

IV. Program to Eliminate the Gap

PROGRAM TO ELIMINATE THE GAP Overview

This section contains information on proposed fare and toll changes and schedules detailing the Program to Eliminate the Gap (PEG). It indicates agency changes from the July Plan to November 1st. Subsequent to November 1st, the programs comprising the MTA's 2005 proposed PEG plan were revised to reflect the Executive Director's recommendations. The revisions were based on more current financial projection information and public input. The revisions scale back the 2005 proposed PEGs in order to generally maintain current service levels and achieve staff reductions without layoffs of union employees. These changes are also shown in this section.

The MTA's 2006 proposed PEG plan is generally unchanged from July; however, the dollar values and associated headcount projections have been modestly updated to reflect information available after July. Note that the 2006 PEG program is considered preliminary and implementation would be predicated on the health of MTA's baseline financial condition. A reassessment of 2006 will be presented in July 2005, the scheduled release of the Preliminary 2006 Budget.* As the Executive Director stated at the November Board meeting, if the Stabilization Reserve is not needed in 2005, it will be used to offset the most severe service cuts proposed in 2006.

This section also includes a description of the proposed fare and toll changes included in MTA's gap closing program.

This section contains three sets of schedules:

- 2004-2008 Consolidated – These schedules summarize the total 2005 and 2006 PEGs by Agency and by PEG category (e.g., Administration, Customer Convenience, etc.)
- Reconciliation of PEG Programs – These schedules reconcile the dollar values and associated headcount changes in the PEGs from July to November 1st (Volume 2) to November 18th (the release of the Executive Director's recommendation).

* Volume 2 of this report provides details for each Agency's PEGs and reflects the proposed 2005 and 2006 programs as of November 1st only. The PEGs in Volume 2, for the most part, are the *same as those presented in July*; however, the dollar values, associated headcount projections and timing of implementation were adjusted to reflect updated information available after July.

- 2004-2008 PEGs by Agency – These schedules present each Agency's recommended PEGs as of November 18th; the schedules separate the 2005 Programs from the 2006 Programs.

FARE AND TOLL CHANGES

The gap closing measures contained in the Financial Plan include proposed changes to fares and tolls to increase revenues beginning in 2005. All proposals are recommended to be implemented no later than March 31, 2005. The plan also contains an additional 5% increased revenue yield in 2007.

New York City Transit

The basic two-dollar single-trip fare and the MetroCard pay-per-ride bonus of 20 percent with a \$10 minimum purchase (or six trips for the price of five trips) would not change under the proposal. Also remaining unchanged is the seven-dollar price for the one-day unlimited-ride Fun Pass. Under the proposal, the 30-day unlimited-ride MetroCard would increase in price from \$70 to \$76 and the 7-day unlimited-ride MetroCard would increase in price from \$21 to \$24.

Pricing for express bus service would also change under the proposal. The price of a single express bus ride would increase from \$4 to \$5, and the price of the 7-day express bus pass would increase from \$33 to \$41. The express bus pricing differs from the July Financial Plan's gap-closing measures, which called for a \$6 express bus price. The November Financial Plan, in addition to the smaller increase in the express bus fare, differs from the July Financial Plan in that express bus service reductions are no longer included in the gap-closing program.

The implementation of these fare changes is expected to result in 6.3 million fewer projected trips and increased farebox revenue of \$103.9 million in 2005. In 2006, when the fare increase is expected to be in effect for a full year, ridership would be reduced by 7.6 million projected trips and farebox revenue would increase by \$126.9 million as a result of the fare increase.

Long Island Rail Road

An across-the-board 5% fare increase has been proposed for the Long Island Rail Road. There are also proposals to change three other fare components, which proposals would further increase fares for some customers. The one-way off-peak discount, currently 30% of the one-way peak fare, is expected to be reduced to 27.5% under the proposal. The 9% discount provided to Mail-N-Ride customers, and applied to the LIRR portion of joint monthly LIRR-MetroCard, is proposed to be reduced to a 5% discount. Those purchasing tickets on Long Island Rail Road trains would be subject to a higher on-board differential under the proposal, increasing from three dollars to five dollars per ticket.

The impact of these fare increases is anticipated to result in LIRR ridership declining by 2.1 million trips and farebox revenue increasing by \$18.5 million in 2005. Compared with the baseline forecasts, 2006 ridership is expected to be 2.5 million less and farebox revenue would increase by \$14.5 million.

Metro-North Railroad

As with LIRR, the fare proposal for the New York State portion of Metro-North Railroad includes an across-the-board 5% fare increase, and there are also proposals to change four other fare components, which proposals would further increase fares for some customers. These additional proposed changes are an increase in the on-board differential from \$3 to \$5 and a reduction from 9% to 5% in discount on the Metro-North portion of the joint MNR-MetroCard pass. The Metro-North fare proposal also includes a 1% commutation discount reduction in the outer-most fare zones, where the commutation discount is greater than 48 percent; other fare zones, currently at a 48 percent discount level, would remain unchanged by this component of the proposal. Finally, reverse commute travel during the morning – outbound from 5:30 AM to 9:00 AM – would be subject to peak period fares under the proposal.

Under this proposal, 2005 MNR ridership is expected to fall by 0.4 million passengers and revenue would increase by \$12.2 million in MNR's East-of-Hudson service area (Hudson, Harlem and New Haven Lines), while ridership is expected to decline by 0.2 million trips and revenue is expected to increase by \$0.4 million in MNR's West-of-Hudson service area (Port Jervis and Pascack Valley Lines). In 2006, MNR ridership is expected to be 0.4 million trips lower than the baseline forecast in the East-of-Hudson service area and the West-of-Hudson service area would have 0.2 million fewer trips, while farebox revenue is expected to increase by \$14.5 million and \$0.4 million for the East- and West-of-Hudson service areas, respectively.

Bridges and Tunnels

Cash and E-ZPass tolls for passenger cars at the major facilities – Bronx-Whitestone, Triborough and Throgs Neck Bridges and the Brooklyn-Battery and Queens Midtown Tunnels – are proposed to increase by 50 cents, to \$4.50 per crossing for cash and to \$4 for E-ZPass; at the Verrazano-Narrows Bridge, where tolls are only collected in the westbound direction, the toll is proposed to increase by one dollar to \$9 for cash tolls and to \$8 for E-ZPass. At the minor facilities – the Henry Hudson, Cross Bay and Marine Parkway Bridges – cash and E-ZPass tolls are proposed to increase 25 cents to \$2.25 per crossing for cash transactions, and to \$1.75 for E-ZPass transactions at the Henry Hudson Bridge. At the Cross Bay and Marine Parkway Bridges, E-ZPass transactions would increase from \$1.33 to \$1.50 per crossing. The base cash toll for commercial vehicles would increase by one dollar at the major facilities and by fifty cents at the minor facilities, and the base E-ZPass toll for commercial vehicles would increase by 80 cents at the major facilities and by 40 cents at the minor facilities. Additional charges, for both passenger cars and commercial vehicles, are assessed for towed items and for multiple axles; these additional fees are also increasing under the proposal.

The 2005 impact from these toll changes is expected to be 5.7 million fewer vehicle crossings at B&T facilities, while toll revenue is expected to increase \$97.8 million over the baseline forecast. In 2006, vehicle crossings are expected to be 7.4 million below the baseline and toll revenue is expected to be \$125.3 million greater than the baseline projection.

Staten Island Railway

Staten Island Railway is a subsidiary agency of New York City Transit and uses MetroCard technology for fare collection. SIR's fare levels are expected to increase and be consistent with fare levels proposed for NYCT. Additionally, it is expected that SIR would realize a modest increase in ridership and revenue resulting from the increase in the NYCT express bus fares. For 2005, the total impact from the proposed fare policy changes is expected to be a 0.1 million-trip increase and a \$0.2 million farebox revenue increase relative to the baseline projections. In 2006, ridership is expected to be 0.2 million above the baseline and farebox revenue would be \$0.3 million above the baseline projection.

Long Island Bus

Fare levels for Long Island Bus would increase to remain consistent with fare levels for NYCT. In 2005, ridership is expected to decline 0.1 million while farebox revenue would increase by \$1.1 million. Full year impacts in 2006 are projected to result in a 0.2 million decline in ridership and a \$1.3 million increase in farebox revenue.

MTA Gap-Closing

Impact of Fare and Toll Changes

2005 MTA Agency Ridership and Traffic Projections, in millions

	Before Fare & Toll Increases	After Fare & Toll Increases	Favorable / (Unfavorable)
Long Island Bus ¹	30.1	30.0	(0.1)
Long Island Rail Road	81.4	79.3	(2.1)
Metro-North Railroad ²	71.8	71.5	(0.4)
New York City Transit ^{1, 3}	2,207.0	2,200.6	(6.3)
Staten Island Railway ⁴	3.4	3.5	0.1
Total Ridership	2,393.7	2,384.9	(8.8)
 Bridges and Tunnels - Traffic	 302.4	 296.7	 (5.7)

2005 MTA Agency Fare and Toll Revenue Projections, in millions

	Before Fare & Toll Increases	After Fare & Toll Increases	Favorable / (Unfavorable)
Long Island Bus ¹	\$36.2	\$37.3	\$1.1
Long Island Rail Road	421.5	440.0	18.5
Metro-North Railroad ²	418.5	430.7	12.2
New York City Transit ^{1, 3}	2,585.1	2,689.0	103.9
Staten Island Railway ⁴	3.2	3.5	0.2
Total Farebox Revenue	\$3,464.5	\$3,600.5	\$136.0
 Bridges and Tunnels - Toll Revenue	 \$1,094.9	 \$1,192.7	 \$97.8
 <u>TOTAL FAREBOX & TOLL REVENUE</u>	 <u>\$4,559.4</u>	 <u>\$4,793.2</u>	 <u>\$233.8</u>

¹ Excludes Paratransit Operations.

