

# **New York City Transit**

**MTA New York City Transit  
2009 Preliminary Budget  
July Financial Plan 2009 – 2012**

**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 6,500 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 of more than 4,400 buses operating approximately 101 million revenue vehicle miles per year on 208 local and 36 express routes in all five boroughs and
- Access-a-Ride, a paratransit service that operates throughout the City under private contractors to serve persons whose disabilities preclude their use of bus and subway services.

The 2009 Preliminary Budget and projections for the years 2010-2012 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 (PEGs) -- 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.

Additional efforts are underway to establish and implement initiatives in order to meet key MTA priorities. The seven key MTA priorities, the NYCT goals established to meet these priorities and corresponding examples of initiatives are as follows:

**MTA Priority-Customer Service**

- **Goal-Improve Service Reliability**
  1. Subway SMS procedures on elevators and escalators
  2. Bus development of SMS for Hybrid bus fleet
- **Goal- Enhance the Customer Environment**
  1. Develop action plan to address Express Bus Rider Report Card concerns
- **Goal- Provide Transportation Services for Persons with Disabilities**
  1. Award multi-year paratransit contracts for Access-a-Ride service

### **MTA Priority-Financial Stability**

- **Goal-Improve Efficiency of Administrative and Support Functions**
  1. Achieve economies in the purchase of light duty vehicles
- **Goal- Improve Productivity of Subway and Bus Operations**
  1. Meet reduction targets on various inventory/non inventory material consumables
  2. Develop and implement an effective fare evasion program including partnering with NYPD

### **MTA Priority-Institutional Transformation**

- **Goal- Increase Integration Between NYCT and Other Agencies**
  1. Support MTA efforts to achieve a Regional Bus Company

### **MTA Priority-Projects/Planning**

- **Goal- Implement New Services**
  1. Feasibility Study: Circulation Improvements at Grand Central
  2. Implement Select Bus Service (BRT)
- **Goal- Improve Service Management and Customer Information**
  1. Make determination on functionality of bus AVL (Automated Vehicle Locator) system

### **MTA Priority-Safety/Security**

- **Goal- Reduce Customer Injuries**
  1. Reduce subway fires
  2. Develop bus plan to limit PTSB (Public Transportation Safety Board) fires on service vehicles
- **Goal-Reduce Employee Accidents**
  1. Conduct joint union/management safety audits
  2. Roll out injury-on-duty refresher training to all TWU represented employees
- **Goal-Improve Security**
  1. Complete installation of up to 400 bus cameras

### **MTA Priority-Sustainability**

- **Goal- Improve Air Quality**
  1. Implement ECO Driving Program
- **Goal- Implement “Green” Design and Construction Principles**
  1. Rebuild Mother Clara Hale Depot
- **Goal- Reduce Energy Consumption**
  1. Expand recycling program
  2. Complete bio-diesel test at West Farms Depot

### **MTA Priority-Workforce Development**

- **Goal- Improve Employee/Management Relations**
  1. Sponsor four bus operator action committee meetings
  2. Provide employee quality-of-life improvements at DOB work facilities
- **Goal- Enhance Employee Training and Development**
  1. Identify anticipated retirements within senior ranks and plan for succession

## 2008 Mid-Year Forecast-Baseline

MTA NYC Transit's 2008 Mid-Year Forecast includes total expenses before depreciation, other post-employment benefits and environmental remediation expenses of \$6,812.0 million, consisting of \$5,943.3 million of non-reimbursable expenses and \$868.6 million of reimbursable expenses. Total revenues are projected to be \$4,154.8 million, of which \$3,286.2 million are operating revenues and \$868.6 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 49,235 (43,633 non-reimbursable positions and 5,602 reimbursable positions).

The 2008 baseline net cash deficit is projected to increase by \$146.5 million from the 2008 Adopted Budget. Major unfavorable non-reimbursable cash changes include:

- Increased pension costs of \$135.8 million including additional 25/55 Plan member contribution refunds paid through June, 2008 and to be amortized over fifteen years and updated pension plan actuarial information.
- Projected higher energy costs of \$46.3 million based upon projected increased prices. Fuel is projected to increase by \$39.5 million and electric power by \$6.8 million.
- New needs of \$13.4 million including:
  1. Service adjustments of \$3.8 million (excluding farebox revenue) in July 2008 to bring subway loads within Board-approved loading guidelines, including: additions of six trips on the #1 and #6 lines on weekdays, one trip on the #3 and W lines weekdays, 10 trips on the #4 Line 42 Street Shuttle weekdays, and 14 trips on the #7 line on Saturdays/Sundays; Hours of Service adjustments expanding the hours of weekday evening service on the B and W routes and the M line to Manhattan; new overnight #3 line service between Times Square and Harlem – 148 Street and extended late evening hours #3 service on weekends to match weekdays. These adjustments, which were originally part of the canceled MTA Service Enhancement Fund, are funded internally by NYCT through identified savings included in PEGs presented later in this report.
  2. \$2.9 million of expenses are required to support the Staten Island Maintenance Action Plan to improve the reliability and appearance of Staten Island buses.
  3. A comprehensive Elevator and Escalator improvement plan costing \$2.2 million is funded to improve elevator and escalator reliability and availability.
  4. As part of NYCT's ongoing response to the deaths in 2007 of two employees on the subway right of way, \$1.9 million is provided for regular track safety refresher training for all appropriate personnel.
  5. \$1.8 million is required to support Bx12 Select Bus Service (Bus Rapid Transit) fare collection. Off-board fare collection is essential to achieving the improvement in service speed and quality expected from this pilot initiative.
- Increased property/liability insurance costs are projected at \$10.6 million including the unfavorable timing of payments of \$8.0 million.

- Paratransit expenses projected to increase by \$8.9 million primarily due to lower-than-anticipated productivity caused by the addition of new vendors beginning in 2007 to meet increased capacity requirements and increased trips.

Major favorable non-reimbursable cash changes include:

- \$40.8 million of favorable timing of revenue receipts/expenditures from 2007. The major component is the rescheduling of a \$38.7 million draw-down of accumulated Transit Adjudication Bureau Fees.
- The MTA Service Enhancement Fund representing several proposed bus and subway service initiatives was canceled by the MTA Board in June due to a down-turn in dedicated tax revenues, resulting in a savings of \$16.1 million (net of farebox revenue losses) in 2008.
- A re-estimate of health & welfare expenses resulting in a decrease of \$14.6 million. This expense reduction is due to lower premiums and more favorable rate experience than anticipated in the 2008 Adopted Budget.
- The implementation of Staten Island express bus study service recommendations and the takeover of X23/X24 express service from NYCDOT have been delayed, reducing expenses by \$4.1 million in 2008. The X23/X24 takeover delay was due to a shortage of depot capacity and is now scheduled for implementation effective January, 2010 when the Charleston depot will open. The express service changes have been delayed one year to July, 2009.

Reimbursable expenses are projected to increase in 2008 by \$7.1 million. This increase is offset by a corresponding reimbursement increase.

Total baseline positions are projected to decrease by 341, due mostly to a reduction of 427 from the elimination of the MTA Service Enhancement Fund, partly offset by an increase of 62 for the July 2008 subway service adjustments and 66 for other New Needs detailed above.

### **Programs to Eliminate the GAP (PEGs): 2008**

The 2008 impact of 2009 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables and described later in the report, is a projected deficit reduction of \$9.9 million.

### **2009 Preliminary Budget-Baseline**

MTA NYC Transit's 2009 Preliminary Budget includes total expenses before depreciation, other post-employment benefits and environmental remediation expenses of \$6,939.7 million, consisting of \$6,074.0 million of non-reimbursable expenses and \$865.8 million of reimbursable expenses. Total revenues are projected to be \$4,181.9 million, of which \$3,316.2 million are operating revenues and \$865.8 million are capital reimbursements. Total baseline full-time and full-time equivalent positions are 49,171, including 43,884 non-reimbursable positions and 5,287 reimbursable positions.

The 2009 baseline net cash deficit is projected to worsen by \$99.3 million from the February Financial Plan. Major non-favorable non-reimbursable cash variances include:

- Projected higher energy costs of \$86.3 million based upon projected increased prices. Fuel is projected to increase by \$71.9 million and electric power by \$14.4 million.
- Increased pension costs of \$43.0 million based primarily upon current actuarial information.
- New needs of \$36.4 million including:
  1. Service adjustments of \$9.1 million (excluding farebox revenue) in July 2008 to bring subway loads within Board-approved loading guidelines (see details in 2008 Mid-Year Forecast section above). These adjustments, which were originally part of the canceled MTA Service Enhancement Fund, are funded internally by NYCT through identified savings included in PEGs presented later in this report.
  2. As part of NYCT's ongoing response to the deaths in 2007 of two employees on the subway right of way, \$7.3 million is provided for regular track safety refresher training for all appropriate personnel.
  3. The current bus overhaul schedule will be revised from a 4-year to 3-year cycle at a cost of \$6.7 million, improving bus fleet reliability and providing better service to customers. The 3-year cycle will more closely align the schedule of overhauls with major component life expectancies.
  4. A comprehensive Elevator and Escalator improvement plan costing \$3.3 million is funded to improve elevator and escalator reliability and availability.
  5. \$2.5 million is required to support Bx12 Select Bus Service (Bus Rapid Transit) fare collection. Off-board fare collection is essential to achieving the improvement in service speed and quality expected from this pilot initiative.
  6. Workforce development investments of \$1.8 million to support employee development and improve management/union relations.
- A reduction in farebox revenue of \$23.9 million due mostly to more conservative employment/economic projections.
- A projected paratransit expense increase of \$9.2 million primarily due to lower-than-anticipated productivity caused by the addition of additional vendors beginning in 2007 to meet increased capacity requirements and increased trips.

Major favorable non-reimbursable cash changes include:

- The MTA Service Enhancement Fund representing several proposed bus and subway service initiatives was canceled by the MTA Board in June due to a downturn in dedicated tax revenue, resulting in a savings of \$46.0 million (net of farebox revenue losses).
- It has been determined that there will be a delay in receipt of material required to replace the R62 fleet group boxes (propulsion system), resulting in reduced expenses of \$27.7 million in 2009 which will be offset in 2011-2012.

- A re-estimate of health & welfare expenses results in a decrease of \$13.4 million. This expense reduction is due to lower premiums and a more favorable rate experience than anticipated in the 2008 Adopted Budget.

Reimbursable expenses are projected to increase in 2009 by \$11.0 million. This increase is offset by a corresponding reimbursement increase.

Total baseline positions are projected to decrease by 11. The elimination of the MTA Service Enhancement Fund results in a position reduction of 427. Offsetting this reduction are increases of: 62 for subway service adjustments beginning July 2008; 143 for other new needs detailed above; 88 reimbursable for additional Capital Program work; 37 for subway fleet scheduled maintenance requirements and 38 for labor contract Apprentice Program requirements.

### **Programs to Eliminate the GAP (PEGs): 2009**

The 2009 Programs to Eliminate the GAP, presented below the baseline on the attached financial tables and described later in the report, are projected to yield a deficit reduction of \$61.0 million in 2009.

### **2010-2012 Projections-Baseline**

Baseline net cash deficits are projected to increase by \$117.2 million in 2010, \$120.0 million in 2011 and \$105.2 million in 2012 relative to the February Financial Plan. Major unfavorable non-reimbursable cash changes include:

- Projected higher energy costs of \$82.6 million in 2010, \$88.0 million in 2011 and \$96.0 million in 2012 due to higher prices.
- Increased pension costs of \$47.6 million in 2010, \$35.8 million in 2011 and \$28.3 million in 2012 based primarily on current actuarial information.
- New needs of \$39.8 million in 2010, \$39.0 million in 2011 and \$27.3 million in 2012 as detailed in the 2009 Preliminary Budget section above.
- It has been determined that there will be a delay in receipt of material required to replace the R62 fleet group boxes (propulsion system) from 2009, resulting in increases of \$14.3 million in 2011 and \$14.2 million in 2012.
- A reduction in farebox revenue of \$19.6 million in 2010, \$11.9 million in 2011 and \$4.4 million in 2012 due mostly to more conservative employment/economic projections.
- Projected paratransit expense increases of \$9.5 million in 2010, \$9.8 million in 2011 and \$10.1 million in 2012 due primarily to reduced productivity consistent with recent experience and increased trips.

Major favorable non-reimbursable cash changes include:

- The MTA Service Enhancement Fund representing several proposed bus and subway service initiatives was canceled by the MTA Board in June due to a

downturn in dedicated tax revenues, resulting in a savings of \$46.0 million (net of farebox revenue losses) for each year.

- A re-estimate of health & welfare expenses results in a decrease of \$17.3 million in 2010, \$22.4 million in 2011 and \$30.5 million in 2012. These expense reductions are due to lower premiums and more favorable rate experience.

Reimbursable expenses are projected to increase by \$7.9 million in 2009, and decrease by \$2.4 million in 2011 and \$3.0 million in 2012. These changes are offset by corresponding changes in reimbursements.

Total baseline positions are projected to decrease by 120 in 2010, 59 in 2011 and 238 in 2012. The elimination of the MTA Service Enhancement Fund results in a position reduction of 427 each year. Offsetting this reduction are increases of: 62 each year from subway service adjustments beginning July 2008: 179 in 2010, 177 in 2011 and 42 in 2012 for other New Needs detailed in the 2009 Preliminary Budget section above; 77 in 2010, 22 in 2011 and 23 in 2012 reimbursable from changes in capital program work; 33 in 2010 and 50 in 2011 for subways fleet scheduled maintenance requirements and 27 from labor contract Apprentice Program requirements each year.

### **Programs to Eliminate the GAP (PEGs): 2010-2012**

The 2009 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 \$61.9 million in 2010, \$69.3 million in 2011 and \$59.1 million in 2012.

**Major assumptions and reconciliations** to the February Plan are addressed later in this section.

## **GAP CLOSING MEASURES**

### **2009 Program 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.

### **2008 Mid-Year Forecast**

In 2008, PEG savings are projected at \$9.9 million, including 109 end-of-year position reductions. Major contributors include:

- Maintenance savings of \$6.7 million and 67 position reductions including: Subways savings of \$3.5 million and 67 position reductions (efficiencies in terminal car cleaning, station track cleaning, RTO and Car Equipment, SONET/ATM maintenance reductions); Buses savings of \$3.0 million (MCI and bus facility maintenance economies) and \$0.3 million of agency-wide non-revenue vehicle savings from adjusting the replacement cycle.

- Service support/other savings of \$1.4 million with 21 position reductions including: savings of revenue collection/processing efficiencies with savings of \$1.3 million and 20 position reductions and traffic checking efficiencies saving \$0.2 million and 1 position.
- Administrative savings of \$1.8 million and 15 position reductions including Subways (\$1.0 million savings, 13 position reductions) and administrative/support department savings of \$0.8 million and 2 position reductions.

## **2009 (Preliminary Budget)-2012**

PEG savings and position reductions are projected as follows: 2009=\$61.0 million, 512; 2010=\$61.9 million, 543; 2011=\$69.3 million, 578 and 2012=\$59.1 million, 515. Major highlights include:

- Maintenance savings and position reductions are projected as follows: 2009=\$39.4 million, 328; 2010=\$36.5 million, 332; 2011=\$43.7 million, 367 and 2012=\$33.5 million, 304. Major highlights include:
  1. Based on updated projections of new bus deliveries, it has been determined that the number of Buses undergoing 12-year maintenance upgrades, which are used to extend the useful life of a bus, can be reduced, resulting in savings of \$9.1 million in 2009, \$5.6 million in 2010, \$12.8 million in 2011 and \$2.2 million in 2012.
  2. Bus general vehicle maintenance efficiencies, including changed maintenance practices, are projected to achieve savings of \$4.3 million in 2009 and \$7.8 million for each subsequent year.
  3. Subways increased productivity in maintenance and overhaul shops and general vehicle maintenance efficiencies are expected to result in savings in each year of \$6.0 million.
  4. Based on the results to date of an ongoing pilot program, it has been determined that resources currently provided to maintain scratch-free glass on the #1 and L lines can be reduced, resulting in savings of \$3.5 million each year.
  5. Similarly, modifications to a pilot to clean in-service subway cars at both terminals of the line (#7 and L lines) are expected to result in savings of \$1.8 million each year.
  6. A reduction in material consumption by Department of Buses is projected to save \$1.3 million each year.
  7. With the replacement of "B" division cars with R160 cars, track testing for these cars will no longer be required, resulting in savings of \$1.1 million each year.
  8. Bus facility maintenance economies are expected to achieve savings for each year of \$1.1 million.
  9. A reduction in MCI bus overhauls is projected to save \$1.5 million in 2009, \$0.8 million in 2010, \$1.0 million in 2011 and \$1.1 million in 2012.
  10. Increased Bus supervisory productivity is expected to save \$1.1 million each year.

- Service support/other savings and position reductions are projected as follows: 2009=\$12.1 million, 115; 2010=\$13.0 million, 117; and 2011/2012=\$13.2 million, 117. Major contributors include:
  1. Elimination of the Work Experience Program (WEP) is expected to result in \$2.6 million of savings each year.
  2. Better monitoring and management of the bus depot Extra List (relief workforce) will enable efficiency savings of \$2.1 million each year.
  3. Traffic checking efficiencies are projected to save \$0.7 million in 2009, \$1.7 million in 2010 and \$1.9 million for 2011-2012.
  4. Efficiencies in an RTO safety initiative that began in 2007 are expected to result in savings each year of \$1.6 million.
  5. Reductions in platform controllers are expected to achieve savings each year of \$1.0 million.
  
