

MTA CC

MTA Capital Construction Company
2005 Final Proposed Budget
November Financial Plan 2005-2008

Mission Statement

The mission of the MTA Capital Construction Company (MTACC) is to serve the mobility needs of customers of the Metropolitan Transportation Authority (MTA) for the 21st Century by planning, designing, and building projects that expand the reach and capacity of the MTA network while meeting the MTA's obligation to serve the changing transportation needs of its customers in a timely, creative and cost-effective manner.

Financial Overview

In July 2003, the MTA Board approved the creation of the MTA Capital Construction Company with a specific mission to manage the implementation of future MTA system expansion projects. These projects currently consist of all activities associated with East Side Access, the Second Avenue Subway, #7 Line Extension, Lower Manhattan Fulton Transit Center, the new South Ferry station complex, and system-wide capital security projects. All MTACC costs are 100% reimbursable from the MTA Capital Program. The creation of a consolidated capital construction agency will allow dedicated resources to work more efficiently to address the challenges related to the planning, design, construction, regulatory framework, and community participation requirements of large complex capital projects. It is the goal of MTACC to minimize the number of full-time employees in order to maintain a cost efficient program management structure. To fulfill this goal requires that the expertise and support services available in the project's sponsor agencies be utilized to support design, construction and management. The preliminary budget proposal reflects this philosophy.

Currently, both MTA NYCT and MTA Headquarters are providing many support services. This budget proposal assumes that many of these services will continue to be provided.

2005 Preliminary Budget - Baseline

In 2005, MTACC will have two main objectives: 1) complete the initial setup of the MTACC organization and offices; and 2) begin major construction and continue the design of the MTA's system expansion projects. To accomplish these objectives, MTACC projects 2005 costs at \$31.572 million and a year end headcount of 150.

Labor and fringe expenses are projected at \$17.772 million. The 2005 year end staffing level of 150 employees consists of 56 MTACC positions who support the system expansion projects and cannot charge directly to a specific project; 50 for the East Side

Access project; 15 for the Second Avenue Subway project; 17 for the Lower Manhattan projects; and 12 for Security projects.

Non-Labor costs are projected at \$13.799 million. In 2005, one-time costs are included for the initial setup of the MTACC organization, such as computer equipment, copiers, and the establishment of an MTACC intranet. By early 2005, MTACC will be utilizing the majority of the 8th floor of 2 Broadway. Funds have been budgeted for the lease costs for this floor. Funds are also budgeted for other project office costs such as communications and supplies.

2006 - 2008 Projections

MTACC costs are projected to decrease by 3.5% in 2006, and then increase by 2.2% in 2007 and by 2.2% in 2008. Year-end staffing levels remain constant at 150. Labor costs increase by 15.2 % in 2006, reflecting the first year of full staffing. Non-Labor costs decline in 2006 by 27.6% because the initial agency setup costs are a one-time 2005 expense. Costs remain fairly constant through 2007 and 2008 and grow by 2.8% and 2.3% respectively.

These assumptions will need to be monitored and revised as the MTACC organization structure and processes are finalized and actual expenditures are realized.

MTA Capital Construction Company
November Financial Plan 2005 - 2008
Accrual Statement of Operations by Category
(\$ in millions)

NON-REIMBURSABLE

	2003	2004	2005			
	Actuals	Mid-Year	Preliminary	2006	2007	2008
		Forecast	Budget			
Revenue						
Farebox Revenue	\$	\$	\$	\$	\$	\$
Vehicle Toll Revenue						
Other Operating Revenue						
Capital and Other Reimbursements						
Total Revenue	\$	\$	\$	\$	\$	\$

Expenses

Labor:						
Payroll						
Overtime						
Health and Welfare						
Pensions						
Other Fringe Benefits						
Reimbursable Overhead						
Total Labor Expenses	\$	\$	\$	\$	\$	\$

Non-Labor:

Traction and Propulsion Power						
Fuel for Buses and Trains						
Insurance						
Claims						
Paratransit Service Contracts						
Maintenance and Other						
Operating Contracts						
Professional Service Contracts						
Materials & Supplies						
Other Business Expenses						
Total Non-Labor Expenses	\$	\$	\$	\$	\$	\$

Other Expenses Adjustments:

Other						
Total Other Expense Adjustments	\$	\$	\$	\$	\$	\$

Total Expenses before Depreciation	\$	\$	\$	\$	\$	\$
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Depreciation