² Metro-North Railroad ridership and farebox revenue figures are for East-of-Hudson service (Hudson, Harlem and New Haven Lines) only.

³ Excludes Fare Media Liability.

⁴ Includes impact from NYCT Express Bus fare increase.

METROPOLITAN TRANSPORTATION AUTHORITY
NOVEMBER FINANCIAL PLAN 2005 - 2008
CONSOLIDATED PROGRAMS to ELIMINATE THE GAP by CATEGORY AND AGENCY
2004 - 2008
(\$ in millions)

	2004 November Forecast		2005 Final Proposed Budget		2006 Plan		2007 Plan		2008 Plan	
	<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>
MTA-WIDE										
New York City Transit	33	16	912	61	3,058	209	2,894	183	3,084	227
Long Island Rail Road	0	0	204	44	518	65	518	67	518	68
Metro-North Railroad	6	1	143	11	214	33	214	31	201	19
Bridges and Tunnels	0	0	1	7	1	20	1	18	1	18
Long Island Bus	0	0	9	1	9	1	9	1	9	1
Staten Island Railway	0	0	9	1	41	4	38	3	38	3
MTA Headquarters	9	2	17	15	18	18	18	18	18	19
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
PEG Implementation Provision	0	0	0	(20)	0	(30)	0	0	0	0
CDOT Offset ¹	0	0	0	(3)	0	(5)	0	(5)	0	(2)
Total MTA-Wide By Category	48	20	1,295	117	3,859	314	3,692	317	3,869	354
MTA-Wide By Category										
Administrative	63	17	404	71	422	67	422	69	409	65
Customer Service and Amenities	1	(4)	83	9	157	14	157	14	157	15
Service	(16)	1	523	26	2,949	189	2,971	195	2,912	190
Maintenance Efficiencies	0	6	306	38	315	33	126	3	375	54
Revenue Enhancements	0	0	0	8	0	17	0	17	0	17
Other	0	0	16	13	16	16	16	16	16	17
Unspecified PEGs ²	0	0	0	0	0	16	0	7	0	(2)
PEG Implementation Provision	0	0	0	(20)	0	(30)	0	0	0	0
CDOT Offset ¹	0	0	0	(3)	0	(5)	0	(5)	0	(2)
No Lay-offs for Union Employees	0	0	(38)	(25)	0	(2)	0	0	0	0
Total MTA-Wide By Category	48	20	1,295	117	3,859	314	3,692	317	3,869	354

¹ Metro-North PEGs will result in reductions in CDOT subsidies.

² Agencies' Financial Plan PEG targets for 2006-2008 reflect internal actions - Unspecified PEGs- that will be required to contain controllable expense growth to inflation.
May not add due to rounding

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2004 - 2008
(\$ in millions)

	2004		2005		2006		2007		2008	
	November Forecast		Final Proposed Budget		Plan		Plan		Plan	
	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>	<u>Positions</u>	<u>Dollars</u>
Administration										
New York City Transit	54	15	233	40	249	37	249	37	249	37
Long Island Rail Road	0	0	111	21	112	19	112	20	112	20
Metro-North Railroad	0	0	33	5	33	5	33	5	20	1
Bridges and Tunnels	0	0	1	0	1	1	1	1	1	1
Long Island Bus	0	0	9	1	9	1	9	1	9	1
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	9	2	17	4	18	4	18	4	18	4
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Administration	63	17	404	71	422	67	422	69	409	65
Customer Convenience and Amenities										
New York City Transit	0	(4)	32	4	32	4	32	4	32	4
Long Island Rail Road	0	0	41	4	83	6	83	6	83	7
Metro-North Railroad	1	0	10	1	42	3	42	4	42	4
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Customer Convenience and Amenities	1	(4)	83	9	157	14	157	14	157	15
Service										
New York City Transit	(21)	0	464	19	2,589	150	2,611	156	2,552	149
Long Island Rail Road	0	0	18	5	242	25	242	26	242	26
Metro-North Railroad	5	0	38	2	81	10	81	11	81	11
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	3	1	37	3	37	3	37	3
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Service	(16)	1	523	26	2,949	189	2,971	195	2,912	190

METROPOLITAN TRANSPORTATION AUTHORITY
NOVEMBER FINANCIAL PLAN 2005 - 2008
CONSOLIDATED PROGRAMS to ELIMINATE THE GAP by CATEGORY AND AGENCY
2004 - 2008
(\$ in millions)

	2004 November Forecast		2005 Final Proposed Budget		2006 Plan		2007 Plan		2008 Plan	
	<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										
New York City Transit	0	5	178	17	183	12	(3)	(16)	246	35
Long Island Rail Road	0	0	71	17	81	16	81	15	81	15
Metro-North Railroad	0	1	51	4	47	4	47	4	47	4
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	6	0	4	0	1	0	1	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Maintenance Efficiencies	0	6	306	38	315	33	126	3	375	54
Revenue Enhancements										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	1	0	1	0	1	0	1
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	7	0	16	0	16	0	16
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Revenue	0	0	0	8	0	17	0	17	0	17
Other										
New York City Transit	0	0	5	1	5	1	5	1	5	1
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	11	1	11	1	11	1	11	1
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	11	0	14	0	14	0	15
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Other	0	0	16	13	16	16	16	16	16	17

METROPOLITAN TRANSPORTATION AUTHORITY
NOVEMBER FINANCIAL PLAN 2005 - 2008
CONSOLIDATED PROGRAMS to ELIMINATE THE GAP by CATEGORY AND AGENCY
2004 - 2008
(\$ in millions)

	2004		2005		2006		2007		2008	
	November Forecast		Preliminary Budget		Plan		Plan		Plan	
	<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>
Unspecified PEGs										
New York City Transit	0	0	0	0	0	5	0	0	0	0
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	9	0	6	0	(2)
Bridges and Tunnels	0	0	0	0	0	2	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Total Unspecified PEGs	0	0	0	0	0	16	0	7	0	(2)
PEG Implementation Provision	0	0	0	(20)	0	(30)	0	0	0	0

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
July Financial Plan - Total PEGs	90	20	2,680	208	4,801	392	4,635	400	4,815	446
<i>Changes from July Financial Plan</i>										
New York City Transit	(21)	(0)	(27)	(1)	17	6	16	(5)	16	(14)
Long Island Rail Road	0	0	(4)	(3)	0	(13)	0	(14)	0	(15)
Metro-North Railroad	(21)	0	0	0	0	(1)	0	0	0	0
Bridges and Tunnels	0	0	0	(2)	0	1	0	(0)	0	(1)
Long Island Bus	0	0	9	1	9	1	9	1	9	1
Staten Island Railway	0	0	(26)	(2)	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
<i>Total Changes</i>	<i>(43)</i>	<i>0</i>	<i>(48)</i>	<i>(7)</i>	<i>26</i>	<i>(6)</i>	<i>25</i>	<i>(18)</i>	<i>25</i>	<i>(28)</i>
CDOT Offset	0	0	0	(3)	0	(5)	0	(5)	0	(2)
Total PEGs - November 1st Financial Plan	47	20	2,632	199	4,827	381	4,660	377	4,840	417
<i>Changes from November 1st Financial Plan</i>										
New York City Transit	0	(0)	(1,148)	(62)	(833)	(55)	(834)	(49)	(837)	(51)
Long Island Rail Road	0	0	(152)	(15)	(97)	(9)	(97)	(9)	(97)	(8)
Metro-North Railroad	0	0	(37)	(5)	(37)	(3)	(37)	(3)	(37)	(3)
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
<i>Total Changes</i>	<i>1</i>	<i>(0)</i>	<i>(1,337)</i>	<i>(82)</i>	<i>(967)</i>	<i>(67)</i>	<i>(968)</i>	<i>(61)</i>	<i>(971)</i>	<i>(62)</i>
Total PEGs - November 18th Financial Plan	48	20	1,295	117	3,859	314	3,692	317	3,869	354

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
ADMINISTRATION:										
July Financial Plan - Total PEGs	63	17	396	69	413	69	413	69	400	66
<i>Changes from July Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	(0)	0	(3)	0	(2)	0	(3)
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	9	1	9	1	9	1	9	1
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Administration	0	0	9	1	9	(2)	9	(1)	9	(2)
Administration - November 1, 2004 Financial Plan	63	17	405	71	422	67	422	69	409	65
<i>Changes from November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	(1)	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Administration	0	0	(1)	0	0	0	0	0	0	0
Administration - November 18, 2004 Financial Plan	63	17	404	71	422	67	422	69	409	65