- Administration savings and position reductions are projected as follows: 2009=\$9.6 million, 58; and 2010-2012=\$12.4 million, 61. Major contributors include:
  1. A renegotiation of NYCT's prescription drug contract is projected to achieve savings of \$2.5 million in 2009 and \$5.0 million in subsequent years.
  2. Subways/EMD administrative savings are projected to be \$3.9 million for each year.
  3. Buses administrative savings are projected to be \$1.5 million for each year.
  4. Administrative/support departments administrative savings are planned to be \$1.7 million in 2009 and \$2.0 million for each subsequent year.

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Accrual Statement of Operations by Category**  
(\$ in millions)

<b>NON-REIMBURSABLE</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>			
	<b>Actuals</b>	<b>Mid-Year Forecast</b>	<b>Preliminary Budget</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Revenue</b>						
Farebox Revenue:						
Subway	\$2,030.0	\$2,144.1	\$2,153.1	\$2,171.3	\$2,194.8	\$2,213.2
Bus	772.3	796.4	799.7	809.5	818.1	825.0
Paratransit	9.5	11.4	13.1	15.1	17.3	19.9
Fare Media Liability	43.6	41.0	44.1	44.8	45.1	45.2
<b>Total Farebox Revenue</b>	<b>2,855.4</b>	<b>2,992.9</b>	<b>3,010.0</b>	<b>3,040.6</b>	<b>3,075.3</b>	<b>3,103.4</b>
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	103.8	102.6	103.8	103.8	103.8	103.8
Paratransit Reimbursement	102.3	88.2	93.7	105.3	121.0	136.5
Other	97.9	102.5	108.8	114.0	119.4	124.1
<b>Total Other Operating Revenue</b>	<b>303.9</b>	<b>293.3</b>	<b>306.2</b>	<b>323.1</b>	<b>344.1</b>	<b>364.3</b>
Capital and Other Reimbursements	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Revenue</b>	<b>\$3,159.3</b>	<b>\$3,286.2</b>	<b>\$3,316.2</b>	<b>\$3,363.7</b>	<b>\$3,419.4</b>	<b>\$3,467.7</b>
<b>Expenses</b>						
Labor:						
Payroll	\$2,628.7	\$2,764.1	\$2,822.1	\$2,902.1	\$2,955.9	\$2,992.6
Overtime	265.6	245.3	253.1	258.8	264.5	269.7
Total Salaries & Wages	2,894.3	3,009.4	3,075.2	3,160.9	3,220.4	3,262.3
Health and Welfare	404.3	453.2	498.6	546.6	594.5	643.0
OPEB Current Payment	204.6	240.1	265.3	287.3	313.8	342.6
Pensions	595.7	772.5	680.3	654.4	623.1	620.2
Other Fringe Benefits	241.5	213.9	219.8	229.9	236.9	239.9
Total Fringe Benefits	1,446.1	1,679.6	1,664.0	1,718.1	1,768.3	1,845.7
Reimbursable Overhead	(168.6)	(180.3)	(189.7)	(183.6)	(180.3)	(183.0)
<b>Total Labor Expenses</b>	<b>\$4,171.8</b>	<b>\$4,508.7</b>	<b>\$4,549.5</b>	<b>\$4,695.4</b>	<b>\$4,808.4</b>	<b>\$4,925.0</b>
Non-Labor:						
Traction and Propulsion Power	\$160.6	\$173.3	\$193.4	\$228.3	\$245.0	\$248.2
Fuel for Buses and Trains	124.4	181.0	186.0	188.4	192.7	199.9
Insurance	37.3	41.9	48.9	56.0	64.1	73.5
Claims	71.4	74.5	76.5	78.5	78.5	78.5
Paratransit Service Contracts	233.2	280.0	316.5	366.0	440.7	522.9
Mtce. and Other Operating Contracts	186.3	239.9	236.5	262.7	270.8	272.2
Professional Service Contracts	80.5	95.6	98.0	94.7	98.0	99.4
Materials & Supplies	291.5	305.7	324.2	358.6	370.4	353.8
Other Business Expenses	40.7	42.7	44.4	44.7	45.1	45.4
<b>Total Non-Labor Expenses</b>	<b>\$1,225.7</b>	<b>\$1,434.6</b>	<b>\$1,524.5</b>	<b>\$1,677.8</b>	<b>\$1,805.2</b>	<b>\$1,893.8</b>
Other Expense Adjustments:						
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation, OPEB, ER</b>	<b>\$5,397.5</b>	<b>\$5,943.3</b>	<b>\$6,074.0</b>	<b>\$6,373.2</b>	<b>\$6,613.6</b>	<b>\$6,818.8</b>
Depreciation	1,061.1	1,134.0	1,204.0	1,274.0	1,344.0	1,414.0
OPEB Obligation	991.3	1,009.5	1,055.4	1,098.9	1,144.8	1,191.6
Environmental Remediation	0.0	18.0	0.0	0.0	0.0	0.0
<b>Total Expenses</b>	<b>\$7,449.9</b>	<b>\$8,104.8</b>	<b>\$8,333.4</b>	<b>\$8,746.1</b>	<b>\$9,102.4</b>	<b>\$9,424.4</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$4,290.6)</b>	<b>(\$4,818.6)</b>	<b>(\$5,017.2)</b>	<b>(\$5,382.4)</b>	<b>(\$5,683.0)</b>	<b>(\$5,956.7)</b>
2009 Program to Eliminate the Gap	0.0	9.9	61.0	61.9	69.3	59.1
Post-2009 Program to Eliminate the GAP	0.0	0.0	0.0	59.6	119.2	178.8
<b>Net Surplus/(Deficit)</b>	<b>(\$4,290.6)</b>	<b>(\$4,808.7)</b>	<b>(\$4,956.2)</b>	<b>(\$5,260.9)</b>	<b>(\$5,494.5)</b>	<b>(\$5,718.7)</b>
<b>Business Service Center</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$10.8</b>	<b>\$35.9</b>



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**Accrual Statement of Operations by Category**  
(\$ in millions)

<b>NON-REIMBURSABLE and REIMBURSABLE</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
	<b>Actuals</b>	<b>Mid-Year Forecast</b>	<b>Preliminary Budget</b>			
<b>Revenue</b>						
Farebox Revenue:						
Subway	\$2,030.0	\$2,144.1	\$2,153.1	\$2,171.3	\$2,194.8	\$2,213.2
Bus	772.3	796.4	799.7	809.5	818.1	825.0
Paratransit	9.5	11.4	13.1	15.1	17.3	19.9
Fare Media Liability	43.6	41.0	44.1	44.8	45.1	45.2
<b>Total Farebox Revenue</b>	<b>2,855.4</b>	<b>2,992.9</b>	<b>3,010.0</b>	<b>3,040.6</b>	<b>3,075.3</b>	<b>3,103.4</b>
Vehicle Toll Revenue	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Other Operating Revenue:						
Fare Reimbursement	103.8	102.6	103.8	103.8	103.8	103.8
Paratransit Reimbursement	102.3	88.2	93.7	105.3	121.0	136.5
Other	97.9	102.5	108.8	114.0	119.4	124.1
Total Other Operating Revenue	303.9	293.3	306.2	323.1	344.1	364.3
Capital and Other Reimbursements	829.3	868.6	865.8	844.4	837.6	848.2
<b>Total Revenue</b>	<b>\$3,988.5</b>	<b>\$4,154.8</b>	<b>\$4,181.9</b>	<b>\$4,208.1</b>	<b>\$4,257.0</b>	<b>\$4,315.9</b>
<b>Expenses</b>						
Labor:						
Payroll	\$2,977.0	\$3,145.1	\$3,203.4	\$3,273.5	\$3,323.6	\$3,365.5
Overtime	336.7	308.4	316.7	323.0	329.3	335.9
Total Salaries & Wages	3,313.7	3,453.5	3,520.1	3,596.5	3,652.9	3,701.3
Health and Welfare	424.2	473.8	521.2	570.9	620.5	671.0
OPEB Current Payment	204.6	240.1	265.3	287.3	313.8	342.6
Pensions	611.0	789.8	697.7	671.6	640.1	637.2
Other Fringe Benefits	331.3	312.5	317.9	324.3	329.6	333.7
Total Fringe Benefits	1,571.1	1,816.2	1,802.0	1,854.1	1,904.1	1,984.6
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Labor Expenses</b>	<b>\$4,884.8</b>	<b>\$5,269.7</b>	<b>\$5,322.1</b>	<b>\$5,450.6</b>	<b>\$5,557.0</b>	<b>\$5,685.9</b>
Non-Labor:						
Traction and Propulsion Power	\$160.6	\$173.3	\$193.4	\$228.3	\$245.0	\$248.2
Fuel for Buses and Trains	124.4	181.0	186.0	188.4	192.7	199.9
Insurance	37.3	41.9	48.9	56.0	64.1	73.5
Claims	71.4	74.5	76.5	78.5	78.5	78.5
Paratransit Service Contracts	233.2	280.0	316.5	366.0	440.7	522.9
Mtce. and Other Operating Contracts	224.4	269.8	265.5	291.4	299.5	300.9
Professional Service Contracts	97.6	111.6	112.5	108.4	111.7	112.0
Materials & Supplies	352.7	367.2	373.5	405.0	416.7	399.6
Other Business Expenses	40.6	43.0	44.7	45.0	45.4	45.7
<b>Total Non-Labor Expenses</b>	<b>\$1,341.9</b>	<b>\$1,542.3</b>	<b>\$1,617.6</b>	<b>\$1,767.0</b>	<b>\$1,894.2</b>	<b>\$1,981.1</b>
Other Expense Adjustments:						
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation, OPEB, ER</b>	<b>\$6,226.7</b>	<b>\$6,812.0</b>	<b>\$6,939.7</b>	<b>\$7,217.7</b>	<b>\$7,451.3</b>	<b>\$7,667.0</b>
Depreciation	1,061.1	1,134.0	1,204.0	1,274.0	1,344.0	1,414.0
OPEB Obligation	991.3	1,009.5	1,055.4	1,098.9	1,144.8	1,191.6
Environmental Remediation	0.0	18.0	0.0	0.0	0.0	0.0
<b>Total Expenses</b>	<b>\$8,279.2</b>	<b>\$8,973.5</b>	<b>\$9,199.1</b>	<b>\$9,590.6</b>	<b>\$9,940.1</b>	<b>\$10,272.6</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$4,290.6)</b>	<b>(\$4,818.6)</b>	<b>(\$5,017.2)</b>	<b>(\$5,382.4)</b>	<b>(\$5,683.0)</b>	<b>(\$5,956.7)</b>
2009 Program to Eliminate the Gap	0.0	9.9	61.0	61.9	69.3	59.1
Post-2009 Program to Eliminate the GAP	0.0	0.0	0.0	59.6	119.2	178.8
<b>Net Surplus/(Deficit)</b>	<b>(\$4,290.6)</b>	<b>(\$4,808.7)</b>	<b>(\$4,956.2)</b>	<b>(\$5,260.9)</b>	<b>(\$5,494.5)</b>	<b>(\$5,718.7)</b>
<b>Business Service Center</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$10.8</b>	<b>\$35.9</b>

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Cash Receipts & Expenditures**  
(\$ in millions)

	2007	2008	2009			
	Actuals	Mid-Year Forecast	Preliminary Budget	2010	2011	2012
<b>Receipts</b>						
Farebox Revenue	\$2,868.8	\$3,003.1	\$3,014.7	\$3,042.6	\$3,077.3	\$3,105.3
Vehicle Toll Revenue	0.0	0.0	0.0	0.0	0.0	0.0
Other Operating Revenue:						
Fare Reimbursement	103.8	102.6	103.8	103.8	103.8	103.8
Paratransit Reimbursement	101.6	88.6	93.8	105.2	120.8	136.4
Other	106.7	146.8	111.0	116.3	121.6	126.2
<b>Total Other Operating Revenue</b>	<b>312.1</b>	<b>338.1</b>	<b>308.5</b>	<b>325.3</b>	<b>346.2</b>	<b>366.4</b>
Capital and Other Reimbursements	806.4	889.1	891.5	848.4	838.5	845.5
<b>Total Receipts</b>	<b>\$3,987.3</b>	<b>\$4,230.2</b>	<b>\$4,214.6</b>	<b>\$4,216.2</b>	<b>\$4,262.0</b>	<b>\$4,317.2</b>
<b>Expenditures</b>						
Labor:						
Payroll	\$2,957.5	\$3,135.2	\$3,186.6	\$3,250.1	\$3,299.3	\$3,331.2
Overtime	335.5	307.4	315.0	320.7	326.9	332.4
Total Salaries & Wages	3,293.0	3,442.7	3,501.6	3,570.7	3,626.3	3,663.6
Health and Welfare	417.3	478.2	517.9	567.3	616.7	666.9
OPEB Current Payment	204.6	240.1	265.3	287.3	313.8	342.6
Pensions	649.6	655.2	697.1	683.0	647.3	637.9
Other Fringe Benefits	294.5	303.6	308.5	314.3	319.6	322.9
Total Fringe Benefits	1,566.0	1,677.2	1,788.8	1,852.0	1,897.4	1,970.3
GASB Account	61.4	40.3	42.4	43.5	44.6	45.6
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Labor Expenditures</b>	<b>\$4,920.4</b>	<b>\$5,160.1</b>	<b>\$5,332.8</b>	<b>\$5,466.3</b>	<b>\$5,568.3</b>	<b>\$5,679.4</b>
Non-Labor:						
Traction and Propulsion Power	\$165.5	\$173.3	\$193.4	\$228.3	\$245.0	\$248.2
Fuel for Buses and Trains	124.1	181.0	186.0	188.4	192.7	199.9
Insurance	34.3	38.5	49.0	56.5	66.9	74.3
Claims	59.4	61.7	59.4	60.9	62.4	64.0
Paratransit Service Contracts	231.3	281.0	311.5	361.0	435.7	517.9
Mtce. and Other Operating Contracts	230.9	278.8	276.2	302.1	310.2	311.6
Professional Service Contracts	96.2	106.6	107.5	103.4	106.7	107.0
Materials & Supplies	380.0	362.0	376.5	408.0	419.7	402.6
Other Business Expenditures	42.6	43.0	44.7	45.0	45.4	45.7
<b>Total Non-Labor Expenditures</b>	<b>\$1,364.3</b>	<b>\$1,526.0</b>	<b>\$1,604.3</b>	<b>\$1,753.7</b>	<b>\$1,884.8</b>	<b>\$1,971.2</b>
Other Expenditure Adjustments:						
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expenditure Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenditures</b>	<b>\$6,284.7</b>	<b>\$6,686.2</b>	<b>\$6,937.1</b>	<b>\$7,219.9</b>	<b>\$7,453.0</b>	<b>\$7,650.6</b>
<b>Baseline Net Cash Deficit</b>	<b>(\$2,297.4)</b>	<b>(\$2,455.9)</b>	<b>(\$2,722.5)</b>	<b>(\$3,003.7)</b>	<b>(\$3,191.1)</b>	<b>(\$3,333.5)</b>
2009 Program to Eliminate the Gap	0.0	9.9	61.0	61.9	69.3	59.1
Post-2009 Program to Eliminate the GAP (Unspecified)	0.0	0.0	0.0	59.6	119.2	178.8
<b>Net Cash Deficit</b>	<b>(\$2,297.4)</b>	<b>(\$2,446.0)</b>	<b>(\$2,661.5)</b>	<b>(\$2,882.1)</b>	<b>(\$3,002.5)</b>	<b>(\$3,095.5)</b>
<b>Business Service Center</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$10.8</b>	<b>\$35.9</b>



**MTA New York City Transit**  
**Summary Reconciliation to the February Plan**  
(\$ in millions)

	Favorable/(Unfavorable)			
	2008	2009	2010	2011
<b>February Financial Plan Baseline Cash Deficit</b>	<b>(\$2,309.478)</b>	<b>(\$2,623.170)</b>	<b>(\$2,886.419)</b>	<b>(\$3,071.035)</b>
<b>New Needs</b>	<b>(\$13.294)</b>	<b>(\$36.128)</b>	<b>(\$39.548)</b>	<b>(\$38.784)</b>
Service/Customer Service	(6.255)	(12.386)	(14.040)	(15.197)
Maintenance	(4.255)	(14.586)	(16.222)	(14.301)
Other	(2.784)	(9.156)	(9.286)	(9.286)
<b>Baseline Re-estimates</b>	<b>\$38.376</b>	<b>\$43.484</b>	<b>\$37.878</b>	<b>\$20.464</b>
<b>2009 PEG Program</b>	<b><u>\$9.929</u></b>	<b><u>\$60.973</u></b>	<b><u>\$61.939</u></b>	<b><u>\$69.303</u></b>
<b>Total Change before Other Adjustments and Uncontrollable Expenses</b>	<b>\$35.011</b>	<b>\$68.329</b>	<b>\$60.269</b>	<b>\$50.983</b>
<b>Other Adjustments</b>	<b>\$31.053</b>	<b>\$38.172</b>	<b>\$28.886</b>	<b>\$36.525</b>
Passenger/Toll Revenue	10.904	(18.505)	(17.085)	(9.446)
Elimination of MTA Service Enhancements	16.052	45.971	45.971	45.971
Defer Staten Island Service	2.484	5.390	0.000	0.000
X23/X24 Service Transfer	1.613	5.316	0.000	0.000
<b>Total Changes before Uncontrollable Expenses</b>	<b>\$66.064</b>	<b>\$106.501</b>	<b>\$89.155</b>	<b>\$87.508</b>
<b>Uncontrollable Expenses</b>				
Energy	(46.333)	(86.252)	(82.641)	(88.007)
Paratransit	(8.937)	(9.205)	(9.481)	(9.765)
Paratransit Urban Tax Revenue	(7.244)	(7.205)	(8.548)	(10.225)
Pensions	(135.854)	(42.985)	(47.060)	(35.444)
Health & Welfare	6.371	6.362	10.717	16.033
Insurance	(10.594)	(5.545)	(7.451)	(10.814)
<b>Total Uncontrollable Expenses</b>	<b>(\$202.591)</b>	<b>(\$144.830)</b>	<b>(\$144.464)</b>	<b>(\$138.222)</b>
<b>July Financial Plan including 2009 PEG Program</b>	<b>(\$2,446.005)</b>	<b>(\$2,661.499)</b>	<b>(\$2,941.728)</b>	<b>(\$3,121.749)</b>

**MTA New York City Transit  
2009 Preliminary Budget  
July Financial Plan 2009-2012  
Year-To-Year Major Changes by Category-Baseline Narrative**

**TOTAL REVENUE/RECEIPTS**

**Farebox Revenue**

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

**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 generated from Commercial Real Estate Market transactions. Urban tax projections have now been reduced due to a lower rate of receipts experienced during the first five months of 2008.
- Other revenues include annual increases mostly from advertising revenues based upon current contracts in place.
- 2008 includes non-recurring cash receipts of \$38.7 million representing a drawdown of prior years' accumulated Transit Adjudication Bureau funds originally scheduled for 2007.