Total Expenses	\$	\$	\$	\$	\$	\$
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Baseline Net Surplus/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
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Program to Eliminate the Gap

Net Surplus/(Deficit)	\$	\$	\$	\$	\$	\$
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MTA Capital Construction Company
November Financial Plan 2005 - 2008
Accrual Statement of Operations by Category
(\$ in millions)

REIMBURSABLE

	2003	2004	2005			
	Actuals	Mid-Year Forecast	Preliminary Budget	2006	2007	2008
Revenue						
Farebox Revenue	\$	\$	\$	\$	\$	\$
Vehicle Toll Revenue						
Other Operating Revenue						
Capital and Other Reimbursements						
MTACC Administration		8.403	18.039	16.044	16.465	16.791
East Side Access		2.941	7.295	7.668	7.805	8.007
Second Avenue Subway		0.404	1.999	2.394	2.443	5.210
Fulton Street/South Ferry		0.684	2.543	2.606	2.659	-
Security		0.276	1.697	1.753	1.788	1.826
Total Revenue	\$ -	\$ 12.708	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834

Expenses

Labor:						
Payroll	-	4.513	12.976	15.107	15.400	15.722
Overtime						
Health and Welfare		0.742	2.335	2.623	2.674	2.730
Pensions		0.330	0.873	0.998	1.024	1.047
Other Fringe Benefits	-	0.780	1.588	1.744	1.790	1.830
Reimbursable Overhead						
Total Labor Expenses	\$ -	6.365	17.774	20.472	20.888	21.329

Non-Labor:

Traction and Propulsion Power						
Fuel for Buses and Trains						
Insurance	-	0.452	0.497	0.546	0.599	0.659
Claims						
Paratransit Service Contracts						
Maintenance and Other						
Operating Contracts						
Professional Service Contracts	-	3.659	6.438	3.301	3.359	3.413
Materials & Supplies	-	0.003	2.452	2.429	2.452	2.449
Other Business Expenses	-	2.228	4.412	3.718	3.862	3.984
Total Non-Labor Expenses	\$ -	6.343	13.799	9.993	10.272	10.505

Other Expenses Adjustments:

Other

Total Other Expense Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Total Expenses before Depreciation	\$ -	\$ 12.707	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
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Depreciation

Total Expenses	\$ -	\$ 12.707	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
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Baseline Net Surplus/(Deficit)

Program to Eliminate the Gap

Net Surplus/(Deficit)	\$ -	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
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MTA Capital Construction Company
November Financial Plan 2005 - 2008
Accrual Statement of Operations by Category
(\$ in millions)

**NON-REIMBURSABLE and
REIMBURSABLE**

	2003 Actuals	2004 Mid-Year Forecast	2005 Preliminary Budget	2006	2007	2008
Revenue						
Farebox Revenue	\$	\$	\$	\$	\$	\$
Vehicle Toll Revenue						
Other Operating Revenue						
Capital and Other Reimbursements						
MTACC Administration		8.403	18.039	16.044	16.465	16.791
East Side Access		2.941	7.295	7.668	7.805	8.007
Second Avenue Subway		0.404	1.999	2.394	2.443	5.210
Fulton Street/South Ferry		0.684	2.543	2.606	2.659	-
Security		0.276	1.697	1.753	1.788	1.826
Total Revenue	\$	\$ 12.708	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
Expenses						
Labor:						
Payroll		4.513	12.976	15.107	15.400	15.722
Overtime		-	-	-	-	-
Health and Welfare		0.742	2.335	2.623	2.674	2.730
Pensions		0.330	0.873	0.998	1.024	1.047
Other Fringe Benefits		0.780	1.588	1.744	1.790	1.830
Reimbursable Overhead						
Total Labor Expenses	\$	6.365	17.774	20.472	20.888	21.329
Non-Labor:						
Traction and Propulsion Power						
Fuel for Buses and Trains						
Insurance		0.452	0.497	0.546	0.599	0.659
Claims						
Paratransit Service Contracts						
Maintenance and Other						
Operating Contracts						
Professional Service Contracts		3.659	6.438	3.301	3.359	3.413
Materials & Supplies		0.003	2.452	2.429	2.452	2.449
Other Business Expenses		2.228	4.412	3.718	3.862	3.984
Total Non-Labor Expenses	\$	6.343	13.799	9.993	10.272	10.505
Other Expenses Adjustments:						
Other						
Total Other Expense Adjustments	\$	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses before Depreciation	\$	\$ 12.707	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
Depreciation						
Total Expenses	\$	\$ 12.707	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
Baseline Net Surplus/(Deficit)	\$	\$ -	\$ 0.000	\$ 0.000	\$ 0.000	\$ -
Program to Eliminate the Gap						
Net Surplus/(Deficit)	\$	\$ -	\$ -	\$ -	\$ -	\$ -