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
CUSTOMER CONVENIENCE AND AMENITIES:										
July Financial Plan - Total PEGs	1	(4)	839	28	903	54	903	55	903	56
<i>Changes from July Financial Plan</i>										
New York City Transit	0	0	0	(0)	0	(0)	0	(0)	0	(0)
Long Island Rail Road	0	0	0	0	0	(1)	0	(1)	0	(1)
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Customer Convenience & Amenities	0	0	0	(0)	0	(1)	0	(1)	0	(1)
Customer Convenience and Amenities - November 1, 2004 Financial Plan	1	(4)	839	27	903	53	903	54	903	54
<i>Changes from November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	(639)	(9)	(639)	(30)	(639)	(30)	(639)	(30)
Long Island Rail Road	0	0	(80)	(7)	(70)	(6)	(70)	(7)	(70)	(6)
Metro-North Railroad	0	0	(37)	(3)	(37)	(3)	(37)	(3)	(37)	(3)
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Customer Convenience & Amenities	0	0	(756)	(19)	(746)	(39)	(746)	(40)	(746)	(40)
Customer Convenience and Amenities - November 18, 2004 Financial Plan	1	(4)	83	9	157	14	157	14	157	15

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category SERVICE:	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
July Financial Plan - Total PEGs	26	1	1,089	63	3,130	215	3,153	216	3,097	213
<i>Changes from July Financial Plan</i>										
New York City Transit	(21)	(0)	(29)	(1)	15	1	14	1	14	1
Long Island Rail Road	0	0	0	0	0	(3)	0	(3)	0	(3)
Metro-North Railroad	(21)	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	(26)	(2)	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Service	(43)	(0)	(55)	(3)	15	(2)	14	(2)	14	(2)
Service - November 1, 2004 Financial Plan	(17)	1	1,034	60	3,145	213	3,167	214	3,111	211
<i>Changes from November 1, 2004 Financial Plan</i>										
New York City Transit	0	(1)	(509)	(34)	(194)	(24)	(195)	(19)	(198)	(20)
Long Island Rail Road	0	0	(1)	(0)	(1)	(0)	(1)	(0)	(1)	(0)
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Service	1	(1)	(512)	(34)	(196)	(24)	(196)	(19)	(199)	(20)
Service - November 18, 2004 Financial Plan	(16)	0	523	26	2,949	189	2,971	195	2,912	190

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

<div style="border: 1px solid black; padding: 2px;"> Category MAINTENANCE: </div>	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
July Financial Plan - Total PEGs	0	5	340	45	339	40	150	13	399	65
<i>Changes from July Financial Plan</i>										
New York City Transit	0	0	2	0	2	0	2	0	2	0
Long Island Rail Road	0	0	(4)	(3)	0	(2)	0	(4)	0	(5)
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Maintenance	0	0	(2)	(3)	2	(2)	2	(4)	2	(5)
Maintenance - November 1, 2004 Financial Plan	0	5	338	42	341	38	152	9	401	60
<i>Changes from November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	(32)	(4)	(26)	(5)	(26)	(6)	(26)	(6)
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Maintenance	0	1	(32)	(4)	(26)	(5)	(26)	(6)	(26)	(6)
Maintenance - November 18, 2004 Financial Plan	0	6	306	38	315	33	126	3	375	54

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
REVENUE ENHANCEMENTS:										
July Financial Plan - Total PEGs	0	0	0	10	0	18	0	18	0	18
<i>Changes to July Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	(0)	0	(4)	0	(4)	0	(4)
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	(2)	0	(1)	0	(1)	0	(1)
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Revenue Enhancements	0	0	0	(2)	0	(5)	0	(5)	0	(5)
Revenue Enhancements - November 1, 2004 Financial Plan	0	0	0	8	0	13	0	13	0	13
<i>Changes to November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	0	0	4	0	4	0	4
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Revenue Enhancements	0	0	0	0	0	4	0	4	0	4
Revenue Enhancements - November 18, 2004 Financial Plan	0	0	0	8	0	17	0	17	0	17

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category OTHER:	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
July Financial Plan - Total PEGs	0	0	16	13	16	16	16	16	16	17
<i>Changes to July Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Other	0	0	0	0	0	0	0	0	0	0
Other - November 1, 2004 Financial Plan	0	0	16	13	16	16	16	16	16	17
<i>Changes to November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Other	0	0	0	0	0	0	0	0	0	0
Other - November 18, 2004 Financial Plan	0	0	16	13	16	16	16	16	16	17

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category UNSPECIFIED PEGS:	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
July Financial Plan - Total PEGs	0	0	0	0	0	10	0	12	0	12
<i>Changes to July Financial Plan</i>										
New York City Transit	0	0	0	0	0	5	0	(5)	0	(14)
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	(1)	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	2	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Other	0	0	0	0	0	6	0	(5)	0	(14)
Unspecified PEGs - November 1, 2004 Financial Plan	0	0	0	0	0	16	0	7	0	(2)
<i>Changes to November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Other	0	0	0	0	0	0	0	0	0	0
Unspecified PEGs - November 18, 2004 Financial Plan	0	0	0	0	0	16	0	7	0	(2)

Metropolitan Transportation Authority
November Financial Plan 2005 - 2008
Summary of Changes to PEG Position and Dollar Values by Agency
(\$ in millions)

Category	2004		2005		2006		2007		2008	
	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars	Positions	Dollars
NO LAY-OFFS FOR UNION EMPLOYEES										
July Financial Plan - Total PEGs	0	0	0	0	0	0	0	0	0	0
<i>Changes to July Financial Plan</i>										
New York City Transit	0	0	0	0	0	0	0	0	0	0
Long Island Rail Road	0	0	0	0	0	0	0	0	0	0
Metro-North Railroad	0	0	0	0	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Other	0	0	0	0	0	0	0	0	0	0
No Lay-offs for Union Employees - Nov. 1st Fin. Plan	0	0	0	0	0	0	0	0	0	0
<i>Changes to November 1, 2004 Financial Plan</i>										
New York City Transit	0	0	0	(19)	0	0	0	0	0	0
Long Island Rail Road	0	0	(38)	(4)	0	(2)	0	0	0	0
Metro-North Railroad	0	0	0	(2)	0	0	0	0	0	0
Bridges and Tunnels	0	0	0	0	0	0	0	0	0	0
Long Island Bus	0	0	0	0	0	0	0	0	0	0
Staten Island Railway	0	0	0	0	0	0	0	0	0	0
MTA Headquarters	0	0	0	0	0	0	0	0	0	0
MTA Capital Construction	0	0	0	0	0	0	0	0	0	0
Sub-Total Other	0	0	(38)	(25)	0	(2)	0	0	0	0
No Lay-offs for Union Employees - Nov. 18th Fin. Plan	0	0	(38)	(25)	0	(2.060)	0	0.306	0	0.1630

MTA New York City Transit
November Financial Plan 2005 - 2008
Summary of the 2004 - 2008 Programs to Eliminate the Gap
(\$ in millions)