**Capital and Other Reimbursements**

- Annual reimbursement levels fluctuate year-to-year based upon reimbursable expense levels driven mostly by capital project requirements.
- 2008 includes \$8.9 million of favorable timing of receipts originally anticipated to be received in 2007.
- Annual cash adjustments are included to recognize changes in the timing of receipts.

**TOTAL EXPENSES/EXPENDITURES**

**Payroll**

- 2009-2012 projections include primarily CPI-based rate increases as follows: 2009=1.99%, 2010=2.05%, 2011=1.94% and 2012=2.04%.
- 2008 includes \$5.2 million of unfavorable cash timing adjustments from 2007.

**Overtime**

- 2009-2012 payroll wage rate increase assumptions apply.

## **Health & Welfare**

- Inflation assumptions (composite general inflators) are as follows: 2009=9.9% and 7.2% subsequent years (annual employee plans); 9.2% each year (hourly employee plans).
- 2008 includes \$7.4 million of unfavorable cash timing adjustments from 2007.

## **Pension**

- Projections are consistent with current actuarial information.
- Favorable cash adjustments are included in 2008 which are mostly offset by prepayments made in 2007.

## **Other Fringe Benefits**

- Projections are consistent with payroll rate increase assumptions.
- 2008 includes \$0.4 million of unfavorable cash timing adjustments from 2007.

## **Traction and Propulsion Power**

- The financial plan reflects projected weighted average New York Power Authority/Con Edison energy rate increases as follows: 2009=11.4%, 2010=18.1%, 2011=7.3% and 2012=1.3%.

## **Fuel for Buses and Trains**

- The 2008 forecasted average price per gallon of bus fuel is \$3.31, an increase of \$1.00 or 43.3% above the 2007 actual average price per gallon of \$2.31. Projected average prices per gallon are as follows: 2009=\$3.32, an increase of 0.3%; 2010=\$3.23, a decrease of 2.7%; and \$3.23 for both 2011 and 2012, unchanged from 2010.

## **Insurance**

- Inflation assumptions were provided by the MTA.
- 2008 includes a \$13.2 million of favorable cash timing adjustments from 2007.

## **Claims**

- The plan assumes an annual inflation rate of 2.5% for 2009 through 2012.
- 2008 includes a \$3.7 million of favorable cash timing adjustments from 2007.

## **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.
- 2008 includes a \$6.0 million unfavorable cash timing adjustment from 2007.

## **Maintenance and Other Operating Contracts**

- 2009-2012 inflation assumptions are based upon Global Insight's estimates as follows: 2009=1.59%, 2010=1.59%, 2011=1.67% and 2012=1.90%.
- Facility power inflation assumptions are based on projected weighted average New York Power Authority/Con Edison energy rate increases as follows: 2009=11.4%, 2010=18.1%, 2011=7.3% and 2012=1.3%.
- 2008 includes a \$3.2 million unfavorable cash timing adjustment from 2007.

**Professional Service Contracts**

- 2009-2012 inflation assumptions are based upon Global Insight's estimates as follows: 2009=1.59%, 2010=1.59%, 2011=1.67% and 2012=1.90%.
- 2008 includes a \$1.9 million unfavorable cash timing adjustment from 2007.

**Materials and Supplies**

- 2009-2012 inflation assumptions are based upon Global Insight's estimates as follows: 2009=3.97%, 2010=2.74%, 2011=2.10% and 2012=1.77%.
- 2008 includes a \$0.4 million favorable cash timing adjustment from 2007.
- Non-reimbursable expense levels fluctuate year-to-year, primarily due to the timing of subway and bus fleet maintenance programs.

**Other Business Expenses**

- 2009-2012 inflation assumptions are based upon Global Insight's estimates as follows: 2009=1.59%, 2010=1.59%, 2011=1.67% and 2012=1.90%.

**Depreciation (non-cash)**

- 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.

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Year-to-Year Changes by Category - Accrual Basis**  
(\$ in millions)

NON-REIMBURSABLE	Favorable/(Unfavorable)								
	2008	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011
<b>Revenue</b>									
Farebox Revenue:									
Subway	\$2,144.1	\$2,153.1	\$8.9	\$2,171.3	\$18.2	\$2,194.8	\$23.5	\$2,213.2	\$18.4
Bus	796.4	799.7	3.3	809.5	9.8	818.1	8.6	825.0	6.9
Paratransit	11.4	13.1	1.7	15.1	2.0	17.3	2.3	19.9	2.6
Fare Media Liability	41.0	44.1	3.1	44.8	0.7	45.1	0.3	45.2	0.1
<b>Total Farebox Revenue</b>	<b>2,992.9</b>	<b>3,010.0</b>	<b>17.0</b>	<b>3,040.6</b>	<b>30.7</b>	<b>3,075.3</b>	<b>34.7</b>	<b>3,103.4</b>	<b>28.1</b>
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	102.6	103.8	1.2	103.8	0.0	103.8	0.0	103.8	0.0
Paratransit Reimbursement	88.2	93.7	5.5	105.3	11.6	121.0	15.7	136.5	15.5
Other	102.5	108.8	6.3	114.0	5.2	119.4	5.3	124.1	4.7
<b>Total Other Operating Revenue</b>	<b>293.3</b>	<b>306.2</b>	<b>12.9</b>	<b>323.1</b>	<b>16.9</b>	<b>344.1</b>	<b>21.0</b>	<b>364.3</b>	<b>20.2</b>
Capital and Other Reimbursements	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Revenue</b>	<b>\$3,286.2</b>	<b>\$3,316.2</b>	<b>\$30.0</b>	<b>\$3,363.7</b>	<b>\$47.5</b>	<b>\$3,419.4</b>	<b>\$55.7</b>	<b>\$3,467.7</b>	<b>\$48.3</b>
<b>Expenses</b>									
Labor:									
Payroll	\$2,764.1	\$2,822.1	(\$58.0)	\$2,902.1	(\$80.0)	\$2,955.9	(\$53.8)	\$2,992.6	(\$36.7)
Overtime	245.3	253.1	(7.8)	258.8	(5.7)	264.5	(5.7)	269.7	(5.2)
Total Salaries & Wages	3,009.4	3,075.2	(65.8)	3,160.9	(85.7)	3,220.4	(59.5)	3,262.3	(41.9)
Health and Welfare	453.2	498.6	(45.4)	546.6	(47.9)	594.5	(47.9)	643.0	(48.5)
OPEB Current Payment	240.1	265.3	(25.2)	287.3	(22.1)	313.8	(26.5)	342.6	(28.8)
Pensions	772.5	680.3	92.2	654.4	25.9	623.1	31.3	620.2	2.8
Other Fringe Benefits	213.9	219.8	(6.0)	229.9	(10.0)	236.9	(7.1)	239.9	(2.9)
Total Fringe Benefits	1,679.6	1,664.0	15.6	1,718.1	(54.1)	1,768.3	(50.1)	1,845.7	(77.5)
Reimbursable Overhead	(180.3)	(189.7)	9.4	(183.6)	(6.1)	(180.3)	(3.3)	(183.0)	2.7
<b>Total Labor Expenses</b>	<b>\$4,508.7</b>	<b>\$4,549.5</b>	<b>(\$40.8)</b>	<b>\$4,695.4</b>	<b>(\$146.0)</b>	<b>\$4,808.4</b>	<b>(\$113.0)</b>	<b>\$4,925.0</b>	<b>(\$116.6)</b>
Non-Labor:									
Traction and Propulsion Power	\$173.3	\$193.4	(\$20.1)	\$228.3	(\$34.9)	\$245.0	(\$16.6)	\$248.2	(\$3.2)
Fuel for Buses and Trains	181.0	186.0	(5.0)	188.4	(2.3)	192.7	(4.3)	199.9	(7.3)
Insurance	41.9	48.9	(7.0)	56.0	(7.1)	64.1	(8.1)	73.5	(9.4)
Claims	74.5	76.5	(2.0)	78.5	(2.0)	78.5	0.0	78.5	0.0
Paratransit Service Contracts	280.0	316.5	(36.4)	366.0	(49.5)	440.7	(74.7)	522.9	(82.1)
Mtce. and Other Operating Contracts	239.9	236.5	3.4	262.7	(26.2)	270.8	(8.1)	272.2	(1.4)
Professional Service Contracts	95.6	98.0	(2.4)	94.7	3.4	98.0	(3.3)	99.4	(1.4)
Materials & Supplies	305.7	324.2	(18.5)	358.6	(34.4)	370.4	(11.8)	353.8	16.6
Other Business Expenses	42.7	44.4	(1.7)	44.7	(0.3)	45.1	(0.4)	45.4	(0.3)
<b>Total Non-Labor Expenses</b>	<b>\$1,434.6</b>	<b>\$1,524.5</b>	<b>(\$89.8)</b>	<b>\$1,677.8</b>	<b>(\$153.3)</b>	<b>\$1,805.2</b>	<b>(\$127.4)</b>	<b>\$1,893.8</b>	<b>(\$88.6)</b>
Other Expense Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation</b>	<b>\$5,943.3</b>	<b>\$6,074.0</b>	<b>(\$130.6)</b>	<b>\$6,373.2</b>	<b>(\$299.3)</b>	<b>\$6,613.6</b>	<b>(\$240.4)</b>	<b>\$6,818.8</b>	<b>(\$205.2)</b>
Depreciation	1,134.0	1,204.0	(70.0)	1,274.0	(70.0)	1,344.0	(70.0)	1,414.0	(70.0)
OPEB Obligation	1,009.5	1,055.4	(45.9)	1,098.9	(43.5)	1,144.8	(45.9)	1,191.6	(46.8)
Environmental Remediation	18.0	0.0	18.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Expenses</b>	<b>\$8,104.8</b>	<b>\$8,333.4</b>	<b>(\$228.5)</b>	<b>\$8,746.1</b>	<b>(\$412.8)</b>	<b>\$9,102.4</b>	<b>(\$356.3)</b>	<b>\$9,424.4</b>	<b>(\$322.0)</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$4,818.6)</b>	<b>(\$5,017.2)</b>	<b>(\$198.6)</b>	<b>(\$5,382.4)</b>	<b>(\$365.2)</b>	<b>(\$5,683.0)</b>	<b>(\$300.6)</b>	<b>(\$5,956.7)</b>	<b>(\$273.7)</b>
2009 Program to Eliminate the Gap	9.9	61.0	51.0	61.9	1.0	69.3	7.4	59.1	(10.2)
Post-2009 Program to Eliminate the GAP	0.0	0.0	0.0	59.6	59.6	119.2	59.6	178.8	59.6
<b>Net Surplus/(Deficit)</b>	<b>(\$4,808.7)</b>	<b>(\$4,956.2)</b>	<b>(\$147.5)</b>	<b>(\$5,260.9)</b>	<b>(\$304.7)</b>	<b>(\$5,494.5)</b>	<b>(\$233.6)</b>	<b>(\$5,718.7)</b>	<b>(\$224.3)</b>



MTA New York City Transit  
 July Financial Plan 2009 - 2012  
 Year-to-Year Changes by Category - Accrual Basis  
 (\$ in millions)

NON-REIMBURSABLE and REIMBURSABLE	Favorable/(Unfavorable)								
	2008	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011
<b>Revenue</b>									
Farebox Revenue:									
Subway	\$2,144.1	\$2,153.1	\$8.9	\$2,171.3	\$18.2	\$2,194.8	\$23.5	\$2,213.2	\$18.4
Bus	796.4	799.7	3.3	809.5	9.8	818.1	8.6	825.0	6.9
Paratransit	11.4	13.1	1.7	15.1	2.0	17.3	2.3	19.9	2.6
Fare Media Liability	41.0	44.1	3.1	44.8	0.7	45.1	0.3	45.2	0.1
<b>Total Farebox Revenue</b>	<b>\$2,992.9</b>	<b>\$3,010.0</b>	<b>\$17.0</b>	<b>\$3,040.6</b>	<b>\$30.7</b>	<b>\$3,075.3</b>	<b>\$34.7</b>	<b>\$3,103.4</b>	<b>\$28.1</b>
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	102.6	103.8	1.2	103.8	0.0	103.8	0.0	103.8	0.0
Paratransit Reimbursement	88.2	93.7	5.5	105.3	11.6	121.0	15.7	136.5	15.5
Other	102.5	108.8	6.3	114.0	5.2	119.4	5.3	124.1	4.7
Total Other Operating Revenue	293.3	306.2	12.9	323.1	16.9	344.1	21.0	364.3	20.2
Capital and Other Reimbursements	868.6	865.8	(2.9)	844.4	(21.3)	837.6	(6.8)	848.2	10.6
<b>Total Revenue</b>	<b>\$4,154.8</b>	<b>\$4,181.9</b>	<b>\$27.1</b>	<b>\$4,208.1</b>	<b>\$26.2</b>	<b>\$4,257.0</b>	<b>\$48.9</b>	<b>\$4,315.9</b>	<b>\$58.9</b>
<b>Expenses</b>									
Labor:									
Payroll	3,145.1	3,203.4	(58.3)	3,273.5	(70.1)	3,323.6	(50.1)	3,365.5	(41.8)
Overtime	308.4	316.7	(8.3)	323.0	(6.3)	329.3	(6.4)	335.9	(6.5)
Total Salaries & Wages	3,453.5	3,520.1	(66.6)	3,596.5	(76.4)	3,652.9	(56.4)	3,701.3	(48.4)
Health and Welfare	473.8	521.2	(47.4)	570.9	(49.7)	620.5	(49.6)	671.0	(50.4)
Pensions	789.8	697.7	92.1	671.6	26.0	640.1	31.5	637.2	2.8
Other Fringe Benefits	312.5	317.9	(5.4)	324.3	(6.4)	329.6	(5.3)	333.7	(4.1)
Total Fringe Benefits	1,816.2	1,802.0	14.1	1,854.1	(52.1)	1,904.1	(49.9)	1,984.6	(80.5)
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Labor Expenses</b>	<b>\$5,269.7</b>	<b>\$5,322.1</b>	<b>(\$52.5)</b>	<b>\$5,450.6</b>	<b>(\$128.5)</b>	<b>\$5,557.0</b>	<b>(\$106.4)</b>	<b>\$5,685.9</b>	<b>(\$128.9)</b>
Non-Labor:									
Traction and Propulsion Power	173.3	193.4	(20.1)	228.3	(34.9)	245.0	(16.6)	248.2	(3.2)
Fuel for Buses and Trains	181.0	186.0	(5.0)	188.4	(2.3)	192.7	(4.3)	199.9	(7.3)
Insurance	41.9	48.9	(7.0)	56.0	(7.1)	64.1	(8.1)	73.5	(9.4)
Claims	74.5	76.5	(2.0)	78.5	(2.0)	78.5	0.0	78.5	0.0
Paratransit Service Contracts	280.0	316.5	(36.4)	366.0	(49.5)	440.7	(74.7)	522.9	(82.1)
Mtce. and Other Operating Contracts	269.8	265.5	4.2	291.4	(25.9)	299.5	(8.1)	300.9	(1.4)
Professional Service Contracts	111.6	112.5	(0.9)	108.4	4.1	111.7	(3.3)	112.0	(0.3)
Materials & Supplies	367.2	373.5	(6.3)	405.0	(31.6)	416.7	(11.7)	399.6	17.1
Other Business Expenses	43.0	44.7	(1.7)	45.0	(0.3)	45.4	(0.4)	45.7	(0.3)
<b>Total Non-Labor Expenses</b>	<b>\$1,542.3</b>	<b>\$1,617.6</b>	<b>(\$75.3)</b>	<b>\$1,767.0</b>	<b>(\$149.4)</b>	<b>\$1,894.2</b>	<b>(\$127.2)</b>	<b>\$1,981.1</b>	<b>(\$86.9)</b>
Other Expense Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expense Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenses before Depreciation</b>	<b>\$6,812.0</b>	<b>\$6,939.7</b>	<b>(\$127.8)</b>	<b>\$7,217.7</b>	<b>(\$278.0)</b>	<b>\$7,451.3</b>	<b>(\$233.6)</b>	<b>\$7,667.0</b>	<b>(\$215.8)</b>
Depreciation	1,134.0	1,204.0	(70.0)	1,274.0	(70.0)	1,344.0	(70.0)	1,414.0	(70.0)
OPEB Obligation	1,009.5	1,055.4	(45.9)	1,098.9	(43.5)	1,144.8	(45.9)	1,191.6	(46.8)
Environmental Remediation	18.0	0.0	18.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Expenses</b>	<b>\$8,973.5</b>	<b>\$9,199.1</b>	<b>(\$225.7)</b>	<b>\$9,590.6</b>	<b>(\$391.5)</b>	<b>\$9,940.1</b>	<b>(\$349.5)</b>	<b>\$10,272.6</b>	<b>(\$332.6)</b>
<b>Baseline Net Surplus/(Deficit)</b>	<b>(\$4,818.6)</b>	<b>(\$5,017.2)</b>	<b>(\$198.6)</b>	<b>(\$5,382.4)</b>	<b>(\$365.2)</b>	<b>(\$5,683.0)</b>	<b>(\$300.6)</b>	<b>(\$5,956.7)</b>	<b>(\$273.7)</b>
2009 Program to Eliminate the Gap	9.9	61.0	51.0	61.9	1.0	69.3	7.4	59.1	(10.2)
Post-2009 Program to Eliminate the GAP	0.0	0.0	0.0	59.6	59.6	119.2	59.6	178.8	59.6
<b>Net Surplus/(Deficit)</b>	<b>(\$4,808.7)</b>	<b>(\$4,956.2)</b>	<b>(\$147.5)</b>	<b>(\$5,260.9)</b>	<b>(\$304.7)</b>	<b>(\$5,494.5)</b>	<b>(\$233.6)</b>	<b>(\$5,718.7)</b>	<b>(\$224.3)</b>

