

**METROPOLITAN TRANSPORTATION AUTHORITY**  
**2018 JULY and NOVEMBER FINANCIAL PLANS**  
**BUDGET REDUCTION PROGRAM (BRP)**

(\$ in millions) - Fav/(Unfav)

	2018		2019		2020		2021		2022		Five-Year Total	
	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
<b>LIRR</b>	<b>15</b>	<b>\$45.161</b>	<b>146</b>	<b>\$63.231</b>	<b>145</b>	<b>\$70.950</b>	<b>146</b>	<b>\$75.434</b>	<b>146</b>	<b>\$75.433</b>	<b>146</b>	<b>\$330.209</b>
<b>2018 July Plan</b>	<b>5</b>	<b>\$26.742</b>	<b>15</b>	<b>\$26.846</b>	<b>15</b>	<b>\$26.846</b>	<b>15</b>	<b>\$26.846</b>	<b>15</b>	<b>\$26.846</b>	<b>15</b>	<b>\$134.126</b>
<b>BRP - Administration</b>	<b>5</b>	<b>\$0.905</b>	<b>5</b>	<b>\$0.920</b>	<b>5</b>	<b>\$0.938</b>	<b>5</b>	<b>\$0.953</b>	<b>5</b>	<b>\$0.968</b>	<b>5</b>	<b>\$4.683</b>
Eliminate Vacant Non Representative Administrative Positions and reduction in intern program (job functions performed by existing staff).												
• Eliminate Vacant Non Representative Administrative Positions and reduction in intern program (job functions performed by existing staff).	5	\$0.905	5	\$0.920	5	\$0.938	5	\$0.953	5	\$0.968	5	\$4.683
<b>BRP - All Other</b>	<b>0</b>	<b>\$16.137</b>	<b>0</b>	<b>\$11.063</b>	<b>0</b>	<b>\$11.125</b>	<b>0</b>	<b>\$11.236</b>	<b>0</b>	<b>\$11.283</b>	<b>0</b>	<b>\$60.844</b>
Reduce Operating Funded Capital												
• With significant infrastructure investments over the next several years, anticipate reduced need for Operating Funded Capital.	0	\$0.000	0	\$2.000	0	\$2.000	0	\$2.000	0	\$2.000	0	\$8.000
Reduction in budgeted overtime Hours based on more efficient use of resources.												
• Based on Transportation staffing model, a reduction of relief day overtime for Engine Service and Train Service. In addition, the Stations department will reduce staffing on OT for First Of Month and End Of Month ticket sales.	0	\$1.622	0	\$1.623	0	\$1.629	0	\$1.633	0	\$1.639	0	\$8.146
• Savings as a result of 6 month hiring restrictions.	0	\$4.511	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$4.511
Tighter Control and Prioritization of Non-Payroll Funds to Core Mission Initiatives												
• Impose tighter control on non-payroll spending. Prioritize based on link to core mission.	0	\$5.885	0	\$5.287	0	\$5.275	0	\$5.306	0	\$5.347	0	\$27.100
Lower Traction Power consumption due to lower overall car miles and more aggressive review of Public Service Enterprise Group (PSE&G) and New York Power Authority (NYPA) billings												
• Over the last several years, the internal utility management group has been aggressively reviewing all billings and consumption estimates by the power providers. This has resulted in significant one-time and ongoing savings. In addition, due to significant capital activity over the next several years there will be reduced traction power expenses resulting in additional savings.	0	\$2.119	0	\$2.153	0	\$2.221	0	\$2.297	0	\$2.297	0	\$11.087
Joint Facility Agreement/Passenger Rail Investment and Improvement Act (PRIAA) savings as a result of continued review and challenging of new Northeast Corridor Commission (NECC) models.												
• LIRR OMB has been aggressively reviewing the Northeast Corridor Commission (NECC) models for sharing costs. As part of this review, the LIRR has identified costs that should not be included in our allocation (including vegetation management and snow clearing inside tunnels, etc.)	0	\$2.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$2.000
<b>BRP - Maintenance/Operations</b>	<b>0</b>	<b>\$9.700</b>	<b>10</b>	<b>\$14.863</b>	<b>10</b>	<b>\$14.782</b>	<b>10</b>	<b>\$14.657</b>	<b>10</b>	<b>\$14.596</b>	<b>10</b>	<b>\$68.599</b>
Anticipated reduced RCM Maintenance with the elimination of the M3s and the new M9s being under warranty.												