		Favorable/(Unfavorable)									
		2004		2005		2006		2007		2008	
		Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
LIST of PROGRAMS											
<u>Administration:</u>											
Apprenticeship Program		45	\$.975	60	\$ 2.437	74	\$ 2.862	74	\$ 3.076	74	\$ 3.076
Reduce Office of the Executive Vice President (EVP) Staff		1	\$.071	2	\$.390	2	\$.390	2	\$.390	2	\$.390
Eliminate Apprenticeship Program		6	\$.259	7	\$.616	8	\$.711	8	\$.759	8	\$.759
Token Scrap Revenue		-	\$.500	-	\$.000	-	\$.000	-	\$.000	-	\$.000
Reduce Office of Management & Budget (OMB) Staff		1	\$.213	1	\$.123	1	\$.123	1	\$.123	1	\$.123
Reduce Technology & Information Systems (TIS) Staffing		-	\$.262	23	\$ 2.509	23	\$ 2.509	23	\$ 2.509	23	\$ 2.509
Technology & Information Systems Efficiency/Productivity Savings		-	\$.262	(1)	\$.680	(1)	\$.680	(1)	\$.680	(1)	\$.680
Fringe Benefit Reforecast - Health & Welfare Management Action		-	\$ 11.800	-	\$ 11.800	-	\$ 11.800	-	\$ 11.800	-	\$ 11.800
Warehouse Inventory Cycle Count Savings		-	\$.100	-	\$.150	-	\$.150	-	\$.150	-	\$.150
Reduce Materiel Positions & Other Than Personal Services (OTPS)		1	\$.248	11	\$ 1.132	11	\$ 1.132	11	\$ 1.132	11	\$ 1.132
Subways Senior Vice President (SVP) Administrative Reductions		-	\$.000	2	\$.165	2	\$.165	2	\$.165	2	\$.165
Perform Fewer Track Gap Measurements		-	\$.000	-	\$.162	-	\$.162	-	\$.162	-	\$.162
Maintenance of Way (MOW) Administrative Reductions		-	\$.000	16	\$ 1.365	16	\$ 1.365	16	\$ 1.365	16	\$ 1.365
Car Equipment Operations Support Reduction		-	\$.000	14	\$ 1.008	14	\$ 1.008	14	\$ 1.008	14	\$ 1.008
Elevator & Escalator Personnel Reduction		-	\$.000	6	\$.433	6	\$.433	6	\$.433	6	\$.433
Electro-Mechanical Personnel Reduction		-	\$.000	3	\$.151	3	\$.151	3	\$.151	3	\$.151
Infrastructure Capital Construction Reduction		-	\$.000	1	\$.114	1	\$.114	1	\$.114	1	\$.114
Infrastructure Replace Hourlies with Clericals		-	\$.000	-	\$.068	-	\$.068	-	\$.068	-	\$.068
Signals 2 Position Reduction		-	\$.000	2	\$.228	2	\$.228	2	\$.228	2	\$.228
Buses Administrative Support Reductions		-	\$.000	21	\$ 1.900	21	\$ 1.900	21	\$ 1.900	21	\$ 1.900
Buses Depot Superintendent Reductions		-	\$.000	4	\$.426	4	\$.464	4	\$.464	4	\$.464
Reduce Outside Counsel Fees		-	\$.000	(4)	\$.891	(4)	\$.891	(4)	\$.891	(4)	\$.891
Reduce Law Staff		-	\$.000	4	\$.456	4	\$.452	4	\$.452	4	\$.452
Reduce Law Other Than Personal Services (OTPS) & Other Expenses		-	\$.000	-	\$ 1.535	-	\$ 1.485	-	\$ 1.485	-	\$ 1.485
Phase out Tuition Reimbursement Program		-	\$.000	1	\$.363	1	\$.666	1	\$.666	1	\$.666
Reduce Human Resources Positions & Other Than Personal Services (OTPS)		-	\$.000	7	\$.581	8	\$.694	8	\$.694	8	\$.694
Marketing, Administration and Other Savings		-	\$.000	4	\$ 1.979	4	\$ 1.979	4	\$ 1.979	4	\$ 1.979
Electronics Maintenance Division Span of Control Savings		-	\$.000	28	\$ 2.630	28	\$ 2.630	28	\$ 2.630	28	\$ 2.630
Reduce Automated Fare Control (AFC) Back-Office Staff		-	\$.000	3	\$.257	3	\$.257	3	\$.257	3	\$.257
Reduce Normal Replacement Costs of Data Processing Equipment		-	\$.000	-	\$ 3.518	-	\$.000	-	\$.000	-	\$.000
Reduce Employee Recognition Program Positions		-	\$.000	5	\$.447	5	\$.447	5	\$.447	5	\$.447
Reduce Controller's Staff & Overtime		-	\$.000	5	\$.502	5	\$.502	5	\$.502	5	\$.502
Reduce Paratransit Administration Staff		-	\$.000	8	\$.653	8	\$.653	8	\$.653	8	\$.653
Sub-Total Administration		54	\$ 14.690	233	\$ 39.669	249	\$ 37.071	249	\$ 37.333	249	\$ 37.333
<u>Customer Convenience & Amenities:</u>											
Work Experience Program (WEP) Program Reduction		-	\$.000	9	\$ 1.253	9	\$ 1.253	9	\$ 1.253	9	\$ 1.253
Eliminate Cleaner Vacancies		-	\$.000	-	\$ 1.247	-	\$ 1.247	-	\$ 1.151	-	\$ 1.151
Reduce Station Operations Support Unit		-	\$.000	2	\$.155	2	\$.155	2	\$.155	2	\$.155
Station Automation Plan		-	\$ (4.000)								
Depot Cleaner Reductions		-	\$.000	20	\$ 1.134	20	\$ 1.134	20	\$ 1.134	20	\$ 1.134
Encode Time and Value on MetroCards		-	\$.000	1	\$.376	1	\$.706	1	\$.706	1	\$.706
Sub-Total Customer Convenience & Amenities		-	\$ (4.000)	32	\$ 4.165	32	\$ 4.495	32	\$ 4.399	32	\$ 4.399
<u>Service Direct:</u>											
Bus Service Plan - Guideline Based Adjustments		-	\$.000	23	\$ 2.273	23	\$ 2.481	23	\$ 2.481	23	\$ 2.481
Bus Service Plan - Off Peak Guidelines @ 100% Seated Load (this PEG will be adjusted so that there is no more than an additional 5-minute wait)		-	\$.000	143	\$ 2.502	473	\$ 26.639	473	\$ 31.674	473	\$ 31.674
Bus Service Plan - Average Rate and Availability Offset		-	\$.000	(10)	\$ (5.052)	(86)	\$ (26.895)	(86)	\$ (26.402)	(86)	\$ (26.403)
Sub-Total Service Direct		-	\$.000	156	\$ (.277)	410	\$ 2.225	410	\$ 7.753	410	\$ 7.752

MTA New York City Transit
November Financial Plan 2005 - 2008
Summary of the 2004 - 2008 Programs to Eliminate the Gap
(\$ in millions)

	Favorable/(Unfavorable)									
	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
<u>Service Spinoff:</u>										
Rapid Transit Operations Training Float Reduction	-	\$.000	27	\$5.031	2	\$1.841	2	\$.122	2	\$.122
Bus Training Program Reductions	-	\$.000	69	\$2.301	71	\$6.168	70	\$5.268	34	\$2.658
Sub-Total Service Spinoff	-	\$.000	96	\$7.332	73	\$8.009	72	\$5.390	36	\$2.780
<u>Service Support:</u>										
One Person Train Operation (OPTO) - G Line	(7)	(\$.078)	36	\$.253	36	\$2.171	36	\$2.171	36	\$2.171
One Person Train Operation (OPTO) - L Line	(14)	(\$.151)	71	\$2.906	71	\$4.158	71	\$4.158	71	\$4.158
Traffic Checker Productivity Savings	-	\$.198	5	\$1.923	5	\$2.153	5	\$2.153	5	\$2.153
Rapid Transit Operations (RTO) Support Reductions	-	\$.000	89	\$5.950	98	\$6.492	98	\$6.729	98	\$6.729
Eliminate Revenue Collections Booth Truck Crew	-	\$.000	5	\$.297	5	\$.297	5	\$.297	5	\$.297
Joint Coin/Bill Processing	-	\$.000	6	\$.275	6	\$.275	6	\$.275	6	\$.275
Sub-Total Service Support	(21)	(\$.031)	212	\$11.604	221	\$15.546	221	\$15.783	221	\$15.783
<u>Maintenance:</u>										
Increase Bus Shop Maintenance to a 4 Year Cycle	-	\$5.094	49	\$3.642	54	(\$.265)	(132)	(\$27.970)	117	\$22.802
Worktrain Train Operator Savings	-	\$.000	9	\$.991	9	\$.991	9	\$.991	9	\$.991
Car Equipment Overtime & Night Differential Reductions	-	\$.000	-	\$.442	-	\$.442	-	\$.442	-	\$.442
Reschedule Car Equipment Facility Roof Repairs	-	\$.000	-	\$1.000	-	\$.000	-	\$.000	-	\$.000
Concrete Work Support Reduction	-	\$.000	3	\$.209	3	\$.209	3	\$.209	3	\$.209
Booth Heating Ventilation & Air Conditioning (HVAC) Maintenance Reduction	-	\$.000	27	\$1.917	27	\$1.917	27	\$1.917	27	\$1.917
Close Work Train Operations at 207th St. Yard	-	\$.000	15	\$1.008	15	\$1.008	15	\$1.008	15	\$1.008
Eliminate Emergency Generator Maintenance Investment	-	\$.000	2	\$.138	2	\$.138	2	\$.138	2	\$.138
Reduce Production Equipment Maintenance	-	\$.000	11	\$.806	11	\$.806	11	\$.806	11	\$.806
Track Geometry Car Thermal Imaging Readings Reduction	-	\$.000	1	\$.070	1	\$.070	1	\$.070	1	\$.070
Track Surfacing Support Reduction	-	\$.000	4	\$.259	4	\$.259	4	\$.259	4	\$.259
Emergency Alarm Maintenance Cycle Extension	-	\$.000	7	\$.439	7	\$.439	7	\$.439	7	\$.439
Reduce Amsterdam Annex Quota	-	\$.000	25	\$1.693	25	\$1.693	25	\$1.693	25	\$1.693
Central Maintenance Facility Management/Supervisory Reductions	-	\$.000	11	\$.967	11	\$.967	11	\$.967	11	\$.967
Electronics Mtce Division Other Than Personal Services (OTPS) Reductions	-	\$.000	-	\$1.050	-	\$1.050	-	\$1.050	-	\$1.050
Reduce Warehousing Costs	-	\$.000	14	\$1.952	14	\$1.952	14	\$1.952	14	\$1.952
Sub-Total Maintenance	-	\$5.094	178	\$16.583	183	\$11.676	(3)	(\$16.029)	246	\$34.743
<u>Other:</u>										
Office of System Safety Savings Plan	-	\$.000	5	\$.412	5	\$.412	5	\$.412	5	\$.412
Reduce Contracted Security Services at New Revenue Facility	-	\$.000	-	\$.317	-	\$.317	-	\$.317	-	\$.317
Sub-Total Other	-	\$.000	5	\$.729	5	\$.729	5	\$.729	5	\$.729

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(\$ in millions)