MTA New York City Transit  
July Financial Plan 2009 - 2012  
Year-to-Year Changes by Category - Cash Basis  
(\$ in millions)

	Favorable/(Unfavorable)								
	2008	2009	Change 2009-2008	2010	Change 2010-2009	2011	Change 2011-2010	2012	Change 2012-2011
<b>Receipts</b>									
Farebox Revenue	\$3,003.1	\$3,014.7	\$11.6	\$3,042.6	\$27.9	\$3,077.3	\$34.7	\$3,105.3	\$28.1
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	102.6	103.8	1.2	103.8	0.0	103.8	0.0	103.8	0.0
Paratransit Reimbursement	88.6	93.8	5.2	105.2	11.5	120.8	15.6	136.4	15.6
Other	146.8	111.0	(35.9)	116.3	5.3	121.6	5.3	126.2	4.6
<b>Total Other Operating Revenue</b>	<b>\$338.1</b>	<b>\$308.5</b>	<b>(\$29.6)</b>	<b>\$325.3</b>	<b>\$16.8</b>	<b>\$346.2</b>	<b>\$20.9</b>	<b>\$366.4</b>	<b>\$20.2</b>
Capital and Other Reimbursements	889.1	891.5	2.4	848.4	(43.1)	838.5	(9.8)	845.5	6.9
<b>Total Receipts</b>	<b>\$4,230.2</b>	<b>\$4,214.6</b>	<b>(\$15.6)</b>	<b>\$4,216.2</b>	<b>\$1.6</b>	<b>\$4,262.0</b>	<b>\$45.7</b>	<b>\$4,317.2</b>	<b>\$55.2</b>
<b>Expenditures</b>									
Labor:									
Payroll	\$3,135.2	\$3,186.6	(\$51.4)	\$3,250.1	(\$63.5)	\$3,299.3	(\$49.2)	\$3,331.2	(\$31.8)
Overtime	307.4	315.0	(7.6)	320.7	(5.7)	326.9	(6.3)	332.4	(5.5)
Total Salaries & Wages	3,442.7	3,501.6	(59.0)	3,570.7	(69.1)	3,626.3	(55.5)	3,663.6	(37.3)
Health and Welfare	478.2	517.9	(39.7)	567.3	(49.4)	616.7	(49.4)	666.9	(50.2)
OPEB Current Payment	240.1	265.3	(25.2)	287.3	(22.1)	313.8	(26.5)	342.6	(28.8)
Pensions	655.2	697.1	(41.9)	683.0	14.2	647.3	35.7	637.9	9.4
Other Fringe Benefits	303.6	308.5	(4.8)	314.3	(5.9)	319.6	(5.3)	322.9	(3.3)
Total Fringe Benefits	1,677.2	1,788.8	(111.6)	1,852.0	(63.2)	1,897.4	(45.5)	1,970.3	(72.9)
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total Labor Expenditures</b>	<b>\$5,160.1</b>	<b>\$5,332.8</b>	<b>(\$172.6)</b>	<b>\$5,466.3</b>	<b>(\$133.5)</b>	<b>\$5,568.3</b>	<b>(\$102.0)</b>	<b>\$5,679.4</b>	<b>(\$111.2)</b>
Non-Labor:									
Traction and Propulsion Power	\$173.3	\$193.4	(\$20.1)	\$228.3	(\$34.9)	\$245.0	(\$16.6)	\$248.2	(\$3.2)
Fuel for Buses and Trains	181.0	186.0	(5.0)	188.4	(2.3)	192.7	(4.3)	199.9	(7.3)
Insurance	38.5	49.0	(10.5)	56.5	(7.5)	66.9	(10.5)	74.3	(7.4)
Claims	61.7	59.4	2.4	60.9	(1.5)	62.4	(1.5)	64.0	(1.6)
Paratransit Service Contracts	281.0	311.5	(30.4)	361.0	(49.5)	435.7	(74.7)	517.9	(82.1)
Mtce. and Other Operating Contracts	278.8	276.2	2.5	302.1	(25.9)	310.2	(8.1)	311.6	(1.4)
Professional Service Contracts	106.6	107.5	(0.9)	103.4	4.1	106.7	(3.3)	107.0	(0.3)
Materials & Supplies	362.0	376.5	(14.4)	408.0	(31.6)	419.7	(11.7)	402.6	17.1
Other Business Expenditures	43.0	44.7	(1.7)	45.0	(0.3)	45.4	(0.4)	45.7	(0.3)
<b>Total Non-Labor Expenditures</b>	<b>\$1,526.0</b>	<b>\$1,604.3</b>	<b>(\$78.3)</b>	<b>\$1,753.7</b>	<b>(\$149.3)</b>	<b>\$1,884.8</b>	<b>(\$131.1)</b>	<b>\$1,971.2</b>	<b>(\$86.4)</b>
Other Expenditure Adjustments:									
Other	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total Other Expenditure Adjustments</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>
<b>Total Expenditures</b>	<b>\$6,686.2</b>	<b>\$6,937.1</b>	<b>(\$250.9)</b>	<b>\$7,219.9</b>	<b>(\$282.8)</b>	<b>\$7,453.0</b>	<b>(\$233.1)</b>	<b>\$7,650.6</b>	<b>(\$197.6)</b>
<b>Baseline Net Cash Deficit</b>	<b>(\$2,455.9)</b>	<b>(\$2,722.5)</b>	<b>(\$266.5)</b>	<b>(\$3,003.7)</b>	<b>(\$281.2)</b>	<b>(\$3,191.1)</b>	<b>(\$187.4)</b>	<b>(\$3,333.5)</b>	<b>(\$142.4)</b>
2009 Program to Eliminate the Gap									
	9.9	61.0	51.0	61.9	1.0	69.3	7.4	59.1	(10.2)
Post-2009 Program to Eliminate the GAP									
	0.0	0.0	0.0	59.6	59.6	119.2	59.6	178.8	59.6
<b>Net Cash Deficit</b>	<b>(\$2,446.0)</b>	<b>(\$2,661.5)</b>	<b>(\$215.5)</b>	<b>(\$2,882.1)</b>	<b>(\$220.6)</b>	<b>(\$3,002.5)</b>	<b>(\$120.4)</b>	<b>(\$3,095.5)</b>	<b>(\$93.0)</b>

**MTA New York City Transit  
2009 Preliminary Budget  
July Financial Plan 2009-2012  
Summary of Major Plan-to-Plan Changes**

**2008: July Financial Plan vs. February Financial Plan**

**Revenue Changes**

Revenue changes from the February Financial Plan resulted in an increase of \$7.8 million. Major changes include:

- A projected farebox revenue increase of \$9.0 million, primarily based upon recent ridership trends.
- A capital reimbursement increase of \$7.1 million consistent with a projected increase in reimbursable expenses.
- A projected reduction of \$7.2 million in Urban Tax revenue dedicated to paratransit operations based upon a weakening in the City commercial real estate market.

**Expense Changes**

Expense changes from the February Financial Plan result in an increase in expenses of \$213.8 million. Major unfavorable changes include:

- Increased pension costs of \$132.9 million including additional 25/55 Plan member contribution refunds paid through June, 2008 and to be amortized over fifteen years and updated pension plan actuarial information.
- Projected higher energy costs of \$46.3 million based upon projected increased prices. Fuel is projected to increase by \$39.5 million and electric power by \$6.8 million.
- New needs of \$13.4 million including:
  1. Service adjustments of \$3.8 million (excluding farebox revenue) in July 2008 to bring subway loads within Board-approved loading guidelines, including: additions of six trips on the #1 and #6 lines on weekdays, one trip on the #3 and W lines weekdays, 10 trips on the #4 Line 42 Street Shuttle weekdays, and 14 trips on the #7 line on Saturdays/Sundays; Hours of Service adjustments expanding the hours of weekday evening service on the B and W routes and the M line to Manhattan; new overnight #3 line service between Times Square and Harlem – 148 Street and extended late evening hours #3 service on weekends to match weekdays. These adjustments, which were originally part of the canceled MTA Service Enhancement Fund, are funded internally by NYCT through identified savings included in PEGs presented later in this report.
  2. \$2.9 million of expenses are required to support the Staten Island Maintenance Action Plan to improve the reliability and appearance of Staten Island buses.

3. A comprehensive Elevator and Escalator improvement plan costing \$2.2 million is funded to improve elevator and escalator reliability and availability.
  4. As part of NYCT's ongoing response to the deaths in 2007 of two employees on the subway right of way, \$1.9 million is provided for regular track safety refresher training for all appropriate personnel.
  5. \$1.8 million is required to support Bx12 Select Bus Service (Bus Rapid Transit) fare collection. Off-board fare collection is essential to achieving the improvement in service speed and quality expected from this pilot initiative.
- In 2008, the MTA adopted GASB #49 related to environmental remediation liability. Based upon its requirements, NYC Transit recorded expenses of \$18.0 million.
  - Paratransit expenses projected to increase by \$8.9 million primarily due to lower-than-anticipated productivity caused by the addition of new vendors beginning in 2007 to meet increased capacity requirements and increased trips.
  - The timing of 2007 expenses resulted in an expense increase of \$7.7 million in 2008.
  - Reimbursable expenses increased by \$7.1 million.

Major favorable changes include:

- The MTA Service Enhancement Fund representing several proposed bus and subway service initiatives was canceled by the MTA Board in June due to a down-turn in dedicated tax revenues, resulting in a savings of \$17.0 million.
- A re-estimate of health & welfare expenses resulting in a decrease of \$14.6 million. This expense reduction is due to lower premiums and more favorable rate experience than anticipated in the 2008 Adopted Budget.

## **Cash Adjustments**

Cash adjustments were favorable by \$59.6 million. Major changes include:

- Favorable timing of \$48.4 million of transactions originally scheduled for 2007, including a \$38.7 million draw-down of accumulated Transit Adjudication Fees.
- A favorable cash offset of \$18.0 million to the GASB #49 environmental remediation provision recorded in expenses.
- An unfavorable \$8.0 million due to the timing of insurance payments.

## **2009-2012: July Financial Plan vs. February Financial Plan**

### **Revenue Changes**

Revenue changes from the February Financial Plan result in decreases of \$20.3 million in 2009, \$20.4 million in 2010, \$24.6 million in 2011, and \$17.4 million in 2012. Major changes include:

- Projected reductions in farebox revenue of \$23.9 million in 2009, \$19.6 million in 2010, \$11.9 million in 2011 and \$4.4 million in 2012 due mostly to more conservative employment/economic forecasts.
- Projected reductions in Urban Tax revenue dedicated to paratransit operations of \$7.3 million in 2009, \$8.7 million in 2010, \$10.2 million in 2011 and \$10.0 million in 2012 based upon a weakening in the City commercial real estate market.
- Capital reimbursement increases of \$11.0 million in 2009 and \$7.9 million in 2010, and decreases of \$2.4 million in 2011 and \$3.0 million in 2012, consistent with changes in reimbursable expense levels.

## Expense Changes

Changes from the February Financial Plan result in expense increases of \$78.3 million in 2009, \$104.0 million in 2010, \$103.9 million in 2011 and \$100.4 million in 2012.

Major unfavorable changes include:

- Projected higher energy costs of \$86.3 million in 2009, \$82.6 million in 2010, \$88.0 million in 2011 and \$96.0 million in 2012 due to higher prices.
- Increased pension costs of \$46.9 million in 2009, \$51.0 million in 2010, \$39.2 million in 2011 and \$38.2 million in 2012 based primarily on current actuarial information.
- New needs of \$36.4 million in 2009, \$39.8 million in 2010, \$39.0 million in 2011 and \$27.3 million in 2012 as detailed in the 2008 Mid Year Forecast section above and the programmatic summary of changes between financial plans.
- It has been determined that there will be a delay in receipt of material required to replace the R62 fleet group boxes (propulsion system) from 2009, which includes a projected expense reduction of \$27.7 million, to be offset by increases of \$14.3 million in 2011 and \$14.2 million in 2012.
- Projected paratransit expense increases of \$9.2 million in 2009, \$9.5 million in 2010, \$9.8 million in 2011 and \$10.1 million in 2012 due primarily to reduced productivity consistent with recent experience and increased trips.

Major favorable changes include:

- The MTA Service Enhancement Fund representing several proposed bus and subway service initiatives was canceled by the MTA Board in June due to a downturn in dedicated tax revenues, resulting in a savings of \$48.7 million for each year.

A re-estimate of health & welfare expenses results in a decrease of \$13.4 million in 2009, \$17.3 million in 2010, \$22.4 million in 2011 and \$30.5 million in 2012.

These expense reductions are due to lower premiums and more favorable rate experience.

## Cash Adjustments

Cash adjustments are projected to be unfavorable by \$0.7 million in 2009 and favorable by \$7.1 million in 2010, \$8.4 million in 2011 and \$12.5 million in 2012.

Major changes include:

- Favorable operating revenue/capital reimbursement cash adjustments of \$3.3 million in 2009, \$4.8 million in 2010, \$6.1 million in 2011 and \$4.1 million in 2012.
- Favorable timing of pension payments cash adjustments of \$3.9 million in 2009, \$3.4 million in 2010-2011, and \$9.9 million in 2012.
- Unfavorable salary & wage cash timing adjustment of \$6.7 million in 2009 related to the timing of labor contract settlements.

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Changes Between Financial Plans by Generic Categories**  
(\$ in millions)

<b>NON-REIMBURSABLE</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Baseline 2008 February Financial Plan - Cash Deficit</b>	<b>(\$2,327.7)</b>	<b>(\$2,649.7)</b>	<b>(\$2,889.7)</b>	<b>(\$3,069.8)</b>	<b>(\$3,225.4)</b>
<b>Baseline Changes</b>					
<b>Revenue</b>					
Farebox Revenue	9.0	(23.9)	(19.6)	(11.9)	(4.4)
Other Operating Revenue	(8.4)	(7.3)	(8.7)	(10.2)	(10.0)
Capital and Other Reimbursement	0.0	0.0	0.0	0.0	0.0
<b>Total Revenue Changes</b>	<b>\$0.6</b>	<b>(\$31.2)</b>	<b>(\$28.3)</b>	<b>(\$22.2)</b>	<b>(\$14.3)</b>
<b>Expenses</b>					
<i>Labor:</i>					
Payroll	(1.5)	17.7	10.4	13.2	20.5
Overtime	0.2	1.6	0.4	0.5	0.9
Health and Welfare	255.0	279.0	305.0	336.5	373.5
OPEB Current Payment	(240.1)	(265.3)	(287.3)	(313.8)	(342.6)
Pensions	(132.9)	(46.9)	(51.0)	(39.2)	(38.2)
Other Fringe Benefits	0.3	2.4	1.5	0.4	1.3
Reimbursable Overhead	(3.9)	3.9	3.4	0.4	0.4
<b>Total Labor Expense Changes</b>	<b>(122.9)</b>	<b>(7.6)</b>	<b>(17.5)</b>	<b>(2.1)</b>	<b>15.7</b>
<i>Non-Labor:</i>					
Traction and Propulsion Power	(5.0)	(11.4)	(11.4)	(13.0)	(16.2)
Fuel for Buses and Trains	(37.0)	(54.2)	(54.4)	(58.3)	(62.6)
Insurance	(2.6)	(4.4)	(6.0)	(9.2)	(14.3)
Claims	0.0	0.0	0.0	0.0	0.0
Paratransit Service Contracts	(8.9)	(9.0)	(8.8)	(9.1)	(9.4)
Maintenance and Other Operating Contracts	(13.8)	(11.7)	(11.7)	(10.5)	(11.9)
Professional Service Contracts	(1.1)	(0.1)	6.7	5.8	6.4
Materials & Supplies	1.9	30.1	5.5	(12.0)	(13.8)
Other Business Expenses	0.6	0.8	1.4	2.1	2.7
<b>Total Non-Labor Expense Changes</b>	<b>(65.8)</b>	<b>(59.7)</b>	<b>(78.6)</b>	<b>(104.2)</b>	<b>(119.1)</b>
Depreciation	0.0	0.0	0.0	0.0	0.0
<b>Total Expense Changes</b>	<b>(\$188.7)</b>	<b>(\$67.3)</b>	<b>(\$96.1)</b>	<b>(\$106.3)</b>	<b>(\$103.4)</b>
<b>Cash Adjustment Changes</b>					
Revenue	43.7	4.1	4.1	4.0	4.0
Expense	(4.4)	(4.1)	2.3	2.3	8.4
Depreciation	0.0	0.0	0.0	0.0	0.0
<b>Total Cash Adjustment Changes</b>	<b>\$39.3</b>	<b>\$0.1</b>	<b>\$6.5</b>	<b>\$6.2</b>	<b>\$12.4</b>
<b>Total Baseline Changes</b>	<b>(\$148.7)</b>	<b>(\$98.5)</b>	<b>(\$117.9)</b>	<b>(\$122.2)</b>	<b>(\$105.3)</b>
<b>Baseline 2008 July Financial Plan - Cash Deficit</b>	<b>(\$2,476.4)</b>	<b>(\$2,748.2)</b>	<b>(\$3,007.6)</b>	<b>(\$3,192.0)</b>	<b>(\$3,330.8)</b>