MTA Capital Construction Company
November Financial Plan 2005 - 2008
Cash Receipts & Expenditures
(\$ in millions)

	2003	2004	2005	2006	2007	2008
	Actuals	Mid-Year Forecast	Preliminary Budget			
Receipts						
Farebox Revenue	\$ -	\$	\$	\$	\$	\$
Vehicle Toll Revenue						
Other Operating Revenue						
Capital and Other Reimbursements						
MTACC Administration		8.403	18.039	16.044	16.465	16.791
East Side Access		2.941	7.295	7.668	7.805	8.007
Second Avenue Subway		0.404	1.999	2.394	2.443	5.210
Fulton Street/South Ferry		0.684	2.543	2.606	2.659	-
Security		0.276	1.697	1.753	1.788	1.826
Total Receipts	\$ -	\$ 12.708	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
Expenditures						
Labor:						
Payroll		4.513	12.976	15.107	15.400	15.722
Overtime		-	-	-	-	-
Health and Welfare		0.742	2.335	2.623	2.674	2.730
Pensions		0.330	0.873	0.998	1.024	1.047
Other Fringe Benefits		0.780	1.588	1.744	1.790	1.830
Reimbursable Overhead		-	-	-	-	-
Total Labor Expenditures	\$	\$ 6.365	\$ 17.774	\$ 20.472	\$ 20.888	\$ 21.329
Non-Labor:						
Traction and Propulsion Power						
Fuel for Buses and Trains						
Insurance		0.452	0.497	0.546	0.599	0.659
Claims		-	-	-	-	-
Paratransit Service Contracts		-	-	-	-	-
Maintenance and Other Operating Contracts		-	-	-	-	-
Professional Service Contracts		3.659	6.438	3.301	3.359	3.413
Materials & Supplies		0.003	2.452	2.429	2.452	2.449
Other Business Expenses		2.228	4.412	3.718	3.862	3.984
Total Non-Labor Expenditures	\$	\$ 6.343	\$ 13.799	\$ 9.993	\$ 10.272	\$ 10.505
Other Expenditure Adjustments:						
Other						
Total Other Expenditure Adjustments	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$	\$ 12.707	\$ 31.572	\$ 30.465	\$ 31.160	\$ 31.834
Net Cash Deficit	\$	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

MTA Capital Construction
November Financial Plan 2005 - 2008
Cash Conversion (Cash Flow Adjustments)
(\$ in millions)

	2003 Actuals	2004 November Forecast	2005 Final Proposed Budget	2006	2007	2008
<u>Receipts</u>						
Farebox Revenue	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Vehicle Toll Revenue						
Other Operating Revenue						
Capital and Other Reimbursements						
MTACC Administration						
East Side Access						
Second Avenue Subway						
Fulton Street/South Ferry						
Security						
Total Receipt Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<u>Expenditures</u>						
Labor:						
Payroll						
Overtime						
Health and Welfare						
Pensions						
Other Fringe Benefits						
Reimbursable Overhead						
Total Labor Expenditures	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Non-Labor:						
Traction and Propulsion Power						
Fuel for Buses and Trains						
Insurance						
Claims						
Paratransit Service Contracts						
Maintenance and Other Operating Contracts						
Professional Service Contracts						
Materials & Supplies						
Other Business Expenditures						
Total Non-Labor Expenditures	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Other Expenditure Adjustments:						
Other						
Total Other Expenditure Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Total Cash Conversion Adjustments before Depreciation	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Depreciation Adjustment						
Baseline Total Cash Conversion Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Program to Eliminate the Gap	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
Total Cash Conversion Adjustments	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000

**MTA Capital Construction Company
November Financial Plan 2005-2008
Baseline Assumptions
Accrual Statement of Operations by Category
Non-Reimbursable and Reimbursable**

Revenue

Capital and Other Reimbursements

- All MTACC expenses are reimbursable from the MTA Capital Program.
- Costs will be reimbursed from specific capital projects in accordance with how the resources are utilized.
- MTACC has requested capital program funding for administrative costs that cannot be charged directly to a specific capital project.

