.0	1.0
July PEG Broadbanding Revision	0.0	(1.7)	(1.7)	(1.7)	(1.7)
Revised 2008 Program-November Financial Plan	6.0	38.6	41.8	34.3	34.3
Post-2008 Program-November Financial Plan	0.0	0.0	5.5	5.5	5.5
2007 November Financial Plan - Net Cash Deficit	(\$2,145.9)	(\$2,467.5)	(\$2,661.9)	(\$2,923.8)	(\$3,107.6)

**MTA New York City Transit
November Financial Plan 2008-2011
Summary of Major Plan-to-Plan Changes**

Ridership (Utilization):

The November Financial Plan ridership forecast assumes that the August 2007 year-to-date trend, which was positive for both subway (0.8% above the July 2007 Plan) and buses (0.3% above the July Plan), will continue for the remainder of 2007. In 2008, non-student subway ridership growth is expected to be one percent higher than projected 2008 employment growth and non-student bus ridership is expected to be flat (same assumptions as the July Plan). As a result of the new 2007 and 2008 base forecast, non-student ridership is approximately 23 million higher than the July Plan each year from 2007 through 2011.

Working off the revised 2008 projection, annual 2009-2011 ridership growth forecasts are based on the Summer 2007 Global Insight NYC employment forecast, which was slightly higher than the Spring 2007 Global Insight forecast used in the July Plan. The new, higher employment forecast results in an additional ridership increase of 0.6 million in 2009, 3.3 million in 2010, and 4.6 million in 2011.

The November Plan student ridership forecast is based on August year-to-date results (0.7% higher than the Mid-Year Forecast), a refinement of the 2008 daily student ridership allocation, and an assumption of no annual growth from 2008 to 2011 (the July Plan also assumed no annual growth). As a result, student ridership is expected to be higher than the July Plan by 1.1 million in 2007 and 3.0 million from 2008 through 2011.

The resulting total subway and bus ridership forecast is higher than the July 2007 Financial Plan by 23.7 million in 2007, 25.2 million in 2008, 26.9 million in 2009, 29.7 million in 2010, and 31.2 million in 2011.

**MTA New York City Transit
November Financial Plan 2008 - 2011
Ridership (Utilization)**

	2006	2007	2008			
	Actual	November Forecast	Final Proposed Budget	2009	2010	2011
Subway	1,498.9	1,558.2	1,590.3	1,601.3	1,613.4	1,626.2
Bus	741.4	739.6	743.8	748.6	754.1	759.6
Paratransit	5.2	5.9	6.8	7.8	9.0	10.4
Baseline Total Ridership	2,245.5	2,303.7	2,340.9	2,357.7	2,376.6	2,396.1
Impact of: PEG Program						
Total Ridership	2,245.5	2,303.7	2,340.9	2,357.7	2,376.6	2,396.1

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of 2008 Program to Eliminate the Gap(PEGs)
(\$ in millions)

	2007		2008		2009		2010		2011	
	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>
Administration										
Administrative Efficiencies - Controller	0	0.000	3	0.249	3	0.249	3	0.249	3	0.249
Administrative Efficiencies - Corporate Communicatic	(1)	(0.029)	(1)	0.382	1	1.083	1	0.954	1	0.954
Administrative Efficiencies - Labor Relations	0	0.000	3	0.255	3	0.255	3	0.255	3	0.255
Administrative Efficiencies - Law	0	0.079	0	0.205	0	0.247	0	0.255	0	0.255
Administrative Efficiencies - Operations Planning	1	0.049	6	0.493	7	0.605	7	0.605	7	0.605
Administrative Efficiencies - Subways	5	0.507	11	1.078	11	1.244	11	1.244	11	1.244
Convert 28 Station Supv II to Supv I	0	0.398	0	0.660	0	0.660	0	0.660	0	0.660
Data Processing Equipment Normal Replacement	0	0.500	0	2.500	0	1.000	0	0.000	0	0.000
Modify Torts Retainer Agreements	0	0.000	0	0.455	0	0.455	0	0.455	0	0.455
PharmaCare Audit Savings	0	0.000	0	1.001	0	1.001	0	1.001	0	1.001
Sub-Total Administration	5	\$ 1.504	22	\$ 7.278	25	\$ 6.799	25	\$ 5.678	25	\$ 5.677
Cust Convenience & Amenities										
Elevator Operators	0	0.000	28	1.656	28	1.656	28	1.656	28	1.656
Reduce Travel Information Center Staffing	0	0.000	2	0.167	4	0.370	4	0.370	4	0.370
Sub-Total Cust Convenience & Amenities	0	\$ 0.000	30	\$ 1.823	32	\$ 2.026	32	\$ 2.026	32	\$ 2.026
Maintenance										
Bus Revenue Equipment Maintenance	0	0.000	5	0.494	5	0.494	5	0.494	5	0.494
Buses Maintenance Productivity	0	0.261	16	1.603	16	1.603	16	1.603	16	1.603
Central Electronics Shop - Diagnostics/Quality Contrc	0	0.000	2	0.092	2	0.092	2	0.092	2	0.092
Depot CCTV Maintenance - Lengthen PM Cycle	0	0.000	3	0.262	3	0.262	3	0.262	3	0.262
EMD Command Center	0	0.000	2	0.121	2	0.121	2	0.121	2	0.121
Electrical Maintenance Efficiencies	0	0.000	23	1.660	23	1.660	23	1.660	23	1.660
Infrastructure Maintenance Efficiencies	0	0.000	6	0.470	6	0.470	6	0.470	6	0.470
Paint Facility Consolidation	0	0.000	11	0.764	11	0.764	11	0.764	11	0.764

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Summary of 2008 Program to Eliminate the Gap(PEGs)
(\$ in millions)

		2007		2008		2009		2010		2011	
		<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>
R160 Inspection Team Savings		0	0.000	8	0.409	12	0.984	12	0.984	12	0.984
Reduce Iron B Defect Backlog Repairs		0	0.000	23	2.007	23	2.007	23	2.007	23	2.007
Reduce Service Hours at Small Main Storerooms		0	0.000	1	0.080	1	0.080	1	0.080	1	0.080
Vacancy Savings - MOW/Rolling Stock, Subways		0	0.000	0	3.696	0	3.696	0	0.000	0	0.000
Sub-Total	Maintenance	0	\$ 0.261	100	\$ 11.658	104	\$ 12.233	104	\$ 8.537	104	\$ 8.537
Other											
Property Protection Efficiencies		0	0.000	11	0.647	21	1.404	21	1.618	21	1.618
Station Rehabilitation - Reconfiguration Impacts		0	0.000	11	0.734	13	0.868	13	0.868	13	0.868
Sub-Total	Other	0	\$ 0.000	22	\$ 1.381	34	\$ 2.272	34	\$ 2.486	34	\$ 2.486
Service Support											
Buses Extra List Economies		0	1.112	0	1.352	0	1.352	0	1.352	0	1.352
Fare Media Card Stock Savings		0	0.864	0	0.000	0	1.069	0	0.000	0	0.000
Holiday Schedule Savings		0	0.740	0	1.760	0	1.760	0	1.760	0	1.760
PES Savings: Low-Utility Indicators		0	0.000	1	0.114	1	0.139	1	0.139	1	0.139
Platform Coverage		49	1.240	98	6.567	98	6.567	98	6.567	98	6.567
RTO Field Support		0	0.000	19	1.749	25	2.687	25	2.687	25	2.687
Reduce OPTO Support		2	0.109	2	0.207	2	0.207	2	0.207	2	0.207
Reduce Relief Staff - RTO		0	0.000	10	0.797	10	0.797	10	0.797	10	0.797
Road Dispatcher Economies		0	0.000	16	1.486	16	1.486	16	1.486	16	1.486
Streamline Revenue Collections		6	0.204	6	0.400	6	0.400	6	0.400	6	0.400
Traffic Checking Economies		0	0.000	0	0.177	0	0.177	0	0.177	0	0.177
Vacancy Savings - Service Delivery, Subways		0	0.000	0	1.868	0	1.868	0	0.000	0	0.000
Sub-Total	Service Support	57	\$ 4.269	152	\$ 16.477	158	\$ 18.509	158	\$ 15.572	158	\$ 15.572
Total Programs		62	\$ 6.034	326	\$ 38.617	353	\$ 41.839	353	\$ 34.299	353	\$ 34.298