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Changes Between Financial Plans by Generic Categories**  
(\$ in millions)

REIMBURSABLE					
	2008	2009	2010	2011	2012
<b>Baseline 2008 February Financial Plan - Cash Deficit</b>	<b>\$18.2</b>	<b>\$26.5</b>	<b>\$3.3</b>	<b>(\$1.2)</b>	<b>(\$2.8)</b>
<b>Baseline Changes</b>					
<b>Revenue</b>					
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	7.1	11.0	7.9	(2.4)	(3.0)
<b>Total Revenue Changes</b>	<b>\$7.1</b>	<b>\$11.0</b>	<b>\$7.9</b>	<b>(\$2.4)</b>	<b>(\$3.0)</b>
<b>Expenses</b>					
<i>Labor:</i>					
Payroll	(3.6)	(4.8)	(4.2)	(0.3)	(0.4)
Overtime	0.6	(0.4)	(0.2)	0.4	0.4
Health and Welfare	0.4	0.8	1.2	1.8	2.5
Pensions	(0.6)	(0.6)	(0.6)	(0.6)	(0.7)
Other Fringe Benefits	(0.8)	(2.1)	(1.8)	(0.4)	(0.4)
Reimbursable Overhead	3.9	(3.9)	(3.4)	(0.4)	(0.4)
<b>Total Labor Expense Changes</b>	<b>(0.1)</b>	<b>(10.9)</b>	<b>(9.0)</b>	<b>0.6</b>	<b>1.1</b>
<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	(0.6)	(0.3)	0.0	0.0	0.0
Professional Service Contracts	0.0	1.0	1.8	1.8	1.9
Materials & Supplies	(6.5)	(0.7)	(0.7)	(0.0)	(0.0)
Other Business Expenses	0.0	0.0	0.0	0.0	0.0
<b>Total Non-Labor Expense Changes</b>	<b>(7.1)</b>	<b>(0.1)</b>	<b>1.1</b>	<b>1.8</b>	<b>1.9</b>
<b>Total Expense Changes</b>	<b>(\$7.1)</b>	<b>(\$11.0)</b>	<b>(\$7.9)</b>	<b>\$2.4</b>	<b>\$3.0</b>
<b>Cash Adjustment Changes</b>					
Capital Reimbursement Timing	2.3	(0.8)	0.6	2.1	0.1
<b>Total Cash Adjustment Changes</b>	<b>\$2.3</b>	<b>(\$0.8)</b>	<b>\$0.6</b>	<b>\$2.1</b>	<b>\$0.1</b>
<b>Total Baseline Changes</b>	<b>\$2.3</b>	<b>(\$0.8)</b>	<b>\$0.6</b>	<b>\$2.1</b>	<b>\$0.1</b>
<b>Baseline 2008 July Financial Plan - Cash Deficit</b>	<b>\$20.5</b>	<b>\$25.7</b>	<b>\$3.9</b>	<b>\$0.9</b>	<b>(\$2.7)</b>

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Changes Between Financial Plans by Generic Categories**  
(\$ in millions)

<b>NON-REIMBURSABLE and REIMBURSABLE</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
<b>Baseline 2008 February Financial Plan - Cash Deficit</b>	<b>(\$2,309.5)</b>	<b>(\$2,623.2)</b>	<b>(\$2,886.4)</b>	<b>(\$3,071.0)</b>	<b>(\$3,228.3)</b>
<b>Baseline Changes</b>					
<b>Revenue</b>					
Farebox Revenue	9.0	(23.9)	(19.6)	(11.9)	(4.4)
Other Operating Revenue	(8.4)	(7.3)	(8.7)	(10.2)	(10.0)
Capital and Other Reimbursement	7.1	11.0	7.9	(2.4)	(3.0)
<b>Total Revenue Changes</b>	<b>\$7.8</b>	<b>(\$20.3)</b>	<b>(\$20.4)</b>	<b>(\$24.6)</b>	<b>(\$17.4)</b>
<b>Expenses</b>					
<i>Labor:</i>					
Payroll	(5.1)	12.9	6.2	12.9	20.1
Overtime	0.8	1.2	0.3	0.9	1.3
Health and Welfare	255.4	279.8	306.2	338.4	376.0
OPEB Current Payment	(240.1)	(265.3)	(287.3)	(313.8)	(342.6)
Pensions	(133.5)	(47.5)	(51.6)	(39.8)	(38.9)
Other Fringe Benefits	(0.5)	0.3	(0.3)	(0.0)	0.9
Reimbursable Overhead	0.0	0.0	0.0	0.0	0.0
<b>Total Labor Expense Changes</b>	<b>(123.0)</b>	<b>(18.6)</b>	<b>(26.5)</b>	<b>(1.5)</b>	<b>16.8</b>
<i>Non-Labor:</i>					
Traction and Propulsion Power	(5.0)	(11.4)	(11.4)	(13.0)	(16.2)
Fuel for Buses and Trains	(37.0)	(54.2)	(54.4)	(58.3)	(62.6)
Insurance	(2.6)	(4.4)	(6.0)	(9.2)	(14.3)
Claims	0.0	0.0	0.0	0.0	0.0
Paratransit Service Contracts	(8.9)	(9.0)	(8.8)	(9.1)	(9.4)
Maintenance and Other Operating Contracts	(14.3)	(12.0)	(11.7)	(10.5)	(11.9)
Professional Service Contracts	(1.1)	1.0	8.5	7.6	8.3
Materials & Supplies	(4.6)	29.4	4.8	(12.0)	(13.8)
Other Business Expenses	0.6	0.8	1.4	2.1	2.7
<b>Total Non-Labor Expense Changes</b>	<b>(72.9)</b>	<b>(59.8)</b>	<b>(77.5)</b>	<b>(102.4)</b>	<b>(117.2)</b>
Depreciation	0.0	0.0	0.0	0.0	0.0
<b>Total Expense Changes</b>	<b>(\$195.8)</b>	<b>(\$78.3)</b>	<b>(\$104.0)</b>	<b>(\$103.9)</b>	<b>(\$100.4)</b>
<b>Cash Adjustment Changes</b>					
Revenue	43.7	4.1	4.1	4.0	4.0
Expense	(4.4)	(4.1)	2.3	2.3	8.4
Capital Reimbursement Timing	2.3	(0.8)	0.6	2.1	0.1
Depreciation	0.0	0.0	0.0	0.0	0.0
<b>Total Cash Adjustment Changes</b>	<b>\$41.6</b>	<b>(\$0.7)</b>	<b>\$7.1</b>	<b>\$8.4</b>	<b>\$12.5</b>
<b>Total Baseline Changes</b>	<b>(\$146.5)</b>	<b>(\$99.3)</b>	<b>(\$117.2)</b>	<b>(\$120.0)</b>	<b>(\$105.2)</b>
<b>Baseline 2008 July Financial Plan - Cash Deficit</b>	<b>(\$2,455.9)</b>	<b>(\$2,722.5)</b>	<b>(\$3,003.7)</b>	<b>(\$3,191.1)</b>	<b>(\$3,333.5)</b>

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Summary of Changes Between Financial Plans by Category**  
**(\$ in millions)**

**TOTAL NON-REIMBURSABLE AND REIMBURSABLE**

	2008	2009	2010	2011	2012
<b>2008 February Financial Plan - Net Cash Deficit</b>	<b>(\$2,309.5)</b>	<b>(\$2,617.6)</b>	<b>(\$2,880.9)</b>	<b>(\$3,065.5)</b>	<b>(\$3,222.7)</b>
<b>Baseline Changes:</b>					
<b>Revenue</b>					
Farebox Revenue Re-estimate	9.0	(23.9)	(19.6)	(11.9)	(4.4)
Paratransit Urban Tax Re-estimate	(7.2)	(7.3)	(8.7)	(10.2)	(10.0)
Capital Reimbursement Revision	7.1	11.0	7.9	(2.4)	(3.0)
Other Re-estimates	(1.2)	0.0	0.0	0.0	0.0
<b>Sub-Total Revenue Changes</b>	<b>\$7.8</b>	<b>(\$20.3)</b>	<b>(\$20.4)</b>	<b>(\$24.6)</b>	<b>(\$17.4)</b>
<b>Expenses</b>					
<b>Expense Re-estimates:</b>					
Pension	(132.9)	(46.9)	(51.0)	(39.2)	(38.2)
Fuel	(39.5)	(71.9)	(68.3)	(71.6)	(75.2)
Electric Power	(6.8)	(14.4)	(14.4)	(16.5)	(20.8)
Insurance	(2.6)	(4.4)	(6.0)	(9.2)	(14.3)
Health & Welfare	14.6	13.4	17.3	22.4	30.5
Paratransit Expense Reforecast	(8.9)	(9.2)	(9.5)	(9.8)	(10.1)
Elimination of MTA Service Enhancement Expenses	17.0	48.7	48.7	48.7	48.7
Subways R62 Group Box Delay	0.7	27.7	(0.0)	(14.3)	(14.2)
Environmental Remediation Provision (Non Cash-GASB #49)	(18.0)	0.0	0.0	0.0	0.0
Agency-Wide OTPS Inflation Over-Provision Adjustment	0.0	10.0	10.3	10.5	10.6
Timing of 2007 Expenses	(7.7)	0.0	0.0	0.0	0.0
Station Booth Expense Revisions	1.9	2.1	2.1	2.1	2.1
Vacation Cash-in	(7.3)	0.0	0.0	0.0	0.0
Reimbursable Expenses	(7.1)	(11.0)	(7.9)	2.4	3.0
Other Re-estimates	(3.8)	14.0	14.4	9.6	4.7
<b>Sub-Total Expense Re-estimates</b>	<b>(\$200.4)</b>	<b>(\$41.9)</b>	<b>(\$64.2)</b>	<b>(\$64.8)</b>	<b>(\$73.0)</b>
<b>Programmatic New Needs:</b>					
Subway Service Adjustments-Implementation Fall 2008	(3.8)	(9.1)	(9.1)	(9.1)	(9.1)
Bus Shop Plan- 4-Year to 3-Year Upgrade Cycle	2.3	(6.7)	(9.3)	(6.0)	4.9
Track Safety Refresher Training	(1.9)	(7.3)	(7.3)	(7.3)	(7.3)
Elevator & Escalator Improvement Plan	(2.2)	(3.3)	(2.6)	(2.6)	(2.6)
Increase Charleston to Full Depot	0.0	0.0	(1.3)	(2.5)	(2.5)
Select Bus Service (BRT) Fare Collection	(1.8)	(2.5)	(2.6)	(2.6)	(2.6)
Staten Island Maintenance Action Plan	(2.9)	0.0	0.0	0.0	0.0
Workforce Development Investments	(0.9)	(1.8)	(2.0)	(2.0)	(2.0)
Mets Express Service	(0.8)	(0.8)	(0.8)	(0.8)	(0.8)
Other New Needs	(1.4)	(4.7)	(4.6)	(6.1)	(5.3)
<b>Sub-Total Programmatic New Needs</b>	<b>(\$13.4)</b>	<b>(\$36.4)</b>	<b>(\$39.8)</b>	<b>(\$39.0)</b>	<b>(\$27.3)</b>
<b>Sub-Total Expense Changes</b>	<b>(\$213.8)</b>	<b>(\$78.3)</b>	<b>(\$104.0)</b>	<b>(\$103.9)</b>	<b>(\$100.4)</b>
<b>Cash Adjustments</b>					
<b>Revenue</b>					
2007 Year-End Results: Timing of TAB Drawdown	38.7	0.0	0.0	0.0	0.0
2007 Year-End Results: Capital Reimbursement Timing	3.7	0.0	0.0	0.0	0.0
Operating Revenue/Capital Reimbursement Cash Adjustments	3.5	3.3	4.8	6.1	4.1
<b>Expense</b>					
2007 Year End Results: Expenditure Timing	6.0	0.0	0.0	0.0	0.0
Pension Reforecast-Payment Timing	(2.9)	3.9	3.4	3.4	9.9
Insurance Re-estimate-Payment Timing	(8.0)	(1.2)	(1.5)	(1.6)	(1.9)
Cash Offset to Environmental Remediation Provision-GASB #49	18.0	0.0	0.0	0.0	0.0
Salary & Wage Timing of Labor Contract Settlements	0.0	(6.7)	0.0	0.0	0.0
Other Cash Adjustments	0.5	(0.1)	0.4	0.5	0.4
<b>Sub-Total Cash Adjustment Changes</b>	<b>\$59.6</b>	<b>(\$0.7)</b>	<b>\$7.1</b>	<b>\$8.4</b>	<b>\$12.5</b>
<b>Total Baseline Changes</b>	<b>(\$146.5)</b>	<b>(\$99.3)</b>	<b>(\$117.2)</b>	<b>(\$120.0)</b>	<b>(\$105.2)</b>
<b>Programs to Eliminate the GAP (PEGS)</b>					
2009 Program	9.9	61.0	61.9	69.3	59.1
Post-2009 Program-Unspecified	0.0	0.0	59.6	119.2	178.8
Elimination of Post-2008 Program-February Financial Plan	0.0	(5.5)	(5.5)	(5.5)	(5.5)
<b>2008 July Financial Plan - Net Cash Deficit</b>	<b>(\$2,446.0)</b>	<b>(\$2,661.5)</b>	<b>(\$2,882.1)</b>	<b>(\$3,002.5)</b>	<b>(\$3,095.5)</b>

**MTA New York City Transit  
2009 Preliminary Budget  
July Financial Plan 2009-2012  
Summary of Major Plan-to-Plan Changes**

**Ridership (Utilization)**

The July Financial Plan baseline ridership forecast assumes that the April 2008 year-to-date trend, which was positive (1.1% above budget) for subway; and slightly negative (0.2% below budget) for buses, will continue for the remainder of 2008. In 2009, non-student subway and bus ridership is expected to be flat due to the slowing economy. As a result of the new 2008 and 2009 base forecast, non-student ridership (excluding the impact of service enhancements) is approximately 15 million higher than the February Plan in 2008 and approximately 8 million lower in 2009. The lower 2009 forecast is due to the July Plan assumption of no subway and bus ridership growth in 2009 compared to subway and bus ridership growth of 1.09% assumed in the February Plan.

Working off the revised 2009 projection, annual 2010-2012 ridership growth forecasts are based on the Spring 2008 Global Insight NYC employment forecast, which was slightly higher than the Fall 2007 Global Insight forecast used in the February Plan. The new, higher employment forecast partially offsets the impact of the lower 2009 base in 2010 and 2011, and results in an increase in 2012. As a result, July Plan non-student ridership (excluding the impact of service enhancements) is expected to be 6.4 million lower than the February Plan in 2010, 0.7 million lower in 2011, and 4.9 million higher in 2012.

The February 2008 Plan assumed a ridership increase of approximately 1.5 million in 2008 and 3.9 million each year from 2009 to 2012 resulting from subway and bus service enhancements, as well as new Bus Rapid Transit (BRT) service and the takeover of X23/24 express service from Atlantic Express in 2008. The July Plan assumes no bus service enhancements, a slight reduction in subway service enhancements, and a delay in the X23/24 takeover from 2008 to 2010. As a result the ridership impact from New Service is lower in the July Plan by 1.1 million in 2008, 3.0 million in 2009, and 2.3 million annually from 2010 to 2012.

The July Plan student ridership forecast is based on April year-to-date results and an assumption of no annual growth from 2009 to 2012 (the February Plan also assumed no student growth). As a result of slightly higher April Year-to-date results, student ridership is expected to be 0.5 million higher than the February Plan each year from 2008 to 2012.

The resulting total subway and bus ridership forecast is higher than the February 2008 Plan by 14.3 million in 2008, then 10.1 million lower in 2008, 8.3 million lower in 2010, 2.6 million lower in 2011, and higher by 3.1 million in 2012.