		Favorable/(Unfavorable)									
		2004		2005		2006		2007		2008	
		Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
<u>Attrition and Other Adjustments:</u>											
Change in Program Element Inflation		-	.000	-	(.041)	-	(1.386)	-	(1.453)	-	(2.542)
2005 PEG Program - attrition for agreement employees		-	\$.000	-	(\$18.704)	-	\$.000	-	\$.000	-	\$.000
Subtotal Attrition and Other Adjustments		-	-	-	(18.745)	-	(1.386)	-	(1.453)	-	(2.542)
TOTAL 2004 - 2005 PEGS		33	15.753	912	61.060	1,173	78.365	986	53.905	1,199	100.977
<u>2006 PEGs</u>											
Sub-Total Administration		-	\$.000	-	\$.000	-	\$.000	-	\$.000	-	\$.000
Sub-Total Customer Convenience & Amenities		-	\$.000	-	\$.000	-	\$.000	-	\$.000	-	\$.000
<u>Service Direct:</u>											
Subway Service Plan - Policy Headways Evenings and Weekends		-	\$.000	-	\$.000	72	\$6.092	72	\$6.092	72	\$6.092
Subway Service Plan - 30 Minute Overnight Headways		-	\$.000	-	(\$.000)	24	\$2.524	24	\$2.524	24	\$2.524
Subway Service Plan - 10% Service Cut		-	\$.000	-	(\$.000)	375	\$19.506	375	\$19.506	375	\$19.506
Bus Service Plan - Off Peak Guidelines @ 125% Seated Load		-	\$.000	-	\$.000	483	\$32.129	483	\$32.129	483	\$32.129
Bus Service Plan - Discontinue Local Routes with Low Cost-Recovery		-	\$.000	-	\$.000	690	\$47.490	690	\$47.490	690	\$47.490
Bus Service Plan - Discontinue Remaining Late Night Service		-	\$.000	-	\$.000	145	\$8.743	145	\$8.743	145	\$8.743
Sub-Total Service Direct		-	\$.000	-	(\$.000)	1,789	\$116.484	1,789	\$116.484	1,789	\$116.484
<u>Service Spinoff:</u>											
Bus Maintenance Support Reductions		-	\$.000	-	\$.000	2	\$.233	2	\$.233	2	\$.233
Bus Line Supervisor Reductions		-	\$.000	-	\$.000	18	\$1.571	18	\$1.571	18	\$1.571
Additional Bus Administrative Support Reductions		-	\$.000	-	\$.000	2	\$.195	2	\$.195	2	\$.195
Additional Bus Assistant General Superintendent Reductions		-	\$.000	-	\$.000	7	\$.812	7	\$.812	7	\$.812
Additional Bus Dispatcher Reductions		-	\$.000	-	\$.000	47	\$4.020	47	\$4.020	47	\$4.020
Additional Bus Shop Maintenance Reductions - 2006 Service Plan		-	\$.000	-	\$.000	7	\$1.417	30	\$4.166	7	\$1.200
Bus Shop Management/Supervisory Reductions		-	\$.000	-	\$.000	4	\$.368	4	\$.368	4	\$.368
Bus Transportation Command Center		-	\$.000	-	\$.000	3	\$.277	3	\$.277	3	\$.277
Eliminate Training and Employment Center Positions		-	\$.000	-	\$.000	3	\$.259	3	\$.259	3	\$.259
Reduce Labor Relations Field Operations Positions		-	\$.000	-	\$.000	3	\$.217	3	\$.217	3	\$.217
Sub-Total Service Spinoff		-	\$.000	-	\$.000	96	\$9.369	119	\$12.118	96	\$9.152
Sub-Total Service Support		-	\$.000	-	\$.000	-	\$.000	-	\$.000	-	\$.000
Sub-Total Maintenance		-	\$.000	-	\$.000	-	\$.000	-	\$.000	-	\$.000
Sub-Total Other		-	\$.000	-	\$.000	-	\$.000	-	\$.000	-	\$.000
Unspecified PEGs		-	\$.000	-	\$.000	-	\$5.182	-	\$.000	-	\$.000
TOTAL 2006 PEGS		-	-	-	(0.000)	1,885	131.035	1,908	128.602	1,885	125.636
GRAND TOTAL PEGs		33	\$15.753	912	\$61.060	3,058	\$209.400	2,894	\$182.507	3,084	\$226.613

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(\$ in millions)

	Favorable/(Unfavorable)									
	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
<u>PEGs Excluded From Deficit Reduction Plan</u>										
<u>Customer Convenience & Amenities</u>										
Station Automation Plan	-	\$.000	620	\$8.301	620	\$29.455	620	\$29.455	620	\$29.455
Reduce/Eliminate Customer Service Programs	-	\$.000	8	\$.598	8	\$.598	8	\$.598	8	\$.598
Reduce Training Float in Stations	-	\$.000	11	\$.652	11	\$.652	11	\$.652	11	\$.652
<u>Service Direct</u>										
Subway Service Plan - G Line to Court Square 24x7	-	\$.000	12	\$1.029	12	\$1.211	12	\$1.211	12	\$1.211
<u>Service Spinoff (Adjust these PEGs per reductions in Direct Service PEGs)</u>										
Uniform and Footwear Savings	-	\$.520	-	\$.282	-	\$.775	-	\$.775	-	\$.775
Bus Dispatcher Reductions	-	\$.000	23	\$1.803	24	\$2.053	24	\$2.053	24	\$2.053
Additional Bus Shop Maintenance Reductions - 2005 Service Plan	-	\$.000	-	\$.018	-	\$.057	-	\$.005	1	\$.115
Bus Assistant General Superintendent Reductions	-	\$.000	2	\$.213	2	\$.232	2	\$.232	2	\$.232
TOTAL PEGs EXCLUDED	-	\$.520	676	\$12.896	677	\$35.033	677	\$34.981	678	\$35.091

¹ Reflects the impact of amendments on year-end positions. Positions exclude full-time equivalents (FTE's) relating to part-time positions.

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	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
LIST of PROGRAMS										
<u>Administration:</u>										
Transportation Admin- Reduce Staffing Level			5.0	\$0.792	6.0	\$1.004	6.0	\$1.030	6.0	\$1.059
Reduction to Administrative Non payroll funding			0.0	1.991	0.0	2.019	0.0	2.058	0.0	2.095
Reduction to Training Staff and Programs			4.0	0.406	4.0	0.412	4.0	0.421	4.0	0.430
OFC Funding Reduced			0.0	0.800	0.0	0.800	0.0	0.800	0.0	0.800
M/E Operational Admin-Reduce Staffing Levels			18.0	1.816	18.0	1.876	18.0	1.941	18.0	2.014
Lease Line Savings			0.0	0.100	0.0	0.000	0.0	0.000	0.0	0.000
IS System Initiatives			0.0	1.912	0.0	1.010	0.0	1.412	0.0	1.412
IS Department Misc. Initiatives			0.0	0.600	0.0	0.000	0.0	0.000	0.0	0.000
IS Department Headcount Reductions			11.0	1.184	11.0	1.522	11.0	1.606	11.0	0.922
Engineering Admin- Reduce Staffing Levels			8.0	0.696	8.0	0.718	8.0	0.736	8.0	0.757
Decreased Passenger Vehicle Replacement			0.0	0.656	0.0	0.664	0.0	0.678	0.0	0.693
Cut Budget for Uniforms			0.0	0.257	0.0	0.260	0.0	0.265	0.0	0.271
Admin Headcount & Payroll Reductions (Subject to potential partial restoration)			46.4	4.010	46.4	4.205	46.4	4.301	46.4	4.402
Reduction to Administrative Non-Payroll exp			0.0	0.751	0.0	0.758	0.0	0.767	0.0	0.776
Reduction to Training Staff and Programs			0.0	0.503	0.0	0.515	0.0	0.528	0.0	0.543
Reduced Funding for Advertising			0.0	0.443	0.0	0.450	0.0	0.459	0.0	0.470
IS System Initiatives			0.0	2.270	0.0	0.400	0.0	1.100	0.0	1.100
IS Department Headcount Reductions (combined w/IS Reductions above)										
Engineering Admin- Reduce Staffing Levels			3.0	0.233	3.0	0.241	3.0	0.247	3.0	0.254
Cut Additional Passenger Vehicle Replacement			0.0	0.247	0.0	0.250	0.0	0.255	0.0	0.261
Administrative Headcount & Payroll Reductions (combined w/ above Admin headcount reductions above)										
Additional Reductions to Training Staff & Programs			1.0	0.093	1.0	0.095	1.0	0.097	1.0	0.099
Reduction to Administrative Non-Payroll funding			0.0	0.187	0.0	0.187	0.0	0.187	0.0	0.187
Reduction to Training Staff and Programs (Do Attrition only)			15.0	1.100	15.0	1.137	15.0	1.179	15.0	1.224
Sub-Total Administration	0	\$.000	111.4	\$21.047	112.4	\$18.523	112.4	\$20.067	112.4	\$19.769
<u>Customer Convenience & Amenities:</u>										
Train Crew Staffing Reductions			0.0	0.070	0.0	0.088	0.0	0.090	0.0	0.093
Ticket Selling- Reduce Windows at Selected Stations			6.0	0.411	6.0	0.427	6.0	0.443	6.0	0.463
Eliminate Funding for Replacement Penn Station Signs			0.0	1.000	0.0	0.000	0.0	0.000	0.0	0.000
Ticket Selling- Further Reductions at Selected Stations			5.0	0.399	11.0	0.847	11.0	0.879	11.0	0.915
Eliminate 1 of 4 HVAC Freeze Teams			3.0	0.300	3.0	0.309	3.0	0.320	3.0	0.331
Reduce Car Cleaning Operations			12.0	0.751	12.0	0.778	12.0	0.808	12.0	0.841
Substantial Reductions to Car Cleaners			15.0	0.949	15.0	0.983	15.0	1.020	15.0	1.061
Eliminate M7 Sinks					4.0	0.328	4.0	0.339	4.0	0.352
Sub-Total Customer Convenience & Amenities	0	\$.000	41.0	\$3.880	51.0	\$3.760	51.0	\$3.899	51.0	\$4.056
<u>Service:</u>										
Service Reductions with Minimal Impact			10.0	\$1.692	10.0	\$1.756	10.0	\$1.786	10.0	\$1.819
Eliminate Planned Growth MU AM Peak Service (Support shops)			0.0	0.992	0.0	0.000	0.0	0.000	0.0	0.000
Eliminate Planned Growth MU AM Peak Service (Field Operations)			6.0	0.957	6.0	0.976	6.0	0.995	6.0	1.015
Transportation Overtime Reductions			0.0	0.566	0.0	0.576	0.0	0.591	0.0	0.608
Reduce Emergency Busing Service			0.0	0.250	0.0	0.254	0.0	0.259	0.0	0.265
Transportation Operational Administration-Reduce Staffing Levels and Payroll			2.0	0.189	2.0	0.194	2.0	0.199	2.0	0.205
Reduction in Co-mingling Penalty Payments			0.0	0.125	0.0	0.129	0.0	0.132	0.0	0.136
Reduction of Supervisor-Schedule's Position in Service Planning			0.3	0.020	0.0	0.020	0.0	0.021	0.0	0.021
Sub-Total Service	0	\$.000	18.3	\$4.791	18.0	\$3.905	18.0	\$3.983	18.0	\$4.069
<u>Maintenance:</u>										
Rubbish Removal on the ROW			2.0	\$0.401	2.0	\$0.407	2.0	\$0.411	2.0	\$0.416
Low Priority Maintenance-Engineering Track			0.0	0.088	0.0	0.088	0.0	0.088	0.0	0.088
Low Priority Maintenance-Engineering Structures			0.0	1.258	0.0	1.258	0.0	1.258	0.0	1.258