Expenses

Payroll

- 2004 payroll costs reflect a projected year-end staffing level of 62.
- The increase in 2005 payroll reflects a year-end staffing level of 150, an increase of 88 employees over 2004. Costs are based on 2004 projected salaries escalated by 1.93%.
- 2006, 2007, and 2008 year-end staffing levels remain the same as 2005. Payroll costs are escalated from the prior year's base salary by 1.24%, 1.94% and 2.09% respectively.

Other Fringe Benefits

- Health and Welfare costs have been inflated by 12.9% in 2005 and 9.3% in 2006 through 2008.
- Pension and other benefits have been escalated by 1.93%, 1.24%, 1.94% and 2.09% for 2005 through 2008 respectively.

Insurance

- 2004 includes insurance for three automobiles at \$2,500 a year per car and \$444,708 for the All-Agency APPL program for the South Ferry project.
- 2005 through 2008 costs are based on 2004 projections. Costs are escalated by 10% each year through 2008.

Professional Service Contracts

- 2005 increases by 76% to reflect a full year of costs and include project and agency related legal and real estate costs.
- Costs decrease 49% in 2006 due to lower projected legal and real estate costs.
- Costs remain fairly constant in 2007 and 2008.
- Costs are escalated by 1.93%, 1.24%, 1.94% and 2.09% for 2005 through 2008 respectively.

Materials and Supplies

- 2005 costs increase by 100% to reflect projected staffing levels and a full year of agency costs.
- 2006 through 2008 costs are based on 2005 projections and remain fairly constant. Costs are escalated by 1.24%, 1.94% and 2.09% in 2006, 2007, and 2008 respectively.

Other Business Expenses

- 2005 increases 100% over 2004 to include agency set up costs such as procurement of copy machines, telephones, miscellaneous office furniture, computer equipment and to establish an MTACC intranet.
- Costs decrease 16% in 2006 because agency set up costs are not included.
- Costs remain fairly constant in 2007 and 2008.
- 2005 through 2008 costs are escalated by 1.93%, 1.24%, 1.94% and 2.09% respectively.

Summary of Assumptions Regarding Staffing Positions

- 2005 Year-End Staffing level grows to 150 employees: 56 represent MTACC administrative positions; 50 for the East Side Access project; 15 for the Second Avenue Subway project; 17 for the Lower Manhattan projects; and 12 for security projects.
- 2006 and 2007 Year-End staffing levels remain the same as 2005.
- In 2008, full time MTACC staff working on the Lower Manhattan projects are reassigned to the Second Avenue Subway project.

NON-REIMBURSABLE and REIMBURSABLE

[illegible]

[illegible]

MTA Capital Construction Company
November Financial Plan 2005-2008
Summary of Changes
July Financial Plan vs. November Financial Plan

2004 Forecast Budget

The November forecast is approximately 24% lower than the July Financial Plan. This is due to slower than anticipated staffing. Year-to-date staffing is below plan. Year end staffing is projected at 62 rather than the 79 previously assumed.

Non-labor costs overall are lower than the plan. Office expenses are based on staffing levels and office needs. Planned expenditures for supplies are being provided by NYCT and MTAHQ as part of the overhead. Professional Services costs are higher than planned due to costs incurred for employee recruitment.

2005 Preliminary Budget

2005 costs increase by 2% over the July Financial Plan. Payroll and benefit costs decrease slightly due to revised escalation rates and the timing of additional hires. Insurance costs are higher due to revised escalation rates. Professional service costs increase due to the addition of funding for the development and maintenance of an agency Intranet and for miscellaneous engineering contracts.

2006-2008 Preliminary Budget

Overall projections for 2006, 2007 and 2008 vary from the July Plan by 0.1%, 2%, and 4% respectively. Payroll and benefit costs decrease slightly due to revised escalation rates. Insurance costs are higher due to revised escalation rates. Professional service costs increase to reflect the maintenance of the Intranet and miscellaneous engineering services.

Staffing Levels

Year-end 2004 staffing levels are projected at 17 below the July plan. No changes to staffing are currently assumed for the 2005 through the 2008 time period. MTACC year-end staffing for these years is projected at 150.