• This BRP would eliminate remaining Reliability Centered Maintenance funding for the M3 fleet. Minimal M3 running repair funding maintained as contingency for delayed retirement of M3 and delayed M9 delivery.	0	\$2.000	10	\$4.009	10	\$4.006	10	\$4.039	10	\$4.022	10	\$18.075
Lower Rolling Stock running repair and fleet modifications based on fleet performance.												
• Lower running repair and unplanned modification material costs due to improved fleet performance.	0	\$7.700	0	\$6.700	0	\$6.700	0	\$6.700	0	\$6.700	0	\$34.500
Significant infrastructure investments along the main line result in lower material needs.												
• Significant infrastructure investments along the main line will result in lower material needs for right of way maintenance.	0	\$0.000	0	\$4.155	0	\$4.076	0	\$3.919	0	\$3.874	0	\$16.024
<b>2018 November Plan</b>	<b>10</b>	<b>\$18.419</b>	<b>131</b>	<b>\$36.385</b>	<b>130</b>	<b>\$44.104</b>	<b>131</b>	<b>\$48.588</b>	<b>131</b>	<b>\$48.587</b>	<b>131</b>	<b>\$196.083</b>
<b>BRP - Administration</b>	<b>4</b>	<b>\$0.217</b>	<b>20</b>	<b>\$0.837</b>	<b>19</b>	<b>\$2.628</b>	<b>20</b>	<b>\$2.790</b>	<b>20</b>	<b>\$2.705</b>	<b>20</b>	<b>\$9.176</b>
BRP - Eliminate administration positions												
• Reduce administrative positions across the company. Positions reduced through attrition.	4	\$0.217	20	\$0.837	19	\$2.628	20	\$2.790	20	\$2.705	20	\$9.176
<b>BRP - All Other</b>	<b>0</b>	<b>\$9.353</b>	<b>0</b>	<b>\$3.441</b>	<b>0</b>	<b>\$3.752</b>	<b>0</b>	<b>\$3.725</b>	<b>0</b>	<b>\$3.736</b>	<b>0</b>	<b>\$24.008</b>
BRP - Tighter Control and Prioritization of Non Payroll Funds to Core Mission Initiatives												
• Funding reduction for miscellaneous contract services as a result of historical spending trends and programmatic initiatives. Includes reducing BRC (Homeless Outreach) funding.	0	\$1.353	0	\$3.441	0	\$3.752	0	\$3.725	0	\$3.736	0	\$16.008
BRP - Lower Traction Power consumption due to more aggressive review of PSE&G and NYPA billings.												
