

**METROPOLITIAN TRANSPORTATION AUTHORITY**  
**2018 JULY and NOVEMBER FINANCIAL PLANS**  
**BUDGET REDUCTION PROGRAMS (BRPs)**  
(\$ in millions) - Fav/(Unfav)

	2018		2019		2020		2021		2022		Five-Year Total	
	Pos	\$	Pos	\$								
<b>B&amp;T</b>												
<b>2018 July Plan</b>	92	\$19.345	92	\$18.675	92	\$20.520	92	\$21.289	92	\$20.921	92	\$100.749
<b>BRP - Service/Service Support</b>	92	\$19.345	92	\$18.675	92	\$20.520	92	\$21.289	92	\$20.921	92	\$100.749
Cashless Tolling Efficiencies												
<ul style="list-style-type: none"> <li>B&amp;T facilities transitioned to Cashless Tolling in 2017. The five-year operating investment for this customer service initiative was initially estimated at \$148 million, net of headcount reductions totaling 172 positions that were achieved solely through attrition. That estimate was included in the 2016 November Financial Plan and subsequent financial plans brought the additional operating cost estimates down to \$93 million, recognizing that further reductions would likely be possible as B&amp;T gained more experience working within this radically new operating environment. For the 2018 July Financial Plan, B&amp;T completed a workforce assessment across all areas of the agency to ensure adequate and efficient staffing levels are in place to meet the complex challenges of revenue protection, safety, security, government compliance, systems maintenance, customer outreach, financial management and legal administration. The results of the assessment netted an additional headcount reduction of 92 positions, again achieved solely through attrition. In addition, non-labor costs were reduced primarily due to lower than initially estimated back-office costs for administering the Tolls by Mail program. In all, total costs were reduced by \$83 million over the July Financial Plan period, which brought the five-year operating investment for the Cashless Tolling program down to approximately \$10 million.</li> </ul>	92	\$19.345	92	\$18.675	92	\$20.520	92	\$21.289	92	\$20.921	92	\$100.749
<b>2018 November Plan</b>	0	\$17.710	0	\$16.941	0	\$15.750	0	\$17.250	0	\$17.250	0	\$84.902
<b>BRP - Administration</b>	0	\$12.910	0	\$2.691	0	\$0.000	0	\$0.000	0	\$0.000	0	\$15.602
2018 Vacancies and 2019 Payroll/Fringe Re-Estimates												
<ul style="list-style-type: none"> <li>Estimated savings from vacancies beyond those included in the July Financial Plan, based on unfilled position assumptions from June 2018 through the end of the year (\$12.9 million) plus 2019 payroll and related fringe benefit re-estimates (\$2.7 million).</li> </ul>	0	\$12.910	0	\$2.691	0	\$0.000	0	\$0.000	0	\$0.000	0	\$15.602
<b>BRP - Maintenance/Operations</b>	0	\$0.000	0	\$6.000	0	\$7.500	0	\$9.000	0	\$9.000	0	\$31.500
Major Maintenance												
<ul style="list-style-type: none"> <li>Approximately 25% of B&amp;T's non-labor financial plan is dedicated to a Major Maintenance and Bridge Painting Program that supplements and supports the large construction projects carried out through the Capital Programs. A comprehensive evaluation of these supplemental needs over the November Financial Plan period has yielded savings of \$5 million in 2019, \$7 million in 2020 and \$9 million each year thereafter. These savings are achievable through realignment of schedules for carrying out major maintenance and bridge painting needs with capital work to achieve better balance of annual investments in the financial plan.</li> </ul>	0	\$0.000	0	\$6.000	0	\$7.500	0	\$9.000	0	\$9.000	0	\$31.500
<b>BRP - Service/Service Support</b>	0	\$4.800	0	\$8.250	0	\$8.250	0	\$8.250	0	\$8.250	0	\$37.800
Cashless Tolling												
<ul style="list-style-type: none"> <li>For the 2018 November Financial Plan, re-estimates for administering the Tolls by Mail program based on nearly a full year of operational experience have produced estimated plan-to-plan (November vs. July) savings of \$4.8 million in 2018 and nearly \$8.3 million each year thereafter. In addition to fulfilling the customer service goal of contributing toward greater regional mobility, Cashless Tolling has also proven to be a more cost effective means of toll collection.</li> </ul>	0	\$4.800	0	\$8.250	0	\$8.250	0	\$8.250	0	\$8.250	0	\$37.800