MTA CAPITAL CONSTRUCTION
November Financial Plan 2005 - 2008
Summary of Changes Between Financial Plans by Category
(\$ in millions)

NON-REIMBURSABLE

	2004	2005	2006	2007	2008
2004 July Financial Plan - Baseline Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<i>Baseline Changes (List):</i>					
Revenue					
Sub-Total Revenue Changes	\$.000	\$.000	\$.000	\$.000	\$.000
Expenses					
Sub-Total Expense Changes	\$.000	\$.000	\$.000	\$.000	\$.000
Cash Adjustments:					
Revenue					
Expense					
Sub-Total Cash Adjustment Changes	\$.000	\$.000	\$.000	\$.000	\$.000
Total Baseline Changes	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
2004 November Financial Plan - Baseline Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
July Financial Plan - Program to Eliminate the Gap					
<i>PEG & Unspecified PEG Changes (List):</i>					
Sub-Total PEG	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
November Financial Plan - Program to Eliminate the Gap	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
2004 November Financial Plan - Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000

MTA Capital Construction
November Financial Plan 2005 - 2008
Summary of Changes Between Financial Plans by Category
(\$ in millions)

REIMBURSABLE

	2004	2005	2006	2007	2008
2004 July Financial Plan - Baseline Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<i>Baseline Changes (List):</i>					
Revenue	(\$4.116)	\$.524	(\$.0180)	(\$.633)	(\$1.459)
Sub-Total Revenue Changes	(\$4.116)	\$.524	(\$.0180)	(\$.633)	(\$1.459)
Expenses	\$4.116	(\$.524)	\$.0180	\$.633	\$1.459
Sub-Total Expense Changes	\$4.116	(\$.524)	\$.0180	\$.633	\$1.459
Cash Adjustments:					
Revenue					
Expense					
Sub-Total Cash Adjustment Changes	\$.000	\$.000	\$.000	\$.000	\$.000
<i>Total Baseline Changes</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>
2004 November Financial Plan - Baseline Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
July Financial Plan - Program to Eliminate the Gap					
<i>PEG & Unspecified PEG Changes (List):</i>					
Sub-Total PEG	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>
November Financial Plan - Program to Eliminate the Gap	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
2004 November Financial Plan - Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000

MTA Capital Construction
November Financial Plan 2005 - 2008
Summary of Changes Between Financial Plans by Category
(\$ in millions)

**NON-REIMBURSABLE/
REIMBURSABLE**

	2004	2005	2006	2007	2008
2004 July Financial Plan - Baseline Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
<i>Baseline Changes (List):</i>					
Revenue	(\$4.116)	\$.524	(\$.0180)	(\$.633)	(\$1.459)
Sub-Total Revenue Changes	(\$4.116)	\$.524	(\$.0180)	(\$.633)	(\$1.459)
Expenses	4.116	(\$.524)	\$.018	\$.633	\$1.459
Sub-Total Expense Changes	\$4.116	(\$.524)	\$.018	\$.633	\$1.459
Cash Adjustments:					
Revenue					
Expense					
Sub-Total Cash Adjustment Changes	\$.000	\$.000	\$.000	\$.000	\$.000
<i>Total Baseline Changes</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>
2004 November Financial Plan - Baseline Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
July Financial Plan - Program to Eliminate the Gap					
<i>PEG & Unspecified PEG Changes (List):</i>					
Sub-Total PEG	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>	<i>\$0.000</i>
November Financial Plan - Program to Eliminate the Gap	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000
2004 November Financial Plan - Net Cash Income/(Deficit)	\$0.000	\$0.000	\$0.000	\$0.000	\$0.000

MTA Capital Construction
November Financial Plan 2005 - 2008
Total Non-Reimbursable - Reimbursable Positions at End-of-Year
Full-Time Positions and Full Time Equivalents
(\$ in millions)

Departments	2003 Actuals	2004 November Forecast	2005 Final Proposed Budget	2006	2007	2008
MTACC Administration Core		18	56	56	56	56
ESA		31	50	50	50	50
SAS		5	15	15	15	32
Lower Manhattan		4	17	17	17	-
Security		5	12	12	12	12
Baseline Total Positions		62	150	150	150	150
<i>Non-Reimbursable</i>						
<i>Reimbursable</i>		62	150	150	150	150
<i>Total Full-Time</i>		62	150	150	150	150
<i>Total Full-Time-Equivalents</i>						

Impact of:
Program to Eliminate the Gap

Total Positions

Non-Reimbursable
Reimbursable

Total Full-Time
Total Full-Time-Equivalents