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	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
Low Priority Maintenance-Engineering Signals			1.0	0.669	1.0	0.673	1.0	0.676	1.0	0.679
Low Priority Maintenance-Engineering Power			3.0	1.201	3.0	1.211	3.0	1.219	3.0	1.227
Low Priority Maintenance-Engineering MofW			0.0	0.500	0.0	0.500	0.0	0.500	0.0	0.500
Low Priority Maintenance-Engineering Communications			2.0	1.107	2.0	1.109	2.0	1.113	2.0	1.117
Eliminate the Stores Department Second Shift @ Hillside			5.0	0.346	5.0	0.352	5.0	0.359	5.0	0.367
Re-estimate M/E Life Cycle Maintenance Program			0.0	0.954	0.0	0.000	0.0	0.000	0.0	0.000
Reduce Cleaning of Employee Facility			4.0	0.234	4.0	0.243	4.0	0.253	4.0	0.265
M/E Operational Admin-Reduce Staffing Levels and Payroll (combined w/ Admin reduction above)										
Further Reduction to Engineering Maintenance- Track			14.0	1.357	14.0	1.379	14.0	1.413	14.0	1.450
Further Reduction to Engineering Maintenance- Structures			0.0	0.150	0.0	0.150	0.0	0.150	0.0	0.150
Further Reduction to Engineering Maintenance- Signal			3.0	0.305	3.0	0.307	3.0	0.315	3.0	0.324
Further Reduction to Engineering Maintenance- Power			8.0	0.742	8.0	0.795	8.0	0.814	8.0	0.835
Further Reduction to Engineering Maintenance- Communications			3.0	0.310	3.0	0.314	3.0	0.321	3.0	0.329
Curtail Long Island City Yard Operation					6.0	0.562	6.0	0.582	6.0	0.604
Arch Street PEMD Support			2.0	0.209	2.0	0.216	2.0	0.223	2.0	0.231
Re-estimate M/E Life Cycle Maintenance Program			2.0	0.959	2.0	0.171	2.0	0.177	2.0	0.184
Reduce Staffing in Engineering Signal Gangs			10.0	0.948	10.0	0.897	10.0	0.918	10.0	0.942
Long Term Storage for Diesel Locomotives			5.0	1.163	5.0	1.678	5.0	1.696	5.0	1.715
Further Reduce Plant Equipment Maintenance Staffing in M/E Assigned to Arch Street and West Side Shop			7.0	0.674	7.0	0.696	7.0	0.720	7.0	0.747
Continue Reductions to Bridge Painting Program						0.000		0.000		0.000
Agency Wide Reduction in Overtime				2.403		2.157		0.263		0.271
Extend Periodic Inspection for Diesel Equipment					0.0	0.000	0.0	0.000	0.0	0.000
Reduction to Engineering Maintenance Material				0.765		0.773		0.795	0.0	0.811
Sub-Total Maintenance	0.0	\$0.000	71.0	\$16.743	77.0	\$15.936	77.0	\$14.264	77.0	\$14.510
<u>Revenue Enhancements:</u>										
Revenue- Additional Parking Fees			0.0	0.500	0.0	0.508	0.0	0.519	0.0	0.530
Leasing of Arch Street Shop			0.0	0.300	0.0	0.375	0.0	0.000	0.0	0.000
Sub-Total Revenue Enhancements	0	\$0.000	0.0	\$0.800	0.0	\$0.883	0.0	\$0.519	0.0	\$0.530
<u>Other:</u>										
Reduce CARE funding			0.0	\$0.182	0.0	\$0.185	0.0	\$0.188	0.0	\$0.193
Environmental Program Reductions			0.0	0.134	0.0	0.136	0.0	0.139	0.0	0.142
Sub-Total Other	0.0	\$0.000	0.0	\$0.316	0.0	\$0.321	0.0	\$0.327	0.0	\$0.335
<u>Attrition and Other Adjustments:</u>										
2005 PEG Program - attrition for agreement employees			-38	(3.970)	0	(2.060)	0	0	0	0
Total 2004 - 2005 PEGS	0.0	\$0.000	204	\$43.607	258	\$41.268	258	\$43.059	258	\$43.269
2006 PEGs										
<u>Customer Convenience & Amenities:</u>										
Close all Car Washes- Eliminate Exterior Car Cleaning			0.0	0.000	4.0	0.431	4.0	0.445	4.0	0.461
Eliminate Ticket Selling Positions at 16 Stations			0.0	0.000	14.0	0.967	14.0	1.005	14.0	1.047
Eliminate Ticket Selling Positions at all Remaining Line Stations			0.0	0.000	14.0	0.967	14.0	1.005	14.0	1.047
Subtotal Customer Convenienc & Amenities			0.0	\$0.000	32.0	\$2.365	32.0	\$2.455	32.0	\$2.555
<u>Service:</u>										
Eliminate Service to Belmont Race Track			0.0	0.000	0.0	(0.151)	0.0	(0.148)	0.0	(0.145)
Abandon West Hempstead Branch			0.0	0.000	20.9	1.860	20.9	1.908	20.9	1.961
Abandon Oyster Bay Branch			0.0	0.000	65.3	5.575	65.3	5.732	65.3	5.906
Abandon Montauk Branch west of Jamaica			0.0	0.000	7.9	1.167	7.9	1.189	7.9	1.212

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	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
Abandon Greenport to Ronkonkoma			0.0	0.000	14.0	1.636	14.0	1.666	14.0	1.699
Eliminate Weekend Service on Oyster Bay, Far Rockaway, Port Jeff and West Hempstead			0.0	0.000	33.0	2.152	33.0	2.229	33.0	2.315
Service Reductions Below Current Service Levels			0.0	0.000	83.0	9.134	83.0	8.967	83.0	9.210
Subtotal Service			0.0	\$0.000	224.0	\$21.373	224.0	\$21.543	224.0	\$22.158
<u>Maintenance:</u>										
Close West Side Shop (1 shift)			0.0	0.000	4.0	0.366	4.0	0.379	4.0	0.393
TOTAL 2006 PEGs	0	\$0.000	0	\$0.000	260	\$24.104	260	\$24.377	260	\$25.106
GRAND TOTAL PEGs	0	\$0.000	204	\$43.607	518	\$65.372	518	\$67.436	518	\$68.375

PEGs Excluded From Deficit Reduction Plan

Customer Convenience & Amenities

Train Crew Staffing Reductions	14.0	\$2.340	14.0	\$2.409	14.0	\$2.471	14.0	\$2.540
Customer Communication-Transportation Department	2.0	0.160	2.0	0.165	2.0	0.169	2.0	0.174
Substantial Reductions to Car Cleaners	36.0	2.407	36.0	2.492	36.0	2.586	36.0	2.688
Eliminate all additional HVAC Freeze Teams	3.0	0.302	3.0	0.311	3.0	0.322	3.0	0.334
Customer Service Office-Penn Station	1.0	0.090	1.0	0.093	1.0	0.095	1.0	0.098
Station Cleaning Reductions	1.0	0.058	1.0	0.061	1.0	0.063	1.0	0.066
Reduce Car Cleaning Operations	0.0	0.000	0.0	0.000	0.0	0.000	0.0	0.000
Cuts to Station Cleaners	14.0	0.818	14.0	0.852	14.0	0.887	14.0	0.926