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2008
PEG / New Need ID	0000000148	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Controller			Agency Status	Pending
Description and Implementation Pla	Budget quota eliminated effective January 2008.				
Background Details	Eliminate position vacancies within the following areas of Controllers Office - Payroll, Operations Accounting and Timekeeping Control and Compliance.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000148	FINAL07	0	3	3	3	3
Financial Impact	NYCTR	0000000148	FINAL07	\$ 0.000	\$ 0.249	\$ 0.249	\$ 0.249	\$ 0.249

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2007
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2008
PEG / New Need ID	0000000146	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Corporate Communications			Agency Status	Pending
Description and Implementation Pla	The majority of this initiative will begin 1/1/08.				
Background Details	Administrative efficiencies can be achieved thru a number of initiatives. By restructuring the public affairs organization, two positions can be eliminated in 2009. One tourism and market development position will be eliminated in 2009. OTPS costs will be reduced to 2006 expenditures levels, including printing costs, temporary graphics personnel, and miscellaneous OTPS. Position savings are offset by investment for the Special Events Unit.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000146	FINAL07	(1)	(1)	1	1	1
Financial Impact	NYCTR	0000000146	FINAL07	\$(0.029)	\$ 0.382	\$ 1.083	\$ 0.954	\$ 0.954

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2008
PEG / New Need ID	0000000145	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Labor Relations			Agency Status	Pending
Description and Implementation Pla	"This proposal provides productivity savings through staffing efficiencies. Functions will be absorbed by existing staff. "				
Background Details	This proposal eliminates 2 clerical positions and 1 Associate Staff Analyst in 2008.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000145	FINAL07	0	3	3	3	3
Financial Impact	NYCTR	0000000145	FINAL07	\$ 0.000	\$ 0.255	\$ 0.255	\$ 0.255	\$ 0.255

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	7/1/2007
Budget Reference	FINAL07	Category	Administration	Savings Date	7/1/2007
PEG / New Need ID	0000000110	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Law			Agency Status	Pending
Description and Implementation Pla	Beginning in 2007, savings will be derived from a series of management actions ranging from reducing overtime to instituting a new payment process for TAB summonses.				
Background Details	Outside counsel costs will be further reduced in 2008, due to an increase in the number of summary judgment motions filed on Tort cases. Outside counsel costs will be reduced by using internal staff to defend Tort suits and to seek recoveries for property damages sustained by NYC Transit. In addition to reducing overtime, the Law department will also institute a new process allowing payments of TAB (Transit Adjudication Bureau) summonses to be made electronically or by phone using credit/debit cards. It is anticipated that this new utility will decrease the number of unpaid summonses by 2%. Additional savings will be achieved through reduced usage of per diem trial assistants.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000110	FINAL07	\$ 0.079	\$ 0.205	\$ 0.247	\$ 0.255	\$ 0.255

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Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	6/1/2007
Budget Reference	FINAL07	Category	Administration	Savings Date	6/1/2007
PEG / New Need ID	0000000144	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Operations Planning			Agency Status	Pending
Description and Implementation Pla	"This proposal provides productivity savings through staffing efficiencies. Functions will be absorbed by existing staff.				
Background Details	Reduce administrative staff, beginning in 2007 with the reduction of 1 Analyst Associate position (2007 only). Six positions will be eliminated beginning 2008.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000144	FINAL07	1	6	7	7	7
Financial Impact	NYCTR	0000000144	FINAL07	\$ 0.049	\$ 0.493	\$ 0.605	\$ 0.605	\$ 0.605

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Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2007
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2007
PEG / New Need ID	0000000106	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Subways			Agency Status	Pending
Description and Implementation Pla	The Department of Subways has proposed cost reduction initiatives through administrative efficiencies in its divisions.				
Background Details	A total of 14 positions will be eliminated in the Department of Subways as follows: Senior Vice President's Office - 8 (including 5 P/T Student Aides not reflected in the F/T position savings), Operations Support - 5 , MOW Engineering - 2, and MOW Administration - 4. This is offset by a 3 position reinvestment in administrative support for the newly created Department of Security, previously a division within Subways.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000106	FINAL07	5	11	11	11	11
Financial Impact	NYCTR	0000000106	FINAL07	\$ 0.507	\$ 1.078	\$ 1.244	\$ 1.244	\$ 1.244

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Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	5/1/2007
Budget Reference	FINAL07	Category	Administration	Savings Date	5/1/2007
PEG / New Need ID	0000000143	Current Budget Year	2007	Status	Open
Program:	Convert 28 Station Supv II to Supv I			Agency Status	Pending
Description and Implementation Pla	Stations will convert 28 Station Supervisor Level II positions to 28 Station Supervisor Level I positions.				
Background Details	The 2007 budget has 215 end of year positions Station Supervisor Level II positions budgeted and currently there are 187 incumbents, resulting in 28 vacancies. Filling the vacancies with Station Supervisor Level I will provide a savings due to the salary differential.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000143	FINAL07	\$ 0.398	\$ 0.660	\$ 0.660	\$ 0.660	\$ 0.660

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	7/1/2007
Budget Reference	FINAL07	Category	Administration	Savings Date	7/1/2007
PEG / New Need ID	0000000142	Current Budget Year	2007	Status	Open
Program:	Data Processing Equipment Normal Replacement			Agency Status	Pending
Description and Implementation Pla	Due to favorable unit prices for data processing equipment, the budget can be reduced.				
Background Details	Reduce the budget allocation in 2007 through 2009 for normal replacement of data processing equipment.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000142	FINAL07	\$ 0.500	\$ 2.500	\$ 1.000	\$ 0.000	\$ 0.000

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2008
PEG / New Need ID	0000000105	Current Budget Year	2007	Status	Open
Program:	Modify Torts Retainer Agreements			Agency Status	Pending
Description and Implementation Pla	Change outside counsel retainer agreements from an hourly rate to a tiered fee schedule.				
Background Details	Revise outside counsel retainer agreements from \$125 per hour to a tiered fee scale. The scale consists of three levels, 'resolved prior to jury selection', 'disposed between jury selection and verdict' and 'proceeding to final verdict' with flat fees of \$5,000, \$6,500 and \$9,000, respectively. This fee structure would only apply to those tort cases valued below \$75,000.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000105	FINAL07	\$ 0.000	\$ 0.455	\$ 0.455	\$ 0.455	\$ 0.455

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2008
PEG / New Need ID	0000000149	Current Budget Year	2007	Status	Open
Program:	PharmaCare Audit Savings			Agency Status	Pending

Description and Implementation Pla Internal Audit estimates that NYCT has been overcharged \$1.0M by PharmaCare for generic drugs and dispensing fees from direct mail order pharmacies. Human Resources will take action to reverse these overcharges and prevent them from future occurrences.