**MTA New York City Transit**  
**July Financial Plan 2009 - 2012**  
**Ridership/Traffic Volume (Utilization)**  
**(in millions)**

	<b>2007</b>	<b>2008</b>	<b>2009</b>			
	<b>Actuals</b>	<b>Mid-Year</b>	<b>Preliminary</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>
		<b>Forecast</b>	<b>Budget</b>			
Subway	1,562.5	1,603.5	1,598.5	1,611.5	1,628.2	1,641.2
Bus	738.0	743.3	741.5	748.1	755.3	761.1
Paratransit	5.9	7.1	8.1	9.3	10.7	12.3
<b>Baseline Total Ridership</b>	<b>2,306.4</b>	<b>2,353.8</b>	<b>2,348.1</b>	<b>2,368.9</b>	<b>2,394.2</b>	<b>2,414.7</b>
Impact of: PEG Program						
<b>Total Ridership</b>	<b>2,306.4</b>	<b>2,353.8</b>	<b>2,348.1</b>	<b>2,368.9</b>	<b>2,394.2</b>	<b>2,414.7</b>

MTA NEW YORK CITY TRANSIT  
Mid-year forecast for 2008  
Summary of 2009 Program to Eliminate the Gap(PEGs)  
(\$ in millions)

	2008		2009		2010		2011		2012	
	<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>
<b>Administration</b>										
Administrative Efficiencies - AFC	0	0.000	2	0.207	2	0.207	2	0.207	2	0.207
Administrative Efficiencies - Buses	0	0.000	15	1.495	15	1.495	15	1.495	15	1.495
Administrative Efficiencies - Chief of Staff	4	0.421	12	1.348	12	1.348	12	1.348	12	1.348
Administrative Efficiencies - Corporate Communicatio	0	0.000	1	0.065	1	0.065	1	0.065	1	0.065
Administrative Efficiencies - EMD	0	0.000	13	1.672	13	1.672	13	1.672	13	1.672
Administrative Efficiencies - Law	1	0.058	(1)	0.266	0	0.565	0	0.548	0	0.548
Administrative Efficiencies - OMB	1	0.343	1	0.096	1	0.096	1	0.096	1	0.096
Administrative Efficiencies - RTO	0	0.000	2	0.214	2	0.214	2	0.214	2	0.214
Administrative Efficiencies - System Safety	0	0.000	1	0.071	1	0.071	1	0.071	1	0.071
Administrative Efficiencies - Technology and Informat	0	0.000	0	0.300	0	0.600	0	0.600	0	0.600
Administrative Efficiencies -Materiel	0	0.333	0	0.334	0	0.000	0	0.000	0	0.000
Administrative Efficiencies-Controller	0	0.000	3	0.334	5	0.447	5	0.447	5	0.447
Administrative Efficiencies-MOW (Maintenance of We	9	0.611	9	0.665	9	0.665	9	0.665	9	0.665
Prescription Drug Contract Re-bid	0	0.000	0	2.500	0	5.000	0	5.000	0	5.000
Sub-Total Administration	15	\$ 1.766	58	\$ 9.567	61	\$ 12.445	61	\$ 12.428	61	\$ 12.428
<b>Maintenance</b>										
Bus Facility Maintenance Economies	0	1.148	0	1.148	0	1.148	0	1.148	0	1.148
Bus Shop Plan - 12 Year Upgrade Savings	0	0.000	69	9.125	34	5.620	73	12.796	9	2.229
Bus Shop Plan - MCI Economies	0	1.848	6	1.525	2	0.774	3	0.994	4	1.053
Bus Supervisory Productivity	0	0.000	8	1.060	8	1.060	8	1.060	8	1.060
Car Cleaning Economies	0	0.000	0	0.000	14	0.864	14	0.864	14	0.864
Car Quality Control Initiative Efficiencies	0	0.000	17	3.455	17	3.455	17	3.455	17	3.455
EMD Maintenance Efficiencies	0	0.000	4	0.730	4	0.530	4	0.530	4	0.530
Fare Control Maintenance Efficiencies	0	0.000	6	0.505	6	0.505	6	0.505	6	0.505
Fleet Maintenance Efficiencies - Buses	0	0.000	50	4.252	79	7.798	79	7.798	79	7.798
Maintenance Efficiencies - Car Equipment	12	0.476	59	5.971	59	5.971	59	5.971	59	5.971

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(\$ in millions)

		2008		2009		2010		2011		2012	
		<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>
Maintenance Efficiencies - Electrical		0	0.000	4	0.301	4	0.301	4	0.301	4	0.301
Maintenance Efficiencies - Infrastructure		0	0.000	3	0.241	3	0.241	3	0.241	3	0.241
Maintenance Efficiencies - RTO		10	0.282	10	0.307	10	0.307	10	0.307	10	0.307
Maintenance Efficiencies - Track		0	0.000	5	0.484	5	0.484	0	0.000	0	0.000
Material Economies-Buses		0	0.000	0	1.276	0	1.276	0	1.276	0	1.276
Non-Revenue Vehicle Replacement Cycle		0	0.260	0	2.114	0	(0.216)	0	0.124	0	0.464
Rehabilitated Stations Maintenance Efficiencies		0	0.000	12	0.848	12	0.848	12	0.848	12	0.848
SONET/ATM Maintenance Reduction		0	1.000	0	0.500	0	0.000	0	0.000	0	0.000
Station Track Cleaning Initiative Efficiencies		8	0.558	8	0.607	8	0.607	8	0.607	8	0.607
Supply Logistics Efficiencies		0	0.000	13	0.993	13	0.985	13	0.964	13	0.943
Terminal Car Cleaning Initiative Efficiencies		29	0.843	29	1.833	29	1.833	29	1.833	29	1.833
Track Test Savings		8	0.305	13	1.078	13	1.078	13	1.078	13	1.078
Water Intrusion Remediation		0	0.000	12	0.998	12	0.998	12	0.998	12	0.998
<b>Sub-Total</b>	<b>Maintenance</b>	<b>67</b>	<b>\$ 6.720</b>	<b>328</b>	<b>\$ 39.351</b>	<b>332</b>	<b>\$ 36.467</b>	<b>367</b>	<b>\$ 43.698</b>	<b>304</b>	<b>\$ 33.509</b>
<b>Other</b>											
Security Post Reductions		0	0.000	13	0.916	13	0.916	13	0.916	13	0.916
Title Downgrades		0	0.000	0	0.836	0	0.836	0	0.836	0	0.836
<b>Sub-Total</b>	<b>Other</b>	<b>0</b>	<b>\$ 0.000</b>	<b>13</b>	<b>\$ 1.752</b>	<b>13</b>	<b>\$ 1.752</b>	<b>13</b>	<b>\$ 1.752</b>	<b>13</b>	<b>\$ 1.752</b>
<b>Service Support</b>											
Bus Shifter Economies		0	0.000	21	2.137	21	2.137	21	2.137	21	2.137
Eliminate Night Shift Revenue Processing		10	0.278	10	0.605	10	0.605	10	0.605	10	0.605
Eliminate WEP Program		0	0.000	19	2.563	19	2.563	19	2.563	19	2.563
Platform Controller Reduction		0	0.000	14	0.955	14	0.955	14	0.955	14	0.955
RTO Safety Initiative Efficiencies		0	0.000	17	1.575	17	1.575	17	1.575	17	1.575
Revenue Collection Efficiencies		10	0.953	10	0.691	10	0.691	10	0.691	10	0.691
Service Support Efficiencies - Buses		0	0.000	0	0.300	0	0.300	0	0.300	0	0.300
Service Support Efficiencies - Subways		0	0.000	9	0.734	9	0.734	9	0.734	9	0.734

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 (\$ in millions)

		2008		2009		2010		2011		2012	
		<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>
Traffic Checking Efficiencies		1	0.212	2	0.743	4	1.715	4	1.865	4	1.865
Sub-Total	Service Support	21	\$ 1.443	102	\$ 10.303	104	\$ 11.275	104	\$ 11.425	104	\$ 11.425
Total Programs		103	\$ 9.929	501	\$ 60.973	510	\$ 61.939	545	\$ 69.303	482	\$ 59.114

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000214	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - AFC			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This proposal provides productivity savings through staffing efficiencies. Functions will be absorbed by existing staff.				
<b>Background Details</b>	This proposal eliminates 2 professional and technical positions from the Division of Automated Fare Control (AFC) Program Management and Sales in 2009.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000214	MYF08	0	2	2	2	2
<b>Financial Impact</b>	NYCTR	0000000214	MYF08	\$ 0.000	\$ 0.207	\$ 0.207	\$ 0.207	\$ 0.207

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000181	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - Buses			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Existing staff will absorb the workload.				
<b>Background Details</b>	Administrative efficiencies will reduce 15 positions from various divisions within the Department of Buses (12 Administrative and 3 Hourly) as follows: Facilities (1), Transportation (1), Training (1), Maintenance & Support Service (1), Maintenance Overhaul Facilities (1), Operations Support (3 ), Division Operations (4), 3 Hourly Road Control positions from Centralized Road Service (CRS).				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000181	MYF08	0	15	15	15	15
<b>Financial Impact</b>	NYCTR	0000000181	MYF08	\$ 0.000	\$ 1.495	\$ 1.495	\$ 1.495	\$ 1.495

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000182	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - Chief of Staff			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Due to the reorganization of the Dept. of Subways, the Office of the Chief of Staff was created. This new consolidated group now eliminates the redundancy of functions across the various divisions in Subways.				
<b>Background Details</b>	Under this proposal the following positions will be eliminated: Chief of Operations-Rolling Stock and MOW, Chief of Operations for Service Delivery, 1 manager from the General Services Office, 6 PT&E's through DOS, 1 clerical in Employee Availability, and 2 Operating Supervisors from the Administration and Finance Groups. Also a reduction of \$60K in unscheduled overtime for PT&E's and Supervisors in MOW Administration will be achieved. 2008 savings achieved by eliminating vacant positions.				
	"				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000182	MYF08	4	12	12	12	12
<b>Financial Impact</b>	NYCTR	0000000182	MYF08	\$ 0.421	\$ 1.348	\$ 1.348	\$ 1.348	\$ 1.348

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000216	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - Corporate Communications			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	In order to complete this enhancement, six Customer Service Specialists will be converted to four Analysts who will perform database analysis and interpretation. Temporary services will be increased to cover peak periods and availability issues.				
<b>Background Details</b>	Administrative efficiencies can be achieved through a number of initiatives. With the implementation of Trip Planner on the internet, Corporate Communications can enhance customer itineraries by factoring in service changes resulting from scheduled work.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000216	MYF08	0	1	1	1	1
<b>Financial Impact</b>	NYCTR	0000000216	MYF08	\$ 0.000	\$ 0.065	\$ 0.065	\$ 0.065	\$ 0.065

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000217	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - EMD			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	EMD is undergoing a reorganization and anticipates that productivity and streamlining efficiencies will be achieved. Functions will be absorbed by existing staff.				
<b>Background Details</b>	Reduce administrative staff in the Electronics Maintenance Division (EMD), beginning 1/1/2009 with the reduction of twelve managerial positions and one clerical position.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000217	MYF08	0	13	13	13	13
<b>Financial Impact</b>	NYCTR	0000000217	MYF08	\$ 0.000	\$ 1.672	\$ 1.672	\$ 1.672	\$ 1.672

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000218	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - Law			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Effective May 2008, an administrative clerical position will be eliminated; functions will be absorbed by existing staff. Effective January, 2009, the Law Dept. will increase staff to reduce Outside counsel costs.				
<b>Background Details</b>	Outside counsel costs will be reduced by using internal staff to both prepare the initial legal instruments in No-fault cases and to handle the annual arbitrations under the Uninsured Motorist Law. In addition, through the realignment of responsibilities, the Law Dept. will eliminate a clerical position beginning in 2008.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000218	MYF08	1	(1)	0	0	0
<b>Financial Impact</b>	NYCTR	0000000218	MYF08	\$ 0.058	\$ 0.266	\$ 0.565	\$ 0.548	\$ 0.548

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 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000169	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - OMB			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This proposal provides productivity savings through staffing efficiencies. Functions will be performed by existing staff.				
<b>Background Details</b>	Reduce administrative staff in the Office of Management and Budget, beginning 1/1/08 with the reduction of one managerial position In addition, 2008 includes one-time salary and wage savings due to vacancies.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000169	MYF08	1	1	1	1	1
<b>Financial Impact</b>	NYCTR	0000000169	MYF08	\$ 0.343	\$ 0.096	\$ 0.096	\$ 0.096	\$ 0.096

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000183	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - RTO			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This proposal eliminates one member of the Emergency Response Team on select tours starting January, 2009.				
<b>Background Details</b>	In 2008, 10 Emergency Response Teams each consisting of 1 Train Service Supervisor and 1 Superintendent were established in RTO to respond to emergencies and to act as liaison with the Mayor's Office of Emergency Management and other Federal, State or City emergency response units. In an emergency, the teams coordinate with the Rail Control Center in facilitating a response and/or changes to subway service.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000183	MYF08	0	2	2	2	2
<b>Financial Impact</b>	NYCTR	0000000183	MYF08	\$ 0.000	\$ 0.214	\$ 0.214	\$ 0.214	\$ 0.214

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 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000170	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - System Safety			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This proposal provides productivity savings through staffing efficiencies. Functions will be absorbed by existing staff.				
<b>Background Details</b>	Reduce administrative staff in the Office of System Safety, beginning 1/1/09 with the reduction of one clerical position.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000170	MYF08	0	1	1	1	1
<b>Financial Impact</b>	NYCTR	0000000170	MYF08	\$ 0.000	\$ 0.071	\$ 0.071	\$ 0.071	\$ 0.071

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 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000171	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies - Technology and Information Services (TIS)			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Beginning in 2008, reduce mainframe budget to revised projections based on historical actuals.				
<b>Background Details</b>	NYCT outsources mainframe processing to an outside vendor (IBM). The IBM contract commenced in 2005, at which time the budget was established. However, mainframe usage has historically been lower than initially budgeted.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000171	MYF08	0	0	0	0	0
<b>Financial Impact</b>	NYCTR	0000000171	MYF08	\$ 0.000	\$ 0.300	\$ 0.600	\$ 0.600	\$ 0.600

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000219	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies -Materiel			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This initiative will reduce operating costs for construction and demolition debris removal by charging this cost to the appropriate capital project.				
<b>Background Details</b>	NYC Transit disposes of construction/demolition debris (CD/DD) in an estimated range of 89,000 to 156,000 cubic yards annually via waste hauling contracts. Over the past ten years, approximately 49% of CD/DD has been related to reimbursable work along the right-of -way				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000219	MYF08	\$ 0.333	\$ 0.334	\$ 0.000	\$ 0.000	\$ 0.000

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000215	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies-Controller			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This proposal provides productivity savings through staffing efficiencies. Functions will be absorbed by existing staff.				
<b>Background Details</b>	Eliminate position vacancies within the Controllers Office and adjust cash/trade discounts on operating contracts to historical actuals.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000215	MYF08	0	3	5	5	5
<b>Financial Impact</b>	NYCTR	0000000215	MYF08	\$ 0.000	\$ 0.334	\$ 0.447	\$ 0.447	\$ 0.447

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000220	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Administrative Efficiencies-MOW (Maintenance of Way)			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Under this proposal Infrastructure will eliminate 6 vacant positions and Track will eliminate 3 vacant positions effective January 2008.				
<b>Background Details</b>	Infrastructure will eliminate 6 vacant positions from it's administrative staff: 2 PT&E's from Infrastructure Capital Construction; 2 PT&E's from Structures & Facilities and 2 clericals from Electro-Mech. Track will eliminate 3 vacant clerical positions, 1 each from Track Construction, Subway Maintenance and System Maintenance.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000220	MYF08	9	9	9	9	9
<b>Financial Impact</b>	NYCTR	0000000220	MYF08	\$ 0.611	\$ 0.665	\$ 0.665	\$ 0.665	\$ 0.665

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Administration	<b>Savings Date</b>	12/1/2009
<b>PEG / New Need ID</b>	0000000173	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Prescription Drug Contract Re-bid			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Increased discounts are expected for the average wholesale price of retail/generic prescriptions at least .5% and 6%, respectively; reductions in dispensing fees/improved rebates are based on preliminary contract discussions.				
<b>Background Details</b>	Renegotiate NYC Transit's prescription drug contract which expires in July 2009 to achieve additional savings. It's anticipated that the renegotiated contract will yield the following benefits: savings from increased discounts on both retail brand and generic prescription drugs, reduction in retail dispensing fees and an improvement in the rebate for prescriptions processed at retail sites as well as through the mail. Cost reductions are expected to be greater once prospective bidders complete for NYCT's business.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000173	MYF08	\$ 0.000	\$ 2.500	\$ 5.000	\$ 5.000	\$ 5.000

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000185	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Bus Facility Maintenance Economies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Savings will be primarily achieved through the introduction of a capital in-house workforce which will complete select construction projects in a more cost efficient and timely manner.				
<b>Background Details</b>	Operating contract expenditures will be reduced by minimizing maintenance repairs on upcoming facility-based capital work.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000185	MYF08	\$ 1.148	\$ 1.148	\$ 1.148	\$ 1.148	\$ 1.148

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000187	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Bus Shop Plan - 12 Year Upgrade Savings			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Currently buses are planned to be retired after 12 years. Buses undergo 12 year upgrades to further extend their useful life. This initiative assumes that current planned bus replacements will be timely and allow for the elimination of these upgrades.				
<b>Background Details</b>	Based on current service requirements and the schedule for bus replacements, the Department of Buses assumes a lower number of 12 Year Upgrades will be required during the financial plan period.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000187	MYF08	0	69	34	73	9
<b>Financial Impact</b>	NYCTR	0000000187	MYF08	\$ 0.000	\$ 9.125	\$ 5.620	\$ 12.796	\$ 2.229

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000188	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Bus Shop Plan - MCI Economies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	MCI bus engines and transmissions are projected to last longer than planned and will reduce in-chassis overhauls (ICO) by 75%. Combined with reduced transmission work on 40 MCI buses, this results in a need for fewer bus maintainers.				
<b>Background Details</b>	Based on historical performance data, the Department of Buses plans to decrease the magnitude of In-Chasis Overhauls (ICO) performed on MCI buses. The funding envelope for ICOs can be reduced by 75%. In addition, transmission work on MCI's can be reduced in 2009 due to better performance.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000188	MYF08	0	6	2	3	4
<b>Financial Impact</b>	NYCTR	0000000188	MYF08	\$ 1.848	\$ 1.525	\$ 0.774	\$ 0.994	\$ 1.053

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000189	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Bus Supervisory Productivity			<b>Agency Status</b>	Pending

**Description and Implementation Pla** This program implements co-mingling of relief coverage by division allowing for more efficient assignment of relief. Inside dispatchers will be used to provide road relief. Maint. supervisor relief will be deployed centrally among depots/divisions.

**Background Details** The implementation of co-mingling relief coverage from division to division facilitates a reduction of:  
 6 Dispatchers, 2 Line Supervisors, and the overtime equivalent of 4 Line Supervisors from various Department of Buses locations.