Maintenance

Reduce M/E Field Operations and Staffing	5.0	0.506	5.0	0.523	5.0	0.540	5.0	0.560
Continue Reductions to Bridge Painting Program	0.0	0.153	0.0	0.153	0.0	0.153	0.0	0.153
Extend Periodic Inspection for Diesel Equipment	7.0	0.905	7.0	0.927	7.0	0.953	7.0	0.980
Long Term Storage for Diesel Locomotives	0.0	0.500						
Curtail Long Island City Yard Operation	6.0	0.544						
Eliminate M7 Sinks	4.0	0.317						
Ticket Selling- Further Reductions at Selected Stations	6.0	0.416						
Further Reduction to Engineering Maintenance- Structures	8.0	0.766	8.0	0.791	8.0	0.808	8.0	0.828

Service

Transportation Operational Administration-Reduce Staffing Levels and Payroll	1.0	0.183						
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TOTAL PEGs EXCLUDED	0.0	\$0.000	108.0	\$10.465	91.0	\$8.777	91.0	\$9.047	91.0	\$9.347
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MTA Metro-North Railroad
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Program to Eliminate the Gap
(\$ in millions)

Favorable/(Unfavorable)										
2004		2005		2006		2007		2008		
Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	
LIST of PROGRAMS										
<u>ADMINISTRATION:</u>										
IT- Evaluation Equipment & Technology	0	\$.000	0	\$.102	0	\$.104	0	\$.000	0	\$.000
Office Space Renovation	0	\$.000	0	\$ 1.020	0	\$ 1.042	0	\$.535	0	(\$ 1.099)
Establish a Quality Assurance Group for Op. Services, GCT and Mof W	0	\$.000	13	\$ 1.849	13	\$ 1.922	13	\$ 1.994	0	\$.000
Reduce Administrative Positions (20 Filled positions)	0	\$.000	20	\$ 1.927	20	\$ 2.005	20	\$ 2.080	20	\$ 2.161
Sub-Total Administration	0	\$.000	33	\$ 4.898	33	\$ 5.073	33	\$ 4.609	20	\$ 1.062
<u>CUSTOMER CONVENIENCE & AMENITIES</u>										
Customer E-Mail	1	\$.053	1	\$.111	1	\$.116	1	\$.120	1	\$.125
Close GCT North Weekends	0	\$.000	8	\$.584	8	\$.608	8	\$.631	8	\$.656
Eliminate GCT North Station Master's Office	0	\$.000	1	\$.147	1	\$.153	1	\$.159	1	\$.166
Sub-Total Customer Convenience & Amenities	1	\$.053	10	\$.843	10	\$.877	10	\$.911	10	\$.947
<u>SERVICE:</u>										
Increase T&E Staff for Service Coverage	0	\$.000	12	\$ 1.124	12	\$ 1.168	12	\$ 1.211	12	\$ 1.257
Service Plan 2004 and 2005	5	\$.351	26	\$.665	26	\$ 2.228	26	\$ 2.345	26	\$ 2.472
Sub-Total Service	5	\$.351	38	\$ 1.789	38	\$ 3.396	38	\$ 3.556	38	\$ 3.729
<u>MAINTENANCE:</u>										
Additional Car Cleaning and Maintenance	0	\$.000	21	\$ 1.333	21	\$ 1.386	21	\$ 1.439	21	\$ 1.495
Landmark Preservation Maintenance	0	\$.500	0	\$.510	0	\$.521	0	\$.535	0	\$.550
Second Trick Periodic Inspection - M of E	0	\$.000	4	\$.321	0	(\$.006)	0	\$.000	0	\$.000
Standard Engineer Track and Other Administrative Resources	0	\$.000	4	\$.488	4	\$.508	4	\$.527	4	\$.547
Reduce Station Maintenance Forces	0	\$.000	22	\$ 1.657	22	\$ 1.706	22	\$ 1.771	22	\$ 1.841
Sub-Total Maintenance	0	\$.500	51	\$ 4.309	47	\$ 4.115	47	\$ 4.271	47	\$ 4.433
<u>REVENUE ENHANCEMENTS:</u>										
E of H Parking Fees Increase (Increase Revenue)	0	\$.000	0	\$.160	0	\$.160	0	\$.160	0	\$.160
Increase Commissary Prices 5 Percent (increase revenues)	0	\$.000	0	\$.100	0	\$.100	0	\$.100	0	\$.100
Sub-Total Revenue Enhancements	0	\$.000	0	\$.260	0	\$.260	0	\$.260	0	\$.260
<u>OTHER:</u>										
Right of Way Fencing - New Program	0	\$.000	2	\$.162	2	\$.169	2	\$.175	2	\$.182
H&H Interlocking Lighting	0	\$.000	3	\$.371	3	\$.383	3	\$.396	3	\$.411
Security Plan - GCT Maint & Test Life Safety & Fire Alarm	0	\$.000	6	\$.438	6	\$.456	6	\$.473	6	\$.492
Sub-Total Other	0	\$.000	11	\$.970	11	\$ 1.008	11	\$ 1.045	11	\$ 1.084
<u>Attrition and Other Adjustments:</u>										
2005 PEG Program - attrition for agreement employees	0	\$.000	0	(\$ 2.389)	0	\$.000	0	\$.000	0	\$.000
Total 2005 PEGS	6	\$.904	143	\$ 10.680	139	\$ 14.729	139	\$ 14.651	126	\$ 11.514

MTA Metro-North Railroad
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Program to Eliminate the Gap
(\$ in millions)

		Favorable/(Unfavorable)									
		2004		2005		2006		2007		2008	
		Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
<u>2006 PEGs</u>											
<u>ADMINISTRATION:</u>											
	Sub-Total Administration	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>CUSTOMER CONVENIENCE & AMENITIES</u>											
	Close Ticket Offices - NYS	0	\$.000	0	\$.000	32	\$2.506	32	\$2.610	32	\$2.720
<u>SERVICE:</u>											
	Increase East of Hudson Loading Standards - NYS	0	\$.000	0	\$.000	14	\$1.570	14	\$1.683	14	\$1.806
	Peak Svce Reductions - East of Hudson NYS	0	\$.000	0	\$.000	29	\$3.131	29	\$3.331	29	\$3.549
	West of Hudson Weekend Service Reductions (net Subsidy)	0	\$.000	0	\$.000	0	\$.500	0	\$.513	0	\$.528
	West of Hudson Weekday Service Reductions (net Subsidy)	0	\$.000	0	\$.000	0	\$1.605	0	\$1.647	0	\$1.693
	Sub-Total Service	0	\$.000	0	\$.000	43	\$6.807	43	\$7.174	43	\$7.575
<u>MAINTENANCE:</u>											
	Sub-Total Maintenance	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>REVENUE ENHANCEMENTS:</u>											
	Sub-Total Revenue Enhancements	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>OTHER:</u>											
	Sub-Total Other	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
	Unspecified PEGs	0	\$.000	0	\$.000	0	\$8.504	0	\$6.403	0	(\$2.329)
Total 2006 PEGs		0	\$.000	0	\$.000	75	\$17.816	75	\$16.187	75	\$7.967
GRAND TOTAL PEGs		6	\$.904	143	\$10.680	214	\$32.546	214	\$30.839	201	\$19.481
<u>PEGs Excluded From Deficit Reduction Plan</u>											
<u>CUSTOMER CONVENIENCE & AMENITIES</u>											
	Platform Cleaning GCT	0	\$.000	5	\$.442	5	\$.380	5	\$.395	5	\$.410
	GCT Reduced Station Cleaning	0	\$.000	8	\$.584	8	\$.608	8	\$.631	8	\$.656
	Reduce Station E-Cleaning - NYS	0	\$.000	7	\$.574	7	\$.611	7	\$.651	7	\$.693
	Reduce Station Cleaning - NYS	0	\$.000	17	\$1.199	17	\$1.248	17	\$1.295	17	\$1.345
Total PEGs Excluded		0	\$.000	37	\$2.799	37	\$2.847	37	\$2.972	37	\$3.105

¹ Reflects the impact of amendments on year-end positions.