Background Details During an audit of PharmaCare Drug Plan billings for 2006, Internal Audit found that PharmaCare overcharged for generic drugs by not applying the contractual discount and inappropriately charged dispensing fees that should not have been charged. Human Resources agreed with the audit findings and will take corrective actions. Benefits management will require PharmaCare to include average wholesale pricing on billing files and will routinely recalculate amounts charged for generic drugs. Human Resources will regularly verify dispensing fees and adjust bills on a timely basis.

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000149	FINAL07	\$ 0.000	\$ 1.001	\$ 1.001	\$ 1.001	\$ 1.000

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Cust Convenience & Amenities	Savings Date	1/1/2008
PEG / New Need ID	0000000152	Current Budget Year	2007	Status	Open
Program:	Elevator Operators			Agency Status	Pending
Description and Implementation Pla	Eliminate the remaining full-time coverage which yield 28 position savings. It should be noted that each elevator is equipped with a talkback system and the waiting areas for these elevators are equipped with closed-circuit television.				
Background Details	<p>Currently 28 cleaners are used to operate automated elevators at five Washington Heights stations: 191st Street "1", 181st Street "1", 168th "1", "A", "C", 190th Street "A" and 181st Street "A".</p> <p>In 2004, 22 elevator operators were eliminated at these five stations leaving one manned elevator 24X7 at each station. This proposal eliminates the remaining elevator operators. It should be noted that each elevator is equipped with a talkback system and the waiting areas for these elevators are equipped with closed-circuit television. It should also be noted that data collected by the Department of Subways Stations Command over the past year, indicate that there has been no incidence of crime on any of the elevators (manned or unmanned) in the Washington Heights stations.</p>				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000152	FINAL07	0	28	28	28	28
Financial Impact	NYCTR	0000000152	FINAL07	\$ 0.000	\$ 1.656	\$ 1.656	\$ 1.656	\$ 1.656

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Cust Convenience & Amenities	Savings Date	1/1/2008
PEG / New Need ID	0000000104	Current Budget Year	2007	Status	Open
Program:	Reduce Travel Information Center Staffing			Agency Status	Pending
Description and Implementation Pla	Reduce TIC staffing and align MetroCard line hours with TIC hours. Savings includes two full-time and five part-time positions beginning in 2008 and four full-time and seven part-time positions in 2009.				
Background Details	<p>Trip Planner allows access to NYC Transit subway and bus travel information and service advisories at all times via the mta.info web site. Trip Planner was launched in December 2006 and have been very successful with approximately 2,500 daily visits during April 2007. As a result, wait-times for customers calling the Travel Information Center (TIC) have decreased by almost 60 percent. In addition, a voice recognition application of Trip Planner will be introduced by the end of 2007. As more customers move to the on-line application and the voice recognition planner becomes available, TIC staffing can be reduced. Savings from this initiative are offset by Trip Planner Web support costs.</p> <p>The MetroCard telephone line operates from 7:00 am to 11:00 pm, Monday through Friday. The agent assisted Travel Information Center (TIC) phone line is currently staffed from 6:00 am to 10:00 pm seven days a week. This proposal would change these weekday hours to coincide with the TIC line allowing for coverage efficiencies. MetroCard weekend hours (9:00 am to 5:00 pm) would remain the same.</p>				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000104	FINAL07	0	2	4	4	4
Financial Impact	NYCTR	0000000104	FINAL07	\$ 0.000	\$ 0.167	\$ 0.370	\$ 0.370	\$ 0.370

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000101	Current Budget Year	2007	Status	Open
Program:	Bus Revenue Equipment Maintenance			Agency Status	Pending
Description and Implementation Pla	The recently approved SSSA MOU included a provision for broadbanding supv. titles in EMD. With this concurrence, EMD expects that it will be able to implement the operating efficiencies resulting for combining supv. functions in bus depots starting 1/				
Background Details	This proposal involves consolidating bus revenue equipment maintenance functions by broadbanding supervisory titles in the Electronics Maintenance Division. Currently, maintenance is provided by two separate units; the Bus Electronics Maintenance Subdivision performs bus electronic component repair and the AFC Maintenance Subdivision performs farebox repair. Since bus depots are widely dispersed, combining titles and job functions would result in repair efficiencies.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000101	FINAL07	0	5	5	5	5
Financial Impact	NYCTR	0000000101	FINAL07	\$ 0.000	\$ 0.494	\$ 0.494	\$ 0.494	\$ 0.494

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000141	Current Budget Year	2007	Status	Open
Program:	Buses Maintenance Productivity			Agency Status	Pending
Description and Implementation Pla	Beginning in January 2008, DOB will reduce its maintainer budget by 16 positions, in addition to saving unscheduled overtime through improved availability.				
Background Details	The Department of Buses (DOB) will eliminate one maintainer from each of 16 depots (every depot except for the two depots in Staten Island). In addition, improved maintainer availability for controllable absences is projected.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000141	FINAL07	0	16	16	16	16
Financial Impact	NYCTR	0000000141	FINAL07	\$ 0.261	\$ 1.603	\$ 1.603	\$ 1.603	\$ 1.603

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000100	Current Budget Year	2007	Status	Open
Program:	Central Electronics Shop - Diagnostics/Quality Control Savings			Agency Status	Pending
Description and Implementation Pla	This proposal will replace five hourly titles with three highly qualified professional and technical positions to perform diagnostic testing and quality control functions. This proposal will be implemented 1/1/08.				
Background Details	Reduce two positions by creating a new Technology Diagnostic and Control Section in the Central Electronics Maintenance Shop (CES). As a result of past budget reductions, hourly employees are now performing functions that would be more effectively completed by professional and technical personnel.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000100	FINAL07	0	2	2	2	2
Financial Impact	NYCTR	0000000100	FINAL07	\$ 0.000	\$ 0.092	\$ 0.092	\$ 0.092	\$ 0.092

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000140	Current Budget Year	2007	Status	Open
Program:	Depot CCTV Maintenance - Lengthen PM Cycle			Agency Status	Pending
Description and Implementation Pla	By lengthening the preventive maintenance cycle, three hourly positions can be reduced with only a 20-25% increase in the number of received camera-related trouble calls.				
Background Details	The Electronics Maintenance Division will extend the preventive maintenance cycle for CCTVs located at bus depots from quarterly to semi-annually. There are more than 740 security CCTVs at NYC Transit's bus depots.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000140	FINAL07	0	3	3	3	3
Financial Impact	NYCTR	0000000140	FINAL07	\$ 0.000	\$ 0.262	\$ 0.262	\$ 0.262	\$ 0.262

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000098	Current Budget Year	2007	Status	Open
Program:	EMD Command Center			Agency Status	Pending
Description and Implementation Pla	This proposal converts 11 P&T positions to 9 operating supervisor positions.				
Background Details	Currently, the Electronics Maintenance Division (EMD) has its command center located in the Rail Control Center. The command center is staffed with professional and technical (P&T) positions. The command center can be more efficiently staffed with operating supervisors since the majority of work assignments are for hourly employees. Making this change will facilitate labor-related savings as well as reduce response time to network troubles.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000098	FINAL07	0	2	2	2	2
Financial Impact	NYCTR	0000000098	FINAL07	\$ 0.000	\$ 0.121	\$ 0.121	\$ 0.121	\$ 0.121