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000189	MYF08	0	8	8	8	8
<b>Financial Impact</b>	NYCTR	0000000189	MYF08	\$ 0.000	\$ 1.060	\$ 1.060	\$ 1.060	\$ 1.060

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2010
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2010
<b>PEG / New Need ID</b>	0000000190	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Car Cleaning Economies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	One cleaner will be eliminated from each maintenance shop (including Pelham diesel), which will result in a reduction of 14 cleaners starting in January 2010.				
<b>Background Details</b>	Car Equipment has cleaners dedicated to perform duties such as inspection cleaning, condenser/evaporator wash, and facility cleaning at each maintenance shop.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000190	MYF08	0	0	14	14	14
<b>Financial Impact</b>	NYCTR	0000000190	MYF08	\$ 0.000	\$ 0.000	\$ 0.864	\$ 0.864	\$ 0.864

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000191	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Car Quality Control Initiative Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Effective January 2009, 17 positions will be eliminated (15 car inspectors, 2 maintenance supervisors), and maintenance material funding will be reduced by \$2.0M.				
<b>Background Details</b>	Pilot programs for scratch free glass were implemented on the #1 line and the L line. The initial budget was based on an estimated number of scratch hits that is greater than actual experience. Based on the lower level of hits, resources provided for these pilots will be reduced by 50%.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000191	MYF08	0	17	17	17	17
<b>Financial Impact</b>	NYCTR	0000000191	MYF08	\$ 0.000	\$ 3.455	\$ 3.455	\$ 3.455	\$ 3.455

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000175	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	EMD Maintenance Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	The above initiatives facilitate reduction of 4 hourly positions, effective 1/1/09.				
<b>Background Details</b>	Through a series of efficiencies, the Electronics Maintenance Division (EMD) will eliminate four positions. One Electronic Specialist will be eliminated from the Machine Shop through productivity savings. Three Telephone Maintainers will be eliminated by extending the subway security camera preventive maintenance cycle from bi-monthly to quarterly. Additionally, the maintenance contract budgets for Halon and EBCS (emergency booth communication system) in the booths will be reduced to historical actuals.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000175	MYF08	0	4	4	4	4
<b>Financial Impact</b>	NYCTR	0000000175	MYF08	\$ 0.000	\$ 0.730	\$ 0.530	\$ 0.530	\$ 0.530

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000176	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Fare Control Maintenance Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	The above initiatives facilitate reduction of one Electronics Specialist and five Revenue Equipment Maintainers, effective 1/1/09.				
<b>Background Details</b>	The Electronics Maintenance Division will reduce six positions in MVM and turnstile asset maintenance, beginning in 2009. By extending the MVM scheduled maintenance cycles for the dual ticket feeder and ticket processing unit from 12 months to 18 months, one hourly position will be eliminated. By extending turnstile assets preventive maintenance interval for turnstile assets from 90 to 120 days, five positions will be eliminated. Turnstile assets include AFC turnstiles, HEETs, AFAS gates, MVM, MEM, MCR and TBT systems.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000176	MYF08	0	6	6	6	6
<b>Financial Impact</b>	NYCTR	0000000176	MYF08	\$ 0.000	\$ 0.505	\$ 0.505	\$ 0.505	\$ 0.505

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000193	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Fleet Maintenance Efficiencies - Buses			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This program reduces 79 Maintainers (19 for general vehicle maint. efficiencies, 19 helpers for maint. changes, 43 for new clean fuel bus maint. and 2 Positions added for inhouse unit rebuilds.				
<b>Background Details</b>	This program reduces 19 Maintainers (1/depot), 19 helpers (1/depot) and 43 Maintainers reserved for incremental maint. cost of Clean Fuel (CF) buses. Reductions are based on general vehicle maintenance efficiencies, changed maint. practices (ie. new oil change machines, improved fuel line duty scheduling, reductions in greasing due to synthetic grease, etc.) and reductions in incremental maintenance costs for CF buses.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000193	MYF08	0	50	79	79	79
<b>Financial Impact</b>	NYCTR	0000000193	MYF08	\$ 0.000	\$ 4.252	\$ 7.798	\$ 7.798	\$ 7.798

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000194	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Maintenance Efficiencies - Car Equipment			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Implementing improved fleet maintenance practices and processes will permit maintenance resource savings in the maintenance shops, overhaul shops, and yards.				
<b>Background Details</b>	Productivity savings will be implemented as follows: Maintenance Shops-37 Car Inspectors and 2 MSI's; Overhaul Shops-8 Car Inspectors in Non-SMS functions; and Yards-12 Road Car Inspectors performing pre-service inspection and troubleshooting				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000194	MYF08	12	59	59	59	59
<b>Financial Impact</b>	NYCTR	0000000194	MYF08	\$ 0.476	\$ 5.971	\$ 5.971	\$ 5.971	\$ 5.971

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000195	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Maintenance Efficiencies - Electrical			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Under this proposal, these two crews will be eliminated consisting of a total of 4 personnel: 2 Power Electronic Maintainers and 2 Power Electronic Technicians. This function will be absorbed by the existing substation workforce crews.				
<b>Background Details</b>	The Sound Diagnostic crew uses decibel reading equipment to test whether NYCT's equipment is working within OSHA guidelines. This allows our substation personnel to take corrective action when sound levels exceed legal limits. The Thermal Diagnostic crew uses sophisticated thermal imaging equipment to scan equipment in Power Substations on a three year schedule (and on a requested basis) to detect abnormal heating issues on power equipment.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000195	MYF08	0	4	4	4	4
<b>Financial Impact</b>	NYCTR	0000000195	MYF08	\$ 0.000	\$ 0.301	\$ 0.301	\$ 0.301	\$ 0.301

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 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000197	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Maintenance Efficiencies - Infrastructure			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Proposal- reduce frequency of preventive maint. as follows:(1) Heat trace systems-from monthly to bi-monthly in cold weather months- (2) Air curtains-quarterly to semi-annually; (3) Fan coils-from bi-monthly to 3 times a year. 3 FTE's to be elim.				

**Background Details**

This PEG addresses the following: (1) Heat trace systems: to prevent freezing, 45 heat trace systems have been installed on underriver tube fire suppression systems and pump room discharge lines to insure that both water-based systems remain fully operational during periods of cold weather. These systems are inspected and maintained monthly for 6 months of the year by teams of 2 maintainers. (2) Air curtains: located adjacent to roll-up doors and blow hot air when the doors are open in cold weather. (3) Fan coils: ceiling units located in buildings, shops and barns that blow hot air in winter and cold air in summer. Air curtains and fan coils are inspected and maintained by teams of 2 HVAC maintainers.

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000197	MYF08	0	3	3	3	3
<b>Financial Impact</b>	NYCTR	0000000197	MYF08	\$ 0.000	\$ 0.241	\$ 0.241	\$ 0.241	\$ 0.241

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000199	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Maintenance Efficiencies - RTO			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	These 10 positions will be eliminated and the maintenance of the facilities will be done by existing RTO staff. RTO will also work with Stations to develop work programs that include the daily cleaning of these facilities, with existing station cleaners				
<b>Background Details</b>	There are 10 Cleaners performing heavy duty cleaning of crew rooms and RTO facilities in Subdivision A & B.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000199	MYF08	10	10	10	10	10
<b>Financial Impact</b>	NYCTR	0000000199	MYF08	\$ 0.282	\$ 0.307	\$ 0.307	\$ 0.307	\$ 0.307

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000200	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Maintenance Efficiencies - Track			<b>Agency Status</b>	Pending

**Description and Implementation Pla** Under this proposal the entire additional workforce of 5 positions is eliminated returning us to the pre-2006 levels of installation.

**Background Details** In 2006, 5 positions were added to the budget to undertake a campaign to retrofit 50,000 rolled steel Pandrol plates installed in subway jointed rail areas with anti-abrasion pads. The pads fit between the base of the rail and the baseplate as a measure to reduce rail gall (worn spots). The initial proposal envisioned 2 gangs of 10 positions taking 5 years (through 2010) to complete the retrofit, though the initiative was budgeted at the 50% level. However, as finally approved, only 5 positions were added with the December 2010 completion date. While the anti-abrasion pads were installed by maintenance forces when the opportunity arose, a systematic retrofit program was never fully implemented.

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000200	MYF08	0	5	5	0	0
<b>Financial Impact</b>	NYCTR	0000000200	MYF08	\$ 0.000	\$ 0.484	\$ 0.484	\$ 0.000	\$ 0.000

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000221	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Material Economies-Buses			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	These savings come primarily as a result of increased longer service/change intervals, increased unit rebuild in-house work, and longer life expectancy on some parts.				
<b>Background Details</b>	This program reduces material consumption and/or costs in the following areas: Air condition air filters, air condition controller motors, Compressed Natural Gas (CNG) bus parts, fuel filters, CNG bus tune-ups, and wheel checks.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000221	MYF08	\$ 0.000	\$ 1.276	\$ 1.276	\$ 1.276	\$ 1.276

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 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000201	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Non-Revenue Vehicle Replacement Cycle			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Beginning in 2008, the current 8 year non-revenue replacement cycle will be revised to reflect a 10 year cycle. Savings will result from fewer vehicle purchases and lower maintenance costs due to the elimination of most costly repairs.				
<b>Background Details</b>	Vehicle replacement savings and maintenance economies result by extending the current 8 year non-revenue vehicle replacement plan to a 10 year plan, for light duty vehicles. The plan assumes: rotation of fleet to ensure 10k miles per vehicle per year; replacing vehicles every 10 years (previously 8 years); and replacing vehicles not yet 10 years old when repairs exceeds current book value.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000201	MYF08	\$ 0.260	\$ 2.114	\$(0.216)	\$ 0.124	\$ 0.464

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(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000203	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Rehabilitated Stations Maintenance Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	With no station rehabilitations expected to be completed in 2009, six cleaners and six maintainers can be eliminated.				
<b>Background Details</b>	Since 2001 and 2004, cleaning and maintenance resources respectively have been added for rehabilitated stations. This is a result of additional maintenance requirements for new finishes and fixtures installed as part of the capital project renovation (e.g. additional lighting, new facilities, stainless steel fixtures, and glass surfaces.) Consequently, 6 Cleaners and 6 Maintainers are incrementally added each year; this is renewed and annually revised based on the actual number of stations receiving beneficial use.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000203	MYF08	0	12	12	12	12
<b>Financial Impact</b>	NYCTR	0000000203	MYF08	\$ 0.000	\$ 0.848	\$ 0.848	\$ 0.848	\$ 0.848

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000179	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	SONET/ATM Maintenance Reduction			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Revise SONET/ATM network vendor support contract to reflect current project status.				
<b>Background Details</b>	The SONET/ATM network was scheduled for beneficial use in January, 2008 and additional in-house resources and funds for a maintenance contracts with Siemens were added to the budget. The Siemens contracts will provide maintenance repair and return of defective equipment, technical assistance, software upgrades and support. Due to delays in final acceptance, not all contracts will be required in 2008, with the remainder being implemented in mid-2009.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000179	MYF08	\$ 1.000	\$ 0.500	\$ 0.000	\$ 0.000	\$ 0.000

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<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000222	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Station Track Cleaning Initiative Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Achievement of the entire goal with an equivalent effort would require 80.5 FTE, or 7.5 FTE less than current budget of 88 pos. Pilot cleaning goals not impacted by elim. of 1 cleaning gang.				
<b>Background Details</b>	The track Cleaning Pilot initiative included 92 operating positions. 11 gangs each consist of 1 Supervisor, 6 trackworkers and 1 PD Mtr. (total of 88 pos); and 4 relief supervisors, primarily to cover pre-existing gangs. From the Pilot's inception through May 3, Track's goal was to clean a total of 9,384 station tracks. Actual cleaned was 7,665. An average 65.8 supervisory/hourly FTE's were used-more efficient use of staff than originally projected.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000222	MYF08	8	8	8	8	8
<b>Financial Impact</b>	NYCTR	0000000222	MYF08	\$ 0.558	\$ 0.607	\$ 0.607	\$ 0.607	\$ 0.607

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 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000180	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Supply Logistics Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Supply Logistics Div. will reduce operating costs through work plan efficiencies, elim. 13 pos. involved with parts receipts & distribution for maint. activities in both Dept. of Subways and Buses.				
<b>Background Details</b>	Savings include reducing staff at the Central Warehouse facilities located in both Queens and the Bronx, elim. a position and the shipping support hub by transferring the East New York Yard Truck function to drivers located at the Maspeth site, reducing parts kitting support and the full or partial closure of a number of storerooms/shifts.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000180	MYF08	0	13	13	13	13
<b>Financial Impact</b>	NYCTR	0000000180	MYF08	\$ 0.000	\$ 0.993	\$ 0.985	\$ 0.964	\$ 0.943

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 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000207	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Terminal Car Cleaning Initiative Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Effective July 2008, 29 positions will be eliminated (28 Cleaners, 1 Supervisor). This 20% reduction leaves 97 Cleaners and 17 Supervisors for this program.				
<b>Background Details</b>	Pilot Programs for terminal cleaning began in the fall of 2008 on the Flushing #7 Line and the Canarsie L line. These pilots included establishing terminal cleaning at both ends of the line, and determining the optimal number of cleaners at the terminal to improve car cleanliness. The current budget for these two pilots is 125 hourly and 18 supervisors. A review of the pilot results indicates that the budgeted resources can be reduced by 20% with no impact on the pilot cleaning goals.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000207	MYF08	29	29	29	29	29
<b>Financial Impact</b>	NYCTR	0000000207	MYF08	\$ 0.843	\$ 1.833	\$ 1.833	\$ 1.833	\$ 1.833

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000209	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Track Test Savings			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Starting in July 2008, 8 positions related to Track Testing on the "B" division will be eliminated. An additional five positions will be eliminated in 2009, for a total reduction of 13.				
<b>Background Details</b>	Cars with electronically regulated propulsion controllers (ie: R142, R142A, R143, R160) do not require the annual track test to ensure that the car's dynamic braking and propulsion systems are operating properly. With the replacement of 1,572 60-foot "B" Division cars with R160's, track testing will no longer be needed for these specific cars.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000209	MYF08	8	13	13	13	13
<b>Financial Impact</b>	NYCTR	0000000209	MYF08	\$ 0.305	\$ 1.078	\$ 1.078	\$ 1.078	\$ 1.078

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Maintenance	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000211	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Water Intrusion Remediation			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Under this proposal the grouting workforce will be reduced by 20%, or 2 gangs consisting of 2 Supervisors and 10 hourlies. As a result, the new goal will be repairing 10,000 leaks per year.				
<b>Background Details</b>	The Water Intrusion Remediation program addresses water leaks by injecting grout into subway tunnel walls and ceilings. Expanded by 6 gangs in 2006, this program currently consists of 10 gangs with a goal of stopping 12,500 water leaks annually. Grouting is also completed through various Capital Program Projects: This work will continue at present levels.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000211	MYF08	0	12	12	12	12
<b>Financial Impact</b>	NYCTR	0000000211	MYF08	\$ 0.000	\$ 0.998	\$ 0.998	\$ 0.998	\$ 0.998

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Other	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000178	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Security Post Reductions			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	The Dept. of Security will implement these cost reductions: Elim. post coverage at employee parking lots-126th St. bus depot, Haven lot-East NY; post coverage-Kingsbridge depot tower,Cozine Iron Shop entrance,Maspeth rear dock,Westfarm roving patrol.				
<b>Background Details</b>	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. Current coverage changes are the result of operational changes and/or use of alarm system/CCTV and motion detectors.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000178	MYF08	0	13	13	13	13
<b>Financial Impact</b>	NYCTR	0000000178	MYF08	\$ 0.000	\$ 0.916	\$ 0.916	\$ 0.916	\$ 0.916

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Other	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000208	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Title Downgrades			<b>Agency Status</b>	Pending

**Description and Implementation Pla**      The Dept. of Subways will do title swaps to achieve savings. CES will convert 4 mgrl. pos. to operating suprvs., RTO will downgrade 2 train dispatchers to Ass't. Train Dispatchers, Stations will convert 28 vacant Station Suprv. pos. from level II to I

**Background Details**      The Department of Subways will implement various title downgrades. In the Central Electronic Shop (CES) a new labor agreement with Surface Subway Supervisors Association (SSSA) will allow use of an Operating Supervisor title instead of a managerial title, facilitating promotional opportunities for hourly employees. In RTO Assistant Train Dispatchers will replace Train Dispatchers at the Whitehall Street station, and in Stations the Station Supervisor Level I and II incumbents will be re-aligned with the budget.