MTA Bridges and Tunnels
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Program to Eliminate the Gap
(\$ in millions)

		2004		2005		2006		2007		2008	
		Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
LIST of PROGRAMS											
<u>Administration:</u>											
- Reduce 1 administrative position		0	\$.000	1	\$.040	1	\$.040	1	\$.040	1	\$.040
<u>Customer Convenience & Amenities:</u>											
Sub-Total Customer Convenience & Amenities		0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Service:</u>											
Sub-Total Service		0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Maintenance:</u>											
Sub-Total Maintenance		0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Revenue Enhancements:</u>											
- Establish a monthly E-ZPass account fee		0	\$.000	0	\$6.598	0	\$13.195	0	\$13.195	0	\$13.195
- Fund B&T traffic control for capital construction projects		0	\$.000	0	\$.507	0	\$1.796	0	\$1.796	0	\$1.796
- Increase the current fee for retained tags		0	\$.000	0	\$.092	0	\$.183	0	\$.183	0	\$.183
- Establish an administrative fee for deferred toll payment		0	\$.000	0	\$.036	0	\$.073	0	\$.073	0	\$.073
- Increase the current fee for returned checks		0	\$.000	0	\$.017	0	\$.035	0	\$.035	0	\$.035
Sub-Total Revenue Enhancements		0	\$.000	0	\$7.250	0	\$15.282	0	\$15.282	0	\$15.282
<u>Other:</u>											
- Eliminate DuPont Training Program		0	\$.000	0	\$.090	0	\$.090	0	\$.090	0	\$.090
Total 2005 PEGs		0	\$.000	1	\$7.380	1	\$15.412	1	\$15.412	1	\$15.412
2006 PEGs											
<u>Administration:</u>											
- Negotiate a more favorable credit card rate for the E-ZPass program		0	\$.000	0	\$.000	0	\$1.371	0	\$1.371	0	\$1.371
<u>Customer Convenience & Amenities:</u>											
Sub-Total Customer Convenience & Amenities		0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Service:</u>											
Sub-Total Service		0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Maintenance:</u>											
- Reduction in bridge painting		0	\$.000	0	\$.000	0	\$.241	0	\$.241	0	\$.241
<u>Revenue Enhancements:</u>											
- Charge a fee for improperly-mounted E-ZPass tags		0	\$.000	0	\$.000	0	\$.733	0	\$.733	0	\$.733
<u>Other:</u>											
Sub-Total Other		0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000

MTA Bridges and Tunnels
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Program to Eliminate the Gap
(\$ in millions)

	2004		2005		2006		2007		2008	
	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>
Unspecified PEGs	0	\$.000	0	\$.000	0	\$1.784	0	\$.288	0	\$.000
Total 2006 PEGS	0	\$.000	0	\$.000	0	\$4.129	0	\$2.633	0	\$2.345
GRAND TOTAL PEGs	0	\$.000	1	\$7.380	1	\$19.541	1	\$18.045	1	\$17.757

¹ Reflects the impact of amendments on year-end positions.

MTA Headquarters
November Financial Plan 2005 - 2008
Summary of the 2004 - 2008 Programs to Eliminate the Gap
(\$ in millions)

Favorable/(Unfavorable)										
2004		2005		2006		2007		2008		
Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	
LIST of PROGRAMS										
<u>Administration:</u>										
EITG Reengineering		1	\$0.292	1	\$0.300	1	\$0.312	1	\$0.321	
Real Estate Headcount Reduction and Reengineering		2	0.238	2	0.246	2	0.253	2	0.262	
Facilities Management Efficiencies	3	0.930	3	0.451	3	0.465	3	0.480	3	0.494
Audit Services Succession Plan	2	0.146	2	0.150	2	0.156	2	0.160	2	0.166
PeopleSoft Efficiencies	3	0.594	3	0.438	4	0.500	4	0.517	4	0.534
Transit Museum Reductions		1	0.256	1	0.264	1	0.273	1	0.281	
Overall MTAHQ cut	1	0.594	5	1.868	5	1.928	5	1.988	5	2.053
Sub-Total Administration	9	\$2.264	17	\$3.693	18	\$3.859	18	\$3.983	18	\$4.111
<u>Customer Convenience & Amenities:</u>										
Sub-Total Customer Convenience & Amenities	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<u>Service:</u>										
Sub-Total Service	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<u>Maintenance:</u>										
Sub-Total Maintenance	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<u>Revenue Enhancement:</u>										
Sub-Total Revenue Enhancement	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000	0	\$0.000
<u>Other:</u>										
Other		\$0.000	10.320		12.764		13.119		13.540	
MTA Police Overtime Reductions			1.000		1.032		1.065		1.099	
Sub-Total Other	\$0.000	\$0.000	0	\$11.320	0	\$13.796	0	\$14.184	0	\$14.639
GRAND TOTAL PEGS	9	\$2.264	17	\$15.013	18	\$17.655	18	\$18.167	18	\$18.750

¹ Reflects the impact of amendments on year-end positions.

MTA LONG ISLAND BUS
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Program to Eliminate the Gap
(\$ in millions)

	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
LIST of PROGRAMS										
<u>Administration:</u>										
Delayed Vacancy Hiring		0.150	9	1.000	9	1.000	9	1.000	9	1.000
Administrative Efficiencies				0.399		0.399		0.399		0.399
Sub-Total Administration	0	\$.150	9	\$1.399	9	\$1.399	9	\$1.399	9	\$1.399
<u>Customer Convenience & Amenities:</u>										
Sub-Total Customer Convenience & Amenities	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Service:</u>										
Sub-Total Service	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Maintenance:</u>										
Sub-Total Maintenance	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Revenue Enhancements:</u>										
Sub-Total Revenue Enhancements	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Other:</u>										
Sub-Total Other	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Total 2005 PEGS	0	\$.150	9	\$1.399	9	\$1.399	9	\$1.399	9	\$1.399
2006 PEGs										
<u>Administration:</u>										
Sub-Total Administration	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Customer Convenience & Amenities:</u>										
Sub-Total Customer Convenience & Amenities	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Service:</u>										
Sub-Total Service	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Maintenance:</u>										
Sub-Total Maintenance	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Revenue Enhancements:</u>										
Sub-Total Revenue Enhancements	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Other:</u>										
Sub-Total Other	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Total 2006 PEGS	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
GRAND TOTAL PEGs	0	\$.150	9	\$1.399	9	\$1.399	9	\$1.399	9	\$1.399

¹ Reflects the impact of amendments on year-end positions.

MTA Staten Island Railway
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Programs to Eliminate the Gap
(\$ in millions)

	Favorable/(Unfavorable)									
	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
LIST of PROGRAMS										
<u>Administration:</u>										
Sub-Total Administration	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Customer Convenience & Amenities:</u>										
Sub-Total Customer Convenience & Amenities	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Service:</u>										
Add fare collection at the Tompkinsville train station			0	0.225	0	0.300	0	0.300	0	0.300
Modify Weekend Headways			1	0.067	1	0.069	1	0.072	1	0.075
Modify Weekday Headways			2	0.134	2	0.139	2	0.144	2	0.149
Reduce Trains to Two Cars During Off-Peak			0	0.188	0	0.188	0	0.188	0	0.188
Sub-Total Service	0	\$.000	3	\$.615	3	\$.696	3	\$.704	3	\$.712
<u>Maintenance:</u>										
Reduce the size of the car fleet by 12 R44 B units			4	0.269	4	0.327	1	0.099	1	0.099
Facility Painting/ Station Maintenance			2	0.134		-		-		-
Sub-Total Maintenance	0	\$.000	6	\$.403	4	\$.327	1	\$.099	1	\$.099
<u>Revenue Enhancement:</u>										
Sub-Total Revenue Enhancement										
<u>Other:</u>										
Sub-Total Other	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Total 2005 PEGs	0	\$.000	9	\$ 1.018	7	\$ 1.024	4	\$.804	4	\$.811
2006 PEGs										
<u>Administration:</u>										
Sub-Total Administration	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Customer Convenience & Amenities:</u>										
Sub-Total Customer Convenience & Amenities	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Service:</u>										
One Person Train Operation (OPTO) Service Support					26	1.809	26	1.876	26	1.950
Eliminate Weekend Service					8	0.401	8	0.401	8	0.401
Sub-Total Service	0	\$.000	0	\$.000	34	\$ 2.210	34	\$ 2.277	34	\$ 2.351
<u>Maintenance:</u>										
Sub-Total Maintenance	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000

MTA Staten Island Railway
November Financial Plan 2005 - 2008
Summary of 2004 - 2008 Programs to Eliminate the Gap
(\$ in millions)

	Favorable/(Unfavorable)									
	2004		2005		2006		2007		2008	
	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars	Positions ¹	Dollars
<u>Revenue Enhancement:</u>										
Sub-Total Revenue Enhancement	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Other:</u>										
Sub-Total Other	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
<u>Unspecified PEGs</u>	0	\$.000	0	\$.000	0	\$.319	0	\$.319	0	\$.319
Total 2006 PEGs	0	\$.000	0	\$.000	34	\$2.529	34	\$2.596	34	\$2.670
GRAND TOTAL PEGs	0	\$.000	9	\$1.018	41	\$3.553	38	\$3.400	38	\$3.481

¹ Reflects the impact of amendments on year-end positions.

MTA Capital Construction Company
November Financial Plan 2005 - 2008
Summary of the 2004 - 2008 Programs to Eliminate the Gap
(\$ in millions)

	2004		2005		2006		2007		2008	
	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>	<u>Positions¹</u>	<u>Dollars</u>
LIST of PROGRAMS										
Administration:										
Sub-Total Administration	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Customer Convenience & Amenities:										
Sub-Total Customer Convenience & Amenities	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Service:										
Sub-Total Service	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Maintenance:										
Sub-Total Maintenance	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Revenue Enhancements:										
Sub-Total Revenue Enhancements	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
Other:										
Sub-Total Other	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000
GRAND TOTAL PEGS	0	\$.000	0	\$.000	0	\$.000	0	\$.000	0	\$.000

¹ Reflects the impact of amendments on year-end positions.

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