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000099	Current Budget Year	2007	Status	Open
Program:	Electrical Maintenance Efficiencies			Agency Status	Pending
Description and Implementation Pla	Through a series of efficiencies and the re-evaluation of operations, the Electrical Division is able to eliminate 23 positions (1 supervisor and 22 hourly positions).				
Background Details	A planned 2007 investment for an additional fiber optic maintenance crew (7 pos.) is eliminated. Substation relief positions to backfill maintainers sent for random drug screenings, or out for vacation, training and sick (2 pos.) will be eliminated and the workload absorbed by other maintainers. Reorganizing the Emergency Response Unit allows for a reduction of four helpers. Cleaners maintaining crew facilities (8 pos.) and two administrative positions will be eliminated.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000099	FINAL07	0	23	23	23	23
Financial Impact	NYCTR	0000000099	FINAL07	\$ 0.000	\$ 1.660	\$ 1.660	\$ 1.660	\$ 1.660

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000097	Current Budget Year	2007	Status	Open
Program:	Infrastructure Maintenance Efficiencies			Agency Status	Pending
Description and Implementation Pla	The Division of Infrastructure will reduce 6 maintenance positions.				
Background Details	<p>The Hydraulics Unit will reduce monthly inspections in pump rooms (excluding underriver tubes) from 8 times per year to 4 times per year (3 positions). In addition, the inspection cycle for the 30 underriver fan plants will be increased from bi-weekly to monthly (1 position).</p> <p>The HVAC Unit will eliminate Type I maintenance for 1,100 above-ground window air conditioning units. These units will be serviced based on trouble calls. In addition, there will be adjustments to the maintenance schedules for token booth air conditioners in above-ground booths. This includes Type I basic inspections including filter replacements and Type II push-pull maintenance when units are swapped out (2 positions).</p>				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000097	FINAL07	0	6	6	6	6
Financial Impact	NYCTR	0000000097	FINAL07	\$ 0.000	\$ 0.470	\$ 0.470	\$ 0.470	\$ 0.470

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000150	Current Budget Year	2007	Status	Open
Program:	Paint Facility Consolidation			Agency Status	Pending
Description and Implementation Pla	Eliminate 11 maintenance positions.				
Background Details	The Cross-town Paint Shop operations will be merged into the new Grand Avenue Shop when it opens in January, 2008. This consolidation will result in maintenance efficiency savings. The high technology paint booths at Grand Avenue will reduce headcount requirements due to new technology paint systems for automatic paint mixing, paint gun cleaning and inventory management. Consolidation will also provide economies in shifting, housekeeping, hazardous waste disposal, parts moving and Hi-Lo operations.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000150	FINAL07	0	11	11	11	11
Financial Impact	NYCTR	0000000150	FINAL07	\$ 0.000	\$ 0.764	\$ 0.764	\$ 0.764	\$ 0.764

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(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000139	Current Budget Year	2007	Status	Open
Program:	R160 Inspection Team Savings			Agency Status	Pending
Description and Implementation Pla	With the retirement of the "B" division's current 60-foot fleet and replacement with the R160's, the size of inspection teams will be reduced by one maintainer -- from 6 to 5 car inspectors per team.				
Background Details	The "B" Division's current 60-foot cars are linked in married pairs and require more inspection resources than the new R160 cars that are replacing them since the R160 cars are linked in 4 and 5 car configurations.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000139	FINAL07	0	8	12	12	12
Financial Impact	NYCTR	0000000139	FINAL07	\$ 0.000	\$ 0.409	\$ 0.984	\$ 0.984	\$ 0.984

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000096	Current Budget Year	2007	Status	Open
Program:	Reduce Iron B Defect Backlog Repairs			Agency Status	Pending
Description and Implementation Pla	Eliminate 3 supervisory and 20 hourly personnel, or 15% of the forces dedicated to repairing structural iron "B" defects systemwide. 16 supervisors and 93 hourlies will remain. Each person performs approx. 15 repairs/year, a reduction of approx. 345.				
Background Details	This initiative will reduce the number of "B" defects repaired annually. Examples of "B" defects include small cracks or corrosion in structural steel elements that does not pose an imminent threat to safety or passenger service. The long term impact of this proposal will be to increase the "B" defect backlog. "B" defects not addressed have the potential for turning into more serious "A" defects and long term, this might increase the number of "A" defects on elevated structures.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000096	FINAL07	0	23	23	23	23
Financial Impact	NYCTR	0000000096	FINAL07	\$ 0.000	\$ 2.007	\$ 2.007	\$ 2.007	\$ 2.007

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000138	Current Budget Year	2007	Status	Open
Program:	Reduce Service Hours at Small Main Storerooms			Agency Status	Pending
Description and Implementation Pla	Reduce service hours at the Livingston Plaza and 2 Broadway storerooms, establishing part-time service at both sites.				
Background Details	Support at the Livingston Plaza and 2 Broadway storerooms will be consolidated and each facility will be staffed on a part-time basis only. Livingston Plaza will be open two days per week while 2 Broadway will be open for three.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000138	FINAL07	0	1	1	1	1
Financial Impact	NYCTR	0000000138	FINAL07	\$ 0.000	\$ 0.080	\$ 0.080	\$ 0.080	\$ 0.080

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Maintenance	Savings Date	1/1/2008
PEG / New Need ID	0000000129	Current Budget Year	2007	Status	Open
Program:	Vacancy Savings - MOW/Rolling Stock, Subways			Agency Status	Pending
Description and Implementation Pla	This proposal will achieve base pay and fringe benefit savings associated with 50 position vacancies in 2008 and 2009.				
Background Details	The Department of Subways will maintain a vacancy level of 0.5% (or 50 positions) in 2008 and 2009 in the Rolling Stock & Maintenance of Way divisions as follows: Division of Car Equipment - 25 positions; Infrastructure - 6 positions; Track - 9 positions; Electrical - 4 positions; and the Electronics Maintenance Division - 6 positions. There will be no change to budgeted year-end quota.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000129	FINAL07	\$ 0.000	\$ 3.696	\$ 3.696	\$ 0.000	\$ 0.000

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Other	Savings Date	1/1/2008
PEG / New Need ID	0000000094	Current Budget Year	2007	Status	Open
Program:	Property Protection Efficiencies			Agency Status	Pending

Description and Implementation Pla The Department of Security will implement cost reduction initiatives as follows: eliminate post coverage at Linden Shop and Jackie Gleason Depot employee parking entrance where access will be controlled by motorized gate.

Background Details In addition, eliminate post coverage at 239th St Yard and Franklin Ave Cable Shop entrance where access will be controlled by HEETs; and, eliminate the roving patrol at the MJ Quill Depot.

The Department of Security has identified several locations where current coverage can be reduced or eliminated without adversely affecting the safety and security of employees or NYC Transit property. In addition, many of these locations will have security systems installed including HEETs, motorized gates, CCTVs, and Card Swipe Systems that will permit elimination of the Property Protection posts.