• The LIRR has identified a significant overbilling and is aggressively pursuing a refund.	0	\$1.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$1.000

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	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$	Pos	\$
BRP - Inventory Draw Down - Lower Projected New Material Purchases <ul style="list-style-type: none"> <li>The Inventory Task Force reviews inventory levels and material usage on a regular basis. An evaluation of current inventory levels for specific rolling stock maintenance tasks indicates sufficient inventory on hand to cover workload needs. This will generate cash budget savings.</li> </ul>	0	\$7.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$7.000
<b>BRP - Customer Convenience &amp; Amenities</b>	<b>0</b>	<b>\$5.000</b>	<b>0</b>	<b>\$5.000</b>	<b>0</b>	<b>\$0.000</b>	<b>0</b>	<b>\$0.000</b>	<b>0</b>	<b>\$0.000</b>	<b>0</b>	<b>\$10.000</b>
BRP - Help Points <ul style="list-style-type: none"> <li>A more efficient approach to rolling out Help Points has been identified. Help Points will be rolled out as part of the Enhanced Station Initiatives and other capital programs (main line third track, etc.).</li> </ul>	0	\$5.000	0	\$5.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$10.000
<b>BRP - Maintenance/Operations</b>	<b>6</b>	<b>\$3.849</b>	<b>108</b>	<b>\$18.336</b>	<b>108</b>	<b>\$31.927</b>	<b>108</b>	<b>\$31.194</b>	<b>108</b>	<b>\$31.235</b>	<b>108</b>	<b>\$116.543</b>
Enterprise Asset Management <ul style="list-style-type: none"> <li>Reduced scope and extended timeline of the EAM program.</li> </ul>	0	\$0.000	3	\$1.019	3	\$1.028	3	\$1.037	3	\$1.045	3	\$4.129
BRP - LIRR Forward Reductions <ul style="list-style-type: none"> <li>Preserve the key elements of LIRR Forward. Achieve greater efficiencies with remaining resources in regards to enhanced car cleaning, enhanced station cleaning, usher and ambassador initiatives.</li> </ul>	2	\$0.118	51	\$1.034	51	\$5.978	51	\$5.977	51	\$5.978	51	\$19.085
BRP - Fleet Maintenance Initiatives <ul style="list-style-type: none"> <li>Further material savings identified due to high MDBF of M7 fleet. Certain reliability maintenance and modification activities will be "stretched" over a greater number of years including M7 Phase 3 Truck Program, M7 Phase 4 Door Program and 15 year DM overhaul. Management positions will be reduced.</li> </ul>	4	\$3.731	10	\$13.068	10	\$16.892	10	\$16.151	10	\$16.183	10	\$66.025
BRP - Improve efficiency of right of way maintenance <ul style="list-style-type: none"> <li>Maximize existing resources to perform right of way maintenance. More effectively manage state of good repair program to perform more work under the capital program that would result in less need of materials for maintenance activities.</li> </ul>	0	\$0.000	44	\$3.214	44	\$8.029	44	\$8.030	44	\$8.029	44	\$27.303
<b>BRP - Revenue Enhancement</b>	<b>0</b>	<b>\$0.000</b>	<b>0</b>	<b>\$0.045</b>	<b>0</b>	<b>\$0.090</b>	<b>0</b>	<b>\$0.093</b>	<b>0</b>	<b>\$0.095</b>	<b>0</b>	<b>\$0.322</b>
BRP - Station Rental Revenue <ul style="list-style-type: none"> <li>The LIRR, working with MTA Real Estate, is actively pursuing opportunities to lease under-utilized stations to third parties.</li> </ul>	0	\$0.000	0	\$0.045	0	\$0.090	0	\$0.093	0	\$0.095	0	\$0.322
<b>BRP - Service/Service Support</b>	<b>0</b>	<b>\$0.000</b>	<b>3</b>	<b>\$8.726</b>	<b>3</b>	<b>\$5.706</b>	<b>3</b>	<b>\$10.785</b>	<b>3</b>	<b>\$10.816</b>	<b>3</b>	<b>\$36.033</b>
BRP - Reduce Ticket Selling and Ticket Remittance <ul style="list-style-type: none"> <li>Reduce number of open Penn Station ticket windows by one during the midday to match customer needs. Reduce two Train Crew Remittance positions in Jamaica and West Side Yard.</li> </ul>	0	\$0.000	3	\$0.351	3	\$0.363	3	\$0.369	3	\$0.378	3	\$1.461
BRP - Reduce Special Event Staffing <ul style="list-style-type: none"> <li>Based on a strategic review of support staff at special events including Citi Field, Forest Hills, Belmont, golf tournaments, etc., it was determined that the LIRR can reduce resources currently working these events on overtime.</li> </ul>	0	\$0.000	0	\$0.875	0	\$0.843	0	\$0.916	0	\$0.939	0	\$3.573
BRP - East Side Access Operating Efficiencies <ul style="list-style-type: none"> <li>The LIRR continues to review how to more efficiently integrate the existing LIRR service with the new service to Grand Central including operational staffing, administrative staffing, training, fleet maintenance, crew staffing, etc. Based on this initial review, savings have been identified.</li> </ul>	0	\$0.000	0	\$7.500	0	\$4.500	0	\$9.500	0	\$9.500	0	\$31.000