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000208	MYF08	\$ 0.000	\$ 0.836	\$ 0.836	\$ 0.836	\$ 0.836

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000186	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Bus Shifter Economies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	This program reduces 21 Shifters based on optimizing assignments and also reduces Extra List overtime by 18,570 hours due to better monitoring of Depot Extra List utilization.				
<b>Background Details</b>	Based on a review of Shifter utilization during pull-ins, fuel lane capacities and parking pool requirements, the Department of Buses (DOB) will be able to reduce 21 Shifters (Shifters are Bus Operators who move buses around the Depot). In addition, with the development of a more advanced reporting system, DOB is now able to better manage their Extra List and reduce 18,570 hours of Bus Operator overtime.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000186	MYF08	0	21	21	21	21
<b>Financial Impact</b>	NYCTR	0000000186	MYF08	\$ 0.000	\$ 2.137	\$ 2.137	\$ 2.137	\$ 2.137

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000174	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Eliminate Night Shift Revenue Processing			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Reduction of 5 Supervisor Associate Cashiers and 5 cashiers can be achieved, effective July 1, 2008.				
<b>Background Details</b>	As a result of broad-banding of the Associate Cashier and Supervisor Associate Cashier titles, Revenue Control will be able to eliminate the revenue processing night shift. Broadbanding will provide greater coverage flexibility within all revenue processing and MetroCard production operations. Currently, there are 2 levels of Associate Cashier titles and 2 levels of Supervisor Cashier, each with distinct functions. Broadbanding would combine the levels of both titles, allowing greater flexibility in scheduling.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000174	MYF08	10	10	10	10	10
<b>Financial Impact</b>	NYCTR	0000000174	MYF08	\$ 0.278	\$ 0.605	\$ 0.605	\$ 0.605	\$ 0.605

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000192	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Eliminate WEP Program			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	The WEP Program places public assistance recipients into supplementary cleaning assignments at NYCT. The WEP began in 1999 with the intent to augment subway car and station cleaning. WEP's are supervised by lead cleaners.				
<b>Background Details</b>	The Work Experience Program (WEP) will be eliminated. The impact will be miniimal due to the fact the lead cleaners will resume their original cleaning role, which has a larger scope of responsibilities than what WEP's can do. This proposal also reflects payroll savings from eliminating Lead Cleaner premiums (\$261K in DCE and \$262K in Stations) paid to the 150 lead cleaners (75 in DCE and 75 in Stations).				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000192	MYF08	0	19	19	19	19
<b>Financial Impact</b>	NYCTR	0000000192	MYF08	\$ 0.000	\$ 2.563	\$ 2.563	\$ 2.563	\$ 2.563

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000202	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Platform Controller Reduction			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	As a result of an analysis of platform conductor utilization, RTO has taken a 14 position reduction in Platform Conductors starting in January 2009.				
<b>Background Details</b>	RTO has a total of 56 platform conductors in the work program in Subdivisions A & B. RTO will eliminate 7 positions in each Subdivision which translates to a total savings of 14 positions.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000202	MYF08	0	14	14	14	14
<b>Financial Impact</b>	NYCTR	0000000202	MYF08	\$ 0.000	\$ 0.955	\$ 0.955	\$ 0.955	\$ 0.955

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet  
 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000223	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	RTO Safety Initiative Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	RTO will reorganize the implementation protocol for this initiative to achieve savings of 17 positions. Subdivision A will reduce by 9 ATD's, Subdivision B by 6 ATD's, and Subdivision C by 2 ATD's.				
<b>Background Details</b>	In 2008, a safety initiative was implemented in RTO with 35 Assisant Train Dispatchers (ATD) added. These ATD's were assigned to various RTO locations to brief the train crews reporting for duty of any significant events impacting their subway route and instructing the crews to adhere to all safety rules.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000223	MYF08	0	17	17	17	17
<b>Financial Impact</b>	NYCTR	0000000223	MYF08	\$ 0.000	\$ 1.575	\$ 1.575	\$ 1.575	\$ 1.575

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2008
<b>PEG / New Need ID</b>	0000000204	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Revenue Collection Efficiencies			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Reduction of 10 Collecting Agent (TA) positions can be realized effective 1/1/08				
<b>Background Details</b>	Efficiencies in collection services can be achieved by co-mingling subways booth and MetroCard Vending Machine (MVM) collections on the same route. This will result in the elimination of two routes and ten Collecting Agents. Additionally, due to the delay in hiring Collecting Agents, increased savings can be achieved in 2008 only.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000204	MYF08	10	10	10	10	10
<b>Financial Impact</b>	NYCTR	0000000204	MYF08	\$ 0.953	\$ 0.691	\$ 0.691	\$ 0.691	\$ 0.691

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000212	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Service Support Efficiencies - Buses			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Currently buses are driven back to their home depot when not in use. The lot in LIC will provide closer proximity to parking spaces during down-time, resulting in savings by reducing vehicle miles/hour for 30 express buses saving fuel and maint. costs.				
<b>Background Details</b>	NYCT Department of Buses will share a swing space lot in Long Island City with MTA Bus, which will provide midday accommodations for 30 express bus service routes originating from the Queens Division. Dispatching and security requirements will be provided by the primary benefactor of this facility, MTA Bus.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000212	MYF08	\$ 0.000	\$ 0.300	\$ 0.300	\$ 0.300	\$ 0.300

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet  
 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	1/1/2009
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	1/1/2009
<b>PEG / New Need ID</b>	0000000213	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Service Support Efficiencies - Subways			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Program components are: 1) Eliminate 3 Train Operator positions through scheduling efficiencies in shop transfers, 2) Eliminate 3 Train Operator positions through scheduled efficiencies and 3) convert 3 yard switching positions to reimbursable.				
<b>Background Details</b>	Service support efficiencies will be implemented in RTO through improved scheduling. This will reduce Train Operators assigned to moving trains to and from shops and work train operators supporting track maintenance. In addition, those positions assigned to switching capital work trains at the 38th Street Yard will be charged to the reimbursable job they are supporting.				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000213	MYF08	0	9	9	9	9
<b>Financial Impact</b>	NYCTR	0000000213	MYF08	\$ 0.000	\$ 0.734	\$ 0.734	\$ 0.734	\$ 0.734

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Program to Eliminate the Gap(PEGs) Worksheet  
 (\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	PEG	<b>Implementation Date</b>	7/1/2008
<b>Budget Reference</b>	MYF08	<b>Category</b>	Service Support	<b>Savings Date</b>	7/1/2008
<b>PEG / New Need ID</b>	0000000210	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Traffic Checking Efficiencies			<b>Agency Status</b>	Pending

**Description and Implementation Pla** Savings in this initiative is derived from using various technologies to gain Traffic Checker efficiencies.

**Background Details** Measures include using service scheduling software to more efficiently schedule Traffic Checkers, use origin/destination data from MetroCard records as well as cameras already installed in M.J. Quill Depot buses to forego/limit traffic checker field work and eliminate Traffic Checker assignments in the Bus and Rail Planning Service Unit. This initiative also reflects a corresponding reduction in Traffic Checker supervision and analytical staff resulting from automated data gathering. NYCT currently uses Traffic Checkers (part time and full time) to collect information to support schedule changes, monitor on-time performance, estimate the number of riders on bus and subway routes, conduct passenger environmental surveys as well as monitor performance goals for the Cleaning Pilot Program enacted during 2007.

				2008	2009	2010	2011	2012
<b>Total Headcount</b>	NYCTR	0000000210	MYF08	1	2	4	4	4
<b>Financial Impact</b>	NYCTR	0000000210	MYF08	\$ 0.212	\$ 0.743	\$ 1.715	\$ 1.865	\$ 1.865

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Post 2009 PEGs  
 (\$ in millions)

		2008		2009		2010		2011		2012	
		<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>
<b>Other</b>											
Unspecified		0	0.000	0	0.000	0	59.613	0	119.226	0	178.839
Sub-Total	Other	0	\$ 0.000	0	\$ 0.000	0	\$ 59.613	0	\$ 119.226	0	\$ 178.839
Total Programs		0	\$ 0.000	0	\$ 0.000	0	\$ 59.613	0	\$ 119.226	0	\$ 178.839

MTA NEW YORK CITY TRANSIT  
 Mid-year forecast for 2008  
 Summary of Post PEGs Worksheet

(\$ in millions)

<b>Business Unit</b>	NYCTR	<b>Financial Plan Category</b>	Post PEG	<b>Implementation Date</b>	1/1/2010
<b>Budget Reference</b>	MYF08	<b>Category</b>	Other	<b>Savings Date</b>	1/1/2010
<b>PEG / New Need ID</b>	0000000224	<b>Current Budget Year</b>	2008	<b>Status</b>	Open
<b>Program:</b>	Unspecified			<b>Agency Status</b>	Pending
<b>Description and Implementation Pla</b>	Unspecified				
<b>Background Details</b>	Unspecified				

				2008	2009	2010	2011	2012
<b>Total Headcount</b>								
<b>Financial Impact</b>	NYCTR	0000000224	MYF08	\$ 0.000	\$ 0.000	\$ 59.613	\$ 119.226	\$ 178.839

**MTA New York City Transit  
2009 Preliminary Budget  
July Financial Plan 2009-2012  
Summary of Major Plan-to-Plan Changes**

**Total Non-reimbursable and Reimbursable Baseline Positions**

**2008: July Financial Plan vs. February Financial Plan**

Total baseline positions are projected to decrease by 341, due mostly to a reduction of 427 from the elimination of the MTA Service Enhancement Fund, partly offset by an increase of 62 for the July 2008 subway service adjustments and 66 for other New Needs detailed above.

**2009: July Financial Plan vs. February Financial Plan**

Total baseline positions are projected to decrease by 11. The elimination of the MTA Service Enhancement Fund results in a position reduction of 427. Offsetting this reduction are increases of: 62 for subway service adjustments beginning July 2008; 143 for other new needs detailed above; 88 reimbursable for additional Capital Program work; 37 for subway fleet scheduled maintenance requirements and 38 for labor contract Apprentice Program requirements.

**2010-2012: July Financial Plan vs. February Financial Plan**

Total baseline positions are projected to decrease by 120 in 2010, 59 in 2011 and 238 in 2012. The elimination of the MTA Service Enhancement Fund results in a position reduction of 427 each year. Offsetting this reduction are increases of: 62 each year from subway service adjustments beginning July 2008; 179 in 2010, 177 in 2011 and 42 in 2012 for other New Needs detailed in the 2009 Preliminary Budget section above; 77 in 2010, 22 in 2011 and 23 in 2012 reimbursable from changes in capital program work; 33 in 2010 and 50 in 2011 for subways fleet scheduled maintenance requirements and 27 from labor contract Apprentice Program requirements each year.

**MTA New York City Transit**  
**July Financial Plan 2009-2012**  
**Total Full-Time Positions and Full-Time Equivalents by Function and Department**  
**Non-Reimbursable and Reimbursable**

	2008		2009		2010	2011	2012
	2007 Actuals	Mid-Year Forecast	Preliminary Budget				
<b>Administration</b>							
Office of the EVP	28	31	31	29	28	28	
Administration	651	639	647	647	647	647	
Office of Management and Budget	32	40	40	40	40	40	
Technology & Information Services	553	584	601	594	594	594	
Materiel	284	272	272	270	268	267	
Controller	234	234	234	234	234	234	
Office of the President	4	14	14	14	14	14	
Law	291	315	315	315	315	315	
Corporate Communications	288	290	278	278	278	278	
Non-Departmental	75	-	-	-	-	-	
AFC Program Management & Sales	65	69	69	69	69	69	
Capital Planning & Budget	35	35	35	35	35	35	
<b>Total Administration</b>	<b>2,540</b>	<b>2,523</b>	<b>2,536</b>	<b>2,525</b>	<b>2,522</b>	<b>2,521</b>	
<b>Operations</b>							
Subways Service Delivery	11,248	11,249	11,165	11,045	11,040	11,033	
Subways Chief of Staff	229	212	212	212	212	212	
Buses	10,679	10,701	10,726	10,783	10,783	10,783	
Paratransit	132	148	147	147	147	147	
Operations Planning	432	422	424	424	424	424	
Revenue Control	451	449	449	449	449	449	
<b>Total Operations</b>	<b>23,171</b>	<b>23,181</b>	<b>23,123</b>	<b>23,060</b>	<b>23,055</b>	<b>23,048</b>	
<b>Maintenance</b>							
Subways Senior VP	20	15	15	15	15	15	
Subways Service Delivery	2,900	2,940	2,891	2,903	2,921	2,918	
Subways Chief of Staff	1,629	1,622	1,563	1,508	1,501	1,501	
Maintenance of Way & Rolling Stock	11,870	12,108	12,171	12,150	12,062	11,648	
Buses	4,066	4,078	4,141	4,158	4,196	4,132	
Revenue Control	133	137	137	137	137	137	
Supply Logistics	575	567	567	567	567	567	
System Safety	91	97	97	97	97	97	
<b>Total Maintenance</b>	<b>21,284</b>	<b>21,564</b>	<b>21,582</b>	<b>21,535</b>	<b>21,496</b>	<b>21,015</b>	
<b>Engineering/Capital</b>							
Capital Program Management	1,431	1,468	1,436	1,436	1,436	1,436	
<b>Total Engineering/Capital</b>	<b>1,431</b>	<b>1,468</b>	<b>1,436</b>	<b>1,436</b>	<b>1,436</b>	<b>1,436</b>	
<b>Public Safety</b>							
Security	484	499	494	493	493	493	
<b>Total Public Safety</b>	<b>484</b>	<b>499</b>	<b>494</b>	<b>493</b>	<b>493</b>	<b>493</b>	
<b>Baseline Total Positions</b>	<b>48,910</b>	<b>49,235</b>	<b>49,171</b>	<b>49,049</b>	<b>49,002</b>	<b>48,513</b>	
Non-Reimbursable	44,025	43,633	43,884	43,975	44,088	43,611	
Reimbursable	4,885	5,602	5,287	5,074	4,914	4,902	
<b>Total Full-Time</b>	<b>48,630</b>	<b>49,040</b>	<b>48,984</b>	<b>48,862</b>	<b>48,815</b>	<b>48,326</b>	
Total Full-Time Equivalents	280	195	187	187	187	187	
<b>Impact of:</b>							
Program to Eliminate the Gap <sup>1</sup>	-	(109)	(512)	(543)	(578)	(515)	
<b>Total Positions</b>	<b>48,910</b>	<b>49,126</b>	<b>48,659</b>	<b>48,506</b>	<b>48,424</b>	<b>47,998</b>	
Non-Reimbursable	44,025	43,524	43,372	43,432	43,510	43,096	
Reimbursable	4,885	5,602	5,287	5,074	4,914	4,902	
<b>Total Full-Time</b>	<b>48,630</b>	<b>48,937</b>	<b>48,483</b>	<b>48,352</b>	<b>48,270</b>	<b>47,844</b>	
Total Full-Time Equivalents	280	189	176	154	154	154	
<b>Business Service Center</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(81)</b>	<b>(309)</b>	

<sup>1</sup> PEG tables include full-time positions only.

**MTA New York City Transit**  
**July Financial Plan 2009-2012**  
**Total Full-Time Positions and Full-Time Equivalents by Function and Occupational Group**  
**Non-Reimbursable and Reimbursable**

FUNCTION/OCCUPATIONAL GROUP	2007	2008	2009	2010	2011	2012
	Actuals	Mid-Year Forecast	Preliminary Budget			
<b>Administration</b>						
Managers/Supervisors	868	892	887	882	880	879
Professional, Technical, Clerical	1,572	1,588	1,609	1,603	1,602	1,602
Operational Hourlies	100	43	40	40	40	40
<b>Total Administration</b>	<b>2,540</b>	<b>2,523</b>	<b>2,536</b>	<b>2,525</b>	<b>2,522</b>	<b>2,521</b>
<b>Operations</b>						
Managers/Supervisors	2,547	2,623	2,564	2,541	2,536	2,534
Professional, Technical, Clerical	413	410	411	410	410	410
Operational Hourlies	20,211	20,148	20,148	20,109	20,109	20,104
<b>Total Operations</b>	<b>23,171</b>	<b>23,181</b>	<b>23,123</b>	<b>23,060</b>	<b>23,055</b>	<b>23,048</b>
<b>Maintenance</b>						
Managers/Supervisors	3,857	3,903	3,911	3,897	3,880	3,826
Professional, Technical, Clerical	1,191	1,258	1,213	1,183	1,164	1,156
Operational Hourlies	16,236	16,403	16,458	16,455	16,452	16,033
<b>Total Maintenance</b>	<b>21,284</b>	<b>21,564</b>	<b>21,582</b>	<b>21,535</b>	<b>21,496</b>	<b>21,015</b>
<b>Engineering/Capital</b>						
Managers/Supervisors	304	330	324	324	324	324
Professional, Technical, Clerical	1,125	1,136	1,110	1,110	1,110	1,110
Operational Hourlies	2	2	2	2	2	2
<b>Total Engineering/Capital</b>	<b>1,431</b>	<b>1,468</b>	<b>1,436</b>	<b>1,436</b>	<b>1,436</b>	<b>1,436</b>
<b>Public Safety</b>						
Managers/Supervisors	70	89	88	88	88	88
Professional, Technical, Clerical	20	24	25	25	25	25
Operational Hourlies	394	386	381	380	380	380
<b>Total Public Safety</b>	<b>484</b>	<b>499</b>	<b>494</b>	<b>493</b>	<b>493</b>	<b>493</b>
<b>Total Baseline Positions</b>						
Managers/Supervisors	7,646	7,837	7,774	7,732	7,708	7,651
Professional, Technical, Clerical	4,321	4,416	4,368	4,331	4,311	4,303
Operational Hourlies	36,943	36,982	37,029	36,986	36,983	36,559
<b>Total Baseline Positions</b>	<b>48,910</b>	<b>49,235</b>	<b>49,171</b>	<b>49,049</b>	<b>49,002</b>	<b>48,513</b>
<b>Non-Reimbursable</b>						
Reimbursable	44,025	43,633	43,884	43,975	44,088	43,611
Reimbursable	4,885	5,602	5,287	5,074	4,914	4,902
<b>Total Full-Time</b>	<b>48,630</b>	<b>49,040</b>	<b>48,984</b>	<b>48,862</b>	<b>48,815</b>	<b>48,326</b>
<b>Total Full-Time Equivalents</b>	<b>280</b>	<b>195</b>	<b>187</b>	<b>187</b>	<b>187</b>	<b>187</b>
<b>Impact of:</b>						
Program to Eliminate the Gap <sup>1</sup>		(109)	(512)	(543)	(578)	(515)
<b>Total Positions</b>	<b>48,910</b>	<b>49,126</b>	<b>48,659</b>	<b>48,506</b>	<b>48,424</b>	<b>47,998</b>
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<b>Total Full-Time Equivalents</b>	<b>280</b>	<b>189</b>	<b>176</b>	<b>154</b>	<b>154</b>	<b>154</b>

<sup>1</sup> PEG tables include full-time positions only.