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000094	FINAL07	0	11	21	21	21
Financial Impact	NYCTR	0000000094	FINAL07	\$ 0.000	\$ 0.647	\$ 1.404	\$ 1.618	\$ 1.618

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Other	Savings Date	1/1/2008
PEG / New Need ID	0000000093	Current Budget Year	2007	Status	Open
Program:	Station Rehabilitation - Reconfiguration Impacts			Agency Status	Pending
Description and Implementation Pla	Capital work being performed will allow the closure of the following booths and yield operating savings: Fulton St. A077, A081; Cortlandt St.-A051; South Ferry-R101.				
Background Details	A recent public hearing was held concerning proposed access changes at eight subway stations to be implemented in conjunction with station projects in the MTA Capital Program. The Public Hearing was held on 6/6/07 without any objections and NYCT is proceeding with the implementation plan. Among the changes covered by the public hearing is the conversion of four staffed booths to full-time unstaffed access with automated fare controls. Two of the booth conversions will take place at the Fulton Street complex (#2,#3,#4,#5,A,C,J,M,Z); the others are at the Cortlandt Street (R,W) and South Ferry (#1) stations.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000093	FINAL07	0	11	13	13	13
Financial Impact	NYCTR	0000000093	FINAL07	\$ 0.000	\$ 0.734	\$ 0.868	\$ 0.868	\$ 0.868

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	7/1/2007
Budget Reference	FINAL07	Category	Service Support	Savings Date	7/1/2007
PEG / New Need ID	0000000127	Current Budget Year	2007	Status	Open
Program:	Buses Extra List Economies			Agency Status	Pending
Description and Implementation Pla	Beginning in July 2007, DOB plans to use reports generated from UTS to more efficiently schedule back-up bus operators (bus operators who cover for those who call in sick).				
Background Details	The implementation of the Unified Timekeeping System (UTS) has enabled the Department of Buses (DOB) to improve the management and monitoring of the extra list by monitoring on a weekly/daily basis the number of extra list operators, their assigned report times, and "minimum wage" pay hours. Economies are predicated on reducing Held-In-Reserve to 1% of scheduled revenue service through constant monitoring and optimizing of assignments.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000127	FINAL07	\$ 1.112	\$ 1.352	\$ 1.352	\$ 1.352	\$ 1.352

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	7/1/2007
Budget Reference	FINAL07	Category	Service Support	Savings Date	7/1/2007
PEG / New Need ID	0000000124	Current Budget Year	2007	Status	Open
Program:	Fare Media Card Stock Savings			Agency Status	Pending
Description and Implementation Pla	As a result of inventory reductions, fare media card stock budgets can be reduced in 2007 and 2009.				
Background Details	As a result of Revenue Control's move to the Consolidated Revenue Facility, economies can be realized in inventories of encoded MetroCards. There is no longer a need to maintain separate encoded inventories for two Revenue facilities.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000124	FINAL07	0	0	0	0	0
Financial Impact	NYCTR	0000000124	FINAL07	\$ 0.864	\$ 0.000	\$ 1.069	\$ 0.000	\$ 0.000

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	11/1/2007
Budget Reference	FINAL07	Category	Service Support	Savings Date	11/1/2007
PEG / New Need ID	0000000151	Current Budget Year	2007	Status	Open
Program:	Holiday Schedule Savings			Agency Status	Pending
Description and Implementation Pla	Modify bus service on major holidays.				

Background Details

The Department of Buses (DOB), in conjunction with the Division of Operations Planning, will modify bus schedules on or around major holidays to align service with demand. The holiday schedules to be modified include: New Years Day, Martin Luther King Day, Thanksgiving Day, the Friday after Thanksgiving, Christmas Eve, Christmas Day and New Years Eve. Although ridership during this time exceeds weekend service levels, it is sufficiently reduced so that normal weekday operations are excessive. This proposal will provide an intermediate level of service, sufficient to meet ridership demands during these periods.

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000151	FINAL07	\$ 0.740	\$ 1.760	\$ 1.760	\$ 1.760	\$ 1.760

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2008
PEG / New Need ID	0000000092	Current Budget Year	2007	Status	Open
Program:	PES Savings: Low-Utility Indicators			Agency Status	Pending
Description and Implementation Pla	Eliminate two surveys, saving Operations Planning staff (clerical and part-time traffic checker support).				
Background Details	Eliminate two surveys; Delay Announcements and Early Morning Station Cleanliness. Discontinuing these surveys will allow Operations Planning to reduce staffing (clerical and part-time traffic checker support). Both of these surveys have been difficult to upkeep in that monitoring the announcement of service delays is a problematic measure to collect (it is only measurable when delays are occurring) and the Early AM Station PES is duplicated in other AM peak measures which better reflect the experience of most riders.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000092	FINAL07	0	1	1	1	1
Financial Impact	NYCTR	0000000092	FINAL07	\$ 0.000	\$ 0.114	\$ 0.139	\$ 0.139	\$ 0.139

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	8/1/2007
Budget Reference	FINAL07	Category	Service Support	Savings Date	8/1/2007
PEG / New Need ID	0000000091	Current Budget Year	2007	Status	Open
Program:	Platform Coverage			Agency Status	Pending

Description and Implementation Pla In July 2005, heightened security coverage was provided for assistance during an emergency evacuation. Rapid Transit Operations and Station Operations added staff at 20 key stations during the AM & PM peak hours, Mon-Fri.

Background Details Since the Emergency Exit Release Bar program has been completed, the need for assisted evacuation is no longer required. Platform Security coverage began in July 2005 to assist with passenger evacuations from stations in an emergency. At the same time, the Division of Stations began a program to install emergency exit release bars ("Panic Bars"), in order to maximize the emergency exiting capacity of existing gates. Installation has been completed, with approximately 1,350 gates equipped with release mechanisms, allowing elimination of staff staff assigned to aid in emergency evacuation.

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000091	FINAL07	49	98	98	98	98
Financial Impact	NYCTR	0000000091	FINAL07	\$ 1.240	\$ 6.567	\$ 6.567	\$ 6.567	\$ 6.567

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2008
PEG / New Need ID	0000000109	Current Budget Year	2007	Status	Open
Program:	RTO Field Support			Agency Status	Pending
Description and Implementation Pla	Savings will be derived in Rapid Transit Operations through a series of service support efficiencies.				
Background Details	There are three components to this proposal: First, Rapid Transit Operations (RTO) will eliminate 2 Superintendents and 8 Train Service Supervisors by increasing the span of control. Second, 4 Construction Flagger positions supporting MOW maintenance will be eliminated. Third, upon completion of the Bergen Street interlocking project, the Jay Street tower will be able to control this location and 5 Tower Operator positions can be eliminated.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000109	FINAL07	0	19	25	25	25
Financial Impact	NYCTR	0000000109	FINAL07	\$ 0.000	\$ 1.749	\$ 2.687	\$ 2.687	\$ 2.687

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	6/1/2007
Budget Reference	FINAL07	Category	Service Support	Savings Date	6/1/2007
PEG / New Need ID	0000000111	Current Budget Year	2007	Status	Open
Program:	Reduce OPTO Support			Agency Status	Pending
Description and Implementation Pla	Subdivision B will eliminate two OPTO Train Service Supervisors and transfer their responsibilities to the Crew Assignment and Field Offices.				
Background Details	One Person Train Operation (OPTO) administrative and field operational issues will be delegated to the Crew Assignment and Field Offices. The Crew Office will disseminate the OPTO qualification list and field locations will assume all responsibility for OPTO operations on their individual lines. Consequently, Subdivision B will eliminate Train Service Supervisors dedicated to supervising OPTO employees and handling OPTO operational issues.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000111	FINAL07	2	2	2	2	2
Financial Impact	NYCTR	0000000111	FINAL07	\$ 0.109	\$ 0.207	\$ 0.207	\$ 0.207	\$ 0.207

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2008
PEG / New Need ID	0000000108	Current Budget Year	2007	Status	Open
Program:	Reduce Relief Staff - RTO			Agency Status	Pending
Description and Implementation Pla	RTO will reduce ten Train Operator positions that were associated with preventing Hours of Service violations.				
Background Details	Additional positions were budgeted to assist RTO in avoiding hours of service violations. Since then, strategies have been implemented by RTO's Crew & Field Offices in both Subdivisions A & B resulting in a reduction of hours of service violation incidences.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000108	FINAL07	0	10	10	10	10
Financial Impact	NYCTR	0000000108	FINAL07	\$ 0.000	\$ 0.797	\$ 0.797	\$ 0.797	\$ 0.797

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2008
PEG / New Need ID	0000000090	Current Budget Year	2007	Status	Open
Program:	Road Dispatcher Economies			Agency Status	Pending
Description and Implementation Pla	The Department of Buses (DOB) will eliminate one dispatcher from each of 16 depots (every depot except for the two depots in Staten Island).				
Background Details	Beginning in January 2008, DOB will eliminate 16 dispatchers. Depending on the location, this will be achieved by consolidating AM/PM picks into mid-day coverage, reducing the number of fixed and mobile dispatchers, reducing weekend coverage, and eliminating one inside dispatcher.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000090	FINAL07	0	16	16	16	16
Financial Impact	NYCTR	0000000090	FINAL07	\$ 0.000	\$ 1.486	\$ 1.486	\$ 1.486	\$ 1.486

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	7/1/2007
Budget Reference	FINAL07	Category	Service Support	Savings Date	7/1/2007
PEG / New Need ID	0000000107	Current Budget Year	2007	Status	Open
Program:	Streamline Revenue Collections			Agency Status	Pending
Description and Implementation Pla	Reduction of six Collecting Agent (TA) positions can be realized effective 7/1/07				
Background Details	Streamline subway revenue collection by reducing the number of pick-ups per week at certain locations and by migrating from a train/truck operation to an all truck operation.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000107	FINAL07	6	6	6	6	6
Financial Impact	NYCTR	0000000107	FINAL07	\$ 0.204	\$ 0.400	\$ 0.400	\$ 0.400	\$ 0.400

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2008
PEG / New Need ID	0000000112	Current Budget Year	2007	Status	Open
Program:	Traffic Checking Economies			Agency Status	Pending
Description and Implementation Pla	Annual Staten Island Rail ride checks will be eliminated. This initiative eliminates 7 part-time traffic checkers.				
Background Details	Eliminate annual Staten Island Rail ride checks and decrease the number of budgeted hours for special assignments (part-time Traffic Checker resources) from 10,000 to 4,000. The facility to perform special assignments which were primarily ad hoc traffic checks will be greatly reduced.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000112	FINAL07	\$ 0.000	\$ 0.177	\$ 0.177	\$ 0.177	\$ 0.177

MTA NEW YORK CITY TRANSIT
 November Plan 2008 - 2011
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	PEG	Implementation Date	1/1/2008
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2008
PEG / New Need ID	0000000113	Current Budget Year	2007	Status	Open
Program:	Vacancy Savings - Service Delivery, Subways			Agency Status	Pending
Description and Implementation Pla	This proposal will achieve base pay and fringe benefits savings associated with 22 position vacancies in 2008 and 2009.				
Background Details	*The Department of Subways will maintain a vacancy level of 0.5% in 2008 and 2009 in the Service Delivery divisions as follows: Rapid Transit Operations (RTO) - 7 positions; and Stations - 15 positions. There will be no change to budgeted year-end quota.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000113	FINAL07	\$ 0.000	\$ 1.868	\$ 1.868	\$ 0.000	\$ 0.000

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post 2008 PEGs
(\$ in millions)

	2007		2008		2009		2010		2011	
	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>
Administration										
Administrative Efficiencies - AFC Program Managem	0	0.000	0	0.000	3	0.294	3	0.294	3	0.294
Administrative Efficiencies - Labor Relations	0	0.000	0	0.000	3	0.271	3	0.271	3	0.271
Administrative Efficiencies - OMB	0	0.000	0	0.000	1	0.135	1	0.135	1	0.135
Administrative Efficiencies - Supply Logistics	0	0.000	0	0.000	1	0.088	1	0.088	1	0.088
Administrative Efficiencies-Controller (2009)	0	0.000	0	0.000	4	0.429	4	0.429	4	0.429
Administrative Efficiencies-Human Resources	0	0.000	0	0.000	9	0.896	9	0.896	9	0.896
Eliminate Tuition Refund Program	0	0.000	0	0.000	0	0.900	0	0.900	0	0.900
Workers' Comp Independent Medical Exam Cycle	0	0.000	0	0.000	0	0.440	0	0.440	0	0.440
Sub-Total Administration	0	\$ 0.000	0	\$ 0.000	21	\$ 3.453	21	\$ 3.453	21	\$ 3.453
Service Support										
Decrease Ride Check Frequency	0	0.000	0	0.000	0	0.355	0	0.355	0	0.355
Eliminate 6 Sick Customer Response Program Statio	0	0.000	0	0.000	0	0.223	0	0.223	0	0.223
Revenue Control Efficiencies	0	0.000	0	0.000	22	1.508	22	1.508	22	1.508
Sub-Total Service Support	0	\$ 0.000	0	\$ 0.000	22	\$ 2.086	22	\$ 2.086	22	\$ 2.086
Total Programs	0	\$ 0.000	0	\$ 0.000	43	\$ 5.539	43	\$ 5.539	43	\$ 5.539

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000114	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - AFC Program Management and Sales			Agency Status	Pending
Description and Implementation Pla	Reduce three positions, effective 1/1/09.				
Background Details	Eliminate positions from MVM Sales Reconciliation, MetroCard Information Management and MetroCard Sales. Savings will be accomplished through productivity savings to be identified through internal reviews and reassignment of incumbents.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000114	FINAL07	0	0	3	3	3
Financial Impact	NYCTR	0000000114	FINAL07	\$ 0.000	\$ 0.000	\$ 0.294	\$ 0.294	\$ 0.294

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000118	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Labor Relations			Agency Status	Pending
Description and Implementation Pla	This proposal provides productivity savings through staffing efficiencies. Functions will be absorbed by existing staff. We anticipate that remaining staff will be sufficiently trained to absorb the eliminated positions' functions within the year.				
Background Details	This proposal eliminates 3 positions (Operating Supervisor, Special Inspector and Associate Staff Analyst) in 2009.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000118	FINAL07	0	0	3	3	3
Financial Impact	NYCTR	0000000118	FINAL07	\$ 0.000	\$ 0.000	\$ 0.271	\$ 0.271	\$ 0.271

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000119	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - OMB			Agency Status	Pending
Description and Implementation Pla	An internal review will be conducted to determine which position to eliminate and to develop an implementation plan.				
Background Details	Effective January 2009 eliminate one managerial position within the Office of Management and Budget. Functions are expected to be absorbed by remaining staff.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000119	FINAL07	0	0	1	1	1
Financial Impact	NYCTR	0000000119	FINAL07	\$ 0.000	\$ 0.000	\$ 0.135	\$ 0.135	\$ 0.135

MTA NEW YORK CITY TRANSIT

November Plan 2008 - 2011

Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000120	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies - Supply Logistics			Agency Status	Pending
Description and Implementation Pla	An implementation plan will be developed over the next 12 months, to incl. development of standardized reports and queries, increased support from centralized Admin. Div. (e.g., HR) & training of staff who will absorb the eliminated position's functions.				
Background Details	Effective January 2009 eliminate one analyst position within Supply Logistics' administrative unit. The position is responsible for processing payroll/timekeeping inquiries as well as operational reporting and coordinating training assignments. These functions will be absorbed by remaining staff.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000120	FINAL07	0	0	1	1	1
Financial Impact	NYCTR	0000000120	FINAL07	\$ 0.000	\$ 0.000	\$ 0.088	\$ 0.088	\$ 0.088

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000115	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies-Controller (2009)			Agency Status	Pending
Description and Implementation Pla	Based on internal reviews to be conducted, the Controllers Office will seek productivity savings by eliminating four positions in 2009.				
Background Details	The Controller's office will review possible efficiencies to facilitate the elimination of four positions and gain productivity savings.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000115	FINAL07	0	0	4	4	4
Financial Impact	NYCTR	0000000115	FINAL07	\$ 0.000	\$ 0.000	\$ 0.429	\$ 0.429	\$ 0.429

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000116	Current Budget Year	2007	Status	Open
Program:	Administrative Efficiencies-Human Resources			Agency Status	Pending
Description and Implementation Pla	Identification of actual positions to be eliminated and an implementation plan will be developed over the next 12 months.				
Background Details	Effective January 2009 eliminate nine Human Resources positions. These functions will be absorbed by remaining staff. The planned reduction will eliminate (3) administrative managers, (3) laboratory technicians and (3) maintenance supervisors.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000116	FINAL07	0	0	9	9	9
Financial Impact	NYCTR	0000000116	FINAL07	\$ 0.000	\$ 0.000	\$ 0.896	\$ 0.896	\$ 0.896

MTA NEW YORK CITY TRANSIT
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Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000121	Current Budget Year	2007	Status	Open
Program:	Eliminate Tuition Refund Program			Agency Status	Pending
Description and Implementation Pla	It is anticipated that elimination of the Tuition Refund Program will be implemented in a manner consistent with MTA-wide Policy regarding this employee benefit.				
Background Details	Eliminate NYCT's participation in the MTA agency wide Tuition Refund Program in order to meet 2008 Budget target savings. The program affords financial support to NYC Transit's non-hourly employees when acquiring both undergraduate and graduate degrees, as well as employees enrolled in certificate programs or programs to maintain or achieve professional certification or licenses directly related to the employees' job responsibilities.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000121	FINAL07	\$ 0.000	\$ 0.000	\$ 0.900	\$ 0.900	\$ 0.900

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Administration	Savings Date	1/1/2009
PEG / New Need ID	0000000122	Current Budget Year	2007	Status	Open
Program:	Workers' Comp Independent Medical Exam Cycle			Agency Status	Pending
Description and Implementation Pla	Increase the amount of time btwn Independent Medical Exams in Workers Comp. cases from 4 to 6 weeks. Prior to implementation, addt'l study is req. to assess industry standard practice and possibly to conduct a pilot to assess impacts on emp. lost time.				
Background Details	The Independent Medical Examiner (IME) statute enacted in 2001 requires that employees receive three weeks written notice before the scheduling of an exam. As a result, NYC Transit schedules all claimants for medical exams immediately upon their beginning to lose time. A large number of the exams are canceled because employees return to work prior to the scheduled exam date. In addition, NYC Transit also schedules follow-up IME exams on four week cycles. Savings will be achieved by extending the amount of time between re-examinations from four to six weeks, thereby reducing the number of exams performed.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000122	FINAL07	\$ 0.000	\$ 0.000	\$ 0.440	\$ 0.440	\$ 0.440

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2009
PEG / New Need ID	0000000123	Current Budget Year	2007	Status	Open
Program:	Decrease Ride Check Frequency			Agency Status	Pending
Description and Implementation Pla	Decrease the frequency of the Ride Check Program, from a cycle of every 2.25/4.25 years to a 3/6 year cycle savings 14 Part Time Traffic Checker positions.				
Background Details	Prior to 2003, the Ride Check Program was on a 2/3 year cycle (review weekday service every two years and weekend service every three). Currently the program is on a 2.25/4.25 year cycle. In 2009, the length of time between ride checks will increase to a 3/6 year cycle, saving 14 part-time Traffic Checker positions. This savings will be made possible by data to be obtained from Automated Fare Collection and Service Management and Customer Information Systems.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000123	FINAL07	\$ 0.000	\$ 0.000	\$ 0.355	\$ 0.355	\$ 0.355

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2009
PEG / New Need ID	0000000125	Current Budget Year	2007	Status	Open
Program:	Eliminate 6 Sick Customer Response Program Stations			Agency Status	Pending
Description and Implementation Pla	Human Resources believes eliminating the program will not appreciably affect train delays, given the train service improvements the system has undergone in recent years.				
Background Details	Eliminate NYC Transit's Sick Customer Response Program in order to meet 2008 Budget target savings. The program assigns emergency medical technicians to six major subway stations at rush hours to assist sick customers and thereby help ensure that resulting train delays are minimized. Human Resources believes eliminating the program will not appreciably affect train delays, given the train service improvements the system has undergone in recent years.				

				2007	2008	2009	2010	2011
Total Headcount								
Financial Impact	NYCTR	0000000125	FINAL07	\$ 0.000	\$ 0.000	\$ 0.223	\$ 0.223	\$ 0.223

MTA NEW YORK CITY TRANSIT
November Plan 2008 - 2011
Summary of Post PEGs Worksheet

(\$ in millions)

Business Unit	NYCTR	Financial Plan Category	Post PEG	Implementation Date	1/1/2009
Budget Reference	FINAL07	Category	Service Support	Savings Date	1/1/2009
PEG / New Need ID	0000000126	Current Budget Year	2007	Status	Open
Program:	Revenue Control Efficiencies			Agency Status	Pending
Description and Implementation Pla	Eliminating the night shift in currency processing operations will result in the reduction of 10 pos. -- 2 Mgrs, 5 Supv Assoc. Cashiers, & 5 Assoc. Cashiers.				
Background Details	The combining of Subway booth and MVM collection services on the same route will result in the reduction of two routes or 10 Collecting Agents. The savings will be initiated in 2009 and assumes there will be no fare increase in 2008/2009. Additional savings can be achieved by eliminating the night shift in currency processing. Broadbanding the Associate Cashier and Supervisor Associate Cashier titles will create greater coverage flexibility within all Revenue Processing and MetroCard Production Operations thereby allowing for elimination of night shift currency processing operations, achieving additional savings.				

				2007	2008	2009	2010	2011
Total Headcount	NYCTR	0000000126	FINAL07	0	0	22	22	22
Financial Impact	NYCTR	0000000126	FINAL07	\$ 0.000	\$ 0.000	\$ 1.508	\$ 1.508	\$ 1.508

**MTA New York City Transit
November Financial Plan 2008-2011
Summary of Major Plan-to-Plan Changes**

Total Non-reimbursable and Reimbursable Baseline Positions:

2007: November Financial Plan vs. July Financial Plan

Total baseline positions are projected to increase by 487, comprised of a 506 non-reimbursable position increase and a 19 reimbursable position decrease. The non-reimbursable increase is primarily due to an increase of 482 positions in support of the Safety and Customer Satisfaction Pilot Programs.

2008-2011: November Financial Plan vs. July Financial Plan

Total baseline positions are projected to increase by 743 in 2008, 568 in 2009, 560 in 2010 and 437 in 2011. Non-reimbursable positions are projected to increase by 405 in 2008, 294 in 2009, 392 in 2010 and 357 in 2011. Reimbursable positions are projected to increase by 338 in 2008, 274 in 2009, 168 in 2010 and 80 in 2011. The non-reimbursable increases primarily include 523 positions each year in support of the Safety and Customer Satisfaction Pilot Programs partly offset by departmental savings of 120 positions in 2008, 160 positions in 2009, 120 positions in 2010 and 93 positions in 2011. The reimbursable increase is due primarily to: 108 positions in 2008, 93 positions in 2009 and 34 positions in 2010 in support of new R160 car purchases; 55 positions each year for additional RTO (Rapid Transit Operations) labor requirements; 40 positions in 2008 and 2009 to support Phase II of the Antenna Cable Replacement Project; 28 positions in 2008, 2009 and 2010 to support Phase II of the Signal Circuit Key-By Project and 29 positions each year to provide riders with customer service regarding diversion information.

MTA New York City Transit
November Financial Plan 2008-2011
Total Full-Time Positions and Full-Time Equivalents by Function and Department
Non-Reimbursable and Reimbursable

	2006 Actual	2007 November Forecast	2008 Final Proposed Budget	2009	2010	2011
Administration						
Office of the EVP	26	27	27	27	25	24
Human Resources	496	393	384	384	384	384
Office of Management and Budget	33	37	39	39	39	39
Technology & Information Services	540	550	555	546	539	539
Materiel	269	271	271	271	268	268
Controller	238	237	237	237	237	237
Office of the President	5	6	6	6	6	6
Law	292	301	301	301	301	301
Corporate Communications	289	297	292	286	286	286
Non-Departmental	-	-	-	-	-	-
Labor Relations	107	208	206	206	206	206
Total Administration	2,295	2,327	2,318	2,303	2,291	2,290
Operations						
Subways Service Delivery	11,549	11,594	11,522	11,409	11,338	11,324
AFC Program Management & Sales	-	71	70	70	70	70
Buses	10,516	10,589	10,665	10,675	10,675	10,675
Paratransit	115	132	148	147	147	147
Operations Planning	413	427	451	441	441	441
Revenue Control	443	470	450	450	450	450
Total Operations	23,036	23,283	23,306	23,192	23,121	23,107
Maintenance						
Subways Service Delivery	2,903	2,923	2,959	2,883	2,895	2,907
Maintenance of Way & Rolling Stock	12,771	13,619	13,689	13,506	13,606	13,469
Buses	3,877	4,018	4,108	4,114	4,081	4,121
Revenue Control	133	137	137	137	137	137
Supply Logistics	558	557	568	568	568	568
System Safety	89	99	99	99	99	99
Non-Departmental	-	-	-	-	-	-
Total Maintenance	20,331	21,353	21,560	21,307	21,386	21,301
Engineering/Capital						
Capital Program Management	1,450	1,504	1,504	1,504	1,504	1,504
Total Engineering/Capital	1,450	1,504	1,504	1,504	1,504	1,504
Public Safety						
Subways Senior VP	584	116	118	115	114	111
Security	-	486	488	492	492	492
Total Public Safety	584	602	606	607	606	603
Baseline Total Positions	47,696	49,069	49,294	48,913	48,908	48,805
Non-Reimbursable	42,255	43,666	43,765	43,691	43,880	43,877
Reimbursable	5,441	5,403	5,529	5,222	5,028	4,928
Total Full-Time	47,453	48,850	49,082	48,716	48,711	48,608
Total Full-Time Equivalents	243	219	212	197	197	197
Impact of:						
2008 Program to Eliminate the Gap	-	(64)	(340)	(367)	(367)	(367)
Post 2008 Program to Eliminate the Gap	-	-	-	(43)	(43)	(43)
Total Positions	47,696	49,005	48,954	48,503	48,498	48,395
Non-Reimbursable	42,255	43,602	43,425	43,281	43,470	43,467
Reimbursable	5,441	5,403	5,529	5,222	5,028	4,928
Total Full-Time	47,453	48,788	48,756	48,320	48,315	48,212
Total Full-Time Equivalents	243	217	198	183	183	183

MTA New York City Transit
November Financial Plan 2008-2011
Total Full-time Positions and Full-time Equivalents by Function and Occupational Group
Non-Reimbursable and Reimbursable

FUNCTION/OCCUPATIONAL GROUP	2006 Actual	2007 November Forecast	2008 Final Proposed Budget	2009	2010	2011
Administration						
Managers/Supervisors	791	823	815	813	809	808
Professional, Technical, Clerical	1,472	1,471	1,470	1,457	1,449	1,449
Operational Hourlies	32	33	33	33	33	33
Total Administration	2,295	2,327	2,318	2,303	2,291	2,290
Operations						
Managers/Supervisors	2,499	2,606	2,643	2,586	2,571	2,565
Professional, Technical, Clerical	396	459	466	459	459	459
Operational Hourlies	20,141	20,218	20,197	20,147	20,091	20,083
Total Operations	23,036	23,283	23,306	23,192	23,121	23,107
Maintenance						
Managers/Supervisors	3,710	3,852	3,890	3,871	3,870	3,852
Professional, Technical, Clerical	1,182	1,185	1,202	1,157	1,140	1,124
Operational Hourlies	15,439	16,316	16,468	16,279	16,376	16,325
Total Maintenance	20,331	21,353	21,560	21,307	21,386	21,301
Engineering/Capital						
Managers/Supervisors	320	344	344	344	344	344
Professional, Technical, Clerical	1,128	1,158	1,158	1,158	1,158	1,158
Operational Hourlies	2	2	2	2	2	2
Total Engineering/Capital	1,450	1,504	1,504	1,504	1,504	1,504
Public Safety						
Managers/Supervisors	107	120	121	118	117	116
Professional, Technical, Clerical	83	87	88	87	87	85
Operational Hourlies	394	395	397	402	402	402
Total Public Safety	584	602	606	607	606	603
Total Baseline Positions						
Managers/Supervisors	7,427	7,745	7,813	7,732	7,711	7,685
Professional, Technical, Clerical	4,261	4,360	4,384	4,318	4,293	4,275
Operational Hourlies	36,008	36,964	37,097	36,863	36,904	36,845
Total Baseline Positions	47,696	49,069	49,294	48,913	48,908	48,805
Non-Reimbursable						
Non-Reimbursable	42,255	43,666	43,765	43,691	43,880	43,877
Reimbursable	5,441	5,403	5,529	5,222	5,028	4,928
Total Full-Time	47,453	48,850	49,082	48,716	48,711	48,608
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Non-Reimbursable	42,255	43,602	43,425	43,281	43,470	43,467
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